

**NYU – TISCH CENTER
“THE AVOCADO & THE ONION”
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“THANK YOU DR. RACH FOR THAT KIND INTRODUCTION. IT IS A PLEASURE FOR MY WIFE, LYNN, AND I TO BE HERE TONIGHT. I AM OFTEN ASKED IF I AM JERRY MCGUIRE OF THE FAMED MOVIE. I ALWAYS ANSWER THAT I AM EXACTLY LIKE HIM EXCEPT FOR TWO DIFFERENCES: 1) I DO NOT LOOK LIKE TOM CRUISE AND 2) NO SEX!! OTHER THAN THAT, THE JOB IS JUST THE SAME. IT'S ALOT OF WORK!

I HAVE BEEN TRULY BLESSED TO HAVE HAD A CAREER THAT HAS SPANNED FOUR DECADES IN THE SPORTS AGENT BUSINESS. WHEN I GRADUATED FROM SANTA CLARA UNIIVERSITY IN THE 1960'S THERE WAS NO SUCH THING AS A SPORTS AGENT. IT IS TRULY A CASE STUDY IN THE WONDERFUL UNPREDICTABILITY OF LIFE. IT IS ONLY IN THE UNITED STATES OF AMERICA THAT SUCH AN OPPORTUNITY COULD TAKE PLACE. I JUST READ THE OTHER DAY OF SUCH A PARABLE IN THE POLITICAL WORLD.

JESSE, “THE BODY BUILDER”, VENTURA SPENT MOST OF HIS LIFE AS A PROFESSIONAL WRESTLER AND HE SOMETIMES SUPPLEMENTED HIS WRESTLING INCOME BY WORKING AS STAGE SECURITY FOR CONCERTS. AT THE OLD MET CENTER IN BLOOMINGTON, MINNESOTA, VENTURA WORKED TWO ROLLING STONE CONCERTS. TWENTY YEARS LATER, WHEN THE STONES WERE PLAYING IN ST. PAUL, GOVERNOR VENTURA INVITED THEM TO THE GOVERNORS MANSION AND THEY ACCEPTED.

WHEN THE GOVERNOR MENTIONED THAT HE HAD TWICE SERVED AS THE STONES BODYGUARD IN BLOOMINGTON, KEITH RICHARDS, WEARING A SILK KIMONO STIRRED TO LIFE AND SAID: “LET ME GET THIS STRAIGHT, YOU BODYGUARD US 20 YEARS AGO AND NOW YOU’RE THE GUV’NOR?” “THAT’S RIGHT,” VENTURA REPLIED. KEITH RICHARDS SHOOK HIS HEAD AND SAID “FLIPPIN HELL; GREAT COUNTRY MATE!”

(ONLY I'M PRETTY SURE HE DIDN'T SAY FLIPPIN!) AND THOUGH RICHARDS WAS RECENTLY IN THE NEWS FOR ALLEGEDLY TRYING TO SNORT HIS FATHER'S ASHES, I BELIEVE HE IS WISE ON THIS COUNT: YOU CAN STILL BE WHAT YOU WANT TO BE IN THIS FLIPPIN GREAT COUNTRY OF OURS!

IT SEEMS LIKE JUST YESTERDAY THAT I WAS A 32 YEAR OLD HIGH SCHOOL HISTORY TEACHER, SOCIAL SCIENCE DEPARTMENT CHAIRPERSON, AND FOOTBALL COACH. I HAD ONE OF MY STUDENTS WHOM I HAD TAUGHT U.S. HISTORY AND COACHED IN FOOTBALL ASK ME TO REPRESENT HIM IN THE NFL DRAFT.

NOW 30 YEARS LATER I STAND BEFORE YOU AS A 62 YEAR OLD SPORTS AGENT WHO HAS NEGOTIATED 750 MILLION DOLLARS IN SPORTS CONTRACTS. GOD BLESS AMERICA.

HAVING, LIKE MANY OF YOU, READ KITE RUNNER BY KHALED HOSSEINI, I CAN TELL YOU IF BOB LAMONTE HAD BEEN TEACHING IN KABUL, AFGHANISTAN MY STORY WOULD HAVE NEVER HAPPENED!

I HAVE ALWAYS BELIEVED THAT "IF YOU CHASE MONEY YOU WILL NEVER FIND YOUR DREAMS, BUT IF YOU CHASE YOUR DREAMS YOU WILL FIND THE MONEY"!

FOR 25 YEARS AS A TEACHER I WAS CERTAINLY NOT CHASING THE MONEY BUT I WAS CHASING MY DREAM. NOW AS A SPORTS AGENT I AM NOT CHASING THE MONEY ONLY CHASING A DIFFERENT DREAM. IT JUST PAYS A WHOLE LOT BETTER! HOLMGREN/PUB STORY.

I HAVE ALWAYS TOLD PEOPLE THAT IF I COULD HAVE CONTINUED TO PROVIDE FOR MY FAMILY AND HAVE MY EXPENSES PAID FOR AS AN AGENT, I WOULD HAVE DONE THIS JOB FOR NOTHING.

NOT TOO LONG AGO I WAS ASKED ON AN AM TV SHOW HOW I WAS EVER ABLE TO MAKE SUCH A RADICAL TRANSFORMATION FROM A HIGH SCHOOL HISTORY TEACHER TO A SPORTS AGENT? WHILE I HAVE NEVER THOUGHT THAT MUCH ABOUT IT NEVERTHELESS IT IS THE ONLY TIME IT HAS EVER HAPPENED.

I ANSWERED BY SAYING THAT I HAD SPENT THE BETTER PART OF MY LIFE STUDYING TO BE A U.S. HISTORY TEACHER. WITH A BA AND MA IN HISTORY AND YEARS OF EXPERIENCE TEACHING IN BOTH HS AND JC I THOUGHT I WAS PRETTY GOOD AT WHAT I DID AND I REALLY LOVED TEACHING. BUT I DID NOT MAKE MUCH MONEY. I THEN STARTED TO SELL REAL ESTATE AND INSURANCE ON THE SIDE TO HELP ENDS MEET. I REALLY DIDN'T KNOW MUCH ABOUT EITHER RE OR INSURANCE BUT I MADE A LOT OF MONEY!

I THEN WENT INTO SPORTS REPRESENTATION AND REALLY KNEW ALMOST NOTHING ABOUT BEING A SPORTS AGENT AND I MADE A FORTUNE. I TOLD THEM THAT THE MORAL OF THE STORY IS "IF YOU REALLY KNOW SOMETHING, GET OUT OF IT"!

TONIGHT WE ARE GOING TO EXPLORE THE SPORTS WORLD FROM A HISTORICAL PROSPECTIVE. AS WE CONTINUE DEVELOPING THE TISCH CENTER AT NYU FOR HOSPITALITY, TOURISM AND SPORTS MANAGEMENT IT IS OF EXTREME IMPORTANCE THAT WE UNDERSTAND THE CHANGES IN LANDSCAPE OF THE FIELDS WE ARE INVOLVED IN TODAY. TOMORROW'S SPORTS WORLD WILL HAVE A COMPLETELY DIFFERENT VISION THAN ANYTHING WE HAVE SEEN IN THE PAST.

WE WILL ANALYZE THE 20TH AND 21ST CENTURY OF PROFESSIONAL SPORTS AND HOW SPORTS HAVE CHANGED IN REGARDS TO OWNERSHIP, THE PLAYERS, THE MEDIA, THE FANS AND LASTLY, YOU WHO HAVE TO COMPETE IN THIS ARENA. WITHOUT SUCH A BASIS IT IS IMPOSSIBLE TO UNDERSTAND THE MASSIVE ROLE SPORTS PLAYS IN TERMS OF HOSPITALITY, TOURISM AND SPORTS MANAGEMENT IN THE U.S. AND THE WORLD TODAY.

ULTIMATELY, WHAT YOU MUST DECIDE IS WHETHER YOU WISH TO BECOME THE AVOCADO OR THE ONION IN TERMS OF HOW YOU GO FORWARD IN YOUR BUSINESS PRACTICES IN THE 21ST CENTURY.

NO, THIS IS NOT AN ADVERTISEMENT FOR THE HOME COOKING NETWORK!

WE BEGIN THIS DISCOURSE WITH A LOOK AT THE ROLE OF OWNERSHIP IN THE SPORTS WORLD. PRIOR TO 1993, OVER 90% OF ALL OWNERSHIP OF MAJOR SPORTS IN THE U.S. EARNED ALL OF THEIR INCOME FROM THEIR TEAM. GEORGE HALAS OF THE CHICAGO BEARS, PAUL BROWN OF THE CLEVELAND BROWNS, DAN ROONEY OF THE PITTSBURG STEELERS AND OF COURSE WELLINGTON MARA OF THE NY GIANTS. MANY OF THEM HAD NOT ONLY PLAYED FOOTBALL BUT THEY HAD ALSO COACHED THE GAME.

IN THE 20TH CENTURY THE TEAM WAS LIKE THEIR FAMILY AND THEY TREATED EVERYONE LIKE A MEMBER OF THE TEAM. THEY HAD IN MANY CASES BEEN THERE FROM THE BEGINNING OF THE FRANCHISE IN THE EARLY 1920'S.

LIKE AN AVOCADO, YOU COULD PEEL AWAY THE OUTER SKIN BUT ONCE YOU GOT BELOW THE SURFACE YOU WOULD ALWAYS FIND THE CORE!

IT WAS INCONCEIVABLE THAT THEY WOULD FIRE PEOPLE AT WILL OR CHANGE HEAD COACHES EVERY OTHER YEAR. THIS GAVE TO EVERY TEAM A CERTAIN STANDARD OF STABILITY AND A SENSE OF PRIDE.

TODAY, IN THE 21ST CENTURY, LESS THAN 7% OF ALL SPORTS FRANCHISES ARE OWNED BY PEOPLE WHO DERIVE THEIR SOLE INCOME FROM THAT TEAM. THIS IS A 21ST CENTURY PHENOMENON THAT OWNERSHIP DOES NOT COME FROM THE SPORTS WORLD BUT RATHER FROM THE CORPORATE WORLD!

WHEN I WROTE "WINNING THE NFL WAY" IN THE FALL OF 2004, I BEGAN WITH 'OWNERSHIP IN THE NFL IS NOT ABOUT THE X'S & O'S BUT ABOUT THE CEO'S'. BECAUSE THESE HIGHLY SUCCESSFUL INDIVIDUALS COME FROM THE CORPORATE WORLD, THEY SEE CHANGE AS A CONSTANT. THEY HAVE NO ANGST ABOUT FIRING COACHES AND EMPLOYEES AT WILL BECAUSE IN THE CORPORATE WORLD WHOLE COMPANIES ARE LIQUIDATED WITH THOUSANDS OF PEOPLE VAPORIZED.

THESE NEW OWNERS ARE CONCERNED WITH THE BOTTOM LINE. PRODUCTION! BUT UNLIKE THE 20TH CENTURY IT IS PRODUCTION WITHOUT PATIENCE!

IN SPORTS THAT MEANS WINNING!! AND WINNING NOW! THERE IS NO TIME FOR A LEARNING CURVE. I HAVE ALWAYS BELIEVED THAT NEXT TO THE SUPER BOWL EVERY TEAMS MOST IMPORTANT GAME OF THE YEAR IS THEIR FIRST. BECAUSE EVERYONE FROM THE OWNER, THE COACHES, THE PLAYERS, THE MEDIA, AND THE FANS HAVE HAD 8 MONTHS TO ANTICIPATE THAT GAME AND THE EXPECTATIONS IT PROVIDES FOR THE COMING SEASON.

FOR THIS REASON FROM JANUARY 2006 TO JANUARY 2007, 17 OF 32 HEAD COACHES AND THEIR STAFFS (WHICH INCLUDE 20 COACHES AND THEIR FAMILIES) WERE FIRED. HAPPY HOLIDAYS AND HAVE A HAPPY NEW YEAR!

I HAVE STATED PUBLICLY FOR YEARS THAT" ONE YEAR IN THE NFL IS A LIFETIME AND TWO YEARS IS AN ETERNITY." THIS CONSTANT TURNOVER LEADS TO COMPLETE INSTABILITY INSIDE THE ORGANIZATION.

REMEMBER, JUST A DECADE AGO THIS WAS NOT AS PREVALENT. CONSEQUENTLY, WHEN YOU PEEL AWAY THE OUTER SKIN OF THE ONION YOU CONTINUE PEELING UNTIL THERE IS NOTHING LEFT. THERE IS NO HARD CENTER CORE AND YOU ARE LEFT WITH HAVING NOTHING ELSE TO DO BUT TO GO BUY ANOTHER ONION!

IN NO OTHER ENTERPRISE COULD YOU LIQIDATE ENTIRE MANAGEMENT TEAMS IN A MODEL THAT HAS 17/32 AND STILL SURVIVE, EXCEPT SPORTS. WHY? BECAUSE SPORTS ARE THE ULTIMATE REALITY SHOW OF ALL TIME: 24/7/365. YOU NEVER KNOW THE OUTCOME.

1979-ESPN/MY CAREER AND THAT OF ESPN PARALLED EACH OTHER IN TERMS OF DECADES. STORY. OBVIOUSLY I KNOW WHAT I AM TALKING ABOUT!

THE PLAYERS ARE ALSO INVOLVED IN THE SAME PARADIGM. PRIOR TO THE 21ST CENTURY ATHLETES HAD A LONG TERM IDENTITY WITH

THE TEAMS AND THEIR FAN BASE. IT WAS NOT JUST THE STAR PLAYERS BUT THE ENTIRE TEAM. IT WAS SELDOM THAT YOU WITNESSED ANY TURNOVER WITH PLAYERS UNLESS THEY HAD CAREER ENDING INJURIES OR THEY RETIRED AS A MEMBER OF THE ORIGINAL TEAM THAT THEY HAD SPENT THEIR ENTIRE CAREER WITH.

ALL OF THIS CHANGED WITH THE COMING OF FREE AGENCY. NOW THE PLAYER SOLD HIS WARES TO THE HIGHEST BIDDER. CONSEQUENTLY, UNLIKE THE DYNASTIES THAT WERE BUILT DURING THE 1960'S BY THE PACKERS, DURING THE 1970'S BY THE STEELERS, THE 49ER'S IN THE 1980'S AND THE COWBOYS DURING THE 1990'S, IT HAS BECOME ALMOST IMPOSSIBLE IN THE 21ST CENTURY.

WITH THE COMING OF FREE AGENCY, THE SALARY CAP, THE DISLOCATION INSIDE THE ORGANIZATION, AND WITH CONSTANT COACHING CHANGES, DYNASTIES ARE A THING OF THE PAST. I WOULD SAY THAT THE ONE EXCEPTION MIGHT BE THE NEW ENGLAND PATRIOTS BUT WE STILL WILL NEVER SEE THE DOMINANCE OF THE AFORE-MENTIONED DYNASTIES. OF COURSE GIVEN THE RECENT REVELATIONS CONCERNING THE PATRIOTS THE SUCCESS OF THE PAST HAS COME UNDER SCRUTINY.

THIS CONSTANT DISLOCATION LED TO FANS HAVING A HARD TIME TELLING THE CORE (AVOCADO PLAYERS) FROM THE NEW (ONION PLAYERS). TODAY, UNLIKE THE PREVIOUS CENTURY WHERE HERO'S WERE A CONSTANT, (AVOCADO), YOU HAVE REPLACED THEM WITH NEW FREE AGENCY PLAYERS (ONIONS). IT'S HARD TO MAKE HERO'S OUT OF "HERE TODAY GONE TOMORROW PLAYERS".

THE MEDIA IS LIKEWISE RESPONSIBLE FOR THE DRAMATIC CHANGE IN HOW SPORTS ARE REPORTED IN THE 21ST CENTURY. IN THE 20TH CENTURY WE BOUGHT NEWSPAPERS BECAUSE THEY REPRESENTED ALL WE HAD IN THE WORLD OF NEWS. WE ALL GREW UP RESPECTING COLUMNISTS THAT WERE ICONIC IN REPRESENTING THE LOCAL TEAMS AND PLAYERS THEY COVERED FOR MOST OF THEIR PROFESSIONAL LIFE.

RED SMITH, THE FAMOUS NY HEARLD TRIBUNE AND NY TIMES SPORTSWRITER COMES TO MIND. THEY WERE INTERTWINED WITH THE FANS, THE PLAYERS AND THE OWNERSHIP OF THE TEAMS IN A SYMBIOTIC RELATIONSHIP THAT CREATED AN AVOCADO TYPE CHEMISTRY IN THE GOOD AND THE BAD SEASONS.

RADIO, AND LATER TV COVERAGE WAS SIMILAR. THERE WAS VERY LITTLE NEWS THAT WAS NOT PROFESSIONAL AND REPUTABLE. THEY WERE NOT LIKE THE NATIONAL INQUIRE. THEY WANTED TO COVER THE SPORT NOT THE SLEAZE. IRA MILLER A HALL OF FAME WRITER WITH THE SAN FRANCISCO CHRONICLE WHO RETIRED THIS YEAR SAID THAT'S WHAT DROVE HIM INTO EARLY RETIEMENT.

BUT TODAY WE HAVE MORPHED INTO A CYBER SPACE OF INTERNET BLOGGERS WHO HAVE ZERO CREDIBILITY AND NO CREDENTIALS. YET THEY PERMEATE THE NEWS ON NOT A WEEKLY, NOT A DAILY, BUT ON AN HOURLY BASIS AND THEY KNOW LITTLE OR NOTHING ABOUT PROFESSIONAL JOURNALISM. THEY NOT ONLY READ EXPERTS ANALYSIS BUT THEY POST THEIR OWN. DUMB DOWN NEWS!

TELEVISION, RADIO, CABLE, AND SATELLITE NEWS IS EXACTLY THE SAME WITH REGARDS TO 'TALKING HEADS' THAT NEVER HAVE TO BE ACCOUNTABLE FOR ANYTHING THEY SAY BECAUSE NO ONE EVER WRITES IT DOWN SO IT DOESN'T MATTER WHAT THEY CLAIM TO BE FACT. MOST PROFESSIONAL JOURNALISTS SPEND MOST OF THEIR DAYS CHASING DOWN RUMORS GENERATED BY THE BLOGOSPHERE RATHER THAN WRITING THE NEWS. THERE IS SIMPLY TOO MUCH SPORTS NEWS. YOUR TEAM EITHER WON OR LOST THE GAME. YOU ARE NOT BREAKING THE CODE FOR DNA!

OTHER THAN A WEATHERMAN, I KNOW OF NO OTHER PROFESSION THAT CAN BE WRONG MOST OF THE TIME AND STILL KEEP THEIR JOB. AGAIN, LIKE THE ONION, ONCE YOU PEEL AWAY ALL OF THE LAYERS THERE IS SELDOM ANY WORTHWHILE NEWS. THIS ONLY FURTHER EXACERBATES THE TRANSIENT NATURE OF THE SPORTS WORLD BECAUSE NO ONE REALLY KNOWS WHAT IS VALID AND WHAT IS HUBRIS.

THE FAN, BY OSMOSIS, BECOMES EMBROILED IN THIS BEHAVIOR BECAUSE UNLIKE THE 20TH CENTURY WHEN THERE WERE CONSTANTS AND CONSISTENCY IN OWNERSHIP, ATHLETES AND THE MEDIA WHICH LED TO ACCOUNTABILITY, NOW THE FANS CAN JOIN THE 21ST CENTURY AND PLAY FANTASY SPORTS ON THEIR OWN. THIS PHENOMENON HAS MADE THE MONDAY MORNING QB OF THE 20TH CENTURY LOOK LIKE PRE-SCHOOL CLASS.

TODAY INSTEAD OF THE FANS TALKING ABOUT THE GAME AROUND THE WATER COOLER THEY ARE PART OF A FANTASY WORLD OF SPORT THAT ALLOWS THEM TO BE OWNERS, GM'S, AND COACHES. WHILE THIS MAY SEEM A LITTLE BIT RIDICULOUS IT HAS BECOME A MULTI-MILLION DOLLAR HOBBY FOR MILLIONS OF AMERICANS. THIS MAKES FANTASY SPORTS ATTRACTIVE TO TOURISM, HOSPITALITY AND CORPORATE SPONSORS.

IS THIS A NICHE MARKET FOR YOU?

THAT IS A FAR CRY FROM THE 20TH CENTURY WHEN COLLECTING BASEBALL CARDS AND KNOWING ALL OF THE PLAYERS WAS YOUR TICKET TO ENJOYMENT. TODAY YOU CANNOT COLLECT BASEBALL CARDS FOR YOUR FAVORITE PLAYERS ON YOUR FAVORITE TEAM BECAUSE HE WON'T BE THERE TOMORROW (AVOCADO). BUT YOU CAN TRADE HIM OR CUT HIM ON THE FANTASY WEB PAGE BECAUSE NO ONE HAS A REALLY FAVORITE PLAYER (ONION).

NOW THAT WE HAVE EXAMINED THE TRANSITION THAT HAS OCCURRED IN THE PAST DECADE IN SPORTS LET'S LOOK TO ITS IMPACT ON SOCIETY. IN 1965 IN AN ARTICLE IN HORIZON MAGAZINE, ALVIN TOFFLER COINED THE TERM "FUTURE SHOCK" TO DESCRIBE THE SHATTERING STRESS AND DISORIENTATION THAT WE INDUCE IN INDIVIDUALS BY SUBJECTING THEM TO TOO MUCH CHANGE IN TOO SHORT A TIME. HE CALLED IT THE "DISEASE OF CHANGE". WE FAST FORWARD TO THE PRESENT AND WHAT HE DESCRIBED OVER 40 YEARS AGO HAS BEEN ACCELERATED TEN-FOLD.

HOW DO YOU DEAL WITH THIS IN REGARDS TO YOUR JOBS TODAY IN TOURISM, HOSPITALITY AND SPORTS MANAGEMENT? DO YOU CHOOSE THE AVOCADO OR THE ONION? OR DO YOU REINVENT

YOURSELF? REMEMBER IN THE 1960'S THERE WAS NO SUCH THING AS A SPORTS AGENT. IN SPANISH THEY SAY "SABER ES PODER" "KNOWLEDGE IS POWER" LITERALLY: TO KNOW IS TO BE ABLE TO!

ADAPTATION TO CHANGE IS A CORNERSTONE OF THE 21ST CENTURY. EACH OF YOU WILL HAVE 5 DIFFERENT CAREER CHANGES IN YOUR LIFE. IF YOU ARE OLDER, YOU WILL INEVITABLY BE LOOKING TO A SECOND-HALF CAREER HAVING MAYBE ALREADY RETIRED FROM YOUR FIRST HALF OCCUPATION. LIFE EXPECTANCIES ARE EXPECTED TO BE IN THE 90'S FOR MOST OF YOU HERE TONIGHT.

EVEN I AM NOT WORRIED ABOUT BUYING GREEN BANANAS QUITE YET.

DO NOT BE AFRAID TO FAIL. IF YOU ARE NOT FAILING YOU ARE NOT TRYING. TEDDY ROOSEVELT SAID IT BEST AT THE BEGINNING OF THE LAST CENTURY THAT "IT WAS FAR BETTER TO DARE MIGHTY THINGS EVEN THOUGH CHECKED BY FAILURE THAN TO LIVE IN THE GREY TWILIGHT THAT KNOWS NOT VICTORY NOR DEFEAT". I MENTIONED BEFORE THAT SPORTS ARE WHAT THEY ARE TODAY BECAUSE THEY ARE THE ONLY TRUE REALITY SHOW IN THE WORLD.

IT IS PRECISELY FOR THAT REASON THAT THE AVOCADO BECAME THE ONION. IT IS IMPOSSIBLE TO DEVELOP A CORE WHEN YOU WANT EVERYTHING YESTERDAY. IN 1996 I WAS SPEAKING WITH MR. HARDY PRESIDENT/CEO OF THE TORONTO BLUE JAYS. HE WAS IN HIS 80'S AT THAT TIME AND WE HAD JUST FINALIZED THE PAT HENTGEN CONTRACT. STORY.

TWO THINGS DROVE THAT SHIFT: TECHNOLOGY AND MONEY. ROBERT MURDOCK DID NOT BUY FOX BECAUSE HE LIKED SPORTS. HE BOUGHT IT BECAUSE OF THE ADVERTISEMENT DOLLARS THAT SPORTS GENERATE. MALCOLM GLAZER DID NOT BUY MANCHESTER UNITED BECAUSE HE LIKED SOCCER BUT BECAUSE OF THE WORLD WIDE ADVERTISEMENT DOLLARS. TODAY IT IS NOT ABOUT SPORTS, IT'S ABOUT REVENUE.

WHEN FREDERICK ALLEN WROTE "ONLY YESTERDAY", DEALING WITH LIFE DURING THE DEPRESSION, HE NOTED THAT PEOPLE IN NY

HAVING A CHOICE WITH THEIR ONLY NICKEL OF BUYING AN APPLE OR GOING TO THE BLEACHERS TO SEE BABE RUTH HIT A HOME RUN, CHOSE THE BASEBALL TICKET EVEN THOUGH THEY NEEDED THE APPLE MORE.

THAT'S BECAUSE SPORTS ARE THE ULTIMATE ESCAPE FOR PEOPLE. PEOPLE WANT TO HAVE HERO'S. THEY WANT TO BE PART OF THE WINNING TEAM. THE NFL'S LAST TV CONTRACT WAS FOR 24 BILLION DOLLARS. THAT IS MORE THAN ALL OF THE OTHER SPORTS TV CONTRACTS COMBINED. THAT'S WHY THE NFL IS ALWAYS THE 600 POUND GORILLA IN THE ROOM.

THE ABILITY TO BE THE AVOCADO BECAME HARDER AND HARDER TO MAINTAIN. DOES IT STILL EXIST IN THE 21ST CENTURY? YES, IN SOME CASES. BUT THE CORE IS CONSTANTLY SHRINKING. THE OVERWHELMING PUSH INTO THE FUTURE IS THE ONION. WHAT IS IMPORTANT FOR YOU TO KNOW IS WHAT THE RULES OF ENGAGEMENT ARE FOR THE ENVIRONMENT YOU ARE WORKING IN TODAY. IN ITALIAN THEY SAY "NON PORTARE UN COLTELLO AL DUELLO". LITERALLY: DON'T BRING A KNIFE TO A GUN FIGHT.

THE SOONER YOU ADAPT TO THOSE CHANGES THE BETTER. ALBERT EINSTEIN SAID, "GENIUS IS 1% INSPIRATION AND 99% PERSPIRATION".

EXAMPLES OF NICHE MARKETS #1 FED EX/PSR: IT COST NOTHING MORE THAN A POSTAGE STAMP TO MAIL A LETTER AND IT WILL GET THERE IN TWO DAYS. FED EX CHARGES \$15 DOLLARS FOR THE SAME LETTER GUARANTEED OVER NIGHT WHY?

NICHE MARKET. #2 IN 1988, PSR BEGAN REPRESENTING COACHES. PEOPLE THOUGHT WE WERE CRAZY. HISTORICAL, THE TRAIN OF THOUGHT WAS 25/25. WE WERE THROWN OUT OF A LOT OF NFL OWNERS OFFICES. IT WAS A NEW FRONTIER AND THEY DID NOT LIKE IT!

THE AVERAGE HEAD COACHING SALARY IN THE NFL IN 1988 WAS \$325,000. TODAY IT IS \$3,250,000. IN 1999 THERE WERE (2) NCAA COACHES WHO MADE \$1,000,000. TODAY THERE ARE (42) NCAA

COACHES WHO EARN OVER \$1,000,000. A HIGH TIDE RAISES ALL THE SHIPS. THEY WERE NOT REPRESENTED; HAD NO UNION, NO CAP, AND NO LIMIT. FREE MARKET. ANDREW CARNIGIE SAID THE "1ST MAN GETS THE OYSTER. THE 2ND MAN GETS THE SHELL."

NICHE MARKET

HOW DO YOU FIND A NICHE MARKET? BE A RISK TAKER. PEOPLE HAVE ALWAYS SAID THAT WE WERE LUCKY. MY WIFE LYNN'S ONLY RESONSE TO THAT WAS THAT THE HARDER WE WORKED THE LUCKIER WE GOT! TRY SOMETHING NEW.

WHEN LEADING ECONOMISTS FROM UNIVERSITIES LIKE PRINCETON, HARVARD, AND OF COURSE NYU ASKED PRESIDENT ROOSEVELT DURING THE DEPRESSION WHAT THE ECONOMIC THEORY WAS BEHIND THE NEW DEAL, HE SAID, MUCH TO THEIR AMAZEMENT, THAT "IT WAS BASED ON PLAYING CARDS AND IF YOU GOT A BAD HAND YOU ASKED FOR A NEW DEAL." IN OTHER WORDS, TRY ANYTHING IF WHAT YOU ARE DOING ISN'T WORKING!

BECOME A SPECIALIST: HUNT ELEPHANTS NOT RABBITS. YOU CAN LIVE A LONG TIME OFF AN ELEPHANT. DO NOT EXPECT OVERNIGHT RESULTS. INTEGRITY IS EVERYTHING. ALWAYS TELL THE TRUTH. (STORY) NO ONE IS SMART ENOUGH TO REMEMBER A LIE. IT'S HARD ENOUGH TO REMEMBER THE TRUTH.

TELL PEOPLE WHAT THEY SHOULD HEAR NOT WHAT THEY WANT TO HEAR. TO THE BEST OF YOUR ABILITY DO EVERYTHING FIRST CLASS. LOYALTY AND REPUTATION ARE WON BY OUTPERFORMING THE COMPETITION, NOT BY STEAMROLLING IT!

BE VERY CAREFUL AS YOU CLIMB UP THE LADDER THAT YOU DO NOT STEP ON ANYONE ALONG THE WAY. GRUDEN STORY.

ALWAYS "UNDER PROMISE AND OVER DELIVER". MOST PEOPLE WILL OVER PROMISE AND UNDER DELIVER. REMEMBER, IT COST 10 TIMES AS MUCH TO GET A NEW CLIENT AS IT DOES TO RETAIN ONE YOU ALREADY ARE DOING BUSINESS WITH.

LEARN THE DIFFERENCE FROM BEING EFFICIENT AND BEING EFFECTIVE. (STORY) ALWAYS MAKE SURE YOU PAINT THE RIGHT WALL.

SURROUND YOURSELF WITH GOOD PEOPLE. IN PROVERBS 13:20 IT IS SAID, "BE WITH WISE MEN AND YOU WILL BE WISE. MAKE COMPANIONS OF FOOLS AND YOU WILL SUFFER" DO NOT SUFFER FOOLS OR NEGATIVE PEOPLE. BEING POSITIVE ONLY GIVES YOU A CHANCE. BEING NEGATIVE GIVES YOU NO CHANCE AT ALL!

THE ONLY WORD IN THE DICTIONARY THAT CAN DEFEAT CAN'T IS CAN! NO IS NOT THE END OF A CONVERSATION. IT'S THE BEGINNING. LOOK AT IT THIS WAY AT LEAST YOU'RE TALKING!

ALWAYS TRY AND SURROUND YOURSELF WITH PEOPLE SMARTER THAN YOURSELF. AS A BOY MY FATHER STRESSED THAT TO ME ALWAYS AND HE SAID IN YOUR CASE THAT WOULD NOT BE VERY DIFFICULT. I THINK HE WAS JUST KIDDING?

IN "WINNING THE NFL WAY" THE LAST CHAPTER IS TITLED 'CHECK YOUR EGO AT THE DOOR'. REMEMBER, IF YOU TAKE YOURSELF TOO SERIOUSLY NO ONE ELSE WILL. MORE BUSINESS VENTURES FAIL BECAUSE OF EGO THEN ALL OTHERS COMBINED. THERE IS NO LETTER I IN THE WORD TEAM. OUR COMPANY MOTTO IS " WE ARE NOT A BIG TIME COMPANY WE JUST REPRESENT BIG TIME PEOPLE " . AT PSR WE HAVE DEVELOPED A LOCAL TOUCH WITH A GLOBAL REACH.

AS INDIVIDUALS, WE MUST FACE THIS CHALLENGE WITH THE ABILITY TO EMBRACE THE ONION AND PROSPER IN THAT PARADIGM. YOU MUST USE THE TECHNOLOGY AVAILABLE TO YOU AND FIND NICHE MARKETS TO EXPLORE AND REDEFINE. YOU WILL NEVER GET A GOLD WATCH FOR 25 YEARS WORK FOR THE SAME COMPANY.

YOU MUST SET SHORT TERM GOALS (1-3 MONTHS), MID-TERM GOALS (3-6 MONTHS) AND LONG TERM GOALS, (3 YEARS AND BEYOND). SAYING, "I WANT BE A LAWYER AND MAKE A LOT OF MONEY" IS NOT A GOAL. IT IS AN IDEA.

IF THERE ARE PARTS OF THE AVOCADO YOU THINK ARE IMPORTANT THEN EMBRACE THEM. YOU ARE EITHER PART OF THE PROBLEM OR YOU ARE PART OF THE SOLUTION. IF YOU ARE PART OF THE PROBLEM YOU CANNOT BE PART OF THE SOLUTION.

KEEP IN MIND THAT MOST PEOPLE PLAN TO FAIL IN BUSINESS SO WHEN THEY SUCCEED THEY HAVE NO PLAN FOR SUCCESS AND THEY DO FAIL. YOU SHOULD ALWAYS HAVE A PLAN TO SUCCEED AND IF YOU FAIL SO WHAT BUT IF YOU SUCCEED NOW YOU CAN CONTINUE TO BUILD ON YOUR COMPANIES SUCCESSES.

I URGE YOU TO READ "THE POWER OF NOW" BY ECKHART TOLLE. HE WILL ALLOW YOU TO UNDERSTAND THE IMPORTANCE OF TODAY, THIS MOMENT. YOU CANNOT CHANGE THE PAST AND YOU DO NOT KNOW THE FUTURE. LIVE THE NOW. TONIGHT! THIS MOMENT!

REALIZE THAT PERCEPTION IS NOT ALWAYS REALITY. (GOLF BALLS/SUBWAY STORY) A MAN HITS GOLF BALLS AT A DRIVING RANGE ON HIS WAY HOME FROM WORK IN NY. HE BUYS TWO NEW GOLF BALLS IN A BIN AS HE IS LEAVING AND PUTS THEM IN HIS PANTS POCKETS AND JUMPS A SUBWAY HOME. HE SITS DOWN ACROSS FROM A WOMAN WHO KEEPS LOOKING AT HIS PANTS. AFTER A LITTLE WHILE HE BECOMES ANNOYED WITH HER STARING AND SAYS POINTING TO HIS PANTS "GOLF BALLS". SHE RESPONDS "DOES IT HURT LIKE TENNIS ELBOW"?

THAT BRINGS ME TO MY LAST POINT. NO MATTER HOW SMART YOU ARE, NO MATTER HOW ATTRACTIVE YOU ARE, NO MATTER HOW EXPERIENCED YOU ARE: IF YOU WANT TO MAKE IT IN THE 21ST CENTURY IN THE SPORTS WORLD, REMEMBER THIS "NO BALLS, NO BABIES"!

FINALLY, BEFORE I OPEN THIS UP TO YOUR QUESTIONS I WANT YOU TO TAKE A 30 SECOND MENTAL QUIZ.

1. NAME THE FIVE WEALTHIEST PEOPLE IN THE WORLD.
2. NAME THE LAST FIVE HEISMAN TROPHY WINNERS.

3. NAME THE LAST FIVE WINNERS OF THE MISS AMERICA CONTEST.
4. NAME FIVE PEOPLE WHO HAVE WON THE NOBLE OR PULITZER PRIZE.
5. NAME THE LAST FIVE ACADEMY AWARD WINNERS FOR BEST ACTOR AND ACTRESS.

HOW DID YOU DO?

THE POINT IS: NONE OF US REMEMBER THE HEADLINERS OF YESTERDAY. THESE ARE NO SECOND-RATE ACHIEVERS; THEY'RE THE BEST IN THEIR FIELDS. BUT APPLAUSE DIES, AWARDS TARNISH, AND ACHIEVEMENTS ARE FORGOTTEN.

NOW HERE IS ANOTHER QUIZ. SEE HOW YOU DO ON THIS ONE:

1. NAME THREE TEACHERS WHO AIDED YOUR JOURNEY THROUGH LIFE.
2. NAME THREE FRIENDS WHO HELPED YOU THROUGH A DIFFICULT TIME.
3. NAME FIVE PEOPLE WHO HAVE TAUGHT YOU SOMETHING WORTHWHILE
4. NAME FIVE PEOPLE WHO HAVE MADE YOU FEEL APPRECIATED AND SPECIAL.
5. NAME FIVE PEOPLE YOU ENJOY SPENDING TIME WITH.

EASIER? THE LESSON:

THE PEOPLE WHO MAKE A DIFFERENCE IN YOUR LIFE AREN'T THE ONES WITH THE MOST CREDENTIALS, THE MOST MONEY, OR THE MOST AWARDS. THEY'RE THE ONES WHO CARE.

"IF YOU CHASE MONEY YOU WILL NEVER FIND YOUR DREAMS BUT IF YOU CHASE YOUR DREAMS YOU WILL FIND THE MONEY".

GOD BLESS YOU AND THANK YOU FOR COMING TONIGHT."