
Sports, Entertainment, and Tourism Business Consulting Experience Sample

Major League Baseball (MLB) and minor league baseball

- Financial and economic analysis of baseball and **AT&T Park** for Assessment Appeals Board (property tax dispute).
- Measurement of indirect economic impact of the **New York Yankees** spring training on Hillsborough County.
- Provided consulting analysis in *Senne v. MLB et al.* pertaining to economics of commercial transactions.
- Submitted an expert report regarding damages pertaining to an endorsement agreement and harm to an athlete's brand in *Frank Thomas v. Reebok*.
- Submitted expert reports regarding lost earnings of Major League Baseball player in *Backe et al. v. Fertitta Hospitality, LLC et al.*
- Provided testimony regarding financial valuation of minor league baseball team and estimate of damages in *Long Beach Armada v. City of Long Beach*.
- Analysis of alleged damages to the City of Anaheim for alleged breach of contract related to the **Angels'** stadium lease and name change (*City of Anaheim vs. The Los Angeles Angels of Anaheim*). Work included analysis of economic impact, stadium public financing, and valuation of franchise name change.
- Named expert witness for the **Texas Rangers** Major League Baseball club to analyze a punitive damages claim from an injury at a baseball game (*Bueno v. Rangers*).
- Prepared expert testimony on liability and damages related to the operations of a **minor baseball** league on behalf of the league's owner (*Don Altman, et al. v. Jeffrey Mallet, et al.*). Case was settled prior to deposition.

National Basketball Association (NBA)

- Economic analysis and arbitration testimony pertaining to lost earnings in *ISE v. Dan Fegan*.
- Financial valuation of an **NBA team** on behalf of the Internal Revenue Service.
- Update to previous analysis of market assessment of an **NBA team in Louisville**.
- Economic and Fiscal impact study of the **2012 NBA All-Star Game** on the City of Orlando.
- Provided testimony in state court regarding the value of **NBA star athlete endorsements** and how they pertain to restaurant endorsements on behalf of Dwyane Wade (*D Wade's Place v. Dwyane Wade*).
- Provided testimony in an arbitration proceeding regarding the value of **NBA star athlete endorsements** and how they pertain to charter schools on behalf of Dwyane Wade (*Rodberg v. Dwyane Wade*).
- Analysis of market assessment and forecast of revenues for a new sports arena in Kansas City (NBA and/or NHL quality).
- Phase I economic impact study 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.
- Phase II economic impact study 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 Football League (NFL)

- Economic analysis of NFL franchise economics in *City of Oakland v. Oakland Raiders et al.*
- Economic and fiscal impact of Levi's Stadium (home of the **San Francisco 49ers**) on the local community, including five 49ers games among other events.
- Expert report on the economics of secondary ticketing & PSLs in *FCN Capital v. St. Louis Rams, NFL*
- Expert report on the economics of ticketing in re *Finkelman et al. v. NFL et al.*
- Expert witness measuring damages in *MillerCoors LLC v. New England Patriots LLC*.
- Provided consulting services related to class certification and econometric analysis in *Brady v. NFL*.
- Provided arbitration testimony for the **Oakland Raiders** in a dispute between the franchise and one of its former coaches (*Kiffin v. Raiders*). 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, Parrish 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*. Work included assessment of antitrust claims, tort and breach claims, and valuation critique.
- Financial valuation of the **Cincinnati Bengals** for the **IRS** related to estate taxes.

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

- Analysis of the economic impact of the expansion of **Sharks Ice**, including a minor league hockey arena, on the City of San Jose.
- Analysis of the marketability of an NHL franchise for the purposes of attracting free agents for an **NHL franchise**.
- Analysis of economic & fiscal impact of the **San Jose Sharks** and the **SAP Center** since its inception.
- Submitted multiple expert reports on financial damages pertaining to a dispute between season ticket holders and the **Philadelphia Flyers** (*Phillips et al. v. Comcast Spectacor et al.*).
- Analysis of the nature of competition across major sports leagues, including the **NHL** and **MLB** on behalf of the **San Jose Sharks**.
- 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 (*Tampa Bay Arena v. Hillsborough County*).

- 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 (*Steven Brill v. Walt Disney Co.*).

Soccer

- Consulting on economic and competition issues involving the **North American Soccer League** in a dispute with **United States Soccer Federation**.
- Economic impact analysis of **U.S. Men's National Team vs. Honduras** soccer match in San Jose.
- Economic analysis of professional soccer player salaries on behalf of the **U.S. Equal Employment Opportunity Commission**.
- 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 ticket pricing packages and revenue for the **New York Red Bulls** of Major League Soccer.
- Feasibility and economic impact 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**.

National Collegiate Athletic Association (NCAA)

- Economic impact analysis of the **2018-19 College Football Championship Game** on Santa Clara, CA.
- Economic impact analysis of the **2018 Red Box Bowl** on Santa Clara, CA.
- Economic impact analysis of the **2018 Pac-12 Championship Football Game** on Santa Clara, CA.
- Consulting on the economics of college basketball for *U.S. v. Gatto*.
- Federal trial testimony and six expert reports on economic analysis issues regarding class certification, liability, damages, and antitrust economics in *In Re: NCAA Athletic Grant-in-Aid Cap Antitrust Litigation*.
- Economic analysis of coaching pertaining to a wrongful termination lawsuit.
- Economic impact analysis of **2017 NCAA Men's Basketball Regional Finals** on the City of San Jose.
- Economic and Fiscal impact study of the **Shamrock Series** (between **Notre Dame and Army**) college football game on the City of San Antonio and State of Texas.
- Economic and Fiscal impact study of the **2016 Valero Alamo Bowl** college football game on the City of San Antonio and State of Texas.
- Economic analysis of the financial relationship between **University of Alabama-Birmingham** football, bowling, and rifle and the university in general.
- Economic and Fiscal impact study of the **2015 Valero Alamo Bowl** college football game on the City of San Antonio and State of Texas.
- Economic and Fiscal impact study of the **2014 AdvoCare V100 Texas Bowl** college football game on the City of San Antonio and State of Texas.
- Economic and Fiscal impact analysis of the **2014 Southwestern Athletic Conference (SWAC)** football championship on the State of Texas.

- Expert Reports and deposition testimony on economic analysis issues regarding class certification, antitrust in ***Rock v. NCAA***.
- Economic and Fiscal impact measurement of the **2014 AdvoCare Texas Kickoff** college football game between LSU and the University of Wisconsin on the City of Houston.
- Consulting on economic and financial issues related to the **University of Maryland's** exit fee from exiting the **ACC**.
- Multiple reports, depositions, and federal trial testimony on economic analysis issues regarding class certification, antitrust, and licensing in ***O'Bannon et al. v. NCAA et al.***
- Economic and Fiscal impact study of the **2013 Valero Alamo Bowl** college football game on the City of San Antonio and State of Texas.
- Economic and Fiscal impact study of the **2013 SWAC Championship** college football game on the region and the State of Texas.
- Economic and Fiscal impact forecast of the **2012 West Coast Conference Men's Basketball Tournament** on the City of Las Vegas, and assessment of other markets for future events.
- Economic and Fiscal impact study of the **2012 Valero Alamo Bowl** college football game on the City of San Antonio and State of Texas.
- Economic and Fiscal impact study of the **2011 Meineke Car Care Bowl** college football game on the City of Houston.
- Economic and Fiscal impact study of the **2011 Valero Alamo Bowl** college football game on the City of San Antonio and State of Texas.
- Assessment of Intercollegiate Athletics and its relationship to the greater university at the **University of San Francisco**.
- Marketing research utilizing surveys and analysis pertaining to customer assessment for a **Power 5** 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.
- Testimony to California State Senate regarding the economics of college athletics.
- 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.

Auto Racing

- Economic analysis pertaining to damages in an auto racing case between a driver and his agent (*Sports Management Network v. Kurt Busch*).
- Provided expert reports and testimony in sponsorship breach of contract lawsuit between racing team and sponsor in federal court (*Vici Racing, LLC v. T-Mobile USA, Inc.*).
- Economic and fiscal impact of the **Formula 1 Singtel Singapore Grand Prix** on the country of Singapore (in partnership with Boston Consulting Group).
- 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.

Golf & Tennis

- Economic analysis of professional tennis player's career earnings, including endorsements.
- Economic and fiscal impact of the **2020 Arnold Palmer Invitational (PGA Tour event)** on the local community.
- Economic analysis of damages from alleged breach of contract between employee and professional golf agency (*4Sports v. Earle*).
- Economic and fiscal impact of the **2019 Arnold Palmer Invitational (PGA Tour event)** on the local community.
- Assessment of the economic impact of the **Miami Open (ATP)** event on its surrounding community.
- Measurement of indirect economic impact of the **PGA Tour's Valspar Championship** on the local community.
- Antitrust analysis of the rules of the Senior Tour regarding how it chooses the field for each tournament for *Toscano v. Senior PGA Tour*.
- Expert report determining sponsorship value and damages from a clothing endorsement alleged breach of contract for PGA Tour player in an arbitration, *Stankowski v. Bugle Boy*.

Combat Sports (Boxing, Mixed Martial Arts)

- Consulting services provided on antitrust economics issues in class action (*Le et al. v. Zuffa et al.*).
- Submitted an expert report and provided deposition testimony pertaining to the economic relationship between two entities in *Garcia v. Top Rank, Inc.*
- Expert reports analyzing financial damages in a defamation lawsuit between professional boxers (*Pacquiao v. Mayweather Jr.*)

Sporting Events

- Economic and Fiscal impact analysis (primary estimate) of **ESPN's X Games Minneapolis 2019** on the city of Minneapolis.
- Economic and Fiscal impact analysis (primary estimate) of **ESPN's X Games Minneapolis 2018** on the city of Minneapolis.
- Economic and Fiscal impact analysis (primary estimate) of **ESPN's X Games Minneapolis 2017** on the city of Minneapolis.
- Economic and Fiscal impact analysis (forecast and primary study) of the **2015 International Weightlifting Championships** on the State of Texas.
- Economic and Fiscal impact study of the **2014 Nike Women's Marathon** on the City of San Francisco.
- Economic and Fiscal impact analysis (primary estimate) of the **2014 Transplant Games** on the State of Texas.
- Economic and Fiscal impact analysis (primary estimate) of the **2014 USATF Junior Olympics** on the State of Texas.
- Economic and Fiscal impact forecast of **Nike Training Club** in Santa Monica on the City of Santa Monica.
- Economic and Fiscal impact study of the **Nike Women's Marathon Ten-Year History** in San Francisco on the City of San Francisco.
- Economic and Fiscal impact analysis (forecast) of the **2014 Transplant Games** on the State of Texas.
- Economic and Fiscal impact analysis (forecast) of the **2014 USATF Junior Olympics** on the State of Texas.
- Economic and Fiscal impact study of the **2013 Nike Women's Marathon** on the City of San Francisco.
- Economic and Fiscal impact analysis of the Delhi Daredevils of the **India Premier League** (cricket) on its local region.
- Economic and Fiscal impact analysis of an expansion of **Sharks Ice** from four to six sheets on the City of San Jose.
- Economic and Fiscal impact analysis (primary study) of the **2012 AAU Junior Olympics** on the State of Texas for the City of Houston.
- Economic and Fiscal impact analysis of the **2012 United States Olympics Trials - Gymnastics** on the City of San Jose.
- Economic and Fiscal impact analysis of the **2012 United States Figure Skating Championships** on the City of San Jose.
- Economic and Fiscal impact *forecast* of the **2012 AAU Junior Olympics** on the State of Texas for the City of Houston.
- Economic and Fiscal impact study of the **2011 Nike Women's Marathon** on the City of San Francisco.
- 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 **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.
- 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.
- 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.
- **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.
- Consulting provided for economic impact study of the **San José Sports Authority** (SJSA) since its inception (over 150 events).

Cultural and Convention Events

- Expert declaration on the economics of ticketing in re *Glickman et al. v. Live Nation et al.*
- Analysis of the economic impact of a **Maroon 5** concert on the City of San Jose.
- Analysis of the indirect and induced economic impact of summer camps in North Carolina for **North Carolina State University**.
- 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.
- Analyzed the antitrust economics of mergers of concert venues involving **SFX, Clear Channel, and Nederlander**.

Media and Technology

- Federal trial testimony, multiple reports and depositions conducting analysis of financial harm in *Federal Trade Commission v. DirecTV*.
- Analysis of changes in technology on antitrust issues in secondary ticketing for **Stub Hub**.
- 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 (*Sony Computer Entertainment Inc. v. Connectix Corporation*).
- 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 (GSX, PLC).
- Feasibility of B2C website for the recruiting market between high school, college, and professional athletes and respective leagues.

Other

- Analysis and testimony in *The People of the State of California v. Hertz et al.* on financial harm owed for alleged misleading advertising.
- Demand analysis and economic impact of proposed 600+ acre sports real estate development (**Colorado National Sports Park**) project in Colorado on behalf of a prospective investor.
- Expert report and analysis of alleged trade secrets in the sports business consulting industry regarding *Sport Management Research Institute v. Keehn*.
- 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).
- 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.