That's a Great Idea!

What's Next?

Dan DeMato, FutureTix
Joe Carter, Los Angeles Philharmonic
Josh Logan, NCAA
A Brief Introduction

Dan DeMato
President

Joe Carter
Director, Sales & Customer Service

Josh Logan
Director of Championship Marketing & Ticketing
Within this conference alone you will hear about...

- CRM
- Analytics
- Dynamic Pricing
- ADA Compliance
- Proactive Sales
- Email Marketing
- Renovations
- Group Sales
- Best Practices
- Secondary Market
- Engaging Students
- Donors/Fundraising
But today, the opportunities seem endless...

Mobile Seat Upgrades
Identifying the Anonymous Patron
Instant ID Verification
3D Seating Charts & Images
Variable and Dynamic Pricing
Discount Channels
Stored Value (Loaded Tickets)
And Much More...
The New Normal

- Cutbacks on resources
- Hiring freezes
- What have you done for me lately?
At FutureTix We Hear:

“I’ve been trying to champion that idea for years...”

“We can’t afford to lose money!”

“There’s got to be an easier way!”

“I’m not prepared for this...”

“But how do I know what opportunities are right for me....”

“I don’t know what to do next”

“I’m too busy to make money!”
Now what?

How do you determine what opportunities are right for your Organization and then implement the needed change within your organization?
What is it?

A Multi-Year Ticketing Plan is simply a two or three year, flexible roadmap designating where you want to be and how to get there.
A Multi-Year Ticketing Plan

Why have one?

- Help prioritize to-do-lists by quantifying & qualifying opportunities
- Effectively budget resources – Weigh risk vs. reward
- Establish a walk-before-you-run mentality
- Create one cohesive voice and plan for your entire organization
- Helps you look at overall picture

Ticketing Platforms do...
Building connections can allow for greater growth, more efficiency and increased revenue by:

1. **Break down departmental silos**

   - Sharing software & data
   - Merging budgets to split costs
   - Making decisions together (not in a vacuum)
   - Becoming one solidified voice
2. Look at existing practices.

Ask yourself:

- Why do we do this?
- Do they still need this?
- Can I improve that function?

Successful Practices

- Let’s retain this procedure
  - What makes it successful?
  - How can we apply this elsewhere?

Less Successful Practices

- Let’s alter or eliminate this procedure
  - Is it unnecessary or overkill?
  - Is there an easier way to do it?
  - Are we asking the impossible?
3. **Together create a list of new potential opportunities**

*Think in terms of:*  
- **Revenue**  
- **Satisfaction**  
- **Efficiency**
4. Prioritize new potential opportunities

**Revenue**

Create **ROI models** around each potential opportunity and determine if it’s a fit for your venue.

**Look For:**

*Rank accordingly:*

A. Low hanging fruit
B. Items of urgency
C. Require investment
4. Prioritize new potential opportunities

Create ROI models around each potential opportunity and determine if it’s a fit for your venue.

For Example:

Make some assumptions:

Create ROIs models based on those assumptions:

Proactive Outbound Sales - ROI Model

(Written in $1K increments)

<table>
<thead>
<tr>
<th>Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>600</td>
<td>420</td>
<td>390</td>
<td>360</td>
<td>330</td>
</tr>
<tr>
<td>Year 2</td>
<td>600</td>
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<tr>
<td>Year 5</td>
<td>500</td>
<td></td>
<td></td>
<td></td>
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</tr>
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</table>

Ticket Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>600</td>
<td>1,020</td>
<td>1,310</td>
<td>1,600</td>
<td>1,865</td>
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<tr>
<td>Year 2</td>
<td>1,620</td>
<td>2,930</td>
<td>4,530</td>
<td>6,395</td>
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Assumes 70, 65, 60 and 55% renewals in years 2-5, respectively.

Total Proactive Ticket Sales Profit

<table>
<thead>
<tr>
<th>Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Profit</td>
<td>513</td>
<td>996</td>
<td>1,335</td>
<td>1,668</td>
<td>1,973</td>
<td>6,483</td>
</tr>
<tr>
<td>ROI</td>
<td>389%</td>
<td>661%</td>
<td>876%</td>
<td>1070%</td>
<td>1247%</td>
<td>844%</td>
</tr>
</tbody>
</table>
4. Prioritize new potential opportunities

Satisfaction

Find opportunities that gratify:

- Senior Management
- Patrons & Fans
- Box Office Staff
- Donors & Development
- Other Departments

Look For:

*Items with a sense of urgency that meet:*

- Customer expectations
- Donor needs
- Organization demands
4. Prioritize new potential opportunities

**Satisfaction**

Find opportunities that gratify:

- Senior Management
- Patrons & Fans
- Box Office Staff
- Donors & Development
- Other Departments

**Examples:**

- Mobile Technology
- CRM/Analytics
- Better Reporting
4. Prioritize new potential opportunities

**Efficiency**

Dedicate time to research potential opportunities & innovations that will streamline your procedures by saving time, money or staffing.

**Look For:**

*Items to increase productivity and proficiency:*

- More with less
- Technology vs. manual
- Scheduling – who’s doing it and when
4. Prioritize new potential opportunities

**Efficiency**

Dedicate time to research potential opportunities & innovations that will *streamline your procedures* by saving time, money or staffing.

**Examples:**
- Tablets
- Pick your own seat
- Charge deterrent fees – will call
- Scheduled Reporting

Manual → Automated
4. Prioritize new potential opportunities

Look for:

Opportunities that fall into all three categories!
5. Determine a course of action

Create short and long term action items that:

✔ Are adjustable & flexible

✔ That have tangible check points along the way

✔ Are cohesive and easy to follow
5. Determine a course of action

Remember to:

Walk before you run!

- Take small efficient steps
5. Determine a course of action

Remember the Three P’s

Perfection → Procrastination → Paralysis

Perfection

Wasteful Spending

Excellence

Shoddy Work

Efficiency
One Solution to becoming more efficient is...

Let’s Recap

A Multi-Year Ticketing Plan
Follow these steps to create that plan:

✓ Breakdown departmental silos & evaluate your current environment

✓ Review and prioritize new potential opportunities

✓ Make an all encompassing ticketing plan with a walk-before-you-run mentality
Joe Carter

Director, Sales & Customer Service
Los Angeles Philharmonic Association
My philosophy:

Change is everlasting

Leave room for that possibility in your daily life.
• Schedule breaks daily – lunch or otherwise (be flexible)

• Schedule “thought time/brainstorming” into your month

• Pose questions ahead of time –
  • Be aware of new ideas within your organization, and look for ways to use already existing ideas to help move your ideas forward.

• Seek advice from peers, colleagues, staff, vendors
You get three great ideas at INTIX.
Where do you start and how do you make it a reality?

Consider the following questions:
Which idea(s) will have biggest impact?
What impact would this have on staff?
Do I need outside resources to help move a project ahead?
• Investigate how others have implemented similar ideas.

• Go back to the person who gave you the idea, and pick their brain

• Find out if others have done the same

• Check with your vendor (or other vendors) if there are ways you can use your systems to make this work more easily
  ▪ Follow up on those answers and verify where necessary

• Consider how this fits into your multi-year plan
• Bring in allies within your organization to help champion the idea
  • Could be your boss, co-workers or support staff
  • Brainstorm with them – think through implications
    • Start out informally, but once you are focused on making this a reality – schedule meetings to formally discuss and strategize

• How does this idea fit into your overall business plan?

• Are there already goals/ideas that haven’t yet been implemented?

• Re-prioritize you multi-year list
Change exchange policies within your organization.

Questions to ask -

- What are the underlying reasons for the policy in the first place?
- Why do you want to change the policy?
- How would the change impact your business?
After answering those questions, you decide to change the policy

- What is the new policy?
- Plan how you communicate that policy internally and externally
- Set a date to launch.
- Launch.
You hear a great idea to expand your concept of dynamic pricing to include repertoire based tiered pricing (with dynamic pricing on top of that).

Consider:
• Scope of impact
• Time needed to accurately determine ROI, customer impact, staff communication/procedures

Then:
• Ask the questions we’ve already discussed – how does this impact staff, do I need outside resources to optimize this process, how does this fit in our business plan
We liked this idea, so hired outside consultants to help investigate the possibility and how to implement.

- Project began in early 2012, with first level of implementation planned to launch with 13/14 season.
  - Spent ten months delving into data, analyzing patterns and forecasting impact
  - Got buy in from Executive Team and Board
- Launched Tiered pricing in summer of 2013 for single tickets
  - Brought in $400k additional income
Second phase of project includes using Repertoire Coding to determine subscription ticket pricing within packages

• Began pricing analysis in spring 2014 – based on sales patterns of past two seasons – based plan on structure from 2012/13 research
  • Got buy in from Sales, Executive and Artistic teams as well as Board
  • Determined new tiers last fall
  • Matched concerts to tier prices, which then determined each package price
  • Prepared communication plan – internally and externally

• Will launch with renewals on Feb 24...
  • will let you know how it works.
System changes

- You hear what great things other people do with their systems. Can you do those things with yours, or do you need to investigate the possibility of changing your systems?

- This is a session in and of itself
Brief conceptual overview –

Consider all the long term questions, as this has broad, long lasting impact on your operation

• When does your current contract expire (if it does)

• If you had to make a change, what is the optimal time frame to launch
  • Work backwards from that point, to determine your schedule
• Go through a full RFP process
  • Have buy in and participation from all impacted departments
    • Be sure they understand the true value and impact of this project

• Give ample time for
  • Information gathering
  • Decision making
  • Site visits (if possible)
  • Contract negotiation
  • System setup - building venues, set operating procedures, staff security settings and such

• Build in an extra month or two (you’ll need it)
Ultimately –

• Understand how your company deals with major change

• Adapt your timeline to ensure successful implementation

• Use realism with a dollop of optimism (rather than the other way around)
Josh Logan
Director of Championship Marketing & Ticketing
NCAA Championships
WHAT DO YOU WANT TO GET OUT OF INTIX

Increase Revenue
Increase Ticket Utilization Rate
Increase Customer Database Size
Increase the Fan Experience
NCAA FINAL FOUR CASE
“Final Four biggest-ever test of digital tickets”

By Darren Rovell | ESPN.com
4/3/13
2015 North Texas 158,682 - The highest attended Men’s Final Four in history.

2014 Atlanta 149,676 - The 2nd highest attended Men’s Final Four in history.
DIGITAL TICKETS

2015 North Texas - Over 70,000, more than 44% of the overall attendance, entered the semifinal and championship games with digital tickets over the entire weekend

2014 Atlanta - Over 60,000, more than 40% of the overall attendance, entered the semifinal and championship games with digital tickets over the entire weekend
DID IT WORK?

Increase Incremental Revenue – Ticket Exchange Fee
- Over $1M of ticket exchange fees combined from the 2013 and 2014 Final Four

Increase Ticket Utilization Rate
- 3-4% better utilization rate with digital tickets

Increase Customer Database Size
- Two (2) new email addresses from each digital Final Four ticket

Increase the Fan Experience
- Over 80% satisfaction rate from digital ticket customer survey from NCAA Championship events
Questions?

Josh Logan

Director of Championship Marketing & Ticketing
NCAA Championships
Even if you are on the right track, you will get run over if you just sit there.

Mark Twain
Make TIME To Be Progressive... Efficiently

Start Building your Roadmap Today
Potential Opportunities!
That's a Great Idea!  What's Next?

Questions… Thoughts… Comments?

Dan DeMato
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Thank You!

Questions?