Managing Labour More Effectively to Enhance Productivity

1. Connect and Train Suitable Labour

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

The day-to-day operations at an attraction, such as frontline service and facilities management, rely heavily on its casual staff. However, the casual labour pool is made up of part-timers like students and interns whose availabilities are cyclical throughout the year. It is thus challenging for attractions to respond promptly in the face of ad-hoc changes, such as securing suitable replacements for last-minute absence, and engaging additional manpower during peak periods. Moreover, cross deployment of manpower between attractions is often limited by the lack of relevant product knowledge. There is opportunity here for industry-wide solutions to better aggregate demand and supply.

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?

Tickets at an attraction are sold through various offline and online channels and resellers, e.g. travel agencies, online travel agents etc. Manual reconciliation across these platforms is required when the guest claims the ticket at the gate, and this is very manpower-intensive. Staff have to be deployed at counters and gantries to verify ticket details and to prevent fraud. Automating ticket sales and its verification process could allow greater optimisation of manpower, thus creating opportunities for staff to be deployed to more value-added roles.

Designing World-class Customer Service

3. Improve Wayfinding

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

New visitors are unfamiliar with attraction spaces and may struggle to navigate their way around the attraction and find key facilities (e.g. entrances and F&B options) due to insufficient signage and language barriers. Some visitors may require specific assistance with mobility access and dietary restrictions, and hence prefer engaging in quick one-to-one conversations with staff to resolve their queries. Addressing wayfinding challenges would allow visitors to spend less time trying to navigate, and instead utilise their time more meaningfully at the attraction, which might lead to increased shopping and F&B spending within the space.

4. Improve Language and Cross-Cultural Communication

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

With more visitors coming from increasingly diverse market segments, there is a growing challenge in managing language and cultural differences to deliver quality customer service. For instance, differences in dialects and accents often lead to a lapse in understanding between visitors and staff, thus fuelling miscommunication, which in some cases even necessitates service recovery. There is opportunity here to augment communication and deliver better customer support.

Enhancing Visitor Experience and Driving Revenue

5. Rejuvenate Assets and 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?

Many attractions are unable to expand due to physical constraints such as limited space, GFA requirements, as well as restrictions in altering heritage buildings. Investments to rejuvenate assets and refresh content also often require high capital investments. However, visitors increasingly look for novel and authentic experiences, so there is a need to refresh and deliver new content more regularly, so as to drive revenue and repeat visitorship.

6. Manage Queues and Crowds

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

Attractions tend to see surges of crowds due to large tour groups during peak periods, or bottlenecks at their most popular experiences. A key challenge to managing visitor movement better, is being able to accurately predict and quantify surges as well as spatial choke points. There is opportunity here to manage visitor expectations and improve the guests' overall experience by diverting crowds, reducing waiting time, and enhancing the queuing experience.

7. Track Visitor Movement and 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?

Beyond knowing the number of visitors who have entered their premises, most attractions know very little about their guests. Some non-gated attractions might not even know how many visitors are in their space at any time. There is a huge opportunity for attractions to better understand their guests' interests and intents, in order to deliver personalised content and experiences by predicting and anticipating their needs. Furthermore, such data (e.g. visitor paths, dwell times, consumption patterns etc) can help attractions make better decisions on how to deploy their resources e.g. product refreshment or expansion, and unlock new revenue streams.