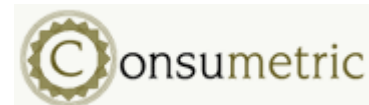


Heritage Tourism

Operating the Heritage Attraction

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There's no Business Like Show Business!

Everything's a show!

- Concept
- Design
- Production
- Operation

The Brief

- Overview - what are you trying to do?
- Key objectives
- The market place
- The story
- Marketing messages
- Capacity
- Budget
- Timescale

The Story is King

- Everything starts with the story
- Define the visitor experience
- Only then consider the tools

What's it going to cost?

- Identify budgets for
 - Setting up
 - Running the show
 - Building, Architecture & landscape
 - Retail, Catering, Photography
 - Marketing
 - Maintenance
 - Staff

Don't forget

- Queuing
- Parking
- Sound, Lighting
- Signage
- Contingencies
- Secondary spend
- Maintenance

Planning



Copyright Gary Larsen

Think ahead and plan
Make sure you have a
contingency plan if
things don't quite right

attract

The battle ground



attract

What do you look like?



attract

The sense of arrival

- There's never a second chance...

to make a first impression

Operational Issues

- Flow
- Journey
- Dwell time
- Repeatability
- Capacity planning
- Learning
- The experience

Factors affecting flow

- Fun and learning
- Availability
- Value for money
- Basic needs
- Knowledge
 - Siting
 - Map
 - Signage
 - Prior knowledge
 - Info at the entrance
 - Price knowledge

The Start

Entrance information

- special events
- show times
- suggested routes

I've arrived – what else can I do while I am here?

How do I get there?

Who are we dealing with?

- Age and nationality
- Likes and dislikes
- Experience
- Match experience to likes and dislikes

What are the elements?

- Interactivity and learning - children
- "The rush" - teenagers
- Breakdown the learning elements - it's not just reading

Key desires

Kids	Teens	Adults
playing	playing	viewing something rare
Seeing something rare	touching something new	learning by being creative
talking	viewing something rare	understanding a new concept
listening	learning through playing	learning something useful
creative		leaning by talking and listening
touching something new		mental challenge

Source: Vision Xs

Elements

- Component - item a visitor has paid to see or use
- Amenity - functioning facility eg a shop
- Other spend - money spent in other ways eg an extra fee for a special ride

The Visitor Journey

- Vary the intensity of the experience
- Poor visitor flow leads to short dwell times, main learning messages are missed, hyperactive visitors, and low retail spends,
- Note the issues of primacy and recency
- Position of your components is vital
- Do **NOT** have a restaurant by the entrance
- Use kiosks
- Visitors **must** pass through **at least one** retail outlet

Key Parameters

- Annual attendance
- Average dwell time
- Average ticket price
- Catering spend per head
- Retail spend per head
- Other spend per head
- Total spend per head
- Turnover

The Audience

- How would you grade the learning elements aimed at children, teenagers and adults on a scale of 0 to 10?
- To what level would you like to see this grading change year on year?

Capacity

- What key capacities does your site have?
 - Repeatability
 - Undercover capacity
 - Extra spend capacity
- Do you see this changing?

Pace of Experience

What is the pace of experience for each age category?

Flow patterns

- Spoke and Hub - Disney
- Cloverleaf - out and back - the new Slimbridge
- Loop - Universal/Alton Towers
- Linear - Sealife
- Figure of 8 - National Maritime Museum, Washington DC
- No defined flow - Windmill Animal Farm!

Quality Issues

- Length of stay
- Quality of stay
- How many activities?
















Experience quality

- Can get experience drunk
- Pace - different between children, adults etc
- Fast or slow?

Operational issues

- Ticket purchase
- Pricing
- Equipment hire
- Visitor orientation
- Rest Rooms/toilets
- Queuing
- Catering
- Merchandising
- IT
- Recruitment/Staffing
- Maintenance
- Customer/Visitor care and Feedback
- Risk assessment

And Finally – customer feedback!

	<i>Tick the symbol that most represents your feelings</i>		
Buying a ticket			
Museum Exhibits			
Catering			
Rest Rooms/Toilets			
Car parking			

Thank you!

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