



**Nadeau:** No, I wasn't going to stand in the outfield, personally . . . . I'm getting too old to stand in the outfield.

**Elitzer:** Two thousand people sat in lawn chairs.

**Nadeau:** But you're trying to make a profit on a thing you're not looking to market next year. What you're looking to market next year is your minor league team.

**Elitzer:** Both teams.

**Nadeau:** Well, but that wasn't the plan initially. That wasn't the plan that we first heard.

**Elitzer:** Part of being successful is not to be wedded to the first thing you've thought of, or said . . . . We're still working very hard with our construction manager to figure out what we can afford to do . . . we're still committed to spend \$1.5 million by Opening Day next year . . . . But to show a good enough return on investment . . . we need to have more like sixty home dates [forty-five professional plus fifteen Hillies]. So we ask your indulgence. We're a start-up enterprise. We are by no means profitable.

By this time, Bahlman had left the room out of boredom. Levine was clacking away on his laptop. And Potts, who appeared bolted into his chair, still had the same grim look on his face.

**Nadeau:** I keep going back to what Commissioner Filpi said, is why care about making money? Just help us put on the game, give the blessings to use the uniforms and the Hillies and we go down there and you guys market it and let the [fans] pay \$3 and have a good time.

**Bouton:** Brand identity is key here. . . . Why do you want it to be a Hillies game? For a very simple reason. The Hillies now have a brand value attached to them . . . a premium brand . . . and we don't want that brand value in the hands of anyone else. It would be equivalent to asking Godiva chocolate to use their name and boxes and molds, but you'd like to put any kind of chocolate in there and sell it [as] Godiva chocolate. Coca-Cola would never let you put anything else in