Strategy Storm

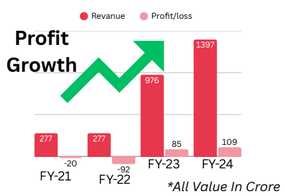
Round - 2 Case Study

Team - Consulting Wizards

Strong brand trust, demand signals, and structural gaps create a compelling entry opportunity.

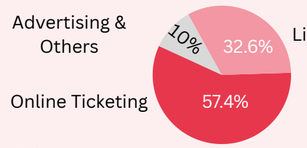
bookmyshow

India's leading entertainment platform for movies, live events and digital experiences, trusted for discovery and seamless ticketing.



43% Revenue Growth YOY ↑ **27.6%** Profitability YOY

Revenue Breakdown (FY-24)



Total Revanue Rs 1,397.6 cr.

Key Takeaways

- Ticketing is **core profit driver** (₹801 Cr)
- Live events generate revenue, **not profits**
- ₹1,397.6 Cr integrated online–offline event platform

BMS: Virtual Events (2020–21)

6.4k+ Events	37k+ Hours	2.3L+ Viewers

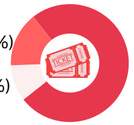
40L+ Views in Month 1 Itself

Top Genre :*Comedy*

BMS didn't test virtual events, it scaled them

BookMyShow's Dominance and Competitive Positioning

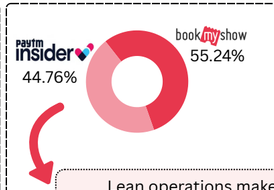
Market Dominance in Movies



Key Takeaways

- BookMyShow is India's default ticketing choice
- Partnerships create a strong moat
- Network effects make switching unlikely

Live Events Market: Scale vs Strategy



Lean operations make Paytm Insider profitable despite lower share.

Market Beyond the Duopoly

townscript	Supply-side platform for creators, SMEs, workshops,
TICKETNEW	Former regional leader in South India, now integrated
MeraEvents	B2B event infrastructure (venues, vendors, logistics)

Where Virtual Events Live Today (And Why It's Broken)

Social Media Platforms

Youtube Live · Instagram Live · Twitch

Typical Virtual Events: Creator Talks · Stand-up clips

28.5 % of internet users watch live video weekly

Key Gaps

- Open access invites trolls and toxicity.
- No entry fee causes high no-shows.
- Huge reach but zero direct revenue.
- 90% just watch, zero real interaction.

Professional Platforms

Zoom · Microsoft Teams · Cvent

Typical Virtual Events: Workshop & classes · Corporate Trainings

63 % of planners will invest more in virtual formats

Key Gaps

- Users cannot find events easily.
- No central hub for event listings.
- Hard to interact with large audiences.
- Tools built for meetings, not shows.

Event Marketplaces

Meetup · Eventbrite · Hopin

Typical Virtual Events: Tech talks & meetups · Conferences

300k+ Meetup groups worldwide

Key Gaps

- Generic suggestions; no tailored event recommendations.
- Users rarely return for second events.
- Unknown hosts lack credibility and safety.
- No community building after the show.

The Missing Layer in Virtual Events

Fragmented Discovery
Aggregate events across platforms, personalized by interests and goals

Trolls & Toxicity
Verified access, smart moderation, safer audience participation



Engagement and Retention
Live Q&A, networking, gamification that drives repeat attendance

No ongoing community
Groups, follow-ups, and shared spaces beyond the event

BookMyShow Strategic Fit

Brand Trust & Reach	Monetization Innovation	Post Event Engagements	Discovery & Personalization
BookMyShow leads India's ticketing with ~75% share.	Integrated monetization: tickets, streams, VIPs, sponsors.	Post-event engagement builds loyalty and retention.	Localized, data-driven discovery for niche events.

Organizer Pain Points



Hard to reach right audience	Creators feel **effort ≠ outcome**
Volatile ticket sales, unclear ROI	Fear of loss limits experimentation
Viewers leave early, low interaction	**reduce creator confidence** over time.

Attendee Pain Points



Too many listings, low relevance	Choice overload causes **abandonment**
One-way, boring streams	users don't feel "present"
Spam, trolls, poor quality	Users **stop exploring** new events

The GO / NO-GO Decision

Strong user–brand fit

Users already associate BMS with:

- Planned entertainment
- Ticketed experiences
- Time-specific events

Digital live events journey

Discover → Decide → Pay → Attend

This reduces adoption friction vs creators launching on new platforms

Clear unmet user need

Current platforms solve broadcast, not experience:

Zoom Utility but **no discovery** | **YT/Instagram** reach but **no intent**

When BMS adds digital live events, it can uniquely offer:

- Curated discovery
- Credibility & trust
- Event reminders & attendance flow
- Willingness to pay

These create a trusted and experience that users are willing to pay for.

Natural extension of supply-side relationships

Offline Ecosystem ⟫ Digital Unlock

Existing BMS Supply

Film Studios · Indie Musicians · Stand-up Comedians · Event IP Owners

Digital Events Unlock

Geographic scale reach · Lower marginal cost · Off-season monetization

Attractive risk–reward profile

Low downside, scalable upside makes this a calculated GO

Low Risk	High Reward
• Low CapEx • Variable cost model • Pilot-friendly	• High margins • Scalable reach • Incremental revenue

Conservative market sizing, strong unit economics, and a phased roadmap support a disciplined launch.

The GO Market Validation

- **BookMyShow** users already pay for movie premieres, stand-up comedy shows, and live music gigs, indicating **strong willingness** to transact for time-bound entertainment events.
- Offline events are limited by **city reach a**nd v**enue capacity**; digital formats remove these constraints, enabling access and near-zero marginal cost **scaling** per additional attendee.
- Creators increasingly prefer **ticketed digital events** over **ad-based platforms** due to higher revenue per user, predictable payouts, and access to **high-intent, paying audiences.**

Strategic Roadmap

PHASE 1	PHASE 2	PHASE 3
Curated Pilot • Stand-up, poetry, trailer launches events • Handpicked creators & studio partners • Revenue: Ticketing + platform commission	**Scale Formats** • Recurring shows & hybrid digital events • Fan interaction (Q&A, exclusive access) • Revenue: Bundles + premium access	**Monetize Platform** • Studio launches & sponsored digital events • Long-term creator partnerships at scale • Revenue: Sponsorships + branded launches

Market sizing

BOOK MY SHOW

TAM - 70M users

(Regular active users in digital and booking sector)

- English/Hindi users → Digitally Active Urban users (30-35%) **22-26M Users**
- **Regional Languages**

22-26M Users → **5.5–6.5M users** (Preference Filter: Interested in live, interactive formats ~25%) → **Payment Willingness Filter** (Willing to pay for ≥ 1 event/year (~20%)) → **SOM** **1.1 – 1.3M users**

This SOM intentionally excludes regional-language-only users, rural and semi-urban audiences, passive entertainment consumers, and free-only viewers, ensuring the ~1.1–1.3M estimate reflects only high-intent, urban, digitally active users with demonstrated willingness to pay.

Impact on BMS and Creators

BMS

- Estimated annual GMV of **~₹45–60 Cr**, driven by a conservative paying base and **low-frequency attendance**.
- **₹6–9 Cr** incremental platform revenue **(10–15% take rate)**, with higher contribution margins than offline events due to zero venue and logistics costs.
- Increases engagement frequency by adding **1–2 paid interactions per user** annually without cannibalizing **movies or live shows.**

Content Creator

- Typical digital event can generate ₹1.5–2L payout per session, even at modest attendance levels.
- Eliminates travel, venue, and city-wise scaling constraints, improving creator ROI.
- Enables access to pan-India, high-intent audiences already accustomed to paying on BMS.

Creators increasingly favor ticketed digital formats over ad-based platforms for predictable and direct monetization.

Key Risks & Mitigation Plan

Key Risks	Mitigation Strategy
Uncurated or low-quality virtual events risk eroding BookMyShow's premium entertainment brand	Limit prominence to events earning sustained engagement, strong ratings, and repeat audience behavior
Maintain premium standards through curated onboarding and quality-led supply control	Implement invite-only creator onboarding with editorial curation and performance-based quality thresholds
Early creators earn insufficient revenue, leading to churn before meaningful network effects	Offer guaranteed payouts, platform-led distribution, pricing guidance, and tiered monetization models

Thankyou



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