

**BUSINESS PLAN**  
**CONVENIENCE STORE ESTABLISHMENT IN VIETNAM**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT**  
**OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL**  
**STAMFORD INTERNATIONAL UNIVERSITY**  
**MASTER OF BUSINESS ADMINISTRATION**  
**ACADEMIC YEAR 2016**

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**BETSON PANIKER**

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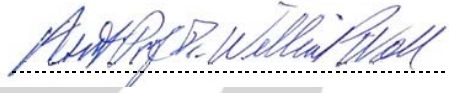
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# CHAPTER 1

## EXECUTIVE SUMMARY

### 1.1 Background to Idea

Emergence of online banking, online shopping, and online marketing among others have paved a way for yet another concept which is online ticketing. It supports the idea of paperless transactions wherein there exists a decreased dependency on paper for communication purposes and prevents the harmful effects of deforestation and costs associated with paper. The idea of online ticket booking in a specific region is promising considering the rapid growth of ecommerce business in India. The current size of the movie ticket market in India is around \$2 billion which grows annually at 10%, of which online movie tickets' proportion is only 15% of the total domestic market and this endeavor aims to explore the opportunities associated with such growth potential(Economic Times, 2016). The primary idea of this business proposal is to encourage a system of paperless ticketing through an online ticketing platform for cinemas in Pune which also has important consequences on the environmental issues.

### 1.2 Objectives

- 1) To identify profiles and/or characteristics of domestic tourists who traveled to and stayed in Sukhothai.
- 2) To study the relationships between demographic factors of domestic tourists and their decision to visit Sukhothai.
- 3) To study the influence of marketing mix on tourists' decisions to travel to Sukhothai.

### 1.3 Significance of the Study

The mission statement:

“To be the number one convenience services provider to cine goers in Pune keeping in mind the environmental sustainability factors.”

The vision statement:

“To help cinemas to go 100% paperless by eliminating the use of paper from all levels of its operations.”

### 1.4 Scope and the limitation of the study

The mission statement:

“To be the number one convenience services provider to cine goers in Pune keeping in mind the environmental sustainability factors.”

The vision statement:

“To help cinemas to go 100% paperless by eliminating the use of paper from all levels of its operations.”



**Figure 1.1** Title of Figure  
Source:

## **CHAPTER 2**

### **OPPORTUNITY ANALYSIS**

#### **2.1 Background of the study**

The current proposal is an opportunity to utilize the untapped potential of cine goers in Pune and enhance its environmental sustainability as an urban center. Pune is the ninth most populated city of India and second most populated city in the state of Maharashtra. The main aim of the company is to set up an Online Ticketing platform for all the cinemas present in Pune, enabling any customer to buy online tickets in form of a digital code, email or SMS and allows all modes of payment like Internet banking, credit card, debit card or even cash. It also aims to involve membership system where customers can collect and redeem points and get attractive deals. The website will also enable consumers to pre-order refreshments which are to be delivered at the seats during the movie, which provides a major competitive advantage over the existing platforms. It also proposes acquiring more partnerships with various business entities and co-organizing events with various event organizers to increase physical brand presence.

#### **2.2 Prospects of the Location**

The entertainment industry of Maharashtra is the largest in our country and the proximity of Pune and the big Bollywood industry of Mumbai provides many forward and backward inter-linkages to the cinema industry in Pune. Cinemas in Pune release a lot of Tamil, Telugu and Marathi films apart from Hindi films, making the cinema business very lucrative here. Moreover, online ticketing requires a wide network of internet coverage, the city has considerable internet and mobile coverage to maximize its outreach. Further, constituent population is very cosmopolitan due to presence of many big universities and colleges; presence of youth in large numbers adds to the bonus of the set up.

#### **2.3 Gaps in the Market Place and need for Paperless Online Ticketing**

The proposal considers the existence of similar platforms and aims to address the issues currently faced in their operations. A pre-feasibility survey was undertaken

to get better idea of this prospect which revealed one of the major problems of cinema ticket booking platforms faced by consumers. The existing platforms do not emphasize on paperless online bookings, this proposal will be the first one to adopt this strategy on a large scale keeping in view the long run sustainability needs. It was observed that the pan-India platforms are not able to handle the huge load and display frequent errors. The websites often crash before release of big films or around holiday time creating a distinct displeasure among the users. This platform with its superior IT technology, specifically designed for single city will provide a solution to above problems. Another problem faced by consumers is that small cinema centers and single screens are often excluded from the existing platforms, we intend to offer services for each cinema hall whether multiplex chain or an individual single screen in the city. Offline services will also be provided through customer call center which will help the booking process, even book tickets online in presence of network glitches. The current booking systems do not allow flexibility in terms of booking timing i.e. booking prior to three days or booking just in time for shows; the business will try to ease the above restrictions for the benefit of the consumers. Some of the existing platforms also do not include sale of mobile tickets for all movie-shows at all the cinema theatres and hence creates ambiguity among the users. The proposed platform will try to address this problem by encouraging cinemas to use scanners and barcode code at the entry point and eliminate the need for paper tickets during the transaction. The benefits of the proposal to valued customers through membership system will attract more number of users on a continuous basis allowing us to collaborate with other firms for advertising and marketing revenues. At the same time, the business risks involved in any venture in terms of regulations, physical resources and technology cannot be ignored but sincere efforts will be made to minimize and manage the risk through a systematic approach.

## **CHAPTER 3**

### **COMPREHENSIVE FEASIBILITY ANALYSIS**

#### **3.1 Introduction to Chapter**

The feasibility study is a critical step in the business assessment process. It assesses the strengths and weaknesses of this project and presents the directions of activities which will improve the project and achieve desired results. The Feasibility Analysis for this proposal is presented under four themes; Service Feasibility, Industry/Target Market Feasibility, Organizational Feasibility and Financial Feasibility.

#### **3.2 Service Feasibility**

##### **3.2.1 Market Need and Demand Analysis**

The changes in lifestyles and growing pressures of the modern-day world have changed the attitudes and perceptions of the current generation. Lack of time and the competitive pressures at work have instigated a greater demand for convenience and ease at getting entertainment. Further, increase in computer literacy and greater use of smart phones makes the time even riper for such a setup. A concept test of 15 questions from 1000 respondents in Pune was undertaken through personal distribution of questionnaires with prospective users, outside 20 movie theatres. The respondents were primarily young internet users, the right age group for this analysis who voiced their opinions clearly about the issues they face in operations. This test involves a preliminary description of the service to prospective customers get better knowledge of customer interest, desirability and its intended use (Qualtrics, 2016). The main purpose of such tests is to validate the fundamentals on which this service idea was generated. A prototype website will be released based on inputs of survey which permits usability testing; and measures the ease of use and the user's perception of the service and after various steps of activation the final website platform will be approved.

The concept test studies the feasibility of such services and gives useful insights enabling us to confirm the requirement of the service. Essentially most of the surveyors felt that more platforms were needed to ease out the burden of few. Some of the common problems with the current booking platforms include: "The cinema servers are

unable to handle the web load. This problem is aggravated at peak times, the number of requests that are transferred from other platforms are huge slowing down their servers considerably. Customers start getting booking errors or partially committed transactions leading to frustration and anxiety about payment issues.” The customers also had issues related to internet connectivity wherein they proposed setting up of online help lines to assist them through the process, even book their tickets and send those tickets through SMS or email. Such a system also generates benefits for environment and provision of cleaner air for the residents as less number of trees are cut in the amalgamated clusters of urban regions.

Another concern was that the regional movies were neglected many a times and only big budget films are promoted for online ticket booking, art films and small films are totally out of picture. A lot of Marathi, Tamil and Telugu films are way down in priority for the cinema owners as they fetch lesser revenues. The increase in number of film and theatre institutes rapidly set up due to vicinity to Bollywood creates greater interest in offbeat movies and subsequently in the market for online ticketing of art and regional films. An organized and informed collaboration with cinema owners is expected to address such issues and tap the untouched potential.

Many consumers felt that small and single screen nearby cinemas which are more affordable are not included in the existing platforms, the cinemas existing in urban centers and malls are often out of reach of pockets of students, lower and middle income groups; inclusion of such screens will provide a greater convenience to them. Some of them mentioned that they could use incentive based deals for certain days or certain time of the days along with system of valued members; even deals with coupons in retail sector were desirable. The proposal of delivery of refreshments at the cinemas was also well accepted among the respondents and this idea appealed to great extent as other platforms do not offer such services for all show times for every cinema theatres. Therefore, it can be observed that the proposed service will be feasible and accepted if the above issues are dealt with caution in the business process and may lead to optimum utilization of the potential in this market.

### **3.3 Industry/Target Market Feasibility**

#### **3.3.1 Industry Attractiveness**

The Global E-commerce market stands around \$22.1 trillion in 2015 according to UNCTAD estimates and India is the 10th largest buyer in terms of per capita e-commerce spends; the business to consumer (B2C) spend stands at \$22 billion and online shopping stands at \$20 million (UNCTAD, 2015). According to the Ministry of IT and Communication in India, the state of Maharashtra and Tamil Nadu has the highest number of total web users in India. Maharashtra has the maximum Internet users at 27.71 million, with 9.74 million coming from rural areas and 17.97 million in urban areas (PTI, 2016). Pune stands in the top 10 maximum internet usage cities in the country and this growth rate of internet use is increasing at a rapid pace. According to a report of IMAI, Pune witnessed a growth rate of 34% in the number of Internet users in 2014, apart from internet through desktops the usage of internet through mobile phones is also increasing considerably. Individuals in every age group; be it 18-40 years or even 40 years and above, who do not have access to personal computers and laptops are learning new ways and use smartphones in hand for internet based services (IMAI, 2016). With respect to product attractiveness, the design of the platform is expected to be visually appealing and easy to use in terms of payment mechanism so that target market is encouraged to use the platform.

#### **3.3.2 Target Market Attractiveness**

The target group of this service is expected to be consumers aged between 18-40 years. This is primarily due to fact that majority of cinema viewers are of this age group and it is the most internet friendly age group. Pune constitutes of a huge student population, according to the data from the University Grants Commission, its university has 811 affiliated colleges comes second in terms of number of colleges in India. Planning Commission member and former Pune University vice-chancellor Narendra Jadhav mentioned in one of his statements that the growth of number of students in Pune has primarily been witnessed in the last 10 years, about 45% of all the foreign students travelling to India for education come to Pune. Five years ago student population of Pune stood at about 5.5 lakh (Times of India, 2013), which would have increased significantly by 2016. Similarly, there are many working professionals in the city as it is an emerging IT hub; more than 200 software companies are currently

functioning from Pune. It was observed that the current MNC culture with its typical features of long working hours, weekend party breaks, and a decent income, the consumers do not refrain from spending their income on outings and entertainment. The availability of infrastructure from IT sector and its wide internet usage in the city adds greatly to the benefits of this setup. The ease and convenience that online booking offers, is always in demand and certain added benefits like membership discounts and other deals proves to be lucrative for wider number of audience.

Therefore, the industry and target market show bright prospects of welcoming this idea of online ticketing in cinemas considering the abundant population of the target age groups availability of technological infrastructures in presence of modern day work practices.

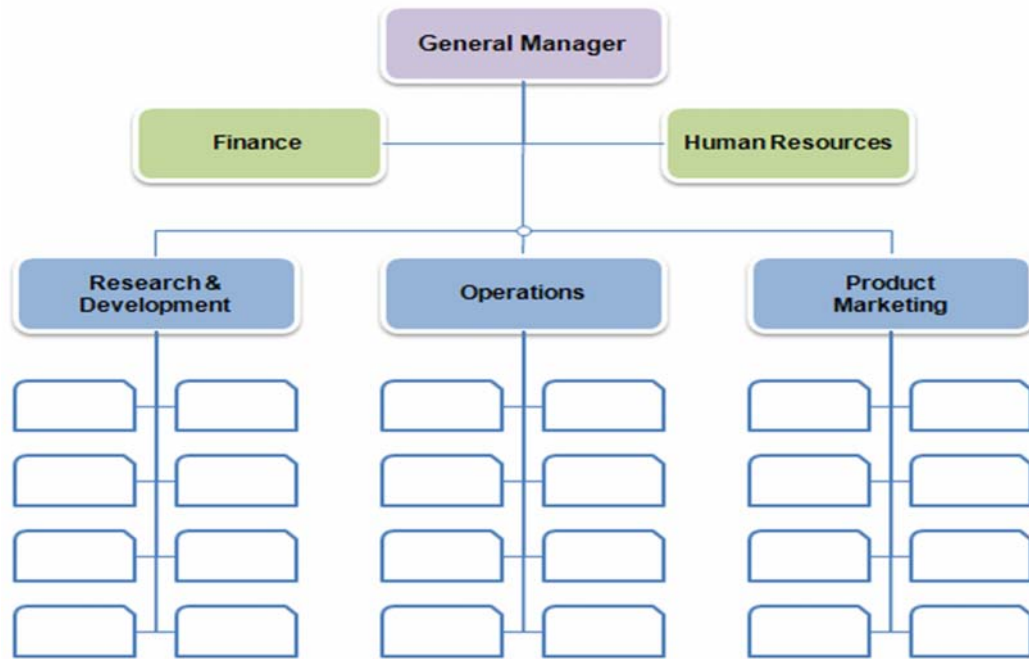
### **3.4 Organizational Feasibility**

#### **3.4.1 Management Prowess**

An organizational structure is the flow of authority, communications, rights and duties among the various members of an organization. It determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management (Strebinger & Treiblmaier, 2006). Owing to this, the start-up will have centralized structure in the initial period and seek to establish uniformity and improve the efficiency of the business processes.

The proposed hierarchical structure of an organization with one General Manager and five other specialized professionals overseeing the Finance, Human resources, Research and Development, Marketing and Operations will be employed initially. There will be two cofounders/owners, one who will be the General Manager and one who will head the Product Marketing team. The initial structure will be a hierarchal structure as below:

## Functional Organizational Structure



**Figure 3.1:** Plan of Organizational Structure

### 3.4.2 Hiring Plans

Pre-planned hiring plans systemize processes in a growing company, helps employees to become more productive with time, enhances their ability to identify critical tasks and monitor their completion with standardized output quality. Pune being an urban center offers a wide variety of talent like graduates and post-graduates in business management, information and technology and marketing professionals as work force. Hiring plans will involve campus recruitment from reputed institutions like Symbiosis for finance and marketing freshers; College of Engineering and Pune Vidyarthi Griha's College of Technology for software developers and research and development, off campus talent hunt for some positions will also be done which require considerable experience.

**1st phase**

The Finance and Human Resource (HR) coordinators will be finalized in the first phase, reliable individuals with certain work experience will be hired in the beginning, the above hiring will give the team more knowledge of the basic functioning of an enterprise. The two experienced managers with extensive professional and digital marketing experience have an advantage over freshers. Their choice would lead to a highly capable and knowledgeable team giving credibility to the organizational feasibility of the potential venture.

**2nd Phase**

The HR coordinator will further help in the second phase of hiring and assist in finding suitable candidates with certain minimum qualifications for research and development, operations and marketing. An experienced individual will be hired for research and development from IT sector who can build such a platform, design a website and test it thoroughly for smooth functioning; which is the backbone of our enterprise. He will also be responsible for the system maintenance after implementation. Two more junior staff will be hired to work in the IT department to support development and maintenance. Marketing manager will be hired for advertising and launching process and will be used later for promotional activities. Operational team will manage the collaborations with the cinema halls and decide on the strategies and terms and conditions for working processes. They will also handle phone bookings and be responsible for customer care.

**3.4.3 Resource Sufficiency**

The availability of office space, the quality of the labor pool and the possibility of obtaining greater knowledge are the main non-financial resources required for the business proposal. Hinjewadi will be the location of the main office, it is affordable and it also offers co-working places for start-ups and is well connected with all modes of transport. It is one of the prime locations from Pune; a lot of IT companies have established their base here. The office space will have 2 workstations and 3 laptops,

along with a conference room and washroom entrepreneurial facilitation centers in these areas will be approached in setting up of the office equipment and other utilities. Other major requirements of the company like Legal advisors and Chartered Accountants will be hired externally from registered companies. There are many firms in the above-mentioned areas which offer reliable and noteworthy services in their field. These advisors will be hired after reviewing their charges, their reputation and references.

### 3.5 Financial Feasibility

#### 3.5.1 Start-up Cost

Financial feasibility aims to test the viability of the proposal after taking into consideration its total costs and probable revenues. The financial assessment of this idea revealed following observations. The start-up cost to be incurred in the first month constitutes of both capital requirements and operational requirements given in Table 3.1. The total cash required for the set up in the first month amounts to Rs. 989,000. The above funds will be raised from the savings of the sole proprietor.

<b>CAPITAL REQUIREMENTS</b>	<b>APPROXIMATE COSTS</b>
Rent of fully furnished property	20,000
Office IT Equipment	100,000
<b>OPERATING EXPENSES</b>	
Legal, Accounting and Professional services	25,000
Marketing and Advertisement	15,000
Company Registration	10,000
IT Infrastructure Maintenance (website hosting, payment gateway, etc.)	12,000
Salary and Wages	200,000
Office Supplies	4,000
Working Capital	600,000
Misc. Expenses	3,000
<b>TOTAL</b>	<b>989,000</b>

**Table 3.1:** Financial Feasibility Analysis of Business Plan**3.5.2 Financial performance of similar business**

The projections of financial performance of this firm for the initial period is based on 20 cinema halls, with an estimation of 400 bookings each day, reflecting a total of 8000 bookings on any given day. Based on the weekend performance of movies only, with a convenience fee of Rs.10 per ticket, the company will be able to make a sale of Rs.80000 on any given day of the weekend and 240,000 for a 3-day weekend period. Evaluating the fact that there are 52 weekends the projected sale for first year would be Rs. 124,800,00 excluding the revenues generated through marketing and advertisements. The projections will be reduced by 20% taking it as a marginal error. The revenues generated from advertising and marketing are expected to be nearly 1-2% of the total revenues. These projections in the comparison of existing established firms are very low, however we cannot ignore the inherent differences involved when compared pan-India websites and our city specific portal. It does not even remotely compare with ticket sales of biggest competitor BookMyShow, although it must be noted that that BookMyShow had the first mover advantage in this business. The existing businesses cannot be directly related to this start up as they are covering a wider geographical area and this proposal typically deals with the niche market of internet friendly cinema goers in Pune city. A vertical market which focuses on similar businesses that have specific and specialized needs is practically non-existent barring another startup i.e. CatchMySeat with a similar platform for the state of Kerala. At the same time, its horizontal market meets the specific need of a wide variety of industries, rather than a specific one that has wide presence as discussed in the competitor's review for this proposal.

The first-year sales are generally higher due to inquisitiveness of the consumers after a new launch, however the subsequent year's projections are based on a very cautious approach. The income generated in the first years is very close to the overall average in the industry, moreover the advertisement and marketing revenues will prove to be beneficial in covering the majority operational costs in the first year. The growth of sales of tickets is very likely to be steady during the first three years of the market,

however the percentage of recurring income is average as once the transaction is over neither of the parties have an obligation towards each other. The proposal can forecast income and expenses with a reasonable degree of certainty as the proportion of income generated per ticket is fixed and no contingency expenses are expected in the first year. In likelihood, internally generated funds basically in the form of advertising and marketing services will be able to finance growth after the first three years.

In case of unfortunate downturn, the exit opportunities are available for this idea with little loss as the number of physical assets, machines and equipment are very less and computer related hardware have a considerable resale value. Opportunities requiring substantial capital with long periods of time to mature along with considerable risk involved are feasible only if they have high rates of return. The requirement of capital and return on assets is expected after a comparatively short time which makes this proposal beneficial. Such online platforms are also very attractive to big business for acquisition as they have more funds and knowledge to revive the business, therefore it has viable exit options for the proprietor.

Considering the above conditions this idea seems financially feasible in all respects however giving due importance to certain aspects like creation of a website which is attractive enough to appeal to a larger company for acquisition or incorporate ways to generate more revenues from consumers would lead to better financial prospects.

### **3.6 Overall Assessment**

Activities such as raising money, hiring employees, buying office equipment, signing leases are important, however, the primary factor for success of ecommerce websites is delivering a superior service. The initial success for any new service is the main determining aspect of the prospects of the future of the service and it precedes the further development of the actual product. The above analysis under service feasibility explains the need for the service in the market, similarly, industry attractiveness, market timeliness and the identification of a niche market is established under the industry/target market feasibility. The supporting organizational structure examines the management prowess and resource sufficiency of the plan. It evaluates management expertise, organizational competence, and the various non-financial resources available

to successfully launch the business. The main motive of any business idea is generation of profits in its due course, the financial assessment of this service shows that the proposal is promising as it covers the working capital requirements in the initial period and further profits are expected in a longer time.

Overall, the above assessment makes the idea feasible and would enable the owners to fetch rewards in the long run. However, apart from above the single most important consideration which must be strictly kept in mind is the creation of platform itself. One of the various implications of the above consideration is that the design of the website should have easy maneuverability for consumers and options and menus and dropdown lists should be clear. Given the specific coverage of the targets as movie watchers only, it important to design pages which are convenient to use for young generation and even prove to be encouraging to middle aged consumers which would expand the target market further. The payment mechanism should also be clearly explained to remove all kinds of related anxiety in case of any disruptions; all the payments options with screenshots of the process should be given in the Help topic. Further assistance in the process can provided with provision of helplines and customer care numbers to guide the consumers in a smooth manner. Consolidated efforts by promotional and the launch team wherein billboards and posters depicting the ease of use of the service will also help in giving familiarity to the probable customers.

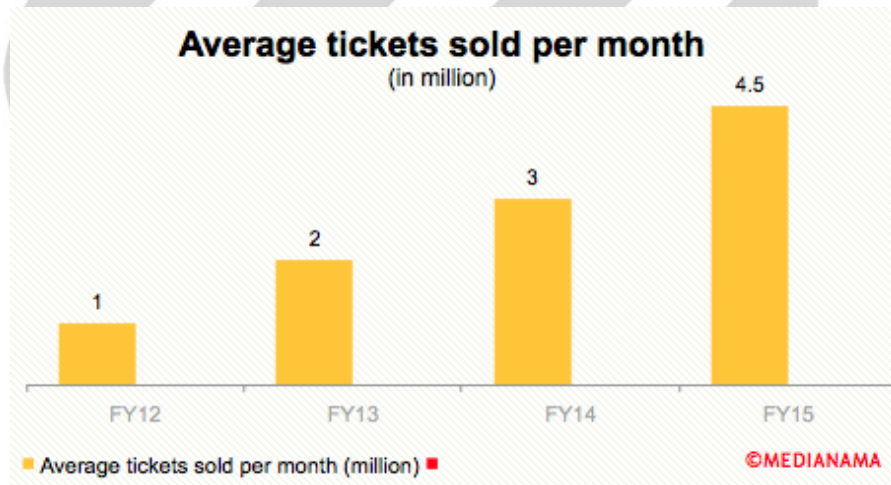
## CHAPTER 4

### COMPETITOR'S REVIEW

#### 4.1 Direct Competitors

A business plan is incomplete without analyzing the existing competition faced by this proposal. The more challenging the proposal greater the benefits it reaps and encourages the entrepreneurial drive to the maximum. There are various platforms in the market for online ticketing like BookMyShow, TicketNew, CatchMySeat, of which BookMyShow is the most popular platform in all centers and there are also indirect competitors like AskLaila or Sulekha events. Online ticketing options are also available on the websites of many multiplexes and other online utility websites like Paytm are also venturing in online ticket booking of cinemas. The rival firms bring out important aspects to be considered as they exhibit both advantages and disadvantages of their own. The above competitors are either direct, indirect or display characteristics of potential competition in future.

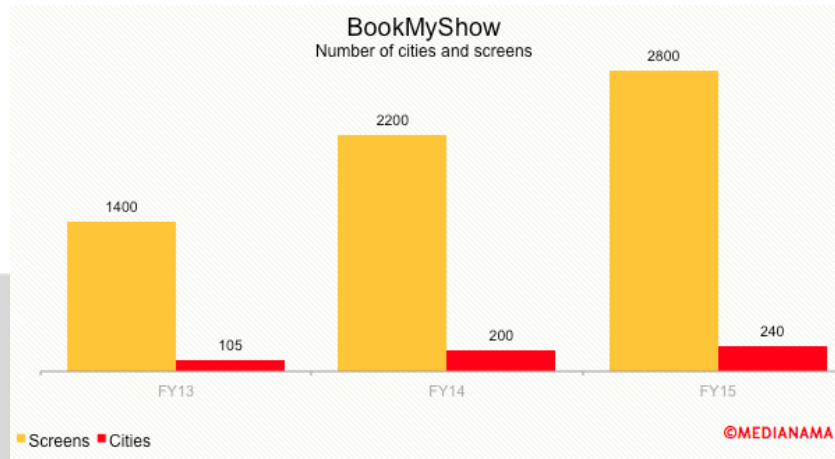
The biggest challenge of this proposal is to capture the huge market share of the established rival BookMyShow, it started in 2007 and it captured 90% markets within five years of its inception. It is positioned as the largest entertainment ticketing service with an average of more than 4.5 million tickets a month were sold in FY15, with over 50% of the tickets now being bought via mobile as shown in Figure 4.1 (MediaNama, 2015).



**Figure 4.1:** Ticket Sales in BookMyShow

The number of people visiting the website has increased phenomenally to 42 million per month with 17 million app downloads. The number of registered users were 7 million as on 31 March 2014. The number of screens included in BookMyShow have

increased from 2200 to 2800 from 2014 to 2015 as shown in Figure 3 and they have expanded to 40 more two tier cities in the year (MediaNama, 2015).



**Figure 4.2:** Number of Cities BookMyShow operates in

At the same time, it also suffers from certain weaknesses in practice. The foremost drawback of this platform is that it is limited to urban areas as large part of Indian population does not have internet coverage, moreover they are not habitual in use of online banking and credit card payment system. This problem is to be addressed by our platform by offering consumers a possibility of cash payment options in an effective and easy manner. Another major drawback of its that our platform addresses it that it is not 100 percent paper less in its transactions. It also faces problems of mismanagement due to lack of coordination with event organizers because of its large scale of operations

#### 4.2 Indirect Competitors

The websites of existing movie theatres prove to be indirect competitors in their own sense. Cinema owners of PVR, DT, SRS, Inox mostly have their own websites and kiosks at various locations. Most of the cinema halls which have websites are the big chains of the multiplexes, the single screens usually have a website only if they are part of other big chains. These are clearly different with respect to their booking range as individual websites give information and offer tickets of the specific cinemas, on the other hand our platform has a clear advantage as it offers comparison of prices, show timings, distance from location and other information for all the cinemas in their vicinity (INOX, 2016; PVR Cinemas, 2016). Moreover, all of them are not 100 percent paperless too.

Online websites which offer plethora of services ranging from utility bill payments to shopping to event booking prove to be indirect competitors too. They include websites like the Paytm which recently entered online ticket booking business (Paytm, 2016a). The web-load of such websites is humongous and presence of frequent lags proves to be very time consuming in making appropriate choices. They are full-fledged ecommerce websites which offer services like online wallet, bill payments, online shopping etc. rather than the specified services. At the same time, the Paytm website for Pune location gives option for only 11 cinemas for online ticket booking as

of now wherein they have collaborated only with the major multiplex chains (Paytm, 2016b).

Apart from above mentioned competitors, there are many other websites which give indirect competition to this proposal, however the extent of their market share may not be very large. Sulekha events is an international ecommerce website, which offers wider range of services for Indian events than any of the competitors, online ticketing constitutes a very small proportion of the services so its importance in their strategic decision making is mitigated to a great extent. They cover only about 20 cinema theatres from the existing 50 cinema theatres and the website is very complicated to use (Sulekha event, 2016). Other comparatively smaller platforms like Askaila offer services ranging from event booking, shopping, transportation booking they are functional in cinema ticket booking services for many theatres but they do not offer services for all the cinema halls and cover only the bigger multiplexes (Askaila, 2016). There frequent complaints about Askaila expressing concern over their credibility in other services which has become detrimental for their reputation.

### **4.3 Competitor Matrix**

Competitor analysis is a tool that helps in establishing a company's competitive edge. Through competitor matrix, the process portrays the competitive landscape of the companies and shows the market position of each company in comparative form. The present section intends to prepare the competitors matrix for online ticket platform with the current existing competitors. In the below given table, the competitors for online ticket platform has been observed as BookMyShow TicketsNew.com and CatchMySeat. The matrix has taken various factor of the business, like prices, product superiority, operations, systems etc. to establish the current condition of the all three firms. The competitive edge visible from the matrix is of BookMyShow and TicketNew.com with its unique feature of sales other than movies tickets. Also, as the existing competitors, both the firms have market power in terms of changing higher prices and selling customized product facilities to different customers. Therefore, the online ticket booking business strategy must diversify its capacities and services within short span to avail these competitive benefits.

	<b>Booking</b>	<b>Training of operators</b>	<b>Paper Usage</b>	<b>Order Refreshments</b>	<b>Payment</b>	<b>Automation</b>	<b>Rewards Program</b>
<b>BookMyShow</b>	Website, Mobile App	Required	Yes	No	Only Online	Only ticket booking	No
<b>TicketNew</b>	Website, Mobile App, Telephone	Required	Yes	No	Online and cash on delivery	Only ticket booking	No
<b>CatchMySeat</b>	Website, Mobile App	Required	Yes	No	Only Online	Only ticket booking	No
<b>ABC</b>	Website, Mobile App, Telephone	Minimum	No	Yes	Online and cash	Booking and scanning at the cinema entrance	Yes

**Table 4.1:** Competitor Matrix

#### 4.4 Potential Future Competitors

The potential future competitors are recent entries with similar business idea like *TicketNew* are also formidable competitors as they offer only ticketing services for movies, however they are yet creating a niche for themselves as they are in the initial phase. This platform offers ticketing services for less than 5 cinema theatres and more of threat for future if they succeed (TicketNew, 2016). There are other potential competitors like *CatchMySeat* who offer ticket booking services only for Kerala as of now, the main advantage of this platform is the comfort and ease it provides for the users but are specific to one region (Catch My Seat, 2016).

## CHAPTER 5

### SUMMARY, CONCLUSION & RECOMMENDATION

#### 5.1 Legal Issues the company might face

With a stimulus in globalization and computerization, The United Nations Commission on International Trade Law (UNCITRAL) adopted the Model Law on e-commerce in 1996 after which the Government of India passed Information Technology Act 2000 and its amendment in 2008 to provide legal recognition for transactions carried out through ecommerce. The Act dealt with legal recognition of electronic documents and digital signatures and providing justice for cybercrimes. The corporate responsibility for data protection is greatly emphasized under section 43A where corporates are under an obligation to ensure adoption of reasonable security practices. The civil liability of ecommerce was laid under the above section in form of guidelines of reasonable security practices like site certification, security initiatives, awareness training, conformance to standards, certification; policies and adherence to policies like password policy, access; control, email policy etc. and periodic monitoring and review (Government of India, 2000).

Web hosting services also must comply with issues like Cyber Law Due Diligence Requirements of India, Cyber Law, Cyber Security, Defamation Laws and Intellectual Property Rights (IPRs) Violations. Cyber law due diligence in India is of foremost importance for internet intermediaries and it was incorporated in the Information Technology Act 2000 under section 79 Information Technology Rules, 2011(Government of India, 2013). E-discovery and cyber forensics' best practices are also required to be adopted by various national and international companies operating in India. According to cyber law and cyber security breaches, individuals are required to collect and preserve digital evidence in a legally admissible manner, so if the website and the app are not developed as per these laws then there will be issues of prosecution regarding destruction of evidence and non-compliance.

### **5.2 Analysis of cost, time and obtaining any license**

The first step to set-up an online platform is to acquire a domain name in the company's name and terms of service and conditions along with privacy policy must be written compulsorily under Information technology guidelines describing the security practices and procedures and treatment of personal information. Secondly registration as a Private limited company/LLP/Partnership/Sole Proprietorship with Ministry of Corporate Affairs is important. This gives protection to the business so that it does not face any legal issues from their customers. Central Sales Tax registration and obtaining TIN/VAT is compulsory when the turnover crosses Rs.500,000 when inter-state sales are expected. After registration, it is required to get secured payment gateway for the website using different online payment gateways. Further, PAN (Permanent Account Number), DSC (Digital Signature Certificates), DIN (Director Identification Number, and TAN (Tax Deduction and Collection Account Number) are needed along with a bank account in the company's name (Government of India, 2000). Finally, Trademark Registration of the name is also necessary to protect from infringement problems. The above process may take around 6-8 weeks and requires the services of a chartered accountants incurring about Rs. 25,000 in registration and trademark registration.

### **5.3 Anticipated partnerships or joint ventures**

The proposed platform will offer a marketplace to every vendor of cinema in Pune, all theatre owners will be approached to collaborate, and this will be a special opportunity for single screens and smaller cinema theatres that do not have website of their own. In the initial phase, no commissions will be sought from the multiplexes. After consolidating a significant user base, certain charge as service fee per booking may be collected from the multiplexes. A convenience fee of Rs 10 will be charged from the users to generate revenues after gaining a decent market share. The website will constantly be in sync with box office inputs and cinema's own website bookings. Cinema halls with online websites will be approached to incorporate the paperless technology in their ticket booking process. Cinema halls with no or less online presence will be given an online presence by allowing them to list on the website and use the paperless ticketing technology. The terms and conditions of the collaborations may vary

with each vendor depending on the demand and supply of their individual ticket sale, however sincere efforts will be made to incorporate each vendor. Competitors like BookMyShow, TicketNew and others will also be approached to incorporate the paperless technology in their sites and commission on each ticket in addition to the convenience fee will be the company's revenue. This would not only increase revenue but also help to get rid of the competition poised by the competitors. The terms and conditions for provision of refreshments will also be finalized with the food and beverage vendors in the movie theatres. Further opportunities of collaborations and joint ventures with major retail brands and marketing and advertisement campaigns will be explored enabling us to provide lucrative deals to the consumers thereby fulfilling their expectations and giving them greater consumer satisfaction.

#### **5.4 Regulations or law that company must comply with**

Overall, the regulatory and licensing guidelines will be complied with respect to all the guidelines to ensure fair operations. The existing tax norms and the complicated interstate laws will be adhered with caution along with anti-corruption programs for sourcing and vendor management programs. They will help in efficient operations, employment solutions, industry growth, funding and IT infrastructure required for the process. The laws regulating e-commerce in India are still evolving, more and more conducive frameworks are needed to enable optimum utilization of potential ecommerce business, the changes in future will also be sincerely implemented

## **CHAPTER 6**

### **SALES PLAN WITH 1 YEAR, 3 YEAR PROJECTIONS AND COMPANY GROWTH PLAN**

#### **6.1 Important Assumptions and Start-up cost evaluation**

The current plan is based on the online movie ticket sale services. The system desires to provide a paperless approach for movie ticket booking process. While the study establishes the number of screens, target consumers and type of product market for the business idea, the present section would propose certain important assumptions in formulation of business projections.

- Firstly, the business plan has assumed the initial investments to be incurred in single office location. As the platform suggested in present study is online based, most operations are done online. Therefore, single office will be optimum to conduct necessary operations.

- Second, the projections of financial performance of this firm is based on 20 cinema halls, with an estimation of 400 bookings each day, reflecting a total of 8000 bookings on any given day.

- Third, it has assumed that a margin of Rs.10 will be made per booking for the first two years and then a margin of Rs.12 from the third year on.

- Fourth, it has assumed that 2 scanning systems or entry points will be installed per theatre. The company will carry out all the IT software and hardware installation while the theatre would be responsible for the installation of the entry points.

- Lastly, business will be operating in Pune for first 5 years and then would plan to expand across four metro cities.

With the stated assumptions, the financial assessment of this idea is revealed below with the evaluation of start-up cost to be incurred in the first month constitutes of both capital requirements and operational requirements.

<b>CAPITAL REQUIREMENTS</b>	<b>APPROXIMATE COSTS</b>
Rent of fully furnished property	20,000
Office IT Equipment	100,000
<b>OPERATING EXPENSES</b>	
Legal, Accounting and Professional services	25,000
Marketing and Advertisement	15,000
Company Registration	10,000
IT Infrastructure (website hosting, payment gateway, etc.)	12,000
Salary and Wages	200,000
Office Supplies	4,000
Working Capital	600,000
Misc. Expenses	3,000
<b>TOTAL</b>	<b>989,000</b>

**Table 6.3:** Total Start-up cost

## 6.2 Source and use of funds

The total funds required for the setup of online platform is estimated to be 989,000 INR. Major part of the fund is required to be invested in paying the salaries of the hired personnel and purchasing IT equipment. The capital requirement of the business is limited to equipment purchase like computers and laptops. Apart from capital requirements, legal and initial setup requirements like permits and licensing, accounting services, initial professional services, promotional expenses are also categorized as initial expenses and chances of repentance of these expenses get diminished with successive years. Further, besides initial expenses in terms of capital and preliminary, monthly rent, employee salaries, internet charges, maintenance expenses, IT infrastructure maintenance and customer support services are all reoccurring expenses requirements.

The required funds will be arranged completely from the savings and previous earnings of the owners.

### 6.3 Financial projections

#### 6.3.1 Projected Profit and Loss Statement for three successive years 2017, 2018 and 2019:

<b>Profit and Loss Statement</b>	<b>2017</b>	<b>2,018</b>	<b>2,019</b>
<b>Revenue</b>			
Revenue from movie tickets (daily)	10,000	20,000	48,000
Revenue from movie tickets (yearly)	3,650,000	7,300,000	17,520,000
Revenue from advertising	60000	84,000	120000
<b>Total revenue</b>	<b>3,710,000</b>	<b>7,384,000</b>	<b>17,640,000</b>
<b>Less Cost of Goods Sold</b>			
System Setup Cost (35,000/site)	175,000	175,000	350,000
<b>Total Cost of Goods Sold</b>	<b>175,000</b>	<b>175,000</b>	<b>350,000</b>
<b>Total Gross Profit</b>	<b>3,535,000</b>	<b>7,209,000</b>	<b>17,290,000</b>
<b>Operating Expenses</b>			
Sales and Marketing	180,000	198,000	217,800
Owner Compensation	0	0	0
Employee Compensation	2,400,000	2,520,000	2,646,000
Rent - Property	240,000	252,000	264,600
Legal Expenses	60,000	30,000	30,000
Transportation Expense	42,000	80,000	120,000
Website Hosting and Maintenance	144,000	180,000	240,000
Cinema IT Infrastructure Maintenance	60,000	120,000	240,000
Office Expenses & Supplies	48,000	50,400	52,920
Telephone and Communications	36000	37,800.00	39,690.00
Corporate Income Tax (30%)	1,060,500	2,162,700	5,187,000
Employee Income Tax (10%)	240,000	252,000	264,600
Misc.	36,000	37,800	39,690
<b>Total Operating Expense</b>	<b>4,546,500</b>	<b>5,920,700</b>	<b>9,342,300</b>
<b>Net Operating Profit/Loss</b>	<b>-1,011,500</b>	<b>1,288,300</b>	<b>7,947,700</b>

**Table 6.4:** Profit and Loss statement

## 6.3.2 Projected Cash Flows for the years 2017, 2018 and 2019:

2017 2018 2019

	2017	2018	2019
<b>Cash flow from operating activities</b>	<b>3,710,000</b>	<b>7,384,000</b>	<b>17,640,000</b>
Operating Expenses			
Sales and Marketing	180,000	198,000	217,800
Owner Compensation	0	0	0
Employee Compensation	2,400,000	2,520,000	2,646,000
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Employee Income Tax (10%)	240,000	252,000	264,600
Misc.	36,000	37,800	39,690
<b>Total Operating Expenses</b>	<b>4,546,500</b>	<b>5,920,700</b>	<b>9,342,300</b>
Increase in assets	-	-	-
Decrease in liability	-	-	-
<b>A: Net cash flow from operating activities</b>	<b>-836,500</b>	<b>1,463,300</b>	<b>8,297,700</b>
<b>Cash flow from investing activities</b>			
Investment in IT services	175,000	175,000	350,000
<b>B: Net cash flow from investing activities</b>	<b>175,000</b>	<b>175,000</b>	<b>350,000</b>
<b>Cash flow from financing activities</b>			
Issue of Loan	0	0	0
Interest paid	0	0	0
<b>C: Net cash flow from financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net increase in cash and cash equivalents (A - B - C)</b>	<b>-1,011,500</b>	<b>1,288,300</b>	<b>7,947,700</b>

Table 6.5: Cash Flow Statements

### 6.3.3 Projected Sales plan for three consecutive years 2017 to 2019

<b>Sales Plan</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Unit of sales (Tickets)</b>			
Hindi movie	250	500	1000
Marathi movie	125	250	500
Tamil movie	175	350	700
Hollywood movie	250	500	1000
Kannada	50	100	200
Telugu	50	100	200
Malayalam	85	170	340
Bengali	15	30	60
<b>Total unit sales</b>	<b>1000</b>	<b>2000</b>	<b>4000</b>
<b>Price per unit(10)</b>			<b>price per unit (12)</b>
Hindi movie	2500	5000	12000
Marathi movie	1250	2500	6000
Tamil movie	1750	3500	8400
Hollywood movie	2500	5000	12000
Kannada	500	1000	2400
Telugu	500	1000	2400
Malayalam	850	1700	4080
Bengali	150	300	720
<b>Total sales in a day</b>	<b>10,000</b>	<b>20,000</b>	<b>48,000</b>
<b>Total sales in a year</b>	<b>3,650,000</b>	<b>7,300,000</b>	<b>17,520,000</b>

**Table 6.6:** Sales Plan (FY 2017-19)

## 6.4 Company Growth Plan

### 6.4.1 Executive Summary

The growth plan for the online platform is based on the essence of expansion, of both revenue and popularity. While the company's marketing goals are determined to establish the brand image of the current online platform, the long term and short term goals are discovered with the special focus towards increasing revenue numbers. Lastly, with the multiple aims of online platform, the one among all calibrates the sustainability contribution of the business towards environment.

### **6.4.2 Elevator Pitch**

The current business plan proposes an idea of paperless conduct towards movie tickets dealing. The strategy intends to popularize this new method of paperless tickets and replace the old techniques. In the effort towards so, the current plan further aspires to win biggest market share of online movie ticket booking in city Pune, Maharashtra.

### **6.4.3 Marketing Goals**

The foremost marketing aim of the online platform is to build up brand awareness of paperless tickets platform. The business idea will be delivering promotional techniques concerning with establishing and increasing brand engagements. Further, the motive behind the same is to generate high lead volume and establishing tough leadership.

#### **6.4.3.1 Short term goals**

The short-term goal of the business is decided as to gain maximum revenue in shortest time span. Further, the company aspires to expand the number of collaborations with cinema vendors within the span of 8 months on initiations.

#### **6.4.3.2 Long term Goals**

The long-term goal of the suggested business is to attain the major market share among the existing competitors. It also aims at collaborating with the competitors to integrate the paperless ticketing technology in their sites. The business plan aspires to initiate the business across different states of India. Furthermore, the business aims to tie up with biggest retail brands of India and overseas within 5 years of initiation.

### **6.4.4 Key Performance Indicators**

Key performance indicators (KPI) are crucial for any business. These factors are both revenue centric and consumer's satisfaction centric and therefore, provide a clear prediction of future growth and profit opportunities. Present case of online platform deals with online tickets and therefore, the key indicator for the business will be based on revenue factors, marketing factors and factors contributing towards business expansion. The key performance indicators observed for the current business plan are as follows:

focus towards increasing revenue numbers. Lastly, with the multiple aims of online platform, the one among all calibrates the sustainability contribution of the business towards environment.

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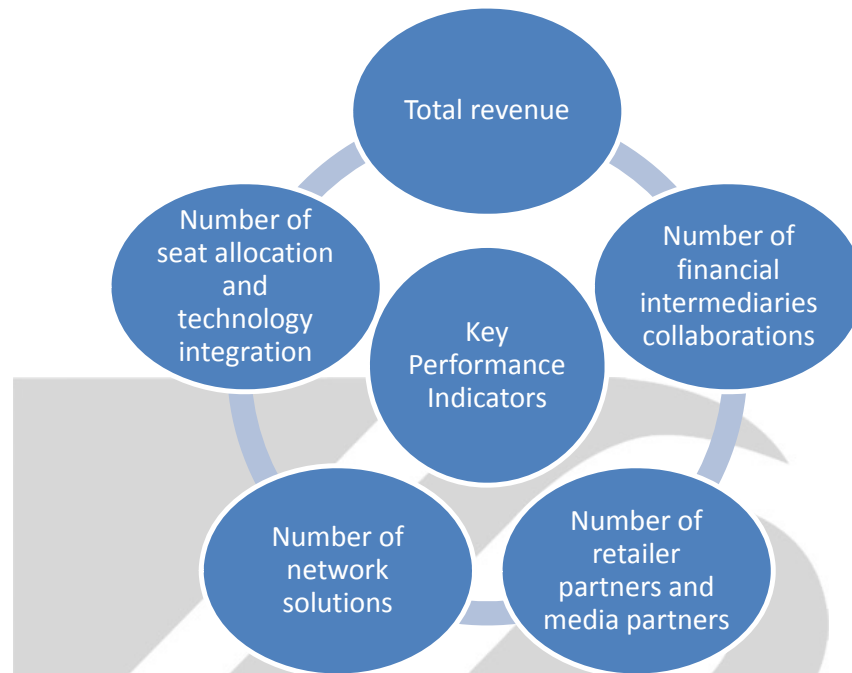
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**Figure 6.3:** Key Performance Indicators

#### **6.4.5 Sustainability contribution**

The paperless technique proposed by the current business plan to provide ticket booking facilities are innovative and environment friendly. The company's one of the important objectives deals with ascertaining the minimal usage of paper by customers. Therefore, as an alternate goal, the company deliberately confirms the positive environmental contribution by expanding the paperless tickets sales through successful establishment of online platform.

### **Business Model Analysis**

#### **6.5.1 Core Strategy**

##### **6.5.1.1 Mission Statement**

*“To become a premier platform for online movie ticket booking in Pune by selling the idea of paperless transactions and fully electronic tickets at the optimum convenience of customer”*

##### **6.5.1.2 Product/Market Scope**

The business plan for online tickets platform is confined towards movie tickets including both English and regional movies options. Already existing competitors, like BookMyShow do not provide the paperless ticket options and thus the current employed strategy has a good scope to earn a considerable market share. Further, concentrating upon the city of business, Pune occupies the place in top 10 cities with maximum growth of internet users in last 10 ten years (IMAI, 2016). Also, Pune

stands as among next best metro cities, contributing towards digital payment gateway market a 25% of the total contribution (along with Bangalore, Hyderabad and Ahmadabad). Therefore, keeping all the statistics, the trends signify the scope of online tickets markets to attain larger sales number in successive years.

### 6.5.1.3 Basis of Differentiation

The current business plan aspires to build a network of application based movie tickets, such that fully electronic movie tickets will be used with zero scope of use of paper. The idea is sustainable and has long term contributing factors towards environmental benefits. Therefore, this sustainability approach is the basis of differentiation with already existing competitors. The idea also makes the ticketing and entry process for customers faster, easier and more convenient. Furthermore, the business is concentrated only towards movie ticket booking and provides regional movies options to customers. The collaboration with food outlets provides an opportunity to the outlets to increase their sales.

## 6.5.2 Strategic Resources

### 6.5.2.1 Core Competency

A core competency is the competitive advantage in the market place that a firm comprises based on the innovativeness and durability of the product for upcoming period. As mentioned in the previous statement, the business has a unique selling point of fully paperless conduct towards movie tickets selling, and apparently administering the non-existence of similar kind of service in Pune, the current business strategy has a core competency for its product variability.

### 6.5.2.2 Strategic Assets

Strategic assets are targeted portfolio of assets which are kept under continuous review. The aim behind maintaining the strategic assets is to not allow any significant deviation in the total value of portfolio that has been targeted to be maintained. The current business plan would contest Dynamic asset allocation. Dynamic allocation plan would allow constant adjustment in the mix of assets depending on the boom or shortfall market conditions. The strategic asset for the present business idea of online movie ticket booking is given as below:

Assets Class	Target Allocation	Target Amount
Equipment	30%	1,80,000
Fixed Income	60%	3,60,000
Cash	10%	60,000
Total	100%	6,00,000

**Table 6.2** Account of Strategic assets

### **6.5.3 Partnership Network**

#### **6.5.3.1 Suppliers**

The ongoing business plan development is based on the platform designing of online movie ticket sales. Since the system is based online, the office supplies for the same have limited scope of to be considered. The present online platform would require office supply in terms of equipment like PCs, bar-coding scanners, networking and communication devices and services.

#### **6.5.3.2 Other Key relations**

The proposed online platform will offer marketplace to numerous vendors of Cinema in Pune including INOX cinema, Cinepolis, PVR, Big cinemas Ansal etc. The online platform does not undertake any liability or any convenience charges from these vendors for providing the paperless ticketing technology. Also, after attaining significant user base, certain charges as service fee may be collected from multiplexes. Apart from cinema vendors, the online platform plans to have tie up with several small-scale food joints on yearly basis. Online vouchers (in the form of bar codes) of these food joints will be distributed with the tickets purchased using Paytm transaction as complementary efforts towards promoting cashless transactions. The business would also establish relationships with competitors like BookMyShow to integrate its paperless technology into their operations.

Besides these collaborations, the network partners of the online platform are Yes Bank, Axis Bank and ICICI banks. Further opportunities of collaborations and joint ventures with major retail brands and marketing and advertisement campaigns will be explored in the successive years enabling us to provide lucrative deals to the consumers thereby fulfilling their expectations and giving them greater consumer satisfaction.

### **6.5.4 Customer Interface**

#### **6.5.4.1 Target Customers**

The target population for the online movie ticket booking services is the customers aged between 15–40 years. According to population consensus 2011, Pune as the region considered as smart city comprises of 67% of population between the age group 15-40 years (Ministry of Urban Development, 2015). Therefore, with keeping in mind the changes in population structure and secluded areas, the target population by the current business plan is approximately 60 percent of the total population.

#### **6.5.4.2 Fulfillment and Support**

Fulfillment and support refers to the business strategy that is undertaken to enter in the market. The current business plan relies on the paperless tickets services. The strategy involved for the same is the use of scanners and barcodes to supply paperless tickets. Further, to sustain customers, the present plan has also designed an online membership options which allows customers to get day to day notifications about all movies and avail discounts for the use of paperless tickets. There will also be a rewards program where customers will be given points for each paperless ticket they purchase. These points can be exchanged for freebies whenever possible.

#### **6.5.4.3 Pricing Model**

The hardware and software will be provided free of cost to the cinema halls initially, thus they will not be charged any fee. The company will not be responsible for pricing the movie tickets. Irrespective of the price of the movie ticket a convenience fee of Rs 10 will be charged from the users. The increment in prices will be seen in consecutive years where the cinema halls and other booking channels being charged Rs 2 per customer that avail the paperless ticket technology. Furthermore, a fee will also be charged from the food and beverage vendors in the movie theatres for the sales of refreshments.



## CHAPTER 7

### PROFORMA FINANCIAL ANALYSIS

#### 7.1 The target population for the online movie ticket booking services is the customers age Growth rate of Business

The growth rate refers to the change in a certain variable from one period to another in percentage form. In the present case of online ticket selling platform, the growth rate of business can be coined as changes in the total sales variable, or changes in the net profit variable. The growth rate will be simply the percentage of difference between the net profit for year 2017 and 2018. And similarly, for the growth rate for the next year will be the difference between net profit of 2018 and 2019. Based on the projections, the growth is calculated as below:

<b>Growth Rate of Business</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Net profit before Tax	-1,011,500.00	1,288,300.00	7,947,700.00
Difference	-	2,299,800.00	6,659,400.00
Growth rate	-	227%	516%

**Table 7.3:** Growth rate of profit

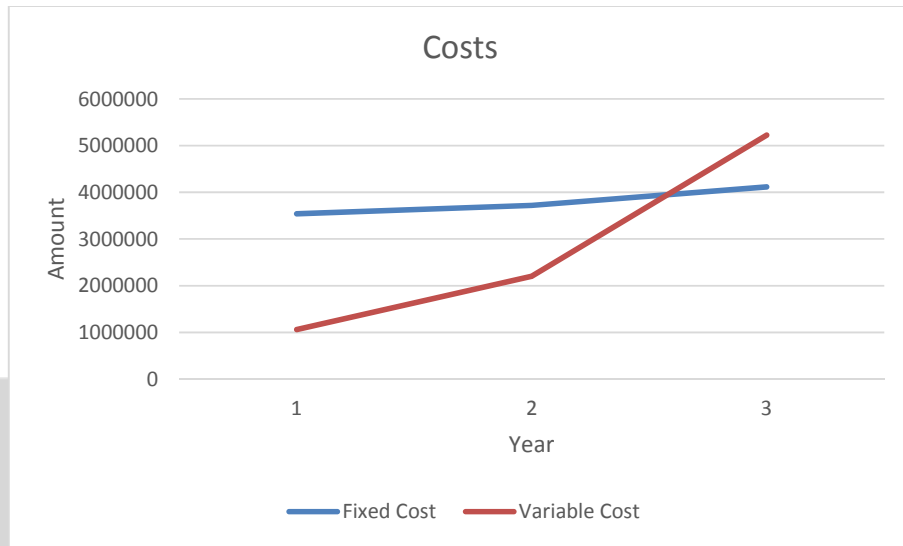
Further, taking growth rate in terms of revenues collections:

<b>Growth Rate of Business</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Revenue Growth</b>	3,710,000	7,384,000	17,640,000
Difference	-	3,674,000	10,256,000
Growth rate	-	99%	139%

**Table 7.4:** Growth rate of Revenue

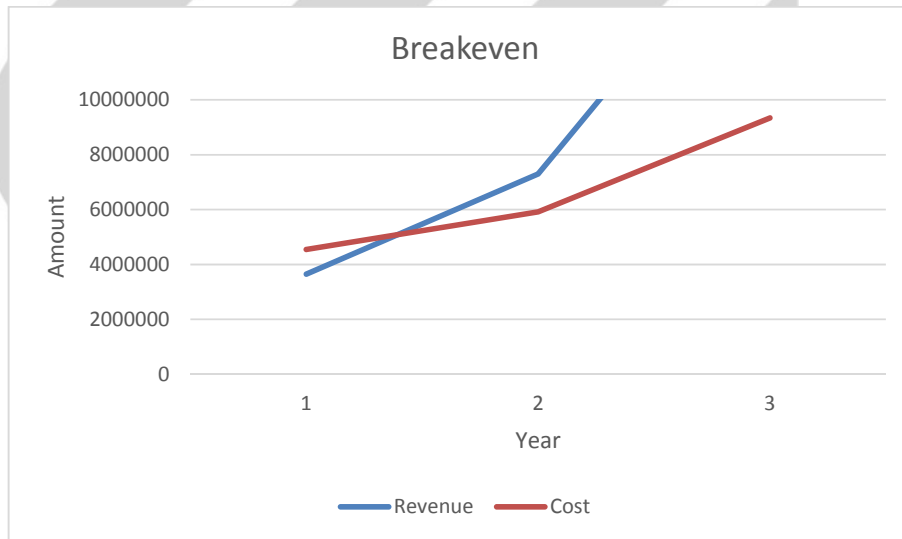
#### 7.2 Break Even Point

Breakeven point refers to the point where equality between total revenue and total expenses has been maintained. The Figure 1 below shows the variation in the fixed and variable costs. Initially, the fixed cost is greater than the variable cost, but in the third year of operations it falls below the variable costs. This helps to bring down the breakeven point.



**Figure 1**

The Figure 2 below shows the breakeven point for the business operations. Breakeven is achieved mid-way through the second year. The breakeven point for the third year will lower than that of the second year because of the increase in the per unit sales price (convenience fee).



**Figure 2**

### 7.3 Future Funding Requirement

To achieve a sustainable profitability rate, the plan further requires realizing the resources requirement of the business. Categorizing the requirements into two major avenues, the resource for the new venture includes a major part as the marketing investments fund. Since the market for online tickets has already been in the purview of competitors like BookMyShow, the current online platform is required to establish the brand name to attain a reasonable market share in Pune. The next resource requirement will be towards investment in IT department services. As the plan aspires to bring a website and application with zero scope of trafficking problems and paperless tickets services, the business is required to setup an efficient IT team to fulfill the objectives.

<b>Fund Type</b>	<b>Amount (In INR)</b>
<b>Fund for Marketing</b>	120,000
<b>Fund for IT services setup</b>	250,000

**Table 7.5:** Future Funding Requirement

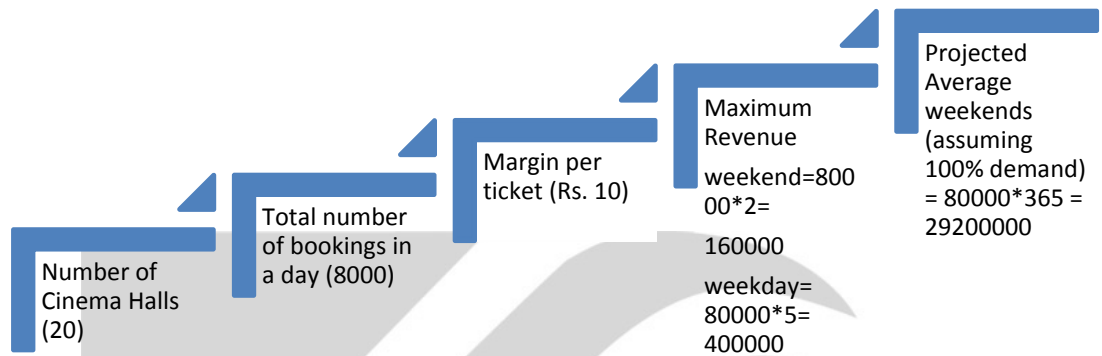
### 7.4 Sensitivity of the Plan

The sensitivity of the plan concerns with the unforeseen losses or risk associated with the business. The online platforms have less operational workload and largely depend on IT services and marketing developments, therefore are usually derived by two types of risks, such as market risk or assumptive risks.

1. Market risks include; sudden changes in consumer's preferences, natural calamity effecting consumers spending on movies, market downturns due to economy and political unrest, price competitions among competitors or low sales scenarios due to continuous failure of movies at box-office. These some risk are ever present and frequently outside the control of business.
2. Assumptive Risks are uncertainties associating with the assumptions taken for planning the business. The assumptive risks of the present business model include estimated website trafficking, forecasted market demand and revenue, schedule of movie releases or marketing strategies for future. The assumptions are undertaken at the initiation and do not guarantee its viability for near future, therefore, assumptive risk for present business model is area of concern.

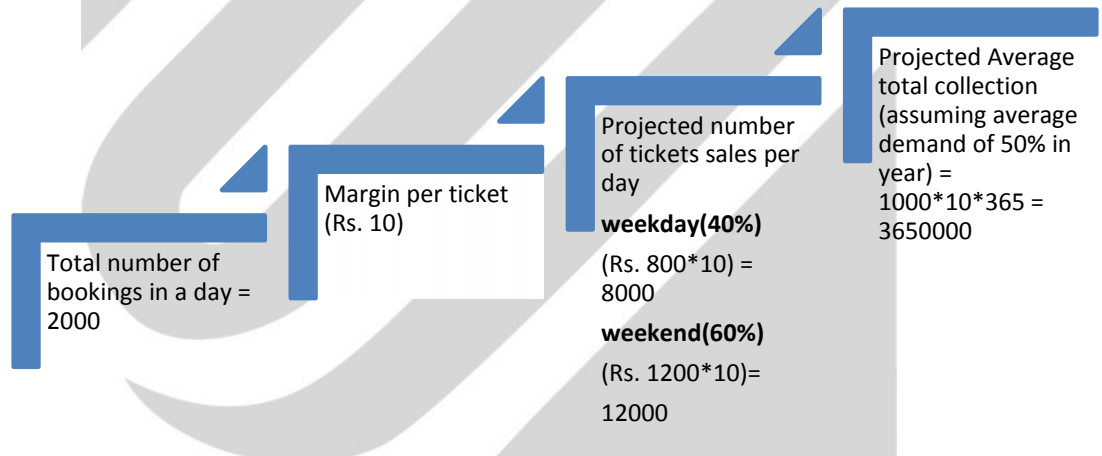
## 7.5 Development of Revenue Model

### 7.6.1 Total Revenue Attainable



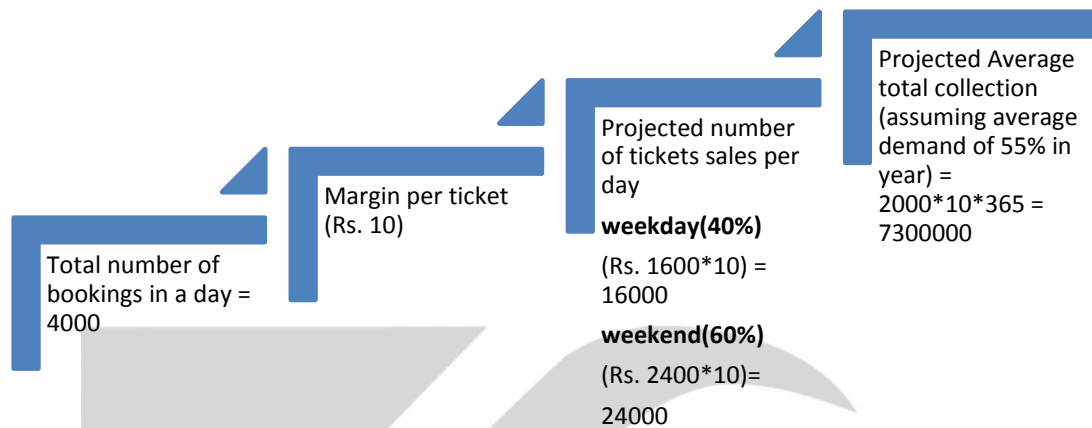
**Figure 7.4: Total Revenue Attainable**

### 7.6.2 Projected Revenue for first year



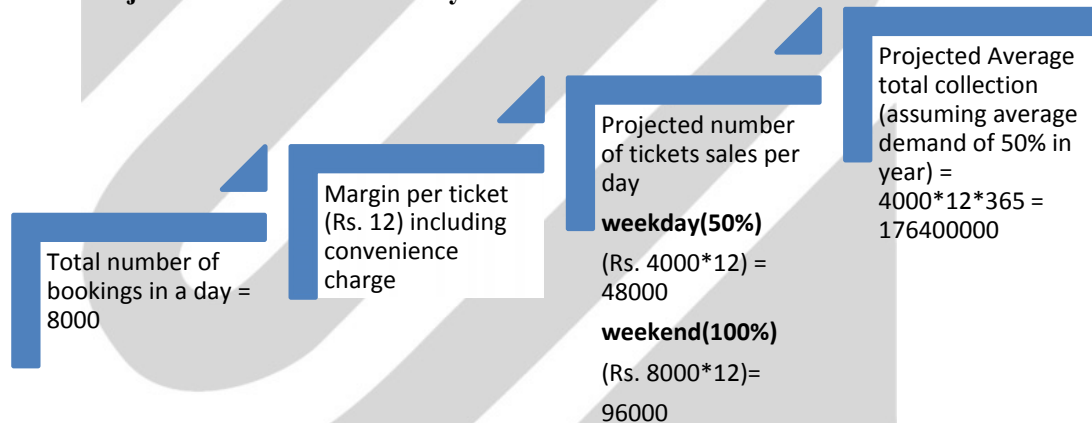
**Figure 7.5: Projected Revenue for First Year**

### 7.6.3 Projected Revenue for second year



**Figure 7.6: Projected Revenue for Second Year**

### 7.6.4 Projected Revenue for third year

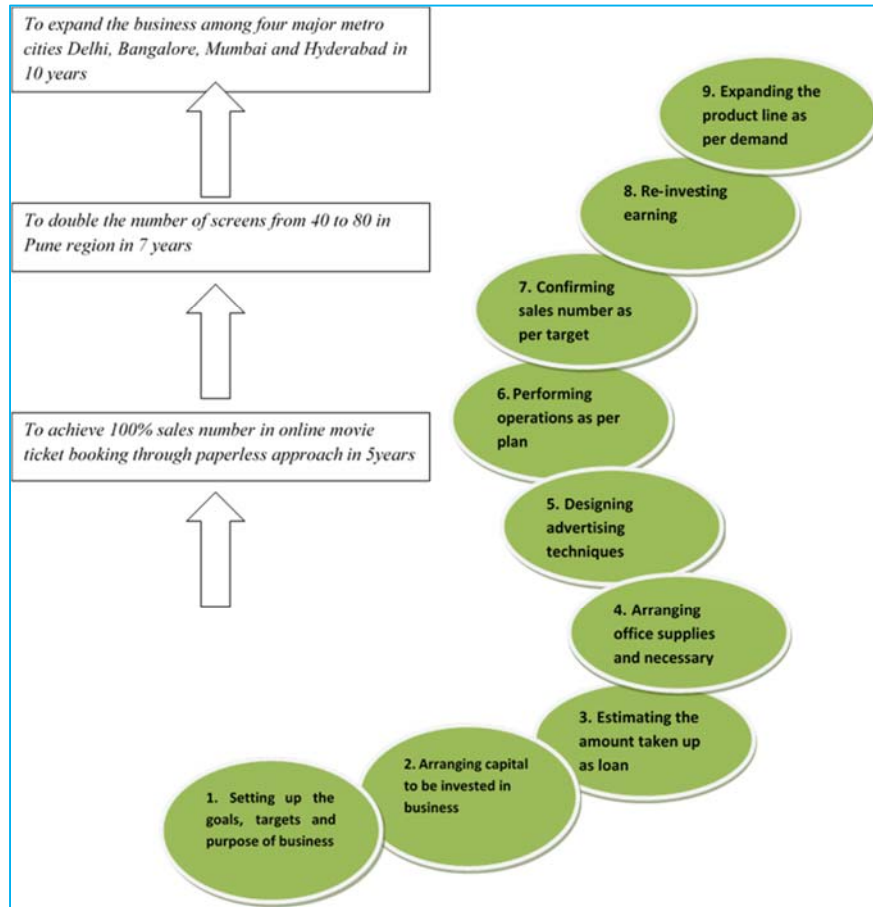


**Figure 7.7: Projected Revenue for Third Year**

## CHAPTER 8

### IMPLEMENTATION AND MILESTONE ANALYSIS

#### 8.1 Implementation model

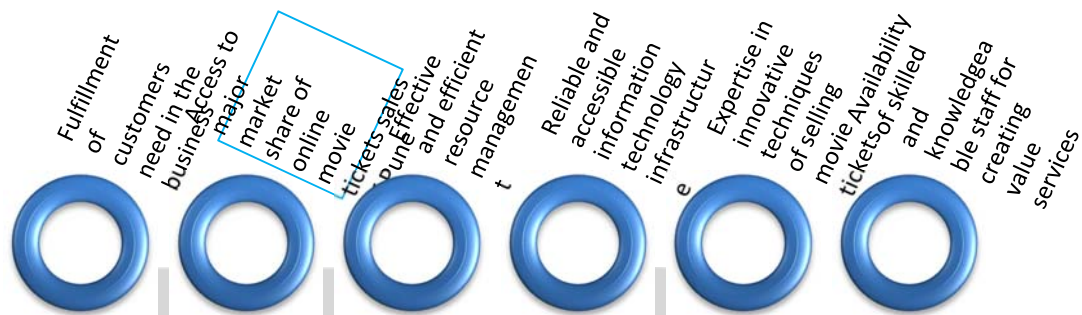


**Figure 8.8:** Implementation Model  
**Source:** Compiled by the Researcher

#### 8.2 Measurement of milestones and authority measuring milestones

Setting up the targets of business is the primary process of measurement performance. Milestones encourage examination of results and improve in business process and overall profitability. Defining the milestone of a company signifies the area of concentration and parameters to be focused upon in given time limit. Essentially for the current business plan, the foremost milestone is expected to reach towards the 100% sales number. Further, after realizing phenomenal sales number, the second milestones deal with expanding the business by achieving 80

screens for business. Towards the measurement of these listed milestones, following parameters are observed as critical to evaluate results in each year.



**Figure 8.9:** Listed Milestones

**Source:** Compiled by the Researcher

The current business plan intends to internalize the process of measuring performance towards achievement of milestones. Therefore, no external authority for the same has been recommended in the business plan formulation.

### 8.3 Corrective actions to be implemented in case the milestones are not achieved

The corrective actions which must be undertaken in case the milestones are not achieved include:

Milestones	Corrective actions
1. <i>To achieve 100% sales number in online movie ticket booking through paperless approach</i>	Briefly analyzing the customer's preference towards type of movies (English, Hindi or regional). Shifting seats allocations from language getting minimum bookings and compensate for the language getting maximum bookings. Taking constructive actions towards marketing strategies through discounts, coupons, vouchers from food outlets, banks or Paytm.
2. <i>To double the number of screens from 40 to 80 in Pune region</i>	Taking necessary promotional moves towards gaining new contracts with multiplexes all over Pune. Providing additional discounts for contracts and applying regressive pricing strategies.

### 8.3 Corrective actions to be implemented in case the milestones are not achieved (Cont.)

<b>Milestones</b>	<b>Corrective actions</b>
<p><i>1. To expand the business across four major metro cities Delhi, Bangalore, Mumbai and Hyderabad</i></p>	<p>Diversifying the business in additional product lines like online tickets for theatre shows, concerts, exhibitions and cultural events. So, that maximum cities can be covered through various events options</p>

**Table 8.6:** Corrective Actions

## **CHAPTER 9**

### **REFLECTIONS**

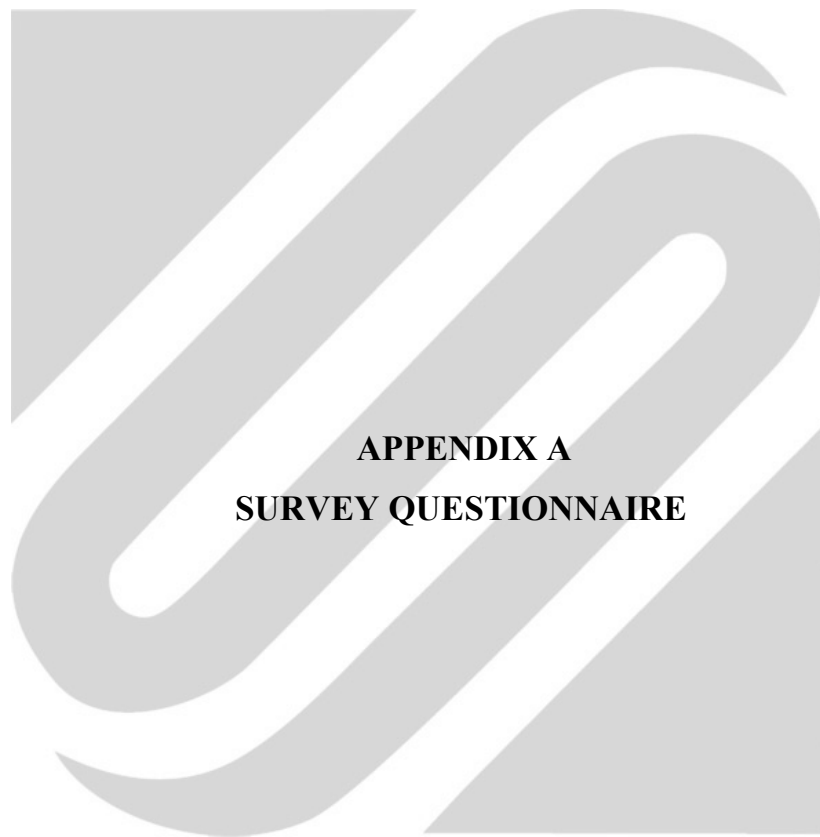
The forgone arguments pertaining to financial analysis of the business plan concerning online platform for movie tickets selling have sufficiently given the reflection of upcoming trends and scenarios. The financial statistic given in the plan is optimistic and assumes growth of the business for coming years. The rationale behind this optimism is the key governing factors of the business. Online platform for movie tickets has large scope of expansion in current decade of e-commerce popularity. Similar, cinema popularity in India have also administered a snowballing trend. Therefore, the foremost factor determining the success of business is the ongoing preferences of people towards entertainment and their reliability over e-commerce portal. However, the market concerned with business idea is imperfect in nature due to the presence of strong competitors and therefore can become the reason for the failure of the plan. Though, the current market situation in Pune is coherent, in the sense that it is still witnessing an increasing growth of internet users and e-commerce dependable populations. Therefore, the market conditions itself contributes towards the increasing likelihood of the success of the business plan.

In the wake of risks and uncertainties pertaining to business plans, several steps can be undertaken to confirm the success of the plan. These steps deal with efficient allocations and reallocation of the resources confined for business. The suggested business plan can urge to diversify its assets base to gain a sustainable return for long term span. Another important step that can enhance the chance of success is proper use of advertising strategies in establishing the brand name of the business. The popularity contributes greatly towards increasing sales number and thus establishing a brand images becomes the key indicator in confirming the success of the business. Lastly, the business can extend the network through collaborating with additional retail brands and commercial intermediaries to supply the discounted tickets and gaining number of customers. Considering all the factors, the plan is indicating towards a decent growth trajectory of the business undertaken. However, the only factor ignored in the above business planning is the unforeseen event or uncertain market conditions that can be activated in future and regress the growth of business. The chances of these events are not measurable and therefore randomly customized in the strategic planning. However, the current business plan has been lacked in strategic planning for the same.

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**APPENDIX A**  
**SURVEY QUESTIONNAIRE**

## Need for Online Ticketing in Pune

### I. Personal Details

1. Name: \_\_\_\_\_
2. Age: \_\_\_\_\_
3. Gender: \_\_\_\_\_
4. Occupation: \_\_\_\_\_

### II. Movie Ticket Booking

Q1. How frequently you watch movies in a cinema hall in a month?

- a) Zero
- b) 1 or 2
- c) 3 or 4
- d) 5 and above

Q2. How do you generally book movie tickets?

- a) Pre-booking personally at Box-Office
- b) Personally, booking before the show at box office
- c) Online booking through Cinema Hall's Website
- d) Through online ticketing websites

Q3. What is the frequency of booking online tickets of movies?

- a) Always
- b) Very often
- c) Rarely
- d) Never

Q4. How often do you use BookMyShow or other such Apps for online booking?

- a) Always

- b) Very often
- c) Rarely
- d) Never

Q5. Are you satisfied with the overall services provided by this platform given its convenience charges?

- a) Very Satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Very dissatisfied

Q6. Is the existing online ticketing services platform self-explanatory and easy to manoeuvre?

- a) Very easy
- b) Manageable
- c) Complicated
- d) Very complicated

Q7. What is the average per ticket convenience fees you are willing to pay for such services?

- a) None
- b) Rs.0-15
- c) Rs.15-30
- d) Rs.30 and above

Q8. Are there any problems faced in the payment mechanism of the existing platforms?

- a) None
- b) Rarely
- c) Sometimes

d) Always

Q9. Would you prefer more options for online ticket booking platforms/websites?

a) Yes, I would prefer more options to compare prices

b) Yes, I would like more options who can give better promotional offers

c) Yes, I would to try something where are minimum online handling charges

d) Yes, I would prefer some app which provides economical combos along with movie tickets

e) No, I am happy with BookMyShow/other such platforms

f) No, I don't book online frequently

Q10. How do you feel about collecting tickets at box office even after pre-booking before the show?

a) Hassle-free

b) Time consuming

c) Highly Inconvenient

d) Does not bother me

Q11. Would you like a hassle free paperless movie ticket?

a) Yes, it will save my time

b) Yes, it will help save paper

c) No, it will not make any difference

d) No, printed tickets are more reliable

Q12. How do you feel about saving paper through paperless movie tickets?

a) Extremely important

- b) Moderately Important
- c) Neutral
- d) Not at all important

Q13. Would you like options for pre-booking meals and refreshments during ticket booking?

- a) Yes, the promotional offers would be attractive
- b) Yes, it would save my time
- c) No, I prefer buying before the movie
- d) No, I don't usually take meals/refreshments during movies

Q14. Which one would you prefer for booking online tickets:

- a) Mobile App
- b) Online Website
- c) Either, depending on the occasion
- d) Both are same

Q15. Any other issues /concerns/ suggestions you wish to be addressed in the current online ticketing systems.

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**BIOGRAPHY**

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