

Tobias M. Scholz

# eSports is Business

Management in the World of  
Competitive Gaming

palgrave  
macmillan

# Contents

<b>1</b>	<b>Introduction: The Emergence of eSports</b>	1
	The Relevance of eSports for Today's Businesses	2
	Understanding eSports Is More Than Just Another Hype	6
	Framing eSports	8
	Structure and Theoretical Foundation of the Book	9
	References	13
<b>2</b>	<b>A Short History of eSports and Management</b>	17
	The Need for a Historical Observation of eSports and Management	18
	Early Years of eSports (1940–1997)	19
	Pioneering eSports (1997–2004)	21
	Experiencing a Phase of Stability (2005–2008)	25
	Phoenix from the Ashes (2009–2013)	29
	Back to the Wild West (Since 2014)	34
	References	37
<b>3</b>	<b>Stakeholders in the eSports Industry</b>	43
	A Stakeholder Journey Through the eSports Industry	44
	Fundamental Characteristics of eSports Stakeholders	45

Primary Stakeholders	49
Game Developer	49
Tournament Organizer	58
Professional Teams	62
Professional Players	67
Providers and Communities	70
Secondary Stakeholders	73
Governing Bodies	73
Sports Organizations	77
Sponsors	81
General Public	83
Investors, Entrepreneurs, Media, and Shareholders	84
Audience as a Shared Target for Value Creation	86
References	87
<b>4 Unwritten Governing Principles</b>	<b>101</b>
The Creation and Solidification of Governing Principles	102
Easy to Learn, Hard to Master	104
Shifting Metagame	105
Welcome to the Wild West	109
Born Digital, Born Global, Born Agile	112
References	113
<b>5 The Business Model Network</b>	<b>117</b>
Going Beyond Five Forces to Focus on Value Integration	118
Three Cs as Simple Rules	120
Coopetition	120
Co-destiny	121
Convergence	123
Value Integration in the Business Model Network	124
Cases of Different Developments Based on the Various	
Driving Forces	129
References	132

<b>6 Conclusion: The Future of eSports</b>	135
Utilizing the Risks of eSports	136
Franchise: A Gamble for Power	139
Frontier: Conquering New Markets	141
Fragmentation: Division of the eSports Industry	144
References	145
<b>Index</b>	149