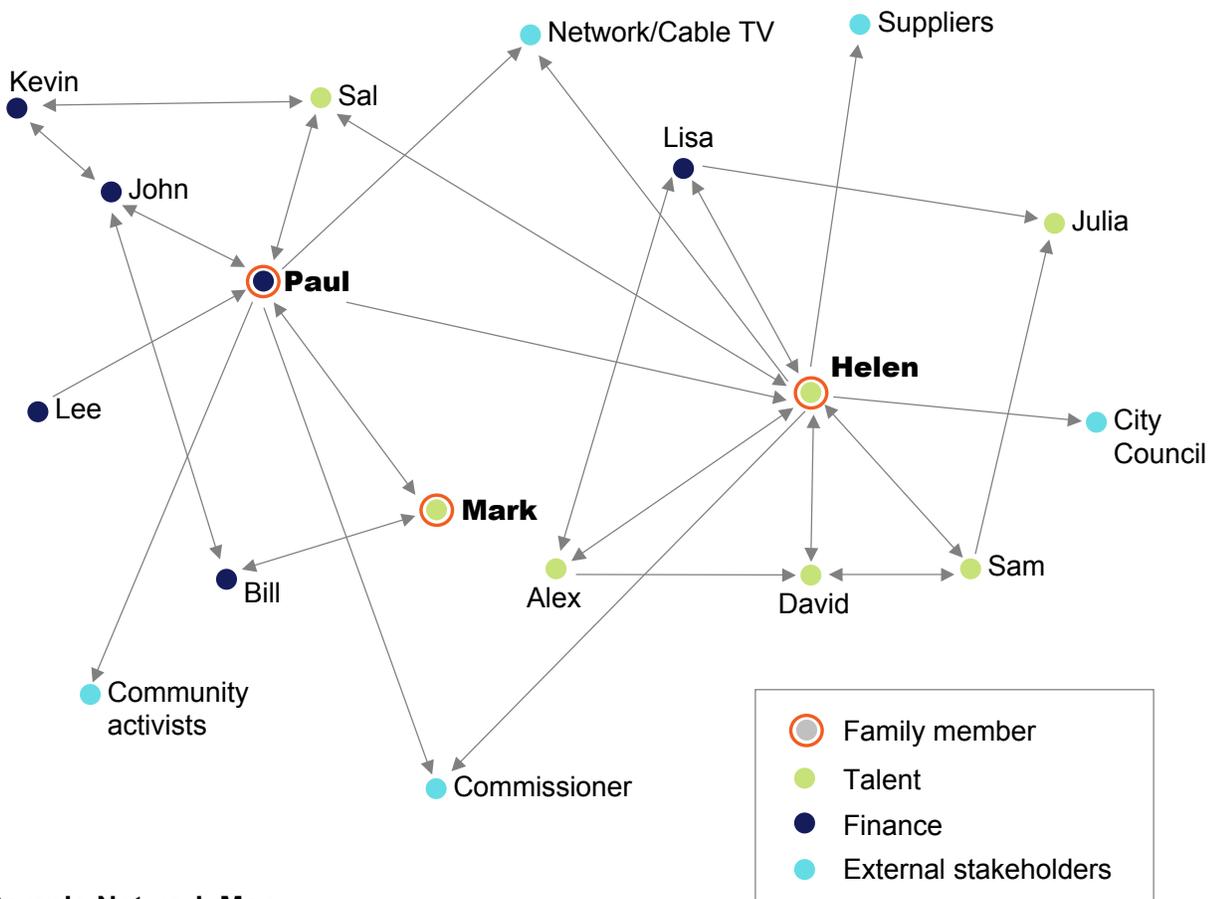


Leading the Family-Owned Sports Franchise

Family ownership of a major sports franchise is a high-stakes venture. The family has to invest substantial capital, keep and manage a winning team, promote the franchise in ways that benefit both the owners and the community, generate off-season revenue from the stadium venue, and stay profitable within the shared economic model of the league. Above all the franchise is a human as well as a financial enterprise. The number of stakeholders with some claim on the enterprise is large. As illustrated below, a web of relationships whose management may come naturally to some family leaders often can become either strained or leveraged as more or different family members play leadership roles.



A Sample Network Map

Families bring great strengths to owning and leading an enterprise, whose inhabitants can draw on the trust and commitment that family members feel for one another, and the deep relationships they have within their communities. But as we know, these same elements can create great complications, with the personal, professional and strategic so closely intertwined:

- How do family members hold each other accountable for performance?
- What happens when succession is complicated by the relationships both between and inside each generation?
- How can individuals make their own interests known without looking disloyal?
- What happens when business continuity means selling the business?

These issues challenge family members as they craft and implement any plan.

CFAR has decades of experience helping family business owners and members across a wide range of industries. We help family businesses meet these challenges by:

- Assessing and building the strategic capacity of a next generation of owners, leaders, and/or employees.
- Harnessing the good will created by the team's success in ways that benefit both the community and the owner's interests.
- Managing the inevitable leadership and ownership transitions—especially in the sports world, where these transitions are so often in the public spotlight—so that longstanding relationships are sustained rather than undone.
- Creating high-functioning top teams.
- Clarifying governance structures and decision-making authority.
- Resolving conflict.
- Designing a business strategy that supports revenue growth and long-term competitive strength.

Originally a research center inside the Wharton School at the University of Pennsylvania before becoming an independent practice in 1987, CFAR is a private management consulting firm with offices in Philadelphia and Boston. When inside Wharton, we established the first executive education workshop in the country for leaders of family businesses: since then we have played a leadership role in the development of the field, and continue to do so. Our approach combines business analytics with a research-based understanding of what motivates people, and the result is actionable strategies and tactics that amplify the best of an organization's culture. We equip organizations with the skills and structures to sustain long-term performance aimed at their highest aspirations.