



SPORT IQ

PREDICTIVE REVENUE OPTIMIZATION
FOR SPORTS BUSINESS

Overview

Sports today isn't about the competition on the field. It's about maximizing your revenue of your fan base. That means giving them an entertainment experience they simply can't get anywhere else.

AND THIS IS THE PROBLEM.

Because with today's fans having endless options for spending their entertainment dollars, the costs of capturing, retaining and monetizing them have skyrocketed.

Get it wrong, and you could lose millions - even billions - of dollars. The risks have never been higher.

To solve this problem, you must rapidly away away from the current model of commodity mass channel market. Instead, you must shift to a completely new paradigm where you build, market and sell products and services that are specifically tailored to each individual member of your audience.

Unfortunately, delivering on this has been the endless challenge of sports teams, leagues and businesses for years. And despite its vast potential and many promises, it's something the technology industry has yet to come even close to fulfilling.

Until now.

This deck is dedicated to showing you how.



THE PROBLEM

If you want to monetize your audience, you must know exactly how they spend their money.

Typical engagement, metrics like impressions and IP don't matter. **The only way to fully maximize your revenues is to accurately measure and predict spending behaviors. If your market isn't paying for it, they don't care about it. Which means you'll never be able to make money from it.**

The 5 Elements to Quantifying Your Audience's Spending Behavior.

Capturing the fan means capturing their wallet. And in order to do that, you must have a deep and granular understanding of exactly how they spend their money.

Taken together, each of these elements form a hyper-accurate picture of your audience - and its willingness to spend on your offerings.



WHAT: PRODUCTS & CATEGORIES

The last thing you want is window shoppers. So the first thing you must find out is **whether your audience is already spending its money in your category.**



WHERE: CHANNELS & PLACES

Does your audience spend online, in-store, in-stadium or somewhere else? **Targeting the right delivery channels is critical** to maxing out your ROI.



WHEN: TIME OF YEAR, MONTH, WEEK & DAY

In this game, **timing is everything.** You may have the right consumer, but if you hit them at the wrong time, they're as good as gone.



HOW OFTEN: FREQUENCY OF SPEND

Repeated behaviors are important. Infrequent spending isn't. How often someone spends their money on a specific product or category indicates how much they'll spend on it in the future.



HOW MUCH: PERCENTAGE OF DISCRETIONARY INCOME

Not all consumers are created equal. **You must be able to quantify how much they can spend** before you can predict how much they will spend.

THE PROBLEM

Today's fans aren't getting what they want.

Sports fans, like all consumers, are a picky breed. They know what they want, but they can't tell you.
And this is a problem, because if you can't quantify it, you can't possibly deliver it?

THE 4 ELEMENTS OF THE OPTIMIZED FAN EXPERIENCE



1. AN IMMERSIVE EXPERIENCE

Fans want to be deeply engaged in the game, their teams and their favorite players. Regardless of the channel (digital, social, in-game, in-store, etc), **what fans want most is to feel like they're part of the action.**



2. PERSONALIZED TO THEIR SPECIFIC NEEDS

Each fan is unique. And they all want an experience that is unique to them. That means being able to engage how they want, when they want, where they want it and across whichever channels they choose.



3. CONVENIENCE

In an on-demand, mobile world, convenience is paramount. If people can't get what they want immediately, they'll go do something else. **Fans must be able to engage with no friction.** That means no wasted time, effort or patience.



4. FIT EXACTLY TO THEIR PRICE POINTS

None of this matters if your audience doesn't have the money to spend. And because everyone has different spending habits, the experiences you deliver must be customized to their income ceilings.

It's a great myth that people are reluctant to spend their money. Nothing could be further from the truth.

Fans will ALWAYS spend their money... if they're being offered what they want.

The real reason nobody knows what fans really want is that they don't have a method for discovering it, quantifying it and, most importantly, tying it to revenue-producing products & services.

There's plenty of data on fan behavior, but data is a commodity. What's really missing is the insight and expertise on how to use it.

THE PROBLEM

Current data & analytics platforms fall woefully short.

These platforms look fancy and make big promises, but the truth is that they're hopelessly inaccurate. **They're mining the WRONG data the WRONG way. The result is wasted spend, underperforming revenues and missed opportunities.**

THE 4 REASONS WHY CURRENT ANALYTICS MODELS DON'T WORK:

1

THEY ASSUME PEOPLE KNOW WHAT THEY WANT, BUT THEY DON'T.

People can't articulate what they want. They can only tell if you they like or don't like it after the fact. This is why surveys are only marginally effective. **What someone has done recently represents how they'll spend in the future.** But nothing could be further from the truth.

2

THEY DON'T KNOW WHICH SPENDING PATTERNS ARE IMPORTANT AND WHICH AREN'T.

There's a big difference between what someone does a few times and what someone does all the time. When we spend on something frequently, it matters to us, and we'll do it again. When we do it infrequently, it doesn't matter, and it should be ignored. The problem is that **current data modeling can't distinguish between the two, giving you a wildly inaccurate picture of your audience.**

3

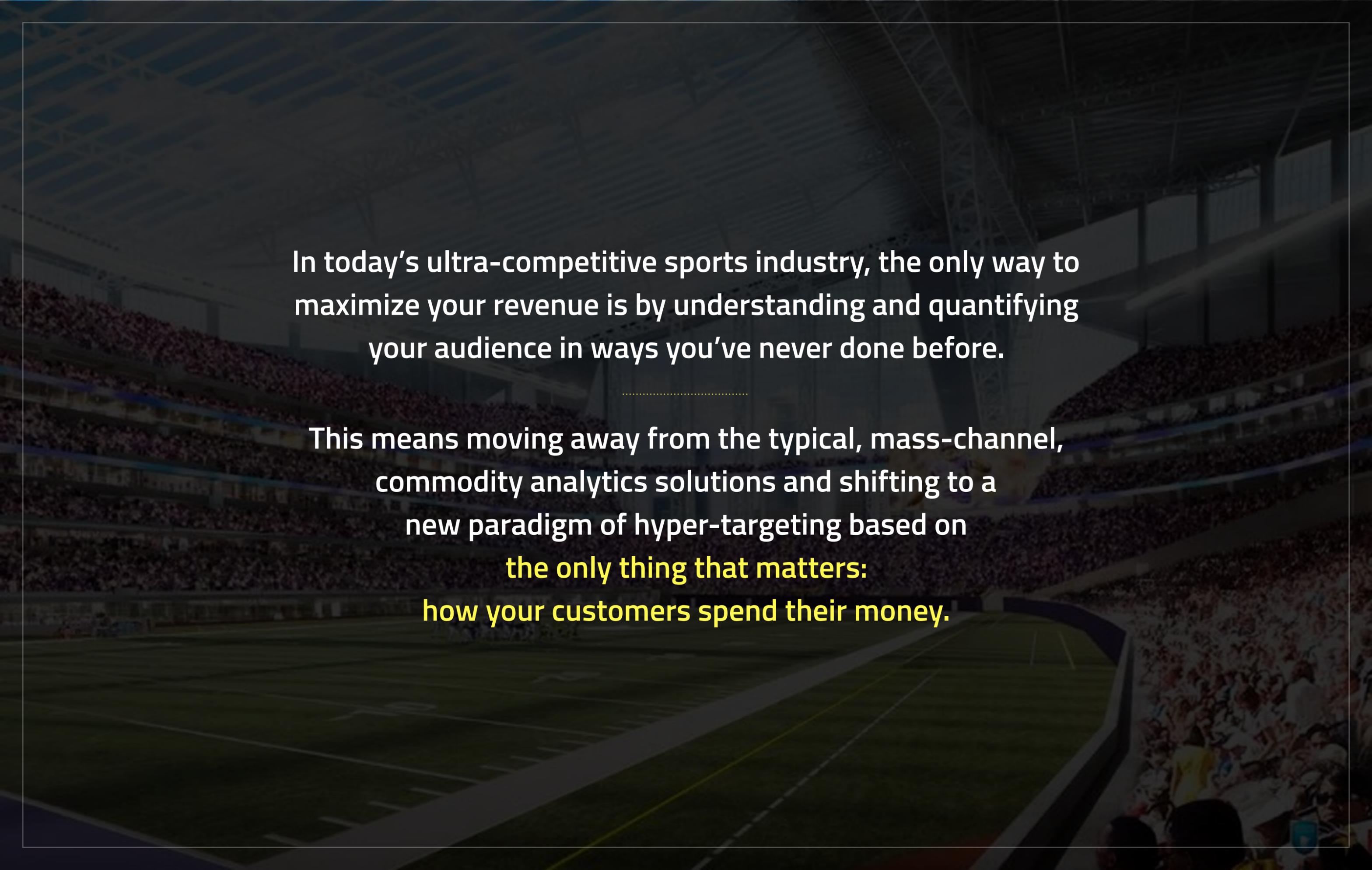
THEY'RE BACKWARD LOOKING

Looking at what someone bought and assuming they want the same or similar thing ignores the fact that everyone is always seeking something new and better. Instead, you must be able to effectively **mine your audience's spending and usage behaviors to accurately predict not what they want now... but what they will want next.**

4

THEY CAN'T CONNECT THE DOTS

Consumer behavior is incredibly complex. Each of our purchases and interactions connect together to form hyper-accurate, predictive patterns. Constructing this picture requires highly advanced technology... but **current analytics models are far too simple and lack the technology to do it.** Because they cannot mine your audience deeply or accurately, their conclusions are wildly inaccurate. And this can cost you millions.



In today's ultra-competitive sports industry, the only way to maximize your revenue is by understanding and quantifying your audience in ways you've never done before.

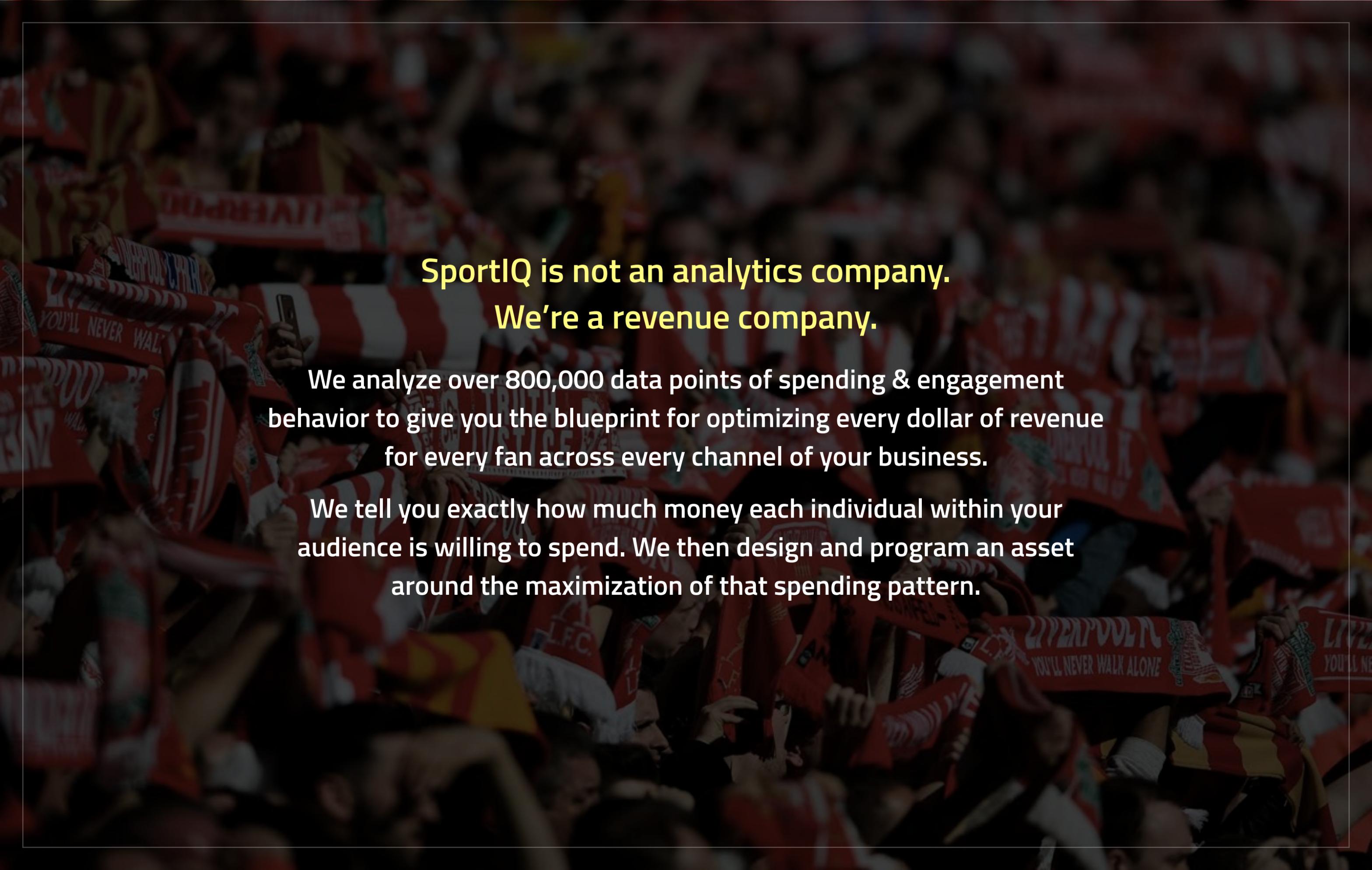
.....

This means moving away from the typical, mass-channel, commodity analytics solutions and shifting to a new paradigm of hyper-targeting based on **the only thing that matters: how your customers spend their money.**



WELCOME TO

SPORT IQ



**SportIQ is not an analytics company.
We're a revenue company.**

We analyze over 800,000 data points of spending & engagement behavior to give you the blueprint for optimizing every dollar of revenue for every fan across every channel of your business.

We tell you exactly how much money each individual within your audience is willing to spend. We then design and program an asset around the maximization of that spending pattern.

Predict Spending Patterns with Hyper-Accurate Modeling

SportIQ mines over 800,000 data points, across 1,700 Spending Attributes, for each member of your audience.

This yields a comprehensive yet granular picture of your market, across 3 CRITICAL categories. It is this precise combination which delivers the optimized experience for each fan and maximizing both revenue and ROI across all of your delivery channels.

SportIQ is different than any analytics model on the planet. Unlike our competitors, we never look at anything in isolation. Instead, we examine your audience from 3 critical viewpoints:

1. How fans **interact and engage** with each channel and element within your universe.
2. How this behavior directly correlates with **their spending patterns**.
3. **The right mix of products**, services and price points to offer each individual fan.



SPENDING BEHAVIOR

1. **WHAT** they've spent their money on.
2. **HOW MUCH** they've spent on each category, and each product or service within that category
3. **HOW OFTEN** they've spent it
4. **WHEN** they've spent it (time of year, month, week and day)



ENGAGEMENT BEHAVIOR

1. **WHICH ACTIVITIES** they do most often
2. **WHICH CHANNELS** they engage most often (digital, social, physical, etc.)
3. **HOW OFTEN** they participate in each one
4. **WHEN** they participate in each activity / channel (time of year, month, week and day)



TRAVEL BEHAVIOR

1. **WHERE** they live
2. **WHERE** they work
3. **WHERE** they spend their leisure time
4. **HOW FAR** they will travel from their home / workplace
5. **HOW OFTEN** they will travel from their home / workplace
6. **HOW MUCH TIME** they will spend traveling

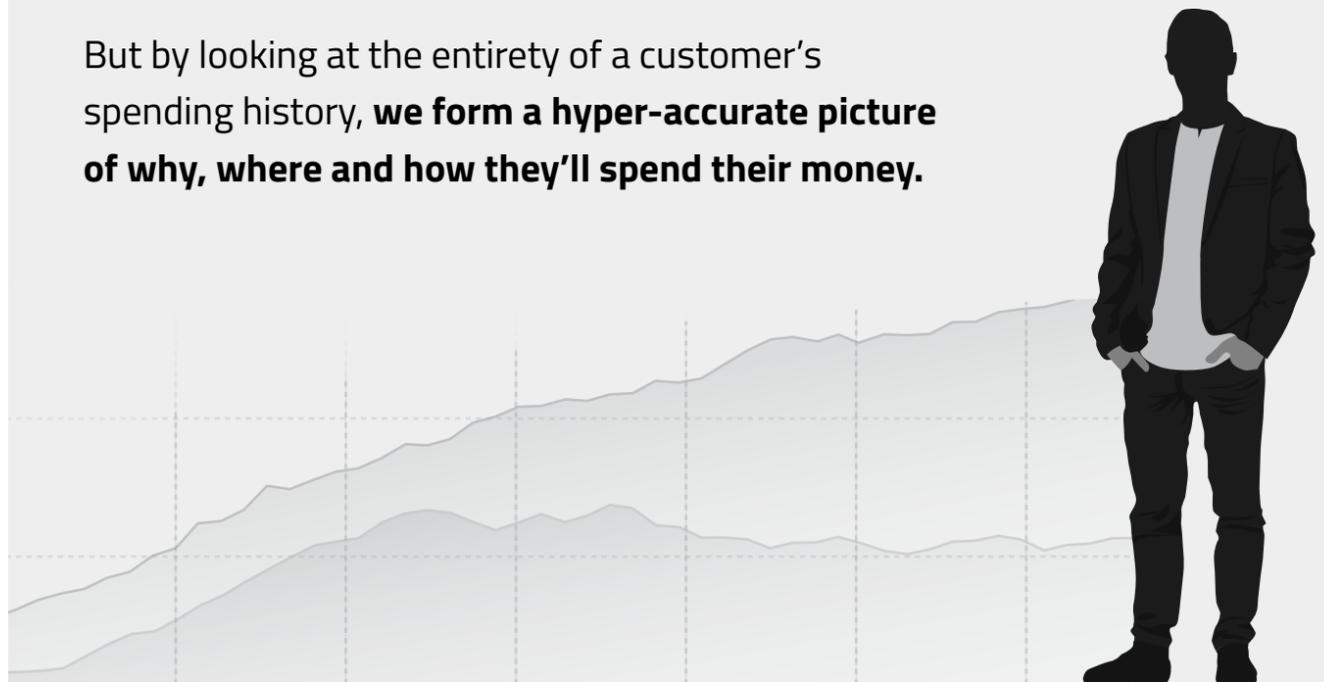
Spend is the **ONLY** thing that matters.

To predict how your customers will spend their money, you must first understand **WHY** they spend their money.
And to do that, you must be able to uncover, quantify and connect specific behaviors to specific products and services.

BEHAVIOR ATTRIBUTES: THE KEY DRIVERS BEHIND WHY YOUR AUDIENCE SPENDS ITS MONEY.

Behavior Attributes are like taste buds. We all spend our money based on our inherent preferences. The catch is that these preferences aren't easily revealed, which is why other analytics programs are inaccurate.

But by looking at the entirety of a customer's spending history, **we form a hyper-accurate picture of why, where and how they'll spend their money.**



- 1 CONSUMERS' TRUE PREFERENCES ARE REVEALED BY HOW THEY SPEND THEIR TIME AND MONEY.**
The cliché is true: money talks. What your customers say often isn't what they really want. That's why SportIQ focuses on **how consumers spend their two most important resources: their time and money.**
- 2 PEOPLE CAN'T LIE ABOUT THEIR ATTRIBUTES.**
Our spending patterns are the ultimate lie detector test, because they reveal what we really want. **Standard tools like surveys and impressions are false positives,** which is why we never use them.
- 3 OUR ATTRIBUTES ARE PREDICTIVE**
This is the real breakthrough. By quantifying the intangible desires of your audience, we're able to predictively design new product offerings and revenue streams. And this is what allows you to maximize your ROI in ways your competitors could never dream of.

A Case Study: How To Quantify A Person's Taste Buds

When we talk about analyzing your customers' spend, what does that really mean? In this example, we'll show you how SportIQ uses predictive data to design premium-priced food & beverage for maximum ROI.

THE TRUTH BEHIND YOUR MARKET'S SPENDING PATTERNS

Contrary to popular belief, when your customers buy something, that doesn't mean they want more of it.

We look beyond individual purchases and, instead, analyze all of their spending to isolate the patterns that are most important.

These patterns reveal their underlying tastes... and it is these tastes which point to what they REALLY want. And because we can uncover their true motivations, we can then predictively design, program and optimize any asset in your arsenal.



STEP 1: MAPPING THE 16 TYPES OF TASTE BUDS

Every one of the millions of foods and beverages around the world falls into one of **16 different types of Taste Buds**: salty, sweet, acidic, sour, bitter, etc.



STEP 2: MINE YOUR AUDIENCE'S SPEND TO EXTRACT THEIR TASTE ATTRIBUTES

Based on your audience's food & beverage spending history, **we're able to categorize their taste buds into one or more of the 16 Taste Buds**. This allows us to build a Taste Profile for each individual person in your audience. We can now quantify whether each customer prefers a sweet-salty-sour combination, or if their palate is acidic and bitter.



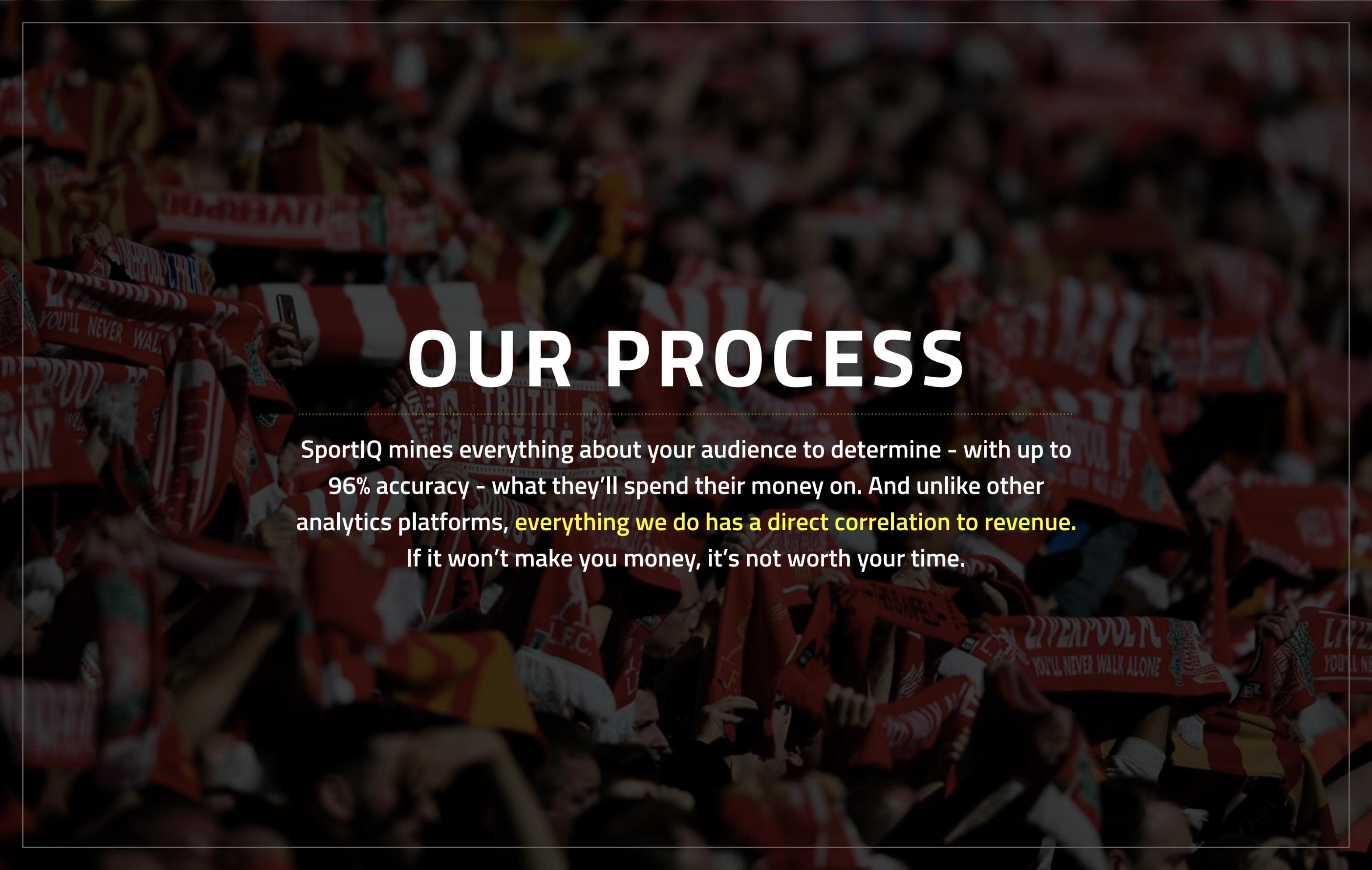
STEP 3: CREATE MIX ASSORTMENT

Your overall audience will have multiple segments, so we take the Taste Attributes for each group and **quantify the optimal mix of food and beverage types to yield the maximum total spend for your market.**



STEP 4: PREDICTIVELY DESIGN & PROGRAM YOUR ASSET

Because we know exactly the types of foods your audience inherently prefers, we can now predictively create new food combinations, menus and restaurant concepts. **This allows you to charge premium prices...** because when you give your customers exactly what they love, price is no issue.



OUR PROCESS

SportIQ mines everything about your audience to determine - with up to 96% accuracy - what they'll spend their money on. And unlike other analytics platforms, **everything we do has a direct correlation to revenue.** If it won't make you money, it's not worth your time.

1: Identify Your Target Audience

1. Gather Applicable Audience Data

This includes season ticket holders, viewers, buyers and/or visitors from the relevant team, league or sports business.

2. Construct Their Spending Profiles

This list is then run through our proprietary algorithms, which builds out detailed spending profiles of each audience segment.

3. Construct Their Transaction Profile

The result is an initial profile which contains hundreds of thousands of data points, across all aspects of their purchase and behavioral history.

2: Analyze Your Audience

THE 5 AUDIENCE FACTORS



1. Geographics

Where they live, targeted by zip or postal code.



2. Demographics

Age and stage of life.



3. Psychographics

What they want, value and believe.



4. Discretionary Income

How much available income they have and want to spend in your category.



5. Mobile Phone Profile

Daily device usage and travel patterns via EIN records.

3: Define Profile Groups

1. Each consumer is grouped by a set of common attributes, across the 5 Audience Factors.
2. These Profile Groups represent the distinct categories of your audience.
3. This allows us to identify the specific type of experience, at the specific price points desired by each group in your audience.
4. There can be up to 40 Profile Groups for each market area.



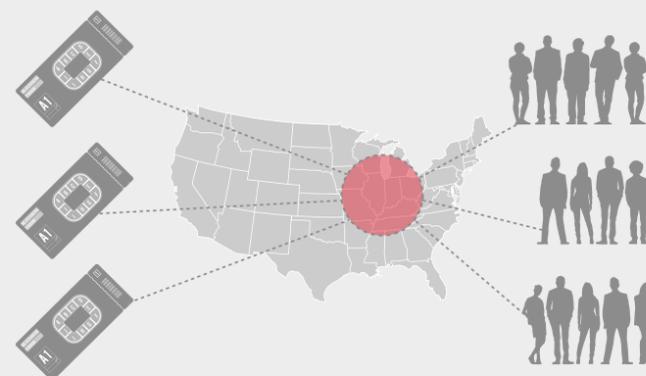
4: Determine the Discretionary Income Envelope of the Market



1. Now that we've mapped your market, we need to know how much each Profile Group will spend.
2. We engineer a process which tells us exactly how much money a specific household within a profile group is willing to spend
3. This allows us to design and program any asset around the maximization of your audience's aggregate spending patterns.

5: Construct the Target Experience Price

1. We develop a target experience price based upon the maximum spending volume that can be created by the households in each market area.
2. The result is a revenue model that begins with your most premium offering and works down the product ladder to the most inexpensive products and services.



6: Develop Mix Assortment

1. In order to deliver personalized experiences to each member of your audience, we then develop the optimized mix of products, services, price points and channel delivery methods.
2. **The result is the right product. matched to the right person, at the right time, at the right price.**

7: Build the Predictive Revenues & Capital Stack

1. With this information, we're now able to deliver predictive revenue models... before you execute anything.
2. This, in turn, allows us to construct the appropriate capital stack against your budget and projected ROI.



HYPER-TARGETED SALES & MARKETING

We can generate lists of specific customers for each product category, price point and location.

Our algorithms can also tell you where each Profile Group can be reached, what times of day, week, month and year, and what they need to hear in order to buy from you.

ALWAYS STAY UP TO DATE

SportIQ's customer profiles are updated every 30 days, to ensure up-to-date data and continuous venue optimization.

While we always gather analytics in real-time, your audience behavioral profiles extend far beyond your product offerings. Therefore, we update your audience data every month to adjust for changes in behavior, spending and engagement patterns.

SPORT IQ

DISCIPLINES



SportIQ Disciplines



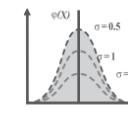
FAN BEHAVIOR PROFILING

No matter what part of sports you're in, the fans are the key to making money. Our predictive consumer behavior modeling gives you granular, **hyper-targeted breakdowns of what your audience wants most**, and how much they'll spend to get it. This allows us to optimize your revenue across all of your product offerings.



STADIUM & VENUE OPTIMIZATION

We're the brains behind the world's biggest stadium developments – including AT&T Stadium in Dallas, U.S. Bank Stadium in Minneapolis and the LA Rams new \$5b development. We optimize every square foot of revenue by mapping the behavior and spending profile of the target market to specific premiums, amenities and programming.



FRANCHISE MODELING

The sports team of tomorrow will look nothing like the one of today. The team of today is in the entertainment and experience business. **SportIQ's groundbreaking data science models integrate fan expectations, economics and on-field results** for the new generation of fan experience and financial results.



TICKETING

Filling your venue to capacity is about much more than filling existing inventory at discount prices. SportIQ delivers a platform that fully captures the fan. **Before they walk through the turnstiles, you'll already have delivered their ideal in-venue and digital experience**, which will sharply reduce inventory and increase revenue.



BROADCAST & OTT

Current OTT platforms are nothing more than TV on your device. But what fans want is a truly interactive experience that lets them be part of the game itself. With integrated betting, fantasy and game streams and hyper-audience targeting, SportIQ allows you to **deliver a truly interactive experience customized to how viewers want to watch and engage**.



SPORTS BETTING

The explosion in sports betting is leading to a gold rush. Unfortunately, current solutions only target about 3% of the market. Another 80% is ripe for the taking... but only if they're offering a completely different type of experience. **Our in-game, real-time engine** delivers a gamified, personalized and one-to-one betting platform for your audience.

SportIQ Disciplines



MERCHANDISING

SportIQ's merchandising solution begins with a full audit of your existing channels. We analyze and quantify your existing Fan Profile Groups, what they're currently buying, what they want to buy but aren't being offered, and their target price points. Then we help you **adjust and overhaul your existing deals to achieve maximum revenue and ROI.**



SPONSORSHIP & NAMING

Successful sponsorships make money for both parties. Our deep audience data mining reveals precisely what your audience spends its money on - from product category to brand to product to price points. This level of hyper targeting yields accurate sponsorship valuations. The result is both **higher rights fees for you and higher ROI for your sponsors.**



MARKETING

With deep, granular insight into your market, **we deliver hyper-targeted marketing.** For each Profile Group, we tell you which devices and channels they engage most, when and how often. But it doesn't stop there, because for each Group, we can provide specific messaging based on their behavioral and spending attributes.



FOOD & BEVERAGE OPTIMIZATION

Our algorithms can quantify the genetic taste buds and food preferences of any audience. As a result we can **predictively create new food types, combinations, restaurants and product lines.** An example includes Levi's Stadium in San Francisco. We did not do the stadium modeling but our F&B optimization is outperforming and is considered by fans to be the best in the NFL.



PLAYER VALUATION

Players are the core asset of any sports business, whether it's a league, team, sponsor or brand. Unfortunately, player valuation methods are still largely educated guesses. **SportIQ quantifies on-field performance, off-field engagement and brand value** to deliver accurate valuations for contracts, endorsements, advertising and sponsorships.



MULTI-CHANNEL INTEGRATION

Today's fan wants a seamless experience across every channel - digital, social, in-stadium, in store, broadcast, fantasy and more. By quantifying how, where and when each group engages and spends their money, SportIQ helps you deliver an **integrated, satisfying and profitable fan experience across all of your touchpoints.**

Benefits of Working With SportIQ

1 Model Your Outcomes Before Deploying Capital

SportIQ allows you to predictively model revenue, costs and ROI, across a variety of metrics, for any asset. **Before you build it, you'll know it works.**

2 Understand Exactly Who Your Target Market Is

Knowing who you're selling to is critical to success. SportIQ eliminates inaccurate targeting by **quantifying your target market across over 1,700 metrics.**

3 Quantify How Your Audience Will Spend its Money

Because our models are proven and data-driven, they are specifically optimized to **identify gaps in the marketplace where consumers WILL spend their money.**

4 Eliminate Financial Risk

With the ultra-high costs of developing sports & entertainment assets, the risks of getting it wrong are tremendous. SportIQ, we drastically reduce this risk by telling you **where you should direct your capital - and where you shouldn't.**

5 Deploy Advanced Intelligence Unavailable Anywhere Else

The world's biggest and most famous tech can't match our predictive capabilities, because **they model the wrong things.** And poor inputs result in incorrect conclusions and lost capital.

6 Compress Time

Money isn't the only thing we save you. **Significantly reduce the time necessary to realize sustainable ROI** and high business growth. We eliminate years of experimentation, allowing to you achieve high ROI in a fraction of the time.

7 Achieve Predictive Revenues

Because we're able to quantify spend, we can model both revenues, costs and ROI before you design, build and deploy and asset or product. **It's like getting the answers before you take the test.**

8 "X-Ray" Vision into your Business

With our deep data analytics, you'll be able to identify underperforming assets. Leverage your unrealized assets. And **discover & build profitable new assets.**

9 Replicate and Scale Your Product Offerings

With our proven models you'll be able to deploy your offerings across multiple verticals, channels and locations. **Identify the highest-ROI markets before you scale.**

About Us

SportIQ has almost two decades of experience in the sports, technology and consumer behavior industries. **Our team has helped to generate billions in revenue for the largest sports franchises and leagues around the world, including the NFL, NBA, MLB, NHL, Premier League and Formula 1.**

THE 3 PILLARS OF SPORT IQ

Next-Gen Sports Analytics

Our team has been building sports analytics and data platforms for over a decade. We're the brains behind the NFL's groundbreaking "Next Generation Statistics". With sensors embedded on every NFL player, Next Gen Stats have unlocked a treasure trove of real-time, in-game information for every player, on every play, in every game.

As fan experiences become more interactive, fans will be able to literally see into the minds and bodies of their favorite athletes. And PLAxPLA will continue to be at the forefront of a depth and breadth of gaming and interactive content.

Predictive Consumer Behavior Platform

Our proprietary consumer algorithms have predicted spending and interaction patterns for consumer across the sports industry.

These models have been used to **design and build over 20 of the largest and most successful stadiums in the world**, including, AT&T Stadium in Dallas, U.S Bank Stadium in Minneapolis and the LA Rams \$5 billion mixed-used stadium and real estate development in Hollywood Park. Our predictive platform is up to 96% accurate and has resulted in ROI's of 2x - 3x vs.comparable stadiums.

Revenue Optimization for Every Sport

SportIQ owns the consumer profiles across 42 sports, for all 131 million US households and across Europe, Asia and South America. across 41 sports. We cover the verticals of fan interest, loyalty, participation and discretionary spending

We are the only firm in the world with algorithms built directly from the season ticket holder lists provided by all major sports leagues.

Our predictive algorithms have been proven up to 96% accurate, and have generated 2-3x the ROI vs. comps.



STADIUM CASE STUDIES

Hollywood Park Stadium + Mixed Use Entertainment District

Los Angeles, CA | LA Rams + LA Chargers, NFL



1. The premier Sports & Entertainment district in the world, setting a new standard for mixed use development.
2. **\$7B privately financed, 300 Acre, Stadium and Mixed Use Development.**
3. \$5B Stadium includes innovative LED roof for maximum sponsorship and ad revenue.
4. \$2B in additional development, including amphitheater, residential, retail, hospitality and Class A office space.
5. **Additional revenues from ancillary activities projected at \$400-\$500m per year.**

Globe Life Park + Texas Live

Arlington, TX | Texas Rangers, MLB



1. \$1.25b retractable roof stadium and mixed use entertainment district.
2. **Stadium pioneered the use of “Migration Zones” to cater to today’s mobile fans.**
3. Groundbreaking, in-stadium food & beverage programming - “The Taste of Texas” - allows fans to sample cuisine from across the state. Unlike other recent stadiums, F&B can now command premium pricing without fan complaints, because they feel they’re getting very high value for their money.
4. Because the Rangers are co-owners of Texas Live, its **revenues have become a key element into the financial success of the team itself.** The development has allowed the club to become financially stable and consistently competitive.
5. Driving more than \$500m in planned investment in and around the new facilities, including development from the Dallas Cowboys.

Little Caesar's Arena + Mixed Use Entertainment District

Detroit, MI | Detroit Red Wings, NHL + Detroit Pistons, NBA



1. Implemented our proprietary Venue Map to optimize the revenue per-seat and per-square-foot of the stadium.
2. Built the event programming model to fill the arena for over 100+ dates of non-hockey events.
3. Built the project revenue model, cost parameters and capital stack.
4. Developed the initial plan for the mixed use entertainment district adjacent to the stadium.

AT&T Stadium

Arlington, TX | Dallas Cowboys, NFL



1. The first large scale project which positioned the stadium as a real estate development, and not a game-specific facility.
2. **Revenues significantly exceeded standard financial projections, allowing the team to pay back its bonds 11 years early.**
3. This early payback will allow Jerry Jones to purchase additional land for continued entertainment and mixed use development.
4. Catalyzed an entirely new, \$1.25b municipal development in Arlington, for the Texas' Rangers Globe Life Park and Texas LIVE mixed use entertainment district.
5. Since the stadium construction in 2002, the **Cowboy's franchise value has increased from \$784m to \$5b**, making it the most valuable sports team in the world.

“The Star”: Dallas Cowboys HQ

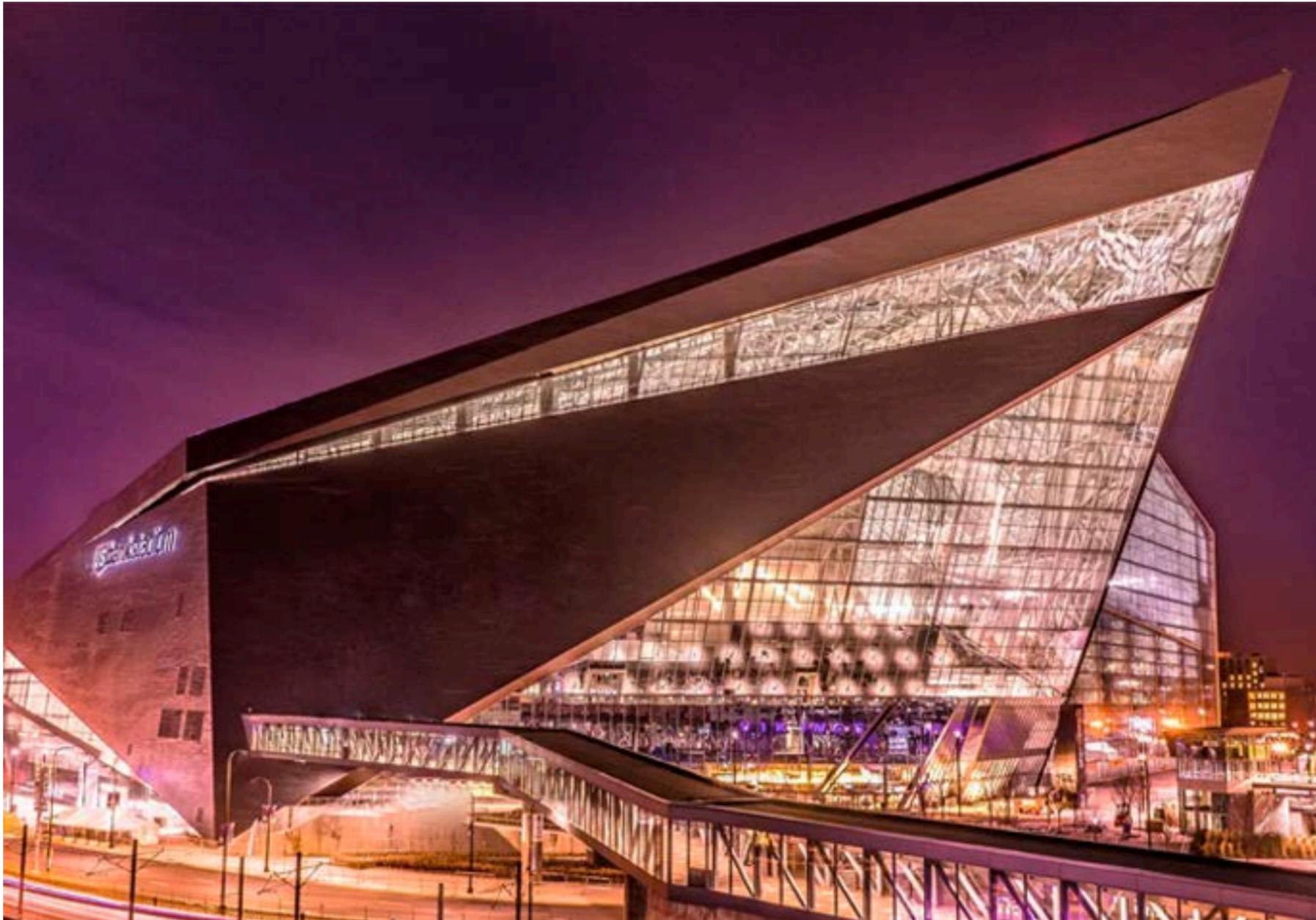
Frisco, TX | Dallas Cowboys, NFL



1. **\$1.5b Multi-Use Headquarters & practice facility for the Dallas Cowboys.**
2. Implemented year-round programming, including over 100 high school games, entertainment events and business events.
3. Facility includes a 12,000 seat practice facility and game stadium, state-of-the art fitness center, office space and the ultra-exclusive, members-only Cowboys Club.
4. Every square foot of this facility was predictively modeled to ensure positive ROI and minimum payback period.
5. Has set the standard for professional sports team headquarters.

U.S. Bank Stadium

Minneapolis, MN | Minnesota Vikings, NFL



1. **First year revenue increase of 450% compared to their previous stadium.**
2. Implemented 100% mobile ticketing for advanced data capture and fan monetization in- and outside the venue.
3. \$400m economic impact from Super Bowl LII alone (\$50M above projections)
4. \$142m in economic impact expected from 2019 Final Four
5. Catalyzed \$1B in additional development into downtown Minneapolis.
6. **Increased the Vikings team valuation from \$750M to \$2.4B**

Club Purple Luxury Suite at U.S. Bank Stadium

Minneapolis, MN | Minnesota Vikings, NFL



BUILT FOR A MILLENNIAL AUDIENCE

Our research uncovered a new market for Vikings games: millennials who were interested in more than the game.

The result was **Club Purple, one of the most innovative suite offerings in the NFL**. Fans have access to an all-inclusive dining area and bar and a massive outdoor balcony overlooking the Minneapolis skyline. The club includes open air loge boxes that seat up to 12 fans, each with table-side service and incredible views of the field.

HYPER-TARGETED TICKET SALES

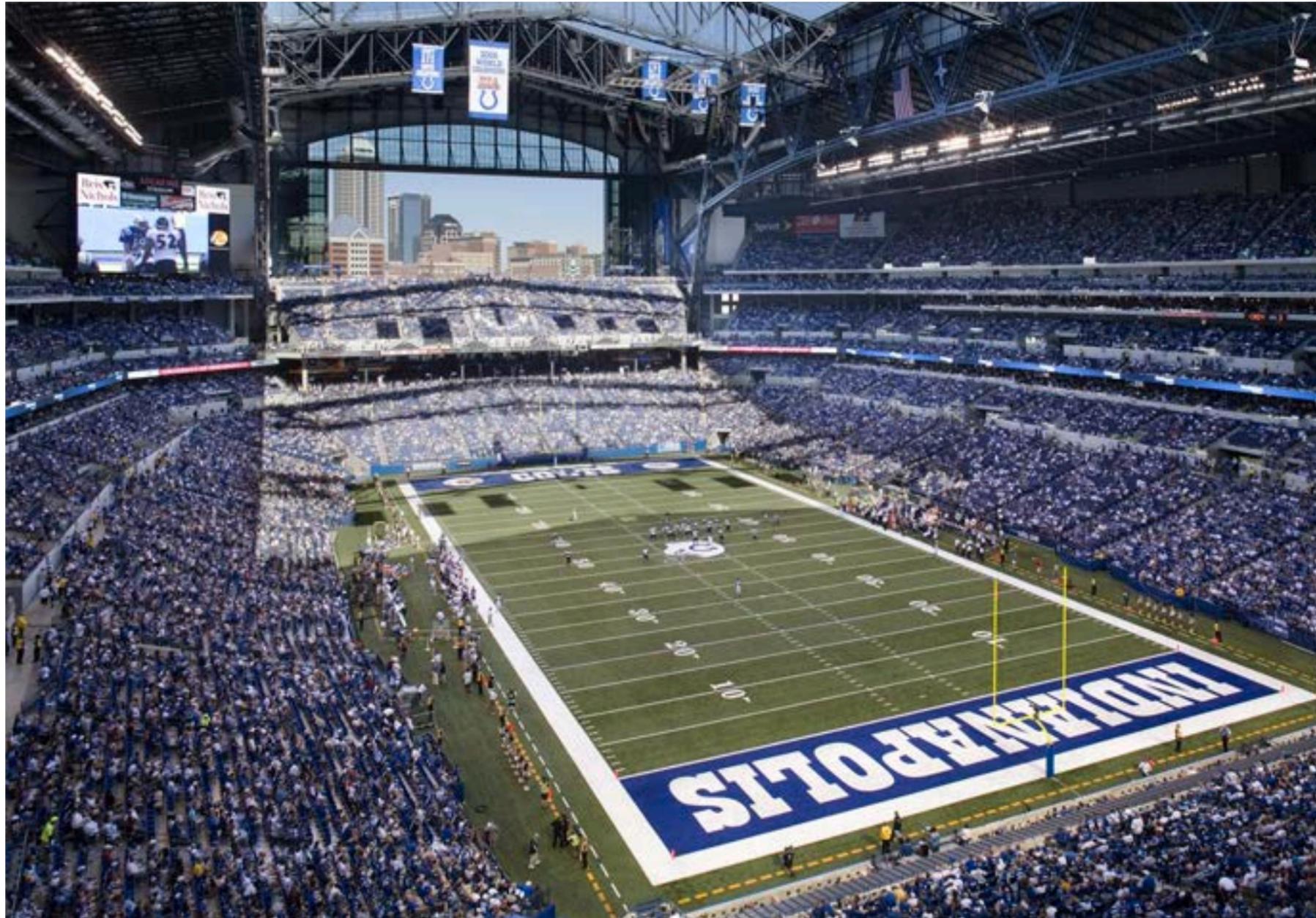
The Vikings were then given a specific list of just over 3,000 prospects to fill the 1,000-seat per game capacity. **Because our hyper targeting is so accurate, the seats sold out to our list almost immediately.**

KEY FINANCIAL STATS

- **Transformed the lowest projected ROI-per-square foot area** in the stadium into the 4th highest ROI.
- It rose at a **13x multiple and added \$16m a year to the bottom line** performance of the entire venue.
- Represents an overall **profit lift of >15%**.

Lucas Oil Stadium + Super Bowl Village

Indianapolis, IN | Indianapolis Colts, NFL



- 1. Developed after Dallas' AT&T Stadium, Lucas Oil fully optimizes our "Design by Data" approach.**
2. Although the Indianapolis market 46% the size of the Dallas market this stadium outperforms AT&T Stadium on "per consumer in the market" basis by 50%.
- 3. The first stadium to be optimized for the "Parade Route" concept.** The consumer experience before the game is the KEY driver for field suites, so we developed a "front-row" experience with exclusive pre-game access & interactions for these suite holders,
4. Developed the "Super Bowl Village" concept for Super Bowl 46. Enabled both the Colts and the NFL to maximize event revenue via the game's first planned, centralized "pop-up" entertainment district.
- 5. Franchise valuation has increased 230% to \$2.38b since the park's opening.**

American Airlines Center

Dallas, TX | Dallas Mavericks, NBA + Dallas Stars, NHL



1. 3rd highest revenue per square foot sports venue in the world (behind O2 Arena in London and Rod Laver Arena in Melbourne, Australia).
2. **#1 highest revenue per square foot sports venue in the U.S.**
3. Adjustable interior allows the venue to change shape and functionality in order to accommodate a wide-range of event programming.
4. Catalyzed \$1b in new economic development in SW downtown Dallas.

Miller Park

Milwaukee, WI | Milwaukee Brewers, MLB



1. Retractable roof delivers “gameday reliability”. Fans no longer have to worry about rainouts and weather delays in a vulnerable area of the country.
2. **Date assurance and climate control has added almost 1m fans per season.**
3. Miller Park is one of the largest draws in MLB, despite being in one of its smallest markets, with a team rarely in playoff contention.
4. **Franchise valuation has increased 500% to \$1.02b since the park’s opening.**