Deeper Dive:

How to Manage Demand Without Defaulting to Discounts

February 20, 2026

Andrew Cotlar

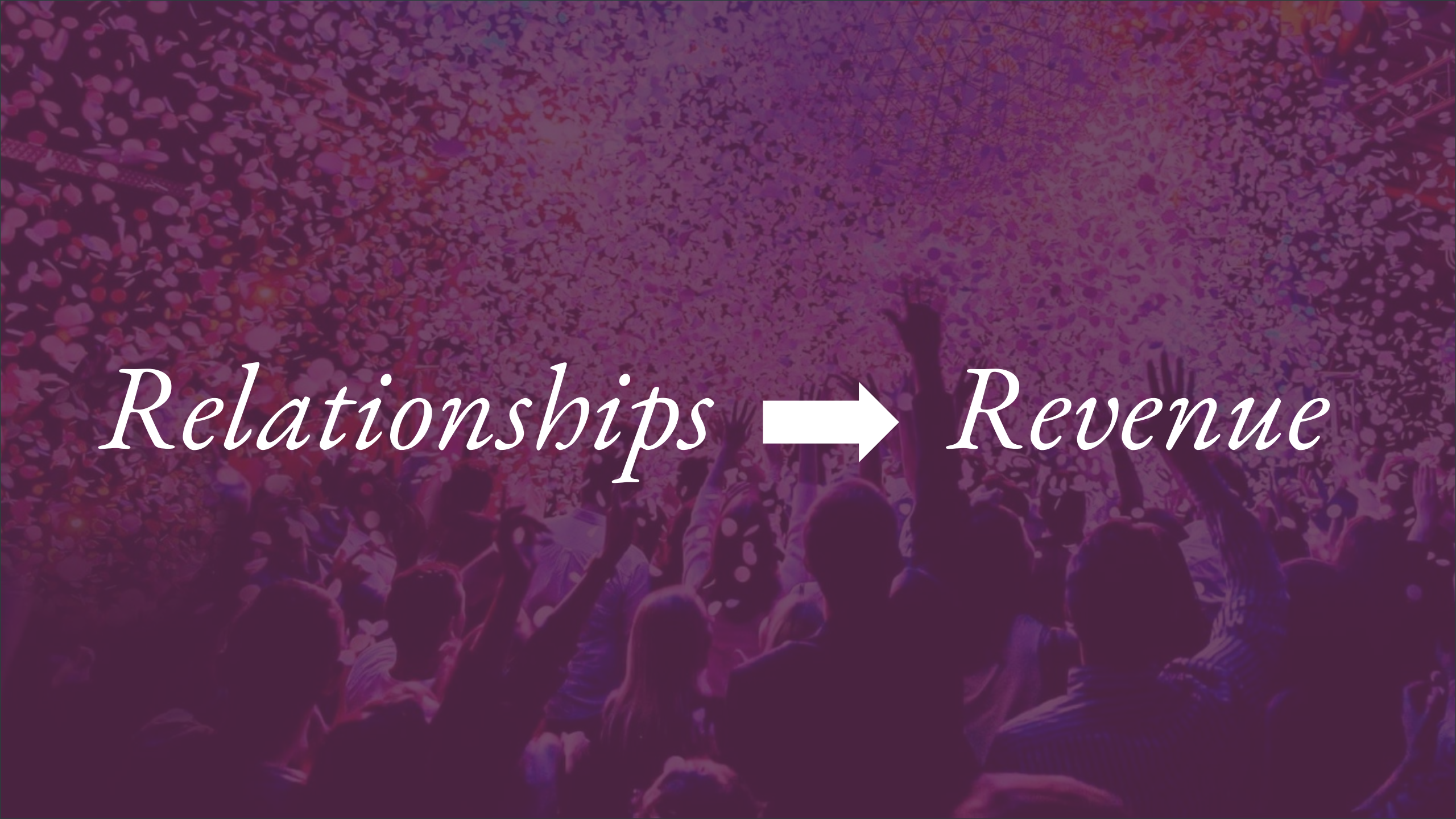
Client Development Officer

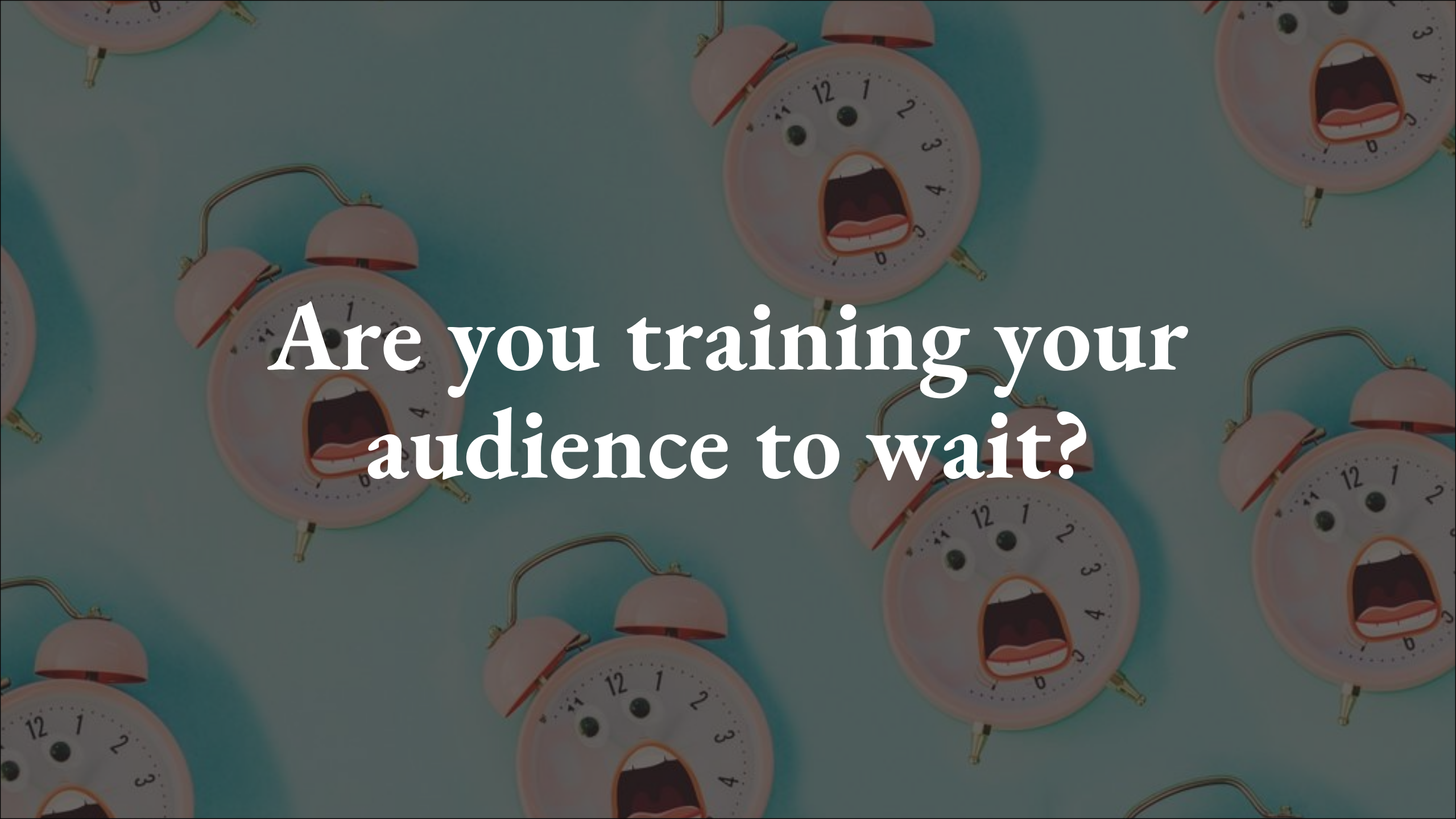
TRG ARTS

When sales are softer than you want, what's usually your first move?

TG ARTS

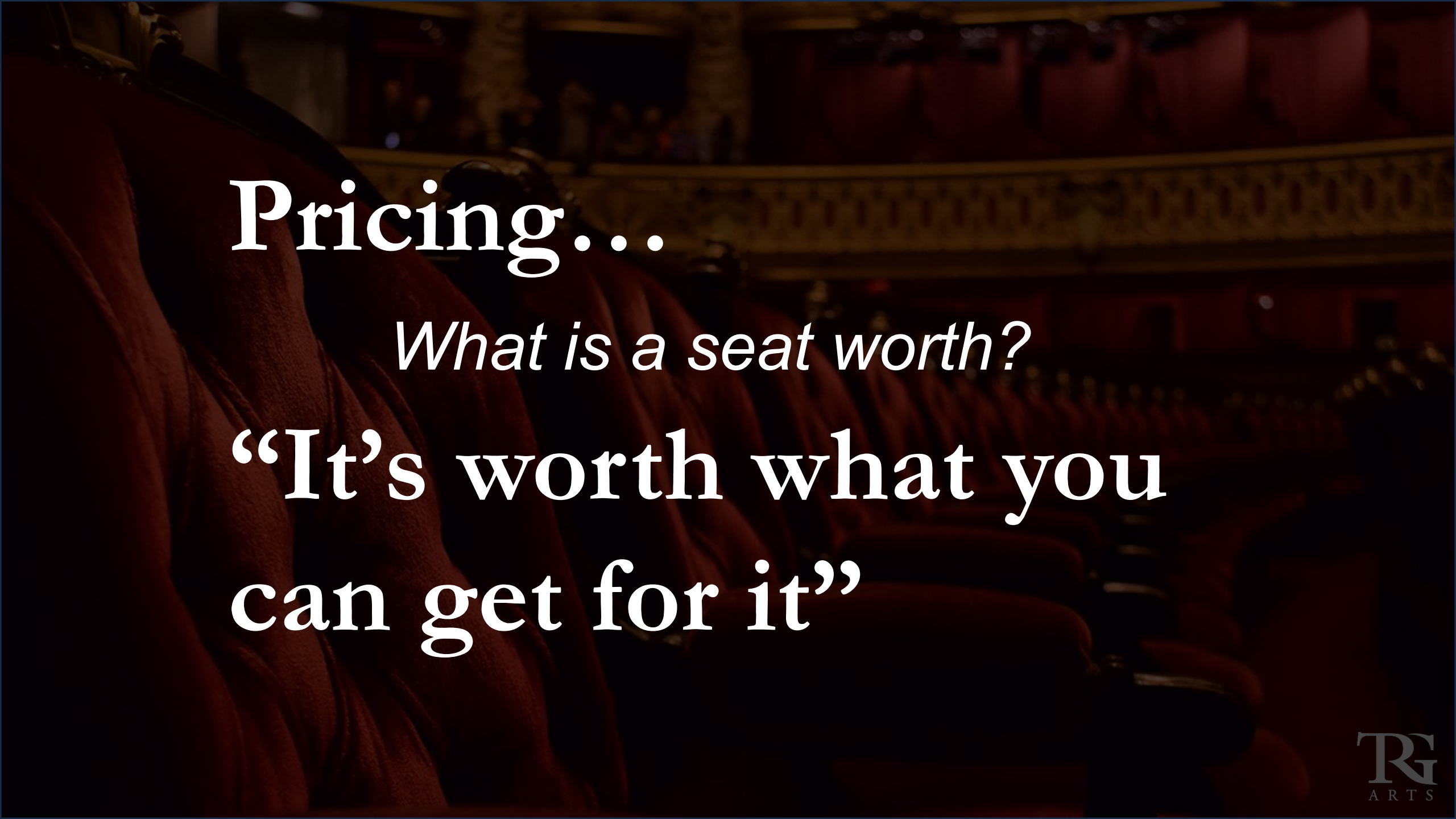
At TRG Arts, we are true believers in the power of arts and culture to transform individuals and communities. We are a disruptive, data-driven, change agency focused on getting recurring revenue for our clients.


Relationships ➡ Revenue


Are you training your audience to wait?

Pricing:

The end, not the beginning


Pricing…
What is a seat worth?
“It’s worth what you can get for it”

What affects demand?

Seasonality

Day of Week &
Time of Day

Programming

Opening &
Closing Dates

Access

Real Estate

TG
ARTS

SALE
TG
ARTS

"When sales slow, we slash prices."

Deep discounts:

- Train patrons to wait for deals
- Lower perceived value
- Reduce long-term per-capita revenue
- Undermine pricing power over time

Short-term bump. *Long-term damage*.

TRG ARTS

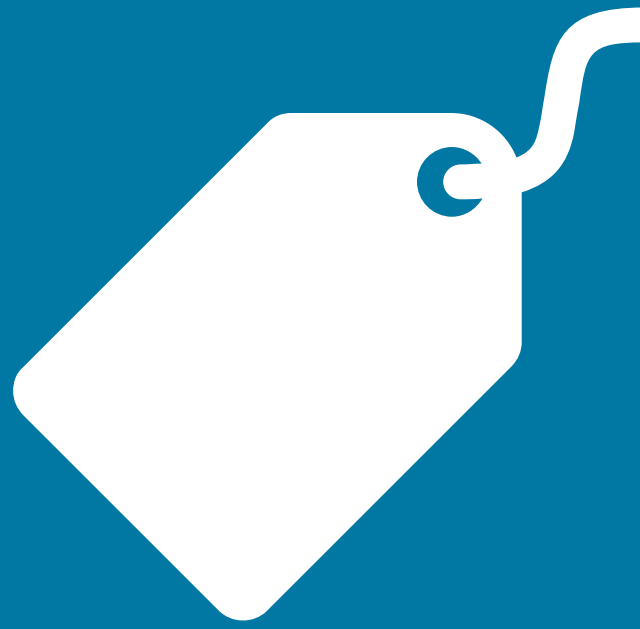
“So…
I should
never
discount
tickets?”

TG
ARTS

"So… I should never discount tickets?"

Use discounts to:

- Welcome back first-timers
- Reward loyalty (members, donors)
- Drive specific behaviors (early purchase, add-on dates)



Avoid discounts that are:

- Broad and last-minute
- Repeated and predictable
- Used to "fix" slow sales

The issue is likely **demand, inventory, or perception… not price.**

Price is a tool. Demand is the strategy.

TRG ARTS

Demand is not something you wait for.
It's something you strategically manage.

TG
ARTS

Demand Management

TG
ARTS

Goals of Demand Management

- Manage perception of success
- Grow yield as venues fill
- Honor and cultivate loyalty

TG ARTS

TRG's approach to demand-based pricing:

1. *Scale Plan*
2. *Inventory Management*
3. *Dynamic Pricing*

TRG ARTS

Start with data

1

Scale of House

Powerful for perception AND revenue

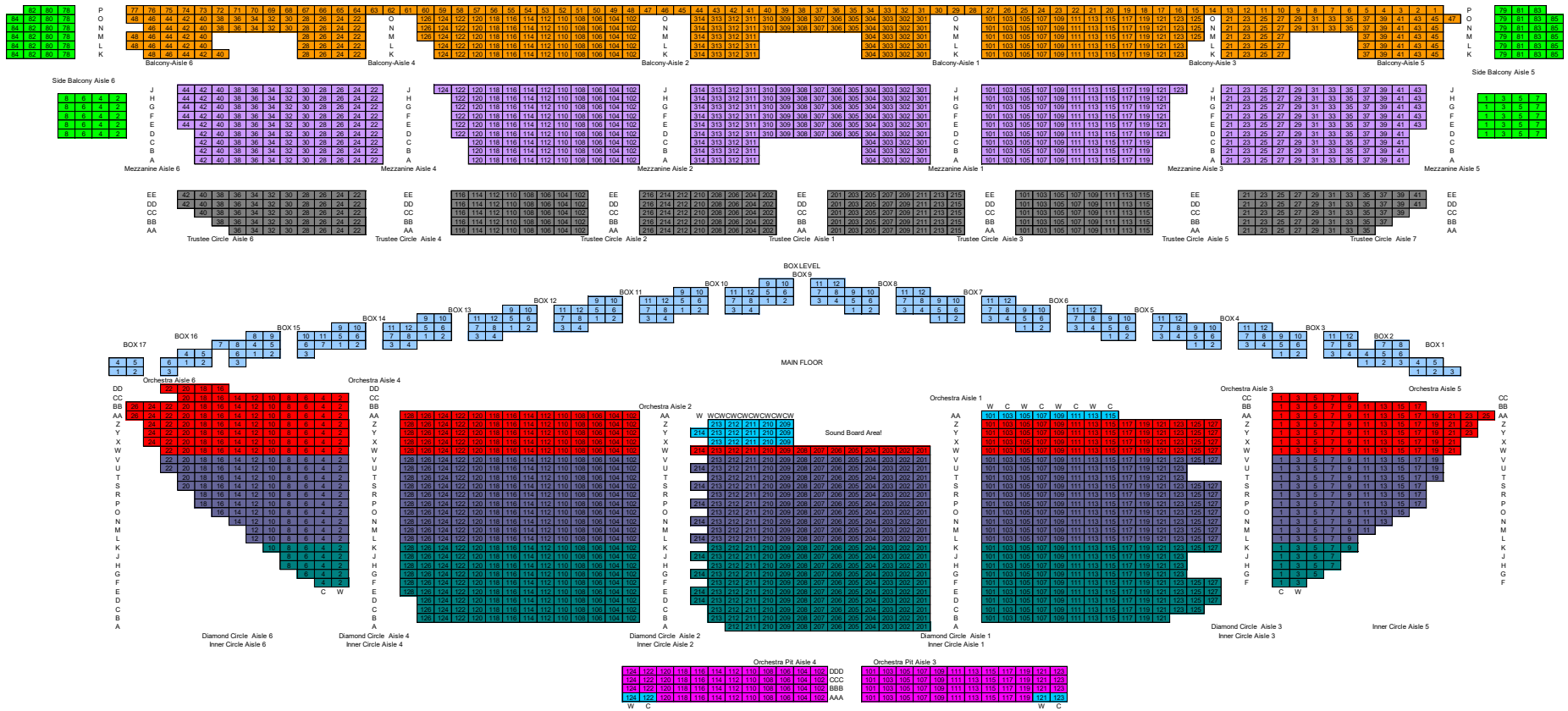
TG ARTS

$

$$$

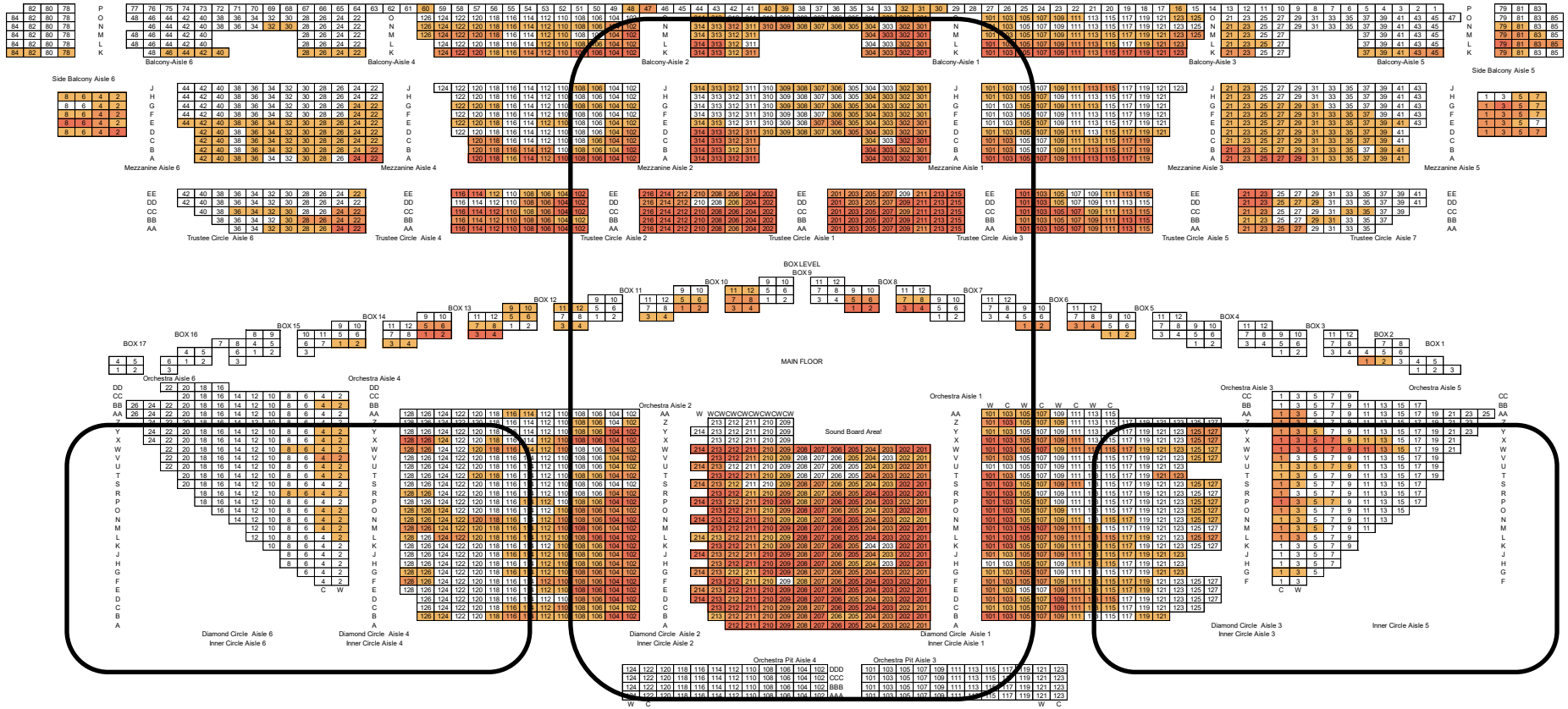
£

£££



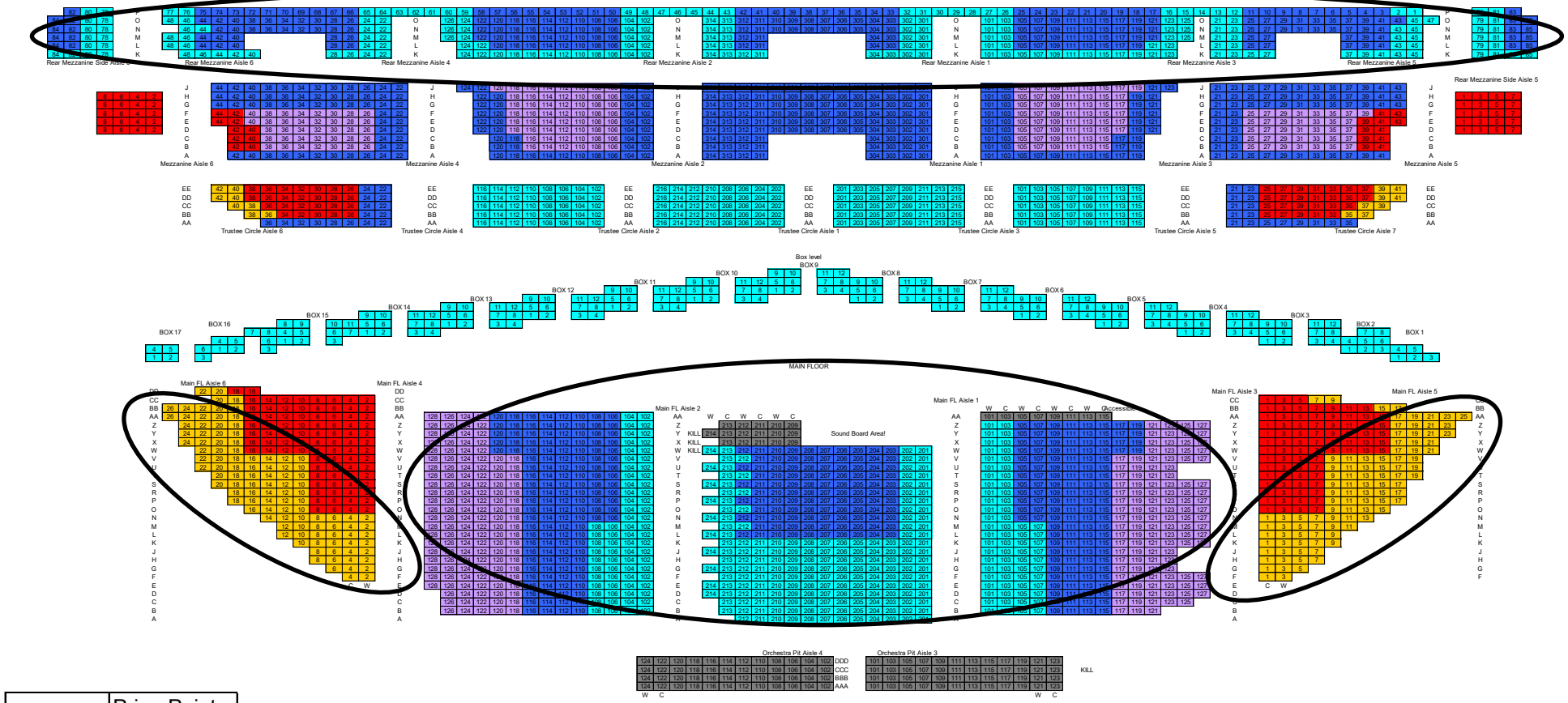
STAGE

TG ARTS



Legend	# of Perfs
	4
	3
	2
	1
	N/A

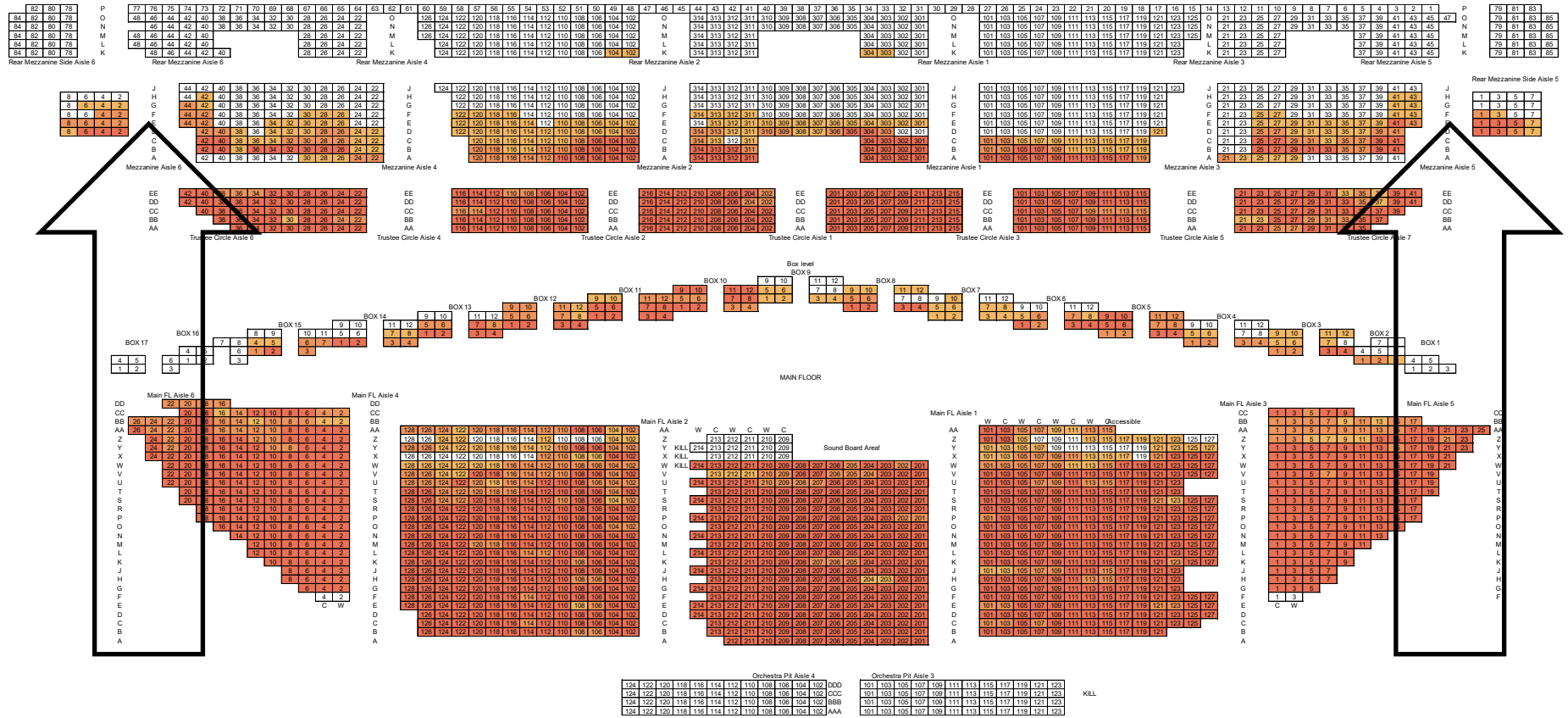
STAGE



	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC

STAGE

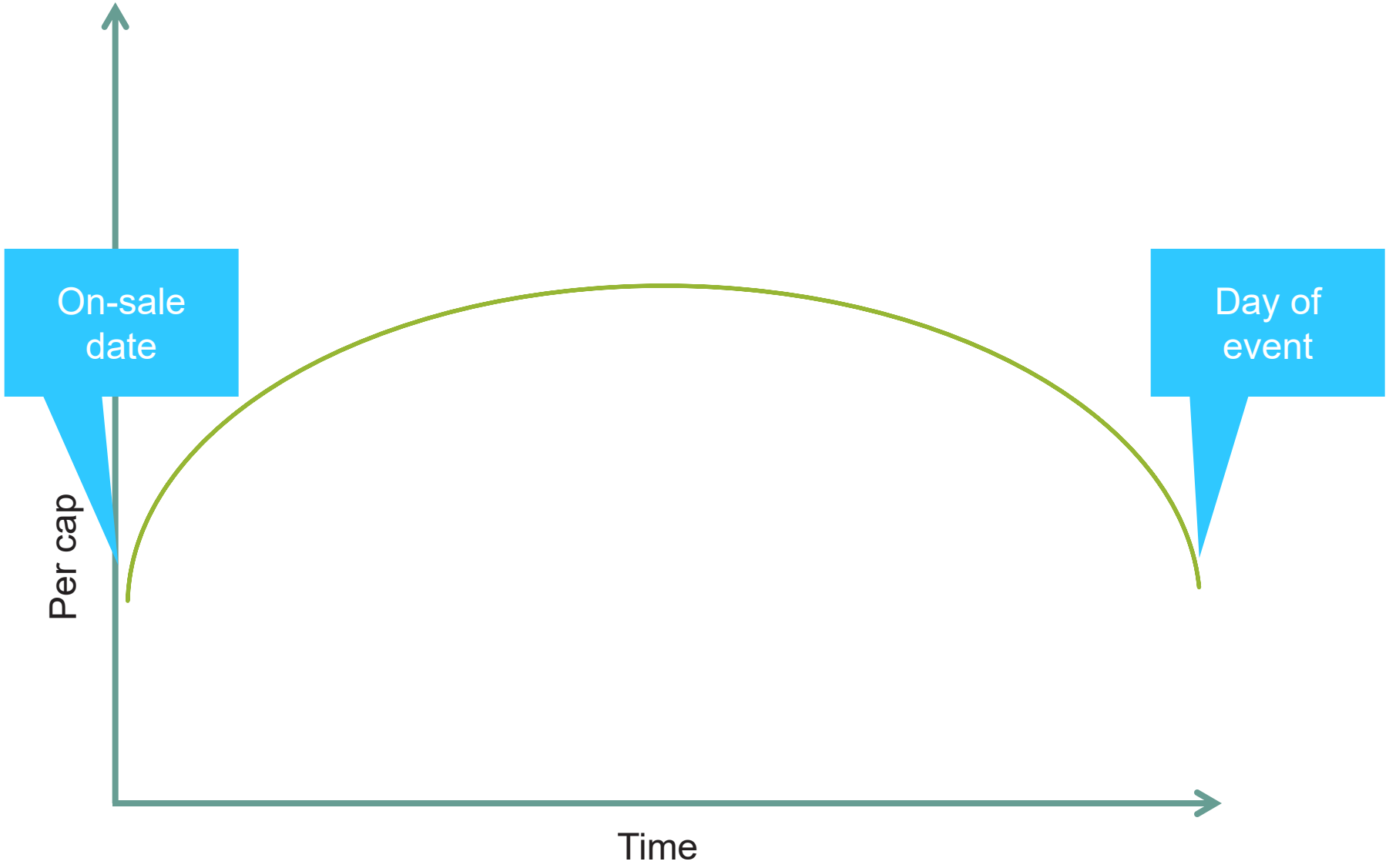
TG ARTS



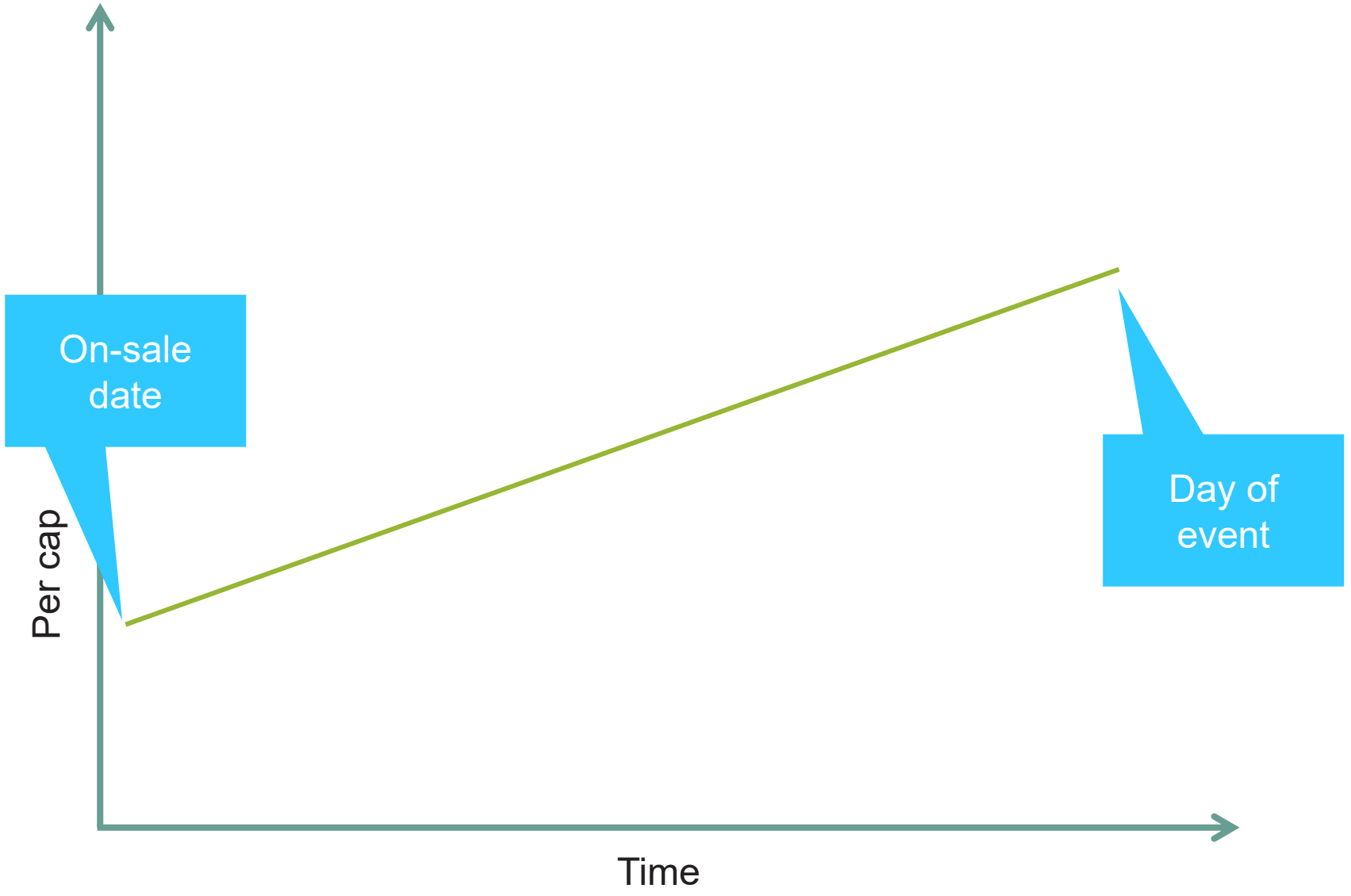
Legend	# of Perfs
	4
	3
	2
	1
	N/A

TRG ARTS

Traditional Scale & Pricing Strategy



Ideal Scale & Inventory Management

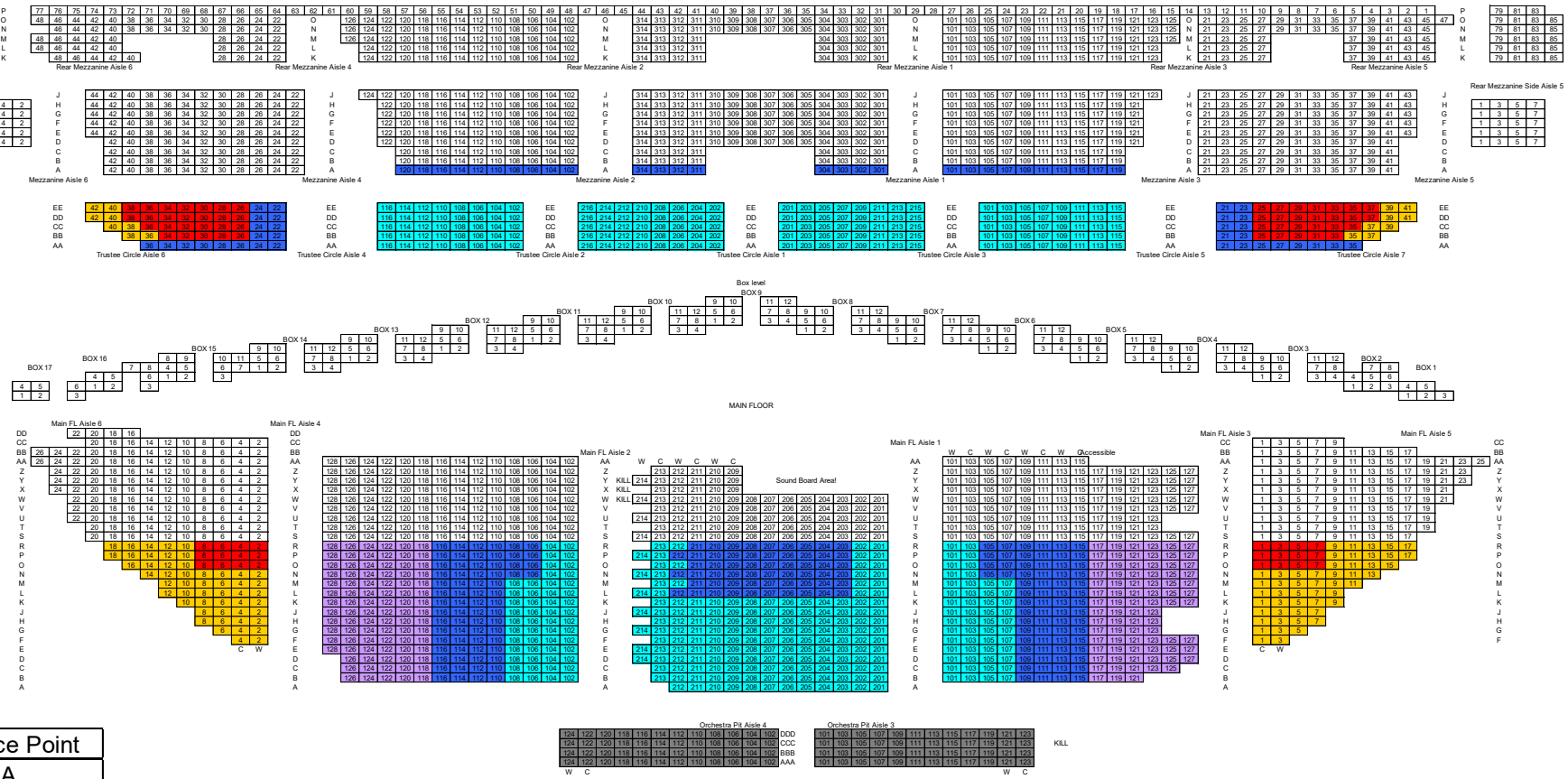


2 Inventory Management

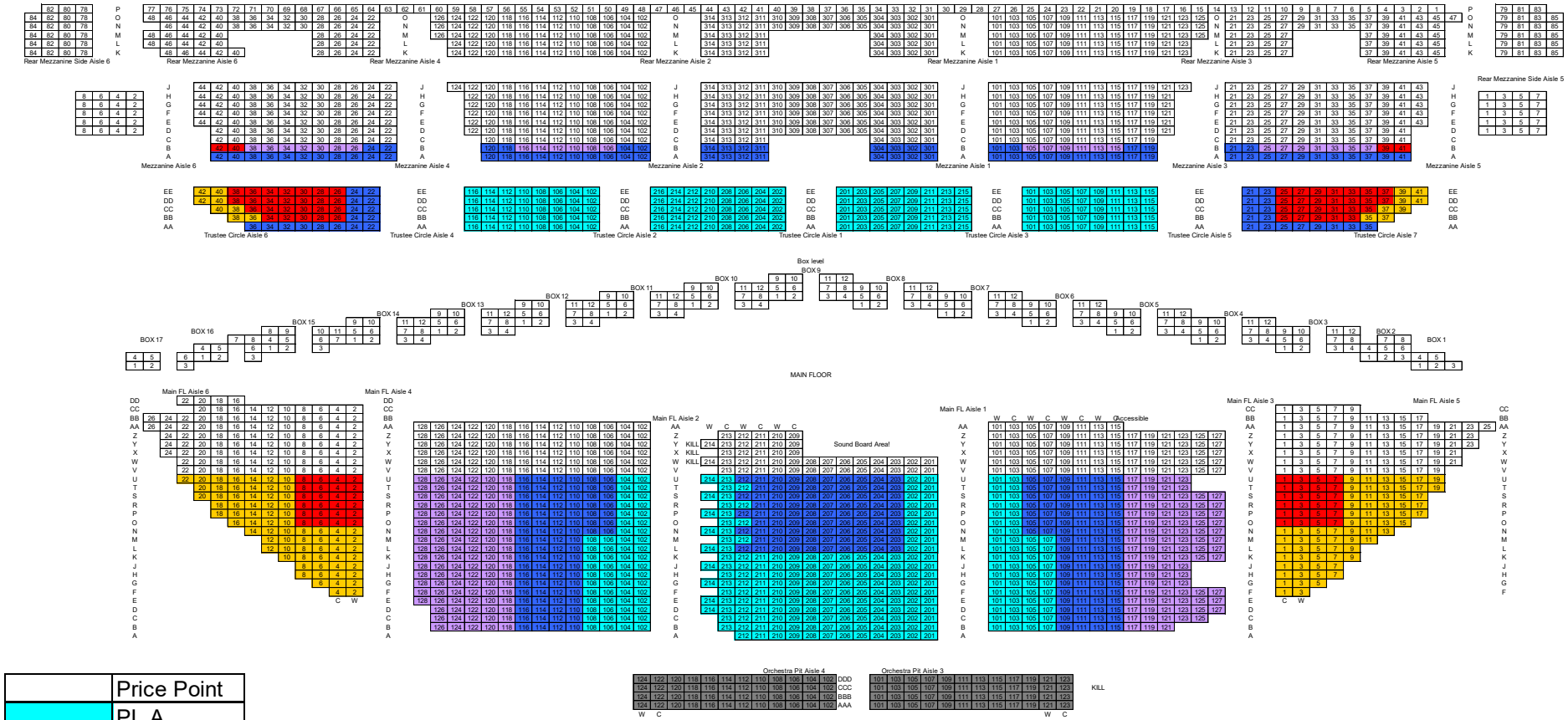
When do seats go on sale?

TG ARTS

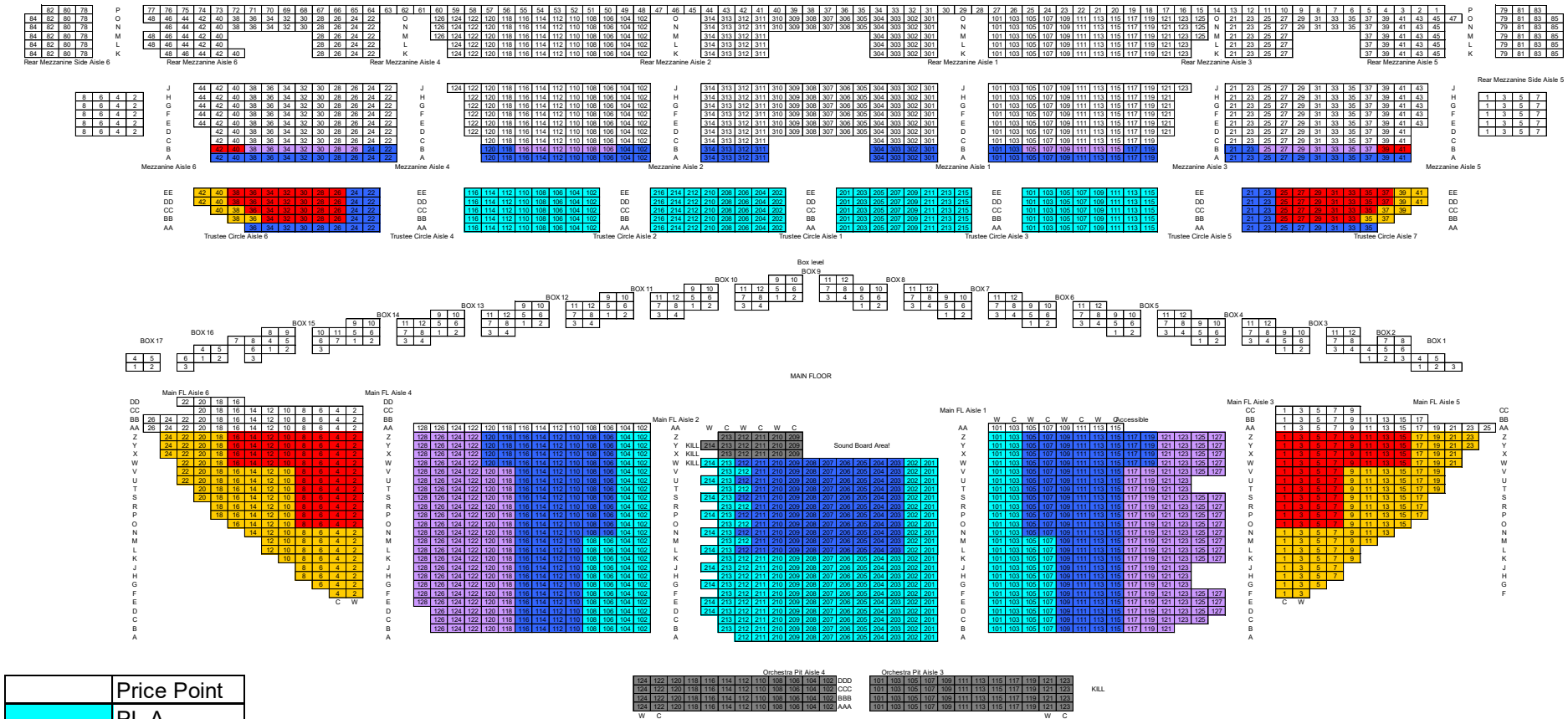
TRG
ARTS



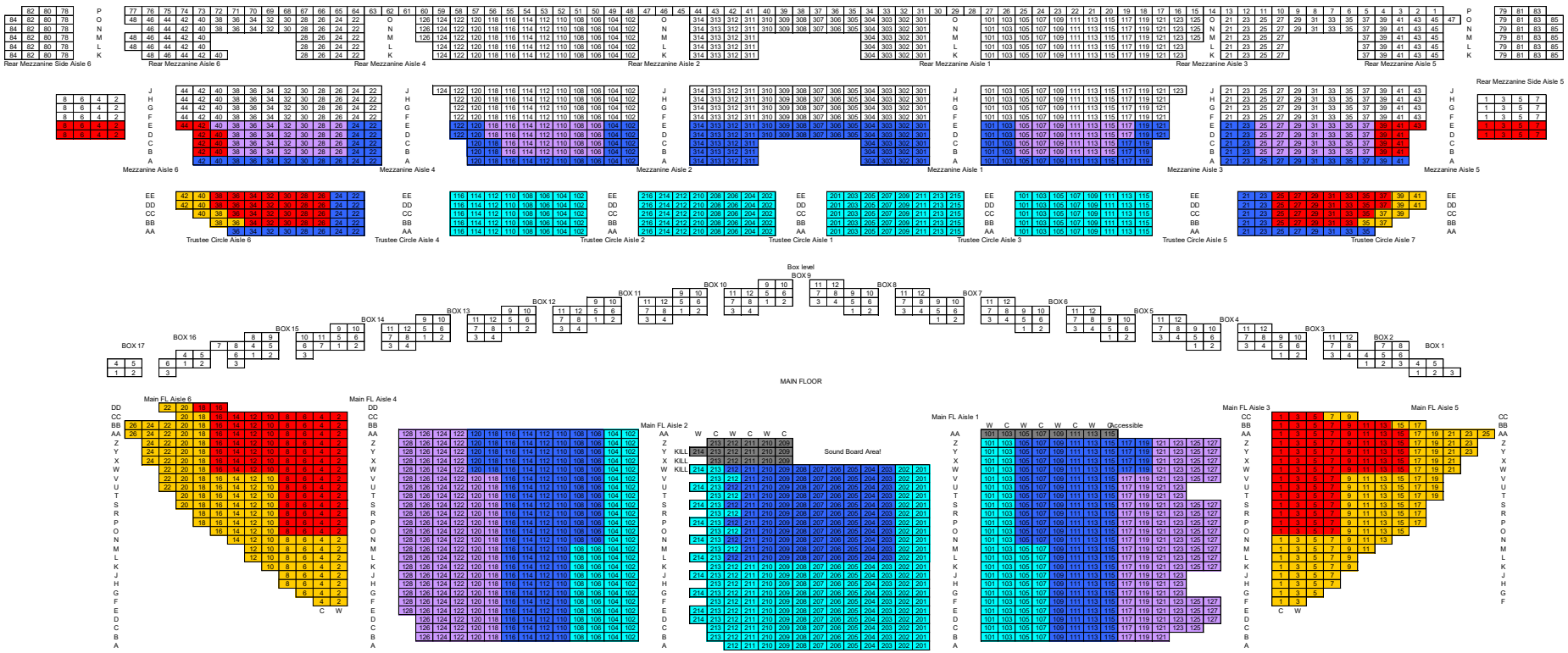
	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC



	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC



	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC



	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC

STAGE

TRG ARTS

Managing Demand AND Managing Access.

Audience building includes venue access, price access, authentic relationships.

Image: Google Design for Accessibility

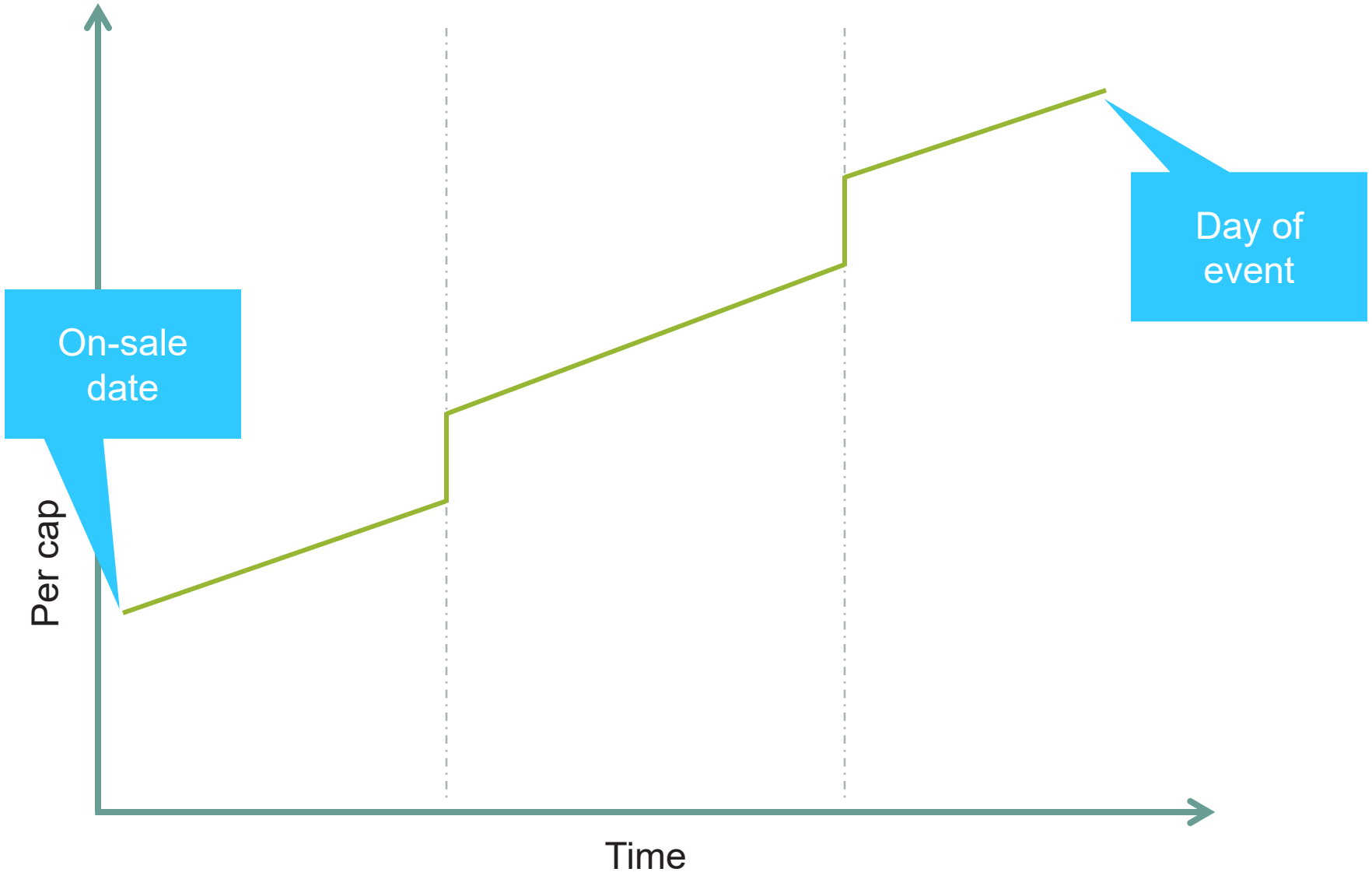
3

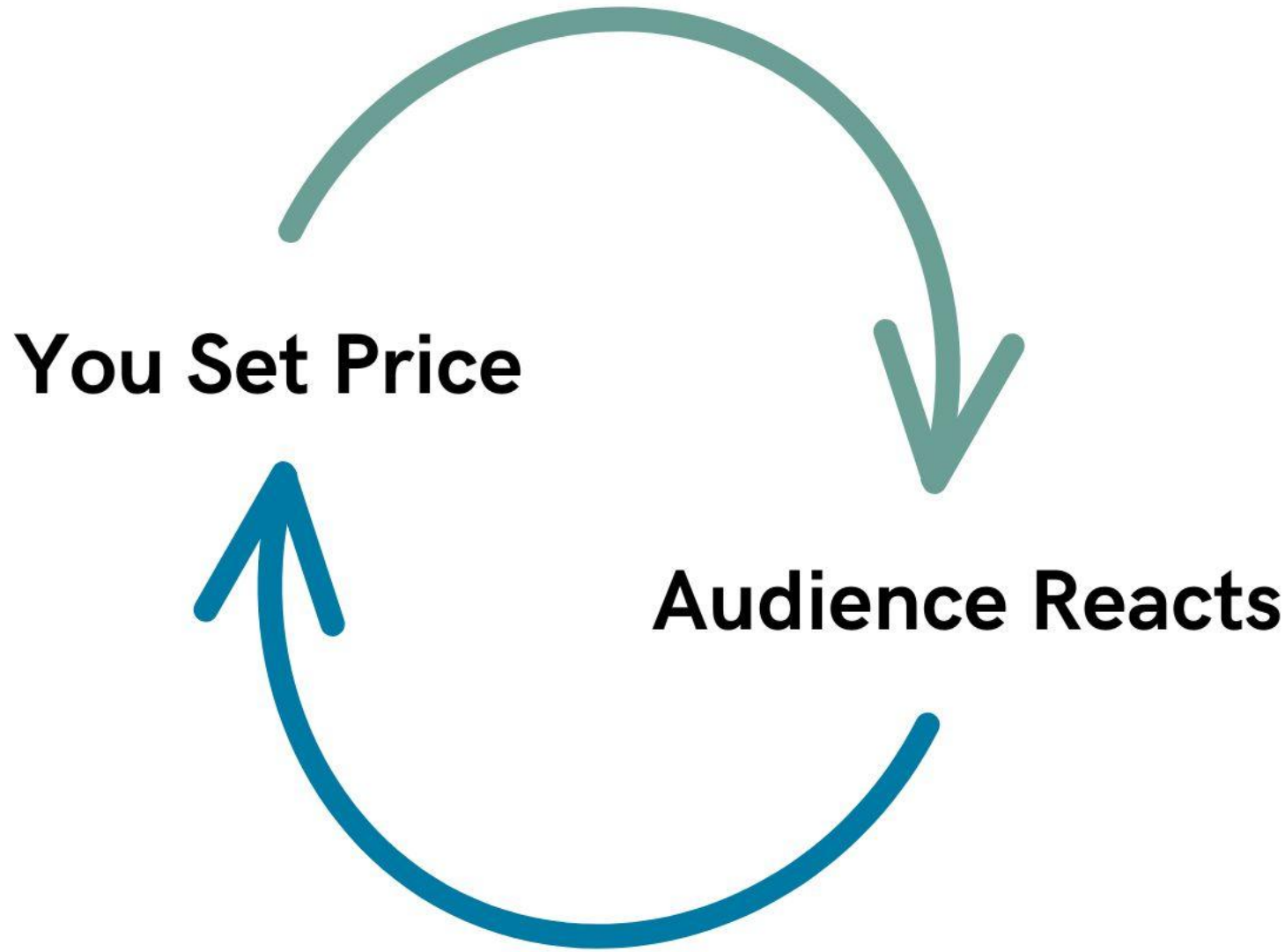
Dynamic Pricing

Matching price with demand

TG ARTS

Dynamic Pricing





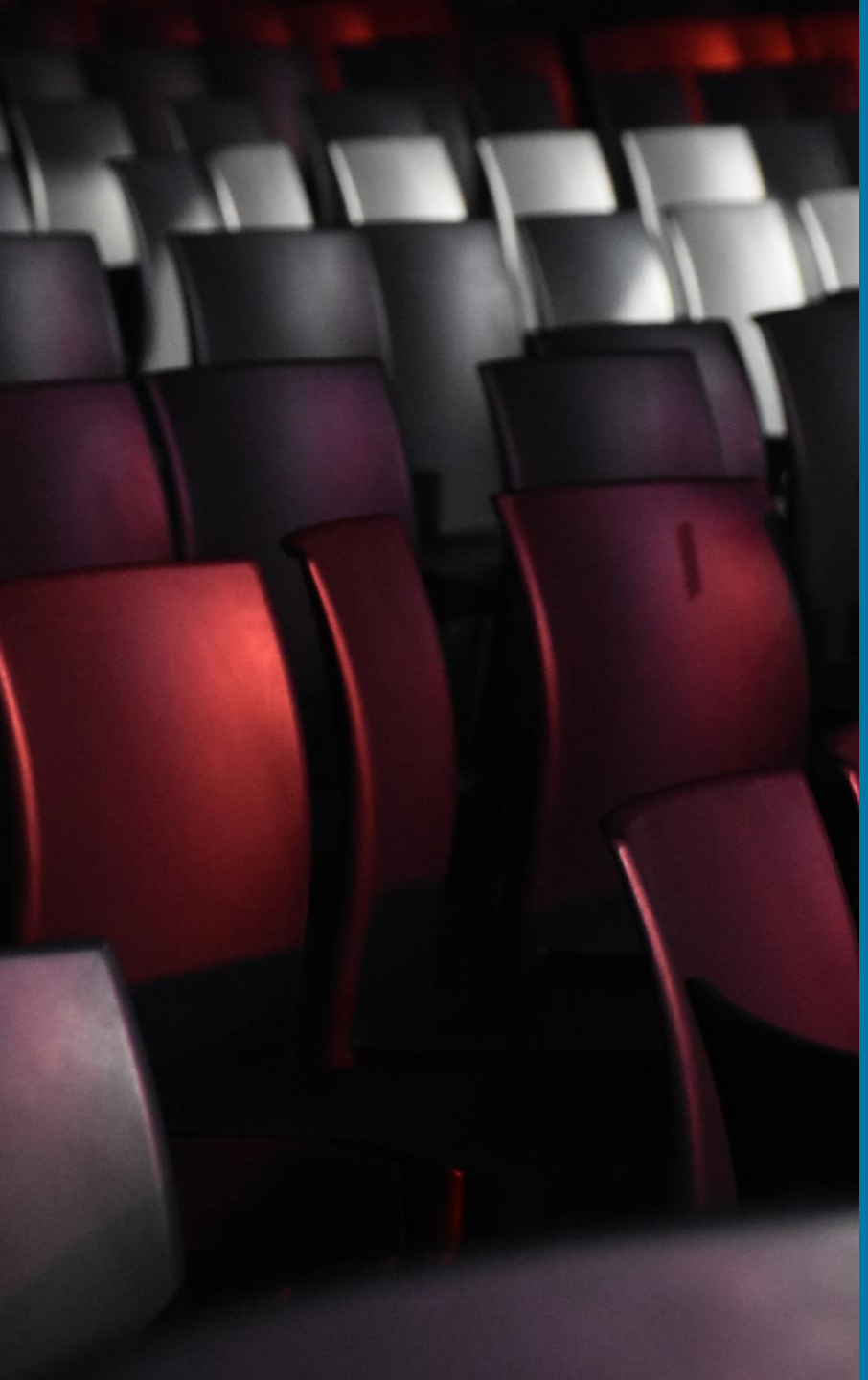
TG
ARTS

Got Demand?

When you DO:

1. Invest to support blockbusters and sell out
2. Leverage demand to maximize revenue
3. Ensure loyalty is honored and rewarded

TRG ARTS



Got Demand?

When you DON'T:

1. All customers have good access
2. Leverage for promotions and trials
3. Maximize the perception of success by monitoring the fill pattern (scale plan!)

TRG ARTS

TRG's approach to demand-based pricing:

- *Scale Plan*
- *Inventory Management*
- *Dynamic Pricing*

TRG ARTS

Questions?

Unlock the Hidden Revenue in Your Pricing Strategy

Book a complimentary Pricing Surgery and we'll identify where demand, and revenue, are being left on the table.

Andrew Cotlar
acotlar@trgarts.com

TRG ARTS