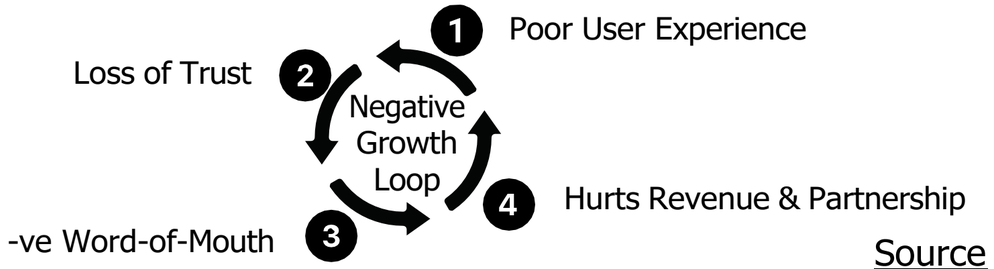
# Let's Set Out with Product Strategy by Aligning Vision, Goals, and Actors

**Goal** As a Growth PM, improve UX during high-demand event bookings to prevent loss of potential customer & partners for BookMyShow.

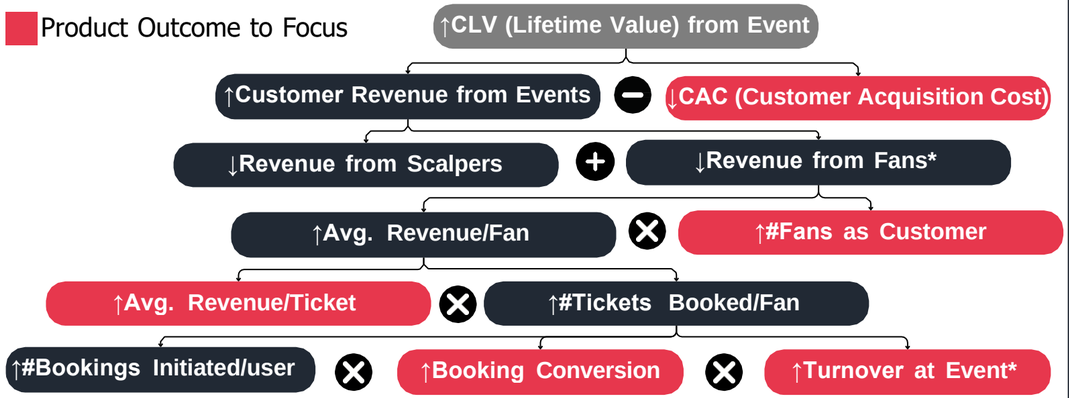
## What is BMS Vision & How the goal fits in?

**Vision:** Be the top platform for live entertainment, grow long-term equity. Live event has huge potential, 1850 Cr market (BMS - only 12% Revenue share). Shall grow by 40% in 5yr



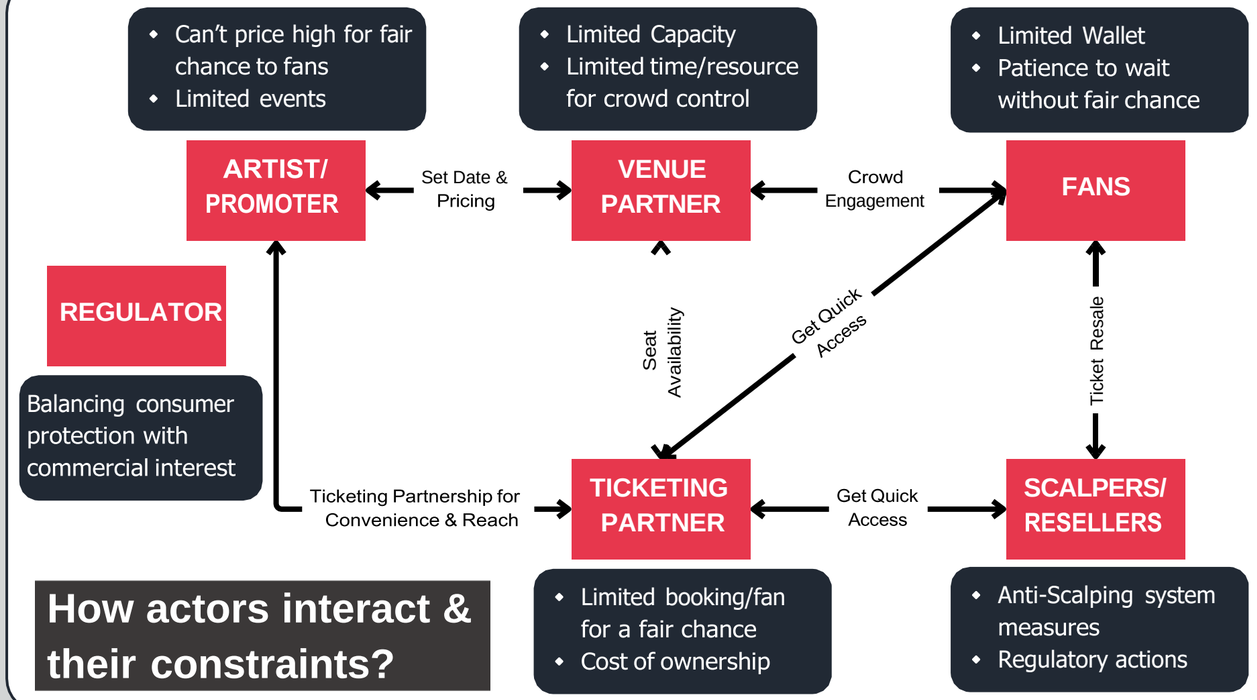

Source

## What Product Outcomes to focus on?



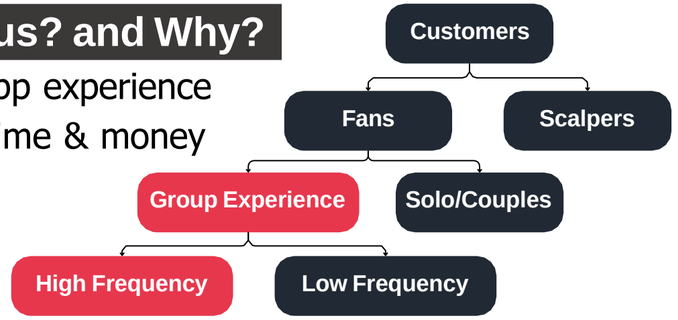

*A fan will never miss an event. Hence someone who attends event is assumed as fan.

## How actors interact & their constraints?



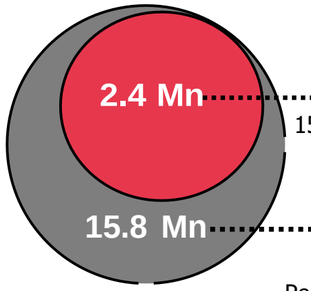

## Which user segment to focus? and Why?

**Impact on Goal:** Most complex app experience
**Emotional Investment:** Limited time & money
**High Loyalty Potential:** Frequent experience-driven users
**Influential Voices:** Socially active, significant WOM



# Let’s Dissect Problem Basis Secondary Research for Impact Mapping

## What’s potential impact of solving High-frequency, Group Exp seeker issues?




2.4 Mn ⇢ Focus Segment
15.8 Mn * Frequent Goer (30%) * Group seat (50%)

15.8 Mn ⇢ Event Goers
1500Mn *Urban Pop (30%) * Smart Phone Penetration (70%) * Affordability (20% with >10 lakh) * Willingness (25% who are in 18-45 age)

88%

Rev Now = ₹115 Cr → Future Rev = ₹216 Cr

**Assumptions:** (Current & Proposed State)

- Avg. Ticket Price for event = ₹2000
- Revenue/Ticket = ₹200
- Avg. yearly bookings/user (BMS) = 3
- Turnover at events (Fans) = 80%
- ↑in Avg. Revenue = 25%
- ↑Fan Turnover = 25% (goes to 100%)
- ↑Avg. yearly bookings/fan (considering fan base increase) = 20%

## What behavior changes we want?

↑Event Turnover ↑Avg. Revenue/Ticket
↓CAC
↑Booking Conv. ↑Fans as Customer

To impact these metrics, we want users to:

- **Attend the events** they have booked
- **Feel higher value** from platform & pay
- Do **not abandon** the booking process
- **Participate in more** events bookings
- **Reduce herd action** (multi device/ acc)

## Why users are not behaving the way we want?

As per user feedback on social sources (Reddit, App store):

**Miserable_Shake_8171** • 27d ago •
Most people who didn't even need them bought those tickets, they'll be selling in black now. I feel awful and heartbroken.

**shivpanda** • 27d ago •
The book button was disabled for first 10 minutes. By the time I got in It was too late. Did anyone face the same issue?

**sir_qoala** • 27d ago • Edited 27d ago •
The queueing system was broken. People who joined later were ahead of me in the queue. It was a shit show.

Basis Secondary Research, following Hypothesis are derived:

**Lack of Transparency**

- Unclear Queue Logic
- No communication regarding chances (supply/demand)

**Lack of Convenience**

- User felt rushed due to very short window of action
- Error while selecting seats
- Poor App Navigation

**Lack of Preparedness (BMS)**

- Underestimated Demand
- Inadequate contingency for thundering fans (led to crash)

**Lack of Fair Chance**

- Scalper got tickets before fans by exploiting system vulnerabilities, while fans waited hopelessly

# Now Let's Hear it from our Users: Primary Research

## What users are saying about the issue?

Survey Response

Basis 39 survey responses from High-frequency, Group Exp seekers:

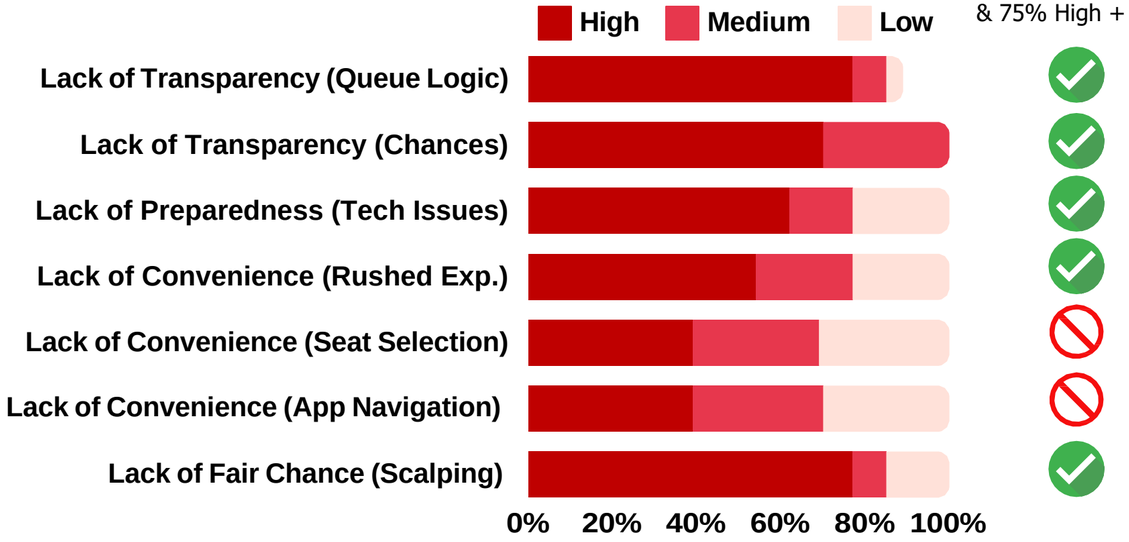

Avg. Rating on Experience


Got a chance in queue, but no tickets

### Reason for Negative UX

### Validated?

**Logic:** Min 50% High & 75% High + Med




### Preference in Group Booking


## Why they said what they said?

Response

Basis seven 1:1 interviews with target users we found:


**Group booking- High Frequency like you had a poor experience during high-demand event.**


**"I found the booking process opaque and unfair."**


**"The App malfunctioned during event, & the queue logic was defunct, allowing scalper to get tickets"**


**"Huge face to perceived value gap led to large scale traffic. BMS's system couldn't manage it."**


**"The system lacked anti-scalping measures and efficient traffic control (concurrency)."**

## How big is the problem?

Let's do a quick demand-supply estimation for Coldplay event.

- **Supply** (for 3 dates) = **1,20,000** Tickets
- **Interests shared** on BMS page = **2,50,000** Likes
- **Anticipated demand** = Interests + Stealth Fans (~50%) + Bookings turned into Groups (20%) = **6,00,000** users
- **Anticipated Device load** = Users*Accounts/User (~1.5)*Devices/Account (~2) = **18,00,000** devices
- **Actual load** = **1.3 Cr**

**Fans Chance dropped from 20% to 0.09%**

# Whose Problem are we addressing, & inspiration from Competitors

## What do high frequency, group event users look like?


27 years, Consultant

**Event Behavior**

Die-hard pop-rock fan | Attend once in 2month

**Application Usage**

Instagram | X (Twitter) | Ticketmaster

**Goals?**

- **Book** the tickets **hassle-free**
- **Sit together in group** at venue
- **Easy** way to **cancel/sell my tickets**, when my plan change
- Get **resale** tickets at **fair price**

**Pain-points?**

- **System issues** & **unfair queue** affecting my chances
- Forced to **buy tickets from scalpers** at exorbitant price, with **risk of invalid ticket**

## What is the core jobs-to-be-done (JTBD) here?

**When I** try to book tickets for my favorite band
**But I** could not get a chance due to heavy demand
**Then help** me & my friends get a fair chance to score tickets,
**So I** can see my dream band performance with my group.

## What has BMS done to address JTBD? Is it effective?

- **Queuing System:** request management - Proved in-effective
- **System Redesign:** Scale as per load - ↑Cost of ownership

## How competitors are addressing this problem?

Source

Let's check how heavy demand tickets are managed:

✓ **Effective** ? **Somewhat Effective** ⊘ **Feature Absent**

## What are key takeaways from market research?

- **Loyalty for BMS: Poor**, users stick to it due to **lack of choice**
- **Primary Goal of User: 93%** prefer **seating together**, **92%** prefer a **relaxed & fair process**, **78%** prefer to get **at-least some tickets**
- **Effective Approaches:** Make **verified reselling** only through app & **cap resell price** or **reduce demand effect on supply** like IPO

# Let’s Now Frame the Challenge, its Impact, and our Scope

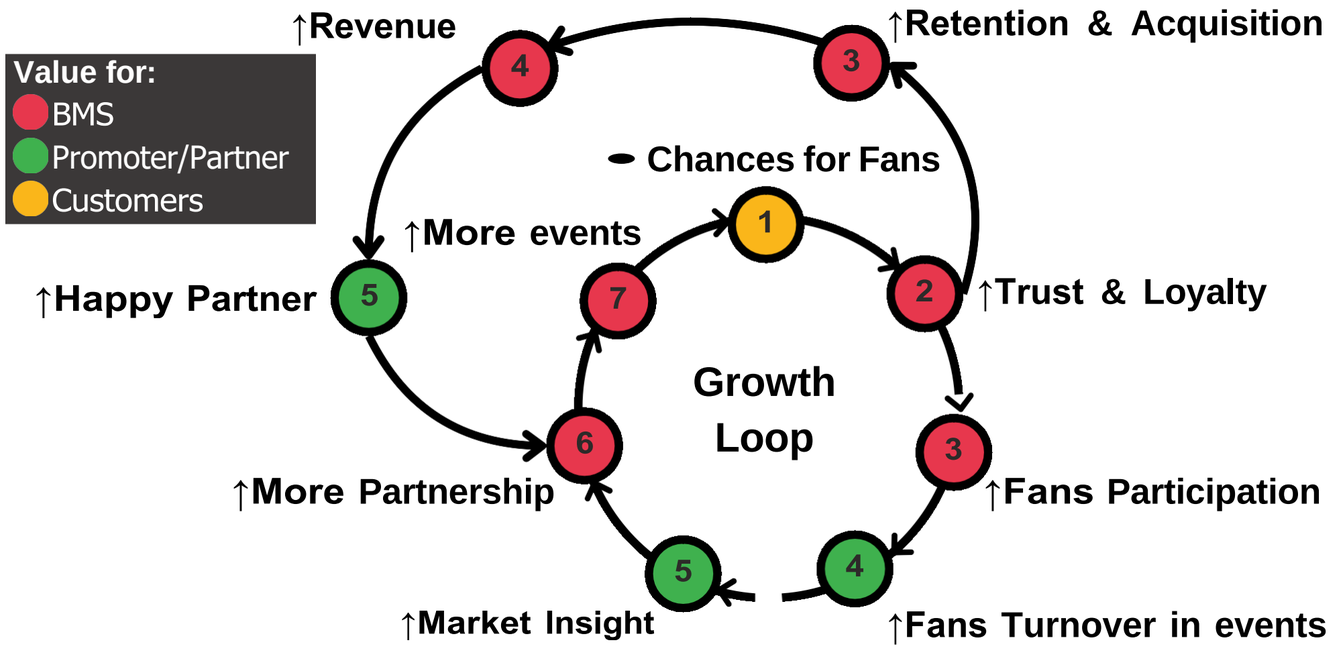
## What is the TRUE PROBLEM?

A **large gap** between ticket **face value and perceived value**, driven by high demand to supply, **fuels scalping.** The **issue worsens** when the **platform lacks effective traffic management** and **anti-scalping measures**, failing to curb the surge and exploitation by scalpers.

## How do we know it’s a REAL PROBLEM?

Secondary research shows scalping issue is **widespread across events globally**, where **reselling offers significant profit.**
For example, during **Coldplay** ticket sales, **fan chances dropped by 95%** due to scalping.

## What is the VALUE GENERATED by solving this problem?




## Why solve it NOW?

Poor UX correlates to **poor user retention**, **NPS**, and **revenue**, risking loss of customers & partnerships. 1:1 interviews reveal **low loyalty toward BMS**, with **users open to switching**. With **Zomato District** entering the market, this shift could happen soon.

## What is in Scope?

- ↑Revenue/ticket for fans
- ↑Booking conversion of fans
- ↑Process transparency & ease
- ↓Cost of servicing users (part of CAC)
- ↑Event listing visited/Fan

## What is out of Scope?

**Dynamic Pricing**
As it may ↑revenue/ticket, but will ↓chances & trust of fans.

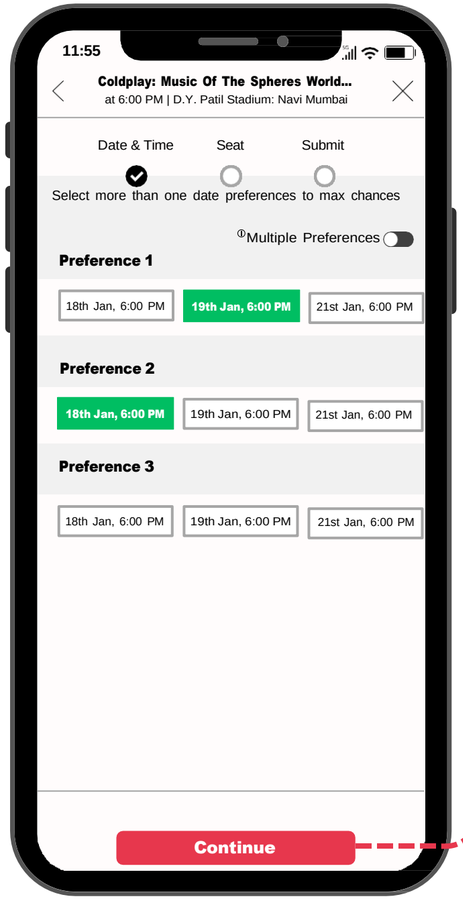
# Let’s Explore the Solution Options: A Comparative Analysis

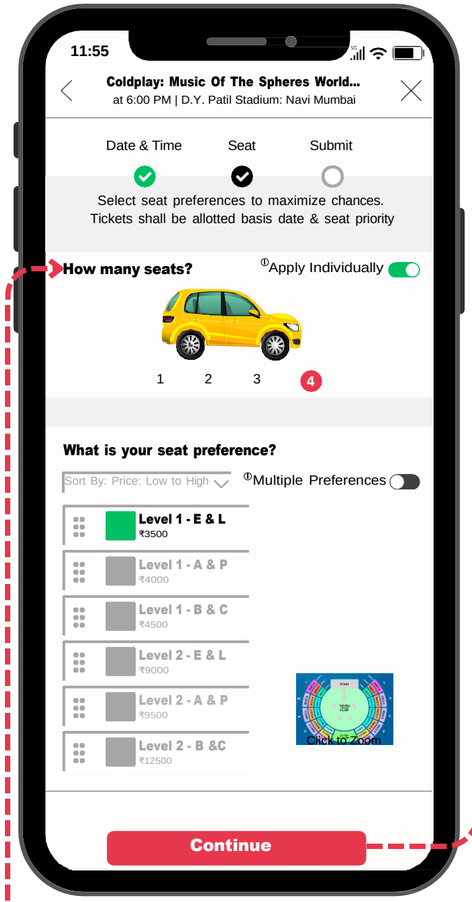
| PARAMETERS | FAIR TICKET ACCESS | SMART-QUEUE | TIERED FAN PROGRAM |
|---|---|---|---|
| HOW WILL IT WORK? | Users **pre-register for tickets over a 2-3 day window** by submitting their details & preferences. A set **amount is temporarily blocked** in their accounts. A **lottery system** fairly selects winners, maximizing access & inventory sales. | Users **wait in a lobby**, receiving ticket access through a **staggered FIFO queue.** Bot detection and **real-time updates ensure fair access** and transparency. **Members can buy queue jumps** to improve chance. | **Verified fans,** based on loyalty and social media engagement, **can pre-register** for tickets. In **high-demand cases,** they **receive priority access based on** their **fan status**, ensuring real fans have a better chance at securing tickets. |
| RISKS? | **Usability Risk (Medium)** - Complex | **Value Risk (Medium)** - Accuracy | **Value Risk (Medium)** - New users |
| PREVENT SCALPING? | ★★★★★ Ties ticket purchases to users pre-sale | ★★★☆☆ Effective but can still be gamed by bots | ★★★★☆ Verified fan checks might not be full-proof |
| ENSURE FAIR CHANCE? | ★★★★☆ Randomized selection like a lottery system | ★★★★☆ FIFO queuing ensures a transparent chance | ★★★★☆ New fans/users are at a slight disadvantage here |
| ENSURE PERFORMANCE? | ★★★★★ Pre-registration removes the need for concurrency | ★★★★☆ Staggered queuing is still prone to herd issues | ★★★☆☆ May slow down if scalpers pose as verified fan |
| ENSURE TRANSPARENCY? | ★★★★★ User preferences are considered & reflected | ★★★★☆ Real-time updates have accuracy limitations | ★★★☆☆ Minimal real-time updates |
| HOW DOES IT CREATE VALUE? | ★★★★☆<br>• Cost saving on infra<br>• Revenue from resells & resell protection | ★★★★★<br>• Premium queue-jumps<br>• Revenue from cancellations | ★★★★★<br>• Exclusivity with loyal fans<br>• Revenue from cancellations |
| OVERALL SCORE (LOGIC: AVERAGE OF ALL) | **4.6/5** | **4/5** | **3.8/5** |

Min Map Link

# Let's Visualize the Solution: A Wireframe Preview

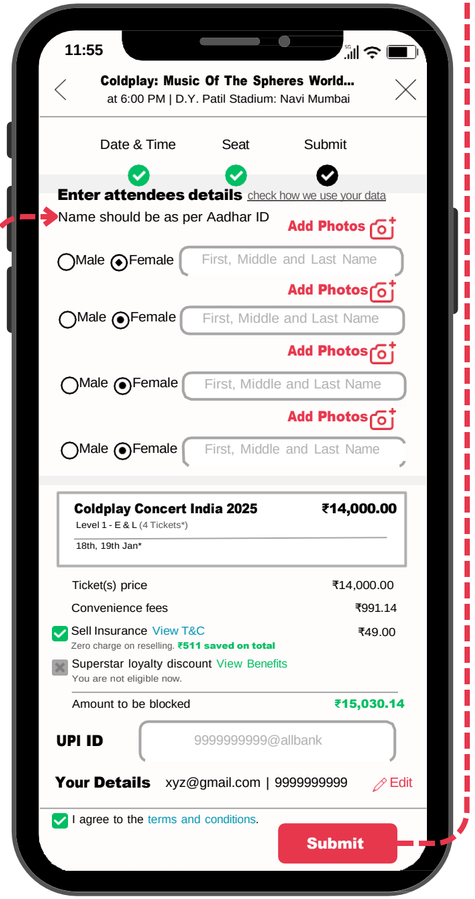
Users have **flexibility to select for multiple dates** in one go, to improve chances

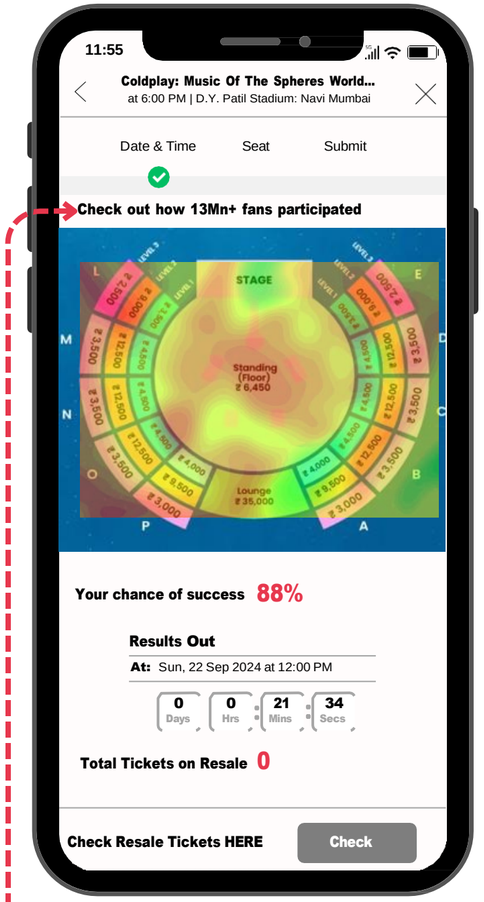



User can **choose to book as individual or group**, so that it improves allocation chance. Here **they can conveniently choose seat preference (price tiers)**

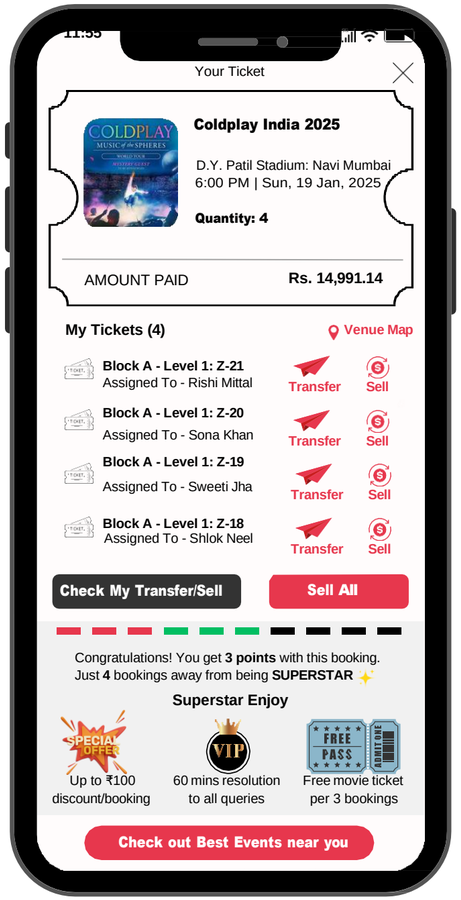
Users **provide attendee details** and can check the usage of these data. They can **remove/ keep resell protection and place bid with UPI mandate.**




Users can **track all the details related to event like probability of allotment**, & new ticket on resale, here in the event page. It which stay till the end of event.

User can **check booking details in order page.** Can transfer tickets with group or **sell at cost.** User sees the impact of booking on loyalty status & nudged to engage.



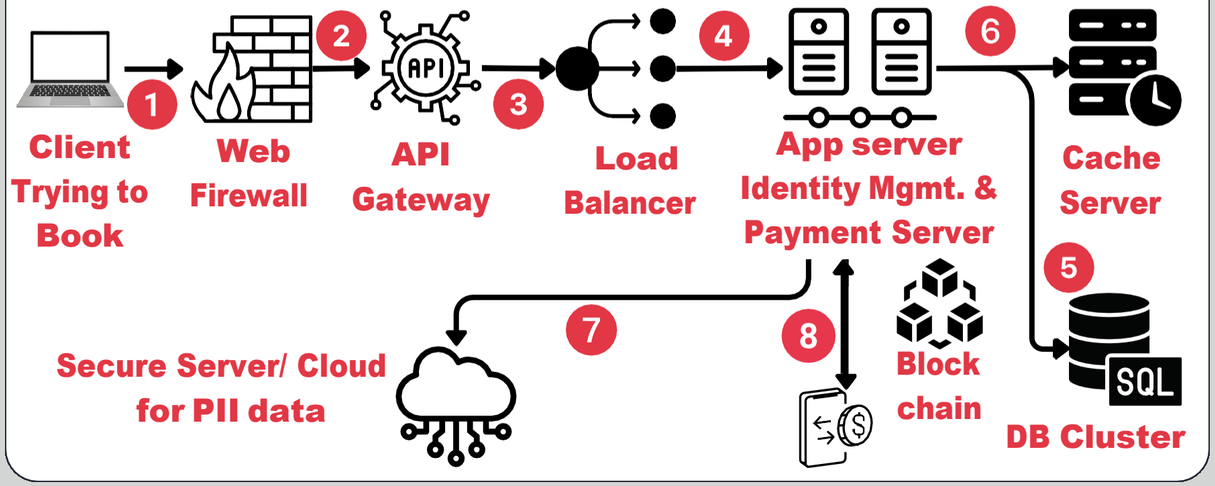
# Navigating the Road Ahead: Potential Pitfalls, Safeguards & System Design

## What can go wrong? Any mitigations?

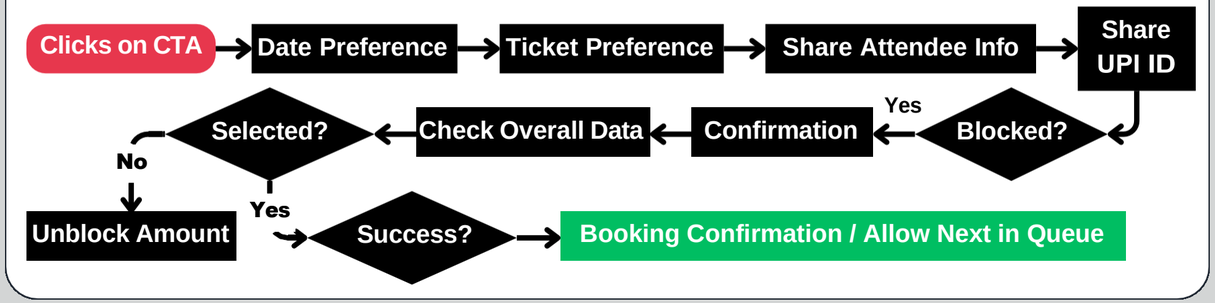
| PITFALLS | MITIGATIONS |
|---|---|
| **Complex Allocation Logic:** It may seem too complex, making it opaque/unfair. | • **Minimum allocation:** For each booking type (group/couple etc.) basis demand & trend.<br>• **Redistribute** unallocated tickets.<br>• **Post-sale** clear communication of **chances** basis user preferences using ML models. |
| **Fraudulent attendees:** Lack of time & poor network at venue might be a bottleneck in verification. | • **Facial Ticketing:** User's shall be asked to share clear facial image of all attendees during booking. **Clear usage policies** (Zero Data Storage Post Event, Entry Cancellation if mismatch).<br>• At event user photo shall be clicked & cross-referenced with original.<br>• To tackle internet issues **edge-computing** shall be deployed at venue.<br>• This will also prevent multi device/acc. issue |
| **Resell/Transfer Fraud:** Ownership transfer failure/misuse | • **Blockchain based verification:** Each ticket is mapped with a verified user (**face, account details**). To complete ownership transfer, **buyer need to verify.**<br>• Similarly transfers can be easily handled. |

## What system design changes would this solution need?

1. Shares booking details
2. Monitor threats- DDoS attack
3. Checks rate limitation etc
4. Distributes load to servers
5. Writes data to DB
6. Caches relevant data for future use
7. Stores PII data on safe server
8. Shares payment mandate & confirms




## What does USER FLOW looks like?



# Key Metrics for Success Measurement & Launch Strategy

## How will we measure the effectiveness of the solution?

| METRIC TO MONITOR | NATURE | WHY MEASURE? |
|---|---|---|
| ↑ **Total Tickets Booked** | **NSM** | Measures impact of solution to business goal. |
| ↑ **CSAT** **Post registration feedback** | L0 (Focus Metric) | Measures how effectively the solution elevates user experience/satisfaction during booking. |
| ↑ **Superstar Loyalty membership** | L1 (Support Metrics | Helps understand if user put enough value to loyalty program & buy cross-sell products or not |
| ↑ **Event Turnover** = % who got tickets attend event | L1 (Support Metrics | Measures how effective the solution in verifying fans, and preventing scalping. |
| ↑ **Avg. Revenue/Ticket** = Revenue/Seats for sale | L1 (Support Metrics | Measures is the solution able to generate enough business value or not |
| ↑**Registration Compliance Rate** = %who initiated booking completed regist. | L2 (Support Metrics | Helps understand if user are comfortable with the process of sharing credentials & blocking amount. |
| ↓ **Ticket Resale Rate** = %ticket sold on resale market | **Key Failure Metrics** | Helps measure the effectiveness of the solution in disincentivizing scalping |
| ↓ **Drop-off Rate** = %users abandon booking process | **Key Failure Metrics** | Helps understand if users are comfortable with sharing credentials & blocking amount. |

**Non-functional metrics** **Data Protection** **Response Time** **Scalability** **Availability**

## What should be the launch strategy?

### Pre-Launch Plan:

- **Targeted Campaigns:** Email & Push notification, in-app banners & media interviews about upcoming feature.
- **Tutorial & Demos:** Blog post & video of how feature works & its USP. Train customer support team.
- **A/B Test:** Booking flow UI, Communication & Seat allocation transparency test with alpha users.

### Launch Plan:

- **Soft Rollout:** Test with a mid-tier event to monitor system performance live.
- **Real-time Monitoring:** Check tickets, app feedback during event.

### Post-Launch Plan:

- **Metric Review:** Check all critical metrics like KFI, L0, L1 & NSM metrics.
- **User Feedback:** Talk to user or collect feedbacks on user experience/satisfaction.
- **System Optimization:** Optimize process for removing scaling bottlenecks.