

Global Sports Properties 2026

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SPORT ON SOCIAL



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Dear friends and colleagues,

Welcome to the 2026 edition of *SportOnSocial Global Sports Properties*.

Over the past year, global sport has entered a new phase – one defined less by steady growth and more by volatility, fragmentation and shifting patterns of attention. Some properties are building sustained momentum, while others are finding it harder to maintain relevance in an increasingly dynamic and complex landscape.

This year's report introduces two new lenses to help make sense of these shifts. First, we've expanded our tiering system to compare performance across properties of different scale. Second, we've included a regional spotlight on the Middle East to explore how attention behaves in a fast-growing but structurally distinct market.

Using global search behaviour as a key indicator of brand health, we explore where attention is growing, where it is stabilising, and where it is starting to erode – and what this means for the future value of sports properties.

Our aim, as always, is not simply to rank performance, but to surface the signals behind it. The insights in this edition point to a market where product design, narrative continuity and audience habit now matter as much as scale, heritage or distribution.

We hope the report provides a useful lens for strategic decision-making as well as a starting point for deeper conversations about how sport remains relevant, competitive and valuable in the years ahead.

Methodology

Why Google data?

Google holds over 90% of the global search engine market share and serves nearly 4 billion users worldwide. Within the SportOnSocial framework, Google Trends is used to measure real-world interest based on what people actively search for.

How does it work?

Each sports property was measured individually by all relevant search topics during a 5-year period (2025 compared to each property's previous 4-year) across web, YouTube and news searches. An annual index score was calculated by averaging each weekly index score. 2025 was then compared against the previous 4-year period (2021–2024). The percentages illustrate the direction of change in search interest. This provides a more robust benchmark for long-term growth and brand health than year-on-year comparison, while reducing the impact of short-term anomalies.

Which sports were ranked?

Building on the success of our 2025 report, the 2026 edition evaluates 67 global sports properties and 21 Middle East sport properties using consistent inclusion criteria. Properties with less than 5 years of search data or are a very recent establishment have been excluded to ensure the analysis reflects sustained trends and reliable signals of interest. Championship events are included where they operate on at least an annual cycle.

How is growth contextualised?

A tiering system has been introduced to the Global Sports Properties 2026 report, grouping sports properties by estimated annual revenue. This provides context for growth by accounting for differences in property scale and enables like-for-like comparison of search interest.

How is future growth estimated?

A SARIMA time-series model is applied to forecast future search interest, at a tier level, based on sports properties' historical patterns and seasonality. The forecasted index is then used to calculate percentage change versus the average of the previous four years, consistent with the methodology.

Growth in sport is becoming more uneven and less predictable

Overall global growth remains positive, but performance differences between segments are widening, creating a more fragile and volatile attention economy.

Women's sport is emerging as a stabilising force

Women's properties delivered consistent positive growth across all four years. In 2024, when men's sport declined by five per cent, women's sport grew by 25 per cent, helping to offset wider volatility and maintain positive global performance. This positions women's sport as one of the most reliable sources of incremental growth in the current sports economy.

Global growth is becoming more uneven

Overall global growth remains positive but is increasingly shaped by performance differences between segments. As women's sport cools in 2025 (seven per cent), overall global growth also flattens (nine per cent), highlighting the impact of uneven growth distribution.

Men's sport is where volatility is most visible

Men's properties show no stable growth pattern, shifting between positive and negative performance year-on-year. This suggests established men's sport is increasingly exposed to attention dilution, format saturation and competition from new platforms. Rather than driving predictable expansion, men's sport contributes a significant share of overall market volatility.



Ranking the world's top sports properties by search growth

Rank	Property	Growth	Sport	Property Type	2025 Search	2024 Search	Rank	Property	Growth	Sport	Property Type	2025 Search	2024 Search
1	WNBA	0	Basketball	Women	+140%	+322%	35	National Hockey League	-7	Ice Hockey	Men	+12%	+23%
2	FIA World Endurance Championship	+4	Motorsports	Global	+108%	+97%	36	LigaF	-13	Football	Women	+10%	+32%
3	Ultimate Tennis Showdown	0	Tennis	Global	+106%	+246%	37	Nascar	+10	Motorsports	Global	+10%	0%
4	SailGP	+5	Sailing	Global	+84%	+94%	38	Tour de France	+20	Cycling	Men	+7%	-13%
5	One Championship	+17	Combat Sport	Global	+70%	+32%	39	Big Bash League	+28	Cricket	Global	+6%	-34%
6	UEFA Women's Champions League	+6	Football	Women	+66%	+75%	40	Giro d'Italia	+17	Cycling	Men	+6%	-8%
7	FA Women's Super League	-3	Football	Women	+65%	+145%	41	WSL	-17	Surfing	Global	+6%	+31%
8	Frauen-Bundesliga	-3	Football	Women	+58%	+114%	42	PDC World Darts Championship	-28	Darts	Men	+5%	+70%
9	Women's Six Nations Championship	+6	Rugby	Women	+56%	+68%	43	Vuelta a Espana	+9	Cycling	Men	+3%	-2%
10	ATP Tour	+1	Tennis	Men	+56%	+76%	44	LaLiga	+10	Football	Men	+1%	-5%
11	National Women's Soccer League	-4	Football	Women	+53%	+95%	45	PGA Tour	+5	Golf	Men	0%	-1%
12	Masters Tournament	+22	Golf	Men	+51%	+10%	46	MotoGP	+3	Motorsports	Men	-1%	0%
13	Ironman Triathlon	+8	Fitness/Running	Global	+46%	+34%	47	Indycar	-9	Motorsports	Men	-1%	+7%
14	MLS	+2	Football	Men	+45%	+53%	48	NBA	+5	Basketball	Men	-2%	-2%
15	U.S Open (Golf)	+17	Golf	Men	+40%	+12%	49	LPGA	-4	Golf	Women	-3%	+3%
16	WWE	+2	Wrestling	Global	+33%	+39%	50	K League 1	-2	Football	Men	-5%	0%
17	US Open (Tennis)	+23	Tennis	Global	+29%	+7%	51	World Rally Championship	+5	Motorsports	Men	-6%	-6%
18	Ultimate Fighting Championship	+21	Combat Sport	Global	+28%	+7%	52	UEFA Europa League	-10	Football	Men	-7%	+6%
19	NCAA	-11	Not Applicable	Global	+27%	+94%	53	Indian Premier League	-16	Cricket	Men	-7%	+9%
20	French Open	+6	Tennis	Global	+25%	+25%	54	Open Championship	+6	Golf	Men	-9%	-18%
21	Six Nations Championship	+6	Rugby	Men	+25%	+24%	55	The Hundred	+4	Cricket	Global	-9%	-14%
22	Women's Tennis Association	+7	Tennis	Women	+23%	+23%	56	X Games	+8	Urban Sports	Global	-14%	-27%
23	Wimbledon	-3	Tennis	Global	+23%	+36%	57	Bundesliga	-24	Football	Men	-15%	+11%
24	Formula 1	+12	Motorsports	Men	+21%	+9%	58	Premier League	-12	Football	Men	-16%	+2%
25	Australian Open	+10	Tennis	Global	+20%	+10%	59	SVNS	-46	Rugby	Global	-22%	+71%
26	EuroLeague Women	-1	Basketball	Women	+19%	+26%	60	Spartan Race	+3	Fitness/Running	Global	-23%	-27%
27	Première Ligue	-8	Football	Men	+19%	+39%	61	Ligue 1	+1	Football	Men	-27%	-22%
28	NFL	+3	American Football	Men	+18%	+14%	62	Serie A Women	-11	Football	Women	-27%	-1%
29	MLB	+1	Baseball	Men	+17%	+18%	63	Serie A	-2	Football	Men	-28%	-21%
30	AIG Women's Open Golf	+11	Golf	Women	+17%	+6%	64	Formula E	+1	Motorsports	Global	-29%	-29%
31	UEFA Champions League	+13	Football	Men	+16%	+4%	65	CrossFit Games	-10	Fitness/Running	Global	-30%	-6%
32	EuroLeague	-15	Basketball	Men	+14%	+43%	66	United States Women's Open	+2	Golf	Women	-52%	-44%
33	Diamond League	-23	Athletics	Global	+13%	+91%	67	PGA European Tour	+3	Golf	Men	-78%	-72%
34	LET golf	+9	Golf	Women	+12%	+5%							

Key league table headlines

Shifting levels of attention in global sport over the last 12 months – why this matters for relevance, demand and future value.



Innovation premium

Audience attention increasingly favours innovative formats over established ones, as newer, faster and more accessible sports properties outperform traditional incumbents.

Three of the top five fastest-growing properties are innovative formats: FIA World Endurance Championship **+107.6%**, Ultimate Tennis Showdown **+105.7%**, and SailGP **+83.7%**. In 2025, the latter attracted **215m** cumulative global viewers, up from 193m the previous season.

Innovation now carries a measurable premium: properties combining condensed formats – recognisable talent/brands/accessible global distribution – are capturing disproportionate attention, forcing established sports to either adapt their product (the Australian Open introduced the 1 Point Slam this year), or accept slower relevance growth/value erosion.



The rise of combat sports

Combat sports are reasserting their cultural relevance as always-on, event-driven properties. Growth is consolidating around two scaled winners instead of fragmenting across multiple leagues.

ONE Championship rose **17** places to **#5** in search interest after its deal with Amazon Prime Video. UFC climbed **21** places to **#18**, **6th overall** for total search interest in 2025, to demonstrate both breakout momentum and sustained mass demand.

In combat sports, streaming distribution/cultural amplification, not merely fight cards, are now the primary growth engines. They favour organisations that secure global platforms, expand geographically, and align with mainstream narratives. As a result, future value is likely to consolidate around ONE Championship and UFC, strengthening their grip on rights/sponsorship and sidelining competitors.



Football's "Big Five" in crisis

Europe's biggest men's football leagues are losing attention share as audience fatigue, generational change and new competitors reshape how/where football stays relevant.

All five major European leagues now sit in the bottom half of global growth rankings. Bundesliga dropped **25** places; the FA Women's Super League (**#7**) and UEFA Women's Champions League (**#6**) outperformed the men's Champions League (**#31**) and Premier League (**#58**). The latter's domestic audiences fell **14%** in 2024–25.

Heritage alone no longer protects value: leagues reliant on fragmented, high-cost distribution and traditional formats face continued relevance erosion. Football properties that combine cultural stars, accessible global platforms and a growth narrative (e.g. MLS) demonstrate where future demand/value will concentrate.



Momentum in women's sport

WNBA's continued growth without full reliance on star power reflects a broader structural acceleration across women's sport, not a single-league anomaly.

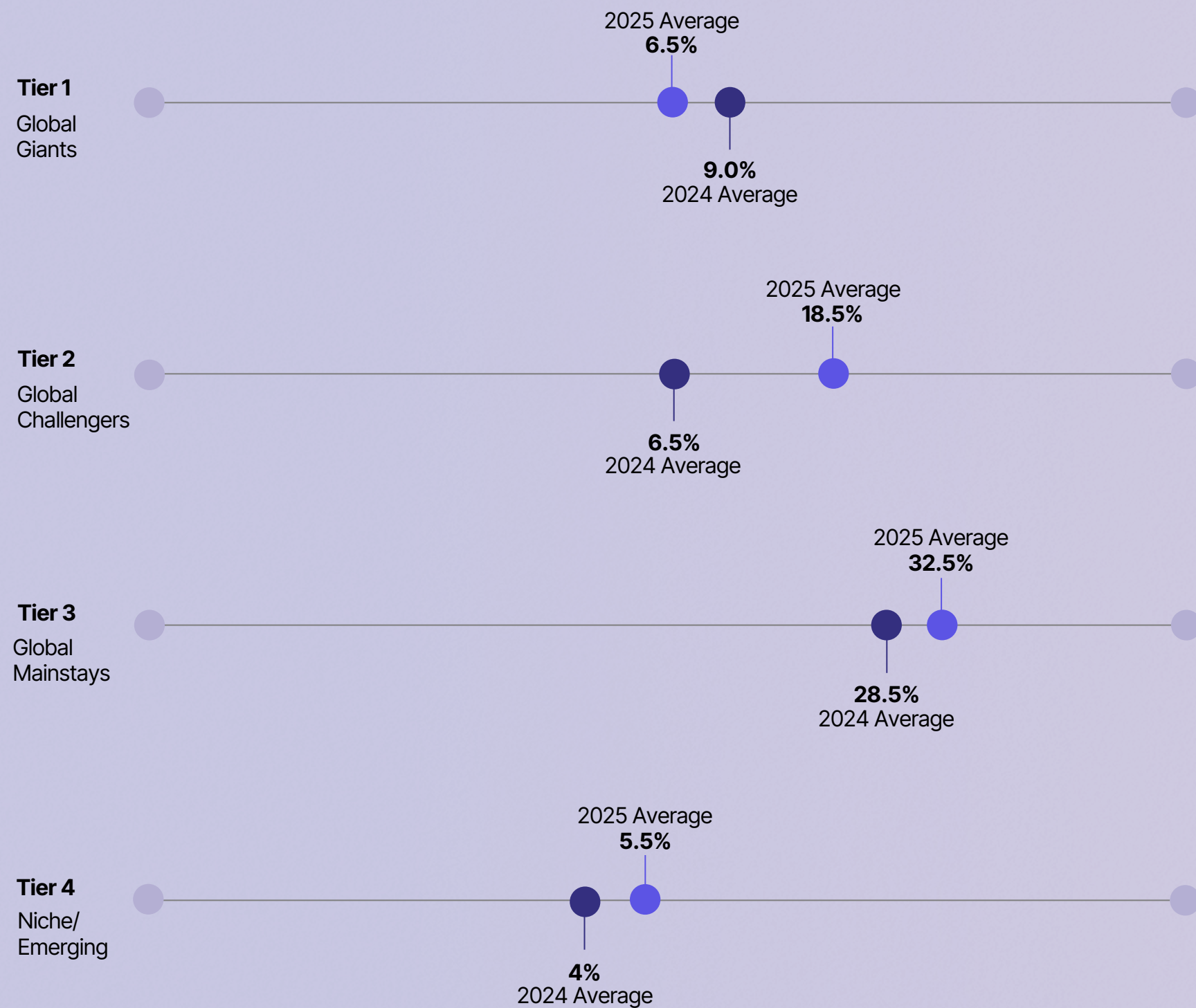
The WNBA 2025 season opener posted **+140%** growth and drew **2.7m** viewers despite Caitlin Clark missing significant time through injury. Momentum continued throughout the season – WNBA TV viewership in 2025 was **21% higher** vs 2024, and attendance broke a 37-year record. Although Indiana Fever games received fewer views in Clark's absence, non-Fever contests saw a **+37%** increase, pointing to league-wide demand rather than star dependence.

WNBA's resilience mirrors a market-wide trend in football, basketball and rugby towards regular audiences. The implication? Women's competitions that invest early in infrastructure, visibility and continuity build relevance and rights value beyond individual stars.

The middle tier is now where growth is being won

Average search by tier

This tiering system categorises sports properties by estimated annual revenue. It puts growth into context, showing how performance differs by property size and allowing like-with-like comparisons across tiers.



The great consolidation

Despite a fragmenting media landscape, the economy is consolidating among a small number of dominant platforms and rights-holders. Although the number of platforms has increased, growth is concentrated in a smaller pool of sports properties.

The data story

Tier 2 and 3 properties are absorbing a disproportionate share of new growth, while Tier 4 is underperforming its natural low-base advantage – making the market more top heavy than expected.

The momentum shift

Global giants (Tier 1) appear to have reached a natural growth ceiling and are now shifting from expansion to defence. Meanwhile, specialised/culturally resonant properties (Tier 3) are thriving.

The data story

Median growth in Tier 3 (32.5%) is nearly five times higher than Tier 1 (6.5%). This signals a structural shift from scale-driven to narrative-driven growth.

The niche ceiling

Emerging/niche sports should be the fastest growers by default, but many are hitting a relevance threshold. Without strong narratives, star power or platform leverage, they struggle to convert visibility into sustained growth.

The data story

Tier 4 median growth (5.5%) is less than Tier 1, despite its lower base, suggesting rising barriers to discovery/increasing competition for limited audience attention.

Tier 1 - Bundesliga, F1, IPL, LaLiga, MLB, NBA, NFL, NHL, Premier League, UCL

Tier 2 - Ligue 1, MLS, NASCAR, NCAA, PGA Tour, Serie A, Europa League, UFC, WWE

Tier 3 - ATP, Australian Open, EuroLeague, WEC, Formula E, French Open, IndyCar, Ironman, The Masters, MotoGP, NWSL, ONE Championship, European Tour, SailGP, Six Nations, Tour de France, The US Open (tennis), UWCL, U.S. Open (golf), Wimbledon, WNBA, WTA

Tier 4 - AIG 's Open, BWSL, BBL, French Women's Football (D1), CrossFit Games, Diamond League, EuroLeague Women, Giro d'Italia, K League 1, LET, Liga F, LPGA, PDC World Darts, Serie A Women, Spartan Race, SVNS, The Hundred, UTS, U.S. Women's Open, Vuelta a España, Women's Six Nations, WRC, WSL, X Games

Growth in sport is driven by content fit, not just scale

Interest is no longer driven primarily by how big a sport is, but by how easily it translates into modern content formats.

Category-level implications

Sports that produce low-friction content moments are pulling ahead

Among the strongest performers in 2025 (combat sports, basketball, wrestling, tennis), frequent competition is combined with formats that generate clear, emotionally complete moments that work without heavy context. Properties such as ONE Championship and UFC create constant rivalry arcs and personality-driven storylines; the ATP and WTA Tours deliver a near continuous flow of recognisable highlights. These sports are structurally easier to convert into clips, reactions and debate, giving them a growing advantage in the current attention ecosystem.

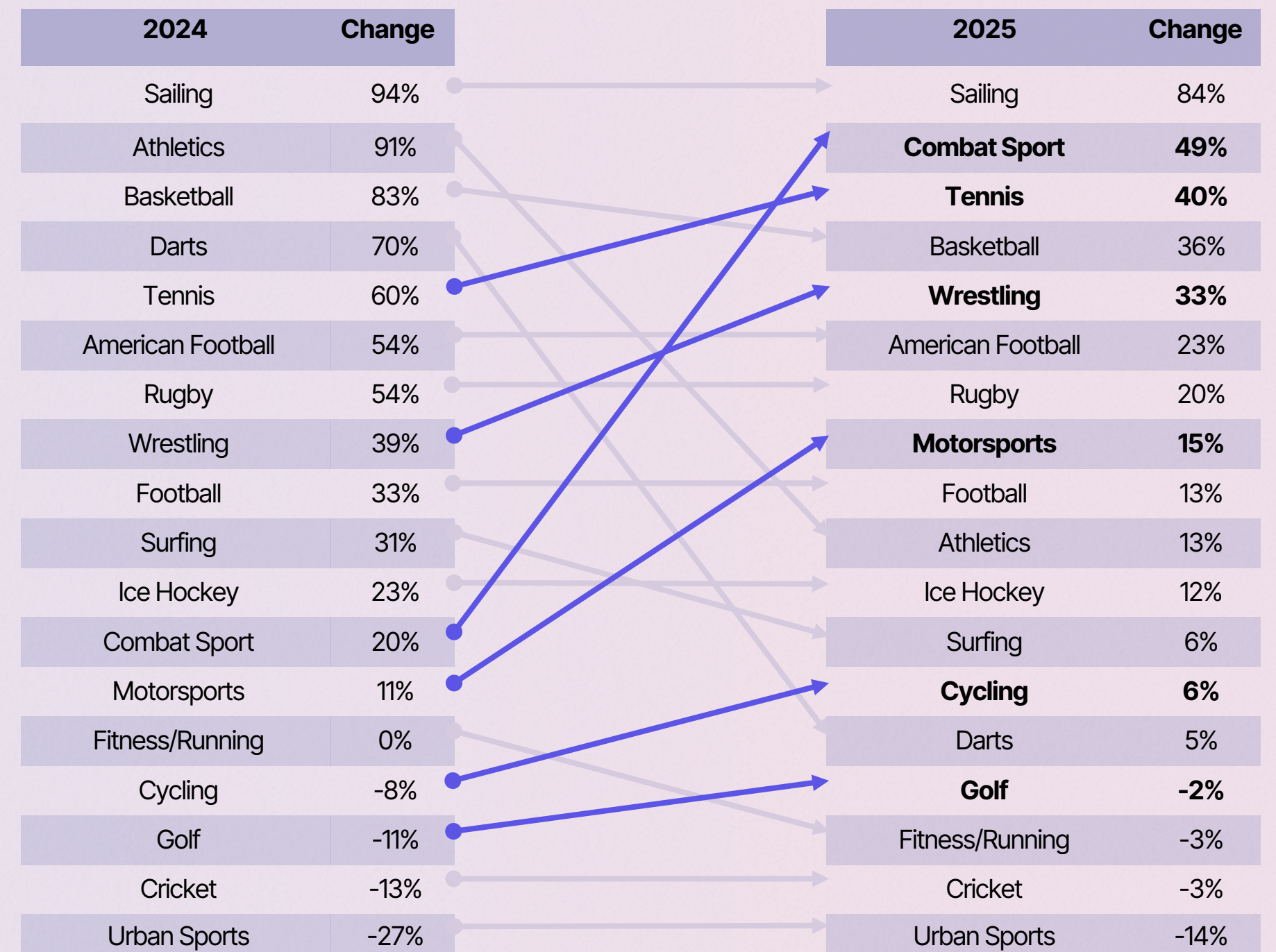
The growth gap between “convertible” and “non-convertible” sports is widening

Sports that can be repeatedly repackaged into stories/short-form narratives are increasingly outpacing those that rely on context-heavy formats. Combat sports (UFC, ONE), basketball (NBA, WNBA) and wrestling (WWE) consistently generate personality-led content that travels across platforms. Categories such as cycling (Tour de France), golf majors and athletics remain more dependent on event structures that are harder to sustain in everyday digital culture.

Relevance is increasingly shaped by narrative ecosystems, not calendars

In 2025, the strongest momentum was seen in properties that function as ongoing story worlds rather than event schedules. WNBA, NWSL and the UEFA Women’s Champions League illustrate how clear protagonists/rivalries/identity-led narratives create a year-round cultural presence, while SailGP demonstrates how team structures/short-format competition can sustain relevance beyond individual races. In contrast, categories built primarily around fixed calendars continue to struggle to maintain meaning once events are over.

Which categories of sport are growing, flat or declining in terms of attention?



Women's sport is becoming a core growth engine

Growth across women's properties is broad-based and consistently stronger than most other segments of the sports market.

Women's sport continues to deliver the most reliable growth across the sports ecosystem. In 2025, 11 of the 14 major women's properties tracked recorded positive year-on-year growth, with particularly strong performance in football and basketball.

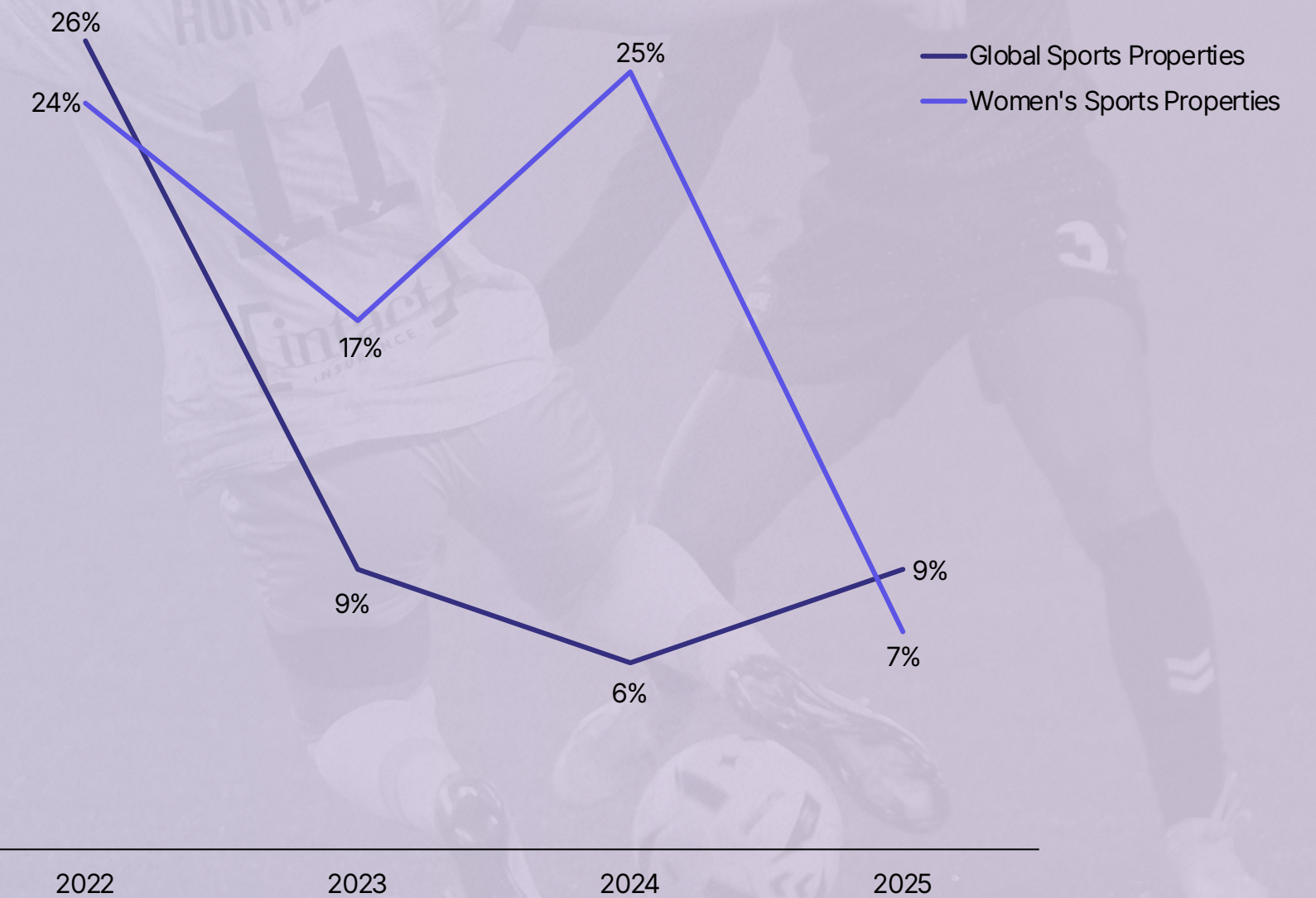
Women's football shows sustained momentum across multiple markets, including the UEFA Women's Champions League **+66%**, Barclays Women's Super League **+65%**, Frauen-Bundesliga **+58%** and NWSL **+53%**. Women's basketball is led by the WNBA **+140%**, the fastest-growing women's property in the dataset.

The few women's properties showing negative growth are concentrated mainly in golf and one domestic league. The LPGA Tour **-3%** and U.S. Women's Open **-52%** declined year-on-year, alongside Serie A Women **-27%**.

Overall, the pattern indicates that growth in women's sport is broad rather than isolated, spanning multiple categories and competition formats. While performance varies by property, women's sport remains one of the most consistently positive segments in the global sports attention landscape.

Strategic takeaway:
Women's sport is no longer a niche growth story – it is one of the most reliable sources of audience expansion in the sports market.

Average search growth | Women's Sports Properties vs global



Case Study: WNBA

A market moving in opposite directions

Since 2023, attention across global sport has become increasingly unstable, with fewer properties able to sustain momentum. Growth is now characterised by short peaks followed by rapid drop-off, particularly in established men's competitions. Against this backdrop, women's sport stands out as one of the only segments delivering consistent, cumulative audience expansion rather than cyclical spikes.

WNBA has emerged as the clearest example of this shift. In 2025, it reclaimed the #1 position for global sport search growth, **+140%** making it the fastest-growing property in the entire dataset. More importantly, growth has been sustained across multiple seasons, positioning the league as a structural outlier in an otherwise volatile attention economy.



Growth without dependence on individual stars

What makes WNBA particularly instructive is that its momentum has continued even in the absence of its biggest individual draw. Despite Caitlin Clark missing half the 2025 season through injury, league-level attention remained strong. The season opener still attracted **2.7 viewers**, and overall audience demand was kept across non-Indiana Fever fixtures.

This indicates that while star athletes can accelerate attention, they are no longer the primary driver of demand. Instead, the growth of WNBA is increasingly underpinned by league identity, competition quality and habitual viewing behaviour. In effect, the product has become bigger than any single personality.

From cultural moments to a repeatable system

WNBA's trajectory reflects a broader transition within women's sport: from personality-led moments to system-led relevance. The league now functions less as a collection of viral highlights and more as an ongoing cultural property, with recognisable teams, recurring rivalries and consistent narrative arcs across the season.

This shift is critical. Properties that rely on novelty or individual star power tend to experience high volatility. Those that build recognisable structures and repeatable formats are better positioned to convert attention into long-term audience behaviour.



Implications for the wider sports market

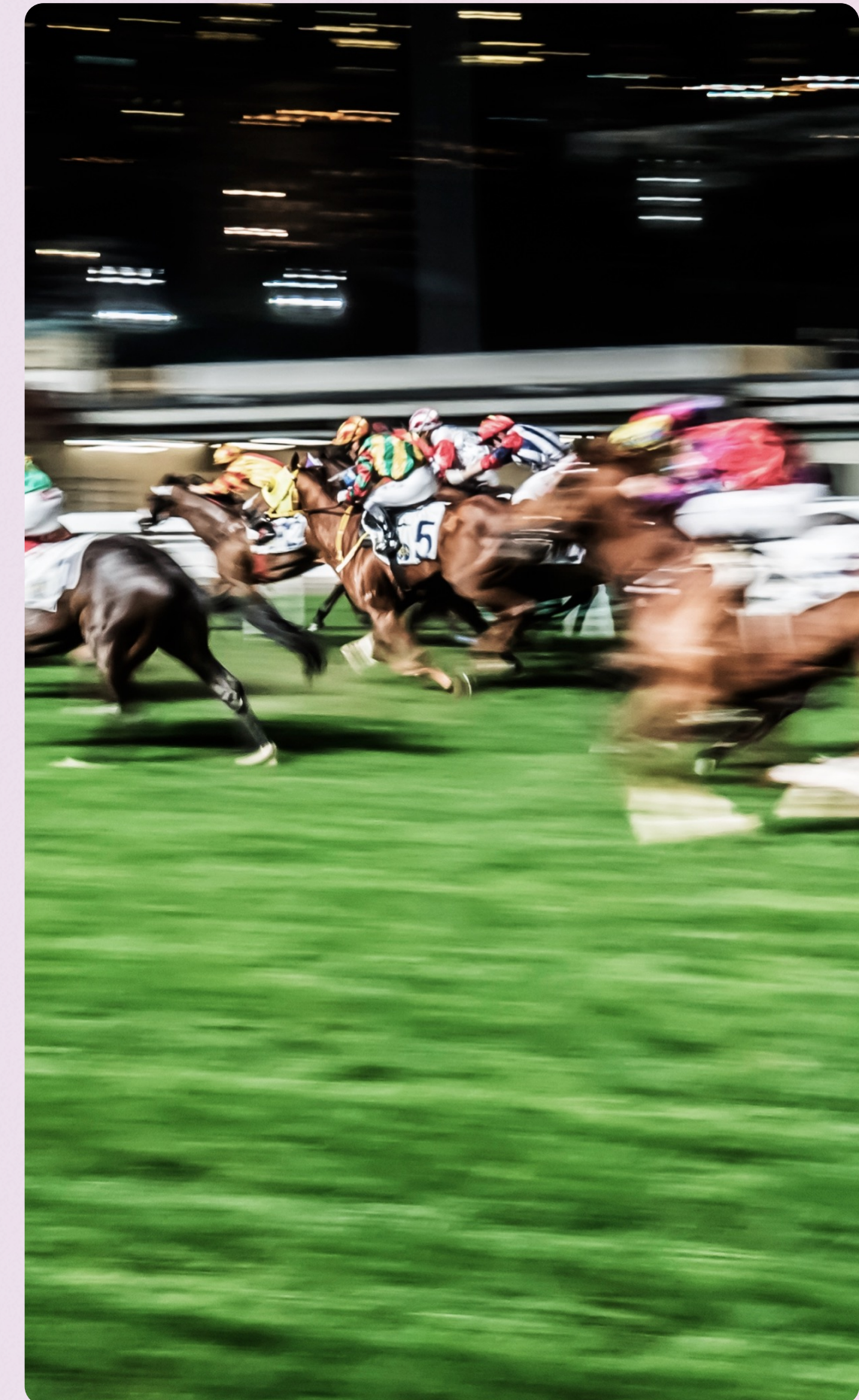
The WNBA case highlights a growing strategic divide in global sport. While many men's properties are competing for the same saturated audience, women's are expanding the overall market by attracting new, previously underrepresented fans.

For other sports properties, the lesson is not to replicate WNBA's marketing tactics, but to understand its underlying model. Sustainable growth is being driven by transparent product definition, narrative continuity and clear reasons for audiences to return regularly. Star athletes remain valuable, but they function best as accelerators within a system, not as the system itself.

In a market where attention is increasingly fragmented and fragile, WNBA demonstrates that a product that audiences recognise, follow and commit to over time creates more predictable demand and stronger long-term rights value.

Ranking Middle East sports properties by search growth

Rank	Property	Sport	Property Type	2025 Search
1	Saudi Cup	Horse racing	Global	+78%
2	Tour of Oman	Cycling	Men	+64%
3	Qatar ExxonMobil Open	Tennis (ATP)	Men	+61%
4	Abu Dhabi Grand Prix	Formula 1	Men	+55%
5	UAE Tour	Cycling	Global	+45%
6	Abu Dhabi Desert Challenge	Motorsport	Global	+16%
7	Bahrain Premier League	Football	Men	+1%
8	Bahrain Grand Prix	Formula 1	Men	-2%
9	Dubai World Cup	Horse racing	Global	-5%
10	Saudi Pro League	Football	Men	-14%
11	UAE Pro League / ADNOC Pro League	Football	Men	-19%
12	Abu Dhabi HSBC Championship	Golf	Men	-19%
13	Kuwait Premier League	Football	Men	-29%
14	Saudi Arabian Grand Prix	Formula 1	Men	-34%
15	Qatar Stars League	Football	Men	-35%
16	Egyptian Premier League	Football	Men	-35%
17	DP World Tour Championship	Golf	Men	-39%
18	Oman Professional League	Football	Men	-40%
19	MotoGP Qatar Grand Prix	MotoGP	Men	-63%
20	Saudi International	Golf	Global	-75%
21	Diriyah E-Prix	Formula E	Global	-88%



What scales in the Middle East sports market?

Global attention towards Middle East-based sports properties in 2025 suggests the region favours certain types of sports formats over others.

The strongest-performing properties tend to be positioned as premium global moments. Events such as the Saudi Cup, Abu Dhabi Grand Prix and Qatar ExxonMobil Open increasingly function as international cultural spectacles rather than regional competitions.

Search
+78%
Saudi Cup

Their growth is linked to global broadcast visibility, international talent and strong experiential value, making them well aligned with a market that rewards prestige, scale and spectacle.

Esports represents the most pronounced example of the shift towards global, digital-first properties.

Search
+9,000%
Esports World Cup

By contrast, formats built around domestic continuity and season-long ecosystems are finding it harder to maintain momentum. This is evident across Saudi Arabia, UAE, Qatar and Egypt.

Search
-14% to -35%
Domestic football

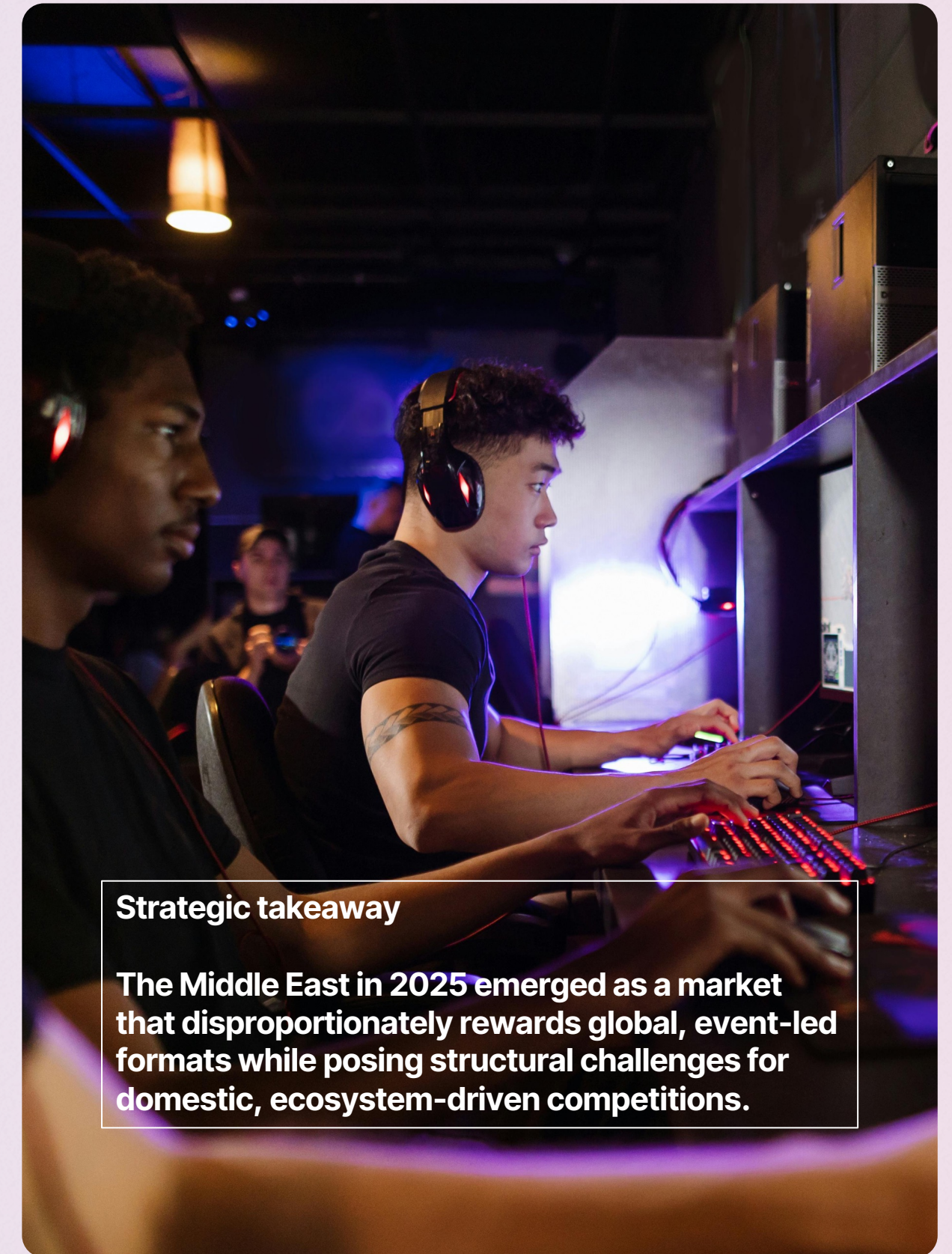
Secondary motorsports and several golf tournaments show similar patterns of relative underperformance.

These points all indicate that the Middle East is currently behaving less like a traditional fan market and more like a global sports showcase economy. Attention appears to be driven more by international relevance and cultural status than by local identity or long-term loyalty.

This creates a growing strategic divide for rights holders or sports organisations.

Properties that rely primarily on habitual fandoms face increasing headwinds.

Those built around flagship moments, international narratives or premium positioning appear better placed to scale in the current market environment.



Strategic takeaway

The Middle East in 2025 emerged as a market that disproportionately rewards global, event-led formats while posing structural challenges for domestic, ecosystem-driven competitions.

Global forecast for 2026

The forecast reveals a market defined by volatility

Although Tier 3 properties continue to outperform on average, the more important pattern is the widening gap in performance across all tiers, with a small number of properties pulling away and many others struggling to sustain momentum. Tier 1 remains broadly stable, but with limited room for expansion and an increasing emphasis on maintaining relevance rather than driving new growth. Tier 4 shows the greatest instability, with frequent short-term spikes that fail to translate into lasting audience behaviour.

The strongest performers, including WNBA and SailGP, are not simply benefiting from format innovation. They are also building clear, recognisable products, year-round storytelling and clear reasons for audiences to keep coming back.

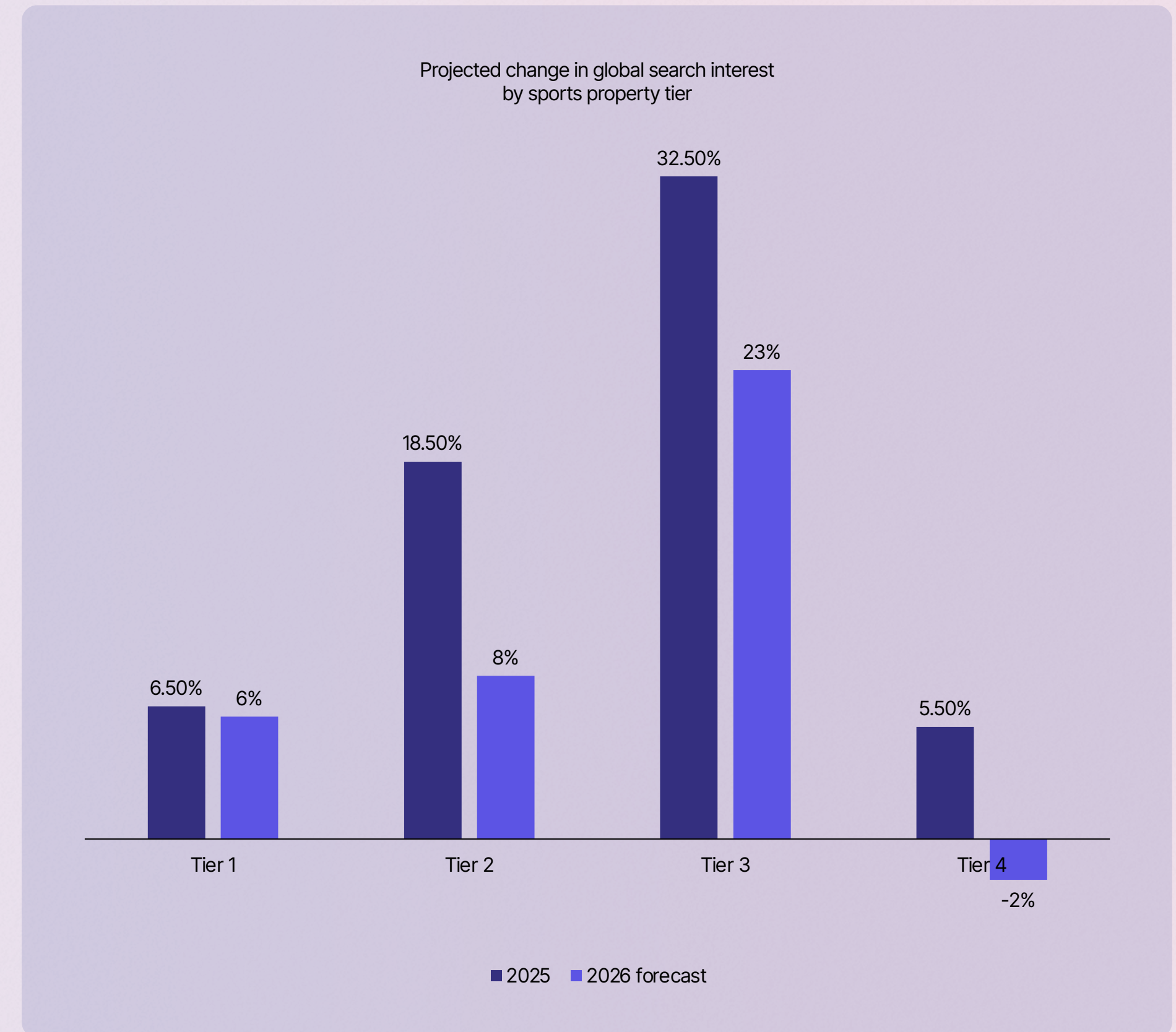
In this environment, long-term performance is becoming less about scale or visibility and more about how consistently a property can turn attention into habit.

Tier 1 - Bundesliga, F1, IPL, LaLiga, MLB, NBA, NFL, NHL, Premier League, UCL

Tier 2 - Ligue 1, MLS, NASCAR, NCAA, PGA Tour, Serie A, Europa League, UFC, WWE

Tier 3 - ATP, Australian Open, EuroLeague, WEC, Formula E, French Open, IndyCar, Ironman, The Masters, MotoGP, NWSL, ONE Championship, European Tour, SailGP, Six Nations, Tour de France, The US Open (tennis), UWCL, U.S. Open (golf), Wimbledon, WNBA, WTA

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What this means for sports rights holders

1. Women's properties deliver the most consistent, structurally positive growth across the dataset

This is not driven by single stars or one-off moments, but by improving competition quality, increasing visibility and stronger narrative continuity. For rights holders, women's sport represents one of the clearest long-term investment opportunities in global sport, combining lower volatility with higher upside than many established men's properties.

2. Innovation must be structural, not cosmetic

Many properties experiment with content formats, social activations or presentation layers, but few achieve meaningful growth. The strongest performers embed innovation into the core product itself: how competition is structured, how stories unfold across a season, how audiences participate. Innovation that affects only marketing outputs tends to drive attention spikes; innovation that reshapes the sporting experience drives sustained relevance.



3. Growth is now a product design problem, not a distribution problem

Audience attention is increasingly driven by how well a sport is structured for modern consumption, rather than just how widely it is broadcast. Properties that operate as ongoing story worlds – with clear formats, frequent moments and easy-to-follow narratives – consistently outperform those built around isolated events. For rights holders, product architecture (format, cadence, rules, season design) is now as important as media rights or platform partnerships.

4. Retention matters more than reach

High reach without repeat engagement no longer translates into sustainable brand health. Short-term spikes in visibility are common, but few properties convert that attention into lasting audience behaviour. The strongest performers build systems that encourage people to return regularly, through consistent storytelling, recognisable protagonists and emotionally meaningful competition. In practice, retention is becoming a more valuable indicator than impressions or followers.



What this means for Olympic sports

1. Event-led models are not enough on their own

Many Olympic sports still rely heavily on peak moments such as World Championships or the Olympic Games. However, attention often fades once these events conclude, making it harder to sustain relevance between cycles. The sports that perform best year-round are those that extend beyond competition alone, connecting their disciplines to the wider cultures they represent through lifestyle, identity, place or shared values. For International Federations, this creates an opportunity to build stronger, always-on narratives, using creative content to attract people to the sport and gradually draw them into deeper engagement with competition. In this context, clearer seasonal rhythms, recurring storylines and culturally resonant storytelling become as important as the events themselves in maintaining public relevance.



2. Women's competitions should be treated as primary growth assets

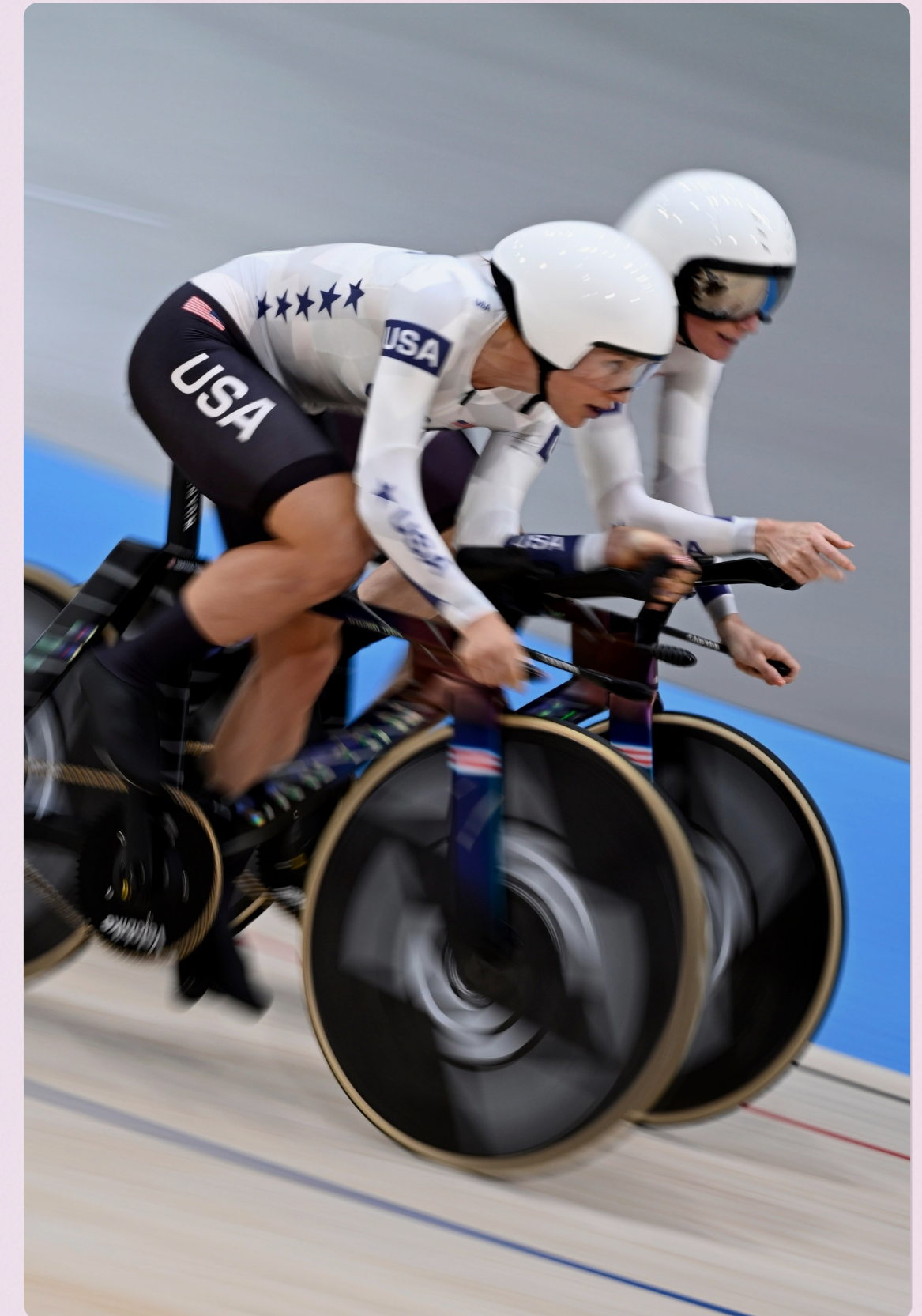
Women's sport is one of the few segments consistently expanding its audience rather than recycling existing demand. For Olympic Sport Federations, women's competitions are no longer secondary or developmental products, but core drivers of future relevance, participation and commercial value. Investment in women's pathways, visibility and storytelling is no longer a values-led choice but a strategic necessity.

3. Star power accelerates attention but doesn't sustain it

Elite athletes can create rapid spikes in interest, but their impact is fragile and often short-lived. Long-term brand health depends on systems that outlast individual careers, injuries or retirements. Olympic sports that build their relevance around star names face high volatility; those that develop broader story worlds and rivalries are more resilient over time.

Format matters as much as content

- ## 4.
- Olympic sports can suffer from fragmented calendars, unclear hierarchies and overlapping competitions. This makes them harder to follow, harder to explain and harder to invest in emotionally. Content alone cannot compensate for complexity. Clear product architecture – who competes, when it matters, why it counts – is a prerequisite for sustainable growth.



Thank you

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