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### Organizational History

The Washington Redskins, which shall be called “Washington’s NFL Team” for the duration of this analysis, is a professional football of the National Football League (NFL). The team was founded in Boston, Massachusetts, in 1933 as the Boston Braves, and owner George Preston Marshall changed its name to the Redskins in 1936 just prior to its move to the Washington, DC, area. Unofficially, the name “Redskins” was chosen in honor of its then coach, William Dietz, who himself claimed Native American ancestry. Dietz had also recruited a number of Native American players to the team when it was still based in Boston as the Braves, so it was thought a fitting name and one that would differentiate the team from the Boston Braves baseball team. The organization was founded as a professional athletic organization to provide entertainment for the public. Today, it has two nonprofits under its umbrella that address various social issues in the region and nationally.

### Part I

#### I. Economic Scan

The NFL is an organization that practices what has become known as “sports socialism” because profits from each season are divided equally between its the 32 teams. These evenly split profits are revenue generated from multi-year network deals, merchandise and sponsorship deals signed by the league as a whole. Profits that are not split evenly are stadium box seats, of which the local team retains 100% of earnings, gate revenue, or ticket sales, 60% of which are kept by the local team and 40% taken by the visiting team, local television and radio contracts and sponsorship deals signed by the local team.

The NFL does not disclose its earnings as all but one of its teams, the Green Bay Packers of Wisconsin, are privately held. Because the Green Bay Packers is a publically held team, it must disclose all of its earnings each year, and based upon their earnings the rest of the league’s profits can be estimated. The Packers’s revenue for 2013 was \$312,500,000. Based upon this figure, the projected revenue of the NFL for 2014 is \$10 billion. As of 2014, Washington’s NFL Team is the third most valuable team in the league, valued at \$1.5 billion.

Due to the support of the NFL’s shared earnings policy, the location of Washington’s NFL Team in one of the wealthiest regions of the country, and its loyal fans, the team has largely gone untouched by the economic downturn. Its fan base is undeterred by the team’s losing history and the team seems to be financially resilient with sound financial stewardship. Were the team to change its name to something not offensive and begin to win, it could increase its fan base and revenue even more.

## II. Demographic Scan

The targeted audience for the athletic side of the enterprise is any and everyone. Of all DC's sports teams, they have one of the predominantly older demographics according to a survey conducted in 2009. The same survey also showed their fan base to be 56% male. This parallels closely to another set of demographics for the National Football League (NFL) from 2013 in which 60% of fans were male, 76% white, 39% over the age of 59, with incomes between \$35,000 and \$75,000. It is commonly known that the team is not attracting the younger demographic in the region. As for the foundations, each have a very specific targeted demographic, but no detailed statistics to demonstrate which demographics are actually benefitting from their work.

## III. Cultural Scan

The culture of the board and organization is unknown. However, some deductions may be made based upon the makeup of the organization's administration. The owner of the Washington NFL Team is a white male, 49 years of age. The ownership group is comprised of three men, all white and all multi-millionaires. The group of Executive Directors consists of seven white males, two black males, and one white woman who is the Executive Director of the organization's nonprofit Foundation.

There are several cultural elements that encourage participation. There is significant local and regional pride in the team and it provides a prevalent sense of identity for many people. There are numerous opportunities for social engagement amongst fans such as at watch parties held in bars and tailgating on game days, where fans go so far as to wear costumes such as Native American headdresses. There also seems to be some reconnection with youth in these actions.

The leisure trend that most influences the organization is that of football season and there do not seem to be any popular culture elements that influence its offerings. In regards to technology, the organization has fully embraced it and connects with the public on every major social media platform. Its website is dynamic and almost overly full of information regarding the team, sponsorship advertisements, and promotions.

The organization's leadership is politically well connected, yet seems to be socially and politically tone deaf, given their resistance to changing the team's name as public support for keeping it continues to erode. Remaining the Redskins has not been a political liability for them thus far in that it has not affected tickets sales or hurt them in their political relationships. However, Congressional letter taking the position that they should change their name and the newly elected Mayor of the District of Columbia, Muriel Bowser will not allow the team back into the District unless they change their name.

Despite this slowly turning political tide and being such a poorly performing team (they are currently last in their division), they have a huge, dedicated fan base and still sell out games. It is the only professional team in the region without a "fair weather" fan base.

## Part II: SWOC Analysis

### I. Cultural Products

The strengths the Washington NFL Team has lies in its dedicated fan base, long standing traditions among its fans, and lucrative business. Its weaknesses are that, traditionally, it is a losing team, it has an offensive and alienating name, and its owner is in denial about the offensive of the team's current name. Opportunities for the team lie in changing the name to appeal to a younger, more liberal and wealthy demographic, also improving its image as a socially conscious organization. Two challenges would be that while momentum is building for the team to change its name, the [majority of fans](#) do not want it changed.

### II. Pricing

There are several strengths in the pricing strategy currently employed by the organization for their tickets. Special deals are offered for the military, season or single game tickets may be purchased, and package deals are available. A weakness would be the price of parking, which for standard vehicles is \$46.00 or \$57.50 per vehicle. Seasonal tickets are expensive as well, ranging from \$690-\$1390, which may be a deterrent for those earning \$35,000 to \$75,000 a year. Opportunities for pricing would be in regards to information for individual ticket prices that could be listed on the website but are currently not shown. A challenge would be competition from other websites that offer individual game tickets starting at \$7.00 each.

### III. Place/Access

The organization has many strengths in regards to place and access. All home games are played at FedEx Field which seats 79,000 fans and has 241 private suits available to be leased by corporations. HD video screens are placed throughout the stadium's walkways so people can see the game at all times and the venue provides parking for buses and RVs. There is also access for those with disabilities and the field is metro-accessible in addition to being located near a major highway. A final strength is that parking can be paid for ahead of time online. A weakness lies outside of the control of the organization in that it can be difficult for people to drive to FedEx Field because of high volumes of traffic that infrastructure cannot accommodate, road construction, or getting lost because of the complexity of the roadway system. I am not sure of opportunities as the stadium is accessible by mass transit, public transportation, and private transportation. A challenge would be that other professional teams are easier to reach via public transportation because they are more centrally located in the District of Columbia.

### IV. Promotional Efforts

The organization does well in having a very strong presence on the radio, television, internet, and social media. It has multiple deals with other businesses such as restaurants and hotels, tries to appeal to women through social issues, and has a strong focus on supporting and accommodating the military. Weaknesses would be that the fans are not always welcoming, the team name is not welcoming, and ownership seems to be insensitive to these issues. Not all efforts made by the ownership to address the insensitiveness of the name seem sincere. There is not much effort on behalf of the

organization to appeal to the younger demographic in the region and the team does not win much. Some opportunities for the organization are to be more inclusive of other demographics and offer family plans and kids' discounts. There are challenges in the environment, being that the organization cannot alienate current fans, the NFL culture itself deters younger and liberal fans from wanting to participate, recent issues of violence involving NFL players from other teams, and the need for this team to win.