Smart Stadiums

THERE IS OPPORTUNITY INSIDE EVERY SQUARE FOOT

innerspace

INTRODUCTION

InnerSpace was asked by one of the world's leading sports and entertainment facilities to look at the performance of a subset of its retail and food environments. In less than two weeks, we uncovered more than $1-million/year in opportunity.

$1,000,000

TOP LEVEL FINDINGS

InnerSpace indoor location uncovered three key areas of opportunity.

WAIT TIMES MATTER

6 Minutes

At 6 minutes bounce rates increase dramatically at food stands. A dramatic increase in bounce rates occurs when wait times increase from 5 to 6 minutes.

UPSELL ACROSS THE VENUE

90%

Only 10% of fans visit both concession and retail offerings. Focusing efforts to encourage cross-selling of merchandise can have big wins!

REPEATER CONVERSION

70+%

Less than 20% of fans will make a second purchase during the game representing a massive loss in potential sales.

OPPORTUNITIES AHEAD

Leveraging indoor location to improve conversion, reduce churn, and upsell customers across all retail experiences, can improve overall customer satisfaction and revenue. Here are three examples:

REDUCING BOUNCE RATE

$+450,000

By reducing the number of times wait time reaches 6+ minutes, we can improve sales.

INCREASE CROSS-SELLING

5% → 10%

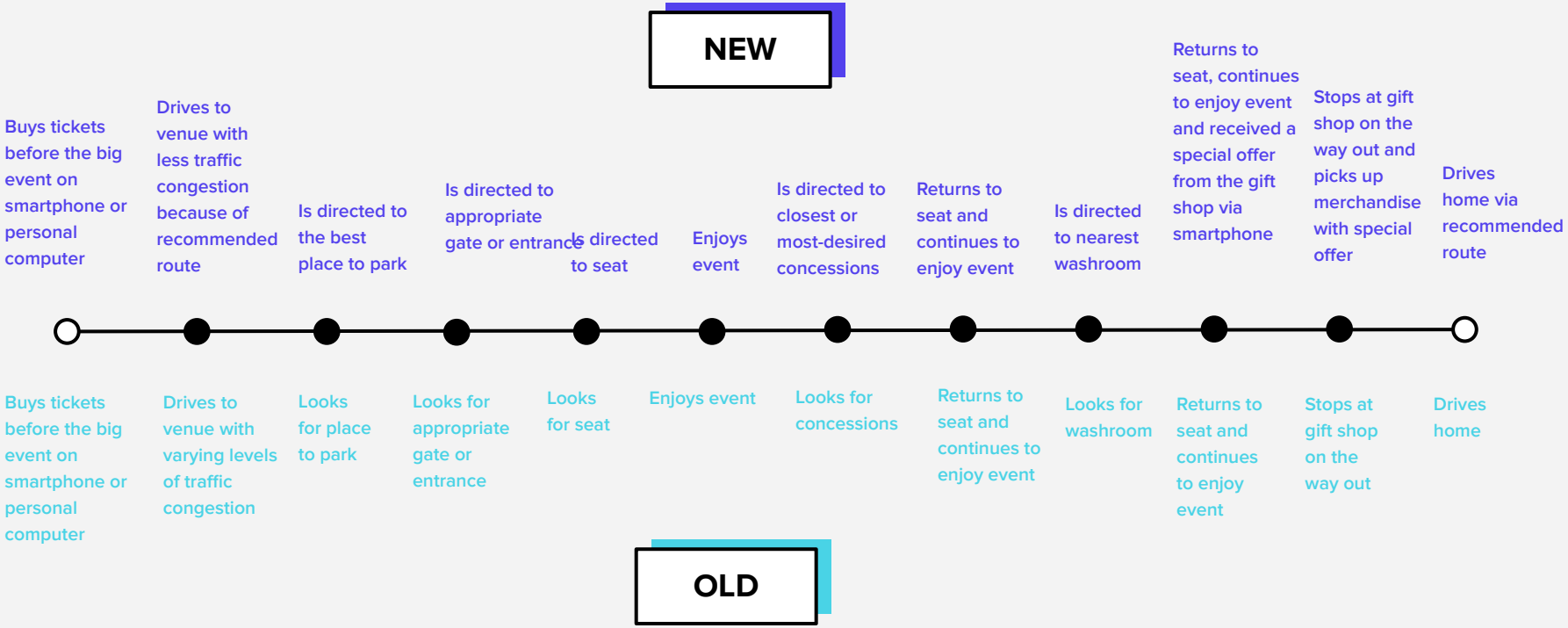
Encouraging fans to purchase apparel can increase annual revenue by more than $900,000.

INCREASE REPEATS

$+350,000

By increasing the percentage of people who purchase a second time during the game, can improve sales by more than $350,000.

THE NEW DIGITAL FAN EXPERIENCE



CHAPTER ONE:

THE BASICS

7,000 The number of unique visitors captured during events

5,676 Number of unique visitors to food stands

1,610 Number of unique visitors to retail stores

12.9 min Average time at food stands

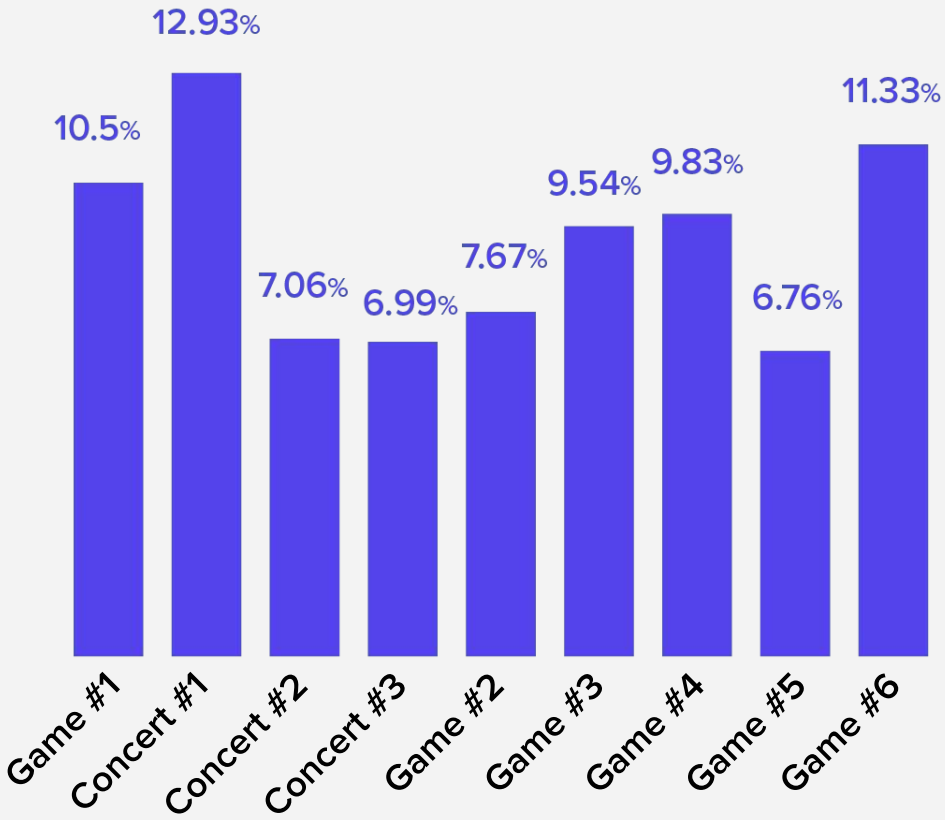
12.7 min Average total time in retail

Basketball Most popular type of event

4.8 min Longest wait time in line at retail

HOW MANY PEOPLE VISITED?

This study examined the behavior of 7,000 fans. **Sporting events** were the **most popular event type** on average, but concerts can outperform averages.



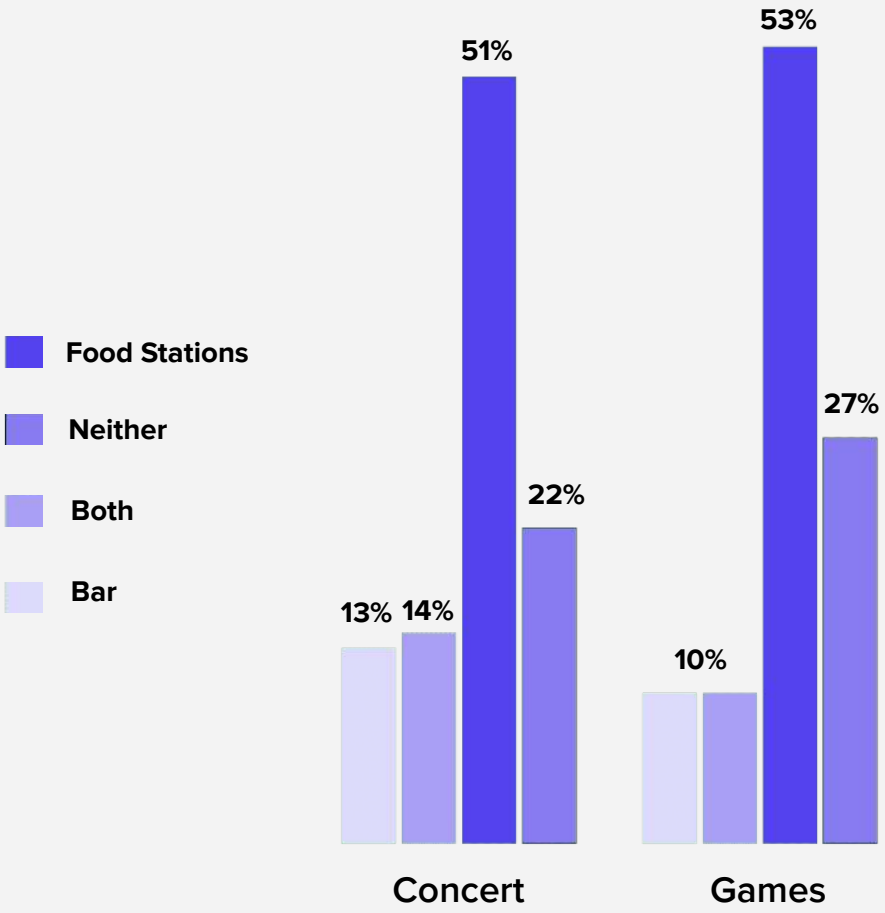
CHAPTER TWO:

HOW DO EVENT TYPES BEHAVE?

WHAT PERCENT OF VISITORS GO TO THE BAR, FOOD STATIONS, OR BOTH?

27% of **concert-goers** visit the **Bar** compared to just 20% at sporting events.

Roughly **25%** of customers don't visit the **Concession** offerings at all during any event type.

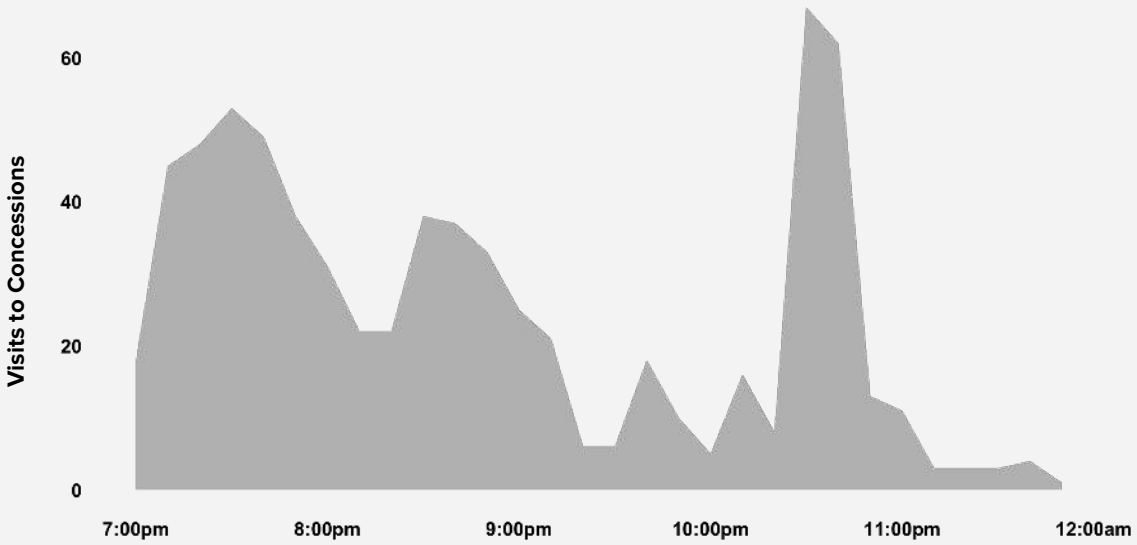


During game breaks, **spending is the highest**, but so are the bounce rates, wait times and visit lengths.

During halftime, the second intermission and the break before the headliner, people are **more committed to making bar purchases**, with very high average visit lengths coupled with lower than average bounce rates.

TRAFFIC DURING MUSIC CONCERTS

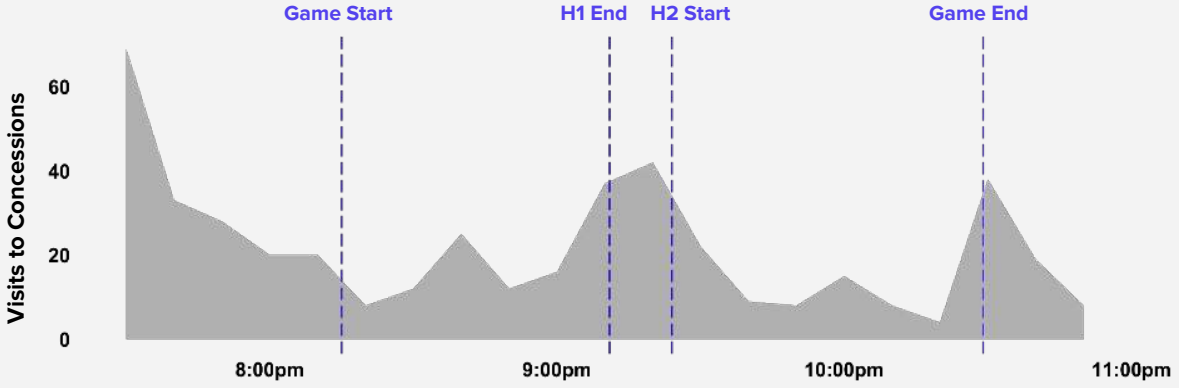
Customers who **stay for service** once the main performer has begun to play are **committed to stay**. This is when people will experience the **longest average wait times**, but also **high bounce rates,** indicating lost sales.



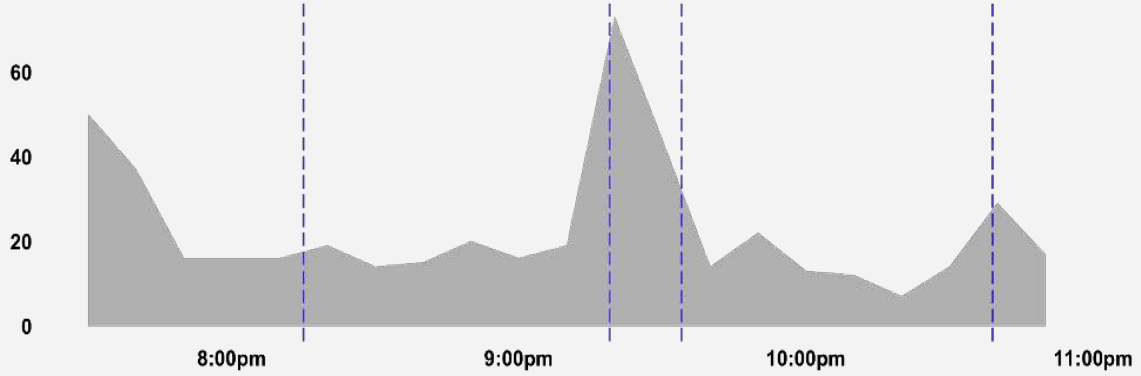
TRAFFIC DURING BASKETBALL

At tip-off, those who are at the Bar are now committed to obtaining their purchase. This group is willing to wait longer, and spend up to 25% more.

Basketball Game #1

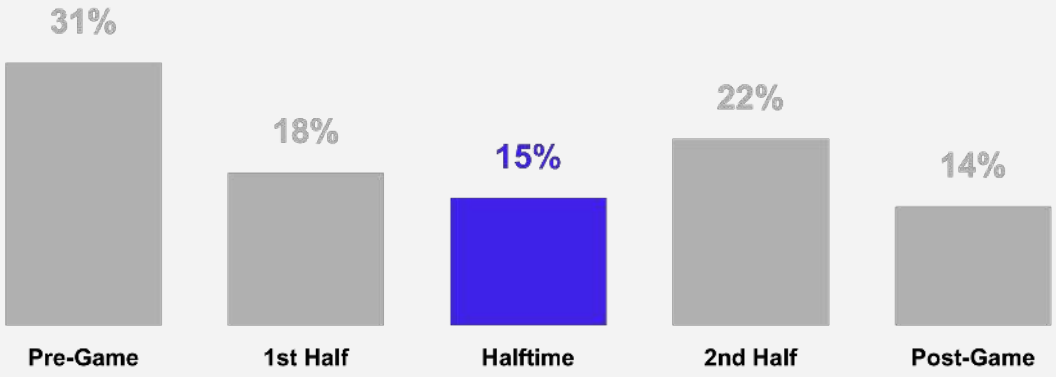


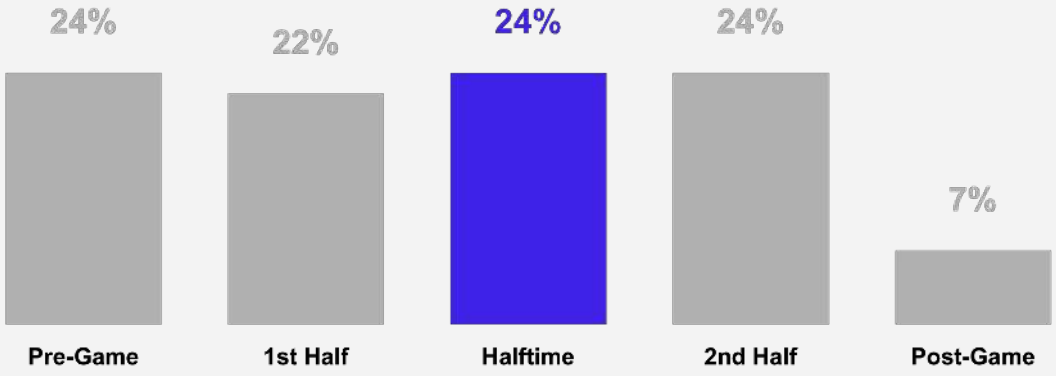
Basketball Game #2



BREAKS DURING BASKETBALL

15% of visits occur during **halftime** at basketball games, despite making up 6% of the game.



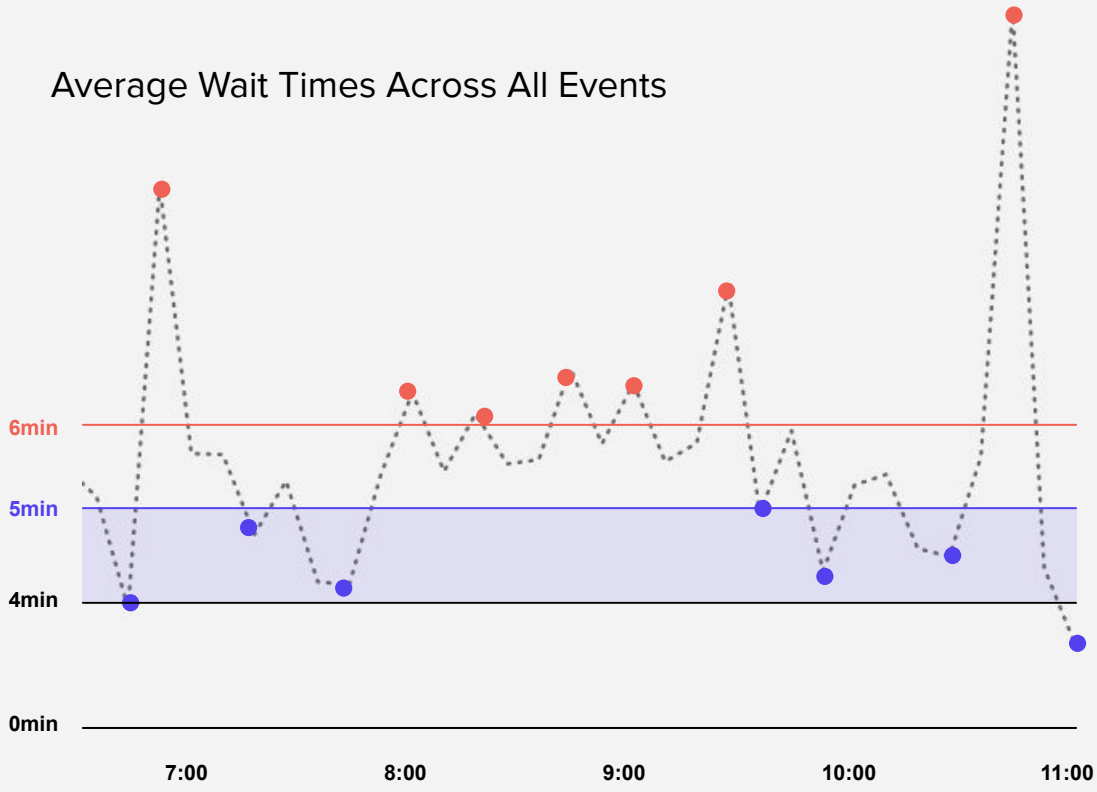


CHAPTER THREE:

PERFORMANCE & ROI

HOW DOES WAIT TIME IMPACT REVENUE

+ When wait times reach +6 minutes the rate of bounce increases tenfold. Many visitors bounce to other Food Stations but others leave altogether resulting in lost sales.
+ Minimizing these factors contribute to a potential revenue increase of: **8%/event**



Fun Fact:

Basketball fans are less likely to make multiple purchases, with **less than 10%** of people who visit Concessions doing so before the game and at halftime.

IN SUMMARY

RECOMMENDED NEXT STEPS

DATA FROM MORE EVENTS

Assign dedicated resources to leverage daily data to respond to fan needs, and measure monthly and yearly performance. Benefits include:

+ **Population Segmentation:** Characterize the distinct populations over time, and their preferences.
+ **Event Behaviors:** Find **meaningful associations** between event outcomes and visitor behaviour.
+ **POS Integration:** Integration with POS can help identify the logic behind popular items and times they are sold.

FULL SENSOR COVERAGE

Expand coverage to provide a holistic view of the entire arena's common areas to provide:

+ **Complete Fan Journey:** Identify a complete visitor journey from entry to exit including bottlenecks.
+ **Line Busting:** Leverage real-time view of all Concessions to optimize line-busting strategies.
+ **Gender Biases:** Understand population segments and measure the gender split.

FAN APP INTEGRATION

Leverage InnerSpace API to drive frictionless fan experiences:

+ **Eliminate the Wait:** At gates, washrooms, retail and concession areas by giving fans ability to inform choices.
+ **Just in Time:** Notifications and offers triggered by location and behaviors.
+ **Cross Area Promotions:** Encouraging awareness and sales at locations other than those at seating-area.

FOR MORE INFORMATION ABOUT INNERSPACE AND OUR SMART BUSINESS SOLUTION, PLEASE CONTACT:

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APPENDIX

HOW DO WE CAPTURE DATA & WHAT DOES IT MEAN?

The InnerSpace Platform, **captures signals from personal electronics like smartphones, smartwatches, tablets and laptops**. The InnerSpace sensor, detects when a devices sends a signal to a **WiFi connection** and is able to create a pattern of movement based on these signals.

+ Devices **connect to WiFi** at different rates based on whether the device is in use, or idle. This can mean we may not “see” a person until they reach their second zone.
+ We **capture the MAC address** of each device to identify them as unique, to protect a person’s privacy, we immediately anonymize the MAC address in a process called “hashing.” **We do not store MAC addresses in our system.**
+ To reduce double-counting if someone carrying more than one device, we are **only examining smartphones.**