



Business Modeling

(Hospitality Provider For Sporting Events)

Built complex satellite and consolidation models leveraging Power Queries and VBA to:

- Capture inputs from pricing, hospitality and product teams to create the business plan
- Compare financial scenarios
- Prepare consolidated P&L statement

Hospitality provider for sporting events for business modelling

Picture this...

You’re looking for an automated and interlinked satellite models for multiple teams to collaborate and plan the allocation and pricing of hospitality, tickets and guest experiences (such as gifting, tours, lounges etc.), to finalize the overall business plan for the event. Currently, you are selected as the official partner of a world-wide sporting event to be held in 2024. It is the first time that you are planning for a world-wide event and needed to coordinate with multiple business teams through structured planning models and streamlined process flow.

You turn to Accordion.

We partner with your team to built automated and interlinked satellite models for multiple teams to collaborate and plan the allocation and pricing of hospitality, tickets and guest experiences (such as gifting, tours, lounges etc.), to finalize the overall business plan for the event, including:

- 1) Analyzing and streamlining the process flow to prepare complex automated models which could handle the dynamically changing raw data and allow users to provide manual inputs
- 2) Building satellite models to allocate sporting event tickets across sessions and hospitality levels, capture the costs for the services, provide prices for different combinations of ticket and service levels and create packages by integrating data of accommodation, admission and hospitality. The models also summarized the ‘action items’ to track pending user actions.
- 3) Consolidating model enabled user to view financial summary in the form of P&L and working capital summary using the data from satellite models

Your value is enhanced.

You have enabled the satellite and consolidation models to create a robust ‘business plan’ that acts as the base for detailed planning and successfully complete first phase of planning of the sporting event. The advanced travel model reduced the execution time of creating packages by ~60% that allowed to spend more time on curating new experiences and completing the business plan on time. You also have the financial statements in the consolidation model provided a good estimate of the financial impact (EBITDA of ~\$80M) and helped in identifying key areas for improvement.

KEY RESULT

- ~60% packages reduced through advanced travel
- EBITDA of ~\$80M

VALUE LEVERS PULLED

- Satellite business modelling
- P&L and working capital summary

Business modeling for a live event hospitality provider

Situation

- Client has been selected as the official partner of a world-wide sporting event to be held in 2024. It was the first time that client was planning for a world-wide event and needed to coordinate with multiple business teams through structured planning models and streamlined process flow.
- Partnered with the client to build automated and interlinked satellite models for multiple teams to collaborate and plan the allocation and pricing of hospitality, tickets and guest experiences (such as gifting, tours, lounges etc.), to finalize the overall business plan for the event

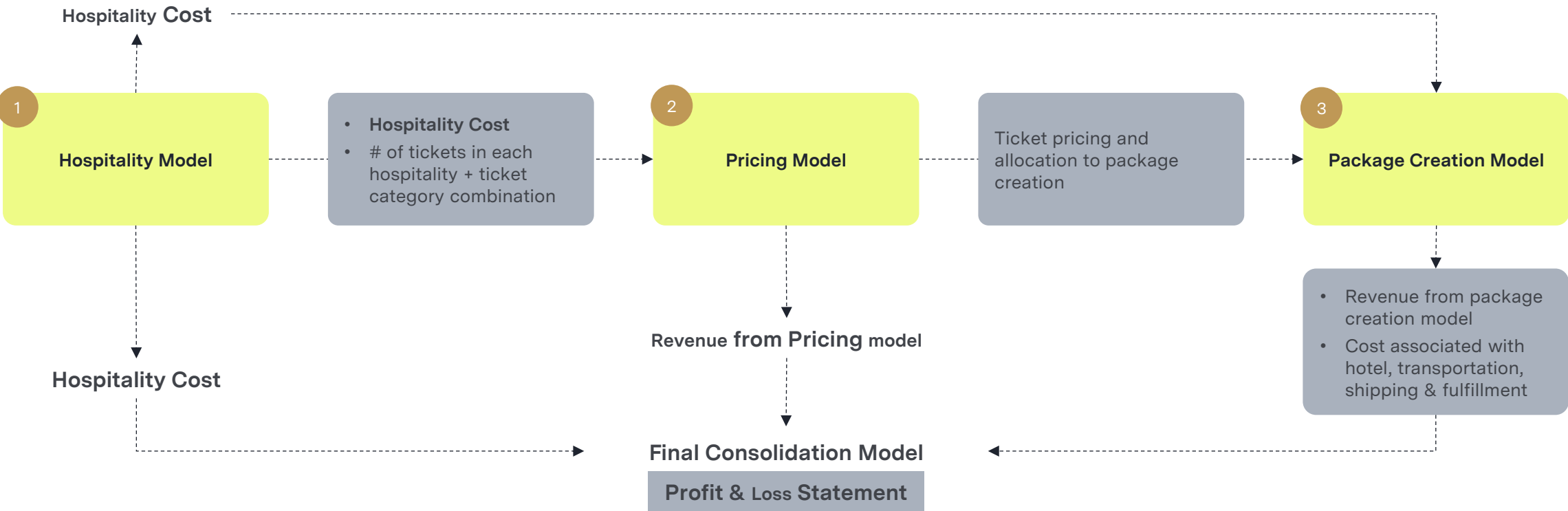
Accordion Value Add

- Analyzed and streamlined the process flow to prepare complex automated models which could handle the dynamically changing raw data and allowed users to provide manual inputs
- Built Satellite models to allocate sporting event tickets across sessions and hospitality levels, capture the costs for the services, provide prices for different combinations of ticket and service levels and create packages by integrating data of accommodation, admission and hospitality. The models also summarized the 'action items' to track pending user actions.
- Consolidation model enabled user to view financial summary in the form of P&L and Working Capital summary using the data from satellite models

Impact

- The satellite and consolidation models enabled the client to create a robust 'business plan' that acted as the base for detailed planning and successfully complete first phase of planning of the sporting event
- The advanced travel model reduced the execution time of creating packages by ~60%, which allowed the client to spend more time on curating new experiences and complete the business plan on time
- Financial statements in the consolidation model provided a good estimate of the financial impact (EBITDA of ~\$80M) and helped the client in identifying key areas for improvement

Consolidation & satellite model data flow chart



- 1 HOSPITALITY MODEL**
- Ticket allocation for each combination of ticket and hospitality category*
 - Cost per person

- 2 PRICING MODEL**
- Face value of tickets
 - Pricing of each combination of ticket and hospitality category*

- 3 PACKAGE CREATION MODEL**
- Product bundling (combination of sports/ events, hotel, transportation and hospitality)
 - Details of hotels and hotels packages, length of stays
 - Cost associated with hotel, transportation, shipping & fulfillment
 - Revenue from packages

Notes:
* Hospitality Category - Various levels of Hospitality provided for each event
Ticket Category - The categories in which Admission Tickets are divided

Hospitality model to allocate tickets by sporting event

Variable cost for each hospitality category at venue level

Ticket allocation input for each combination of ticket and hospitality category at sport and session level

Click to add new data

Venue	Demand Type	Variable Cost of Hospitality Category			
		Hospitality Cat 1	Hospitality Cat 2	Hospitality Cat 3	Hospitality Cat 4
Venue 1	Type 1	€ 377.0	€ 425.0	€ 176.0	€ 370.0
Venue 1	Type 2	€ 313.0	€ 167.0	€ 311.0	€ 202.0
Venue 1	Type 3	€ 149.0	€ 372.0	€ 359.0	€ 485.0
Venue 2	Type 1	€ 100.0	€ 472.0	€ 146.0	€ 246.0
Venue 2	Type 2	€ 371.0	€ 411.0	€ 450.0	€ 327.0
Venue 2	Type 3	€ 390.0	€ 404.0	€ 312.0	€ 381.0
Venue 3	Type 1	€ 101.0	€ 411.0	€ 366.0	€ 365.0
Venue 3	Type 2	€ 267.0	€ 460.0	€ 179.0	€ 191.0
Venue 3	Type 3	€ 467.0	€ 261.0	€ 103.0	€ 114.0
Venue 4	Type 1	€ 300.0	€ 157.0	€ 129.0	€ 435.0
Venue 4	Type 2	€ 248.0	€ 259.0	€ 133.0	€ 458.0
Venue 4	Type 3	€ 166.0	€ 395.0	€ 134.0	€ 267.0

Click to add new data

Expand the columns to see comparison of ticket allocation to availability of Tickets

Venue	Sport	Sessions code	Short Description	Demand Type	Hospitality Cat 1					Hospitality Cat 2				
					Ticket Cat A	Ticket Cat B	Ticket Cat C	Ticket Cat D	Total	Ticket Cat A	Ticket Cat B	Ticket Cat C	Ticket Cat D	Total
Venue 1	Sport 1	Sport 1 - Session 1	Sport 1 Description	Type 1	18	20	35	26	99	60	63	6	61	190
Venue 1	Sport 2	Sport 2 - Session 1	Sport 2 Description	Type 1	52	80	21	99	252	10	93	13	0	116
Venue 1	Sport 2	Sport 2 - Session 2	Sport 2 Description	Type 1	46	61	41	9	157	72	21	72	51	216
Venue 1	Sport 2	Sport 2 - Session 3	Sport 2 Description	Type 1	40	44	94	74	252	29	82	100	96	307
Venue 1	Sport 2	Sport 2 - Session 4	Sport 2 Description	Type 1	85	97	7	47	236	9	13	75	55	152
Venue 1	Sport 2	Sport 2 - Session 5	Sport 2 Description	Type 2	34	20	79	98	231	18	76	11	32	137
Venue 1	Sport 2	Sport 2 - Session 6	Sport 2 Description	Type 2	65	69	46	95	275	89	92	3	95	279
Venue 1	Sport 2	Sport 2 - Session 7	Sport 2 Description	Type 3	99	1	68	5	173	59	47	17	51	174
Venue 1	Sport 2	Sport 2 - Session 8	Sport 2 Description	Type 3	100	66	68	7	241	73	48	54	88	263
Venue 1	Sport 2	Sport 2 - Session 9	Sport 2 Description	Type 2	90	12	86	28	216	22	75	73	54	224
Venue 1	Sport 2	Sport 2 - Session 10	Sport 2 Description	Type 2	36	69	14	99	218	88	49	30	62	229
Venue 1	Sport 2	Sport 2 - Session 11	Sport 2 Description	Type 3	6	66	72	52	196	61	66	18	21	166
Venue 1	Sport 2	Sport 2 - Session 12	Sport 2 Description	Type 3	59	30	95	56	240	62	68	51	49	230
Venue 1	Sport 2	Sport 2 - Session 13	Sport 2 Description	Type 3	86	66	36	78	266	26	63	42	57	188
Venue 2	Sport 2	Sport 2 - Session 14	Sport 2 Description	Type 3	65	78	94	54	291	41	34	1	0	76
Venue 2	Sport 2	Sport 2 - Session 15	Sport 2 Description	Type 3	47	48	33	53	181	97	66	85	61	309

Pricing model for hospitality category at sport session level

Click to update Admission

Click to update Hospitality

Price Multiplier for Admission Tickets (Ticket Category)						
Sport Code	Demand Type	Phase of Session	Cat A	Cat B	Cat C	Cat D
CODE 1	Type 2	Knockout	4.50	4.50	4.50	5.00
CODE 1	Type 3	Final/Semi-Final	5.00	1.50	4.50	0.50
CODE 2	Type 1	Final/Semi-Final	3.00	4.00	0.50	1.50
CODE 2	Type 3	Final/Semi-Final	4.00	1.50	4.00	4.00
CODE 2	Type 2	Knockout	2.50	0.50	1.50	1.00
CODE 3	Type 2	Final/Semi-Final	5.00	1.00	0.50	1.00
CODE 4	Type 2	Final/Semi-Final	1.50	1.00	1.50	1.50
CODE 5	Type 1	Final/Semi-Final	4.00	0.50	0.50	3.50
CODE 5	Type 2	Knockout	5.00	2.00	1.50	5.00

Price Multiplier for Hospitality Cost (Hospitality Category)						
Sport Code	Demand Type	Phase of Session	Cat 1	Cat 2	Cat 3	Cat 4
CODE 1	Type 2	Knockout	4.50	2.00	3.50	4.50
CODE 1	Type 3	Final/Semi-Final	4.50	4.00	4.00	4.00
CODE 2	Type 1	Final/Semi-Final	4.50	2.50	1.00	0.50
CODE 2	Type 3	Final/Semi-Final	5.00	4.50	4.50	2.50
CODE 2	Type 2	Knockout	3.00	3.50	4.50	1.50
CODE 3	Type 2	Final/Semi-Final	0.50	2.50	5.00	1.50
CODE 4	Type 2	Final/Semi-Final	0.50	1.50	4.00	0.50
CODE 5	Type 1	Final/Semi-Final	3.50	4.00	3.50	2.00
CODE 5	Type 2	Knockout	2.50	5.00	1.00	4.00

Price multiplier input for admission ticket face value and hospitality cost to calculate final price

Click to add new data

Ticket Price Input								Calculated Final Price				Override Input for Final Price			
Venue	Sessions code	Short Description	Demand Type	Ticket Category	Face Value (from Sports)	Calculated Ticket Price	Override Input for Ticket Price	Hospitality Cat 1	Hospitality Cat 2	Hospitality Cat 3	Hospitality Cat 4	Hospitality Cat 1	Hospitality Cat 2	Hospitality Cat 3	Hospitality Cat 4
Venue 1	Sport 1 - Session 1	Sport 1 Description	Type 1	Cat A	€ 32.0	€ 38.0	€ 54.4	€ 66.8	€ 62.4	€ 54.0	€ 47.6	€ 123.1	€ 123.1	€ 123.1	€ 123.1
Venue 1	Sport 1 - Session 2	Sport 1 Description	Type 1	Cat B	€ 79.0	€ 93.9	€ 134.3	€ 165.0	€ 154.0	€ 133.4	€ 117.6	€ 303.8	€ 303.8	€ 303.8	€ 303.8
Venue 1	Sport 1 - Session 3	Sport 1 Description	Type 1	Cat C	€ 46.0	€ 54.7	€ 78.2	€ 96.1	€ 89.7	€ 77.7	€ 68.5	€ 176.9	€ 176.9	€ 176.9	€ 176.9
Venue 1	Sport 1 - Session 4	Sport 1 Description	Type 1	Cat D	€ 73.0	€ 86.8	€ 124.1	€ 152.5	€ 142.3	€ 123.3	€ 108.7	€ 280.8	€ 280.8	€ 280.8	€ 280.8
Venue 2	Sport 2 - Session 1	Sport 2 Description	Type 2	Cat A	€ 43.0	€ 51.1	€ 73.1	€ 89.8	€ 83.8	€ 72.6	€ 64.0	€ 165.4	€ 165.4	€ 165.4	€ 165.4
Venue 2	Sport 2 - Session 2	Sport 2 Description	Type 2	Cat B	€ 24.0	€ 28.5	€ 40.8	€ 50.1	€ 46.8	€ 40.5	€ 35.7	€ 92.3	€ 92.3	€ 92.3	€ 92.3
Venue 2	Sport 2 - Session 3	Sport 2 Description	Type 3	Cat C	€ 60.0	€ 71.3	€ 102.0	€ 125.3	€ 116.9	€ 101.3	€ 89.3	€ 230.8	€ 230.8	€ 230.8	€ 230.8
Venue 2	Sport 2 - Session 4	Sport 2 Description	Type 3	Cat D	€ 55.0	€ 65.4	€ 93.5	€ 114.9	€ 107.2	€ 92.9	€ 81.9	€ 211.5	€ 211.5	€ 211.5	€ 211.5
Venue 3	Sport 3 - Session 5	Sport 3 Description	Type 1	Cat A	€ 70.0	€ 83.2	€ 119.0	€ 146.2	€ 136.4	€ 118.2	€ 104.2	€ 269.2	€ 269.2	€ 269.2	€ 269.2
Venue 3	Sport 3 - Session 6	Sport 3 Description	Type 1	Cat B	€ 20.0	€ 23.8	€ 34.0	€ 41.8	€ 39.0	€ 33.8	€ 29.8	€ 76.9	€ 76.9	€ 76.9	€ 76.9
Venue 3	Sport 3 - Session 7	Sport 3 Description	Type 1	Cat C	€ 67.0	€ 79.7	€ 113.9	€ 140.0	€ 130.6	€ 113.2	€ 99.8	€ 257.7	€ 257.7	€ 257.7	€ 257.7
Venue 3	Sport 3 - Session 8	Sport 3 Description	Type 2	Cat D	€ 28.0	€ 33.3	€ 47.6	€ 58.5	€ 54.6	€ 47.3	€ 41.7	€ 107.7	€ 107.7	€ 107.7	€ 107.7
Venue 3	Sport 3 - Session 9	Sport 3 Description	Type 2	Cat A	€ 61.0	€ 72.5	€ 103.7	€ 127.4	€ 118.9	€ 103.0	€ 90.8	€ 234.6	€ 234.6	€ 234.6	€ 234.6
Venue 3	Sport 3 - Session 10	Sport 3 Description	Type 3	Cat B	€ 38.0	€ 45.2	€ 64.6	€ 79.4	€ 74.1	€ 64.2	€ 56.6	€ 146.1	€ 146.1	€ 146.1	€ 146.1

Ticket price input for each combination of ticket and hospitality category at sport session level

Package creation model to define the hospitality packages

Product template to create, store, rename and delete travel packages by selecting ticket, hospitality and other experiences

Worldwide Event	Year - City	Start Date	Date 1	Press here to rename the Product
PRODUCT SEGMENT	Business to Business	End Date	Date 2	
STAR RATING	Rating 1	Press here to setup Product Template for new Product		Press here to save the Product Data
PRODUCT TYPE	N no. of nights	Press here to pull the Product Data		
# of Guest	SINGLE	Press here to delete the Product Data		To delete/rename a product from the model, select Product Name in Cell (F9) and then press the repective buttons.
PRODUCT NAME	Test 1	To clean the existing values and setup the template for a new product, select the dates and then press this button.		
		To save package details of an existing/new package, select the values in Cells (F4:F9) and the dates and then press this button.		To pull up details of selected product, select Product Name in Cell (F9) and then press this button.

Date	Date 1	Next Date	End Date

Demand Type & Ticket Category	Manual Override - # Tickets	# Tickets	Day -1	Day 0	Day 1
Ticket 1		0	Type 1 - Ticket Cat A	Type 2 - Ticket Cat B	Type 2 - Ticket Cat C
Ticket 2		0		Type 3 - Ticket Cat C	
Ticket 3		0			

Press here to refresh the list of Travel Packages

Press here to refresh raw data

Worldwide Event	Product Segment	Star Rating	Product Type	Start Date	End Date	Hospitality Type	Product Name	Sales				Hotel Room Attrition			Price Per Person - Manual Override
								Metric (Guest per Room)	% of Units Sold	# of Guests	Total Rooms	Sell Out %	Sporting Committee - Room Allocation	Client - Room Allocation %	
Year - City	B2B	Rating 1	N nights	Date 1	Date 2	Indoor	Package 1	1.5	76%	161	795	83.0%	57%	43%	€ 34,051
Year - City	B2B	Rating 1	N nights	Date 3	Date 4	Outdoor	Package 2	1.5	76%	206	762	99.5%	77%	23%	€ 49,272
Year - City	B2B	Rating 1	N nights	Date 5	Date 6	No Hospitality	Package 3	1.5	76%	330	439	77.5%	89%	12%	€ 47,154
Year - City	B2C	Rating 1	N nights	Date 7	Date 8	No Hospitality	Package 4	1.8	76%	125	773	86.5%	65%	35%	€ 36,854
Year - City	B2C	Rating 1	M Nights	Date 9	Date 10	Indoor	Package 5	1.8	76%	56	600	99.0%	80%	21%	€ 46,568
Year - City	B2C	Rating 2	M Nights	Date 11	Date 2	No Hospitality	Package 6	1.8	76%	39	620	94.5%	51%	50%	€ 31,694
Year - City	B2B	Rating 2	M Nights	Date 3	Date 4	Indoor	Package 7	1.5	15%	234	423	75.5%	94%	6%	€ 37,277
Year - City	B2B	Rating 2	M Nights	Date 5	Date 6	Indoor	Package 8	1.5	15%	267	699	93.0%	66%	35%	€ 41,123
Year - City	B2B	Rating 3	M Nights	Date 7	Date 8	No Hospitality	Package 9	1.5	15%	355	540	95.0%	55%	45%	€ 48,817
Year - City	B2C	Rating 3	M Nights	Date 9	Date 10	Indoor	Package 10	1.8	23%	78	653	97.5%	85%	16%	€ 43,193

Summary output tab to list all the created packages and insert user inputs to calculate total revenue and cost

Consolidated P&L model

Profit and loss statement after consolidating values from the satellite models using Power Queries

(\$000's)	Total Year - City	Hospitality Packages		Travel Packages		
		Indoor	Outdoor	Indoor	Outdoor	No Hospitality
Volume	8,593	1,878	1,753	1,882	1,741	1,339
Gross Revenue	\$355,944.0	\$47,427.0	\$30,219.0	\$41,615.0	\$33,421.0	\$22,583.0
Discount	\$30,056.0	\$7,809.0	\$5,935.0	\$6,472.0	\$4,295.0	\$5,545.0
Net Revenue	\$325,888.0	\$39,618.0	\$24,284.0	\$35,143.0	\$29,126.0	\$17,038.0
Less: Face Value	\$19,511.0	\$10,000.0	\$8,000.0	\$603.0	\$409.0	\$499.0
Less: Accomodation Cost	\$213.0			\$67.0	\$70.0	\$76.0
Less: Transportation Cost	\$272.0			\$95.0	\$93.0	\$84.0
Less: Hospitality Cost	\$44,204.4	\$5,000.0	\$4,000.0	\$906.0	\$412.0	\$0.0
Less: Travel Experiences Cost	\$326.0			\$112.0	\$100.0	\$114.0
Less: Staff Cost	\$206.0			\$52.0	\$54.0	\$100.0
Less: Miscellaneous Cost	\$244.0			\$70.0	\$100.0	\$74.0
Less: Other Travel Cost	\$243.0			\$84.0	\$78.0	\$81.0
Less: Transaction Fees	\$923.0	\$400.0	\$300.0	\$77.0	\$63.0	\$83.0
Less: Sales Commissions	\$3,209.0	\$2,000.0	\$1,000.0	\$59.0	\$76.0	\$74.0
Less: Marketing Costs	\$2,004.0	\$1,000.0	\$800.0	\$72.0	\$82.0	\$50.0
Less: Shipping & Fulfillment Costs	\$2,349.0	\$1,200.0	\$900.0	\$76.0	\$73.0	\$100.0
Less: Labor & Related	\$1,351.0					
Less: T&E	\$1,299.0					
Less: Occupancy	\$1,077.0					
Total Direct Costs	\$77,431.4	\$19,600.0	\$15,000.0	\$2,273.0	\$1,610.0	\$1,335.0
Gross Profit	\$278,512.6	\$27,827.0	\$15,219.0	\$39,342.0	\$31,811.0	\$21,248.0