

A photograph of the Auckland city skyline at night, viewed from across the water. The sky is a mix of deep blue and orange from the setting or rising sun. The city lights are on, and the Sky Tower is a prominent feature in the center. In the foreground, there are some houses and a body of water with a few boats.

BUSINESS CASE FOR

ACTIVATE AUCKLAND

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REVISION HISTORY

NAME	DATE	REASON FOR CHANGES	VERSION
Aaditha Meeriyagalla	28/7/22	Project sponsor(s) and stakeholder(s)	1,0
Aaditha Meeriyagalla	30/7/22	Assumptions and constraints	1,1
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Aaditha Meeriyagalla	5/8/22	Business Value	1,4
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1. BACKGROUND/INTRODUCTION

The primary function of this business case is to present a solution to Auckland City's poor events industry engagement. Certainly, there have been many factors contributing to this decline - one of them being the drastic effects of the COVID-19 pandemic. However, there has been an increase in capital expenditure from the Auckland Council, which has sparked initiative to revitalise Auckland's once booming social landscape. To alleviate these issues, XTra technologies have developed a system that may facilitate a transition out of this period of declining events engagement. This business case will outline many different solutions, all working to adopt new and emerging technologies to innovate a solution that can benefit Auckland and its residents.



2. ASSUMPTIONS AND CONSTRAINTS

2.1. ASSUMPTIONS

- Heart of the City and Eventfinda are the only two primary event hosting platforms in Auckland City.
- There is an increasing demand for social gatherings and events in Auckland.
- Matthew Cockram is an expert in Auckland population behaviour due to his experience managing Britomart.
- We estimate the project will cost roughly \$4 million NZD.
- We estimate funding to be approximately \$7 million NZD
- We assume the project is to be delivered by January 2023.
- Majority of Aucklanders are tech-savvy and can operate basic mobile and web applications.
- There will be a B2B (Business to Business) and a B2C (Business to Consumer) platform incorporated into this project.
- The primary events to be hosted on this platform are sporting, musical and social events.
- Religious events will be hosted on this platform, and they will fall under social events.
- The secondary events to be hosted on this platform are food and arts & craft events.

2.2 CONSTRAINTS

- Economic impact due to COVID-19 may reduce funding.
- Government regulations regarding isolation and close contacts may impact the roll out of the project.
- There is a constraint regarding market knowledge and research skills on the stakeholder team. The ability to conduct and analyse market research is pivotal and will determine the success of the project rollout.

3. EXECUTIVE SUMMARY

Dear Mr Sneddon,

Here at XTra technologies, our team would like to thank you for granting us this opportunity to work on such an ambitious and exciting project. Our consulting team have been working closely with organisations across Auckland for the last 20 years and have a vested interest in its development for its businesses and residents. This experience has allowed us to gain valuable insight into events management and information system development. Therefore, I understand your needs to revitalise Auckland's events industry and wider social landscape, with respect to COVID-19 and its economic implications.

Certainly, our team have analysed the current events industry extensively and we have noted the drastic impacts of COVID-19 on Auckland and its residents. Consequently, we have found that the current system and the two primary websites, Heart of the City and Eventfinda, are insufficient in tackling the needs of the events industry in Auckland. We have identified the need for Auckland to return to a more active and social lifestyle and an innovative approach to events organisation alongside a modernised physical and digital events infrastructure. Our system Activate Auckland Dynamic Intelligence (AADI), an artificial intelligence tool with the capacity to adopt learning algorithms alongside a web application to materialise it allows for a more innovative approach by adopting new and emerging technologies.

To be more specific, AADI's features extend far beyond its capacity to perform as artificial intelligence. One of its many features includes an extensive and in depth ability to analyse consumer tastes and preferences, dietary requirements, potential disability needs and interests in order to generate personalised 'for-you' sections that can offer users personalised events catered just for them. Additionally, the Activate Auckland app allows for gamification, so that users can be retained and excitement can be reintegrated into Auckland's events landscape. Further features such as health and safety protocols surround COVID-19 are discussed in detail in Section 4.3.

Additionally, our team have considered the potential benefits and risks that may come with the initiation of this project. Due to the impact of COVID-19, we recognise the possible risks that may come with it, especially surrounding funding as outlined in Appendix 1. Nevertheless, we can guarantee success regarding the release of AADI, specifically regarding improving efforts for innovation and the wider living standard of Auckland, specifically outlined in Section 4.4. This potential of this project and the value it may deliver to Auckland's residents and businesses can only be estimated, but with our team XTra technologies, we can guarantee the conversion of these estimates in to tangible success.

As Auckland looks to recover from a difficult period in its ever expanding history, we thank you for your initiative and our team at XTra technologies will work to deliver AADI to the best of our ability - for the development of Auckland City, the City of Sails.

Yours Sincerely,

Aaditha Meeriyagalla
Head Consultant
XTra Technologies Ltd.

4. BUSINESS CASE FOR ACTIVATE AUCKLAND

4.1. PROJECT SPONSOR(S) AND STAKEHOLDER(S)

PROJECT SPONSOR:

MARTIN SNEDDON

He has the independent chair on the Heart of the City Executive Committee and has industry-wide leadership experience in tourism and events. He has an immense capacity for leadership through his roles as CEO of NZ Cricket and CEO of the Tourism Industry Association. His leadership skills make him the best fit for the project sponsor role and his expertise is essential for the success of this project.

PROJECT CHAMPIONS:

MATTHEW COCKRAM

Similarly, Matthew holds a variety of leadership positions, specifically within hospitality and event planning. His expertise within the domain of legal studies adds an additional perspective to the success of this project, specifically with commercial property and issues regarding regulation. His experience in managing Britomart, a key aspect of Auckland's infrastructure, makes him the ideal project champion.

GREG MOYLE

He is passionate in developing the City Centre into a beaming place of business, events and culture. He boasts up to 30 years of experience and in 2007, he was elected as an Auckland City Councillor. He led the Arts, Culture and Recreation Committee which facilitated the completion of projects such as Aotea Square and Q Theatre. Such experience makes him the optimal project champion.

OTHER STAKEHOLDERS:

AUCKLAND POPULATION

The Auckland Population are the direct recipients of this new project as they are the main users, and in order to develop the system, we must also meet their requirements.

AUCKLAND COUNCIL

The Auckland Council oversees any projects related to the development of Auckland and we must adhere to their regulations in order to deliver a successful project.

4.2. BUSINESS NEEDS

This project has been initiated to rejuvenate and recover Auckland from a COVID-19 hit economy that has had adverse effects on the city's social and event planning landscape. This project aims to create an innovative and boundary pushing platform in order to develop a system that will facilitate the revitalisation of Auckland's events landscape for both event goers and event planners.

ACTIVATE AUCKLAND

The impact of COVID-19 followed by the subsequent isolation and travel regulations imposed by the government have had a drastic effects on the events industry. As a result, there is a need for Auckland, and by extension Aucklanders, to **return to a more active lifestyle**. That being said, this project must act as a catalyst for Auckland to return to a normality so that it can facilitate this transition effectively. Therefore, Auckland requires a state of the art and innovative event planning platform. Such a system would combine the collaborative efforts of event goers and event planners to achieve the objective of this project: 'Activate Auckland'.

EFFECTIVE ENGAGEMENT

Historically, Auckland has had issues in keeping up with evolving technologies and incorporating innovative systems. These issues were further accentuated due to the COVID-19 pandemic and the negative impact it had on various industries, forcing businesses to be more cautious with their operations. This had a subsequent impact on Aucklanders, as the quality of events had drastically decreased, which meant that the population were less willing to engage in events and event planners were reluctant to host due to this decrease in demand. Such a contrast may only be aided through the incorporation of evolving technologies to boost event goer and event planner enthusiasm. Therefore, Auckland requires a modern system that will work to **improve Auckland's entertainment engagement** (Refer to Appendix B).

IMPROVE INFRASTRUCTURE

An additional issue that has impacted the events industry in Auckland is the lack of modern infrastructure, specifically infrastructure built to resist COVID-19 outbreaks, a modern look & feel alongside inclusivity protocols. Moreover, there is a lack of updated digital and physical infrastructure revolving around event information for event goers that make it difficult for Aucklanders to experience events that are pivotal to the wider social landscape. Therefore, there is a need for a **holistic physical and digital infrastructure** that can incorporate Auckland's diverse population.

4.3. BUSINESS REQUIREMENTS

In order to achieve the Business Needs outlined previously, Activate Auckland Dynamic Intelligence (AADI) will work to effectively implement the wishes outlined by the executive committee set in the modules. The features and characteristics of AADI will combine to achieve the ultimate objective of 'Activate Auckland'.

ACTIVATE AUCKLAND DYNAMIC INTELLIGENCE

- AADI will be an artificial intelligence based system that will employ algorithms in order to efficiently allocate resources such as advertisements and events to event goers and planners, on a 'for-you' basis.
 - ▶ State of the art event planning platform that will be integrated into 'Activate Auckland' web application. Will act as the primary tool for all 'Activate Auckland' features.
 - ▶ Able to understand multiple languages to account for Auckland's diverse population.
 - ▶ Primary focus is to effectively study consumer behaviours to best understand Auckland event trends and fluctuating demand.
 - ▶ Sensitive data to be handled by server security management protocols.

ENTERTAINMENT ENGAGEMENT SYSTEM

- AADI's entertainment engagement system will be spearheaded by the 'Activate Auckland' web application, downloadable on Android and iOS app stores.
 - ▶ App users are able to create personalised profiles by inputting their interests, dietary preferences, gender preferences and allergies for increased personalisation so AADI can find events just for them.
 - ▶ App users are also able to opt out of personalisation due to privacy concerns.
 - ▶ Gamification and points based system for attending events hosted on Activate Auckland app, winners are entered in to win tickets for events hosted on Activate Auckland - effectively retaining users.
 - ▶ Virtual Reality (VR) features so app users can analyse seat views at concerts and sporting events to alleviate consumer decision fatigue.
 - ▶ Augmented Reality (AR) features so all users can navigate stadiums, visualise public transport routes and heighten gamification experience.

HOLISTIC PHYSICAL AND DIGITAL INFRASTRUCTURE

- AADI's physical and digital infrastructure (website and web app) will completely overhaul Heart of the City and Eventfinda by combining the two services into a 'one-stop-shop' for Auckland events. Additionally, its features will work to alleviate concerns regarding potential COVID-19 outbreaks.
 - ▶ Address inherent weaknesses in Eventfinda and Heart of the City websites (poor user interface, outdated platform) by using sleek and modern designs reflective of Auckland's diverse architecture.
 - ▶ Combine the strengths of Eventfinda and Heart of the City by launching the 'Activate Auckland' website that will combine Heart of the City's strong information with Eventfinda's booking services in order to further reduce consumer decision fatigue.
 - ▶ Activate Auckland website to be offered in multiple languages.
 - ▶ Activate Auckland website will include a user-based discussion forum to discuss upcoming events, parking locations and logistical advice surrounding events hosted on the website.
 - ▶ An additional event planner-based discussion forum will be integrated to maximise information exchange to access relevant market analytics and demand.
 - ▶ NZCOVIDTracker app integrated into website in order to maximise health and safety event protocols in line with Ministry of Health regulations. Effectively fulfils **event health and safety** module.
 - ▶ Event planners able to advertise and market their events on website alongside Activate Auckland 'for-you' section, fulfilling **event advertising** module.
 - ▶ Physical kiosks located at major events that can be located using the AR feature in the web app, fulfilling **event organisation** module.
 - ▶ Built in business analytics page for event planners to analyse market trends and demand for seasonal events (Christmas, New Years)

The use of Activate Auckland Dynamic Intelligence (AADI) alongside the innovative and ground breaking entertainment engagement system work in unison to deliver a fresh and exciting Auckland event experience.

Moreover, the strength of the physical and digital infrastructure guarantees the success of this project.

4.4. BUSINESS VALUE

TANGIBLE

- We strongly believe that the economic value of the increased infrastructure spend has positive effects on the success of this project. The integration of AADI and Activate Auckland would likely increase ticket sales for events by 52%.
- Furthermore, due to the restrictions on revenue due to COVID-19, we believe that the implementation of AADI will drastically increase advertiser revenue. We expect a 54% increase in advertiser revenue.
- We can expect a 19% reduction in labour costs due to AADI's artificial intelligence capabilities

INTANGIBLE

- Due to the emphasis on social connection, we expect there to be a decrease in feelings of loneliness from 18.4% in March 2021 to 5.4% upon implementing AADI. (StatsNZ, 2020)
- Through AADI's 'for-you' events section, we can expect brand recognition for local brands to increase by approximately 80%.
- Moreover, we can expect event attendance to increase by 60% across the next five years after implementing AADI and the Activate Auckland web application and website.

DEVELOPMENT COSTS

- AADI will reduce hardware and software maintenance costs by approximately 14%.
- AADI's built in business analytics page alongside its event planner discussion forum will reduce consultation fees by approximately 22%.

OPERATIONAL COSTS

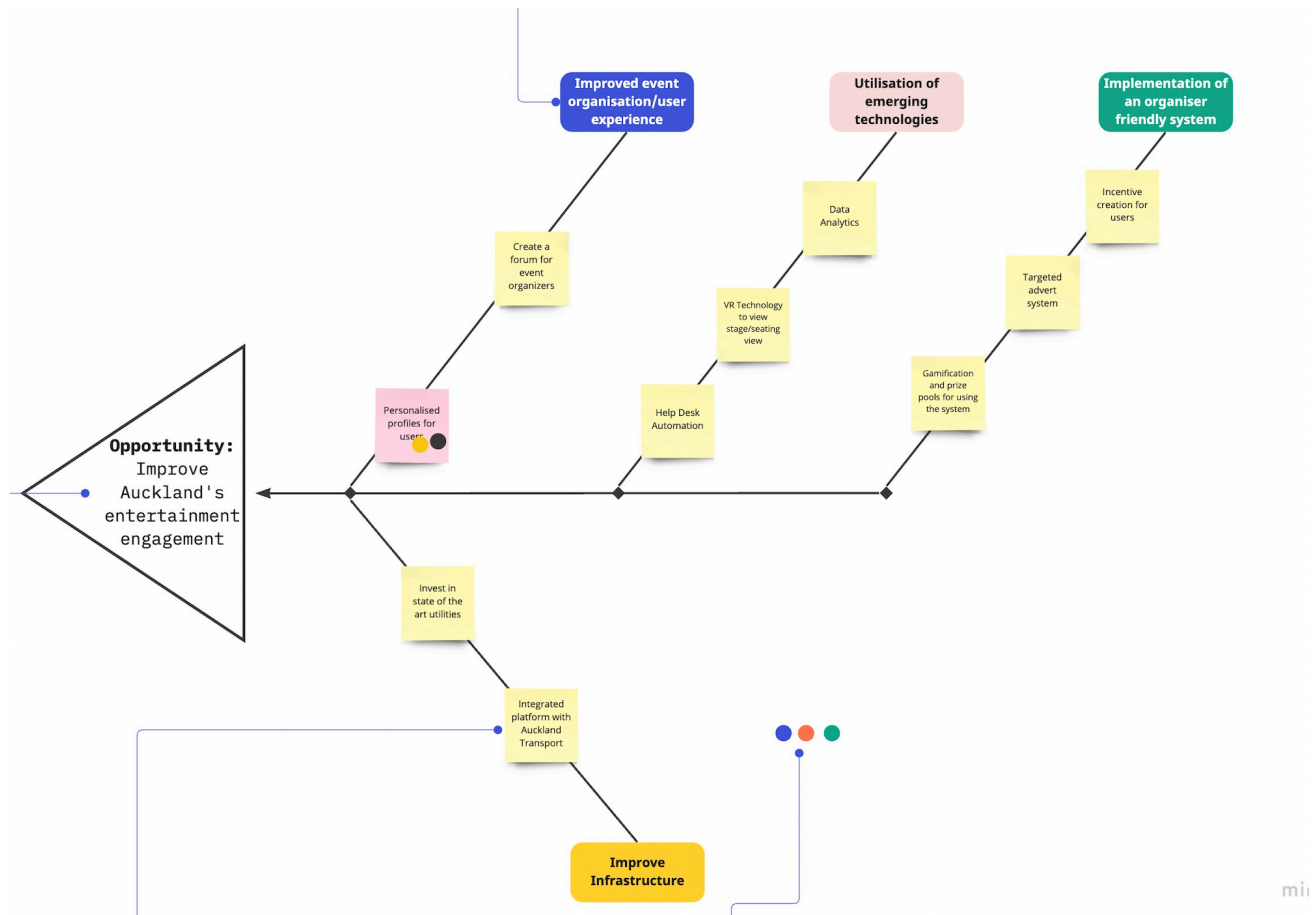
- AADI's cloud based servers will work to reduce server maintenance costs by approximately 43%.
- User training costs may decrease by 10% across the next 5 years due to AADI's learning algorithms and automation capabilities.

5. APPENDICES

5.1. APPENDIX 1: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
- Stakeholder team have industry-wide experience, spanning unto 30 years with a common goal of developing Auckland. - Established system provides for a platform to improve on. - Auckland's sanctuary image allows for a strong global attraction and platform for development. - Martin Sneddon has exceptional expertise in tourism initiatives and event planning.	- COVID-19 impact has hampered innovation initiatives. - Economic constraints may hamper project development and eventual success. - Lack of pre-existing knowledge regarding AI, VR and AR technologies on stakeholder team. - Government regulations regarding privacy may hinder our project due to privacy-sensitive features.
OPPORTUNITIES	THREATS
- New and emerging technologies provide ample opportunities for innovation in event planning. - Adaptation to VR and AR technology will up-skill the labour workforce, leading to increased innovation. - Growing demand for events post COVID-19 lockdown. - Potential to improve standard of living to attract more residents to Auckland, increasing demand. - Increased capital expenditure allows for increased investment into developing technologies.	- Foreign economies are more versatile and may adapt to developing technologies quicker. - Potential new COVID-19 outbreaks may disrupt future objectives. - Potential dissatisfaction due to new system, users may not take well - Decreasing business confidence due to economic uncertainty.

5.2. APPENDIX 2: FISHBONE DIAGRAM



6. REFERENCES

COVID-19 data portal | Stats NZ. (2020). StatsNZ.

<https://www.stats.govt.nz/experimental/covid-19-data-portal/>