

PUBLIC RELATIONS IN BASEBALL IN THE 1960'S

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CHAPTER I

INTRODUCTION

The baseball season begins in the middle of February when major league teams report to the South for spring training. Exhibition games start in March and the final game of the World Series is played in the middle of October. The March-to-October tedium of balls and strikes has considerable impact on the American economy. As an industry, baseball realizes a gross income of more than \$100 million.¹ Player salaries in excess of \$80,000 are more commonplace in 1969 in baseball, and the commissioner of baseball's office has signed a \$50 million television contract with the National Broadcasting Company for a three-year period.²

Moreover, the length, breadth and depth of the game in the American culture has astounded psychologists, sociologists and economists. Approximately 50 million persons have watched major league baseball games in the past two years. Some 55 million more viewed the World Series on TV in 1967,³ and the cities of the two teams participating in that World Series, St. Louis and Boston, has an estimated

¹"The Business of Baseball," Newsweek, 65:69, April 26, 1965.

²Column in The Sporting News, August 26, 1967.

³Ibid.

combined economic profit for local businesses of \$5 million in one week.⁴

Ensclosed in this industrial superstructure is the public relations practitioner. It is the purpose of this thesis to determine his place and, with the present status of baseball as a backdrop, to assess the value of public relations in baseball and finally to make some recommendations, if necessary, for the improvement of the function of public relations in baseball. An earlier study, entitled "Public Relations and Promotion in Professional Baseball: A Case Study of the St. Louis Cardinals," was conducted in 1948 and 1949 by Anthony J. Padvaiskas. Padvaiskas analyzed only the St. Louis Cardinals organization and made no attempt to research the role of public relations for other major league teams.⁵ Although the St. Louis Cardinals have been chosen again as the "primum exemplum" for this study, nowhere is the assumption made that the St. Louis operation is the only way to practice public relations in baseball. Rather, after examining the Cardinals' organization in detail for three chapters, the thesis in Chapter V demon-

⁴"Winning the Series," Business Week, 84:33, October 7, 1967.

⁵Anthony J. Padvaiskas, "Public Relations and Promotion in Professional Baseball: A Case Study of the St. Louis Cardinals" (unpublished Master's thesis, The University of Missouri, Columbia, 1949).

strates three different cases of public relations in baseball which vary from the St. Louis master plan.

Studying one team exhaustively is essential to the research of this thesis because all twenty teams (in 1968) were surveyed and found to be similar, to a certain degree, in methodology to the St. Louis team; but most of the other teams simply don't seem to do their jobs so well as the Cardinals. Therefore, the findings and reporting of this survey become more meaningful when they have a point of reference.

Further, baseball has undergone changes since 1949, and the changes, of course, have influenced the public relations practitioners. Almost 25 million more persons attended baseball games between 1951 and 1960 than did between 1941 and 1950.⁶ Indications are that the increase will be greater in this decade. Television was in its embryonic stages at the time of the earlier study and its impact was unknown. Today the impact of television on baseball has changed the marketing of the game in some geographical areas. In fact, some baseball critics point to television as baseball's biggest problem.

The sports entertainment spectrum has transformed

⁶The Dope Book (The Sporting News series of yearly statistics in baseball; St. Louis: The Sporting News Press, 1951 through 1968).

radically. There are more than 105 recognized major league professional teams playing in sanctioned professional leagues. Whereas baseball formerly had a monopoly on the American sports entertainment dollar, it now must fight professional football, hockey, basketball and soccer for man's leisure spending money. To cope with some of its problems, baseball has transplanted franchises and expanded to twenty-four teams (in 1969), eight more than were playing in 1949.⁷ Correspondingly, promotion in baseball has switched from the origination of "night games" and "knot-hole gangs" in the late forties and early fifties to the point in 1968 where a special department has been founded to plan promotions for a team. Almost every night is a special night at a baseball game. So, baseball faces another problem: What place does promotion have in baseball? Chapter V discusses at length one extreme in promotion with three distinct examples, and the study as a whole endeavors to place promotions in the public relations syndrome.

Another difference between this study and the Padvaiskas thesis is that this study presents an evaluation of the performance of public relations men by professional newspapermen from large metropolitan dailies. These

⁷Malcolm F. Mallette, "Pity the Harassed Sports Editor," The Bulletin, February, 1968, p. 1.

reporters and sports editors deal with the public relations men daily. Also the previous study considered attitude and opinion only as it was reflected in the daily newspaper reports while this thesis reports on the public relations awareness of attitude and opinion by the people who come to see the game. There is no historical evolution of the game of baseball or the St. Louis team as was done in the earlier work. In 1949, the merger of baseball and public relations was being finalized.⁸ For this study, public relations in baseball is an accepted fact.

Baseball is facing a troubled era with the communications and entertainment explosions in America. Since World War II attendance at baseball games (although increasing numerically) has remained static when compared with increases in population. The Sporting News reports that baseball is losing its appeal in the younger age group, under thirty-five years old, and in the more affluent class, those earning more than \$10,000 a year.⁹ Most recently, the game received a black eye on an already-tainted national image in June, 1968, when many major league teams played baseball during the funeral of the assassinated Robert F. Kennedy and chose to play on the day after the funeral,

⁸Padvaiskas, op. cit., p. 88.

⁹Column in The Sporting News, August 12, 1967.

which had been proclaimed a day of national mourning by the President of the United States.¹⁰

All of these problems are entrenched in the handiwork of the public relations practitioner since they deal with the image of his product. The thesis does not investigate in depth the problems peculiar to each franchise. Those problems which were stated by several teams are mentioned merely because they were cited by several teams.

The first three chapters are concerned with the St. Louis Cardinals' public relations organization. The division in chapters was determined by the three-part division of the St. Louis public relations office. The public relations director and his functions are in the first part of the division, the community relations director and his role in the second part and the sales and promotions department in the final of the three parts. The chapter on promotions also presents the debate among men in baseball concerning the role promotion should play, and thus links Chapter IV with Chapter V, which describes how three separate atypical promotions in baseball helped to improve attendance. Chapter VI uses the preceding as a background and discusses what public relations is doing and is not doing in baseball today. Most of the basis for this chapter is a public

¹⁰Column in The Philadelphia Bulletin, June 13, 1968.

relations survey sent to all twenty teams (this was done before the expansion move of 1968 was approved and the four new teams were added to the major leagues). The final chapter draws conclusions from the material presented in the first six chapters.

Throughout the thesis are several definitions of public relations, functions of public relations, and theoretical axioms of public relations which support or negate, in theory, the practices of the public relations departments. Their usage is intended to add another dimension to the study. Much of the research for this study was conducted by interviews and on-the-scene reporting. Other sources were leading periodical articles on baseball and on public relations and promotions in baseball.

CHAPTER II

PUBLIC RELATIONS DIRECTOR

"There is no substitute for a championship team," says Bill Veeck, former major league owner, baseball promoter and entrepreneur.¹

Attendance statistics confirm this statement. The Cardinals drew more than two million fans in Busch Stadium in 1967 when they won the World Championship and in 1968 when St. Louis won the National League pennant.² It may not have made any difference what the St. Louis Cardinals' public relations office did in 1967 as long as the team won. "The winning image is always the best one," states James L. Toomey, director of public relations in the St. Louis organization for eighteen years (1949-1967) and now an executive vice president.³ Winner or no winner, the public relations department functioned in 1967, but "winning always made the job easier," says Bob Harlan, present director of public

¹Telephone interview with Bill Veeck, former baseball executive, Boston, Massachusetts, December 10, 1968.

²Personal interview with Robert Harlan, public relations director, St. Louis, Missouri, October 6, 1968.

³Personal interview with James L. Toomey, former public relations director and present executive vice president of the St. Louis Cardinals, St. Louis, Missouri, February 12, 1968.

relations.⁴

Public relations for the St. Louis Cardinals baseball club is divided among three separate offices: Director of public relations, director of community relations and sales and promotion director. Each office serves different functions; each has its own office and staff, but all work together to accommodate the team's publics: Press, fans, employees and owner. Total staff for the three offices is thirty persons, including secretaries.⁵

And the seven principal functions with which a public relations department should concern itself as defined by Cutlip and Carter are evident: Research, planning, coordinating, administration, promotion, community participation and advisory.⁶ In a later chapter, the ability of major league baseball public relations to carry out these functions will be examined.

The public relations director has a myriad of functions: Dealing with the press, writing and editing for publications of or about the Cardinals, operating the message board of the Busch Stadium scoreboard, assisting in

⁴Harlan, op. cit., February 11, 1968.

⁵Ibid.

⁶Scott M. Cutlip and Allen H. Carter, Effective Public Relations (Englewood Cliffs, New Jersey: Prentice Hall Company, 1958), p. 38.

promotional campaigns and planning themes for campaigns, articulating club policy where necessary, overseeing and directing press relations during spring training, compiling records, answering to his publics and keeping these publics informed. He has one assistant director of public relations and one secretary who help perform some of these tasks.

I. THE PRESS

"The modern press is the most important medium of communication for the distribution of news and opinion to large publics . . . steadily day after day, the press influences public opinion on various issues. . . ." ⁷

That the press is important is a recognized fact in both baseball and public relations. Harlan considers telephone calls, informal contact with sports reporters and the preparation of mailed releases for the press the three most effective means of dealing with the press. ⁸ Harlan realizes that the media are the best means of communicating ideas and images of his organization to the public. Thus, the press becomes his most vital vehicle for communications and public relations.

⁷ Stephen E. Fitzgerald, Communicating Ideas to the Public (New York: Funk and Wagnalls, 1950), p. 135.

⁸ Harlan, op. cit., February 12, 1968.

Harlan states that his job is confined more to press relations than the broader aspects of public relations as a whole. Bertrand Canfield in Public Relations Principles, Cases and Problems recognizes press relations as a tool of public relations when he defines public relations in part as:

. . . The process of communication of information to the public through various media of communication to effect a two-way formal and informal exchange of ideas between an organization and its publics is explained as a major function of public relations.⁹

"What the newspapers want are facts"¹⁰ and the Cardinals' public relations director endeavors to give them these facts. Much of this information is statistical. The director's principal informational objective is to provide the press with the latest and most accurate information about the Cardinals. How heavily the working press relies on this information is a matter of conjecture.

"Sometimes I get something I can develop from them," says Neal Russo of the St. Louis Post-Dispatch, who covers the Cardinals daily and has been writing sports for twenty-one years.¹¹ But both Russo and Jack Herman, Cardinal

⁹Bertrand Canfield, Public Relations Principles, Cases and Problems (Homewood, Illinois: Richard D. Irvin Incorporated, 1964), p. 76.

¹⁰Harlan, op. cit., February 11, 1968.

¹¹Personal interview with Neal Russo, sports writer for the St. Louis Post-Dispatch, St. Louis, Missouri, April 25, 1968.

reporter for the St. Louis Globe Democrat, keep their own game-by-game statistics. Herman files an early edition story before home and away night games and meets an early deadline after each game. He says that there are times when it is easy for him to call the public relations office and develop a story, and if the Cardinals look up some statistics for his game story, his early morning story is that much easier.¹²

Informal contact with the press occurs daily and is important. According to former St. Louis public relations director Toomey, "Press relations depend a great deal on the rapport which the public relations man develops formally and informally."¹³ Toomey was able to ingratiate himself with the press very well. Russo tells of Toomey's appeal as a public relations man:

He had a certain creative talent and he helped us when he volunteered information on the formality of protests and other rules which sometimes cause a problem for reporters. He knew the rules and he understood how important they were for us because he worked on a newspaper.¹⁴

A Sporting News press relations poll in 1963 rated the St. Louis press box first in cooperation with newspaper-

¹²Personal interview with Jack Herman, sports writer for the St. Louis Globe Democrat, St. Louis, Missouri, April 25, 1968.

¹³Toomey, op. cit.

¹⁴Russo, op. cit.

men and second in cooperation with radio-TV men. The poll included all media people who worked in the National League.¹⁵ L. E. Judd in Your Public Relations supports Toomey's viewpoint on rapport with the working press, "Availability and cooperation when the press wants to talk to you will more than pay for itself at times when you want to talk to the press."¹⁶

Another aspect of press relations is news releases, written by the public relations director in and out of baseball season. A definite policy underlies the Cardinals' news releases: "Release all stories for maximum impact and effect. Attempt to please all media by keeping a balance with releases."¹⁷ No releases are distributed on Mondays during professional football season.¹⁸

In a typical year (1966), the public relations office of the Cardinals produced 107 releases on schedules, exhibition games, season ticket sales, attendance figures, Busch Stadium records, trades and signings by players, coaches, scouts and the manager.¹⁹

¹⁵News article in The Sporting News, November 10, 1963.

¹⁶L. E. Judd, Your Public Relations, ed. Griswold and Griswold (New York: Funk and Wagnalls, 1948), p. 271.

¹⁷Toomey, op. cit.

¹⁸Ibid.

¹⁹Harlan, op. cit., February 11, 1968.

Only major trades and contract signings by managers and big-name ballplayers receive a banner sports play in newspapers. Herman and Russo think the releases are necessary and useful, but not for their papers. Russo says:

I know if it's something big, they'll contact me by phone and I don't worry about the small news items about signing draft choices, etc. They know what's big enough to warrant a call. We've never had any trouble or confusion with these releases.²⁰

Harlan attempts to contact all major St. Louis media by phone on all major announcements. He and his assistant, Jerry Lovelace, simultaneously telephone radio and TV stations and newspapers so that all media can receive the news as quickly as possible.²¹ All regular releases are staggered on two news cycles, one for morning papers and afternoon electronic media and the second for evening papers and morning electronic media.

If handled incorrectly, releases about player trades can cause considerable public embarrassment for an organization. To avoid such embarrassment, the Cardinals' office follows a three-step process:

- 1) Make an agreement with the other team on when the announcement will be made;
- 2) Inform the players who are being traded that they

²⁰Russo, op. cit.

²¹Harlan, op. cit., February 11, 1968.

have been traded; and

3) Notify the press of the trade.²²

Toomey recalls how some teams, including the Cardinals, have failed to inform the players before informing the press, and the result has been a blot on the organization's image.²³

An often-overlooked part of Harlan's duties is the writing and editing of feature stories for smaller Missouri and Illinois dailies. He states what value they are to the Cardinals and to the newspapers which use them:

Overall they are successful because these papers don't possess the time or resources for doing these stories. In fact, some stories are printed word-for-word as I write them. I try to write at least one a week and before road trips, enough stories are written to cover the time we spend on the road. Editors of the smaller papers appreciate stories because their readers enjoy reading about the Cardinals.²⁴

Relations with metropolitan dailies and smaller community papers, whether daily or weekly, require a knowledge and understanding of each paper's needs. Judd explains that this knowledge or ignorance of a newspaper's needs and mechanisms may determine success or failure in press relations.²⁵ The working press of major league baseball is aware of Judd's

²²Toomey, op. cit.

²³Ibid.

²⁴Ibid.

²⁵Judd, op. cit., p. 279.

concept and readily discerns a public relations man's ability to understand and meet a reporter's needs. Les Biederman, sports editor of the Pittsburgh Press and a major league baseball writer for more than thirty years, states his criteria for a public relations man:

If they [public relations men] can anticipate what information you want, you know they can help. But frequently you find some without media experience and their help is minimal, if that. There is no substitute for experience on a daily newspaper. With that, a public relations man knows what you can use and how you can use it and when you can use it. He understands how your medium operates and where you fit in. The ones who don't have the experience stick out. They're lost and they can't be of any use to you.²⁶

Judd succinctly summarizes what media knowledge means to public relations: "It is well to have a general understanding of what the basic structure of the media is, what they undertake to do, how they do it and why."²⁷

II. RECORD KEEPER

Baseball and newspaper coverage of baseball devote much time, space and energy to statistics. The St. Louis Post-Dispatch averages almost sixty inches of column space to printing statistics in six-point type during baseball

²⁶Personal interview with Les Biederman, sports editor of Pittsburgh Press, St. Louis, Missouri, April 26, 1968.

²⁷Judd, op. cit., p. 275.

season.²⁸ Radio and television announcers constantly repeat batting averages, home run totals and pitching records during broadcasts and telecasts of games.

"Where the transmission of information is concerned, it is obvious that the press has far more space and time than any other media," states public relations theorist Canfield.²⁹ Oscar Kahan, a sports writer for thirty-seven years for the Associated Press and The Sporting News, emphasizes the import of statistics to the game of baseball:

Baseball is a game of statistics. It's almost a daily register. An avid baseball fan lives with batting averages, earned run averages, and records. Even the Nieman Fellows at Harvard undertook a study a few years ago to prove conclusively that statistics were the heart of baseball and without them, baseball would lose much of its appeal. And they did it.³⁰

The trivia of baseball statistics have almost no limitations. If a player does something or fails to do something, it immediately becomes a number.³¹ Sports writer Herman recalls Allan Roth, famous in baseball as a statistician for the Brooklyn and Los Angeles Dodgers:

No one will ever top him. He was the best, always with some new statistic. He could tell you how many

²⁸ Statistical sports data in St. Louis Post-Dispatch, July 26, 1968, through August 10, 1968.

²⁹ Fitzgerald, op. cit., p. 137.

³⁰ Personal interview with Oscar Kahan, sports writer for The Sporting News, St. Louis, Missouri, April 25, 1968.

³¹ Ibid.

left-handed batters popped to second base on Tuesday nights. The old Brooklyn Dodger fans took in this information and his work had something to do with feeding the insatiable appetite of the fans in Ebbets Field. They wanted to know the good and the bad about their players in detail. He gave it to them and he had to be an asset to the Dodger organization.³²

A daily information or "poop" sheet is where reporters find most statistics. It contains up-to-date records, batting averages, individual and team streaks as well as highs and lows for players and teams for a season. For a sample three-page information sheet see Appendix A.

Judd assesses the value of setting the facts straight in public relations. "It is usually best to set forth the facts in the simplest possible manner and turn them over to the reporter."³³ The practice of the daily information sheet was begun in 1949 by the Brooklyn Dodgers and is now used by all twenty teams to varying degrees.³⁴ Former public relations director Toomey explains that a larger television schedule and more emphasis on radio dictate greater stress on this aspect of public relations. For away games, the public relations department is responsible for a one or two-page information sheet while a three-page sheet is the usual practice for home games.³⁵ The public relations man compiles the figures, chooses the ones he thinks will be

³²Herman, op. cit.

³³Judd, op. cit., p. 284.

³⁴Herman, op. cit.

³⁵Harlan, op. cit., April 26, 1968.

of use to the press and processes them so they are ready at least two hours before the start of the game for that day.³⁶

Reporters realize the necessity of statistic sheets but very often make little use of the published ones.

Arnold Irish, sports editor of the Metro-East Journal in St. Louis and reporter for all Cardinal home games, comments, "Very little of this material [statistics sheets] finally makes print, but the wise public relations man knows what that material is and makes it available."³⁷

"I can't be bothered with recording everything," states Herman. "It takes too much time. The Sporting News can help if necessary. And I don't use too many more statistics than what I keep myself."³⁸

Anecdotes and tips as well as information which can be developed are what the sports writer seeks, and the public relations man attempts to make these available, whether in statistical or anecdotal note form.

To facilitate accurate figures all three St. Louis papers--the Post-Dispatch, Globe Democrat and Metro-East Journal--are clipped daily by the public relations office

³⁶Ibid.

³⁷Personal interview with Arnold Irish, sports editor of the St. Louis Metro-East Journal, St. Louis, Missouri, April 26, 1968.

³⁸Herman, op. cit.

for future reference. Box scores from regular season and exhibition games are usually the most reliable and most often-used records.

The detail of statistics becomes astonishing and affords the public relations man an opportunity for creativity, i.e., he can invent a new category of statistics significant to the press and public. Toomey has invented a unique method for rating a batter's ability to advance base runners and his potential to drive in runs. A hitter is rated on the number of opportunities he has to advance a runner from any base with less than two outs. The number of opportunities is divided into the number of bases advanced to determine his percentage for advancing men on base. A similar process registers a percentage potential for driving in runs. The number of runners on second or third base with none, one or two outs divided into the runs batted in (RBI) yields the final percentage. A sample of these statistical computations is in Appendix B. Besides day-to-day statistics, the public relations office compiles a complete season statistical sheet each fall. For this documentation, the assistant public relations director spends the better part of two months adding figures and checking accuracy so the statistics will be available for spring and winter publications. Appendix C has four sample sheets of the St. Louis Cardinal forty-two page 1966 statistical rundown.³⁹

³⁹Harlan, op. cit., February 12, 1968.

In the past two sections of this chapter, an attempt has been made to show what a public relations man in major league baseball does for the press and what role statistics play for baseball, the press and ultimately for the public relations man.

III. PUBLICATIONS

One definition of public relations is:

. . . finding out what people like about what you are doing and doing more of it; finding out what they do not like about what you are doing and doing less of it.⁴⁰

It is with this underlying principle that the Cardinals' public relations office approaches the editing and writing of published material for its press and fans.

Following the "give-people-what-they-like-to-see" policy involves an even more intensive search for information about individuals and team. Always-available statistics are used liberally in almost all publications of the team (except brochures for the sales and promotion department). The logic for this choice is clear. A baseball fan has a most peculiar appetite for statistical and analytical information about his team.

Already mentioned were feature stories written,

⁴⁰John E. Marston, The Nature of Public Relations (New York: McGraw Hill Inc., 1963), p. 5.

edited and distributed during the regular season by the public relations department. The same is true for statistic sheets and releases covered earlier in the chapter.

For all home games the Cardinals' public relations director is responsible for lineups and averages on a daily scorecard printed by the Missouri Sports Service. Advertising for the scorecards is sold by the Service.⁴¹

"The Cardinal News" is a special four-page newsletter about the Cardinals' organization and team published four times a year with no specific date for printing or distribution. The public relations office writes the copy, edits it, writes headlines, selects pictures, plans layout and mails the paper to a list of Cardinal fans. Any person who requests a subscription can be placed on the mailing list which includes all people on the news release list. The mailing list for all Cardinal publications includes addresses in Missouri, Oklahoma, Illinois, Arkansas and Kansas. A subscription to "The Cardinal News" is at no cost to the subscriber.⁴²

The newsletter is eighteen years old and contains summary information about the Cardinals. Typical items include: Player rosters, minor league notes, sketches of

⁴¹Harlan, op. cit., February 12, 1968.

⁴²Ibid.

players, upcoming special events, picture pages about players or executives, schedules and order blanks for tickets.

Harlan views the News as an added service to St. Louis baseball fans. Close examination indicates that little attention is paid to production deadline or editorial material. Little information would not already be known to most Cardinal fans through another medium. But it must be pointed out that the News plays a minor role in the total public relations picture and probably fulfills its goal as a promoter of goodwill to Cardinal fans.

More important to the public relations' image are the sketchbook and the yearbook. The yearbook had been a source of income for the team until the new stadium was built when revenue from the sale of the book was handed over to the concessions.⁴³

The public relations director still controls the editorial content and furnishes most of it at no cost.⁴⁴ The only return for the Cardinals is a number of copies reserved for use by the public relations office. Although the director supervises layout and picture selection and provides editorial material, the profit is made by the concession owners at Busch Stadium. If sales warrant, the book

⁴³Ibid.

⁴⁴Ibid.

is revised once during the season.⁴⁵

The sketchbook is intended for use by the media. An informational booklet, it goes to the printers in mid-January and should be ready for use by the media at the opening of spring training in late February.⁴⁶ It is one book which the public relations office attempts to keep up to date at all times although player trades and executive personnel changes cause particular problems. The statistics for the book are taken from the season statistic sheets researched at the end of each season.⁴⁷

More attention to layout and possible flexibility of editorial content is taken with the yearbook than with the sketchbook. Yearbooks are intended to be entertaining as well as informative while sketchbooks are strictly informative pieces.⁴⁸

The public relations man must contribute to a National Yearbook in the National League office a dozen small articles, about one page in length, concerning young prospects in the organization for the coming season.⁴⁹

⁴⁵Toomey, op. cit.

⁴⁶Personal interview with Jerry Lovelace, assistant to the director of public relations for the St. Louis Cardinals, St. Louis, Missouri, February 11, 1968.

⁴⁷Ibid.

⁴⁸Toomey, op. cit.

⁴⁹Harlan, op. cit., February 11, 1968.

Other stories and summaries about a team's overall prospects for a given season are furnished by the public relations department for various sports publications prior to spring training.⁵⁰

For World Series and All-Star games, the Cardinals produce special elaborate programs with advertising sold by the Missouri Sports Service. The editorial responsibility is held by the public relations director as it is for the yearbook. A typical problem might occur when one or both pennant races are undecided during the final week of the season. Such situations mean that two, three or four alternatives for some pages about one or both teams must be prepared by the printer.⁵¹

Distribution of decals, autographed baseballs and photographs of Cardinal players is handled by the public relations office. One example of the volume of requests for these items is 1,000 copies of thirty three-by-seven inch player pictures ordered twice during the baseball season. Three thousand copies are ordered during off season for the four speakers who work in Community Relations.⁵²

⁵⁰Ibid.

⁵¹Harlan, op. cit., April 26, 1968.

⁵²Harlan, op. cit., February 12, 1968.

IV. SPRING TRAINING

While some people have been burdened with the misconception that during spring training a public relations director plans the remainder of the season, the notion is quite untrue. In fact, the public relations director was occupied seven days a week from 9 a.m. to 5:30 p.m. from February to early April in St. Petersburg with the Cardinals in 1968. The only day Harlan did not work was the national day of mourning for Dr. Martin Luther King.⁵³

The following is a list of the jobs Harlan carried out during spring training:

- 1) Distribution of 1,000 Cardinal sketchbooks, 2,000 rosters, Cardinal golf caps, copies of Red and Green books (yearbooks for the American and National leagues) to press;
- 2) Publication of a three-page daily information sheet with box scores, notes and statistic sheets for each exhibition game;
- 3) Transportation for St. Louis newsmen to all away games;
- 4) Listing of batting and fielding practice schedules for Cardinal A and B teams;
- 5) Arrangement of interviews and pictures for press from fifty states and promotional people who wanted Cardinal

⁵³Harlan, op. cit., February 11, 1968.

endorsement of their products; and

6) Making twenty-four speaking appearances.

Finally, the public relations director had to make five calls to the St. Louis office daily for clarification of problems there, including the issuance of 150 season press credentials and season passes to clergy and politicians.⁵⁴

V. ANSWERING THE PUBLICS

Telephone calls are an integral and time-consuming part of the Cardinals' public relations operation. On a typical off-season day, the public relations office of the Cardinals received forty-three calls regarding tickets, twenty-five long distance calls, sixty-five personal calls, and thirty-seven miscellaneous calls.⁵⁵

The public relations director handles all calls and mail dealing with complaints and ticket requests. Harlan estimates that the Cardinals allot between 3,000 and 4,000 complimentary tickets for each home game, 100 to 200 of which are given out by the public relations director.⁵⁶

⁵⁴Ibid.

⁵⁵Personal interview with two switchboard operators for the St. Louis Cardinal offices at Busch Stadium, St. Louis, Missouri, February 12, 1968.

⁵⁶Harlan, op. cit., April 26, 1968.

Press requests help the public relations man since they are another opportunity to talk with the press daily.⁵⁷

A more detailed description of why and how letters to the Cardinals are answered will be given in the duties of the Community Relations director, who is responsible for fan mail and some complaints.

VI. THE ASSISTANT PUBLIC RELATIONS DIRECTOR

As has been indicated, the assistant public relations director's most important duty is assisting the director with the compilation of statistics and the writing and editing of some stories as well as keeping up with press material for Cardinal scrapbooks. When the director is at spring training or on a road trip with the team, the assistant takes over all his office duties.

Besides these functions, the assistant must run the message board at Busch Stadium for eighty-one home games. The use of the scoreboard is sometimes a public relations vehicle, attracting fans and bringing them back to the stadium.⁵⁸ All organizations with thirty or more persons in attendance at any game are greeted on the scoreboard. All birthdays brought to the attention of the public relations

⁵⁷Toomey, op. cit.

⁵⁸Lovelace, op. cit.

department are also mentioned. The Cardinals advertise the latter as a feature at all home games with the motivation for all fans to take pictures of their birthday greetings. Keeping abreast of all records, streaks, injury reports, other games in both leagues and home runs and winning pitchers via Western Union telegraph are also tasks of the operator of the message board at Busch Stadium.⁵⁹

VII. SUMMARY

The public relations man functions as a press relations agent, writer, editor, statistician, coordinator and answer man for complaints. His most important role as a press agent is to keep the writers informed of worthy information and be prepared to fill any of their requests. His role as a policy maker will be discussed with that of other public relations directors.

⁵⁹Ibid.

CHAPTER III

COMMUNITY RELATIONS

Since the mid-sixties, community relations have functioned as an integral unit of a major league team's public relations program. The St. Louis Cardinals founded their community relations bureau in 1965 when Bob Howsam was general manager of the organization. It was Howsam who saw the need for a separate director of community relations.¹

Although the office is coordinated closely with the public relations unit, the community relations program operates in many areas outside the public relations department and has its own distinct duties. In a certain sense, it is a public relations department for the fans with whom this department frequently comes in contact.

Personal appearances essentially make up the out-of-office work for the community relations director who has no secretary.² Rex F. Harlow and Marvin M. Black in Practical Public Relations define community relations in terms of the people in a community:

Community relations . . . has to do with the way you and your neighbor do or do not get along with other

¹Personal interview with Robert Harlan, public relations director of the St. Louis Cardinals, St. Louis, Missouri, February 11, 1968.

²Ibid.

people in your community. It is in the community that a very substantial amount of opinion is formulated. The formation takes place because of local facts and circumstances.³

Public relations theorists agree that good community relations supplement a well-planned public relations program. William J. Peek states the "why" of community relations:

Good community relations makes friends. It is good business in dollars and cents. It helps the welfare of the employees, and it is a social obligation of modern business.⁴

While the public relations department reaches the public through the vehicle of the press, the community relations director meets the public in person and tells the people about the Cardinals. The object, of course, is to spread information and good will which will help the public image of the team and ultimately attract people to see the Cardinals play. The community relations director's job includes answering letters, managing a speakers' bureau, making personal appearances, planning and directing the Cardinal Caravan, scheduling clinics in St. Louis and

³Rex F. Harlow and Marvin M. Black, Practical Public Relations (New York: Harper and Bros. Publishing, 1952), p. 217.

⁴William J. Peek (ed.), "Community Relations" (in Public Relations Handbook, ed. Philip Lealy. Englewood Cliffs, New Jersey: Prentice Hall Inc., 1962), p. 155.

helping determine consumer attitudes.⁵

I. LETTERS

In 1967, about 500 fan mail letters a week were sent to the St. Louis Cardinals and each letter requesting any response was answered. Bob Harlan, who was then director of community relations, said that all the answers were type-written as a matter of club policy. This is done to uphold the player image. All letters, except those dealing with ticket requests and complaints, find their way to community relations. Even some complaints are passed on to this office.⁶

Edward L. Bernays notes the value business public relations is placing on answering letters:

. . . executives have grown to realize that every letter that leaves an office has a public relations impact . . . in each case the person addressed must be made to feel that his interest has been considered.⁷

Indeed, Harlan feels that the letters reflect not only the organization but also the image of the person writing them.⁸ The philosophy of letter-answering expressed

⁵Harlan, op. cit.

⁶Ibid.

⁷E. L. Bernays (ed.), The Engineering of Consent (Norman, Oklahoma: University of Oklahoma Press, 1955), pp. 223-4.

⁸Harlan, op. cit., April 26, 1968.

in You and Your Public by Verne Burnett perhaps best summarizes the attitude of the Cardinals: "Each [letter] is an opportunity--captured or lost--for the creation of good will. Let the typewriter breathe a spirit of good will."⁹ Numbered among the often-aired complaints by fan mail are criticisms of player trades, queries over the ownership of Busch Stadium and complaints about special events or seating in the stadium. But the burden of fan image is eased when people send personal gifts to ballplayers to show appreciation--such as hand carvings.¹⁰

The first full year the Cardinals performed a full letter answering service was in 1967. Some of the more routine and easily fulfilled requests are for player photographs, player autographs and information about players.¹¹

II. SPEAKERS' BUREAU

One of the most effective means the Cardinals use to spur interest in the team is personal appearances through the Speakers' Bureau under the supervision of the community relations director. Between mid-October and mid-February the bureau employs four players to represent the club. In

⁹Verne Burnett, You and Your Public (New York: Harper and Bros. Publishing, 1945), p. 178.

¹⁰Harlan, op. cit., April 26, 1968.

¹¹Ibid.

1966-67 speakers made 461 appearances before 72,600 persons in five states (Missouri, Illinois, Iowa, Oklahoma and Tennessee). Most of the traveling is by car although some is done by plane. The groups usually suggest what speaker they would like to have but the final choice is made by the Speakers' Bureau. The selection is determined by the type and size of group. Arrangements for dates and speakers are made well in advance with most applications reaching the Cardinals' office in late August or early September. Harlan relates that there are always more requests than the office can handle but that the office attempts to anticipate the size of the speakers' program.¹²

In 1966 the Cardinals made ten to twelve appearances a month, and the bookings totaled 302 separate engagements for the twelve-month period. A majority of the visits are in St. Louis city proper, with 85 per cent in a thirty-mile radius of central city and almost 90 per cent are scheduled at night.¹³

During the regular baseball season when the director makes all the speeches himself, the bookings are in the city, close to the ball park, and usually are over by six in the evening. But the director sometimes must make as

¹²Harlan, op. cit., February 11, 1968.

¹³Ibid.

many as ten speeches in one week. April, May and June are the months in which the director must make the most appearances; the program subsides somewhat in September and peaks again when the off-season begins in mid-October. If players or club representatives are not asked for in person, films of World Series highlights are used. It is the job of the community relations director to present them.¹⁴

The emphasis of how a speakers' bureau should complement public relations is outlined by Harlow and Black:

A public relations man should exert every effort to build up and maintain an efficient speaker's bureau, from which he may draw competent speakers as the need arises.¹⁵

III. CARDINAL CARAVAN

A most ambitious Cardinal good will institution is the Cardinal Caravan, initiated at the same time as the community relations post in 1965. Its purpose, of course, is to bring the fans in contact with Cardinal players and officials in home towns of the fans.¹⁶ The administrator for the Caravan is the community relations director: He charts the places, times and speakers who are separate from

¹⁴Ibid.

¹⁵Harlow and Black, op. cit., p. 406.

¹⁶Harlan, op. cit., February 11, 1968.

the above-mentioned Speakers' Bureau speakers; he writes news releases, is responsible for pictures and itineraries given to radio, television and newspapers; he makes arrangements for the Caravan to travel from city to city.¹⁷

In the winter of 1967, the Caravan made four trips to fifteen cities in six states over a 3,700-mile area. Members of the Caravan included four Cardinal players, announcer Harry Caray, general manager Bing Devine, executive vice president Stan Musial, the secretary for the St. Louis minor league system and the ticket sales and the group ticket sales directors. Expenses for the visit to each city are paid by local civic groups, with Busch Beer picking up some part of the financing. The stop in each town not only pleases fans who talk with players in an informal gathering but also affords the press an opportunity to interview Caravan personnel for off-season stories.¹⁸

Harlan was impressed by media coverage, which, he said, frequently resulted in full two-page spreads in newspapers or full-time spots on local radio and TV sports shows. The group sales department was interested because it saw a possible connection with future group sales plans.¹⁹

¹⁷Ibid.

¹⁸Ibid.

¹⁹Ibid.

IV. CLINICS

Three clinics in 1967 were conducted by the community relations department, and all intended to improve fans' appreciation of baseball. And since there are different levels of understanding baseball, the clinics are aimed at certain segments of the Cardinals' publics.²⁰

One--for players and coaches in the St. Louis area, sponsored by the St. Louis Globe Democrat and TV station KTVI--lasted one hour with 10,000 attending. The second was the annual Missouri State High School Clinic, which is for all high school baseball players and coaches. A special feature of this clinic is a morning instruction period by St. Louis players. Someone from the Cardinals remains with the guests all day and the guests are admitted to a game that night. The third is a ladies' clinic lasting two hours, only one hour of which deals with baseball. The second hour is the broadcast of the Charlotte Peters (St. Louis television personality) Show live on a local station from Busch Stadium. In two years, 27,000 women have been guests of the Cardinals at these clinics. So successful were the clinic programs that the community relations department is initiating a new family clinic, which will be similar to the ladies' clinic.²¹

²⁰ Ibid.

²¹ Ibid.

Arrangements for tours through hospitals, autograph sessions and a visiting program for underprivileged children each Christmas find their places in the community relations office. The latter calls for Cardinal manager Red Schoendienst, his wife and two players to pay visits to three hospitals each day between 8 a.m. and 5 p.m. during the holiday season.²²

V. CONSUMER ATTITUDE

Public relations theoreticians regard consumer attitude as a sound foundation for determining advertising campaigns and company policy. In fact, Public Relations News defines public relations as:

The management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and executes a program of action to earn public understanding and acceptance.²³

In the Cardinals' organization, consumer attitude fell within the realm of community relations in 1965 when general manager Howsam ordered a consumer study of Cardinal fans. The only significant action taken as a result of the study was that plastic horns were banned from Busch Stadium.

²²Ibid.

²³Stephen E. Fitzgerald, Communicating Ideas to the Public (New York: Funk and Wagnalls, 1950), p. 36.

Forty-four persons registered complaints on this issue.²⁴

Method for the fan questionnaire was random; forms were distributed with scorecards in all parts of Busch Stadium. Almost 13 per cent of 14,400 forms were returned to the Cardinals; nearly 100 per cent were returned by mail. Incentive for answering the survey was a free copy of the booklet "Baseball Made Plain." One conclusion reached from the divergent age groups responding was that with the population explosion in younger groups, extra attention must be directed to the persons between the ages of fourteen and twenty-nine.²⁵ A copy of the four-page questionnaire is in Appendix D.

Only two of the seventeen questions asked for an opinion or an attitude but fifty-four persons entered their own attitude as a complaint. Some of the questionnaire required demographic information, thus indicating that the Cardinals wanted to know what kind of people came to Busch Stadium.²⁶ One general criticism of baseball public relations is that it does not extend its energies to determine public opinion. A Sporting News staff member writes:

²⁴St. Louis Cardinals, "Fan Questionnaire," A Survey Taken by the St. Louis Cardinal Community Relations Bureau (St. Louis: 1965), p. 6.

²⁵Ibid.

²⁶Ibid., pp. 1-4.

We know practically all of them [baseball public relations men] and have a high regard for their abilities, but have found that most of the directors of public relations [in baseball] have been given the authority to act only as publicity men. There is a difference.²⁷

Further, no measurement of attitude was set for this survey, which is the only one the Cardinals have conducted. Harlow and Black say a measuring stick is a necessity for such a consumer study and it must be "on a firm scientific basis."²⁸ Also mandatory is repetition of surveys:

If research is conducted on a one-shot basis, its purpose is defeated. Only after the data have been accumulated and interpreted does the public relations staff use it to plan an effective campaign. Sampling, interviewing and questionnaire structures must be repeated at intervals.²⁹

Finally, the community relations bureau gauges consumer attitude from complaints received at Busch Stadium.³⁰

²⁷Column in The Sporting News, August 12, 1967.

²⁸Harlow and Black, op. cit., p. 357.

²⁹Ibid.

³⁰Personal interview with Ken Daust, community relations director of the St. Louis Cardinals, St. Louis, Missouri, April 25, 1968.

CHAPTER IV

PROMOTION: ONE METHOD

Public relations sells people and ideas.¹ In baseball, public relations must sell the idea that "seeing a team play is entertaining and worth the price of admission." Some teams do receive substantial incomes from radio and especially television rights to broadcast games, but the attendance figures are what make or break a team.² Since all teams can't use "the winning team image" to attract fans, they use different promotions. Moreover, all baseball teams in the mid- and late-sixties utilize promotions to boost fan interest, which presumably will increase attendance. In fact, all promotions in baseball are bound inextricably with attendance.³

Webster defines the verb "to promote" as "to raise or move forward to a higher or better position."⁴ Although Webster attaches no derogatory connotations to the word,

¹Normand P. DuBeau, "Defining Public Relations" (class lecture at the University of Missouri, School of Journalism, Columbia, Missouri, February 23, 1967).

²Telephone interview with Bill Veeck, former baseball executive, Boston, Massachusetts, December 10, 1968.

³Ibid.

⁴Philip B. Gove (ed.), Webster's New World Dictionary (fourth edition; Springfield, Massachusetts: G. and C. Marriam Company, 1961), p. 1818.

people connected with sports in general and baseball in particular have split opinions as to the place promotions should hold in sports and baseball. Bill Veeck, who must be rated as one of baseball's premier promoters, summarizes the negative idea people conjure up when they think of promotion in sports:

We should be selling baseball in modern methods because it is as legitimate as it is to sell automobiles and houses. But when it comes to sports, people think promotions are despicable.⁵

But baseball people finally are realizing that "there is more leisure, more money, but . . . more places to spread both."⁶ Former baseball commissioner Ford Frick, while still in office, put forth the word that promotions in baseball are both acceptable and necessary. "You have to sell your product," Frick said.⁷

Baseball, like any other \$100 million-a-year industry, has to go after its customers and it is realizing this fact more acutely every day.⁸ The task becomes more complicated as club owners recognize that "today's customers demand more in creature comfort and frills than their forebears did."⁹

⁵Veeck, op. cit.

⁶"Baseball Tries to Keep Its Bounce," Business Week, April 20, 1963, p. 144.

⁷Ibid., p. 145.

⁸Ibid.

⁹Ibid., p. 146.

Dan Daniels in a Sporting News column said, "Opinion is still split on whether fancy frills mean more at the box office."¹⁰ Indeed, men in baseball still argue over the subject.

Oscar Kahan of The Sporting News feels that most promotional gimmicks lack creativity and are merely copies of other gimmicks which were successfully used in other cities:

Some of the promotions remind you of the free dish days at the old neighborhood movies. They sell the same thing over and over with nothing original. They need to sell their product more.¹¹

Newsweek reported the same failings in baseball promotion. "Some people believe that baseball's efforts to promote and market its product . . . are wide and somewhat short of the mark."¹²

Sports Illustrated says that baseball "must preserve the authenticity of the pennant races in the major leagues."¹³ But the leading sports magazine thinks baseball may be paying too much for quantity and conservation.¹⁴

¹⁰ Column in The Sporting News, September 13, 1953.

¹¹ Personal interview with Oscar Kahan, sports writer for The Sporting News, St. Louis, Missouri, April 25, 1968.

¹² "The Business of Baseball," Newsweek, 65:70, April 26, 1965.

¹³ William Leggett, "Baseball's Dilemma," Sports Illustrated, 20:45, May 18, 1964.

¹⁴ Ibid.

Typical of those who favor promotional activities in conjunction with baseball is the Pittsburgh Press's Les Biederman, who says that when the attraction "is done right it's beneficial to all concerned." But Biederman contends that the better promoters in baseball today stick out and the bad ones fail miserably.¹⁵ "When the Mets sell 350,000 tickets in one home stand, promotion has to be a part of it," he contends. In a survey of major league public relations directors, Red Patterson of the Los Angeles Dodgers listed two-for-one promotions with suburban newspapers as his third most creative accomplishment as a major league public relations director for twenty-two years, while Bill Crowley of the Boston Red Sox is proud that "here in Boston we have consistently sold baseball as our product . . . we have never gone for gimmicks . . . no 'two-for-one' deals."¹⁶

So the question of promotion in baseball is: How much promotion and what type promotion do you use to sell a team?

In the final analysis, luring the fans into the

¹⁵Personal interview with Les Biederman, sports editor of The Pittsburgh Press, St. Louis, Missouri, April 26, 1968.

¹⁶Survey of Major League Baseball Public Relations Directors, July, 1968. Four-page questionnaires were mailed to the nineteen directors (except the St. Louis Cardinals) in early July. By mid-August twelve questionnaires were returned in self-addressed stamped envelopes. A copy of the survey is in Appendix E.

stands is a job in the hands of the individual clubs.¹⁷

Different teams use different methods to determine their promotional program, and as Neal Russo of the St. Louis Post-Dispatch says:

The sharp thinkers always stick out. You can find out a great deal about an organization from its promotions--some are too cheap or just don't have the money to make the promotions successful. Sometimes it takes a few wins by the team to make the gimmick go over but in the long run, it's the organization and the individual who came up with the planning.¹⁸

For the remainder of this chapter, the St. Louis Cardinals' sales and promotion department will be described: Its function and role in the overall success of the Cardinals' public relations department.

I. PLANNING

Edward L. Bernays points out the significance of "planning" to any public relations organization:

Planning as it relates to every phase of operation must be done in advance . . . a well thought out blueprint in advance . . . The problem is . . . to set in motion a broad activity, the success of which depends on interlocking all phases and elements of the proposed strategy, implemented by tactics that are timed to the

¹⁷Personal interview with Robert Harlan, public relations director for the St. Louis Cardinals, St. Louis, Missouri, April 26, 1968.

¹⁸Personal interview with Neal Russo, sports writer for the St. Louis Post-Dispatch, St. Louis, Missouri, April 25, 1968.

moment of maximum effectiveness.¹⁹

Bernays goes further to place the highest premium on planning in public relations when he says, ". . . it is careful planning more than anything else that distinguishes modern public relations from old-time hit or miss propoganda and publicity."²⁰

The St. Louis Cardinals sit down with all three departments of their public relations operation to "decide what we would like to accomplish for the coming year."²¹ The purpose of gathering all components of the organization, as Bernays states, is to coordinate the operation designed for a common objective, thus constituting a policy.²²

The first concern in the Cardinals' overall planning is the group sales of the previous year. The public relations, community relations and sales and promotion departments carefully analyze what groups came to Busch Stadium the previous year and what devices might be used to attract them again.²³ Another important aspect of planning a pre-season

¹⁹E. L. Bernays (ed.), The Engineering of Consent (Norman, Oklahoma: University of Oklahoma Press, 1955), p. 21.

²⁰Ibid., p. 22.

²¹Harlan, op. cit., February 11, 1968.

²²Bernays, loc. cit.

²³Personal interview with Jim Bayens, director of sales and promotion for the St. Louis Cardinals, St. Louis, Missouri, February 12, 1968.

promotional campaign in St. Louis is season ticket sales. Jim Bayens, director of the sales and promotion department for the Cardinals, tells why season ticket sales are important:

Once you've sold a certain number of season tickets, it's a guarantee of the number of people at each game. It's a starting place and the higher you go the less you worry about attendance at each game.²⁴

Two salesmen contact potential season ticket holders by phone in early February. In 1968, more than 5,500 season tickets were sold for eighty-one Cardinal home games. The management treats its season ticket holders with some extra care. One special gift is a glass with autographs of all Cardinal players which goes to both old and new season subscribers.²⁵

At the planning session, a specific theme for the coming year is discussed and adopted. All ticket sales and promotional material are focused on this theme. In 1968, the theme was "The Championship Spirit" since the Cardinals were World Champions of baseball in 1967. The theme and planned material to publicize the theme are approved by the three departments of the public relations operation and are brought to the general manager for final approval. "Very seldom do we have any readjustments or modifications on our

²⁴Ibid.

²⁵Ibid.

plans after the general manager looks at them," says public relations director Harlan. Besides Bayens and his two pre-season ticket salesmen, Mike Bertani, ticket director, and Rick Current, director of group sales, along with one assistant to director Bayens, comprise the total staff of the Cardinals' sales and promotion department.²⁶

II. VEHICLES FOR PROMOTION

Once the theme has been established and approved, it must be put into motion, and the Cardinals have several vehicles they use to make their theme and other promotions successful. Among these are special advanced season ticket sales, advertisements and pamphlets picturing the Cardinals as champions, special events, special nights for different groups or age groups and radio and television broadcasts, which, while not specifically designated as promotional tools, nevertheless serve the purpose of improving the image of the team and thus may entice those who listen and watch to see the team in person.

The advanced season ticket sales begin during the Christmas holidays when advertisements appear in the St. Louis newspapers offering prospective buyers season tickets as a possibility for a Christmas gift to a Cardinal fan.²⁷

²⁶Ibid.

²⁷Harlan, op. cit.

In addition to the previously described phone call methods, season ticket holders receive a "thank-you-for-the-patronage letter" with a reminder that orders are being taken for the coming season and instructions on how to order additional season tickets. A self-addressed return envelope is enclosed with the reminder and instructions for ordering. Other pamphlets and printed materials distributed throughout the St. Louis area to induce people to buy tickets include: Large block posters with envelopes attached urging fans to rush for season tickets; return postcards which accompany letters from the sales department; a "get-in-on-the-action" order blank as part of a fold-out envelope; a schedule folder, which, accompanied by a letter, is forwarded to restaurants and other general distribution areas; a poster card with a holder for schedules; an "Action Schedule" which lists ticket locations, how to order information, prices (up to \$3.50), extra fun dates, group seating and gift ideas; opening night posters with a large cartoon, the opposing team's name and the season schedule; and special bargains listing approximately the same information for knothole forms, Delta Airlines weekend game plan, group orders and posters for all Cardinal-sponsored special events. All these printed materials are kept by the public relations department in a special yearbook. They are referred to when

the coming season's publicity campaign is determined.²⁸

Another vehicle for promotion is the special event, around which are centered most of the aforementioned debates about promotion's place in baseball. To understand and evaluate in a proper light the value of these events, a full list of the Cardinals' special days and nights during the 1967 season and portions of the 1968 season will be presented. Where possible, the reasoning for the event, the substance and the success of it also will be included. The Cardinal promotions, though usually more financially successful than those of other major league teams, are not radically different in essence from other teams' promotions.

III. YOUTH APPEAL

As in all other forms of entertainment, baseball is keen to the fact that by 1970 most Americans will be in the under-twenty-five age group. Consequently much attention is paid to interesting the youth of America in baseball.²⁹ Even from a business viewpoint, Rex Harlow and Marvin Black stress the emphasis on young people:

Students are being recognized as an important public. Businessmen are aware that a better understanding between education and business is needed today. Effec-

²⁸Bayens, op. cit., April 26, 1968.

²⁹Harlan, op. cit., February 11, 1968.

tive ways of creating better business and education are being achieved through student employment, participation in business, conducting seminars, giving of time and funds for building and constructing, and being members of local school boards.³⁰

One of the most popular of promotional programs sponsored by baseball teams is the "A" average night. Differences from city to city are slight. In St. Louis, any student from the seventh to the twelfth grade who has an "A" average on his last report card receives two free tickets to three Cardinal games of his choice. The student must be accompanied by at least one other person at each game, and Cardinal officials estimate that this program brought in \$90,000 in 1967. Fourteen teen nights were the heart of the Cardinals' appeal-to-youth program in 1967. On such nights, \$2.50 tickets are sold to teenagers for \$1. A rock and roll band performs before the game and plays between innings. The best teen night crowd of 1967 was in April when 28,000 teenagers paid one dollar for a Cardinal game. On fourteen occasions the Cardinals treated a total of 2,000 boy scouts, 5,000 patrol boys, 2,000 girl scouts, 1,500 camp fire girls and 2,000 junior bowlers to free admission. Although not named as a night for teenagers or for any youth group, Cardinal officials think that the following special nights appeal

³⁰ Rex Harlow and Marvin Black, Practical Public Relations (New York: Harper and Bros. Publishing, 1952), p. 37.

to youth more than any other age group: Camera Day, when ten players from each team line up for three periods of twenty minutes; autograph photograph night when autographed head shots of Cardinals are passed on to customers as they enter the park; and bat and helmet days on which the Cardinals give each person under fourteen years of age a free bat or helmet as he passes through the gates. Another pitch for youth is the traditional Knothole Day, the original free day at the game for youngsters, and the Cardinals sponsored forty such days in 1967.³¹

IV. OTHER AUDIENCES

Some other promotions include ladies' nights on which ladies are admitted for \$.50 general admission, \$1.50 for reserved seats and \$2.50 for box seats, hence a \$1 saving. In 1967, the Cardinals held four ladies' nights. Senior citizens' night allows persons more than sixty-five years of age the same privilege as ladies on ladies' night. On family nights the head of the family pays the full price of admission while his dependents have their prices reduced by \$1. A women's golf exhibition featuring the three or four leading women golfers in the St. Louis area precedes another game and is designed to attract a larger female

³¹Bayens, op. cit.

audience. Another celebrity night, celebrity home run night, has professional stars on St. Louis teams from sports other than baseball compete in a home run contest prior to the game. More typical promotions are: A father-son Cardinal game; fire fighters night; the businessman's special, which is distinct only because the game starts at 12:30 p.m.; Country Music night; Navy night on which Navy inductees carry a Cardinal banner; Greyhound Day; Memphis Day when three Cardinal players from Memphis, Tennessee, are honored; Player Family night which draws attention because the players' wives model paper fashions. Policemen, nuns and any number of church groups had special days also in 1967 and 1968.³²

The special group promotions are handled by the group sales branch of the promotions department and usually consist of a special presentation of a championship flag and ring ceremony to the mayor of a town. Records from the sales department indicate that most groups, whether large or small, usually come from towns where there are good highways directly to Busch Stadium.³³

So successful were the Cardinal promotion efforts in 1967 that the team attracted more people to home stands from

³²Ibid.

³³Ibid.

August 4 through August 16 than the famous Cardinal Gashouse Gang could attract in any one year. Six times during that span of thirteen playing dates the 1967 Cardinals drew more than 40,000 people.³⁴

V. ELECTRONIC MEDIA

One immeasurable promotion of which every major league team can boast is a radio and television contract from which is derived a large profit. During the Yankees' dynasty of the mid-fifties, Veeck claims that the New York American League franchise made \$2.5 million in one year from broadcast rights.³⁵ All 162 games are broadcast over the Cardinal baseball network which is the most powerful and far-reaching of all major league teams.³⁶ In 1945 Burnett said "no other communicative medium can match radio in persuasiveness,"³⁷ indicating the measure of the power of this broadcast medium.

For twenty-two years Harry Caray has been broadcasting St. Louis Cardinals baseball and he is unique among major league announcers: His evocative style has made him

³⁴Ibid.

³⁵Veeck, op. cit.

³⁶Listing in The Sporting News, April 13, 1968.

³⁷Verne Burnett, You and Your Public (New York: Harper and Bros., 1945), p. 118.

"despised" or "loved" by his listeners.³⁸

"We like to do what we can for the ball club," Caray says. "I think we do a great job selling the team because we can make a poor game sound exciting." In his own theoretical sense Caray considers the ball club a vehicle for selling his advertisers' product. "Some can and some can't," he says.³⁹

Caray's style at times includes criticism of Cardinals for whom he broadcasts. The Cardinals sometimes feel that he is too critical, but they also believe that his critical commentary results in more salesmanship for the team. Harlan relates how Caray's close ties with an absent audience are alarmingly present. "On every tour we make he always receives a standing ovation, and after the Cards make a trade people invariably ask: 'Did Harry okay the deal?'"⁴⁰ The public relations office never will be able to measure the impact of Caray's voice or Cardinal broadcasts but they are convinced that he has some influence on attendance. One reason for this conviction is that at all home games thousands of fans write small notes to Caray listing the names

³⁸Telephone interview with Harry Caray, baseball announcer for the St. Louis Cardinals, St. Louis, Missouri, February 16, 1968.

³⁹Ibid.

⁴⁰Harlan, op. cit., April 26, 1968.

of their hometowns and these notes are passed from one usher to a head usher who collects all notes and brings them to Caray in the broadcasting booth. "I don't know where they all come from but I do know that he never could have enough time to mention all the notes on the air. There are just too many," the head usher remarked.⁴¹

VI. PROBLEMS

Some specific events fail, and the promotion department must drop a particular promotion for some time and revive it again in a few years. One such program which recently has been designated to promotional limbo is "college nights." Bayens claims, "They just don't work because of the different attitude and atmosphere." A May 12, 1967, college night didn't work in St. Louis and will be tried again in another two or three years.⁴²

Another problem facing some teams is player cooperation. "The players just don't understand what the club is trying to do with promotions and they don't cooperate," states Tom Mee, public relations director for the Minnesota

⁴¹Interview with head usher at St. Louis Civic Center, Busch Memorial Stadium, St. Louis, Missouri, July 19, 1968.

⁴²Bayens, op. cit.

Twins.⁴³ On a more grandiose scale, Veeck found four drawbacks of promotions in baseball:

- 1) They cost money;
- 2) The product must be there to sell and baseball is a dull product;
- 3) Sometimes the receptiveness can negate whatever you attempt to do; and
- 4) The hard way requires that you sell your life over to the customers.⁴⁴

One problem which sometimes bothers some promotions is efficiency. "Soundly planned and efficiently staged special events are so effective in getting ideas across that they are a constant temptation,"⁴⁵ states Stephen Fitzgerald in Communicating Ideas to the Public. The Pittsburgh Pirates staged a Camera Day in 1967 and inefficiency made a medium-sized crowd forget what day it was, according to Les Biederman.⁴⁶ Efficiency and a winning team are two assets the Cardinals utilize but "the promotions had to be working in St. Louis or they wouldn't have drawn two million people

⁴³Major League Survey, op. cit.

⁴⁴Bill Veeck and Ed Linn, "Secrets of a Master Showman," Sports Illustrated, 22:50, June 14, 1965.

⁴⁵Stephen Fitzgerald, Communicating Ideas to the Public (New York: Funk and Wagnalls, 1950), p. 51.

⁴⁶Biederman, op. cit.

two consecutive years even with a championship team."⁴⁷

⁴⁷Telephone interview with Bill Giles, public relations director for the Houston Astros, San Francisco, California, December 10, 1968.

CHAPTER V

PROMOTION: THREE METHODS

In baseball, as in business and industry, some companies choose to market and sell their products with fresh and novel approaches. This occurrence is less frequent in baseball and when it does come about, considerable debate, discussion and arguments about the new method or new image are certain to follow. Since the late forties, three not so ordinary promotional ventures--two largely credited to individual promoters and the third influenced by a combination of intangible factors and bizarre events--have helped to shape the promotional outlook and packaging of baseball in the mid-sixties. Each is worthy of study for methodological, theoretical, causal and historical reasons. For the sake of analysis and clarity, each will be discussed separately.

I. BILL VEECK

I had read of captains of industry, empire rulers, robber barons, and kings of commerce. These had all been figments to me. Not any longer. I have seen Bill Veeck.¹

Wherever Bill Veeck traveled in his off-and-on

¹Warren Brown, "Showman of the Game," Sportfolio, 24:67, April, 1949.

baseball career between 1944 with the Milwaukee Brewers until he sold the Chicago White Sox in 1961, he defied the traditions of baseball by changing promotion of the game. He demonstrated a thorough knowledge of the game through salesmanship and trades and, above all, by winning pennants. When he was eleven years old, Veeck mailed out ladies' day tickets, sold concessions, worked with the ground crew in fixing the field and painted and cleaned the park. All this he did for his father, who directed the Chicago Cubs at the time.² Weaned on baseball and its traditions, Veeck never forgot what he did as a youth and later utilized most of the knowledge he accumulated from his first-hand experience working as an all-purpose man for his father in the twenties.

From his experiences with baseball Veeck formulated theories on all aspects of the game and wherever he went he transformed the theoretical to the concrete. Some of Veeck's basic ideas on promoting baseball are:

- 1) A sense of shame is to be avoided at all costs;
- 2) There is no reason for a hustler to be more cunning than more virtuous men;
- 3) Whenever you think you've got something great, add 100 per cent more;³

²Ibid., p. 69.

³Bill Veeck and Ed Linn, "Secrets of a Master Show-

4) Incongruity is the soul of laughter and a promotion should be incongruous;⁴

5) A promotion should involve a ballplayer and it should be entertaining, amusing and arouse conversation;⁵
and

6) Cleanliness is next to baseball promotion godliness.⁶

When these beliefs were integrated with Veeck's creativity, showmanship and familiarity with the bleacher fans, the result was that he set attendance records in three of the four cities where he owned ball clubs. He attached great importance to keeping in touch with opinions of the people who patronized his team. As president of the team, he would "move about in the grand stands and bleachers collecting praise and criticism from paying customers."⁷ The underlying principle for this maneuver was that the bleacher fan was the most informed on baseball. Another technique was to cultivate acquaintances with cab drivers, who, according to Veeck, know what the average man and

man," Sports Illustrated, 22:54, June 14, 1965.

⁴Ibid., p. 50.

⁵Ibid., p. 55.

⁶Fred Shaul, "The Barnum of Baseball," Baseball, April, 1952, p. 34.

⁷Veeck and Linn, op. cit., p. 54.

woman is thinking and saying.⁸ After escorting some people to their seats, he would inquire, "Do you prefer mustard or pickles on your hot dog?"⁹ During the off-season, it was not uncommon for Veeck to make 300 speaking appearances.¹⁰

After finding out what the people thought of baseball and his team, Veeck channeled his creative powers to sell his team but he never lost contact with the fans who came to see his team play. If anyone called him on the phone, Veeck gave the party his say and he always made himself available.¹¹

One of the greatest tributes to his creative genius was that he was invited to participate in a seminar at the University of Chicago in 1965 with some of the outstanding scholars and scientists of the country. The seminar was entitled "The Creative Organization" and Veeck was paid a handsome fee plus expenses for taking part in a category for "creators--men who have outstanding personal creativity and have been instrumental in the establishment and management of creative organizations."¹²

⁸Brown, op. cit., p. 69.

⁹Ibid.

¹⁰News article in The Sporting News, August 24, 1948.

¹¹Ibid.

¹²News article in the Chicago Journal-American, January 10, 1965.

The final ingredient was Veeck's showmanship. "He is the number one showman of the game," wrote Fred Shaul in Baseball magazine. "Some of his entertainment projects remind you of Olsen and Johnson at their wildest . . . but he never lost sight of success and a winning team."¹³

He utilized pure salesmanship of a sort never before attempted in organized ball, probably because until Bill Veeck came along, there had never been a top executive with youth and energy to conduct such a program.¹⁴

What did Veeck do with all his energy and talent to promote baseball?

In Milwaukee, where he owned the Milwaukee Brewers of the American Association (a minor league) he invited the fans attending one game to make all the decisions and maneuvers which a baseball manager usually makes. Another publicized promotion at Milwaukee was the one in which Jack Price, an acrobat, played catch standing on his head and took batting practice while hanging from a horizontal bar. Veeck's explanation of this scheme was "people came and talked about it."¹⁵ He believed that if people talked about something they saw, they in turn would entice other people to come to see what was going on. In fact, the ideal pro-

¹³Shaul, op. cit., p. 37.

¹⁴R. M. Yaden and James S. Kearns, "Boy Magnate," Saturday Evening Post, 215:128, April 28, 1943.

¹⁵News article in The Sporting News, August 10, 1945.

moter in Veeck's mind is the man who has the people guessing "what's this screwball going to do next?"¹⁶

With gimmicks such as those described above, the last place Milwaukee Brewers played before 7,500 people on October 30, 1941, the last day of the season. It was the largest crowd ever to see an eighth place team play in the history of Class AA minor league baseball. This came after Veeck had bought the team on June 24, 1941.¹⁷ Some of his more practical improvements at Milwaukee were brightening the appearance of the field by painting fences, creating added general admission space, installing new press quarters and beautifying the entrances.¹⁸ Before he left for the Marines in 1945, Veeck had won two championships, but when he returned he quickly left the minor leagues to buy majority shares in the Cleveland Indians of the American League.

How Veeck's purchase of the Cleveland team was approved remains somewhat of a question. How could the seven other league owners, known for their conservative bent, accept a man who had made headlines for giving his manager a pitcher who jumped out of a birthday cake at home plate on the manager's birthday? What would they do if

¹⁶Veeck and Linn, op. cit., p. 57.

¹⁷Brown, op. cit., p. 69.

¹⁸News article in The Sporting News, October 6, 1948.

Bill Veeck began playing games in the morning as he had in Milwaukee to satisfy people who worked night shifts?

Veeck was his predictable self at Cleveland, inventing new ways to make people come to see his team. But he also presented his clientele with a pennant winner in 1948, less than three years after he took over the team.¹⁹ "If your ball club can win games," Veeck proclaimed, "your patrons will go for anything you give them." The Cleveland fans did. They went for special nights for players, Hawaiian orchids for feminine fans, drawings, Ohio mayors' night, a nursery for children while the mothers attended games and a special day for a fan.²⁰ The last was one of the most interesting since Veeck picked one fan at random and accorded him all the honor a man would give a conquering hero.²¹ He placed a wigwam in centerfield as a symbol of the team's nickname, the Indians. What all these shows and a winning team accomplished was an all-time home attendance record of more than 2,600,000 people.²²

Veeck's next stop was St. Louis where he owned the last place St. Louis Browns of the American League in the

¹⁹ Ibid.

²⁰ Ibid.

²¹ News article in The Sporting News, December 29, 1948.

²² Ibid.

early fifties. Unable to improve his team through trades and development of players, as he had at Milwaukee and Cleveland, Veeck was dependent mostly on sideshows to attract customers. One such sideshow shocked the baseball world. Veeck signed a midget, Ed Goedel, who was three feet seven inches tall, to play baseball for the Browns. "It's very difficult for a grown man to pitch to a midget, but a midget can bring in customers" was Veeck's comment. In his only appearance in a major league game Goedel walked. The American League president ordered his release although there is nothing in the baseball rule book to ban a midget from playing.²³ Another St. Louis special was "Drink on the House Day" when the St. Louis team gave away 57,596 free beers and 6,041 bottles of pop.²⁴ Another stunt was to place a microphone around the neck of a player and have him broadcast the game.²⁵ This one never materialized but received publicity nonetheless.

The measure of Veeck's success or failure with the St. Louis Browns franchise is a debatable point. Harry Simmons of the public relations office for the Commissioner of Baseball assesses Veeck's tenure at St. Louis as a failure.²⁶

²³Shaul, op. cit., p. 34.

²⁴Ibid.

²⁵Ibid.

²⁶Telephone interview with Harry Simmons, assistant to the director of public relations for the Commissioner of Baseball, New York, New York, December 12, 1968.

The Browns never finished higher than sixth place in the American League while Veeck was there, but he did meet with some successes. In 1952, Franklin Lewis wrote:

I didn't think he could do it so soon; I couldn't believe he could seep into steady, conservative St. Louis, infuse the natives with his unbridled and frequently uninhibited enthusiasm and bestir themselves in behalf of the Browns in a matter of months. But he did.²⁷

The success was short-lived and August Busch bought the then fading St. Louis National League team, a transition which Veeck claimed killed any chance of success Veeck had in St. Louis because Veeck, at the time, did not have the financial resources to compete with Busch.²⁸ He tried to move the franchise to another city, but was not permitted by vote of the other American League owners and finally sold the team for financial reasons. After the sale the team promptly was shifted to Baltimore for the 1954 season.²⁹

Veeck saved his best show until his final two and one half years in major league baseball when he was partial owner of the American League Chicago White Sox. In two seasons and part of a third (spanning some 359 American League

²⁷Column in the St. Louis Globe Democrat, April 23, 1952.

²⁸Telephone interview with Bill Veeck, former baseball executive, Boston, Massachusetts, December 10, 1968.

²⁹Bill Veeck and Ed Linn, "Octopus Under the Big Eye," Sports Illustrated, 22:42, May 24, 1965.

games),³⁰ Veeck gave his customers:

- 1) A pennant;
- 2) An exploding scoreboard;
- 3) Hundreds of free gifts both useful and zany;
- 4) Jazz music and organ concerts;
- 5) Tremendous personal devotion to the fortunes of his team and theirs;
- 6) Vaudeville performances, style shows, milking contests and cricket matches between games of Sunday double-headers; and
- 7) Hundreds of appearances at church, fraternal and club banquets.³¹

In return, the fans gave Veeck and his team the all-time Chicago attendance record in 1960 when 1,644,640 customers paid their way to see the White Sox play. The previous record has been set by the Chicago Cubs of the National League in 1928 when Veeck's father was in charge.³² Things didn't go well in 1961 and Veeck's health, which had always been robust despite a leg amputation caused by a war-time injury, began to fail him. Finally Veeck and partner Hank Greenberg sold their controlling shares of stock to

³⁰News article in the Chicago Tribune, June 10, 1961.

³¹Ibid.

³²Ibid.

Arthur C. Allyn, a Chicago investment broker.³³

John F. Steadman listed some of Veeck's antics in Chicago:

Chickens in the outfield, a cricket game between a doubleheader, men from Mars arriving in a space ship, free admission to steel workers, a cake and candle on your birthday and a present of thirty-six live lobsters to carry home under your arm.³⁴

Another one of Veeck's specials was a gift of 500 rented tuxedos won by a Brookfield, Illinois, man. When the man showed up at the park with 499 neighbors all attired in the tuxedos, Veeck gave them seats to a White Sox-Baltimore game free of charge.³⁵

In one year at Chicago Veeck gave away an automobile, 1,000 cans of beer at the end of each inning of one game, 1,000 hot dogs, 1,000 pickles, a ton of salt, 1,000 pounds of fertilizer, 1,000 pounds of dairy feed, 1,000 dozen eggs, fig bars, cigars, cup cakes, soft drinks, two box seats and free baby sitting service for twenty-three home games, oil for the car and just under three million trading stamps.³⁶ Keeping with his favorite theory that the best promotion is one that involves a ballplayer, Veeck held a night for

³³Ibid.

³⁴Column in the Chicago Daily News, August 15, 1960.

³⁵Ibid.

³⁶Ibid.

White Sox outfielder Al Smith and allowed anyone who could properly identify himself as a "Smith" into the game free.³⁷ Veeck thinks that the Washington Senators missed a great opportunity for a "name's the same" promotion because the president of the United States had a last name of Johnson and the name of the president of the Senators is Johnston. Veeck figured this to be ideal for this type of promotion.³⁸ An honor students' day in Chicago was a forerunner of the straight "A" night which is popular in major league teams today just as his bat day in St. Louis was a portent of the best promotion, according to attendance figures, in the late sixties.³⁹

The only limitations on promotions in Veeck's handbook are good taste and imagination. He believes that the ultimate test of a promotion is a "money-back guarantee" offer. "When you give something away, give it away."⁴⁰ Consequently, Veeck would offer the aforementioned "name's the same" bargain in Washington on opening day of the baseball season although the game would be a certain sellout without the promotion.⁴¹ Part of this reasoning is the foresight of

³⁷Ibid.

³⁸Veeck and Linn, op. cit., June 14, 1965, p. 53.

³⁹Veeck interview, op. cit.

⁴⁰Veeck and Linn, op. cit., June 14, 1965, p. 54.

⁴¹Ibid., p. 56.

a promoter: "A good hustler's thought should be long, long thoughts. He is thinking not for the day but for the year, the decade."⁴²

"There are a lot of single women working for the government in the Washington area," Veeck observes. "So why not sell all the even-numbered tickets to single women and all the odd-numbered tickets to the single men and hold a dance on the field after the game?"⁴³ Another of Veeck's ideas for helping to improve entertainment at a baseball game is to give the people something to watch when the game is delayed by rain. His plan calls for a tarpaulin to be designed as a checker or chess board. Players on opposing teams would challenge each other. For checkers Veeck suggests girls dressed in bathing suits while for chess pieces midgets would dress in the costumes of the various pieces for the match.⁴⁴

As might be expected, Veeck's ideas and promotions did not meet with unanimous and overwhelming acceptance among members of the baseball world or the baseball press. Veeck, like many other promoters, had his detractors who claimed among other things that his showmanship could more often be identified as vulgarity. Another of the more often

⁴²Ibid., p. 50.

⁴³Ibid., p. 58.

⁴⁴Ibid.

voiced complaints was that Veeck had no sense of propriety for baseball.⁴⁵ Al Lopez, who managed the White Sox while Veeck was president, complained that his players couldn't concentrate on winning ball games while wondering what Veeck's next stunt would be.⁴⁶ Some of Veeck's favorite critics were his fellow owners and executives with other major league teams. But he made these criticisms work in his favor. "When you hate someone, hate him publicly, not privately." The effect of the hatred, Veeck believed, was a larger box office. "There's nothing like a drop of venom to make the turnstiles click smoothly."⁴⁷

Veeck is now retired from baseball, and in November, 1968, he took over Suffolk Downs, a race track in the Boston, Massachusetts, area. While exiled from the game of baseball, Veeck nevertheless continues to state his opinions on how to improve both the game itself and attendance (see Chapter VI).

II. THE JUDGE

In 1961 the National League voted to expand to a ten-team league in 1962, and one of the two new franchises was awarded to the city of Houston. The Houston Sports

⁴⁵Column in The Sporting News, April 10, 1960.

⁴⁶Ibid.

⁴⁷Bill Veeck, "Baseball and Me," Sport, March, 1950, p. 50.

Association (H.S.A.) bought the team. Judge Roy Hofheinz owned one per cent of the stock but was voted chairman of the executive committee. Hofheinz made the position more than it was worth and made himself a first-rate promoter, as he had done all his life, by devoting all his time and energy to building a home for the new Houston team in Harris County where Houston is situated.

First, he defeated a lawsuit contesting the wisdom of Harris County's endeavor into baseball. His next move was to persuade the Texas Highway Department to move its plans ahead five years to build a fourteen-lane expressway which would border the judge's dream stadium. Then he sold radio and television rights. A \$750,000 grant to equip the dream stadium as an emergency fallout shelter was the next move by Hofheinz. Before the stadium could be built, Hofheinz realized his Houston team, nicknamed the Colt .45's, would have to play in a temporary structure so he supervised construction of a \$2 million temporary Colt stadium.⁴⁸ But all this action was nothing strange for Hofheinz. His reputation had preceded him in Texas where he is looked upon with "awe and anxiety."⁴⁹ His life had been a history of firsts.

⁴⁸Gary Cartwright, "A Barnum Named Hofheinz," The New York Times Magazine, July 21, 1968, p. 11.

⁴⁹Liz Smith, "Giltfinger's Golden Dome," Sports Illustrated, 22:44, April 12, 1965.

At nineteen, he was an attorney; at twenty-one, he was a legislator; three years later he was a court judge; a millionaire by the time he was thirty, he became mayor of Houston when he was forty years old.⁵⁰ During one of his rare vacations, he managed Lyndon B. Johnson's congressional campaign in 1936.⁵¹ Houston residents expected big things from Hofheinz and Hofheinz expected and planned to build the biggest and the best stadium in the world in Houston.

His plans were suddenly interrupted and almost just as quickly put to rest for good. While Hofheinz was busy making arrangements for the stadium, his partner, R. E. (Bob) Smith, was dissatisfied because the judge, and not Smith, was receiving all the publicity for what was happening. Smith, at the time, owned about 60 per cent of the franchise, while Hofheinz had improved his stock to about a 20 per cent interest. The 20 per cent remaining was divided among other stockholders. But it took a mistake by Smith for the Hofheinz dream to come true. It also took corresponding zeal and acumen for Hofheinz to take advantage of Smith's mistake.⁵²

Smith's irritation at his long-time political ally

⁵⁰Cartwright, op. cit., p. 13.

⁵¹Ibid.

⁵²Telephone interview with Mickey Herskowitz, sports columnist and baseball writer for the Houston Post, Oklahoma City, Oklahoma, December 12, 1968.

came to a head when Hofheinz installed his son, Fred, as vice president of the Houston Sports Association. "People keep telling me," Smith said, "that Roy is the P. T. Barnum and I'm the money man. I'm getting tired of being the money man."⁵³ Mickey Herskowitz, sports columnist and baseball writer for the Houston Post, recalled that Smith was "getting a lot of flack from the judge's antagonistic moves."⁵⁴

The abrasion between the money man and the operator-administrator was gradual but finally Smith made a rhetorical mistake when he offered to buy out the judge's stock if the judge did not buy out Smith within ninety days.⁵⁵ Operator Hofheinz went to work and borrowed everywhere he could. Herskowitz reports that it was necessary for the judge to go to Europe for some of the money, but on the day before the money was due, Smith still did not believe Hofheinz could raise it. Hofheinz did and Smith afterwards said he made a mistake in the way he phrased the proposition.⁵⁶

Hofheinz could now carry on with his plans for a domed stadium in Houston. Financing for the stadium was partly on a Harris County bond issue. Hofheinz energy, optimism and promotion got the necessary bond issues approved and launched.⁵⁷ Six million dollars is private

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ Cartwright, op. cit., p. 24.

investment, and the total worth of the stadium has been set as high as \$37 million.⁵⁸ The idea for the domed stadium had been infused in Hofheinz's mind as early as 1960. The judge has expounded his theory on watching baseball at the dome:

This place [the domed stadium] was built to keep the fans happy. In other parks there's nothing to do but sit and watch the game, keep score, and sit on a hard wooden seat. We're in the business of sports entertainment. They come for social enjoyment. They like to entertain and be entertained at the ball park.⁵⁹

When the stadium was ahead of its scheduled opening, Hofheinz remarked that it was "the only stadium in history to be completed ahead of schedule."

And here we are building something nobody in the world has or will have for years to come, something that will set the pattern for the twenty-first century. It will antiquate every other structure of its type in the world. It will be an Eifel Tower in its field.⁶⁰

Before the stadium was built and promoted as the Astrodome (officially named Harris County Stadium), the Houston Colt .45's suffered through three seasons with attendance of less than one million. Only once did the team pass 900,000, in the first year (1962), when major league baseball was a novelty in Houston. The first year the Astrodome was used, more than two million persons came to

⁵⁸Smith, loc. cit.

⁵⁹Ibid., p. 58.

⁶⁰News article in The Sporting News, February 20, 1960.

see the newly named Houston Astros and the newly built Astrodome. The team had little success at winning games as they consistently finished near the bottom of the ten-team National League, but the attendance has been more than one million, despite the team's showing, in 1966, 1967 and 1968. It must be pointed out that the capacity of the Astrodome is larger (by about 12,000) than that of the old Colt Stadium.⁶¹

But the promotion of the Astros is almost entirely dependent upon the stadium in which they play. Herskowitz thinks that the franchise would not have survived and would have been sold and moved to another city if there were no Astrodome.⁶²

To understand the elegance of the building, it is first necessary to understand the man behind the stadium, Judge Hofheinz. His flare for showmanship, sense of vision and extraordinary thinking powers are what caused the Astrodome to be built.⁶³ Herskowitz says that Hofheinz is a man who would "rather be broke than cheap but will never be either."⁶⁴ Since his childhood Hofheinz always has been

⁶¹The Dope Book (The Sporting News series of yearly statistics in baseball; St. Louis: The Sporting News Press, 1961 through 1968).

⁶²Herskowitz, op. cit.

⁶³Ibid. ⁶⁴Ibid.

impressed and in awe when he viewed a circus. After Ringling Brothers, Barnum and Bailey Circus had been owned by a Ringling family member for almost ninety-seven years, Hofheinz bought it out.⁶⁵ One of his dreams of the future is to have the Houston and Dallas symphonies perform "Aida," an opera with a cast of 10,000, standing on the backs of elephants.⁶⁶ Dan Klauterman, who is the general manager of the Houston Oilers who rent the Astrodome for American Football League games, says, "I fully expect to read some morning that Roy Hofheinz has billed World War III."⁶⁷

The judge and his dome attracted an overwhelming amount of publicity before the structure opened or before the first game was even played. The stadium was known nationwide with spreads in seven of the leading periodical magazines in the country. "Once Hofheinz had his product, he marketed it well, especially at the start," states Bill Giles, public relations director for the Houston Sports Association. The H.S.A. spends some \$300,000 annually for public relations, which includes promotions. Giles estimates that the net worth of the public relations program is about \$4 million.⁶⁸

⁶⁵Cartwright, op. cit., p. 20.

⁶⁶Ibid., p. 14.

⁶⁷Ibid., p. 16.

⁶⁸Telephone interview with Bill Giles, public relations director for the Houston Astros, San Francisco, California, December 10, 1968.

The stadium itself is a most imposing structure which proves Hofheinz:

. . . a shrewd and sophisticated operator in the Lyndon Johnson genre. His country boy geniality mixes with a gimlet-eyed grasp of the realities. Nowhere is his Midas touch and taste more evident than in the dome itself.⁶⁹

The perfect peripheral combination of color, light, wind, shadow, temperature, and humidity are characteristic of the dome.⁷⁰ Evangelist Billy Graham said, "This is in truth one of the great wonders of the world," to which the judge added that "Bill Graham said it was the eighth wonder of the world." Graham has never said that he was misquoted.⁷¹

One of the best and most fullsome descriptions of the Astrodome appeared in Sports Illustrated prior to the opening of the stadium in 1965. Liz Smith described the dome and its architect:

The judge's love for all that glitters begins with the Dome offices. Here there are yards and yards of deep gold carpet, lush velvet scarlet-and-gold chairs supported by rampant Austrian lions or gold medal frames, specially designed gold telephones on every gold-trimmed Louis XIV desk. In the bathrooms adjoining the offices of Hofheinz and his co-partner, R. E. (Bob) Smith, the fixtures have been sprayed with Velvatex, a kind of yellow-gold plush that covers the lid, the seat and even the pipes. It is hardly surprising that a few unkind Texans refer to the judge as "Giltfinger,"

⁶⁹Smith, op. cit., p. 62.

⁷⁰Cartwright, op. cit., p. 12.

⁷¹Ibid., p. 17.

Upstairs in glittery black-and-gold glass-enclosed kitchen of his box, Hofheinz pours coffee into gold Flintridge china cups and taps his cigar into a gilded ceramic ashtray shaped like an outfielder's glove. Yellow velvet chairs on gold-ball legs can be pushed up to the window so that VITs (Very Important Texans) can look down at the green diamond below . . . "Dealing in intangibles as I do," says he, "the sooner people see something like this and realize you have some ideas, the easier it is to sell your product.

. . . In addition to its glitter, the stadium is also full of mechanical marvels. There is an ultraviolet-ray smoke detector for checking visibility. There is a weather station on the roof that feeds data to a computer that keeps the temperature a constant 72°. The diamond is lighted by 300 footcandles--no one has ever seen one lighted by even 200 before. When the Astros hit a homer the giant scoreboard lights up in a pyrotechnical display . . .

The stadium roof is made of 4,596 Lucite skylights . . . There are also foam-rubber theater seats in a rainbow of colors, a plethora of restaurants and concession stands, two private clubs to satisfy status-seekers and help them evade the archaic Texas liquor laws, an army of theatrically costumed attendants, and a spectacular \$3 million advance sale for the first season. . . .

He is also determined that the common man of Harris County, whose bond issue built the Dome, should feel that he is being treated just as well as the kings of petroleum, gas and cattle in the upper tiers. "What we have here is a new concept in professional sports," says the judge. "Baseball is the great common denominator. So here we give the bleacher fan air-conditioned comfort for the same price he paid for an eight-inch board in the blazing sun or rain somewhere else." . . . Just watching the big rich on the topmost level ought to be a show in itself, for Hofheinz has done everything imaginable and a few things unimaginable to provide the trappings that will make Dome watching worthwhile.

The 18-story Shamrock Hilton Hotel could easily stand in the middle and not touch the sides or top. Beginning in bands of rust for the bleachers, seats rise in a color spectrum from burnt orange to red to black to purple to bright yellow to pale yellow to royal blue. These seats . . . would be impossible in any stadium subject to weather . . . Sixty-five percent of these upholstered dreams are behind the world's longest dugouts, because of a Hofheinz theory that everyone wants to leave the ball park bragging "I sat behind the dugout." . . . "I

studied up on color psychology," [the judge] says, dialing a unique rheostat in his lower office bar that controls various hues designed to get people in the right mood for different things, "and I also studied crowd psychology. The stadium is designed for fast traffic. It can be cleared in nine minutes. We have everything figured out--no ice, no food has ever to be moved during a game and the seats are soundproofed, so if we're only partly full the echo is minimized. We spent \$6 million decorating on top of the \$31 million this cost the county. On the blue level, where our most expensive boxes are, we experimented for a week to determine what light looked best on ladies' makeup and clothes. Listen, every day here will be ladies' day."

Up on the blue level, with its special green carpet and fast elevators, one experiences a slight shock of wonder that these are considered the best seats, in view of their distance from the diamond. This heavenly circle was the judge's afterthought and a matter on which his architects disagreed. He put it in anyway and installed behind it 53 special rooms, each with its own closed-circuit TV, radio, Dow-Jones ticker, icemaker, refrigerator, bar and toilet . . . The corporate executive pays annually either \$18,000 for 30 seats in a box or \$15,000 for 24 seats in a box (each with its special room), for a minimum of five years . . . many companies and individuals have purchased these showcases, including August Busch, the owner of the St. Louis Cardinals, Astronaut Alan Shepard and his business associate, Bill McDavid, an automobile dealer, the Bank of the Southwest, the Houston Bank and Trust, the Cameron Iron Works, the Houston Chronicle, the Tennessee Gas Company, the Houston National Bank, the Bay Houston Towing Company and others of this ilk . . .⁷²

If one element in the complex has received more publicity than any other it is the scoreboard. Writers who disagree with Hofheinz's theory about baseball being in the entertainment business point to the scoreboard as a sign that the game of baseball is being lost to a machine. Wells Twom-

⁷²Smith, op. cit., pp. 46-56.

bley described the scoreboard and its character in a

Sporting News article:

It cost \$2 million to construct, almost twice the cost of any other board in operation. It is one and one-half city blocks long and it covers the entire eastern wall of the Astrodome. It towers a full four stories above the heads of customers sitting in the pavillion.

Its various display areas contain 50,000 special flat-faced light bulbs two to three inches across. There are 1,200 miles of wire inside, enough to stretch between Houston and Milwaukee. It has four display components: 1) the center screen, which produces black and white cartoons; 2) a lefthand message board with the lineups and line scores of the day's game; 3) a righthand message board for notices and scores of other games; and 4) a home-run spectacular that lights up only when an Astro hits a ball into the seats.

That's what it looks like. Its character is something else. Basically, it is a winking, raucous, rowdy, electronic contraption that easily manages to upstage the most unusual stadium ever fashioned by human hands. It is flippant, snide, and blatantly irreverent. It is totally biased for the home team, which is the crux of the matter.⁷³

One of the most eloquent articles criticizing the Astrodome and the scoreboard appeared in New Yorker magazine. Robert Angell concluded:

Baseball is an extremely subtle and complex game and the greatest subtlety of all may well be the nature of the appeal to the man in the stands.

The Houston experiment does violence to baseball and threatens its own success through a total misunderstanding of the game's mystery . . . What matters, what appalls in Houston is the attempt being made to alter the quality of baseball's time . . . Any persistent effort to destroy this unique phenomenon, to use up baseball's time with planned distractions will in fact transform the sport into another entertainment and thus

⁷³News article in The Sporting News, June 25, 1966.

guarantee its swift descent to the status of a boring curiosity.⁷⁴

Publicity director Giles says that the fans are in favor of the scoreboard⁷⁵ and Herskowitz related that the "scoreboard is the event at the Astrodome."⁷⁶ People send in letters requesting some new animated cartoon to be placed on the screen. Giles said that two or three of these suggestions were actually used, the most famous being a picture of a summit conference when the opposing manager talks to his pitcher. Giles says that the visiting team complains occasionally but the large majority of people who go to the Houston games endorse the scoreboard.⁷⁷

Judge Hofheinz has thought beyond the Astrodome and at present 406 acres are being developed at a \$90 million investment. The project is entitled appropriately enough "Astrodomain." Hofheinz is planning a midget race track, a permanent animal menagerie, a museum to house relics, the Ringling Circus and if parimutuel betting is ever legalized in Texas, a race track is on the drawing board.⁷⁸

⁷⁴Roger Angell, "The Cool Bumble," New Yorker, 42:142, May 14, 1966.

⁷⁵Giles, op. cit.

⁷⁶Herskowitz, op. cit.

⁷⁷Giles, op. cit.

⁷⁸Cartwright, op. cit., p. 22.

In addition to the Astrodome a \$26 million amusement park, "Astroworld," is situated on 116 acres and 13 more acres enclose the Astroball exhibition center while a complex of motor hotels outside the stadium contains 1,500 rooms. The Houston Sports Association pays \$750,000 yearly rent to Harris County.⁷⁹ (The stadium officially is named the Harris County Domed Stadium, but Hofheinz saw the public relations value of the name Astrodome and used it.⁸⁰) The University of Houston and the Houston Oilers play their home games there and pay the H.S.A. 10 per cent of the gross income. Because of a personal feud, Hofheinz and Oiler owner Bud Adams could not reach an agreement. All others who rent the stadium pay 17.5 per cent or \$2,500--whichever is greater. The H.S.A. collects \$.50 from the concessions for each person attending the Astrodome. For \$18,000 a year an advertiser can have his message flashed across the scoreboard between innings and Gulf Oil pays \$1 million on a five year contract with a five-year option for two gigantic orange medallions on either side of the scoreboard. The gross average income to the stadium per person at the dome is \$1 more than it costs to buy a baseball ticket. Between 1965 and 1968 more than eleven million people visited the Astrodome.⁸¹

⁷⁹Ibid., p. 24.

⁸⁰Herskowitz, op. cit.

⁸¹Ibid.

Hofheinz has taken advantage of a slip of the tongue, utilized his public relations for maximum impact, and made promotion part of the game of baseball to sell a losing baseball team to a willing and accepting public.

III. THE MET MYSTIQUE

The story of the New York Mets and their financial and promotional success is far different from the success stories of Bill Veeck and the Houston Astros and Judge Roy Hofheinz. There was no one man. There was no divine plan or grand scheme behind the Mets. The image and promotion of the Mets just happened, and the "average man on the street" who brought his banner to the Polo Grounds where the Mets played their home games in 1962 probably had as much to do with establishing the image of the Mets as anyone else. The result was that the New York baseball team of the National League attracted more people in 1962, the first year of its existence, than any other last place team in the history of baseball.

The explanation for this phenomenon is as confusing and contradictory as are the above attendance figures. The chronology of how, what, when and why defies the promotional genius of a Veeck or a Hofheinz because it was spontaneous and happened in spite of what the team was doing or what the management had intended.

In the Beginning

In 1961, New York was granted one of the two National League expansion franchises (the other went to Houston) for the 1962 season and Mrs. Joan Payson bought the team. Mrs. Payson had been a baseball fan since, at the age of twelve, she:

. . . was chosen to play first base on a summer camp team . . . she is the only woman owner of a baseball club, a matter of great satisfaction to her. It is no matter that the Mets have been a losing team; she is a true fan, an amateur who wishes to bring to the game, not to take away from it.⁸²

In late October, 1961, the first matter then was to provide players for the two new expansion teams of the National League. New York columnist Jimmy Breslin describes what happened:

. . . The special draft of players for the two new teams would be held a day after the 1961 World Series ended or before October 16. The latter date was, of course, the day on which all minor league prospects who were draftable had to be brought up to the roster. On paper it read like any other league announcement. But it really was robbery in the daytime. It meant that every National League club could look over the roster, select players they were going to release for nothing or send back to the minors anyway, and place them on the list of players available to the two new teams. For exorbitant prices, of course. Under the rules, the Mets and Houston each had to take sixteen players, at \$75,000 a piece, and four premium players, at \$125,000 each. Almost none of the players on the list were young. They were mostly old guys who, in a week or so, would be around with free agents' papers in hand . . . But here

⁸²William R. Cox, The Mets Will Win the Pennant (New York: G. P. Putnam's Sons, 1964), p. 83.

under the great scheme, was a way to get money for them. Big Money. And at the same time it could be made certain that Houston and the Mets would be in the second division for years to come.

It was [Casey] Stengel who summed it up best.

"I want to thank all those generous owners for giving us those players they did not want," he says, "Those lovely, generous owners."⁸³

The Mets suffered worse than Houston because they attempted to draft oldtime "name" players instead of opting for what youthful players were offered. Hal Weissman, public relations director for the Mets, explained that this was a necessary move because New York is a name town and "we had to start somewhere."⁸⁴

Management and Manager

Having secured players to start the 1962 season, the next step was to hire a manager and general manager. Mrs. Payson found the perfect solution. She chose Casey Stengel for her manager and George Weiss for her general manager. Both had been with the New York Yankees when the Yankees were champions of baseball and both had been fired by the Yankee management in 1960 in a controversial move. Many New York residents didn't approve of the move and as a result

⁸³ Jimmy Breslin, Can't Anyone Here Play This Game? (New York: The Viking Press, 1964), p. 62.

⁸⁴ Telephone interview with Hal Weissman, public relations director for the New York Mets, New York, New York, December 15, 1968.

Weiss and Stengel endeared themselves to New York fans because they had been fired in a most unbecoming way. Jack Mann in The Decline and Fall of the Yankees describes what the hiring of Stengel by the Mets meant to the Yankees:

Worse yet, Charles Dillon Stengel, dismissed by the Yankee brain trust as too old after the 1960 season, refused to fade away. He hung around like the ghost of Banquo--or more aptly, the Spirit of Christmas Past--and made the wistful venture across the Harlem seem a little less preposterous by his presence . . . The Mets in tenth place got more ink than the Yankees in first as one of Stengel's favorite descriptions "amazin'" became not merely an adjective but a substantive for the Mets. They were lousy, but they were cute, and Stengel was their prophet.⁸⁵

William R. Cox explained the genius of Mrs. Payson's hiring Casey Stengel another way:

It was Mrs. Charles Simpson Payson, majority owner of the Mets, who refused to believe in the present day insanity of putting men out to pasture because of the calendar. She prevailed upon the Board of Directors to hire the best--and brought in Stengel and Weiss.⁸⁶

Stengel as the Manager-Entertainer

Almost all baseball fans have heard of Casey Stengel. He became somewhat of a baseball legend in his time as manager of the unbeatable New York Yankees and later as manager of the often-beaten Mets. But with the Mets he was more human, more patient and more entertaining.

⁸⁵Jack Mann, The Decline and Fall of the New York Yankees (New York: Simon and Schuster, 1967), p. 192.

⁸⁶Cox, op. cit., p. 74.

Last year (1962) Stengel was everything they ever wrote about him. He came with humor, compassion, and above all, class. He also came onto some awfully tough days and nights, and no matter how nice he was about it, you knew he really wasn't used to it.⁸⁷

But Stengel's following was more than just the fans cheering at the game. The New York sports writers who had known him when he managed the Yankees had even more reason to like him now. "When you talked to Casey after a game," says Jack Lang, Met writer for the Long Island Press, "you forget about the loss; you talked about something else."⁸⁸ Indeed, Stengel even called the writers "my writers," and he would talk baseball with them all day and sometimes all night. And Stengel's use of the English language prompted the writers to found a new language, "Stengelese."⁸⁹

Everyone who has ever heard him likes to imitate his fantastic excursion into tall tales. They have a name for it, "Stengelese." Yet in all his life he has never had the least difficulty in making clear any idea he wishes to express. And most of the time he has succeeded to reducing his audience to admiring laughter.⁹⁰

James Murray in the Los Angeles Times wrote that Casey once said:

Someone asks, 'if you lose all them games in the final inning on the road, why is it you don't make

⁸⁷Breslin, op. cit., p. 28.

⁸⁸Personal interview with Jack Lang, New York Mets writer for the Long Island Press, St. Louis, Missouri, July 19, 1968.

⁸⁹Cox, op. cit., p. 22.

⁹⁰Ibid.

arrangements to bat last all the time?' And all I can answer is, we been losers in the ninth all right, but we been sure losers in the first on a number of occasions as you can see from the man running the scoreboard who has to send out for more numbers when my fielders set their mind to it to drop balls and to do things they have the capacity for which causes their pitcher to stop speaking to them when they occasionally meet.⁹¹

The National League in New York

For four years, from 1958 through 1961, the city of New York was without a National League baseball team. This was a strange departure from the accepted way of life in New York since the Brooklyn Dodgers and New York Giants each had large numbers of fans. But the Dodgers and Giants had left for the West Coast and the National League fans were starving. George Vecsey, who followed the Mets for Newsday and now does for the New York Times, explained what National League baseball meant to New York: "It wouldn't have made any difference what team came to New York. A seventh-place Chicago Cubs would have been sufficient to fill the void."⁹² Maury Allen of the New York Post says that the old Dodgers and Giant fans just wanted to see a National League game. "The Yankees didn't bring the same thrills as the old Dodgers and Giants did."⁹³

⁹¹Ibid., p. 91.

⁹²Personal interview with George Vecsey, baseball writer for the New York Times, St. Louis, Missouri, July 19, 1968.

⁹³Personal interview with Maury Allen, baseball

Breslin states the matter this way:

The National League to a lot of people around New York is something hard to describe, but important. Like the chip in the table in the living room when you were growing up. It was always there. Sometimes you can buy ten new tables over a lifetime but the one with the chip is the one that would make you feel the best. People are that way about the National League. They are more at home looking at the box score of a game between the St. Louis Cardinals and the Philadelphia Phillies than they ever could be going over one between the Cleveland Indians and the Detroit Tigers. If they came out of Cleveland it would be different. But they are from New York, and this is the National League. Now we have the Mets, and that's the way it should be. We're with familiar things again.⁹⁴

The New York Sports Writers

Some of the appeal of the National League remained with New York sports writers who covered the Dodgers and Giants when they were in New York. So, it was only natural that these same writers, people such as Lang and Dick Young of the New York Daily News, should turn their thoughts to the National League and the new team from New York.⁹⁵ When the Mets reported to spring training in 1962, six writers on the New York dailies sent back the stories of Casey and the Mets. It is still questionable what role the press played in forming the image of the Mets. Most sports writers will admit that these writers "overwrote" during that first year of the Mets, that they were "over-enthusiastic" but that

writer for the New York Post, St. Louis, Missouri, July 19, 1968.

⁹⁴Breslin, op. cit., p. 117. ⁹⁵Vecsey, op. cit.

they did create an image of the team.⁹⁶

Lang, Allen and Leonard Koppett of the New York Times, all of whom follow and write about the Mets, say that "the New York press made the Mets." The reasoning behind this statement is that the writers made idols of the players by the stories they wrote in Florida at spring training. But more important and more vital to the press-made image is the debate over the banners. Koppett argues:

The Mets management did not want and would have no part of banners in the Polo Grounds. When they saw someone with a banner they ordered the police to have the banners confiscated and the person carrying the banner removed.⁹⁷

According to Koppett, the press wrote about this injustice to the Mets' fans and urged the fans to continue to bring banners to the games and the fans followed the writers' advice.⁹⁸

Another aspect of the press-made image was painting the team as losers. Lang states that general manager Weiss and the rest of the Mets' front office despised being described as losers.⁹⁹ The management even came to the

⁹⁶Ibid.

⁹⁷Personal interview with Leonard Koppett, baseball writer for the New York Times, St. Louis, Missouri, July 19, 1968.

⁹⁸Ibid.

⁹⁹Lang, op. cit.

press after the season had begun and said that the Mets would be winners in two months, Koppett contests.¹⁰⁰ The Mets never did begin winning and the press continued to extol the virtues of supporting a losing team. Some writers began inventing new statistics--for losers--such as most errors by a Met team in the history of the club. This happened when the first season was but four or five weeks old.¹⁰¹

Vecsey and Joe Donnelly of Newsday place less emphasis on the role of the press in creating the Mets' image.

Vecsey says:

The personal, descriptive writing of the Langs and Youngs helped. They were starving for a New York team and they got it. When you write something in New York you better have a convincing argument to back it up. The Mets always seemed to lose. So the argument was always more convincing. But the press of New York is not the image maker it thinks it is. The Mets charm was like the charm of a Kennedy. They weren't just a team. They were the worst team.¹⁰²

The safest statement that can be made about the press in building the image of the Mets was that it contributed in small or large part to endearing the Mets to New York baseball fans.

Met Fans, Losers and Banners

When the fans got their wish for a National League

¹⁰⁰Koppett, op. cit.

¹⁰¹Allen, op. cit. ¹⁰²Vecsey, op. cit.

team, they reacted by giving Stengel and his team a ticker tape parade before the first regular season game.¹⁰³ The team had won twelve games and lost twelve during spring training but the fans didn't care. Then on opening day the first banner appeared. It read: "Union, New Jersey, Loves Hot Rod Kanehl."¹⁰⁴ Time after time, game after game, more and more banners were carried around the Polo Grounds. The practice had been forbidden in Yankee Stadium so it was only natural that the banners should be objectionable at the Polo Grounds. And they were. While the press states that they forced the management to accept the idea of banners, Mets promotion director Arthur Richman says that it was an executive vice president in charge of the Mets, Jim Thompson, who stopped a fan at one of the games when he was being thrown out by a policeman. Thompson inquired about the banner and told the policeman to stop throwing out people with banners.¹⁰⁵

Whatever the explanation banners became a part of the Mets. "The banners always seemed to say the right thing; they were as if someone had painted them up on the spot,"

¹⁰³Jerry Mitchell, The Amazing Mets (New York: Gosset and Dunlap, 1962), p. 63.

¹⁰⁴Vecsey, op. cit.

¹⁰⁵Telephone interview with Arthur Richman, promotion director for the New York Mets, New York, New York, December 15, 1968.

Allen reported.¹⁰⁶ Some of the more popular ones in that first year read: "Chastise Those Cincinnatians--Press on Metropolitans," "O'Malley Is a Fink, May His Dodgers Sink, Sink, Sink," "Up a Tree in '63, Off the Floor in '64," "Hit One Into the Darkness Harkness," "Hickman for President," "Know Why the Mets Are Such Good Losers?--Practice Makes Perfect."¹⁰⁷

The management took advantage of the banner gimmick invented by some fans (no one can identify an individual or group responsible) and had a banner day with prizes for the best banners. On the first Banner Day, the team went to centerfield, made an about-face and all members of the team held placards which spelled out "To the Met Fans--We Love You." Casey Stengel marched out of the dugout to centerfield and turned as he held an exclamation point. New York writers agreed that the banners were the biggest single factor in shaping the Met fans. They also agree that the banners were established "in spite of management." In fact, Vecsey calls the first two public relations directors for the Mets incompetents. "They would forget things. They didn't know what was going on and they didn't even know what the writers were there for or what they should do to help."¹⁰⁸

¹⁰⁶Allen, op. cit.

¹⁰⁷Allen, Koppett, Vecsey, Lang, op. cit.

¹⁰⁸Vecsey, op. cit.

The Mets' losses were something which couldn't be forgotten. They lost 120 games, the most any major league team has ever lost, but they managed to lose the games in such a way that people began to love them because they were losers.

They lost 120 games, which made them on paper the poorest team in modern baseball history. On the field they were even worse. The Mets did not lose games merely because they played badly. Never. The Mets lost because they played a brand of baseball which has not been seen in the Big Leagues in over twenty-five years. And in doing this they warmed the hearts of baseball fans everywhere. They became in their first year of existence almost a national symbol. Name one loyal American who can say that he does not love a team which loses 120 games in one season.¹⁰⁹

As the Mets invented new ways of losing games, the press and the fans were drawn more closely. Robert M. Lipsyte of the New York Times had a deft touch when he invented the Mets Board of Strategy. He wrote that his discoveries worked "in a cavern beneath the crumbling Polo Grounds." He called his strategists "Boot, Bobble, and Balk." They bore a sinister resemblance to the three witches of Macbeth. "In fact, Bobble, the youngest, was alleged to be 147 years old."¹¹⁰

"Take any day, any town, any inning. With the Mets nothing changed, only the pages on the calendar. It was all

¹⁰⁹Breslin, op. cit., p. 17.

¹¹⁰Cox, op. cit., p. 92.

one wonderful mistake."¹¹¹ Richie Ashburn, who was the only player to have a batting average of better than .300 that first year, couldn't understand the spirit of the team.

Any losing team I've ever been on had several things going on. One, the players gave up. Or they hated the manager. Or they had no team spirit. Or the fans turned into wolves. But there was none of this with the Mets. Nobody stopped trying. The manager was absolutely great. Nobody grumbled about being with the club, and the fans we had, well there haven't been fans like that in baseball history. So we lose 120 games and there isn't a gripe on the club.¹¹²

Lipsyte also made up the characteristics of the typical Met fan.

The typical Metaphile is five feet eight inches tall, weighs 165 pounds, was 43 years old on his last birthday and has lost considerable hair. He is a skilled laborer with a family, a small apartment, and one good suit, which he never wears at the Polo Grounds.¹¹³

The general consensus was that the Met fans were an "out-of-this-world lot" and that they loved losers. They always cheered to the last out at all odds and "they always hoped for the best and found the Polo Grounds the best of all possible worlds for their imagined optimism."¹¹⁴ They made their own publicity, then, just by being themselves. They wrote letters to the management. Mike and Jack Sakele

¹¹¹Breslin, loc. cit.

¹¹²Ibid., pp. 99-100.

¹¹³Mitchell, op. cit., p. 2.

¹¹⁴Ibid., p. 3.

requested a favor from Stengel:

Dear Casey: We would like to name a horse after Rod Kanehl, the Met who runs the bases so well. It is a chestnut colt by Safaris-Invariable-Thumbs Up, and is now on our New Jersey farm. As you know the Jockey Club insists that we must first have the written consent of the person involved. We have already written Kanehl, but Barker Seeley, of Monmouth Park, suggests that we write you now. He says otherwise you might pick up your morning paper and see Rod Kanehl listed among the day's entries at Aqueduct or Monmouth and think Rod Kanehl had jumped the club. Sincerely yours, Mike Sakele and Jack Sakele.¹¹⁵

One from Artie Apuzo read:

Dear Casey: We hope you are not going to bench Frank Thomas just because some balls have been falling in front of him in left field. We think he is the greatest. We think he belongs in Cooperstown. How does Frank Thomas get in Cooperstown? He takes a bus to Utica, changes for a bus to Cooperstown, walks down main street until he gets to the Hall of Fame, walks up the stairs and buys a fifty-cent admission ticket at the door. He's in, like Flynn. Yours respectfully, Artie Apuzo.¹¹⁶

The Story of Marv Throneberry

"New York is a town that needs an idol. It's a billboard town," states promotion director Richman.¹¹⁷ In that first year, the people who so religiously followed the Mets found their idol, and predictably he was a loser. Even more, first baseman Marvin Throneberry turned out to be the biggest loser, the symbol of the Mets.

¹¹⁵Ibid., p. 118.

¹¹⁶Ibid., p. 119.

¹¹⁷Richman, op. cit.

When Throneberry was working hard to become the symbol of the Mets, one of the most famous banners appeared in July. It said: "Cranberry, Strawberry, We Love Throneberry." A few days later, some youths climbed atop the Mets' dugout during a game and four of them carried large block letters and the fifth an exclamation point. They read "M A R V !" ¹¹⁸ Throneberry, nicknamed Marvelous Marv, had become the object of their affection. To obtain this singular distinction was no easy task. To be sure, Throneberry had to prove himself a marvel of ineptitude, but he succeeded. Breslin indicates the vein in which Throneberry appealed to his fans:

. . . There is no place for business when you are dealing mainly with the fact that Marvin Throneberry's teammates would have given him a birthday cake except for the fact they were afraid he would drop it. ¹¹⁹

Even his owner, Mrs. Payson, understood Throneberry's significance. When asked if she would do the same thing over again, Mrs. Payson replied, "Oh, of course, how else in the world could we have gotten Marvelous Marv to New York?" ¹²⁰

Actually Throneberry had been in New York previously as a first baseman for the New York Yankees where he was respected for his fielding abilities. Whatever his prior reputation, it changed when he put on a Met uniform. There

¹¹⁸ Mitchell, op. cit., p. 9.

¹¹⁹ Breslin, op. cit., p. 47.

¹²⁰ Ibid., p. 51.

were many incidents and plays for which Throneberry became famous but one of the most humorous came on June 24, 1962, when the Mets were playing the Chicago Cubs at Shea Stadium.

It started with one of Marv's merry misadventures on the base paths in the first game. Again he had a runner caught in a rundown between first and second. This time he didn't have a man on third base to worry about, if he was in the mood for worrying, so he could concentrate on the man in front of him, Don Landrum.

He threw to the second baseman, then when Landrum reversed his field and started back toward first base, Marv caught the second baseman's return. Landrum again started for second. This was fun. Marv ran toward Landrum, saw he couldn't catch him in time, and threw to the second baseman again. Once more Landrum raced back toward first. Throneberry threw him a solid block for no gain. Unfortunately, he didn't have the ball for a tag. The umpire called Landrum safe because of interference.

No matter. Marv went up to hit after the Cubs had scored four fat runs determined to make amends. Two Mets were on base when his bat caught the ball and drove it toward the bullpen in right centerfield, a certain three-base hit sailing between two outfielders. Marv put his head down, and raced for first. Rounding the base as though it had a stick of dynamite under it, he picked up steam and headed for second. As the right fielder picked up the ball he tore around second and made for third. The crowd roared as he made third and stood on the base smiling happily.

Ernie Banks, the meanie, called for the ball. When he got it the Cub first baseman stepped on the bag. The umpire jerked up his hand in the out motion. Marv had neglected to touch first base.

Throneberry had no sooner gone to the dugout, shaking his head in disbelief than Charley Neal hit the left field facade for a home run. Before Neal had taken two steps toward first base, Casey Stengel raced out of the dugout. He yelled to Neal, pointed to first base and stamped his foot. Then he pointed to second and stamped again. Then he pointed to third and stamped. Finally he pointed to home, and again brought his foot down. When Neal stepped on home plate Casey nodded gravely and returned to the bench. The customers thought it was great.¹²¹

¹²¹Mitchell, op. cit., p. 47.

Public Relations from 1962 until Today

It is quite clear that the Mets management and public relations department had little or nothing to do with the image of the team when it was established in 1962. In 1963, the mood was approximately the same but the fame of the "new breed" fans had spread and the Mets won more games and passed the one million mark in home attendance while still playing in the antiquated Polo Grounds.

In 1964 it was different. The Mets moved to Flushing, Long Island, and into a new park, Shea Stadium. Attendance increased by 700,000 at the new stadium and has not been less than 1,500,000 since the Mets have been playing in Shea. The Mets public relations and promotion departments have helped to change their appeal from that of "losers" to "a young team on the way to a winning season."¹²² "We appeal to the children because people tell us that baseball has to appeal to the younger generation more," Richman states. "We have attempted to perpetuate the idea that the Mets are a 'fun' team and coming to watch a game at Shea is enjoyable."¹²³ Public relations director Weissman says the Mets are making it on their own now and no longer have the "clown image."¹²⁴

¹²²Weissman, op. cit.

¹²³Richman, op. cit.

¹²⁴Weissman, op. cit.

Banners still are the top promotional attraction, but in 1968 the Mets sold 216,000 yearbooks and Weissman estimates that 75 per cent of the sales were to youngsters.¹²⁵ More than 200,000 youngsters are admitted to Shea Stadium free of charge each year, and special attractions include Helmet Day, Old Timers' Day, and Fan Appreciation Day.¹²⁶

New York, a town which was accustomed to a World Series between two of its three teams in the fifties, has changed and has accepted the Mets, first as lovable losers and now as an enjoyable baseball team. This transition would not have been possible if those strange and almost inexplicable combinations of events had not taken place in the first year of the Mets.

IV. SUMMARY

Edward L. Bernays' theory about "creating news" from staged events can explain in part all three promotions--Veeck, Hofheinz and the Mets--discussed in this chapter. Bernays states:

Now an interesting thing about public relations is that, by taking forethought, one can "create" newsworthy action. It is not necessary to lie in wait and only capitalize on what some fortuitous event set in motion. Also, by proper planning, a newsworthy event, once

¹²⁵Ibid.

¹²⁶Ibid.

created, may be made the basis of a whole series of succeeding events.¹²⁷

Veeck and Hofheinz each planned his promotion of his team by drawing newsworthy attention to what they were doing. Veeck "made news" by selling baseball to people with some different approaches involving participation by fans and by planning his promotions around the game of baseball, his team and some individual players on his team. Hofheinz obtained the necessary publicity by building the most luxurious and imposing stadium since the old Coliseum in Rome. The Mets' public relations department had their image made for them in 1962 by Stengel, Throneberry and the fans of New York, but promotions later were planned around banners, and the team since then has endeavored to project itself from a family appeal approach, thus taking advantage of what has gone before. It may be noted, however, that the Mets' management was slow to recognize the value of what was happening in 1962 as potential for making immediate and long-range public relations profit.

¹²⁷ E. L. Bernays (ed.), The Engineering of Consent (Norman, Oklahoma: University of Oklahoma Press, 1956), p. 22.

CHAPTER VI

ANALYSIS OF TODAY'S PRACTICES

I. PROBLEMS AND OPINIONS

The St. Louis Cardinals, the New York Mets, the Houston Astros and Bill Veeck are examples of how several major league promotions function in a public relations capacity. Emphasis on the promotional aspect of these organizations indicated, in some instances, the success of the team at the box office. But there is more to public relations than promotion, as was shown in the Cardinals' study in Chapters II and III. When discussing the state of affairs of public relations in baseball in 1968, it would be helpful to evaluate the job public relations is doing in terms of Edward L. Bernays' three-pronged definition. For Bernays there are the following elements in a successful public relations program:

- 1) Information given to the public;
- 2) Persuasion directed at the public to mollify actions and attitudes; and
- 3) Efforts to integrate attitudes and actions of an institution with its publics and of publics with those of that institution.¹

¹E. L. Bernays (ed.), The Engineering of Consent (Norman, Oklahoma: University of Oklahoma Press, 1955), p. 20.

In order to examine all facets thoroughly, a survey of public relations directors taken in June and July of 1968 will be used as a basis for information (see Appendix E) along with collected materials and interviews and articles on the subject of baseball.²

Some of the statistical data obtained from the survey reveal that the average staff of a major league public relations organization is four or five persons including secretaries; that the average salary is between \$15,000 and \$20,000 per year; and that most people who take a job in public relations in baseball remain in baseball in some position after they leave the public relations job or retire. Only one of the twelve teams answering the survey had a predecessor take a job in another business.

II. INFORMATIVE

Baseball, for the most part, does its job of informing the public of its team or about the game. There are instances of people who cannot deal properly with the press as happened to the New York Mets in 1962 (see Chapter V), but these examples are rare. Media experience is beneficial

²Survey of Major League Baseball Public Relations Directors, July, 1968. Four-page questionnaires were mailed to the nineteen directors (except the St. Louis Cardinals) in early July. By mid-August twelve questionnaires were returned in self-addressed stamped envelopes. A copy of the survey is in Appendix E.

to a public relations man and eight of the twelve responders to the survey had previous media experience before taking a job in public relations. Listed among the "three things they spend most of their time doing" invariably was mailing out and preparing press releases or some type of press relations. In fact, eight responses listed press relations as the one thing they spent more time on than anything else. Three others said answering mail was what they spent most of their time on, and nine of the twelve questionnaires had mail as one of the top three. This fact would indicate that there is a high priority to answering mail for most major league teams even though seven of the teams even failed to answer this survey!³

Oscar Kahan of The Sporting News supports the theory that the public relations men in baseball spend time handling press relations. "They put in the hours and have the information you want, statistics, and averages. In fact they put in overtime hours doing this."⁴ Les Biederman of the Pittsburgh Press says that the men who can and the ones who can't deal with the press are immediately recognizable and that the latter group does much to hurt the image

³Ibid.

⁴Personal interview with Oscar Kahan, sports writer for The Sporting News, St. Louis, Missouri, April 25, 1968.

of baseball.⁵

III. METHODS OF PERSUASION

Almost as extinct in the fifties as Bill Veeck were special promotions to attract people to games. But in 1968 eleven of twelve responses found somewhere to mention special promotions although only one mentioned them as something he spent most of his time doing. Bat Days, Helmet Days and similar special days were described as some of the most creative accomplishments of the public relations directors. At least four directors said that better player-management relations would give baseball a better image with its public.⁶ Three found that player relations were their biggest problem.⁷

In articulating club policy, public relations men have little weight. About the only area where they do make decisions is for their own program and in instructing the players on what they can or cannot say in an interview. Executive vice president James Toomey of the Cardinals explains this role:

⁵Personal interview with Les Biederman, sports editor of The Pittsburgh Press, St. Louis, Missouri, April 26, 1968.

⁶Major League Survey, op. cit.

⁷Ibid.

Basically, the team is judged on day-to-day performances and player interviews form an integral part of that performance since they reflect a team's or an individual's image during a game or series of games. He may have to tell the club policy regarding what is said during the interview to the manager or player being interviewed.⁸

One director complains that the players on his team don't realize "how important their public images are to the success of the team."⁹

Outside this area, public relations directors have almost no impact on the policy of how their product is to be marketed. Some of the responses to the question "do you function in any capacity as a policy maker for your organization?" include: "On given situations our opinions are sought and evaluated and the results, again on occasion, can be influenced by our thinking"; "We sit in on policy meetings"; or "We act as advisers." Only one questionnaire had the response "we are in on all decisions and policies in all phases." The others with similar answers remained vague about the issue and gave the overall indication that their opinions, although requested sometimes, rarely carried weight.¹⁰

⁸Personal interview with James L. Toomey, executive vice president for the St. Louis Cardinals, St. Louis, Missouri, February 11, 1968.

⁹Major League Survey, op. cit.

¹⁰Ibid.

Harry Simmons of the office of the Commissioner of Baseball states that each club has one vote in twenty-four, which include the four new expansion teams in the 1969 season. Simmons said that the individual public relations man would have to contact the rules committee if he wanted to make his voice heard on a major policy issue.¹¹ Moreover, if each team has one vote and it is cast in the end by the owner, the public relations director would first have to convince his own organization if his opinion or suggestion were to be heeded. Former owner Veeck claims, "The public relations directors are hired for one job but the teams don't listen to them."¹²

Major league baseball has founded a new organization, Major League Promotion Corporation, "to keep America aware that baseball is still the national pastime." It is, in other words, a concentrated, unified effort to persuade the public that baseball is worth going to see.¹³ Its basic problem, ironically, has been a lack of publicity. Only two

¹¹Telephone interview with Harry Simmons, assistant to the director of public relations for the Commissioner of Baseball, New York, New York, December 12, 1968.

¹²Telephone interview with Bill Veeck, former major league baseball executive, Boston, Massachusetts, December 10, 1968.

¹³Column for Newspaper Enterprise Association, October 29, 1968.

public relations directors mentioned the new organization and one called the group Major League Properties Inc., the wrong name.¹⁴ There is an awareness of the existence of the corporation at The Sporting News but essential details were unknown to Kahan, one of the leading baseball writers for the paper.¹⁵ Mickey Herskowitz of the Houston Post had never heard of the organization.¹⁶

The Promotion Corporation, supported financially by the Commissioner's office, is scheduled to begin full operation in 1969, the 100th anniversary of baseball. The corporation hired the Batten, Barton, Durstine and Osborn, Inc. (BBDO), advertising agency to handle the promotion account.¹⁷ In theory, the twenty-four teams are to act as sources for new ideas for promoting baseball. Mike Villante, a former Yankee batboy, is in charge of the account for BBDO.¹⁸ Newspaper Enterprise Association columnist Ira Berkow noted the aims and plans of the organization in an October 29, 1968, article:

Villante's major project is to make a deal with four major advertisers--from soft drink to automobile--and

¹⁴Major League Survey, op. cit.

¹⁵Kahan, op. cit.

¹⁶Telephone interview with Mickey Herskowitz, sports writer for the Houston Post, Oklahoma City, Oklahoma, December 14, 1968.

¹⁷Simmons, op. cit.

¹⁸Ibid.

combine to promote the game (and the company's product) in all the media. He is close to consummation with four advertisers now.

He has also planned a spring television special and an All-Star game special. . . .

There will be baseball caravans with nostalgic and historic mementos traveling the nation year-round, sometimes with current and former players aboard. There will also be national contests running in high school and college newspapers, hoping to excite those groups which have all but forsaken baseball. And a plan is underway to have school teachers bring baseball into the classroom. A baseball cartoon series for kids will soon appear on television.¹⁹

The future of baseball's promotion corporation is not yet known but the best persuasive methods used by the major leagues today are special game promotions, many of which are listed among the Cardinals' promotion itinerary in Chapter IV.

IV. ATTITUDES

The most uncertain area of public relations in major league baseball is that of attitude and opinion. First it must be established that attitude and opinion are important and integral parts of a successful public relations operation. Bernays has done this earlier in this chapter. The Sporting News in an August 12, 1967, column criticized the American Football League for being unable to "evaluate public opinion and identify policies and procedures with the public interest." The column concluded: "The AFL produces commend-

¹⁹Newspaper Enterprise Association, op. cit.

able publicity but does little in research of public opinion and attitude. We think the same conclusion could be reached about major league baseball."²⁰

The same column posed two questions for baseball. First, do the organizations really want to know what the people are thinking? And is the public really being listened to? "In baseball, the answer to both is: no," The Sporting News said.²¹ If baseball is in danger of losing a measurable portion of its appeal, the fact is hardly recognized by public relations directors. Seven directors felt there was little worry about baseball's competition as the national pastime, and two of these seven maintained that baseball was "unquestioned" as the national pastime. Two other responses acknowledged professional football is competitive but said that baseball was striving to meet its challenge. Three directors did not comment and one remained neutral on the subject.²²

Newsweek in a 1965 article pinpointed baseball's uncertain appeal with the American public in these words: "The three-and-two pitch for baseball today is: Can it keep the enthusiasm of loyal fans or will they lose interest

²⁰Column in The Sporting News, August 12, 1967.

²¹Ibid.

²²Major League Survey, op. cit.

and take their business somewhere else?"²³ Business Week in 1964 focused on the problems baseball must face up to:

The bats and balls have been put away, the uniforms are in mothballs. It is that time of year when organized baseball yanked from the fresh air of the playing fields seems to slip into a sort of between-season neurosis.

This has been happening off and on since the postwar years when baseball had a virtually unchallenged grip on eager commercial dollars.

Major league attendance in 1948 hit a record 26.9 million. Since then baseball has suffered recurring feelings of rejection and, like an aging actor, frequently has resorted to plastic surgery: A new team grafted on here, an old team transplanted there.²⁴

Business Week found three factors which contributed to the "disease in baseball":

- 1) Extreme restlessness--a desire to move brought about by box office lag;
- 2) Split personality--exemption from anti-trust law, it is also a business since players expect to be paid and owners hope for a return on investment; and
- 3) Forgotten folk--baseball's troubles trickle down to the minor leagues. The majors have shown a trend for forsaking the minors.²⁵

In 1963, Newsweek found these four problems paramount

²³"The Business of Baseball, Newsweek, 65:68, April 26, 1965.

²⁴"Baseball Hunts Greener Pastures," Business Week, November 7, 1964, p. 44.

²⁵Ibid.

in baseball's struggle to entertain:

- 1) Rising costs for fans, including increased general admission;
- 2) Parking;
- 3) Suburbs which are linked with golf, television and tennis; and
- 4) Aggressive new divertissements such as pro football. These sources of entertainment gobble chunks of the amusement dollar.²⁶

Only a year and a half later the same magazine had pollster Louis Harris investigate baseball's decline and professional football's rise among the American sporting public. Harris found that "among 62 per cent who consider themselves sports fans, baseball is rapidly losing ground to professional football as the nation's number one spectator sport." Further, Harris discovered that the age group in which baseball was losing its support was even more revealing. "Baseball has lost influence of important age groups between twenty-one and thirty-four years old." The reason why baseball was losing its influence was that professional football "was violent, exciting and well exposed."²⁷

Moreover, the game itself was blamed. "The games last

²⁶"The Business of Baseball," op. cit.

²⁷Ibid.

too long and are slow and boring."²⁸ Veeck conducted a survey while in baseball and found that 80 per cent of the people came to the game to be entertained and only 20 per cent were vitally interested in the game itself and the technicalities, the three-and-two pitch, of baseball.²⁹ Professional football has its own built-in minor league, Newsweek observed, in colleges, whereas baseball minor leagues were being ruined by television. Finally, baseball has become too much a business and too little a sport, according to Newsweek. "The owners move to a city, make a profit, and threaten to leave if attendance falls off."³⁰

V. UNSOLVED PROBLEMS

Critics are aware of changes which baseball is making and baseball's attempts to cope with them, but are the changes enough? Almost all of the newness of baseball has been presented earlier--new stadiums, expansion, pampering of season ticket holders and institutional and widespread promotions. These changes prompted the following reactions: "Baseball now has become increasingly aware that ceremony and grand old tradition alone may not sustain baseball's time-honored appeal in a motorized, suburbanized, televised

²⁸Ibid.

²⁹Veeck, op. cit.

³⁰"The Business of Baseball," op. cit.

America."³¹ Business Week commented:

Baseball men, despite the signs of growth, are not complacent . . . they are launching institutional promotions of the game through documentary films released by the commissioner's office and booklets to present the image of baseball in a changing time.³²

This testimonial was written in 1963, and later developments, such as the Major League Promotions Corporation, would tend to falsify these claims of improvement. Stadiums and promotions could be only a temporary solution. In fact, it is likely that by 1970 major league baseball teams will have constructed as many as fifteen new stadiums in one decade.³³ It is the biggest U.S. stadium construction boom since the college bowl craze early in the century. Before 1900, the world had seen no major stadiums built since the days of the Romans.³⁴ By 1970, some new stadiums will no longer be new, and the newer ones will cost more money if they are to improve on what has gone before. Newsweek contends that expansion and moving teams is no permanent solution.

"Moving to the West Coast was a forward move, but other

³¹"Baseball Tries to Keep Its Bounce," Business Week, April 20, 1963, p. 145.

³²Ibid.

³³"Stadium: City Status Battle," Newsweek, 22:74-75, September 30, 1963.

³⁴Ibid.

solutions for baseball's image must be sought."³⁵

The most often-suggested solution for the improvement of baseball's image has been to change the game. Veeck maintains that the only changes baseball will make are "because of panic."³⁶ And although there are some who would say that baseball is becoming "modernized" or "keeping up with the times," the fact is that the game remains the same.³⁷ Professional football markets its product by selling the point that "any team on any given Sunday can defeat any other team" when in fact the lower teams in baseball more often beat the higher standing teams on a won-lost percentage basis.³⁸

Devoid of any modernistic approaches to entertainment or promotion, Veeck's proposal consists of a five-point program to help the playing of the game itself and a five-point program to improve on the administration and policy of major league baseball.

To make baseball more in touch with the 1960's, Veeck proposes:

- 1) Offensive and defensive platooning of players;

³⁵"Baseball Tries to Keep Its Bounce," op. cit.

³⁶Veeck, op. cit.

³⁷Major League Survey, op. cit.

³⁸Veeck, op. cit.

- 2) Permanent pinch hitters for pitchers;
- 3) A wider home plate;
- 4) Three balls and two strikes instead of four and three; and

- 5) Elimination of the rule that makes it necessary for a pitcher to deliver four balls to intentionally walk a batter.

To ensure stability in a major league system he says:

- 1) Institute a truly unrestricted draft, so that playing talent could be spread among baseball's have-nots as well as among its haves. An unrestricted draft system would virtually eliminate the bonus evil and channel this money into the minor leagues' tills;

- 2) Organize a major league scout pool, these scouts to work in territories in which there are no minor league clubs. Players discovered by these scouts, whose operations would complement those of the club scouts covering the minors, would go into a pool and be drafted or allotted from it;

- 3) Subsidize the minor leagues where necessary so they can continue the vital job of developing future big leaguers and pay higher salaries in the lower classifications to attract youngsters;

- 4) Ban big league television in minor league cities on days and nights when games are played there; and

5) Make part of the big league home game television receipts payable to the visiting clubs on the same basis as gate receipts, or the TV take could be split among the eight teams in each league. This might discourage home game TV which has badly hurt attendance and encourage clubs to televise only their road games.³⁹

All evidence points that some changes may be made in the near future, but what these changes will be is unknown. Veeck has proved himself prophetic as a pioneer in baseball promotion with his bat-and-helmet days as well as in other promotions. Some of his suggestions in the fifties on the structure of baseball, especially regarding the restrictions on the player draft, have been investigated and some policies of the fifties have been changed moderately. His suggestions about the future of the game he says are inevitable in some form.⁴⁰

One recommendation for baseball would be a coordination of internal structures. Team fights team, league fights league, and minor leagues are, in some respects, at odds with the major leagues. If all could be smoothed into one workable, unified administrative body, some of the

³⁹News articles in the Cleveland Plain Dealer, February 24-25, 1964.

⁴⁰Veeck, op. cit.

private friction and unnecessary contradictions and complications would be avoided with the result of an improved image for baseball and its administrators.

CHAPTER VII

CONCLUSIONS

Evidence points to the fact that the St. Louis Cardinals' public relations organization, presented as a case study in this research, in all its phases is the modern day public relations epitome of efficiency in press relations, community relations and promotion--the generally accepted modus operandi for excellence in the field. Each branch applies its talents to a situational problem with the common goal of attracting more people to Busch Stadium to see the Cardinals play baseball. When these departments coordinate their energies, the results leave little doubt that the public relations acumen of the organization rates high because the team which they serve has been successful with the present functional arrangement. Evidence points to the fact that the vast majority of major league public relations offices simply do not perform their jobs effectively.

The baseball axiom that a champion is a financial success under any circumstances certainly may be true, but the press relations, community relations and promotions of the St. Louis organization are performed with such proficiency that it is easy to conclude that the public relations operation, in an overall sense, does contribute in some portion to establishing the image of the team and to attracting

the more than two million persons who watched the Cardinals play in each of the past two seasons.

The responsible parties perform their dutiful services: They inform the press; they laboriously chronicle statistical data; they attempt to answer their most important public, the fans; and they endeavor to present the game of baseball in a favorable light through promotion.

The same evaluation cannot be reached for all twenty (the number at the time the study was being researched) public relations directors. Some fail to answer mail, others lack the necessary media experience to be of service to the press they serve, and others cannot administrate properly. Some blame for this must be placed on the ruling hierarchy of the individual teams since some teams fail to provide ample resources and power to run an organization similar to the Cardinals. But even if all teams achieved the ideal the St. Louis men have, it is uncertain what the success of each would be.

The blame lies not solely with the individual team. Rather the blame must be shared in part by the owners and executives of baseball, a game which has stifled creativity and bound itself by tradition.

Too much of the work of today's public relations in major league baseball is secretarial and stereotyped. It is good for public relations but it could be performed by

people other than the public relations director. Again the fault may not lie with the public relations people. The Bill Veecks and the Roy Hofheinzes are not public relations directors. They are owners, men with the money and with the idea that spending money will make more money.

The fact is that the public relations men are doing, and not deciding or planning. Though some possess the qualities of idea men, they do not perform the function of idea men, except in a limited capacity. Of course, it is difficult to be an idea man when restrictions do not permit total and thorough familiarity with the subject and people for whom you must invent ideas.

Public relations is effective to the extent that management has confidence in public relations. Baseball management is not as aware as corporate management.

The public relations director does not come in contact with the majority of baseball fans who attend or plan to attend games. The only ways he meets people are by letters and personal appearances. This contact is not enough to familiarize him with the attitudes and thinking of the baseball public. Attitude and opinion research are almost anathema to major league baseball, to the point where the game finds itself searching for a new image in a new commissioner who knows baseball.

Originality, then, in a cosmic sense for baseball

public relations, tends to be negated by the order of things. Hence, the public relations men are less able to influence public opinion or behavior--not to mention that of their bosses--and they wind up as rungs on a "promotional" ladder.

They may have a small, almost indiscernible voice on the matters of what their public desires. That voice, by all evidence, can easily be vetoed. So when twenty-four owners meet to decide on a major policy issue for baseball, the public relations man's voice may never be heard.

Judge Hofheinz made one institutional promotion--that of a stadium--work, and utilized research on baseball to do it. But all owners do not have the promotional know-how of Hofheinz. Perhaps baseball in the future will place more confidence in the policy-making function of public relations so that public relations can influence thinking after sound and thorough research is implemented with creativity.

All the work that the public relations directors and their associate workers are doing is time-consuming and important but it does not help them to fulfill their roles in the total public relations operations.

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August 12, 1967.

August 26, 1967.

April 13, 1968.

APPENDIX A

St. Louis National Baseball Club, Inc.
 Busch Memorial Stadium • GA 1-3060



BOB HARLAN
 Director of Public Relations

VS. PITTSBURGH

TUESDAY NIGHT, JUNE 25, 1968

HOME DATE NO. 35

NATIONAL LEAGUE STANDINGS:

CLUB	W	L	PCT.	GB
CARDINALS	44	26	.629	...
San Francisco	38	33	.535	6 1/2
Atlanta	36	33	.522	7 1/2
Philadelphia	32	31	.508	8 1/2
Los Angeles	36	36	.500	9
Cincinnati	34	35	.493	9 1/2
New York	33	35	.485	10
Pittsburgh	31	35	.470	11
Chicago	31	38	.449	13
Houston	28	41	.406	15 1/2

TODAY'S SCHEDULE

New York at Cincinnati, Night
 Chicago at Houston, Night
 Philadelphia at Atlanta, Night
 Los Angeles at San Francisco, Night

COMING CARDINAL HOME GAMES

June 26 (2).....Pittsburgh
 July 11 (2), 12, 13...Houston
 July 14, 15.....Los Angeles

ATTENDANCE

After 34 Dates, 1968.....793,646
 After 34 Dates, 1967.....810,817
 After 35 Dates, 1967.....836,948

BATTING:	AVG.	G	AB	R	H	2B	3B	HR	RBI	SH	SF	BB	SO	E	SB-C
Flood	.317	70	290	41	92	7	3	5	28	3	1	18	27	5	6-2
Schofield	.286	27	42	4	12	3	1	1	4	0	0	1	9	2	0
Cepeda	.263	70	262	30	69	11	1	10	39	0	2	25	46	11	3-2
Javier	.256	65	254	29	65	13	3	1	21	3	2	8	38	5	5
Shannon	.253	68	241	25	61	11	1	8	31	1	2	23	47	11	1-1
Davis**	.250	1	4	0	1	0	0	0	0	0	0	0	0	0	0
Davis*	.213	57	221	22	47	10	1	1	12	0	1	13	48	4	0-2
Brock	.249	68	293	35	73	22	5	4	18	1	0	15	62	7	8-4
McCarver	.249	64	216	20	54	7	2	5	27	1	1	15	16	4	3-1
Tolan	.238	32	80	9	19	2	1	2	4	1	0	2	10	0	1-1
Edwards	.233	29	74	3	18	3	0	1	11	1	0	3	5	2	0-1
Maris	.233	42	129	13	30	4	2	3	14	0	1	12	16	0	0
Maxvill	.229	68	214	17	49	3	2	1	8	1	0	22	32	11	0-2
Gagliano	.174	18	23	4	4	1	0	0	4	0	1	3	1	0	0
Ricketts	.154	13	13	0	2	0	0	0	1	0	0	0	2	0	0
Spiezio	.152	15	33	1	5	0	0	0	2	0	1	2	5	0	0
Wicker	.000	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Carlton	.250	15	36	4	9	0	1	1	2	4	0	0	13	0	0
Gibson	.125	15	40	0	5	0	0	0	0	3	0	2	17	0	0
Briles	.081	15	37	0	3	0	0	0	0	4	0	1	9	1	0
Jaster	.056	14	18	0	1	0	0	0	0	3	0	1	3	0	0
Mikkelsen	.000	1	2	0	0	0	0	0	0	0	0	0	0	2	0
Washburn	.000	13	23	2	0	0	0	0	0	3	0	3	16	0	0
Nelson	.000	1	3	0	0	0	0	0	0	0	0	0	2	0	0
Hoerner	.000	21	4	0	0	0	0	0	0	0	0	0	1	1	0
Willis	.000	21	7	1	0	0	0	0	0	0	0	1	3	0	0
Hughes	.000	10	7	0	0	0	0	0	0	0	0	0	3	0	0
Granger	.000	8	2	0	0	0	0	0	0	0	0	0	0	0	0
Others	.224	44	67	12	15	0	0	3	9	1	1	8	25	1	0-1
	.242	70	2415	250	587	97	22	45	223	30	13	165	408	63	27-15

PITCHING:	G	GS	CG	IP	W-L	H	R	ER	SO	BB-I	HR	SV	ERA
Granger	8			9.1	1-0	9	1	0	4	1-0	0	2	0.00
Nelson	1	1	1	9	1-0	6	1	0	1	2-0	0	0	0.00
Mikkelsen	3			11.2	0-0	7	4	1	5	3-2	0	0	0.75
Gibson	15	15	11	133.2	8-5	60	23	18	97	29-4	5	0	1.21
Jaster	14	7	2	66	5-3	52	14	12	36	15-3	3	0	1.64
Hoerner	21			22	4-1	13	6	5	23	6-2	1	4	2.05
Carlton	15	14	7	112	8-2	89	31	29	80	25-1	2	0	2.32
Willis	21			30.1	1-1	21	9	8	15	8-5	2	3	2.40
Briles	15	15	6	110	8-6	119	37	34	66	20-6	8	0	2.78
Washburn	13	12	2	79	5-3	77	33	30	41	17-6	5	0	3.42
Hughes	10	4		25.1	1-2	20	18	18	23	10-1	3	1	6.45
Others	18	2		40.2	2-3	47	18	17	25	23-1	2	1	3.81
	70	70	29	649	44-26	542	195	173	416	159-31	31	11	2.39

* Combined Record

** Record with Cardinals

C A R D I N A L N O T E STUESDAY NIGHT, JUNE 25, 1968HOME DATE NO. 35

THE CARDINALS...are 23-12 at home, 21-14 on the road, 32-18 at night, 12-8 in day, 29-20 vs. righthanders, 15-6 vs. lefthanders, 12-6 in shutouts, 8-7 in extra innings, 16-13 in one-run games, 1-0-2 in doubleheaders, were 13-5 in April, 11-16 in May and are 20-5 in June.

GAME-WINNING HITS...Cepeda, 6; Javier, 5; Shannon, 5; Brock, 4; Flood, 4; McCarver, 3; Edwards, 3; Maxvill, 2; Maris, 2; Tolan, 2; Ricketts, 1; Gagliano, 1; Carlton, 1; Schofield, 1.

STEVE CARLTON...is 8-2 in 1968 and 25-14 lifetime. He is 2-0 this year, was 2-2 in 1967 and is 4-3 lifetime vs. the Pirates. He defeated Tom Sisk at St. Louis on April 28, 4-2. In that game he pitched 9 innings, allowed 5 hits, 2 runs, 2 earned runs, struck out 4 and walked 3. He also defeated Steve Blass at Pittsburgh on May 15, 1-0. In that game he pitched 9 innings, allowed 4 hits, struck out 6 and walked 1. He has a 1.00 ERA vs. the Pirates this year. In his last start he defeated the Chicago Cubs at St. Louis on June 19, 4-0, pitching a 1-hitter, the best effort by a Red Bird pitcher this season.

BOB VEALE...is 4-7 in 1968 and 78-55 lifetime. He is 1-1 this year, was 3-0 in 1967 and 6-9 lifetime vs. the Cardinals. He lost to Bob Gibson at St. Louis on April 26, 2-1. In that game he pitched 7 innings, allowed 4 hits, 2 runs, 2 earned runs, struck out 7 and walked 2. He defeated Ray Washburn at Pittsburgh on May 16, 3-0. In that game he pitched 9 innings, allowed 8 hits, struck out 13 (high for a Cardinal opponent this year) and walked 2. He has a 1.13 ERA vs. the Cardinals this season.

WEDNESDAY'S PITCHERS...Bob Gibson, 1-0 this year, 1-0 in 1967 and 18-6 lifetime vs. the Pirates, and Al McBean, 0-1 this year, 0-0 in 1967 and 5-7 lifetime vs. the Cardinals, are the probable starting pitchers in the first game of tomorrow night's two-night doubleheader, starting at 5:30 p.m. Larry Jaster, 0-0 this year, 1-1 in 1967 and 1-1 lifetime vs. the Pirates, and Steve Blass, 0-1 this year, 1-1 in 1967 and 3-3 lifetime vs. the Cardinals, are the probable starting pitchers in the second game.

CURT FLOOD...has 1,587 career hits, and needs only three more to tie Joe (Ducky) Medwick for the No. 7 spot on the Cardinals' all-time hit list.

CELEBRITY HOME RUN CONTEST...The Cardinals will hold their annual Celebrity Home Run Contest before the start of tonight's game. Jim Bakken, placekicker for the football Cardinals, will defend the title he has won the last two years. Other contestants will be Carl Gentile, St. Louis Soccer Stars; Arnie Knepper, auto racing; Ray Bluth, bowling; Bob Rosburg and Bob Goalby, golf; Rod Susman, tennis, and Noel Picard, St. Louis Blues.

CARDS SIGN EIGHT MORE PROSPECTS...The Cardinals today announced the signing of eight more prospects, all of whom were selected in the free-agent draft in New York. They are Dennis Parks, outfielder from California State Long Beach, Long Beach, Calif.; George Newman, shortstop from Hartnell Junior College, Salinas, Calif. Lawrence Hebert, third baseman from Sacramento City, Calif., Junior College; George Greer, outfielder from the University of Connecticut, Storrs, Conn., Dave Sagasar, lefthanded pitcher from Taft, Calif., High School; Scott Sulprizio, first baseman from Diablo Valley Junior College, Concord, Calif.; Mike Ehlers, catcher from Ellsworth Junior College, Iowa Falls, Ia., and Dan Ford, pitcher-outfielder from Quinnipiac College, Hamden, Conn. Parks was signed to a contract with Modesto of the Class A California League, Newman and Hebert were signed to contracts with Lewiston of the Class A Northwest League, and Greer, Sagasar, Sulprizio, Ehlers and Ford were signed to contracts with Sarasota of the Gulf Coast League. The Cardinals have signed 22 prospects, 21 of whom were selected in the draft.

AMERICAN LEAGUE STANDINGS:

<u>CLUB</u>	<u>W</u>	<u>L</u>	<u>PCT.</u>	<u>GB</u>
Detroit	45	26	.634	...
Cleveland	38	34	.528	7 1/2
Minnesota	36	33	.522	8
Baltimore	34	32	.515	8 1/2
Oakland	35	33	.515	8 1/2
Boston	33	33	.500	9 1/2
California	33	35	.485	10 1/2
New York	31	36	.463	12
Chicago	30	38	.441	13 1/2
Washington	25	40	.385	17

APPENDIX B

St. Louis National Baseball Club, Inc.
 Busch Memorial Stadium • GA 1-3060



JAMES L. TOOMEY
 Director of Public Relations

1967

<u>RUNS BATTED IN</u>			<u>ADVANCING BASE-RUNNERS</u>				
	<u>RBI</u>	<u>OBR</u>	<u>PCT.</u>		<u>BRA</u>	<u>QABR</u>	<u>PCT.</u>
Cepeda	111	187	.594	Flood	194	560	.346
Brock	76	143	.531	Cepeda	266	885	.301
Shannon	77	177	.435	McCarver	179	678	.264
Javier	64	159	.403	Ricketts	43	168	.256
Tolan	32	81	.395	Brock	167	656	.255
Maxvill	41	104	.394	Maris	154	622	.248
Maris	55	142	.387	Shannon	196	791	.248
Gagliano	21	57	.368	Cagliano	73	298	.245
Ricketts	14	39	.359	Javier	169	690	.245
McCarver	69	202	.342	Tolan	87	358	.243
Flood	50	152	.329	Maxvill	141	600	.235
Spiezio	10	44	.227	Johnson	42	246	.171
Johnson	12	54	.222	Spiezio	23	197	.117
Romano	2	15	.133	Romano	6	63	.095
Bressoud	1	12	.083	Bressoud	6	76	.079

RBI - Runs Batted In
 OBR - Opportunity to Bat In Runs
 BRA - Base Runners Advanced
 QABR - Opportunity to Advance Base Runners

APPENDIX C

St. Louis National Baseball Club, Inc.
 Busch Memorial Stadium • GA 1-3060



JAMES L. TOOMEY
 Director of Public Relations

1967 CARDINAL STATISTICS - FINAL OFFICIAL

BATTING:	AB	R	H	2B	3B	HR	RBI	SH	SF	BB	SO-C	SB-C	DP	AVERAGE
Flood	514	68	172	24	1	5	50	4	5	37	46-10	2-2	8	.335
Cereda	563	91	183	37		25	111		7	62	75-12	11-2	16	.325
Brock	689	113	206	32	12	21	76	2	3	24	109-28	52-18	6	.299
McCarver	471	68	139	26	3	14	69	4	6	54	32-6	8-8	9	.295
Javier	520	68	146	16	3	14	64	7	2	25	92-27	6-7	8	.281
Ricketts	99	11	27	8		1	14		2	4	7-1		3	.273
Maris	410	64	107	18	7	9	55	1	5	52	61-11		10	.261
Tolan	265	35	67	7	3	6	32	3	3	19	43-9	12-7	6	.253
Shannon	482	53	118	18	3	12	77	2	3	37	89-10	2-4	12	.245
Maxvill	476	37	108	14	4	1	41	1	4	48	66-19	2	11	.227
Johnson	175	20	39	9	2	1	12	1	1	9	26-5	6-3	3	.223
Gagliano	217	20	48	7		2	21	3	3	19	26-16		6	.221
Spiezio	105	9	22	2		3	10			7	18-2	2-1	3	.210
Huntz	6	1	1							1	2-1			.167
Bressoud	67	8	9	1	1	1	1			9	18-10			.134
Romano	58	1	7	1			2			13	15-2	1	1	.121
Williams	2										1		1	.000
Willis	8		3	1			2			2				.375
Jackson	31	4	8	1			2	1		2	9-1		1	.258
Hoerner	11		2					2			5			.182
Carlton	72	5	11	2			3	1		3	28-9			.153
Briles	40	5	6					5		3	20-4			.150
Gibson	60	7	8				3	6		8	26-9			.133
Lamabe-StL	10		2				1	1			6-1			.200
Lamabe-Tot	15		2				1	1		1	9-1			.133
Hughes	78	3	10				4	4		2	36-10			.128
Cosman	8		1				1	1			3-1			.125
Jaster	50	3	5				2	1		3	11-3		1	.100
Washburn	66		6	1	1		3	4		1	41-13			.091
Woodshick	4										3			.000
Torrez	1													.000
Others	- 8	1	1							1	3-1			.125
TOTAL	5566	695	1462	225	40	115	656	54	44	443	919-221	102-54	105	.263
PITCHING:	G	GS	CG	IP	W-L	H	P	ER	SO	BB	HR	SV	ERA	
Briles	49	14	4	155.1	14-5	139	75	42	94	40	8	6	2.44	
Hoerner	57			66	4-4	52	25	19	50	20	5	14	2.59	
Willis	65			81	6-5	76	27	24	42	43	3	10	2.67	
Hughes	37	27	12	222.1	16-6	164	72	66	161	48	22		2.67	
Carlton	30	28	11	193	14-9	173	71	64	168	62	10	1	2.98	
Gibson	24	24	10	175.1	13-7	151	62	58	147	40	10		2.98	
Jaster	34	23	2	152.1	9-7	141	57	51	87	44	12	2	3.02	
Cosman	10	5		31.1	1-0	21	12	11	11	24	2		3.18	
Lamabe-StL	23	1	1	47.2	3-4	43	16	15	30	10	2	4	2.86	
Lamabe-Tot	39	3	1	79.1	3-7	67	31	29	53	18	6	5	3.30	
Torrez	3	1		5.2	0-1	5	2	2	5	1			3.46	
Washburn	27	27	3	186.1	10-7	190	78	73	98	42	14		3.53	
Jackson	38	11	1	107	9-4	117	61	47	43	29	7	1	3.95	
Woodshick	36			41.2	2-1	41	29	24	20	28	2		5.24	
TOTAL	161	44	1465	101-60	1313	557	496	956	431	97	38	3.05		

FINAL ATTENDANCE - 2,090,145

St. Louis National Baseball Club, Inc.
Busch Memorial Stadium GA 1-3060



JAMES L. TOOMEY
Director of Public Relations

CARDINAL PITCHING VS. SAN FRANCISCO

	C	GS	CG	W-L	IP	H	R	ER	SO	BP	FRA
Carlton	4	4	0	0-3	12.2	21	13	11	11	12	8.12
Woodeshick	4	0	0	1-0	4.2	6	2	2	2	3	4.28
Jaster	2	1	0	1-0	8.1	9	5	5	6	0	5.56
Hoerner	8	0	0	0-0	8.1	7	0	0	3	0	0.00
Jackson	4	1	0	0-1	7.2	13	8	5	4	3	6.25
Briles	7	2	1	2-0	28	18	4	3	19	4	0.96
Willis	6	0	0	0-0	10.2	10	6	5	7	5	4.41
Washburn	3	3	0	1-1	23.2	17	7	6	17	10	2.33
Cosman	2	1	0	1-0	10.1	4	1	0	5	10	0.00
Gibson	2	2	1	1-1	9.2	12	9	9	14	2	8.80
Hughes	4	4	2	3-1	29	24	8	8	17	1	2.48
Lamabe	2	0	0	1-0	8	3	0	0	8	0	0.00
	18	4		11-7	161	144	63	54	113	50	3.02

CARDINAL PITCHING VS. CHICAGO

Carlton	4	3	2	2-1	23.2	17	8	7	14	7	2.72
Woodeshick	5	0	0	0-0	3	2	2	2	0	6	6.00
Jaster	2	2	0	0-1	5.1	9	6	6	3	4	10.59
Hoerner	4	0	0	0-0	4.1	3	1	1	7	1	2.20
Jackson	5	1	0	2-0	15.1	10	5	5	8	5	2.98
Briles	5	3	0	1-1	23.2	25	9	9	12	8	3.49
Willis	9	0	0	0-0	10.2	9	1	1	6	4	0.88
Washburn	3	3	0	3-0	21.1	25	8	8	9	5	3.41
Gibson	2	2	1	0-2	13	14	10	10	7	5	6.92
Hughes	3	3	2	2-0	24.2	15	8	7	22	9	2.64
Lamabe	3	0	0	1-0	5	3	1	1	4	2	1.80
Torrez	1	0	0	0-1	.1	2	1	1	1	0	90.00
	17	5		11-6	149.2	134	60	58	93	56	3.50

CARDINAL PITCHING VS. CINCINNATI

Carlton	2	2	1	1-0	15	8	3	3	13	2	1.80
Woodeshick	1	0	0	0-0	1.1	1	0	0	0	0	0.00
Jaster	3	3	1	1-1	24.2	23	3	3	11	7	1.12
Hoerner	7	0	0	1-0	9.2	5	3	2	7	3	1.96
Jackson	1	1	0	0-0	4	9	5	5	1	2	11.25
Briles	5	2	0	2-1	15	15	5	5	6	4	3.00
Willis	7	0	0	2-1	15.1	12	2	1	7	6	0.60
Washburn	4	4	2	3-0	30.2	24	7	7	18	5	2.09
Cosman	2	1	0	0-0	9	6	1	1	1	3	1.00
Gibson	3	3	2	3-0	27.2	14	4	3	36	6	0.99
Hughes	2	2	1	0-1	14	8	6	5	20	2	3.21
Lamabe	4	0	0	0-1	2.1	2	2	2	1	1	8.57
	18	7		13-5	168.2	127	41	37	121	41	1.98

St. Louis National Baseball Club, Inc.
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JAMES L. TOOMEY
 Director of Public Relations

CARDINALS VS. ATLANTA

<u>BROCK</u>									<u>FLOOD</u>								
Pitchers	AB	H	2B	3B	HR	RBI	BB	SO	Pitchers	AB	H	2B	3B	HR	RBI	BB	SO
Blasingame	2	3	0	0	0	0	0	2	Blasingame	4	0	0	0	0	0	1	0
Ritchie	4	1	0	0	1	2	0	0	Jarvis	5	2	0	0	0	2	0	0
Hernandez	3	0	0	0	0	0	0	1	Ritchie	4	2	1	0	0	0	0	0
Lemaster	19	3	0	1	0	1	0	2	Upshaw	1	0	0	0	0	0	0	0
Kelley	5	3	0	0	1	1	0	0	Hernandez	2	1	0	0	0	0	0	0
Carroll	2	0	0	0	0	0	0	0	Lemaster	8	4	0	0	0	0	2	0
Niekro	8	1	0	0	0	1	0	1	Kelley	3	1	0	0	1	3	1	0
Britton	4	3	0	0	0	0	0	0	Carroll	1	0	0	0	0	0	0	0
Johnson	4	2	2	0	0	1	0	0	Niekro	5	2	0	0	1	2	0	0
Upshaw	3	1	0	0	0	0	0	1	Rakow	1	1	0	0	0	0	1	0
Rakow	3	0	0	0	0	0	0	0	Cloninger	1	0	0	0	0	0	0	0
Cloninger	2	1	1	0	0	0	0	1	Raymond	1	1	0	0	0	0	0	0
Jarvis	6	3	0	0	0	0	2	0	Reed	4	4	1	0	0	2	0	0
Raymond	1	0	0	0	0	0	0	0	Stone	3	1	0	0	0	0	0	1
Reed	7	3	0	0	0	0	0	2									
									<u>JAVIER</u>								
									Blasingame	5	3	1	0	0	2	0	0
									Niekro	8	0	0	0	0	0	1	3
									<u>GAGLIANO</u>								
									Ritchie	2	2	0	0	0	1	0	0
									Hernandez	1	0	0	0	0	0	0	0
									Lemaster	5	0	0	0	0	0	2	3
									Kelley	3	1	0	0	0	0	0	0
									Carroll	3	1	0	0	0	0	0	0
									Blasingame	4	0	0	0	0	0	0	0
									Rakow	3	2	1	0	1	2	0	0
									Reed	2	0	0	0	0	0	0	0
									Upshaw	2	0	0	0	0	0	0	0
									Britton	3	0	0	0	0	0	0	0
									<u>CEPEDA</u>								
									Blasingame	2	1	1	0	0	0	3	0
									Jarvis	8	1	0	0	0	1	0	2
									Ritchie	5	1	0	0	0	0	0	1
									Hernandez	3	0	0	0	0	0	1	0
									Lemaster	9	4	1	0	1	1	1	1
									Kelley	2	1	0	0	0	0	0	0
									Carroll	2	0	0	0	0	0	0	1
									Stone	3	2	1	0	0	1	0	1
									Niekro	6	2	1	0	0	1	1	1
									Britton	3	1	0	0	0	2	0	0
									Johnson	3	0	0	0	0	0	0	1
									Raymond	3	1	1	0	0	1	0	0
									Upshaw	4	1	0	0	0	0	0	0
									Rakow	3	1	0	0	1	2	0	1
									Cloninger	2	2	0	0	1	1	0	0
									Reed	4	0	0	0	0	0	0	0
									<u>McCARVER</u>								
									Blasingame	3	0	0	0	0	0	1	0
									Jarvis	3	0	0	0	0	0	1	1
									Ritchie	4	2	1	0	0	1	1	0
									Lemaster	7	2	1	0	0	2	1	0
									Carroll	2	0	0	0	0	0	0	0
									Niekro	7	3	1	0	1	2	1	0
									Stone	3	1	0	0	0	0	0	1
									Johnson	3	0	0	0	0	0	0	0
									Kelley	1	1	0	0	0	2	0	0
									Britton	3	0	0	0	0	0	0	0
									Upshaw	3	0	0	0	0	0	1	0
									Rakow	1	0	0	0	0	0	1	0
									Hernandez	2	0	0	0	0	0	1	0
									Cloninger	2	1	0	0	1	3	0	1
									Raymond	1	0	0	0	0	0	0	1
									Reed	3	1	0	0	0	1	0	0
									<u>MARIS</u>								
									Blasingame	1	0	0	0	0	0	0	1
									Jarvis	8	0	0	0	0	0	0	0
									Ritchie	4	2	0	0	0	2	0	0
									Hernandez	6	2	1	1	0	1	0	1
									Lemaster	4	1	1	0	0	0	1	1
									Carroll	2	1	0	0	0	0	0	0
									Niekro	4	2	1	0	0	0	0	0
									Stone	3	0	0	0	0	0	0	1
									Johnson	3	0	0	0	0	0	0	2
									Britton	4	1	0	0	0	1	0	1
									Upshaw	4	2	0	0	1	1	1	0
									Raymond	1	1	0	0	0	1	0	0
									Rakow	2	0	0	0	0	0	0	0
									Kelley	2	0	0	0	0	0	0	2
									Cloninger	1	0	0	0	0	1	1	0
									Reed	7	2	0	1	0	2	0	0

St. Louis National Baseball Club, Inc.
Busch Memorial Stadium • GA 1-3060



JAMES L. TOOMEY
Director of Public Relations

1967 CARDINAL BATTING STATISTICS

<u>FLOOD</u>	AB	H	HR	RBI	AVG.	<u>CEPEDA</u>	AB	H	HP	RBI	AVG.
Night	333	117	2	34	.351	Night	359	115	16	72	.320
Day	181	55	3	16	.304	Day	204	68	9	39	.333
Away	287	97	4	41	.338	Away	296	97	17	58	.328
Home	227	75	1	9	.330	Home	267	86	8	53	.322
Righthanders	333	112	1	28	.336	Righthanders	382	119	14	69	.312
Lefthanders	181	60	4	22	.331	Lefthanders	181	64	11	42	.354
<u>BROCK</u>						<u>McCARVER</u>					
Night	448	132	8	37	.295	Night	342	108	12	51	.316
Day	241	74	13	39	.307	Day	129	31	2	18	.240
Away	354	109	8	38	.308	Away	241	68	7	36	.282
Home	335	97	13	38	.290	Home	230	71	7	33	.309
Righthanders	443	146	15	49	.330	Righthanders	342	104	12	49	.304
Lefthanders	246	60	6	27	.244	Lefthanders	129	35	2	20	.271
<u>JAVIER</u>						<u>RICKETTS</u>					
Night	345	104	11	47	.301	Night	45	8	0	5	.178
Day	175	42	3	17	.240	Day	54	19	1	9	.352
Away	268	81	9	44	.302	Away	43	12	0	6	.279
Home	252	65	5	20	.258	Home	56	15	1	8	.268
Righthanders	328	84	10	40	.256	Righthanders	76	21	1	10	.276
Lefthanders	192	62	4	24	.323	Lefthanders	23	6	0	4	.261
<u>MARIS</u>						<u>TOLAN</u>					
Night	268	67	5	31	.250	Night	192	47	4	22	.245
Day	142	40	4	24	.282	Day	73	20	2	10	.274
Away	228	53	5	29	.232	Away	110	34	3	19	.309
Home	182	54	4	26	.297	Home	155	33	3	13	.213
Righthanders	338	92	7	43	.272	Righthanders	208	56	5	27	.269
Lefthanders	72	15	2	12	.208	Lefthanders	57	11	1	5	.193
<u>SHANNON</u>						<u>MAXVILL</u>					
Night	316	75	6	49	.237	Night	314	76	1	25	.242
Day	166	43	6	28	.259	Day	162	32	0	16	.198
Away	233	49	8	34	.210	Away	257	64	0	22	.249
Home	249	69	4	43	.277	Home	219	44	1	19	.201
Righthanders	338	80	6	53	.237	Righthanders	319	64	0	23	.201
Lefthanders	144	38	6	24	.264	Lefthanders	157	44	1	18	.280
<u>JOHNSON</u>						<u>GAGLIANO</u>					
Night	126	29	1	8	.230	Night	146	31	1	12	.212
Day	49	10	0	4	.204	Day	71	17	1	9	.239
Away	90	22	0	4	.244	Away	92	18	0	7	.196
Home	85	17	1	8	.200	Home	125	30	2	14	.240
Righthanders	47	8	0	4	.170	Righthanders	141	32	2	12	.227
Lefthanders	128	31	1	8	.242	Lefthanders	76	16	0	9	.211
<u>SPIEZIO</u>						<u>HUNTZ</u>					
Night	78	14	2	8	.179	Night	6	1	0	0	.167
Day	27	8	1	2	.296	Day	0	0	0	0	.000
Away	60	11	2	8	.183	Away	5	0	0	0	.000
Home	45	11	1	2	.244	Home	1	1	0	0	1.000
Righthanders	50	11	0	3	.220	Righthanders	3	1	0	0	.333
Lefthanders	55	11	3	7	.200	Lefthanders	3	0	0	0	.000
<u>WILLIAMS</u>											
Night	2	0	0	0	.000						
Day	0	0	0	0	.000						
Away	0	0	0	0	.000						
Home	2	0	0	0	.000						
Righthanders	2	0	0	0	.000						
Lefthanders	0	0	0	0	.000						

APPENDIX D

Date: November 5, 1965

Memo To: Mr. Howsam

Subject: Fan Questionnaire - 1965

Attached is a copy of the summary of the 1965 Fan Questionnaire. Distribution of the forms to the fans was made through the scorecards so all areas of the Stadium were covered. Attention was given so that the forms would be evenly spread over the total scorecards to reach more individuals, families, and groups.

Approximately 2,000 forms per game were distributed on eight different playing dates. In all, allowing for unsold scorecards, 14,400 forms were distributed with one Sunday, one Saturday nite, one Saturday afternoon, one Friday and four week nite dates. One game was after school had started in the Fall. This gives generally excellent overall coverage.

A total of 1,863 forms were returned or 12.9%. Nearly 100% of these forms came in via mail, and all but seven were actually signed. I believe the return very excellent even in view of the fact it was stated in the form that a copy of the booklet "Baseball Made Plain" would be mailed to each fan answering the Questionnaire.

A total of 1,114 persons volunteered comments and a separate sheet is devoted to this, but it is interesting nearly two of every three persons answering this two-page form took the time to make additional "comments."

Excluding returns from the Greater St. Louis area, forms were returned from persons residing in 31 states and 409 communities. This lends support to the theories of great Cardinal interest and patronage throughout the Midwest. The percentage of persons living 100 or more miles from the Stadium and returning forms increased substantially for the Saturday and Sunday games involved. This points up the need to attract more local customers as well as the area patron.

The males dominate our patrons at the Stadium -- in fact, by nearly a two to one margin. The total persons involved in the survey averaged 64.9% male, 35.1% female. These figures are supported by an actual and separate gate check when some 36,509 persons were counted and the division was 64.4% male, 35.6% female. While geographic location of the new Stadium should tend to increase patronage by ladies, I think considerable attention should be directed to this.

November 5, 1965
Page 2

Ages of the fans included in the surveys are most interesting. The ages appear well distributed and if the survey can be considered truly representative, I think it interesting that 53.1% of the fans are in ages 1 through 29, while 1964 population estimates were 52% in this same overall category. This would refute the theory Baseball is for "older" persons and "not interesting" to young people. With the population explosion in younger groups, extra attention must be directed to the persons ages 14 through 29.

Please advise if you wish additional information or have questions concerning the survey.

Dick Wagner

RW/lm

ST. LOUIS NATIONAL BASEBALL CLUB, INC.

November 3, 1965

SUMMARY OF FAN QUESTIONNAIRE, 1965

1. How many Cardinal games have you seen this year?

1	274	14.9%
2 - 5	803	43.6%
6 - 10	392	21.3%
11 - 20	207	11.2%
Over 20	165	9.0%
Total	<u>1,841</u>	

2. How many Cardinal games did you see in 1964?

1	167	10.5%
2 - 5	638	39.9%
6 - 10	369	23.1%
11 - 20	217	13.6%
Over 20	206	12.9%
Total	<u>1,597</u>	

3. Where do you purchase your tickets?

Busch Stadium	1,113	55.1%
Arcade Bldg.	154	7.6%
Branch Agency	257	12.7%
Mail	475	23.5%
Other	21	1.1%
Total	<u>2,020</u>	

4. Where do you prefer to sit?

Bleacher	86	4.3%
Pavilion	30	1.5%
Gen. Adm.	187	9.3%
Reserved	1,057	52.6%
Box Seats	650	32.3%
Total	<u>2,010</u>	

5. What type of music do you prefer at the Stadium?

Live Band	1,002	54.0%
Organ	727	39.1%
None	127	6.9%
Total	<u>1,856</u>	

6. Which starting time for single night games do you prefer?

8 P.M.	1,012	55.0%
7:45 P.M.	97	5.3%
7:30 P.M.	438	23.8%
7 P.M.	292	15.9%
Total	<u>1,839</u>	

7. What type of transportation did you use coming to Busch Stadium?

Auto	1,563	79.8%
Redbird Express	248	12.7%
Taxi	41	2.1%
Other	107	5.4%
Total	<u>1,959</u>	

8. How many miles is your home from Busch Stadium?

Under 25	1,024	56.8%
25 - 50	127	7.0%
50 - 100	130	7.2%
100 - 300	389	21.6%
300 and over	135	7.4%
Total	<u>1,805</u>	

9. If from out of town, did you stay overnite in St. Louis?

1 Nite	154	17.1%
2 Nites	141	15.6%
3 or more Nites	120	13.3%
Did not stay overnite	488	54.0%
Total	<u>903</u>	

10. Are you the one in your group who suggested attending a Cardinal game?

Yes	1,329	79.9%
No	335	20.1%
Total	<u>1,664</u>	

11. What is your age?

Under 12	134	7.3%
13 - 19	473	25.7%
20 - 29	290	15.7%
30 - 39	345	18.7%
40 - 49	335	18.2%
50 and over	265	14.4%
Total	<u>1,842</u>	

12. What is your sex?

Male	1,270	69.0%
Female	570	31.0%
Total	<u>1,840</u>	

13. Did you attend this Cardinal game with?

Family Members	1,202	54.5%
Friends	944	42.8%
Alone	61	2.7%
Total	<u>2,207</u>	

14. How many attended (including yourself)?

1	12	.7%
2	366	21.0%
3 - 5	929	53.3%
6 - 10	332	19.0%
Over 10	104	6.0%
Total	<u>1,743</u>	

15. Please indicate the sex and ages of those attending with you (excluding yourself).

(Male)		
Under 12	734	20.5%
13 - 19	724	20.2%
20 - 29	459	12.8%
30 - 39	575	16.1%
40 - 49	586	16.4%
50 and over	502	14.0%
Total	<u>3,580</u>	

(Female)		
Under 12	290	14.1%
13 - 19	415	20.2%
20 - 29	369	18.0%
30 - 39	396	19.3%
40 - 49	357	17.4%
50 and over	226	11.0%
Total	<u>2,053</u>	

Totals by age (includes Male and Female)

Under 12	1,024	18.2%
13 - 19	1,139	20.2%
20 - 29	828	14.7%
30 - 39	971	17.3%
40 - 49	943	16.7%
50 and over	728	12.9%
Total	<u>5,633</u>	

16. Are you employed in any work outside of your home?

Full Time	908	68.0%
Part Time	73	5.5%
No	354	26.5%
Total	<u>1,335</u>	

17. What is your occupation?

Professional	460	27.2%
Technical	97	5.8%
Clerical	215	12.7%
Skilled	189	11.2%
Laborer	66	3.9%
Retired	45	2.6%
Student	618	36.6%
Total	<u>1,690</u>	

The following shows number of forms signed or unsigned:

Signed	1,856	99.6%
Unsigned	7	.4%
Total	<u>1,863</u>	

"Comments" contained in FAN QUESTIONNAIRES:

Note: Quality of the comments was, in general, good and a high percentage represented genuine sincerity and suggestions. Only a very few of the comments by 1,114 persons could be considered of a "crank" nature.

Of particular interest were 175 comments regarding Busch Stadium. Of these, 56 were specifically complimentary about the Stadium grounds, cleanliness, appearance, etc. Typical was this comment: "I have been a St. Louis Cardinal fan since 1931. Enjoy Baseball and I have never seen Busch Stadium look any nicer than this season."

Just as interesting was the prominent complaint about the blowing of plastic horns in the Stadium. 44 persons registered complaints on this subject, and this was the largest single item of complaint.

Breakdown of the comments:

- 175 Stadium
- 123 Radio/TV and/or announcers
 - 86 players, coaches and manager
 - 85 tickets
 - 84 concessions
 - 78 promotion activities
 - 63 music
 - 56 Stadium personnel
 - 44 horns
 - 43 lack of parking
 - 22 inability to secure player autographs at the Stadium
- 393 miscellaneous subjects

APPENDIX E

MAJOR LEAGUE BASEBALL
PUBLIC RELATIONS SURVEY

Conducted by: John A. Walsh (Univ. of Missouri School of Journalism)

Purpose: Part of thesis on same topic

Name _____

Team _____

Years of service with team (no.) from 19 to 19 ()

History of employment before you joined the team

ORGANIZATION	FROM	TO	TYPE OF WORK
_____	19__	19__	_____
_____	19__	19__	_____
_____	19__	19__	_____
_____	19__	19__	_____
_____	19__	19__	_____
_____	19__	19__	_____
_____	19__	19__	_____

What is your predecessor doing now? _____

Please list the number of employees and their positions in your office and any related Public Relations office:

Total Number _____ (approx.)

Position Title _____ Number _____

Position Title _____ Number _____

Page Two

Position Title _____ Number _____

Position Title _____ Number _____

Position Title _____ Number _____

Position Title _____ Number _____

*Please include secretaries, promotion directors, community relations directors, etc.

What is your approximate total office budget? \$ _____

What is your salary per year? \$ _____ (approx.)

What do you spend most of your time doing? Please list in order of time spent.

- 1. _____

- 2. _____

- 3. _____

What are the three most creative things you've done as PR director or in a PR position with your team?

- 1. _____

- 2. _____

- 3. _____

Page Four

Would you please comment on how the following will change or will not change PR in baseball? Tell why where possible.

EXPANSION _____

NEW STADIUMS _____

BASEBALL'S IMAGE AS THE NATIONAL PASTIME _____

What is baseball's greatest PR challenge for the future? Why?

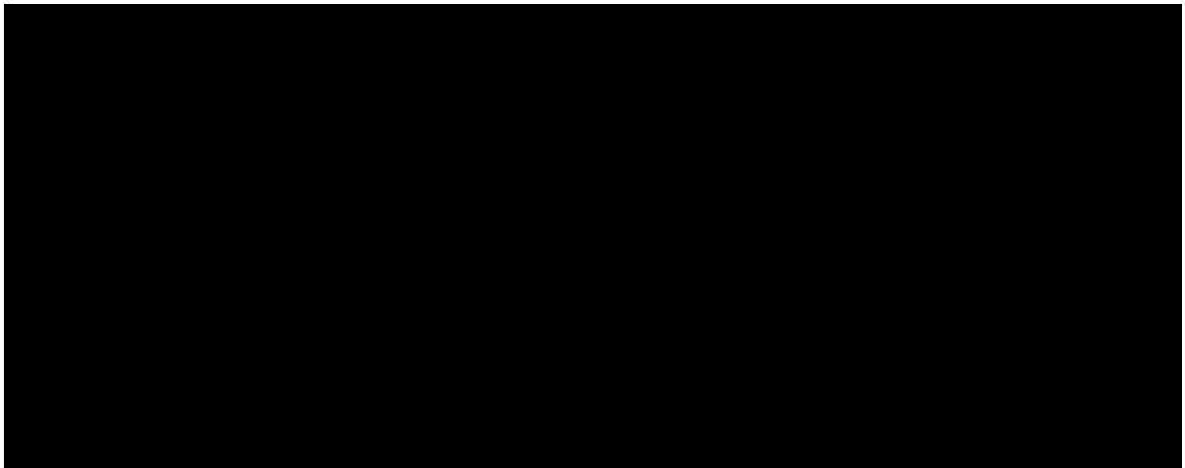
The undersigned, appointed by the Dean of the Graduate Faculty, have
examined a thesis entitled

PUBLIC RELATIONS IN BASEBALL IN THE 1960'S

presented by John A. Walsh

a candidate for the degree of Master of Arts

and hereby certify that in their opinion it is worthy of acceptance.



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