



## *MCA Awards 2018 Highly Commended*

### Commercial Excellence

#### Simon-Kucher & Partners with London 2017 World Championships & World

How would you launch a £40m business, selling an untested product that can only be consumed on ten specific days, after which the company will shut down for good?

This is the challenge that faced London 2017 in the lead up to the London 2017 World Athletics Championships. 90% of the revenue hinged on difficult questions about the packaging and pricing of tickets – which events should be offered together and how much should they cost? There was only one chance to get it right and our firm, Simon-Kucher & Partners, was brought in to ensure this core part of the event was a success.

The result?

"The IAAF World Athletics Championships will live long in the memory as another chapter in an unforgettable summer of sport...700,000 people filled the London Stadium, beating all previous attendance records, while millions around the globe have been watching what has been a truly memorable Championships." – Mayor Sadiq Khan

What was already an incredibly complex business question was made even more so by the multiple conflicting objectives an event such as this needs to fulfil. Yes, revenue targets needed to be met, however there was equal if not more emphasis on filling the London Olympic Stadium, making the event accessible to a wide range of people, creating the kind of atmosphere in which records could be broken, delivering a spectacle to TV audiences around the world and providing a base for the positive future development of athletics.

We took the lead role in solving this question by running a comprehensive customer research study to answer difficult questions about event preference and true willingness-to-pay. The insights gained from this were combined with the depth of expertise Simon-Kucher holds in the marketing strategy and pricing space to create our final implemented recommendations.

The resulting London World Championships were a record-breaking success, featuring sold-out stadiums, average capacities over 90%, revenues £14m greater than target, and a best-in-class example for future Championships.