



KORE SOFTWARE

CONSULTING PLAN

PROJECT PROPOSAL

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PREPARED FOR :
Jacksonville Jumbo
Shrimp Baseball

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OUR TEAM

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STRATEGY

COMPONENTS OF SPORTS ANALYTICS SUCCESS



INTRODUCTION

Sports analytics has begun to rapidly evolve the sports landscape, encompassing itself into all components of organizations, especially in terms of business. In order to fully grasp the potential that it brings, organizations must be able to understand the fundamental strategies that make analytics work, and apply it directly into the culture their team possesses. Being able to make all aspects of the sporting experience quantifiable is one of the first steps that must be undergone in order to create data for future growth use. Additionally, despite the still many

unknown components of analytics, it must be incorporated into all departments of an organization and be approached with an open growth mindset. Finally, in order for teams to fully reap the benefit that sport analytics possesses, teams must incorporate the human component in collaboration with the models, in order to fully embrace all aspects that the team may encounter. Overall, sports analytics has begun a new evolution of the sports landscape, and by utilizing these three strategies, teams can begin to grow with their newly earned competitive advantage.

Diving into the first of these three strategies, is making experience components quantifiable, in which there are many examples in a ballpark on any gameday. This focus, however, is on ticketing and tracking ticket sales. With the idea of tracking ticketing from a ballpark standpoint, systems are able to be put in place where every action that a fan takes once in the ballpark is being tracked. Whether this is at the Merchandise Shop, the Concession Stands, or Featured Sponsorship Activations for the game, this can all be tracked and put into a database system. By quantifying these actions and tracking these statistics, the gameday staff knows better for future reference as to what the fans want and how this can be implemented in the future. Not only can the tickets alone be tracked, but the information behind the buyer is tracked. This gives off more accurate information for the demographic of the fans and once again, the ticketing and gameday staff are able to see what appears to every specific demographic. In the MLB, a system like this in the MLB Ballpark app is in place, however, there is no such system to this depth within the ranks of Minor League Baseball. It is fundamental that Minor League Baseball teams start to put a system in place such as this so that they are able to obtain the most accurate information and then strategize accordingly with the newly collected data.



Specifically, organizations overall have shied away from analytics overall, with 72% of such failing to install a data-driven culture due to this case of isolation
(Forbes 2019)

Another one of the biggest aspects of effective sports analytics strategies is being able to fully embrace and incorporate analytics and its personnel into all departments of an organization. Many articles that reveal the insights and struggles of failed analytics programs have revealed the isolation of data scientists and the lack of influence they have when it comes to independent divisions such as marketing, sales, and more. One of the largest reasons that teams tend to isolate analytics is the fear of its unknown potential, but one of the biggest ideas presented in an article called “10 steps to creating a data-driven culture,” specifically brings up the idea of “quantifying the unknown”.

Additionally, by keeping analytics personnel in touch with each specific department in an organization, any issue can be quickly resolved with the advanced aid analytics provided. The use of data can help make unbiased decisions that may have been flawed in the past, and add an important level of trust within all components. Overall, teams must be able to embrace analytics in all of their departments and be willing to use it to solve individual problems in order to fully gain the power analytics has for its organization

The third and final strategy is the combination of the human component with data and the results that can

be made while considering both perceptions. One specific example is evident in the analytics revolution that was started by the Houston Astros throughout their rise to their World Series Championship in 2017.

The book “Astrobball” specifically highlights this season due to the addition of Carlos Beltran and the

human and cultural element that was added as a result. Although the on-field production cannot be as

specifically adapted in Minor League Baseball compared to the Majors, it is important to look at how this human-data combination can lead to such

success in the business aspect. The human component can be broken down into two separate

aspects. These two are the promotions & fan engagement side as well as using the emotional backstories of consumers as an advantage. When finding out what the fans really want in a game-day

experience, with both data and emotional experiences being taken into account, the best possible strategies are able to come to fruition.

Minor League Baseball across the board, tends to take a creative outlook on game day atmosphere and promotions. This can be used to the advantage of Minor League Baseball teams partnering with their fans to give a unique experience like no other.

Various giveaways and theme nights can help give fans an emotional attachment to that team which will make them come back for more games in the future. Really gauging the interest of fans, though, is what is most important. If the front office workers are able to analyze this and use it for more opportunities down the line, a real competitive edge is created and an emotional attachment continues to thrive. This transitions into the idea that fans want to come back

for more games and events if they have a true emotional attachment to that team. In Minor League Baseball as a whole, attention is trying to be obtained from the fans and if that has happened, and the fans love what they see, that team has done their job successfully.

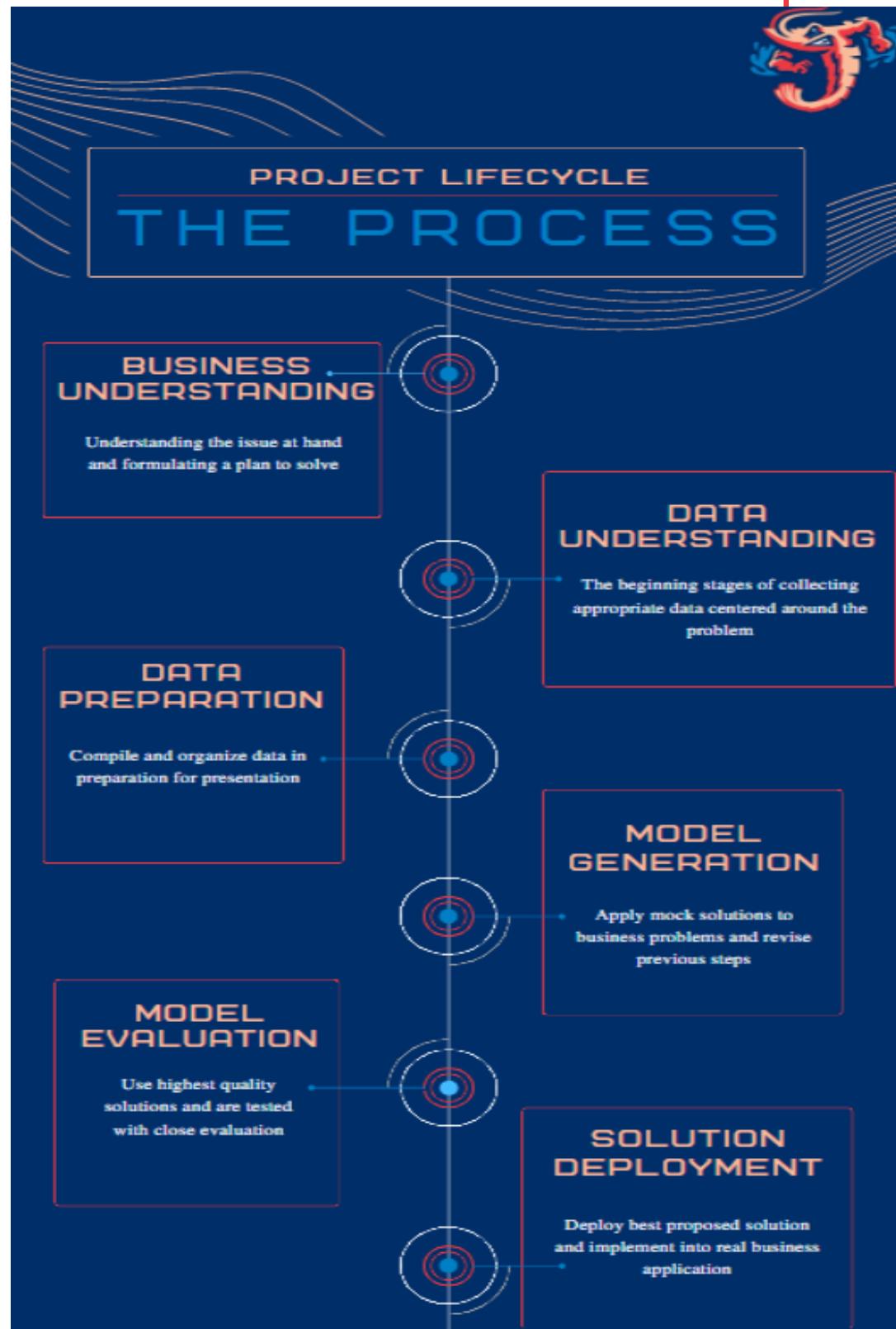


Overall, teams must balance the strategies that sports analytics provides within their organization in order to fully grow with the data revolution. Being able to quantify the unknown and make as many components of a sporting event quantifiable is ideal in order to maximize efficiency and create samples for analytics personnel to work with. The incorporation of analytics into all departments is also essential in order to build trust and advanced problem-solving strategies on a more specific level, as well as establish an analytically driven culture. Finally, being able to efficiently combine the data with the human and emotional aspects of all decisions is important as it will fully encapsulate all perceptions of the organization. Overall, understanding these three sports analytics strategies will lead to team success and grant any organization a data-led competitive advantage.



PROJECT LIFECYCLE

When looking to make an organization data-driven, there are several ways to go about making this happen. One of the most effective ways, though, is through the CRISP-DM (Cross-Industry Standard Process for Data Mining) Process. The CRISP-DM Model is based around these six in-depth steps to improve a data-driven culture. These six steps in chronological order are Business Understanding, Data Understanding, Data Preparation, Model Generation, Model Evaluation, and then Solution Deployment. By being able to effectively put all six of these stages into place, sports organizations are able to come out stronger on the other side and give themselves an edge over other organizations.



CRISP-DM IN MiLB

With the CRISP-DM process being put into place in Minor League Baseball, analytics will be at the core of all that organizations do from a business perspective to the player side. Breaking down all six of these steps in Minor League Baseball as a whole, there are several issues to address. The first step of the CRISP-DM for the Business Understanding perspective can be shown in the league-wide issue of fans not being passionate about their local Minor League Baseball team. When fans have no passion to go to a Minor League game and have no will to go, attendance rates will drop. This moves into the second stage of Data Understanding. There is clear data showing the lack of attendance in Minor League games, so data needs to be collected that shows when and where attendance lacks and then surrounding features that have the ability to be quantified at a ballpark.



At this point, it is time for Data Preparation in which the issues that are quantified on a game day at a ballpark, whether that is lack of attendance, merchandising, or concessions, all of this is compiled together and finalized neatly so that the organization can view the data and then go about addressing the situation and coming to a solution. That is when Model Generation comes into play. All of the data compiled is presented to the various departments having struggles and then a solution starts to be brainstormed in a collaborative effort. Looking at a potential solution for Minor League Baseball for this situation, in particular, could hypothetically be getting more involved in local communities. Exposure is increased for the team, and local members of the community get exposure to that Minor League team as well. Following the Model Generation stages comes the Model Evaluation process. If this potential solution is deemed the most effective of all options, it will begin to be tested. Finally, in the Solution Deployment stage, more community engagement efforts will be made and exposure to struggling Minor League Baseball teams will be at an all-time high.

CRISP-DM IN JAX

Although the CRISP-DM Process is important in a league-wide sense, it is important to focus on teams specifically and what issues they possess. For the Jacksonville Jumbo Shrimp, the AAA affiliate of the Miami Marlins, there are problems that, like other organizations across Minor League Baseball, they face. Using the CRISP-DM process for the Jacksonville Jumbo Shrimp in stage one of Business Understanding, a problem this organization faces is the overall lack of loyalty in Florida sports, and this relates back to an organizational level with the Jumbo Shrimp.

That is the problem they face in a lack of overall loyalty. With the second step, having a Data Understanding is big in not only addressing the lack of loyalty but creating that data-driven culture.

This step and beyond forces you to use analytics to address what the potential problem is and then use an analytical model to help create a solution. With this idea of Data Understanding, the Jumbo Shrimp can compare statistics on their social media accounts with engagements across the board along with game-day statistics in tickets scanned in and what days the ballpark receives

the most or least amount of fans. The next step is Data Preparation where every one of these analytical statistics is viewed and compiled to make the best possible way for a solution model. This moves into the fourth step of Model Generation and the idea of collaborating as one to make multiple ideas for a solution. While the Jumbo Shrimp have creative ideas to continue growth at the stadium, that doesn't necessarily mean that their fans are loyal. Player initiatives are huge to growing fan loyalty. Once a couple of ideas are developed surrounding the player side, it turns into the Model Evaluation step, where ideas are truly tested out. When fans know who the players are and they can engage with them, teams have continued growth. Fans are more apt at that point to

follow a specific player's career to the Major Leagues if they have a unique moment with that player or multiple players. While baseball happens all over the state of Florida with two MLB teams, several Minor League teams, and Spring Training sites, the sense of loyalty tends not to be present. Getting fans on board with more player-centered initiatives, alongside the already creative promotional events, this idea of a more loyal fan base may come to fruition. Finalizing things up, Solution Deployment actually makes these ideas happen and the path to success is paved.





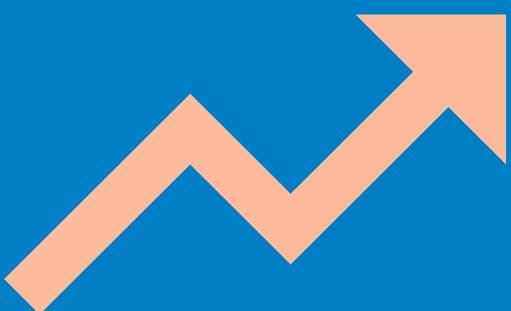
Tying all of these aspects together with the entirety of the CRISP-DM process, there is a great amount of room to grow from an analytical standpoint. This goes for both the front office perspective and the player side of things. It's great as well to take a broader perspective of the CRISP-DM process from Minor

League Baseball as a whole and then simplify it down to a single-team perspective as in the Jacksonville Jumbo Shrimp.

This process proves just how important a culture focused on analytics is so important for organizations in the sports industry and just how much of a competitive advantage it provides.

ANALYTICS MATURITY

In order to begin the initiation of an organization into a more analytics-led culture, teams must adopt key strategies and implement data evaluation deeply into its roots. The analytics maturity cycle begins in the foundations of the head of the organization and must then be spread to all departments. One of the largest sources of failure stems from the lack of trust and misuse of compiled data, which will lead to disruption in the business flow and a waste of resources. Teams must have analytics personnel in all independent subdivisions which include marketing, ticket sales, B2B sales, merchandising, and more. By having such resources in all aspects, the team gains two essential components that lead to expedited growth. The first of these two is the build-up of trust with analytics that is gained, as one of the largest fears new data presence has is a refusal to use due to lack of knowledge of the unknown. By analytics being strongly incorporated with departments, teams will begin to rely more on the new data and build a level of trust that is needed for maximized efficiency. The second of these two benefits is the developed attack strategy that each department can have as they will have the additional benefit from data usage. Past studies have revealed that organizations that implement such attack strategies into their goals have seen a 5-6% increase in productivity and output (Forbes). By building trust and effective application of data on a more specified department basis, teams can install analytics strongly into the core foundations of their organization from the get-go.



Research by MIT professor Erik Brynjolfsson found companies that embrace data-driven decision making have output and productivity that is 5-6% higher (Forbes)

The next important step in evolving the analytics maturity of an organization is stressing its importance in the hiring stage. Although direct exposure and experience are limited, especially in the application pool for minor league baseball jobs, teams can look to other transferable skill sets that will complement the analytics culture being set forward. One of the biggest personality traits that needs to be looked for in this step is a growth mindset, as new employees must be willing to embrace the unknown brought forth by the new analytics culture. Additionally, teams must look for strong teamwork skills as open communication and cooperation within sub-departments and overall organizational goals are needed. This step has emphasized importance, as new hires represent the future of the organization, so being able to bring in new employees that complement the intended analytically led culture is essential. Additionally, the growth mindset skill set will lead to all other aspects of work experience in the organization and overall improve success long-term.

With 25%
communicating it
only to senior staff.

Only 10% of sports organizations have communicated their data objectives across their entire organization...

Another fundamental part of an analytics culture once enrooted into the back culture of an organization, is knowing how and what data should be used. One of the largest faults that occur in firms attempting to undergo an analytical update is the “misuse, under usage, or even flat-out nonuse of formulated data,” which is an overall waste of time and resources. Teams must be able to communicate with the data collectors of their organization to collect data and compose models on only problems that need addressing. Alongside involving analytics in each department, organizations can correctly incorporate the data team by having a set delegate that meets with the head of management and presents ideas and proposals. Although skepticism may arrive at first, by management being willing to listen and incorporate ideas presented by the data scientists, effective analytics will be put into use, thus maximizing all resources. Only about 10% of sports organizations have been shown to communicate their data objectives to the entire organization with only 25% to senior staff members overall (Schnater). Of those small amounts that have data distributed throughout, great productivity was reached, which proves the effectiveness of having data communication at the top of management in order to effectively force communication throughout the organization as a whole.



The final step of the analytics pathway that a team must embrace is being able to create strong communication abilities between analytics and non-analytic employees. One of the growing complaints in the data world has been the lack of effective communicators, in which composed models are ineffective as the desired departments are unable to understand what was created. By teams hiring specific employees, as well as making analytics personnel simplify created data into a reader-friendly form, teams can make educated use of data that is composed. Analytics is more than just number crunching but rather being able to apply calculated data into applicable situations. By establishing the importance of data transfer and stressing its widespread use throughout the organization, the analytics maturity process can be rounded out and lead to the competitive advantage that is due to come as a result.

Analytics Maturity Conclusion

Being able to incorporate analytics into all fundamental components of an organization, as well as maximizing the productivity it has, are the key steps in order to fully achieve analytics maturity. By beginning in the hiring stage with “growth-mindset” individuals and continuing their acceptance of new ideas all the way up, teams can rest assured that their future will have the embraced culture intended. Along with this, having analytics resources in all individual departments, as well in direct correlation with higher-ups will ensure that it is being used correctly, and issues can be resolved in unbiased and effective ways. Finally, having strong communication outlets between the number generation and the departments that are putting the ideas to real-time use is important to reveal the true potential that analytics has within the organization. By combining all such outlets, teams can establish a strong sense of analytical maturity as they begin to step into the future with analytics.



PEOPLE



Partnering with KORE

With the integration of analytics in sports organizations rapidly growing as time progresses, it continues to become even more apparent how having a data-driven culture is a key to success. Having the ability to partner with an organization like KORE Software helps to give that boost that teams may need to become data-driven. Once a sports organization adopts the analytical culture in its business model, those who are innovators in the analytical process for that organization will be more prone to continue to develop their co-workers into that same mindset. However, it may be difficult to start out the first conversation on adopting that culture into the organization. This is where KORE Software comes into play, as their consultants focus on taking an analytical outlook and improving an organization in that sense.

INNOVATION WITH CONNECTIONS

Taking a look at all that Kore Software values when partnering with an organization to better their business strategy, there are many segments they feel are necessary to match up with when making those partnerships. Jordan Rutner, a Research Manager & Data Analyst from KORE Software notes in an article written on comparing investments for organizations that there are several analytical impacts teams can benefit from. KORE Software, along with Jordan, is all huge on basing their findings on analytics and then moving forward from there. In this article, titled "Deal Scoring", Jordan focuses on five different evaluation metrics KORE uses on an analytical basis. Two that stand out are for one, using sites such as Zoomph in social media, Google Analytics for website traffic, as well as Nielsen for research purposes (Rutner, 2021). Along with the use of the sites, leveraging metrics to identify what teams want and how that can be achieved in one centralized location is important (Rutner, 2021). All of the steps play a crucial value in KORE Software ensuring they have the best analytics to bring about a data-driven culture to any team they partner with.



The Jacksonville Jumbo Shrimp are working to integrate analytics into their business model and their day-to-day business, but still has issues that need to be addressed. According to Scott Kornberg, Director of Broadcasting & Media Relations of the Jacksonville Jumbo Shrimp, one of the largest issues the Jumbo Shrimp possesses is the lack of analytics in social media. This is largely due to not having an employee who focuses solely on social media. This is an important role, as many in the Gen Z demographic have multiple social media accounts, with about 80% following at least one influencing persona, and spend significant time on various social platforms such as Twitter and Instagram (Wise, 2022). While the Jumbo Shrimp do have accounts on both of these platforms, Scott feels they do not have the manpower to optimize what is a continuously growing market and feels there is room for analytics to take over and grow the accounts even more. While there are multiple people who collaborate for the social media accounts, there isn't necessarily an analytics tactic in place that is used to grow these accounts.

ANALYTICS IN CURRENT PRACTICE

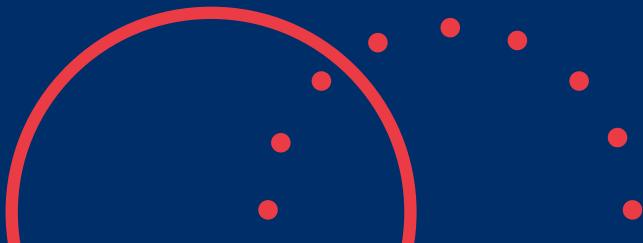
For Scott and his social team, analytics are used in a more data presentation sense to show more player statistics on the broadcast side but aren't used behind the scenes to really gauge the full audience potential.

This can be used in comparison to how other departments in the Jumbo Shrimp organization use analytics such as their marketing department. That, however, will be addressed more in the Culture portion. When implementing a data-driven culture to the social

media team using KORE Software consultants, capturing demographics of engagement, impressions, followers, and additional resources engaged with, such

as URLs, there will be a significantly better understanding of how to perfectly target each post on the social accounts. By having a full breakdown and understanding of each of these, the Jumbo Shrimp can reach their demographics on a personal level and grow their social accounts significantly. By having KORE

Software partner as an outside source, they will efficiently be able to achieve this amount of growth and grow the social fan base. This will also have the potential to bolster attendance as fans will feel more engaged and willing to come to games as they have a better understanding of the team and environment.



People Conclusion



Considering all of these factors that come into play for the Jacksonville Jumbo Shrimp social media team and the issues they face, there are multiple ways to go about creating an ultimate solution to the problem. Another thing that Jordan Rutner touched on in a first-hand conversation is how the KORE consultants go about making these solutions by using an analytical mindset. The staff typically has multiple approaches, but the most efficient strategies involve leveraging the data collected, bringing new ideas to the table, and installing a staff with a forward-thinking analytical mindset. The Jumbo Shrimp have the opportunity to come to a solution by taking these ideas and instilling them into the culture of the organization.

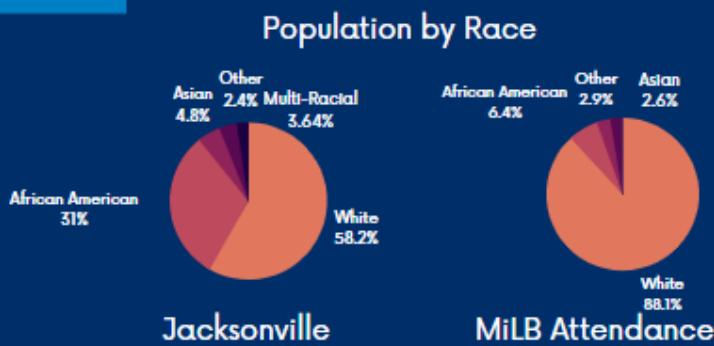
CULTURE

Jacksonville vs. MiLB Attendance Demographic

GENDER



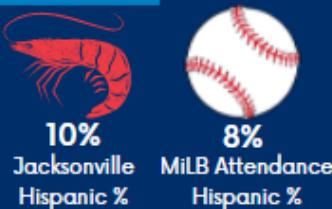
RACE



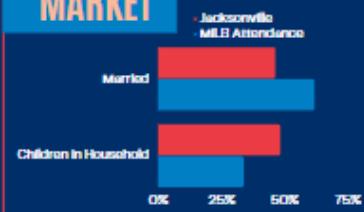
The results revealed that married families with children report the highest annual average income, which is very similar to that of the overall demographic, at \$105,000. This study showed that the Jacksonville Jumbo Shrimp are smart for targeting the family demographic, which has been evident in their team's success. Especially shown after their rebrand after the purchase of owner Ken Babby, the team reported a 23% increase in team attendance after the rebrand, thanks to the new family focus as a key contributor.

One of the largest importance's that plays into analytically improving a culture, is understanding the local demographic, and how it relates to the overall demographic. Although Minor League Baseball's fan base differs on a per-team basis due to a wide range of geographical locations, the "MiLB attendance" demographic was put under close evaluation and measured to that of the Jacksonville population. The attack that the Jumbo Shrimp have on a game-day atmosphere is selling "**Affordable Family Fun**", the motto of Jacksonville Jumbo Shrimp owner Ken Babby. In order to achieve this goal, the demographics must match the common attendee of MiLB games, which was a focal point of our case study. One of the largest standout points about the MiLB demographic was the high median average annual household income of \$115,205. In order to see which Jacksonville fan type should be targeted, the household situation was broken down under the basis of marriage and children type.

HISPANIC



FAMILY MARKET



AVERAGE INCOME



Jacksonville
Median Household Income by
Household Demographic

MiLB Attendance
Median Household Income

REFERENCES

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- MRI | Simmons Insights (ohio.edu)

SOCIAL

MEDIA

Despite the family-focus culture that the team possesses, the team still remains old-school and slightly behind in analytical approaches to sales and social media.

Social Media specifically has grown to become one of the fastest-growing departments in sports and serves as the most fundamental bridge between fans and the stadium overall. Analytics specifically plays a large role in the social media field, as a variety of metrics involving engagement rate, following, business inquiries, and more can all be captured through all types of posts. One specific renovation in this field was prominent through the partnering of KORE software and the Dallas Stars. Coming into the 2021 season, the Stars had a prominent issue in which social media was “scattered, inconsistent, and time-consuming to report for every partner,” which revealed a major flaw in the growth of the organization as a result (Baudino 2021). As a result, the team reached out to KORE software in order to seek a potential culture fix, which produced a shocking turnaround. After a developed relationship between the two organizations, data collection for all partners was reduced from 39 hours to only 2 hours, as well as partner recap turnaround time was reduced by over 24x the original rate. As a result, the BI team saved 93% more time in all reports, thus freeing up lots of room to focus on day-to-day tasks including ticket operations, messaging strategy development, and preventing employee burnout. Overall, this study shows that analytics has played an essential part in the social media field, and has had a snowball reaction towards the improvement of several other departments including BI, Marketing, and partnerships. In relation to the Jacksonville Jumbo Shrimp, a lack of a centralized social media director presents a stress point on a lack of community outreach due to it being a falling priority for those employees assigned to such duties. After talking with Scott Kornberg, he directly said, “due to the lack of a centralized person on the social media responsibility, it has been blown off and as a result is deemed behind in comparison to all other departments”. This point is of great importance, as rising social media presences give teams an opportunity to market to such fans outside the local demographic and truly separate themselves from the rest of the league's competition. Overall, the implementation of not only a social media director and/or team is needed, but it must be paired with one of an analytical background, in order to maximize on what makes fans more willing to engage with, and improve time efficiency and productivity in the long run.

DALLAS STARS AUTOMATE SOCIAL REPORTING, SAVING TIME AND IMPROVING PARTNERSHIPS



Leo Baudino April 26, 2021

Team	No. of Partnerships	Applications	Objectives
			
Director of Marketing	19	KORE DWA Integrations for Social Media	Manage social content Track social metrics Generate social recaps faster
Director of Partnerships			
Director of Business Intelligence (BI)			

TICKETING DEVELOPMENTS



Taking the overall outlook from a ticket sales perspective, while the Jacksonville Jumbo Shrimp may be slightly behind other Minor League organizations from the sales perspective in analytics, their methods are still effective. Even though these methods are effective, they would gain the ability to save time and increase efficiency if they adopted an analytical focus on sales as opposed to more traditional methods used commonly in the past. Jordan Rutner from KORE Software wrote an article, titled "The Sales Slice and Dice: 3 Ways to Improve Your Lead List Through Segmentation", based on improving lead lists and sales by using segmentation of analytics. If KORE Software were to partner with the Jumbo Shrimp, this is what they would be able to expect if they made the executive decision to adopt the analytical culture that KORE surrounds itself in. These three methods to help boost organizational sales would be Expanding Your View of Purchase History, Embracing Your Digital Data, and Facing Objections Head On (Rutner, 2019). Each of these three tactics would play an integral role in improving the analytical sales standpoint with the Jumbo Shrimp. The first idea is expanding the view on purchase history, which dives into the idea of looking at not only just the sales that have been made but the overall actions taken by that person after purchasing a ticket and what they do while at the ballpark. The second view on embracing digital data focuses on the behavior of fans through emails sent and website impressions. Focusing ticketing efforts on how the fans behave online and the various external links that are visited are vital in helping to make ticket packages stand out in order to know what the fans really want. The third step KORE finds it crucial to touch on is facing the objections of the organization head-on. What this means is that while understanding why the demographic is purchasing tickets to go to games, it is also very important to have a deep understanding of why fans did not purchase these tickets. All three of these stages help to adopt the analytical mindset and can have a large impact on revenue increase.



SALES & PARTNERSHIPS

The Jacksonville Jumbo Shrimp currently take an old-school outlook to ticket sales. This is an important point that Scott Kornberg, who also dabbles a bit into the ticket sales side of the Jumbo Shrimp operations, touched on in the conversation. Linda McNabb, the Senior Vice President of Sales for the Jumbo Shrimp, who was also the Rawlings Female Executive of the Year in 2001, has worked in sales for over 30 years. She brings all of that experience to the head of the sales department in Jacksonville. As her career has gone on, analytics has quickly developed and evolved the landscape of sales as a whole. In order to maximize her and her team's efficiency, bringing analytics in a style that KORE Software presents will help to make the already successful department thrive even more and continue to generate revenue. While the old-fashioned styles do work, the use of analytics will add an extra competitive edge over any other organization competing in the state.



Along with these two key departments within the organization, the Jumbo Shrimp pride themselves on being a part of the Jacksonville community, and have partnered with other organizations and teams in the city such as the Jaguars, and

IceMen. The Jumbo Shrimp also value ensuring their partnerships stay local. Making sure they know what the partner wants out of the relationship is one of the most important factors in partnering with the organization. If those exact needs can be addressed, a partnership will commonly be made. One thing that the Jumbo Shrimp stress, however, is that it's not all about the money. If a genuine partnership means something to the organization, there is true value in making the deal. In a conversation with Terrance O'Grady, the Director of Corporate Partnerships at the Jacksonville Jumbo Shrimp, he spoke on the notion that local businesses are on a waiting list at this point to partner with the Jumbo Shrimp. The way the Jumbo Shrimp market themselves says enough and local businesses find value in partnering. However, Terrance noted there isn't many analytics that go into the partnerships, and if there is any, it is the most simple form possible. Businesses often will question various aspects of the value of their partnership, such as the true impression level gained off of the partnership. When these questions are asked, there isn't much of an analytical response.

However, the history of attendance and value in previous sponsorships speak for themselves many times. Even though they have an effective model in place, the use of analytics can even further boost the level at which partnerships are made.



IMPORTANCE OF DATA-DRIVEN CULTURE



THE INTENTIONAL PLACING OF IMPORTANCE ON A DATA-DRIVEN CULTURE IS THE IDEAL ROUTE TOWARDS IMPROVEMENT WITHIN ALL COMPONENTS OF THE ORGANIZATION DUE TO THE UNIQUE OPPORTUNITY IT PRESENTS IN EVERY INDIVIDUAL CASE. BY INVOLVING IT IN THE SOCIAL MEDIA DEPARTMENT, THE JACKSONVILLE JUMBO SHRIMP CAN SAVE TIME AND MAXIMIZE EFFICIENCY ON ALL POSTS WITHIN AN ALREADY TIME-SENSITIVE SEGMENT OF THE ORGANIZATION. INSIDE THE TICKET SALES WORLD, MORE ADVANCED METRICS AND TIME EFFICIENCY CAN BE PRODUCED BY UTILIZING ANALYTICS TO IDENTIFY TRENDS THAT WILL INCREASE THE SUCCESS RATE. JUST AS IMPORTANT, THE FRONT OFFICE WILL FEEL THE REAL IMPACT OF THE ANALYTICAL DEVELOPMENT WITHIN CORPORATE PARTNERSHIPS, AS THE VALUE WILL BE ABLE TO BE MEASURED ON A DEEPER LEVEL IN THE RELATIONSHIPS. OVERALL, ANALYTICS HAS THE POTENTIAL TO EVOLVE THE JUMBO SHRIMP TO NEW HEIGHTS, INCREASING PRODUCTIVITY AND TIME EFFICIENCY FOR AN ALREADY HIGH-ACHIEVING ORGANIZATION.



INNOVATION

AT THIS POINT IN THE GAME, THE MAIN PROBLEMS THAT THE JACKSONVILLE JUMBO SHRIMP FACE HAVE BEEN ADDRESSED AND NOW IT IS TIME TO COME TO OFFICIAL SOLUTIONS THAT CAN BE IMPLEMENTED IN THE FRONT OFFICE. HAVING THE ABILITY TO IMPLEMENT CRITICAL IDEAS THAT KORE SOFTWARE VALUES WILL BE VITAL IN ENSURING THE JUMBO SHRIMP START TO DEVELOP A WELL-ROUNDED ANALYTIC-FOCUSED CULTURE. SEVERAL FACETS THROUGHOUT THE JUMBO SHRIMP FRONT OFFICE COULD USE SOME WORK FROM THE SIDE OF ANALYTICS, BUT THERE ARE WELL-ROUNDED SOLUTIONS TO EACH OF THESE PROBLEMS. THE SOLUTIONS ARE IMPACTFUL AND ALL REVOLVE AROUND THE NOTION THAT ANALYTICS IS GOING TO BE AT THE CORE OF WHAT THE JACKSONVILLE JUMBO SHRIMP WILL ACCOMPLISH. THIS INNOVATION STAGE WILL FOCUS THE ATTENTION ON SOLVING THE ISSUES AROUND SOCIAL MEDIA, TICKET SALES, AND SOLIDIFYING AN ALREADY THRIVING COMMUNITY IMPACT ASPECT OF THE ORGANIZATION.

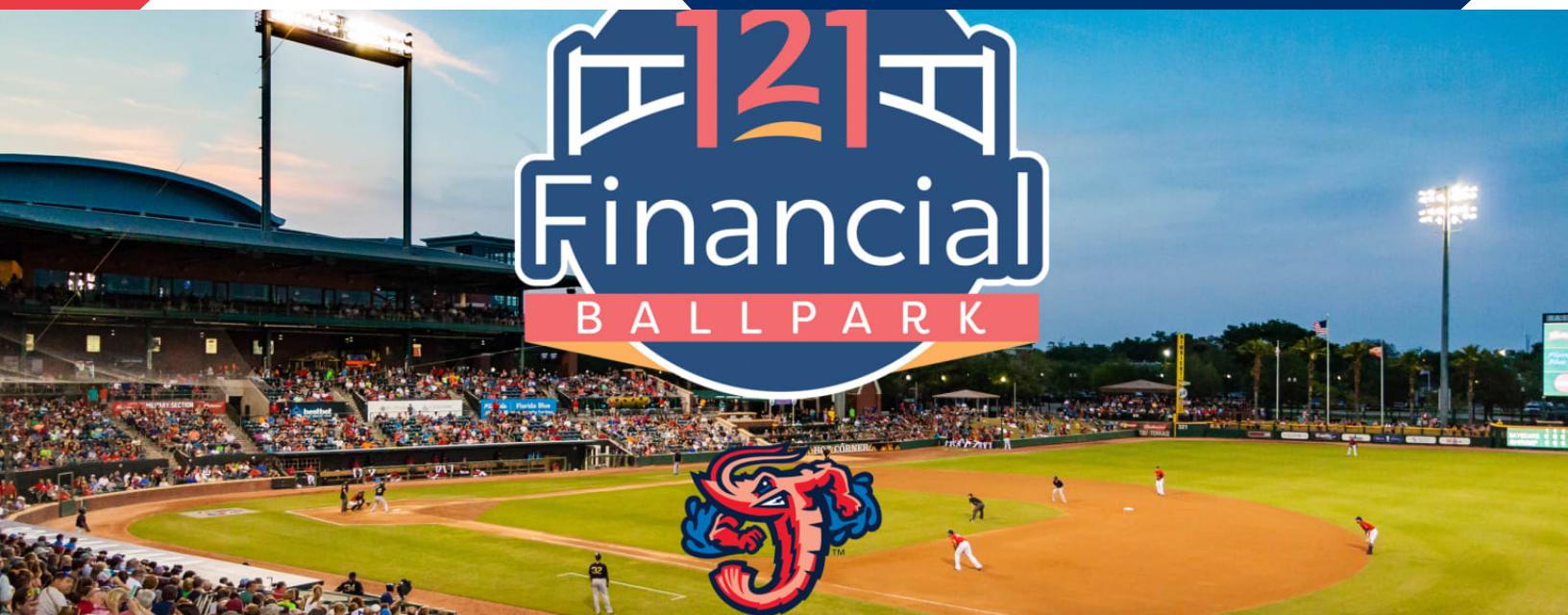
SOCIAL MEDIA & TICKET SALES

The most significant and prominent issue that Scott addressed is the lack of analytics around social media. There are two major ways in which this problem can be addressed that both surround a data-driven culture and will cultivate a sense of innovation in the Jacksonville Jumbo Shrimp front office. The first stage in solving the issue behind social media is getting an employee on board that devotes their time and efforts to the social media pages. It is critical this employee is a forward-thinking individual, as that is one of the biggest things Scott notes that the Jumbo Shrimp look for when making a new hire within the organization. Having an individual who has a strong desire to give a creative outlook on all social channels and is willing to bring forward-thinking ideas to the table is vital. However, it doesn't stop there. While this hire is incredibly important, actually integrating analytics into the social media strategy is what will bring this edge to the table. Taking the quantitative measurements with engagement, impressions, and external source views, they all play their individual role in creating a social media strategy. Appealing to every demographic looks difficult on the surface, but if it is known on a personal level what fans want to see in the Jumbo Shrimp social media posts, the strategy will be significantly easier to obtain in the sense that the fans get exactly what they want.



Another key department that has expressed issues was around ticket sales, which requires multiple levels of how the minor issues should be addressed. The current strategy the Jumbo Shrimp currently uses has worked so far. This consists of personal communication and outreach through calling previous customers and potential leads. However, implementing analytics in the way that KORE Software values its ticket strategy will only increase the amount of revenue from tickets the Jumbo Shrimp generates and create a new way of thinking in the sales department. When partnering with KORE Software, the three big-ticket items that the department will need to focus on is expanding the overall view of how the sales were made, embracing all of the digital data in a way that strategizes ticket packages behind what is found, and finding out why those individuals decided not to purchase those tickets. When all three objectives are made, the Jumbo Shrimp will expand their competitive advantage. The younger generation of ticket sales staff to be hired will be vital in making this a smooth transition. The rest of the department, though, has to be open-minded to change their ways while still holding onto old ways that are the most effective. Scott Kornberg made sure to note that the staff has been willing to change their ways and are open to ideas, as they know there may be more effective strategies to consider. By adopting this data-driven culture, the ticket sales department will further exceed expectations and save time in new ways than before by using the most efficient technology.

THE FINAL SECTION THAT ANALYTICS CAN TRULY HONE IN ON AND SOLIDIFY IS THE CORPORATE PARTNERSHIPS ASPECT. THE CORPORATE PARTNERSHIP SIDE OF THE JUMBO SHRIMP CONTINUES TO THRIVE, BUT THERE IS ROOM FOR IMPROVEMENT IN THAT THERE COULD BE ADDED VALUE TO THE PARTNERSHIPS THAT ARE MADE THROUGHOUT THE ORGANIZATION. BY BEING ABLE TO ADOPT A CULTURE IN THE CORPORATE PARTNERSHIPS DEPARTMENT THAT INTEGRATES ANALYTICS ALONG WITH THE MODEL BEING USED CURRENTLY, THERE WILL BE EVEN MORE VALUE ADDED TO WHAT IS ALREADY A THRIVING DEPARTMENT IN THE JUMBO SHRIMP ORGANIZATION. WITH THE USE OF A MORE ADVANCED METRIC MODEL THAT ANALYZES THE VALUE AND IMPRESSIONS THAT EACH INDIVIDUAL SPONSOR GAINS AFTER PARTNERING, THAT WILL BRING MORE LEVERAGE TO THE TABLE AND HELP TO BE A DECIDING FACTOR WHEN MAKING THESE PARTNERSHIPS. TERRANCE O'GRADY NOTED IN THE CONVERSATION THAT DEMOGRAPHICS ARE BROUGHT INTO PLAY AND TALKED ABOUT WHEN PRESENTING FROM THE BUSINESS, BUT OFTEN TIMES A DEEPER UNDERSTANDING MAY GO A LONGER WAY THAN BASIC ON-THE-SURFACE STATISTICS. ANYTHING VALUABLE THAT CAN BE QUANTIFIED IS WORTH PUTTING INTO AN ADVANCED METRIC SYSTEM THAT CAN BE PRESENTED TO BUSINESSES AND FURTHER GROW THE THRIVING CORPORATE PARTNERSHIP DEPARTMENT.



CONCLUSION

ALL THREE OF THE PROBLEMS THAT HAVE BEEN PRESENTED IN THE JUMBO SHRIMP ORGANIZATION, ALL HAVE A UNIQUE OUTLOOK ON POTENTIAL SOLUTIONS. WHILE ALL THREE HAVE A UNIQUE WAY OF GOING ABOUT FINDING THAT SOLUTION, ALL COME BACK TO THE IDEA OF IMPLEMENTING A DATA-DRIVEN CULTURE IN THE JUMBO SHRIMP ORGANIZATION. THE PILLARS THAT STRONGLY CONSIST OF THIS STRATEGY INCLUDE THE EMBRACEMENT OF ANALYTICS INTO ALL DEPARTMENTS, MAKING AS MANY PARTS OF THE EXPERIENCE QUANTIFIABLE, AND COMBINING THE HUMAN COMPONENT TO THE MODELS. ONLY BY EMBRACING ALL THREE, CAN THE APPROPRIATE INNOVATION TRULY TAKE PLACE AND THE JACKSONVILLE JUMBO SHRIMP STEP INTO THE NEW AGE OF DATA REVOLUTION.





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