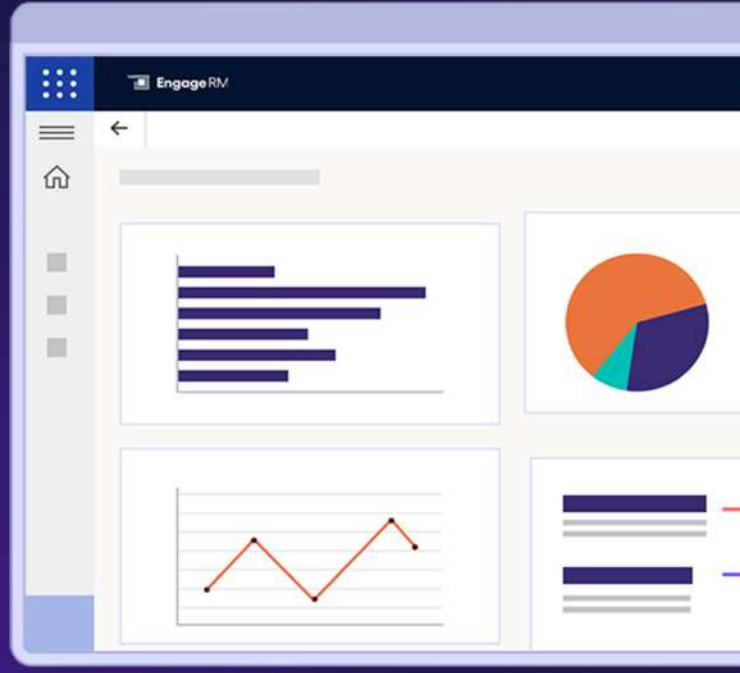
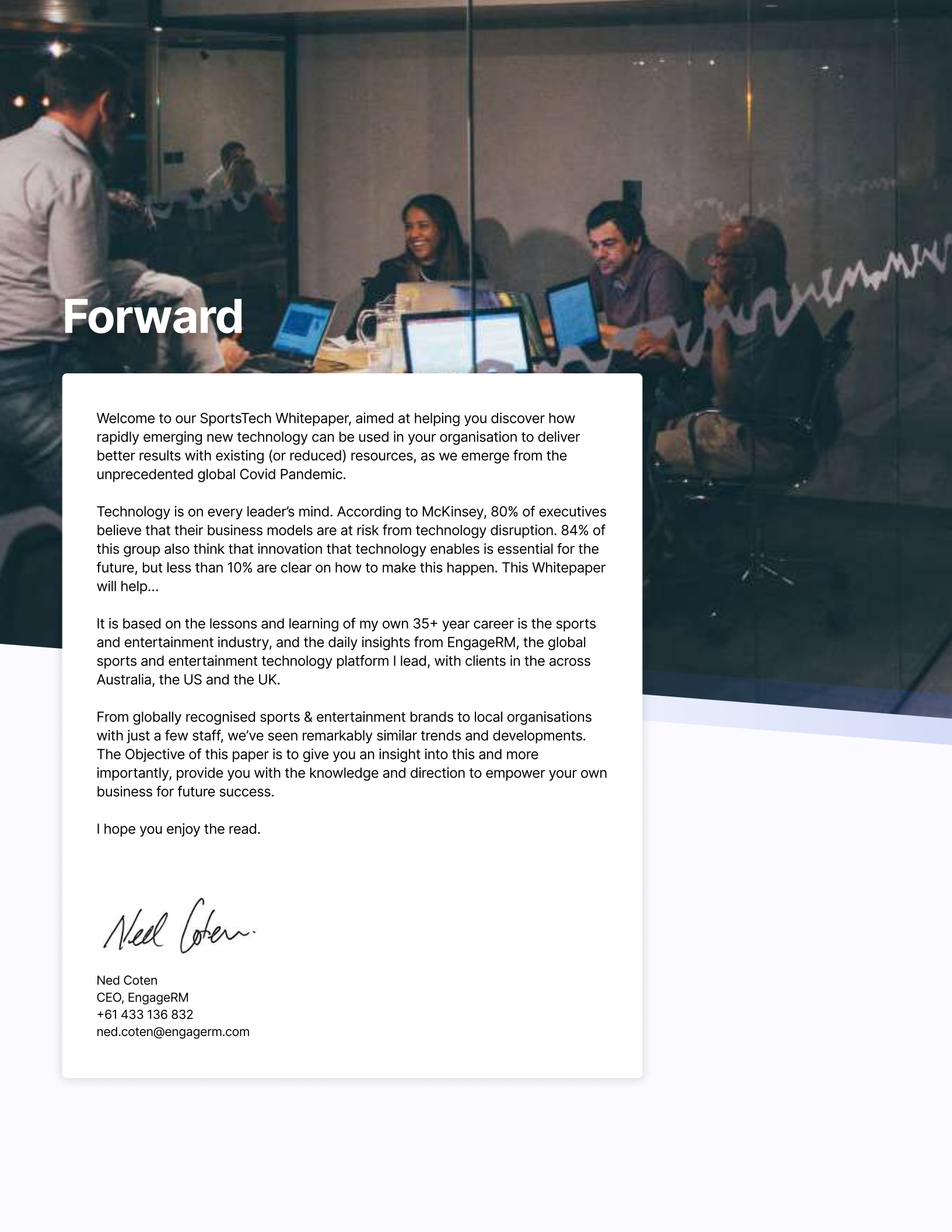




How Artificial Intelligence And Machine Learning Helps Sports And Entertainment Organizations **Reach New Levels Of Revenue And Growth**





Forward

Welcome to our SportsTech Whitepaper, aimed at helping you discover how rapidly emerging new technology can be used in your organisation to deliver better results with existing (or reduced) resources, as we emerge from the unprecedented global Covid Pandemic.

Technology is on every leader's mind. According to McKinsey, 80% of executives believe that their business models are at risk from technology disruption. 84% of this group also think that innovation that technology enables is essential for the future, but less than 10% are clear on how to make this happen. This Whitepaper will help...

It is based on the lessons and learning of my own 35+ year career in the sports and entertainment industry, and the daily insights from EngageRM, the global sports and entertainment technology platform I lead, with clients in the across Australia, the US and the UK.

From globally recognised sports & entertainment brands to local organisations with just a few staff, we've seen remarkably similar trends and developments. The Objective of this paper is to give you an insight into this and more importantly, provide you with the knowledge and direction to empower your own business for future success.

I hope you enjoy the read.



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A story to set the scene...

Today, sports & entertainment organisations can use technology, including Artificial Intelligence (AI) and Machine Learning (ML), to build deep and engaging relationships with their audience. These tools are available right now, are widely used in a range of industries and incredibly effective, delivering strong Return on Investment (RoI).

So, why isn't every sports & entertainment business fully embracing this critical way forward, particularly in a post-Pandemic world where technology is the centre of the way in which their audiences are operating?

A big part of the reason that I have repeatedly observed is the way in which organisations in our industry sometimes operate. I experienced this first-hand a number of years ago as the newly appointed – and very inexperienced – CEO of a professional basketball team in Australia.

The team was privately owned by a wealthy and incredibly effective Australian business leader, who had successfully negotiated the most difficult of upbringings to build an empire that any person would be proud of. This was done through grit, hard work and absolute adherence to a structured, commercial, and strategic approach to everything he did. No decision was made without carefully considering all the facts and then ensuring that the concept was executed with clinical precision. Think Logan Roy from the Succession Series.

Arriving at my first Board meeting with carefully prepared papers in front of an audience that I was sure would be grilling me on every point was something that kept me up late at night for many weeks beforehand. I was hopeful that I had all the answers.



The day arrived when the owner, along with other Directors, walked into our building. Each of them went into the Boardroom, with the owner and myself going in last. I then metaphorically saw him open his head, take out his brain and put it in a bucket near the door before he went into the meeting.

We then proceeded for the next two hours to make the decisions that did not have the clinical precision I was expecting, but were driven by emotion. This floored me, but I quickly learned that it was the *modus operandi* of the industry. Decisions were often made by the emotion of wanting to win on the court as opposed to the success of the underlying business.

The meeting finished, the brain again become the centre of operations and the owner's business matters went back to normal (until the next meeting of course).

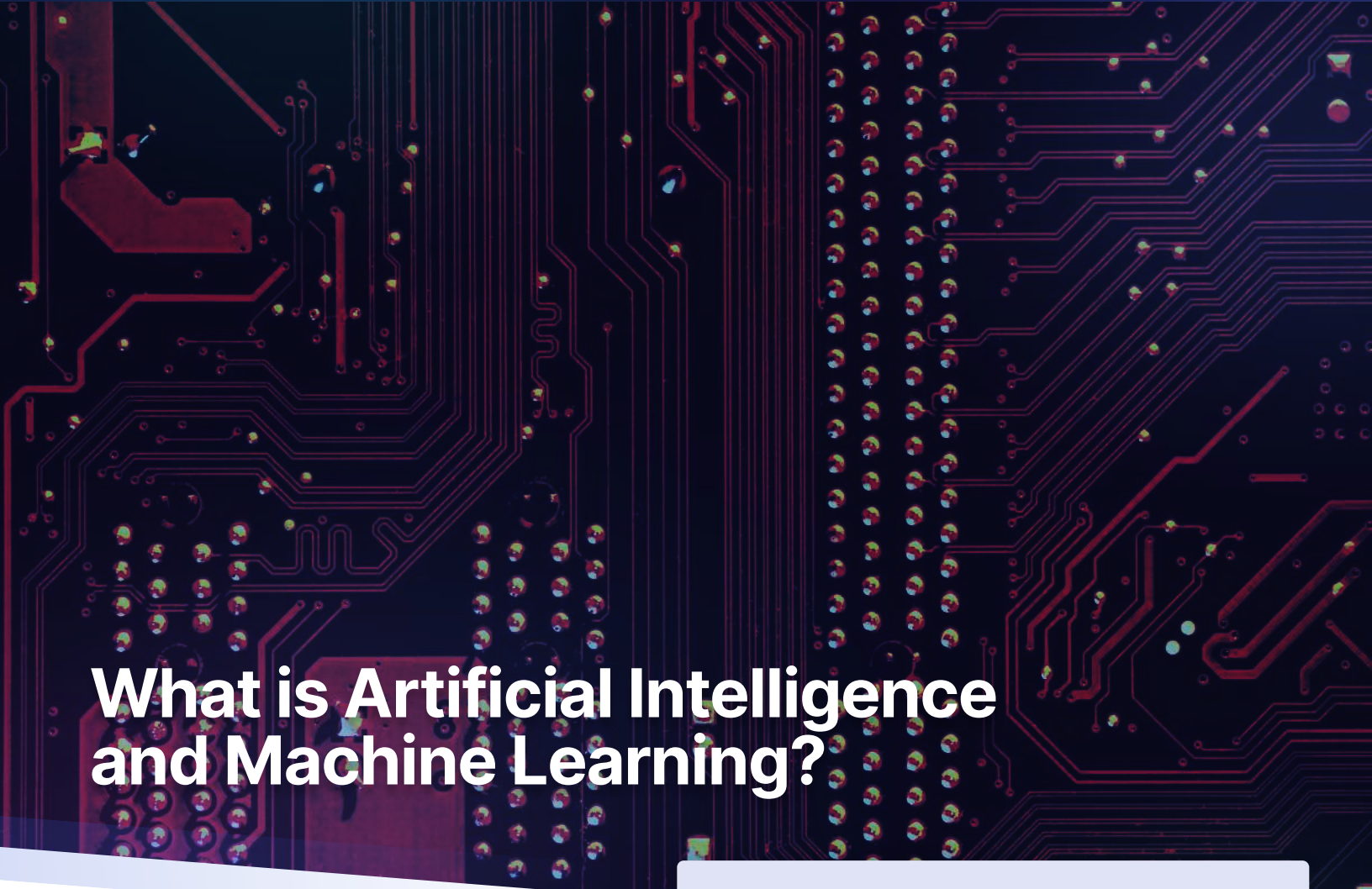
***Far-fetched and "wouldn't happen to me"?
I'm not so sure...***

Facts vs Feelings



I've seen that smart people often get caught up in the emotion of a sports or entertainment environment and it affects the way in which they operate. Don't let this be the way you operate, particularly when it comes to decisions that have a critical impact on your business, such as technology.

The time has come to ensure you use every tool available to drive your organisation forward. Fans, customers, stakeholders and audiences accept and embrace technology and process in every other area of our lives. The real question for leaders within sports and entertainment today is how they are going to use this to best effect within their organisations to build success that drives growth, engagement and profitability.



What is Artificial Intelligence and Machine Learning?

Every business today uses a range of technology. Some of this is simple (email, Excel, calendar, websites and so on) while other areas are advancing with increasing speed and relevance. Now a mainstream and rapidly growing area of technology is Artificial Intelligence (AI) and Machine Learning (ML). These tools are now being used extensively by our business and many others.

Will it continue? **The predicted yearly growth for AI between now and 2027 is 33.2% per annum and 74% of senior leaders are concerned about the future of their organisation if they do not adopt AI (semrush.com).** Perhaps the momentum of technology is best demonstrated by consumer demands. Forbes Magazine suggests that 70% of consumer buying decisions are based on how the customer feels they are treated – so any sports or entertainment organisation operating at scale must utilise technology in order to win off the arena as well as on it.

Artificial intelligence (AI) is the capability of a computer to imitate intelligent human behaviour. Through AI, machines can analyze images, comprehend speech, interact in natural ways, and make predictions using data.

Artificial Intelligence

Any technique that enables computers to mimic human intelligence. It includes Machine Learning.

Machine Learning

A subset of AI that includes techniques that enable machines to improve at tasks with experience.

AI and ML are enabled by Algorithms. An algorithm is a sequence of calculations and rules used to solve a problem or analyse a set of data. It is like a flow chart, with step-by-step instructions for questions to ask, but written in math and programming code. An algorithm may describe how to determine whether a fan is really engaged in a team, or just a casual supporter. Another far more complicated algorithm may describe how to identify a written or spoken language, analyse its words, translate them into a different language, and then check the translation for accuracy (our clients and others are using these to drive better results).

With this tech, many of the activities within your business, or the insights you would like to have about your audience, stakeholders or community are simply and easily available.

AI can perform automated tasks, help do things better and more quickly, assist with better decisions and ultimately, streamline decision-making processes that can be done seamlessly with minimal or no human input.

In sports and entertainment, this can be used in unlimited ways. Some of these include:

Customer Insights - this is an intuitive and flexible technology platform to unlock insights and power personalised customer experiences. It unifies all your customer data across the full range of sources to get a single view of customers.

Power Virtual Agents ('Chat Bots') - these can be utilised in the sales and service areas with the ability to transfer web interactions to a sales or service agent at any time. These interactions can be tracked and recorded in a CRM with visibility across an organisation.

Conversation Intelligence - this records and converts phone conversations, delivering insights and exceptional management analysis. It can automatically create tasks to be followed up from conversations, tell when there is a connection between the callers, and allow coaching of sales and service staff in the way they interact with clients.

Marketing Campaign Automation - Allows for 'smart' marketing campaigns to be implemented and delivered, with the ability to 'change direction' based on consumer actions and feedback, in real time.

Lead Management - this enables sales staff to work through a structured process onboarding and renewing members or season ticket holders. Leads can be automatically allocated to sales staff from campaigns delivered specific to their skill set.

Approval Processes - this allows for the approval of documents and activities based on the actions and feedback from those involved in the process. Where there are complex, step-by-step approvals required, AI can be used to deliver significant time savings and reduce frustrations.

A business technology framework for the sports and entertainment industry

The following diagram depicts operational areas that a sports or entertainment organisation should consider in regard to its technology footprint.

Note that this Framework is built around everyday processes and systems that these businesses need to have in place to be fully effective.

Is this relevant to you?

According to Forbes

56%

of CEO's say that

**technology improvements
have lead to increased
revenue.**

That alone doesn't solve all your problems, but it probably gives an indication of what you should be thinking about...



The way humans interact has changed forever

Leaders in sport and entertainment often look at technology as a slowly evolving element of their day-to-day business activities. In fact, it is a whirlwind that is turbocharging those that understand it and can take advantage of the current circumstances, saving money, time and frustration as a result.

People do not look at your organisation and compare their interaction to other similar businesses. Instead, they compare the ease of interacting with their bank or online shopping (as two of many examples) and expect the same level of service from you. If you don't have the mechanisms in place (that are now widely available and easily implemented) then you're being left behind the pack at a faster and faster rate.

Consumers who have an emotional connection with a brand have a 306% higher lifetime value.

Artificial Intelligence, Machine Learning, and other useful technologies are now simpler and easier to implement and use, and the community at large is expecting it. **As little as 5 years ago, leaders in sports and entertainment were still questioning whether tech could really do what they would like it to do – now, the evidence is clear and there is no choice!**

We're seeing everybody from 2-year-old children to 82-year-old grandparents interact in ways that we never thought possible.

So, it begs the question for your organisation: are you fully utilising the readily available technology and taking advantage of AI, ML and other technologies to turbocharge your business? Do you have everything in place to ensure that your fans, corporate partners, community, and wider audience can engage with you in a meaningful way in real time?



Let's consider the three key pillars that will ensure your organisation uses this unprecedented time to make lasting changes that will underpin future success...

Strong and visionary leadership

The concept that 'leadership begins at the top' has never been more relevant. The sports and entertainment industry has changed on almost a daily basis and caused challenges of a magnitude that have never been seen before.

While leadership is not the primary subject of this paper, it is nonetheless impossible to envisage technology working effectively without this kind of focused attention at the top. We have seen time and again that technology projects with buy in across the business succeed. Those that don't often implode.

The leaders who have taken stock of the situation, realised that every cloud has a silver lining and taken a bold step forward have been successful and emerged well. Leaders who have been able to get amongst their team, understand the challenges, and provide clarity, guidance & support have led the way.



For the first time in history, nearly every sports and entertainment organisation across the world has been put onto the same playing field. Entire revenue streams from ticketing and audience sales have been disrupted. Corporate partnerships have been put under incredible pressure. Sports and entertainment businesses need to do far more with far less than they ever envisaged, and this trend is continuing. For those that had built strong and enduring relationships with their corporate and consumer audiences, this was less painful but no less challenging than for those less prepared.

Commercial Focus

I have always believed that any business, regardless of the industry, is a sales and marketing business. It simply has a different product to sell than competitors and needs to articulate benefits and differentiate better than others in order to succeed. Simple – but not easy!

For venues, teams, leagues, stadiums, federations, organisations and others within sport and entertainment, the principles are the same. With fans and audiences restricted, and traditional corporate experiences changed, numerous revenue streams have been altered or removed. Without an audience, it's harder for commercial partners to make a commitment – unless there is a very deep relationship



that is built on trust and factors outside the pure transactional returns traditional partnerships may deliver.

Some organisations have used this as an opportunity to dig deep and realign their business in preparation for what lies ahead. For those with a strong

Research from McKinsey states that leaders that use AI effectively are 2.3 times more likely to be seen as effective in their work

Mastery of Technology

In the early 2000's, I saw sports and entertainment organisations realise that technology could make a significant difference on the field of play. The wearables market started to emerge, and analytics were developed that would allow performance to improve via the use of various technologies.

Around 2010, the front offices of these businesses caught on and realised that technology could also make a significant difference to their operations. Not coincidentally, this was the time that EngageRM took on its first sports client, the Australian Open tennis Grand Slam event.

Today's businesses that 'get it' are utilising technology in every component of their operations. They fully embrace tech, realising that it is central to everything that they do. Now every organisation is a sales and marketing organisation powered by technology.

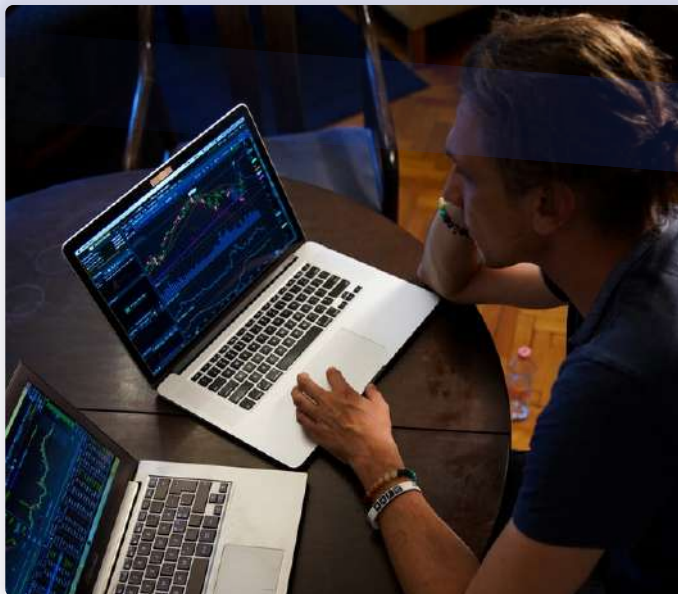
But sports and entertainment remain more emotive than ever! So it's critical for leaders understand and deliver emotional engagement as a standard outcome.

Artificial Intelligence and Machine Learning can drive this at scale, which is particularly more important since the start of 2020 as the global pandemic has evolved. A lot of businesses realised, perhaps for the first time, that they did not have true relationships with their audience, but rather saw them for a few hours a

commercial focus, this has seen the evolution of industry-changing products such as NFTs (Non-Fungible Tokens), augmented digital experiences and a whole new world of engagement that we could not have envisaged at the start of 2020.

Money and the desire to spend still exists just as strongly - but the mechanics of engagement are quite different. Organisations that realise this are going to prosper.

In our experience, true change leaders are taking this time to invest into their organisations and ensuring that future revenue flows are sustainable and will underpin the business.



week when they attended a game, performance, or event.

In our day-to-day work at EngageRM, we are seeing this more and more, now that so many people are used to working from home, living on their devices, and consuming content in totally different ways. As we emerge from Covid, the expectation will be that these experiences transfer across to games, events and venues.

From a data and automation perspective, the customer is now truly at the centre of every interaction. People want to be part of a Tribe and it may as well be yours! **Those that build a meaningful relationship with their audience in a personalised and intuitive manner will win and keep winning.**

Tech drives everything we do – like it or not...

Every sport and entertainment organisation already uses tech. You probably use email, a mobile phone, Excel spreadsheets, a number of SaaS platforms and may be thinking about a data warehouse.

The real question is, are you using the right technology, and will it benefit your organisation going forward?

Technology is simply an enabler for a well-structured and strategic business and commercial plan that has specified outcomes to be delivered. We've found that it can assist in overcoming issues such as:

- Constant pressure to make sales targets and needing to find better ways to make their brand more appealing so that corporate partners and sponsors come knocking on the door.
- Frustration from a lack of accurate, real-time information.
- Annoyed by duplication of data where records and information are not stored in one location and have different levels of engagement.
- Under attack from aggressive competition that is fragmenting fans and audience attention and needing ways to be more efficient.
- Unsure about how to take the next step and develop or enhance their existing technology to make it world class, without wasting time, money and energy.

One of the challenges for decision makers is just how to approach technology. It is one thing to use it. It is another thing to understand what you should be doing and how you can make the best decisions as a result.



What does the technology landscape in sports and entertainment look like today?



Consider what you would do if you had a clean sheet of paper.

What is it that you are actually trying to achieve and what are the critical '80/20 outcomes' that you really want? Rather than taking on technology for technology's sake, these should be the questions you ask yourself as you consider how to ensure that you can take your organisation forward using technology in the best way. Regardless of the size of a business or organisation, the technology is available through a variety of platforms to cater for their needs.

Consider all the things you need to do to operate effectively: engage your fans or audience, sell tickets to events, engage, communicate, and understand the community, sell corporate partnerships, and understand all of the data from people that are interacting with you in a variety of social media and other platforms.

At scale it is not possible to do this without using AI and ML well. It is simply impossible to go and build a personal relationship manually with the hundreds or thousands or hundreds of millions of people that might want to be connected to the organisation. Technology is the enabler that allows this to occur, but it can only occur effectively if the right approach is taken backed up by the right technology.



Case study LA Clippers

The Los Angeles Clippers are a great example of an organisation that use AI and Machine Learning very effectively. At the same time, they have performed as well as they ever have on the court (which is probably not a coincidence).

EngageRM first met the LA Clippers at the start of the 2020 year, prior to the emergence of the COVID pandemic. At that time, the Clippers were utilising the Microsoft Environment (their owner is former Microsoft CEO Steve Ballmer) but had over 150 different Apps and platforms to deal with the many different operations and solutions across the organisation.

The objective was to reduce the complexity of the environment while taking advantage of the Machine Learning and Artificial Intelligence capability of the Microsoft platform.

For many years, Microsoft was considered to be a laggard when it came to Machine Learning, Artificial Intelligence and other emerging technologies such as Blockchain. Over the past four years, this has changed substantially, and Microsoft is now seen globally as a leader in each of these areas. With its Microsoft Dataverse environment, the organisation natively brings together all of these elements so that any organisation can take advantage of them with the right platform and knowledge.

The challenge for the Clippers was to improve and streamline the sales effort of the organisation. The Clippers have a team of salespeople and interns to sell season tickets, packages of tickets and single game tickets to their 41 home games during the season.

This is an important function, as it underpins a significant revenue flow for the organisation. The Clippers were already utilising the Microsoft Dynamics CRM system, but there was limited connectivity between this and other areas of the business. With such a large team and despite the presence of sales leaders and directors across the business, the messaging was somewhat inconsistent, and the organization had limited insights to the reasons behind day-to-day results.

Thus, while some individual salespeople were thriving, there was room for improvement. Most importantly, management did not have a consistent real-time view of how sales were developing, and why certain salespeople were outperforming others (so that they could gain insights and deliver better information to other sellers).

The solution to these issues, which lead to a 37% improvement in sales results, was an area of AI called Conversation Intelligence.

The Conversation Intelligence solution (available to anyone using the Microsoft Dynamics CRM platform) transcribes phone calls into text and then analyses these calls, delivering insights in real time. All sales calls (with permission) were recorded and analysed.

With the entire call being recorded, keywords and tasks are identified that the salesperson can utilise. It is also possible to determine exactly the time in the call where the salesperson was building a connection with the prospect and how this connection evolved over the course of the call.

For example, if a prospect says; "That would be great. Why don't you send me some information?" An automated task will appear for the salesperson asking them if they would like to create an email to send a particular piece of information to the prospect. This kind of automation is then recorded and ensures that the human error (having to remember to send the information) is avoided and the chance of a sale is increased substantially.

More importantly from a strategic perspective, the collated information from all of the sales calls across the organisation are brought together. Sales data from the CRM is referenced against the styles used by sellers, enabling an understanding of what differentiated them from other salespeople.

An insight that made a significant difference to the Clippers was that the best salespeople actually had more points of perceived conflict with the prospect than those who were less successful. The rationale was that the salesperson was challenging the prospect and asking them to rethink certain situations or clarifying if something was true. This resulted in greater sales for those willing to probe and push a prospect to make a decision.

Insights such as this at scale (the Clippers have 80 plus people in their ticketing sales team) would be virtually impossible without Artificial Intelligence. It would require a large team of Sales Managers to be

constantly monitoring all sellers and then coming together daily to compare notes and to determine why certain salespeople are doing well and why others are not.

Subsequently, the COVID pandemic has meant that all of the Clippers sellers were working remotely. Imagine a scenario before the use of AI, where each of these people would have had to take their computers and telephone systems, along with sheets of information about the sales process into their private homes. They would lose their connection and importantly, the Clippers would lose visibility over exactly what was happening.

In fact, what happened was that each person simply took home a laptop computer, logged in and continued as normal. EngageRM built sales scripts into each campaign that appeared on the screen as each person was being called. Questions were prompted and depending on the answers, different next question was prompted from the system to attempt to assist the salesperson in directing the call effectively.

As a result of this focus on utilising Artificial Intelligence well, the Clippers have increased ticket sales over and above the previous season by 37%.

It is now very easy for the Clippers management to see exactly where the sales are coming from and when there is likely to be a dip in sales due to a lower level of activity or activity that is less focused around the elements that have been learned in the sales script. Sellers get real time insights into their own performance and can compare themselves instantly to their peers, thus improving the overall performance of both the organisation and the sales team.

Shift the relationship

Relationships are built on the back of knowing and understanding your audience and prospect and building a deep and meaningful relationship with them that resonates.

In the non-tech environment, this was done by gradually building up information and having a Rolodex where information was dutifully stored about each individual person with details of loved ones, organisations that might be part of another relevant information. Technology now turbocharges this to the degree where a CRM ensures the sales team has all this information at their fingertips.

Imagine for a moment that you have a call scheduled with an existing customer who you are seeking to upgrade. What you might not know if you did not have the right AI and Machine Learning tools in place is that someone else from your organisation also contacted this person the previous week to talk about a particular offer that the business was putting forward. In addition, the person also called customer support to make an enquiry about tickets that had not turned up in time for an event.

But wait... there's more!

You might not realise that this person has separate connections to your organisation and that they are a really important person within your community and connected to others within the business.

There are multiple ways in which a person's connections and experiences might have an impact on your conversation.

The use of Artificial Intelligence and Machine Learning will bring all of these front and centre when you are ready to make that phone call. It's then possible to make the call to this prospect directly via a laptop with a headset, with all relevant information in front of you.



You know that there are others in the organisation that have spoken to them. You also understand that they have had an issue with ticketing, and you can address this at the start of the meeting rather than being an elephant in the room...

It is very easy to build relationships one-on-one in an environment where you have a small number of customers, and you can find out about them in a manual manner. When you have to scale and do this across thousands or millions of customers, you need technology that will deliver the right insights at the right time. Scalability is critical and the ability of Artificial Intelligence to drive this is now a capability that you must have in your organisation.

By understanding the detailed information about a particular prospect, the chances of building a stronger connection and making a sale increase astronomically! Organisations that understand and embrace this at scale will prosper, because now more than ever, relationships are everything.

There are so many more ways you can use AI and Machine Learning to empower your success:

Sell and Deliver Premium Inventory

Empower your sales team with a comprehensive lead management and sales process to sell premium inventory including suites, club seats and other high-end benefits that drive revenue. Build assets and send tickets direct to your customers, tracking delivery, forecasting and pipeline management. Use customisable portals, allowing your VIP guests to allocate and manage tickets, order and update catering and keep track of charge cards.

Manage the Ticketing Journey

With an integration to your ticketing vendor, you ensure that you have full visibility across all aspects of the ticketing journey. Control ticket management and delivery processes and track usage of tickets, record split tickets and track attendance. Increasingly, AI and ML allows you to have greater visibility than ever over everything to do with ticketing.

Sell and manage digital assets

Sell, manage and deliver Digital Assets, including field of play signage, televisions, advertising and in-suite media, from your deployment. No more spreadsheets and stand-alone systems! You should be able to report to partners on key metrics, saving hours of time and frustration, delivering an exceptional experience to your partners.

Corporate Partner Management

Lead management and sales processes that simplify the job and give you visibility at every stage should be standard. AI will allow you to send tickets direct to your customers, tracking delivery, forecasting and pipeline management. You can sell your suites, and other high-end benefits to drive additional revenue. The use of portals will allow your VIP guests to allocate and manage tickets, order and update catering and keep track of charge cards.

Deliver outstanding hospitality

Corporate Hospitality can be a seamless and exciting experience, using the event and guest management process that AI and Machine Learning can deliver. You should be able to welcome guests automatically, automate follow up, and deliver configurable surveys to provide immediate feedback.

What else can I do?

These are just a few of the Use Cases we see consistently in our work at EngageRM. These and many other outcomes are available right now to any organisation choosing to 'lean in' to technology and use it effectively in their organisation.

EngageRM has spent the past 12 years developing solutions specifically for sports and entertainment organisations that want to deliver better results through stronger engagement leading to sustained growth, increased profits and sustainable success.

Here's a sample of just some of the benefits you can derive from having a centralised AI-driven platform, that delivers expansive functionality across your organisation, with all data available in real time in one central location:



✔ Stakeholder Management

Contact and organisation records that track touchpoints, activity, files, and interactions.

✔ Membership Management

Manage members, renewals and all areas related to a membership program.

✔ Event/Campaign Management

Events, functions, function times etc. deliver the most flexible campaign management solution.

✔ Event Registrations

Manage events registrations, payments, categories, and communication.

✔ Ticketing

We either integrate with ticketing systems or deliver the end-to-end ticketing process.

✔ Portal Management (CMS)

The CMS is integral to EngageRM and provide control to your team managing online interactions.

✔ Activity and Communication Management

Track emails, phone calls and tasks in MS Outlook and have that information immediately visible to your colleagues, and automatically related to the individual organisations and contacts.

✔ Sales Management

Manage opportunities, proposals, orders, invoices, payments, competitors, as well as sales goals and targets with visibility of LinkedIn information in this single view.

✔ Contracts Management

Contracts can be related to memberships, sponsors and corporates providing an ability to manage not only the contract details, but also the related documentation leveraging Office 365, Teams and SharePoint.

✔ Facility Bookings

Allow the public to book facilities online that you operate. Ability to manage, book, and report on these transactions.

✔ Asset Management

Create assets that can be sold, delivered, fulfilled, or supplied for commercial and operations purposes.

✔ Hospitality

A comprehensive sales process and methodology has been built to manage any sales process.

✔ Sponsorship Entitlements & Fulfilment

From asset management through to partner deals and fulfilment this solution manages the entire contract process.

✔ Product Catalogue

A comprehensive product catalogue is provided with the ability to capture ticketing information, GL Codes for integration to finance systems, and more.

✔ Academy Management

We enable the management of academies including intake, age groups etc.

✔ Community Programs

Create and manage unlimited programs with portals connected for client interaction.

✔ Media Management

Manage digital assets e.g. IPTV, LED etc.

✔ Reporting & Analytics

Microsoft SQL Reporting Services, Power BI, and Dashboards are all setup for visualizing data.

✔ Subscription Management

A comprehensive subscription preference centre that can be managed online by your customers.

✔ Workflow Automation

Powerful workflow automation directly in your apps with a no-code approach that connects to hundreds of popular apps and services.

✔ Fundraising

Manage fundraising and donations through a portal and track details within CRM against individuals and organisations.

✔ Order Management

Ability to purchase online via a shopping cart and process purchases – complete with opportunities, orders, and invoices.

✔ Customer Service

Create your own internal cases and allocate knowledge base articles to ensure consistency in the message delivered.

✔ Configurations

Users can continue developing and evolving the deployment to meet business needs.

✔ Marketing

Dynamics 365 Marketing provides powerful functions that you let plan, run, track, and analyse marketing campaigns across multiple channels.

✔ Auditing

Supports an auditing capability where entity and attribute data changes within an organisation can be recorded over time for use in analysis and reporting purposes. Auditing is supported on all custom and most customisable entities and attributes.

✔ Email and Document Template Management

Template entities help you create consistent layout and content in email messages, articles, contracts, mail merge documents, and Microsoft Office documents (Excel and Word).

Conclusion

If you do nothing else as a result of reading this Whitepaper, **understand that technology is here to stay and that it's playing a larger and larger role in every industry - including yours.**

The challenge is that many leaders in sports and entertainment today know that they need to harness the power of technology, but don't know where to start. If this is you, you're not alone.

There are many solutions in the market place and some of them might be right for you. But the wrong choices can lead to a world of pain that takes you backwards, not forwards.

EngageRM offers all readers of this report a **complimentary one hour Discovery Call**, to help you understand your environment and what your options are. Be assured that this will be a very honest conversation. EngageRM has a very structured approach and we don't believe it's in our interests to convince every organisation that we're right for them. If we are, we'll let you know. But if we're not, we'll tell you upfront - and direct you to others who we think can help.

Here's what you can expect when you book an EngageRM Discovery Call:

- ✔ You will get a crystal-clear picture of where you are right now including current frustrations, inefficiencies, risks, and missed opportunities across your organization
- ✔ You will see what other organizations are achieving and begin to investigate where you'd like to be in terms of attracting, nurturing, and converting new fans and members, increasing ticket sales, slashing admin, growing revenue, and pioneering new opportunities to lead your industry
- ✔ You'll discover common mistakes that cost organizations millions in missed ticket revenue and needless expenses (and how to avoid these costly missteps)
- ✔ You'll identify obstacles that may hinder you from achieving and managing the growth your organization wants (and what you can do to break through these barriers)
- ✔ You'll explore specific ways EngageRM can help you and your organization sell more tickets, multiply membership, and give your partners, players, and entire team the financial stability and competitive advantage to thrive
- ✔ You will receive personalized advice from an EngageRM expert with years of experience in delivering results for sports and entertainment organizations

Please contact one of our Team to book in a call.

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About EngageRM

Business and marketing Automation, CRM and Data Analytics for the sports and entertainment industry.

The sport & entertainment industry today is about enjoyment, passion, participation, fans, the community, corporate partners, sales and revenue all woven together in a complex business with multiple moving parts.

EngageRM enables sport & entertainment organisations to fully engage with their fans, partners, and communities by centralising and activating data and processes. We work with leading teams, leagues, venues and federations around the globe to enable them to have a 360-degree view of their customers.

By enabling management of relationships through the right channels, we deliver efficient processes to increase participation, automate revenue generation, drive growth, and ensure profitability for our customers. These de-risk the impact of siloed data, whilst reducing cost and confusion of managing multiple systems across the business.

We do this across participation, membership, events, ticketing, partnerships, hospitality, marketing automation, community, facilities management, customer service and more, utilising the entire Microsoft Suite, including extensive Artificial Intelligence and Machine Learning.

Since 2010 on the back of delivering our first two vertical projects with Tennis Australia and Collingwood FC, we've developed the EngageRM platform based on understanding best practice in sports and entertainment. We understand this industry and know what is needed to build success.

EngageRM has clients across the globe including the LA Clippers, LA Lakers, Chicago Bears, Co-op Live, and the MCG, and many others.

Our platform is built on Microsoft Dynamics 365 to deliver purpose-built applications and processes, utilising the Microsoft platform for insights, reporting, AI, ML, integrations, and much more. We utilise the world class Microsoft platform and have designed a set of applications to deliver off-the-shelf solutions that increase revenue for our clients.

Microsoft is the global leader in this space and they are developing technology for the sports and entertainment industry at a breathtaking rate. When implementing solutions for organisations, our goal is to enable the best experience for all customers to achieve business outcomes.

About the Author – Ned Coten

Ned Coten is the CEO of EngageRM. He is a former athlete and sports management leader and the immediate past President of Basketball Australia, while continuing to sit on the Competitions Commission of basketball's world body, FIBA. Ned Chairs the Advisory Board for The Contenders, one of Australia's leading brand strategy agencies and owns and operates two successful self-storage businesses. He has investments in Aged Care, Property and Technology, while continuing as an active mentor for aspiring business leaders.

Ned has extensive experience in leadership, sports management, consumer branding, sales and marketing. He is a former CEO of a number of Australia's leading sports organisations and has operated multiple businesses as a CEO, Investor, Board Chair or Director over the past 30 years. Ned holds an MBA from the University of NSW and has written a book on branding and marketing for sport.

While attending the Australian Institute of Sport, Ned represented Australia at the 1983 World Junior Basketball Championships in Spain. He had a brief career in the National Basketball League and co-founded the Goldfields Giants in WA's State Basketball League. He holds relationships across sport and business within Australia and globally and remains a passionate and committed volunteer, with continuous service throughout his life.

