

THE SPORT BUSINESS HANDBOOK

INSTRUCTOR GUIDE

Rick Horrow Editor

With Rick Burton and Myles Schrag

The Sport Business Handbook Instructor Guide

The instructor guide for *The Sport Business Handbook* includes additional documents to aid teaching and discussion of concepts covered in the book. The editors have included this information, created by three leading scholars of sport business, for you here because we know it will be of interest even if you're not a university faculty, researcher, or student:

- **Breakthrough moments.** Written by Elizabeth Haas Edersheim and Lee Igel, these transcendental moments let students think about and discuss key moments in sport history. These breakthrough moments allow instructors to provide their students with a greater chronological understanding of the field, including how the moments played a role in future developments, what types of changes these moments helped spawn, and what sectors of sport business these moments were in.
- **Sport business in the classroom.** This commentary by Stephen Greyser helps to show how *The Sport Business Handbook* can be used in applied sport management courses of various kinds, including capstones, courses that emphasize case studies, experiential learning opportunities, and internships. It also provides an overview of the half-century evolution of sport business in higher education both in the United States and abroad.

[Library of Congress Info]

ISBN: 978-1-4925-4310-7 (print)

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Acquisitions Editor: Andrew L. Tyler; Managing Editor: Amanda S. Ewing; Copyeditor: Joyce Sexton; Indexer: \

bb); Permissions Manager: Martha Gullo; Senior Graphic Designer: Joe Buck; Graphic Designer: Whitney Milburn; Cover Designer: Keri Evans; Cover Design Associate: Susan Rothermel Allen; Photo Asset Manager: Laura Fitch; Photo Production Coordinator: Jason Allen; Printer: Versa Press

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Printed in the United States of America

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Breakthrough Moments

Elizabeth Haas Edersheim and Lee H. Igel

Sports have a way of creating special moments. They are fun and games. They are serious business. They reflect and refract beliefs and values about society and culture. Sport has the power to make lasting impressions—“Where were you when . . . ?” memories—that tell us about the past, give meaning to the present, and reveal signs of the future. Some of these moments can be seen as “breaking through,” standing the test of time and serving as a marker through the course of history.

What defines a breakthrough moment?

This question was on Rick Horrow’s mind when he first approached us about becoming involved in the project spanning the past 50 years of sport business. He was interested in ways to go about identifying and describing some of the most influential breakthrough moments of the last 50 years, insisting on selections with a discipline that is repeatable. In other words, the list had to have conceptual rigor—a “methodology.”

At the outset, we naturally had our own thoughts about what some of those moments might be. Elizabeth, a business historian who teaches at the NYU Preston Robert Tisch Institute for Global Sport, thought about admitting her bias and pressing beyond the World Cup Championships she calls to memory. Lee, an organizational behaviorist and professor at the NYU Robert Preston Tisch Institute, began scrolling through his list of influential innovators and entrepreneurs in modern sport. As happens with these types of discussions, the roll of events and names started growing quickly. That led us to thinking about criteria for determining what reaches the level of “breakthrough moment,” an event that drives changes in perception and expectation.

Early on, we drew inspiration from a course that Lee helped develop and teach at NYU in early 2009. The course traced the arc of American history from the shortcomings of Reconstruction to the resilience of Jackie Robinson breaking the color barrier in Major League Baseball to the election of Barack Obama as president of the United States. It surveyed, balanced, and crisscrossed events and transformations in sport, politics, and society. Some of those moments are well known and the stuff of bestsellers, Hollywood films, and ESPN *30 for 30* documentaries while others had been overlooked, mostly forgotten about, or relegated to a few sentences in books with their covers collecting dust. In any case, reviewing materials from the course and its central question—Were it not for athletes who are black, would the election of a president who is black have occurred by this point in time?—provided us with some illustration for this breakthrough moments project. And, maybe more important, how does the athlete as a human being influence the arc of history?

As sport has shifted—economically, politically, socially, technologically, professionally, and even in personality—over time, there are moments that define and determine the sport industry and its management today and tomorrow. These dimensions are interrelated and they provide checks and balances on each other. Our focus here prioritizes the social. It is

the social dimension that inevitably provides the checks and balances in periods when the economics, the politics, the technology, and the professional behaviors challenge our ethics.

While each of the breakthrough moments occurred locally, their impacts were felt globally. That is, they crossed geographic boundaries and affected global standards. For example, while the World Anti-Doping Agency has maintained standards for use of performance-enhancing substances in sport around the world since the turn of the millennium, the outcome of MLB's "Steroid Era" and the media attention around it opened public awareness and discussion on a level that gave sport governing bodies the courage to take greater responsibility for providing people with the type of product they expected from games, matches, and competitions.

It's about the people.

This list of breakthrough moments calls attention to social and cultural moments that had an impact on the economics, politics, technology, and management of the sport industry. It is intended to provoke discussion, illuminate the history of sport, and provide a framework for recording history as it is being made. This is about athletes in a societal context, which is important for sport business professionals and sport business students to understand in terms of their own responsibility to the field and impact in and beyond it.

We took a social ecologist approach in developing a list that defines and describes key moments in the sport world during the past 50 years. Social ecology, as Peter Drucker explained, is "concerned with man's man-made environment the way the natural ecologist studies the biological environment" and is interested in the "tension between the need for continuity and the need for innovation and change. . ." (Drucker 2011). Drucker's work on the principles of innovation, in particular, also provided some basis for our criteria, as did Malcolm Gladwell's concept of "tipping point," some leading academic scoring mechanisms, and yardsticks used by selection committees for voting in major sport Hall of Fame ballots.

To select the breakthrough moments from the last 50 years, we then began asking experts the question, "What is different in sport today than 50 years ago?" After we listed their answers, we went back to search for the moments that signaled an inflection point, checked that they were balanced in impact within sports and beyond them, scored those events, and compiled the following list.

This list, of course, is not set in stone. New moments are occurring, and the list is only a first cut based on our understanding. Feel free to email us your thoughts at lee.igel@nyu.edu and eah7@nyu.edu

Questions for Discussion

As you review the breakthrough moments, consider discussing the following questions:

1. Do you believe this event was associated with a social or economic change in the field of sport management? Why or why not?
2. If yes, what subsequent events built upon this moment? If no, is there

another event that you believe is more aptly associated with that inflection?

3. How is this a reflection of shifts and needs within overall society?
4. What principle or theory—from management, economics, politics, social science, and similar areas of study—could be applied to understanding this change?

1968: Black Power Salute at the 1968 Mexico City Olympic Games

The 1968 Olympics black power salute was a political statement on the medal stand at the Olympic Games in Mexico City. It followed U.S. team members Tommie Smith and John Carlos winning gold and bronze medals, respectively, in the 200-meter running event. The action included the two champions removing their shoes to protest poverty and wearing beads to protest lynchings. The enduring image is from the medal stand during the playing of the U.S. national anthem, when Smith and Carlos lowered their heads in defiance and each raised a fist in a black power salute. In an act of solidarity, the silver medalist, Australian sprinter Peter Norman, who was white, wore a badge that read “Olympic Project for Human Rights.”

Tipping Point

In later years, Smith stated that the gesture was a human rights salute, not a black power salute. In any case, the moment is regarded as one of the earliest and most politically overt acts of an activist athlete. It came at a time when such athletes as Muhammad Ali and Kareem Abdul-Jabbar were becoming increasingly active in using sport as a platform to encourage social change.

1969: Jim Brown Kisses Raquel Welch in the Film 100 Rifles

Jim Brown, running back for the Cleveland Browns and one of the top players in the National Football League, takes an acting role in the Hollywood motion picture *100 Rifles*, costarring Raquel Welch, one of the most celebrated actresses in the world. In one of the scenes, Brown and Welch engage in a kiss—one of the most prominent black athletes kissing one of the most prominent white actresses during the decade of the civil rights movement in the United States. Brown would later note what he perceived as the importance of breaking taboos through the image of a black man in a powerful character role who also is the romantic lead and carries the day into the film’s conclusion.

Tipping Point

Athlete transitions to actor, using both platforms to create the wherewithal to challenge social norms.

1969: Curt Flood Sets the Stage for Free Agents

Curt Flood sacrificed his standout MLB career for the greater good of players. A seven-time Gold Glove Award winner beginning in 1963, he played for the St. Louis Cardinals for 12 seasons. However, he gained even more notoriety for refusing to accept a trade to the

Philadelphia Phillies, an act that was the first serious challenge to the reserve system that ceded to ball clubs the power to decide whether to renew player contracts and effectively bound players to one team.

Flood petitioned MLB Commissioner Bowie Kuhn for the right to entertain offers from other ball clubs. Kuhn denied the request and Flood, with the support of the MLB Players Association, responded by filing a lawsuit against the Commissioner and MLB. The lawsuit, which charged that the reserve clause violated federal antitrust law and the 13th Amendment (abolishing slavery and involuntary servitude), was taken as high as the Supreme Court of the United States in 1970. Although the court did not rule in favor of Flood, the case and overall effort paved the way for free agency in MLB and influenced player transactions and compensation across sports going forward.

Tipping Point

Curt Flood created a different relationship between players, teams, and the league. It happened during an era in which the economy and society were shifting from the dominance of manual work to knowledge work; a defining feature of knowledge work includes the likelihood of working for multiple organizations over the course of a career.

1970: USC versus Alabama

University of Southern California head coach John McKay and University of Alabama head coach Paul “Bear” Bryant arranged for their teams to play a regular-season game. It would feature the two football powerhouses—and be the first time an integrated team would play against an all-white team in Alabama, which had been a seat of civil rights discord in the United States. The USC squad included a black quarterback, starting backfield, and team members such as Sam “Bam” Cunningham, a sophomore fullback who would finish the game with 135 yards and two touchdowns on 12 carries. USC won the game 42–21.

Tipping Point

Many historians view the game as the turning point that accelerated the integration of the Alabama football program, which then ushered in the era of integrated football in the Southeastern Conference. As Bryant had motivated the University of Alabama, a leading institution in the American South could arguably no longer be competitive without integrating its people.

1970: Pelé Ties His Adidas Shoes at the World Cup

Edson Arantes do Nascimento, better known as Pelé (and considered one of the greatest soccer players of all time), scored a goal in the 18th minute of the 1970 World Cup final. The goal helped Brazil achieve a 4–1 victory over Italy. However, Pelé’s actions earlier in the tournament may have had a greater impact than that goal.

Just prior to the kickoff of Brazil’s quarterfinal match against Peru, television cameras captured Pelé positioned at midfield. The camera zoomed in on him as he kneeled down to tie his Puma boots. It was a planned move, anticipating that the cameras would focus on Pelé in that moment, which would provide an opportunity to announce to the world that he was endorsing Puma.

Puma and Adidas had begun a fierce and expensive competition for athlete endorsers. To avoid particular problems, however, Puma and Adidas had a gentleman's agreement—neither would approach Pelé. However, after quietly renegeing on the agreement, Puma paid Pelé \$120,000 (approximately \$800,000 in today's dollars) and had him ask the referee for time to tie his shoes right before kickoff so that Adidas wouldn't learn of it until it was too late.

Tipping Point

This moment combined the increasing economic value of athlete product endorsements and the advent of brand advertising coming into its own. It fundamentally changed the economic value of an athlete and was the formal launching of guerrilla marketing.

1971: U.S. Ping-Pong Exchange

In the 22 years leading up to the 1971 World Table Tennis Championships, China and the United States had little to no contact because of a split between respective communist and capitalist ideologies. However, in April of that year, while competing at the Championship in Japan, the U.S. table tennis squad was invited by the Chinese national team to play a few games in Beijing, an invitation orchestrated by the government of the People's Republic. The American squad accomplished what politicians could not: becoming the first Americans to visit Beijing since 1949.

Tipping Point

What has since been called "Ping-Pong diplomacy" gave people in the United States, a beacon of capitalism, an opportunity to peer behind the curtain of communist China for the first time. It had the effect of transforming American perceptions of Communist China from a place no one would venture to setting the scene for President Richard Nixon's momentous trip in 1972 that "opened China to the West."

1972: Munich Massacre Terror Attack

The 1972 Summer Olympic Games in Munich were intended as an act of goodwill, being the first Games held in Germany since 1936 and the Nazi festival in Berlin. During the early morning of September 5, a group of terrorists who were associated with the Black September group stormed the Olympic Village apartments of the Israeli delegation. They killed two Israeli team members in the initial assault and took nine others hostage.

The terrorists demanded the release of 230 sympathizers being held in prisons around the world. Israeli officials, following standard policy, refused to negotiate with the terrorists. The terrorists took the hostages to the Munich airport. German officials planned and launched a rescue mission. The failed mission left the nine Israeli hostages dead, along with five terrorists and one German police officer.

Competition at the Games continued to take place during the hostage situation. The Games were, however, suspended around a memorial service at the main Olympic stadium and then resumed by order of International Olympic Committee President Avery Brundage, with the support of Israel's delegation, to show that the terrorists had not broken the Olympic spirit.

Although many historic athletic feats were achieved during the Games, the "Munich Massacre" remains the most notable part, as evidenced by the fact that the IOC official

summary of the Games begins with the line that they “will be forever associated with the ghastly acts of terror carried out by terrorist group Black September.”

Tipping Point

Single episode with a double impact: This was the event that brought the specter of global terrorism to sport.

1972: Munich Massacre Television Broadcast

Coverage of the Olympic Games gave people around the world live footage of the assailants on the apartment balconies and the hostages they held. Eventually, television delivered the news, personified by ABC Sports broadcaster Jim McKay, who said, “Our worst fears have been realized tonight. . . . They’re all gone.”

Tipping Point

Terrorism in sport: Jim McKay broadcasting from Munich Olympics 1972 (sports out of the toy department) moved broadcasting from describing and sharing history to bringing to the audience horrendous events. Sport moved from being just entertainment to playing a center-stage role in addressing political and social issues.

1972: Title IX

Title IX of the Education Amendments Act prohibits sex discrimination in education programs that receive financial assistance from the federal government. It continues to consume a good deal of time, resources, and interest for the NCAA as a governing body.

While the Title IX statute did not originally address or otherwise reference anything about sport, sport and athletes were the overwhelmingly dominant topic during the two-year comment period resulting in the U.S. Congress adding Section 844 of the Education Amendments Act of 1974 to include intercollegiate athletics as part of Title IX.

One decision made at the time, which would have long-lasting consequences that continue to shape collegiate sport, is the U.S. Senate electing to drop an amendment that led to revenue-producing sports being exempted from Title IX. Since then, despite new regulations and updates to the law, controversy has persisted because the cost of women’s programs is typically greater than the revenue generated by a majority of women’s teams.

Tipping Point

Title IX fundamentally increased athletic opportunities for females.

1973: George Steinbrenner Purchases the New York Yankees

George Steinbrenner operated a small shipbuilding company before becoming owner of an MLB franchise. After ownership of the Cleveland Indians spurned his offer, Steinbrenner led a limited partnership in the purchase of the New York Yankees from CBS for about \$10 million. His personal investment was just \$168,000. With free agency in its infancy, and against the backdrop of the New York media and entertainment, Steinbrenner quickly became one of the first and most prominent owners to sign some of the league’s best players to big-money contracts and promote the team accordingly. He was also one of

the early owners to monetize baseball broadcasts, first by selling rights to a cable outfit and then leading the creation of the Yankees Entertainment and Sports (YES) Network television channel. He also recognized the importance of monetizing team-branded merchandise as a form of promoting the ball club.

Tipping Point

Steinbrenner's concept of owning a baseball team was broader than that previously imagined, in particular, taking the various parts of the Yankees enterprise and organizing them as a global entity for joint performance.

The concept that one person could have such an impact on sport became legendary. Steinbrenner's personality (his back and voice) was portrayed on *Seinfeld*, one of the most-watched television series in history (1990s).

1974: Hank Aaron Breaks the MLB Home Run Record

On April 8, 1974, Hank Aaron of the Atlanta Braves hit his 715th career home run. The hit broke Babe Ruth's record of 714 home runs. Aaron's achievement was notable on the field, as well as off the field. Aaron was an African American, who had received death threats and racist hate mail during his pursuit of one of sport's and society's legendary records, achieving an iconic American feat—and doing so in a home game in Atlanta, a traditionally segregated city.

Tipping Point

This moment placed an African American in the mainstream of elites of baseball. The record he broke is Americana.

1976: Atlanta Braves and Atlanta Hawks Are Broadcast

In 1976, Ted Turner bought two professional sport franchises—the Atlanta Braves and Atlanta Hawks of the National Basketball Association. The purchases were, in part, to provide programming for WTCG, a television network that he owned. Turner soon changed the call letters to WTBS, attached the name “Superstation” to it, and had both Braves and Hawks games broadcast on it into nearly every home with cable in North America. Turner turned the Braves into a household name well before their run of success in the 1990s and early 2000s. His cable network made regional sport action accessible to the nation.

Tipping Point

This fundamentally changed the role of broadcasting in sport and led to the advent of the regional sports network.

1979: Magic Johnson versus Larry Bird

Earvin “Magic” Johnson was a star basketball player at Michigan State University at the same time that Larry Bird starred for the squad at Indiana State University. The rival teams ended up playing against each other in the 1979 NCAA men's national championship game, which immediately became the highest-rated college basketball broadcast in history. The fans who followed the players on the college courts continued their enthusiasm when both went to the professional ranks, with Johnson joining the Los Angeles Lakers and Bird joining the Boston Celtics. A handful of months later, they played each other in an NBA game for the first time.

Tipping Point

This moment brought college rivalry to the NBA and fundamentally shifted the competitive dynamics from just team-to-team to player-to-player.

1980: Moscow Summer Olympic Games Boycott

Chapter 5 of the Olympic charter states: “No kind of demonstration or political, religious or racial propaganda is permitted in the Olympic areas.” In 1980, Jimmy Carter declared that the United States would boycott the Moscow Olympic Games, with 65 other countries joining the boycott to protest the Soviet invasion of Afghanistan. This was the largest Olympic Games boycott ever. Choosing not to attend the Olympics made a big international political statement and athletes felt the trade-offs they were being asked to make. Jimmy Carter met with around 150 U.S. athletes and coaches and stated, “What we are doing is preserving the principles and the quality of the Olympics, not destroying it.”

Tipping Point

This set the stage for the Olympics as a platform for peacefully delivering messages and added the threat of boycott to the conversation going forward.

1980: Miracle on Ice

The XIII Winter Olympic Games were held in the small village of Lake Placid, New York. The Soviet war in Afghanistan was two months old, and the Cold War was at its height. The Soviet hockey team—who had won four of the preceding six Olympics and were a team of seasoned professional players with years of competitive experience around the world—seemed set for their fifth Olympic gold medal, having just beaten the U.S. team of American college players in an exhibition game, 10–3.

The U.S. team entered the Games seeded seventh out of 12 teams. After a surprise 2–2 tie against Sweden, the United States delivered a 7–3 victory against a very powerful Czechoslovakia team, and finished with 4 wins, 0 losses, and 1 draw to advance them to the medal round.

The Soviets versus United States game was tied at 2–2 after the first period. The Soviets scored the only goal in the second period, and Mark Johnson’s goal in the third period brought the game back to a tie. With only 10 minutes left in the game, Mike Eruzione scored the famous fourth and winning goal. Jim Craig’s amazing play at the net is credited with helping the U.S. team defeat the Soviets 4–3. As the clock wound down in the final seconds, ABC Sports broadcaster Al Michaels put to the viewing audience, “Do you believe in miracles?” To this day, every visitor to Lake Placid is told about “The Miracle.”

Tipping Point

Jim McKay, the host of ABC’s *Wide World of Sports*, was asked to put into words what he had just seen. He said, “That may be the greatest upset in sports history.” He added that it was the equivalent of an all-star football team of Canadian college boys beating the Pittsburgh Steelers, who had just won their fourth Super Bowl in six years.

1980: Space Invaders Comes to Atari

Space Invaders is the #2 all-time biggest-grossing arcade game and quickly became a cultural phenomenon in arcades when released in June 1978. In 1980, Atari brought the game to their console and held a championship tournament that attracted more than 10,000 total gamers in the United States (the event was held in several major cities) and also attracted significant media coverage. This led to the proliferation of households owning gaming consoles and established competitive gaming as a mainstream hobby (beginning of normalization).

Tipping Point

This was the moment that esports were played on an open field—shared across players. Adjusted for inflation, revenue was \$2.5 billion by 1982 and \$6 billion by 2018 for Space Invaders, making it the second most profitable game of all time (behind Pac-Man).

1984: Air Jordan Brand

Nike signed with Michael Jordan in 1984. This was the first commercial deal for Michael Jordan. It increased his value and helped Nike out of a financial problem. Nike created the Jumpman logo for him in 1987. By 1990, the Jordan brand commanded a 58 percent market share in the United States.

Tipping Point

Jordan represents a revolution in the basketball shoe industry, a gold standard for signature lines. The NBA banned the shoe in 1984 because it featured non-regulation colors, which recognizes the power of the athlete in a new way. This arguably helped Air Jordan herald the birth of the modern sneaker culture. The annually released Air Jordan provided the variety necessary for a collecting subculture, and the hip-hop movement gave the sneakers street credibility as status symbols. The brand regularly generates more than \$2.5 billion in annual sales for Nike and in some years has generated upwards of \$3 billion.

1988: Andre Agassi Challenges Tennis Attire

Andre Agassi had already been noticed as an up-and-coming player on the men's tennis tour when he arrived to compete in the U.S. Open. While his level of play was gaining recognition, he was probably being even more recognized for breaking convention with his long, dirty-blond hairstyle. He broke another convention when he came to the court for a match wearing acid-washed denim shorts manufactured by his apparel sponsor, Nike. He soon pushed through the established attire boundary in later tournaments, when he added neon-colored spandex shorts to go underneath the denim and neon-color-infused tops to the ensemble.

Tipping Point

Agassi and Nike brought a rock 'n roll style to the sport, pushing it further past its traditional comfort zone and reputation for being rather conservative and clubby.

1988: Wayne Gretzky Is Traded to the Los Angeles Kings

Wayne Gretzky, the captain of the back-to-back Stanley Cup winner Edmonton Oilers and hockey's biggest star, was traded to the Los Angeles Kings. The move is credited with boosting hockey's popularity in Los Angeles and bringing a dose of Hollywood to NHL hockey.

The idea of Gretzky being traded was shocking to most hockey fans, and the idea of the Canadian-born superstar being traded to a team in the United States made it even more so. Among the responses to news of the trade was a member of Canada's Parliament proposing that the government either block the trade or buy Gretzky's contract so that it could be sold to another Canadian team.

Every trade made in its wake, no matter how monstrous or preposterous, could now be explained logically: "Well, if Wayne Gretzky can be traded, anyone can be traded."

Tipping Point

Gretzky's move opened up warm-weather locations for hockey. The National Hockey League experienced growth in those locales, such as expansion franchises in San Jose in 1991, Tampa Bay in 1992, and Anaheim in 1993; and the Minnesota North Stars relocating to Dallas in 1993, the Winnipeg Jets relocating to Arizona in 1996, and the Hartford Whalers relocating to North Carolina in 1997.

1988: Nike "Just Do It" Campaign

The "Just Do It" campaign, launched in 1988, was selected by *Advertising Age* as one of the top two taglines of the 20th century because of its universal and intensely personal appeal. One of the campaign's primary objectives was to shift Nike's image from an athletic company to a fashion company and to represent sneakers as a fashion statement to all consumers. That meant targeting all Americans regardless of age, gender, race, ethnicity, fitness level, or physical ability. The slogan, which was devised by Nike's long-time ad agency partners at Wieden+Kennedy, quickly caught on in popular culture around the world, eventually resulting in nearly 80 percent of Nike's running shoes being worn for an activity other than running.

Tipping Point

This modified the role of athletes in advertising campaigns from advertising to other athletes to advertising to everyone. It also had the effect of further positioning athletes as social role models and fashion leaders. As the campaign continued, it expanded to include athletes of all types and from all backgrounds, a theme consistent with Nike founder Bill Bowerman's belief: "If you have a body, you are an athlete."

1989: Viacheslav "Slava" Fetisov Receives Work Visa From the Soviet Union to Play in the NHL

Slava Fetisov began playing for CSKA Moscow and the Soviet Red Army ice hockey teams when he was 16 years old. During most of the next two decades, he became a longtime team captain, won multiple Player of the Year Awards, and earned medals as a team member at Winter Olympic Games and world championships, among other accolades that

led to his becoming one of the most decorated players in the sport anywhere in the world.

Fetisov was drafted by the Montreal Canadiens in the 1978 NHL entry draft, but Soviet officials did not permit him to play there. Circumstances were the same when the New Jersey Devils drafted Fetisov in 1983. Along the way, Fetisov gradually, though quietly, expressed a desire to play in the NHL. While NHL team executives encouraged him to defect on several occasions during international competition, Fetisov insisted on working through official channels.

As his requests to play in the NHL became more frequent and intense, and despite repeated assurances that he would be able to leave the Soviet Union, officials took exception and perceived this as an offense to the nation. Fetisov and his family were threatened with punishment, including directly by the Soviet Minister of Defense.

Eventually, in an unimaginable move, Fetisov removed himself from the team. In time, Soviet authorities granted Fetisov an exit visa to work in the United States—the first of its kind. He went to play for New Jersey, where he underperformed. He was later traded to the Detroit Red Wings, where he was reunited with a handful of other Red Army players who followed him to the NHL, and played a leading role on teams that won back-to-back Stanley Cup Championships in 1997 and 1998.

Tipping Point

Still in a period of Cold War, though in the era of Glasnost, Fetisov broke the barrier for Soviet players to be granted official government approval to play in the NHL, on the other side of the “Iron Curtain.” More noteworthy, Fetisov was using his platform as a great athlete to influence a significant change in strongly held political and social policies in his native country.

1989: Hillsborough Disaster

An FA (Football Association) Cup semifinal match between Liverpool and Nottingham Forest hosted at the Hillsborough Stadium in Sheffield, England, was the site of the deaths of 96 fans in attendance at the match. Moments before kickoff, in an attempt to ease overcrowding at an entrance point, the police commander ordered a gate to be opened to the standing-only central pens in an area that held Liverpool supporters. The influx of people into the already overcrowded pens led to a human crush against the high steel fencing that separated spectators from the playing field. An initial coroner’s inquest ruled the deaths to be accidental, though an inquest 27 years later ruled the deaths as due to grossly negligent failures by police and emergency medical services.

Tipping Point

The “Disaster” led to a number of safety improvements in English football grounds. Over time, this extended to the levels of awareness of other leagues, clubs, franchises, fans, law enforcement, and communities about safety and responsibility for attendance at sport events.

1990: Steve Bornstein Named President of ESPN

Steve Bornstein became the president of ESPN. At the time, the network represented merely a single cable channel; Bornstein completely flipped the script, making it a suite of channels

that included ESPN2 and ESPN News. Further, Bornstein expanded ESPN's brand to radio and online and integrated it into culture by opening restaurants and starting a magazine.

Tipping Point

The change in the business model changed what and how we were consuming.

1991: Magic Johnson Announces He Is HIV Positive

Earvin "Magic" Johnson announced his sudden retirement from the Los Angeles Lakers after testing positive for HIV. Johnson was in his early 30s and playing up to his nickname; he was a three-time NBA Most Valuable Player and a 12-time All-Star team member. After announcing his retirement, he came back to the game and was voted Most Valuable Player of the 1992 NBA All-Star Game and played for the United States as a member of the Olympic Dream Team that won the gold medal at the 1992 Barcelona Olympics. He then returned to the Lakers for the 1993 to 1994 season as head coach and made a brief comeback as a Lakers player in the 1995 to 1996 season.

Tipping Point

At the time, many people around the world viewed AIDS as a disease contracted by gay white men. Johnson, who is African American and heterosexual, was one of the first sport stars to go public about his HIV-positive status.

1992: BSkyB Buys TV Rights to England's Premier League

The FA (Football Association) Premier League was formed in 1992 after executives of Football League First Division clubs decided to break away from the century-old league. A main reason behind the decision was for the clubs to collectively take advantage of a battle between media companies for the rights to live television broadcasts of matches. As stakeholders and prospective rights holders negotiated and bid against each other, the Rupert Murdoch-controlled Sky Television and British Satellite Broadcasting created a merger, BSkyB. The rights eventually went to the Sky-led bid in a £304 million, five-year deal.

Tipping Point

Rupert Murdoch understood the opportunity in taking what had been a world-renowned but rather local product and orienting it toward, first, a larger domestic viewing audience and, then, a global audience. As of this writing, English Premier League matches are watched in more than 200 nations, and a TV rights deal was valued at about £5 billion for three years.

1992: Opening of Oriole Park at Camden Yards

Oriole Park at Camden Yards was constructed as the home of the MLB Baltimore Orioles and was a key part of the redesign and revitalization of the Inner Harbor section of Baltimore, Maryland. Developed to incorporate an adjacent brick warehouse that was built at the turn of the 20th century, the ballpark was envisioned by Orioles then-president Larry Lucchino and Vice President Janet Marie Smith, who sought more traditional-looking venues, but with modern and fan-friendly conveniences.

Tipping Point

The trend defined the appearance and experience of ballpark design and nearby placemaking, especially in urban locations, for the better part of the next two decades; it also set the stage for leaders in the sport arena and politicians to work collaboratively

1994: Greg Louganis Comes Out

Greg Louganis earned four gold medals in diving as a member of the U.S. teams at the 1984 and 1988 Olympic Games. His other achievements include his first Olympic appearance in 1976 and at multiple world championships, elevating his reputation to that of the greatest athlete in the modern history of his sport. His success on the world stage led to opportunities as a product endorser and public figure. In 1994, during the opening ceremonies of the Gay Games, Louganis appeared in a pretaped announcement in which he revealed that he was gay and living his life openly.

In the following months, he appeared on a prime-time TV interview to promote a new autobiography during which he revealed he had contracted HIV and was receiving treatment. The announcement came at a point in time when the impacts of HIV and AIDS were still being understood by the public. Louganis has since dedicated himself to advocating for causes including dyslexia, domestic violence, and the status of LGBTQ people.

Tipping Point

One of the first openly gay athletes, Louganis became a role model for athletes and others “coming out of the closet” and going public about living an openly gay, lesbian, bisexual, transgender, or queer life.

1995: O.J. Simpson Murder Trial

The O.J. Simpson murder trial is commonly known as “The Trial of the Century.” According to the newspaper *USA Today*, the case has been described as the most publicized criminal trial in history.

Simpson was one of the most celebrated and recognizable figures in the United States. He followed a Heisman Trophy–winning football career as a student-athlete at the University of Southern California with a career in the NFL that led to his being inducted as a member of the Professional Football Hall of Fame. Simpson’s renown on and off the field helped lead him to a postretirement career as a top-level product endorser and film and television actor. However, the shocking murder of Simpson’s ex-wife and a male friend of hers led to Simpson’s being named a prime suspect. When police went in search of him, Simpson fled in a white Ford Bronco driven by former teammate Al Cowlings. The subsequent police chase across Los Angeles, which led to Simpson’s eventually turning himself in to police custody, was captured on live TV and watched by millions of people.

Simpson’s celebrity status, racial issues, and the high-profile newspaper and television coverage held national attention on the case. Simpson was found not guilty by the jury. Strong public opinions followed with national surveys showing distinct differences between black and white Americans in their assessment of Simpson’s guilt or innocence.

Tipping Point

The unfolding of events on live TV, especially Simpson's fleeing the police and the following murder trial, could be considered the beginning of what is now called reality TV.

1995: Nelson Mandela Reaches Out to the South African Rugby Team

The Springboks, South Africa's national rugby team, had long been viewed as a visible symbol of pride for white Afrikaner South Africans and of exclusion for blacks. Soon after becoming president of the nation, Nelson Mandela boldly embraced the team. In particular, Mandela capitalized on the moment the squad was heading into the 1995 World Cup by urging all citizens to rally behind the team and by emphasizing that they were *one* South Africa, not two.

When the Springboks won the championship, Mandela hand-delivered the trophy to the team's white captain, François Pienaar. They looked at each other and shook hands, an overture that Mandela explained represented both forgiveness and hope for the future.

Tipping Point

Teams began to be recognized as a force to bring people and communities together, beyond the fans. *Invictus*, a motion picture starring Morgan Freeman and Matt Damon, tells this story.

1996: Inaugural Season for Major League Soccer in the United States

The upstart league featured 10 teams, ranging from the Los Angeles Galaxy and San Jose Clash in California to the New England Revolution and New York/New Jersey MetroStars on the East Coast. Teams played in local professional or college football stadiums, and D.C. United took home the first MLS Cup title.

Tipping Point

This was soccer's second attempt at breaking into the United States with major leagues. Soccer had been infused in schools with a generation of fans prior to this launch bringing soccer to the United States. It now has more fans than MLB.

1997: The Women's National Basketball Association Is Launched

The WNBA was officially announced in 1996 with the first season beginning in 1997. The NBA helped launch it and has fully supported the league even during the rough patches in its history. The New York Liberty and Los Angeles Sparks played the first WNBA game in league history on June 21, 1997. That year, the league had 8 teams; it has now grown to 12 teams.

Tipping Point

The creation of the first women's professional league to be effectively sponsored by one of the major professional men's leagues in the United States was a first-of-its-kind venture that sought to give women's sport a level of equity.

1997: Tiger Woods Wins His First Masters Tournament

Much of the sport world turned its attention to the 1997 Masters Tournament at Augusta National Golf Club in Augusta, Georgia to watch Eldrick “Tiger” Woods. Woods had made his debut on the historic course two years earlier. With his media and pop culture celebrity status continuing to skyrocket due to his performance in tournament after tournament, people ranging from young to old, competitive players to casual fans, and long-time followers of the sport to those newly discovering it tuned in to see what the 21-year-old would do. On the final day, dressed in his now-trademark red Nike shirt and black slacks, Woods won his first Augusta green jacket by coming in 12 strokes ahead of runner-up Tom Kite. Through 2018, Woods’ margin of victory and four-day score of 270 (–18) remain tournament records.

Tipping Point

Tiger Woods, who has identified his ethnicity as “Cablinasian”—a make-up of Caucasian, Black, American-Indian, and Asian—became the first person of color to win the Masters. The timing of Woods’ win is also notable because the tournament takes place at a club that, in 1990, admitted for the first time a member who is black.

1998: Mark McGwire and Sammy Sosa Home Run Derby

When the 1998 Major League Baseball regular season started, the league was still suffering the effects of a players’ strike that had taken place in 1994. However, television viewership and ballpark attendance increasingly picked up as some of the sport’s biggest stars started hitting more and more home runs. As the season went on, offensive performances by St. Louis Cardinals first baseman Mark McGwire and Chicago Cubs outfielder Sammy Sosa led to a race that saw both players close in on the single-season home run record held by former New York Yankees outfielder Roger Maris. Maris’ highly-coveted record of 61 home runs had not been achieved by another player since 1961, when Maris bested the prior record-holder, Babe Ruth. By the end of the 1998 season, Maris’ record was broken by McGwire, who finished the season with 70 home runs, and by Sosa, who finished with 66.

Tipping Point

The home run chase between Mark McGwire and Sammy Sosa brought baseball back into the hearts and minds of the public conscience. Within the next handful of years, however, both players’ achievements were tarnished due to their use of anabolic steroids and performance enhancing drugs during their playing careers.

1999: Brandi Chastain World Cup Kick

The FIFA Women’s World Cup final match between the United States and China was held at the Rose Bowl in Pasadena, California, on a hot day in early July. The two sides played to a 0-0 draw through regular and extra time, which sent the match to a penalty shootout. The shootout continued until Brandi Chastain converted the fifth kick for the U.S. team.

The most memorable moment of the match may well have come just after Chastain scored when she, as she described it, “... whipped off that shirt and I kind of whipped it around in the air over my head and dropped to my knees as a ‘Yes!’ moment that we had done what we set out to do. I had no idea that would be my reaction—it was truly genuine and it was

insane and it was a relief and it was joy and it was gratitude all wrapped into one” (www.bbc.com/news/world-us-canada-27189681).

Tipping Point

Photographs of Chastain kneeling on the pitch in her black Nike sports bra were shared around the world, became an iconic image, and gave women’s soccer a mainstream presence.

2001: Mike Piazza’s Home Run After 9/11

In the immediate aftermath of the terrorist attacks on the World Trade Center in New York on September 11, 2001, the parking lot at Shea Stadium, home field of the New York Mets, was converted into a staging area for emergency workers and the collection of relief supplies. The role sport played in providing the community a lens into how we help each other and return to normal is highlighted in a special exhibit in the 911 Museum.

Ten days later, the parking lot returned to its regular purpose ahead of the first professional baseball game to be played in New York after the attacks. Late in the game, patriotic emotion throughout the ballpark, including Mets team members choosing to wear baseball caps in honor of the fallen members of the New York City emergency services agencies, was tempered by a score that favored the visiting team. With his team losing in the bottom of the eighth inning, Mets superstar catcher Mike Piazza, who had visited with relief workers and victims at the parking lot staging area, came to bat. He swung on a pitch and made contact with a ball that landed beyond the left center-field wall. Piazza’s home run proved to be the game-winning hit and was immediately recognized in the context of citywide comeback and recovery. Immediately after hitting the ball, he nodded to family members of victims being hosted at the game.

Tipping Point

MLB stopped play on 9/11 in 2001. It was the first time since President Franklin D. Roosevelt’s death that it had chosen to stop. The world was watching how it would return. This game was a turning point—baseball, “America’s pastime,” had reaffirmed the nation’s values and way of life in a turbulent new reality. Piazza’s hit connected with an emotion that the public was feeling.

2002: The Williams Sisters

Venus and Serena Williams both ranked #1 at different times in the same year. Together and individually, the Williams sisters built a platform from which to set an agenda on a variety of issues. Venus quietly became the tour’s social conscience, campaigning for—among other things—equal prize money at Wimbledon and the French Open.

Tipping Point

The Williams sisters were taught to play tennis by their father on public courts near their home in the Compton section of Los Angeles. While generally considered an unlikely community to launch a tennis star, the Williams changed much about women’s tennis—from building on Andre Agassi’s legacy of tennis fashion to increasing the speed of both the serve and volley in the women’s game. They changed what the public expects of tennis.

2003: Publication of the Book, *Moneyball*, by Michael Lewis (Norton)

Moneyball is a book written by Michael Lewis that relates the story of how the Oakland A's, an MLB club, took a pioneering position in “sabermetrics,” or evaluating roster decisions by applying statistical analysis to baseball records. A's general manager Billy Beane is featured in the book for leading the way in constructing a winning roster on a relatively low budget by using sabermetrics to identify undervalued players. The philosophy was a shift in thinking away from traditional statistics and measures of performance. Its early adherents, including the writer and baseball enthusiast Bill James, were interested in seeking to understand why experienced baseball professionals so often made misjudgments about player performance.

Tipping Point

Arriving at the beginning of the “Big Data” age, the use of statistics and data to make hiring decisions has changed the game of baseball, and its popularity has spread to other sports and domains, including major political campaigns.

2003: Roman Abramovich Became the Owner of the Companies That Control Chelsea Football Club

Roman Abramovich, a Russian businessman who started earning a multibillion-dollar fortune through investments in the country during the period immediately following the fall of the Soviet Union, purchased the historic English football club Chelsea. It was the first purchase of an English Premier League club with major foreign investment, which set off an era of cross-border purchasing.

Once he took control of the club, Abramovich embarked on a commercial and team development program aimed at making Chelsea one of the most successful and prominent clubs in the world. Spurred in part by early rounds of investment in which Abramovich used millions of dollars in personal funds, Chelsea moved to the top of the English Premier League table within two seasons. Since then, with Abramovich having invested billions of dollars of both personal and club wealth in developing the club and its home ground at Stamford Bridge, Chelsea has won several domestic and international championships and is high atop the list of most valuable sport businesses in the world.

Tipping Point

Abramovich's investment in Chelsea transformed the game on the pitch and the business around it by bringing an influx of multibillion-dollar foreign investment to domestic sport and orienting it toward global presence.

2004: Livestrong Yellow Bracelets

Lance Armstrong was the top professional cyclist in the world and a cancer survivor when he launched what became known as the Livestrong Foundation in 1997. Originally called the Lance Armstrong Foundation, the organization launched the Livestrong brand in 2003.

In May of 2004, the foundation created a yellow silicone gel bracelet—a Livestrong wristband—as a fundraising item. The bracelet, which was developed by Armstrong sponsor Nike and its advertising agency, rapidly became popular as a fashion item in the

United States. Eighty million Livestrong bracelets have been purchased, and the concept has been duplicated by many other nonprofit organizations, private corporations, and government agencies seeking to promote a cause.

Tippling Point

Before resigning from the Foundation in 2012 after his admission of doping, Lance Armstrong stepped into a social and fundraising role as a model athlete at a historic level of visibility.

2005: MLB Players Testified Before Congress Regarding Steroid Use

There are references to athletes' use of performance-enhancing drugs (PEDs) in sport as early as in ancient Greece. The first time anabolic steroids find a way into baseball and make a meaningful impact is in the late 1980s and early 1990s with players getting annual performance awards and teams beginning to change their position, all with a wink and a nod. In 2002, the MLB documents policies that forbid the use of PEDs. In 2003 and 2004, stories attributing performance and players' status to PEDs begin appearing.

Saying that young people look up to professional athletes, members of a House committee investigating steroid use emphasized that MLB had failed in its responsibility to stop the use of PEDs and was encouraging their use among young athletes. Several members of the committee highlighted a report by the U.S. Centers for Disease Control that said 500,000 American teens take steroids, partly in an effort emulate their sport heroes.

Baseball's image and integrity were on the line. As a result of this public hearing, MLB Commissioner Bud Selig asked former U.S. Senator George Mitchell to lead an investigation into the illegal use of steroids and other performance-enhancing substances by players in the major leagues. The 20-month investigation was completed in December 2007 with recommendations for how to handle past drug use and what practices to put in place going forward. It named 89 MLB players, including some of its biggest stars, among those who allegedly used PEDs.

Tippling Point

The widespread use of steroids and PEDs in baseball was brought into the spotlight and had implications for all sports and athletes—past, present, and future. For the first time, bounds were put on what is acceptable to do to enhance performance. Millennials were also challenged with regard to what constituted a sport hero, and the moment had an incredible impact on the role of the leagues and the economic implications for owners and players.

2009: Billy Jean King Receives the Presidential Medal of Freedom

In recognizing Billy Jean King, President Barack Obama presented her with the nation's highest civilian honor—the Presidential Medal of Freedom—and said the following:

“We honor what she calls ‘all the off-the-court stuff’—what she did to broaden the reach of the game, to change how women athletes and women everywhere view themselves, and to give everyone, regardless of gender or sexual orientation—including my two daughters—a chance to compete both on the court and in life.”

King was not honored for winning 39 Grand Slam titles, but for the impact she has had on society.

Tipping Point

The formalization of this award was a recognition of the inflection point from the cumulative effort Billy Jean has invested and is investing in elevating women and the access women have to tennis.

2010: LeBron James and “The Decision”

ESPN televised an exclusive interview during which NBA superstar LeBron James announced whether, as a free agent, he would re-sign with his hometown Cleveland Cavaliers or move on to another franchise. The interview was marketed with a good deal of hype in the style of “must-see TV.”

Tipping Point

The 2010 broadcast had its fair share of bloodthirsty critics. However, it’s clear that King James’ televised special set a new course for the modern NBA off-season.

2010: FIFA Announces That Russia and Qatar Will Host the 2018 and 2022 World Cups, Respectively

In late 2010, FIFA surprised many with its announcement that Russia and Qatar would host the 2018 and 2022 World Cups, respectively. England and the United States came into the bidding cycle as front-runners but failed to come out successful. Controversies arose from FIFA’s decision, citing the two successful nations’ track records of human rights abuses. Also, Qatar’s extreme summer climate forced the World Cup to be scheduled to kick off in winter for the first time.

Tipping Point

FIFA continued its trend of awarding the World Cup to less-developed countries, as the global tournament had never been hosted in Eastern Europe or the Middle East.

2011: Penn State Football Child Abuse Scandal

Pennsylvania State University football defensive coordinator Jerry Sandusky was respected by both the university and the local community as a member of the coaching staff led by Joe Paterno. However, they were all rocked by a scandal that started when Sandusky was alleged to have engaged in the sexual abuse of male children, including at locations on the university campus. The allegations were discovered to be true and eventually led to his being tried in a court of law and found guilty of abusing 10 boys over a 15-year period.

The Penn State board of trustees commissioned former FBI director Louis Freeh to lead an independent investigation. The findings concluded that there was a “total and consistent disregard by the most senior leaders at Penn State for the safety and welfare of Sandusky’s child victims”—a culture and behaviors that let Sandusky continue his abusive habits.

Penn State soon took an unimaginable step by firing Paterno, the team’s long-time coach and arguably the most prominent figure at the university, as well as president Graham Spanier. Athletic director Tim Curley and vice president Gary Schultz both stepped down from their positions amidst accusations of perjury and failing to report suspected child abuse.

The National Collegiate Athletic Association (NCAA) imposed sanctions including a \$60

million fine, a four-year postseason ban, and scholarship reductions. It also vacated all Penn State football victories from 1998 to 2011. These sanctions were considered to be among the most severe ever imposed on an NCAA member school.

Tipping Point

The institution, its administrators, and its athletics leadership personnel were held accountable for what occurred under their watch, setting a new standard of responsibility.

2011: Twitch Founded

Justin Kan launched the video game content streaming platform Twitch in 2011. It is the primary platform used by gamers and esports athletes alike to stream their gameplay and content to fans.

Tipping Point

Streaming and sharing video content live has become part of our lives. The launching of Twitch was an inflection point. By 2014, Twitch accounted for 1.8 percent of peak Internet traffic, behind only Netflix, Apple, and Google. Fifty-eight percent of Twitch users spend more than 20 hours per week watching videos and streams of both individual athlete gameplay and live tournaments for a variety of video games and their respective esports leagues worldwide. Many professional streamers and esports athletes earn more than \$100,000 annually from streaming their gameplay content.

In 2017, the NBA was testing Twitch for streaming traditional sporting events.

2012: Formation of the Mayors Professional Sports Alliance

Indianapolis mayor Greg Ballard appreciated the need for a vehicle that would allow mayors to share knowledge about sport in cities. It was important that there be a place where mayors who represent major league sport cities in the United States could gather to discuss common opportunities and challenges and to share experiences in a manner similar to that of principal owners of major league professional sport franchises. Ballard led the charge in developing the Mayors Professional Sports Alliance as a task force within the United States Conference of Mayors. Almost instantly, cities with a major league professional sport franchise were connecting in competitive partnership with each other.

Tipping Point

City organizations began connecting and sharing practices across major leagues, recognizing the importance of sport in cities, both socially and economically. It also reflected the positive and productive aspects of the relationship between cities and local sports franchises. This shift fundamentally elevated the ability for knowledge about sport-led development to be rapidly and effectively disseminated, rather than re-learned city-by-city.

2013: First P-1A Visa (“Internationally Recognized Athlete”) Was Awarded to a Professional Gamer

Danny “Shiptur” Le of Edmonton, Canada, became the first esports player to receive a P-1A visa. Le needed the visa in order to live with and practice with his LA-based team as

they prepared to make a run in the championship tournament for League of Legends. This recognition by the U.S. Citizenship and Immigration Services of the status of professional gamers as athletes is an equal if not more significant nod to the legitimacy of professional gaming as a sport.

Tipping Point

This occurrence elevated the importance of esports players officially, by qualifying them for P-1A visas.

2013: Adam Silver Stepped in to Lead the NBA

David Stern selected Adam Silver to be his successor as commissioner of the NBA. Silver had been deputy commissioner and chief operating officer of the league during a period that included Stern's encouraging franchises as individual, but coherent, units of a larger enterprise and growing the game from one with TV broadcasts of its playoff games aired on tape delay to one that was among the top media rights holders in the world. Silver was positioned to take the business into the global future, through its NBA, WNB, NBA G League developmental program, and NBA 2K League eSports channels.

Silver's leadership was tested a few months into his tenure when racially insensitive personal comments made by Donald Sterling, the longtime owner of the Los Angeles Clippers, surfaced in a private audio tape that went public. The NBA quickly initiated an investigation, which led to firm and transparent public comments from Silver, alongside assessing Sterling a lifetime ban and a \$2.5 million fine. Silver also found the means of orchestrating a sale of the Clippers, which Sterling sold to Steve Ballmer, retired CEO of Microsoft, for a record \$2 billion.

Tipping Point

Silver's ascension to the commissioner's seat visibly and strategically brought a new set of values to the league, serving the next generation of its business by focusing on social responsibility and technology and embracing a diverse demographic.

2014: Varsity esports Teams and esports Leagues Created at City, High School, and Collegiate Levels

Many people figured it was little more than a marketing ploy when officials at Robert Morris University in Illinois announced that it would be the first college to sponsor varsity scholarships for an esports team. However, within two years of the announcement of the school's League of Legends team, the National Association of Collegiate eSports (NACE) was established to govern collegiate member organizations with varsity programs. Schools across the United States were offering esports scholarships and were developing on-campus facilities dedicated to housing their esports and gaming teams.

In the meantime, schools and the cities where they are based have dedicated increasing resources to encouraging the growth of esports and gaming. The creation of the High School Esports League (HSEL), a partnership between PlayVS and the National Federation of State High School Associations, exists alongside multimillion-dollar investments by a growing list of higher education institutions, city agencies, and private enterprises stretching from Washington, DC to Arlington, Texas to Los Angeles, California. At the same

time, community-based programs are emerging around the globe in such places as South Korea, China, Germany, Sweden, and points in between and beyond.

Tipping Point

Bringing esports to schools fundamentally changed the positioning of esports in society from an undercurrent to mainstream.

2017: Colin Kaepernick Takes a Knee

Colin Kaepernick was a quarterback on the San Francisco 49ers active roster when he started kneeling during the national anthem portion of pregame ceremonies. This action, according to Kaepernick, was in the interest of raising awareness and calling people to action against police brutality and racial injustice in the United States. As other athletes in various sports in the United States and around the world started using Kaepernick's gesture, a polarizing debate began to develop about actual and perceived meanings of the "take a knee" movement, as well as where, when, and how athletes should use the playing field as a platform to communicate a social and political message.

Replicas of Kaepernick's jersey became a top seller among NFL fans, and his protest elicited comments from the likes of then-president Barack Obama and his would-be successor Donald Trump. It also resulted in questions about whether the protest might have had a negative effect on attendance at NFL games and viewership.

Tipping Point

Athlete's commentary about economic, political, and social issues moves decidedly from off-field to center field.

2018: NBA 2K League Draft

The NBA 2K League is the first esports league being operated by a professional sport league, the NBA, in partnership with Take-Two Interactive. Each team in the league is sponsored or co-sponsored by one of the professional NBA teams and composed of drafted esports players of the NBA 2K game series. The draft for the league took place in person at Madison Square Garden with the same production value and structure as the NBA draft. The draft was streamed on Twitch. EA Sports and Major League Soccer also established the eMLS using EA's FIFA 18 title. The creation of esports leagues that operate using the rights and league structure of existing sports programs are growing rapidly and are increasingly better able to mimic the games themselves.

Tipping Point

Traditional sport and esports have begun to integrate.

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Instructor Guide Author Biographies

Elizabeth Haas Edersheim

Elizabeth Haas Edersheim advises management and teaches as an adjunct at the NYU Preston Robert Tisch Institute for Global Sport. She works with and learns from companies, nonprofits, and cities as their growth and innovative needs exceed their organizational capacity.

Along with her books, *McKinsey's Marvin Bower* (Wiley 2004) and *The Definitive Drucker* (McGraw-Hill 2007, 2017), which articulate the values and methods of her two key mentors, she has written numerous articles for business publications, including *Management Matters*, the *New York Times*, the *Wall Street Journal*, and the *Harvard Business Review*. Haas Edersheim serves on advisory boards of the Hesselbein Global Academy for Student Leadership and Civic Engagement and the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont University. In addition, she has been a member of the judging panel for the Drucker Forum since its founding.

Haas Edersheim holds a PhD from the Massachusetts Institute of Technology and has provided expert testimony to the U.S. Congress on both industrial networking and industrial manufacturing policy. When not focused on organizations or teaching, she is a sports fanatic.

Instructor Guide Author Biographies

Lee H. Igel

Lee H. Igel brings insights from organizational behavior to work on business challenges in sport and society. His focus is on improving performance by helping people gain a better understanding of when and why they make the decisions they do, and the impact of those decisions.

Igel is currently a clinical associate professor in the NYU Preston Robert Tisch Institute for Global Sport. Along with teaching and program development, he serves as liaison to a strategic projects initiative with the United States Conference of Mayors Professional Sports Alliance, which produces new knowledge on sport-led development in cities. Igel also has an associate appointment in the Medical Ethics division at NYU Langone School of Medicine.

Since joining the faculty at NYU, Igel has designed and taught 29 different courses at sites in New York, London, and Berlin, and has taken a lead role in developing think tank collaborations in New York and Abu Dhabi. His prior professional background includes working in sports

medicine and player development in top-tier competitive sport as well as managing cross-disciplinary health change programs for elite athletes, senior executives of major corporations, and celebrity entertainers who were members at La Palestra in New York.

In addition to consulting for business, government, and nonprofit executives, Igel founded the Peter F. Drucker Society of New York City and served as a board member to the Tel Aviv Cities Summit. A contributor to *Forbes SportsMoney*, his writing has also appeared in major popular, industry, and scientific publications. He is frequently called on by global media outlets as a guest analyst for breaking news about business and social issues running through sport.

Sport Business in the Classroom

Stephen A. Greyser, Harvard Business School

More than 30 years ago, a small group of senior Harvard Business School (HBS) colleagues and I initiated the MBA seminar that became the first sport business course at a leading major business school. Our focus then was on key elements of management—strategy, finance, marketing, operations, and fledgling analytics—and their application for helping to develop leagues and strengthen teams. Soon, responding to student interests, faculty-supervised field study projects were undertaken in conjunction with sponsoring sport entities (the NBA was an early and longtime HBS project sponsor). The seminar topics broadened over time to address sponsorship, broadcasting, and other areas of the ever-enlarging sport world.

Sport business in the academic world had already been initiated at Ohio University in 1966—in business schools that were developing multicourse degree programs (beyond simply a single course), student independent projects and internships, and executive programs; in kinesiology departments; and also in law schools (Rick Horrow studied sport law at Harvard Law School). Campus speakers and symposia abounded, stimulated by student sport business clubs, faculty contacts, and alumni participation. Programs mushroomed (undergrad and graduate) in the United States, Europe (notably Germany and Switzerland), and Japan. At some business schools, intellectual content was developed and led to publications—research papers, journal articles, case studies, and books.

For example, at Stanford Business School, Professor George Foster developed a series of quarter-long MBA offerings on different elements of sport business. He drew on numerous Bay area and Pacific resources, plus alumni and sport leaders. He produced numerous case studies and eventually was lead author of a text and cases book on strategy and management, *The Business of Sports* (Foster, Greyser, and Walsh 2006).

More recently, MIT's Sloan School's two-day Sports Analytics Conference has attracted hundreds of students and sport industry participants annually.

Evolution and Growth of Sport Business

The foundation of the still-broadening academic activity is the widening and deepening reality of the sport business world itself, as well as the significant growth in financial stakes.

The now multibillion-dollar business of sport has become a pervasive element in our economy and our society. Major business elements of sport regularly move from the sport pages (where the focus is dominantly on competition) to the business pages (often about sales of clubs, major sponsorships or broadcast contracts, ticket price hikes, new types of merchandise, arena and stadium naming deals, the impacts of scandals such as those in FIFA), and occasionally to the front page (e.g., strikes and lockouts, threats of franchise transfers, plans for new stadiums, signing of home team superstar free-agent players). Also, treatment of sport business has become global, reflected in worldwide coverage of the business dimensions of mega-events such as the Olympics and the World Cup, and expanded intercontinental travel for team and individual competitions.

The context includes, for example:

- More professional and collegiate leagues and sports competing for fans' time and money and for marketing and sponsor support
- More big events seeking fan attention, sponsor support, and broadcast exposure
- More broadcast channels and hours of sport, providing opportunities for league and team rights fees but requiring corporate marketing and advertising support
- Broader availability of televised sport events and programs for fans—at home, in competition venues, and via mobile (watching games on a phone!)
- More opportunities for company and brand sponsorship of leagues, teams, and events—"the official (product/service) of the (league/team/event)"—with pressures for more dollars from rights holders and for measurable return on investment by sponsors
- More licensed manufactured branded equipment, apparel, and other merchandise (for leagues, teams, colleges, events, players), plus the memorabilia and autograph industry—and more branded retail outlets and retail space devoted to them, all competing for consumer purchases
- New financial paradigms for franchises in terms of new stadiums, more revenues from season ticket holders, and more corporate sponsorships, but with more complex relationships (e.g., team revenue sharing and luxury taxes, a more powerful role for players and agents)
- More contentious relationships over "shares of the revenue pie" between players associations (unions) and owners (leagues), manifested particularly in threatened or actual work stoppages
- Expansion and franchise moves in professional leagues
- Greater attention to and concern over the business of intercollegiate sport, encompassing conference realignments, the postseason football championship playoff system, broadcast rights fees, dedicated cable channels, and implications for both the "student" and "athlete" dimensions of the players (including possibly pay for athletes)
- More globalization of sport, in terms of television, players, and games (even

regular-season ones) being played by teams in overseas countries, intended to stimulate fan development and league marketing; European football (soccer) clubs playing (nonleague) matches in the United States and with regular-season U.S. TV contracts

- The growth of web-powered products, including streamed competition (games), fantasy leagues, and so on
- Multiuse sport and community activity facilities
- New and developing sports, for example, MMA, esports, and the expansion of fantasy leagues
- Broader legalized sport betting and quasi-gambling competitions
- Investment firms that find and finance buyers and sellers of teams, and companies that make a market in shares of athletes and their earnings streams
- New, often entrepreneurially driven, technology that can improve the playing, managing, and experience of sport for athletes, teams, and fans

In our society, sport has become the lingua franca of 21st-century workplaces and gathering spots. Indeed, it has spawned the sport bar industry. In the manner of a secular religion, sport commands big audiences; almost all the largest TV audience programs are sport competition, led (by far) by the Super Bowl.

Further, “Sports bind a community together,” National Hockey League Commissioner Gary Bettman, who is a contributor to this book, told me. More broadly, sports constitute *entertainment*, sometimes diversion, for fans who often “wear their fandom” and not just at games. Sport is *competition* for the athletes. And it is *business* for teams, leagues, and event owners—and their broadcasters. It is an *experience* for everyone involved.

This whole context and its consequences generate myriad topics, perspectives, and insights in sport, in sport business, and—significantly for readers of this book—in sport careers. That is why this volume exists.

Impacts in Schools Now

Whether dedicated projects, individual courses, or multicourse programs, sport business abounds in classrooms nationally and internationally.

Illustrative of U.S.-based combined graduate and undergraduate degree programs is the University of South Florida’s Muma College Vinik Sport & Entertainment Management Program. Its extensive MBA concentration includes traditional foundation MBA coursework plus sport-based marketing, law, business analytics, market research, social media, contemporary issues, and an internship. Its capstone course is MBA-wide, not just in sport. The program has a wide range of corporate partners, some of which provide a “residency program” with both work and classes. Faculty research publications and a major conference are incorporated.

Two programs outside the United States show the range of sport business training.

- In Germany, WHU’s Center for Sports and Management offers a year-long Sports

Business Academy that blends a “practically relevant” and academically rooted curriculum. In addition to traditional management topics (e.g., marketing, strategy), a strong focus is on internationalization, the digital world, and leadership. Among the research outputs of the center are collaborative case studies with HBS faculty (including the 2018 case, *The Bundesliga in the U.S.*, HBS number 9-919-406) and perspectives on the future of sport.

- At Osaka Seikei University in Japan, the sports management degree encompasses coursework in sport marketing, finance, law, media, sponsorship, event and venue management, and team and league management. In addition, the curriculum includes tourism (sports and recreation in community development and design) and event and venue management, as well as the sociology of sport.

Meanwhile . . . Back at Harvard

My one-semester Business Strategies for Sports Organizations course has obviously evolved substantially to reflect the changes in the field. Indeed, the required course paper often finds a student exploring new corners of the sport landscape.

The opening session begins with discussion of a compressed one-page “Model of Business of Sports” that provides an overview of the territory. Detailed elements of the model constitute topics addressed in later sessions. Three major zones and their underpinning are articulated:

1. Competition (the game), involving teams, leagues, events, and the players (and unions and agents) essential to competition
2. Revenue-leveraging elements, such as broadcasting, sponsorship, naming rights, sport venues
3. More independent related components, such as branded athletic apparel and equipment firms, sport financing firms, and gambling

Supporting the apparatus are fans, through bodies at games, eyeballs for TV, and wallets for tickets, merchandise, and so on. (The general public also supports public funding of venues.) Fans provide time, hearts, and money for the sport of sport and the business of sport. (Longer-form treatment of this model is an introductory chapter for Kahle and Close 2011.)

To stimulate discussion, students are asked to prepare their views on “Big Business of Sports Issues” of the previous or current year—and why they are big and related to the business of sport (and not to the on-field performance side of sport). To foster further discussion, students also are asked to prepare a case based on Major League Soccer, focusing on why soccer is so much more popular in other parts of the world than in the United States and how to build it further. This provides opportunity for input from students who grew up or have worked outside the United States.

Subsequent weeks examine major areas via case studies, readings, and assignments about current parallel situations. For example, a classic case on the IOC and the Salt Lake City bribery scandal is accompanied by an assignment about recent FIFA scandals. A special discussion on the Super Bowl commercials takes place in the session after the game, with a focus on marketing and business dimensions beyond the creative content alone. Among other topics are new league development, with a case on the original

launch of the XFL and treatment of its current (planned) revival, and a series of cases on the launch of women's professional basketball and discussion of the present state of the Women's National Basketball Association and other women's pro leagues. Team marketing and fan development, broadcasting contracts and revenues, and athletes as endorsers all incorporate cases and related recent experiences. (Some of the latter emerge from new events, e.g., the "return" of Tiger Woods.) Globalization opens up issues of league marketing outside the United States and the NHL in (and out of) the Olympics. Branding nations via big sport is a discussion linked to an international research study (Okada and Greyser 2018) on Olympic stadiums as white elephants after the Games. Substantial attention is devoted to the business of intercollegiate sport and its nonparallels in other countries. Social purpose in sport is at the center of a case on community philanthropy as a key part of team brand building.

This description is not intended to be comprehensive. It depicts some of what is covered and how. A stream of my own case studies and HBS Working Papers plus published articles strengthens coverage. Illustrative cases are on the Tampa Bay Lightning's brand building with community philanthropy, Bank of America's sport sponsorship, and the NHL in the Olympics. Published research papers deal with intercollegiate conference realignment, NBC and the Olympics, sponsorship linked to internal marketing, and enhancing rights holders' value via sponsorship, as well as Olympic stadiums "after the Carnival."

A number of other HBS faculty have developed sport-based materials for their own courses in various other subject areas. They have found that a sport-related case adds to the breadth (and interest) of their MBA or executive program offering.

"Building Sports Businesses" is a short intensive program (four days) for HBS MBAs to be offered in early 2019, led by my colleague Bob Higgins. It addresses entrepreneurship (especially technology-based), the changing media landscape affecting sport, emerging sports and leagues, and investing in sport, among other topics. While neither a semester course nor a multicourse program, it offers a distinctive approach and attention to up-to-date topics.

All this is a far cry from that initial seminar on sport management topics decades ago.

Relevance of This Volume

Permeating students' minds in their pursuit of knowledge and the development of helpful relationships through sport business classes and associated campus clubs are career opportunities. Careers is a major theme of this book—for example, paths, meaningful networking, finding the fit between one's skills and talents and a potential position, building your own brand, and identifying work that feeds your soul so that you have passion for what you do and where you do it.

Many areas of the book are linked to traditional and new areas of business. One principal zone of business practice addressed is brand building—for leagues and clubs at the commissioner and owner levels (including owner responsibility to the community), and even rebranding a community via sport.

The role of advanced tools for better business strategy and operations is recognized via treatment of technology, analytics, and social media (including sidebars by two of my favorite HBS students, now successful alumnae: Jessica Gelman and Angela Ruggiero). At a more foundational level, many chapters treat the basics of conducting business, applied

to the sport realm: marketing, sponsorship (from both the rights holder's and sponsor's perspectives), operations, fan (consumer) engagement, licensing, finding a product–market fit, and more. The role of organizational values is examined as central to what an entity is—for managers, staff, and stakeholders.

Making deals likely is aspirational for current students, but not for those who are developing (or have developed) their own sport-based businesses. Relationship building for deal making is shown to serve pure business purposes as well as prosocial purposes linked to one's business.

A fundamental element for all organizations (and in all management curricula) is leadership. This book offers a multisource, multidimensional set of views and experiences.

The sources of the perspectives shared here are broad—commissioner, athletic conference head, college athletic director, sport club owner, star athlete turned successful executive, agent, team president, coach, political figures, and many more. All have views to enhance student understanding of the rich mosaic of sport business and the roads to success within it.

Conclusion

Whatever sport-related academic course or program a reader may be in, whatever element of sport business may be of strongest interest, whether one is at an aspirational or operational career stage, this volume can serve as a ready resource, a helpful companion, and an insightful guide over time to aid in exploring and following one's career journey.

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Instructor Guide Author Biography

Stephen A. Greyser is the Richard P. Chapman Professor (Marketing/Communications) Emeritus at Harvard Business School (HBS), where he specializes in corporate brand management, corporate communications, the business of sport, and nonprofit management. He is a member of the HBS marketing and social enterprise faculties. His AB, MBA, and doctorate are from Harvard. He was an editor at *Harvard Business Review* and later its Editorial Board Chairman. He is responsible for 16 books, numerous journal articles, several special editions of journals, and over 300 published HBS case studies.

His major corporate branding research includes pioneering field-based (collaborative) studies of monarchies and the Nobel Prize. He cocreated the concept of "heritage brands" and wrote an award-winning article on brand reputation in brand crisis. He developed over 40 cases and materials for the HBS MBA Corporate Communications course he created.

He has received several lifetime achievement awards in communications and public relations. In 2017, he was Visiting Distinguished Professor at Boston University College of Communication.

Greyser created and teaches Harvard's sport business course, has been faculty advisor to the HBS Business of Sports Club since its founding, and is a member of the university's Faculty Standing Committee on Athletics. He has served on the Selection Committee for the Boston Red Sox Hall of Fame, and is on the board of The Sports Museum. His numerous cases and articles include several on sponsorship (for companies and events) in the Olympics and UEFA, and a 2018 case on combining sports brand building with community philanthropy (coauthor). He also published HBS faculty commentaries on Super Bowl commercials and the legacies of several Olympics. He co-led an NFL pre-Super Bowl 50 branding and sponsorship event at Levi's Stadium. His comments on the meaning of the Olympics for China were seen by tens of millions in China on CCTV after the 2008 Opening Ceremonies. He has recently written an analysis of "Nation Branding via Big Sports." He received the American Marketing Association's 2010 Sports Marketing Lifetime Achievement Award for distinguished career contributions.

He is past executive director of the Marketing Science Institute and an elected Fellow of the American Academy of Advertising for career contributions. He is a trustee of the Arthur W. Page Society. He is a past national vice chairman of PBS and an overseer at WGBH and at the Museum of Fine Arts (Boston), where he was the founding chair of its Trustees Marketing Committee. He served as Alumni Association president of Boston Latin School, America's oldest school (1635), and conducted its 350th and 375th anniversary ceremonies; he received its 2005 Distinguished Graduate Award. He is an Honorary Fellow (2012) of Brunel University. Known as the Cal Ripken of HBS, in almost 50 years of teaching at Harvard he has never missed a class.