

# LIVE NATION ENTERTAINMENT IMPACT OF MARKET DOMINATION



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# MISSION STATEMENT

**Artists** power everything we do. From small clubs to stadiums, Live Nation is on a mission to **bring more music to more fans in more places around the world**. Since 2005, Live Nation has helped shape modern live music connecting touring, ticketing, partnerships, venues and fan experiences to better **support artists and the communities** where they perform.



# PROBLEM STATEMENT



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Following the **2010 merger between Ticketmaster and Live Nation**, the company has faced governmental scrutiny with over 450 lawsuits alleging industry dominance regarding the company's control of roughly 80% of all venues and ticket sales globally. Fans have expressed dissatisfaction with Ticketmaster's dynamic pricing policy and an overall 20% increase in entertainment admission prices for concerts, shows, and other performances worldwide, and have been under scrutiny for safety concerns, such as crowd crushing and equipment malfunctions, which have resulted in roughly 200 deaths and over 700 injuries. Live Nation's failure to provide a more accessible experience for both fans and artists has jeopardized their mission to "bring more music to more fans in more places around the world," and has led to widespread negative public sentiment and increased scrutiny, calling for governmental regulation of the entertainment conglomerate.

# SITUATION ANALYSIS

INTERNAL VS EXTERNAL FACTORS

# VERTICAL INTEGRATION AND INTERNAL STRUCTURE

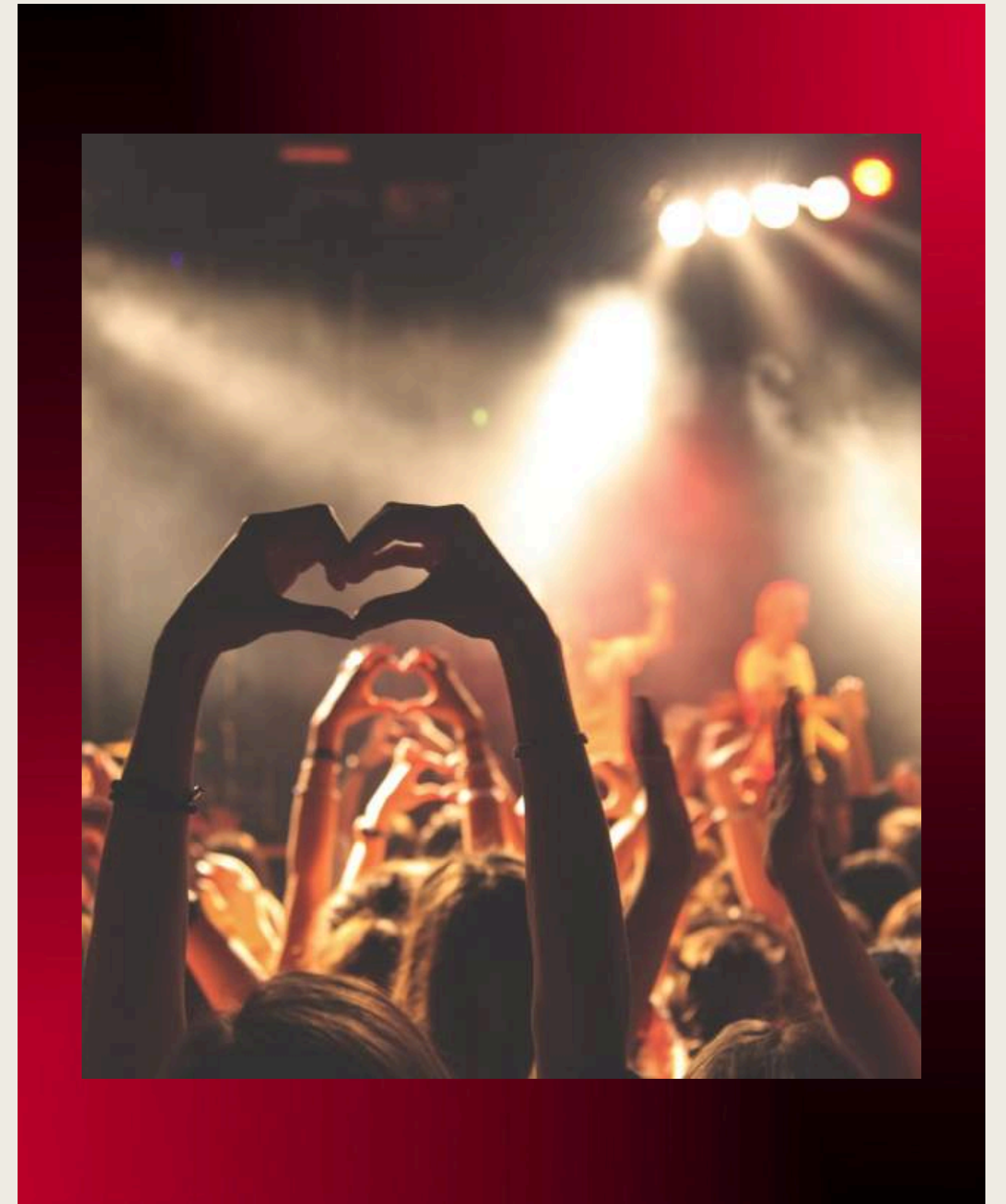
- **22,182** full-time employees.
- **265** entertainment venues worldwide.
- **Vertically integrated** corporate structure - in control of **every aspect** of the industry.
- Significant competitive **advantage**.
- Target of public **criticism** and **scrutiny**.

**200+ OWNED AND OPERATED VENUES WORLDWIDE**

**40+ COUNTRIES WITH LIVE NATION PRESENCE**

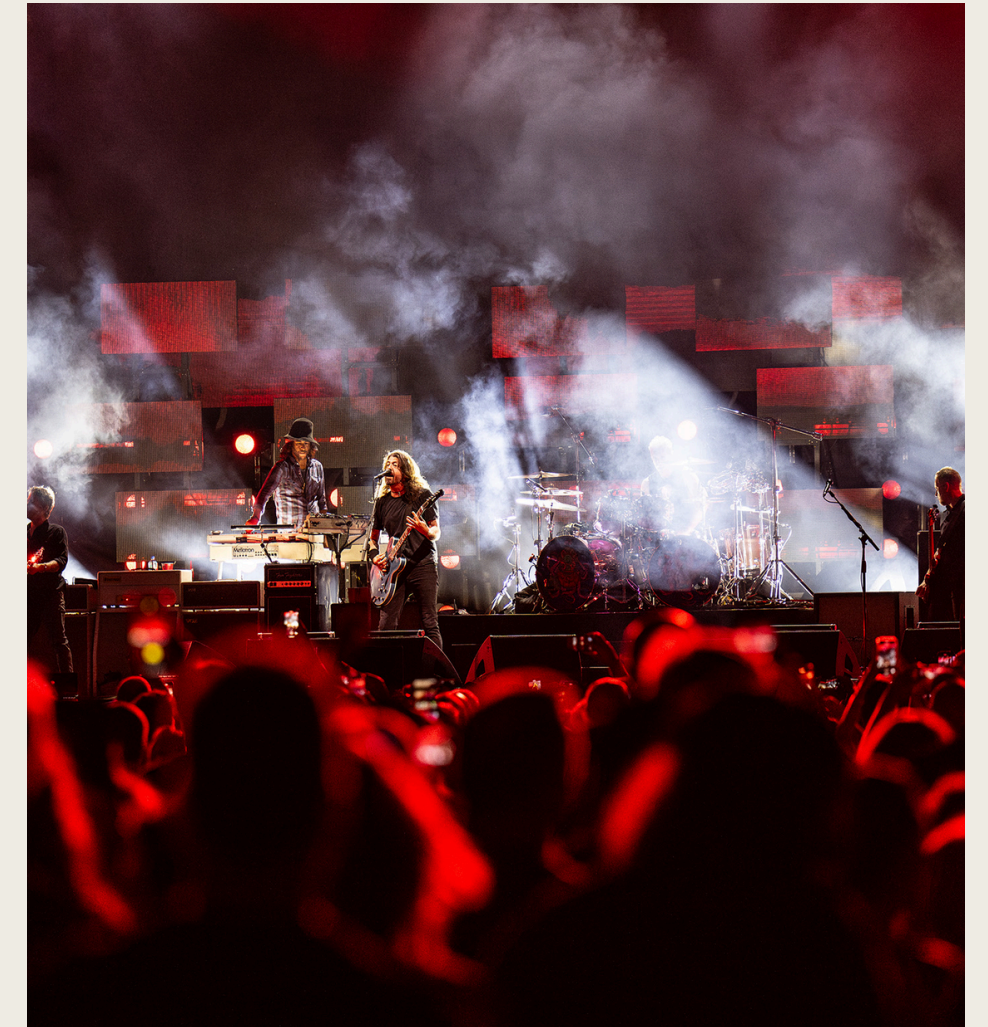
**100M+ FANS ATTENDING EVENTS ANNUALLY**

**[@LIVENATION](#) [@LIVENATIONCONCERTS](#) [@LIVENATION](#) [@LIVENATION](#)**

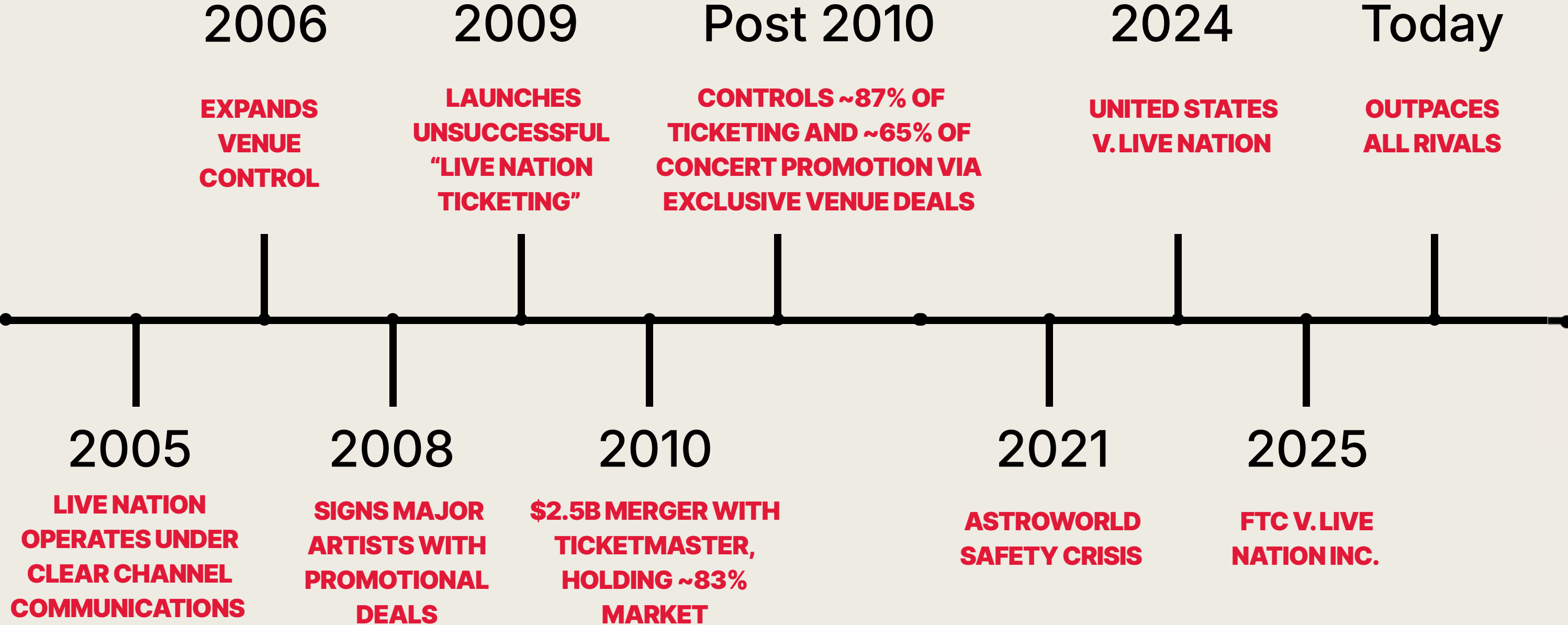


# REVENUE STREAMS, FINANCES AND SOCIAL MEDIA

- **Four revenue sources:**
  - concerts, ticketing, sponsorship and advertising
- **4% stock price decrease** due to Astroworld crisis and public backlash
- In 2022, **Ticketmaster** controlled **83.4%** of the **\$2.9 billion U.S. ticketing market**



# MARKET CONCENTRATION, INDUSTRY COMPETITION AND LEGAL DISPUTES



# CONSUMER AND ARTIST TRENDS OVER TIME



## CONSUMER BACKLASH:

**Lawsuits: U.S. v. Live Nation and FTC v. Live Nation**

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**“Luxury experience”**

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**High Demand**

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## ARTIST BACKLASH:

**The Eras tour: Taylor Swift**

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**“All My Homies Hate Ticketmaster”:** Zach Bryan

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# TARGET PUBLICS

## Artists

- Live Nation Entertainment's control of **venues, promotion and ticketing** affects artists's range of **options** and **competition**
- Strong **influence** on consumer **perception** and **fan bases**
- Brand **perception** is **crucial** to live nation entertainment's **reputation** and **success**

## Consumers

- Aged **18-34**
- Actively **attend** live entertainment or music events.
- Value **experiential spending** and are willing to spend **higher amounts** on entertainment.
- **Trust and satisfaction** are vital to Live Nation Entertainment's **reputation** and **success**

# RESEARCH OBJECTIVES

## RESEARCH OBJECTIVE #1

To examine the effects of Live Nation's **market dominance** and **dynamic pricing** on **affordability**, specifically towards **college students**, hoping to target those facing **financial constraints** such as limited income and budget restrictions

## RESEARCH OBJECTIVE #2

Measure how Live Nation Entertainment's **crisis management** after the Astroworld Festival **crowd crush** and the 2026 **antitrust crisis** influenced consumer **sentiment, trust, and consumption habits**.

## RESEARCH OBJECTIVE #3

To analyze **individual fan perception, reaction** and **sentiment** toward Live Nation's **industry monopolization** and how **brand procedures** impact fandom **trust, accessibility, perception** and **consumer experience**.

# RESEARCH METHOD #1

## QUALTRICS SURVEY



# RESEARCH AND SAMPLING METHOD

## Research Method #1

- **Online survey** developed and distributed to **Syracuse University organizations**
- Aimed to understand **public perceptions** and **experiences** of Live Nation and Ticketmaster
- **127 responses** collected between March 30, 2026 and April 7, 2026
- Survey conducted using Qualtrics with **quantitative questions** to identify **trends** in opinions
- **Cluster sampling**
- Reviewed and compared **graphs** generated by Qualtrics
- Identified **key trends** and **patterns** in survey responses

# SURVEY RESULTS + ANALYSIS



# FINDING #1- TICKET PRICING BIGGEST BARRIER:

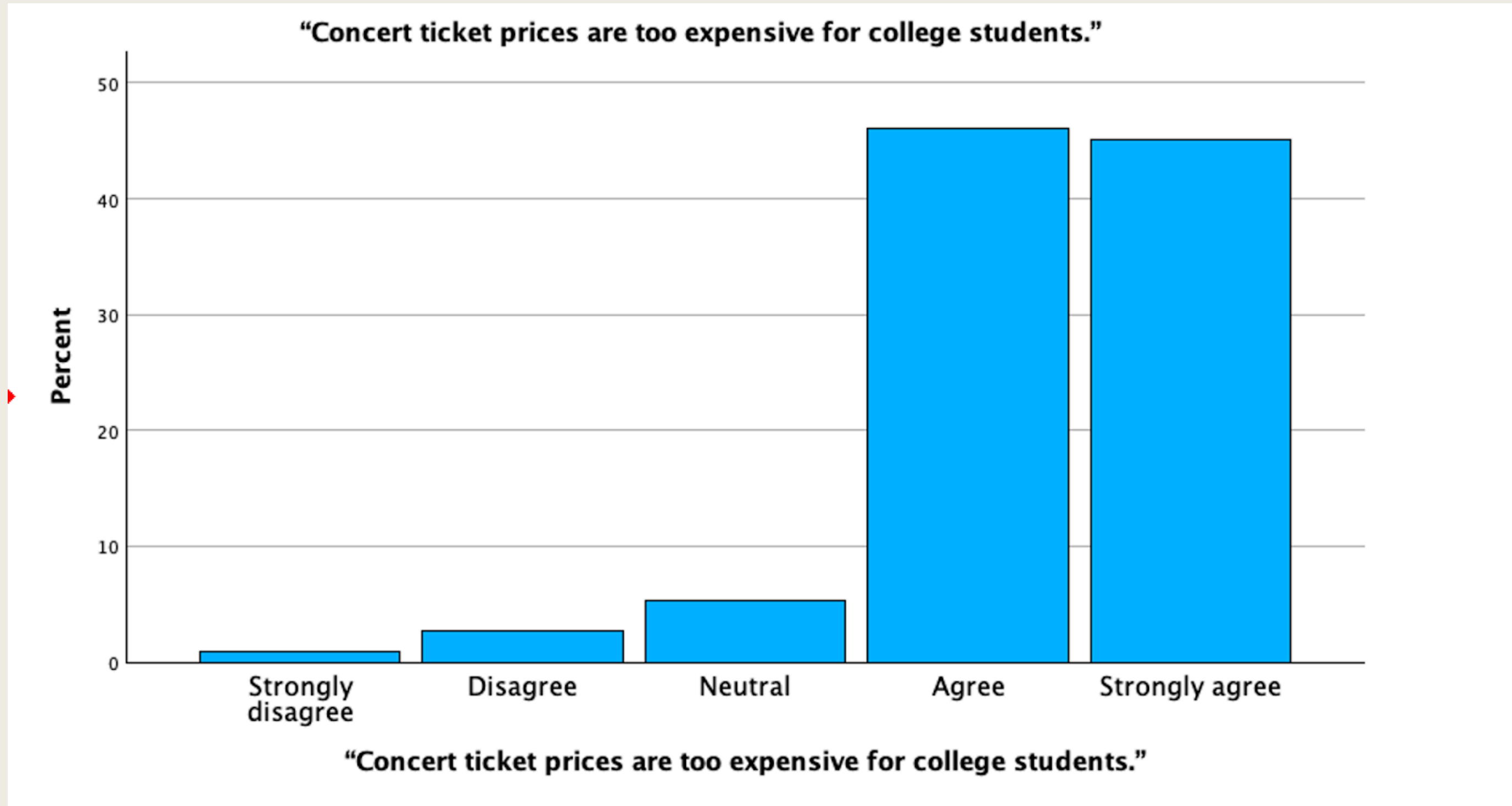
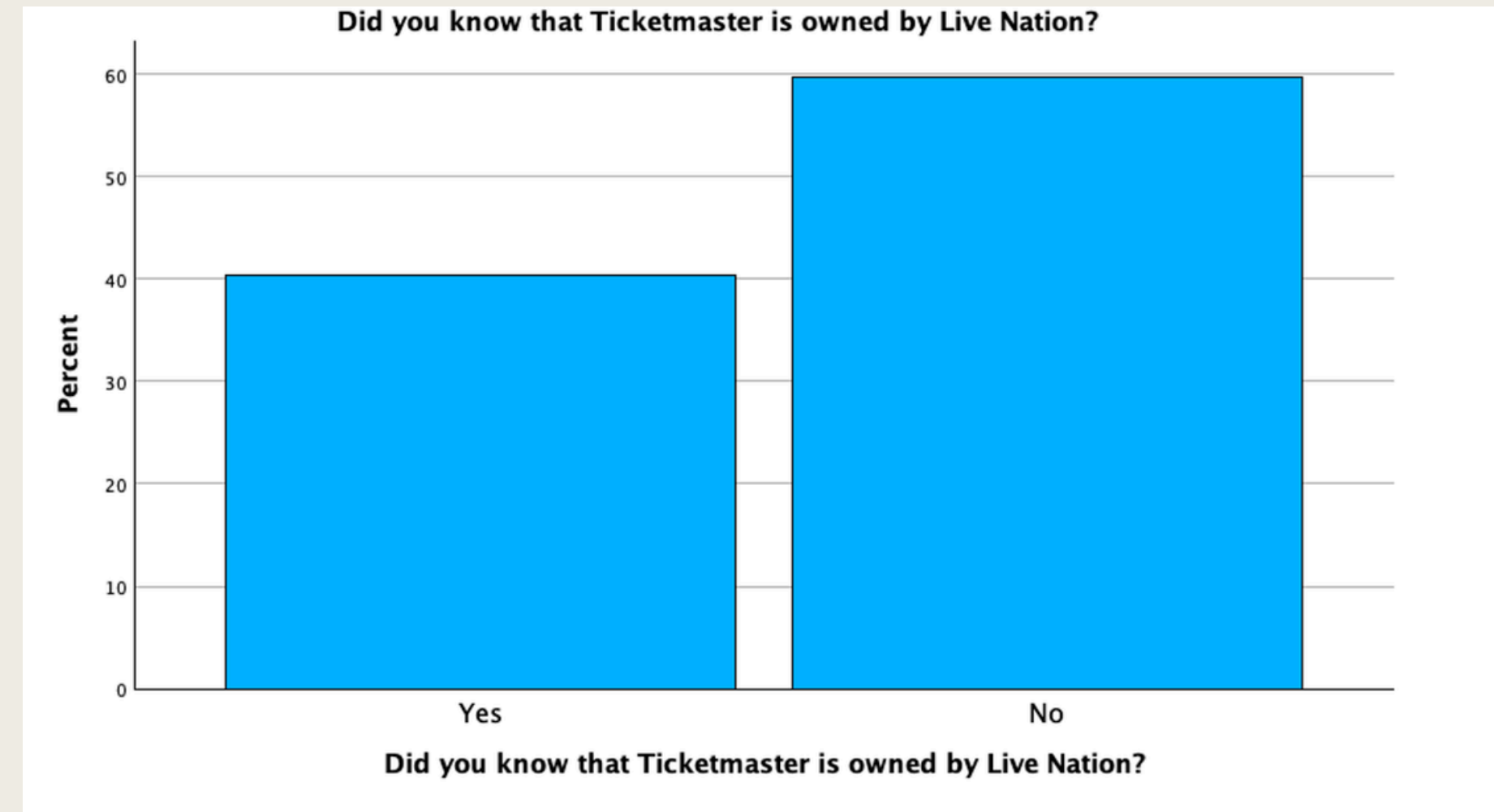


FIGURE A

# FINDING #2- LOW AWARENESS OF LIVE NATION VS HIGH USE OF TICKETMASTER

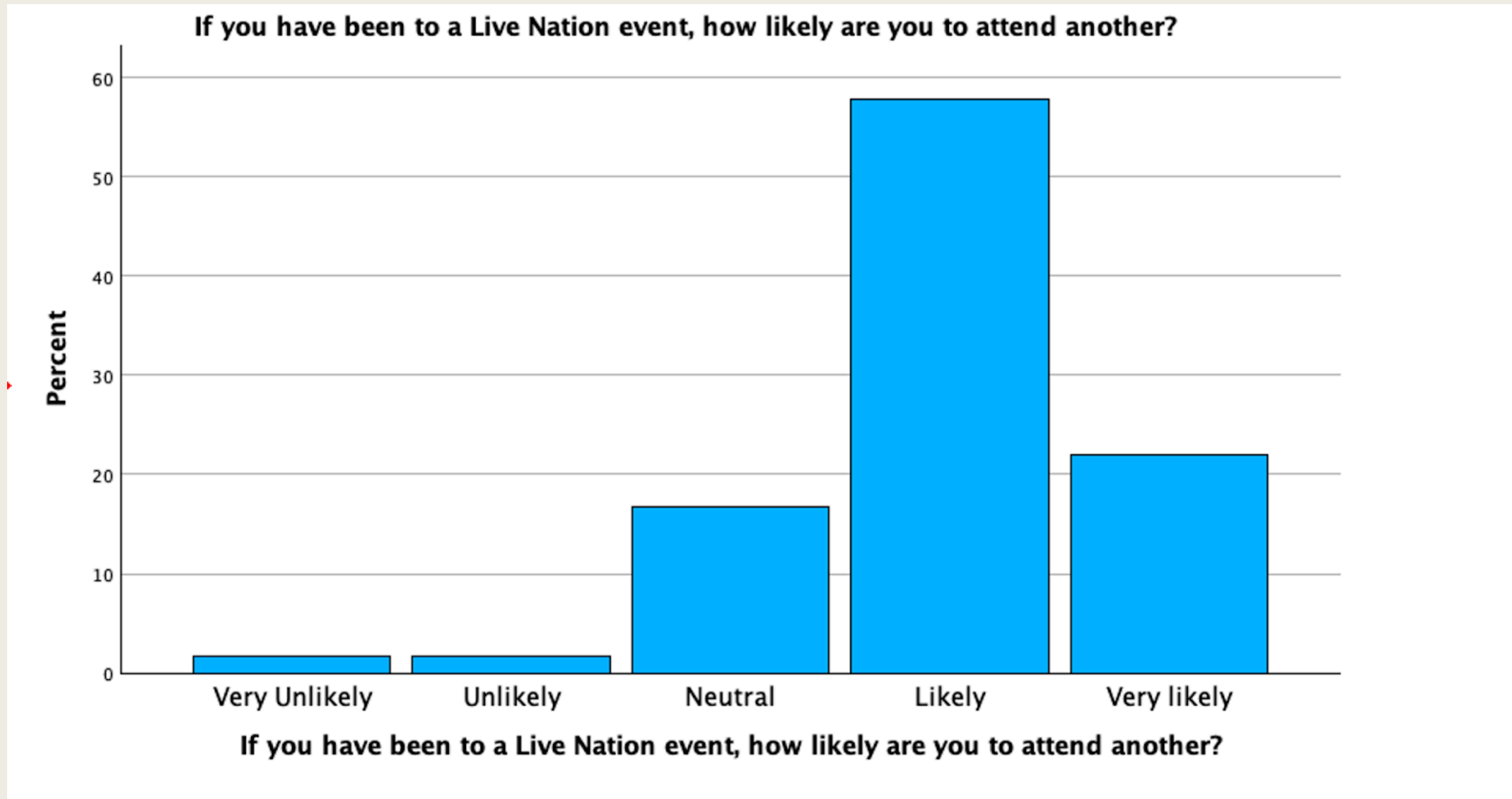


**FIGURE B**



**FIGURE C**

# FINDING #3- WHY NEGATIVE PERCEPTION DOESN'T STOP TICKET SALES



**FIGURE D**

# RESEARCH METHOD #2

## BRANDWATCH QUERY



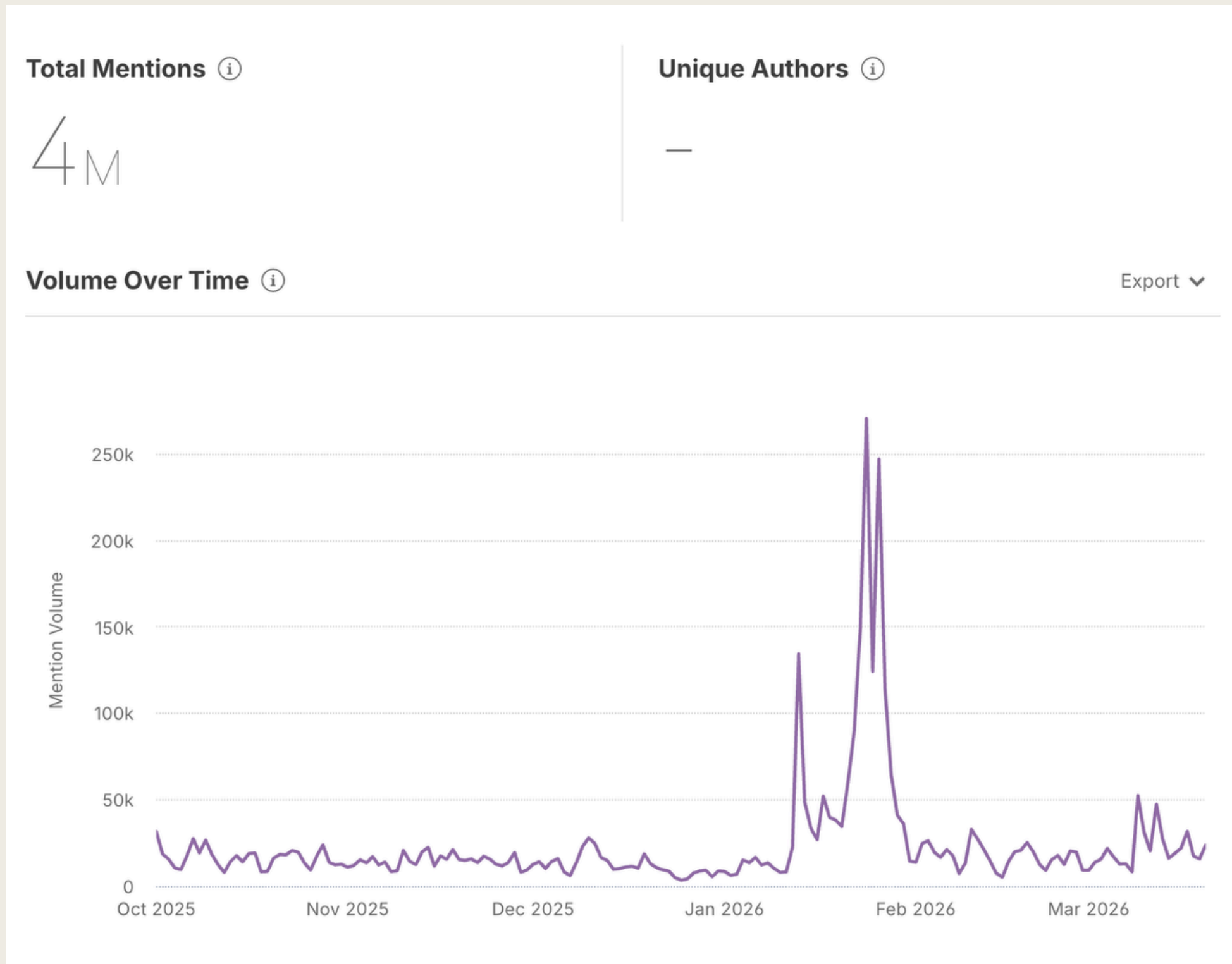
# RESEARCH METHOD

## Research Method #2

- Tracked **online conversations** across **Instagram, Facebook, X, Tumblr, and Reddit.**
- Analyzed **organic mentions**, sentiment, **emotional tone**, and keyword associations.
- Examined historical data from **Oct. 1, 2025 – March 1, 2026**, to identify trends during the **antitrust situation.**
- Used **Boolean keyword filters**



# RESEARCH FINDINGS



**MENTIONS**

## TOP SITES

**TWITTER** 3, 531, 080

**REDDIT** 138, 460

ALL OTHER SITES ACCOUNT FOR

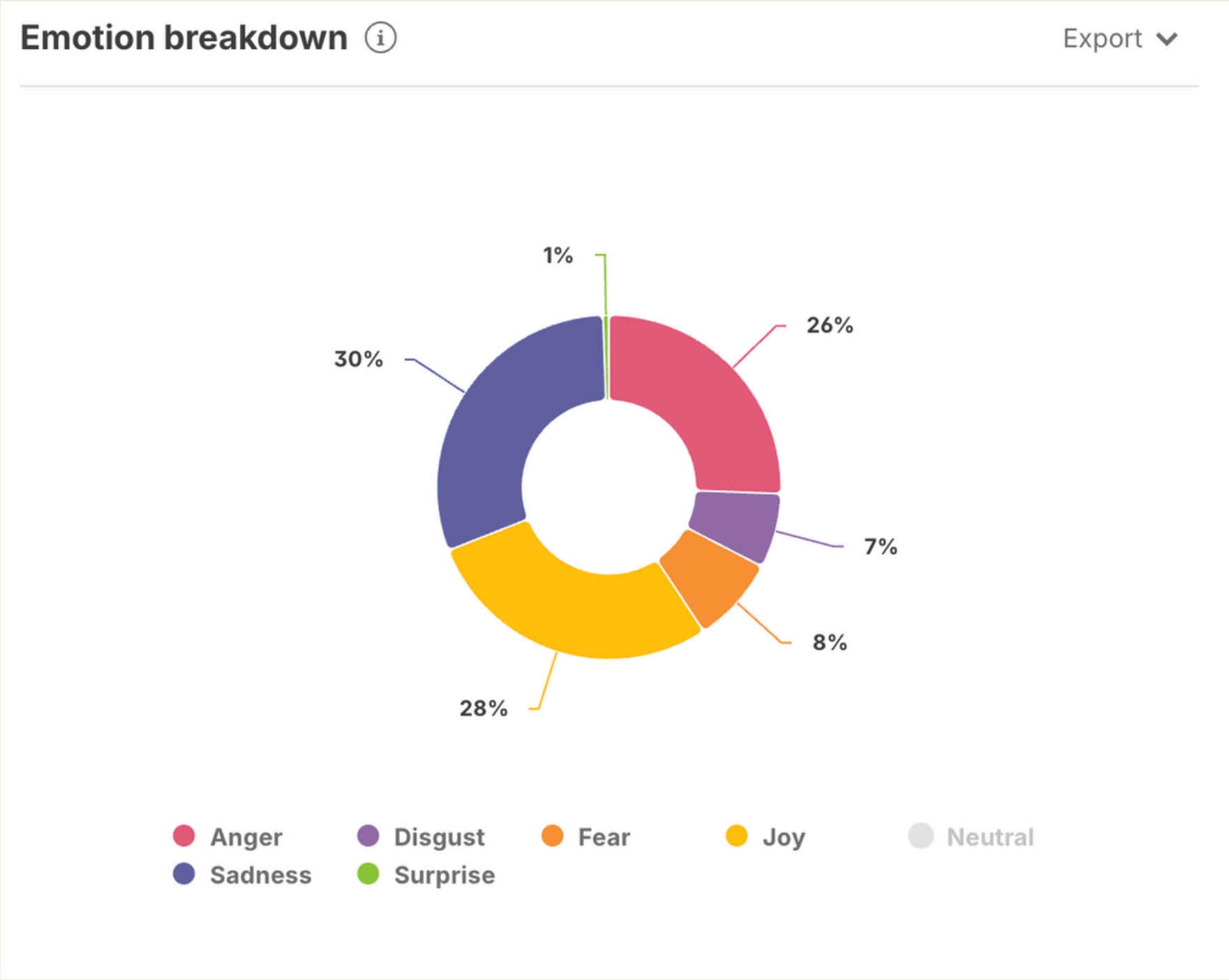
1.5% OF MENTIONS

# CONTINUED FINDINGS



WORD CLOUD

# CONTINUED FINDINGS



**EMOTIONS**

# RESEARCH METHOD #3

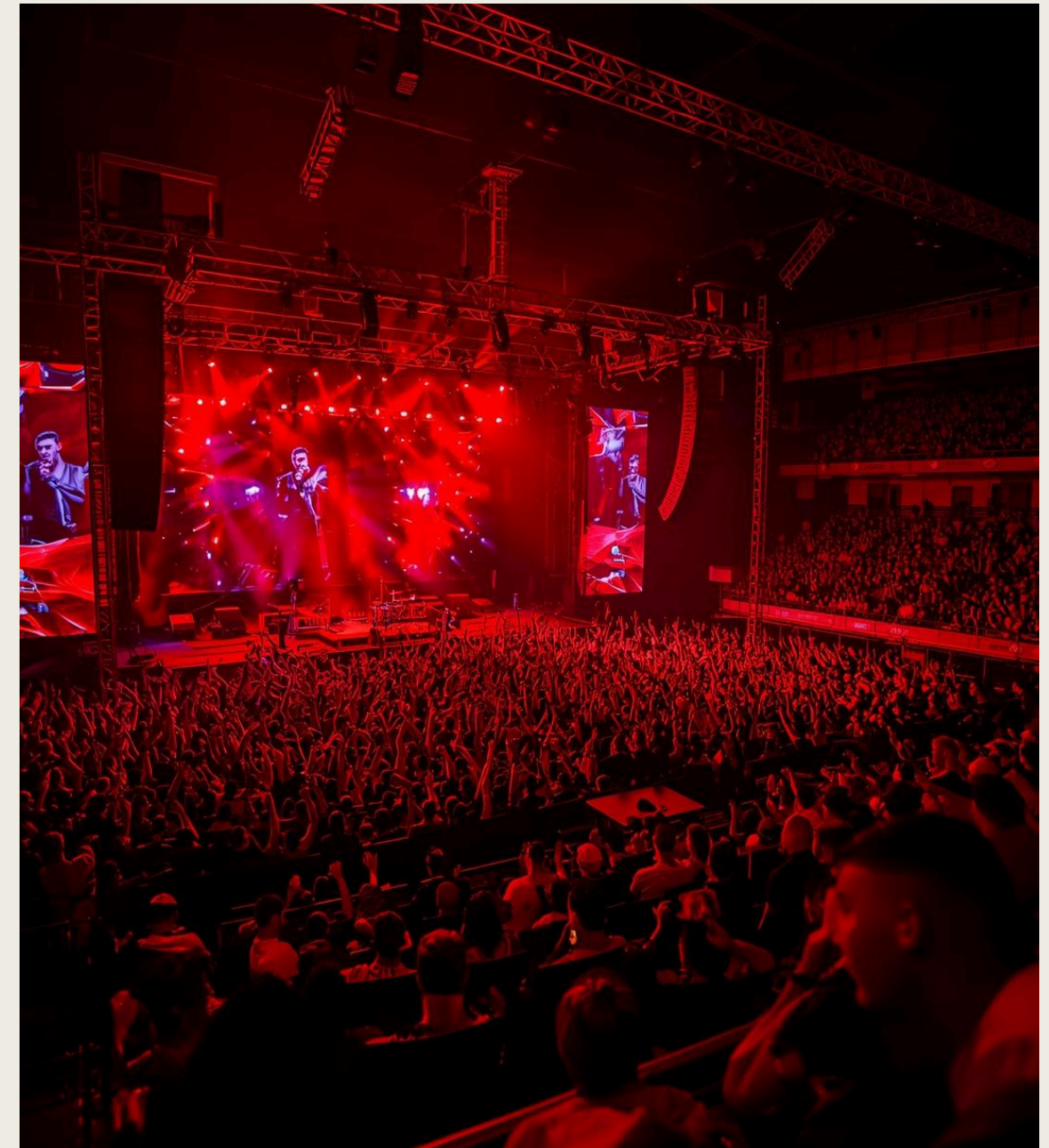
## FOCUS GROUP STUDY



# RESEARCH METHOD & PARTICIPANT PROFILE

## Research Method #3

- **Focus Group Study**
- **12 participants**
- Aged **18-22**
- Selected through **non-probability sampling**, specifically via **Dimensional sampling**.
- Participants adhered to **multiple characteristics**:
  - Between the ages of **18-22**
  - **Frequent usage** of Live Nation/Ticketmaster
  - Association with a **specific fandom base**



# THEME #1 - CONSUMER DEPENDENCE & RELIABILITY

- “I had a big issue with StubHub regarding college basketball tournaments. So, like, I only trust Ticketmaster at this point just because there were so many issues. People were having you buy tickets, then canceling last minute, but your card was already charged, and like, I know there was a lot of fraud with all that.”
- “I bought tickets for a couple concerts this summer and all of them were through Ticketmaster.”
- Mixed Live Nation brand perception from participants
  - Negative: “inconsistent,” “predatory,” “scammers”
  - Positive: “reliable,” “efficient”

# THEME #2 - PERCEPTION OF TICKET PURCHASING PROCESS

- “I felt that I had to purchase something that was more expensive than I was hoping to.”
- “It was the fact that [fees are] at the end of the transaction feels very deceptive.”
- “Once I was clicking onto the actual tickets to purchase them, they would sell out in five seconds...I feel like that was very stressful in a sense.”

# THEME #3 - CONSUMER TRUST

- “In my opinion, I think they just want money. They don’t really care for who.”
- “In general, transparency as a whole [is the most important], whether that be fees or for queues in line and just stuff like that.”
- “There have been cases where I was contemplating purchasing a ticket and decided to not buy the ticket after [seeing added fees].”

# THEME #4 - MARKET CONTROL

- “I don’t think they had much change in their reputation [due to the Astroworld incident], besides like, oh thanks for nothing.”
- “Where else are people going to buy tickets and go to concerts? It’s not enough to make people decide to stop using the company.”

# RECCOMENDATIONS



# RECCOMENDATION #1

## Increase Pricing Transparency Through a No-Hidden-Fees Pricing Model

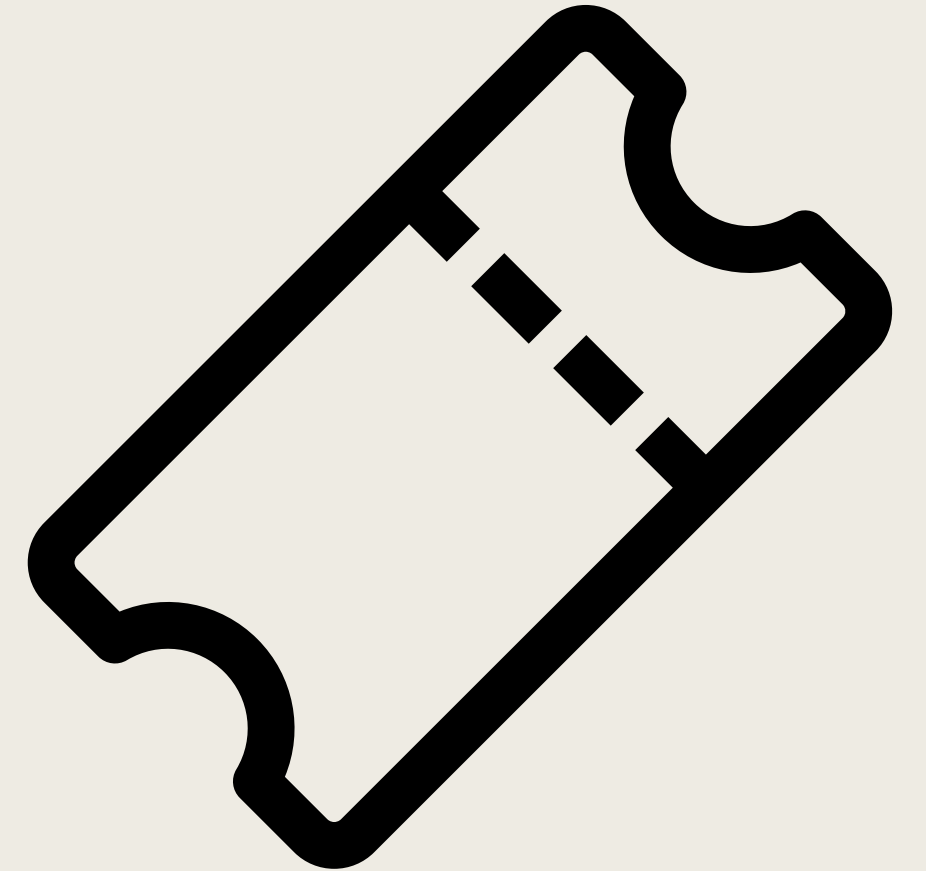
- Display full ticket price upfront, including all fees before checkout
- Reduce consumer frustration caused by unexpected added costs
- Build trust by creating a more honest and transparent pricing experience
- Address key barrier: 90% of consumers say pricing impacts attendance



# RECCOMENDATION #2

## Enhance Ticketing Experience and Accessibility

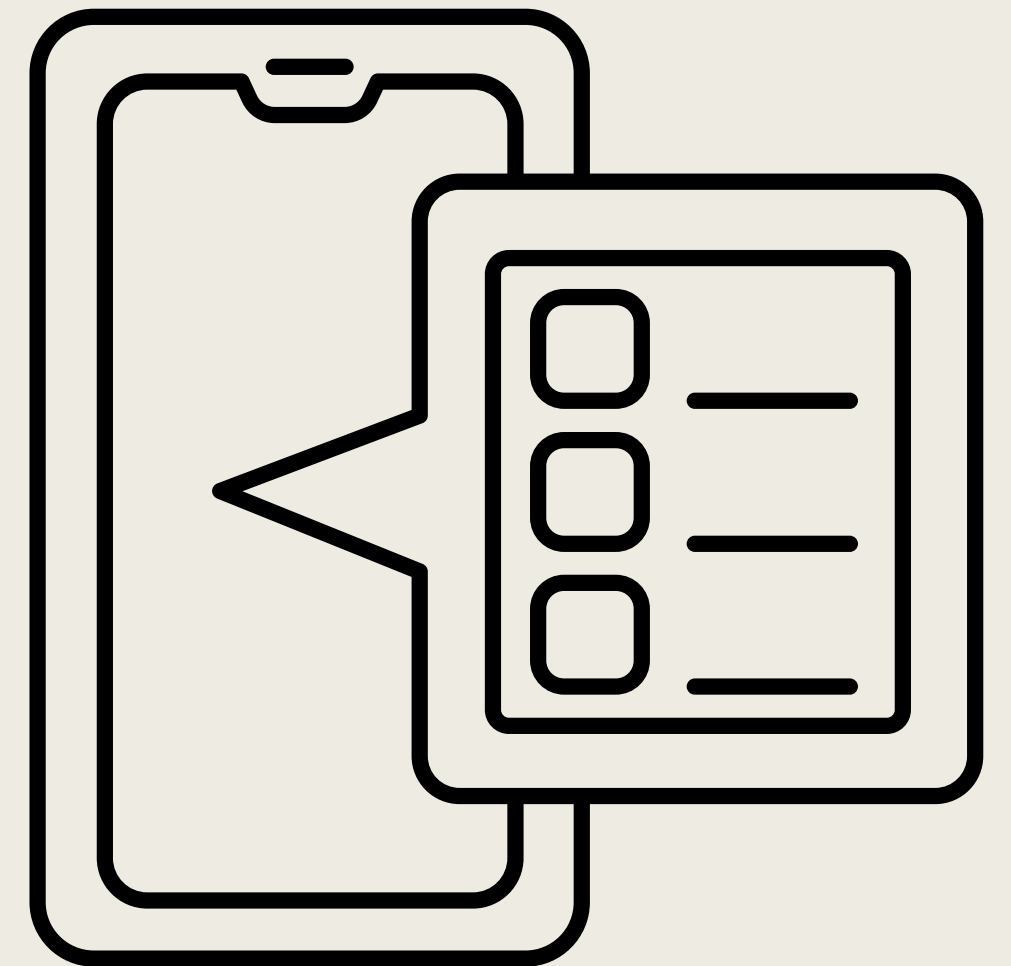
- Improve website performance to prevent crashes during high-demand sales
- Increase transparency in queues and ticket availability
- Provide real-time updates during the purchasing process
- Create a smoother, less stressful buying experience to boost satisfaction



# RECCOMENDATION #3

## **Increase Brand Transparency Through Platform Communication**

- Clearly communicate Live Nation's relationship with Ticketmaster
- Add messaging within platforms explaining roles in ticketing
- Use social media to educate consumers and increase awareness
- Strengthen trust and accountability through openness



**THANK YOU!**



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