

nba  
ALL★STAR  
2000



technology  
summit

The Future of Sports Programming

February 11, 2000  
San Francisco, CA  
NBA Entertainment





## The Future of Sports Programming

February 11, 2000

Dear Participants:

Welcome to the "NBA All-Star 2000 Technology Summit: The Future of Sports Programming." It is fitting that the first All-Star Weekend of the new millennium, in Silicon Valley, serves as the backdrop for this All-Star gathering of industry leaders.

The key questions for today's Summit are deceptively simple ones: as the Internet and broadband delivery are poised to effect dramatic change on a global basis, what will be their impact on the sports programming industry; what will be the business opportunities that survive the daily announcements of new "dot-com" sports ventures; and what will be the ultimate fan experience presented in the digital age, keeping in mind that the "average" professional sports fan never attends a game and will increasingly experience his or her favorite sport in some combination of digital transmissions. As leaders in the sports, technology and media industries, you are best positioned to provide answers to these questions.

It will come as no surprise to you that we believe sports content is uniquely suited to digital media. It combines all of the elements of successful digital programming: video highlights and streams, live audio feeds, rich fields of real-time and historical data, contextual and destination e-commerce, full-motion electronic games, involvement from a universe of NBA and WNBA players and a network of local, national and global communities. But how this will all come together, and how sports might be utilized to minimize, or bridge, the digital divide are at the heart of today's discussions.

On behalf of the NBA, we would like to thank our partners and friends who not only are joining us today for a peek into the future of the sports business and sports programming, but will likely be key participants in redefining the sports industry and changing the sports experience for billions of fans around the world.

Enjoy the Summit!

A handwritten signature in black ink, reading "David J. Stern".

David J. Stern  
NBA Commissioner

A handwritten signature in black ink, reading "Adam Silver".

Adam Silver  
President, NBA Entertainment



# NBA ALL-STAR 2000 TECHNOLOGY SUMMIT:

## The Future of Sports Programming

8:15 a.m.

**Continental Breakfast** – The Ritz-Carlton Ballroom

9:00 a.m.

### **Welcome**

Ahmad Rashad, Summit Host

### **Opening Comments**

David Stern, NBA Commissioner

9:15 a.m.

### **Brand, Content and Community**

Moderator: Tim Russert - NBC News

Panelists: Leonard Armato-Management Plus Enterprises/DUNK.net

Eddy Hartenstein-DIRECTV

Geraldine Laybourne -Oxygen Media

Rebecca Lobo -New York Liberty

Jeff Mallett -Yahoo! Inc.

Isiah Thomas -Isiah International/CBA

Building a successful brand is at the core of establishing a community of loyal consumers. What types of companies and brands are best positioned for long-term success on the Net? Do new Internet-specific brands have an advantage over established off-line brands staking their claims in cyberspace? Or, does the proliferation of Web-specific properties give an edge to established brands that the consumer knows, understands and is comfortable with? Panelists debate the value of an off-line brand in building traffic and equity on-line.

10:15 a.m.

### **Break**

10:30 a.m.

### **The Viewer Experience: 2002, 2005 and Beyond**

Moderator: Bob Costas -NBC Sports

Panelists: Steve Bornstein-GO.com

Dick Ebersol -NBC Sports & Olympics

David Hill -FOX Sports

Mark Lazarus -Turner Sports

Mike Slade -Rivals.com

Bill Squadron - Sportvision

Analysts predict that sports and entertainment programming will benefit most from the advent of large pipe broadband distribution. But, with mainstream access to broadband programming still years away, how will live-event and information programming evolve in the next 2-5 years? What will appear on the consumer's screen in early, middle and full broadband stages? Based on trends in sports and entertainment consumption — including on demand, appointment viewing and fantasy gaming — panelists define what a successful broadband experience will deliver to the consumer.

11:30 a.m.

### **Break**

11:45 a.m.

**Lunch Buffet** – The Ritz-Carlton Ballroom





12:00 noon

**LUNCH PANEL**

**Charting a Path Across the Digital Divide**

Moderator: Ron Insana - CNBC

Panelists: Keith Fox - Cisco Systems  
Jay Hoag - Technology Crossover Ventures  
Larry Irving - UrbanMagic.com  
Shaquille O'Neal - Los Angeles Lakers  
Steve Smith - Portland Trail Blazers  
Ted Waitt - Gateway

Early Net pioneers envisioned a global community where the free exchange of ideas and information was available to all comers. But unfortunately, the information gap between the "haves" and "have-nots" is growing. Individuals in poor and rural areas are being left behind in the creation of the new economy. Some rural and inner-city communities have literally been left out of the digital loop as connection networks are established. What role should companies, individuals and the government play to ensure that the prosperity of the new economy is accessible to everyone?

1:00 p.m.

**Break**

1:15 p.m.

**Broadband Alliances and Distribution Strategies**

Moderator: Chris Alden - Red Herring

Panelists: Mark Cuban - broadcast.com  
Eric Greenberg - Scient  
Jim Kiles - Intel  
Ted Leonsis - AOL  
Bill Moses - IBM  
John Riccitiello - Electronic Arts

Access to the consumer has always been defined by strategic alliances between rights holders and distributors, but traditional roles are in flux. From early to full broadband, which companies will own and control the pipes for broadband distribution domestically and internationally? How is the role of the rights holder evolving and what new content, commerce and distribution models will emerge as a result? When will we have critical mass for new technologies, appliances and distribution methods?

2:15 p.m.

**Break**

2:30 p.m.

**Defining Digital Revenue Models**

Moderator: Paul Kagan - Paul Kagan Associates

Panelists: Mark Goldston - NetZero\*  
Mike Levy - SportsLine.com  
Richard Nanula - Broadband Sports  
Paul Noglows - Chase Hambrecht & Quist  
Michael Wolf - Booz Allen & Hamilton  
Bob Wright - NBC

Changes in the nature of sports and entertainment programming demand a new business model with hybrid revenue streams. What are the revenue implications of the new viewer experience and the manner in which it's delivered? How will broadcast models of advertising and sponsorship, pay-per-view, subscription and market share translate into the new mediums? In what ways will e-commerce and licensing revenue streams change? What deal structures will emerge as a result? Panelists will discuss which types of companies will be best positioned to benefit from the new revenue streams and deal structures.

3:30 p.m.

**Champagne Chat**

4:00 p.m.

**Summit Concludes**



**Christopher J. Alden****President & CEO/Editorial Director | Red Herring Communications**  
Moderator | "Broadband Alliances and Distribution Strategies"

Christopher J. Alden is co-founder, president & chief executive officer/editorial director of Red Herring Communications, Inc., a San Francisco-based media company that provides strategic news, analysis, and opinion on the business of technology.

The company publishes Red Herring, a leading international monthly magazine that focuses on the business of technology. It also produces Red Herring Online, a Web-based daily news service, Red Herring TV, and executive conferences including the Venture Market series, Herring on Hollywood, Venture 99, and NDA '99.

Alden attended Dartmouth College and received his degree in history. He launched Red Herring Communications in 1993.

**Leonard Armato****Chairman & CEO | Management Plus Enterprises/DUNK.net**  
Panelist | "Brand, Content and Community"

For the past 15 years, Leonard Armato has represented some of the most famous athletes in the world, including basketball stars Kareem Abdul-Jabbar, Hakeem Olajuwon, Lisa Leslie and boxer Oscar De La Hoya. He is perhaps best known for managing the career of Shaquille O'Neal, twice negotiating contracts that made O'Neal the highest-salaried athlete in all of sports and building Shaq into a global brand.

A graduate of the University of the Pacific with a law degree from the University of San Diego, Armato is the founder, chairman and chief executive officer of Management Plus Enterprises, where he developed a brand-building approach known as the Marketing Coalition System to help his clients transcend sports.

Armato was responsible for forging a relationship between O'Neal and Microsoft in 1995 and later making O'Neal's Website, Shaq World, one of the most popular features on CBS SportsLine. Currently, Armato has created a new athletic performance footwear and apparel company called DUNK.net, of which he serves as chairman. The cutting-edge company will launch in February 2000, selling high performance product direct to consumers exclusively online.

**Steven M. Bornstein****Chairman | GO.com**  
Panelist | "The Viewer Experience: 2002, 2005 and Beyond"

As chairman of GO.com, Steven M. Bornstein is responsible for The Walt Disney Company's growing Internet portfolio, which includes ABC.com, ABCNEWS.com, Disney.com, ESPN.com, Family.com and GO Network.

Bornstein previously served as president of ABC, Inc., where he oversaw all broadcasting and cable-related operations of The Walt Disney Company, including ABC, ESPN and the Disney Channel.

A graduate of the University of Wisconsin, Bornstein joined ESPN in 1980 and rose to become its president and chief executive officer. He served in that capacity from 1990 to 1999, building ESPN into a global leader in sports entertainment and news through the creation of new networks, global expansion, and strategic brand extensions. One of those was the introduction of the Internet's first sports Website in 1995, then called ESPN SportsZone.

**Bob Costas****Broadcaster | NBC Sports**  
Moderator | "The Viewer Experience: 2002, 2005 and Beyond"

Since joining NBC in 1980, Bob Costas has handled a wide array of assignments, including play-by-play, studio hosting and reporting, in various sports including baseball, football and basketball as well as NBC's Olympic Coverage in 1988, 1992 and 1996.

Costas, who began his broadcasting career while in college at Syracuse, has won 11 Sports Emmy Awards: eight as outstanding sports personality/host, two for writing and one for play-by-play. In addition, his late-night interview program, "Later with Bob Costas," won the 1993 Emmy Award for outstanding informational series. He has been honored as Sportscaster of the Year by the National Sportswriters and Sportscasters Association a record seven times.

Costas has done play-by-play for baseball's game of the week, All-Star Game and World Series as well as the "NBA on NBC." He has hosted the "NFL on NBC" and "NBA Showtime" and pre-game shows for baseball's All-Star Game and World Series, football's Super Bowl and the NBA Finals. He also has contributed segments to a variety of NBC News programs, including "Dateline," and still provides special interviews for NBC News' "Today".



**Mark Cuban**

**Co-founder & former president | broadcast.com**  
 Panelist | "Broadband Alliances and Distribution Strategies"



When Mark Cuban co-founded broadcast.com in 1995, his pioneering mission was to change the Internet from a static, text-based medium into a dynamic, multimedia-rich broadcast medium. Under his guidance, broadcast.com became a leading destination for audio and video on the Internet. In August 1999, broadcast.com was acquired by Yahoo!, and Cuban continues to lead the division as Yahoo! Broadcast.

Since the company's inception, Cuban has focused on identifying new opportunities in the marketplace and building relationships with leading content providers. He also works with the company's technology partners to create concepts and products to advance the streaming media industry.

In 1983, Cuban founded MicroSolutions and developed it into one of the leading systems integration firms in the U.S. He sold MicroSolutions to CompuServe in 1990 and later became president of Radical Computing, a venture capital and investment company specializing in high technology companies.

Cuban recently agreed to purchase majority ownership of the NBA's Dallas Mavericks from Ross Perot Jr.

**Dick Ebersol**

**Chairman | NBC Sports and Olympics**  
 Panelist | "The Viewer Experience: 2002, 2005 and Beyond"



Dick Ebersol was appointed chairman of NBC Sports and Olympics in June 1998. He oversees every aspect of NBC's involvement with the Olympic Games in 2000, 2004 and 2008 and the Olympic Winter Games in 2002 and 2006. Ebersol had served as president of NBC Sports and senior vice president of NBC News since 1989.

In 1968, he was the first Olympic TV researcher under ABC's Roone Arledge while still a student at Yale. Following graduation he became Arledge's executive assistant and then a producer for "Wide World of Sports" and the 1972 Olympics.

In 1975, one year after joining NBC, he hired Lorne Michaels and helped conceive and develop "Saturday Night Live." He also created "Friday Night Videos", "Later with Bob Costas" and "Saturday Night's Main Event" before becoming president of NBC Sports, where he was the driving force in acquiring the rights to the next five Olympic Games. Still an active producer, Ebersol served as executive producer of NBC's coverage of the 1992 Olympics in Barcelona and the 1996 Olympics in Atlanta and serves as co-executive producer of the NBA on NBC.

**Keith Fox**

**Vice President, Corporate Marketing | Cisco Systems, Inc.**  
 Panelist | "Charting a Path Across the Digital Divide"



Keith Fox is vice president of worldwide corporate marketing at Cisco Systems, which encompasses marketing communications, positioning and branding as well as public and private education strategies. He is responsible for driving Cisco's communications and education strategies company-wide.

After four years in this position, Fox has created a strong corporate identity system, initiated channel and technology partner naming conventions, established the Cisco Networking Academy, launched the global E-Learning initiative and introduced the Cisco brand to TV.

A graduate of Connecticut with an M.B.A from Boston College, Fox held a number of sales and marketing management positions at Apple Computer over a 15-year period, including vice president of worldwide consumer marketing in the Consumer Division, where he was responsible for developing products, programs and strategies. He also was vice president of Apple USA Marketing and Channel Strategy and vice president of the Apple USA Business Market group.

**Mark Goldston**

**Chairman & CEO | NetZero**  
 Panelist | "Defining Digital Revenue Models"



Mark Goldston has been chairman, chief executive officer and a director of NetZero since March 1999. NetZero offers consumers free and unlimited Internet access, free e-mail and helpful navigational tools while providing online advertisers a way to target those users. From October 1998 to early January 2000, approximately three million users registered for NetZero's free Internet service, which is made possible by advertiser support.

Prior to joining NetZero, Goldston was chairman and chief executive officer of The Goldston Group, a strategic advisory firm that he founded in June 1994. He served as president, chief executive officer and a director of Einstein/Noah Bagel Corp. before rejoining The Goldston Group.

Goldston was a principal of Odyssey Partners, a private equity firm, from September 1989 to September 1991. He then became president and chief operating officer of L.A. Gear, positions he held until June 1994. He is a graduate of Ohio State with an M.B.A. from Northwestern.



**Eric Greenberg****Founder & Chairman | Scient**

Panelist | "Broadband Alliances and Distribution Strategies"



As chairman of Scient, Greenberg focuses on vision and business strategy for the firm. He spends a significant part of his time consulting to clients on generating economic results through the adoption of emerging technologies.

He is a seasoned entrepreneur, having started two successful Internet businesses in the last three years. Prior to founding Scient, Eric was the Founder, Chairman, and CEO of Viant (formerly Silicon Valley Internet Partners).

Prior to founding Viant, Eric was the Vice President of Sales and Marketing for the @vantage Online Service at Gartner Group in Stamford Connecticut. The @vantage business unit was the first business to business online service targeted to information technology professionals. Prior to the @vantage launch, Eric was the number one sales professional worldwide for three consecutive fiscal years at Gartner group. He was the sole U.S. sales recipient of the prestigious Chairman's Award in 1993 and 1994 and was Rookie of the Year in 1992.

**Eddy W. Hartenstein****President | DIRECTV, Inc.**

Panelist | "Brand, Content and Community"



Eddy Hartenstein is president of DIRECTV, Inc., a unit of Hughes Electronics Corp. He also serves as corporate senior vice president of Hughes Electronics. Hartenstein is responsible for the overall development and operation of DIRECTV, the direct broadcast satellite service. In just over five years DIRECTV has acquired over eight million subscribers, making it the fastest growing entertainment distribution service in the world. Hartenstein has headed DIRECTV since its inception in 1990.

From 1987 through 1990, Hartenstein created and headed the Ku-Band Services business unit of Hughes Communications, Inc. He was responsible for Hughes' acquisition of Satellite Transponder Leasing Corp. and the SBS fleet of Ku-band satellites from IBM.

A graduate of Cal Poly Pomona with a master's from Cal Tech, Hartenstein joined Hughes Aircraft Co. in 1972. He held several engineering, operations and program management positions before transferring in 1981 to Hughes Communications, where as vice president he directed the marketing and development of the original Galaxy satellite fleet. Between 1984 and 1987 he was president of Equatorial Communications Services Company, now a division of GTE.

**David Hill****Chairman & CEO | FOX Sports Television Group**

Panelist | "The Viewer Experience: 2002, 2005 and Beyond"



David Hill was named chairman and chief executive officer, FOX Sports Television Group, in June 1999. In addition to leading all of FOX's global sports media operations internally, Hill also coordinates News Corporation's and FOX's sports operations at TM3, ESPN Star Sports and Sky Sports, among others.

Hill joined FOX Broadcasting Company in December 1993 as president, FOX Sports. Under his direction, FOX Sports grew from an idea to a fully functional network sports division in just eight months. Hill's vision led to numerous technical innovations, including the FOXBox constant score and clock graphic, the FOXTrax computer enhanced hockey puck, and the Catcher-Cam used on baseball telecasts. In 1997 he was named chairman and chief executive officer, FOX Broadcasting Company, overseeing the FOX Entertainment Group, FOX Television Network and FOX Kids Network as well as FOX Sports.

Hill was vice president, sports with the Nine Network in Australia before relocating to Great Britain, where he helped launch Sky Television and Eurosport, headed BSkyB Sports Channel and created Sky Sports, the United Kingdom's only dedicated sports channel.

**Jay C. Hoag****Founder & Managing General Partner | Technology Crossover Ventures**

Panelist | "Charting a Path Across the Digital Divide"



A technology venture capitalist and investor, Hoag co-founded Technology Crossover Ventures in 1995 and serves as managing general partner. TCV is one of the nation's largest venture capital firms focused exclusively on the Internet, with over \$2 billion in committed capital. The firm has funded over 70 Internet companies, including Actuate Corporation, Alteon Websystems, Ariba Technologies, Autoweb.com, CINET, Copper Mountain, Homestore.com, iVillage, Memberworks, ONYX Software, RealNetworks, Viant and Xylan.

Previously, Hoag was a managing director at Chancellor Capital Management, where he spent over twelve years as a technology focused venture capitalist and fund manager. From 1988 to 1994, he grew the public technology asset base from \$20 million to over \$250 million. In 1989 he assumed sole private technology investment responsibility and in such capacity invested over \$113 million in 30 companies, 15 of which went public during his tenure including Ascend Communications, CompUSA, Intuit, Macromedia, NETCOM, PictureTel, Pure Software and Sybase.

Hoag is a graduate of Northwestern with an M.B.A. from the University of Michigan.



**Ron Insana****Anchor | CNBC**  
Moderator | "Charting a Path Across the Digital Divide"

Ron Insana joined CNBC when they merged with the Financial News Network in 1991. As host of "Street Signs", the final quarter of CNBC's live market coverage, and co-anchor of CNBC's signature program, "Business Center", Insana is one of the most recognizable faces in business television.

He holds the distinction of having anchored the highest-rated CNBC Business News programming of all time after the October 27, 1997 sell-off of 554 points. He is a regular contributor to NBC's "Today Show", "The Nightly News with Tom Brokaw", the nationally syndicated radio program, "Imus in the Morning", and other programs on sister network MSNBC when market activity warrants.

Insana began his career in 1984 as an FNN production assistant, rising to managing editor and chief of FNN's Los Angeles bureau at the time the two networks combined. While at FNN, he was nominated for a Golden ACE Award for his role in covering the 1987 stock market crash. He is the author of two books, "Traders' Tales", a compendium of anecdotes about Wall Street Life, and "The Message of the Markets", which will be published in May 2000. He graduated with honors from California State University at Northridge.

**Larry Irving****President & CEO | UrbanMagic.com**  
Panelist | "Charting a Path Across the Digital Divide"

Larry Irving is president and chief executive officer of UrbanMagic.com, an Internet portal for the African American community scheduled for launch in the spring. UrbanMagic.com is a joint venture of Magic Johnson Enterprises, the web development firm Guidance, and United Talent Agency.

Previously, Irving was assistant secretary of commerce for communications and information for nearly seven years, serving as a principal advisor to President Clinton and his administration on domestic and international communications and information policy issues. He oversaw management of the government's use of the radio spectrum and supervised programs that awarded grants to extend the reach of advanced telecommunications technologies to under-served areas. Irving played an integral role in developing the administration's electronic commerce and national and global information infrastructure initiatives and in reforming the United States' telecommunications law.

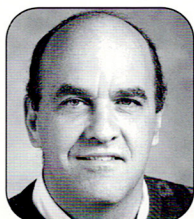
Prior to joining the Clinton administration, Irving served on Capitol Hill as senior counsel to the House Subcommittee on Telecommunications and Finance and as legislative director, counsel and acting chief of staff to the late congressman Mickey Leland (D-Texas). A graduate of Northwestern with a law degree from Stanford, he began his career in Washington with the law firm of Hogan and Hartson.

**Paul Kagan****Chairman & CEO | Paul Kagan Associates, Inc.**  
Moderator | "Defining Digital Revenue Models"

For more than three decades, Paul Kagan has been one of the nation's leading experts in established and emerging media and communications. He is chairman and chief executive officer of both Paul Kagan Associates, Inc., and Kagan World Media, Inc., publishing a total of 40 newsletters and 59 reference works.

He also is president of Kagan Media Appraisals, Inc., which provides fair market valuations, strategic consulting and expert witness testimony for the entertainment, media and communications businesses, and chairman & chief executive officer of Kagan Seminars Inc., which conducts executive conferences.

Prior to forming Paul Kagan Associates, Inc. in 1969, Kagan served as broadcasting/cable TV securities analyst for E.F. Hutton & Co. A graduate of Hunter College, he has held executive positions with the Radio Advertising Bureau, CBS Radio and WOR-FM Radio (all in New York); editorial positions with the Endicott (N.Y.) Daily Bulletin and the Binghamton (N.Y.) Morning Sun; and staff and executive positions with Ottaway Radio stations in Endicott, N.Y.

**Jim Kiles****Business Development Manager, Intel Capital | Intel Corporation**  
Panelist | "Broadband Alliances and Distribution Strategies"

Jim Kiles manages Intel Capital's investments in media delivery technologies, solutions and services. In this role Kiles is involved with the sports and entertainment industries, facilitating Intel's investments in those areas.

Most recently, Kiles has focused on investments in the development of high quality media distribution in digital environments and enabling pay-per-view, subscription and e-commerce business models for branded digital media content. He works closely with Intel's emerging Internet services businesses to identify opportunities and business models for Intel's role as a building block supplier to the Internet. Under his guidance, Intel Capital has invested in numerous companies focused on Internet media content and technologies.

Prior to working with Intel Capital, Kiles developed Intel's corporate satellite/IP communications network. Before joining Intel, he was managing partner of Resource Strategies, a venture fund, and played a significant role in the launch of the Arena Football League. He is a graduate of Syracuse and Syracuse Law School.