

APRIL 24, 2018



LAS VEGAS RAIDERS MARKETING PLAN

SPRT 365

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Table of Contents

Executive Summary.....	2
Abstract.....	3
Background	
Mission Statement.....	3
Raiders History.....	3
Main Products/Services.....	4
Uniqueness Characteristics.....	4
Market Analysis	
Social/Cultural.....	5
Economic.....	7
Technological.....	8
Competitive.....	10
Political/Legal.....	11
Target Markets.....	12
Marketing Goals & Objectives.....	18
Marketing Mix	
Product.....	19
Price.....	20
Place.....	20
Promotion.....	21
Ethical Practices.....	30
Evaluation.....	30
References.....	31



Executive Summary

The Raiders are one of the National Football League's (NFL) most popular franchises. As a founding member of the American Football League (AFL), the Raiders are one of the most successful teams in league history as well as one of the league's most iconic brands. The team also has an extensive fanbase known as "Raider Nation." The team is planning a move from Oakland to Las Vegas with play set to begin in the 2020 regular season. The move gives the team a chance to not only profit from relocating to the entertainment capital of the world, but also a chance to expand our fan base throughout the southwestern United States. Thus, the main target market for this plan are Generation Y males and females living in the Las Vegas area. However, in order to keep the Raiders' devoted fans in Oakland and Los Angeles, the secondary target market are remaining fans from Oakland and Los Angeles. Finally, the tertiary target market are Las Vegas tourists who are visiting the city.

The Raiders' move to Las Vegas presents an incredible opportunity for the franchise to grow not just in profit, but also in brand recognition. Through this marketing plan, the Raiders will successfully sell out all of their 2020 home games, establish sponsorship partnerships, expand social media, increase jersey and merchandise sales, and increase local television and radio ratings. These main goals and objectives will be achieved through an extensive plan of promotional activities, including a sponsorship with Visit Las Vegas, an increased presence on social media, two family pack ticket deals, and local media partnerships. Through these promotional activities, the Raiders will successfully maintain their brand of a "Commitment to Excellence" while also pushing the franchise forward as they relocate to Las Vegas.



Abstract

Since 1995, the Raiders have been located in Oakland, CA after they moved back to the city from Los Angeles. However, in March 2017, NFL owners voted 31-1 to allow the franchise to relocate to Las Vegas by the 2020 season, leaving behind nearly \$85 million in stadium debt. The move to Las Vegas presents a great opportunity for the Raiders, where they will be housed in a brand new billion-dollar stadium that will be lucrative for the franchise. In addition, with the move to the City of Lights, the Raiders will have the opportunity to reach several new target markets while still keeping their original fan base. The following report is a recommendation for a potential marketing strategy regarding the newly relocated Las Vegas Raiders.

Background

Mission Statement

The Las Vegas Raiders will honor our franchise's historic past with a push towards our exciting future. In Las Vegas, the Raiders will not only be the team for our great city, but also the team for all football fans in the entire southwest region of the United States. Our new facility, "Las Vegas Sands Stadium," will be cutting edge, offering the best fan experience in the NFL. In the words of former legendary owner Al Davis, the Raiders maintain a "*Commitment to Excellence.*"

Raiders History

The Raiders have a long and storied history in the National Football League (NFL). A founding member of the American Football League (AFL), the Raiders have won three Super Bowl championships and 15 division titles since their inception in 1960. However, despite their considerable on the field success, the Raiders are also known both for their turmoil off the field, as the franchise has already relocated twice -- once in 1982 from Oakland to Los Angeles and then again in 1995 from Los Angeles back to Oakland -- in addition to their planned move to Las



Vegas in 2019.

The Raiders' distinctive and unique culture stems from legendary owner Al Davis, who coached the team in their early years before becoming owner in 1972. Their extensive fan base, known colloquially as "Raider Nation", is one of the largest for a professional sports franchise in the country, and phrases like "Pride and Poise", "Commitment to Excellence", and "Just Win, baby" are all registered trademarks of the franchise coined by Davis himself. After Al Davis' death in 2011, his son, Mark, took the reins and is now the majority owner of the team. Their planned move to Las Vegas in 2019 presents another great opportunity that will add to the unique history of one of the iconic franchises in professional football.

Main Products/Services

The main product is the newly relocated Las Vegas Raiders NFL team. This plan will also serve to market the new state-of-the-art football stadium and entertainment complex located in downtown Las Vegas, which acts as a product and a service. Another important product is the merchandise and apparel. The marketing team will offer social media planning and sponsor relations services. Las Vegas Sands Stadium also has great offseason potential given its prime entertainment location. The stadium will not only be the new home for the Raiders, but will always be open to hosting concerts, cirque shows, and other Las Vegas entertainment productions in the arena. Unlike other NFL stadiums that are mostly empty during the offseason, the stadium will have fairly consistent tenants. This also produces more consistent jobs within the facility.

Uniqueness Characteristics

One of the biggest opportunities of the organization is marketing a professional football team located in the entertainment capital of the world. Plus, the Raider brand is already one of



the most recognizable and iconic brands in the NFL. With its history in Oakland and Los Angeles, the Raiders already have a strong following in the southwestern United States, which gives us a unique chance to market the franchise not just for Las Vegas, but for the whole region. With Las Vegas being a popular tourist destination, this gives many opportunities to market the stadium to other football fans whose teams are playing at the Raiders' stadium. Finally, the stadium is in the perfect spot for the offseason because of the entertainment factor of Las Vegas which gives us the advantage over other NFL stadiums.

Market Analysis

Social / Cultural (Demographic shift & cultural changes)

In the United States, sports are a very important aspect in the culture with most adults identifying with a team. Professional football is the most popular sport with 73 percent of all

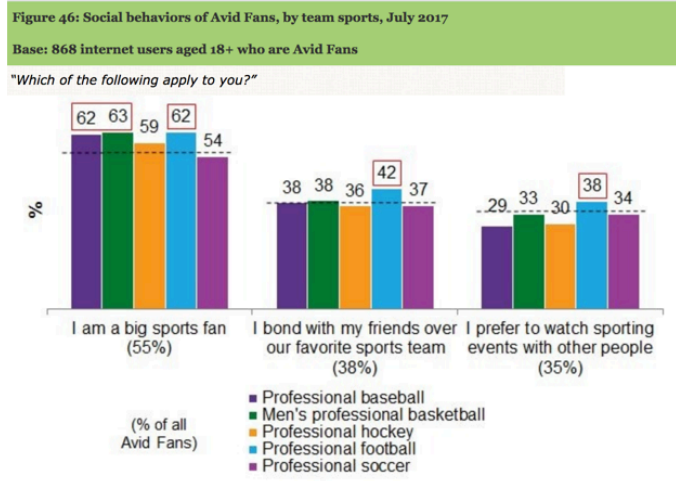


Figure 1.1 Marketing to Sports Fans – US – September 2017

adults age 18+ admitting to at least some interest in the sport (Cavato, 2017). Majority of football fans say they will never miss their team play which may be due to the fewer games per season. Avid football fans also prefer to use games as a social experience and enjoy watching games with other fans so they can discuss the game, athletes, and team aspects in detail. In fact, 75 percent of these fans would rather watch games in the comfort of their home with friends and family (Cavato, 2017). In analyzing preferences of avid football fans, 42 percent of them say they bond with their friends over their favorite team and 38 percent say they prefer watching with other people (Figure 1.1). Football has the highest and most consistent ratings on TV since



the 1980s due in large part to the leagues television partnership and media outlets

(Cordova, 2015). Media has always allowed for football to be easily integrated into the American culture, and now social media gives all viewers the opportunity to discuss football happenings faster than

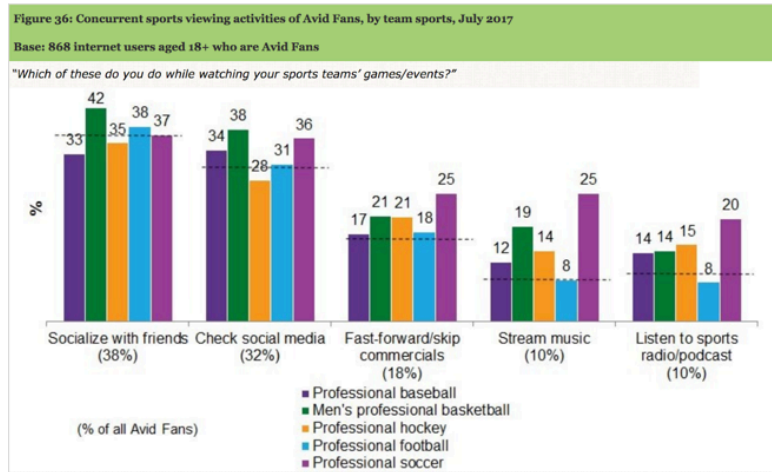


Figure 1.2 Marketing to Sports Fans – US – September 2017

ever. Of avid football fans, 38 percent enjoy engaging with other avid fans, mostly because it allows them to be a part of something greater than themselves and it gives them a sense of status (Figure 1.2).

When looking at the social and cultural trends specific to the Raiders, studies show that the Raiders have strong “road equity”. This means that the team draws fans well on the road which can suggest either the fans follow the team, or the team has a national following (Lewis, 2017). According to the Sport Analytics Report from Mike Lewis, the Raiders are ranked third in the NFL for road equity behind the Cowboys and Eagles (Figure 1.3). The Raiders are said to be the only team in the NFL with two home cities. When they moved to LA, fans would drive over 400 miles to see their team play which gave rise to their two geographically distinct hubs (Rausch, 2017). Raider fans take pride in their “Raider

Table 1: NFL Fan Base & Branding Analysis 2017

	OVERALL RANK	FAN EQUITY	SOCIAL EQUITY	ROAD EQUITY
COWBOYS	1	1	2	1
PATRIOTS	2	3	1	5
EAGLES	3	9	6	2
GIANTS	4	5	12	4
STEELERS	5	15	5	6
SAINTS	6	7	10	10
BEARS	7	4	11	12
BRONCOS	8	10	3	18
PACKERS	9	8	8	16
49ERS	10	2	7	27
COLTS	11	12	18	8
RAVENS	12	6	15	26
JETS	13	13	19	15
DOLPHINS	14	21	20	7
REDSKINS	15	11	29	9
BILLS	16	19	21	11
PANTHERS	17	22	4	28
SEAHAWKS	18	17	9	30
FALCONS	19	26	16	14
RAIDERS	20	31	22	3
LIONS	21	24	14	20
TEXANS	22	14	13	32
VIKINGS	23	20	23	17
CHARGERS	24	18	24	19
BUCCANEERS	25	25	25	13
BROWNS	26	28	17	25
CARDINALS	27	16	30	24
BENGALS	28	27	26	21
JAGUARS	29	30	27	22
TITANS	30	23	28	31
RAMS	31	32	31	23
CHIEFS	32	29	32	29

Figure 1.3 Scholar Blog – NFL Fan Base and Brand Rankings



TOP 5 HAPPINESS AFTER WIN		TOP 5 SADNESS AFTER LOSS	
TEAM	SENTIMENT	TEAM	SENTIMENT
New Orleans Saints	92.1	Pittsburgh Steelers	33.1
Cleveland Browns	91.4	Detroit Lions	37.1
Oakland Raiders	90.1	New England Patriots	39.8
Seattle Seahawks	90	Miami Dolphins	40.4
Chicago Bears	89.4	Oakland Raiders	43.1

Figure 1.4 Scholar Blog – NFL Happiness & Sadness Rankings

Nation” and have remained loyal regardless of the many moves. Finally, a study conducted on Twitter analyzed fan tweets from all NFL fan bases to find who tweeted the most positively and negatively.

Results showed that Raiders ranked third in “happiness” after a win and fifth in “sadness” after a loss (Figure 1.4). They were the only team to be in the top five for both categories, which shows the passion fans have for the team. It is also an illustration of the importance of social media for Raiders fans as well as engaging with other members of the “Raider Nation” (Tripathi, 2014).

Economic (Macroeconomic conditions & consumer income)

The Oakland Raiders ranked 19th on Forbes Magazine’s 2017 NFL franchise valuations at a value of \$2.38 billion (Sports, n.d.). However, the team ranked fourth behind just the Falcons, Saints and Cowboys in one-year value increase at 13 percent (Sports, n.d.). Their total revenue of \$321 million and operating income of \$41 million, however, were both ranked last in the league (Sports, n.d.). There is reason for optimism with their impending move to Las Vegas, however; the value of the Los Angeles Rams doubled from \$1.45 billion to \$2.9 billion from 2015 to 2016, they year they moved from St. Louis to Los Angeles (Thomas, 2017). Forbes estimated that just the talk of a move from Oakland to Las Vegas increased the Raiders’ value 47 percent from 2015 to 2016 (Hill, 2017).

Experts predict that the Raiders’ move to Las Vegas will also have a profound impact on the high-rise housing market in the Las Vegas metro area. Uri Vaknin of KRE Capital LLC, a company that owns several high-rise condo communities in the Las Vegas area, says that he has seen a “significant increase in interest at [the One Las Vegas condominium complex] since the



Raiders received final approval to move to [Las Vegas]” (Meehan, 2017). He also said that “One Las Vegas has received double the volume of calls from interested homebuyers, with 50 percent of those callers saying that a primary reason they’re interested in purchasing is the Raiders’ move to Las Vegas” (Meehan, 2017).

Technological (Changing technology & technology’s impact on consumer values)

There are a substantial amount of technological trends that are drastically changing consumer values and preferences within the NFL. Advances in media technology has been the largest and most dominating technological trend in the NFL and among their consumers. For decades now, football fans have had access to games via their televisions, increasing viewership. Cable and

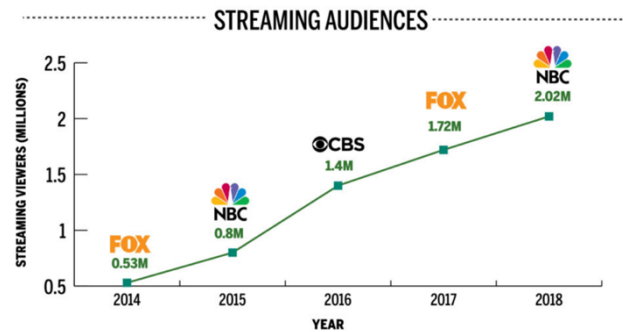


Figure 2.1 Wall Street Journal – Streaming Audiences

streaming have increased viewership further by allowing a broader access to fans. Since 2014, streaming viewership has increased by 400 percent (Figure 2.1). Most people are aware of the 15 percent drop in NFL viewership since 2015, but Nielsen is not taking into account all of the people who are viewing through live streaming services which illustrates the difficulty in keeping up with rapidly evolving technology (Flint, 2017).

Technology has greatly changed the level of connectivity fans with the sport as well through mobile. Consumers don't just watch the game; they also enjoy discussing plays, posting pictures in their team’s gear, bragging about their team, and arguing with opposing fans (Robbins, 2015). All these activities happen in minutes from fans all over the nation with just the use of their mobile device. Social media has also made it easy for highlights to be shared with fans through franchise social media accounts. This way, fans can watch highlights and instant



replays as many times as they would like. In fact, according to Dow Jones & Company, Millennials are more likely to binge on phone highlights, and less likely to watch an entire football game. This entails that some fans prefer the accessibility of watching the exciting plays on their mobile device rather than a full two hour game.

Due to the decrease in viewership, NFL marketing teams have to make sure they are improving overall fan experience by increasing connectivity and improving fan experience in stadiums. Marketers and stadium designers understand that fans will want to be on their devices in the stadium to continue to stay connected. According to Thinknear, 89 percent of fans use their phones at the football stadium with 21 percent using it for football related

activities. They also use mobile to find discounts in the stadium and future games, interact with other fans, and check scores of other games (Figure 2.2). NFL fans spend 33 percent more time on their phones and tablets than average mobile users (Thinknear, 2014). With these stats in mind, stadium architects have been incorporating fast, strong, dependable WiFi connections. Many stadiums have also incorporated stadium apps which allow food to be delivered right to the seat so fans don't have to take away from their experience by waiting in long lines (Robbins, 2015). Super Bowl 51 resulted in 12.1 terabytes of data used, so stadiums are now incorporating hundreds of WiFi access points so fans can stay connected and have a positive, comfortable stadium experience.

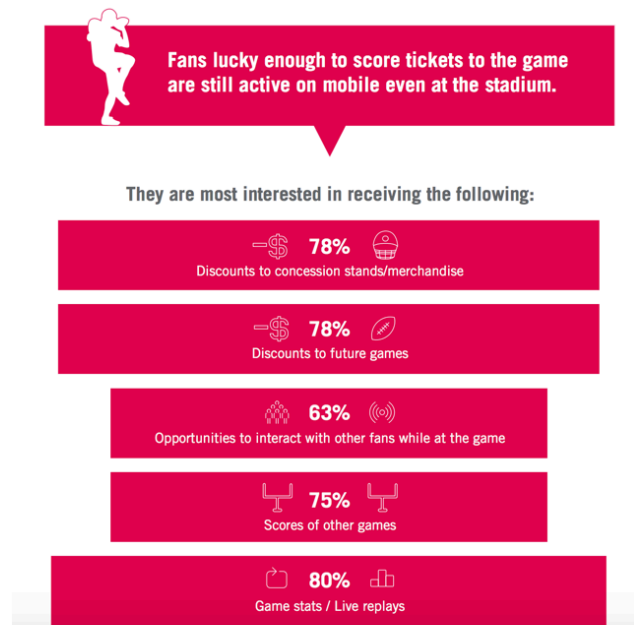


Figure 2.2 Thinknear – What fans do at stadiums



Competitive (Alternative forms of competition)

To be successful in a city that already has so much entertainment, there must be a planned objective to address this problem and know how to handle it in the public. Having an NFL team in Las Vegas would give it another opportunity to rewrite the standards of betting. There will be other events happening all year round including Monster Truck rallies, concerts, drafts, UNLV fans, and much more to come, this stadium has big plans to not only add to the entertainment, but improve it. The stadium is going to be state-of-the-art, just shy of \$2 billion entertainment capsule, which is intended to be the hub of all sports within the city. Moving a team to another city can be daunting, but as the Vegas Golden Knights of the NHL did, they have been the most successful in all of the league. They are an expansion team in the NHL and in their first season, this season, they are leading the NHL with most wins at 33 and have only lost three games at home (NHL.com, 2017). They are the number one contender for the playoffs, and might even go on to a conference final, which is absolutely unheard of for such a new team.

Bringing in a new type of entertainment into the city of entertainment is exactly what Vegas needs, and testing it out with a smaller, less followed league like the NHL before committing the NFL to make the decision was very smart. There are more tourists flocking to Vegas and they are wanting to commemorate their stay in Vegas with logos from the teams in Vegas. According to ESPN, Vegas is third in the NHL in overall arena capacity percentage with a 102.6 percent capacity through 17 home games (ESPN, 2017). That translates to an average of 17,810 fans per game, above T-Mobile Arena's announced hockey capacity of 17,500 (Rogers, 2016). This includes a lot of overflow in the area, with 500 people over capacity in standing room, the concourse, and the building in general. The prices for these tickets are planned to skyrocket around \$5-\$15 per seat next season, especially with the Knights going to the playoffs



in their inaugural season. This includes the season ticket holders, which stand proudly at 14,000 strong. This team is not going to be in Vegas just for Nevada, it is a nice neutral team for tourists and all of the cities that don't have a team, eg. North/South Dakota, Oregon, Montana, Idaho, etc.

Casinos are the number one attraction in Las Vegas, averaging an income of \$630,000 a day. In order for the Las Vegas Sands Stadium to be a success, it must generate a revenue equal or above the ones the casinos have. According to a survey done by the Las Vegas County, 84 percent of tourists visit Las Vegas for casino play, 12 percent come for concerts or other forms of entertainment and four percent for miscellaneous purposes. These statistics show that, although old, casinos are still the number one attraction in Las Vegas, the question is how are the Raiders going to top that. All in all, Vegas is the entertainment capital of the world, so why not add a new kind of entertainment into the mix, for sports lovers all around, music connoisseurs, even monster truck rally followers.

Political / Legal (Laws protecting competition & laws affecting marketing mix actions)

There are many different legal aspects of relocation that will affect certain marketing actions. In fact, an Oakland group known as "We Stand with Oakland" recently pursued a suit to keep the Raiders from leaving the Bay Area (Callahan, 2018). The Rams saw a similar suit when the franchise recently moved from St. Louis to Los Angeles in 2016 (Callahan, 2018). The Raiders as a franchise are in a unique situation legally, as the Oakland-Alameda County Coliseum currently holds \$83 million dating all the way back to 1996 when the Raiders moved back to Oakland and remodeled the stadium, and the team currently has not finalized the lease agreements that could prevent the Raiders from leaving Las Vegas on time without paying million dollar penalties (Callahan, 2018). This could force the Raiders to wait an extra year in



Oakland and push back Las Vegas marketing efforts. The Oakland City Council also recently announced that they are considering suing the NFL and Raiders owner Mark Davis over the move to Las Vegas (Madyun, 2018). This lawsuit, according to City Council Member Noel Gallo, could exceed \$500 million. Gallo also explained that “the National Football League and the Raiders violated every policy they have in moving the team from here to Las Vegas and I think we need to compensate the taxpayers for the loss of revenue that they and the Raiders have created” (Madyun, 2018). This lawsuit could also push back the move to Las Vegas and alter any Las Vegas marketing efforts. Another lawsuit that the Raiders will be forced to deal with is the Bali Hai lawsuit. The Raiders and the Las Vegas Stadium Authority are planning to use the Bali Hai Golf Club land for parking, even though the golf club is currently the subject of a federal lawsuit against Clark County, where the stadium will be located (Velotta, 2018).

Target Markets

Primary Target Market: Generation Y males and females with families in Las Vegas area

Geographic Segmentation

The primary target market for the Las Vegas Raiders is Generation Y males and females with families in the Las Vegas area. Due to the Raiders just relocating to Las Vegas, these people and families are new to the Raiders fan base. In 2016, Las Vegas males and females between the ages of 25 and 39 were estimated to account for 20.6 percent of the population, making them account for the second largest generational group in Las Vegas by just 0.1 percent to Baby Boomers (U.S. Census Bureau, 2016). This group as the primary target because of their size, close proximity to the new team location, and the potential of family outings. In addition, getting the children of these families involved with the Las Vegas Raiders at a young age will help build their loyalty to the team as they grow up.



Demographic Segmentation

This segment includes all men and women that have children born between 1979 and 1993, making them between 25 and 39 years old. Generation Y, or millennials, has passed Baby

HOUSEHOLDS WITH OWN CHILDREN UNDER AGE 18, BY AGE OF HOUSEHOLDER, 2016

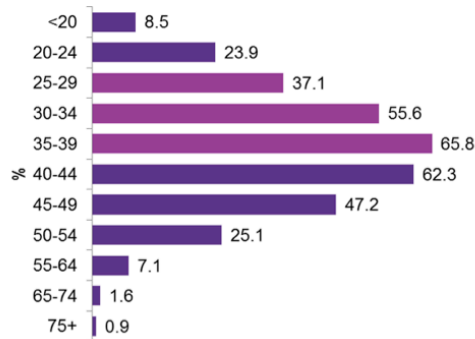


Figure 3.1 Mintel Group Ltd. – Households with children under age 18

Boomer’s to become the largest US generational group. 55.6 percent of millennials aged 30-34 and 65.8 percent aged 35-39 have children in their household (Figure 3.1). This makes Millennial parents a large and attractive

market to address (Macke, 2017). These families have the potential to become loyal fans because of the family activities the team can provide and the children becoming attached to the team.

Psychographic Segmentation

This segment’s preferred lifestyle and values revolve around more family time. 66

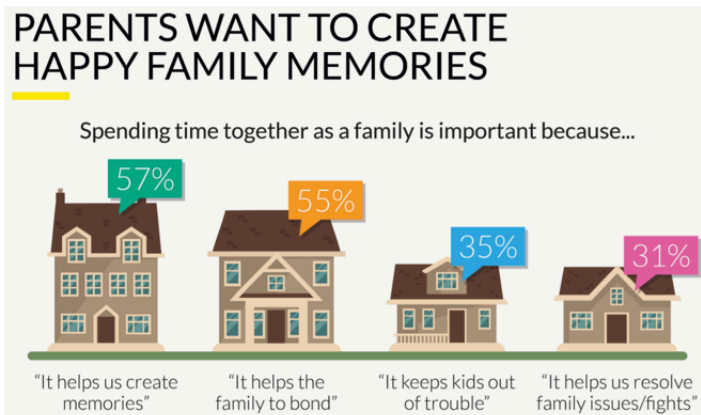


Figure 3.2 Mintel Group Ltd. – What parents of families think spending time together

percent of parents noted that one of their families’ top goals for the next one to five years is to spend more time together as a family, and 61 percent of parents noted that one of their top goals is to enjoy new experiences

together. 43 percent of parents want to reduce the amount of time their family spends watching television, 42 percent of parents want to reduce the amount of time their family spends on online activities, and 34 percent of parents want to reduce how much time their family spends playing



video games. In addition, 57 percent of parents reported that they want to spend more time together as a family because it help them create memories, and 55 percent of parents note that spending more time together helps their family bond (Figure 3.2) (Macke, 2018). This is a great opportunity for the Las Vegas Raiders because Raiders games can provide the occasion to unplug from technology, spend time as a family, bond with each other, and to create happy memories at the stadium all at the same time.

Behavioral Segmentation

Generation Y prefers to spend their money on experiences rather than “things”. 78 percent of Generation Y, nicknamed millennials, reported that they would choose to spend their money on an appealing experience or event rather than purchasing something desirable, and 55 percent of millennials reported that they spend more on experiences and events than ever before. Furthermore, 72 percent of millennials reported that they would like to increase the amount of money they spend on experiences rather than physical things (MILLENNIALS Fueling the Experience Economy, n.d.). This lifestyle preference is positive for the Raiders because they can provide the experience of a game, which Generation Y parents want to both participate in themselves and provide for their children.

Secondary Target Market: Original Raiders fan in Oakland & Los Angeles

Geographic Segmentation

The secondary market primarily lives in the Oakland and Bay Area and the Greater Los Angeles area. These two areas have a had long history with the Raiders as at one time the Raiders were once located in either Oakland or Los Angeles. They already have an initial fan base with fans ranging from as young as 12 years old to 70 years old. Los Angeles is a four hour drive to Las Vegas and an hour and a half flight from Oakland, which is doable for a member of



“Raider Nation.” It’s important to maintain these locations’ fan bases and incentivize the travelling from Los Angeles or Oakland, while creating a culture to fight off competition from competing teams in these areas, especially in Los Angeles.

Demographic Segmentation

This segment’s age group ranges from 12-70 years old. The wide range in age is due to the fact that the team has been in the Oakland and Bay Area and the Greater Los Angeles area for their entire history. The average household in Oakland is 2.53 peoples with a median income of \$57,778, and in Los Angeles those numbers are 2.64 peoples per household with an average income of \$51,538 (U.S. Census Bureau, 2010). The Raiders historically have the lowest cost for a ticket at \$290.09, so this will not be considered as much of a hardship luxury compared to other NFL ticket prices (Butler, 2017). With the added travel cost for Oakland fans, and the continued travel cost for Los Angeles fans, the price per game goes up. Therefore, incentives can be created for these fans such as a package deal including hotel rooms or other means that will lower the cost.

Psychographic Segmentation

Throughout the history of the Raiders organization, the die-hard fans have showed an unwavering loyalty throughout the lifespan of the team. This fan base has been the backbone of what is fondly called “Raider Nation” and this tradition will be continued in Las Vegas. This affects the markets of Los Angeles and Oakland the most as these markets are where the majority of Raider Nation lives. It is important to preserve the “Black Hole” fan section, while still trying to instill the more family friendly atmosphere the team hoping to achieve.

Behavioral Segmentation

One of the main attractions of a market such as Los Angeles is the celebrities that live



there and are followed by many people across the United States. A few of these celebrities have publicly come out as Raiders fans including Tom Hanks, Carson Daly, and arguably the most notable and outspoken Raider fan, O’Shea Jackson Sr., more commonly known as Ice Cube. Celebrities will be used as the faces of campaigns in Oakland and Los Angeles in order to maintain the current fan bases in both areas and entice them to journey out to Las Vegas for games. Current trends show that modern culture is centralized around celebrities and their actions, and none more than the culture in California. If celebrities continuously attend games, wear Raiders paraphernalia, and be the faces of campaigns then these fans will continue to be interested in the Raiders and travel to Las Vegas.

Tertiary Target Market: Las Vegas tourists

Geographic Segmentation

The tertiary market for the Las Vegas Raider is Las Vegas Tourists. According to a report done monthly and annually by the Las Vegas Convention and Visitors Authority, the Las Vegas

area had over 42.2 million visitors in 2017 (Figure 3.3). Grasping this market and utilizing the tourist to market the team throughout the United States is vital to the marketing plan. The US National average hotel occupancy is 65.5 percent, while Las Vegas’ hotel

LVCVA Summary of Monthly Tourism Indicators for Las Vegas, NV							
For Calendar Year 2017							
As of Apr 6, 2018							
Compiled by the LVCVA Research Center							
Tourism Indicators	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017
Visitor Volume	3,508,800	3,150,500 r	3,783,900	3,545,100	3,602,100	3,605,700 r	3,788,800
Convention Attendance	736,000	620,200	757,400	505,800 r	514,600	486,300 r	507,000 r
Available Room Inventory	148,693	147,866	147,717	147,566	147,656	147,208	147,013
Citywide Occupancy	85.7%	85.6% r	94.0%	90.7%	89.1%	92.6%	94.5%
Weekend Occupancy	92.6%	93.0%	98.0%	96.4%	95.5%	96.1%	97.8%
Midweek Occupancy	82.4%	82.2% r	92.3%	88.3%	86.5%	91.0%	93.1%
Strip Occupancy	87.1%	87.0%	94.8%	91.9%	90.4%	94.2%	95.9%
Downtown Occupancy	81.4%	82.7% r	89.2%	86.6%	82.5%	85.0%	86.3%
Average Daily Room Rate (ADR)*	\$150.21	\$118.66	\$149.02	\$125.49	\$127.14	\$121.47	\$125.97
Strip ADR*	\$163.72	\$127.75	\$161.00	\$135.24	\$137.46	\$130.99	\$135.35
Downtown ADR*	\$14.59	\$62.91 r	\$83.98	\$65.80	\$64.71	\$66.73	\$70.84
Revenue Per Available Room (RevPAR)*	\$128.73	\$101.57 r	\$140.08	\$113.82	\$113.28	\$112.48	\$119.04
Strip RevPAR*	\$142.60	\$111.14	\$152.63	\$124.29	\$124.26	\$123.39	\$129.80
Downtown RevPAR*	\$60.72	\$52.03 r	\$74.91	\$56.98	\$53.39	\$56.72	\$61.13
Total Room Nights Occupied	3,951,300	3,545,900 r	4,303,200	4,016,100	4,078,400	4,087,700 r	4,304,800
Total En/Displaced Passengers	3,676,329 r	3,432,220	4,206,358 r	4,062,180	4,208,019	4,192,034 r	4,325,676
Avg. Daily Auto Traffic: All Major Highways	99,390	102,967	117,771	121,731	119,411	125,937	132,693 r
Avg. Daily Auto Traffic: I-15 at NV/CA Border	37,375	38,173	43,099	46,640	44,738	50,096	54,137
Gaming Revenue - Clark County	\$926,124,000 r	\$825,618,000 r	\$857,352,000	\$763,200,000	\$860,706,000	\$764,318,000	\$848,564,000
Gaming Revenue - Las Vegas Strip	\$608,911,000 r	\$541,901,000	\$526,093,000	\$475,375,000	\$546,792,000	\$496,989,000	\$565,606,000
Gaming Revenue - Downtown	\$55,549,000 r	\$51,736,000	\$62,915,000	\$52,295,000	\$55,229,000	\$46,047,000	\$45,113,000
Gaming Revenue - Boulder Strip	\$84,887,000	\$64,489,000	\$68,732,000	\$63,875,000	\$75,986,000	\$58,737,000	\$66,434,000
Room Tax / LVCVA's Portion	\$27,042,714 r	\$19,260,931 r	\$29,237,193 r	\$24,061,033 r	\$24,011,906 r	\$22,789,884 r	\$24,985,840 r

Figure 3.3 LVCVA – Visitor Volume

occupancy is a whopping 90.8 percent. Being in a city that grosses over \$26 billion a year based solely on gambling puts this team at an advantage to capitalize on revenue streams from tourism.



Demographic Segmentation

The average age of a visitor to Las Vegas is 44 years old and the average visitor’s gambling budget is \$619 (Figure 3.4). Pricing tickets at a lower cost for spectators will be the driving force of attendance at games. Usually at this age, they have a good amount of disposable income saved up to spend on a football game in Vegas. The generation that is most likely to visit Vegas is white, married, baby boomers who are retired, giving us the full amount of disposable income, since they are no longer working.

Question	2016 Answer
How many visitors come to Las Vegas?	42,936,109
How many convention delegates visit?	6,310,616
How many conventions are held per year?	21,864
What is Clark County's gaming revenue?	\$9.7 Billion
What is Las Vegas Strip's gaming revenue?	\$6.4 Billion
What is Downtown's gaming revenue?	\$565 Million
What is Boulder Strip's gaming revenue?	\$788 Million
What is the average visitor's gambling budget per trip? ¹	\$619
What is Las Vegas' city-wide occupancy?	89.1%
What is Las Vegas' hotel occupancy?	90.8%
What is Las Vegas' motel occupancy?	73.0%
What is Las Vegas' weekend occupancy?	95.0%
What is Las Vegas' midweek occupancy?	86.5%
What is the U.S. national average hotel occupancy? ²	65.5%
What is the total number of enplaned/deplaned airline passengers?	47,435,640
What is the average daily auto traffic: all major highways?	115,229
What is the average daily auto traffic: I-15 at NV/CA Border?	45,329
What is the average nightly room rate?	\$126
How many hotel/motel rooms are in Las Vegas?	149,339
How long is the average visitor's trip (in nights)?	3.4
What % of visitors travel with someone under 21?	12%
What is the average age of a visitor?	44.0
What % are first time visitors?	27%
What % of visitors are from Southern California?	27%
What % of visitors are International?	19%

1 - Among those who gambled
2 - U.S. average hotel occupancy based on data from STR

LAST UPDATED: 04/2017

Compiled by the Las Vegas Convention and Visitors Authority, Research Center
LVCVA.com | VegasMeansBusiness.com | VisitLasVegas.com T: (702) 892-2805

Figure 3.4 Las Vegas Visitors Authority – 2016 Visitors

Psychographic Segmentation

The lifestyles of tourists in Las Vegas are that they are there to have a good time. The “What happens in Vegas, stays in Vegas” mentality is the only mentality that they have while they are there. Because of the gambling activities taken place in the city, people are willing to spend money while they’re there. San Francisco, Los Angeles, New York, Chicago, and Dallas are the five cities where tourists come from the most.

Behavioral Segmentation

Since Las Vegas Tourists consist mainly of Baby Boomers and people from Generation Y, there is a split between what people want and buy. Baby boomers are more likely to buy things they want because of the way they grew up. This shows that it would be helpful for entertainment reasons in Vegas. Because people are more likely to buy for experiences in the



Baby Boomer generation, it will be easier to sell them the tickets. As stated in the secondary market analysis, people like to follow celebrities and see what they are doing. Aiming to get celebrities to games, will attract many more younger generations as well.

Marketing Goals & Objectives

Goals

1. Sell out 30,000 season ticket packages for the Raiders' first season in Las Vegas (2020) by December 2018
2. Sell out every Raider regular season home game in the 2020 season
3. Establish 15 sponsorship partnerships with Las Vegas casinos and local businesses by December 2019
4. Expand social media following on Facebook, Instagram, Snapchat and Twitter by 50 percent by the Raiders' first game in 2020
5. Increase jersey and merchandise sales by 50 percent from current sales by the Raiders' first game in 2020
6. Sell 5,000 tickets to loyal fans from Oakland-Alameda County and 5,000 more from Los Angeles County for the 2020 regular season
7. Increase local television ratings for Raider games from the ratings in Oakland by 75 percent for the 2020 regular season
8. Increase local radio ratings for Raider games from the ratings in Oakland by 100 percent for the 2020 regular season

Objectives

1. Develop an advertising campaign that includes the production of 10 billboard advertisements, two 60-second television commercials and five newspaper print advertisements specific to the Las Vegas-Paradise-Henderson metropolitan area
2. Create a 10-game season-long promotional calendar that encourages single game ticket buyers
3. Partner with local casinos and other local businesses to promote Sunday Raider games as the hottest ticket in town after a weekend in the city
4. Establish a social media advertising campaign
5. Create four pop-up Raiders merchandise shops around downtown Las Vegas and establish a Raider team store at McCarran International Airport
6. Similar to Objective 1, develop an advertising campaign specific to Oakland and Los Angeles
7. Build a partnership with Las Vegas' CBS TV affiliate (KSNW-TV) to create the "Official TV Station of the Las Vegas Raiders" with perks including on-air and in-studio interviews with players, coaches and members of the Raider front office throughout the week
8. Similar to Objective 7, build a partnership with a local AM radio station that will broadcast every Raider game



Marketing Mix

Product

Las Vegas Sands Stadium is a \$1.9 billion stadium built to host the Las Vegas Raiders in their move from Oakland, California. For such a high price tag on a stadium, the amenities are endless, including luxury suites, WiFi capabilities, and eight levels worth of entertainment. Spanning an entire 225 feet tall, the luxury suites will be placed on levels three and four, maximizing the experience for VIPs only (Velotta, 2018). With lives that encompass the realm of social media, the WiFi capabilities in the stadium must not only be fast for 65,000 fans sitting inside the stadium for the game, but also for the fans roaming the concourse. This is an entertainment complex, filled with state of the art restaurants and casinos that people travel thousands of miles to come see. The WiFi technology is the fastest any stadium has ever seen, and will be adapting with the ever-changing flow of technology. The domed roof is also an asset to home games at the stadium. When the weather outside is a blistering 110°F in mid-September, or chilly desert nights of 30°F, the stadium will be a comfortable 72°F. Not only is this an advantage to the players, but when weather is not a factor anymore, the ticket sales and attendance will stay consistent throughout the season.

The Raiders have been around since the birth of the NFL in 1960, and carry a legacy in which they never intend on leaving behind. The team has already moved twice, from Oakland to Los Angeles and then back to Oakland again, and has attracted many fans along the way. Raiders fans tend to be some of the craziest in the league, wearing full blown costumes to games, and sitting in the fan section deemed the “Black Hole” at the South end zone of the Oakland Coliseum. “For years this name has conjured some of the most visually terrifying fans in football. An army of chain rattlers, zombie clowns, and Skeletor types whose only mission is to



terrorize opposing teams in service of the Raiders,” (Kohen, 2017). This move is the perfect fit for the Raiders because they fit the Vegas bill perfectly; the crazy, intense, over-the-top culture is what Vegas thrives on and the Raiders hit every mark on the checklist.

Price

The price for the tickets at the Las Vegas Sands Stadium will be slightly higher than the league average of \$172 during the 2017 season (Julia, 2017). This is because of the new facility and the higher demand to attend games in the new stadium; over fifty thousand deposits have already been placed for season tickets (Bair, 2018). The Raiders historically have one of the lowest pricing tickets throughout the NFL with an average of \$167 last season. This is why the Raiders have decided to only raise the price slightly as it suits demand. The new average price for a Las Vegas Raiders home game ticket will be \$190. This is not a drastic increase from the average price, as it will most likely increase in 2019. The luxury boxes in the new stadium will cost approximately \$18,000 per game and consist of at least one box held by each of our major sponsors, NFL for executives, the owners box, and the boxes available for sale to the public. The luxury boxes will include gourmet food. The in-game prices for regular concessions will remain close to the NFL average with a beer costing \$8, a hot dog at \$6, and a soft drink at \$5. The Raiders do not want to drive customers away with outrageous prices but also do not want to lose money with insanely lower price. This pricing strategy will keep fans happy while still making a profit on concessions.

Place

Las Vegas Sands Stadium is a professional NFL stadium and sport complex located on the 62.5 acre Russell Road site near McCarran Airport and adjacent of the strip in Las Vegas, Nevada. The stadium also offers a beautiful landscape view of Las Vegas nature. This location



makes certain target more accessible to tap into due to its prime positioning in the tourist destination of the world. Las Vegas and Clarke County locals have never had their own NFL team and will enjoy this new addition to Las Vegas. This gives a great opportunity to families in Clarke county to have family outings at Raiders games or just to explore the marvelous complex. Las Vegas attracts tourists from all over the world, which means the stadium will be a new feature for Las Vegas regulars to visit. NFL fans will also want to travel to see their team play at the Las Vegas Stadium. The stadium is a four hour drive from Los Angeles and an hour and half flight from Oakland, making it easily accessible to the original fan bases of the Raiders.

Promotion

Family Pack Ticket Deals

In an effort to get families in the stands and build their loyalty to the team, a Family Pack

TOUCHDOWN
WITH A RAIDERS FAMILY PACK

<u>FAMILY 4 PACK</u>	<u>FAMILY 5 PACK</u>
Two Adults, Two Children	Two Adults, Three Children
4 Single-Game Tickets	5 Single-Game Tickets
4 Concession Vouchers	5 Concession Vouchers
\$280	\$435

SAVE \$50 WHEN YOU PURCHASE THE FAMILY PACK

Figure 4.1 Family Ticket Pack

ticket deal will be offered for families of four or five (Figure 4.1). This would include four or five single game tickets, and four or five concession stand vouchers that would be for an entree (beef or veggie burger, chicken tenders, or a beef or veggie hotdog), a medium

soft drink, and a bag of chips. In 2016, the Raiders average ticket price per game was \$71.03 (TMR, n.d.). Also in 2016, the average NFL concession stand price for a hot dog was \$5.19 and for a soft drink was \$4.86 (TMR, n.d.). Based off this prices, and an estimated \$2.00 price for a bag of chips, the price for the Family Four Pack (two adults and two children) would be \$280,



and the price for the Family Five Pack (two adults and three children) would be \$435.

These prices are discounted around \$50 from the total added up prices- \$332.2 for the four pack and \$486.25 for the five pack. This discount would be a main part of the marketing of these packs, for families of four or five people would save \$50 at the game if they bought the pack instead of the tickets and concessions for their family separately. This promotion directly targets the primary target market of Generation Y males and females with families.

Junior Raiders Summer Camp

To further the Raiders connection to Generation Y males and females with families, the Raiders will partner with the Boys and Girls Club for a three day summer camp for three different age groups- ages 5-7, ages 8-11, ages 12-15 (Three different sections, nine days total). This would be a comprehensive, non-contact football instruction camp. Each child will receive a Raiders branded drawstring bag, water bottle, t-shirt, and certificate at the end of the week. The cost per child would be \$50. This partnership and camp would encourage exercise and promote the safe, fun, and correct learning of football fundamentals for children in the Las Vegas area. This will help the Raiders build a stronger bond with children and their families' in the Las Vegas area, who are the primary target market.

Reading with the Raiders

As a team of the most popular professional sport league in America, it is important for the Raiders to build a strong connection with the community outside of the sport of football. In an effort to create this connection, the Reading with the Raiders program will be developed to encourage youth literacy and reading in the city of Las Vegas. Players or front office staff from the team will go to local elementary schools and read a book to the class. There will be six events each schools year and schools must apply for the chance. The team Mascot will attend the event



as well. Books must be provided by the school, and each appointment lasts approximately 60 minutes. In addition to creating a connection with the Las Vegas community, this program will help to reach the primary target market of Generation Y males and females with families by connecting with children in their classrooms.

Social Media

Social media is huge among millennials and growing among Generation X, which is the average age of the target market for tourists. One of the best ways to reach the fans from all

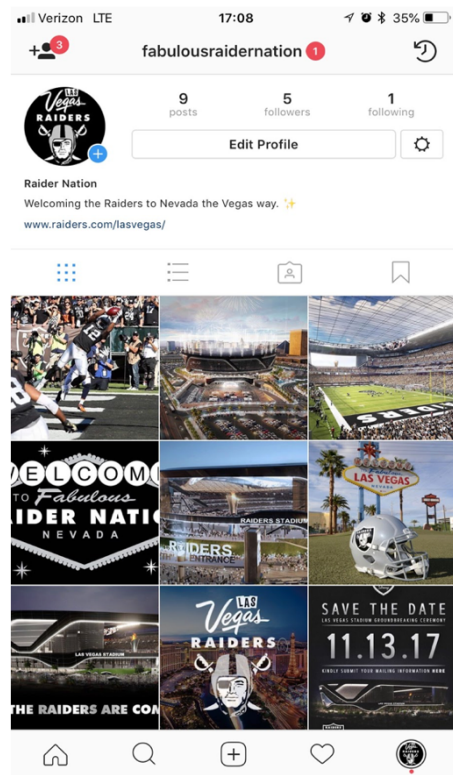


Figure 4.2 Las Vegas Raiders Instagram

target markets is through social media, which includes an active, clean presence on the accounts. Being in Las Vegas is a huge advantage to promoting the team. The Raiders will utilize live video via Instagram and Facebook as well as videos on snapchat to show people what having a team in Vegas is really like. Snapchat was released in 2011, and since then, the mobile application has grown its base to over 166 million daily users, representing 31.6 percent of the U.S. social networking share. By the end of 2017, Snapchat is projected to generate \$895.5 million in advertising revenue, up from \$340 million in 2016. Using Snapchat and

Instagram as a main source of connecting with fans and users is the most effective way to reach the most amount of people.

Sports fans everywhere get their majority of information from social media. They rely on it for news, injuries, scores, highlights, interviews, and more. Capitalizing on the amount of people that use social media, the Raiders can turn their stadium into a contest venue as well.



Whenever someone posts a photo to Instagram, Facebook, or Snapchat they can use the hashtag #Raidersfan. They will then be put into a raffle for a VIP experience at the game: tour of all 10-levels of the facility, before the game tour of the field, VIP access, tour of the locker room, etc. Increasing social media presence is the best way to get the word out about the new team and stadium. Giving fans an incentive to post on social media creates a win-win situation because they get a chance at an amazing experience, and the team gets free marketing and promotions.

Sponsorship Opportunities

Visit Las Vegas

As a franchise in a new city, the Raiders should utilize as many sponsors as possible to promote their name and brand as well as obtain another avenue of income. One company the Raiders should partner with is Visit Las Vegas. This company focuses on promoting entertaining and unique activities for tourists to experience in Las Vegas. In partnering with them, TV and radio ads will be created specific to the Las Vegas Raiders that will appear in Los Angeles and Oakland. This will directly target the secondary target market. Large billboards will also be created and positioned on the side of large highways in LA and Oakland (Figure 4.3). The



Figure 4.3 Visit Las Vegas Sponsorship Billboards

billboards will feature the Visit Las Vegas logo as well as implement language persuading the old fan base to return to games in Las Vegas. These billboards and media ads from the Visit Las



Vegas partnership will highlight the importance of the Raiders' original fan base by using casual, communal language.

The Visit Las Vegas sponsorship will also include the first giveaway item at the first in-season home game. These shirts will be funded by Visit Las Vegas and will feature

“visitlasvegas.com” on the back to promote their company (Figure 4.4). The free shirts will also help draw more consumers to the game by appealing to the Las Vegas tourist target market. Fans will



Figure 4.4 *Visit Las Vegas T-shirts*

want these shirts because they are the first giveaway item of the Las Vegas Raiders and will also allow fans to own one of the first ever Las Vegas Raiders apparel items.

Las Vegas Sands Corporation

With the new stadium, it is beneficial for the Raiders to find a company to purchase naming rights, in which Las Vegas Sands Corporation would be a great fit. Sands not only satisfies the Vegas theme of the stadium with its luxury resorts, hotels, and casinos, but it is also the largest and most successful corporation in Las Vegas. Having a local Las Vegas company purchase naming rights will draw more Vegas locals and tourists who are loyal to Sands. This also will allow them to have their name and logo all over the stadium which gives them substantial advertising. Finally, in partnering with Las Vegas Sands, the stadium complex will also be Las Vegas themed, offering a casino for betting during games, Vegas themed restaurants, and a Sands hotel in the complex.



Another element this sponsorship will include is in stadium betting via the “Las Vegas Sands NFL” app. By connecting a debit card to the app, fans can place bets on different game components (what team will win, ending score of the game, player stats, etc.). This will align with the Vegas theme this sponsorship will create, while also keeping fans engaged and excited about the game. With stadium attendance becoming harder to maintain, it is important to utilize the stadium’s powerful WiFi network and create a mobile element to hold fans’ attention.

Cirque du Soleil

A problem with opening a new NFL stadium is that there are only 10 home games a season and the rest of the time the stadium is usually not being used. A solution to this problem is to partner with another company who will also serve as a tenant of the stadium and host events there. Cirque du Soleil is an entertainment company which performs in Las Vegas and has a very large following. The show could become a part-time tenant of the Las Vegas Sands Stadium as well as perform halftime shows. This sponsorship will also include stadium advertisements such as rolling banners. Finally, Cirque du Soleil will have their own luxury box which will be “Cirque” themed and available for fans to purchase for a game.

Local Media Partnerships

In an effort to achieve the goal of increasing both radio and television ratings for the Raiders in Las Vegas, partnership relationships with local Las Vegas television and radio stations should be created. These partnerships will not only increase ratings for Raider games, furthering the local Las Vegas footprint, but it will also increase ratings for these local Las Vegas media markets. For the Raiders, a partnership with KLAS-TV (CBS 8) for television and KXST-AM (CBS 1140) for radio will be developed.



For television, KLAS-TV (CBS 8) is a perfect fit as a sponsor because they, as a CBS station, will broadcast most Raider games because CBS broadcasts all non-national television American Football Conference (AFC) games. This partnership with KLAS will give the station exclusive access to the team, including a one-hour pre-game show that will air at 8:00 A.M. every Sunday before “The NFL Today” starts at 9:00 A.M. nationally on CBS. This show will essentially be a recap of the previous week’s game as well as a preview of the current week’s game. The show will also have in-studio interviews with players, coaches, and even owner Mark Davis. The television partnership will also include a weekly half-hour talk show with head coach Jon Gruden called “Wednesdays with Coach Gruden” that will air live on KLAS every Wednesday at 6:30 P.M after the local CBS news. This live interview with Coach Gruden will take place each week in-studio at KLAS and will be hosted by lead sports anchor Chris Maathuis. In addition, the partnership will give KLAS broadcast right sto every preseason Raider game with pre- and post-game coverage exclusive to the station. Finally, the partnership with KLAS will give the station the official branding title of “The Official Television Station of the Las Vegas Raiders” which the station can use throughout their news and other broadcasts.

Next is the partnership with KXST-AM (CBS 1140), the lead sports radio station in Las Vegas. This partnership with KXST-AM will give the station exclusive broadcast rights to every Raider game, from the preseason all the way through the regular season and any postseason games. The broadcasts will include two-hour pregame and two-hour post-game shows. KXST’s partnership with the Raiders will also include weekly interviews with players, including a weekly interview with quarterback Derek Carr every Tuesday morning. As “The Official Radio Station of the Las Vegas Raiders,” KXST will focus most of their programming on the team.

Initial Merchandise Sales



In order to grow the Raiders brand and sell merchandise the Raiders will open pop



Figure 4.5 Las Vegas Raiders Airport Pop-Up

up stores throughout Las Vegas, as well as

have a permanent store within McCarran

International Airport Terminal 1 (Figure

4.5). The permanent store in the airport's

main targets are the secondary market,

Oakland and Los Angeles Raiders fans, as

well as the tertiary market, the huge amount

of tourist that visit Las Vegas every year.

This store will be very similar to one at the

Universal City Walk in Los Angeles, which has a huge Raiders helmet as the entrance and embraces the culture of the Raiders. It will be a spectacle that will draw people into the doors. With the Los Angeles market this is the main Raiders store within the city and Raider fans will have some familiarity with the layout and design of the store. The store will help expand the brand to even people just passing through the airport will notice the stadium and will plant the seed of the Raiders into their brains.

The pop-up stores will be a little more unique as they will only be around for a weekend then gone. The reason for this is because it will be easier to have different stores around Las Vegas and it will generate buzz for the Raiders. Items sold at these stores include jerseys, throwback gear (which is a current trend with fans), and new Raiders gear that will entice fans to come to these stores and purchase gear. There will be four pop up stores, two located on either side of the Las Vegas strip, in Downtown Las Vegas, and in North Las Vegas. These stores will



be used as a way to generate buzz throughout the Las Vegas area before the first game in the new stadium.

Ethical Practices

The Raiders are committed to practicing ethical marketing. Descriptive marketing practices will not be used; Raiders marketing will present products honestly and clearly and highlight the qualities that appeal to the market segments. Unsafe products will not be marketed, and prices will be set at an appropriate level and will not be increased to grow profits beyond the strategic plan. Collecting private information without the consent or knowledge of the individual and selling that information to third parties is unethical and the Raiders organization looks down upon such actions.

Evaluation

This plan will be most effective to reach all marketing goals and objectives. Carrying out this plan properly will enhance the Raiders' image and brand while appealing to many different target markets. The carefully thought out marketing strategies, especially the promotional ideas, will be vital in the growth of the franchise and specifically designed for Las Vegas locals and tourists, and Oakland and Los Angeles fans. This marketing plan will accomplish the main goal of maintaining and enhancing the Raiders as a franchise and as a brand. The Raiders will not only grow to strengthen the franchise, but also will use their promotional plan to integrate into the community. The community will be involved in the Raiders family through their many sponsorships, social media presence, and personal interactions with the fans. The revenue generated from this move will be substantial and will be used to push and enhance our brand. The Raiders cherish and value friends, family, spending time with loved ones, and enjoying life and convey this through this marketing plan. These values correspond with their mission to



create the best fan experience in the NFL. The Raiders' activeness in the community will signal a paradigm shift from the current Raider brand and establish the franchise as a globally beloved team.



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