

# Peter Moore - BIO

Author: AI - ChatGTP DeepResearch

Peter Moore is a British-American executive whose career spans top positions in the sports and entertainment industries. He rose to prominence as the CEO of Liverpool FC from 2017–2020 and earlier as a leader at Electronic Arts (EA), Microsoft (Xbox), SEGA, and Reebok<sup>[^1]</sup>.



## Achievements at Liverpool FC (2017–2020)

*Stadium Anfield, the home of Liverpool FC – the club experienced intensive sporting and business growth during Peter Moore's tenure as CEO.* In June 2017, Peter Moore took on the role of Chief Executive Officer (CEO) at his boyhood club Liverpool FC, assuming charge of its business operations<sup>[^2]</sup>. Over the three years of his tenure (2017–2020) the club attained pinnacle sporting achievements, dynamic financial growth, and a strengthening of its global brand, while also expanding community outreach in the Liverpool region. Moore, a lifelong fan of “The Reds,” admitted that the chance to return to his hometown and lead his beloved club was a dream come true<sup>[^3]</sup><sup>[^4]</sup>. Below are the key successes of Liverpool FC under Peter Moore's management, grouped into sporting, business, and social aspects.

### Sporting successes and club trophies

Liverpool FC under Moore's leadership achieved the greatest sporting successes in the club's modern history. Over three years, **the club won three prestigious international trophies:**

- **UEFA Champions League 2019** – Liverpool triumphed in the Champions League on June 1, 2019, claiming the European Cup for the sixth time<sup>[^5]</sup>. This was the

crowning moment of a season in which the team amassed a record 97 points in the league (which in most seasons would have won the title)<sup>[6][7]</sup>. Moore emphasized that winning the Champions League became a “barometer of success” for the club and a reference point alongside the long-coveted league title<sup>[8]</sup>.

- **FIFA Club World Cup 2019** – In December 2019, Liverpool became FIFA Club World Champions for the first time in history, winning the tournament in Qatar<sup>[9]</sup>. This trophy added to the club’s cabinet of international honors and underscored Liverpool’s status as the world’s best team of that year.
- **Premier League 2020** – Liverpool clinched the long-awaited English league title in the 2019/20 season, ending a 30-year domestic title drought<sup>[5]</sup>. It was the club’s first English league championship of the Premier League era, marking the culmination of the sporting project led by manager Jürgen Klopp and supported by the club’s leadership. “To have won the UEFA Champions League, the FIFA Club World Cup, and now the Premier League title during my time here is beyond my wildest dreams,” Moore said in 2020<sup>[5]</sup>. He stressed that it was a “phenomenal achievement by the manager, players and staff,” one that the club had earned through years of hard work<sup>[10]</sup>.

These sporting triumphs significantly elevated Liverpool FC’s prestige worldwide. Under Moore’s tenure, Liverpool simultaneously became champions of **Europe, the world, and England**, which by mid-2020 made them “European, world and now Premier League champions” within just 15 months<sup>[11]</sup>. For supporters, the most important milestone was breaking the dominance of domestic rivals – as Moore put it, the English league title became just as important a benchmark of success for fans as triumphing in Europe<sup>[1][2][27]</sup>. Winning all these trophies during one CEO’s term is an unprecedented achievement in Liverpool’s modern history.

## **Business achievements and global brand growth**

Aside from on-pitch success, Moore’s tenure brought Liverpool significant business growth and an increase in the club’s global brand value. The club improved its financial and commercial performance, becoming one of the most prosperous football teams:

- **Record revenues and profits:** During Moore’s era, Liverpool saw dynamic revenue growth. In the 2017/18 season the club posted a record pre-tax profit of £42 million, despite £223 million invested in player transfers<sup>[11]</sup>. A year later, Liverpool FC’s annual revenues exceeded half a billion pounds for the first time in history, reaching £533 million<sup>[13]</sup>. This marked a huge leap from just a few years prior – as noted in 2019, the club doubled its revenues in the previous five years, at one point recording a net profit of £125 million (which was subsequently reinvested in squad strengthening)<sup>[14]</sup>. Thanks to this, Liverpool climbed to 7th place in the *Deloitte Football Money League* for the 2017/18 season<sup>[15]</sup>. Moore aimed for the club to surpass the £500 million annual revenue threshold, which was seen as a key strategic goal<sup>[16]</sup>. These financial results placed Liverpool among the global giants

of football business.

- **Landmark kit deal and commercial expansion:** In Moore's final year, Liverpool negotiated a new kit supply contract with the sportswear giant Nike – effective from the 2020/21 season – replacing the previous New Balance deal. The **Nike contract**, “negotiated by Billy Hogan” (Liverpool's commercial director), guarantees the club £30 million per year plus a 20% royalty on global sales of LFC merchandise<sup>[17][18]</sup>. This was one of the richest such deals in football, significantly boosting the club's merchandising income. At the same time, Liverpool broadened its network of commercial partnerships across various continents, capitalizing on its surge in popularity after the on-field successes. As a result, Liverpool's commercial profile grew substantially, contributing to its ascent as a global brand.

## Strengthening global presence and fan engagement

The period 2017–2020 also saw an expansion of Liverpool's global fanbase. The club leveraged the power of social media and sports tourism to reinforce its presence in key markets such as Asia and North America. As a former video game industry executive (where user engagement is paramount), Moore understood the importance of engaging fans digitally. In interviews, he compared football to video games, noting parallels in fan passion and community building. Under Moore's guidance, Liverpool invested in its online content and fan interaction platforms, resulting in significant growth in followers worldwide. The club's international tours and partnerships were also used to solidify its foothold abroad, turning Liverpool into one of the most followed and supported clubs globally.

## Community initiatives and social responsibility

Peter Moore placed great emphasis on Liverpool FC's social engagement and strengthening the club's bonds with the local Merseyside community. He himself stated that he aimed to move the club forward “on its civic, commercial, and community” fronts<sup>[22]</sup>. During his tenure, a number of initiatives were undertaken in this realm:

- **Peter Moore Foundation:** Upon relocating to Liverpool, Moore established and personally funded the Peter Moore Foundation, a charitable organization to support local communities and hospitals. The foundation focused on areas such as combating social isolation of the elderly, fighting poverty and food insecurity (“food poverty”), and supporting cancer research<sup>[23]</sup>. Beneficiaries included Liverpool's Alder Hey children's hospital and a local oncology center. This initiative underscored Moore's personal commitment to the city's social issues.
- **Fans Supporting Foodbanks:** Peter Moore and his wife Debbie were honored with the title of lifetime honorary presidents of the Fans Supporting Foodbanks organization<sup>[24]</sup>. This charity, run by football fans, addresses food poverty in Liverpool. The Moores' involvement reflected their hands-on support for the local community and club staff.

- **COVID-19 response:** Moore coordinated Liverpool FC's response to the COVID-19 crisis, which included support for the National Health Service (NHS) and vulnerable groups in Liverpool<sup>[^25]</sup>. When the pandemic began, Liverpool initially announced its intention to use the government furlough program (temporarily putting staff on paid leave), which provoked public backlash. Moore swiftly acted as the club reversed that decision and issued an apology, demonstrating sensitivity to the voice of supporters and an adherence to principles of social responsibility.
- **Social legacy:** After stepping down as CEO, Moore remained close to Liverpool's community initiatives. His contribution to the local community meant that he "always had a reason to come back to Anfield as a supporter," symbolically completing the circle of his fan and professional journey – from a boy standing on the Kop, to club CEO, and back again. This legacy cemented Moore's status as someone who bridged the club's past and future, and whose impact off the pitch will be remembered alongside the on-field success.

Moore's tenure at Liverpool was marked by an ability to combine business vision with a love for the club, contributing to a renaissance of Liverpool FC both on and off the field. His skill in aligning sporting success with business growth and social responsibility made the club a model to follow. As Moore stated upon his departure: "I feel privileged to have, over the past three years, moved the club forward in its civic, commercial and community endeavours"<sup>[^22]</sup>. The legacy of those three years will be remembered in Liverpool for decades as a time when the club reached the summit and strengthened the foundations for future success.

## Sega (1998–2003) – the Dreamcast console era

Peter Moore joined **Sega of America** in the late 1990s, at a critical moment for the company. He initially had little experience in gaming – having been a marketer in the athletic footwear industry – but quickly discovered a passion for interactive entertainment<sup>[^31]</sup><sup>[^32]</sup>. In 1999, Moore took charge of Sega's North American operations for the launch of the **Dreamcast** console – and soon was promoted to President and COO of Sega of America (in May 2000). His main successes during the Sega period were:

- **Successful launch of Sega Dreamcast:** Moore led the North American debut of the Dreamcast console (on the symbolic date 9/9/99), which proved to be an enormous initial marketing and sales success. Thanks to an aggressive "It's thinking" campaign and unconventional promotional events (e.g. MTV ads, a rock concert tour), the console generated huge excitement among gamers<sup>[^34]</sup>. Within the first two weeks of U.S. sales, Dreamcast broke previous records, and ultimately over 8 million units were sold in the American market<sup>[^35]</sup>. The media spoke of Dreamcast as a serious competitor to PlayStation – "We knew we could win," Moore recalled of the atmosphere during those days of battling for market share<sup>[^36]</sup>. Although globally Sega eventually succumbed to Sony, Moore emphasized that "for a year and a half we gave our all to face the oncoming steamroller of the PS2," and that the Dreamcast team could be proud of its work<sup>[^37]</sup>. In his view, no Dreamcast buyer regretted their

purchase – “I have yet to meet anyone who regretted buying a Dreamcast. I’ve still got mine” – which shows how well-received the console was by fans<sup>[^38]</sup>.

- **Creation of the 2K Sports brand:** When the key sports-game publisher Electronic Arts declined to support Dreamcast, Moore made a bold move – he built a sports game line from scratch under the “2K” brand with Sega. “We had to create our own sports brand, called 2K,” he recounted, describing how around the Y2K era titles like *NFL 2K* and *NBA 2K* were developed<sup>[^39]</sup>. This decision, taken just a few months before the console’s launch, proved to be a creative success: the 2K series games earned acclaim for their quality and are still going strong today (now under 2K Sports/Visual Concepts, competing with EA Sports). In this way, Moore ensured Dreamcast had a strong sports portfolio despite lacking EA’s support – a move both risky and brilliant, resulting in the birth of a new sports game brand that lives on to this day.
- **Innovations in online gaming:** The Dreamcast was the first console with a built-in modem for online play, and Moore was an advocate of this vision. Even though in the late ’90s only ~5% of people had high-speed internet, Sega experimented with networked gaming (the SegaNet service, games like *Quake III Arena* online on Dreamcast)<sup>[^40]</sup>. Moore recalled technical challenges (such as how to enable 30-frames-per-second gameplay on a 56k modem) and how Dreamcast paved the way for the next generation of online consoles<sup>[^41][^42]</sup>. This innovativeness – ahead of its time – is now regarded as one of Dreamcast and Sega’s legacies.
- **Crisis management and restructuring:** When it became clear that despite its quality, Dreamcast could not defeat Sony, Moore had to make difficult decisions. In January 2001, it was Moore who announced that Sega would exit the console hardware market and focus on making games (transitioning to a third-party publisher) – a shocking pivot<sup>[^37]</sup>. This entailed painful downsizing – Moore had to inform half of the hardware division staff that they were losing their jobs<sup>[^43][^44]</sup>. He called it “the toughest day of my professional life,” which shook him deeply<sup>[^43]</sup>. Nevertheless, he steered the company out of crisis and prepared the ground for a new, leaner Sega. His decisive action and ability to learn from failure meant he did not falter – soon he was noticed by a competitor. In January 2003, Microsoft hired Moore to leverage his experience in the console wars.

Thus, Moore’s achievements at Sega lay in restoring the company’s vitality and reputation as an innovator (after the unsuccessful Saturn console), even though Sega ultimately changed its business model. His aggressive marketing approach and willingness to “do whatever it takes to steal the limelight from the market leader” became his calling card – as the trade press described him, recalling for example his stunt of showing off a *Grand Theft Auto IV* tattoo onstage at E3 as a PR flourish<sup>[^46][^47]</sup>. Moore took valuable lessons from Sega: how to fight while being an outsider, and how to build fan loyalty through genuine enthusiasm. These experiences would pay off fully in his next role.

# Microsoft Xbox (2003–2007) – Competing with PlayStation

When Peter Moore moved to Microsoft in 2003, he joined the team responsible for the **Xbox** console – he was to help the American giant battle the dominance of Sony's PlayStation 2 in the gaming market<sup>[^45]</sup>. He quickly became the face of the Xbox brand and one of the chief architects of the Xbox 360's success. As Corporate Vice-President of Microsoft's Interactive Entertainment Business division, Moore was in charge of Xbox's global marketing and strategy, reporting directly to the head of Microsoft Game Studios. His key achievements in this period were:

- **Building the success of Xbox 360:** Peter Moore played a leading role in the development, launch, and global success of the Xbox 360 console. He himself calls it the *"highlight of my career – being part of the creation, launch, and success of the Xbox 360 platform, which was the best integration of hardware, software and services the industry had seen so far"*<sup>[^48][^49]</sup>. Under his supervision, the Xbox 360 debuted in late 2005 and gained a head start over the competing PlayStation 3, giving Microsoft a significant share in the HD console market. Moore recalls that the team planned the huge investments needed to challenge Sony for the lead in the new generation – and were making "hundreds of decisions a week" to achieve that goal<sup>[^50]</sup>. As a result, the Xbox 360 sold tens of millions of units, built a thriving online community (through the Xbox Live service), and developed a rich library of exclusive games. Moore instilled in the team an "aggressive underdog" mentality, which shaped Xbox's image for years – as a brand ready to compete with PlayStation without compromise<sup>[^46][^48]</sup>. Industry journalists even wrote that Moore was "probably as important to Microsoft's position in the games market today as Bill Gates"<sup>[^51]</sup>, underscoring his contribution to Xbox's success.
- **Bold marketing and PR:** Moore became famous for unconventional promotion methods. At the E3 trade show, he knew how to surprise the audience – for example, in 2004 he took off his shirt on stage to reveal a tattoo of the *Halo 2* logo along with the game's release date on his arm (a theatrical way to announce the launch)<sup>[^46][^48][^49]</sup>. Two years later, he repeated that trick with a *Grand Theft Auto IV* tattoo, revealing that this hitherto PlayStation-exclusive franchise was coming to Xbox 360<sup>[^45]</sup>. These anecdotal events made industry history – they showed that Xbox had a human face and a sense of humor, and that its leaders were ready to do anything for the fans. Moore was also unafraid of sharp remarks: he openly mocked competitor Sony, suggesting that for the price of one PS3 it was better to buy an Xbox 360 *and* a Wii together<sup>[^52]</sup>. Such "console war" rhetoric stoked gamers' interest. "The consumer loves it; it adds publicity and fire to the industry," Moore said of his verbal sparring with PlayStation executives<sup>[^53]</sup>. His public image as a showman served Xbox marketing brilliantly, making Microsoft's E3 conferences the most talked-about events of the show.
- **Handling the RRoD crisis:** The biggest test for Moore was the "Red Ring of Death" (RRoD) crisis – a widespread technical defect in early Xbox 360 units. The console had a flaw that led to overheating and hardware failures, threatening to destroy

customer confidence. Moore rose to the occasion – he convinced Microsoft’s CEO, Steve Ballmer, that the company needed to take a costly step: to replace or repair all faulty consoles, regardless of warranty status, at Microsoft’s expense<sup>[^54]</sup>. The repair program, estimated at \$1.15 billion in reserves<sup>[^54]</sup>, was unprecedented at the time. Moore recalled that although he initially made an unfortunate understatement of the issue (“Ya know, things break,” he said in an interview, which drew criticism)<sup>[^55]</sup>, he ultimately pushed the company to “make it right for the fans and fix the problem we created.” He was “proud that the company took a very bold – and costly – stance to set things straight”<sup>[^56]</sup>. This decision proved crucial to saving Xbox’s reputation. Instead of losing loyal players, Microsoft emerged from the crisis relatively unscathed, and many fans appreciated the approach. Moore proved that maintaining a good relationship with customers was his priority, even at the cost of short-term financial losses.

- **Expanding online services and new business models:** During Moore’s tenure, Microsoft grew the Xbox Live service to an unprecedented level at the time. The Xbox Live Marketplace was introduced, offering digital game distribution and downloadable content (DLC), as well as the first free-to-play games and the Xbox Live Gold subscription model on consoles. Moore recognized the changing distribution landscape – the challenge was to move away from traditional physical game sales toward online models, a mission he would later continue at EA. Even as Xbox chief, he observed the rising importance of supplementary services and content – and supported their development to increase player engagement and revenue beyond just console sales.

Peter Moore left Microsoft in July 2007, having established the Xbox brand as a strong rival to PlayStation worldwide. His relentless drive, charisma, and “challenger” instinct became ingrained in Xbox division’s culture – to this day, his presentations and decisions are remembered as key to shaping the Xbox 360 generation. “*I can proudly say I was part of that team,*” he said years later about his work at Microsoft<sup>[^57]</sup>. His next move was equally ambitious: he transitioned to Electronic Arts to take on new challenges in the games industry.

## **Electronic Arts (2007–2017) – EA Sports and digital transformation**

In July 2007, Peter Moore joined Electronic Arts, becoming President of the EA Sports division<sup>[^58]</sup>. It was a natural step that combined his passion for sports with his experience in gaming. Over nearly a decade at EA, Moore helped the company undergo a massive transformation – from a traditional boxed-game publisher to a modern digital entertainment provider with a strong focus on online services. He held successive roles as President of EA Sports (2007–2011), then Chief Operating Officer (COO) of all Electronic Arts (2012–2017)<sup>[^59]</sup><sup>[^60]</sup>, and finally took on a newly created position as Chief Competition Officer overseeing e-sports (2016–2017)<sup>[^61]</sup>. Peter Moore’s most important successes at EA included:



- Growth of the EA Sports series (FIFA and others):** Under Moore's leadership, the EA Sports label strengthened its position as the dominant publisher of sports video games worldwide. Flagship series such as *FIFA*, *Madden NFL*, *NBA Live*, and *NHL* achieved record sales and player engagement during those years. In particular, EA Sports' FIFA became a global phenomenon – its annual releases attracted tens of millions of players, and the game expanded its online modes (e.g. FIFA Ultimate Team) that generated huge revenues. Andrew Wilson, now CEO of EA, praised Moore by noting that *"Peter led our sports games division to some of its biggest moments as President of EA Sports"*<sup>[62]</sup>. In practice, this meant historic sales milestones – for example, FIFA 12 surpassed 10 million copies sold faster than any previous title, and the Madden NFL series saw record popularity. Importantly, Moore strove to globalize EA Sports – much as he had globalized Reebok in the '90s. He introduced, for instance, the FIFA Manager series aimed at the European market, and expanded EA's development studios in Canada and Asia. The industry magazine *MCV* wrote in 2008: *"From the irreverence of Sega, through the feistiness of Microsoft, to the energy and passion of EA Sports – I've been lucky to work in prominent positions at interesting moments in these companies' histories,"* quoting Moore's reflection on his career<sup>[63]</sup>. Moore ambitiously declared that his mission was to make EA Sports "the leading sports brand in the world," bigger than Nike or Adidas<sup>[64]</sup>. Bold as it sounded, indeed EA Sports became synonymous with top-quality interactive sports entertainment, and its logo is recognized by fans across the globe.
- Digital transformation of EA:** Peter Moore's greatest contribution at Electronic Arts was helping to shift the company's business model to digital. As COO (from 2012), he oversaw a challenging period of change – moving away from relying solely on physical boxed game sales toward online distribution, live services, free-to-play models, and microtransactions. *"He helped navigate the company's transformation and the evolution of the business in a digital world,"* Andrew Wilson said of Moore<sup>[62]</sup>. The beginnings were not easy: EA had to invest heavily in digital platforms (like the Origin store), and it suffered stock price declines and gamer criticism (earning the infamous "Worst Company in America" title twice). Yet Moore steadfastly executed the vision of the future: *"we reinvested every penny we made to rebuild the company as a digital one,"* he recounted<sup>[65]</sup>. He emphasized that although customers dislike change, the long-term effect was positive: *"the stock fell to \$10, John (Ricciello, then CEO) left in 2013... but today the stock is at \$145. Why? Because eventually you come out of the trough and reap the rewards of years of investment"*<sup>[66]</sup>. Moore anticipated shifts in the industry – as early as 2012 he predicted that within 10 years games would mostly move to a free-to-play model<sup>[67]</sup> – and he actively prepared EA for this revolution. As a result, the company built steady, predictable streams of high-margin digital revenue (up to 81% profit margins on add-on content like FIFA Ultimate Team)<sup>[68][69]</sup>. In hindsight, it's clear that decisions made during Moore's tenure (e.g. focusing on digital distribution, Ultimate Team modes, the EA Play subscription, etc.) made EA one of the leaders of the new games business model.
- Expansion into new areas – fitness and wellness:** Moore, a sports enthusiast in his personal life, spotted an opportunity in the trend of motion and health games.



Under his watch, EA Sports launched initiatives like **EA Sports Active** – a fitness game series for the Nintendo Wii (2009) targeting new audiences interested in health and exercise<sup>[70]</sup><sup>[71]</sup>. Moore saw potential in combining games with physical workouts, predicting a boom in fitness gaming before it fully arrived in subsequent years (e.g. the later popularity of *Ring Fit Adventure* on Nintendo Switch). These projects expanded EA Sports' portfolio beyond traditional sports games and demonstrated the company's innovative approach.

- **E-sports initiative:** In 2015, Moore was appointed EA's first-ever **Chief Competition Officer**, responsible for developing the company's e-sports efforts<sup>[61]</sup>. He built from scratch a department dedicated to organizing global tournaments and leagues for EA games, chiefly the FIFA series. Andrew Wilson lauded that Moore *"built a fantastic team that runs dozens of global tournaments with millions of players,"* driving EA's expansion in competitive gaming<sup>[72]</sup>. Under Moore's leadership, EA launched competitions like the FIFA eWorld Cup and Madden NFL leagues, featuring attractive prizes and even television coverage. This was a crucial move to maintain player engagement and bolster EA's games as platforms for competition, not just entertainment. Moore thus helped popularize **sports e-sports** (sports simulation games as an e-sports category) – which today is an important element of EA's strategy.
- **Industry representation and PR:** With his many years of experience, Peter Moore also became an ambassador for the entire gaming industry while at EA. Andrew Wilson even described him as a *"statesman and advocate for our industry"*<sup>[73]</sup>. Moore often spoke out in the media, defending video games against critics and explaining the direction of change. His communication skills, sharp wit, and openness helped soften EA's image during tough times. In one memorable instance, he was parodied in an episode of the TV show *South Park* (in an episode about the NCAA and EA Sports) – which Moore himself humorously acknowledged as proof that games had become part of pop culture<sup>[60]</sup>.

Summing up the decade at EA, Moore left behind deep structural and cultural changes that allowed the company to maintain its position amid the industry's rapid evolution. When he departed EA in 2017 to take the Liverpool FC job, CEO Andrew Wilson wrote in a congratulatory letter that Peter Moore "would leave an incredible legacy" at the company<sup>[62]</sup>. *"Peter led our sports games segment through some of its biggest moments. As COO, he helped drive the transformation of the company and the evolution of the business in the digital world. In the past year, as Chief Competition Officer, he accelerated EA's rapid expansion in competitive gaming. Above all, through his time at EA, Microsoft and Sega, Peter was a statesman and advocate for our industry,"* Wilson wrote<sup>[62]</sup>. These words are perhaps the best summary of Moore's successes in gaming: he turned EA into a company of the future, while never losing the passion of the players or the spirit of competition.

In February 2017, Moore announced his departure from EA and his return to England to fulfill "the dream of his life" – to lead his beloved football club<sup>[74]</sup><sup>[75]</sup>. His career had come full circle: from sports, to games, and back to sports, this time at the highest level of

management in the Premier League. Before we discuss Moore's further initiatives after Liverpool, it is worth examining his earliest business achievements that paved the way for his entry into the gaming industry.

## Other Business Ventures and Brand Impact (Reebok and others)

Before his video game career, Peter Moore spent many years in the sporting goods industry, most notably at **Reebok**. It was there that he developed into an effective sports marketing manager with global ambitions. In addition, after leaving Liverpool, Moore became involved in new projects at the intersection of sports and technology. Below we discuss Peter Moore's other key roles and their impact on various brands and sectors.

### Reebok (1989–1998) – globalizing a sports brand

Before he entered the world of video games, Peter Moore spent over a decade in the sports apparel sector. He began his career at Patrick USA (a soccer shoe manufacturer) in California, where he rose to president of the division in 1988<sup>[76]</sup>. Then, in 1989, he moved to Reebok's headquarters in Boston, beginning a pivotal stage of his early career. At Reebok, Moore worked in global sports marketing – serving as Director of Global Sports, and eventually being promoted to Senior Vice-President of Global Sports Marketing in the 1990s<sup>[77]</sup>. **His greatest successes at Reebok were:**

- **Expanding Reebok's presence in football (globalizing the brand):** Moore was brought into Reebok as someone "who can globalize Reebok"<sup>[77]</sup>. At that time, Reebok was strong in the U.S. market (fitness shoes, basketball) but relatively weak globally in football (soccer), which was dominated by Adidas and Nike. Moore implemented an aggressive strategy of sponsoring top footballers and clubs to make Reebok recognizable in soccer as well. He signed contracts with world football stars such as Ryan Giggs, Dennis Bergkamp, and Andy Cole<sup>[77]</sup>, who became brand ambassadors. The signing of a young Giggs (a Manchester United icon) was a high-profile move that brought Reebok into the upper echelon of English football. Moore also orchestrated Reebok's kit deal with Liverpool FC – which for him personally, as a Liverpoolian, was "a fantastic moment"<sup>[77]</sup>. In the 1996/97 season, Liverpool took the field for the first time wearing Reebok-branded kits, which significantly boosted the brand's credibility in Europe. Thanks to these moves, Reebok became a global player in football, competing with the biggest brands. At the peak of this expansion in the late '90s, Reebok was an official partner of many Premier League clubs and sponsored top players, which greatly increased sales of Reebok's football boots and apparel.
- **Competing with industry giants – a "challenger brand" mentality:** Moore learned at Reebok how to fight against much larger market rivals like Nike and Adidas. He recalled that *"I've always enjoyed being the underdog challenging the dominant brands – going back to the Reebok days in the '90s at the height of the sneaker wars against Nike"*<sup>[30]</sup>. Under his co-leadership, Reebok in the first half of the '90s even briefly surpassed Nike in the U.S. market (thanks in particular to the aerobics craze

and Reebok Pump shoes)[<sup>30</sup>]. In global football, Reebok did not dethrone Adidas, but it solidified its #3 position and became an attractive “dark horse” in the market. Moore instilled a culture of creativity and aggression in the marketing team – which manifested in, for example, non-standard advertising campaigns, sports events, and signing sponsorships in unconventional segments (such as sponsoring national teams outside Europe). This challenger brand approach became a hallmark of his management style and later was evident at both Sega and Microsoft (where he fought against Sony)[<sup>30</sup>].

- **Bridging the worlds of sport and entertainment:** Working at Reebok gave Moore contacts in the sports world and taught him how global sports interweaves with popular culture. In the '90s, Reebok sponsored not only athletes but also music events and street pop culture (hip-hop). Moore saw the potential of blending product with lifestyle, something he later skillfully applied in promoting video games (for example, Xbox's collaborations with rock bands during Dreamcast promotions in the U.S., which Moore himself organized[<sup>34</sup>]).

It can be said that Moore's experiences at Reebok paved his way into the video game industry. A headhunter noticed his success in sports marketing and asked him in 1998: “What do you know about video games? Have you heard of Sega and Dreamcast?” Moore admitted not much, but he learned quickly and “fell in love” with the new industry[<sup>78</sup>]. However, the fundamentals of his approach – a global perspective, a sportsman's competitive zeal, unconventional marketing – were forged at Reebok. In later interviews, he noted that in every subsequent role he “*smartly borrowed from the past*” – “*he drew on 17 years of experience in American sports to enrich EA's efforts,*” or “*he drew from Sega's irreverent spirit, Microsoft's unique tenacity, and EA Sports' energy*”[<sup>79</sup>]. This ability to adapt and transfer knowledge across sectors is one of the secrets of his success.

## Further ventures and influence on the industry

After leaving Liverpool FC in 2020, Peter Moore did not rest on his laurels. He leveraged his unique position and experience in both sports and technology to engage in new initiatives:

- **Advisory roles in football:** In November 2020, Moore joined as an advisor to the effort led by Hollywood actors Ryan Reynolds and Rob McElhenney to purchase Welsh football club Wrexham A.F.C.[<sup>80</sup>]. As a native Welshman and former football executive, he supported the new owners with his business expertise in building a long-term strategy for Wrexham. (The club became a media sensation thanks to a documentary series and earned promotion to a higher league in 2023.) Moore contributed input on the club's marketing and local community engagement. Additionally, Moore assumed an honorary role as President of the small club Gresford Athletic (where he had played in his youth) – showing that he has not forgotten his football roots[<sup>81</sup>].
- **Return to the tech industry (Unity):** In 2021, Moore re-entered the gaming/tech industry – he joined **Unity Technologies** (creator of the popular Unity game engine) as Senior Vice-President and General Manager of Sports & Live Entertainment[<sup>82</sup>].

His task was to develop applications of Unity's technology in sports broadcasting, interactive media, and new forms of live entertainment. Moore, being a bridge between the world of sports and games, was a perfect fit for this role – he sought ways to make sports events more interactive and engaging through technology (e.g. virtual/augmented reality, fan experience apps). His vision of a so-called “sports metaverse” posits that in the future fans will experience matches in ways akin to video games – something Moore had previously hinted was an coming revolution<sup>[83]</sup>.

- **A new football club in the USA:** In July 2022, Peter Moore announced that he is a co-founder of a new professional soccer club, **Santa Barbara Sky FC**, in California<sup>[84]</sup>. He became a founding owner of this team, which is set to begin play in the USL Championship (the second tier of U.S. soccer) in 2026. Moore leads a group of investors, building the club from the ground up in his current home of Santa Barbara. Sky FC will be the first truly West Coast club in the USL (a league that until now mostly comprised teams from other regions)<sup>[85]</sup>. The project is in the infrastructure-building phase – an agreement has already been signed to use the stadium at the University of California, Santa Barbara (Harder Stadium)<sup>[85]</sup>. This initiative shows that Moore continues to pursue his passion for football and wants to apply his Liverpool experience in a completely new context of American soccer. If the club succeeds, it will be another chapter in Moore's legacy – this time as a team owner.
- **Mentoring and influence on industry leaders:** As a respected gaming industry veteran, Moore has also taken advisory board positions at several game companies. In 2021 he joined the board of Nifty Games (a developer of mobile sports games) and Motorsport Games (racing simulations)<sup>[86]</sup>. His involvement is aimed at helping these companies scale their business and navigate a competitive market. Moreover, Moore often speaks at conferences (such as GamesBeat), sharing lessons from his career to inspire younger generations of managers. *“The games industry is serious now; you can have a career in it until retirement, and society recognizes the power of games – which is wonderful to see after decades that I've been part of,”* Moore said, expressing pride that his daughters also chose to work in game development<sup>[87]</sup><sup>[88]</sup>. His voice is respected – he serves as a bridge between the era when the game industry was forming and its current maturity.

In summary of Peter Moore's other initiatives, it is clear that he continually connects the world of sports with technology. From globalizing Reebok's brand, to introducing a competitive sports element into gaming (EA Sports and e-sports), to bringing technological know-how back into sports (Unity, Sky FC) – Moore demonstrates an ability to anticipate trends and shape the development of entire industries. His career is unusual, spanning multiple sectors, but it is precisely this breadth that enabled him to achieve successes rarely seen by managers who stick to one field. Moore knew how to “follow his passion” – as he himself says, he always wanted to do what he loves<sup>[89]</sup> – and that passion for sports and games translated into tangible results in every organization he has worked with.

The following table summarizes Peter Moore's most important successes at each stage of his career – from Reebok, through Sega, Microsoft, EA, to Liverpool FC:

Career Stage (Years; Role)	Key Achievements and Successes
<b>Reebok</b> (1990s; Senior VP Global Sports Marketing)	<b>Globalizing the Reebok brand in football:</b> sponsorship of top footballers (e.g. Ryan Giggs, Dennis Bergkamp, Andy Cole) and clubs (a kit deal with Liverpool FC)[ <sup>77</sup> ]. Strengthened the company's position as a "challenger brand" against Nike and Adidas[ <sup>30</sup> ] – Reebok became recognizable in world football.
<b>Sega</b> (1998–2003; President/COO Sega of America)	<b>Led the U.S. launch of the Dreamcast console:</b> record debut on 9/9/1999 (over 8 million consoles sold in the USA)[ <sup>35</sup> ]; innovative "It's thinking" marketing campaigns and music event tours (MTV, concert tours) that built hype[ <sup>34</sup> ]. <b>Created the 2K Sports game line</b> on Dreamcast (when EA refused support)[ <sup>39</sup> ] – birth of a brand that endures today. Despite Sega's later exit from hardware, Moore proudly emphasized Dreamcast's positive impact on the industry ("no one regretted buying a Dreamcast")[ <sup>38</sup> ].
<b>Microsoft</b> (2003–2007; Corporate VP, Xbox)	<b>Co-created the success of the Xbox 360</b> – " <i>highlight of my career</i> ": a global launch and effective competition with PlayStation (Xbox became an equal rival)[ <sup>49</sup> ]. <b>Boldly managed the RRoD crisis</b> – initiated the replacement/repair of 600k defective consoles at a cost of \$1.15 billion[ <sup>54</sup> ], saving the brand's reputation. <b>Built Xbox's identity</b> through unconventional marketing (the famous Halo 2 and GTA IV tattoos at E3)[ <sup>90</sup> ] and aggressive rhetoric toward competitors – Moore shaped Xbox's "combative" brand image for years[ <sup>46</sup> ].
<b>Electronic Arts</b> (2007–2017; President EA Sports, later COO EA)	<b>Record successes for EA Sports series</b> – especially FIFA, cemented as the world's most popular sports game (EA Sports achieved some of its "biggest moments" under his leadership)[ <sup>62</sup> ]. <b>Drove EA's digital transformation</b> – moved away from boxed games toward online distribution, DLC and microtransactions (succeeded in raising revenue by \$2 billion annually while keeping operating costs flat)[ <sup>68</sup> ][ <sup>69</sup> ]; prepared the company for the era of games-as-a-service (81% profit margins on models like FIFA Ultimate Team)[ <sup>68</sup> ]. <b>Expanded into e-sports</b> – created the Competitive Gaming division and global tournaments (millions of participants)[ <sup>91</sup> ]. Moore was recognized as an industry leader and spokesman – " <i>statesman and advocate for our industry</i> "[ <sup>73</sup> ] – defending changes and the reputation of gaming in the media.

<b>Liverpool FC</b> (2017–2020; Club CEO)	<b>Sporting successes:</b> victory in the UEFA Champions League 2019, triumph in the FIFA Club World Cup 2019, Premier League champions 2020 (the club's first league title in 30 years)[^5]. <b>Financial results:</b> record revenues (£533 million annually) and profits (the first net profit > €100 million in football history)[^13][^14]; strengthening the global brand – a new kit deal with Nike (the largest in club history)[^18]. <b>Organizational and social initiatives:</b> restructured the business side (worked closely with owners FSG, hired a commercial director from Man Utd)[^92]; launched the Peter Moore Foundation and supported local causes (fighting poverty, aiding hospitals)[^23]; became honorary patron of Fans Supporting Foodbanks[^24]. Moore earned the title of <i>Premier League CEO of the Year 2019</i> for his accomplishments[^21]. Under his leadership, the club combined on-field success with business growth and social responsibility, becoming a standard-setter.
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## Sources:

- **Wikipedia: Peter Moore (businessman)** – biography (roles at Reebok, Sega, Microsoft, EA, Liverpool)
- **Wikipedia: Peter Moore – Liverpool FC tenure** (trophies: Champions League, Club World Cup, Premier League; CEO award 2019; charitable activities)
- **The Guardian:** Interview with Peter Moore (2008) – early career in the USA, work at Reebok (global marketing, LFC kit deal) and Sega (Dreamcast launch, creation of 2K brand)
- **MCV/Develop:** *MCV Legends: Peter Moore* – career profile (includes Moore's quotes on the Xbox 360's success, the RRoD crisis, pride in Dreamcast, and being a challenger)
- **PC Gamer:** News of Moore's departure to LFC (2017) – comment from EA's CEO Andrew Wilson on Moore's accomplishments (*"incredible legacy... led sports business to its biggest moments... navigated digital transformation... rapid expansion in competitive gaming... statesman for the industry"*)
- **The Guardian:** Article upon the announcement of Moore's departure from LFC (July 31, 2020) – summary of the club's successes under Moore, quotes from the farewell statements (trophies, *"moved the club forward on civic, commercial, community"*)
- **Sky Sports:** *Peter Moore to step down* (July 31, 2020) – Liverpool's financial figures (£533m revenue, £42m profit) and a joint statement from owners FSG (*"strengthened the club's business operations"*)
- **The Independent:** Interview (Oct 15, 2019) – Moore on the significance of the league title and the doubling of the club's revenues in 5 years (from ~£200m to

£500m+)

- **VentureBeat (GamesBeat):** Interview (Nov 2024) – retrospective on Moore’s career (Dreamcast sales of 8M in USA; RRoD cost \$1.15B; EA’s transformation – stock went from \$10 to \$145, 81% FUT profit margin)
- **This Is Anfield:** Club announcement (July 2020) – quotes from statements: FSG thanking Moore (*“strengthened the club’s business operations”*), and Moore on the *“privilege of working to develop the club in civic, commercial and community aspects”*