

TABLE OF
EXPERTS

ADVERTISING SUPPLEMENT

ST. LOUIS
BUSINESS JOURNAL

THE BUSINESS OF SPORT

SPONSORED BY



MARYVILLE
UNIVERSITY

ST. LOUIS

MEET THE EXPERTS



ROBERT PARISH

A fourth generation owner of Worth Inc., in Tullahoma, Tennessee, Parish grew up in the sporting goods industry. The Vanderbilt University grad, who has a master's from the Owen Graduate School of Management, began his career at Worth in sales and worked his way to president/CEO before selling the company in September 2003. At that time, Parish was named the president of Rawlings Sporting Goods, which served as the flagship brand for the team sports division of K2 Inc. In August of 2007, Jarden Corp. purchased K2 Inc. and named Parish president and general manager of the Jarden Team Sports division. He was named president and CEO of Jarden Team Sports in 2009.



LARRY ALBUS

Albus has participated in a variety of assignments for IEG Consulting Group, and now serves as its vice president of client leadership. He has a wide range of sponsorship marketing experience, including collegiate and professional sports, event ownership and corporate sponsorship consulting. While president of DWA USA, a national sports marketing agency, he planned and executed sales programs for Holiday Bowl, National Hockey League, PGA and the United States Baseball Federation. Albus spent five years at Anheuser-Busch where he created and served initially as director of the Sports Marketing Group and later started their International Sports Marketing Division, which included Budweiser's first World Cup sponsorship.



RON WATERMON

As Cardinals vice president of communications, Watermon is the point person on all business and baseball communications. A licensed attorney, he joined the Cardinals in September 2001 to help it secure approvals to construct a new ballpark. He also developed a cloud-based digital archive of team assets, coordinated the sale of memorabilia from old Busch Stadium, lobbied to reform Missouri's ticket resale laws and led a front office team on events for the 2009 All-Star Game. Watermon also coordinated "Teams Unite for Joplin" in 2011 and led the social-media based "Stand for Stan" campaign in 2010 to pay tribute to Stan Musial that culminated in President Obama awarding Musial the Presidential Medal of Freedom.



JASON WILLIAMS

Williams, assistant dean in the John E. Simon School of Business at Maryville University, is director of the Rawlings Sport Business Management Program, the only corporate-named sport business management program in the country. Williams advises sport business management majors, develops revenue for the program, teaches sport business management and general business courses, oversees program staff and faculty and develops relationships with sport businesses. He has conducted customer service research and training for the St. Louis Cardinals and product and consumer research for Rawlings Sporting Goods Inc. He is working toward his Doctorate in Higher Education Leadership from Maryville University.



CHRIS ZIMMERMAN

Zimmerman was named president and CEO of business operations for the Blues in June, a job that includes oversight of the Scottrade Center and the Blues' role and interest in the Peabody Opera House. Zimmerman comes to the Blues with more than 30 years of experience in sports, marketing and business management, including four years at equipment supplier Easton Sports and a three-year post as president/CEO and alternate governor of the Vancouver Canucks. Prior to that, he was with Nike for 11 years, culminating his career there as president/CEO of Nike Bauer Hockey and leading a dramatic turnaround that returned Bauer to the top spot in the hockey equipment industry. And before that he worked in advertising.



ROB CORNILLES

In 1991, Cornilles, a graduate of Brigham Young University, accepted the challenge of marketing and selling for the Los Angeles Clippers, which at the time held the worst record in the NBA. In 1995, he decided to incorporate his proprietary techniques and founded Game Face Inc. to change the way sports organizations promote their products. As president and CEO of Game Face, Cornilles has consulted with more than 350 professional organizations and 15,000 executives worldwide, and Game Face has become a pre-eminent advisory, training and placement firm in the business of sport. Now, corporate America is turning to Cornilles and Game Face for expert training in sales, customer service, management and leadership seminars.

The Business of Sport

PHOTOS BY
DILIP VISHWANAT | SLBJ

► WHAT MAKES ST. LOUIS SUCH A GREAT CITY FOR SPORTS BUSINESS?

Jason Williams: From a Maryville University perspective, and specifically our Rawlings Sports Business Management Program, it's a great place for our Maryville students to get experience in the industry. You have agencies, teams, product companies, networks, the St. Louis Sports Commission, the Missouri Valley Conference here. And also, I think you have to think about the culture in St. Louis as it relates to sports is very strong from a standpoint of loyalty.

Chris Zimmerman: St. Louis fans are incredibly passionate. A lot of that comes from the city's makeup. It's a smallish city comprised of a lot of different towns, so the local teams are a unifying element.

Ron Watermon: Love of our teams is clearly interwoven into our identity. It encompasses who we are as a community. The passion that the Cardinals experience from our fans is amazing. The game of baseball and love of the Cardinals is generational. The Cardinals have been fortunate to have great teams for many decades. And so



what you see is that Cardinals fans are connected to the team by their memories of great moments in Cardinals history that they personally experienced as they came of age following the team. You can see the amazing role that radio and technology play with the expansion of our team's fan base. The connection to St. Louis grows out into outstate Missouri and Illinois, as well as to Oklahoma, Arkansas, Iowa, Kentucky, Indiana and

other surrounding states. Forty percent of our fans come from outside of our region. And it's that passion and that connection to the team that is just amazing.

Larry Albus: The fact that St. Louis has a strong avid fan base for all sports is a major asset which is important for every aspect of successful event marketing. Another important asset is the availability and willingness

among a group of people committed to supporting St. Louis events. Events such as the NCAA Final Four and the various regional championships don't just happen. You need a core group of people willing to spend time and money to bring those events to St. Louis. St. Louis has demonstrated they have that asset.

Robert Parish: Rawlings is celebrating our 127th year in St. Louis. St. Louis has embraced this Brand for the entire 127 years. It's our home. To look at the generational hand down of the torch so to speak, there's a sense of responsibility with regards to our brand and the connection that goes beyond just the transactional piece of our business. That's the mindset we try to put into our Company. Another practical benefit is that most of our retail customer are within 500 nautical miles, or an hour and a half or so of a commercial flight which also has added value to our category managers and salespeople that go out and represent our brand.

Rob Cornilles: As the out-of-towner, I probably have a unique perspective on this. I have always, always enjoyed going to St. Louis to work with any of the

TABLE OF EXPERTS

franchises there. I've had the privilege of working with the Cardinals for a number of years, with the Blues, with the Rams, even with some minor league franchises in the area. And, I would agree with what Robert just said about the Midwest values. They are unique within the St. Louis community. And like many of the people here on this panel, I've had the privilege of working in many markets, usually as an outsider. But I've had a universal experience when I go to St. Louis in that I find the people are just good people.

▶ WHAT SKILLS DO BUSINESS PROFESSIONALS NEED IF THEY ARE INTERESTED IN A CAREER IN SPORTS?



“we’re quite focused on recognizing that our fans are, have a continuous appetite for more information.”

CHRIS ZIMMERMAN,
St. Louis Blues

Chris Zimmerman They need a never-ending interest in learning new things. With the pace of change in the world, industry, technology and communication, it's really the people who can learn, adapt and keep learning who are going to be the real talents of the next generation.

Jason Williams: From our perspective, as it relates to the Rawlings Sports Business Management Program here at Maryville, we talk to our students about core qualities. And those start with selling, they start with communication, they start with critical thinking, they start with having a positive attitude. If you think about anybody who's really been successful in the industry that we're in, they have those qualities. And so that's what we're teaching our students.

Robert Parish: How we take the passion of sports but also infuse it with good business acumen – I think that is what the sport of business has been missing. I see that the sport of business is somewhat behind other industries as I'm going into our largest retailers

globally. One of the things that I would suggest for new people coming in, yes, you have to have a basic knowledge of sports, but it's more important to have a knowledge of how to make money. Because at the end of the day, that is what it's about from my perspective, and also carrying the brand message and the continuation of the emotion and passion.

▶ RAWLINGS IS VALUED THE SAME WAY IN ST. LOUIS IN MANY WAYS AS THE CARDINALS AND THE BLUES. SO YOU'RE SEEN AS THIS SORT OF PUBLIC TRUST, BUT

YOU HAVE SHAREHOLDERS AND RESPONSIBILITY. HOW DO YOU BALANCE ALL THAT?

Chris Zimmerman: So in many ways, all of our companies, clearly the sports teams, we've got a clear goal to be the best in the world. And a lot of businesses get that, but we get to really do that every day. And, you know, it's often very clear about the product on the field. But the business side has to have that same attitude. That attitude has to go throughout every element of everything we do. And that's one of the

reasons I'm so excited to be here to help instill that and ensure that the business side of the Blues organization has that same attitude of what we're trying to accomplish on the ice.

Larry Albus: I work with Jason and teach a class here at Maryville. One of the first things I tell the kids is, “Oh, you want to be in sports?” “Oh, yeah. I want to go to the games. I want to be there.” I say, “It's a lot more than that.” You have to be committed to the work that's required.

CONTINUED ON NEXT PAGE

The Rawlings Sport Business Management Program would like to thank its Corporate Partners



For more information contact Jason Williams at 314-529-6847 or jwilliams4@maryville.edu

Maryville.edu/sportbusiness

TABLE OF EXPERTS



CONTINUED FROM PREVIOUS PAGE

And sports probably, I would say more so than any other, is way beyond a 40-hour week. They have to understand and be willing to make that commitment. The other thing that I think is important is, you have to really develop and be comfortable with your presentation skills. Because that's what you're going to be doing all the time. You're going to always be selling something. Yourself, your ideas, whatever the case may be. And so, to have a good foundation and actual understanding of your ability to

communicate and confidence that you can do it is important.

Rob Cornilles: While sports is a fantastic diversion and hobby for many people, for us it's still a business. And, like any business, we have to drive revenues. So, the best way that we could assist those who want to get into this industry is to encourage them to consider ways that they could enhance their revenue-driving skills because we are in a sales-driven industry. We have to sell tickets; we have to sell sponsorship; we have to sell parking and merchandise and concessions; we have to sell television

"We've expanded our capabilities and research and ROI on sponsorship..."

LARRY ALBUS,
IEG Consulting Group



rights. If we don't do those things, then we no longer become a spectator sport and we fail to have the resources necessary to give the fan the kind of experience they are expecting.

► **CAN YOU ADDRESS EXPERIENTIAL MARKETING AND WHAT YOU ALL ARE DOING?**

Ron Watermon: In the years that I've been at the Cardinals, I've witnessed a dramatic change just in how we sell tickets and go about our business. The transformation to the Internet with ticket sales, the innovation of a dynamic ticket system, the increasing role of technology are all innovations that have allowed our business to stay competitive in a changing world. Because we find ourselves in an industry with 30 teams, and we are a small market, we must always look for ways to innovate. We compete with the bigger markets because of that approach.

Jason Williams: If you think about the number one way that people will buy into something, whether it's a product or service, is through experience. And if you think about the people that are on this panel, whether they're from Rawlings, the Blues or the Cardinals, once someone has experienced that product or service, they're coming back. And so you have to have people who can sell. But you also have to have people who can sell, communicate and present very, very well, because that experiential marketing is a huge piece of getting them to come back in your door.

► **BUT YOU ALSO HAVE TO CREATE NEW PRODUCTS.**

Robert Parish: That's a great transition because one of our assets perhaps presents one of our biggest hurdles; taking the heritage of this brand, Rawlings, and making it relevant to today's consumer. While it's awesome to have 127 years of legacy, that's not going to take us forward for the next 127 years

Transform Your Passion for Sports into a Business Career

Enroll in Maryville University's Rawlings Sport Business Management Program

Interested in combining your interests in business and sports in an exciting career? Offered through the John E. Simon School of Business, the program focuses on finance, marketing, event and facility operations, management and sales—and teaches you how to apply them to the sports industry.

Our students apply their knowledge through actual, hands-on projects for industry leaders. Projects have included work with the St. Louis Cardinals, St. Louis Blues, Missouri Valley Conference, Rawlings, and more.

"The Rawlings Sport Business Management Program at Maryville University has shown a commitment to the pursuit of education in the business of sports and a desire to apply lessons learned to the front office. If I'm in need of a skilled candidate, one of my first calls is to Program Director and Assistant Professor, Jason Williams at Maryville University."

Rob Fasoldt
Director of Ticket Sales and Service
St. Louis Cardinals

For more information

Call: 314-529-9300

Visit: maryville.edu



650 Maryville University Drive
St. Louis, Missouri 63141

LIVEMaryville

TABLE OF EXPERTS

alone. We have to be relevant with today’s market. The days of push marketing are over. We have to have one-on-one relationships with the end user of our products. We have to be sure that we’re staying on the forefront of technology because, today, technology has created a seamless connection worldwide. We’re doing a lot of things currently to make sure that we stay relevant, not only in the U.S. but also on an international platform.

► **MOVING ON, THE NFL, WHICH ACTUALLY IS NOT AT THIS TABLE, BUT THE NFL SAYS IT WANTS TO BE A \$25 BILLION A YEAR INDUSTRY BY 2027. THEY’RE STARTING TO ACCOMPLISH THAT WITH NEW INVENTORY, SPONSORSHIPS PROMOTIONS. WHAT NEW INVENTORY ARE YOU ALL TRYING TO CREATE?**

Robert Parish: We look at our market in four different ways. We have our legacy categories where we hold market leading positions. We’re taking those and we’re thinking, “How can we use those positions in a different way in terms of bringing more value add, segmentation, or localization in the way that we present the product lines?” The second is geographical initiatives, such as our new business in Japan. We moved into Japan, the second largest baseball market in the world just behind the U.S., all in a country with a geographical size of California I might add. The third area is new category expansion such as



“Social media to us is what radio was in the early days of baseball.”

RON WATERMON,
St. Louis Cardinals

football. We entered football because it’s a third- and fourth-quarter business for us with a focus on technology and performance. And, finally, we’re looking at adjacent markets such as tailgate. We’re trying to take our product from between the lines, as we say, into the stands. It may be even be outside of the stadium as it pertains to how we’re approaching some of our markets. That’s the way we’re thinking about our business in those four different ways.

Larry Albus: Sergio Zyman, former Coke CMO defined marketing to be “selling more stuff, more often, for more money”. At IEG, we’re in the service industry, so to better serve the sponsorship industry, we are always looking for new capabilities that allow our clients to be successful. Based on client needs we have expanded our capabilities to identify sponsorship ROI. You must always be looking for ways to expand your markets in terms of reach and product offerings, IEG was initially North American focus, now we have a global client base.

Ron Watermon: You can’t meet today’s challenges, or certainly not tomorrow’s, with yesterday’s thinking. And our team has historically tried to be on the forefront of pushing for innovation that is, frankly, necessary for us to stay competitive within our industry. That spirit of innovation has been with us for generations. Branch Rickey developed a Minor League system when he was with the Cardinals because it was born out of necessity. The Cardinals needed to compete with the bigger markets, and Rickey needed to have a way to grow talent. The same thing is true with everything that we’ve been doing

as a business in St. Louis. We’re now in the real estate development sphere with Ballpark Village. You see it with our aggressive push into special events, and our efforts to innovate our marketing. I think we’re the only team in baseball that owns as many of the Minor League teams that we do. We recently purchased the Memphis Red Birds. We own the Springfield Cardinals. We own the Palm Beach Cardinals as well. And we’re always looking for those sorts of things that give us a potential competitive advantage.

CONTINUED ON NEXT PAGE

Take Your Finance Career to a Whole New Level

Enroll in Maryville University’s Financial Services Degree Program

Financial services providers demand new skills and Maryville University delivers! Our Financial Services Advisory Board, comprised of local experts, keeps us informed so we can adapt our program to stay ahead of industry trends.

Graduates with a degree in Financial Services will be equipped with a rich understanding of the finance industry and an appreciation for the customer centered nature of work in this field.

Maryville University now offers a Series 7 Licensing Exam Review course. Contact us today for details!

“We’ve seen considerable student interest in the financial services major. Career opportunities have never been better, and both students and employers are excited about the specific training our students receive.”

Melissa Griswold, PhD
Director, Financial Services Program
Maryville University



650 Maryville University Drive
St. Louis, Missouri 63141



FINANCIAL SERVICES DEGREE

FOR MORE INFORMATION
CALL: 314-529-9300
VISIT: MARYVILLE.EDU

TABLE OF EXPERTS

CONTINUED FROM PREVIOUS PAGE

Rob Cornilles: One of the things that we're trying to work with our team clients on is developing greater interactivity and connectivity between players and fans. I think for any of us to get to that proverbial next level, we have to – our players, our stars, our major assets – have got to be viewed as more accessible. They certainly are when they Tweet, when they Instagram, when they have their own Facebook pages, and that type of instant accessibility is something that fans are becoming very accustomed to. I think it is a critical next step developing creative content whereby players are more than just the athlete on game night. I think this is how we are going to create greater opportunities for fan affinity and for revenues.

► **THAT MUST COME WITH SOME CHALLENGES.**

Rob Cornilles: There's obviously some built-in obstacles, historical and otherwise, not to mention even legal, that get in the way. But to me, that's just a necessary hurdle that we have to get over. We have to have willing partners on all sides. Players, team managers, agents, etc. They have got to see the value of building that connectivity with fans.

► **AS YOU MOVE TO MAKE YOUR SPORTS BUSINESS MORE SUCCESSFUL, IF THERE WAS AN OBSTACLE THAT YOU'D LIKE TO SEE REMOVED, WHAT WOULD IT BE?**

Chris Zimmerman: It's both one of our greatest opportunities and a real challenge for us: It's all about connectivity. I know throughout the sports world, everyone's dealing with it. As we have more apps, we have to make sure we make content people want, whether you're in a stadium or an arena. It's also about keeping up with bandwidth needs in those venues, so we can take advantage of the fantastic ideas people are bringing to us with their smartphones.

We're behind. At the Scottrade Center, that's going to be a major initiative for us over the next year. But just when you think you're getting caught up, the needs continue to expand at an incredible rate. The other side of that is recognizing that our fans have an insatiable appetite for more information, storytelling, understanding – as well as for opportunities to get closer to our players – and we'll be making investments, building our team to create more of that content ourselves.

Robert Parish: One of the things that takes up a lot of our bandwidth from a commercial side of the business is compliance and regulation change, and yes, we need to be socially responsible as a company, but the way that product specifications are changing and the need to keep up with the pace of technology today is very demanding, especially

“Experiential marketing is a huge piece of getting them to come back in your door.”

JASON WILLIAMS,
Maryville University

in terms of how we stay in front of new materials, new processes, and the demands that new regulation puts on the management of inventory and turnover of product in our company. So there are real practical considerations as it pertains to what we face with regulation needs and compliance needs that face industry today.

Jason Williams: I worked in the business of sports for 15 years before I came to what some of my colleagues call the dark side and became a faculty member. I think about the challenges that we had when I worked with Florida State or Boston College, it was always educating our consumers about the constraints that we had, educating our consumers about the challenges that we had, and also, continuously educating our consumers on the product that we have. And when it comes to our Rawlings Sports Business Management Program, once students are educated on what we're actually doing and then what the industry really wants, they like us. And so to me, it's an overall perspective of being able to educate that consumer on about your product and about your constraints.

Rob Cornilles: I'll sound like I'm contradicting myself from my last comment, but when you asked the question 'what's one obstacle that I'd like to remove,' it's frankly an overdependence on electronic communications. Because I find that anymore, conversations aren't interactive, they're reactive. And having a chance to converse with our customers and our

fans in real ways, eyeball to eyeball, is something that we're losing. And it's because they've become so dependent one-mail and Instagram and Twitter. And so we've kind of succumbed to those tools, and we have forgotten that instant messaging oftentimes lacks context, and it lacks understanding. And if we're truly to be understood by our fans and our customers, we've got to find a way to connect with them, face-to-face, and have real conversations, not just reacting by pressing our thumbs to our phones.

Ron Watermon: While I see it as more an opportunity than obstacle, Social media and digital media are the things that I think are transforming the world in a dramatic way. Social media is to us today what radio was in the early days of baseball. It's a way of connecting our fans with us when they can't be at the game, and enriching their experience with us when they are at a game. But social media is much more than that because in a sense our fans have become Shannon and Rooney as social media is a two-way

dialogue. But the challenge is what was just articulated – that people have become so reliant on it that face-to-face contact is diminished. And we've really struggled with how to use the technology to promote real engagement. We developed Facebook Fridays with Fredbird to use social technology to promote human to human, and human to bird contact. Our model is very simple. We post on Facebook and tweet every Friday the location that fans can meet Fredbird and get free stuff. It has been a huge success with hundreds coming out each week. It is less about Facebook & twitter and more about a real connection with fans ...creating a happening out in the community. When we did it, we were just trying to leverage, you know, “Hey, let's get folks that are on these things out and about.” But to me, it's so essential that we never lose sight of the experience and trying to be smart about the technology to create the gateway to real human interaction and a great fan experience.

Chris Zimmerman: We certainly have the ability to listen in a way we never did before. And, I think what we find is we have to actually listen a lot better; we have to then probe; we then have to assess how that feedback relates to bigger numbers. I mean in many ways it's the always-on fan is also an always-on panel for you to understand what's trending. And so I completely agree with the comments that we need to create other points of real touch and real contact. But I think on the whole, and for the world we're in today, the ability to really understand what those voices out there are saying and then to interpret that is incredibly powerful for our business.

► **WHO OWNS THAT (SOCIAL MEDIA) CONVERSATION. WHETHER IT'S YOU OR THE FANS, AND HOW DO YOU MANAGE THAT?**

Chris Zimmerman: The idea of owning the communication is outdated. In today's world, it is more two-way. Crafting every word the way we would have done it years ago, and the importance of our press releases – that's



TABLE OF EXPERTS

just the start. If we put out a press release or an email to our fans, the dialogue is just beginning. We're still adapting every day and learning the right balance. We have to think of it like this: We're ultimately building a relationship with our fans. The more transparent and honest the dialogue, the stronger that relationship will be.

Larry Albus: Communication used to be you pick up a phone and call somebody. But as we all know it has expanded dramatically. Change is happening almost daily. In 2013 1.3 percent of all television programming hours was dedicated to sports, but fifty percent of Twitter communication is around sports. A brand's ability to communicate with its audience is critical. Today, communication is a unique and important challenge.

Chris Zimmerman: It's the growth in numbers like that, though, that is one of the key reasons why team values and the media values, all of our sports values are going up. Because the level of interest, the level of engagement, the additional places to monetize value around our properties, we haven't all sorted it out, but there's a lot of opportunity there.

"Players, team managers, agents ... have got to see the value of building that connectivity with fans."

ROB CORNILLES,
Game Face

Ron Watermon: I look at it from the vantage point of, we as a club have the ability to communicate directly with our customer and we have to be smart about it. And, instead of always issuing a press release, we can communicate directly with our fans. We've got 1.6 million unique visitors that come to our website every month. We have 500,000 people on Twitter. We have 2.1 million people on Facebook. Those are audiences that you can speak directly to with a message. And you can offer unique content to those audiences. The digital distribution networks of our parents have radically evolved to the point that brands can produce and deliver content to their customers that were not even possible a few years ago. For instance, the Cardinals could embed a video series in the digital edition of the Cardinals Magazine as an exclusive offering.

Robert Parish: We are now directly engaging our end-users with the brand message – it's not so much about trying to sell them because they don't want to be sold. They want to be engaged. And so what we're working on as a company is developing our infrastructure so that we can communicate and activate these consumers, ones we call passive fans. We know they're there, but they want to be asked to be engaged. Once we

engage them, we are creating programs to where they become ambassadors for our brand, such as loyalty programs. In the end, we offer a value for them to be engaged with us. From there, the message exponentially grows.

► **HOW DO YOU SEE THE CURRENT POLITICAL LANDSCAPE CHALLENGING THE SPORTS BUSINESS INDUSTRY?**

Jason Williams: I look at it from a standpoint of what other states do with

CONTINUED ON NEXT PAGE



PARTNERING TO CREATE A NEW CLASS OF THE FINEST IN THE FIELD

Rawlings
SPORT BUSINESS MANAGEMENT
MARYVILLE UNIVERSITY

The MARK of a PRO®

Rawlings Sport Business Management at Maryville University
Info: 314-529-9300
Visit: Maryville.edu
Contact: jwilliams@maryville.edu

©2014 Rawlings Sporting Goods Company, Inc., a subsidiary of Jarden Corporation (NYSE: JAH) • RAWLINGS.COM • @RAWLINGSPORTS

TABLE OF EXPERTS

CONTINUED FROM PREVIOUS PAGE

tax breaks and things like that for their sports business organizations, or for sports events. Let's say Rawlings wants to sponsor a football bowl game, from a tax break perspective and from a tax revenue perspective, Texas is probably the best state to do it. Because you go to Texas political officials with that idea, they're going to cut a check based upon what they think the tax revenue will be to help get that going. There's not many states that do that. Not all of the states and not all of our political leaders understand the value of what a sports organization and what a sport event can do for a city. It's becoming more challenging because some of those other states are starting to think like Texas.

Robert Parish: We see our current political landscape focused on the treatment of health issues and not the prevention of health issues. This is a problem and an opportunity for the sports industry where inactivity has become a pandemic, with less than 50% of our schools offering physical education. There is a solution that the industry is working on. There's legislation that our sports fitness industry association just coalesced around called the PHIT Act. It's a bill that was introduced in 2009 by Rep. Ron Kind from Wisconsin. It now has 50 sponsors and support from both sides of the aisle. We want to, as an industry, get this PHIT Act passed by 2016. What it does is to focus on legislation that promotes healthy and active lifestyles by allowing the use of flexible spending accounts and health saving accounts towards the purchase of gym memberships, association dues, pay-to-play sports, and even for the purchase of athletic equipment. We at Rawlings are solidly behind this.

Ron Watermon: I came to work for the Cardinals to help get the new Ballpark built. That was my entree. So I have a perspective on this that may be a little bit different than some others. We're not really viewed as an industry like other industries. And I think that's a challenge, because I think at the end of the day, the only thing that I think as a voter, citizen, taxpayer, that I would like to see is for the sports industry to be treated equitably with other industries and businesses. And I think the challenge is the one I articulated earlier, which is, when I came to work for the Cardinals, I never thought of it as a business. So I completely understand why elected officials don't think of, "Hey, the St. Louis Cardinals are a business. Why wouldn't we give them the same treatment we would give, you know, Express Scripts or Centene or any other business?" From my vantage point, the most important thing is just to be treated equitably, and to recognize what a force for good our industry is in terms of raising the community's tax base and enhancing our overall sense of community.



► **HOW DO YOU USE DATA ANALYTICS IN YOUR BUSINESS? HOW DO YOU TEACH THEM HERE?**

Jason Williams: Our curriculum in the Rawlings Sports Business Management program has changed two times. It will change a third time this coming fall because it's based upon the industry. So data analytics will be a course starting in the fall because it's such a big piece of the industry. The industry already makes data-driven decisions, but you want to be able to dig even deeper into those data-driven decisions. And so one project that comes to mind is one that a couple of our students did for Robert and his group last year. The students went out and did research and found where all the major retailers were in relationship to many of the softball and baseball leagues and the teams and where they play. So that those major retailers can offer the right Rawlings products based upon what the association for those leagues, those players have to have. And so that type of poignant data to me is invaluable. And so that's why we made it such an important part of our program, to actually offer it as a course in our new curriculum.

Larry Albus: FYou must be able to answer the question "how do you measure the success of a marketing investment". For every dollar Target invests in sponsorship 35 cents goes to fees, 55 cents goes to activation, and 10 cents goes to measurement. A few years ago, measurement was just an afterthought, now brands are using sophisticated marketing mix modeling techniques to address the ROI question. It is no longer based on the CEO liking golf or attending games, it is "how does the investment drive bottom-line business".

Ron Watermon: As the leader of the Cardinals Communications Department, I see our value to the organization as

"While it's awesome to have 127 years of legacy, that's not going to take us forward for the next 127 years alone."

ROBERT PARISH,
Jarden Team Sports

being there to help tell the story of the team. It's so important for us to be able to quantify how we do that and to communicate that in business terms. Analytics help you tell that story. We have been on mission the last few years to create analytics based dashboards to measure what we do in communications, and to help us prioritize our work on things that have the most return since we don't have enough manpower to do everything. Should we be focusing more on getting TV placements? Or should we be doing more on social? We seek to measure impact of our efforts in a way that allows us to make smart decisions. We been trying to put those measures in easy to read Spreadsheets to understand what has the most impact for our internal customers. The key to analytics is to use them to develop insights that allow to continue to improve what you do and have objective performance measures.

Chris Zimmerman: The world of analytics has lots of different zones that will be very helpful. One of the most important is just knowing and understanding more about our fan base. For us, the future is going to be about how we can continue to personalize the relationship with fans, as well as their experience with our facility. Lots of the tools that are out there, and lots that are being developed – some of

them from the startup community in St. Louis – are going to help us have a more personalized, long-term relationship with the fans.

Robert Parish: Our customers have come a long way in the last decade where we take basic business analytics like Retail Link, Edifice, Sporting Goods Intelligence, or the SFIA research information on what's selling. But that's looking in the rear view mirror, so to speak. What our customers want today are insights. And that's a whole different forward-looking way to think about business intelligence. However, it requires us to get ahead of the curve, not look backwards in terms of what's sold through retail using POS data. That's all easy to get, but what they really want is, "What is the consumer thinking?" We call it the decision tree. What is really driving decisions in terms of what is purchased, why it's purchased, and where and how? So that's what we're working towards as a company, trying to get out ahead. Social media, the digital world that we live in today, really gives us a lot more accessibility to our consumers to help drive those types of business intelligence so that we can then take that to our customers and help them and help us make better decisions. Localizing our campaigns, making sure that we have the right product, the right price points, almost by location for a particular retailer's store. That's really important.

Ron Watermon: Are you guys looking at i-Beacon technology? I've heard a little bit about this technology that basically, you know, your phone has GPS in it. So there's a unique identifier. And, if you have a CRM system built in where you're collecting data and information about your customers, you can market more effectively to them.