







AN INTRODUCTION



FOCUS

# Sport Media

BACKGROUND

The partners at CSM have worked with some of the major sport organisations and media companies in the world during the past twenty years. CSM provides exclusive advisory services across sport and media, linear and non-linear sport production and M&A situations.

## A LEADING SPORT AND MEDIA COMPANY FOR SPORT ORGANISATIONS AND MEDIA COMPANIES

Since 2014, we have worked alongside sport organisations to help them prosper in a quickly changing media landscape.

WE ARE:

**INTERNATIONAL** – a full service advisory team with offices in Sweden, Germany and in the UK.

**FULL SERVICE** – we are a holistic and comprehensive advisory practise, covering all stages of a media rights sales process.

**CROSS BORDER** – we have clients in a number of countries and specialise in international transactions in our industry.

**INDEPENDENT** – CSM is exclusively controlled by its partners.























CSM brings extensive understanding and cross-sector knowledge. We have developed longstanding relationships with leading media and technology firms.

# LIST OF CLIENTS



CSM has a growing list of clients ranging from sport organisations to media companies. Clients turn to CSM for advisory service when it comes to media rights sales, but CSM is also providing expertise in M&A situation across the field of companies in sport and media sector.

CLIENT	YEAR	DESCRIPTION
<b>BONNIER SHL</b>	2016	Media Advisor on behalf of SHL Biggest ever media rights deal in the Nordics
  	2017	Advisory service for NEP on WTA tour production contract
 	2017	Media Advisor on behalf of Liiga Biggest ever media rights deal in Finland

CLIENT	YEAR	DESCRIPTION
 	2018	Media advisor on behalf of NTH Significant uplift of value in terms of license fee and production standard
	2018	Consultancy report on future media value creation for ATP 250
	2019	Currently the Media Advisor to the Norwegian Ice Hockey Association
	2019	Currently the Media Advisor to the Finnish Ice Hockey Association
 	2019	CSM advised NEP on the Acquisition of HDR
  	2020	Prolongation TV2 Ice Hockey package
 	2021	Sale of Setanta Sport Channel to Adjarabet
	2021	Exclusive Media rights advisor to DBU
  	2021	Exclusive media rights advisor to SEF, Swedish Top Football Leagues
 	2021	Prolongation Telia Company and Liiga
	2022	Exclusive media rights advisor to German Ice Hockey
	2022	Media rights advisory on behalf of Swisscom



# A SENIOR TEAM WITH A GLOBAL REACH

We believe our clients deserve experienced and fully engaged senior professionals. You are assured that the professionals' time and talents will be applied for your advantage throughout the engagement.

## COMMERCIAL SPORTS MEDIA

### Jonas Persson

*CEO and Founding Partner*

25 years of experience from sport and media in several leading positions. Founder of IEC in Sports and other media companies in the past.



### Anders Wistrand

*Founding Partner*

20 years of experience from sport and media. Head of Sales Europe at IEC in Sports and managing key clients at Lagardère, such as IAAF and WTA.



### Per Lundquist

*Founding Partner*

12 years of experience from sport and media. Director Sales & Acquisition at IEC in Sports up to 2013 and VP at Mavshack.



### Richard Morling

*Head of Sales*

12 years of experience from sport and media representing a number of the major agencies including IMG and Lagardère.



### Teodor Broman

*Head of Operations*

5 years of experience from sport and media. Joined CSM after business studies in Sweden and in the US.



### Petter Werner

*Head of Business Development*

More than a decade of experience within sport and media, including IEC in Sports, Lagardère, Spring Media as well as the European Broadcasting Union in Geneva.



### Peter Clayden-Spence

*Director UK*

Aside from media rights Peter has vast experience internationally across production, Pay TV sports channels and the betting and data rights market.



### Michael Gott

*Director DACH*

Media rights specialist. Former Event management Compaq Grand Slam Cup and Managing Director at ISPR GmbH & Profile Partners GmbH.



### Holger Enßlin

*Director DACH*

20 years of experience from Media rights and TV distribution. Former General Counsel & Managing Director at Sky Deutschland. Ex-Board Member of Vaunet, the German association of broadcasters.



*CSM combines extensive experience in the field of sport and media with the working methodology of investment banking. Specialists from investment banking are partners of CSM and at disposal of CSM clients.*

## INVESTMENT BANKING PARTNERS

### Henrik Sundberg

*Partner*

Over 20 years in Corporate Finance leading companies across a range of sectors within media and technology.



### Martin Larsson

*Partner*

Over 12 years executing M&A deals within media and tech in London and Stockholm, primarily focusing iGaming, eCommerce and other digital businesses.



### Greger Larson

*Partner*

20 years in the industry advising broadcast and entertainment companies focusing on broadcasters, production and distribution.





# DEALMAKING EXPERTISE SPORT & MEDIA

With an extensive understanding and knowledge across the sport and media sector, we work with blue chip clients and have access to all key trading partners.

## WHAT WE BRING TO OUR CLIENTS

### POSITIONING



We work alongside our clients to craft convincing stories that will appeal to the specific perspective of the bidders.

### EXPERTISE



We closely follow the trends, dynamics and strategies in our clients' markets, allowing for higher impact and reactivity.

### CUSTOMISATION



We tailor the approach, timing and process to best cater with each of our client's needs and goals.

### ACCESS



Thanks to past engagements and continuous business discussions, we have a strong access to all the strategic buyers.

### LEVERAGE



We help increase competition amongst potential bidders, secure the best terms and maximise the value for the shareholders.

### HANDS-ON SUPPORT



We help our clients every step of the way, from determining acquisition criteria to producing materials and negotiation.

### OUTSTANDING OUTCOMES



We specialise in achieving premium valuations and the best results and terms for our clients.

# PROCESS MANAGEMENT

## PRE-STUDY PHASE

- Collecting in depth market intel
- Benchmarking of comparable competitions and or products
- Analysing "best in class" tender models and processes
- Continuous screening of worldwide digital and streaming developments

## ANALYSIS PHASE

- Presentation of findings from pre-study phase
- Analysis of domestic media market with focus on Pay-TV, SVOD and digitalisation
- Defining timing and communication strategy for every potential bidder

## TENDER PREPARATION

- Preliminary screening and assessment of interest with potential bidders
- Creation of the media rights packages
- Creation of the tender document with Commercial Sports Media counsel
- Determination of the tender strategy together with rightsholder
- During pre-study and analysis phase: "unofficial" talks with potential bidders to adopt strategy

## TENDER EXECUTION

- Execution of media rights tender
- Analysis of received offers and determination of further negotiation
- Final negotiations with successful bidders
- Creation of contractual documents for successful bidders
- Contract negotiations with successful bidders
- Contract closing with successful bidders



# SPORT & MEDIA MARKET DEVELOPMENT

Political and technology changes over the past decades have influenced demand for sport media rights. CSM experts have worked through the ever evolving sport and media landscape.

**When the senior consultants** at CSM first entered the marketplace for TV sport rights there was not much to discover. The major part of television industry was analogue with competition at the beginning of the 1990's extremely limited. Most sport coverage was produced by state owned broadcasters with signal distribution was controlled by national telecom companies. It was a slow

moving, very costly, business. All of that started to change with the emergence of cable and satellite television. Demand for sport content increased tremendously, especially in markets where competition existed between various media companies that launched sport channels. Pay-TV penetration steadily increased, and the major sport leagues were the winners,

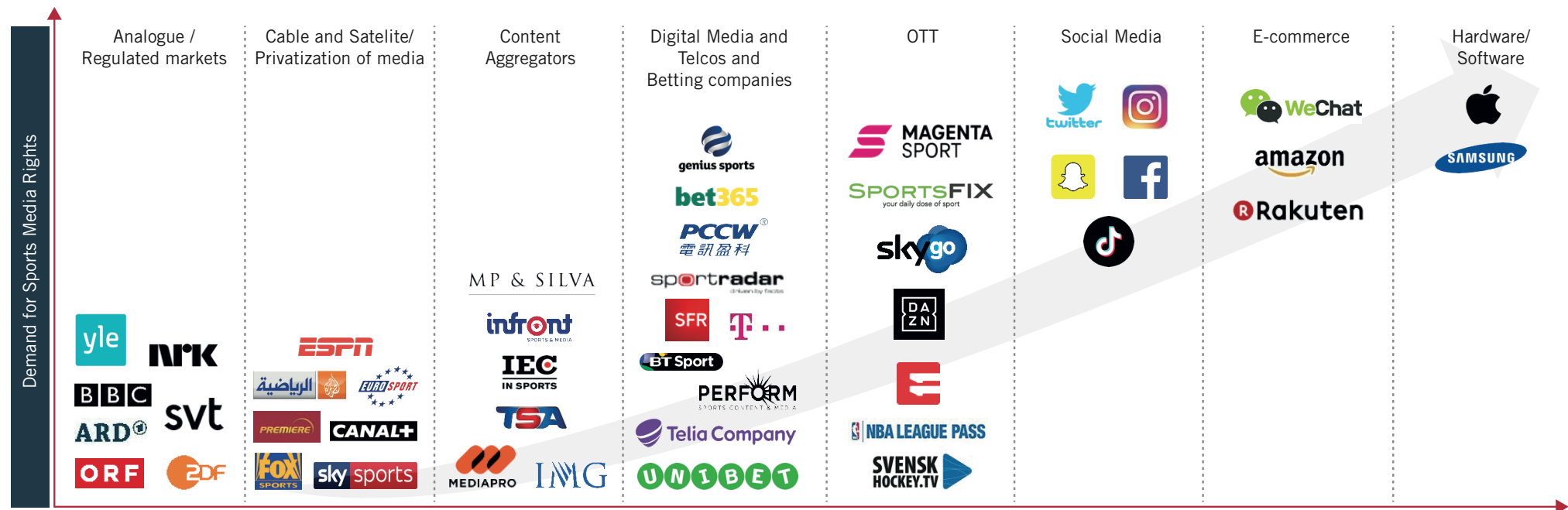
initially on their domestic markets, later internationally. Sport agencies started to organize the aggregation and distribution of sport programming at a global scale. Several of today's consultants at CSM worked together at IEC in Sports during these vibrant days, growing the business to become one of the major players during the most expansive years for global sport programming distribution.

**The demand for** sport content took a further steep step ahead when new digital players entered the market from 2000 onwards. There were telecom groups starting to bundle content with broadband access and betting companies bringing live video to their customers to stimulate further engagement and spend. Later, pure sport

OTT players further segmented the market and increased demand for sport content.

**For a while,** the industry might have thought this was it, but some ten years ago the next wave of sport content purchasers arrived in the form of SoMe companies and eCommerce groups that already had access to the relevant customer groups. In the latest wave our industry has welcomed the hardware manufacturers as direct buyers of sport content.

**All in all,** the industry has never been more complex and the consultants at CSM are very happy to offer our expertise to sport rights holders to navigate in this sometimes very unpredictable environment.



# WE CREATE VALUE ACROSS MULTIPLE TIERS IN SPORT

**Commercial Sports Media** is an innovative sports marketing agency and our core competence is sport media rights. We are dedicated to understand and develop the content distribution process and are deeply involved in every aspect of the sport rights value chain. That process includes various methods of live production and wider technology deployment across the sport and media product sector.

**We invest in** sports technology development to drive opportunity across various sports programming. Specifically, in recent years our live AI sports productions have opened up new markets that have previously not been explored.

**Through our AI technology** hundreds of thousands of lower tier matches across various sports have now become available to a mass audience, benefiting original rightsholders such as leagues and federations. To create opportunity through innovation in this market space CSM has invested in Sportway Media Group which is experiencing rapid growth as a multi-sport service provider.

**In the mid-tier segment** CSM has a close tie with DMC Production, a company that is helping sport federations and media companies to unlock value through remote production technology. At our production centre in Oslo DMC successfully combines remote production with a centralised VAR system. Going forward there are further synergies CSM will exploit by combining

new technologies and workflows.

**CSM is invested** in additional sports tech companies, including PlayReplay, a leading edge performance and line calling system for tennis. CSM will continue to create added value for its clients by focusing on the most recent developments across the sport and media industry.



**CSM believes strongly** in a close exchange between the sports marketing industry and world-class academic research. Therefore, we are thrilled to support the Center for Sports and Business at the Stockholm School of Economics. Beginning in the fall of 2022, we will fund the establishment of a visiting professorship at the Center for Sports and Business, focusing on radical innovation and digital ecosystems. Our support aims to further boost Stockholm as a leading international knowledge hub for sports business.

**The core business** of CSM remains media rights advisory in the premium sports sector. In this field CSM is innovative, combining investment banking know how with an in-depth understanding of the marketing process. Consequently, our work has benefitted all of CSM's clients who have experienced significant uplifts in license fees from media companies.

  
Jonas Persson  
CEO and Founding Partner

Premier segment



Mid tier segment



Low tier segment





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