MIAMI HEAT DATA ANALYSIS CHALLENGE

Year	Quarter	Month	Day	opponent	weekday	season	Average Ticket Price	Max Ticket Price	Total Revenue	Premium Revenue	Total Tickets Sold	Worst Game Revenue	Best Game Revenue	Premium Rev %	Season-Plan Revenue
2023	Qtr 1	March	1	Philadelphia 76ers	Wednesday	2023	$149.37	$1,544.1176	$2,528,865.88	$45,695.29	16930	2,528,865.88	$2,528,865.88	0.02	$1,963,863.53
2023	Qtr 2	April	1	Dallas Mavericks	Saturday	2023	$155.51	$1,038.5294	$2,692,817.64	$45,695.29	17316	2,692,817.64	$2,692,817.64	0.02	$1,964,110.58
2022	Qtr 4	October	19	Chicago Bulls	Wednesday	2022	$146.25	$1,038.5294	$2,465,011.76	$41,541.18	16855	2,465,011.76	$2,465,011.76	0.02	$1,965,859.41
2022	Qtr 4	December	8	Los Angeles Clippers	Thursday	2022	$141.09	$1,038.5294	$2,374,477.94	$34,271.47	16830	2,374,477.94	$2,374,477.94	0.01	$1,963,865.29
Total							$148.11	$1,544.1176	$10,061,173.22	$167,203.23	67931	2,374,477.94	$2,692,817.64	0.02	$7,857,698.81

Year	Quarter	Month	Day	opponent	Non-Premium Revenue	Premium Revenue	Premium Tickets	Non-Premium Tickets	Premium Rev %
2023	Qtr 1	March	1	Philadelphia 76ers	$2,483,170.59	$45,695.29	44	16886.00	0.02
2023	Qtr 2	April	1	Dallas Mavericks	$2,647,122.35	$45,695.29	44	17272.00	0.02
2022	Qtr 4	October	19	Chicago Bulls	$2,423,470.58	$41,541.18	40	16815.00	0.02
2022	Qtr 4	December	8	Los Angeles Clippers	$2,340,206.47	$34,271.47	33	16797.00	0.01
Total					$9,893,969.99	$167,203.23	161	67770.00	0.02

1. Which game do you think performed the best, and why?
The **April 1st, 2023** game against the **Dallas Mavericks** was the best-performing, generating a season-high **$2.69M** in revenue from **17,316 tickets sold**—the highest volume across all games. It also had the **highest average ticket price ($155.51)**, indicating strong demand with optimized pricing. While premium seats accounted for just **1.7% of total revenue**, the consistent premium mix across games suggests this game's success came from high volume and effective pricing strategy. Additionally, over **$1.96M** came from Season Plan revenue, showcasing strong long-term engagement and a loyal fanbase—making it the most commercially successful game of the season.

2. Which game do you think performed the worst, and why?
The **December 8th, 2022** game against the **Los Angeles Clippers** was the worst-performing, bringing in the lowest revenue at **$2.37M**, despite a comparable ticket count (**16,830 sold**) to other games. It had the **lowest average ticket price ($141.09)** and the **lowest premium revenue share (1.4%)**, suggesting weaker demand for high-value seating. Only **33 premium tickets** were sold compared to over 16,700 non-premium seats. While Season Plan revenue remained strong

(**$1.96M**), the game's underperformance points to low per-ticket value and minimal premium engagement, likely tied to a less compelling matchup or poor timing late in the season.

3. Any other insights?

   Across all games analyzed, **ticket sales were consistently strong**, with each event drawing over **16,000 attendees**. However, **revenue performance varied more due to pricing and premium engagement than volume alone**. While the Dallas Mavericks game had the highest revenue, this was driven by a combination of **optimized average pricing ($155.51)** and the **highest ticket count**, not premium seating. In fact, **premium revenue made up less than 2%** of total revenue across all games—suggesting that premium inventory may be underutilized or undervalued in pricing and marketing strategies.

   Additionally, **Season Plan sales were the dominant driver of revenue**, accounting for nearly **77% of total income** across the four games, highlighting a strong and loyal season-ticket base. This presents an opportunity to **upsell premium upgrades to existing plan holders**.

   Interestingly, **weekday games like the 76ers and Bulls still performed well**, implying that game day (e.g., Wednesday vs Saturday) may not be as strong a predictor of success as opponent quality and pricing strategy.

   Lastly, despite high attendance, **there is room to improve yield per ticket**, especially in non-premium seating, by exploring dynamic pricing models, more aggressive upselling of premium seats, and targeted campaigns tied to high-demand matchups.