



## **Business Operations: Delivering Value**

*Vue: The right film at the right time*

### **Narrator**

The highly successful Vue cinema chain now attracts over 32 million customers every year. It builds state of the art multiplexes with the most up to date projection and audio-visual techniques available.

### **Kam Dosanjh, Operations Director**

Vue is quite a young company. We established ourselves by buying Warner Village Cinemas. We have an expansion rate of having four to five cinemas opening each year for the next 2 to 3 years.

### **Sophie Doherty, General Manager, Purley Way**

We're very good at exhibiting films in an environment which has top-notch sound and picture quality. Added to which we have a real focus as a company on the entire guest journey from the moment they purchase their tickets through to the retail offerings that we have on our concession stand, the entire foyer ambience, facilities available, right into the real nucleus of the experience, which is of course sitting down and enjoying watching the film.

### **Narrator**

The cinema business is simply about putting on the latest films and hoping the crowds will flood in. Filling almost 126 thousands seats across the chain on a regular basis requires that each cinema must be in tune with its audience.

### **Darryl Lewis, London Area Manager**

It's very important that our general managers take ownership for their own businesses. That they are within the community and that they listen to what the guests around that community want. So we do try and tailor each individual site to meet the guest's needs. A film that would do fantastically well in the West End of London may not necessarily work that well in Inverness. So it's very important that we tailor the films, and actually not only the films but also the times that the films go on, that tailor for public transport, parking and actually people being able to get and watch the films that they really want to see.

### **Andrew Bailey, General Manager, West End**

Local knowledge is key. One of the creative skills at Vue is that as a general manager you're allowed to formulate your business. Because I trade on Leicester Square with four other adjacent cinemas to me, we never show the same film, or very rarely show the same film, head on head, so it gives the locality of the square itself a unique venue. I might not be showing the current blockbuster and my adjacent competitor will be. So my peaks and troughs run in conflict with the peaks and troughs in most Vue cinemas.

### **Narrator**

Movies are at the heart of the cinema industry but the process of showing a film begins with its acquisition from the distributor. Getting the right deal is of critical importance to Vue's business.

**Sophie Doherty**

In terms of the release dates, that's completely determined by the distributor. But when you come down to how many screens it will be in and how many sites it will be in across the country, that's down to a very fine relationship between our film buyers and the distributors themselves and it's a partnership. In both working towards earning the revenue streams that's right for both parties there will be big releases which may have multiple prints in one site, or one print which can be interlocked into different screens. Just depending on what demand is there in the market.

**Narrator**

Once the films are secured by the buyers, it's up to the individual managers to design a daily schedule to suit their cinema.

**Andrew Bailey**

There's an art to building a performance schedule and what we encourage our general managers to do is start by the film we predict to make the most money. So that would generally be the blockbuster, the number one release and we would put that at the time that best suits the market, based on the general manager's knowledge. We would then build what we call a walk-in, which is the period where all 7, 8, 9, 10 screens go in and then we would work from the main evening walk-in, probably backwards, giving the right amount of cleaning time and we would take each walk-in as an individual business flow.

**Kam Dosanjh**

It's really important in terms of starting of films, you get an easy steady flow within your building and you don't get pinch-points. And then when people egress back out the building, they don't clash within the foyer or as people are going into other bigger screens.