

## Our Sports, Entertainment, and Tourism Business Consulting Experience

### National Football League (NFL)

- Provided testimony for the **Oakland Raiders** in an arbitration between the franchise and one of its former coaches. Analysis included an assessment of harm to the brand of the Raiders for alleged statements and actions by the former coach.
- Provided trial testimony in a federal case on behalf of a class of retired NFL players, *Adderley et al. v. NFLPA*. Topics included the economics of licensing in sports, the importance of brand management, and historical team performance in revenue generation.
- Market research and survey design using conjoint analysis to determine optimal pricing of stadium seat rights and related attributes for the **Oakland Raiders**.
- Economic and fiscal impact analysis of the **Dallas Cowboys, Texas Stadium**, and a proposed new stadium on the surrounding community, including public testimony.
- Provided litigation support to counsel for the **NFL**, and case management support for expert testimony, in *Raiders v. NFL* (related to the Raiders' claim they were forced out of Los Angeles). Work included assistance in successful Summary Judgment motion with respect to all antitrust claims. On remaining tort and breach of contract case, provided analysis that led to expert witness testimony on the value of the Oakland and Los Angeles stadium deals as well as critique of Raiders' valuation model.
- Financial valuation of the **Cincinnati Bengals** for the **IRS** related to gift taxes.

### National Basketball Association (NBA)

- Provided testimony in state court and in an arbitration proceeding regarding the value of **NBA star athlete endorsements** and how they pertain to athlete restaurants and charter schools.
- Analysis of market assessment and forecast of revenues for a **new sports arena in Kansas City (NBA and/or NHL quality)**.
- Phase I and Phase II economic impact studies and feasibility analysis of a new arena and surrounding entertainment district for the **Sacramento Kings**, the City of Sacramento, and Union Pacific, the landowner (public testimony given). Included survey analysis.
- Provided litigation support to counsel for Oakland-Alameda County Coliseum Authority, and case management support for expert testimony, in *OACCA v. Golden State Warriors*. Assisted OACCA in demonstrating to the court that the Warriors owed years of damages for unpaid rent.
- Valuation of loss in naming rights value due to major tenant relocating to another arena.
- Analysis of market assessment of an **NBA arena in Louisville**.

### National Hockey League (NHL) and American Hockey League (AHL)

- Analysis of the nature of competition across major sports leagues, including the **NHL and MLB** on behalf of an NHL franchise.
- Analysis of economic impact of the **San Jose Sharks** hockey team, the **HP Pavilion**, and the **Logitech Ice Center** since their inceptions.
- Competitive analysis and market research of **NHL hockey franchise** locations for Canadian government competition authority.
- Conduct research on the economics of the **NHL** and methodology for determining arena valuation for property tax purposes.
- Estimation of economic impact of a minor league hockey team (**KY Thoroughblades**) on local economy to be used in arena lease negotiation.

- Estimation of IP damages and valuation from contract breach by corporate team owner on behalf of the creator of team name, **Mighty Ducks**, and logo.

## Major League Baseball (MLB) and minor league baseball

- Analysis of damages to the City of Anaheim by the **Angels MLB franchise** for alleged breach of contract related to its stadium lease and name change (*City of Anaheim vs. The Los Angeles Angels of Anaheim*). Work included analysis of economic impact, stadium public financing, valuation of franchise name change.
- Liability and damages analysis of failed **minor league** in Canada.

## Soccer

- Economic analysis of player quality and salary structure for the **New York Red Bulls** of Major League Soccer.
- Economic analysis of luxury suite and club seat pricing packages for the **New York Red Bulls** of Major League Soccer.
- Economic impact and feasibility analysis of a new **Major League Soccer** stadium on the surrounding community of San Jose.
- Financial valuation of **Major League Soccer, LLC**. Expert and Rebuttal Reports written and testimony given in an arbitration hearing (*Rothenberg v. Major League Soccer*)
- Antitrust analysis of media rights negotiations between the **Premier League** and a media company for British antitrust authorities.
- Business plan development for launching a new women's professional soccer franchise within the **Women's Professional Soccer league**.

## PGA Tour

- Antitrust analysis of the rules of the Senior Tour regarding how it chooses the field for each tournament for *Toscano v. Senior PGA Tour*.
- Determination of IP valuation and damages from a clothing endorsement alleged breach of contract for PGA Tour player in an arbitration, *Stankowski v. Bugle Boy*.

## Auto Racing

- Analysis of antitrust and damages issues on behalf of NASCAR (in *Kentucky Speedway v. NASCAR and International Speedway Corp.*). Assisted NASCAR and ISC in winning summary judgment on all counts.
- Economic and Fiscal impact study of the **San Jose Grand Prix Champ Car auto race**.
- Estimation of annual economic impact of an National Hot Rod Association (**NHRA**) race track, including five events (two **NASCAR** minor series events, one NHRA event, two amateur events) and nine days of surveying.
- Provided economic expert witness testimony on behalf of sports marketing client in a breach of contract case between client and **Champ Car auto racing team**. IP damages analysis as a result of the breach based on the valuation of engine and technology sponsorship secured by the team (*Parente v. Della Penna Racing*).
- Explanation of the economics of **Formula One** auto racing to European antitrust authorities.

## National Collegiate Athletic Association (NCAA)

- Marketing research utilizing surveys and analytical work pertaining to customer assessment for **U.C. Berkeley Athletics** and the intercollegiate football program.

- Economic and Fiscal impact study of the 2009 NCAA college football game between **University of Notre Dame and Washington State University** on the City of San Antonio.
- Economic and Fiscal impact study of the **2008 NCAA Men's Final Four** on the State of Texas for the San Antonio Sports Foundation and the State Comptroller's Office.
- Economic and Fiscal impact study of the **2007 Valero Alamo Bowl** college football game on the City of San Antonio.
- Economic and Fiscal impact study of the **2007 Dr. Pepper Big 12 Championship** college football game on the State of Texas.
- Economic and Fiscal impact study of the **2007 NCAA Men's Basketball Regional Finals** on the City of San Jose.
- Support to Counsel to Plaintiffs in *White v. NCAA*, focused primarily on the successful pursuit of class certification, as well as evaluation of settlement options during court-imposed mediation.
- Economic and Fiscal impact study of the **2005 NCAA Division I Women's Volleyball Championship** on San Antonio.
- Economic and Fiscal impact study of the **2004 Alamo Bowl** on the City of San Antonio.
- Economic and Fiscal impact study of the **2004 NCAA Men's Final Four** on the State of Texas.
- Fiscal/Tax Impact Forecast of the **2004 NCAA Men's Final Four** on the State of Texas.
- Assisted on Economic and Fiscal impact study of the **1999 NCAA Women's Final Four** in San Jose for SJSU and the NCAA.
- Economic and Fiscal impact study of the **1998 NCAA Men's Final Four** on the City of San Antonio.
- Testimony to California State Senate regarding the economics of college athletics.

### **Racing, Cycling, and Action Sports Events**

- Economic and Fiscal impact study (primary study) and Forecast (secondary study) of the **2009 Rock n' Roll Marathon** on the State of Texas and City of San Antonio.
- Economic and Fiscal impact study of the **2009 Amgen Tour of California** bike race on the State of California and the twelve participating host cities.
- Strategic management and financial valuation analysis for a ski and mountain bike events company (**48Straight**) regarding selling the business, suing for alleged breach by the major sponsor, or renegotiating with the sponsor.
- Economic and Fiscal impact study (primary study) and Forecast (secondary study) of the **2008 Rock n' Roll Marathon** on the State of Texas.
- Economic and Fiscal impact study of the **2008 Nike Women's Marathon** on the City of San Francisco.
- Economic and Fiscal impact study of the **2008 Amgen Tour of California** bike race on the State of California and the twelve participating host cities.
- Economic and Fiscal impact study of the **2007 Amgen Tour of California** bike race on the State of California and the twelve participating host cities.
- Economic and Fiscal impact study of the **2006 Amgen Tour of California** bike race on the State of California and the nine participating host cities.
- Economic and Fiscal impact study of the **2006 San Jose Rock n' Roll Marathon** on the City of San Jose.
- Economic impact study of the **2004 Bay to Breakers** event on the City of San Francisco.

## Local Sports Authorities and Governments

- **Development of an economic impact software tool for the City of San Jose** enabling the City and its partners to generate economic impact estimates for different types of events directly from the software. The analysis is based on fifteen primary studies of San Jose cultural and sporting events along with dozens of other secondary economic impact studies.
- Economic and Fiscal impact study of the **2008 USA Fencing Summer National Championships** on the City of San Jose for the San Jose Sports Authority.
- Economic and Fiscal impact study of the **2008 USA Wrestling Dave Schultz Kids/Cadet Freestyle State Championship** on the City of San Jose for the San Jose Sports Authority.
- Economic and Fiscal impact study of the **2007 CAHA Hockey Tournament (Jr. hockey)** on San Jose.
- Consulting provided for economic impact study of the **San José Sports Authority (SJSA)** since its inception (over 150 events).
- Forecast of economic and fiscal impact helping San Antonio Sports Foundation move forward in their bid for the **Pan Am Games**. Presentation in front of a subcommittee of the State Congress of Texas to educate the State in its decision to provide initial funding and insurance for the Games.

## Cultural and Convention Events

- Economic and Fiscal impact study of **The Tech Museum of Innovation** on the City of San Jose.
- Economic and Fiscal impact study of the **2009 Silicon Valley Auto Show** on the City of San Jose.
- Economic and Fiscal impact study of the **2009 American Traffic Safety Association Conf.** on San Jose.
- Economic and Fiscal impact study of the **2008 Photonics West** on the City of San Jose.
- Economic and Fiscal impact study of the **2008 San Jose ZeroOne Festival** on the City of San Jose.
- Economic and Fiscal impact study of the **2008 NVISION Conference** on the City of San Jose.
- Economic and Fiscal impact study of the **2008 California Science Teachers Association Conference** on the City of San Jose.
- Economic and Fiscal impact study of the **2007 Vietnamese Spring Parade & Festival** on San Jose.
- Economic and Fiscal impact study of the **2006 San Jose ZeroOne Festival** on the City of San Jose.
- Economic and Fiscal impact study of the **2006 San Jose Jazz Festival** on the City of San Jose.
- Economic and Fiscal impact study of the **2006 Tapestry Arts Festival** on the City of San Jose.
- Economic and Fiscal impact study of the **2006 San Jose Mariachi Festival** on the City of San Jose.

## Media and Technology

- Market research for media company, **Setanta Sports**, in preparation for launching a new TV channel (three phases of research including surveys, panel group, secondary data analysis).
- Market research and business plan development for companies that produce biotelemetry solutions for sports teams and media (one company based in Australia; another in New Zealand).
- IP liability and damages assessment involving **Sony's video game console** and software producer on behalf of Sony.
- M&A analysis involving the Department of Justice regarding acquisitions of amphitheaters by **ClearChannel**.
- White paper on the size of systematic financial risk in the U.S. sports industry to be used in regulatory proceeding for development of sports options trading.
- Feasibility of B2C website for the recruiting market between high school, college, and professional athletes and respective leagues.

## Other

- Research for Center for Exhibition Industry Research (CEIR) as part of a study on the expected growth of different industries in the U.S. and how that pertains to growth in the Exhibition Industry, led by the University of South Carolina (USC).
- Survey for Center for Exhibition Industry Research (CEIR) as part of an academic study of the Cost Effectiveness of Exhibition Participation led by the University of South Carolina (USC).
- M&A analysis involving the DoJ regarding acquisitions of amphitheaters by **ClearChannel**.
- Naming rights valuation for **Lewis University** airport.
- Examination of the location of **YMCAs** compared to **IHRSA** clubs and its competitive effects. At issue were the YMCA's non-profit status and its stated mission and the advantage it gains from this in competing with IHRSA clubs.