

TOP SPORTS CITIES

6.1 Overview

Scarborough Sports Marketing (www.scarborough.com) and International Demographics (www.themediiaudit.com) surveyed residents in major metropolitan areas to determine interest in sports. This chapter presents the findings of these surveys.

6.2 Avid Sports Fans City-by-City

Scarborough Sports Marketing performs surveys in 81 metropolitan areas asking about 29 major spectator sports. The following are percentages of adults in each city that said they are avid fans of at least one major sport:

- Columbus, OH: 66%
- Boston, MA: 64%
- Buffalo, NY: 63%
- Pittsburgh, PA: 63%
- Green Bay/Appleton, WI: 62%
- Providence/New Bedford, RI: 62%
- Denver, CO: 62%
- Rochester, NY: 62%
- Louisville, KY: 62%
- Cleveland/Akron, OH: 62%
- San Antonio, TX: 62%
- Birmingham, AL: 62%
- Spokane, WA: 61%
- Dayton, OH: 61%
- Jacksonville, FL: 61%
- Indianapolis, IN: 61%
- Albany/Schenectady/Troy, NY: 60%
- Oklahoma City, OK: 60%
- Lexington, KY: 60%
- Flint/Saginaw/Bay City, MI: 60%
- Toledo, OH: 60%
- Colorado Springs/Pueblo, CO: 60%
- Mobile, Alabama/Pensacola, FL: 60%
- Detroit, MI: 60%

• Dallas/Ft. Worth, TX:	59%
• Greensboro/High Point/Winston-Salem, NC:	59%
• Norfolk/Portsmouth/Newport News, VA:	59%
• Minneapolis/Saint Paul, MN:	59%
• Washington, DC:	59%
• St. Louis, MO:	59%
• Roanoke/Lynchburg, VA:	59%
• Des Moines/Ames, IA:	59%
• Tampa/St. Petersburg, FL:	58%
• Tulsa, OK:	58%
• Philadelphia, PA:	58%
• Charlotte, NC:	58%
• Milwaukee, WI:	58%
• Las Vegas, NV:	58%
• Seattle/Tacoma, WA:	58%
• Albuquerque/Santa Fe, NM:	57%
• Hartford/New Haven, CT:	57%
• Chicago, IL:	57%
• Salt Lake City, UT:	57%
• New Orleans, LA:	57%
• Baltimore, MD:	57%
• Knoxville, TN:	57%
• Cincinnati, OH:	57%
• Nashville, TN:	57%
• Kansas City, MO:	57%
• Richmond/Petersburg, VA:	57%
• Greenville/Spartanburg/Anderson, NC:	57%
• Tucson, AZ:	56%
• Atlanta, GA:	56%
• Syracuse, NY:	56%
• Honolulu, HI:	56%
• West Palm Beach/Fort Pierce, FL:	56%
• Charleston/Huntington, WV:	56%
• Raleigh/Durham, NC:	56%
• Memphis, TN:	56%
• Phoenix, AZ:	55%
• Orlando/Daytona Beach/Melbourne, FL:	55%
• San Diego, CA:	55%
• Sacramento/Stockton/Modesto, CA:	55%
• Fort Myers/Naples, FL:	55%
• Harrisburg/Lancaster/Lebanon/York, PA:	54%
• Grand Rapids/Kalamazoo/Battle Creek, MI:	54%
• Austin, TX:	54%
• Chattanooga, TN:	53%

- Wilkes-Barre/Scranton, PA: 52%
- Houston, TX: 52%
- Portland, OR: 52%
- San Francisco/Oakland/San Jose, CA: 51%
- Los Angeles, CA: 51%
- Little Rock/Pine Bluff, AR: 51%
- Miami/Ft. Lauderdale, FL: 51%
- New York, NY: 50%
- El Paso, TX: 49%
- Fresno/Visalia, CA: 49%
- Wichita/Hutchinson, KS: 48%
- Bakersfield, CA: 48%
- Harlingen/Weslaco/Brownsville/McAllen, TX: 43%

Of all 81 metropolitan areas surveyed by Scarborough, 56% of residents said they are avid sports fans.

6.3 Spectator Sports Attendance

According to International Demographics, the following metropolitan areas have the highest percentages of adults that attend one or more professional or college sports events annually:

- Omaha, NE: 33.3%
- Madison, WI: 30.6%
- Birmingham, AL: 29.7%
- Grand Rapids, MI: 29.5%
- Lexington, KY: 29.2%

Among all adults living in metropolitan areas, 21.5% attend three or more professional or college sports events annually.

6.4 Fan Ranking By Sport

The top markets for sports, ranked by the percentage of adults regularly following games on television or radio, are as follows (source: International Demographics):

High School Football

- Tyler/Longview, TX: 52.0%
- Greenville/Spartanburg, SC: 50.3%
- Birmingham, AL: 48.8%
- Oklahoma City, OK: 45.3%
- Lubbock, TX: 45.2%
- All metropolitan regions: 28.1%

Major League Baseball

• St. Louis, MO:	77.0%
• Columbia/Jefferson City, MO:	72.1%
• Cincinnati, OH:	66.3%
• Boston, MA:	65.8%
• Milwaukee/Racine, WI:	65.5%
• Detroit, MI:	63.3%
• Philadelphia, PA:	62.7%
• San Francisco, CA:	61.7%
• Cleveland, OH:	61.1%
• Dallas/Ft. Worth, TX:	60.6%
• All metropolitan regions:	48.0%

Major League Soccer

• San Diego, CA:	35.0%
• Seattle-Tacoma, WA:	32.0%
• New York, NY:	31.0%
• Orange County, CA:	31.0%
• Houston, TX:	30.0%
• Los Angeles, CA:	30.0%
• Riverside-San Bernardino, CA:	30.0%
• Miami, FL:	29.0%
• Raleigh-Durham, NC:	28.3%
• Portland, OR:	28.0%
• All metropolitan regions:	24.5%

NASCAR

• Daytona Beach, FL:	48.5%
• Charlotte, NC:	44.0%
• Indianapolis, IN:	41.7%
• Greensboro, NC:	39.6%
• Melbourne, FL:	38.6%
• Jacksonville, FL:	38.5%
• Greenville/Spartanburg, SC:	37.1%
• Columbia, SC:	35.8%
• Ocala, FL:	35.6%
• Dayton, OH:	35.0%
• All metropolitan regions:	23.1%

National Basketball Association

• Dallas/Fort Worth, TX:	63.2%
• Akron, OH:	60.6%
• Miami/Ft. Lauderdale, FL:	58.2%
• Cleveland, OH:	55.9%

- San Antonio, TX: 55.2%
- All metropolitan regions: 40.9%

National Football League

- Milwaukee-Racine, WI: 82.7%
- Madison WI: 82.6%
- New Orleans, LA: 80.5%
- Pittsburgh, PA: 80.3%
- Colorado Springs, CO: 79.5%
- Denver, CO: 73.8%
- Allentown-Bethlehem, PA: 72.9%
- Sarasota-Bradenton, FL: 72.1%
- Norfolk-Virginia Beach, VA: 71.8%
- Akron, OH: 71.1%
- All metropolitan regions: 61.5%

National Hockey League

- Buffalo, NY: 69.8%
- Pittsburgh, PA: 67.6%
- Detroit, MI: 65.9%
- Ann Arbor, MI: 46.0%
- Boston, MA: 45.6%
- Minneapolis/Saint Paul, MN: 45.6%
- Denver, CO: 39.5%
- Grand Rapids, MI: 39.4%
- St. Louis, MO: 38.9%
- Philadelphia, PA: 38.5%
- All metropolitan regions: 23.5%

NCAA Basketball

- Lexington, KY: 81.0%
- Louisville, KY: 74.3%
- Raleigh/Durham, NC: 63.9%
- Syracuse, NY: 59.5%
- Columbia-Jefferson City, MO: 58.9%
- Indianapolis, IN: 55.0%
- Madison, WI: 54.6%
- Memphis, TN: 54.6%
- Kansas City, MO: 53.2%
- Columbus, OH: 53.2%
- All metropolitan regions: 36.5%

Professional Sports (baseball, basketball, football, and hockey)

- Boston, MA: 63.0%
- Detroit, MI: 58.2%
- Denver, CO: 56.9%
- Southern NH: 56.0%
- Pittsburgh, PA: 55.5%
- Cleveland, OH: 54.8%
- Buffalo, NY: 54.5%
- Philadelphia, PA: 54.0%
- Akron, OH: 52.7%
- Minneapolis/Saint Paul, MN: 51.8%
- Chicago, IL: 51.7%
- Grand Rapids, MI: 50.2%
- Madison, WI: 50.2%
- Phoenix, AZ: 49.1%
- Dallas/Ft. Worth, TX: 48.3%
- Orange County, CA: 47.9%
- Allentown/Bethlehem, PA: 47.5%
- Milwaukee/Racine, WI: 47.4%
- West Palm Beach, FL: 47.2%
- Toledo, OH: 47.2%

6.5 Top Minor League Markets

Since 2007, *SportsBusiness Journal* has conducted a biennial ranking of the nation's top minor league markets based on the regional economy, tenure of minor league teams in five sports, and attendance at games. The most recent ranking, published in August 2015, is as follows:

1. Quad Cities (Moline-Rock Island, IL/Davenport-Bettendorf, IA)
2. Toledo, OH
3. Fort Wayne, IN
4. Tulsa, OK
5. Charleston, SC
6. Des Moines, IA
7. Sioux Falls, SD
8. Inland Empire, CA
9. Hershey-Harrisburg, PA
10. Grand Rapids-Comstock Park, MI
11. El Paso, TX
12. Bakersfield, CA
13. Binghamton, NY
14. Spokane, WA
15. Portland, ME

16. Erie, PA
17. Richmond, VA
18. Peoria, IL
19. Johnson City, TN
20. Rochester, NY
21. Appleton, WI
22. Bluefield-Princeton, WV
23. Winston-Salem, NC
24. Asheville, NC
25. Boise, IA
26. Austin/Round Rock, TX
27. Wichita-Valley Center, KS
28. Pensacola, FL
29. Durham-Cary, NC
30. Providence-Pawtucket, RI
31. Modesto, CA
32. Idaho Falls, ID
33. North Little Rock, AR
34. Greenville, SC
35. Cedar Rapids, IA
36. Greensboro-Burlington, NC
37. Scranton/Wilkes-Barre, PA
38. Syracuse, NY
39. Roanoke-Salem, VA
40. Hartford-New Britain, CT
41. South Bend, IN
42. Fort Myers-Estero, FL
43. Billings, MT
44. Tacoma, WA
45. Clearwater-Dunedin, FL
46. Akron, OH
47. Eugene, OR
48. Auburn, NY
49. Lehigh Valley, PA
50. Lynchburg, VA

SPORTS BRANDS

7.1 Overview

Forbes (December 2016) assessed the most valuable sports brands in four categories. The valuation quantifies how much the brand name of athletes, businesses, events, and teams are worth. The methodology is described at www.forbes.com/fab-40.

“What’s in a name? Tens of millions of dollars – for the teams, sporting events, businesses and athletes on our Fab 40 list, at any rate. The ranking doesn’t estimate, say, the total value of the New York Yankees but rather what the Yankees’ brand name is worth. We calculate each category differently, focusing on metrics such as ticket sales, endorsements, and broadcast agreements.”

Forbes, 12/20/16

7.2 Athlete Brands

The following are the most valuable athlete brands:

- Roger Federer: \$36 million
- LeBron James: \$34 million
- Phil Mickelson: \$28 million
- Usain Bolt: \$25 million
- Tiger Woods: \$23 million
- Cristiano Ronaldo: \$19 million

- Kevin Durant: \$16 million
- Lionel Messi: \$15 million
- Rory McIlroy: \$13 million
- Mahendra Singh Dhoni: \$11 million

7.3 Business Brands

The following are the most valuable business brands:

- Nike: \$27.0 billion
- ESPN: \$16.5 billion
- Adidas: \$ 7.0 billion
- Under Armour: \$ 5.5 billion
- Sky Sports: \$ 5.0 billion
- MLB Advanced Media: \$ 2.2 billion
- UFC: \$ 2.0 billion
- YES: \$ 1.4 billion
- Reebok: \$ 800 million
- NESN: \$ 750 million

7.4 Event Brands

The following are the most valuable event brands:

- Super Bowl: \$630 million
- Olympic Summer Games: \$366 million
- Olympic Winter Games: \$285 million
- FIFA World Cup: \$229 million
- Wrestlemania: \$180 million
- College Football Playoff: \$160 million
- NCAA Men's Final Four: \$155 million
- World Series: \$148 million
- Daytona 500: \$133 million
- UEFA Champions League: \$127 million

7.5 Team Brands

The following are the most valuable team brands:

- New York Yankees: \$660 million
- Dallas Cowboys: \$577 million
- Los Angeles Lakers: \$546 million
- Real Madrid: \$521 million
- Barcelona: \$509 million
- Manchester United: \$500 million
- New York Knicks: \$447 million

- New England Patriots: \$431 million
- Bayern Munich: \$425 million
- Los Angeles Dodgers: \$405 million

NATIONAL BASKETBALL ASSOCIATION

41.1 League Revenue

National Basketball Association (NBA, www.nba.com) revenue has been as follows:

- 2004-2005: \$3.19 billion
- 2005-2006: \$3.37 billion
- 2006-2007: \$3.57 billion
- 2007-2008: \$3.77 billion
- 2008-2009: \$3.79 billion
- 2009-2010: \$3.81 billion
- 2010-2011: \$3.96 billion
- 2011-2012: \$3.68 billion
- 2012-2013: \$4.56 billion
- 2013-2014: \$4.79 billion
- 2014-2015: \$5.20 billion
- 2015-2016: \$6.50 billion
- 2016-2017: \$8.00 billion

These figures include revenue from all sources, including admission, concessions, licensing, media rights, and sponsorship.

“The league expects to reach \$8 billion in revenue this season, according to sources familiar with league finances. That’s a 23% jump from the \$6.5 billion in league revenue for the 2015-2016 season, and up 54% from the \$5.2 billion in 2014-15. While media rights fees have fueled much of the rise, the league has enjoyed growth at the gate, in sponsorship sales, and nearly every other key business metric.”

SportsBusiness Journal, 10/24/16

41.2 Arenas

Arenas and seating capacity for NBA teams are as follows:

	Arena	Capacity
• Atlanta Hawks:	Philips Arena	18,047
• Boston Celtics:	TD Garden	18,624
• Brooklyn Nets:	Barclays Center	17,732
• Charlotte Hornets:	Spectrum Center	19,077
• Chicago Bulls:	United Center	20,917
• Cleveland Cavaliers:	Quicken Loans Arena	20,562
• Dallas Mavericks:	American Airlines Center	19,200
• Denver Nuggets:	Pepsi Center	19,155
• Detroit Pistons:	Little Caesars Arena	19,971
• Golden State Warriors:	Oracle Arena (Oakland)	19,596
• Houston Rockets:	Toyota Center	18,055
• Indiana Pacers:	Bankers Life Fieldhouse	18,165
• Los Angeles Clippers:	Staples Center	19,060
• Los Angeles Lakers:	Staples Center	18,997
• Memphis Grizzlies:	FedExForum	18,119
• Miami Heat:	American Airlines Arena	19,600
• Milwaukee Bucks:	BMO Harris Bradley Center	18,717
• Minnesota Timberwolves:	Target Center (Minneapolis)	19,356
• New Orleans Pelicans:	Smoothie King Center	16,867
• New York Knicks:	Madison Square Garden	19,812
• Oklahoma City Thunder:	Chesapeake Energy Arena	18,203
• Orlando Magic:	Amway Center	18,846
• Philadelphia 76ers:	Wells Fargo Center	21,600
• Phoenix Suns:	Talking Stick Resort Arena	18,055
• Portland Trail Blazers:	Moda Center	19,441
• Sacramento Kings:	Golden 1 Center	17,500
• San Antonio Spurs:	AT&T Center	18,418
• Toronto Raptors:	Air Canada Centre	19,800
• Utah Jazz:	Vivint Smart Home Arena	19,911
• Washington Wizards:	Verizon Center	20,356

41.3 Team Valuations

According to *Forbes* (February 2017), valuations of NBA teams are as follows:

• New York Knicks:	\$3.30 billion
• Los Angeles Lakers:	\$3.00 billion
• Golden State Warriors:	\$2.60 billion
• Chicago Bulls:	\$2.50 billion
• Boston Celtics:	\$2.20 billion
• Los Angeles Clippers:	\$2.00 billion
• Brooklyn Nets:	\$1.80 billion

- Houston Rockets: \$1.65 billion
- Dallas Mavericks: \$1.45 billion
- Miami Heat: \$1.53 billion
- Cleveland Cavaliers: \$1.20 billion
- San Antonio Spurs: \$1.18 billion
- Toronto Raptors: \$1.12 billion
- Phoenix Suns: \$1.10 billion
- Sacramento Kings: \$1.08 billion
- Portland Trail Blazers: \$1.05 billion
- Oklahoma City Thunder: \$1.02 billion
- Washington Wizards: \$1.00 billion
- Orlando Magic: \$ 920 million
- Utah Jazz: \$ 910 million
- Detroit Pistons: \$ 900 million
- Denver Nuggets: \$ 890 million
- Atlanta Hawks: \$ 885 million
- Indiana Pacers: \$ 880 million
- Philadelphia 76ers: \$ 800 million
- Memphis Grizzlies: \$ 790 million
- Milwaukee Bucks: \$ 785 million
- Charlotte Hornets: \$ 780 million
- Minnesota Timberwolves: \$ 770 million
- New Orleans Pelicans: \$ 750 million

41.4 Player Salaries

The NBA team salary cap has been as follows:

- 2005-2006: \$49.5 million
- 2006-2007: \$53.1 million
- 2007-2008: \$55.6 million
- 2008-2009: \$58.7 million
- 2009-2010: \$57.7 million
- 2010-2011: \$58.0 million
- 2011-2012: \$58.0 million
- 2012-2013: \$58.0 million
- 2013-2014: \$58.7 million
- 2014-2015: \$63.1 million
- 2015-2016: \$70.0 million
- 2016-2017: \$94.1 million

Various exemptions to the salary cap are allowed. Teams pay a luxury tax when total payroll exceeds the salary cap.

The highest salaries for the 2016-2017 NBA season were as follows:

- LeBron James (Cleveland Cavaliers): \$30,963,450
- Mike Conley (Memphis Grizzlies): \$26,540,100
- Al Horford (Boston Celtics): \$26,540,100
- Dirk Nowitzki (Dallas Mavericks): \$25,000,000
- Carmelo Anthony (New York Knicks): \$24,559,380
- Damian Lillard (Portland Trail Blazers): \$24,328,425
- Chris Bosh (Miami Heat): \$23,741,060
- Dwyane Wade (Chicago Bulls): \$23,200,000
- Dwight Howard (Atlanta Hawks): \$23,180,275
- Chris Paul (LA Clippers): \$22,868,827
- Chandler Parsons (Memphis Grizzlies): \$22,116,750
- Bradley Beal (Washington Wizards): \$22,116,750
- Anthony Davis (New Orleans Pelicans): \$22,116,750
- Derrick Rose (New York Knicks): \$21,323,252
- Marc Gasol (Memphis Grizzlies): \$21,165,675
- Brook Lopez (Brooklyn Nets): \$21,165,675
- Kevin Love (Cleveland Cavaliers): \$21,165,675
- Nicolas Batum (Charlotte Hornets): \$20,869,566
- LaMarcus Aldridge (San Antonio Spurs): \$20,575,005
- Blake Griffin (Los Angeles Clippers): \$20,140,839

By team, total payrolls for the 2016-2017 season were as follows:

- Cleveland Cavaliers: \$128,492,467
- Portland Trailblazers: \$119,732,234
- Detroit Pistons: \$115,060,819
- Los Angeles Clippers: \$114,756,766
- San Antonio Spurs: \$112,017,779
- Memphis Grizzlies: \$110,118,520
- Toronto Raptors: \$108,335,030
- Golden State Warriors: \$107,526,542
- Orlando Magic: \$104,096,951
- Charlotte Hornets: \$103,054,004
- New York Kincks: \$102,593,418
- Dallas Mavericks: \$102,259,061
- New Orleans Pelicans: \$101,616,451
- Miami Heat: \$101,615,406
- Washington Wizards: \$ 97,936,632
- Atlanta Hawks: \$ 96,315,163
- Milwaukee Bucks: \$ 96,245,877
- Sacramento Kings: \$ 95,596,327
- Los Angeles Lakers: \$ 94,781,848
- Boston Celtics: \$ 93,465,326
- Chicago Bulls: \$ 92,522,306
- Oklahoma City Thunder: \$ 91,330,089

- Houston Rockets: \$ 90,956,067
- Indiana Pacers: \$ 90,279,072
- Phoenix Suns: \$ 89,679,350
- Brooklyn Nets: \$ 86,452,336
- Philadelphia 76ers: \$ 84,833,015
- Minnesota Timberwolves: \$ 83,527,580
- Denver Nuggets: \$ 83,408,756
- Utah Jazz: \$ 80,138,192

41.5 Attendance

The NBA season includes 1,230 regular-season games, with 30 teams each playing 41 home games. Regular-season total and average game attendance has been as follows:

	Total	Average
• 2005-2006:	21,586,804	17,543
• 2006-2007:	21,841,480	17,760
• 2007-2008:	21,369,686	17,311
• 2008-2009:	21,528,650	17,520
• 2009-2010:	21,094,015	17,149
• 2010-2011:	21,305,573	17,323
• 2011-2012*:	17,100,861	17,273
• 2012-2013:	21,320,299	17,348
• 2013-2014:	21,411,543	17,408
• 2014-2015:	21,926,548	17,826
• 2015-2016:	21,972,129	17,864
• 2016-2017:	21,997,412	17,884

* Lockout-shortened season

Average attendance for home games during the 2016-2017 season for NBA teams was as follows:

- Chicago Bulls: 21,680
- Cleveland Cavaliers: 20,562
- Toronto Raptors: 19,830
- Dallas Mavericks: 19,789
- New York Knicks: 19,774
- Utah Jazz: 19,673
- Miami Heat: 19,643
- Golden State Warriors: 19,596
- Portland Trail Blazers: 19,317
- Los Angeles Clippers: 19,088
- Los Angeles Lakers: 18,949
- Boston Celtics: 18,553
- San Antonio Spurs: 18,423

- Oklahoma City Thunder: 18,203
- Orlando Magic: 17,753
- Sacramento Kings: 17,608
- Charlotte Hornets: 17,332
- Philadelphia 76ers: 17,220
- Phoenix Suns: 17,283
- Washington Wizards: 17,002
- Houston Rockets: 16,973
- Indiana Pacers: 16,697
- Memphis Grizzlies: 16,519
- New Orleans Pelicans: 16,173
- Detroit Pistons: 15,979
- Atlanta Hawks: 15,958
- Milwaukee Bucks: 15,828
- Brooklyn Nets: 15,429
- Minnesota Timberwolves: 14,809
- Denver Nuggets: 14,770

41.6 Sponsors

NBA marketing partners for the 2016-2017 season were 2K Sports, American Express, adidas, Anheuser-Busch InBev, AutoTrader.com, BBVA, Cisco, Coca-Cola, Diageo, Foot Locker, Gatorade, Harman, Kaiser Permanente, Kia Motors, Kumho Tire, Nike, Samsung, SAP, Spalding, Sprint, State Farm, and Taco Bell.

41.7 Television Broadcast Rights

In 2014, the NBA extended its television broadcast rights contracts with ABC/ESPN and TNT/Turner Sports through the 2023-2024 season at \$2.6 billion annually. The deals include broadcasts of live games and content on digital media.

NBA TV, launched by the league in 1999, is available to approximately 12 million subscribers of cable and satellite sports tiers. The network broadcasts 96 regular-season games that are not included in its broadcast rights deals with networks.

Regular-season broadcast network ratings for the NBA have been as follows (source: *SportsBusiness Journal* and the networks):

	ABC	ESPN	TNT	NBA TV
• 2007-2008:	3.17 million	1.46 million	1.47 million	-
• 2008-2009:	3.68 million	1.68 million	1.71 million	-
• 2009-2010:	3.69 million	1.56 million	1.72 million	-
• 2010-2011:	5.11 million	1.99 million	2.40 million	253,000
• 2011-2012:	5.42 million	1.86 million	2.50 million	337,000
• 2012-2013:	4.70 million	1.77 million	2.00 million	336,000
• 2013-2014:	3.64 million	1.68 million	1.90 million	316,000

• 2014-2015:	3.59 million	1.51 million	1.67 million	291,000
• 2015-2016:	3.93 million	1.65 million	1.68 million	350,000

41.8 Franchise Transactions

The most recent NBA team sales are as follows:

	Year	Price
• Boston Celtics:	2003	\$ 360 million
• Phoenix Suns:	2004	\$ 401 million
• New Jersey Nets:	2004	\$ 300 million
• Atlanta Hawks/Thrashers:	2004	\$ 250 million*
• Cleveland Cavaliers:	2005	\$ 375 million
• Oklahoma City Thunder:	2006	\$ 350 million
• New Jersey Nets:	2009	\$ 380 million**
• Charlotte Hornets:	2010	\$ 270 million
• Golden State Warriors:	2010	\$ 450 million
• Philadelphia 76ers:	2011	\$ 280 million
• Atlanta Hawks:	2011	\$ 300 million***
• New Orleans Pelicans:	2012	\$ 338 million
• Sacramento Kings:	2013	\$ 345 million for 65% stake
• Milwaukee Bucks:	2014	\$ 550 million
• Los Angeles Clippers:	2014	\$2.00 billion

* total price for sale of NBA and NHL teams, which were sold together

** price for 80% stake in the team and 45% of the Brooklyn arena at Atlantic Yards; includes \$180 million in assumed debt

*** Estimated; terms of the sale were not made public; price includes Philips Arena and associated debt, estimated at \$120 million

41.9 NBA Finals

The NBA Finals are assessed in Chapter 33 of this handbook.

41.10 All-Star Game

The NBA All-Star Game is assessed in Chapter 28 of this handbook.

41.11 Fan Demographics

According to an ESPN Sports Poll, NBA fan distribution is as follows:

Gender

- Male: 60%
- Female: 40%

Age

- 12-to-17: 16%
- 18-to-24: 15%
- 25-to-34: 18%
- 35-to-44: 13%
- 45-to-54: 18%
- 55 and older: 21%

Ethnicity

- Caucasian: 65%
- African-American: 15%
- Hispanic-American: 14%
- Other: 6%

41.12 Fan Loyalty

Brand Keys (www.brandkeys.com) assessed fan loyalty for each NBA team during the 2016-2017 season. The following teams were ranked highest in fan loyalty:

1. Oklahoma City Thunder
2. San Antonio Spurs
3. Miami Heat
4. Golden State Warriors
5. (tie) Chicago Bulls
5. (tie) Los Angeles Clippers

41.13 Market Resources

National Basketball Association, 645 5th Avenue, New York, NY 10022.
(212) 407-8000. (www.nba.com)

NATIONAL FOOTBALL LEAGUE

42.1 League Revenue

National Football League (NFL, www.nfl.com) revenue has been as follows:

- 2004-2005: \$ 6.16 billion
- 2005-2006: \$ 6.54 billion
- 2006-2007: \$ 7.09 billion
- 2007-2008: \$ 7.57 billion
- 2008-2009: \$ 8.02 billion
- 2009-2010: \$ 8.35 billion
- 2010-2011: \$ 8.82 billion
- 2011-2012: \$ 9.17 billion
- 2012-2013: \$ 9.58 billion
- 2013-2014: \$11.09 billion
- 2014-2015: \$12.00 billion
- 2015-2016: \$13.10 billion
- 2016-2017: \$14.00 billion

These figures include revenue from all sources, including admission, concessions, licensing, media rights, and sponsorship.

“The NFL will take in roughly \$14 billion in revenue this season, over \$900 million more than last year. Increased media payments, a new *Thursday Night Football* package, and the opening of the new U.S. Bank Stadium in Minnesota all contributed to the increase.”

SportsBusiness Journal, 3/6/17

42.2 Stadiums

Stadiums and seating capacity for NFL teams are as follows:

	Stadium	Capacity
• Arizona Cardinals:	University of Phoenix Stadium (Glendale)	63,400
• Atlanta Falcons:	Mercedes-Benz Stadium	71,000
• Baltimore Ravens:	M&T Bank Stadium	71,008
• Buffalo Bills:	New Era Field (Orchard Park)	71,608
• Carolina Panthers:	Bank of America Stadium (Charlotte)	75,419
• Chicago Bears:	Soldier Field	61,500
• Cincinnati Bengals:	Paul Brown Stadium	65,515
• Cleveland Browns:	FirstEnergy Stadium	67,431
• Dallas Cowboys:	AT&T Stadium (Arlington)	80,000
• Denver Broncos:	Sports Authority Field at Mile High	76,125
• Detroit Lions:	Ford Field	65,000
• Green Bay Packers:	Lambeau Field	81,435
• Houston Texans:	NRG Stadium	72,220
• Indianapolis Colts:	Lucas Oil Stadium	67,000
• Jacksonville Jaguars:	EverBank Field	67,246
• Kansas City Chiefs:	Arrowhead Stadium	76,416
• Los Angeles Rams:	Los Angeles Memorial Coliseum	93,607
• Los Angeles Chargers:	StubHub Center (Carson)	30,000
• Miami Dolphins:	Hard Rock Stadium	65,326
• Minnesota Vikings:	U.S. Bank Stadium (Minneapolis)	66,655
• New England Patriots:	Gillette Stadium (Foxborough)	66,829
• New York Giants:	MetLife Stadium (East Rutherford, NJ)	82,500
• New York Jets:	MetLife Stadium (East Rutherford, NJ)	82,500
• New Orleans Saints:	Mercedes-Benz Superdome	73,000
• Oakland Raiders:	Oakland-Alameda County Coliseum	56,063
• Philadelphia Eagles:	Lincoln Financial Field	69,596
• Pittsburgh Steelers:	Heinz Field	68,400
• San Francisco 49ers:	Levi's Stadium (Santa Clara)	68,500
• Seattle Seahawks:	CenturyLink Field	68,000
• Tampa Bay Buccaneers:	Raymond James Stadium	65,890
• Tennessee Titans:	Nissan Stadium (Nashville)	69,143
• Washington Redskins:	FedExField (Landover, MD)	82,000

42.3 Team Valuations

According to *Forbes* (September 2016), valuations of NFL teams are as follows:

• Dallas Cowboys:	\$4.20 billion
• New England Patriots:	\$3.40 billion
• New York Giants:	\$3.10 billion
• San Francisco 49ers:	\$3.00 billion
• Washington Redskins:	\$2.95 billion

- Los Angeles Rams: \$2.90 billion
- New York Jets: \$2.75 billion
- Chicago Bears: \$2.70 billion
- Houston Texans: \$2.60 billion
- Philadelphia Eagles: \$2.50 billion
- Denver Broncos: \$2.40 billion
- Miami Dolphins: \$2.38 billion
- Green Bay Packers: \$2.35 billion
- Baltimore Ravens: \$2.30 billion
- Pittsburgh Steelers: \$2.25 billion
- Seattle Seahawks: \$2.22 billion
- Minnesota Vikings: \$2.20 billion
- Indianapolis Colts: \$2.17 billion
- Atlanta Falcons: \$2.13 billion
- Oakland Raiders: \$2.10 billion
- San Diego Chargers: \$2.08 billion
- Carolina Panthers: \$2.08 billion
- Arizona Cardinals: \$2.03 billion
- Tennessee Titans: \$2.00 billion
- Jacksonville Jaguars: \$1.95 billion
- Kansas City Chiefs: \$1.88 billion
- Cleveland Browns: \$1.85 billion
- Tampa Bay Buccaneers: \$1.80 billion
- New Orleans Saints: \$1.75 billion
- Cincinnati Bengals: \$1.68 billion
- Detroit Lions: \$1.65 billion
- Buffalo Bills: \$1.50 billion

Valued at \$4.2 billion, the Dallas Cowboys is the most valuable professional sports team in the United States.

42.4 Player Salaries

The NFL team salary cap has been as follows:

- 2005: \$ 85.5 million
- 2006: \$102.0 million
- 2007: \$109.0 million
- 2008: \$116.0 million
- 2009: \$123.0 million
- 2010: uncapped
- 2011: \$120.0 million
- 2012: \$120.0 million
- 2013: \$123.0 million
- 2014: \$133.0 million

- 2015: \$143.0 million
- 2016: \$155.0 million

The highest salaries for the 2016-2017 NFL season were as follows:

- Andrew Luck (Indianapolis Colts): \$24,594,000
- Carson Palmer (Arizona Cardinals): \$24,350,000
- Drew Brees (New Orleans): \$24,250,000
- Joe Flacco (Baltimore Ravens): \$22,133,133
- Aaron Rodgers (Green Bay Packers): \$22,000,000
- Russell Wilson (Seattle Seahawks): \$21,900,000
- Ben Roethlisberger (Pittsburgh Steelers): \$21,850,000
- Eli Manning (New York Giants): \$21,000,000
- Philip Rivers (San Diego Chargers): \$20,812,500
- Cam Newton (Carolina Panthers): \$20,760,000
- Matt Ryan (Atlanta Falcons): \$20,750,000
- Tom Brady (New England Patriots): \$20,500,000
- Kirk Cousins (Washington Redskins): \$19,953,000
- Ryan Tannehill (Miami Dolphins): \$19,250,000
- Von Miller (Denver Broncos): \$19,083,333
- Ndamukong Suh (Miami Dolphins): \$19,062,500
- Colin Kaepernick (San Francisco 49ers): \$19,000,000
- Jay Cutler (Chicago Bears): \$18,100,000
- Tony Romo (Dallas Cowboys): \$18,000,000
- Tyrod Taylor (Buffalo Bills): \$18,000,000

By team, total payrolls for the 2016-2017 season were as follows:

- Dallas Cowboys: \$152,201,383
- Pittsburgh Steelers: \$140,100,516
- San Diego Chargers: \$130,579,261
- Seattle Seahawks: \$130,070,446
- Denver Broncos: \$127,230,112
- Tennessee Titans: \$126,946,609
- New England Patriots: \$126,515,381
- St. Louis Rams: \$126,057,768
- Kansas City Chiefs: \$125,755,074
- Houston Texans: \$125,336,520
- New Orleans Saints: \$125,327,008
- Chicago Bears: \$125,102,001
- Buffalo Bills: \$125,092,434
- Philadelphia Eagles: \$124,008,964
- Detroit Lions: \$123,679,422
- Arizona Cardinals: \$122,454,920
- Tampa Bay Buccaneers: \$120,978,242
- San Francisco 49ers: \$120,175,054

- Carolina Panthers: \$117,340,304
- Washington Redskins: \$117,309,347
- New York Giants: \$117,121,817
- Atlanta Falcons: \$116,431,071
- Miami Dolphins: \$111,882,727
- Cincinnati Bengals: \$111,300,523
- Green Bay Packers: \$109,697,531
- New York Jets: \$107,728,879
- Baltimore Ravens: \$106,402,323
- Minnesota Vikings: \$102,078,828
- Cleveland Browns: \$101,572,067
- Indianapolis Colts: \$ 92,593,156
- Jacksonville Jaguars: \$ 96,517,190
- Oakland Raiders: \$ 68,767,080

42.5 Attendance

The NFL season includes 256 regular-season games, with 32 teams each playing eight home games. Regular-season total and average game attendance has been as follows:

	Total	Average
• 2005-2006:	17,012,453	66,455
• 2006-2007:	17,340,879	67,738
• 2007-2008:	17,345,205	67,755
• 2008-2009:	17,055,982	66,625
• 2009-2010:	16,651,126	65,043
• 2010-2011:	17,141,760	66,960
• 2011-2012:	17,243,648	67,358
• 2012-2013:	17,303,296	67,591
• 2013-2014:	17,510,656	68,401
• 2014-2015:	17,606,643	68,776
• 2015-2016:	17,510,312	68,400
• 2016-2017:	17,788,671	69,483

Average attendance for home games during the 2016-2017 season for NFL teams was as follows:

• Dallas Cowboys:	92,539
• New York Giants:	78,789
• Washington Redskins:	78,304
• Green Bay Packers:	78,215
• New York Jets:	78,160
• Denver Broncos:	76,774
• Carolina Panthers:	73,792
• Kansas City Chiefs:	73,328

- New Orleans Saints: 73,109
- Houston Texans: 71,868
- Baltimore Ravens: 71,102
- San Francisco 49ers: 70,178
- Atlanta Falcons: 69,999
- Philadelphia Eagles: 69,596
- Seattle Seahawks: 69,073
- Buffalo Bills: 68,509
- New England Patriots: 66,829
- Minnesota Vikings: 66,786
- Los Angeles Rams: 66,618
- Indianapolis Colts: 65,549
- Miami Dolphins: 65,512
- Arizona Cardinals: 64,831
- Tennessee Titans: 64,659
- Pittsburgh Steelers: 64,312
- Cleveland Browns: 64,311
- Jacksonville Jaguars: 61,915
- Detroit Lions: 60,792
- Tampa Bay Buccaneers: 60,624
- Cincinnati Bengals: 60,511
- Chicago Bears: 60,368
- San Diego Chargers: 57,018
- Oakland Raiders: 54,584

42.6 Sponsors

NFL sponsors for the 2016-2017 season were Anheuser-Busch, Barclaycard, Bose, Bridgestone, Campbell's Soup Company, Castrol, Courtyard Marriott, Dairy Management Inc., Dannon, Extreme Networks, FedEx, Frito-Lay, Gatorade, Hyundai Motor America, Mars Snackfood, McDonald's, Microsoft (XBOX, Surface and Windows), Nationwide, News America, Papa John's, Pepsi, Procter & Gamble, Quaker, SAP Americas, TD Ameritrade, Verizon, Visa, and USAA.

According to IEG Sponsorship Report, combined league and team sponsorship revenue has been as follows:

- 2010-2011: \$ 870 million
- 2011-2012: \$ 946 million
- 2012-2013: \$1.01 billion
- 2013-2014: \$1.07 billion
- 2014-2015: \$1.15 billion
- 2015-2016: \$1.19 billion
- 2016-2017: \$1.25 billion

42.7 Television Broadcast Rights

The NFL has four broadcast rights contracts that net the league \$4.95 billion annually through 2022. These deals are as follows:

	Network	Annual Rights Fee
• Monday Night Football Package:	ESPN	\$1.9 billion
• NFC Package:	Fox Sports	\$1.1 billion
• AFC Package:	CBS	\$ 960 million
• Sunday Night Football Package:	NBC	\$ 950 million

The National Football League launched the NFL Network in 2003. The channel broadcasts highlights, classic games, and other content from the more than 4,000 hours of footage available in the NFL library. NFL Network also broadcasts Thursday Night Football.

Average regular-season, prime-time viewership has been as follows:

	NBC SNF	Fox	CBS	NBC/CBS/NFL Net TNF	ESPN MNF
• 2012:	21.5 million	19.7 million	17.7 million	6.4 million	12.8 million
• 2013:	21.7 million	21.2 million	18.7 million	7.1 million	13.7 million
• 2014:	21.3 million	20.7 million	18.6 million	11.8 million	13.3 million
• 2015:	22.5 million	20.7 million	19.1 million	12.4 million	12.9 million
• 2016:	20.3 million	19.4 million	17.7 million	12.4 million	11.4 million

SNF: Sunday Night Football; TNF: Thursday Night Football; MNF: Monday Night Football

42.8 Franchise Transactions

Recent NFL team sales have been as follows:

	Year	Price
• Baltimore Ravens:	2004	\$ 325 million for 49% stake
• Minnesota Vikings:	2005	\$ 600 million
• Miami Dolphins:	2008	\$1.00 billion for 95% stake
• Cleveland Browns	2012	>\$1.00 billion for 70% stake
• Jacksonville Jaguars:	2012	\$ 760 million
• Buffalo Bills:	2014	\$1.40 billion

42.9 Super Bowl

The Super Bowl is assessed in Chapter 38 of this handbook.

42.10 Pro Bowl Game

The NFL Pro Bowl Game is assessed in Chapter 28 of this handbook.

42.11 Fan Demographics

According to an ESPN Sports Poll, NFL fan distribution is as follows:

Gender

- Male: 59%
- Female: 41%

Age

- 12-to-17: 12%
- 18-to-24: 11%
- 25-to-34: 19%
- 35-to-44: 15%
- 45-to-54: 20%
- 55 and older: 22%

Ethnicity

- Caucasian: 73%
- African-American: 11%
- Hispanic-American: 11%
- Other: 5%

42.12 Fan Loyalty

Brand Keys (www.brandkeys.com) assessed fan loyalty for each NFL team during the 2015-2016 season. The following teams were ranked highest in fan loyalty:

1. New England Patriots
2. Green Bay Packers
3. Seattle Seahawks
4. Denver Broncos
5. Indianapolis Colts

42.13 Market Resources

National Football League, 345 Park Avenue, New York, NY 10054. (212) 450-2000.
(www.nfl.com)