



Paycor Stadium

CASE STUDY



iMMERSE

IMMERSE

We are a boutique consulting firm, backed by decades of expertise and unparalleled resources. Our team of seasoned, subject matter experts are the best in the business and share a mutual interest in “fan first”. From our inhouse data scientists to exceptional operators to marketing gurus, we are **passionate**, we are **nimble**, we are **dedicated**, and ultimately, **we win when you win.**

The Path



DEFINE + DISCOVER



SOLVE



DESIGN + DEVELOP



ACTIVATE

Venue Analysis

Custom Research

What's Now

We need to focus on immediate improvements that'll move the need quickly

Variety Matters

There's need for high quality that remains within reach for the fans.

It's Time for Tech

We need to upgrade technology, but what are the right solutions?

For the Fan

How does F&B help foster fan-first culture?

Category Analysis

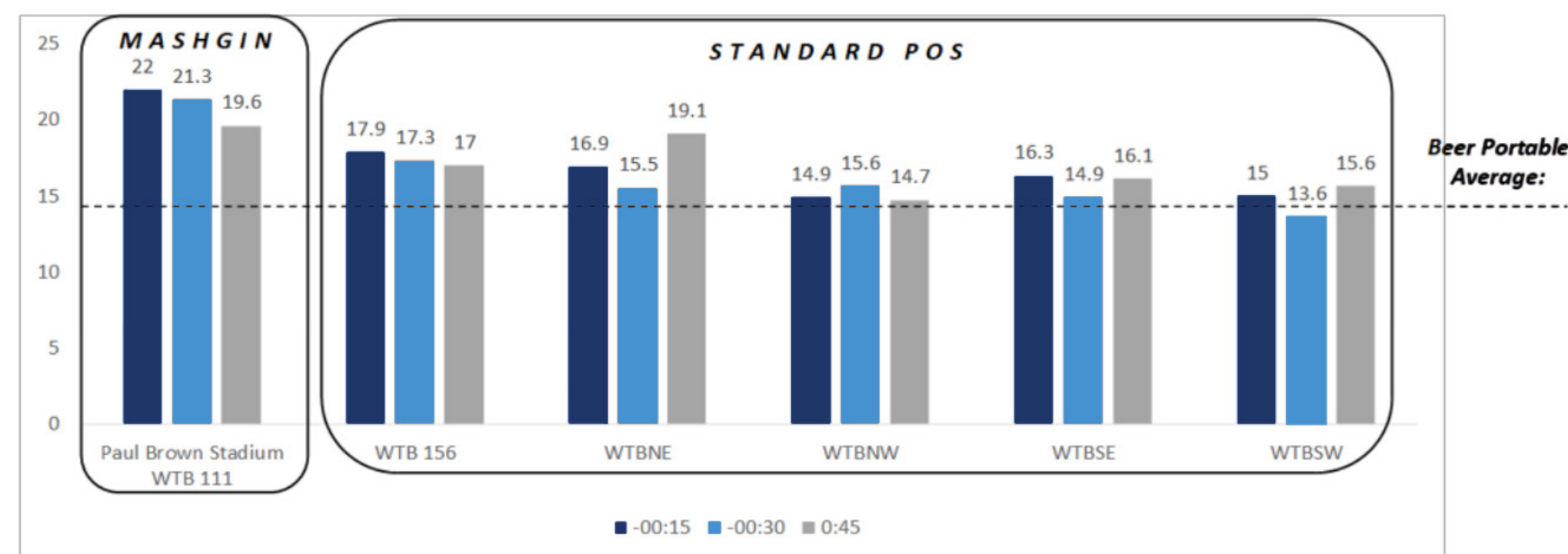
VENUE INDEX

MAIN MEAL	PER CAP	POS COUNT	VELOCITY
Chicken Tenders	1.42	0.74	1.54
Hot Dogs	1.20	1.13	1.06
Burger	0.97	0.63	1.17
Sandwiches	0.00	0.36	0.21
Sausage	1.53	1.32	0.27
Pizza	1.80	1.24	1.42
French Fries	0.33	0.60	0.85
Nachos	1.63	1.58	0.75

Portfolio Insights

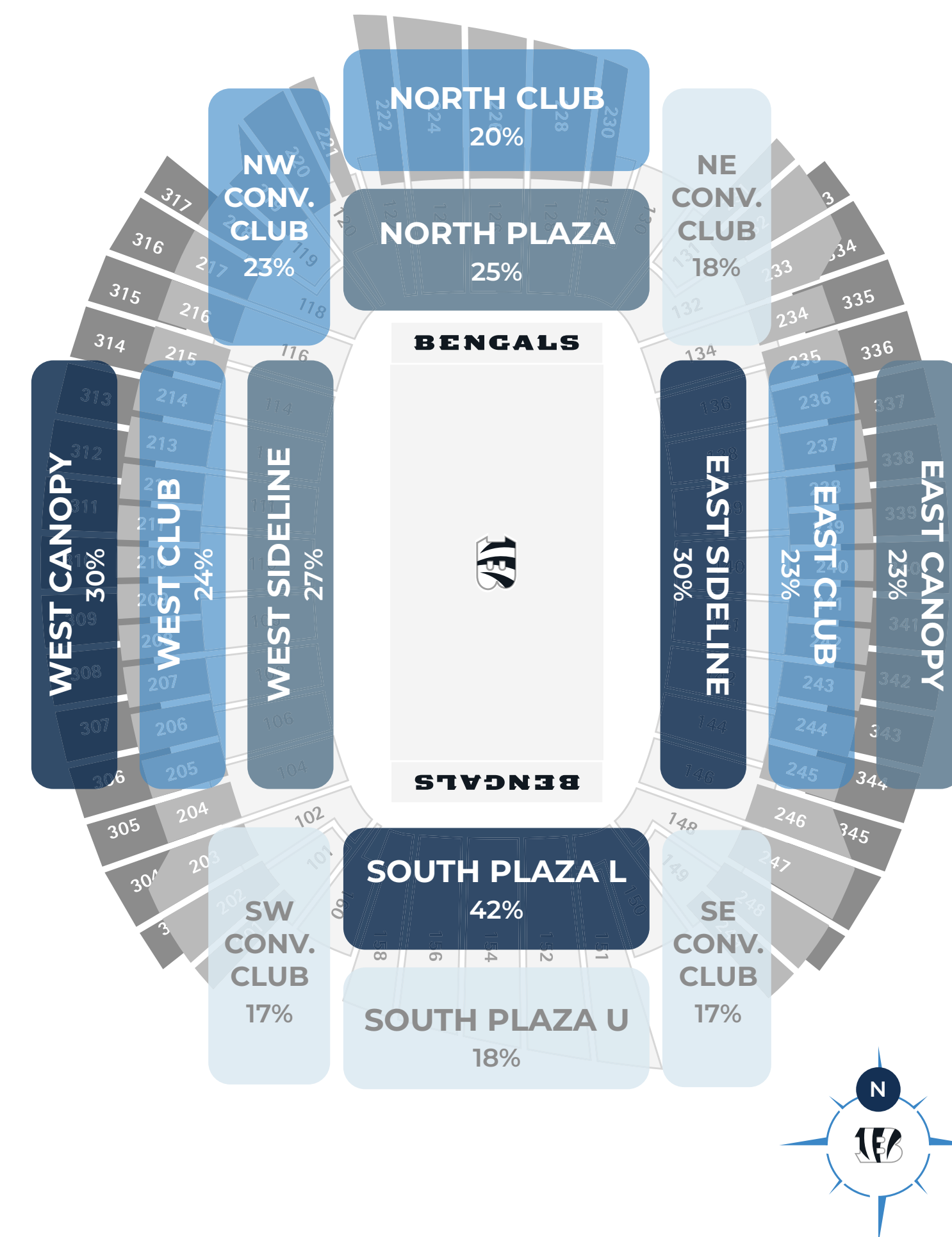
WALK THRU BRU THROUGHPUT

(Transactions during Peak 15 minute periods)



Segmentation

% MAIN MEAL SALES BY CLUSTER





Opportunities



Improve POS Ratio



Elevate the Core



Increase Throughput

Goals

Elevate the fan experience by:



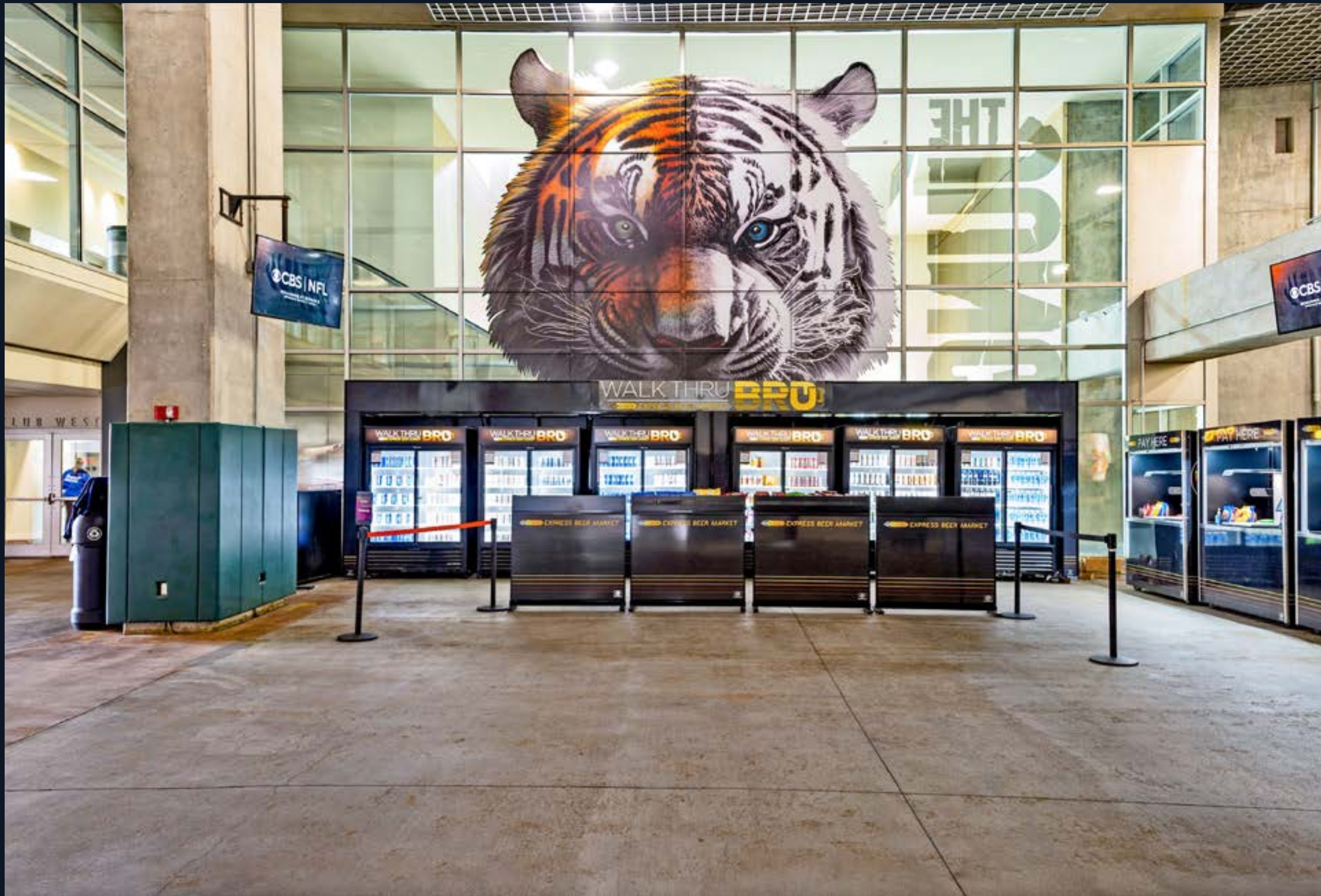
Leveraging self-order technology to drive speed of service and increase POS count



Redefining the core through highly desirable proprietary and partner brands

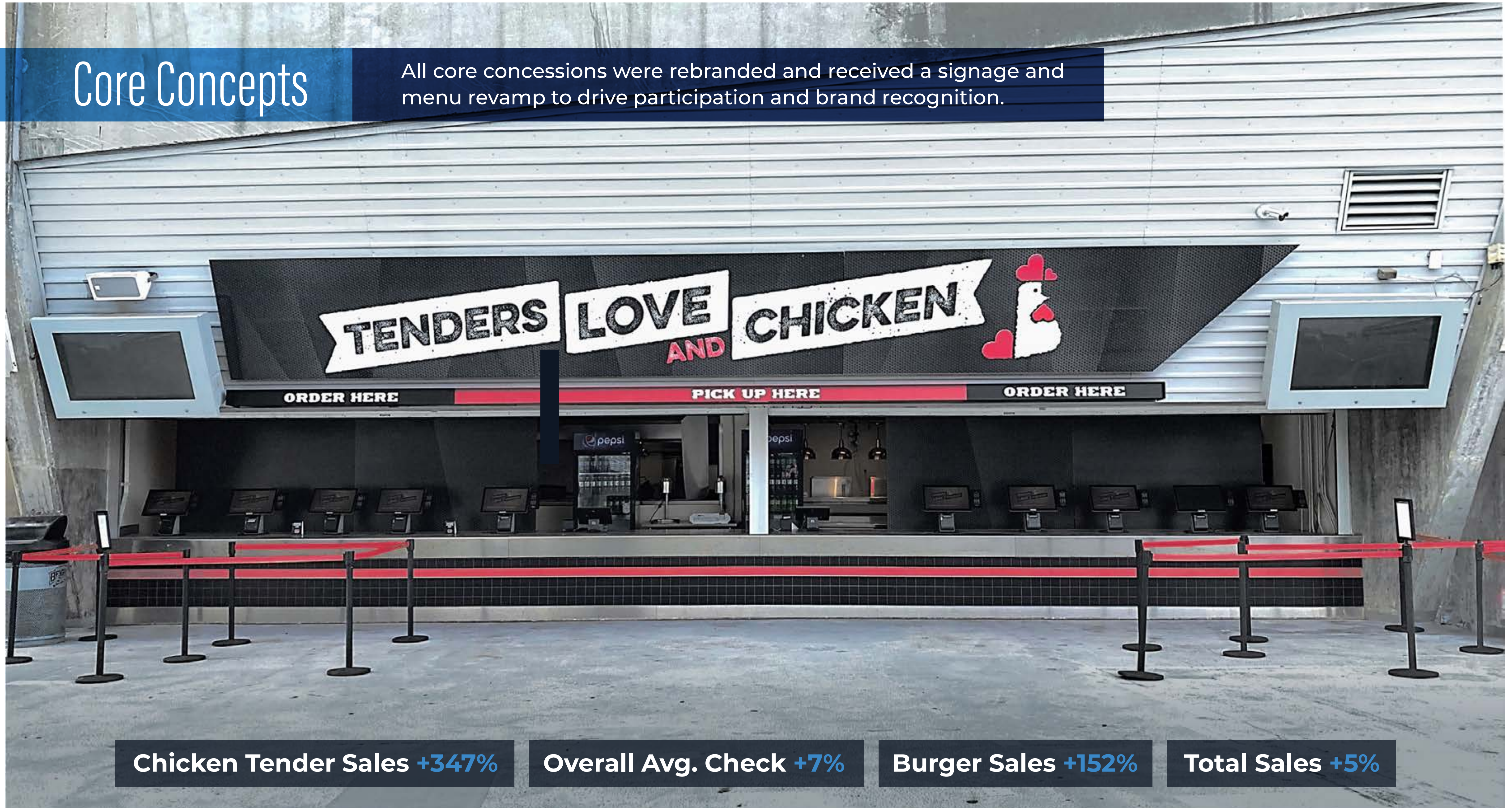


Expanding grab and go service style for both food and beverage to drive transactions during peak periods



Core Concepts

All core concessions were rebranded and received a signage and menu revamp to drive participation and brand recognition.



Chicken Tender Sales **+347%**

Overall Avg. Check **+7%**

Burger Sales **+152%**

Total Sales **+5%**

Local Partnerships

Strategic introduction of new local partners added to fan satisfaction and drove results

Donatos and Skyline account for 7 of top 10 stands in building

Skyline Chili

- Stand sales +14%
- Coney sales +60%

Donatos Pizza

- Stand sales +20%
- Building-wide pizza sales +95%



Kiosk Ordering

Furthered use of kiosk order + pickup model at 7 key burger and chicken concepts throughout the venue

QUEEN CITY GRILL

↓ PICK UP ↓

ORDER

ORDER

QUEEN CITY GRILL

235
PayCOR
236

PLEASE ENTER HERE

Average Check +22%

Sales vs. non-kiosk locations +7%

+75% POS without increase in labor

Kiosk-enabled locations fall within top 10 performing main meal stands

Fan Favorites Express

Expanded grab and go service style and kiosk self-checkout at the 6 Go Route and Club Market locations

THE GO ROUTE

EXPRESS MARKET

BEER > BURGERS > TENDERS > HOT DOGS > FRIES

Sales +16% **Per Cap +14%** **Transactions +16%** **Throughput +18%**

Underutilized & Unused Space Activations

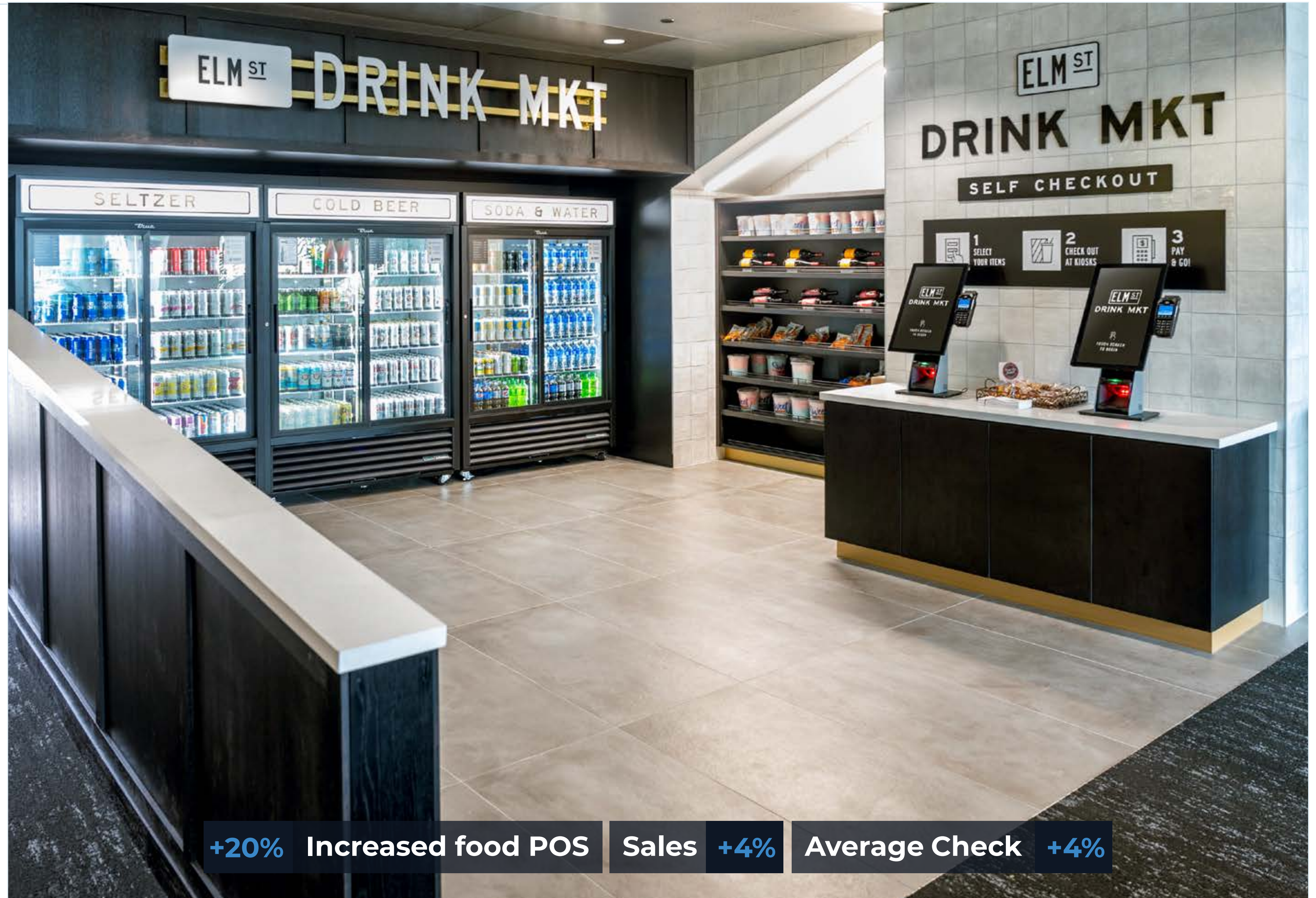
Conversion of underutilized storage spaces resulted in meaningful returns on the club level

Drink MKT

- Stand sales +19%
- Reduced concourse congestion by removing portables

Queen City Burger

- Burger sales +54%
- Chicken tender sales +247%



+20% Increased food POS Sales **+4%** Average Check **+4%**

Destination Bars

Elevated and added incremental destination bars that encouraged socialization and increased participation

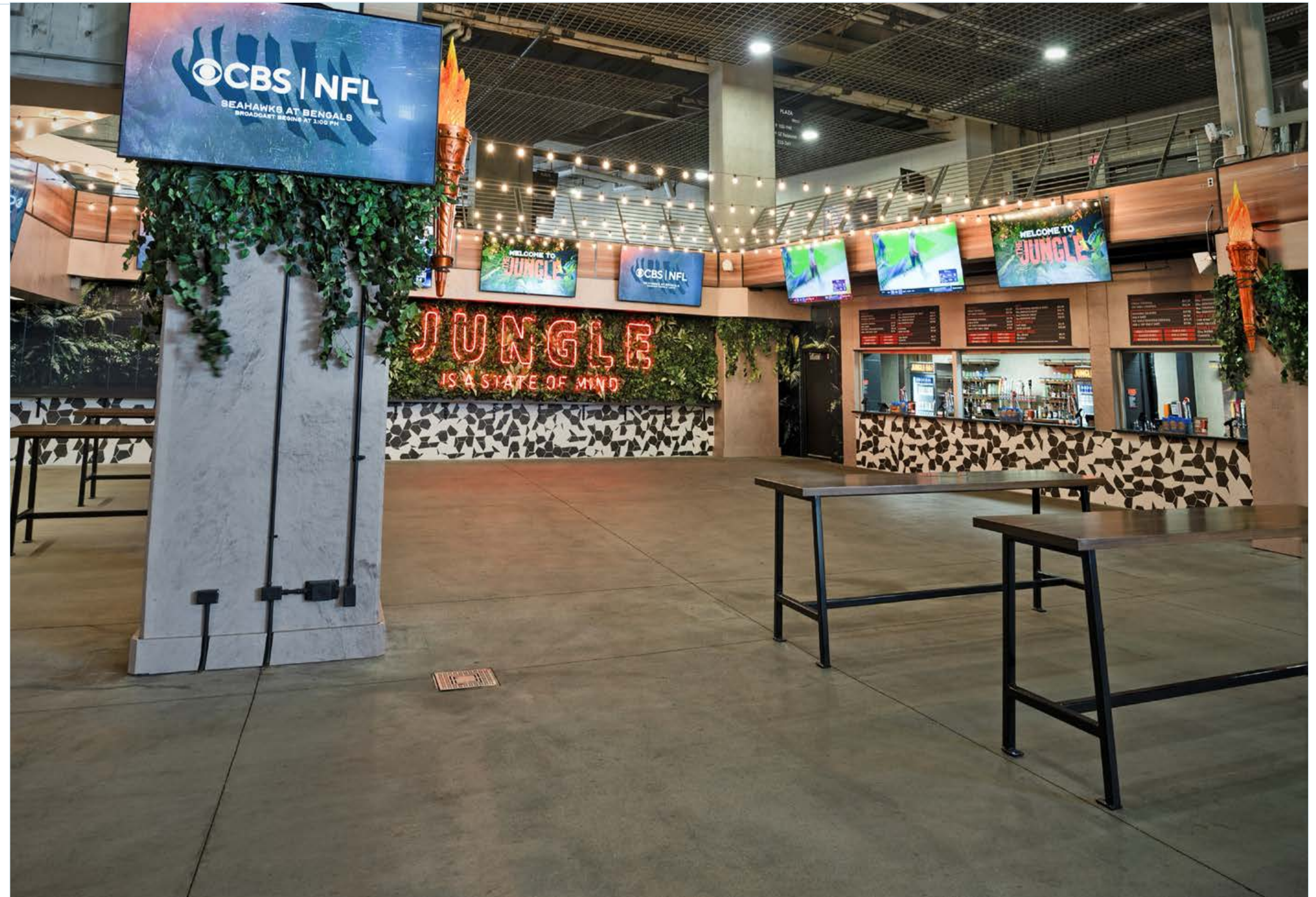
+10 dedicated bar POS across 4 locations

Sideline Bars

- Sales +42%
- Bud Light Bar #1 total sales in building
- Jungle Bar #3 total sales in building

Perch Bars

- #1 & #2 in sales/POS among all bars
- Highest peak throughput on canopy level
- +44% throughput vs. fastest beverage portable



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35%

INCREASE IN
TRANSACTIONS
AT RENOVATED STANDS

2 **NEW** DESTINATION BARS

25% **PER CAP GROWTH**
AT RENOVATED STANDS

78

TOTAL
KIOSKS

NFL VOICE OF THE FAN PORTFOLIO RANKING

#8 IN BEVERAGE VARIETY

#6 IN PROXIMITY OF DESIRED OPTIONS FROM SEAT

VARIETY
INCREASED BY **↑ FIVE**
POSITIONS