



## Client Backgrounder

### Arizona Cardinals

State Farm Stadium

8701 S Hardy Dr, Tempe, AZ 85284, US

(602) 379-0101

<https://www.azcardinals.com/>

### Communication Channels

Facebook: <https://www.facebook.com/arizonacardinals/>

Instagram: <https://www.instagram.com/azcardinals/?hl=en>

Linkedin: <https://www.linkedin.com/company/arizona-cardinals-football-club>

Reddit: <https://www.reddit.com/r/AZCardinals/>

Snapchat: <https://www.snapchat.com/add/azcardinals?locale=en-US>

TikTok: <https://www.tiktok.com/@azcardinals?lang=en>

Twitter: <https://x.com/AZCardinals>

Youtube: <https://www.youtube.com/channel/UCzNfiKcvNjLHljohEkO83Rg>

## Management Team Members

Owner: Michael J. Bidwell

General Manager: Monti Ossenfort

Chief Operating Officer: Jeremy Walls

Chief Legal Officer: David Koeninger

Chief People Officer: Shaun Mayo

Chief Financial Officer: Stefanie Meade

Vice President, Executive Operations: Melissa Gaspard

Director, Events: Alexandria Rimer

General Counsel: Kevin Manara

Assistant to Owner: Brittany Neuheisel

Executive Assistant to the COO: Kendra Hogue

## Company Mission

The mission of the Arizona Cardinals:

“Our vision is to build a leading sports organization that competes for championships, drives business results, creates loyal fans, develops proud employees, and inspires hope in our community. We are relentless in our pursuit of

greatness on and off the field, while positively impacting our people, our fans, and our community.” (Stadium)

## Company History

Since joining the NFL, the Cardinals have called three cities home. After 40 seasons in Chicago, they moved to St. Louis in 1960. The Cardinals seriously challenged the Cleveland Browns twice for divisional honors in the 1960s, but they fell one-half game short both in 1964 and 1968. For a time in the mid 1970s, the St. Louis Cardinals were serious championship challengers. They won NFC Eastern division championships in both 1974 and 1975 but lost in the first round of the playoffs each year. The franchise was moved for a second time in 1988 when William Bidwill selected Phoenix as the new home city, where they played at Sun Devil Stadium. The Cardinals, who opened the state-of-the-art University of Phoenix Stadium in 2006, found instant success in their new home, winning multiple division titles and an appearance in Super Bowl XLIII. (“Team History | Pro Football Hall of Fame”)

## Product and Services

Since moving their franchise to Arizona, The Cardinals offer multitudes of products and services including in-game experiences at State Farm Stadium, a

large range of merchandise, and entertainment. Their brand has many extensions as most sports teams do. Most revenue is generated from fans at game days, with the average ticket price being \$99. The Stadium can hold up to 63,400 fans at each game. Fans typically also pay for concessions, parking, and possibly merchandise making the in stadium experiences the most valuable generator of Cardinals revenue. The Cardinals have their own Team Shop in the stadium and online. They also make a fraction of sales from sites like Fanatics that also sell their team's merchandise. (Stadium)

## Business Operating Models

As mentioned above, the Cardinals highest revenue stream comes from game days, specifically ticket sales. This is considered their local income, it is also generated from corporate sponsors, concessions, and other stadium central profitters such as concerts or events. The Cardinals are also one of the first NFL teams to add a sports betting site near their stadium, which also generates revenue for the team. Since they are under the branch of the NFL they receive a fair share of whatever NFL media rights sales are done, regardless of team performance. The NFL also has merchandising and licensing under the national category meaning NFL teams can profit from these sales. The NFL gave out an average of \$404 million to their teams last year. 78% of the Cardinals franchise value is from this shared NFL

revenue (Wodner). All NFL teams besides the Green Bay Packers are privately owned, making it difficult to find specific numbers for teams.

## Financial Summary

The Cardinals have been owned by the Bidwill family since 1933, with Michael Bidwill being the current owner for the past year taking over from his father Bill Bidwill. In order to retain and attract new players, it is important to pay athletes well, player salaries have grown within the last ten years and the Cardinals player payments reflect that with the payment being \$137 million in 2013, to now \$285 million in 2023 (Statista, “Player Expenses of the Arizona Cardinals (NFL) 2001-2023”). The Cardinals are sponsored by many companies such as Arizona Ford Dealers, Nick’s Menswear, Circle K, State Farm, University of Phoenix, Papa John’s, Hyundai, Gila River Casino, Desert Financial Credit Union, Anheuser-Busch InBev and BetMGM. The Cardinals have spent the last couple years rebuilding not only their team with a new head coach but also a new general manager, Monti Ossenfort after many public issues with Steve Keim, former Cardinals General Manager. Since new leadership has taken over the Cardinals have grown from being valued at \$3.8 billion to \$4.3 billion, a huge 13% increase in just one year for the team, this makes them the 29th most valuable team in the NFL, not a great standing considering there are only 32 teams within the NFL (AZ Big Media).

## Industry Overview

The NFL industry has 410 million fans globally making it the largest sports property in the world (In Focus: Who Are NFL Fans and How Can Brands Engage Them? | Post | Genius Sports). The NFL made \$12.87 billion in revenue in 2022 and has no intention of slowing down. NFL commissioner Roger Goodell has made it a public goal for the NFL to be making 25 billion in revenue by the year 2027 (Rumsey and Rumsey). The Cardinals ranked 25th in the NFL when it came to popularity in 2023. The three most popular NFL teams were the Kansas City Chiefs, San Francisco 49ers, and Green Bay Packers. (Statista, “Most Popular NFL Teams in the United States 2023”)

## Consumer Analysis

73% of the NFL consumers are males above the age of 50. 70% of NFL consumers are living in a household with an income of \$100k+. This demographic typically tends to be more engaged when it comes to ticket and merchandise sales. Race does not seem to have a large impact with each demographic, caucasian, African American, Hispanic, and Asian American all reporting above 60% to be NFL fans. (NFL Fans Audience Report) 80% of NFL fans said their most important value was their family, showing a community attitude within their fanbase. When it

comes to online usage, fans reported spending 1.81 hours per day on social networks. (Edwards)

## Competitor Profile

The Cardinals are a part of the NFC West Division, along with San Francisco 49ers, Los Angeles Rams, and Seattle Seahawks. The AFC West has other teams that are closer to AZ including Los Angeles Chargers, Las Vegas Raiders, Denver Broncos, and Kansas City Chiefs. The AFC and NFC West teams are the Cardinals biggest competitors just based on location. However the Dallas Cowboys are the most well known team and specifically in Arizona there are a lot of Cowboys fans because the Cardinals did not move to Arizona until 1988. Prior to that Arizona remained a mostly Cowboys fan base because they were known as “America’s team”. Besides NFL teams, other competitors are professional sports teams such as the National Basketball Association and Major League Baseball with both organizations having a professional team located in Arizona. The Phoenix Suns and Arizona Diamondbacks can be seen as competition for sales even though most fan bases overlap. The Phoenix Suns have a total of 6,415,00 followers between all their social sites with the Cardinals far behind sitting at 4,121,00 followers between their socials (Jeremy Cluff, The Arizona Republic).

## Problem Definition

It is no secret to Cardinal's fans that State Farm Stadium is known for being infiltrated with the opposing team's fans. This is mostly due to a lack of excitement for the team within the last couple years as the Cardinals have made one playoff appearance in the last 8 seasons. However, there seems to be an overall lack of a gameday atmosphere/experience within the stadium that is not enticing. (Druin)

## Research Objectives

1. What do Cardinals fans want in a game day experience?
2. For fans who do purchase tickets, what entices them?
3. What role does price play when it comes to game day experiences?



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