Chicago Cubs Marketing Plan

Tyler L. Hunt
University of Dubuque
Dear Crane Kenney,

The Chicago Cubs are one of the most widely recognized franchises in all of sports, however, over the past few seasons our group of marketers has noticed the decline in fan attendance. As a group focused on the marketing of the organization we feel that our ideas and abilities will provide an insight on ways to improve the efforts and put people back in the seats of Wrigley Field.

With the renovations, new players, and a new manager we feel that the organization has an opportunity to look to the future instead of focusing solely on the past. The stadium recently celebrated its 100th anniversary at Wrigley Field which was a wonderful celebration, but for us we feel that the second century in Wrigley Field is one that should focus more on the future and the championships that this turn of the page could inhibit. However, to be successful we need the support of the city behind us like the Cubs had for many years before. In our proposal we feel that there is quality image enhancements that would bring the business and marketing efforts back to the playing field that we as an organization want to be on.

As an organization we would like to thank you for taking the time to review our written proposal and if interested our oral presentation. Our group will give you an opportunity to look over our written proposal and will call in the coming business days to discuss possible meeting dates in regard to our proposal.

Thank You,

Hunt Co. Marketing
The Chicago Cubs currently stand as one of the most successful sports organization in any of the four sports markets in the United States. As an organization the Cubs have seen many years of success both on the field and off. With a wonderful stadium in Wrigley Field getting a much needed renovation along with two large television deals the Chicago Cubs have seen financial gains with the ownership of the Ricketts family. However, with a young team and a new manager the team’s fan attendance has fallen to a lesser amount then the usual standard. As marketers we have found several objectives that will provide an opportunity of to bring the organization back to the fan brand that the Chicago Cubs have built this fine organization on in their 101 years at Wrigley Field.

Objectives

- To understand and establish the renovations and environment that draws fans to Wrigley Field
- To provide financial understanding and analysis of fan expenditures
- Determining different courses of action for promotion and recognition
- Establishing ticket packages that will bring in waves of old and new Cubs fans

Through various types of promotion and packages we feel that we will be able to bring back the different segments that helped made the Chicago Cubs profitable in the past. As marketers we are looking to reach out to various market segments in order to establish deep standing roots that will carry over from generation to generation. Some of the segments include:

- Establishing relationship and recognition with young Cubs fans to keep them wanting to come to the stadium again and again
- Reestablishing relationships with older fans to show the opportunities and gains that are coming along with the new century of Wrigley Field and the product that comes along with it.
• Show elderly fans that the team and stadium we provide will suffice for younger generations that they bring to the ballpark.

By focusing on family orientation in this turn of the century at Wrigley Field we feel that the future is bright for the Chicago Cubs organization. As you will see in our proposal we feel that family and the future are the key focal points of the Cubs which will bring in success and fill the seats of Wrigley once again.
Environmental Analysis

Wrigley field is located in the North side of Chicago in the heart of the Lakeview District. Wrigley Field sits on an irregular block bounded by Clark and Addison Street. The current capacity of Wrigley is 41,009 making it the 10th smallest ballpark. Along with size Wrigley is also the second oldest parks in Major League Baseball; however, renovations are on the way. With businesses densely populating a large part of the Lakeview area parking around the stadium is a difficult find. The rail service surrounding the city and the ballpark is the easiest way to access the stadium. The red line rail service stops at Addison making the stadium just a short block walk away from the rail stop. Along with the rail service, many other bus services run to provide transportation to the service. Also, biking to the stadium has risen to be one of the main ways of accessing Wrigley Field.
**Location & Community Analysis**

Wrigley Field is located in the North Side of Chicago and has a wonderful stadium atmosphere surrounding the ballpark both inside and out. With Wrigley the Cubs have a vast array of bars, restaurants, and nightlife surrounding the ballpark. With stadium renovation starting in 2014 expansion and improvement of Wrigleyville is imminent as well.

**Stadium Renovations**

- Renovated Clubhouse (2016)
- Expansion of Outfield bleachers (2015)
- Improved Concession areas (2015)
- Upper outdoor concourse
- Expanded and Improved suite seating

**Wrigleyville Expansion**

- Plaza development outside of stadium
- Office buildings
- Starwood Hotel
- Improvement of the Green Area Parking (Finished)
Market Potential

As an organization we feel that the market potential for the Cubs is a very vast and large one. Chicago is the third largest city in the United States so the potential for Cubs fans, along with the strong brand equity that the Cubs carry, make the possibilities for the market very exponential. However, with two teams in the close metropolis area it makes the potential a little smaller than if the Cubs were the only team in the tri-states. With the Chicago White Sox in the near south side of the City and the Milwaukee Brewers only a few miles north it shrinks the market slightly. However, we feel that our brand is stronger than those other teams making it a very possible large potential. Cub’s fans are loyal, and that is one asset that we believe in very much. For being deemed the Lovable Losers, these fans are still very much alive and behind the team despite lack of success and championships. Generation after generation of families in Chicago live for Cubs baseball and the city is well behind all of Chicago sports. The excitement for the young and new product being put together by Epstein and the Ricketts Family ownership is at an all-time high compared to recent years.
**Service Analysis**

Wrigley Field has endured 100 seasons, standing 17 presidencies and two world wars you see that the atmosphere of Wrigley Field is unlike any other in Major League Baseball. Along those 100 years various services have been provided:

**Accessibility:** Wrigley is not much for parking cars but the railway system provides avid transportation, along with new parking renovations going in in the near future many people will be able to access the stadium with more ease than ever before.

**Ticket Price/Availability/Location:** The pricing system for tickets at Wrigley Field is somewhat complicated if you are not able to understand the vendor. With a dynamic ticket system the type of game day will make the price go up or down drastically, it is somewhat complicated but is something that is currently being tinkered with to be better understood in the improved stadium. For location there really isn’t a bad seat in the ballpark (unless you’re behind a column) which makes the game very easy to see and enjoyable for a ballpark of that age.

**Concessions/Prices:** Ballpark food and drink is and always will be something that is inflated. Currently there are 31 stationary food and drink stands on the main concourse along with roaming vendors that provide the general ballpark food. Prices are fair, selling various types of ballpark food but no signature dishes other than Chicago Style Hot Dogs.
**Merchandise and Souvenirs:** With only ten merchandise stands throughout the stadium there is not much for memorabilia in the stadium. With Wrigleyville surrounding the stadium most purchases seem to be done out of the stadium at a much less inflated price.

**Alternative Amenities:** Besides the game, there is not much going at Wrigley Field. For many fans the focus is on the game, which is something that adds to the aura that is the friendly confines. With certain stadiums having so much to do besides the game we feel that Wrigley is a nice change of pace that provides a different approach when visiting the stadium.
Marketing Positioning

The Chicago Cubs are a team that has been in Major League Baseball since 1876 and has had some of the most loyal fans of any baseball team’s tenure. Despite many losing and disappointing seasons fans still tend to come out to the ballpark regularly.

**Segment: All Baseball Followers**

Due to the success of the Chicago Cubs as a strong franchise we feel that going after all baseball followers in the Chicago area is not a stretch. There is obvious competition from the White Sox and Brewers very close to home but with the Cubs brand loyalty we feel like a large market can be pulled.

**Target Group: 10-60 year old Males**

The reason we choose such a large and broad target group is because there are many benefits of attracting these groups. Attracting the younger age group (10-17) will not only benefit the organization currently but also in the future. We feel that if we attract this young market when they are children that brand loyalty will grow with them and keep them coming back to the park for years to come. However, because not all kids can just get up and go to a game in a big city like Chicago it is important to still target the 20-60 male markets. If you attract these clients then you are likely to attract families and friends to come to the game along with them. The persona of a Cubs fan is a college frat kid, who enjoys drinking and yelling during a blowout of a game. We would like to change this idea and attract more and more families to come see a young and competitive team poised for greatness in the coming years. In order to continually keep people in the seats we have to attract all these males because they will grow and expand the experience into other markets.

Positioning

As a franchise the Chicago Cubs are monetarily one of the most successful franchises in baseball history. However, with the long tenure of losing a lot of fans look at the past of the Cubs and think of that. With the 100 years of Wrigley passing this past season we feel it is time to focus on the now of the team instead of the past losing seasons. Too often people look at the past of the organization but with the
1060 project breaking ground in 2014 for serious ballpark renovations as well as a new, young, home grown team it is time for the Cubs organization to look to the future and potential of the franchise.

**SWOT Analysis**

**Strengths**

1. One of the oldest active teams in American sports
2. Loyal fan base across US
3. Relatively successful team in the MLB and has new, young, exciting players coming
4. Good merchandising, Strong brand name and a stable financial performance
5. Stadium renovations are in progress

**Weaknesses**

1. Has not won the World Series in 100+ Years
2. Termed as “Lovable Losers” because of their inability to win major trophies
3. Does not have a global fan base

**Opportunities**

1. Reach out to fans in Asia and Europe by better merchandising and opening academies to scout talent
2. Attract top players who can help them end their trophy draught
3. Attraction of new, young fans seeking something new and exciting compared to old Wrigley
4. Excitement in young, new team

**Threats**

1. Threat from rival franchises (White Sox, Brewers)
2. Threat of not being able to retain its better players
3. Continual losing seasons
4. Low recognition of players (No superstar/ Needs to establish face of franchise)

**Marketing Strategies**

**Market Segmentation and Selection of Target Markets**

After looking at the various segments that surround the Chicago area we came up with a plan to target a range from 10-60 year old males. The segment is relatively large, but when breaking the segments down into groups we decided that this was the best course of action for our organization. Like we stated previously, the Chicago Cubs are have a high brand equity and a very strong and loyal fan base that has made Chicago a very successful organization over the past century. When approaching the problem of poor attendance we understood that there was a variety of things that has hindered the team in recent seasons. The ultimate fan interest is winning, and the competitive nature of the team has not been what anyone has wanted in recent years. When the team changed hands and the Ricketts family took over with Theo Epstein the organization went into rebuild mode. As we approached the segments we wanted to take a step back and use the fan loyalty to our advantage. When thinking about the Cubs we wanted the fans to focus on the new that is the Chicago Cubs and Wrigley field. Yes, tradition is important but we wanted the different segments to focus on the future and new look Cubs. Because of that we divided our segments into different groups.

- 10-25 year old children
- 26-40 year old Males
- 40-60 year old males
The reason we choose these markets is because we want to build long term success and recognition for younger fans. We want fans to want to come to the game for years to come, in order to do that, we have to establish relationships with the younger generation. The only way we are able to build these relationships with the younger generation is through parents and grandparents because a large amount of the youngest segment is not financially independent. To reach this segment we have to target and rely on parents and grandparents wanting to come back to the ballpark with their family. A family friendly relationship is something key to building positive relationships with fans for many years.

**Marketing Strategy**

Our marketing strategy is somewhat similar to a math equation, to gain segment A you must also gain B and C to achieve success (A+B+C= Success). If we are focusing on the future we must satisfy the dependents as well because they are the ones who are bringing the children to the game. Nearly 60% of 18+ children are still financially dependent on their parents. Kids cannot afford to purchase tickets on a regular basis which means that we have to satisfy all generations to keep the cycle of moving. To do this we have put in various giveaways and promotions that will provide different aspects to the different segments that will satisfy each segment and get them to continually visit Wrigley Field.

**Marketing Mix Elements (5 Ps)**

**Price:** Our marketing plan has to have a smart approach to price. As it comes to ticket and other pricing elements it is important to remember that we are trying to make the trip to the ballpark profitable, but also family friendly and oriented towards them. If prices have to be altered to satisfy families, we feel that it is something that will help families thus bringing in more revenue than before.

**Product:** We have put together a few different product giveaways as an example of the type of work that we would implement to satisfy our different target markets. Along with giveaways, we also would like to establish various families oriented nights that will meet the financial needs of both sides. Below, in section E you will see the different types of giveaways and ticket packages that will have the opportunity to satisfy the wants of both sides.

**Place:** With place we want to keep our focal point on Wrigley Field. All events that we were to put on would likely happen there to keep people coming to the ballpark.
With one of the oldest and highly recognized stadiums in Major League Baseball we would like to keep our focus and energy spent on the efforts in the stadium and parts of Wrigleyville, using its tradition as an opportunity.

**Promotion:** For promotion we used new and different approaches that will build recognition and responsiveness to the various segments. For young children, we want to build relationships and recognition to the young players that they will grow up watching. For our middle generation we want to entice the old and tradition that comes with being a Cubs fan, but also provide a new look that will keep them wanting more. For older Cubs fans, we wanted to create a way for the grandparents to take advantage of our games as well as be price friendly.

**Public Relations:** The public relations department plays a key role in the promotion of the plan. The Cubs do most of their advertisement through their television deals. With deals in place with both Comcast and WGN the Cubs are very prominent in the television area. As public relations we think that the organization should take on a family friendly approach in all aspects.

**Positioning Approaches**

Our approach is one that is very focused on a family friendly experience at Wrigley Field. Too often Cubs fans have been seen as a drunken frat boy that goes to the game and drinks away the pain of another loss. As marketers, we would like to change that image of our fan by bringing more and more families to the ballpark and change the approach. One thing that we cannot control is the wins and losses, but we can implement the persona that is carried by our fans and it all starts with a family friendly approach to the game.

**Marketing Objectives**

As marketers our main objective is to bring the attendance of Wrigley Field back up to its normal days. With the new ballpark, we will be able to even increase that number if we meet the wants of the consumers. Our objectives include:

- Increasing fan attendance through various events
- Increasing player and organization recognition with younger fans
- Establishing family friendly relationships with organizational players and managers
- Implement and satisfy the wants of consumers to build a desire to come to the ballpark not only now but in the future
Activities Plan

Activity: Get to know your Cubs Calendar

- **Target Market:** Younger Cubs fans (10-25 range)

- **Product:** The first activity we have planned out is an all fan giveaway that features all Cubs players. Similar to a Sports Illustrated calendar, this would feature Cubs players on each month and also describe each player that will bring fans closer to the players and allow them to get to know the young players that many Cubs fans do not know. With the team being young, and many more prospects coming in the near future many fans do not know the players that will be playing a large amount in the coming season. With the prominent new players coming we want to give away something that will allow younger fans to come closer and get to know the players that they will grow up knowing. With a new ballpark, and a new wave of players coming we feel that it is vital to our organization to provide a way of recognition and connection to the players. With the calendar featuring players faces, it will provide a gate to fans that will keep recognition prominent for many years to come.

*See example on following page*
About Anthony

- Position: First Base

What do you love about Chicago?

“I love the atmosphere of the Windy City, Cubs fans are the best in the world!”

June 2014

<table>
<thead>
<tr>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>15</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>22</td>
<td>23</td>
<td>24</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>29</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Activities Plan

Target Market: 25-40 year old segment

Our second activity is looking to address a market slightly older than the previous market. In this giveaway we would like to target the 25-40 year old market. With the introduction of Joe Maddon as the new manager we would like to incorporate the Joe Maddon style into our marketing plans. Over recent years bobbleheads have taken off once again as a popular collectible item in baseball memorabilia. However a slight adjustment has been made to these bobbleheads in the last few seasons. Bobbleheads are now turning to gnomes (not sure why, but hey supply and demand). Over the recent seasons teams have started to give the bobblehead a new twist by making the giveaway into garden gnome giveaways. Most recently, the Washington Nationals have given away a Jason Werth Garden Gnome that was a major hit in the DC area and has been one of the most popular selling items after the giveaway. The same goes for the Arizona Diamondbacks in their Wade Miley Dbacks Dynasty giveaway series which expanded off of the famous tv show Duck Dynasty.

If you are a collector of Cubs merchandise you cannot miss out on this one of a kind Joe Maddon memorabilia. Maddon is one of the best managers in the Major Leagues and has been prominent in his altered style of coaching and clothing. Often times the Tampa Bay Rays (Maddon’s former team) have been seen wearing different types of travel outfit themes that Maddon has picked out. With his style of coaching, we feel that Joe would be on board with being part of the gnome giveaway.

This idea is something that we think will attract a lot of Cubs fans, and also bring on a lot of
business. The reason we choose this market is because there are a lot of people who have collected bobbleheads and the Cubs gnomes that are sold at the store for many years and would not want to miss out on something as rare as this would be. Gnome giveaways are fairly new and if we get to the market before other teams do we feel that the growth of interest will continue. Also, it gives Cubs fan an idea of the type of manager Joe Maddon is and shows that he is serious about baseball but also about having a little fun in the process. Another reason we feel that this is a good giveaway is that it shows Cubs fans who the manager is, which in my opinion hasn't been prominent in Renteria and Sveum. This giveaway will establish the leader of the team when the team is still fairly young and doesn't have a face of the franchise yet. If the interest is peaked in this giveaway, we feel that it would be smart to do a series similar to the Diamondbacks to bring back more and more people.
Activities Plan

Target Market: 50+ fans

Our third implementation is something that appeases to the third segmentation that we have. In order to address the different satisfaction of elderly Cubs fans we want to get them on board with the new generation Chicago Cubs. As older Cubs fans the product that they are seeing on the field and the changes to the ballpark are not what they have traditionally grown up with which can make them feel that they are not part of the organization. As a family friendly place, we want all age groups to feel welcome and satisfied when they come to the ballpark. To accustom the older generation of Cubs fans to the new wave of the organization we would like to provide a ticket package that gives them flexibility to bring younger generations to the ballpark and see the games together. In order to do that, we would like to offer discounted ticket packages for anyone 50 and older to bring kids and grandkids to the stadium. With this package on select weekday home games the package will be available to anyone that meets the age requirement. With this package the consumer will get four tickets for themselves, to bring family to the game. Along with the purchase of the tickets you will get 10% off four drinks and hot dogs at the concession stands with show off ticket. Additionally with the purchase the owner will be entered into a drawing to a family meet and greet with the Chicago Cubs.

<table>
<thead>
<tr>
<th>Chicago Cubs Price Averages</th>
<th>With Senior Package Discount (-20% off ticket, 10% food and Drink)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Ticket Price</td>
<td>$44.55</td>
</tr>
<tr>
<td>Average Hot Dog Price</td>
<td>$3.50</td>
</tr>
<tr>
<td>Average Soft Drink Price</td>
<td>$4.50</td>
</tr>
<tr>
<td>Total</td>
<td>$52.55</td>
</tr>
<tr>
<td>With Senior Package Discount</td>
<td></td>
</tr>
<tr>
<td>Average Ticket Price</td>
<td>$35.56</td>
</tr>
<tr>
<td>Average Hot Dog Price</td>
<td>$3.33</td>
</tr>
<tr>
<td>Average Soft Drink Price</td>
<td>$4.05</td>
</tr>
<tr>
<td>Total</td>
<td>$42.94</td>
</tr>
</tbody>
</table>

As you can see, with the senior discount you can save almost $40 for all four tickets

With this ticket package, we would implement it on nights where we don't anticipate a large crowd and hopefully make it so we can make a profit greater than we figured to make without the package in place.
Activities Plan

Target Market: Entire Families

Our final scheduled event is a series of postgame fireworks that would be on select home games. If you want to keep people in the ballpark, and have it be family friendly we felt that fireworks were a great way to go because well kids and adults both love fireworks. Along with the fireworks night we would have a select night that would allow fans to camp out at Wrigley Field (weather permitting). For a family to be able to say they spent the night at Wrigley Field we feel that you would bring them back time and time again. The camp idea is something that the Milwaukee Brewers have done for a few years now and have had a lot of success, however with Wrigley being outdoors it would make it a little more difficult but with the right amount of work you can build memories at a very cheap price because you don’t have to spend money to let people camp at a stadium you already own.
Marketing Activities Broken Down By Marketing Mix Element (5 Ps)

**Product**- Cubs Desk Calendar

**Price**- According to our prices below the cost for a sponsor to take hold of this promotion is not very costly. We could not determine the specifics of the price, it would depend on what the sponsor wanted, but you can bet that it won't be a promotion that is too steep for return.

**Promotion**- This promotion we feel should be given to all fans because it is something that will build relationship with the team members. The plan for the calendar is for fans to put a face and memory to the players on the field. Also, if they find a favorite player they are bound to purchase player memorabilia and build long term connections too that player.

**Place**- Wrigley Field Gates

**Public Relations**- For public relations we want to stress that the giveaway is family oriented. As a giveaway the main objective of the giveaway is to provide a connection to the players that fans may not know much about.

**Product**- Gnome Giveaway/Possible Series

**Price**- The cost of production of a bobblehead is around $3 per unit according to an inside article from the New York Times. That is a fairly decent price and an inexpensive way for a sponsor to get its name out there.

**Promotion**- The promotion will be given to the first 30,000 fans to enter the ballpark, to satisfy season ticket holders a section of the bobbleheads will be available at guest relations to avoid any hassle of getting them into the park early or the chance that we run out. We want to satisfy our large spenders as much as we can.

**Place**- Wrigley Field Gates

**Public Relations**- Public relations will require a lot of advertisement for the bobblehead and make sure to stress that only the first 30,000 fans will receive them. If we get them to the ballpark early, the more money they will spend.
**Product**- The Pastime Ticket Package

**Price**- For the ticket package series we implemented a series of games that will lower costs but hopefully still satisfy and beat the sales that we originally expected. By putting together a series of games that we don’t expect to do well on, the plan of the discount is to simply bring in more money than originally anticipated.

**Promotion**- The promotion is a four ticket package for Grandparents to bring their grandkids to the ballpark at a discounted price. If we find it to be successful we could also implement a family night with parents as well. The main objective of this promotion is to incorporate a relationship with kids and Grandparents to make them all feel welcome at the new Wrigley Field.

**Place**- Wrigley Field Gates

**Public Relations**- Once again the public relations will require a lot of advertisement, but with the lucrative TV deals that the Cubs have in place the word should get out. Also, the website will include a package that we could offer explaining the games and prices.

**Product**- Firework Series/ Camp at Wrigley Field

**Price**- The cost for this promotion will all depend on the magnitude of the fireworks. As for the camping, it is a free way to get people to stay at the ballpark and build lasting memories of families coming to Wrigley Field. With dynamic pricing we will be able to charge extra for the ticket to this event.

**Promotion**- The firework series is a series of post-game fireworks following select Cubs home night games. The camp out will follow one of the firework nights.

**Place**- Wrigley Field

**Public Relations**- Public relations will require a lot rules and regulations because of the liability that comes with fireworks and camping. Stressing of rules and safety should be implemented to make families feel safe and at home during the entire experience, making it a memorable one.
**Responsibilities for the Activities**

**Desk Calendar**

- Find a sponsor that wants that type of advertisement and discuss what the goal is for both sides.
- Meet the sponsors satisfaction for advertisement space
- Make sure the product is family friendly and establishes relationships with the fans
- Introduce young and new players to the new and young Cubs fans to build long term connections

**Gnome Giveaway**

- Find a sponsor that wants that type of advertisement and discuss what the goal is for both sides.
- Meet the sponsors satisfaction for advertisement space
- Provide and protect season ticket holders to make sure they are satisfied with the product.
- Make sure the product looks unique and provides a sense of humor and lightheartedness to the fans.
- Intro the tactics and style of the new Manager Joe Maddon

**Ticket Package**

- Provide clear explanations for the ticket package and how the prices work
- Determine select games that we feel will not be successful and implement the package for those nights

**Firework Series/ Camp out Night**

- Provide safe and responsible firework show
- Extra security to make families feel at home staying at Wrigley Field
- Receive approval from City of Chicago about possible liabilities that comes along with an event of this magnitude
- Explain rules and procedures about ballpark clearly to avoid any problems
**Timetable and Activities Schedule**

For a timetable we wanted to fall between the high and lows of promotion and giveaways. With the Chicago Cubs being a successful and thriving franchise, we do not want to overstep with the promotions because a lot of people still do come to the game just for the game. We wanted to respect tradition as well as keep the focus on the diamond to watch an up and coming successful team. To do so we looked at the highs and lows of event and promotions. The New York Yankees offer promotion on league high 44 home games out of the total 81. The low end of the spectrum is the Atlanta Braves who offer 8 event and giveaway plans in the previous season. We feel that with the tradition of Wrigley that exceeding the low but not overstepping the high is a way to keep fans at a satisfied level.

**Calendar Giveaway:** One home game

**Gnome Giveaway:** One scheduled, but if expanded to a series of bobble gnomes we feel we could incorporate 3 to 5 total games.

**Ticket Discount Package:** With family incorporation being our main objective we would like to offer this package at 10 select home games throughout the season to provide many different dates for families to enjoy.

**Fireworks:** Since night games are not as popular at Wrigley Field as most teams we would like to implement this on 5 games, four just being the fireworks and the fifth incorporating the camp out.

As you can see the most games we would have something implemented on is 21 games and the least being 17. That gives flexibility to the fans and also respects the tradition of Wrigley Field and keeps the focus on the game and not on the number of promotion.
Marketing Budget

The Chicago Cubs are at a glance have a value of 1,200-1400 Million as of March of 2014 according to Forbes. With only 2 championships in the team's history it continues to be successful and in the top five of MLB teams franchise value.

According to the teams Valuation breakdown

- 241 Million is the portion of franchise's value attributable to revenue shared among all teams.
- 543 Million is the franchise's value attributable to its city and market size.
- 241 Million is the franchise's value attributable to its stadium.
- 180 Million is the franchise's value attributable to its brand.

Value Breakdown Chart

As you can see, a large chunk of the value of the Cubs comes from Stadium value. With the value of the Cubs being so high, you can see the team has quite a bit of money to spend. Along with the value and revenue brought in with the chart about, the Chicago Cubs brought in $247 Million in revenue from the 2012 season giving them a profit of $32.1 Million – the highest of any team in baseball.
The chart above shows the financial breakdown in comparison to other teams in Major League Baseball

According to Owner Tom Ricketts, the money that comes in the doors goes right back out into many different areas. Over the last couple seasons, the income has gone out to non-player expenses like funding for the new ballpark. Also, the Cubs are a team in a very large debt ratio which doesn’t make spending tough, but you have to be smart about the expenses that you make.

As for a marketing budget, most of the revenue from sponsorship goes to a marketing and promotion department. Every time you see a promotion there is likely a presented by label attached to it. For us as an organization, we rank 19th in major league baseball with an 18 Million dollar sponsorship income. Because of this the organization is able to spend a fair amount on product promotion as long as the sponsors are willing to back it.

**Marketing Budget Broken Down**

As for our example promotions we have in place, the costs do not seem to be too overwhelming. For the two giveaways that we have planned already the cost of production is relatively low. Based on some calculation and browsing it is apparent that bobbleheads and desk calendars are fairly cheap to print.
Marketing Production Cost

<table>
<thead>
<tr>
<th>Product</th>
<th>Cost of Production</th>
<th>Units</th>
<th>Unit Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gnome Giveaway</td>
<td>$3</td>
<td>30,000*3</td>
<td>$270,000.00</td>
</tr>
<tr>
<td>Calendar Giveaway</td>
<td>$3.99</td>
<td>45,000</td>
<td>$179,550.00</td>
</tr>
<tr>
<td>Fireworks Series</td>
<td>45,000</td>
<td>5 Shows</td>
<td>225,000.00</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td></td>
<td></td>
<td><strong>$674,550</strong></td>
</tr>
</tbody>
</table>

As you can see, each segment that we have implemented for giveaways is relatively inexpensive when talking about the total cost. With many teams giving away bobbleheads it is apparent that that is the reason why. Also, bobbleheads are attendance drivers and product boosters, with a sponsor attached to the bobblehead every time you see it you are reminded of that sponsor. As for the giveaway it is a relatively inexpensive way to get a sponsor out there. Bobbleheads are unique to baseball, which makes the nostalgia about it that much more of a driving force. With multiple giveaways similar to that we feel that we could drive up interest while keeping down prices.

The calendar pricing is very similar to the pricing for the bobblehead. A medium sized desk calendar from Vistaprint is a price of $3.99. We were not able to produce an exact price but with each calendar the cost of production is still fairly low. If it costs a little bit more money it is a good expense because it gets the relationships between the consumers started. On the escalator model just getting these fans to want to come back to the game because of a favorite player they got to know means that the calendar served its purpose of moving people up the consumer model.

As for the ticket pricing we hope that with the discounts that families and grandparents will take advantage of the opportunity and fill the seats on games that we didn't plan on making much money on anyway. With the price dropped, the plan is to fill the seats making the cost of dropping prices pay off by having a higher attendance.
As for the firework nights, the cost will be dependent on the scale of fireworks. On average, a professionally done firework show with full staff and crew would cost around 45,000. A hefty show, but if the money comes back in from keeping people at the ballpark then it will pay in the long term.

The camping will be something that could bring in a lot of revenue. It doesn't cost anything at all for people to put up a tent and sleep at Wrigley field, so we feel that it could be a revenue gain if we sell food and drink for people to buy. The longer people stay at the ballpark, the more they are likely to spend.

**Calculation and Availability of Contingency Funds**

For our contingency funds plans we wanted to make sure that we were careful with weather related issues. In baseball, a common problem is the rain outs that occur. With our promotions a few of them could be damaged by weather related issues. For our giveaways, the plan would be to have extra money reserved in case of poor quality or damaged inventory in case it something unexpected needed to be covered up. With a budget over half a million dollars we want to make sure that the giveaways go smoothly and efficiently.

The major contingency that we would have to plan for is coverage for the firework show. With a total cost of 45,000 per show we want to make sure that the shows go according to plan, however that does not always happen. To plan for a possible rain out or weather related incident we wanted to make sure that we could cover any ticket refunds or possible show rescheduling. For that we would need an extra 60,000 dollars just to make sure that we have enough to schedule another show if need be, or to refund tickets and reschedule with the firework company.

For the bobblehead we would like to have an extra 3,000 units in case of defect or emergencies that would cause us to put the extras out. If we do not end up using them, you can always sell them for merchandise later on or give them out to potential clients as a gift. An extra 3,000 brings a contingency package to 27,000 dollars to cover all three possible giveaway days.

The calendar we feel should be around the same plan as the gnome giveaways, since it is only a 1 time giveaway it should not be as costly. Buying an extra 3,000 units would cost somewhere around 12,000 dollars in contingency.

The final contingency plan we would have in place is the plan for any extra security measure that we would need to take for people Camping at Wrigley Field. Whether it be paying overtime for security guards or installing temporary security measures we want to make sure that the safety of the families is our number one
priority. Keeping an extra 10,000 dollars for possible enhancements and pay is something we feel to be a necessary expense.

In total, we would like to keep an extra 100,000 dollars in contingency funds, just to be safe and make sure to not ruin relationships with customers because we were not prepared. This would drive our total budget for these events up to around $774,550.
Control Procedures

Progress Reporting and Measures

For our control procedures we would like to administer surveys for each night and rate the level of satisfaction for each event. With us trying to build long term relationships we want to make sure that we are satisfying the customers every want and need. After visiting the stadium we would like to email our surveys to see the satisfaction or dissatisfaction that came from our fans. After each event, we would send out an email survey to rate the event and their satisfaction. We would want to do this immediately so that the event is still fresh in their mind. Also, we would want to advertise the survey on those select games so people know to go on and give us their feedback. Surveys via email, text, or social media links would be a great way to get the word out to every possible outlet of attendance.
**Evaluation Procedures**

**Performance Standards**

In our performance of activities we want to make sure that we built solid relationships with a fan base that has a lot going on. With ballpark renovations, a new manager, and a team with most players under the age of 25 there are a lot of things that Cubs fan are not used to seeing. If successful, our performance would:

- Build long term satisfaction with fans of many different segments
- Establish recognition and relationship with a refreshed organization
- Implement family orientation to visiting the ballpark
- Create an understanding and passion for a successful and fun fan base

**Evaluation Timetable**

By incorporating surveys through many different outlets we hope to get feedback in many different categories that will tell us what we need to do to improve our efforts in the future as well as tell us what we did well according to our fans. Below is an example survey that we would send out after all promotional events as well as on Wednesday and Sunday game days to get feedback on the experience as a whole as well as on our promotions. To get a large range of data we would send it out many different ways, hoping to get a result that is truthful and unbias.
As a marketing group, we hope that you find our proposal to be something that you would be interested in pursuing. We feel that we have many different ideas that break the norm of promotion in sport. Also, we feel that our ideas satisfy many different markets that will bring new interest and attention to the Cubs organization. By building long term recognition and relationships, we feel that it will add to the new chapter of Cubs baseball in this new century at Wrigley Field.

<table>
<thead>
<tr>
<th>Evaluation Measurement</th>
<th>Event: Firework Series</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Poor</td>
</tr>
<tr>
<td>Quality of Event</td>
<td></td>
</tr>
<tr>
<td>Event cost</td>
<td></td>
</tr>
<tr>
<td>Hospitality</td>
<td></td>
</tr>
<tr>
<td>Price for event</td>
<td></td>
</tr>
<tr>
<td>Staff/Help</td>
<td></td>
</tr>
<tr>
<td>Cleanliness of Park</td>
<td></td>
</tr>
<tr>
<td>Overall Experience</td>
<td></td>
</tr>
</tbody>
</table>

Comments: