Occupancy data.

Why it's essential to the future success
of your leisure asset.

HOXTON *Ai*

Introduction.

To your visitors, it can seem so simple.

As the organiser of a show, exhibition or activity space, the more visitors you have, the more money you make and the better the business outcome. But in reality the trade-off between visitor numbers and visitor experience is a key driver behind your asset's success.

High visitor numbers are welcome – but only up to a point. Overcrowding is one of the main drivers behind poor customer experience and, for some assets, can lead to reputational or even legal problems.

MAX CAPACITY

Getting the balance right.

For instance, you have so many visitors that the experience advertised is not available to paying customers. This risks complaints that lines are too long; that the, say, exhibit is too crowded to actually see properly; or visitors don't feel safe because they are too close together, especially if Covid is a concern. Regulations are also a factor for some sites: for example, fire safety limits or ratios between staff and guests, which can become unbalanced.

These are the challenges you face day in, day out and it's why being able to judge the tradeoff between visitor numbers and experiences is so crucial. Get it right and you can maximise the number of people using an asset at any given time – the average asset occupancy without ever exceeding levels where visitor experience or safety is put in jeopardy.

But how do you achieve such a fine balance in reality – without overcompensating or playing it too safe?
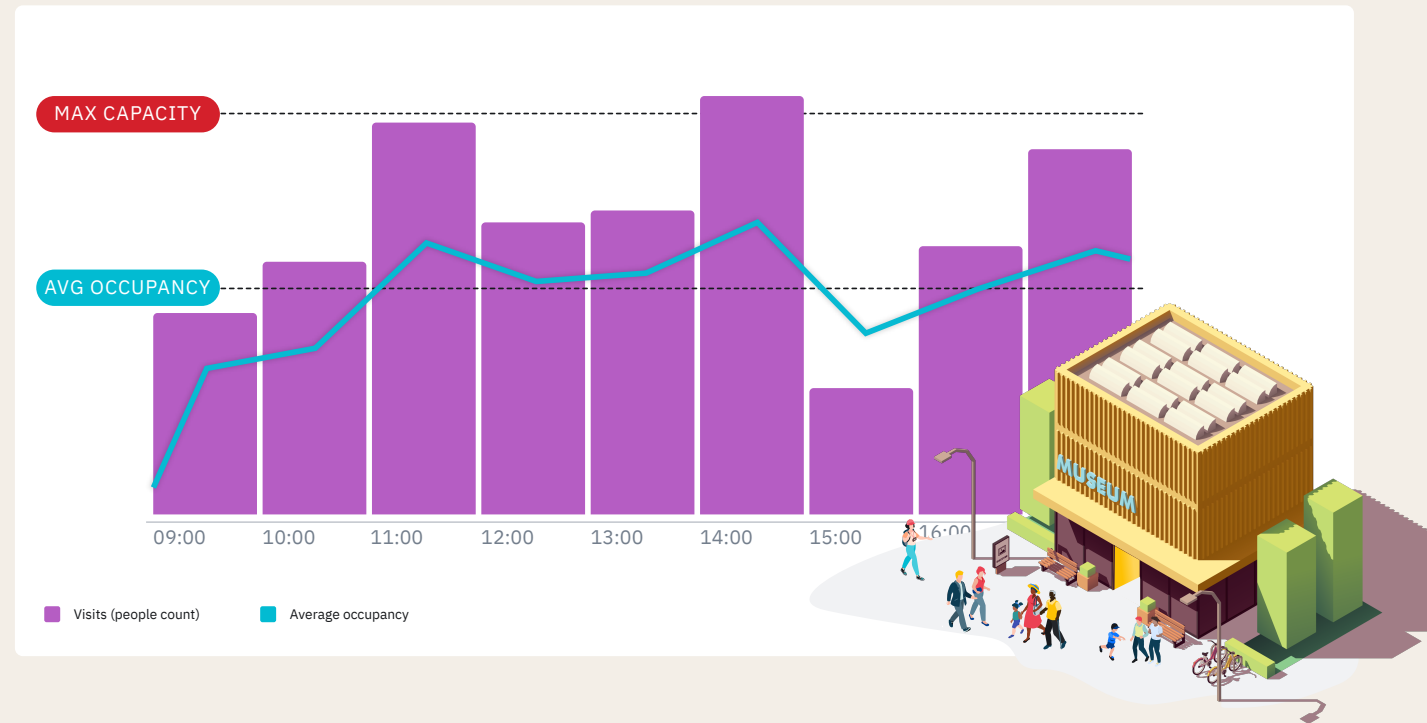
The benefits of occupancy data.

Measuring success is not only about how *many* people are using your attraction – but how they are using it too.

To make the right call, occupancy data - not just entry counts - is key.

Understanding the number of visitors entering a space is important, but this metric should be assessed alongside the number of people in the space at any given time: the occupancy of the space.

This datapoint can be used to drive multiple benefits, five of which are set out here.

MAX CAPACITY

AVG OCCUPANCY

09:00   10:00   11:00   12:00   13:00   14:00   15:00   16:00

■ Visits (people count)   ■ Average occupancy
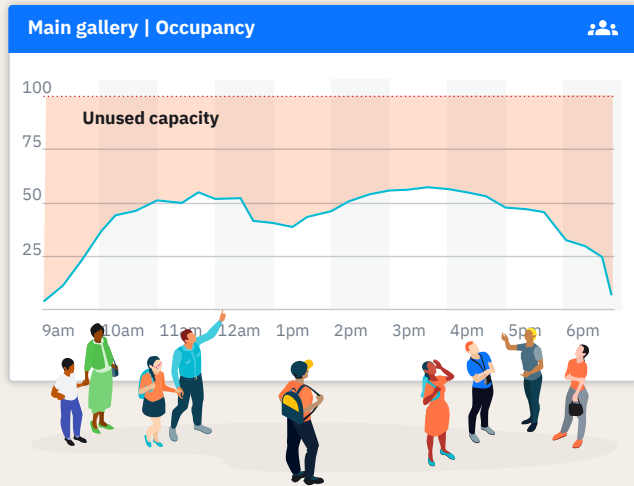
BENEFIT 1
Admit more visitors without impacting on their experience or safety.

Occupancy data reveals the time when either capacity limit was exceeded or you overly restricted visitors. In turn, this allows you to adjust ticket time slot limits accordingly, plus limit entrance numbers on the fly based on live occupancy levels.

BENEFIT 2
## Set capacity limits so visitor experience is never negatively impacted.

You can cross-reference visitor feedback data with historic occupancy data, enabling you to identify and establish what the tipping point is. In turn, you can set correct occupancy limits based on accurate figures, not 'best estimates' or proxy datapoints.

Main gallery | Occupancy

Unused capacity

100
75
50
25

9am 10am 11am 12am 1pm 2pm 3pm 4pm 5pm 6pm

BENEFIT 3

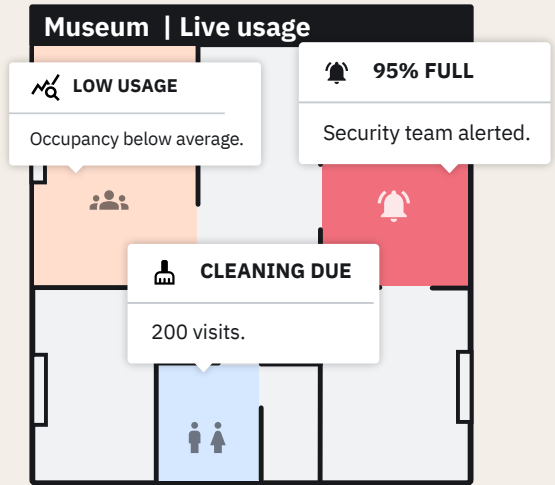## Match pricing to demand and focus marketing efforts on spare capacity.

It's beneficial to vary your pricing based on historical occupancy data, i.e., raising prices when occupancy peaks and lowering them when there is usually spare capacity. This data can also inform your marketing, allowing you to focus messaging on promoting low-demand times while deflecting visitors away from high-demand periods.

We are 60% full

✓

Now is a good time to visit.
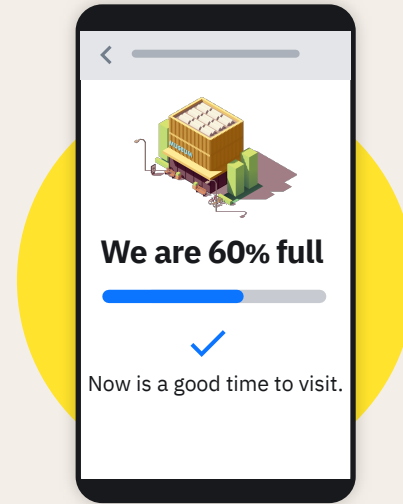
BENEFIT 4

Let customers choose their visit times by publishing live occupancy data.

Much like Google Maps' live in-app traffic updates, publish real-time occupancy data to your user base via your website, app or social media feed. This will encourage visitors to head to your leisure space during quieter times – and discourage visits when they can see it's busy.

Museum | Live usage

LOW USAGE
Occupancy below average.

95% FULL
Security team alerted.

CLEANING DUE
200 visits.

BENEFIT 5

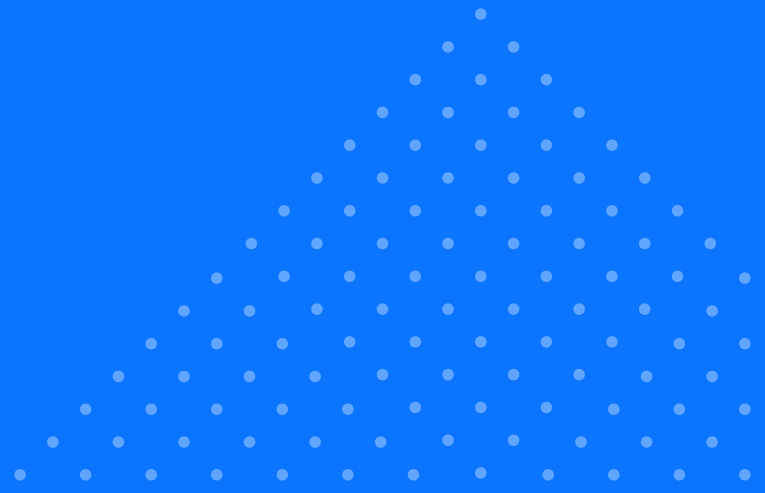## Manage your running costs more effectively to safeguard your budget.

Most running costs should be linked to occupancy rather than simple metrics such as foot traffic or ticket sales. This helps you understand the rental/space costs and the number of customer-facing staff needed during peak occupancy within a time period. Also, occupancy data helps factor in the variable costs for essentials including cleaning.

Occupancy data:

Real world case studies.

Owners of leisure assets are already taking advantage of the insights offered by data, reaping significant ROI as well as improving visitor experiences.

"

[It's about] having access to data that we never had before, and being able to make decisions based on that data is reassuring to everyone in our organisation.

Gareth McTiffin
Head of Commercial Development
TECHNIQUEST

Techniquest.

Cardiff-based interactive science centre, Techniquest, was struggling to determine how many visitors were on its exhibition floor during specific time slots. The science centre knew it could allow more visitors in – but didn't have the occupancy data it needed to do it safely.

By trialling and then introducing new occupancy monitors, Techniquest increased the number of tickets sold in the first slot by 50%. It also managed to boost ticket sales by 20% in other time slots.

Furthermore, Techniquest was able to cross-check customer NPS scores with the real occupancy data of its space. This gave the company a clear understanding of how it could set capacity limits to maximise customer experience.

"

The HoxtonAi dashboard shows us how visitors access our exhibition space and how this changes over the course of a day, a week, and through different seasons.

David Hingley
Head of Visitor Experience
TATE MODERN

Tate Modern.

Monitors also answer questions surrounding missed visitor targets. Take one of Britain's most renowned galleries, the Tate Modern, that used occupancy monitors to source accurate data about why its Rodin exhibit rarely managed to get within 20% of the maximum target – despite selling all available tickets on busy days.

The occupancy data revealed visitors were staying for less time than expected, in particular members, leading to a lower average occupancy. The Tate is now taking steps to address this issue while also identifying weekly patterns in low demand times to actively promote to visitors.

> **Allowing visitors to self-regulate in real-time means smoother usage and better visitor experience. In addition, over time, we've been able to improve operations, staffing and opening hours, based on reliable occupancy numbers. HoxtonAi's plug-and-play approach made it easy to explore these benefits.**

Joey Powis
Managing Director
THE FONT

The Font.

Innovating past problems.

Deploying monitors can also lead to innovative outcomes as The Font discovered. The climbing gym used its occupancy data to address the issue of members turning up at the same times to climb. However, by publishing real-time occupancy data on its website, The Font was able to incentivise members to climb at quieter times.

This has improved customer experiences across all time slots as well as enabled management to deploy staff more efficiently.

The ability to make such successful decisions required the right solution for each and every issue faced by the **Tate Modern**, **Techniquest** and **The Font**.

The question is — **how do you source the right setup for your own operations?**

A guide to deploying and testing an occupancy data solution.

Choose the right metric.

There are many datapoints available to leisure asset owners to track space usage & visitation. **These include:**

→ Ticketing pre-sale data

→ Ticket usage data

→ Visitor access data

These are all useful metrics to analyze, but are often poor indications of real time space *occupancy*.

Setting limits based on visitation numbers can result in suboptimal outcomes.

Not all visitors spend the same amount of time in a space. Some ticket holders are even no-shows.

Using visitation or ticket numbers can hide this variability in dwell times, often leaving space managers to err on the side of caution.

This 'better safe than sorry' approach often results in plenty of spare capacity at times when there is demand, or even a sell-out.

? HoxtonAi research shows that with 'sold out' shows such as exhibits – where only arrivals and ticket sales are tracked, i.e., without the matching 'outs' – there is typically capacity for 20-30% more entrants.

Test & iterate the solution.

If you decide to run a project to test the benefits of occupancy data- how do you approach the project? Many providers will specify and deploy a sensor-based solution, often on long inflexible contracts.

We suggest an alternative- an iterative, nimble approach to testing a solution and its RoI.

How?

Firstly, design a small-scale ROI-based test case by setting up the solution in one area of your space.

Monitor whether the resulting data is suitable based on the accuracy, granularity, alerting methods and data presentation offered by the solution.

Assess the resulting ROI and how the data can be utilised if rolled out across all your spaces.

Finally, if there is no way to test or iterate the solution, then **be cautious** – you may find yourself committing to an expensive set of data without a clear use case.

Scale up or down.

Once the testing, integration and iteration is completed, it's time to rollout the full ROI benefits of the solution across your business.

What's important is how quickly any issues are resolved, especially as real-time critical operations such as limiting entry are dependent on live occupancy data.

Here's what to consider:

With the benefit demonstrated on a smaller scale, the use case and value of a rollout is much easier to clarify and achieve.

Use the test phase as a template from which to scale.

We recommend that the solution must be able to scale up and down to meet the needs of your business. It should also give you full visibility and control over how you monitor, operate and drive value.

The danger of scaling a solution too soon – or not running a trial at all – is significant: It's too easy to invest heavily in a data solution that simply results in more 'data' without a clearly defined benefit or use.

You should also consider the level of control you have if the solution is not suitable for the job or if your commercial needs change. The right provider will allow you to return devices without being penalised, as well as adjust your device network think relocating devices, and removing or adding devices to your plan – without forcing you to wait for contract renewal or incurring financial penalties.

HoxtonAi offers more than just data.

Useful management platform and flexibile deployment options to right-fit the solution to your needs.

A summary of the HoxtonAi platform.

Our overhead/horizontal cameras are designed to deliver the data you need – overlaid with critical data sets of day, time and directional flow of movement, as well as other crucial benefits.

🕐 **Last hour**
14:15 - 15:15

↑ Entering museum **234**

↓ Leaving museum **185**

1,234 Day total

+1

-1
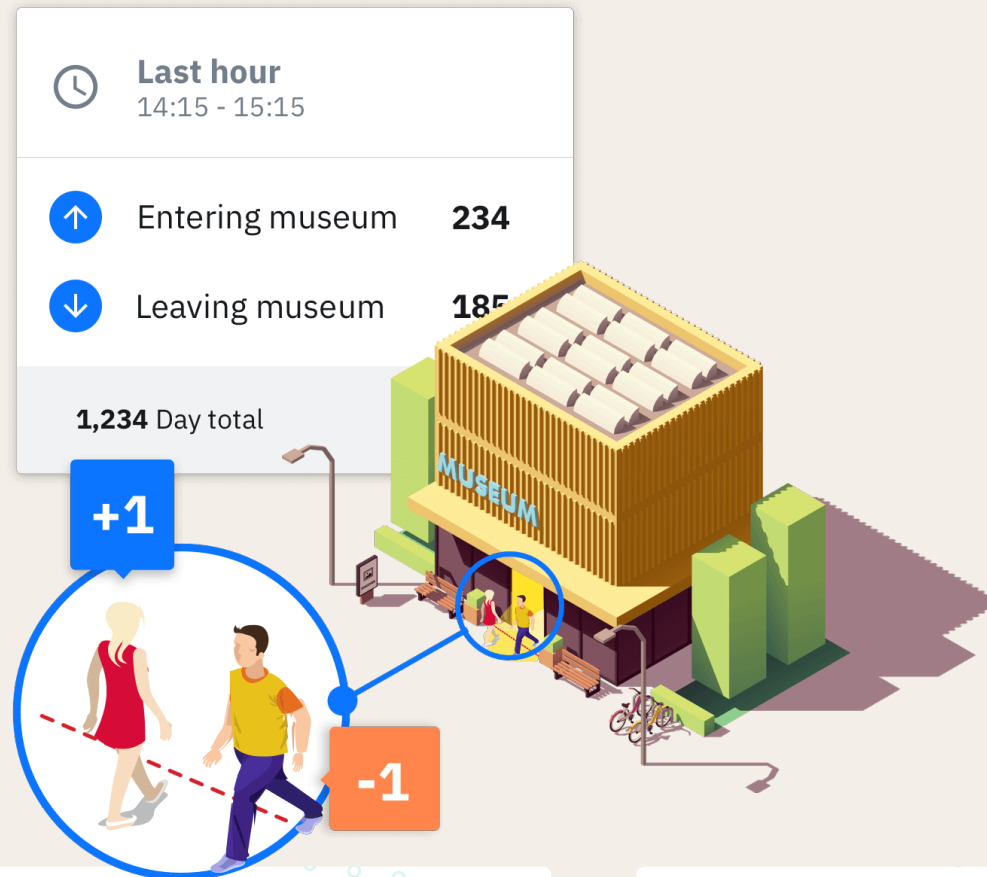
Flexible coverage.
We have flexible placement options, allowing you to place devices at entrances, exits and within individual spaces so you can start collecting data straight away.

Self-install.
We recommend you always 'test drive' our solution first via a trial to prove the use case before scaling according to your business needs. If our data isn't helping you to increase revenue or save costs, we allow you to simply move or remove the devices.

Powerful management platform.

We make it as simple as possible for you to take control of your systems. You can access insights and metrics in real-time via dashboard and alerts. Furthermore, sensor health monitoring and a powerful alerting and integration options make it easy to integrate into your workflow.
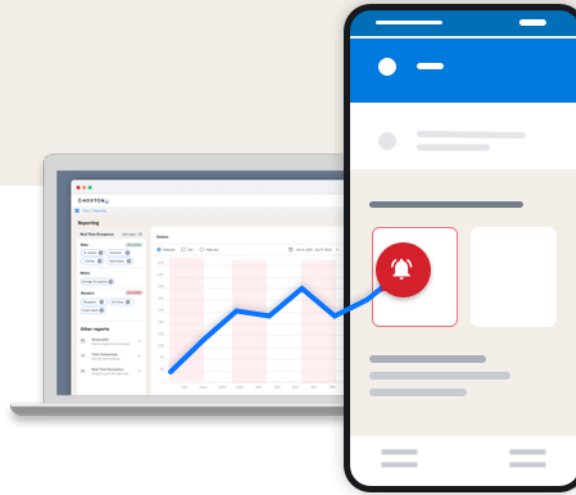
Unrivalled support.

We'll let you know straight away about any issues and help you fix them, meaning no need to wait on engineers to arrive – risking downtime that could impact on visitor experience.

Clients around the world self-serve, deploy and maintain their systems without any third parties, without any delays.

Exacting accuracy.

We offer exceptional accuracy rates based on cutting edge algorithms. Furthermore, HoxtonAi remotely audits each new installation, ensuring you always benefit from reliable data.

In this document we have set out:

→ The 5 core benefits of occupancy data in leisure and hospitality attractions.

→ Three real world case studies.

→ The reasons why visitor count and live occupancy data are different metrics used for different purposes; and

→ Our advice on deploying a new occupancy data solution. To start small, ensure RoI and iterate before scaling.

The future of the industry relies on making the best possible visitor experiences. We believe there are huge gains to be had in securing visibility over how our spaces are used - whether operational, marketing or capacity management.

At HoxtonAi we work with the foremost leisure and hospitality venues in the world, and would love to discuss with you how these benefits were achieved, and how we can help you too.

About HoxtonAi

We are a technology business specialising in people count and occupancy data for the leisure and hospitality sectors. We are passionate to help our clients drive real operational benefits from adopting a data-driven approach.

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