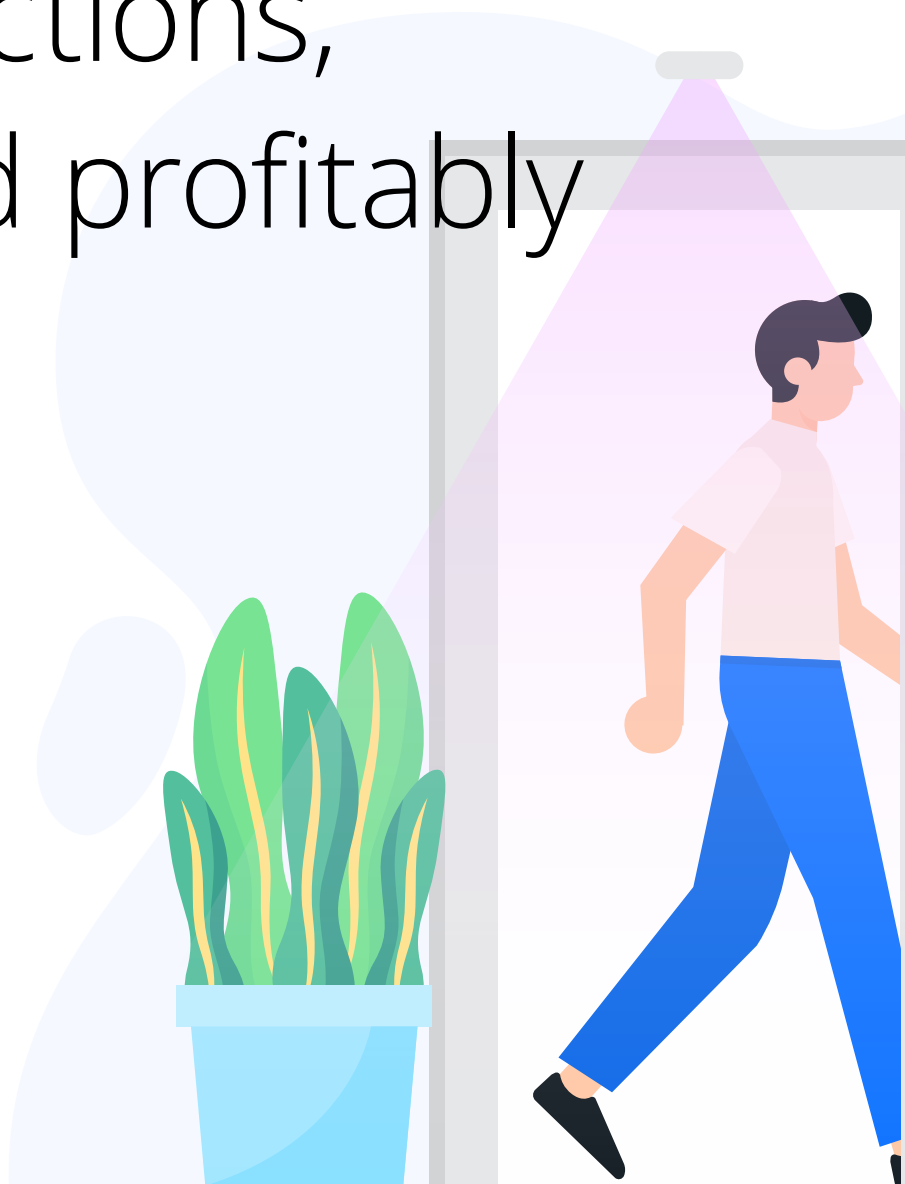




A guide to:  
Reopening resorts  
and attractions,  
safely and profitably



# Introduction

The world's best loved destinations are going through the most turbulent period in modern times. Due to the pandemic, many venues have had to shut their doors or at least operate with restricted numbers in order to keep visitors and staff safe. The long-term financial implications for these destinations are evident as venues juggle an abrupt drop in revenue, often with unchanged overhead costs.

In the past, it was key for such culture and leisure facilities to invest in incremental improvements in their customer experience. This has been upended by the need for detailed site operation and maintenance procedures – to stay open, and to stay safe.

This new challenge is driven by:

- ✓ waves of Covid-19 triggering different types of lockdowns, both nationally and internationally.
- ✓ the shutdown in international travel and an increase in local tourism.
- ✓ the government guidelines on reopening, which are perhaps the most variable.

Guidelines for opening safely include advice such as:

*“All entrances to these areas must be tracked to monitor the number of visitors entering the space.”* LA Department of Public Health

*“Where calculating exact floor space of spaces is complex, museums may find a more logical approach is to carefully manage the flow of visitors”* Museum Directors Council

*“Consider how customers and employees will move in congestion areas, for example doorways between adjacent indoor spaces and outdoor spaces”* UK Government Secure Guidelines

**“Hoxton Analytics have been a **valuable source of data and information** for Brixton Village throughout these challenging times of Covid; live tracking of footfall, comparison figures by location, hour, day, week and year provide the market and its tenants useful information with which to manage their teams, trading peaks and conversion opportunities.”**

**Brixton Market management team**

# The pressure on visitor attractions

In speaking with clients in the travel and leisure industries, we are hearing that there are some common challenges facing the sector in the wake of Covid-19. Specifically, we're hearing three key pressures on both costs and revenue:

1. High fixed costs and huge pressure to reopen in order to remain in operation. This is true of all venues but in particular attractions such as zoos, which have high operational overheads regardless of whether they have visitors or not.
2. Customer safety and avoiding the reputational damage of an outbreak. In practice, this means new operational procedures, such as one-way systems and capacity thresholds in each room or attraction.
3. Changing visitor behaviour. The need to communicate a new message to visitors, asking them to change their behaviour to the 'new normal' and to reassure people to return to the attraction.

## Striking the right balance

Since the start of the pandemic, venues have responded to the requirement for safe social distancing in various ways, including:

- ✓ staying closed
- ✓ reopening only outdoor sections of a site
- ✓ reopening some indoor sections, but imposing one-way systems and occupancy limits

**Guinness Brewery** in Baltimore utilise the Hoxton Analytics solution to monitor visitor numbers and track how they move around inside. The data gathered helps them to measure the impact of their layout and marketing decisions, in order to enhance their effectiveness.

Faced with the challenges highlighted earlier, it is difficult to keep a venue open with enough people to remain profitable whilst maintaining safety throughout the site. Each site, and every day is a different challenge, walking the tightrope of maximising the number of visitors whilst staying within occupancy constraints. Some operators may allow too many customers in their space, and inevitably many will err on the side of caution and let in too few, despite there being measures in place that would help maintain a safe environment with more visitors.

Those that have stayed open have introduced signage encouraging handwashing and mask wearing, and installed hand sanitiser terminals.

Remaining open in whatever capacity, is labour intensive as it requires staff to help communicate and enforce the new safety measures.

In many cases we have seen venues take on temporary staff to conduct tasks like headcounts to remain within safe occupancy limits, or ensure that visitors adhere to one-way systems, which is a costly option.



**The operators of a holiday destination were looking for a technology solution to support their social distancing measures, whilst also reducing the number of additional staff required to enforce the rules. They installed the Hoxton AI Occupancy Alert to monitor the number of people in their shared visitor spaces. As a result, they have been able to effectively keep their spaces within a safe occupancy threshold, significantly reduce personnel costs and better understand visitor behaviour.**

# A Better Solution

In most cases these problems can be avoided with two assets:

1. A real time, central repository of zone occupancy.
2. An alerting system to guide teams to spaces where occupancy limits are being approached or one-way systems are being breached.

Visitor counting technology has been used for years as an analytics tool to track trends and drive marketing. The most accurate and advanced technologies are also being used to make reopening easier, safer and more visible.

At a basic level, venues can use live occupancy data to report on the number of people coming into their space. When capacity limits are being reached, an alert can be sent out so they can take appropriate measures to ensure staff and visitor safety. Venues can also choose to display the occupancy data for visitors, thereby communicating that occupancy is being tracked and managed, and reassuring visitors when areas are below occupancy thresholds in a prescribed area.

Taking the technology one step further, venues can be strategic about the way in which they operate in order to ensure additional safety, optimise staff and reduce costs. Zonal occupancy can be used to track the flow of people into defined zones to understand how visitors are moving around the building.

For venues such as museums and art galleries where visitor routes are not prescribed, relying on limited or timed ticket sales to socially distance visitors can only take you so far. Limited admission assumes that visitors remain evenly spaced-out across the venue at all times and that there are no popular exhibits where visitors may want to spend more time. Zonal occupancy enables venues to define a safe

**Spitalfields Market** is one of London's iconic destinations. They have been using Hoxton Analytics' technology for years to track visitor movements and behaviour around the site. Through the data they receive via their Hoxton Analytics solution, management at Spitalfields have near real-time visibility of visitor numbers and street-to-market capture rates broken down by hour, day, week and entrance. The data allows them to benchmark performance, assess the return on their investment into promotional activities and share valuable pedestrian insights with occupiers.

occupancy threshold for a particular zone and receive alerts to take action when that number is reached.

In addition to social distancing, we know that venues are focused on ensuring high levels of sanitisation to reduce the spread of the virus. By understanding which areas are being most visited and when, zonal occupancy monitoring enables venues to target their sanitisation by increasing the frequency of cleaning in spaces that are visited more. The reverse is also true in that venues can see which areas aren't being visited and are able to manage resources accordingly.

Gaining an understanding of zonal occupancy within your venue can also lead to optimised energy consumption, as spaces can be better heated or cooled based on how they are being used.

An investment in being data-driven is one that will pay back even when things return to normal. Understanding visitor flows and ingraining a data-driven culture will enable improvements in operational management, marketing effectiveness and most importantly customer experience.

## About Hoxton Analytics

**Hoxton Analytics is a computer vision technology business, specialising in people counting and activity monitoring.** We build software which enables organisations to understand human and asset movement and behaviour, from which they can manage, enhance, or transform how they operate.

Our key proposition is **Hoxton AI**, an accurate, easy to install, scalable and cost-effective monitoring solution, designed to enhance occupancy, conversion, and traffic management, allowing organisations across multiple sectors to make more efficient and safer decisions about their environments.

We'd love to start a discussion to help drive your data strategy. We also offer free trials as we believe our customers should experience the benefits of real-time occupancy data before rolling it out.

Get in touch at [sales@hoxton.ai](mailto:sales@hoxton.ai)