

**2024**



# **SATELLITE MUSIC EVENTS**

## **CONTACT**

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## Abstract

Taylor Swift's Eras tour highlights several challenges that are being faced by touring and production companies worldwide. On a fundamental level, Swift's tour showcases the detrimental effects of skewed demand and supply conditions. These distorted market conditions lead to unethical and illegal practices like scalping and scamming. These practices not only affect fans and concertgoers but also damage the reputation of the touring industry and the artists who are represented.

In light of the recent Era's tour, Frontier Touring (Frontier, the Company) has commissioned this project to investigate future solutions for the Australian music industry. There have been many proposed solutions to alleviate this problem of demand and supply:

- Novel and dynamic pricing models for ticketing systems and providers.
- Development of identity verification and e-commerce security.
- Greater regulatory oversight by government and consumer protection bodies like the *Australian Competition & Consumer Commission* (ACCC).
- Development of multichannel delivery capabilities (streaming, pay-per-view, satellite concerts).

Frontier is concerned with artist representation, marketing, and logistical aspects of the touring lifecycle. With this in mind, the proposed project will explore solutions within Frontier's immediate purview. This decision was made to limit the scope and complexity of the potential solutions available to the Company.

This report will propose a solution that will tackle the demand and supply challenges that are experienced by Frontier's top-tier international artists. It is believed that by addressing the core underlying demand and supply issues, Frontier can alleviate and reduce the effects of ancillary issues like scalping and scamming.

## Background

The event promotion and management services industry generates \$12.3bn in annual revenues and employs over 50,000 Australians (IbisWorld, 2023). Similar to other industries, the event promotion and event management industry has been disrupted by technology, especially concerning distribution and ticketing. Despite the significant impacts of COVID-19 on the Arts and Performance industry, the demand for live events is increasing rapidly.

Frontier was founded in 1979 as a subsidiary of Mushroom Group, Australia's largest independent artist and event management company. Frontier Touring Company has experienced great success in representing and delivering large international artists to Australian consumers. In 2019, Frontier entered a joint venture with *Anschutz Entertainment Group* (AEG). This strategic decision has strengthened Frontier's dominance in the Australian market and assisted with recovering post-COVID through leveraging international artists that are part of AEG's portfolio (AEG Worldwide, 2019). As part of Taylor Swift's (Swift) Era's Tour, Frontier has secured the rights to represent Swift.

According to (Cain & The Guardian, 2023), the demand for Swift's Eras tour greatly outstripped the supply of tickets and shows available. It is estimated that demand for the Australian leg was almost tenfold to the number of tickets available for purchase. This significant undersupply is detrimental to Frontier, who are seeking to maximise profitability. Additionally, consumers are further detrimentally affected by the increased risk of unethical and illegal practices like ticket scalping and scamming.

## Purpose and Strategic Goals

### Project Charter

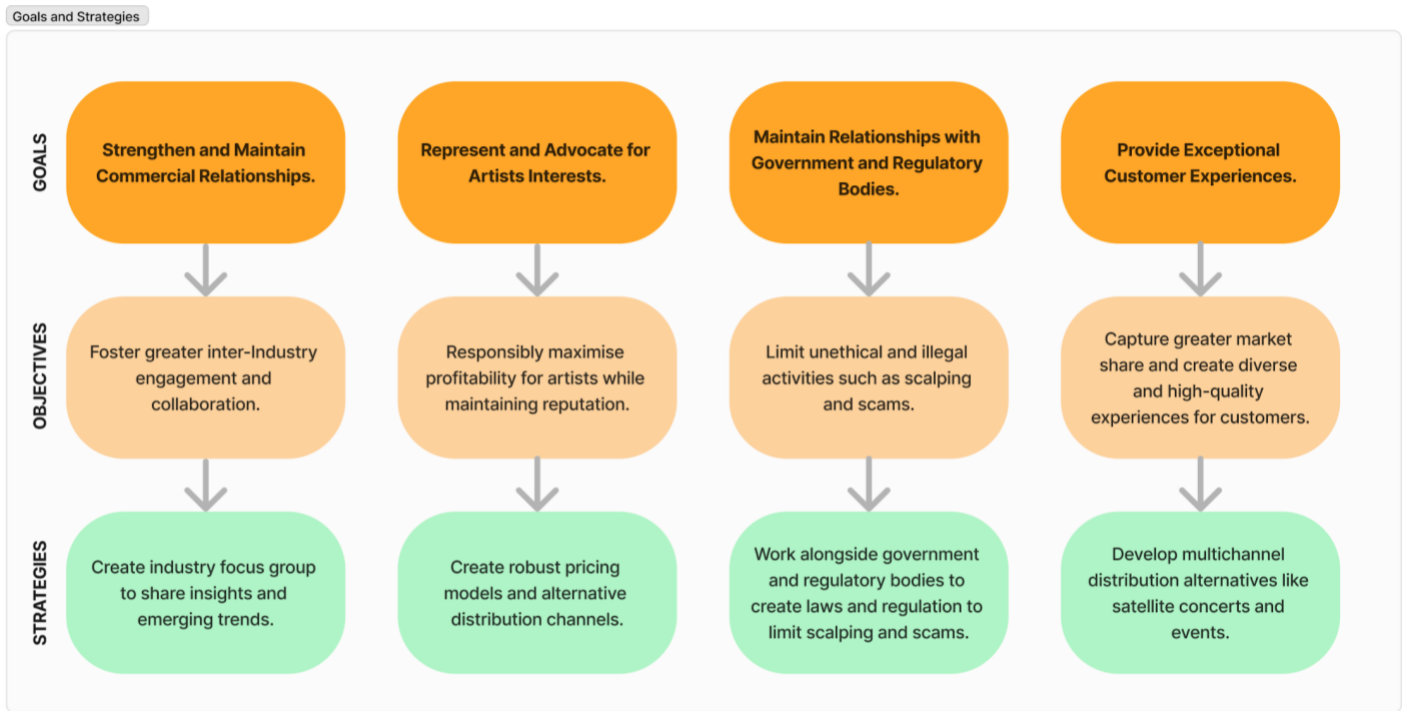
The Era's tour in Australia has outlined significant future commercial opportunities and areas of development for Frontier. These are the opportunities and development areas highlighted by Frontier after analysis of the Australian phase of the Era's tour:

- Despite the increasing cost of living pressures, Australian consumers are prepared to spend discretionary income on live music performances.
- Australian concertgoers are prepared to travel interstate to attend concerts if their local shows are sold out. Over 100,000 visitors travelled interstate to Sydney to attend Swift's sold-out shows (Destination NSW, 2024).
- Demand for top-tier international artists like Taylor Swift greatly outweighs the supply of tickets available (Cain & The Guardian, 2023).
- Scalpers implement cheap, customisable and easy-to-run bots to increase ticket prices and increase their potential profits (Zulhusni, 2023).
- Demand and supply distortions increase ticket scalping and scam activity risk. Current measures implemented for the Era's tour did not sufficiently protect consumers or allow for an equitable distribution of tickets.

The purpose of this project is to propose a novel and robust solution based on learnings from the Era's tour that will address the following areas:

- Capture and facilitate the unmet demand.
- Provide a more equitable framework for ticket allocation and distribution.
- Provide unrivalled concert experiences.
- Reduce the risks (reputational and financial) of ticket scalping and scamming.

### Strategic Goals



The current project’s strategic goals are in line with the broader strategic goals of Frontier Touring Company and can be broken down into the following:

- To maintain and strengthen the relationships and reputations between industry partners, artists and their respective consumer base.
- Represent the Artist’s commercial and reputational interests, maximising profitability and sales for artists and Frontier Touring.
- Increase Government and regulatory cooperation.
- Create memorable and bespoke concert experiences for all fans.
- Revitalise Central Business Districts through collaboration and promotional activities.

Vision, Objectives and Key Actions

Vision

**Solution:** Provide alternate viewing options such as Satellite concerts and Pay-Per-View Models for major artists.

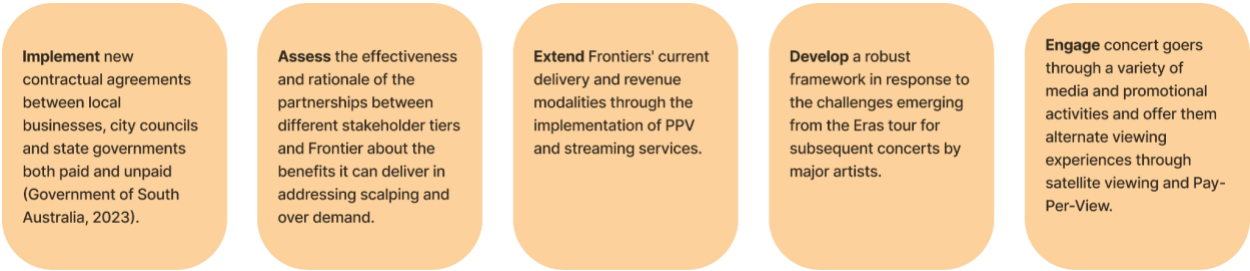
Opportunities/ Capabilities

- Capture up to 16% more of the market share for major acts and performances for inter and intra-state travellers (Destination NSW, 2024).
- Maximise the domestic opportunities through creative marketing campaigns in line with Frontier and the Artist (Government of South Australia, 2023).
- Engage with local communities and leverage public spaces to host large events.
- Provide the opportunity for local businesses to directly benefit from the inflow of traffic and promotional activities.
- Development of robust digital infrastructure that can be implemented for future concerts in anticipation of high-volume demand.
- Mitigate the risk of scalping by offering affordable ticketing options to concertgoers.

Risks Addressed

- **Financial Risk:** The proposed solution is not received well by the consumer, with lower revenue and high initial capital expenditure. Project delays result in higher costs and project overruns.
- **Legal and Government:** Government and third-party contracts are unfavourable for Frontier Touring.
- **Technical:** Frontier’s technical capabilities are not sufficient to implement, resulting in a breakdown of technical aspects of the project such as streaming and PPV.

Objectives and Key Actions



Problem Statement

The case of the June 2023 Eras Tour ticket frenzy saw over four million ‘Swifties’ clamour and queue for only 450,000 coveted tickets. Emerging from this frenzy, scalpers took advantage of desperate fans, inflating ticket prices up to 500 hundred times the original price (Shiers, 2024), forcing them to look to the secondary market. Scalping generates many vulnerabilities for the artist, the ticketing platform, Frontier and most importantly, current and future fans. Frontier addresses the complex problem of scalping by offering alternate viewing opportunities to fans to capture more of the market share and drive down the incentive for ticket scalping to occur.

Case Study: Ticketmaster

*Ticketmaster has recently implemented their ‘Marketplace’ feature where eventgoers have the option of reselling their tickets based on the Event Organiser’s resale terms and conditions in line with the Fair-Trading Act 1987 (Ticketmaster, 2024).*

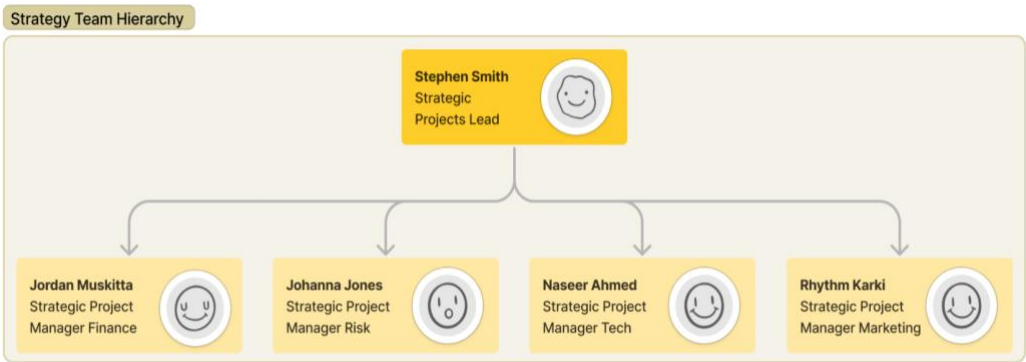
*The ticketing platform seeks to offer a secure location for authorised resale of its tickets further protecting its interests as well as its consumer base. Other states follow in a similar vein in their legislation and approach (refer to Live Performance Australia, 2022 for more details).*

...

share and generate revenue.

Team

Project Satellite is composed of diverse professionals with expertise in various fields, ensuring a well-rounded approach to tackling the project objectives. Please refer to Table 2.1 for a full breakdown of our personnel.



Case Study: Coldplay

*Coldplay’s run in Singapore in 2023 had six shows with 300,000 tickets available, all sold out in hours due to a combination of bots and fans (Zulhusni, 2023). More frustratingly, the increased web traffic generated can overwhelm ticketing websites causing them to crash, as it happened with the Eras Tour presale, leaving millions of prospective buyers angry and without tickets.*

*These negative experiences foster reputational damage and a lack of trust in ticketing platforms, the artist as well as Frontier. There are additional costs associated with legal and consulting fees, and security measures to be considered as well (Imperva, 2024).*

What is Scalping?

Scalping refers to the practice of reselling tickets at highly marked-up prices than what was initially sold by the event organiser or official ticketing agents (Dysart & Green, 2024). According to Imperva’s 2024 Bad Bot Report, ticketing websites were the most targeted by ‘Bad Bots’ amounting to 31.1% of web traffic in 2023 alone (see Figures 5.1 and 5.2 in Appendix 5). Of this, 70.8% are classed as highly sophisticated and advanced mimicking human behaviour and evading detection (Imperva 2024).

Regardless of their sophistication level, bad bots generate a multitude of vulnerabilities for all involved.

Since the problem of scalping can only be mitigated and not eradicated, Frontier aims to provide fans alternate, tailored and memorable experiences through pay-per-view and satellite viewing performances for major performance acts. These innovations will drive down the incentive for scalpers, capture more of the market



## Team Profile



## Innovation and Requirements

Frontier commits to creating and facilitating bespoke and memorable experiences for fans. Satellite Viewing and pay-per-view (PPV), the proposed initiatives for future major concerts are excellently aligned with Frontier's strategic outlook, capturing more of the market share, creating intimate experiences for all fans and deterring them from unauthorised resellers (Refer to Table 1.3, Appendix 1).

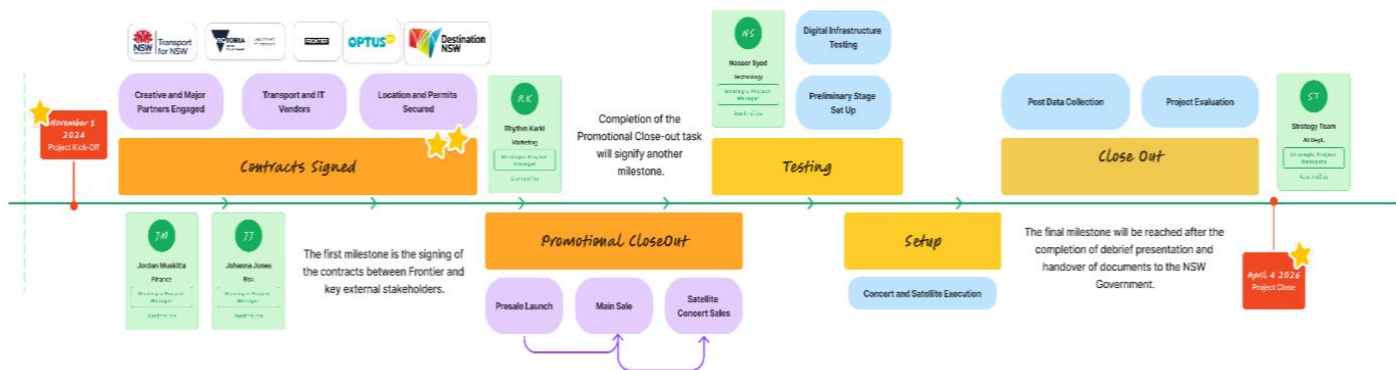
The following innovations and requirements are considered:

- **Bespoke, intimate and themed experiences:** Frontier must replicate the immersive experiences offered by the artist at the primary concert location (Berge & Kleppe, 2022). Fan engagement through physical infrastructure transformation, costuming, artist-related activities and food should be incorporated and encouraged (Netflix, 2024).
- **Integration with the primary concert & utilisation of Public spaces:** Satellite viewing represents an extension of the main stadium, "[broadening] the fan experience and audience participation into community-located venues" (O'Toole, 2023). Satellite viewing will follow the same requirements as the *FIFA FanFest 2023's Public Viewing* program (O'Toole, 2023; NSW Government, 2023); local community spaces that have the capacity for a few thousand spectators, large screens, audio and visual equipment, sound and technology technicians.
- **Logistics and Security Management:** Part of the development plan would require considerations for security, crowd management and emergency plans (Parramatta Park, 2024). Physical security refers to Police presence employed for crowd control and digital security ensures that all streaming channels are secure and are immune to external disruptions. Licensing agreements between Local councils for the use of their Public spaces would also need to be agreed upon.

- **Local Business and Community Engagement:** Collaboration with local businesses and the community will be required in negotiating extended business hours, partnerships and marketing.
- **Digital Infrastructure and Connectivity:** Live streaming onto large screens will require the development of robust digital infrastructure. Frontier must work with a network provider that has an In Building Coverage solution in place (O'Toole, 2023). PPV would also leverage the live streaming technologies on several devices, i.e. mobile, and television through networks such as 5G.
- **Data Analytics:** Data Analytics can aid in understanding fan behaviour and movement. Local businesses will need to engage in vehicular and foot traffic monitoring to gauge infrastructure and product requirements. Real-time mobile data analytics will be required in mining demographic data, usage habits and coordinating travel commutes to and from the venue (Transport for NSW, 2024).

## Milestones

Frontier has considered the following milestones that will consider Project Satellites' success, refer to the below diagram outlining the project's key milestones.



### 1. Contracts Signed

Assigned: Risk and Finance  
Handoff: Marketing

- Contracts secured for transport and hospitality vendors, technology consultants (wiring, lighting, sound) and First Aid responders
- Major and Creative Partners established and engaged: Engaging major financial and creative partners.
- Location and Vendors Booked: Scout location and permits secured



### 3. Testing & Setup

Assigned: Technology

- Digital and physical infrastructure testing: Network provider and technology team stress test infrastructure at location.
- Work Health and Safety, crowd management and security plans drafted, signed and executed.
- Any last minute changes resolved. Stream with live sound check
- Execute the concert shows and satellite viewing.



### 2. Marketing Close

Assigned: Marketing  
Hand off: Marketing and Technology

- Sales roll out: Promotional activity and marketing campaigns following ticket sales
- Evaluation and analysis reporting for campaigns
- Evaluation of media role out through report



### 4. Project Close

Assigned: Finance, Risk and Strategy

- Post-concert data collection and analysis.
- Project Evaluation and scoring completed as a report.
- Review of KPIs measured.





## Budget and Project Plan

The following budget and proposed plan estimations are based on some key assumptions that were observed from the recent Eras Tour.

### Assumptions

1. This project will only apply to top-tier international artists who have significantly outweighed demand.
2. Popular acts performing in Australia as part of a world tour will schedule Australian tour dates between January and March. This is to leverage the better climate and the historically higher spending habits during this period. Furthermore, the better climate allows artists more flexibility with venue selection, i.e. open-air stadiums.
3. There are around 6 months of preparation before the announcement of a global tour. For example, Taylor Swift announced her tour in November 2022. The tour only commenced on the 23 March 2023. Taking into account the first assumption about Australian tour dates falling around summer, this allows for a minimum of 10 months before the Australian leg commences. Therefore, this project has a proposed timeline of 16 months.
4. During the period of this project, it is assumed that all salaries of personnel and contractors are fixed, not accounting for promotions or renegotiations of pay.
5. As part of the joint venture between Frontier Touring and the New South Wales Government (NSW Government, the State, the Government), the following assumptions are applied:
  - a. Satellite concert locations will be provided by the State without cost.
  - b. Additional security, transport and emergency services will be provided without cost to Frontier Touring.
  - c. The NSW Government will not receive payments or royalties for services or costs related to the concert. The NSW government will benefit from additional revenue generated from concertgoers through increased spending on hotels and accommodation, food and beverage, and retail spending.
  - d. Frontier Touring will also incorporate NSW government marketing collateral as part of Frontier Touring's marketing plan. Frontier will provide the NSW government with an *Advertising Value Equivalent* (AVE) at the termination of the joint venture. For example, a previous joint venture with the South Australian Tourism Commission realised an AVE of \$32 million for the Sam Smith Australian tour (Government of South Australia, 2023).
6. Streaming and PPV Service providers will receive a percentage of net revenue instead of a fixed payment.

The reason that the NSW Government will agree to these favourable conditions is that it will fulfil its strategic goals (outlined in the 2023 Annual Report) like the revitalisation of CBD districts, increasing the arts and cultural capabilities, and realising greater revenue through taxes and expenditure (Destination NSW, 2023).

### Budget

The project will have an estimated cost of \$2m (including a 10% contingency fund). The project will have an estimated duration of 16 months, which is outlined under the assumptions of the project. See Table 2.1 and Table 2.2 in Appendix 2 for an overview of the cost breakdown for each stage of the proposed project and a table of resource costs. Although this project has a high level of initial capital investment, it has been determined that for top-tier international artists like Taylor Swift, the associated benefits like increased revenues and reputational appreciation greatly outweigh these costs.

When determining the estimated budget of this project, an alternative project was also considered as part of the initial scoping and assessment. The alternative project presented scored relatively high against the Project Satellite, however, the Executive Leadership team concluded through an Analytical Hierarchy Process (AHP) that Project Satellite is better aligned with Frontier's current technical capabilities and its longer-term strategic goals. See Table 1.1, Table 1.2, and Table 1.3 in Appendix 1 for the full AHP scoring matrices.

## Timelines

Project Satellite can be segmented into five distinct stages:

1. Initiation and Engagement
2. Design and Planning
3. Testing and Review
4. Delivery and Rollout
5. Project Closure Activities

**1. Initiation and Engagement:** The preliminary stage deals with project team creation and scope definition and formally establishing engagement with key external stakeholders. The key stakeholder in this project is the New South Wales (NSW) state government. This stage will have an estimated duration of ~120 days.

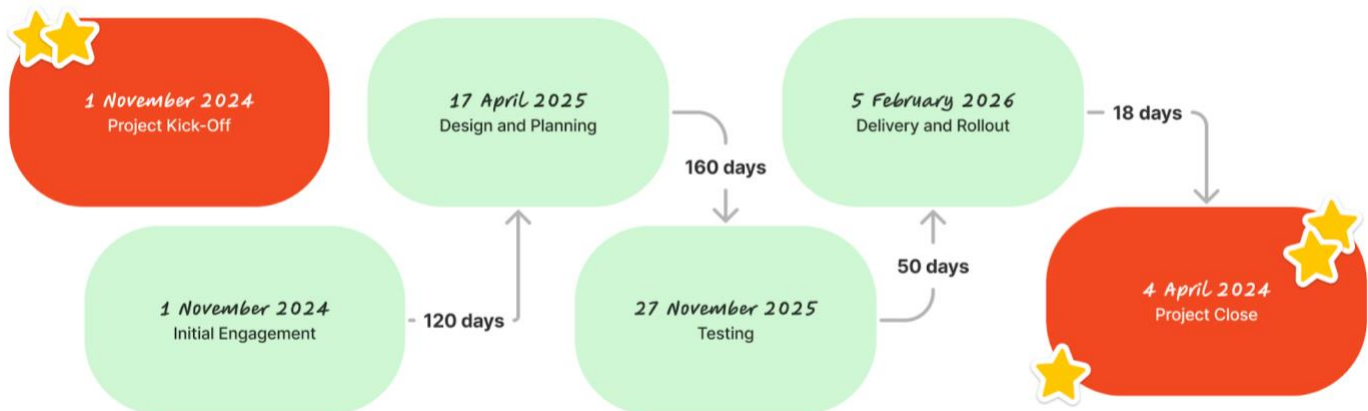
**2. Design and Planning:** The Design and Planning stage has the longest duration and has an estimated timeframe of 160 days. This phase of the project accounts for over 43% of the total duration of the project and is pivotal to its success. This project emphasises the planning and design phase because there is a limited need for in-house development of core components. Consequently, greater focus will be allocated to liaising and managing external service providers.

**3. Testing and Review:** The Testing and Review stage of the project will include activities like Audio/Visual,

streaming and PPV, and emergency procedure testing. This phase is dwarfed in comparison to Stage 1 and Stage 2 and only account for ~13% of the total project duration. The rationale for this small allocation is due to the use of external and outsourced providers, which allows a reduction in time and costs through the properties of comparative advantage.

**4. Delivery and Rollout:** The Delivery and Rollout stage pertains to the execution of the performance dates and their contractual obligations like media engagement and content creation as part of Frontier's commitment to the Government of NSW. This phase will account for ~5% of the total project duration.

**5. Project Closure:** The closure activities of the proposed project will include preparing a debriefing document for the NSW government that will outline the key outcomes of the project as well as the value provided to the government.



## Methodology

Frontier's Strategy team will use several techniques to gather and analyse pertinent data throughout this project's life cycle.

### Data Collection

- **Prior sales and Projects:** Frontier will leverage historical ticket sales data and project reports to inform modelling opportunities for upcoming performances. This can be used to set and negotiate ticket pricing, seating, and vendor requirements.
- **Prior Artist metrics:** Frontier will collect Artists' data (*record sales*) and ticket sales from domestic and international tours to infer whether there is enough listener demand. Additionally, streaming statistics should be analysed from different streaming services.
- **Current ticketing sales:** Frontier can work alongside Ticketmaster and use pre-sales and sales data to forecast demand and requirements for satellite concerts and PPV.
- **Social Media and Digital Insights:** Frontier will monitor and collect data on the digital media publications and influencer activities through trackable UTM (Urchin Tracking Modules) links and hashtags. This data can identify prospective ticket buyer's attitudes and engagement (Government of South Australia, 2023).
- **Advertising Media:** Potential Audience Reach will be measured through the circulation of media campaigns through radio, television and social media through marketing campaigns (Government of South Australia, 2023).
- **Surveys:** Frontier can use online or paper surveys to obtain direct feedback from the consumer (Nielsen, 2024). Post-concert, data should be collected and analysed to extract meaningful insights to inform Frontier's next partnership.

### Data Analysis

#### Data Analysis

Frontier will implement several data analysis techniques throughout its project lifecycle to infer consumer and business engagement and reach, predict logistic requirements and model revenue and sales.

#### Financial Forecasting

Leveraging data from previous ticket sales, music streaming and digital insights, Frontier will deploy forecasting models to predict current ticket sales and conduct feasibility analyses for Discounted Cash flows.



#### Machine Learning

Frontier will work with respective State Governments and Ticketmaster in devising strategies to model large volumes of inter-state travellers to analyse customer spending, public transport options and foot traffic. Part of this will include customer segmentation analysis and stress testing.



#### Marketing Analytics

Through advertisements on multimedia channels, Frontier will measure the monthly circulation of media publications generated from public relations activity. From this we can measure the dollar value revenue through Advertising Value Equivalent (Government of South Australia, 2023).



## Discussion

Frontier has proposed alternate viewing options such as Satellite Viewing and PPV to drive down the incentive for scalping. Satellite Viewing gives fans who may have missed out on the primary tickets to attend a smaller and more intimate streamed event at a fraction of the cost. PPV offers the opportunity for fans and non-fans alike to experience a performance based on their terms providing them with accessibility and mobility. Frontier will use the following methods, techniques and skills to execute this project:

## Project Management Techniques

- **Project Screening Models:** Analytical Hierarchy Process models have been chosen to screen and evaluate the feasibility, realism, cost-effectiveness and innovation of the proposed project. The criteria and sub-criteria are weighted and scored to be compared (See Appendix 1, Figure. 1.3).
- **Risk Scoring:** Frontier will leverage its project risk scoring matrix (see Appendix 4, Figure 4.1 and Table 4.1) to observe and manage the technical, financial, safety and marketing risks that may emerge from the current and any future projects.
- **Scope Reporting:** Frontier will determine within its teams and between stakeholders the quantity and frequency of project updates detailing costs, variance, schedule and technical performance.
- **Project Scheduling:** Non-serial sequential activity graphs and Gantt charts will be used to illustrate the scheduling goals of each major phase. Frontier will work with the Strategic team to define the logic for all the activities and tasks necessary from the project's start to its completion.
  - The Strategic team will conduct fortnightly check-ins and execute a combination of merge and burst activities.
  - Progress and completed activities will be tracked against the estimated timeline..
- **Monitoring Project Performance:** Frontier will leverage a number of project performance tools
  - Project S-curves to perform a time-cost analysis and track the budgeted versus actual allocated resources for activities.
  - Gantt charts will allow the teams to track the completion of key activities against the designated phases and timeline.
  - Milestone Analysis allows each team to re-evaluate the client needs, and any change requests, coordinate schedules and aid in preparing other team member participation to occur.
  - Earned Value allows the Finance and Strategic teams to regularly update the time-phased budget, determining schedule and cost variances.
- **Stakeholder management and engagement:** Frontier will conduct a stakeholder analysis to demonstrate the conflicts between major partners, levels of government and vendors that will occur throughout the project.
- **Analytical Techniques:**
  - Frontier will conduct a SWOT analysis at the beginning of each project phase, in line with Frontier's strategic outcomes.
  - Financial Models such as return on investment and net present value will need to be calculated to justify the expenditure and partnership with stakeholders.

## Project Management Skills

- **Communication and Negotiation:** Communication between teams and stakeholders is paramount to see this project successful.
- **Leadership and Organisational Management:** Effective leadership and team management will ensure cohesion and a positive working environment.
- **Data and Insights Analytics:** Analysis of sales and consumer insights data is required to inform marketing and financial decisions.
- **Design and Customer Oriented:** Frontier will need to enact design thinking principles to execute the tailored experiences.

## Project Management Methods

- **Augmented Waterfall methodology:** The Strategic team will implement an overall waterfall methodology to manage and execute current and future projects. Fortnightly project team meetings will be implemented and managed by the project manager. Waterfall is preferred over agile as the nature of this project is sequential and dependent on the completion of preceding activities and milestones. The waterfall methodology will still provide us the opportunity to anticipate any changes to vendors, partners, sponsorships and contracts. At the end of each phase, phase reviews will be held to inspect the completed body of work and alter the backlog.
- **Scope Management:** Maintain a Statement of Work, scope statements and a Work Breakdown Structure that outlines each project's objectives, activities, deliverables and criteria for success.

- **Cost management:** Methods include Earned Value management, change control processes and variance analysis against the time and budget.

## Benefits

- **Enhanced Fan Experience:** PPV allows fans to enjoy concerts from the comfort of their own homes, providing a convenient and accessible option for those unable to attend in person. For instance, Dua Lipa's "Studio 2054" livestream event attracted over five million views globally, highlighting the vast potential audience for high-quality concert streams (Aniftos, 2023).
- **Increased Revenue and Market Reach:** Dynamic pricing will maximise sales, and better ticket distribution will reach a broader audience.
- **Community and Business Engagement:** Partnering with local businesses and using public spaces can boost the local economy.
- **Better Company Reputation:** Implementing innovative technologies will enhance Frontier's reputation.
- **Better Ticket Allocation and Flexible Pricing:** Ensuring fairer ticket distribution and offering flexible pricing options make concerts more accessible.
- **Improved Access for Disabled People:** Better planning will improve access for disabled attendees.

## Benefits

Frontier's Project Satellite will have several benefits for the key stakeholders of the touring life cycle. Specifically, these key stakeholders are the Company, the Artists, the Government, and the fans.

The main benefits that will be derived from the successful completion of this project are:

- Increased revenue and market reach.
- Increased reputational standing.
- Increased Government engagement.
- Equitable ticket pricing and allocation.

See Table 1.4 in Appendix 1 for an overview of estimated dollar benefits for Frontier and NSW Government.

## Drawbacks

Although Frontiers Project Satellite provides many benefits to the target problem, there are still drawbacks associated with implementing this approach.

The main drawbacks of this approach are:

- Resistance from Government and community.
- Complexity of navigating through regulatory and logistical challenges.
- High dependence on technology, could present a single breakpoint risk.
- Reliance on marketing strategy, artist demand, and available alternatives (events).
- High initial capital outlay to implement, will require government support and funding.

## Drawbacks

- **Risk of Limited Adoption:** There is a risk that this project will fail to attract the required level of interest. Factors like over-saturation of events and ineffective marketing strategies can affect this projects effectiveness.
- **Local Government Resistance:** Locals can potentially oppose the proposed solution because of noise and crowd concerns. Community engagement is vital to communicate and mitigate this risk effectively.
- **Logistical and Regulatory Challenges:** This project offers a complex solution in terms of the number of external parties that are required for its success. This higher-level of complexity can increase costs and present challenges to project managers.
- **Technological Dependence:** The project has a heavy reliance on technology like streaming and PPV services. Without properly accounting for these technological factors and constructing a robust contingency plan could potentially lead to revenue loss and a negative reception.



Furthermore, see Table 4.1 in Appendix 4 for a comprehensive list of potential risks and their associated likelihood and consequences.

## **Conclusion**

From Taylor Swift's Eras tour, the challenges of ticket undersupply and the prevalence of scalping have emerged, requiring Frontier's strategic response. The proposed solution of satellite viewing and PPV addresses these immediate issues, leverages the collaboration between different levels of government and Frontier, utilises public spaces and seeks to drive local businesses through digitally innovative campaigns and infrastructure. Mutually beneficial joint ventures between the government and Frontier Touring will result in both parties achieving their longer-term strategic and economic goals. This proposal provides the best solution for one, capturing the unmet demand through the improved distribution of tickets and two, simulating the concert environment at adjacent locations. Furthermore, this proposal provides a robust framework to minimise the risks and occurrence of scamming and scalping. Through the utilisation of public spaces, Project Satellite will strengthen community engagement and reach while simultaneously promoting local businesses. Frontier has the unique opportunity to be at the intersection of responding to domestic needs and being digitally innovative through the alternative delivery channels on offer. From a strategic point of view, Frontier will be able to exceed its outcomes based on the robust frameworks and holistic processes discussed above. Overall Project Satellite provides us, Frontier, the opportunity to partner with the Australian Government, Artists and local areas to generate economic growth and revenue, capture more of the market share and deter from the secondary market.

## **Concluding Remarks**

In conclusion, Project Satellite is the optimal solution for Frontier Touring and is the solution that is endorsed by the Strategy team. This endorsement is predicated on the evidence and findings provided as part of this comprehensive business proposal. Project Satellite implements a novel and creative approach to the demand and supply challenges that are inherently intertwined with live performance ticketing.

The proposed approach also challenges the conventional paradigms that exist with traditional partnerships and leverages the skills and resources of complementary participants within the touring lifecycle to produce sustainable and equitable outcomes. This amplified engagement and collaboration between government and industry partners fosters trust between entities and the greater public.

Furthermore, while this solution may not be the most technologically advanced or involved, it accounts for Frontier's core business functions and their limitations adequately. The Strategy team believes that at this current stage undertaking a solution with greater technological complexity would be a disservice to Frontier and jeopardise the success of that solution. Understanding the business's limitations and core revenue streams is another reason why the proposed solution outlined in this report presents the most optimal and viable solution for Frontier Touring.

In future, Frontier will need to push for more stringent reform surrounding scalping more directly. While our solution does not solve the issue, it hopefully acts as a mitigator. Frontier also has the opportunity to apply the business model to other events that might occur in the future.



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Appendices

Appendix 1

Table 1.1 Project Selection

First Level	Second Level	Weights
1. Financial Benefits (0.40)	Short-Term	0.4
	Long-Term	0.6
2. Strategic Alignment (0.35)	Increase Attendance	0.5
	Promote Healthy Industry Practices	0.25
	Increase Reputational Standing	0.25
3. Technology (0.25)	Future-Proof	0.8
	Technical Capability	0.2

Table 1.2 Weight Scale

Rating (symbol)	Impact	Priority	Risk	Total
Poor	0	0	0	0
Fair	0.15	0.08	0.05	0.07
Good	0.25	0.12	0.15	0.13
Very Good	0.6	0.3	0.3	0.3
Excellent	1	0.5	0.5	0.5
Total	2	1	1	1

Table 1.3 Scoring Matrix

ID	PROJECT NAME	WEIGHT	FINANCE		STRATEGIC ALIGNMENT			TECHNOLOGY	
			Short-Term	Long-Term	Increase Attendance	Promote Healthy Industry Practices	Increase Reputational Standing	Future-Proof	Technical Capability
1	Satellite Concerts	0.944	Excellent	Very Good	Excellent	Good	Very Good	Good	Excellent
2	Pricing Models	0.864	Excellent	Very Good	Good	Good	Very Good	Very Good	Excellent

Table 1.4 Revenue Forgone

Metric	Value
Estimated Revenue Forgone (Sydney) Tour	\$103,121,968.76
Estimated Profit Margin (Forbes)	0.15
Estimated Profit	\$15,468,295.31
Business Tax	0.3
Total Business Tax Forgone	\$4,640,488.59
Total Profit Forgone Frontier Touring (After Tax)	\$10,827,806.72

## Appendix 2

Table 2.1 Resource Cost Overview

Strategy Team			
Strategic Project Manager (Finance)	Strategy	1	\$92/hour
Strategic Project Manager (Marketing)	Strategy	1	\$92/hour
Strategic Project Manager (Risk)	Strategy	1	\$92/hour
Strategic Project Manager (Technology)	Strategy	1	\$92/hour
Legal Team			
Legal Counsel 1	Legal and Regulatory	1	\$92/hour
Legal Counsel 2	Legal and Regulatory	1	\$92/hour
Legal Counsel 3	Legal and Regulatory	1	\$92/hour
Paralegal 1	Legal and Regulatory	1	\$50/hour
Paralegal 2	Legal and Regulatory	1	\$50/hour
Paralegal 3	Legal and Regulatory	1	\$50/hour
Government and Public Affairs			
Government Relationship Manager	Public Affairs	1	\$80/hour
Public Relations Manager	Public Affairs	1	\$75/hour
Public Affairs Officer	Public Affairs	1	\$80/hour
Executive Leadership			
Chief Operating Officer	Executive Leadership Team	1	\$125/hour
Chief Executive Officer	Executive Leadership Team	1	\$150/hour
Chief Financial Officer	Executive Leadership Team	1	\$135/hour
Data and Tech			
Data Analyst 1	Data	1	\$60/hour
Data Analyst 2	Data	1	\$60/hour
Data Manager	Data	1	\$90/hour
Web Developer 1	Tech	1	\$75/hour
Web Developer 2	Tech	1	\$75/hour
IT Security Specialist	Tech	1	\$85/hour
Streaming Services Consultant	Tech	1	\$80/hour
Technical Support Lead	Tech	1	\$75/hour
Finance			
Financial Analyst 1	Finance	1	\$55/hour
Financial Analyst 2	Finance	1	\$55/hour
Marketing Team			
Marketing Strategist	Marketing	1	\$70/hour
Customer Service Manager	Marketing	1	\$65/hour
Digital Marketing Analyst 1	Marketing	1	\$55/hour
Digital Marketing Analyst 2	Marketing	1	\$55/hour
Communications Manager	Marketing	1	\$65/hour
Logistics and Artist Management			
Logistics Coordinator 1	Logistics	1	\$80/hour
Logistics Coordinator 2	Logistics	1	\$80/hour

Table 2.2 Project  
Estimated Cost

Stage	Duration	Start Date	Finish Date	Cost
Project Overview	371 days	1/11/2024	3/4/2026	\$ 1,909,625.60
1. Initiation and Engagement	119 days	1/11/2024	16/4/2025	\$ 505,584.00
2. Design and Planning	160 days	17/4/2025	26/11/2025	\$ 958,457.60
3. Testing	50 days	27/11/2025	4/2/2026	\$ 302,000.00
4. Delivery and Roll-Out	18 days	5/2/2026	2/3/2026	\$ 58,576.00
5. Close-Out	24 days	3/3/2026	3/4/2026	\$ 85,008.00

## Appendix 3

Table 3.1 Sydney Ticket  
Prices

Section/Area	Price (AUD)
A Reserve	\$379.90
B Reserve	\$309.90
C Reserve	\$239.90
D Reserve	\$199.90
E Reserve	\$159.90
F Reserve	\$119.90
G Reserve	\$79.90

Table 3.2 Sydney  
Calculated Metrics

Metric	Value
Average Ticket Price	\$212.76
Capacity (Sydney)	96,000
Number of Shows	4
Total Sydney Attendance	384,000
Total Interstate Visitors (Destination NSW, 2024)	100,000
Hotel Accommodation Capacity (Destination NSW, 2024)	0.84
Hotel Accommodation Available	0.16
Total Additional Visitors @ 100%	116,000
Estimated NSW Additional Expenditure (Destination NSW, 2024)	\$80,000,000.00
Estimated NSW GST Revenue (GST:10%)	\$8,000,000.00
Revenue Per Visitor	\$800.00

Appendix 4

Figure 4.1 Risk Matrix

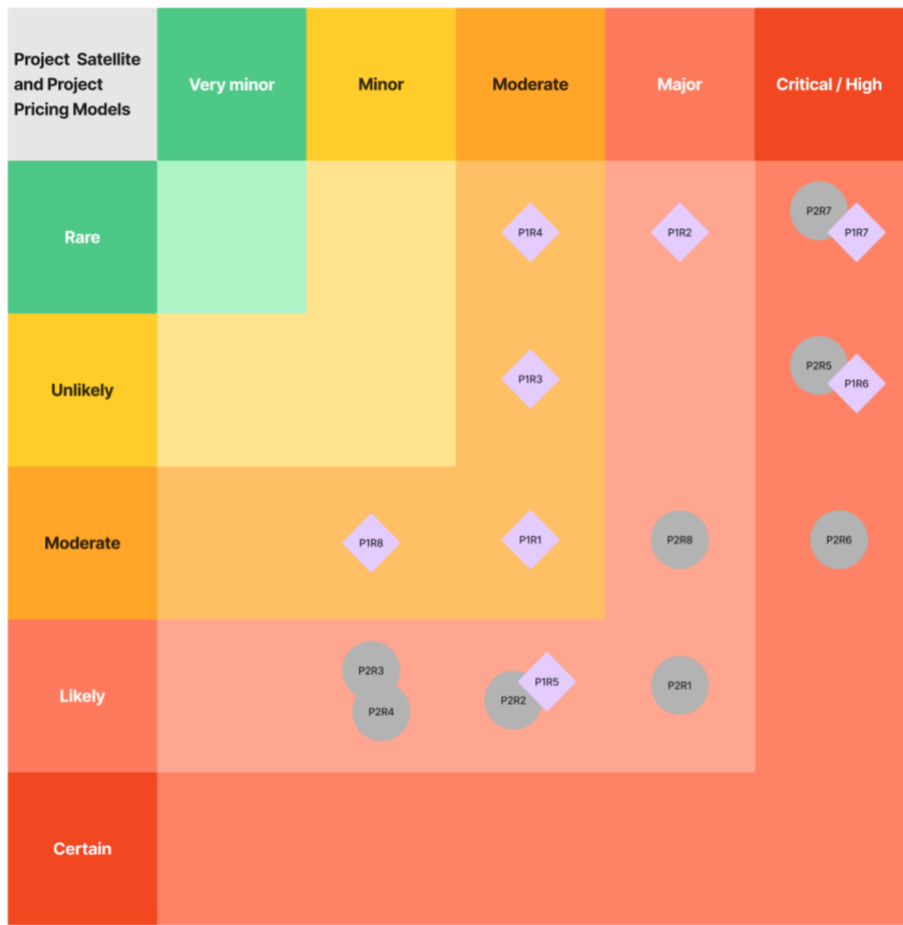


Table 4.1 Risk Mapping

PROJECT NAME	RISK TYPE	RISK	RISK ID	CONSEQUENCE	LIKELIHOOD
PROJECT SATELLITE	Financial	Budget constraints and project overruns.	P1R1	3	3
		Lower than expected value added.	P1R2	4	1
	Operational	Low adoption.	P1R3	3	2
		Talent constraints, limited technical human capital.	P1R4	3	1
	Technical	Obsolescence at time of delivery.	P1R5	3	4
		Integration issues, non-compatible with current systems.	P1R6	5	2
		Changes to Government prioritisation of initiatives and budget allocation.	P1R7	5	1
		Changes to contracts with external providers and contractors.	P1R8	2	3
PROJECT PRICING MODELS	Financial	Budget constraints and project overruns.	P2R1	4	4
		Lower than expected value added.	P2R2	4	3
	Operational	Low adoption.	P2R3	2	4
		Disruptions to processes due to re-skilling.	P2R4	2	4
	Technical	Data loss or data breach.	P2R5	5	2
		Exposure to cyber-attack.	P2R6	5	3
	Legal and Regulatory	Changes to pricing regulations and consumer protection legislation.	P2R7	5	1
		High counter-party risk.	P2R8	4	3

Appendix 5

Figure 5.1 Bad Bot Sophistication from Imperva ‘Bad Bot Report 2024’

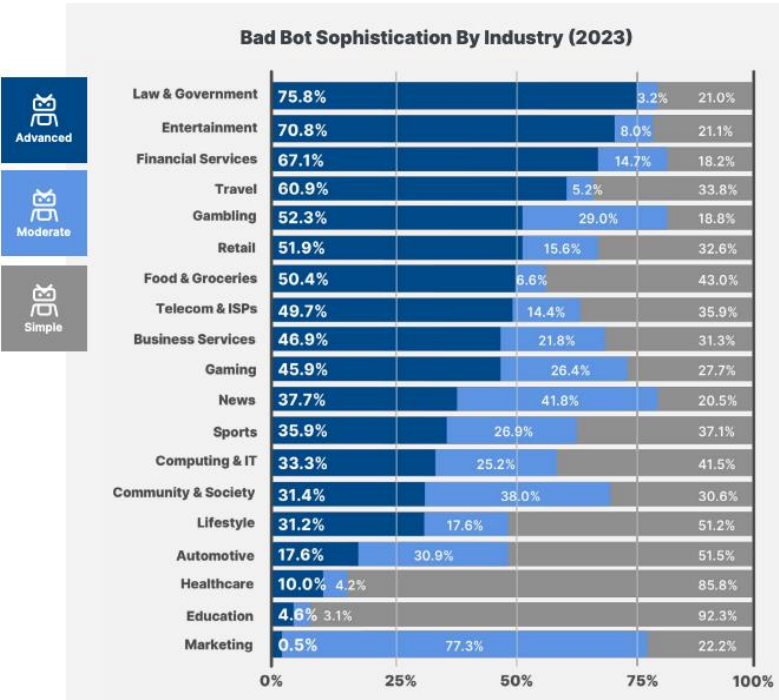
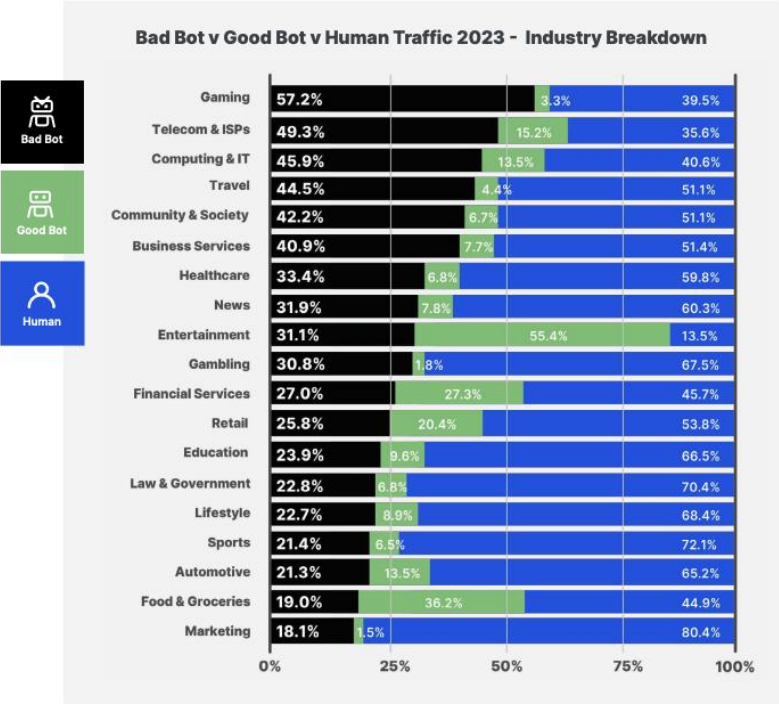


Figure 5.2 Bot vs Human Traffic from Imperva ‘Bad Bot Report 2024’



(Imperva, 2024)