

4 Strategies

4.1 Organisation Strategies

4.1.1 Business Name Registry

The business strategies include setting up a registered business with ABN number and ATO registry to be able to operate with goods and services tax.

The business is to operate under name of 'Halo Arm Ticketing'. To be registered under the Australian Business Registry (ABN) 77425627901

Refer to **Attachment** ABN Registration Certificate.

4.1.2 Partnerships

The approach and strategy is to engage and network with partners of the theatre companies under the categories of major and minor groupings. Each show will have Promoters who will be the people to liaise with to authorise Halo Arms Ticketing to resell and distribute tickets. Trading practices adopted to make sure these relationships are governed in accordance to rules, regulations and applicable laws. Managing these relationships will be of vital important.

Reseller of goods and services are entered into by contractual agreements. Signing contracts will have to be legalised and facilitated by law offices to ensure that the negotiated contracts are within the boundaries of the regulations in NSW. The business will be committed to follow all our partners institution company rules in business trading and marketing requirements.

Refer to **Attachment** for Value-Added Reseller Agreement or **Attachment** Distribution Agreement Contract Samples (only).

These agreements entered into are when the supplier grants the right to resell and distribute their goods on a non-exclusive basis.

4.1.3 Online Platform and APP

We will continue our sales strategies through online reselling via IP website www.halotickets.com and create an app that could be downloaded from app stores such as Play store or Apple store. We plan to create application and develop website as part of our initial launch when the network software system is integrated into the business.

4.1.4 Digital Strategy

The business system will be developed through an eCommerce company. This is a digital strategy that will set up retail system to interconnect to partner websites. These third-party enablers are to be included in the initial phase of the implementations and establish a prominent website presence, accessibility and friendly to use eCommerce.

4.1.5 Location

The building for the locations previously described through a lease kiosk style for face-to-face customer service retail locations in the Central Business District. Eventually we want to distribute in two locational kiosks. Open at normal business hours in the heart of Sydney. The rental could vary depending on location, through local research into the district and surrounding areas the estimated weekly rental is at \$2500 to \$3000.

4.1.6 Strategic Partnerships

At commencement of the build with stakeholders include presenting value offering to potential partners within the Arts industry. Partnerships required development are institutions in the locate arena of CBD.

Halo Arms to penetrate the market by engaging via formal letters, contacting key personnel such as Business Managers, Contract & Commercial Managers, Procurement Managers for resellers partnering negotiations and contract agreements to be put in place.

4.1.7 Expansion of Strategic Partnerships

This plan for business expansion is possible with local businesses such as Travel & Tourist and Dining experiences. Increase profit in value propositions in providing and entertainment packages. Advertising in tourist and travel industries, partnering double decker busses and travel offices for tourists in the Tourism Industry in NSW.

Another opportunity for business expansion are through hotel accommodation packages. For example, possible partnerships with Accor Group, Start City, Holiday Inn local Sydney hotel accommodation etc.

Halo Arms Ticketing to recruit personnel of Business Development Manager and Relationship Manager to present business opportunities in this area of business expansion.

4.2 Project Plan Activities

4.2.5 A Year Road Map.

YEAR	RESPONSIBILITY	PLANNED ACTIVITIES
1ST Year	Owne / Office Manager	Engagement and set up systems, processes and people. Arts & Grant Funding Year

4.2.6 Timeline for Project Activities

Initiation

- Conceptualise (proof of concept) the idea for funding in the Arts industry
- Proposal for grant funding / obtain grant from Create Arts
- Obtain business loan (as soon as grant approved)

Systems

- Establish the inter system for eCommerce to exchange resellers tickets online.
- Web design through IP address **www.haloarmstickets.com.au**
- App creation to sell ticket online

Stakeholder Engagement

First Phase

- Partnering with NSW theatres in the minor and major category groups.

Second Phase

- Plan for business expansion partnering with local businesses such Travel & Tourist and Dining experiences. Value packages on offer such as “**Dinner and Show**”.

Third Phase

Business expansion through hotel accommodation packages. Value packages on offer such as “**Dinner, Show & Accommodation**”.

Staff Recruitment

Build the Staff & Personnel Recruitment. Business & Relationship Manager, Finance Manager, Business Managers x 2, Clerical Administration Officer x 2 Casual staff.

Locations Timeline

- Two proposed store location Pitt St Mall (Town Hall area) and Circular Quay (Martin Place area).
- Open business for first location. Second opening in the next year (Circular Quay).

Marketing

- Seek advertising Halo Arms Ticketing promotions opportunities in NSW. For example, local ARTS magazine ‘Create’, online advertising, billboards, and local partnerships such as travel agencies, tourist offices etc.

Refer to **Attachment** Project Plan and Activities for Halo Arms Ticketing.

4.2.7 Define Marketing Channels

Getting our focused target channels is key to ensure that we maximize our ticket sales and avenues. In reality, everyone who loves the arts are to be targeted. Children to Senior Citizens will be the focused and inclusive demographics. Whether their female or male and from different background, if a person likes to be entertainment, they would be the target market.

5 Key Measurements

5.1 Service Capabilities and Framework

We plan to develop set Key Performance Indicators (KPI) and Service Level Agreement (SLA) in accordance to our feasible sales target on a weekly, monthly, and annual basis. The obtained sales figures achieved through ticket sales will allow us to set these key measures and review to set new targets. The numbers will drive our continuous and evolving KPIs and SLAs measure to ensure effectiveness of our internal processes and system to be implemented with matching capabilities of our people.

Along with key set measures, we plan to implement a Quality Assurance Program and the framework will be the basis to measure our quality work and services provided to our customers and partners. An ongoing assessment by internal audits through random sample of work and observations through face-to-face interactions with staff and customers.

5.2 Reporting

Reporting all our business operations achievements will be a key to our success. Halo Arms Ticketing plan to report all our results in reselling tickets for internal management, audit and tax purposes. The report will be created on a weekly, monthly and annual basis. Reporting key issues, highlights and lowlights, process improvements, challenges, analysis and recommendations on the next step forward.

We will be realistic with our capabilities, overcome threats and any constraints we as a business will face in our operations. The goal is to be resilient and be sustainable through any economic, internal or external influence affecting our business of reselling tickets.

5.3 Community Consultation

To meet the grant assessment criteria a prerequisite is to have a public consultation and to know community views our product and services offerings. This is a new concept that will be introduced to the state of NSW. A service available to the communities of Sydney, where the venues are located to enhance cultural experiences. The public consultation aimed to;

- Is to be open to the affected communities
- Be transparent to what we will be offering
- Communicate the positive impact it will have in promoting diversity in the arts culture
- Obtain general public opinion through local government agencies, statutory authorities and boards.

City of Sydney Council

Consulted with City of Sydney Council on Friday 5 August, 2022. In the phone conversation, we told them about how we plan to leverage this business concept in the heart of CBD to boost lift the Arts Industry post-pandemic times. They responded with saying that they have many strategies in place to rejuvenate the city after the pandemic. That this plan will be fit for purpose and would like us to speak to us further about our proposal. This idea will certainly fulfill its purpose and will do what is set out to do to tackle this the crisis and be away to reconcile some of the challenges we're facing in the arts industry.

City of Council Parramatta

Feedback was given on Friday 5 August 2022 concerning our plan operations and gave the comments that this idea is 'pretty good in such a trouble time like covid. They're willing to explore the opportunity supporting us further and encourage to provide them with the business proposal to get a better insight.

Halftix Melbourne

Consulted with the current owner (Matt) for Halftix Melbourne that has been in operations since 1983. In the 80s and 90s an Art base lobby group run the business and has developed a trust relationship with the theatre venues in Melbourne CBD. The business is supported by the City of Melbourne (government agency). It has been viable and thriving in it's operations and has longevity. It has proven to be sustainable. The owner is willing to guide Halo Arms Ticketing with current information of internal processes and operations.

The precedence of this business in place in Melbourne, is evidence that reselling tickets at discounted rate work. The value of their product and service offerings is availed by the communities of Melbourne. Which goes to show that this type of business operation can be successful in the state of NSW Sydney.

5.4 Customer Survey

The customers in our communities will be the heart of this business operation. It's important to obtain valuable feedback and gather their thoughts of a new product offering such as what Halo Arms Ticketing will offer.

A survey was distributed on this new concept to random people in the community where we were able to gather 42 responses in return. The survey contained 7 questions asked regarding new product development and comparable pricing of discounted vs retail ticket sales. The survey questions conducted through TYPE survey asked were as follows:

- | |
|--|
| 1. Around how many tickets would you buy to a show over the next year at full price? |
| 2. How would you best describe your familiarity with ticketing issuers like Ticket Box Office? |

3. How often could you find a use for this type service?
4. Based on the description, how interested would you be buying in a New Ticketing Issuer if priced within your budget?
5. In your opinion, what is a reasonable discounted price you would like to buy a ticket to a show or theatre?
6. If you knew that you have a window of opportunity to buy a ticket at a discounted price before a show or theatre, what is the most likely you would buy ticket(s)?
7. Comments or any Suggestions for improvement you may have to increase your buying capacity and choose alternative Ticketing Issuer that gives discounted offering in comparison to going to a Ticket Box Office.

Refer to **Attachments** for Survey Questionnaire and Survey Results Analysis.

Survey results shown that our new business concept projected the following assumptions:

- * Majority of response said they would buy tickets for a show, 16% said they would not buy in a year.
- * More than half of responses 57% would buy 2 - 4 tickets in a year.
- * Approx. 15% would buy 4 or more tickets in a year.

- * 86% in favour of using a service of Halo Arms Ticketing
- * 62% would highly recommend and frequently use this as a re-curing service
- * 14% would not use this service
- * 24% will use once a year

- * Estimated 31% doesn't know anything about the product or services on offer (a niche market)
- * 7% not interested to get to know the value of the offer or the services rendered
- * More responders of 60% is very interested on the product and service value added offering

- * Most of the responders 76% said their aware of ticketing offices that sell at the box office
- * Only 23% advised that their not familiar with this type ticket offices
- * 10% has conducted a search on internet website to obtain tickets

Opinion given for reasonable discounted price to buy ticket are:

- 29% customers will buy at 25% discounted ticket (profit margin at 25%)
- 43% customers will buy at 45% discounted ticket (profit margin at 5%)
- 21% customers will buy at 50% discounted ticket (break even of projected sales)
- 7% customers will buy at 65% discounted ticket (will be a loss approx. 5%)

- * Survey results showed 90% of responders would avail tickets at discounted at a limited time prior to show
- * 10% would buy tickets the same way they've purchased in the past and won't avail discounts
- * 33% of the responders would preference this way of purchasing tickets
- * Tickets purchase for occasions such as special events, birthdays, anniversary etc. 29% responders would buy through this method for special occasions.

Suggestions for improvement for new product and services offering

- * Advertise and market value offering to the public
- * To have such as brochures, billboards, business cards as a tool to promote new product and services
- * If the tickets are cheaper and know what their buying they will use service
- * Website presence and legitimacy of the tickets
- * Willingness to scout for cheap tickets if they have enough time and would prefer to wait instead of buying full price tickets. A well established and reputable establishment is something they will be willing to use for service.
- * Responder wants to see more discount for larger groups or student discounts available
- * Is the ticketing office sustainable - meaning reputable or well established
- * Responder suggest people should be able to buy directly, whether it's face to face or online purchases

5.5 Feasibility Study and Research

As our research feasibility study, we collated information of the show data from available of seats to the capacity of the theatre venue where the particular show is held. Across two weeks in January and February 2022, we monitored the flow of seats capacity. We found significant results that will allow us to conclude that our business concept will aid to ensure we get the audience to capacity in venues and Arts industry will flourish.

The evidence of seats available for each venue in comparison to what has been sold were:

Seat Allocations (Theatre)																
Major & Minor Theatres	SESSION					SEATS										
	Show Info	Time	Matinee / Evening Session	Sample Collected Date	Time Sample Collected	Total Stalls Seats	Total Dress Circle	Total Mezzanine	Total Seating Capacity	Seats Available - Stalls	%	Seats Available - Dress Circle	%	Seats Available - Mezzanine	%	Total Seats Allocated
State Theatre																
Wedding Singer	16-Jan-22	1:00pm	Matinee	15-Jan-22	2:00pm	807	426	775	2008	125	15	145	34	775	100%	1045
Wedding Singer	16-Jan-22	1:00pm	Matinee	17-Jan-22	3:00pm	807	426	775	2008	319	40	257	60	775	100%	1351
Wedding Singer	17-Jan-22	7:30pm	Evening	18-Jan-22	2:00pm	807	426	775	2008	189	23	259	61	775	100%	1223
Wedding Singer	18-Jan-22	7:30pm	Evening	19-Jan-22	3:00pm	807	426	775	2008	192	24	256	60	775	100%	1223

Seats at State Theatre at 2008 capacity. Range 15% to 40% availability where tickets have not been sold.

Seat Allocations (Theatre)																
Major & Minor Theatres	SESSION					SEATS										
	Show Info	Time	Matinee / Evening Session	Sample Collected Date	Time Sample Collected	Total Stalls Seats	Total Dress Circle	Total Grand Circle	Total Seating Capacity	Seats Available - Stalls	%	Seats Available - Dress Circle	%	Seats Available - Grand Circle	%	Total Seats Available
Lyric Theatre																
Hamilton	02-Feb-22	7:00pm	Evening	02-Feb-22	1:30pm	954	599	445	1998	272	29	346	58	445	100	1063
	03-Feb-22	7:30pm	Evening	02-Feb-22	2:00pm	954	599	445	1998	293	31	307	51	257	58	857
	04-Feb-22	7:30pm	Evening	03-Feb-22	3:00pm	954	599	445	1998	141	15	361	60	151	34	653
	05-Feb-22	7:30pm	Evening	04-Feb-22	2:00pm	954	599	445	1998	105	11	138	23	195	44	438

Seats at Lyric Theatre at 11 to 31% available seats on average for weekdays show. Total capacity 1998 for a showing.

Seat Allocations (Theatre)																
Major & Minor Theatres	SESSION					SEATS										
	Show Info	Time	Matinee / Evening Session	Sample Collected Date	Time Sample Collected	Total Stalls Seats	Total Dress Circle	Total Grand Circle	Total Seating Capacity	Seats Available - Stalls	%	Seats Available - Dress Circle	%	Seats Available - Grand Circle	%	Total Seats Allocated
Opera House																
Laboeme	04-Feb-22	7:00:00 PM	Evening	01-Feb-22	1:30:00 PM	882	566		1448	207	23.46939	187		33.03887		394
Tandot	15-Jan-22	7:30:00 PM	Evening	02-Feb-22	3:00:00 PM	882	566		1448	481	54.53515	399		70.4947		880
	04-Feb-22	00-Jan-00	Evening	1/02/2022	3:00:00 PM	882	566		1448	558	63.26531	322		56.89046		880

Opera house at 1448 total seats capacity, will have Stalls at 23 to 63% range available seats, Dress Circle at 33 to 70% seats available through our feasibility study.

Seat Allocations (Theatre)															
Major & Minor Theatres	SESSION					SEATS									
	Show Info	Time	Matinee / Evening Session	Sample Collected Date	Time Sample Collected	Total Stalls Seats	Total Dress Circle	Total Grand Circle	Total Seating Capacity	Seats Available - Stalls	%	Seats Available - Dress Circle	Seats Available - Grand Circle	%	Total Seats Allocated
Capitol Theatre															
me Far Aw	15-Jan-22	8:00pm	Evening	13-Jan-22	12:00pm	1068	1022		2090	800	75	878		86	1678
me Far Aw	16-Jan-22	8:00pm	Evening	15-Jan-22	2:00pm	1068	1022		2090	624	58	790		77	1414
me Far Aw	17-Jan-22	8:00pm	Evening	16-Jan-22	2:00pm	1068	1022		2090	619	58	817		80	1436
me Far Aw	19-Jan-22	1:00pm	Matinee	18-Jan-22	2:00pm	1068	1022		2090	886	83	902		88	1788

Capitol theatre at 2090 total capacity. Stalls at 58 to 83% available seats and Dress Circle 77 to 88% available seats through research.

Seat Allocations (Theatre)									
Minor Theatres	SESSION					SEATS			
	Show Info	Time	Matinee / Evening Session	Sample Collected Date	Time Sample Collected	Total Seating Capacity	Seats Available - Stalls	%	Total Seats Allocated
Sydney Theatre Company									
Triple	15-Jan-22	7:30pm	Evening	15-Jan-22	4pm	357	103	29	254
	17-Jan-22	6:30pm	Evening	17-Jan-22	3:30pm	357	99	28	258
	18-Jan-22	6:30pm	Evening	18-Jan-22	3:30pm	357	103	29	254
	01-Feb-22	6:30pm	Evening	01-Feb-22	4:00pm	357	182	51	175

Minor theatres study with Sydney Theatres Company, 357 total capacity. Average availability include ranges 29 to 51%.

Refer to Summary of Allocation Seats in Venues - **Attachment**.