

Identifying the Costs and Benefits of a 26 week, 13 game per team National Football League
Season.

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Executive Summary

Extending the NFL season from 17 weeks to 26 presents an opportunity to increase overall profitability by monetizing opportunities for digital fan engagement, increase opportunities for athlete recovery, while positioning themselves well to further maximize broadcast streaming and licensing agreements. Our forecast predicts both options, 17 weeks and 26 weeks, will result in increased league revenue, however a 26 week format will result in greater overall profitability for the league and individual teams. The longer format notably increases athlete recovery, intended to cause an increase in health, longevity and quality of play. Additionally, an increase in product offerings is an opportunity for media partners to carry live sports coverage an additional nine weeks.

Keywords: National Football League (NFL): 32 member trade organization representing the interests of professional sport franchise owners. Comprised of 2 conferences, the NFL manages the logistics and operations of the United States largest professional sport league.
National Football Conference (NFC): 16 team conference of the NFL.
American Football Conference (AFC): 16 team conference of the NFL

Analysis of 13 game 26 week NFL Season.

Introduction

National Football League fans frequently debate the appropriate length for an NFL season. It is common off-season water cooler fodder, of particular interest when a Players Union collective bargaining agreement enters the news cycle. The current regular season includes 16 games played over 17 weeks, with off weeks, called a bye, occurring between weeks four and 14. Owners request increased revenue through the addition of one week to the season. Corporate sponsors desire increased exposure and brand value while fans demonstrate a willingness to consume NFL products throughout the calendar year. I propose a 26 week, 13 game per team National Football League regular season. American Football Conference (AFC) and National Football Conference (NFC) matches will be held on alternating weeks. Inter-league games will occur on Monday and Thursday, with the home team playing on short rest. Each franchise would host six home games, play six away games and participate in a single neutral site game. The National Football League (NFL) is the world's largest professional sport franchise by annual revenue, generating \$14.5 Billion last year. Roger Goodell, League Commissioner since 2006, has expressed a desire for the league to reach \$25 Billion before 2027 (Schrotenboer, 2014). Considered aggressive when stated at a franchise owners meeting in 2010, increases in broadcasting revenue and merchandise licensing deals have the league and franchise owners well positioned to reach the goal. Major television networks see NFL broadcast rights as an essential element of their portfolio, allowing NFL leadership to negotiate large contracts for rights to broadcast live events. Additionally, the NFL has expressed an interest in breaking broadcasting rights into smaller sub packages to allow over the top (OTT) services, such as YouTube and amazon prime to offer live streaming services. The problem with a 17 week season, is it requires

up to 14 games to occur each Sunday, with four media time slots available for sale. The current broadcast format requires each network to select which game to broadcast in each region. As a result, fans who may be interested in watching a particular game or team may not have access, even with paid cable.

Current Season Format

The 16 week structure of an NFL season has remained unchanged¹ following the reintroduction of the bye week in 1990 (Table 6). Teams participate in 16 matches over 17 weeks, facing 13 separate opponents. Those sharing a division meet twice per season, each hosting once. This structure intends to create scheduling parity and promote balance, increasing the likelihood that the best teams win their division, thus qualifying for the playoffs and maintaining a quality product.

Revenue Structure

Four revenue streams exist for NFL franchises. National revenue, divided equally among teams, is the result of league level contracts, such as television broadcast rights, national sponsorship and licensing agreements. The remaining three, collectively called local revenue, vary by franchise. They are team merchandising, ticketing and concession sales and corporate sponsorship.

Media Landscape

Prior to the Sports Broadcasting Act of 1961 (SBA), NFL franchises were prohibited from broadcasting games in the home television market of another team. After the SBA was enacted, the NFL began selling television rights collectively, distributing proceeds evenly among

¹ NFL leadership experimented with an additional bye in 1993, and determined it interrupted the flow of a season.

franchise owners. The intent was to maintain parity between large and small market franchises. Determined to be a success, other major U.S. leagues adopted the model.

Television (TV) broadcast industry revenue is expected to increase an annualized 4.2 % while streaming and over the top(OTT) platforms continue to grow. Overall TV viewership has declined steadily over the previous ten years, however linear broadcasting (over the air) has benefitted from declining cable subscriptions. (McGinley, 2019) The industry's largest broadcasters by market share, The Walt Disney Company, who owns American Broadcast Company (ABC), Hulu and Entertainment and Sports Programming Network (ESPN), NBCUniversal Media, LLC (NBC), Fox Corp (FOX) and ViacomCBS (CBS) remain TV consumer's primary source of live content. Networks generate revenue by selling commercial airtime during broadcasts. Increases in advertising spending are expected to drive industry growth close to \$81.5 billion in 2024³² (McGinley, 2019 December). 45% of revenue is attributed to national and regional advertising, while an additional 17.4% is generated via local advertising.

Live sport content is considered to be the foundation of network programming. Rupert Murdoch famously out bid CBS for NFC broadcasting rights in 1993, essentially forcing Fox to be taken seriously. At the time, Fox was struggling to find VHC affiliates in major markets, had yet to operate profitably and a recession caused advertisers to reduce ad spend (Curtis, 2018). Previous NFC rights were negotiated in 3 year increments, with the 1993 package high end valuation near \$300 Million. Fox winning bid of \$1.6 Million for 4 years created Fox Sports, and

² TV industry revenue is driven by consumer spending forecasts, which have not yet been adjusted due to currently developing severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) pandemic.

the network used their new consumer attention to market their lineup of shows. That template is now the universally accepted formula. In addition to the ability to promote network programming, NFL broadcast present a powerful opportunity to engage a key demographic, Males aged 18-49. A 30 second Thursday evening ad spot costs, on average, \$165,144, inclusive of NFL. An identical 30 spot appearing during Thursday Night Football costs, on average \$504,303. (Table ad spend). A greater imbalance exists on Sunday evening, with a 30 second ad averaging \$146,414 and \$673,664 respectively (Table 4, Chart 3, Chart4). The large disparity reflects both the ratings of NFL broadcasts, but also the value given to consumer focus during live content.

Fan Profile

The modern NFL fan consumes live content differently than their parents. 57% of general population NFL fans read or post on Facebook while watching the game. 32% participate in fantasy leagues (IPG Labs, 2015). Entering the age of digital disruption, NFL leadership failed to consider fans might consume a sport product differently in the future. Casual fans report following 3.4 teams, watching 3.8 games each Sunday (IPG Labs, 2015). Now, in 2020, we see fans building interest in individual players in addition to teams. Social media has gifted fans with a direct connection to athletes, often remaining linked when players retire or change teams. “Fans are paying for the opportunity NOT to watch an actual game, instead watching live moments from multiple games unfold simultaneously. At a time when many care more about their fantasy teams than their favorite teams, media rights bidders need to take notice”.- (Price Waterhouse Cooper Sports Outlook, 2018. A different game, para. 2)

The most significant drops in NFL television viewership occur when well known players are injured. The second largest drops occur when popular teams fail to make the playoffs. This

supports a suspicion that many fans watch games to see individual players regardless of which teams are involved. I suspect NFL fans would watch out of market games when they feature athletes or teams of interest. Furthermore, I believe reducing games but increasing season length will increase television revenue in that current broadcasts are limited to individual markets. By airing out of market games across the US, we will see fans tuning in during local bye weeks. Reducing total games per team from 16 to 13 will decrease the number of times a team appears on TV, but will increase geographic distribution, as most games will be broadcast in twice as many markets.

Reducing home games per season from eight to six will reduce maximum number of tickets available for sale by 25%. Some ticket consumers will substitute an alternate game, thus maintaining current consumption. Others will reduce or postpone consumption.

Methodology

National Revenue

To forecast the impact of an expanded season, I reviewed literature pertaining to current and future contracts. Expert analysis forecasting value of 2021 media packages range from \$11.1 (Battaglio, 2020) to \$15.0 billion (Sherman, 2020) annually, with a consensus that the value of broadcasting rights have doubled. Predictions assumed a 17 week 2021 season with an acknowledgement the NFL season is likely to increase by one game in 2022. If a Sunday of football is treated as a single unit, a 26 week season is a 53% increase in product supply. Accepting a narrative doubling the value of NFL broadcast rights and increasing supply 53% serves a logic that a 26 week NFL season is worth 306% of current value. However, I suspect a key element of current value lies in exclusivity. Networks bid on their division as a complete package, often over bidding to maintain territory (Curtis, 2018). Breaking packages into

component pieces increases competition by allowing streaming services to compete but may also reduce value to largest bidders. (Risk Chart, 2). Rights currently held by traditional broadcast networks were increased 220%. Digital multichannel video programming distributor (dMVPD) directTV produces AT&T's Sunday Ticket Package. I predict they will be unable to compete with increased streaming competition and will see a large reduction in package size. I predict a 20% increase in expense for a greatly reduced package. The additional rights created by a 26 week season coupled with the rights surrendered by directTV will be distributed among OTT streaming platforms. They are valued at \$2.4 billion collectively. With limited capacity to bid on large packages but an interest in maintaining current rights, Verizon package was increased from \$550 Million to \$1.0 billion. These methods predict broadcast rights will be sold for \$17.54 billion annually under a 26-week season.

National licensing and sponsorship revenue follows a step-wise trend upward. 2018 saw a 20% jump, however many partners failed to meet reserves and were forced to renegotiate (Lefton, 2019). Currently, the NFL has vacant partnership opportunities. For these reasons the current value of \$7 Billion was maintained. National Revenue is not officially available, but Green Bay Packers are publicly owned publishing annual reports. Archived annual reports were used to determine historical national revenue per team. All teams receive equal portions of national revenue allowing me to calculate total NFL national revenue before disbursement.

Local Revenue

Forecasted financial dis-benefit to local ticketing revenue ranges from Dallas Cowboys \$27.3 million to Jacksonville Jaguars \$418 thousand (Table 1, Table 7: Risk ID 2). Self-reported 2018 and 2019 attendance and ticket price data was utilized to calculate ticketing revenue. 26 NFL teams currently have waiting lists for season tickets meaning they sell out their full season

ticket inventory. Additionally, 28 of 32 teams maintained inventory above 86% capacity during the 2019 regular season. From this I generalize many fans will have no choice but to reduce consumption. I also assume demand for tickets will remain high. In a high demand market, a reduction in supply will increase price. The potential increase in price and forced reduction in consumption were treated as offsetting. Ticketing revenue under the 26 week six home game plan was forecast as equal to six sold out home games under the current pricing models. For cities who are currently renovating or constructing venues, future seating capacity was used. Potential errors introduced under this model can be seen in the four teams whose ticket revenue is forecasted to increase in a six game format.

Oakland Raiders are relocating to Las Vegas and sold out personal seat license (PSL) allotment January 8, 2020 (Akres, 2020). Forecasted increase in revenue reflects an increased seating capacity (Table 1). As a result, I accepted the forecasted revenue increase.

Tampa Bay Buccaneers have struggled to sell tickets, however off-season acquisition of free-agent quarterback Tom Brady has already altered both pricing and ticket demand (Kanno, 2020). I accept assumptions in the model (a six home game season would sell out) will hold true.

Similar to the Buccaneers but on a reduced scale, a new, highly anticipated roster addition is likely to generate demand for Cincinnati Bengals tickets. Holding the first pick in the upcoming 2020 draft may spark optimism among fans (Buckner, 2019). The \$77 average ticket price is 3rd lowest in the league reflecting a 2016 price adjustment (Dehner, 2016). Forecasted negative dis-benefit (gain in revenue) of \$1.2 million represents 0.32% of Bengals 2019 total revenue (Table 2). The error is within an acceptable range.

Predicting Los Angeles Chargers ticketing revenue would be a full scale project unto itself. 2018 home season was an eight game sellout, while 2019 was league worst reaching

36.2% capacity at 25,393 average attendance (Table 1). For comparison, the next lowest attendance, Tampa Bay, averaged 50,728 attendees per game. Special analysis of Chargers is beyond the scope of this project, and the forecasted revenue gain of \$40.4 million was rejected.

Merchandising, concessions and corporate sponsorships secondary data indicating current value of local concessions and sponsorships was easy to find, but difficult to verify. Publicly available analysis varied greatly, with many journalists citing each other and often comingling national and local sponsorships. Consequently, team level corporate sponsorships, merchandise and concessions were grouped together. Logic suggests extending an NFL season nine weeks while increasing geographic reach of Sunday TV broadcasts would increase value of local sponsorships and merchandise revenue. Reducing total home games to six would reduce concession revenues. An answer to our problem does not require forecasted value for merchandise, concessions and sponsorships. Accepting increases to those categories would not fully offset ticketing revenue losses in most markets is enough to continue.

Analysis

Football is a dangerous sport. Injury reports, while inconsistent and unreliable, support conventional wisdom. More rest encourages increased recovery between games, improved player health and potentially a resulting increase in quality of play. I suspect an extended season would find support among the National Football League Players Union (NFLPA). Health is difficult to quantify, but many players elect to retire with time remaining on their contracts, suggesting players are increasingly concerned about long term impacts of injuries to overall wellness.

Certain traditions hold value among football faithful. For example, the Detroit Lions and the Dallas Cowboys are guaranteed a Thanksgiving day game. If a 13 game season removes space for all traditions to be honored, additional non-monetary costs will be incurred. Those

traditions may be difficult to quantify. Local team broadcasts carry priority in their markets. As a result, popular matchups with playoff implications are often unavailable. With each team playing alternating weeks, high profile games will have an increased opportunity to be seen.

Risk Assessment

If the NFL changes the length of a season, it cannot reverse decision. They have limited options beyond riding out the season and must assess and adapt in the offseason. All contracts entered into would need an option for the NFL to keep or decline the season format. So, TV broadcasting rights would be negotiated with some type of contingency clause allowing each party to reduce contract or adjust to a predetermined price. For merchandising partners, if product sales fall below certain thresholds, league would absorb portion of losses.

Merchandising contracts have reserves, which can be easily renegotiated.

Risks to local teams will vary by market. Successful teams may realize risks to season ticket renewals at a different rate than struggling teams. Risk mitigation will be best managed by reevaluating pricing models at a local level. Some franchises may see catastrophic impact, while others see little or no impact. 26 of the 32 teams currently have waiting lists for season tickets. If season ticket renewals are low across the league, it may be an indicator that fans do not favor 26 week format.

Teams with successful college basketball programs in their region may face additional competition for fan attention.

Risks to athlete health and safety may be difficult to measure during the season outside of sentiment. A system, likely managed by NFLPA representatives, would need to be established to collect player feedback. It will be important that end of season results are examined. It is possible the additional nine weeks added to the season total length may not offset the additional rest

distributed throughout. It may be advisable to structure an addendum to the existing CBA with language that would allow players to revote at the end of the season to keep or forgo a 26 week season. Both players and franchise owners will need to approve continuation of the 26 week season if it is approved.

Conclusion

Extending the NFL regular season from 16 games per 17 weeks to 13 games per 26 weeks is impacted by opportunities to increase broadcasting rights. Under the current schedule, broadcast rights are predicted to generate between \$11.1 and 15.0 billion in revenue annually. Over a 5 year period, discounted 2 %, the current system will generate between \$52.3 and \$70.7 billion present value. An extension of the season represents an opportunity to generate \$82.7 billion over the same 5 year period. Conservatively, our project will increase NFL national revenue by a minimum of \$12.0 billion, \$374.1 million per team. The single season impact of \$2.5 billion, \$79.4 million per team, would represent a net gain for each franchise.

Next Steps

An independent analysis of impact to each local franchise will be required before a 13 game season can be approved. Additional stakeholders (Chart 6) will be presented with the plan, and provided an opportunity to evaluate the impact independently. If supported by NFL leadership, NFLPA representatives will provide feedback through their elected representatives.

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Tables

Table 1. Franchise ticket revenue and forecast

National Football League												
Local Ticketing Revenue Forecast												
	2019 Average Attendance	2019 Total Attendance (8 Home Games)	2019 Ave Ticket Price	2019 Ticketing Revenue (Millions)	2018 Total Attendance	2018 Average Attendance	2019 % Capacity	2018 % Capacity	2020 Venue Capacity	Forecasted 6 Game Ticketing Revenue (Millions)	Lost Ticketing Revenue (Millions)	Total Project Benefit
Arizona Cardinals	61,323	490,586	84.83	41.61641	496,111	62,013	96.7%	95.4	63,400	32.269332	9.34708	70.0279
Atlanta Falcons	71,601	572,811	104.08	59.618169	583,184	72,898	100.8%	97.2	71,000	44.33808	15.2801	64.0949
Baltimore Ravens	70,627	565,020	103.59	58.530422	563,451	70,431	99.5%	99.2	71,008	44.1343123	14.3961	64.9789
Buffalo Bills	68,839	550,713	71.08	39.14468	519,695	64,961	96.1%	90.4	71,608	30.5393798	8.6053	70.7697
Carolina Panthers	72,220	577,765	99.77	57.643614	590,182	73,772	95.6%	100	75,523	45.2095783	12.434	66.941
Chicago Bears	61,916	495,332	124.51	61.673787	494,525	61,815	100.7%	100.5	61,500	45.94419	15.7296	63.6454
Cincinnati Bengals	47,179	377,432	77.41	29.217011	406,028	50,753	72.0%	77.5	65,515	30.4290969	-1.2121	80.5871
Cleveland Browns	67,431	539,448	73.91	39.870602	526,122	65,765	99.3%	97.5	67,895	30.1087167	9.76188	69.6131
Dallas Cowboys	90,929	727,432	110.27	80.213927	732,958	91,619	113.7%	91.6	80,000	52.9296	27.2843	52.0907
Denver Broncos	75,937	607,497	105.14	63.872235	611,571	76,446	99.8%	100.4	76,125	48.022695	15.8495	63.5255
Detroit Lions	61,342	490,737	92.88	45.579653	502,361	62,795	94.4%	97.4	65,000	36.2232	9.35645	70.0185
Green Bay Packers	77,845	622,762	122.68	76.400442	622,677	77,834	95.6%	95.6	81,441	59.9470913	16.4534	62.9216
Houston Texans	71,793	574,345	115.24	66.187518	574,439	71,804	99.4%	99.7	72,220	49.9357968	16.2517	63.1233
Indianapolis Colts	61,110	488,886	93.62	45.769507	473,598	59,199	91.2%	94	67,000	37.63524	8.13427	71.2407
Jacksonville Jaguars	59,987	419,915	81.54	34.239869	466,719	66,674	86.8%	98.3	69,132	33.8221397	0.41773	78.9573
Kansas City Chiefs	73,465	587,723	83.4	49.016098	607,780	75,972	96.1%	99.4	76,416	38.2385664	10.7775	68.5975
Los Angeles Chargers	25,393	177,755	165.77	29.466446	463,353	57,919	36.2%	103.4	70,240	69.8621088	-40.396	119.771
Los Angeles Rams	71,229	498,605	118.09	58.880264	579,439	72,429	101.4%	77.4	70,240	49.7678496	9.11241	70.2626
Miami Dolphins	63,067	504,540	84.51	42.638675	262,145	32,768	96.5%	121.4	65,326	33.1242016	9.51447	69.8605
Minnesota Vikings	66,849	534,794	103.98	55.60788	524,480	65,560	100.3%	101.2	66,655	41.5847214	14.0232	65.3518
New England Patriots	65,878	527,024	127.04	66.953129	534,491	66,811	98.6%	99.9	66,829	50.939737	16.0134	63.3616
New Orleans Saints	73,082	584,660	97.72	57.132975	527,024	65,878	99.8%	100	73,208	42.9233146	14.2097	65.1653
New York Giants	74,664	597,316	115.31	68.876508	584,411	73,051	90.5%	100.1	82,500	57.07845	11.7981	67.5769
New York Jets	78,523	628,184	94.16	59.149805	615,525	76,940	95.2%	93.3	82,500	46.6092	12.5406	66.8344
Oakland Raiders	52,549	367,848	87.78	32.289697	623,856	77,982	80.8%	94.5	65,000	34.2342	-1.9445	81.3195
Philadelphia Eagles	69,796	558,368	119.59	66.775229	557,568	69,696	100.3%	100.1	69,596	49.9379138	16.8373	62.5377
Pittsburgh Steelers	62,237	497,896	104.6	52.079922	507,651	63,456	91.0%	92.8	68,400	42.92784	9.15208	70.2229
San Francisco 49ers	70,305	562,443	116.98	65.794582	553,190	69,148	102.6%	100.9	68,500	48.07878	17.7158	61.6592
Seattle Seahawks	68,990	551,927	111.79	61.699919	552,009	69,001	100.0%	100.4	69,000	46.28106	15.4189	63.9561
Tampa Bay Buccaneers	50,728	355,102	82.59	29.327874	434,855	54,356	77.0%	82.8	65,890	32.6511306	-3.3233	82.6983
Tennessee Titans	64,509	516,074	86.33	44.552668	516,161	64,520	93.3%	93.3	69,143	35.8146911	8.73798	70.637
Washington Redskins	65,488	523,906	103.39	54.166641	488,227	61,028	79.9%	74.4	82,000	50.86788	3.29876	76.0762

Table 2. NFL Income and per team Distribution

Comparative Income Statement For Seasons 2001- 2018 (in Billions)														
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Broadcast Revenue	2.2	3.085	3.085	3.085	3.085	3.085	3.085	3.085	3.085	5.2	6.7	7.15	7.7	7
Partnership Revenue (Licensing Sponsorsh)	3.96	3.46	4.01	4.49	4.94	5.27	5.74	6.09	6.50	5.89	5.46	6.01	5.98	7.48
National Revenue	6.16	6.54	7.09	7.57	8.02	8.35	8.82	9.17	9.58	11.09	12.16	13.16	13.68	14.48
Operating Expenses										4.40008	5.03824	5.35270	5.48995	5.70262
NFL Income (in Billions)										6.68992	7.12176	7.807296	8.190048	8.777376
Per Team Distribution (in Billions)										0.20906	0.222555	0.243978	0.255939	0.274293
Standard Season														
	Stephen Battaglio										26-week			
	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025			
Broadcast Revenue	15	11.1	11.1	11.1	11.1	11.1	17.54	17.54	17.54	17.54	17.54			
Partnership Revenue (Licensing Sponsorsh)	7	7	7	7	7	7	7	7	7	7	7			
National Revenue	22	18.1	18.1	18.1	18.1	18.1	24.54	24.54	24.54	24.54	24.54			
Operating Expenses	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9			
NFL Income (in Billions)	16.1	12.2	12.2	12.2	12.2	12.2	18.64	18.64	18.64	18.64	18.64			
Per Team Distribution (in Billions)	0.503125	0.38125	0.38125	0.38125	0.38125	0.38125	0.5825	0.5825	0.5825	0.5825	0.5825			

Table 3. NFL TV Broadcast Deals 2014- 2021

NFL national TV broadcast deals 2014-2022													
Total value of NFL national TV broadcasting rights deals from 2014 to 2022 (in billion U.S. dollars)													
	Contract value	2014	2015	2016	2017	2018	2019	2020	2021	2022	S Battaglio	26-Week	
Monday Night	ESPN (2014-2021)	15.20	1.90	1.90	1.90	1.90	1.90	1.90	1.90	1.90	5.50	4.18	
Sunday Ticket	DirecTV (2015-2022)	12.00		1.50	1.50	1.50	1.50	1.50	1.50	1.50		1.80	
Sunday Afternoon NFC	Fox (2014-2022)	9.90	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.60	2.42	
Thursday Night	Fox (2017-2022)	3.30				0.66	0.66	0.66	0.66	0.66	1.00	1.45	
Sunday Afternoon AFC	CBS (2014-2022)	9.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.60	2.20	
Sunday Night	NBC (2014-2022)	8.55	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	1.40	2.09	
Stream	Verizon (2014-2022)	3.75	0.25	0.25	0.25	0.55	0.55	0.55	0.55	0.55		1.00	
	CBS/NBC (2016-2017)	0.90		0.45	0.45								
	Annual Value (\$Billion)		5.20	6.70	7.15	7.15	7.66	7.66	7.66	5.76	11.10	17.54	
Prime YoutubeTV AppleTV												2.40	
NFL Unit Costs 19-20 Season (USD)													
Network	Window	Blended Unit Costs	Paid Unit Costs										
CBS	Sunday Afternoon	\$ 355,360.00	\$ 466,853.00										
Fox	Sunday Afternoon	\$ 428,186.00	\$ 596,731.00										
Fox	Thursday Night Football	\$ 395,858.00	\$ 501,464.00										
NBC	Sunday Night Football	\$ 521,104.00	\$ 617,920.00										
ESPN	Monday Night Football	\$ 271,766.00	\$ 285,995.00										
			\$ 545,742.00										
Sept Nov 2019 In Game Only													

Table 4: Advertising Revenue

Show	Day/Time	2016 Price (\$)	2015 Price (\$)	% Change
Supergirl	Monday 8 p.m.	54,667	NA	NA
Dancing with the Stars	Monday 8 p.m.	125,260	115,962	8%
Gotham	Monday 8 p.m.	130,674	151,080	-14%
The Big Bang Theory	Monday 8 p.m./ Thursday 8 p.m.	289,136	348,300	-17%
Kevin Can Wait	Monday 8 p.m./ 8:30 p.m.	160,635	NA	NA
The Voice (Monday)	Monday 8 p.m.	214,079	240,502	-11%
Man With A Plan	Monday 8:30 p.m.	126,490	NA	NA
Grey's Anatomy	Thursday 8 p.m.	193,210	157,609	23%
NFL Thursday Night Football	Thursday 8 p.m.	522,910	464,625	13%
Rosewood	Thursday 8 p.m.	83,430	88,687	-6%
DC's Legends of Tomorrow	Thursday 8 p.m.	37,033	NA	NA
Superstore	Thursday 8 p.m.	87,707	NA	NA
Thursday Night Football	Thursday 8 p.m.	485,695	NA	NA
The Good Place	Thursday 8:30 p.m.	93,992	NA	NA
The Great Indoors	Thursday 8:30 p.m.	144,312	NA	NA
Scandal	Thursday 9 p.m.	NA	224,509	NA
Notorious	Thursday 9 p.m.	144,274	NA	NA
Pitch	Thursday 9 p.m.	93,554	NA	NA
Chicago Med	Thursday 9 p.m.	135,535	120,642	12%
Supernatural	Thursday 9 p.m.	28,300	35,631	-21%
Mom	Thursday 9 p.m.	121,116	144,660	-16%
Life in Pieces	Thursday 9:30 p.m.	140,946	192,379	-27%
America's Funniest Home Videos	Sunday 7 p.m.	62,363	61,567	1%

60 Minutes	Sunday 7 p.m.	115,630	111,298	4%
Bob's Burgers	Sunday 7:30 p.m.	65,903	74,733	-12%
Once Upon a Time	Sunday 8 p.m.	109,410	155,596	-30%
The Simpsons	Sunday 8 p.m.	161,633	186,050	-13%
Sunday Night Football	Sunday 8 p.m.	673,664	603,000	12%
NCIS: Los Angeles	Sunday 8 p.m.	108,145	109,940	-2%
Son of Zorn	Sunday 8:30 p.m.	140,987	NA	NA
Family Guy	Sunday 9 p.m.	132,467	164,933	-20%
Secrets and Lies	Sunday 9 p.m.	99,101	NA	NA
Madam Secretary	Sunday 9 p.m.	101,778	99,587	2%
The Last Man on Earth	Sunday 9:30 p.m.	94,293	131,045	-28%
Quantico	Sunday 10 p.m.	106,074	120,387	-12%
Elementary	Sunday 10 p.m.	78,346	98,138	-20%

Table 5. Calculated 2019 Local Revenue

National Football League revenue by team in 2019 (million U.S. dollars)
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Franchise	Total Revenue 2019	National Revenue 2019	2019 Ticketing Revenue	Merchandise, Concessions & Corporate Sponsorship Revenue	% Local Revenue
Arizona Cardinals	400.00	241.17	41.62	117.22	73.80%
Atlanta Falcons	458.00	241.17	59.62	157.22	72.51%
Baltimore Ravens	438.00	241.17	58.53	138.30	70.26%
Buffalo Bills	386.00	241.17	39.14	105.69	72.97%
Carolina Panthers	424.00	241.17	57.64	125.19	68.47%
Chicago Bears	453.00	241.17	61.67	150.16	70.89%
Cincinnati Bengals	380.00	241.17	29.22	109.62	78.96%
Cleveland Browns	399.00	241.17	39.87	117.96	74.74%
Dallas Cowboys	950.00	241.17	80.21	628.62	88.68%
Denver Broncos	446.00	241.17	63.87	140.96	68.82%
Detroit Lions	385.00	241.17	45.58	98.26	68.31%
Green Bay Packers	456.00	241.17	76.40	138.43	64.44%
Houston Texans	497.00	241.17	66.19	189.65	74.13%
Indianapolis Colts	393.00	241.17	45.77	106.07	69.86%
Jacksonville Jaguars	424.00	241.17	34.24	148.60	81.27%
Kansas City Chiefs	410.00	241.17	49.02	119.82	70.97%
Los Angeles Chargers	375.00	241.17	29.47	104.37	77.98%
Los Angeles Rams	401.00	241.17	58.88	100.95	63.16%
Miami Dolphins	443.00	241.17	42.64	159.20	78.87%
Minnesota Vikings	427.00	241.17	55.61	130.23	70.08%
New England Patriots	600.00	241.17	66.95	291.88	81.34%
New Orleans Saints	441.00	241.17	57.13	142.70	71.41%
New York Giants	519.00	241.17	68.88	208.96	75.21%

New York Jets	475.00	241.17	59.15	174.69	74.70%
Oakland Raiders	357.00	241.17	32.29	83.55	72.12%
Philadelphia Eagles	482.00	241.17	66.78	174.06	72.27%
Pittsburgh Steelers	439.00	241.17	52.08	145.76	73.68%
San Francisco 49ers	492.00	241.17	65.79	185.04	73.77%
Seattle Seahawks	439.00	241.17	61.70	136.14	68.81%
Tampa Bay Buccaneers	400.00	241.17	29.33	129.51	81.54%
Tennessee Titans	394.00	241.17	44.55	108.28	70.85%
Washington Redskins	493.00	241.17	54.17	197.67	78.49%

Table 6. Regular Season Length

Number of regular season games per team	
1935–1936	12 games
1937–1942, 1946	11 games (12 weeks)
1943–1945	10 games (12 weeks)
1947–1960	12 games (variable weeks)
1961–1965, 1967–1977	14 games (14 weeks)
1966	14 games (15 weeks, odd number of teams)
1978–1981, 1983–1986, 1988–1989	16 games (16 weeks)
1982	9 games (17 weeks, strike)
1987	15 games (16 weeks, strike)
1990–1992, 1994–2000, 2002–present	16 games (17 weeks)
1993	16 games (18 weeks, additional bye week)
2001	16 games (18 weeks, September 11 attacks)

Table 7. Risk Assessment

ID	ID Risk	Stakeholder	Cause	Description	Impact of risk realization on project	Contingency Plans Reserve funds Time to implement	Status dates
1	Financial	League Media Partners	Broadcast Revenue	Media partners show reduced interest in broadcast packages	Severe - Remote	End negotiations, discontinue project	Throughout negotiations.
2	Financial	Fans Team Owner	Ticketing Revenue	Reduced Season Ticket Renewals	Critical - Probable to happen, unknown degree	Mitigate risk through reevaluation of pricing model.	Large markets announce new pricing 1 week earlier than small markets.
3	Brand affinity	Fans, League, Media, Licensing Partners	Public Relations	Fan Community sentiment: Frequent Bye-weeks reduce fan interest or extended season increases risk to fan attention	Severe – probable to happen, degree of impact unknown	Contingency Clause in vender partner contracts outlining plan to distribute losses if incurred.	Post Season assessment Pre-season ticket sales
4	Financial	Athletes League	Project Completion	NFLPA rejection	Severe Remote	End negotiation, discontinue project	Throughout Negotiations
5	Financial	Spring Sports, League	Ratings Ticketing Revenue	Increased Competition	Marginal Occasional	Risk absorbed by media partners, merchandising partners. Contingency	Season ticket renewals, ticket presales

						clause in partner contract outlining plan to distribute losses if incurred.	
6	Health Financial	Athletes, Owners, Media	Athlete Safety Product Quality	Shortened off-season discourages complete recovery	Severe Occasional	2 years for complete data	NFLPA approval Post season assessment (end of first year) Mid and Post season assessment (year 2)
7	Financial Brand affinity	Fans, League, Owners, Athletes, Media	Product Quality	Shortened off-season reduces draft preparation	Severe Remote		Post draft assessment Mid and Post season assessment
8	Health Financial	Athletes, Owners, Media	Athlete Safety Product Quality	Extended season length results in increased late season injuries	Severe Remote		NFLPA approval Post season assessment

Charts:

Chart 1. NFL ratings by timeslot

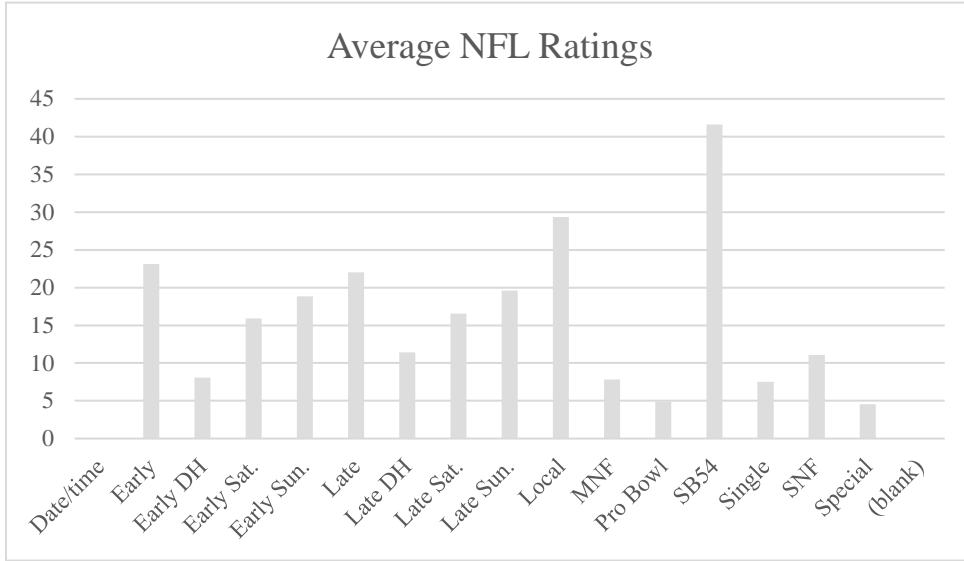


Chart 2.
NFL Ratings by Network Weeks 1-6 2019 Season

Average of Viewers (in millions)	Column Labels						Grand Total	
Row Labels	1	2	3	4	5	6	Grand Total	
CBS	17.08	20.97		20.69		13.33	17.64	17.942
ESPN	9.975	11.72	12.01	13.21		10.51	11.88	11.32571429
FOX	17.92	17.62	18.005	18.01		17.35	17.29	17.71888889
FOX/NFLN				15.1		13.22	15.3	14.54
NBC	21	21	19.46	18.2		18.59	21.5	20.10714286
NFLN		7.02	8.63					7.825
Grand Total	16.41	15.666	15.222	17.042	15.05833333	16.722	16.01454545	

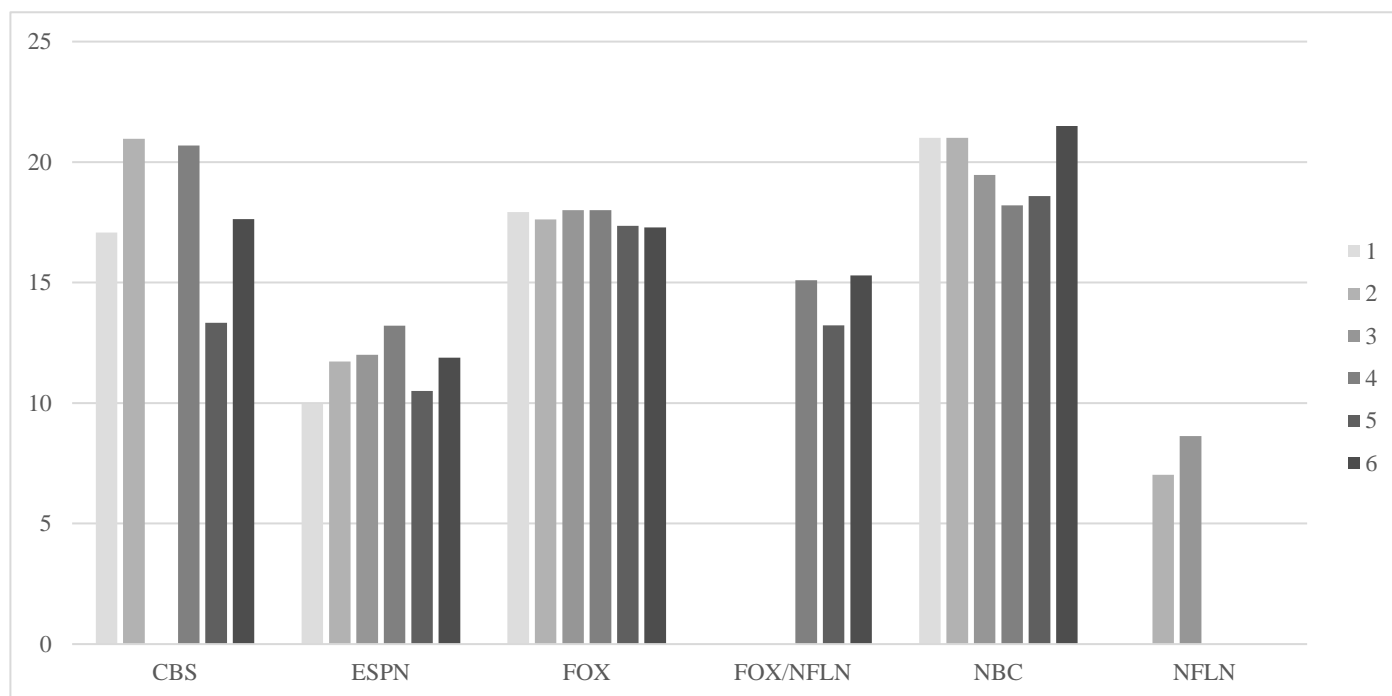


Chart 3: 2015-2016 Thursday Evening: Cost of 30 Second Television Commercial by Show

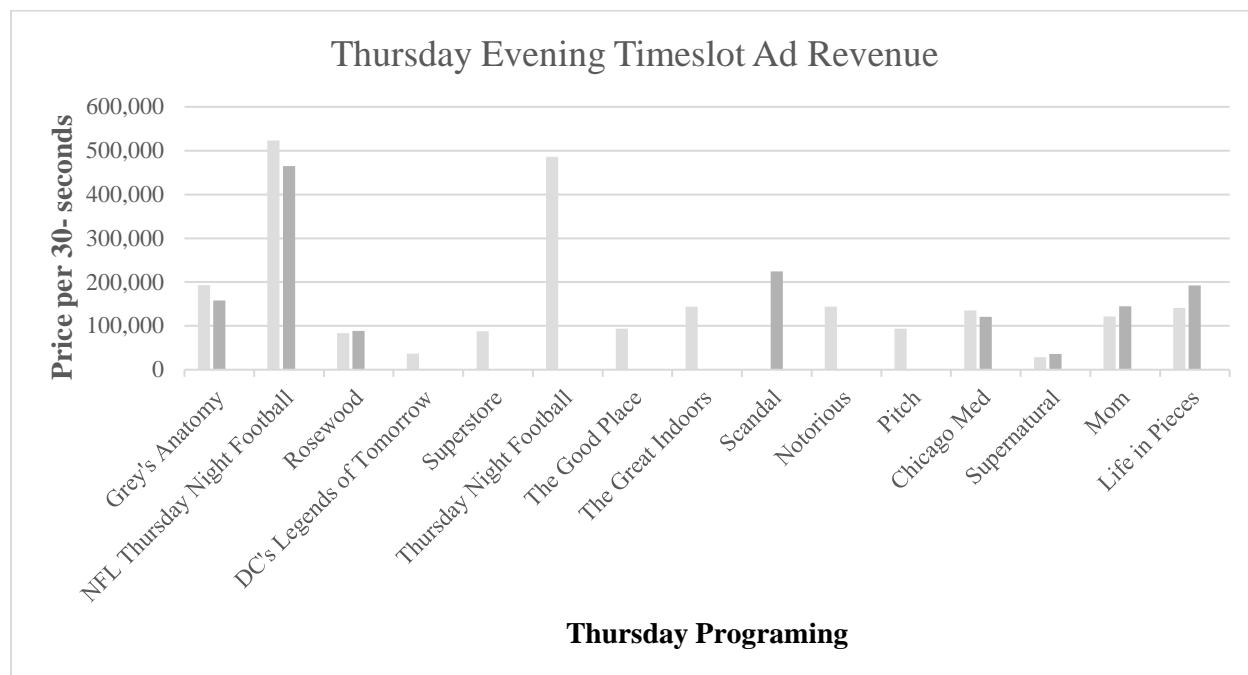


Chart 4: 2015-2016 Sunday Evening: Cost of 30 Second Television Commercial by Show

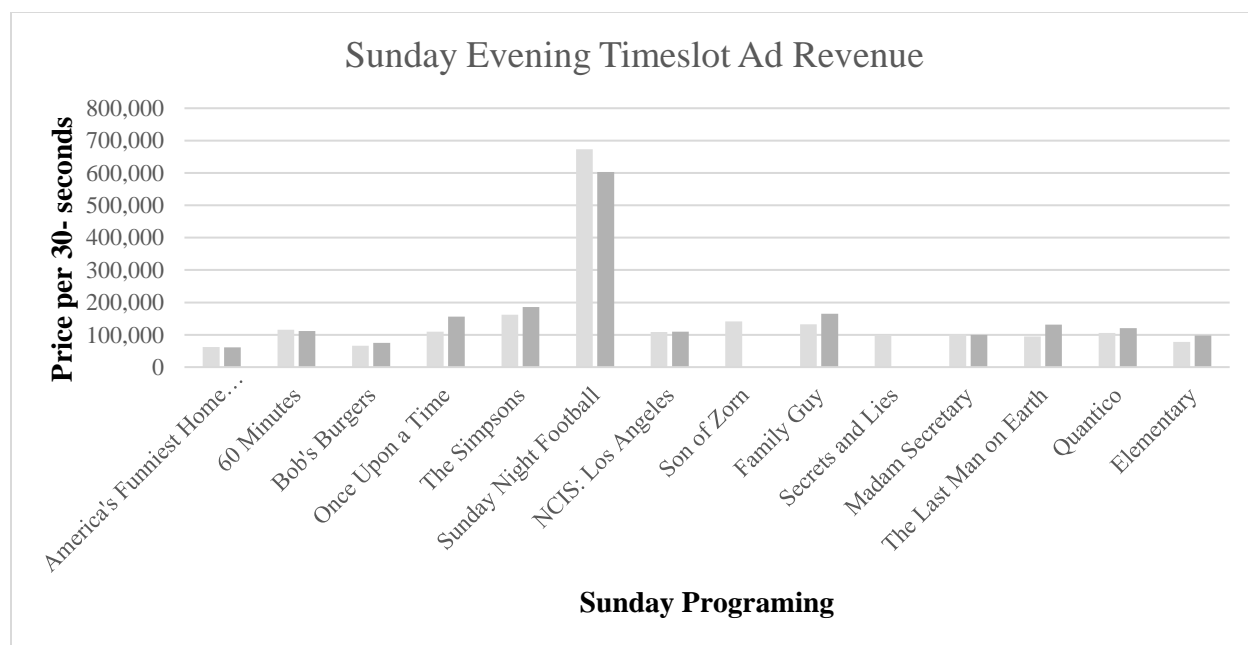


Chart 5: Additional Stakeholders

