



## CEM Case Studies Series eCommerce

### **Broadway Circuit vs United Artist** A Comparison on their online shopping experience



Contributed by the Master Degree Students of  
e-Commerce and Internet Computing, Master  
of Science of The University of Hong Kong.

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## About the Paper

### CEM Case Studies Series

Title:

**Broadway Circuit vs United Artist – A Comparison on their Online Customer Experience**

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This case study is contributed by the Master Degree Students of e-Commerce and Internet Computing, Master of Science of The University of Hong Kong. The report is one of the course requirements for the module of CRM: Business Strategies and Techniques, being taught by Mr. Sampson Lee, President of G-CEM.

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## Executive Summary

This report aims to identify the branded customer experience of Broadway Circuit (BC) and United Artist (UA) delivered through their online touch-point. Their brand values and customer needs have also been analyzed. CEM process mapping and needs-performance quadrant will help providing a clear picture of the necessary focus of the two cinema chains.

BC's brand values are promotion of movie culture, provision of not only the popular movies, but also diverse and unique ranges of international movies, convenient movie-watching and social responsibility in terms of film appreciation. The brand values of UA are on provision of commercial movies, and convenient movie-watching.

To optimize the branded experience of the two cinema chains, we recommend BC to concentrate resource on improvement in login/ ticket purchase process, membership recruitment and top-ten movies chart and cut the unnecessary costs. On the other hand, we suggest UA to take control of its' own ticketing system. The system behind could be powered by CityLine if it is more cost effective to UA, but the key is for UA having its own branded online ticketing to build its brand image.

*Please note that this paper is based on the authors' personal observations and analysis. The involved companies did not officially participate in this case study or provide insight into the content of this paper and held no responsibility on the content of the paper.*

## Movie Ticketing in Hong Kong

Movie-watching is one of the most common activities that Hong Kong people will do at leisure. In this fast-growing and challenging city, time and convenience are the two major factors influencing customers' decision on which cinema to go for a movie, especially during peak hours or peak seasons. Moreover, the customers are expected to receive up-to-date and comprehensive information about when and where the movies will be shown during the ticket ordering process.

To satisfy the customer expectations, cinemas have to deliver distinctive and responsive services, and maximize the customer experience during automated ticket-booking to compete in the market; acquire potential customers and retain loyal customers. In addition, cinemas can also build good customer relationship via proactive online service and establish its branded customer experiences.

There are a wide range of channels for ticket-reservation such as automated telephone booking, operator-assisted hotline and easy-to-use internet booking. With the introduction of online ticketing service, people do not need to queue up long for buying tickets. It provides a self-service and convenient way for people to use an Internet browser to book tickets instantly. The point-and-click interface is so simple that people will never want to queue up for tickets again! Customers would only need to use their credit cards for payment in advance and retrieve tickets at the Ticket Dispensing Machines which are usually located at the cinema lobbies or entrances.

CityLine is the first online ticketing service provider in Hong Kong while Broadway Circuit has recently become one of the best online ticketing in Hong Kong. They target different customer segments, but both provide an advanced online ticketing service.

## **Brand values and Critical Needs**

### **Broadway Circuit (BC)**

Since 1999, Broadway Circuit (consists of 11 cinemas) has launched its website [www.cinema.com.hk](http://www.cinema.com.hk) with online ticketing services provided in 2000. Later on, it also included a link for entering the online ticketing system for AMC cinemas.

BC targets at two types of customers - the movie lovers and the more general movie watchers. The website provides ticketing service to both member and non-member customers. Any customers with a valid credit card are able to purchase tickets via its website. For those non-frequent movie watchers, this is a convenient and comprehensive way to avoid queuing at the cinemas. For the frequent movie watchers, BC website also offers a VIP membership where members can enjoy discounts on buying tickets, and they can join the bonus point scheme, etc. Besides, the Broadway Cinematheque often showcases a diverse and unique selection of internationally acclaimed films, which can attract those specific movie lovers. More than that, they also run film festivals on unique topics.

The brand value of BC is promotion of movie culture, diversity and unique range of international movies, convenient movie-watching and social responsibility. The critical needs of customers are to select a cinema that can provide a variety of movies with reasonable pricing through a convenient online portal, and an enjoyable environment to watch the movie.

### **United Artists (UA) - online ticketing channeled through CityLine**

CityLine is the first and most advanced ticketing service provider in Hong Kong with its website [www.cityline.com.hk](http://www.cityline.com.hk). It does not only provide tickets for movies but also events taken place at UA & Cityplaza Cinemas, Cine-Art House and URBTIX all over Hong Kong. A wide variety of events/information is provided in this website. UA cinema has its own homepage [www.uacinemas.com.hk](http://www.uacinemas.com.hk) which only provides movie information of UA cinemas, but for ticket purchase, the website will redirect customer to Cityline.

UA's brand value is fairly different. They are more commercial focus and concentrate more on the main stream movies. Since UA's online ticketing is delivered via CityLine, and the latter acts as a distribution agent offers ticketing of all sorts of entertainments available in Hong Kong, such as concerts, dramas, and even traditional Chinese opera where the target customers are quite diversified. Ticket purchase for movies under UA cinema is embedded within CityLine website. Also, customers usually search for a movie from UA's own website first and then purchase ticket via CityLine through redirection from UA's website. Each customer has to logon prior to buying any tickets from the website.

## CEM Process Mapping and motion Curve

### CEM Process Mapping

The following points are identified as the measuring items to determine how a customer experience during online ticket-booking for movies: (Those marked in asterisk \* are the major items in general)

1. Website Design
2. Service Offering and Variety
3. Website Navigation (\*)
4. User interface
5. Searching for Movie/Cinema (\*)
6. Information Provided For ticketing
7. Seat Selection (\*)
8. Pricing (\*)
9. Order Processing (\*)
10. Registration
11. Payment (\*)
12. Confirmation of the booking
13. Help/FAQ/Customer Service
14. Other Information for Movie-watching
15. Value-added Services
16. Incentive Programme/Membership
17. Ticket Delivery (\*)
18. Ending of Ticketing Service

### Why Broadway Circuit Provides the Best Experience

BC website provides comprehensive movie information and it is designed to suit different kinds of usage behavior as customers are allowed to use various searching methods. The availability of detailed movie information, trailer, synopsis and the corresponding movie website can help users to select movie. Also, the actual ticket purchase demands customer to complete three steps, which is a fairly straightforward and speedy process.

The ease of use and the provision of comprehensive product information enable the online platform a valuable touch point for BC. More importantly, what makes the BC outweighs UA would be its thoughtfulness of customer/ Internet users' needs and concerns when buying a movie ticket online.

BC provides pricing segmentation by offering differentiated pricing to Elderly, Adults, Student, VIP members, and campaign partners (Citibank for the time being).

Many of the active Internet users do not prefer to disclose personal information or bother to register for a membership prior to actual purchase. BC offers customer a choice to register as a member to the Cinema.com.hk community prior to login or login as a non-member to make direct purchase.

#### Why UA (CityLine) Provides the Worst Experience

UA gives customers a very bad and confusing experience in navigating the website from the very beginning and drive them out from future use.

When customers want to buy movie tickets for UA Cinema, they will first go to [www.uacinemas.com.hk](http://www.uacinemas.com.hk) to choose the desired cinema/show time. They are then instructed to click on a “CityLine” button. Instead of processing to the seat selection screen as expected, however, customers are directed to the homepage of CityLine website - [www.cityline.com.hk](http://www.cityline.com.hk). No data are carried from UA Cinema’s website which means that customers have to choose the cinema and show time all over again..

New customer is required to register with CityLine before they can complete any transaction. Though the online registration form is rather simple, it takes time to verify the credit card details. The compulsory registration will turn away prospects that are time-critical for online ticketing, in particular for now-showing movie to BC.

In the process of compulsory registration, credit card details must be submitted by the customers as the default payment means for future use. If customers want to use another credit card in the next transaction, they need to change the default credit card in the user profile on the Customer Service page. It is very inconvenient as customers are likely to have more than one credit card and interchangeably use them.

#### **A Comparison of CEM Process between Broadway Circuit and CityLine**

BC fully recognizes the needs of movie watchers. They provide a simple-to-use interface with comprehensive information and a wide variety of movies for selection. On the other hand, UA (CityLine) is in lack of customer awareness to fulfill their needs of buying movie ticket online and discourage their experience by enforcing customers for registration with restricted credit card payment.

The result is tabulated as follows:

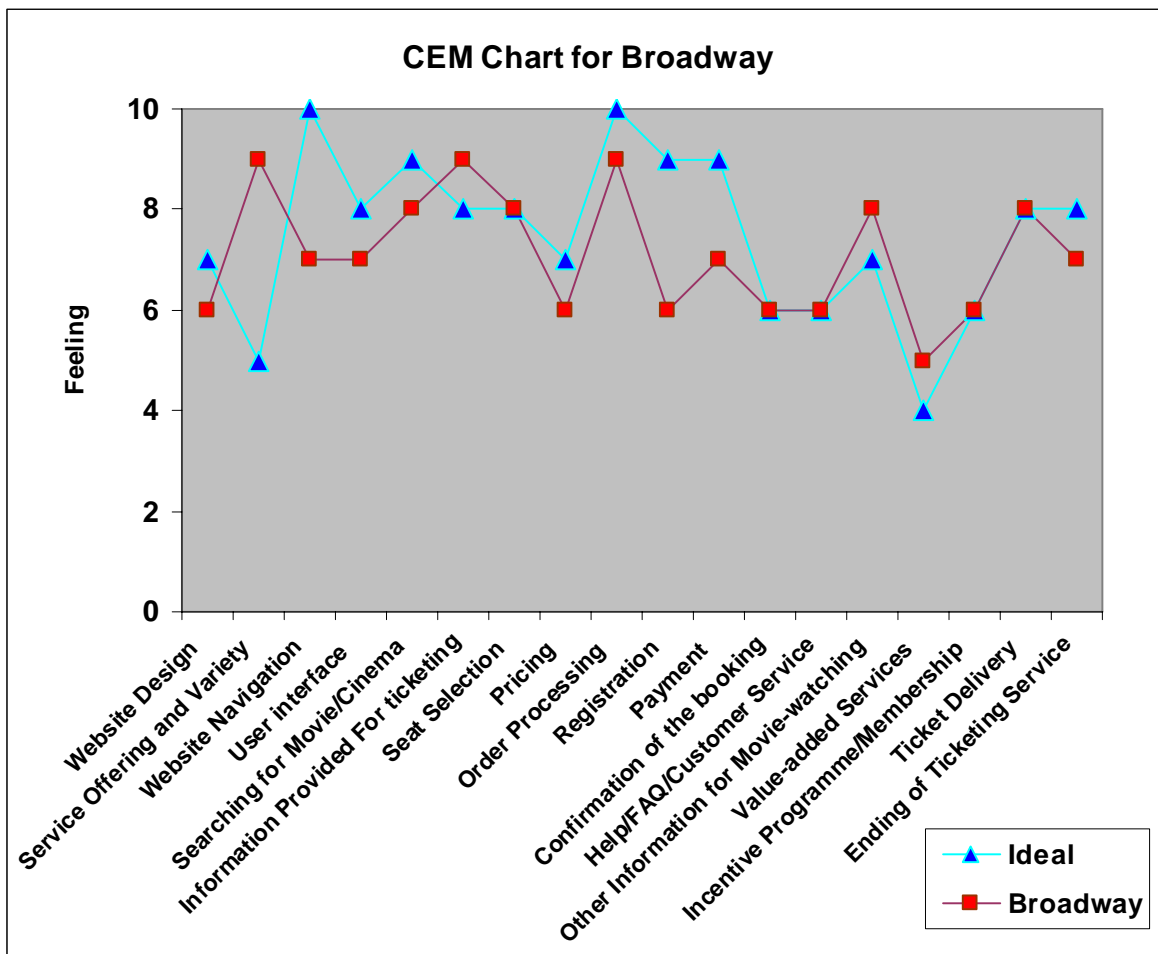
Item Number	Item	Ideal # (G/S/N/B/H)	Broadway Circuit		CityLine	
			Ideal Point	Experience	Ideal Point	Experience
1	Website Design	N	7	6	5	4
2	Service Offering and Variety	N	9	9	7	3
3	Website Navigation	G	10	7	7	2
4	User interface	S	8	7	8	7
5	Searching for Movie/Cinema	S	9	8	9	9
6	Information Provided For ticketing	S	8	9	8	8
7	Seat Selection	S	8	8	8	8
8	Pricing	N	7	6	7	5
9	Order Processing	G	10	9	9	7
10	Registration	S	9	6	7	5
11	Payment	S	9	7	9	4
12	Confirmation of the booking	N	6	6	6	5
13	Help/FAQ/Customer Service	N	6	6	6	6
14	Other Information for Movie-watching	B	7	8	5	3
15	Value-added Services	B	4	5	5	2
16	Incentive Programme/Membership	N	6	6	5	5
17	Ticket Delivery	S	8	8	8	8
18	Ending of Ticketing Service	S	8	7	7	7

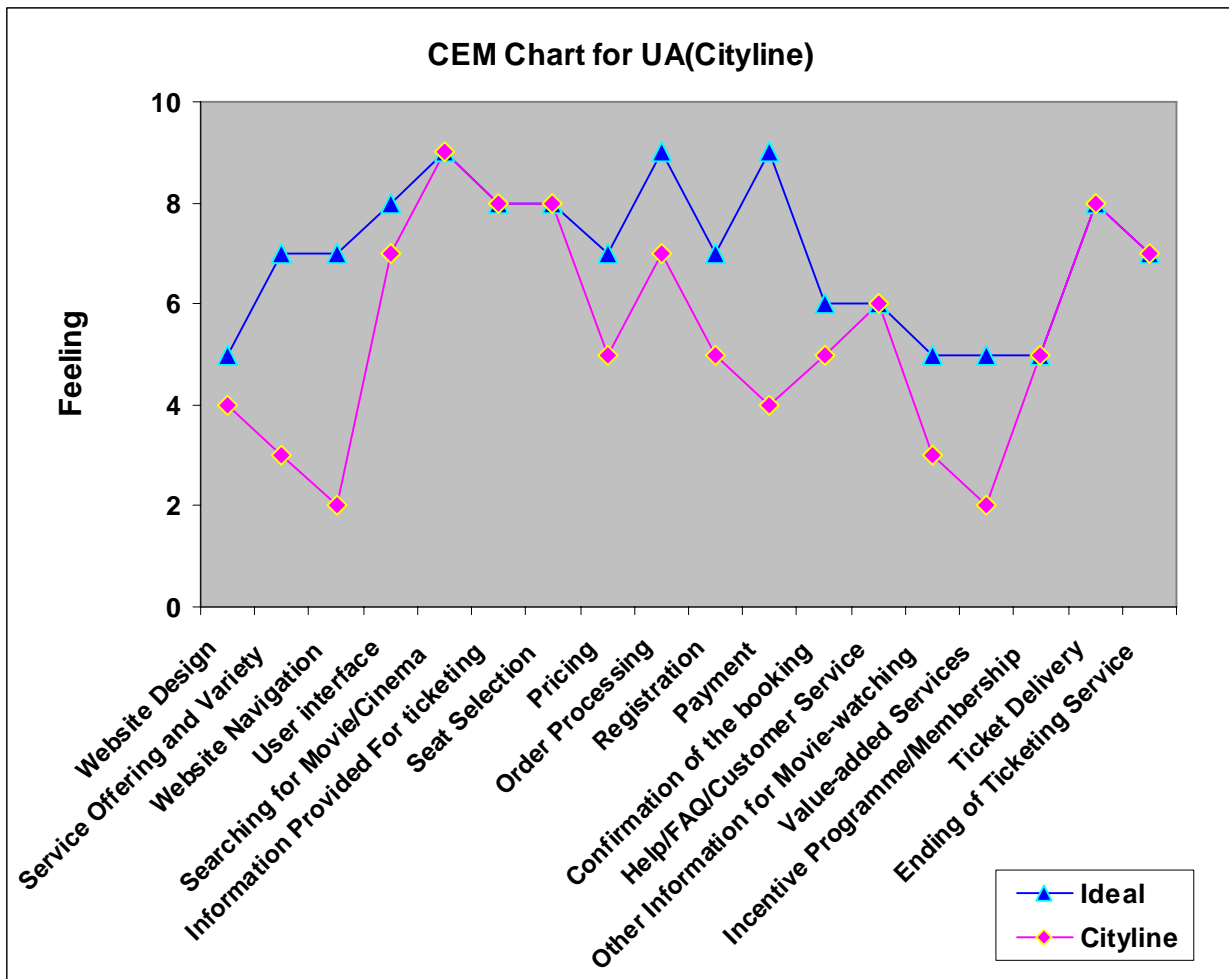
# Remarks : G – Gratify, S – Satisfy, N – Neutral, B – Bad, H – Horrible

From the above CEM analysis, the Peak and End experience of the process can be identified for each cinema as listed below:

Cinema	Pleasure Peak	Pain Peak	End	Finding
Broadway Circuit	Service Offering and Variety, Information provided and order processing (9)	Value-added Service (5)	Fair (7)	The pleasure peaks truly reflect the branding and customer needs.
UA (CityLine)	Selection for movie/cinema (9)	Website Navigation and Value-added Service (2)	Fair (7)	The pain peaks have negative impact to the brand value and customer needs.

**Emotion Curves of Broadway and United Artist (Current vs Ideal)**



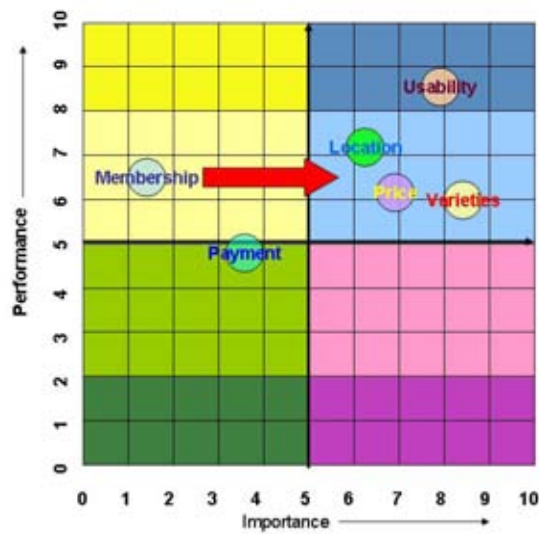


# Effective Experience Delivery

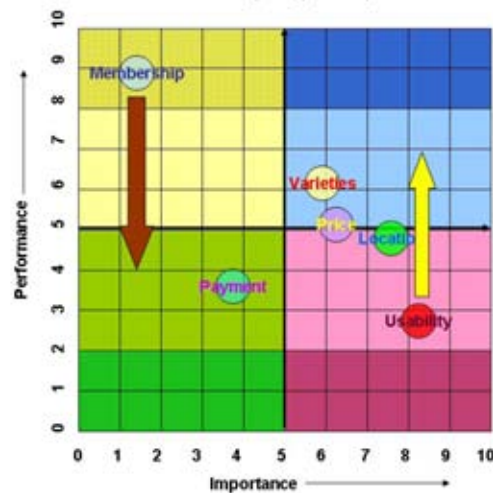
## Improvements and Recommendations

By using the Needs-Performance Quadrant (NPQ), we are able to see how the resource of the two cinemas can be reshuffled to increase its effectiveness.

Needs-Performance Quadrant (NPQ)  
Broadway Online



Needs-Performance Quadrant (NPQ)  
UA (Cityline)



Based on the above analysis, we would like to recommend the followings for Broadway Circuit and UA (CityLine).

### **For Broadway Circuit (BC)**

The most critical needs of online ticket-booking for BC customers are simple interface and comprehensive information. As such, we recommend BC to concentrate on below issues:

1. Improvement in Login navigation during ticket-purchasing

Revisit its navigation flow and screen display of hyperlink <Login> to eliminate multiple entrances of login and confusing process for one-off buyer or non-member login (unclear instruction like Sign-up/ Login or non-member)

2. Promotion of membership recruitment

Simplify the data entry, such as eliminating unnecessary or sensitive/personal information provision

Identify those movie lovers who purchase movie ticket frequently within a certain promotional period as VIP member automatically

Put more resource on membership promotion

3. Introduction of Top-ten movies chart

Provide a prominent link of top-ten movies for the week on the homepage

4. Removal of VCD/DVD shops

Concentrate more resource on promoting brand values of the cinema and provide a consistent brand image, unnecessary items should be removed such as VCD/DVD shops

### **For United Artist (UA)**

UA is recommended to spend more resources to improve its website usability and unique branding by providing a seamless ticketing service to attract the customers.

1. Promotion of company branding

Promote an unique UA branding by having its own ticketing system instead of embedded within CityLine - straight-through processing on the ticketing

Emphasize strong brand image of UA cinema with clear cinema logo on all web-pages

2. Expansion of customer base

Not limit the ticket purchasing to members only

3. Provision of additional information

Open the seating information to non-member customers to encourage all customers to check the ticket information/availability freely – might turn into members accordingly.

4. Removal of Membership

Remove related resource and focus on its branding

### **Concluding Remarks**

By understanding what the customers really need and satisfy their customer experience can lead to the success of building a good customer relationship. As such, the followings are suggested to both BC and UA on top of the above recommendations.

1. Proactive promotion/reminder

They can make use of cookies installed from ticketing websites to the customer's PC for proactive promotion to boost sales and at the same time optimizing the sales of under-utilized cinema. The result can be very dramatic. For example, the posting of last minute purchase discount (for under-consumed cinema/ movie), provision of unexpected services such as reminder of about to-go movie, reminder of coming soon movie or special movie events based on customers' past history, etc.

2. Customized information

Indicative and dynamic information such as availability of seat from different cinemas for a particular time should be displayed on the homepage for customer attraction and make the website more informative. They can make use of decision-engine to assist in selecting those cinemas that the customers visit frequently so as to provide tailor-made or customized information.

### **References**

Broadway Circuit

<http://www.cinema.com.hk/>

Cityline

<http://www.cityline.com.hk/>

UA Cinema

[www.uacinemas.com.hk](http://www.uacinemas.com.hk)

## About G-CEM



G-CEM (Global Customer Experience Management Organization) helps companies to create effective customer experience. Our patent-pending methodologies combine the art and science of CEM in assessing and delivering branded and total customer experience (TCE). G-CEM International Partners are located in Europe, Asia, and North America. Our services include [TCE Evaluation](#) and [CEM Certification](#). Visit Us: <http://www.G-CEM.org>.



### Total Customer Experience (TCE) Evaluation

The TCE Evaluation consists of two parts: TCE Model Building sets a comprehensive blueprint and renders a complete architecture to measure, manage, and improve the total customer experience as perceived at multiple touch-points and among multiple channels across the entire customer lifecycle. The TCE Assessment measures the effectiveness of experience in driving customer satisfaction, brand differentiation, sales transactions and creating advocates. The combination of TCE model building and assessment helps companies deliver a branded and effective total customer experience. For details, please visit: <http://TCEevaluation.G-CEM.org>.



### Global CEM Certification Program

The Global CEM (Customer Experience Management) Certification Program is designed and co-delivered by G-CEM International Partners and endorsed by nine authorities. Since January 2006, G-CEM has run the program in London, Amsterdam, Paris, Dubai, Shanghai, Hong Kong, Singapore, and San Francisco, with clients from 37 countries across five continents. For details, please visit: <http://CEMCertification.org>.