# Using Data Analysis to Predict Attendance for NHL Regular Season Games

Brian Macdonald<sup>1</sup> Michael Peterson<sup>2</sup> James Cifu<sup>1</sup>

<sup>1</sup>Florida Panthers Hockey Club, Sunrise, FL <sup>2</sup>Tampa Bay Lightning Hockey Club, Tampa, FL





RITHAC 2017, 10/21/2017
Twitter: @bmacNHL, @FlaPanthers, @TBLightning



#### Goal:

▶ Develop a model for predicting attendance for games using only information that is known before tickets go on sale.



#### Goal:

Develop a model for predicting attendance for games using only information that is known before tickets go on sale.

### This could help answer questions like:

Which games should be in which tiers for variable pricing?



#### Goal:

Develop a model for predicting attendance for games using only information that is known before tickets go on sale.

#### This could help answer questions like:

- Which games should be in which tiers for variable pricing?
- What kinds of things could we request when the league is developing the schedule?



#### Goal:

Develop a model for predicting attendance for games using only information that is known before tickets go on sale.

#### This could help answer questions like:

- Which games should be in which tiers for variable pricing?
- What kinds of things could we request when the league is developing the schedule?
  - Specific question: Do we prefer good team on a Saturday and bad team during the week, or a good team during the week and a bad team on Saturday?"



#### Goal:

▶ Develop a model for predicting attendance for games using only information that is known before tickets go on sale.

#### This could help answer questions like:

- ▶ Which games should be in which tiers for variable pricing?
- What kinds of things could we request when the league is developing the schedule?
  - Specific question: Do we prefer good team on a Saturday and bad team during the week, or a good team during the week and a bad team on Saturday?"
  - What do we want Thanksgiving week?



First, let's plot some raw data.

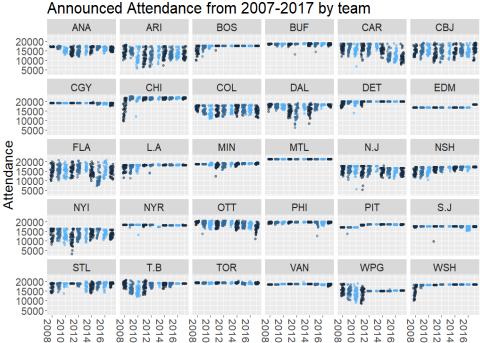
Attendance\* by game, from 2007-08 to 2016-17, for all 30 teams.



First, let's plot some raw data.

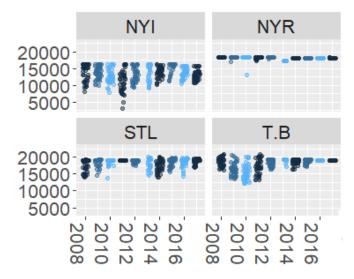
Attendance\* by game, from 2007-08 to 2016-17, for all 30 teams.

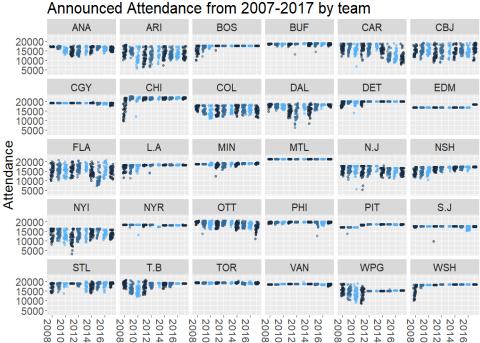
\*Announced attendance, as published on nhl.com



Date

## Snippet





Date



#### Two observations

1. For many teams, attendance is relatively flat.



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.

- Remove the teams that have flat attendance.
- 2. That leaves us with ANA, CAR, CBJ, COL, DAL, FLA, NJ, NSH, NYI, OTT, PHX, STL, and TB.



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.

- Remove the teams that have flat attendance.
- 2. That leaves us with ANA, CAR, CBJ, COL, DAL, FLA, NJ, NSH, NYI, OTT, PHX, STL, and TB.
- 3. Remove a few games unusual characteristics.
  - European games



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.

- Remove the teams that have flat attendance.
- 2. That leaves us with ANA, CAR, CBJ, COL, DAL, FLA, NJ, NSH, NYI, OTT, PHX, STL, and TB.
- 3. Remove a few games unusual characteristics.
  - European games
  - Blizzards



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.

- Remove the teams that have flat attendance.
- 2. That leaves us with ANA, CAR, CBJ, COL, DAL, FLA, NJ, NSH, NYI, OTT, PHX, STL, and TB.
- 3. Remove a few games unusual characteristics.
  - European games
  - Blizzards
- 4. Use several predictor variables (next slide)



#### Two observations

- 1. For many teams, attendance is relatively flat.
- 2. Winning matters. See BOS, CHI, LA, NSH, TB, WSH.

- 1. Remove the teams that have flat attendance.
- 2. That leaves us with ANA, CAR, CBJ, COL, DAL, FLA, NJ, NSH, NYI, OTT, PHX, STL, and TB.
- 3. Remove a few games unusual characteristics.
  - European games
  - Blizzards
- 4. Use several predictor variables (next slide)
- 5. Announced attendance is outcome we're trying to predict



home team, away team



- home team, away team
- day of week, month



- home team, away team
- day of week, month
- ► holiday (Columbus Day, Thanksgiving week, etc., or none.)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)
- points during previous year for home/away (lag)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)
- points during previous year for home/away (lag)
- year-to-date points relative to average for home/away.



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)
- points during previous year for home/away (lag)
- year-to-date points relative to average for home/away.
- day and month interaction (Sundays different in fall?)



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)
- points during previous year for home/away (lag)
- year-to-date points relative to average for home/away.
- day and month interaction (Sundays different in fall?)
- home team and day interaction



- home team, away team
- day of week, month
- holiday (Columbus Day, Thanksgiving week, etc., or none.)
- season opener (Y or N)
- same division (Y or N)
- same conference (Y or N)
- points during previous year for home/away (lag)
- year-to-date points relative to average for home/away.
- day and month interaction (Sundays different in fall?)
- home team and day interaction
- home team and month interaction (snowbird months good for us?)



▶ Impact that each of these variables have on attendance,



Impact that each of these variables have on attendance, independent of all other variables.



Impact that each of these variables have on attendance, independent of all other variables.

 For example, we find the effect of day, controlling for all of the other variables in our model



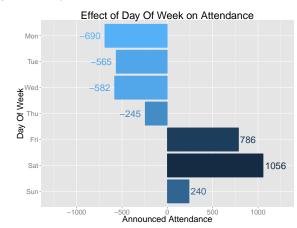
Impact that each of these variables have on attendance, independent of all other variables.

 For example, we find the effect of day, controlling for all of the other variables in our model

That's an important point. Example: If teams schedule big opponents on the weekend, then the effect of a weekend game could be overstated if we just look at day and ignore opponent.

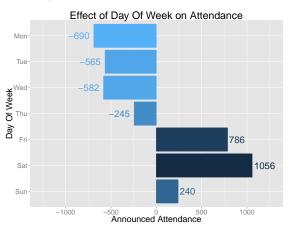
## Example: day of week





## Example: day of week

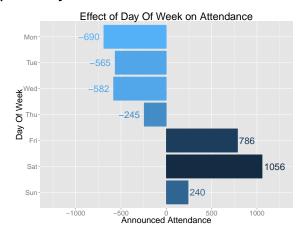




 Attendance on Saturday is expected to be 1,056 higher than average, "holding all other variables constant."

## Example: day of week

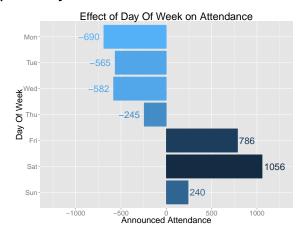




- 1. Attendance on Saturday is expected to be 1,056 higher than average, "holding all other variables constant."
- 2. The difference between Saturday and Monday is expected to be 1,746 (1,056 + 690).

## Example: day of week

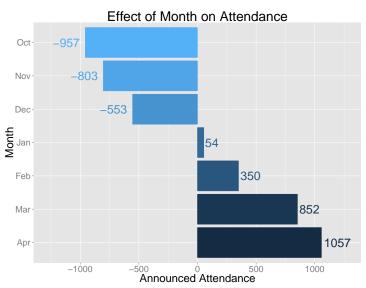




- Attendance on Saturday is expected to be 1,056 higher than average, "holding all other variables constant."
- 2. The difference between Saturday and Monday is expected to be 1,746 (1,056 + 690).
- 3. Not surprising. Stuff we knew. But now we've quantified.

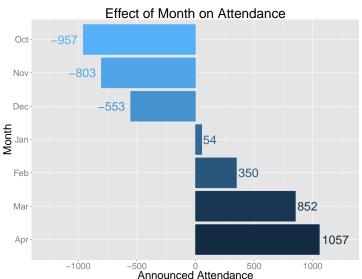
### Month





### Month

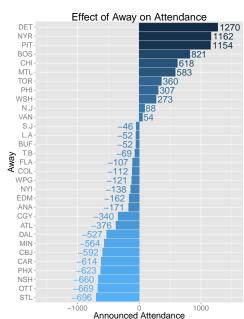




Attendance increases over the course of the season

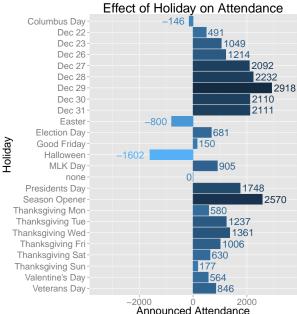
### Away Team





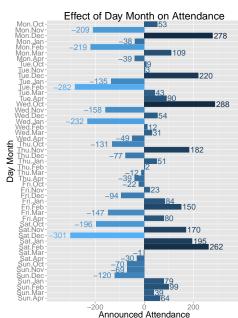
### Holidays





## Day-month combinations





# Opponent-day combinations, Other Notes



### Opponent-day:

 Good team on Sat and bad team on Tue, or good team on Tue and bad team on Sat

# Opponent-day combinations, Other Notes



### Opponent-day:

- Good team on Sat and bad team on Tue, or good team on Tue and bad team on Sat
- No evidence that there is a difference between these two, in terms of attendance.

# Opponent-day combinations, Other Notes



### Opponent-day:

- Good team on Sat and bad team on Tue, or good team on Tue and bad team on Sat
- ► No evidence that there is a difference between these two, in terms of attendance.
- Revenue, however, is another story.



### Opponent-day:

- Good team on Sat and bad team on Tue, or good team on Tue and bad team on Sat
- No evidence that there is a difference between these two, in terms of attendance.
- Revenue, however, is another story.

### Record:

Record matters for both home team and away team.



### Opponent-day:

- Good team on Sat and bad team on Tue, or good team on Tue and bad team on Sat
- No evidence that there is a difference between these two, in terms of attendance.
- Revenue, however, is another story.

### Record:

- Record matters for both home team and away team.
- Last year's record matters too.

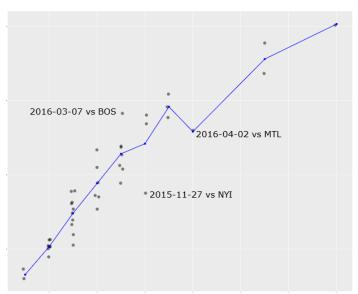
## Using prediction model to tier games



# Using prediction model to tier games



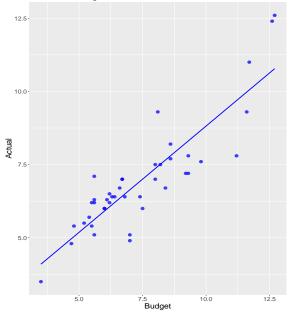
#### Actual Revenue vs Game Tier



## Actual vs Budget for 16-17



Actual vs Budget for 16-17



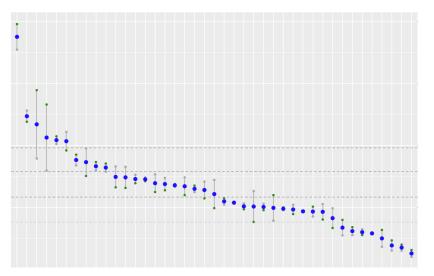
### Internal data



- 1. Model using public data (2007-08 to 2016-17)
- 2. Model using internal data (only 2014-15 to 2016-17, but can use ticket prices and revenue)
- Average

## Predictions for 17-18





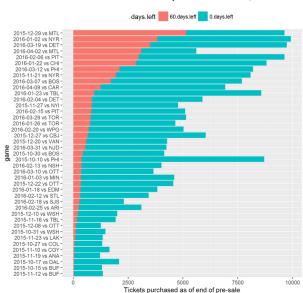
## Total tickets and tickets 60 days out



## Total tickets and tickets 60 days out



Tickets sold with 60 days left and total tickets, 1516



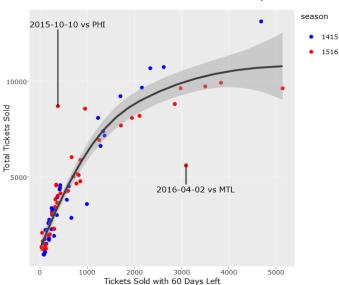
## Total tickets vs tickets 60 days out



## Total tickets vs tickets 60 days out



Total tickets sold vs Tickets sold with 60 days left

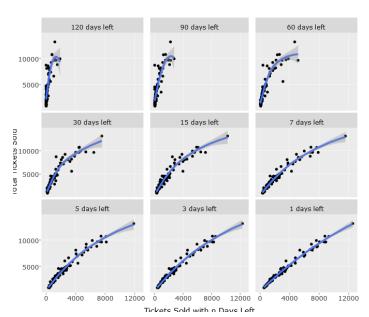


## Similar relationship for *n* days out



## Similar relationship for *n* days out







Fin.

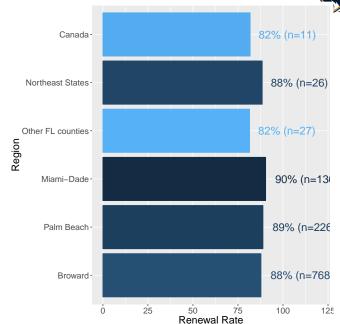
@bmacNHL

### Lead scores



### Lead scores

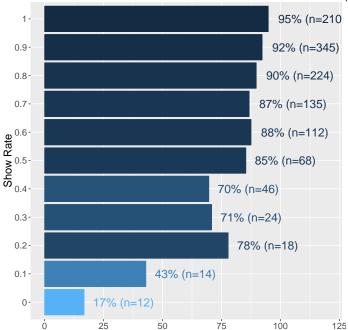




### Show rate

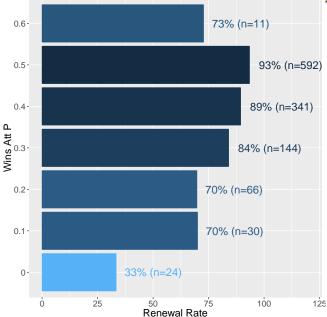






## Win% in games attended

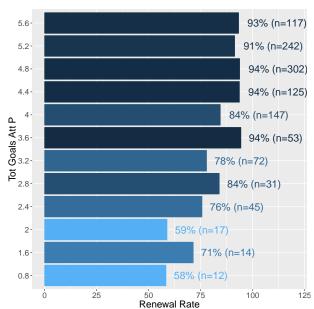




## Average total goals in games attended







### Proportion of 1-goal games in games atte



