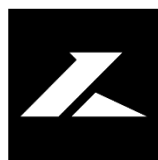


The 2023 National Sports Forum Case Cup Presents:

LEARFIELD: Name, Image, & Likeness (NIL)



LEARFIELD



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LEARFIELD NIL Initiatives: School - Brand Partnership

Following the NCAA's ruling to allow college athletes to be compensated for their name, image, and likeness (NIL), the marketing team at LEARFIELD, the premier multi-media rights partner for intercollegiate athletics, is hard at work to expand its leadership in (NIL) initiatives to best serve school and brand partners. The company has witnessed drastic changes in college athletics in the past five years and closely monitors the changes in student-athlete compensation as college athletes began earning money for their name, image, and likeness. LEARFIELD's college business partners still retain control of their brand assets but now student athletes are free to engage in many activities that were once prohibited and on their own terms. While this has created a new frontier for young athletes, LEARFIELD must consider how best to coordinate schools, brands, and student-athletes in a way that benefits all parties, while remaining compliant with NCAA, state, and school policies. The company must ensure that its services are holistic and consider all partners as it serves a variety of stakeholders: universities, conferences, brands, student-athletes, and the collegiate sports industry. Student-athlete NIL creates a new opportunity/division for LEARFIELD.

LEARFIELD and the Collegiate Athletics Enterprise

LEARFIELD is a multimedia and collegiate sports marketing company, representing the athletics multimedia rights for more than 200 colleges and universities including the NCAA's 89 championships. The company's beginning goes back to 1972 as a farm radio network in Missouri. Through a series of mergers and acquisitions, the company expanded its services to include digital platforms for college athletic programs, digital signage capabilities, ticketing and seating solutions, and additional services for many universities. In its current form, LEARFIELD is the result of 2018 merger between IMG College and Learfield Communications, the two leading multimedia rights and related services providers in collegiate sports at the time. The company has continued to expand its services by adding original content initiatives, strategic partnerships with venues and sports organizations, and establishing relationships that bring additional capabilities to collegiate sports and new opportunities to brand partners.¹

As an industry leader, LEARFIELD has been a long-term supporter of collegiate sports organizations such as the National Association of Collegiate Directors of Athletics (NACDA), LEAD1 Association (NCAA Division I Football Bowl Subdivision athletic departments), the Collegiate Sports Summit, Collegiate Athletic Leadership Symposium, and Women Leaders in College Sports. It is the sponsor of EDGE Academy, in collaboration with NACDA and its MOAA (Minority Opportunities Athletic Association), to advance educational development for minority men and women of collegiate sports. It also hosts the LEARFIELD Intercollegiate Athletics Forum, together with Sports Business Journal, providing educational and networking opportunities to collegiate sports communities.²

Name, Image, and Likeness

College sports are arguably as lucrative as professional sports in the United States. It generates revenues in excess of \$1 billion per year.³ Despite this fact, the National Collegiate Athletic Association (NCAA) has long classified college athletes with amateur status and resisted efforts

to compensate them until recently. In 2019, the State of California adopted a bill, *Fair Pay to Play Act* (Senate Bill 206, 2019), that allowed students athletes to get compensated for the use of their name, image, and likeness. However, they cannot be compensated based on their athletic participation, performance, or achievement. The United States Supreme Court's decision in *NCAA vs. Alston* on June 21, 2021 found the NCAA in violation of the Sherman Antitrust Act.⁴ The decision was reached at a time that several states were on the verge of passing similar laws to give college athletes more control over their intellectual property (IP). It effectively paved the way for athletes to profit from their own name, image, and likeness while preserving the amateur nature of college sports. As of July 2022, twenty-nine states have passed legislation addressing student-athletes' NIL rights. Of those, 24 such laws have already come into effect.⁵ There are also ten additional states whose proposed legislation is in different stages of process and pending.⁶ California, Maryland, Michigan, Montana, and New Jersey have enacted legislation addressing NIL that are not yet in effect.⁷

With the multitude of state laws, inconsistent school policies, and the NCAA's interim directives governing student-athletes NIL, many critics including college coaches, administrators, and NCAA officials have voiced concerns about the inconsistency and unfairness of NIL rules. The concerns largely center on the potential involvement of boosters and big-money donors offering inducements to sign athlete recruits, retain players, and poach student-athletes from other schools.⁸ While NIL regulations have largely been left up to the individual states, NCAA conferences and universities calls for uniformity through federal legislation have yet to materialize. Despite significant bipartisan efforts to pass federal NIL legislation, none of the proposed bills in Congress have garnered enough support to advance the legislative process at this point.⁹

With few restrictions, some student-athletes have taken the lead and started to build their online presence and following. While some student-athletes have built a substantial number of followers on social media and landed roles as endorsers or brand ambassadors, this success has also given rise to ethical concerns of sexualizing female athletes. Olivia Dunne, a gymnast attending Louisiana State University with an Instagram and TikTok following of over 8 million, proudly earns over "seven figures" annually and notes, "there are no professional leagues for most women's sports after college."¹⁰ Dunne and a few others female student-athletes have secured endorsement deals and attracted sizable followings. However, most student-athletes have a personal online presence that is not monetized or managed in any way.

Market Opportunities

College sports has not been the same since July 2021. This is when the NCAA's interim policy took effect allowing student-athletes to make money off their name, image, and likeness. The industry size reached \$917 million in the first year (July 2021-2022), and it could surpass \$1.14 billion in the second (July 2022-2023) year according to Opendorse, a leading NIL deal marketplace and technology company that provides a variety of services to college athletes and their supporters -- such as educating, assessing, planning, sharing, creating, measuring, tracking, booking and more.¹¹ Under NIL provisions, college athletes can now earn and accept money doing activities such as: commercial endorsements, appearances and social media posts, writing books, signing autographs, hosting camps, and giving lessons. Different from the past, student-athletes participating in such activities do not put their NCAA eligibility at risk.

For college athletes, the earning potential within the NIL marketplace is considerable. Total NIL compensation for NCAA Division I could reach \$280.3 million and average \$3,195 per athlete in year two. Similarly, the division's top earners from Football Bowl Subdivision and the Power Five conferences are projected to climb to \$607.4 million, averaging \$16,074 per athlete. The amount could reach \$148.6 million in total and \$5,572 per athlete for Group of Five conferences according to Opendorse data.

Brands are embracing the additional marketing opportunities generated by NIL. 74% of student-athletes have received at least one NIL deal from a brand with the average range of \$547-\$4,566 compensation per year according to Opendorse since July of 2021. It should be noted that market exposures are not confined to the NCAA's Division I NIL. Brands desiring to target local markets also use athletes from Division II, Division III, and NAIA programs who influence fans within their cities and communities. Opendorse data indicates the importance of lower-division athletes to brands in terms of potential annual NIL compensation (25% of NCAA divisional total) of \$35.5M and \$58.5M, averaging \$338 and \$362 per athlete.

Professionally bound athletes understand that NIL is not just a source of income while in college. Getting involved with brands and cultivating relationships is an investment towards their professional future.

Women's Sports Recognition

Women's college athletes have thrived by NIL deals according to Opendorse. Now, top sports brands line up to sign on a diverse portfolio of female athletes. For example, UConn's Paige Bueckers and South Carolina's Aliyah Boston in basketball, North Texas' Sarah Fuller and UCLA's Reilyn Turner in soccer, and Duke's Emily Cole in track and field.¹² Although male student athletes receive 62.7% of total NIL compensation compared to 37.3% for female student athletes, the comparison flips to 52.8% for female student athletes versus 47.2% for male student athletes when removing NIL compensation from football. While compensation from donors predominantly favor male student athletes by 93%, female student athletes' NIL compensation is 91% brand related as opposed to 62% for men's athletes.

NIL compensation for women's college basketball, volleyball, and softball took three of the top five spots on Opendorse's individual sports ranking in year one and trailed only by men's football and basketball.

The top three NIL activity earners for women's college sports included licensing rights, providing instruction, and interviews. At \$12,528 per activity, women's college athletes earned 43% more than their male counterparts in licensing rights according to Opendorse. Women's sports compensation also came from other activities such as content creation, autographs, and appearances.

Student-Athletes as Influencers

College athletes can use their NIL value to promote products and services and monetize their digital content. The three elements are the right of individual athletes to control the deployment of their identity and association in commerce (legally known as the “right of publicity”)¹³. Like professional athletes, student-athletes can capitalize on their NIL through commercial endorsement deals and influencer marketing using social media. The rise of social media and the ability of student-athletes to market their NIL have represented cost effective and wide-reaching platforms to connect and influence a large number of consumers.¹⁴ Platforms such as Instagram, TikTok, and Twitter enable athletes to grow their number of followers, engage their audience, and monetize through sponsorships. Quarterback Tua Tagovailoa, for example, could have potentially earned over \$25,000 per sponsored Instagram advertising to his followers while he was at the University of Alabama.¹⁵

For student-athletes today, the value of online advertising and sponsored marketing posts depend on the number of social media followers they can amass and the amount of engagement their posts can attract.¹⁶ Social media is arguably more powerful at the college level where student athletes do not have access to widespread media coverage or marketing support systems. They must rely on their personal brand value and the organic means of promotion communication to realize their NIL worth.

In contrast to traditional media channels where female athletes receive less than 4% of coverage, social media provides a somewhat more level playing field for women. Female student-athletes, on average, post more content than their male counterparts, but male student-athletes generally have more followers than female athletes, yet, the median female and male athlete have comparable numbers of followers.¹⁷ In general, social media enables student-athletes to present a compelling image of athleticism, attractive appearance, marketable persona as well as their sport.¹⁸ It provides them with a capacity to utilize their NIL worth and engage with consumers to attract valuable brand partnerships. However, an ethical concern of female student athlete NIL use is the sexualization of young adults and the toxic comments that come with a prominent online presence.

Table 1 – Opendorse: Women’s Sports Athletes



WOMEN’S SPORTS ATHLETES

TOP NIL EARNING POTENTIAL

ATHLETE	SPORT	SCHOOL	SOCIAL FOLLOWERS
Azzi Fudd	Basketball	UConn	286,800
Cameron Brink	Basketball	Stanford	278,000
Erica Sullivan	Swimming	Texas	71,400
Flau'jae Johnson	Basketball	LSU	1,087,900
Hailey Van Lith	Basketball	Louisville	781,600
Haley Cavinder	Basketball	Miami	4,555,500
Haley Jones	Basketball	Stanford	93,600
Hanna Cavinder	Basketball	Miami	4,555,800
Jade Carey	Gymnastics	Oregon State	367,000
Jordan Chiles	Gymnastics	UCLA	720,900
Margzetta Frazier	Gymnastics	UCLA	401,900
Olivia Dunne	Gymnastics	LSU	8,432,800
Paige Bueckers	Basketball	UConn	1,468,300
Sunisa Lee	Gymnastics	Auburn	3,482,100
Zia Cooke	Basketball	South Carolina	270,200

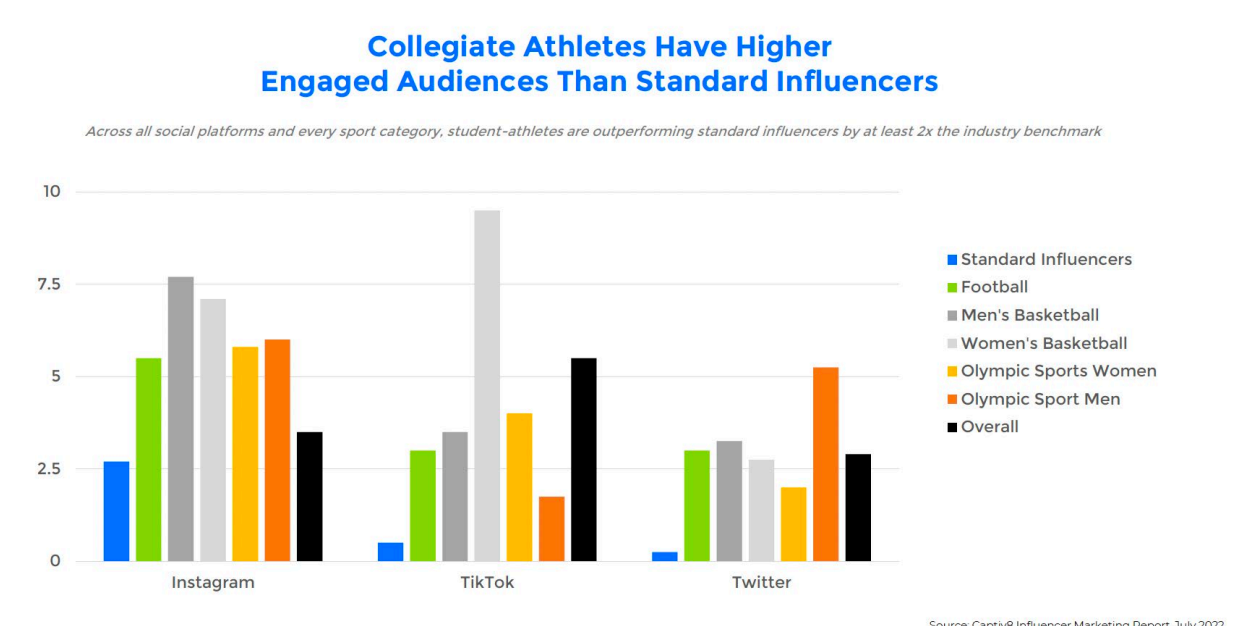
SOCIAL FOLLOWERS INCLUDES TWITTER, INSTAGRAM AND TIKTOK

NIL earning potential is calculated using anonymized transaction data, publicly available deal information, social following, sport, school and performance.

*athletes are listed in alphabetical order

Student-athletes are more effective influencers. Compared to other influencers, student-athletes are more effective, up to twelve times, on social media according to a study by Captive8, an influencer-marketing firm.¹⁹ Using sponsored posts data in the first year of NIL ruling since July 2021, the study showed that student-influencers had a higher engagement rate (two times higher at 6.58%) than standard influencers on Instagram and 5.39% engagement rate (six times higher) on TikTok. Student-athletes were 12 times more engaged (at 3.3%) with their audience on Twitter.

Graph 1 – Collegiate Athletes Engagement Audiences Compared to Standard Influencers



Study Findings: Women student-athletes are more engaging influencers.

According to the study, women's basketball players showed a 9.4% engagement rate on TikTok, the highest among all student-athlete categories across all platforms, and ten times better than the rate for standard influencers on TikTok.²⁰ Women's Olympic sports engagement also performed well, ranking second on Instagram and TikTok.

There are several reasons why student-athletes are considered better influencers and more appealing to brand partners. First, the overwhelming majority of these athletes are social-media micro-influencers (less than 100,000 followers) and nano-influencers (less than 10,000 followers). This shows that they are well-known locally across their immediate community and state. Their social-media presence is heavily followed because student-athletes are authentically embedded in their respective college communities, and they have a keen understanding of their audience. Second, because student-athletes are members of their respective local communities, audiences find their social media content to be more relevant and resonates with them at a deeper level compared to celebrity influencers. Third, the audiences that student-athletes reach are typically far less saturated and exposed to brand partners compared to audiences of other influencers. Therefore, the audiences reached and influenced by student athletes are more likely to be attentive and receptive to their commercial message.

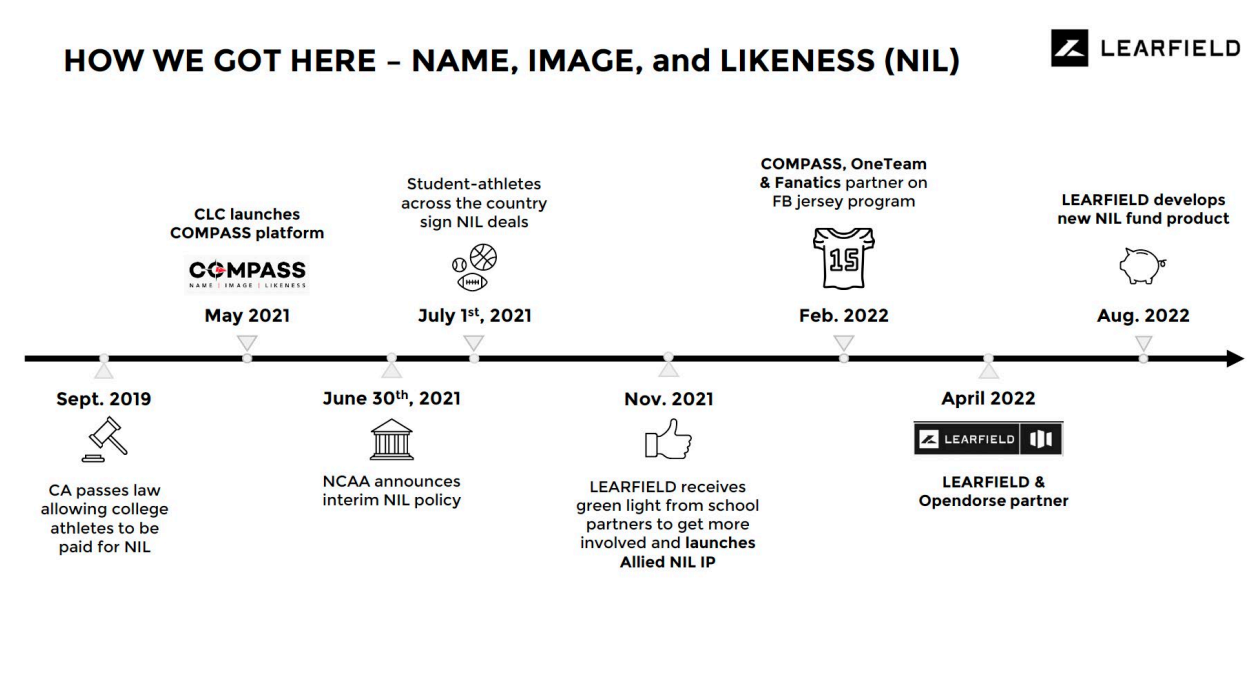
LEARFIELD's Influencer-Marketing Services

With 50 years of experience in multimedia and collegiate sports marketing, LEARFIELD commands the largest US fan database in college sports, enumerating 182 million-plus fans across the country. It connects brands to fans via exclusive college athletic sponsorships of multimedia rights (MMR) with approximately 200 Division I athletic programs, conferences, venues, and alumni associations through 2200 staff in 100 offices across the United States.²¹ LEARFIELD is constantly developing innovative ideas to further fans' engagement with brands. In recent years,

it has introduced new activation opportunities such as digital marketing and short form video content solutions, empowered by media, technology, and data.

Following the NCAA interim NIL policy, LEARFIELD envisioned helping brands build a deeper promotion base by accessing its partner schools over 50,000 student-athlete influencers. In November 2021, LEARFIELD announced its key NIL solution that offers brands the opportunity to utilize Allied NIL IP – the ability to pair student-athletes with university partner’s intellectual property (IP), including marks and logos.²²

Image 1: LEARFIELD NIL Timeline

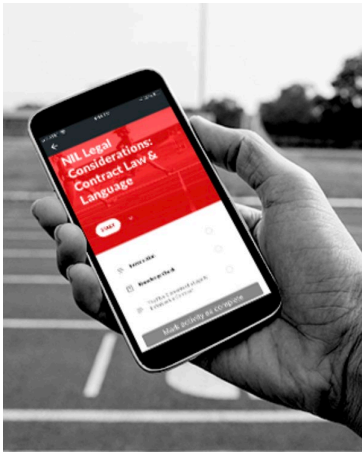


The Allied NIL IP framework ensures that IP of partner schools remains protected and monitored through LEARFIELD. This creates a more authentic and impactful connection with universities and athletes for brands who use it, while broadening the opportunities for student-athletes, universities, and brand partners alike.

Quarterback Bryce Young of the Alabama Crimson Tide, for example, has the opportunity to wear his team uniform and university logo to get the attention of his fans and the brands he represents across the country. This identification alignment helps student-athletes whose faces might not get the level of recognition they deserve without having their school’s branding presence. Likewise, brand partners will likely increase the ROI on their advertising efforts with student-athletes adorning recognizable university logos and gear.

Continuing the support of its NIL solution, in May 2021, LEARFIELD launched COMPASS via its CLC business line – a comprehensive education, disclosure, compliance, and monitoring platform that seamlessly integrates NIL legal considerations. Furthermore, it helps inform, protect, and enables success for student-athletes, universities, and other stakeholders in the ever-changing

NIL landscape. The education component of COMPASS consists of targeted, interactive NIL training by experts on topics such as: legal, compliance, and best-practices. These education sessions are tailored for student-athletes and their representatives, administrators, boosters, businesses, and other stakeholders. The disclosure element applies an easy-to-use interface for student-athletes to report and track their NIL activity to their athletics' compliance department. This is accomplished through built-in mobile prompts and templates for quick reference and thorough reporting. The monitoring component is an analytical tool. It performs real-time reporting of NIL activity by student-athlete, sport, deal type, and other variables. It also helps identify potential conflicts, safeguard compliance, and pinpoint benchmarks for deal values and marketplace trends.²³



As NIL continues to develop and evolve, LEARFIELD is keeping up with groundbreaking initiatives that can benefit student-athletes, schools, and brand partners. After launching COMPASS, CLC partnered with OneTeam Partners in October 2021 to provide opt-in licensing opportunities for student-athlete inclusion in collective licensing rights and to maximize the value of student-athletes' name, image and likeness across digital games, trading cards, apparel, merchandise, and the ever-evolving consumer and retail marketplace.

In April 2022, LEARFIELD and Opendorse announced a new strategic partnership to focus on NIL endorsement opportunities. Through the alliance, Opendorse serves as the NIL marketplace provider for LEARFIELD's college sports clients, enabling student-athletes to source potential endorsement deals with partner brands. The partnership also positions Opendorse as the recommended marketplace for the institutional partners in the LEARFIELD's Allied NIL IP program.²⁴

In August 2022, LEARFIELD introduced the "NIL Fund" to its brand partners. The NIL fund allows brands to additionally invest a pool of money to its overall partnership to be used as NIL-specific activation throughout the year. To execute the NIL fund, LEARFIELD works alongside Opendorse to help with all aspects of the activation from student-athlete sourcing, payment, and fulfillment, to ideating NIL activities and deliverables in collaboration with its partners. This solution helps LEARFIELD provide a turnkey solution for their partners to manage and coordinate ongoing campaigns with student athletes and schools for each activation. As an added benefit,

brand partners remain connected and informed throughout the activation process without requiring the need for separate hands-on coordination and execution.

The Challenge

As NIL has drastically changed college sports marketing since July 2021, the management team at LEARFIELD must strategize on how to best serve its school/conference and brand partners. Today the NIL market is flooded with niche providers across marketplaces, educational tools, collectives' management, brand building, advisory services, talent agencies, and more. LEARFIELD's main priority is to make NIL activation easier for the school partners, student-athletes, and brand partners. Your team is asked to help the company identify the latest NIL trends to make a significant and lasting impact within the industry. Your recommendation must ensure that LEARFIELD solutions are holistic and consider all partner stakeholders: universities, conferences, brands, student-athletes, and the collegiate sports industry.

You are to craft a NIL brand strategy and campaign for the University of Memphis Tigers, and its LEARFIELD sales team at Tigers Sports Properties. Your proposal will illustrate how a brand would utilize the University of Memphis and their student athlete(s) in the service of advancing the school, sport, and brand partner. With the late-June 2021 launch of its MaximUM program²⁵, followed by the debut of an official NIL Marketplace powered by Opendorse in May 2022²⁶, the University of Memphis is actively supporting its student-athletes ability to maximize their NIL opportunities with fans, brands, sponsors, and donors.²⁷

The University of Memphis, in Tennessee, has an undergraduate student body of just over 16,000.²⁸ Memphis is the second largest city in the state of Tennessee, behind Nashville. The Memphis metropolitan area has a stable population of just over 1.3 million.²⁹ While Nashville is over 200 miles to the North and East, Memphis sits on the border with Arkansas and Mississippi. Memphis is home to the NBA Grizzlies basketball team and the University of Memphis offers several NCAA Division 1 sporting teams.

The University of Memphis men's sports include baseball, basketball, cross country, football, golf, rifle, soccer, tennis, and track & field. The women's sports programs include basketball, cross country, golf, rifle, soccer, softball, tennis, track & field, and volleyball.

If LEARFIELD formulates a campaign built off a NIL "BIG idea" brand strategy for the University of Memphis, then it may be able to attract not only small to medium sized business partners but also larger brands looking to connect on a more local level. The BIG idea needs to be buzzworthy, incomparable, and connect with a gargantuan goal that will work not only for the brand category and company that you select, but also could be applied in other schools and markets. If the right BIG idea branding campaign is developed, then the school and its student-athletes enable businesses, large and small, to connect authentically with communities and their localized followers. Large brands offer substantial revenue opportunities but there must be a compelling idea to serve as a foundation to attract their interest. Additionally, large national brands often find it more challenging to be perceived as authentic with local audiences outside of major urban centers, due to their mass market appeal that can often seem impersonal to those outside of these areas. While national brand sponsorships are naturally attracted to the largest schools and their

student-athletes that seem destined for professional league play, there remains a relatively untapped market in smaller schools and secondary markets. While your solution will be focused on the local market, the message should be clear how as to how it may be extended across a variety of markets large and small. Additionally, your plan should be centered on utilizing women athlete's NIL. The management team at LEARFIELD leaves it open to your team to select a brand within the categories of autos, beverages, or financial services. It may be helpful to select a specific brand within the local market as the basis to craft your NIL campaign.

Title IX, the federal civil rights law passed in 1972 banning sex discrimination in federally funded education programs, resulted in the flourishing of women's sports.³⁰ The 50-year anniversary of this landmark law is an opportunity for LEARFIELD to launch a brand strategy solution for women's sports NIL programs for small to medium sized sports programs across the country and attract national brands. Furthermore, the focus on women's sports and student-athlete NIL positions LEARFIELD to address rising concerns regarding inequities. On January 23, 2023, the Drake Group, a college sports reform organization, sent a letter to the United States Department of Education's Office of Civil Rights seeking intervention to stem rising inequities between men and women student-athlete NIL deals.³¹ The Drake Group letter noted that in the 18 months since student-athlete NIL adoption, just 34% of NIL deals are awarded to women's sports. Your team will craft a BIG idea branding campaign aimed at a national brand with localized activations in mind. While your campaign is to be crafted for the University of Memphis, you should note how your BIG idea will resonate across multiple institutions and provide an avenue for large brands to authentically reach local markets. While you are free to craft your brand strategy as you see fit, you should be mindful that college athletes are students with limited time for promotional activities, therefore you should detail the amount of time needed by the participating individuals. Additionally, you should identify a brand that your BIG idea campaign is built around and justify how this is a good fit for the school, the student-athletes, the brand company.

Status Quo: LEARFIELD represents over 170 athletics departments with their multi-media rights. As such, the company has established relationships with thousands of local and national brand partners across the country. LEARFIELD has traditionally offered brands the opportunity to market through assets such as in-venue signage, intellectual property, radio, and printed programs. To ensure YOY growth in our partnerships, LEARFIELD is constantly thinking of new ideas and ways for brand partners to engage with fans. Over the past few years, the company has introduced new activation opportunities – digital marketing, short form video content, and now NIL.

Specifically designed with NIL in mind, LEARFIELD offers brands opportunities with new activation tools: Allied NIL IP and the NIL fund. The Allied NIL IP allows brands to increase their reach through the use of school logos and marks with the student-athlete NIL activation. The NIL fund allows brands to add a pool of money toward a larger partnership to use as activation dollars throughout the year. For the NIL fund, LEARFIELD helps with all aspects of the activation from student-athlete sourcing, payment, and fulfillment – working in tandem with its partner, Opendorse.

Case Cup Assignment:

Case Cup Assignment: Their leadership team is tasking your team **to develop a go-forward, BIG idea plan for LEARFIELD on how to engage with brands using the NIL theme and identifying new marketing activation solutions beyond Allied NIL IP and the NIL fund.** The goals of the proposed new NIL activations should be:

1. To best serve the school partners and their student-athletes
2. To provide new innovative offerings for brands to partner with student-athletes on NIL deals
3. To have the ability to package the new NIL offerings into a holistic brand sponsorship that includes other LEARFIELD offerings (e.g., content, digital marketing, signage, radio, etc.).

As NIL has dramatically changed college sports marketing over the past year, the leadership team at LEARFIELD must strategize on how to best serve school/conference and brand partners. Today the NIL market is flooded with niche providers across marketplaces, educational tools, NIL Collectives management, brand building, advisory services, talent agencies, and more. LEARFIELD's main priority is to make NIL activation easier for their brand partners and the student-athletes representing their school partners. Your team is asked to help the company further leverage NIL trends to make a significant and lasting impact within the industry by reaching secondary and more rural markets.

As an advisor to the LEARFIELD leadership team, you must **come up with an actionable and effective marketing plan that delivers a win-win-win for brand partners, schools, and student-athletes.** Your promotional approach should utilize various marketing communication tools (from direct marketing, personal /collaborative/consultative selling to multimedia / social communications) suitable for the three distinctive target audiences and their sub-categories. Your marketing plan should benefit from the sizable Opendorse database of student-athletes to effectively target the intended audience. Plan your recommended promotions for the upcoming September 2023-March 2024 time period when the Influencer Marketing activities are the highest during the season for college sports. You are working with a \$250,000 budget to implement your proposed promotion.

The promotion strategies for the targeted brand and Memphis should include:

1. *Engage stakeholders where they are:* drive attention and interest toward NIL's market opportunities and benefits by providing special touchpoints to highlight Influencer Marketing and its roles in collegiate sports.
2. *Attract new stakeholders:* drive brand engagement among college sport, student-athletes, and their fans by igniting their passion with unique experiences that are fun and exciting.
3. *Energize NIL delivery:* Drive engagement and activation through NIL via innovative engagement tools and opportunities.

Furthermore, your deliverable should address each of the following:

1. Increase interest, engagement, and activation among targeted brands, schools and their student-athletes (what metrics are appropriate for each).

2. Build more engagement (quality and quantity) on various venues of digital and social media to your targeted brand.
3. Increase University of Memphis brand awareness using its NIL program.
4. Increase University of Memphis college fans brand engagement via omni-channel retailing.
5. Which student-athletes to use and how you will enhance the student-athlete(s) personal brand.
6. How your proposal will impact the sporting team.
7. Articulate the versatility of your BIG idea for women's sports (what other sports and/or colleges might this be consistently adapted to)

To start off, you might consider the following questions:

- What should LEARFIELD's go-forward plan be with engaging brands on NIL opportunities? What products and brands would be a good fit?
- What new products/services can LEARFIELD bring to market via NIL opportunities?

Other questions that can be entertained, include:

1. How do brands, schools, and student-athletes first hear about LEARFIELD? Describe one or more "customer journeys" that create awareness, interest, and intention to marketing communications from LEARFIELD.
2. Do a brief SWOT (Strengths, Weaknesses, Opportunities, and Threats) of how LEARFIELD would deliver value to the brand, school, and student-athlete.
3. List some of the social media and/or mobile channels that LEARFIELD might use to create awareness and build interest among the targeted audiences. What are the strengths and weaknesses of using each?

➔ Suggest an integration tactic for each, or multiple ones for each.
4. What roles do college-athlete influencers play in social media to attract and engage fans?
5. What are the opportunities for cross-selling among LEARFIELD partner brands? How can such opportunities be tapped into and utilized to benefit brands?

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