The **USC Marshall Sports Business Institute** (SBI), in partnership with the **Pasadena Tournament of Roses** (TOR) and **Ernst & Young** (E&Y), seeks 5 students who will be charged with assisting the TOR in assessing the economic impact of the 2008 Tournament of Roses activities, including the Rose Bowl Football game, Rose Parade, and associated events and activities.

SBI Executive Director David Carter will oversee a student team in planning and conducting this analysis, as well as assisting in determining key outcomes and findings.

I. **Project Overview**

At its core, this project has been designed to assist the TOR in the areas of public relations and strategic planning. The project will consist of the following:

1. An Economic Impact Report that reflects the economic benefits of the presence of the TOR to the Pasadena, Los Angeles, and Southern California areas. Activities will include:
   i. Developing an Economic Impact Model
   ii. Meeting with TOR personnel to develop a study proposal and methodology
   iii. Arranging for the logistics of the study to include field survey administration and data entry
   iv. Analyzing data
   v. Preparing a written report with an accompanying PowerPoint presentation

2. An analysis of the demographics of people attending various TOR events in the week prior to and including New Years Day. This can be conducted in conjunction with the survey to determine economic impact.

i. Analyze and predict if there will be economic or financial circumstances that the TOR will need to pay special attention to in that year.

II. Project Deliverables

Prior to undertaking the aforementioned project, the team will first have to review available information on TOR, including annual financial statements, previous economic impact reports on the TOR, and economic impact reports for other similar entities and activities.

Further, the team will meet with key TOR and E&Y staff to discuss mission and vision, goals, operations, and anticipated issues prior to the start of the project.

Once the initial steps are completed, and in order to successfully complete this project, the team will be asked to do the following:

- Determine the logistics support required to carry out the study to include which agency should provide the support;
- Develop a study methodology that will withstand external peer review. This methodology and plan will be presented to, and approved by, Marshall School supervisor and the TOR leadership;
- Identify data requirements for estimating economic impacts and sources for data;
- Prepare a draft Economic Impact Report;
- Revise draft documents to reflect TOR and E&Y input from reviews;
- Analyze and develop a report on event demographics; and
- Analyze and prepare a short report on how the BCS “double hosting” model will affect the TOR, Pasadena, and the Los Angeles area in 2010.

III. Educational Objectives

This partnership between the study sponsor and TOR provides students the opportunity to apply a wide range of their Marshall coursework to assist an important community partner of the Marshall Sports Business Institute.

Specifically, the student team will be called upon to apply the business acumen they have acquired in the areas of economic analysis, strategy, and research, among others.

The consulting team will have interaction with TOR and E&Y executives, while playing an instrumental role in answering critically important economic questions.

IV. Project Format and Schedule

This assignment must be completed no later than April 1, 2008. Interested students must be prepared to meet with the supervising faculty and begin discussing the scope of the project no later than September 1, 2007.

The project will require between 5-8 hours per week, with more intense hours required between December 17, 2007 and January 7, 2008. The study will require approximately 5 hours a day for all team members during the period December 28, 2007 – January 2, 2008.
At the conclusion of this project the student team will present its findings, both orally and in writing, to key executives at both the TOR and E&Y, as well as the SBI.

**Project Contacts**

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**V. Additional Information**

**About the Tournament of Roses**

Each New Year's Day, the world focuses its attention on Pasadena, California, U.S.A., home of the Rose Parade® and Rose Bowl Game®. It's a celebration more than a century old—a festival of flowers, music and sports unequaled anywhere in the world. The Tournament is more than just a parade and football game. It's America's New Year Celebration, a greeting to the world on the first day of the year, and a salute to the community spirit and love of pageantry that have thrived in Pasadena for more than a century.

An event as large as the Tournament of Roses takes about 80,000 hours of combined manpower each year. That manpower is supplied by 935 volunteer members of the Tournament of Roses® Association, each of whom plays an important role in the staging of the Rose Parade and Rose Bowl Game. Each volunteer is assigned to one of 31 committees, with responsibilities ranging from selecting Parade participants to directing visitors on New Year’s Day, to serving hamburgers to band members at the end of the Parade route, to giving presentations about the Tournament to community groups.

From a business perspective, the Tournament of Roses operates on an annual operating budget of $11 million. An additional $4 million is expenses for the Rose Bowl Game. A total of almost $50 million flows through the corporation each year. TOR activities are viewed on television in all 50 states and in over 130 countries and territories around the world. TOR television viewership ranks among the top special programs in the country each year, along with the Super Bowl, Academy Awards, Emmys, etc.

**About the Sports Business Institute**

The University of Southern California and the Marshall School of Business announced the formation of the Sports Business Institute in October, 2005. Led by Executive Director David M. Carter, the Institute boasts an impressive array of advisory board members who will continue to guide the Institute and its offerings.
The Sports Business Institute is dedicated to understanding and furthering the rapidly growing sports business industry on a global basis, and does so by leveraging extraordinary academic and professional experiences. The Institute’s mission is to serve as both a source and resource for industry participants and stakeholders and, in the process, enable them to address and resolve industry challenges.