DAN KAUFMANN

UNIVERSITY OF SOUTH FLORIDA & THE NEW YORK MARKET STRATEGY[1]

If I can make it there, I'll make it anywhere. It's up to you New York, New York – Frank Sinatra

Dr. Ralph Wilcox, the Provost and Executive Vice President of the University of South Florida System (USF), reflected on university's major accomplishment in 2018-19. It has just been designated as a 'Preeminent State Research University' within the state of Florida ("USF Officially Designated as Preeminent", 2019). Only two other universities in Florida have achieved that status: The University of Florida and Florida State University. The question was, what was next for USF?

High on the list was raising the reputation of the university (Wilcox Interview, 2018). One of the major issues facing USF was a perception problem. No one knew who they were and what they could offer to potential students and employers. They felt that a potential partnership with a sports organization could help them raise awareness. USF was looking to attract higher quality students, create a pipeline for development opportunities outside the Florida Market, give their students real-world educational opportunities in the work force (student consulting opportunities and independent projects) and target decision makers within the education industry (Wilcox Interview, 2018).

Based on the number of current students and alumni from the New York Market (New York, New Jersey, Long Island, Southern Connecticut and Eastern Pennsylvania) they particularly wanted to explore a northeast sports partnership. After initial discussions with the New York Jets, Wilcox and the executive team of USF wanted to evaluate the potential opportunity to see if there was a fit or not.

Would Dr. Wilcox choose the New York Jets as an educational strategic partner? Would he choose another sports organization within the New York Media Market? Or would he not invest in the New York Market and focus on a partnership within a different geographic market? Or focus on a partnership within a different region in Florida?

Higher Education Industry

Higher Education institutions (defined as colleges and universities) were some of the most competitive businesses within the United States. To avoid being perceived as a commodity, universities tried to differentiate themselves. These institutions had multiple pipelines of revenue, but the main pipeline was recruitment of new students into educational programs. While some schools tried to increase student population, others tried to increase the quality of students thereby enhancing institutional prestige.

Higher Education in the United States

According to U.S. News & World Report, there were 4,298 degree granting postsecondary institutions within the United States with 1,626 public colleges and 1,687 private non-profit institutions in 2019 (A Guide to Changing Number of Universities, Moody, 2019). The Higher Education industry annual revenue was $497.3 billion, with a profit of $32.8 billion in 2018 (IBIS World Industry Report, 2018). The key economic drivers of the industry were an increase of students going to college over time. In 2018, there were over 20.69 million higher education students, compared to 15.31 million higher education students in 2000 (IBIS World Industry Report, 2018). By 2026 there were projected to be over 22.63 million students going to college (IBIS World Industry Report, 2020).

Companies and firms had gradually raised the standards for employment over time. Increasingly, associates needed to have an education to get gainful employment (Davies & Hammack, 2005). A four-year degree had become an entry requirement for many occupations within the United States. With the world changing because of technology, universities shifted to accommodate the marketplace, creating programs to fit the demand to the market. Recent examples included Business Analytics, Data Science, Health Science, Information Technology, Professional Sales, Social Media Marketing & Sports Management.

Given the competition in higher education, how could schools compete to get new students? One approach was to target different types of students for their programs. Examples include: First time in College (FTIC), Executive Programs, Graduate Students, International Students, Military, Non-Traditional Freshman (Did not go from high school to a higher education institution immediately), Online Degrees, Professional Degrees & Transfer Students (Wilcox Interview, 2018).

Higher Education in the State of Florida

Within the state of Florida there were 70 higher education institutions in 2018 (U.S. News World Report, 2018). Of these, there were 12 public universities that accommodated over 341,000 students. These universities all reported into State University System of Florida (See Exhibit 1 for State University System Universities).

Along with the public universities in Florida, there were other private higher education institutions ranked highly by U.S. News and World Report, widely considered the gold standard of college rankings within the United States. These included the University of Miami, Florida Institute of Technology, Nova Southeastern University, Eckerd College, Flagler College, Rollins College, Stetson University, Embry-Riddle University, Florida Southern College, University of Tampa and others ("Best Colleges in Florida", 2019). In 2018, there were increasing numbers of students applying to Florida Colleges and Universities. University of Central Florida increased applications by 16% to over 34,000 applications, and University of Florida increased applications by 20% to over 40,800 applications. Florida State reported over 58,300 applications, an increase of over 10,000 applicants from the prior year (Martin, 2018).

Higher Education Marketing

Higher Education Marketing

Higher Education marketing can be broken down into multiple segments, based on the academic programs offered. Each segment/target market had a different value proposition. Each applicant had a different set of values they looked for in an educational experience (Wilcox Interview, 2018). For example, the same marketing strategy would not work for every First Time in College (FTIC) applicant—a student attending any educational institution for the first time at the undergraduate level prior to the summer term (Higher Ed Info for Virginia, 2020). See Exhibit 2 for sample characteristics of prospective students.

In undergraduate marketing, the parent/guardian was just as important as the actual applicant. Their values differed from those of the actual applicant (Wilcox Interview, 2018). There were also variations from parent/guardian to parent/guardian (Wilcox Interview, 2018). One might be an alumnus of University X and want their child to go there to continue the tradition while the other might have attended a different institution. Other considerations that could vary included geographical location, economic status, transportation and program availability.

Many universities used a funnel strategy to get new students. At the top of the funnel, they attempted to get students to look at a particular institution so it would be added into their consideration set (Wilcox Interview, 2018). They could also use the umbrella marketing strategy. Umbrella refers to a value proposition that would differentiate them from other higher education institutions. For example, ABC University has over 200 plus educational programs, X number of intercollegiate sports teams, Y number of minutes away from downtown Z city; applicant can become a (insert mascot) and share a common affiliation with a wide range of alumni, known for their battle cry of (insert campaign slogan here). The value proposition must be unique to that higher education institution to penetrate that target market (Wilcox Interview, 2018).

A critical step was to get the applicant of the program to reach out and contact the university. The applicant (or applicants' parent/guardian) could connect in multiple ways, either by phone, digitally, socially or in person. The next step in the process was to data capture the student (and/or any other stakeholders (parent/guardian) and collect their interests. Then someone from the admissions team would reach out to the applicant and discuss what the student was looking for in their educational experience. The next step would be having the prospective applicant come to the campus and tour. At each touchpoint, the applicant was encouraged to apply to the school. Then, if accepted, the higher education institution would convert those acceptances to matriculation in the fall.

Higher Education Sports Marketing

Higher Education institutions use multiple mediums to get their value proposition out to their target markets in sports marketing. Some mediums that have been used are radio, television, in-stadium signage, content creation, digital, social, direct messaging (both physical and digital) and in-game activation. One goal is to tell the story of their institution to a broad audience, through traditional media such as radio or television. Typical messaging would be umbrella messaging of their educational institutions. For example, with television the messages would consist of camera shots of the campus, academics, athletics and traditions of the higher education institution.

Depending on the target market, radio would target an older generation listening to terrestrial radio during a sports event. These target demographics would be parents/guardians of undergraduates, non-traditional students, graduate programs or any endemic programming. For example, during a professional sports event, a higher education institution could promote accounting, advertising, athletic training, business analytics, computer science, cybersecurity, finance, global business, graphic design, management, social media, sports management, sports communications or any other programs that tie into the business of sports. Since older males frequently listen to sports on radio, educational institutions might promote executive programs such as an executive MBA program or night MBA program for the business professional.

In-Stadium/Arena signage can be positioned in many ways depending on what the higher education institution is messaging. For high traffic areas within the stadium or arena they could do street to seat signage. For example, at MetLife Stadium the home stadium for the New York Jets and New York Giants they have pylon signage, IPTV signage, videoboard signage and LED Ribbonboard signage (See Exhibit 3 for Examples of In-Stadium Signage). Messaging could be umbrella messaging or could target specific programs. For example, a sports organization could promote on their in-stadium/arena signage. 'Want to work in sports? Check out ABC University's Sports Management Program. Visit ABC university website to learn more.'

Over the past couple of years the trend was for people to consume content digitally. Sports fans used digital mediums to follow their favorite sports team and receive news about the team. Fans consumed media through multiple digital channels: desktop computers, smart phones, smart tablets, professional team mobile apps, sports media apps (ESPN, Bleacher Report, ect.), YouTube, Facebook, Twitter & Instagram. Content could be digital advertisements, pre-roll videos that showcased the educational institution, product or service integration. For example, a content piece could be 'Pop Quiz' where professional athletes answered questions and the higher education institution tied in their brand to the content piece. Depending on the content piece, it could target market the correct segmentation. Many times, if there was a professional sports athlete that presented the content, it would target a younger audience.

Another medium that could be a fit with higher educational institutions was direct messaging. Direct messaging could be physical and digital. Many times, higher education institutions used direct mailers to target parents, grandparents and/or guardians of prospective students. This could be done when the sports organizations sent out their season tickets to their customers. The higher education institution could put a mailer that would be with the season tickets. For prospective students, direct messaging would more likely be through social media (Instagram, Facebook and/or Twitter) and it would show a different message to the students.

Activation was important as well in sports marketing. It occurred when the university was physically in front of sports fans. Some examples would be tabling at a sporting event, in-game promotion that tied in education, give-a-way items for sports fans and gameday sponsorship nights. An example of this was USF night with the Tampa Bay Lightning System (See Exhibit 4 for USF Night with the Tampa Bay Lightning).

Sponsorships with Higher Education Institutions

Sponsorships are defined as "*cash and/or in-kind fee paid to a property in return for access to the exploitable commercial potential associated with that property*," (Forbes, 2013). Sponsorships have been associated with the following properties: professional sports organizations, professional sports leagues, professional sports individuals, amateur sports leagues, university athletics, music concerts, music festivals, firm festivals, trade shows, carnivals, television show integrations, e-sports, non-profit

organizations, causes and many more. Each property owned and controlled their assets, unless they outsourced, where media companies paid a rights fee to control their media. This happened a lot with professional sports organizations, where a media company paid the property to control their television or radio network.

Sponsorships could be customized to the prospective client. Many properties own multiple facets to promote a company's product or service. Assets that properties own included television, radio, digital advertising (direct messaging, desktop website, mobile website & property mobile App), social channels (Facebook, Instagram, Twitter, Snap Chat, YouTube and others), property signage, usage of property logo rights, in-market activation, hospitality to events and others.

Higher education institutions have used sponsorships in multiple ways. They have created educational programs, educational classes, internship opportunities with the property, employment opportunities with the property, usage of venues (stadium and/or arena) for advancement (getting alumni to give money to the higher education institution), usage of venues for recruitment (undergraduate students, graduate students, high school guidance counselors, prospective faculty & staff), marketing though property advertising channels and other innovative ways the property and higher education institution could work together.

Sports Sponsorship Activation with a Higher Educational Institution

If USF were to launch another sports organization partnership, the sports organization had to be committed to the partnership through resources. These resources would be directed through a partnership activation team. The partnership activation team would help coordinate all the educational, recruitment and development opportunities. The most important factor with sponsorship activation was to make sure the communication flow from the educational institution to the sport organization was established. Normally, there was a point of contact for each entity. This helped minimize any miscommunication. The activation team could help create messaging and send over specifications of mediums (television, radio, signage and web advertisements) for the higher educational institution, setup events for recruitment and alumni and introduce current corporate partners to the higher educational institution.

Activation partnerships depended on the higher education institution to designate an internal person to manage the relationship. These institutions had multiple facets. For example, some departments that might be included were executive, academics/provost, development/advancement/alumni, educators/professors, marketing/communications and events. Many departments had different goals, but all needed to be furthered through the partnership. The point person was critical to avoid confusion and set priorities.

About University of South Florida

The University of South Florida (USF), founded in 1956, was located in Tampa, Florida. The university had over 50,000 students across all their campuses (USF System Facts, 2018-2019). They were considered a young university compared to their competitive set of public research universities (Wilcox Interview, 2019). Many of their competitors were over 150 years old, USF perceived themselves as a challenger brand compared to their competitors, such as University of Florida, Florida State University and others (Wilcox Interview, 2019).

The USF System was composed of three different campuses in Tampa, St. Petersburg and Sarasota (About USF, 2019). The USF system had 14 different colleges, over 180 different majors and students

from 128 different countries (About USF, 2019). USF ranked in the top 50 programs in the following areas: Industrial and Organizational Psychology, Public Health, Audiology, Criminology, Library and Information Studies, Rehabilitation Counseling, Industrial/Manufacturing Engineering and Clinical Psychology (USF System Facts, 2018-2019). USF was a member of the American Athletic Conference (AAC) and had 19 men's and women's varsity teams competing at the NCAA Level ("USF Athletics Website", 2019).

Dr. Wilcox was looking to raise the reputation of USF, along with attracting the best and brightest students in and out of the state of Florida. He felt that drawing students from the New York Market region would raise the standards of USF. There were a significant number of alumni within the New York Market, a potential source of donations and graduate job placement. He also wanted to raise the profile of the University by establishing credibility among education decision makers, influencers and stakeholders based in the New York Market, such as U.S. News & World Report.

USF Enrollment

USF System enrollment was classified into four different categories: undergraduates, graduates, Doctor of Medicine and non-degree seeking students. Undergraduates were classified as First Time in College (FTIC) and transfer students (USF System Facts, 2018-2019). Unlike many higher education institutions, where the objective was to get as many people as possible within the system, USF had chosen a different path. The USF System did not have an issue of recruitment of the number of students; they were trying to raise the quality of students attending USF (Wilcox Interview, 2019). Dr. Wilcox, along with his team, felt that recruiting out-of-state students could help raise the reputation of the University, diversify the campus and raise revenues (Wilcox Interview, 2019). Another objective would be to have USF graduates go on to other universities for graduate school—particularly prestigious schools like Columbia or Harvard (Wilcox Interview, 2019)—to increase USF's national visibility. Out-of-state students were more likely to go out of the state for graduate, professional or medical school (Wilcox Interview, 2019).

In 2018, there were 1,752 new first time in college (FTIC) students within the USF System outside Florida. Out of those FTIC students, only 393 came from the New York DMA Market. (See Exhibits 5, 6 & 7 for Admissions for Summer, Fall and Spring Admissions). Wilcox stated that the New York Market was the largest non-local market for higher quality students (Wilcox Interview, 2019). Based on its sheer size, he felt there was potential to grow the student base from the New York Market. In fact, the New York Market exceeded all the other geographical markets outside of Florida in terms of FTIC admissions. The top states where USF FTIC students came from were the following: New York (134 Students), New Jersey (119 Students), Pennsylvania (104 Students), Illinois (82 Students), Virginia (69 Students), Maryland (63 Students), Ohio (48 Students), Massachusetts (46 Students) & Connecticut (36 Students).

USF was classified as a public research institution (Wilcox Interview, 2019). Comparable universities for potential target students included: University of Connecticut, Stony Brook University, Rutgers University, Penn State University, Boston College and Syracuse University (Wilcox Interview, 2019). USF sought to target possible FTIC students that would be interested in going to those schools.

USF Advancement

Dr. Wilcox and his team sought to engage their alumni base within multiple ways: time, talent and treasure (Wilcox Interview, 2019). The first, time, involved engaging alumni in mentorships for employment/career advice (Wilcox Interview, 2019). Although many alumni might not have the treasure (money), they could serve by donating their time to help current students (Wilcox Interview, 2019).

The second means of engaging alumni was through talent. Talent was very important to USF because they wanted to make sure that graduates from USF would be gainfully employed with a competitive

salary. They wanted to engage alumni who could help recruit for jobs and graduate education Talent also served to help the reputation of USF. For example, if a student went to USF as an undergraduate and then went to Harvard for their MBA, it helped the rankings of the university. Graduates who continued their education at other universities could also engage undergraduates on their education, advising them on where they should go (Wilcox Interview, 2019).

The final aspect of alumni engagement was treasure. Treasure was important because it helped fund the school in multiple ways such as research, building new facilities to be competitive, scholarships to attract the best and brightest students and many other factors. This is all done through the growth of the endowment. In 2018-19, USF's endowment was at $480.4 million dollars (Wilcox Interview, 2019). The USF Foundation was the main driver for alumni to give. Its mission was as follows:

The USF Foundation connects the University with donors who want to make a difference by providing private, philanthropic support to promote student success, academic initiatives, research and other strategic priorities of the University of South Florida System. The USF Foundation is governed by an elected board whose members serve as advocates for the university, its colleges, campuses, and units. Each volunteer board member is guided by a mission to promote private support, advocate for the university, and manage the university's endowment. ("USF Foundation, Our Mission", 2019).

Dr. Wilcox's vision for USF was to raise the rankings of the university and be within the top 25 of U.S. Public Research Universities (Wilcox Interview, 2019). He felt that engaging alumni with the time, talent and treasure strategy in New York could help with the brand of the university. With over 10,000 living alumni in the geographically small New York/New Jersey/Connecticut/Pennsylvania region, the New York Market represented the second highest alumni base of USF Alumni outside of Florida (Wilcox Interview, 2018; see Exhibit 8 for USF Living Alumni by State).

Wilcox felt that there was a tremendous opportunity to engage the USF Alumni within the New York Market at all different levels, from $50 dollars a year to larger pledges to USF. An example was USF's relationship with the Cybersecurity company Reliaquest. Brian Murphy, the company's CEO and a USF graduate, pledged $1 million dollars to the Muma College of Business to prepare students for careers in Cybersecurity ("Reliaquest Commits $1 Million", 2019). Supported by the pledge was the launch of Reliaquest University, a four-week, immersive program that taught undergraduates fundamental cybersecurity skills ("Reliaquest Commits $1 Million", 2019).

Challenges Facing the University of South Florida

A key challenge facing USF was that no one knew who they were (Wilcox Interview, 2019). Wilcox felt that they were a hidden gem within the high education world. One of the issues was that they were known within Florida region but outside no one knew who they were (Wilcox Interview, 2019). Their goal was to change the perception of the university, thereby getting more potential applicants within the decision funnel and improving the USF brand's reputation.

USF needed to explain its story globally: that they were one of three universities in the third largest state that were classified as a 'Preeminent State Research University,'. That their peers were the far better known University of Florida and Florida State University ("USF Officially Designated as Preeminent", 2019). Regrettably, many people did not even know what Preeminence meant outside the state of Florida. Similarly, USF's recent extraordinary achievements in research and patents went unrecognized. The same could be said for USF's rapid climb in the rankings in multiple educational programs. These stories

needed to be told—targeted to parents/guardians, high school educators, counselors and other stakeholders.

Even USF's name presented a challenge. When people heard South Florida, they thought of the southern part of Florida (particularly the Miami/Ft. Lauderdale region). When it was founded in 1956, USF was the southernmost state university in Florida ("History of USF", 2019). But that was no longer true, and it was misleading. As a result, the messaging for USF needed to reinforce its location in the Tampa Bay Region.

University of South Florida & Tampa Bay Lightning Partnership

In 2012, USF and the Tampa Bay Lightning launched a partnership creating an MBA in Sport and Entertainment Management. The program was highly selective and combined a world-class education with real world experiences ("USF, Tampa Bay Lightning Launch MBA Program", 2012). The program was two years in duration and showcased the business fundamentals of the sports and entertainment industry. It was housed in the Muma College of Business. Part of the partnership was to cultivate relationships between USF and the Lightning.

In 2017, Jeff and Penny Vinik, the owners of the Tampa Bay Lightning, gave a gift of over $5 million to the Muma College of Business. The MBA in Sport and Entertainment program became the Vinik Sport & Entertainment Program (Morelli, 2017). The program had achieved a 100 percent graduation and job placement rate since 2012 (Morelli, 2017). Areas of job focus for recent graduates included analytics, marketing, facility management, communications and business intelligence (Layberger, 2019)

In 2017, USF and the Tampa Bay Lightning created Tampa Bay Sports and Entertainment (TBSE) which included a 10-year marketing agreement for the Tampa Bay Lightning to sell sponsorships for USF in athletics ("USF Announces Multimedia Rights Partnership, 2017). TBSE paid USF $29 million dollars, an average outlay of $2.9 million a year. They controlled all the commercial inventory of athletic sponsorships ("USF Announces Multimedia Rights Partnership, 2017). TBSE had to at least sell $2.9 million in commercial inventory to be profitable. Within the partnership there were commercial assets that could be used to target recruitment for undergraduate, graduate, certificate, professional and non-degree seeking programs. The commercial assets they used included signage, both static signage (dasher boards) and digital signage within Amalie Arena (Wilcox Interview, 2018). Digital and media were employed to showcase their story and report their successes. The partnership created content and education platforms with job placement with the Vinik Sport & Entertainment Program. They used gameday hospitality to cultivate alumni relationships, recruit and retain faculty (Wilcox Interview, 2018). They went on away game trips to visit with guidance counselors, high school administrators and stakeholders in key markets (Wilcox Interview, 2018).

The New York Market

New York Designated Marketing Area

The New York Designated Marketing Area (NY DMA) consisted of four states (New York, New Jersey, Connecticut and Pennsylvania. (See Exhibits 9 & 10 for Nielsen Media Markets & NY Media Market). It covered twenty-nine counties, 14 of them in New York, 13 in New Jersey, 1 in Connecticut and 1 in Pennsylvania (List of United States Television Markets, 2019). The population of the NY DMA was 13,674,536 (U.S. Census NY DMA Population Estimate, 2019). It was the largest metropolitan market in the United States. There were 1,624,719 people that were between 5 and 19 years old that lived in the NY DMA (U.S. Census NY DMA Age and Sex, 2019). This was a target demographic for USF for potential FTIC students.

Sports in New York

Within the New York Market, there were eleven (11) professional sports organizations:

- There were two National Football League (NFL) teams based in the New York market: the New York Giants and the New York Jets. Both played in MetLife Stadium in East Rutherford, New Jersey.

- There were two Major League Baseball (MLB) teams: the New York Yankees, who played at Yankee Stadium in The Bronx, and the New York Mets who played at Citi Field in Flushing, Queens.

- There were two National Basketball Association (NBA) teams: the New York Knickerbockers (Knicks), who played in Madison Square Garden, and the Brooklyn Nets, who played in the Barclays Center in Brooklyn.

- There were three teams within the National Hockey League (NHL): the New York Rangers, who also played in Madison Square Garden, The New York Islanders, who split between the Barclays Center in Brooklyn, New York and Nassau Coliseum in Uniondale, Long Island, New York, and the New Jersey Devils, based in Newark, NJ who played in the Prudential Center.

- There were two teams in Major League Soccer (MLS): the New York City Football Club, who played their games in Yankee Stadium, and the New York Red Bulls, who played their games in Red Bull Arena in Harrison, NJ

See Exhibit 11 for Potential Sports Organizations to Partner with University of South Florida.

New York Jets

The New York Jets emerged as the Titans of New York in 1959. They were an original member of the American Football League (History of the New York Jets, Wikipedia, 2019). They played in four locations, The Polo Grounds, Shea Stadium, Giants Stadium and MetLife Stadium (History of the New York Jets, Wikipedia, 2019). They were in the American Football Conference (AFC) in the East Division with the Buffalo Bills, Miami Dolphins and New England Patriots (History of the New York Jets, Wikipedia, 2019). The only championship they won was in Super Bowl III on January 12, 1969 when they upset the Baltimore Colts (History of the New York Jets, Wikipedia, 2019). The owner of the New York Jets was Christopher Johnson, heir to the Johnson family which created Johnson & Johnson (History of the New York Jets, 2019). See Exhibit 12 for SeetGeek New York Jets Footprint Map.

The New York Market and USF

Dr. Wilcox and his team evaluated all the markets, and they felt that investment into the New York Market, either through partnership or a media buy, would be the best way to raise the brand reputation of USF, recruit potential students within the New York Market and engage alumni and potential employers (Wilcox Interview, 2019). There were many pros and cons to investing in the New York Market (Wilcox Interview, 2019). The pros included: population density of the New York Market, geographic size of the New York Market, companies based in the New York Market and influencers in education journals based in the New York Market (Wilcox Interview, 2019). All these factors would help target potential students,

engage the USF Alumni, recruit USF Students for employment and help USF raise their reputation within the education sector (Wilcox Interview, 2019).

There were also multiple cons associated with entering the New York Market. The first was geographic. New York was thousands of miles away from USF and they would have to have an internal team to control the strategy and invest in resources, both physical and human capital. They would need an admission recruiter in the area to engage potential students. Alternatively, they would need to pay an advertising firm to control their strategy. Secondly, it was more expensive to do business within the New York Region than other areas of the country. The cost of living was 148.25% higher in Manhattan than in the Tampa Bay Market (Bankrate Cost of Living Calculator, 2019). In other words, if someone made $100,000 in Tampa/St. Petersburg/Clearwater metro market, they would have to make $248,253.28 to maintain the same standard of living in Manhattan.

Making the Change

New York Market Sports Partnership Strategy with New York Jets

Dr. Wilcox was first approached by the New York Jets to construct a partnership that was a mutually beneficial relationship for everyone (Wilcox Interview, 2018). The New York Jets were a challenger brand in the New York Market, and they could be a fit with USF. A challenger brand was a brand where they were not the market leader and not a niche brand (Challenger Brand, Wikipedia, 2020). Both the New York Jets and USF were both challenger brands. Within New York, the New York Yankees and New York Giants had larger fanbases. Similarly, USF was a challenger brand to University of Florida and Florida State University (Wilcox Interview, 2019).

The Jets were looking to engage USF's students, professors and stakeholders to help them solve issues (Wilcox Interview, 2018). They wanted to engage USF because they saw their fans footprint growing in Florida, and they felt they could be a stakeholder with their fan engagement strategy (Wilcox Interview, 2018). They were looking for an out-of-market partner in Florida that fit their culture. The Jets had an engaged fanbase in the most prominent sports league (the NFL) in the largest population center within the United States. They reallocated resources internally for this partnership. They had a dedicated person to activate the partnership (Wilcox Interview, 2018). They had a plan of action to make sure the partnership was executed fully and there were no pain points (Wilcox Interview, 2018).

There were some cons to consider, as well. The New York Jets did not have the largest fanbase compared to other sports organizations within the New York Market; the New York Jets had a few other education partners, but none that USF would consider to be a direct competitor (Wilcox Interview, 2018); team performance was another factor as the New York Jets had not won a championship in the last fifty years.

New York Market Sports Partnership Strategy with Another Professional Sports Organization

Beside the New York Jets, there were ten other sports organizations within the New York Market. Some of them had exclusive deals with other sports organizations. For example, the Brooklyn Nets had an exclusive partnership with Long Island University ("Barclays Center Multifaced Partnership with LIU Brooklyn", 2012). The New York Red Bulls had an exclusive sponsorship with Southern New Hampshire University ("SNHU Red Bulls Partnership", 2019). USF had to evaluate all other teams within the market to see who the best fit would be. The other teams were the New York Giants, New York Yankees, New York Mets, New York Knicks, New York Rangers, New York City Football Club, New Jersey Devils and New York Islanders. They each had open relationships in the Education Category. The pros were that there was competition in New York. There were multiple choices available, depending on who would be

the best partner for USF. Within those team partnership choices, there were multiple ways to create a partnership. However, the same pro was also the same con. It took a while to engage and evaluate all teams within the market. Just like companies, all sports organizations were different from one another. Among these differences were timing of their season, fan base, reach of fanbase and countless other factors.

One particularly critical factor was how the sports organization controlled their content. Some sports organizations owned their media (radio, television, digital & social) while some outsourced it. Only a few sports organizations controlled all of their content, with the New York Jets being one of those organizations. Other sports organizations did not have control of their media rights. For example, the New York Yankees and New York City Football Club had outsourced their radio rights to WFAN-FM until 2023 (Raissman, 2013).

The control of content could be a source of confusion. A good example is the pizza category. The Yankees' 'Official Pizza' was Papa Johns, designated 'The Official Pizza of the New York Yankees'. Their competitor, Domino's Pizza, was the 'Official Pizza of the New York Yankees Radio Network'. This could cause confusion within the marketplace. Of concern was that USF might be the 'higher education partner of X sports team' while, at the same time, the competing ABC University might be messaged as the 'Higher Education partner of the X sports team network'.

Other Market Strategy with Another Professional Sports Organization

USF evaluated other partnerships within other media markets. These included Boston/New England, Philadelphia, Washington D.C./Maryland/Virginia, Atlanta, Texas (Dallas/Fort Worth, San Antonio, Austin, Houston and others), Chicago/Northern Illinois, Northern California and Southern California (Wilcox Interview, 2019). A pro of this strategy was that the cost of the partnership could be less than working with a team within the New York Market. Another pro was that the partnership could be physically closer depending on the market. This would work for Philadelphia, Washington D.C. Market, Atlanta and Texas. After they ranked the markets of where they want to launch in, then they had to evaluate all sports organizations.

A con was that those markets were not close to the population density as the New York Market. For example, the Texas and California Markets are spread out and there was a possibility to do multiple partnerships within the state. Another con was that some markets did not have as many influencers within the media to help raise the reputation of USF. Many of those influencers are in the New York, California or Chicago market (Wilcox Interview, 2019). USF had to evaluate how to move into the market with the correct strategy. USF had to evaluate the best market for the best return for student recruitment, student engagement, alumni development and brand reputation (Wilcox Interview, 2019).

Another Professional Sports Organization Partnership in Florida

USF looked at a sports partnership outside the Tampa Bay Region. Their focus was on another geographic region within the state of Florida. Within the state of Florida, there were a total of ten sports organizations (Sports Teams in Florida, 2019). Seven were outside the Tampa Bay Market. There were two NFL teams outside the Tampa Bay Region, and they were the Jacksonville Jaguars and Miami Dolphins (Sports Teams in Florida, 2019). The Florida Panthers were the only other NHL team based in Florida. They were based out based in Sunrise, Florida which was in the Miami DMA (Sports Teams in Florida, 2019). The Miami Marlins were a MLB team based in Florida (Sports Teams in Florida, 2019). The Miami Heat and Orlando Magic were NBA teams based in Miami (Sports Teams in Florida, 2019).

USF had to evaluate all the teams listed above to see if they wanted to focus on Florida or even evaluate if Florida was the market to have another professional sports organization partnership.

The Decision

USF's goal was to raise the brand reputation through influencers, increase the educational rankings, recruit the best and brightest students, increase the alumni participation, increase the endowment though gifts from corporate donors and, more broadly, increase the visibility of the university (Wilcox Interview, 2019). USF had been very successful through sports partnerships with the Tampa Bay Lightning and that was their proven strategy. Should Dr. Wilcox enter an educational partnership with the New York Jets? Should he enter in a partnership with another sports organization in the New York Market? Should he look at other markets outside the state? Or should he focus on Florida with another sports partnership in a different market?

References

About USF, Accessed on 4/20/2019 From https://www.usf.edu/about-usf/

Bankrate Cost of Living Calculator, Accessed on 5/3/2019 From
https://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx

Barclays Center Forms Multifaced Partnership with LIU Brooklyn, (2012, March 14), Accessed on
5/5/2019 From https://www.barclayscenter.com/news/detail/barclays-center-forms-multifaceted-partnership-with-liu-brooklyn

Best Colleges in Florida, Accessed on 4/20/2019 From https://www.usnews.com/best-colleges/fl

Challenger Brand, In Wikipedia. Accessed on 3/1/2020 From:
https://en.wikipedia.org/wiki/Challenger_brand

Davies, S. & Hammack, F.W. (2005). The channeling of student competition in higher education:
Comparing Canada and the U.S, Journal of Higher Education 76(1), 89-106. https://doi-org/10.1353/jhe.2005.0003

Higher Ed Info for Virginia. (2020), Accessed on 3/1/2020 from
http://research.schev.edu/info/Glossary.First-time-first-year-freshman-student

History of USF, Accessed on 4/20/2019 From https://www.usf.edu/about-usf/history.aspx

History of the New York Jets. In Wikipedia. Accessed on 5/1/2019 From
https://en.wikipedia.org/wiki/History_of_the_New_York_Jets

Layberger, K. (2019, April 28). University of South Florida And Tampa Bay Lightning Flourishing
Together, Accessed on 4/22/2019 From
https://www.forbes.com/sites/tomlayberger/2019/04/28/the-university-of-south-florida-and-tampa-bay-lightning-are-flourishing-together/#7011b8d41bb8

List of United States Television Markets. In Wikipedia. Accessed on 5/5/2019 From
https://en.wikipedia.org/wiki/List_of_United_States_television_markets

Martin, A. (2018, April 28). High school seniors flood Florida colleges with applications. *Orlando
Sentinel.* Accessed on 4/21/2019 From https://www.orlandosentinel.com/news/education/os-college-applications-soar-20180423-story.html

Moody, J. (2019, February 15). A Guide to the Changing Number of U.S. Universities, Accessed on
4/20/2919 From https://www.usnews.com/education/best-colleges/articles/2019-02-15/how-many-universities-are-in-the-us-and-why-that-number-is-changing

Morelli, K. (2017, September 26). A Transformational Gift Turns the Sport & Entertainment Management Program into the Vinik Sport & Entertainment Management Program, Accessed on 4/22/2019 From https://www.usf.edu/business/news/articles/170926-vinik-sport-entertainment.aspx

Number of College Students. (2020). Accessed on 3/1/2020 From https://my-ibisworld-com.ezproxy.lib.usf.edu/us/en/business-environment-profiles/f601/business-environment-profile

Raissman, R (2013, September 11) Yankees Close in on deal WFAN, New York City FC games included in $150-200 million Contract, Accessed on 5/5/2019 From https://www.nydailynews.com /sports /baseball /yankees/yankees-wfan-verge-broadcast-deal-article-1.1450938

Reliaquest Commits $1 Million to Prepare Students For Careers in Cybersecurity at the USF Muma College of Business, Accessed on 4/22/2019 from http://news.usf.edu/article/templates/?a=8607&z=220

SNHU New York Red Bulls Partnership, Accessed on 5/5/2019 From https://www.snhu.edu/about-us/partnerships/sports-partnerships/major-league-soccer/new-york-red-bulls

Sports Teams in Florida. In Wikipedia. Accessed on 5/5/2019 From https://en.wikipedia.org/wiki/Sports_teams_in_Florida

USF Announces Multimedia Rights Partnership, (2017, April 17). Accessed on 4/22/2019 From https://gousfbulls.com/news/2017/4/17/211563401.aspx

USF Athletics Website, Accessed on 4/20/2019 From https://gousfbulls.com/

USF Foundation, Our Mission, Accessed on 4/21/2019 From https://foundation.usf.edu/what/our-mission

USF Officially Designated as "Preeminent" by the Florida Board of Governors, Accessed on 4/20/2019 From http://news.usf.edu/article/templates/?a=8480&z=232

USF System Facts 2018-2019, Accessed on 4/20/2019 From https://www.usf.edu/ods/documents/system-facts/usf-system-facts-2018-19.pdf

USF, Tampa Bay Lightning Launch MBA Program (2012, February 16), Accessed on 4/22/2019 From http://news.usf.edu/article/templates/?a=4175&z=147

Wilcox, R (2019, May 15) Phone Interview.

Wilcox, R (2018, July 31) Personal Interview.

Biography

Dan Kaufmann is a doctoral candidate in the University of South Florida's D.B.A program. He is a Director of Corporate Partnerships with the New York Jets, a professional football team based in Florham Park, NJ. Dan has worked in sports & entertainment for over fifteen years with multiple organizations. Dan has a B.A from Hamilton College in Clinton, New York. He also has a M.B.A and Master of Science in Marketing from University of Tampa. He lives with his wife in Morristown, New Jersey.

Exhibit 1: State University of Florida System Universities

Source: 2014-2015 System Accountability Report Summary. (2016, March 10) Retrieved from

https://www.flbog.edu/documents_meetings/0199_0974_7281_4.3.2%20SPC%202014-15_System_Accountability_Report_Summary.pdf

Exhibit 2: USF Sample Set Student Characteristics

Consideration Characteristics Set	Student A	Student B	Student C	Student D	Student E
Affordability	X		X		X
Academic Programs		X		X	
Academic Rankings				X	
Athletics	X		X	X	X
Campus Location	X		X		X
Career Opportunities		X		X	X
Military		X			
Social/Student Life	X		X	X	X

Source: University of South Florida, Office of the Provost (2018, July 31)

Exhibit 3: New York Jets – MetLife Stadium Signage Examples

LED Tunnel Covers
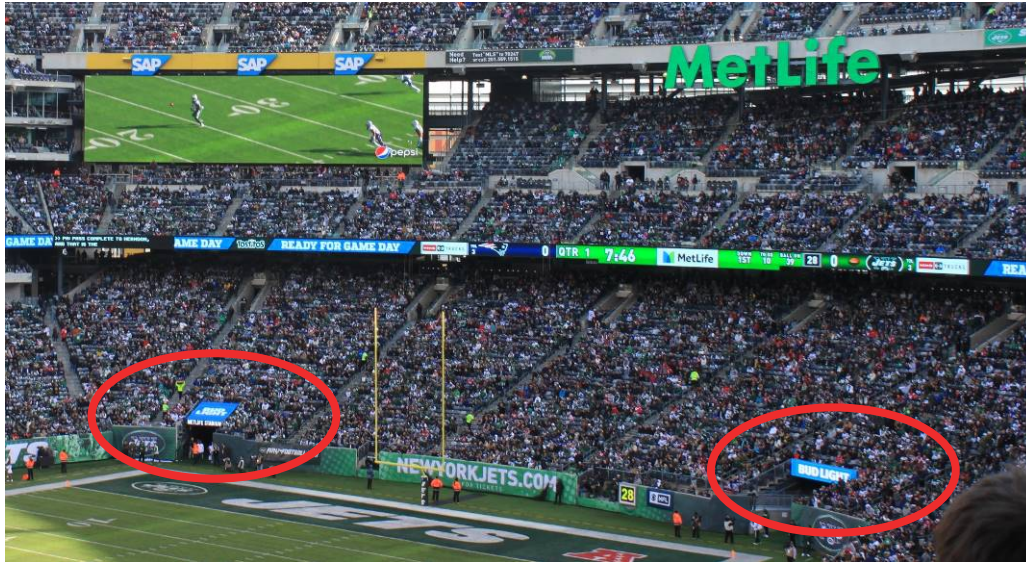
Gate Pylon Signage

LED Ribbonboard

IPTV LWrap
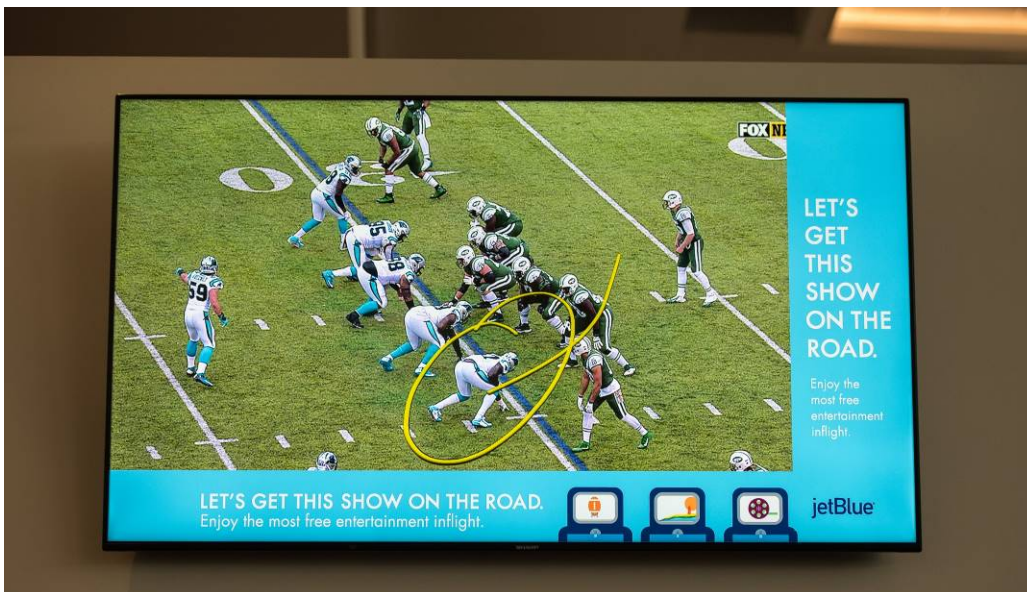
Ad Tower Signage
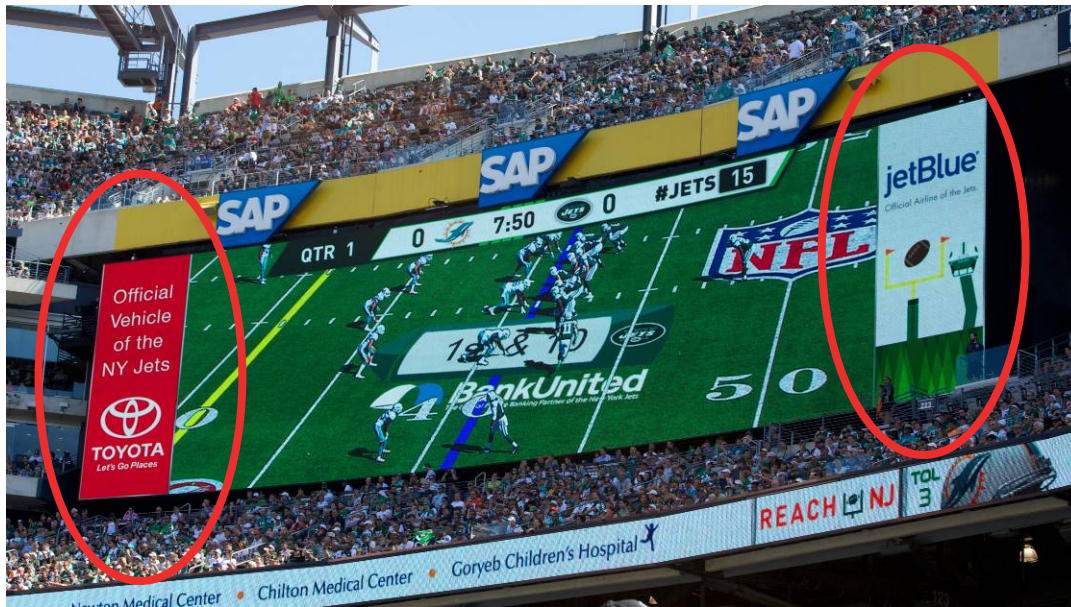
Videoboard Down & Distance
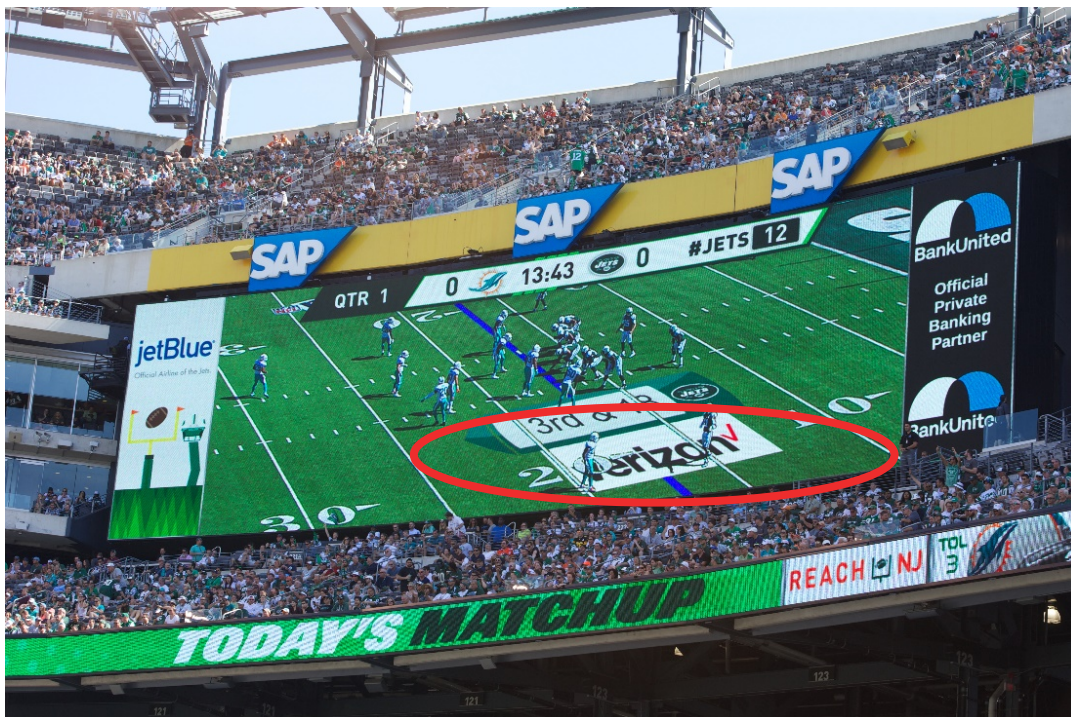
Videoboard Signage
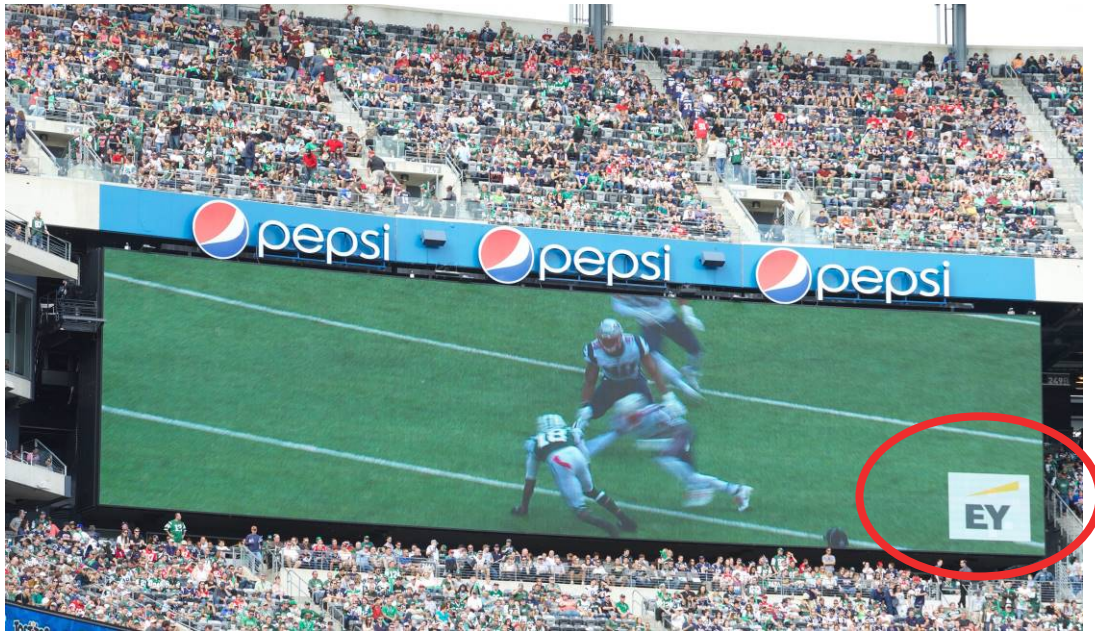
Source: New York Jets (2019, May 24)

Exhibit 4: USF Night with the Tampa Bay Lightning

Source: Horns Up for the Tampa Bay Lightning at USF Presenting Night. (2018, March 9) Retrieved from https://hscweb3.hsc.usf.edu/blog/2018/03/09/horns-tampa-bay-lightning-usf-presenting-night/

USF Night with the Tampa Bay Lightning. Retrieved from

http://news.usf.edu/article/templates/?a=7164&z=223

Exhibit 5: USF Summer Admissions for 2016, 2017 & 2018

State/Country	Summer 2016	Summer 2017	Summer 2018	Grand Total
Alabama	0	1	1	2
Alaska	0	0	0	0
Arizona	0	0		0
Arkansas	1		1	2
California	2	2	3	7
Colorado	2	1	1	4
Connecticut	7	3	3	13
Delaware	1	0	2	3
District Of Columbia	0	0	0	0
Florida	1488	1508	1547	4543
Georgia	4	5	9	18
Guam	1			1
Hawaii	0	1	0	1
Idaho		0		0
Illinois	2	10	7	19
Indiana	3	0	0	3
Iowa		0		0
Kansas	0	0	1	1
Kentucky	0	1	1	2
Louisiana	0	1	0	1
Maine	1	0	1	2
Maryland	3	6	4	13
Massachusetts	4	7	5	16
Michigan	1	1	2	4
Military - Europe	1	1	1	3
Military - Pacific	0	1		1
Minnesota	0	0	0	0
Mississippi	0	0	0	0
Missouri	2	0	1	3
Montana	0	0		0
Nebraska		0	0	0
Nevada	0	0	1	1
New Hampshire	2	1	2	5
New Jersey	9	21	5	35
New Mexico	0	0	1	1
New York	15	10	8	33

North Carolina	5	3	4	12
North Dakota	0			0
Not USA	10	5	1	16
Ohio	6	5	2	13
Oklahoma	0	0	0	0
Oregon	1	0	1	2
Pennsylvania	16	11	11	38
Puerto Rico	2	1	1	4
Rhode Island	1	0	1	2
South Carolina	0	2	2	4
South Dakota	0			0
Tennessee	2	3	1	6
Texas	7	5	4	16
unknown	13	11	6	30
Utah	0	1		1
Vermont	1	0	1	2
Virgin Islands (US)	0	0	0	0
Virginia	4	6	6	16
Washington	1	3	0	4
West Virginia	1	1	1	3
Wisconsin	0	2	1	3
Wyoming		0	0	0
Grand Total	1619	1640	1650	4909

Source: University of South Florida, Office of the Provost (2019, May 21)

Exhibit 6: USF Fall Admissions for 2016, 2017 & 2018

State/Country	Fall 2016	Fall 2017	Fall 2018	Grand Total
Alabama	3	1	1	5
Alaska	0	0	0	0
Arizona	4	0	3	7
Arkansas	2	0	1	3
California	6	6	7	19
Colorado	4	4	3	11
Connecticut	7	6	5	18
Delaware	2	1	2	5
District Of Columbia	0	0	0	0
Florida	2047	2157	2267	6471
Foreign Country			0	0
Georgia	9	9	13	31
Guam	1	0		1
Hawaii	0	2	1	3
Idaho	0	0	0	0
Illinois	20	16	22	58
Indiana	3	1	4	8
Iowa	2	3	0	5
Kansas	0	1	2	3
Kentucky	0	1	4	5
Louisiana	3	1	6	10
Maine	2	3	0	5
Marshall Islands	0			0
Maryland	16	8	23	47
Massachusetts	7	8	11	26
Michigan	5	2	8	15
Military - Americas	0	0	1	1
Military - Europe	5	3	1	9
Military - Pacific	4	1	0	5
Minnesota	4	6	10	20
Mississippi	2	2	3	7
Missouri	2	7	7	16
Montana	0	1	1	2
Nebraska	2	1	1	4

Nevada	1	0	1	2
New Hampshire	1	2	3	6
New Jersey	23	26	28	77
New Mexico	1	1	0	2
New York	33	22	38	93
North Carolina	9	12	9	30
North Dakota	0	0	1	1
Not USA	25	19	21	65
Ohio	10	8	15	33
Oklahoma	0	1	1	2
Oregon	0	0	4	4
Pennsylvania	23	12	23	58
Puerto Rico	1	3	2	6
Rhode Island	2	2	0	4
South Carolina	1	1	1	3
South Dakota	0	0	3	3
Tennessee	4	4	5	13
Texas	9	6	9	24
unknown	142	148	210	500
Utah	0	0	0	0
Vermont	1	1	1	3
Virgin Islands (US)	0	0	0	0
Virginia	11	14	7	32
Washington	0	1	1	2
West Virginia	1	0	2	3
Wisconsin	4	4	5	13
Wyoming	0	0	0	0
Grand Total	2464	2538	2797	7799

Source: University of South Florida, Office of the Provost (2019, May 21)

Exhibit 7: USF Spring Admissions for 2016, 2017 & 2018

State/Country	Spring 2017	Spring 2018	Spring 2019	Grand Total
Alabama	1	0	1	2
Alaska		0		0
Arizona	0	1	0	1
Arkansas	0		0	0
California	1	1	1	3
Colorado	0	0	1	1
Connecticut	1	2	2	5
Delaware	0	1	0	1
District Of Columbia	0		1	1
Florida	339	417	379	1135
Georgia	0	2	1	3
Hawaii		0		0
Idaho		0		0
Illinois	0	3	2	5
Indiana	0	0	0	0
Iowa	0	1	0	1
Kansas	0	0		0
Kentucky	0	0	0	0
Louisiana	0		0	0
Maine	0	0	0	0
Maryland	1	2	0	3
Massachusetts	0	4	0	4
Michigan	0	0	0	0
Military - Americas			0	0
Military - Europe	0	0	0	0
Military - Pacific	1			1
Minnesota	0	0	0	0
Mississippi		0	0	0
Missouri	0	0	0	0
Montana	0			0
Nevada	0		0	0
New Hampshire	0	0	1	1
New Jersey	0	6	1	7
New Mexico			0	0
New York	2	3	3	8
North Carolina	1	1	0	2

North Dakota	0			0
Not USA	4	4	1	9
Ohio	0	1	1	2
Oklahoma		1	1	2
Oregon		0	0	0
Pennsylvania	2	4	2	8
Puerto Rico	0	0	1	1
Rhode Island	1	0	0	1
South Carolina	1	0	0	1
South Dakota			0	0
Tennessee	0	0	0	0
Texas	0	1	0	1
Unknown	15	11	12	38
Utah	0		0	0
Vermont			1	1
Virgin Islands (US)		1	1	2
Virginia	1	2	4	7
Washington	0	0	0	0
West Virginia	0	0	0	0
Wisconsin	0	1	0	1
Grand Total	371	470	417	1258

Source: University of South Florida, Office of the Provost (2019, May 21)

Exhibit 8: USF Alumni by State

State of Residence of USF Alumni	Total of Living Alumni by State
Alabama	1,596
Alaska	272
American Samoa	2
Arizona	1,508
Arkansas	403
California	6,102
Colorado	2,798
Connecticut	964
Delaware	250
District Of Columbia	439
Florida	245,959
Georgia	8,551
Guam	25
Hawaii	314
Idaho	236
Illinois	2,437
Indiana	1,068
Iowa	354
Kansas	457
Kentucky	917
Louisiana	728
Maine	387
Maryland	2,397
Massachusetts	1,830
Michigan	1,590
Military - Americas	20
Military - Europe	276
Military - Pacific	135
Minnesota	795
Mississippi	398
Missouri	912
Montana	198
Nebraska	166
Nevada	670
New Hampshire	492
New Jersey	2,455

New Mexico	527
New York	4,431
North Carolina	6,785
North Dakota	65
Northern Mariana Islands	1
Ohio	2,155
Oklahoma	367
Oregon	1,004
Pennsylvania	2,694
Puerto Rico	205
Rhode Island	254
South Carolina	2,258
South Dakota	102
Tennessee	3,160
Texas	6,131
Utah	360
Vermont	225
Virgin Islands	80
Virginia	4,474
Washington	1,819
West Virginia	280
Wisconsin	803
Wyoming	110
Grand Total	326,391

Source: University of South Florida, Office of the Provost (2019, May 21)

Exhibit 9: Nielsen DMA Market Map

Source: Nielsen, (2018) Retrieved from

https://www.thevab.com/wp-content/uploads/2018/05/2017-2018-TV-DMA-Map.pdf
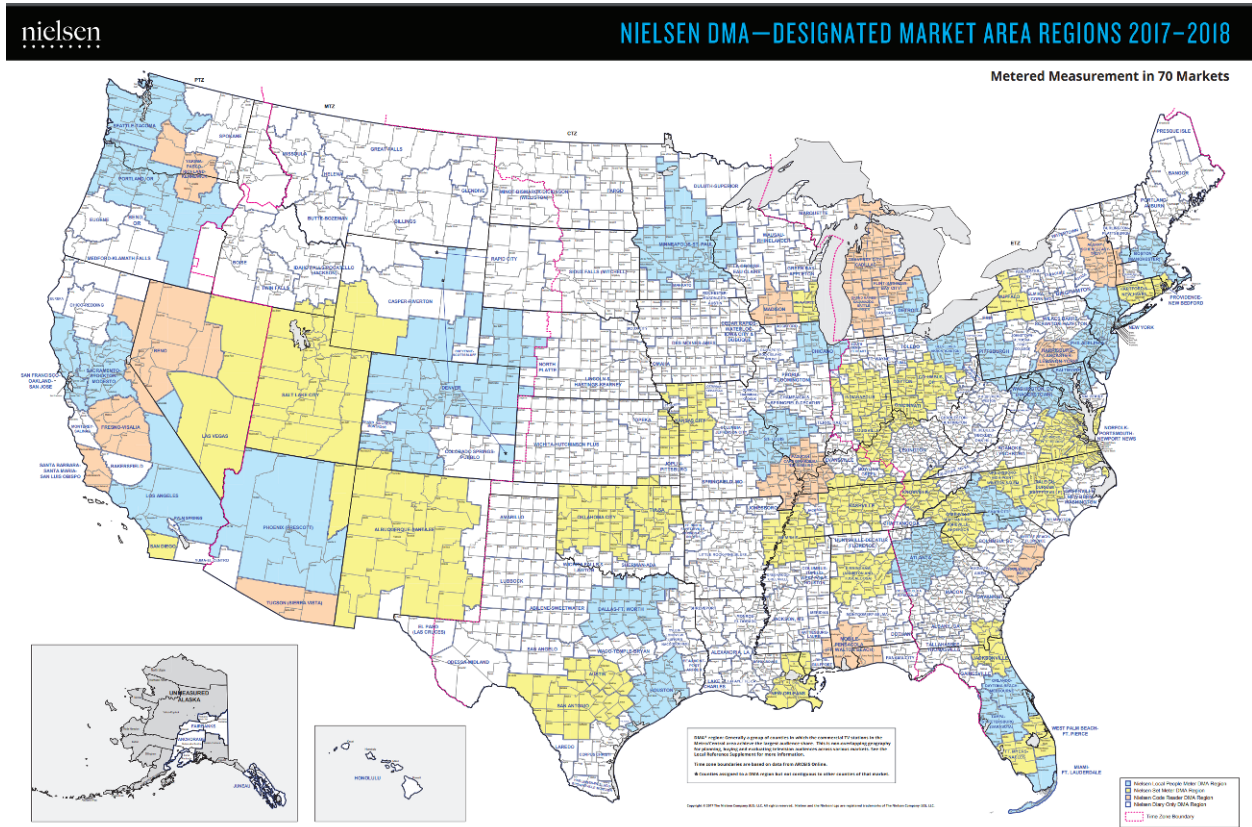
Exhibit 10: Enhanced Nielsen DMA Market Map

Source: Nielsen, (2018) Retrieved from

https://www.thevab.com/wp-content/uploads/2018/05/2017-2018-TV-DMA-Map.pdf
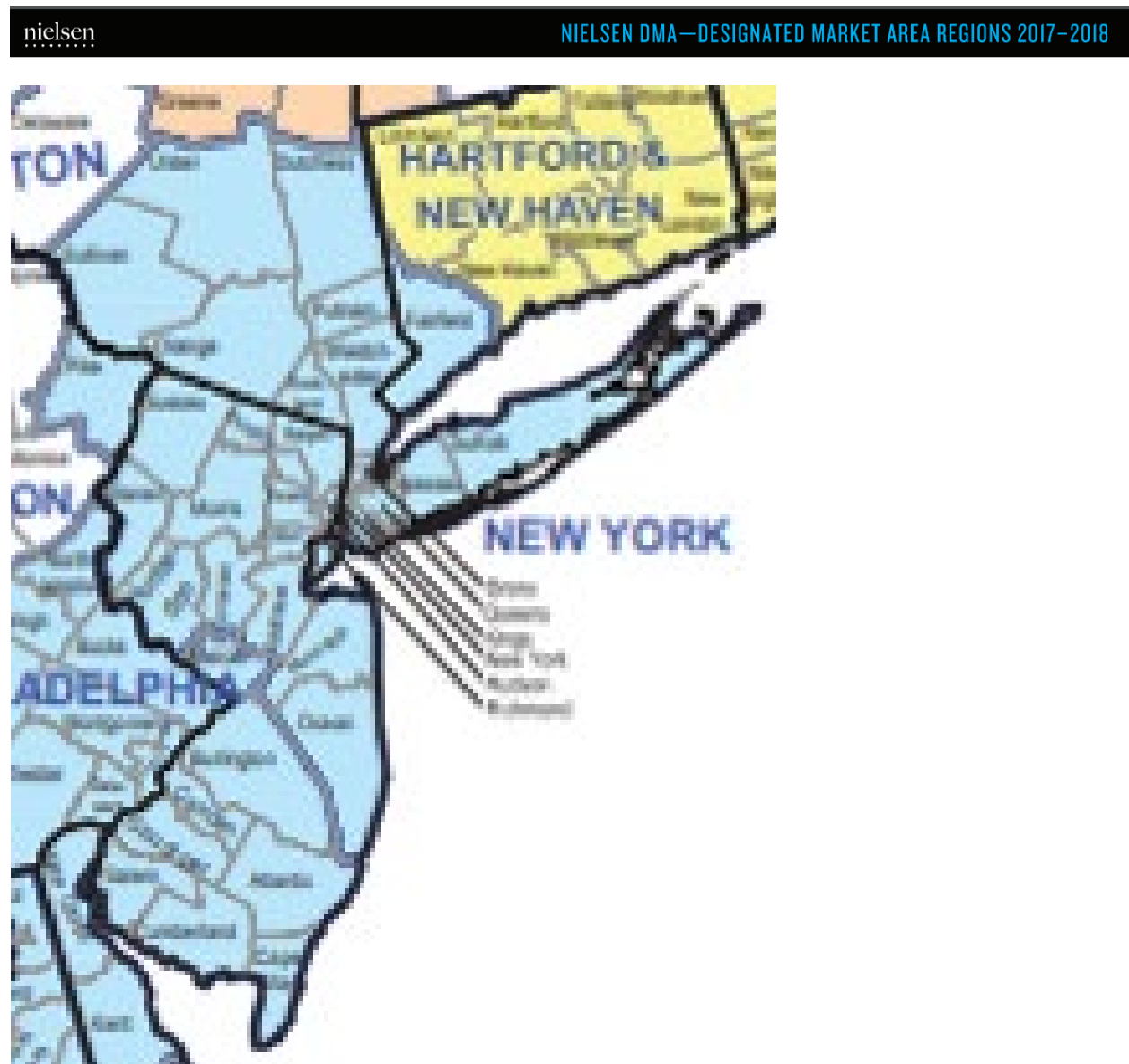
Exhibit 11: List of Possible Sports Organizations to Partner with University of South Florida

Name of Sports Organization	Type of Sport	Sports Organization League	Home Arena/Stadium	DMA of Sport they are Located in	City &State of Sport Located in	Other Notes
Atlanta United FC	Soccer	Major League Soccer	Mercedes-Benz Stadium	Atlanta DMA	Atlanta, Georgia	Tenant with Atlanta Falcons/Same Ownership Group
Anaheim Ducks	Hockey	National Hockey League	Honda Center	Los Angeles DMA	Anaheim, California	
Atlanta Braves	Baseball	Major League Baseball	SunTrust Park	Atlanta DMA	Cumberland, Georgia	
Atlanta Falcons	Football	National Football League	Mercedes-Benz Stadium	Atlanta DMA	Atlanta, Georgia	Tenant with Atlanta United FC/Same Ownership Group
Atlanta Hawks	Basketball	National Basketball League	State Farm Arena	Atlanta DMA	Atlanta, Georgia	
Baltimore Orioles	Football	National Football League	Oriole Park at Camden Yards	Washington DC/ Virginia/ Maryland DMA	Baltimore, Maryland	
Baltimore Ravens	Baseball	Major League Baseball	M&T Bank Stadium	Washington DC/ Virginia/ Maryland DMA	Baltimore, Maryland	
Boston Bruins	Hockey	National Hockey League	TD Garden	Boston DMA	Boston, Massachusetts	Tenant with the Boston Celtics/different ownership groups
Boston Celtics	Basketball	National Basketball League	TD Garden	Boston DMA	Boston, Massachusetts	Tenant with the Boston Bruins/different ownership groups
Boston Red Sox	Baseball	Major League Baseball	Fenway Park	Boston DMA	Boston, Massachusetts	
Brooklyn Nets	Basketball	National Basketball League	Barclays Center	New York Metro DMA	Brooklyn, New York	

Chicago Bears	Football	National Football League	Solider Field	Chicago DMA	Chicago, Illinois	
Chicago Blackhawks	Hockey	National Hockey League	United Center	Chicago DMA	Chicago, Illinois	Tenant with the Chicago Bulls/different ownership groups
Chicago Bulls	Basketball	National Basketball League	United Center	Chicago DMA	Chicago, Illinois	Tenant with the Chicago Blackhawks/different ownership groups - Bulls & White Sox are Same Owner
Chicago Cubs	Baseball	Major League Baseball	Wrigley Field	Chicago DMA	Chicago, Illinois	
Chicago Fire	Soccer	Major League Soccer	Toyota Park	Chicago DMA	Bridgeview, Illinois	
Chicago White Sox	Baseball	Major League Baseball	Guaranteed Rate Field	Chicago DMA	Chicago, Illinois	Bulls & White Sox are Same Owner
D.C. United	Soccer	Major League Soccer	Audi Field	Washington DC/ Virginia/ Maryland DMA	Washington D.C.	
Dallas Cowboys	Football	National Football League	AT&T Stadium	Dallas DMA	Arlington, Texas	
Dallas Mavericks	Basketball	National Basketball League	American Airlines Center	Dallas DMA	Dallas, Texas	Tenant with the Dallas Stars/different ownership groups
Dallas Stars	Hockey	National Hockey League	American Airlines Center	Dallas DMA	Dallas, Texas	Tenant with the Dallas Mavericks/different ownership groups
FC Dallas	Soccer	Major League Soccer	Toyota Stadium	Dallas DMA	Frisco, Texas	
Florida Panthers	Hockey	National Hockey League	BB&T Center	Miami DMA	Sunrise, Florida	
Golden State Warriors	Basketball	National Basketball League	Oracle Arena	San Francisco /Oakland/ San Jose DMA	Oakland, California	Golden State Warriors are moving to the Chase Center in San Francisco, CA in 2020
Houston Astros	Baseball	Major League Baseball	Minute Maid Park	Houston DMA	Houston, Texas	
Houston Dynamo	Soccer	Major League Soccer	BBVA Compass Stadium	Houston DMA	Houston, Texas	

Houston Rockets	Basketball	National Basketball League	Toyota Center	Houston DMA	Houston, Texas	
Houston Texans	Football	National Football League	NRG Stadium	Houston DMA	Houston, Texas	
Inter Miami CF	Soccer	Major League Soccer	TBD	Miami DMA	Miami, Florida	Expansion Team in the MLS - Plan to start playing in 2020
Jacksonville Jaguars	Football	National Football League	TIAA Bank Field	Jacksonville DMA	Jacksonville, Florida	
LA Galaxy	Soccer	Major League Soccer	Dignity Health Sports Park	Los Angeles DMA	Carson, California	
Los Angeles Angels	Baseball	Major League Baseball	Angel Stadium	Los Angeles DMA	Anaheim, California	
Los Angeles Chargers	Football	National Football League	Dignity Health Sports Park	Los Angeles DMA	Carson, California	Tenant with the LA Galaxy/different ownership groups - Los Angeles Chargers to be Tenant with Los Angeles Rams in Los Angeles Stadium at Hollywood Park in 2020
Los Angeles Clippers	Basketball	National Basketball League	Staples Center	Los Angeles DMA	Los Angeles, California	Tenant with the Los Angeles Kings & Los Angeles Lakers/different ownership groups - Kings & LA Galaxy are Same Owner
Los Angeles Dodgers	Baseball	Major League Baseball	Dodger Stadium	Los Angeles DMA	Los Angeles, California	
Los Angeles FC	Soccer	Major League Soccer	Banc of California Stadium in Exposition Park	Los Angeles DMA	Los Angeles, California	Golden State Warriors are part owners of LAFC
Los Angeles Kings	Hockey	National Hockey League	Staples Center	Los Angeles DMA	Los Angeles, California	Tenant with the Los Angeles Clippers & Los Angeles Lakers/different ownership groups - Kings & LA Galaxy are Same Owner

Los Angeles Lakers	Basketball	National Basketball League	Staples Center	Los Angeles DMA	Los Angeles, California	Tenant with the Los Angeles Kings & Los Angeles Clippers/different ownership groups - Kings & LA Galaxy are Same Owner
Los Angeles Rams	Football	National Football League	Los Angeles Memorial Coliseum	Los Angeles DMA	Los Angeles, California	Tenant of University of Southern California/different ownership groups - Los Angeles Rams to be Tenant with Los Angeles Chargers in Los Angeles Stadium at Hollywood Park in 2020
Miami Dolphins	Football	National Football League	Hard Rock Stadium	Miami DMA	Miami, Florida	
Miami Heat	Basketball	National Basketball League	American Airlines Arena	Miami DMA	Miami, Florida	
Miami Marlins	Baseball	Major League Baseball	Marlins Park	Miami DMA	Miami, Florida	
New England Patriots	Football	National Football League	Gillette Stadium	Boston DMA	Foxborough, Massachusetts	Tenant with New England Revolution/Same Ownership Group
New England Revolution	Soccer	Major League Soccer	Gillette Stadium	Boston DMA	Foxborough, Massachusetts	Tenant with New England Patriots/Same Ownership Group
New Jersey Devils	Hockey	National Hockey League	Prudential Center	New York Metro DMA	Newark, New Jersey	
New York City FC	Soccer	Major League Soccer	Yankee Stadium	New York Metro DMA	Bronx, New York	Tenant with the New York Yankees/different ownership groups
New York Giants	Football	National Football League	MetLife Stadium	New York Metro DMA	East Rutherford, New Jersey	Tenant with the New York Jets/different ownership groups
New York Islanders	Hockey	National Hockey League	Barclays Center/Nassau Coliseum	New York Metro DMA	Brooklyn, New York/Uniondale, New York	Split time between Brooklyn and Long Island
New York Jets	Football	National Football League	MetLife Stadium	New York Metro DMA	East Rutherford, New Jersey	Tenant with the New York Giants/different ownership groups

New York Knicks	Basketball	National Basketball League	Madison Square Garden	New York Metro DMA	New York, New York	Tenant with the New York Rangers/same ownership group
New York Mets	Baseball	Major League Baseball	Citi Field	New York Metro DMA	Queens, New York	
New York Rangers	Hockey	National Hockey League	Madison Square Garden	New York Metro DMA	New York, New York	Tenant with the New York Knicks/same ownership group
New York Red Bulls	Soccer	Major League Soccer	Red Bull Arena	New York Metro DMA	Harrison, New Jersey	
New York Yankees	Baseball	Major League Baseball	Yankee Stadium	New York Metro DMA	Bronx, New York	Tenant with the New York City FC/different ownership groups
Oakland Athletics	Baseball	Major League Baseball	Oakland Coliseum	San Francisco /Oakland/ San Jose DMA	Oakland, California	Tenant with the Oakland Raiders/different ownership groups - Oakland Raiders Moving to Las Vegas in 2020
Oakland Raiders	Football	National Football League	Oakland Coliseum	San Francisco /Oakland/ San Jose DMA	Oakland, California	Tenant with the Oakland A's/different ownership groups - Oakland Raiders Moving to Las Vegas in 2020
Orlando City SC	Soccer	Major League Soccer	Orlando City Stadium	Orlando DMA	Orlando, Florida	
Orlando Magic	Basketball	National Basketball League	Amway Center	Orlando DMA	Orlando, Florida	
Philadelphia 76ers	Basketball	National Basketball League	Wells Fargo Center	Philadelphia DMA	Philadelphia, Pennsylvania	Tenant with the Philadelphia Flyers/different ownership groups
Philadelphia Eagles	Football	National Football League	Lincoln Financial Field	Philadelphia DMA	Philadelphia, Pennsylvania	
Philadelphia Flyers	Hockey	National Hockey League	Wells Fargo Center	Philadelphia DMA	Philadelphia, Pennsylvania	Tenant with the Philadelphia 76ers/different ownership groups
Philadelphia Phillies	Baseball	Major League Baseball	Citizens Bank Park	Philadelphia DMA	Philadelphia, Pennsylvania	

Philadelphia Union	Soccer	Major League Soccer	Talen Energy Stadium	Philadelphia DMA	Chester, Pennsylvania	
Sacramento Kings	Basketball	National Basketball League	Golden 1 Center	Sacramento DMA	Sacramento, California	
San Antonio Spurs	Basketball	National Basketball League	AT&T Center	San Antonio DMA	San Antonio, Texas	
San Diego Padres	Baseball	Major League Baseball	Petco Park	San Diego DMA	San Diego, California	
San Francisco 49ers	Football	National Football League	Levi's Stadium	San Francisco /Oakland/ San Jose DMA	Santa Clara, California	
San Francisco Giants	Baseball	Major League Baseball	Oracle Park	San Francisco /Oakland/ San Jose DMA	San Francisco, California	
San Jose Earthquakes	Soccer	Major League Soccer	Avaya Stadium	San Francisco /Oakland/ San Jose DMA	San Jose, California	
San Jose Sharks	Hockey	National Hockey League	SAP Center	San Francisco /Oakland/ San Jose DMA	San Jose, California	
Tampa Bay Buccaneers	Football	National Football League	Raymond James Stadium	Tampa DMA	Tampa, Florida	
Tampa Bay Lightning	Hockey	National Hockey League	Amalie Arena	Tampa DMA	Tampa, Florida	Current Education Partner with University of South Florida
Tampa Bay Rays	Baseball	Major League Baseball	Tropicana Field	Tampa DMA	St. Petersburg, Florida	
Texas Rangers	Baseball	Major League Baseball	Globe Life Park in Arlington	Dallas DMA	Arlington, Texas	
Washington Capitals	Hockey	National Hockey League	Capital One Arena	Washington DC/ Virginia/ Maryland DMA	Washington D.C.	Tenant with Washington Wizards/Same Ownership Group

Washington Nationals	Baseball	Major League Baseball	Nationals Park	Washington DC/ Virginia/ Maryland DMA	Washington D.C.	
Washington Redskins	Football	National Football League	FedExField	Washington DC/ Virginia/ Maryland DMA	Landover, Maryland	
Washington Wizards	Basketball	National Basketball League	Capital One Arena	Washington DC/ Virginia/ Maryland DMA	Washington D.C.	Tenant with Washington Capitals/Same Ownership Group

Sources: Wikipedia, (2019) Retrieved from

https://en.wikipedia.org/wiki/Sports_in_Boston

https://en.wikipedia.org/wiki/Sports_in_Philadelphia

https://en.wikipedia.org/wiki/Sports_in_Washington,_D.C.

https://en.wikipedia.org/wiki/Sports_in_Texas

https://en.wikipedia.org/wiki/Sports_in_Atlanta

https://en.wikipedia.org/wiki/Sports_in_Chicago

https://en.wikipedia.org/wiki/Los_Angeles_Stadium_at_Hollywood_Park
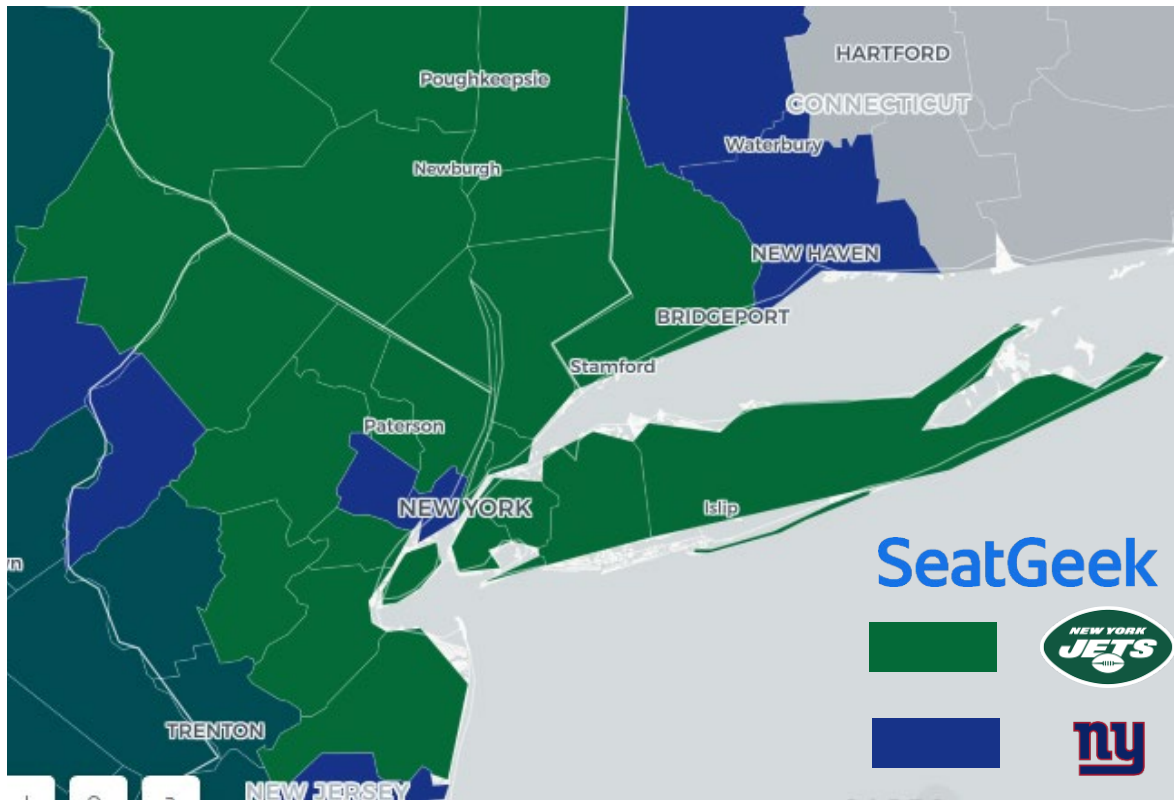
https://en.wikipedia.org/wiki/Sports_in_California

https://en.wikipedia.org/wiki/Sports_in_Baltimore

https://en.wikipedia.org/wiki/Sports_in_the_New_York_metropolitan_area

https://en.wikipedia.org/wiki/Sports_teams_in_Florida

Exhibit 12: SeatGeek NFL Fandom Map Showing most popular team county by County

Source: SeatGeek, (2018) Retrieved from

https://seatgeek.com/tba/articles/where-do-nfl-fans-live-mapping-football-fandom-across-the-u-s/