



ACQUIRE
INTELLIGENCE™

CASE STUDY

Village Roadshow

Village Roadshow is an Australian-based entertainment company with operations around the world, founded in 1954 in Melbourne. The company has been through a number of evolutions over its history of acquiring different businesses and has now morphed into three different divisions:

- Roadshow Films, a production company and film distributor that creates and sends well-known Hollywood blockbusters out of LA across the world.
- Village cinemas, operating 58 sites across all Australian sites and one of the pioneers of film exhibition in Australia.
- Village Theme parks, Australia's largest theme park operator servicing over 5 million guests a year on the Gold Coast, Australia's holiday playground.



SITUATION

In July 2021, Village made the commitment to outsource their Accounts Payable and Accounts Receivable functions, including different processes from across each of their divisions. One immediate challenge was an abbreviated transition timeline, which included inheriting existing backlogs and a short handover period with the current team.

This led to a period of development in the early months, as the team took on regular overtime to work through the queues, which led to some process errors and above-average attrition.

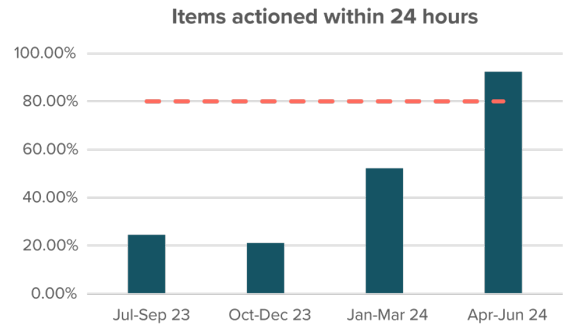
SOLUTION

We addressed the different factors affecting the performance output through a three-fold approach:

- **People:** We bolstered the leadership of the campaign, tapping into the Philippines' strong labour market to secure a Finance operations manager and team leads with years of industry knowledge of accounting practices. We also reset the baseline for our hiring process focusing on industry experience, process exposure and expertise. Inside the team, we created weekly engagement activities to boost their morale and develop collaboration amongst team members and improved our coaching patterns to address issues in an individual level with the aim on improvement and support. Scorecards were also recalibrated to reward employee's performance.
- **Process:** After the volumes were controlled, we started to review the processes of what could be improved and streamlined to be more efficient. We re-thought of how we managed inboxes, how we prioritised invoices and our reporting back to Village's key stakeholders, and instituted Friday learning sessions on any issues we've encountered so the team will all be aware and mitigate reoccurrence.
- **Productivity:** Through daily huddles and backlog reviews we instituted a volume management process in partnership with our Village contacts. The creation of new productivity tracker also helped us to accurately monitor completion and reassess priorities on the fly. We introduced divisional meetings to focus on key action items with the relevant stakeholders only.

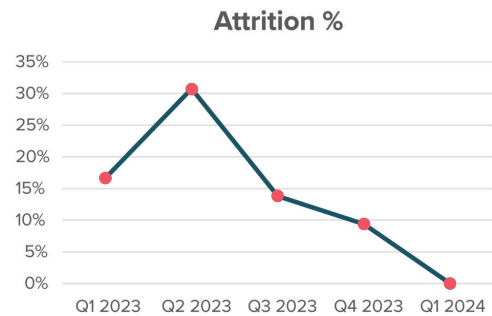
RESULTS

Following Acquire's approach, we saw an immediate improvement in our key statistics which was an indication that we were able to effectively manage our work volumes, even to the point of achieving stretch targets. We were able to clear the backlogs and continually brought our service levels up to expectations.



With the process improvement work, we were able to clean up the assigned inbox from over 8,000 emails to steadily maintained volume of around 600 daily. We also instituted an automation process for invoices, where our system could verify around 50% of our vendors without manual interaction, reducing effort times for 1,200 invoices a week.

From a people perspective, our actions dramatically improved our attrition impacts as we were able to remove regular overtimes throughout the team. We've continued to invest in our people with employee development training to give them additional skills, as well as improving our coverage by ensuring each task has multiple agents skilled to complete it.



SUMMARY

Following Acquire's approach to leverage the expertise in the PH labour market, as well as deploying its expertise in revamping process and productivity concerns, the campaign has had a strong turnaround leading to successful business outcomes and consistent performance for Village, which has resulted in the extension of the partnership and a look into additional work that could be undertaken.

This goes to show that although some transitions can have a rocky start when abbreviated, Acquire's strengths of innovation and flexibility lead to the consistency that businesses can depend on.



Transforming Businesses, Intelligently.

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