



**Sports  
Innovation  
Lab**

# **How to Capture the Growing U.S. Fantasy and Sports Betting Community**

Data Strategies for Market Expansion, Fan Acquisition, and Customer Retention



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# Foreword

It's been four years since sports betting was legalized in the United States, and there's still a tremendous amount of energy and focus on this market opportunity. The people who understand this market know this isn't about winning dollars from sportsbooks; it's about sports media rights. The thinking goes, if fans have skin in the game, they will stay tuned into blow-out games, niche sports programming, and non-traditional sporting events.

This promise has fueled massive growth for the industry. Eye-popping bets in New Jersey, Pennsylvania, and New York are seemingly breaking records every month. State governments are salivating over tax revenues, sports leagues are bending over backwards to accommodate new betting products and sponsors, and media companies are awash in sports betting advertising. But that has led to a crowded market. Even as mergers and acquisitions drive consolidation, there's still a wave of new entrants moving into the space.

DraftKings and FanDuel—early daily fantasy leaders—demonstrated their willingness to spend what it takes to hold onto their early lead in most states, and our data shows they've done a strong job converting those daily fantasy sports (DFS) consumers to sports bettors once states legalize online gambling.

In-person casinos aren't waving a white flag yet, and now with the rise of cross-channel betting (both in casinos and online), gaming companies, like Caesars, Hard Rock, and MGM, factor heavily into the competitive landscape. The American Gaming Association (AGA) reported 2021 had a record-high commercial gaming revenue, being "driven by higher spending per visit (in-person) in many states and despite lower overall visitation compared to 2019."

While responsible gambling initiatives and lessons from Europe warn about unfettered growth, we expect more growth in the coming years as more states legalize online gambling and sports betting products evolve to welcome fantasy players that bet socially. Fan spending patterns provide early indications that there's still a lot of growth in this market.

So, where is this growth coming from exactly? Not all markets are equal, and data shows clear differences in state-by-state adoption and market share figures. These distinctions should inform partnership and marketing strategies, while also informing state budgets and revenue forecasts. Betting outlets would love the chance to be in every market, especially from an online perspective, as retail betting comes with geographic challenges. At the time of writing this report, 30 states plus Washington, D.C., have live and legal sports betting, 5 states have legalized it but are not operational, 3 states are active, and 12 states have either no or dead legislation.

The entertainment organizations that own retail and online channels have a powerful opportunity to win the consumers who spend the most: cross-channel bettors. This means experiential marketing, in-venue activations, and more stadium-based sportsbooks are coming. It's still a rapidly evolving market, but regulatory and financial data help provide visibility in fan behavior. The sports organizations that use this data well will avoid overspending on marketing campaigns and efficiently acquire market share. The others will spend blindly and hope for the best. It's game on.

# Message

From Our Chief Data Officer:



## When I was done reading this report, I was conflicted.

On one hand, I see from our data what lots of other people see: a sports betting market primed to engage a younger population of sports fans in new ways, a product category that lets fans have more skin in the game, and almost certainly, a way to increase tune-in to live sports.

On the other hand, I see data that shows a market tapped out and exhausted. I see that the two market leaders have done everything they can to solidify their lead, spending huge amounts of money on marketing, promotions, and buying up competitors. The skeptic in me looks at the data and says, "They've beaten each other into submission." Once all the online fantasy users are converted over, there's not a lot more room for growth. These new entrants are probably too late. The casino owners have a right to win, but the hill ahead is really steep.

Here's the thing, both points of view are probably right. But it almost doesn't matter. The biggest issue staring this market in the face is accessibility.

Nowhere in our data do we see strong signals of the sportsbooks expanding beyond a core base of consumers who already bet. In fact, our state-by-state analysis argues strongly that most adoption is tied to casino games and less to sports betting. So what? That's a problem for leagues and states. Leagues are counting on general sports fans and prop betting to drive viewership, attendance, and media rights. States are banking on the market expanding for aggressive tax revenue forecasts.

This report took us months to put together because we agonized over the conflicting signals: high growth in deposits versus few new users; retention and loyalty versus slow acquisition; and legal expansion versus vendor consolidation.

I welcome you to read this report and come up with your own conclusions. We're here for the debate. Our clients care deeply about this segment of the market, so we're eager to get your thoughts once you've had a chance to review our findings. I look forward to continuing this discussion.

*Josh Walker*





# **The Research:** Our Methodology and Key Definitions

# How Sports Innovation Lab Conducted This Research

- **Where Does Our Sports Betting Data Come From?**

Our data tracks anonymous debit and credit purchasing information for 10 million United States residents, as well as online and mobile search and social media behavior. Our sample represents roughly 3%-5% of the country's spending population. From this robust data set, we are able to search for purchasing trends as long as a debit or credit transaction occurred. For the purpose of this report, "debit" transactions reflect deposits into a betting outlet, while "credit" transactions indicate a withdrawal from a betting account.

- **What Does Customer Spend Reflect?** The sample size we are tracking is at the brand level, e.g., DraftKings, MGM, and Caesars. This means we do not see individual transaction details. For example, we are not able to determine if money spent with a casino or online sportsbook is for sports betting, daily fantasy, or casino games. We use other methods to determine whether a consumer is a sports fan or simply a consumer who visits casinos and bets online. This improves our understanding of who these fans are, what sports they follow, and what brands they spend with.

- **Our Methodology for Analysis:** The analysis in this report will cover high-level metrics at the state level. Given that sports betting and daily fantasy are controlled at the state level, our analysis stays at that level of detail throughout the report. We use legalization dates to extrapolate differences between daily fantasy spend and sports betting, projecting potential value across those markets that have yet to legalize online or sports betting.

- **Validated and informed by other public sources, including the American Gaming Association, Legal Sports Report, The Action Network, and more.**

## Commercial Casino Gaming Consumer Spend<sup>1</sup>

State	2020 Spend (millions)	2021 Spend (millions)	YoY Change
Arizona	-	\$161.1	-
Arkansas	\$355.5	\$564.8	58.9%
Colorado	\$636.1	\$1,226.3	92.8%
Connecticut	-	\$78.5	-
Delaware	\$340.3	\$483.2	42.0%
D.C.	\$13.5	\$26.8	97.8%
Florida	\$341.3	\$649.5	90.3%
Illinois	\$743.4	\$1,712.4	130.3%
Indiana	\$1,709.5	\$2,725	59.4%
Iowa	\$1,167.7	\$1,861.3	59.4%
Kansas	\$299.5	\$403.5	34.7%
Louisiana	\$1,658.5	\$2,380.1	43.5%
Maine	\$71.4	\$146.9	105.9%
Maryland	\$1,225.9	\$1,925.6	57.1%
Massachusetts	\$551.9	\$1,020.8	84.9%
Michigan	\$638.7	\$2,700.3	322.8%
Mississippi	\$1,795.2	\$2,669.2	48.7%
Missouri	\$1,263.8	\$1,896.6	50.1%
Montana	\$2.4	\$6.4	171.1%
Nevada	\$7873.3	\$1,3429.9	70.6%
New Hampshire	\$23.6	\$43.8	85.4%
New Jersey	\$2,881.4	\$4,737.1	64.4%
New Mexico	\$51.8	\$216.2	317.1%
New York	\$1,184.7	\$2,712.7	129.0%
Ohio	\$1,440.3	\$2,310.3	60.4%
Oklahoma	\$101.7	\$145.8	43.3%
Oregon	\$20.1	\$30.4	51.4%
Pennsylvania	\$2,695.9	\$4,830.8	79.2%
Rhode Island	\$326.2	\$594.1	82.1%
South Dakota	\$105.3	\$146.1	38.7%
Tennessee	\$27.1	\$239.8	784.1%
Virginia	-	\$285.9	-
West Virginia	\$435.5	\$668	53.4%
Wyoming	-	\$4	-
<b>United States</b>	<b>\$29,981.7</b>	<b>\$53,033.2</b>	<b>76.9%</b>

<sup>1</sup>State of the States 2022: The AGA Analysis of the Commercial Casino Industry, American Gaming Association (AGA), 11 May 2022, <https://www.americangaming.org/wp-content/uploads/2022/05/AGA-State-of-the-States-2022.pdf>.



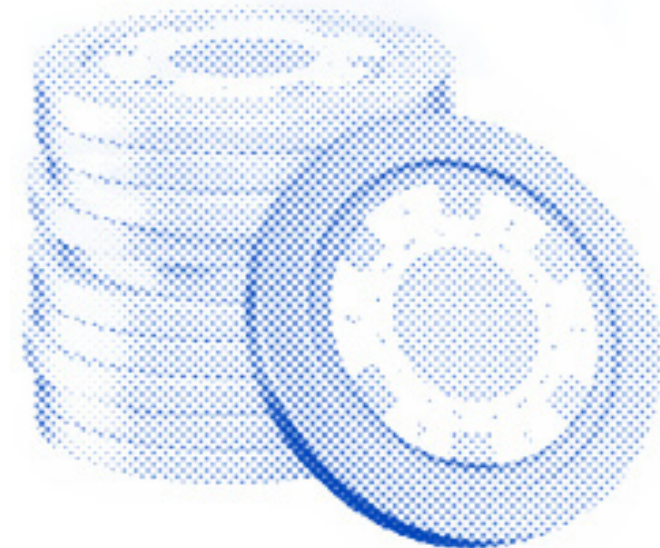
# Defining the Bettor Community:

## How the Different Kinds of “Bettors” Behave

As seen in the next table, the “bettor” community is defined as consumers who display spending habits towards in-person casino betting (retail) and those who gamble online with daily fantasy sports, sportsbooks, and online casino games. We isolate these channels to determine how these consumers differ, but we also see how spend changes when bettors go to casinos and bet online. This bettor is the most valuable—the “holy grail”—to the industry, more than doubling the annual spend of any other sports betting consumer segment.

In our sample of 10 million U.S. consumers, we see the day consumers deposit or withdraw money from their accounts.<sup>2</sup> This does not reflect when they bet or what they bet on. In some ways, this is more interesting, because it reflects the amount of money in the market at any given time and the pent up buying power of different bettors.

<sup>2</sup>Analysis in this report only includes transactions towards retail and online betting outlets between January 1, 2019 - June 30, 2022. For fan behavior that goes back to 2016, please contact [infosportsilab.com](mailto:infosportsilab.com).



<sup>3</sup>“State of the States 2022: The AGA Analysis of the Commercial Casino Industry,” *American Gaming Association (AGA)*, 11 May 2022, <https://www.americangaming.org/wp-content/uploads/2022/05/AGA-State-of-the-States-2022.pdf>.

<sup>4</sup>Wyld, David. “What the Surprisingly Youthful Demographics of Sports Betting Portends for the Future.” *Medium, Modern Business*, 27 Dec. 2021, <https://medium.com/modern-business/the-young-demo-of-online-sports-betting-c595f7dcefaa>.

<sup>5</sup>Lombardo, John, and David Broughton. “Going Gray: Sports TV Viewers Skew Older.” *Sports Business Journal*, 5 June 2017, <https://www.sportsbusinessjournal.com/Journal/Issues/2017/06/05/Research-and-Ratings/Viewership-trends.aspx>.

# Segmenting the Providers:

## Online and Retail

Within the bettor community, we have three segments: retail bettors, who place their bets in-person at casinos; online bettors, who place their bets on sportsbook apps; and cross-channel bettors, who place bets at physical casinos or sportsbooks and on digital sportsbooks, too. We’re also able to see which general sports fans (GSF) place bets, and this slice of the community may represent fan acquisition opportunities.

According to AGA survey data, “The average visitor to a land-based commercial casino in 2021 remained notably younger than prior to the pandemic. In 2021, the mean age of a casino patron was 43.6 years old, versus 49.6 in 2019 and 48.6 in 2018.”<sup>3</sup> In addition, research continues to show youth in online sports betting, with the average age of online sports bettors being 38.1 years old.<sup>4</sup>

Similar to the rest of the entertainment industry, attracting a younger and more active fan base is a priority. According to a study by *Sports Business Journal*, the lowest average age among major professional sports fans is 40 years old, held by Major League Soccer.<sup>5</sup> With a younger population, online gambling provides an opportunity for sports and entertainment to get younger, more engaged fans through partnerships. Bringing together in-person and online bettors, in turn creating more cross-channel bettors, is a serious goal for these outlets, a topic we’ll dive deeper into throughout the report.

### Online Gambling

Barstool Sportsbook  
bet365  
Betfair  
BetMGM  
BetRivers  
Betway  
Caesar Online Deposits  
Caesars Sportsbook  
DraftKings  
FanDuel  
FOX Bet  
Game Play Network  
Hard Rock Digital  
partypoker  
PointsBet  
theScore Bet  
Unibet  
WynnBET

### Retail Bettors

Beau Rivage  
Bellagio  
Borgata  
Circus Circus Las Vegas  
Excalibur  
Gold Strike  
Luxor  
Mandalay Bay  
MGM Grand  
MGM National Harbor  
MGM Springfield  
The Mirage  
The Venetian Resort  
Wynn Resorts

A soccer ball is positioned in the lower right foreground on a green field. In the background, a person wearing a blue and white striped soccer jersey is visible, though out of focus. The entire image has a halftone dot pattern.

# **The Takeaway:** Cross-Channel Bettors Are Gold

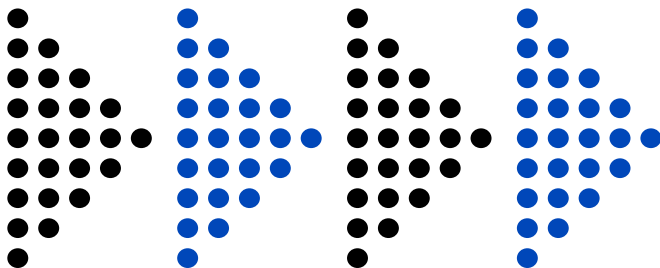


# Which Consumers Are In Focus

In this report, we break down the sports betting landscape by channel and betting behavior. These are the relevant consumer segments we focus on:

Segments with- in the Bettor Community	Definition	Sample Count
Bettors	Consumers who have spent money with any betting operator.	826,356
Online-Only Bettors	Consumers who have spent money online with sportsbooks but never spent with retail casinos.	539,224
Retail-Only Bettors	Consumers who have spent money in casinos and never spent money with digital sportsbooks.	234,496
<b>Cross-Channel Bettors</b>	Consumers who have spent money in both casinos and online sportsbooks.	52,636

Since 2019, there are over 800,000 unique bettors in our data set. Over the years, we saw the maximum number of unique consumers occur in 2021 with 467,000 bettors, and we anticipate 2022 to show even higher numbers. Marketing and promotions have enabled outlets to cast a wide net toward customer acquisition, but this could pose an issue for trying to maintain dedicated consumers.



## Executive Summary: Cross-Channel Bettors are the Highest Value

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# Focus on Acquiring the Most Valuable Consumer: The Cross-Channel Bettor



For more information on this report, visit [www.mckinsey.com/industries/retail/our-insights/focus-on-acquiring-the-most-valuable-consumer-the-cross-channel-bettor](http://www.mckinsey.com/industries/retail/our-insights/focus-on-acquiring-the-most-valuable-consumer-the-cross-channel-bettor)

Consumers are increasingly using multiple channels to interact with brands. This report examines how brands can leverage this trend to acquire the most valuable consumers. It identifies the key attributes of these consumers and provides a framework for brands to focus on acquiring them.

The report also discusses the challenges brands face in acquiring these consumers and provides strategies to overcome them. It highlights the importance of a cross-channel approach and the need for brands to invest in digital marketing and customer experience.

By focusing on acquiring the most valuable consumers, brands can drive growth and improve their bottom line. This report provides a comprehensive overview of the cross-channel consumer and offers actionable insights for brands to succeed in a competitive market.

Channel	2013	2014	2015	2016
Online	10%	12%	15%	18%
Mobile	2%	4%	7%	10%
Offline	88%	84%	78%	72%
TV	15%	14%	13%	12%
Radio	5%	5%	5%	5%
Print	10%	10%	10%	10%
Direct Mail	5%	5%	5%	5%



## The Sports Betting Community is Growing Quickly

As the sports betting market continues to grow, the industry is seeing a significant increase in the number of operators and the amount of money being spent on advertising and marketing.

### Key Takeaways

The sports betting market is growing rapidly, with a significant increase in the number of operators and the amount of money being spent on advertising and marketing.

### Market Overview

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## M&A Activity and Market Spend on Betting Continues at a Rapid Clip

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### Market Spend



# Betting vs. Gamification:

## Revenue Diversification Strategies



Revenue diversification is a key strategy for businesses looking to grow and sustain their revenue stream. It involves exploring new revenue streams and diversifying your current ones. This can help you reduce risk and increase your overall revenue. In this article, we will explore some of the most effective revenue diversification strategies and how you can implement them in your business.

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# The Reminder:

Sports Betting Fuels  
Media Rights



# Sports Leagues Are All In on New Revenue Sources

Sports leagues are looking for new revenue sources. The NFL is looking at esports, the NBA is looking at esports, and the MLB is looking at esports. The NFL is looking at esports, the NBA is looking at esports, and the MLB is looking at esports. The NFL is looking at esports, the NBA is looking at esports, and the MLB is looking at esports. The NFL is looking at esports, the NBA is looking at esports, and the MLB is looking at esports.

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## But Sports Betting Is Primarily a Media Acquisition Strategy

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## The Most Valuable Segment is Clear: Cross-Channel Bettors Should Be the Target

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## The Community: How Sports Bettors Behave

With so much focus on using sports betting as a strategy to increase tune-in and media rights, the industry needs to know what the sports betting community cares about and spends on.

# Cross-Channel Bettors

## Also Watch More

How do you measure the success of your cross-channel marketing efforts? It's not just about the number of leads or sales, but also about the quality of the leads and the overall customer experience. This video explores the challenges of cross-channel marketing and offers strategies to overcome them.

Learn how to track and measure the performance of your cross-channel marketing campaigns. This video provides a comprehensive overview of the various metrics and tools you can use to gain insights into your marketing efforts.

Discover the importance of consistency in your cross-channel marketing strategy. This video discusses how to ensure that your messaging and branding are consistent across all channels, from social media to email marketing.

Explore the role of data in cross-channel marketing. This video explains how to collect and analyze data from various channels to optimize your marketing strategy and improve your ROI.

Learn how to create a cohesive cross-channel marketing strategy. This video provides a step-by-step guide to developing a strategy that integrates all your marketing channels and aligns with your overall business goals.

Discover the benefits of cross-channel marketing. This video highlights how a multi-channel approach can help you reach a wider audience, increase brand awareness, and drive more sales.

Learn how to overcome the challenges of cross-channel marketing. This video discusses common obstacles such as budget constraints, lack of resources, and inconsistent messaging, and offers practical solutions to overcome them.

# How Cross-Channel Bettors' Spend Varies by Fandom?

Understanding how different fanbases spend on cross-channel marketing is crucial for optimizing your strategy. This video analyzes the spending patterns of various fanbases and provides insights into how to tailor your marketing efforts to each group.

- 1. **Professional Athletes:** High spend on social media and event marketing.
- 2. **Actors:** Significant spend on TV and film promotion.
- 3. **Pop Stars:** Heavy investment in social media and live performances.
- 4. **Video Game Developers:** Focus on digital marketing and community engagement.

Fandom	Channel	Spending (\$)	Engagement Rate	Conversion Rate	ROI (%)
Professional Athletes	Social Media	1,200,000	8.5%	2.1%	150%
	Event Marketing	800,000	6.2%	1.8%	120%
	TV	500,000	4.1%	1.2%	90%
	Film	300,000	3.5%	1.0%	80%
Actors	TV	2,500,000	7.8%	2.5%	180%
	Film	1,800,000	6.5%	2.2%	160%
	Social Media	1,000,000	9.2%	2.8%	200%
	Event Marketing	600,000	5.5%	1.5%	110%
Pop Stars	Social Media	3,000,000	10.5%	3.2%	250%
	Live Performances	2,200,000	8.8%	2.9%	220%
	TV	1,500,000	7.2%	2.4%	190%
	Film	800,000	5.8%	1.9%	140%
Video Game Developers	Digital Marketing	1,800,000	7.5%	2.3%	170%
	Community Engagement	1,200,000	9.0%	2.7%	210%
	TV	700,000	6.0%	1.7%	130%
	Film	400,000	4.5%	1.3%	100%





## Other Than Cross-Channel, Who Has the Most "Top Bettors" in its Community?

Which community of bettors is most likely to bet on the NBA? Which community is most likely to bet on the NFL? Which community is most likely to bet on the MLB? Which community is most likely to bet on the NHL? Which community is most likely to bet on the UFC?

Top Bettors of the Community

Community	Top Bettors	Top Bettors	Top Bettors
NBA	100	100	100
NFL	80	80	80
MLB	60	60	60
NHL	40	40	40
UFC	20	20	20

Top Bettors of the Top Bettors



## NBA Has the Greatest Share of

Cross-Channel Bettors and the Greatest Number of Top Bettors of the Community

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NHL	40	40	40
UFC	20	20	20

# A Smart Combination: UFC and NBA Promotions

UFC and NBA promotions are a smart combination for several reasons. Both sports are highly popular and have a large, dedicated fan base. The combination of the two sports can create a more diverse and appealing product for fans and sponsors.

UFC and NBA promotions can also benefit from each other's marketing and promotional efforts. For example, UFC can leverage the NBA's extensive network of arenas and media partners to reach a wider audience.

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Bar chart showing the number of UFC and NBA promotions from 2010 to 2015.



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**The Competitive  
Landscape:  
Sportsbooks  
Positioning In a  
Cross-Channel World**



# Early Daily Fantasy Platforms Have the Edge but Lack a Broad Retail Footprint



Early daily fantasy sports platforms, such as DraftKings and FanDuel, have a significant lead in the number of users, but they lack a broad retail footprint. Retail fantasy sports, such as those offered by ESPN and Fox Sports, have a much smaller user base but a much larger retail footprint.

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# BetMGM's Third Spot Is Notable, Followed by Caesars



Caesars Sportsbook's third spot is notable, followed by BetMGM's third spot. The chart shows the number of bets placed on each spot for both operators. Caesars Sportsbook has a significantly higher number of bets on its third spot compared to BetMGM's third spot.

The chart also shows the number of bets placed on the first and second spots for both operators. Caesars Sportsbook has a higher number of bets on its first and second spots compared to BetMGM's first and second spots.

Overall, the chart shows that Caesars Sportsbook has a higher number of bets placed on all three spots compared to BetMGM. This suggests that Caesars Sportsbook is more popular among bettors in the market.

The chart also shows that the number of bets placed on each spot is relatively stable over time. This suggests that bettors are consistently placing bets on the same spots across different events.



# Effects of DFS on Conversion in Legalized States Means They're Largely Converting Existing Customers

Customer acquisition costs are increasing across all industries, and the impact is particularly acute in the financial services industry. As a result, many financial institutions are looking for ways to reduce their customer acquisition costs. One way to do this is by focusing on converting existing customers.

Converting existing customers is a more cost-effective way to grow your business than acquiring new customers. This is because you already have a relationship with the customer, and you know their needs and preferences. This makes it easier to sell them additional products and services.

There are several ways to convert existing customers. One way is to offer them new products and services that they may not have considered before. Another way is to provide them with better customer service and support.

Another way to convert existing customers is to offer them incentives, such as discounts or rewards. This can be a very effective way to get them to try a new product or service.

## Key Insights

- Existing Customers:** Existing customers are the most likely to convert to new products and services.
- Product Offerings:** Offering new products and services to existing customers is a more cost-effective way to grow your business.
- Customer Service:** Providing better customer service and support can help convert existing customers.
- Incentives:** Offering incentives, such as discounts or rewards, can be a very effective way to get existing customers to try new products and services.



## DraftKings: Which Firms Drive Value in Each State?

To gain insights into how the state differences in firm value drivers, we analyzed the DraftKings firm value drivers by state.

The results show that the state differences in firm value drivers are significant, and they vary by state.





# Momentum or Stagnation?

As the U.S. economy recovers from the recession, the retail sector is showing signs of momentum. Retail sales are up 1.1% in the first quarter of 2010, and the retail sector is expected to continue to grow throughout the year. However, some analysts are concerned that the retail sector may be stagnating, with sales growth slowing down in the second and third quarters.

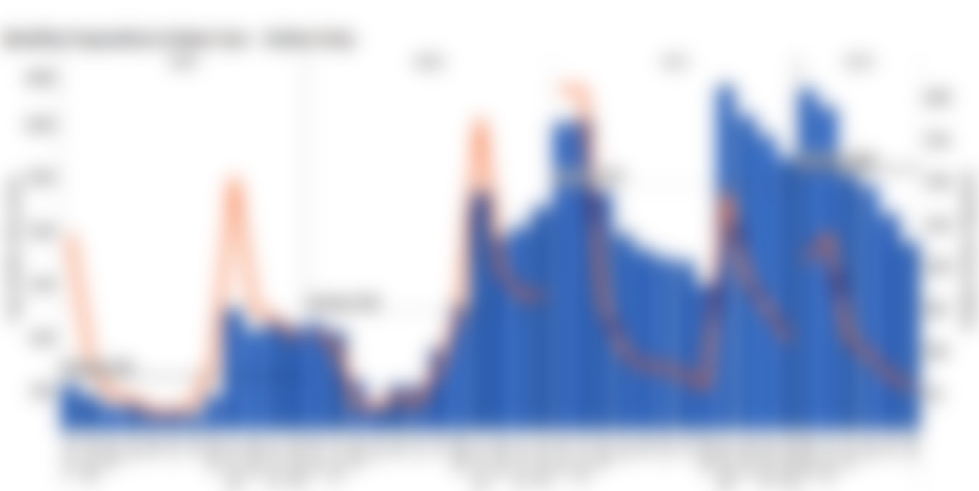
The retail sector is a key component of the U.S. economy, and its performance is closely watched by investors and analysts. The retail sector's performance is often used as a leading indicator of the overall economy. If the retail sector is growing, it suggests that the economy is recovering. If the retail sector is stagnating, it suggests that the economy is still in a recession.

In this report, we will analyze the retail sector's performance in the first quarter of 2010, and we will discuss the factors that are driving the sector's growth. We will also discuss the risks that could lead to stagnation in the retail sector.

## Retail-Only Bottoms



## Online-Only Bottoms



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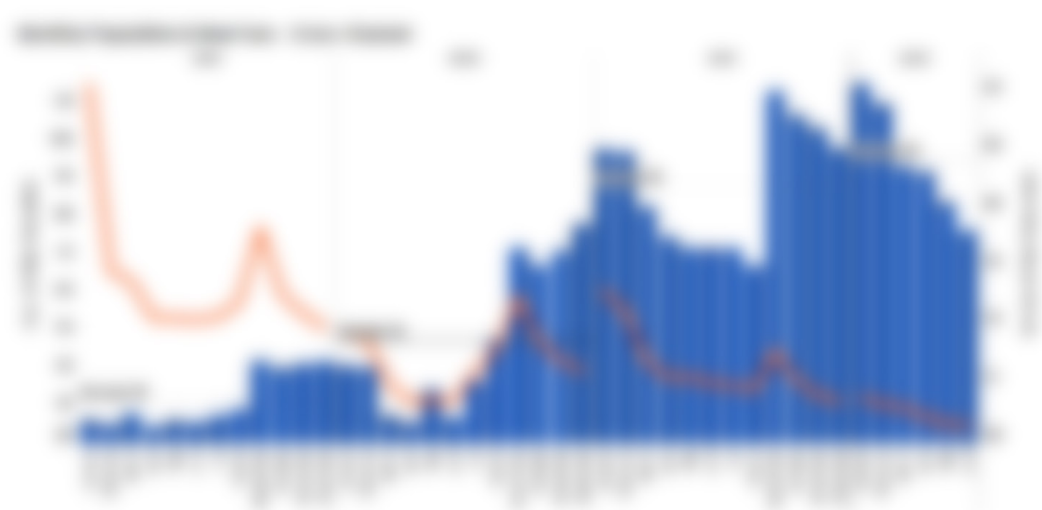
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# Momentum or Stagnation? Cross-Channel Bettors

Can cross-channel bettors sustain momentum? Or will they stagnate? The answer may lie in the data.

As the industry continues to evolve, bettors are looking for ways to stay ahead of the curve. This means staying on top of the latest trends and technologies. It also means being able to adapt quickly to change. In a market that is constantly shifting, the ability to pivot is key. Bettors who can do this will be the ones who succeed in the long run.



## Sports Betting Trends to Become More Accessible

*By Andrew Berman*



As the sports betting market continues to grow, operators are looking for ways to make the experience more accessible to a wider range of users. This includes simplifying the interface, improving the user experience, and offering more personalized recommendations.

One of the key trends is the move towards mobile-first design. As more users access betting apps on their smartphones, operators are focusing on creating a seamless and intuitive mobile experience. This includes optimizing the app for smaller screens and ensuring that all features are easily accessible.







## The Growth:

Where New Bettors Will  
Come From

How quickly do states ramp up betting offerings?

Where is the next opportunity?

What can we learn?

# Location, Location, Location

Location is a critical factor in the success of any business. It can determine the size of your market, the cost of your operations, and the ease with which you can attract and retain customers. When choosing a location, you should consider factors such as proximity to your target market, availability of labor, and local government regulations.

Location is also important for your brand's image. A prime location can enhance your brand's reputation and increase its visibility. On the other hand, a poor location can damage your brand and make it difficult to compete in your market.

When choosing a location, you should also consider the long-term implications. A location that is currently ideal may become less ideal in the future due to changes in market conditions or government regulations. Therefore, it is important to choose a location that is flexible and adaptable to future changes.

Location is a complex and multifaceted issue. It requires careful consideration and analysis of all relevant factors. By choosing a location that is strategic and well-suited to your business, you can increase your chances of success and ensure the long-term viability of your operations.

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# How to Identify High Potential Geographic Markets

Identifying high potential geographic markets is a critical step in international business strategy. This process involves analyzing various factors such as economic stability, market size, and cultural differences to determine which regions offer the most promising opportunities for growth.

Key factors to consider include the country's GDP, population growth, and infrastructure. Additionally, understanding the local business environment and regulatory framework is essential for successful market entry.

## Programs Offered

Program	Duration	Start Date
Executive MBA	24 Months	September 2024
PhD in Business Administration	36 Months	September 2024
Master of Science in International Business	24 Months	September 2024

- 1. Analyze the country's economic indicators, including GDP, inflation, and unemployment rates.
- 2. Evaluate the market size and growth potential, considering population and income levels.
- 3. Assess the political and regulatory environment, including trade agreements and government stability.





# Michigan

Michigan is a state in the Great Lakes region of the United States. It is known for its diverse economy, including automotive, agriculture, and technology. The state is also known for its scenic beauty and outdoor recreation opportunities.

Michigan's population is approximately 10 million, and it is the 10th most populous state in the United States. The state's capital is Lansing, and its largest city is Detroit. Michigan is also known for its state flag, which features a blue field with a white silhouette of the state and a red and white wreath.

Michigan is a member of the Great Lakes Basin States and the Great Lakes Compact. The state is also a member of the Western Hemisphere Trade Agreement and the North American Free Trade Agreement. Michigan is a state with a rich history and a bright future.



## Michigan's Economic and Demographic Trends

Michigan's economy is diverse, with a strong manufacturing base. The state's largest industry is automotive, which accounts for approximately 25% of the state's GDP. Other major industries include agriculture, technology, and healthcare.

Michigan's population is growing, and the state is experiencing a demographic shift. The state's population is becoming more diverse, and there is an increasing number of young adults moving to the state.

Year	Population (Millions)	Population Density (per sq. mi.)	Population Growth (%)	Population Density (per sq. mi.)	Population Growth (%)
1950	5.0	100	0	100	0
1960	5.5	110	10	110	10
1970	6.0	120	18	120	18
1980	7.0	140	28	140	28
1990	8.0	160	38	160	38
2000	9.0	180	48	180	48
2010	9.8	195	56	195	56
2020	10.0	200	58	200	58

# Where is There **Cross- Channel Better** Potential?



There are several factors that can influence the potential for cross-channel better. These include the nature of the product or service, the target audience, the competitive landscape, and the resources available. Understanding these factors is crucial for identifying opportunities for cross-channel better.

Key factors to consider include:

1. **Product/Service Fit:** Certain products or services are more suited to cross-channel better than others. For example, digital products or services that can be easily accessed and used across multiple channels.

2. **Target Audience:** Understanding the needs and preferences of the target audience is essential for identifying cross-channel better opportunities.

3. **Competitive Landscape:** Analyzing the competitive landscape can help identify gaps and opportunities for cross-channel better. Understanding how competitors are using multiple channels can provide valuable insights.

4. **Resources:** Assessing the resources available, including budget, personnel, and technology, is crucial for determining the feasibility of cross-channel better.



	Multiple Channels	Single Channel	Other
Research	85%	10%	5%
Sales	75%	20%	5%
Customer Support	65%	30%	5%
Marketing	55%	40%	5%
Product Development	45%	50%	5%
Other	35%	60%	5%

# Comparing Michigan Sports Fan Spend Before and After Online Sports Betting Was Legalized



## Cross-Channel Michigan Bettors: What Do They Spend On?

What do they spend on?

Category	Before (Millions)	After (Millions)
Online Sports Betting	~10	~25
Other	~10	~10
Total	~20	~35





# The Advice: How to Win the Fluid Fan

*Cross-Channel Betting Acquisition and Retention Strategies: How can you find new fans, retain old ones, and grow your community?*





## What Else Do Cross-Channel Bettors Buy?

How do cross-channel bettors spend their money? Do they buy more than one product? Do they buy more than one brand? Do they buy more than one type of product? The answers to these questions are important for understanding the behavior of cross-channel bettors. This report provides a detailed look at the products and brands that cross-channel bettors buy, and how they spend their money on these products and brands.

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### Product Category Breakdown



# Frequency of Transactions: Cross-Channel vs GSF

Table 1: Comparison of the frequency of transactions between cross-channel and GSF. The table shows that cross-channel transactions are significantly more frequent than GSF transactions across all categories.



Category	Frequency	Percentage	Percentage
Category 1	Frequency 1	10%	10%
Category 2	Frequency 2	20%	20%
Category 3	Frequency 3	30%	30%
Category 4	Frequency 4	40%	40%
Category 5	Frequency 5	50%	50%
Category 6	Frequency 6	60%	60%
Category 7	Frequency 7	70%	70%
Category 8	Frequency 8	80%	80%
Category 9	Frequency 9	90%	90%
Category 10	Frequency 10	100%	100%

# If You Build It

## The In-House Betting Strategy

When it comes to building an in-house betting strategy, the key is to build it right from the start. The sportsbooks have a lot of experience and know what it takes to build a successful in-house betting strategy.

There are a few things you should know about building an in-house betting strategy. First, you need to know what you're getting into. Building an in-house betting strategy is a long-term investment. It's not something you can do overnight. You need to be prepared to invest a significant amount of money and time into it. Second, you need to know what you're building. You need to know what your goals are and what you want to achieve. You need to know what your budget is and what you can afford to spend. Third, you need to know who you're building for. You need to know what your target audience is and what they want. You need to know what your competition is and what they're doing.

Now that you know what you're getting into, it's time to start building your in-house betting strategy. The first step is to choose a platform. There are a lot of different platforms out there, so you need to choose one that fits your needs and budget. The next step is to build your strategy. You need to know what you want to bet on and what you want to bet for. You need to know what your risk tolerance is and what you can afford to lose. You need to know what your goals are and what you want to achieve.

### How

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### Why

There are a few reasons why you should build an in-house betting strategy. First, it gives you more control over your betting strategy. You can choose what you want to bet on and what you want to bet for. You can choose what your risk tolerance is and what you can afford to lose. You can choose what your goals are and what you want to achieve. Second, it gives you more flexibility. You can change your strategy at any time. You can add or remove bets as you see fit. Third, it gives you more privacy. You can keep your betting strategy private and not share it with anyone else.

### Steps to

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## You Can Expect Sportsbooks to Become Media Channels and Media Channels to Become Sportsbooks

Sportsbooks and media channels are both becoming more important in the sports betting industry. Sportsbooks are becoming more like media channels, and media channels are becoming more like sportsbooks. This is because both sportsbooks and media channels are looking for ways to attract more customers and increase their revenue. Sportsbooks are doing this by offering more betting options and better odds. Media channels are doing this by offering more content and better user experiences. This is a good thing for consumers, as it means there are more options and better odds available. It also means there is more content and better user experiences available. This is a good thing for the industry, as it means there is more competition and better products available.

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# To Be More Strategic

If You Found This Report

Valuable, Join Now:



from Sports Innovation Lab

To follow topics like sports betting and to access Sports Innovation Lab's ongoing fan research, reach out to inquire about joining our **Most Innovative Membership** program.



## What's included in a membership?

- **Enterprise-level** membership for your company for 12 months
- **Twice-monthly Innovation Briefings** accessible to anyone at your company
- **One ticket** to Most Innovative 2023
- **50% off** all Sports Innovation Lab paid reports (average report price of \$3,000)
- **Access to on-demand content** including Innovation Briefing recordings



## What value will I take away?

- **An answer to: "Who are the most valuable fans, and what are the most innovative approaches to acquiring them?"**
- We go beyond the hype to look at real market signals in fan data, and we bring you the most progressive voices from across (and beyond) the industry. **This data is not available anywhere else.**
- **A valuable network.** Through our interactive briefings, guest speakers, and in-person events, you'll build an invaluable community of deal-makers and thought leaders.



## What happens at a briefing?

A 45-minute, interactive session that includes:

- The Big Question to answer
- Member-only data and insights
- Expert guest speakers
- Moderated discussion and "Ask the Analyst"







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