**Chapter 1 Evolution & Impact of Business Analytics in Sport**

A chapter outline for [Sport Business Analytics, by Harrison & Bukstein](https://www.crcpress.com/Sport-Business-Analytics-Using-Data-to-Increase-Revenue-and-Improve-Operational/Harrison-Bukstein/p/book/9781498761260)

**Improving LT memory:[[1]](#footnote-1)**

1. Scan each chapter before reading: introductions, headings, sub-heads, boldface/italic, quotes, key terms, summary, conclusions, reading/learning goals.
2. Read the book before studying each chapter. (Separate the time reading a text from studying & reviewing.)
3. Study each chapter by outlining with key terms.
4. Use visuals:
   1. flow charts to show causal relationships
   2. concept maps to connect terms/lists
   3. draw pictures representing a concept or topic (e.g., a car where the door, handle, engine, hood, trunk, lights, etc. represent different elements in a system)
5. Create practice exams (individually or group).
6. Use practice exams to determine when you’ve mastered the concepts.

**Grit: The power of passion & perseverance:** [**https://youtu.be/H14bBuluwB8**](https://youtu.be/H14bBuluwB8)

**What do top students do?** [**https://youtu.be/Na8m4GPqA30?t=472**](https://youtu.be/Na8m4GPqA30?t=472)

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|  | Concept | Definition |
| 1 | Big data | Means everything we do in our lives is or soon will leave a digital trace (or data), which can be used or analyzed. |
| 2 | Sport business analytics | Converts raw data into meaningful, value-added, and actionable information that enables sport business professionals to make strategic business decisions, which then result in improved company financial performance and a measurable and sustainable competitive advantage. |
| 3 | Sport business analytics process (5) | Involves data collection, management, visualization, implementation, and evaluation. |
| 4 | Data warehouse (6) | Enables a company to organize, standardize, centralize, integrate, interconnect and streamline the collected data. |
| 5 | Data presentation & visualization (3) | Empowers analytics team members to communicate results so data are accessible, understandable, and usable with respect to developing operational strategies. |
| 6 | Data-driven strategies in sport | Differ from airline/hotel industries because of the availability of a legal resales market for tickets—in stark contrast to other fixed-supply industries (airlines) which strictly prohibit resale. |
| 7 | 5 Business analytics application areas | 1. Ticket pricing and sales inventory 2. CRM 3. Fan engagement & sport event experience 4. Social media & digital marketing 5. Corporate partnership ROI |
| 8 | Focus of ticket inventory & pricing (3) | 1. Attendance maximization 2. Revenue optimization 3. Customer lifetime value |
| 9 | Dynamic pricing (6) | Making real-time price adjustments based on factors such as actual consumer/market demand, win/loss record of home/opponent, injuries to star(s), day of week, other entertainment options, and weather. |
| 10 | Percent of teams using dynamic pricing | Overall: 45% of NBA, MLB, NHL and MLS.  NFL = 25% |
| 11 | Effect of “all-in” prices | StubHub found all-in pricing reduced completion rates and total sales amounts compared to the price + service fee model. |
| 12 | CRM data warehouse (4) | Functions as a centralized, integrated database for information related to customer demographics, in addition to customer ticketing, merchandise, and food/beverage purchase patterns. |
| 13 | Experience app | Utilizes analytics to determine which seats will likely remain unsold/open and to offer seat upgrades and experiences to generate incremental revenue, to collect additional fan data, and to maintain a loyalty rewards program to aid renewals. |
| 14 | Data-driven storytelling and insight-based event content | Improve the match experience by including match/game statistics and use data & analytics to enrich the customer experience. Examples:   1. Tennis Australia 2. TB Lightning with real-time polling and Enthrall’s facial recognition analyzing fan responses to specific sponsor activations. 3. FanCap app lets fans share video content on arena scoreboard and to access music libraries to use in future campaigns 4. MLS personalized messaging and customized content with Playing2’s jersey customization with fans’ images (on back of jerseys). |
| 15 | Social media and digital marketing analytics: Metrics (2) | Analyze impression-based metrics (webpage views, followers, KPIs, etc.) and attention-based metrics (authenticity, quality & extensiveness of consumer engagement). |
| 16 | Utilization of LinkedIn Sales Navigator | To strengthen relationships with STHs and increase renewal %. |
| 17 | Proportion of companies with systems to measure sponsorship ROI & satisfied with properties | One-half to 2/3rds have a system (1/3 to ½ do not).  75% of sponsors say properties fail to meet expectations with respect to measuring ROI & ROO. |
| 18 | Common sponsor objectives | 1. Improve brand reach, awareness & visibility via experiential marketing 2. Increase consumer brand loyalty & community goodwill 3. Drive retail traffic and showcase/sell product 4. Personalize client entertainment and prospecting 5. Leverage the right to use a sport organization’s marks and logos (monetize intangible sponsorship assets) |
| 19 | Corporate partnership ROI and ROO metrics | 1. Sponsor recall 2. Brand awareness, perception and affinity 3. Sponsor cost per consumer dollar spent (direct revenue from sponsor activation) 4. Media impressions 5. Social media engagement 6. Lead generation for future sales |
| 20 | Results of MIT & SAS study | Companies successful with analytics are much more likely to have a strategic plan for analytics aligned with overall corporate strategy. Start with strategy. |

1. See: <http://www.allkindsofminds.org/memory-short-term-active-and-long-term-memory-consolidating-and-remembering-text-impact-of-long-term-memory> [↑](#footnote-ref-1)