



High-density events demand a **new commerce operating model.**

Leading organizations are replacing fragmented concession transactions with orchestrated digital ecosystems that increase revenue, improve control, and capture demand in real time.

KEY THESIS

What you will find inside:

This white paper, developed by Logixal in partnership with VTEX, presents the case for a unified Event Commerce model, one that replaces fragmented point-of-sale transactions with a composable, real-time digital ecosystem.

The result is higher per-attendee spend, reduced queue friction, and a fan experience that drives loyalty well beyond matchday.

THEMES COVERED IN THIS PAPER

01 The structural causes of peak-demand revenue loss

02 The four phases of the Event Commerce lifecycle

03 How VTEX and Logixal power a unified fan platform

04 A real-world success story: Manchester City x VTEX

05 The Event Commerce Maturity Model

06 About VTEX and Logixal

THE PROBLEM

Most venues do not lose revenue because demand is weak.

They lose revenue when their systems fail at peak demand.

Legacy infrastructure was built for steady retail traffic, not the synchronized surge of 50,000 fans attempting to purchase simultaneously. When systems fail to communicate, the fan pays the price, and so does the venue.

PEAK DEMAND FAILURE

Peak demand failure has three measurable impacts.



01 **Lost Transactions**

Fans abandon queues when wait times exceed 10 minutes. Every minute of friction is a lost sale.

02 **Reduced Throughput**

Staff cannot process orders fast enough on legacy POS systems. Concession stands become bottlenecks, not revenue drivers.

03 **Lower Per-Attendee Spend**

Frustrated fans purchase only essentials, bypassing premium upgrades, exclusive merchandise, and VIP experiences.

THE BUSINESS CASE

Customer experience is now the revenue engine.

In high-density event environments, experience is no longer just a differentiator—it's a direct driver of revenue, loyalty, and long-term fan value.

32%

of customers would stop doing business with a brand they loved after just one bad experience.

Source: PwC, Future of Customer Experience Survey

73%

of consumers say a good experience is key in influencing their brand loyalties.

Source: PwC, Experience is Everything

40%

more revenue is generated by companies that excel at personalization compared to those that do not.

Source: McKinsey, The Value of Getting Personalization Right

20 min

The average peak commerce window at a live event, during which the majority of food, beverage, and merchandise transactions occur.

Source: Logixal field analysis

LOGIXAL X VTEX EVENT COMMERCE RESEARCH, 2026

Peak demand breaks revenue when systems cannot synchronize.

The disconnect between ticketing, merchandise, and food and beverage creates friction for the fan and lost revenue for the venue. Synchronization is not a technical luxury, it is a commercial necessity.

DEMAND PATTERNS

Demand compresses into a single peak that **breaks legacy systems**.

Unlike traditional retail, event commerce experiences the majority of its transaction volume within two narrow windows: the 20 minutes before the event begins and the halftime or intermission break. Legacy systems designed for steady throughput cannot absorb this load.

80%

of transactions occur in two 20-minute windows



Demand is not distributed.
It's concentrated.



Illustrative transaction volume curve based on Logixal field analysis across multiple venue deployments.

Legacy systems built for steady throughput were not designed for synchronized surges.

When demand spikes, performance drops—and **revenue is lost**.

DEMAND PATTERNS

Legacy architecture was not designed for **synchronized demand**.

Most venues rely on fragmented, legacy systems that were built for steady throughput - not the sudden, high-density surges that define live events.

FRAGMENTED LEGACY SYSTEMS



SILOED SYSTEMS

Ticketing, food and beverage, and merchandise operate on separate databases with no shared fan profile.

A fan who purchases a ticket has no connection to their concession history or merchandise preferences.

BATCH PROCESSING

Inventory updates run on scheduled cycles, not in real time. This causes stockouts to go undetected until fans are already in queue, creating frustration and abandoned transactions.

RIGID FRONT-ENDS

Legacy point-of-sale systems cannot adapt to rapid changes in fan behavior or support mobile-first ordering, seat delivery, or contactless payment at scale.

THE FRAMEWORK

Capturing revenue across the entire event lifecycle.

Event Commerce is not limited to the moment of purchase. It spans the full journey from the instant a fan considers attending to the weeks of engagement that follow.

Organizations that capture value at every stage generate significantly higher lifetime fan value.

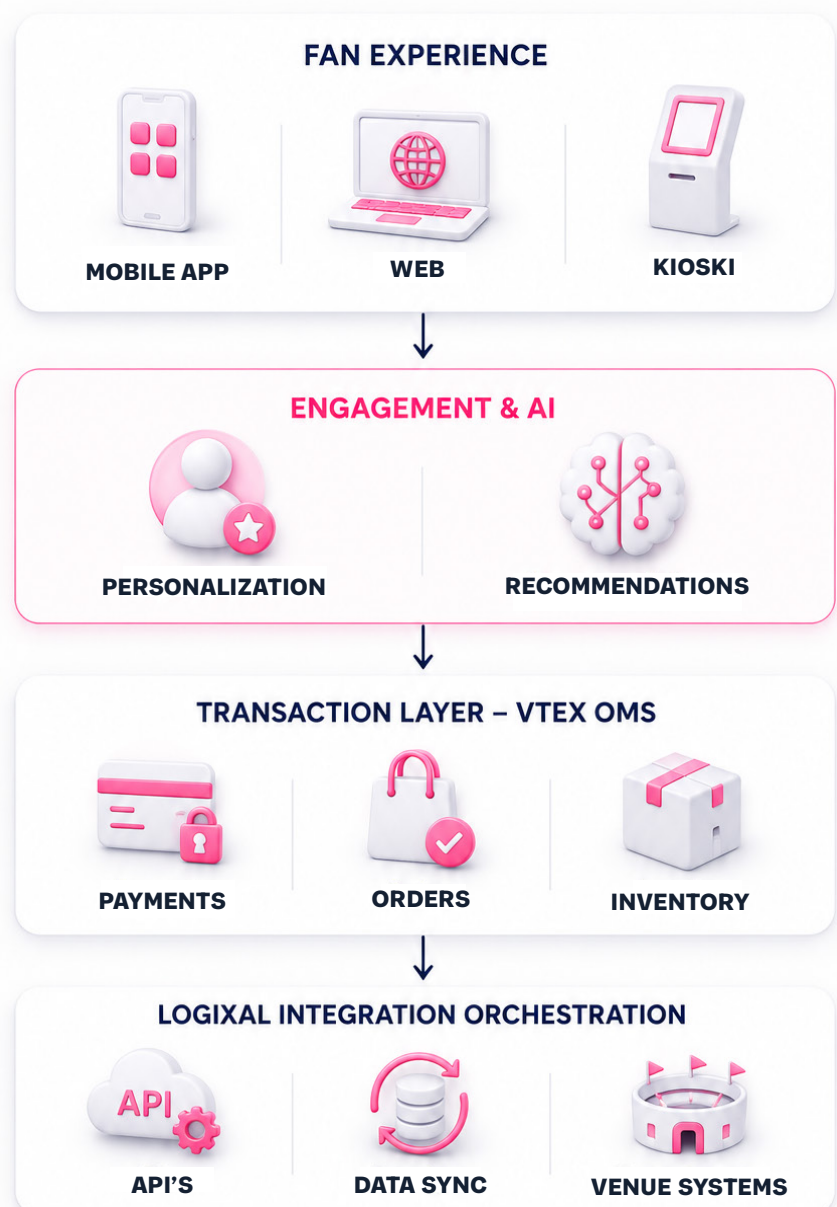


THE SOLUTION

Converting peak demand into revenue with **VTEX** and **Logixal**.

By combining Logixal's integration expertise with VTEX's composable commerce platform, venues replace fragmented legacy systems with a unified digital ecosystem: **a single fan profile connecting ticketing, food & beverage, merchandise, and loyalty in real time.**

VTEX provides the commerce infrastructure (OMS, VTEX IO, Marketplace) while Logixal delivers the integration layer connecting venue systems, POS hardware, and third-party ticketing to the VTEX backbone.



OPERATIONAL REALITY

The hidden complexity is operational, not digital.



A beautiful fan app fails if the kitchen cannot fulfill the orders behind it.

True Event Commerce requires deep operational integration, connecting the digital front-end to physical fulfillment centers, kitchen display systems, and warehouse inventory in real time.

The most common failure mode is not a technology gap, it is an operational one. Venues invest in consumer-facing apps without redesigning the back-of-house workflows that must support them.

Logixal's implementation methodology addresses both layers simultaneously.

Organizations that redesign operations alongside technology report 2-3x higher return on their digital commerce investment.

TECHNICAL FOUNDATION

Real-time architecture is the core enabler of Event Commerce.

Four interconnected capabilities form the technical foundation of a high-performance Event Commerce platform. Each is natively supported by VTEX and deployed by Logixal across venue environments.



Event-Driven Architecture
Instant response to fan actions



Headless Front Ends
Flexible scalable fan interfaces



VTEX OMS
Unified order management



Real-Time Inventory
Live stock across all venues

VTEX's composable architecture means these capabilities can be deployed incrementally, allowing venues to modernize without a full system replacement.

Organizations can start with unified inventory and expand to full fan profile orchestration over time.

INTELLIGENCE LAYER

AI improves conversion and peak-demand planning.

VTEX AI and VTEX Intelligent Search anticipate fan needs before they are expressed, surfacing personalized merchandise recommendations, dynamic food and beverage offers, and loyalty incentives based on real-time demand signals.

Beyond the fan-facing experience, AI-powered demand forecasting allows venue operators to pre-position inventory, staff concession stands appropriately, and reduce waste, all before the first fan walks through the gates.

KEY CAPABILITIES:

- Personalized merchandise recommendations
- Dynamic pricing based on demand signals
- Predictive inventory positioning
- Conversational commerce via chat and voice



SUCCESS STORY

Manchester City x VTEX: modernizing the fan experience.

Manchester City, one of the world's most recognized football clubs, partnered with VTEX to launch a new digital commerce journey for their iconic Etihad Stadium Tour. **The unified commerce foundation was built on speed, reliability, and seamless integration.**



The partnership, announced in February 2025, represents VTEX's commitment to the fan experiences and hospitality vertical. By deploying a unified commerce platform, **Manchester City can now deliver a consistent, personalized fan journey** from the moment a supporter books a stadium tour to the final merchandise purchase at the club store.

- Unified ticketing, merchandise, and F&B on a single platform
- Personalized fan journeys powered by a single fan profile
- Scalable architecture ready for matchday commerce expansion

— Source: VTEX Blog, May 2025

MATURITY FRAMEWORK

Event Commerce maturity determines revenue at peak demand.

Not all venues are at the same starting point. The Event Commerce Maturity Model provides a clear roadmap from isolated, transactional systems to a fully intelligent, AI-driven commerce ecosystem. VTEX and Logixal support organizations at every stage of this journey.



Stage 4 (Orchestrated) represents the point at which VTEX's composable platform delivers its full commercial value: unified fan profiles, real-time inventory, and cross-channel order management.

Stage 5 (Intelligent) introduces predictive AI and autonomous demand management.

BEST PRACTICES

Event Commerce leaders win by fixing operations before the front end.

The most common mistake in Event Commerce transformation is investing in consumer-facing technology before the operational foundation is ready.

A premium mobile app that routes orders to a kitchen with no digital display system, or a unified cart that draws from an inventory system updated hourly, will fail at the moment of peak demand.

01

Principle 1: Operations First

Redesign fulfillment workflows, kitchen display systems, and inventory management before launching the fan-facing app.

02

Principle 2: Data Before Personalization

Build a unified fan profile by connecting ticketing, purchase history, and loyalty data before deploying AI recommendations.

03

Principle 3: Composable, Not Monolithic

Choose a platform architecture that allows incremental deployment. VTEX's composable model means you can modernize one capability at a time without a full system replacement.

CONCLUSION

Event Commerce requires a new operating model.

Live events are among the highest-density commercial environments in the world. The organizations that capture the most value from them are not those with the best apps, they are those with the most unified, resilient, and intelligent commerce infrastructure behind those apps.

Stop treating live events like traditional retail. Embrace composable architecture, unify the fan profile, and leverage VTEX's robust Order Management System to turn peak demand into peak revenue.

The problem is structural.
Legacy systems were never designed to synchronize under peak demand.

The solution is composable.
VTEX and Logixal deliver a unified platform that captures revenue across the full event lifecycle.

Transform your Event Commerce model.

01

Assess the Gap

Evaluate your current commerce architecture against the Event Commerce Maturity Model. Identify where revenue is being lost at peak demand.

02

Design the Model

Work with Logixal and VTEX to design a unified commerce architecture that connects your existing venue systems to a composable, real-time platform.

03

Transform in Phases

Deploy incrementally using VTEX's composable architecture. Start with unified inventory and order management, then expand to full fan profile orchestration and AI-powered personalization.

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