

Case Study: NFL Deflategate

Wanjiru Waweru

Worcester State University

Abstract

A Case Study is an in-depth study of a person, class, or place. “In a case study, nearly every aspect of the subject's life and history is analyzed to seek patterns and causes of behavior. The hope is that learning gained from studying one case can be generalized to many others. Unfortunately, case studies tend to be highly subjective and it is sometimes difficult to generalize results to a larger population. (Cherry, 2021)”

Organization

The organization develops the main purpose in Public Relations. “Public relations should have a purpose, and this purpose should provide value for an organization. When public relations are not linked to the mission of an organization, public relations practitioners are often caught up in the production of meaningless work. *Organization motivation*-Public relations builds internal relationships to foster positive morale, teamwork, productivity, and corporate culture. (Swann, 2014)”

NFL is the most enjoyable sport in the United States of America (USA). “Betting and sports have always gone side by side all over the world and in America. People are extremely fond of the idea of testing their knowledge by wagering on the games. How does betting connect to the NFL? Well, the NFL is the most betted on sport in the country. (McKeon, 2021)”

NFL shows the population of Super Bowl. “As stated earlier, over 100 million people tune in to watch the Super Bowl each year. The first Super Bowl was held in 1967 – the Green Bay Packers won it after beating Kansas City Chiefs. As of 2021, the most decorated team in the league are the New England Patriots and the Pittsburgh Steelers. Both of these franchises have won the Super Bowl 6 times. The Dallas Cowboys and San Francisco 49s won it 5 times, and the Green Bay Packers and the New York Giants have won it 4 times. (McKeon, 2021)”

The form of business/service of NFL is a nonprofit organization. “Currently, the NFL is classified as a nonprofit but a few U.S. Senators and almost half a million people have signed a petition to strip the league of its tax-exempt status. Though the NFL has benefited from its tax-exempt status since 1966 when it merged with the American Football League (AFL), ... The Commissioner of the NFL is estimated to have raked in \$44.2 million in 2012. This puts Goodell in the top-earning ranks among other CEOs of *for-profit* corporations. (Lee, 2015)”

Fan/Customer Appreciation is an example of how the organizational culture of NFL is formal. “The Seattle Seahawks are also known for an organizational culture of appreciation. Their stadium is lined with #12 flags, representing their appreciation of their fans; arguably some of the most loyal in the country. They are the team’s 12th man on the field, and thereby critical to their success. (Goldman, 2015)”

The poor organizational culture of NFL shows an example of how the company is informal. “The *Washington Post* published an article Thursday covering the toxic culture of the Washington NFL franchise. In the article, 15 women give accounts of their experiences of sexual harassment and intimidation that were prevalent in the organization. What stood out to me while reading the article was just how bad the organizational culture was with the team. (Benedict, 2020)”

The environment of NFL shows the population of employees. “The staff at NFL come from unusually diverse demographic backgrounds. The company is 25.3% female and 39.9% ethnic minorities. Despite its diversity in other areas, NFL employees are noticeably lacking in political diversity. It has an unusually high proportion of employees who are members of the Democratic Party, at 75.0%. Employees seem to enjoy working in an otherwise diverse workplace that is dominated by members of the Democratic Party. NFL has great employee

retention with staff members usually staying with the company for 4.1 years. The average employee at NFL makes \$46,792 per year, which is competitive for its industry and location. (Zippia, 2021)”

Salaries show how involves the job position of NFL is. “NFL has 1,795 employees. While NFL employees earn an average yearly salary of \$46,792, different roles can command different wages. Some of the positions that earn high wages at NFL include software engineer, project manager, quality assurance engineer, and writer. A typical software engineer salary at NFL is \$92,386 per year. To get a better sense of the salaries at NFL, other roles such as site director and cashier can be considered as well. For comparison, the title site director at NFL earns \$21,903 per year. (Zippia, 2021)”

Even though NFL is considered a nonprofit organization, it could be a good company, and launch people to find a better career. “On average, employees at NFL stay with the company for 4.1 years. Employees most commonly join NFL after leaving ESPN. When they leave NFL, they most frequently get their next job at ESPN. (Zippia, 2021)”

Competitions involve in the workplace. “Workplace competitions are games or contests where co-workers compete for prizes or recognition. Competitions can encourage teamwork, boost morale and enhance certain professional skills. (Indeed Editorial Team, 2021)” There are competitors of the NFL. “Below are the top 4 competitors of NFL: NBA, MLB, MLS, NHL (MBA, 2021)”

The organizational system of the NFL is an open company. “There are a total of 32 teams that make up the National Football League and 53 players are allowed on the active roster. The teams are divided into two conferences: the American Football Conference (AFC) and the

National Football Conference (NFC). Each conference consists of 16 teams and is divided into four divisions — East, West, North, and South — of four teams each. (Fields, 2017)"

Researchers reviewed the SWOT analysis of the NFL. "SWOT analysis of NFL analyses the brand by its strengths, weaknesses, opportunities & threats. In NFL SWOT Analysis, the strengths and weaknesses are the internal factors whereas opportunities and threats are the external factors. SWOT Analysis is a proven management framework which enables a brand like NFL to benchmark its business & performance as compared to the competitors. NFL is one of the leading brands in the sports teams and events sector. (MBA Skool Team, 2021)"

They studied the strengths in SWOT analysis of the NFL. "NFL is the highest American football league based out of USA. The Superbowl, which is the NFL's championship game, is one of the most watched sporting event in the world. National Football League has a loyal and huge fan base in USA. The sporting event has a strong association with top companies and brands as their official sponsors & partners. National Football League is one of the most attended domestic sports league in the world, with an average attendance of more than 60,000 spectators per game. The sporting event has a huge brand legacy and popularity since it started in 1920. The annual revenue generated by NFL is more than \$12 billion, making it one of the most popular sporting events. Leading broadcasters ensure live matches and live streaming of all matches, conferences, events etc. The brand awareness is further created by merchandize, ticket sales, advertising, digital marketing and endorsement by leading players. (MBA Skool Team, 2021)"

They found the weaknesses in the NFL SWOT analysis. "Does not have a global fan base as compared to some of the leading global sporting events. No proper association with broadcasters in Asia, as most NFL matches are not being telecast in Asia. (MBA Skool Team, 2021)"

They reviewed the opportunities in the NFL SWOT analysis. “Tapping the global fan bases, especially the emerging economies, can help NFL grow globally. Lower the cost of tickets to attract a even bigger fan base in USA. The brand can use celebrities to spread more awareness about the football league. (MBA Skool Team, 2021)”

They observed the threat in the NFL SWOT analysis. “Threats from the popularity of other American leagues like NBA and MLB. Threat from the emergence of soccer in USA can affect the National Football League. USA economic slow down or pandemics can reduce the revenues.”

NFL has a mission in their organization. “We are all stewards of football. We unite people and inspire communities in the joy of the game by delivering the world's most exciting sports and entertainment experience. (NFL, 2019)”

New England Patriots did not become the first team to represent Boston. "Massachusetts began flirting with pro football long before the New England Patriots came along. The Boston Bulldogs were created and dismantled in 1929. (Mancini, 2018)"

New England Patriots were originally known as Boston Patriots. "The Patriots organization began as the “Boston Patriots," and they were founded as part of the American Football League on November 16, 1959. (Mancini, 2018)"

New England Foundation considered as a nonprofit organization. “The New England Patriots Foundation is the nonprofit organization established by the Kraft family in 1994 to support charitable and philanthropic agencies throughout New England. The foundation's primary goal is to support programs that aid the youth and families of the New England region by assisting programs that foster cultural diversity, education, family and health. (unknown writer, unknown year)”

Robert Kraft is the owner of the New England Patriots, which the organization culture are both informal and formal. “Team owner Robert Kraft did adopt that stance, along with ill-placed indignation as it turns out. He is the organization’s formal and informal leader. The culture of the Patriots is his responsibility and his announcement Tuesday that he will not appeal the team’s Deflategate fine confirms that. (Skeet, 2015)”

The organization system of the New England Patriots is closed. “Employees don’t trust their leaders because they don’t feel part of the solution. Leaders are not respecting or acting on their employees’ unique needs to be productive in specific situations (standardization). Leaders must be more in touch with what their employees require for the team’s holistic benefit (personalization). (Llopis, 2019)”

There are 955 employees of the New England Patriots. Bill Belichick is the manager or head coach of the New England Patriots. “Bill Belichick has led the New England Patriots on arguably the most dominant extended stretch in NFL history. He is known for his attention to detail and defensive strategy, although his Patriots have produced some of the most prolific offensive seasons in history. His keen eye for talent and ability to get the most out of his players has helped the Patriots maintain a high level of play year after year without a drop-off, despite their usual late draft position in a salary-cap era. Belichick was the first coach to win at least 10 games in 10 consecutive seasons and the first to win three Super Bowls in a four-year span (2001, 2003 and 2004 seasons). (ESPN, 2013)”

There are top three competitors of New England Patriots: “New York Jets, Dallas Cowboys, and Washington Redskins. (MBA Skool Team, 2020)”

Researchers reviewed the SWOT analysis of the New England Patriots. “SWOT analysis of New England Patriots analyses the brand by its strengths, weaknesses, opportunities & threats.

In New England Patriots SWOT Analysis, the strengths and weaknesses are the internal factors whereas opportunities and threats are the external factors. SWOT Analysis is a proven management framework which enables a brand like New England Patriots to benchmark its business & performance as compared to the competitors. New England Patriots is one of the leading brands in the sports teams and events sector. (MBA Skool Team, 2020)”

They went over the strengths in the SWOT analysis of New England Patriots. “Excellent marketing and merchandising in USA, one of the most successful teams in the recent past, with the highest number of superbowl appearances in the last 25 years, and world class home stadium-Gillete Stadium, and loyal and huge fan base in USA. (MBA Skool Team, 2020)”

They found the weaknesses in the SWOT analysis of New England Patriots. “Very few fans outside USA, especially in emerging economies like India and China, and Various ownership changes in the past have affected the stability of the franchise. (MBA Skool Team, 2020)”

They understand the opportunities in the SWOT analysis of New England Patriots. “Attract and retain the top talent in the NFL which will help them to remain a force to reckon with in the future, and expand to newer markets and tap the global fans, and create a global fan base. (MBA Skool Team, 2020).

They reviewed the threats in the SWOT analysis of New England Patriots. “Threat from one of its most bitter rivals, the New York Jets, and threat of other top franchises buying Cowboys’ better players. (MBA Skool Team, 2020)”

New England Patriots has a business mission in their organization. “We are building a strong, fast, smart, tough, and disciplined football team that consistently competes for championship. (Guardado, 2015)”

Problem or Opportunity

Public Relations addressed two issues that lead to a consideration between the problem and opportunity. “The complete changing nature of the media business is our biggest opportunity. Whether it’s MySpace or YouTube, which have now become media outlets, or the death of the traditional advertising model, PR agencies have a huge unique opportunity at this time to fill that gap. I expect PR will continue to grow tremendously quickly. Our biggest challenge is the lack of talent—smart, focused strategic counselors are at a premium, and more talent is needed in this industry. We need better folks representing us throughout the industry. (Carufel, 2007)”

Tom Brady’s reputation disrupted the New England Patriots because of the Deflategate scandal. “Deflategate was a NFL controversy involving the allegation that New England Patriots quarterback Tom Brady ordered the deliberate deflation of footballs used in the Patriots’ victory against the Indianapolis Colts in the 2014 American Football Conference (AFC) Championship Game. The controversy resulted in Brady being suspended for four games; the team was fined \$1 million and forfeited two draft selections in 2016. (Hirschhorn, 2019)”

Deflategate is the problem for the New England Patriots and the NFL company in 2015. “The New England Patriots, led by star quarterback Tom Brady, beat the Indianapolis Colts in the AFC Championship, 45-7, in the rain. After the game, the Colts complain that some of the game balls were underinflated, which would make them easier to catch and throw, particularly during bad weather. The league begins looking into complaints. The NFL finds that 11 footballs used by the Patriots were underinflated. The scandal erupts. (Schuppe, 2016)”

Patriots found a way to solve a solution and made a clear statement. “Patriots coach Bill Belichick denies knowing anything about the deflated footballs. Tom Brady holds a news

conference in which he says he's innocent and questions whether the controversy is all that important. The NFL announces it has hired lawyer Ted Wells to lead an investigation. Patriots owner Robert Kraft denies any wrongdoing by his team and says he wants an apology if they are cleared. (Schuppe, 2016)"

Due to the Deflategate scandal, NFL has decided to change the rules. "The NFL changed inflation rules and ball security measures. Two hours and 15 minutes prior to kickoff, each team has to supply 24 footballs to the referees. Diligently, the referees inspect and record the PSI of each football. To meet regulation, footballs must be 13.0 PSI. Similar to players having different rituals, each referee has a unique stamp of approval that indicates the football has passed inspection. The inspection process is not only to keep tabs on the teams but also the referees to eliminate any favoritism. Once the game balls are approved by Strawser et al. Deflated Case Studies in Strategic Communication, 6 | 2017 68 the referee, the K-Ball Coordinator takes custody of the footballs and is responsible for them until 10 minutes before kickoff. At that time the K-Ball Coordinator, a designated game official and an NFL security representative take the balls to the replay station and distribute them to each team's ball crew. All backup balls remain in the officials' locker room and are secured to the referee's satisfaction. (CSSC, 2018)"

The opportunity that the NFL is opportunity-adjusted touchdowns (OTD). "OTD stands for opportunity-adjusted touchdowns. It is a statistic that weighs every carry/target and converts the data into one number that indicates a player's scoring opportunity. For example, if a player has an OTD of 3.0, it means that a statistically league-average player who saw the same number of carries/targets in the same area of the field would have scored three touchdowns. (Clay, 2021)"

NFL has the standard on the New England Patriots. “A new standard has been set, as Tom Brady of the New England Patriots became the first quarterback in N.F.L. history to win five Super Bowls, leading his team to a 34-28 overtime victory over the Atlanta Falcons in Super Bowl LI. Following the game, N.F.L. Commissioner Roger Goodell presented the Patriots with the Vince Lombardi Trophy. He was met with an extended chorus of boos thanks to his unpopular decision, among Patriots fans, to punish the team for the Deflategate scandal by suspending Brady for the first four games of this season. The Patriots went 3-1 with Jimmy Garoppolo and Jacoby Brissett filling in for Brady. (Hoffman, 2017)”

Key Public

Key Public is the majority group of people in the marketing plan. “Are segmented groups of people whose support and cooperation are considered "key" to the long-term survival of an organization or the short-term accomplishments of its objectives. So when a company goes to develop their marketing plan they must determine what demographic they are going to reach. (Storm, 2012)”

The fans show their participation in NFL on social media. “While the Cowboys lead the way on Facebook, over on Twitter, the New England have the largest following, while the Jacksonville Jaguars are bringing while The Jacksonville Jaguars are bringing up the rear with the lowest amount of followers on the social media site. YouTube is also a great way for NFL franchises to engage with their fans by posting behind-the-scenes videos and match highlights. (Gough, 2021)”

Developing a fanbase for the NFL is a great tool to increase their marketing skill. “Following your favorite team on social media is one thing, but it does not compare to the atmosphere of being at a live game. However, while football is loved across America, being a fan

of the sport does not come cheap. The average cost for a family of four to enjoy a home game in the NFL, including refreshments and merchandise, came to a staggering 554 U.S. dollars in 2020. This marks an increase of over 200 U.S. dollars on the figure from 2006. (Gough, 2021)”

The Patriots fans locates in New England. “Patriots fans online are overwhelmingly local to New England. Their affinities are predictable: a mix of Boston sports teams and team affiliates. They are mostly talking about Gillette Stadium, Tom Brady, Gronk, and other players. (Praytell Agency, 2021)”

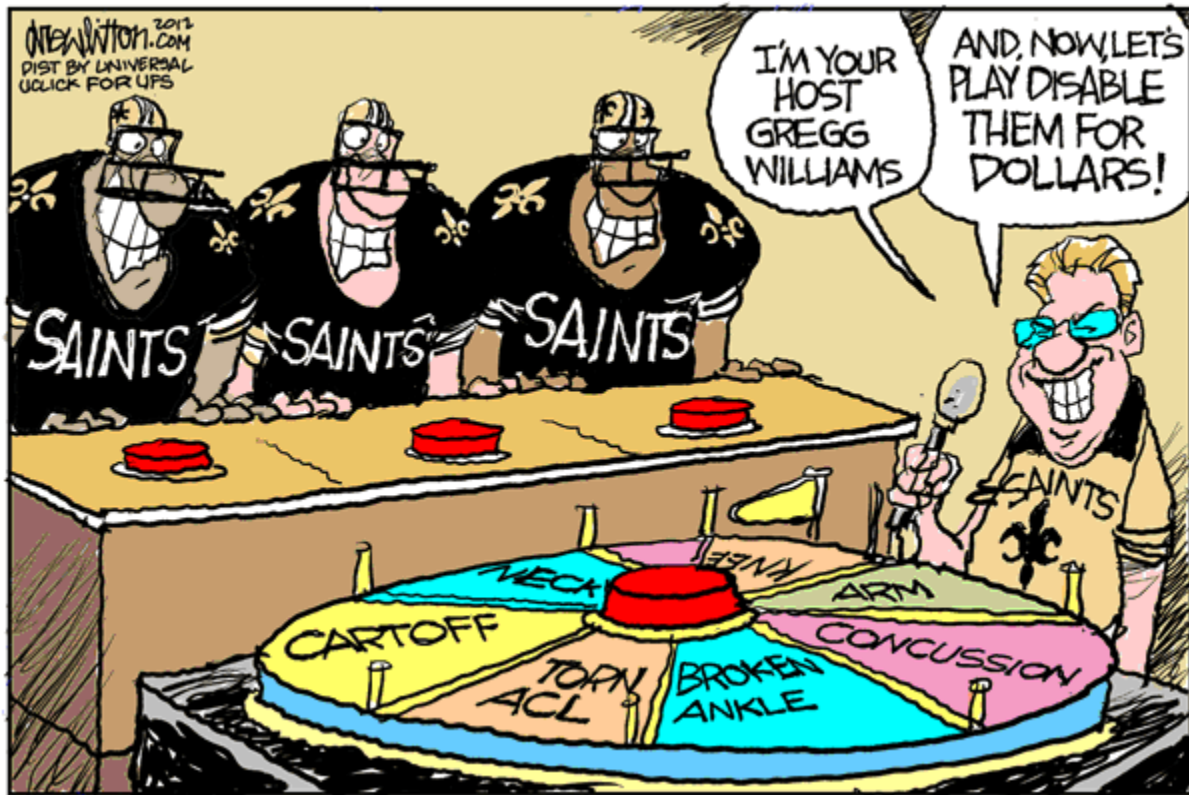
Social media impacts the Patriots’ fans. “The first came from our analysis of the Patriots’ audience. Their fans and followers on social are youthful and proud of where they live—an ideal community for any brand. While Facebook is the Pats’ largest online community, Instagram, with its younger user base, is the fastest growing. The Patriots’ more recent wins also fuel a more youthful audience; conversely, teams with legacy successes tend to have older audiences. Overall, NFL teams are finding wins with Instagram—while accounting for only 13% of posts by teams during the 2018 season, Instagram drove 81% of social value across the NFL. (Praytell Agency, 2021)”

Discussion Questions

1. To what extent can lessons learned from Deflategate apply to other organizations or individuals in need of image restoration?

- This case study on the scandal of the National Football League (NFL) shows what Deflategate authorizes the attitude which considers the information of agenda-setting and image restoration to analyze the development of public relations.

2. Choose an organization or a celebrity with a checkered history and apply the image-restoration strategies to their situation.



2012: New Orleans Saints' involvement in the *Bountygate* scandal. "The NFL suspended several Saints—including head coach Sean Payton and defensive captain Jonathan Vilma—for involvement in a system, allegedly run by defensive coordinator Gregg Williams, in which players received bonuses for injuring opposing players. (Keane, 2021)"

3. What impact does social media (in this case Facebook and Twitter) have on decisions and strategies made by organizations?

The impact of Social Media that NFL made a decision on Tom Brady's Deflategate Scandal on social media. Facebook reported about the consequences of Tom Brady's action. "Brady's Facebook, which has more than 4.3 million 'Likes,' presented several direct quotes from Brady that reinforced his disbelief and disappointed surrounding the entire Deflategate issue, especially the punishment and procedure used by the NFL. Figure 1 shows one such post

on his Facebook page. Facebook post by Tom Brady about the NFL's decision to uphold the suspension. (CSSC, 2017)"

4. Tom Brady's image and restoration was impacted by the Deflategate scandal. Imagine you are a crisis communication expert, would you have advised Tom Brady differently from the beginning of the scandal? Why?

The crisis has a strong influence on the organization (NFL). "For organizations, crisis most often conveys a fundamental threat to the very stability of the system, a questioning of core assumptions and beliefs, and risk to high priority goals, 7 including organizational image, legitimacy, profitability and ultimately survival. These threats to organizational legitimacy and image occur with some amount of frequency. (Cruz, 2019)"

Tom Brady's reputation disrupted the New England Patriots because of the Deflategate scandal. "When professional athletes, coaches, and teams commit an offensive act, they are not only damaging their own image, but also the image of the league for which they play. (Cruz, 2019)"

As a crisis communication expert, I would provide Tom Brady with advice is to educate his team with a spirit that is the best solution to prevent cheating in his NFL career. "Great athletes develop an intrinsic desire to win, based on the personal value accomplishment provides. Athletes who turn to shortcuts and develop a win-at-any-cost mentality are more often extrinsically motivated; they value the admiration, attention, and external rewards (prizes, money, etc.) that come with winning. Teaching the spirit of the game can be a good way to help young athletes learn the difference between playing to win and winning at any cost. (TrueSport, 2017)"

5. What steps could Tom Brady have completed to ensure a more positive public persona (aside from winning a Super Bowl)?

There are three reasons Tom Brady to win the Super Bowl to reveal his public positive persona. Tom Brady became very emotional to discuss his family in the interview on the radio station. “Adding to the legend was Brady’s post-Super Bowl appearance with his mother, who had fought cancer for 18 months leading up to the Super Bowl and was cleared to travel to Houston for the game only days before Brady called her ‘the best mom in the world’ and talked about how nice the victory was for her in an interview on Boston’s WEEI radio station the day after the Super Bowl. (CSSC, 2017)”

People wanted to know how does Brady’s personal life prevents from the Deflagate incident. “This family illness further humanized Brady and positioned him as someone for whom life was not perfect. With the images and media reports about Brady greeting his family, including his sick mother who wore a scarf over her head to cover the hair loss, following the victory, how could anyone think negatively of him? (CSSC, 2017)” Brady expressed his emotions to predate the Super Bowl. “Brady had been emotional in speaking about his family in interviews preceding the Super Bowl, thus adding to his ‘golden boy’ or ‘boy-next-door’ persona. While we do not believe this was purposeful, as a means of image restoration, we believe it did have a positive influence on his public persona. (CSSC, 2017)”

Conclusion

This case study concentrates on the information of the NFL’s Deflagate Scandal. The organization of the NFL and New England Patriots through their history backgrounds, SWOT, organizational culture and system, environment, and mission statement. Public relations focus on

the problem and opportunity reflects on the solution of the NFL's Deflategate Scandal. Fans are the key public to both New England Patriots and NFL as a marketing strategy.

References

- Cherry, K. (2021, May 02). What Is a Case Study in Psychology? Retrieved from <https://www.verywellmind.com/how-to-write-a-psychology-case-study-2795722#what-is-a-case-study>
- Strategic Impact of the “Deflategate” Scandal on the NFL and its Golden Boy [Abstract]. *CSSC Journal*, 6. Retrieved from <http://cssc.uscannenberg.org/wp-content/uploads/2018/01/v6art3.pdf>
- Lee, A. (2016, August 08). NFL: Non-Profit or Corporation? Which Team Are You On? Retrieved from <https://www.rocketlawyer.com/blog/nfl-non-profit-or-corporation-which-team-are-you-on-916494>
- McKeon, J. (2021, March 18). Interesting Facts About the NFL. Retrieved from <https://www.americanfootballinternational.com/interesting-facts-about-the-nfl/>
- Swann, P. (2014). *Cases In Public Relations Management: The Rise of Social Media and Activism* (2nd ed.). New York, NY: Routledge.
- Goldman, S. (2016, August 16). How Culture and Leadership Pave the Road to the Superbowl. Retrieved from <https://gothamculture.com/2015/01/27/culture-and-leadership-road-to-the-superbowl/>
- Benedict, G. (2020, July 17). The recent scandal shows the poor organizational culture in the Washington franchise, and in the NFL. Retrieved from <https://www.behindthesteelcurtain.com/2020/7/17/21328393/recent-scandal-shows-the-poor-organizational-culture-in-the-washington-redskins-and-nfl-steelers>
- NFL. (2019, May 30). MISSION AND VALUES. Retrieved from <https://www.nfl.com/news/mission-and-values>

Working At NFL. (2021). Retrieved from <https://www.zippia.com/nfl-careers-32352/>

Team, M. S. (2021, September 19). NFL SWOT Analysis, Competitors & USP. Retrieved from <https://www.mbaskool.com/brandguide/sports-teams-and-events/5926-nfl.html>

Fields, V. T. (n.d.). The Organizational Structures of the NFL and Its Relation to Classica...

Retrieved from

<https://www.slideshare.net/VictoriaFields3/the-organizational-structures-of-the-nfl-and-its-relation-to-classical-approaches-71961166>

Developing an Online Marketing Plan: Key Publics. (n.d.). Retrieved from

<https://www.clearpivot.com/blog/bid/214847/developing-an-online-marketing-plan-key-publics>

Gough, C. (2021, September 08). NFL teams by Facebook fans. Retrieved from

<https://www.statista.com/statistics/240028/facebook-fans-of-national-football-league-teams/>

Agency, P. (2020, May 22). The Patriots & The NFL on Social Media. Retrieved from

<https://medium.com/praytelligence/the-patriots-the-nfl-on-social-media-323aa389383c>

Carufel, R. (2018, June 06). What Are the Biggest Challenges and Opportunities Facing PR

Agencies Now? Retrieved from

<https://www.agilitypr.com/pr-news/public-relations/biggest-challenges-opportunities-facing-pr-agencies-now/>

Schuppe, J. (2016, April 26). Deflategate: A Timeline of the New England Patriots' Long and

Winding Scandal. Retrieved from

<https://www.nbcnews.com/storyline/nfl-controversy/deflategate-timeline-new-england-patriots-long-winding-scandal-n561831>

Cruz, E. A. (2019, March 01). Deflategate and Image Repair Theory: A Case Study. Retrieved

from <https://scholarsarchive.byu.edu/cgi/viewcontent.cgi?article=8571&context=etd>

Hirschhorn, J. B. (2015, May 11). Patriots lose 2016 1st-round pick, fined \$1 million for DeflateGate role. Retrieved from

<https://www.sbnation.com/nfl/2015/5/11/8561821/patriots-punished-nfl-deflategate-draft-picks-fined>

Clay, M. (2021, October 19). Fantasy football: NFL opportunity-adjusted touchdown (OTD) rankings for 2021. Retrieved from

https://www.espn.com/fantasy/football/insider/story/_/id/32208150/fantasy-football-nfl-opportunity-adjusted-touchdown-otd-rankings-2021

ESPN. (2013, June 05). 7. Bill Belichick: Attention to detail. Retrieved from

https://www.espn.com/nfl/story/_/page/greatestcoach7/greatest-coaches-nfl-history-bill-belichick

Hoffman, B. (2017, February 05). Here's How the Patriots Won Their Fifth Super Bowl.

Retrieved from

<https://www.nytimes.com/2017/02/05/sports/super-bowl-score-patriots-falcons.html>

Guardado, J. (2015, December 07). New England Patriots. Retrieved from

https://prezi.com/bqrom_kn_nbi/new-england-patriots/

Team, M. S. (2020, April 12). New England Patriots SWOT Analysis, Competitors & USP.

Retrieved from

<https://www.mbaskool.com/brandguide/sports-teams-and-events/5922-new-england-patriots.html>

20 Super Facts About the New England Patriots. (2018, January 29). Retrieved from

<https://www.mentalfloss.com/article/61216/20-super-facts-about-new-england-patriots>

Skeet, A. (2015, May 20). Brady, Patriots, NFL Fail the First Test of Leadership. Retrieved from

<https://www.scu.edu/ethics/all-about-ethics/all-about-ethics-blog/brady-patriots-nfl-fail-the-first-test-of-leadership.html>

Owler. (n.d.). New England Patriots. Retrieved from <https://www.owler.com/company/patriots>

Llopis, G. (2019, February 07). The New England Patriots: The Mastery Of Teamwork In A Climate Of Constant Change. Retrieved from

<https://www.forbes.com/sites/glennllopis/2019/02/06/the-new-england-patriots-the-mastery-of-teamwork-in-a-climate-of-constant-change/?sh=609dc54a12a9>

Keane, S. (2021, August 26). 8 Scandals That Rocked the NFL. Retrieved from

<https://www.history.com/news/nfl-scandals-controversy>

Negative Media. (2012, December 03). Retrieved from

<https://bountygate.wordpress.com/negative-media/>

Cruz, E. A. (2019, March 01). Deflategate and Image Repair Theory: A Case Study. Retrieved from <https://scholarsarchive.byu.edu/cgi/viewcontent.cgi?article=8571&context=etd>

Infrontadmin. (2020, October 29). How to Encourage Competition While Discouraging Cheating. Retrieved from

<https://truesport.org/shortcuts/encourage-competition-discouraging-cheating/>