

Chapter 4 Case Study Southwestern University's Options

Question: *Southwestern University (SWU), a large state college in Stephenville, Texas, enrolls close to 20,000 students. The school is a dominant force in the small city, with more students during fall and spring than permanent residents.*

Always a football powerhouse, SWU is usually in the top 20 in college football rankings. Since the legendary Phil Flamm was hired as its head coach in 2006 (in hopes of reaching the elusive number 1 ranking), attendance at the five Saturday home games each year increased. Prior to Flamm's arrival, attendance generally averaged 25,000 to 29,000 per game. Season ticket sales bumped up by 10,000 just with the announcement of the new coach's arrival. Stephenville and SWU were ready to move to the big time!

The immediate issue facing SWU, however, was not NCAA ranking. It was capacity. The existing SWU stadium, built in 1953, has seating for 54,000 fans. The following table indicates attendance at each game for the past 6 years.

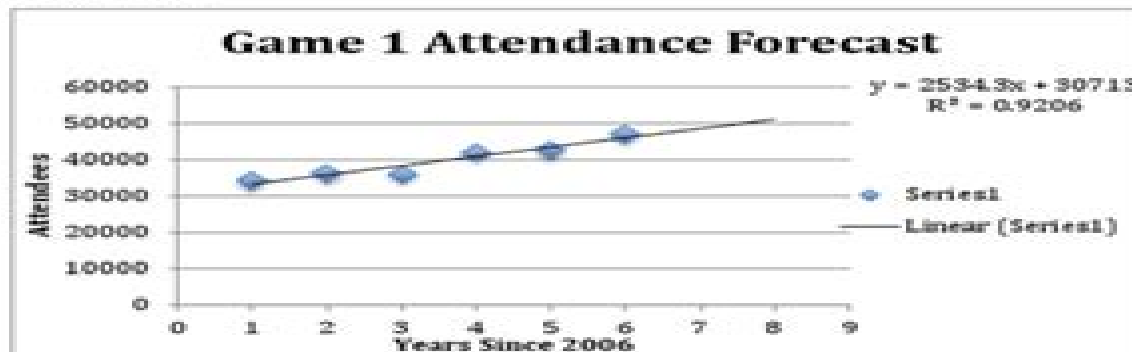
One of Flamm's demands upon joining SWU had been a stadium expansion, or possibly even a new stadium. With attendance increasing, SWU administrators began to face the issue head-on. Flamm had wanted dormitories solely for his athletes in the stadium as an additional feature of any expansion.

SWU's president, Dr. Joel Wimer, decided it was time for his vice president of development to forecast when the existing stadium would "max out". The expansion was, in his mind, a given. But Wimer needed to know how long he could wait. He also sought a revenue projection, assuming an average ticket price of \$50 in 2013 and a 5% increase each year in future prices.

Discuss the school's options

Southwestern University has a number of strong options for constructing a new stadium and meeting Coach Flamm's demands, but time constraints will start to limit some of them if they don't act fast. In order to understand the school's options, one must first understand what the future game attendances are forecasted to look like. They must also understand what the school's projected revenues from ticket sales will be over the next two years. Based on those attendance forecasts and revenue projections it's clear that SWU is in a strong financial position, and that it should therefore have a new stadium built by the second game of 2014, to prevent having to turn away fans.

Attendance records show a general growing trend since Coach Flamm took the helm in 2006. The following charts were created using Microsoft Excel and the "Least-Squares method" to forecast how this trend would impact attendance in each of the games in 2013 and 2014:



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