

Steve Livingstone

Exceptional Business Leadership & Development for the Professional Sports Industry

Building Teams, Partnerships, Sales, Marketing & Fan Engagement That Drive Event Attendance and Club Growth

Profile

Innovative and high impact executive leader with a proven track record of delivering positive organizational change by introducing and implementing best-practice strategic approach across sales, marketing and operations for leading sports organizations in North America and Europe. Drives business growth through research and analytical approach, fostering teamwork and collaboration across the organization, and creating strong external partnerships to optimize channel pipeline and maximize revenue generation. Conceptualizes, develops and delivers new outreach in marketing, sales, and branding programs while motivating cross-functional teams to excel beyond expectations. Highly experienced and dedicated with NFL and leading global sports brand background.

Core Competencies & Skills: Professional Sports Organization Leadership ~ Comprehensive Knowledge and Experience in Sports Team Management, Sales, Marketing & Operational Best Practice ~ Sports Franchise/Club Establishment, Development & Management ~ Team Building & Collaborative Approach ~ Board of Director Presentations ~ Market Research & Analysis ~ Global Team Communication ~ Contract & Vendor Negotiation ~ Stadium Development ~ Partner & Client Relations ~ League & Government Liaison ~ Brand Marketing, Merchandising, Hospitality, Data Management, Ticketing, CRM & Fan Experience ~ Media Communications & PR

Leadership Highlights

- Restructured and turned around business performance of United Soccer League franchise Louisville City FC, leading organization to its first USL Championship and record attendances and revenues in 2017/2018. Led development of new 14,000 capacity, soccer-specific stadium. Reduced expense budget by \$800K while increasing revenues by restructuring and increasing staff to 18 full-time team members allowing for business growth; led coaching and training initiatives to introduce more efficient sales, sponsorships and customer service departments to the club; assisted in introducing new youth development structure to club.
- Initiated and executed most successful North American Soccer League franchise expansion in Jacksonville Florida from 2013-2016. Developed full strategic business plan and managed multi-million dollar annual operating budget directing staff of 50 to drive areas of administration, operations, stadium & city negotiations, business development, sponsorships & partnerships, marketing, public and community relations, media broadcasting, contracts, ticket sales, soccer operations and HR.
- Reporting to US Soccer and Copa America, directed Florida venue for Copa America Centenario tournament in 2016, hosting three group-stage International matches featuring six South American international teams at the Citrus Bowl including Brazil and six pre-match events in downtown Orlando. Recruited and led a team of 10 staff and 100+ volunteers while liaising with and directing the local host committee including the City of Orlando, Central Florida Sports Commission, and Orlando City Soccer Club, USSF, FIFA, CONCACAF, and CONMEBOL.
- Led sales, marketing, and business development for NFL franchise in Jacksonville, Florida, over eight seasons with strategic responsibility for generating \$50M+ annually in ticket sales revenue while overseeing all sales & marketing activity. Under new team ownership, headed up successful organizational rebrand of Jaguars in partnership with Nike in 2012. Achieved record season ticket sales through innovative community-based ticket sales programs called *Team Teal* and *Jaguars Champions Club* supporting substantial ticket sales regeneration in the Jacksonville community following economic recession.
- Recognized by NFL for developing several best practice models in sales, marketing, and business development that significantly and consistently improved market and revenue performance in one of the NFL's toughest markets.
- Helped establish and then directed NFL Europe franchise driving all brand strategy, organizational and revenue growth over 10 seasons heading up all administration, sales, marketing, sponsorship, operations, government & public relations, youth/fan development & engagement efforts for the NFL in Europe. Worked in matrix system with NFL International headquarters in London and New York and all 32 NFL teams in managing coaching and player personnel while driving the club's business development, operations and logistics across Scotland, the UK and Europe.

Leadership Experience

LIVINGSTONE CONSULTING | 2016 to Present

Owner/Senior Sports Management & Business Development Consultant

Own and operate independent consulting business providing consultancy expertise to establish and grow business with professional sports teams and leagues across the United States and Europe, and assist leading global consumer science and market research companies to develop their operations in the sports vertical by refining their products specifically for the sports industry, introducing their brand to leading sports teams and leagues in the United States and Europe.



CHICAGO HOUSE ATHLETIC CLUB | October 2020 to present
Consultant/Chief Revenue Officer



Heading up all revenue development in sponsorship, ticket sales, merchandise and events for Chicago's new NISA professional soccer club, Chicago House. Tasked with generating over \$2M in ticket sales and \$1m in sponsorship. Secured sponsorships with Nike, Goose Island Beer Company, Freebets, NorthShore University Healthsystem, FYZICAL therapy and balance.

QUESTION PRO | October 2020 to present



Senior Consultant/VP Sports

Hired to assist in the establishment and development of new business in the sports vertical for leading survey and customer insights company Question Pro. Clients include NBA, USA Football, NCAA, Amazon, FanDuel, StubHub, and P&G.

MVP INDEX | 2019 to 2020



Senior Consultant

Working with leading sports industry company on developing and introducing business to professional sports industry with major leagues and teams across the world including the NFL, NHL, MLS, USL NBA, PGA Tour, EPL, SPFL, R&A. UEFA, FIFA.

NEPA GLOBAL SPORTS | 2018 to 2019



Head of Global Sports Division

Assisted Europe's leading consumer science and market research company to establish and grow the organization's first Global Sports division based in the United States. Spearheaded areas of sports management, operations, development, marketing and public relations. Conceptualized and launched an award-winning consumer science product CXIQ for sports industry. Created opportunities across a sports client base with the NFL, Bundesliga, MLS, USL, R&A, and AEG.

USL/GLASGOW CELTIC FC/DUNDEE UNITED FC/HIBERNIAN FC | 2016 to present



Senior Consultant

Advising several professional clubs and league on sports business best practice. Developed opportunities for three Scottish premier division clubs (Celtic, Dundee United and Hibernian FC) in the United States. Advised several USL startup franchises.

LOUISVILLE CITY FC | 2017 to 2018



Senior Consultant/Chief Revenue & Operating Officer

Recruited to lead the organization into a more profitable venture by restructuring front office and business operations to assist and advise development of a 14,000-capacity soccer-specific in downtown Louisville, Kentucky.

- Presented research and market findings to 10 Board of Director members and 41 club investors on monthly and quarterly basis; partnered with Head Coach/Technical Director in support of all soccer operations; led business strategy & operations. Liaised with USL League office on operational and business matters and represented club at USL Winter Meetings.
- Assisted club in securing first win USL Championship title after being promoted to Chief Operating Officer in July 2017, directing all business operations to better position the organization in the market.
- Established records for event attendance in Louisville by restructuring and recruiting sales teams that delivered results including attendees of 14,500+ for the USL Championship match and more than 13,000 for regular season match vs FC Cincinnati. Grew season ticket base from 2,800 to over 4,000 as well as group ticket base from 1,500 to 3,000 per match in eight-month period. Improved season ticket renewal rate from 62% to 84% by implementing best practice strategic approach to STO retention.
- Assessed data storage and gathering practices to update marketing plans and improve existing database from 8,000 to 30,000+ while securing multi-year ticketing/CRM system with SeatGeek (first in USL).
- Assisted league on managing USL Championship week and USL Final in Louisville broadcast nationally on ESPN.
- Acquired or increased major multi-year partnerships with leading brands including GE Appliances, Toyota, VisionWorks, Nike, Adidas, and Budweiser, tripling sales revenue in six months; accomplished by restructuring and staffing partnership sales team. Increased club sponsorship revenue by over \$1.5M. Spearheaded media relations and community outreach by improving and negotiating extended and new broadcast partnerships with iHeart radio and FOX (WDRB) in Louisville.
- Collaborated with cross-functional teams for new stadium design and facilities while improving existing relationships with minor league baseball club, Louisville Bats, that shared the stadium. Partnered with CSL/Legends and HOK stadium planning, seating, hospitality and premium product during new stadium planning and design process.

COPA AMERICA CENTENARIO | 2016 to 2017



Managing Director, Orlando Venue

Served as key representative of the United States Soccer Federation (USSF) and Copa America in market hosting Copa America Centenario 2016 in Orlando, Florida – one of the ten host city venues spread across the United States.

- Recruited all staff, created strategic plans, stadium set ups and venue operations through negotiations with host city venue and authorities. Drove promotion of Copa America by working closely with host city to maximize the engagement of the city and venue in terms of resources, networks, and community engagement.
- Managed and executed preparations for three matches at the Citrus Bowl including testing, event time, and close-out of all operations of the host venue including introduction of temporary FIFA quality grass pitch over existing pro turf field for the event.
- Created plans for ticket sales, promotions, marketing, and advertising of events with limited time and budgets. Cultivated and grew partnerships with the soccer community to support promotion of the event.

JACKSONVILLE ARMADA FC, NORTH AMERICAN SOCCER LEAGUE | 2013 to 2016

President/CEO/CRO/COO

Established organization as the second-best attended pro sports team in the city by building after launching a North American Soccer League expansion professional soccer team in Jacksonville, Florida, Jacksonville Armada FC.

- Recruited and led front office staff that created one of the most successful pro soccer team launches in NASL history, breaking pre-season (over 14K) and regular season (over 16K) single-match attendance records in the NASL.
- Negotiated stadium and facilities with City of Jacksonville and coordinated funding and operations for conversions of 8,500-seat baseball stadium to soccer facility. Negotiated and implemented use of 62,000 seat EverBank Field for showcase matches.
- Conceptualized and launched the brand and secured over \$2.5M in new ticket sales and \$6M in partnerships as one of the first employees and principal that paved the path for revenue growth and organizational growth to 50 employees.
- Negotiated and provided operational/practice facilities and support for soccer operations department and assisted GM, coaches and players removing any obstacles to peak performance. Assisted in player contracts and negotiations and secured kit deals.
- Led sponsorship team which identified and closed over 75 partners including major multi-year deals with blue chip international, national, and regional companies including Coca-Cola, Blue Cross Blue Shield of Florida, Winn-Dixie, Community First Credit Union, Mercedes, Hyundai, Coors, Subway, AFLAC, Nike, Kraft, Mission, Degree, Papa Johns, and McDonalds.
- Negotiated and secured key media partnerships with iHeart Radio and CW17 in Jacksonville to broadcast all Armada matches; created soccer programming content with weekly one-hour and half-hour soccer shows on TV and radio affiliates. Created digital department, club website and all content using social media presence to develop fans and promote support of team.
- Devised successful community and sports programs including Armada Business Alliance, (200 company members), Armada Social & Online Rewards, "Pub to Park" Program, Flagship Fleet Volunteer Group, Armada Women's Club, Section 904 Supporters Group, Armada APP, Armada merchandise/online, Armada radio and TV programming, Armada Pre-Match Street Party and Matchday Experience, Squid Vicious, the Armada Kraken, Youth Soccer and Clinic programs, USO and non-profit Give-&-Go.
- Negotiated and secured high-profile matches against MLS and International Clubs including Philadelphia Union, Orlando City SC, New York Red Bull, New York City FC, and Boca Juniors (Argentina).
- Served as representative to all media and represented club at all league meetings; served as a liaison with NASL and USSF for US Open Cup. Built strong professional partnerships with the city and business community; acted as lead liaison with the City of Jacksonville Mayor's Office, Jax Chamber of Commerce, Stadium Management Group and City of Jax Sports Council.

JACKSONVILLE JAGUARS/NATIONAL FOOTBALL LEAGUE | 2005 to 2013

Senior Director, Marketing, Sales & Business Development

Oversaw, planned, and launched the organization's entire marketing and commercial strategy with new brand and regional messaging across traditional and digital media advertising.

- Administered a \$2M department budget and directed a diverse sales and marketing team to plan regional growth, realizing \$50M annually in ticket sales revenue as well as more than \$100M annually in sponsorship sales.
- Maximized sales opportunities through database mining and marketing campaigns with planning and executing all electronic communications to a new Microsoft Dynamics CRM system database.
- Aligned industry partnerships with growth goals, selecting and directing a new advertising agency partner and expanding media affiliate network. Led consumer marketing and research, competitive industry monitoring, NFL best practice liaison, and social media marketing campaigns across regional and target marketing, TV and radio rights, and all print collateral material production.
- Reduced 'churn' and increased season ticket retention through development and implementation of innovative marketing and branding strategies, including renewal messaging and specific e-messaging. Increased group sales from 15,000 to 80,000 seats per season in four years after introducing a departmental sales strategy that established separate season, group, and premium/hospitality sales teams.

SCOTTISH CLAYMORES/NFL EUROPE LEAGUE | 1997 to 2005

President/General Manager/Managing & Commercial Director (2001 to 2005)**Assistant GM/VP of Marketing & Communications (1997 to 2001)**

Oversaw, planned, and launched the organization's entire marketing and commercial strategy with new brand and national messaging across traditional and digital media advertising.

- Headed successful bid process to secure World Bowl XI for Glasgow, Scotland before going on to direct the NFLEL Championship game which attracted 30,000+ fans and produced \$4M in partner and sponsorship support to host the game.
- Devised marketing and branding campaigns that developed the Claymores into a national brand and Top 5 supported sports team in Scotland behind Celtic and Rangers FC as well as National Rugby and football teams with a fully integrated and proactive approach to sales, marketing, PR, sponsor, and partner development.
- Realized \$5M worth of partnership support for sport and team and secured over \$2M of advance support from the City of Glasgow by cultivating and growing key relationships with city and national government in introducing the NFL in Scotland.

Education

Master of Arts in Journalism Studies, University of Strathclyde (Glasgow)

Bachelor of Arts Joint Honors Degree in English and Geography, (2:1) Magna Cum Laude, University of Strathclyde (Glasgow)