

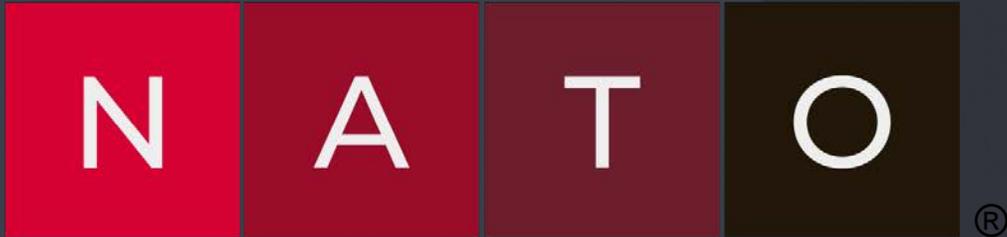


Navigating New Expectations for Cinemas

Virtual Summit Vol. 1



Thank You NATO



National Association of Theatre Owners

Hello everyone, this is Keith Watanabe welcoming you to the PDF takeaway of our Virtual Summit – Cinema Re-boot.

You can find a recording of this presentation at <https://cinemareboot.com/vod>

A special thanks to Belinda Judson and NATO for their ongoing commitment to education in our industry. We're thrilled to participate in these most physically separated and of connected times. I see cinema operators having this enormous task of restarting their businesses in these crazy, dynamic and high anxiety times.



Focus

- Elevated Sanitation in Cinemas
- Point of Sale System Strategies
- Onboarding & Training Employees Quickly

In this document, we'll focus on three areas hoping to spark some insights that be of helpful to you.



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Focus

- Effective Sanitizing Post-COVID 19
- Government Have-To's
- How Other Industries Respond
- Tools & Associated Costs
- Benefitting from Changes

These are truly historic times the reopening of the economy, the re-opening of cinemas – for sure, it's going to be different.

More competitive, many chasing the same dollars and the 'select time' we spend out of home.

The previous standards of 'just clean enough' isn't going to work anymore.

For the Beyond Clean in Cinemas portion of this presentation, we'll focus on the above critical bullet points.



History & Looking Forward

- No Broken Windows Policy (1990s)
 - Credited with Crime Drop
- Social Cues
 - The Small Stuff Matters
- Lessons for Theatres
 - Looks, feels cleaner / effectively sanitized
 - Ample messaging cinemas are “clean & safe places”
 - Achieve effective sanitization with new tools & process
 - The Small Stuff Matters

Looking back...In the mid 1990's NYC had 'No Broken Window' policy credited with crime drop and cleaning up the city. It is based on Social Sciences theory about social cues. 'the small stuff matters' 'what we do, how its seen – makes a difference'

This clearly applies to cinemas that while doing the standard cleaning practices well, even tighter is now more important than ever, particularly with a twitchy public where clean feels safe.

As my headline suggests – 'Beyond Clean in Cinemas' there is more to be done. There are higher levels of sanitizing and disinfection to be mastered - for us to be responsible hosts to our communities and keeping our guests, employees, and ourselves safe.



Up The Pyramid



This pyramid graphic illustrates the increasing challenge of getting a public spaces to be free of any pathogens – specifically covid-19.

Clean is at the base and cleansers use their 'slippery nature' to move grime and pathogens off surfaces.

The cleaning wipes become a 'catch' for pathogens now proper disposal has become more important than ever.

Surfaces are be cleaned first so effective sanitization and disinfection can happen.

The technical definition of sanitize is 'the reduction of pathogens to be safe for humans' – this is a common regulatory term often used in food preparation and schools.



Up The Pyramid



Disinfection is the destruction of all pathogens by 99.999% - including viruses & spores. Household bleach is the best known, widespread, disinfectant agent but has many rules for successful use:

Only good for one day when diluted, when sprayed on a door handle – needs 1 minute dwell – on a recliner, 10 minutes.

This detailed nuance has become more important for success, the training and coaching have become crucial.

As Sonic has begun to supply a variety of this gear, effective training is a part of the complete solution.

CDC - <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html>



Beyond Clean in Cinemas

Protecting Investments



Let's look at the substantial investments made in recliner seating and how to best protect them. The sad reality is just using chairs and normal cleaning with the mildest of solutions shortens the life. And when adding stronger disinfection chemistries, doing it wrong will absolutely accelerate surface destruction. If a nervous mom pulls out a 70% alcohol wipe – even worse. A regular overnight policy of a warm, water wipe down will help extend the life of the recliners.



Beyond Clean in Cinemas

Protecting Investments



I've been working with the recliner fabric cover manufacturers, seeking approvals for new chemistries and disinfection methods, they're keen to support the industry thru this process. Also, Sonic has a prototype dispenser that has 'safe cleaning wipes' for recliners. Here's the idea, if positioned at the entrance of the auditoriums with signage explaining these are 'safe and approved' with use on recliner chairs – it becomes an easy alternative believing now is a time that people will clean things themselves to be sure its done correctly and they feel safe.



CDC
Guidelines
OSHA
Plan



Government Guidance – this is where what we ‘ought to do’ gets more concrete, more specific to cover all involved. When you visit the CDC web site, its fast growing filling up with many documents.

The one document that applies is ‘Interim Guidance for Business and Employers Responding to Coronavirus Disease 2019 (Covid-19) May2020’

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>

<https://www.osha.gov/Publications/OSHA3990.pdf>



CDC Guidelines OSHA Plan

- Need A Plan

- Reduce Transmission with Effective Tools
- Protect Employees with Proper Gear & Training

You'll find many details how to 'slow the spread' but it links to a document that is important. OSHA document 3990 or 'Guidance for Preparing Workplaces for Covid-19' it's a 35 page document, catches all of the intention of the CDC putting into action details. But here is the take-away, you're going to need a plan. It's a document of how you're going to reduce transmission and protect your people. It is basically: what you're going to do, train them to do it & how you'll manage it.

The reason we are here is to help with this plan – it makes sense share this work rather than each re-create the wheel.

And their might be local and state specifics you'll need to include.

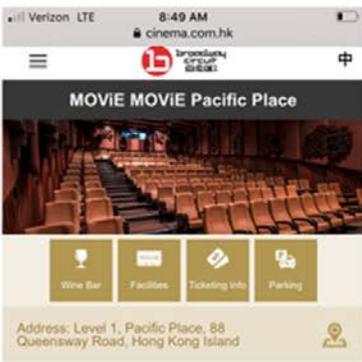


Hong Kong Cinemas

- Operating Since March
- Temperatures Taken On Entry
- Masks Required

In Asia, specifically Hong Kong, the cinemas have been operating since March and might provide some clues how things might evolve here. My daughter was working there for nearly a month late MAR / early APR and shared these insights on restaurants and this metro cinema. In HK, temperatures taken for everyone upon entry into a building, everyone required to wear a mask. Restaurants were open for inside seating but limited tables of only 4. It looked busy to her but evidently not HK busy to those living there. She alerted me about this Wanda cinema that was open then impacted due to trace contact.





**[SpecialArrangement of
Broadway Circuit - AMC Pacific
Place]**

OurAMC Pacific Place at Admiralty was informed by the Centre for Health Protectionthat a customer who was confirmed to be infected with COVID-19 on 18/3/2020,had visited our cinema on 13/3/2020. We take below actions seriously andimmediately:

1. AMC Pacific Place will be temporarily closedon 20-21/3/2020.

- Customers who bought tickets of affected shows at boxoffice, please go to the AMC Pacific Place box office within 30 days andarrange refund or exchange the same number of movie ticket or complimentaryticket. The complimentary ticket is valid for 1 month from the date ofcollection.

- Customers who bought tickets of affected shows viawebsite or mobile app, your payment will be auto refunded.

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- Customers who bought tickets of affected shows viawebsite or mobile app, your payment will be auto refunded.

2. Duringthe temporary closure, we will follow the health advice from Centre for HealthProtection Infection Control Branch and arrange a professional third-partysanitation team to clean and disinfect the whole cinema thoroughly. All thedisplayed food (both unwrapped & wrapped) will be disposed in order toreduce the risk of infection.

3. Allstaff of AMC Pacific Place need to be quarantined for 14 days. We willinternally arrange a new crew to serve the customers from 22/3/2020.

[SpecialArrangement]

Starting today, the interval time between all shows will be longer for disinfection and cleaning works. Screening time of some cinemas will be also adjusted as below:

MOVIE MOVIE Pacific Place(Starting from 17 Feb): 2pm - 10pm(Weekdays only)

If you have any enquiry, please email to info@cinema.com.hk or contact our Customer Representatives at 2388-0002 (11:30-20:00 Daily).

Sorry for any inconvenience caused.

MOVIE MOVIE Pacific Place

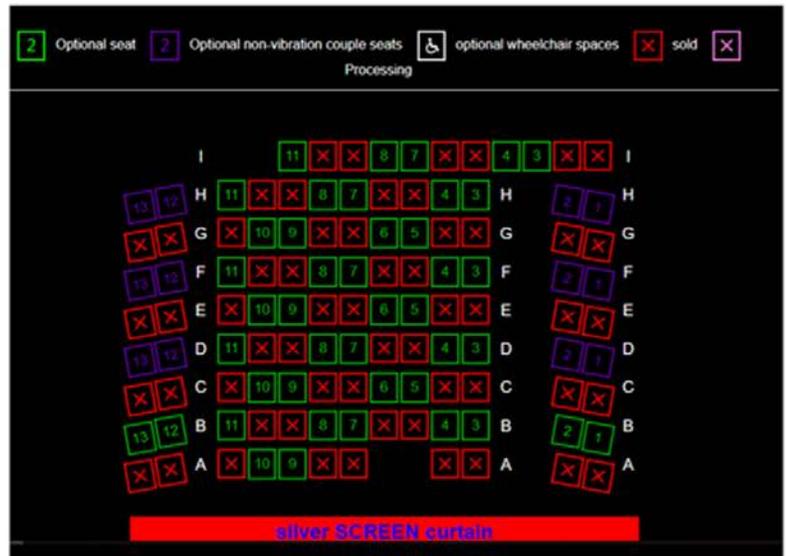
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Showtime

level

Mar 24 2020 (Tue) 04:10 PM

11



Here's the details (small text) off their web page:

Cinema alerted WED 3/18 that the previous FRI 3/13 Covid-19 POS person visited

Cinema was closed – On FRI/SAT (20/21st) Govt Health Dept sent crews to disinfect site. All food packed & unpacked – was thrown away. The staff, all quarantined 14 days. New, fresh staff SUN 3/22nd, open for business.

Later that month on the 27th – the news that all China cinemas would be closed – they had just re-opened on mainland China.

HK cinemas re-opened May 8th after 6 weeks closure – mainland China still closed. Is this the type of volatility and demanding practices ahead for us? We'll see...



Industry Responses



Let's take a glance at other consumer facing responses. The airlines have continued to operate thru the crises having to elevate both the sanitization and the messaging along the way. Their guest process most resembles the cinema where flight legs are like showtimes with deeper cleaning each evening – often handled by 3rd parties. Here is some Delta messaging, everything they're doing also applies to cinema.

Delta Clean – <https://youtu.be/sbx88jkOx1k>



Industry Responses



Here's two more examples, one describing customers changing habits and the other hoping to re-assure safety. Mainland China Starbucks largely re-opened. Starbucks is known for creating the 'third space' somewhere to be not at home or work. Prior to Covid-19, 80% of China Starbucks coffee drank there – today its changed to 80% take out*. Here in the US, Hilton Hotels has announced a plan 'Defining a new Standard of Hotel Cleanliness' teaming up with Mayo Clinic Epidemiologists and Lysol. Cinemas and all these companies rely on customers to leave home and walk through their doors.

*Starbucks Corporation (NASDAQ:SBUX) Q1 2020 Earnings Conference Call April 28, 2020 5:00 PM ET

** <https://newsroom.hilton.com/corporate/news/hilton-defining-new-standard-of-cleanliness>



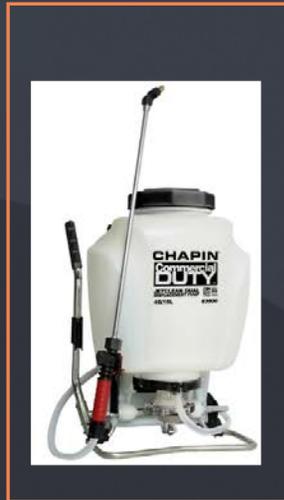
Covid-19 Tools



There's a wide array of tools & associated costs required to beat Covid-19, starting at the left, the least expensive things – spray bottles & wipes – lots of them. Chemical class bottles hold up when using more powerful disinfectants – running from \$7- under \$20.

Cheap water bottles aren't designed for this type of work. Plan on lots of single use nitrile gloves – these hold up well most disinfecting chemistries – these are those blue/green thin, stretchy ones. Because of mixing and spraying – wrap around protective goggles or glasses (specified PPE) – ranging \$5-\$15 a pair. These items will be used over & over on all the high touch surfaces – and understand dwell time is critical for successful elimination of Covid Virus – spray & wipe may look good but not effective.

Covid-19 Tools



As apart of *EPA approval – your study must show the elimination of pathogen 99.999% by a specific dwell time – of the 420 currently on the Covid kill list – the shortest dwell time is 30 seconds.

When covering greater areas – backpacks are perfect tool. Pictured in the middle is Chapin bleach sprayer – these will cost between \$50-\$100. A one cup bleach mixed per gallon of water, disinfects hard surfaces, like tile floors & counters in 1 minute and but requires 10 minute dwell on softer, porous recliner chairs. Bleach is slick by its nature, it will need to be mopped with water and wiped off the recliner chairs.

Covid-19 Tools



Just right of center – this is an **electro-static backpack mister – this uses a really interesting technology that puts a charge onto the mist that covers and adheres to surfaces. It's really good in the nooks and crannies – or recliner button controls. It's a touchless technology & does not require a follow up wipe – this will set you back just under \$2000.

Covid-19 Tools



Another promising touchless technology is use of UV light or UV-C light - this scrambles pathogens DNA. This gear does not have much regulation – there are some dodgy products online. Industrial solutions have been deployed in hospitals with a wide range of \$5000 and quarter million-dollar robots. I see potential applications in food prep, bathrooms, air cleansing concepts and others to follow. And UV light can be damaging without the proper protection. Again, proper training needs to be in place.

[*https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2](https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2)

** Sonic working with recliner fabric cover manufactures for approval of Earth Safe chemistries.



Promoting & Reassuring

- Visible & Comfortable
- Team Able to Share
- Overly Communicate & Do It again

So we've upped our game, it's taken work, time and investment, how do we get the most value back? Remember my story about 'social cues' how the small stuff matters. Think of ways we can heighten the visibility of when we're cleaning that something that comforts not alarms. This could be done with colorful or fun outfits tied to sanitization and specialized cleaning. Maybe, spinning a bleach bottles like Tom Cruise in 'Cocktail'. Let's train our workers to know, able to recite, 1,2,3 what we're doing to make our cinema clean, sanitary, safe. And we need to communicate, to the point it feels like too much is likely the right amount – because we want to be ready when any doubts appear. Let everyone know what we're doing because we care - on our web page, signage in our lobbies, on our apps.



Promoting & Reassuring

- Visible & Comfortable
- Team Able to Share
- Overly Communicate & Do It again

In a cross-country racing, a runner will hold back some energy for a kick for the very end of the race, to win the race.

Our situation feels like were all sprinting towards a starting line of a marathon. The restoration of our industry is going to take some time, maybe a year. But I look forward to the time we look back, and how we worked together and got it right.



Using the Point of Sale to Prepare for Re-Opening

Phil Norrish
COO
Retriever Solutions



Thanks for joining us and for letting me take this time to discuss some important ways that theatres can use their point-of-sale systems when rebooting in this new environment.

Let's start with social distancing throughout the customer experience.



Social Distancing & the Customer Experience

- Before the Customer Arrives
- Online Ticketing



You can Begin the process Before the Customer Even Arrives (or when they're "Home Alone").

One of the easiest ways to use the point-of-sale to promote social distancing is to do as much business as possible before the customer walks in your door.

The first thing you can do is Promote Online Ticket Sales.

Whether your point-of-sale offers Branded Website Ticketing, Mobile App Ticketing, if you use Third-party ticketing like or Fandango/Atom, or Google Deep Links, or if you offer a combination of all of these

Encourage your customers to buy their tickets online. Patrons pick their show and pay ahead of time which reduces interaction time in the lobby once they do arrive.



Social Distancing & the Customer Experience

- Before the Customer Arrives
- Seating Optimization



A second thing you can do before the customer arrives is to configure your theatre for assigned seating

Assigned seating allows you to reduce the number sellable seats in each auditorium to meet any capacity restrictions. It also lets you create distancing patterns that work best for each specific auditorium. And, it encourages Internet ticket purchases as it gives patrons the comfort of knowing where they are sitting in advance of the show. Assigned seating theatres may even choose to get creative and offer the ability for patrons to change seats in the reduced capacity environment, once the movie starts, similar to the way airlines do once the cabin door closes. It is all about education, messaging, and staff training. As a side note, if you offer only general admission seating, you should be able to reduce the number of seats available for sale in the point-of-sale, but, you may have to physically manage which seats can be used, by roping off rows, for example.

Social Distancing & the Customer Experience

- Before the Customer Arrives

- Online Ticketing
- Seating Optimization
- Online Concession Ordering
 - Combos of Tickets & Concessions via Associated Sales
 - Reduce Transactions In-House
 - Quickly Process Orders

A final way to facilitate social distancing with the point-of-sale before the customer arrives is to configure concessions packages for online sales.

Through online concession ordering or "combos" of tickets and concessions (perhaps with a limited number of selections), you can reduce the number of transactions that take place in-house, and your staff will be able to quickly process orders with notification of the advance sales.

So, Internet Ticketing, Assigned seating and Ticket/Concession combos online all promote social distancing in advance of the customer's arrival. What can we do once the customer actually shows up?



Social Distancing & the Customer Experience

- When the Customer Walks In

- Contactless Ticket Redemption

- Terminal Scanner
- Self Serve Kiosk
- Usher Redemption Device

When the customer walks in... or “Close Encounters”.

First, Use contactless redemption of ticket purchases when you can. You have done a great job of getting the customer to buy online, now they are in the building. You want to validate the Internet sales, but you want to minimize physical contact between the customers and your people. Your point-of-sale hardware can help with this. Self-service kiosks, barcode scanners, or tablet redemption devices can all be used to record redemption without the need to pass paper or mobile phones back and forth. Next, promote credit card use (or go cashless all together) and use EMV Chip readers or Contact-less payment hardware to tender in-house sales. When you take a credit card, you eliminate cash changing hands, when you use EMV you eliminate credit cards changing hands, and when you use Contact-less hardware you eliminate any credit card devices being touched by the patron or staff.



Social Distancing & the Customer Experience

- When the Customer Walks In
- Credit Cards, EMV Chip Readers and NFC/Contact-less Payment



Now, EMV and contact-less devices are unique to each credit card processor and must be pre-programmed. The EMV equipment often requires a separate network connection in order to function securely and you may need to upgrade your point-of-sale software version. So, it is important to coordinate the installation of EMV devices with your credit card processor, your point-of-sale provider, and your network administrator and you should plan ahead. Costs for EMV hardware range from roughly \$250-\$500 per device and you will need one for each selling station and self-service kiosk. Plus, you will want to prepare for any additional cost of network drops and required point-of-sale software upgrades.

As a side note, we realize that many independents have not used EMV devices before. If EMV is not an option for your theatre right now, consider adding secondary non-EMV credit card readers that are customer facing, so the patrons can swipe their own cards at the terminal.

Social Distancing & the Customer Experience

- When the Customer Walks In
- Point-of-Sale Back Office Tools



And lastly, take advantage of your Point-of-sale's Back Office Tools. Use your Showtime Schedulers to stagger showtimes to control traffic and minimize crowding in the lobby and corridors. Manage intermission length to optimize cleaning time in each house. And, use your Labor Scheduler to manage reduced staffing levels and shift overlap for the safety of your employees. You can also add a Kitchen Prep Systems in the point-of-sale and establish Express Lines. Prepping food in a dedicated area will enable social distancing for your staff and reduce wait times in the lobby for your patrons. You can also establish a dedicated pick-up station for food orders to reduce congestion. And even consider delivering food directly to the seat. Another thing you can do is to set early Cut-off times for each show in the point-of-sale to encourage customers to arrive and be seated on time.

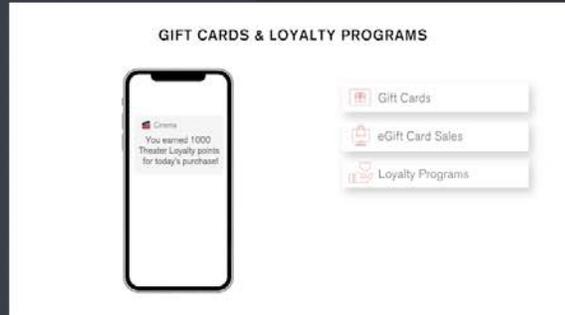
So, in the facility, use your point-of-sale technology for contact-less ticket redemption, contact-less or reduced contact credit card payment, and to manage social distancing with your back-office point-of-sale tools.



Social Distancing & the Customer Experience

- Because You Want Customers to Return... Often

- Customer Loyalty Programs



We have discussed what to do before and during the customer's visit, let's talk about how to get them to come back. We want to promote social distancing while they visit, and, just as importantly, we want them to visit over and over again.

We strongly recommend that you take this opportunity to start or enhance your Customer Loyalty program through your point-of-sale system. If you do not already have a loyalty program, get one, if you do, dust it off and dress it up. Use it to offer Discounts and free items for dollars spent or frequency of orders. Give promotional rewards based on date/time visits or items purchased and incentivize your patrons to return early and often to spend time and money. Reward your customers for their loyalty, they will continue to reward you.

In addition to loyalty programs, other things you can do to get them to come back is offer Coupons for future visits. Free or discounted stuff but they have to come back to get it. And Membership benefits with discounts and incentives for patrons who commit to being part of your club for a period of time



- Selling "The Promise" of the Movies
- Curbside Concessions

Generate Revenue Now



Now, you are ready to do business once you can start showing movies again, what can you do if you want to make some money today? Let's cover Using the Point of Sale to Generate Revenue Now-by Selling "The Promise" of the Movies.

One way is Drive-through Concessions-If you have not sold Curbside Concessions, consider doing it now. Your point-of sale hardware is dying to get used, so use it. Selling Popcorn, drinks, and candy-to-go will make you some money today and you will engage those patrons who are longing for movies to return to the big screen tomorrow.

Generate Revenue Now

- Selling "The Promise" of the Movies
- Online Gift Card Sales

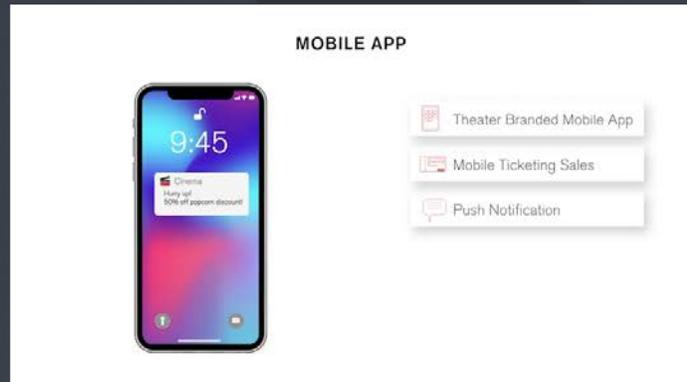


Another revenue source right now is Online Gift Card or eGift sales through your point-of-sale. Get the revenue today and Promise your customers that they can use the cards soon.

A third way is to Sell Pre-paid ticket packs or barcoded vouchers through the POS. Similar to gift cards, though used primarily for tickets, theatres can use these barcoded pre-paid vouchers to cross market with local businesses like banks, professionals, or restaurants (for dinner and a movie, for example), and promote the eventual "community" reboot through collaboration with business partners in your area. Sell what you can today and be ready to sell everything when you reboot.

Using Point of Sale to Communicate with Patrons

- Don't Get "Lost in Translation"
- Connect with Customers Online



With all of the changes to the rules that we expect to be in effect when theatres reopen, it will be critical to keep customers informed. Let's take a minute to consider how your Point of-Sale can help you Communicate with your Patrons through the process.

One effective communication channel is your Online presence. You can use your Website to -Post re-opening dates, house rules, and policies. Use your point-of-sale's Mobile App to display -Advertising and Push Notifications. Retriever recently introduced a managed pop-up messaging feature in the App that allows theatres to provide detailed information about what patrons can expect when they arrive, or other dynamic communication, by displaying a pop-up when the showtime is selected. You can also send weekly newsletters to your subscribers and encourage new customers to subscribe. And remember to use Social Media to keep customers engaged.



Using Point of Sale to Communicate with Patrons

- Don't Get "Lost in Translation"

- Connect with Customers Online
- Use Metadata Collected from the Point-of-Sale
- Repurpose Digital Signage

Another way to communicate is to use the Metadata collected by your point-of-sale. Get email lists from your Internet ticketing, mobile app and loyalty users and run targeted email marketing campaigns directly to those customers.

A third way is to Repurpose your point-of-sale's Digital Signage System. Monitors that normally display only box office schedules, concession menus or trailers can also be used to display new house rules, pitch your cleaning and sanitation protocols, and even to manage traffic in the lobby, corridors and auditoriums. So, use your point-of sale to communicate on-line, communicate via email with metadata, and in the theatre with your digital signage so you and your customers will be speaking the same language.



Beyond Point of Sale Software

• "School of Rock"

- Take Care of Your Point-of-Sale and Kiosk Hardware
- Educate Your Patrons
- Develop a Strategy for Safe Sales and Safe Delivery

We have discussed how the point-of-sale can help with social distancing, making money today, and communicating with customers. Let me finish with a couple of comments on effective strategies.

First, Take care of your Point-of-sale Hardware. Test your equipment and network to make sure systems are working before you open. Please don't wait until the last minute. Determine how to best clean and sanitize all point of sale equipment: terminals, kiosks, cash drawers, scanners, credit card readers, printers, tablets, basically anything that is touched by customer or staff. And, for the safety of your employees and for the longevity of the hardware, consult your hardware manufacturers for the best cleaning procedures.



Beyond Point of Sale Software

• "School of Rock"

- Take Care of Your Point-of-Sale and Kiosk Hardware
- Educate Your Patrons
- Develop a Strategy for Safe Sales and Safe Delivery

Next, educate your Patrons-They want reassurance that you are going to keep them safe and that you will give them a great experience. Encourage them to do their part to understand the rules for acceptable social distancing and their own personal protection so they can enjoy their visit and so they will want to return to do it again.

Finally, take the time as you reboot to develop a solid logistical strategy to safely sell and deliver your product. Have a well-thought-out plan that your team will embrace, train your staff, and practice, practice, practice before you open to help ensure your success.



Optimizing Employee Training for Re-Opening

Brett King
Founder & President
CineTrain

CINETRAIN



CineTrain provides employee training & onboarding solutions for movie theaters; including off-the-shelf, customizable, and completely custom content and fully integrated learning management platform with compliance and competence tracking and reporting tools.

The goal of this segment is to discuss how your people will play a critical role in your re-opening success, and therefore are a key component of your re-opening strategy.



Be Proactive Now

- Planning + Execution
- Success Depends on Employees
- Goal: Make Customers Feel Safe, Provide Amazing Experience, Make Them Want to Come Back

As you've read by now from what Keith and Phil have presented, and know intuitively: planning is essential. But plans can only get us so far. It's ultimately the right actions of our employees that are going to make the difference.

So how do we get our employees to adapt their behavior in a way that aligns with the results theaters need to make our customers feel safe, and want to come back?

Again, ultimately your success in this re-opening is going to come down to your people. How your front line employees execute on these plans, how they communicate with guests, how they show up for guests. Not just this, but from a safety standpoint, how well they do their job when it comes to sanitation.



Be Proactive Now



Mistakes from our front line employees can be costly regardless. Right now though, the industry itself is going to be under a microscope. Accuracy in our work, how we conduct ourselves on the job is critical to the both safety and customer perception. Mistakes right now can be incredibly costly now more than ever from both a safety and revenue standpoint.

An employee uses the wrong solution on a seat – your seats are damaged. An employee fails to allow for dry time when sanitizing, a customer gets exposed to Covid-19 and operations must halt again for a period of time, OR an employee fails to wash their hands or wear gloves and a customer sees, destroying the feeling of safety and comfort you've worked so hard to create.



Challenges to Re-Opening

- Mass Re-Hiring & Onboarding
- Re-Training & Training
- Attracting and Reassuring Guests

There are three major “people” challenges we’re going to be faced with when it comes to re-opening our theaters. The first is Mass Re-Hiring and Onboarding. Many theaters are faced with re-hiring 50% or more of their staff. We’re going to have to get many new employees up to speed quickly.

Beyond the huge task of hiring and onboarding, we’re going to need to train staff to bring them up to speed on regular operations, as well as re-train existing employees to make them competent in new requirements and processes.

Lastly, the challenge of attracting and reassuring our guests through our people – their behavior and customer service will be critical.



Mass Hiring & Onboarding



When it comes to mass re-hiring, the number one thing we can do to be proactive right now is to start supporting and developing our leaders and managers.

Back in 2017, our team was conducting deep dive research in the cinema industry. We spoke to hundreds of leaders from theaters of all different sizes. One stark finding from this research was that 66% of managers did not feel prepared to make correct decisions on the job as a result of their training. Only 52% of managers felt prepared to do the job expected of them.

Obviously these are concerning discrepancies that deserve attention. Especially when we are now putting these managers in a position of leading a 50% or more new-to-the-industry workforce, in addition to completely revised operational plans.

It's critical now to support and develop these leaders so they can run our business and manage our people successfully.



Mass Hiring & Onboarding

- Support Managers and Leaders
 - Define Communication Channels
 - Clarify Process
 - Provide Two-Way Opportunities
 - Improve Interviewing Effectiveness
 - Clarify Process
 - Identify Values and Corresponding Employee Attributes

Success of each theater is often highly dependent upon the success of its manager. How that manager trains employees, communicates, handles guests, and manages their team.

Two critical areas of development we recommend focusing on first: Communication and Interviewing Skills.

When it comes to communication in the theater, we want to address any disconnect that exists between top leadership (or home office) and front line employees. The first key action you can take is clarifying the process for releasing information, and make it a two-way channel so that you can listen to the responses, questions and feedback from your front line employees in the process.



Mass Hiring & Onboarding



Interviewing Skills are the second major focus area for developing and supporting your theater managers. One unfortunate trend that arose from our research is that many managers are simply hiring for availability, not necessarily for skills, culture fit, team alignment or other key attributes which contribute to overall employee and organizational success. Instead, those managers are hiring to get a vacant shift filled first and foremost.

Obviously this can be a bit of a coin toss in terms of results. Bad hires can contribute greatly to increased employee turnover, increased errors and customer complaints, and larger employee issues.

If however we can arm our leaders with proper interviewing skills by helping to clarify for them: who do we want, what characteristics make up our ideal employee, what do we expect from our people, what are our values. Those are the priorities to give managers on what they should be looking for when hiring new employees.

Ultimately, hiring for these skills and for culture fit will help reduce turnover and speed up time to competency because you are putting the right people in the right positions.



Training & Re-Training

• Top Priorities:

- Reduce the Overwhelm
- Organize and Standardize

Moving back now to the second major challenge of re-opening, the training and re-training of theater staff. When our team was conducting our industry research, we spoke not only to company leadership – owners, managers, supervisors – we made it a point to connect with front line employees and brand new hires to understand their perspective as well.

The top feedback provided from front line employees was that the training process was “overwhelming” and “disorganized”.

Overwhelmed was the word that showed up most often in feedback, followed closely by disorganized – which are certainly not positive associations we want to see tied to our employee training experience.

In fairness, it's easy to see why these appear often. Beginning a new job in a new company is overwhelming at any age, but particularly so in an industry where we employ young adults and for many, it is their first ever job. The overwhelm for these employees then becomes a bit compounded, especially coming in to such a fast-paced environment.

Now we must even compound those factors with the fact that we're re-opening after a pandemic and it creates a lot more pressure for employees and ultimately becomes a recipe for extreme overwhelm.



Training & Re-Training

• Effective Onboarding

- Show Employees You're Expecting Them
- Deliver Key Information in Advance

So, how can we mitigate these major risks of employee overwhelm during those precious first days on the job?

Ultimately if we can decrease overwhelm and increase organization we create the opportunity to increase knowledge retention drastically, improve performance, and reduce overall training time.

The first and simple step to take is to show employees you are expecting them. Many times in the chaos of normal operations, managers may even forget a new hire is starting that day. This can be a disheartening beginning to a new work relationship, and can contribute to employee struggles to become acclimated and competent.

Instead, managers should make employees feel welcomed and expected on their first day. Something as small as preparing a name tag in advance can go a long way for a new employee's comfort level and retention abilities that first day.



Training & Re-Training



The first day on the job in this industry can be a lot like drinking from a fire hose. From learning how to make popcorn, deal with difficult guests, how to clear out a theater in time for the next showing.

To reduce some of this information overflow, deliver some key information in advance of an employee's first day. If you're unable to provide video based or interactive learning materials (shown to cut training time by 50% or more), at minimum try to communicate via email what your theater's culture is like, what your values are, exactly what an employee can expect on their first day – down to something even as small as letting employees know you have lockers in the break room where they can expect to store belongings during their shift. If this can be communicated in advance, the first day will be a more comfortable and expected experience, allowing for more effective learning to take place.



Training & Re-Training

• Effective Onboarding

- Show Employees You're Expecting Them
- Deliver Key Information in Advance
- Set A Clear, Logical Training Agenda

Lastly, organizing training with a clear agenda is critical. This is particularly important in group training processes, where trainers have a tendency to veer off track supplementing more minor details that can confuse the learner as to what to pay attention to. A logical organization of subjects contributes to greater capacity for learning new material.

Even better is if you can deliver this material via a digital or cloud-based medium. The days of paper packet handbooks and binders are over. Employees should be met where they are – making these critical resources easily accessible on mobile devices and remotely will greatly increase the usability of the materials and likelihood an employee will engage and benefit from them.



Training & Re-Training

- Accountability Beyond A Checklist

- Compliance Testing
- Competence Tracking

Accountability of theater employees is absolutely critical right now. Find a way to track employee compliance of the tasks critical to operations, particularly those related to customer and employee safety.

The level of compliance should go beyond a simple checklist that a manager signs off on to indicate competency. Actual ongoing quizzing and testing, and results tracking, should be deployed to ensure those working do in fact know (and act on) proper operational procedures.

Not only does this promote confidence in the employees in their skills, but confidence in management, leadership, and for owners that you know your people know and act on proper actions in the workplace.



Attract & Reassure Guests

• Top Priorities:

- Customer Experience Skills Training
- “Sanitation Showmanship”

The final challenge we'll discuss is attracting and reassuring our customer base through our people. It is worth repeating that our industry is going to be under a microscope upon re-opening, as many businesses are. Creating a positive customer experience is absolutely critical in every aspect of our success.

Your front line employees are the key factor in creating an amazing customer experience. One way to amplify the training you're already going to be providing is to teach employees some specific behaviors that will truly visualize the sanitation efforts taking place.

Whether it's a brightly colored outfit for a dedicated cleaning crew, or having a dedicated employee in the lobby spraying and wiping surfaces constantly.

We dubbed the phrase “Sanitation Showmanship”. The idea is that it's ok to show off these steps your theater is taking to clean. Compare this to the way when a doctor enters your room, the first thing they do is wash their hands. This is done for sanitation reasons, but it also makes the process visible, creating a peace of mind for the patient that the doctor has indeed taken that important step.

These actions performed correctly will help to create reassurances for our guests when they are in our theater.



Undoubtedly, if you are able to put into action just a couple of the takeaways we've provided in this document, whether Keith's information on sanitation practices, Phil's tips on optimizing your point of sale to help accomplish new practices, or Brett's guidance on employee training and onboarding – your theater will be in a position to have a successful re-opening.

Once again, you can view a recording of this original presentation here:

<https://cinemareboot.com/vod>



Q&A



- Will there be a video teaching how to spend a bottle like Tom Cruise? I would sign up for that...

Maybe we should have a contest... ;)

- We are looking at electrostatic sprayer, but are worried about affecting seats... any suggestions?

At Sonic we have worked with recliner seating fabric companies in getting an electrostatic chemistry tested and approved. We've worked with a company called EarthSafe PurTabs and completed a 30 day plus test with Culp – known for its Dillon fabrics used by many recliner companies. We're also working with VIP's supplier as well. Be aware that electro-static sprayers can put a charge on a variety of chemistries some might affect seats and other maybe not.

- How can we use the point of sale system to save us money when we re-open?

A couple of things to consider for the terminals themselves, if you are not already using dual ticketing / concession stations, consider consolidating both of those functions into one terminal. This will allow for you to better manage labor, possibly reduce staffing levels, and reduce credit card transactions saving on transaction fees. Another approach is a self-serve kiosk. Once again this could help lower your labor requirements. On the back end, your labor scheduler can help control costs by better managing the timing of when your employees are in the building and for how long they're getting paid. Lastly, paying close attention to inventory, possibly limited the amount of different items you sell or reducing total inventory in the building will help reduce costs in the short term.

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- Is the CineTrain content available for use on other Learning Management Platforms?

Yes, we utilize a variety of engaging media to provide training content including videos, interactive eLearning, printable on the job guides, augmented reality solutions and more. All of our content is available generically but can also be customized to best reflect your theater's specific operations. While our 30+ training modules are native to our Cinetrainer platform, we can make the content available for any other learning management platform you may be using, with the exception of augmented reality experiences. Additionally, any existing content or media you may be using can be integrated on to our Cinetrainer platform quickly and easily.

- How can we use the point of sale system to make more money?

By working to increase internet ticket sales even in a general admission environment, you can use your revenue share from the convenience fee to cover more costs of credit card transactions and generate additional revenue. Retriever has a custom branded mobile app that has an advertising component built in, so you can actually sell custom ads built right into the schedule screens and other screens within the application. With social distancing, more and more customers will make their purchase online and on apps, so you will have more eyeballs on that app to sell ads against.

- Is there any information on the fogger affecting screens?

Going back to my screen manufacturer rep days – the common practice using 'leaf blowers' to direct trash towards front of auditorium for easier sweep up – is terrible for screens. Essentially putting a coating of dirt after a popcorn oil misting. Likewise, I would keep spray, fogger & electrostatic sprayers away from screens. My guess-timate is it would have a bleaching or cleaning effect ending in an un-uniform screen result. I'm unaware of testing to date but will begin investigating.

- We still have fabric seating. What would you recommend? I'm eyeing the fogger but what solution will work best?

A fogger or mister aerosolizes a liquid chemistry into a finer, wet form. With fabric seating, to kill covid-19, a longer dwell time is needed. I am more up-to-date on 'bleach sprayers' and electrostatic misters. And am interested knowing more about foggers and believe some can fog bleach. I'd be concerned about color fastness with bleach in a fogger. I believe peroxide is another common chemistry in a fogger, but might have a bleaching affect too.. I know the electrostatic sprayers are perform well around fabric – common in health waiting rooms but are more expensive than a fogger. Be aware some are inaccurately positioning foggers/misters as same as electrostatic. The increased expense is due to the nozzle head putting an magnetic charge onto the mist.

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- Any customer service feedback for going completely cashless?

The short answer is that it is too soon to tell. From my own personal experience as a consumer in this new environment, I don't want to touch cash or trade it back and forth. Theater operators will have to work with their demographics to see what kind of comfort level they may have with a cashless environment. Overall, the ability to order in advance and claim the product without having a payment method change hands is the most convenient, but audience demographics should be the key driver of that decision. Between the EMV and touchless processing devices and promoting credit card use in general for safety should help facilitate a move to a cashless option moving forward.

- What type of content does CineTrain offer?

We have a library of 30+ cinema-specific employee training modules. Modules are available generically off-the-shelf, and are customizable to be appropriate for your theater's operations. The content can be video based, interactive eLearning, print resources, and augmented reality experiences. We also provide services to create any custom training needs from scratch.

- How do you turn CineTrain on?

Right now we are offering free access from now through the first 45 days your theater is re-opened. The first step is to register your theater at <https://imp.cinetrain.com/registration>. Once registered, we will set up a time for a brief onboarding call, during which we will turn on the ability to add your employees to the system. From there, we provide a simple feedback form which you can have an employee complete, it essentially has them review the content and identify any areas that are incorrect for your theater's operations. We quickly make those edits, and you're ready to launch.

- Can you put bleach in the electrostatic sprayer?

I do not believe bleach can be deployed in electrostatic misters. Even Clorox does not use bleach in its industrial Clorox 360 Electrostatic solution but utilizes quat ammoniums as active ingredients. My reference to bleach was use in our backpack sprayer units. For electrostatic sprayers, we stock/sell EarthSafe chemistries, PurTabs.

- Do you think we will have to take temperatures at the door?

I think yes... and we will have to keep or supply logs.

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- Has Colloidal Silver been explored?

I'm not aware of Colloidal Silver as a disinfection applied solution. I have read about its ingestion as an immune booster. Silvers anti-bacterial properties are used it the primary surface for recliners – which is a silver-ion infused polyurethane. And is commonly used in gym/yoga & weight room matts manufacturing. Silver and copper metallic handles are bacterial unfriendly. So much of the focus on the moment is covid-19 destruction <https://www.webmd.com/lung/how-long-covid-19-lives-on-surfaces>

- Can you recommend any brand for the electrostatic sprayers?

There are two major brands of battery powered electrostatic sprayers – Protexus (Sonic represents) & Victory Innovations. Be careful in the chemistry choice which is important, particularly on recliner surfaces.

- What is the solution Keith was referring to regarding electrostatic sprayers and seats?

At Sonic, we've worked with a company called EarthSafe PurTabs chemistries and completed a 30 day plus test with Culp – who supplies it's popular Dillon covering to many recliners. The electrostatic sprayer solution we (Sonic) has been ordering is Protexus – this is the same solution selected by Delta.

- Best practices for cleaning high-contact areas...door handles, Freestyle Coke machines, butter machines, etc?

<https://www.webmd.com/lung/how-long-covid-19-lives-on-surfaces>

WebMD		
Type Surface	Examples	Covid survival
metal	door handles, bathroom handles, handrails	5 days
glass	glasses, mirrors, windows	up to 5 days
wood	hand rails	4 days
plastics	salt shakers, Coke Freestyle, kiosks	2-3 days
stainless steel	refrigerators, popcorn machines, counters	2-3 days
cardboard	shipping boxes, candy boxes	1 day
copper	cooking wares	4 hours
aluminum	cooking wares	2-8 hours

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- Should we have self serve butter stations still? Or have staff serve the butter for customers?

Yes, as an always popcorn person at the movies, I think the butter experience is important. To help dispense, maybe a napkin or free glove for used button pushing and then nearby trash disposal.

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