



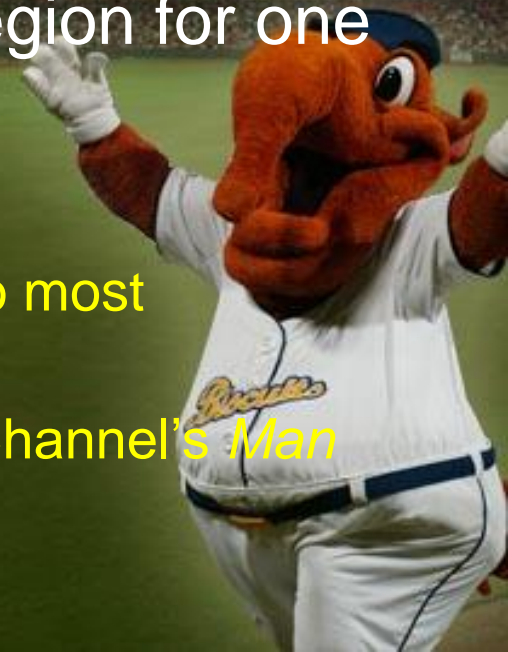
Do You Work in the Off-Season?

Planning a Season



About the Biscuits

- Owned by Tom Dickson & Sherrie Myers
- Opened in April 2004
- AA Affiliate of the Tampa Bay Rays
- Riverwalk Stadium is considered one of the premier venues in Minor League Baseball
- The Biscuits were brought to the River Region for one reason: Economic Development
- Currently in our 8th Season in Montgomery
 - Received 2010 Award of Excellence presented to most outstanding operation in Southern League
 - Biscuits with Alaga Syrup recognized by Travel Channel's *Man vs. Food*
 - Grew attendance by 3% in 2010 (269,840 fans)





About the Biscuits

The Mission of the Montgomery Biscuits is to provide affordable, innovative entertainment and positively outrageous service while building a lasting relationship with our community.

We will remember at all times, that our customer is the reason we are in business. Each and every employee of the organization must realize that it is their job to provide POSITELY OUTRAGEOUS SERVICE. That means treating every customer with respect, recognizing any complain as a challenge to improve, immediately addressing any concern a customer might have, honoring any reasonable request, and ensuring complete satisfaction of each customer.





Minor League Baseball Overview

- The Biscuits are one of a network of 240 affiliated, MiLB teams
 - Rookie Ball
 - Low A
 - High A
 - Double A
 - Triple A
- The Biscuits sign a Player Development Contract with a Major League Team (2 or 4 year deals)
- Our front office is responsible for what happens OFF of the field; The Rays handle the Players and Coaching Staff





Our Business

→ If we don't manage the players and worry about wins and losses, WHAT DO WE DO?





Our Business

- Multiple departments with individual goals, timelines and plans all working towards executing 70 games
- Catering
- Concessions
- Fan Experience
- Finance
- Human Resources
- Marketing
- Retail
- Sponsorships
- Stadium Operations
- Ticket Operations
- Ticket Sales





A LOOK AT MARKETING THE BISCUITS



Planning

- First step in marketing a 70-game season is determining OUR PRODUCT
 - Games (dates, times, etc.)
 - Promotions
 - Ticket Types & Packages
 - Ticket Benefits
- Process begins when we receive schedule from the Southern League (JULY)
- Analyze ticket sales data by day of week, date, month to determine what works promotionally
- Try to find the best dates for the best target markets
 - Don't schedule a GSSD during testing week





Planning

- WHY SO EARLY? Some tickets go on sale as early as mid September
- A challenge to make decisions based on a season that is little over half done; all final decisions on product must be completed by mid **AUGUST**





Planning

THE Plan... The Marketing Plan

- Biscuits Marketing Plan specific areas of focus
 - Community Relations
 - Customer Service & Research
 - Ticket Marketing/Advertising
 - Renewals, New Sales, Single Game Tickets
 - New Sales
 - Single Game Tickets
 - Weekly Promotions
 - Social Media
 - Email Marketing
 - Mobile Marketing
 - Website
 - Media Relations





Planning

- **SEPTEMBER**- MARKETING PLAN REVIEW
 - What was planned
 - What was executed
 - How it worked
 - Keep/Modify/Delete for next year
- Try to monitor using as much quantitative data as possible





Planning

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Planning

- **OCTOBER**- WRITE THE PLAN & PRESENT FOR PRELIMINARY APPROVAL

(And we're launching renewal sales at this time, so that part of plan is written first...not perfect system)

- **NOVEMBER**- BUDGET FOR THE PLAN

- Line item budget...details, details, details
- Research every prop, act, costume, staff hours, Big Mo appearance, etc.

(And we're launching new sales at this time, so we are determining creative, production, etc.)





Planning

- **DECEMBER**- PRESENT BUDGET FOR APPROVAL
 - Modify plans based on budget results...seems to happen a lot 😊
 - Cut and adjust budget as necessary





A Year Round Project

PLANNING

- ✓ JULY/AUGUST: PRODUCT DETERMINED
- ✓ SEPTEMBER: REVIEW PROCESS
- ✓ OCTOBER/NOVEMBER: PLAN DRAFTED
- ✓ DECEMBER: BUDGET/PLANS FINALIZED





Executing

- **JANUARY-** EXECUTION BEGINS...in most areas
 - Since prices budgets have been approved, we can now start signing contracts, placing orders, etc.
 - Full Staff is given debrief on marketing plan
- **FEBRUARY/MARCH-** MORE EXECUTION
 - Ticket sales launch for SGT's and MAX Capital City Classic (launch includes advertising and promotion)
 - Staff hired and trained
 - In-game production elements created
 - On-field rehearsals begin
 - Advertising creative for all efforts completed





Executing

- **APRIL-AUGUST** - LET THE GAME'S BEGIN
 - Each game viewed and planned as separate project
 - Minute by minute “Game at Glance” created for each individual event, outlining everything from what music to play when to timing of first pitch and on-field promotions
 - On-field staff
 - Scoreboard / LED Graphics
 - Cameras
 - Music
- 7 member press box crew operates similar to television production studio





Executing

- **APRIL-AUGUST** – OUTSIDE THE PARK
 - Similar, but separate marketing plan done for each individual game
 - Outdoor Billboards
 - Print
 - Radio
 - Television
 - Online
 - Social Media (Paid & Unpaid)
 - Website
 - In-Park





Executing

- **APRIL-AUGUST** – OUTSIDE THE PARK
 - Challenges of Marketing 70 Games
 - Fan Fatigue
 - “I’ll Go Later...”
 - Weather
 - What to promote and when
 - Try to put together a promotional schedule that caters to a wide variety of needs
 - Families (Dollar Dog Tuesday’s, MAX Fireworks)
 - Military (Military Wednesdays)
 - Young Adults (Thirsty Thursday Concerts)
 - Group Specific Nights
 - Family Faith Night, Grand Slam School Days
 - Scout Camporees





A Year Long Project

PLANNING

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- ✓ DECEMBER: BUDGET/PLANS FINALIZED

EXECUTING

- ✓ JANUARY: PURCHASING
- ✓ FEBRUARY/MARCH: CREATING/DOING
- ✓ APRIL-AUGUST: GAME EXECUTION & PROMOTION





Monitoring

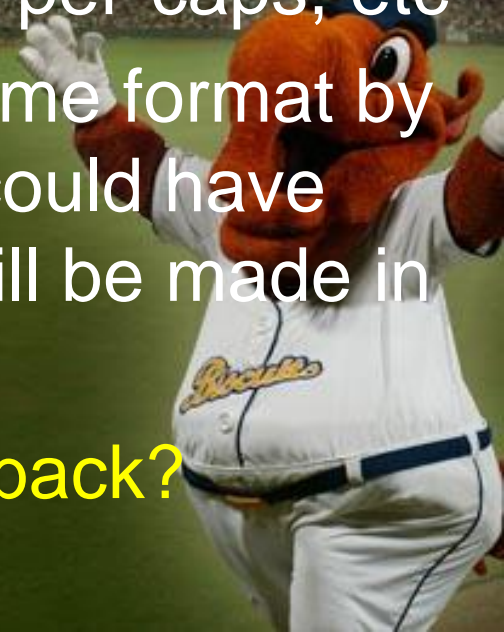
- **APRIL-AUGUST** – MONITORING OUR PRODUCT, PERFORMANCE AND RESULTS
- How we Monitor our **Product & Performance**
 - Fan Feedback Surveys- ASK TO UNDERSTAND
 - Monthly Customer Service Meetings
 - Staff Observations & Self Critiques
- What we learn often sends us back to make executional changes or even revised planning





Monitoring

- **APRIL-AUGUST** – MONITORING OUR PRODUCT, PERFORMANCE AND RESULTS
- How we Monitor our **Results**
 - Game Reports done following each game by key managers– data includes ticket sales, attendance, weather report, food per-caps, retail per-caps, etc
 - Written debrief done on game by game format by marketing staff– notes on what we could have done better and how adjustments will be made in future
 - **Biggest Measure**– are fans coming back?





A Year Long Project

PLANNING

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EXECUTING

- ✓ JANUARY: PURCHASING
- ✓ FEBRUARY/MARCH: CREATING/DOING
- ✓ APRIL-AUGUST: GAME EXECUTION & PROMOTION

MONITORING

- ✓ CONSTANTLY: ANALYZING/EVALUATING





In Summary...

- As project managers know...it's a process...things just don't happen over night or on their own
- The process is never perfect
- Yes...we work in the off season

➤ **QUESTIONS or COMMENTS?**

