

BookMyShow is India's **largest** entertainment ticketing platform, launched in **2007**. It operates in **650+ cities**, offering tickets for **movies, live events, concerts, sports, and theater**. The platform also provides **value-added services** like **F&B pre-orders** and **corporate partnerships**, making it a **one-stop destination** for entertainment.

Multi-Door Revenue Model: BookMyShow's [Source](#)

- **Commission on Ticket Sales:** Earns a percentage on every ticket sold.
- **Convenience Fees:** Charges 10% to 20% per ticket as a key revenue source.
- **Advertising Revenue:** Generated nearly ₹40 crore from ads.
- **Corporate Bookings:** Provides bulk bookings for companies with service fees.
- **Subscription Revenue:** From the "BookMyShow Superstar" service offering zero fees and early access.
- **Value-Added Services:** Income from seat selection, F&B orders, and merchandise sales.

Key Actors involved [Link](#)

Customers 

Event Organizers 

Movie Theaters 

Advertisers 

Corporate Clients 

Customer Journey: How BookMyShow Ticketing Works
[Link for the Journey](#)

Major Competitors



Recently **acquired PayTM's entertainment ticketing business**, entering the ticketing market, with its existing **food delivery user base** posing a **significant competitive threat**.



Insider: Focuses on **live events** and is **expanding its offerings**, making it a strong competitor in the **concert and event ticketing** space.

eventbrite

Eventbrite: Primarily focused on **international markets**, but competes in **niche segments** within India.

Financial Metrics

Total Income:
₹1,026 crore (FY23)

Operating Revenue:
₹976 crore, up from ₹277 crore (FY22)

Net Profit:
₹85 crore (vs. ₹92 crore loss in FY22)

Revenue Breakdown (FY23):

Ticket Bookings: ₹648 crore
(66% of operating revenue)

Live Events: ₹237 crore
(9.5x growth from ₹24.6 crore in FY22)

Advertising: ₹40 crore
(Platform promotions)

Other Revenue:
Corporate services, partnerships,
F&B at events

 **Underlined text indicates a hyperlink. Click to explore**

Business Outcomes

Ensure **seamless ticket booking** for **high-demand events** like Coldplay concerts and Cricket World Cup, thereby boosting **customer satisfaction**, increasing **revenue**, and maintaining market leadership against competitors like **Zomato District**.

Product Outcome

Seamless User Experience
Automated Customer Support
Enhanced Queue Management

Optimized Payment Process
Scalable Infrastructure
AI-Powered Customer Support

Intelligent Notifications
Competitor Threat Mitigation

How is Competition Solving this Problem



Competitors like **Insider** address **high-demand event challenges** through **queue management**, **dynamic pricing**, **real-time analytics**, and **user-focused features**, improving **ticket access** and **customer satisfaction** while preventing **scalping**.

Hypothesis

If **BookMyShow** develops a **scalable ticketing platform for high-demand events**, integrating **real-time analytics**, **user-friendly interfaces**, and **anti-scalping measures**, it will improve **user satisfaction and trust**, leading to **increased ticket sales** and stronger **partnerships with event organizers**.

Impact Calculations

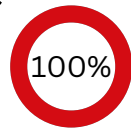
- Current Monthly Ticket Sales: **1.5 million tickets**
- Current Monthly Revenue: **₹600 million**
- New Conversion Rate After Improvements: **5.4%**
- Annual Ongoing Costs for Improvements: **₹96 million/year**
- New Projected Monthly Ticket Sales After Improvements: **2.7 million tickets**
- New Projected Monthly Revenue After Improvements: **₹1.08 billion**
- Total Additional Annual Revenue Due to Improvements: **₹5.76 billion**

By increasing the **conversion rate by 80%**, BookMyShow could potentially generate an **additional ₹5.76 billion in annual revenue**.



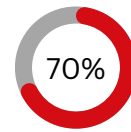
User survey Insights

User Interview Insights



Tickets Sold Out Too Quickly

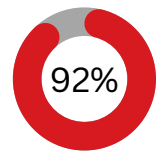
(users reported that tickets sold out too quickly during major events like the Coldplay concert and Cricket World Cup.)



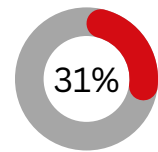
Overall Booking Experience Rated Poor

Users rated their booking experience as poor (1-2) for major events.

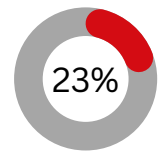
Types of Events Preferred



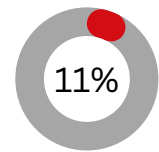
Movies



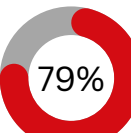
Concerts



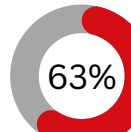
Sports



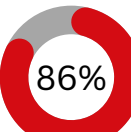
Theater



Users booked tickets using their mobile phones.



Users faced technical glitches such as app crashes or slow loading times.



Users reported no issues with payment processing during bookings, a positive aspect of the experience.

Customer Pain Points During the Booking Process

Tickets Sold Out Too Quickly

Major events like Coldplay and Cricket World Cup sold out almost instantly, leaving many users disappointed.

Technical Glitches

Frequent app crashes and slow loading times disrupted the booking process.

Long Queue Wait Times

Users experienced long wait times in virtual queues, leading to missed ticket opportunities.

Scalpers and Bots

Scalpers and bots made it harder for genuine customers to get tickets, causing frustration.

Poor Overall Experience

A large number of users rated the booking process poorly due to multiple issues, including technical failures and ticket availability problems.



Multi-Device Strategy:

Using multiple devices and networks improved booking chances.



Extended Queue Times

Long wait times, often hours, with no guarantee of success.



Lack of Availability Updates

No real-time updates on ticket availability during booking.



System Overload Issues

Slow loading and frequent crashes during high-demand events.



Payment Efficiency

Pre-saved payment details helped some users book faster.



Infrastructure Improvement Needed

Users demand better systems to handle high-traffic events.

Secondary research is conducted using sources like Play Store reviews and Twitter to gather insights and feedback.

Ticketing Frustrations: Users are annoyed by scalping, dynamic pricing, and technical issues that make it hard to buy affordable tickets.

Experience Disappointments: Overcrowding, poor sound quality, and logistical problems diminish enjoyment, leading to unmet expectations.

Secondary Research





Chirag Kottary | 22 | Mangalore

"I'm really tired after waiting in a queue of 82,000 for almost two hours just to book Coldplay concert tickets. It was so frustrating when I couldn't get any tickets despite trying hard!"

Pain Points

- **Long Wait Times:** Endured excessive queuing with no guarantee of ticket availability.
- **App Crashes:** Experienced frequent crashes, particularly during peak booking times.
- **Payment Issues:** Faced multiple payment failures, leading to loss of ticket opportunities.
- **Lack of Availability Transparency:** No real-time updates on ticket availability caused frustration and uncertainty.

Needs

- **Improved System Stability:** A more robust platform capable of handling high traffic without crashing.
- **Real-Time Updates:** Notifications on ticket availability to manage expectations.
- **Reliable Payment Gateway:** A smoother payment process to reduce the risk of failed transactions.
- **Better Queue Management:** A transparent and fair queuing system to enhance the overall booking experience.



June | 24 | Chennai

"Booking tickets for the World Cup match was incredibly frustrating. I waited in a long queue for two hours but still couldn't secure tickets. It felt like a total waste of time."

Pain Points

- **Slow Website Performance:** The ticket booking website was sluggish, causing delays and frustration.
- **Long Wait Times:** Endured a long queue without success, leading to disappointment.
- **Lack of Transparency:** No updates on ticket availability made it difficult to gauge the booking process.
- **No Access to Payment Stage:** Couldn't even reach the payment section due to system issues.

Needs

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Jobs To Be Done

When I'm trying to book tickets for a high-demand event

- Users are aiming to secure tickets for popular events (like Coldplay/World Cup) under high competition and time constraints.

But I waste hours battling technical issues and payment timeouts

- Encountering long queues (like Keerthan's 100,000+), app crashes during crucial moments, payment gateway failures (as experienced by Chirag), OTP verification delays, and the need for multiple devices without success.

Please help me secure tickets through a stable system

- I need a reliable booking platform with a fair queue system, a robust payment gateway, real-time inventory updates, and consistent app performance during peak traffic.

So I don't have to pay extra to resellers due to technical failures

- I want to avoid scalpers (like Thushar who paid ₹18,000 instead of ₹9,500), prevent bot purchases, ensure fair pricing, and protect genuine fans from exploitation, thereby maintaining trust in official platforms.



What is the true problem ?

BookMyShow's system fails during high-demand events, resulting in long queues, app crashes, and payment gateway failures. This technical instability forces genuine fans to either miss out on tickets or pay inflated prices to resellers, creating an environment where scalpers thrive.

Who are the customers facing the problem ?

Young urban professionals and students (ages 22-30) face significant challenges in securing tickets due to **system issues** during high-demand events. Despite being tech-savvy and prepared, They face long queues and technical failures, leading to **inflated scalper prices** and **negative booking experiences**. This creates **booking anxiety** and **uncertainty** for regular users.

How do we know it is a real problem ?

Survey and interview data: The collected data from 36 survey respondents and 6 interviewees
Secondary research: Play Store reviews and various social media platforms

What is the value generated by solving this problem ?

For Customers

- **Secured Access:** Reliable ticket access ensures users can attend desired events.
- **Fair Pricing:** Transparency prevents inflated prices, enabling original-rate purchases.
- **Enhanced Experience:** A smoother booking process boosts satisfaction and reduces frustration.

For Business

- **Increased Sales:** Higher ticket availability leads to greater revenue.
- **Improved Customer Loyalty:** Satisfied users are more likely to return for future purchases.
- **Reduced Scalping Issues:** Addressing technical failures minimizes scalping, ensuring a fairer marketplace.

Why should we solve this problem now ?

- **Capitalize on Growth:** Leverage the opportunity to boost revenue and market share during high-demand events.
- **Competitive Market:** Address user frustrations before competitors capitalize on them, preventing customer attrition.
- **Build Customer Loyalty:** Improve customer satisfaction and trust, encouraging repeat purchases and fostering positive word-of-mouth.

AI-Powered Load Balancing

What it is: A solution that uses artificial intelligence to distribute incoming network traffic evenly across multiple servers or resources.

How it solves the problem: By predicting traffic patterns and adjusting resource distribution in real time, it ensures no single server gets overwhelmed, preventing downtime, optimizing performance, and enhancing user experience during peak loads.

1

Smart Queue Management System

What it is: An advanced system that intelligently prioritizes and manages user requests in a queue, optimizing the order in which tasks are handled.

How it solves the problem: It minimizes delays by organizing and directing requests to the right resources, reducing bottlenecks and improving service speed, especially during high-traffic periods, ensuring smooth and efficient operations.

2

Real-Time Performance Monitoring

What it is: A system that continuously tracks and displays live metrics of server or application performance, providing instant feedback.

How it solves the problem: By providing instant visibility into system health, it helps detect and resolve issues like slowdowns or failures in real time, minimizing downtime and maintaining performance.

3

Anti-Bot and Scalper Prevention with Identity Verification

What it is: A security system that identifies and blocks automated bots and scalpers by verifying the identity of users attempting to access or purchase services.

How it solves the problem: It uses techniques like CAPTCHA, biometric checks, or multi-factor authentication to ensure that only real, verified users can proceed, effectively preventing bots from exploiting systems and ensuring fairness for genuine users.

4

Weighted Scoring Model

*The **Weighted Scoring Framework** prioritizes features by evaluating them against key criteria, each weighted for importance, to objectively determine the best solutions for implementation.*

Criteria Breakdown

Impact on Performance (IP): 40%
 User Experience Improvement (UE): 30%
 Implementation Effort (IE): 20%
 Cost of Implementation (CI): 10%

Solution	IP	UE	IE	CI	Total	Priority
#1	6	10	5	7	7.1	3
#2	8	9	7	6	7.9	1
#3	7	6	5	6	6.2	4
#4	9	7	6	5	7.4	2



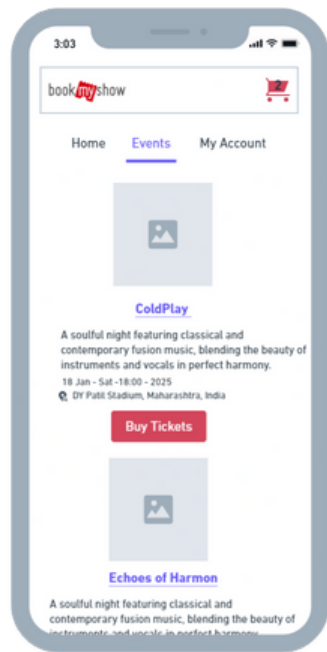
Prioritised Solution - Combining Solution#2 & Solution#4

From a user’s perspective, the combined **Smart Queue Management System** and **Anti-Bot and Scalper Prevention** solutions ensure a fair and seamless experience during high-demand events. The queue system reduces frustrating crashes and provides clear wait times, making the process feel smooth and reliable. Meanwhile, the anti-bot feature reassures users that tickets are fairly distributed, preventing bots and scalpers from taking unfair advantage. Together, these solutions offer users a more stable, transparent, and trustworthy experience when purchasing tickets.

Wireframe Flow

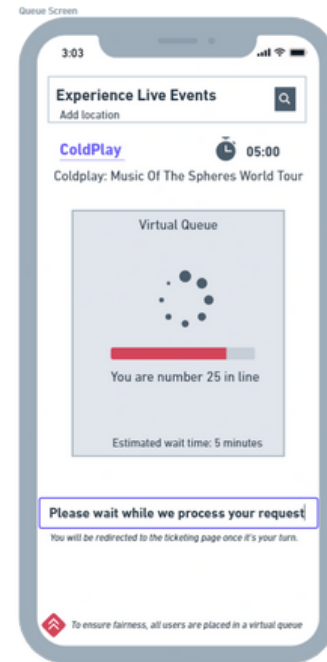
For Better View
Wireframing

Home Screen – Explore the Hottest Events



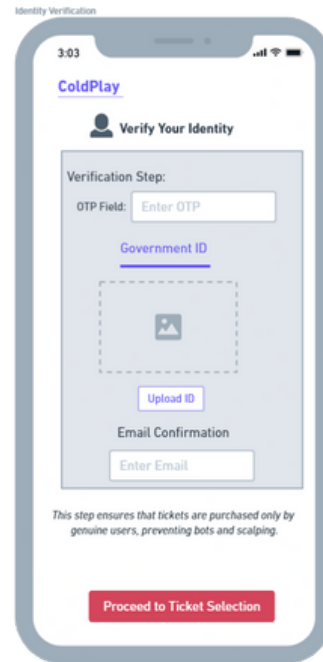
Discover trending events and hit “Buy Tickets” to get started on your next experience!

Queue Screen – Hold Tight!



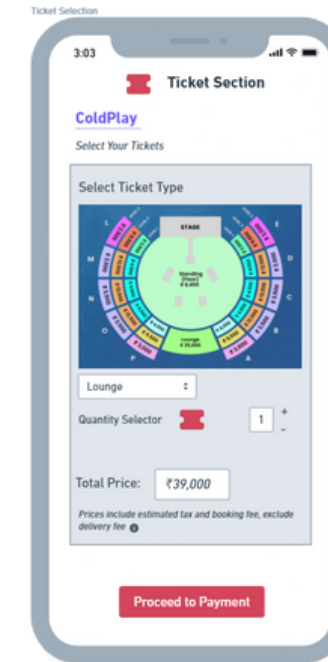
You’re in line! See your queue position and estimated wait time as you inch closer to the action.

Identity Verification – Prove You’re the Real Deal



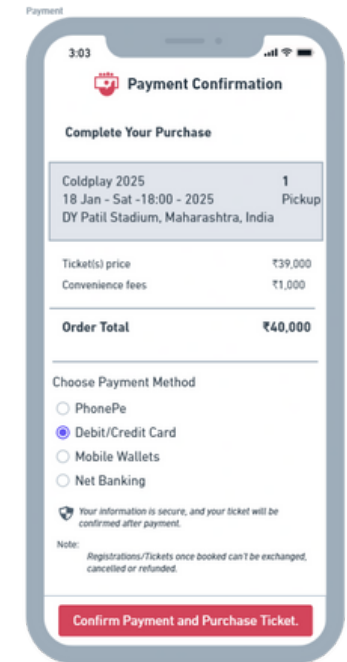
Quick security check! Verify with OTP, ID upload, or email so only genuine fans get through.

Ticket Selection – Pick Your Perfect Spot



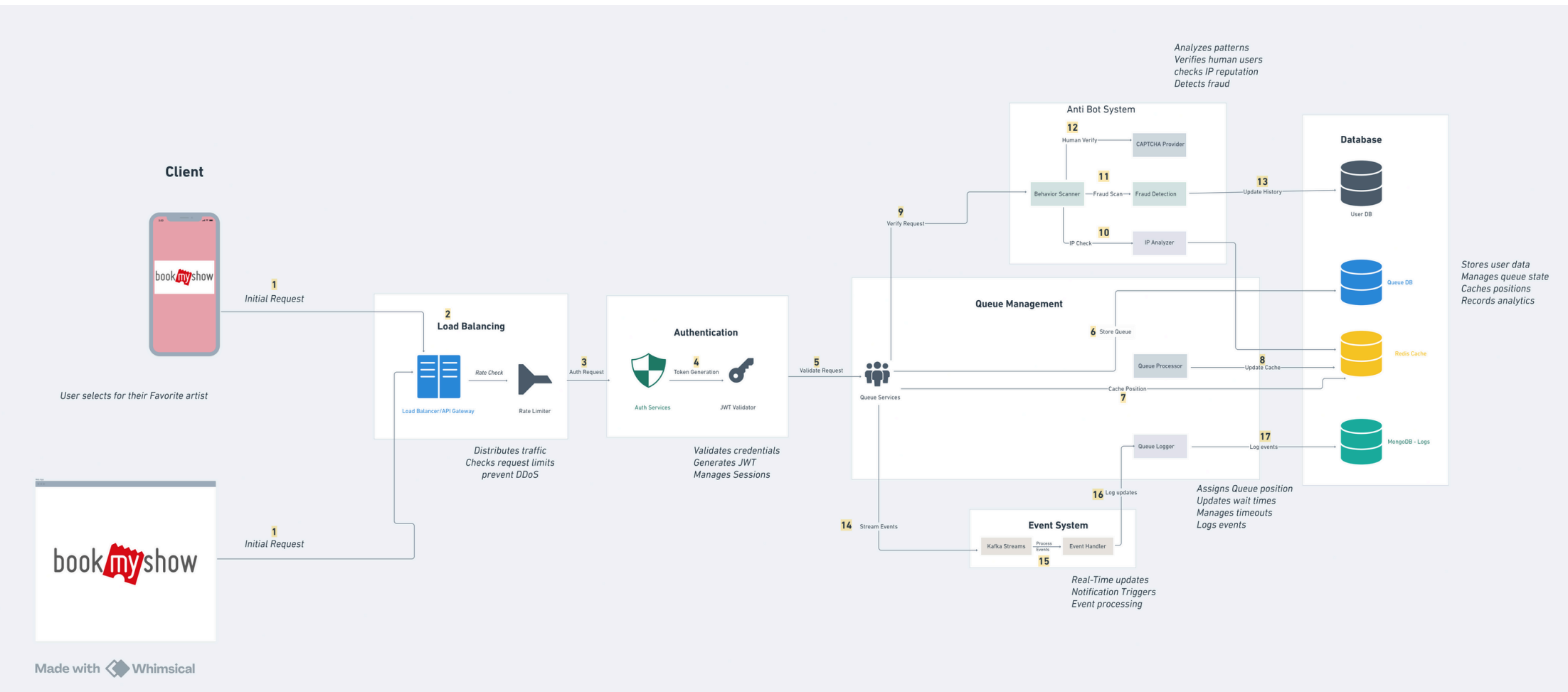
Choose your seats, select ticket type, and see your total. Get ready to reserve your place!

Payment Confirmation – Lock It In!



Almost there! Choose how you’d like to pay, hit confirm, and prepare for an unforgettable experience!

BookMyShow Smart Queue & Anti-Bot System - User Flow Diagram



1. User Entry

- **Load Balancer** manages traffic, and **Rate Limiter** prevents request flooding.

2. Authentication

- System verifies credentials; only authenticated users enter the queue.

3. Queue Assignment

- Users are assigned a unique queue position, tracked in **Redis Cache**.

4. Anti-Bot Verification

- **Behavior Scanner**, **CAPTCHA**, **IP Analysis**, and **Fraud Detection** ensure users aren't bots.

5. Queue Processing

- **Queue Service** and **Kafka Streams** handle real-time queue movement.

6. Final Booking

- Verified users proceed to ticket selection; failed verifications are blocked.

- **System Inventory** updates, and events are logged for analytics.

Overall Impact

Combining these solutions enhances technical reliability and meets user expectations, leading to a successful ticket purchasing experience.

Why Should Our Feature Work?

1. Fair Access for Genuine Users

- **Solution:** Smart Queue Management ensures every user has a fair chance to purchase tickets.
- **Benefit:** Reduces frustration and builds trust among fans.

2. Scalper Prevention and Identity Verification

- **Solution:** Advanced bot detection and mandatory identity checks block bulk purchases.
- **Benefit:** Ensures tickets go to real fans, maintaining fair pricing.

3. Improved Customer Trust

- **Solution:** Transparent wait times and identity verification create a fair experience.
- **Benefit:** Enhances brand loyalty and encourages repeat purchases.



Metrics

Pitfall & Mitigation

North Star Metric -Successful Ticket Purchase

L1 Metric - Reduced Bot Purchases

L2 Metric - User Complaints Related to Queues

Type	Metrics	Motive
Awareness	User Awareness Rate ↑	Increase feature awareness to drive user engagement and adoption.
Activation	Feature Activation Rate ↑	Encourage user activation to enhance the overall user experience and satisfaction.
Engagement	Average Queue Wait Time ↓	Minimize wait times to improve user experience and encourage repeat usage.
Satisfaction	Customer Satisfaction Score (CSAT) ↑	Achieve high satisfaction levels to foster loyalty and positive word-of-mouth.
Retention	Repeat Usage Rate ↑	Enhance retention to ensure sustained revenue and a loyal customer base.

↑ Should increase
↓ Should decrease

Smart Queue Management System

Pitfall 1: Lack of Understanding

Challenge: Users may not recognize the value of queue management features.

Mitigation Strategy:

- Conduct research to identify user needs and preferences.
- Gather feedback to enhance feature utility and appeal.

Pitfall 2: Confusing Interface

Challenge: Users might find the system confusing, leading to frustration.

Mitigation Strategy:

- Prioritize user-friendly design.
- Conduct usability testing to identify pain points.
- Provide clear instructions for guidance.

Anti-Bot and Scalper Prevention with Identity Verification

Pitfall 1: Low Interest in Verification

Challenge: Users may not understand the necessity of identity verification.

Mitigation Strategy:

- Educate users on the importance of security.
- Highlight the benefits of the verification process.

Pitfall 2: Complicated Verification Process

Challenge: A complex verification process may deter users.

Mitigation Strategy:

- Simplify the verification steps.
- Offer clear instructions and support for ease of completion.

