

[Concessions Single Line Queue Project]

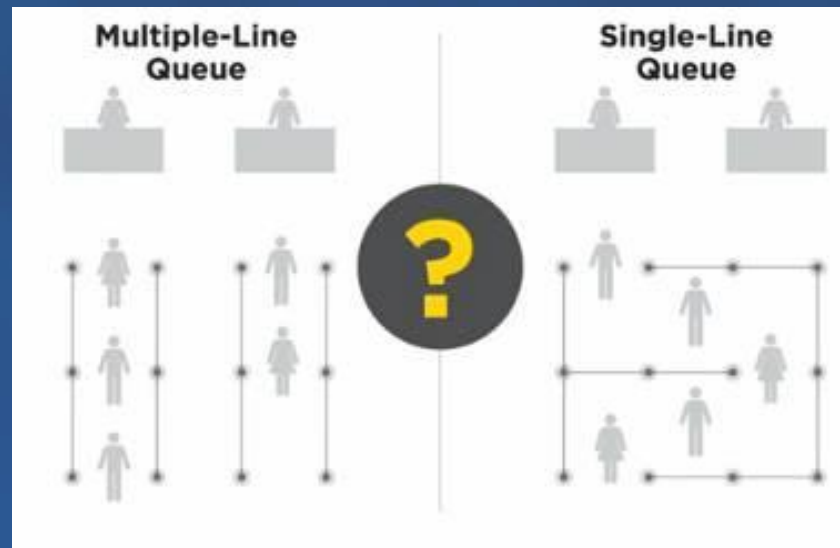
April, '14



Pilot Single Line queue Concessions— Traditional Brand

Objective:

- Test the feasibility to implement the Single Line Queue system in concessions for the Traditional brand aiming to improve the customers experiences regarding times in a row.
 - Standardization of the operative model of row.



Satisfaction Tracking – Attributes Ranking '13

Area	Attribute*	Accumulated '13
Auditorium	Image quality	79.56%
Concessions	Inputs availability	75.10%
Box Office	Box Office personnel amiability	75.06%
Lobby	Lobby and corridors maintenance	73.16%
Auditorium	Sound quality	73.09%
Lobby	Lobby and corridors cleanliness	72.72%
Restrooms	Sinks and toilets functioning	71.67%
Cinecafé	Cleanliness	67.46%
Auditorium	Cleanliness and absence of bad odors	67.10%
Concessions	Amiability at the counter	66.49%
Cinecafé	Food and beverage quality at Cinecafé	64.66%
Cinecafé	Personnel amiability at the Cinecafé	63.64%
Restrooms	Cleanliness	63.23%
Box Office	Times in row and counter at Box Office	62.32%
Concessions	Cleanliness at concessions	61.90%
Auditorium	Temperature of the air conditioner	60.89%
Concessions	Food and Beverage quality at concessions	59.29%
Auditorium	Seats comfort	58.35%
Cinecafé	Times in row and counter at Cinecafé	32.77%
Concessions	Times in row and counter at concessions	25.52%

* Main attributes

Benchmark



A leading national provider of public guidance solutions. Manufacturer of beltrac crowd control stanchions, Qtrac electronic queuing systems, NeXtrac in-line merchandising systems, signage and wayfinding solutions, traditional post & rope barriers, and architectural railings and fittings.

Industries:

Entertainment



Retail



Sports & Arenas



Lavi Industries – Advantages of the Single Line Queue System



Reneging → The customer observes a lot of people and does not forms at the row.

Balking → The customer forms at the row but despairs and goes away, does not performs the purchase.

Sweet Hearting → The customers tries to establish contact or conversation with the employees.

Lavi Industries – Materials

ELEMENTS OF AN
**AWESOME
WAITING LINE
EXPERIENCE**

10
ESSENTIALS



BLACK FRIDAY FRIDAY 2013

Crowd Control & Queue Management Strategies

Lavi Industries
Tips for Keeping it Safe and Profitable

AUTOMATE THE WAIT

WHY WE ^{won't} WAIT

How to Boost Customer Satisfaction & Profits by Decreasing Wait Time

Lavi Industries – 10 Essential Elements

ELEMENTS OF AN AWESOME WAITING LINE EXPERIENCE

10

ESSENTIALS



1 Make it a Single



A single-line queue is proven to reduce the average time spent in the checkout process, helping to boost customer satisfaction.

2 A Clear Cue to the Queue



A retractable-belt stanchion is the universal symbol of "the line starts here." Add to that simple signage and you have an easy-to-see entrance that keeps customers flowing into the queue.

3 A Well Constructed Path



When positioning stanchions, keep in mind how people will travel through the queue. Make lanes and turns wide enough to handle carts or luggage, and use switchbacks to optimize floor space.

4 In-Line Merchandising



Merchandising in the queue can transform previously wasted space into profit-generating space. Merchandise can also dramatically reduce perceived wait time as customers are kept occupied while they wait.

5 Digital Signage



Adding marketing and promotional messaging into the queue boosts impulse purchasing and keeps customers entertained, reducing perceived wait time and enhancing the overall customer experience.

6 In-queue Signage



Framed panels, slat wall headers, post-top signage — there are dozens of ways to keep customers informed by extending branding and advertising into the queue.

8 Electronic Queuing



A simple call-forward queuing system can increase service efficiency, decrease wait time, and improve the customer experience by optimizing queue throughput.

7 Queue Pass-Through



During non-busy times or off-peak hours it's wise to provide a way to bypass the queue switchbacks. By retracting the belt from a strategically placed stanchion, a shortcut lets customers breeze through the queue.

10 Integrated Station Lights



Add station lights to your electronic queuing system to provide an important service points. A flashing light is an unobtrusive yet extremely effective way to reveal open positions and maximize queue efficiency.

9 A Defined Wait-Point



To prevent confusion, frustration, and traffic jams it's important to let customers know where they should stand while waiting to be called. A simple "Please wait here" sign is usually all that's needed.

Simulation – Multi Line vs Single Line Queue

Model inputs:

- Cinépolis Plaza Morelia.
- July 8th 2012, Sunday.
- 8,583 Attendees.
- 2,358 Transactions in Concessions.

Simulation Multi Line vs Single Line Queue				
Indicator	Multi-row	Queue Management	Dif.	% Var.
Average time in row	1.74 min.	1.18 min.	-0.56 min.	-32.18%
Maximum time in row	12.88 min.	4.85 min.	-8.03 min.	-62.34%
Average attendees in the row	7.03 asist.	3.62 asist.	-3.41 asist.	-48.51%

Multi Line vs Single Line Queue Management

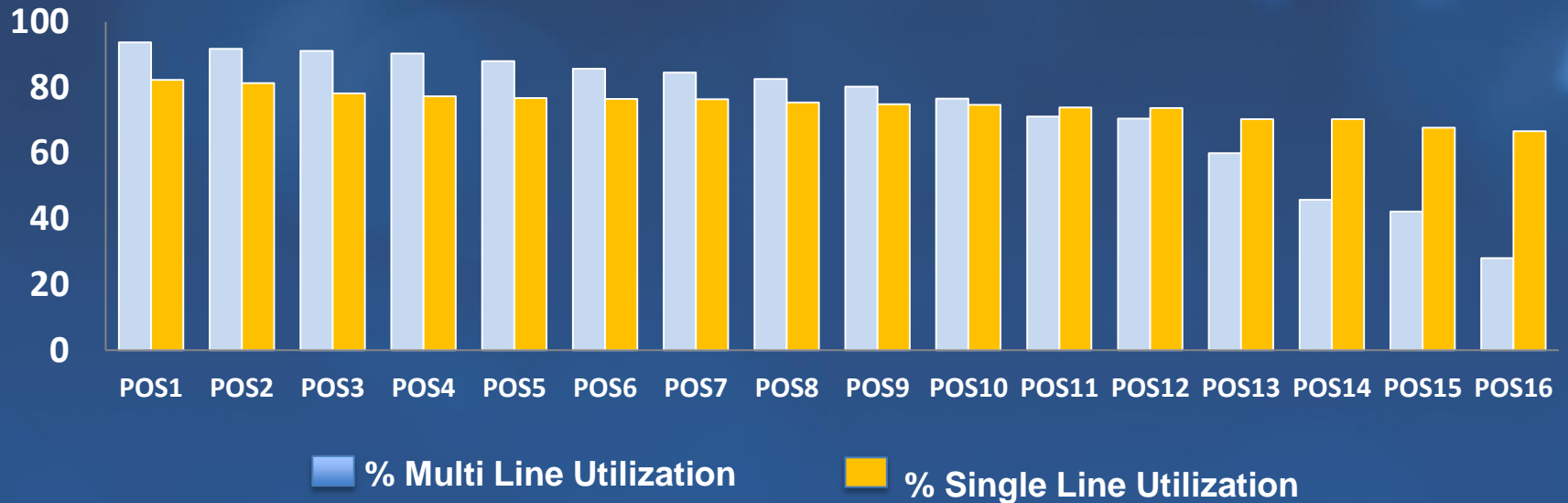


- Controls the variation of the time that the customers wait in the row.
- Ensures that less customers experiment the maximum time in a row.
- FIFO.
 - Multi-row may cause anxiety in the customers (more time) since they may perceive that they are formed in the lowest row and that the rest is going faster.
 - The waiting seems longer than the fair waiting. In the multi-row it is frustrating to see how a customer that arrived later is finishing his/her purchase before.
 - Queue management eliminates the Jockeying (row changing) which increases the frustration among customers and decrease the perception of the service quality.

% Utilization POS – Multi-row vs Queue Management

Multi-row vs Queue Management - % de Utilization POS-

% de Utilization
POS

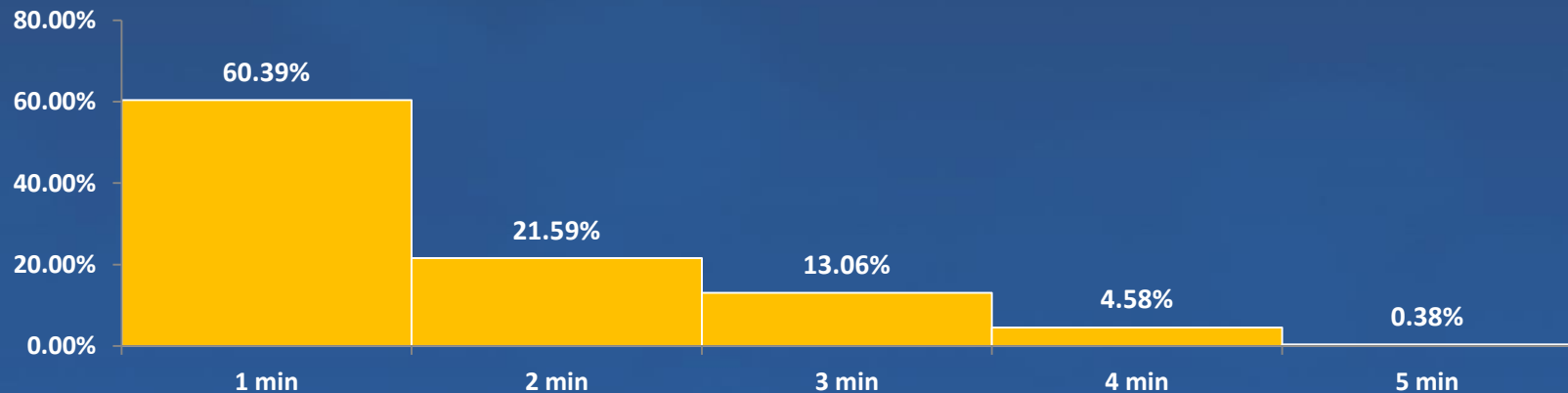


Simulation Results— Multi Line vs Single Line Queue

% Customers waiting in the row
- Multi Line -



% Customers waiting in the row
- Single Line -



Single Line Queue Plaza Morelia - Signaling

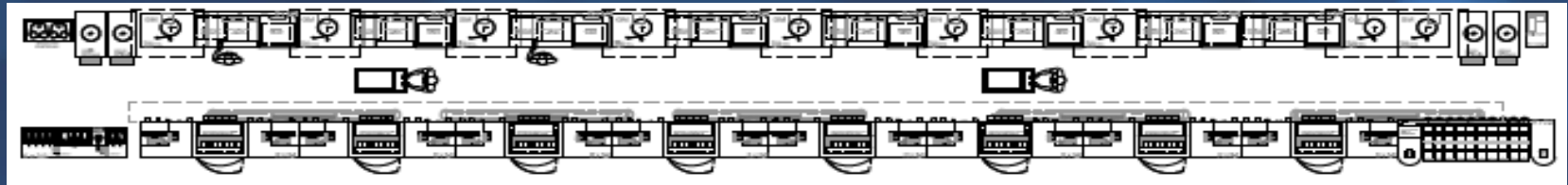


Single Line Queue - Signaling



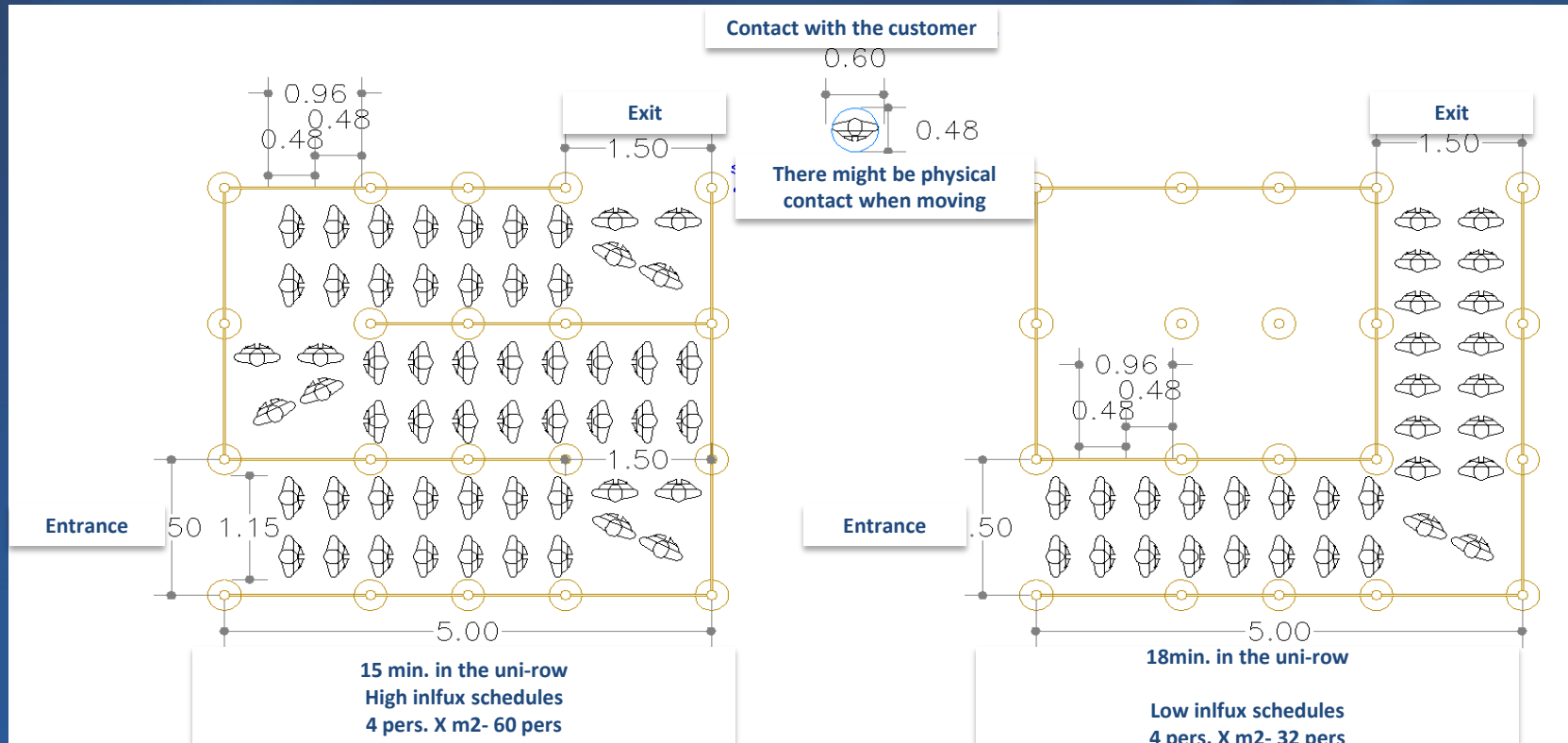
Single Line Queue Models– C. Plaza Morelia

Concessions



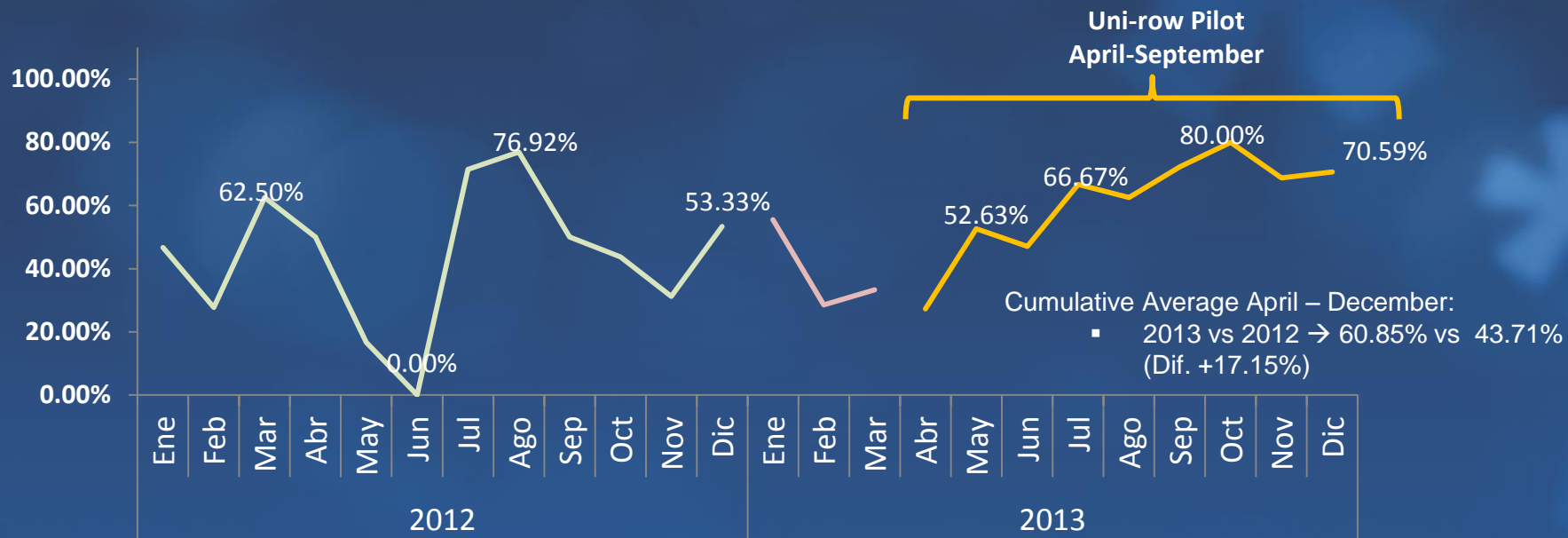
High Influx

Low Influx



Satisfaction Tracking— Results C. Plaza Morelia

Satisfaction Tracking - Plaza Morelia - Times in row Concessions -



Operative Team Comments

Regional Manager - José Maria Ortega:

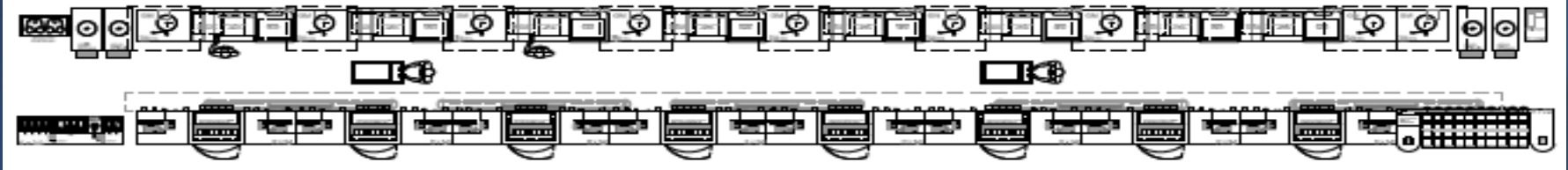
I see a very fluid operation, less stress both in the customers and employees, the usage of the router by the employees is excellent, and with no doubts the times come easily,, this complements with a good application of the Sales Technique. It think that the value promise posted at the entrance of the Single Line Queue is a very important aspect during the journey.

Manager – Rigoberto Pérez Castorena:

Effectively the customers and cinepolites have been positively getting use to the Single Line Queue. One important aspect is that the administrative team is attentive to the performance of the same since it is necessary to have a host in high influx days/schedules to direct and speed taking care of the times in the row.

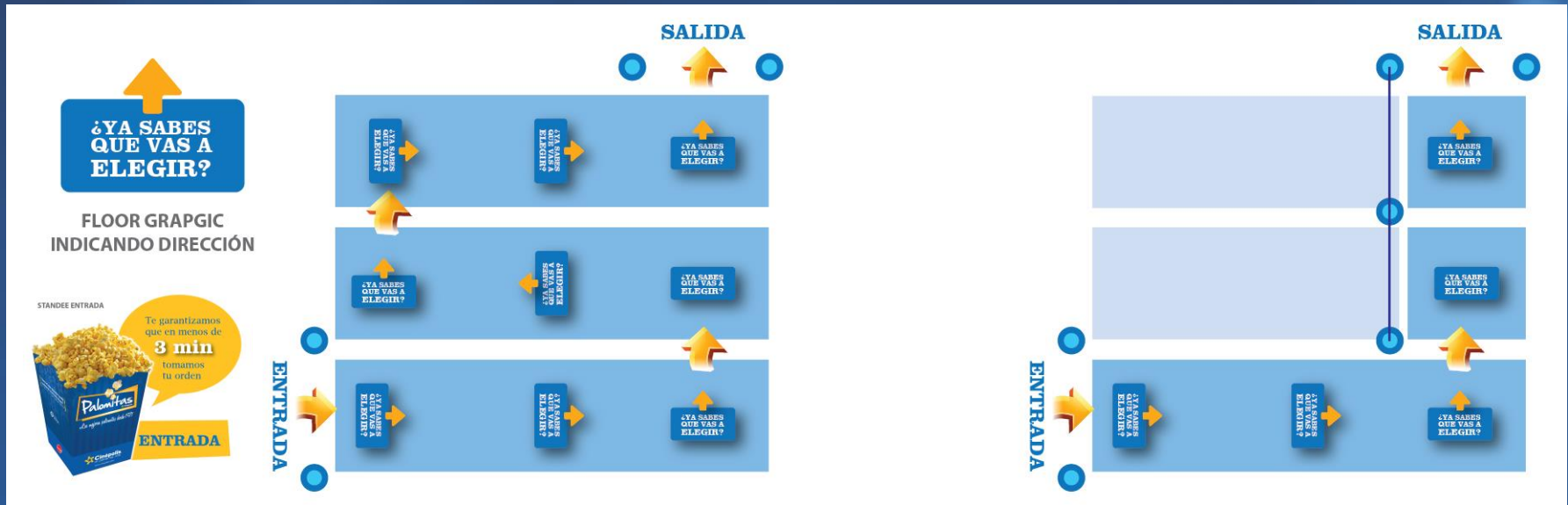
Next Steps— Single Line Queue Design

Concessions



High Influx

Low Influx



Floor Graphic & Less No. of Posts

Single Line Queue Design– C. Plaza Morelia

