You Have the Data…
Now What Do You Do With It?

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San Antonio Spurs
BIG DATA is like teenage sex: everyone talks about it, nobody really knows how to do it, everyone thinks everyone else is doing it, so everyone claims they are doing it.

- Anonymous
1. LiveAnalytics Overview
2. San Antonio Spurs
   - Properties
   - Organization
   - Data Strategies
3. Retention Model – Ongoing Strategic Usage
4. Broker Analytics – Future Strategic Usage
Data is Proliferating - Exponentially
Agenda

There's data...

...and then there's BIG DATA & ANALYTICS
Ticketmaster Has Lots of Data

- **26M** Global Monthly Unique Online Visitors
- **100K+** Events Ticketed
- **#4** Ecommerce Site on the Web
- **150M+** Sports Tickets Processed
- **220M** Global Customer Database Records
LiveAnalytics

• Internal group within Ticketmaster
• Started in 2011
• Objective is to enhance TM partner relationships through unique live event consumer data insights
• Over 200 current partners, spanning all segments of live entertainment
Data Reveals Life Purchasing Patterns

Age Distribution by Event Category

- **Family events** peak in the early 30’s when parents have young children and then again slightly at the age of having grandchildren.

- **Arts events** increase with age until they peak in the early 70’s.

- **Sports** maintain consistency throughout the distribution.

- **Dance/Pop Genre** has two peaks: 1st during the age of the teenagers attending the events, and then later during the age of the parents purchasing for their teenage children.

Concerts: Other includes Jazz, Latin, and "Other" categories.
Knowing Live Event Consumers: Demographics, Preferences and Behaviors

**LNE Data**
- 44% Repeat Buyers
- $141 Spend / Event
- $51 Price / Ticket
- 25% Purchase in Final Week

**3rd Party Data**
- 12% Drive Luxury Cars
- 32% $100K+ Income
- 33% Ages 18 - 34
- 62% Child Present

**We have data no one else in the world has and we partner with 3rd party data providers so we can be even smarter about how we engage fans**
The LiveAnalytics Product Suite

1. List Purchase
   - Fan Match
   - Fan Network
   - Custom Audience

2. Pricemaster
   - Initial Pricing
   - Forecast Analysis
   - Resale Analysis
   - Section Analysis
   - Broker Analysis

3. Fan Score
   - Prospecting Model
   - Retention Model
   - Hygiene

4. Profile Report
   - Buyer Analysis
   - Artist Recommendations
   - Primary Research
   - Fan Dashboard
   - Geo Maps
   - Market Profile Report
   - Conductor Searchlight
Spurs LiveAnalytics
Product Usage

- Prospect Model
- Retention Model
- Fan Match
- Fan Score
- FanNet
- Premium CEN

- Artists Affinity
- Broker Analysis
- Propensity Model
- Custom Audience
- Cancels Analysis
- Pricemaster
Retention Model
► Current plan holders are typically the most valuable prospects for the next season – modeling helps keep them.

► Custom models provide risk scores on all plan holders for likelihood not to renew their plans the next season.

► Segment customer base and focus on renewing those most at risk.

► Ensure plan holders keep coming back year after year.

► Scores also tell you who would be a good candidate for a plan or quantity upgrade.

Current Plan Holders

Return

No Return

Upgrade

Maintain

Downgrade
The Modeling Process is reliant upon past season ticket accounts and whether those accounts renewed or not. Some details:

- **Transaction data for two seasons were extracted from the Archtics database.**
- **All transactions were expanded to the seat level.**
- **Inclusion/Exclusion Criteria**
  - Comp tickets were excluded from the sample.
  - Only Full Season Plan buyers were included in the analysis.
  - Only Personal and Corporate accounts were included.
  - Must have purchased at least 1 FSE through Full Season Plan in 2012-13 Season
  - Must have purchased all 41 games in 2012-13 Season
  - **Accounts upgraded/downgraded by more than 500 seats in 2012-13 season were excluded from analysis.**
  - **The following account types (based on their descriptions) were excluded:**
    - Broadcast, CEO/VP List, Chamber List, Employee, Game Ops, Group, High Schools, Investor, Spon – Brdcst, Spon – Corp, Sponsor, Staff, Ticket Broker, Trade, USAA STH
Retention Model
Historic Analysis

Modeling
- Logistic regression analysis was performed for each of the 3 segments: New Personal accounts, Existing Personal accounts, and Corporate accounts.
- 2012-13 Season transaction and ticket activity data were used to predict 2013-14 Season renewal status.
- The renewal algorithm was applied to the 2013-14 Season FS Plan accounts, and renewal probability was estimated for each account.

Outcome
- Renewal Status (Renewed vs. Non-Renewal)

Predictors

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Ticket Activities</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure (Years)</td>
<td>Realization Rate</td>
<td>Age</td>
</tr>
<tr>
<td>New Account</td>
<td>Posting Rate</td>
<td>Gender</td>
</tr>
<tr>
<td></td>
<td>Resale Success Rate</td>
<td>Household Income</td>
</tr>
<tr>
<td></td>
<td>Profit Margin</td>
<td>Discretionary Income Index (DII)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Net Worth</td>
</tr>
</tbody>
</table>
Spurs Retention Model

Predictors

**Age**

- Non-Renewed: 49.7%
- Renewed: 55.1%
- Overall: 54.7%

**Presence of Children (0-17) in Household**

- Non-Renewed: 60%
- Renewed: 40%
- Overall: 42%

**Realization Rate**

- **Realization rate is a consistently strong predictor**

*Older age correlates positively with renewing*

*Kids in HH correlates negatively with renewing*
Spurs Retention Model
Key Takeaways

- The retention model allows a partner to:
  - Identify high-risk accounts with below average renewal probability
  - Identify and proactively engage accounts with low ticket utilizations

- Approximately 3,000 Full Season accounts for the 2013-14 season were scored.

- About 17% of overall accounts were deemed at risk, representing well over $5M worth of accounts.

- Overall, there were approximately 500 accounts with renewal probability less than 70%.

- New Personal accounts and Non-Renewing accounts had lower household income, net worth, and discretionary income compared to Existing or Renewing accounts.

- Realization and Posting rates were found to be significant contributors in renewal of new personal accounts, while Realization Rate and Tenure were significant for the renewal of existing personal accounts.
2015-16 Renewal Campaign  -> **Starts Now!**

Retention Model is one of multiple tools to help project out seats and revenue. (NBA, Reps knowledge, etc)

Each rep has over 500 accounts, and it is imperative that they **Use Time Wisely**. Scores allow them to identify and focus on fence-sitters now.

**First Year Accounts** (Rookies) are 15% of Renewal Membership Business. Mgmt. expectation is for high renewal %. Model allows reps to engage with rookies at risk during holiday period.

**Bottom line:**
Retention Model = More Efficient/Effective Decision and Time Mgmt!
Broker Analysis
Spurs Broker Overview

**Purpose**
Detailed and rich understanding of resale activities around Spurs tickets. By better understanding, decisions can be made at:
1. Individual account level
2. Strategic business level

**Methodology**
Study historic data at Archtics transaction level. Track tickets from purchase to usage. Segment by ticket types – ST, Singles, etc. Aggregate findings to provide insights.

**Deliverables**
1. Comprehensive detailed report
2. Custom broker score that is used on each Spurs account
3. Views into child-parent relationships on tickets
Approximately 10% of the Full Season accounts were identified as high potential brokers (Score > 70), which possessed more than 35% of all Full Season tickets. NBA estimates 28% across all teams.

* Please note all numbers are slightly modified for proprietary purposes.
Spurs Broker Overview - Micro

- Account ID: XXXX
- Account Name: XXXXX
- Tickets purchased from the Spurs: 850
- Tickets purchased from other Spurs’ account holders: 88 (with 35 parent accounts)
- Tickets resold through TE: 82 (with 19 child accounts)
- Non-Resold but attended tickets: 529
- Unused tickets: 202
- Profit = $2015, profit margin=51%

• Please note all numbers are slightly modified for proprietary purposes.
WHY DID SPURS USE BROKER ANALYTICS?
If team performance changes, which members and what inventory may be impacted.

WHAT WAS PROCESS?
LiveA analyzed all ticket activity data to see who has “broker behavior” and to find “hidden” brokers. We collectively reviewed findings.

HOW DID WE LEVERAGE?
Spurs used the findings to
- Find inventory to make pricing changes
- Better allocate open inventory for future memberships
- More effective communication strategies for all members – who to email offers, drive traffic to aligned secondary sites (NBA.com)
- Reviewed game by game activity for predictive purposes.

BOTTOM LINE:
Spurs are more in control of our tickets, brand and customer relationships!
Questions?

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