

A high-angle, wide shot of an ice hockey arena during a game. The foreground is filled with the backs of a large crowd of fans, many wearing team jerseys, with their arms raised towards the ice. The ice rink is visible in the middle ground, with players and a goal. The arena's seating tiers are visible in the background, filled with spectators. Large scoreboards and advertisements are visible around the rink.

THE REVENUE REVOLUTION

HOW DATA + DESIGN BOOSTS THE
RETURN ON YOUR FACILITY INVESTMENT

POPULOUS

EXCLUSIVE NIELSEN SPORTS RESEARCH
COMMISSIONED BY POPULOUS

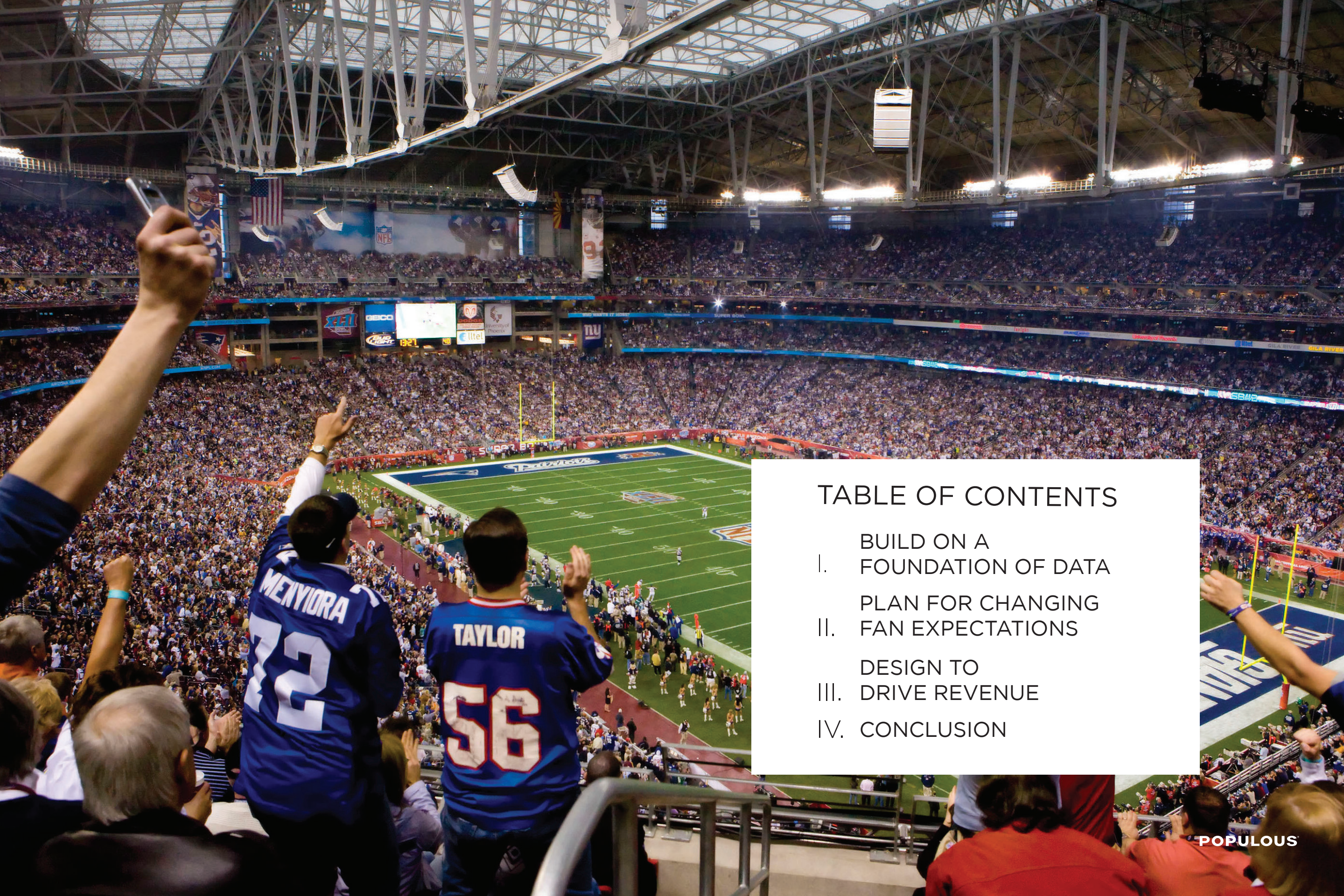


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eSPORTS



NCAA

I. BUILD ON A
FOUNDATION OF DATA

POPULOUS

What fans want deep down hasn’t changed much over the years.

They crave moments to share with others. The hard part is keeping up with how fans prefer to share these experiences. That changes constantly.

To that end, we’ve teamed up with Nielsen Sports to start a dialogue with fans like never before. Fans’ responses and our in-depth analysis, the most comprehensive to date, illustrate a shifting landscape, one highlighted by fans’ desire to connect with each other in new ways.

With nearly half a century of combined experience in the market place, Populous and Nielsen Sports help you separate signal from noise when it comes to fan data. Your venue can’t be easily replaced if it falls out of fashion. Because of that reality, telling the difference between a trend and a fad is crucial and requires a rigorous cycle of action.



RESEARCH
Identify what earns fans’ entertainment dollars – and what’s missing in the market place

INNOVATE
Create actionable design ideas

MONETIZE
Sell the spaces that drive revenue and keep fans coming back

Along the way, we discovered new insights and challenged old conventions. Our analysis of the data will help drive fan experience and revenue generation in current venues and those to come.

THE PHILOSOPHY OF DATA-DRIVEN DESIGN

Populous peeks into the hearts and minds of fans to unearth new in-venue ideas. This data paints a picture of changes in lifestyles and spending habits, which allows us to design based on current and future market demand. It’s the sort of approach that led to Kyle Field at Texas A&M selling all its premium products within two weeks of a record-setting renovation.

ABOUT POPULOUS AND NIELSEN SPORTS

Populous draws people together with a range of award-winning spaces including stadiums and arenas across the globe. Nielsen Sports is the world leader in measuring fan experience and behavior throughout the sports and entertainment industry. By tapping into Nielsen’s insights and measurement resources, we help your venue respond to the shifting expectations of fans.

ABOUT THIS STUDY

Together with Nielsen Sports, we surveyed a representative cross-section of United States fans who attended at least three games or events in the past year. We also monitored social media activity from a variety of venues to gauge the current in-venue experience. Our analysis of the resulting data uncovered new patterns in fan preferences, which Populous designers translated into design ideas to improve the fan experience and drive sustainable revenue growth.

eSPORTS



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II. PLAN FOR CHANGING FAN EXPECTATIONS

PLAN FOR CHANGING FAN EXPECTATIONS

The sports and entertainment industry is not for the faint of heart. Consumers have scores of options clamoring for their attention and hard-earned dollars. Streaming viewership has increased over the last three years and reinforced the allure of the screen. All of this changes the design making process of going out for an event versus staying at home.

Before you lose hope, know there's a demand for something different. Each generation of fans spends more time going out than the one before them. Live events represent an opportunity to connect with friends and family in meaningful ways. Future generations will continue to crave the live experience. While 1 in 3 of surveyed fans think the future of entertainment will be found in a virtual world, **2 in 3 would still rather experience a concert or sporting event in person.**

Past decades have taught us a big lesson when it comes to the live experience: the game itself will get you only so far. It's time to think beyond filling seats. Fans want to get up and explore the live experience, not sit idle from the sidelines. **In other words, the era of the spectator is over. Fans are now active participants.**

Younger fans have led the charge, but the behavior spans multiple generations. These days, fans of all ages bring these expectations into your venue. They present an opportunity to redefine "premium" and apply it to new price points between the cheap seats and front row. Diversifying your venue's inventory of experiences gives it longevity.



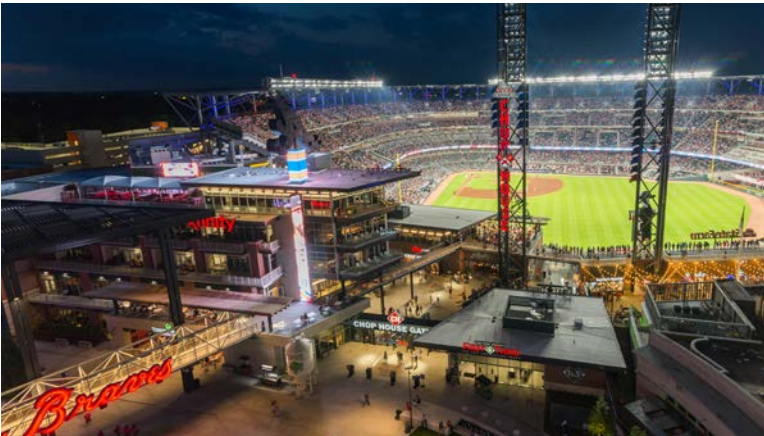
2 IN 3
RESPONDENTS WHO WANT A
UNIQUE EXPERIENCE ARE ALSO
WILLING TO PAY EXTRA FOR IT.

MORE FAN FEEDBACK

- Spending time with friends beats out spending time with family, free tickets and business entertainment as reasons to go to games.
- Sponsor interactions are the most satisfying of touch points among eSports attendees.
- Wi-Fi is not a silver bullet. Amenities like bigger seats are more important for the best in-venue experience.
- Family-oriented seating and amenities are lacking in many venues.
- Music or other forms of entertainment motivate fans of emerging sports like Major League Soccer to visit social spaces.
- More than half of all surveyed fans are interested in unique, VIP-caliber experiences.
- 9 in 10 surveyed fans would buy a ticket that provides a unique experience in 3 separate locations during the event.



INSIGHT IN ACTION: SUNTRUST PARK



Beyond right field at SunTrust Park lies a destination within a destination: the three-story Coors Light Chop House and Terrapin Taproom. Fans mingle at bar tables while sipping exclusive Terrapin Beer Co. ales and lagers brewed on-site. They enjoy stellar views of the game while leaning on first-of-their-kind Coors Light refrigerated drink rails. These spaces give fans a reason to think of their game ticket as more than just a seat number.

SUNTRUST PARK IS WELL-POSITIONED TO PRODUCE SHAREABLE MOMENTS FOR SEASONS TO COME. HOW WILL VENUES OF THE FUTURE TAKE THINGS ONE STEP FURTHER? READ ON.

eSPORTS



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III. DESIGN TO DRIVE REVENUE

1. THE FLEXIBLE SEATING BOWL

PREFERRED SIGHTLINES:

NHL VS. NBA

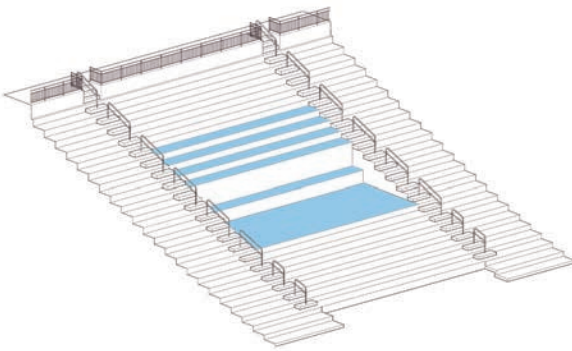
Arena operators face the ultimate Catch 22: one venue must cater to fans of different sports and entertainment options with wildly different sightline preferences. NBA fans want courtside seats, for example, while most NHL fans we surveyed told us they want a bird's eye view of the action on the ice. So how do you reconcile the two?

NHL CONFIGURATION

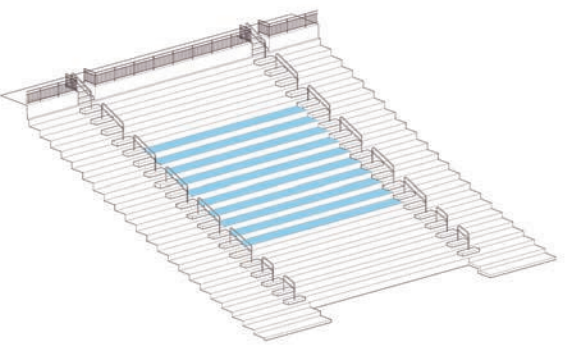
Taking hockey as an example, how do you increase the value of your seating inventory behind the nets when fans put a premium on an elevated view of play? We responded by transforming them into upscale environments in the thick of the action.



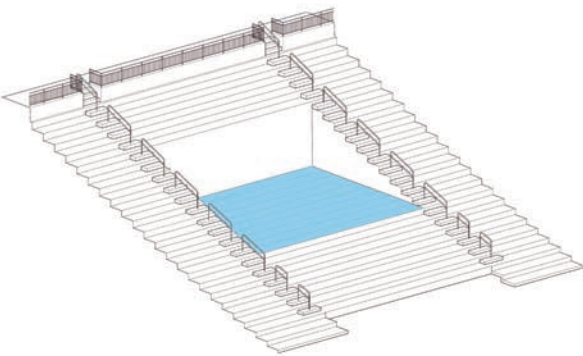
Using established technology, less desirable seating areas can be transformed on an event-by-event basis to create one-of-a-kind spaces tailored to a specific sport's fans. Operators can make it even more special by appealing to fans' taste buds: **2 in 3 surveyed fans said they would be motivated to attend a social space if it offered unique food and beverage options.**



1. Portions of the bowl are transformable.



2. Rows retract by section to increase flexibility of the venue.



3. Flattened rows can be used in different ways based on the event.



INSIGHT IN ACTION: EVERBANK FIELD

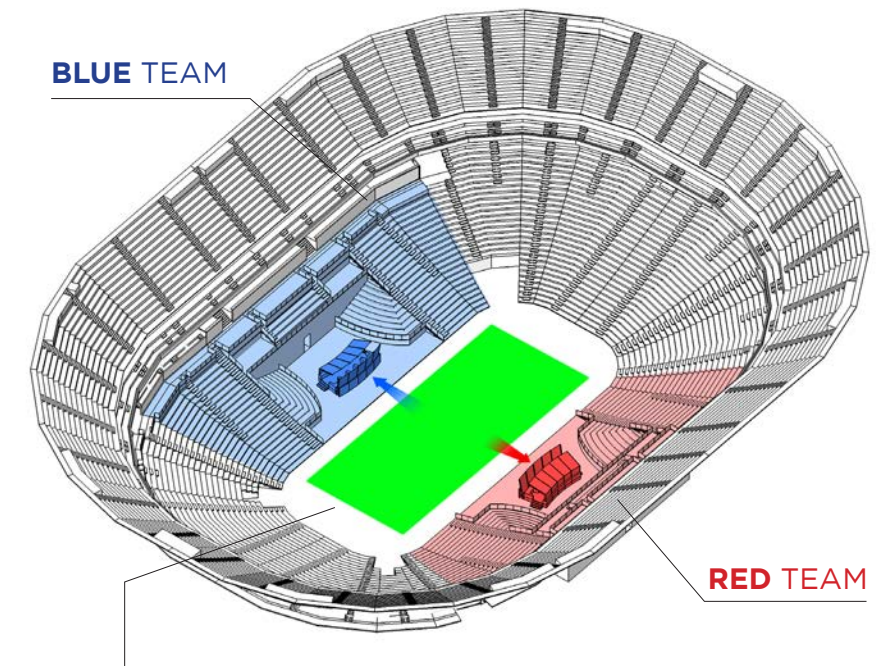


Seating bowls in a variety of venues are ripe for rebirth. EverBank Field, home of the NFL's Jacksonville Jaguars, garnered national acclaim for its 2014 north end zone renovation. Complete with two swimming pools and pool-side cabanas, the space transformed underperforming seating inventory into the NFL's largest party deck. The Stadium Business Awards recognized it as the most exceptional innovation in premium seating across the globe in 2015.

Throw eSports into the mix and things really get interesting. The eSports attendees we surveyed are equally split between proximity and being able to survey the landscape. How do you give them the best of both worlds? It all starts with redefining the field of play.

A projected \$1-billion industry, eSports' various leagues draw five-figures to live events yet still lack a world-class, purpose-built venue designed with them in mind. **You can read more about our vision for an eSports-specific arena at populous.com/esports.**

RE-DEFINE THE PLAYING FIELD



GAMES COME TO LIFE ON THE VENUE FLOOR THROUGH 3-D PROJECTION TECHNOLOGY.

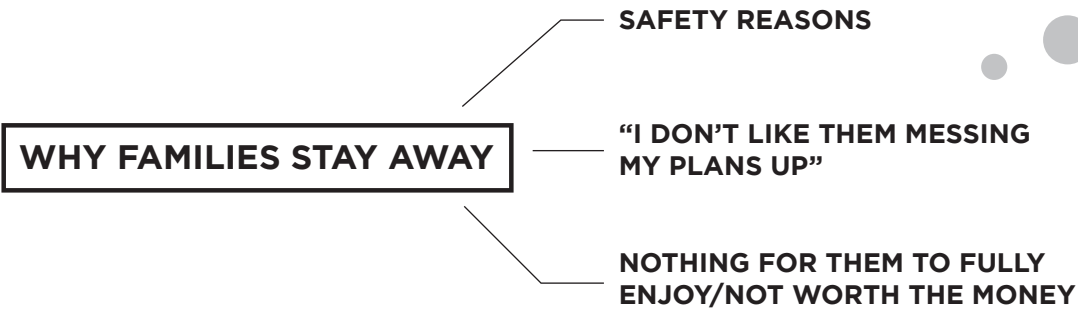
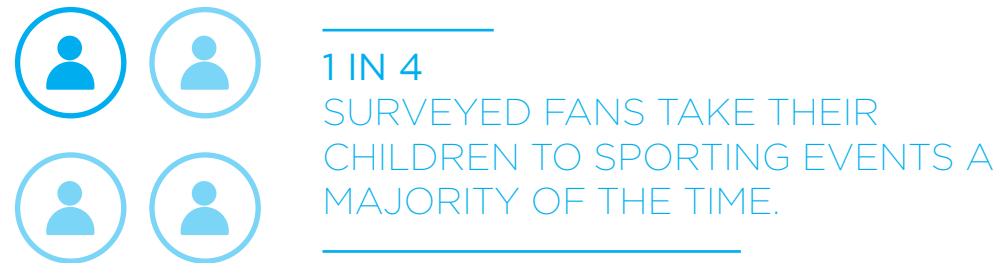
The venue's floor transforms into an immersive medium. Meanwhile, portions of the lower bowl strategically collapse to house exclusive fan areas and the competitors themselves. Each area offers intimate brand activation opportunities not possible in other sports. With traditional events, a sponsor can choose either proximity to the fans or proximity to the players. With the flexible seating bowl, they can have both at the same time.



2.FOCUS ON FAMILY TIME

A venue’s appeal to families is uniquely influenced by the events it hosts. On one side of the spectrum lies baseball with its family-friendly amenities, fresh air and 18 convenient breaks in the action. On the other end is soccer, which requires your undivided attention for two 45-minute stretches.

While families may seem like a small percentage of your audience, it’s a bigger percentage than you think: Our research suggests sports can appeal more to families by removing the obstacles in their way:



You can’t change the rules of the game, but you can craft an experience specifically for this audience, something that addresses all three of the concerns above. More importantly, the solution has the potential to be placed in historically low-revenue sections of your venue.

INTRODUCING THE FAMILY LOUNGER BOX

An innovative take on loge seating, the space takes its cues from the humble and comfortable family sofa. It places a premium on families spending time together while enjoying what they love most.

For the kids, it's their own play area with interactive games embedded right into the furniture. According to our data, **play areas are the family amenity they're most likely to use.**

FAMILY AMENITIES THEY WOULD LIKELY USE:

PLAY AREAS

75%

CHANGING STATIONS

70%

PUMPING ROOM

51%

BABYSITTING SERVICES

50%

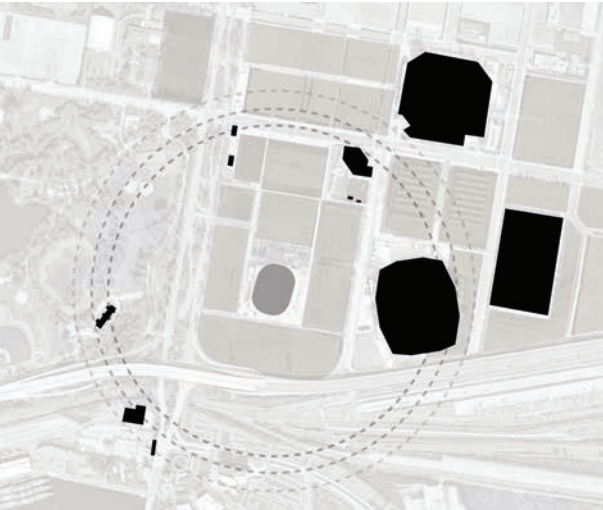
For the parents, it's having the peace of mind to know the kids are safely occupied while the game unfolds directly in front of them.

The Family Lounger Box is also customizable and modular, giving operators the flexibility to keep this seating inventory fresh well into the future. The space drives revenue in the present, but it also helps create the next generation of fans who will visit your venue.

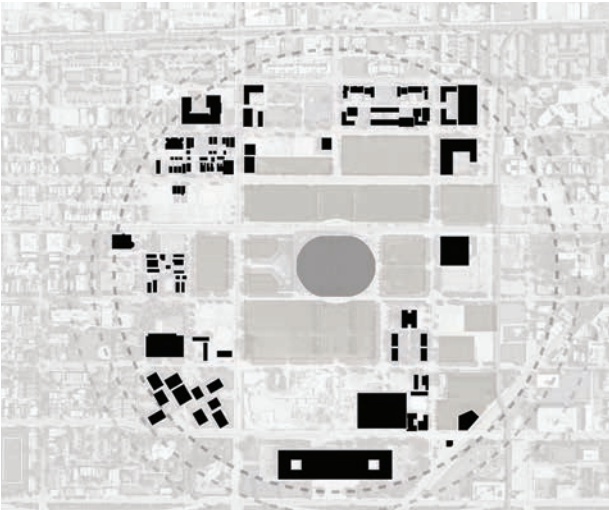
SURVEYED FANS ARE WILLING TO PAY **\$130** EXTRA FOR A FAMILY LOUNGER SEAT.

3.PLAN FOR A PARKING-LIGHT FUTURE

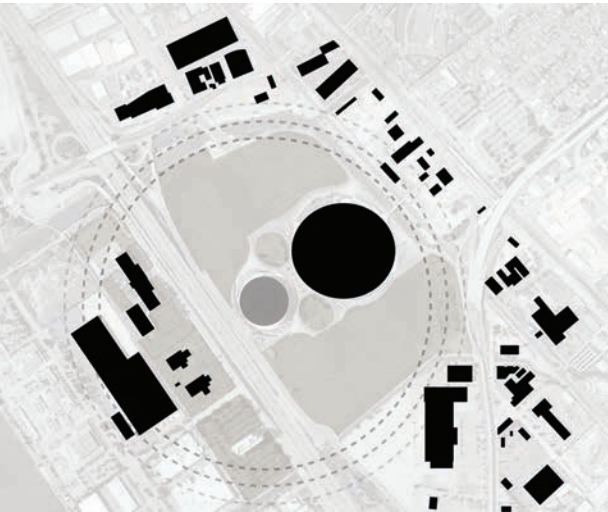
According to our survey, **parking and transit are the improvements fans want above all else.** The traditional model of venue parking – a sea of parking lots surrounding a suburban venue – was likely front and center in their minds when responding to our survey. It doesn’t lend itself well to diffusing bottlenecks and creating an enjoyable pre- and post-game atmosphere outside of tailgating. Many popular venues still reflect this model, but their numbers are shrinking.



WELLS FARGO CENTER | PHILADELPHIA, PA



ORACLE ARENA | OAKLAND, CA



UNITED CENTER | CHICAGO, IL

Good news comes in the form of two growing trends: urban redevelopment and personal transit. Over the years, venues have been moving from the edges of urban areas to the center of cities. When the venue anchors an entire district, it changes more than parking. We call this the transitional model. **Entertainment districts entice crowds to arrive earlier and stay later, smoothing out traffic pain points and increasing the overall economic impact.**



NEARLY 50%
OF FANS VISITED AN
ENTERTAINMENT OPTION
(LIVE MUSIC, BAR OR RESTAURANT)
BEFORE ENTERING A STADIUM.

In the coming years, ridesharing and autonomous technology will also transform how we get from point A and point B. When we asked fans how they get to venues, personal cars are still the dominant mode of transportation but this trend is declining.

WHEN YOU VISITED A STADIUM/ARENA FOR ANY TYPE OF EVENT HOW HAVE YOU GOTTEN THERE?



BUS
13%



TRAIN
16%



BOAT
5%



CAR
59%



RIDE SHARE/TAXI
25%



INSIGHT IN ACTION: TARGET FIELD



Target Field is one of the most urban ballparks in the Major Leagues. Among the ballpark's cosmopolitan bona fides is its accessibility and integration with the city's core transit systems: bike trails, skybridges, commuter and freight rail lines, interstate highways, the list goes on. A total of 8,000 parking spaces are also within one block, highlighted by two parking garages. All together, these transit options bridge the site to its urban surroundings and encourage fans to explore.



As a venue operator, it's tempting to focus on what happens inside your facility, but the revolution in personal transit will have crucial implications for revenue. As parking revenue dwindles in the decades to come, what will replace it? Ridesharing is already changing the ratio of fans to parking spaces in new venues. When autonomous vehicles become ready for primetime, how will abandoned parking spaces be repurposed? Keeping these questions in mind will help you and your venue capitalize from disruption.

LEARN MORE ABOUT THE SHIFTING WINDS IN TRANSIT WITH PROJECTMOVE, EXCLUSIVE RESEARCH BY POPULOUS TRANSIT EXPERTS: [POPULOUS.COM/PROJECTMOVE](https://www.populous.com/projectmove).



CONCLUSION

Whether it's a flexible seating bowl, a family seating amenity or capitalizing on transit trends, design has the potential to drive your venue's revenue well into the future. The first step is understanding your customer today. You can't prepare for the future, after all, without taking stock of the present. It's a never-ending cycle, one that keeps our clients a step ahead of the competition.



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The Populous design process begins with big data – harvested with help from industry leaders like Nielsen Sports – but it doesn't stop there. We apply more than 35 years of experience, intuition and innovative thinking to follow through and realize ideas that both delight fans and generate a return for owners. To start gaining actionable insights from your own fans – and translating them into revenue-generating experiences – connect with **Gina Stingley at gina.stingley@populous.com**.

APPENDIX

METHODOLOGY

COUNTRY:

USA

UNIVERSE:

Consumers ages 13+ who regularly attend professional sports games/events

DATA COLLECTION:

Online Interviews

SELECTION PROCEDURE:

Have attended at least 3 games/events for one of the sports examined [for eSports 2 events sufficient to qualify]. Soft quotas for age, gender and region to ensure balanced sample.

SAMPLE SIZE:

- 1000 respondents in total:
- 180 Respondents for NFL
- 180 Respondents for MLB
- 180 Respondents for NBA
- 179 Respondents for NHL
- 152 Respondents for eSports
- 129 Respondents for MLS

FIELDWORK:

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