

101 Ways to Price an Attraction

...and what visitors really think about Dynamic Pricing

We believe

A solid financial footing makes **creative and social impact possible**, while unstable finances jeopardise everything.

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A solid financial footing makes creative and social impact possible, while unstable finances jeopardise everything.

and so we

Equip cultural organisations and visitor attractions for an ambitious and resilient future

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A solid financial footing makes creative and social impact possible, while unstable finances jeopardise everything.

and so we

Equip cultural organisations and visitor attractions for an ambitious and resilient future

by providing

pricing consulting, segmentation, primary research, dashboarding & strategy to help grow earned income

Pricing consulting

Segmentation

Strategy

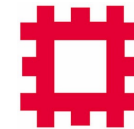
Primary
research

Dashboarding

Hello

Since 2003, we've worked with more than 750 organisations worldwide, including world leading visitor attractions, performing arts venues, festivals and strategic funders in the UK, Europe, USA, Canada, Australia, and New Zealand.

We work approx. 50:50 with performing arts organisations and visitor/heritage attractions, publicly funded and commercial.



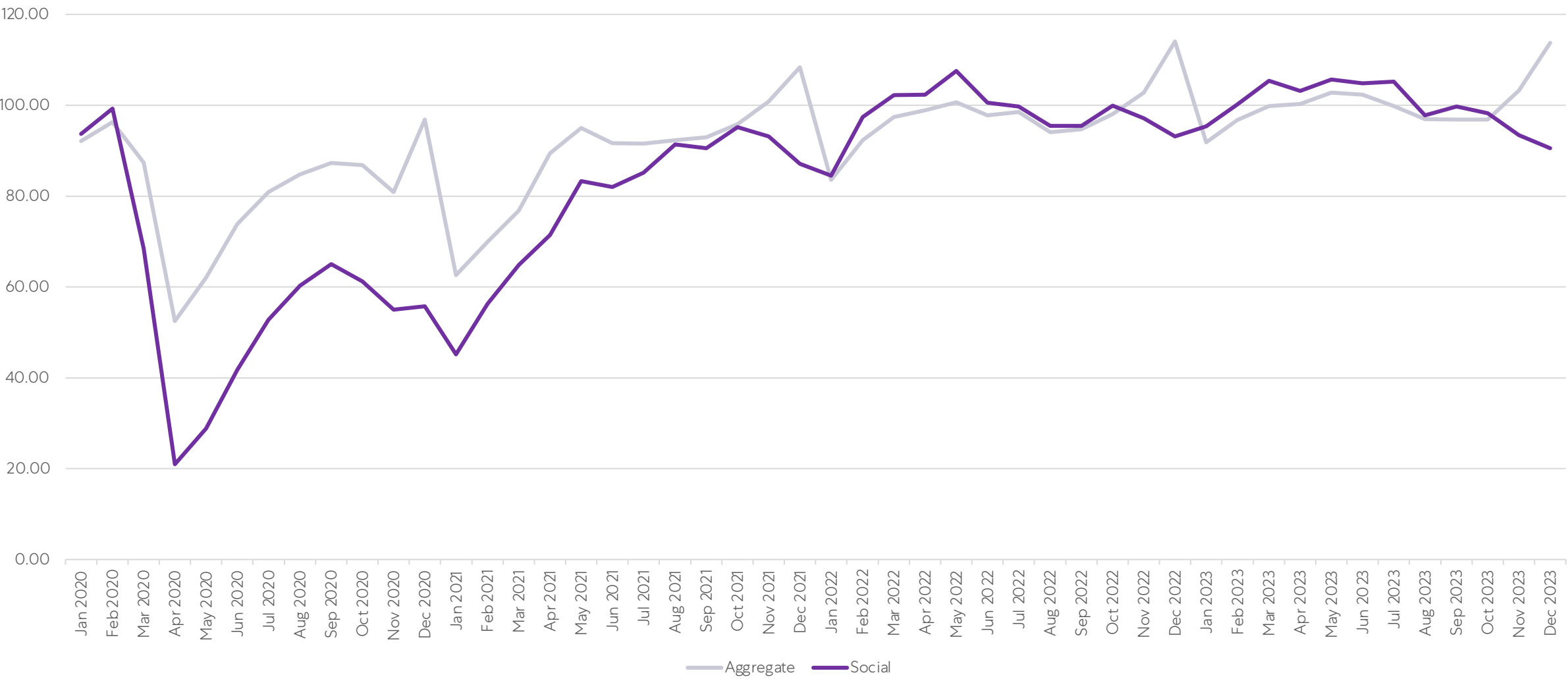
HISTORIC ROYAL PALACES



GLYNDEBOURNE

UK Credit and Debit Card spend in “social” category has recovered from 2020

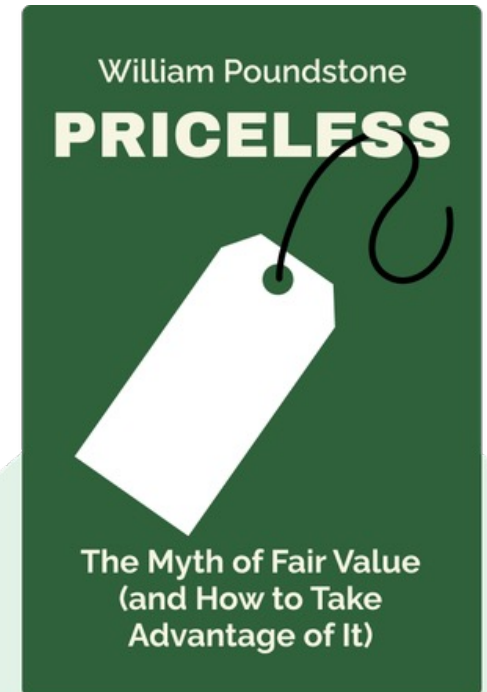
UK Spend on Credit and Debit Cards Social vs Aggregate, ONS



We're in a period of enormous change in pricing practice, driven by the combination of cost increases and changing audiences, as much as shareholder demand

Let's go back to 2010...

'People are willing to pay more if they think the price is fair. Companies therefore make prices fair to ensure people buy their products. For example, if an umbrella firm applied surge pricing to their products during a storm, it'd be unfair and customers would seek out other manufacturers who weren't raising their prices.'



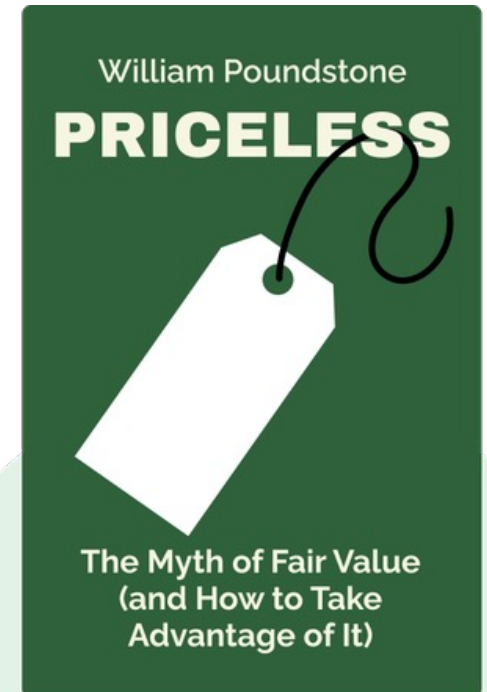
Let's go back to 2010...

'One big loss is less painful than several small losses. Compare a \$90 parking ticket with three \$30 ones.

You're not just paying \$30 three times, you're paying \$30 plus the pain of a financial loss three times.

By contrast, paying \$90 once is just one hit.'

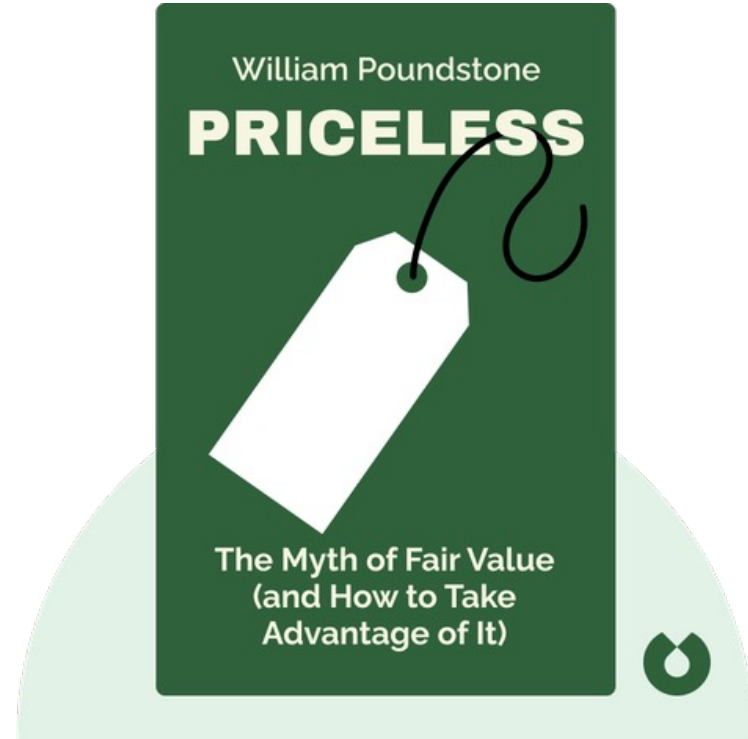
Klarna



Let's go back to 2010...

'But what if people are sure nobody can track the pricing process? Then they tend to get greedy.'

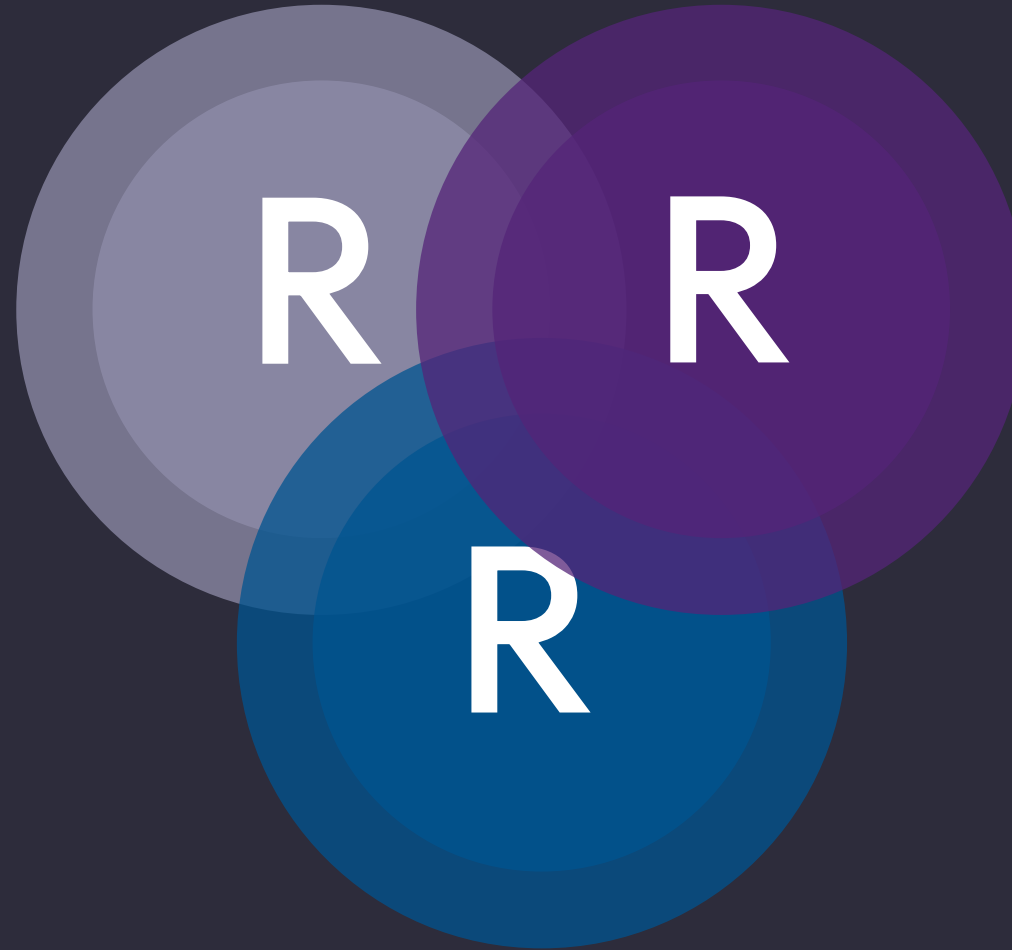
People care more about being fair when they know they're being observed or when the customer/partner knows the pricing process.'



What is your objective?

- **Reach**

- Maximise 👁️/👣
- Minimal / no personal data collection\$
- Mission-led?
- Maybe funded / ads/sponsor backed?



- **Relationship**

- Personal data collection
- Lifetime value

- **Revenue**

- Paid / earned
- Donation / contributed

What is your objective?

FREE

PARTICIPATIVE PRICING

R

R

R

- **Reach**

- Maximise 👁️/👣
- Minimal / no personal data collection
- Mission-led?
- Maybe funded / ads/sponsor backed?

VARIABLE/DYNAMIC

MEMBERSHIP/SUBSCRIPTION

- **Relationship**

- Personal data collection
- Lifetime value

- **Revenue**

- Paid / earned
- Donation / contributed

Virtue Signalling

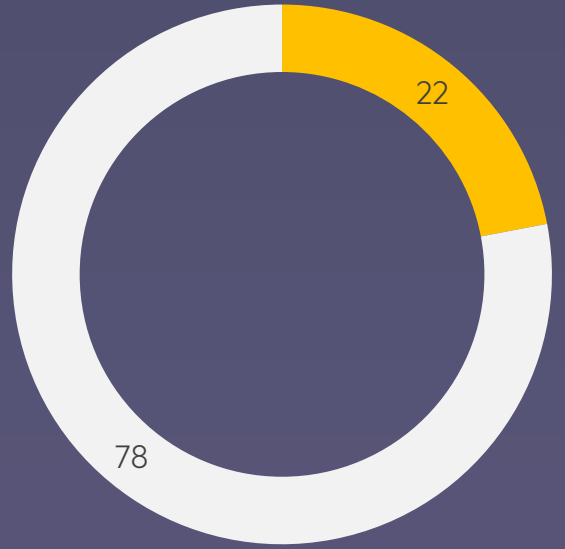
Showy saintliness

Vs Signalling Theory

We all signal things, all the time

Universality and low-income visitors

Relative low income/poverty



■ Relative low income ■ other

14.4m PEOPLE

Absolute poverty



■ Absolute poverty ■ other

8.9m PEOPLE

What's out there? Visitor Attractions

	Organisation	Access Scheme	Price	Additional info
Heritage	Roman Baths	Discovery Card	Free	Available for all with resident's card in Bath and NE Somerset
	Historic Royal Palaces	-	£1	For up to 6 members in family. Ticket gives 50% off catering
	Historic Dockyard Chatham	Medway Residents	£2	Medway residents only. For up to 6 members in family.
Nature – based	Eden	-	£1	Limited number released per season
	Kew Gardens	Kew for one pound	£1	-
	RHS Gardens	Access for all	£1	For up to 5 people.
	Yorkshire Sculpture Park	Open Concession	£6	Self-identified concession
Museums & Galleries	London Transport Museum	-	£1	Valid as an annual pass
	Eureka! Science + Discovery centre	-	£1	Seasonal offer from December to January
	Sainsbury Centre	Universal Ticket	Pay What You Can	Open to all
Zoos	ZSL	Universal Credit Tickets	£3 to £5	Must be booked in advance, available for 11am or 1pm

What's out there? Performing Arts

	Organisation	Access Scheme	Pricing	Additional info
Performing Arts	Young Vic	Neighbourhood Theatre	2 Free Tickets	Local residents can sign up to mailing lists and receive tickets for selected performances, find discounts and access to community initiatives
	Traverse Theatre	Traverse £1 Tickets	£1	Online registration for low income and under 25s. Volume limited.
	Harlow Playhouse	Pay What You Can	£2 to £10	Selected performances - raised from 0 - £10 due to high number of no shows.
	Nottingham Playhouse	Pay What You Can Performances	£2 to £10	Selected Performances, max 2 per household, includes free programme
	National Theatre Scotland	Theatre for a Fiver	£5	Online mailing list of discount codes
	Arcola Theatre	Pay what you can Tuesdays	Average spend £5	Available on night of the performance
	Bristol Old Vic	Open Concession	£5 off	3 price bands presented at check out, open concession, standard, pay it forward
	Lyceum Theatre	Registered Unemployed Concession	£5 to £10	Available for £10 in advance, £5 on the door.
	Stratford East	Pay What You Can Performances	From £6*	Selected performances
	Battersea Arts Centre	Pay What You Can	From £8*	Majority performances
	Norwich Theatre	My Theatre	£10	Online registration then shown discounted seats, up to 6 tickets per person per performance
	Opera North: Leeds Grand Theatre	Low income concession	£10	For best available tickets, excluding dress circle

* Audience can contact the box office for cheaper tickets if they are unable to pay this minimum online amount.

Participative Pricing: Pay What You Can / Feel



- [What's On](#)
- [Take Part](#)
- [Eat and Drink](#)
- [About Us](#)

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Book your tickets

The Queen of The North

[Booking Terms & Conditions](#)
[Privacy Policy](#)

Choose Seats

The Queen of The North

Thursday 04 July 2024, 19:00

Studio Theatre, ARC

How many tickets would you like? (maximum 30 for this event per order)

Pay What You Decide:

@ £0.00

Participative Pricing: Pay What You Can



THE REST OF OUR LIVES

Saturday 22 June 2024, 19:30

< 22 June 2024 19:30 >

If you have a promo code, please scroll down to enter it. To book a ticket for an access companion please log in to your account, go to 'Other preferences' and select 'I require a personal assistant/companion'.

£12 (Recommended Price): @ £12.00*

£25 (Pay What You Can): @ £25.00*

£18 (Pay What You Can): @ £18.00*

£14 (Pay What You Can): @ £14.00*

£10 (Pay What You Can): @ £10.00*

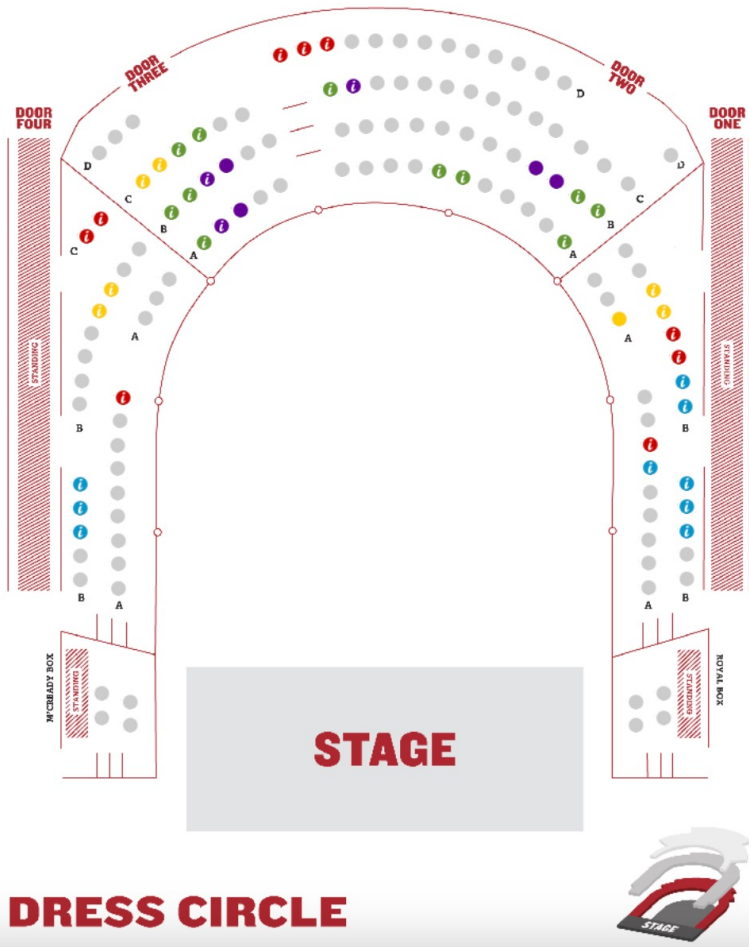
£8 (Pay What You Can): @ £8.00*

CONTINUE

* All orders will be subject to a fee of £2.00

Box office powered by SPEKTRIX

Participative Pricing: Pay It Forward



Prices

	Pay It Forward	Standard	Companion for disabled patron	Open Concession	Wheelchair User Concession	Wheelchair User Standard	Wheelchair User Pay it Forward
● Band A	£54.00	£44.00	£39.00	£39.00	-	-	-
● Band B	£45.00	£35.00	£30.00	£30.00	-	-	-
● Band C	£39.00	£29.00	£24.00	£24.00	-	-	-
● Band D	£35.00	£25.00	£20.00	£20.00	-	-	-
● Band E	£26.00	£16.00	£11.00	£11.00	-	-	-
● Wheelchair	-	-	-	-	£11.00	£16.00	£26.00
● Unavailable							

Meanwhile, at the other end of the spectrum...

Saturday, 24 August 2024

18:15 **2024 Tattoo: Journeys**

from **£ 35.00** to **£ 770.00**

[BUY TICKETS](#)

21:30 **2024 Tattoo: Journeys**

from **£ 42.50** to **£ 1,000.00**

▬ Limited Availability

[BUY TICKETS](#)

2024 Tattoo: Journeys

From Friday, 2 August 2024 to Saturday, 24 August 2024 Edinburgh Castle Esplanade

Join us for Journeys running 2 – 24 August 2024. Our 2024 lead service, the Royal Navy will take you on a journey through time, celebrating the tides of change. Including Tattoo favourites, from the Massed Pipes and Drums to our emotive Lone Piper alongside the culture and vibrance of our international cast.

Should you have any accessible seating requirements, such as wheelchair or low level accessible seating, please call our Box Office on +44 (0) 131 225 1188 (Monday to Friday 10.00am-4.30pm BST), so that we may discuss your specific requirements. Alternatively email us at 2024tickets@edintattoo.co.uk



Date Selection

Please select performance date.

August 2024						
Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- Available tickets
- Limited availability
- Sold out

Please display dates available for the required number of seats.

Minimum quantity

[FILTER](#)

Please make your selection below.

Saturday, 24 August 2024

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from **£ 35.00** to **£ 770.00**

[BUY TICKETS](#)

21:30 **2024 Tattoo: Journeys**

from **£ 42.50** to **£ 1,000.00**

▬ Limited Availability

[BUY TICKETS](#)

Your shopping cart

Your cart is empty.

Promotional code

If you have a promotional code, please enter and validate it.

Code [OK](#)

Payment methods

We accept the following payment types and guarantee that your Internet transactions are safe:



Important information

- General terms & conditions
- Privacy policy

The Tattoo Office
Cockburn Street
Edinburgh
Scotland
EH1 1QB

Tel: +44 (0) 131 225 1188
Fax: +44 (0) 131 225 8627
E-mail: tickets@edintattoo.co.uk

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Get regular updates about the Tattoo and be the first to hear about exclusive deals for our shop.

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What's happening with theatre tickets?

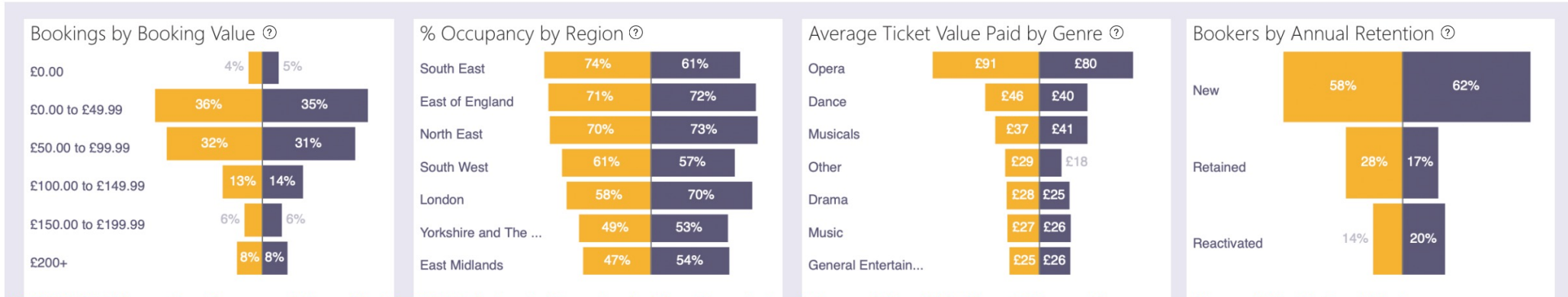
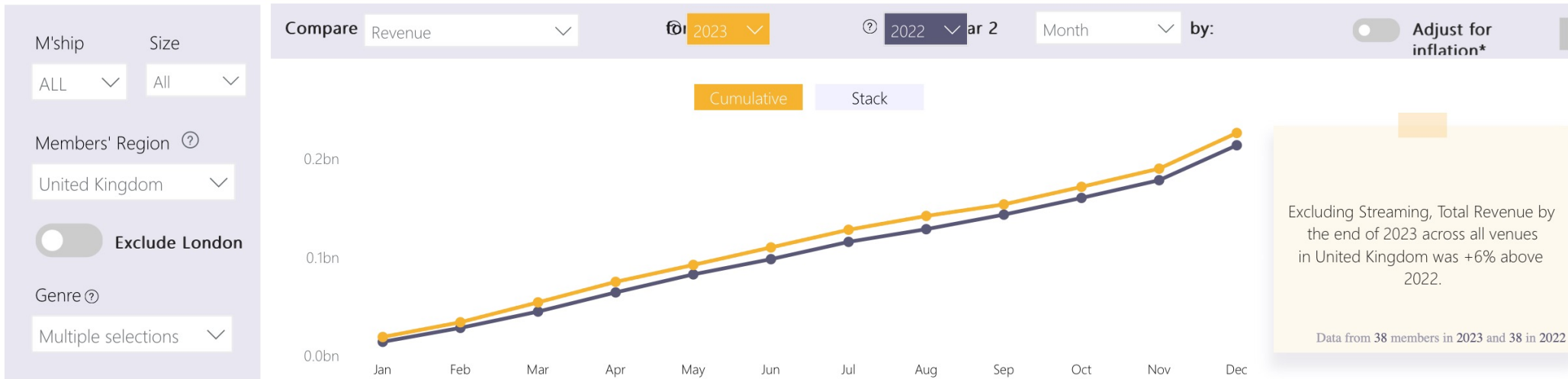
SOCIETY OF LONDON THEATRE
EST 1908

UK THEATRE
EST 1894

Year on Year

Powered by
BAKERRICHARDS

HOME YEAR TO DATE YEAR ON YEAR CROSSTAB PTR WEEKLY



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** PARTIAL DATASET ** WE NEED ALL MEMBER VENUES TO PARTICIPATE. If you haven't already please contact evidence.centre@baker-richards.com

Data last refreshed on 01 Jun
BAKERRICHARDS © 2024

What's happening with theatre tickets?

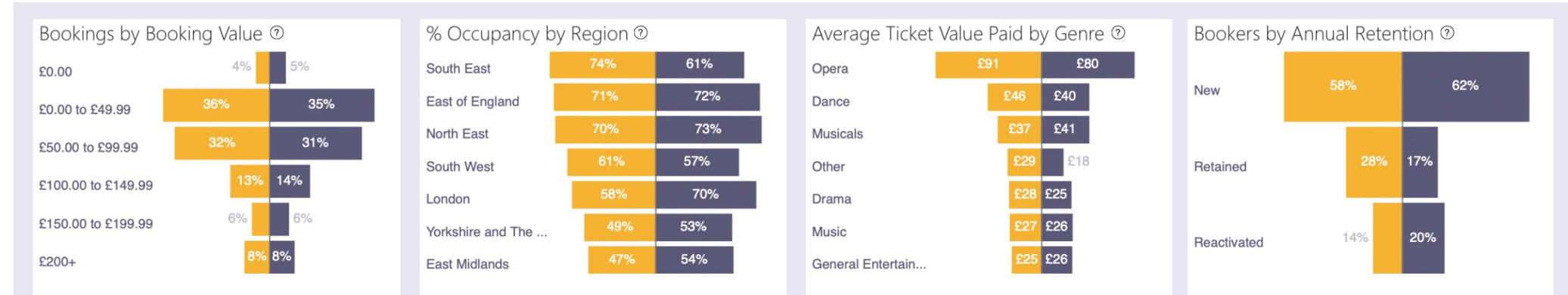
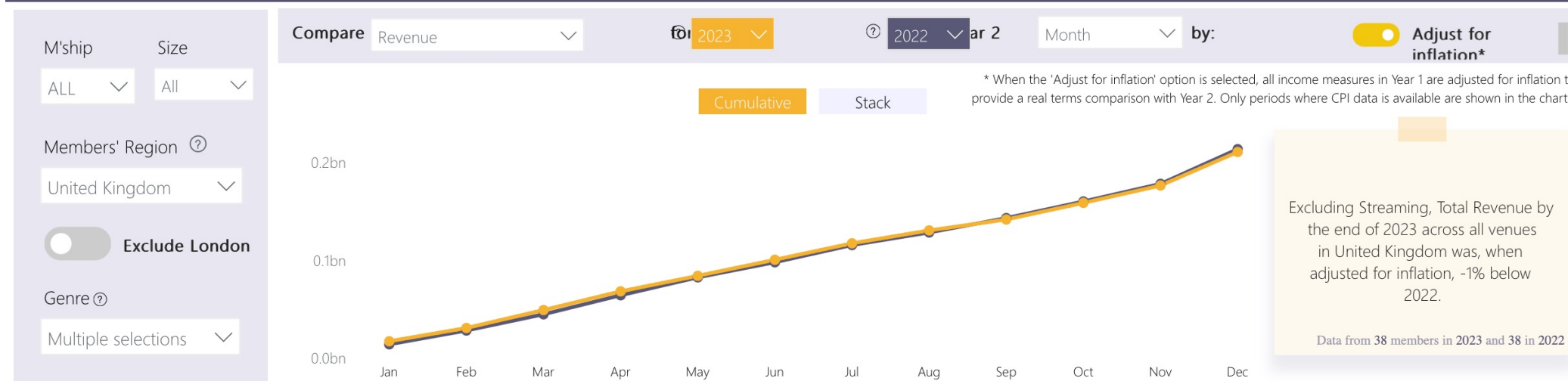
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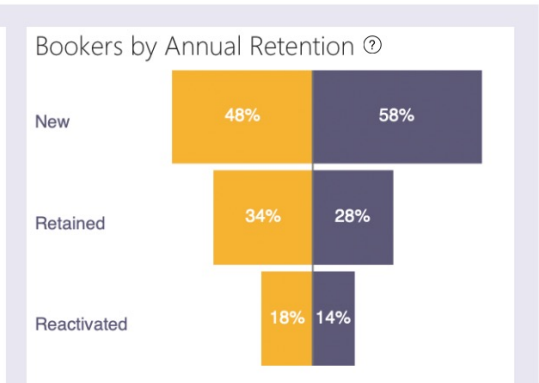
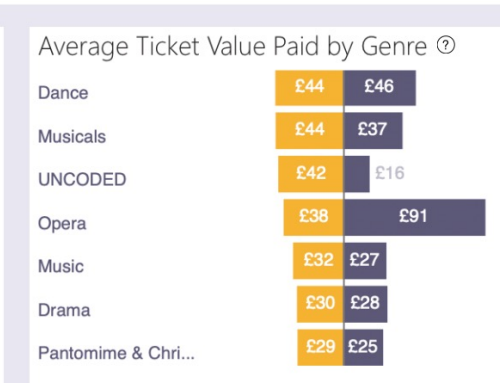
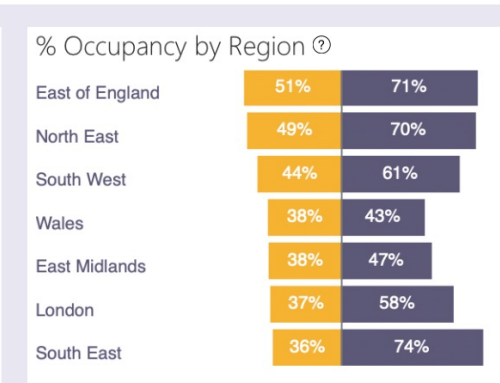
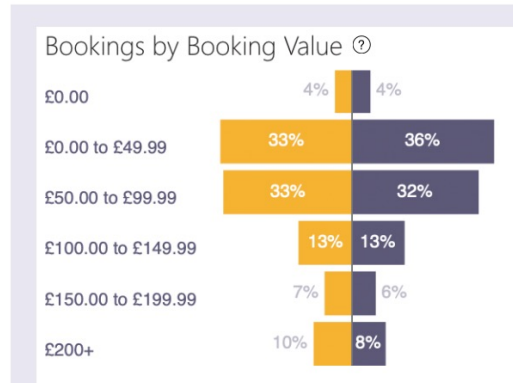
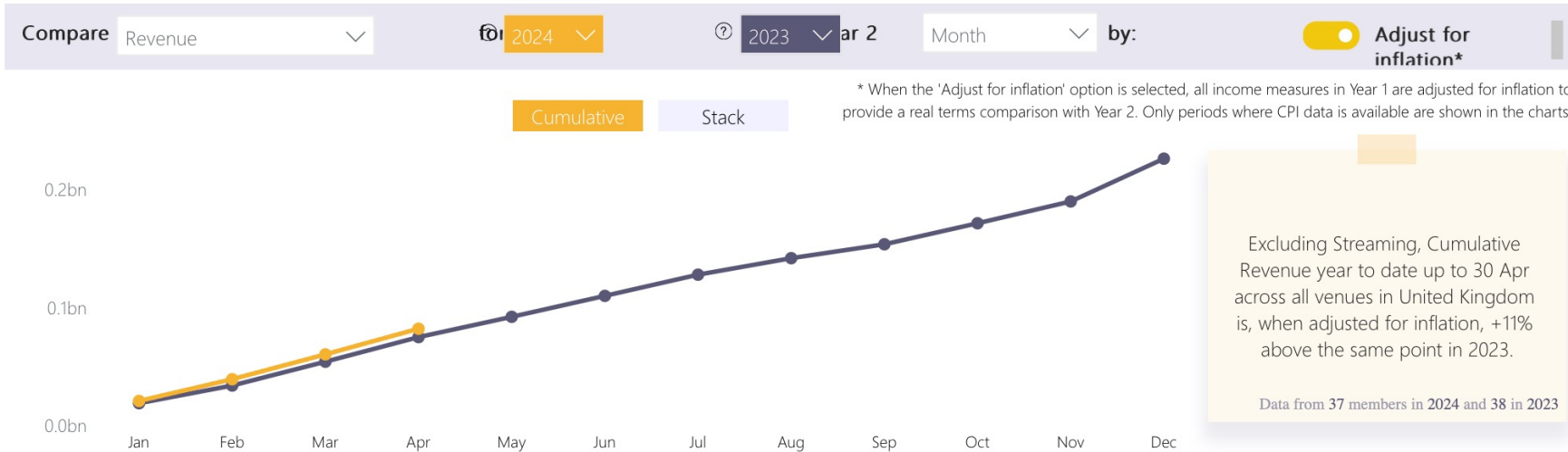
HOME YEAR TO DATE YEAR ON YEAR CROSSTAB PTR WEEKLY

M'ship Size
 ALL All

Members' Region ?
 United Kingdom

Exclude London

Genre ?
 Multiple selections



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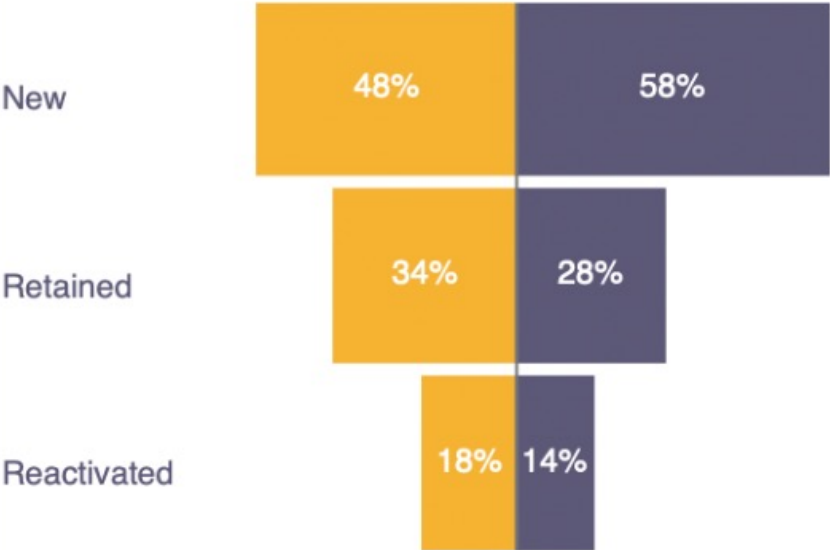
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What's going on with audiences?

Bookings by Booking Value ?



Bookers by Annual Retention ?



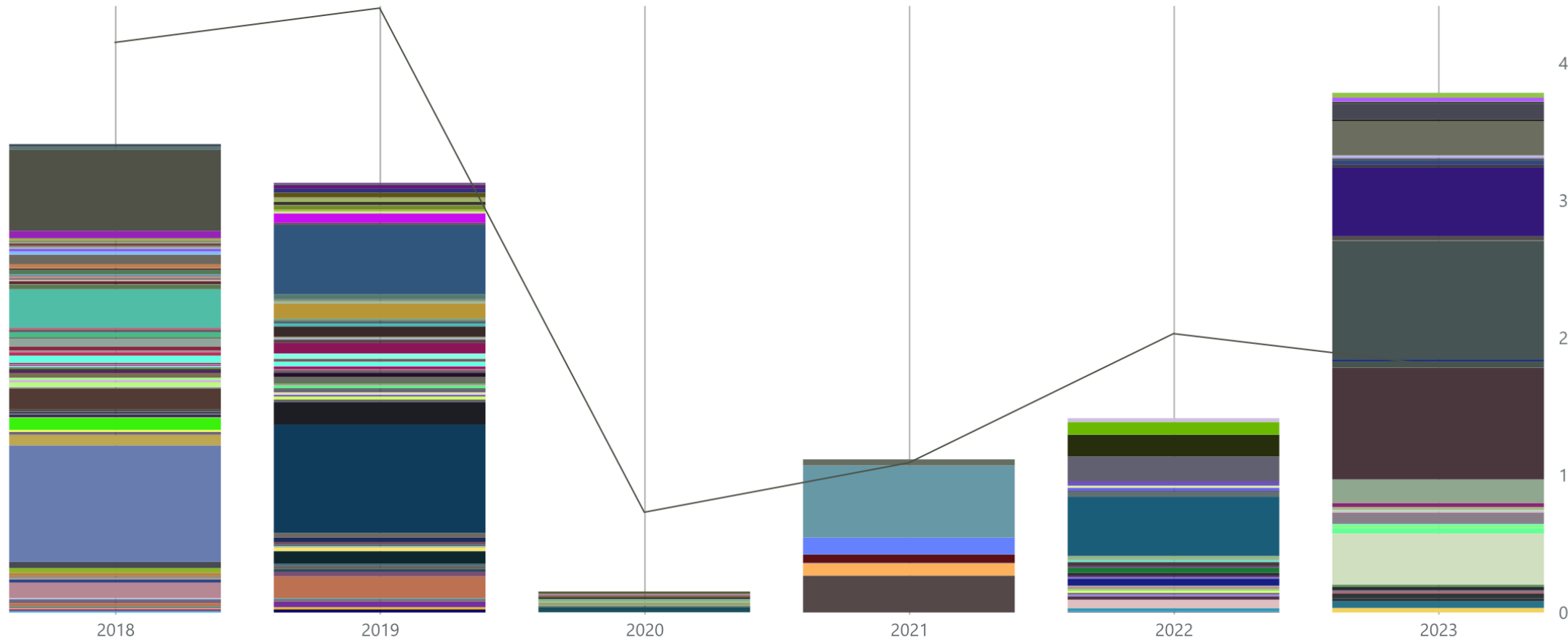
2024 to end of April
2023

More of a reliance on 'big banking' shows

Transactions

Run Start Year: All
Production Name: All
Category 1: All
Category 2: All
Category 3: All
Venue: Multiple selecti...
Season: All
Transaction Period: 01/01/2017 - 24/03/2024

Total Income and Perfs Booked by Year and Production



Year: Multiple selecti...
Month: All
Show...: Total Income
Broken by...: Production
Add line for...: Perfs Booked

A large, dark blue, curved shape that starts at the top right and curves downwards and to the left, ending near the bottom center of the slide.

The inevitable emergence
of dynamic pricing
(though often implemented manually)

FOMO

Multiple category1 | 2024: Q2 (Apr-Jun) Overview

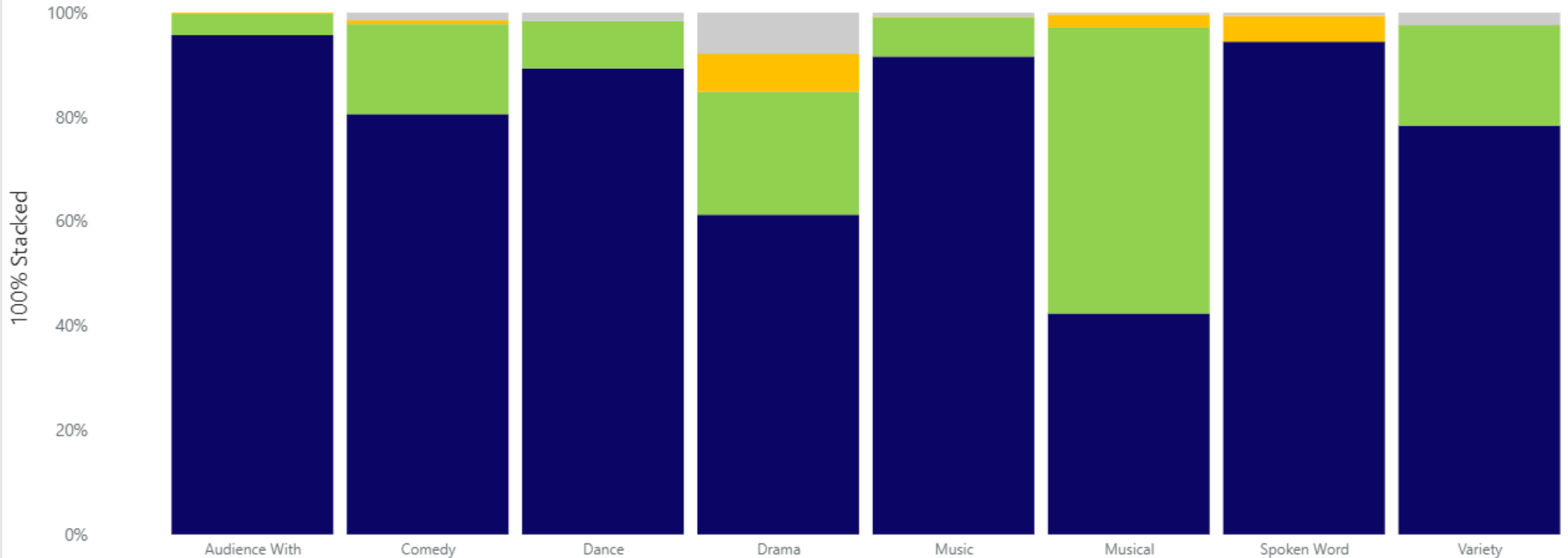
Category 1: Multiple selections | Category 2: All | Category 3: All | Venue: All | Season: 2024: Q2 (Apr-Jun) | Between: 9/1/2017 - 5/23/2025 | Productions: All

100% Stacked Sales

100% Stacked Sales by Dynamic Pricing Change



Starting price (dark blue), Raised price (green), Lowered Price (orange), Free (grey)



Multiple selections

Apply

But what about visitor attractions,
and customer attitudes?

MARKETING 101

Often in attractions we work with, dynamic pricing will by default operate in the -10% to +30% adjustment range, from base price.

 Dayparts / timed ticketing usually an essential component

Common Dynamic Pricing variables

% capacity sold

Speed of sale

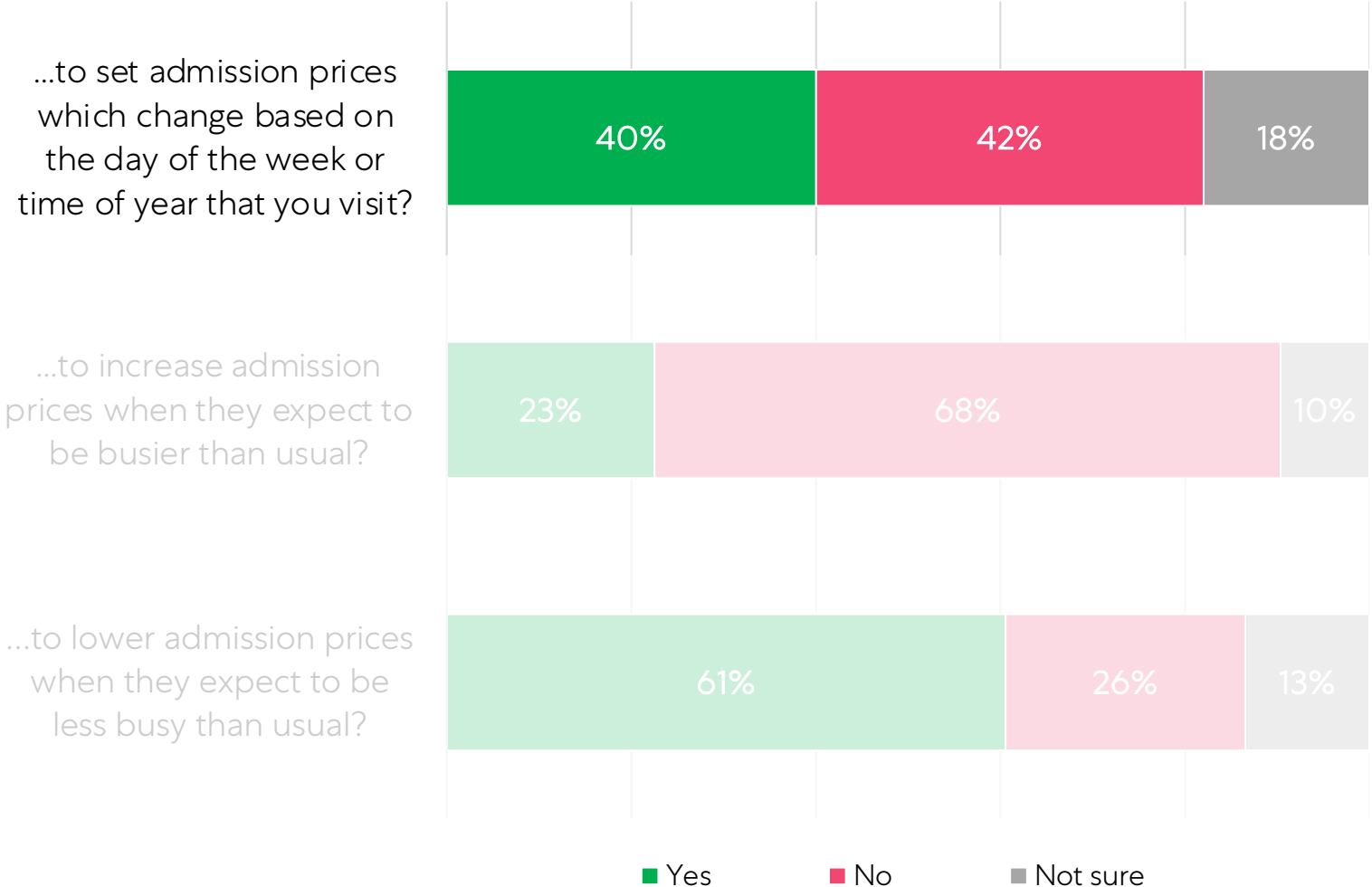
Time to admission

Weather / inbound flights / other external signals

...but do visitors like it?

Approval of pricing practices

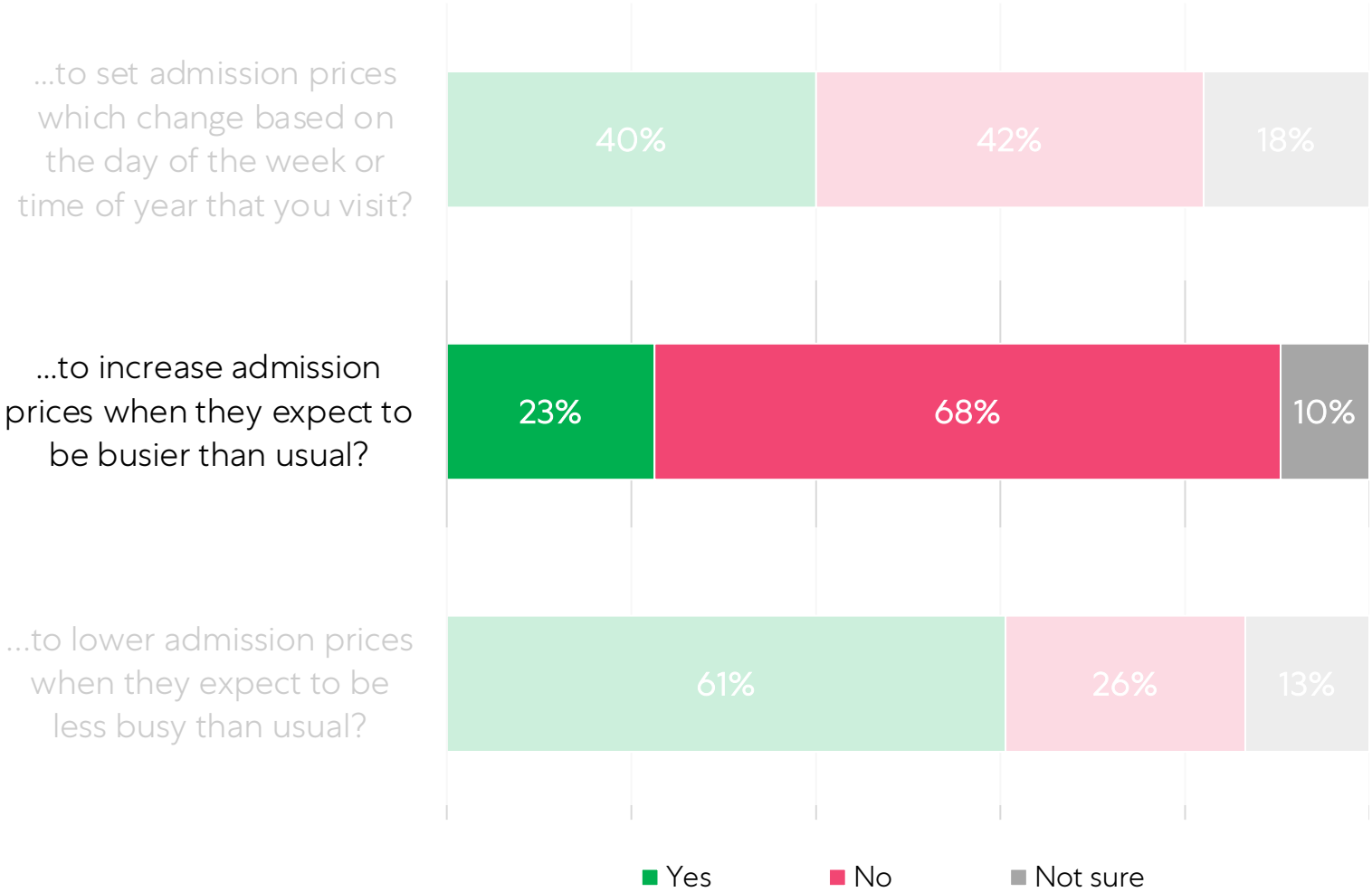
Do you think it's OK for visitor attractions...



Evenly split on variable pricing

Approval of pricing practices

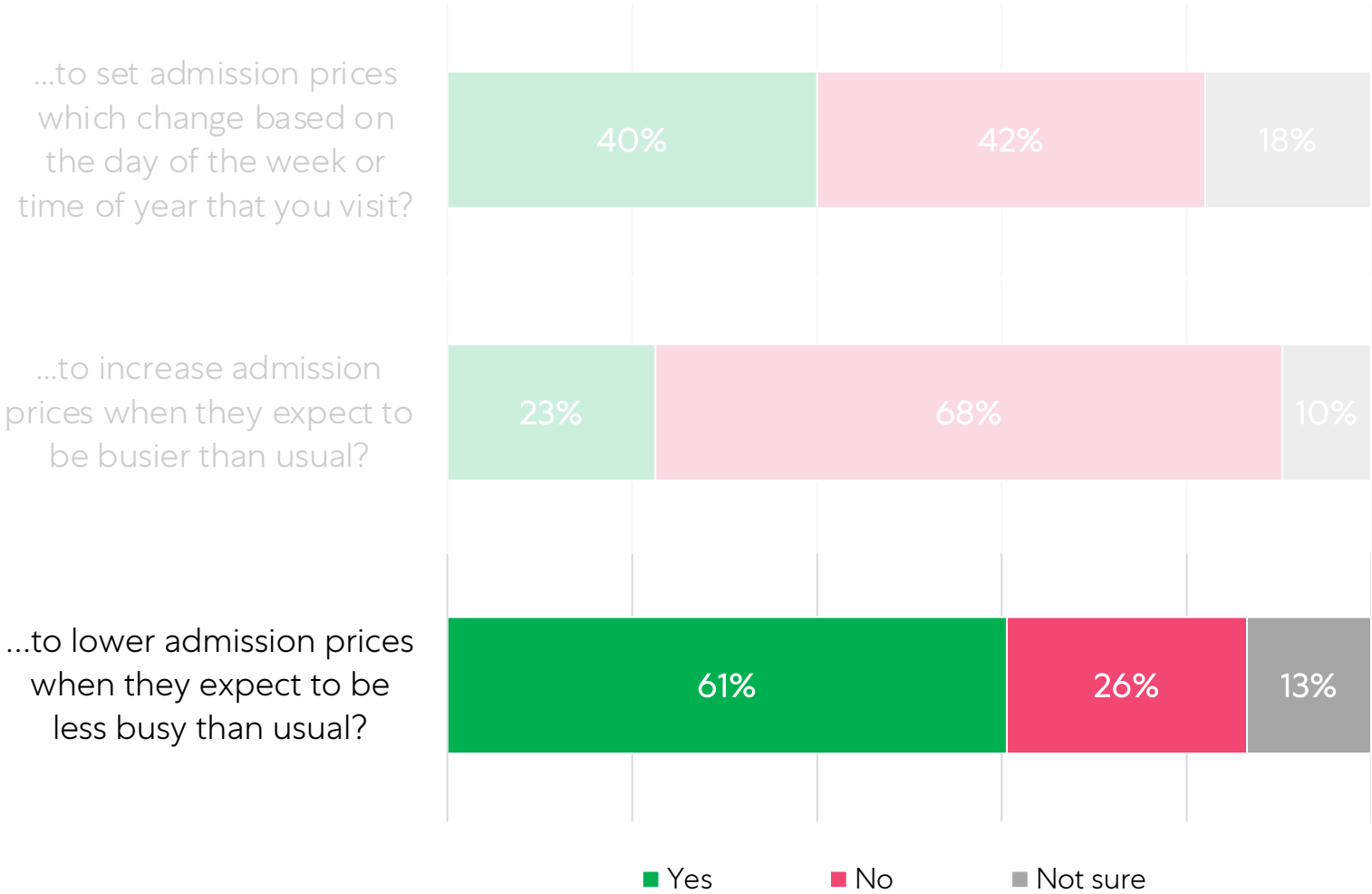
Do you think it's OK for visitor attractions...



68% don't think it's OK to increase prices

Approval of pricing practices

Do you think it's OK for visitor attractions...



61% think it's OK to lower prices

So we have...

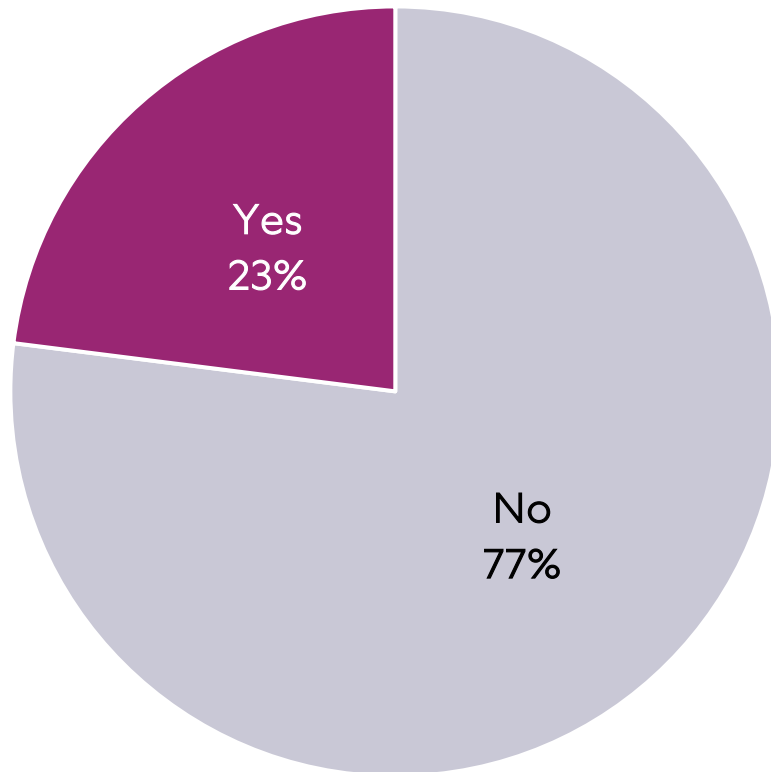
Intrinsic price sensitivity

Do people even know
what dynamic pricing
is?

NO

Familiarity with dynamic pricing

Have you heard of dynamic, or demand-based pricing before?



- Less than a quarter had previously heard of dynamic pricing

“Dynamic pricing is when an organisation changes the price of a product or service up or down after it has gone on sale, often based on the level of demand.”

To what extent do you usually expect the below industries to price in this dynamic way?



Airlines

66%



Hotels

62%



Theme &
Water
Parks

38%



Theatres &
Concert
Halls

32%



'Amazon'

29%



Historic
Houses

23%



Super-
markets

21%



Museums &
Galleries

20%

To what extent do you usually expect the below industries to price in this dynamic way?

Understanding that these industries commonly use dynamic pricing is low



Theatres & Concert Halls

32%



'Amazon'

29%



Supermarkets

21%



Pricing experiments

Advance booking discount with implicit dynamic pricing

1

You plan to visit a visitor attraction which is new to you, alone, in a week's time. You're not completely sure you will be free on the day you'd like to book for.

Which option do you choose?

BOOK EARLY FOR THE BEST PRICES

Today's price	On the day
£14	£21
A	B

You plan to visit a visitor attraction which is new to you, alone, in a week's time. You're not completely sure you will be free on the day you'd like to book for.

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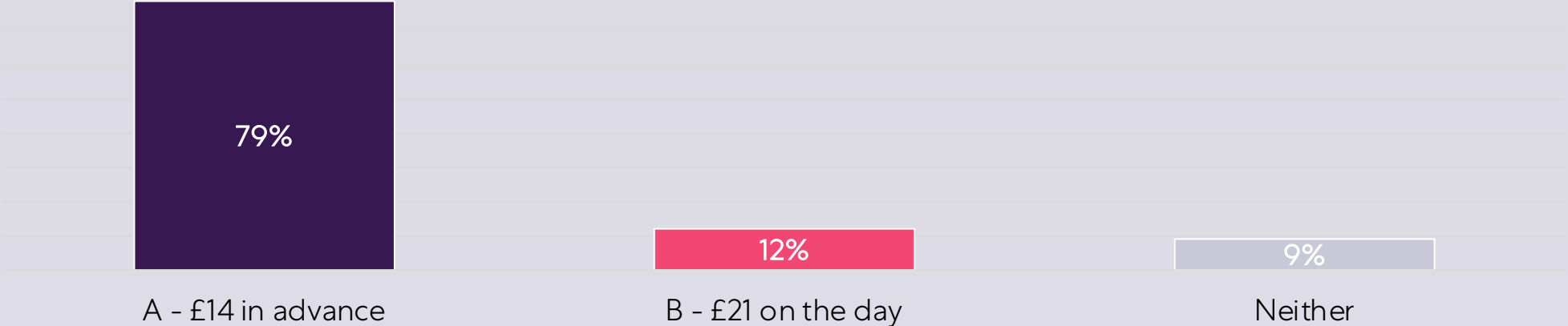
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A	B

You plan to visit a visitor attraction which is new to you, alone, in a week's time. You're not completely sure you will be free on the day you'd like to book for.

Which option do you choose?

Today's price	On the day
£14 A	£21 B

91%
make a
choice



Price thresholds and capacity scarcity

2

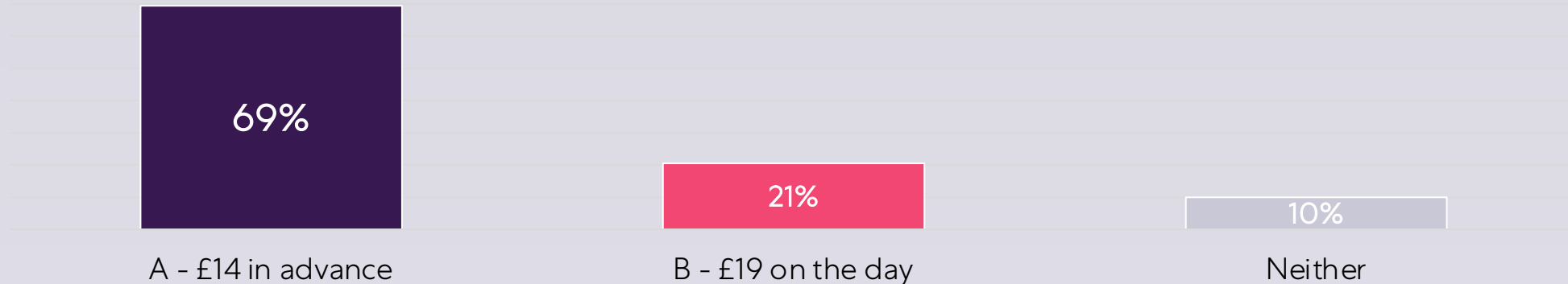
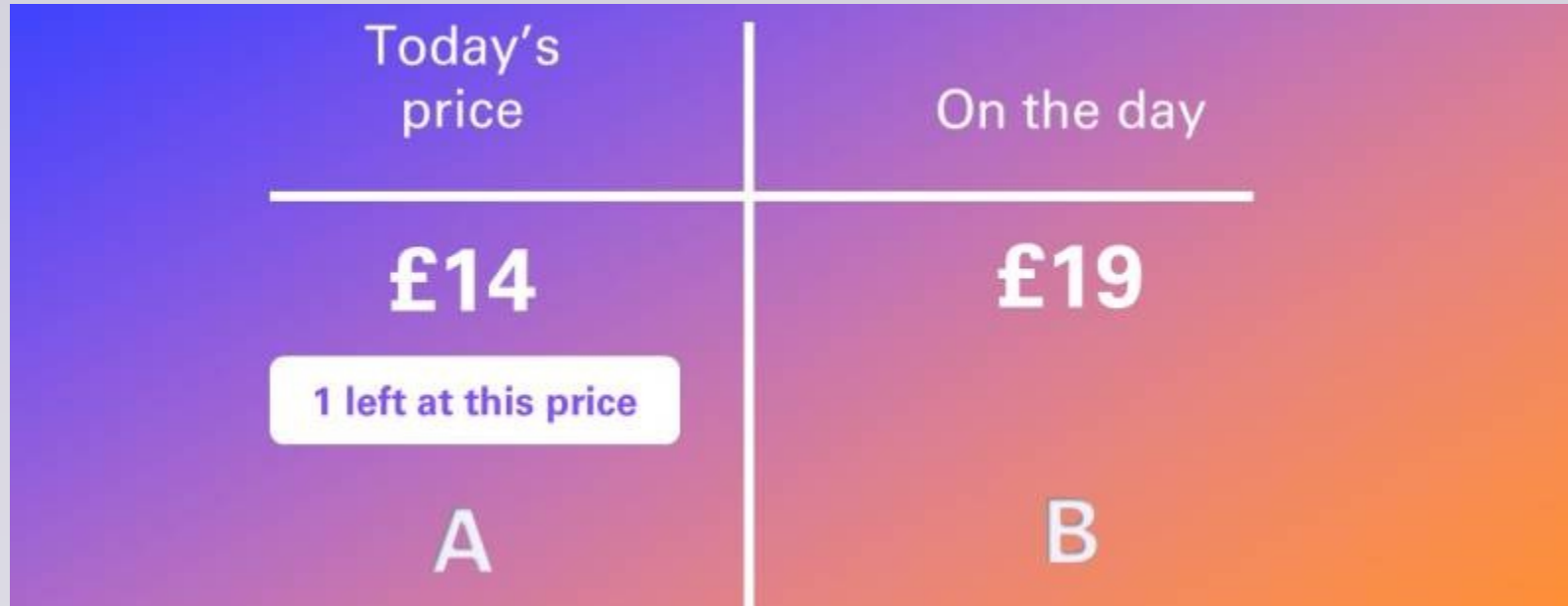
Now imagine you plan to visit the same attraction, but in a week's time. You're not completely sure you will be free on the day you'd like to book for.

What about now?



Now imagine you plan to visit the same attraction, but in a week's time.
You're not completely sure you will be free on the day you'd like to book for.

What about now?



Uncertain gate price

3

Now imagine you plan to visit the same attraction, but in a week's time. You're not completely sure you will be free on the day you'd like to book for.

What about now?

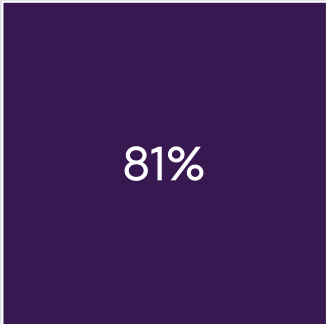
BOOK EARLY FOR THE BEST PRICES

Today's price	On the day
£14	£19
A	B

Today's price.
May change on the day you attend.

Now imagine you plan to visit the same attraction, but in a week's time. You're not completely sure you will be free on the day you'd like to book for.

What about now?



A - £14 in advance

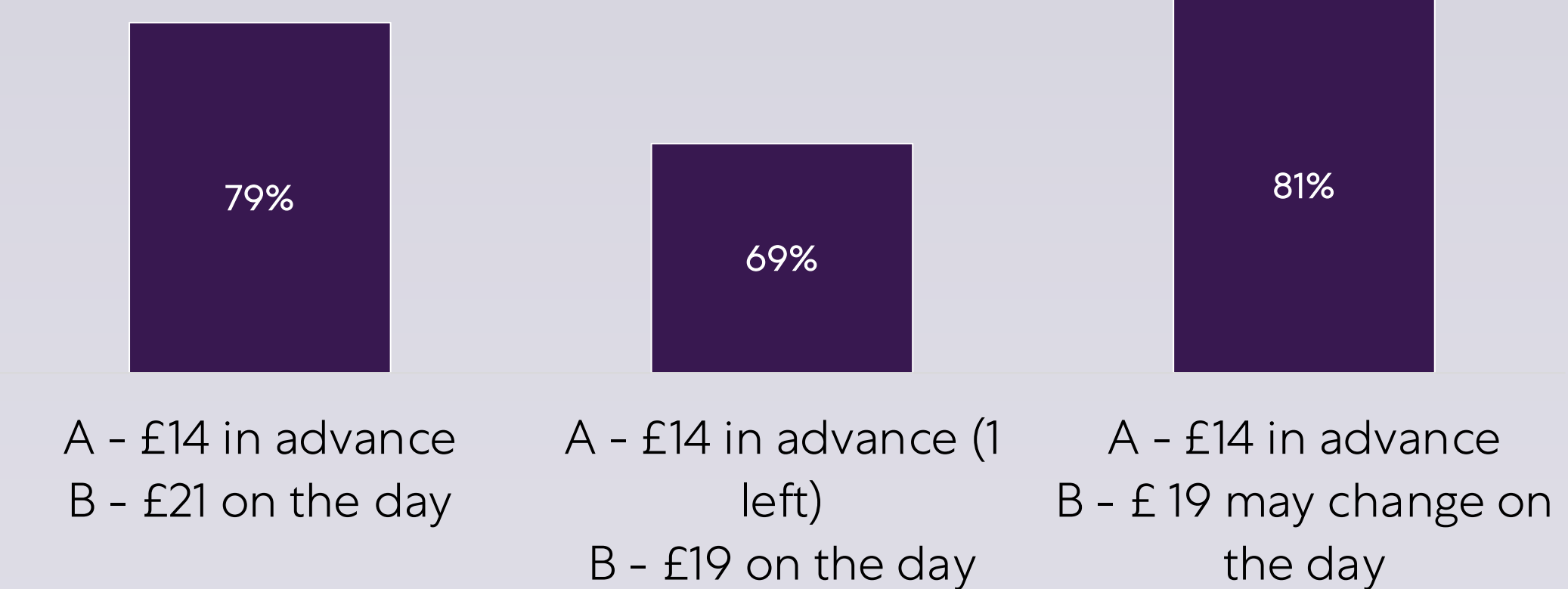


B - £ may change on the day



Neither

Closing the gap pushes more people to on the day, but introducing uncertainty brings them back to advance booking



Back to this concept of....

“Pricing on the
threshold of pain”

You visit a Visitor Attraction with a friend, and you are paying for both.

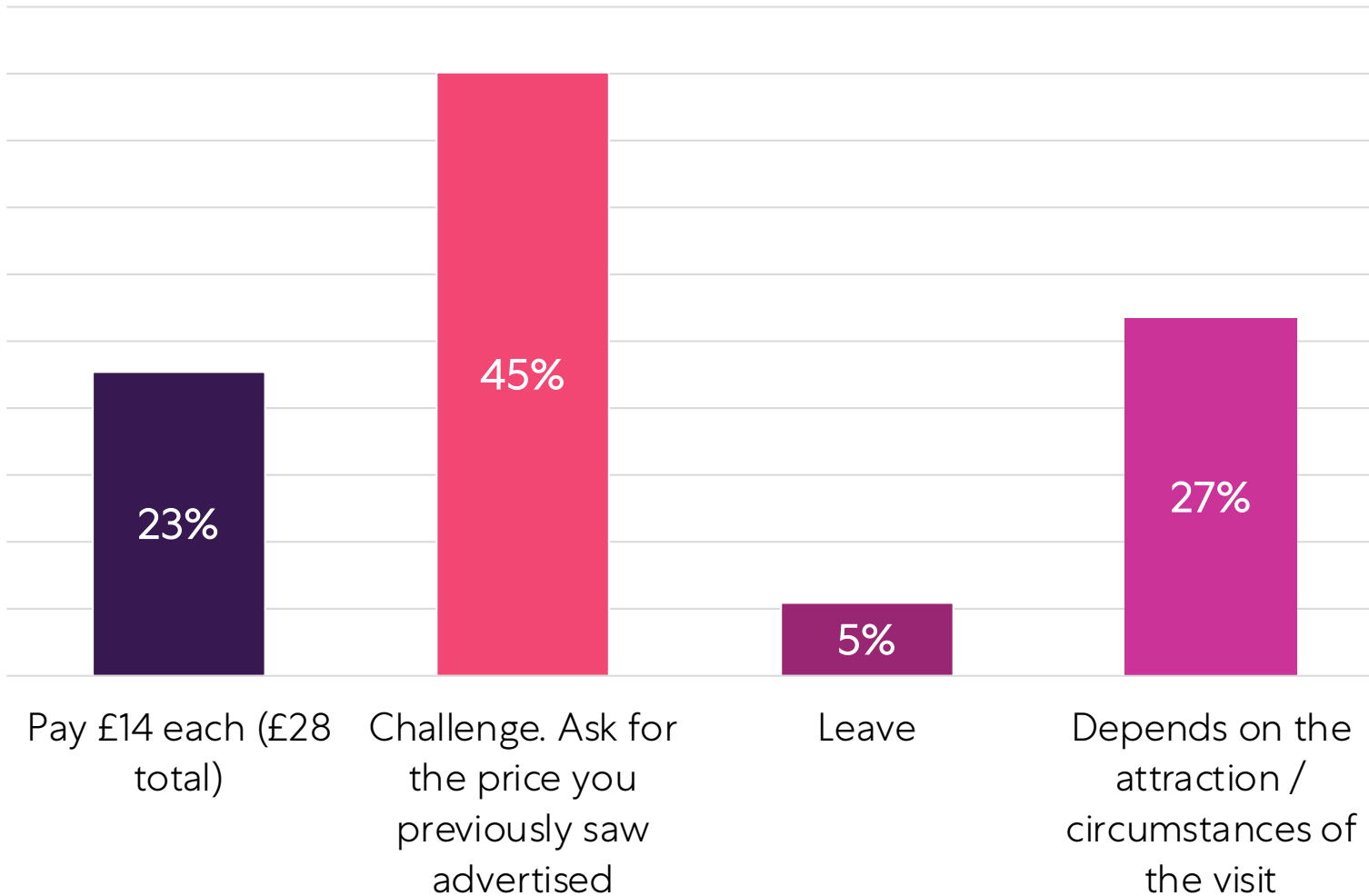
When you check the admission price on the website a few days in advance, the advertised price is £10 each.

When you arrive on the day the price has risen to £14 each.

What do you do?

Expects £20 | Gate £28

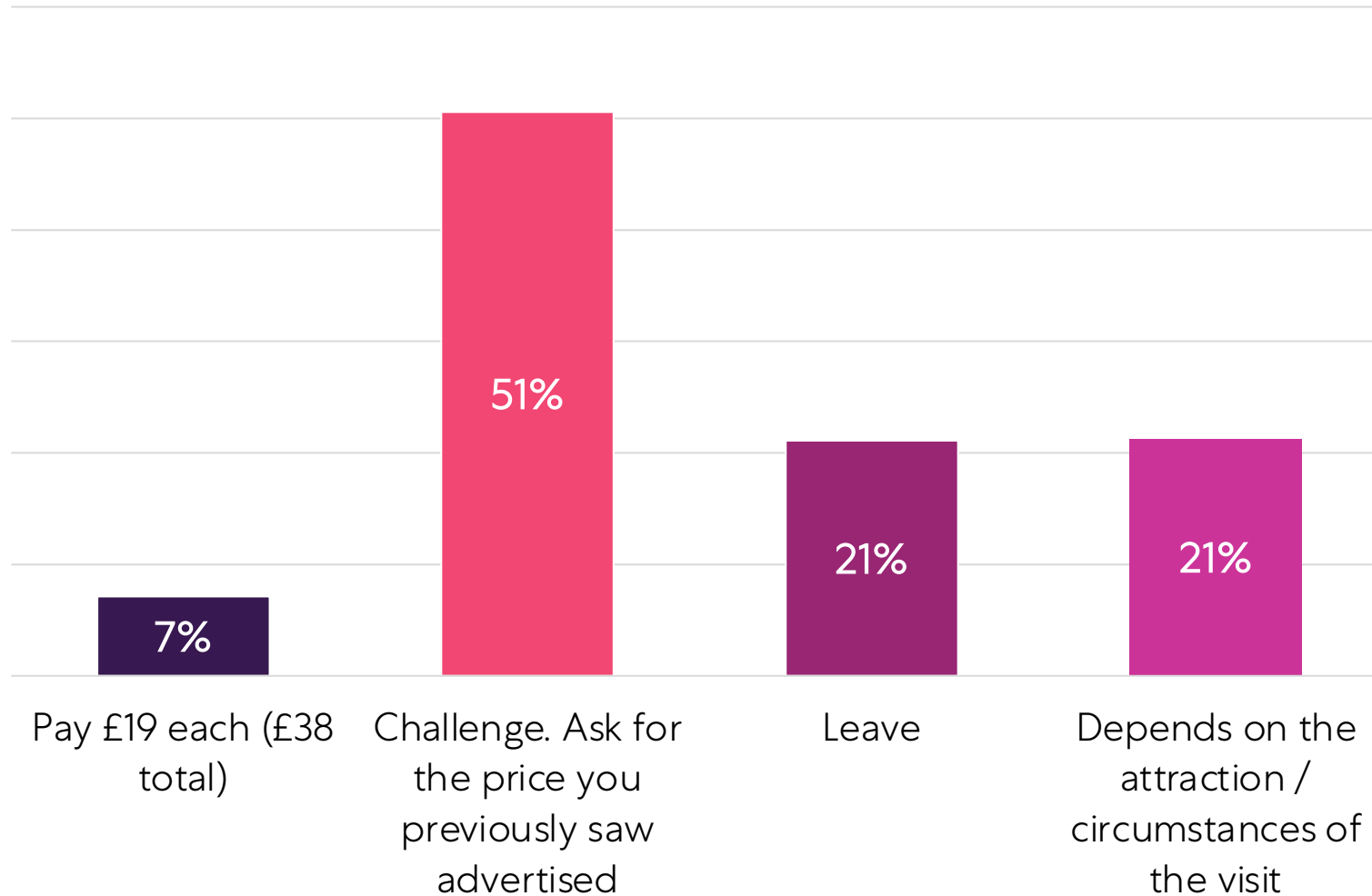
What do you do?



Expects £20 | Gate £38

£19 each

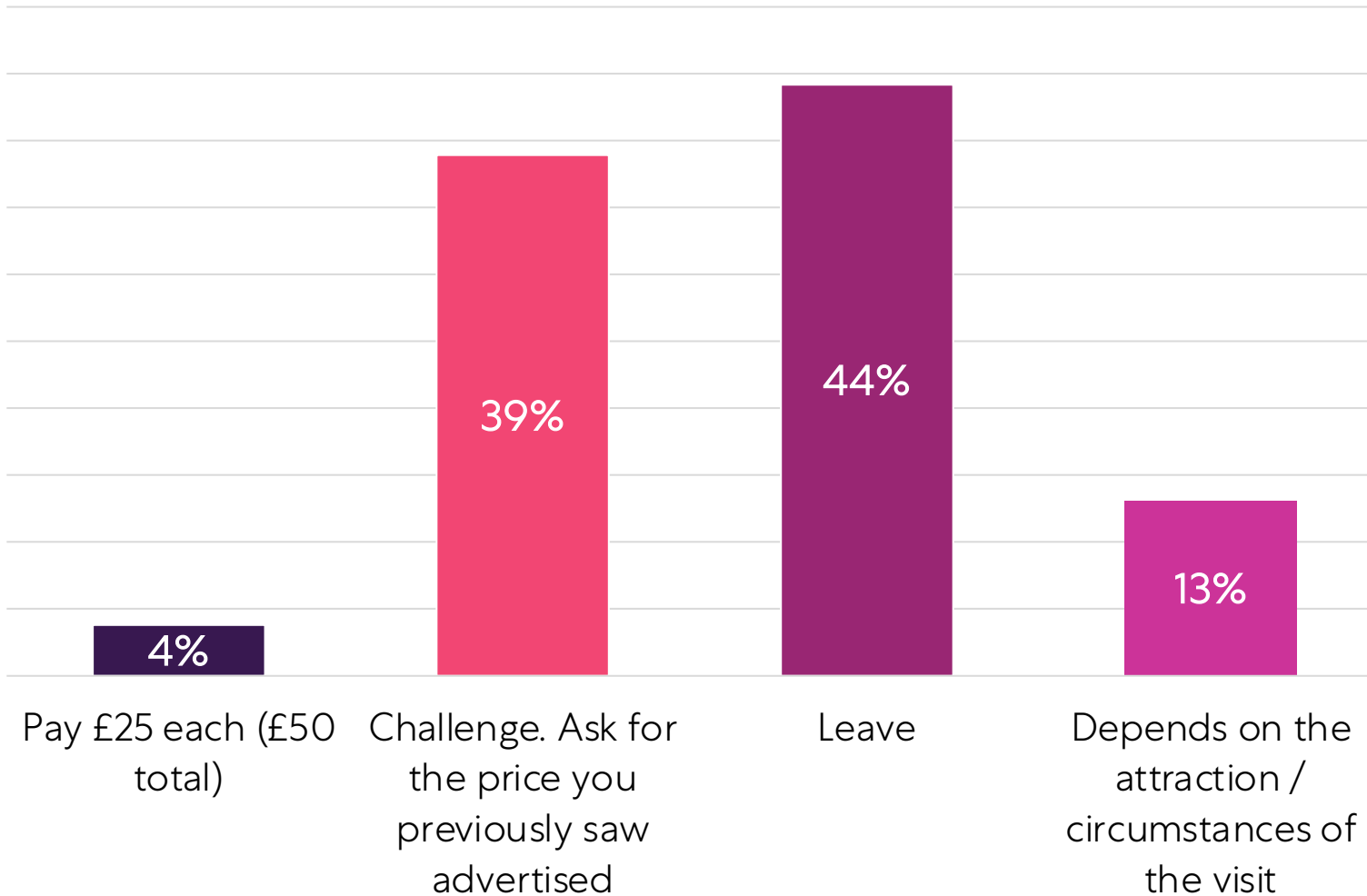
What do you do?



Expects £20 | Gate £50

£25 each

What do you do?



The key is clear
communication which helps
people to make good choices,
and tolerable variance

What is Plan-Ahead Pricing?

Florida Aquarium

The Florida Aquarium is proud to offer Plan-Ahead Pricing allowing you the opportunity to enjoy an Aquarium visit on a day that best accommodates both your budget and schedule.

Plan-Ahead Pricing helps make The Florida Aquarium more accessible to a variety of audiences to advance our mission to entertain, educate and inspire stewardship of the natural environment.



< NOVEMBER

JANUARY >

MO	TU	WE	TH	FR	SA	SU
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19 Adult General Admission from \$36.45	20 Adult General Admission from \$34.95	21 Adult General Admission from \$34.20	22 Adult General Admission from \$33.20	23 Adult General Admission from \$32.70	24 Adult General Admission from \$33.70	25
26 Adult General Admission from \$33.95	27 Adult General Admission from \$32.45	28 Adult General Admission from \$32.45	29 Adult General Admission from \$32.45	30 Adult General Admission from \$32.45	31 Adult General Admission from \$32.45	1



Chat with Us

65

Zoo Atlanta



VISIT

SUPPORT

LEARN

ANIMALS

CONSERVATION

RESEARCH

PLAN AN EVENT

GENERAL ADMISSION

Plan ahead! Ticket prices vary based on entry date. This new structure gives guests the opportunity to plan a visit on the day that best accommodates their budget and schedule. The further in advance you purchase tickets, the more you're likely to save! [Learn more](#) about plan-ahead pricing. Tickets now include the [VIP Memory Pass](#).

Admission is free for Military* and children under 3 years old. College students get a discount!**

BUY NOW

** All active-duty, reserves, veterans, and retired members of the U.S. Armed Forces will receive free admission to Zoo Atlanta; valid military ID required at Zoo Admissions. Regular admission rates will apply to family members and other guests. Reservation not required for Military admission.

* Valid college ID required at Zoo Admissions.

December 2022						
SU	MO	TU	WE	TH	FR	SA
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19 \$28.70	20 \$26.95	21 \$26.20	22 \$25.45	23 \$25.95	24 \$27.45
25	26 \$26.45	27 \$26.45	28 \$26.70	29 \$26.20	30 \$26.45	31 \$26.95

January 2023						
SU	MO	TU	WE	TH	FR	SA
1 \$26.95	2 \$26.45	3 \$24.20	4 \$24.20	5 \$24.70	6 \$25.45	7 \$27.20
8 \$26.70	9 \$24.70	10 \$24.20	11 \$24.20	12 \$24.70	13 \$25.45	14 \$27.70
15 \$27.70	16 \$26.95	17 \$24.20	18 \$24.20	19 \$24.70	20 \$25.45	21 \$27.20
22 \$26.95	23 \$24.70	24 \$24.20	25 \$24.20	26 \$24.70	27 \$25.45	28 \$27.20
29 \$26.95	30 \$24.70	31 \$24.20				

California Academy of Sciences



Select date and time

The Academy is open daily. You may enter at any time within your timeslot. If you don't see your desired timeslot, it is unavailable.

TODAY - Tuesday, December 13

Select entry time

Select entry time

9:30 AM - 10:30 AM (Adult \$42.00)

10:30 AM - 12:30 PM (Adult \$42.00)

12:30 PM - 2:30 PM (Adult \$42.00)

2:30 PM - 4:00 PM (Adult \$41.00)

4. Add to cart

California Academy of Sciences



Select date and time

The Academy is open daily. You may enter at any time within your timeslot. If you don't see your desired timeslot, it is unavailable.

TOMORROW - Wednesday, December 14

Select entry time

Select entry time

- 9:30 AM - 10:30 AM (Adult \$40.50)
- 10:30 AM - 12:30 PM (Adult \$40.00)
- 12:30 PM - 2:30 PM (Adult \$38.75)
- 2:30 PM - 4:00 PM (Adult \$37.75)

4. Add to cart

California Academy of Sciences



Select date and time

The Academy is open daily. You may enter at any time within your timeslot. If you don't see your desired timeslot, it is unavailable.

Wednesday, December 21

Select entry time

Select entry time

- 9:30 AM - 10:30 AM (Adult \$39.75)
- 10:30 AM - 12:30 PM (Adult \$39.25)
- 12:30 PM - 2:30 PM (Adult \$38.50)
- 2:30 PM - 4:00 PM (Adult \$37.50)

4. Add to cart

Somerset House: Ice rink

Tuesday 03 Jan 2023



16 Nov 2022 – 15 Jan 2023

BOOK TICKETS

Adult tickets from £10 - £22

+ one-off transaction fee per order

Please note that the 10:00 session is a Chilled Out Session. These sessions will have music at lower levels, an extra indoor space as a chill out area if you need to take a break from the rink during your session, and the environment on the ice will be quieter and more spacious. [Read more here.](#)

[By purchasing a ticket you consent to all terms and conditions \(view here\).](#)

Essential Information (click here)



Please select a time below

- 10:00
- 11:00**
- 12:00
- 13:00
- 14:00
- 15:00
- 16:00
- 17:00
- 18:00
- 19:00
- 20:00
- 21:00

Please select your ticket types

Full Price	£18.00	0	▼
Job Seeker	£14.00	0	▼
Senior 60+	£14.00	0	▼
Disabled	£14.00	0	▼

Somerset House: Ice rink

Tuesday 03 Jan 2023

Please note that the 10:00 session is a Chilled Out Session. These sessions will have music at lower levels, an extra indoor space as a chill out area if you need to take a break from the rink during your session, and the environment on the ice will be quieter and more spacious. [Read more here.](#)

[By purchasing a ticket you consent to all terms and conditions \(view here\).](#)

Essential Information (click here) ▼

Please select a time below

- 10:00
- 11:00
- 12:00
- 13:00
- 14:00
- 15:00
- 16:00
- 17:00
- 18:00
- 19:00
- 20:00**
- 21:00

Please select your ticket types

Full Price	£14.00	0	▼
Disabled	£14.00	0	▼
Child (12 and Under)	£8.50	0	▼
Disabled Companion	£0.00	0	▼

Somerset House: Ice rink

Skate

Tuesday 27 Dec 2022

[By purchasing a ticket you consent to all terms and conditions \(view here\).](#)

Essential Information (click here)



Please select a time below

- 09:00
- 22:00

Please select your ticket types

Full Price	£22.00	0	▼
Disabled	£22.00	0	▼
Child (12 and Under)	£11.00	0	▼
Disabled Companion	£0.00	0	▼

Revenue Management in the Arts

- Variable pricing is giving way to Dynamic
- Manually-operated Dynamic is gradually giving way to algorithmic Dynamic
 - ...and premium seats are spreading, in size within a venue, and from venue to venue
- Pay What You Can is here to stay in some parts
- Not yet clear what the impact is on universality – and whether, as public funding diminishes, there will be a backlash
- Dynamic is increasingly essential to some organisations – fluid pricing is seen as the only sensible mitigation against a wide range of destabilising forces...

...but there are indications it doesn't work everywhere, and some are hitting the limits of the market's WTP even after extensive efforts to develop the market.

- So remodelling the cost base likely to come next – consolidation, partnership, mergers

A large, dark blue, curved shape that starts at the top right and curves downwards and to the left, ending near the bottom center of the slide.

Dynamic Pricing: Double the
income, or double edged
sword?

baker-richards.com