

Implications of Diversity, Equity and Inclusion Strategies on Player and Team performance, and Retention in Professional Basketball Sport Organizations

Major Research Paper

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2. Abstract

This project investigates the associations of diversity, equity and inclusion strategies on athlete and team performance and retention in exclusively professional basketball sports organizations. It was hypothesized that sports organizations with a structured DE&I strategy allow players to perform optimally, increasing the chance of winning at the team level represented in basketball sports statistics. Also, an organization that creates, implements, and enforces a well thought out and highly regarded DE&I strategy can assist with attracting talent and retaining top players. This project will explore this relationship and analyse the findings by determining a “DE&I score” for all NBA teams and comparing scores to their relative performance. Teams with higher DE&I score are hypothesized to win more games.

3. Introduction and Objectives

The use of analytics in sports has grown considerably over the past two decades as analysts attempt to find better ways of understanding team and individual performance, and teams seek to enhance their performance by not only focusing on individual and team training and skill activities, but by also embracing societal changes such as transparency of how organizations operate, eradicating unethical conduct with severe penalties to individual who do not uphold these standards in their interaction with the public, and over the last few years there has been an evolution of diversity, equity, and inclusion (DE&I) in professional sports with the notion that DE&I helps to strengthen relationships within teams leading to improved player performance and strategy execution. While prior research has noted a persistent lack of DE&I in industry (Funk and Parker, 2018) and discrimination and exclusion within professional and amateur sports (Kahn, 1991; Ayala, 2020; Cunningham, Wicker and Walker, 2021), the recent

changes and impact of DE&I in professional sports is yet to be studied. This research focuses on this gap by beginning with the following research question: Does professional sport organizations diversity, equity and inclusivity strategies influence on field performance and athlete retention?

This research will identify specific characteristics of DE&I that can result in improved team performance and retention. This project adds to the literature in two ways. First, since DE&I have only been recently embraced by professional sports organizations, this research is among the few to investigate the effect of DE&I on individual player retention, team selection and player performance. And second, the research contributes to the literature on team performance by looking at whether teams with a DE&I strategy are overall better at performing compared to other teams.

Professional athletes and coaching staff receive among the highest salaries globally and optimizing performance of these athletes as well as keeping them in the organization should be top priority. Diversity practices within an organization act as a signal of its commitment to support employees from all backgrounds (Downey et al., 2015).

Determining how DE&I will be measured is an important part of this research due to the limited literature on the implications of DE&I on professional sports athletes and the literature currently offers little in terms of the specific meaning of inclusion and exclusion in competitive sport (Patel, 2015). As we strip out the professional, competitive, and for-profit aspect of sports, at the basic level - sport possesses values that enhance our sense of belonging including fairness, self-achievement, determination and responsibility through collaboration and co-operation (Patel, 2015). At the highest level of competitive sports, diversity and inclusivity is often looked on as

an organizational requirement to satisfy a particular social governance agenda and not directly looked at to winning. However, I hypothesize that inclusivity efforts to recall these basic values of sports needed to be placed at the forefront to ensure athletes feel attached and recognized for their efforts. This project also sheds light on this area which can be valuable to professional sports organizations and other industries.

DE&I Key Success Factors

The following key success factors were determined in large by similar practices compiled by the USA Lacrosse organization to assist local clubs in developing an overarching DE&I strategy. This paper will use these key success factors to rank basketball sports organizations on their respective DE&I strategies (USA Lacrosse, 2021):

- The sports organization defining diversity as an organizational priority
- Creating strategic partnerships with organizations that have a direct impact on underserved youth or minorities
- Measuring team's actual diversity to other professional teams
- Specific protocol outlining process to securing diverse leadership across the organization
- A mentorship program with ongoing support structure for mentees to develop diverse future talent
- Alleviating barriers to participation by setting aside funds for outreach initiatives, scholarships, and assistance to invest in participants with financial needs

Professional Sport and Metrics

The context of performance and retention metrics measured will vary based on sport in two ways. By application - the main performance metrics used to track the best hockey players are total points which is a combination of goals and assists while basketball players are tracked on their average points per game, field goal percentage and three-point percentage. Therefore, any comparison of Points or PPG across two sports would not be consistent. The other way is by measurement – hockey players scoring three goals in a game is considered a “hat trick” which is an excellent achievement. If a basketball player scored three points in one game, it would not be considered a good game for that player. For this reason, this project will focus only on professional basketball players and teams. In limiting the scope to one professional sport, it will be easier to gather, test, analyse and conclude on the relevant data in shedding light on the research question.

Performance metrics in basketball are vast including goals, points, assists, wins, losses. Retention metrics include number of contract renewals, number of free agent acquisitions, number of players lost in free agency, fan attendance, play-off appearances, championships, and franchise value.

4. Literature Review and Theoretical Background

What is DE&I?

While the world of sports generates a tremendous amount of revenues and professional athletes receive among the highest salaries globally, the role of DE&I in team performance and retention in professional sports is not fully understood. This project attempts to shed light on aspects of DE&I and its impact on performance and retention within sports organizations.

To understand the concept and application of DE&I in professional sports, it is important to define it. DE&I stands for Diversity, Equity and Inclusion and is mainly used in the context of corporate business strategy within a work group. A work group is a bounded collection of people who are interdependent, share common purpose, participate in social interaction, and see themselves as a group (Hays-Thomas, 2020). By this definition players and coaching staff are employees of the sports organization brought together as a group sharing a common purpose of succeeding as a team. Managing diversity concerns how organizations design processes and structures to make differences among people into assets and source of strength rather than liabilities and source of weaknesses (Hays-Thomas, 2020).

Inclusion is the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness. (Hays-Thomas, 2020). To optimize performance of employees, organizations create, deliver, and implement company-wide diversity and inclusivity strategies to ensure employees bring their full selves to work touching on the basis of belongingness and uniqueness. So why exactly does furthering individuals' sense of belongingness and uniqueness increase performance? At a human, basic level, we seek attachment and individual recognition

through the formation of relationships and networks with other people or groups (Patel, 2015). By mandating employees through diversity and inclusivity strategies, people are provided a moral anchor to identify with a familiar space and creates cohesion amongst groups and communities (Patel, 2015).

It is often noted in the literature that an organization should lead people of difference to become fully accepted and equally productive to ensure they do not experience special stresses, resign prematurely, and remain stagnant (Hays-Thomas, 2020). There is a business case to provide monetary and administrative support for DE&I efforts, as companies realize the intangible and tangible benefits to the organization including: Better problem solving and innovation, easier time attracting talent, greater system flexibility, lower turnover, and more efficient and effective communication by employees (Hays-Thomas, 2020). Sports teams share many similar features with business environments. They have an established organization, clearly defined goals, and a hierarchical structure (Van Puyenbroeck et al., 2018).

To achieve sustainable success on the field, clubs need to spend high amounts on player salaries, which drives up operating costs and therefore reduces potential profits. This project will uncover what benefits have professional basketball sport organizations accrued from spending high amounts of money on their DE&I agenda which instead could have been further spent on rosters and player development. A key component of a committed and productive workforce is job satisfaction. Job satisfaction comes from working in positions that offer an array of rewards. Additionally, these rewards go well beyond monetary incentives and include powerful psychological feelings around recognition, achievement, and autonomy. Job satisfaction also impacts a person's general well-being for the simple reason that people spend a good part of the day at work (Skinner and Stewart, 2017). The following chapter will explore the framework that

helps define the key success factors that make up a strong DE&I strategy of any sports organization.

The star's talent is valuable to the team because it increases the team's winning percentage, which in turn is positively associated with the team's revenue potential. 1% increase in the team's winning percentage increases total revenues by 1.18% (Frank & Nuesch, 2012). Talent increases the team's winning percentage leading to higher revenue to the organization. Organizations need to explore all methods of retaining their talent and getting the most out of their players and coaching staff to increase revenues.

The literature has proposed that engagement can act as a means of repaying one's organization in exchange for career and social-related support received. Diversity practices can signal to employees that they care about their well-being and support their individual differences. Employees, in turn, reciprocate with increased engagement (Downey et al., 2015). Increase engagement by sports athletes and sports teams can be an output of their performance and retention which can be measured using metrics such as points, assists, wins, losses, player salary, number of contract renewals, number of free agent acquisitions, number of players lost in free agency, fan attendance, play-off appearances, championships, and franchise value.

Teams can trade players under contract in exchange for other players and the trade market is relatively fluid. Finally, once their contract is expired, players become free agents and can sign a new contract with any team (Nappert, 2021). A more engaged sports athlete and staff member are more inclined to stay with an organization that align with their values.

On the other hand, competitive sport is predominantly based upon ability and performance (Patel, 2015). With athletes being paid large sums of money, the expectations are to

train off the court and perform on the court to the best of their abilities. Otherwise, the market value of the player will drop or even the risk of losing a roster spot on the team. At first glance, equity and inclusivity efforts should not expect to impact performance of professional athletes or coaches as monetary incentives are directly tied to performance in determining their market value as a player or coach. However, this is not always the case. Let's highlight a few examples where athletes or coaching staff felt the bonds of attachment and inclusivity were broken with their organization or fans, thus leading them to perform worse or consequently lead to them leaving the team.

[Sporting Examples – Practical Significance in Professional Sport](#)

Ben Simmons formerly of the Philadelphia 76ers NBA basketball team, played through a string of bad games in the 2020-2021 NBA playoffs, which did not sit well with his own team and fans who were disappointed with his performance. His teammate and friend Joel Embiid lashed out in the press conference stating, "I'll be honest. I thought the turning point was when we had an open shot and we made one free throw and we missed the other and then they came down and scored" – alluding to Ben Simmons. His own head coach even singled him out when asked if he thought Simmons could be a championship-level point guard, Rivers replied "I don't know the answer to that" (Bontemps And Marks, 2021). Ben proceeds to not report to training camp of the proceeding season including missing multiple preseason games. Simmons was not ready for the negative attention he received from fans, and it did not help that the organization and his own team did not provide the support he needed. He began seeking mental health resources and the All-Star was later traded during the season. This shows how important full access of inclusivity plays a role in professional sports even at the highest level. Ben clearly showed he did not feel attached to the team and organization he had played with, and it showed

through his actions. This can hurt the organization's ability to perform, keep players, and win games without a structured DE&I framework to approach situations such as these. To support athletes', need for relatedness, need- supportive coaches must show empathy, respect, and involvement. They need to establish a warm relationship with their athletes and make athletes feel mutually connected and respected. Need- supportive coaching behaviours have been found to predict athletes' autonomous motivation, commitment, psychological health, and performance (Van Puyenbroeck et al., 2018).

Former NFL Head Coach Brian Flores filed a class action lawsuit against the New York Giants and NFL alleging racial discrimination in the hiring process of the head coaching position for the New York Giants when Bill Belichick accidentally congratulated Brian through text message before his interview with the team even happened. Bill accidentally messaged the wrong Brian as Brian Daboll was supposed to be named head coach. Brian Flores is alleging that his experience with the Giants was a "sham interview" only conducted for the purpose of satisfying the Rooney Rule (Fieldstadt, 2022) – which was a rule created by the NFL in 2003 to require teams to interview minority candidates for head coaching and front office positions. The timing of Bill's messages are important because it sounds like the Giants decided before he was even interviewed. Will players or coaches be 100% focused on the following season ahead despite the sequence of events that have transpired? How about attracting new talent to the team? Will the performance next season be impacted by the constant media distractions?

Exclusion in Sport

Although this project is picking at the various elements of inclusivity and interaction within professional sports, it needs to be noted that ‘sport’ by its very nature is exclusive due to the specific rules governing each sport as it relates to sex, gender, disabilities, age divisions. This needs to be highlighted as it is done to ensure equal footing with all players and staff involved to let performance, skill and talent be the mechanism of which will determine the winner and loser which often requires specific levers on physical attributes as listed above. An example in professional sports is the NBA (National Basketball Association) for men athletes and WNBA (Women’s National Basketball Association) for female athletes. And UFC weight classes ranging from Flyweight (125lbs), Bantamweight (135lbs), Featherweight (145lbs), Lightweight (155lbs), Welterweight (170lbs), Middleweight (185lbs) etc. This project is by no means stating that professional sports would be better off without these rules. More so, understanding the impact of strategies within an organization to enable each athlete, and coach to perform to expectations and reach their own individual and organizational goals within the sport they participate in.

Why are we not implementing it?

Business leaders are looking at all areas of the organization to find ways to improve organizational performance. So why exactly, are these professional organizations not putting any investment or time into creating a DE&I strategy? Or even worse, reporting they are doing something to satisfy some type of public need through DE&I efforts but not actually doing anything. DE&I work takes multiple years and is more suited for long-term incentive plans (Hasan & Adeleye, 2021). Many business leaders know that the tangible benefits may not be

realized in the near term or within the year, therefore forgo the need to prioritize their DE&I agenda and cascade down to middle management and the entire organization.

A fair way to promote this in a sports environment where front office executives are motivated to perform in the current season and playoffs is through long term incentives. Executives need extra motivation to pursue multiyear initiatives that produce long-term change. Long-term incentives are perfectly suited for this, especially when they are complemented with short term incentives that reward incremental progress (Hasan & Adeleye, 2021). This will assist in holding executives accountable for achieving it.

On the other hand, there is a belief that financial incentives undermine intrinsic motivation or interest in task (Hasan & Adeleye, 2021). As the saying goes “Intent vs Impact”. This is not to say creating DE&I strategies to cover some public need is a negative thing. But sports organizations need to really believe in their DE&I agenda to have a successful one that can evolve over multiple years and can have any meaningful impact. Any DE&I agenda involves focus on communicating with inside staff, community, and stakeholders. It takes time and monetary investment, and the impact can be undermined if the organization really does not believe in it. In sports, the athletes and coaching staff are the product representing the team on the court and often are involved in DE&I efforts such as scholarships, training camps, partnerships etc. For retention to increase, players and coaching staff need to believe their actions are advancing a progressive agenda for the betterment of the public good. The problem with financial incentives is that they undermine intrinsic motivation or interest in a task because people tend to think they are working for just the reward (Hasan & Adeleye, 2021).

5. Conceptual Model and Hypothesis Development

Please see [Exhibit I](#) for the Conceptual Model.

Basketball sports organizations with an increased focus on diversity, equity and inclusivity efforts can positively impact individual performance as athletes and coaching staff bring their full selves to work for an established organization with clearly defined goals on their DE&I agenda. By having players and coaching staff involve themselves in community outreach efforts, it allows players and staff to build trust with the organization and perform at a higher level.

H1: This engagement allows players and staff to be more in tune and engaged on the court thereby increasing performance and winning percentage.

H2: Highly regarded DE&I basketball organizations have higher winning percentages versus teams with less regard for DE&I (matchup analysis)

H3: Basketball sports organizations with highly ranked DE&I agendas are attractive to free agents and athletes find these organizations as premium teams to play for. Sports organizations have an easier time attracting top talent.

H4: Basketball sports organizations with highly ranked DE&I agendas have an easier time retaining top talent in athletes and coaching staff as feelings of inclusion are increased when players and staff feel a sense of uniqueness and belongingness toward an organization.

H5: The franchise value of a professional basketball sports organization is tied with its level of DE&I ranking and increase at a higher rate than teams with less regard for DE&I. The revenue of a professional basketball sports organization is tied with its level of DE&I ranking.

Motivation Behind Hypothesis

With ample research in the area of increased employee trust and engagement through organizational DE&I efforts, the main motivation in my hypothesis is to test specifically for increased performance in professional basketball.

Research indicates that an organization's diversity practices have a direct relationship with employee engagement. This research suggests that employees' well-being is improved rather than impaired by perceptions of diversity practices (Downey et al., 2015). Sports organizations pay basketball players and other sports professionals millions of dollars over

multiple years to perform optimally. Front office executives of any sports organization should exercise all avenues to increase engagement and potentially - overall performance in their athletes. This research can be basis for sports management to increase engagement of players and the organization toward more DE&I efforts.

Engagement in basketball is expressed as performance on the court, eagerness to sign or remain on the team.

6. Methodology

This project will use a mixed method approach using data collected from different samples and both qualitative and quantitative methods to test the research questions.

The following key success factors of a successful DE&I Strategy are qualitative in nature. By operationalizing these measures, I can evaluate the existence and strength of sports organizations' DE&I strategy based on these six key success factors. In the research design, I collect secondary data on all thirty teams to see if they meet the criteria of each key success factor. An organization that does meet all six criteria will be considered to have implemented an active DE&I strategy. Each KSF will be weighted equally therefore any of the thirty teams can be ranked from 0 to 6 with six being the highest. The reasoning behind this is if diversity and inclusion were a fundamental part of the culture of the program, then all the following best practices must be implemented. Please see six key success factors listed below. Not one specific best practice can advance an organization's diversity and inclusion practice alone but in combination, each practice adds significant value. Calculating DE&I rank for each NBA team is necessary to compare against each team's performance as explained in my proposed hypothesis. Below is an example of the Toronto Raptors.

A summary of results for each team's score can be seen in Exhibit "[Master](#)".

Key Success Factors will be assessed based on data found as of 2020 onwards. Because dependent variables analysed against DE&I ranks such as winning percentage and number of free agents will be taken from the last three seasons (2019-2020, 2020-2021, and 2021-2022).

Key Success Factor #1:

Organizational Priority: The sports organization defining diversity as an organizational priority

Measurement: Hiring of Exec overseeing DE&I Strategy and Operations

Criteria: Search current staff members with keywords related to diversity, equity, inclusion, or engagement from realgm website sports statistics website

Analysis: John Wiggins - Vice-President, Organizational Culture and Inclusion meeting this key success factor (<https://basketball.realgm.com/nba/teams/Toronto-Raptors/28/staff-members/Current/player>)

Key Success Factor #2:

Strategic Partnerships: Creating strategic partnerships with organizations that have a direct impact on underserved youth or minorities

Measurement: Partnership with major strategic partner focused on improving well-being of community

Criteria: Google search "team name" strategic partnership with underserved youth or minorities on google and look for articles providing evidence of partnership or team affiliation

with an external organization from the beginning of year 2020 onwards. Existence of an established and active mentorship program.

Analysis: Black Lives Matter capsule collection support for the Black Lives Matter movement. 100% of the proceeds from the 10-piece collection will be going to support local community organizations and not-for-profits meeting this criterion on the key success factor (<https://viewthevibe.com/toronto-raptors-black-lives-matter-collection/>)

Key Success Factor #3:

Diversity Ranking: Measuring team's actual diversity to other professional teams

Measurement: Number or percentage of players whose nationality is outside of U.S or Canada exceeds average diversity of teams in the league.

Criteria: Search 2021-2022 NBA team roster for nationalities of each player as reported on the realGM website. On average three players of NBA team's roster of 17 players are international (not from US/Canada). Teams meet this criterion if they have more than three international players on their team.

Analysis: On average, three players of a full active roster of 17 players on NBA teams are international. The Toronto Raptors play with seven international players which exceeds the league average therefore meet this criterion on the key success factor (<https://basketball.realgm.com/nba/players/2022/Toronto-Raptors/28>). Additionally, seven international players are the highest in the league.

Key Success Factor #4:

Diverse Leadership - Specific protocol outlining process to securing diverse leadership across the organization

Measurement: Greater than 23% of individuals in front office roles that are women - percentage was chosen based on Women holding 23.4% of all board seats among all TSX-listed companies (MacDougall, 2021).

Criteria: Greater than 23% of front office, staff and executive positions are staffed by women in the 2021-2022 NBA season (<https://basketball.realgm.com/nba/teams/Toronto-Raptors/28/staff-members/Current/player>).

Analysis: 14% of front office positions are held by women for the Toronto Raptors therefore did not meet this key success factor.

Key Success Factor #5:

Mentorship Program: Affiliation with mentorship program with ongoing support structure for youth

Measurement: Existence of collaboration or partnership with organization focused on provides youth with strong and valid mentorship

Criteria: Google search “team name” mentorship program established from the beginning of year 2020 onwards. Existence of an established and active mentorship program.

Analysis: Toronto Raptors highlight and feature the work of NBYMP (National Basketball Youth Mentorship Program) and allow programs to be conducted on their basketball court. This meets the criteria on this key success factor.

Key Success Factor #6:

Outreach Initiatives: Alleviating barriers to participation by setting aside funds for outreach initiatives, scholarships, and assistance to invest in participants with financial needs or interests in social justice reform

Measurement: Current and former players funding to an annual scholarship award based on financial need

Criteria: Google search “team name” scholarships award. Existence of scholarships that was awarded in news article or website.

Analysis: Toronto Raptors Fred VanVleet partnered with Rotman Commerce from University of Toronto to introduce the Fred VanVleet Award. This scholarship will be awarded to a black or indigenous incoming domestic first-year Rotman Commerce student based on financial need (<https://thevarsity.ca/2022/01/23/fred-vanvleet-scholarship-rotman-commerce-toronto-raptors/>). Toronto Raptors have met this criterion on key success factor #6.

Based on the above criteria, the Toronto Raptors have employed a highly regarded DE&I strategy meeting five of six criteria while only missing the diverse leadership cut-off. After completing our analysis of thirty teams of the NBA, the results are as followed [Panel B](#).

DE&I Rank#6 (scored all six criteria): Zero teams

DE&I Rank#5 (scored all five criteria): Three teams

DE&I Rank#4 (scored all four criteria): Nine teams

DE&I Rank#3 (scored all three criteria): Eleven teams

DE&I Rank#2 (scored all two criteria): Five teams

DE&I Rank#1 (scored all one criteria): Two teams

DE&I Rank#0 (scored all zero criteria): Zero teams

Based on the DE&I rankings, twenty out of the thirty professional basketball organizations either ranked fourth (scoring four criteria) or third (scoring three criteria). Results show that NBA teams have a long way to go before developing a meaningful DE&I strategy as none of the teams hit all six criteria.

7. Data Analysis and Results

The first hypothesis is that players and staff have increased team performance versus teams who do not have as a stringent DE&I Agenda. We used the results of One-Way Anova Tables to understand this relationship. First, between teams that have met individual key success factors to look for correlation to winning percentage and second, we tested teams DE&I ranking wholistically to winning percentage. The average winning percentage of each NBA team was calculated by collecting the winning percentage of each team in the last three regular seasons (2021-2022, 2020-2021, 2019-2020). NBA teams were placed in two groups: 1) Met the KSF 2)

Did not meet the KSF against average winning percentage. Results of the One-Way Anova tables are shown below.

H1: This engagement allows players and staff to be more in tune and engaged on the court thereby increasing performance and winning percentage.

Key Success Factor #1: Impact of hiring DE&I Exec

Please see [Exhibit II](#). Nineteen out of Thirty teams have hired an executive overlooking diversity, equity, inclusion, and engagement function within their organization. Each team's staff and executives full list was available here (<https://basketball.realgm.com/nba/teams/Atlanta-Hawks/1/staff-members>). The key word that was searched for in the job title that determined if a NBA team had an executive that fulfilled a DE&I function (as each team can defined it differently) is "diversity", "equity", "inclusion", "engagement" or a combination of above. The mean winning percentage are similar between teams with and without a DE&I executive. The p value = .281 is not statistically significant. The data does not indicate there is a correlation between the hiring of a diversity, equity, inclusion, and engagement function within their organization and team's winning percentage (performance).

Key Success Factor #2: Teams with an active strategic partnership servicing youth or minorities on teams average winning percentage last three seasons

Please see [Exhibit III](#). Seventeen out of Thirty teams have created strategic partnerships with organizations that have a direct impact on underserved youth or minorities. Existence of a strategic partnership was verified by searching the "team name* strategic partnership underserved youth or minorities" in Google. Only results from the year 2020 onwards counted. The mean winning percentage are similar between teams with and without a strategic partnership

servicing youth. The p value = .579 is not statistically significant. The data does not indicate there is a correlation between the teams with strategic partnerships servicing youth and team's winning percentage (performance).

Key Success Factor #3: Teams with more than three international players (based on league average) on teams average winning percentage last three seasons

Please see [Exhibit IV](#). The number of international players on each team was first calculated (as defined as player whose nationality is outside of Canada and U.S) to determine league average. On average 18% of players on a professional NBA team are considered international and when applied to a 17-man NBA roster, this equates to three people. Therefore, to meet this key success factor, teams must have more than three international players. Ten out of thirty teams have more than three international players on their team. The mean winning percentage of teams with greater than three international players are 5% higher than the winning percentage of teams with less than three international players. In a regular season, with 82 games played. 5% in a regular season equates to four more wins. In the 2021-2022 NBA season, the top eight playoffs seedings in the eastern conference was separated by a standard deviation of 3.82:

Miami Heat (53 wins), Boston Celtics (51 wins), Milwaukee Bucks (51wins), Philadelphia 76ers (51wins), Toronto Raptors (48 wins), Chicago Bulls (46 wins), Brooklyn Nets (44 wins), Atlanta Hawks (43 wins). Seeding determines playoff seeding and home field advantage. A standard deviation of 3.82 wins is less than 5% or 4 games. These results show that having international players on your team could have assisted in the final seeding going into playoffs last year. With home field advantage, most teams feel more comfortable playing at

home and increased the chance of winning as most sports teams have a higher winning percentage at home (please see [Exhibit V](#)).

Key Success Factor #4: Teams with more than 23% of staff, front office and executives filled by women on Teams average winning percentage last three seasons:

Please see [Exhibit VI](#). Twenty one out of Thirty teams have secured diverse leadership across the organization. 23% was selected as the benchmark of meeting this KSF because women held 23.4 per cent of the total 4,914 board seats among Canadian companies providing disclosure in 2021 (MacDougall, 2021). Mean winning percentage are similar between teams with more than 23% filled by diverse leadership and teams that have less than 23% of staff occupied by women. The p value = .656 is not statistically significant.

Key Success Factor #5: Teams affiliated with a mentorship program for youth on Teams average winning percentage last three seasons:

Please see [Exhibit VII](#). Twelve out of thirty teams are affiliated with a mentorship program. Existence of a mentorship program was verified by searching “team name* mentorship program.” in Google. Only results from the year 2020 onwards counted. The mean winning percentage are similar between teams with and without a mentorship program. The p value = .928 is not statistically significant.

Key Success Factor #6: Teams setting aside funds for outreach initiatives, scholarships, and assistance to invest in participants with financial needs or interests in social justice reform on

Teams average winning percentage last three seasons:

Please see [Exhibit VIII](#). Seventeen out of thirty teams are setting aside funds for outreach initiatives, scholarships, and assistance to invest in participants with financial needs or social justice reform. Existence of a scholarship program was verified by search “team name* scholarships awards.” in Google. Only results from the year 2020 onwards counted. Mean winning percentage are similar between teams that set aside funds for outreach initiatives and teams that do not. The p value = .913 is not statistically significant.

Please see [Exhibit IX](#) totalling DE&I score of each NBA team. The average winning percentage is calculated for each group of NBA teams within each DE&I rank. There is no significant difference in winning percentage from teams ranked one to four. Although, the winning percentage is higher with teams ranked in the DE&I category five, it is only representative of a sample of three teams.

Using the one-way ANOVA table, the results show that none of the key success factors have statistical significance on winning percentage except for key success factor #3 (international players). These results show that having international players on your team could have assisted in a higher winning percentage during the regular season therefore impacting the final seeding going into playoffs and home field advantage in playoffs.

H2: Highly regarded DE&I basketball organizations have higher winning percentages versus teams with less regard for DE&I.

This hypothesis states that based on total DE&I score alone, teams with higher DE&I score should be able to correctly predicate the winner of the game. To test this hypothesis, actual results of all regular season games were pulled in the last three seasons to look at whether a higher ranked DE&I score between two teams can correctly predict the actual winner. When comparing real winner/loser matchup results during the last three seasons to the predictive winner based on higher DE&I score, we find that higher DE&I score is not a real predictor of the winner. Please see [Exhibit X](#) for the results. Of the 2,425 regular season games played between the 30 NBA teams in the last three seasons, DE&I ranking correctly predicted 48.95% (1,187 games) of the games meaning 51.05% (1,238 games) of games were incorrectly predicted. The definition of “correctly predicted” in this analysis is when a team has a higher DE&I score than the opposing team, they should be the winner of the match. The results are a 50/50 split. 776 games were not included in the sample because both teams held identical DE&I scores therefore could not be evaluated and were left out as NBA games cannot end in a tie.

H3: Basketball sports organizations with highly ranked DE&I agendas are attractive to free agents and athletes find these organizations as premium teams to play for. Sports organizations have an easier time attract top talent.

Athletes can join a team through multiple avenues including:

- 1) Signing a contract in free agency as a new player
- 2) Offer sheet signing where a new team can offer a restricted free agent player a contract of over two years (original team can choose to match)

3) Player option in which the player chooses to stay one more year instead of becoming an unrestricted free agent

If a player joined a team by any of these three avenues, it counted as “one” as the organization can attract athletes to sign with them. Each team’s number of free agent signings were totalled in the most recent three NBA seasons. The teams with higher ranked DE&I scores did not necessarily attract more players in free agency. Please see [Exhibit XI](#). Twenty five of the thirty teams in the NBA have DE&I scores of “2”, “3” and “4” and all acquired on average seven free agents in total in the last three seasons. The p value = .136 is not statistically significant. Please see website <https://basketball.realgm.com/nba/teams/Atlanta-Hawks/1/offseason> including toggle to switch between all thirty NBA teams. It includes offseason recaps of added players. Draft picks, lost players and trades were excluded from this calculation because it would not be possible to know whether these decisions were player or team driven.

H4: Basketball sports organizations with highly ranked DE&I agendas have an easier time retaining top talent in athletes as feelings of inclusion are increased when players feel a sense of uniqueness and belonging toward an organization.

Athletes can be retained on their current team by:

- 1) Resigning to a new contract instead of hitting the market as a free agent
- 2) Player agrees to an amendment to an existing contract agreeing to stay on the existing team
- 3) Qualifying offer extended to a player for a one-year guaranteed deal, and become a free agent the next summer

If a player joined a team by any of these three avenues, it counted as “one”. Each team’s number of free agents were totalled in the last three seasons. The teams with higher ranked DE&I scores did not necessarily retain more players in free agency. Please see [Exhibit XII](#). As DE&I score increased, the mean (average) number of players retained decreased. The p value = .904 is not statistically significant. Please see website <https://basketball.realgm.com/nba/teams/Atlanta-Hawks/1/offseason> including toggle to switch between all thirty NBA teams. It includes offseason recaps of resigned players. Waived players were excluded from this calculation because this decision is team driven.

H5: Financial metrics such as franchise value and operating income of a professional basketball sports organization is tied with its level of DE&I ranking.

Although, the project has primarily focused on change in team performance, it would be worthwhile to test DE&I ranking against key financial metrics include franchise value and revenue of NBA organizations. NBA owners first obligation is to increase profits. Alongside previous tests analysing team performance data, this will look at organizational performance. The metric used will be change in franchise value from 2020 to 2021 and Revenue.

NBA teams can acquire revenue through various streams including arena, market and brand transactions including ticket sales, premium seating, concessions, merchandise, naming rights, local TV and radio deals (Viju, 2021).

NBA team valuation is based on the city the organization plays for as each individual market is impacted by population, and regional economy indexes. This can be reflected in television contracts and sponsorships. Valuations are also based on sport outcomes by winning

and brand names of hall of fame athletes that increases the purchase price due to history but also the profit it can generate (Risso, 2020).

Year over year change in franchise value can measure any potential effects of ongoing DE&I activities while revenue is standard financial measure of organizational performance. Please see [Exhibit XIII](#). Twenty five of the thirty teams in the NBA had DE&I rankings of “2”, “3” or “4”. Their mean change in franchise value ranged from 10-11%. The p value = .394 is not statistically significant. NBA teams with DE&I score of 2 had an average of \$214M in revenue, DE&I score of 3 had an average of \$218M in revenue and DE&I score of 4 had an average of \$197M. The p value = .107 is not statistically significant. Teams who ranked higher based on DE&I score did not have a larger change in franchise value year over year or revenue versus lower ranked DE&I teams.

8. Discussion

This project looked at numerous performance indicators collecting data on each team’s diversity, equity and inclusion strategies, winning percentage, regular season matchup results, free agent signings, player retention, franchise value and revenue of all thirty NBA teams. Although there is ample research supporting diversity and inclusivity strategies in corporations, this research indicates it does not seem to have the same impact in performance at basketball sports organizations.

NBA teams’ average winning percentage from the last three seasons did not have a significant difference between teams that met a key success factor versus teams that did not. DE&I score was not able to predict the winner of regular season games therefore it was not always the higher ranked DE&I team that won. NBA teams did not attract more free agents to

join and have greater retention based of a higher DE&I score. Lastly, teams franchise value and revenue were not correlated with DE&I efforts.

One possibility for these results is the relatively short time since DE&I have been embraced by professional sports organizations. The effect of DE&I strategies may take several years and hence, it may be worth performing a similar study in the future.

9. Theoretical and Managerial Implications

Diversity Management

Just as this project has highlighted the potential impact on performance of implementing DE&I practices. It is essential to highlight the potential disadvantages that diversity management can introduce so that professional sport teams can identify and reduce the risk of these issues.

Firms seeking competitive advantage therefore face a paradoxical situation. If they embrace diversity, they risk workplace conflict, and if they avoid diversity, they risk loss of competitiveness (Savin & Cosma, 2020).

Results pointing to ‘value in diversity’ have been countered by theorists who have shown that heterogeneous groups experience more conflict, higher turnover, less social integration, and more problems with communication than their homogeneous counterparts (Savin & Cosma, 2020). Basketball players’ play style are varied depending on the leagues they played in. Individual and team dynamics are different depending on which college team you play for. This increases the risk of conflict when they come into the NBA with players who were coached vastly differently early in their career. With only five players on the court at any one time, teamwork is integral to winning. Sometimes those varied playing styles can impact teamwork

and trust impacting on court performance increasing the risk of conflict. This is the argument against diversity management and DE&I in the context of professional sports.

Front Office staff working in professional sports have critical roles in the areas of roster development, player health and financial stability of the organization. A more diverse front office by way of educational background, ethnicity, gender can introduce complexity in aligning on decision making processes and mitigating risks due to the range of personality and work approaches.

Unfortunately, the literature does not provide an easy solution of delivering on inclusivity by way of diversity while reducing the risk of conflict and communication. In this connection, the literature suggests that the adage that there can be no gain without pain, is true (Savin & Cosma, 2020).

10. Limitation and Future Directions

There are several data limitations that should be outlined in this project.

Data Collection of DE&I Scores - Secondary data collected on thirty NBA teams to rank each team based on their DE&I efforts is driven by my own findings of data using search results I could have missed or interpreted incorrectly. Although KSF 1 (DE&I Exec), KSF 3 (Team Diversity) and KSF 4 (Women in Front Office %) are sourced from player and staff data lists, KSF 2 (strategic partnerships), KSF 5 (mentorship programs) and KSF 6 (outreach initiatives) are subjective to my own search results. A change in ranking is substantial as there are only 7 rankings (0, 1, 2, 3, 4, 5, 6), and each one can have a major impact. Therefore, risk is high. This risk is mitigated in the fact that strict criteria were applied to each key success factor and

consistently applied within each KSF to determine whether the professional basketball team met each criterion.

Correct KSF criteria to rank DE&I – Interpreting the strength of internal organizational strategies (e.g., DE&I) is difficult and prone to misinterpretation because the wrong criteria can be chosen that doesn't align with industry goals. To mitigate this risk, I used key success factors or criteria used in another professional sport. I used key success factors used by the USA Lacrosse organization (national governing body of men and women's lacrosse in the United States) to assist local clubs in developing an overarching DE&I strategy.

Time series issue – There is a grey area as it relates to the implementation of DE&I strategies and when the organization realizes the fruit of their labour and sees actual impact and results. The data collected was from the most recent three seasons, are point in time such as strategic partnerships in 2020 of one team and in 2022 for another team. Both are treated equally. In this scenario a team who had a positive impact in the community for three years probably had more of an impact than a strategic partnership that was just recently created in the same year. The former may have built more meaningful relationships while the latter have just begun to organize events. The mere existence of a strategic partnership, DE&I executive or mentorship program were analysed rather than the application or output that was created.

Organization Driven Goals by Front Office not Players – The key success factors that I have chosen to determine DE&I ranking are ultimately driven by the front office not players. Even the nationality or background of players to a degree (as the organization ultimately signs these players) on the team. This makes the results less reliable because the project was looking for change in performance of players and team based on key success factors that are organization

driven goals by front office not necessarily players. This risk is mitigated in that the players are not totally separated from the organization outside of their games whether it be through social media, conversations with front office and training staff, and involvement in community development and partnerships. Players sign a contract to be a part of an organization therefore all these variables can still impact their on-field performance.

Conflict of Interests - The average player sticks around for roughly 4.5 years (Luke, 2021). With the average career length of an NBA player, being so short, most players are only thinking about signing and maintaining a roster spot of a NBA team while being paid the highest amount possible. Players are always investing most of their time in mastering their craft and most likely do not network and learn other skills while trying to make it to the NBA and playing through their careers. Players are so focused on performing better to maintain their roster spot against other players competing for that same spot while also attaining the highest possible paid contract. This risk is reduced in that the players that are talented and ultimately drive each team's wins also look out for which organization they want to represent so they can further their legacy. Therefore, they are players who are talented enough to know they will have a long career and other factors can go into which organization they want to play for e.g. DE&I initiatives.

There has been very little research completed in professional sports and inclusivity efforts with impact on performance. This project has opened doors for further research in this area to look at specific aspects of DE&I that can have impact athlete performance. I would like to see similar projects and research done in a different sport with relevant key success factors. It could be useful to collect primary data from professional athletes inquiring about the most important aspects of diversity, equity, and inclusion to have a relevant measure when ranking the teams on DE&I.

11. Supplementary Material

MASTER

Panel A: KSF per team

	Team	KSF#1	KSF#2	KSF#3	KSF#4	KSF#5	KSF#6
ATL	Atlanta Hawks	Yes	Yes	Yes			
BOS	Boston Celtics	Yes	Yes			Yes	
BRK	Brooklyn Nets	Yes	Yes		Yes	Yes	Yes
CHA	Charlotte Hornets	Yes	Yes		Yes		Yes
CHI	Chicago Bulls				Yes		
CLE	Cleveland Cavaliers	Yes			Yes		Yes
DAL	Dallas Mavericks	Yes	Yes	Yes	Yes		Yes
DEN	Denver Nuggets	Yes				Yes	
DET	Detroit Pistons	Yes	Yes			Yes	Yes
GOS	Golden State Warriors	Yes	Yes				Yes
HOU	Houston Rockets			Yes			Yes
IND	Indiana Pacers	Yes			Yes		
LAC	Los Angeles Clippers	Yes	Yes		Yes		
LAL	Los Angeles Lakers				Yes		
MEM	Memphis Grizzlies		Yes	Yes			
MIA	Miami Heat		Yes		Yes	Yes	Yes
MIL	Milwaukee Bucks		Yes	Yes		Yes	Yes
MIN	Minnesota Timberwolves	Yes	Yes		Yes		
NOP	New Orleans Pelicans		Yes		Yes	Yes	Yes
NYK	New York Knicks				Yes		Yes
OKC	Oklahoma City Thunder		Yes	Yes	Yes	Yes	
ORL	Orlando Magic	Yes	Yes		Yes	Yes	
PHL	Philadelphia Sixers	Yes	Yes		Yes		
PHX	Phoenix Suns			Yes	Yes		Yes
POR	Portland Trail Blazers	Yes			Yes	Yes	Yes
SAC	Sacramento Kings	Yes			Yes	Yes	
SAN	San Antonio Spurs	Yes			Yes		Yes
TOR	Toronto Raptors	Yes	Yes	Yes		Yes	Yes
UTH	Utah Jazz			Yes	Yes		Yes
WAS	Washington Wizards	Yes		Yes	Yes		Yes

Panel B: Teams accounted for in each quantity of KSF

6	5	4	3	2	1
	Brooklyn Nets	Charlotte Hornets	Atlanta Hawks	Denver Nuggets	Chicago Bulls
	Dallas Mavericks	Detroit Pistons	Boston Celtics	Houston Rockets	Los Angeles Lakers
	Toronto Raptors	Miami Heat	Cleveland Cavaliers	Indiana Pacers	
		Milwaukee Bucks	Golden State Warriors	Memphis Grizzlies	
		New Orleans Pelicans	Los Angeles Clippers	New York Knicks	
		Oklahoma City Thunder	Minnesota Timberwolves		
		Orlando Magic	Philadelphia Sixers		
		Portland Trail Blazers	Phoenix Suns		
		Washington Wizards	Sacramento Kings		
			San Antonio Spurs		
			Utah Jazz		

Exhibit I – Conceptual Model

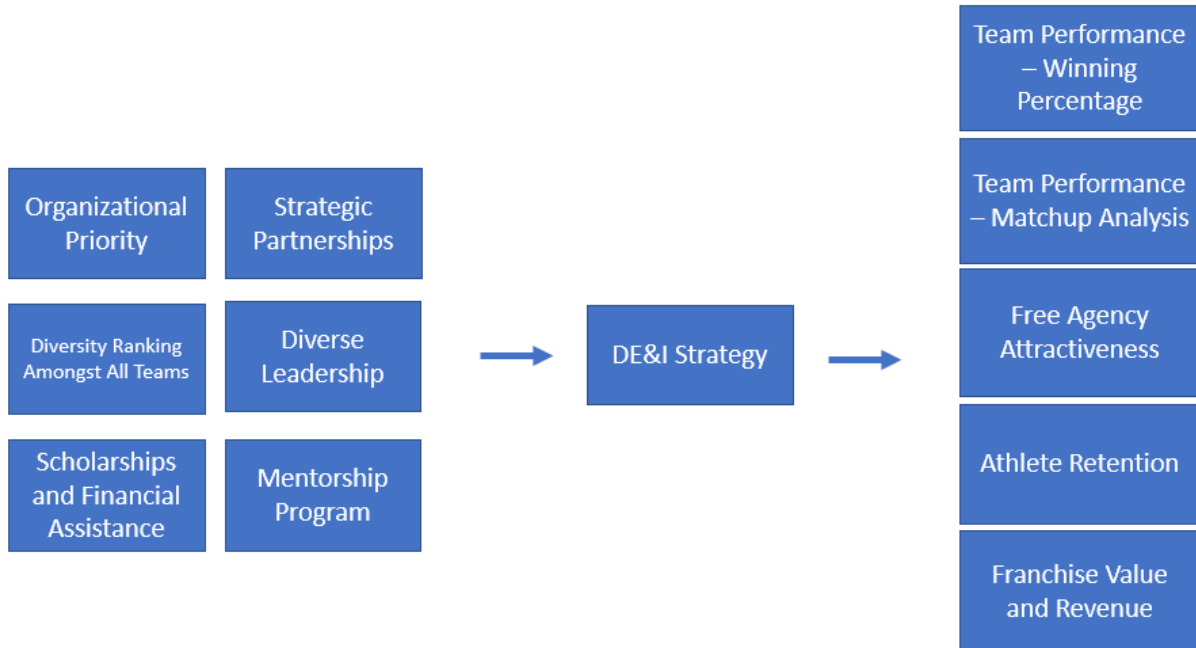


Exhibit II – Hypothesis 1 - KSF#1

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	11	52.6364%	11.18411%	3.37214%	45.1228%	60.1500%	36.37%	67.60%
Team meets the criteria of this key success factor	19	48.2105%	10.29862%	2.36266%	43.2468%	53.1743%	28.73%	63.07%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	136.463	1	136.463	1.209	.281
Within Groups	3159.950	28	112.855		
Total	3296.413	29			

Exhibit III – Hypothesis 1 - KSF#2

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	13	48.5692%	10.09588%	2.80009%	42.4684%	54.6701%	36.37%	65.17%
Team meets the criteria of this key success factor	17	50.8000%	11.28227%	2.73635%	44.9992%	56.6008%	28.73%	67.60%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36.659	1	36.659	.315	.579
Within Groups	3259.754	28	116.420		
Total	3296.413	29			

Exhibit IV - Hypothesis 1 - KSF#3

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	20	48.0567%	10.10636%	2.25985%	43.3267%	52.7866%	28.73%	63.07%
Team meets the criteria of this key success factor	10	53.3867%	11.38415%	3.59998%	45.2429%	61.5304%	36.37%	67.60%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	189.393	1	189.393	1.707	.202
Within Groups	3107.021	28	110.965		
Total	3296.413	29			

Exhibit V – Hypothesis 1 - Home Field Advantage and Winning Percentage

Rank	Team	2021	Home	Away	
1	Phoenix	75%	77%	72%	Higher winning percentage at home
2	Golden State	66%	79%	53%	Higher winning percentage at home
3	Memphis	66%	72%	60%	Higher winning percentage at home
4	Miami	64%	71%	57%	Higher winning percentage at home
5	Milwaukee	62%	64%	60%	Higher winning percentage at home
6	Boston	61%	64%	59%	Higher winning percentage at home
7	Dallas	61%	71%	51%	Higher winning percentage at home
8	Philadelphia	61%	60%	62%	
9	Utah	58%	68%	48%	Higher winning percentage at home
10	Toronto	57%	57%	57%	

Exhibit VI - Hypothesis 1 - KSF#4

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	9	51.1926%	12.62990%	4.20997%	41.4844%	60.9008%	28.73%	67.60%
Team meets the criteria of this key success factor	21	49.2508%	9.99136%	2.18029%	44.7028%	53.7988%	33.73%	65.17%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.755	1	23.755	.203	.656
Within Groups	3272.659	28	116.881		
Total	3296.413	29			

Exhibit VII - Hypothesis 1 - KSF#5

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	18	49.9815%	9.70271%	2.28695%	45.1564%	54.8065%	36.37%	65.17%
Team meets the criteria of this key success factor	12	49.6111%	12.41335%	3.58342%	41.7240%	57.4982%	28.73%	67.60%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.988	1	.988	.008	.928
Within Groups	3295.426	28	117.694		
Total	3296.413	29			

Exhibit VIII – Hypothesis 1 - KSF#6

Descriptives

WIN PCT. AVERAGE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Team does not meet the criteria of this key success factor	13	50.0821%	10.19666%	2.82804%	43.9203%	56.2438%	33.73%	63.07%
Team meets the criteria of this key success factor	17	49.6431%	11.31187%	2.74353%	43.8271%	55.4592%	28.73%	67.60%
Total	30	49.8333%	10.66159%	1.94653%	45.8522%	53.8144%	28.73%	67.60%

ANOVA

WIN PCT. AVERAGE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.419	1	1.419	.012	.913
Within Groups	3294.994	28	117.678		
Total	3296.413	29			

Exhibit IX – Hypothesis 1 – Total DEI Rank vs Winning Percentage

DE&I Rank	NBA Team	Winning Percentage	Average Winning % Based on Rank	DE&I Rank
5	Brooklyn Nets	56%	58%	5
5	Dallas Mavericks	60%		
5	Toronto Raptors	57%		
4	Charlotte Hornets	45%	45%	4
4	Detroit Pistons	29%		
4	Miami Heat	60%		
4	Milwaukee Bucks	68%		
4	New Orleans Pelicans	43%		
4	Oklahoma City Thunder	40%		
4	Orlando Magic	34%		
4	Portland Trail Blazers	46%		
4	Washington Wizards	42%		
3	Atlanta Hawks	46%	52%	3
3	Boston Celtics	60%		
3	Cleveland Cavaliers	38%		
3	Golden State Warriors	47%		
3	Los Angeles Clippers	62%		
3	Minnesota Timberwolves	39%		
3	Philadelphia Sixers	63%		
3	Phoenix Suns	65%		
3	Sacramento Kings	41%		
3	San Antonio Spurs	44%		
3	Utah Jazz	64%		
2	Denver Nuggets	62%	49%	2
2	Houston Rockets	36%		
2	Indiana Pacers	46%		
2	Memphis Grizzlies	56%		
2	New York Knicks	45%		
1	Chicago Bulls	44%	51%	1
1	Los Angeles Lakers	57%		

Exhibit X – Hypothesis 2

Row Labels	Count of Winner by Rating	
Correct	1,187	48.95%
Not Correct	1,238	51.05%
Grand Total	2,425	

Exhibit XI – Hypothesis 3

Descriptives

Free Agents Signed (Last Three Seasons)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	2	14.00	8.485	6.000	-62.24	90.24	8	20
2	5	6.60	4.219	1.887	1.36	11.84	2	13
3	11	7.09	2.256	.680	5.58	8.61	3	10
4	9	7.00	4.000	1.333	3.93	10.07	3	16
5	3	9.67	3.055	1.764	2.08	17.26	7	13
Total	30	7.70	3.923	.716	6.24	9.16	2	20

ANOVA

Free Agents Signed (Last Three Seasons)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	105.524	4	26.381	1.935	.136
Within Groups	340.776	25	13.631		
Total	446.300	29			

Exhibit XII – Hypothesis 4

Descriptives

Player Retention (Last Three Seasons)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	2	8.50	4.950	3.500	-35.97	52.97	5	12
2	5	7.80	1.304	.583	6.18	9.42	7	10
3	11	7.36	2.976	.897	5.36	9.36	2	14
4	9	7.00	4.472	1.491	3.56	10.44	2	15
5	3	9.00	1.000	.577	6.52	11.48	8	10
Total	30	7.57	3.181	.581	6.38	8.75	2	15

ANOVA

Player Retention (Last Three Seasons)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.521	4	2.880	.255	.904
Within Groups	281.845	25	11.274		
Total	293.367	29			

Exhibit XIII – Hypothesis 5

Oneway

[DataSet1]

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
1 YR Change (%) in Franchise Value	1	2	15.5000%	6.36396%	4.50000%	-41.6779%	72.6779%	11.00%	20.00%
	2	5	10.8000%	4.65833%	2.08327%	5.0159%	16.5841%	5.00%	16.00%
	3	11	11.1818%	5.45561%	1.64493%	7.5167%	14.8469%	5.00%	20.00%
	4	9	9.5556%	4.69338%	1.56446%	5.9479%	13.1632%	3.00%	17.00%
	5	3	15.3333%	5.50757%	3.17980%	1.6518%	29.0149%	10.00%	21.00%
	Total	30	11.3333%	5.16843%	0.94362%	9.4034%	13.2633%	3.00%	21.00%
Revenue (Millions)	1	2	264.50	72.832	51.500	-389.87	918.87	213	316
	2	5	214.20	49.967	22.346	152.16	276.24	179	298
	3	11	218.00	23.812	7.180	202.00	234.00	192	262
	4	9	196.78	14.541	4.847	185.60	207.96	181	218
	5	3	212.33	18.502	10.682	166.37	258.30	194	231
	Total	30	213.53	32.845	5.997	201.27	225.80	179	316

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
1 YR Change (%) in Franchise Value	Between Groups	112.841	4	28.210	1.066	.394
	Within Groups	661.825	25	26.473		
	Total	774.667	29			
Revenue (Millions)	Between Groups	7947.944	4	1986.986	2.129	.107
	Within Groups	23337.522	25	933.501		
	Total	31285.467	29			

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