MOR 499 – Sports Business Innovation – Impacts on Decision Making
Syllabus – Spring 2019 – Day Monday/Wednesday, 4:00-5:50pm – 4 Units

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Office: HOH 419
Office Phone: TBD
Email: brunious@marshall.usc.edu
Office Hours: 3pm until class, M/W

Course Summary
This course offers a detailed look at how innovation in sports business is influencing industry cash flow and, by extension, executive decision making. The course does so by exposing students to specific areas of innovation and their cascading impacts on industry stakeholders. Given the fluid nature of the subject matter, and in an effort to help establish the requisite foundation in sports business innovation, students will be assigned readings in advance via a course reader. These readings will be complemented by timely and contemporary reading materials linked to current events shaping the industry. To provide added perspective, guest lecturers on the cutting edge of sports business innovation will reinforce key concepts.

Examining innovation requires close consideration and analysis of numerous industry stakeholders, ranging from entrepreneurs, financiers, attorneys, and media executives to professional sports leagues, collegiate athletic department administrators and athletes, among others.

With the estimated annual size of the US sports business industry over $500 billion, many tech companies have focused their attention on gaining a foothold with industry participants and disrupting the traditional landscape. In doing so, numerous business principles are refined and extended to meet consumer demand.

Course Overview
This elective course provides prospective sports business professionals with the insight necessary to identify emerging areas in sports business and then apply their foundational BUAD knowledge to succeed in the marketplace. Completing a BUAD core business course in advance of taking this elective will enable students to examine the future of the sports business industry, including its financial and marketing strategies, agility in the face of change, and its embracing of the technologies and innovation that will be at the core of the industry going forward.

Learning Objectives
After successfully completing this course, students will be able to:

1) Comprehend how innovation is impacting the sports business industry from a financial, engagement, marketing, and technology standpoint;

2) Define the main areas of innovation in sports business and identify the key stakeholders contributing to, and impacted by, the evolution of the industry;

3) Evaluate how industry stakeholders are reacting to innovation affecting their organization and devise realistic recommendations for how they should proceed;

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4) Demonstrate through written assignments and group projects where the next area of innovation may be, and how it will impact the sports business industry.

**Required Materials**
*The Sports Business Journal*

Selected readings from a custom course package

**Suggested Reading**


**Prerequisites and/or Recommended Preparation:**
This class is recommended for upper classmen that have at minimum completed the core business curriculum.

**Course Notes:**
Copies of lecture slides and links to articles, audio and video files will be posted to blackboard prior to each class. All assignments will be posted to blackboard as well.

**Grading Components:**

15% - **Class Participation and Attendance** – This course will be highly interactive and require students to be present and prepared to discuss readings each class as well as the latest industry news.

10% - **Quizzes** – You will have two quizzes scheduled, one in the period before the midterm and one between the midterm and final. Quizzes will test you on takeaways from the readings, lectures, and guest speakers.

40% - **Midterm (20%) and Final Exam (20%)** – The midterm exam will cover material from the first half of the semester. Students will be tested through multiple choice and short answer questions that will recall material assigned through the readings as well as discussed in class, including from guest speakers and presentations. The final will cover the remaining material in the course.

10% - **Innovative company identification and short report** – All students will either individually choose or be assigned an innovation area or company; students choosing companies listed in the syllabus will have to prepare a short 15-minute presentation to the class. Each three-page plus appendices report must include a description of the company’s business purpose, executive team, relationship to innovation in sports business, current and/or upcoming innovative products that will aid in revenue generation and brand strengthening, competitive landscape, and potential pain points they may face. **Note:** Wildcard company choices will be at student’s discretion and subject to presentation based on instructor’s choice.

The assignment will be graded upon the following:
- Understanding of the company’s business (15%)
- Identification of relevant competitors (15%)
- Explanation of how the company fits into the innovation in sports business ecosystem (30%)
- Full and proper identification and discussion of sources of revenue generation (20%)
- Analysis and discussion of future pain points faced (20%)
25% - **Group project and presentations** – Students will form groups and be assigned an over-arching innovation topic that corresponds with those covered throughout the semester. Each group will be responsible for creating a PowerPoint presentation about that topic that includes the major companies making an impact, trends, areas of revenue generation, how the overall topic is making an impact on the sports business industry, and what the future may entail. Students should be prepared to present for 30 minutes including time for Q&A.

The assignment will be graded upon the following:
- Understanding of the area of innovation (10%)
- Identification of discussion of five relevant companies in the industry (15%) (Note: These companies cannot repeat those identified during the company identification assignment)
- Explanation of trends within that area of innovation (15%)
- Full and proper identification and discussion of sources of revenue generation (20%)
- Analysis and discussion of how the area of innovation in making an impact on the sports business industry (15%)
- What the future of this area of innovation may bring (15%)
- How you worked within your group (10%)

**Assignment Submission Policy:**
Assignments must be turned in on the due date/time electronically via Blackboard. Any assignment turned in late, even if by only a few minutes, will receive a grade deduction (for example, if your work is a B+ grade, you will be given a C+ grade). If your internet breaks down on the due date, you must deliver a hard copy at the beginning of class on that day. If you are unable to attend class on that day, make arrangements for it to be delivered to the classroom or to my box by the start of class. Late or not, however, you must complete all required assignments to pass this course.

**Evaluation of Your Work:**
You may regard each of your submissions as an “exam” in which you apply what you’ve learned according to the assignment. I will do my best to make my expectations for the various assignments clear and to evaluate them as fairly and objectively as I can. If you feel that an error has occurred in the grading of any assignment, you may, within one week of the date the assignment is returned to you, write me a memo in which you request that I re-evaluate the assignment. Attach the original assignment to the memo and explain fully and carefully why you think the assignment should be re-graded. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative.

**ADDITIONAL INFORMATION**

**Add/Drop Process**
Most Marshall classes are open enrollment (R-clearance) through the Add deadline. If there is an open seat, students can add the class using Web Registration. If the class is full, students will need to continue checking the *Schedule of Classes* (classes.usc.edu) to see if a space becomes available. Students who do not attend the first two class sessions (for classes that meet twice per week) or the first class meeting (for classes that meet once per week) may be dropped from the course if they do not notify the instructor prior to their absence.

**Retention of Graded Coursework**
Exams and all other graded work which affected the course grade will be retained for one year after the end of the course if the graded work has not been returned to the student. If I returned a graded paper to you, it is your responsibility to file it.
Technology Policy
Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. ANY e-devices (cell phones, iPads, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

USC Statements on Academic Conduct and Support Systems

Academic Conduct:
Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, “Behavior Violating University Standards” https://policy.usc.edu/scampus-part-b/. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, http://policy.usc.edu/scientific-misconduct.

Support Systems
Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. https://engemannshc.usc.edu/counseling/

National Suicide Prevention Lifeline - 1-800-273-8255
Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. http://www.suicidepreventionlifeline.org

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call
Free and confidential therapy services, workshops, and training for situations related to gender-based harm. https://engemannshc.usc.edu/rsvp/

Sexual Assault Resource Center
For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: http://sarc.usc.edu/

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086
Works with faculty, staff, visitors, applicants, and students around issues of protected class, https://equity.usc.edu/

Bias Assessment Response and Support
Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. https://studentaffairs.usc.edu/bias-assessment-response-support/
Student Support & Advocacy – (213) 821-4710
Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. https://studentaffairs.usc.edu/ssa/

Diversity at USC – https://diversity.usc.edu/
Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

Students with Disabilities
USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (www.usc.edu/disability). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

Emergency Preparedness/Course Continuity
In case of a declared emergency if travel to campus is not feasible, the USC Emergency Information web site (http://emergency.usc.edu/) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC’s Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.
# COURSE CALENDAR

**Course Schedule** *(Monday / Wednesday)*

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<th>#</th>
<th>Date</th>
<th>Session Topic and Agenda</th>
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<tr>
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<td></td>
<td><strong>Introduction to Innovation in Sports Business</strong></td>
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<tr>
<td>1</td>
<td>M 1.7</td>
<td>Course Introduction and Overview</td>
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<td>2</td>
<td>W 1.9</td>
<td>How the Sports Industry Pioneered Advances in the Innovation Economy</td>
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<td><a href="https://www.youtube.com/watch?v=GLbf9uwXpU0">https://www.youtube.com/watch?v=GLbf9uwXpU0</a></td>
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<td>Learnings from the Stanford sports innovation conference</td>
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<td><em>Form teams &amp; Innovative Company profile report selections made</em></td>
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<td><strong>Sports Business Innovation Realities – VR/AR/MR</strong></td>
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<td>M 1.14</td>
<td><strong>Intro to VR/AR/MR</strong></td>
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<td>War of AR/VR/MR/XR Worlds</td>
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<td>The Race to Make Virtual Reality an Actual (Business) Reality</td>
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<td>The State of the Virtual Reality Business</td>
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<td>4</td>
<td>W 1.16</td>
<td><strong>VR and Sports – Performance Based Applications</strong></td>
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<td>Company Profile report – STRIVR Labs</td>
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<td>How Virtual Reality is Transforming the Sports Industry</td>
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<td>How Virtual Reality Could Help Improve NFL Officiating</td>
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<td>Sports Could Become Virtual Reality’s Killer App</td>
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<td>M 1.21</td>
<td>MLK Holiday – No class</td>
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<td>5</td>
<td>W 1.23</td>
<td><strong>VR and Sports – The Consumer Experience</strong></td>
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<td>Company Profile Report - NextVR</td>
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<td>Head trip: The experience of broadcasting an NBA game in VR</td>
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<td>Is virtual reality the next 3D TV? Like VR, it was hyped, pricey and consumers didn't care</td>
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<td>Sports Execs Talk Relatively Slow Embrace of VR Across Industry Landscape So Far</td>
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<td><em>Final project proposal due</em></td>
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<td>6</td>
<td>M 1.28</td>
<td><strong>VR/AR/MR wrap-up</strong></td>
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<td>Company Profile Report – Wildcard</td>
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<td>Potential Guest Speaker</td>
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<td>The reality of AR/VR business models</td>
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<td>VR: It's getting real</td>
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<td><strong>Sports Business Innovation at Home - eSports</strong></td>
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<td>7</td>
<td>W 1.30</td>
<td><strong>Intro to eSports – history</strong></td>
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<td>Money Games (Ch. 2, “Video Games”)</td>
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<td>ESPORTS Revenues Will Reach $696 Million This Year And Grow To $1.5 Billion By 2020</td>
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<td>As Brand Investment Doubles</td>
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<td>8</td>
<td>M 2.4</td>
<td><strong>Project Feedback Session</strong></td>
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<td>W 2.6</td>
<td><strong>Identifying the Stakeholders – Publishers &amp; Sponsors &amp; Investors</strong></td>
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<td>Company Profile Report – Riot Games</td>
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<td>Power Dynamics in eSports - the Role of the Publisher</td>
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<td>Game Publishers and the eSports Startup Ecosystem Catch-22</td>
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<td>eSports: The missed billion-dollar opportunity for publishers and platforms</td>
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<td>Who is investing in eSports startups?</td>
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<td>10</td>
<td>M 2.11</td>
<td><strong>Identifying the Stakeholders – Players and Leagues</strong></td>
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<td>Company Profile Report – Konami (PES Soccer); Potential Guest Speaker</td>
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<td>Esports Leagues Set To Level Up With Permanent Franchises</td>
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<td>Riot's players' association lays groundwork for unionization</td>
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<td>NBA, Take-Two Interactive Software partnering on NBA 2K esports league</td>
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|   |   | **Identifying the Stakeholders – Content Providers**  
Company Profile Report - Wildcard  
Field of streams: how Twitch made video games a spectator sport  
YouTube is slowly trying to edge Twitch out of esports  
Facebook Embraces Esports in Its Video Strategy Shift |

### Sports Business Innovation at Home - OTT

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|   | M 2.18 | **Introduction to Over-The-Top distribution**  
Over The Top: How The Internet Is (Slowly But Surely) Changing The Television Industry (Ch. 1, The Television Industry Today)  
Sky no longer the limit as Sports Rights Digital Players Make their Presence Felt,” The Drum |
|   | W 2.20 | Presidents Day Holiday – No class |
|   | M 2.25 | **Cord-cutting, Cord-Nevers, and overall disruption**  
Company Profile Report - Omnigon  
Over The Top: How The Internet Is (Slowly But Surely) Changing The Television Industry (Ch.2, What’s disrupting the industry today (pp. 51-57, 62-74, 107-112))  
Sports Giants Like ESPN Suffering from Cord Cutting, Cord Shaving  
*Project working outline due* |
|   | W 2.27 | **Digital Media Rights and Content**  
Case – Major League Baseball Advanced Media -  
The Business of Sports: Off the field, in the office, on the news. (Ch. 15, Traditional and New Media in Sports)  
Digital Streaming is a Game Changer for Sports |
|   | M 3.4 | Midterm |

### Sports Business Innovation at Play - Wearables

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<td></td>
<td>W 3.6</td>
<td><strong>Project feedback session</strong></td>
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<td>M 3.11</td>
<td><strong>Spring Break</strong></td>
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<td>W 3.13</td>
<td><strong>Spring Break</strong></td>
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|   | M 3.18 | **Introduction to Wearables; Athlete Performance based wearables**  
Company Profile Report- whoop  
Interview with Dr. Leslie Saxon, Executive Director USC Center for Body Computing (BB)  
What's next after wrist-worn wearables and fitness trackers?  
Potential Guest Speaker  
Boston-based company to sell next-generation wristbands to athletes  
Football’s Next Frontier: The Battle Over Big Data  
*Project Working outline due* |
|   | W 3.20 | **Legal, Policy and Business implication of wearables**  
Company Profile Report - Nike  
The Upcoming Privacy Battle over Wearables in the NBA  
With Wearable Tech Deals, New Player Data is up for Grabs  
Tracking U.S. Professional Athletes: The Ethics of Biometric Technologies |
|   | M 3.25 | **Wearables wrap-up/Project Feedback Session**  
Company Profile Report - Wildcard  
Sport Analytics: A data-driven approach to business and management,” (Ch. 3 “The data game: Analyzing our way to better sport performance”) |

### Sports Business Innovation at the Venue – Stadium Tech

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|   | W 3.27 | **Introduction to Venue Technology**  
Company Profile Report – VenueNext  
VenueNext, Startup Behind Niners’ New Stadium App, Eyes More Teams  
Interview with Kyle Eichman, Senior Director Technology Solutions, Sacramento Kings (BB)  
The stadium as a platform: A new model for integrating venue technology into sports business  
Meet Levi’s Stadium, the Most High-Tech Sports Venue Yet |
|   | M 4.1 | **Beacons and consumer-based technology**  
Company Profile Report - iBeacon |
Tracks employ iBeacon technology to target fans with personalized messages
How Sports Leagues use iBeacons to complement in-stadium SMS (BB)
MLB’s iBeacon Experiment May Signal a Whole New Ball Game for Location Tracking

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| 23   | W 4.3 | **Business and player analytics and revenue generation**  
Company Profile Report – Wildcard  
Sport Analytics: A data-driven approach to business and management (Ch. 11 “Facility management analytics”)  
*Project first final draft due* |
| 24   | M 4.8 | **Design, real estate development, and smart stadiums**  
Company Profile Report - Wildcard  
Guest Speaker – TBD  
More Than Sports: Stadiums Try Video Games and Surfing  
Smart Stadiums Take the Lead in Profitability, Fan Experience, and Security Intel  
Smart stadiums are giving ticket-holders a worthwhile experience |

**What’s next in Sports Business Innovation**

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| 25    | W 4.10 | **Project feedback session**  
Company Profile Report - Wildcard  
Pepsi found a smarter, faster way to determine media value with Cowboys  
This Image Search Company Can Help Sports Brands Know If Their Money Is Well Spent |
| 26    | M 4.15 | **Artificial Intelligence, Ticketing & More**  
Company Profile Report - Wildcard  
Platforms and wrap-up  
Company Profile Report - Fubo TV  
OTT integration discussion: Amazon, Facebook, Yahoo!, League offerings |
| 27    | W 4.17 | **Innovation recap**  
Company Profile Report – Wildcard 1  
Company Profile Report – Wildcard 2  
Final Presentations/Final projects due |
| 28    | M 4.22 | Final Presentations/Final projects due |
| 29    | W 4.24 | Final Presentations |

**Final Exam**  
Wednesday, May 1, 4:30-6:30pm