



Business Operations: Delivering Value

Vue: Peak time perfect

Darryl Lewis

Peak-time perfect is about executing what we talk about all the time. Our theory is if we can get it right at the peak times, and get it perfect at peak times, then the rest of the time should look after itself. So what we actually do is we look in some detail at how the managers execute in their shift. It's not about the guest journey; it's actually about the manager's journey. Then using situational leadership to move the people around to the right place, about setting targets and goals and having a focus to make sure that every element of the business is flawlessly executed.

Narrator

They also employ a mystery guest technique to check everything from the customer's perspective.

Sophie Doherty

Vue focuses very carefully on a mystery guest programme, which gives us instant feedback and that mystery guest report and follow the entire guest journey from the ticket purchase all the way through the cinema to the final watching of the film and even on the exit.

Andrew Bailey

One thing we do do, and particularly myself as part of the training side, is that we go out and look at, A the competition, but equally our own venues. So during their training period we actually go out, hop on and off the tube, maybe visit six or seven sites within the London market and therefore use our internal audit programme, which we call PTP, or Peak Time Perfect, to actually analyse what we're doing well in other venues, and even talk to the audience. They're the best person to give you feedback of how your unit is operating, what they like about your business, what they like about your business as opposed to the business down the road.

Narrator

Managing people takes priority at Vue, including the fostering of a positive culture of involvement and empowerment. Flat structures coupled with an effective training and development programme are important elements.

Sophie Doherty

I think that the approachability of upper management within Vue is very impressive for a company of this size and I feel as a general manager I can call any director and speak to them on any issues and indeed, my management team do as well and I think that's incredibly important to the openness and honesty that we purport to have.

Andrew Bailey

Some of the best ideas come from the staff. One thing we need to manage and maintain as managers is we don't steal their ideas, we pass their ideas on and they keep the ownership of it.

Darryl Lewis

What we like to offer people when they join Vue is an understanding about our obsession for guests. In fact the first module that everybody does, whether you are a screen cleaner, a concessionist, a retail member of staff or a general manager, you will go through what we class as Level One learning and we talk about the guest. And your first day with Vue, you watch a film.