The Future Of

Watching Sports

from **Sports Innovation Lab**
**Immersive Media Leadership Board**

July 2020

For Sports Media, Behaviors Are The Path Forward

I've worked in sport my entire career. First, as a 4-time Olympian, then as a leader in the business of sport. One observation during this time is the lack of innovation within the broadcast side of the industry. Bloated media rights deals and complacent brand sponsors have reinforced the status quo. There has been zero incentive to innovate.

I hear skeptics saying "but what about all the broadcast enhancements and new digital channels?" It's all more of the same. Despite the buzz around the threat of OTT channels, many of my peers in the industry see these channels simply as second screens with niche digital audiences. As a result, the dominant media response has been to create more of the same. Those who were happy to ignore the gathering storm of disruptive forces we jolted and awakened. Overnight, the sports industry has to confront the ugly reality of our own complacency.

Along with the rest of the world, we watched as the sports industry screeched to a halt in the middle of March. The global COVID-19 pandemic disrupted our entire sports ecosystem. Without live events, sports leagues were not fulfilling their end of the media rights bargain. Force majeure was discussed more than wins and losses. Networks were forced into make-good situations with marketers who were not getting their ads run to audiences at scale, and leagues without solid labor agreements were tossed into new salary conflicts and negotiations.

Timeline of Sports Postponements by Region
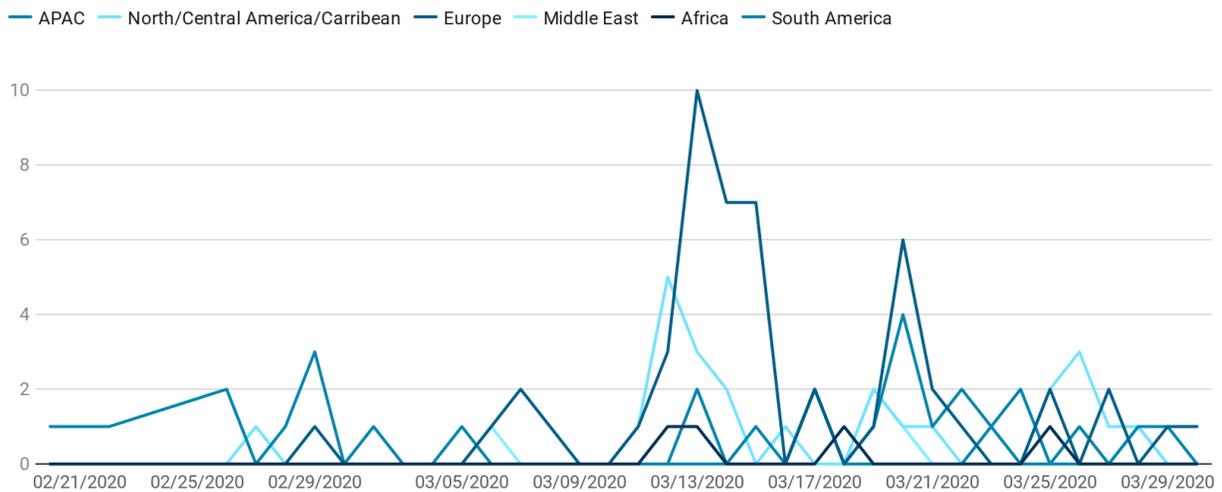
Fig. 1: A timeline of sports postponement announcements, sorted by region. There was continuous shutdowns, but from March 9th - March 21st the majority of leagues across the world postponed competitions indefinitly. Source: Sports Innovation Lab, 2020.

This report is about how we watch sports, but "watch" is a euphemism for so much more. The Age of The Fluid Fan is all about the transition from the lean-back days of sitting on the couch, to creating a viewing experience that fulfills the needs of the future fan. Yes, sports will continue to be on cable, and big-screen HD TVs, but Immersive Media— media that encourages a sense of agency and lets fans DO something, will be the way we are able to amplify and emulate the feelings of "being there" and "being together." Immersive Media will define the future of how we watch sports.

The challenge we face today is to find the right path forward to develop breakthrough fan experiences that will change our industry. To help guide our prescription to the market, we gathered some of the smartest professionals in the space. Last year, these innovative thinkers joined our Immersive Media Leadership Board and began to push on the traditional business model of sports by asking the hard questions of our team and our data. The result of that collaboration is this report. This research is not just about the future of watching sports, it's about how we at Sports Innovation Lab believe we will get to that future.

We believe an interdisciplinary approach to designing media experiences will help the industry focus on new fan behaviors. Fans don't want to just watch anymore, they want to do. We call this approach the Fluid Fan Studio, and this new kind of organization will fundamentally change how sports media is designed and experienced.

Changing the way we connect to our fans is an ambitious goal for our industry. However, with great power comes great responsibility. We are here to help you lead our industry into the future by making smarter, more strategic decisions. Join us.

Angela Ruggiero

CEO & Co-Founder
Sports Innovation Lab

Sports Media:

Innovating on Watching

How Have Sports Broadcast Changed in the Past Fifty Years?

Resolutions have gotten higher, transmissions faster, and screens bigger (and then smaller). There have been amazing changes to production techniques that have helped broadcasts to more effectively capture the spectacle of live sports. Pioneered by Roone Arledge in the late 1960s in the United States, sports broadcasts have innovated on the storytelling of live sports. In recent years, storytellers have even more ways to delight sports fans:

→ Digital Enhancements Provide Fans With New Data Stories

Driven by technologies from the likes of Chyron-Hego, SportsMedia Technologies, and more recently Epic Games' Unreal Engine, broadcasts have become more sophisticated and narratively focused. More intricate graphics packages and computer graphics imagery (CGI) have further impacted the storytelling possibility in sports broadcast.

→ Camera Technique and Quality Give Fans More to See

The camera work involved in sports broadcasts has increased in sophistication and fidelity, as more high tech cameras were added to a broadcast. Wire cams, handhelds, and even drones combine with new editing techniques to lead to more highly produced broadcasts.

→ Broadcast Transmission Innovation Give Fans Access Anywhere

Broadcast transmission technologies also evolved over the past five decades— terrestrial or Over-The-Air (OTA) technologies made way for Cable and Satellite dominance throughout the 1990s. This evolution meant more sports beamed to the four corners of the globe. Even as Over-The-Top (OTT) or Internet Television technologies came to the fore, Cable and Satellite television remains the dominant mode of TV consumption globally. Cable and Satellite still account for over 50% of all the broadcast television watched. Today, the surge in OTT growth means that at any given minute, there's sports from around the world available to be watched on a Smart TV or a Smartphone.

Why So Little Innovation on Fan Experience?

As the old adage goes, "if it ain't broke, don't fix it." Media rights deals for sports continue to rise, and the continued financial success of sports broadcasts vis-a-vis other live forms of entertainment means broadcasters can still deliver sports in the same old way. After all, live sports is the last appointment television.

For the sports industry, the media status quo is still relatively stable, and profitable, and so there is little urgency or motivation to innovate on fan experience. And so, **for fans, this simply meant "more to watch."**

And yet as more media in other domains becomes more immersive, from Travis Scott concerts in Fortnite to simulated NASCAR races, a younger generation of digitally savvy fans, raised on interactive media, will expect more from their sports media experiences. These Fluid Fans, who demand more ways to do things with media, will become disenchanted quickly with the lean-back experience of sports broadcast. What's more, advertisers who have long felt comfortable in the belief that their 30-second television ad was helping them move product and build their brand affinity will come to realize that their ad spend is no longer justified or defensible.

> **When advertising dollars find stronger ways to reach their audiences, sports media rights deals will plummet. Covid-19 has shown the industry does not have the plan, the products and services, or the digital talent to deal with the decline of broadcast media.**
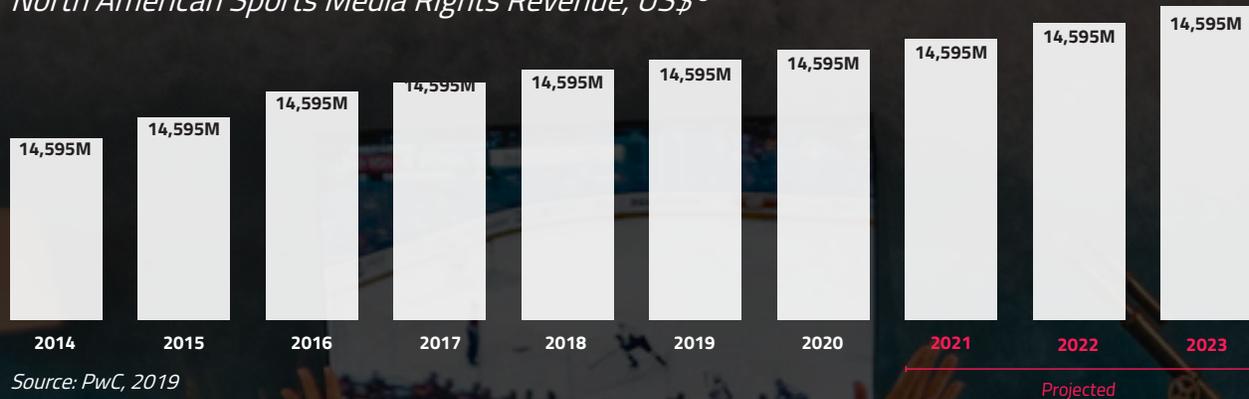
Virtual NASCAR race competed in iRacing, image courtesy of NASCAR.com

Causes for Sports Broadcasts' Failure to Innovate on Experience

1. Long-Term Media Rights Obscure the Need to Innovate

Long-term media rights deals became the primary revenue stream across major sports leagues, which locked them into a TV and Cable focus. Sports Media rights are still the top revenue pillar in North America, generating just north of $21.7B.1.[1] Globally, sports media rights are estimated to grow 75% from 2018 to 2025, to $85.1B.[2]

North American Sports Media Rights Revenue, US$ [3]

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
14,595M	14,595M	14,595M	14,595M	14,595M	14,595M	14,595M	14,595M	14,595M	14,595M

Source: PwC, 2019

Projected

2. Mobile and OTT is Just Broadcast on Your Phone

The hope and expectation was that as OTT and mobile sports viewing evolved, the fan experience would become more interactive. However, to keep the broadcast revenues flowing and TV advertisers happy, the networks simply lifted and shifted the traditional broadcast experiences onto smartphones. This behavior ignores some of the most significant features of the smartphone as a medium, specifically that it is an interactive device, not just a screen.

3. Advertisers Measured Reach Not ROI

Marketers didn't demand more from their live sports marketing and media investments. They were not applying the same analytic rigor to their sports media and sponsorship investments as other media and communications channels, in part because of the emotional legacy of the investments, and perceived hospitality value. So long as sales teams received Super Bowl tickets no one pushed back on the missing ROI.

4. Properties Focus on the Die Hard Fans

As other forms of entertainment introduce more interactivity to their media productions, sports properties balked at new formats that would risk alienating the traditional sports fans. Every new broadcast feature (puck tracking, strike zone boxes, sideline cams) stirred debate and uproar as fans weighed in on how times were changing. Digitally savvy fans, raised on interactive media, are forced to simply watch or seek other forms of entertainment.

The COVID-19 Pandemic Awakened the Sports Industry

By the middle of March 2020, every excuse for not innovating the live sports experience was thrown out the window. The global sports industry had come to a standstill. It was no longer safe to produce live sports, and leagues across the globe had suspended play with no clear road map to resumption.

Without live sports, there were no live sports broadcasts. The entire sports media ecosystem was upended. Advertisers were without their impressions and visibility, because networks didn't broadcast their content. Everyone turned to the leagues looking for the solution, for answers, or for a make good. Meanwhile, sports fans already tempted and distracted by the wealth of entertainment options in the attention economy turned their focus elsewhere.
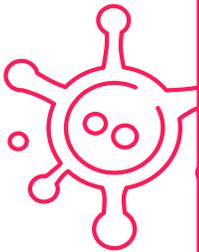
> **The lack of live sports from the COVID-19 pandemic created a vacuum that showed the industry vulnerability because of the reliance on broadcast. Immersive media innovations emerging from this period will have a lasting impact on how Fluid Fans experience sports.**

> We felt the disruption of this health crisis here in Japan when we had to postpone the 2020 Summer Olympics. We know innovation in fan experience is key if we are going to bring fans and athletes safely to Tokyo in 2021, and most importantly bring the world together through new media experiences.
>
> **Yamada Takeshi**
> **Senior Fellow, NIkkei Innovation Lab**

How the Sports Industry Filled the Void From No Live Sports

1. The Immediate Answer: Archival Video

Many leagues began searching their archives for video content from historical contests to air in replacement of the live sports schedule. Many found their entire back catalog of the video was not yet digitized, indexed, or prepared for modern distribution. This put pressure on leagues and sports organizations to ensure that their digital media house was in order—quickly. While some of this was a legal challenge around digital distribution and archival usage right, most of it involved technology like metadata indexing, video analysis with machine learning, and automated highlight production and digital skills that simply don't exist at most sports organizations.

2. The Real Test: Digital Sports

Sports during the pandemic suspension of play also looked to digital sports alternatives to fill the void. Working with the publishers of major sports videogames, leagues began rolling out competitions with their athletes that were broadcast to Twitch and to linear networks. Major League Baseball ran The Player's League, a competition with a player from each league playing MLB The Show. NASCAR and F1 both ran hybrid sports simulated races on the iRacing and F1 2020 simulations respectively. In many instances, the leagues supplied players with the necessary equipment, computers, consoles, webcams, headsets, racing cockpits, to be able to compete. While this crisis was not the watershed moment for digital sports that some predicted, it did force the sports industry to take a closer look at the infrastructure and audience for digital sports, ranging from virtual sports, to simulations, through esports and into hybrid.

> The COVID-19 pandemic has impacted the entire sports industry. Yahoo Sports has been using this time to find new ways to work with partners, engage with fans in their homes and on mobile, while developing new opportunities to enhance their experience when they can return to venues.
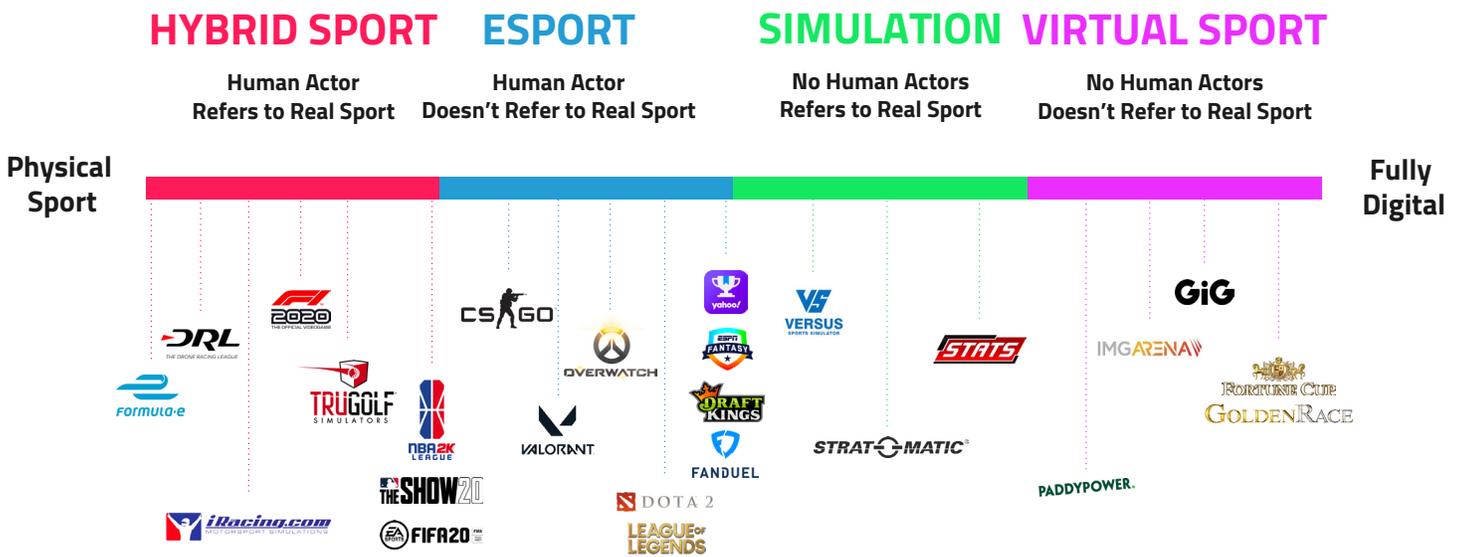>
> **Ishwara Glassman Chrein**
> **Head of Sports Partnerships, Verizon Media/Yahoo Sports**

Digital Sports, Defined

From simulations, to esports, and casino games, there's a wide range of a new form of computational sport, what we call Digital Sports.

All Digital Sports exsist on a continuum based on two factors: reference to "real" physical sport, and the involvement of human actors affecting the outcome. Digital Sports are reshaping Fluid Fan experiences.

HYBRID SPORT	ESPORT	SIMULATION	VIRTUAL SPORT
Human Actor Refers to Real Sport	Human Actor Doesn't Refer to Real Sport	No Human Actors Refers to Real Sport	No Human Actors Doesn't Refer to Real Sport

Physical Sport

Fully Digital

> Each sports property generates media interest for different reasons. Some sports are fast paced and hard hitting, some are more social and traditional, and some are emerging and digital. We look to technologies that allow us to accommodate all kinds of fans and their media habits.
>
> **Matt Kogan**
>
> **Senior Manager, Strategy & Corporate Development, COX**

> We have been working on innovation on behalf of our customers and Bundesliga fans long time before the COVID-19 pandemic. These former investments allowed us to create new contents and services in a short time during the crisis.
>
> **Andreas Heyden**
> **CEO of Digital Sports, Deutsche Fußball Liga**

The Bundesliga has partnered with Amazon Web Services to deliver real-time game analytics during sports broadcasts. Broadcast graphics built on in-game data present information on shooting angles, Average Postisions, and Expected Goals (xGoals) using on-screen digital graphics. This is another example of the incredible innovation we've seen on broadcast tech bringing data to the experience of watching. (Image courtesy of Bundesliga.)

Creating A
Fluid Fan Studio

For Immersive Media to develop in the sports industry, we need a new operational strategy that brings a new set of experts together to focus on design thinking to innovate on fan experience. This team of experts will be expected to work quickly, iterating on ideas, and pushing our media into the future.

We call it, The Fluid Fan Studio.

What We Learned, We Need a New Approach to Sports Media

What the COVID-19 pandemic made clear is that the reliance on broadcast for the sports industry is an unsustainable model, not only because of the inevitable sports stoppages in the future, but also because fans increasingly demand more of their media.

The industry needs a change in approach to designing breakthrough fan experiences. **They need to shift attention from the narrow focus of iterating on the same experience, and begin thinking in terms of behaviors—literally what fans want to do and how they want to move from doing one thing to another.** This approach to media production requires asking different kinds of design questions for broadcast media teams. Media teams need to stop asking version "what do our fans want to watch?" and instead address "what do our fans want to do?"

> It's been fascinating to see all the concepts we've talked about for years getting new energy and interest during this health crisis. It's created the urgency to act on new opportunities and challenge old ways of thinking.
>
> **Miheer Walavalkar**
> **CEO & Co-Founder, LiveLike**

For Sports Media to Evolve, We Need The Fluid Fan Studio

The industry's current challenges highlight the fact that sports media operations still operate in silos. Since we cannot change that fact overnight, we need a new operational strategy that brings a new set of experts together to focus on design thinking to innovate on fan experience. This team of experts will be expected to work quickly, iterate on ideas, and push change the way fans do more than watch live sports.

We believe this team of experts should create an internal studio model dedicated to addressing the evolving needs of Fluid Fans.

What is The Fluid Fan Studio?
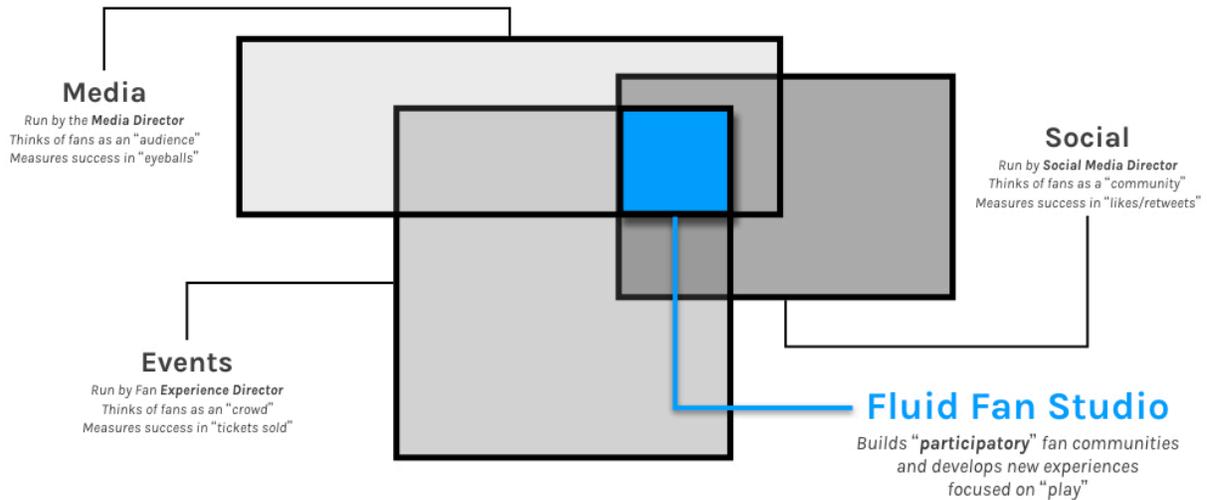
What you'll notice immediately is that a Fluid Fan Studio is built from collaboration across different kinds of media production groups, events, media, and social. Even though companies such as Disney, NBC, and Fox, have lots of in-house skills, the film studio, game design, and social talent rarely collaborates with the live production teams. When they have worked together, the focus has been always on making the videogame, or making graphics for the broadcast, rarely on the media convergence of the two media forms.[4]

> The entire industry is scrambling because of this health crisis, and we believe there's a tremendous need and opportunity for media and business model innovation. Some of the organizations best positioned to win in the future will embrace this call to action.
>
> **Simon Greenberg**
> **Head of Dow Jones Sports, Dow Jones**

12.6M attendees enjoyed the Travis Scott Astronomical concert, a completely virtual event performed in Epic Games videogame platform Fortnite, image courtesy of epicgames.com

What a Fluid Fan Studio Does

A Fluid Fan Studio challenges standard media production practices with a focus now on media convergence. The team is composed of designers, creatives, but just as importantly, business leaders who are expert in technology advancements. These leaders will help your company to decide when and how to build a fan experience, and which technology partners to coordinate with to see that vision come to life.

The Fluid Fan Studio focuses on three primary principles in their production of innovative immersive media experiences: **Fluid Fan behaviors**, **media convergence**, and the principles of **Immersion and Presence**.

> Fans no longer sit back and watch sports media. They want to see the action from all angles and choose what players and plays to watch. Technology that gives the Fluid Fan more control will be key to winning and keeping their interest.
>
> **Ranajit Gangopadhyay**
> **Digital Strategist, Intel**

> What's powerful about sports is the sense that we're all in this together. Lots of groups are struggling right now. We know we all need to work together to restart the cash flow wheel, to spark even greater innovation, and to ultimately deliver back a product to the fans that is better than before. This requires teamwork on all fronts and a shared passion. That reality has kept our industry pushing ahead and will drive meaningful media innovation well into the future.
>
> **Dan Cohen**
> **SVP Global Media Rights, Octagon**

The Fluid Fan Studio In Action: Behaviors, Convergence, Immersion & Presence

⊕ Master Fan Behaviors

Behaviors are a new way of thinking about "engagement" in terms of what a fan wants to do, and how they want to move between those motivations with ease. Fluid Fans want to be able to seamlessly shift from watching video, to playing a game, to creating a meme, and sharing it on a social media platform.

How Sports Innovation Lab Begins a Fluid Fan Assessment

1 What Fluid Fan **behaviors** are key to your business? Why?

3 Where do you need to engage the Fluid Fan?

2 When do you need the Fluid Fan's attention most? Before, During, or After?

4 How do you measure success today?

> We've seen a tremendous amount of energy from our customers around exploring new digital sports during this health crisis. It reinforces what we believe is an opportunity to build entertainment experiences around live sports media. Fans want options, and we want to provide those options to them.
>
> **Sabrina Macias**
> **Vice President of Global Communications, DraftKings**

Drive Media Convergence

Media Convergence is the intersection of media platforms, driven by the expectation from users that they can enact more behaviors with media.[5] When it works well, Fluid Fans can effortlessly float between behaviors. When media doesn't work well, it creates friction for the Fluid Fan who wants to do more. Media Convergence is the concept that our media platforms allow us to enact more behaviors.

By thinking in terms of Fluid Fan behaviors, sports media companies begin the process of redesigning their products with an eye toward media convergence. Fluid Fans want to be able to do more, and they don't want to have to move from platform to platform to be able to float from watching sports highlights to editing their own clips, sharing those with fans, and upvoting and downvoting other fans' clips. Sports medica companies need to understand the core fan behavior at the heart of their business, while enabling adjacent behaviors that matter to their fans.

In the 2013 book *Sports Videogames,* Sports Innovation Lab Senior Strategist Abe Stein wrote: "The future of televised sports will undoubtedly include an expanding relation to the interactive medium of games, and the experience of videogames will continue to evolve with reference to the televisual."[6]

"

Throughout my career, I've worked on projects that brought together different forms of media. With the current health crisis, this media convergence is happening faster. It's a good thing for sports fans. They'll get to see the athletes they love in a whole new way.

Jeb Terry

Founder, Double Seven Sports

→ Balance Immersion & Presence

Immersion and Presence are the two pillars of remote experience. They are psychological phenomena that form the basis for media design that intends users to "feel focused" and "feel there." Immersion is the sense that you are fully absorbed with a mediated experience.[7] Immersion is about focus of attention, and sensory absorption. Immersion is not specific to Mixed Reality, or any one type of media, Immersion can happen with a book, with a film, with television, or with an orchestra performance. Presence is the feeling that you are transported to another location.[8] It is the perceived erasure of media, to the point that a user begins to feel as though they are in a new and different place. As we will explain later, one of the challenges with Immersion and Presence is that they are often mistaken for one another, and this can lead to misguided design in immersive sports media.

Immersion

"We seek the same feeling from a psychologically immersive experience that we do from a plunge in the ocean or swimming pool: the sensation of being surrounded by a completely other reality, as different as water is from air, that takes over all of our attention, our whole perceptual apparatus."

Janet Murray,
Hamlet on the Holodeck **(1998)**
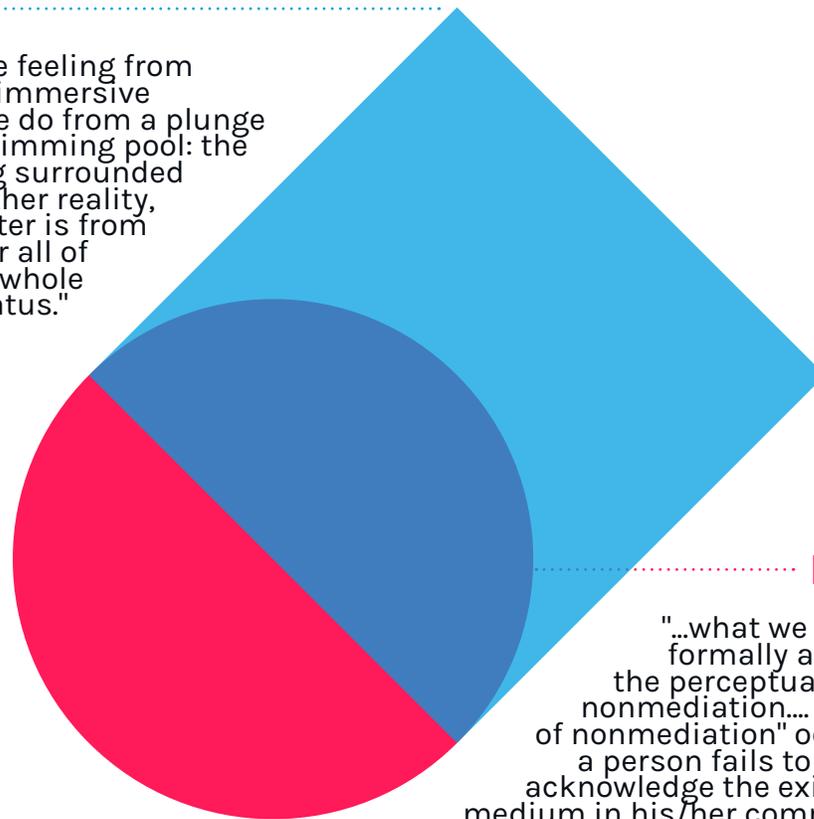
Presence

"…what we define here formally as presence: the perceptual illusion of nonmediation…. An 'illusion of nonmediation" occurs when a person fails to perceive or acknowledge the existence of a medium in his/her communication environment and responds as he/she would if the medium were not there."

Lombard & Ditton
At the Heart of It All: The Concept of Presence **(1997)**

Fig. 4: Immersion and Presence are related concepts, but not identical. When they get mistaken for one another, it can lead to misguided design that ultimately fails to deliver breakthrough experiences for fans.

The Fluid Fan Studio
In Practice

Because the Fluid Fan Studio is a design and innovation initiative, it needs to be managed in such a way as to support success. Here are a few guiding principles for the development and running of your own Fluid Fan Studio:

1. The Studio Needs to Be Interdisciplinary with a Focus on Interactivity

You're going to need a team of experts with media design and development experience from outside of sports. Specifically, you'll want to get experts who understand experiential design and interactive media: game designers, narrative designers, economists, kinesthesiologists, UX designers, concept artists, to name a few. Don't worry if they don't know sports inside and out, that will ultimately be a benefit and help to create ideas that break from the norm.

2. Your Studio Must Focus on Rapid Iterative Design

Iterative design is a well-established method that relies on rapid prototyping, testing, analyzing and refining. Give your Fluid Fan Studio the freedom to experiment and get feedback early and often. The most innovative ideas don't come out perfect right away, they require revision and iteration to refine the experience, so make sure you are supporting your team in getting to a testable prototype fast and giving them the support needed to test and get feedback from your fans.

Interactive video technology company LiveLike has partnered with Sky Sports and with FloSports to create new social watching features that allow fans to do more than just watch the game on the OTT platforms. The integration extends the viewing experience allowing fans to watch an event together, to chat in real-time with text messages and graphics, take quizzes and polls and post predictions. It's a perfect example of the innovation needed to empower Fluid Fans to do more with sports media.

3. Give Them The Latitude to Find Technology Partners

Every good designer knows that you don't need to reinvent every part of your design. If a part works out of the box, don't waste your time trying to redesign it. That energy is better spent on the truly innovative part of the idea. With that in mind, you need to empower your Fluid Fan Studio to explore technology partnerships that will help them get to their vision quickly. Make sure they are aware of what technology is out there, and have the right tools for identifying potential technology partners to help fill the gaps in their development.

> Fans are hungry for the in-depth storylines that make sports more exciting. With the proliferation of real-time data and analytics, these insights can be delivered before, during, and after games to shape fan behavior. This data is making its way into live media experiences more frequently, and we see this trend accelerating.
>
> **Brian Josephs**
> **Vice President Digital Sport, Sportradar**

## Unlocking New Sponsorship Through Co-Development

One of the great values of the Fluid Fan Studio approach is that it not only addresses the need for media innovation, it also provides the business development platform for creating new sponsorship categories for corporate partners through **co-development.**

Co-Development is a way of turning the traditional sponsorship sales model on its head, by creating the space for the two parties to work together to literally create the new sponsorship opportunity. Instead of handing a potential client a menu of billboards and media slots, the Fluid Fan Studio would work with the clients to identify their goals, connect those goals to specific fan behaviors, and create a novel experience that gives value to the fans and creates affinity for brands.

Fluid Fan Studio **Design Table**

The Fluid Fan Studio is not just about organizing your business differently, it's about taking a new and different strategic approach to decision-making that pulls less from business school and more from the iterative design process. It's all about asking the right questions to help develop breakthrough fan experiences.

Design Motivation	Behavior	Business Opportunity	Technologies	Roles/Skills
Fans feel like they're at the game	Support	Premium Content Subscription Ad Inventory	3D Game Engines Virtual Reality Binaural Audio	Level Design Sound Design Architects
Fans take control of the broadcast	Create	Sponsored Content Monetized Tools	Volumetric Video 3D Game Engines Fancast Software	Broadcast Producers UX Designers
Fans influence the outcome of the game	Compete	Microtransactions	Game Engines Interactive Video	Game Designers Interaction Designers
Fans feel the energy of the crowd	Socialize	Building Your Fan Base	Fan Audio Virtual Fans	Audio Design UX Designers
Fans can win money	Bet	Microtransactions	Betting Apps Line Setting Tech Performance Data	Interaction Designers UX Designers
Fans can support their teams remotely	Support	Sponsored Content Monetized Tools	Cloud Creation Tools 3D Printing	UX Designers Graphics Designers
Fans can feel what it's like to be a player	Compete	Fan Affinity Sponsored Content	3D Game Engines Virtual Reality	Kinesthesiologists Game Designers Interaction Designers
Fans can create their own highlights	Create	Sponsored Content Microtransactions	Video Editing Audio Editing	Video Editors Sound Designers Narrative Designers
Fans can experience an impossible matchup	Learn	Microtransactions Monetized Tools	3D Game Engines Simulations	UX Designers Historians Statisticians
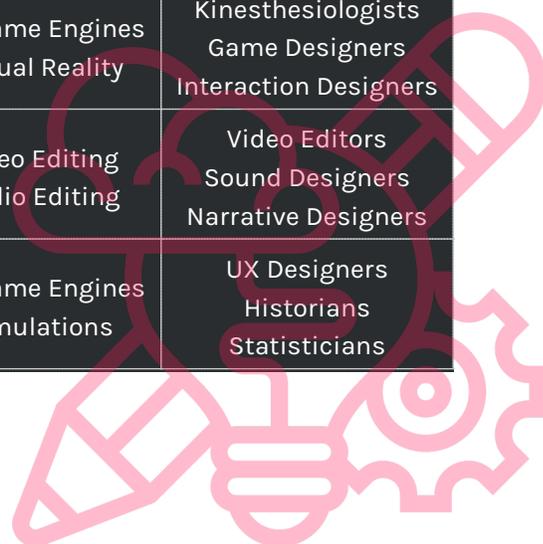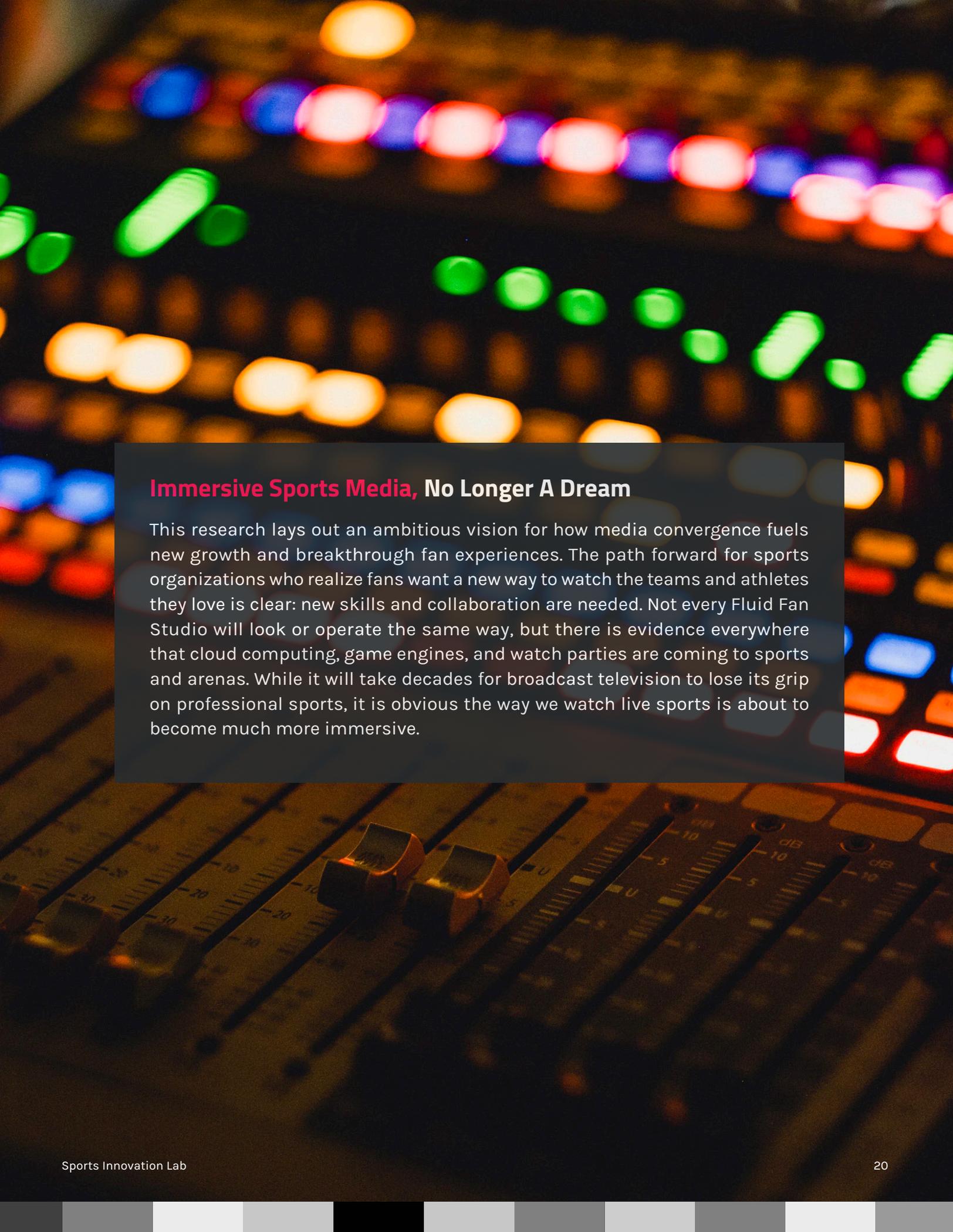
Immersive Sports Media, No Longer A Dream

This research lays out an ambitious vision for how media convergence fuels new growth and breakthrough fan experiences. The path forward for sports organizations who realize fans want a new way to watch the teams and athletes they love is clear: new skills and collaboration are needed. Not every Fluid Fan Studio will look or operate the same way, but there is evidence everywhere that cloud computing, game engines, and watch parties are coming to sports and arenas. While it will take decades for broadcast television to lose its grip on professional sports, it is obvious the way we watch live sports is about to become much more immersive.

About this Report

To develop this research, Sports Innovation Lab and its Immersive Media Leadership Board spent 2019-2020 reviewing market behavior, evaluating vendors, and conducting interviews with market experts.

The Board met every three months to review market analysis created by Sports Innovation Lab's proprietary data, to discuss and identify trends, and to share best practices.

In addition to the work of the Leadership Board, Sports Innovation Lab also conducted interviews with experts from across the sports industry.

This report represents the knowledge collected and shared by the board members, and the responses from additional interviews in conjunction with extant research into the field of Immersive Media conducted by the Sports Innovation Lab.

2019-2020 Immersive Media Leadership Board Members:

> **Double Seven Sports -** Jeb Terry, Founder (Co-Chair)
> **Cox** - Luis Avila-Marco, Senior Vice President, Strategy & Corporate Development
> **Cox** - Matt Kogan, Senior Manager, Strategy & Corporate Development
> **Deutsche Fußball Liga**   - Andreas Heyden, CEO, Digital
> **Dow Jones** - Simon Greenberg, Head of Dow Jones Sports & Global Head of RIghts
> **DraftKings** - Sabrina Macias, Vice President of Global Communications
> **Intel Corporation** - Ranajit Gangopadhyay, Digital Strategist
> **LiveLike** - Miheer Walavalkar, CEO & Co-Founder
> **Nikkei Innovation Lab** - Yamada Takeshi, Senior Fellow
> **Octagon** - Dan Cohen, Senior Vice President, Global Media Rights
> **Sportradar** - Brian Josephs, Vice President, Digital Sport
> **Verizon Media/Yahoo Sports** - Ishwara Glassman Chrein, Head of Sports Partnerships

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Sports Innovation Lab empowers sports brands to create breakthrough fan experiences through technology.

Sports Innovation Lab is leading a sports research revolution. We exist to educate our clients on the technological possibilities for their brand and how to ultimately drive value to the end consumer: the Fluid Fan™. We inspire brands to create bold fan experiences through data-driven technology insights and industry-leading research.

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