

ABOUT G2 STRATEGIC



G2 Strategic, LLC is a boutique consulting firm providing global sports business solutions to clients in the United States and Europe. The company is based in Bend Oregon. G2 is an acronym for Glickman Global, after its owner and CEO Marshall Glickman, emphasizing the firm's focus on its international client base.

Mr. Glickman brings to the table an extensive array of hands-on experience, working with federations, leagues, teams, venue developers, municipalities/governmental entities, law firms and corporations/brands.

There are hundreds of firms offering sports business consulting. G2 Strategic differentiates itself in several ways:

- G2 Strategic's boutique size assures that the client's interests are personally attended to by Mr. Glickman and overhead is kept to a minimum level.
- Mr. Glickman can evaluate sports business issues through the eyes of clubs, leagues, sponsors, broadcasters, governments and investors, as he has worked closely with all of these key stakeholders, providing strategic advice that considers the interests of all the disparate parties.
- Mr. Glickman understands the mentality and structure of sports business on both sides of the Atlantic.

Mr. Glickman is the former president of the NBA's Portland Trail Blazers and its affiliated companies and the founder/chairman/CEO of Portland Family Entertainment, former owner of minor league clubs in baseball and soccer. Early in his career, Mr. Glickman spent two years with the National Basketball Association, as their Broadcasting Coordinator and Director of Media Sales (NBA Properties).

Mr. Glickman began his career in Los Angeles, syndicating jazz radio programs. Later, Mr. Glickman sold cable and pay television subscriptions door to door, before starting his sports business career with the Trail Blazers.

Mr. Glickman has led the development of two major public assembly venues — the \$262 million Rose Quarter and the \$38 million renovation of PGE Park, both located in Portland, Oregon. In this capacity, he has been intimately involved with public/private partnerships, transportation management, debt financing, contractually-obligated income

David Stern / Commissioner, NBA
"Marshall is a true student of marketing, sales and brand-building. His creativity and business acumen serve his clients well. He understands that 'globalization' has come to sports with intensity."

Jordi Bertomeau, CEO of Euroleague Basketball, S.L.
"Marshall has provided Euroleague with innovative and forward-thinking advice; he has adjusted well to the realities of Europe."

Jon Spoelstra / Author, Consultant and President, Mandalay Sports
"Marshall has instincts well beyond his years. He understands the marketing, the economics and the administration of teams and the venues they play in."

Sauro Mambrini / President & CEO, Champion Europe
"Marshall is all about solutions, finding interesting ways to solve complex problems. He will be an asset to any company that works with him."

sales and strategy, construction/design contracts, food & beverage, sponsorships, venue operations/bookings, event productions, and television broadcasting.

Mr. Glickman founded G2 Strategic in September, 2004, after living for two years in Barcelona, Spain, as a full-time consultant to Euroleague Basketball. Mr. Glickman is one of the few sports business executives who has been intimately involved with both of the world's leading professional basketball leagues and has hands-on experience on both sides of the Atlantic Ocean.



WHAT G2 CAN DO FOR YOU

G2 Strategic addresses a broad range of issues and opportunities faced by the sports and entertainment industries. G2's focus is analysis, business strategy and problem-solving. Major areas of expertise include:

- Business Planning
 - Strategy
 - Forecasting
 - Business Plans
 - Income Maximization
 - P&L Development & Evaluation
 - Cost cutting, efficiencies and streamlining
 - Sensitivity Analysis
- Franchise Acquisition Evaluation & Consulting
- Team Management Consulting
- Negotiation
 - Lead negotiator or background advisor
 - Contract development
- Public/Private Partnerships
 - Government Investment
 - Infrastructure Coordination
 - Transit
 - Risk Mitigation Structures
 - Taxpayer Protection Concepts
 - Transportation Management
- Venue Development
 - Project Planning & Management
 - Finance Strategy
 - Program & Design
 - Operations & Bookings
 - Business Strategy & Modeling
 - Public/Private Partnerships
 - Sales & Marketing
 - Development Teams
 - Lease Negotiations
 - Event Creation and Maximization
 - Building Programs
 - Communications and Messaging Strategy
 - Space Flexibility

- Ticket Sales
 - Evaluation & Re-Structuring
 - Workshops
 - Strategy & Planning
 - Pricing, Scaling, Packaging & Product Mix
 - Organizational Structure
 - Sales Training
 - Customer Relationship Management
 - Sales Techniques
 - Income Maximization Strategies
 - Ticket Product Development
 - E-Ticketing
 - Secondary Ticketing
 - Online Sales
- Corporate Partnerships
 - Sponsorship Development
 - Activation (consumer promotions, cause marketing, grassroots programs)
 - Negotiation
 - Naming Rights and Entitlements
 - Presenting sponsorships
- Television, Radio, Cable and New Media
 - Media Mix
 - Sponsorship Integration
 - Business Models
 - Negotiation & Contracts
 - Production Standards and Concept Development
- Event Management
- Venue Operations
 - Bookings
 - Event Creation and Management
 - Food & Beverage
 - Retailing
 - Display Technology
 - Space Concepts
 - 3rd Party Operator Agreements
- Research Strategies & Application
- Licensing & Retailing Integration
- Branding & Trademarks
- Cause Marketing, Community Programs & Grassroots Initiatives
- Corporate Communications, Public Relations & Messaging
- Organizational Structure
 - Personnel & Productivity
 - Leadership
 - Bylaws and Protocol
 - Compensation Structures





G2'S APPROACH

G2's most significant attribute is bringing to the table a wealth of experience, in both the United States and Europe, asking probing questions, listening very carefully and then formulating recommendations and strategic business plans. In addition, we provide continual follow-up and problem-solving—we do not walk away from our clients or their ongoing challenges.

Marshall also is able to leverage a deep list of industry colleagues involved in a variety of related businesses, including banking and private equity, specialty consultants, ticketing systems and software, food and beverage, venue operations, construction, architecture, television networks, agencies and media.

ACCOMPLISHMENTS & INNOVATIONS

- Host of monthly "Glickman Global" segment on nationally syndicated Sports Business Radio (via Sports Byline USA, I-Tunes, and selected local stations).
- Developed comprehensive ticketing strategy for BNP Paribas Masters, resulting in 8% and 19% increases in ticketing income in first (2006) and second (2007) years, respectively, and 15% increase in paid attendance in 2007.
- Led to a major overhaul of the BNP Paribas Masters on-site entertainment, customer service and related practices.
- Designed and oversaw development of new online ticketing platform for the BNP Paribas Masters (www.tennis-billet.fr)
- Developed total overhaul of ticket sales strategy for 6 major ATP tennis tournaments.
- Lead negotiator in obtaining \$155 million of non-recourse debt to develop the Rose Quarter in Portland, Oregon. Cited as "Deal of the Year" by Institutional Investor.
- Sold largest naming rights agreement in Minor League Baseball history to Portland General Electric.
- Developed Euroleague Ticketing Program, which has led to increase in ticketing income to individual clubs by as much as 250%.
- Oversaw program to generate contractually-obligated income over \$25 million annually to the Rose Garden Arena.
- Led campaign that brought the Basketball Tournament of the Americas to Portland in 1991, the first-ever appearance of the USA "Dream Team."
- Raised \$8 million of equity and over \$24 million of non-recourse debt to purchase three minor league teams and renovate PGE Park.
- Negotiated public/private partnership with the City of Portland, resulting in a City contribution of \$33 million to the renovation of PGE Park.
 - Completed "Good Neighbor Agreement," obtaining support of a large residential district surrounding PGE Park.
- Crafted a new business model for European professional basketball, leading to the pending launch of Euroleague Properties, which will bring Euroleague's commercial assets—television sales, sponsorships and licensing—in-house.

- Leading several initiatives to overhaul the commercial strategy of Euroleague Basketball, including the establishment of EL Properties, which will bring all properties and rights “in-house.”
 - First-ever collective uniform supplier rights (pending), resulting in the largest sponsorship in Euroleague history and a nine-year commitment.
 - Re-branding; new trademarks.
 - New economic model for the Euroleague Final Four — first-ever award of the Final Four to a world-class destination market and venue (not hosted by a Euroleague club).
 - Implementation of numerous changes to the Bylaws and historic practices to accommodate business objectives.
 - Introduction of Game-of-the-Week for international distribution starting in 2007/08, as a Friday Euroleague exclusive, self-produced to assure content control and commercial integration.
 - Launching of EL Properties — bringing all commercial rights and assets under in-house management, which is a radical departure from traditional models used in Europe.
 - The “Euroleague Ticketing Program” has grown from four to 11 clubs, who are now fully-engaged in applying innovative ticket selling principals and strategies. For certain clubs, this has led to over a 250% increase in income from ticket sales, substantially reduced complimentary and discounted tickets, increased spectator attendance and introduced basketball as a viable family and business entertainment option in major European markets.
 - Worldwide on-line ticketing for the Euroleague Final Four represents a major breakthrough in Europe, where all fans now have equal access to purchase tickets to Euroleague’s championship event. In the past, the majority of tickets were held until two weeks prior to the games, after all teams were qualified. This resulted in the sale of 100% of the tickets available worldwide.



- Assisted companies affiliated of the Trail Blazers with acquisition of Ticketmaster Corporation, the world’s largest provider of ticket-related services.
- President of a group of companies vertically integrated with the Trail Blazers—Aegean Development (real estate), Cutting Edge Concepts (food & beverage services), Razor Sharp Productions (event promotions) and Oregon Arena Corporation (arena development & operations).
- Engineered and led corporate culture overhaul at the Trail Blazers, from a small business of 42 employees, driven by traditional sports-related revenues, to a mid-sized business of 220 employees, driven by entertainment-related revenues (bookings, food & beverage, real estate, television and radio production, special events, premium seating, sponsorships, advertising, ticketing, etc.).
- Obtained multi-year exclusive contract with the Port of Portland to sell all advertising in Portland International Airport, contributing six-figure annual profits to the Trail Blazers.
- Rose Garden’s “Media Totems,” a concept featured in USA Today, generated four sponsorships for a sum greater than the value of the naming rights, allowing us to preserve the entitlement asset for future growth.
- Rose Garden’s “FoodTV,” brought interactive and changeable menu screens to an arena for the first time, allowing the menu and pricing mix to change according to the demographic make-up of each event and allowing our in-house food & beverage company, Cutting Edge Concepts, to merchandise the menu utilizing television imagery.
- PGE Park’s “Widmer Brothers” on-field bar and grill converted a “dead zone” along the right field line into a lively and vibrant scene for young adults, generating hundreds of additional paid ticket sales for each game from a group that was not there for the baseball! Gate admission was positioned as a cover charge to enter the bar.

- PGE Park's transit program, resulting in free bus and light rail service for all ticket-holders, accomplished multiple business objectives relating to insufficient parking, public relations, governmental relations and increased ticket sales.
- The Trail Blazers' "Guaranteed Savings Plan" converted the vast majority of the season ticket accounts, (which already accounted for approximately 90% of all ticket sales in the 21,000 seat Rose Garden), to five-year contracts, at an average annual price increase of 7.5%. This approach made a substantial contribution to achieving lender obligations of contractually-obligated income to debt service at a continuous ratio over 2:1. In addition, it locked-in a substantial increase that was well in excess of inflation and NBA averages, while at the same time providing the customer with long-term savings and price certainty, which was positioned as a substantial benefit.

AVAILABILITY & FEES

G2 takes on clients who are interested in pursuing an aggressive strategy to increase profits and re-engineer change. G2 prefers to work directly with owners, chief executives and senior executives.

G2 generally works for a monthly retainer for multi-month or annual terms and is also available for individual workshops and seminars. G2 is a small firm — no fancy offices or executive assistants — as a result, G2 charges fees commensurate with Mr. Glickman's expertise, but without markup for overhead. G2 is open to profit participation, equity and other earnings-based compensation structures in exchange for reduced base fees.

CLIENTS

Marshall's clients over the years have been diverse. Here is a representative list, along with the key objective of his engagement (*Current Client).

Association of Tennis Professionals* (London/Florida)

Develop and oversee comprehensive ticket sales strategy for 2 ATP tournaments, and lead a series of workshops for all ATP tournaments.

ARAG World Team Cup* (Dusseldorf, Germany)

Develop comprehensive ticket sales strategy for this unique ATP sanctioned "team" (country) tournament.

Bechtel Corporation (San Francisco, CA)

Develop a multi-use master plan for land adjacent to Portland International Airport.

Blue Rhino Corporation (North Carolina)

Evaluate minor league baseball acquisition.

Clark Construction Group (Bethesda, Maryland)

Increase market share of sports arena and stadium construction projects.

CSKA Professional Basketball Club* (Moscow, Russia)

Lead advisor and project executive for CSKA management, and their parent company, Norilsk Nickel, relating to the development of a new entertainment and sports complex that includes a 15,000 arena, 15,000 seat stadium, Wellness and Practice Center, Moscow Beach Club (indoor beach), hotel and conference center, offices, Cineplex, community center, marina, parks and a pedestrian bridge over the Moscow River.



Curzon Associates (Athens, Greece)

Lead advisor to the owner of the London Towers basketball club relating to the formation of a new professional basketball league in the United Kingdom.

Ellerbe Becket Architects (Kansas City, Missouri)

Help us re-position our firm be even more attractive to owners of pro teams.

Euroleague Basketball S.L.* (Barcelona, Spain)

Help transform Euroleague from a competition to a 'business league'.

Fédération Française de Tennis* (Paris, France)

Developed and oversaw comprehensive overhaul of ticket sales strategy for BNP Paribas Masters. Developing transition strategy relating to planned new stadium at Roland-Garros.

Groupe Gones & Sports* (Lyon, France)

Lead advisor to develop a new multi-purpose indoor arena in the Rhone-Alpes district in southern France (Grand Lyon).

Indiana Pacers NBA Basketball Club (Indianapolis, Indiana)

Evaluate marketing & sales strategies for new arena.

Israel Baseball League (Boston, Massachusetts)

Business advisor relating to the formation of a new professional baseball league in Israel.

Masters Madrid* (Spain)

Develop comprehensive ticket sales and transition strategy relating to relocation to new "Magic Box" stadium.

Masters Series Hamburg

Develop comprehensive ticket sales strategy for the ATP Masters Series tournament.

Miami Heat NBA Basketball Club (Miami, Florida)

Guide management through the development of a new arena in Miami.

NBBJ Architects (Sports Group – Los Angeles, California)

As a start-up, help differentiate the firm from the other 'sports' architects that we compete with.

The Nottigham Open (England)*

Develop comprehensive ticket sales strategy for this key pre-Wimbledon "tune-up" tournament

ScheerGame Sports Development (Jacksonville, Florida)

Develop strategic plan to grow our business and increase our client base.

Tennis Canada (Toronto, Ontario, Canada)

Increase attendance and income from ticket sales.

Turkish Basketball League (Istanbul, Turkey)

Strategic business planning.



TESTIMONIALS

"Marshall's work ethic, drive and passion for excellence and creativity is incomparable in my experience. He is the best client I have ever had at making me feel like an 'insider' in every aspect of the business."
- Bill Crockett, Principal, Ellerbe Becket Architects

"Marshall is exceptionally bright, tenacious and hard-driving. At the same time, he listens and is great with people. He is a realist with salesman's skills."

- Stephen T. Janik, Partner, Ball Janik, Attorney to the City of Portland for the Rose Quarter and PGE Park transactions

"Change, adaptability and innovation are key components of Marshall's strategy in leading an organization, coupled with tremendous energy and dynamic thinking."

- Tom McDonald, Senior Vice-President, San Francisco Giants

"Marshall's enthusiasm and passion motivates everybody around him to want more and achieve more."

- Jeff Wineman, Executive Vice President/Development, Levy Restaurants

"Marshall's got unswerving integrity and values, and has the rare addition of bubbling creativity and capacity for fun."

- Mark Gardiner, Principal, Western Financial Group

"I have worked with Marshall on two major venue financings. In both case, he had to go toe to toe with sophisticated Wall Street finance experts. He managed these complex transactions with a combination of street smarts and understanding of the business issues, very creative negotiating prowess and courtesy."

- Aaron Barman, Managing Director, Raymond James & Associates (Investment Bankers)

CONTACT



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