



SERVICE DESIGN · EXPERIENCE STRATEGY · UX RESEARCH

# Reimagining Ticketek from transaction to experience.

A complete service-design case study — turning Australia's most-used and most-criticised ticketing platform into a service customers would choose, not just tolerate.

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**Kyle Van Trier** Researcher & Service Designer

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SELF-DIRECTED CASE STUDY

# At a glance

**Ticketek is the default ticketing platform for live events across Australia and New Zealand — and one of the country's most criticised consumer brands.**

I ran a full, end-to-end service-design process — research, synthesis, ideation and delivery — to understand why the experience fails customers, and to design a service that earns loyalty instead of relying on market dominance.

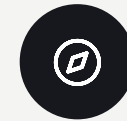
**WORKED SOLO**

**Researched, synthesised and designed end to end — by one person.**



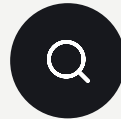
**MY ROLE**

**Sole researcher & service designer**



**DISCIPLINE**

**UX research · Service design · Brand**



**METHODS**

**15+ research & ideation tools**



**DELIVERABLES**

**Blueprint · Journey & service maps · Concept**



**FORMAT**

**Self-directed design case study**



**SUBJECT**

**Ticketek — AU / NZ live-event ticketing**

# The design challenge

**Ticketek dominates ticketing across Australia and New Zealand — yet customers feel forced to use it, not glad to. So how do you redesign a service people only tolerate into one they would actively choose?**

Founded in 1979 and now part of the TEG entertainment group, Ticketek is the official ticketing partner for major venues including ANZ Stadium and the Sydney Cricket Ground. But the whole category — Ticketek, Ticketmaster, Moshtix — is defined by the same complaints: monopolistic control, hidden fees, bot interference and indifferent service.

**1979**

Founded — a 40-year category incumbent

**AU + NZ**

Market-leading ticketing platform

**Negative**

Dominant sentiment across review platforms

# Four failures customers feel every time

01



## Technology that buckles

Website crashes and opaque queues collapse under high-demand on-sales.

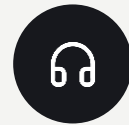
02



## Pricing without honesty

Fees stay hidden until checkout – customers feel quietly deceived.

03



## Support that can't resolve

Offshore call centres, long waits and complaints that go nowhere.

04



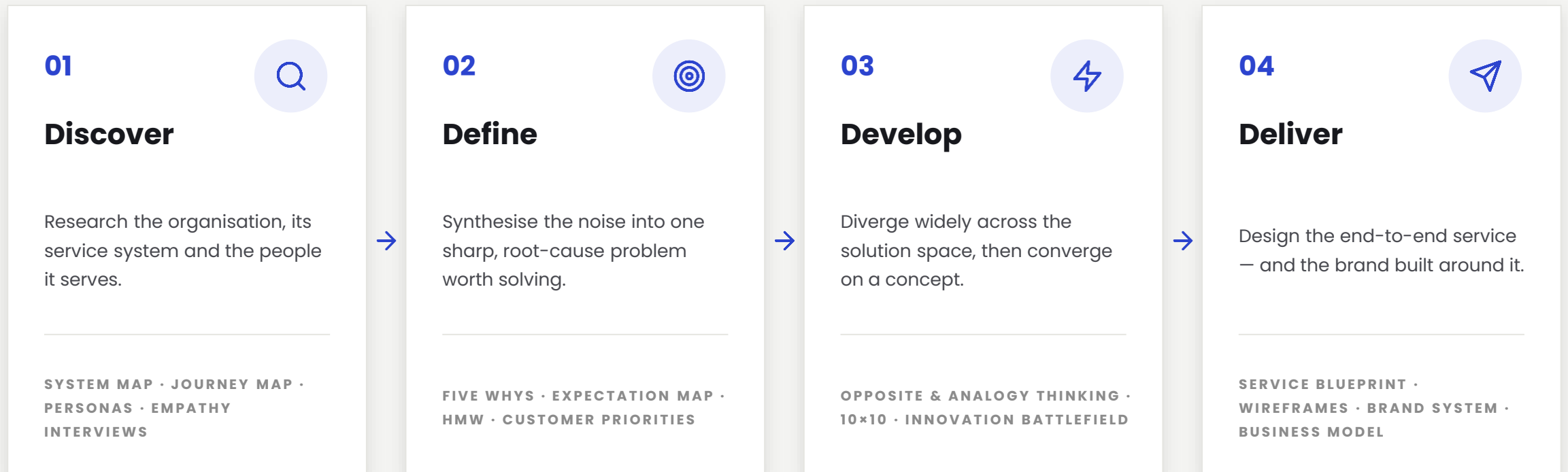
## An allocation that feels unfair

Random 'Lounge' queues and bots erode any sense of a fair shot.

**These are symptoms, not the disease.** Where they come from is the work of the next phase.

# A four-phase design process

I structured the project around a discover–define–develop–deliver model — diverging to understand and explore, converging to define and decide.

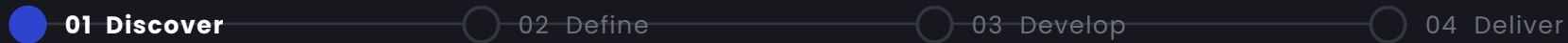




PHASE 01

# Discover

Understanding the organisation, its service system, and the people it lets down.



# Grounding the work in evidence

Before designing anything, I built a deep, evidence-based picture of Ticketek – who it is, how its service works, and where customers feel it fail.



## Desk research & review mining

Analysed customer sentiment across Trustpilot, ProductReview and the App Store.



## Organisational & brand profiling

Decoded Ticketek's history, offering, tone and visual language.



## System mapping

Mapped how the offering, identity, stakeholders and shortcomings interconnect.



## Journey mapping

Traced the end-to-end experience to locate every point of friction.



## Empathy interviews

Spoke with real event-goers to hear the experience in their own words.

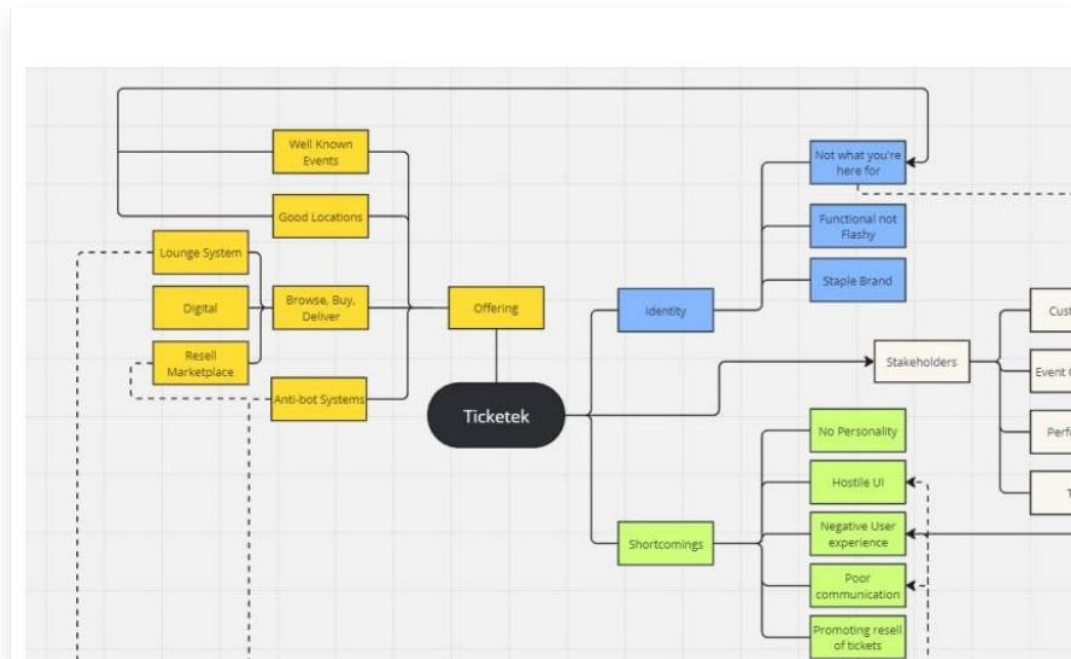


### PRINCIPLE

**Every design decision in this project traces back to something a real customer said or did.**

*Research first. Opinions second.*

# A brand that functions — but never connects



SYSTEM MAP — TICKETEK'S SERVICE ECOSYSTEM

## 01 Purely utilitarian

Ticketek publishes no mission, vision or goal. It exists only to 'browse, buy, deliver' — a brand with no point of view.

## 02 A clinical, feature-led tone

White-and-navy screens guide users like a train booking — never matching their excitement for the event.

## 03 Negative by default

Across every review channel, the customer story is dominated by frustration, not advocacy.

# Mapping where the experience breaks

STAGES	AWARENESS	WEBSITE/APP VISIT	EVENT SELECTION	TICKET SELECTION	QUEUE/LOUNGE ENTRY	PURCHASE ATTEMPT	PURCHASE OUTCOME	POST-PURCHASE	CUSTOMER SUPPORT	EVENT ATTENDANCE OR RESALE	POST-EVENT/RESALE EXPERIENCE
GOALS	Discover upcoming events	Navigate Ticketek's platform easily	Choose desired event and session on Ticketek	Select preferred tickets through Ticketek	Secure a place in Ticketek's virtual queue	Here is a description of your user's goals	Confirm ticket acquisition from Ticketek	Manage tickets on Ticketek's platform	Resolve issues or get information from Ticketek	Use Ticketek tickets at event or resell through Ticketek's marketplace	Reflect on Ticketek experience, complete resale if applicable
ACTIONS	1. Browse social media 2. Browse Ticketek's website 3. Browse event listings	1. Use search function 2. Browse categories	1. Click on event 2. Review details 3. Select date and time	1. Choose ticket type 2. Choose quantity 3. Choose seat location	1. Enter Ticketek's 'lounge' system 2. wait for access	1. Enter payment details on Ticketek's platform 2. Confirm purchase	1. Receive confirmation from Ticketek 2. Save/print tickets	1. Access Ticketek account 2. Review ticket details	1. Contact Ticketek support 2. Explain problem	1. Present Ticketek tickets at venue or list on Ticketek's resale platform 2. Await resale payment through Ticketek	1. Consider future use of Ticketek 2. Await resale payment through Ticketek
THOUGHTS	1. What events are available 2. What are Ticketek offering	1. Can I find what I'm looking for on Ticketek?	1. Does Ticketek provide enough information about this event?	1. Are these all the options Ticketek offers?	1. How does Ticketek's queue system work?	1. Will Ticketek's system process my payment smoothly?	1. Did Ticketek's system successfully process my order?	1. How do I manage my tickets on Ticketek?	1. Will Ticketek's support be helpful?	1. Will my Ticketek ticket work smoothly? 2. Is Ticketek's resale process easy?	1. Was my overall experience with Ticketek satisfactory?
PAIN POINTS	1. Limited personalisation in event recommendation 2. Not a very engaging website	1. Clunky interface 2. potentially confusing layout	1. Lack of comprehensive event details on Ticketek's platform	1. Pressure from Ticketek's countdown timer 2. limited availability information	1. Lack of transparency in Ticketek's queue system	1. Hidden fees on Ticketek 2. Potential technical issues	1. Unclear confirmation process from Ticketek	1. Potential difficulty in accessing or transferring Ticketek tickets 2. long wait times	1. Potential language barriers with overseas support 2. Frustration, Concern	1. Potential issues with Ticketek's ticket validation 2. Complex resale process	1. Delayed resale payments from Ticketek 2. Lack of post-event engagement
EMOTIONS	Interested, Curious	Mild frustration, Determination	Curious, Uncertainty	Urgency, Mild anxiety	Frustration, Impatience	Nervousness, Anticipation	Relief, excitement or disappointment/frustration	Mild confusion, Anticipation for event	Frustration, Concern	Excitement or Anxiety	Satisfaction or disappointment with Ticketek's service
TOUCHPOINTS	1. Ticketek Website 2. Social media event listings	1. Ticketek search bar 2. Category menus	1. Ticketek's event detail pages	1. Ticketek's event detail pages	1. Ticketek's virtual queue/lounge page	1. Ticketek's checkout page 2. Payment gateway	1. Ticketek's confirmation page 2. Email	1. Ticketek's ticket management page 2. Mobile app	1. Ticketek's support chat 2. Phone line 3. Email	1. Ticketek's mobile app for ticket display 2. Resale marketplace	1. Ticketek follow-up emails 2. Payment notifications
OPPORTUNITIES	1. Implement AI-driven event recommendations 2. Enhance event search and filter capabilities 3. Create engaging event preview content 4. Website/App Navigation	1. Redesign user interface for easier navigation 2. Implement smarter search algorithms 3. Guided browsing experiences for users 4. Event Selection on Ticketek	1. Enhance event pages with more multimedia content 2. Provide user-generated content like reviews or photos 3. Offer virtual ticketed events 4. Ticket Selection on Ticketek	1. Implement a more flexible hold system for tickets 2. Provide real-time updates on ticket availability 3. Offer clearer comparisons between ticket types 4. Upgrade Ticketek's Queue/Lounge Entry	1. Redesign the 'lounge' system for better user experience 2. Provide clearer updates on queue position and wait time 3. Offer alternative options for high-demand events (like virtual)	1. Streamline Ticketek's checkout process 2. Clearly display all fees upfront on Ticketek's platform 3. Implement a more robust payment processing system	1. Improve Ticketek's purchase confirmation messaging 2. Offer immediate alternatives if Ticketek purchase fails 3. Implement a user-friendly ticket retrieval system	1. Enhance Ticketek's ticket management features 2. Implement easy ticket transfer options within Ticketek 3. Provide clear, step-by-step guides for ticket usage	1. Improve response times of Ticketek's customer support 2. Implement AI-powered chatbot for common Ticketek queries 3. Offer callback options	1. Improve Ticketek's mobile ticket functionality 2. Streamline Ticketek's resale process 3. Implement a guarantee for Ticketek-verified resale tickets	1. Implement a loyalty program for frequent Ticketek users 2. Improve Ticketek's resale payment processing speed 3. Develop post-event surveys to gather user feedback on Ticketek's service

CURRENT-STATE CUSTOMER JOURNEY MAP — AWARENESS TO POST-EVENT

## THE 'LOUNGE' QUEUE

No transparency and no first-come fairness — pure anxiety.

## CHECKOUT

Hidden fees surface only at the very final step.

## POST-PURCHASE SUPPORT

Frustrates customers more often than it resolves anything.

# Three people, three ways to be let down



## Emily Thompson

### THE FREQUENT CONCERT-GOER

28 · Marketing coordinator, Melbourne

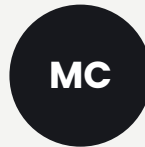
#### GOAL

Secure tickets fast and get fair value for money.

#### FRUSTRATION

The unpredictable 'Lounge' queue and fees that appear only at checkout.

“ I love live music — but Ticketek’s process dampens the excitement.



## Michael Chen

### THE SPORTS FAMILY MAN

42 · High-school teacher, Sydney

#### GOAL

Plan easy, family-friendly outings to the big games.

#### FRUSTRATION

A clinical interface, hard seat comparisons and clunky ticket transfers.

“ I want a service that makes planning family outings easy.



## Sarah Newton

### THE ACCESSIBILITY ADVOCATE

35 · Graphic designer, Melbourne

#### GOAL

Equal, well-informed access to the events she loves.

#### FRUSTRATION

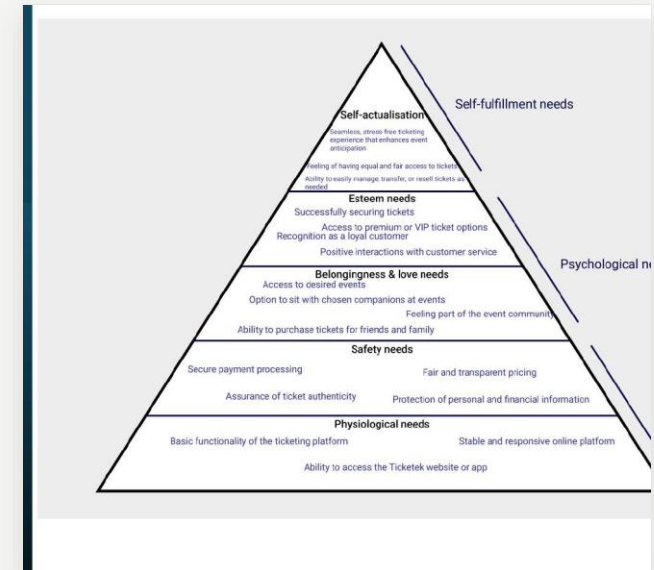
Missing venue accessibility information and no support while booking.

“ I want to enjoy events like everyone else.

# Inside the customer's head



EMPATHY MAP — EMILY, THE FREQUENT CONCERT-GOER



HIERARCHY OF CUSTOMER NEEDS

Ticketek meets the basic needs — a platform that loads. The needs that build loyalty — safety, belonging and esteem — go almost entirely unmet.

# One conversation that reframed the brief



**I don't really pay attention to which company I use — I just want to see the band.**

**Rebecca** Full-time nurse & live-music fan · empathy interview

## 01 Scarcity is normalised

She has come to expect missing out — even considering interstate flights to catch a show.

## 02 The platform isn't the point

Her loyalty is to artists and events. The ticketing brand is invisible to her.

## 03 The journey doesn't end at checkout

Her sharpest frustration was getting home afterwards — transport, not tickets.

### THE INSIGHT

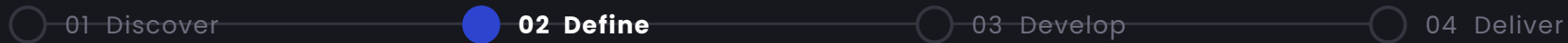
**Customers don't want a better way to buy a ticket — they want the whole experience, before and after, to feel considered.**



PHASE 02

# Define

Cutting through the noise to find the single, root-cause problem worth solving.



# Asking 'why' five times

I ran a Five Whys analysis on each of the four core problems. Every chain — traced independently — ended in exactly the same place.

WHY × 5

## Pricing opacity

Fees hidden to look competitive — short-term profit chosen over customer trust.



WHY × 5

## Poor service

Support left under-resourced — treated as a cost centre, not a priority.



WHY × 5

## Unfair ticketing

A system built for speed and simplicity — fairness was never a design goal.



WHY × 5

## Poor accessibility

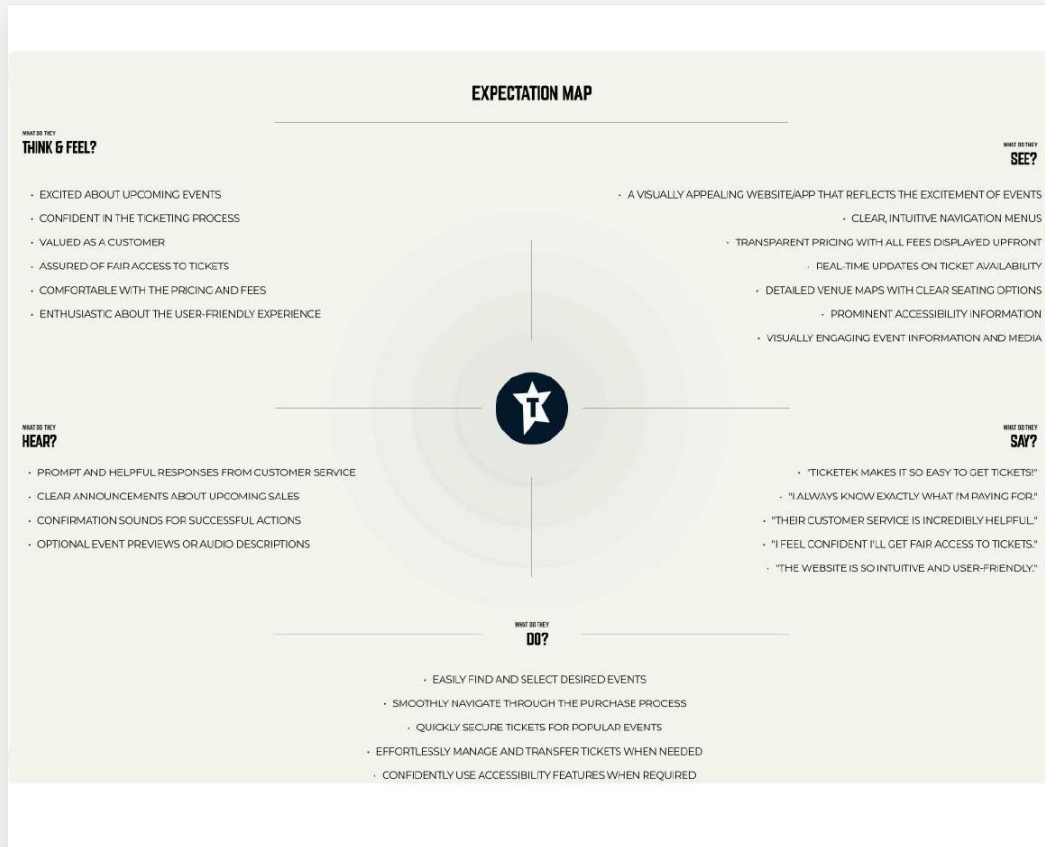
Inclusivity never built into the process — diverse needs never understood.



### THE ROOT CAUSE

**Every chain converges on one thing — a culture without the customer at its centre. Decades of market dominance bred complacency: there was never any pressure to care.**

# The gap is the opportunity



EXPECTATION MAP — WHAT CUSTOMERS HOPE TO THINK, SEE, HEAR & DO

I mapped what customers expect across the journey. The distance between this ideal and their real experience is exactly the space to design into.

## THEY EXPECT

Transparent pricing, a fair shot at tickets, and a service that feels as excited as they are.

## THEY GET

Fees at checkout, a random queue, and a clunky tool with no personality.

# Reframing the problem

**Ticketek treats ticketing as a transaction to be completed. Customers live events as moments to be anticipated, shared and remembered. The opportunity is to design the service around the experience — not the sale.**

## HOW MIGHT WE...

01

**make ticket access feel fair and transparent?**

02

**extend the experience beyond the event itself?**

03

**give customers a reason to choose Ticketek, not just tolerate it?**

04

**design inclusively, so access is equal for everyone?**

# What to solve first

From the research I shortlisted the customer priorities that mattered most — the jobs and pains the new service had to address, in order.

- |           |  |  |
|-----------|--|--|
| <b>01</b> | <b>Early &amp; fair access to tickets</b>    | Relieves the anxiety of missing out and competing against bots.        |
| <b>02</b> | <b>Transparent, honest pricing</b>           | Relieves the feeling of being deceived by fees at checkout.            |
| <b>03</b> | <b>Inclusive, accessible experiences</b>     | Relieves exclusion and the absence of clear accessibility information. |
| <b>04</b> | <b>Connection with other fans</b>            | Relieves isolation from the wider community of event-goers.            |
| <b>05</b> | <b>Ways to relive — or not miss — events</b> | Relieves disappointment when life makes attendance impossible.         |



PHASE 03

# Develop

Exploring the solution space widely – then converging on one concept.

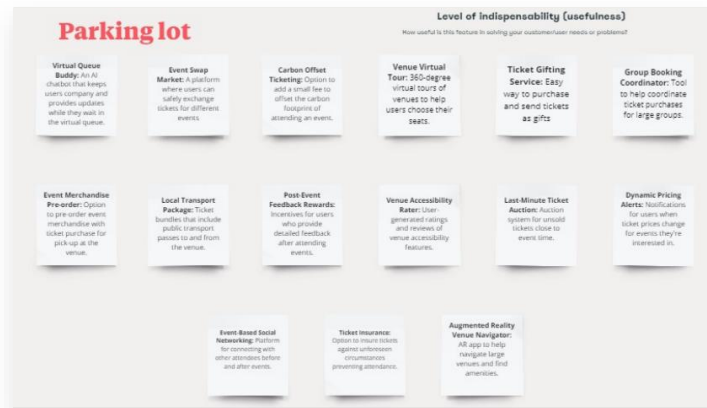


# Stretching the solution space

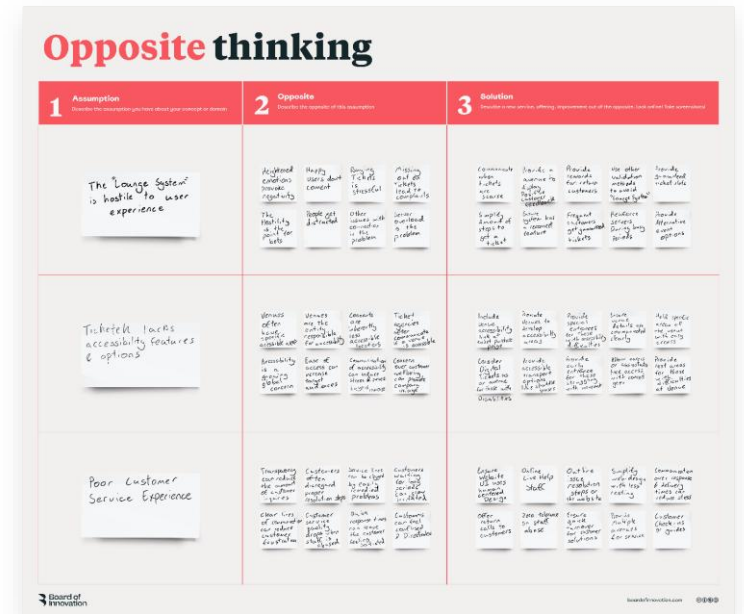
To avoid obvious answers, I ideated through structured methods – opposite and analogy thinking, brainstorming cards, 10x10 sketching, and an innovation battlefield to pressure-test what survived.



10x10 SKETCHING



INNOVATION BATTLEFIELD



OPPOSITE THINKING

Analogy thinking drew lessons from Spotify Premium, Moshcam's recorded concerts, biometric account security – and even game-design anti-bot tactics.

# Three concepts, converging on one

Promising ideas became three concepts, each tested against value-proposition canvases and value pyramids. They pointed, repeatedly, in the same direction.

### Concept card - Premium Subscription

<p><b>1 Customer</b> Describe your customer</p> <p>Passionate fans of music, sports, and entertainment events who frequently attend live performances</p>	<p><b>4 Draw It</b> Use the pen tool (P) or lines from the loan folder to illustrate your idea</p>
<p><b>2 Problem</b> Describe their problem</p> <p>Missing out on tickets for high-demand events due to website crashes, quick sell-outs, and lack of pre-sale access</p>	<p><b>5 First ideas to see results</b> Describe first revenue model ideas</p> <ul style="list-style-type: none"> <li>- Launch with a major upcoming concert series</li> <li>- Offer a free trial period for the first month</li> <li>- Implement a tiered pricing model based on access levels</li> </ul>
<p><b>3 Solution</b> How do you solve their problem?</p> <p>A premium subscription service that provides early access to tickets, exclusive pre-sale windows, and guaranteed allocation for high-demand events</p>	<p><b>6 How radical?</b> Drag the dot to the right spot</p> <p>Moderately disruptive - it changes the ticketing model but builds on existing systems</p>

Board of Innovation

CONCEPT 01

Premium access & early tickets

### Concept card - Digital Concert Experience

<p><b>1 Customer</b> Describe your customer</p> <p>Music lovers who can't attend physical concerts due to distance, disability, or sell-outs</p>	<p><b>4 Draw It</b> Use the pen tool (P) or lines from the loan folder to illustrate your idea</p>
<p><b>2 Problem</b> Describe their problem</p> <p>Missing out on live music experiences due to various constraints such as location, physical limitations, or ticket availability</p>	<p><b>5 First ideas to see results</b> Describe first revenue model ideas</p> <ul style="list-style-type: none"> <li>- Partner with a popular artist for a pilot livestream event</li> <li>- Offer bundled packages of physical and digital tickets</li> <li>- Develop a dedicated app for an immersive viewing experience</li> </ul>
<p><b>3 Solution</b> How do you solve their problem?</p> <p>High-quality, multi-camera livestreams of concerts with interactive features like chat, virtual meet-and-greets, and exclusive backstage content</p>	<p><b>6 How radical?</b> Drag the dot to the right spot</p> <p>Radical/disruptive - it significantly expands Ticketek's service offering and reaches new audiences</p>

Board of Innovation

CONCEPT 02

Digital concerts & community

### Concept card - Community Event Platform

<p><b>1 Customer</b> Describe your customer</p> <p>Event-goers looking for a more engaged and interactive ticketing experience</p>	<p><b>4 Draw It</b> Use the pen tool (P) or lines from the loan folder to illustrate your idea</p>
<p><b>2 Problem</b> Describe their problem</p> <p>Feeling disconnected from other fans and lacking information about events beyond basic details</p>	<p><b>5 First ideas to see results</b> Describe first revenue model ideas</p> <ul style="list-style-type: none"> <li>- Launch with a focus on music festivals, where community engagement is high</li> <li>- Implement a reward system for active community members</li> <li>- Collaborate with influencers to build initial engagement</li> </ul>
<p><b>3 Solution</b> How do you solve their problem?</p> <p>A social platform integrated with ticket purchases, allowing fans to connect, share experiences, and access crowd-sourced information about venues and events</p>	<p><b>6 How radical?</b> Drag the dot to the right spot</p> <p>Radical/disruptive - it transforms Ticketek from a simple ticketing platform to a comprehensive event community hub</p>

Board of Innovation

CONCEPT 03

Personalised recommendations

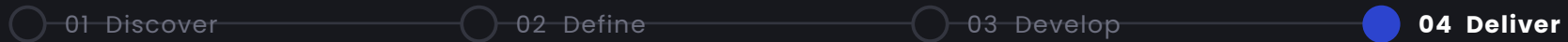
All three converged into a single, subscription-based service.



PHASE 04

# Deliver

The reimagined service — Ticketek Premium Plus — and the brand built to carry it.



# Introducing Ticketek Premium Plus

Premium Plus reframes Ticketek from a checkout into a membership — giving fans early access, personalisation, community and inclusion, and staying with them well beyond the event itself.



*“Your ultimate ticket to the unimaginable.”*



## Early & fair access

Priority windows behind verified accounts.



## Personalisation

Recommendations tuned to taste and needs.



## Community

Hubs to connect fans before and after.



## Digital concerts

Live-streamed and on-demand events.

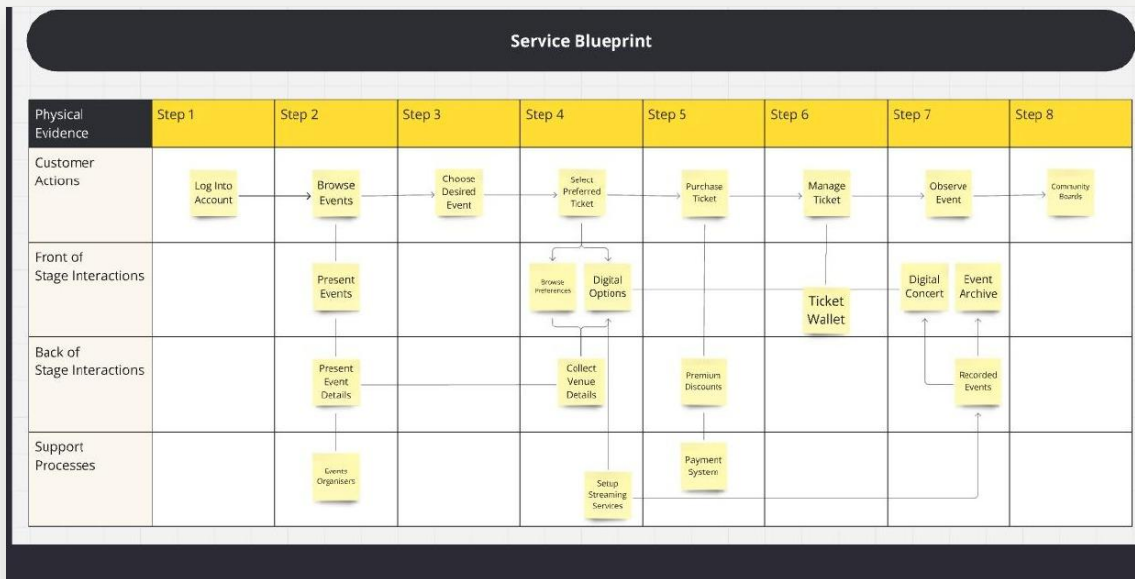


## Accessibility-first

Detailed access info and dedicated support.

# Architecting the service end to end

A service blueprint defines the front-stage, back-stage and support processes behind every customer action — while the offering map shows how the new service's parts fit together.



SERVICE BLUEPRINT — FRONT-STAGE TO SUPPORT PROCESSES

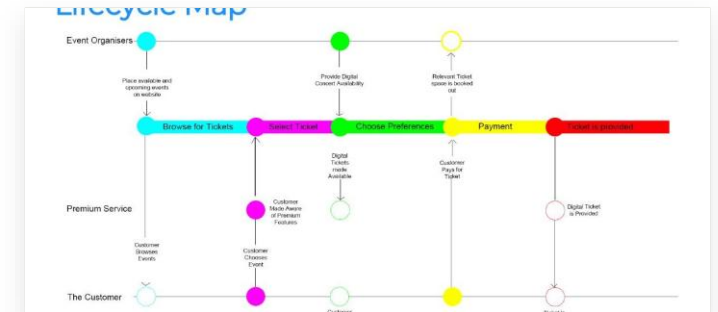


NEW SERVICE OFFERING MAP — PREMIUM PLUS

# A journey with a beginning, middle – and after

Stages	Awareness	Consideration	Purchase	Retention	Advocacy
<b>Insights</b>	<ol style="list-style-type: none"> <li>Social media</li> <li>Ticketek Website</li> <li>Event listings</li> <li>For you recommendations</li> </ol>	<ol style="list-style-type: none"> <li>Different Events</li> <li>Different Venues</li> <li>Different Tickets</li> <li>Different Seats</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing payment for Ticketek Premium Plus</li> <li>Discounted Ticket cost</li> <li>Regular Tickets cost</li> </ol>	<ol style="list-style-type: none"> <li>Rewatchable Digital Experience</li> <li>In-person experience</li> <li>Community boards to share photos and experiences</li> </ol>	<ol style="list-style-type: none"> <li>Community Boards</li> <li>Long-term customer rewards</li> <li>Personalised Experiences</li> </ol>
	Customer usually approaches sights with specific events in mind. Customer interested in what's available and what Ticketek can do for them	Customer given various options at a single point in time. All decision making provides a reductive approach to the perfect personal experience.	Ticketek Premium Plus provides various Ticket discounts in order to gain trust with customers. Hidden Fees removed	Events are re-experience or shared. Those with disabilities are able to engage with events they may not usually experience	Customer centric practices lead to a re-evaluation of Ticketek. Community and Rewards lead to long term brand tribalism
	Customers often focusing on a quick and to the point experience. Speed and certainty are major friction points in customer experience	Ticketek Premium Plus preferences can be memorised to streamline experience. Early Access to Tickets and events decreasing stress and botting.	Early Access behind a paywall prevents botting and decreases high traffic server issues.	Customers through community boards and digital experiences are able to commune leading to an elevated experience.	Positive vision of company and event experience can be used to increase customer base and further increase customer rewards
<b>Emotions</b>	Customers approach with uncertainty, apprehension and curiosity	Customers nervousness gives way to excitement	Stress decreased further due to larger time windows.	Customers kept engaged and excited even after the events have finished.	Customer experience elevated to the point of becoming publicly expressed

REDESIGNED CUSTOMER JOURNEY – AWARENESS TO ADVOCACY



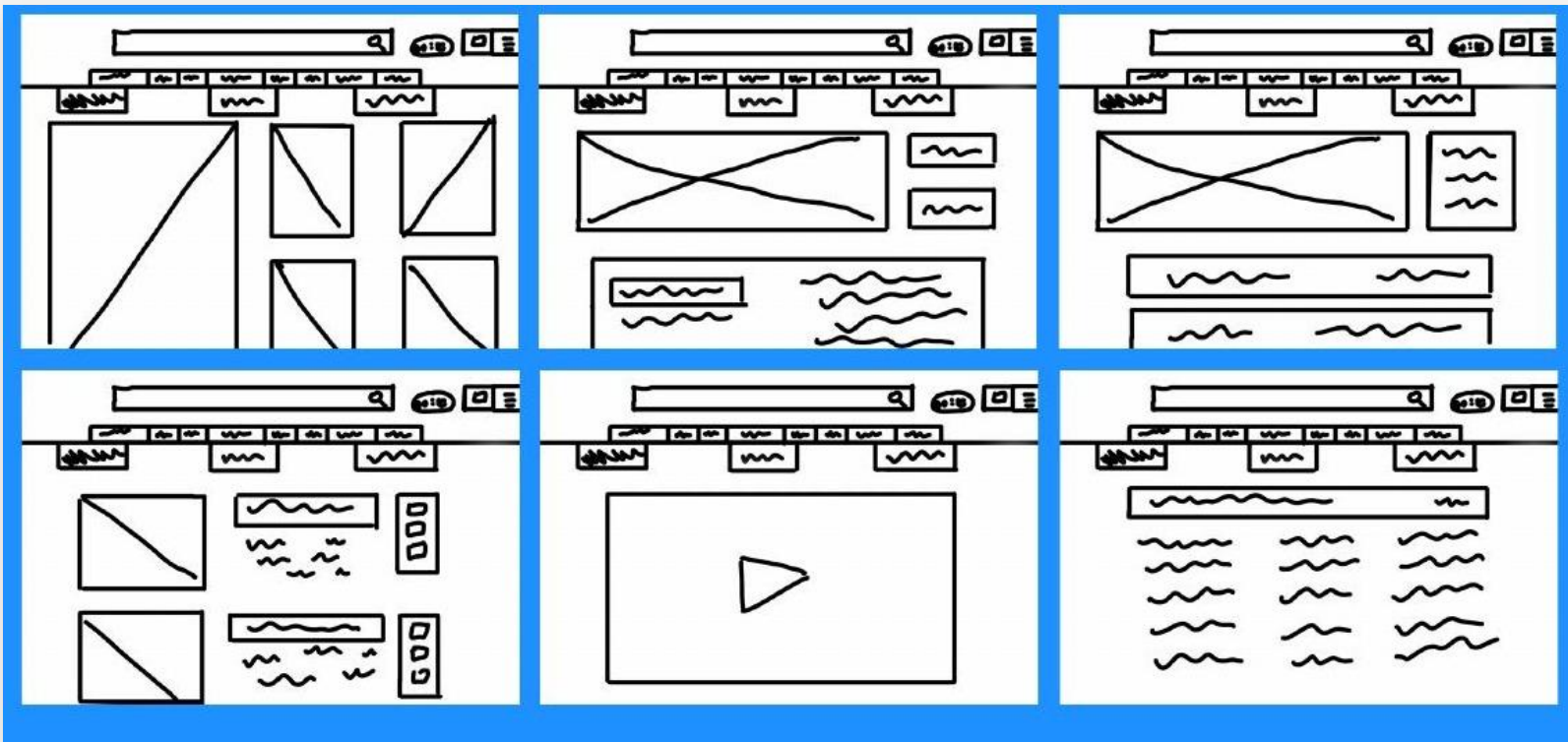
SERVICE LIFECYCLE MAP

**FROM**  
Anxiety, confusion and the fear of missing out.

**TO**  
Anticipation, confidence and belonging.

The redesigned journey adds Retention and Advocacy stages the original never had.

# Designing the screens



LOW-FIDELITY WIREFRAMES — KEY PREMIUM PLUS SCREENS

**Low-fidelity wireframes translated the concept into structure — resolving layout and hierarchy before any visual design.**

- ✓ Personalised home & event discovery
- ✓ Transparent ticket selection
- ✓ Virtual-concert player
- ✓ Community boards & account hub

# Giving Ticketek a voice

A purely functional brand was given an identity — built on two archetypes and a clear set of values.

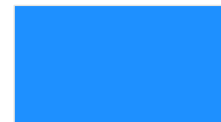
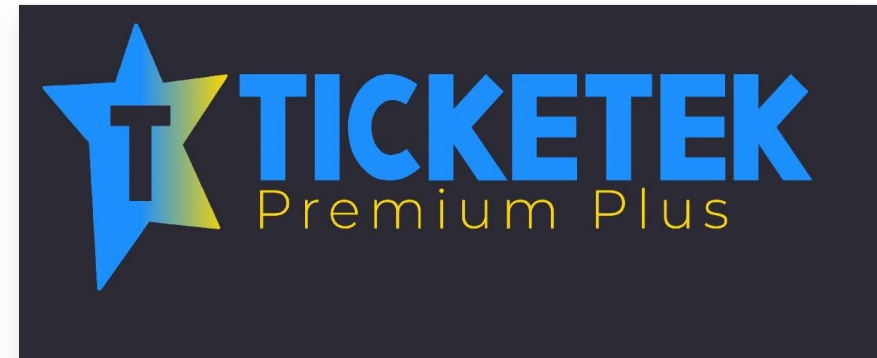
## The Explorer 60%

Discovery, freedom and new experiences. "Don't fence me in."

## The Entertainer 40%

Joy, participation and celebration. "Life's a stage."

New values — transparency, experience, accessibility and community — give the brand a reason to exist beyond the transaction.



#1E90FF  
Electric Blue



#FF4500  
Vibrant Red



#FFD700  
Bright Yellow



#10193A  
Midnight



#CCCCCC  
Soft Grey

## TYPOGRAPHY

**Montserrat** — Headlines

Roboto — Body copy

# A service that pays for itself

Modelled through a Business Model Canvas – the subscription creates value for customers, partners and the business at once.

**PROJECTED ANNUAL REVENUE**

# \$64M

Modelled on ~500,000 subscribers at \$10 / month, against \$11.8M in costs.

- ✓ Monthly subscriptions
- ✓ Advertising & sponsorship
- ✓ Ticket-sales commissions
- ✓ Exclusive content



BUSINESS MODEL CANVAS – TICKETEK PREMIUM PLUS

# What I learned — and what's next



## Research earns the design

The subscription concept survived because the research demanded it — not because it was a tidy idea. Grounding every move in customer voice kept it honest.



## Reframing is the real work

The breakthrough wasn't a feature. It was redefining ticketing as an experience to be cared for — not a transaction to be completed.



## What I'd push further

With more time I'd usability-test the wireframes and pressure-test willingness-to-pay — validating the concept against behaviour, not only against stated needs.

**Thanks for reading.**

**Kyle Van Trier** · Researcher & Service Designer