



The Bold North Delivers

The Economic Impact of Super Bowl LII on Minneapolis & Minnesota

Post-Event Full Report



Prepared for:

Minnesota Super Bowl Host Committee
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- **Super Bowl LII (February 4th, 2018) brought an estimated \$450 million in new spending to Minneapolis and Minnesota.** This originated from the local travel spending of **125,000 visitors** (not including game tickets) and an estimated **\$179 million in local game, broadcast, and event hosting expenditures.**
- SBLII was a seminal event that absorbed much of MSP's tourism infrastructure during the 10-day Super Bowl period, displacing much of regular visitor commerce typical for that time of year. Displaced tourism activity was estimated at \$80.5 million. Even though some of these displaced trips will likely be rescheduled, all were subtracted to arrive at **net incremental or new SBLII spending of \$370 million.**
- This incremental spending provided a **significant economic boost to MSP Gross Metro Product totaling \$400 million.** Businesses that directly served visitors or participated in hosting the game & events received \$202 million of that benefit. And local supply chain firms saw \$90 million more. The rest came from local SBLII workers spending wages earned during the SB.
- In fact, **SBLII generated more than \$273 million in wages, enough to support over 5,490 annual jobs** across the metro area.
- Minnesota state & local governments also benefited. All the new spending and income generated by SBLII resulted in **incremental state & local tax receipts of over \$32 million.**
- SBLII brought many additional benefits that were not part of this calculus. Global media exposure, new interest in MSP and Minnesota for future travel or meetings and events, significant charitable contributions, and general civic pride are all difficult to monetize but bring important, lasting benefits.

Super Bowl LII Bottom Line*

For the Minneapolis-St. Paul-Bloomington MSA: <small>in millions of \$ unless otherwise noted</small>	SB LI Incremental Contribution
Gross SBLII Local Spending	\$450M
Less value of regular tourism displaced by SBLII	(\$80M)
Equals Net SBLII Local Spending	\$370M
Less goods and services from outside the city	(\$78M)
Plus Economic ripple effect	\$108M
Total Economic Impact Incremental Contribution to MSP GDP	\$400M
Translating into:	
Jobs Supported (annual basis)	5,490
Wages Paid	\$273M
State Taxes Paid	\$21M
Local Taxes Paid	\$12M
Source: Rockport Analytics	



SBLII Visitation and Incremental Local Spending



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SBLII Brought More than 125,000 Visitors to Minneapolis

Composition of SBLII Visitors* to Minneapolis-St. Paul

Ticketed Game Visitors	58,800	47%
Non-ticketed Visitors	30,310	24%
Team, NFL, Broadcast and Other Operations Staff	6,150	5%
Non-Local Credentialed Support Staff	26,310	21%
Non-Local Media	3,350	3%
Total Non-Local Visitors	124,920	100%

Source: NFL, SBLII Intercept Survey, Minnesota Super Bowl Host Committee, Rockport Analytics

* A visitor is defined as someone who has either stayed overnight (regardless of origin) or traveled a distance of at least 50 miles one way during a day trip.

** Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area



- **Nearly 125,000 visitors came to the Minneapolis metro area** (MSP) for SBLII** over the 10-day period Jan 26th-Feb 5th, of which roughly 58,800 had game tickets
- **This resulted in over 476,000 visitor-days** comprised of 396,000 overnight stays and 80,000 daytrips*
- SBLII visitors generated **more than 266,000 hotel room nights across MSP with an average daily room rate of \$249**. SBLII utilized over 84% of all available room nights across the metro area during the 10-day period. Utilization increased to over 98% during the final four days of SBLII.
- **MSP set a new record with more than 60,000 passengers passing through airport security** on their way out of town after SBLII. Meanwhile, local private airports logged more than 1,630 private jets. And **Metro Transit recorded more than 210,000 additional rides** during the 10-day Super Bowl period.
- **More than 63,000 room nights** were generated by peer-to-peer (e.g. AirBnB) accommodations

An Intercept Survey Captured Vital SBLII Visitor Information

- 967 completed questionnaires were collected at Super Bowl Live, Super Bowl Experience, the Mall of America, and on game day at U.S. Bank Stadium
- Relevant visitor data was collected that included origin zip code, length of stay, travel party size, accommodation type, transportation choice, spending, demographics, and other metrics about their stay
- Hotel data (covering revenue, daily rate, and room demand) and travel & entertainment spending among key SBLII hosting/broadcasting organizations supplemented survey results
- Thanks to our intrepid interview staff!



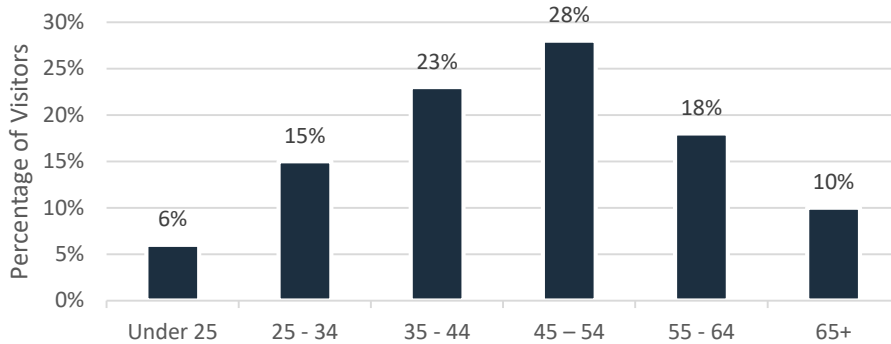
Key findings include:

- ✓ 95% of SBLII visitors came from outside of Minnesota, 6% of those from outside the U.S. The other 5% of SBLII visitors originated from inside of Minnesota but either stayed overnight in paid accommodations or traveled more than 50 miles one way on a day trip.
- ✓ The majority (71%) of SBLII visitors were male, the average age was 47 years old, and nearly half (44%) earned more than \$150,000/year
- ✓ Average length of stay of visitors was 3.9 days
- ✓ Average spending per person per day reached \$608
- ✓ For every 2 ticket holders, there was one additional visitor that came to Minneapolis and did not attend the game



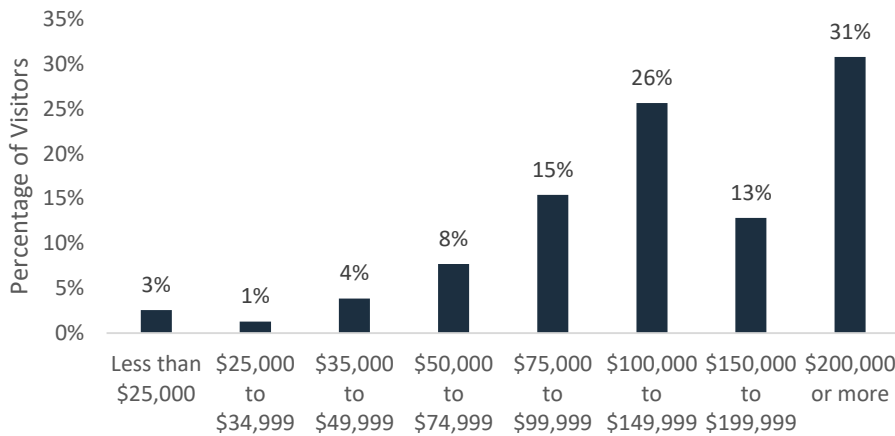
SBLII Visitors by Age Cohort

Over Half of Visitors were Between 35 - 54



SBLII Visitors by Income Cohort

70% of Visitors have HH Incomes > \$100K

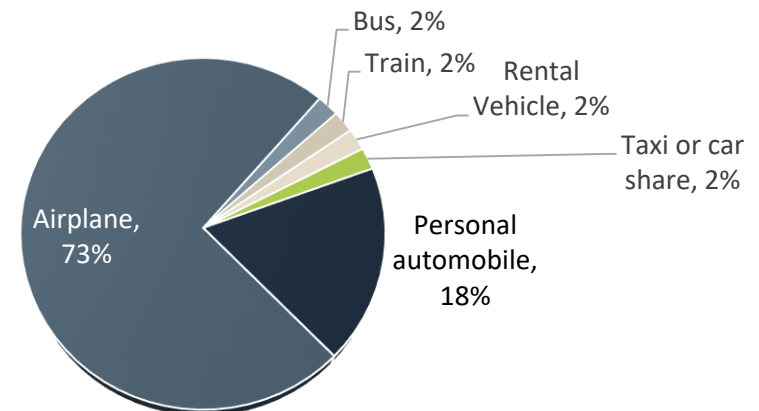


Source: Rockport Analytics, SBLII intercept surveys, February 2018



Primary Mode of Transportation Among Visitors to MSP

Nearly Three-Quarters Came by Air



Source: Rockport Analytics, SBLII intercept surveys, February 2018

Super Bowl LII Demand Drove Record Lodging Performance in the MSP Metro

Super Bowl LII Hotel & Motel Performance

	SBLII (2/1-2/4)	5-Yr Avg for Same Period	Difference	% Difference
Average Daily Room Demand	38,700	21,240	+17,460	82%
Average Daily Rate	\$330	\$100	+\$230	+230%
Average Occupancy Rate	88%	53%	+35%	+66%

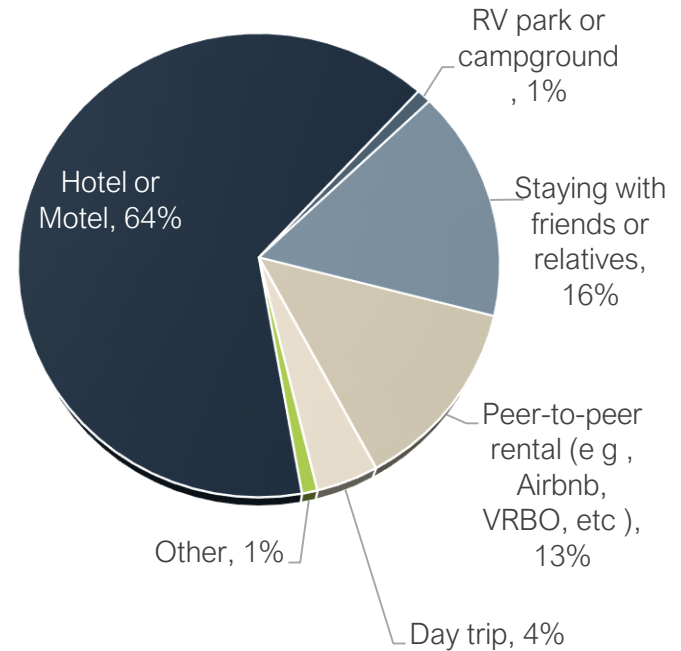
Source: Smith Travel Research (STR), Rockport Analytics

Super Bowl LII Airbnb Performance

	SBLII	Typical MSP February	Difference	% Difference
Average Daily Room Demand	4,900	592	4,308	728%
Average Daily Rate	\$364	\$92	\$272	296%
Average Occupancy Rate	70%	55%	15%	27%

Source: AirDNA, Rockport Analytics

Primary Accommodations Among Overnight Super Bowl Visitors

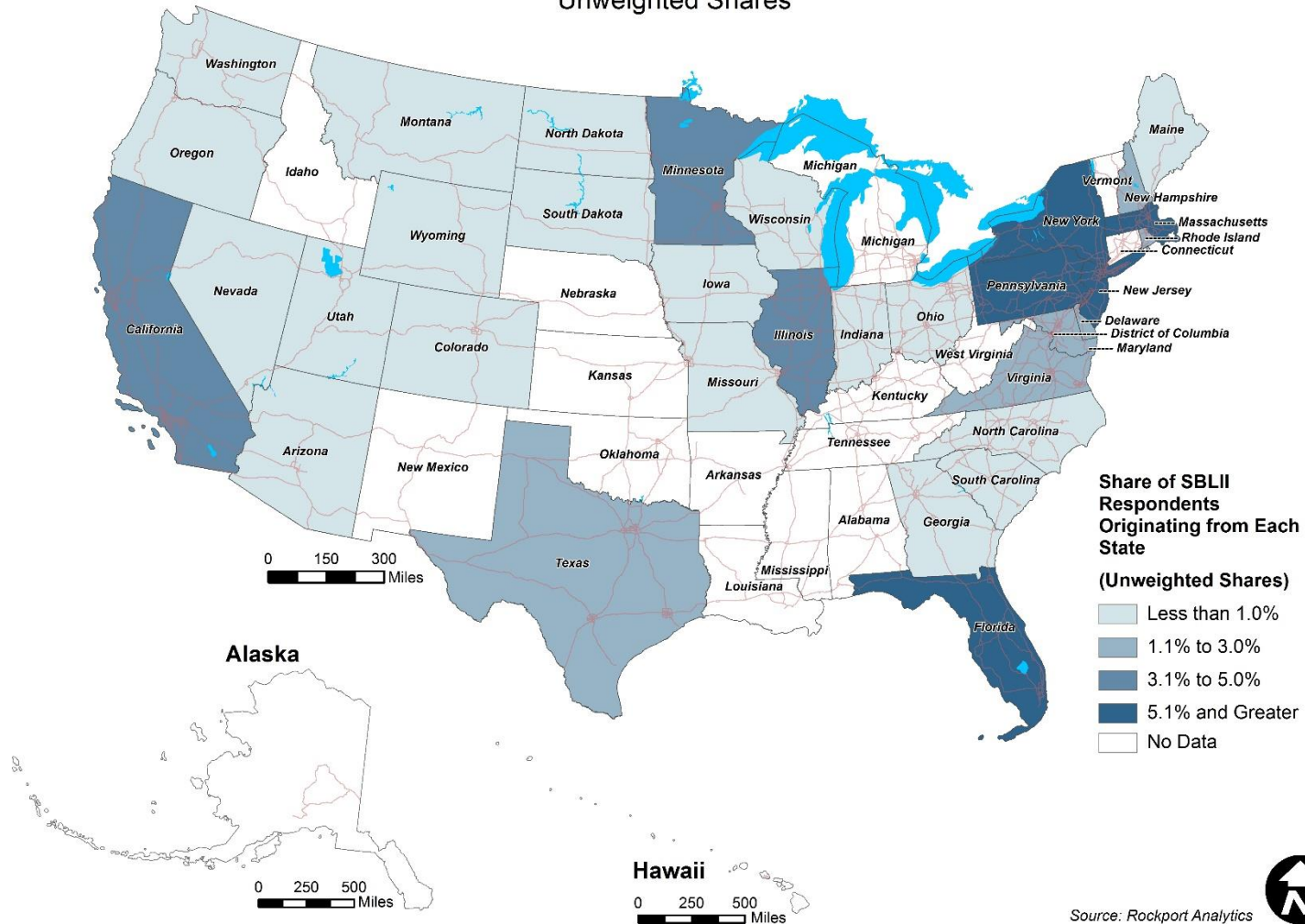


Source: Rockport Analytics, SBLII intercept surveys, February 2018

- Nearly two-thirds of overnight visitors stayed in hotels or motels for SBLII; Peer-to-peer rentals, like Airbnb, played an important role in fulfilling room demand for SBLII with 13% of visitors staying at this type of property. This is up significantly from only 5% peer-to-peer lodging incidence at SBLI.
- Average daily rates were up 230% on hotel rooms and nearly 300% on Airbnb properties from normal February levels while occupancy rates rose 35 points on hotel properties and 15 points on Airbnb properties

Share of Respondents Originating from Each State

Unweighted Shares



Super Bowl-Initiated Gross Spending Eclipsed the \$450 Million Mark

Super Bowl LII Brought Substantial Spending to MSP

Category	in millions of \$		
	Pre-Event Estimate (April 2016)	Post-Event Actual	Difference
Game Attendee/Visitor*	\$284.8	\$271.0	(\$13.8)
Game, Broadcast, Event Operations and Promotion	\$ 121.8	\$179.4	\$57.6
Total Gross SB LII Spending	\$ 406.6	\$450.4	\$43.8

Gross Non-Resident Visitor Spending	Super Bowl LII Spending (in millions)	% of Total
Air (portion assigned to MSP)	\$10.1	4%
Retail & Shopping	\$28.5	11%
Accommodations	\$81.6	30%
Food & Beverage	\$61.3	23%
Rental Car	\$19.1	7%
Entertainment*	\$34.5	13%
Other Ground Transportation	\$23.7	9%
Other –e.g. travel arrangement, laundry, other personal services	\$12.3	5%
Total Visitor Spending	\$271.0	100%

- **SBLII brought 125,000 non-resident visitors to MSP who spent over \$271 million** on hotels, food, transportation, shopping, and entertainment.
- **SBLII visitors spent an average of \$608 per day** in MSP. Typical tourism spending averages about \$124/day**
- **Local hosting expenditures outpaced previous SBs** as the NFL, broadcast networks, and other hosting partners spent significantly more at SBLII. **More than \$179 million was spent locally.**
- Accommodations includes hotels (@\$66 million) and peer-to-peer rentals (@\$15 million).
- Resident spending, although significant, was not included in the spending or economic impact figures.



How Did SBLII Benefit the Minneapolis & Minnesota Economies?



From Gross Spending to the Incremental Economic Contribution of SBLII

**What was Spent
Locally by All
Participants**

**Gross SBLII
Spending
\$450 million**

- All local game attendee/visitor, event operations, and game, broadcast, and promotions spending
- Subtracts any MSP resident spending or hosting expenses that went to vendors outside of Minnesota



**Less
Displaced
MSP Tourism
(\$80 million)**

- Average 2012-2017 MSP tourism spending for same 7-day period, 82% of which was displaced by SBLII
- Source: Meet Minneapolis, D.K. Shifflet, STR, Rockport Analytics based on 5-yr averages for Jan 26th-Feb 5th

**Equals Net
Incremental
SBLII Spending
\$370 million**

- Net new spending brought to MSP by SBLII

**Less Goods & Services
from outside of GH
(\$78M) plus Economic
Ripple Effect +\$108M**

**What Stayed Behind
to Contribute to the
MSP/MN Economy**

**Net SBLII-
Initiated
Contribution to
MSP/MN GDP
\$400 million**

For every \$1 spent at SBLII, the MSP/MN economy retained \$0.88

Even After Netting Out Displaced Tourism SBLII'S Contribution Remains Impressive

SBLII Bottom Line for MSP & MN

For the Minneapolis-St. Paul MSA: <small>in millions of \$ unless otherwise noted</small>	Gross Contribution	Displaced Tourism Offset	Net* Incremental Contribution
Total Spending	\$450.4	(\$80.5)	\$369.9
Total Economic Impact:			
Contribution to GDP	\$477.4	(\$77.4)	\$400.0
Direct Impact	\$243.1	(\$40.9)	\$202.2
Indirect Impact	\$106.8	(\$16.6)	\$90.2
Induced Impact	\$127.5	(\$20.0)	\$107.6
Jobs Supported (annualized)	6,760	(1,270)	5,490
Contribution to Area Payrolls	\$323.8	(\$50.8)	\$273.0
Total Tax Receipts			
Federal	\$70.6	(\$11.4)	\$59.2
State	\$27.4	(\$6.6)	\$20.8
Local	\$16.1	(\$4.5)	\$11.6

* After removing displaced tourism typical for 10-day period in Late Jan/early Feb
Source: Rockport Analytics, MSBHC, Smith Travel Research, AirDNA, Meet Minneapolis, NFL, NBC, ESPN, IMPLAN

Displaced tourism is projected using Meet Minneapolis/D.K. Shifflet/STR estimates of annual visitor spending adjusted for typical SB week tourism across MSP.

82% of regular tourism was assumed to have been displaced by SBLII, based upon daily hotel occupancy differences and SBLII ADT rate compression.

Includes both full and part-time workers expressed in annual terms

Total estimated gross state & local taxes include all tax types comprising transaction (e.g. sales, hotel, entertainment, etc.), income, and property.



SBLII Brought Significant Net Fiscal Benefits to MSP & Minnesota

Minneapolis-St Paul-Bloomington Super Bowl LII Tax Overview

in thousands of dollars

	Gross Contribution	Displaced Tourism	Net Contribution
Federal Taxes	\$70,609	(\$11,373)	\$59,236
State Taxes	\$27,430	(\$6,620)	\$20,810
Sales	\$17,118	(\$3,769)	\$13,349
Rental Car	\$2,217	(\$591)	\$1,626
All Other State Taxes	\$8,095	(\$2,260)	\$5,836
Local Taxes	\$16,128	(\$4,499)	\$11,629
Lodging	\$1,044	(\$259)	\$785
Entertainment	\$338	(\$229)	\$109
Restaurant + Liquor	\$1,122	(\$202)	\$920
Hennepin County Sales	\$168	(\$48)	\$120
Minneapolis Sales	\$116	(\$68)	\$48
Hennepin Transit Sales & Use	\$413	(\$160)	\$253
All Other Local Taxes	\$12,927	(\$3,533)	\$9,394
Total SBLII-Initiated Taxes	\$114,166	(\$22,492)	\$91,675
Addendum:			
SBLII-Initiated State & Local Taxes	\$43,558	(\$11,119)	\$32,439

Transaction taxes are estimated using spending by category and appropriate tax rates less any exemptions (i.e. sales tax on grocery store food purchases). *Note: sales tax on game tickets has been excluded.*

State & Local tax totals also include other tax types such as corporate income (state) and property (local). These are derived by the IMPLAN economic model of MSP

A prorated portion of residential & commercial property taxes are included based upon SBLII wages (residential) and revenue (commercial). Property taxes are estimated within the IMPLAN model.

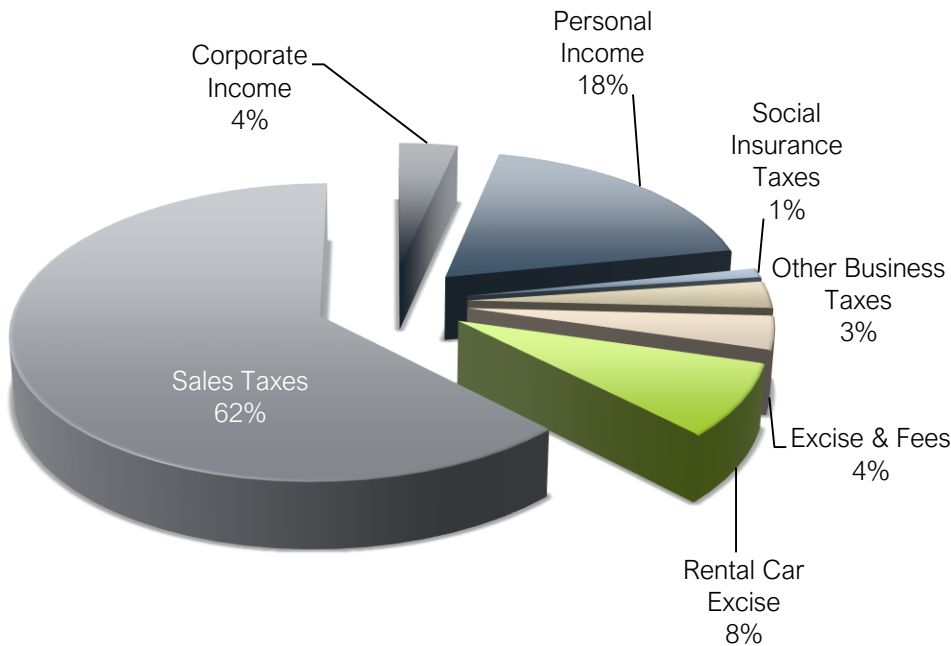
Normal tourism-initiated taxes for a typical 10-day period in late January-early February. These receipts are assumed to have been displaced by Super Bowl LII.

Source: Rockport Analytics, IMPLAN, City of Minneapolis, Minnesota Department of Revenue

SBLII-Initiated Gross State & Local Taxes by Source

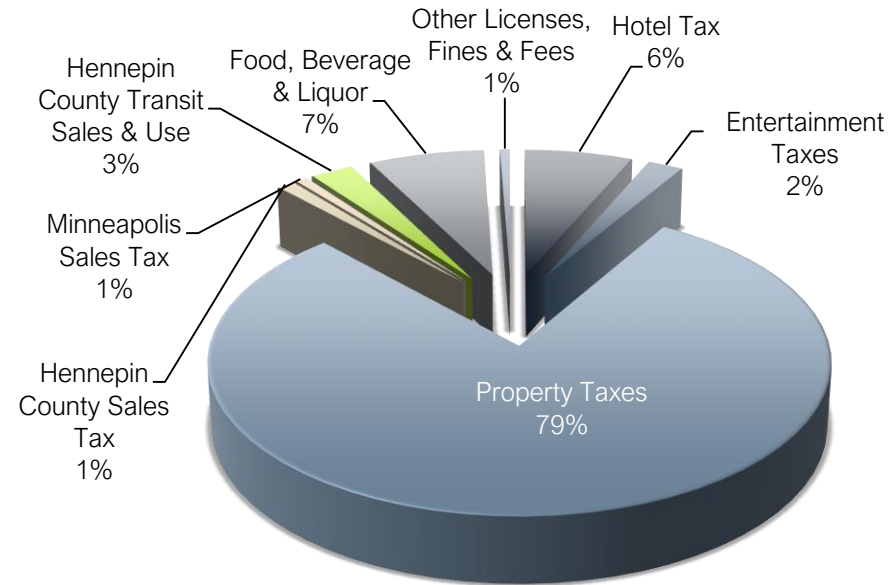
Super Bowl LII Minnesota State Gross Tax Receipts

Total = \$27.4 million



Super Bowl LII Gross Local* Tax Receipts by Source

Total = \$16.1 million



* Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area
Source: Rockport Analytics, IMPLAN, Minnesota Department of Revenue

How Did Local MSP/MN Industries & Businesses Benefit?

Net SBLII-Initiated Value-Added (GDP) by Sector (in thousands of current \$)	Direct Visitor & Game Operations	Indirect (Supply Chain)	Induced (Income)	Total
Total Net GDP Contribution	\$202,191.1	\$90,208.4	\$107,552.0	\$399,951.5
11 Ag, Forestry, Fish & Hunting	\$0.0	\$95.1	\$211.3	\$306.3
21 Mining	\$0.0	\$577.7	\$374.0	\$951.7
22 Utilities	\$686.4	\$3,547.6	\$1,888.1	\$6,122.1
23 Construction	\$8.3	\$2,780.0	\$1,010.8	\$3,799.1
31-33 Manufacturing	\$2,845.3	\$4,012.5	\$2,843.2	\$9,701.1
42 Wholesale Trade	\$603.4	\$4,019.1	\$6,150.2	\$10,772.6
44-45 Retail Trade	\$2,805.4	\$2,496.1	\$9,334.2	\$14,635.7
48-49 Transpo & Warehousing	\$12,675.2	\$2,272.0	\$2,255.3	\$17,202.5
51 Information	\$15,437.8	\$7,275.6	\$4,391.5	\$27,104.8
52 Finance & Insurance	\$0.0	\$7,802.6	\$10,598.3	\$18,400.9
53 Real estate & Rental	\$10,169.0	\$16,008.1	\$25,757.9	\$51,935.0
54 Professional- Services	\$13,200.3	\$15,651.5	\$5,590.0	\$34,441.8
55 Management of Companies	\$20,170.4	\$4,218.7	\$1,581.1	\$25,970.2
56 Administrative Services	\$23,890.1	\$8,819.8	\$3,131.7	\$35,841.7
61 Educational Services	\$0.0	\$165.3	\$2,147.6	\$2,312.9
62 Health & Social Services	\$32.4	\$5.8	\$16,951.2	\$16,989.4
71 Arts, Entertainment & Recreation	\$20,310.8	\$3,721.6	\$1,846.5	\$25,878.9
72 Accommodation & Food Services	\$65,087.8	\$1,973.0	\$5,698.9	\$72,759.8
81 Personal Services	\$4,649.5	\$3,560.0	\$5,314.1	\$13,523.5
92 Government	\$9,619.0	\$1,206.4	\$476.2	\$11,301.6

Value-Added essentially describes net SBLII-initiated revenue that was retained in MSP

The **Direct** amount (2nd column) accrued to businesses that either served visitors or participated in hosting SBLII

Indirect (3rd column) describes revenue that accrued to MSP supply chain businesses

The **Induced** (4th column) measures revenue that accrued to businesses across MSP from the spending of wages paid to SBLII workers

SBLII Exposed Minneapolis to Visitors & Football Fans From Around the World

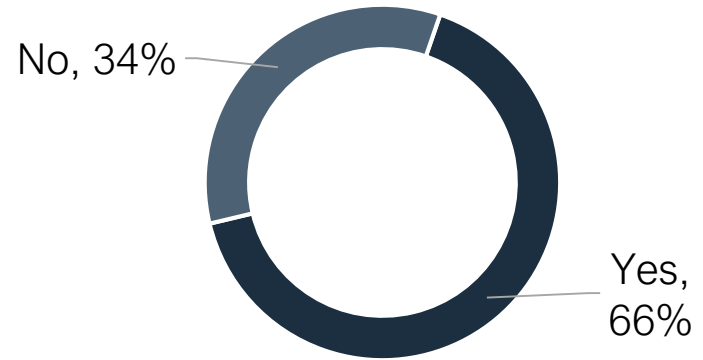
While the focus of this study is on the short term economic impact hosting the game will have on the MSP metro, there is an obvious longer-term benefit to showcasing Minneapolis to the world...

- SBLII was **viewed by 103.4 million fans** from around the world*
- The trip to Minneapolis for the Super Bowl was the first visit to the city for two-thirds of Super Bowl visitors
- **83% of first-time SBLII visitors plan to return to Minneapolis in the future.** Meanwhile, 93% of all Super Bowl visitors plan to return.
- **Meet Minneapolis reports that meeting/convention leads are up 30% since SBLII was announced.** Booked room nights are 11% higher. Leads were up 10% YoY in the first 4 months of 2018 alone.

* The Nielsen Company

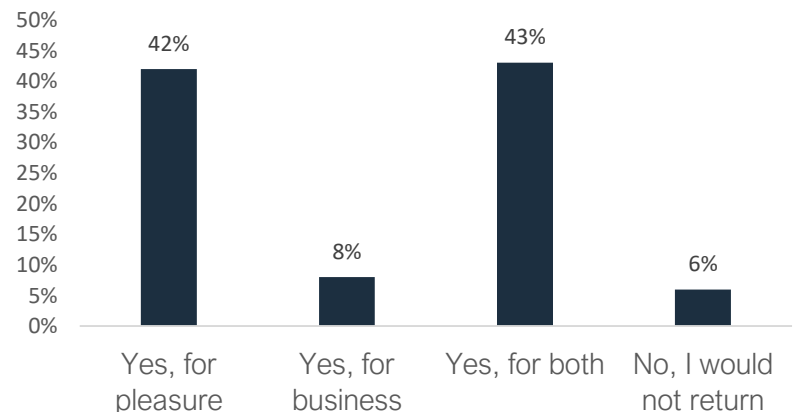


Was this your first visit to the Minneapolis-St Paul area?



Source: Rockport Analytics, SBLII intercept surveys, February 2018

Do you plan to return to the MSP area in the future?



Source: Rockport Analytics, SBLII intercept surveys, February 2018

Super Bowl LII Impact in Perspective



How Did SBLII Benefit MSP & Minnesota?

By Promoting Minnesota Jobs

SBLII supported the equivalent of 5,490 new annual jobs in MSP paying an average wage equivalent of \$50,000 per year

By Building MSP Tourism

SBLII's \$271 million in visitor spending will boost annual MSP tourism by an estimated 3.5% in 2018 -all during a 10-day period during the low season! Moreover, many visitors and meeting planners impressed with MSP & Minnesota will return to build future tourism -more than 83% of first-time SBLII visitors indicated that they planned to visit again. Meeting/Convention leads and booked room nights are also up more 30% since the SB was announced, by 10% in the first months of this year alone. New interest was also fueled by 8.8 million Twitter impressions, 5.4 million Facebook impressions, 3 million pageviews on MNsuperbowl.com, and 103 million broadcast viewers of Super Bowl LII.

By Helping to Relieve the Tax Burden of Minnesota Households

SBLII generated about \$15 per MN household in state & local tax receipts. **Since no resident spending was included in the economic impact analysis, these tax receipts are net new to state and municipal government budgets.**

By Capturing and Retaining Local Expenditures Made on Behalf of SBLII

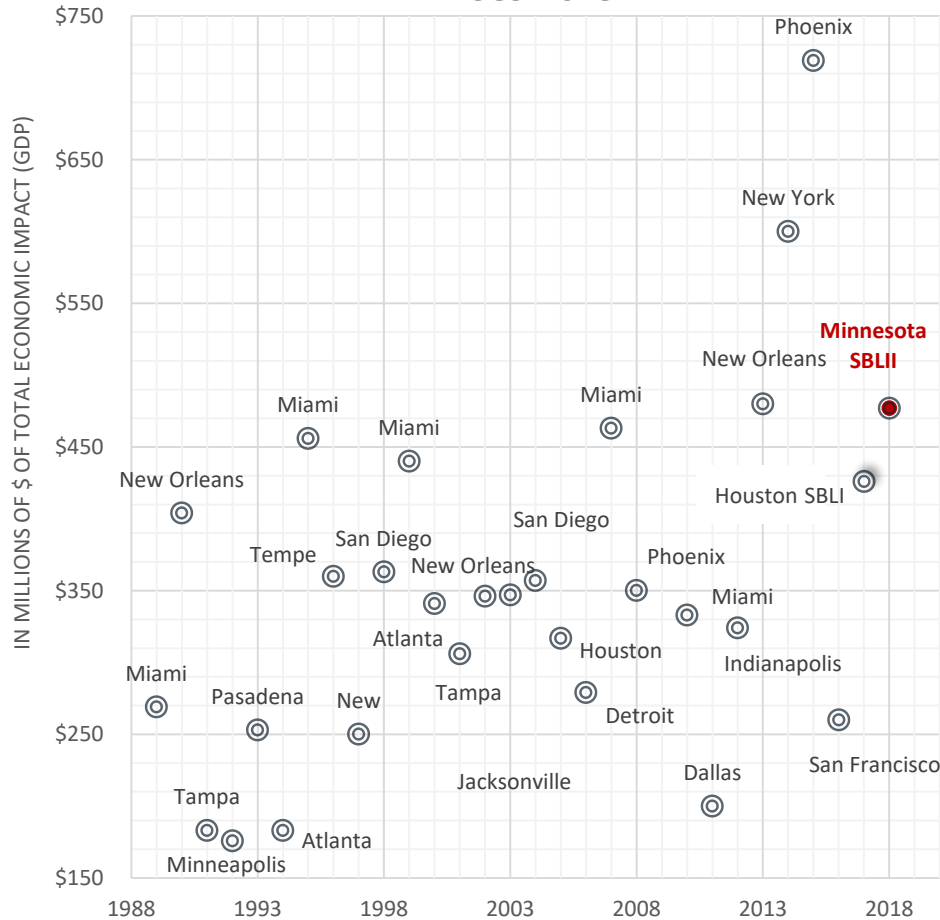
For every \$1 spent at SBLII, the MSP economy retained about 88 cents; 68 cents of that retained benefit went towards paying MN workers a total of \$273 million in wages and salaries. And 8 cents of each SBLII dollar went towards the payment of state & local taxes.

By Fueling Charitable Giving Benefiting Kids Statewide, with Benefits Long After Gameday

The Minnesota Super Bowl Host Committee's Legacy Fund provided grants to organizations statewide promoting the health and wellness of Minnesota kids, with a total impact of more than \$5.5 million across the state.

At \$477M, SBLII Gross Impact Among Highest Since 1988

Super Bowl Gross* Economic Impact Estimates
1989-2018



* before subtracting estimates of displaced tourism

Source: University of New Orleans, Coates and Humphreys, UCLA/LA Sports Council, Price waterhouse (Depken and Wilson, Rishe, Greater Miami Convention and Visitors Bureau, San Diego Citizen's Task Force)

Why the Broad Range?

- **The Super Bowl has grown significantly as a mega-event.** More/bigger ancillary events, longer durations, more out-of-town staff, more visitors...
- **Different authors, methodologies, data integrity** -some more conservative than others
- **Estimates vs. Hard Data:** Cooperation from NFL, NBC, ESPN, corporate sponsors, state and local government?
- **Time:** inflation naturally lifts the value of all spending
- **Relative Cost of Living** -MSP's cost of living is higher than many other host cities (e.g. Detroit, Indianapolis, Houston)
- **MSP previously hosted Super Bowl XXVII in 1992**—impact estimated @ \$176 million (\$364 million in today's dollars)

Year	Super Bowl	Host City	Gross Economic Impact <i>(in millions \$)</i>
2010	XLIV	Miami	\$ 333
2011	XLV	Dallas	\$ 200
2012	XLVI	Indianapolis	\$ 324
2013	XLVII	New Orleans	\$ 480
2014	XLVIII	New York	\$ 600
2015	XLIX	Phoenix	\$ 719
2016	50	San Francisco	\$ 260
2017	LI	Houston	\$ 426
2018	LII	Minnesota*	\$ 477

Task	Methodology/Approach	Data Sources
Estimate SB-initiated Visitor Spending	An intercept survey was fielded at a number of locations including (1) throughout the skyways around Super Bowl Live, (2) the NFL Experience at the Minneapolis Convention Center, and (3) US Bank Stadium. A total of 967 completed interviews were collected covering topics such as visitor origin, travel party size, length of stay, spending across an array of categories, and typical demographics. The survey was supplemented by actual hotel data during the 10-day period from STR. Finally, actual travel & entertainment data was collected from most of the major operational, broadcast, and event hosting organizations.	<ul style="list-style-type: none"> • Intercept survey –Rockport Analytics • Smith Travel Research (STR) • NFL, ESPN, NBC • Minnesota SB Host Committee • Various Corporate Sponsors
Estimate SB-initiated MSP Game, Broadcast & Event Operations Spending	Actual and/or estimated operations, broadcast, and event spending was collected directly from SBLII’s major hosting organizations. Care was taken to eliminate any double counting, as well as material, service, and supply purchases made with vendors outside of Minnesota. In addition, an online survey of corporate event sponsors was used to estimate local ancillary event hosting expenditures.	<ul style="list-style-type: none"> • Minnesota Super Bowl Host Committee • NFL, NBC, ESPN, Mall of America • Corporate event planners • City of Minneapolis • Metropolitan Airports Commission, MTA
Translate spending into economic impact on Minneapolis & Minnesota	Spending streams for visitors and operations by detailed category were entered into the latest (2016) IMPLAN economic model of the MSP metropolitan statistical area. Contributions to GDP, jobs, wages, and taxes are estimated by the model.	<ul style="list-style-type: none"> • IMPLAN (www.implan.com)
Calculate Minnesota & local Minneapolis-St. Paul-Bloomington taxes	Taxes directly applicable to visitor & operational transactions are calculated using the categorical spending totals described above against appropriate current tax rates less any exemptions (e.g. sales tax on groceries, clothing)	<ul style="list-style-type: none"> • Minnesota Department of Revenue • City of Minneapolis, Hennepin County
Estimate displaced tourism & calculate net SB LII impact	SBLII was assumed to have displaced most of regular tourism during Jan 26-Feb 5th period. Displaced tourism’s impact was estimated and subtracted from the gross SBLII impact calculations to arrive at a net contribution. Displaced tourism was estimated by using the 2012-2017 average of tourism spending in MSP using seasonal tourism spending and daily hotel performance.	<ul style="list-style-type: none"> • Meet Minneapolis, D.K. Shifflet • STR daily hotel activity during Jan 26-Feb 5 • IMPLAN model of MSP

- **Visitor** -someone who has either stayed overnight (regardless of origin) or traveled a distance of at least 50 miles one way during a day trip
- **Gross Impact** –economic impact of all SBLII-initiated gross spending in MSP/ Minnesota
- **Net Impact** –the gross economic impact less the value of regular MSP leisure and business tourism displaced by SBLII
- **Direct Impact** –benefit that accrues to those MSP businesses that directly serve SBLII game attendees, visitors, and out-of-town staff; plus businesses directly involved with hosting operations, broadcast, and ancillary events.
- **Indirect Impact** –benefit to the many local upstream firms that populate the supply chain of SBLII direct businesses
- **Induced Impact** –both direct and supply chain businesses pay wages to their workers. Much of these local wages will be spent in MSP throughout the year at business that provide a broad range of consumer goods and services. Sometimes referred to as the “ripple effect”.
- **Leakages** –that portion of gross spending that leaves the MSP/MN economy: (1) as profits to non-MSP headquartered businesses, (2) because of unavailable or insufficient local supply, (3) non-local vendor choice, and/or (4) from reduced downstream spending caused by savings, debt reduction, or excess inventories.
- **Displaced Tourism** –the level of regular leisure and business travel & tourism that is displaced by a mega-event. This is subtracted from gross spending surrounding the event to arrive at net incremental expenditures.



Rockport Analytics is a research and analytical consulting firm providing high quality quantitative and qualitative research solutions to business, government, and non-profit organization clients across the globe. We provide fast, nimble service in a completely transparent environment.

Capabilities include:

- Market Analysis and Forecasting
- Economic Impact Assessment, Tourism Satellite Accounting, and Economic Development
- Market Modeling and Decision Support Tools
- Project Feasibility Assessment
- Primary and Secondary Research Synthesis
- Stakeholder Surveys – internal & external

Recent client examples include: Greater Houston Super Bowl Host Committee, the Orange Bowl Committee, U.S. Travel Association, Global Business Travel Association, MPI, Indianapolis Super Bowl Host Committee, Delaware Tourism Office, Indiana Office of Tourism Development, Boeing, Visa, American Express, Carlson Wagonlit, IHG, Annapolis CVB...



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