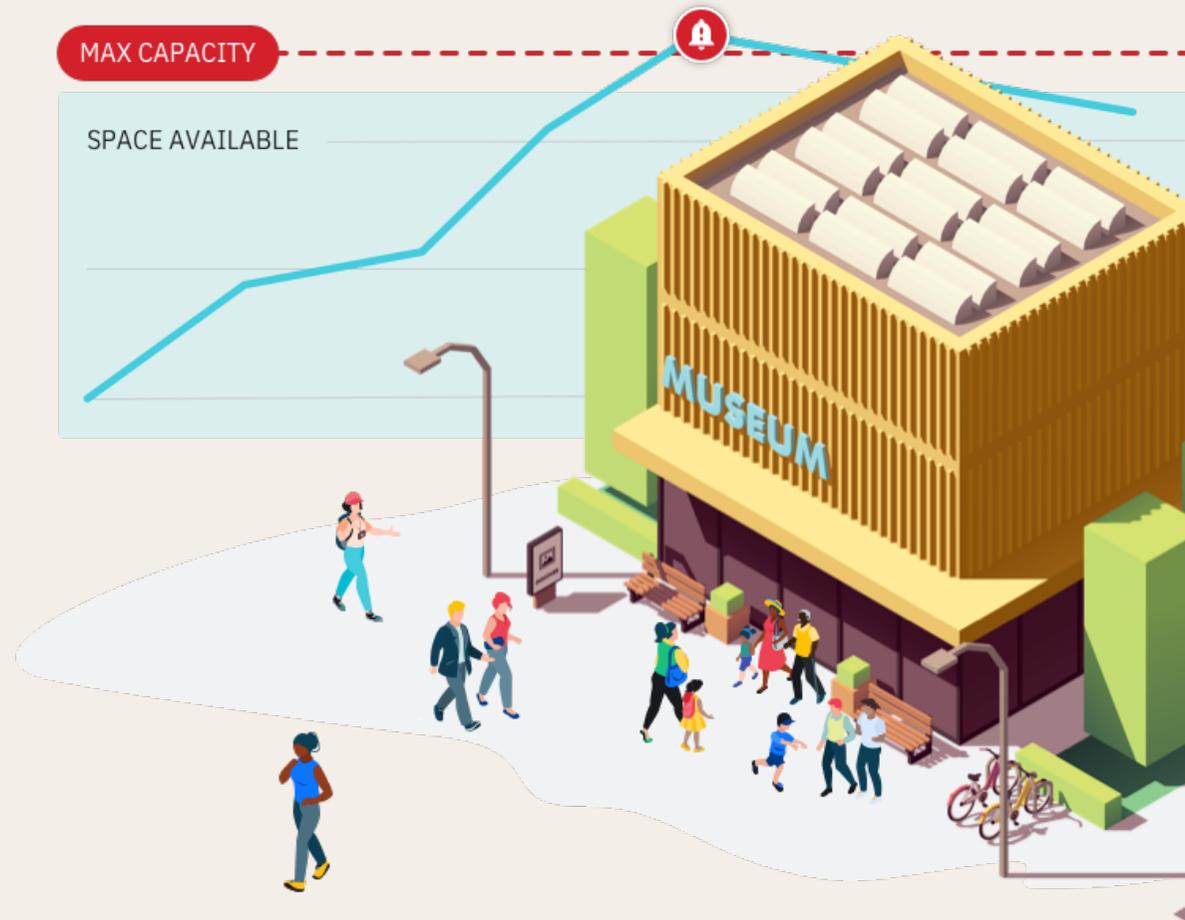


A practical guide for managing
leisure and hospitality assets:

the benefits of occupancy data.

Running a successful leisure asset is about striking a balance.

Managing that trade-off between maximising visit numbers, and maintaining visitor experience and safety.



A note on the difference between count and occupancy.

The number of visitors that enter a space is a crucial metric, for funding, sales analysis and performance trends.

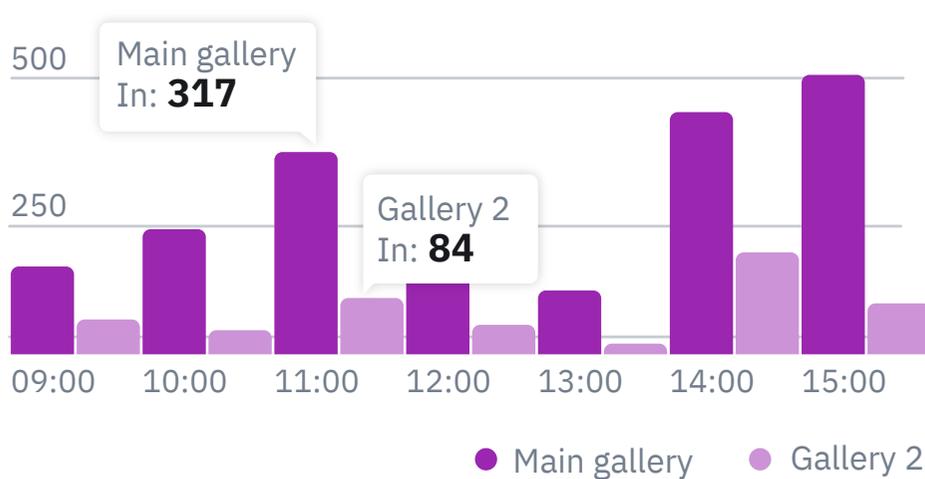
However, it doesn't give the whole picture. This guide is focussed on the occupancy metric- i.e. how many people are actually in the space at any given time.

Occupancy can be considered the ground truth for the combination of two metrics: how many customers visit and how long they stay.

This data allows you to plan and optimise many aspects of your operations from capacity management through to cleaning. To understand how, we've created this ebook that offers a step-by-step guide to leveraging occupancy data to boost your leisure asset's growth.

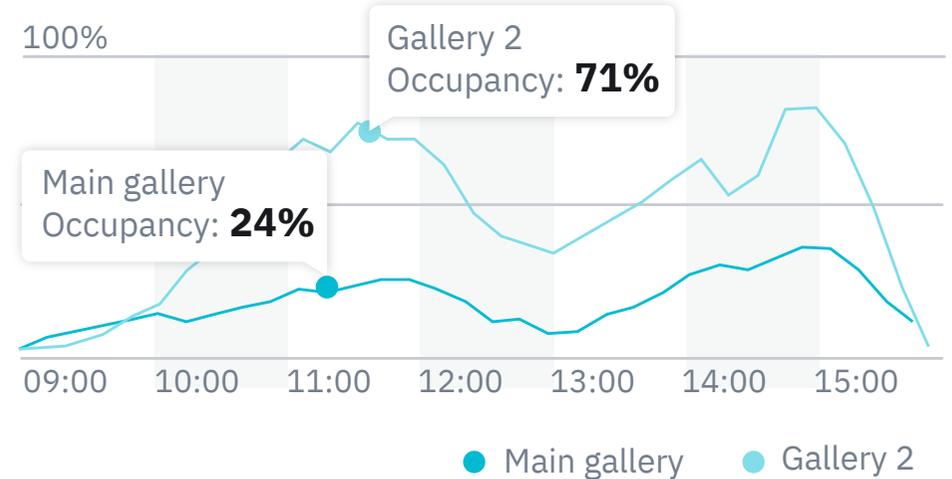
Count (not occupancy)

Comparing 'in count' across spaces.

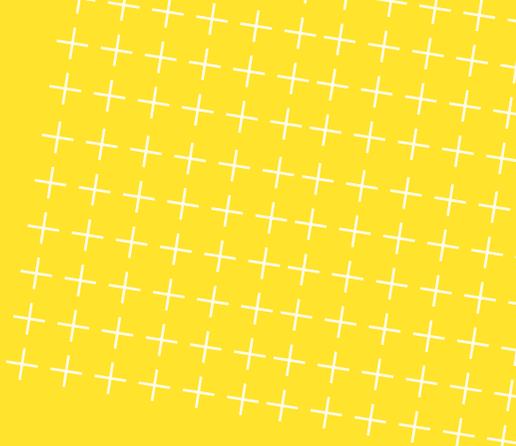


Occupancy (not count)

A real measure of engagement.



Gallery 2 has lower footfall but higher occupancy. This is because visitors are more engaged and spend much longer in the space.



Five key benefits of occupancy data.

- Admit more visitors without impacting their experience or safety.
- Accurately set capacity limits at which your visitor experience is negatively impacted.
- Maximise revenues by matching pricing to demand and focusing marketing efforts where there is spare capacity.
- Empower your customers to choose their visit times by publicising live occupancy data.
- Better match your running costs to your usage.

BENEFIT 1

Admit more visitors without impacting on their experience or safety.

Use real occupancy data to identify times when actual occupancy is lower than expected.

Consider an exhibit that always appears to sell out on Saturdays.

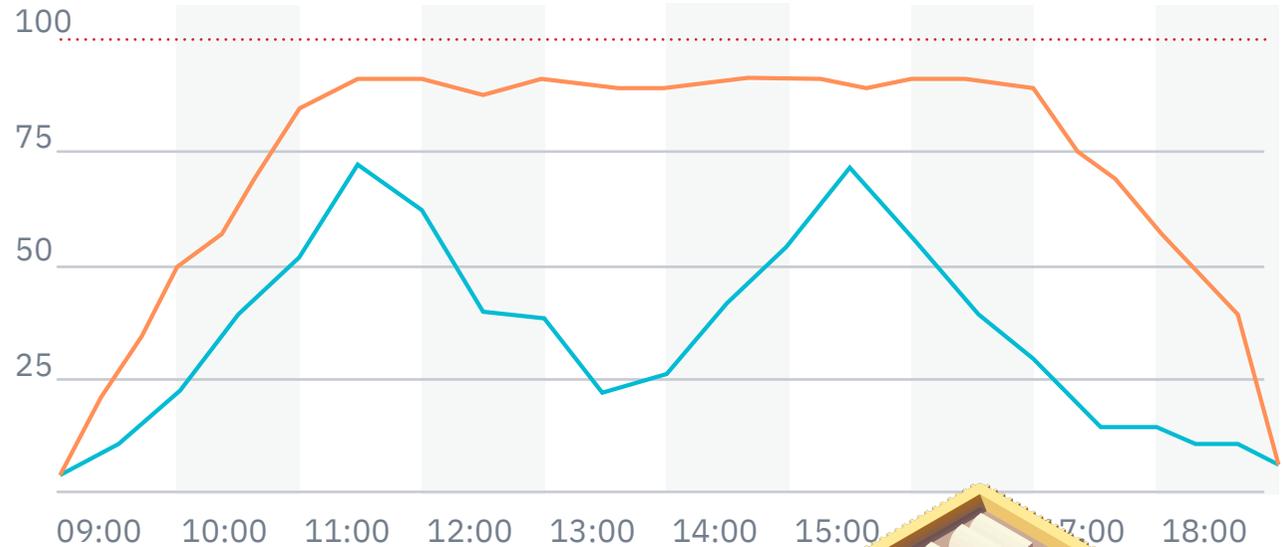
ASSUMPTION:

- Capacity = 100
- Assumed dwell-time = 2hr (deliberately cautious)
- Tickets sold in hourly slots
- 50 tickets/hr

REALITY:

- Average dwell-time = 1.5hr
- Shortest dwell-times just before lunch and at the end of the day

Main gallery | Saturday occupancy



- Expected occupancy
- Actual occupancy

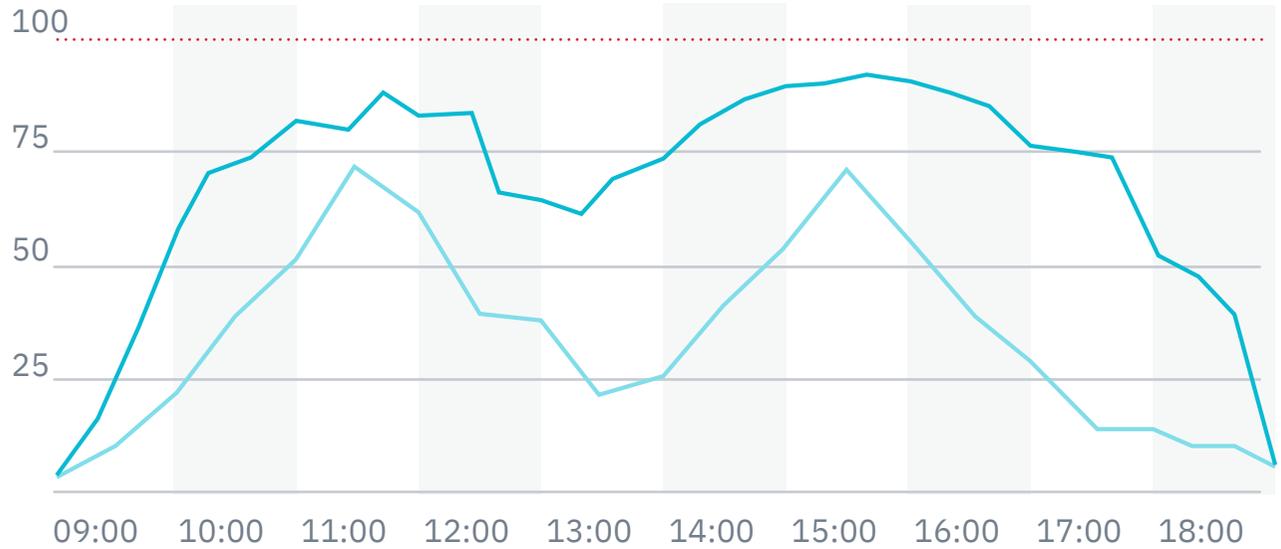




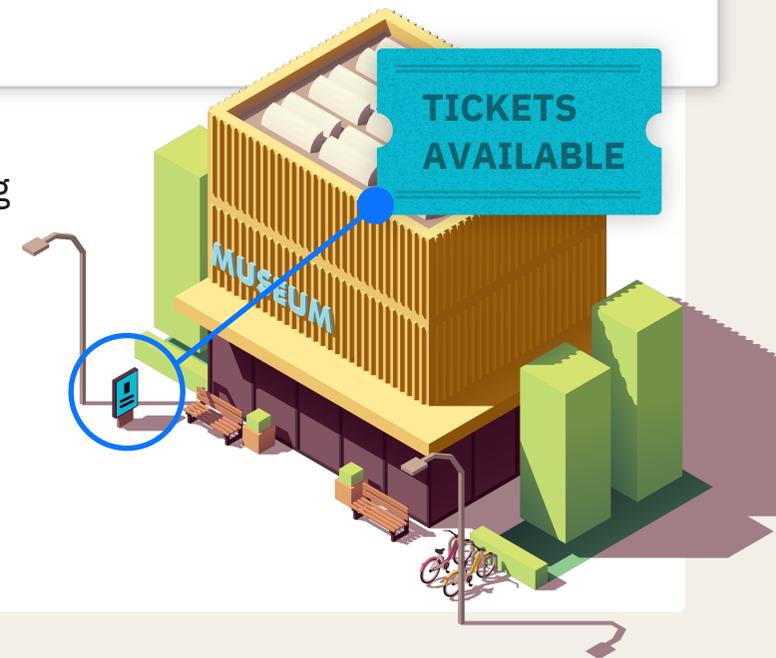
How to apply these findings to increase ticket allocations/sales.

- Increase tickets sold per slot by 20%
- Add in extra half hourly slots in the morning and after lunch
- Review each week to track trends and spot additional opportunities

Main gallery | Saturday occupancy



- Occupancy with new ticketing
- Previous occupancy

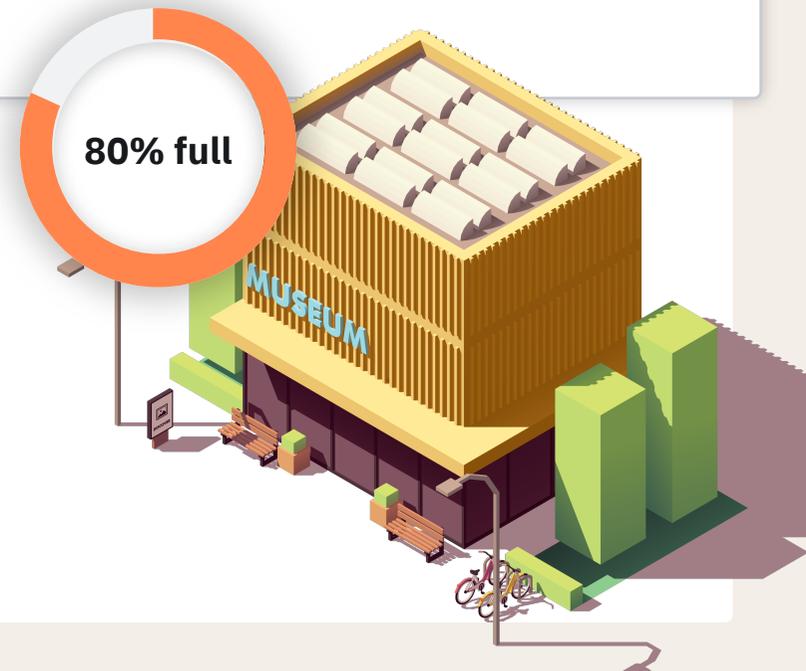
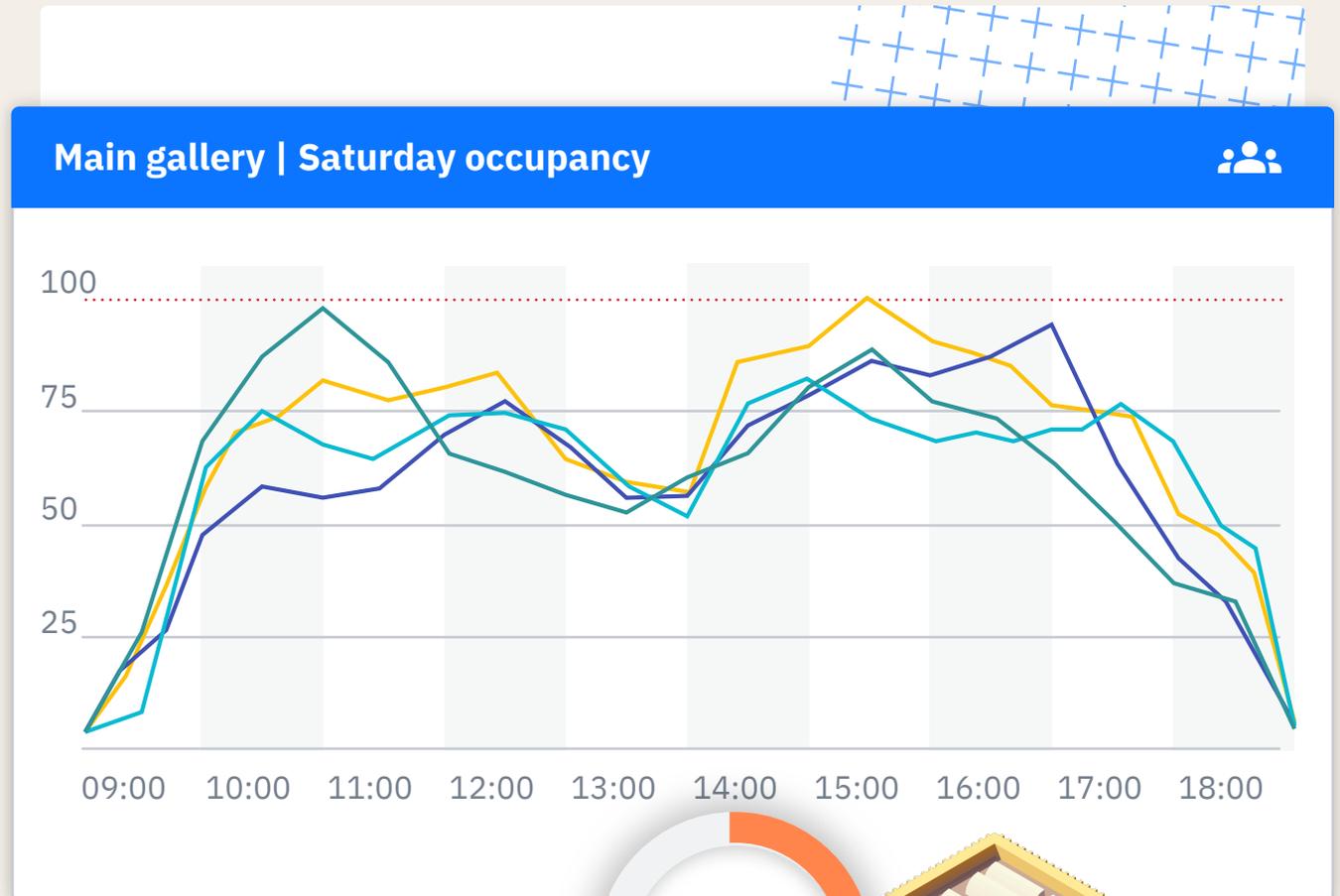




But not all Saturdays are the same ...

So you will always need *a buffer*.

With visibility over trends and volatility of demand, you can now make an informed choice to set and iterate the right buffer for your space.



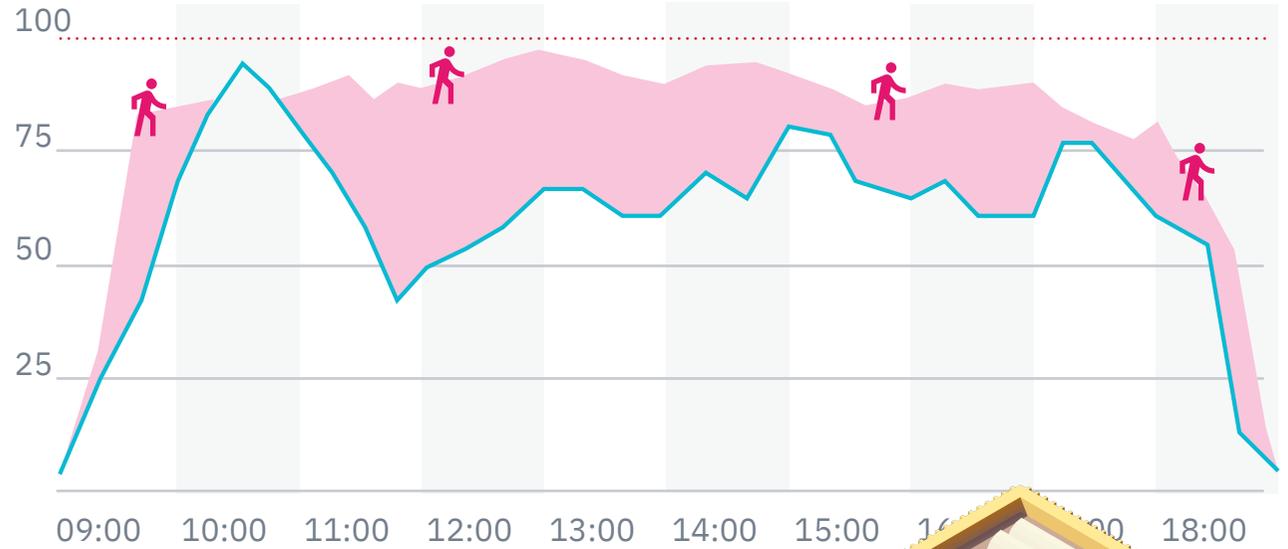
- Saturday | Week 1
- Saturday | Week 2
- Saturday | Week 3
- Saturday | Week 4

Use live occupancy to fill in the gaps with walk-ins.

The ideal approach is to get as close to capacity as possible, without crossing it. In order to do this, you'll need to manage capacity in real time.



Main gallery | Saturday occupancy



● Available occupancy filled with walk-in visitors





Once we saw the [data], we realised we were able to admit 50% more visitors in the first time slot to get capacity up quickly. We also added 20% more tickets to the other time slots.

Gareth McTiffin | Head of Commercial Development
TECHNIQUEST

BENEFIT 2

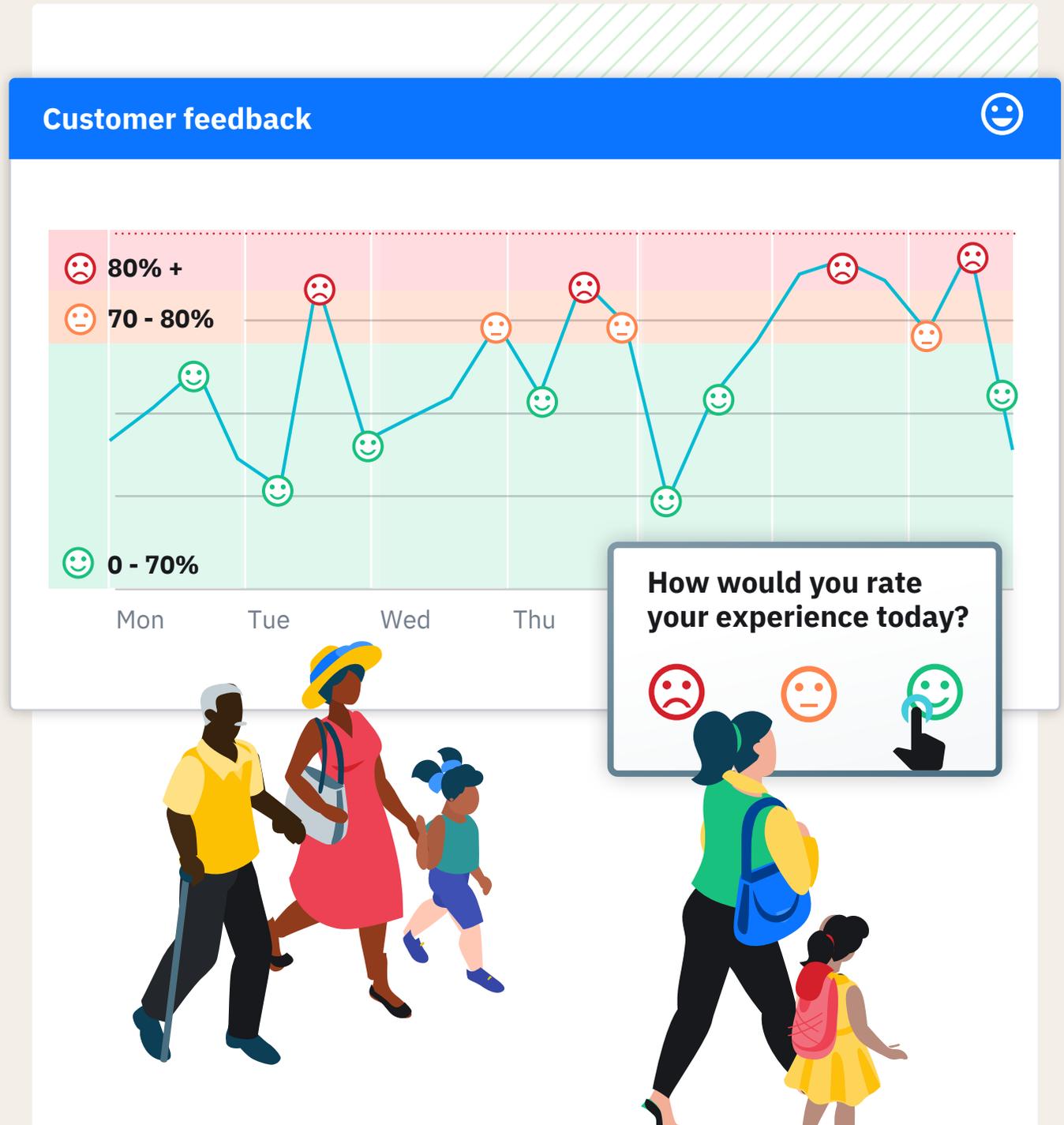
Set capacity limits so visitor experience is never negatively impacted.

Overlay visitor feedback with historical occupancy data to identify thresholds where experiences begin to decline.

Visitor experience can be harmed by overcrowding, often leading to complaints of the space 'feeling' too busy.

To deal with the issue effectively, you need to know how busy it actually was at the time of the complaint.

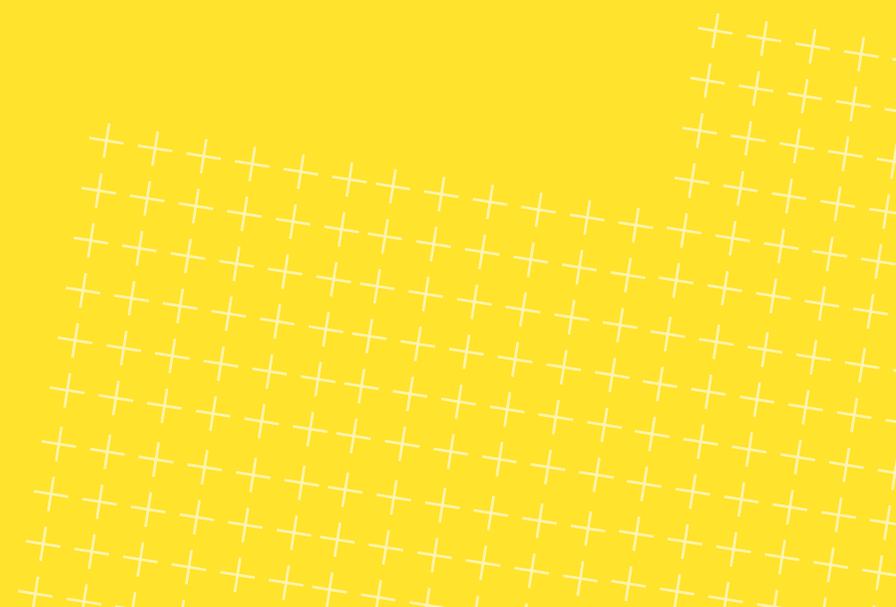
Achieve this by correlating negative responses with occupancy spikes, identifying the occupancy level when the experience was impacted.





The accuracy of the solution allows us to confidently admit more visitors as space becomes available – something we’ve never been able to do in such detail before.

David Hingley | Head of visitor experience
TATE MODERN

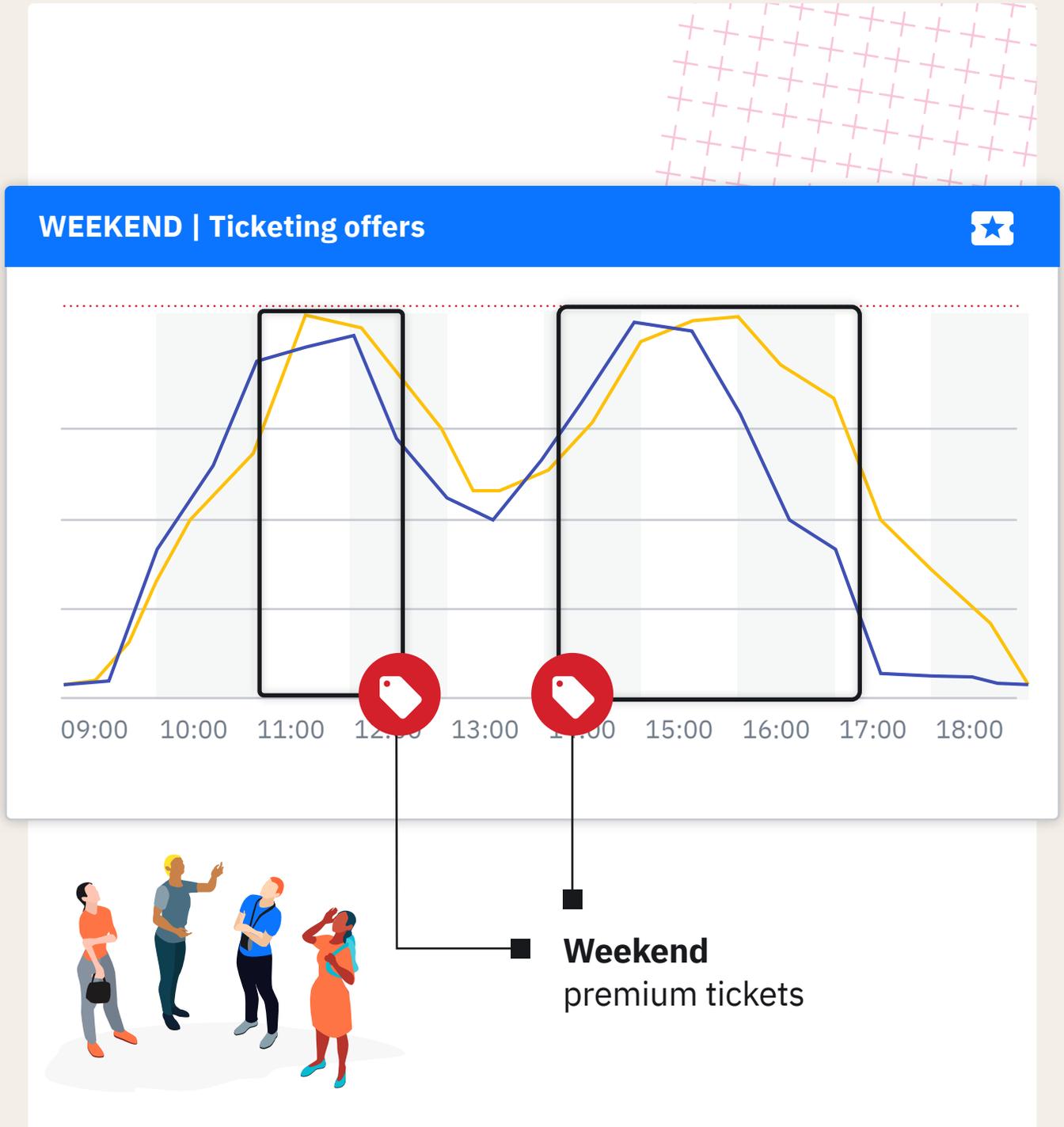


BENEFIT 3

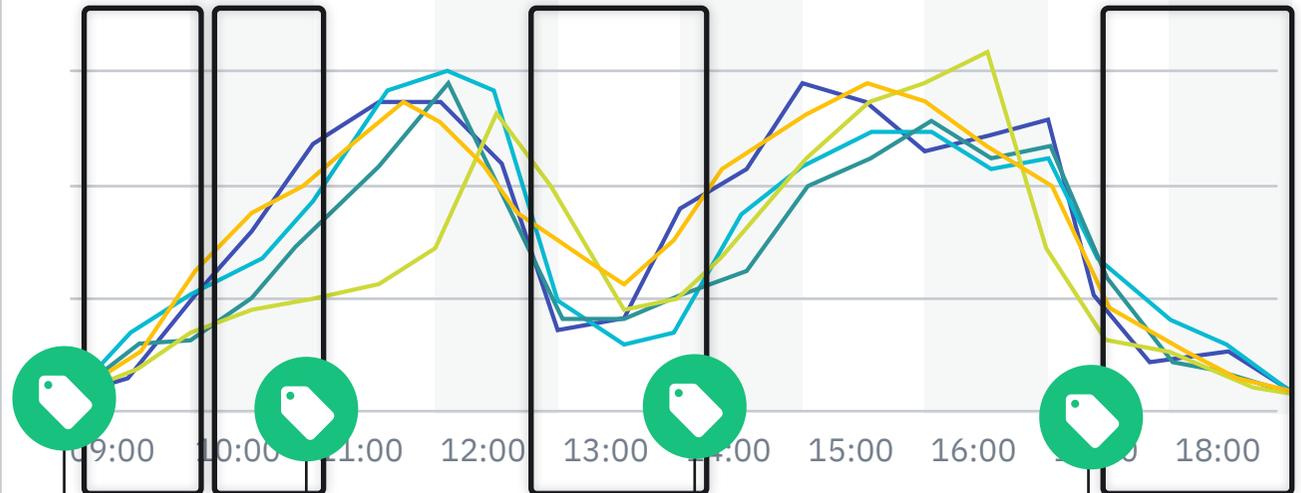
Match pricing to demand and focus marketing efforts on spare capacity.



- Increase prices when demand outstrips supply
- Lower prices during quiet times such as weekends



WEEKDAY | Ticketing offers



Earlybird offer

Lunch special

Group discounts

Half price tickets



Incentivise visits when demand is low.

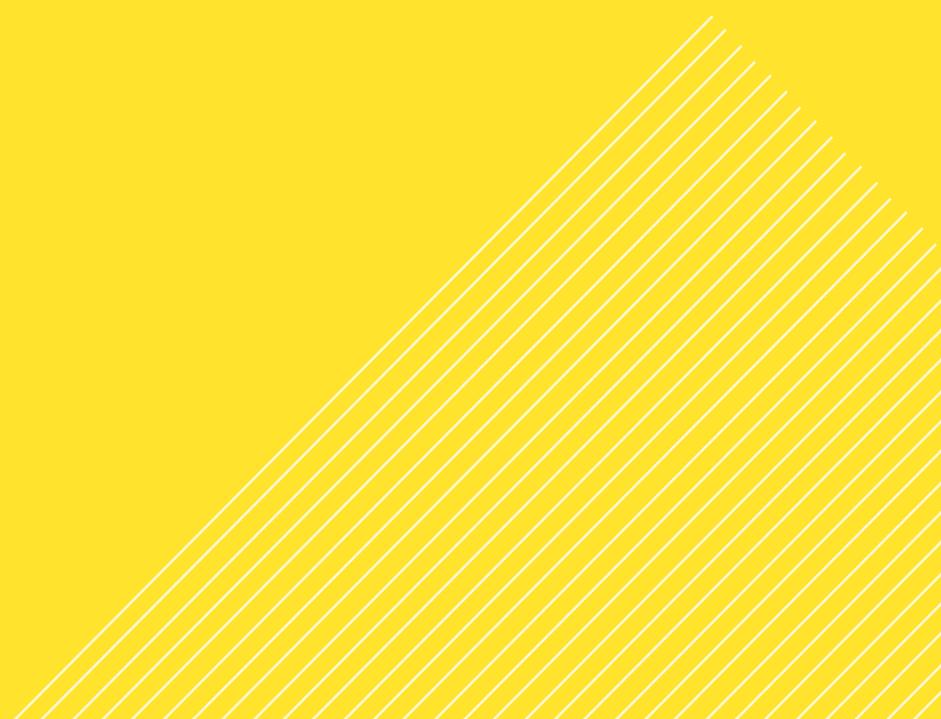
Introduce lower prices and special offers to increase visitor numbers during off-peak times.

Support this approach with targeted marketing to your customer base.



We are able to allow more guests in as we now rely on the sensors and know exactly where we are at in our occupancy.

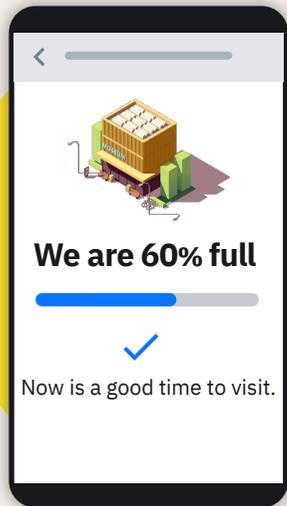
Kim Barrus | Director of guest experience
AQUARIUM OF NIAGARA



BENEFIT 4

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

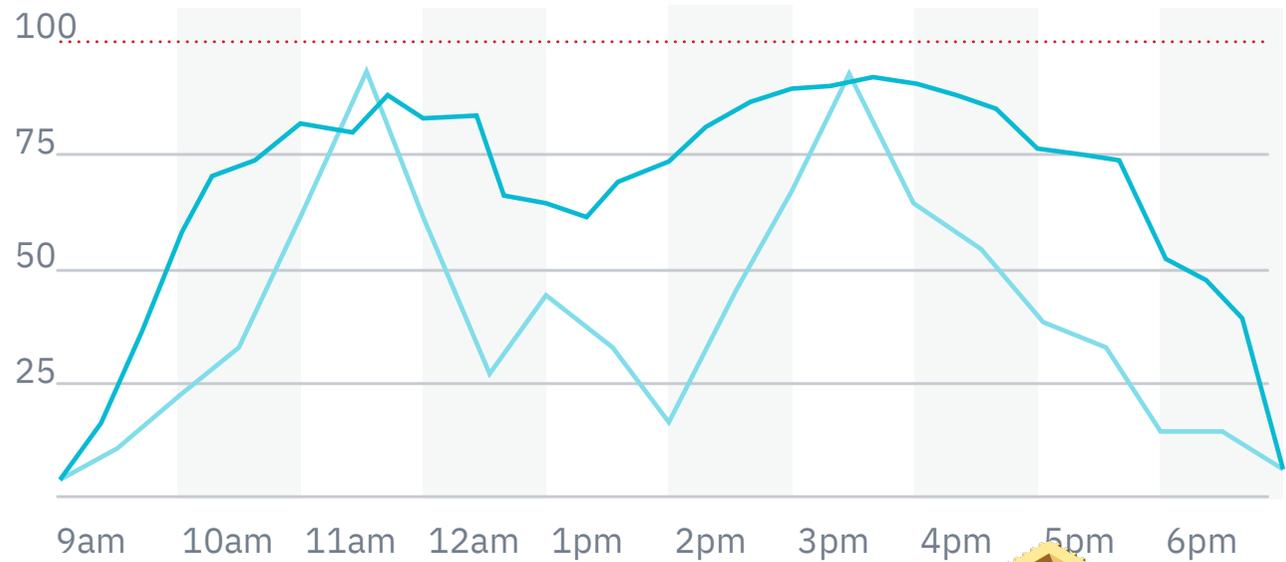
Make your live occupancy data accessible to visitors.



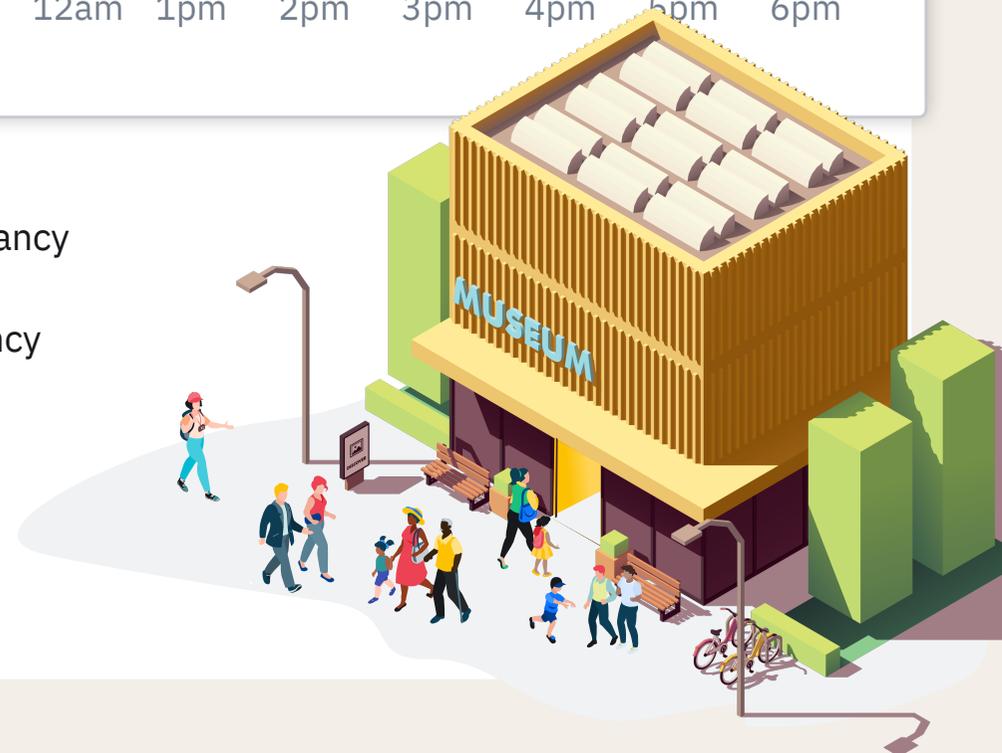
It means they can choose to come when it's quieter if they wish.

This improves the experience for everyone, freeing up capacity at peak times too.

Main gallery | Occupancy



- Optimised occupancy
- Previous occupancy





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 Powys | Managing director

THE FONT



BENEFIT 5

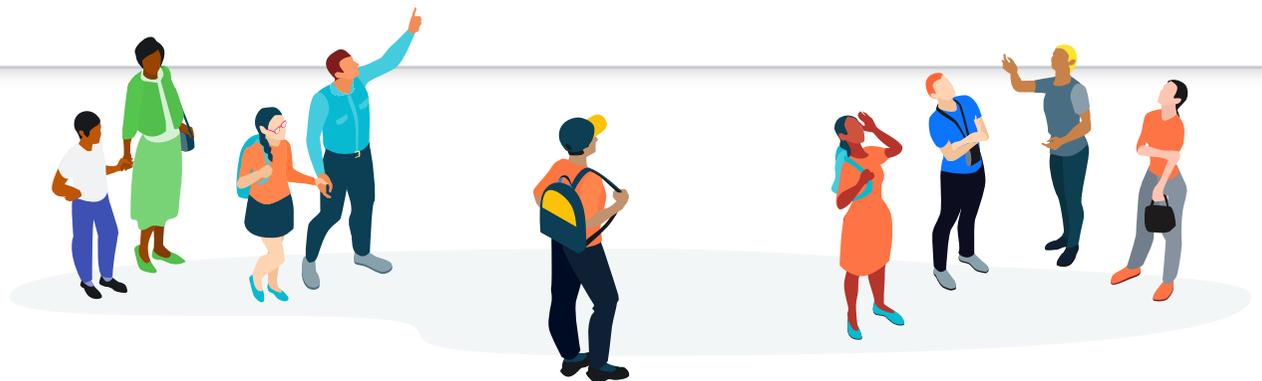
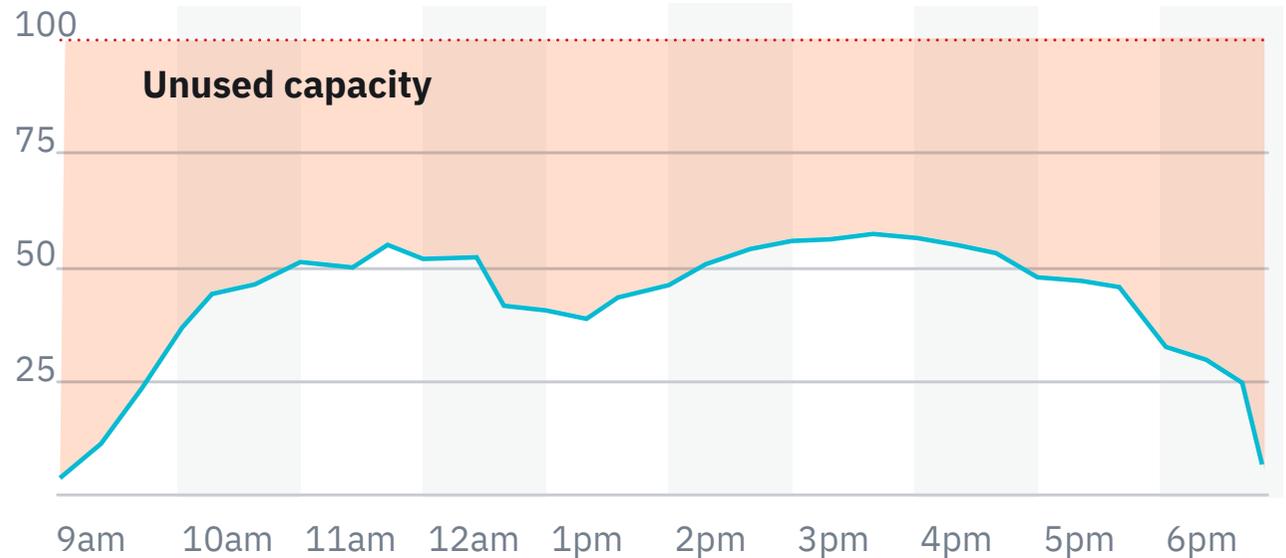
Manage your running costs more effectively to safeguard your budget.

Don't overpay for capacity you never use.



Your capacity limits can be driven by staff availability or physical space. You can alter either sensibly if you're measuring the excess/under capacity.

Main gallery | Occupancy

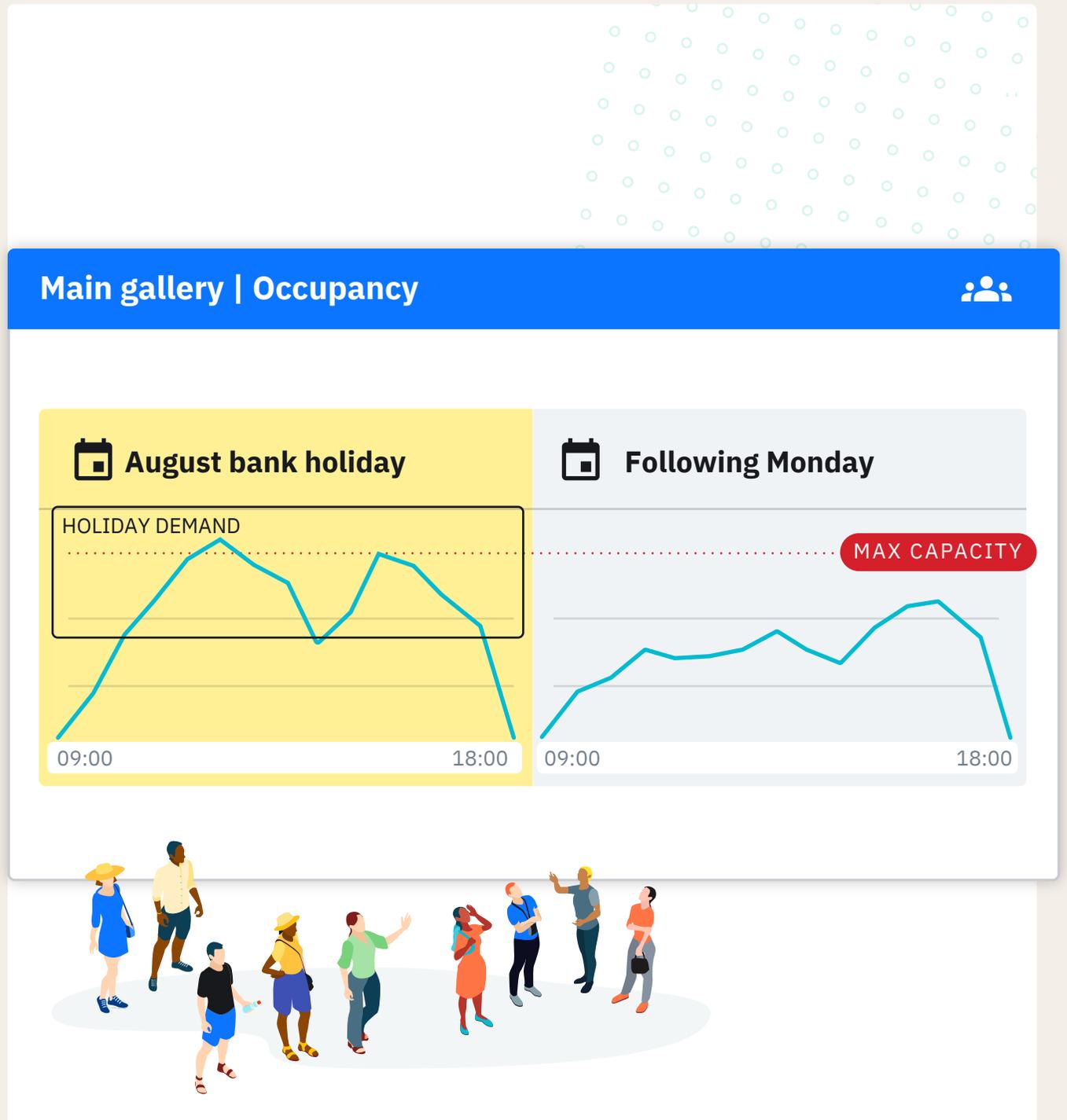


Take advantage of predictable seasonal trends.

#1 /

Use historic occupancy data to build a picture of how occupancy changes throughout:

- The week (eg: weekdays vs weekend).
- The year (eg: school holidays, bank holidays etc).

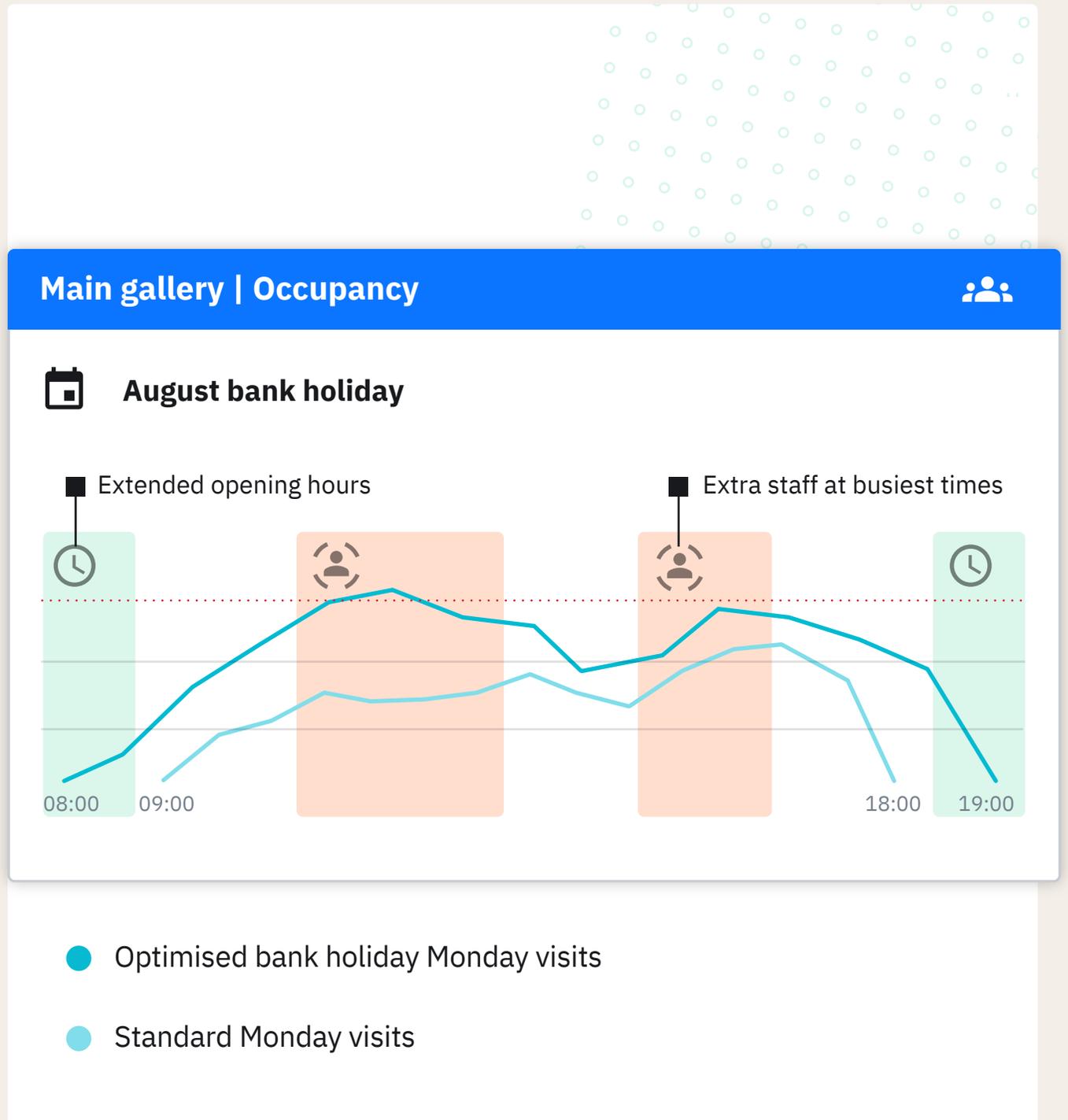


Take advantage of predictable seasonal trends.

#2 /

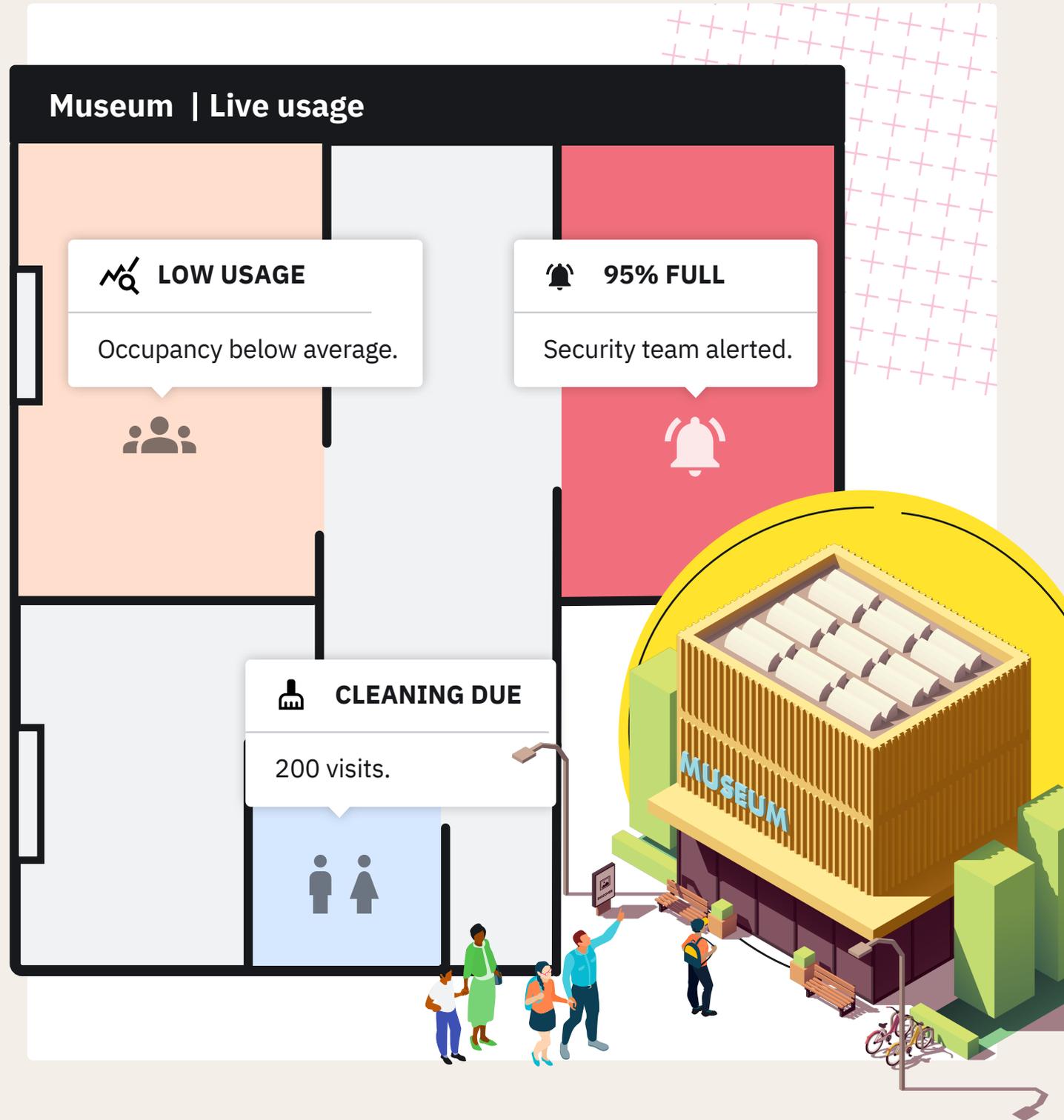
Scale-up and down your offering accordingly:

- Open or close exhibits/spaces
- Adjust opening times
- Optimise staffing rotas



Send staff to where they are needed within the site.

- Monitor business and usage within sub-areas of the site.
- Alert security staff when occupancy levels approach capacity limits.
- Alert cleaning staff after a certain amount of usage.





[Our] 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



KEY TAKEAWAYS

Maximising the capacity of your leisure asset.

- Understand the difference between visitation numbers and occupancy.
- Identify times when actual occupancy is lower than expected so you can increase additional ticket allocations.
- Use visitor feedback combined with occupancy data if you receive complaints about overcrowding to safeguard future experiences.
- Raise prices at peak times and lower them at quiet periods to smooth demand and maximise space usage.
- Make your live occupancy data accessible to visitors so they can choose whether they want to visit during busy or slow times.
- Take advantage of seasonal trends to uncover your space's usage and adjust space openings, staff rotas and opening times accordingly.
- Leverage occupancy data to help manage your personnel more effectively including security and cleaning staff.

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.

Contact us

 www.hoxton.ai

 sales@hoxton.ai

 +44 20 3488 0568

