

COMPTE RENDU

US Sports Business Event



04/10/2023 – 19h-20H30

Hôtel de Talleyrand – 2 rue Saint-Florentin, 75001 Paris

Pictures of the event are available [here](#).

Introduction / Opening speeches

Raymond Bauriaud, President of SPORSORA, thanked Madam Denise Bauer, ambassador of the United States to France for hosting this event in the wonderful Hotel de Talleyrand. He also highlighted the importance for French sports economy to develop its links with the US ecosystem.

Michael Turner (Counselor for Culture – U.S embassy) and Samuel Ducroquet (French ambassador for Sports), who knew each other since the preparation of the preparation of the Tokyo Olympic and Paralympic games (2020-2021), both reminded the strength of sports to create bounds between nations. M. Turner and ambassador Ducroquet both wanted to say how strong both (U.S and French) sports sector were strong and dynamic. Michael Turner also welcomed everyone to this historic site that is the George C. Marshall Center, on behalf of Ambassador Bauer and the U.S government.



***Raymond Bauriaud** (President, SPORSORA) / **Michael Turner** (Counselor for Cultural Affairs, U.S. Embassy in Paris) / **Samuel Ducroquet** (Ambassador for Sports, Ministry for Europe and Foreign affairs)*

Roundtable n°1 – Olympic and Paralympic Games: Paris 2024 / Los Angeles 2028

*Sandy Heribert, moderator of the night, highlighted the fact that one of the reasons we brought France and the U.S together tonight is the fact that Paris (2024), then Los Angeles (2028) will host the Olympic and Paralympic Games (as Michael Turner, ambassador Ducroquet and Raymond were able to mention in their opening speeches). It's an interesting parallel. Cooperation in the organization of these events is a natural fit. We are fortunate to have with us this evening **Chris Pepe** (Chief Commercial Officer of LA2028, and **Trojan Paillot** SVP Rights, Acquisition & Syndication, WBD Europe), to talk about the upcoming Olympic and Paralympic episodes.*



Sandy Heribert (Moderator) / Chris Pepe (Chief Commercial Officer LA 2028) / Trojan Paillot (SVP Rights, Acquisition & Syndication, WBD Europe)

a) Olympic and Paralympic Games

1. Paris Summit

S. Heribert : What was the LA28/team USA partner summit about? What did it consist of? Why Paris?

According to **Chris Pepe (CP)**, the LA28 Summit held in Paris consisted of 115 people from the next Olympic and paralympic host cities gathered in a unique place. It allows everyone to meet and speak to each other and get everyone feedbacks. To organize the Olympic event in the best possible way in the future.

2. Work with Paris teams (learning from counterparts)

S. Heribert : What discussions have team USA had with the Paris 2024 teams so far? Sharing experiences? Feedbacks? Advices?

According to **CP**, the discussions were related with marketing opportunities, partnerships and commercial development.

3. As « Chief commercial officer »

S. Heribert : More specifically, as Chief Commercial Officer, what lessons have you learned from sharing experiences with your French counterparts?

CP added that the LA28 team gained many insights from the Paris24 team as this latter constantly shows confidence in its work. CP tried to understand how the Paris24 Committee succeeded in achieving such a “*fast and strong*” marketing position with a “*beautiful look*” within the sport business market. CP was kind of admiring of the “*solid position*” Paris24 reached in few years. LA28 and Paris24 are “*good friends and good colleagues*”. The discussions were globally “*very helpful*”. Paris indeed had 4 years less to accomplish the same result, since Paris and Los Angeles Games were awarded at the same time.

4. Existing partners of LA2028 : Salesforce; Comcast; Delta; Lilly; Hershey; Nike; Oakley; Polo Ralph Lauren.

S. Heribert : Any new partner? Why do partners invest in the Games? What are the different motivations of brands and sponsors when they decide to embark on the Olympic adventure?

Despite having no new partner to announce to the audience, CP admitted that LA28 was “*constantly looking for new partners*”. He insisted on the fact that most of the Olympic and Paralympic Games revenues was privately sourced through partnership contracts. He highlighted that every collected dollar serves to fund the Games.

His teamwork is dedicated to find strong and relevant partnerships with both international and local companies willing to associate their image and reputation to the Games. CP gave the examples of Lilly (Eli Lilly & Company – a pharmaceutical corporation) and of Oakley, Inc. (a sunglasses, clothing and sports equipment company).

Both companies have different interests as the first one is headquartered in Indianapolis, while the second is originating from LA’s suburbs. Considered this, CP emphasized the fact that LA28 had two approaches regarding partners, without forgetting that **the main objective is to avoid “sportwashing”**.

He acknowledged that his role was to balance interests, between the need of authenticity, of not showing up and being flawless, and the necessity to “*showcase delivery*” and to bring “*things that matter the most for consumers*”.

5. Innovation

S. Heribert : Any innovative projects for LA2028 (a bit like the opening ceremony in Paris on the Seine River, a 1st in History outside a stadium)?

CP promised a “*stunning opening ceremony in LA*”, probably based on innovation and technology, giving the example of the Silicon Valley where there is a strong need and desire to innovate.

Uniqueness is present in the LA28’s organization through the selection of partners that innovate through technology. From a marketing perspective, CP gave the example of the Committee’s logo. Technology and graphic design allow partners to be integrated in the LA28 logo.

According to CP, innovation for the Olympic and Paralympic Games is also present through unique initiatives that will bring people on board as the years go by. For instance, LA28 is active in funding modern sports practices in order to identify new great athletes.

6. Innovation – Joint venture with Team USA

S. Heribert : *Something LA did in 2019 was creating the USOPP (US Olympic and Paralympic Properties). Can you please develop on this? Why is this so innovative in the Olympic and Paralympic movement?*

USOPP was created as an opportunity to be sure that entities with common interests would not be competing each other on the same market.

The association with Team USA, through the USOPP initiative, enables LA28 to achieve a national dimension. It gives an opportunity to stakeholders to reach good partnerships and to eliminate lobby activities in order to find the good partner. It also gives a big team spirit in the context of the organization, and it's "*very well needed and appreciated*".

b) Media, TV rights and broadcasting model of the Olympics and Paralympics Games

7. Current media rights (for the current period)

S. Heribert : *Trojan, can you please refresh our memory about the bidding process to win the current Olympics and Paralympics Games (Paris 2024) media rights?*

Trojan Paillot (TP) started by saying that Eurosport channel was completely acquired by Warner Bros. Discovery (WBD) – through Discovery Communications – in 2015.

In the meantime, Eurosport – jointly with WBD – started discussions with IOC, responded to and won the IOC's call for tender for the transfer of broadcasting rights for Olympic and Paralympic Games in Europe for the 2018-2024 period.

The agreement covered 50 countries across Europe for the 2022 and 2024 Games, and 48 for the 2018 and 2020 Games since France and the UK had already agreed broadcast deals for those events¹.

TP emphasized the fact that Eurosport and WBD were newcomers to IOC's broadcasting rights bidding process, which were previously granted to Sportfive – a sports marketing and audiovisual rights agency – which was then responsible for reselling them to broadcasters.

This long-term deal, worth €1.3 billion (£926 million/\$1.5 billion), marked a change with the previous IOC's bidding process, and followed other major television deals, including one with NBC Sports stretching until 2032².

Covering four different Games, the deal was made possible through **the additional exposure and expertise as a sport broadcaster offered by Eurosport**, which offered "*to follow all sports on every minute*" according to **TP**.

¹ https://www.eurosport.com/olympics/eurosport-wins-rights-to-show-olympic-games_story4800713/story.shtml

² <https://www.insidethegames.biz/articles/1028361/ioc-sign-eur13-billion-deal-with-eurosport-to-showcase-olympics-in-europe>

8. Strategy to promote the Paris Olympics and Paralympics

S. Heribert : WBD Europe recently started a one year-to-go countdown to Paris Games with exclusive and original content. Can you please develop the plan and the actions?

As stated by IOC in 2015³, TP explained that this long-term deal with IOC allowed Eurosport, supported by WBD, to create content not just during the Games (3 weeks every two years) but also throughout the year. Indeed, both companies relies on decades of experience to create non-fiction and exclusive content between Games.

The objective of the “one year to go countdown” is to engage passionate fans around previous and new Olympic sports 365 days a year. To do so, Eurosport wants to capture and deliver the remarkable stories and characters associated with the Games through monthly magazines and documentaries.

9. Milano-Cortina 2026 to Brisbane 2032 cycle (including LA2028)

S. Heribert : Can you please explain how WBD worked in the context of the new cycle of media rights acquisition (from Milano-Cortina 2026 to Brisbane 2032, including of course LA2028)? The reasons of the partnership with EBU (to show more of the Games in Europe than ever before)?

For this new cycle 2026-2032, TP explained that Eurosport and WBD were no longer newcomers in the bidding process. WBD offered to partner with the European Broadcasting Union⁴ (EBU) to answer the new IOC's bidding process. IOC launched a tender, with a package for digital rights. In the end, all stakeholders found a three-party deal, a win-win operation allowing more visibility for each participant of the deal⁵.

As per the previous cycle, Eurosport and WBD will sub-license a portion of the rights to free/public broadcasters in many markets across Europe, meaning broadcasters will have to negotiate with them rather than with the IOC.

In consequence, TP stressed the main difference on this topic between Europe and USA: **the existence in Europe of a multiplicity of players, with some fifty countries in which to broadcast the Games in twenty different languages.**

10. Relationship with NBC

S. Heribert (question to Cris Pepe) : What is the relationship between LA2028 and NBC (the Olympic and Paralympic broadcaster for the US)?

CP answered that in his capacity of CCO of U.S. Olympic and Paralympic Properties, he was representing the interests of both LA28 and Team USA, but also those of NBC. All entities were operating as “a single team” in order to deliver the best and most appropriate message at the good time. He added that “the digital piece [was] super critical in his work and that one of his roles was to bring the partners “off cycle” in media to talk about the Games.

³ <https://olympics.com/ioc/news/ioc-awards-all-tv-and-multiplatform-broadcast-rights-in-europe-to-discovery-and-eurosport-for-2018-2024-olympic-games>

⁴ <https://www.ebu.ch/home>

⁵ https://www.eurosport.com/olympics/ioc-awards-exclusive-2026-2032-olympic-games-rights-in-europe-to-ebu-and-warner-bros.-discovery_sto9322816/story.shtml

11. Legal obligations in terms of broadcasting and free access to sports content

S. Heribert : Trojan, Can you please explain the specificities of European and/or French market (listed event obligations...)? CIO rules/national legal obligations; Different obligations between the French and US market?

While every EBU Member will broadcast more than 200 hours of coverage of the Olympic Summer Games and at least 100 hours of the Olympic Winter Games on TV⁶, **TP** explained that the overall European legal framework was a “pretty complex” and “hard to navigate” environment compared to the US. Indeed, in Europe, each country establishes a different list of leading sports to be mandatory broadcasted and has different rules regarding authorized advertising and graphics on screens.

12. Focus on some US rights WBD Europe have and the differences vs European sports

S. Heribert : Is WBD broadcasting US Sports in Europe at the moment? If so, are there different broadcasting and promotional strategies depending on the nature of the sports broadcasted on your channels?

According to **TP**, WBD represents and broadcasts the PGA Tour or the MLB in Europe. The company has to broadcast these sports “where it makes sense”, depending on the public interest in some European countries. He underlined that U.S sports were usually “well-made products” always offering a great volume with many games, with interesting timings not clashing with sports in Europe. However, he admitted some challenges in broadcasting these sports: the large number of matches means that WBD has to put a lot of effort into storytelling and advertising to increase the appeal of each match; Moreover, in the US, there is greater flexibility in adding graphics and advertising to the screen, whereas WBD is restricted in Europe; Finally, the closed American leagues have a tradition of offering to broadcast their own content via subscriptions (league pass), in direct competition with WBD, which cannot broadcast online.

c) Comparative report & insights

13. "Comparative report" on the US & European media markets (business model)

On a quick comparative report on the US and European markets, **TP** stressed that these latter have very different business models and mindsets when talking about living and consuming sports. There are two different ways to watch and consume games in the U.S and Europe which forces WBD to adapt content to its European audience.

According to **TP**, the US sport business market seems more accessible and profitable than the European market. In the U.S, the size and simplicity of access to the sport business market – with only one language – allows broadcasters to innovate, develop and create new products with less audience, whereas in Europe, there would be “no such scale to develop those products”.

In the U.S, the global advertising market represents 60 billion dollars and the sport business market is no exception. In consequence, you can have free access to a wide range of sports (like NFL), in exchange for a lot of advertising time-out during the games, with the attractiveness of a uniform level guaranteed by a salary cap.

Major European sports are mainly available through paywall and each country establishes its own regulations and taxes. Europe sees sport primarily as a discipline and tries to make a business of it, while the US see sport as a business in itself. The US give the impression to be more “efficient” while Europe would be more “romantic”.

⁶ https://www.eurosport.com/olympics/ioc-awards-exclusive-2026-2032-olympic-games-rights-in-europe-to-ebu-and-warner-bros.-discovery_sto9322816/story.shtml

Roundtable n°2 – US Sports business model: good practices to inspire the French sports sector

S. Heribert introduced this 2nd roundtable by pointing out the fact that, apart from the Olympic and Paralympic Games, the comparison between France and the U.S can be made in a much larger scale : The US sports business being particularly developed. In some cases, we draw a great deal of inspiration from them U.S business practices. The U.S Sport sector success can also be explained by a very particular conception of business and a slightly different demand from the one in Europe. Our French sports ecosystem probably has a lot to learn from American best practices, even if we are well aware that not everything can be transposed as is.

S. Heribert : you are here because you each have expertise/experience in the U.S. sports sector, as well as knowledge of the specifics of the European and French markets. We'd like to draw up a sort of inventory of best practices of the US sports business with you, to inspire those present here, and help the French sports economy to develop in the best possible way.



Sandy Heribert (Moderator) / **Brett Gosper** (Head of Europe & UK, NFL) / **Ciryl Gane** (UFC Fighter and Weezl investor) / **Victorien Tixier** (Co-founder & CEO, ScorePlay) / **David Gane** (Ciryl's agent and brother)

a) The American market and its specifics

1. Ciryl Gane is the example of the French sportsman who conquered the US sports market

S. Heribert : **What do you think the US model has to offer our industry in France? What impressed you the most when you "arrived" on the US market?**

UFC has been one of the few sports to have lasted during the Covid pandemic. Fortunately, **Ciryl Gane (CG)** made his professional debut in UFC in 2019, right before the lockdown. Therefore, he could testify on how impressive and inspiring the US sports business model was for him. He said he was fortunate enough to have reached UFC before the pandemic. He also highlighted the size of the show that exists in MMA and espacilly in UFC, in the U.S.

2. Closed leagues model, one of the specifics of the US market

S. Heribert : *Brett Gosper, you're head of NFL Europe & UK. NFL is one of the best examples of closed league. Can you remind us what a closed league is, and how it can be a factor of success for sports? What are the pros and cons of it?*

Brett Gosper (BG) explained what a closed league was, stating that there was no relegation and no promotion. Many franchise, like in NFL, are family-owned for several generations, allowing them and the team to build and grow their brand and business. U.S teams in closed leagues find more stability and are more secure in this ecosystem, compared to Europe where a pyramidal system depending on each club's performance is in place. Revenues are ensured, business plans are safer and media coverage is longer than in Europe. Therefore, the closed leagues model appears to have only advantages from a business point of view.

3. US Sports mediatization

S. Heribert : *Brett Gosper, sports mediatization is also huge in the US. Can you please explain us why? And through what elements?*

As explained before, the closed leagues model with draft ensures a better mediatization and repartition of media attention on each franchise. Moreover, for instance, 85% of NFL revenues are shared with the 32 teams, allowing them to grow their business and staying competitive each year.

NFL is the most broadcasted sport in U.S as it is freely broadcasted. However, NFL struggles to penetrate the European market as it is competing with major sports and leagues (like Premier League in the UK) which are mainly broadcasted through pay-walls. According to BG, the best solution is to deliver the best product possible to attract an audience likely to pay for it.

4. ScorePlay's solution and position on sports mediatization in the US

S. Heribert : *Victorien, you're the founder & CEO of ScorePlay, a Media Asset Manager based on AI... Can you please explain us what it consists of? And tell us how the mediatization model is important for your business model? Why did you go to the US (offices in NY)? Is this US model of mediatization a reason why the sports economy so developed in America? Can France draw inspiration from it?*

Victorien Tixier (VT) started his intervention by relating the story behind ScorePlay, a company he co-founded in 2020 in Lisbon, which is growing to become one of the most popular platforms to product editorial content for teams, brands and players in the US, as it is now also located in New York.

Through ScorePlay, **VT** discovered that teams, brands and players had to many workflows to control in relation with image management and editorial content creation. In consequence, ScorePlay decided to build up the perfect media infrastructure for them to edit and offer content more easily to content creators. ScorePlay's objective is to drive more revenues to right holders, then adapting its tool to make this happening: for instance, the creation of an integration with the Shopify platform of the Sacramento Kings.

According to **VT**, content is used in the U.S as a way to engage fanbase and creating stories 24/7. A such trend can also be found in France, with football clubs like AS Monaco FC or even Toulouse FC which was more likely to adopt ScorePlay's solutions thanks to US investors to its board.

5. The management and exploitation of athletes' images

S. Heribert : *Why is the management and exploitation of athletes' images so important?*

C. Gane replied that in the U.S, athletes are no longer seen simply as sportsmen but also as ambassadors, sometimes with more visibility than clubs or franchises. This is specifically the case in MMA (UFC), an individual sport based on the fighter's personality. Good image management is essential. It's also why there's a whole pre-fight entertainment system, with press conferences, trash talking (which is "not his game"), weigh-ins, documentaries and so on. **BG** agreed to this assertion and added that today's athletes want to build their own brand. He also gave the example of "Quarterback", a Netflix series having a huge success to a non-NFL audience. Same goes for almost every U.S Sports, and it's now arriving in Europe and in France, with Formula 1, or Cycling, for example.

b) Athletes' role in the US Sports development

6. The case of Athletes investors

S. Heribert : *The 3 of you are in very different positions. Can you explain why it was important for you, in the context of this conference, to raise the subject of athletes' investors, which is much more developed in the US than in Europe, and especially in France?*

VT explained the model as his company just completed a 5M\$ seed round with *Seven Seven Six*, gathering many athletes investors. He told how athlete investors like Mario Götze easily understood ScorePlay's business model and managed to bring business opportunities to the company.

Athlete investors speak to each other, like M. Götze to K. Durant or even directly contacted **VT** through social media (R. Varane). ScorePlay has also been supported by Athletico Ventures which helps elite athletes (Alejandro Bedoya; Peyton Manning; Dominic Thiem) invest alongside top tier investors.

BG added that U.S athletes were more likely to invest in start-ups as they are used to this kind of investments for many years. NFL athletes in particular, are very high network individuals, talking to each other and sharing investment opportunities.

7. French Athletes investors

S. Heribert : *Few French athletes invest in sports (and when they do, they're always somehow connected to the U.S : ie. Tony Parker; Rudy Gobert; Blaise Matuidi...). Cyryl, you invest in numerous projects and companies. Can you please develop which ones? And why (motivations for such investments)?*

CG gave the example of Weezl, a French start-up company he invested in as it allows him to explain the rules of MMA to a larger audience. **CG** insisted on the fact that all his investment were related to sport and are in line with the values he stands for as an athlete (consistency, comfort, athlete image, etc.). This fits with his objective to develop his discipline in France.

c) Globalization of US Sports abroad (to Europe and France)

8. Example of ARES

Ciryl, you're also investing in ARES, a French MMA league you created. MMA can be considered as a "US sport". Can you please tell us more about ARES (motivations)? Did the US model inspire you?

According to **CG**, MMA was illegal in France until 2020. Therefore, MMA fighters like him have a mission to educate and explain what MMA really is. In this objective, he was supported and largely inspired by UFC to create his own MMA organization in 2022. Thus, ARES organizes one event per month inspired by the sophistication, storytelling, brand marketing, and the content delivery of UFC.

9. Some US major leagues in France (Paris)

S. Heribert : Last month, UFC came to France for the 2nd time. Congrats Ciryl on your victory in the Accor Arena! It's the perfect example of a major American league exporting to Europe/France. You're one of the headliners of French MMA, and even one of the reasons why Dana White wants to keep the stopovers in Paris. Why is it important to keep this UFC Paris going for the development of MMA in France?

According to **CG**, the presence of UFC in France is an indicator of MMA growing popularity in the country. It generates revenues for the local fighters, gives opportunity to smaller sponsors to partner with UFC, as well for large companies like Accor Arena.

S. Heribert : Same goes with NFL in Europe. London; Frankfurt; And soon Paris???

NFL tries to develop its brand and its presence all around the world, and to reach people and customers outside its American fanbase. According to **BG**, the growth potential is huge, especially abroad and in Europe which is a big (and wealthy) sports market.

First, NFL created several international offices (UK, China, Mexico & Canada) and even an academy in the UK. Then, NFL recently organized five games in Europe (1 Wembley; 2 Tottenham; 2 Frankfurt) even if **BG** regretted that game could not be held in France before 2025 because of major international sporting events (and because of the instability of the ownership of the Stade de France).

Finally, NFL is in discussion with the Premier League, Bundesliga, LIGA and its clubs (notably Bayern / Frankfurt / Tottenham) to co-create NFL events in Europe. Same goes with South America.

10. Strategy to export Football

One last lever for the globalization of Football and its development and notoriety would also be the Olympics of LA2028?

BG answered this question by saying that NFL, in collaboration with the International Federation of Flag Football, was actively supporting the introduction of this discipline as an Olympic sport to the LA28 Games. Flag football would be an ideal alternative to the complex rules of US Football. These latter are a real opportunity to reach new audiences and to grow the NFL fanbase outside of the US.

Roundtable n°3 – The development of Women's Sports

S. Heribert : SPORSORA is determined to never overlook the subject of women's sport and its development, which is not only extremely promising, but also deserves full attention. Women's sport is growing faster in the United States than in France (early awareness of the sector's dynamism; knowledge of its huge potential). To address this subject with us this evening, we are fortunate to welcome on stage Thayer Lavielle, a leading figure in the development of women's sport in the USA. She works at the Wasserman agency, and is Executive Vice President at The Collective, a movement that focuses exclusively on women's sports issues.



Sandy Heribert (Moderator) / Thayer Lavielle (EVP, The Collective)

a) Wasserman and its activities

S. Heribert : *Could you start by explaining to the audience what Wasserman is, and which activities it covers?*

Wasserman is a global sports marketing and talent management company based in Los Angeles, founded by Casey Wasserman, who is also Chair of the LA28 committee.

According to **Thayer Lavielle (TL)**, Wasserman has two main areas of business. It is both a talent management company, representing players, musicians or actors, and it offers services to brands, rights holders and media companies through strategies, insights, partnerships, campaigns, activations and events.

b) The Collective

S. Heribert : What links exist between Wasserman & The Collective? What activities at The Collective / What does it consist of? A team? A think tank? A Marketplace?

The Collective is a division created five years ago within Wasserman to create something unique that could help the Women Sports ecosystem to develop. It is a dedicated business practice, working as a think tank, that uses all of the tools and resources (including its clients on all sides) to advance the power of women. It delivers free service for the Company and for the industry, using all assets to empower women.

c) Actions & tools of The Collective

S. Heribert : Tell us more about this Think tank you named earlier?

The Collective, as a think tank, is a global consortium made up of 22 universities from all around the World (US, Mexico, Switzerland, ...) and a dozen corporate partners who come together to create research and publish insights on a frequent basis that can help push the narrative around women's power. For instance, they already worked on HR job descriptions, athlete marketing plans, retail white papers, or WNBA Iso Fan study.

TL insisted on the fact that women sport should not be valued the same way as men. The Collective is constantly pushing the women agenda through networking and dedicated campaigns. It delivers constant information on inequity with solutions, to have the lines moved. A lot of progress has been made for the past five years, especially in the US where women would be more accepted, compared to Europe and UK because of institutional patriarchy.

S. Heribert : Are there other tools to promote the Women Sports economy?

TL detailed the several tools developed by The Collective to achieve its objectives. First, "The Gender Equity Scorecard" which helps brands, properties and media companies to understand their investment in women's sports. Then, a "Brand Citizenship Compass" which supports brands to understand their most authentic area of purpose and how this can reach their consumers.

There is also a "Fan Value Premium and toolkit", a way for women's teams and leagues to value their assets with greater premiums in place around fan affinity, sport growth and momentum, athlete stardom.

Women's teams and leagues need a leg up and should not be compared to men's sports. The Collective also writes "White papers" so that players take a look at how women are driving the economy and how marketers could pay more attention.

S. Heribert : Is lobbying/political work something The Collective doing in this context?

The Collective do not lobby but does work with individuals and agencies that help inform policy development. According to TL, The Collective is not involved in policy making but tries to push women sports over the edge in order to grow the community and ecosystem. It tries to support and value women athletes better.