Data-Driven Decisions and Visual Reporting

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Director of Ticket Sales and Service, Fox Theatre

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Big Data – A Primer
Big Data – A Primer

Market environments have changed - companies have to adapt decision making

Change

Decide faster
React more flexible and earlier
Act not only for present but also predictive
Make bullet proof decisions
Make decisions on high quality data basis
Decide collaboratively
Take decisions outside the box

Big Data

Improves decision making throughout the company

Source: IDG Business
• 90% of the world's existing data has been created in the last 2 years
• Everyday **1 Billion** pieces of content are shared via Facebook
• Everyday **8 years** of video is uploaded to YouTube
Big Data – It can be overwhelming...

The fire hose of social and attention data.
Big Data – It can be overwhelming...

Houston, we have a problem.
Big Data – Making it Actionable

Executive Dashboards
- Visual widgets
  - Daily Sales
  - Customer Service (CRM)
  - Subscription Sales
  - Fund Development

Data Warehouse
- Custom reporting
- Consolidating multiple data sources into a single view
Data-Driven Decisions and Visual Reporting

Jamie Vosmeier
Director of Ticket Sales and Service, Fox Theatre
History of FoxTheatre.org

Our site is under construction...

Check back with us soon!
History of FoxTheatre.org - 1999
History of FoxTheatre.org - 2002
ATTENTION: The Sunday evening performance of "THE MARRIAGE COUNSELOR" that was to take place at 7:30pm on September 14 will not be performed as scheduled.

If you have purchased tickets to that performance, please bring your tickets to one of the other performances of your choosing on either Friday, September 12 at 8pm, Saturday, September 13 at 3pm and 8pm or Sunday, September 14 at 3pm and your tickets will be exchanged. We apologize for any inconvenience.
History of FoxTheatre.org - 2010

The classic film with on-screen lyrics so EVERYONE can join in. It’s the one that you want!

**Grease**

**Saturday, July 27**
**7:30 PM**

From the Producers of the world-wide phenomenon Sing-a-Long-a Sound of Music
History of FoxTheatre.org - 2014
History of FoxTheatre.org - Present
Data-Driven Decisions and Visual Reporting

Brian P. Sayre
Director of Ticket Technology and Operations, PlayhouseSquare
How can data help you...
How can data help you...

1. Using Heat maps can help you find the areas where tickets are not selling.
2. Analyzing these sections using reporting on who is sitting there, are singles selling in those sections, and is there “dead-wood” around the sections?
3. The process can be overwhelming, but you have to start somewhere!

RESULTS:
1. Over 5 years we re-priced Tuesday, Wednesday, and Thursday Week 1 packages to be the lowest of all 16 packages. The goal was to fill in the first 3 performances and create word of mouth. Today they are SOLD OUT.
2. Looked at section in Mezzanine and Balcony that were not selling (extreme sides). We re-priced them to be lower and they filled in.
3. Created premium seats. Dress Circle Center and Mezzanine. We stopped discounting the sub price.
4. Today our Season Ticket base in at 31,500. 5 years ago we were at 21,000 season ticket holders.

We now have a bigger challenge.... No inventory to sell!
**Dating Strategy**

The objective of the dating strategy was to create a process in which we targeted unconverted trial lists (those attending for the first time) and graduate them to MTB, STH and finally STH/Donor.

- The total list consisted of 10,000 names randomly chosen and then segmented by:
  - **Lost Souls**: Attended a show or shows two or more years ago, but didn’t return
  - **First-Timers**: No previous purchase history; we assume they are here for the first time
  - **One-Timers**: Attend at least one show per year, but never

- 4 waves (postcards) were sent periodically through the season.
- We tracked and measured every movement the guests did for the year.
- All guests received each mailing.
- Used fun messages through mail only!
Dating Strategy results:

- Net Revenue was: $138,247!
- We sold 3000 tickets and converted 122 to season ticket holders.
- Highest sales came from the ONCE segment.
- Guest bought equally through Internet, Phone, and Web.
- We also found that guests were not buying shows from the postcards! They purchased different shows.
- We also received $4000 in donations from purchases.
- “The Lab”

We are currently in Year 2 of the dating strategy...
VISUAL REPORTING

[Image of a screenshot showing a web page with various charts and graphs related to event sales and promotions.]
**Visual Reporting**

**Season Ticket Year Over Year Dashboard**

**Season Ticket Sales to Date for Thursday and Friday Packages**
A few tips:

- Don’t be afraid of your database
- Push the envelope
- Create fields that do not exist
- Be creative
- Create a process to organize and clean your data.
- Document all of it.
- Bring all data in your organization to one database

Have FUN with your data. It is like a puzzle!
Data-Driven Decisions and Visual Reporting

Matt Biggers
Associate AD/External Affairs/Chief Marketing Officer, University of Colorado
Making the Data Warehouse Work for Us

- Process of cleaning our data
- Combining multiple records of the same person
- Append data
- Bring in multiple data sources
- Segmentation
- Establishing consistent business rules
- More robust reporting
## Reporting

### Sales vs. Revenue

<table>
<thead>
<tr>
<th>Suite Type</th>
<th>2014 Sales</th>
<th>2015 Sales</th>
<th>Diff. %</th>
<th>Suite Type</th>
<th>2014 Revenue</th>
<th>2015 Revenue</th>
<th>Diff. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Plans - FSE</td>
<td>816</td>
<td>816</td>
<td>0.0%</td>
<td>Mini Plans - FSE</td>
<td>$1,294,362</td>
<td>$1,294,362</td>
<td>0.0%</td>
</tr>
<tr>
<td>Half Plans - FSE</td>
<td>325</td>
<td>325</td>
<td>0.0%</td>
<td>Half Plans - FSE</td>
<td>$1,294,362</td>
<td>$1,294,362</td>
<td>0.0%</td>
</tr>
<tr>
<td>Students</td>
<td>7,051</td>
<td>7,051</td>
<td>0.0%</td>
<td>Students</td>
<td>$225,740</td>
<td>$145,500</td>
<td>-35.0%</td>
</tr>
<tr>
<td>Home Games</td>
<td>21,273</td>
<td>21,273</td>
<td>0.0%</td>
<td>Home Games</td>
<td>$3,300,000</td>
<td>$2,500,000</td>
<td>-26.6%</td>
</tr>
</tbody>
</table>

### Ticket Revenue by Price Level

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>827</td>
<td>730</td>
<td>96%</td>
<td>14</td>
<td>804</td>
<td>$230,390</td>
<td>$234,500</td>
<td>$234,500</td>
<td>$234,500</td>
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<tr>
<td>R2</td>
<td>1,076</td>
<td>875</td>
<td>119%</td>
<td>235</td>
<td>2,110</td>
<td>$157,283</td>
<td>$70,500</td>
<td>$70,500</td>
<td>$70,500</td>
</tr>
<tr>
<td>R3</td>
<td>1,461</td>
<td>1,281</td>
<td>94%</td>
<td>111</td>
<td>1,372</td>
<td>$168,870</td>
<td>$16,500</td>
<td>$16,500</td>
<td>$16,500</td>
</tr>
<tr>
<td>R4</td>
<td>1,538</td>
<td>2,120</td>
<td>77%</td>
<td>107</td>
<td>768</td>
<td>$51,079</td>
<td>$8,026</td>
<td>$59,100</td>
<td>$59,100</td>
</tr>
<tr>
<td>R5</td>
<td>1,488</td>
<td>980</td>
<td>7%</td>
<td>52</td>
<td>50</td>
<td>$15,600</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>R6</td>
<td>65</td>
<td>44</td>
<td>118%</td>
<td>0</td>
<td>52</td>
<td>$15,600</td>
<td>$0</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

### Single Game Detail

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Budgeted Tickets</th>
<th>Budgeted Revenue</th>
<th>Group Tickets</th>
<th>Group Revenue</th>
<th>Public Tickets</th>
<th>Public Revenue</th>
<th>Total Tickets</th>
<th>Total Revenue</th>
<th>Percent To Goal</th>
<th>Variance From Goal</th>
<th>Variance YTD</th>
<th>Projected YTD</th>
<th>Actual YTD</th>
<th>%*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel</td>
<td>2014-11-14</td>
<td>750</td>
<td>$25,000</td>
<td>61</td>
<td>$1,057</td>
<td>664</td>
<td>$3,193</td>
<td>725</td>
<td>$10,268</td>
<td>41%</td>
<td>($4,173)</td>
<td>($4,173)</td>
<td>$25,000</td>
<td>$21,000</td>
<td>50%</td>
</tr>
<tr>
<td>Air Force</td>
<td>2014-11-17</td>
<td>750</td>
<td>$25,000</td>
<td>32</td>
<td>$610</td>
<td>439</td>
<td>$3,885</td>
<td>471</td>
<td>$6,496</td>
<td>25%</td>
<td>($18,502)</td>
<td>($33,285)</td>
<td>$50,000</td>
<td>$16,795</td>
<td>50%</td>
</tr>
<tr>
<td>Lipscomb</td>
<td>2014-11-20</td>
<td>750</td>
<td>$25,000</td>
<td>2</td>
<td>$10</td>
<td>496</td>
<td>$5,993</td>
<td>488</td>
<td>$6,000</td>
<td>24%</td>
<td>($18,900)</td>
<td>($61,220)</td>
<td>$100,000</td>
<td>$38,775</td>
<td>50%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>2014-11-21</td>
<td>750</td>
<td>$25,000</td>
<td>13</td>
<td>$125</td>
<td>334</td>
<td>$4,263</td>
<td>347</td>
<td>$4,379</td>
<td>16%</td>
<td>($22,673)</td>
<td>($61,648)</td>
<td>$120,000</td>
<td>$43,150</td>
<td>50%</td>
</tr>
<tr>
<td>Colorado State</td>
<td>2014-12-10</td>
<td>750</td>
<td>$30,000</td>
<td>8</td>
<td>$880</td>
<td>758</td>
<td>$33,545</td>
<td>784</td>
<td>$33,125</td>
<td>110%</td>
<td>($3,125)</td>
<td>($78,723)</td>
<td>$155,000</td>
<td>$76,275</td>
<td>40%</td>
</tr>
<tr>
<td>N. Colorado</td>
<td>2014-12-13</td>
<td>750</td>
<td>$30,000</td>
<td>10</td>
<td>$1000</td>
<td>964</td>
<td>$12,930</td>
<td>994</td>
<td>$13,030</td>
<td>43%</td>
<td>($19,970)</td>
<td>($95,600)</td>
<td>$105,000</td>
<td>$89,308</td>
<td>50%</td>
</tr>
<tr>
<td>UCLA</td>
<td>2015-01-02</td>
<td>750</td>
<td>$30,000</td>
<td>60</td>
<td>$640</td>
<td>2,012</td>
<td>$35,600</td>
<td>2072</td>
<td>$36,440</td>
<td>121%</td>
<td>($6,440)</td>
<td>($125,250)</td>
<td>$215,000</td>
<td>$125,748</td>
<td>40%</td>
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<tr>
<td>Washington</td>
<td>2015-01-22</td>
<td>750</td>
<td>$30,000</td>
<td>8</td>
<td>$125</td>
<td>1,332</td>
<td>$21,985</td>
<td>1340</td>
<td>$22,105</td>
<td>74%</td>
<td>($7,895)</td>
<td>($97,148)</td>
<td>$245,000</td>
<td>$147,853</td>
<td>40%</td>
</tr>
<tr>
<td>Washington St</td>
<td>2015-01-24</td>
<td>750</td>
<td>$30,000</td>
<td>2</td>
<td>$30</td>
<td>372</td>
<td>$8,420</td>
<td>374</td>
<td>$8,450</td>
<td>30%</td>
<td>($19,500)</td>
<td>($139,450)</td>
<td>$200,000</td>
<td>$163,543</td>
<td>40%</td>
</tr>
<tr>
<td>Utah</td>
<td>2015-02-07</td>
<td>750</td>
<td>$30,000</td>
<td>81</td>
<td>$2,028</td>
<td>477</td>
<td>$10,540</td>
<td>556</td>
<td>$12,565</td>
<td>42%</td>
<td>($17,456)</td>
<td>($156,403)</td>
<td>$200,000</td>
<td>$176,106</td>
<td>40%</td>
</tr>
<tr>
<td>Cal</td>
<td>2015-02-12</td>
<td>750</td>
<td>$30,000</td>
<td>2</td>
<td>$30</td>
<td>267</td>
<td>$7,080</td>
<td>289</td>
<td>$7,110</td>
<td>25%</td>
<td>($19,895)</td>
<td>($170,763)</td>
<td>$360,000</td>
<td>$183,218</td>
<td>40%</td>
</tr>
<tr>
<td>Stanford</td>
<td>2015-02-15</td>
<td>750</td>
<td>$30,000</td>
<td>48</td>
<td>$600</td>
<td>636</td>
<td>$13,880</td>
<td>678</td>
<td>$14,580</td>
<td>66%</td>
<td>($15,520)</td>
<td>($192,300)</td>
<td>$250,000</td>
<td>$207,760</td>
<td>40%</td>
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<tr>
<td>Arizona</td>
<td>2015-02-26</td>
<td>750</td>
<td>$30,000</td>
<td>539</td>
<td>$22,770</td>
<td>$22,770</td>
<td>$339</td>
<td>$22,770</td>
<td>$339</td>
<td>69%</td>
<td>($12,210)</td>
<td>($204,533)</td>
<td>$245,000</td>
<td>$220,460</td>
<td>40%</td>
</tr>
<tr>
<td>Arizona St</td>
<td>2015-02-28</td>
<td>750</td>
<td>$30,000</td>
<td>25</td>
<td>$300</td>
<td>339</td>
<td>$8,780</td>
<td>356</td>
<td>$8,780</td>
<td>73%</td>
<td>($31,630)</td>
<td>($226,153)</td>
<td>$400,000</td>
<td>$229,656</td>
<td>40%</td>
</tr>
</tbody>
</table>

### Summary

Total: 12,000 | $485,000 | 327 | $6,145 | 10937 | $222,683 | 11,274 | $228,836 | 30% | ($226,153)
Identifying high lifetime value customers vs. current purchase status by sport to allow strategic prioritization of cross-selling opportunities

Bringing in campus alumni database, matching with current customers, update data and append additional data including graduation year, etc.
  - Used data to target market new Young Alumni football season ticket plan and homecoming game single game purchases

Used data warehouse to bring in purchased C-level alumni list and match with similar list out of development office.
  - Out of 2,491 records, matched 221 e-mails, 204 phones, 122 both.
  - Able to add many more additional records of highly targeted potential donors to current data base for prospecting opportunities on the fundraising side
Multi-year Student Season Ticket

- Sales data by year in school showed that we lost over 50% of our first year buyers in year 2, lost another 50% from year 2 to year 3, and flattened out from year 3 to year 4.
- Made us look at options to reduce the students having to make the decision four years in a row to purchase a student season ticket.
- Came up with a multi-year student season ticket that provided a discount for those who bought multiple years.
- Students, or more likely their parents when they are freshmen, could now make the decision one time to have season tickets for all four years vs. renewing and having to make the decision again year after year.
Show Rate at MBB Games

- Using scan data to track attendance at MBB games
- Sent an e-mail to those with under a 50% show rate to remind them about upcoming home games and alternate ways to utilize their tickets if they weren’t able to attend (Ticket Transfer or Stubhub through our integration)
Thank You!

Questions?