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16 OCTOBER 2019 / For the Montreal Eaton Centre Development Project

ECSE 326: Software Requirements Engineering  
Fall 2019

**Deliverable 2: Elicitation Document**  
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## I. Setting of Observation

**Date:** 09/10/2019

**Time:** 18:00 - 20:00

**Location:** Montreal Eaton Centre

The Montreal Eaton Centre is a shopping mall in Montreal, Quebec, Canada. It is located in the heart of Downtown Montreal on Saint Catherine Street in the underground city, and is connected to the Montreal Metro via McGill station. Its main entrance is on the northside of Saint Catherine Street, just east of Place Montreal Trust. The mall has four levels open to the public and contains more than a hundred stores and shops, and a food court.

Our engineering team at ConfiDev Consulting has specifically conducted extensive observations at the Montreal Eaton Centre from 6 pm to 8 pm on the 9th of October 2019. This time slot was specifically chosen as our target persona is a student shopper, and university classes typically end at 5:30 pm latest. Our persona would most likely visit the Eaton Centre during this time frame, as it's convenient to pass by the Eaton Centre as they walk back home, allowing ConfiDev to capture the highest frequency of student shoppers at this peak hour. Customers matching our persona were observed from the moment they entered the centre to their exit, ensuring all behaviours at the centre were noted in detail. The time slot from 6 pm to 7 pm was the optimal time for half of our team to observe the behaviour of students when they first enter the centre. The time slot from 7 pm to 8 pm was the optimal time for the rest of our team to observe the behaviour of students when they exit the centre.

Our engineering team chose not to perform observations during the weekend. Although the Eaton Centre would be more populated with customers, the majority of these customers would be families, adults, and senior citizens which do not fall under the category of our target persona. This would make it harder to pursue effective observations of our target persona (student shoppers) that tend to partake in social activities on the weekend, rather than visiting the centre and do not pass by the centre on their way to university. In addition, students who do not live in the downtown area may be more inclined to visit shopping centres near their homes, instead of commuting Downtown to shop at the Eaton Centre.

## II. Map of the Montreal Eaton Centre<sup>1</sup>

Figure 1 below illustrates a map and directory of all the services offered within the Montreal Eaton Centre, with a list of services that have been numerically referenced to the centre's different floor levels.



Figure 1: Map and directory of the Montreal Eaton Centre

<sup>1</sup> Montreal Underground City(2019)

<https://montrealundergroundcity.com/wp-content/uploads/2014/01/Centre-Eaton-Montreal-Carte-du-Centr e.jpg>

### **III. Target Persona: Student Clothing Shopper**

The student clothing shopper persona characterizes female university students, ideally McGill students, who frequently shop for clothes and have a passion for fashion. These students are well adept with mobile phones and social media. They post pictures of their outfits and fashion style on their social media accounts, and they may be influencers. They are always connected with friends on their phones through social media. They have laptops that they use for schoolwork, to manage their social media accounts, and to browse fashion websites for outfit ideas. They have strong knowledge of clothing stores and their items, flawless fashion choices, and great communication skills.

### **IV. Other Observed Personas**

#### **A. Students who shop for themselves**

These are students who shop for personal items that they need for their day-to-day activities or fashion necessities. These observed personas segment into mostly two categories: leisurely shoppers (no clear intention of buying a particular product), and shoppers who have come to buy a specific product.

#### **B. Students who eat in the food court**

These are students who walk to the Eaton Centre after class to eat lunch or dinner. They usually remain in the centre for a short period of time, leaving after they have finished eating their meal. The centre is a convenient location to eat as its food court showcases a variety of cuisines, giving students a number of different options to choose from. Many restaurants and cafés surrounding university/school campuses are closed after 6:00 PM, making the centre a convenient nearby location for students to eat. Most students do not have the time to prepare meals in their own homes and so, make use of the centre's food court when studying in libraries on campus or on their way home.

#### **C. Gamers**

These are predominantly male students who are passionate gamers. They shop at EB Games and other similar stores to buy items such as PC games, console games, steam gift cards, and accessories. They look for the highest quality gaming accessories that fits their budget, hopping from store to store to find the best deals. They look for the best quality gear to obtain a competitive edge against their online opponents. For example, they look for headphones with great sound quality to clearly hear in-game footsteps, mice with high polling rates to register their action movements, mechanical keyboards with fast response times, and high-quality microphones to be clearly heard by online teammates. They are particularly attracted to accessories that feature LED coloured lights and are often willing to sacrifice

product quality for this feature. They also frequently interact with store employees, heavily querying them on precise technical specifications and insight on new gadgets.

#### **D. Romantic Couples**

These are student couples who visit the centre with no intention of buying anything in particular. The centre is just a means for them to spend time together romantically. They walk around the centre with no clear intention of visiting a specific store and may loop back to previously visited locations within the centre multiple times. They often hold hands, smile, and talk to each other while walking. They may walk into a large variety of stores, with only the intention of looking at items and making conversation. They usually dismiss any questions asked by retail persons regarding any assistance they may need. They look at a variety of merchandise within each store they visit, such as toys and stuffed animals. They may hold the merchandise, play with it, and giggle together for brief moments of time before putting it back and look at other items. If they find an item which one of them particularly likes, they may buy it, despite not having intended to when initially entering the store.

### **V. Observed Processes**

Prior to our observations, our team planned to disperse and observe each entrance and exit to cover the human traffic flow at the centre. We targeted student shoppers by their attire. Most student shoppers carry backpacks on their back as they have just finished their day on their school campus. In addition, some carry reusable bags for any food they may have brought to campus.

Each team member was responsible for each entrance/exit to the Eaton Centre to ensure a strategic positioning of our team to identify our target persona. When a shopper is observed, our observer will discreetly follow the target and take note of all behavioural actions and interactions. In order to avoid bias and ensure the validity of our observation, our team members played the role of a “secret customer” at the centre. It was not revealed to anyone at the centre that we were present for specific observational purposes and we did not disrupt the businesses in any way.

The observational process can be divided into three sub-processes:

- 1. Entering the centre**
- 2. In the centre**
- 3. Exiting the centre**

## **1. Entering the centre**

The shoppers entered the Eaton Centre from several different points of entry, providing a deep insight into shopper behaviour and their intentions to be at the centre. Upon entering the centre, the majority of shoppers did not seem to have a set shopping plan in mind, nor a clear sense of direction of where to go in the centre. Shoppers would immediately start looking around, observing what stores are within their vicinity, before deciding to enter a store. In addition, we observed that a lot of shoppers would migrate straight to one of the information kiosks or floor plans to get a better sense of direction of the centre itself. The minority of shoppers (possibly frequent visitors of the centre) knew exactly where to locate their store of choice, and would usually walk at a quicker pace in a defined direction within the centre.

### **A. Entering from the main entrance 705 Rue Sainte-Catherine Ouest**

The shoppers entering from the main entrance on Sainte-Catherine were most likely to have previously visited other stores on the street and purchased items from them. We termed these shoppers in our observation as “serial shoppers”. This behaviour did not surprise our assumptions, but rather aided it. Sainte-Catherine is a popular street for many different clothing outlets, and therefore it was likely that shoppers would enter with bags of already purchased items. These student shoppers may have been shopping for a while now already, and were seeking a few more final items before ending their shopping.

### **B. Entering from Place Montreal Trust**

Shoppers who enter the centre from Place Montreal Trust tend to be shoppers that have been looking to purchase items from shops at Place Montreal Trust but have not found exactly what they are looking for. The shoppers entering from this location have typically already browsed a few items and visited a couple stores. They are looking to shop for more items, before they wrap up their day.

### **C. Entering from Metro McGill**

The observations of those who entered from the McGill metro aligned most with our target persona. These were typically students, and had come to the centre before their commute home. There is a large majority of incoming shoppers from the McGill Metro entrance as the station serves as a portal to the Eaton Centre from the rest of Montreal. As observed, most student shoppers entering through the McGill metro would pass by the Starbucks Coffee Shop situated outside the metro station entrance. The Starbucks, being conveniently located, serves as the first of many purchases for our target personas. At least half of our student shoppers that we gained insights on in our observation had an iced coffee in hand from Starbucks.

## **D. Entering from Le 1500 Robert Bourassa**

Customers entering from Le 1500 Robert Bourassa, as per our observation, did not strictly fit into a specific persona. This aligned with our expectations, as the 1500 Robert Bourassa entrance serves as an intermediary between the Saint-Catherine and McGill entrances. As such, there is a huge influx of people from both the McGill crowd and the greater Montreal crowd.

## **2. In the centre**

### **A. Visiting a store**

Customers enter the store and look for the section of the store that contains the specific category of products which they are looking for. The stores are usually well categorized according to the specific range of products, facilitating an easy process for the customer to locate their desired item. Customers who entered a store that seemed to already have a general idea of what they needed, would take a look at the various brands and designs of the particular item. These customers would generally dismiss any assistance from retail persons, in comparison to customers that wandered around the store and did not have a clear sense of what they specifically needed. During our observation period, the number of customers in the store varied from only 2 or 3 customers (usually non-clothing stores), whilst other stores were overcrowded with customers (usually clothing stores).

Our observations of the in-store processes indicated that customers at the various stores in the centre have similar interactions. The key difference in consumer behaviour was identified in the process of browsing for products at a particular store.

#### **i) Visiting a clothing store**

Customers visiting clothing stores were observed to be the group of customers that would spend the most time within the visited store. Customers at clothing stores, unlike other stores, would iterate through multiple clothing products on the clothing racks. Male shoppers were sometimes noticed to be trailing behind female friends who were shopping. In the case of a male shopper making a purchase, it was observed that the process of browsing or purchasing products was much quicker, where decisions were made more impulsively than the shopping process females would follow. As per our observations, we noticed that the majority of shoppers in the stores were female. They would first look at the piece of clothing to see if they liked the design, and after doing so, would check the price tag. It was observed that after checking the price tag, some customers would continue iterating through the rest of the rack (presumably due to the item's price not being within their budget). If an item fit the shopper's design and budget criteria, they would remove the item from the clothing rack and lay the item over one of their arms as they continue to look through the rest of the clothing rack. Customers would also move to different clothing racks at different locations within the same store, in an attempt to collect all the clothing items that fit their needs. As customers pursued this searching process within the store, some customers held



their phones to their ears, presumably asking a friend/family member for advice or feedback regarding the item they were looking at and its price. Others held out the piece of clothing in front of them or posed in mirrors and took pictures of the item with their smartphones, sending them to friends/family.

The customers would then scan the store, in search of the fitting rooms to try on the batch of clothing items they had collected. If the shopper was accompanied by a friend/family member, they would usually sit on a couch outside the fitting room, waiting for the shopper to come out of the fitting room wearing the collected clothing item(s). The individual accompanying the shopper would then give the shopper feedback on the worn clothes, as the shopper rotates to portray all angles of the clothing to the individual accompanying them and to view the clothing in the mirror. If the shopper was shopping alone, they would usually try on all of the collected items within their fitting room, using the mirror to check the appearance of the clothing. Customers leaving the fitting room would usually have loose hangers held in one hand, and the clothing items laid over their other arm. Most of these items would be discarded and given to the retail person working at the fitting rooms. The shopper would only keep a select few items to purchase. A minority of shoppers would repeat this process and return to the fitting rooms with a new collection of items to try on.

## **ii) Visiting a Beauty & Health store**

Customers shopping alone typically entered the store and went directly to the section which had the category of product they were looking for. Most of the customers observed in these stores were female and were looking to buy a makeup kit. The items on sale attracted more attention than other products, especially MAC products, which seemed to be in demand by the customers. The shoppers usually test the product and observe it in the store's mirrors. During this process, the customer may ask for advice from the retail person, who may provide the customer with a variety of alternatives to test and choose from. Moreover, some of the customers were observed taking photos of themselves in the store's mirrors which were then posted to their social media accounts. Customers do not usually spend too much time in this process, and move quickly to the queue to make their purchase once their desired product has been found.

Many of the shoppers entering the beauty store were also accompanied by a female relative, another female friend or a group of female friends. These shoppers would then try certain products and receive feedback regarding the product's appearance from those accompanying the shopper. The individuals accompanying the shopper would sometimes use the tester on the inside of their arm, to test the product for the shopper and may even start testing products for themselves. This process would usually take longer than a shopper that entered the store alone as the process of receiving feedback and multiple opinions from peers, as well as, consulting retail salespersons is time-consuming.

## **iii) Visiting a bookstore**

During our observation, customers entered the bookstore with a clear intention of the genre of books they were looking for. They would identify the category of book they were looking for by looking at the signs hanging from the store's ceiling which identified in which area of the store certain book genres were located. The most popular areas that customers visited were the fiction and history sections of the



bookstore. At bookstores, customers would linger around the store for a while, looking through the wide variety of available books. Customers would hold up different books and read multiple prefaces and summaries, before finding a book that catches their attention, which they would place in their shopping cart.

Some customers were looking for a specific book, and after not locating it on the shelves would request a retail person to search for the book title on the computer system. The retail person would then inform the shopper if the book was available in the store, or if the customer would like the book to be delivered to their address if available.

#### **iv) Visiting a Jewelry Store**

Customers visiting jewelry stores would mostly split into two categories of individuals: students and business professionals, the former of which were mostly observed to be window shoppers and not shoppers who make purchases. At the jewelry store, we noticed, customers would normally not leave with a product right away, but rather make reservations or requests for product adjustments or custom engravings. The jewelry store was also not as crowded as other stores, with only 1 or 2 customers at the store during the time of observation. This adheres with our expectations, as we were not expecting a high frequency of purchases given how expensive the items are.

#### **v) Visiting an Entertainment store**

Entertainment stores sell a range of products including toys, stuffed animals, board games, computer/console games, and computer/console accessories. Customers of these stores include both avid gamers and the average consumer. The avid gamers usually only visit the electronics section. Upon entering the store, the gamers walk straight towards this section, presumably implying that they have visited the store before. They quickly start to look at video games and accessories. Many of them ask the retail salesperson for products with specific technical details. For example, a few questions we overheard during our observations were “Which mouse has the highest DPI?”, “Do you have a keyboard with programmable RGB LED lighting?”, “Is there a monitor with a refresh rate no lower than 240HZ”.

Some of the retail agents queried were not familiar with the complex technical questions, and had to ask fellow employees for an accurate answer. The majority of these customers were males, aged between 18 and 30 year. Given that these customers often look for particular products with particular specifications, the time that they spend in a store varies drastically from customer to customer. If a customer does not find the product they are looking for, they will quickly leave the store and try to find another gaming store. If they do find the type of product they need, they may spend a longer amount of time comparing products of the same type to find the brand and model that satisfies them the best. This is possible because many of the gaming stores display the unpackaged products for viewing and testing. These customers often select expensive products that total upwards of \$100.

The majority of customers that enter an entertainment store are average consumers that do not have any particular product in mind and may not be familiar with the store. On average, there were slightly more

females among these customers than males. They usually enter the store with one or more people accompanying them. These customers usually walk around the store for a while until they find the section that interests them the most. They spend an average of 20-30 minutes in the store before leaving. Most customers do end up purchasing at least one item, and the average total cost of their items ranges from \$25 to \$40. The most commonly purchased product among these customers were board games and puzzles.

#### **vi) Visiting a Kids and Baby store**

Customers visiting the kids store were mostly split into two categories, one being a group of ladies and the other were couples. The former seemed to be more interested in getting day-to-day consumables for their children such as diapers or milk bottles. However, the couples were most interested in buying cribs, stuffed toys, and baby clothes. These couples would often wave the toys in front of their children, making “funny” faces. The store was one of the noisiest at the centre due to the large number of infants and children that had been brought to the store by their parents. They were often crying in a baby carriage as their parents attempted to quickly purchase the required items or laughing as they played with various baby items in the store.

#### **vii) Visiting a sports and fitness store**

Customers visiting the sports and fitness store were mostly athletic, and looking to make purchases on popular sporting good items. The most popular purchase was protein powder, followed by sporting equipment such as rackets. Multiple customers who entered the store were dressed in athletic gear, and looked like they had just come from the gym. About two of the customers in the store at observation time had merchandise from Econofitness, and given that the Econofitness gym is opposite the Eaton Centre, there seems to be a high correlation between the customers who visit the sports and fitness stores at the Eaton Centre and those who gym at Econofitness.

#### **viii) Visiting a shoes and bags store**

Students who visited the shoes and bags stores were mostly female, as women have a strong interest in keeping up with fashion, so they would regularly visit such stores to try to acquire the most recent and most glamorous bags and shoes. Customers are grouped into two different categories: those who would walk into the store to observe new designs and look at the prices, and those who would actually purchase an item(s). We noticed that the former category did not spend much time in the store and left after 5 minutes. Consumers comprising the other category, however, spent a long time browsing different products and seemed to have a clear purpose of coming to the store. They would continuously ask the salesperson about the different styles available, and interact with them before making their choice.

We observed a general process entailing customers who shopped for bags. They would look at the bag, and if they found the design and color appealing, they would pick the item up. After which, it was common for them to examine it in a mirror. Subsequently, they would scrutinize the texture of the bag, and get a feel of the material. Many would even ask the sales agent about the nature of the material that

the bag is made of. We observed that, on average, for every three customers, one would actually buy the bag. This is, presumably, due to the fact that this is not a peak shopping season, as many customers would be hesitant to purchase a luxury item at such a price while they might be able to get it at a significantly discounted price during shopping seasons, such as the Black Friday sale coming up.

## **B. Selecting a product**

Once a customer has made a decision on the product they wish to purchase, if they are alone, it is observed that they quickly proceed to the checkout counter. If there is a queue, which depends entirely on the frequency of people at the store at the time, most customers join the queue to avoid any possible delay in the checkout. In the rare occasion, it was observed that customers would put back the product they were holding and leave the store, as to avoid waiting in a very long queue.

On the other hand, customers who are accompanied by another individual would walk towards the checkout counter without a sense of urgency. They usually take more time to join the queue as they are mostly imbued in their conversations and distracted by other products on their way to the counter.

### **i) Waiting in line**

While waiting in line, a common practice for all shoppers was to observe the products aligned along the queue line. In some cases, customers would also pick up a smaller, cheaper product for purchase with their main item(s).

While waiting in line, the customers that came to the store alone seemed more confident in their purchasing decision and tended to browse through social media on their smartphones until their turn came up in the queue. Other shoppers that were accompanied by another individual had their acquaintance waiting with them. They usually discussed the products they were about to purchase and consulted each other for some final advice on whether they should purchase the product or not. During our observations, some customers decided to renege on their purchase. These customers would seem panicked and try to break from the queue, mostly apologizing for any inconvenience as they attempted to exit the queue.

### **ii) At the point of sale**

All shopping stores require the customers to pay for their orders when they are prepared to buy the product. Some shops, however, have multiple levels and have a checkout counter at every floor. This requires the customer to pay for a specific product at a specific floor. After purchase on the correct floor, the customers collect their receipt, and make their way to the exit which is usually straightforward as it is the path they followed to enter the store.

From our observation, customers who seem familiar with the store and are confident with their purchase, will try to complete the checkout as soon as possible. They will usually not ask questions to the cashier and will pay quickly with debit or credit cards.

We also noticed that customers of our target persona were more likely to use “trendy” ways to pay such as Apple Pay, Samsung Pay, and other digital wallets. Especially among the youth, the system of digital payment seemed to be extremely popular. For older customers, the checkout would take longer, as these customers would use either cash or a debit card secured with PIN.

We noticed that some customers who were especially in a hurry and familiar with the store would proactively state their method of payment before being prompted by the cashier. For example, instead of waiting for the cashier to ask, “How would you like to pay?,” responding, “credit card,” and so forth, they would simply state, “Visa, no receipt” at the start. Customers who are unfamiliar with the shop’s checkout process took a longer time to complete checkout. Some customers also asked the cashier about the exchange and return policies for the product, as well as, any information about upcoming sales or discounts.

For all types of customers, regardless of ethnicity, race, and other factors, we observed that typically only couples donate for charity which almost all stores had a donation box for. In stores, we observed that there was little-to-no concept of tipping the employee for their work, unlike in restaurants.

### **iii) Exiting the store**

Customers who shop alone usually leave the store once they are done with the check out. They thank the cashier, and exit the store passing through the security scanner. Most customers exiting the store either continued browsing other stores, visited the food court, or headed towards one of the centre’s exits.

## **C. Eating at a Restaurant**

### **i) Visiting a restaurant**

Customers who go to the food court to eat alone often already have an idea of which restaurant they want to go to and which type of food they want to order. They usually choose what they want quickly to get in line and order without wasting time.

Customers who go to the food court to meet up with other people often spend time looking for a table before going to a restaurant. They often sit down at a table of their choice and wait there until the rest of their group arrives. They may talk to each other or use their phones while they wait for the others. Once the whole group arrives, they greet each other and talk for a few minutes. Then, the majority of the group stands up to go order food, while the rest of the group waits at the table to reserve it.. The people waiting will either not eat anything, have someone else order for them, or order food later. The others will usually walk around the food court for a while to observe the variety of restaurants and to read the menus displayed.

## **ii) Waiting in line**

While waiting in line, customers who have confidently decided their order will often browse through their smartphones until it is their turn to place their order. These are generally customers who are familiar with the restaurant they are ordering from. Customers who are not confident with their choice usually keep looking at the menu while waiting. Customers who are in line with friends usually discuss the food they are ordering or make conversation.

## **iii) Taking an order**

The majority of restaurants require customers to pay for their orders before the order is prepared, while some other restaurants require payment afterwards. The restaurants that accept payment later are those that take the customer's order while they are preparing it. For example, restaurants that ask what kinds of toppings and ingredients to add to a sandwich will finalize the order and ask for payment once the sandwich is complete.

Customers who are familiar with the restaurant and are confident with their choice will give their order quickly. For example, they may give their order using a short phrase that the cashier understands, rather than saying the full name of the order. Customers who are unfamiliar with the restaurant or the food court usually take longer to give their order and to pay. They may ask questions to the worker about what they can order and about prices. They may ask about the SPC student discount and about which orders it applies to.

Customers who are ordering with friends at the same time may discuss their orders with the cashier in the ordering process. Customers would seldom leave tips in the tip jars, and if a customer did leave a tip, it is usually a small tip of loose change.

## **iv) Preparing the order**

After providing their orders, customers move to the side to wait for the staff to prepare their order. They can see their food being prepared in the kitchen while they wait. They have a number written on their receipt that identifies their order. While waiting, customers unfamiliar with the restaurant may continue to look at the menu to determine if they would like to return in the future. Other customers usually browse through their smartphones or talk to friends while waiting. The time it takes to prepare an order varies based on the type of order and quantity.

## **v) Picking up the order**

When an order is ready for pickup, the staff calls out the number on the receipt in French and English. The customer with the matching number then picks up the order and usually thanks the person who called out the number.

#### **vi) Getting condiments and other items**

Once a customer picks up their order, they usually move to the side to pick up some condiments—such as ketchup, vinegar, salt, and pepper—and some items such as napkins, cup covers, straws, and ketchup holders. However, some customers walk out of the restaurants directly without taking anything, but once they realize they are missing napkins and straws, they usually come back to get what they need.

#### **vii) Eating food**

Customers who ordered their food as takeout will usually leave the food court and leave the centre to eat the food. The others will walk towards a table in the food court. Customers who are eating alone will usually look for any available table that is closest to them and that contains the fewest people. Some of them eat quickly in order to save time, whilst others eat slowly and use their smartphones while they eat. Once they are done with their food, they usually do not order anything else and choose to leave the food court.

Customers who are eating with other people will walk back to the table where they met. They will usually eat slowly until the rest of the group is at the table with their food. While they eat, they usually talk to each other. Once they are all done with their food, some members of the group usually order something else, such as deserts or drinks, in order to stay in the food court and continue talking for more time.

#### **viii) Cleaning up**

Usually, customers clear their tables and throw their waste away prior to leaving the food court. Although there are no rules that require them to do so, it is common etiquette to clean up after eating. Customers who are eating in a group are more likely to clean up their table. They sometimes clean up their table and stay at the table to continue talking even after everyone is done with their meals and desserts. Customers usually clean up by putting all of their trash onto their trays, banging their trays to the garbage bin to empty them out, and place their empty trays in a stack on top of the garbage bin.

#### **ix) Leaving the food court**

Customers who eat alone usually leave the food court right after they are done with their meal. Customers who are eating in a group usually continue their discussions after everyone has finished eating and cleaning up. After a few minutes of discussion, they usually start to walk out of the food court slowly while still talking to each other.

## **D. Drinking in the Dining Area**

### **i) Purchasing a drink from the dining area**

Throughout our observations, a noticeable trend in shoppers was fatigue after 1-2 hours of shopping. Shoppers usually get thirsty in this process and look for a refreshing drink to quench their thirst. Many shoppers head to the dining area to get a juice, soda or an alternative refreshing cold drink.

### **ii) Waiting before ordering**

Customers usually spend less time to make a decision than when ordering food. They explore the range of drinks in the menu or fridge. Some customers even ask the cashier about the ingredients of certain drinks, and others discussed options with their acquaintances.

### **iii) Ordering the drink**

After making their choice, customers then proceed to make the order and pay using either a credit card, a debit card or cash. We have seen, however, that the credit card is the most commonly used method of payment as people seldom carry cash with them nowadays.

### **iv) Picking up the drink**

After ordering the drink, customers move to the side and wait for their beverage to be prepared by the cashier. This process takes up to 4 minutes, during which most students keep browsing their smartphones. Subsequently, they pick up the order and continue walking through the centre, visiting more stores, or leave the centre through one of the exits with their drink in hand.

## **E. Using Services**

The services we observed at the Eaton Centre were mostly governmental services, such as the Post Office, National Lottery, as well as one laundry service at the centre. In general, these stores did not have high activity at the time of our observation, as they usually close at 7 pm which is earlier than the other stores. Customers who would enter the service locations would mostly be in business attire, and seemed to be from the working class. We did not notice any students interacting with the services. Since the services are out of scope for MECD, as elicited during the prior interview, observation of services was kept brief and to a minimal length.



### **3. Leaving the centre**

#### **A. Exit to underground Parking Lot**

It is more common for individuals dressed in business attire and families (especially those with children) to use this exit. Individuals wearing business attire may park their cars in the underground for the duration of their work-day and may use the centre to access their vehicle at the end of their work day to return home. Families (accompanied by children) use a vehicle to access the centre as it makes it difficult to bring children along modes of public transport or walk with them on the streets (especially during the cold winter weather). Individuals usually look for a parking pay station before heading to their vehicle in order to pay for their parking ticket. Most individuals then usually remember where exactly they have parked their vehicle, but some individuals can be seen wandering around the parking lot searching for their vehicle.

#### **B. Exit to McGill Metro**

The observations of those who exited the centre through the McGill Metro aligned with one of our target personas which were younger students (usually teenagers that are in their upper years of high-school or enrolled in a CEGEP). These students usually live outside of the downtown area, as most high-schools and cegeps are not located in the heart of Montreal. In addition to these younger students, were older individuals most frequently shopping alone at the centre. These individuals most likely work at a location close to the centre and visit the centre before heading back to their homes that are not located Downtown.

#### **C. Exit to Bus number 15 that stops at the doors of the Montréal Eaton Centre, going west on Maisonneuve and going east on Saint-Catherine.**

Customers exiting to bus number 15, as per our observation, did not strictly fit into a specific persona. This aligned with our expectations, as the bus serves a huge influx of people from both McGill crowds, and the greater Montreal crowd, especially at our observed peak hours of 6 pm - 8 pm.

#### **D. Exiting on Maisonneuve and renting a Bixi Bicycle**

The observations of those who exited the centre and rented a Bixi Bicycle aligned mostly with our target persona of students and our other observed persona of business individuals. These individuals tend to be younger in age and were at the centre alone. They likely live in an area around the centre that is more than a 5-minute walk and would like to reach their destination faster than by walking on foot or using public transport or may be taking advantage of the good weather. These individuals either use the BIXI application on their smartphones to obtain a code to unlock a bicycle (these tend to be frequent users of the bicycles) or use the rental payment interface to unlock a bicycle.

#### **E. Exiting on Maisonneuve and renting a Lime/Bird e-scooter**

Similar to the observations obtained by customers who rented a Bixi Bicycle, we observed that a lot of customers, especially those in their youth would prefer to use an e-scooter when they exit. These customers directly align with our target persona, as they frequently use their phone, and keep up with societal trends. It is important to note that these services might have been more frequently used given the weather conditions at the time of observation, but could change year-round.

#### **F. Unlocking a personal bicycle from a bicycle parking spot**

The observations of those who exited the centre and unlocked their personal bicycle from a bicycle parking spot in front of the exit mostly aligned with our target persona of student shoppers. These individuals usually had a backpack, in which they would place their purchased goods from the centre before unlocking their bicycle.

#### **G. Exit on foot through one of the exits**

Customers exiting on foot through one of the exits, as per our observation, did not strictly fit into a specific persona. This aligned with our expectations, as there is a large variation of individuals that may live Downtown, within a walking radius of the centre, or may be visiting another destination after their trip to the centre.