

Global Urban Development

Using Sports to Understand and Relate to Metropolitan Economic Strategy

Kyle Matthews, Washington, DC, June 2004

Metropolitan Economic Strategy Themes:

- College and Professional Sports retain a common metropolitan identity
- Substantial portions of people living in throughout the “metropolis” cheer and root for the “home team”
- Competitive sports is one of a few spheres of interest uniting cities, suburbs, exurbs and rural areas together
- Even transcending national boundaries
- The challenge is to get diverse urban populations to relate economically in the same way they identify as sports fans and to collectively support their “home teams” by working together as citizens of a metropolitan economy to promote local and regional prosperity as well as quality of life
- The dynamics of metropolitan interrelationships represent how the global economy actually functions and regional vitality is truly maintained
- It is only a matter of time before everyone recognizes this modern reality
- A challenge is for residents of urban regions to begin in engaging in this new form of economic teamwork
- This will best enhance their opportunities to prosper in the international marketplace

Sports Themes:

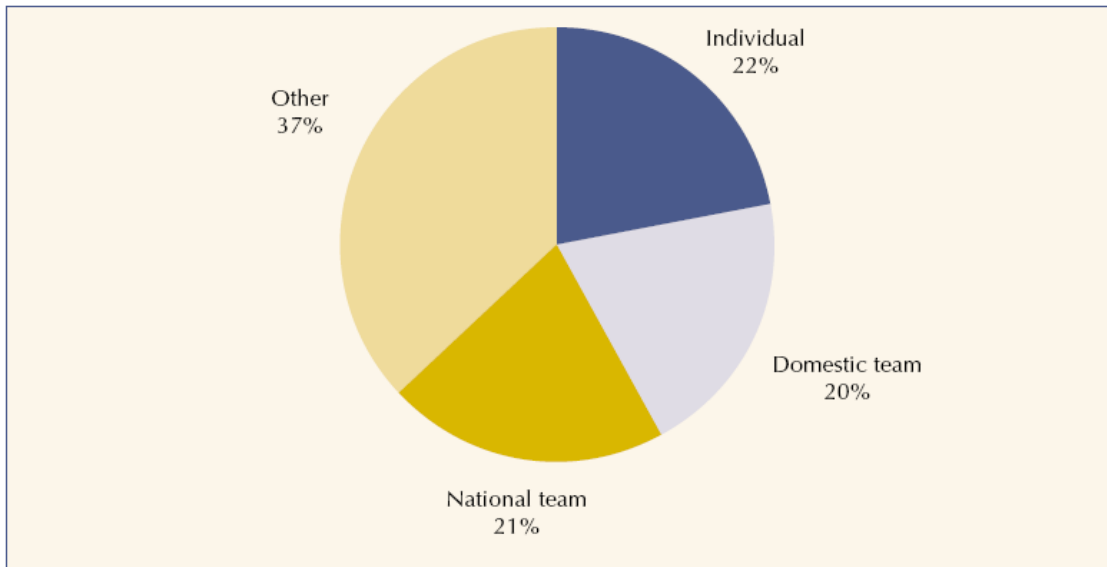
- Sporting teams seem to connect a large portion of metropolitan regions together; crossing religious, ethnic, and social backgrounds.
- Majority of population connect and unite underneath the “banner” of the team and all cheer together regardless of differences.
- What Metropolitan Economic Strategy (MES) wants to convey is that this same approach and cross boundary cooperation should also be the strategy used for their MES.
- This new idea for MES will help promote urban development and economic growth, and specifically aid in the development of low income regions.
- Fans of particular teams do not look at each other in terms of class, ranking, or other socio-economic labels, but view each other as equal fans all in pursuit of the same goal: which in most cases is a championship for their respective teams.
- In Los Angeles, people from Beverly Hills, South Central, Orange County, and East L.A. all come together and root for the Lakers in a type of cooperation and teamwork unique for these different demographical regions.
- If metropolitan economies worked together with the same fervor and dedication, this newfound “teamwork” will lead to increased economic output and efficiency.
- People must come to understand this new way of approaching economic situations is the most logical concept in increasing cooperation between local regions lying within the boundaries of a larger metropolis.
- If New York/New Jersey Metropolitan region works together and interacts economically with the same passion as this region cheers for the New York Yankees franchise, their

economic strength and success will be greatly increased due to better economic planning and cooperation.

METROPOLITAN ECONOMIC STRATEGY AND SPORTS

- Metropolitan economies must also plan economic strategy together in order to insure no overlapping industry, unnecessary competition, and an overall increase in economic accomplishment.
- In order to attain this goal, one must come to the realization that more cooperation and communication is necessary between local policy makers, heads of industry, economic planners, and corporations.
- Economic “themes” for each individual region is one proven way in order to make metropolitan economies function more efficiently.
- Such themes would include smaller cities specializing on certain economic concepts such as tourism, industry, service, entertainment, business, residential, and special skills.
- Within these “themes”, the basic services and smaller businesses that provide necessary life amenities would exist, but the overall direction of the city would be dictated by its role in the greater metropolitan region and how its involvement in this greater economic strategy would lay out its local economic role/strategy.
- Soccer in Europe fulfills the same role football, basketball, and baseball do in the US. Many Europeans relate to a soccer franchise. Most often it is the local team. But during international competition they rally around the national team.

Figure 3: Analysis of the breakdown of the Top 50 sports programmes for 2000, aggregated across the 20 European countries



Source: TV Sports Markets

Possible Metropolitan Study Regions and Respective Teams

- North America
 - New York, USA – New York Yankees
 - Los Angeles, USA – Los Angeles Lakers
 - Chicago, USA – Chicago Bulls
 - Oakland, USA – Oakland Raiders
 - Baltimore, USA – Baltimore Orioles
 - San Diego/ Tijuana, USA – San Diego Padres
 - Toronto/ Buffalo, Canada – Toronto Raptors

- Central & South America
 - Sao Paulo, Brazil – Corinthians *
 - Rio de Janeiro – Flamengo FC
 - Buenos Aires, Argentina – River Plate Athletic Club
 - Mexico City, Mexico – America of Mexico *

- Asia & India
 - Tokyo, Japan - Yomiuri Giants
 - Beijing, China – Beijing Hyundai
 - Bombay, India – Mumbai Cricket
 - Calcutta, India – Kalkutta Cricket
 - Dacca, Bangladesh – National Cricket Team *

- Africa & Middle East
 - Lagos, Nigeria – Nigerian National Team
 - Cape Town, South Africa – Ajax Cape Town *
 - Tel Aviv, Israel – Maccabi Tel Aviv Sports Club
 - Cairo, Egypt – Zamalek Soccer
 - Luanda, Angola – Angolan National team

- Europe
 - London, England – Manchester United *
 - Madrid, Spain – Real Madrid
 - Munich, Germany – Bayern Munich
 - Prague, Czech Republic – AC Sparta Praha
 - Tirana, Albania – Tirana Club *
 - Milan, Italy – Juventus
 - Paris, France – Paris Saint German
 - Moscow, Russia – Spartak Moscow

New York Yankees

**Table 1:
Where Do the Fans Come From?**

<u>Residence</u>	<u>Yankees</u>	<u>Mets</u>
Bronx	6%	3%
Brooklyn	6%	11%
Manhattan	13%	8%
Queens	6%	15%
Staten Island	1%	2%
NYC Total	33%	39%
Westchester / Rockland	11%	5%
Nassau/Suffolk	9%	26%
Rest of NYS	6%	2%
New Jersey	22%	13%
Connecticut	7%	4%
Rest of US	9%	8%
Foreign	3%	2%
Total	100%	100%



September 28, 1998

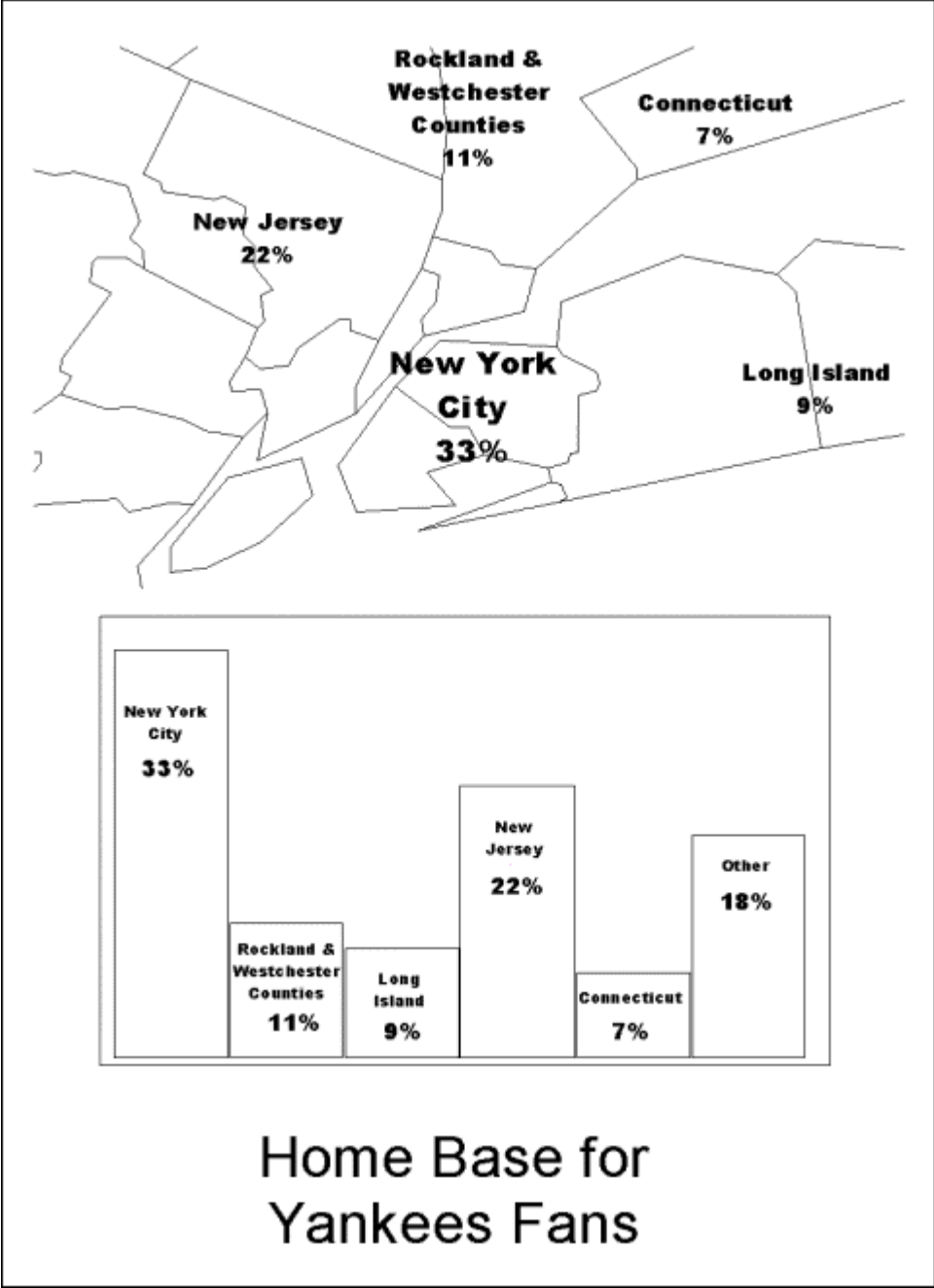
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INDEPENDENT BUDGET OFFICE

110 WILLIAM STREET, 14TH FLOOR

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www.ibo.nyc.ny.us/iboreports/stadiumsurvey.html



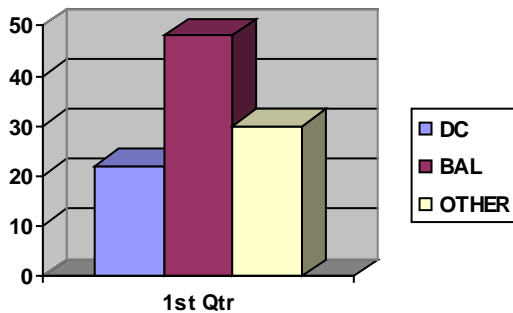
As one can see, a substantial portion of the Yankees fan base is not located in New York City, but the surrounding regions that still are considered part of the greater New York Metropolitan region. Regardless of this fact, most of these fans continue to “work together” in the sense that they all desire the same thing, which would be the Yankees coming out victorious.

Baltimore Orioles

www.baseballindc.com/wbc_and_dc/367,37,Slide 37

The George Washington University Sports Management Program, under the direction of Assistant Professor Dr. Lisa Delpy, conducted a survey to assess the potential impact a Washington based MLB franchise would have on the Baltimore Orioles. Data was collected during two different Orioles games. Random subjects entering Camden Yards were asked to complete a six question survey or just fill in their zip code.

A total of 502 surveys were completed, while an additional 2,040 zip codes were provided. Approximately 22% of the attendee resided in the DC area, 48% resided in the Baltimore area, and another 30% resided in other regions. The other attendees resided in other markets such as Philadelphia and New Jersey.



This graph helps illustrate the demographics of the Baltimore Orioles fan base in regards to their residential location.

Manchester United FC

www.hotelbenchmark.com/frames.htm?http%3A//www.hotelbenchmark.com/itk/MarketSnapshots/040331UK.htm

http://www.didata.com/about/abt_manchester.asp

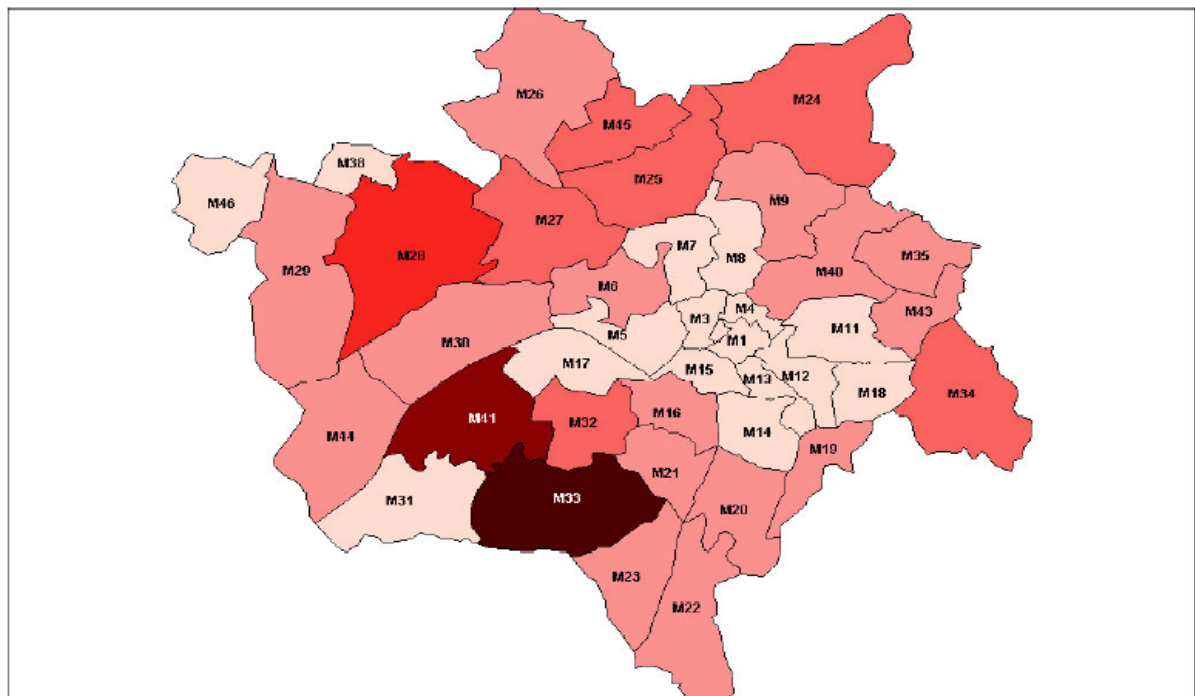
The scale of the clubs fan base is such that around 68 percent of non-season ticket holders, who regularly attend matches, live on average, 99 miles from Old Trafford. While clearly not all of those stay overnight in the city, a large percentage do, as do a number of club sponsors.

This piece of information helps reiterate the point that a large portion of Manchester United's fan base does not originate from the surrounding neighborhoods, but on average fans came from all around because they all share the same common goal. This survey was conducted using research of hotel occupancy rates in the Manchester area on days match play was set, as opposed to days the club was not playing. This actually fails to represent a large portion of the 53 million international fans Manchester United has attained over the years. Manchester United makes a conscious effort to appeal to these fans, and a key objective of Manchester United is to

leverage its 50+ million supporters in 24 different markets. Their goal is to learn about them, to communicate with them, to engage them, to interact with them and ultimately to transact with them, directly and through the Club's partners. This cooperation and teamwork from the highest levels of the Manchester United Brass allows them the popularity and success they have achieved.

Locally, Manchester United has tended make a strong push for international fans, has also held on to a very strong local base. Manchester United, which is located in postal code m16, tends to possess a very loyal local fan base. 77% of the local population in and around Manchester United in the area known as Old Trafford is season ticket holders.

MUFC Season Ticket Distribution In 'M' Postal Area (Percentage)

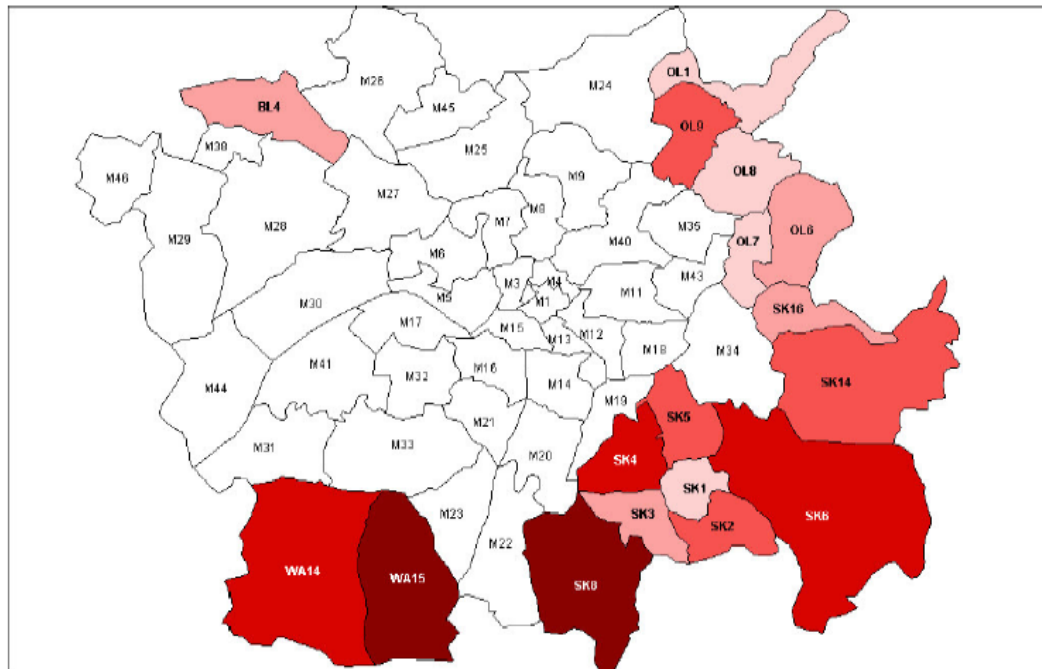


MUFC Season Ticket Holders 2001 by M Postal Districts	
Percentage of Total Season Ticket Holders (27,567)	
0.00%	(0)
0.00% to 0.50%	(17)
0.50% to 1.00%	(15)
1.00% to 1.50%	(6)
1.50% to 2.00%	(1)
2.00% to 2.50%	(1)
2.50% to 3.00%	(1)

This graph helps illustrate the saturation of Manchester United fan base in local areas surrounding the Club in Old Trafford, which is located in M16.

In addition, the outlying areas, or postal codes not considered to be in Manchester still contain a large percentage of Manchester United Fans. This graph shows high levels of support around the periphery of the Manchester conurbation as it joins Stockport (SK), Warrington (WA), Bolton (BL), and Oldham (OL).

MUFC Season Ticket Holders By Highest Non-'M' Postal Districts (Absolute)



MUFC Season Ticket Holders 2001 by highest non-M Postal Districts in Greater Manchester	
Absolute Numbers	
□ M Postal Districts	(41)
□ 1 to 80	(4)
□ 80 to 150	(4)
□ 150 to 260	(4)
□ 260 to 470	(3)
□ 470 to 650	(2)
□ 650+	(0)

This information helps illustrate the connection non-Manchester areas feel to Manchester proper, and it is a direct example of how different communities have come together, bound by a common cause.

<http://www.mipc.mmu.ac.uk/docs/SeasonTicketReport.pdf>

San Diego Padres

The San Diego Padres franchise is located in the Metropolitan region of San Diego/Tijuana, which straddles the US/Mexican border. With the exception of the border zone, which is a no-mans land of barbed wire and fences, the two cities and their respective counties bump up against each other. With three entry points in the region, it is the world’s busiest transnational border crossing. The San Diego-Tijuana region is comprised of four geo-political units according to the OECD. These are San Diego County (California), and the municipalities of Tijuana, Tecate, and Playas de Rosarito (Baja California). Population of the area totals approximately 4.3 million with 2.9 million in SD county and Tijuana, Tecate, and Rosarito totaling 1.4 million. Both sides of the border have attracted many people to the area recently. In the 1980s SD grew by 30% and Tijuana by 66%.

It is no surprise then that a huge percentage of the San Diego Padres fan base resides just over the border in Mexico. The Padres now offer a special reward card for residents of Mexico, and target Hispanic fans on both sides of the border with radio and television campaigns. These fan attraction campaigns have proved very successful in uniting the entire San Diego/Tijuana metropolitan region behind the banner of the Padres, and many do not focus on the fact that a large portion of their fans are citizens of a different country. After signing on legendary Mexican pitcher Fernando Valenzuela as part of its Hispanic-alluring strategy the Padres brass and star players attended a special function at the Tijuana Chamber of Commerce, and with pomp and circumstance presented "the new Padres" to the attending Tijuana and San Diego Hispanic business crowd. They went as far as saying that they could very well do away with the geographical term "San Diego" from the ball club's name, as the Padres was as much Baja's team, as it was San Diego's. This attitude has led the fans from both the United States and Mexico to work together and coordinate rally's, fan clubs, and other various cross boundary cooperation between two different major cities that belong to the same greater metropolitan regions within their geographic boundary.

www.destinationcrm.com/articles/default.asp?ArticleID=3134&TopicID=10

www.hispanicvista.com/html/020107valdivia.htm

Flamengo FC: Sao Paulo

Soccer in Rio de Janeiro is no different than anywhere else in the world, and the fans are just as passionate. One unique thing about soccer fans in Rio is that because of the unique social history in Brazil going back to Portuguese colonial days, the clubs in this metropolitan area often are thought to represent the distinct social classes. A contemporary account of the Brazilian football scene is given in the book of Janet Lever ([Soccer Madness: Brazil's Passion for the World's Most Popular Sport](#) (1995). Waveland Press Inc). Here is her detailed analysis of the clubs in the Rio de Janeiro:

Rio de Janeiro provides a setting in which to explore the internal workings of soccer clubs and the role they play in symbolizing the real divisions within the city: Rio's twelve soccer clubs help break down the urban mass and integrate people into subgroups. Confrontations on the playing fields reflect real-life antagonisms and jealousies between fan groups. In Rio, as in other Brazilian cities, the strongest rivalry is between social classes.

Rio's team of the masses is Flamengo; its symbol is a black vulture. Loyalties fluctuate according to team standings, but roughly one-third of Rio's population pledges allegiance to Flamengo, far more than to any other team. It is said that more Umbanda rites are seen before Flamengo games than are performed for any other team. Flamengo is the most famous club in Brazil; requests for Flamengo shirts come from as far away as the Indian regions of the Amazon. Often migrants adopt Flamengo as their team when they arrive in Rio, because they have heard of it back home; thereby further swelling its huge following among the urban poor.

Flamengo has 65,000 card-carrying members (exceeded only by Corinthians in São Paulo with 150,000), but its fans number in the millions. They are despised by rival fans for their

overwhelming numbers and boastfulness after victory and for the fervor with which they try to recruit new fans. However, they are also respected for their fidelity to the team and for their feeling of brotherhood toward other fans. Sayings like "when you meet a Flamengo, you meet a friend" attest to their communal spirit. Flamengo fans I spoke with claimed that, when they must choose, they prefer to do business with someone who cheers for Flamengo. I saw a beach vendor offer a discount to those who could show they were fans of Flamengo on the morning of a big game, although I presumed he was motivated more by commercial instincts than by sentiments of brotherhood. There is a folklore that people believe, like the story of a rich man's being robbed of all his possessions: finding a Flamengo membership card in the man's wallet, the robber, also Flamengo, returned everything.

Flamengo's greatest foe, Fluminense, thought of as the team of the elite, has the second-largest following in the city. The team's nickname is 'white powder,' referring to the powder used to lighten the faces of aristocracy of an earlier era. Although both teams draw players from the lower class, Flamengo players are expected to act rough and crude; a more gentlemanly code is imposed on Fluminense players because of the heritage they represent.

Fluminense's social pretensions are best reflected by the fact that it is one of the few soccer clubs in the country that restricts its social membership. More like an exclusive country club than a soccer club, Fluminense rigorously screens applicants. The club's list of ineligible includes criminals, persons with contagious diseases, and the handicapped, except for those who were maimed while fighting for their country or while in the service of the Fluminense Club. Fluminense is so restrictive that its own players, although worshipped on the field, are treated as "employees" and are prohibited from attending most of its activities.

Considered one of the most elaborate soccer membership clubs in the world, Fluminense is one of the two Rio clubs to profit from its social sector. White stucco buildings roofed with red tile, surrounded by lush gardens, form a compound in one of the central districts of the city. Fluminense has its own stadium that holds 25,000 people, massive gymnasium, tennis courts that accommodate more than 2,000 spectators, three swimming pools, steam baths, rifle range, and beautiful club buildings that house the administrative offices, library, trophy galleries, bar, restaurant and ballroom.

Vasco da Gama represents the city's huge community of Portuguese immigrants and their Brazilian-born descendants. The team was well known in Portugal, so immigrants joined upon arrival. The club's ready-made community eased their entry by providing contacts for those who came alone and a place to socialize for those with extended family and friends already in Rio. Vasco is now one of Brazil's richest soccer clubs. The \$20 million the club claims in assets has come mostly as gifts, in the form of city properties, from wealthy members of the Portuguese community. It has more than 2,000 "owner-members" (proprietários) holding titles worth \$2,500 each.

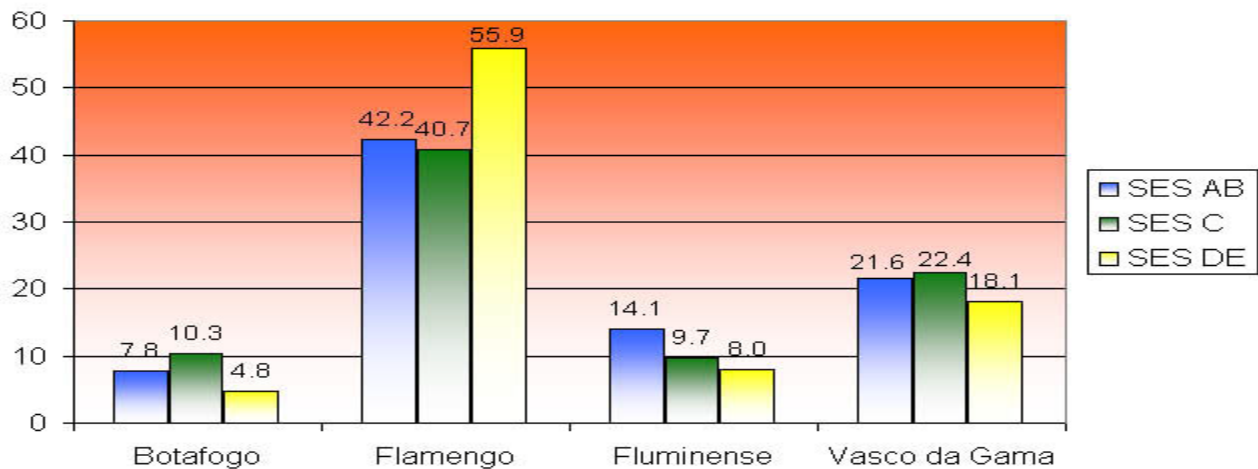
Vasco has 60,000 general members and the third largest following in Rio. It has fielded so many great winning teams that even those not of Portuguese descent have declared themselves Vasco fans. The Carnival celebration at Vasco's club grounds attracted 150,000 members and friends. Every Saturday night 5,000 teenagers come for their "Hi-Fi" dances. More than 2,000 watch

players train before a Flamengo vs. Vasco match. In addition to the professional players, approximately 700 amateur athletes wear the Vasco da Gama uniform.

The Botafogo Club was started by college students in the affluent Botafogo district of Rio and attracted wealth and politically powerful patrons who built a strong club based on modern management techniques. Botafogo has retained its appeal to the young, the urbane, the politicos, and the nouveau riche. Botafogo has supplied more than its share of World Cup players, so it attracts young fans from all over Brazil who attach themselves to the national heroes they see on television. Large clubs like Vasco, Flamengo, Fluminense, and Botafogo each have about 250 employees who care for the grounds, arrange the festivities, service the teams, and do the necessary clerical and bookkeeping work for the professional soccer, amateur soccer, and social membership sectors.

We will now cite some survey data from the *TGI Brasil* study. In Rio de Janeiro, a total of 1,280 persons between the ages of 12 to 64 years old were interviewed during 2002. Within this sample, 45.3% said they were Flamengo fans, 20.9% were for Vasco da Gama, 10.6% for Fluminense and 7.7% for Botafogo. In the next chart, we show the incidences separately by the three socio-economic levels that is commonly used in Brazil. Indeed, the patterns are quite consistent with Lever's presentation.

Football Fans by Socio-Economic Status in Rio de Janeiro



(source: TGI Brasil)

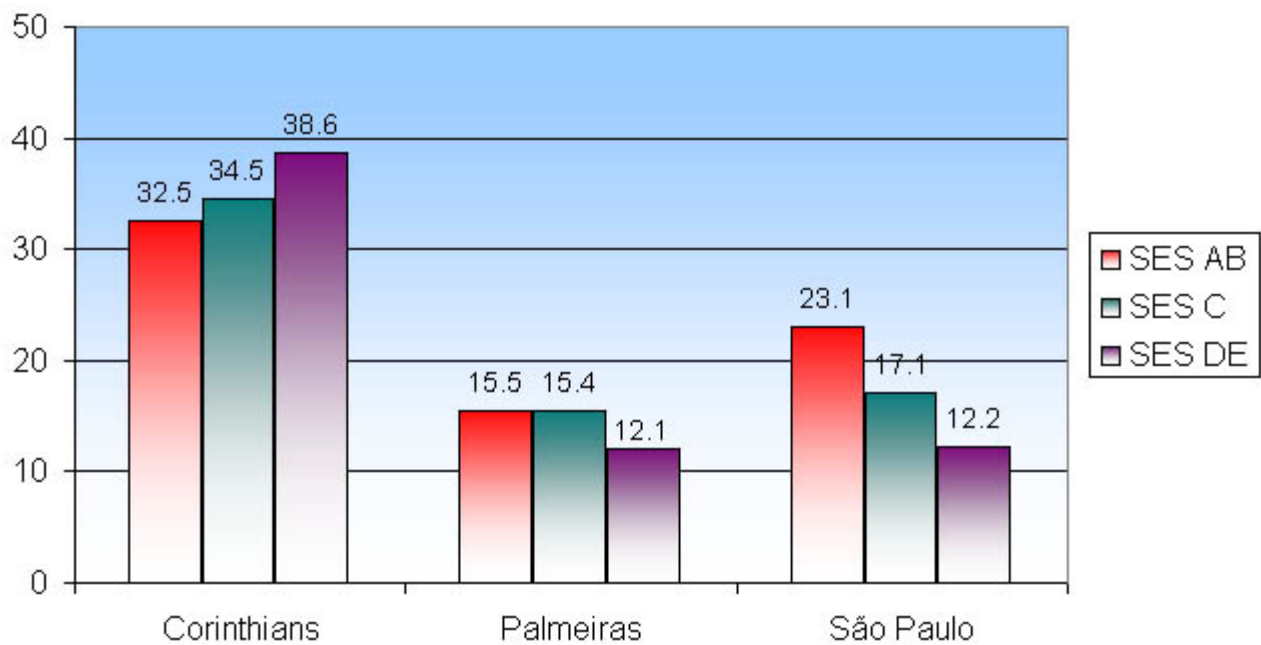
What these survey results show is social demographics of the Rio society coming together because they feel they all share something in common with their respective team. What Rio needs to change is the apparent socio-economic divide between fan participation with the separate teams.

<http://www.zonalatina.com/Zldata283.htm>

Corinthians, Sao Paulo

Within the same *TGI Brasil* survey, a total of 1,792 São Paulo residents between the ages of 12 to 64 years old were interviewed. Among these respondents, 34.8% said that they were fans of Corinthians, 18.1% for São Paulo and 14.6% for Palmeiras. In the next chart, we show the incidences by socio-economic status.

Football Fans by Socio-Economic Status in São Paulo

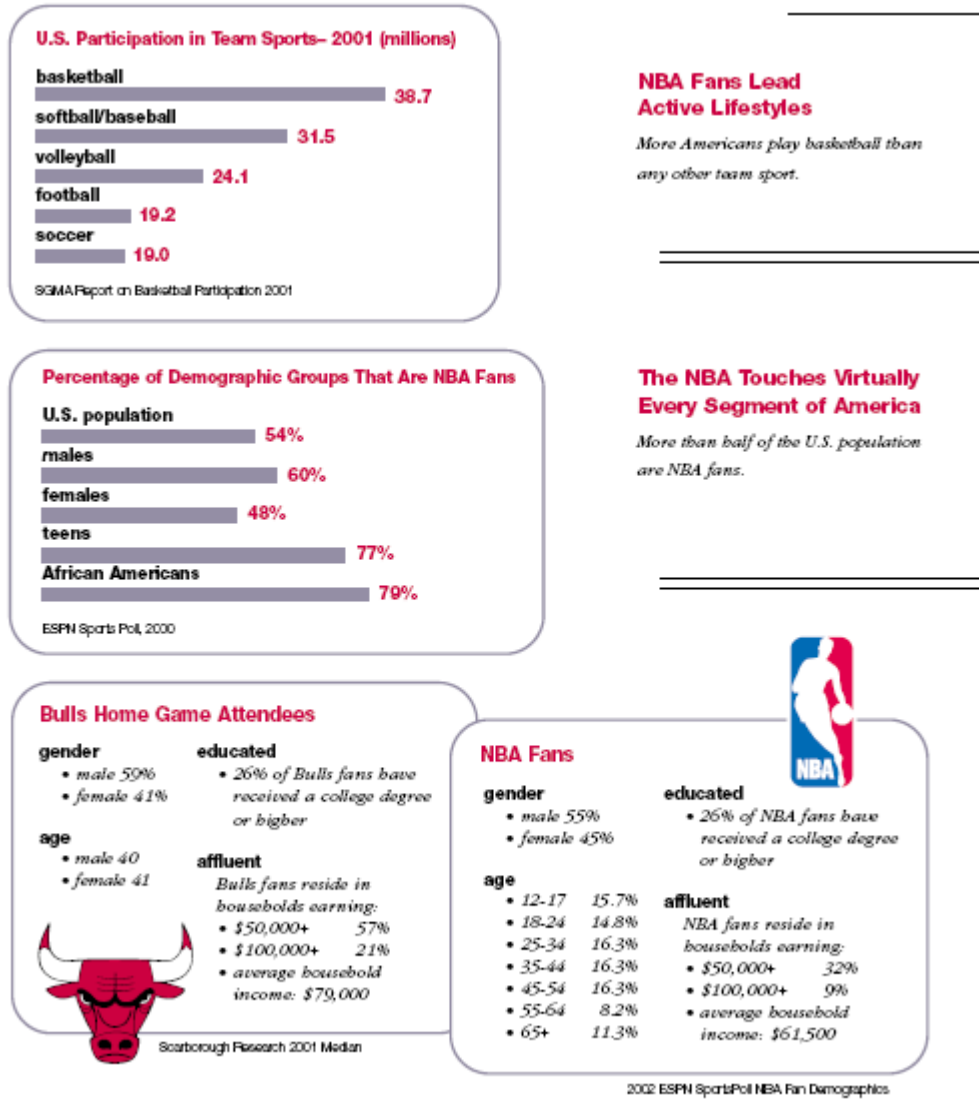


(source: TGI Brasil)

It is not always the case that the political economy acts as the base which affects the superstructure which encompasses socio-cultural matters such as football club affiliation. In fact, it is possible for the superstructure to modify the base.

Chicago Bulls

The Chicago Bulls have attracted a very diverse fan base over the years that draws from very different socio-economic areas in and around the Chicago area.



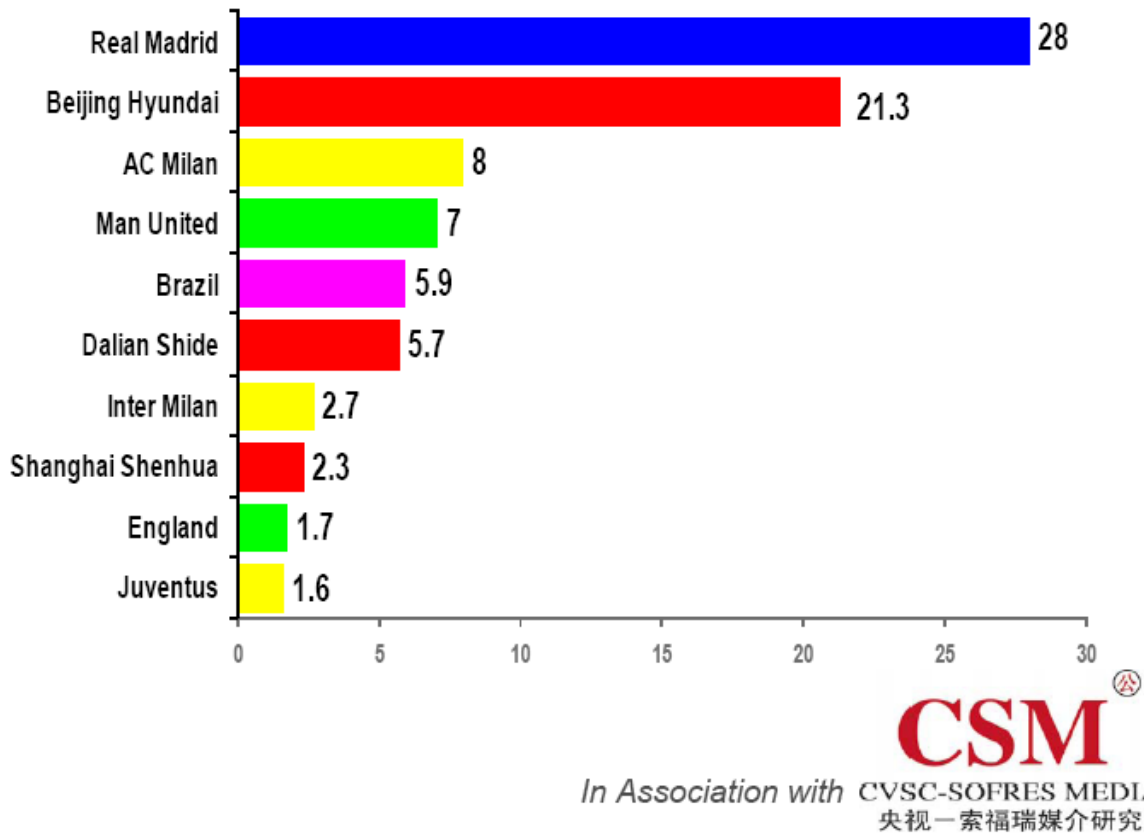
The bulls bring the city of Chicago together like nothing else has been able to. The franchise helps create a city-wide sense of identity that connects the citizens from all over the Chicago metropolitan region. This not only has to do with the fact that basketball is a major sport in the Chicago area, but also because of the success the franchise enjoyed in the 1990's.

Beijing

Beijing China is a very interesting anomaly when it comes to favorite teams. When surveyed, most men ages 16-25 said soccer was their favorite sport, but when asked what club they rooted for most replied they followed a foreign club. This chart illustrates the results from this survey, with Real Madrid garnering most of the votes. Many feel this also might be related to the recent acquisition of former Manchester United star David Beckham to Real Madrid. In second was the local Beijing Hyundai, followed by a wide variety of other foreign teams.

Favorite football clubs - 1st club cited - Real Madrid ahead of local Beijing SAMPLE

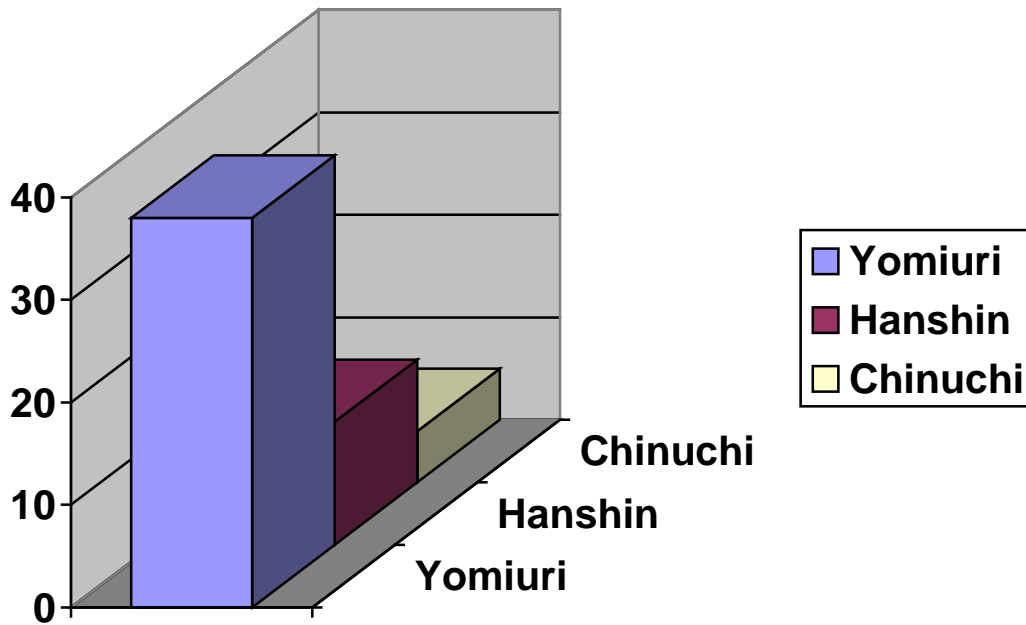
Universe: "interested at least a little by football"



http://www.csm.com.cn/content/products_services/index/reports/013/Sample_pages_ena

Yomiuri Giants

Located in Tokyo, the heart of Japan, the Giants were once again voted the most popular Japanese baseball team. Baseball remained in the top spot slot for the ninth straight year, with 57 percent of those polled saying they were interested in watching baseball. The nationwide survey was conducted Feb. 22-23, 2004. Of the 3,000 people surveyed, 1,862, or 62.1 percent, responded. According to the survey, the favorite popular professional baseball team was the Yomiuri Giants, up 5 percentage points from last year to 38 percent. The franchise regularly attracts more than 50,000 fans per game, and has won more championships than any other club. Since Tokyo is one of the biggest if not the biggest metropolitan region, this ball club could be considered one of the most popular worldwide.



<http://www.baseballmusings.com/archives/002427.php>

Oakland Raiders

This franchise's fan base and their cooperation and dedication to a common goal is extremely unique in American sports. Unlike European/South American soccer or Indian Cricket, American sports tend not to "live and die" by their teams success as their international counterparts. There are the die-hard fans that follow their teams almost religiously, but a majority of fan bases tend to be Luke-warm or "fair-weather". This term describes how when the team they root for is doing well, they come and support them, but if they start to fair poorly, they immediately become disinterested. This does not apply to a majority of Oakland Raider fans, or as the American sporting world has come to know them, "Raider Nation." Raider Nation is a term used to describe the incredibly passionate, sometimes psychotic fan behavior of the Oakland Raider fan. These people have been known to go to great lengths in order to give their home team and advantage, and these great lengths often include physical, mental, and emotional intimidation of their opponent. Many fans have even been known to dress up in intimidating costumes in order to give the Raiders a "Home Field Advantage". This passion and cooperation amongst people of different regions and socio-economic class could possibly be used as a springboard or common bond amongst economic policy makers in the bay area; specifically Oakland, San Francisco, and San Jose.