

COLORADO BUSINESS REVIEW

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This issue:

Ralphie's Green Stampede begins on this page. **The Business of Sports** begins on page 3. **Rugby Returns to Olympics** on page 4, and **Blazing the Trail in Sports Sponsorships** on page 5.



Volunteers help out with the University of Colorado's zero-waste program. (Photo courtesy of Ed von Bleichert, Manager, Environmental Operations, Department of Facilities Management, University of Colorado at Boulder)

Ralphie's Green Stampede Exceeds Expectations

Curtis C. Snyder

Early reports about the University of Colorado's zero-waste program for its second year are that the program continues to exceed expectations. Ralphie's Green Stampede began in 2008 at Folsom Field and expanded this season to include the Coors Events Center and all of CU's competitive athletic events.

While the final facts and figures are still being tabulated by CU's Environmental Center, one thing is for certain – the program is working. Furthermore, the EPA reports that the Green Stampede remains unique to the country's major stadiums as CU is the only Bowl Championship Subdivision school to undertake such a program and as of yet, no professional teams have followed suit.

CONTINUED ON PAGE 2



RALPHIE'S GREEN STAMPEDE, CONTINUED FROM PAGE 1

From the Editor

The world of professional sports is big business. Investment in sports is no longer just a family enterprise, but a critical piece in the development of carefully orchestrated and highly integrated corporate strategies. For that reason, the Leeds School of Business is launching a new two-month Business of Sports Intensive Certificate Program starting in June. Intended for students and recent graduates who are interested in pursuing careers in the sports and recreation industry, the curriculum includes studies in basic business topics integrated with industry-specific sports projects. The BRD will be facilitating the project portion of the program.

This issue of the *CBR* highlights activities of USA Rugby and CU Sports, which are contributing partners of the certificate program, and LifeLock, an identity theft protection company headed by CU alumna Jay Parry, which announced last June the first-ever branded WNBA team jersey.

Our next issue will review Colorado's economy six months into the year. Look for it in your inbox this summer.

Please contact me at 303-492-1147.

Richard Wobbekind

In its first season, more than 40 tons of recyclables and compostable items were collected, which comprised a 200% increase in materials diverted from landfills and a 30% reduction in overall waste from within Folsom Field and its surrounding tailgating lots.

Improvements in the second year were largely due to an increase in volunteers for the program and improved training methods after those involved had the experience of a full season under their belts.

"We can't be more excited about the efforts of the Ralphie's Green Stampede," CU Director of Athletics Mike Bohn said. "We want to continue to set the national standard in all we do, and this is one key area we not only set a national standard, but a global one, as well."

Traditional trash cans were completely removed from Folsom Field and the surrounding parking lots and replaced with more than 50 zero-waste stations that volunteer students and ROTC members filter through after each game to ensure each piece of waste goes to the appropriate place. The Buffs even began a valet bike parking and storage facility right outside the stadium.

ESPN personality and CU graduate Rick Reilly took advantage of the valet bike program and got in the spirit, as well. He biked from Denver to Boulder for the CU vs. Kansas game on October 17 and wrote an article that appeared in the Nov. 30, 2009, issue of *ESPN The Magazine*.

As Reilly points out in the article, going green isn't always an easy thing. Here are a few bullet points and tidbits about CU's zero-waste efforts:


- All public food and beverage services are converted to recyclable or compostable materials and containers.
- Carbon emissions from stadium energy use and team travel are offset through Green-e Climate Certified Renewable Energy Certificates and local offsets from the Colorado Carbon Fund.
- CU was the first customer of Gov. Ritter's Colorado Carbon Fund, a program dedicated to channeling wind-energy funding into local carbon-reduction projects that help communities fight climate change. The goals of the program are a 20% reduction in carbon emissions by 2020 and an 80% reduction by 2050.

- The lights at Folsom Field, half of which were installed prior to the 2009 season, are low energy bulbs.
- Biodegradable bags are used to collect compostable and recyclable materials from the stadium.
- Finished compost is returned for landscaping uses across campus.
- An improvement in 2009 at Folsom Field was the addition of Seth Ellis Chocolatier as a sponsor. The Boulder-based company introduced new compostable materials through its candy wrappers, which were one of the items not compostable in the stadium in 2008.

The goals for the program include recycling or composting at least 90% of the waste generated at events. Experts at the EPA say that those efforts could reduce as much as 455 million BTU of energy, which is equivalent to the total yearly average use of four U.S. households.

The program is also a low-cost one and will eventually save costs over time. Cost savings will result from reduced trash disposal expense and from the easing of the price difference between compostable materials and disposables.

CU depends heavily on its sponsors for the Green Stampede to be successful. White Wave Foods has been a primary sponsor since the program's inception, along with Centerplate, Inc., the athletic department's concessionaire. Eco-Products, Inc., a materials supplier, continued its support of Ralphie's Green Stampede, while Boulder Toyota came on board in 2009.

It should come as no surprise that this forward-thinking program began at the University of Colorado as the school enters its fifth decade at the forefront of environmental conservation and sustainability. In 1970, the nation's first student-led environmental center was established on Earth Day at CU, while recycling programs began in 1976. In 1992, CU built a recycling facility on campus, and in 2007, CU first reached the 2,000-ton barrier in amount of recycled materials collected that year on campus. 

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The Business of Sports, Entertainment, and the Creative Industries

David Frederick and Richard Wobbekind

The purpose of this article is twofold: (1) to provide a description of the Leeds School of Business' Sports, Entertainment, and Creative Industries Initiative; and (2) to present some of the research projects that participants who complete the Business of Sports Certificate Program will undertake.

“A creative economy is the fuel of magnificence.”

—Ralph Waldo Emerson

Who knew that with these eight words Ralph Waldo Emerson would be foretelling the complex interactions among the economic, cultural, technological, and social aspects guiding the dynamics of the emerging global economy and the way people live in the twenty-first century. According to the *Creative Economy Report* published by the United Nations (2008), “the creative economy has the potential to generate income and jobs while promoting social inclusion, cultural diversity, and human development.” This is what the emerging creative economy has already started doing in most advanced economies, and Colorado is one of several focal points of the creative economy in the United States.

At the heart of the creative economy lie the creative industries. Loosely defined, the term *creative industries* refers to industries that supply goods that are commonly associated with cultural, artistic, or entertainment value, such as film, television, music, the performing arts, sports, video games, and other areas within the media and entertainment sector. These industries are among the most dynamic emerging sectors in world trade (United Nations, *Creative Economy Report 2008*), represent a growing sector of our nation's economy, and touch the life of every American on a daily basis. They are businesses that we participate in for enjoyment, engage in for business, and invest in to enrich community livability (Americans for the Arts, *Creative Industries Report 2008*).

Entities such as the Anschutz Entertainment Group, Kroenke Sports Enterprises, and Metro-Goldwyn-Mayer are embracing the creative industries by positioning themselves not just in sports and film but also in, respectively, music, the arts, and video games. European and North American countries and U.S. states (e.g., Colorado, Massachusetts, and New York) and municipalities (e.g., Denver,

Los Angeles, and Philadelphia) are moving to be on the leading edge in supporting creative industries that they view as among the most important keys to economic development. In the United Kingdom, KPMG recently predicted 46% employment growth and 136% output growth in the creative industries by the year 2015. A new report from the Los Angeles Economic Development Corporation reveals that the creative industries are now the number one engine of the Los Angeles economy, outpacing tourism and international trade.

The Business of Sports, Entertainment, and the Creative Industries Initiative will position the Leeds School of Business at the forefront of this exciting new economic development movement. The initiative is an example of cooperation inside the Leeds School of Business, comprising contributions from no less than six areas: Alumni Relations, the Business Research Division, Career Connections, the Development Office, Executive Programs, and Faculty. It is a synergistic endeavor focusing on: (1) strengthening relationships with partners who invest in the Leeds School of Business by providing time, jobs, or funds; (2) expanding research development and productivity; and (3) providing experiential learning opportunities to students.

Within the new Business of Sports Certificate Program, these experiential learning opportunities will include research or creative projects with the Business Research Division, industry partners, or a professor. Students will use the latest and most sophisticated research tools in an attempt to predict and explain the sports industry's economic and social impact. While clearly not meant to be totally inclusive, some of the important questions that participants in the Business of Sports Certificate Program will explore include:

CONTINUED ON PAGE 6

Rugby Returns to the Olympics

For a couple weeks last month we were glued to our televisions for the Winter Olympic Games in Vancouver, offering “informed” opinions on Nordic combined, short track speed skating, curling, skeleton, and luge.

Now that the torch has been extinguished on another Winter Olympic Games, the American sporting focus has turned to March Madness and the upcoming baseball season.

After all, the typical sports fan is far more interested in the final result than the years and years of sweat, tears, and dedication that it takes to create that crowning, gold medal performance.



The 1924 U.S. Olympic rugby team, which beat France—the host country—to win the gold.

For many years, rugby has fallen into a category of obscurity similar to that of curling or luge in America; however, the recent announcement that rugby will return to the Olympic Games in Rio de Janeiro in 2016 has given additional momentum to Boulder-based USA Rugby’s mission to grow of the sport across America.

Yes, “returns to the Olympics” is the correct terminology. While the faster-paced Rugby Sevens version of the sport will be played in Rio, the full 15-a-side version of the game was played in the Olympics from 1900 to 1924. In fact, during the sport’s last appearance in the 1924 Paris Olympics, Team USA defeated the host nation to return with the gold medal!

Today, with more than 120 countries playing rugby and over 4 million participants across the globe, the Rugby World Cup is now the third-largest sporting event in the world behind the Olympic Games and the FIFA (Fédération Internationale de Football Association) Soccer World Cup.

Building an Olympic Team

USA Rugby has six years to create a Rugby Sevens team that can take on the best teams in the world and defend their gold medal status.

In order to achieve this goal, USA Rugby will work closely with the Colorado Springs-based U.S. Olympic Committee (USOC) this year to develop an Olympic program and start to identify young athletes who can go for gold in 2016.

USA Rugby’s Men’s Sevens National Team is currently ranked 10th in the International Rugby Board sevens world rankings, while the Women’s Sevens Team is ranked fourth in the globe following the 2009 Rugby World Cup Sevens. Given renewed Olympic recognition, we will likely attract more and better athletes to the game.

Our 2016 Olympians (men and women) will probably be in high school or college at the moment. They may or not be playing rugby just yet, but they will have to be tremendous athletes to compete with the best teams in the world.

Governing the Game: USA Rugby

USA Rugby is the national governing body for rugby in the United States and has been based in Boulder since September 2003, when it relocated from Colorado Springs. The organization is responsible for the governance of the game, is comprised of more than 85,000 members, and runs national and international events throughout the year.

As we move forward in 2010, USA Rugby will host the Churchill Cup at Infinity Park, Glendale, Colorado, and at the new Red Bull Arena in New York in June. This month-long tournament will include international teams from England, France, Russia, Canada, Uruguay, and, of course, the USA Eagles.

After gaining its initial foothold around the Denver Metro area, Rookie Rugby, a noncontact rugby game for boys and girls, has been adopted by elementary and middle schools across the country, with more than 100,000 new participants in the last 12 months.

With the continued support of the Colorado sporting community and beyond, USA Rugby hopes that the game of rugby will continue to be embraced by the national sporting public. It is our hope that the sport we love will become part of the American annual sports culture and not just a four-year wonder. 🏉

Visit the USA Rugby website at <http://usarugby.spoig.com/>.

Blazing the Trail in Sports Sponsorships

A year ago this June, the Women's National Basketball Association's (WNBA's) Phoenix Mercury and the number one identity theft protection company, LifeLock, broke ground with the announcement of the first-ever branded WNBA team jersey. The marquee partnership, which was spearheaded by Mercury President and COO and University of Colorado alumna Jay Parry, is a multiyear partnership that includes player jersey rights, on-court branding, activities in all of the WNBA's markets, along with a complimentary one-year LifeLock membership for all WNBA season ticket holders and employees.

The decision to explore the possibility of a partnership of this magnitude came from the WNBA's league office. "After seeing professional sports teams around the world benefit from these marketing partnerships, we had a light bulb moment and said this is a definite opportunity for companies to gain significant exposure in the sports landscape and its time we open that door for them," Parry said. "WNBA fans are among the most loyal and passionate fans of any sport, so their support was a driving factor for helping this deal get off the ground."

As a young and vital league, the WNBA saw this as the perfect time to become the first major professional basketball league in the United States to offer this type of opportunity to sponsors.

"Just like most businesses around the country, the Mercury and LifeLock were exploring new ways of bringing awareness to the organizations in a pioneering way. As Diana Taurasi said when I first told her about the partnership, it's something athletes have seen for years in international competitions. It was certainly a step out of the box for both organizations, but it's been a revolutionary way of growing our team and league," Parry said.

Following Suit

Since the announcement of this marquee deal, both NBA and NFL teams have announced sponsorship deals that brand their

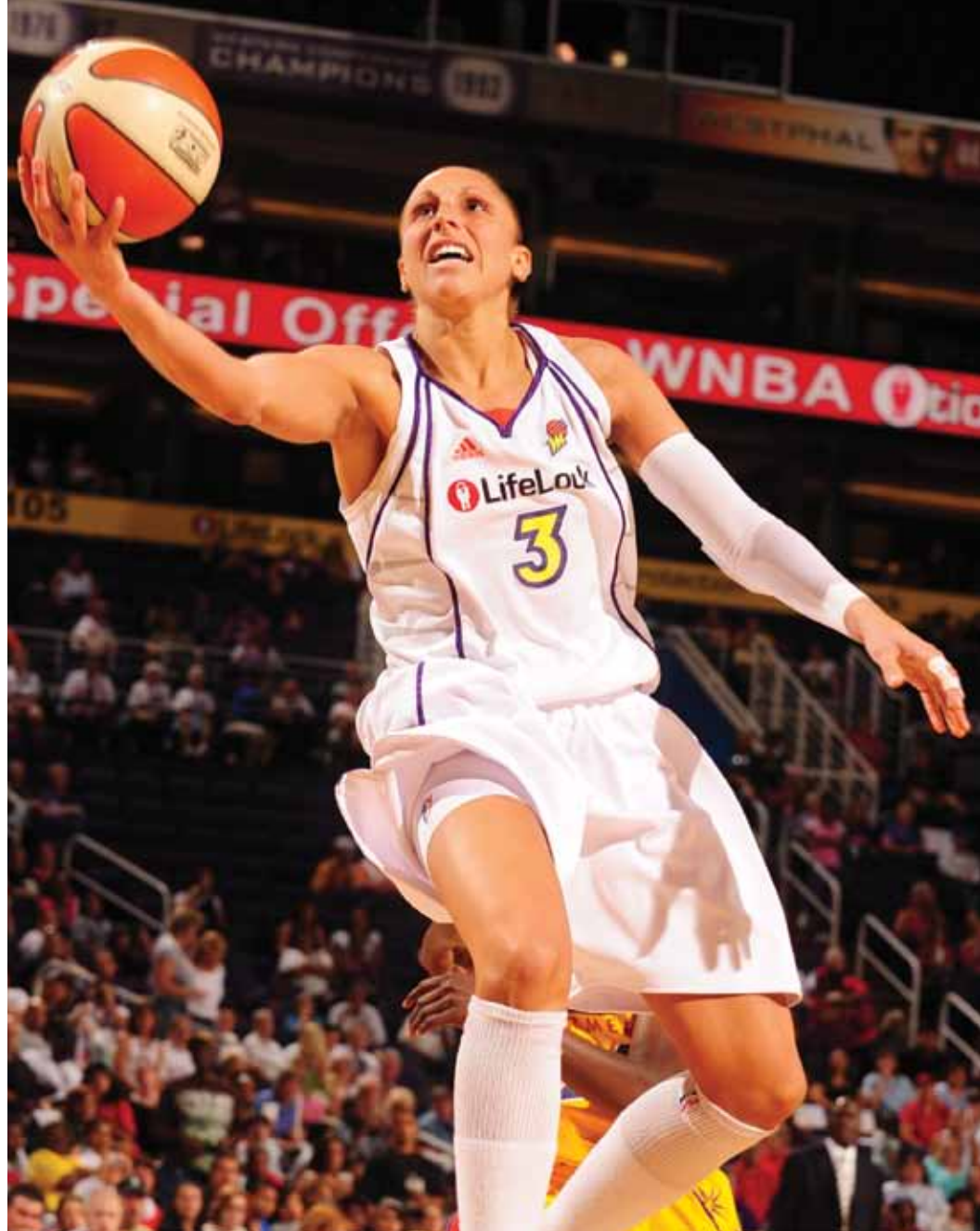


Photo credit: Barry Gossage/ Getty Images.


practice wear and practice facilities. The big brother of the Mercury, the Phoenix Suns, inked a multiyear deal with the Annexus Group that included logo placement on both the players' practice jerseys and on the practice court at the US Airways Center arena.

"Being the first professional basketball team in the U.S. to make a deal like this is huge. It's a proud moment when you realize you've created a blueprint for others to follow," said Parry. "However, just as any pioneer finds, being the first also means entering uncharted territory. We are lucky to have found a hometown partner in LifeLock that saw the phenomenal value and stepped up to take this journey with us."

In its first year, the partnership paid off in an even bigger way than LifeLock or the

Mercury could have imagined when the deal was signed on June 1. The Mercury went through a grueling five-game WNBA Finals series with the Indiana Fever in October 2009 that ultimately led to the Mercury being crowned the 2009 WNBA Champions.

"That's some serious added value," Parry said with a smile.

The organizations will tip off their second year of the three-year marketing deal with the Mercury's home opener in Phoenix on May 15. 

Visit the LifeLock website at <http://www.lifelock.com/> and the Phoenix Mercury's at <http://www.wnba.com/mercury/>.

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View our website: <http://leeds.colorado.edu/brd/>

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The Business of Sports Certificate Program

Summer 2010 • June 1 – July 23

Leeds School of Business
University of Colorado at Boulder

6 business credits

New two-month intensive certificate program offered by the Leeds School of Business for students and recent graduates who are seriously interested in pursuing careers in the sports and recreation industry.

For entry requirements, and course and tuition information, call 303-735-0541 or visit <http://leeds.colorado.edu/ExecEd>



THE BUSINESS OF SPORTS, CONTINUED FROM PAGE 3

Labor Issues

What are the flash points in collective bargaining?

Is the salary arbitration process more beneficial to players or owners?

Pay and Performance

Are players paid their true value?

How much of a player's value is related to team success?

Cultural Diversity

Does racial discrimination exist in salary or career longevity?

Why do the racial composition of teams and management differ?

Do audience demographics influence the racial composition of a team?

What are the challenges of molding a cohesive, productive team with a diverse, multilingual workforce?

Valuation

What is the optimal ownership form (e.g., entrepreneur, limited partnership, corporation) given the objectives of winning, profit maximizing, and revenue growth?

What is the valuation model of sports franchises?

Firm Location

What key factors affect new franchise and relocation decisions?

Should the government be involved in financing new stadiums?

Efficiency and Success


Are the markets for coaches efficient?

What are the measures of a general manager's success?

Sports as Brand Communication

How does a company price its sponsorships of athletes and college programs?

Do successful teams increase college applications?

While these questions and other issues facing the sports industry are not easy to answer, the Leeds School of Business is optimistic that incorporating this type of experiential learning into the Business of Sports Certificate Program will lead to more informed and better business decisions. 

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