

# The Economic Impact of a Proposed Hospitality Management Program at Palm Desert Campus

August 2017

A STUDY  
PREPARED  
FOR:





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## 1) INTRODUCTION

## 1 | INTRODUCTION

With the approval of the Faculty Senate at Cal State University, San Bernardino, the Palm Desert Campus (PDC) is developing an academic program in Hospitality Management within the Jack H. Brown College of Business and Public Administration at CSUSB (California State University, San Bernardino).

The overall goal is to establish a self-sustaining Hospitality Management program (“the program”) that targets the local industry needs of San Bernardino and Riverside Counties with the highest emphasis on the Coachella Valley. In addition, the program will be the cornerstone on which to build the PDC as a destination campus with direct recruiting potential nationwide for students who wish to sample the full range of hospitality careers while pursuing their undergraduate degree.

This study analyzes the potential long-term economic benefits that the proposed hospitality management program would generate in Greater Palm Springs in terms of economic and fiscal impacts, including total economic output, labor income, jobs, and taxes generated.



## 1 | INTRODUCTION (Continued)

The remainder of the report is organized as follows:

- ❑ Summary data on estimated development costs and annual operational expenditures for the proposed hospitality management school
- ❑ Economic impact methodology
- ❑ One-time economic and fiscal (tax) impacts attributable to development costs
- ❑ Annual economic and fiscal (tax) impacts attributable to operational expenditures
- ❑ Positive impacts in the local community of Greater Palm Springs



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## 2 | ECONOMIC IMPACT METHODOLOGY

## Main components of economic impact analysis

There are three main components of economic impact:

- Direct impacts
- Indirect impacts
- Induced impacts

**Direct Impacts** include the university's one-time development expenditures, annual operational expenditures, and annual student spending.

**Indirect Impacts** include local downstream supplier industry impacts. For example, the university might hire a third-party cleaning service, food and equipment delivery service, linen cleaning service, legal services, or marketing services based in Greater Palm Springs.

**Induced Impacts** arise as employees spend their wages in the local economy. For example, university employees, as well as employees at local restaurants where students dine, will spend money on rent, transportation, food & beverage, and entertainment within the local economy.

An input output (I-O) model represents a profile of an economy by measuring the relationships among industries and consumers.



For example, an I-O model tracks the flow of a student's restaurant expenditures to wages, profits, capital, taxes and suppliers. The supplier chain is also traced to food wholesalers, to farmers, and so on. In this way, the I-O model allows for the measurement of the direct and indirect sales generated by a restaurant meal.

The model also calculates the induced impacts of development expenditures and operational expenditures. These induced impacts represent benefits to the economy as employees of impacted sectors spend their wages in the local economy, generating additional output, jobs, taxes, and wages.

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## 3 | DIRECT IMPACTS

### 3 | DIRECT IMPACTS

The Hospitality Management program's direct economic impacts will include:

One-Time Development Expenditures

Annual Operational Expenditures

Annual Student Spending



## **One-Time Development Expenditures**

CSUSB will invest in the development of new classrooms and student space, as well as the possible renovation of existing facilities. The hard and soft costs associated with this development will generate one-time impacts within the local economy of Greater Palm Springs.

Preliminary estimates indicate that a new building for the Hospitality Management program will cost approximately \$20 million.

While the school already has the necessary land for the project, the program will utilize current facilities and may need to rent additional space for additional offices and classroom space.

## Annual Operational Expenditures

As shown below, operational expenditures in the first year of operations at the Hospitality Management program will amount to more than \$1.3 million, including \$0.7 million in personnel salaries, \$0.3 million in benefits, \$30,000 in start-up costs, \$40,000 in faculty operation costs, and \$0.3 million in program operating costs

Total operational expenditures over the first five years of operations will amount to nearly \$9.4 million.

### Annual Operational Expenditures at Proposed Hospitality Management Program

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total, Year 1 - Year 5
Personnel Salaries	\$684,800	\$717,600	\$751,997	\$788,069	\$825,899	\$3,768,365
Benefits	\$256,800	\$269,100	\$281,999	\$295,526	\$309,712	\$1,413,137
Start-Up Costs	\$30,000	\$0	\$10,000	\$0	\$0	\$40,000
Faculty Operating Costs	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620	\$221,025
Program Operating Costs	\$331,710	\$613,992	\$613,992	\$1,178,556	\$1,178,556	\$3,916,806
<b>Total Annual Operating Costs</b>	<b>\$1,343,310</b>	<b>\$1,642,692</b>	<b>\$1,702,088</b>	<b>\$2,308,456</b>	<b>\$2,362,787</b>	<b>\$9,359,333</b>

## Student Enrollment

Each year, the Hospitality Management program will welcome an estimated 30 enrolled students. Each cohort will retain 26 students after the first year of enrollment.

As shown, by the fourth year of enrollment the Hospitality Management program will have an estimated 108 total enrolled students.

Over the first five years of enrollment, the program will have welcomed a total of 384 enrolled students.

### Annual Student Enrollment at Proposed Hospitality Management Program

Year	Number of Students
<b>Year 1</b>	<b>30</b>
Cohort 1	30
<b>Year 2</b>	<b>56</b>
Cohort 1	26
Cohort 2	30
<b>Year 3</b>	<b>82</b>
Cohort 1	30
Cohort 2	26
Cohort 3	26
<b>Year 4</b>	<b>108</b>
Cohort 1	30
Cohort 2	26
Cohort 3	26
Cohort 4	26
<b>Year 5</b>	<b>108</b>
Cohort 2	30
Cohort 3	26
Cohort 4	26
Cohort 5	26
<b>Total, Year 1 - Year 5</b>	<b>384</b>

## Student Spending

In addition to tuition expenses, students enrolled in the Hospitality Management program will spend money on and off campus, generating positive impacts within the local economy. Examples of student spending may include spending on off-campus housing, meals at local restaurants, purchases at local retail stores, and spending on entertainment and recreation activities.

We conservatively estimate that students enrolled in the program will spend an average of \$15,000 for off-campus purchases each year, including \$10,000 in annual housing costs, and \$5,000 on other expenses, including purchases for food, entertainment, and retail goods.

### Annual Off-Campus Spending by Hospitality Management Program Students

Year	Number of Students	Off-Campus Student Spending
Year 1	30	\$450,000
Year 2	56	\$840,000
Year 3	82	\$1,230,000
Year 4	108	\$1,620,000
Year 5	108	\$1,620,000
Total, Year 1 - Year 5	384	\$5,760,000

## Summary Annual Direct Impacts

Total direct impacts in the first year of operation will amount to nearly \$1.8 million, including \$1.3 million in program operational expenditures and \$0.5 million in off-campus student spending.

By the fifth year of operations, the total annual direct impact of the program will amount to nearly \$4 million.

Total aggregate direct impacts attributable to the Hospitality Management program over the first five years of operations will amount to more than \$15.1 million.

### Total Annual Direct Impacts Attributable to Proposed Hospitality Management Program

Year	Operational Expenditures	Off-Campus Student Spending	Total Annual Direct Impacts
Year 1	\$1,343,310	\$450,000	\$1,793,310
Year 2	\$1,642,692	\$840,000	\$2,482,692
Year 3	\$1,702,088	\$1,230,000	\$2,932,088
Year 4	\$2,308,456	\$1,620,000	\$3,928,456
Year 5	\$2,362,787	\$1,620,000	\$3,982,787
Total, Year 1 - Year 5	\$9,359,333	\$5,760,000	\$15,119,333

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## 4 | ONE-TIME ECONOMIC & FISCAL IMPACTS

## 4 | ONE-TIME ECONOMIC IMPACTS

**\$20 million in development expenditures for the Hospitality Management program will generate the following summary one-time economic impacts:**

<b>Total economic impact</b>	<b>\$26.6 million</b>
<b>Total labor income</b>	<b>\$7.2 million</b>
<b>Total jobs</b>	<b>156 jobs</b>
<b>Total taxes</b>	<b>\$2.6 million</b>
State	\$0.9 million
Local	\$1.8 million

Source: Tourism Economics



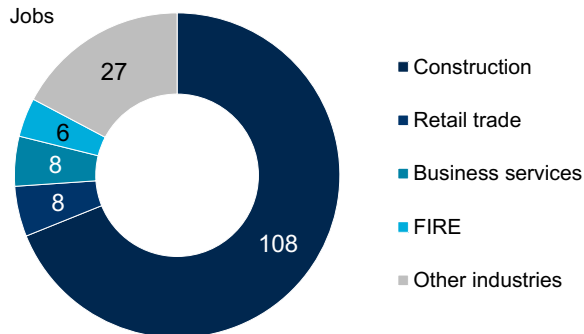
## One-Time Economic Impacts

We estimate that, \$20 million in university development expenditures will generate \$6.6 million in indirect and induced expenditures, resulting in a one-time economic impact of \$26.6 million, which in turn supports:

- \$7.2 million in total labor income,
- 156 total jobs,
- \$0.9 million in state and local taxes, and
- \$1.8 million in federal taxes

The resulting output multiplier is 1.33, implying that each \$1.00 in direct development expenditures generates an additional \$0.33 in indirect and induced expenditures in the economy of Greater Palm Springs.

### One-Time Job Impacts Attributable to Development Expenditures



Source: Tourism Economics  
FIRE: Finance, Insurance, Real Estate

## The one-time economic impacts of development expenditures on Greater Palm Springs

Dollar amounts in 2017 dollars

Impacts on Greater Palm Springs	
<b>Total economic output</b>	<b>\$26,599,605</b>
Direct development expenditures	\$20,000,000
Indirect and induced expenditures	\$6,599,605
<b>Total labor income</b>	<b>\$7,185,244</b>
Direct labor income	\$5,101,316
Indirect and induced labor income	\$2,083,927
<b>Total jobs</b>	<b>156</b>
Direct jobs	107
Indirect and induced jobs	49
<b>State and local government tax revenue</b>	<b>\$872,164</b>
<b>Federal tax revenue</b>	<b>\$1,750,540</b>

Source: Tourism Economics

## One-Time Fiscal (Tax) Impacts

The economic impacts attributable to one-time development expenditures will also generate considerable fiscal (tax) impacts as they cycle through the economy of Greater Palm Springs.

One-time federal tax development expenditures will amount to nearly \$1.8 million, while total state and local tax impacts will amount to nearly \$0.9 million.

### Fiscal (tax) impacts of one-time development expenditures

Description	Total Tax Revenue
<b>Federal</b>	<b>\$1,750,540</b>
Personal Income	\$610,782
Corporate	\$276,666
Indirect business	\$58,987
Social insurance	\$804,105
<b>State and Local</b>	<b>\$872,164</b>
Sales	\$281,456
Personal Income	\$213,384
Corporate	\$45,318
Social insurance	\$0
Excise and Fees	\$139,196
Property	\$192,810
<b>Total</b>	<b>\$2,622,704</b>

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## 5 | ANNUAL ECONOMIC & FISCAL IMPACTS

## 5 | ANNUAL ECONOMIC IMPACTS

**\$2.3 million in combined operational expenditures and student spending in the program's first year of operations will generate the following summary economic impacts:**

<b>Total economic impact</b>	<b>\$3.5 million</b>
<b>Total labor income</b>	<b>\$1.1 million</b>
<b>Total jobs</b>	<b>31 jobs</b>
<b>Total taxes</b>	<b>\$0.4 million</b>
State	\$0.14 million
Local	\$0.22 million

Source: Tourism Economics



# 5 | ANNUAL ECONOMIC IMPACTS

Over the first five years of operations, aggregate combined operational expenditures and student spending will amount to \$15.1 million and will generate the following aggregate economic impacts:

Total economic impact	\$22.6 million
Total labor income	\$6.9 million
Total jobs	198 jobs
Total taxes	\$2.1 million
State	\$0.8 million
Local	\$1.3 million

Source: Tourism Economics

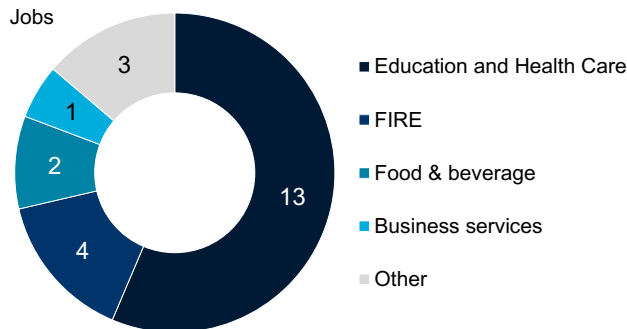
## First Year Economic Impacts

We estimate that \$1.8 million in program operational expenditures and \$0.5 million in student spending in the program's first year will generate \$0.9 million in indirect and induced expenditures, resulting in an economic impact of \$2.7 million, which in turn supports:

- \$0.9 million in total labor income,
- 24 total jobs,
- \$0.14 million in state and local taxes, and
- \$0.22 million in federal taxes

The resulting output multiplier is 1.52, implying that each \$1.00 in direct operational expenditures or student spending generates an additional \$0.52 in indirect and induced expenditures in the economy of Greater Palm Springs.

### Job Impacts Attributable to Operational Expenditures & Student Spending in the First Year of Operations



Source: Tourism Economics  
FIRE: Finance, Insurance, Real Estate

### Economic impacts of operational expenditures & student spending in the first year of operations

Dollar amounts in 2017 dollars

Impacts on Greater Palm Springs	
<b>Total economic output</b>	<b>\$2,721,841</b>
Direct expenditures	\$1,793,310
Operational Expenditures	\$1,343,310
Student Spending	\$450,000
Indirect and induced expenditures	\$928,530
<b>Total labor income</b>	<b>\$862,713</b>
Direct labor income	\$601,764
Indirect and induced labor income	\$260,949
<b>Total jobs</b>	<b>24</b>
Direct jobs	17
Indirect and induced jobs	7
<b>State and local government tax revenue</b>	<b>\$138,628</b>
<b>Federal tax revenue</b>	<b>\$219,860</b>

Source: Tourism Economics

## Annual Economic Impacts

By the fifth year of operations, \$4 million in program operational expenditures and student spending will generate nearly \$2 million in indirect and induced expenditures, resulting in an economic impact of \$6 million, which in turn supports \$1.8 million in total labor income, 52 total jobs, \$0.18 million in state and local taxes, and \$0.29 million in federal taxes

Over the first five years of operations, total aggregate operational expenditures and student spending will amount to \$9.4 million and \$5.8 million, respectively, resulting in an aggregate direct impact of \$15.1 million. This direct impact will result in a total economic impact of \$22.6 million over the first five years of operations, ultimately supporting \$6.9 million in total labor income, approximately 52 annualized jobs, \$0.83 million in state and local tax revenues, and \$1.3 million in federal tax revenues.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Years 1 to 5
<b>Total economic output</b>	<b>\$2,721,841</b>	<b>\$3,734,887</b>	<b>\$4,374,454</b>	<b>\$5,865,251</b>	<b>\$5,949,804</b>	<b>\$22,646,237</b>
Direct expenditures	\$1,793,310	\$2,482,692	\$2,932,088	\$3,928,456	\$3,982,787	\$15,119,333
Operational Expenditures	\$1,343,310	\$1,642,692	\$1,702,088	\$2,308,456	\$2,362,787	\$9,359,333
Student Spending	\$450,000	\$840,000	\$1,230,000	\$1,620,000	\$1,620,000	\$5,760,000
Indirect and induced expenditures	\$928,530	\$1,252,195	\$1,442,367	\$1,936,795	\$1,967,017	\$7,526,904
<b>Total labor income</b>	<b>\$862,713</b>	<b>\$1,156,237</b>	<b>\$1,323,732</b>	<b>\$1,778,470</b>	<b>\$1,807,003</b>	<b>\$6,928,155</b>
Direct labor income	\$601,764	\$802,748	\$802,748	\$802,748	\$802,748	\$3,812,755
Indirect and induced labor income	\$260,949	\$353,489	\$408,951	\$548,921	\$557,315	\$2,129,626
<b>Total jobs (annualized)</b>	<b>24</b>	<b>33</b>	<b>38</b>	<b>51</b>	<b>52</b>	<b>52</b>
Direct jobs	17	23	27	37	37	37
Indirect and induced jobs	7	9	11	15	15	15
<b>State and local government tax revenue</b>	<b>\$138,628</b>	<b>\$155,035</b>	<b>\$169,793</b>	<b>\$184,552</b>	<b>\$184,552</b>	<b>\$832,559</b>
<b>Federal tax revenue</b>	<b>\$219,860</b>	<b>\$250,741</b>	<b>\$269,197</b>	<b>\$287,653</b>	<b>\$287,653</b>	<b>\$1,315,106</b>

Source: Tourism Economics

## Total economic impacts by industry over the first five years of operations (1 of 2)

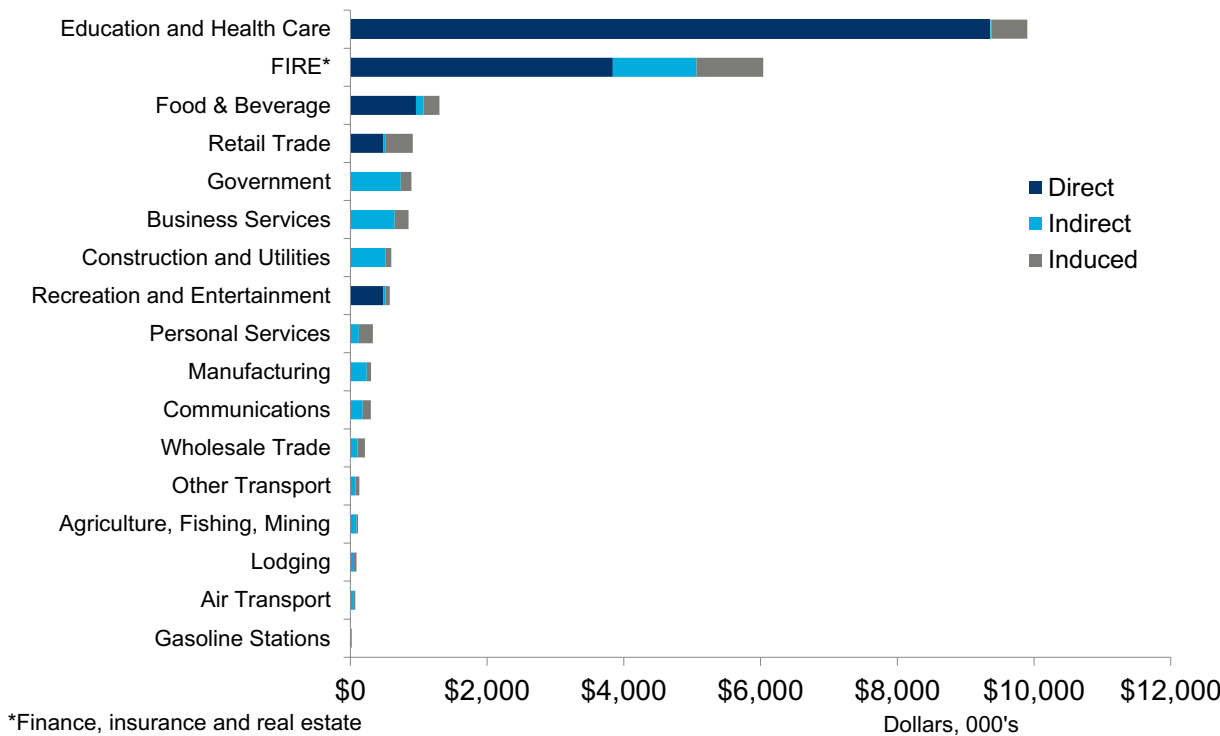
The program's economic impacts over the first five years of operations will be spread across a variety of industries in the local economy of Greater Palm Springs. The education and health care industry will be the most impacted industry, with nearly \$10 million in total economic output over the first five years of operations. The finance, insurance, and real estate industry will benefit from approximately \$6 million in total economic output, followed by the food and beverage industry with \$1.3 million in total output.

Total Economic Impacts by Industry, First Five Years of Operations (\$ Millions)				
	Direct	Indirect	Induced	Total
Agriculture, Fishing, Mining	-	\$0.1	\$0.0	\$0.1
Construction and Utilities	-	\$0.5	\$0.1	\$0.6
Manufacturing	-	\$0.2	\$0.1	\$0.3
Wholesale Trade	-	\$0.1	\$0.1	\$0.2
Air Transport	-	\$0.1	\$0.0	\$0.1
Other Transport	-	\$0.1	\$0.1	\$0.1
Retail Trade	\$0.5	\$0.0	\$0.4	\$0.9
Gasoline Stations	-	\$0.0	\$0.0	\$0.0
Communications	-	\$0.2	\$0.1	\$0.3
Finance, Insurance and Real Estate	\$3.8	\$1.2	\$1.0	\$6.0
Business Services	-	\$0.6	\$0.2	\$0.9
Education and Health Care	\$9.4	\$0.0	\$0.5	\$9.9
Recreation and Entertainment	\$0.5	\$0.0	\$0.1	\$0.6
Lodging	-	\$0.1	\$0.0	\$0.1
Food & Beverage	\$1.0	\$0.1	\$0.2	\$1.3
Personal Services	-	\$0.1	\$0.2	\$0.3
Government	-	\$0.7	\$0.2	\$0.9
<b>TOTAL</b>	<b>\$15.1</b>	<b>\$4.2</b>	<b>\$3.3</b>	<b>\$22.6</b>

Source: Tourism Economics

Total economic impacts by industry over the first five years of operations  
(2 of 2)

Economic Impacts by Industry (First Five Years of Operations)



## Total labor income impacts by industry over the first five years of operations (1 of 2)

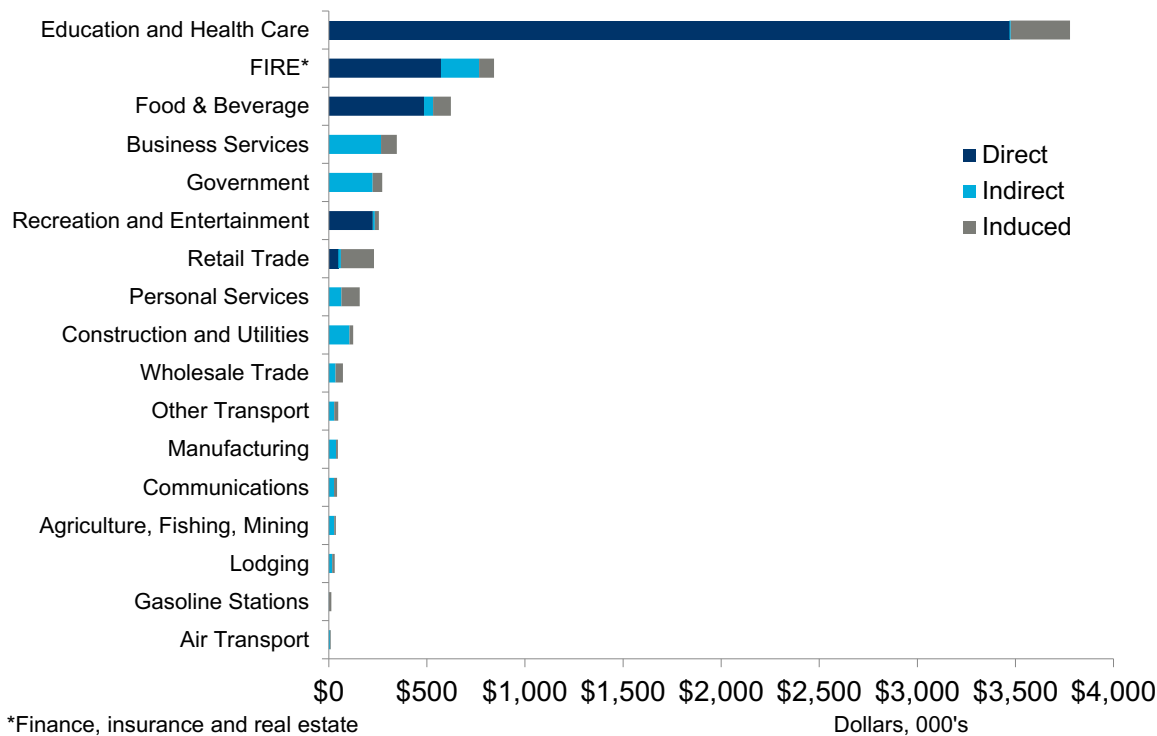
In terms of total aggregate labor income impacts, the education and health care industry will be the most impacted industry, with approximately \$3.8 million in total labor income over the first five years of operations. The finance, insurance, and real estate industry will benefit from approximately \$0.8 million in total labor income, followed by the food and beverage industry with \$0.6 million in total labor income over the first five years of operations.

Total Labor Income Impacts by Industry, First Five Years of Operations (\$ Millions)				
	Direct	Indirect	Induced	Total
Agriculture, Fishing, Mining	-	\$0.0	\$0.0	\$0.0
Construction and Utilities	-	\$0.1	\$0.0	\$0.1
Manufacturing	-	\$0.0	\$0.0	\$0.0
Wholesale Trade	-	\$0.0	\$0.0	\$0.1
Air Transport	-	\$0.0	\$0.0	\$0.0
Other Transport	-	\$0.0	\$0.0	\$0.0
Retail Trade	\$0.0	\$0.0	\$0.2	\$0.2
Gasoline Stations	-	\$0.0	\$0.0	\$0.0
Communications	-	\$0.0	\$0.0	\$0.0
Finance, Insurance and Real Estate	\$0.6	\$0.2	\$0.1	\$0.8
Business Services	-	\$0.3	\$0.1	\$0.3
Education and Health Care	\$3.5	\$0.0	\$0.3	\$3.8
Recreation and Entertainment	\$0.2	\$0.0	\$0.0	\$0.3
Lodging	-	\$0.0	\$0.0	\$0.0
Food & Beverage	\$0.5	\$0.0	\$0.1	\$0.6
Personal Services	-	\$0.1	\$0.1	\$0.2
Government	-	\$0.2	\$0.0	\$0.3
<b>TOTAL</b>	<b>\$4.8</b>	<b>\$1.1</b>	<b>\$1.0</b>	<b>\$6.9</b>

Source: Tourism Economics

**Total labor income impacts by industry over the first  
five years of operations  
(2 of 2)**

**Labor Income Impacts by Industry (First Five Years of Operations)**



\*Finance, insurance and real estate  
Source: Tourism Economics

## Annualized job impacts by industry over the first five years of operations (1 of 2)

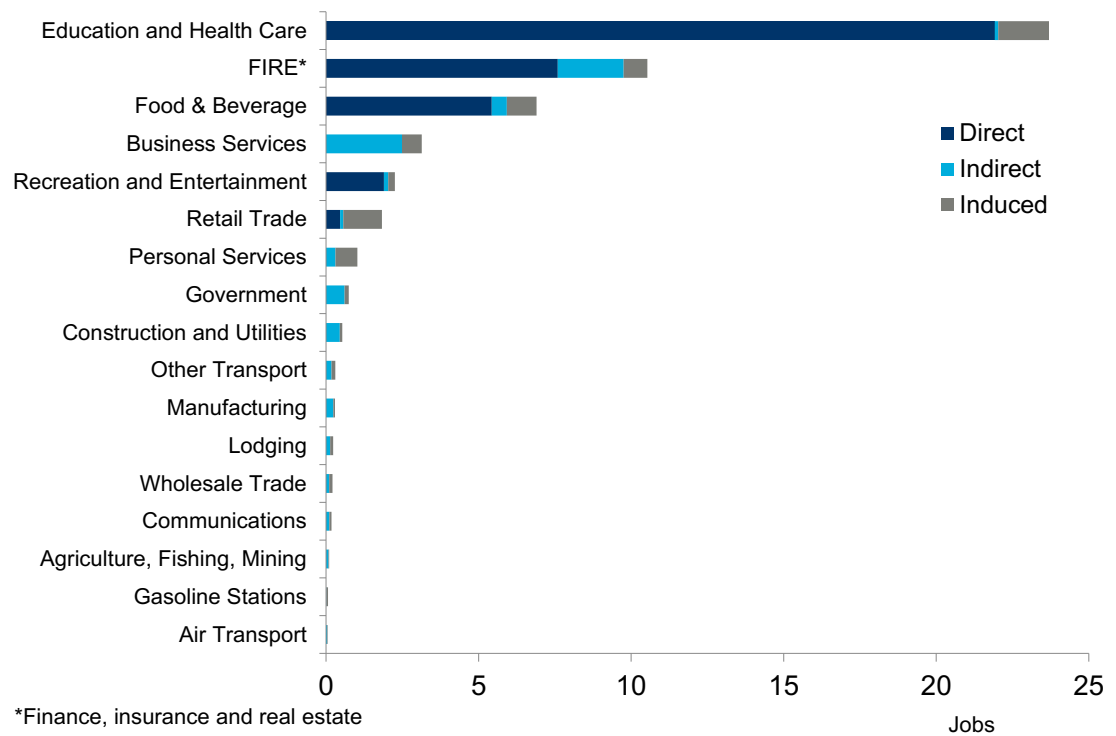
The education and health care industry will be the most impacted industry in terms of job impacts, with 24 annualized jobs by the fifth year of operations. The finance, insurance, and real estate industry will benefit from approximately 11 annualized jobs, followed by the food and beverage industry with 7 annualized jobs by the program's fifth year of operations.

Annualized Job Impacts by Industry, First Five Years of Operations (Jobs)				
	Direct	Indirect	Induced	Total
Agriculture, Fishing, Mining	0	0	0	0
Construction and Utilities	0	0	0	1
Manufacturing	0	0	0	0
Wholesale Trade	0	0	0	0
Air Transport	0	0	0	0
Other Transport	0	0	0	0
Retail Trade	0	0	1	2
Gasoline Stations	0	0	0	0
Communications	0	0	0	0
Finance, Insurance and Real Estate	8	2	1	11
Business Services	0	2	1	3
Education and Health Care	22	0	2	24
Recreation and Entertainment	2	0	0	2
Lodging	0	0	0	0
Food & Beverage	5	0	1	7
Personal Services	0	0	1	1
Government	0	1	0	1
<b>TOTAL</b>	<b>37</b>	<b>8</b>	<b>7</b>	<b>52</b>

Source: Tourism Economics

## Annualized job impacts by industry over the first five years of operations (2 of 2)

### Annualized Job Impacts by Industry (First Five Years of Operations)



## Annual Fiscal (Tax) Impacts

The economic impacts attributable to operational spending and student spending in the first year of operation also generate considerable fiscal (tax) impacts as they cycle through the economy of Greater Palm Springs. Federal tax impacts in the program's first year of operations will amount to nearly \$220,000, while total state and local tax impacts will amount to nearly \$140,000.

Aggregate fiscal impacts over the program's first five years of operations will amount to more than \$2.1 million, including \$1.3 million in federal taxes and \$0.8 million in state and local taxes.

### Fiscal (tax) impacts of operational expenditures & student spending in the first five years of operations (in 2017 dollars)

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Years 1 to 5
<b>Federal</b>	<b>\$219,860</b>	<b>\$250,741</b>	<b>\$269,197</b>	<b>\$287,653</b>	<b>\$287,653</b>	<b>\$1,315,106</b>
Corporate	\$31,295	\$33,010	\$38,368	\$43,726	\$43,726	\$190,124
Indirect Business	\$10,908	\$12,095	\$13,362	\$14,630	\$14,630	\$65,626
Personal Income	\$72,288	\$83,267	\$88,495	\$93,722	\$93,722	\$431,494
Social Security	\$105,369	\$122,370	\$128,973	\$135,575	\$135,575	\$627,862
<b>State and Local</b>	<b>\$138,628</b>	<b>\$155,035</b>	<b>\$169,793</b>	<b>\$184,552</b>	<b>\$184,552</b>	<b>\$832,559</b>
Sales	\$52,048	\$57,710	\$63,759	\$69,808	\$69,808	\$313,134
Personal Income Taxes	\$25,255	\$29,090	\$30,917	\$32,743	\$32,743	\$150,748
Property Taxes	\$35,656	\$39,534	\$43,678	\$47,822	\$47,822	\$214,511
Corporate	\$5,126	\$5,407	\$6,285	\$7,163	\$7,163	\$31,144
Social Security	\$3,793	\$4,422	\$4,643	\$4,863	\$4,863	\$22,585
Other taxes and fees	\$16,749	\$18,871	\$20,512	\$22,153	\$22,153	\$100,439
<b>Total</b>	<b>\$358,488</b>	<b>\$405,776</b>	<b>\$438,991</b>	<b>\$472,205</b>	<b>\$472,205</b>	<b>\$2,147,665</b>

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## 6 | COMMUNITY IMPACTS

## 6 | COMMUNITY IMPACTS

The hospitality management program, its faculty, and the new student base will all bring new positive impacts to the local tourism sector. For example, the student base can work at local hospitality establishments through summer internships and provide a steady flow of new labor upon graduation. Hospitality management graduates would add skilled workers to the existing hospitality industry, ultimately leading to reduced recruitment and training costs and higher retention levels.

The hospitality management program could create partnerships with local establishments modeled after existing programs at hospitality management programs at existing institutions. Many institutions offer work-study and internship programs that provide students the opportunity to apply classroom lessons to real-world management situations at local hospitality institutions. Studies have shown that these internship programs reduce the search costs of recruiting labor and facilitate talent discovery.



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## About Tourism Economics

Tourism Economics is an Oxford Economics company with a singular objective: combine an understanding of tourism dynamics with rigorous economics in order to answer the most important questions facing destinations, developers, and strategic planners. By combining quantitative methods with industry knowledge, Tourism Economics designs custom market strategies, destination recovery plans, tourism forecasting models, tourism policy analysis, and economic impact studies.

With over four decades of experience of our principal consultants, it is our passion to work as partners with our clients to achieve a destination's full potential.

Oxford Economics is one of the world's leading providers of economic analysis, forecasts and consulting advice. Founded in 1981 as a joint venture with Oxford University's business college, Oxford Economics enjoys a reputation for high quality, quantitative analysis and evidence-based advice. For this, it draws on its own staff of more than 120 professional economists; a dedicated data analysis team; global modeling tools, and a range of partner institutions in Europe, the US and in the United Nations Project Link. Oxford Economics has offices in London, Oxford, Dubai, Philadelphia, and Belfast.

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