Entrepreneurship in Sports Broadcasting

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INTRODUCTION

Sport broadcasting evolved into a multi-billion dollar business and a major source of revenue for sport organizations (leagues, federations, associations, and clubs) due to increasing viewership demand and value. In 2008, FIFA generated $556 million in revenues from selling its competitions’ broadcasting rights while the Union of European Football Associations (UEFA), the governing body of European football (soccer), received 800 million Euros from selling the 2008 European Football Championship (“TV channels,” 2008) media rights. According to UEFA, each of the 31 EURO 2008 games was watched live by at least 155 million television viewers whereas the final round of the tournament was broadcast in 231 countries all over the world (UEFA EURO 2008 review, 2008).

Due to the large viewership, sports have become an integral programming content for broadcasters. As Mickael Hagege, Client and Research Manager for Eurodata TV Worldwide has stated: “Sport is leader in the best performing TV audiences ahead of fiction for 2002, thus occupying the first place of the most watched genre by viewers throughout the world” (Eurodata Worldwide, 2002). The sporting events with the largest worldwide audience are the Summer Olympic Games, the FIFA World Cup, Tour de France, Cricket World Cup, Rugby Union World Cup, Super Bowl, and the FIA Formula 1 World Championship.
The competition for the acquisition of sports broadcasting rights, along with the large sums of money spent on them demonstrate the dominant position of sports in television programming. In 2003, the International Olympic Committee (IOC) signed a $155 million contract with the Japanese broadcasting consortium NHK for the television rights of the Athens 2004 Olympic Games (“Japanese TV,” 2003). In June 2003, the IOC concluded a $2.1 billion renewal deal with NBC for the U.S. television rights to the 2010 and 2012 Olympic Games. The European Broadcasting Union bought the rights for the same Olympic events for $800 million. Both deals include all television, radio, mobile, video-on-demand, Internet, broadband, and audio rights (“EBU secures,” 2004). More than 840 million people in China tuned in to the opening ceremony of the 2008 Beijing Olympic Games, perhaps the largest television audience in history for a single event. China Central TV paid about $17 million for exclusive broadcast rights in China and raised approximately $394 million in Olympic advertising revenue. By comparison, NBC paid $894 million for broadcast rights in the United States and was expected to garner more than $1 billion in ad revenue (Barboza, 2008).

Escalating viewer demand for sport content continues to drive many of the technological advances in broadcasting resulting in changes not only in the way sports are watched but also in how they are delivered. Sport broadcasting constitutes a dynamic business area with rapid developments in the creation and use of new media and technologies that provides several new entrepreneurial opportunities.

THE DISTRIBUTION PROCESS OF BROADCASTING RIGHTS

Broadcasting is the live or recorded transmission of a sport event via analog or digital method with the usage of ground receivers, satellite, or cable networks. According to the Television Without Frontiers directive of the European Union, “Television broadcasting means the initial transmission by wire or over the air, including that by satellite, in un-encoded or encoded form, of television programs intended for reception by the public. It includes the communication of programs between undertakings with a view to their being relayed to the public” (1997, p. 65).

There are various ways and different distribution channels that are used to broadcast a sporting event. In any case, when discussing broadcasting rights in sports and regardless of the medium used, there are three main parties involved in the broadcasting rights process.

**FIGURE 8.1.** The main parties involved in the broadcasting rights process.
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parties involved: sports rights holders, licensed broadcasters that bought the rights to broadcast the event, and viewers of the event (Figure 8.1).

SPORTS RIGHTS HOLDERS

The Sports Rights Holders (Figure 8.2) could be either main holders or secondary holders. Event organizers such as sport federations (e.g. national sport federations), leagues (Major League Baseball—MLB), committees (e.g. International Olympic Committee—IOC) associations (e.g. Fédération Internationale de Football Association—FIFA), unions (e.g. Union of European Football Associations—UEFA, Rugby Union), school teams (e.g. Florida State University athletic program), and sport clubs (e.g. Juventus, Chelsea) constitute the main sports rights holders. Marketing or sport marketing agencies (e.g. Octagon, SportFive Group, Dentsu Group, Infront Sports and Media, CSI Sports, Sports Marketing Australia) are considered secondary holders because they buy the rights from the main holders in order to sell them to broadcasters.

FIGURE 8.2. Contemporary entrepreneurial broadcasting model in sports.
The main rights holder is usually the organizer of a sport event and controls its broadcasting because it owns or controls access to the facilities where the event takes place. Thus, only the broadcaster that has bought the rights is allowed admission to the premises of the events and production of the television signal. The right to broadcast a sport event is granted usually for a given territory (e.g., per country) on an exclusive basis. Exclusivity is the main element of the value of a sport program. The number of viewers and the amount of advertising money a sporting event attracts indicate the broadcasting value of a sport program.

Main Sports Rights Holders

Broadcasting rights constitute a major source of revenues for the main sports rights holders. In 2008, FIFA generated $957 million ($703 million) in revenues. The lion’s share of its revenues was attributable to the sale of broadcasting rights ($556 million—58% of revenues). Similarly, 60% of UEFA’s EURO 2008 revenues came from selling its broadcasting rights (UEFA EURO 2008 review, 2008). The main sport rights holders either sell the broadcasting rights of their events to broadcasters or sell them to secondary holders or combine the above strategies either by broadcasting medium or by territory. For example, the IOC has changed recently its marketing strategy of the broadcasting rights for the Olympic Games. For the 2010 and 2012 Olympic Games, IOC sold its European broadcasting rights to the European Broadcasting Union (EBU) for $800 million. Lately, IOC awarded SportFive the broadcasting rights for all media platforms—including free and subscription television, Internet and mobile phones—across 40 countries in Europe for the 2014 Winter Games and 2016 Summer Olympics in a deal worth $316 million. However, IOC excluded from this agreement broadcast rights in France, Germany, Italy, Spain, Turkey, and Britain because it already has deals with broadcasters in Italy (Sky Italia) and Turkey (Fox Turkey), and will directly negotiate in the other four countries. This strategy will provide IOC an expected 30% increase in its revenues from broadcasting rights, reaching $1 billion (Davis, 2008).

Nowadays, it is very common to split broadcasting rights and sell them to two or more media platforms and broadcasters. From the right holders’ standpoint, this is done to increase revenues, to comply with regulations (e.g. the European Union competition law) and mostly, to secure revenues. The collapse of many digital platforms such as Kirch’s Media Group in Germany and Alpha Digital in Greece in the past years has made event organizers more cautious in selling broadcasting rights to only one broadcaster. Leagues and clubs have lost significant amounts of money while their existence in many cases was in question. Championships and professional clubs operations went to a critical point because broadcasting rights is one the main revenue sources for most sport organizations. As a result, many sport organizers have changed their strategy in selling broadcasting rights, splitting them into two or more packages and selling them to different broad-
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casters. For example, UEFA developed ten different broadcasting rights packages for the Champions League tournament while the German football league split its broadcasting rights into nine packages—four for television broadcasting, two for Internet, and two for mobile phone streaming (German broadcasting deal, 2005).

Secondary Sports Rights Holders

Marketing and sports marketing agencies also have emerged as a main intermediary in the broadcasting rights process. In many cases, sports event organizers sell broadcasting rights to an agency that is authorized to sell those rights to broadcasters. In this case, the event organizers maximize revenues and avoid separate negotiations with individual broadcasters. It is a recommended approach especially when the event organizer does not employ experienced people or does not have the capacity to directly negotiate and sell its broadcasting rights.

In line with this reasoning, Dentsu Group, a Japan based marketing company, has been awarded to sell broadcasting rights for several international sport events. Thus, Dentsu was granted to sell the broadcasting rights in Japan for the 2006 FIFA World Cup, the exclusive worldwide marketing and broadcasting rights (excluding Europe and Africa) of the IAAF World Athletics Series, and the exclusive broadcasting rights in Japan (2004–2009) for Major League Baseball (Dentsu, 2006).

Sportfive Group, a network of companies based in Europe and controlled by the French media giant Lagardere, marketed and sold the broadcasting rights of Euro Cup 2008 for UEFA. Several television channels across the globe acquired the telecasting rights of Euro 2008. The Sportfive Group took a market-to-market strategy of selling the Euro 2008 broadcasting rights. Thus, it sold the rights to telecast the Euro 2008 soccer matches to more than 60 television channels in 55 countries all over the world (“TV channels,” 2008).

Chinese media group, XFMedia, has acquired the free-to-air media rights for the UEFA European League for three years from European football’s governing body, UEFA, through the sports marketing agency, Team. Under the deal, which runs from 2009 to 2012, XFMedia will show at least one live match, a delayed match, and a highlights program each match week on NMTV. In addition, XFMedia will show all matches from the competition live on Internet and on mobile through their leading mobile service provider, M-in (“XFMedia,” 2008).

Over the last decade, U.S. colleges and universities are changing their strategy from making direct deals with broadcasters to outsourcing most or all of their media rights to sports marketing firms. This approach provides athletic departments more revenues and at the same time lets them focus on ticket sales and fundraising activities. For example, Louisiana State University signed a 10-year, $74.5 million deal in 2005 to consolidate media rights with CBS Collegiate Sports Properties. In this vein, the universities of
Texas, Arizona, Tennessee, and Kentucky have signed multi-year multimillion contracts with IMG College (former Host Communications) for their media rights (McCarthy, 2006).

**LICENSED BROADCASTERS**

Broadcasters (television, radio, Internet, broadband, and mobile telecommunications) buy the rights to broadcast a sporting event to viewers, the people who desire to watch it. Broadcasters, except from being buyers, can also be the sellers of broadcasting rights. They might sell (sublicense) all or part of the broadcasting rights to another media platform, or they might sell advertising time for the event they have the right to broadcast.

Broadcasters are usually interested in securing broadcasting of sport events for following reasons: to increase their market share and value, and to test new technologies. For example, in 1995, Unity/Arena bought the rights to broadcast the Bundesliga’s games (Germany’s top-level soccer league) and attracted more than 900,000 subscribers in a few months. At the same time, Premiere, a pay-TV group and the previous owner of these rights, lost 42% of its market value and part of its subscribers (Hatton & Wagger, 2007).

Until recently, television was the dominant medium in airing sports events followed by radio. However, broadband, Internet, and mobile platforms have emerged as new methods for broadcasting sport contents all over the world. This shift to new media channels resulted from the changing needs of consumers.

Thus, Internet residential users decrease their time spent on watching television and turn to personal computer entertainment (“The sport and new media,” 2001). For example, U.S. online television viewing has more than doubled within 2 years. Almost a fifth of homes are watching broadcasts on the Internet, according to the survey conducted by the U.S. Conference Board and TNS on a sample of 10,000 American homes. The massive rise is largely due to the flexible viewing times available with online television allowing viewers to choose when they watch the latest hit television shows. Thus, the lack of restriction from schedules and location, ad skipping, and portability were the most important benefits derived from online television. “The shift from appointment TV to content on demand is well underway,” said Michael Saxon, Senior Vice President of TNS Brand and Communications. “Fundamentally, consumers expect content to be available when they want it, and on the screen of their choice TV, PC, or mobile. For consumers, PCs enhance content on demand from simply time-shifting to place-shifting. Online content can be viewed in any room in the house, or at work or school.” The same survey showed that over 70% watch Internet television sites daily and mainly for entertainment purposes. Sports are one of the most popular shows viewed online along with news, drama, comedy shows, and reality shows (“Massive growth,” 2008).
ComScore, a digital market intelligence and measurement service provider, reported recently that Internet television and video watching audience has increased by a 10% margin during the last 12 months to an impressive 29.6 million unique viewers in the U.K. The company estimated 4 billion videos views for January 2009, in the UK. Nearly 100 million of these were viewed on the websites of the top five television networks (BBC, ITV, Channel 4, Channel 5, and Sky TV). ComScore also found that of the entire UK Internet users, 80.1% have watched Internet television and video, this equals around 280 million hours of video streaming for this month (“Ten percent,” 2009).

Although when they appeared, new media rights were only partially exploited by sports rights holders, nowadays there is an increasing interest in developing and selling these rights (Table 8.1). New media companies have developed their whole business based on the Internet. For example, Sportal, a fast-growing new media company, has acquired the Internet rights of 50 leading European Football clubs. Worldsport.com, another new media company, bought the Internet rights from 50 international sport federations in 2000 by offering each federation a minimum of $ 300,000 over a five-year period (Laflin, 2001). These new broadcasting platforms are expected to change the landscape of sports broadcasting in the coming years by taking a “niche” marketing approach, reaching global audiences, and dealing with new issues (e.g., online piracy). Moreover, Internet broadcasting will change the way broadcasting rights are sold from a territorial to a worldwide base.

**TABLE 8.1. New media rights deals**

<table>
<thead>
<tr>
<th>SPORT</th>
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<th>TERRITORY</th>
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<tr>
<td>American Football</td>
<td>National Football League</td>
<td>Broadband</td>
<td>Yahoo Sports</td>
<td>Worldwide (except North America) live video</td>
</tr>
<tr>
<td>American Football</td>
<td>National Football League</td>
<td>Broadband</td>
<td>Apple iTunes</td>
<td>Worldwide (video highlights)</td>
</tr>
<tr>
<td>Canadian Football</td>
<td>Canadian Football League</td>
<td>Broadband</td>
<td>Interactive Netcasting Systems</td>
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</tr>
<tr>
<td>Cricket</td>
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<td>Star Entertainment India</td>
<td>Worldwide</td>
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<tr>
<td>Cycling</td>
<td>Vuelta a Espana</td>
<td>Broadband</td>
<td>Cycling.tv</td>
<td>Worldwide (except mainland Europe)</td>
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<tr>
<td>Field Hockey</td>
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<td>Roland Garros</td>
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Television

Television broadcasting can be made via either terrestrial, cable, or satellite transmission. Terrestrial television refers to the modes of television broadcasting which do not involve satellite transmission or via underground cables. Cable television is a system of providing television to consumers via radio frequency signals transmitted to television through fixed optical fibers or coaxial cables as opposed to the over-the-air method used in traditional television broadcasting in which a television antenna is required. Satellite television is delivered via a communications satellite and received by a satellite dish and set-top box. Satellite television provides a wide range of channels and services, often to areas that are not services by terrestrial or cable providers. Currently, there are two primary satellite television providers of subscription-based service in the United States (Dish Network and DirecTV), two in Canada (Bell TV and Shaw Direct), two in Australia (FOXTEL and SELCTV), and four in Europe (Astra, EutelSat, SES Sirius, and Hispasat). In the United States, DirecTV offers more than 40 sports channels (e.g., NBA TV, ESPNU, CBS college sports, and Fox Soccer Channel) to choose from, while Bell TV in Canada includes more than 10 sport distributors (e.g., MLB Extra, Setanta Sports, and HPI TV). FOXTEL in Australia offers eight sport channels (e.g., ESPN, Eurosport News, Fox Sport, and Sky Racing) while Astra provides more than 90 sport choices to its consumers in Europe (e.g., Eurosport, Canal+Sport, Extreme Sport, Nova Sport, and Sky Sport). In addition to territorial transmissions, satellite receivers can demodulate and convert their signals to the desired form of outputs such as television, audio, and data.

The development of sports channels.

Sport channels are television specialty channels (usually exclusively through cable and satellite) broadcasting sport events, usually live, and when not broadcasting events, sports news and other related programming. Sport channels have greatly improved the availability of sports broadcasts, generating opportunities such as the ability for one person to see every single game his/her team plays over the course of the season.

The first sports channel was from the SportsChannel networks, which went on the air in 1977 with the original SportsChannel (now MSG Plus). Since the 1970s, many channels have surfaced around the world, several focusing on one sport in particular, or one region of a country, showing only their local team’s games.

In the United States, ESPN (Entertainment Sports Programming Network) is the largest dedicated cable television sports network which began broadcasting in 1979. In 1993, ESPN2 was founded and three years later, ESPNews was launched. In 1997, ESPN purchased Classic Sports Network and renamed it ESPN Classic. The latest ESPN network in the United States, ESPNU, began on March 4, 2005. ESPN International began in the early 1990s to take
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advantage of the growing satellite markets in Asia, Africa, and Latin America. In Canada, ESPN, Inc. purchased a minority share of TSN and RDS (in fact, the current corporate logo of both looks similar to that of ESPN). In 2004, ESPN finally entered the European market by launching a version of ESPN Classic, and in December 2006, it agreed to purchase North American Sports Network. On February 1, 2009, NASN was rebranded as ESPN America. ESPN International dominates televised sport, broadcasting on a 24-hour basis in 21 languages to over 165 countries. It reaches the one desirable audience: young, single, middle-class men. ESPN, for example, thinks globally but provides local customization, such that the focus is on soccer in Latin America, table tennis in Asia, and cricket in India (Herman & McChesney, 1997).

In Europe, Eurosport, a sport satellite and cable network, was launched in 1989 as a joint venture between the European Broadcasting Union and Sky Television plc. Eurosport, available in 54 countries and broadcasting in 20 different languages, is owned and operated by the TF1 Group. Eurosport broadcasts a variety of sports such as the Olympics, UEFA Champions League, UEFA Cup football, the Paris Dakar Rally, Monte Carlo Rally, cycling events such as Le Tour de France and Britain’s Premier Calendar road racing series, tennis events including the French Open and the Sony Ericsson WTA Tour, World Championship Snooker, Australian Football League, winter sports, and youth sports like skating and surfing. Eurosport is often provided by cable operators as part of their basic package and it is shown in most countries across Europe. Currently, there are a number of channels that are broadcasting under the Eurosport name: Eurosport (France, British, Deutschland, Italia, Poland, Nordic, and Asia Pacific), Eurosport 2 (versions for all Eurosport regions except Asia Pacific), and Eurosport News. Sportitalia is also part of the group. In May 2007, Yahoo! and Eurosport formed a cobranded website (www.eurosport.com), which Eurosport uses as its Web portal, including an online TV Guide, in the UK, Ireland, Spain, Italy, and Germany.

Al Jazeera Sports is a Qatar-based Arabic-language sports channel launched in November 2003 by the Al Jazeera network. It is the most popular sports channel in the Middle East, covering a wide range of major sporting events, such as the UEFA European Football Championship and the Summer Olympics. Al Jazeera Sports also owns the exclusive broadcasting rights in the Middle East for major football leagues, like the Spanish La Liga and the Italian Serie A. Al Jazeera Sport currently has opened four additional channels: Al Jazeera Sports +1, Al Jazeera Sports +2, Al Jazeera Sports +3 and Al Jazeera Sports +4 with the intention to open new more channels to cover the UEFA Champions League.

Other well-known sport channels are Fox Sports Australia, TVN, and Nine in Australia; TSN, Rogers Sportsnet, Fox Sports World Canada, and Leafs TV in Canada; Sky Sports, Canal+Sport, and Setanta Sports in Europe; ART Sport, ShwoSports, Dubai Sports, Ten Sports, and NEO Sport in the Middle
East and South Asia; Fox Sports Net, MSG Network, and Comcast SportsNet in the United States.

The television landscape is changing substantially due to the growing number of “niche” channels all over the world. Thus, there are channels focusing heavily or exclusively on one sport or on one sport team. Examples of one-sport channels are NBA TV (basketball), Fox Soccer Channel and GolTV (soccer), NFL network (American football), the Golf Channel (golf), MLB network (baseball), NHL network (hockey), NEO Cricket (cricket), and SPEED (auto racing).

NBA TV, a 24-hour digital network of the National Basketball Association (NBA), was launched in 1999. NBA TV televisions hundreds of live games, including regular season and playoff matchups from around the NBA, WNBA, and NBA D-League. NBA TV is available to millions of homes throughout the U.S. and in 79 additional countries and territories (Turner, 2008).

NEO Cricket, a Mumbai (India) headquartered cricket entertainment channel, is a part of Neo Sports Broadcast Pvt Ltd. NEO Cricket has the exclusive broadcast rights for all international and domestic cricket events played in India and broadcasts to 30 countries. In 2008 NEO Cricket broadcast six international cricket series, including four featuring India, adding up to nearly 200 days of live cricket. In addition, NEO Cricket airs Cricketainment shows, three of which are daily shows such as Dial C for Cricket, Sportszone, and Encounter. NEO Cricket performance has grown remarkably over the years and today is considered the number one television channel in India. NEO Cricket broadcasts to 30 countries, from Japan, Korea, and Taiwan in the Far East on The New Media Group & Hum Tum TV; from the Middle East and North Africa on the ADD/Pehla platform; from Singapore on Starhub; Hong Kong on ICable; and from Sri Lanka on Dialog TV and Lanka Broadband (Sehgal, 2008).

Moreover, large sport clubs have developed their own channels such as Yankees Entertainment and Sports (USA), S.L. Benfica TV, Real Madrid TV (Spain), Manchester United TV (UK), Sport TV (former Magic TV owned by Olympiacos Football Club, Greece), Milan Channel (Italy). Real Madrid TV is a digital television channel, operated by Real Madrid specializing in the Spanish football team. The channel features Real Madrid football matches, club news, player and coach interviews, as well as news and interviews from the club’s successful basketball team, and is available in Spanish, English and French. The English language version of the channel aims to be an information and entertainment portal for Real Madrid fans throughout the world. GlobeCast, a subsidiary of France Telecom and a global provider of content management and worldwide transmission services, delivers Real Madrid TV to the UK, Asia, the Middle East, and other parts of Europe (“Real Madrid,” 2006).

The Yankees Entertainment and Sports (YES) Network is a New York City regional cable television channel dedicated to broadcasting baseball games of the New York Yankees and basketball games of the New Jersey Nets. YES
was launched on March 19, 2002. The channel is available in New York, New Jersey, Connecticut, and parts of Pennsylvania, nationally on DirecTV and regionally on AT&T U-verse and Verizon FiOS. YES is owned by the Major League Baseball team the New York Yankees, Goldman Sachs Group Inc., and former New Jersey Nets owner Raymond Chambers. In 2001, the network valued $850 million and now it is worth as much as $2 billion. The YES network generated about $340 million in revenue in 2006 based on 11.4 million subscribers while the Boston Red Sox (owned by New England Sports Network) produced $125 million last year, with four million subscribers (Sessa and Soshnick, 2007).

Ownership of television channels provides sport leagues and clubs several benefits such as control over the broadcasting content and its quality, full financial exploitation of the broadcasting rights, and enhanced ability to reach consumers all over the world and build global sports brands.

**Internet Television**

Internet television constitutes the new medium for broadcasting sports. Several Internet television channels have emerged all over the world. These channels often have a specific focus:

- sport, news, and entertainment contents (e.g., TV7 in France, CCTV online and UUSee in China, Big Pond TV in Australia, TV Taroba and Globo Media Center in Brazil, OKBC TV and 33 MAG in Canada);
- Sports-only (e.g., Band Sports in Brazil, ESPN.com and Fox Sports in Australia, PPLive in China, Eurosport and Pancrace TV in France);
- a single sport (e.g., ATP Rogers Cup—tennis, and British Columbia Hockey League—Hockey in Canada; ATP Masters series Monte-Carlo—tennis in France; MLB TV—baseball, Black Belt TV—martial arts, and MLS Online—soccer in the United States; Sohu.com—soccer in China);
- a college athletic department (e.g., Hoyas All Access—Georgetown University, Gator Vision Online—University of Florida, Maryland Athletics—University of Maryland)
- or a team (e.g., ACMilan.com—soccer team in Italy; BenficaTV.com—soccer team in Spain; TFC—soccer team Toulouse in France; Arsenal TV, Chelsea TV online, Manchester United TV—soccer teams in the UK).

Sport Internet television provides live coverage of sport events and video clips. The majority of sport Internet channels are found in the United States (220 websites), followed by the U.K (60 online TVs), Canada (13), China (7), France (7), Australia (5), and Brazil (4).

PPLive is the largest P2P (peer-to-peer) Internet television broadcasting and video streaming media platform in China. PPLive has partnered with many reputable organizations in China and around the world, including CCTV, SMG, NBA, Warner Brother, ESPN, Star TV, MTV, TVB, TVBS, etc. and currently offers a broad range of premium domestic and international sports content online, including matches from the CBA, NBA, English Premier
League, European Champion League, and Germany's Bundesliga, etc. PPLive has also broadcast Olympic sporting events live online.

ESPN.com represents one of the leading U.S. Internet television broadcasters. Recently ESPN.com changed its programming strategy by splitting its products with ESPN360.com. Under the new approach, ESPN360.com is devoted to live coverage of sport events (usually those that are not available via ESPN TV networks), whereas online video on-demand services are available via ESPN.com, ESPNSoccernet.com, ESPndeportes.com, and ESPNRadio.com. ESPN360.com is a full-time, multi-sport, live sports-driven broadband channel featuring a broad array of live sports events and programming every day, such as NBA games, U.S. and international soccer, college football and basketball games, and NASCAR, Nextel, and Busch Series races. ESPN360.com served more than 3 million streams for the 2006 FIFA World Cup tournament and 500,000 for the FIFA Champions League. ESPN360.com is free to sport fans and available to more than 15 million homes in the U.S. that receive high-speed Internet connection from an affiliated service provider ("New programming strategy," 2007).

In addition to Internet television developed either by sport rights holders or traditional sport channels, new intermediaries have emerged in the broadband landscape by the form of Internet sport broadcasters or producers.

In 2008, JumpTV Inc., a leading broadcaster of live and on-demand sports and international television over the Internet, and NeuLion, Inc. (an end-to-end Internet Protocol TV (IPTV) service of live and on-demand sports and international programming over the Internet and through set top boxes) merged to create a leading enterprise IPTV provider. NeuLion Inc/JumpTV Inc. provides content owners and aggregators with an end-to-end enterprise technology solution which enables content to be monetized and streamed to multiple platforms through browser based devices. Content can be viewed on the computer, the television through the proprietary NeuLion Set Top Box, and mobile devices. With 143,000 subscribers, NeuLion Inc/JumpTV Inc. has partnerships with and provides services to more than 200 leading professional and collegiate sports properties, including the National Hockey League (NHL); more than 150 NCAA colleges and universities; the World Championship Sports Network; and the 2010 South American, African, and Asian World Cup Qualifiers ("JumpTV," 2008).

NeuLion Inc/JumpTV Inc. is one of the largest live streaming companies in the world, having streamed approximately 16,000 live sporting events in the 12 months ended August 31, 2008. In March 2008, comScore ranked JumpTV as the #1 most engaging website among those in the sports video category with a recorded 40.4 minutes per viewer per month in the United States. Additionally, JumpTV viewers watched approximately 20 million minutes of online sports video in the United States in March 2008, ranking it as #4 in the Sports Video Sites category overall ("JumpTV," 2008).

In addition, Internet television channels usually acquire the services of Internet production companies such as the National Mobile Television (NMT).
NMT is a provider of mobile analog, digital, and high-definition television facilities for the production of television and Internet broadcasts from remote locations such as U.S. stadiums, arenas, and conference halls. NMT currently provides facilities and services for more than 5,000 events annually, including major sporting, entertainment, distance learning, and corporate events.

**Mobile Television**

Mobile TV is the new medium “on the block” of sport broadcasting that is expected to further grow in the future, although its spread is not consistent all over the world. According to the market research company, Global Telecoms Insights (GTI), the Asian mobile market is booming, more than in the United States and Europe. GTI reports that the use of mobile television in Japan and South Korea has doubled since last year, from 14% to 32%. Mobile television growth in Hong Kong also has doubled, from 18% to 32%. In contrast, in Europe, the mobile sector grew from 6% to only 8%, whereas in the U.K. it increased from 8% last year to 13%. In the United States, the number of mobile users has doubled since last year, reaching 11% (Reiter, 2009).

Recently, the Open Mobile Video Coalition (OMVC), an alliance of U.S. broadcasters dedicated to accelerating the development of mobile digital television, announced the first wave of broadcasters that have been committed to launching mobile digital television (DTV) services in 2009. These broadcasters will launch mobile DTV across 63 stations in 22 markets, covering 35 percent of U.S. television households. The new technology will provide live, local, and national over-the-air digital television to consumers via next-generation portable and mobile devices at pedestrian and vehicular speeds. Of the 63 stations, there will be 14 NBC affiliates, nine ABC affiliates, nine CBS affiliates, five FOX affiliates, nine ION Television affiliates, four CW affiliates, and four MyNetworkTV affiliates (OMVC, 2009).

According to Juniper Research, the global market for mobile sports content and services will grow from just over $1 billion in 2006 to $3.8 billion in 2011. “All mobile TV trials to date have shown that sport on mobile TV will be a success story,” says Kieran Mahon, media development manager at Vodafone (Wilson, 2006). Nowadays, traditional broadcasters (e.g., Sky, BBC One, ITV1, and Channel 4) are including mobile television in their medium bundles and broadcast live sport events via cellular phones and portable device applications (e.g., iPhones). In 2007, Sky offered live coverage of the Barclays Premier League on mobile for the first time. Sky Sports 1, 2, and 3 were available via Sky Mobile TV as simulcast channels. The coverage included Sky’s 92 live Premier League matches (Oatts, 2007). During the 2010 football World Cup, FIFA, for the first time, will have live coverage specifically produced for mobile phones, providing a major boost for mobile broadcasting in Africa (“World Cup prompt,” 2009).

The wide use of mobile phones resulted in the development of new broadcasting intermediaries and platforms in the sport broadcasting land-
scape. MELISA, a cross-media broadcasting platform of sports events, features interactive advertising and sports-related games over digital television and next-generation mobile network infrastructures. The platform provides services for optimal presentation of complex interactive real time video content for advertisement, and an advanced real-time gaming (betting) engine in at least two different client platforms (Papaioannou, Borålv, Demiris, Johansson, and Ioannidis, 2004).

Sports also have been used to test mobile television technology. At the 2006 Commonwealth Games held in Melbourne, Broadcast Australia introduced digital video broadcasting-handheld (DVB-H) mobile television technology. This new technology demonstrated the abilities of DVB-H mobile television by providing up to seven channels broadcasting live the Games to select handheld devices. Moreover, an information channel was also available, providing event-related data (e.g., starting lists and medal tallies) (Kepreotes, 2007). The 2006 World Cup in Germany was also used to test mobile and DVB-H technology by Siemens, a German mobile phone company, and other mobile television channels in the U.K. (Reid, 2006).

Mobile television is currently the only available “unicast” vehicle, which means it can be individually called up onto a mobile phone. As more people become familiar with and use new media and advance technology, distribution and market share of broadcasting rights for sporting events will undergo significant changes.

Radio and Internet Radio
Radio broadcasting remains an important means of communication and advertising all over the world, despite the strong impact of the Internet and television. China is the world’s second largest radio broadcasting market, with more than 1,000 broadcasters for the 1.3 billion people in 340 million families, next only to the United States, according to a rating by Nielsen Media Research (“Nation 2nd largest,” 2004).

Radio constitutes the first medium used to broadcast sport events. Radio broadcasting is an audio (sound) broadcasting service, traditionally broadcast through the air as radio waves (a form of electromagnetic radiation) from a transmitter to an antenna and a thus to a receiving device. The first radio broadcast of a baseball game was on August 5, 1921, over Westinghouse station KDKA from Forbes Field in Pittsburgh, Pennsylvania, where the Pittsburgh Pirates played against the Philadelphia Phillies. A few months before, in April 1921, the first boxing fight was broadcast over the same radio station. In the early days, radio sport broadcasting was just a part of a radio’s programming. However, nowadays many radio stations turn into sports radio stations broadcasting only sports. For example, it has been estimated that there are more than 85 sports radio stations in North America. Specifically, there are 18 in the east, 23 in the southeast, five in northwest, 12 in west, 14 in the Midwest, and 13 in the southwest.
Through the years, radio sport broadcasting evolved via the creation of radio networks and the appearance of Internet radio (Table 8.2). One such network, Terrapin Sports Network, provides coverage of the athletics at the University of Maryland, throughout Maryland, Washington DC, and Northern Virginia, and reaches into West Virginia, Pennsylvania, and Delaware. Terrapin Sports Marketing, a division of CBS Collegiate Sports Properties, manages the Terrapin Sports Network on behalf of the department of athletics.3

**TABLE 8.2. International sport radio and Internet radio broadcasters**

<table>
<thead>
<tr>
<th>Country</th>
<th>City</th>
<th>Radio Station</th>
<th>Language/ Theme</th>
<th>On the Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Europe</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td>Rome</td>
<td>Videolina</td>
<td>Italian/News and Sports</td>
<td><a href="http://www.videolina.it/">http://www.videolina.it/</a></td>
</tr>
<tr>
<td>Italy</td>
<td>Rome</td>
<td>RAI Sports</td>
<td>Italian/Sports</td>
<td><a href="http://www.rai.it/">http://www.rai.it/</a></td>
</tr>
<tr>
<td>Denmark</td>
<td>Copenhagen</td>
<td>4 Sport</td>
<td>Danish/Sports</td>
<td><a href="https://www.4sport.dk:19638/welcome/">https://www.4sport.dk:19638/welcome/</a></td>
</tr>
<tr>
<td>Germany</td>
<td>Berlin</td>
<td>Eurosports</td>
<td>German/Sports</td>
<td><a href="http://de.eurosport.yahoo.com/">http://de.eurosport.yahoo.com/</a></td>
</tr>
<tr>
<td>UK</td>
<td>London</td>
<td>BBC World Service</td>
<td>English / Sports</td>
<td><a href="http://news.bbc.co.uk/sport/default.stm">http://news.bbc.co.uk/sport/default.stm</a></td>
</tr>
<tr>
<td><strong>Asia Pacific</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>Sydney</td>
<td>Radio Australia</td>
<td>English/Sports</td>
<td><a href="http://www.abc.net.au/ra/sport/">http://www.abc.net.au/ra/sport/</a></td>
</tr>
<tr>
<td>Australia</td>
<td>Sydney</td>
<td>Roo TV Sports</td>
<td>English/Sports</td>
<td><a href="http://www.rootv.com/">http://www.rootv.com/</a></td>
</tr>
<tr>
<td>China</td>
<td>Beijing</td>
<td>Sports TV</td>
<td>Chinese/Sports</td>
<td><a href="http://www.smg.cn/Index/Index.aspx">http://www.smg.cn/Index/Index.aspx</a></td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canada</td>
<td>Sherbrooke</td>
<td>CHLT 630</td>
<td>French/News and Sports</td>
<td><a href="http://www.1077chl.ca/">http://www.1077chl.ca/</a></td>
</tr>
<tr>
<td>Canada</td>
<td>Montreal</td>
<td>CKGM</td>
<td>English/Sports</td>
<td><a href="http://www.team990.com/">http://www.team990.com/</a></td>
</tr>
<tr>
<td>Canada</td>
<td>Ottawa</td>
<td>CFGO The Team</td>
<td>English/Sports</td>
<td><a href="http://www.team1200.com/">http://www.team1200.com/</a></td>
</tr>
<tr>
<td>Canada</td>
<td>Toronto</td>
<td>CJLC The Fan 590</td>
<td>English/Sports</td>
<td><a href="http://www.fan590.com/">http://www.fan590.com/</a></td>
</tr>
<tr>
<td>Canada</td>
<td>Vancouver</td>
<td>CKST The Team</td>
<td>English/Sports</td>
<td><a href="http://www.team1040.ca/">http://www.team1040.ca/</a></td>
</tr>
<tr>
<td>USA</td>
<td>Cincinnati</td>
<td>WCPO</td>
<td>English/Sports</td>
<td><a href="http://www.wcpo.com/default.aspx">http://www.wcpo.com/default.aspx</a></td>
</tr>
<tr>
<td>USA</td>
<td>New York</td>
<td>Fox Sports</td>
<td>English/Sports</td>
<td><a href="http://msn.foxsports.com/">http://msn.foxsports.com/</a></td>
</tr>
<tr>
<td>USA</td>
<td>New York</td>
<td>Sirius</td>
<td>English/Sports</td>
<td><a href="http://www.sirius.com/">http://www.sirius.com/</a></td>
</tr>
<tr>
<td>USA</td>
<td>Seattle</td>
<td>Northwest Cable</td>
<td>English/News and Sports</td>
<td><a href="http://www.nwcn.com/">http://www.nwcn.com/</a></td>
</tr>
</tbody>
</table>

SIRIUS satellite radio includes a channel known as College Sports Nation, a U.S.-based college sports radio network. It broadcasts football, basketball and other related college sports events, and became the Official Satellite Radio Partner of numerous teams, including the Alabama Crimson Tide, Auburn Tigers, Florida Gators, Kansas Jayhawks, Kentucky Wildcats, Louisiana State University Tigers, Michigan Wolverines, Nebraska Cornhuskers, Notre Dame Fighting Irish, Ohio State Buckeyes, Oklahoma Sooners, Syracuse Orange, Tennessee Volunteers, Texas Longhorns, UCLA Bruins, and USC Trojans.

In addition to Internet television, the Web provides an alternative transmission medium for radio stations, enabling them to reach a global audience. Table 8.2 presents several sport radio and internet radio broadcasters all over the world.

**NEW TRENDS IN SPORTS BROADCASTING**

Advances in technology have resulted in rapid and dramatic transformations in the broadcast industry by introducing new delivery and viewing platforms ranging from mobile to the Internet. New media has used broadcasting of sporting events as a vehicle to enter into a market and to introduce new and advanced technology. On the other hand, new media provides new distribution channels for broadcasting sporting events and more revenue sources.

New technology is changing the broadcasting environment of sporting events in terms of quality and quantity. More broadcasters (Internet and mobile companies) are competing for the rights of major sporting events while broadband technologies (via cable, digital, high definition, and wireless connections) provide faster connections and quality transmission, and new advertising technologies (virtual advertising) allow for target marketing. Furthermore, new technology might make the users of new media the producers of their sport program (e.g., interactive sports entertainment: games, gambling). Following, new trends in sports broadcasting are presented.

**Smart Watches**

In March 2004, Microsoft introduced the Smart Personal Objects Technology (SPOT) initiative and announced the kickoff of sports content for Smart Watches for MSN Direct. Smart Watches, manufactured by Fossil Inc. and Suunto, allow people to conveniently and discreetly receive the information that matters most to them, with just the flick of a wrist by personalizing their watch through an interactive Web site (http://www.msndirect.com/) where they choose the specific information and services they want. Microsoft’s strategic alliance with ESPN provides sports fans who subscribe to the MSN Direct service the latest information on their favorite basketball teams, including updated scores, standings, game times, and more. With detailed information and data delivered direct to their Smart Watch, fans
can keep a pulse on their favorite teams while on the go, in a restaurant, at a meeting, or wherever they don’t have access to a television or radio. Initially, MSN Direct offered content for the National Basketball Association (NBA), the Women’s National Basketball Association (WNBA), and men’s and women’s NCAA basketball (Division I) teams (“MSN Direct,” 2004). Live broadcasting of sport events constitutes the upcoming challenge of the smart watch technology that is expected to be tested in the near future.

**Virtual Advertising**

Virtual advertising refers to the use of electronic (imaging) systems, which alter the broadcasting signal by substituting, or adding, venue advertising in the television picture (“EBU,” 2000). Virtual advertising (also referred to as virtual signage or electronic imaging systems or electronic billboards) are real-time video insertions into television broadcasts. This involves overlaying an advertisement into a space in the telecast—either over the top of an existing ground signage, or alternatively in a “free-space” on the field of play or in the crowd. This form of advertising is only visible to the television viewer. The inserted virtual ad remains tied to its field position regardless of camera motion. People at the ground cannot see the imposed sign (Turner & Cusuman, 2000). Virtual advertising is being used increasingly often in the transmission of sports events on television (for example, to allow advertisers and event sponsors to target particular geographical markets with different brand names or messages), but it may also be used in the transmission of other events.

Princeton Video Image, a U.S. COMPANY, introduced virtual advertising in 1995; since that time, new companies such as Sci-Del (United States), ISL Marketing (Europe), and Symah Vision (Europe) have adopted the technology (Turner & Cusumano, 2000). Virtual advertising systems, such as ADVision, EPSIS, or Imadgine have been developed to expand the potential market for sport event advertisers by altering (or adding) the received broadcast of advertising at events to suit different markets. Virtual advertising creates new potential for broadcasters by providing the opportunity to adapt advertising content according to receiving region, to place ads in unique locations within stadiums, and to use animated signage. Thus, one advertiser of an international sport event could target different markets by advertising different brands and products, and by adapting its advertising messages (e.g., in various languages) for each receiving country (“Virtual advertising,” 2000). Virtual advertising transforms sport events into advertising media platforms able to generate new revenues for rights holders, broadcasters, and program producers.

The NHL tested virtual advertising for the first time during the Stanley Cup playoff broadcasts on its national TV partners in 2008. This decision was made to drive revenue and enhance branding during the busiest part of the hockey season. “We want to convince corporate America to spend more marketing and ad dollars against hockey,” said John Collins, the NHL’s sen-
ior executive vice president of business and media. The virtual advertising plan was patterned after the same type of advertising behind home plate during televised baseball games. Hockey’s version superimposed ads on the glass above dasherboards that protect spectators. The ads, which will not be visible in the arena, will not affect camera angles or live television shots (Mickle and Ourand, 2008).

**THE PHENOMENON OF BROADCASTING PIRACY**

The proliferation of new media and broadcasting technologies has enabled sports rights holders to generate substantial new revenue streams. Recently, sport rights holders are facing a new challenge that is threatening the value of broadcasting rights called “broadcasting piracy.” Broadcasting piracy refers to the illegal live broadcasting of sports events over the various media such as television, radio, mobile, or Internet. Broadcast piracy causes serious harm to both sports rights holders and broadcasters, requiring content monitoring services and substantial legal protection. Because sports broadcasting rights are usually sold on an exclusive basis the illegal copying and/or retransmission of sports contents, either live or deferred, devalue the broadcasters’ costly investments and prevent from their further exploitation (e.g., increased advertising revenue and sublicensing). Furthermore, due to the diminished value, sport rights holders would no longer secure large revenues from broadcasting rights because they cannot guarantee exclusivity, a significant aspect of the rights value.

According to the European Broadcasting Union, there are several forms of broadcasting piracy:

- Retransmission of live or recorded broadcasts by a pirate station operating in a neighboring country.
- Commercial sale to the public of videocassettes of unauthorized copies of a sports program, in the broadcaster’s country and abroad.
- Cable distribution of complete broadcast sport programs in the broadcaster’s neighboring country.
- Rental of unauthorized recordings of a television broadcast by a video club offering the “service” of making an unauthorized copy of a preselected television program with a view to the sale thereof in video form.
- Manufacture, importation, and distribution of pirate decoders and/or smart cards specifically designed to permit unauthorized access to encrypted television services.
- Public “large-screen” showing of live broadcasts of international sports events.
- Showing of unauthorized copies of television sport programs to customers in various types of shops, or to the public at fairs or exhibitions.
- Sale to the public of unauthorized recordings of broadcast programs by a dealer in radio or television equipment.
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- Broadcasting or cable distribution of pre-broadcast satellite signals, which carry sports programs.
- Publication in newspapers, magazines, and books of still photos taken from the television screen, particularly of broadcasts of news and sports programs.
- Distribution of television and radio broadcasts to hotel rooms by internal hotel cable services.
- Retransmission of live broadcasts of football matches via the Internet, partly “framing” the broadcast images with the pirate’s own advertisements.

**Online Piracy**

Broadcasting piracy over the internet is known as “online piracy” and constitutes one of the most serious threats of piracy due to peer-to-peer programs. Peer-to-Peer (P2P) networking is an application that runs on personal computers and enables files sharing to anyone with an Internet connection. P2P networks connect individual computers together and enable them to share files instead of having to go through a central server. In a P2P network, a television signal can be retransmitted using ordinary computers to broadcast live sport events. The new online P2P distribution technology, called BitTorrent, enables the illegal live broadcasting of sport events to a large number of recipients by spreading the bandwidth load across many computers via file sharing amongst “swarms” of users. P2P technologies have been initially used in the music industry by companies such as Napster, Grokster, and Sharman License Holdings (owner of the KaZaA file sharing system).

Online piracy is a reality and threatens the traditional sports broadcasting model. For example, in the U.K. English Premier League matches on Saturdays, live broadcasting is not allowed in order to secure fan attendance in sports arenas. It has been found that more than 50,000 people log onto websites broadcasting the games live and illegally. To cope with this issue, FA Premier League took action by identifying the websites offering unauthorized coverage of live football games and succeeding in shutting down several of them (Couchman Harrington, 2006).

**Facing Broadcasting Piracy**

The evolution of new technologies enabling online piracy and illegal broadcasting of sport content constitute a threat to the value of new media rights and to the value of exclusive and live television, broadband streaming, and mobile rights. The increase of user-generated-content (UGC) and social networking sites are one of the major developments in sport broadcasting rights. Sports rights holders need to ensure that their content is not misused and their intellectual property is protected and leveraged. With a view to combating, in an effective manner, sport broadcasting piracy, sports rights holders and broadcasters can employ several approaches either in isolation or in combination:
a. The Legal Approach: Sports rights holders can use the consultancy of specialized law firms in order to combat broadcasting piracy phenomena by either identifying potential web pirates and/or by taking legal actions against them. For example, Viacom, Seconds Out, and FA Premier League brought a claim against YouTube over footage that has been posted there. In order to face the problem of broadcasting piracy, law firms specialized in new media rights and piracy have emerged. Law agencies such as Couchman and Harrington Associates in Europe are known to specialize in broadcasting piracy.

b. The Technological Approach: Sports rights holders can either utilize new technologies such as monitoring software to identify unauthorized broadcasting or hire specialized agencies to detect and track down broadcasting pirates. They can use new technologies and services such as digital management software and digital watermarking technology in order to gather crucial intelligence on their programming (when and where their content is aired). New companies offering broadcast monitoring and management services have been developed in order to assist sports rights holders in securing the value of their properties (Figure 8.2). One such a company, Teletrax, offers global video broadcast monitoring and video asset management services to sports rights holders since 2002. Teletrax uses video watermarking technologies that enable tracking and monitoring of sport content aired via cable, satellite, and terrestrial broadcasters. Another well-known firm, NetResult, works on behalf of right holders such as UEFA, Formula One, and the cricket and rugby union world cups and takes illegal content off the Internet (Wilson, 2007).

c. The Marketing Approach: Recently, new business models have been adopted which empower copyright holders and enable the legal online broadcasting of sport events in reasonable prices. For example, YouTube introduced new measures for fighting online piracy by developing video clip identification technology for its file-sharing site. This new technology allows right-holders who collaborate with YouTube to either take down the clips or monetize them through advertising in a revenue share with the site. Taken another approach, FA Premier League allowed English Premiership football matches to be broadcast live and legally on the Internet by its right holders, Sky and Setanta Sports, from 2007–2010. At the same time, BBC offers legal sport content (recorded highlights of Premiership matches) to U.K. Internet users, and Sky Sports is sending clips to mobile phones (Wilson, 2007).

CONCLUSION

The globalization of sports and the development of new media in combination with improvements in content acquisition, production, and delivery of broadcasting technologies have complicated the process of sports broad-
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casting. In addition, these advancements lead to the broadcasting of an extraordinary volume of premium-quality sport content that is able to attract the interest of global sport consumers. Developments occur not only in the ownership of broadcasting rights and in the exploitation of new media rights but in all aspects of the broadcasting process and the stakeholders involved. Thus, nowadays, right holders are becoming broadcasters by owning their medium platform, new broadcasting media are reaching global viewers, and viewers are changing the way and the media via which they watch sports.

New digital media such as digital terrestrial television, digital cable, digital radio, Internet television and mobile television have had a significant effect on the way sport is delivered and watched. With the introduction of new broadcasting platforms (e.g., Internet, mobile phones), new media rights are developing and fully exploited by right holders. Thus, new media are gaining additional value in the media sector and compete against other broadcasting media for achieving a larger market share. As a result, television rights might lose their dominant market position and their value diminishes gradually. As the new media have entered the broadcasting market, TV broadcasters are losing part of their market share, which decreases their advertising revenue and, thus, the cost of television broadcasting rights might decrease in the future. Competition among broadcasters has become more intense and has lead to the development of strategic alliances between different media (television, Internet, and mobile companies), infrastructure owners, and sporting bodies (sport clubs) that acquire to buy all the broadcasting rights of a single sporting event.

Traditional broadcasting media provide passive experiences to their viewers while the convergence of broadcasting technologies requires higher involvement from the viewers while incorporating several interactive components. New media have changed viewing habits and turned viewers into active producers of their own entertainment, though the cost of using these new technologies increases the cost of viewing for the consumers (subscribers). Sport consumers have the opportunity to watch sports in high-definition screens (HDTV) and Dolby Digital surround sound, with multiple camera angles and super-slow-motion replays on multiple broadcasting platforms. Moreover, viewers are increasingly requiring more unicast services that will provide more choices—more programs and viewing platforms on demand, and the ability to customize their viewing experience to their specific interests and preferences.

However, new media raise additional copyright issues in sports broadcasting. Broadcasting piracy (especially online piracy), although providing free-of-charge viewing to sport consumers all over the world, is seriously threatening the value of sport broadcasting rights. Current regulatory frameworks of broadcasting rights seem to be insufficient for the existing competitive market, causing uncertainty and likelihood of new developments. New regulatory frameworks need be developed that will include new media and protect broadcasting rights of sport events without distorting and re-
stricting competition by interfering with the supply and demand of broadcasting rights.

All the above developments and innovations indicate the emergence of the new entrepreneurial model in sports broadcasting which will further transform the broadcasting scene in the coming years.

Endnotes

References


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