



# The Global Sports Landscape

Sport is a big business, growing rapidly and estimated to be worth around \$623bn by 2027. With the rise in private equity investment, growing levels of sponsorship and income from media rights, ticket sales and merchandise, sport and business are becoming ever more intertwined.

Sport is also experiencing a period of unprecedented change. Change driven by increased societal expectations relating to ethics, transparency and governance, the impact of advancing technology and AI, and by a rush to professionalise to keep pace with the expectations of a wave of investors pouring money into sport, but demanding better financial management for a return on investment.

These pressures are further compounded by an ever-changing regulatory landscape at both macro and micro level, making it increasingly difficult for sports organisations, investors, and owners to prioritise management of the key threats to their business, while ensuring success out on the field.

To build and maintain the trust required to attract sponsorship and investments, key stakeholders must continually focus their efforts on identifying, mitigating and remediating risk of all types, no matter their level of maturity or success. Failure to do so can lead to stakeholder disengagement, reputational damage and associated financial impact.

Ankura supports sports organisations through periods of business transformation and growth, or when experiencing crises and distress. We work with you to navigate external events, including understanding, quantifying and mitigating the potential risks that arise from the changing business dynamics in sport and the updates to a broad spectrum of regulation that inevitably ensue.

## How We Help at Every Turn of the Business Life Cycle

### ANKURA'S SPORTS RELATED SERVICE OFFERINGS AND EXPERIENCE



#### Transactions Advisory

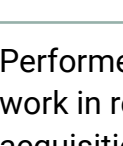
We regularly advise clients on investments into sports and other mergers and acquisitions activity, working across the complete transaction lifecycle from transaction strategy, diligence, integration and execution.

Our valuation experts support at the early stage of transactions and have extensive experience in valuing sporting assets including clubs, media rights, and players. For football club acquisitions specifically, we partner with Analytics FC to provide a holistic end-to-end service, leveraging their data insight and expert-led assessment of clubs' footballing qualities, sporting infrastructure and strategy.

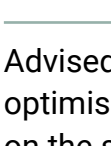
Through our financial and integrity due diligence we help de-risk potential deals and enable informed decisions that create the best value from a transaction, including consideration of the impact of changes to the regulatory environment (such as financial fair play regulations) on long-term investment.

Post transaction, we support our clients with business integration and optimisation, from providing guidance and oversight on management of distressed assets through to structuring advice for multi-sport or club ownership groups to rationalise performance and achieve a maximum return on investment.

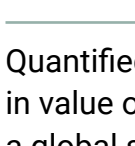
#### OUR PROFESSIONALS' EXPERIENCE



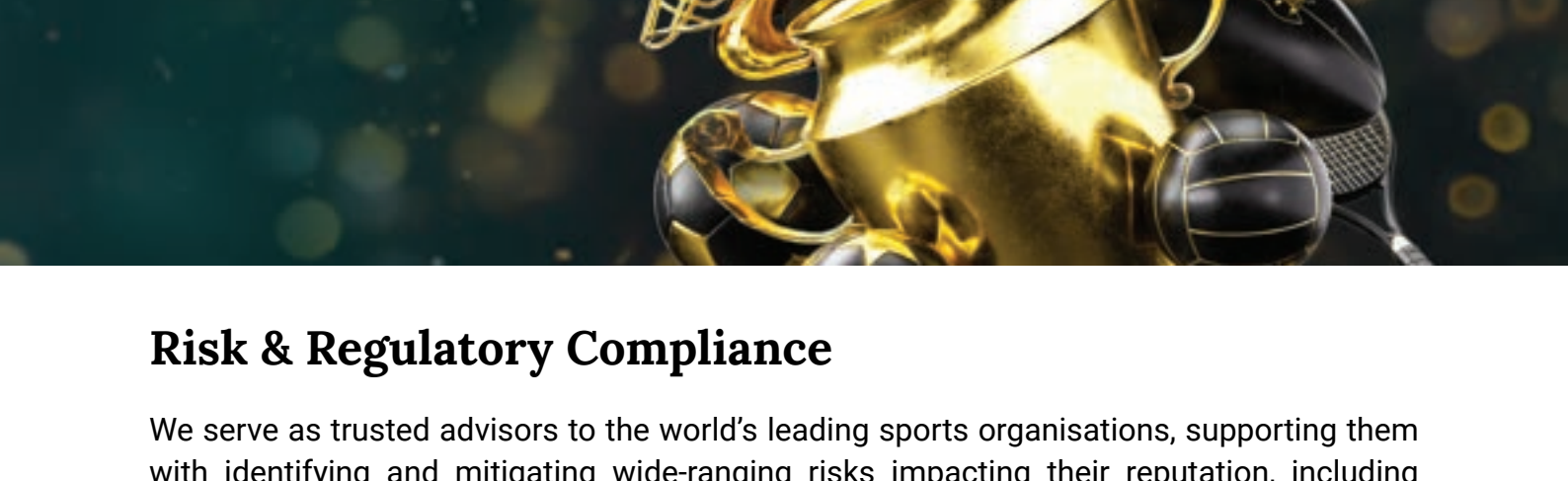
Performed valuations work in relation to the acquisition of football clubs in the English leagues, including leading Premier League clubs.



Advised on business optimisation with a focus on the structuring of the financial operations of a major U.S. sports franchise.



Quantified the diminution in value of media rights for a global sports event as part of a post-deal dispute, following failure to enforce exclusive advertising for sponsors.

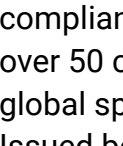


#### Risk & Regulatory Compliance

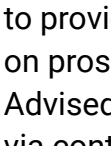
We serve as trusted advisors to the world's leading sports organisations, supporting them with identifying and mitigating wide-ranging risks impacting their reputation, including bribery and corruption, competition manipulation and safeguarding through to narrower, sports-specific regulation, such as financial fair play.

We support sports organisations across all geographies with risk assessments and reviews of their existing integrity risk management programs: providing benchmarking, gap analysis, and remediation advice through to full design, delivery and training to communicate new compliance processes or programmes, where deemed necessary.

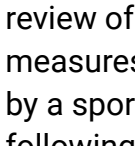
#### OUR PROFESSIONALS' EXPERIENCE



Led a programme of compliance reviews, in over 50 countries, for a global sports federation. Issued bespoke recommendations on controls and governance.



Retained by a football club to provide due diligence on prospective 'partners'. Advised on risk mitigation via contractual safeguards.



Performed an independent review of safeguarding measures implemented by a sports association following a separate investigation into sexual abuse of child participants.



#### Investigations, Forensic Accounting & Expert Witness Support

When a crisis emerges, our multidisciplinary team of experts has extensive experience in assisting global sporting organisations in mitigating reputational damage. We deliver tailored investigations or provide expert evidence in areas including bribery, conflicts of interest, behavioural misconduct and financial improprieties. Our experts specialise in advising on or investigating compliance with financial regulations, such as fair play rules, across a number of sports and jurisdictions.

Our team members, consisting of forensic accountants, former regulators and specialist investigators are deployed depending on the nature and particulars of the case, and are highly acclimated to operating in challenging environments and performing reviews (including undertaking witness and subject interviews) in difficult circumstances. We leverage open-source intelligence, and may also conduct local source enquiries, to rapidly identify and/or corroborate allegations made by whistle-blowers, in the media or gleaned from our investigations.

We have worked on matters across every geographic region and provided expert witness evidence in proceedings before sports regulatory bodies and the Court of Arbitration for Sport. In numerous instances, our work has been used as evidence in internal disciplinary hearings, resulting in fines and the ban of the subject of the investigation from the sport.

#### OUR PROFESSIONALS' EXPERIENCE



Engaged as an accounting expert in a matter relating to a dispute between an English football club and their governing league that led to a penalty under financial fair play regulations.



Performed multiple investigations worldwide into senior elected officials at sports organisations, amidst allegations of bribery, corruption, fraud, conflicts of interest, and bid rigging.



Formulated and programmed the computer simulations that were the basis for settlements linked to concussion, between both the NFL and NHL and their players.



#### Technology

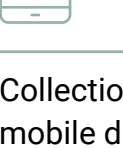
We can support leading sports organisations in protecting themselves by responding to cybersecurity incidents, which can have a huge reputational and financial impact.

Our cyber experts respond to hundreds of data breaches annually and are actively monitoring threats in countries all over the world as well as numerous global ransomware and extortion groups. We're able to provide on-demand, 24/7 support across a range of security domains—from advanced threat detection to intelligent data analytics.

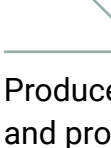
Our digital forensics team responds rapidly where electronic data has to be collected and analysed as part of an investigation, litigation or regulatory action. We combine expertise in digital forensics (including forensic collection and analysis of data and mobile devices), as well as data hosting, processing, and production to tackle complex discovery challenges across investigations and disputes.

Our expertise in data analytics assist organisations in sifting through massive volumes of information to pinpoint trends, understand their customers and stakeholders, streamline operations, predict performance, assess risk and develop competitive advantage.

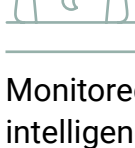
#### OUR PROFESSIONALS' EXPERIENCE



Collection and analysis of mobile devices in multiple cases for governing bodies and integrity units, investigating issues including doping breaches, match fixing, and the leakage of confidential information.

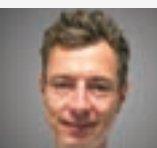


Produced an expert report and provided statistical analysis on a player's performance in a grand slam tennis tournament in an appeal of fines they received for allegedly poor performance.



Monitored the 'dark web' for intelligence on match fixing for both a global sport and for a national sports integrity body producing insightful intelligence to support integrity risk management operations.

## Our Experts



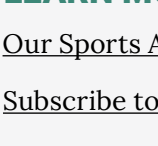
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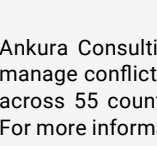
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