

BRYAN CAVE

SPORTS

THE LAST WORD IN SPORTS BUSINESS AND LAW

SUMMER 2012

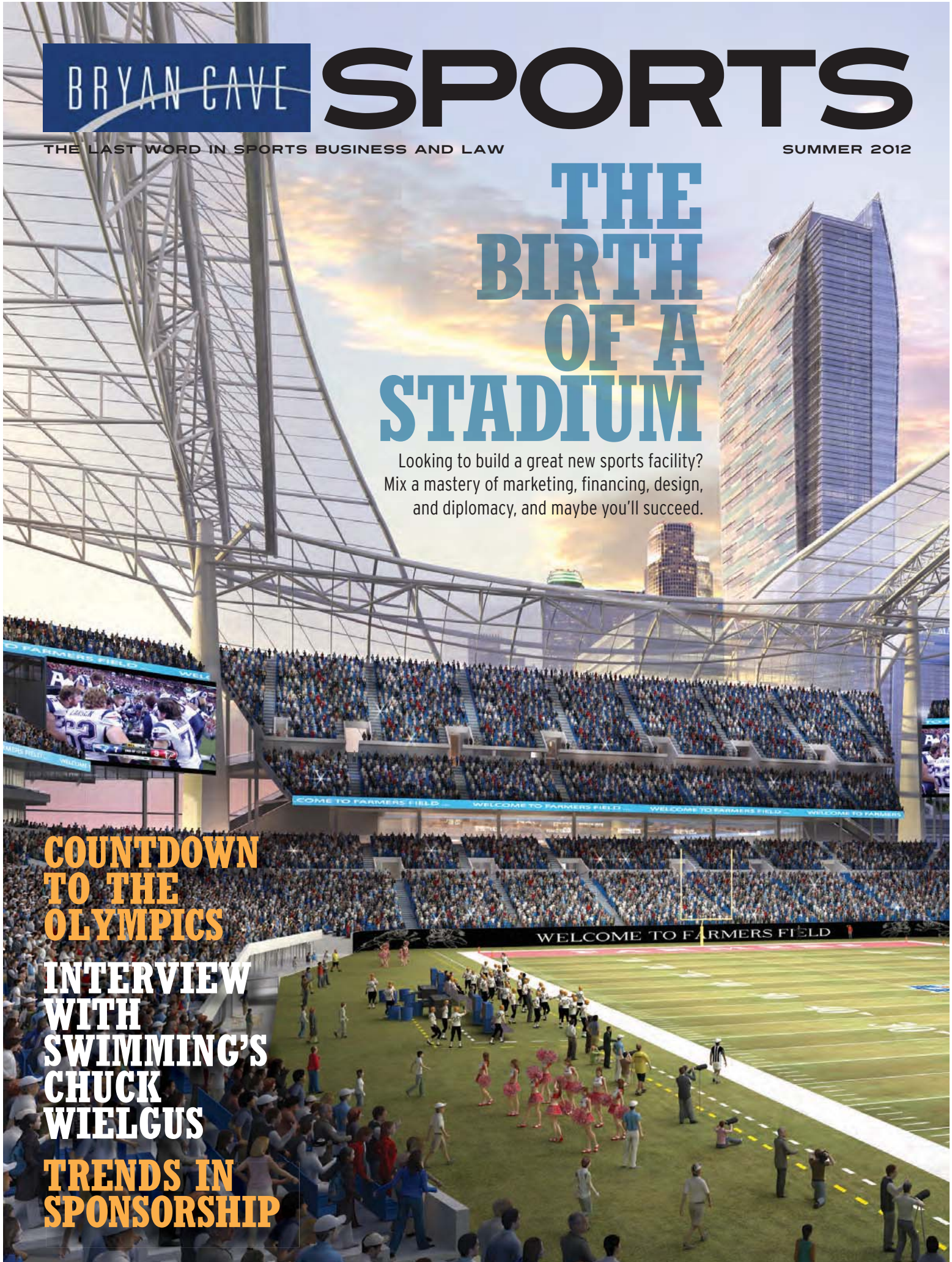
THE BIRTH OF A STADIUM

Looking to build a great new sports facility? Mix a mastery of marketing, financing, design, and diplomacy, and maybe you'll succeed.

COUNTDOWN TO THE OLYMPICS

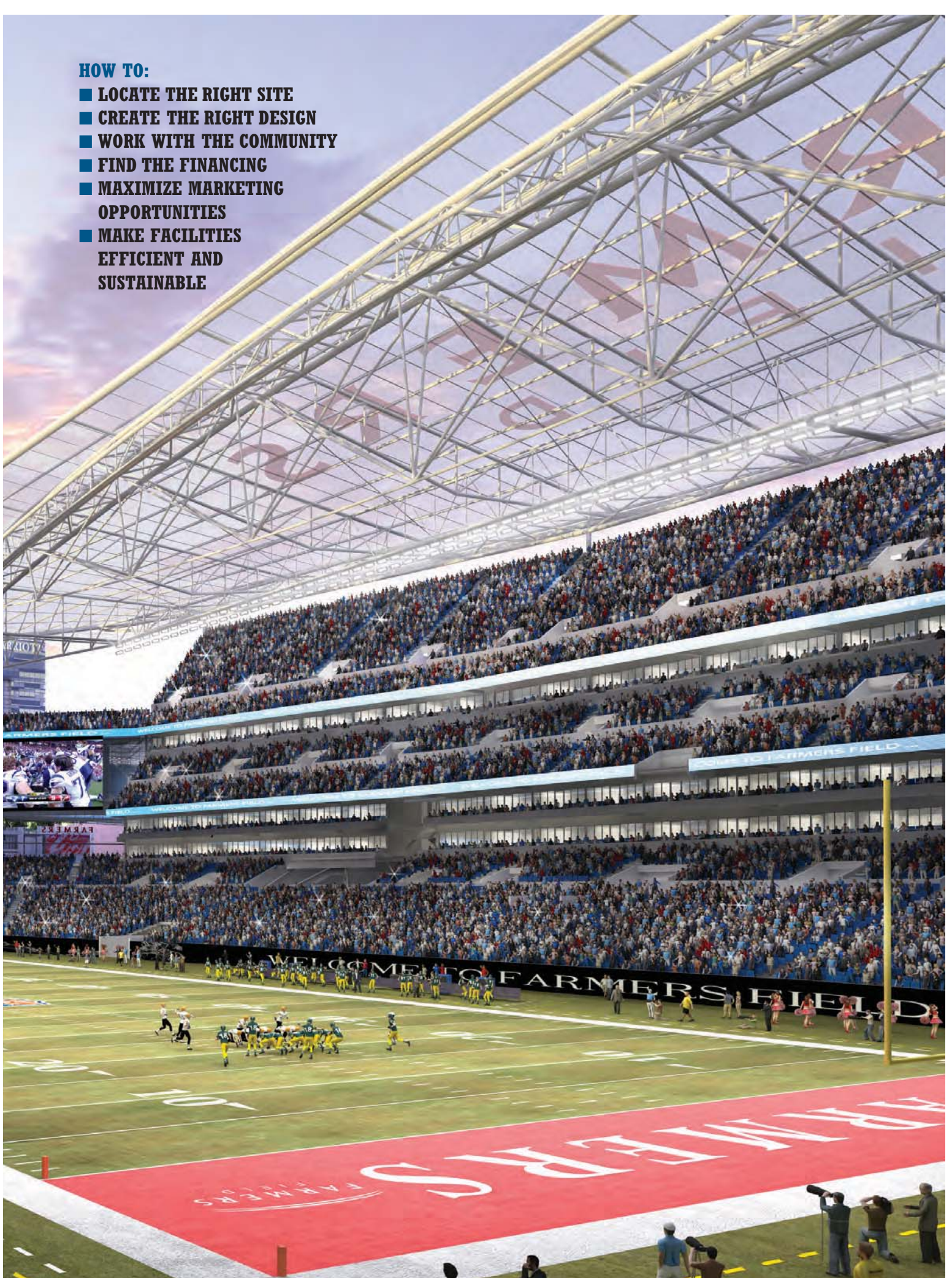
INTERVIEW WITH SWIMMING'S CHUCK WIELGUS

TRENDS IN SPONSORSHIP



HOW TO:

- **LOCATE THE RIGHT SITE**
- **CREATE THE RIGHT DESIGN**
- **WORK WITH THE COMMUNITY**
- **FIND THE FINANCING**
- **MAXIMIZE MARKETING OPPORTUNITIES**
- **MAKE FACILITIES EFFICIENT AND SUSTAINABLE**



THE BOXSCORE

A New Stance on Concussions

Gone are the days of shaking off a "bell-ringer" and trotting back onto the field. Concussions can cause long-term damage, and as of 2011, all four major pro leagues have drafted tougher concussion policies. —Richard Sine and Jill Colford

<p>15 Number of MLB players who suffered concussions in the 2011 season</p> <p>7 Length, in days, of an MLB concussion DL established in 2011</p> <p>9 Average number of NBA players missing playing time each year due to concussions since 2006</p>	<p>2011 Year that the NBA instituted its first league-wide concussion policy</p> <p>44 Percent of the 80 reported concussions suffered by NHL players in 2011 resulting from "legal" hits</p> <p>20 Percent of NHL concussion sufferers who report amnesia</p>	<p>190 Concussions reported in the NFL during 2011-12 season, down 12.5 percent from the previous season</p>
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1,300+
Number of retired NFL players who have sued the league, claiming it failed to warn them about concussion effects



TITLE IX By the Numbers

IX must be the most famous Roman numeral in women's athletics. Almost exactly XL years after Congress passed Title IX, requiring that federally funded schools provide equal sports opportunities for women, the story of women's participation can also be told in numbers. (For convenience, we'll employ the Arabic form.) The bottom line: Plenty of progress—but no parity. —J.C.

- 1 in 27** high school girls played sports in 1972
- 1 in 2.5** play today
- 9:** Number of women who ran the Boston Marathon in 1972
- 26,907:** Number of women who ran in 2012
- 13.5 million:** Viewers, 2011 Women's World Cup final
- 17.3 million:** Viewers, 2011 NBA Finals (average)
- \$37,260:** Min. salary for a WNBA player
- \$473,604:** Min. salary for an NBA player
- 43:** Percent of NFL fans who are women
- 80:** Percent of all sport apparel dollars spent by women
- \$25 million:** Earnings of Maria Sharapova, the highest-paid female athlete.
- \$75 million:** Earnings of Tiger Woods, the highest-paid male athlete.



September 1, 2011
National Olympic Committees must submit names of cities interested in hosting the 2020 Olympic Summer Games

March 23, 2012
National Olympic Committees must apply for athlete accreditation

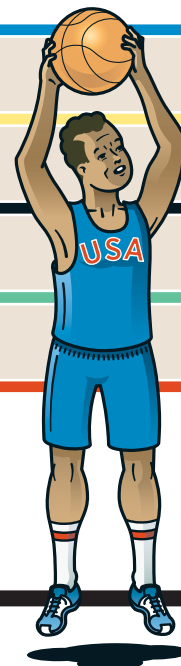
May 23, 2012
International Olympic Committee (IOC) executive board declares which cities are final candidates to host 2020 Olympic Summer Games

June 18, 2012
Final nominations for players to the U.S. Men's Olympic Basketball Team

January 15, 2012
Final day for athletes to apply for a spot on the U.S. Anti-Doping Agency board of directors

March 31, 2012
Deadline for media to apply for press passes to the 2012 Olympic Summer Games

June 1, 2012
Athletes must submit third-quarter athlete location forms for Out-of-Competition doping control tests



TV CONTRACTS

College Football: The Tail That Wags the Dog

If you've ever doubted that football drives college sports, look no further than these television contract numbers. Attracting about \$33 million/game, the BCS swamps both hoops and baseball. —*Matthew Schwartz*



EVENT	TERMS	CONTRACT YEARS	NETWORK(S)	DEAL SIGNED
Bowl Championship Series (Fiesta Bowl, Orange Bowl, Sugar Bowl, BCS National Championship) <i>*Rose Bowl is aired on ABC</i>	\$500 million/4 years (approximately \$33 million/game)	2011-2014 (Fiesta, Orange, Sugar) 2011-2013 (Nat'l Title)	ESPN	November 2008
NCAA Men's Basketball Tournament	\$10.8 billion/14 years (approximately \$12 million/game)	2011-2024 *CBS and TBS will switch Final Fours each year starting in 2016	CBS, Turner Sports (games shown on CBS, TNT, TruTV, and TBS)	April 2010
24 NCAA Championships (includes women's basketball, College World Series for baseball and softball)	\$500 million/13 years (approximately \$2 million/game) <i>*Prior contract was \$200 million/11 years</i>	2011-2024 December 15, 2011 to the end of 2023-24 school year	ESPN (across multiple platforms including ESPN, ESPN2, ESPNU, ESPN3, ESPN Mobile)	December 2011

June 25, 2012

Final nominations for 30 players and replacements to the Women's Olympic Soccer Team

July 16, 2012

IOC assumes responsibility for doping control during the Games, up to and including the day of the Closing Ceremony

July 18, 2012

Rule 40—which limits advertising appearances by athletes and other participants—takes effect; it applies until three days after the Closing Ceremony

July 9, 2012

Deadline for final lists of participating athletes, who can be replaced after this date only under exceptional circumstances

July 16 - August 12, 2012

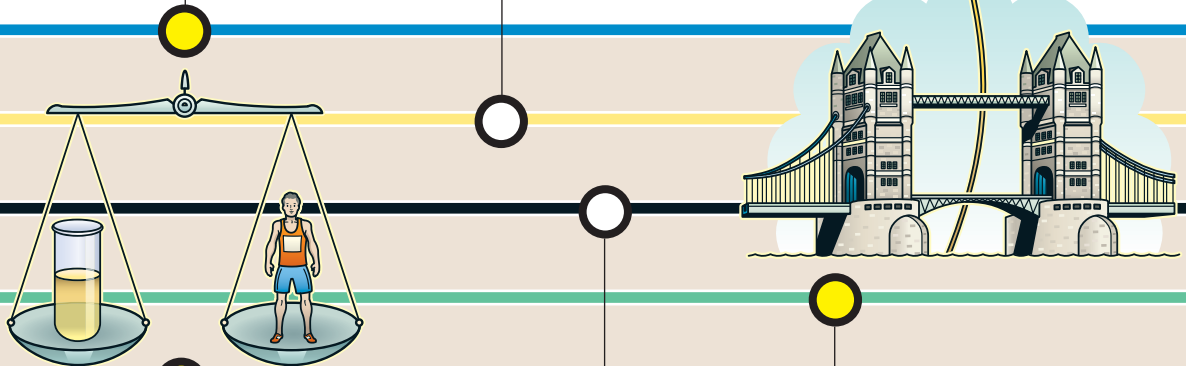
All participating athletes are subject to random doping testing at any time or place, with no advance notice required

July 23, 2012

Opening of the 124th IOC Session in London

July 27, 2012

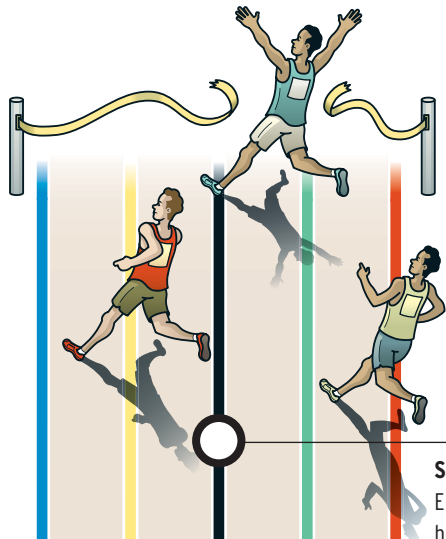
Start of 2012 Olympic Summer Games in London



OLYMPICS

Race to the Top: An Olympics Timeline

With the 2012 Olympic Summer Games in London fast approaching, there are deadlines to be met, decisions to be made, and rules to be enforced. Much is going on behind the scenes to make sure this year's games—and the ones coming up—go off without a hitch. —M.S.



September 7, 2013
Election of the host city for the 2020 Olympic Summer Games

January 7, 2013
Finalist cities must submit official bid books to IOC for 2020 Olympic Summer Games

November 14, 2012
Official debriefing of 2012 Olympic Summer Games

August 12, 2012
End of 2012 Olympic Summer Games in London

WELCOME

How to Win the Name Game

When you look at the architect's rendering of downtown L.A. on pages 4 and 5, what's bound to strike you first is the array of corporate names lighting up the nighttime sky. Nokia. Staples. Herbalife. And the proposed stadium that would be brought to you by Farmers Insurance. Naming rights, as Bryan Cave Sports & Entertainment Group Co-Chair Steve Smith pointed out in a recent *New York Daily News* opinion column, can offer cities, states, and taxpayers opportunities to provide and receive services—from sports and entertainment to rental bikes, rebuilt libraries, renovated subway stations, and brand new parks. The trick is finding the right deal, picking the right venue, engaging the public's imagination, and mastering the skills that are needed to ensure success.

Naming rights are also key to the evolution of both this magazine and the law firm that sponsors it. Launching as *HRO Sports* last fall, this magazine was the brainchild of the law firm of Holme Roberts & Owen LLP. In December, HRO became part of Bryan Cave LLP. In the process, the firm's Sports & Entertainment Group became bigger and stronger. And so did the magazine, now called *Bryan Cave Sports*.

One other thing. What you don't see in the L.A. aerial shot is the Bryan Cave logo. But zoom in a bit, and there it is, a few floors below the Herbalife logo at 800 W. Olympic Blvd.

Mike Winkleman
Editorial Director



The BoxScore

Key deadlines in the march toward the Olympics. Measuring the impact of concussions. Forty years of women in sports. College football rules.

Starting Block 2
Lessons from the Dodgers' sale. Should student-athletes be paid to play? What social media—and lockouts—mean for sponsorships. And more...

Cover Story: The Next Big Game 4
The Roman Colosseum wasn't built in a day. Neither are the world's new sports facilities. Here's how to streamline the process.

Q&A: Chuck Wielgus 8
"There are many ways to get to the top of the mountain," says USA Swimming's Wielgus. He tells us about a few of them.

The BoxScore 2 9
Famous athletes fight unlawful use of their photos and likenesses. The upsurge in sports apps. Watching the Olympics.

MLB

Dodging the Next Major League Bullet

The Los Angeles Dodgers entered spring training this year in a state of turmoil. For two years the team had been victimized by the ugly divorce proceedings of Frank and Jamie McCourt, who bought the team in 2004. The team's ticket sales and win record had both plunged, culminating in a bankruptcy filing. The McCourts finally agreed to sell the Dodgers last November.

"Without a stable owner in place, budgeting for things such as free agency and player

development is tricky," says Eric Schroeder, a partner with Bryan Cave.

"This situation can handcuff a front office and distract executives from the main goal,

which is fielding a winning team."

The team's financial woes forced them to pass up free agents Albert Pujols and Prince Fielder. But on March 27, a group including former Lakers legend Magic Johnson purchased the team, Dodger Stadium, and a 50 percent stake in the stadium parking lots for \$2.15 billion. On April 13 the bankruptcy judge approved the sale.

The McCourt saga could motivate the MLB to perform more due diligence when examining potential owners, Schroeder says. It may also get deeper into club management. For example, the MLB's constitution allows the commissioner to remove club employees if it is in "the best interests of baseball." That might have come in handy in the case of the McCourts, who put family members all over their front office.

—Matt Schwartz



MAGIC TOUCH
Magic Johnson and company relieve McCourt.

STARTING BLOCK

NCAA

Pay-for-Play? No Way



A wave of corruption in college sports has led critics of the NCAA to charge that its student-athletes should be paid to play, rather than merely given scholarships. In a typical salvo, leading civil rights historian Taylor Branch argued in *The Atlantic* last fall that the NCAA creates an illegal cartel that artificially depresses the compensation that college athletes can receive.

Not so fast, say Bryan Cave partner Philip D. Bartz and associate Nicholas Sloey.

"The NCAA model is completely lawful under the antitrust laws," they argue in the February issue of *Bloomberg Law Reports*.

Most fans support NCAA sports because its athletes are actual students of their schools rather than paid professionals, Bartz and Sloey say. "If colleges eliminated the academic eligibility requirements, then the 'product' of college athletics would not be differentiated from minor league professional sports, which are far less popular than college athletics," Bartz says.

The NCAA's agreements on academics and amateurism are necessary to create the "unique product of college athletics," the attorneys note. No agreements, no product—and therefore the agreements promote competition in the market of sports, rather than stifling it.

The NCAA is no stranger to antitrust litigation, says Donald Remy, the NCAA's general

counsel. It's the nature of the business for any sports entity. "Competition would be chaos without rules," he explains. "And you can't have rules without agreement among the parties who participate."

Bartz argues that a different system would damage college sports because marquee sports such as football and basketball generate revenue that can subsidize lower-profile teams. "College football and basketball do generate revenue and interest," he says, "but it's the NCAA model that promotes increased opportunities for competition for other male and female athletes."

—Jill Colford

Will NCAA Shakeup

Gazing at the current landscape of NCAA sports, some fans might do a double take, as realignment—in which athletic programs move from one conference to another—has shifted the conference panorama into something that is often unrecognizable. But when the dust settles, what will realignment's net effect be on college athletics?

Chuck Neinas, the acting commissioner of the Big 12 Conference, believes the jury is still out, as there are still moves to be made. "If you



LOCKOUTS

NFL Lets Fans—and Sponsors—Back In



No Lions or Eagles or Bears ... oh my. While football fans fretted during last fall's NFL lockout over whether their favorite teams would be taking the field, advertisers worried as well. What if the fans didn't come back when their teams did?

Good news: "The NFL lockout had no significant effect on sponsorship dollars or fan support," says Michael O. Lynch, former head of global sponsorship management at Visa. "If anything, to some degree the stoppage piqued interest in the league. It's hard to live without football in the fall."

But the stoppage did make planning difficult for corporate sponsors. "We have a certain time period by which we had planned on running NFL promotions,"

MIDAS TOUCH Lynch explains. Sponsorship revenue totaled about \$9.5 billion in 2011, says NFL spokesman Brian McCarthy. "If there was no season, then our contingency plans would have been enacted."

A chief concern was on the media-buy side. Visa, which sponsors the Fox NFL Halftime Report, had commercials to run and messaging to communicate. The company already had contingency plans in place, but had to rush to get its promotional and ad campaigns ready when the labor stoppage ended. Other advertisers faced a similar challenge.

Still, sponsors were able to respond in time for the season. And Lynch says that, based on last season's TV ratings, interest in the NFL continues to grow. **-J.C.**

SOCIAL MEDIA

Sponsors: Your Newest "Friends"

Average fans aren't so average in the age of social media. They watch their favorite teams on their HDTVs while following their fantasy teams on their laptops and exchanging tweets and Facebook posts with friends on their smartphones.

This digitally enabled mode of sports consumption is having a profound impact on corporate sponsors. "You need to be where your customers are," says Michael O. Lynch, former head of global sponsorship management at Visa. "And you need to be there in a relevant and unobtrusive manner."

Today's fans are more engaged and knowledgeable because they get so much data from social-media sources. The leagues, the teams, and even the athletes are developing their own social ecosystems through which they can reach fans.


"It's given athletes a more direct influence on their fan base with regard to products and services," says Brian Wilhite, CEO and founder of the Amplify Social & Virtual Fan Network. "Sponsors can tap into the passion between the fan and the athlete."

That's a boon for sponsors that recognize the new reality. "Social media is the here and now—and the future," Lynch asserts. "As sponsors, we need to take advantage of direct access to the fan base by finding new ways to enhance the fans' experience and enable them to better appreciate their sports." **-J.C.**



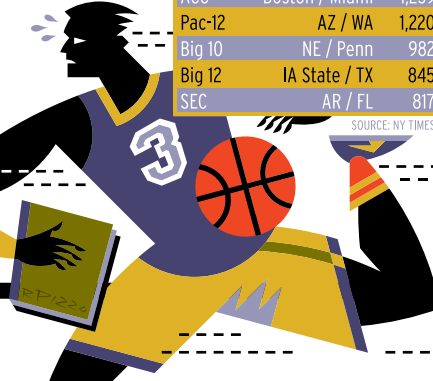
GOLDEN PAST, PLATINUM FUTURE
Fans once flocked to meet the Babe. Today's athletes meet their fans digitally.

Cost Athletes?

GATE 10 

CONF.	SCHOOLS	MILES
C-USA	E. Carolina / UTEP	1,690
Big East	CT / TCU	1,508
ACC	Boston / Miami	1,259
Pac-12	AZ / WA	1,220
Big 10	NE / Penn	982
Big 12	IA State / TX	845
SEC	AR / FL	817

SOURCE: NY TIMES



would have told me a decade ago that college sports would look like this in 2012, I'd have called you nuts," says Neinas. "This was impossible to predict."

Neinas notes that one negative result of realignment is the deterioration of time-honored rivalries. "Teams and conferences developed their own cultures and traditions over time, and it's sad to lose those," he says.

Craig Thompson, commissioner of the Mountain West Conference, is concerned with another byproduct of realignment: extensive travel for student athletes, as conferences are no longer all geographically concentrated.

"We need to do a better job of protecting our student-athletes with regard to travel," says Thompson. He notes that many student-athletes already commit 20 hours per week to games and practices, and increased travel will further disrupt academics.

Both Neinas and Thompson agree that college football television revenue is the major driver behind realignment, noting that even the most-watched NCAA basketball games pale in comparison to some of the lowest-rated NCAA football games when it comes to viewership.

-M.S.

THE NEXT BIG GAME

THE ROMAN COLOSSEUM WASN'T BUILT IN A DAY. NEITHER ARE THE WORLD'S NEW SPORTS FACILITIES. NOT WHEN CREATING THEM TESTS THEIR DEVELOPERS' MARKETING, FINANCE, DESIGN, AND DIPLOMATIC METTLE.

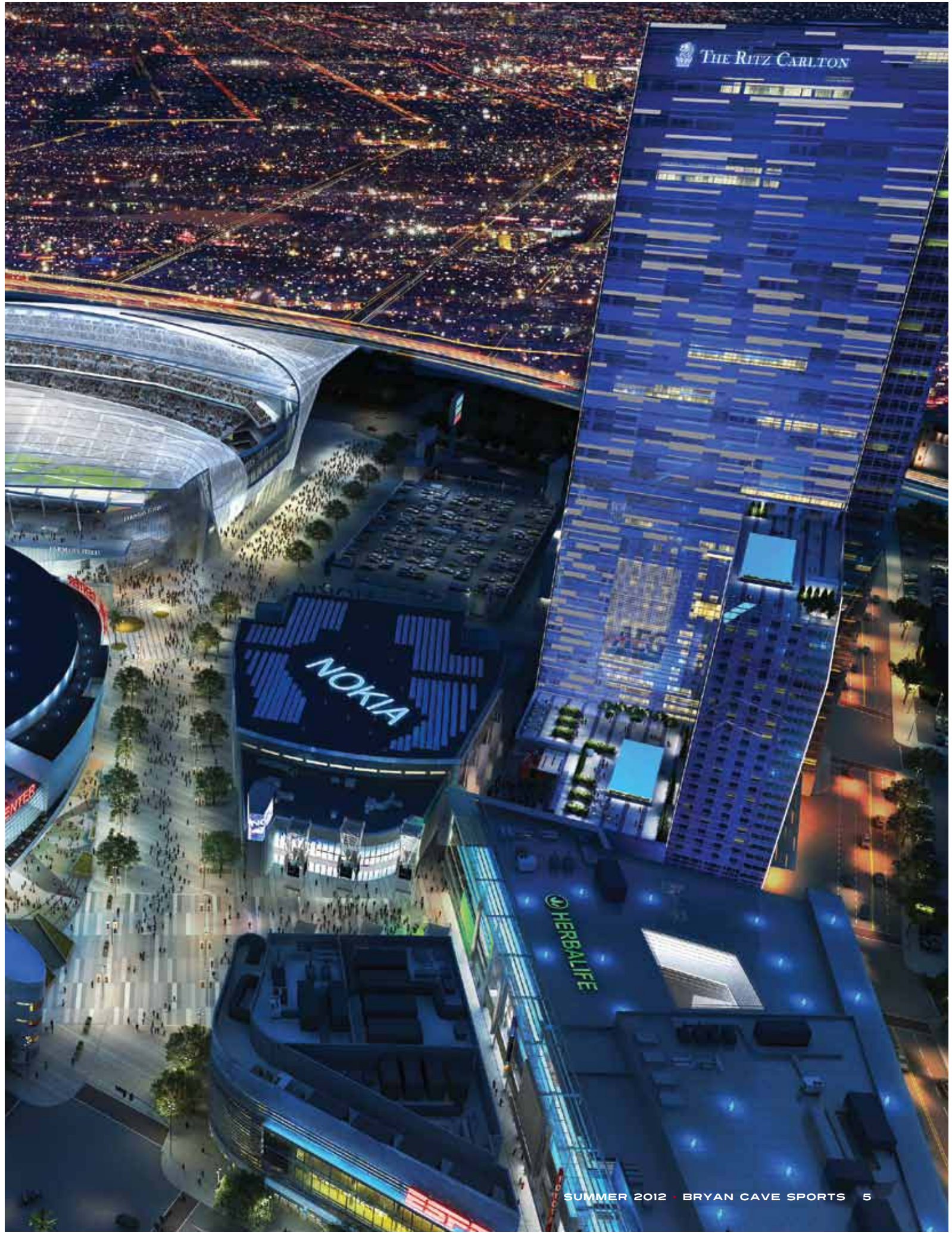
BY GARY STERN

On the surface, the Anschutz Entertainment Group's proposal to build a state-of-the-art, \$1.5 billion football stadium in Los Angeles appears to be a classic win-win proposition. AEG will finance the project itself, and the gleaming edifice promises to bring a blitz of business activity to downtown L.A.

But when it comes to modern-day stadium development, nothing is easy. The state had to pass a temporary law to expedite likely environmental suits that could drag on for years. And then there is the pivotal matter of drawing an NFL team to L.A., a city known for its football ambivalence. "We're ready to go and would like to break ground by the end of the year," says Ted Tanner, executive vice president of AEG, one of the world's leading sports and entertainment developers and presenters. "We see our venues as catalysts for their communities, irreplaceable centers that generate taxes, draw housing, hotels, and more, and bring enormous energy. It's not always easy, so you have to bring the highest quality and preparation."

Across the country and around the world, proposals for new sports and entertainment stadiums and arenas have become the focus of enormous interest and debate. The increasingly high-tech projects—which typically combine a convention center, mega-mall, and video arcade with a traditional stadium—offer a seductive vision of community revitalization even as they promise to boost regional identity and pride. But doubters can be counted on to predict neighborhood upheaval, unfilled seats, and unpaid bills—especially when public dollars are involved. "The key with these projects is that you have to be prepared for a complex process," says Ryan S. Davis, a partner and co-leader of Bryan Cave's Sports & Entertainment Group. "There are a lot







San Francisco 49ers stadium



Cowboys Stadium, Arlington, Texas

of constituencies you need to deal with to make it work. You have to have a great idea, community support, and a great team of advisors. You have to have patience and resiliency and recognize that there are going to be frustrating days.”

Developing the concept

The key to making a sports facility project viable is to start with the right concept, says G. Kevin Conwick, a senior sports and entertainment lawyer with Bryan Cave. The developer must envision a building that is the right size and style for a city or region, and that will draw sporting events and musical acts that the community and local economy will support. Then the developer has to line up key sponsorships that will drive revenue and give potential investors confidence. The project needs the right number and style of luxury boxes and premium seating; city fathers and community leaders have to be won over by images of a facility that consumers and tourists will flock to for entertainment, food, merchandise, cutting-edge technology, and an unforgettable experience.

“There are a lot of similarities between the new Cowboys Stadium and the Roman Colosseum,” says Conwick, who has worked extensively

with AEG. “Both are iconic. You have to go see it. The whole fan experience has to be great—the shock and awe of it.”

AEG is very selective when it comes to picking markets and designing projects for them, says Dan Beckerman, the company’s COO and CFO. “There are certain markets we wouldn’t jump into,” he says. “We might be worried about the economy in that market or the ability to deliver programming, sports, or music. We only take on projects we know will be successful.”

Finding the right site

Choosing the right location for a sports facility is vital, but the options are often limited. Particularly in cities, available spots are likely to be in economically depressed areas, which can present opportunities as well as challenges. “You tend to think of site selection as a scientific thing, analyzing traffic patterns and all,” Conwick says. “But in practice, you’re clearly driven by what’s available and whether it will work.” When AEG wanted to develop the Staples Center in the South Park district of central L.A. in the late 1990s, the area was mostly parking lots around a sleepy convention center. The city wanted the project

done and helped AEG secure financing—including \$71 million in public money—and obtain land under eminent domain laws. After AEG built L.A. Live—an entertainment complex with apartments, restaurants, and a hotel—next to the Staples Center in 2008, condominiums and high-end eateries started moving in. “We got lucky with a bad area the city wanted to fix up,” Conwick says. “Then we got criticized for gentrifying the place.”

Steven B. Smith, a Bryan Cave partner and co-chair of the firm’s Sports & Entertainment Group, notes that developers have to know what zoning challenges they may face and how a proposed facility might affect businesses, neighborhoods, and traffic. “What will it take to get an area rezoned?” he asks. “Will businesses need to be relocated? How will the area change?”

Dealing with government and community concerns

Not everyone believes that a spiffy new stadium or arena is what their community needs most. The recession has encouraged critics who say that tax money could be better spent elsewhere. Others fear that developers will make more money from projects than the local economy will

gain. “There has been more scrutiny as funding has gotten more difficult to obtain,” Davis says. A recent case in point is Minnesota, where lawmakers decided to contribute less money to a proposed new stadium than the Minnesota Vikings requested, despite threats from the team’s owner to leave town.

When public dollars are in play, projects face opposition from both budget hawks who shun debt and liberals who prefer to focus on education and social services, says Linda M. Martinez, a Bryan Cave partner whose practice focuses on the creation of facilities such as stadiums. Developers need to make a case for “hope over fear” in regard to a community’s long-term growth, she says. “The message has to be very business-oriented: that there is upside for the team and the state and municipality,” she says. “The government needs to value not just the opportunity for increases in taxes, but for attracting and retaining companies with sports, cultural, and entertainment opportunities. You have to invest in public assembly facilities as infrastructure, just like schools and highways. Make the case that it’s time for far-sighted people to not just maintain but to grow their infrastructure.”



Proposed Minnesota Vikings stadium.



BBVA Compass Stadium, Houston

Finding the financing

Once a project is on the boards and a possible location is identified, the big step is finding financing. The first and most closely watched decision is whether to fund a project privately or seek public support, Smith says. “The big question is what is the public responsibility and how do you get approval for it,” he says. Developers often seek creative financing methods

worked for both sides. The city is paying its share with fees on rental cars and hotel rooms.

Lining up private investors is not a problem if you have a good project, Beckerman says. “If you have the right venue and the right programming, there is still a strong appetite in the financial community to put their money to work,” he says. A big part of the puzzle today

“You want to lock in stable, blue-chip companies with long-term contracts.”

such as tax-increment financing, which uses future sales or property tax gains to pay off bonds for development costs. “You don’t have to go to the taxpayers to pay down the bonds,” Smith says.

Some of the major stadium projects of recent years—Cowboys Stadium, MetLife Stadium in East Rutherford, N.J., and Marlins Park in Miami, among them—have tapped various streams of public money. Plans call for these public costs to come from various sources, such as future payments from developers or tourist taxes.

Beckerman points to the Sprint Center in Kansas City as an example of a private/public partnership that

is selling naming rights and sponsorships.

Sponsorships lead the way

Modern stadium and arena projects have come to depend on naming rights and other sponsorships, which bring in big money in exchange for smart marketing. “Our model is to generate as much contractual revenue as we can,” Beckerman says. “You want to lock in stable, blue-chip companies with long-term contracts.” AEG sold the naming rights up front for The O2 in London, the Home Depot Center in Los Angeles, and the new BBVA Compass Stadium in Houston. The proposed L.A. football stadium will be called Farmers

Field after Farmers Insurance Group, which agreed to a 30-year, \$700 million deal. Davis notes that impressive sponsorships have become the catalyst for many projects.

Sponsorship opportunities are so important that facilities must be designed to maximize marketing opportunities, says Conwick. “You have to talk to the architects about incorporating sponsorship possibilities into the design. You want advertisers to have as many opportunities as possible to meet their goals.” The design must also include luxury boxes and suites that will appeal to local companies and sponsors.

Making a facility affordable and efficient

Once they’re up and running, stadiums and arenas are expensive to operate. They must be designed for efficiency, which means they must minimize energy or water waste, promote recycling, and be easy to clean and maintain. “These are things the general public might not notice that can contain costs,” Conwick says. “You can also put solar panels in baseball stadiums to run scoreboards, which some people appreciate.”

Large facilities must be sustainable in every possible sense to help the bottom line, Tanner says. Planners must

consider the newest materials, how to use electricity efficiently for lighting and sound, the right HVAC systems, and new technologies to save water. “We want better use of resources,” Tanner says. “Plus, it resonates with customers and communities if food waste is being dealt with and toilets are low-flow.”

Moving the process along

No one expects sports facility projects to become easy to deliver anytime soon. There are too many interests involved and too much money at stake. “It will remain somewhat difficult because municipalities aren’t doing well and don’t have much money to kick in,” Smith says. “But you can make enough money to make it work for everyone.” The availability of other funding sources, though—from corporate sponsorships to the \$200 million that the NFL is contributing to a new stadium for the San Francisco 49ers—still make sports facilities an enticing option for developers, investors, and municipalities with sports and musical stars in their eyes.

“Does a city or state want to say, ‘We don’t believe enough in our future to invest in a stadium? Probably not,’” Martinez says. “They want to believe in the next big game.” ■

Q+A

CHUCK WIELGUS

EXECUTIVE DIRECTOR, USA SWIMMING

Wielgus has led USA Swimming, the sport's national governing body, since 1997. USA Swimming counts more than 300,000 swimmers, coaches, and volunteers as members and has a staff of 75. By Jill Colford



“There are many ways to get to the top of the mountain.”

How does swimming rank in popularity?

The Sporting Goods Manufacturers Association does an annual state-of-the-industry report comparing people's aspiration to swim versus other sports. We're either one, two, or three, depending on the age group. We're No. 1 with kids 6 to 12 and adults 65 and over.

Why so popular?

Swimming is seen as a healthy, wholesome sport that has carry-over values. It's a sport you really have to work hard at. That translates into kids who are disciplined and get good grades. These values are attractive to parents. Also there is a safety factor: drowning is the second-leading cause of accidental death in kids under the age of 14.

What kind of boost do the Olympics provide?

Our membership almost religiously bounces up about 1 to 2 percent a year—except in post-Olympic years when it spikes about 7 percent. But after the Beijing Olympics, it spiked 11.5 percent, which is attributable to Michael Phelps.

What is your proudest moment?

About 12 years ago, I led a campaign to double our membership dues. I made the case we would be able to increase money that could be reinvested in the sport to help promote it, reinvest in our grassroots program, and provide greater support to our national-team program. The end result has been that athletes have been able to stay in the sport longer, we've received more television

exposure, and we've helped clubs become stronger.

Describe your management style.

I always try to keep two things in mind: one is the long-term vision, and two is what we need to do to execute against that vision. I like to think it's one of my strengths to be able to move back and forth between sharing and communicating our long-term vision and then—without being a micromanager—really paying attention to the details.

How did this style develop?

I spent a number of years as a high school coach, where you paint the big picture, inspire when appropriate, and alter course or behavior when necessary. I try to do that in a constructive, productive, moving-forward way. Also, I surround myself with people who complement each other. It's much like building a sports team. You wouldn't want a basketball team of all point guards.

The U.S. swim team is a great sports dynasty.

How do you explain that?

There are a couple of factors. There is NCAA swimming, which provides facilities, paid coaches, and competition opportunities that don't exist for other athletes. Also, many sports refer to their athlete "pipeline," whereas we use the word "pathway." We believe there are many ways to get to the top of the mountain. We have a much more complicated system, but one that shows greater respect for the individuality of athletes and coaches.

THE BOXSCORE



MOBILE

Sports Lovers Love Apps, Too

Apps give sports lovers and athletes the chance to take their obsession to go. Here are just two of the thousands of sports apps that have emerged recently:

7,570
iPhone sports apps

2,484
iPad sports apps

1,700
Windows Phone sports apps

779
Android sports apps

Hawaiian startup **parWinr** gives new meaning to "get in the game." The company, headed by a computer science professor at the University of Hawaii, uses its proprietary technology to allow sports teams and their sponsors to create interactive games on top of YouTube sports videos.

Jan Stelovsky, president and CEO of ParWinr, says ParWinr will enhance the online sports-viewing experience and strengthen the bond between users and their favorite teams and sponsors, while allowing those teams and sponsors to repurpose promotional and branding material into engaging games. The app is slated for release later this year. As for the company name? Stelovsky wants gamers to be "on par with the winners."

Former professional cyclist Dirk Friel knew that data fragmentation was a major impediment to tracking training regimens

and food diaries for runners, cyclists, walkers, and triathletes. Friel co-founded **Peaksware** to help make this data easily accessible. Where athletes and coaches were once reliant upon fax machines and printed spreadsheets to share training data and food diaries, Peaksware's TrainingPeaks software allowed data to be collected, analyzed, and shared electronically. In 2011 Peaksware made that data even more accessible by adapting its software to mobile devices.

Coaches create plans and publish them to the TrainingPeaks store, where athletes can purchase them and access their personal data from any computer, iPhone, iPad, or Android device. Peaksware counts as clients Ironman Triathlon World Champion Craig Alexander and British cycling squad Team Sky, including Olympians Mark Cavendish and Bradley Wiggins. **-M.S.**

DID YOU KNOW

28 years
More than 28 times the coverage...

Number of hours of TV coverage planned by NBC Universal for the 2012 Summer Olympic Games in London (all NBC networks included)

180
5535

Number of hours of TV coverage provided by ABC for the 1984 Summer Olympic Games in Los Angeles



SPORTS

THE LAST WORD IN SPORTS BUSINESS AND LAW

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CONSENT

Looks Like...

At the heart of a spate of lawsuits are companies or organizations accused of using athletes' images, photographs, or likenesses for commercial purposes without their consent.

FAMOUS FACE

Bill Russell

ORGANIZATION

NCAA

THE CLAIM

NCAA uses athletes' likenesses in highlights to promote NCAA events and to sell merchandise without consent or payment

STATUS

Russell is only the latest to join this suit first filed in 2009



FAMOUS FACE

Jackie Joyner-Kersey

ORGANIZATION

Samsung

THE CLAIM

Samsung's "Olympic Genome Project" on Facebook uses athletes' names and faces without consent and suggests they endorse Samsung products

STATUS

Filed April 25



FAMOUS FACE

Vince Ferragamo

ORGANIZATION

Electronic Arts

THE CLAIM

EA is using the likeness of retired players (6,000 in lawsuit) in Madden NFL video games without paying licensing fees

STATUS

In March 2012, a federal judge denied a motion from EA to dismiss



FAMOUS FACE

Andrew Luck

ORGANIZATION

Leaf Trading Cards

THE CLAIM

Company does not have the right to use his image on a trading card

STATUS

Leaf sued Luck after Luck's attorneys sent Leaf a cease-and-desist letter **-J.C.**



EXPECT TEAM PLAYERS AND WINNING SERVICE

BRYAN CAVE Sports Practice is recognized nationally and internationally as a leader in sports and entertainment law. Following our combination with Holme Roberts & Owen (HRO), we now offer our clients a sports practice which has been ranked nationally for the last two years by *Chambers USA**

Members of the Sports and Entertainment Group have experience in the following areas:

- Naming Rights and Sponsorships
- Event Venue
- M&A
- Litigation
- Collegiate Sports
- Contract, Endorsement and Celebrity Representation
- Anti-Doping, Olympic and National Governing Bodies
- Labor & Employment
- Antitrust
- Tax
- Intellectual Property

* *Chambers* commented that the sports practice ***“offers the best possible client service.”***

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