



**Boston Breakers
2009-2010
Ticket Sales Manual**

September 8, 2009



General Policies

OFFICE HOURS:

Office hours are from 9:00 AM to 5:00 PM Monday through Friday. Additional weekend hours and evening hours will be required for sales appointments, appearances and special events. Because of this, weekday hours can fluctuate slightly and additional time off may be granted. Any changes in your standard weekday office hours must be approved by the Director of Ticket Sales or General Manager. Lunch breaks should be no longer than 45 minutes.

DRESS CODE:

Office attire for Account Executives is business casual. Keep appropriate attire for sales appointments on hand at all times. You never know when you will get an appointment on short notice! For men, this means collared shirt and tie. For women, keep suitable attire on hand for a high level presentation.

For any team appearances (soccer tournaments, booths, etc.) you must have Breakers top (polo, jacket or fleece) and khaki pants. Please do not wear sunglasses when representing the team in public.

CONFIDENTIALITY:

All client information in our sales databases and mailing lists is confidential. Customers' names, addresses, phone numbers, emails, spending habits and seat locations are not to be shared outside the organization. Breakers budget goals, sales figures and other financial information are not to be shared outside the organization.

VACATION:

You have two weeks of paid vacation per year. Vacation must be scheduled at least one month in advance with your manager. Vacation may not be taken during the WPS season. There is an extra week of paid time off between Christmas and New Year's Day.

TIME OFF:

You are expected to be at work unless time off is arranged with your manager in advance. If you are sick, please call your manager to be excused. You may leave a message 24 hours a day, 7 days a week.

Compensation & Commissions

PAYROLL:

Paychecks are issued every other Friday. This will be your base pay. You may elect either direct deposit or to receive a standard check.

COMMISSIONS:

You will not receive a commissions check between September through December of 2009.

Effective January 2010 and every month thereafter you will receive a separate commission check once per month. All commissions are reviewed by the Director of Ticket Sales. Sales must be paid in full before commission will be issued.

The Breakers are a sales-driven organization. We want you to earn as much as possible and we will ensure that you are paid in a fair and timely manner for your sales success. In **rare** circumstances you may lose a commission at the discretion of the Director of Ticket Sales. These circumstances include, but are not limited to:

- Unresolved customer service complaints on the account in question
- Senior manager must intervene to collect overdue payment of an account
- Delinquent accounts
- Accounts stolen from other Account Executives (also subject to termination)
- You leave the organization before the account is paid in full
- You leave the organization before an account is fully serviced

COMMISSION TABLE:

The following products are commissionable at the following rates:

5% of Gross Revenue

Category I-III Memberships
Flex Packs
Group Ticket Sales (20 or more)
Group Experiences with no COGS*

5% of Net Revenue

Premium Memberships
Catered Packages
Birthday Packages
Group Experiences with COGS*

Non Commissionable

Individual Tickets (orders of 19 or fewer)
Groups ordered via website
Merchandise*

*Cost of Goods Sold

*Unless part of a Group or Experience

Breakers Sales Principles

1. We sell experiences

We do not sell seats to watch women's soccer games.

We sell the Breakers experience. The Breakers experience has a soccer game at its center, but also includes music, video, food, souvenirs, autographs, Breakerstown activities, and customer service. For some fans, it will also include exclusive opportunities for an additional price beyond what they pay for admission.

You know the expression "a means to an end". Soccer is our "means". The end is fun, excitement, passion, memories, escapism, quality time and getting swept up in something bigger than yourself. We sell the "end", not the "means".

2. We help our fans choose the best product for their needs

We will not use manipulative or coercive sales tactics or promotions to force our fans to buy more than they want or can afford. We believe it is better to renew a small ticket sale every year than to lose an oversold account after one season.

3. We compete on value, not price

There is no price that is too high, so long as we surpass our customers' expectations. There is no price that is low enough for a bad product and lousy customer service. We will increase our fan base by increasing the perceived value of the Breakers experience, not by slashing the price of soccer tickets.

4. Discounting and free tickets will be strictly limited and strategically used

See #3 above.

5. Games are won by the players on the field. Fans are won by the organization.

There is limited correlation between success on the field and success at the box office. Along with the weather, the Breakers' effort on the field on any given day is one of the few factors we cannot control. When the team wins, that's a bonus. We win when the Breakers experience makes our fans say "Wow!"

Breakers Memberships

These are more conventionally known as Season Tickets, however, we use the term **MEMBERSHIPS**. This is part of our philosophy that we don't sell tickets to women's soccer games. We sell the Breakers experience.

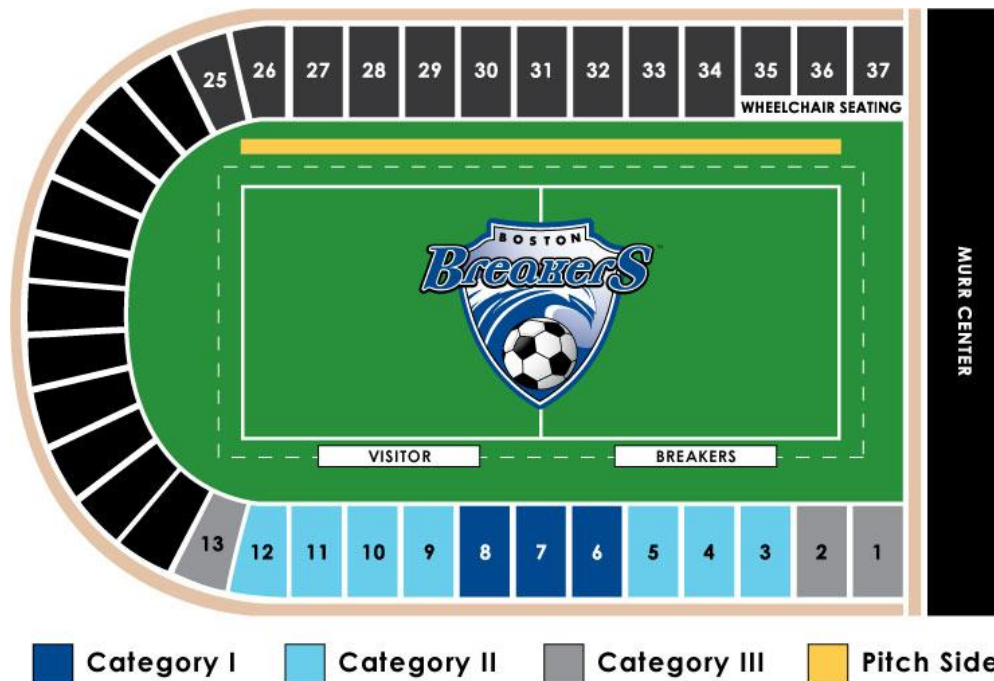
There is another reason for this re-branding.

In our industry, the #1 objection to renewing Season Tickets is unused tickets.

We understand that many of our fans lead busy lives and will not attend all of our games. We need to shift their value judgment from "usage" to "belonging". If we provide compelling reasons to become and remain a Member – in the form of exclusive benefits and opportunities – we will have an attractive full season product, even if some tickets go unused.

A 2010 Breakers Membership includes the same seats to 11 games on the home schedule. In addition, it includes scalable levels of exclusive benefits and opportunities depending on the package selected.

There are four packages available which are described on the following page.



*The Sale is Defined by the Customer:
People don't like to be sold, but they love to buy. Your job as a master salesperson is
to create an atmosphere where people want to buy.
-Jeffrey Gitomer*

Breakers Memberships (Continued)

Category III: \$130

- Seating in Category III sections.
- May exchange unused tickets for future games during the 2010 season.
- May purchase any additional seats for all regular season games at group rates.
- 10% discount on all souvenir purchases at Harvard Stadium.
- Invitation to Members-only Meet the Team event. (One invitation per seat)
- You will receive game notes via e-mail prior to each game.
- Priority ordering for special events and additional games.
- Membership Credential.
- Personal Account Manager.

Category II: \$180

- All benefits listed above for Category III Members.
- Seating in Category II sections.

Category I: \$250

- All benefits listed above for Category II & Category III Members.
- Seating in Category I sections.
- No youth groups will be seated in your Category I seating section.

Pitch Side: \$675

- All relevant benefits listed above for Category I, II & III Members.
- One free parking pass per account
- Pre-game catered buffet at all home games
- On-field seating with an eye-level view of the action. Heads up!

*Day of game only at Box Office and subject to availability of tickets of equal or lesser value. Original tickets must be present at time of exchange. Members only.

Membership Selling Points

1. Exclusive benefits – events, souvenirs, ticket exchange
2. Guaranteed seat location and no waiting in box office lines
3. Price savings on face value of tickets & merchandise

Limitations & Common Objections

1. **Usage.** Fans believe they will not put all of their tickets to good use.
2. **Lack of urgency/scarcity.** Without sellouts, fans can purchase great seats on game day. We must emphasize exclusive benefits over seat availability.

Breakers Flex Packs

Breakers Flex Packs are designed for fans who want maximum flexibility (naturally) in their ticket package. A 2010 Flex Pack contains 20 undated ticket vouchers for Category III seating and costs \$220.

Flex Pack vouchers are NOT tickets. They may be redeemed at the Box Office on the day of the game for actual Category III game tickets, subject to availability.

Flex Pack Selling Points

1. Flexibility. Owner may use as many or as few tickets as they like for any games they choose.
2. \$40 savings from the face value (our largest discount).
3. Excellent gift/raffle/stocking stuffer since it does not commit the recipient to a specific date on a calendar.
4. Upgradable at box office. Owner may pay \$4 per voucher to upgrade to Category II tickets or \$9 per voucher to upgrade to Category I seating.

Limitations & Common Objections

1. Flex Packs offer none of the amenities of our Membership packages.
2. Vouchers are good for 2010 only. 2009 Flex Packs cannot be rolled over to 2010.
3. Because Flex Pack vouchers are not tickets, fans must still visit the box office to redeem them on gamedays.

*“The bitterness of poor quality lingers long after
the sweetness of low price has faded from memory.”*

– Aldo Gucci

Breakers Group Tickets

Clients purchasing 20 or more tickets to a single game are entitled to our group rates for Category I, II and III seating. Group rates are as follows:

- **Category I: \$20.00***
- **Category II: \$15.00**
- **Category III: \$10.00**

*Youth groups may not purchase Group Tickets in Category I. This includes any group made up primarily of children under the age of 14. Seclusion from youth groups is a benefit we sell to our Category I Members.

Deposit

Group tickets may be reserved with an estimate of tickets needed and a deposit of 25% against that estimate. **Tickets are not reserved until a deposit is received.**

Consignment

We do not offer "consignment" of group tickets. Consignment is a sales tactic used by some teams where groups can start with a large block of tickets and then return any that they don't need by a certain deadline prior to the event.

Once a group leader gives us an estimate and a deposit, they are committed to that number of tickets. Consult your sales manager for any exceptions to this rule.

You are the Expert!

When dealing with a client, you are the expert and it is your job to advise them on the best practices of setting up their group. Think of yourself as a consultant.

Be Conservative

Since we do not do consignment, you should encourage your group leaders to start with a conservative estimate of the number of tickets they need. Remember – they cannot return unused tickets, even prior to the game. Reassure them that they can add more tickets as needed and that you will check in with them frequently to monitor their numbers.

Breakers Group Tickets (Continued)

Adding Tickets

At any time after the initial order is placed, a group leader can add additional tickets. They do not need to pay an additional deposit. A running tally will be kept and they will pay for any add-ons when their final bill is due.

Requesting Seat Locations

This is another area where we under-promise and over-deliver. You should take seat location requests when you take a group order. But do not promise outcomes – such as being on an aisle, being in the front row, etc. You must note any seating request on the group order form so that they can be acted upon.

We also cannot guarantee that tickets added on to a group order at a later date will be seated with the original group. However, we will do our best to make this happen.

Payment of Final Balance & Release of Tickets

The final balance on group orders is due two weeks prior to game day. ***Under no circumstances will tickets be released until orders are paid in full.***

Tickets can be picked up at the Will Call window of the Harvard Stadium Box Office on game day only. There is no fee for Will Call pickups. Box Office hours are TBD.

For an additional fee of \$5, tickets can be shipped group leaders.

Group Experiences

All groups of 20+ will get their “name in lights”, meaning we will welcome them to their game with a public address announcement and a video board slide during the game.

As master salespeople, the sale of additional group experiences to your clients is a key responsibility in the team's success and your personal success.

Proper Handling of Ticket Agreements

All commissionable ticket orders must be written up on a standard ticket agreement. Originals of each form are at the back of this book and can be copied for office use.

The following is the proper procedure for processing a ticket order:

1. Write up the ticket order on the proper form.
2. **Ask for payment.** A sale is not a sale until payment is received (either a deposit or in full, depending on the product).

If “the check is in the mail”, stop here. Keep a copy of the sales order at your desk until payment arrives. Do not submit any paperwork before then.

If you have payment in hand – either cash, check or credit card info – proceed from here.

3. Make three copies of your sales order. The original goes to the CFO, with the check, cash or credit card slip attached. Give one copy to the Ticket Manager and one copy to the Director of Ticket Sales.
4. Keep the final copy for yourself in a binder. Keep separate binders for Memberships & Flex Packs (alphabetical) and for groups (chronological).
5. Prepare and mail personal thank you notes/confirmations to all sales for the day. The note must include the Member's Priority Number. A copy of your note needs to be attached to the sales order you submit to the Director of Ticket Sales.

The Boston Breakers accept Cash, Check, Money Order
American Express, Visa & Mastercard
We do not accept Discover Card

**A customer is NOT a Member or a group leader until payment is received.
Seats cannot be reserved in the ticket system without payment.
Season Tickets Are NOT Refundable
Group Deposits Are NOT Refundable**

Seat Selection & Priority Numbers

For Members

When you complete the sale of a new Membership – meaning you have either full payment or the proper deposit in hand – that Member is assigned a **Priority Number**.

A Priority Number functions like a draft pick. They are assigned in order of the date of payment. The earlier you buy a Membership, the better the Priority Number you receive.

All Priority Numbers are assigned by the Ticket Manager. You can find the master list on the Breakers server in the SALES-Season Tickets folder. Your confirmation packet sent to each new Member must include written notice of their Priority Number.

Permanence & Assignability

Priority Numbers are valid for as long as we play at Harvard. If we leave Harvard someday, there is no guarantee we will keep our Priority Numbers for seat selection at a future venue. Do not make promises to this effect. Priority Numbers are not transferrable. If a Member drops their seats, but refers someone else to take over the seats, the new Member will be issued a new Priority Number based on the date of purchase.

Deactivation of Priority Numbers

When a Member elects not to renew their Membership, their Priority Number ceases to exist. That number can never go back into circulation. Remaining Members keep their existing numbers, but there are now fewer people ahead of them.

Example: John Smith owns Priority #1. Emily Jones owns Priority #2. In 2010, John Smith cancels his Membership. Emily Jones still has Priority #2. However, there is no one left active ahead of her, so she will have the first pick in any future Priority Number process.

Seat Selection

2009 Members have the option to renew their seats until December 15, 2009. After that deadline, their seats will be released. The Ticket Manager will then seat all the new Members and make adjustments to renewing Members' seats.

For Groups

All groups are seated by the Ticket Manager. AE's ask for and make note of any seating requests on their group ticket agreement (e.g. proximity to field, etc.)

The Anatomy of a Ticket Sale

1. **Set a goal for each interaction.** If you are making your initial contact, your goal might be to get an appointment or the name of a decision maker. If you are making a follow-up call, it might be to close the sale.
2. **Aim high.** Ask for the President, the CEO or the General Manager. With the occasional exception of Youth Soccer boards, there is never a "budget" for sports tickets. You need the person who can create their own budget.
3. **Introduce yourself.** Be enthusiastic. Be articulate. Be brief.
4. **Explain (briefly) the reason for your call.**
5. **Ask fact-finding questions.** Let your prospect do most of the talking. The information he or she provides will help you close later.
 - a. How many employees do you have?
 - b. What types of things do you do to entertain your clients?
 - c. Does your league have an end-of-season family outing?
 - d. Have you ever been to a Breakers (or Revs) game before?
6. **Establish rapport & build interest.** This comes from asking good questions. Does he have kids in youth soccer? Did she attend your alma mater?
7. **Deliver your sales message.** Clearly state the benefits of the Breakers experience
8. **Acknowledge and overcome objections.**
9. **Closing.** This is an ongoing process through a sales call. Initial closes will move the client towards selecting a product. The final close is to ask for the sale (and payment).
10. **The sale never ends.** Your best customers are your existing customers. With hard work and great service, they will reward you with repeat purchases and referrals.

There is no such thing as a no sale call. A sale is made on every call you make. Either you sell the client or he sells you a reason why he can't. Either way a sale is made, the only question is who is gonna close? You or him?

Jim Young (Ben Affleck), Boiler Room

Contact Management & Mailing List: Glitnir & Bronto

We use two software programs to manage customers and prospects.

The first program is called **Bronto**. Bronto manages our snail mail and e-mail lists and enables our sales force to send messages and offers to segmented audience groups.

Any staff member or intern may make entries into Bronto. First they must have a training session with Heather Pease or Matt Lopez to ensure that entries and edits are made in accordance with accepted styles.

The second software package is called **Glitnir Ticketing**. Glitnir is our ticketing package. It both manages our seating inventory and prints our game tickets. It also has a sales management component which allows our Account Executives to manage and track their customers and prospects.

Only employees who have been issued a password may use Glitnir. Never share your Glitnir password with another employee, as you may become responsible for their actions or mistakes, such as cash theft from game day box office operations.

How are these packages different?

Bronto is the master list.

Every person who has provided contact information to the Breakers must eventually end up in Bronto. Newsletter subscribers and contest entrants are immediately entered into Bronto. Account Executives are responsible for entering all of their call-in sales into Bronto or updating the status of their clients in Bronto.

Glitnir is not a master list. Not every team contact is a ticket buyer or is being actively pursued by an Account Executive.

Glitnir tracks all ticket buyers, along with all prospects who are actively being pursued by Account Executives. Glitnir will automatically capture all individual game ticket buyers who order their tickets online. Account Executives are responsible for entering all of their package sales and Membership sales into Glitnir. Account Executives are also responsible for entering all sales prospects they are pursuing into Glitnir.

A fan from Michigan or Japan who signs up for our e-mail newsletter is an example of someone who would be in Bronto, but would not be in Glitnir.

Everyone who is in Glitnir must eventually end up in Bronto, although this will require some intern data entry projects every year to accomplish.

Harvard Stadium

- Harvard Stadium has an overall seating capacity of 30,898. We will use one side of the stadium for most Breakers games.
- In 2008, a new video board was installed that will allow the use of advanced video and graphics at Breakers home games.
- All Boston Breakers tickets will be for reserved seating. There will be no general admission seating.
- Parking for Breakers home games is \$____ per car.
- Tailgating is allowed at Harvard Stadium!
- The Harvard Stadium restrooms were renovated in 2008 to add expanded capacity for women's rooms.

Via M.B.T.A.

The Red Line subway stops at Harvard Square. The Soldiers Field Complex is a 10-minute walk from the square, down JFK St. and over the Charles River. Several bus routes make stops at Harvard Square as well. The 66 and 86 routes include stops on North Harvard Street in front of Harvard Stadium.