

# Deeper Dive:

## How to Manage Demand Without Defaulting to Discounts

February 20, 2026



**Andrew Cotlar**

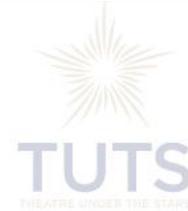
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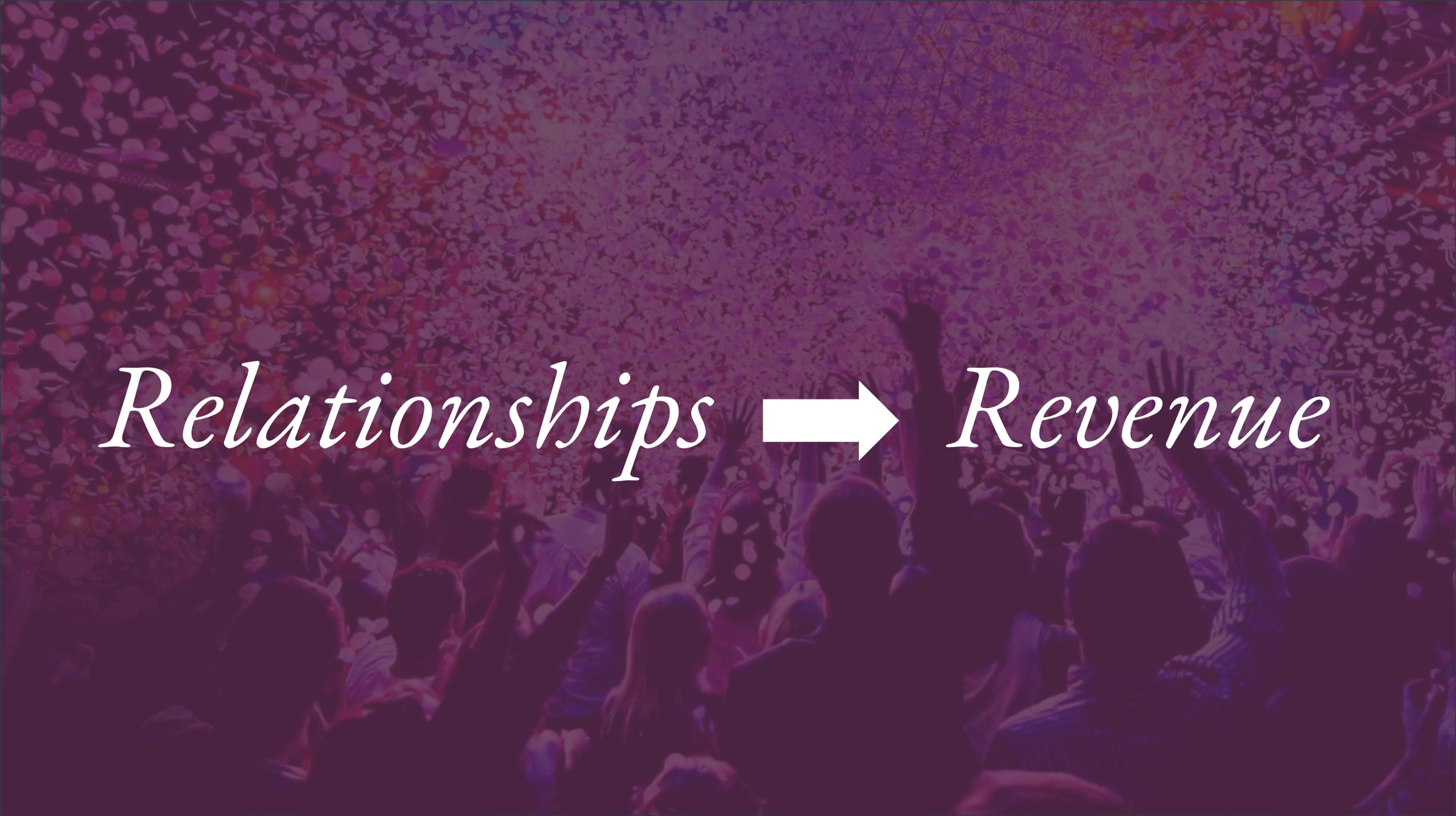


**When sales are softer than you want,  
what's usually your first move?**

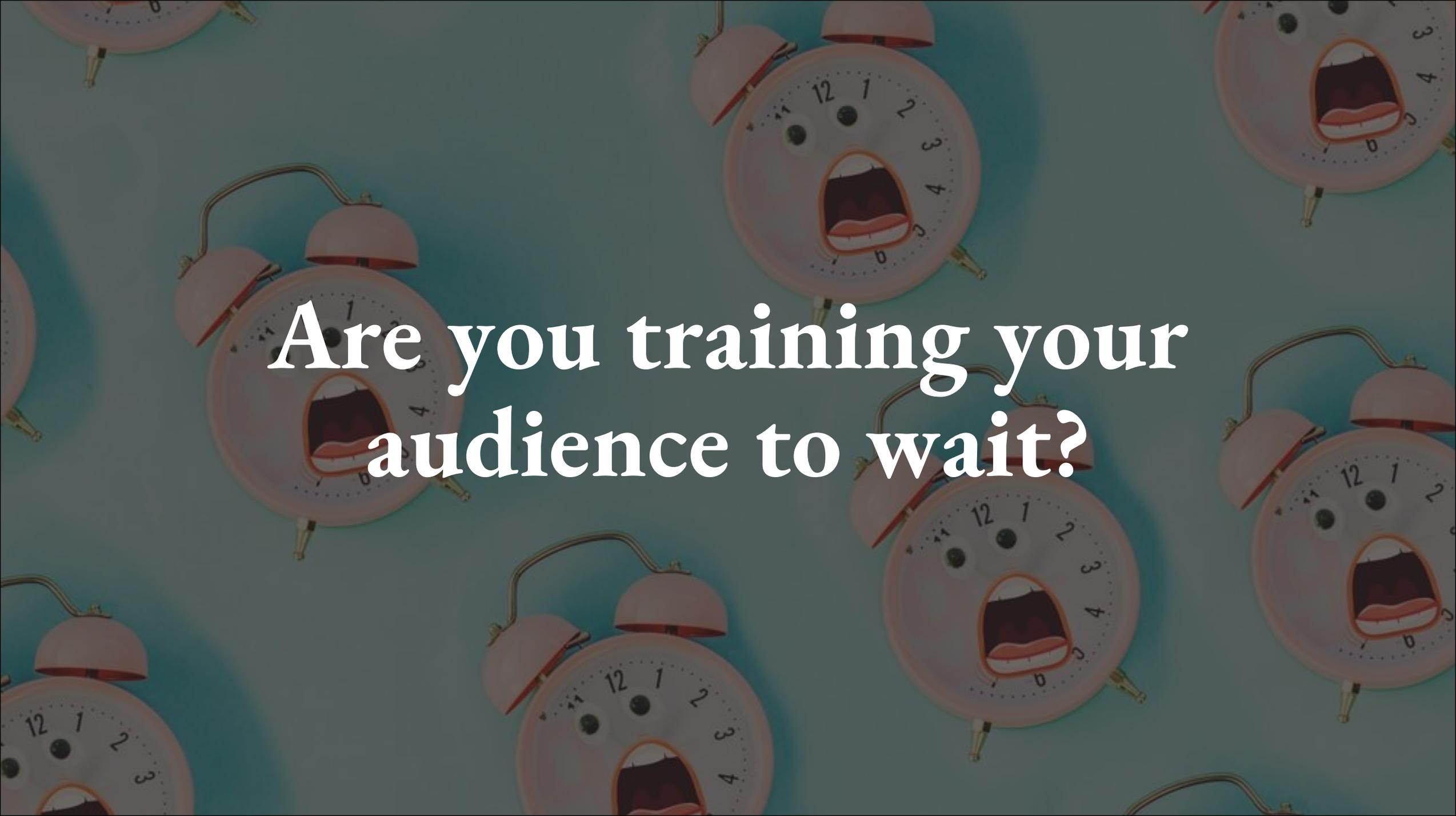


At TRG Arts, we are true believers in the power of arts and culture to transform individuals and communities. We are a **disruptive, data-driven,** change agency focused on getting **recurring revenue** for our clients.





*Relationships* → *Revenue*

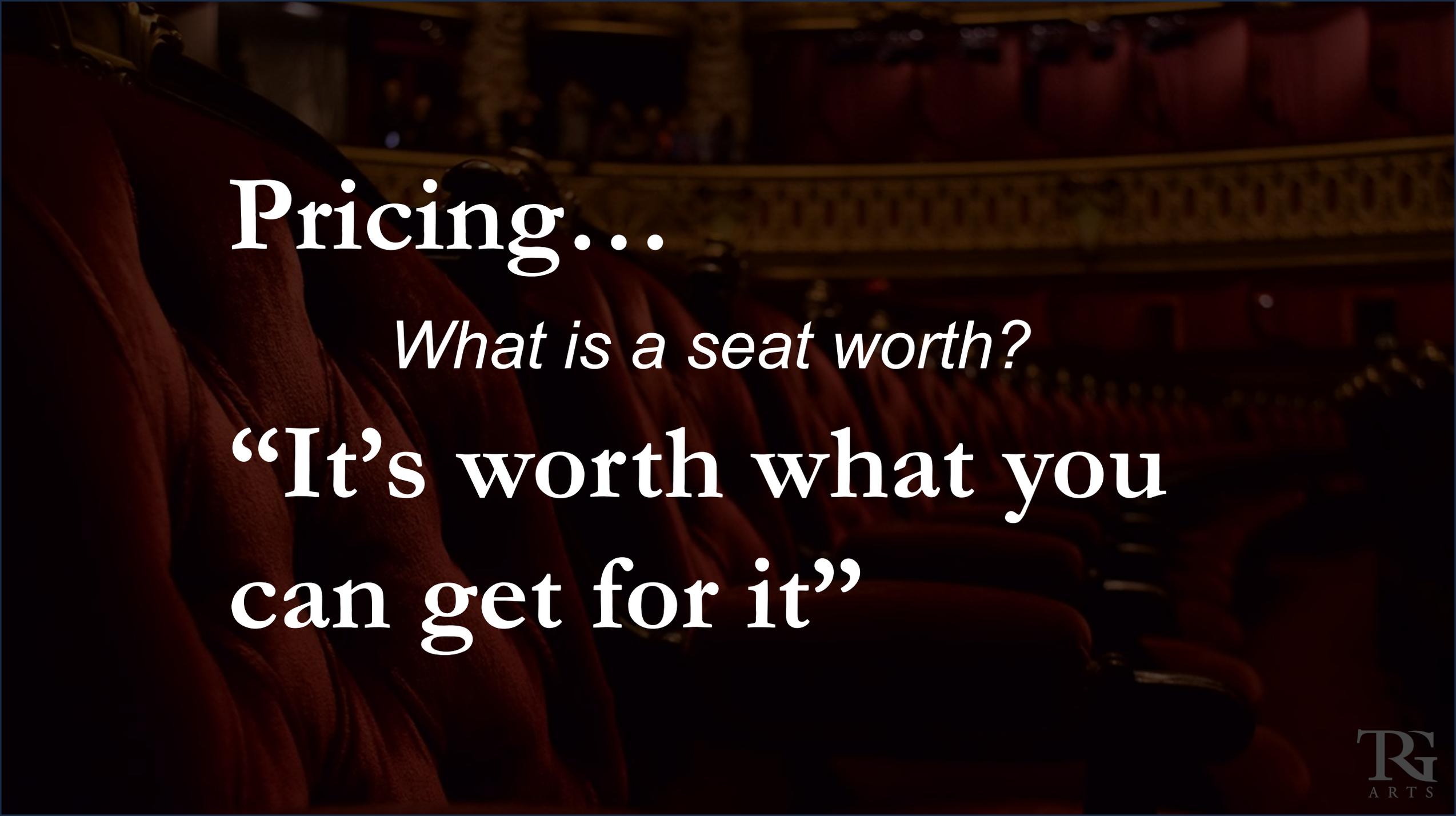
The image features a repeating pattern of pink alarm clocks. Each clock has a human-like face with two black dots for eyes and a large, open mouth showing a dark interior and a pink tongue. The clocks are arranged in a grid-like pattern against a teal background. The text "Are you training your audience to wait?" is centered over the image in a white, serif font.

**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



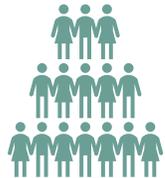
Day of Week &  
Time of Day



Programming



Opening &  
Closing Dates



Access



Real Estate



**SALE**



*“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.*

**INFLATION**



“So...  
I should  
never  
discount  
tickets?”

# “So... I should never discount tickets?”

## Use discounts to:

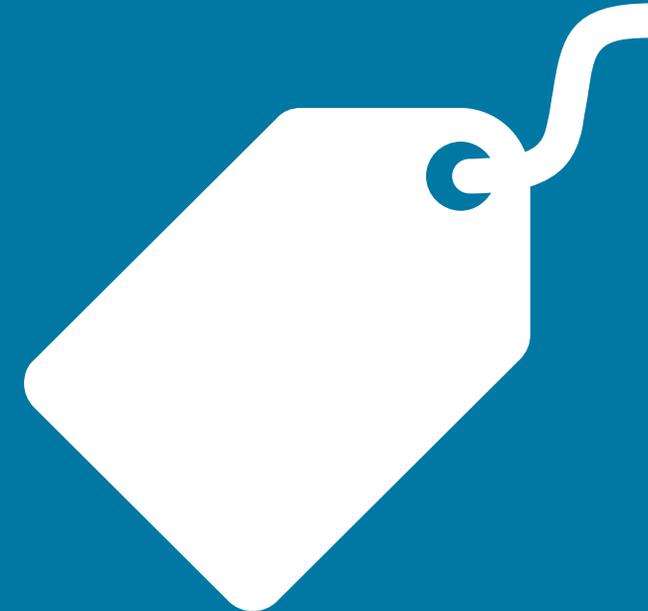
- Welcome back first-timers
- Reward loyalty (members, donors)
- Drive specific behaviors (early purchase, add-on dates)

## 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.*



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

# *Demand Management*



# *Goals of Demand Management*



Manage perception of success



Grow yield as venues fill



Honor and cultivate loyalty

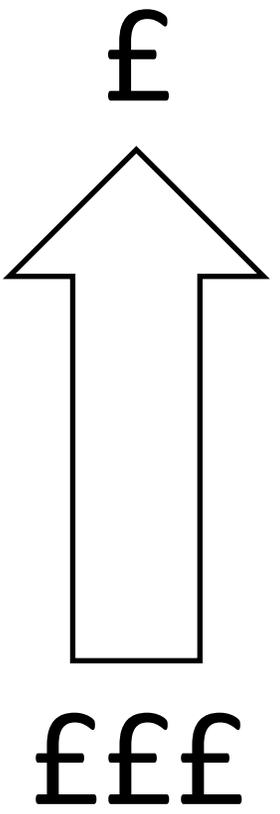
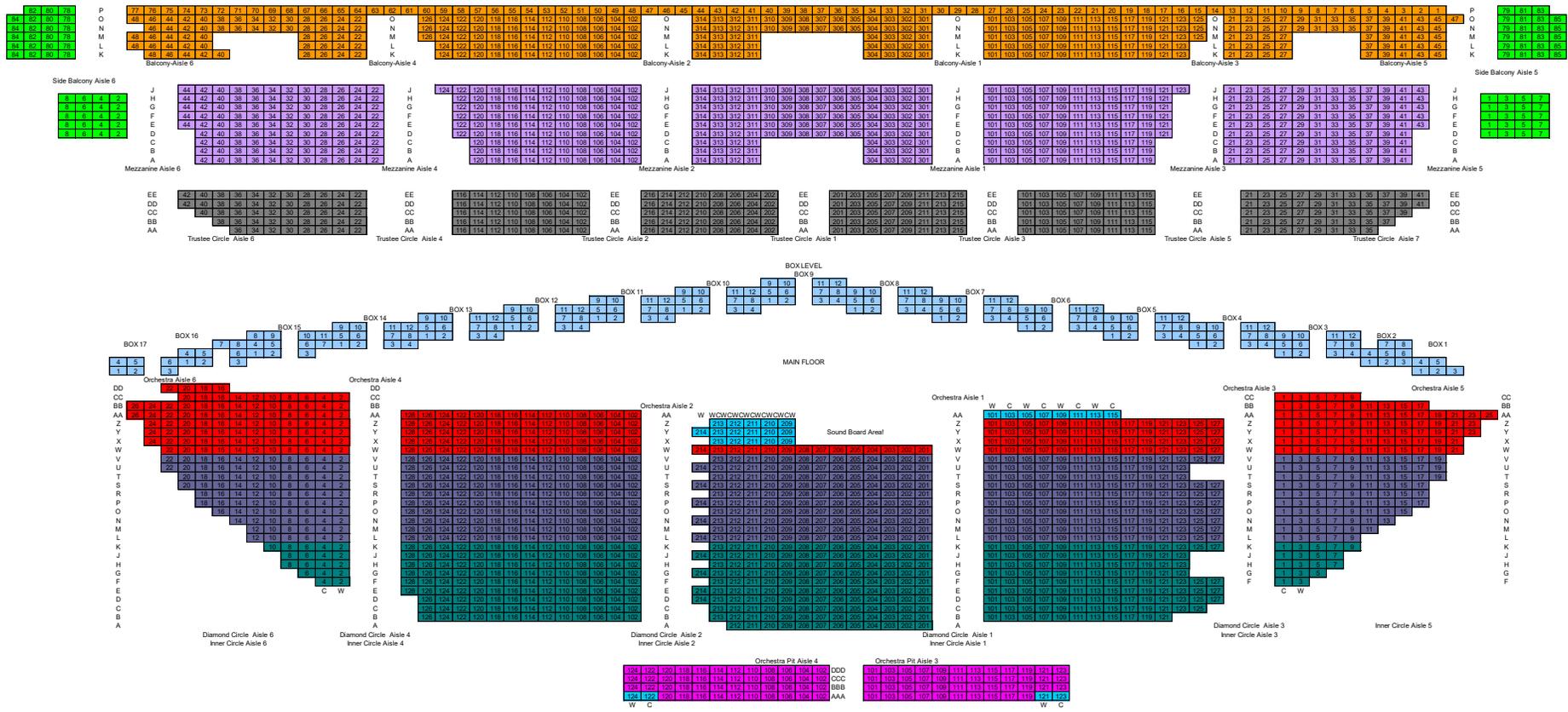
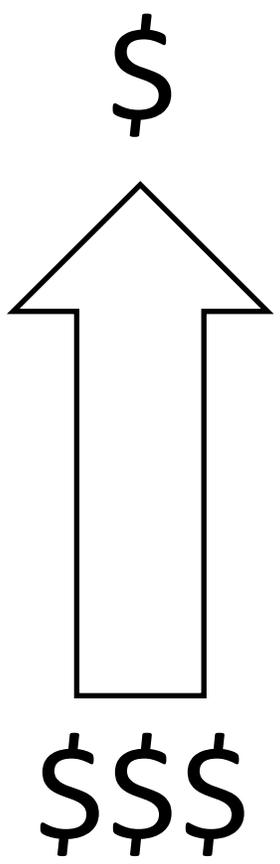
# TRG's approach to demand-based pricing:

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

*Start with data*

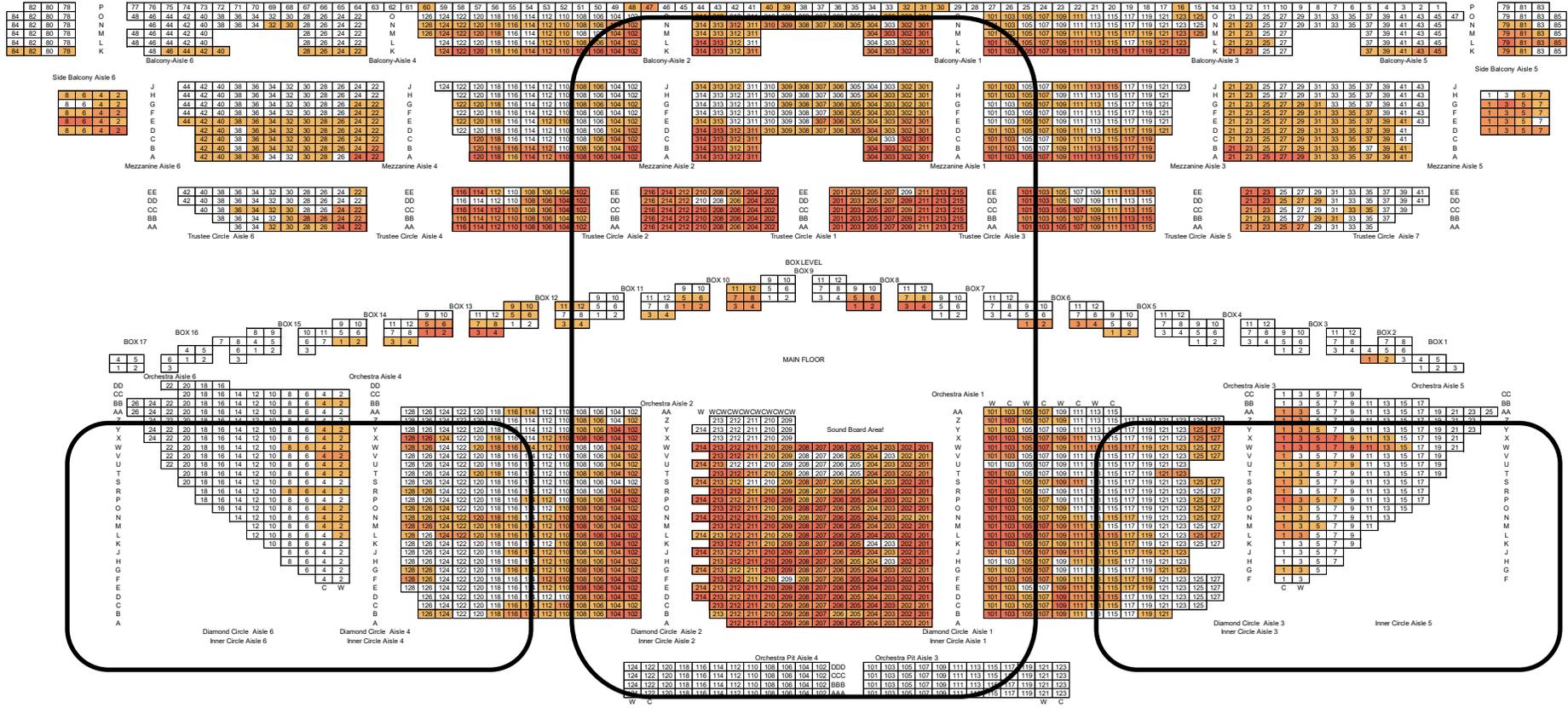
# *Scale of House*

Powerful for perception AND revenue



STAGE

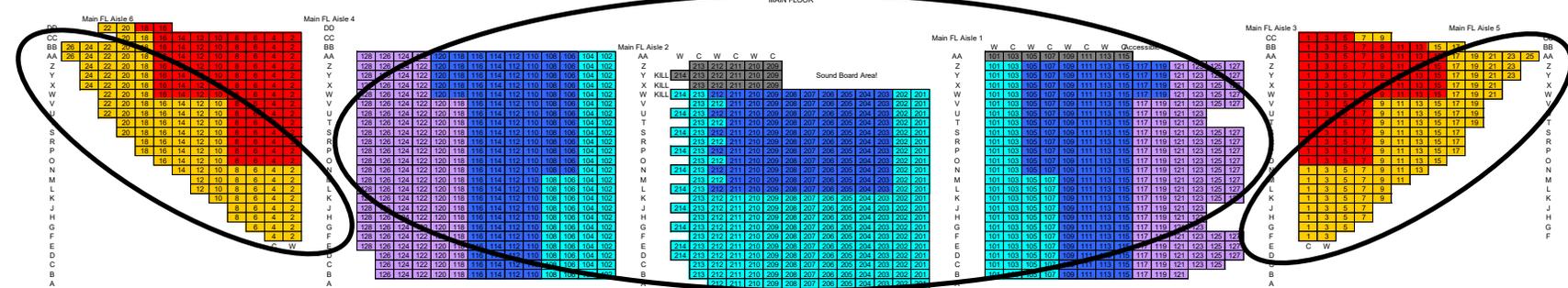
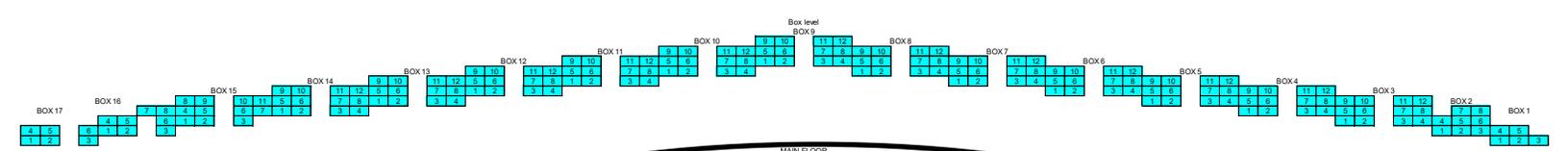
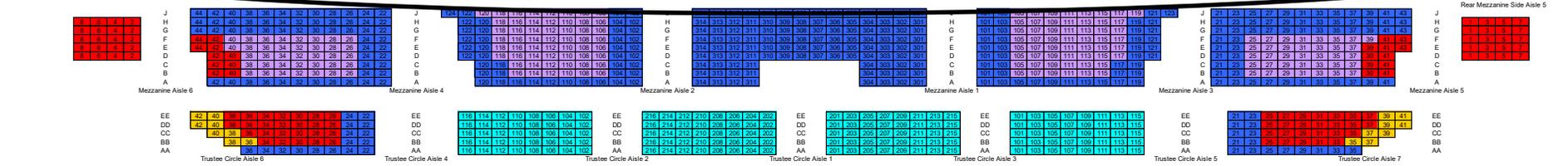
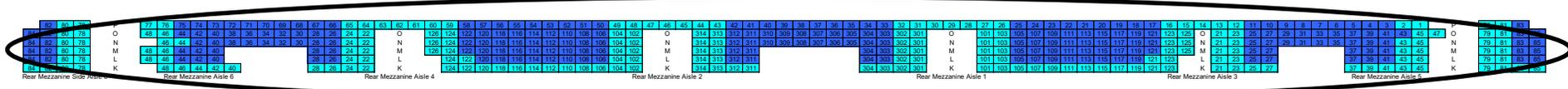




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<span style="display: inline-block; width: 15px; height: 15px; background-color: #FF0000; border: 1px solid black;"></span>	3
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FF8C00; border: 1px solid black;"></span>	2
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STAGE



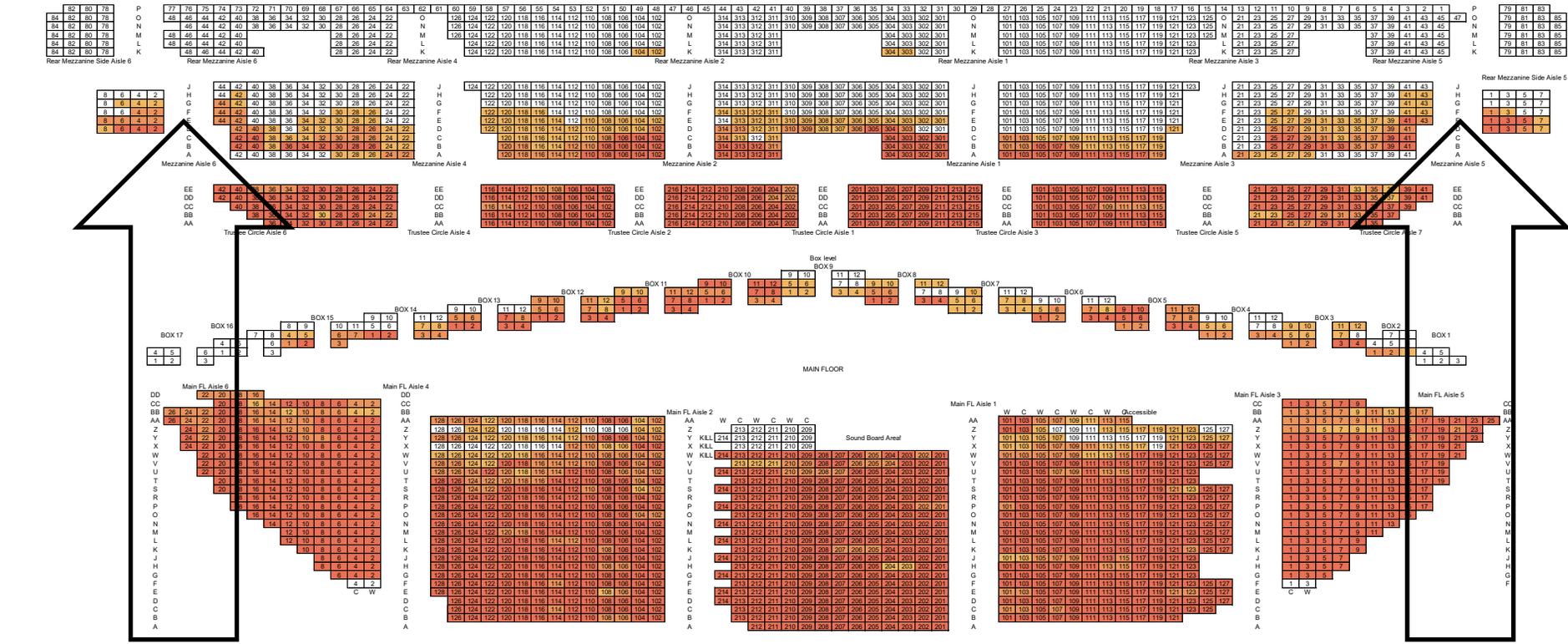


	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC



STAGE



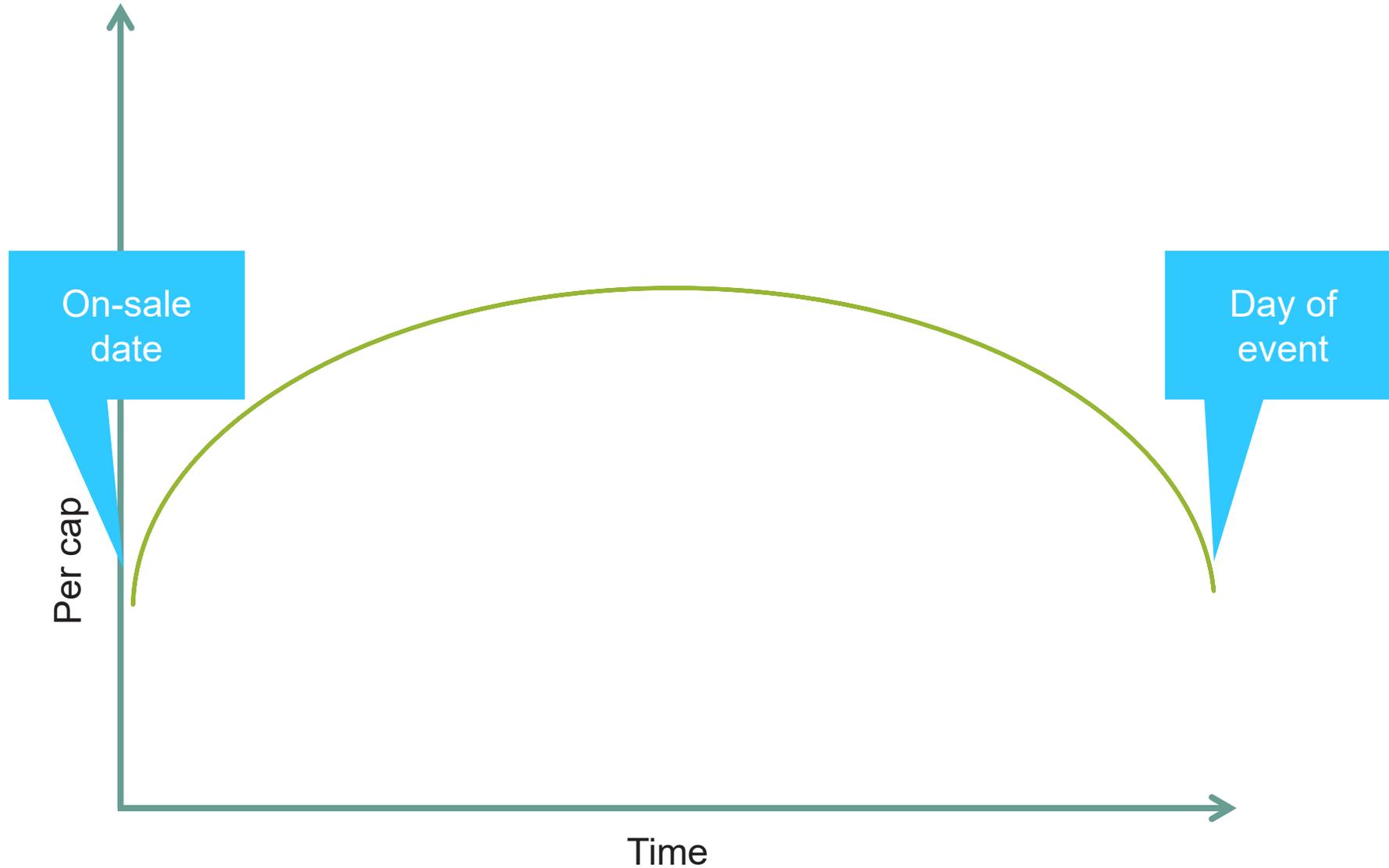


Legend	# of Perfs
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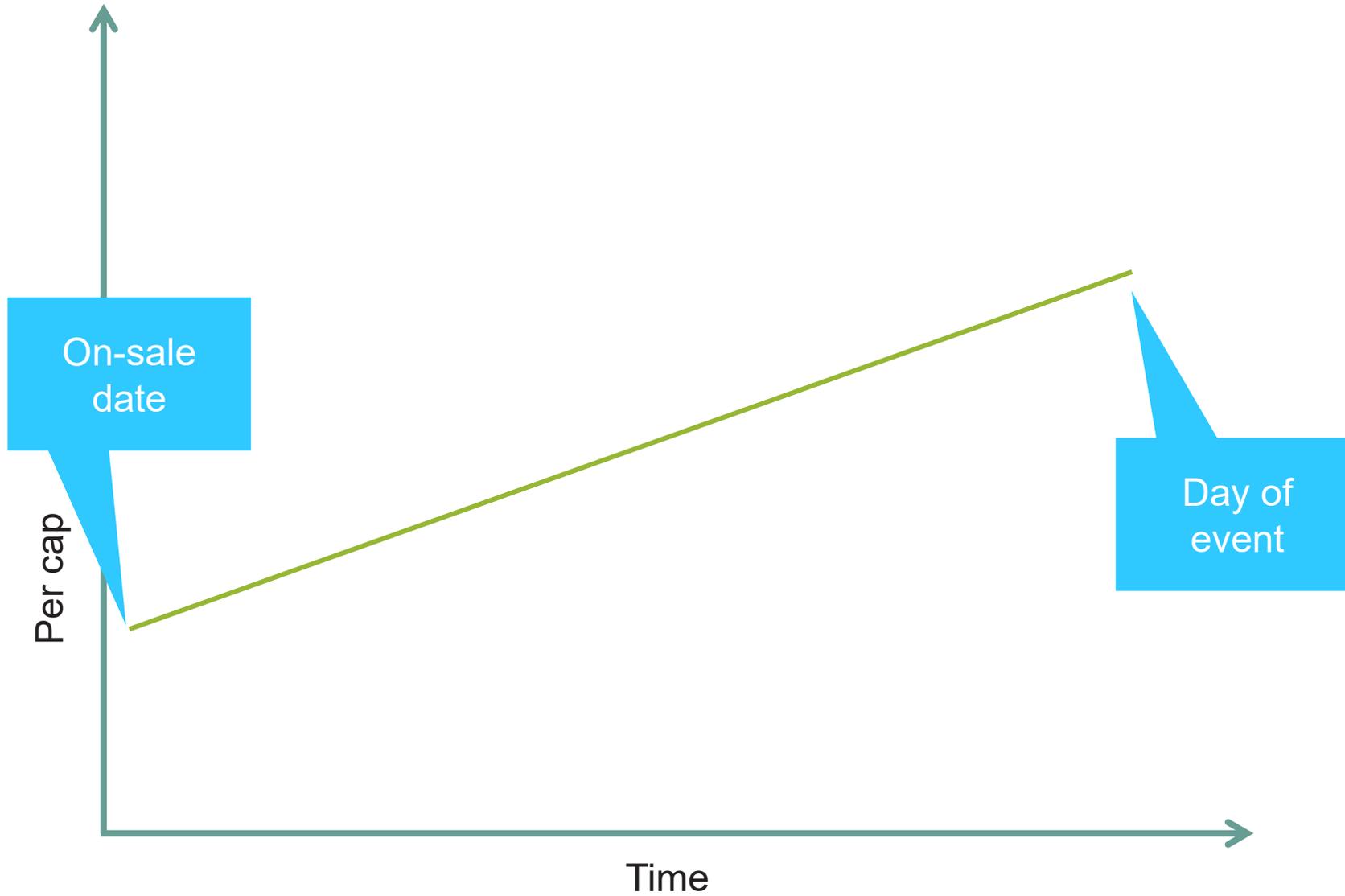
STAGE



# Traditional Scale & Pricing Strategy



# Ideal Scale & Inventory Management



# *Inventory Management*

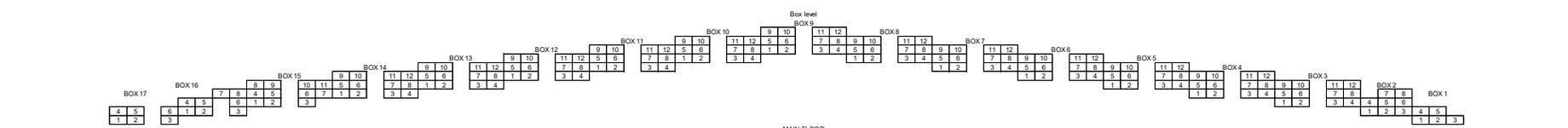
When do seats go on sale?



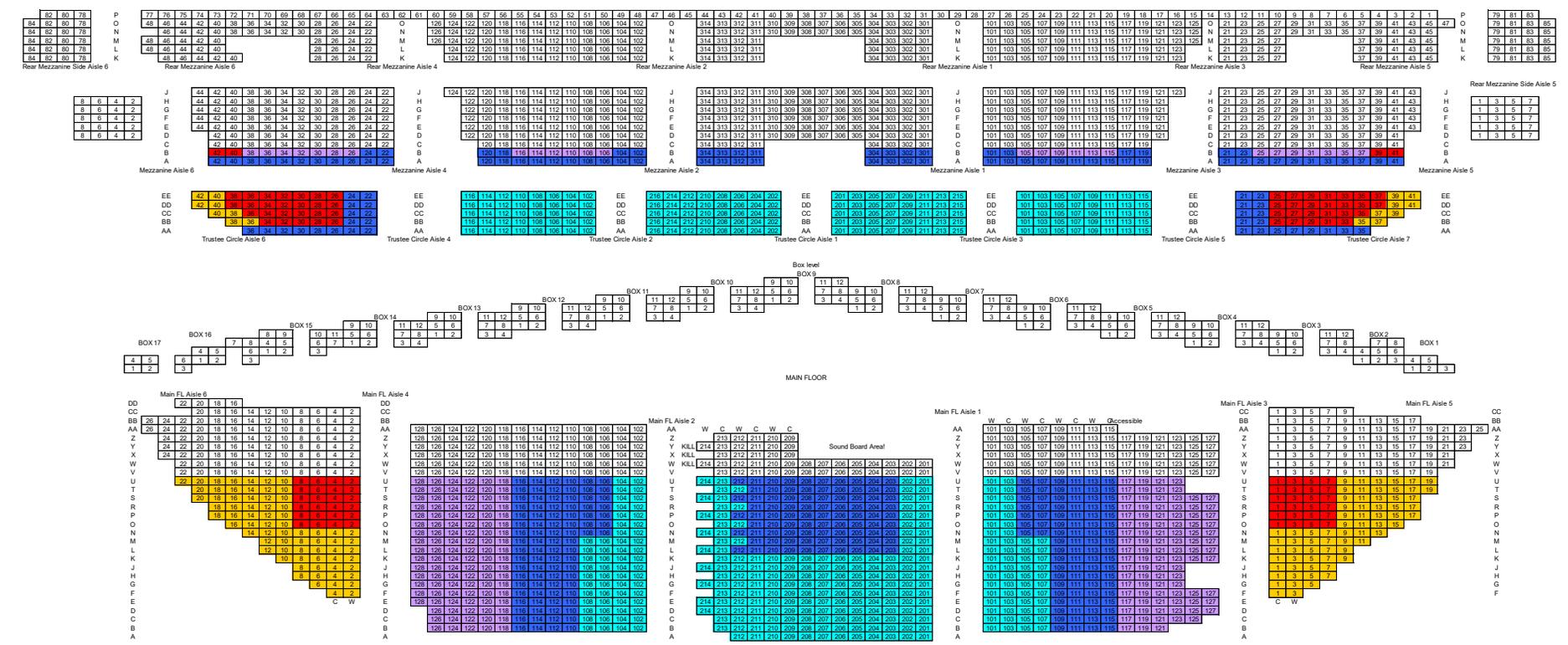
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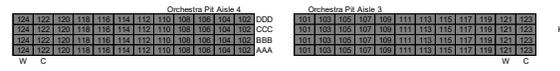
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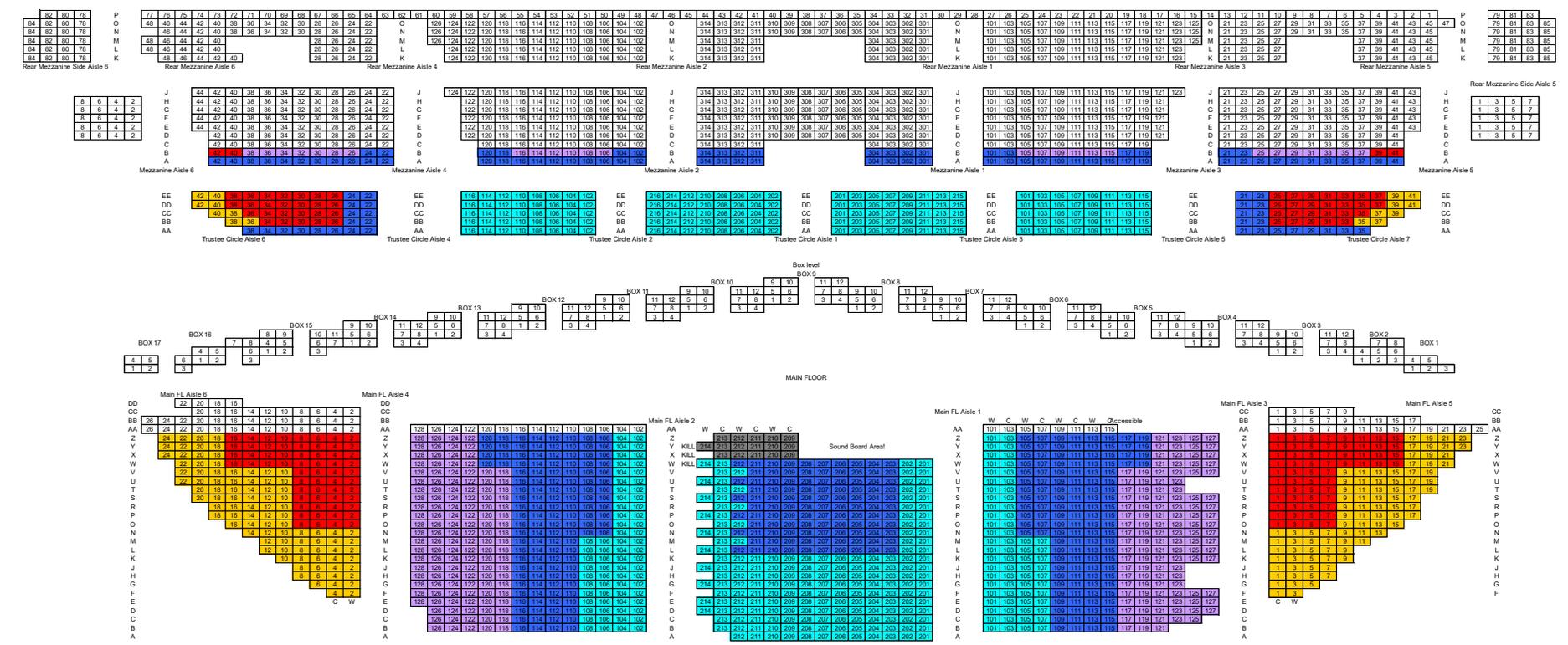


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	Price Point
	PL A
	PL B
	PL C
	PL D
	PL E
	WC





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

STAGE





# Managing Demand AND Managing Access.

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

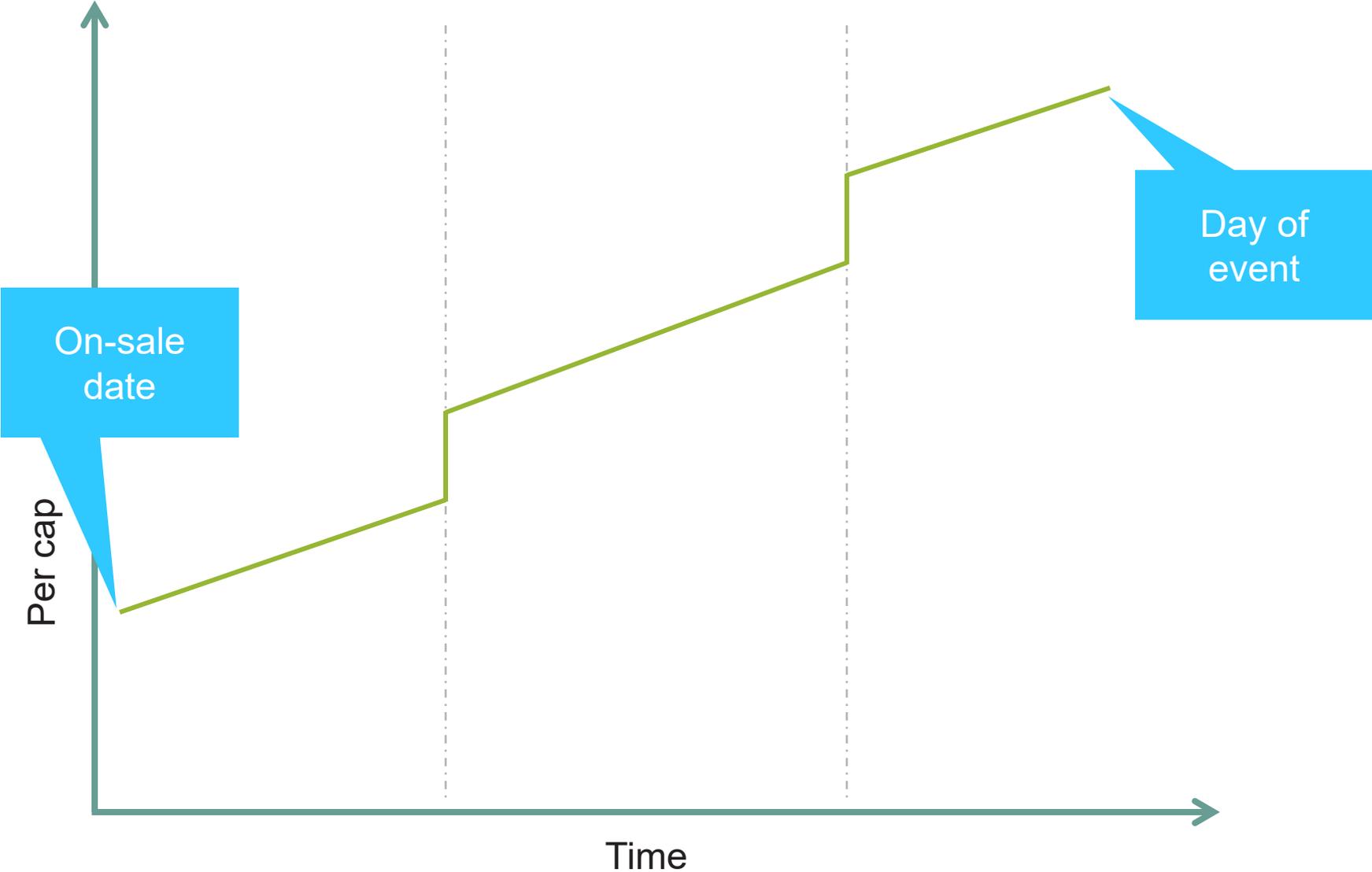
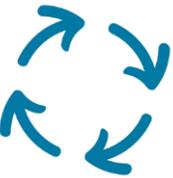


# *Dynamic Pricing*

Matching price with demand

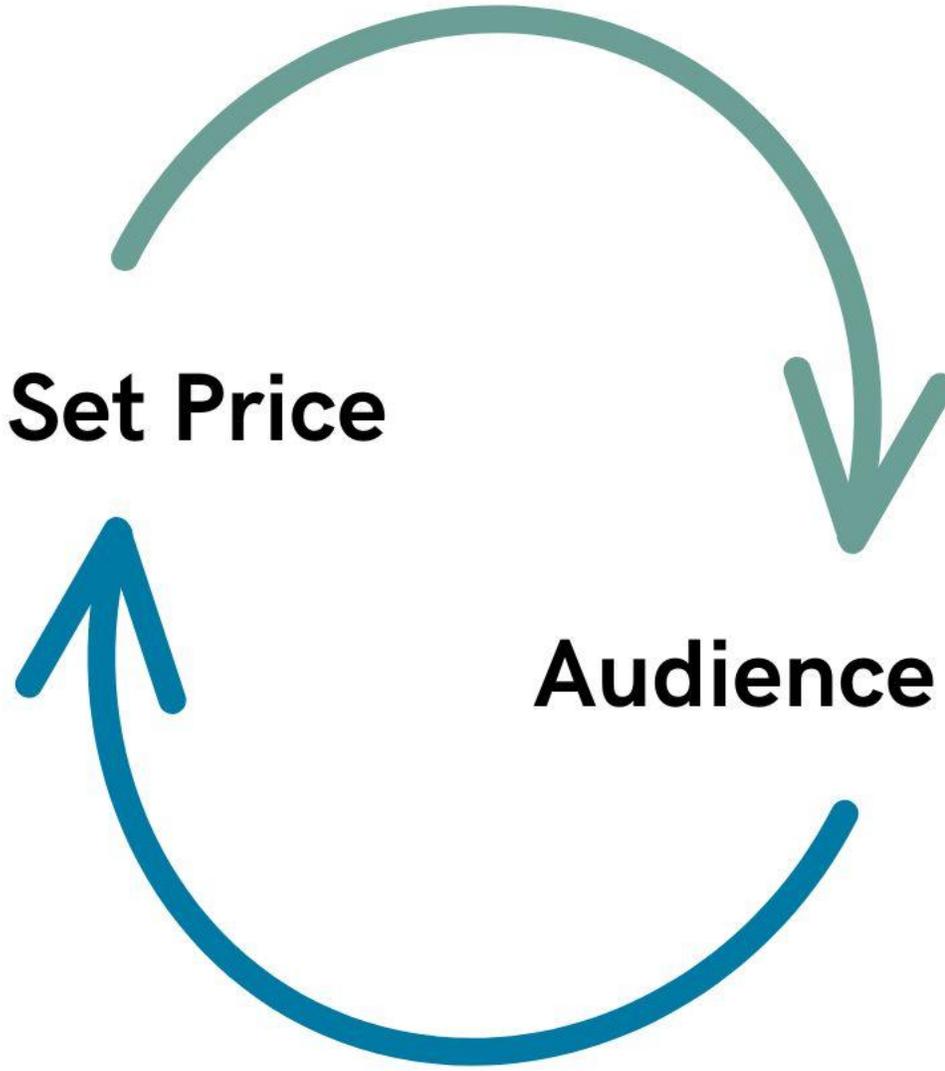


# Dynamic Pricing



**You Set Price**

**Audience Reacts**





# *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



# *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's approach to demand-based pricing:

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



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**  
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