

Contents

Acknowledgments

xiii

Preface

xv

PART I INTRODUCTION TO SPORTS BUSINESS MANAGEMENT

CHAPTER 1	DECISION-MAKING: A STRUCTURED APPROACH	3
1.1	Some Key Concepts for Informed Good Decisions	4
1.2	Decision-Making Examples From the San Francisco Giants of Major League Baseball	6
1.3	Some General Comments on Decision-Making	27
1.4	Summary	29
CHAPTER 2	THE WORLD OF SPORTS AND ITS BUSINESS ECOSYSTEM	31
2.1	Sports as an Ever-Changing Industry	32
2.2	The Rich Diversity Across Sports Around the Globe	32
2.3	The Sports Business Ecosystem and Key Stakeholders	36
2.4	Fans, Cities, and Communities	46
2.5	Elite Professional Sport	48
2.6	Management in the Sports Industry vs. Management in Other Industries	50
2.7	The Growing Global Dimensions of the Business of Sports	54
2.8	Summary	65
CHAPTER 3	GLOBAL SPORTING BODIES, FEDERATIONS, AND ASSOCIATIONS	67
3.1	Categories of Global Sporting Bodies and Federations	68
3.2	The International Olympic Committee (IOC)	69
3.3	International Federations	81
3.4	National Sport Federations (NSFS)	88
3.5	Decision-Making at Sports Federations	91
3.6	Building the Revenue and Resource Base	93

3.7	Grassroots Sports	94
3.8	Governments and Sports Management	95
3.9	Summary	95
	Appendix 3.A Sporting Organization Abbreviations	96

PART II STAKEHOLDERS

CHAPTER 4	LEAGUES	101
4.1	Differing Architectures of Sports Leagues	104
4.2	Alternative Ownership Structures of Sporting Leagues	108
4.3	Sporting League Revenues and Sources of Revenues	110
4.4	Examples of League-Level Decisions	113
4.5	Leadership at the Sporting League Level	117
4.6	Competitive Balance	121
4.7	Promoting Competitive Balance at League Level	124
4.8	Mini-Case Study of Women's National Basketball Association (WNBA)	127
4.9	Summary	129
CHAPTER 5	NEW SPORTING LEAGUES	131
5.1	Diversity of New Sporting Leagues	132
5.2	New Sporting League Evaluation Criteria	140
5.3	New League Example #1: Indian Premier League (IPL)	146
5.4	New Sporting League Example #2: National Women's Soccer League (NWSL)	152
5.5	Summary	160
	Appendix 5.A Yates 2022 Report Highlights Major Systemic Challenges in Women's Soccer at NWSL and USSF	160
	Summary of Findings	160
CHAPTER 6	PROFESSIONAL ATHLETES AND PLAYERS' ASSOCIATIONS/UNIONS	165
6.1	The Professional Sports Athlete Landscape	166
6.2	Player Compensation Growth for Team Sports and Individual Sports Athletes	166
6.3	General Factors Affecting Athlete Compensation	180
6.4	Professional Athlete Compensation Ecosystems	183
6.5	Player Retirement Decisions	188
6.6	Decision-Making at Players' Associations	189
6.7	Players Behaving Badly	196
6.8	The Roles of an Agent in the Sports Business	197
6.9	Summary	198

CHAPTER 7	CLUBS, MANAGEMENT, AND VALUATION	201
7.1	The Sport Playing (On-Field) Side and Business (Off-Field) Side of a Sporting Club	202
7.2	Dramatic Differences Across Sporting Clubs in Key Financial Variables	204
7.3	Club Decision-Making and Valuation Through Leverageable Assets and Inherited Liabilities	213
7.4	Alternative Ownership Models of Sporting Clubs	223
7.5	Ownership Motives and Management Decisions	228
7.6	Juggling the Motives of Multiple Stakeholders	232
7.7	Building the Club Culture	232
7.8	Summary	233
CHAPTER 8	CLUB PLAYER-SIDE DECISION-MAKING	235
8.1	Multiple Investment/Expenditure Areas on the Club Player Side	236
8.2	General Manager and Head Coach as Pivotal Functions	238
8.3	Decision-Making in a World of General Managers and Coaches With Uncertain Tenure	241
8.4	Club Playing Squad Total Payroll Decision-Making	242
8.5	Key Aspects of Player Contracts	250
8.6	Multiple Factors Affecting Player Contracting	253
8.7	Building Evidence on the Abilities of Professional Athletes	260
8.8	The Sports Analytics Revolution: Analytics Goes Mainstream	261
8.9	Evaluating the Success of Club Player Decision-Making	263
8.10	Summary	265
CHAPTER 9	COLLEGE SPORTS I: OVERVIEW AND NCAA DECISION-MAKING	267
9.1	US College Sports Landscape in State of Flux	268
9.2	Multiple Levels of Decision-Making in College Sports	273
9.3	The Complex Landscape of College Sports	278
9.4	The Road to a College Sports World With NIL, Pay-to-Play, and Ease of Student Athlete Transfers	283
9.5	Title IX and Its Major Impact on College Sports	288
9.6	Commissions Impacting the College Sports World	289
9.7	College Football Playoff (CFP) Builds Its Own Infrastructure	290
9.8	NCAA Financials and Distributions	291
9.9	Summary	293
	Appendix 9.A NCAA Press Release on New Name, Image, and Likeness Policy	293

CHAPTER 10 COLLEGE SPORTS II: CONFERENCE AND COLLEGE-LEVEL DECISION-MAKING	297
10.1 Conferences as a Pivotal Part of the College Sports Landscape	298
10.2 Conference Declines and Disbandments	301
10.3 College Conference Financials and Revenue Pillars	302
10.4 Conference College Distribution Models	306
10.5 Factors Driving College Conference Groupings and Realignments	308
10.6 Colleges as the Coalface of College Sports Management: Key Priority Areas	311
10.7 College Revenue Management	314
10.8 College Expense Management	317
10.9 College Decisions on Number and Type of Sports Programs	319
10.10 Ranking College Sports Programs by On-Field Program Performance	320
10.11 Summary	323

PART III APPLICATIONS

CHAPTER 11 SPORTS ENGAGEMENT: LIVE SPORT EVENT TIME AND BEYOND LIVE SPORT EVENT TIME	327
11.1 Different Arenas of Sports Engagement	328
11.2 Multiple Platforms Available to Build Sports Engagement	330
11.3 Decisions About Sports Engagement	343
11.4 Evaluating the In-Stadium Experience	351
11.5 Engagement Evidence via Social Media Platforms	351
11.6 Summary	352
Appendix 11.A Social Media Engagement With Global/Confederation Sporting Bodies and Sporting Leagues	353
Appendix 11.B Social Media Engagement With Sporting Teams	355
Appendix 11.C Social Media Engagement With Sporting Athletes	357
CHAPTER 12 SPORTS MARKETING	361
12.1 Marketing of Sport vs. Marketing Through Sport	364
12.2 Stakeholder Groups in Sport Marketing	372
12.3 Licensing and Merchandising	375
12.4 Sport Marketing Basics and Concepts	377
12.5 Sport Property Branding	382
12.6 Sport Marketing Decision-Making	386
12.7 Summary	388

CHAPTER 13 SPORT SPONSORSHIP I: STRATEGIC ASPECTS	391
13.1 Sponsorship and the Sport Marketing Mix	392
13.2 Magnitude of Total Sponsorship Industry	395
13.3 Diversity of Individual Sport Sponsorship Deals	398
13.4 Sport Sponsorship as Part of an Integrated Marketing Strategy	399
13.5 Structuring the Sport Sponsorship Decision	400
13.6 Mini-Case: NBA's Path to Sponsor Patches on Jerseys	413
13.7 Summary	417
Appendix 13.A Sample North American Title Sponsorship Deals From <i>Sports Business Journal</i>	417
CHAPTER 14 SPORT SPONSORSHIP II: ACTIVATION, EVALUATION, AND SERVICING	425
14.1 Tactical Sponsorship in Action	426
14.2 In-Kind/Contra Sponsorship	426
14.3 Sport Sponsorship Agencies	427
14.4 Sponsorship Activation	428
14.5 Sponsorship Measurement: Valuation and Evaluation	433
14.6 Sponsorship Servicing	439
14.7 Sponsor Turnover	440
14.8 Mid-Sponsorship Shifts in Agreement Contexts	444
14.9 Summary	446
CHAPTER 15 ATHLETE SPONSORSHIP, ENDORSEMENT, AND BRANDING	447
15.1 The Landscape of Athlete Endorsements	448
15.2 Athlete Endorsement Income	451
15.3 Female Athlete Endorsement Income	455
15.4 Shoe/Apparel Companies Lead the Charge on Athlete Sponsorships	457
15.5 Multiple Deliverables to Endorsing Athletes	460
15.6 Sponsor Decision-Making	460
15.7 Athlete Decision-Making	463
15.8 The World's Most Marketable Athletes: A Look Into the Future by <i>SportsPro</i>	467
15.9 Governing Sporting Body Decision-Making	470
15.10 Summary	472
Appendix 15.A Amateur Athlete Endorsements	472
CHAPTER 16 SPORTING EVENTS AND MEGA-EVENTS	475
16.1 What Is a Sports Event?	476
16.2 Alternative Categories of Events	479

16.3	Multiple Decisions in Running an Event	482
16.4	Event Stakeholders	487
16.5	Selecting the Event Location	493
16.6	Creating the Event and Building the Event Brand	494
16.7	Planning the Event	496
16.8	Preparing the Event	503
16.9	Operating the Event	504
16.10	Closing the Event and Post-Event Evaluation	505
16.11	Volunteer Management	505
16.12	Summary	506

CHAPTER 17 SPORTING VENUES AND OTHER RELATED FACILITY INVESTMENTS 509

17.1	Growing Range of Sporting Venues and Other Related Facilities	510
17.2	Key Principles of Sporting Asset Design and Build: Flexibility, Scalability, Future Proofing, and Security	514
17.3	Multiple Motivations for Investments in Sporting Venues and Other Related Facilities	515
17.4	Key Business Concepts in Sporting Venues and Other Related Asset Investments	519
17.5	Examples of New Venues and Renovation/Upgraded Venues in Elite Sport	522
17.6	Financing New and Renovated Venues and Other Related Facilities	526
17.7	Venue Naming Rights	531
17.8	New Venue Design and Planning Decision	535
17.9	Summary	540
	Appendix 17.A: Major League Soccer (MLS) Stadium Landscape – 2024	541
	Appendix 17.B: National Women’s Soccer League (NWSL) Stadium Landscape – 2024	543
	Appendix 17.C: New Venue Constructions in NFL, MLB, NBA, and NHL – 2014 to 2024	545

CHAPTER 18 VENUE-RELATED REVENUE STREAMS AND TICKET PRICING 549

18.1	Richness of Venue Revenue Sources	550
18.2	Ticketing Terminology	553
18.3	Multiple Objectives of Ticket Pricing	554
18.4	Determinants of Ticket Prices and Ticket Price Differences	557
18.5	The Pricing of Tickets on the Primary Market	559
18.6	The Pricing of Tickets on the Secondary Market	563
18.7	Primary and Secondary Markets in Action	566
18.8	Concessionaire/Food and Beverage Revenues	571
18.9	Premium Seats/Suites/Spaces Revenues	572

18.10	Concerts/Venue Rental Revenues	574
18.11	Summary	576
	Appendix 18.A MLB Club Differences in Capacities, Average Attendances, and Ticket Revenues	577
CHAPTER 19	SPORTS GAMBLING, FANTASY SPORTS	581
19.1	Differing Arenas of Sports Gambling	582
19.2	Gambling, Game Integrity, and Information Integrity	585
19.3	Stakeholders in the Sports Gambling Landscape	585
19.4	US Professional Sporting Leagues and May 2018 Supreme Court Decision	595
19.5	Betting on College Sports Games	599
19.6	Fantasy Sports and Daily Fantasy Sports	601
19.7	Case Study: Australian Football League’s Risk Mitigation Strategies to Promote Game Integrity and Combat Match-Fixing Attempts	602
19.8	Summary	604
	Appendix 19.A INTERPOL Highlights Threats to Integrity in Sports	604
CHAPTER 20	SPORTS MEDIA PART I: A SHIFTING LANDSCAPE WITH INCREASING CONSUMER OPTIONS	609
20.1	Sports Media Value Chain and Alternative Ways Consumers Access Content	610
20.2	Some Key Sports Media Stakeholders	614
20.3	Eras of Ways Consumers Access Sports Content	619
20.4	Mini-Case: Netflix and WWE Herald a Global Partnership for WWE Raw	626
20.5	Summary	628
CHAPTER 21	SPORTS MEDIA-PART II: DECISION-MAKING BY KEY STAKEHOLDERS	629
21.1	Decision-Making by Sports Content Owners	630
21.2	Factors Affecting Amounts Bid for Sports Content Rights	633
21.3	Financial Agreements Across Leagues and Clubs for Sports Content	638
21.4	Conflicts Across the Sports Media Value Chain	641
21.5	NFL as an Example of Media Rights Holder Negotiations	642
21.6	The Rise and Fall of the Pac-12 Network	644
21.7	Summary	647
	Appendix 21.A European Football/Soccer Broadcasts Contracts as a Major Revenue Pillar: 2014–2015 to 2022–2023	647

CHAPTER 22 CRISIS MANAGEMENT	651
22.1 Illustrations of Crisis Contexts Across Stakeholders	652
22.2 Differing Characteristics of Crisis	657
22.3 On-Field vs. Off-Field Potential Crises	659
22.4 Stages of Crisis Management	664
22.5 Mini-Case: Aaron Hernandez and Crisis Management	670
22.6 Summary	672
Appendix 22.A Michael Vick and the Atlanta Falcons: Rolling Discovery of Vick’s Involvement in a DogFighting Ring	673
Appendix 22.B Crisis Management Advice from Meghan Clyne, US White House Special Assistant to President George W. Bush	674
<i>Name Index</i>	679
<i>Topic Index</i>	683