

Chairman and CEO Robert Kraft



Robert Kraft steady at the helm

Patriots' owner has navigated franchise through 20 years of highs and lows

By Jackie MacMullan

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FOXBOROUGH, Mass. -- Robert Kraft is having company and he's got some tidying up to do. The owner has been away, and just days before his Patriots were to host the Indianapolis Colts at Gillette Stadium, his office is littered with unopened mail, gifts, items earmarked for charity and a stack of business correspondence.

The room is already cluttered with mementos and framed photographs of his extraordinary run as owner of the New England Patriots.

There's the framed picture of Tom Brady in the Tuck Rule Game, personalized by former Raiders coach Jon Gruden with the inscription, "It was a fumble!" ("I'm going to auction that off," Kraft says). There are shots of Kraft with various dignitaries, including his friend, former President George H.W. Bush, who, Kraft says, plans to continue his birthday tradition of jumping out of an airplane when he turns 90 in June.

The most prominently displayed photographs are those of his four sons and his wife, Myra, who lost her battle with ovarian cancer in July 2011.

Her death left him disconsolate, lonely and dispirited. His sons, who were initially deeply concerned about their father, say while the sadness of losing his wife of 48 years lingers, the veil of grief is finally lifting. Kraft, who will turn 73 in June, gives no indication he has any immediate plans to retire.

Two Decades Of Dominance

In the 20 years since Robert Kraft purchased the team, the Patriots are near the top of nearly every category associated with sustained success.

"After the love of my family," said Kraft, "there's nothing more important to me than winning football games. And I will do whatever I have to do to put this team in position to do that."

Next week will mark the 20th anniversary of Kraft purchasing of the Patriots, providing an occasion to sort through two decades of memories that began when he paid James Orthwein \$172 million for a franchise that had posted a dismal 19-61 mark (worst in the NFL) over the previous five years. At the time, the purchase price was the highest of any franchise in sports history.

Today, according to Forbes Magazine, the net worth of the Patriots is more than \$1.8 billion, second in the NFL only to the Dallas Cowboys (\$2.3 billion). Kraft has deftly molded the New England Patriots brand into an empire that includes the open-air shopping center Patriot Place, and he has done it with private funds.

He is one of the most powerful men in football, viewed as both a tender philanthropist and a ruthless businessman. In the past 20 years, he has been lauded as the man who saved the NFL and denigrated as the man who eviscerated the city of Hartford, Conn.

The success of his football team under his watch is indisputable. Since Kraft purchased the team in 1994, the Patriots have won more Super Bowls (3), more conference (6) and division (13) championships and more playoff games (33) than any other NFL team. Their sellout streak is at 216 and counting, with a lengthy waiting list of eager consumers raring to buy into the action.

While the team has reached dizzying heights, there have been some numbing lows, including the Spygate scandal and the incarceration of former Patriots tight end Aaron Hernandez on murder charges.

True to the "Patriot Way" of leaving the past in the past, the team has successfully scrubbed itself clean of any Hernandez remnants. The Patriots initiated a program in which anyone could turn in a No. 81 Hernandez jersey for a different team jersey for free. It was a clever public relations maneuver that cost the team almost \$250,000.

Players have been ordered to refrain from speaking about their former teammate, who was one of Brady's favorite receiving targets.

The current Patriots roster, set to play the Denver Broncos for the AFC championship on Sunday, has earned its moniker as a plucky team that has defied odds as one significant player after another -- Vince Wilfork, Jerod Mayo, Rob Gronkowski, Tommy Kelly -- was lost for the season.

"This is a team with real mental toughness," Kraft noted. "I don't know what's going to happen, but it reminds me of our '01 group. We didn't have the best players, but there was a sense of togetherness that was special."

That team won the first Super Bowl in franchise history in surprising fashion. The 2013 team may or may not bookend that feat. So what has Kraft learned about the business in between?

"I've learned not to be surprised when unexpected negative things come along," Kraft answered in a wide-ranging interview last week. "Everyone is there for the good times. It's how you handle the difficult times that will separate you."

"It's like keeping a family together. Let's be honest: This is a sick business. [The NFL] is going for parity. Your games get scheduled in terms of how well you did. You draft according to how well you did. You're punished for excellence, in a sense."

"You all have the same household budget you can spend, so you have to be wise. You have physical injuries that happen that are acts of God beyond anyone's ability to predict. You have to be very, very artful in how you design the team."

"It's like managing a business portfolio. And in the bottom third of that portfolio, the bottom third of your team, you need to be looking for specials that other people don't know about. Players like [defensive tackles] Chris Jones and Sealver Siliga."

"We've had a lot of those. Our football people have done a great job. But you can't rest. Once you think you've got it knocked, look out."

Kraft was blindsided by the charges levied against Hernandez, who, upon signing a five-year, \$40 million extension in August 2012, kissed his team's owner, vowed to be a role model, then donated \$50,000 of his new contract to the Myra H. Kraft Giving Back Fund.

"It's the saddest, most unfortunate part of our history with the team," Kraft said solemnly.

It is one of the lone blemishes on an otherwise brilliant success story in which Kraft transformed a football doormat into a juggernaut.

Resuscitating a franchise

Kraft had his sights on purchasing the Patriots as far back as 1985, when he bought an option on a parcel of land adjacent to the team's stadium. Three years later he bought the stadium out of bankruptcy for \$25 million, which included the stadium's lease to the Patriots.

In 1994, Orthwein offered Kraft a \$75 million buyout of his lease so he could move the team to St. Louis. Kraft, who had tried in vain to purchase the Red Sox, refused.

He was among a who's who of groups interested in buying the Patriots that included Walter Payton, Donald Trump, Paul Newman, author Tom Clancy and Robert Tisch.

"I told Myra I was going to buy the team," Kraft recalled. "She asked, 'How much?' I told her, 'It's \$115 million, but it might go as high as \$120 or 125 million.'"

"Then I got out there and it was a take-it-or-leave-it price of \$172 million. I had to do it. You don't always get a second chance."

"Myra went cuckoo on me when I got back.

"It was one of the few times that we had conflict over a business decision of mine."

Kraft inherited coach Bill Parcells, quarterback Drew Bledsoe and 23 pieces of pending litigation against the team.

"I had trouble finding a Boston law firm that wasn't representing someone who had complaints against us," Kraft said.

Parcells era: 'Division within'

Parcells was a dynamic leader, but he resented Kraft's interference in his personnel decisions. He was enraged when Kraft and vice president of player personnel Bobby Grier drafted Terry Glenn in 1996 over his objections. That sparked Parcells' famous utterance, "They want you to cook the dinner, at least they should let you shop for the groceries."

Parcells and young Bledsoe led the Patriots to Super Bowl XXXI, but following the 35-21 loss to Green Bay, Parcells did not travel back to Massachusetts with the team and soon after was hired by the New York Jets.

"Sustaining success is so hard, and the one thing I learned you can't have is division from within," Kraft said. Both men have since expressed regret on how they handled their tenure together. "We have a great relationship now," Kraft said. "It wasn't so much Bill Parcells, but how he operated.

"We can only deal with people who are thinking long term. Bill was day to day. He'd go down to Jupiter [Fla.] and play his doo-wop music and decide whether he wanted to come back the next year.

"Well, we have a salary cap and we have [a cornerback] Ricky Reynolds and these other people who are waiting for answers and we need to know.

"Bill had already won his Super Bowl. He had his reputation, to be honest.

"He did a lot for this franchise. He taught me a lot on how to get ready for the NFL. I'm lucky I had him.

"But I learned you can't be good in this business continuously unless you are thinking long term. Most football coaches are only thinking about what they have to do this Sunday."

Enter Belichick and Brady

Kraft has tried to balance the all-business-no-sentiment approach of coach Bill Belichick by investing in personal relationships with his stars. When former linebacker Tedy Bruschi awoke in the hospital after suffering a stroke, Kraft was there, waiting.

One of the more emotional days of Kraft's tenure was when Belichick permanently replaced Bledsoe, a Kraft favorite, with an untested Tom Brady.

Robert Kraft stayed out of the way when Bill Belichick traded one of his favorite players, Drew Bledsoe, but made it clear the coach would be held accountable for the decision.

"I stayed out of it, but I weighed in," Kraft said. "When the head coach says, 'Tell me what you want me to do,' I say, 'I want to hold you accountable for this decision.'

"When we traded Drew, I wanted to make sure it was a place where he'd get his full contract value. I valued his loyalty. He gave our franchise credibility."

Kraft promised Bledsoe he would one day be feted by the Patriots. Last winter, he was inducted into the team's Hall of Fame.

In the meantime, Brady quickly established himself as one of the greatest quarterbacks of his generation, leading the 2001 team to the Super Bowl against St. Louis and the Greatest Show on Turf.

The Patriots stunned the heavily favored Rams by building a 17-3 lead off turnovers. Late in the game, quarterback Kurt Warner fumbled at the Patriots' 3-yard line and safety Tebucky Jones scooped up the ball and ran 97 yards for a touchdown, but it was called back on a holding call against Willie McGinest.

"When Tebucky [recovered the fumble and ran to the end zone], I said, 'It's all over!'" Kraft said. "Then they called the penalty and it goes back to the Rams and they score, and I thought of the ball going through Bill Buckner's legs."

Warner scored a rushing touchdown, then tied the game 17-17 with a touchdown pass to Ricky Proehl with 1:30 left. Commentator John Madden suggested the young Patriots should run the clock out for overtime.

Instead, Brady marched the Patriots 53 yards down the field with no timeouts and Adam Vinatieri kicked the Super Bowl-winning 48-yard field goal as time expired.

"I wouldn't even allow myself to consider we might win until the kick went through," Kraft said. "Then we had to rush down to the field and I forgot what we were going to say."

With red, white and blue confetti settling on the Lombardi trophy, Kraft told the assembled crowd, which had witnessed the first Super Bowl since the Sept. 11 attacks, "At this time in this country, we are all Patriots."

Two Super Bowl losses and a scandal

New England won two more championships in the next three seasons, then lost two Super Bowls to the Giants in 2008 and 2012.

The first diminished a 2007 undefeated regular season. The key play in the game was a throw under pressure by Eli Manning (who was nearly yanked down by Jarvis Green) to David Tyree, who held on by pinning the ball against his helmet.

"They could have called that [Manning] was in the grasp," Kraft said. "And if Asante [Samuel] holds on to the ball before that [on a potential interception], we take a knee, and it's ours."

"It hurt so bad. I'm into history and legacy, and if we had won that one we would have accomplished something that I think would be almost impossible to happen again. But for some reason it wasn't meant to be."

The 2007 season was also marred by Spygate, the scandal that cost Belichick a record \$500,000 fine after his team was caught videotaping the signals of Jets coaches. The team also was fined \$250,000 and docked a draft pick. It opened up the Patriots' franchise to an avalanche of scorn and ridicule.

"I asked Bill, 'On a scale of 1 to 100, how much did it help?' and he told me, '1'" Kraft said. "That was a tough time. I was mad. It could have ripped this organization apart. But we got through it."

Because of Spygate, the Patriots must endure criticism that they haven't won a Super Bowl without cheating. It is, Kraft said, a ludicrous notion.

"Spygate meant nothing," Kraft said. "Look how we've done. We've had the best record in the league since then. We've been to the Super Bowl twice since then."

Kraft said the loss to the Giants in Super Bowl XLVI is the one that still haunts him, in part because Myra had passed away before the 2011 season.

"That one was even harder," he admitted. "The team was wearing Myra's initials on their uniforms. I wanted that one more than '07. I wanted it for Myra."

Flirtation with Hartford

While Kraft is universally recognized as a shrewd businessman, there is one region in which his name will forever be mud. Kraft wanted a new stadium in 1999, preferably in downtown Boston, but the Massachusetts lawmakers were lukewarm in their support.

Kraft brokered a deal to move the team to Hartford which included a \$374 million waterfront stadium that would leave him debt free.

The tentative agreement fell apart when Massachusetts pledged \$70 million toward the infrastructure surrounding a new stadium in Foxborough. Kraft, citing concerns the Hartford group could not construct a new stadium in a timely manner, extricated himself from the agreement.

The backlash was venomous. When the Patriots went to the Super Bowl in 2002, the Hartford Courant's Jim Shea wrote, "The team is owned by Robert Kraft, the ethically challenged, double-dealing greedy little white rat -- no offense to rats -- who played us all in Hartford for fools."

Kraft likely would have experienced similar backlash from Massachusetts fans had he moved his team to Connecticut. The NFL, unwilling to lose its Boston market, also stepped in to ensure that didn't happen.

"If we moved to Hartford, according to our research, 97 percent of our fans still would have gone to the games," Kraft said. "They wouldn't have been happy, but they would have gone."

"People don't understand. I walked away from what would be \$1.2 billion present value. There was no risk for me. No debt. I would have been much wealthier with no financial risk if I had done it."

"It wouldn't have been like the Boston Braves moving to Milwaukee. Our stadium would have been a 1 hour and 15 minute drive from here. Most of the people who come and tailgate drive that far anyhow. But, it didn't feel right, so we didn't do it."

Unprecedented stability

Although many in Connecticut have never forgiven him, Kraft has stockpiled reservoirs of goodwill throughout the rest of country for his role in settling the NFL labor dispute in 2011. Former Colts center Jeff Saturday publicly thanked Kraft for brokering the agreement while Myra was battling cancer.

"Without [Robert] this deal does not get done," said Saturday, whose bear hug of the owner went viral. "He is a man who helped us save football, and we're so grateful for that."

Kraft is most grateful for the continuity that has become the hallmark of his franchise. During his tenure, he's hired only two coaches (Pete Carroll and Belichick), and had two starting quarterbacks in Bledsoe and Brady (Matt Cassel filled in following Brady's knee injury in 2008).

Kraft's son Jonathan is the heir apparent to this NFL jewel, but the father is not quite ready to abdicate his football throne. He is energized and excited about the Patriots' future.

"I love our locker room," he said. "When I lost Myra, they saved me. I spent a lot of time there. You can walk through on game day and feel the camaraderie."

He does not know if this New England team can win a fourth Super Bowl. He's not sure how much longer Brady will play, but predicts, "It's longer than you think."

By the looks of his cluttered office, Robert Kraft plans on sticking around to find out.



Kraftwork

Three bold decisions by Robert Kraft transformed the Patriots from league laughingstock into the NFL's model franchise

By Peter King
February 1, 2012

On the last day of the 1993 NFL regular season, Patriots players and die-hard fans seemed resigned to losing their team. Absentee owner James Orthwein, a Missouri native who had bought the club two years earlier, intended to move it to St. Louis, which had lost the Cardinals in '88. "We were as good as gone," said Patriots linebacker Andre Tippett. But the fans wouldn't go down without a fight. Though they had the league's worst team (13--50 over four seasons heading into that game, against playoff-contending Miami) and worst venue (dumpy, no-frills Foxboro

Stadium), damn it, this was still their bad team and their crappy stadium. Before the game they burned empty cases of Budweiser in the windswept parking lots. (Orthwein was a great-grandson of brewing mogul Adolphus Busch and sat on the board of the St. Louis--based brewing company.) And once the game ended, victoriously, on a Drew Bledsoe overtime touchdown pass to Michael Timpson, the fans wouldn't leave. "Don't take our team!" they chanted. "Don't take our team!"

Robert Kraft, the owner of Foxboro Stadium, was getting in an elevator when he heard the crowd. It had been a frenzied time for Kraft and his family, as they watched Orthwein shop the Patriots to prospective owners who would take the team to St. Louis. Kraft was a potential buyer, but he felt the deck was stacked against him because he would keep the Patriots in New England. As the elevator door closed, he turned to his son Jonathan and said, "There's no way we're not winning this."

There are decisions people make—often emotional, often against the wishes of those they trust most—that radically shape their future. Robert Kraft has made three of them involving the Patriots. And if any of those had gone the other way, chances are very good that the Patriots would not be the winningest team in the NFL since 1994, and would not be playing in their fifth Super Bowl in the last 11 seasons on Sunday in Indianapolis.

The Patriots morphed from laughingstock to the best franchise in football because at three critical junctures Kraft didn't do the logical thing. He did what something inside him said to do. "I've been around Mr. Kraft a lot when he's got all these spreadsheets and data in front of him," says quarterback Tom Brady. "But it's his instincts that he really trusts. He goes with his gut. And look at his track record—he's always right."

DECISION 1: Overspending for a bad team

A native of the tony Boston suburb of Brookline, Kraft took his four sons to countless Patriots games over the years. He had built a fortune in the paper and packaging business, and with that money came the ability to indulge a dream: He wanted to own his hometown football team. Kraft first tried to buy the Patriots in 1986, but the cash-strapped Sullivan family eventually sold to Victor Kiam. In 1989, however, Kraft bought the lease to Foxboro Stadium out of bankruptcy.

As it became more clear that Orthwein, who had little interest in owning and running a football team, would steer the club to St. Louis, Kraft broke the news to his wife, Myra, in the summer of 1993 on a walk on the beach in Cape Cod. "I told her, 'I'm going to put a bid in for the team,'" Kraft recalled in a three-hour interview with SI at his Brookline home in January. "She didn't think it was a very good business idea. To put it mildly."

But Kraft plowed forward with a seven-man team led by Jonathan, a Harvard Business School grad, that would determine how much they'd bid. The committee came to the conclusion that the Patriots—not including the stadium or lease—were worth about \$115 million. "But," Kraft said, "I figured I'd go to 120 or 125 million if I had to." Summoned to St. Louis to make a final offer with other suitors three weeks after the 1993 season finale, Kraft bid \$125 million. When Orthwein and his advisers declared that none of the bids were sufficient, Kraft said, in essence, tell us what you want for the team. Orthwein's advisers came back with a number: \$172 million.

"Was I scared?" Kraft said. "Yes, I was scared. But this was my shot. How many times in life do you get your shot to do something you desperately want to do? Logic said no. Instinct said yes. Also, things kept flashing through my mind. The Boston Braves had left, and no team ever replaced them. My sons were getting to an age where smart sons move to take good business opportunities [elsewhere], and I wanted my family to stay intact here. I figured this could be a good family business."

After gulping hard at the figure he was quoted, Kraft said yes. For the highest price in the history of American sports, he now owned a bad football team that played in an el cheapo stadium. The tough part—telling Myra—was still to come.

Over the past six months Kraft's anguish over the death in July of his wife of 48 years has been continually evident. In his interview with SI he had to stop to compose himself four times when Myra's name came up—including in the discussion about his decision to buy the team.

"When I told her, she thought I was crazy," Kraft recalled, sitting at his kitchen table. "Angry? Yeah. She couldn't believe I'd done that. It was a ridiculous number. It's the only time she questioned my business judgment in all the years we were married. Every marriage has some hard times, and I can tell you that was a tough night."

Pause. Fifteen seconds.

"That night, to tell you the kind of person my sweetheart was, she said to me ..."

Pause. Five seconds.

"... 'You have to promise me our charitable donations will not be reduced.' I promised her that, and we moved on. Now, today, it's so tough, still. This thing with Myra—everything else is paper clips. Her perspective on what was important in life was such an inspiration."

There were fits and starts to be sure: In 1999 Kraft, seeking a new stadium, announced he would move the team to Hartford, then reversed course. And in the downturn after 9/11, funding for a privately constructed new stadium in Foxborough nearly collapsed. But Kraft weathered the storms and saw the project to completion. Gillette Stadium opened for football in the fall of 2002, when the Patriots were—thanks largely to another gutsy call Kraft had made nearly three years earlier—the reigning Super Bowl champs.

DECISION 2: Hiring Belichick

It's no secret that Kraft and Bill Parcells, the coach he inherited when he bought the team, had their moments of hostility. Parcells wanted authority to draft players, while Kraft preferred a team approach, with the personnel department having final say. That eventually led to an ugly breakup after the 1996 season. But something else good came out of that season, beyond the team's first Super Bowl appearance: Kraft got to know Belichick.

"Bill Parcells came to me and said there was someone he wanted to add to the staff, Bill Belichick, and he wanted me to meet him," said Kraft. "We were already over our coaching budget, but I met him and liked him right away. I drilled him with questions, and I liked what I heard."

Things turned bitter when Kraft learned that Parcells wanted to leave after the season to coach the Jets. After the Super Bowl loss to the Packers, when the Patriots' staff was dissolving, Kraft had a choice: keep Belichick, perhaps even as head coach, or hire new blood. "I wrestled with it," Kraft said. "But I had lost the trust with Parcells, and he and Bill were tied at the hip. They were together for so long. Could I trust [Belichick]? I decided I couldn't, at the time. Everything in life is timing. Myra and I went out to lunch with him and Debby [Belichick's then wife], and I explained it. When I left there, I thought maybe there'd be a time we might work together in the future."

Belichick followed Parcells to the Meadowlands, and the Jets signed him to a contract with an "heir clause" that would give him the head coaching job whenever Parcells stepped down. As an additional reward—and, some within the Jets' organization thought, a ploy to ensure Belichick stayed on—owner Leon Hess gave Belichick a \$1 million bonus, unprompted, in January '99. But Hess died in May of that year, and the ownership situation with the Jets became muddled. When Parcells announced on Jan. 3, 2000, that he was resigning, Belichick took over—for one day. On Jan. 4 he sent his infamous letter to club management: "I resign as HC of the NYJ."

In New England, Kraft had fired coach Pete Carroll on Jan. 3, but before the Parcells announcement. "I made sure we faxed in a request for permission that day to interview Belichick—when Parcells was still the coach," says Jonathan Kraft. When the Patriots' interest in Belichick surfaced, friends around the league called Robert Kraft unprompted to ask him what in the world he was thinking in pursuing the diffident Belichick, who'd made more than his share of enemies in a five-year 37–45 run with the Browns a decade earlier. One associate sent Kraft a tape of memorable and/or monosyllabic moments from Belichick's press conferences in Cleveland.

Kraft was undeterred. Though he felt the Patriots had the right to freely hire Belichick because they'd requested permission before it was announced that Parcells was quitting, commissioner Paul Tagliabue ruled that the Patriots would have to pay the Jets compensation. Irony of ironies: Parcells, who stayed on to run the Jets' front office, and Kraft were the ones who had to hammer out the deal. "When [Parcells] called to discuss it," Kraft said, "my secretary walked into my office and said, 'Darth Vader's on the phone.' I knew exactly who she meant." Finally they agreed. Belichick cost New England its first-round draft choice in 2000.

That wasn't the only first-round pick Belichick cost New England. Commissioner Roger Goodell docked the Pats a 2008 first-rounder as partial sanction for the Spygate scandal. But those two first-rounders were small price to pay for a coach who has averaged 12.9 wins a year, including playoffs, and led the Patriots to five Super Bowls in his 12 seasons. Belichick, a latter-day Monty Hall when it comes to dealing current draft picks for better ones down the road, has ensured that the flow of quality talent won't be stemmed anytime soon. And friends say he has no plans to quit coaching. (Belichick declined to be interviewed for this story.)

"The key to life," said Kraft, "is you try to see things other people can't see. This league is set up for everyone to go 8-8. How do you differentiate? You have to be bold in any business and do things you take a lot of criticism for but you believe are right."

Which brings us to Tom Brady.

DECISION 3: Jettisoning the highest-paid player in football, in his prime

This call is less tough—though it isn't exactly an easy move to trade a prolific quarterback within the division in favor of a sixth-rounder who still had question marks. But a year after Belichick took Brady with the 199th pick in 2000, Kraft could tell that the coach was smitten with Brady and not thrilled with Bledsoe, who improvised too much for the liking of Belichick and offensive coordinator Charlie Weis during a 5--11 season in 2000. Meanwhile, Belichick found Brady to be a sponge, and it was becoming apparent that his arm was stronger than scouts had seen during the predraft process. Brady lived for the game, twice winning a parking space awarded to the player with the best off-season workout effort. And the kid was confident. He was walking out of the old stadium to his car one day shortly after the draft, pizza box (that evening's dinner) under one arm, when he encountered the owner for the first time.

"He looked me right in the eye," Robert Kraft recalled, "and said to me, 'Mr. Kraft, hi, I'm Tom Brady. I just wanted to tell you I'm the best decision your franchise has ever made.'"

In 2001 Brady replaced the injured Bledsoe with the Patriots 0--2 and quarterbacked an underdog team to a stunning Super Bowl victory over St. Louis. The next spring Belichick wanted Brady to play over Bledsoe. "You'd better be right," Kraft told him in a staff meeting. When the Bills offered a first-round pick for Bledsoe, Kraft had to okay it—and he did. "I love the guy," Kraft said of Bledsoe. "That was a tough one. But you've got to back your key managers when they make a decision."

Bledsoe lasted three unspectacular seasons in Buffalo, winning 23 games, none in the playoffs, with a plus-12 touchdown-to-interception differential. Brady in those three years: 43 wins, two Super Bowl victories and 47 more touchdown passes than interceptions.

This past year Kraft was one of 10 owners who helped negotiate the decade-long labor agreement that was hammered out in July. As chair of the league's broadcast committee he took the lead in extending the NFL's network deals through 2022. Those jobs helped him fill his time as he coped with Myra's death. "The way he does business," said Patriots union rep Matt Light, "is it's never a pissing contest. In the labor deal he said the commonsense thing: 'Let's get the lawyers out of the room.' And they did, and it got done."

While difficult, those CBA and TV deals were, in many ways, logical business developments emanating from the sport that laps all others in popularity today. Buying the Patriots? Hiring Belichick? Those were tougher calls, the kind it's become Kraft's business to make. "In this game," he said on Sunday night, after the Patriots had arrived in Indianapolis for their sixth Super Bowl under Kraft, "you better take some risks—or you'll have a nice team, and once every 10 or 20 years you'll be good. That's not what I want to be about."
