

Research

Research goal

- To find out pain points and areas for improvement with regards to the swimming complex

Research questions – Interview for users

1. Do you make use of the swimming complex?
2. How frequent are your visits to the swimming complex?
3. Are there any issues you face in the swimming complex? If yes, please elaborate.
4. How has the issue negatively impacted your experience in the swimming complex?
5. How frequent do you encounter the issue?
6. Have you tried tackling the issue? If yes, how?
7. What do you think can be done to mitigate the issue?

Research findings – Interview for users

- Schedule for pool use is not available on the website of the swimming complex or anywhere else the user checked, leading to confusion and dissatisfied pool use experience

Date and Time Research is conducted: 08/12/25, 1pm

Research questions – Observation for users

Observation points :

- Changes in facial expressions, body language and behaviours (e.g. walking pace, speed of actions) of the users
- Tone of voice when describing the issues
- Interaction with the facilities and staff in the swimming complex
- Interaction between users, especially during peak hours in the pool (consider how users respond to hiccups or inconvenience)

Research findings – Observation for users

- Users walked briskly, appeared to be in a hurry
- User checked the time on her phone when she was at the entrance, appeared slightly shocked when stopped for an interview
- When requested to discuss the issues she faces in the swimming pool, the user sounded relieved, she then took on a more frustrated tone of voice when elaborating on the issues she encountered
- User left for the pool in a hurry after the interview

Date and Time Research is conducted: 08/12/25, 1pm

Overall findings for users visiting the Delta Swimming Complex

- The lack of transparency to the pool use schedules confuses users, resulting in them being unable to plan their trips to accommodate to the pool events
- They wish to access pool use schedules to minimise their dissatisfactory pool visits
- Planning their trips meant that they have larger pool space

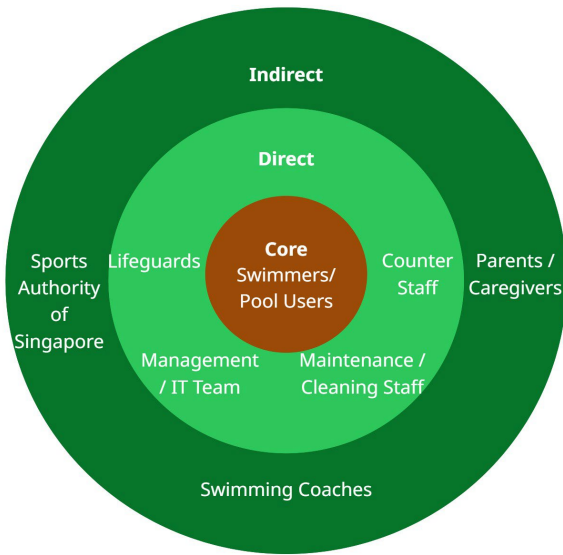
Common issues

- Pool events often lead to crowds which are poorly managed. This may result in disorganised lanes in the pool and difficulty in navigating the crowded swimming complex.
- The lack of availability of clear information about ongoing events on certain days resulted in users being unable to plan their trips to the swimming complex

Gaps / Issues of the Service

- Pool schedule for ongoing events is not available online, which confuses many users, they are also unable to plan their trips to accommodate to the pool events
- Poor crowd management during pool events
- The current digital booking system is difficult for senior citizens to use.

Stakeholder map



Journey map

Persona: Desmond
26 y/o Engineer who swims at Delta Swimming Complex in the weekends
Goal: Desmond wants to go for a smooth, stress-free swim within limited personal time.
Scenario: During the weekend, Desmond goes to Delta Swimming Complex for a swim as a regular exercise routine.

	PRE				DURING				POST			
Timeline	Before leaving the house		Travelling to swimming complex		Arrival and entry		Swimming		Exiting the swimming complex			
Touchpoints	Remember to get ready for a swim	Check opening and peak hours	Travel to swimming complex for a swim	Check time on phone to ensure enough swim time	Arrive at the entrance	Queue for ticket to buy ticket	Queue to enter the swimming pool	Change clothes and enter pool	Look for an available lane	Change back to regular clothes	Leave the pool area	
Channels	Swimming complex website	Single search result	Source Card	Mobile phone	Signage	Self-service kiosk	Queue	Changing room	Swimming pool / lane	Changing room	Queue	
Thoughts & Emotions	Remember to get ready for a swim	Check opening and peak hours	Travel to swimming complex for a swim	Check time on phone to ensure enough swim time	Arrive at the entrance	Queue for ticket to buy ticket	Queue to enter the swimming pool	Change clothes and enter pool	Look for an available lane	Change back to regular clothes	Leave the pool area	
Opportunities	Online purchase of swim lane pass	Bus route online	Get bus route for bus arrival time	Digital signage showing bus arrival	QR code to bus route	Digital signage for lane change	Digital signage for lane change	Digital signage for lane change	Digital signage for lane change	Digital signage for lane change	Digital signage for lane change	

Service blueprint

	Part A				Part B				Part C				
	Before leaving the house		Travelling to swimming complex		Arrival and entry		Swimming		Exiting the swimming complex				
Physical Evidence	Backpack with towel, swimming trunks and goggles	Mobile phone	ExLink Card	Mobile phone	Mobile phone	Self-service kiosk	Entry ticket	Changing room	Swimming trunks and goggles	Swimming pool / lane	Changing room	Towel	Regular clothes
Customer Journey	Wanted to go for a swim	Check opening and peak hours	Travel to swimming complex by bus	Check time on phone to ensure enough swim time	Arrive at the entrance	Search for kiosk to buy ticket	Queue to enter the swimming pool	Change clothes and enter pool	Look for an available lane		Leave the pool area		
Front Stage	Users use Google to search for opening and peak hours	Users use MyTransport SG for bus arrival	Users use ExLink Card for transport fees	Users use self-service kiosk to buy entry tickets	Users queue to enter the swimming pool through the queue	Users change into their swimming clothes in the changing room		Users change back into their regular clothes in the changing room	Users queue to exit the swimming pool through the queue				
Back Stage	Maintenance staff providing scheduled cleaning and servicing	IT staff updating website content		Counter staff processing crowd flow	Ticketing system processing payment	Entry dots logged through queue	Lifeguard monitoring crowd level and safety		Cleaning staff ensuring cleanliness of the changing rooms and swimming complex				
Support Process	Training Plan	Analytics for peak hours	Bus operating system	Ticketing and payment systems	IT infrastructure	Lifeguard duty roster	Facility maintenance plan		Facility operation support				

One key insight from the mappings

The crowd updates chart on Google is sometimes inaccurate, which confuses and frustrates the users

- An app should be developed to show real time updates of any pool event schedules and crowd status.
- As a result, users can better plan their visits to the swimming complex in advance.

Prototype

