ATTRACTIONS
INNOVATION CHALLENGE
Launch Day 14 January 2019

3789

Held In

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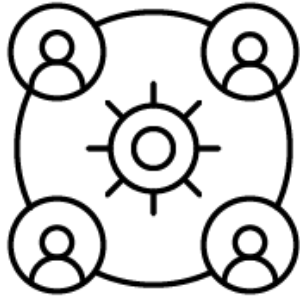
Singapore TOURISM BOARD

ASSOCIATION OF SINGAPORE ATTRACTIONS

新加坡旅游景点协会

Challenge Statements

Managing labour more effectively to enhance productivity

1. Connect and train suitable labour

2. Automate ticketing processes for operational efficiencies

Designing world-class customer service

3. Improve wayfinding

4. Improve language and cross-cultural communication

Enhancing visitor experience and driving revenue

5. Rejuvenate assets and refresh content

6. Manage queues and crowds

7. Track visitor movement and behaviour

Note that this document serves as additional context for technology providers to gain better understanding of the Attractions industry. Shortlisting and grant application proposals for the Attractions Innovation Challenge should keep in mind the evaluation criteria. More details can be found in Section 6 of the Challenge document.

Managing labour more effectively to enhance productivity

1. Connect & Train Suitable Labour
How might we better connect and train suitable casual labour to available opportunities at various attractions?

2. Automate Ticketing Processes for Operational Efficiencies
How might we automate ticketing sales and its verification process, so that manpower may be optimised to enhance visitor experience?

How might we better connect and train suitable casual labour to available opportunities at various attractions?

Connect and train suitable part-time labour: A glimpse into the current situation

Attractions

- Attractions rely heavily on part-time labour for front-line roles due to the seasonal nature of the industry.
- Whilst the selection of part-timers tend to be stringent, a baseline service orientation is a necessity.
- Depending on the nature of the attraction, substantial investment in training is required before the part-timer is allowed to work
- Traditional means of recruitment do not necessarily yield the best candidates

Labour Pool

- Part-timers are not necessarily students and includes those awaiting higher studies, NS, gig economy participants, etc.
- Driven by pay, work environment, alignment to personal interest, convenience, etc.
- This labour pool does not look for work via traditional recruitment channels.
- Mostly guided via word-of-mouth recommendations or experiences of friends.
- Most attend interviews with very little understanding of the attraction.

Ideal Situation

- A technology platform where:

  - Attractions can share information about their offerings, requirements, and other pertinent details.

  - Job-seekers can search for part-time work based on their availability, wage demands, and interests.

- This platform should be intelligent in the way where it could match the criteria of the attractions to that of the job-seeker.

- The platform should be easy for both attractions and job-seekers to navigate and utilize.

How might we automate ticketing sales and its verification process, so that manpower may be optimised to enhance visitor experience?

Current Situation

- Long queues seen at the Conservatories during weekends and public holidays.

Causes

- Visitors tend to visit during late afternoon when it is less hot, and to have time to enjoy dinner and free light & sound show at 7.45pm

- Locals usually visit during weekends and public holidays

- Conservatories approaching 80% capacity

- Effects of overcrowding being felt through visitor experience

Desired Outcomes

- Better management of capacity and visitor experience

- No compromising of ticketing revenue

- Better control of manpower resources

- Improving the professionalism and image of local attractions industry

How might we automate ticketing sales and its verification process, so that manpower may be optimised to enhance visitor experience?

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Current Situation – Pain Points

- Long queues to purchase tickets during peak season

  - Travel Agents/Tourists need to queue up at a ticketing counter (despite holding pre-purchased admission vouchers) due to need for redemption/verification.

  - Time-consuming verification of online vouchers presented by Travel Agents/Tourists due to the wide range of agents' physical redemption devices which are not integrated to our ticketing system.

- More manpower required to man the ticketing counters

Challenges

- Manpower & space constraint

- Guests need to re-queue even though they have purchase the vouchers.

- Tourism industry does not have a common platform for tourists and travel agents to purchase tickets

Desired Customer Experience Journey

Pre-Visit

- Planning and Research
- Promotions and Recommendations
- Personalized itinerary planning
- Online purchase
- Social sharing
- Visitor information notifications

Visit

- Automated On-site notifications & Promotions
- Purchase / Additional purchases

Post-Visit

- Visitor Feedback
- Additional Purchases
- Future Recommendations

3. Improve Wayfinding
How might we improve wayfinding within Attractions to maximise visitor experience?

4. Improve Language & Cross-Cultural Communication
How might we overcome language and cultural barriers in a sustainable manner to deliver better service for visitors?

![National Museum of Singapore logo]

How might we improve wayfinding within Attractions to maximise visitor experience?

Note that the National Museum of Singapore is also keen in the following statements:

- How might we automate ticketing sales and its verification process, so that manpower may be optimised to enhance visitor experience?
- How might we better track visitor movement and behaviour so as to gain a deeper understanding of visitor interests in order to deliver a better experience, and/or improve resource deployment?

Visitors' concerns

Where to get gallery admission tickets?

Where is the restroom?

Café? Museum Shop?

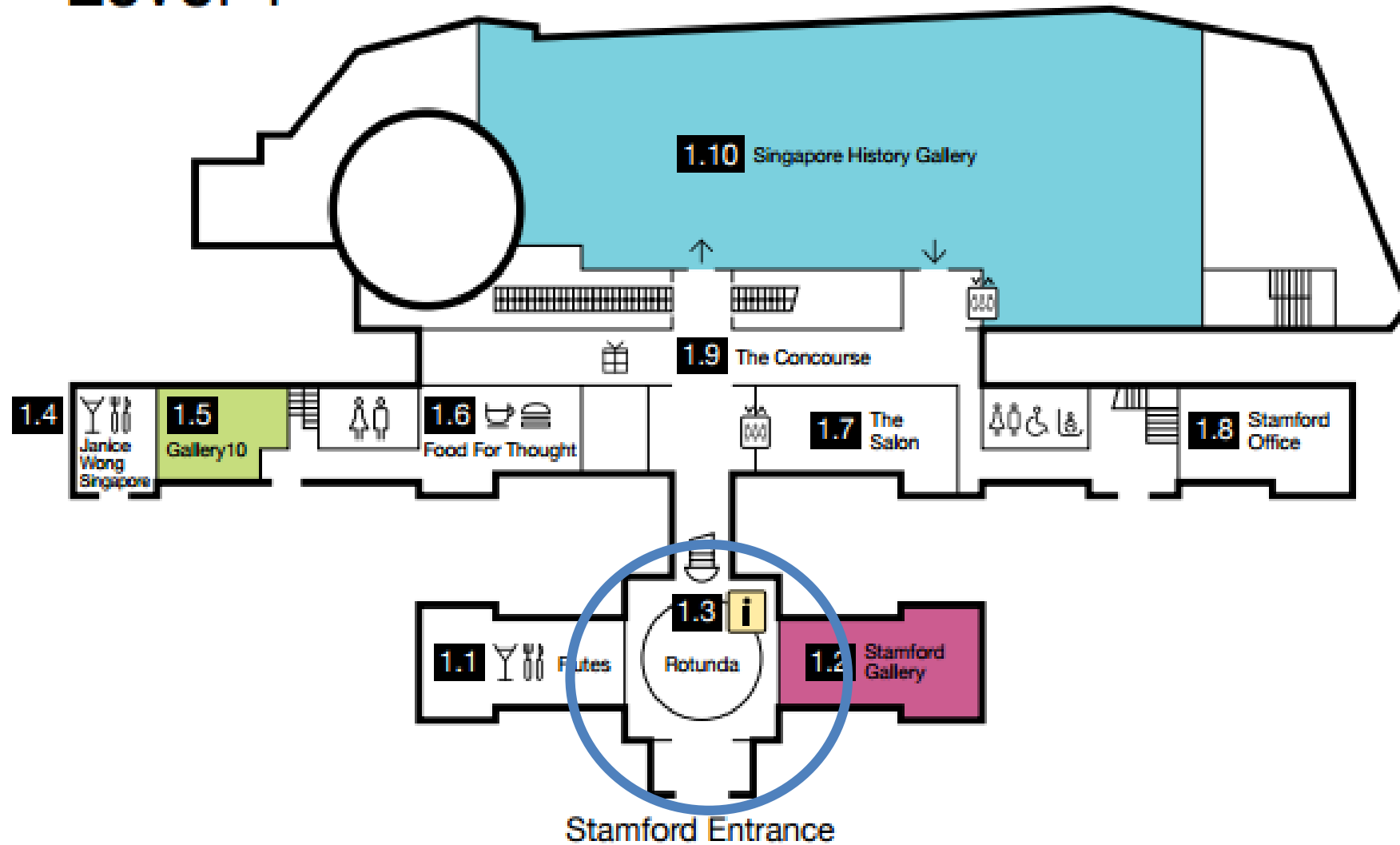Gallery Theatre? Glass Rotunda?

Permanent Galleries (which one?)?

Special Exhibition (which one?)?

Do I need a ticket to step into the Museum?

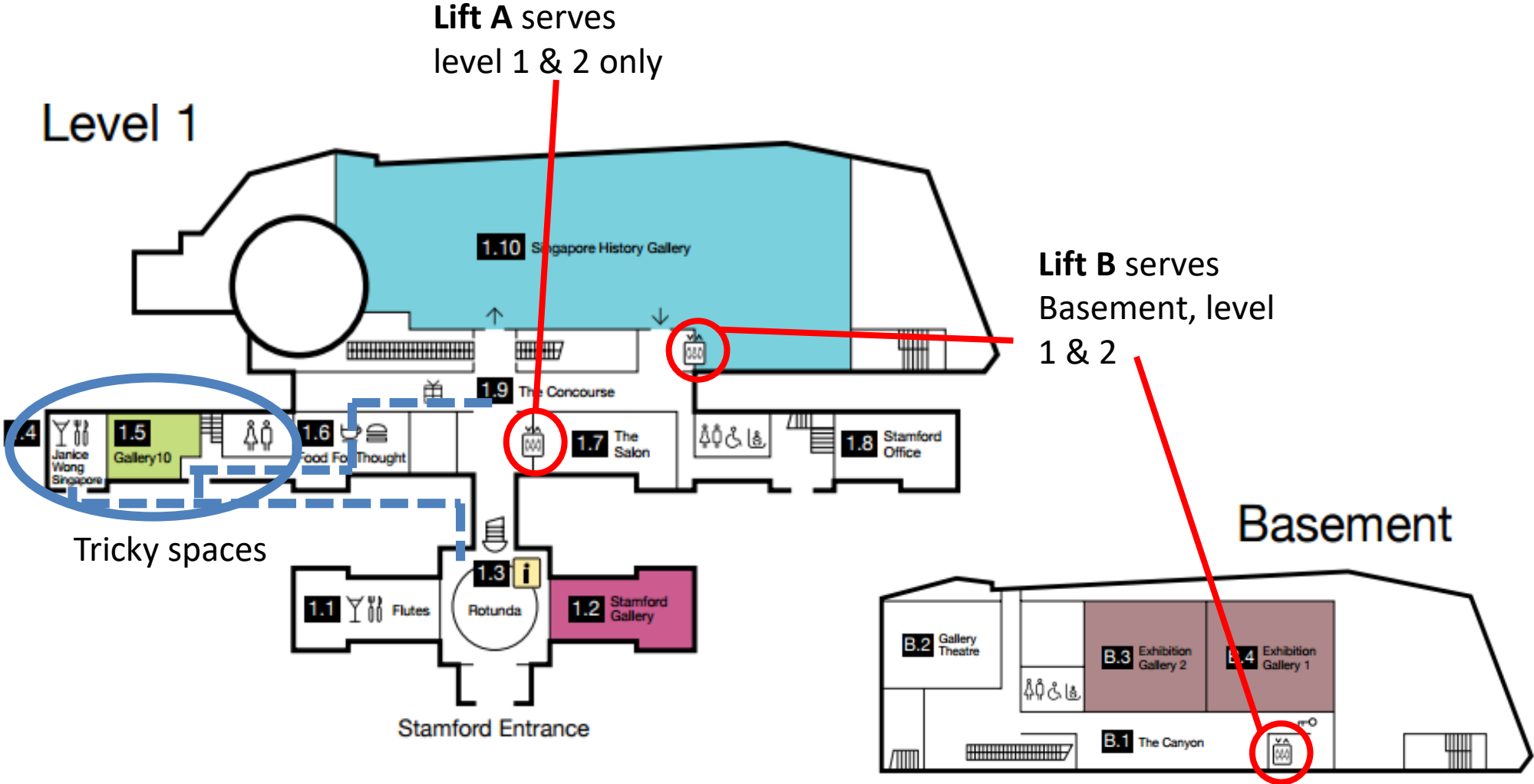View of NMS Rotunda at Main Entrance

N S M
National Museum of Singapore
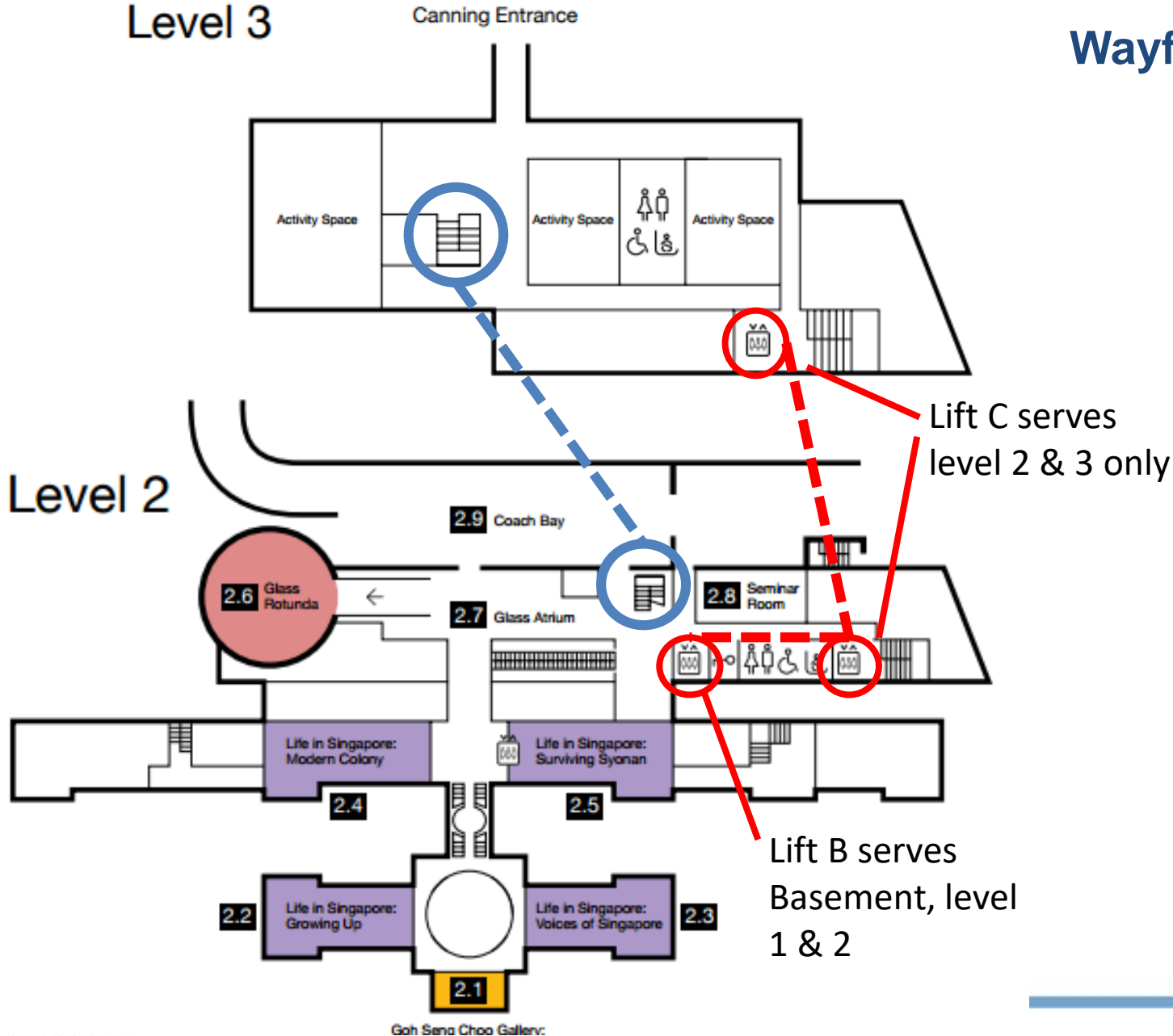
Level 1

1.10 Singapore History Gallery

1.9 The Concourse

1.4 Janice Wong Singapore

1.5 Gallery10

1.6 Food For Thought

1.7 The Salon

1.8 Stamford Office

1.3 i

1.1 Flutes

Rotunda

1.2 Stamford Gallery

Stamford Entrance

N S M
National Museum
of Singapore

Our Wayfinding Challenges

- Multiple entrances

- Location of access-friendly entrances

- Tricky spaces

- Lifts do not all serve all levels

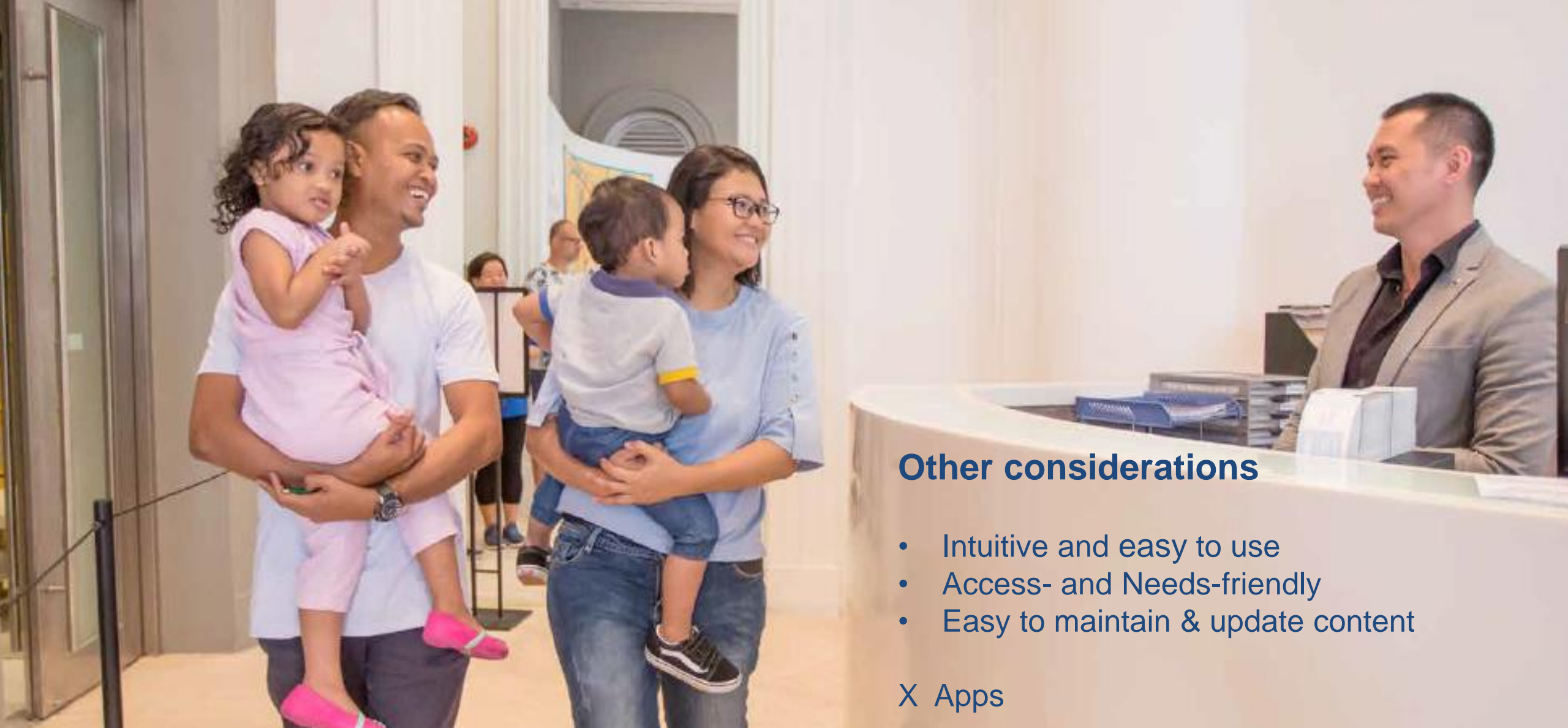- Preserving architectural design and integrity

Our Wayfinding Challenges

Lift A serves level 1 & 2 only

Lift B serves Basement, level 1 & 2

Level 1

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Tricky spaces

1.3 i

1.1 Flutes

Rotunda

1.2 Stamford Gallery

Stamford Entrance

Basement

B.2 Gallery Theatre

B.3 Exhibition Gallery 2

B.4 Exhibition Gallery 1

B.1 The Canyon

National Museum of Singapore

5/10

Existing wayfinding
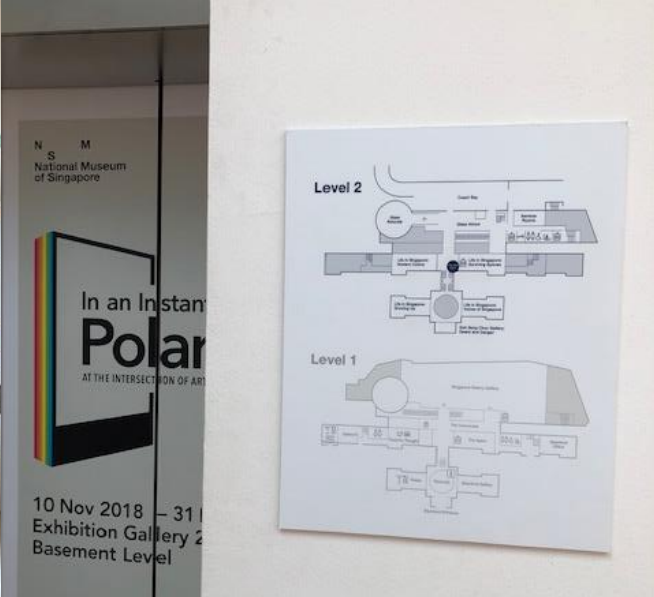
Existing wayfinding

Other considerations

- Intuitive and easy to use
- Access- and Needs-friendly
- Easy to maintain & update content

X Apps

National Museum
of Singapore

How might we improve wayfinding within Attractions to maximise visitor experience?

NATIONAL GALLERY SINGAPORE

64,000 Square Metres!

KEY CONCEPTS FOR FUTURE EXPERIENCE

Welcoming & Guided

How might we **make visitors feel at home, welcomed and personally assisted as well as improve sense of arrival** so that **they won't feel lost, they know what they want and they will advocate the experience**

Omnichannel & Seamless

How might we **make ticket purchase accessible everywhere as well as ease the ticket purchase process** so that **visitor has a clearer route to point of purchase**

Personalized & Differentiated

How might we **allow for self service custom tickets** so that **they fit the visitor's personal need**

Welcoming & Guided

Personalized & Differentiated

Omnichannel & Seamless

NATIONAL GALLERY SINGAPORE

How might we improve wayfinding within Attractions to maximise visitor experience?

Improve Wayfinding

1. What?

- Guests missing out on memorable events and animal in action moments that are happening at different places of our parks.

2. Why?

- Guests not aware of upcoming events & programs.

- Unpredictable animal behaviours.

3. Desired Outcomes

- Guest are informed of nearby exciting happenings and can zoom down to create memorable experiences.

Lack of information

Improve Wayfinding

1. What?

- Guests are frustrated in not being able to find information for their basic hygiene needs. Little incentive to download an app.

- Guests struggle for directions and spend time in navigating the parks.
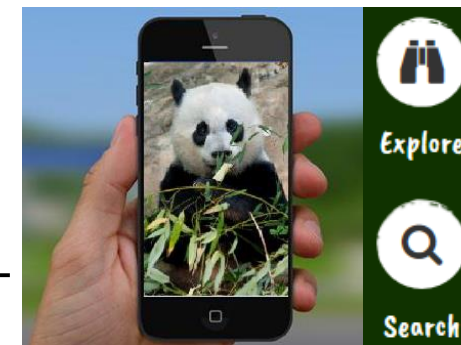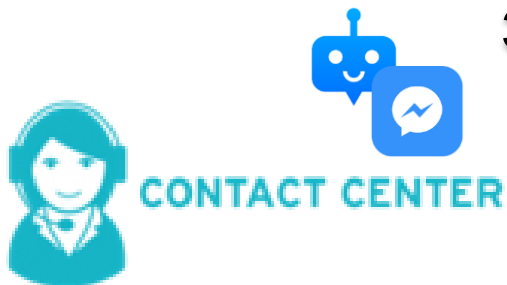
2. Why?

- Language Barrier.

- Unfamiliar with Park spaces.

- Shortage of knowledgeable staff on the ground to service Guests.

3. Desired Outcomes

CONTACT CENTER

- Guest ability to self-service to query for information via mobile app or chatbot.

- Easy access to guest contact center for one-to-one conversation.

Improve Wayfinding

1. What?

- Overall low in spending by guest.

2. Why?

- Not aware of latest offerings.
- Perception that things are expensive at attractions.
- No incentives to spend more.

3. Desired Outcomes

- Guest are informed of latest offerings via omni-channel.
- Increase in overall spending per visit.

How might we overcome language and cultural barriers in a sustainable manner to deliver better service for visitors?

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- Large amount of Guests are Foreigners
- A good number of first timer

What is the problem

- Directional/Informational
  - Q: What time is the 3pm show?
  - Q: Where is the 'make-up' room?

- Safety Requirement/Reminders
  - Rides Related
  - Warning Signage

- Guest Experience
  - Route tips/itinerary planning
  - VIP Experience (Guided Tour)

- Guest Self-Help
- Equip and Expand Team Members' engagement capabilities
- Augment manpower reliance (e.g. shortage of VIP Tour Guides)

Note: Selected Attractions do not allow loose articles including lanyard, hand phone, glasses.

5. Rejuvenate Assets & Refresh Content

How might we overcome physical constraints within Attractions to deliver and refresh content and experiences so as to improve experiences and drive revenue?

6. Manage Queues & Crowds

How might we reduce the need for queuing and/or enhance the queuing experience?

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PREMIUM FLIGHTS

- Premium Flights – Sky Dining / Canapes / Champagne / Cocktails

- Unique Experiences

SINGAPORE FOOD STORY

- Singapore Inspired – Food Experiences / Activities / Souvenir

- Local Cuisine Lineup – Restaurants / Food Court

How might we reduce the need for queuing and/or enhance the queuing experience?

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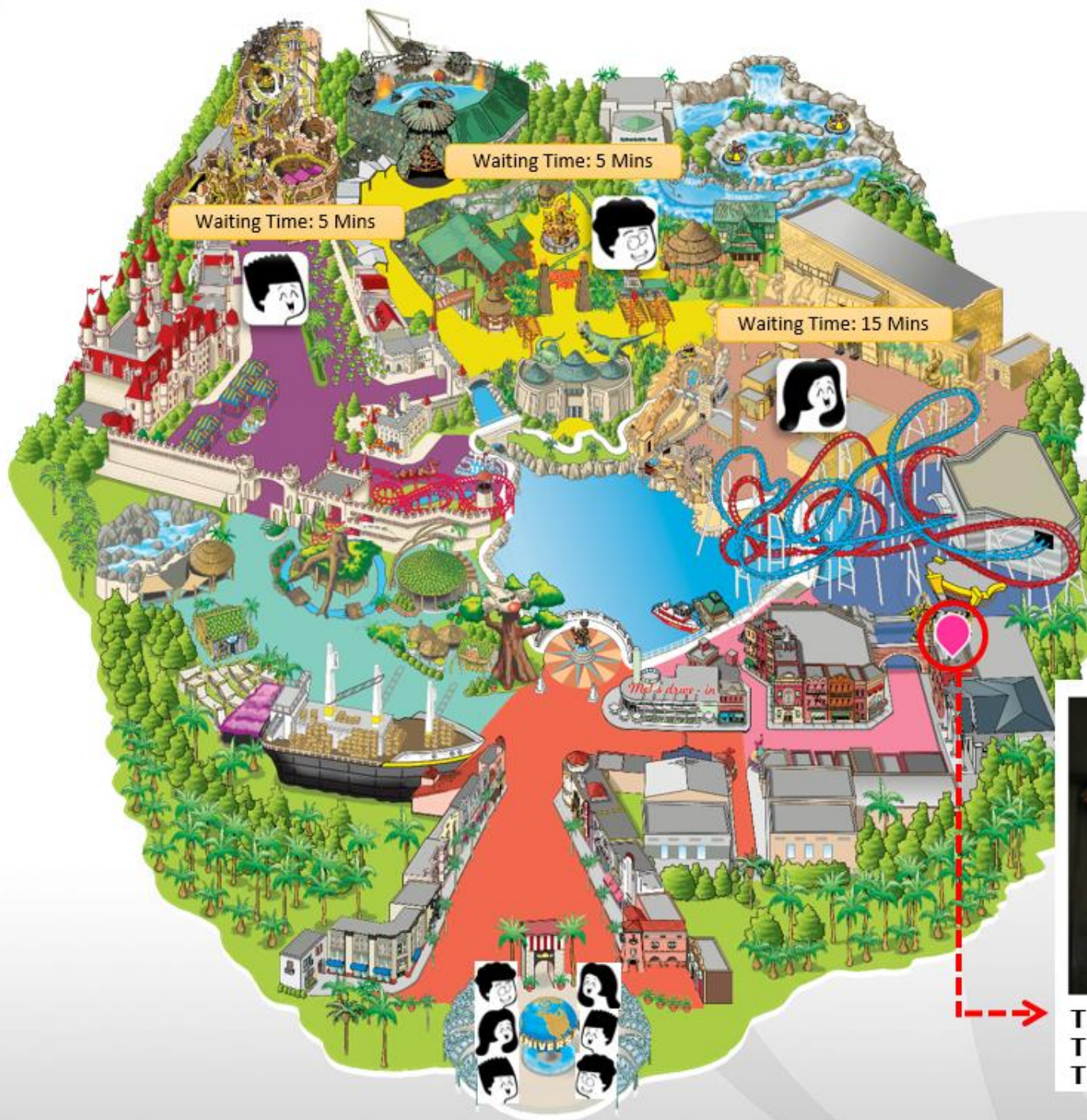
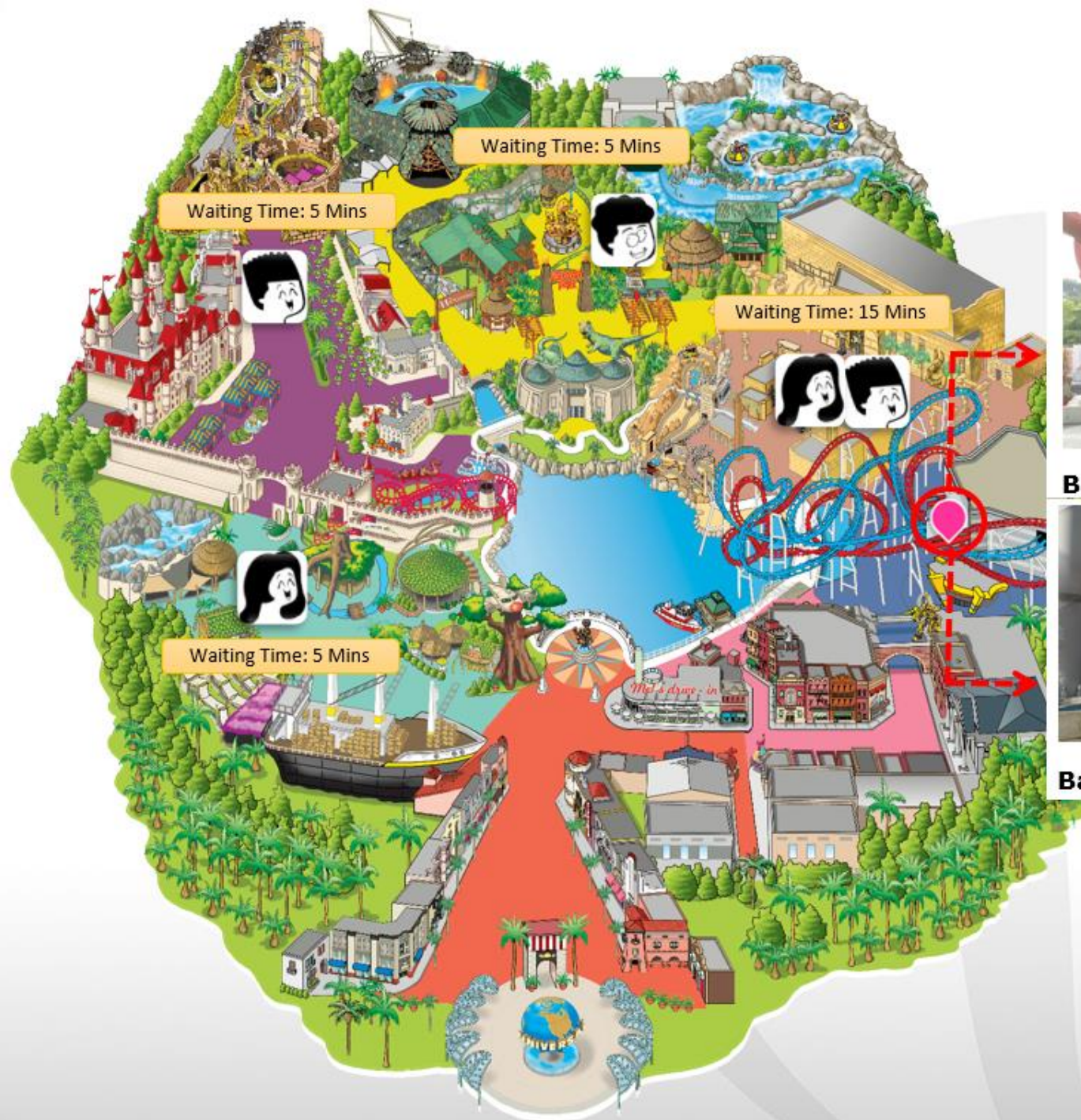How might we reduce the need for queuing and/or enhance the queuing experience?

10:00AM

Resorts World
Sentosa
Singapore
a Genting Resort

Waiting Time: 5 Mins

Waiting Time: 5 Mins

Waiting Time: 15 Mins

Waiting Time: 60 Mins

TRANSFORMERS
The Ride:
The Ultimate 3D Battle

RWS Restricted

12:00PM

Waiting Time: 5 Mins

Waiting Time: 5 Mins

Waiting Time: 15 Mins

Waiting Time: 5 Mins

Waiting Time: 60 Mins

Battlestar Galatica: HUMAN®

Waiting Time: 60 Mins

Battlestar Galatica: CYLON®
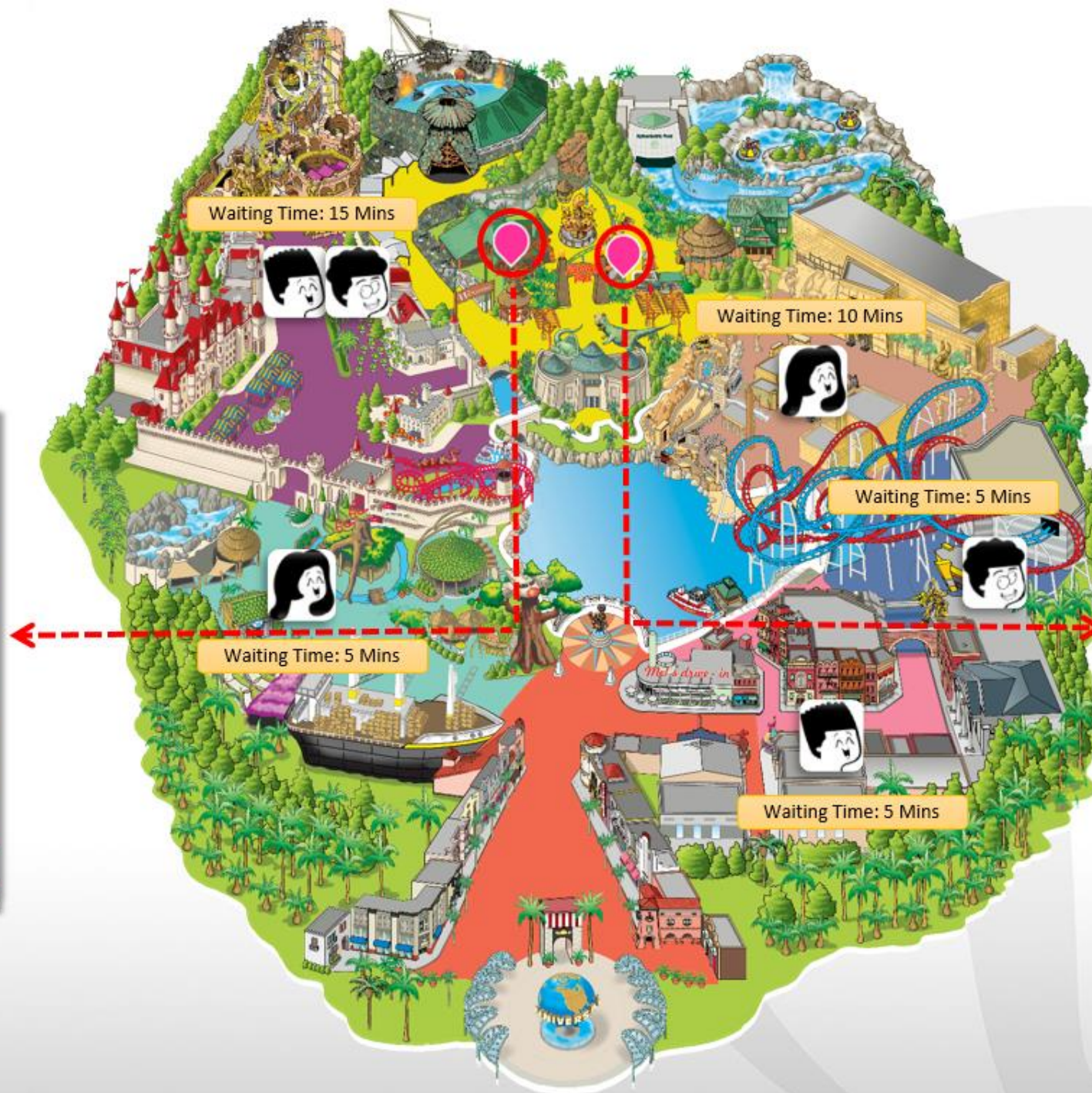
What is the problem?

Travel together → Long wait time → Unhappy Guests

Thrilling & Popular attractions congregated at the same area

- Optimized queue & crowd management to **drive revenue** and **improve yield** e.g. virtual queue, cross-sell, upsell and marketing opportunities

- Smart Itinerary, route planning capabilities for superb guest experience

- Solution should not cannibalize existing Express Pass sales

7. Track Visitor Movement & Behaviour

How might we better track visitor movement and behaviour so as to gain a deeper understanding of visitor interests in order to deliver a better experience, and/or improve resource deployment?
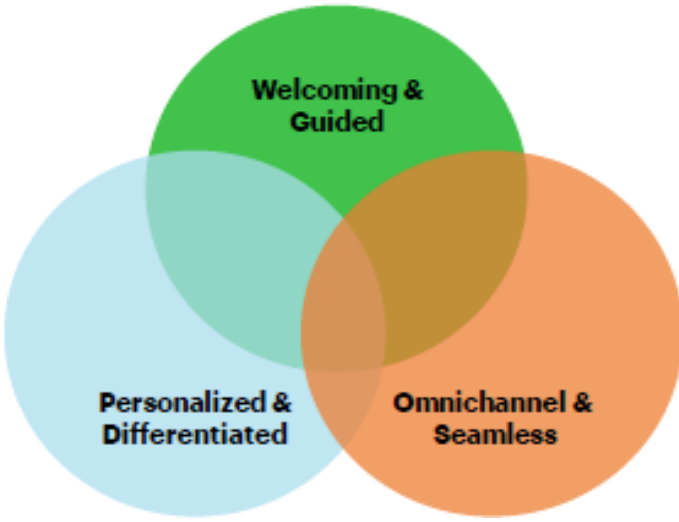
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