



## GREEN 4

'Technology - The enabler that powers Hollywood Bowl Group'

### Interview with Stephen Burns, CEO, Hollywood Bowl Group

Hollywood Bowl Group is the UK's leading ten-pin bowling business, operating 58 centres nationwide under the Hollywood Bowl, AMF Bowling and Bowlplex brands.

In 2012, the group implemented CRM driven technology to manage their operations and year on year they have improved their revenue performance. They attribute this to increased customer visits year-on-year leveraging the Go system, provided by Green 4, to encourage to visit again via targeted marketing activity.

Peter Oliver, Founder and Director of Green 4 speaks to Stephen Burns, CEO at Hollywood Bowl about the impact of technology on his business.

#### The Single Customer View

**Peter:** *Has the business proposition changed since you joined the business? How has technology helped with that change?*

**Stephen:** The proposition hasn't really changed at all. We're still offering the experience. The elements within it have changed quite a lot as we've evolved the proposition to match our customers' wants and needs.

One of the biggest issues we had was trying to find a way of getting a single customer view. That's the Holy Grail for any leisure-based business. Up until that point, we were guessing at what our customers wanted. Where should we be investing our marketing expenditure to ensure that we were talking to the customers in a language that we knew that they would understand and interact with?

So, what we did do, was look at how we could try and pull all our systems together. It became very clear that everything that we had wasn't fit for purpose. We would therefore need to develop a system with the customer at its heart. So many of the businesses that I'd worked for in the past would have a finance system, a reservation system and people systems, and then feed into a data warehouse that attempted to power customer relationships.

What we wanted to do here was start with the CRM system and then bolt everything onto that so that the customer was at the heart of everything that we did, and the decisions that we made. Which is when we engaged with Green 4 as they focused on the customer. We then enhanced their system and started rolling it out across the entire business.

hollywood bowl 

#### Key ROI Stats

- £4m generated from personalised eCampaigns
- 41% of revenue YOY attributed to automated campaigns
- Frequency of visit increased from 1.1 to 1.32 times a year
- Spend per game increased from £5.70 in to £8
- In 2016, floated on the Stock Market with a value of £280m
- Average booking value up by 83% by selling packages online.
- CAGR of 10.7%

