



2013 Kansas City Royals Situational Brief

1. What is the situation that requires new creative?

The Kansas City Royals find themselves in a unique and challenging situation entering the 2013 season. Considered the model franchise from the late 1970's into the early 1990's, the Royals have been ubiquitous with losing over the last 20+ years. It's been more than a quarter century since the Royals reached the postseason, the team has lost more than 90 games 11 times since 1997; with only one winning season since 1993, have finished last or next-to-last in all but one season since 1998. While fans have been asked for their patience through "the process" and have been told success is coming, teams in similar situations not long ago, such as the Baltimore Orioles, Tampa Bay Rays, Washington Nationals, Cleveland Indians and Pittsburgh Pirates have, in the same timeframe, begun to win and stay competitive. Suffice it to say, Royals fans have grown more weary, jaded and frustrated with each passing season despite a promising young crop of players (with more on the way).

Despite the years of losing 2012 provided much reason for optimism. The 2011 season had ended on a positive note, as much of the young talent touted by Baseball America as "the top farm system in Major League Baseball" made strong first impressions during the final two months of play and gave Royals fans a glimpse of what was to come.

In the offseason, the overwhelming majority of regional and national experts proclaimed the 2012 Royals would be competitive in the AL Central and at the very least finish at or above .500. This optimism, coupled with the MLB All-Star Game returning to Kansas City for the first time since 1973 helped form the prevailing thought that the coming year would mark Kansas City's return to the National Stage, both on and off the field.

To best capture the public excitement related to the 2012 Season, the "Our Time" campaign was created. The campaign served two purposes; 1. Promote the new wave of young talented players and their personalities. 2. Promote the upcoming All-Star Game. Both messages tied into the overarching theme that 2012 was not only Our Time to showcase our newly remade and burgeoning city to the world but also Our Time to begin the journey with the young group of homegrown players we'd be watching over the next 5+ years. Once released, the campaign was received extraordinarily well within the community and the powerful interview-style player specific TV spots struck an emotional cord with fans. Without prompting, local journalists, columnists and bloggers adopted the "Our Time" phrase within social media and print pieces, using it positively and prominently in their materials. The campaign had taken the overall excitement surrounding the team and channeled it into an easily digestible and quotable mantra. The ROI was increasingly impressive as season ticket accounts increased by 25%

over 2011. While this rise was in no doubt partly due to demand for All-Star tickets and its tie to the purchase of Season Tickets, the impact of the “Our Time” campaign could not be denied. Excitement for the team was at a level not seen in over a decade and while the campaign did not directly create or conjure this excitement, it served as a simple driver to focus this excitement and compel direct sales.

As Spring Training progressed, the campaign evolved organically in an unexpected way. Royals players and fans took an increasingly large role in helping shape the campaign in their own image. The younger players connected with “Our Time” and began to create signs within the Spring Training locker room. Fox Sports Kansas City followed their lead and included “Our Time” graphics in most features related to the players and the team. The face of the new team, Eric Hosmer, even created his own Our Time TV spot with a minor league teammate whose hobby was video production. At the same time, Twitter proved its power as the #OurTime hashtag became a mainstay on any and all Royals related posts prior to the season and was used by fans, media and even our Mayor, Sly James on occasion.

Even though the first TV spot featured Royals legend George Brett and other campaign materials released tied directly to the All-Star Game, the only side of the campaign message selectively heard was team performance. As stated by the experts and captured by the campaign, fans finally believed the Royals were ready to compete. The “Our Time” mantra had struck a significant cord with its audience, achieving the goals of any successful marketing campaign in the process; fully capture the pulse of your audience and leverage that excitement into sales. The campaign had quickly become a rallying cry for Royals fans as they eagerly awaited the 2012 season.

Then came the 12 game losing streak, including the entire first homestand (which included giving up 7 runs in the first inning right after seeing the rousing “Our Time” intro on the video board), all within the first 2 weeks of the season. A seemingly unending string of injuries to key players drove the nail deeper as the team struggled early. The campaign that had quickly become a rallying cry just as quickly became a symbol of crushed hope felt by Royals fans and those that praised and championed the “Our Time” campaign now used it as vitriol to what they viewed as a false promise.

As a base for our nightly attendance, season tickets are an extremely important part of the Royals yearly business plan and financial success. Given the likelihood of yet another losing season in 2012, a season which was preceded with much anticipation and hope, Royals fans will be skeptical of any new campaign efforts in 2013 and the challenge of retaining a large portion of our season ticket holders will be our highest priority this offseason.

Challenges aside, the recent All-Star Week has shown how loyal and passionate Royals fans are and can be again once the team becomes competitive. How we bridge the gap and re-invigorate current and potential customers will be a key strategic challenge moving forward.

2. Because of that situation, what should the Royals Brand/Campaign really do?

Entering the 2013 MLB season, the Kansas City Royals will again be the youngest team in Major League Baseball and given the failed expectations of 2012 will be facing numerous challenges to fully connect with its audience. Our yearly messaging breaks down as follows:

1. Holiday
 - November-December
2. Fan Fest
 - January
3. Pre-Season/Season Tickets
 - February-March
4. Regular Season
 - April-September

How each campaign is executed remains to be seen but given the recent and past history of the club, the following message points should be considered:

Message Points

- **Connection** (continue to connect the audience with the young, core players some of whom have been on the team for less than one season heading into 2013. We want fans to recognize their faces, know their positions and understand their personalities)
- **Civic Pride** (as evidenced by All-Star Week, the Royals are our team through thick and thin)
- **Excitement** (while we won't promise a winner, you will be entertained by this ball club. From the dazzling glove work from Moustakas, Hosmer and Escobar, to the speed of Cain to the Gold Glove caliber defense by Gordon, the infectious energy of Perez and the raw power of Butler)
- **Entertainment** (The Royals are still the only professional baseball team in Kansas City and going to watch a Royals game is still an experience unmatched in the city. Kauffman Stadium is one of the most beautiful stadiums in Major League Baseball and simply being out at the ballpark on a summer day can prove to offer much entertainment and fun for your buck.

Something unexpected and exciting happened during the 2012 Home Run Derby. While the rest of the country and the world didn't really fully grasp the sentiment, Kansas City fans made themselves heard literally and figuratively. The message was clear; KC is one of the best baseball towns in the country. We have our players' backs and we are starving for something good to happen on the diamond. When it does, we will come out in droves and support our team.

The 2013 campaign cannot lean on the past glories of the franchise. Highlighting the alumni from 1985 has been used extensively throughout the club's losing seasons - we've gone to the well on this front many times. We've also highlighted the "ballpark experience" extensively as the rebuilding process was underway. Any future campaign must take these concerns into consideration.

Our campaign goal will be to re-capture the essence of those fan feelings during All-Star Week. The pride of being a Kansas Citian. The excitement and atmosphere of being at The K when 40,000 fans are on their feet. The fortitude to stick by your team through thick and thin. This is what it means to be a Royals fan.

3. Who are the important audiences we should be targeting?

The core audience will differ depending on the communication phase (ie. holiday, pre-season, in-season) however our key audience segments are listed below.

Core Royals/Baseball Fans: Have supported the Royals throughout the years and many are likely to be current season ticket holders. Prefer baseball over other professional sports; follow baseball on television and in sports section. Have ability to make financial and time commitment to attend Royals games regularly. These people are most likely fans for life however their financial commitment, at least from a ticket package standpoint, is not firm. Given the disappointment of 2012, and the lack of the All-Star Game bump, the primary goal will be to retain season ticket holders for 2013. We'll need to provide them compelling incentive through literal return on investment (ie. gifts and incentives for purchasing) or strong emotional messaging that leverages their love of baseball and the Royals brand.

GOAL – Provide compelling and targeted messaging to help ensure season ticket renewals as well as additional smaller packages and single game ticket sales.

Casual & Emerging Fans (Experientialist): This audience supports the team on a sporadic basis. They are heavily motivated by perceived value - promotional giveaways and events as well as ticket specials that provide a monetary value. These fans often consider a baseball game as one of many entertainment options to choose from. Given many of these fans are either families or high school/college students; many opt to watch the game on TV, given the high quality of TV broadcasts (HD) and the cost effectiveness and convenience of watching at home. Not being as tied to wins and losses, this group is more concerned with game value and overall ballpark experience.

GOAL –Get new and casual fans to grow their support for the team and entice them to purchase a partial plan or at the very least, increase their attendance frequency

Corporate Patrons: Communicating to this audience can be difficult. They are sports fans but the game is often secondary as the primary motivator of purchase is the venue and its amenities for clients. While we have a very talented sales staff that can “close the deal”, finding the correct messaging mix to reach and retain corporate clients has been a continued point of focus as the right strategy has not yet been fully realized.

GOAL – Find new and effective ways to reach corporate audiences, from high level patrons to group employee outings

Below are more specific numbers related to 'Royals Fans' and 'Attendees'.

ROYALS FANS: DEMO BREAKDOWN

Age Breakdown:

- Adults 21-54: 63.9%
- Adults 55+: 31.4%

Income Breakdown:

- \$35,000-\$49,999: 16.4%
- \$50,000-\$74,999: 18.6%
- \$75,000-\$99,999: 19.8%
- \$100,000+: 25.1%

Sex Breakdown:

- Male: 54%
- Female: 46%

Geographic Breakdown:

- Johnson, KS: 25.1%
- Jackson, MO: 30.4%
- Clay, MO: 10.4%
- Cass/Platte, MO: 7.6%

ROYALS ATTENDEES: DEMO BREAKDOWN

Age Breakdown:

- Adults 21-54: 73.1%
- Adults 55+: 20.3%

Income Breakdown:

- \$35,000-\$49,999: 14.8%
- \$50,000-\$74,999: 18.6%
- \$75,000-\$99,999: 21.8%
- \$100,000+: 31.8%

Sex Breakdown:

- Male: 56.1%
- Female: 43.9%

Geographic Breakdown:

- Johnson, KS: 31.8%
- Jackson, MO: 28.9%
- Clay, MO: 12.6%
- Cass/Platte, MO: 7.4%

FSKC ROYALS GAME VIEWERS

Age Breakdown:

- Adults 21-54: 62.0%
- Adults 55+: 33.5%

Income Breakdown:

- \$35,000-\$49,999: 16.1%
- \$50,000-\$74,999: 18.7%
- \$75,000-\$99,999: 20.2%
- \$100,000+: 25.2%

Sex Breakdown:

- Male: 54.8%
- Female: 45.2%

Geographic Breakdown:

- Johnson, KS: 25.1%
- Jackson, MO: 30.4%
- Clay, MO: 8.7%
- Cass/Platte, MO: 7.8%

4. What insights or observations do we have about the audience that will help?

Each of the core groups listed in the above section are likely very skeptical regarding the success of the team in the near future. The fans connect much more with specific players than in recent years but the same confidence and connection with the team as a whole remains elusive. The campaign must effectively communicate that success is coming without making any explicit promises except that the Royals organization is working to build a consistent winner.

Sports fans are notoriously fickle and Royals fans are no different. A few major free agent pitching signings and a quick start to the 2013 season could swing the momentum and fan sentiment back in our favor.

5. Do we have any advice on brand character or any other helpful hints?

As noted earlier, the Royals brand used to be synonymous with class and excitement. They, along with the Yankees, were the top two franchises in MLB. Those teams provided exciting play and dynamic personalities. This new crop of Royals has a chance to provide much of the same and it will be the job of the new campaign to promote our young players and the excitement they bring.

6. What are the mandatory creative needs?

Advertising campaign should translate across all media platforms – TV, Radio, OOH, Print, Online, Social Marketing, B2B, etc.

The Royals marketing activation zone and fan base is vast, stretching across the majority of the Midwest. As a result, our attendee base is geographically diverse as we are able to draw from surrounding states such as Iowa, Nebraska, Arkansas and Oklahoma among others. Part of the creative and overarching strategy should be geared toward reaching these outer markets.

Market 12+ Population

Kansas City	2,067,585
Omaha, NE	849,517
Little Rock, AR	685,488
Wichita/Hutchinson, KS	621,683
Des Moines, IA	562,906
Springfield, MO	430,900
Lincoln, NE	298,012
Ft. Smith, AR	293,825
Topeka, KS	230,824
Columbia, MO	166,234
Sioux City, IA	144,360
St. Joseph, MO	126,644
Total	6,468,216

In conclusion, while building a campaign around the 2013 Royals will be very challenging, with the correct strategy and execution, we can reach our audience and achieve our objectives.