Cinema and Multiplex Operations Management Course: Film Programming, Box Office and Concessions

16 – 20 August 2027
Amsterdam - Zuidas business district hotel



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Ref: 1441_23844 **Date:** 16 – 20 August 2027 **Location:** Amsterdam - Zuidas business district hotel **Fees:** 23500 SAR

Introduction:

Cinema and multiplex operations management, covering film programming, box office and concessions, is a 1-week course for cinema site, film booking, box office, front-of-house and concessions managers that ends with a Multiplex Performance Review and Improvement Plan for a case site. Many multi-screen sites lose margin because film rental terms are accepted unread, screens stay allocated to fading titles, showtimes bunch at the box office and concession spend per head drifts down unnoticed. Nominees already run shifts, showtime grids or kiosk teams and work through case studies built on admissions, occupancy and point-of-sale data. CoreConcept Training Center delivers this cinema and multiplex operations management course.

Course Objectives:

- Analyse a cinema site's admissions, seat occupancy and box office and concession revenue split to set an operating baseline
- Negotiate and track film rental sliding scale terms, holdover clauses and booking confirmations with distributors
- Oversee DCP ingest, KDM validity and premium large format auditorium use at management level
- Build a screen allocation matrix and staggered showtime grid with a ticket price ladder and concession menu that lift revenue per seat
- Organise front-of-house queue flow, usher and kiosk rosters, auditorium evacuation drills and loyalty membership offers
- Produce a Multiplex Performance Review and Improvement Plan with a site P&L for a case multiplex

Target Audience:

- Managers responsible for the daily running and financial results of a cinema or multiplex site
- Film programming and booking staff responsible for distributor terms, title selection and showtime grids
- Box office and ticketing supervisors responsible for pricing, cash control and online sales
- Front-of-house and duty managers responsible for lobby flow, ushers, auditorium presentation and emergency response
- Concessions and food and beverage managers responsible for kiosk menus, stock and spend per head

Course Outline:

Day 1: Film Exhibition Economics and Multiplex Site Baseline

- Film Exhibition Value Chain From Distributor Release to Screen
- Box Office and Concession Revenue Split in Exhibition
- Front-Loaded Box Office Curve and Opening Weekend Weighting
- Seat Occupancy Rate and Fixed Cost Coverage Analysis
- Multiplex Site Baseline From Admissions and Showtime Records

Day 2: Film Booking Terms, Digital Projection and Premium Formats

- Film Rental Sliding Scale and Holdover Clause Review
- Release Window Agreements and Booking Confirmation Records
- DCI Digital Cinema Specification at Management Level
- DCP Ingest and KDM Validity Window Tracking
- Premium Large Format Auditorium Pricing and Seat Mix

Day 3: Showtime Scheduling, Box Office and Concessions Revenue

- Screen Allocation Matrix Matching Auditorium Size to Title Demand
- Staggered Showtime Grid and Changeover Interval Planning
- Ticket Price Ladder With Matinee, Peak and Dynamic Offers
- Concession Spend Per Head and Combo Menu Engineering
- Point-of-Sale Cash Up and Box Office Reconciliation Routine

Day 4: Front of House, Usher Rostering, Auditorium Safety and Loyalty

- Lobby Queue Flow and Ticket Check Point Layout
- Usher and Kiosk Shift Roster Against Showtime Peaks
- Auditorium Clean-Turn and Presentation Quality Checks
- Auditorium Evacuation Drill and Crowd Control at Sell-Out Shows
- Cinema Loyalty Membership Tiers and Subscription Pass Economics

Day 5: Case Study on a Multiplex Performance Review and Improvement Plan

- Case Multiplex Admissions, Occupancy and Spend Per Head Review
- Screen Allocation and Showtime Grid Redesign for the Case
- Concession and Ticket Pricing Actions for Low-Occupancy Shows
- Cinema Site P&L With Film Rental and Labour Ratios
- Multiplex Performance Review and Improvement Plan Completion

Skills You Will Gain:

- Film Rental Term Analysis
- Screen Allocation Planning
- Showtime Grid Design
- Ticket Price Laddering
- Concession Menu Engineering
- Digital Cinema Content Control
- Auditorium Emergency Readiness
- Cinema Site P&L Analysis

Why Attend This Course:

- Deliver a Multiplex Performance Review and Improvement Plan to the site general manager and the regional operations head
- Decide which titles hold screens for another week, which shows move to smaller auditoriums and when to apply off-peak offers
- Avoid missed screenings from expired KDMs, cash discrepancies, overstaffed quiet sessions and unsafe lobby crowding at sell-out shows
- Share screen allocation matrices, roster templates, evacuation drill checklists and concession menu analyses with duty managers and kiosk teams

Conclusion:

Back at work, the participant presents the Multiplex Performance Review and Improvement Plan to the site general manager, the film booking lead and the regional operations head. They use it to approve screen allocation and showtime changes, the ticket price ladder, concession menu revisions, usher and kiosk rosters and the evacuation drill calendar. After the first full release cycle under the plan, the site should compare admissions, seat occupancy, average ticket price, concession spend per head and labour cost against the baseline and revise actions that did not move them.

Frequently Asked Questions FAQ:

What should participants know before the cinema and multiplex operations management course?

Participants should already supervise cinema shifts, showtimes, the box office or concessions and know how their site records admissions, sales and staffing. No projection engineering skill is required. Bringing recent admissions or point-of-sale reports helps them apply the case work to their own site.

How does cinema and multiplex operations management differ from a theme park or film production course?

It focuses on running a multi-screen exhibition site: distributor terms, screen allocation, showtimes, box office, concessions, front of house and site profit. Theme park courses cover rides and gated attractions, and film production courses cover developing, financing and shooting films.

Why does concession spend per head matter in cinema and multiplex operations management?

Concession sales carry far higher margins than tickets, because a large share of ticket revenue is paid to distributors as film rental. Raising spend per head through menu design, combo offers and queue speed often lifts site profit more than extra admissions.

What do participants take back from the cinema and multiplex operations management course?

Participants take back a Multiplex Performance Review and Improvement Plan with a site baseline, a revised screen allocation and showtime grid, ticket and concession pricing actions, a roster model, an evacuation readiness review and a site P&L they can adapt to their own cinema.