



**UNMATCHED  
ESPORTS  
EXPERTISE**

# OVERVIEW

Conventions, Sports and Leisure (CSL), the research and planning arm of Legends, and esports industry experts A-Game Esports and Simply New, have partnered to create Esports Entry Advisory (EEA). The Esports Entry Advisory assists venue developers, destination marketing organizations, sports commissions, facility managers, and other sports/entertainment industry stakeholders by providing tailored market analyses, return on investment, facility development guidance and technology consulting, among other advisory services.

Over many years of leading the esports industry emergence, our professionals understand that the esports ecosystem has many complexities.

For investors trying to develop and monetize esports venues, it can be challenging to tap into the correct network of contacts or develop the optimal facilities that maximize esports event activity and resulting revenues. As such, EEA provides public and private entities looking to enter the esports space with critical information for this business planning process.

Our collective approach to the esports sector combines market and cost/benefit analyses with esports technology and business modeling that leads the industry, helping to create effective entry strategies, and maximize esports return on investment.



# PARTNERS

## CONVENTIONS SPORTS & LEISURE

Convention Sports and Leisure International (CSL), the consulting and advisory division of Legends, has provided esports futures analyses and entry strategy plans for markets such as San Antonio, Los Angeles, South Bend (IN), Atlantic City, Boston, Bloomington (MN), and other markets throughout the country. In total CSL has conducted over 1,000 planning projects focused on the tourism assets, facilities, policies, resources and other features needed to attract visitors and events to a market. CSL's reputation is built on meeting client needs by delivering quality services that have credibility in the marketplace. Led by industry veteran John Kaatz and Esports Lead Tyler Other, the firm is able to provide these services by drawing upon the years of experience of a large professional staff—one of the largest and most experienced in the convention and sports consulting industry.



## A-GAME ESPORTS

A-Game Esports, founded by Angela Bernhard Thomas, has deep industry relationships, knowledge and experience in the highly specialized verticals related to esports and gaming. Projects include work with clients and legendary collaborators such as Activision Blizzard, Xbox, Pepsi, Twitch, Coca Cola, ESL and Microsoft. Angela co-developed the first agency fully dedicated to esports, executive managed studio operations and content production for Microsoft MIXER Studio, and led the esports development initiative in Atlantic City through a Public/Private Partnership with the Casino Reinvestment Development Authority, the first and only one of its kind in the nation. With 20 years combined experience in the space, A-Game executives guide clients to successfully navigate the complex crossroads of gaming, esports, and entertainment through esports event, marketing, partnership and business strategies.



## SIMPLY NEW

SimplyNew is an award-winning pioneer of live participatory events, studios and experiences since 1992. Founder Marc Scarpa combines 20 years in the digital space and live broadcasting with an understanding of consumer interests and popular culture. Most recent notable works include the Esports Stadium Arlington. At 100,000 square feet, it is the largest dedicated esports facility in North America. The facility serves as a turnkey solution for esports events and productions, built to meet the unique needs and demands of the esports community. Prior to Arlington, the company led the development, tech design/build, and programming for the Microsoft MIXER Studio in their Flagship Manhattan store. Simplynew combines technology and broadcast media to create innovative, engaging, successful participatory media experiences and technology design throughout the world.



# PROFESSIONAL EXPERIENCE



**TYLER OTHEN**  
CSL ESPORTS PRACTICE LEAD

Mr. Othen has served as a Project Manager for over 100 convention and visitor industry assessments spanning a wide range of market sizes across the country. Today, he leads CSL's esports practice, preparing in-depth and critical analysis for investment in esports venues and the overall destination assets that can significantly impact the ability to attract events. Mr. Othen has spoken at numerous travel industry summits regarding the future of live esports events and facilities, and has participated in panel discussions at the E3 Expo in Los Angeles focusing on the potential for P3-developed esports venues.



**MARC SCARPA**  
SIMPLY NEW FOUNDER

Since founding Simply New in 2000, Marc has been a pioneer of live participatory events, studios and experience development. Marc has led production, broadcasting and streaming services at a number of venues and events around the world, most notably including Esports Stadium Arlington, League of Legends World Championships, Six Major Raleigh, March for Science, Microsoft Mixer Studios, Global Citizen Earth Day, X Factor, Zappos Studios, Grammy Live, WoodStock '99, Town hall with President Clinton, City Hall Blue Room under Mayor Rudy Giuliani and Tibetan Freedom Festival.



**ANGELA BERNHARD THOMAS**  
A-GAME FOUNDER

Ms. Bernhard Thomas is an award-winning Executive Producer with 20 years of experience in the entertainment industry. As Managing Partner, she pioneered The Gamer Agency, the first agency of its kind fully dedicated to esports. Before the agency's acquisition by Bruin Sports Group, Angela developed and managed executive operations for the Microsoft Mixer Esports and Gaming Studio in Manhattan and led the creative direction for more than thirty original gaming shows. In 2016 she co-founded the Esports Leadership Salon in NYC, a private network of C-suite executives in the video game industry representing companies such as Pepsi, Turner, ESL, Xbox, Twitch, and Activision Blizzard. Recently she led the development of the esports program for the City of Atlantic City, a P3 with the Casino Reinvestment Development Authority, managing esports event curation, marketing, production, and allocation of public incentive funds.



**JOHN KAATZ**  
CSL PRINCIPAL

Mr. Kaatz's experience includes more than 30 years of in-depth analyses for hundreds of public assembly, sports, entertainment, performing arts and other event venues. The results of these studies have been used to assist public and private sector entities in determining market and financial feasibility, supportable building program levels, financial operations, economic impacts, site location, appropriate marketing focus and management structure, and in pursuing and securing project financing. Prior to joining CSL, John was the Director of Coopers and Lybrand's Sports, Entertainment and Leisure Consulting Group. John has been asked to speak at numerous industry forums and seminars related to the market analysis and the fiscal and economic impacts associated with the event venue sector.



# TECHNOLOGY ARENA FEASIBILITY STUDY

(SAN ANTONIO, TEXAS)

## OBJECTIVE

To design an innovative technology arena and LAN center for 15,000 corporate campus employees and add local and regional audiences



Port San Antonio has recently partnered with a private development group to construct a trend forward Innovation Center that would serve as a central headquarters for entertainment, creativity, collaboration, and education for Greater San Antonio. In addition to shared workspace, classrooms, demonstration spaces, labs, and the San Antonio Museum of Science and Technology (SAMSAT), the Innovation Center will house a Technology Arena with fixed seating for between 1,000 and 1,500 people.

The project's development team retained EEA to investigate the potential for the Technology Arena portion to host esports and other emerging segments such as drone racing and robotics events. Key components of this analysis included macro- and regionally focused overviews of esports industry trends, a ranking and comparative review of comparable esports facilities throughout the country, outreach to third party event organizers, a technology and building program design assessment, and detailed financial analysis for the future operations of the venue.

Outreach to various tournament organizers from the amateur, professional, high school, and collegiate levels highlighted the opportunity for a highly technologically capable "plug and play" venue in the southern region of Texas that could host mid-sized, regional events. These types of events tend to operate with smaller budgets and therefore cannot afford to host at large arenas, stadiums, or performing arts venues. Planners from the local area also expressed significant interest in the project and looked to use the space as a home base for regular high school or amateur leagues and/or tournaments. At the same time, professional organizers expressed interest in co-promoting events at the space, seeing its production capabilities as an invaluable asset for streaming events to an international audience.

Study results helped inform the project team about the potential event mix and attendance levels, in addition to the unique costs associated with operating an esports venue. Based on our analyses, EEA also suggested the inclusion of a previously unplanned 40- to 60-station LAN center in the building to help drive revenues, invite foot traffic, and support large esports tournaments that would require stations for multiple concurrent matches.



# REPURPOSING OF BOARDWALK HALL

(ATLANTIC CITY, NEW JERSEY)

## OBJECTIVE

To create an esports destination  
for millennial and gen z audiences  
to spur travel and tourism economy  
in Atlantic City

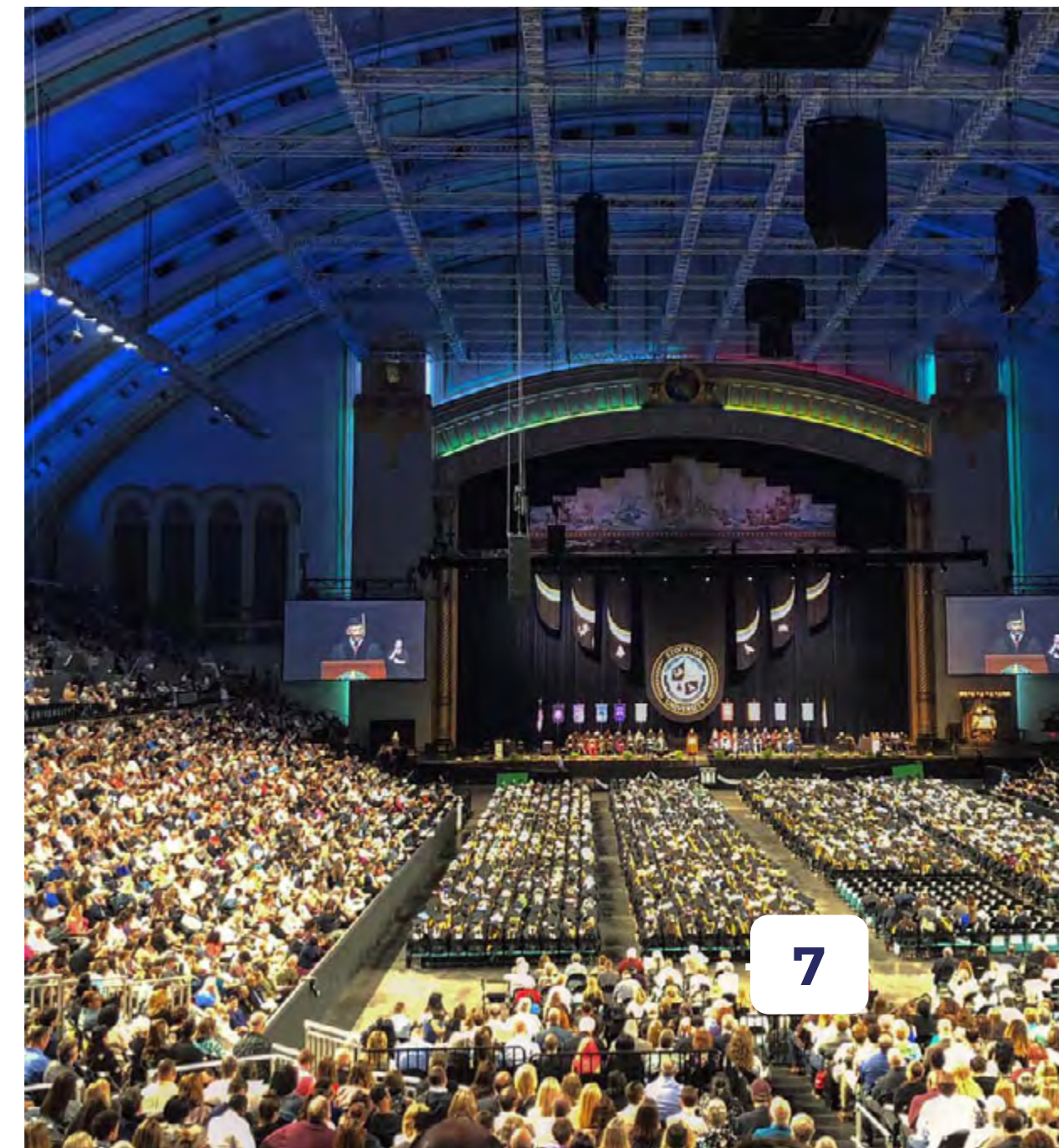
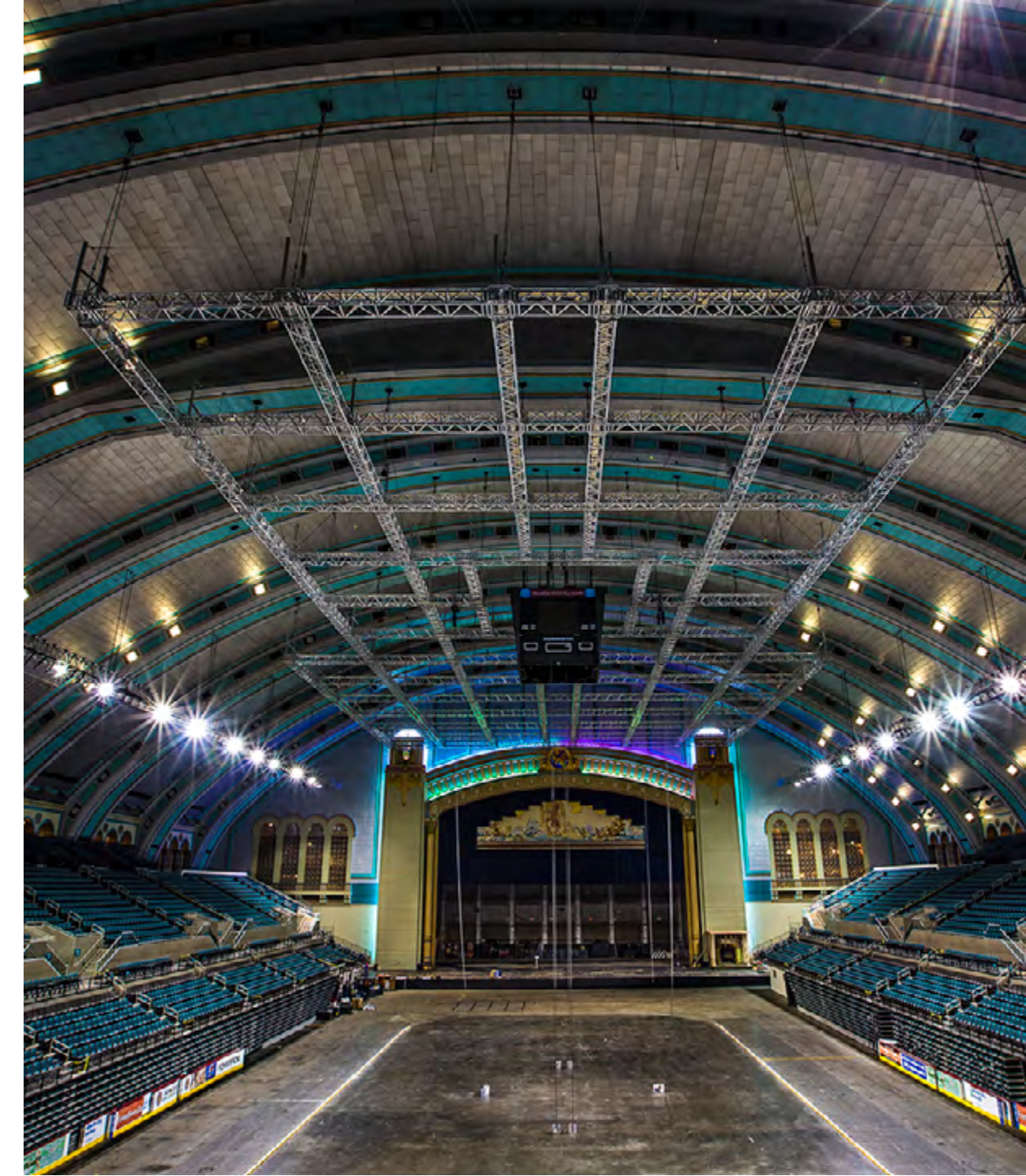


EEA recently conducted a comprehensive market demand, economic impact, revenue and return-on-investment analysis for a proposed renovation of existing ballroom space within the historic Boardwalk Hall in Atlantic City into a dedicated esports venue.

The Atlantic City destination has undergone several transformative stages throughout its lifespan and continues to be one of the most unique travel destinations along the East Coast. Today, opportunity exists for the destination to gain an early foothold in esports—the live entertainment industry’s newest and fastest growing segment. Meet AC, Atlantic City’s Casino Reinvestment Development Authority (CRDA), and other local stakeholders concluded that esports represent a significant opportunity to generate room nights and expose the destination to a wide variety of new customer segments, and as such retained EEA to study the demand and associated benefits of developing a dedicated esports facility.

EEA’s esports feasibility research for Atlantic City included an in-depth evaluation of the regional, national and international esports event markets, as well as market demand research consisting of focus groups and in-depth interviews with publishers and third-party event organizers. A number of potential user groups were identified for a potential Atlantic City esports venue, including events targeting veterans, college students, celebrities, professional gamers, and corporate groups, among others.

The resulting feasibility study provided a clear understanding of the potential economic impacts and tax revenue generation benefits that would be associated with the hosting of major esports tournaments in Boardwalk Hall.





# CAPITAL ONE HALL ESPORTS MARKET STUDY

(TYSONS, VIRGINIA)

## OBJECTIVE

To build a differentiated, multi purpose esports enabled theater in the mid atlantic region



EEA was tasked by ASM Global to assist with an assessment of esports opportunities at the soon to be completed, 1,600-seat Capital One Hall, which in addition to hosting Capital One corporate gatherings and seminars will be able to accommodate Broadway productions, concerts, performances, and (potentially) esports tournaments.

The Hall will serve as an anchor of the Capital One Center, a master planned mixed-use destination center located just 12 miles west of Washington, D.C. Once completed, the Center will feature over 12,000 employees, 5 million square feet of commercial development, 250,000 square feet of retail space, 1,200 apartments, 4,000 parking spaces, an outdoor rooftop events center, and a 300-room independently branded hotel property.

As is the nature of many mixed-use commercial parks, it is expected that the Capital One Center will have diminished foot traffic during weekends and will need to attract events in order to sustain revenues for its retail tenants and its soon to be completed hotel property. With Capital One Hall's state of the art lighting, rigging, WiFi, production equipment, and data connectivity, it is expected that the venue would be highly appealing to video game publishers and third-party organizers as a host site for large esports events that typically occur during weekends. Further, the Hall's location in a highly walkable "micro urban" environment, its proximity to dining and retail options, and its connectivity to Washington, D.C. via the Metro rail line would help position the venue as one of the most attractive live esports destinations in the country.

As such, EEA has been tasked with 1) performing a Preliminary Market Analysis to identify the demand from the esports sector for such a venue, and estimating the event and attendance levels associated potential esports events at the Hall; 2) completing a high-level, esports-focused Technology Review of the project's designs and schematics to ensure that the building program and technology investments are optimized for the esports segment; and, 3) providing Esports Best Practices Guidelines on sales and operations to grow and then maintain the Hall's market capture in an every-changing esports event industry.



# MICROSOFT MIXER STUDIO

## OBJECTIVE

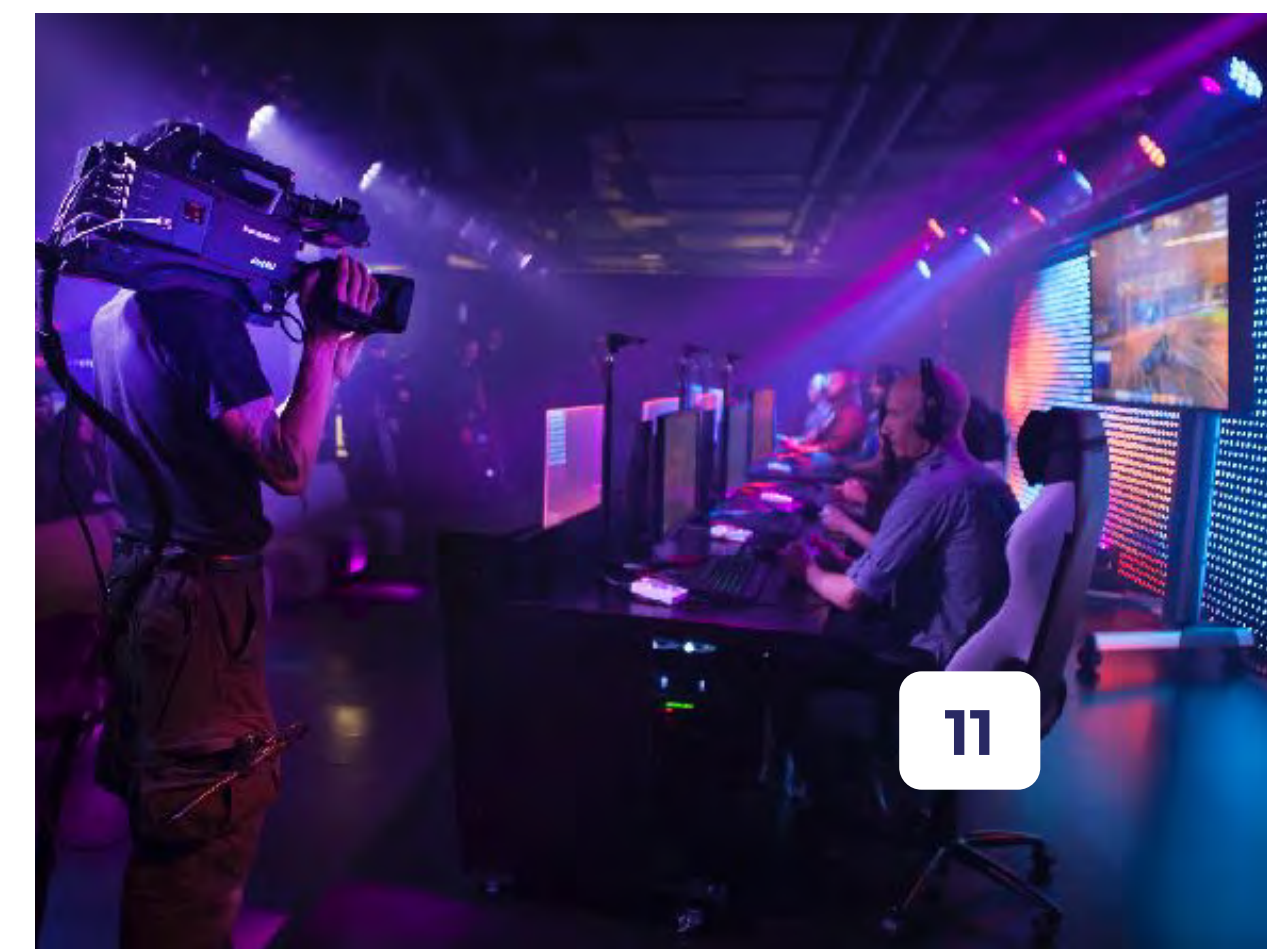
To build something “cool” for gamers in the Microsoft NYC flagship location



EEA executives Marc Scarpa and Angela Bernhard Thomas collaborated to design, build, install and program the state of the art \$6 million esports broadcast gaming MIXER NYC Studio in the Flagship Microsoft store in Manhattan. The 360 scope included the creative programming & distribution strategy, development of formats for shows, hiring of key production and studio personnel along with top personalities Alex “Goldenboy” Mendez, Jess “Ruckus” Brohard, Future Man to host competitions, boot camps, product launches and original programming.

In 2016, this represented the first of its kind in the northeast complete with a control room that supports 2D and 3D graphic effects, professional level gaming stations with facilities such as a digital audio system highlighting arena, concert sound quality, full interactive lighting controls, LED video wall, shout caster desks and player lounges, along with stage, audience and commentary setups. Teams worked closely with the architectural firm Gensler and project management firm JLL.

On-going scope included marketing to and development of distinct gaming communities on the East Coast, a minimum of 12 internally produced esports events monthly, working closely with owned and operated Microsoft brands such as Xbox and 343 Industries. Collaborating with video game publishers such as Epic, Activision Blizzard, Psyonix, and tech companies Dell and Asus. Over 30 original gaming shows were developed and broadcast as some of the first content to be distributed on the interactive MIXER platform in its early days of operation.



# DIGITAL ENTERTAINMENT VENUE PLANNING ASSISTANCE

(LOS ANGELES, CALIFORNIA)

## OBJECTIVE

To create a new draw center model  
focused on video game and esports culture  
for commercial real estate investment



EEA was recently retained by private sector client to conduct an analysis of the potential economic impact, financial operations, adjacent commercial real estate opportunities, and site/location success factors for a proposed Digital Entertainment Venue (DEV) in the context of a planned commercial development in the Greater Los Angeles area.

The proposed DEV would be a first of its kind facility that would leverage cutting technology and production capabilities to serve as both a live event venue and a first-rate production and broadcast studio that could be used by major video game publishers. In addition to a 40,000-square foot theater room, the development would include a 10,000-square foot LAN Center, six training rooms, two production studios, and a number of ancillary support spaces.

Using GIS data and past experience in the Los Angeles market, EEA was able to monitor the amount of time and money spent on gaming by the populations in each of its census tracts, as well as identify different psychographic segments of the area population that would likely be interested in attending esports events. These data helped generate supportable event and attendance projections, which indicated a gradual growth from 40,000 to nearly 90,000 annual venue attendees between the first and fifth year of DEV operations.

Pairing these findings with our in-house data on customer spending at live events, EEA was able to produce an economic impact modeling analysis that forecasted the direct, indirect and induced spending levels associated with DEV venue operations and event activity, in addition to associated earnings/wages and job creation. The estimated \$2.6 million that would be spent on nearby restaurants and \$2.1 million that would be spent on nearby retail as a result of DEV event activity helped inform a preliminary master plan of street level commercial spaces near the venue. Using Los Angeles market data and our industry expertise, EEA was able to suggest occupants for these spaces, including brands such as Chipotle, Apple, Amazon, Microsoft, WeWork, YouTube Space, Intel, and Alienware. Potential brands for an adjacent hotel property were also considered, including Millennial-focused flags such as Moxy (Marriott), Canopy (Hilton), and The Graduate Hotels.

EEA also advised on the criteria that should be considered for the venue's site selection process. As a result, key geo-based elements that will be weighed include Millennial and Gen Z populations, annual video game participation and purchasing habits, and Twitch viewership levels.



# BENDIX ESPORTS ARENA STRATEGIC PLAN

(SOUTH BEND, INDIANA)

## OBJECTIVE

To create a space for community, local, collegiate and regional esports activity



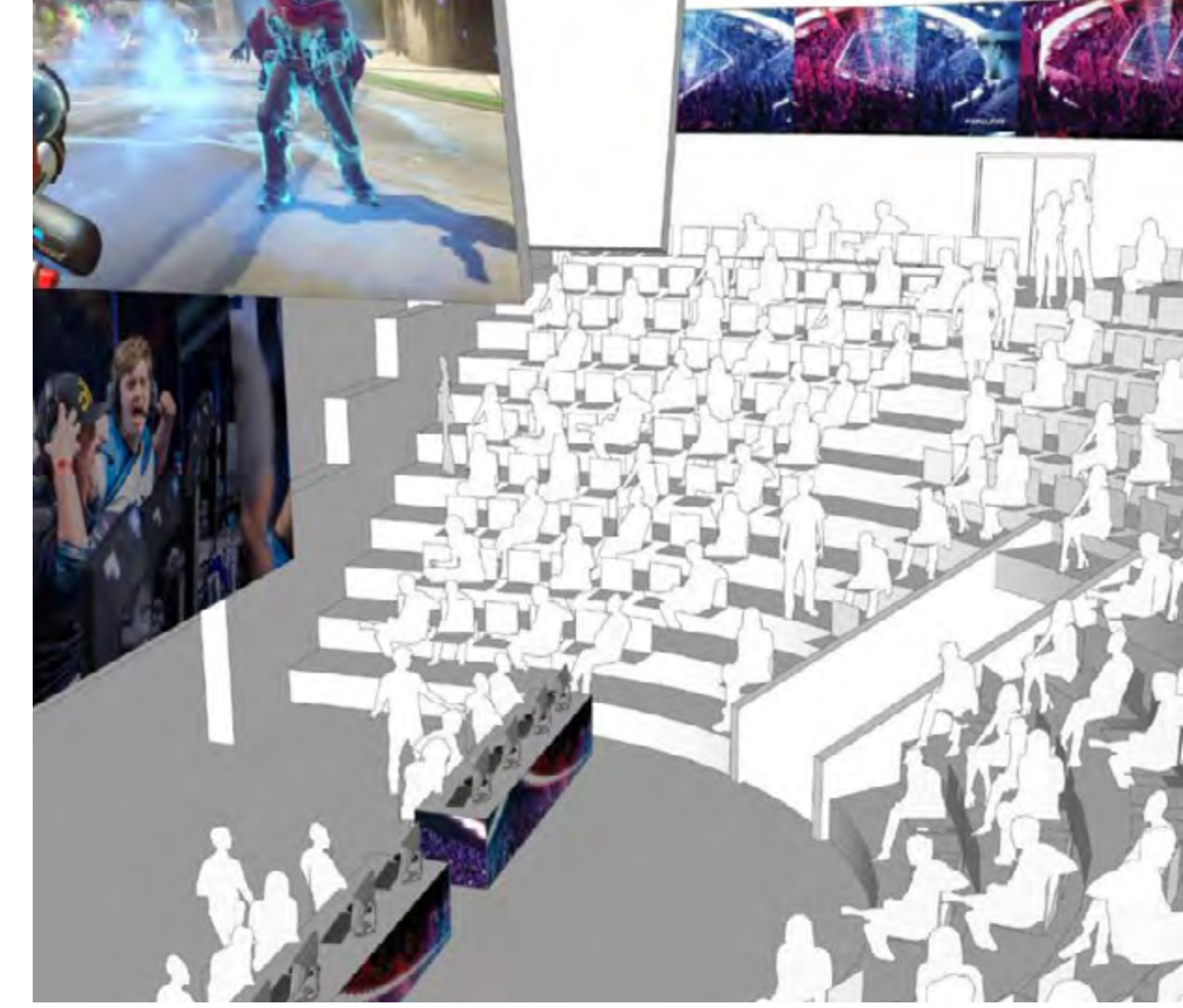
Management of South Bend's Century Center retained EEA to provide planning assistance for the planned repurposing of Bendix Theater into an esports capable venue, and to provide strategic planning for other future esports-related investments that could be made throughout the facility.

The Bendix Theater, a 694-seat fixed-seat theater connected to the Century Center convention facility in downtown South Bend, has been an underutilized asset in recent years and was due for a number of capital improvements in 2020. As part of our study process, EEA analyzed the local market, national and regional industry trends, potentially competitive and/or comparable facilities, the local and regional gaming communities, and the user demand for an esports-tailored event venue in South Bend.

**Several key findings were observed as part of this comprehensive study process:**

- Underutilized Century Center Space—Our analysis of the facility's utilization suggested that Century Center's meeting space levels were disproportionately high and less used than its convention facility peers, leading EEA to recommend the re-designation of a bay of meeting rooms into a part-time LAN center with anywhere between 36 and 48 gaming stations.
- Strong Community Interest—Survey results from a questionnaire that was distributed to over 1,000 local area residents indicated a near universal awareness of esports in the area, and that nearly two thirds of area households had at least one esports fan. A significant majority of respondents also indicated interest in attending or participating in esports events at the Bendix in the future. These data indicate strong area interest in a facility, which could translate to high admission and food & beverage revenues.
- Regional Market Opportunities—Significant opportunity exists to cater to the rapidly growing regional esports landscape in the Midwest and Great Lakes regions. Organizers from these segments often cannot afford to rent high quality technology and equipment to produce their shows, and therefore a turnkey solution such as Bendix Arena would help them to develop larger, more entertaining competitions that would be significantly more appealing to spectators.

Findings from these analyses helped produce more nuanced program recommendations that allowed EEA to make slight adjustments to the previous designs for Bendix Arena, including: a re-imagining of the Arena's stage configurations; locations for cameras, projectors, and broadcasting technologies; the program and configuration of the proposed LAN center; and, the identification of other less used meeting spaces as temporary production rooms or green rooms for large esports events. EEA was also able to provide longer-term direction for other esports-related space, tech and/or service investments that could be considered to position both the Bendix Theater and the Century Center for the continually evolving esports industry, as well as high-level marketing and partnership development strategies to accelerate the event level growth and exposure of these esports-capable facilities.





# THANK YOU

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