

## **Proposed customer flow operating procedures**

*This document was prepared in July, 2020 by the NuEra staff based on their extensive experience in dispensary operations. The effort was led by Laura Jaramillo Bernal (who has extensive experience in dispensary compliance and operating procedures, and has advised multiple applicants in their license application process for the state of Illinois) and Jonah Rapino, Marketing Director for NuEra, who has experience both in operations and marketing in Illinois and Massachusetts, and has personally implemented and supervised many of the initiatives described here.*

Efficient and responsible customer flow management is a top priority for NuEra, both because we pride ourselves in being excellent neighbors and a positive force in the communities where we operate, and because quick, easy shopping makes for good customer service. We think convenient parking and a seamless and quick checkout experience will keep our customers happy and loyal.

The first days of legalized adult-use cannabis consumption in Illinois have been marked by reports of long lines, shortages, and extremely long waits in dispensaries. We expect that by the time that NuEra Warrenville opens its doors to the public, many of those factors will have been greatly diminished for the following reasons:

- A greater number of dispensaries will have opened their doors, better meeting the demand from customers.
- Cultivation centers will have increased production, thus limiting shortages, and allowing existing dispensaries to open longer hours, and better meeting demand.
- The excitement and “party atmosphere” of the first few days will have died down.

Even considering that the levels of demand are unlikely to reach those seen in the excitement of January 1<sup>st</sup>, 2020, NuEra will implement a number of well-tested measures in customer flow management that have already proven highly successful at our other Illinois locations, where lines are no longer an issue. These measures work to more evenly spread demand by encouraging off-peak visits, they work to increase efficiency, thus reducing the average time each customer spends in store, they allow online pre-ordering to avoid long in-person lines that would frustrate customers and affect traffic in local roads and businesses, and they provide alternative parking solutions to ensure that all customers can safely and easily visit NuMed.

### **1. Customer education**

The most important part of any customer flow management system is to make it easy for customers to understand what to expect and to prepare for their NuEra visit. NuEra’s marketing

team has a successful track record in using a number of tools to communicate to customers everything they need to know about parking procedures, opening hours, medical-only times, product availability and online pre-ordering.

The following are some of the tools that will be implemented to make sure that the public is well informed regarding parking and visiting procedures:

- Clear and visible signs in our parking lot and facilities indicating that customers are to park only in our designated parking spots, and that unauthorized parking in nearby businesses is not allowed.
- An up-to date website. Our website, accessible from the web and on mobile, will always provide up to date information regarding wait times, product availability, parking, and more. In the weeks leading up to the dispensary opening, visitors to the website will be able to sign up for email and text message alerts so they can stay up to date with all new dispensary procedures.
- Updated business profiles. NuMed keeps current profiles in a number of paid and free services that are commonly used by consumers when finding information about businesses. We keep updated hours and instructions on services like Google Maps (and Google Business pages), Yelp, Foursquare, Leafly, Weedmaps and Pot.com.
- Direct-to-consumer communication: using email and text messaging platforms, users that choose to sign up for our updates will receive information directly alerting them on waiting times, product availability, parking instructions and more.

## **2. Customer flow management**

NuEra has implemented ROPE (Reserve Online Pick-up Express) an easy-to-use online pre-order system across all of its existing dispensaries that allows customers to view the menu of available products, select their order, and pick it up in-store. Customers must select a 30 min window when they will come by for pick-up. We are able to limit the number of pick-up slots available per 30 min window.

When customers arrive, the order has already been prepared and packed for them. Customers that pre-order are able to access an express pick up counter where all that is needed is ID validation and payment for check-out.

This process has several demonstrated advantages, and is a powerful tool in customer flow management:

- By allowing customers to see all product available, their THC content and other ingredients, and price-compare ahead of time, and by completely eliminating the need to wait for product to be retrieved from the vault, processed in inventory and packed as they wait, ROPE has dramatically decreased time per transaction, allowing NuEra to process over twice the number of customers using the same number of points of sale.
- By allowing customers to reserve highly sought-after products ahead of time, it prevents rushes or lines whenever such product becomes available.
- ROPE allows NuEra to set the exact number of orders that can be processed every half an hour. This ensures that a steady flow of customers show up throughout the day, rather than at certain peak times (as would be the case in other types of establishments, such as restaurants).
- The system has proven very popular with customers, as it allows them to plan their visits ahead of time, thoroughly research their options, and be assured they won't have to wait in line or find that their desired product is out of stock when they come in.

Additionally, this pre-ordering system will be made available to walk-in customers already waiting for their turn in store. If they are already familiar with the products, and don't need the assistance of a retail associate in making a selection, they will be able to use tablet kiosks to make their selection, which will be packed while they wait and give them access to the express check-out line.

Depending on market conditions or demand levels, ROPE can be used exclusively (as has been the case in our dispensaries during Covid-19 times for all adult-use customers) or in combination with walk-in service. Incentives to increase ROPE usage can include reserved parking for ROPE customers near the shop entrance, and special promotions or loyalty points for ROPE users. We have found that once customers have used ROPE before, they generally adopt it as their shopping method going forward.

### 3. Additional procedures in case of high traffic or special events

- During periods of expected high traffic, NuEra will secure off-site parking for employees and provide a shuttle to bring employees to the site. This will make up to 13 additional parking spots available for customers, which, assuming a conservative 10 min transaction time per customer, would allow us to process an additional 90 customers per hour.
- In the unlikely event that these measures prove insufficient for certain high traffic occasions, NuEra may implement additional measures such as valet parking, discount vouchers for the use of ride-sharing services, extended hours (to the extent permitted by local ordinances), ROPE-only orders (no walk-ins, thus allowing us to limit exactly the number of customers permitted per hour).

### 4. Adaptability and compliance

All of these measures will be reassessed and adjusted based on demand and market conditions by the opening of NuEra. All of NuMed’s efforts to improve customer flow, increase efficiency, and serve our customers will be governed by a strict compliance with all local and state laws.