# Turn the work into a commercial engine.

A practical path from a high-quality campaign and working response demo to paid services, recurring SaaS revenue, Ray White distribution and a valuable Dark Ice platform.

RECOMMENDED FIRST TRANSACTION

**Make RWSC a paid, non-exclusive founding customer—then use the measured proof to sell the response layer elsewhere.**

90-DAY FOUNDING PILOT

**$20K**

| 10 LOCAL PARTNERS | | DARK ICE ALONE | | TOTAL CAMPAIGN POOL |
|---|---|---|---|---|
| **$1,000** weekly prizes combined | + | **$1,500** Co-Create Makeover Grand Prize | = | **$2,500** one prize becomes a real outcome |

| IMMEDIATE TARGET | YEAR-ONE ILLUSTRATION | SCALE MILESTONE | RECURRING POTENTIAL |
|---|---|---|---|
| **$37.5K** | **$166K** | **25** | **$450K** |
| 90-day booked revenue | service + software sales | paying offices | ARR at 25 offices |

# Executive decision

The most profitable path is not to sell this as a better Ray White website and not to build a broad multi-tenant SaaS before anyone has paid.

The recommended path is:

1. **Convert Cameron/RWSC into a paid, non-exclusive founding customer** for a tightly scoped 90-day pilot.
2. **Lead with the revenue problem:** campaigns and enquiries lose value when the right human does not respond quickly, ownership is unclear or source attribution disappears.
3. **Position Dark Ice Engage as the human-response and campaign-activation layer** around existing systems, not as a replacement for NurtureCloud, OneSystem, VaultRE, Realhub or a corporate website.
4. **Use service revenue to fund product extraction:** paid audits, campaign sprints, implementation and managed growth produce cash now; repeatable product modules become SaaS only after the first office proves adoption and value.
5. **Include Dark Ice in the FY27 campaign as "Technology & Experience Partner",** subject to written approval. Add a standalone **$1,500 Dark Ice Co-Create Makeover Grand Prize**—50% more than the other ten local-business prizes combined, lifting the campaign pool to $2,500—and use a separate, explicit Dark Ice opt-in rather than treating Ray White entrants as Dark Ice leads.
6. **Keep all reusable IP in Dark Ice.** Give RWSC a configured licence, founding pricing and referral upside—not equity, joint IP, exclusivity or network rights.
7. **Sell Matt's 25+ years of experience as senior judgement, not generic AI hype:** practical AI, digital systems and commercial implementation that turn a campaign into measurable human action.

The commercial sequence should be:

```
Paid diagnosis
    → paid founding pilot
        → measured office subscription
            → repeatable multi-office product
                → corporate/OEM or broader agency distribution
```

# 1. What has actually been built

This is now a portfolio of commercial building blocks, not one website.

## Public experience and campaign assets

- A high-quality Astro regional property-site concept with sale, rental and sold snapshots, 60 internal property pages, 298 locally cached official images, 39 team profiles, eight suburb guides, a regional map and official-source handoffs.
- A constrained AI concierge that routes users to approved actions and a human callback without putting an API key in the browser or inventing URLs.
- Contact and lead delivery, source tracking, appraisal pathways and scheduled candidate-content refresh.
- The FY27 campaign ecosystem: campaign landing journey, calculator/content, Smart Links/QR routing, print, social, email, partner programme, prize mechanics, agent PWA, Suburb Lens, sales talk, control room and experimental experiences.
- A reusable brand and interaction system across light/dark editorial, campaign and operational surfaces.

## RWSC Live / response operations

- A protected lead desk, installable agent PWA, visitor-to-agent chat, presence, first-valid acceptance, typing indicators, referrals and weekly reporting.
- D1-backed queue and audit state, privacy-safe TV projection and protected routes.
- A defined production architecture for stronger coordination, notifications, connectors, retention and tenancy.
- A showcase runbook, evidence checklist, fallback film plan and explicit claims boundary.

## Commercial and legal foundations

- A vendor-neutral platform boundary for Dark Ice Engage.
- Working evaluation, founding-pilot, contracting, IP, access, privacy and solicitor documents.
- A clear decision that RWSC is a prospective founding customer, not a co-owner.
- A separation between Dark Ice platform IP, customer configuration, customer data, customer branding and third-party material.

## Verified on 26 July 2026

- Local showcase documentation verification passed.
- The application built with zero Astro diagnostics.
- All 19 Node function tests passed.
- The latest local Playwright run completed 294 browser tests with four expected project-gated skips from 298 announced cases.
- The public concept and campaign destinations responded, the concept remained `noindex`, and the protected `live.rwsc.au` product route redirected to Cloudflare Access.

This evidence supports a **paid evaluation and controlled pilot proposal**. It does not yet support claims of production multi-tenancy, approved property/CRM integration, network distribution, real-device push reliability or an approved Ray White corporate product.

Internal source documents:

- RWSC digital ecosystem PRD
- RWSC Live PRD
- Dark Ice Engage platform boundary
- Showcase claims and gates
- Legal control board
- Founding-pilot term sheet

# 2. Market reality

## The opportunity is large, but Ray White is not a blank technology market

Ray White says it has more than 1,000 offices worldwide. Its 2025 expansion report states that it finished the year with 1,000 offices and a 14.27% combined Australia and New Zealand market share. Its REA/PropTrack announcement refers to more than 550 Australian offices. That creates genuine distribution upside if a local proof point earns corporate interest.

However, Ray White already owns and promotes substantial technology:

- OneSystem as its integrated technology ecosystem;
- NurtureCloud for propensity, lead generation, appraisals, buyer work, OFIs and agent workflow;
- Pulse for agent and business performance;
- VaultRE and other systems in downstream agency workflows;
- a network-wide REA/PropTrack data relationship.

NurtureCloud is not peripheral. Ray White describes it as an agent operating system using AI and machine learning, and reports 300,000 NurtureCloud calls per month. Cameron has publicly said it “completely changed our business”.

Therefore:

- **Do not pitch another CRM, database, call list, appraisal manager or generic AI chatbot.**
- **Do not claim that Dark Ice has better corporate data.**
- **Do not lead with “replace the Ray White website”.**
- **Do pitch a measured last-mile response, campaign activation and local experience layer that can integrate with approved corporate systems.**

This is reinforced by Ray White's stated human-first AI position: its Chief Systems Officer has said that the group will not use AI to start calling customers. Dark Ice's model—AI for safe intent/routing support, with a real local person taking ownership—is strategically compatible.

Primary current sources:

- Ray White about the group
- Ray White office growth and market share
- Ray White / REA and PropTrack partnership
- NurtureCloud product
- NurtureCloud solutions
- Ray White's current AI position

## Competitive pressure

The surrounding categories are already occupied:

| CATEGORY | EXISTING PRESSURE | IMPLICATION FOR DARK ICE |
|---|---|---|
| Ray White agent/CRM operating system | OneSystem, NurtureCloud, Pulse, VaultRE | Complement and connect; do not replace |
| Agency CRM and lead capture | Reapit/Agentbox and other established CRMs | Avoid becoming a general CRM |
| Real-estate campaign production | Realhub/Campaigntrack and agency suppliers | Sell distinctive campaign programmes and attribution, not a generic template library |
| 24/7 AI enquiry response | Propic and a growing field of smaller AI lead-response products | Human-first ownership, governance and local implementation must be the difference |
| Generic live chat/help desk | Intercom, HubSpot, Zendesk, Salesforce and Twilio | Use these where appropriate; Dark Ice value is the real-estate operating model and implementation |

Useful primary comparisons:

- Realhub
- Reapit Sales / Agentbox
- Propic

The moat is not "we have an AI chatbot". It is:

- one connected campaign-to-human journey;
- property-, office-, roster- and source-aware routing;
- transparent first-valid ownership;
- consent-aware handoff and privacy-safe displays;

- fast local experimentation with enterprise-quality controls;
- an implementation partner who can work across web, cloud, mobile, AI and operations;
- evidence, not slides, from a real office environment.

# 3. The commercial thesis

## The product wedge

The initial product should be described as:

> **Dark Ice Engage helps a local office turn the demand it already creates into a fast, accountable human response—with clean source attribution and no second CRM.**

That is more saleable than “digital ecosystem”, “AI platform” or “alternative website”.

The first repeatable module is **Engage Response**:

- visitor or campaign enquiry;
- safe intent and context;
- available human;
- one accountable owner;
- reply/callback;
- consented contact sharing;
- source/outcome audit;
- weekly coverage report;
- approved connector into the customer’s system of record.

The second module is **Engage Campaigns**:

- campaign setup and approval workflow;
- stable Smart Links/QR attribution;
- campaign-specific capture;
- local partner workflow;
- reusable calculators and locality components;

- content distribution and evidence;
- outcome reporting.

Do not productise all experimental assets at once. Suburb Lens, AR, inspections, anonymous footfall and native apps are optional expansion modules after the revenue wedge is proven.

## The business model

Use a hybrid model:

1. **Paid discovery and diagnosis** protects senior time and qualifies customers.
2. **Implementation/setup fees** pay for configuration, data mapping, training and production hardening.
3. **Recurring platform fee** builds predictable revenue.
4. **Managed growth/operations retainer** monetises ongoing campaign, reporting and optimisation work.
5. **Usage is passed through or capped** for SMS, email, AI, calls and storage.
6. **Custom connectors and bespoke features are separate SOWs.**
7. **Enterprise distribution is a separate licence with minimum commitment.**

This avoids the common trap of selling a low-cost SaaS subscription while providing unlimited agency, integration and support work.

# 4. Recommended offers and prices

All figures below are recommended **AUD, excluding GST and third-party costs**. They are commercial starting positions, not published commitments.

## Immediate cash offers

| OFFER | BUYER | DELIVERABLE | RECOMMENDED PRICE |
|---|---|---|---|
| AI & Digital Profit Audit | local business | two interviews, funnel/website/AI review, prioritised profit plan, one decision session | $2,500 |
| Office Growth Systems Audit | real-estate office | lead/campaign workflow map, leakage baseline, integration/risk map, 90-day business case | $4,500 |
| Practical AI Workshop | community/business team | 60–90 minute facilitated workshop, examples, safe-use guide and Q&A | $1,500 community / $3,500 corporate |
| Digital Conversion Sprint | SMB or office | one tightly scoped conversion, automation or web improvement delivered in 2–4 weeks | $6,500–$12,500 |
| Campaign Sprint | office/agency | campaign concept, capture, Smart Links, partner/distribution workflow and measurement | $8,500–$15,000 |
| Executive AI/Product Advisory | principal, CEO or leadership team | monthly decision support, architecture, vendor and opportunity review | $3,000–$7,500 per month |

The existing FY27 proposal used **$8,500 for the sprint and $3,200 per month for a 12-month cadence**. That remains a credible minimum for the original campaign scope, but RWSC Live, product extraction, production data controls, corporate integration and native/vision work are new commercial scopes. They must not be silently absorbed into the old $3,200 monthly number.

## Recommended RWSC founding pilot

**Term:** 90 days
**Customer:** one confirmed Sherwood/Centenary legal entity or defined office group
**Commercial position:** $9,500 setup + $3,500 per month for three months
**Total founding pilot: $20,000 ex GST**

Include:

- agreed RWSC Live response journey;
- one configured office group;
- synthetic rehearsal, then approved limited real-data use;
- up to 40 named staff users;
- onboarding and one team training session;
- lead-source and response reporting;
- defined business-hours support;
- capped message/AI usage;
- baseline and end-of-pilot business review;
- approved case-study data fields.

Exclude:

- VaultRE, NurtureCloud, OneSystem or other production connector unless separately authorised and quoted;
- SMS/voice pass-through charges;
- unlimited campaigns or custom development;
- cameras, native app-store distribution, background location or property feed;
- corporate/network rights;
- service-level guarantees outside the agreed pilot support window.

After a successful pilot:

- **Platform:** target $1,250–$1,750 per office per month, depending on volume.
- **Managed optimisation/reporting:** optional $1,500–$3,000 per month per office group.
- **Onboarding for each additional office:** $3,500–$6,500.
- **Custom connector or campaign work:** separate fixed SOW.

The pilot price is intentionally higher than the future software-only subscription because the pilot includes implementation, risk closure, training and product learning.

## Standard post-pilot packaging

| PACKAGE | BEST FOR | SETUP | MONTHLY |
|---|---|---|---|
| Engage Response – Team | one small team, limited sources/volume | $3,500 | $995 |
| Engage Response – Office | office-wide queue, routing, reporting and approved CRM handoff | $5,500 | $1,495 |
| Engage Response – Office Managed | platform plus monthly optimisation and campaign response support | $7,500 | $3,500 |
| Engage Multi-office | shared governance, tenant/office separation and central reporting | from $15,000 | from $4,500 |

These packages should not be publicly launched until tenancy, support load, billing, retention and the second-office isolation tests pass.

## Corporate / network path

Do not approach Ray White corporate asking it to buy a local branded website or another CRM. The corporate proposition should be one of:

1. **A controlled innovation pilot** for human-first inbound response and campaign activation.
2. **A connector/feature module** that feeds approved outcomes into OneSystem or NurtureCloud.

3. **An office activation programme** that helps offices implement existing corporate technology and close last-mile workflow gaps.
4. **An OEM/white-label licence** for a proven feature that corporate does not wish to build internally.

Recommended enterprise commercial gates:

- paid discovery: **$25,000–$40,000**;
- five-to-ten-office, six-month pilot: **$90,000–$150,000**;
- enterprise production: minimum annual commitment, central platform fee and active-office pricing;
- indicative production floor: **$250,000 first-year minimum**, subject to security, integration, support and rights.

Illustrative, not a forecast:

- 100 active offices at $300 per month plus a $75,000 central licence is $435,000 annual recurring revenue.
- 550 active Australian offices at $200 per month plus a $150,000 central licence is $1.47 million annual recurring revenue.

Those numbers demonstrate why network rights must never be given away in a local-office pilot.

# 5. The best arrangement with Cameron

## Recommended structure

Cameron/RWSC should be:

- a **paid founding design customer**;
- an approved case-study customer;
- a reference and introduction channel;
- an advisor on real-estate workflow;
- potentially a commission-based introducer for deals he directly creates.

Cameron/RWSC should not automatically become:

- a Dark Ice shareholder;
- a joint owner of the platform;
- an exclusive distributor;
- the owner of a territory;
- a source-code licensee;
- the party entitled to Ray White corporate or worldwide rights.

## What Cameron receives

- A defined founding-customer discount.
- A 24-month price lock for the agreed office group while it remains in good standing.
- Quarterly roadmap review during the first year.
- Priority input into real-estate workflow requirements.
- A configured RWSC implementation and data export/exit plan.
- Optional referral credit or cash commission.

## What Dark Ice receives

- Paid setup and recurring fees.
- Vendor-neutral ownership of background IP and platform improvements.
- Permission to use de-identified performance results in an approved case study.
- Two qualified introductions where Cameron is comfortable: other office principals, Queensland corporate or relevant technology leadership.
- Practical operational access and timely decisions during the pilot.
- A right to keep selling to Ray White and non-Ray White customers.

## Referral model

The cleanest model is:

- **10% of collected first-year net recurring software revenue** for a directly introduced customer that signs;
- paid quarterly after Dark Ice receives the customer's money;
- excludes GST, pass-through costs, hardware, refunds and bespoke services;
- expires 12 months after the introduction;
- no commission on corporate/network rights unless separately agreed;
- no authority for Cameron to bind or represent Dark Ice.

Service credit can be offered instead of cash if that is easier for the office.

## If equity or exclusivity is proposed

Treat it as a separate investment transaction. It would need:

- an independent valuation;
- a specific cash investment or minimum guaranteed distribution;

- defined milestones;
- vesting or earn-out rather than immediate permanent ownership;
- solicitor, accountant and board review;
- no transfer of pre-existing IP;
- termination and buy-back mechanics.

“Feedback”, “exposure”, “being the first customer” or an informal corporate introduction is not enough consideration for equity or exclusivity.

# 6. Dark Ice inside the FY27 campaign

## Recommended public role

Use:

> **Technology & Experience Partner — Dark Ice Interactive**

or:

> **Campaign technology by Dark Ice**

Do not use “official Ray White technology partner”, “Ray White corporate partner” or “powered by the Ray White network” without rights-holder approval.

Recommended campaign consideration for Dark Ice:

- logo and partner profile linked to darkice.au;
- “Campaign technology by Dark Ice” footer credit;
- one short behind-the-scenes video showing practical, human-first technology;
- one Dark Ice-hosted public session or partner event;
- an approved post-campaign case study with de-identified results;
- a separate Dark Ice call-to-action only where the user intentionally chooses it.

This should be written into the campaign or pilot SOW. Logo exposure is additional value, not a substitute for professional fees.

## The consumer prize

The best "average person" prize is neither a vague AI consultation nor an inflated claim built around a fast image-generation prompt. It should produce one useful, finished outcome and leave the winner able to keep using the method.

STANDALONE CAMPAIGN GRAND PRIZE

# Amount decision: recommend $1,500

| PRIZE VALUE | CAMPAIGN STORY | CREDIBLE DELIVERY | RISK | VERDICT |
|---|---|---|---|---|
| $1,000 | Dark Ice equals all ten local partners combined; $2,000 total pool | diagnosis, coaching and one modest quick win | may feel like advice with a small add-on | safe fallback |
| **$1,500** | Dark Ice adds a major prize 50% larger than the ten partners combined; **$2,500 total pool** | 8–10-hour co-creation sprint with one implemented outcome | requires tight scope and a real delivery slot | **recommended** |
| $2,500 | strong headline and roughly a two-day sprint | a more substantial page, automation or home concept package | higher expectations and delivery exposure | reserve for a sponsored or business-only edition |
| $5,000–$10,000 | spectacular headline | would need a genuine multi-week scope, external costs or several specialists | looks artificial if delivery is mostly generated output; winner may reasonably expect a full website, system or professional design project | do not use for this campaign |

The extra $500 is commercially useful. It moves the prize from "consult and quick win" to "discover, make, refine, implement and teach" while remaining credible for one senior practitioner. It loses the mathematical symmetry of matching the other ten partners, but gains a better product and a stronger major-prize headline.

STANDALONE CAMPAIGN GRAND PRIZE

# Dark Ice $1,500 Co-Create Makeover Grand Prize

**Consumer headline:**
**Win a $1,500 Dark Ice Makeover—for your home, your small business or your digital life. One real project, built with you. Not just a chat or a prompt.**

**Published retail value:** $1,500 including GST
**Campaign impact:** Dark Ice contributes 60% of the $2,500 total prize pool
**Internal delivery budget:** 8–10 hours of senior Dark Ice time plus a tightly capped allowance for agreed

production tools
**Format:** discovery and safe intake, analysis, a co-creation session, one bounded build, one refinement round, quality assurance, a practical handover pack and a follow-up
**Delivery window:** within 30 days of the winner being confirmed, unless the winner agrees to a different timing in writing
**Winner chooses one track after a fit-and-scope call:**

#### Track A — Home Vision & AI Makeover (hero offer)

For a homeowner or renter who wants to make part of their home work or feel better without starting with an expensive design engagement.

Included:

- guided brief covering the people, activities, pain points, fixed elements, preferred feel and realistic budget;
- private review of winner-supplied photos for up to two nominated spaces or areas;
- one coherent direction expressed through 3–5 clearly labelled concept visuals, including one agreed refinement round;
- a practical layout and styling brief covering functional zones, movement paths, sightlines, daylight and lighting layers, proportion, storage friction, colour and material cohesion, comfort and accessibility where relevant;
- an optional feng shui-inspired placement and flow lens, presented as a cultural design framework—not a scientific claim or promise of health, wealth or property value;
- a prioritised "use what you have / buy next / consider later" plan, with budget bands rather than a fantasy shopping list;
- a 90-minute guided AI working session so the winner can safely create and compare further ideas using a reusable prompt and decision toolkit;
- a final digital makeover pack and 30-minute handover.

The practical methods matter more than fashionable labels. The work should test how a space is actually used, how people move through it, what stays, what can change, what the budget permits and which ideas survive contact with the real property.

This is visual planning and education, not architecture, engineering, construction documentation, building approval, property valuation or a substitute for a qualified interior designer or trade. Dimensions, structural changes, electrical work, product fit and permissions must be verified by the appropriate professional.

#### Track B — Small Business Digital Makeover

For a sole trader or small local business. The winner receives **one** implemented outcome selected after the scope call:

- one focused lead-generation landing page, with copy, form, basic measurement, mobile QA and launch to an approved existing domain/hosting setup; **or**

- one bounded automation with one trigger, one useful outcome and up to two approved connected systems, including test cases, failure handling, documentation and handover; **or**
- one customer-enquiry or content workflow configured in the winner's existing approved tools, with templates, safe-use rules and a working example.

This is not a full multi-page website, rebrand, CRM migration, custom SaaS product or unlimited integration project. Third-party subscriptions, advertising spend, domains, hosting and paid assets are excluded unless the terms expressly include them.

**Track C — Everyday AI & Digital Life Makeover**

For a person who wants technology to remove friction from home administration, study, career planning or a side project. It includes a safe workflow review, one configured repeatable system, a tailored template library, a guided working session and a plain-English handover. It does not include access to the winner's passwords or regulated legal, medical or financial advice.

STANDALONE CAMPAIGN GRAND PRIZE

# What makes the $1,500 real

The value is not the number of prompts, the cost of an AI subscription or how long an image takes to render. The value is the accountable process around the tool.

| A PROMPT-ONLY GIVEAWAY | THE DARK ICE PRIZE |
|---|---|
| accepts a few words and returns plausible-looking output | starts with the winner's real goal, constraints, photos, systems and budget |
| produces options without knowing what is fixed, safe or affordable | separates inspiration from decisions and labels assumptions that need checking |
| leaves the winner to judge hallucinations, fit and next steps | applies 25+ years of web, software, AI and delivery judgement to curate and refine |
| ends with an image, copy draft or automation suggestion | ends with one agreed usable asset, implementation or configured workflow |
| teaches dependence on a tool | includes a repeatable method, templates, handover and follow-up |
| has no accountability after generation | has a defined scope, QA checklist, revision and delivery owner |

A "$10,000 AI makeover" delivered by running one prompt would be a weak product and a risky value claim. The ACCC says claims about value, benefits and performance must be truthful, accurate, based on reasonable grounds and capable of substantiation. The Queensland promotional-games guide requires the terms to describe each prize and its retail value. Dark Ice should therefore:

- publish the same fixed-scope package as a genuinely bookable $1,500 service before advertising the prize;
- use "retail value $1,500 including GST", not an invented "worth up to $10,000";
- keep an internal delivery checklist, time budget and record of the final artefacts;

- state the track scopes, exclusions, delivery window, revision limit, expiry and any third-party costs in the terms;
- describe AI as one production tool inside a human-led service, not as the product.

Primary references:

- ACCC false or misleading claims
- ACCC price displays
- ACCC gifts and prizes
- Queensland category 4 promotional-games guide

STANDALONE CAMPAIGN GRAND PRIZE

## Lead generation without exploiting entrants

Use the entry experience to make the prize personally relevant:

- ask one optional segmentation question: “What would you transform—my home, my small business or my digital life?”;
- do **not** ask every entrant to upload property photos, floor plans or business data; collect those only from the confirmed winner through a private, consented process;
- remove avoidable location metadata and delete working photo copies after handover under a stated retention period, unless the winner separately approves their use;
- link to a Dark Ice landing page showing the exact deliverables, illustrative before/after examples and a separately bookable package;
- offer a separate, optional Dark Ice consent and a short **Makeover Fit Call** booking route that does not affect the chance of winning;
- offer a genuine post-campaign ladder: $149 Idea Session, $495 Starter Pack, the $1,500 Co-Create Makeover and a $4,500+ business implementation sprint;
- seek separate consent for a winner case study, photographs, testimonial, agent introduction or appraisal conversation. None should be a condition of receiving the prize.

The call-to-action is not “learn prompt engineering”. It is:

> **Bring us the thing you want to improve. We will help you see the options, make one of them real and show you how to keep going.**

## Campaign activation around the prize

Give the prize its own campaign moment:

> **Ten local businesses have put up $1,000 in weekly prizes. Dark Ice is adding one $1,500 Co-Create Makeover Grand Prize—taking the campaign pool to $2,500.**

This makes Dark Ice visible as a serious contributing partner without diminishing the ten local businesses. Together they create $1,000 of weekly local experiences plus one substantial, implemented Dark Ice grand prize.

Recommended content:

- Reel: "What a real AI-assisted home makeover includes—and what a prompt cannot do."
- Dedicated Dark Ice grand-prize feature and campaign card, visually separate from the ten weekly partner cards.
- Grand-finale draw moment and winner story, subject to approved terms.
- PR angle: "Brisbane technology studio adds a $1,500 co-created makeover to a local campaign."
- Public session at the RWSC office or a partner venue: **AI Made Practical: reimagine a room, improve a workflow and keep control.**
- Follow-up downloadable checklist co-branded Ray White Western & Centenary x Dark Ice.
- Separate buttons:
  - enter/book with Ray White;
  - register for the public session;
  - optionally hear from Dark Ice.

Dark Ice must not receive the Ray White entrant list. If Dark Ice marketing is desired, use a separate, unticked checkbox that names Dark Ice, says what will be sent and records consent.

## Timing decision

The current repository schedule says the campaign should be approaching Week 4 on 27 July 2026, but the reviewed live page still labels itself pre-launch and remains `noindex`. The live terms also contain TBC dates, placeholder promoter identifiers and an unconfirmed address.

Therefore:

- if the campaign has **not accepted entries**, add the Dark Ice role and prize before final terms approval, update the advertised total pool to $2,500 and define the separate grand-prize draw;

- if it **has accepted entries**, do not silently change the prize pool, odds, dates or eligibility. Obtain legal review and publish an authorised variation, or introduce Dark Ice only as a non-prize technology partner and hold the consumer prize for the next activation.

# 7. Local-business monetisation from the partner network

The ten campaign partners are not just prize suppliers. They are a warm, highly relevant Dark Ice business-development cohort—but the approach must respect the Ray White relationship.

## Ethical route

1. Ray White asks each partner whether they want to attend a Dark Ice group session.
2. Dark Ice delivers a useful, non-pitchy **Local Business AI & Web Clinic**.
3. Interested owners separately book a paid diagnostic with Dark Ice.
4. Dark Ice does not use campaign entrant data and does not assume that a partner's voucher consent is consent to sales contact.

## Conversion ladder

```
Partner workshop
    → $2,500 AI & Digital Profit Audit
        → $6,500–$12,500 implementation sprint
            → $1,500–$4,000 monthly growth/automation support
```

## Realistic 90-day partner target

- 10 invited businesses;
- 6 attend a workshop or briefing;
- 3 buy a $2,500 audit;
- 1–2 buy an implementation sprint;
- 1 converts to a monthly retainer.

That creates $14,000–$26,000 of service revenue without appropriating Ray White's consumer leads.

Dark Ice may offer Ray White a modest partner-programme credit or co-marketing benefit, but should not pay an ongoing referral fee for work that arises from Dark Ice's own delivery unless the office actively introduces and helps close it.

# 8. Monetisation by horizon

## Short term: now to 90 days

Primary objective: turn existing proof and relationships into contracted cash.

1. Reconcile what has already been agreed, invoiced and paid for the FY27 campaign.
2. Issue a change order for scope added beyond the original campaign proposal.
3. Present the $20,000 RWSC founding pilot.
4. Complete the chain-of-title, brand, data and pilot-contract gates.
5. Package the $1,500 Dark Ice Co-Create Makeover Grand Prize and the local-business workshop.
6. Sell three partner audits and at least one sprint.
7. Record a controlled case-study baseline before the pilot starts.
8. Put every new request through a fee, scope or explicit goodwill decision.

Target 90-day booked revenue:

| SOURCE | TARGET |
|---|---:|
| RWSC founding pilot | $20,000 |
| Three partner audits | $7,500 |
| One implementation sprint | $8,500 |
| Community/business workshop | $1,500 |
| **Target total** | **$37,500 ex GST** |

This total excludes any unpaid amount already due under the original campaign engagement and excludes third-party costs.

## Medium term: three to 12 months

Primary objective: prove repeatability without overbuilding.

- Complete one RWSC pilot and publish one approved case study.

- Onboard three to five additional offices.
- Add one non-Ray White agency to prove vendor neutrality.
- Freeze the tenant-aware contract and extract only the proven Engage Response module.
- Standardise onboarding, support, data processing, billing and measurement.
- Build two approved connector adapters, not ten speculative ones.
- Create a repeatable quarterly campaign kit tied to Engage Response.
- Recruit contract delivery/support capacity before Matt becomes the bottleneck.

Illustrative target:

| REVENUE LINE | 12-MONTH TARGET |
|---|---:|
| Five office setups at average $5,000 | $25,000 |
| Five offices averaging six billed months at $1,500/month | $45,000 |
| Four campaign/implementation sprints at $10,000 | $40,000 |
| One advisory retainer at $3,000/month | $36,000 |
| RWSC pilot | $20,000 |
| **Illustrative total** | **$166,000 ex GST** |

This is a sales target, not a forecast. It should be revised after the first pilot reveals acquisition cost, support hours, churn risk and willingness to pay.

## Long term: 12 to 36 months

Primary objective: move from founder-led delivery to a valuable, defensible company.

Preferred paths, in order:

1. **Multi-office SaaS plus implementation partners.**
2. **Ray White corporate/OEM licence** for a proven module.
3. **Other real-estate networks and independent agencies.**
4. **Adjacent verticals** with distributed local teams and high-value enquiries: mortgage broking, property services, home improvement, professional services, automotive and healthcare-adjacent bookings where compliance permits.
5. **Strategic licence or acquisition** once revenue, retention and IP ownership are clean.

Long-term operating targets:

- 25 offices at an average $1,500 monthly platform fee = $450,000 ARR before managed services.

- recurring gross margin above 75% after support;
- no customer above 25% of revenue by the end of year two;
- less than one hour of routine support per office per month;
- documented onboarding that another capable team can execute;
- platform IP, contracts and customer configuration cleanly separated;
- no network-wide exclusivity without a substantial guaranteed minimum.

# 9. SWOT analysis

| STRENGTHS | COMMERCIAL USE |
|---|---|
| Matt's 25+ years across software, web, mobile, cloud, AI and enterprise delivery | Sell senior diagnosis, cross-system implementation and risk judgement—not cheap build hours |
| Working end-to-end assets, not a slide-only idea | Shorten sales cycle with a controlled proof |
| Close relationship with Cameron and detailed knowledge of office workflow | Design a relevant founding pilot and earn introductions |
| Broad campaign ecosystem and local partner programme | Create service, campaign and SaaS revenue from one proof base |
| Strong privacy, claims, evidence and IP boundaries already documented | Increase credibility with corporate and reduce costly ambiguity |
| Low-cost Cloudflare architecture and modular extraction plan | Preserve margin and avoid premature infrastructure spend |
| Dark Ice can operate across creative, product and engineering | Sell outcomes that narrow agencies or SaaS tools cannot deliver alone |

| WEAKNESSES | MITIGATION |
|---|---|
| Founder capacity and key-person dependence | Productise onboarding, document operations, use named senior contractors and cap support |
| Current system is a branded single-customer demo, not proven multi-tenant SaaS | Sell a pilot honestly; extract only after adoption |
| No approved corporate/provider connector | Quote connector discovery separately and never promise access |
| Campaign estate is fragmented across repositories and deployments | Maintain one product registry, versioned contracts and release evidence |
| Live/device/production gates remain incomplete | Price and schedule explicit gates; retain working fallbacks |
| Commercial history, invoices and scope changes may be unclear | Create a commercial reconciliation before negotiating the next phase |
| Dark Ice has limited category brand awareness | Use one excellent case study, speaking, partner content and references |

| OPPORTUNITIES | HOW TO CAPTURE |
|---|---|
| More than 550 Australian Ray White offices and 1,000 globally | Earn corporate attention through a measured local proof |
| Offices need to activate existing technology, not merely buy more software | Sell last-mile implementation and response accountability |
| Human-first AI aligns with Ray White's stated direction | Keep AI assistive and route to real people |
| Other agencies face the same campaign-to-response problem | Prove vendor neutrality with one non-Ray White customer |
| Local businesses need practical AI/web help | Convert partner education into paid audits and sprints |
| Campaign IP can be reused quarterly and across offices | License reusable modules and sell configured campaigns |
| Corporate data partnerships increase available intelligence | Offer approved activation experiences rather than competing data claims |
| Case study can establish Matt as a real-estate technology advisor | Monetise workshops, advisory and speaking alongside software |

| THREATS | RESPONSE |
|---|---|
| NurtureCloud/OneSystem absorbs or rejects overlapping features | Complement, integrate and focus on a gap corporate validates |
| Propic, Realhub, CRMs and AI lead tools compete aggressively | Differentiate on human ownership, local implementation and governance |
| Ray White brand/content/IP restrictions | Obtain written licences; keep the core vendor-neutral |
| Privacy, Spam Act, promotional-game and staff-monitoring exposure | Separate consent, minimise data and complete legal review before launch |
| Scraped listing/media data cannot support a production product | Use approved feeds and authoritative handoffs |
| Support obligations destroy SaaS margin | Defined hours, severity levels, usage caps and paid managed service |
| Customer requests create endless bespoke work | Product council and paid SOW; no roadmap promises in sales calls |
| A corporate deal creates dangerous exclusivity or liability | Minimum guarantees, liability caps, separate rights pricing and solicitor review |
| Campaign results are weak or unmeasurable | Establish baseline, source IDs and a truthful test design before pilot |

## SWOT conclusion

Dark Ice has a strong **service-to-product advantage**, but not yet a conventional SaaS moat. The winning move is to monetise expertise and implementation immediately while using one paid office proof to earn product evidence. The losing move would be to give away more work, build every proposed feature and hope corporate later pays for it.

# 10. Sales strategy

## Message to Cameron

Lead with:

> "We have already proved the experience. The commercial opportunity is to stop hot campaign and property enquiries becoming anonymous inbox items. This pilot gives one real person accountable ownership, measures response and feeds the outcome into the office's approved systems. It is not another CRM."

The meeting should show:

1. the customer creates an enquiry;
2. RWSC Live identifies safe context;
3. one checked-in person owns it;
4. the customer receives a reply;
5. the office can see source, response and outcome;
6. the pilot proposal and decision required.

Do not show the entire Labs portfolio before asking for the pilot. Too much breadth reduces buying clarity.

## Message to other offices

> "You already pay for portals, campaigns and a CRM. Dark Ice Engage helps the right human respond while intent is still high, records who owns the opportunity and shows which source actually produced a conversation."

## Message to corporate

> "This is a controlled office proof of a human-first response and activation module. It is designed to complement OneSystem and NurtureCloud. We are seeking a paid discovery to validate the gap, integration boundary and network business case—not permission to bypass corporate systems."

## Message to local businesses

> "Dark Ice finds the smallest useful AI, web or automation change that saves time or creates revenue, then implements it without an agency hand-off chain."

## Proof before persuasion

The case study should report:

- enquiry sources;
- eligible versus responded enquiries;
- median and 90th-percentile first-response time;
- acceptance and no-response rates;
- voluntary contact-share rate;
- booked appraisal/callback/meeting rate;
- referrals by type and source;
- staff adoption and coverage;
- uptime/incidents;
- cost per handled opportunity;
- attributable pipeline where the client can verify it.

Do not guarantee listings, commissions or revenue. Use baseline, before/after and attribution caveats.

# 11. Matt's personal monetisation

Dark Ice should own the platform and contract for the work. Matt's personal brand is the premium expert layer that opens doors.

Recommended personal-facing products:

- executive AI strategy session: $1,500–$3,000;
- half-day leadership workshop: $3,500–$5,000;
- product/architecture audit: $5,000–$15,000;
- fractional AI/product advisor: $3,000–$7,500 per month;
- conference or network session: priced by audience, preparation and rights;
- paid cohort: "Practical AI for Real Estate Principals" or "Practical AI for Local Business", once the case study exists.

Positioning:

> **Matt Crombie — 25+ years turning complex technology into practical business systems; founder of Dark Ice Interactive.**

Support it with:

- a named RWSC case study after approval;
- one strong article on human-first AI in real estate;
- a workshop recording;
- an evidence-backed talk;
- specific outcomes and boundaries, not model-name hype.

Director fees, salary, dividends, personal IP licensing and tax treatment should be decided with the accountant and solicitor. The default should be for commercial revenue and platform IP to flow through Dark Ice Interactive Pty. Ltd., not an informal personal arrangement.

# 12. Economics and profitability rules

## Price for the real cost

Every quote must include:

- sales and discovery time;
- implementation and configuration;
- training;
- support;
- monitoring and incident handling;
- AI/message/storage usage;
- legal/security/compliance work;
- contractor cost;
- contingency;
- product improvement that is being funded by the customer.

### Margin targets

- diagnostic/advisory: 70%+ gross margin;
- implementation sprint: 50–65%;
- managed service: 50–65%;
- mature recurring software: 75–85%;
- third-party usage: passed through with an administration margin or a clear included cap.

### Scope rules

- no unlimited support;
- no "small change" without a logged decision;
- no free production connector;
- no free network rights;
- no support SLA without price;
- no customer-specific feature in the core unless it supports the product direction;
- no performance fee tied to property commission without legal and tax advice.

A fixed fee plus a modest KPI completion bonus can be considered, but the core fee must cover delivery. Revenue share tied to listings or commissions creates attribution, cash-flow, licensing and dispute risk.

## 13. Legal and commercial hard stops

The following are prerequisites to paid/public operation:

1. Confirm Dark Ice’s chain of title and assign relevant IP to the company.
2. Confirm the exact RWSC customer legal entity and authorised signatory.
3. Obtain written brand/content permission.
4. Sign the evaluation/pilot, SOW, data and security schedules.
5. Decide data retention, processors, incident responsibility and support.
6. Obtain provider authority before CRM/property integrations.
7. Fix campaign terms, dates, promoter identity and linked routes before entry.
8. Keep Dark Ice marketing consent separate from competition/appraisal consent.
9. Do not use staff response reporting for remuneration or performance management without policy and review.
10. Do not offer corporate rights, equity, exclusivity or source code informally.

## Prize and privacy correction

Queensland’s official guidance describes these business promotions as category 4 promotional games. It says anyone may conduct one without a licence or permit, entry must be free, and general gaming records are generally kept for five years. This does not match several statements in the current campaign master plan about a $10,000 exemption, notification to the Office of Fair Trading and three-year retention.

Before launch, a Queensland promotions solicitor should confirm the exact current rules, terms, weighted-entry mechanic and records. A national rollout needs a state-by-state review; for example, current ACT and South Australian official guidance uses prize-value thresholds for permits/licences.

For marketing:

- ACMA says the sender must be able to prove consent for marketing email/SMS, identify the sender and provide an unsubscribe;
- OAIC guidance distinguishes the original collection purpose from a secondary use and warns against bundled consent;
- competition, appraisal, campaign updates and Dark Ice marketing should be separate purposes.

Primary sources:

- Queensland category 4 promotional games guide
- Business Queensland competition guidance
- ACMA spam compliance
- ACMA consent expectations
- OAIC use and disclosure
- OAIC consent guidance

# 14. 30-day action plan

## Week 1: commercial control

- Reconcile original FY27 scope, agreed fees, invoices, payments and unpaid changes.
- Approve the Dark Ice Engage name and the specific Engage Response wedge.
- Decide the RWSC pilot price and authorised negotiation floor.
- Confirm chain-of-title and book the technology/IP solicitor.
- Replace campaign TBC dates/entity/address details and repair the custom-domain terms route before any public entry.
- Decide whether the Dark Ice prize is pre-launch, an authorised variation or held for the next campaign.

## Week 2: sales package

- Produce one two-page Cameron pilot proposal.
- Produce one one-page pricing sheet.
- Prepare a five-minute outcome-led demo.
- Define baseline measures and the data the office can lawfully provide.
- Draft the partner workshop invitation through Ray White.
- Publish the same fixed-scope $1,500 consumer service on Dark Ice so the prize value is genuine and substantiable.

## Week 3: decision and close

- Run Cameron's pilot decision meeting.
- Ask for the pilot, signatory, start date and payment schedule.
- Request two conditional introductions only after Cameron supports the proposition.
- Book the partner workshop.
- Offer paid audits to interested partners after their separate opt-in.

## Week 4: start measured delivery

- Invoice setup before production work.
- Run baseline and synthetic rehearsal.
- Complete staff and privacy gates.
- Start the limited pilot.

- Capture evidence from day one.

## 15. Decision scorecard

Dark Ice should proceed with an opportunity only when it meets most of these tests:

| TEST | GO SIGNAL | NO-GO SIGNAL |
|---|---|---|
| Buyer | authorised budget owner | enthusiastic user without authority |
| Problem | measurable response/campaign loss | generic desire to “do AI” |
| Fit | complements system of record | asks Dark Ice to replace an enterprise stack cheaply |
| Economics | setup plus recurring margin | exposure/equity instead of cash |
| Rights | non-exclusive configured licence | source, joint IP, territory or network rights bundled |
| Data | approved, minimised and exportable | unclear authority or uncontrolled PII |
| Adoption | named owner and staff participation | technology bought without operating change |
| Evidence | baseline and outcome access | no permission to measure |
| Support | bounded and priced | unlimited founder availability |
| Strategic value | repeatable module or strong case study | one-off bespoke distraction |

## Final recommendation

The best near-term deal is a **$20,000 paid RWSC founding pilot**, separate from the existing campaign scope, with Dark Ice retaining all reusable IP and Cameron receiving founding pricing, influence and referral upside.

The best campaign role is **Technology & Experience Partner**, paired with the **$1,500 Dark Ice Co-Create Makeover Grand Prize** and a practical public session. Dark Ice contributes 60% of the $2,500 total campaign pool and gives an average person a real implemented outcome—not a consultation, an inflated “AI value” or a single-prompt mock-up.

The best medium-term business is a **software-enabled service**: audits and campaign sprints create cash; Engage Response creates recurring revenue; managed optimisation increases account value.

The best long-term outcome is a vendor-neutral Dark Ice Engage platform with proof across RWSC, another Ray White office and one non-Ray White agency. Only then should Dark Ice pursue a corporate/OEM agreement or broad SaaS rollout.

The central rule is simple:

> **Do not give away the platform to monetise the campaign. Use the campaign to prove the platform, charge for the pilot, and retain the right to sell it everywhere.**

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Prepared for commercial decision-making by Matt Crombie / Dark Ice Interactive Pty. Ltd. This strategy is not legal, tax or financial advice. Brand, privacy, promotional-game, integration and production gates remain subject to the approvals identified in the report.

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