Unit 9. Visitor attractions

C: Explore how visitor attractions respond to competition and measure their success and appeal

C1. Different types of visitors and their diverse expectations

C2. Products and services provide, including primary and secondary sped opportunities

Need to know:

Explain the strategies for responding to competition

Understand the success and appeal, using data analysis to measure visitor trends and visitor numbers

Skills:

Navigating websites and being able to select the relevant information

Researching data and select relevant information

Working collaboratively in pairs and small groups

Showing knowledge and understanding in a variety of ways: presentations, posters, emails, blogs, discussions etc

Unit 9 Assessment: key terms

Term	Definition
Analyse	Presents the outcome of methodical and detailed examination either by breaking down: • a theme, topic or situation in order to interpret and study the relationships between the parts and/or • information or data to interpret and study key trends and interrelationships.
Article	A piece of writing about a particular subject suitable for a magazine or newspaper
Email	A communication that gives information and is written using appropriate technology for a defined purpose in a task or activity.
Evaluate	Draws on varied information, themes or concepts to consider aspects such as: . strengths or weaknesses . advantages or disadvantages . alternative actions . relevance or significance. Learners' evidence should include supported judgement showing relationship to its context. This will often be in a conclusion.
Explain	Provide detail and reasons and/or evidence to support an opinion, view or argument.
Illustrate	Inclusion of examples and/or diagrams to show what is meant within a specific context.
Justification	Give reasons or evidence to: support an opinion /decision or prove something right or reasonable.
Report	A formal document that is clearly structured and written in appropriate sector language
Travel plan	A structured travel document giving a range of details and information with dates, times and places.

Unit 9 Assessment: activities

C. Explore how visitor attractions respond to competition and measure their success and appeal

A report that explores how two different types of visitor attraction respond to competition and the importance of effectively measuring their success and appeal.

PASS

C. P5
Explain how two different visitor attractions respond to competition.

C. P6
For the two selected visitor attractions,
explain the importance of measuring success and appeal and the use of data analysis.

MERIT

C. M3
Analyse the appeal of two different visitor attractions, how they are funded and the importance the visitor attractions have for the local and national economy.

DISTINCTION

C. D3
For two selected visitor attractions, evaluate the effectiveness of the way in which each attraction responds to competition and measures their success and appeal using data analysis.

Content

C1 Strategies for responding to competition

• **Reliable market research:**
o understanding visitors and their needs through feedback from appropriate sources,
 e.g. customer feedback and review sites, commissioned surveys o analysis of visitor types, numbers, seasonality, repeat ~~business~~.

• **Planning and marketing:**
o effective planning of the development of the attraction, including appropriate
  diversification and marketing strategies o personalised target marketing.

• **Providing high-quality visitor experiences:**
o offering products and services that lead to a memorable visitor experience.

• **Building brand loyalty:**
o maintaining profile or raising awareness of the attraction
o special/regular events, e.g. Scare fest at Alton Towers, Port Aventura's W~~hite Night~~, Macy's ~~Thanksgiving Parade, New York~~
o effective management of seasonality and product development.

C2 Success and appeal, using data analysis to measure visit or trends an~~d~~ visitor nu~~mbers~~

Indicators of success and appeal, to include:

• **Numbers of visitors:**
o types of visitors, e.g. overseas, domestic visit~~ors, cultural exchange~~, length ~~of~~ stay
o average spend per visitor type
o repeat visitors

• **Data compiled by visitor ass~~ociations~~:**
o Association of Leading Vi~~sitor~~ Attra~~ctions~~ (ALVA)
o British Association of Le~~isure~~ Parks, P~~iers~~ and Attr~~actions~~ (BALPPA)

• **Other indicators of succ~~ess~~ and app~~eal~~, e.g.:**
o increased ~~employm~~ent – s~~easonal/~~yea~~r~~ round
o incre~~ased~~ investm~~ent/~~develo~~pment/~~infra~~structure~~
o regen~~era~~tion of are~~a,~~ improv~~ed~~ local servi~~ces an~~d facilities

• **method~~s u~~sed to p~~res~~ent and ~~ana~~lyse data in order to measure success and appeal, e.g.:**
o spreads~~heet~~s/gra~~phs/~~pie charts s~~ho~~wing visitor numbers, trends, spend
o surveys, q~~uestion~~naires
o break-even ~~ana~~lysis
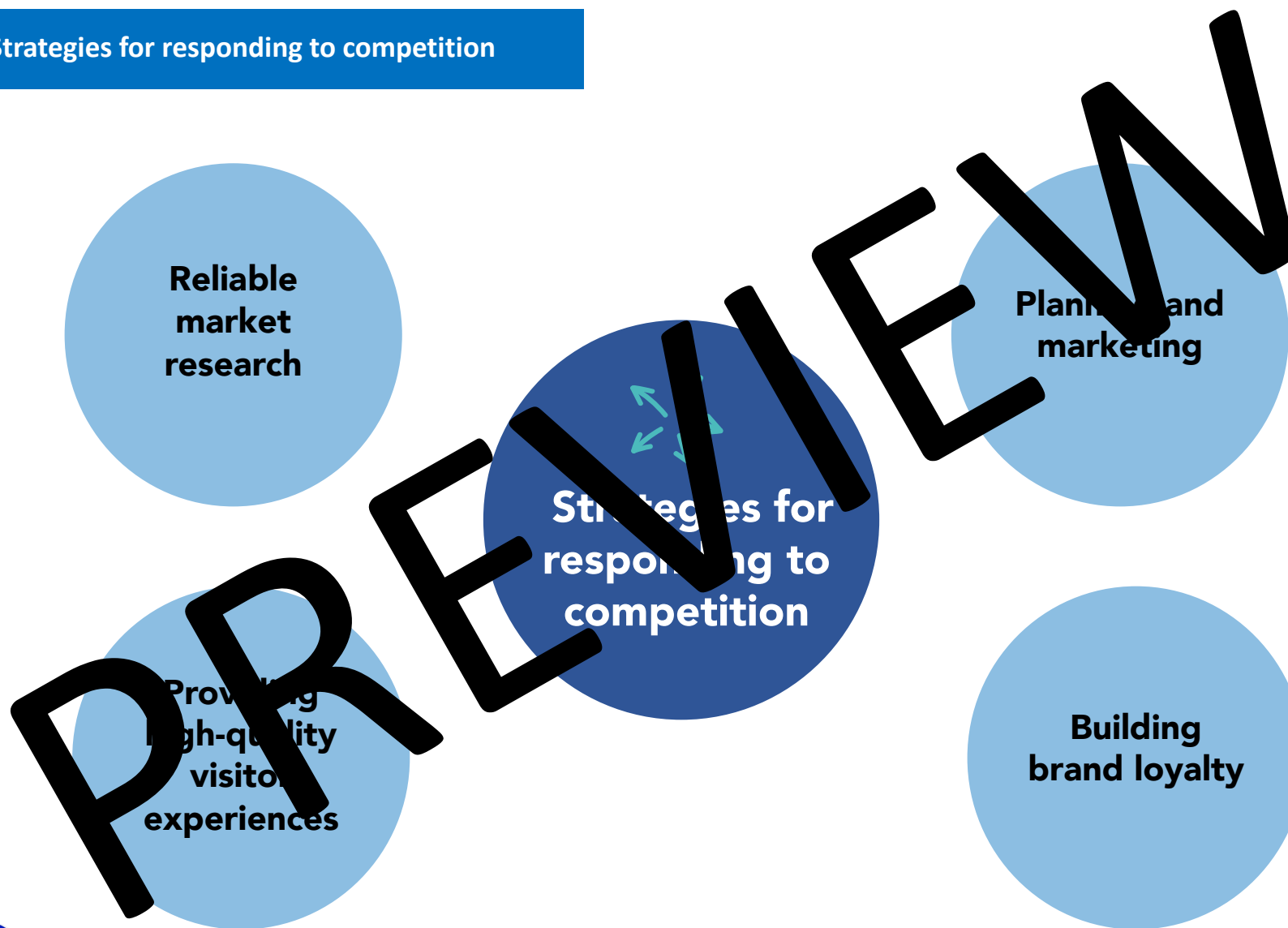o monitoring t~~hrou~~gh electronic turnstiles
o annual reports

• **importance of m~~ea~~suring and analysing success and appeal of visitor attractions, e.g.:**
o launch of marketing campaigns, sponsorship
o regeneration
o investment and development of new products and services o maintaining image and reputation.

C1. Strategies for responding to competition

Reliable market research

Planning and marketing

Strategies for responding to competition

Providing high-quality visitor experiences

Building brand loyalty

C1. Strategies for responding to competition

Visitor attractions need to understand their customer needs

One way to understand their needs is through market research

Reliable market research

Primary data
•Information from customers
Methods:
Questionnaires
Interviews
Customer feedback
Reviews
Focus groups
Sales records
Website traffic

Secondary data (Desk research)
•Information from other sources
Examples:
Newspaper reports
Trade journal articles
Online sources + data

Benchmark against competitors
. Compare your attraction with the competition, check website and social media; prices; range products and services review feedback etc

Analysis
. Visitor types
. Numbers
. Spend
. Seasonality
. Repeat customers

C1. Strategies for responding to competition

Research a visitor attraction – check out it's reviews
List the positive, mixed and negative feedback

Reliable market research

tripadvisor®

Positive	Mixed	Negative

PREVIEW

C1. Strategies for responding to competition

Providing high-quality visitor experiences

High quality visitor experiences create high levels of customer satisfaction and customer loyalty

LEGOLAND at Christmas

ALTON TOWERS

Festivals & special events / Members' exclusive

Members' evening

Enjoy performances, demonstrators and curator-led talks inspired by Hieroglyphs: unlocking ancient Egypt in this Members-exclusive event.

📅 23 Jan 2023

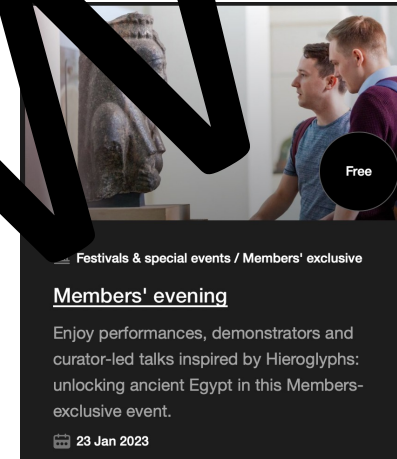BRITISH MUSEUM

SPECIAL EVENTS

📅 21 & 22 January 2023
📍 Museum of London Docklands

Lunar New Year 2023

Bring the whole family to celebrate Lunar New Year! Join us for a weekend of free workshops, performances and more.

MUSEUM OF LONDON DOCKLANDS

PEAKY BLINDERS NIGHTS
AT BLACK COUNTRY LIVING MUSEUM

SEPTEMBER
FRI 16 & SAT 17, FRI 23 & SAT 24

NOVEMBER
FRI 18 & SAT 19

MEMBERS' PRIORITY BOOKING
FROM WED 1 JUN – 12 NOON

GENERAL SALE
FROM WED 8 JUN – 12 NOON

BLACK COUNTRY LIVING MUSEUM

PREVIEW

9

C1. Strategies for responding to competition

Building brand loyalty

Legal entity
Type of legal company – charity, limited company

Logo
The visual part

Image
How it shows itself

Customer loyalty
. Loyal followers
Getting a loyal following to create repeat business

Customer recognition
. Brand recognition
Very important for brands to be recognised among the competition

What is a brand?

Vision
What the brand/company wants

Company
The image of the company

Identity
Unique identity – stand for something

Perception
How others see the brand/company

Benefits of brand loyalty

Shared values
. Brand and values
Values between brand and customers create loyalty – make connections

Attracts talent
. Good branding gets noticed by talented people
Talented are attracted to the highly visual brands

Credibility
. Professional branding
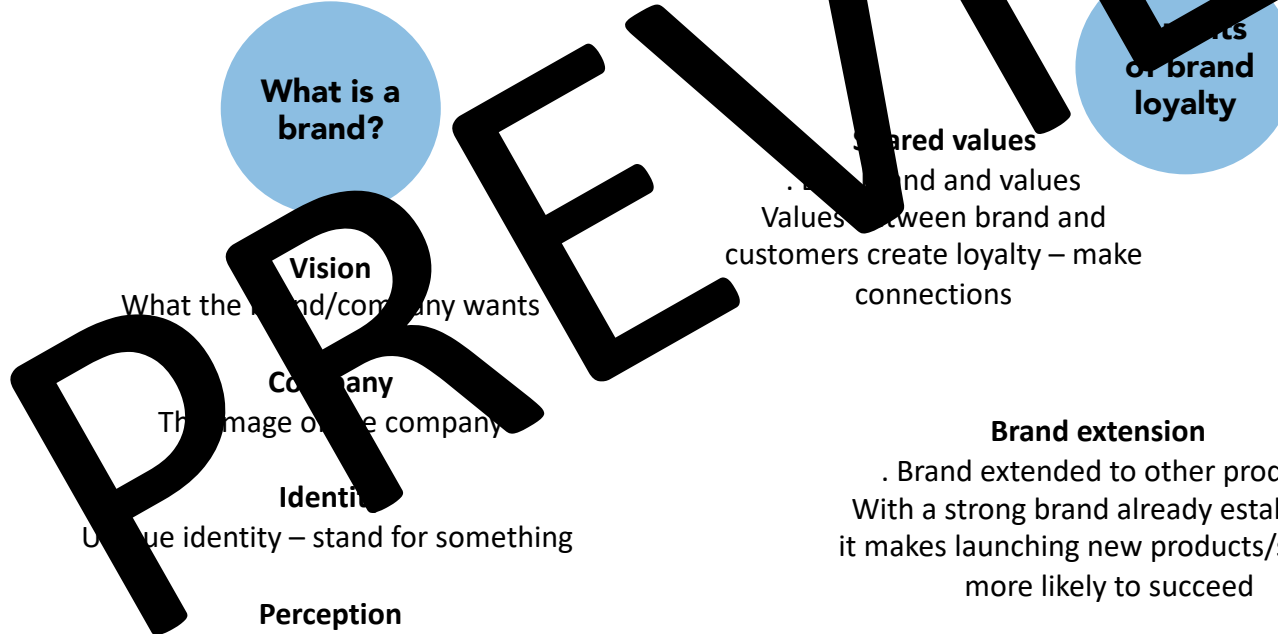People assured by a brand they know and recognise

Brand extension
. Brand extended to other products
With a strong brand already established it makes launching new products/services more likely to succeed

C1. Strategies for responding to competition

Link a statement to each term

Building brand loyalty

Logo   **Legal entity**   **Perception**   **Image**

How others see the brand/company   The visual part

Type of legal company – charity, limited company

The image of the company   What the brand/company wants

Unique identity – stand for something

How it shows itself

Company   **Identity**   **Vision**

C1. Strategies for responding to competition

Building brand loyalty

For each benefit, rank it 1 to 5, and give a reason for your ranking

	Benefit of brand loyalty	Reason
1		
2		
3		
4		
5		
6		

C1. Strategies for responding to competition

Planning and marketing

Planning the development of an attraction and its marketing

	Marketing strategy	Examples of how a visitor attraction can market itself
1	Build their image and reputation	
2	Develop/sell the right products to meet customer needs	
3	Gain/increase market share	
4	Develop customer loyalty	
5	Launch a new product/service to boast sales	

C1. Strategies for responding to competition

Planning for the target group of the attraction.
For each target group suggest an appropriate visitor attraction.

Planning and marketing

Meeting customer needs + target markets

Division of the market into segmented or targeted groups.

. Age
(different age groups have different needs and wants)

. Family status
(different needs – single, married, children etc.)

. Gender
(different needs – male/female)

. Income
(different needs – based on income)

. Attitude
(attitude can effect purchasing – e.g. views on environment, ethical sourcing, political views)

. Lifestyle
(different interests and hobbies affect their buying habits)

C1. Strategies for responding to competition

Planning for the development of the attraction – appropriate diversification and marketing strategies

Planning and marketing

Research Thorpe Park and complete the table.

Target market	
Main competitors	
Diversification strategies	
Marketing strategies	
Personalise target marketing Marketing to connect to a specific group	
Products/services that lead to a memorable experience	

C1. Strategies for responding to competition

Planning the development of an attraction and its marketing

Planning and marketing

Research Disneyland Paris and complete the table of events

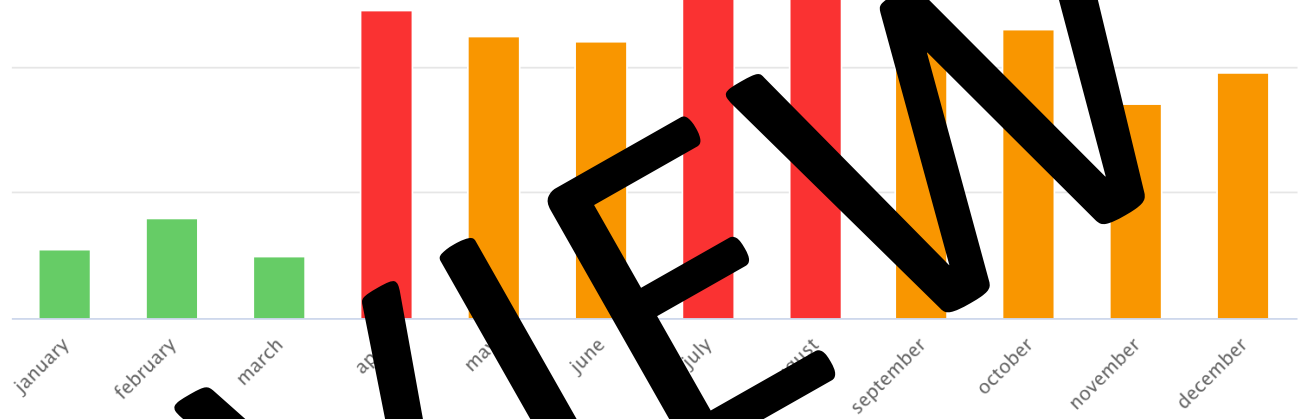| Event	Season	Purpose

C1. Strategies for responding to competition

Planning and marketing

Visitors to Disneyland Paris by month

Taken from: https://www.whereandwhen.net/

Taken from: https://www.seeyouinmainstreet.com

C1. Strategies for responding to competition

Planning and marketing

Study the visitor numbers for Disneyland Paris.

For the months with the lowest numbers of visitors, suggest TWO possible events that would attract more visitors. **Why would this appeal to visitors and what criteria would you use to measure its success?**

PREVIEW

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Number of visitors

Success and appeal, using data analysis to measure visitor trends and visitor numbers

Data compiled by visitor associations

Importance of measuring and analysing success and appeal of visitor attractions

Other indicators of success and appeal

Methods used to present and analyse data in order to measure success and appeal

PREVIEW

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Measuring success and appeal

Measuring performance
Most organisation use KPIs to measure their performance.
What is a Key Performance Indicator (KPI)? Well to put it simply, a KPI is a measurable factor that helps, identify how well an attraction is doing.

Successful visitor attractions use KPI's and constantly develop from them. They do customer research, they monitor sales and they experiment with pricing, layout, user experience, functionality, accessibility and more.
With this research, they can identify what makes them money, and then start to take action and either capitalise on it, or make changes to compensate for losses.

1. Frequency of Visits
Frequency of visits is a very simple KPI and it can provide a great insight into the visitors experience at your attraction. For example, if your attraction has a decent overall attendance, but you get very few repeat customers – you may be offering an experience that customers recommend to others, but don't feel drawn to return to themselves. One way of working with this would be a remarketing campaign.
Find out what time of the year a customer attended, did they come for a specific event or exhibition? Start an email campaign to customers to inform them of a similar event starting, or remind them of the quality of the original exhibition that drew them in. Start working out patterns in your attendance/ticket sales and start working from there, the more visits a customer makes, the easier the pattern will be to decipher and the more qualified your remarketing campaign will be.

2. Average Spend Per Visitor
Analysing visitor spend, via heatmap technology or tracking spend can provide attractions with a lot of spend information. What is selling, in the shop/café? When are sales highest? Is there a seasonal variation? Who are the high spenders?
How can spend be increased? Stock, pricing, location/layout, upselling, promotions etc

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Measuring success and appeal

3. Annual Pass Sales

Annual passes are brought by visitors who visit multiple times a year. These passes indicate customer loyalty and an opportunity to engage with these customers.
Increase or decrease in such sales can provide insight into the success of an attraction – to improve sales there needs to be a reason to return e.g. new attractions and/or special events through the year.

4. Marketing Reach

Social media analytics can help identify who is seeing your messaging and who is engaging allowing for communication with visitors and improving feedback. Attractions can easily find out who is listening to their message, and what kind of customers engage directly with your brand. Analytics can provide valuable insight into demographics

5. Profit

Profit is a key KPI for many attractions. This may need to be put into context – COVID impact, compare to competition, size of the market etc. Within the profit column further analysis will reveal where the money is being made – ticket sales, retail, F& B etc.
Improving profits can be done in many different ways depending on what the figures show.

6. Community Impact

A visitor attraction of any size will impact the community in which it is situated (multiplier effect.)
Its immediate effect will be employment (all year + seasonal). In addition depending on the attraction it can lead to further investment/development/regeneration in the area.

7. Sustainability

Sustainability is increasingly important in tourism and the level of sustainability is becoming a key factor in measuring the success of the destination or attraction.

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Number of visitors + spend per visit

Indicators of success and appeal – number of visitors:

. Types of visitors   . Length of stay   . Average spend per visitor type   . New visitors

1. Using 2019 numbers from ALVA which 5 attractions (in the top 20) saw the highest increase in visitor numbers?

ALVA

Visitor numbers

2a. In which years did Thorpe Park attract the most visitors?

2b. Which 3 rides are the most popular?

3a. According to Katapult what is the average spend per family per visit to an attraction

Average spend

3b. What is the average spend on food and drink per visit?

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Number of visitors + spend

Use the information on the website "Katapult' to complete the graph below [...] average spend

	Way to increase average visitor spend	Advantages	Disadvantages
1	VIP or fast lane passes		
2	Overnight stay		
3	Improve retail experience		
4	New experiences		
5	'Eatertainment'		

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Data compiled by visitor associations

Visitor Associations represent visitor attractions in the UK.
They provide a range of services to the attractions and compile data for the industry.
For each of the examples below state what their role is …..

• *Attractions can use data provided by these associations to benchmark against the competition in same sectors – museums; theme parks; gardens etc.*

ALVA

VISIT BRITAIN VisitEngland

PREVIEW

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Data compiled by visitor associations

In small groups discuss what the data shows for the Top 20 FREE attractions in the UK

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
1	Tate Modern	Museum and/ or Art Gallery	6,098,3..	1,431,..
2	Natural History Museum	Museum and/ or Art Gal..	5,423,93..	1,296,763
3	British Museum	Museum and.. Art Gallery	..239,983	..275,466
4	National Gallery	Museum and/ or Art ..lery	6,011,..	..97,143
5	The Ab.. Gardens and Abb.. Ruins	Place of Worship (still in ..e)	1,228,564	1,021,048
6	Y.. ..nsington	...al or A.. ..ery	3,992,198	872,240
7	S..ce Museum	Museum and/ or Art Gallery	3,301,975	858,517
8	Some..et House	Historic House/ House and Garden / Palace	2,841,772	724,310
9	Horniman Museum and Gardens	Museum and/ or Art Gallery	952,954	606,329
10	Cannon Hall Museum, Park and Gardens	Museum and/ or Art Gallery	480,561	431,264

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
11	Tate Britain	Museum and/ or Art Gallery	1,808,637	396,000
12	..eedl.. ..ke and Reserve	Nature Reserve / Wetlands / Wildlife Trips	379,600 (E)	335,272 (E)
13	British Library	Museum and/ or Art Gallery	1,534,860	334,070
14	National Portrait Gallery	Museum and/ or Art Gallery	1,619,694	313,731
15	Land's End	Heritage / Visitor Centre	N/A	286,466 (E)
16	Imperial War Museum London	Museum and/ or Art Gallery	1,073,936	278,797
17	World Museum Liverpool	Museum and/ or Art Gallery	672,514	271,058
18	Ogden Water Country Park	Nature Reserve / Wetlands / Wildlife Trips	270,000 (E)	270,000 (E)
19	Ashmolean Museum	Museum and/ or Art Gallery	930,669 (E)	239,134 (E)
20	National Railway Museum	Museum and/ or Art Gallery	714,379	222,437

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Data compiled by visitor associations

In small groups discuss what the data shows for the Top 20 PAID attractions in the UK

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
1	Royal Botanic Gardens, Kew Gardens	Garden	2,316,6..	1,212,..
2	Chester Zoo	Safari Park / Zoo / Aquarium / Aviary	2,086,78..	1,182,652
3	RHS Garden Wisle..	Garden	..236,434	..993,516
4	ZSL Whipsnade..	Safari Park / Zoo / Aquarium /..	732..	..30,772
5	Tatton..	Historic House/ House and Garden / Palace	769,000 (E)	580,000 (E)
6	ZSL.. Zoo	Safari Park / ..arium / ..ry	1,157,076	504,351
7	..leat	Safari Park / Zoo / Aquarium / Aviary	1,011,314	495,037
8	Wes..oirt, The National Arboretum	Garden	566,565	484,533
9	Attingham Park	Historic House/ House and Garden / Palace	557,136	483,946
10	Tower of London	Castle / Fort	2,984,499	447,812

Rank	Name of Attraction	Category	2019 Visitors	2020 Visitors
..	Cliveden	Historic House/ House and Garden / Palace	524,807	430,975
12	..oject	Garden	1,010,095	424,023
13	Windermere Lake Cruises, Bowness	Other Historic / Scenic Transport Operator	1,613,785	419,574
14	Blenheim Palace	Historic House/ House and Garden / Palace	984,913 (E)	416,494 (E)
15	Dunham Massey Hall	Historic House/ House and Garden / Palace	340,235 (E)	388,908 (E)
16	Royal Academy of Arts	Museum and/ or Art Gallery	1,248,882	385,775
17	Wakehurst	Garden	312,813	342,545
18	Calke Abbey	Historic House/ House and Garden / Palace	458,380	334,694
19	Roman Baths	Historic Monument/ Archaeological Site	1,325,085	316,436
20	Stonehenge	Historic Monument/ Archaeological Site	160,4248	314,999

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Methods used to present and analyse data in order to measure success and appeal

Data is presented in a variety of ways and can be analysed to in order for attractions to measure its appeal and success.

Methods of data collection – showing visitor numbers trends and spend etc:

. Spreadsheets/graphs/pie charts

. Electronic monitoring; visitor numbers, spend etc

. Surveys/questionnaires/interviews/reviews/focus groups at the attraction or by email or online

. Financial data: Break even analysis, gross/net profit

. Annual reports

Choose an attraction you know and create a questionnaire for it

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Importance of measuring and analysing success and appeal of visitor attractions

Data is presented in a variety of ways and can be analysed to in order attractions to measure its appeal and success.

Importance of measuring and analysing success and appeal of visitor attractions

• Respond to customer feedback, both good and bad. Acknowledging favourable feedback will make customers feel appreciated. Responding to negative feedback in a constructive and positive way will provide reassurance that customer views are valued.

Case Study

Crumlin Road Gaol

• Improve marketing campaigns to encourage new visitors based on success and appeal identified in the data

• Benchmark with similar attractions – visitor numbers, revenue/profits, customer satisfaction, reviews etc

• Help set targets for improvements in products and services

• Use customer feedback to help build a CRM (Customer Relationship Marketing) system, then use it to keep in touch with your customer base. Remember, it's 9 times more expensive to attract a new customer than it is to keep an existing one.

• Use feedback to market your business. If you receive positive comments from visitors, shout about it on your website and social media pages. It will all help to 'build a buzz' about the attraction!

• Assess success of attraction with its impact on the local environment and community

• Recognise and reward staff and customers. If particular members of staff are highlighted as offering exceptional customer service, make sure you acknowledge this. Similarly, think about how customers might be rewarded for providing constructive comment that helps improve your business.

• Replicate the successes of popular attractions – rides, customer service, cafes etc

• Identify new products and services based on feedback of current experience – use of data showing most popular attractions

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

	Type of data	How it is useful
1		
2		
3		
4		
5		

C2. Success and appeal, using data analysis to measure visitor trends and visitor numbers

Importance of measuring and analysing success and appeal of visitor attractions

For those that don't measure and analyse their success and appeal, problems can arise.

Listed are 4 areas that could go wrong – research examples for each.

	Area	Action	Consequence
1	Image and reputation		
2	Sponsorship		
	Ne~~two~~rce or s~~erv~~ces		
	Regeneration		