#### **Executive Director** David M. Carter

David M. Carter is an associate professor of Clinical Management and Organization, specializing in sports business, at the USC Marshall School of Business, where he teaches undergraduate and graduate courses. He is also the principal of the Sports Business Group, which was founded in 1999 after more than 10 years of consulting for the sports and entertainment industries.

Carter has authored four books about the sports business industry. In addition to *Money Games*, he has written: *On the Ball: What You Can Learn About Business From America's Sports Leaders* (2003), co-authored with CNBC's Darren Rovell, which highlights the lessons learned from America's sports business leaders; *Keeping \$core: An Inside Look at Sports Marketing* (1996), which provides companies and organizations with a framework for devising sports marketing strategies; and *You Can't Play the Game If You Don't Know the Rules* (1994), which was written for those seeking careers in the sports business.

An established industry opinion leader, Carter is one of the most frequently quoted faculty members at USC. His input is sought nearly every day by mainstream and trade publications, including *The Wall Street Journal, The New York Times* and *The Washington Post*, and television networks, such as CNN and CNBC.

He received his bachelor's degree and MBA from the University of Southern California.

## Board of Advisors and Advisory Council

Organized to support the mission and goals of the SBI and to provide strategic guidance for its activities and future initiatives, the Board of Advisors and the Advisory Council bring together a powerhouse team of high-profile leaders in the sports industry, as well as in finance, media and entertainment. They bring expert knowledge in areas such as strategic planning, law, entertainment programming, live sports events, television production and local business

The Board and Council are critical sources of funding, as well as referrals for research, consulting projects and industry contacts. They also participate in the SBI's internship program by retaining qualified students to assist in their business endeavors. The Board is a primary asset for the Institute as every SBI initiative has been funded and/or secured with its guidance and support. The recently established Advisory Council assists the Institute in growing in scope and reach by enabling the cultivation of new industry relationships and future Board members.

The Board and Council have included professionals at the top of their game representing organizations such as:

**Anaheim Ducks** 

Angels Baseball

Anschutz Entertainment Group

EA SPORTS

Ernst & Young

FOX Sports

LA Sports & Entertainment Commission

Los Angeles Sports Council

Majestic Realty

Special Olympics Southern California **Sports Business Institute** 

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# A Letter from the **Executive Director**



The sports business industry has been evolving rapidly. The businesses behind Dubai Sports City, the branding of LeBron James, and the presence and popularity of video games and fantasy sports leagues on the Internet are unmistakable indicators that the sports and the entertainment industries are all but one and the same.

With these changes came the demand for an understanding of best practices and insights on how best to proceed domestically and abroad. Yet the industry lacked an objective and respected source for analysis that would foster that understanding and economic growth.

Recognizing that demand, and aware that there was keen interest in sports business from undergraduate and graduate students and alumni, USC Marshall stepped up and created the Sports Business Institute in 2005.

We believed that USC Marshall was uniquely positioned to dominate the growing field of sports business, given its resources, contacts, commitment to research — and its location within a world-renowned sports business market where sports entertainment is a key driver of the economy.

Indeed, the Sports Business Institute proved its ability to deliver research pertinent to current industry issues and earned an immediate and impressive industry standing. The Board and Council members we have been able to recruit, the enthusiastic response to the publication of *Money Games: Profiting from the Convergence of Sports and Entertainment*, and the fact that we are contacted on a daily basis by the media are just a few of the indicators that we have a winning team.

**David M. Carter** *Executive Director* 



ports are about **teamwork**, **skill**, **strategy...and winning**. So is the sports business. And a winning game plan, whether in play or in business, requires having as much reliable information as possible. That's what the USC Marshall Sports Business Institute (SBI) is all about.

Founded in October 2005, the SBI became the nation's first allencompassing sports business center at a premier academic institution. It is a multi-faceted center focused on understanding and furthering the sports business industry primarily through applied research with global implications, high-level student-led consulting assignments, and sports business events that bring together industry stakeholders. The SBI's aim is to provide in-depth global analysis of the industry to its constituents and to develop future industry leaders through its research and strategic partnerships.

Led by Executive Director David M. Carter, the Institute is also guided by a Board of Advisors and an Advisory Council consisting of noted sports business leaders.

## **Commissioners'** Series

The USC Marshall Sports Business Institute's signature event is the Commissioners' Series. It brings the commissioners of America's premier sports leagues and governing bodies to the USC campus to share their experiences and unique perspectives on the sports industry.

As is the case with their counterparts in any other major business sector, sports industry executives rely heavily on two fundamental pillars for corporate success: leadership and ethics. Commissioners of the largest sports leagues must exhibit exemplary leadership skills and adhere to strict ethical standards at all times, lest they risk compromising the very cash flow and asset value they are charged with increasing.

Commissioners' Series speakers discuss leadership and ethics in the context of contemporary business issues facing their respective leagues. These events not only serve the Marshall and USC communities, but also draw sports business leaders, athletes, franchise owners and other sports luminaries.

Past Commissioners' Series speakers include:

Major League Baseball Commissioner **Allan H. "Bud" Selig** was the inaugural speaker of the Commissioners' Series. He discussed the state of the sport and highlighted MLB's growth, challenges and opportunities, including the need to further penetrate international markets such as Asia.

Major League Soccer Commissioner **Donald P. Garber** covered the current status of MLS, including the need to lead the sport through the economic downturn while simultaneously increasing the quality of play and the overall fan experience.

**Peter V. Ueberroth**, managing director of the Contrarian Group and owner and co-chairman of the Pebble Beach Company, ran the 1984 Olympics and served as Commissioner of Major League Baseball. Ueberroth focused his comments on best practices as they relate to business, and their application to the business of sports. He highlighted the issues facing sports businesses on a global scale and discussed critical success factors for those hoping to build asset value.

National Hockey League Commissioner **Gary B. Bettman** spoke about the NHL's Big Event Strategy and the role of new technology as it impacts the fan experience, as well as issues dealing with collective bargaining agreements and the ongoing internationalization of the sport.



# **Research** Initiatives

The USC Marshall Sports Business Institute conducts research for both the academic and professional communities. Its most recent work focused on the rapid convergence of sports and entertainment, which has been key to the sports business industry's continued growth and financial success. Three years of research and analysis culminated in the hosting of an offsite retreat in April 2010 and the publication of *Money Games: Profiting from the Convergence of Sports and Entertainment* by Stanford University Press in November 2010.

The Institute's research chronicled how industry stakeholders are monetizing this convergence by examining nine key industry segments: TV content, video gaming, athlete branding, the Internet, mobile technology, gambling, sports anchored real estate development, venue technology and corporate branding. Most importantly, the analysis identified key issues and considerations if the industry is to continue to profit from sports and entertainment becoming one. The SBI is currently pursuing additional research opportunities within the targeted segments of *Money Games*.

With research financed by the industry and three-dozen senior executives providing first-person interviews, *Money Games* is a book by the industry, for the industry. The response to the book from within the industry and academia reinforces the idea that there is broad support for the SBI and keen demand for its research from industry stakeholders.

# **Consulting** Projects

The USC Marshall Sports Business Institute strives to provide industry practitioners with dedicated MBA student support. The consulting projects overseen by the SBI provide graduate students with real-world experience, while simultaneously allowing industry stakeholders the opportunity to work with top business students to solve challenges, grow and prosper.

Projects have included:

#### **Sports Museum of Los Angeles**

The SBI worked closely with the Sports Museum of Los Angeles to develop a comprehensive strategic marketing plan designed to help the organization attract groups of visitors and special events to the museum. In order to develop the plan, a student team applied the business acumen they had acquired in the areas of market research, strategy, nonprofit management and operations, among others.



Testimonials for **Money Games** included the following:

"Money Games presents a compelling perspective on the evolution of sports business and provides an excellent roadmap to maximizing the benefits and minimizing the pitfalls that arise at the intersection of sports and entertainment."

#### —David Stern, NBA Commissioner

"Fans, sports and media executives, and even investors, will find that Carter's examination, exploration, and explanation of the changing landscape of sports and entertainment helps them understand their own experiences. From mobile technology and video games to athlete branding and corporate meetings, he interprets everyday events — at home, away from home, and at-venue."

#### —Stephen A. Greyser, Harvard Business School

"As the sports and entertainment industries converge, the opportunities to consume sports at home, on the go, and at venues multiply exponentially — and the roster of stakeholders who aim to profit from this development expands. Even with the potential for billion dollar bottom lines and brands with global renown, monetizing this corporate decathlon is no easy win. The strategies and tactics that all the players will want — from the boardroom to the locker room — can be found in *Money Games*."

—John Nendick, Ernst & Young Global Media & Entertainment Industry Leader

#### **USC Athletics**

This project, which aimed to further enhance the school's reputation and distinct leadership in the contemporary field of sports business, had two phases. The first addressed executive skills, methods, strategies and technologies required to generate revenue and build brand recognition/affinity for emerging or low-revenue sports playing at USC's Galen Center, with a specific focus on men's and women's volleyball. The second phase focused on the executive skills, methods, strategies and technologies required in sports venue development, operations and management.

#### **Tournament of Roses**

The SBI was selected by the City of Pasadena's Tournament of Roses to conduct its 2008 Economic Impact & Demographics Study. This study, undertaken with the guidance of Ernst & Young, encompassed all activities relating to the Rose Bowl football game and Tournament of Roses Parade, as well as the events supporting these activities.

#### **Anschutz Entertainment Group**

The SBI partnered with Anschutz Entertainment Group (AEG) to determine the costs and benefits associated with electronic marketing campaigns. This project assisted AEG in its ability to assign a monetary value to each email recipient that unsubscribes from one of their email communications with the express goal being to determine the "Lifetime Value" of each email address captured.

#### Special Olympics Southern California

The SBI partnered with the Special Olympics of Southern California (SOSC) to determine the optimal location for a potential relocation of its headquarters and annual Summer Games. The student team produced a Request for Proposal from interested Southern California cities, as well as an Economic Impact Study, which quantified SOSC's financial worth to a participating community.

## **Student** Involvement

The Sports Business Institute's mission includes developing future industry leaders and, accordingly, the Institute offers USC Marshall students numerous opportunities for involvement. In addition to working on research and consulting projects, as well as attending SBI events, undergraduates and graduates can explore the many facets of the industry through coursework, internships, clubs and specialized programs in partnership with various sports business organizations.

The **SBI Advisory Board Internship Program** is an ongoing placement program that utilizes the high level of MBA talent available at USC Marshall, and places these students with America's premier companies and organizations.

The SBI oversees the **Marshall Sports Business Organization** (MSBO), a student-led club focused on the sports business. MSBO brings together graduate students who are interested in all functions within the sports industry, including marketing, finance, operations and digital media. MSBO's goals include educating members about career opportunities in sports, expanding the club's sports industry contacts and positioning members to secure employment in a sports-related field.