SPORTS: THE CHAMPION OF SUSTAINABILITY

THE STORY OF PARTNERING WITH THE NCAA
EXECUTIVE SUMMARY

Purpose of the Report
- Sports = the champion of sustainability
- The NCAA = an unwritten story for Woodchuck
- Partnership = increased market share

Planting the Seed
Beginning with phone cases, Woodchuck has expanded its product line to include stationary, technology cases, and various accessories. Although sales have increased with the implementation of the “Buy One, Plant One” program, Woodchuck has room to expand its target market. The company has the unique opportunity to establish itself as the premier choice for customers within the custom wood product market. However, the company lacks strong brand awareness due to inefficient marketing tactics and a vague target market. The solution? Partnering with the National Collegiate Athletic Association.

Growing with the NCAA
Partnering with the National Collegiate Athletic Association (NCAA) will help Woodchuck capture its largest potential market, Generation Z. By targeting the defined market, Woodchuck will be able to capitalize on its firm strategy and market growth. The aid of an organization with a well-established customer base will allow the company to reap the rewards of enhanced market awareness. It will also promote additional business-to-business sales by targeting the individual universities that are members of the organization.

Carving into the NCAA
To initiate this partnership, Woodchuck will contact Turner Sports. According to NCAA, this is the port of entry for all new partnerships and sponsorships. Woodchuck will leverage the partnership to tap into a new market through advertising via the sports organization’s events and promotions. Consequently, it will later expand its environmental efforts in...
conjunction with student athletes on campuses across the country. Promoting corporate
gifting to NCAA universities and sponsors, becoming a contractual producer and supplier of
wooden fixed assets, and targeting NCAA fans will be the core of this partnership.

The proposed plan was designed with cost efficiency in mind. The most expensive aspect of
implementation will be sponsorship or partnership costs determined by the level of
involvement Woodchuck and the NCAA agree upon. Included in this agreement will be
marketing costs and referential advertisement for Woodchuck. Events that Woodchuck
coordinates with star collegiate athletes would require additional funding. The majority of
costs are intangible as more time will be needed than money.

A moderated increase in revenue generated through each phase of the proposed plan will
allow Woodchuck time to grow and expand before taking on large projects such as
providing the wood for fixed assets. This course of action allows the company to succeed
long-term rather than experiencing a short boom in profits. Our recommendation allows
Woodchuck to capture Generation Z, gain brand awareness, increase sales, and expand
product lines. After extensive research, Penthouse Consulting concludes that partnering
with the NCAA will allow Woodchuck to enhance its market share.
IN-TREE-DUCTION

Businesses in today’s economy face the issue of the ability to locate, penetrate, and retain large potential markets. In Woodchuck’s case, this obstacle is more prevalent than ever as the company provides such a unique and niche product to its consumers. While Woodchuck has succeeded in making sales and attracting a target market in this sub-sector of the industry, it has consequently regulated its persona as a provider of custom gifts. This has severely restricted ability to expand its customer base, product lines, and ultimately, the company as a whole.

Woodchuck has a unique opportunity to become the leading custom wood brand throughout the country. No one firm has established itself as the dominant force within the marketplace. A current threat Woodchuck faces is the lack of marketing it has enacted to find its target market. Without understanding the demographic the company should be targeting, it is wasting resources to acquire random customers. This leads to a high price-per-customer and prevents Woodchuck from establishing itself as a true brand.

How can Woodchuck increase market share by redefining its target market and enhancing brand awareness?

By forming a partnership with the National Collegiate Athletic Association (NCAA), Woodchuck can increase its market share. The NCAA has already captured Woodchuck’s largest potential market, Generation Z. The organization is intended for college students and graduates to support their favorite schools and teams. Through a partnership with the NCAA, Woodchuck will gain direct access to this market and increase brand awareness.
ROOTING IN GENERATION Z

To maximize potential market share, Woodchuck should target the NCAA’s already captured market of Generation Z. Key aspects of this group make it easy to realize why they are the ideal target market. Members of Generation Z were born between 1995 and 2007. For Penthouse Consulting’s recommendation, the target market is the Adult Generation Z members, those aged 18 to 22 years old. Born during the rise of technology, as displayed in figure one, the generation does not know a life without technology (“Attitudes toward Corporate Social Responsibility”). This bond with technology allows them to be more socially connected than any previous generation. Furthermore, it is the most diverse generation to date and believes “being open to different perspectives is considered a strength” (“Attitudes toward Corporate Social Responsibility”). This leads Generation Z to take a hands-on role in the global economy, environment, and social structure. Members believe they “can make the world a better place” and are not afraid to “speak up when they see something they do not think is right” as seen in figure two (“Attitudes toward Corporate Social Responsibility”). These characteristics lead members of this generation to embody a socially-responsible mindset. Now that the target market, Generation Z, is defined, it is crucial to understand why its members create an unparalleled opportunity for Woodchuck.

According to Mr. Guenveur, the company’s strategy is inspired by the Ted Talk “Start with Why” which emphasizes the “why” behind firm behavior. Woodchuck’s “why” is social impact (Guenveur). Companies that promote social impact see business as a “commitment to improve community well-being” (Chang). For instance, Woodchuck strives to improve the community with its “Buy One, Plant One” program. This movement for reforestation aligns with Generation Z’s core values of enhancing sustainability and environmental impact (Puiu). Valuing corporate social responsibility, members of Generation Z pay attention to what a firm sells and what it represents. As a result, members have a “positive impression of companies with CSR programs” and, therefore, gravitate towards socially-responsible firms (“Attitudes toward Corporate Social Responsibility”). As Generation Z continues to identify with firms that prioritize corporate social responsibility, Woodchuck has the potential to recognize an unparalleled market opportunity.

Raking in the Rewards of Generation Z

Generation Z’s market decisions will determine industry winners in coming years, making it an ideal target for Woodchuck. As previously discussed, when a firm’s goals align with an
individuum’s values, a customer connection is formed. Consequently, members of Generation Z are currently “[building] lifelong loyalties” with social impact firms based on shared interests (Macke). These loyalties will contribute to firms’ financial prosperities as members of Generation Z enter the workforce. Within the current workforce, “13% of consumers always make purchases based on brand ethics” (Macke). This number will rise over the next few years as Generation Z grows its disposable income and becomes “the real engine of [future] consumer spending” (Clark). The firms that reap the rewards of this influx in consumer spending will be those that captured the target audience’s loyalties by aligning with generational values. For this reason, Woodchuck should target Generation Z to enhance its opportunity for economic prosperity.

As members of Generation Z, social impact firms command Penthouse Consulting’s attention. This summer, Abbey Burgdoerfer, was deciding between purchasing a pair of Steve Madden sneakers for $62 and a pair of Toms sneakers for $65. Both pairs were the same color, style, and fit. After a period of indecisiveness, she took a final look at her options. While opening the Toms shoe box, the “Buy One, Give One” slogan caught her attention. Abbey was reminded of Toms’ social impact, as seen in figure three, and her decision was clear. Toms received the sale. Although this is a minor example, Abbey’s story illustrates that making decisions based on brand impact is a trend that will become apparent among Generation Z (Zero Hedge). As Generation Z continues to enter the consumer market, their values will drive transactions. The market will shift from blindly purchasing items to selecting products based on firm values. Generation Z will bring economic prosperity to socially-conscious companies.

In addition to economic prosperity, targeting Generation Z will enhance Woodchuck’s firm strategy. As a socially responsible company, Woodchuck’s approach considers more than its bottom line. Specifically, Woodchuck exists to “inspire the wonder of nature throughout our global communities, to help maintain Earth’s biodiversity and ultimately, to reforest the entire planet” (“Disruptive U.S. Manufacturer Plants One Millionth Tree”). This environmental firm strategy is achieved through Woodchuck’s “Buy One, Plant One” movement. As mentioned by Mr. Guenveur, there is an opportunity for the firm to better communicate this movement to consumers.

Currently, customers tend to purchase Woodchuck products and then find out about the program. This results in the “Buy One, Plant One” initiative becoming an after-thought of the majority of purchases. Woodchuck can reverse this order with Generation Z. Consequently, the “Buy One, Plant One” movement will become a reason for purchase, rather than a post-transaction bonus. This will allow Woodchuck to achieve its goal of enhancing consumer knowledge and involvement to reforest the globe.

By targeting Generation Z, the next wave of consumers, Woodchuck can realize economic and environmental prosperity. This target market will be drawn to the company because of the alignment of consumer and producer mindsets. For Generation Z to gravitate towards the firm, it must first be aware of Woodchuck’s market existence. Woodchuck will directly access its target market through a partnership with the NCAA.
Opportunities With the NCAA

Partnering with the NCAA will give Woodchuck direct access to the target market of Generation Z. From coast to coast, 1,121 universities and over 460,000 athletes are members of this organization (NCAA). The size of the NCAA is displayed in figure four. Countless alumni, fans, and students support these teams by cheering them on during games and through purchasing merchandise. In 2017, the NCAA reported a record-breaking year with over $1.1 billion in revenue (Berkowitz). Fans spent $4.62 billion on licensed merchandise in 2013 (Bundrick). As college sports continue to thrive, so does the organization. This is displayed graphically in Appendix C. A partnership with the NCAA would give Woodchuck access to universities across the country and, therefore, their athletes, students, and fans who would all be potential customers.

Student Support

The NCAA attracts fans of all ages, but college students are among the largest fan group because of their proximity to the organization. Thousands of students attend athletic events throughout the year to support their school’s teams, with an average of 81% of enrollment going to at least one event (Axon). Even if they do not make it into the sporting events, students support their teams by purchasing licensed merchandise. Approximately 75% of students at four-year universities, the type of institution where NCAA sports are present, are between the ages of 18 and 24 as seen in figure five (Project). These students fall within the previously defined Generation Z. With the current college-aged population being members of this group, they can be counted on to support their school’s team by attending events and purchasing merchandise that aligns with generational values.

Brand Identi-tree and Marketing Strateg-trees

The genius marketing strategies implemented by the NCAA have helped the organization build brand recognition across the country. Nearly 90% of NCAA’s revenue is generated in a three-week period known nation-wide as March Madness (Jacques). Therefore, the
organization uses this time as an opportunity to capitalize on advertising. Using alliterations such as Selection Sunday, Sweet Sixteen, Final Four, and even the name of the tournament, March Madness, has created an easy way for people to remember slogans relating to NCAA events (Kalb). In fact, the organization generated over 63 million social media impressions throughout the NCAA Tournament in 2017 (Bartl). Implementing these newsworthy events that captivate the nation’s college athletics fans and seasonal followers alike has made the NCAA known across the country.

Promoting other brands is another advertising area in which the NCAA excels as seen in figure six. A study conducted by Sports Business Journal revealed that fans are becoming more aware of who the official sponsors of the NCAA are (Broughton). To promote these companies, the NCAA strategically places promotions for brands based on seating areas within arenas (Bartl). For example, a late-night ad for Wendy’s was placed near the reserved student section while a promotion for Northwestern Mutual was projected closer to luxury suites and boxes (Bartl). In the 2016 study, all of the official sponsors saw increases in brand awareness from their involvement with the NCAA (Broughton). Overall, the organization has proven that it not only is capable of successfully building a brand for itself, but it can also effectively promote other brands through NCAA events. The following section will outline how Woodchuck can benefit through its brand recognition and financial statements.
BRANCHING OUT

Branch (Business) to Branch (Business) Applications

Woodchuck’s primary sales avenues are selling to businesses and corporate entities. Now, it is time for the company to expand its business network through a partnership with the NCAA. The *Journal of Advertising Research* applied the Patell Z test parametric to analyze the effect of official sports sponsorships and partnerships on the sponsoring company as seen in figure seven. It found that these “companies registered a significant abnormal positive return [of approximately 18%]” (Abril). By forming these types of official sports partnerships, Woodchuck will be directly reaching out to the large organizations within and affiliated with the NCAA, tapping into an entirely new business-to-business market. This new market provides Woodchuck the channels to expand its sales of corporate gifts and custom products.

The main purpose of this proposal is to increase market share by attracting Generation Z through the formation of a partnership with NCAA. However, this indirectly leads to the possibility of Woodchuck creating new products to sell through business-to-business transactions. The options are endless when it comes to the NCAA. Woodchuck can become

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the official producer of all wood products for these organizations including custom lockers, hardwood flooring, and office supplies. The locker room and potential court flooring are displayed in figures eight and nine respectively. Ultimately, this expansion of product lines would be not only beneficial to the business-to-business sales of Woodchuck, but also to business-to-consumers sales because consumers will have a more extensive variety of products to choose from.

One of the most important attributes for a company like Woodchuck is its reputation. *The Journal of Advertising Research* mentioned earlier goes on to describe the “overall positive effect on the stock market value of the sponsoring company following the announcement of official sports sponsorships” (Abril). Through a partnership with the NCAA and its affiliated organizations, Woodchuck can broadcast itself onto the scene dramatically and make large audiences aware of its presence. This lays the foundation for pursuing dominance in this niche industry.

The company can directly partner with organizations that have like-minded goals, specifically revolving around corporate social responsibility. By working hard to connect with socially reputable companies, Woodchuck will expand its business network and its environmentalist following. Overall, this will capture the Generation Z market, build Woodchuck’s brand name, and promote investment inflows for future growth.
Branch (Business) to Leaf (Consumer) Applications

The industry of college sports is driven by experience. Tailgating in the morning and going to a game with 42,108 classmates are some of the greatest moments that people will remember throughout their entire lives. Is there a better way to sell Woodchuck products than to incorporate them into the college sports experience?

Woodchuck baseball bats for the top teams in the country, Woodchuck locker room stalls for basketball teams during March Madness, and Woodchuck boards surrounding the Frozen Four Rink are only some of the possible creations that can increase the company’s name exposure and popularity.

Woodchuck has a strong presence in the St. Paul through Minneapolis region, but has struggled to reach consumers elsewhere. After connecting with NCAA-related businesses, teams, and affiliated organizations, Woodchuck can further market and sell its products to new consumers, such as Generation Z, that feel they can relate to the company.

Products such as team or conference memorabilia can bring in new consumers that may not have been interested in Woodchuck products before. Additionally, memorabilia could lead to the retention of customers that previously purchased as students and are now proud alumni. This will benefit Woodchuck because “increasing customer retention by as little as five percent can lead to profit increases by 25-95 percent” (Valpak Writers). Woodchuck’s ability to remain in front of its new targeted audience will reap great rewards for its sales revenue.
MARKET TREE-TENTION

Growing a Following of NCAA Fans

The new customers attracted through Woodchuck’s partnership with the NCAA will be a testament to how the organization can increase brand awareness. Once Woodchuck has increased its awareness, brand integrity is the most critical aspect to retain customers. An article by Timi Aguilar states, “when you establish credibility, your customers will continue to use your business because they feel connected to what you stand for” (Drucker).

With over 1,100 schools in the NCAA, Woodchuck would have exposure to an astonishing amount fans nation-wide by simply placing its logo on the side of a score table (NCAA). In the first week of March Madness 2017, the broadcasted games averaged over five million viewers (NCAA). Woodchuck could also utilize star athletes from various school to gain brand awareness.

Incorporating star collegiate athletes into the “Buy One, Plant One” model will attract members of the target market, Generation Z, that follow that athlete or the sport he or she plays. A recent study by the University of Arkansas found that “consumers between the ages of 18-24 develop their identities and appearance based on celebrities (McGowan). If consumers see their favorite athletes working with Woodchuck, they will be more inclined to purchase the company’s products. The company can post pictures of star athletes from universities across the nation planting trees on campuses to increase media attention and brand recognition. The article "Impact of Celebrity Endorsement on Consumer Buying Behavior" states that if consumers happen to be fans, they place a higher value on products that celebrities are endorsing (Sinek). Collaborating with a well-known NCAA athlete will draw customers to Woodchuck’s products.
Social Media Marketing

In conjunction with collaborating with student-athletes, leveraging the NCAA’s social media functions can keep Woodchuck’s audience connected and engaged. This will benefit Woodchuck by increasing sales and lowering the cost per customer. Statistically speaking, this is because “acquisition costs seven times more than retention” (Hunt).

Besides lowering the cost per customer, combining Woodchuck’s social media with the NCAA’s platforms will attract a higher percentage of both of their follower bases. This is achieved through the process of mass communication for events held at NCAA schools. As seen in figure ten, using social media to advertise, market and promote Woodchuck’s new NCAA ties will result in returning clients and cheaper acquired customers.

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**Follow the money**

Average earnings for influencer posts on selected social-media platforms

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<th>YouTube</th>
<th>Facebook</th>
<th>Instagram</th>
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POSSIBLE TREE-BULATIONS

Forming a business relationship with an organization as large and established as the NCAA poses some potential threats.

Learning from the Past

The largest threat is the chance of a failed partnership. In the past Woodchuck had a failed attempt to pair with Target. This was unsuccessful largely because Woodchuck could not reach its ideal consumer and did not have the right exposure to the target market. Most of Target’s customers are families and individuals that would not have interest in Woodchuck’s high-end products. The difference in partnering with the NCAA is that Woodchuck would have direct access to its target consumer. Most of Woodchuck’s products are aimed towards people from Generation Z and forming a partnership with the NCAA creates an opportunity to maximize sales to this group.

Balance of Benefits

Another concern is denial by the NCAA to form a partnership with Woodchuck. While this could happen, it is unlikely because both parties benefit from the relationship. Woodchuck is a company that has an excellent reputation due to its “Buy One, Plant One” model. Meanwhile, the NCAA has seen its credibility decline over the past few years because of scandals and the controversial topic of paying collegiate athletes.

Woodchuck would benefit from the partnership in two ways. It would have exposure to large firms that are partnered with the NCAA. These firms include AT&T, Intel, Pizza Hut, and Lowes. Exposure to these companies would allow Woodchuck to expand on its already successful business to business model. Woodchuck would also gain a following of NCAA fans that see Woodchuck’s product, therefore, increasing its business to consumer sales.
The partnership benefits the NCAA because it will be forming a relationship with a company that can help improve the organization’s social responsibility image. The NCAA can utilize athletes in Woodchuck's “Buy One, Plant One” model to increase its credibility with fans. A partnership with the NCAA does not require a large amount of capital but has the potential to generate an astonishing amount of revenue.

**Application Beyond the NCAA**

If the NCAA declines Woodchuck’s partnership offer, we have outlined the qualities that a potential strategic partner must have.

- Opportunity to develop new product(s)
- Established marketing strategy and brand name
- Prioritized and established loyalties with Generation Z customers
- Firm has consumer trends that align with the values and mission of Woodchuck
- Firm that has market presence to bring light to “Buy One, Give One” model
- Firm that will provide financial stability and reduce firm risk
BRING WOODCHUCK TO MARKET

The implementation plan for this recommendation has been manufactured so that Woodchuck may capitalize on every advantage received through the partnership.

Phase 1
The first step in this process is creating the partnership through either Turner Sports or CBS Sports, as stated on the NCAA website. Ideally, Woodchuck would begin this process as soon as possible. The goal is to have the partnership cemented before the end of the 2018 calendar year. The hope is to have the University of Minnesota Duluth as one of Woodchuck’s first collegiate partners, alongside the NCAA, because it is a major Big Ten School with direct geographical ties to Woodchuck.

Phase 2
Woodchuck will focus its efforts in the first quarter of 2019 to capitalize on the
immense advertising campaigns that the NCAA and its member schools pursue. This would include digital and media advertisements along with physical advertisements at popular events.

Phase 3
The first quarter of 2019 would be primarily focused on the marketing strategy above, and in the second quarter, Woodchuck will focus on its philanthropic events to increase its corporate social responsibility and make it well-known to consumers. There is a plethora of different events that could be organized. One possibility is tree-planting events incorporating influential students, such as athletes, in the environmental work at partnering universities.

Phase 4
Leading into the third quarter of 2019, the emphasis will be placed on the expansion of Woodchuck’s corporate gift sales by appealing to newfound partners and the people within those organizations. Thus, this quarter would witness Woodchuck stride towards the expansion of its business-to-business transactions based on these new relationships.

Phase 5
The final major step in this implementation process would be working toward becoming a contractual supplier of fixed, wooden assets at NCAA events. The possibilities for these assets are endless whether they be custom locker rooms, flooring, or any other custom wood product.

Continued Expansion
Ultimately, as 2019 comes to a close and Woodchuck has completed these steps, the future ambitions would be to continue to expand the firm. Woodchuck’s expansion would include the company’s brand recognition, business-to-business network, and its product lines. An expansion would be possible by leveraging new relationships and corporate social responsibility.
Costs

This recommendation has been designed to minimize costs. The most expensive aspect will be sponsorship or partnership costs, which will depend on the level of involvement that Woodchuck chooses to initiate with the NCAA. However, the more monetarily involved the company chooses to be initially, the more avenues for cheaper marketing and sales will be available. The NCAA’s cost allocation for partnerships is shown in Appendix D.

In terms of marketing costs, most of the expenses to budget for will already be paid for by the NCAA. The organization will be obliged to place a referential advertisement for Woodchuck on its own ads in accordance with the partnership agreement. The only factors that may require additional funding from Woodchuck would be the philanthropic events it hosts with NCAA college athletes.

Although the plan for Woodchuck to become the primary provider of wooden products to the NCAA may seem costly, the plan has been constructed to allow for revenue production to be well established and stable before implementing these expensive products. Therefore, no retained capital would be necessary to fund such sales. The only monetary costs that must be financed by Woodchuck are the partnership agreement liabilities, the design of Woodchuck’s unique physical advertisements, and philanthropic events. Moreover, the remaining costs that arise during implementation are intangible. These include ideas such as the time and effort that will be put in to accurately incorporate Woodchuck’s new competitive advantages into its marketing strategy.

Advantages

Of the many advantages to this implementation plan, one example is the slow increase in revenue and production that will allow Woodchuck to succeed without overstressing its operations and employees. Pressure and strain on the company are potential issue. As displayed in figure 11, the timeline allows the company to adjust to each step and prepare for the next phase before it begins.
Obstacles

One major obstacle is prevalent in our implementation plan: time. The time it will take to complete our proposal may take longer than other, short-term options. Our plan is consistent and allows the company to succeed in the long-term instead of making a short-term boom in the market.

WOODCHUCK IN FULL BLOOM

After extensive research, partnering with the NCAA will allow Woodchuck to capture Generation Z, gain brand awareness, increase sales, and expand product lines. This will result in the enhancement of its market share. The measures displayed to the right indicate the level of success that can be achieved through this venture. The Story of Partnering with the NCAA creates a symbiotic relationship between Woodchuck and the NCAA further proving that Sports are the Champion of Sustainability.

MEASURING SUCCESS BY 2022

KEY KPI'S

FINANCIAL
Increase sales to $17.5 million

ENVIRONMENTAL
Plant three million trees

BRAND AWARENESS
Gain exposure to 15% of NCAA schools

MARKET ALIGNMENT
Enhance consumer base to over 50% Generation Z
### APPENDICES

#### Appendix A: SWOT Current Situation

**Strengths**
- Very strong niche product due to the luxury and comfort it provides
- Employee loyalty due to the fun and nonchalant environment
- Customizable gifts that are mostly appropriately priced
- Unique experience of “Buy One, Give One”
- Strong, defined firm strategy serving as the foundation of all company decisions

**Weaknesses**
- Vague target market
- Lack of market visibility
- Small list of products that can be customized
- Lack of Social Media Marketing to Attract Generation Z
- Limited production potential due to lack of access to multiple lasers

#### Current Situation

**Opportunities**
- Entire market and specific products lack visibility
- No direct competitors
- Rising generations paying more attention to corporate social responsibility
- Opportunity to own the customizable wood product niches, as no one company owns this market
- Limited amount of products

**Threats**
- Hundreds of companies are indirect competitors in the gifting sector
- No economies of scale (50 employees-limited supply chain)
- Companies with cheaper products that are also customizable
- Consumer cannot see quality of product, which makes it difficult to justify the price versus competitor
- Lack of organization with the company
## Appendix B: SWOT Situation After Implementation

### Strengths
- Partnership with NCAA grants Woodchuck direct access to the target market, Generation Z
- Generation Z’s values align with Woodchuck’s firm strategy, creating brand loyalties
- Woodchuck gains market awareness and brand recognition from the size of NCAA
- Partnership benefits both parties, ensuring success and legitimacy
- Partnering with NCAA allows Woodchuck to expand from operations to include business to business and business to consumer transactions

### Weaknesses
- Barriers to entry
- Partnership with NCAA involves a contract with parent company, Turner Sports.
- NCAA, or Turner Sports, could ultimately deny the partnership with Woodchuck
- Legality issues around preventing athletes from receiving incentives or compensation from partnership
- NCAA’s decisions are reflected upon Woodchuck

### Opportunities
- Partnering with NCAA allows Woodchuck to expand into new markets
- Recognition from NCAA can give Woodchuck complete market control
- Using star athletes for promotion may increase brand loyalty
- Partnering with NCAA allows Woodchuck to create team merchandise
- Partnering with NCAA creates an opportunity for new partnerships

### Threats
- NCAA’s poor reputation is reflected upon Woodchuck
- Competitors can partner with even larger organizations
- The product itself is a fad and does not sustain a high level of sales
- There is still a lot of indirect competition in the gifting sector
- Legality problems
Appendix C: Change in NCAA Net Assets

Change in NCAA Net Assets

- Total Revenues: $595,941,057
- Total Expenses: $1,400,343,018
- Total Profit: $945,213,793
- Beginning Net Assets: $697,910,818
- Profit and Other Changes in Net Assets: $294,052,355
- Ending Net Assets: $398,858,463

Appendix D: NCAA Distribution of Money

NCAA Distribution of Money

- Sport Sponsorship and Scholarship Funds
- Division I Basketball Performance Fund
- Division I Championships
- Student Assistance Fund
- Student-Athlete Services
- Division I Equal Conference Fund
- Academic Enhancement Fund
- Division II Allocation
- Membership Support Services
- Division III Allocation
- Division I Conference Grants
- Educational Programs
- Other Association-Wide Expenses
- General and Administrative Expenses
Works Cited


Works Consulted


