

# TSL

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THE SPORTS LEDGER

## Commercial Innovation Report 2026

A global, cross-sport snapshot of innovative sports projects across new ventures, media products, competitions, partnerships and venue concepts.

## Foreword

Sport's commercial growth brings greater expectations from investors, partners and supporters. Clubs and leagues face pressure to develop new sources of income while competing for people's time and spending. Innovation increasingly involves extending the business beyond the competition itself, through new services, products and commercial partnerships.

Ideas can travel across sports and markets. An NFL franchise may find a useful approach in Australian cricket; a European football club may learn from how a sailing competition packages its technology. The organisations differ in scale, structure and tradition, yet often share commercial challenges. Looking beyond familiar peers can bring approaches into view that conventional benchmarking overlooks.

That is where the Idea for the Commercial Innovation Report 2026 originated. Over the last weeks, 'The Sports Ledger' looked at some of the most interesting cases from the recent years (as a first edition, the time span was slightly extended), to create a selection of those initiatives that proved most distinct to known practices, in an attempt to provide executives of sports organisations with inspiration on how to manage innovation in their respective contexts.

I hope you enjoy the read!

**Sandor Koch**

Author & Founder of The Sports Ledger

## Executive overview

This first edition documents 14 commercial projects introduced, launched or materially developed between January 2024 and September 2026. The cases concern what sports organisations have put into the market: external services, media products, new competitions and paid experiences. Selection is based on a specific change in the product or commercial arrangement, with enough public evidence to describe how it works.

New ventures and adjacent services receive the largest chapter. Tennis Australia connects venture investment with access to tournament trials. Atlético de Madrid offers creative production to outside clients through Mr. Red. Red Bull Advanced Technologies is developing a customer track car with an ownership programme. SailGP has offered its broadcast graphics capability to other rights holders. These four projects assign a commercial role to expertise or infrastructure already used within sport. Their delivery status differs, and each is recorded separately.

A second group creates additional media products from sporting assets. AO Animated reconstructs tennis matches from tracking data and has been distributed through established broadcasters. FIFA's Netflix game places a tournament licence inside an entertainment subscription. NBA Take-Two Media combines basketball programming with creators, events and a redesigned gaming competition.

TGL, Unrivaled and Fanatics Games establish competition formats with distinct participation and commercial arrangements. TGL combines simulation and physical golf within a scheduled arena contest. Unrivaled provides players with equity opportunities alongside salaries. Fanatics Games admits selected fans to a competition against recognised athletes and other public figures, with retail qualifiers and subsequent television programming.

Manchester City and PUMA carried supporter-generated designs through a competition into an official retail kit. OneCourt's deployments show a different partnership structure: a tactile interface to live sport made available through professional teams and commercial partners. The final chapter covers Cosm's ticketed presentations away from the match venue and Formula 1's permanent driving attraction inside Tottenham's stadium.

# Agenda

Fourteen projects across five categories:

## **01 New ventures & adjacent services**

Selling expertise, engineering or capital-backed services outside the core competition.

## **02 New media & Sports IP**

Creating an additional media or gaming product from sporting rights, data and talent.

## **03 New products & competitions**

Establishing a competition with its own format, participants and commercial arrangements.

## **04 Participation and access through partnerships**

Giving supporters a new role in the product or a new way to experience it.

## **05 Venues beyond the home fixture**

Selling an experience whose location or operating calendar differs from the underlying competition.

# Case Overview

| No. | Project                                              | Commercial change                                                            | Status          | Page |
|-----|------------------------------------------------------|------------------------------------------------------------------------------|-----------------|------|
| 01  | <a href="#"><u>AO Ventures</u></a>                   | AO Ventures combines startup investment with access to tournament trials.    | Operating       | 5    |
| 02  | <a href="#"><u>Mr. Red</u></a>                       | Mr. Red offers agency services to brands and other sports organisations.     | Operating       | 6    |
| 03  | <a href="#"><u>RB17</u></a>                          | The RB17 combines a limited production track car with owner support.         | Development     | 7    |
| 04  | <a href="#"><u>LiveLineFX</u></a>                    | LiveLineFX was offered to outside rights holders as a graphics service.      | Offer announced | 8    |
| 05  | <a href="#"><u>AO Animated</u></a>                   | AO Animated moved from YouTube coverage to broadcaster distribution.         | Delivered       | 9    |
| 06  | <a href="#"><u>FIFA World Cup Launch Edition</u></a> | A FIFA World Cup game is included in Netflix membership on supported TVs.    | Released        | 10   |
| 07  | <a href="#"><u>NBA Take-Two Media</u></a>            | NBA Take-Two Media combines programmes, creators and participatory gaming.   | Operating       | 11   |
| 08  | <a href="#"><u>TGL</u></a>                           | TGL packages professional golf as an arena-based team league.                | Two seasons     | 12   |
| 09  | <a href="#"><u>Unrivaled</u></a>                     | Unrivaled combines professional salaries with player equity participation.   | Two seasons     | 13   |
| 10  | <a href="#"><u>Fanatics Games</u></a>                | Fanatics Games gives selected fans places in a televised sports competition. | Two editions    | 14   |
| 11  | <a href="#"><u>AI Creator third kit</u></a>          | An AI-assisted design competition supplied City's 2026/27 third kit.         | Retail release  | 15   |
| 12  | <a href="#"><u>Tactile sports broadcasts</u></a>     | OneCourt and Ticketmaster brought tactile coverage to NBA spectators.        | Deployed        | 16   |
| 13  | <a href="#"><u>Shared Reality venues</u></a>         | Cosm sells attendance at immersive presentations of live sporting events.    | Operating       | 17   |
| 14  | <a href="#"><u>F1 DRIVE London</u></a>               | F1 DRIVE gives Tottenham a separately ticketed Formula 1 karting product.    | Operating       | 18   |

## 01 / NEW VENTURES & ADJACENT SERVICES

# Venture investment follows an Australian Open product trial

AO Ventures | Tennis | Australia and international investments

Status at cutoff: Operating

Tennis Australia announced the first close of a US\$30 million venture fund in January 2025. AO Ventures was established to invest in businesses serving sport, entertainment, media and health. Its structure connected investment activity with AO Startups, the organisation's programme for testing products in the Australian Open environment. The launch material described opportunities to obtain investment rights through trials, allowing Tennis Australia to act as both a potential customer and an investor.<sup>1</sup>

The fund's published approach targets seed and Series A businesses, with initial investments typically between US\$300,000 and US\$1.5 million. It reserves capital for subsequent rounds and generally invests alongside a lead investor. AO Ventures is managed by Wildcard Ventures 1 Pty Ltd, a Tennis Australia subsidiary. Its website makes clear that a trial is an option available to portfolio candidates; it is not a compulsory step for every investment.<sup>2</sup>

ScorePlay provides a documented example of the sequence. Tennis Australia secured an investment option in 2025, deployed the company's media management product during the 2026 Australian Open, and subsequently exercised the option. On 9 July 2026, it announced investments in ScorePlay and athlete tracking company PlayerData. The additions took the portfolio to six companies. That release described AO Ventures as a US\$40 million fund, updating the US\$30 million figure used at first close.<sup>3</sup>

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<sup>1</sup> Tennis Australia, 14 January 2025. [AO Ventures first close](#)

<sup>2</sup> AO Ventures, Undated. [Investment approach](#)

<sup>3</sup> Tennis Australia, 9 July 2026. [PlayerData and ScorePlay investments](#)

## 02 / NEW VENTURES & ADJACENT SERVICES

# Atlético sells creative production through Mr. Red

Mr. Red | Football | Spain with external international clients

Status at cutoff: Operating

Atlético de Madrid introduced Mr. Red in February 2026 as an agency integrated into the club's structure. Its remit combines work for Atlético with projects for external brands and strategic partners. The club described a hybrid operating model: an internal creative capability with an agency offer for the wider market. The announcement establishes a service business around capabilities already used to produce the club's own communications.<sup>4</sup>

The published portfolio includes work for the Miami Dolphins. A project dated 2025 lists production, creative concept, content and social media among the services provided. The film uses a parkour performer moving through Atlético's stadium as its screens and visual identity change to Dolphins colours. The commission is evidence of work for another professional sports organisation, using the club's venue and production capability within the same project.<sup>5</sup>

A separate 2025 portfolio entry identifies EA SPORTS FC and Red Bull as clients. It records a branded content production in which Atlético players Marc Pubill and Nico González played EA SPORTS FC 26 against creators on the stadium's large screen. The agency supplied the concept and production for distribution on social channels. Together, the two entries identify actual outputs and named counterparties; the portfolio does not publish what the clients paid.<sup>6</sup>

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<sup>4</sup> Atlético de Madrid, 4 February 2026. [Mr. Red launch](#)

<sup>5</sup> Mr. Red, Project dated 2025. [Miami Dolphins project](#)

<sup>6</sup> Mr. Red, Project dated 2025. [EA SPORTS FC and Red Bull project](#)

### 03 / NEW VENTURES & ADJACENT SERVICES

## Red Bull develops customer car with an ownership programme

RB17 | Motor Sports | UK and International Buyers

Status at cutoff: In development

Red Bull presented the RB17 at the Goodwood Festival of Speed on 12 July 2024. The two-seat track car was designed by Adrian Newey and developed through Red Bull Advanced Technologies, with production limited to 50 vehicles. The public unveiling was a static demonstration. It established the specification and customer proposition; it did not mark delivery of production cars to owners.<sup>7</sup>

The offer described at Goodwood extended beyond the vehicle. Owners were to receive organised track activity and support, while the two-seat configuration allowed an instructor to accompany the driver. The car was designed to accommodate drivers with different levels of experience, with settings and equipment that could change as their ability developed. This placed the engineering product within an ongoing service relationship involving use, training and maintenance.<sup>8</sup>

The project predates this report's coverage window. It is included for its 2024 public product reveal and subsequent development, rather than presented as a venture conceived in 2024. Reporting in 2026 described final assembly under way in Milton Keynes, with track testing to follow and a launch scheduled for spring 2027. The same account reported that all 50 cars had been allocated. Allocation is a statement about customer places; it does not establish recognised revenue or completed deliveries.<sup>9</sup>

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<sup>7</sup> Formula 1, 12 July 2024. [RB17 public reveal](#)

<sup>8</sup> Goodwood, 12 July 2024. [RB17 owner proposition](#)

<sup>9</sup> New Atlas, 15 May 2026. [RB17 production update](#)

## 04 / NEW VENTURES & ADJACENT SERVICES

# SailGP offers LiveLineFX to other rights holders

LiveLineFX | Sailing | International rights holders  
Status at cutoff: External offer announced

In May 2024, SailGP announced that it would make LiveLineFX available to other sports properties and rights owners. The system adds graphics to live pictures using positional and performance data. SailGP identified applications in outdoor sports including cycling, horse racing and surfing. The commercial product being offered was the graphics capability developed for the league's own coverage.<sup>10</sup>

In interviews later that month, LiveLineFX director Tom Peel described the work required to support outside customers: a more generic data input and modular software that could accommodate the logic of different sports. He said installations would still require tailoring. Chief content officer Melissa Lawton reported that the team had worked on proofs of concept and expected one external deployment during 2024, without identifying the customer.

The interviews also described virtual advertising as a principal commercial application. Graphics can place sponsor inventory within the television image where there is limited physical space for branding. That gives an outside rights holder two uses for the same service: explaining action on an unfamiliar course and creating advertising positions within the feed. The source describes a commercial offer and development work, without publishing a licence price or an external customer contract.<sup>11</sup>

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<sup>10</sup> SailGP, 9 May 2024. [External LiveLineFX offer](#)

<sup>11</sup> SVG Europe, 31 May 2024. [LiveLineFX interviews](#)

05 / NEW MEDIA & SPORTS IP

## AO Animated gains broadcaster distribution

AO Animated | Tennis | Australia and international broadcast markets

Status at cutoff: Delivered and expanded

During the 2025 Australian Open, Tennis Australia streamed matches on YouTube as animated reconstructions. Players appeared as digital characters that followed the action taking place on court. The product used the live event as its underlying material, with a short delay, rather than asking viewers to watch a separately played video game. Tennis Australia created visual identities for the players and other participants in the scene.<sup>12</sup>

Reporting on the production described movement tracking that reconstructed player positions while retaining match sound and commentary. The format had been trialled in 2024 and was expanded in 2025. It produced a second visual version of the tournament: the match's actions and sequence remained recognisable, but the pictures were generated from tracking information. This report does not infer that animation automatically removes restrictions in a broadcasting contract.<sup>13</sup>

The distribution arrangement changed in 2026. Tennis Australia's tournament coverage announcement listed AO Animated on ESPN, Eurosport and Stan Sport. It described the integration of skeletal tracking data to reproduce player movement within the animated presentation. The documented progression is therefore from an alternate online feed to a product included in established broadcasters' Australian Open offerings. The announcement does not identify a separate rights fee for the animated version.<sup>14</sup>

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<sup>12</sup> Associated Press, January 2025. [Animated tennis coverage](#)

<sup>13</sup> The Verge, 15 January 2025. [AO Animated production](#)

<sup>14</sup> Tennis Australia, 20 January 2026. [AO broadcast distribution](#)

06 / NEW MEDIA & SPORTS IP

# FIFA tournament gaming enters Netflix subscription

FIFA World Cup Launch Edition | Football | 20 supported launch markets  
Status at cutoff: Released

Netflix announced a FIFA World Cup game on 4 June 2026, with wider release scheduled for the tournament's opening day, 11 June. FIFA World Cup: Launch Edition was included in Netflix membership in supported markets. Players used a phone as the controller for a game running on a compatible television. The launch announcement described play for up to four people, 48 national teams and 16 stadiums.<sup>15</sup>

The arrangement placed a licensed football game within an existing entertainment subscription. It required a supported television and market, while the phone supplied the controls. At launch, Netflix listed 20 supported countries, including Brazil, Mexico, South Africa, Australia and several European markets. The availability list matters: a product promoted around a global tournament was not automatically accessible in every country served by Netflix.<sup>15</sup>

Netflix's updated product guide in July 2026 confirmed that the game was playable and remained available after the World Cup ended. It identified Delphi Interactive as its developer and publisher. The guide also recorded promotion at Fanatics Fest in July, linking the digital release to an in-person event. The July update supplies evidence of delivery after the original launch announcement, as well as a product life extending beyond the tournament dates.<sup>16</sup>

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<sup>15</sup> Netflix, 4 June 2026. [FIFA game announcement](#)

<sup>16</sup> Netflix Tudum, Updated 27 July 2026. [FIFA game availability](#)

07 / NEW MEDIA & SPORTS IP

# NBA expands its gaming partnership into media production

NBA Take-Two Media | Basketball and gaming | U.S. with online distribution  
Status at cutoff: Operating

In June 2025, the NBA and Take-Two announced a media and entertainment venture alongside the wider extension of their relationship with the National Basketball Players Association. NBA Take-Two Media's stated scope covered original programming, social content, gaming and live events associated with basketball culture. The new company added a commercial production remit to a relationship already established through NBA 2K.<sup>17</sup>

In November 2025, the venture presented a redesigned NBA 2K League. Six initial teams were to combine an NBA player, a creator and selected fans. A multiyear agreement with the players' association provided for direct player participation. The announced programme included MyPLAYER Mayhem, a competitive entertainment series, and Next Fan Up, an open route through game performance and social challenges. The format changed who could participate and how the competition would be presented.<sup>18</sup>

By 2026, chief executive Andrew Perlmutter described an operating business spanning social programmes, a participatory gaming platform and events. In a published interview, he identified sponsorship as its principal revenue source and named AT&T, CeraVe and SoFi as partners. He reported 125,000 registered participants on the tournament platform. Programmes included NOMAD, a travel series with Joakim Noah, and short-form fashion content. Registration is the disclosed participation measure; the interview does not equate it with active or paying users.<sup>19</sup>

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<sup>17</sup> NBA, 13 June 2025. [NBA partnership announcement](#)

<sup>18</sup> NBA Take-Two Media via PR Newswire, 3 November 2025. [Redesigned NBA 2K League](#)

<sup>19</sup> Net Influencer, 20 August 2026. [Andrew Perlmutter interview](#)

08 / NEW PRODUCTS & COMPETITIONS

# TGL puts professional golf inside a television arena

TGL | Golf | United States with broadcast distribution

Status at cutoff: Two seasons delivered

TGL's 2024 launch plans set out a golf league in which teams would compete inside SoFi Center in Palm Beach Gardens, Florida. Players hit longer shots into a large simulator screen, then move to a physical short-game area to finish the hole. The combination allowed different virtual holes to be played within one venue. The planned competition comprised six teams and a regular season followed by play-offs.<sup>20</sup>

The inaugural schedule began on 7 January 2025. ESPN's schedule announcement specified matches of approximately two hours, principally on Monday and Tuesday evenings, with coverage on ESPN, ESPN2 and ESPN+. The venue was configured for 1,500 spectators. The product combined a controlled television duration, a 40-second shot clock, microphones on players and a changing putting surface. Its commercial inventory included league and team partnerships, broadcast coverage, seats and suites. The October 2024 sales announcement listed single-match tickets from US\$160; that was an opening offer, not an average realised ticket price.<sup>21</sup>

By September 2026, TGL had completed two seasons. A related women's league, WTGL, had secured multiyear US media agreements with ESPN and Scripps Sports' ION. WTGL's announcement specified a planned 8 November 2026 start at the same SoFi Center, with five teams. That extension remained ahead of the research cutoff. It is recorded as a contracted distribution plan for a new competition, separately from TGL's completed seasons.<sup>22</sup>

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<sup>20</sup> TGL, 25 March 2024. [TGL launch plans](#)

<sup>21</sup> ESPN, 21 October 2024. [TGL schedule and ticket offer](#)

<sup>22</sup> WTGL, 2 September 2026. [WTGL media agreements](#)

## 09 / NEW PRODUCTS & COMPETITIONS

# Unrivaled gives players equity in their league

Unrivaled | Women's basketball | United States

Status at cutoff: Two seasons delivered

Unrivaled's May 2024 announcement paired a new professional women's basketball competition with a compensation model that included player equity. Founded by Napheesa Collier and Breanna Stewart, the league proposed three-on-three play on a shortened full court. The ownership element was part of the league's structure from its public launch, alongside salaries and outside investment.<sup>23</sup>

An October 2024 agreement gave TNT Sports multiyear media rights, with TNT and truTV carrying games and Max streaming the full schedule. The parties also described an equity relationship. The arrangement therefore combined distribution and investment from the media partner. The first season began in January 2025.<sup>24</sup>

After its second season, Unrivaled reported US\$45 million in revenue. Its March 2026 disclosure recorded 21,490 attendees at the Philadelphia event, with US\$1 million of ticket revenue and US\$400,000 of merchandise sales there. Those figures relate to a specific arena event and should not be treated as average match economics. The league's statement supplies commercial results, but not an audited income statement or a measure of operating profit.<sup>25</sup>

In August 2026, Unrivaled announced that a Series C fundraise had exceeded its US\$100 million target at a US\$650 million league valuation. It stated that players remained the largest shareholder group. It also recorded the second season's expansion to eight clubs and 54 players. The valuation and player equity values in that release are financing measures; they are not cash paid to players or revenue from matches.<sup>26</sup>

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<sup>23</sup> Unrivaled, 30 May 2024. [League ownership model](#)

<sup>24</sup> Unrivaled and TNT Sports, 16 October 2024. [TNT Sports agreement](#)

<sup>25</sup> Unrivaled, 10 March 2026. [Second season results](#)

<sup>26</sup> Unrivaled, 26 August 2026. [Series C financing](#)

## 10 / NEW PRODUCTS & COMEPTITIONS

# Fanatics Games puts qualified fans into the competition

Fanatics Games | Multiple sports | United States

Status at cutoff: Two editions delivered

Fanatics Games debuted within Fanatics Fest in 2025 and returned in 2026. The format put 50 selected fans into a scored competition against 50 athletes, celebrities and creators. The 2026 offer advertised a US\$2 million prize pool, including US\$1 million for the overall winner, with the same scoring rules applying to both groups. Qualification was part of the event design: fans could submit a video application or compete for places at selected DICK'S House of Sport locations.<sup>27</sup>

For 2026, Fanatics announced four in-store qualifying events and places in the New York competition for the top three performers at each. These qualifiers gave the retail partner a defined role in supplying participants for the event. The commercial arrangement linked a sports festival, retail premises and a competition with recognisable participants. The announcement does not disclose an entry fee for the selected fan competitors or a fee paid by DICK'S for the arrangement.<sup>27</sup>

Fanatics' July 2026 account confirmed that the second competition had taken place during the four-day festival. It described the contest as material for Fanatics Fest: All Access, a one-hour special produced by Fanatics Studios and scheduled for ESPN on 4 August, followed by the ESPN App. The event therefore supplied content for a separately distributed programme as well as activity for people attending the festival.<sup>28</sup>

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<sup>27</sup> Fanatics, 25 February 2026. [Fanatics Games format](#)

<sup>28</sup> Fanatics and ESPN, 31 July 2026. [Fanatics Fest programme](#)

## 11 / PARTICIPATION AND ACCESS THROUGH PARTNERSHIPS

# Manchester City takes a fan design into official kit production

AI Creator third kit | Football | United Kingdom and international supporters  
Status at cutoff: Retail product released

Manchester City and PUMA launched an AI kit design competition on 9 December 2024. The tool, powered by DEEPOBJECTS, converted written prompts into shirt designs and provided controls for customisation. The commitment was specific: the winning design would become the club's official third kit for 2026/27, be worn by players and be offered for sale to supporters.<sup>29</sup>

Participants initially received design credits and submission entries, with further credits or entries available through specified participation routes. Fan ratings contributed to a shortlist selected with PUMA and club kit experts. A final public vote was scheduled for January 2025. The process therefore gave supporters a role in generating and choosing the design while retaining a selection stage involving the organisations responsible for the finished product.<sup>29</sup>

On 27 August 2026, the club released the resulting third kit for sale. Its launch account reported more than 180,000 designs and 1.7 million platform ratings, followed by a vote on ten finalists. It named the winning supporter as Elliott and showed the selected design: a white shirt with a central sash in two shades of blue.<sup>30</sup>

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<sup>29</sup> Manchester City, 9 December 2024. [AI Creator competition](#)

<sup>30</sup> Manchester City, 27 August 2026. [Third kit retail release](#)

## 12 / PARTICIPATION AND ACCESS THROUGH PARTNERSHIPS

# OneCourt supplies tactile broadcasts through sports partnerships

Tactile sports broadcasts | Basketball and football | United States

Status at cutoff: Deployed at live events

OneCourt converts official positional data into moving vibrations on a tactile display. A spectator places their hands on the device to follow play, supported by audio. The company's stadium offer explicitly describes the device as a sponsorship asset: teams and partners can apply their branding and use it within a supported fan experience. This commercial structure combines a data-driven product with a partner-supported service for spectators who are blind or have low vision.<sup>31</sup>

For the 2024–25 NBA season, OneCourt's published recap records a partnership with Ticketmaster across five teams. It reports use by more than 200 blind and low-vision community members over 63 games. The Portland Trail Blazers were among the participating teams. Devices were collected through guest services and made available without an additional charge for the service. That statement does not mean admission to the underlying game was free.<sup>32</sup>

OneCourt subsequently documented its use at five football matches in Seattle and Atlanta during the 2025 FIFA Club World Cup. Spectators at Lumen Field and Mercedes-Benz Stadium could use the devices without an additional service charge. The two accounts demonstrate deployments in different sports and venues. They do not establish that every stadium offered the service, or that the same sponsor funded each football deployment.<sup>33</sup>

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<sup>31</sup> OneCourt, Undated. [Stadium product](#)

<sup>32</sup> OneCourt, Undated. [NBA deployment recap](#)

<sup>33</sup> OneCourt, Undated. [Club World Cup deployments](#)

### 13 / VENUES BEYOND THE HOME FIXTURE

## Cosm sells attendance at immersive live sports presentations

Shared Reality venues | American football and other live sports | United States  
Status at cutoff: Operating venues

Cosm began presenting NFL games in its venues during the 2024 season. An August 2025 partnership extension covered subsequent seasons and brought coverage from several NFL broadcast partners into the offer. The presentation combines immersive camera positions with commentary and television feeds inside a large LED dome. Customers buy tickets to attend together at a separate venue, with food and beverage service.<sup>34</sup>

The venue and rights arrangements are both part of the product. The 2025 announcement covered Cosm in Los Angeles and Dallas and described camera perspectives from areas including the sideline and end zone. The resulting experience uses specially produced views of the live game within a physical auditorium. The published account does not disclose how rights payments are divided between the NFL, its broadcast partners and Cosm.<sup>34</sup>

The operator also raised capital for its wider business. Reuters reported more than US\$250 million of funding in July 2024, at a valuation above US\$1 billion, to support venue expansion and technology and media operations. These are company financing figures, separate from the economics of an individual sports presentation.<sup>35</sup>

In June 2026, Reuters reported that Sony Pictures invested US\$100 million for a minority stake in Cosm as lead investor in its Series C round. It identified operating venues in Los Angeles, Dallas and Atlanta, with further locations planned. Sony's investment covered the entertainment company; the report does not attribute it to the NFL agreement or to sports revenue alone.<sup>36</sup>

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<sup>34</sup> Los Angeles Magazine, 27 August 2025. [NFL partnership extension](#)

<sup>35</sup> Reuters, 31 July 2024. [Cosm financing](#)

<sup>36</sup> Reuters, 24 June 2026. [Sony Pictures investment](#)

**14 / VENUES BEYOND THE HOME FIXTURE**

# Formula 1 opens an attraction at Tottenham Hotspur Stadium

F1 DRIVE London | Football and motor racing | United Kingdom

Status at cutoff: Operating attraction

In January 2024, Formula 1 and Tottenham set a 6 February public opening for F1 DRIVE London beneath the stadium's South Stand. The attraction formed part of a 15-year partnership between the football club and Formula 1. The attraction used electric karts and offered separately booked sessions for different ages and levels of experience. At launch, published karting prices ranged from £35 for a junior session to £85 for the highest-tier package.<sup>37</sup>

The Formula 1 identity extended into the activity itself. The attraction incorporated steering wheel displays, boost controls, race audio and a virtual engineer. Some sessions reproduced a practice, qualifying and race sequence. The stadium thus contained a paid motorsport participation product with its own bookings and operating offer, while continuing to serve as Tottenham's football venue.<sup>37</sup>

The current operator's description lists a 500-metre circuit, full-motion simulators and a fan zone. It describes an 18-centimetre steering wheel display supplying lap times and race information, together with Formula 1 engine sounds and commentary. Food, drink and merchandise are sold alongside the driving experience. The permanent facility and continuing public booking offer provide evidence of operation after the initial launch.<sup>38</sup>

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<sup>37</sup> Autosport, Updated 25 January 2024. [F1 DRIVE opening plans](#)

<sup>38</sup> Tottenham Hotspur Stadium, Undated. [F1 DRIVE facilities](#)

## About TSL

The Sports Ledger is a student-led sports business research platform that explores the forces shaping global sport.

Founded in June 2026, we have since produced more than 20 publications across sport finance, ownership, strategy, technology and media, reaching >10K people monthly.

It is our passion and objective to break down the complexities of the sports industry.

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## Join the Conversation

Whether you're a student, industry professional or simply interested in the business of sport, we'd love to hear from you:

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