

# DYNAMIC TICKET PRICING

SQUEEZING  
MORE JUICE

FROM

**Enrico Lanzavecchia, Valerio Fallucca, Marco Labianca, Hannah C. Stover**

HALF TIME

ORANGES

**Dynamic ticket pricing:  
squeezing more juice  
from half time oranges**

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Dynamic Ticket Pricing (DTP) can drive improved financial performance and enhanced offering inclusiveness, a win-win for clubs. Within the sports industry, no team that has piloted DTP has reverted back to a traditional pricing model.

## EXECUTIVE SUMMARY

<sup>1</sup> For more details, see Value Partners' Perspective 'Beating the offside trap: driving forward the commercial performance of football clubs' and <http://www.financialfairplay.co.uk/financial-fair-play-explained.php>

The business of football has reached a turning point. **New Financial Fair Play (FFP) regulations** are now in force, demanding clubs achieve financial stability<sup>1</sup>. In May 2014, following an FFP breach, the Union of European Football Associations (UEFA) fined Manchester City € 60m, amongst others, and placed restrictions on the number of players in their Champions League squad for the next season, a hit to both profitability and on-pitch success. Therefore, it is now of paramount importance football clubs, and other sport clubs, seek new methods of revenue maximisation to ensure future profitability. **Sports can no longer ignore the key profitability tenet of business.**

Clubs broadly generate total revenues via three key streams: Commercial rights, Broadcasting rights (often centrally negotiated) and **Gate receipts**. These streams contribute one third to one half of a clubs income. If we look to gate receipts or ticket sales, historically clubs have pursued a **static ticket pricing strategy** based on fixed criteria, centred on segmentation of the fan base (offering concessions for certain groups etc.).

This method requires accurate price predictions, and cannot account for the true dynamics of the value spectators attribute to a match or event; it is difficult to match a ticket 'price' to the true 'value' a spectator places on that ticket.

**Dynamic ticket pricing (DTP)** is a relatively new concept for the sports industry, which involves changing prices in reaction to changing demand levels to ensure stadia are filled and maximum revenue is generated per seat. This strategy is well-known for its application in the airline industry.

In sports, DTP has been effectively implemented by the majority of Major League Baseball (MLB) teams in the US, driving enhanced revenues and boosting attendance. Teams in other leagues, such as the National Basketball Association (NBA) and National Football League (NFL), also price tickets dynamically. DTP is even spanning into American college football games.

<sup>2</sup> The Guardian 'Premier League fans descend on London to protest about ticket prices'

For football clubs, as well as enhanced gate receipts revenue, the DTP model offers spill-over benefits. With DTP, 'early bird' tickets can be sold for substantially less than their current price, and hence attract new fans. Of recent, UK fans have taken to the streets in protest of high ticket prices<sup>2</sup>. DTP also aids reduction in unsold tickets, resulting in fuller stadia. Attracting new fans and building a diverse fan-base is important from a brand perspective and determines club's negotiation power in commercial contracts; fuller stadia make for more attractive advertising opportunities, and again positively impact a club's brand. This is particularly relevant as sports clubs look to leverage their 'brand value' to offer new products and supplement traditional revenue streams, through merchandising or football camps, for example.

In fact, DTP may have the potential to benefit any industry in which demand for a product varies over time. However in all industries challenges exist in the implementation of DTP. In football, clear communications with season ticket holders is vital, to avoid any negative fan backlash.

**Successful DTP implementation** will require substantial changes and advancement of existing commercial strategies. Resultantly, football clubs **may require assistance and development of capabilities** in: Strategic review and refresh, software selection and implementation, advanced analytics, sales platforms selection/adaptation and implementation, and effective communication plans with fans and stakeholders.

## WHAT IS DYNAMIC TICKET PRICING (DTP)?

<sup>3</sup> Source: Qcue

<sup>4</sup> Source: Penn State Study

Dynamic Ticket Pricing (DTP) is a demand-driven pricing structure for revenue maximisation. It involves real-time adjustment of ticket prices in response to changing demand patterns for perishable goods, such as live events. In the sports context, ticket prices are dependent on multiple variables driving the value of an event, including:

- Time of ticket purchase
- Day of the week on which a particular event falls
- Popularity of the opponent
- Presence of 'top rated' players and athletes during the match
- Scarcity/availability of tickets
- Seat position within the stadium
- Number of tickets requested
- Weather (for outdoor events)

In the sports industry DTP is relatively new, and differs significantly from traditional ticket pricing models in two key respects. Firstly, with DTP, ticket prices change in real-time; traditionally prices are set at the beginning of the season (the UK's Football League requires clubs to submit ticket prices at the beginning of each season). Secondly, prices are set by complex algorithms and are no longer exclusively determined by one single entity (i.e. a club's sales and marketing department and ticket executives).

The primary benefit of adopting DTP for sports teams is gate receipts revenue maximisation. By applying DTP effectively, venues can sell a higher number of tickets at the best possible price, avoiding inefficiencies resulting from unsold seats and lost revenue from 'incorrect' pricing. Additionally, as popular games sell-out, other events may more easily gain 'spill-over' customers or fans.

Some of the world's leading providers of DTP software report that, on average, DTP drives a 30% increase in gate receipts for high demand games (10% for those with low demand<sup>3</sup>).

This increase is often the result of venues capturing demand-driven value traditionally exploited by ticket resellers and 'scalpers'.

Additionally, it has been reported dynamic pricing incentivises fans to purchase season tickets to allow complete price certainty, with consequential benefits for sports organisations' cash flow. Season tickets promote increased attendance of the buyer, fostering increased 'emotional involvement'; it is long-regarded in the industry the more involved a fan becomes, the more that fan will spend on tickets, merchandise and concessions<sup>4</sup>.

**EXHIBIT 1****Comparison of characteristics in airline and sports industries<sup>6</sup>**

	<b>AIRLINE</b>	<b>SPORTS</b>
<b>RELATIVELY FIXED CAPACITY</b>	Planes have a fixed number of seats	Stadiums have a fixed number of seats
<b>ABILITY TO SEGMENT MARKET</b>	Passengers can be segmented according to whether they are first, business or economy class	Spectators can be segmented according to the tier of seating they choose
<b>PERISHABLE INVENTORY</b>	Once a flight has departed any empty seats it has are wasted	Once a game has begun any empty seats in the stadium are wasted
<b>PRODUCT SOLD IN ADVANCE</b>	Flights sold many months in advance of scheduled departure	Games sold many months in advance of scheduled kick-off
<b>FLUCTUATING DEMAND</b>	Demand changes according to time of day, whether peak season etc.	Demand fluctuates according to time of day, day of week, opponent etc.
<b>LOW MARGINAL SALES COSTS AND HIGH CAPACITY CHANGE COSTS</b>	Cost of additional passengers is very low once plane is scheduled, whereas addition of extra planes are very expensive	Cost of additional spectators is negligible once game is scheduled, whereas addition of extra seats is expensive

Source: Value Partners analysis



<sup>5</sup> McAfee, R. P. & Velde, V. (2007), 'Dynamic Pricing in the Airline Industry'. California Institute of Technology

<sup>6</sup> Characteristics are those cited as making yield management an efficient operation in Voneche, F., (2005), 'Yield Management in The Airline Industry', University of California, Berkeley

### **Green shoots of DTP: from the airline industry to the sports industry**

In the 1980's American Airlines (AA) introduced DTP in response to competition from People's Express airline, a price competitor. AA has a history of innovation; AA was the first airline to introduce automated reservations in the 1960s. Following on this innovatory path, using a complex yield management algorithm AA generated revenue benefits of \$1.4bn over the first four years of DTP operation. AA now carries over 50,000 passengers a day; during which prices change up to half a million times<sup>5</sup>. Any traveller can now see DTP rolled-out across the industry, with some airlines paying AA to make use of their systems.

With air ticket DTP, passengers on any one flight now pay a variety of prices for the same service, based on demand dynamics at the time of purchase. Budget airlines such as Ryanair are able to advertise flights for as little as £0.99 (plus taxes and various fees) and then raise prices progressively to ensure overall profitability. The system is now so commonplace, and similar between airlines, it is possible to roughly predict whether the price of a particular flight will increase or decrease over time, an element now included in the Bing Travel Price Predictor. DTP systems are still subject to a level of manual checking in the case of abnormal events (e.g. such as a large sporting event), but this is becoming less common as software is able to detect and compensate for anomalies.

As [Exhibit 1](#) shows, similar industry characteristics imply successful application of DTP in the airline industry could be replicated in the sports arena.

Airlines have some unique characteristics making their DTP systems more complex than those used for sports venues. It may therefore be somewhat simpler to apply DTP in the sports industry. For example, the practice of overselling on flights compounds the difficulty of setting fair but demand-driven prices. Furthermore the 'hub-and-spoke' operations policy of contemporary airlines make demand estimates more difficult than those for a single venue, since those on transfer flights are an unknown variable driving the number of passengers seeking passage on a certain route. That these challenges have been overcome by the airline industry also bodes well for the use of DTP in other sectors, including sports.

However it is important to note there are some differences between the sports and airlines industries. Unlike, flights to a specified destination, sports matches are unique and non-repeatable events. More choice also exists in the airline industry; a customer can buy a flight from another airline but they will not buy a different match, as the 'product' or team will be entirely different.

In addition, although airlines have been successful in their implementation of DTP, constantly changing prices have frustrated some customers. In the sports industry, such negative sentiment could have wider implications; a customer may have few alternatives to flying however a spectator can easily choose not to attend should the pricing system cause anger and negative sentiment towards their club.

## BENEFITS OF DTP IN THE FOOTBALL INDUSTRY

<sup>7</sup> Telegraph report on Football Clubs Finances 2014

<sup>8</sup> Analysis carried out over the top 10 richest clubs in Europe (in terms of total revenue) from 2005 to 2012

<sup>9</sup> Recurring revenue from season ticket holders improves club's income stability

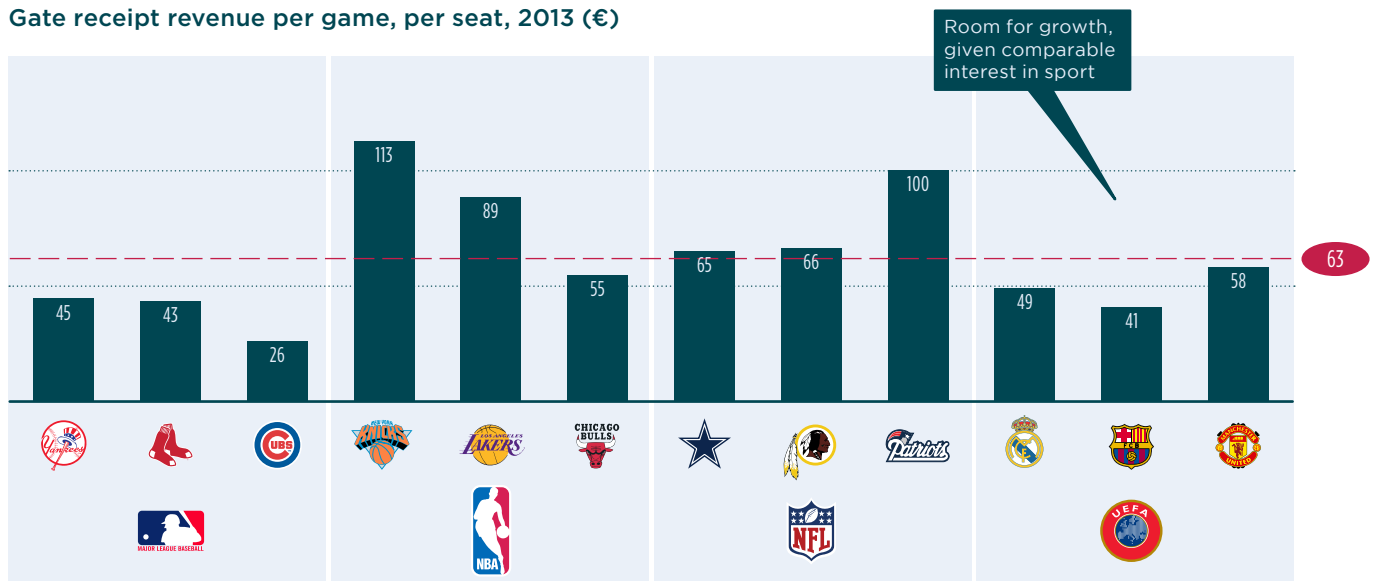
### Gate receipts revenue growth

Football clubs are now in a position where they must make strategic decisions to ensure profitability and off-pitch success. The catalyst for this are new regulations (i.e. UEFA Financial Fair Play) necessitating financial sustainability; regulations driven by consistent poor profitability threatening a club's future, and more dramatically the future of football. To avoid the damaging consequences of cutting costs (i.e. players), revenue growth is essential. However profitability continues to be somewhat elusive; in the 2012/2013 season Chelsea, Liverpool and Manchester City all incurred separate £50 million losses<sup>7</sup>.

Increasing gate receipts is impactful on clubs' total income; gate receipts account for a third of most football clubs' total revenue. Gate receipt revenue growth appears hard to achieve with current strategies and models in place. Whilst clubs have evolved commercial strategy with respect to merchandising and sponsorship, they have not modernised pricing models, which remain simple and out-dated. Europe's top-tier football clubs have grown commercial revenue by ~9% over the last 8 years, yet gate receipts revenue has failed to match this, growing at ~5% over the same period<sup>8</sup>.

### EXHIBIT 2

Gate receipt revenue per game, per seat, 2013 (€)



Source: Forbes, Company's annual reports, Value Partners analysis

Moreover, when compared to other sports organisations, even the richest and most successful football clubs appear to be underperforming with regards to gate receipts revenue growth.

Clubs have traditionally adopted a fixed pricing model based on fan base segmentation and price discrimination. The sole method of increasing gate receipts using this model is through conversion and reallocation of unsold seats to meet ticket demand changes (for example if demand for corporate seats and lounges is greater than expected, clubs might convert unsold 'ordinary' seats into corporate seats).

By adopting DTP, football clubs could optimise their financial performance. DTP allows clubs to:

- Increase overall match day attendance, and potentially recruit new fans
- Capitalise from high demand events
- Reduce revenue loss from unsold seats when demand is low
- Increase season ticket purchases, providing clubs with enhanced cash flow management and greater revenue stability<sup>9</sup> (fans are incentivised to buy stable-priced season tickets)

### Increased brand value and enhanced fan relationship

The benefits of implementing DTP are not limited to an increase in revenue, additional advantages include:

- **Brand value increase:** By reducing the number of unsold tickets, clubs could benefit from a fuller stadium at every match. A clubs' brand and reputation would subsequently become more appealing to sponsors, advertisers and TV broadcasters.

Furthermore, this increase in brand value could present clubs with additional commercial opportunities, such as high-value merchandising

- **Enhanced fan relationship:** DTP is not about raising ticket prices, but instead is a means to price tickets in a rational and fair manner. By making price dependant on multiple variables, clubs may provide fans with more flexibility in purchasing decisions and increased ticket affordability if, for example, fans choose to buy their ticket significantly in advance.

Clubs can thus facilitate social inclusiveness by making some tickets available at very low prices (although such prices must remain above the amounts paid by season ticket holders to avoid fan dissatisfaction). Such social inclusiveness can enhance a club's relationship with its fan base.

## LEARNING FROM OTHERS: DTP IN SPORTS

<sup>10</sup> Economist - The price is right

<sup>11</sup> Figures quoted by Head of Ticket Sales and Services for San Francisco Giants, Russ Stanley

<sup>12</sup> Other providers include Digonex and ProVenue

### DTP in American baseball

Faced with declining attendance figures and the need to grow revenues, most Major League Baseball (MLB) teams have implemented DTP, for at least some of their stadia seating.

DTP has been particularly beneficial for MLB because it has the highest game-to-game variation in demand<sup>10</sup>. The San Francisco Giants were the first to rollout the new pricing model, following trials in 2009, and are now able to advertise \$8 tickets for 20 games a year, have sold-out 165 games in a row, and increased revenues by 7%<sup>11</sup>. Seventeen of the thirty MLB teams are now using DTP, of which fifteen use Texan analytics company Qcue<sup>12</sup>, which claims to have increased revenue by 30% for marquee (i.e. derby) games and 5-10% for others.

MLB teams have been careful to avoid upsetting fans when implementing pricing changes. Although - for those teams working with Qcue - the average price per ticket went up by \$1.55, this obscures an increase in the number of significantly cheaper tickets: the average price decrease for discounted tickets was \$13.63, whilst the average price increase for high demand tickets was \$3.27. The Chicago Cubs offers seats for as little as \$5 for 5,000 bleachers seats, following a DTP pilot, standing to gain \$11m a year if the system is rolled-out across the stadium.

MLB has a particular set of characteristics making it well suited to DTP, these include:

- Large stadiums, allowing accurate modelling of demand and leaving room for errors during pilots
- Low numbers of season ticket holders, making it possible to offer large numbers of seats and reducing any potential fan resentment towards discounted tickets
- Multiple factors determining the value of a ticket such as weather, day of the week, opponent and the starting pitcher
- A substantial ticket reseller industry, which points towards a substantial market for high-demand tickets for sell-out or historic games

However, the implementation of DTP has not been without challenge. Communicating with season ticket holders to reassure them they are getting the best possible value seats has been essential. Ensuring fans overcome the emotional challenge of realigned ticket price expectations has been another implementation challenge faced by MLB teams; although some teams have been surprised by fans understanding of these new ticketing processes, perhaps familiarised by their use in airline ticketing. Finally, however effective DTP is in maximising the efficiency of ticket sales, off-pitch performance is ultimately dependent on success on-pitch. Given the Chicago Cubs lost 101 games in 2012, for example, it will be difficult to determine the success of DTP in the wider context of fan disillusionment.

The National Football League (NFL) and National Basketball Association (NBA) have both followed suit and many teams now employ DTP. The move to DTP has been slower due to the lower number of games played and differing reasons for purchase (e.g. most NBA fans buy the 'NBA experience' rather than a game with a particular team). Additionally the NFL has high season ticket sales, potentially negating the use of DTP. However the NFL has still deemed DTP beneficial to implement.

#### **DTP in the Championship by English football teams**

Three teams, Derby, Bristol City and Cardiff, have begun to use DTP following the example of MLB teams. Following a fact-finding trip to the San Francisco Giants, the management of the Derby Championship side employed the same innovative pricing model – provided by American firm Digonex – in an attempt to enhance gate receipt revenue. Derby County required special dispensation from the Football Association; existing regulation allows clubs to change prices four times throughout the season; with DTP changes may occur four to five times per week. The move was prompted by an experiment using the discount website Groupon, where 3,000 tickets – priced at £20 for two adults – were sold within 12 hours; three-quarters of the purchasers were either new customers or fans who had not watched Derby County play for at least two years.

However, several measures were taken to avoid potential fan criticism of the new pricing model. Season ticket holders, for example, were sent a detailed breakdown of how season ticket prices are allocated between games, categorised according to the various factors (opponent, competition etc.) in 'Gold' and 'Silver' events. This was to avoid these fans simply dividing their season ticket price by the total number of available games, potentially leading to misinterpretations that their tickets were not the cheapest option. The DTP system also included a manual override function, so any obvious anomalies in ticket prices can be corrected by those with experience in managing Derby County fans.

Cardiff City, with Digonex, and Bristol City have also moved to DTP, with Hearts in Scotland following this lead. Additionally, two Premiership Rugby clubs are in the preliminary stages of using DTP and major European clubs are beginning to show interest.

## APPLICATION ELSEWHERE: DTP IN OTHER INDUSTRIES

<sup>10</sup> Economist - The price is right

<sup>11</sup> Figures quoted by Head of Ticket Sales and Services for San Francisco Giants, Russ Stanley

<sup>12</sup> Other providers include Digonex and ProVenue

### DTP and the entertainment industry

Despite this Value Partners perspective focusing primarily on the application of dynamic ticket pricing (DTP) within sports markets, DTP has potential application in myriad markets. Indeed, any industry in which demand for a product varies over time, or between individuals, could employ dynamic ticket pricing.

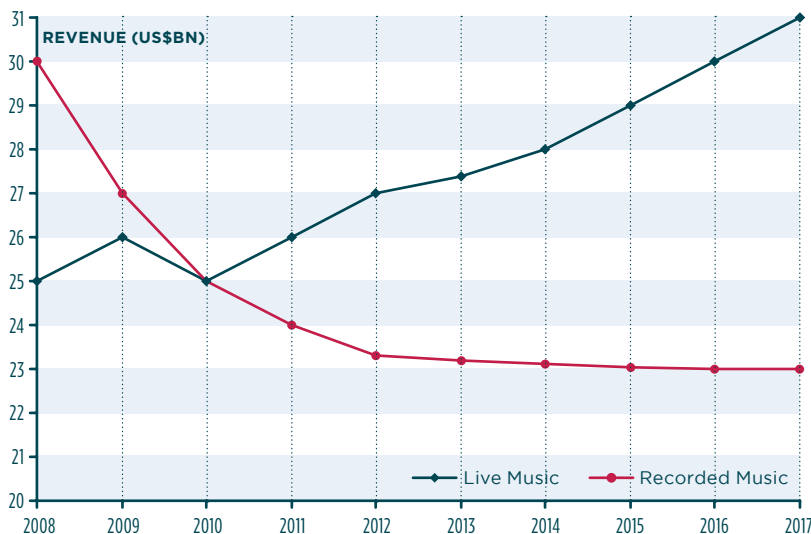
Price segmentation based on perceived demand for a certain product, such as different pricing structures for standing and seating tickets at concerts, is already prevalent in the entertainment industry. Despite this, the application of DTP is much less widespread.

DTP is a natural extension of price segmentation and can be considered a more accurate version of pricing segmentation. Predicting perceived demand ahead of time has inherent difficulties such as a lack of comparable events. DTP offers the potential to adjust for these errors. Finding ways to maximise existing revenue opportunities is a concept that, although always relevant, becomes increasingly important in a less hospitable economic climate. Structural changes within some sectors make these considerations even more important.

The worldwide music industry has changed greatly in recent years as a result of the internet and the ease and prevalence of unauthorised copying and distribution of material, leading to squeezed margins for legal distribution channels. As a result, revenues generated from 'live' music are becoming even more important; maximising these may be crucial to the industry's future success.

Furthermore, if DTP systems are able to drive increased attendance for events, the quality of the ticket-holder experience will improve, owing to the improved atmosphere and crowd dynamics. Negative impact on the stage performance from empty seats and rows would no longer be an issue.

**EXHIBIT 3**  
Balance between global recorded music revenues and those from live concerts and festivals, US\$bn



Source: PwC, Global entertainment and media outlook: 2013-2017

<sup>13</sup> Source: Orbach, B. Y., Einav, L., (2007), 'Uniform Prices for Differentiated Goods: The Case of the Movie Theatre Industry, International Review of Law and Economics

### Could DTP work in cinemas?

In 2003 the opening of 'EasyCinema' in Milton Keynes, UK, was meant to mark the start of a new cinematic experience, where film prices were varied according to quality of production, day of the week and release time, and priced from as little as £0.20p. This contrasted to current pricing model of cinemas, which only differentiate between peak and off-peak. However, three years later, unable to pay its rent, EasyCinema became an Odeon. The reasons for this failure highlight unique difficulties DTP may face in the cinema industry:

- **Non-ticket sales:** Initially EasyCinema did not sell popcorn or confectionary goods in an attempt to reduce staff costs. Given cinemas generate over half of their income from such sales<sup>13</sup> this may have been a mistake, which explains why EasyCinema eventually began to offer such products. This revenue mix also helps explain why cinemas have not implemented DTP; risk would be taken without the reward of significant revenue uplift
- **Pressure from distributors:** Film distributors were unwilling to supply EasyCinema with popular releases due to potential revenue and brand damage resulting from heavily discounted tickets. This led to the cinema eventually offering standard prices for major films, negating its Unique Service Proposition. The influence of studios and producers over cinemas regarding pricing is significant despite attempts to counterbalance through legislation. It is thus likely distributors have strongly discouraged cinema operators from introducing DTP

- **Competition from other cinemas:** Ultimately cinemagoers made the decision to attend other venues for their film-viewing experience. Such competition may be another reason cinemas have not implemented DTP, since offering relatively high prices at peak times and for popular movies could disadvantage them against competitors

These difficulties, however, are not insurmountable. Firstly, there is still a good business case for increasing revenue from movie tickets, even if they are not the primary revenue stream of cinemas. Secondly, studios and distributors could be convinced DTP would enhance revenues and attendance figures in the long term; this was the case between the 1920s and 1940s when flexible pricing was the standard sales model. A minimum price for films could dampen resistance to DTP innovation, and address the third challenge, since it would narrow the range of prices cinemas could offer. Value Partners therefore believes the failure of EasyCinema does not necessarily mean DTP will not be used by the cinema industry in the future.

## DTP IMPLEMENTATION CHALLENGES

<sup>14</sup> For more details on this event, please see <http://www.michaeleisen.org/blog/?p=358>

- **Skills and expertise:**  
It is notable relatively few companies offer DTP as a service, especially to sports teams. Key providers of DTP software include: Qcue, Digonex and ProVenue. Moreover, the implementation of such systems is often dependant on specific expertise of individuals. The Chicago Cubs, for example, benefitted from the experience of Colin Faulkner, who had previously implemented DTP for the National Hockey League's Dallas Stars. The concentration of experience amongst so few companies and people may slow the diffusion of this pricing model amongst teams, leagues and non-sport industries
- **Season ticket holder resentment:**  
In all the examples cited from the sports industry, extra efforts have been made to assure season ticket holders they are still getting the best possible price. Reassurance has been provided through calculating the proportion of season ticket price allocated to specific games, and then communicating this clearly to consumers. Such efforts must be matched in future rollouts to ensure positive fan engagement
- **General fan resentment:**  
The availability of significantly cheaper tickets must be emphasised by clubs, so fans do not feel demand for tickets is being leveraged unfairly to extract maximum possible value from the fans themselves. Negative press can lead to significant brand damage and the abandonment of implementation plans, as experienced by Coca-Cola during their recent trial of a new vending machine that varied prices with temperature.
- **Technological dependency:**  
It is important not to entirely remove human oversight from DTP systems; even the most sophisticated algorithms are unable to gain a complete understanding of the context in which venues operate, and can sometimes cause errors if they are not appropriately stress-tested and checked. For this very reason, most sports teams using DTP, such as Cardiff City, have maintained override controls to avoid creating fan resentment by increasing prices too much for pivotal games. The consequences of pricing algorithm malfunctions was seen on Amazon.com where a book on fruit flies reached a price of \$24m<sup>14</sup>



## DTP IMPLEMENTATION IN FOOTBALL: WHERE VALUE PARTNERS CAN HELP

<sup>14</sup> For more details on this event, please see <http://www.michaeleisen.org/blog/?p=358>

DTP can drive improved financial performance and enhanced offering inclusiveness, a win-win for clubs. Within the sports industry, no team that has piloted DTP has reverted back to a traditional pricing model. However risks do exist in DTP implementation: Season ticket holder backlash as, at first glance, prices can look higher than dynamically-priced tickets. In the UK, where season ticket holding is prevalent (the average crowd proportion of season ticket holders in the UK football league was 64% in 2013<sup>14</sup>); this could counterbalance some of the positive attributes of DTP.

However some teams, such as the San Diego Padres, in fact use dynamic pricing to encourage season ticket buying. Additionally, as mentioned, existing UK football league regulations stipulate clubs can change prices only four times throughout the season, although the league has allowed teams to pursue DTP.

On balance, at present, Value Partners believes top tier football clubs are in a good position to introduce DTP.

Existing key capabilities that foster successful DTP implementation include:

- Established relationships with fans due to a plethora of ongoing marketing activities aimed at improving relationships
- A good understanding of fan base demands and requirements
- Availability of historical fan purchasing data
- Significant demand and limited availability of tickets

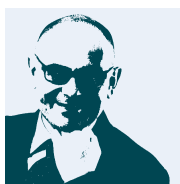
However these capabilities alone are insufficient for smooth DTP implementation.

Value Partners assesses the following to be Critical Success Factors in DTP implementation:

- **Strategic Review and Refresh**  
A review of current strategy, including pricing strategies and methodology, and subsequent strategy refresh, to assist integration of new methodologies inherent to DTP. In addition, general strategic profitability-focused long-term planning would promote increased profitability focus within football clubs
- **Well-thought software selection and implementation**  
Advice on optimal software selection, adaptation or construction. Close cooperation between the football club, software provider and advisors promotes problem-free implementation. Advisors would assess the viability of pricing options, weighing financial returns with ticket affordability, and limiting fan resentment
- **Advanced analytics**  
Data analysis and interpretation for business performance improvement
- **Optimised sales platform selection/adaptation and implementation**  
e-commerce and m-commerce portal evaluation and optimisation, relying on Value Partners unrivalled expertise with online payment services
- **Successful planned communication strategies**  
Internal and external best practice communications, for fans and stakeholders

For those clubs ready to change old ticket pricing structures, a new opportunity to grow gate receipt revenues, in line with sponsorship and media rights revenues, and gain competitive advantage awaits. Value Partners seeks to join your club on this journey.

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## ABOUT VALUE PARTNERS

Value Partners has an established sports strategy practice with significant experience of helping clubs, leagues and industry investors around the world to solve a range of commercial and regulatory problems. For example, we have a track record of helping top European football clubs and major football leagues to develop their commercial strategies and grow revenue. Our advice to the football industry has spanned across a range of issues including sponsorship, ticket pricing, fan engagement, digital media and brand licensing.

Value Partners is a global management consulting firm that works with multinational corporations and high-potential entrepreneurial businesses to identify and pursue value enhancement initiatives across innovation, international expansion, and operational effectiveness.

Value Partners combines methodological approaches and analytical frameworks with hands-on attitude and practical industry experience developed in an executive capacity within each sector: telecommunications, new media, financial services, energy, manufacturing and hi-tech. Today Value Partners is a leading advisor in the telecom, media and technology sectors worldwide.

For more information on the issues raised in this note please contact the authors.

Find all the contact details on [valuepartners.com](https://valuepartners.com)

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