



Big Sports, Big Business: A Century of League Expansions, Mergers, and Reorganizations

Frank P. Jozsa

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The Expos' move from Montreal to Washington, DC, and subsequent rebirth as the Nationals, was one of the sports success stories of 2005. As a result of the move, the team has enjoyed significant increases in home attendance and cash flow, broadcast revenues, and market valuation. This is but one example of the impact of sports league reorganization, a phenomenon as old as the leagues themselves. Frank Jozsa takes us on a tour, from the 1870s to the present, of the expansions and mergers, relocations and transfers that are constantly shifting the professional sports landscape. Incorporating concepts from economics, demographics, management, and marketing, he explains the successes and failures of such efforts in baseball, football, basketball, hockey, and soccer, including their effects on team competitiveness, market share, and prosperity?and their impact on the communities in which they operate. Arguing that professional sports teams are profit-maximizing businesses, Jozsa's analysis sheds light on the economics, culture, and politics of sports as big business, as decisions are made and implemented, and offers an insightful perspective on both the history and future of sports franchises.

The Expos' move from Montreal to Washington, DC, and subsequent rebirth as the Nationals, was one of the sports success stories of 2005. As a result of the move, the team has enjoyed significant increases in home attendance and cash flow, revenues from local radio and television rights, and the estimated market value of the franchise?from \$50 million to over \$300 million in one year. This is but one example of the impact of sports league reorganization, a phenomenon as old as the leagues themselves. Frank Jozsa takes us on a tour, from the 1870s to the present, of the expansions and mergers, relocations and transfers that are constantly shifting the professional sports landscape.

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