

## Our Sports Business Consulting Experience

### National Basketball Association (NBA)

- Analysis of market readiness and forecast of revenues for a new **sports arena in Kansas City**, incorporating published research.
- Phase I and Phase II economic impact studies 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.
- Estimation of damages between the local government and the **Golden State Warriors** from contract breach regarding the financing of the arena.
- Valuation of loss in naming rights value due to major tenant relocating to another arena.

### National Football League (NFL)

- Two expert reports and expert witness testimony (deposition and trial) in Federal Court on behalf of **retired NFL players** against the NFLPA.
- Market research and survey design using conjoint analysis to determine optimal pricing of stadium seat rights, tickets, and 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.
- Economic evaluation of antitrust elements in the **Oakland Raiders** lawsuit against the **NFL**, on behalf of the NFL.
- Financial valuation of the **Cincinnati Bengals** for the **IRS** related to gift taxes.

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

- 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 value 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 alleged damages to the City of Anaheim by the **Angels MLB franchise** for alleged breach of contract related to its stadium lease and franchise name change. Work included analysis of economic impact, contract performance, stadium public financing, and 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 a **Major League Soccer team**.
- Economic analysis of luxury suite and club seat pricing packages for a **Major League Soccer team**.

- Economic impact analysis of new **Major League Soccer** stadium on the surrounding community.
- Financial valuation of **Major League Soccer, LLC**. Expert and Rebuttal Reports written and testimony given in an arbitration hearing.
- 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.
- Determination of IP valuation and damages from a clothing endorsement alleged breach of contract for **PGA Tour player**.

## **Auto Racing**

- Analysis of antitrust and damages issues on behalf of **NASCAR** and **ISC**.
- Economic and Fiscal impact study of **Champ Car auto race** on the City of San Jose.
- 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.
- Explanation of the economics of **Formula One** auto racing to European antitrust authorities.

## **National Collegiate Athletic Association (NCAA)**

- 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.
- 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.
- 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 and Cycling Events

- 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 Events

- 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.
- 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.

## Aviation

- Naming rights valuation for **Lewis University** airport.
- Creation of proprietary **economic impact software and an econometric model (Airport Impact Model™ for Elite Services Group)**, utilizing over **380 economic impact studies** for the American Association of Airport Executives. The model is able to estimate, via secondary research, the economic impact of general aviation airports, and the changes to those airports, on their surrounding regions. The model has been used to provide estimates of the associated effects of the change in the number of flights (including adjustments made by competing operators), passengers and their spending, relative capacity, the addition of a runway or gate to the facility, and more.
- Completed an engagement with the Illinois Department of Transportation to use the Airport Impact Model to measure the economic impact of all of its general aviation airports (approximately 80 airports).
- Economic impact analysis (current and forecast) of SkyHaven Airport.
- Economic impact analysis (current and forecast) of McCall Municipal Airport.
- Economic impact analysis (current and forecast) of Nampa Municipal Airport.
- Economic impact analysis (current and forecast) of Waukesha County Airport.
- Economic impact analysis (current and forecast) of Leesburg Executive Airport.
- Economic impact analysis (current and forecast) of Greene County Airport.
- Economic impact analysis (current and forecast) of Paine Field Airport.
- Economic impact analysis (current and forecast) of Stinson Municipal Airport.
- Economic impact analysis (current and forecast) of Smith Field Airport.
- Economic impact analysis (current and forecast) of Bowling Green-Warren County Regional Airport.
- Economic impact analysis (current and forecast) of Virginia Tech Airport.

## Other

- 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**.
- 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.