Movie Ville (MV) Case Study

Company overview

Movie Ville is a private movie theatre in a trendy town, North of London and has existed since 1960. The theatre screens both new and classic movies, with a strong focus on artistic and independent films. The theatre was extremely popular during the previous century, but ticket sales began to drop in 2008 when video streaming started becoming increasingly prevalent. In fact, the current availability and high adoption rate of streaming services such as Netflix has caused a 40% drop in the number of patrons visiting the theatre, compared to the figures from 2007.

The theatre was founded and run by Bob and Margaret Canton, who initially also managed ticket sales and manned the projectors. They employed an additional person to run the concession stand and do the cleaning. Later, when they were old enough, their children also helped out and their son, David, still works with his parents and has taken over most of the day-to-day management duties of the theatre.

The theatre has 4 film screenings per day and seats 120 people in each of its 3 theatres. The concession stands sells popcorn, soft drinks, and candy.

Six months ago, Bob and Margaret informed David that they planned on retiring and that they wished for him to take ownership of the theatre. He was delighted at this news, as he had always wanted to modernise the facilities and processes. His parents were highly resistant to change, and since they were not computer literate the business was mostly still run using pen and paper!

David recently inherited a large sum of money and has decided to spend some of this on the theatre. He envisions an extremely modern system with online ticket sales, both online and on a mobile application that will allow for paperless tickets. He wants the concession stand to allow patrons to order their snacks on touch screens and simply picking items up and the counter. He even considers installing monitors in the toilets that would allow patrons to keep watching their movies should they visit the restrooms during the screening. He would also like to introduce ordering food and drinks straight from the seats.

David has a passion for technology but is not that familiar with the creation of software systems and decided to hire a consultant, Gunner Satumo, to advise him and drive the projects.

After a lengthy discussion of David’s ideas Gunner suggested that they consider the feasibility of the various systems individually and developing these systems incrementally to result in a highly modernised theatre. He was sceptical about some of the plans and thought that this would curb David’s enthusiasm for overnight modernisation that is likely to be poorly designed, planned and executed. He suggested that a mobile booking application would be a sensible starting point, as this would upgrade the current ticket sales operations and might also attract more customers. After a brief discussion they decided to simply call the app “Movie Ville”.

**The “To Be” system**

During the initial meeting Gunner convinced David that the mobile application for digital movie tickets would be a sensible first project to undertake. He suggested that David involves his current employees to provide advice and opinions and help come up with the main functionalities. David scheduled a meeting and was excited to tell his employees about the changes that will follow.

During the group meeting it was clear that David’s employees were cautiously optimistic about the modernisation of their business and, although the conversation often went off-track to discuss various technological enhancements to the premises, they were able to pin down the main idea for the application.

In essence the new system will allow patrons to register and book theatre tickets using a smart phone or tablet. They will subsequently be issued digital tickets that can then be shown at the door when they arrive at the theatre. Gunner suggested that they schedule a follow-up meeting to pin down the requirements for a new system, which would allow everyone some time to think about the system they envision. The meeting was held the following week and minutes for this meeting can be found in Appendix A. The meeting included various employees, including the current ticket sales and concession personnel, the theatre’s accountant, and the interior designer responsible for decorating the theatre to attract patrons and exhibit merchandise. A contracted systems developer was also invited to the meeting, as he would lead the eventual development team.

Gunner envisions an Agile approach to development, and in particular he feels that DSDM would be an appropriate framework for the development of this system.

Appendix A: Facilitated Workshop Data

**Facilitated Workshop Meeting for Niche**

**Agenda**

1. Introduction and Terms of reference (10 minutes)
2. Requirement’s exercise (20 minutes)
3. Small group discussion exercise (30 minutes)
4. Feedback and outline requirements plan (30-40 minutes)

Minutes of Meeting held in Meeting Room 1

**Present**

Gunner Satumo (Consultant) (Chair) David Canton (Managing Director) Patricia Hatton (Interior Designer) Zaria Guay (Accountant)

Taylor Lessing (Concession)  
Barney Conway (Ticket Sales)  
Manfred Smith (Contracted Systems Developer)  
Melody Kissack (Secretary to the Managing Director) Secretary

**Apologies**None

**Introduction and Terms of Reference**

Gunner Satumo (GS) welcomed all to the meeting and outlined the purpose of the meeting – to identify the main requirements for the new system and set the priority and agenda for the future development.

GS confirmed that, following the recent meeting with the general staff at Movie Ville, it was decided that the MV prototype system must be developed as soon as possible, as this would be the first of many technological upgrades that would enhance the theatre’s operations. Once tested, the system should allow for patrons to purchase tickets online and a paperless ticketing system would both streamline sales and be better for the environment. David Canton has set a target of getting a prototype system up and running within 3 months of the start of the project.

GS outlined the activities for the rest of the meeting.

**Requirements List Exercise**

Each person was asked to list their requirements for the new system on a form supplied by GS. The following is a summary of those requirement sheets:

1. David Canton (Managing Director)

- Customers must have accounts to purchase tickets, as I want their details to be able to market to them.

- The user interface must be sleek. Not flashy, but elegant, to show that we have flair.

- The app should be error free. Nothing is more infuriating than an error message.

- People need to be able to choose their seats when making the booking.

- Since we are having people use smart phones, can we track where they are so I can get an idea where my patrons come from?

2. Patricia Hatton (Interior Designer)  
- People can rate a movie after watching it and discuss the movie with other customers using the app.

- We need to have the look and feel of the app similar to the colour schemes of the theatre’s interior to preserve the branding.

- We need to show them maps of the theatre seating areas so they can choose their preferred seats.

- The system should allow people to see upcoming attractions.

- The mobile application can trigger notifications when new movies come out.

- There should be a feedback system where people can make suggestions for improvements to the facilities.

3. Barney Conway (Ticket Sales)

- The app should allow people to choose a movie and buy tickets for that movie by specifying the number of seats.

- If people can choose their own seats, we need to guard against too many single seats being left open. Last minute purchases could suffer if groups cannot sit together.

- We need to think how counter ticket sales will be conducted. Will we also use the application at the counter, or will there be another system that uses the same database?

- The app should generate a digital ticket for all the purchased tickets.  
- The app should allow a PDF download of the tickets to be generated so it can be printed. - Couldn’t we create a website instead of an app? It has a wider audience.

4. Zaria Guay (Accountant)

- The app should generate monthly reports on the number of bookings for each showing so we can draw statistics from this.

- The app should allow people to pay for their transactions in standard ways, such as credit cards and PayPal. They should be able to store payment details for easy future purchases.

- The app should integrate a reward system for buying tickets and referring friends. - The site must be safe and secure.

5. Taylor Lessing (Concession)

- We can probably have people purchase their snacks on the app too and serve it to them in the theatre once they are seated.

- There can maybe be a facility for people to store their preferred snacks so they can order it automatically every time they buy a ticket.

- The app should allow people to make notes on the movies they’ve seen, so they can look at these again.

6. Manfred Smith (Contracted Systems Developer)  
- The app should allow people to create an account and log in.  
- The app should allow people to choose a movie, which will then show a short synopsis. - The app should allow people to purchase tickets for the selected movie.  
- The app should allow people to reserve seats for the selected movie.

# Deliverables:

* Introduction about the case study, the problem or need to be solved (to be written in third person)
* Outline the recommended solution. (e.g. Agile methodology, issues surrounding the application of Agile based methods to a development environment, …)

Your answer to the questions should be in the region of 400-700 words.