

BCG RISE Hackathon Project

S

Corp

GROUP 4 - TEAM SUNRISE



Executive Summary



Situation

To create seamless customer journey which is consistent across all channels, for [REDACTED] attractions.



Key Insights

Derived from user and staff research, and user testing phases.



Impact

- Increased customer satisfaction ratings by 50%.
- Reduced waiting time across attractions
- Added revenues of \$15.4mil post implementation.
- Increased app downloads by 30%, from new and returning users.
- Reduced staff turnover rate from 10% to 7%.

What we heard from the users & staff

Overseas visitors desire moments and experiences with family
& want to optimise their experiences with their limited time.

Adrenaline seeking behaviour comes in a spectrum.

"I want an experiential bonding time with my kids" - *Brian*

Need credible & complete information for research & booking

"Ticket prices on eBay seem too good to be true.

Expedia did not show all attractions, I had to book tickets on the spot.

I need safe distancing information."
- *Kristine*

Language barriers and long waiting times impede decisions

"I wish I could see attractions information in Hindi so I could explore easier"

- *Tasneem*

"The waiting times are too long"

Shift in consumer sentiment towards life experiences

"(Due to Covid) People are living in the moment as they don't know what's around the corner... I see more older people on the thrilling attractions. "

- [REDACTED]
[REDACTED]

"...we didn't have time to visit all the attractions"
- *Kristine*

Multiple ticketing formats for staff to verify

"We work with as many as 20 ticketing agents.

Tickets could be in the form of QR codes, barcodes, assorted serial numbers"

- [REDACTED] *staff operator*

How might we...

... create a seamless customer journey

for *a family of overseas travellers seeking to experience adrenaline activities together*

so that *they can maximise their time and experiences in S [REDACTED]?*

Meet Anita & her family

"I want an exciting and fun-filled family getaway in Singapore."

"We have limited time there, so I hope to make fuss-free decisions within our budget."



Sales Manager from India, age 36,
married with 2 kids, age 8 & 10

Needs & Wants

- Needs complete, legitimate information about S [redacted] attractions
- Wants safe distancing information
- Likes discounts or promotions

Tasks

- Obtained information from EaseMyTrip website
- Compared ticket prices to eBay & loveholidays
- Booked S [redacted] Hotel stay and [redacted] tickets on EaseMyTrip website

Challenges

- Lack of credibility & incomplete information on 3rd party websites
- Too many confusing sources of information during research
- Faced language barriers
- Encountered long waiting time

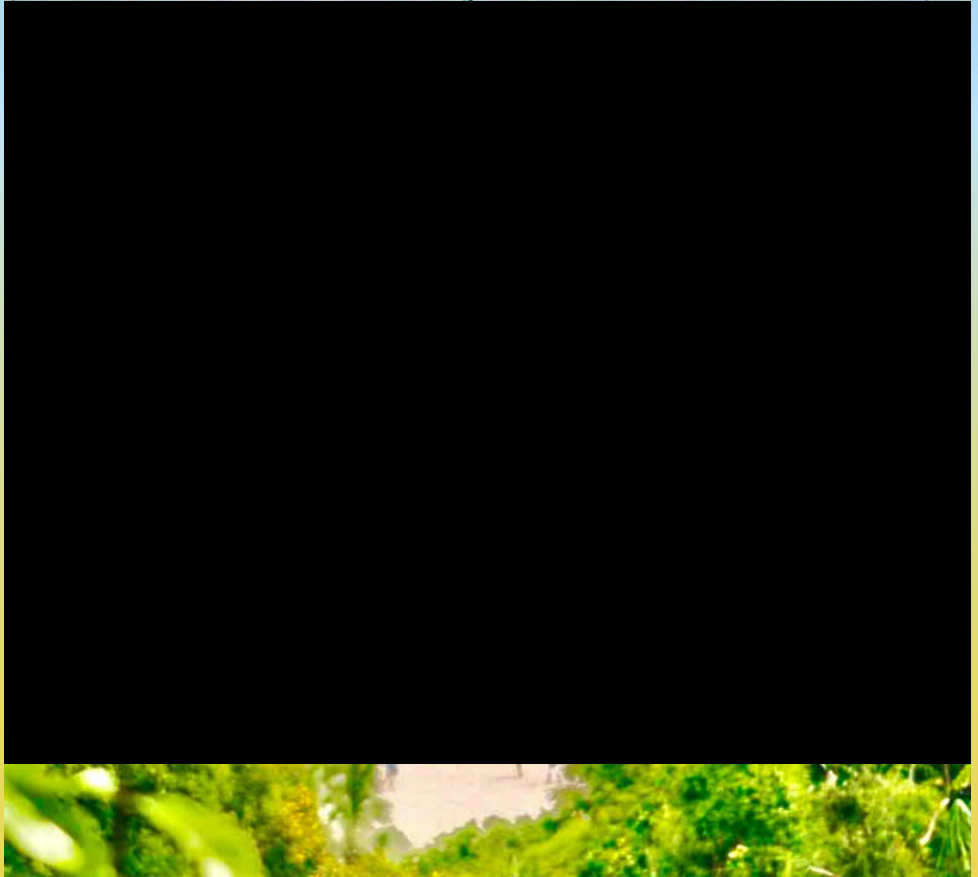
Discover S



***ENJOY FUN MOMENTS
AT YOUR OWN PACE***

Key features:

- Video walkthroughs
- QR code & app download prompt on 3rd party sites
- Language options
- Ticket import functions
- Virtual Queue System
- Marketing push notifications



The school holidays are approaching and Anita desperately **needs a getaway...**



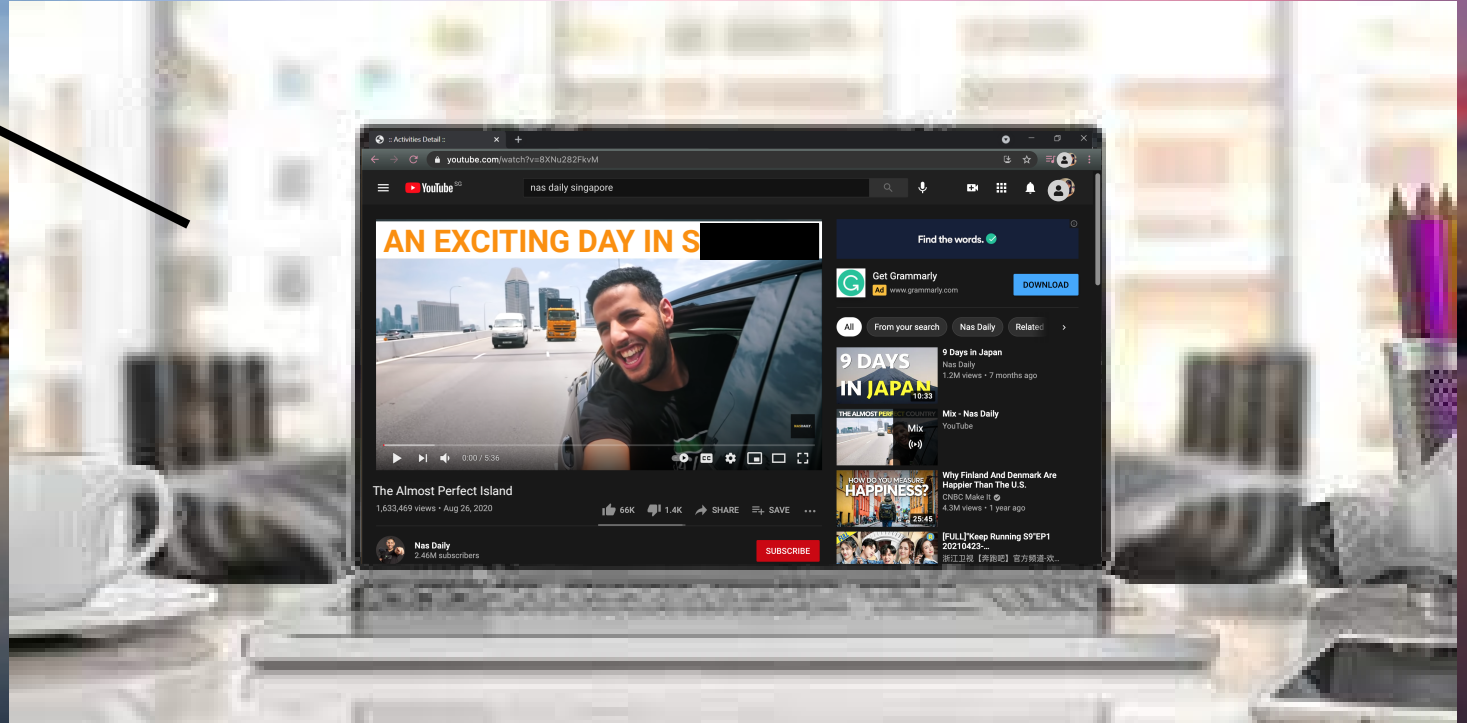
She begins the iterative process of **exploring, researching** and mulling about "what's good for the children"

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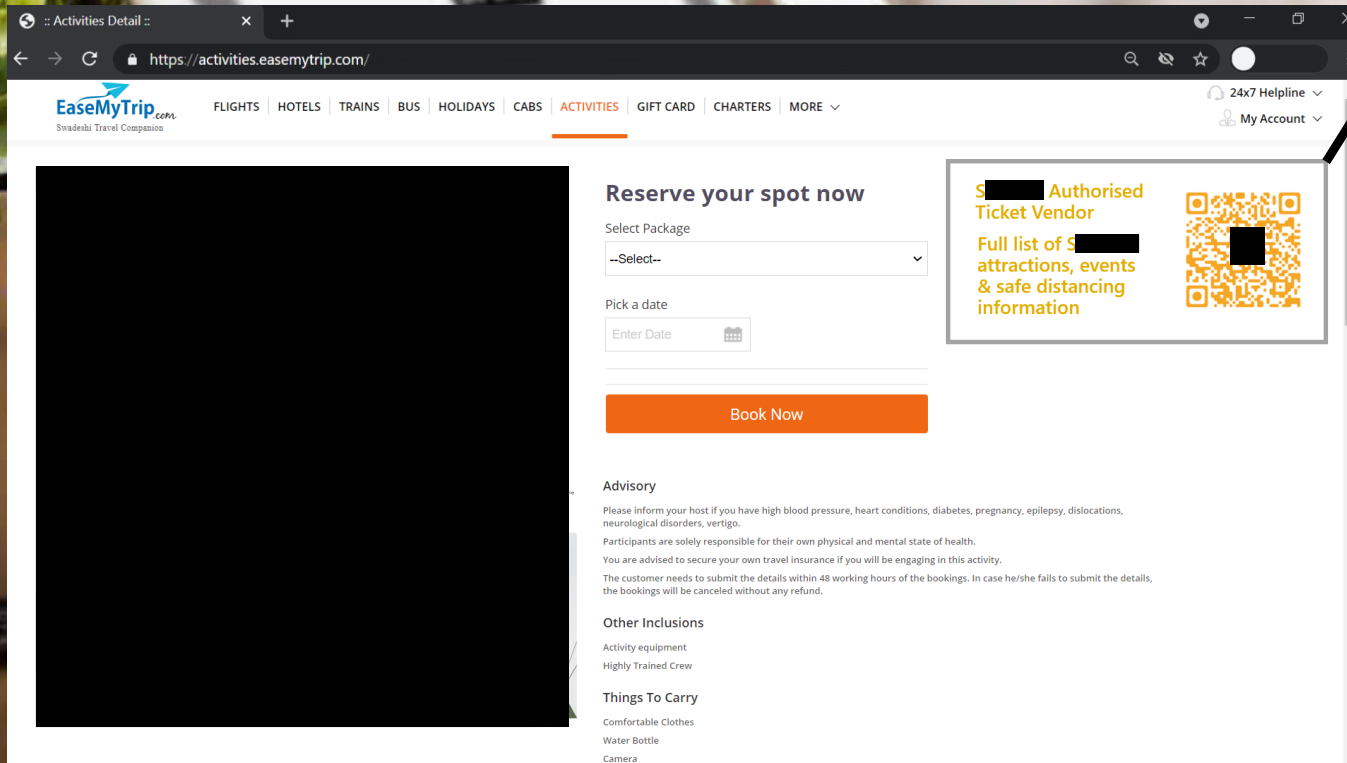
Videos curated for
S [redacted] attractions



looks like a
fun place to visit!

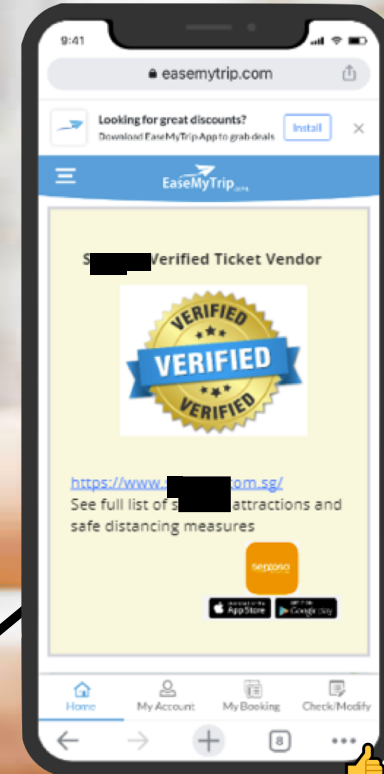


She found a travel deals aggregator website that seems **legitimate** and has **information** of S [REDACTED] attractions, events and safe distancing measures



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S [REDACTED] Authorised Ticket Vendor QR code



3

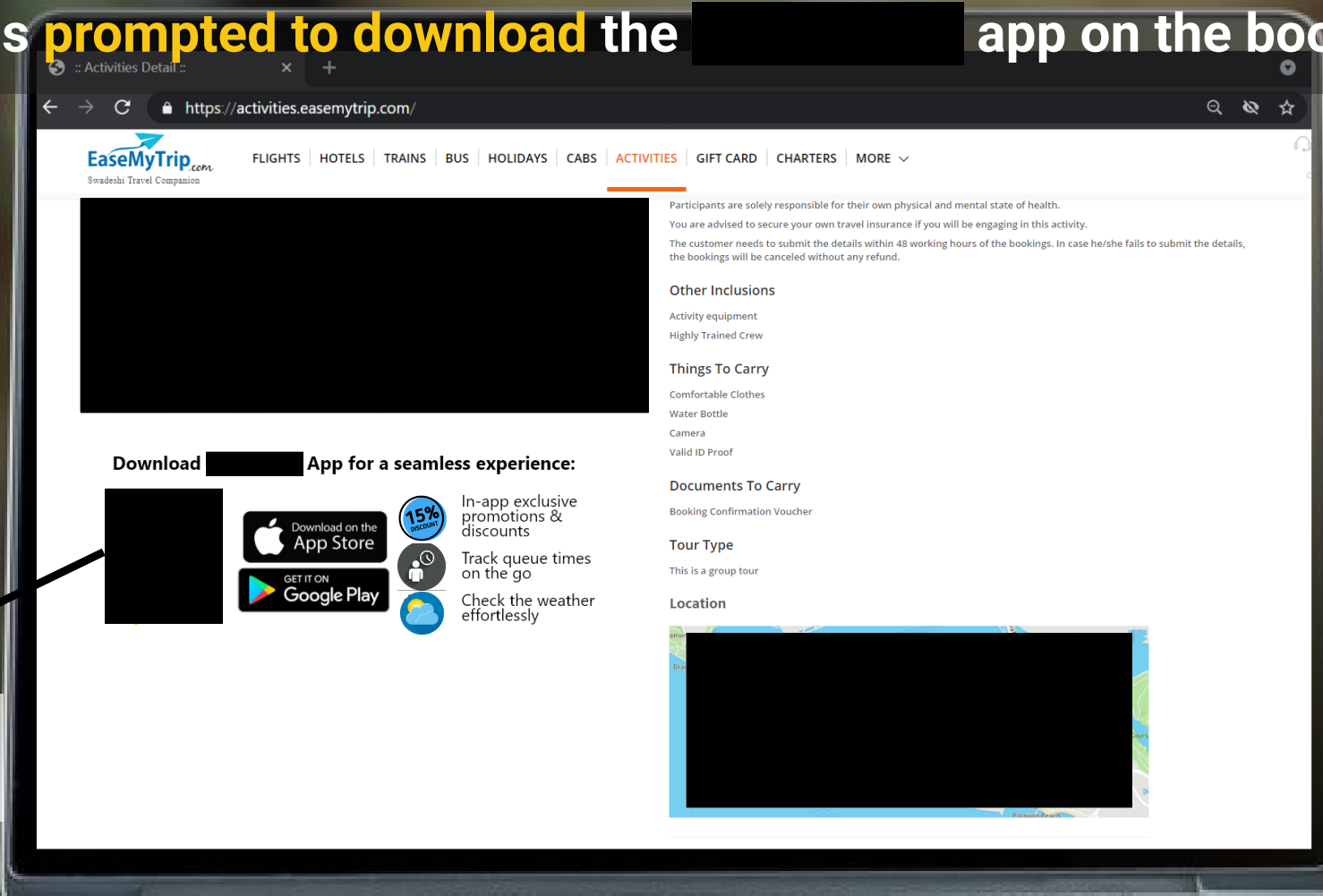
Link to information on attractions, events & safe distancing measures

Anita is prompted to download the [REDACTED] app on the booking site

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App Download Prompt

- In-app promotions & discounts
- Track queue times
- Check the weather

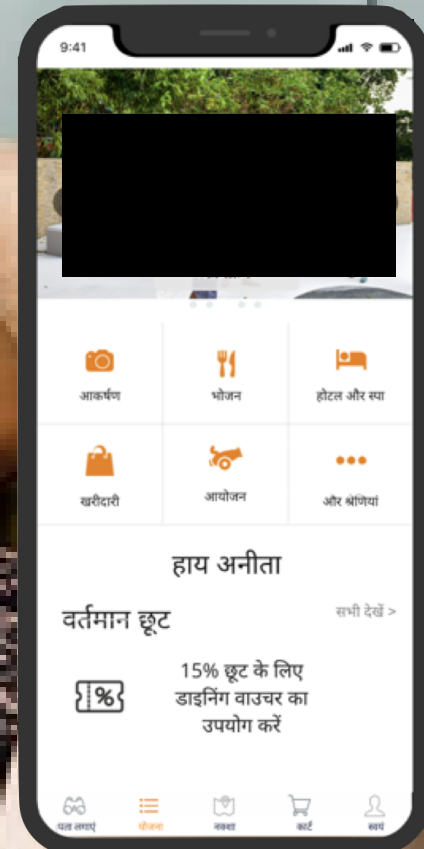


She opens the [REDACTED] app and it has Hindi as one of the **language options**.



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**Added In-App
Language Options**

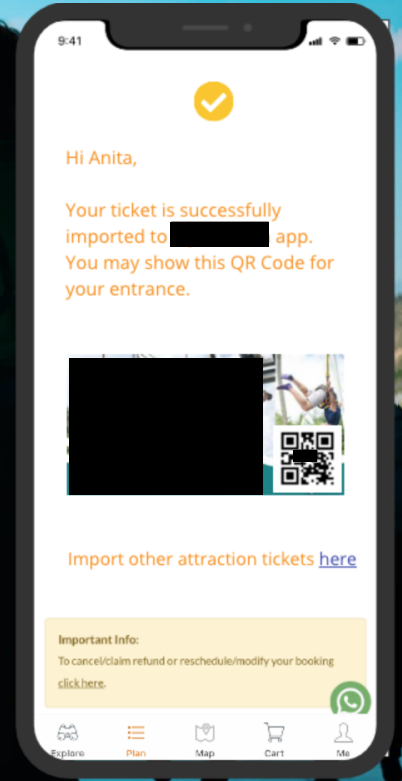
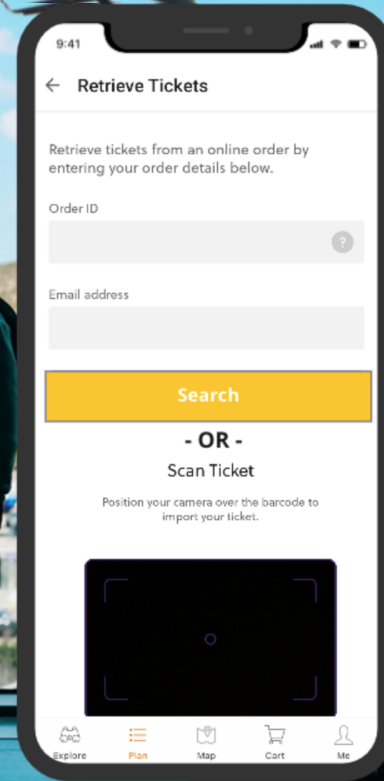
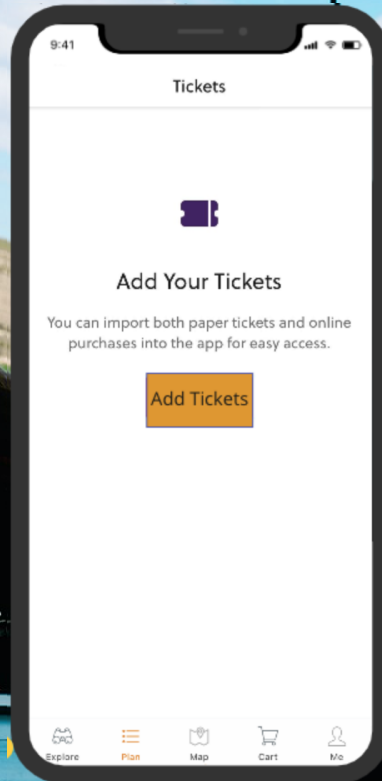


During her downtime on her travel journey, Anita settles the **administrative** matters of the trip

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Ticket import in-app function

- 2 ways to import tickets into [REDACTED] app
- Imported tickets are in standardised QR format

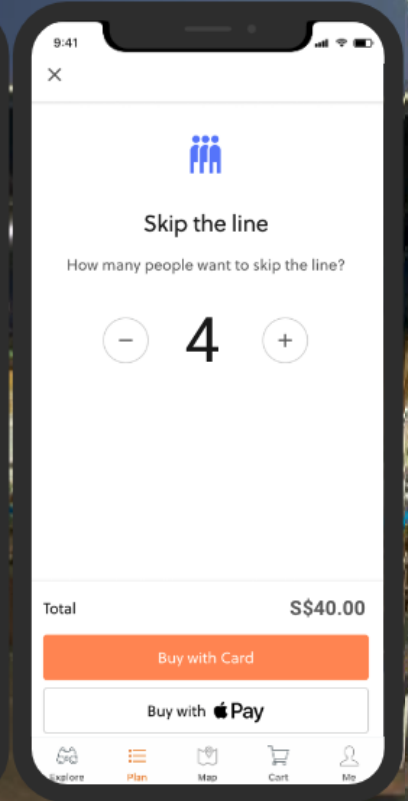
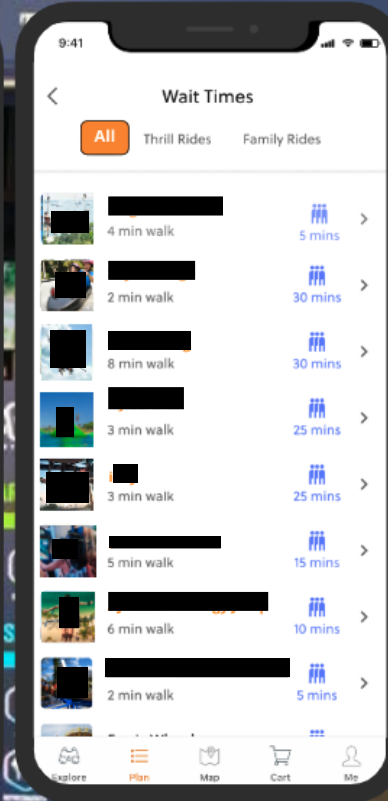
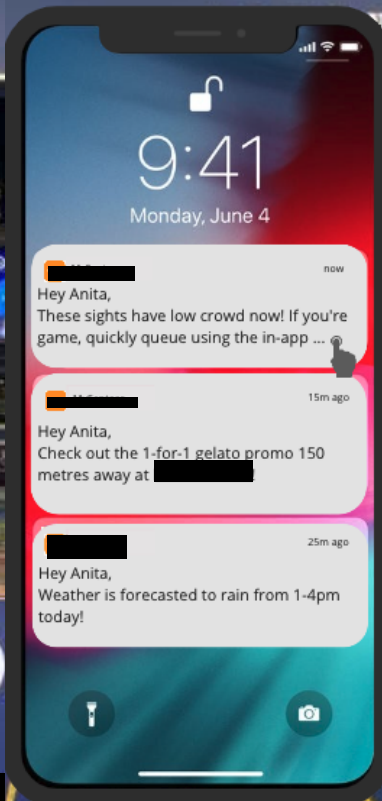


At S [REDACTED], she easily **tracks attractions waiting times** using the in-app Virtual Queue system and opts to pay to **skip-the-lines**

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Virtual Queue System

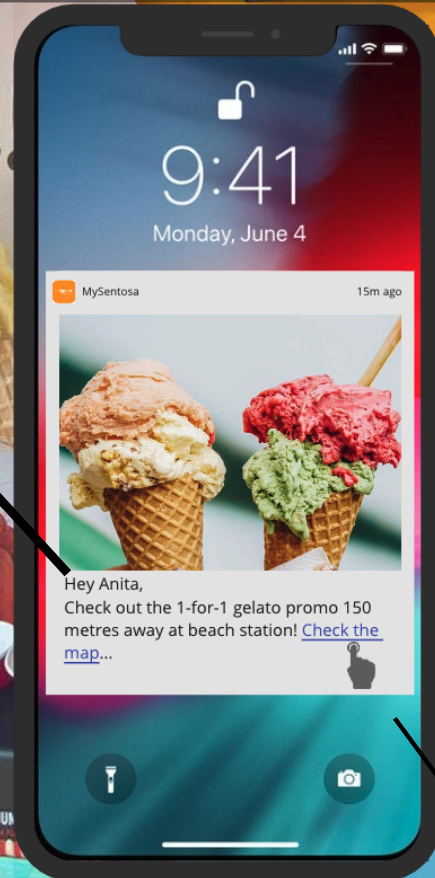
- Push notifications
- Waiting times
- Option to pay to skip-the-line



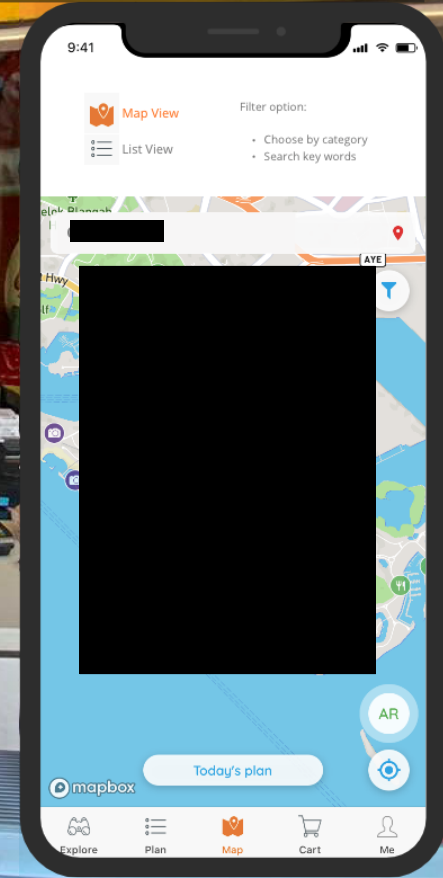
After an exhilarating time at [REDACTED], Anita gets suggestions on deals and activities nearby via push notifications

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S [REDACTED] marketing and promotional push notifications



Tap for map directions



Concept Summary



Technical testing:

- Integrate language options
- Implement & track virtual queues



KPI to measure success:

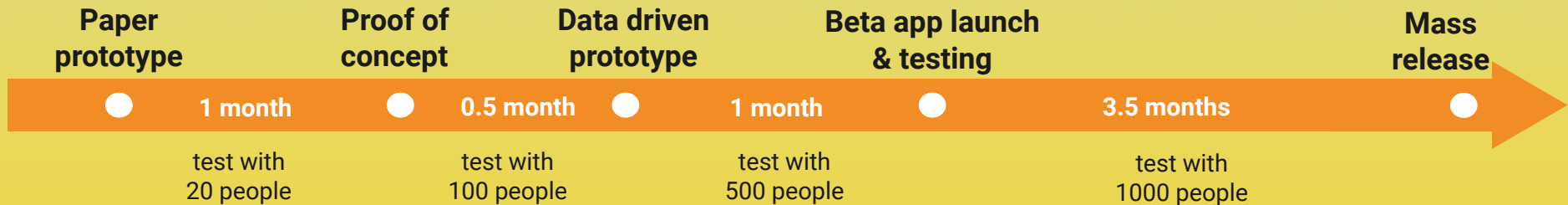
- Increase in 3rd party ticket sales
- Reduced queue times
- App downloads > 260K (↑30%)
- Increase app (customer satisfaction) ratings
- High video viewership
- Increase in staff ratings



Potential challenges:

- Complex technology
- Critical mass of app downloads
- Non-tech savvy visitors
- Non-cooperation of 3rd party vendors

How will we deliver this solution?



Cost - Benefit Analysis

Benefits:

- Queueing time ↓ 20-30 mins
- Customer experience ↑ 50%
- App adoption rate ↑ 30%
- Staff turnover 10% \rightarrow 7%

Revenue:

- Increase in secondary spending (while virtual queueing) \$7.5m
- Paid skip-the-line revenues \$7.9m
- Total increase in revenues: \$15.4m/year**

Cost:

Cost breakdown	Cost in S\$
System Integration QR	20,000
Revamp App (Language, Queue, Import ticket)	80,000
QR code vendor	100
Maintenance cost	60,000

- Total costs: for first year \$160k/year**
- for subsequent years \$ 60k/year

