Annex 2
THE SMARTFULL APP

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The objective of this app is to turn movie-goers into quality inspectors at the multiplex. The app enables the audience to report any incident in real time anywhere in the multiplex. Any incident reported must also be resolved in real time, if possible.

At FC, we designed and prototyped an app, adjusting it over the years. It proved to be effective. After verifying that an incident was real, if we were not able to rectify it immediately, we compensated the customer with a free ticket. There was a response protocol for each type of incident and a well-prepared team keen to respond to any problem appropriately. We are now going to give an overview of how this app worked at FC, so that any other company can adapt it to their own specific characteristics.

On the home screen of the app, there was also an option to "Buy tickets", but this was only a link to the multiplex's website, not a feature of the app. **There were also various language options. The message "Let us know" was placed in the central part of the home page of the app, under the logo** (see note 1). Let's look now are the dropdown menu that appeared after selecting this main option on the home screen:

The first screen asked the customer if the incident was in a room, lobby or bathroom. In each case, after clicking, a new screen opened with a new menu for the customer to specify which room, lobby (there were 3 at FC) or bathroom (3 male and 3 female at FC) they were in.

If they selected a room:
A new screen appeared with very intuitive icons, and explanatory texts, for the customer to choose from:

Room temperature / Wi-Fi doesn't work / Movie volume / Image / 3D glasses / Annoyances in the room / Problems with your seat / Other issue.

For each of these options, a new screen opened with a new menu.

• In the case of **Room temperature**, they were given the options: It's cold / It's hot. On the next screen, the customer was asked for their row and seat number.

The next screen gave them a summary of the customer's suggestion and the option "Send" (Please note that, in all the following options described in this overview of the app, we will refer to the final page with the summary and the "Send" option as the "End" page).

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1 In the future, we also wanted to include links to "Subscribe" and "Loyalty Card" on the home screen, which would have contacted the server, identified the customer and updated the different amounts associated with these concepts on the app itself, for the customer information. When we sold the company, we were developing the inclusion of these options, with the ultimate aim of eliminating the customer loyalty card, as the physical plastic card involved a significant cost. As such, the effectiveness of the modification explained here has not been tested out in practice.

• **Wi-Fi** doesn't work. The following screen was the "End" page.

• **Movie volume.** On the next screen, they were given the options: "Too loud / Too quiet". Next screen, End.

• **Image.** On the next screen, they were given the options: "Blurred image / Flickering image / Other issue". If they chose the "Other issue" option, an additional intermediate screen appeared that asked them to enter the problem manually, with the option "Next". Next screen, End.

• **3D glasses.** Sometimes, the glasses do not work, as the active glasses depend on their battery. On the next screen, they were asked: "What is your row? / What is your seat number?, with the option "Next". Next screen, End.

• **Annoyances in the room.** On the next screen, they were given the options: "People speaking loudly / People speaking on their mobile / Troublemakers". If they chose the option "Troublemakers", the next screen asked: "Are they adults?" / "Are they children?". The aim of this screen was to assess the degree of severity of the incident so that the multiplex staff knew how best to prepare to respond. Next screen, End.

• **Problem with your seat.** On the next screen, they were asked: "What is your row? / What is your seat number?, with the option "Next". Next screen, End.

• **Other issue.** An additional intermediate screen appeared with the question: "What is the problem?", with a field for them to complete manually, with the option "Next". Next screen, End.

If they selected one of the bathrooms:

The previous screen already told us the specific bathroom that the customer was referring to (This information was shown on the doors and in the interior of the bathrooms). Once again, some icons appeared for the customer to choose from: "It's dirty / No toilet paper / No soap / Bad smell / Wet floor / Equipment doesn't work properly / Blocked toilet or urinal / Other issue". Next screen, End.

If they selected a lobby:

On the screen that specified which lobby they were referring to, they were given the option: "Long queue" / "Very dirty". Next screen, End.

As you can see, the design of the app was very simple. It was also easy, though expensive, to install open Wi-Fi that covers the entire complex. To get good coverage of the signal inside the rooms, the most effective option is to fit the transmitters above the screens facing the stadium seating. Transmitters should also be fitted in the lobbies and the bathrooms, as users must be able to access the app from anywhere in the complex.

A point within the multiplex must be assigned where a computer receives each of the suggestions in real time and these notifications must be constantly checked by an employee, although they can perform this task at the same time as other customer service duties. When a message is received, it is better to be alerted by a smart bulb rather than an alarm, which would always be intrusive and irritating. In the case of FC, this service was centralized at the Control Hub. It is also a good idea that incoming calls on the multiplex's information line are alerted with a flashing bulb. A quiet atmosphere always makes the work less stressful and more enjoyable.

Lastly, for many reasons, it is advisable for all the staff at the multiplex, including the manager, to be interconnected to each other and the Control Hub using walkie-talkies. Of course, to prevent annoying the movie-goers inside the rooms, the walkie-talkies should be used with earphones.

The best way to explain how the app worked to the customers was using the pre-show information. In the case of FC, we took advantage of this communication to insist once again on the proper use of mobile phones. It may seem contradictory to ban the use of mobiles while, at the same time, promoting the use of an app that requires the use of a mobile within the room, but we tried to minimize this inconsistency with the message: **"In these movie theatres, you should only use your mobile to improve the service you receive, through our SMARTFULL app. If you need to speak or text on your phone, please leave the theatre first. Please do not speak aloud or cause distractions. Respect others and others will respect you".**

It is highly advisable for the app server to gather the exact type of messages received, to monitor the evolution of these different types, as well as generating reports that monitor the response time to each complaint and the occurrence of the same problem in the preceding weeks. Generated and sent automatically to each of the main recipients, these reports must be personalized for each of them. In the case of FC, the were sent on a weekly basis to the exhibitor, the manager, the submanager and the maintenance staff. These reports proved very useful, as they enabled us to identify, detect and quickly rectify the operational glitches at the multiplex.

Up to this point, we have only described the software and hardware. That is the easy part of how this app functions. The harder part is applying it seriously and taking full advantage of its potential. Without constant, attentive monitoring, the efficacy of this app would have been zero. In FC's case, each notification was dealt with by an employee of the multiplex who went to the room, lobby or bathroom in question and responded

accordingly in the following ways:

• If it was possible to resolve the incident immediately, they did so.
• If the complaint was untrue or the customer was wrong, no further action was taken, and the complaint was filed.
• Lastly, the most complicated case, when the customer was right, but it was not possible to resolve their complaint. For instance, when the controls of their reclining seat did not work or the air conditioning unit had broken down. In these cases, we compensated the customer with a free ticket if the problem only affected them, or, if it also affected all the other customers in the room, they were all given free tickets.

Some of the incidents were difficult to quantify, because they are essentially subjective. For example, deciding whether a room is hot or cold, or if the volume is too loud or quiet. However, despite this subjectivity, the app taught us to "fine-tune" better. Let's look at the example of the temperature, which is probably the trickiest. The perception of the temperature depends on each customer's body. Moreover, men and women have a different perception of heat. In the case of women, the sensation of comfort is usually achieved at a degree or a degree and a half higher than men. It also depends which row the movie-goer is sitting in. In a room with stadium seating, the heat rises and, no matter how much we circulate the air using micro-nozzles, it will always be slightly hotter in the higher rows. As if that were not complex enough, we are more sensitive to variations in the temperature when the seasons are changing. Nevertheless, despite all these different factors, the notifications from our customers helped us adjust the temperature with greater precision. When a customer reported that they were hot or cold, the protocol was for an usher to check the temperature at the height of the movie-goer's row with a digital thermometer. If a reclining seat did not work, the usher checked that it was plugged in properly. If a bathroom notification was received, a cleaner was sent there. A complaint about the volume or image was quickly checked by an employee. Troublemakers were reprimanded as soon as a complaint was received. A quick response, recording these incidents and sending them to the different levels of the company placed the onus on the people responsible and facilitated a swifter and more effective resolution to all the problems.

In time, we learned to analyse the incidents better. Let's look at a real example at FC. The app repeatedly reported the same incident, "It's cold", in a certain group of seats in a room. There was an anomaly affecting this area, which we were able to rectify after asking the maintenance team to check the direction of the micro-nozzles of the ventilation system in that area in particular. Therefore, an undetected problem that would probably have gone on indefinitely could be solved quickly. At FC, we also learned that some customers -very few- do not deserve a swift response, as they just enjoyed complaining or their complaints were always untrue. We adjusted the program to mark these cases and record their IP address. In such cases, the program itself informed us this was a conflictive customer and their complaint was ignored automatically cancelling these notifications.

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