



# LEGACY \$PORT

BOOK OUTLINE

HOW TO WIN AT THE BUSINESS OF  
SPORT IN THE AGE OF **SOCIAL GOOD.**

NEILL DUFFY, FABIEN PAGET & JO RAMSAY

**LEGACY SPORT:****HOW TO WIN AT THE BUSINESS OF SPORT IN THE AGE OF SOCIAL GOOD.**

There's a revolution underway across the world of business. It's being driven by a growing number of people who want to work for, buy from, invest in and advocate for organizations that stand for something more than just profits. And, it's a world where those organizations that best respond to this expectation are outperforming those that don't and where more and more people are embracing the idea that it is possible to do good while doing well.

We believe that the business of sport is not immune to all of this and that the brands, properties, athletes and non-profits that embrace this new reality will be the winners in the coming decades and that those that don't, will become irrelevant.

If you are an executive working in the business of sport, Legacy \$port will help you to understand and navigate this new world and build and execute strategies to help you and your organization remain relevant and successful in the age of social good.

**INTRODUCTION**

We have been fortunate enough to have had the inside track for the last 20 years on how the move to Purpose that is underway across the business sector is positively affecting the business of sport. During this time, we have partnered with some of the most forward-thinking sports properties, sponsor brands, athletes, sports based non-profits and sports agencies in the world - Super Bowl, America's Cup, Laureus Foundation, streetfootballworld, Serena Williams, Danone and adidas to name a few.

In the process, we have learned that it is indeed possible to do good while doing well through sport by designing and building Purpose-led strategies for sports events, sponsors, athletes and non-profits that deliver results on multiple bottom lines.

Thanks to this experience and our unique insights, we are now able to provide the tools, the motivation and the support that busy sports executives and marketers need to embrace this opportunity and be successful in this new world, to remain relevant.

We decided to write this book to help fellow professionals working in the business of sport to understand how the world is changing around them, how the more progressive leaders in sport are responding to these changes and how best they should manage their investment in sport in a way that will help them and their organizations remain relevant and commercially viable in the coming decades.

## PART 1:

# THE PURPOSE REVOLUTION AND WHY IT MATTERS

In Part 1 of Legacy Sport, we focus on the evolution of Purpose as a management philosophy across society and culture, and in particular, business. We support the claim that people increasingly want to work for, buy from, invest in, and advocate for organizations that stand for something more than just profits, reward those that do, and punish those that do not.

We share real-life examples of successful Purpose-driven companies alongside interviews with recognized Thought Leaders and practitioners that are leading the Purpose revolution.

By the end of this section, you will be well versed in Purpose, its growing role in society, and how it is shaping culture and business at the start of the 21st Century.

### 1. SOCIETY - THE EVER EVOLVING RELATIONSHIP BETWEEN THEM AND US

- Societal structure, and the values upon which it is based, has transformed significantly over the last two centuries.
- A new form of capitalism is taking hold. One that places stakeholder value over shareholder value. Business is returning to its original roots, the purpose for which it was initially created - to serve the community within which it operates.

### 2. BUSINESS - HOW BUSINESS HAS RESPONDED TO THE SHIFTING MORAL LANDSCAPE

- In response to the rapidly evolving social structures in which they find themselves operating today, those corporations led by more enlightened leaders are embracing a more Purposeful approach to how they do business with a focus on stakeholder vs. shareholder benefit.

### 3. THE GLOBAL GOALS - A SHARED VISION FOR SUCCESS

- The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.
- At its heart are the 17 Sustainable Development Goals (SDGs), which recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

### 4. PERSONAL PURPOSE - YOU ARE MORE THAN WHAT YOU MAY HAVE BECOME

- Just as important as it is for organizations to define their Purpose is the opportunity for the individuals working in those organizations to define their Purpose.

**PART 2:****DOING GOOD WHILE DOING WELL THROUGH SPORT**

Sport is essentially a mirror on society reflecting the values of the day and shining a light on what matters most to people at a given point in time. In this section of the book, we reflect on how society's values have shown up across sport and how the business of sport has responded to these.

We share inspiring examples of sports leagues, federations, teams, sponsorships, athletes, and events that have embedded Purpose within their organizational or personal DNA, usually with positive outcomes and lasting benefits.

We include more interviews with Thought Leaders and practitioners to provide confidence in the notion that “doing good while doing well” can work in the business of sport and get you thinking about what might be possible in whatever aspect of sports you may be involved.

By the end of this section, you should have a good understanding of how Purpose is evolving across the business of sport and what opportunities this represents for you or your organization and the entire sports sector.

**1. ATHLETES - A MIRROR ON SOCIETY**

- Sport has the unique ability to inspire and unite people in a way that little else does, and athletes are at the center of that. They command attention. A clear, intentional statement or act of protest by an athlete can be a powerful way to raise awareness, stimulate conversation, and fast track change.
- Over time, we have seen three eras of athlete activism. The 1960s and 1970s, when several athletes used their position of influence to draw attention to the issues of the day; the 1980s and 1990s, when athletes were more commercially focused, to the 2000s, when we have seen a re-emergence of athletes using their influence to advocate for change.

**2. THE OLYMPIC MOVEMENT - FROM LOS ANGELES AND BACK AGAIN**

- The modern Olympic movement is grounded in a philosophy of life espoused by Pierre de Coubertin in 1894 that places sport at the service of humanity.
- The movement became distracted from this philosophy during the 1980s and 1990s when its focus shifted, and it started to place money ahead of humanity.
- The IOC's adoption in 2014 of Agenda 2020, its new strategic road map, saw the Olympic movement return to its roots to remain relevant in a rapidly changing world.

### 3. STORIES FROM THE FRONTLINE OF PURPOSE AND SPORT

- While the business of sport has been slow to adopt the move to Purpose that has been underway across the business sector for the last 20 years, there are some great examples of forward-thinking sports properties that have embraced the opportunity to use Purpose as a key organizing principle, from Nelson Mandela's stroke of genius at the 1995 Rugby World Cup, the sports greening movement pioneered by Allen Hershkowitz, to the global successes of events such as The Ocean Race, Super Bowl 50 and Formula E, to name a few.

### 4. SPORT FOR GOOD COMES OF AGE

- Sport For Good is a practice that has emerged over the last twenty years, where sport is used as a platform to bring about positive social outcomes for people and communities.
- These programs typically address underserved or neglected communities and provide vital benefits. In addition to the benefit of physical activity, participants also gain life skills, life values, and other educational benefits.

### 5. WHERE SPORT AND PURPOSE IS HEADING, AND WHY IT MATTERS. WHAT'S NEXT?

- It is time for sports properties, athletes, and brands to move beyond simply doing less bad to actively looking for ways to do more good through sport. Sport is one of the most powerful platforms available to lead the transition to a sustainable future.
- We believe that sports properties and athletes that embrace Purpose beyond profits as a central organizing idea will be the winners over the coming decades, and those that do not will become irrelevant.
- Progressive thinkers will be looking for opportunities to build Purpose coalitions that include multiple sport stakeholders, including sponsors, athletes, sport-based non-profits, and sports properties, recognizing that we can get more done together than we can alone.

### 6. SPORTS RESPONSE TO THE COVID CRISIS OF 2020

- The coronavirus pandemic that swept across the world in 2020 saw several sports organizations, leagues, and athletes stand up to make a difference in various ways from donations to auctions and a myriad other acts of support.
- The all-encompassing NBA Together campaign was perhaps the best collective response from the world of sport.

**PART 3:****BRINGING PURPOSE TO LIFE**

Now that we understand how the world of business has embraced Purpose as a management philosophy, and how the first movers within the business of sport have started to do the same, we shift our attention to how to embrace Purpose within your work.

**1. WHAT PURPOSE IS, AND WHAT IT IS NOT**

- Purpose is when an organization stands for and takes action on something bigger than its products and services and places this as the core organizing philosophy around which it operates its entire business and, in the process, creates long-term value for the company, for society, the planet, and for all the people they serve.
- While there is an increasing number of examples of sports embracing Purpose as an organizing principle, the vast majority of sports organizations still operate as traditional “for-profit” businesses.

**2. DEFINING YOUR ORGANIZATIONAL PURPOSE**

- Your Purpose is not the same thing as your vision or mission.
- Your Purpose as a sports organization has nothing to do with sport or money and everything to do with what you stand for and how you make the world a better place.

**3. IDENTIFYING AND BUILDING COLLABORATIVE PARTNERSHIPS**

- When building collaborative teams, ensure you pick people to partner with that are aligned around the same values and committed to doing good while doing well.

**4. ALIGNING YOUR PURPOSE WITH YOUR BUSINESS STRATEGY**

- Purpose-led strategies need to be led from the very top and then embraced at every level of the organization.

**5. MEASURING WHAT MATTERS**

- Traditional sponsorship valuation models do not factor in the true value of social capital created through Purpose-led sponsorships. ProSocial Valuation Service is the first measurement model to quantify in dollar terms the value of social capital created.

**6. BRINGING IT ALL TOGETHER**

- Template to develop a strategic Purpose framework.

**CLOSING THOUGHTS**