

## ***Ticket Holder Retention***

**Objectives.** A large Division-1 NCAA Football program was interested in increasing the attendance and profitability of its home games. In this engagement we sought to determine which information-marketing techniques could be cost-effectively employed so as to improve stadium yield. The team sought to increase ticket sales by converting single-purchase buyers to attending an additional game, as well as improving sales of season- and bundled ticket purchases.

**Challenges & Methodologies.** Although the team was ranked, it rarely sold out games and its home games were often below capacity. These unsold seats result not only in reduced gate receipts, but also forfeit potential auxiliary revenue from parking, concessions, and merchandise sales.

In order to convert single-game buyers into repeat purchasers, we investigated which fans were more likely to convert into repeat buyers and which promotions and incentives would have the highest rates of conversion. Additionally, we identified which information should be collected for these consumers at the time of purchase via examining historical data collected on other consumer segments, and used that sample to develop a profile of repeat purchasers.

Additionally, we examined both price and nonprice promotions to determine which would have the most impact in motivating fans to additional ticket purchases. While promotions are often used to increase attendance, it is important to understand how to prevent price elastic consumers from “cherry-picking” - substituting a promotional game for a non-promotional game.

We utilized multivariate regression analysis to determine which promotions influence game attendance, and how this varied by pricing tier (e.g., general admission seats vs. reserved seat purchases).

**Outcomes.** Based on our analysis, a suitable value proposition was developed to compel single-ticket purchasers to purchase additional tickets via cost-effective promotions. Moreover, the consumer insights provided enable the Program to plan and execute other initiatives to better manage their marketing expenditures and improve their top line.

The analysis also showed how to identify and target advanced and season ticket purchasers with high probability of attrition, so as to induce repurchase via tailored promotions based on their purchase behavior, attendance patterns, and reason for not renewing ticket purchases.

Since the analysis was conducted, advanced ticket sales were at a decade-level high, and attrition was also at historical lows. Home game attendance, even for historically low demand opponents, was also up, as was promotional effectiveness.