



Marketing Research

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Agenda



Agenda

Proposal

Secondary Research

Primary Research

Recommendations

Project Proposal

- Research Question
- Problem Definition
- Current Situation

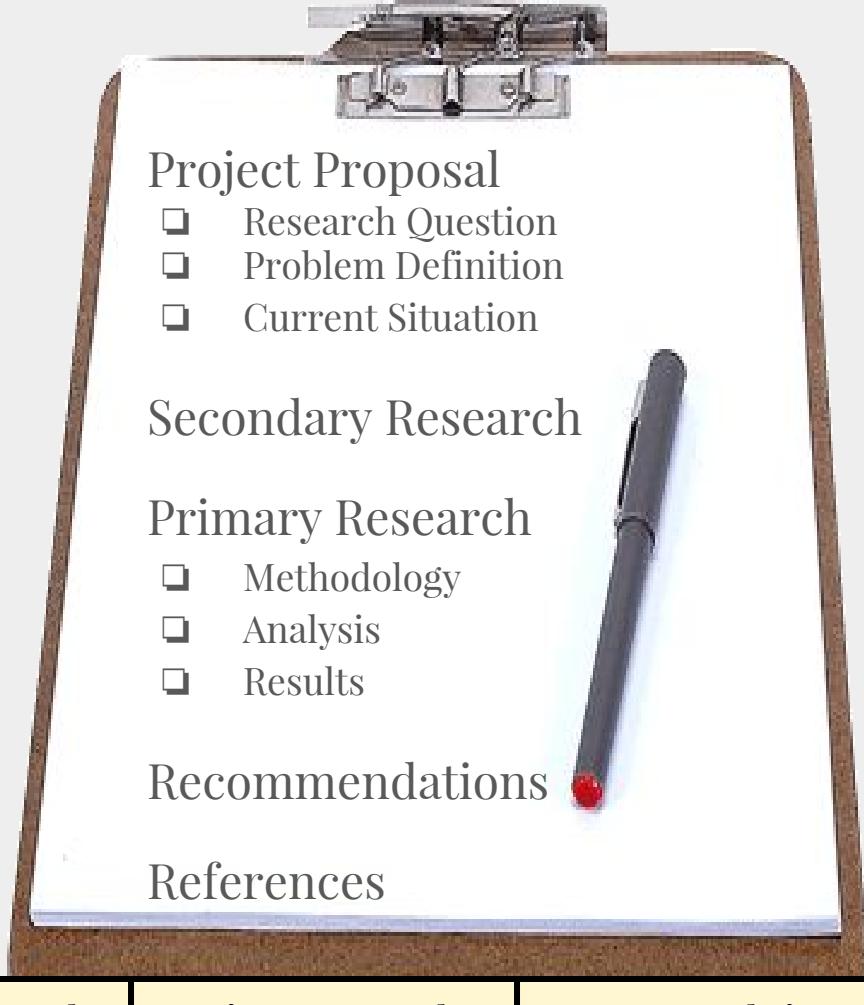
Secondary Research

Primary Research

- Methodology
- Analysis
- Results

Recommendations

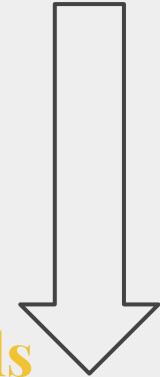
References



Project Proposal

Research Question

“How can the Pittsburgh Pirates reach their full fan potential by maximizing fan loyalty and ticket sales amongst Millennials?”



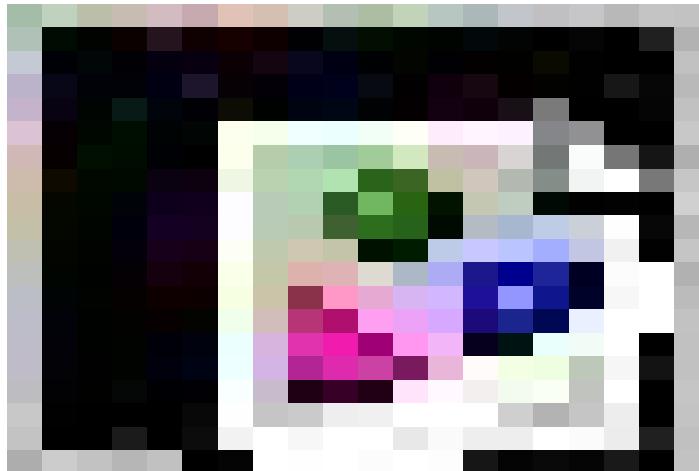
Target: Millennials

Generation born between 1982-1998
“Individuals who reached adulthood around the turn of the 21st century”





Problem Definition and Objectives



Lack of attendance and fan loyalty among Millennials

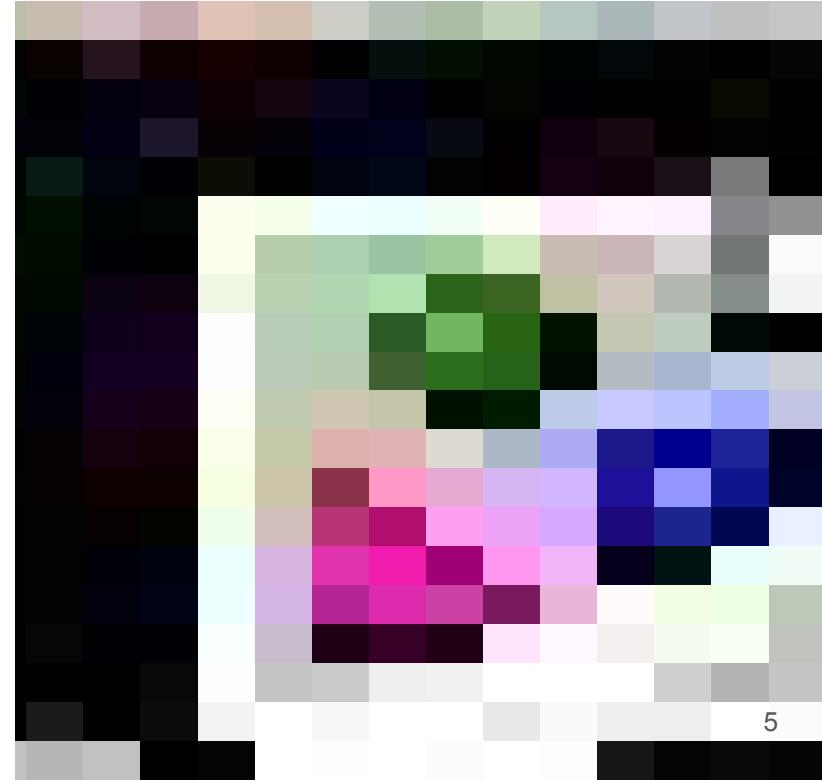


Understand drivers behind the Pirates' fan's loyalty, and why they aren't selling more



Current Situation

- Success in the past 3 seasons, after 20 consecutive losing seasons: **Longest streak in North American professional sports history**
- Was Distant third in professional sports popularity, after the Steelers and Penguins
- Becoming a premier team, as ticket sales and fandom increased
- **Play in PNC Park**, one of the most renowned stadiums: Built in 2001
- Broke Team ticket sales records in past 3 seasons



Secondary Research



- ❑ Pittsburgh Sports attendance and Ranks
- ❑ Millennials
- ❑ Pittsburgh Population Demographics
- ❑ Pirates Stadium, Sales and Revenues

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‘Stadium Experience’ Ratings for Pittsburgh Sports



2nd Best in
the MLB



19th Best in
the NHL



2nd Best in
the NFL





How good are the Pittsburgh Sports Teams?



2nd Best in
the MLB



15th Best in
the NHL



6th Best in
the NFL





Stadium Attendance for Pittsburgh Sports



80% home capacity
(2015 Season)

**9th place in the MLB
(2015 season)**



101% home capacity
(2014/15 Season)
Standing room

**5th place in the NHL
(2015 season)**



95% home capacity
(2014/15 Season)

**19th place in the NFL
(2015 season)**



Millennials: Understanding the Demographics

DIGITAL NATIVES

Grew w/ innovation & internet, expect creativity; Pioneered production & consumption of technology

LESS MONEY

Lived in harder economy, encumbered with Debt

RENTER GENERATION

Want access, not ownership, sharing economy

DIVERSE + EDUCATED

42% non-Hispanic white
61% college educated
(only 46% of Boomers)

LESS PATRIOTIC

Only 32% say U.S. is the greatest country (Gen X 48%; Boomers 50%)

LIFE QUALITY

Value family/friends, free time, making positive impact on society

LESS TRADITIONAL

Politics/Religions
(50% political independent
29% not religious)

SOCIAL + CONNECTED

25% with social media accounts

“Instead of traditional advertising, which they ignore, brands have to publish authentic content to build trust and loyalty”



Millennials in Pittsburgh

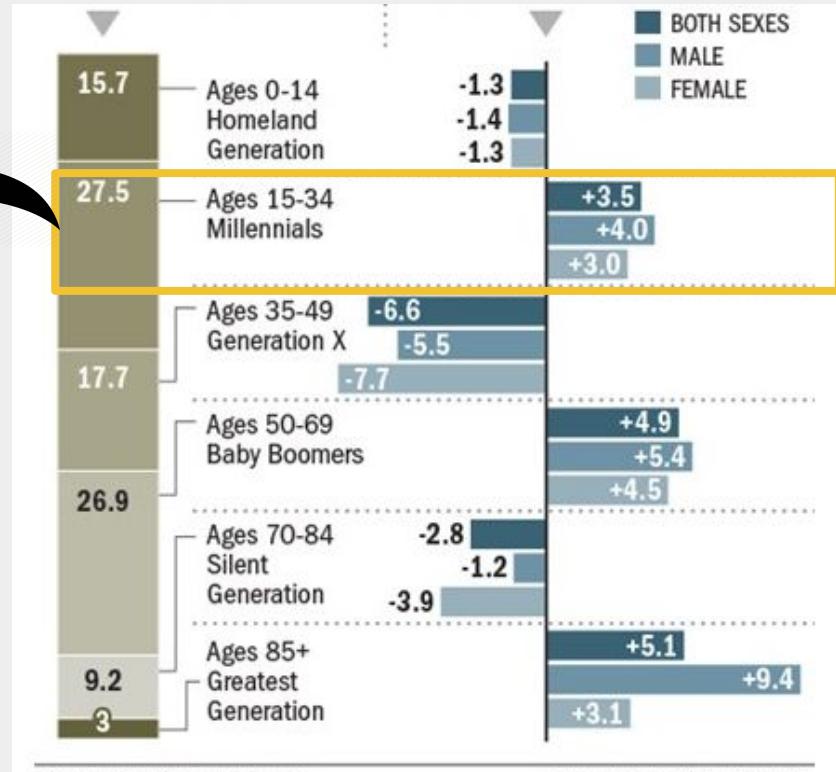
- Millennials surpassed Baby boomers in Allegheny county in 2014 at **27.5%** of population
- Millennials make up **35%** of baseball fans, after Baby Boomers (40%) and Gen X (36%)

Carnegie
Mellon
University

chatham
CARLOW
UNIVERSITY



Home to **68**
colleges and
universities





PNC Park - Home of the Pirates

Some Facts and Numbers

- Capacity: 38,362 (24/30 by capacity)
- Wide range of concessions:
 - traditional ballpark food, local favorites (Primanti's, Mrs. T's), exotic offerings like sushi
- 65 suites and premium Lexus Club Seats





The Business of Pirates Baseball

At A Glance - 2015 season



Owner: Bob Nutting
Championships: 5
Price Paid: \$92M
Year Purchased: 1996



**Revenue: \$229M
Operating Income: \$43.6 M**

**Player Expenses: \$92M
Gate Receipts: \$54M
Revenue/Fan: \$60**

Metro Area Population: 2.4 M



**Average Ticket Price: \$22
TV Rating avg: 7.49 - 3rd highest in MLB
Named 2015 “Organization of the Year” by
Baseball America**

Primary Research



- Online Survey
- Focus Group

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Online Survey



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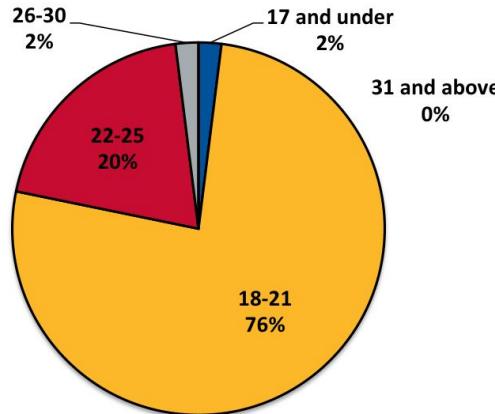


Online Survey: Demographics

111 Responses

Analyzed 100 due to Qualtrics limitations.

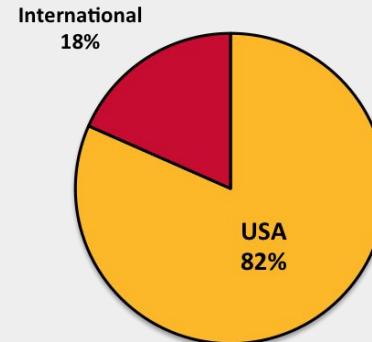
AGE: MILLENNIALS



78% of respondents have played on a sports team



GEOGRAPHY

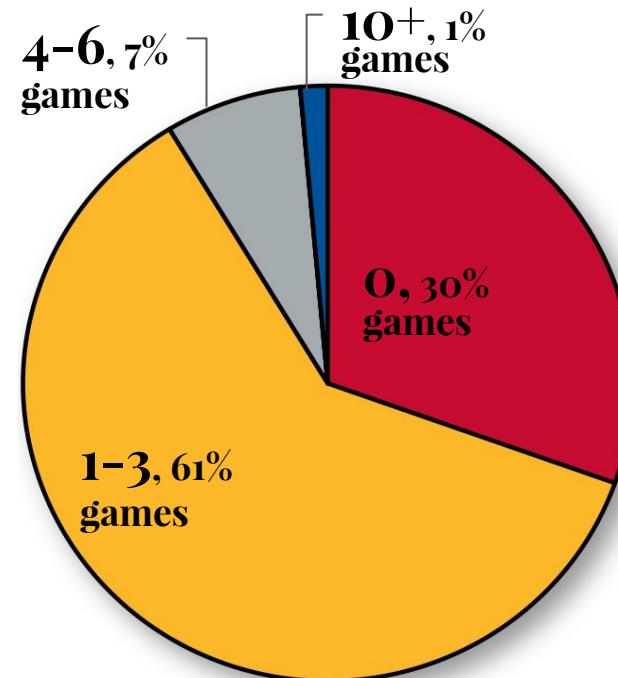


32% Pennsylvania
74% Pittsburgh



Online Survey: 2015 Attendance

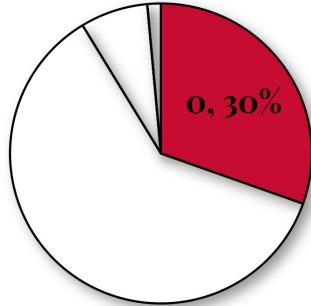
How many Pirates' games have you attended?



n = 100

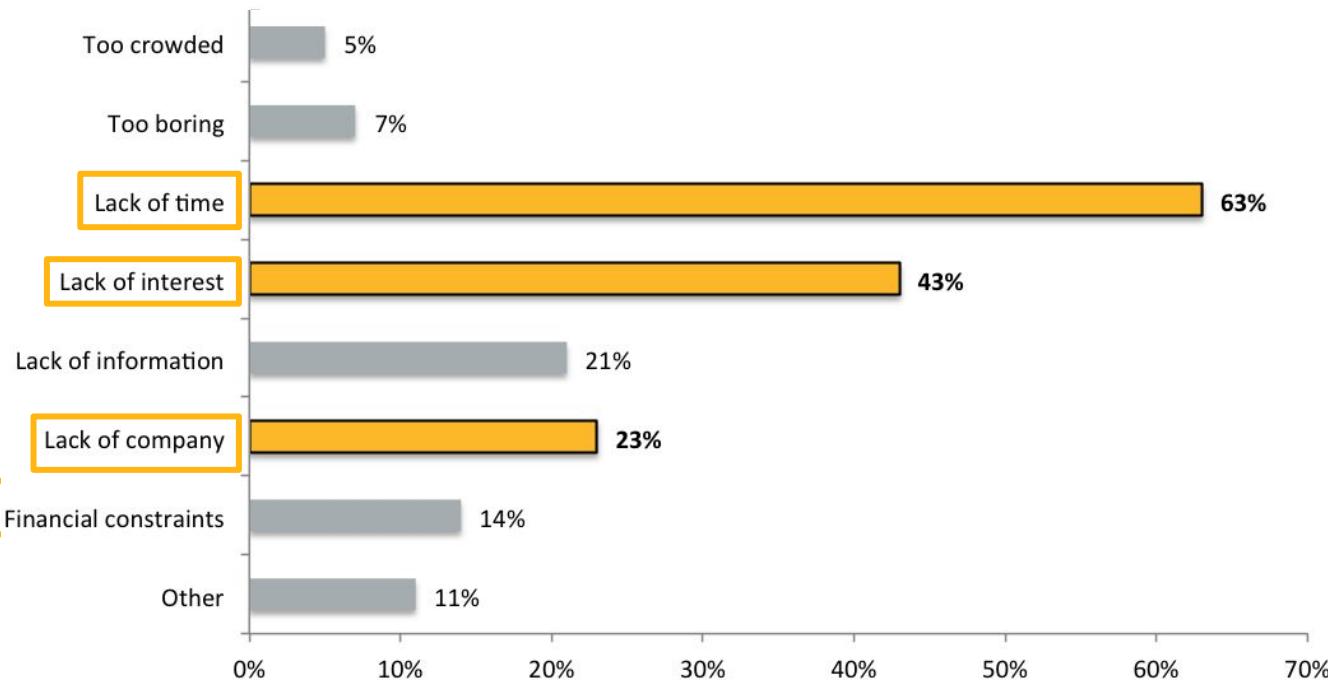


Online Survey: 2015 Attendance



Attendance
to
Pirates' games

Reasons for
not attending
Pirates' games

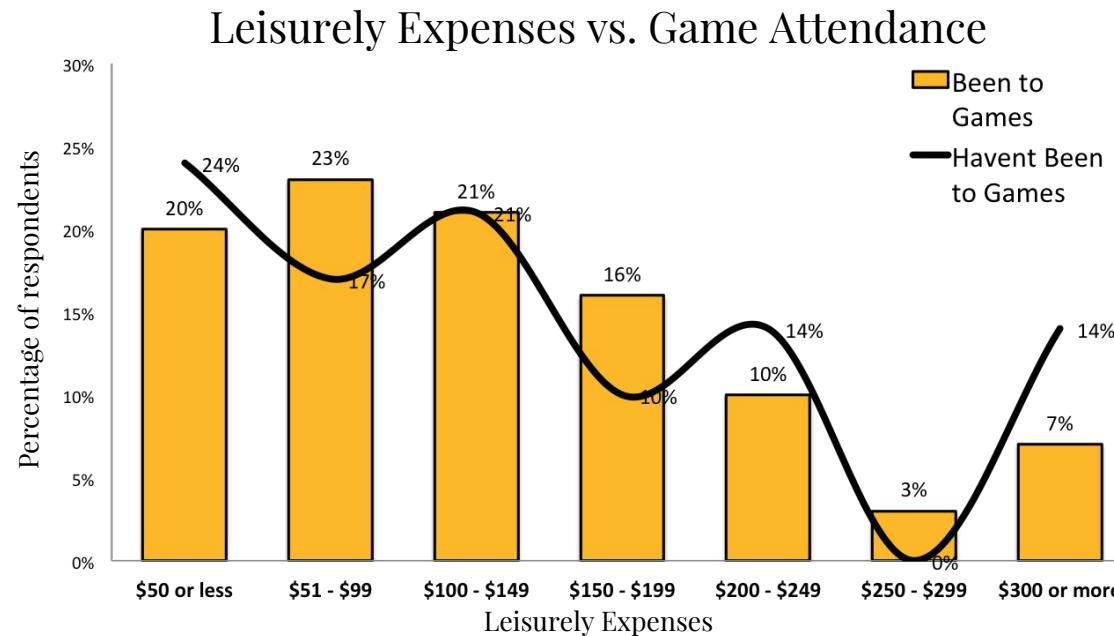




Online Survey:

What is your monthly leisurely expense?

The amount of money people have to spend **does not** directly affect how many Pirates' games they've been do.



n = 100



Online Survey: Factors for attending a Game

Reasons for attending Pirates' Games

Social Aspect

Price

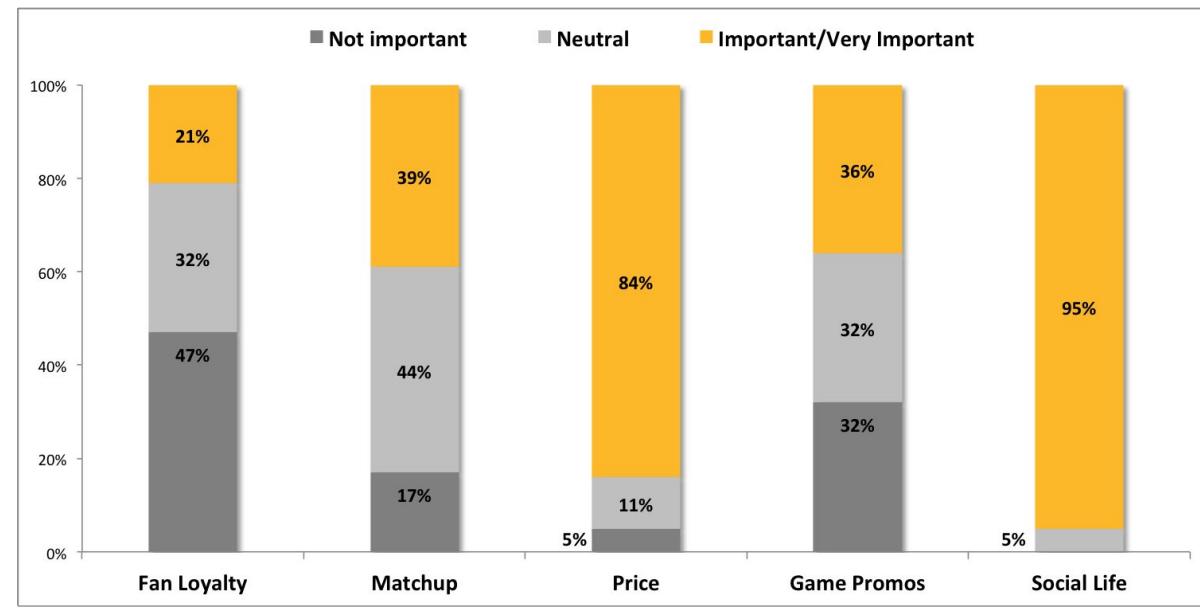
Promotions/events

Specific Match

Fan Loyalty

Attended 0 Games

n = 30





Online Survey: Factors for attending a Game

Social Aspect of attending a Game remains always the **most Important factor**

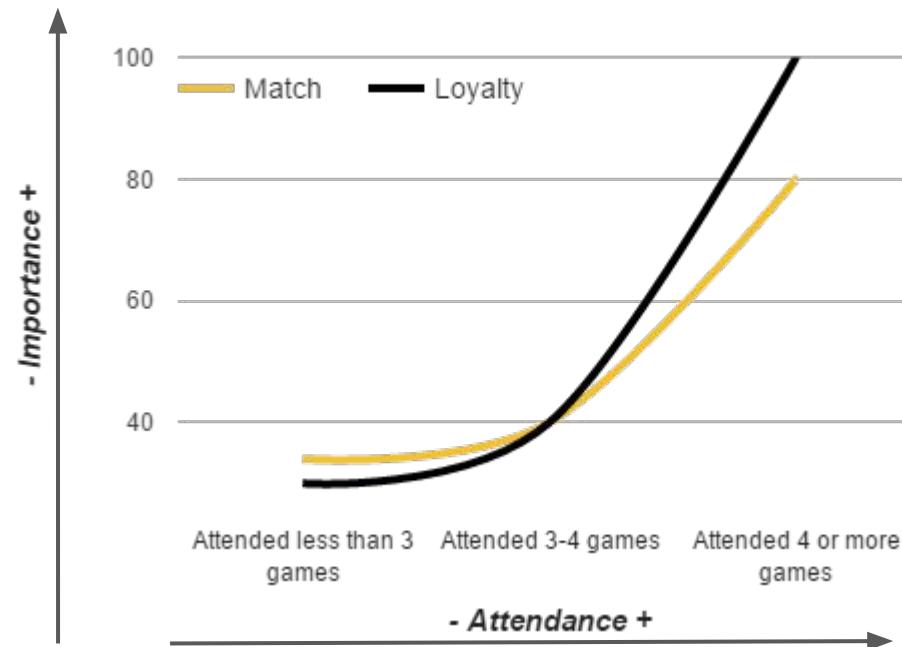


Independent of Game attendance
90% of respondents said it was an **Important or Very Important** Factor for attending a Pirates' Game

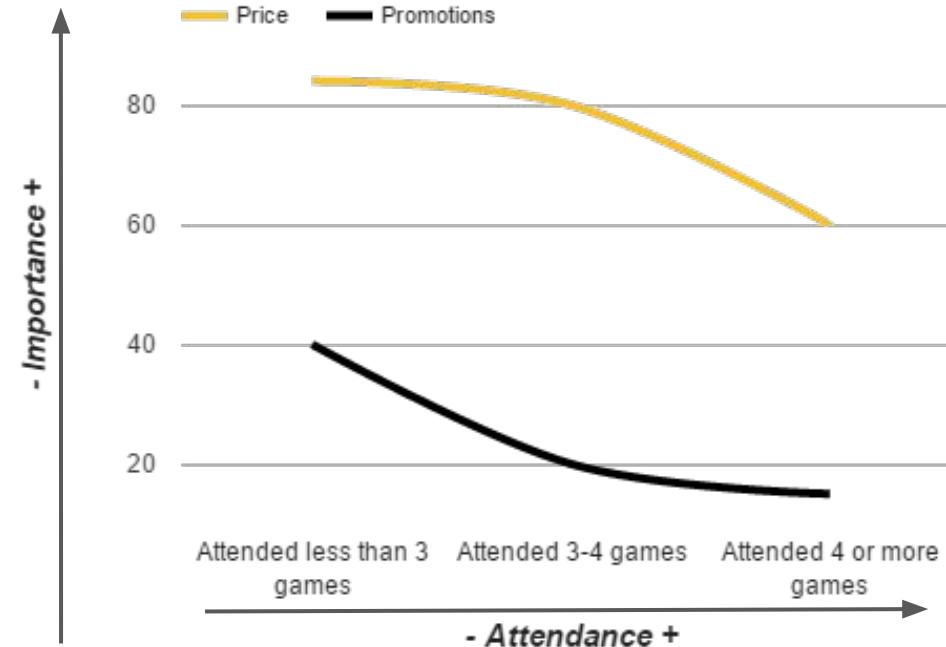


Online Survey: Factors for attending a Game

Factor's Importance depending on respondent's Game attendance



Match-Up/Loyalty Importance Increase with +Attendance

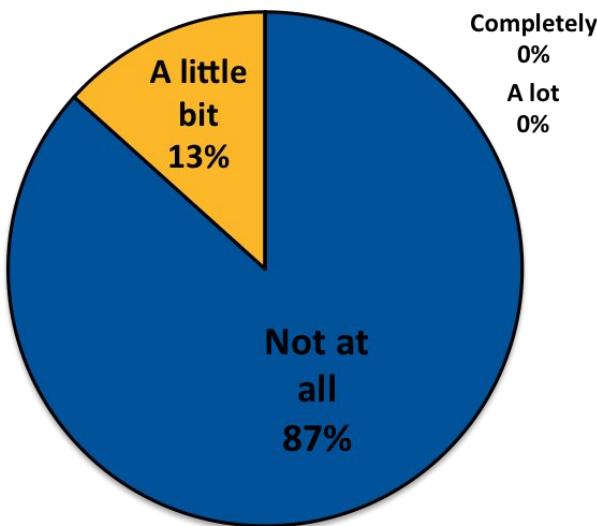


Price/Promotions loose Importance with +Attendance



Online Survey

Do you lose interest in your favorite team if they lose a game?



n = 100

ESPN examined attendance for the major leagues losing teams = decreased ~20%.

Poor performance caused fans to lose interest; the opposite happened with winning teams

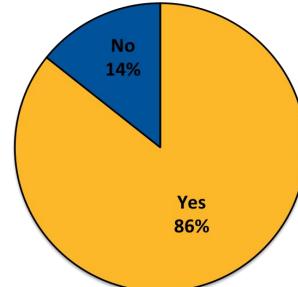
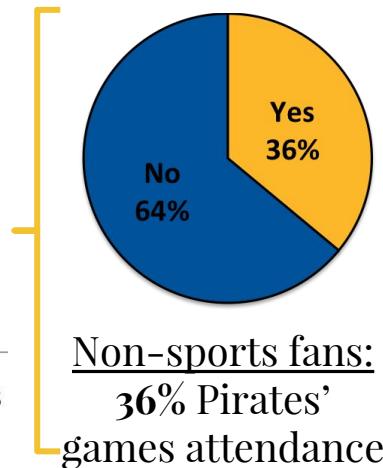
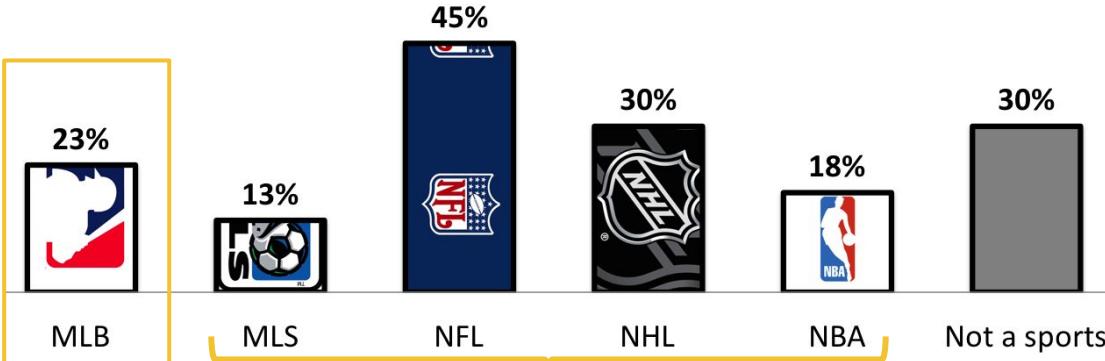
Ex: Florida Marlins, won world series in 2003 = attendance rose 60% that year



P Online Survey: Attendance based on Sports viewed

Sports Leagues viewings

MLB followers:
100%
Pirate's
Game
attendance



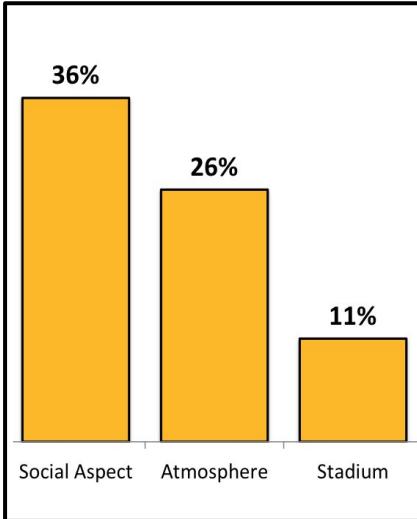
Follow others sports (besides MLB):
86 % Pirates' games attendance



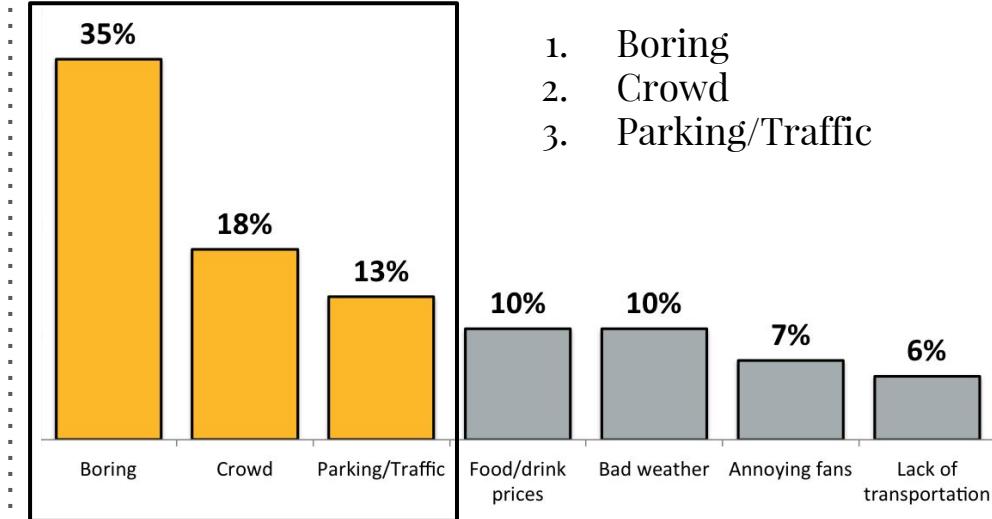
Online Survey



Favorite vs. Least favorite aspects of attending a Pirates' Game



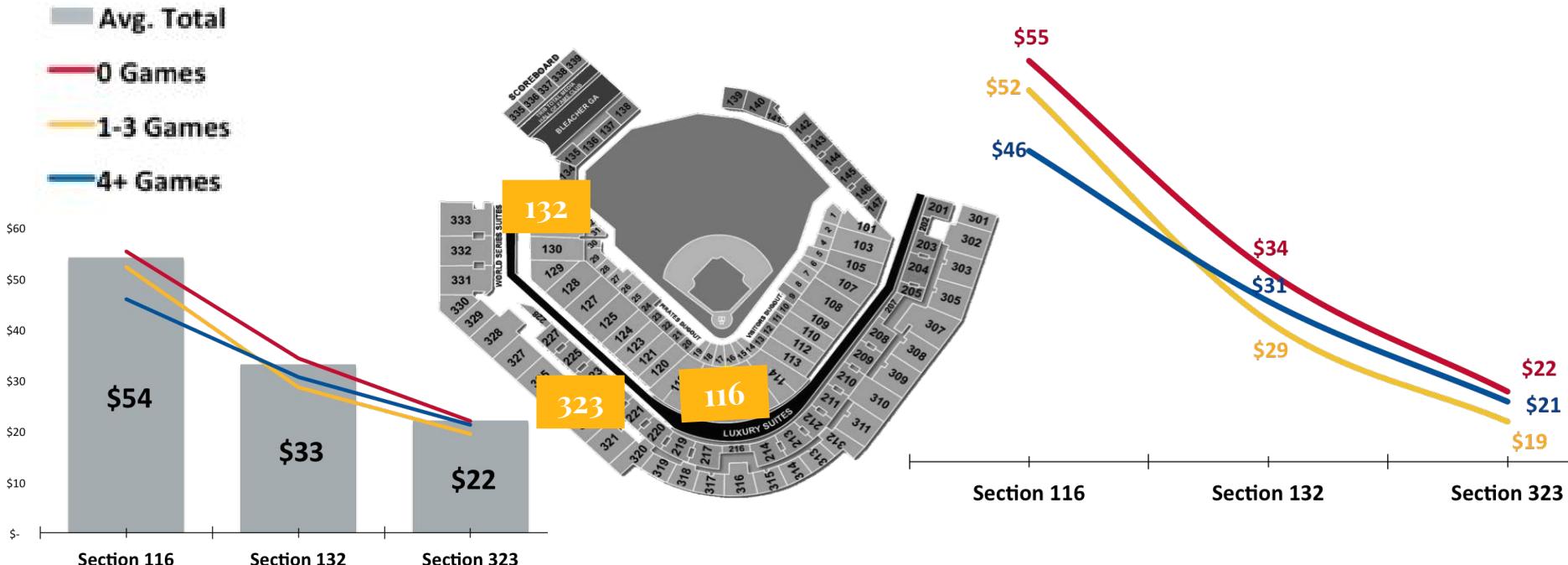
1. Social aspect
2. Atmosphere
3. Stadium



1. Boring
2. Crowd
3. Parking/Traffic



Online Survey: Ticket Prices



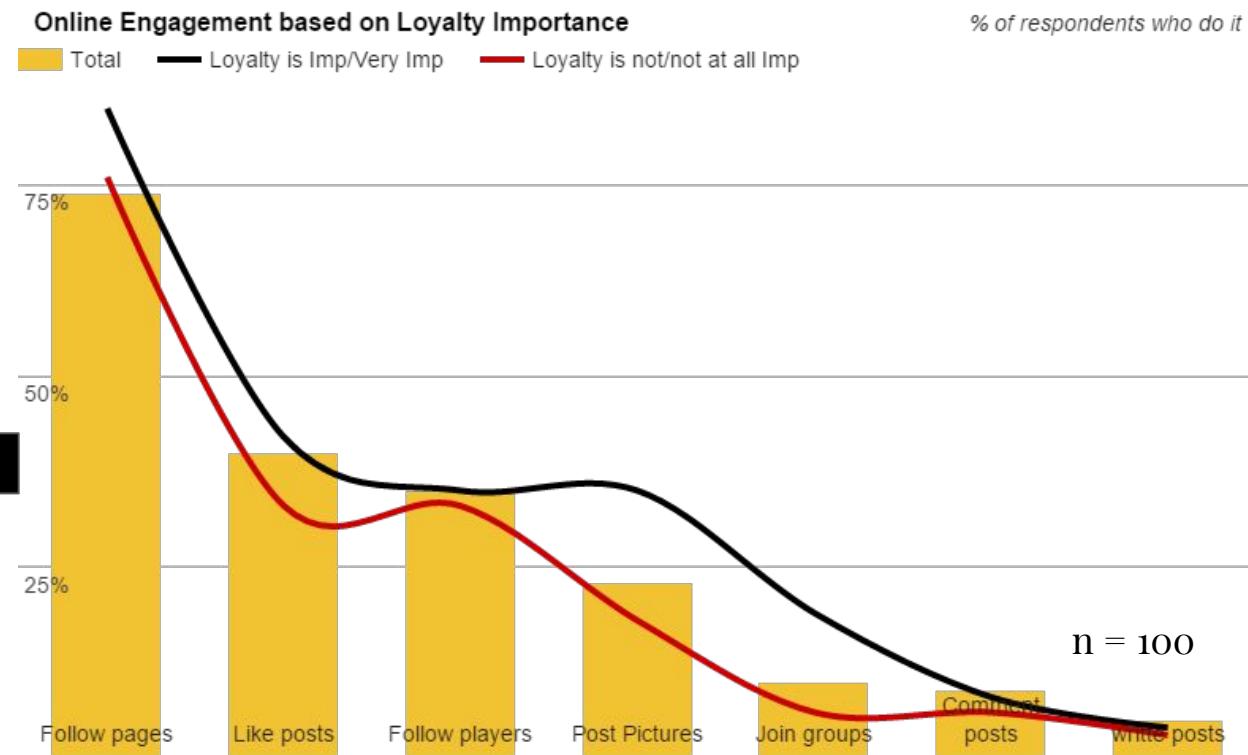
How much are you willing to pay for a Pirates' game ticket?

n = 100



Online Survey: Online Engagement

The more you value Loyalty the more you participate you engage in Online Activities



Focus Group



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CMU Students:
1 Freshman, 1 Sophomore, 5 Seniors

All from the U.S.
2 from Pittsburgh



Focus Group Results

The social experience of going to a Pirates' game outweighs everything else, but it isn't a big enough motivator to go to a game.

Food is expensive.

Baseball is slow-paced,
I prefer football.

I went because my
friends were going.



It's a fun, enjoyable afternoon.

If I go to a game, I feel more a part of Pittsburgh.

The stadium is cool.

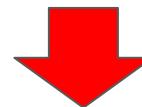
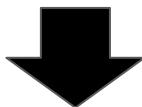


Focus Group Takeaways

Why do millennials go to Pirates games?

What would make millennials more inclined to attend Pirates games?

What do millennials think the Pirates can improve upon?



Social atmosphere

Collegiate Tailgates

More awareness of promotions through social media or campus representatives

Student discount deals

Campus outreach programs by Pirates

Having an open, college “student section” with discounts on tickets & concessions

Experience of PNC Park

Knowledge of promotional activities and events

Feel more part of Pittsburgh

More engaging pre, post, and in-game entertainment

Recommendations



Goal: Focus on the social aspect
of attending a Pirates' Game.

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Recommendations



UNIVERSITY DAYS
to involve the students of
the Pittsburgh
community.

CAMPUS EVENTS
to spark more interest in
the Pittsburgh' Pirates
and create a desire to
attend games.

**UNIVERSITY PR
REPRESENTATIVES**
to organize student
ticketing, and educate
campuses about events.



**IMPROVED
MARKETING AND
PUBLIC RELATIONS**
both online & offline

PRE-GAME EVENTS
to make the Pirates'
game experience more
incentivizing.





Recommendations - University Days



Better on-campus promotion of University day events.
More university days for colleges that may not be included.

- Student Ticket Deals
- Designated student sections
- Food and drink promotions with a student ID
- Promote student organizations throughout the game
- Get students involved with in-game events
- Pregame and postgame events for students and alumni





Recommendations - Campus events

Create on-campus events to promote the Pirates



Sell tickets on campus during

Invite members of the Pirates to interact with students

Lectures about health + sports

Fun baseball-related events

- a. Catch on the Cut
- b. Pitch at Pitt
- c. Duquesne's Dugout



Recommendations - University reps

Hire Students as University Reps
To help plan and promote Pirates events



Set up PNC Park student tours and “Meet the players” events
(For the first x students who buy tickets)



Create on-campus events
to promote the Pirates



Create Group ticketing deals





Recommendations- Improve Awareness

Online

1. Post **game and event calendars** on social media sites.
2. Create Facebook events.

The screenshot shows a Facebook event page for 'Pirates Tailgate' on Saturday, April 20, 2013, at 3:00pm. The event is hosted by 'The Entertainment Network'. It has 27 interested guests, 38 who went, and 537 invited guests. The event is located at Pittsburgh Pirates, 115 Federal St, Ste 115B, Pittsburgh, Pennsylvania 15212. There are links to 'Show Map' and 'See More' suggested events.

APR 20 Pirates Tailgate

Public - Hosted by The Entertainment Network

Saturday, April 20, 2013 at 3:00pm
More than a year ago

Pittsburgh Pirates
115 Federal St, Ste 115B, Pittsburgh, Pennsylvania 15212

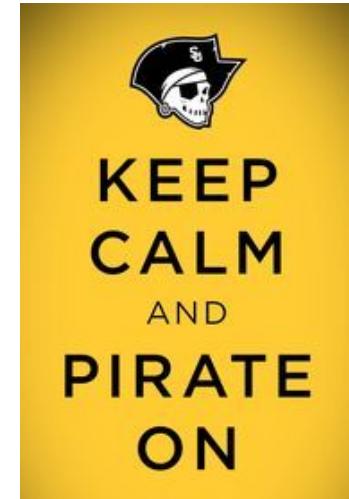
Show Map

GUESTS
27 interested 38 went 537 invited

SUGGESTED EVENTS See More

Print

1. Create catchy posters for campuses, restaurants, bars etc.



To capture interest and remind!!



Recommendations - Pre-game events

Pre-Game events

for the Pittsburgh community



Food truck festivals

Organized Tailgates

Concerts + Live Entertainment

On-field Games + Contests

- a. Batting/Running challenges
- b. Relay Races
- c. Pirates' "spirit" contests





Thank You

Questions?



References

1. <http://www.inc.com/vicky-castro/todays-millennial-consumers-may-be-picky-but-theyre-loyal-too.html>
2. https://www.whitehouse.gov/sites/default/files/docs/millennials_report.pdf
3. <http://www.marketingprofs.com/charts/2014/24739/how-loyal-are-millennials-to-brands>
4. <http://www.pewresearch.org/topics/millennials/pages/5/>