

# Key stakeholders that influence the organisation, funding and running of professional sport



## External funding and commercial rights

### Broadcasters

Broadcasters pay rightsholders for the commercial rights to broadcast events. In some countries, they pay member participants directly.

### Agencies

Sports marketing agencies acquire and then resell broadcast and sponsorship rights to third parties (including other broadcasters).

### Competing and related rightsholders

Other domestic and cross-border competitions that rightsholders and their members participate in, and which can often be significant drivers of value.

### Sponsors

Sponsors pay for the right to be named as sponsor of the league in a particular category of commercial activity.

## Principal sporting assets

### Governing bodies and events organisers

Governing bodies set the rules of the game, and also impose conditions and restrictions on the way leagues and competitions are organised. Governing bodies operate at a global and a national level.

### Member clubs

Members play in tournaments organised by the sporting rightsholder. Members are given rights in the rightsholder, often through shares, and agree to be bound by the rules of the league.

### The sporting league/tournament or rightsholder

The rightsholder is a member organisation consisting of member clubs or national federations. Its main functions are to run the sporting competitions and negotiate and maximise revenues from commercial sources for the benefit of its members.

## Other key stakeholders

### Government

National governments are increasingly recognising the importance of the business of sport, both as a business sector to be protected like any other (with growing oversight of foreign investment), and as a popular political gambit.

### Fans

The ultimate consumers of the sport, in a market where audience drives the value of the sport.

### Players

Players are generally full-time employees of member clubs. Some players are unionised.

### Professional associates

This includes game match officials, players' agents and professional associations.