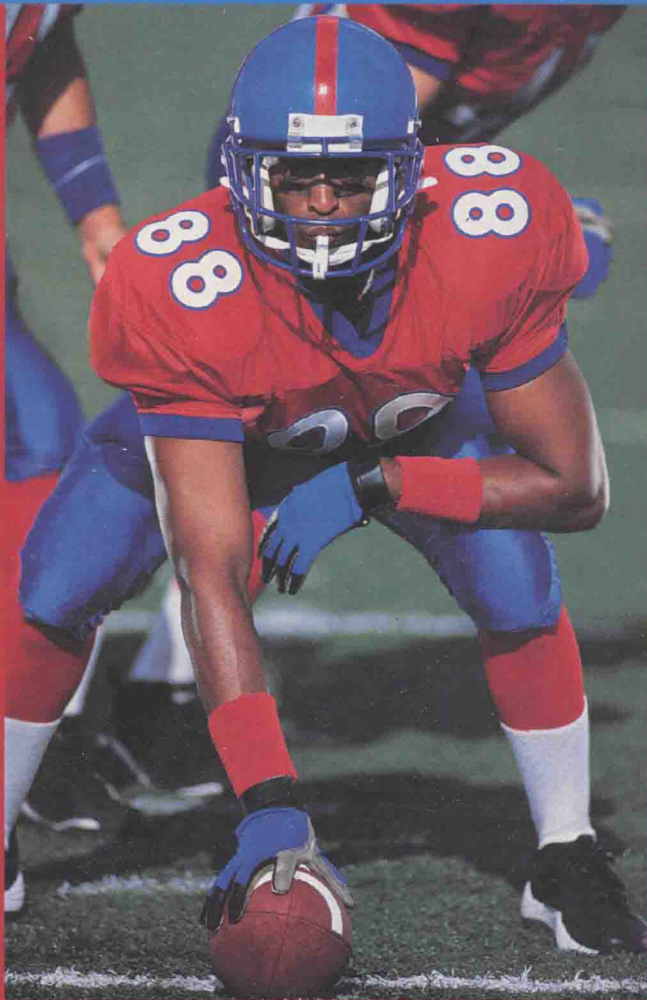


Plunkett's Sports Industry Almanac 2011

The only complete guide to the sports industry

GET ACCESS TO
COMPLETE INDUSTRY
RESEARCH



Complete profiles on the top companies with the latest statistics and trends in:

- ▶ Teams
- ▶ Leagues
- ▶ Equipment Manufacturers
- ▶ Sporting Goods Retailers
- ▶ Stadiums
- ▶ Stadium Management
- ▶ Sports Broadcasting
- ▶ Sports Endorsements
- ▶ Sports Marketing and Advertising

- ▶ Includes Free Online Tools

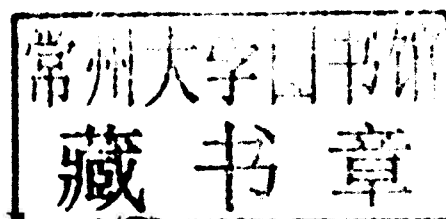


Jack W. Plunkett

- ▶ *"The Plunkett series of directories are well known for providing company and industry information on clearly defined subject areas."*
– American Reference Books Annual

PLUNKETT'S SPORTS INDUSTRY ALMANAC 2011

**The Only Comprehensive
Guide to the Sports Industry**



Jack W. Plunkett

**Published by:
Plunkett Research, Ltd., Houston, Texas
www.plunkettresearch.com**

Copyright © 2010, Plunkett Research, Ltd.

All rights reserved. No part of this book may be reproduced or transmitted in any form by any means, electronic or mechanical, including by photocopying or by any information storage or retrieval system, without the written permission of the publisher.

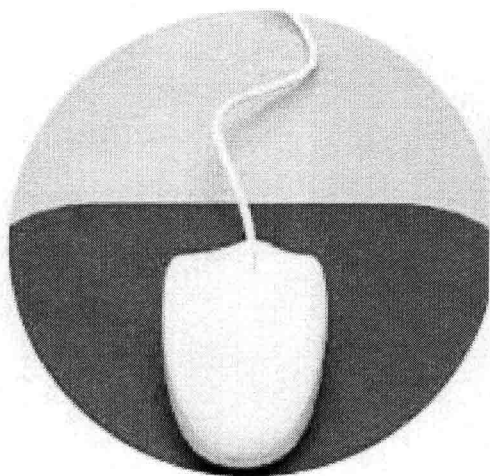
Published by:
Plunkett Research, Ltd.
P.O. Drawer 541737
Houston, Texas 77254-1737

Phone: 713.932.0000
Fax: 713.932.7080
Internet: www.plunkettresearch.com

ISBN13 # 978-1-59392-174-3
(eBook Edition # 978-1-59392-517-8)

**Disclaimer of liability
for use and results of use:**

The editors and publishers assume no responsibility for your own success in making an investment or business decision, in seeking or keeping any job, in succeeding at any firm or in obtaining any amount or type of benefits or wages. Your own results and the job stability or financial stability of any company depend on influences outside of our control. All risks are assumed by the reader. Investigate any potential employer or business relationship carefully and carefully verify past and present finances, present business conditions and the level of compensation and benefits currently paid. Each company's details are taken from sources deemed reliable; however, their accuracy is not guaranteed. The editors and publishers assume no liability, beyond the actual payment received from a reader, for any direct, indirect, incidental or consequential, special or exemplary damages, and they do not guarantee, warrant nor make any representation regarding the use of this material. Trademarks or tradenames are used without symbols and only in a descriptive sense, and this use is not authorized by, associated with or sponsored by the trademarks' owners. Ranks and ratings are presented as an introductory and general glance at corporations, based on our research and our knowledge of businesses and the industries in which they operate. The reader should use caution.



Customer Support Information

Plunkett's Sports Industry Almanac 2011

Please register your book immediately...

if you did not purchase it directly from Plunkett Research, Ltd. This will enable us to fulfill your requests for assistance. Also, it will enable us to notify you of future editions.

Your purchase includes access to Book Data and Exports online

As a book purchaser, you can register for free, 1-year, 1-seat online access to the latest data for your book's industry trends, statistics and company profiles. This includes tools to export company data. We are migrating from our former CD-ROMs, for supplemental data and export tools, to the web. Simply send us this registration form, and we will send you a user name and password. In this manner, you will have access to our continual updates during the year. Certain restrictions apply.

____ YES, please register me as a purchaser of the book.
I did not buy it directly from Plunkett Research, Ltd.

____ YES, please register me for free online access. I am the actual, original purchaser. (Proof of purchase may be required.)

Customer Name _____

Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Country (if other than USA) _____

Phone _____ Fax _____

E-mail _____

Return to:

Plunkett Research, Ltd.

Attn: Registration

P.O. Drawer 541737, Houston, TX 77254-1737 USA

713.932.0000 · Fax 713.932.7080 · www.plunkettresearch.com
customersupport@plunkettresearch.com

* Purchasers of used books are not eligible to register. Use of online access is subject to the terms of the end user license agreement.

PLUNKETT'S SPORTS INDUSTRY ALMANAC 2011

Editor and Publisher:
Jack W. Plunkett

Executive Editor and Database Manager:
Martha Burgher Plunkett

Senior Editors and Researchers:
Brandon Brison
Michael Esterheld
Addie K. FryeWeaver
Christie Manck

Editors, Researchers and Assistants:
Kalonji Bobb
Elizabeth Braddock
Austin Bunch
Michelle Dotter
Lucinda Gaines
Leandra Hernandez
Andrew Olsen
Jill Steinberg
Suzanne Zarosky

Enterprise Accounts Manager
Emily Hurley

E-Commerce Managers:
Alejandra Avila
Kelly Burke
Geoffrey Trudeau

Information Technology Manager:
Wenping Guo

Cover Design:
Kim Paxson, Just Graphics
Junction, TX

Special Thanks to:
ESPN
Forbes Magazine
NFL Players Association
Major League Baseball Association
Sporting Goods Manufacturing Association
International (SGMA)
U.S. Bureau of Labor Statistics
U.S. Department of Commerce
U.S. International Trade Administration

Plunkett Research, Ltd.
P. O. Drawer 541737, Houston, Texas 77254, USA
Phone: 713.932.0000 Fax: 713.932.7080
www.plunkettresearch.com

A Short Sports Industry Glossary

10-K: An annual report filed by publicly held companies. It provides a comprehensive overview of the company's business and its finances. By law, it must contain specific information and follow a given form, the "Annual Report on Form 10-K." The U.S. Securities and Exchange Commission requires that it be filed within 90 days after fiscal year end. However, these reports are often filed late due to extenuating circumstances. Variations of a 10-K are often filed to indicate amendments and changes. Most publicly held companies also publish an "annual report" that is not on Form 10-K. These annual reports are more informal and are frequently used by a company to enhance its image with customers, investors and industry peers.

Above the Line (ATL) Marketing: Traditional advertising through large media outlets, such as newspapers, radio and television. See "Below the Line (BTL) Marketing."

Adams Division: Part of the Wales Conference in the National Hockey League prior to the 1994 reorganization. Now called the Northeastern Division of the Eastern Conference.

Advertising: Within the media industry, a paid publication in a mass media outlet such as a newspaper, magazine or television.

Affiliate: A broadcast radio or television station that is an "affiliate" of a national network, such as NBC or CBS, contracts with the national network, which provides programming to the affiliate for all or part of each day. In return, the affiliate provides the network with an agreed-upon number of minutes of advertising time, which the network then resells to advertisers.

AFL: Arena Football League. See www.arenafootball.com.

AHL: American Hockey League. See www.theahl.com.

All-Star Game: An exhibition game featuring a sport's star players, usually elected by the fans.

AM: See "Amplitude Modulation (AM)."

American Football Conference (AFC): One of two football conferences in the National Football League. The AFC is divided into four divisions: AFC East, AFC West, AFC North and AFC South. The winner of the AFC playoff plays against the winner of the NFC playoff in the Super Bowl.

American Football Conference (South): One of four divisions that make up the American Football Conference. The division includes the Indianapolis Colts, Jacksonville Jaguars, Houston Texans and Tennessee Titans.

American Football Conference East (AFC East): One of four divisions that make up the American Football Conference. The division includes the New England Patriots, New York Jets, Buffalo Bills and Miami Dolphins.

American Football Conference North (AFC North): One of four divisions that make up the American Football Conference. The division includes the Pittsburgh Steelers, Baltimore Ravens, Cincinnati Bengals and Cleveland Browns.

American Football League West: One of four divisions that make up the American Football Conference. The division includes the San Diego Chargers, Denver Broncos, Kansas City Chiefs and Oakland Raiders.

American League: One of two leagues in Major League Baseball. The American League is divided into three divisions: East, West and Central. The winner of the National League playoff plays the winner of the American League playoff in the World Series. See www.mlb.com.

American League Central: One of the three divisions of the American League. The division includes the Chicago White Sox, Minnesota Twins, Detroit Tigers, Cleveland Indians and Kansas City Royals.

American League East: One of the three divisions of the American League. The division includes the Baltimore Orioles, Boston Red Sox, Toronto Blue Jays, New York Yankees and Tampa Bay Devil Rays.

American League West: One of the three divisions of the American League. The division includes the

Los Angeles Angels, Texas Rangers, Oakland Athletics and Seattle Mariners.

American Research Bureau (ARB): One of several national firms that conduct audience research. ARB is the founder of Arbitron ratings.

America's Cup: A major international yacht race.

Amplitude Modulation (AM): Radio broadcasts in the range of 535 kHz to 1705 kHz.

Area of Dominant Influence (ADI): A market area established by Arbitron that places cities and/or parts of counties into groupings that are reached by the same local radio or television stations. It is similar to Nielsen's "Designated Market Area." For example, advertising on radio stations in Boston will reach listeners far outside of Boston within the surrounding ADI.

Astroturf: An artificial grass used on many professional sports fields.

Atlantic Coast Conference: An NCAA (National College Athletic Association) Division I-A sports conference including Virginia Tech, Florida State, Miami, Virginia, North Carolina, Clemson, Georgia Tech, Maryland, North Carolina State, Wake Forest and Duke.

Audience: Total number of households or individuals that can be reached by a vehicle. See "Vehicle."

Below the Line (BTL) Marketing: Nonstandard (and generally less expensive) advertising and marketing efforts, such as direct mailing, sales promotion and public relations activities.

Big 10 Conference: An NCAA (National College Athletic Association) Division I-A sports conference that includes Iowa, Michigan, Wisconsin, Northwestern, Ohio State, Purdue, Michigan State, Minnesota, Penn State, Illinois, Indiana and Nebraska.

Big 12 Conference: An NCAA (National College Athletic Association) Division I-A sports conference including Baylor, Colorado, Iowa State, Kansas, Kansas State, Missouri, Oklahoma, Oklahoma State, Texas, Texas A&M and Texas Tech.

Big East Conference: An NCAA (National College Athletic Association) Division I-A sports conference that includes Boston College, Pittsburgh, West Virginia, Syracuse, Connecticut, Rutgers and Temple.

Bowl Game (College Football): An exhibition game played in college football after the end of the regular season. Examples include the Rose Bowl and the Orange Bowl. The BCS (Bowl Championship Series) bowl is played by the two top ranked teams to determine the national championship.

Brand: A combination of several identifying factors, such as name, logo and color scheme, that separates a product, group of products or a company from competing products or companies.

Brand Development Index (BDI): A measure of how the brand sales in a particular market compare to the number of people in that market, as a portion of the national totals.

Brand Equity/Capital: The level of influence a brand has in swaying a customer to buy a product purely based on the brand.

Brand Extension: Putting an old brand on a new kind of product, e.g., Body Glove branded cell phone covers.

Branding: A marketing strategy that places a focus on the brand name of a product, service or firm in order to increase the brand's market share, increase sales, establish credibility, improve satisfaction, raise the profile of the firm and increase profits.

BRIC: An acronym representing Brazil, Russia, India and China. The economies of these four countries are seen as some of the fastest growing in the world. A 2003 report by investment bank Goldman Sachs is often credited for popularizing the term; the report suggested that by 2050, BRIC economies will likely outshine those countries which are currently the richest in the world.

Broadcast: Electronic transmission of media by radio or television; generally refers to wireless methods.

Cable TV: A television system consisting of a local television station that is equipped with an antenna or satellite dish. The antenna or dish receives signals

from distant, central network stations and retransmits those signals via TV cable to the local subscriber.

CAFTA-DR: See “Central American-Dominican Republic Free Trade Agreement (CAFTA-DR).”

Call Letters: Letters that identify a station, e.g., KTRU. Call letters are established by the Federal Communications Commission. Each broadcast station has unique letters. The letters may denote whether the station is in the eastern or western U.S.

Captive Offshoring: Used to describe a company-owned offshore operation. For example, Microsoft owns and operates significant captive offshore research and development centers in China and elsewhere that are offshore from Microsoft's U.S. home base. Also see “Offshoring.”

Central American-Dominican Republic Free Trade Agreement (CAFTA-DR): A trade agreement signed into law in 2005 that aimed to open up the Central American and Dominican Republic markets to American goods. Member nations include Guatemala, Nicaragua, Costa Rica, El Salvador, Honduras and the Dominican Republic. Before the law was signed, products from those countries could enter the U.S. almost tariff-free, while American goods heading into those countries faced stiff tariffs. The goal of this agreement was to create U.S. jobs while at the same time offering the non-U.S. member citizens a chance for a better quality of life through access to U.S.-made goods.

CFL: Canadian Football League. See www.cfl.ca.

Chain Break: A pause in program broadcasting used to identify the television or radio station, and to air additional advertisements.

Champions League: In UEFA European football (soccer), the Champions League consists of 32 teams that have won qualifying rounds.

CIS: See “Commonwealth of Independent States (CIS).”

Commissioner (Sports): The chief executive of a sports league.

Commonwealth of Independent States (CIS): An organization consisting of 11 former members of the Soviet Union: Russia, Ukraine, Armenia, Moldova,

Georgia, Belarus, Kazakhstan, Uzbekistan, Azerbaijan, Kyrgyzstan and Tajikistan. It was created in 1991. Turkmenistan recently left the Commonwealth as a permanent member, but remained as an associate member. The Commonwealth seeks to coordinate a variety of economic and social policies, including taxation, pricing, customs and economic regulation, as well as to promote the free movement of capital, goods, services and labor.

CONCACAF: The Confederation Norte-Centroamericana y Del Caribe de Futbol. CONCACAF is the regional organization of North American and Central American soccer under which World Cup qualifying matches are played.

Conference USA: An NCAA (National College Athletic Association) Division I-A sports conference that includes Louisville, Memphis, Alabama Birmingham, Cincinnati, Southern Mississippi, Texas Christian University, Tulane, South Florida, Houston, Army and East Carolina.

Conferences: Groups of teams in professional or college football, typically based on geographical regions.

Consumer Price Index (CPI): A measure of the average change in consumer prices over time in a fixed market basket of goods and services, such as food, clothing and housing. The CPI is calculated by the U.S. Federal Government and is considered to be one measure of inflation.

Customer Relationship Management (CRM): Refers to the automation, via sophisticated software, of business processes involving existing and prospective customers. CRM may cover aspects such as sales (contact management and contact history), marketing (campaign management and telemarketing) and customer service (call center history and field service history). Well known providers of CRM software include Salesforce, which delivers via a Software as a Service model (see “Software as a Service (SaaS)”), Microsoft and Siebel, which has been acquired by Oracle.

Demographic Segmentation: Dividing a given population into ethnic and cultural groups in order to target different groups with tailored advertisements.

Demographics: The breakdown of the population into statistical categories such as age, income, education and sex.

Draft (NFL Draft): The annual, league-wide system by which teams in the National Football League (NFL) select players who are ready to leave college teams and enter the realm of professional football. The system is designed so that the teams with the worst records in the previous year have preference in making selections.

E-Commerce: The use of online, Internet-based sales methods. The phrase is used to describe both business-to-consumer and business-to-business sales.

Enterprise Resource Planning (ERP): An integrated information system that helps manage all aspects of a business, including accounting, ordering and human resources, typically across all locations of a major corporation or organization. ERP is considered to be a critical tool for management of large organizations. Suppliers of ERP tools include SAP and Oracle.

ERP: See “Enterprise Resource Planning (ERP).”

EU: See “European Union (EU).”

EU Competence: The jurisdiction in which the EU can take legal action.

European Community (EC): See “European Union (EU).”

European Cup: The championship series for European football (soccer). See “UEFA.”

European Union (EU): A consolidation of European countries (member states) functioning as one body to facilitate trade. Previously known as the European Community (EC), the EU expanded to include much of Eastern Europe in 2004, raising the total number of member states to 25. In 2002, the EU launched a unified currency, the Euro. See europa.eu.int.

Expansion Team: A new team added to a sports league.

Facilities Management: The management of a company's physical buildings and/or information systems on an outsourced basis.

Fantasy Team: A standardized, Internet-based system that allows individuals who have subscribed to a fantasy league through one of several providers to draft a team of players. An individual's team competes against those of friends or strangers in customizable leagues. Each team accumulates statistics during the season that are reflected in overall standings, eventually leading to a league champion.

Farm Team: In baseball, a minor league team that is owned by a major league team. The farm team is used to develop new talent.

FC: Football Club.

Federal Communications Commission (FCC): The U.S. Government agency that regulates broadcast television and radio, as well as satellite transmission, telephony and all uses of radio spectrum.

FIFA: Federation International de Football Association. FIFA is the worldwide governing body of soccer and sponsors the World Cup tournament every four years. See www.fifa.com. Note, in Europe and elsewhere, soccer is referred to as “football.”

Final Four: The last four teams in the NCAA (National College Athletic Association) basketball tournament.

FM: See “Frequency Modulation (FM).”

Franchise (Sports): A team; the legal arrangement that establishes ownership of a team.

Franchise Player: A star player around which a franchise is built.

Free Agent: A player whose contract with his most recent team has expired, allowing him to sign a new contract with any team that makes him an offer.

Frequency Modulation (FM): Radio broadcasts in the range of 88 MHz to 108 MHz.

GDP: See “Gross Domestic Product (GDP).”

Globalization: The increased mobility of goods, services, labor, technology and capital throughout the world. Although globalization is not a new development, its pace has increased with the advent

of new technologies, especially in the areas of telecommunications, finance and shipping.

Gross Domestic Product (GDP): The total value of a nation's output, income and expenditures produced with a nation's physical borders.

Gross National Product (GNP): A country's total output of goods and services from all forms of economic activity measured at market prices for one calendar year. It differs from Gross Domestic Product (GDP) in that GNP includes income from investments made in foreign nations.

Gross Rating Points (GRPs): Measures the audience share of a television program's audience delivery. GRPs are the sum of individual ratings for all programs in a particular time slot. See "Ratings/Ratings Points/Ratings Share."

Heisman Trophy: An award presented annually by the Downtown Athletic Club of New York to the best college football player in the United States.

Image Advertising: Advocating a product based on its affiliation with a particular type of person or activity rather than the properties of the product itself, such as promoting a soda by claiming that basketball players drink it.

Indianapolis 500 (Indy 500): A popular 500-mile car race, first held in 1911, held annually at the Indianapolis Motor Speedway in Speedway, Indiana.

Initial Public Offering (IPO): A company's first effort to sell its stock to investors (the public). Investors in an up-trending market eagerly seek stocks offered in many IPOs because the stocks of newly public companies that seem to have great promise may appreciate very rapidly in price, reaping great profits for those who were able to get the stock at the first offering. In the United States, IPOs are regulated by the SEC (U.S. Securities Exchange Commission) and by the state-level regulatory agencies of the states in which the IPO shares are offered.

Insourcing: A unique and increasingly popular business method. It is similar to "outsourcing," in that it is a continuing business service or process provided to a company by an outside organization. The intent is to enable the client company to focus on its core strengths, while hiring outside firms to

provide other needs such as warehouse, call center or human resources management. However, with insourcing, the services provider moves into or near the client company's facility and sets up shop. For example, ARAMARK has a business unit that will set up and manage an employee cafeteria within a client company's facility. (Occasionally, the term "insourcing" has also been used to describe the creation of jobs in America by foreign firms.) Also see "Third-Party Logistics (3PL)."

IOC: International Olympic Committee. See www.olympic.org.

Kentucky Derby (Horse Racing): A 1.25 mile horse race held at the Churchill Downs racetrack in Louisville, Kentucky. Winning the Kentucky Derby is the first step in attaining the Triple Crown.

LAC: An acronym for Latin America and the Caribbean.

LDCs: See "Least Developed Countries (LDCs)."

Least Developed Countries (LDCs): Nations determined by the U.N. Economic and Social Council to be the poorest and weakest members of the international community. There are currently 50 LDCs, of which 34 are in Africa, 15 are in Asia Pacific and the remaining one (Haiti) is in Latin America. The top 10 on the LDC list, in descending order from top to 10th, are Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Cape Verde and the Central African Republic. Sixteen of the LDCs are also Landlocked Least Developed Countries (LLDCs) which present them with additional difficulties often due to the high cost of transporting trade goods. Eleven of the LDCs are Small Island Developing States (SIDS), which are often at risk of extreme weather phenomenon (hurricanes, typhoons, Tsunami); have fragile ecosystems; are often dependent on foreign energy sources; can have high disease rates for HIV/AIDS and malaria; and can have poor market access and trade terms.

Licensed Brands: Brands for which the licensor (owner of a well-known name) enters a contractual arrangement with a licensee (a retailer or a third party). The licensee either manufactures or contracts with a manufacturer to produce the licensed product and pays a royalty to the licensor. Many fashion designers license their names, such as Ralph Lauren.

Lifestyle Merchandising: Development of merchandise lines based on consumer living patterns.

Location-Based Entertainment: The use of entertainment themes and attractions to draw consumers to specific locations, such as shopping malls, casinos and restaurants.

Logo/Logotype: The simple mark or picture most often used to indicate a brand (e.g., the stylized GE that represents General Electric or the multicolored flag that represents Microsoft Windows).

LPGA: Ladies Professional Golf Association. See www.lpga.com.

Market Segmentation: The division of a consumer market into specific groups of buyers based on demographic factors.

Marketing: Includes all planning and management activities and expenses associated with the promotion of a product or service. Marketing can encompass advertising, customer surveys, public relations and many other disciplines. Marketing is distinct from selling, which is the process of sell-through to the end user.

Mass Media: Refers to all media that disseminate information throughout the world, including television, radio, film, print, photography and electronic media.

Media: Used loosely to refer to the entire communications system of reporters, editors, producers, print publications, broadcast programs, magazines and online publications.

Media Outlet: A broadcast or publication that brings news and features to the public through a distribution channel.

Medium: Any form of communication on a large scale, seen as a possible avenue for advertising. Different media types include television, radio, the Internet, newspapers and magazines.

Merchandising: Any marketing method utilized to foster sales growth.

Mid-American Conference: An NCAA (National College Athletic Association) Division I-A sports conference that is divided into two divisions, East

and West. The Eastern Division includes Miami (Ohio), Akron, Marshall, Kent St., Ohio, Buffalo and Central Florida. The Western Division includes Toledo, Northern Illinois, Bowling Green, Eastern Michigan, Central Michigan, Ball State and Western Michigan.

MLB: Major League Baseball. See www.mlb.com.

MLS: Major League Soccer. See www.mlssoccer.com.

Mountain West Conference: An NCAA (National College Athletic Association) Division I-A sports conference that includes Utah, New Mexico, Brigham Young, Wyoming, Air Force, Colorado State, San Diego State and Nevada Las Vegas.

MVP: Most Valuable Player.

NAFTA: See “North American Free Trade Agreement (NAFTA).”

National Basketball Association Eastern Conference: One of two conferences in the National Basketball Association. The winner of the Eastern Conference playoff plays the winner of the Western Conference playoff in the NBA Championship. The Eastern Conference is divided into three divisions: Atlantic, Central and Southeast.

National Basketball Association Western Conference: One of two conferences in the National Basketball Association. The winner of the Eastern Conference playoff plays the winner of the Western Conference playoff in the NBA Championship. The Western Conference has three divisions Northwest, Pacific and Southwest.

National Collegiate Athletic Association (NCAA): A voluntary association of over 1,200 colleges and universities in the U.S. whose role is to establish standards and protect the integrity of amateurism for student-athletes. See www2.ncaa.org.

National Football Conference (NFC): One of two football conferences in the National Football League. The NFC is divided into four divisions: NFC East, NFC West, NFC North and NFC South. The winner of the American Football Conference playoff plays the winner of the National Football Conference playoff in the Super Bowl.

National Football Conference East (NFC East):

One of four divisions that make up the National Football Conference. The division consists of the Philadelphia Eagles, New York Giants, Dallas Cowboys and Washington Redskins.

National Football Conference North: One of four divisions that make up the National Football Conference. The division includes the Chicago Bears, Detroit Lions, Green Bay Packers and Minnesota Vikings.

National Football Conference South (NFC South):

One of four divisions that make up the National Football Conference. The division includes the Atlanta Falcons, Carolina Panthers, New Orleans Saints and Tampa Bay Buccaneers.

National Football Conference West (NFC West):

One of four divisions that make up the National Football Conference. The division consists of the Seattle Seahawks, St. Louis Rams, Arizona Cardinals and San Francisco 49ers.

National Invitational Tournament (NIT): A college basketball tournament in which teams that are not selected for the NCAA (National Collegiate Athletic Association) tournament may be invited to play.

National League: One of two leagues in Major League Baseball. The National League is divided into three divisions: East, West and Central. The winner of the National League playoff plays the winner of the American League playoff in the World Series. See www.mlb.com.

National League Central: One of the three divisions of the National League. The division includes the St. Louis Cardinals, Milwaukee Brewers, Chicago Cubs, Houston Astros, Pittsburgh Pirates and Cincinnati Reds.

National League East: One of the three divisions of the National League. The division includes the Florida Marlins, Atlanta Braves, Washington Nationals, New York Mets and Philadelphia Phillies.

National League West: One of the three divisions of the National League. The division includes the Los Angeles Dodgers, Arizona Diamondbacks, San Francisco Giants, San Diego Padres and Colorado Rockies.

NBA: National Basketball Association. See www.nba.com.

NBA Finals: The post-season playoffs in the National Basketball Association.

NCAA: See “National Collegiate Athletic Association (NCAA).”

Newspaper Syndicate: A firm selling features, photos, columns, comic strips or other special material for publication in a large number of newspapers. For example, a typical fee charged by a syndicate to a daily newspaper for a popular comic strip is \$10 per day. Generally, the syndicate splits the fee with the author.

NFL: National Football League. See www.nfl.com.

NHL: National Hockey League. See www.nhl.com.

Nielsen Ratings: Ratings created by ACNielsen, a company engaged in television audience ratings and other market research.

Nielsen Station Index (NSI): An index that rates individual television stations.

Nielsen Television Index (NTI): An index that rates national television network programming.

North American Free Trade Agreement

(NAFTA): A trade agreement signed in December 1992 by U.S. President George H. W. Bush, Canadian Prime Minister Brian Mulroney and Mexican President Carlos Salinas de Gortari. The agreement eliminates tariffs on most goods originating in and traveling between the three member countries. It was approved by the legislatures of the three countries and had entered into force by January 1994. When it was created, NAFTA formed one of the largest free-trade areas of its kind in the world.

OECD: See “Organisation for Economic Co-operation and Development (OECD).”

Offshoring: The rapidly growing tendency among U.S., Japanese and Western European firms to send knowledge-based and manufacturing work overseas. The intent is to take advantage of lower wages and operating costs in such nations as China, India, Hungary and Russia. The choice of a nation for

offshore work may be influenced by such factors as language and education of the local workforce, transportation systems or natural resources. For example, China and India are graduating high numbers of skilled engineers and scientists from their universities. Also, some nations are noted for large numbers of workers skilled in the English language, such as the Philippines and India. Also see “Captive Offshoring” and “Outsourcing.”

Onshoring: The opposite of “offshoring.” Providing or maintaining manufacturing or services within or nearby a company's domestic location. Sometimes referred to as reshoring.

Organisation for Economic Co-operation and Development (OECD): A group of 31 countries that are strongly committed to the market economy and democracy. Some of the OECD members include Japan, the U.S., Spain, Germany, Australia, Korea, the U.K., Canada and Mexico. Although not members, Chile, Estonia, Israel, Russia and Slovenia are invited to member talks; and Brazil, China, India, Indonesia and South Africa have enhanced engagement policies with the OECD. The Organisation provides statistics, as well as social and economic data; and researches social changes, including patterns in evolving fiscal policy, agriculture, technology, trade, the environment and other areas. It publishes over 250 titles annually; publishes a corporate magazine, the OECD Observer; has radio and TV studios; and has centers in Tokyo, Washington, D.C., Berlin and Mexico City that distributed the Organisation's work and organizes events.

Outsourcing: The hiring of an outside company to perform a task otherwise performed internally by the company, generally with the goal of lowering costs and/or streamlining work flow. Outsourcing contracts are generally several years in length. Companies that hire outsourced services providers often prefer to focus on their core strengths while sending more routine tasks outside for others to perform. Typical outsourced services include the running of human resources departments, telephone call centers and computer departments. When outsourcing is performed overseas, it may be referred to as offshoring. Also see “Offshoring.”

Pacific 10 Conference: An NCAA (National Collegiate Athletic Association) Division I-A sports conference that includes Southern California,

California, Arizona State, Oregon State, UCLA, Oregon, Washington State, Stanford, Arizona and Washington.

Pay-Per-View (PPV): A service that enables television subscribers, including cable and satellite viewers, to order and view events or movies on an individual basis. PPV programming may include sporting events.

PGA: Professional Golfers Association. See www.pga.com. Also see “LPGA.”

PPP: See “Purchasing Power Parity (PPP) or Point-to-Point Protocol (PPP).”

Purchasing Power Parity (PPP): Currency conversion rates that attempt to reflect the actual purchasing power of a currency in its home market, as opposed to examining price levels and comparing an exchange rate. PPPs are always given in the national currency units per U.S. dollar.

Ratings/Rating Points/Ratings Share: The rating of a medium is its audience size expressed as a percentage of the measured market, where one rating point is equivalent to 1% of the base. Ratings are often referred to as “percent coverage.” A television show with a 22% share has 22 points, or 22% of the total TV audience within its market.

Red Shirt: A designation given to a college athlete who did not play in any games during a particular year due to injury or coach's choice; such a player is permitted to practice with the team during that season and is granted an additional year of eligibility.

Return on Investment (ROI): A measure of a company's profitability, expressed in percentage as net profit (after taxes) divided by total dollar investment.

Rookie: An athlete in his or her first year of a sport.

Saas: See Software as a Service (Saas).”

Satellite Broadcasting: The use of Earth-orbiting satellites to transmit, over a wide area, TV, radio, telephony, video and other data in digitized format.

Share: In broadcasting, the percentage of television households tuned into a particular program or category of programming. The higher the share, the

larger the amount that can be charged for advertising on the program.

Software as a Service (SaaS): Refers to the practice of providing users with software applications that are hosted on remote servers and accessed via the Internet. Excellent examples include the CRM (Customer Relationship Management) software provided in SaaS format by Salesforce. An earlier technology that operated in a similar, but less sophisticated, manner was called ASP or Application Service Provider.

South Eastern Conference (SEC): An NCAA (National Collegiate Athletic Association) Division I-A sports conference that is divided into two divisions, East and West. The Eastern Conference includes Tennessee, Georgia, Florida, South Carolina, Kentucky and Vanderbilt. The Western Conference includes Auburn, Louisiana State, Alabama, Arkansas, Mississippi and Mississippi State.

Special Olympics: An international organization dedicated to empowering individuals with intellectual disabilities to become physically fit, productive and respected members of society through sports training and competition. Special Olympics offers children and adults with intellectual disabilities year-round training and competition in 26 Olympic-type summer and winter sports. There is no charge to participate in Special Olympics. See www.specialolympics.org.

Specialty Publication: A trade or professional magazine that is industry- or audience-specific (e.g., Shopping Center World magazine).

Subsidiary, Wholly-Owned: A company that is wholly controlled by another company through stock ownership.

Sun Belt Conference: An NCAA (National Collegiate Athletic Association) Division I-A sports conference that includes North Texas, Troy, New Mexico State, Louisiana-Monroe, Middle Tennessee, Arkansas State, Louisiana-Lafayette, Utah State and Idaho.

Super Bowl: The U.S. national championship game of the National Football League (NFL).

Superstation: A local television station with a signal that is retransmitted via satellite to distant cable

systems that cannot be reached by over-the-air signals.

Supply Chain: The complete set of suppliers of goods and services required for a company to operate its business. For example, a manufacturer's supply chain may include providers of raw materials, components, custom-made parts and packaging materials.

Syndicated: A report, story, television program, radio program or graphic that is sold to multiple media outlets simultaneously. For example, popular newspaper columns are commonly syndicated to various newspapers throughout the United States, but only one newspaper per market is allowed to participate.

System (Cable): A facility that provides cable television service in a given geographic area, consisting of one or more headends.

Third-Party Logistics (3PL): A specialist firm in logistics, which may provide a variety of transportation, warehousing and logistics-related services to buyers or sellers. These tasks were previously performed in-house by the customer. When 3PL services are provided within the client's own facilities, it can also be referred to as insourcing.

Time Shifting: Services that allow viewers to digitally record television programs for playback at a later, more convenient time. Such services include video-on-demand (VOD) and personal TV services. Time shifting will eventually make up a significant portion of all television viewing.

Triple Crown: Horse racing's greatest prize. To win the Triple Crown, the horse must first win the Kentucky Derby, then the Preakness Stakes and, finally, the Belmont Stakes.

U.S. Open (Golf): First played in 1895 and is considered to be the premier golf tournament in the U.S.

UEFA: The governing body of European football (soccer). See www.uefa.com.

UEFA Cup: In European football (soccer), a competition for the runners up and the cup winners from each nation, along with other selected teams.

UHF: See “Ultra High Frequency (UHF).”

Ultra High Frequency (UHF): The frequency band ranging from 300 MHz to 3,000 MHz, which includes TV channels 14 through 83.

USCF: United States Cycling Federation. See www.usacycling.org.

USGA: United States Golf Association. See www.usga.org.

USL: United Soccer Leagues. See www.uslsoccer.com.

USOC: United States Olympic Committee. See www.usoc.org.

USTA: United States Tennis Association. See www.usta.com.

Value Added Tax (VAT): A tax that imposes a levy on businesses at every stage of manufacturing based on the value it adds to a product. Each business in the supply chain pays its own VAT and is subsequently repaid by the next link down the chain; hence, a VAT is ultimately paid by the consumer, being the last link in the supply chain, making it comparable to a sales tax. Generally, VAT only applies to goods bought for consumption within a given country; export goods are exempt from VAT, and purchasers from other countries taking goods back home may apply for a VAT refund.

Vehicle: Any particular publication or broadcasting channel that carries advertisements.

Very High Frequency (VHF): The frequency band ranging from 30 MHz to 300 MHz, which includes TV channels 2 through 13 and FM radio.

VHF: See “Very High Frequency (VHF).”

Western Athletic Conference: An NCAA (National Collegiate Athletic Association) Division I-A sports conference that includes Boise State, UTEP, Fresno State, Louisiana Tech, Hawaii, Nevada, Tulsa, SMU, Rice and San Jose State.

Wild Card: A U.S. football team that makes the NFL (National Football League) playoffs by having one of the two best records among non-division winners in its conference.

WNBA: Women's National Basketball Association. See www.wnba.com.

World Cup: The worldwide soccer championship tournament sponsored by FIFA (the Federation International de Football Association).

World Series: The championship series for Major League Baseball (MLB).

World Trade Organization (WTO): One of the only globally active international organizations dealing with the trade rules between nations. Its goal is to assist the free flow of trade goods, ensuring a smooth, predictable supply of goods to help raise the quality of life of member citizens. Members form consensus decisions that are then ratified by their respective parliaments. The WTO's conflict resolution process generally emphasizes interpreting existing commitments and agreements, and discovers how to ensure trade policies to conform to those agreements, with the ultimate aim of avoiding military or political conflict.

WTO: See “World Trade Organization (WTO).”

When you need accurate, timely, innovative information

Plunkett Research Online

A **better** business and industry research system that's much more than a database

- ▶ Better industry data
- ▶ Better user interface
- ▶ Better tools
- ▶ Better prices

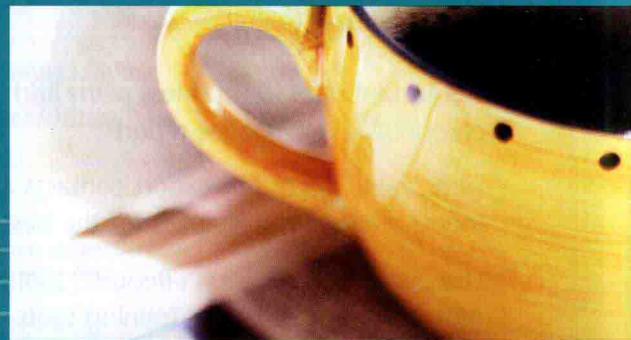
33 major Industry
Research Centers
covering hundreds
of NAIC codes

Our terrific prices
are the best way to
meet your budget!

Our new design and
tools make our site
even easier to use.
Try a FREE trial!

Better Features:

- ▶ Build-A-Reportsm
- ▶ MyResearchAccountsm



Plunkett Research, Ltd.

www.plunkettresearch.com 713.932.0000

We help you understand how industries work today and the trends that will change them tomorrow.

The Industry Research Centers at Plunkett Research Online take you directly to the data you need. Each industry's data is organized in unique, easy-to-use tools:

- ▶ Market Research and Industry Trends
- ▶ Industry Statistics
- ▶ Company Profiles
- ▶ Export Company Contacts
- ▶ Industry Glossary
- ▶ Industry Associations
- ▶ Build-A-ReportSM

Get instant data for business plans and competitive intelligence reports.

Filter, view, select and export contacts at thousands of industry-leading companies for the best sales prospects lists.

Better! Use our exclusive Build-A-ReportSM tool to export professional-quality reports, sales guides and training tools in PDF format.

Target industry-leading employers for the most effective job searches.

Better! Create a personal MyResearchAccountSM to save searches and receive industry alerts.



Ask about our
FREE ONLINE TRIAL at
info@plunkettresearch.com
713.932.0000

Online access to 33 Industry Research Centers brimming with data & resources in these industries:

- | | | |
|------------------------------------|-----------------------------------|--------------------------------|
| 1. Advertising/Branding | 12. E-Commerce & Internet | 24. Middle Market |
| 2. Airline, Hotel & Travel | 13. Energy & Utilities | 25. Nanotechnology & MEMs |
| 3. Alternative & Renewable Energy | 14. Engineering & Research | 26. Outsourcing & Offshoring |
| 4. Apparel & Textiles | 15. Entertainment & Media | 27. Private Companies |
| 5. Archives | 16. Food, Beverage & Tobacco | 28. Real Estate & Construction |
| 6. Automobile | 17. Health Care | 29. Retail |
| 7. Banking, Mortgages & Credit | 18. InfoTech, Software & Hardware | 30. Sports |
| 8. Biotechnology | 19. Insurance | 31. Telecommunications |
| 9. Canadian Industry | 20. International | 32. Transportation & Logistics |
| 10. Chemicals, Plastics & Coatings | 21. Investment & Securities | 33. Wireless, Cellular & Wi-Fi |
| 11. Consulting | 22. Job Seekers | |
| | 23. Manufacturing | |



Vital data covering hundreds of NAIC codes

Plunkett Research Online www.plunkettresearch.com **713.932.0000**