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

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 classes in sports business, sports marketing, and professional sports management. Carter is also the principal of the Sports Business Group, which was founded in 1999 after more than 10 years of consulting the sports and entertainment industries.

Carter has authored four books about the sports business industry in addition to Money Games, he has written. In *Shock Value* (2004), he talked about sports and violence. In *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 score and making the business of sports work for you in every aspect of your life. In *Keeping $core: An Inside Look at Sports Marketing* (1996), he provides companies and organizations with a framework for devising sports marketing strategies. And in *You Can’t Play the Game If You Don’t Know the Rules* (1994), he wrote for those seeking careers in the sports business.

An established industry-opinion leader, Carter was 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*, *New York Times*, *Washington Post*, and television networks, such as CNN and NBC.

Carter 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 goal of the SBI and to provide strategic guidance for its initiatives and future initiatives, the Board of Advisors and Advisory Council is comprised of powerful men of high political office 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 internship program by referring qualified students to assist in their business endeavors.

A winning game plan starts at the...
Sports 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 all-encircling sports business center at a premier academic institution. It is a multi-faceted center focused on understanding the sports industry from the perspective of business leaders, athletes, franchise owners and other sports luminaries.

The Institute’s research chronicled how industry stakeholders are responding to changing forces in the business of sports, including emerging tech and new technology as it impacts the fan experience, as well as issues dealing with collective bargaining agreements and the ongoing internationalization of the sport.

The Institute’s research is published in 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. Its most recent publication, The USC Marshall Sports Business Institute conducts research that provides a comprehensive strategic marketing plan designed to help the organization attract groups of visitors and special events, as well as an Economic Impact Study, which quantifies the financial return to the surrounding community.

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 American sports partners and organizations.

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The USC Athletics project, which seeks to further enhance the school’s reputation and distinction in the competitive field of sports business, had two phases. The first focused on executive skills, methods, strategies and technologies required in sports venue development, operations and management. The second focused on the executive skills, methods, strategies and technologies required in sports venue development, operations and management.

**Research Initiatives**

The USC Marshall Sports Business Institute conducts research for both the academic and professional communities. Its most recent and comprehensive project is a Rose Bowl Economic Study, which has been key to the sports business industry and corporate financial success. This unique project was guided by the USC Marshall Sports Business Institute and provided a comprehensive examination, exploration, and explanation of the Rose Bowl football game and Tournament of Roses Parade, as well as the events supporting the event.

**Consulting Projects**

The USC Marshall Sports Business Institute strives to provide a comprehensive strategic marketing plan designed to help the organization attract groups of visitors and special events, as well as an Economic Impact Study, which quantifies the financial return to the surrounding community.

**SBI Advisory Board Internship Program**

This program aligns the expertise of the Institute’s Advisory Board with the strategic needs of the sports business community.

**Student Request for Proposal**

The SBI partnered with Anschutz Entertainment Group to determine the costs and benefits associated with emotional marketing campaigns. This project assisted AEG in its ability to assign a monetary value to emotional marketing campaigns.

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