



## Microsoft Dynamics Customer Solution Case Study

### Singapore Cinema Operator First to Personalise Movie-Going Experience



#### Solution Overview

**Country:** Singapore

**Industry:** Entertainment

#### Customer Profile

Singapore-based Golden Village is a leading cinema operator with 9 multiplexes housing 73 screens. The company employs more than 500 staff. Revenues for 2006 were about S\$6 million (US\$4.09 million).

#### Business Situation

Golden Village wanted to enhance customer loyalty to increase market share. Also needed to gather more customer data to support target marketing, empower sales efforts and enhance decision making.

#### Solution

Golden Village enhanced customer service and was able to conduct targeted marketing with Microsoft Dynamics™ CRM, Microsoft® SQL Server™ 2005 and the i-Membership and CRM solution from Idealsoft.

#### Benefits

- 70,000 registration for GV Movie Club
- Personalised service levels
- Enhanced customer service processes
- Enhanced marketing and sales effectiveness
- Improved decision making

“Our new customer insights have enabled us to delight our customers with special birthday treats and exclusive offers. We can also conduct targeted marketing campaigns for specific demographics.”

-- Mr Roger Lim, IT Manager, Golden Village Multiplex Pte Ltd

Golden Village Multiplex Pte Ltd, a joint venture between Golden Harvest of Hong Kong and Village Roadshow of Australia, is the leading Singapore cinema operator with more than 45 percent market share. It was setup in 1992 and now operates nine multiplexes housing 73 screens.

Golden Village wanted to enhance customer loyalty by introducing GV Movie Club, a personalised loyalty programme. More customer data is also required to empower its target marketing strategies, sales efforts and decision-making processes. A review of its existing system revealed inadequacies as customer data were stored disparately using spreadsheets, with no capabilities for market segmentation.

With Microsoft Dynamics™ CRM, Golden Village is able to transform the movie-going experience by enhancing its customer service processes, offering personalised services and rolling out targeted marketing campaigns.



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Mr Roger Lim  
IT Manager  
Golden Village Multiplex Pte Ltd



### Situation

A joint venture by Golden Harvest of Hong Kong and Village Roadshow of Australia, Golden Village Multiplex Private Limited (Golden Village) is the leading cinema operator in Singapore, with nine multiplexes housing 73 screens. It opened the first multiplex in Asia, the Yishun 10 complex, in 1992 and also counts Singapore's largest multiplex at VivoCity among its offerings. Golden Village Pictures, its film distribution arm, distributes Village Roadshow Pictures titles such as “Matrix Trilogy” and “Happy Feet” regionally and worldwide.

A market leader, Golden Village has revolutionised the movie-going experience in Singapore with its variety of cinema types to suit different tastes. This ranges from the Gold Class cinemas for luxury movie viewing; GVmax for the big-screen experience; Cinema Europa, exclusive for art-house movies, and standard cinemas offering a wide variety of movies. Aiming to offer more choice, comfort and convenience at its cinemas, Golden Village offers a centralised ticketing system via three modes. Patrons can purchase tickets through the Golden Village ticketing hotline, via the Golden Village's website or remotely at AXS stations, a public broadband transaction terminal network available island-wide across Singapore.

According to Roger Lim, IT Manager, Golden Village Multiplex Pte Ltd, traditionally, cinema patrons choose to visit cinemas near to their homes or offices. The

company hopes to change this by encouraging cinema patrons to consciously select a cinema due to the better movie-going experience it offers. This can only be achieved with a better understanding of the customer buying patterns and preferences.

However, as Golden Village customer data were stored disparately using spreadsheets, it was difficult to gain a bird's eye view across all customer segments. As such, only mass marketing promotions, instead of targeted campaigns, were possible.

More insights into customer behaviour will allow Golden Village to devise more effective target marketing strategies. Its sales efforts and decision making processes for its film distribution business will also get a boost with more knowledge of customer buying behavior.

To support its strategies, the Golden Village management recognised the need for a customisable Customer Relationship Management (CRM) solution to gain more customer loyalty and grow its market share.

### Solution

For its evaluation, the Golden Village management considered both off-the-shelf and turnkey solutions. When it discovered that Microsoft Dynamics CRM is able to meet its needs with a comprehensive range of functionalities, it discarded its initial thoughts on getting a fully customised solution.



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Pleasantly surprised at its cost effectiveness and ease in customisation, Golden Village implemented the Sales, and the Marketing and Customer Service Modules from Microsoft Dynamics CRM. The implementation was handled by Idealsoft Pte Ltd, a Microsoft Gold Certified Partner, who also value-added through its i-Membership and CRM solution to enhance Golden Village customer service, inventory management and self-help portal for members. Other Microsoft products implemented included Microsoft® SQL Server™ 2005 and Microsoft® Exchange Server 2003, running on Microsoft Windows Server® 2003.

“We are very pleased with Idealsoft and enjoyed a really good working experience with their dedicated team. The whole development cycle is very focused and we are pleased that Idealsoft never fails to come up with creative solutions to overcome the challenges. We regard them as our valued technology partner and know that they are a team that can make things happen,” commended Lim.

The implementation took approximately four months and the new solution went live in August 2007.

### Benefits

Golden Village garnered 70,000 members registration in the first two weeks of the launch of Golden Village (GV) Movie Club, its personalised loyalty programme. The company also gained new capabilities to enable target marketing and enhance customer service processes. Its real-time reporting capabilities have also empowered its sales efforts and quicken decision making.

### 70,000 Registration for GV Movie Club

With an aggressive launch campaign, Golden Village received overwhelming response for its GV Movie Club in the first two weeks of the launch. The movie club offers customised rewards-based options for members, with guaranteed benefits upon registration. The loyalty programme rewards each patron with personalised treats specific to his or her movie preferences. These rewards include “Buy One Get One Free” birthday treats, online priority seat selection, special food and beverage discounts, monthly members draw, exclusive member promotions and others.

Members have the flexibility to sign up for the free membership at Golden Village website or onsite at any of its nine multiplexes. Membership cards can be collected across its network of multiplexes the following day after registration.

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1000 or more and we have achieved more than 100,000 registrations to date. Besides the attractive programme we have designed, we attribute the success to the GV membership portal. It is so intuitive, making it so easy for anyone to apply and enjoy our membership benefits. This is the immediate benefit we have gained from Microsoft Dynamics™ CRM,” stressed Lim.

To cater for its specific needs, Idealsoft customised the membership management functionalities to enable Golden Village staff to manage registration, handle treats fulfilment, manage member profiling and create membership cards -- all from one integrated platform. After each member registration, an email alert will be sent out to the new member, informing him to collect his membership card the following day after the signup. Two other email reminders will also be sent after six and nine weeks respectively.

Using the customised inventory management functionalities, Golden Village staff will then monitor the membership cards that have been issued at its nine multiplexes. For cards that have been issued, the information will be updated in Microsoft Dynamics CRM to stop the sending of any more “reminder” emails. The system also helps to alert for the replenishment of cards, when the quantity runs low.

A self-help portal is also created to allow members to update their profiles including contact details,

cinema and movie preferences. Any profile updates will be captured in Golden Village’s Oracle database, to be synchronised at the end of the day with the data already captured in Microsoft Dynamics CRM. This eases profile management, ensures that member profiles are always updated, thus saving time and enhancing customer responsiveness.

#### **Personalized Service Levels**

With the new solution, customer service processes have been streamlined to enhance its service levels across Golden Village box offices. Unlike previously, where box office staff and customer interactions are purely transactional (with the box office staff handling and fulfilling customer requests for the tickets to a specific movie), customer service scripts now focus on personalising its service levels.

Whenever a patron steps up to the box office, Golden Village staff are now trained to find out if the patron is a member. If he is, the box office staff will request for his “membership card”. “Once our staff scan the card, the member’s profile will immediately appear on the service “screen”. This allows our staff to personalise their service by greeting the patron by his or her name and extend treats, such as the “Buy One Get One Free” offer, if it happens to be the member’s birthday. This has enabled us to engage our customers at a new level,” explained Lim.

According to Lim, user acceptance for the new platform has been high, thanks to the intuitive graphical



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user interface (GUI) of Microsoft Dynamics CRM. “Microsoft Dynamics CRM is so easy and intuitive to learn and use. To train our box office staff, we managed to minimise our “user manual” for the new solution to just two pages. The user-friendly system meant that our staff get up and running with the new system after less than half a day of training. Adoption has been very good and our staff are motivated to better serve the customers with the new solution,” said Lim.

#### **Enhanced Customer Service Processes**

End-to-end management of customer feedback has also been streamlined. With the ability to integrate member transactional history into a centralised system, Golden Village customer service agents now gain a complete view of all phone calls, feedback, complaints and resolution status of all earlier issues in one single screen.

Leveraging Idealsoft expertise and add-on i-Membership and CRM solution, Golden Village staff can now pull out records of all members from Microsoft Dynamics CRM whenever they received a phone call. Any escalation of tasks, activities and queries will be routed to the appropriate Golden Village personnel for verification. For example, if a customer calls about not receiving their treat entitlement, the customer service officer will escalate this to the marketing department for rectification. All actions taken along the way, from the point the phone call was taken

to issue resolution, are updated in the CRM system to maintain a complete transactional history for every member.

“With the new system giving us more visibility, our movie club members enjoy end-to-end service and better accountability from our customer service agents, regardless of the agents on duty. Thanks to Microsoft Dynamics CRM, we can now standardise and improve our service levels across the board,” said Lim.

#### **Enhanced Marketing and Sales Effectiveness**

Golden Village is also able to design more effective target marketing campaigns with the new solution. With the ability to generate comprehensive reports detailing customer spending behaviour, Golden Village can now gather detailed information including age, film genre, cinema location, day of the week and preferred movie-viewing timing.

“Our new customer insights have enabled us to reward members accordingly for their great support. We can now delight our customers with special birthday treats and exclusive offers to reward specific spending levels and more. We can also conduct targeted marketing campaigns for specific demographics,” said Lim.

The deeper insight into customer spending behaviour is also beneficial for its sales divisions, which are responsible for corporate sales of movie vouchers, booking

## About Microsoft Dynamics™

Microsoft Dynamics™ is a line of financial, customer relationship and supply chain management solutions that help businesses work more effectively. Delivered through a network of channel partners providing specialised services, these integrated, adaptable business management solutions work like and with familiar Microsoft software to streamline processes across an entire business.

## For More Information

For more information on Microsoft Dynamics, visit Microsoft [www.microsoft.com/asia/dynamics](http://www.microsoft.com/asia/dynamics) or email: [mbsasia@microsoft.com](mailto:mbsasia@microsoft.com)

For more information about Idealsoft Pte Ltd, call 6260 6500, email: [sales@idealsoft.com.sg](mailto:sales@idealsoft.com.sg) or visit [www.idealsoft.com.sg](http://www.idealsoft.com.sg)

For more information about the Golden Village Multiplex Pte Ltd, call 65 6349 2926 or visit [www.gv.com.sg](http://www.gv.com.sg)

of cinema halls for corporate events, and screen advertisement insertions.

“As our corporate clients often reach out to the same target audience, knowledge of our customers buying behaviour is valuable to them. Our sales teams can now value add to their clients by sharing these insights to help them design more effective marketing strategies. As a result, sales cycles have also been shortened,” explained Lim.

## Improved Decision Making

Golden Village Pictures, its distribution arm, can now measure the market share for every film it distributes. The additional customer trending data gathered helps its management to make faster decisions on whether to take on new films for distribution or for screening only. The new visibility also enables its management to devise more effective overall business strategies to drive patron traffic and grow its current market share of more than 45 percent. “Microsoft Dynamics CRM has truly enabled the implementation of

more effective business strategies and faster decisions. It is flexible enough to accommodate our business needs and has already proven to work well in our business operations. We are proud to have chosen the right product to support our business growth,” said Lim.

Looking ahead, Golden Village wants to target not just specific groups of patrons, but individuals. Lim said, “We look forward to the day in which we can send a SMS to a patron who enjoys horror movies to inform him about a horror movie that is screening at his favourite cinema that day. We can even include special food and beverage promotions in the SMS, offering the patron free treats based on the history of their food and beverage purchases! The possibilities are very exciting and we believe will truly transform the movie-going experience. With Microsoft Dynamics CRM in place, we believe we are on the road to making this a reality in the near future.”

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## Software and Services

Products:

- Microsoft Dynamics
- Microsoft Dynamics™ CRM
- Microsoft® SQL Server™ 2005
- Microsoft® Exchange Server 2003
- Microsoft® Windows Server 2003

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