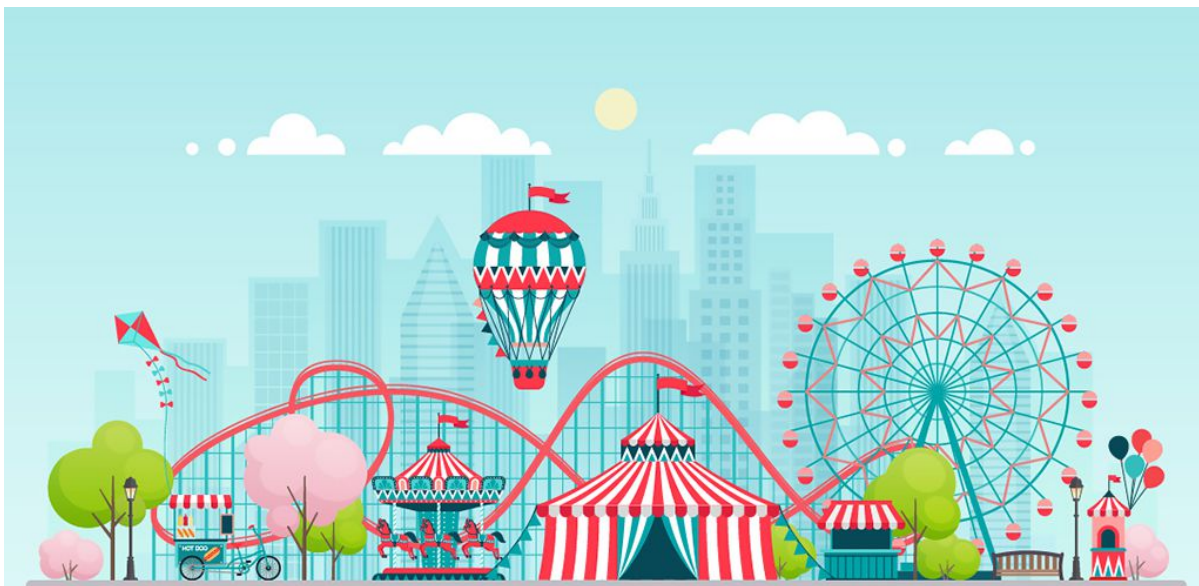




INTRODUCTION TO AMUSEMENT AND THEME PARK OPERATIONS

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Executive Summary

Atlantic Theme Park

Overview

Throughout this report, we have summarised the solutions we proposed to redesign and enhance Atlantic Theme Park with the goal of welcoming guests from around the world to the best of our ability.

Proposal Brief

In this report, the key points and problems are segmented into 3 different sections.

- **SWOT Analysis (Background of Theme Park)**

In this portion, we have successfully analysed the Strengths, Weaknesses, Opportunities and Threats facing the theme park. The appeal factor and target market are also included as means to come up with suggestions appropriately to cater to different groups and recognize the theme park situation.

- **Research**

In this portion, we have come up with several solutions catering to different departments of the theme park such as Guest Services and Tours & Events. The suppliers are also included to ease the workload to find and contact them easily.

- **Promotional Materials**

In this portion, we have come up with 3 Promotional Materials and materials needed to construct the promotional material. Samples of the promotional materials are also included in the proposal to give an idea of how it appears upon promoting.

The Next Step

We are approaching a market strategy by first identifying the problem, defining our target audiences, doing research on our competition and demands, and picking marketing channels. All construction works should also be completed before the re-opening date.

Acknowledgement

The success and final outcome of this assignment required a lot of guidance and assistance from many members and we were fortunate to have reached the completion of our assignment project. We are eternally grateful because we managed to complete this assignment within the time stipulated by Ms. Dewi Amir. I, Abdul, undeniably conclude that despite my contribution, this assignment could not be completed without the help of my trustworthy team members, Max, Fahira, Minako, Nellie. I acknowledge our efforts to make this project the best we could and I respect all of them. Thank you for completing this project alongside me.

SWOT ANALYSIS (BACKGROUND OF THEME PARK)

Atlantic Theme Park was designed on 28 May 2011. It is located at 8 Sentosa Gateway, Singapore 098269. Themed after the cyberwave concept; a play of words with the cyber futuristic concept and waves for the underwater concept. It is Singapore's first indoor theme park. Currently, there is only one location worldwide; Singapore. Its uniqueness derives from the various themes in this underwater thrill.



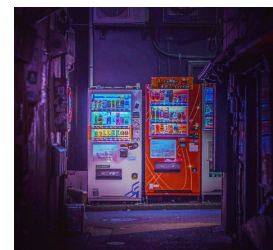
Atlantic Theme Park is also up-to-trends and offers themed products and merchandise based on the seasons and also the theme park theme.



The theme park consists of 18 different rides that cater to different age groups. However, not all rides are safe for all age groups due to the different height restrictions and health risks. Rides are also easily accessible with ramps for wheelchair users. There are also a myriad of F&B establishments that are themed, catering to kids and families.

Atlantic Theme Park also provides exclusive tours which include Back-Of-House tours, customised tours for international tourists and so on.

The theme park has 5 toilets and vending machines per zone each selling a variety of items from snack to raincoats, while meals can be bought from the various F&B establishments and merchandise can be bought from the many stores and vendors throughout the park.



Strengths • Ever-increasing Popularity amongst Locals and Tourists • Convenience and Ticket Prices • Wide Selection of Merchandise • Rides Catering to A Variety of Ages • Constant Innovation	Weaknesses • Excessive Human Traffic and Longer Waiting Time • Poor Restaurant Cleanliness and High Food Wastage • Low Staff Education on Food Matters • Customer Dissatisfaction • Staff Disatisfaction • Loss of Revenue due to Group Size Limitation • Low Collaboration with External Organisations • Poor Inventory Management
Opportunities • Innovative rides • More Touchless and Automatic Technology • Partnerships and Collaborations with External Parties • Establishing an Eco-Friendly Image • Release New Successful Stories and Characters	Threats • Pandemics • Terrorism • Expensive To maintain • Health Risks and Injuries

Explanation on Products, Services and Facilities

1. Strengths

- **Ever-increasing Popularity amongst Locals and Tourists.**

From up to 50,000 people on weekends, the park attractions cater to the needs of all ages from 5 onwards. Stories are told within the journey of the theme park rides. To enjoy each ride, there are beverage stalls and picnic benches for visitors to rest. From themed movie rides to horror attractions that enthrals customers, Atlantic Theme Park is home to enjoyment and thriller to all.

- **Convenience and Ticket Prices**

With great bundle and package deals, it's affordable compared to rival theme

parks such as Desert and Autumn Theme Park. Atlantic Theme Park includes student prices up to \$60, Family Bundles on Family Day and Birthday surprises. In Atlantic Theme Park, they open F&B Establishments that are halal as well as fitting to the overall theme of the park.

- **Wide Selection of Merchandise**

Offering merchandise that varies from t-shirts to bags, there are multiple stores located around the park. With collaboration with popular shows and retail shops, it performs a significant role in helping the park to profit. In addition, there will be less competition as the stores belong under the same company.

- **Rides That Cater to A Variety of Ages**

Since the theme park welcomes many people of various ages, rides were designed to accommodate the preferences of many age groups. This park includes rides that feature cartoon and movie characters that can be enjoyed by everyone. The park also includes rides like roller coasters for older guests.

- **Constant Innovation**

The park is always evolving by ensuring that it is modernised. They often change their attractions for specific events and themes such as Halloween and Easter. They often produce merchandise related to the event and relevant decorations. This makes the park innovative as it undergoes frequent changes despite the pandemic.

2. Weaknesses

- **F&B Outlets**

- **Excessive Human Traffic and Longer Waiting Time**

Due to the popularity of these themed F&B outlets, they are often full daily. As a result, many guests need to wait a long time in order to buy their meals. This not only reduces the amount of time they spend exploring the park but also makes families have their meals later than they regularly do. This causes more guests to sneak in outside food resulting in more complaints.

- **Poor Restaurant Cleanliness and High Food Wastage**

Guests often do not clear their own trays after eating which results in issues regarding the cleanliness of the F&B outlets as it attracts pests which irritates the guests dining in. Many of the staff also have reported a large amount of food wastage across all the F&B outlets in the theme park.

- **Low Staff Education on Food Matters**

The staff may misunderstand the concepts of food hygiene and proportions, allowing them to plate excessively big portions which the customers cannot finish, resulting in food wastage. Since the outlets are constantly understaffed, they cannot clean the tables amidst preparing food before the next seating which may lead to poor housekeeping and cleanliness.

- **Guest Services**

- **Customer Dissatisfaction**

The park is unfamiliar with technology and as such, there is currently no solution for guests to book tickets online in advance, forcing them to wait in a queue before being able to purchase tickets. Customer service desks are also left empty as staff tend to internal problems, this

causes dissatisfaction as customer enquiries will not be answered on time, leading to long queues and indecent reputation.

- **Staff Dissatisfaction**

Due to the labour-intensive work that the staff has to bear, the part-timers may choose to take more off-days. For full-timers, they will start to lose interest in working as other jobs are providing better payrolls with attractive employee benefits, leading to overall staff dissatisfaction and understaffing as these employees resign.

- **Tours & Events**

- **Loss of Revenue due to Group Size Limitation**

Some guests may be repulsed to the idea of having to separate from their group due to COVID-19 restrictions. It can affect their view of the theme park as they did not get to enjoy it with their groups. This would decrease the human traffic in the park as the government allows only 5 pax in a group to adhere to safety management measures.

- **Low Collaboration with External Organisations**

The park is frequently organising events without any collaborations which are contributing to a decline in the visitings for this park. This will impact the destination reputation due to a limited amount of external influence.

- **Retail Operations**

- **Poor Inventory Management**

- There is no system in place that allows staff to find items in a timely fashion which stretches the queues at retail outlets which guests have complained to be a “complete lack of organisation in the retail outlets”. As a result of poor inventory management, popular products were almost always out of stock and the products that were in stock were no longer up to date. Additionally, The staff are not properly educated on the proper procedures of sorting through the park’s inventory. They

also lack the systems needed to simplify their work. These caused a number of guests to provide negative feedback regularly.

3. Opportunities

- **Innovative Rides**

- Despite being able to revolve the same rides and themes for holiday events such as Halloween and keeping a consistent design, the park has an opportunity to enhance and elevate their designs by introducing more gear and services that can bring guests a memorable and unforgettable experience. For example, implementing more jumpscares and Halloween treasure hunts.

- **More Touchless and Automatic Technology**

- Due to the park's efforts in ensuring that lesser manpower is used, more IoT products can be used especially during the pandemic. An example may include facial scanning for lockers and luggages. Contactless Ticketing methods can also prove useful. Examples include purchasing tickets through websites using cashless payment and Ultra-Wide Bands (UWB). UWBs enables the guest to navigate and get insights on trends ongoing in the park without human interaction.

- **Partnerships and Collaboration with External Parties**

- Over the next 5 years, the park is overseeing an opportunity to schedule collaborations with different companies as promotional material such as Pringles and Lays by holding lucky draws. Codes found in these chip bags can be entered onto the park's website to win a free pass or product in the theme park.
- The theme park can help stimulate domestic and international tourism by collaborating with fast-food chains such as McDonalds. One of the previous collaborations with McDonalds included buying any meal from McDonalds and receiving a ticket which indicated a secret code at the back, which offers perks such as entering an attraction for free or at a discounted price for a larger reward as they progress further into the 'game'.

- **Establishing an Eco-Friendly Image**

- The park may want to decrease the amount of plastic usage. Restricting the usage of straws in all F&B outlets in the theme park and paying an additional fee when wanting to use a plastic bag.
- Over the next few years, the park may also want to eliminate plastic usage in food products such as the sticks used for cotton candy or replacing plastic bags on with biodegradable ones.

- **Release New Successful Stories and Characters**

- Instead of the same old attractions like the Indiana Waterfall Rides that have been consistent, the park can improve on the infrastructural design of the attractions by including more themes and stories related to recent or past movies such as Harry Potter and Titanic.
- Events that relate to The Purge where everyone in a specific area will try their best to hide from The Purgers during Halloween. This will help introduce a new form of horror instead of the usual horror house. This game of anticipation will bring an unforgettable yet thrilling experience to the guests.
- Another example is by building a fragment of the titanic ship near its aquarium. This may provide guests with the in-movie experience of truly being in the Titanic as seen in the documentaries and instil a deeper understanding of it.

4. Threats

- **Pandemics**

- In 2020, profits earned by the park had dropped by 60% because of its closure during the pandemic. As such, about 20% of the employees have been laid off ever since. This caused severe manpower depletion and poor park maintenance which severely impacted the park's reputation and infrastructure when it was allowed to reopen as they were not used in a long time.
- The COVID-19 pandemic has also reduced the speed of transportation of products as many of them were stuck in the customs due to the high demand of online orders. This may cause the park to have certain inventory problems as some merchandise would usually arrive late.

- **Terrorism**

- Ever since the 9/11 attacks, the people have grown more cautious than ever. The safety of the tourists and guests visiting the attractions may be compromised if regular bag checks, patrolling and security guards are not deployed.
- Terrorism can bring about the destruction of facilities and attraction properties. When destroyed, the destination's reputation and park revenue will start to deteriorate. It will cost a lot for the park to undergo maintenance and repair.

- **Expensive to Maintain**

- The rides in the park need to be constantly maintained and tested to ensure that they function normally, making it expensive. If a ride were to be damaged, the ride would have to be closed off and the management team would then fix or replace the parts that were damaged. This can cause them to leave a negative review especially if the ride that was damaged was a popular one.

- **Health Risks and Injuries**

- There are cases where guests did not abide by the ride's safety rules and regulations such as by not wearing a seatbelt properly, causing them to slip, fall or be whipped out from these rides and ultimately receiving such injuries.
- Guests might also experience heart attacks, panic attacks and emotional injuries due to tight spaces, large crowds, loud noises, flashing lights and other dramatic effects of the rides. This may cause a traumatic experience to certain guests.

Appeal Factor and Target Market

WHAT MAKES TOURISTS WANT TO VISIT ATLANTIC THEME PARK AND TARGET MARKETS

ATTRACTIVE RIDES AND OVERALL THEME

Friendly rides cater to people of all ages as they are action packed. Each part of the park is themed differently such as bathrooms and mascots. Limited events and merchandise are also available seasonally.

CONVENIENCE

Being indoor provides air conditioning and weather will not pose a threat. Maps and readable signboards allow easy navigation around the park. Bathrooms also are provided all around.

ATTRACTIVE TICKET RATES

Affordable tickets ranging from \$50-\$80 for one day admission to all rides. Children tickets are also discounted. Student prices reach up to \$60. Family packages and group bundles are also included. Residents would also be able to experience the attraction at a cheaper rate.

TARGET MARKET

Understanding our target market allows us to customise our products and services to cater to the needs and wants of future or current customers.

GROUPS

Kids, Teenagers, Family and Friends who visit the park during the holidays or for family travel. Teenagers who would like to experience the park characters as seen in movies. Hangout sessions are also available

OTHERS

Locals to encourage domestic tourism. Tourists and journalists allow to give direct viewpoint by providing more positive reviews to increase amusement reputation. Movie enthusiasts may look forward to spending time in movie-related parks to experience movie-magic in real life.

RESEARCH

Improvements and Solutions

F&B Operations

Excessive Human Traffic and Longer Waiting Time

Self-ordering Kiosks can be introduced inside F&B Outlets to reduce waiting time for ordering food which can allow the queue to move quicker, thus reducing human traffic compared to operating manned counters. Installing a self-ordering kiosk allows restaurants to reallocate their staff to places where they can be beneficial in the outlets whilst also reducing labour. This makes it convenient for both as it also reduces the need for human interaction which can get the job done faster.

Mobile Orders can also be introduced to reduce waiting time. Mobile orders allow the staff to process the customer's orders and relay the order to the counter quicker, allowing the staff to get a headstart on preparing the customer's food. This ensures that once customers are seated, the guest will not have to keep waiting at the table. This results in streamlined processes. Food will also be served fast, reducing waiting time and human traffic.

Poor Restaurant Cleanliness and High Food Wastage

IoT technology can be implemented to give customers a unique experience in dining and promote cleanliness in these outlets. Virtual assistants are able to remind customers to return their trays to avoid pests. To further convince guests to pick up this habit, a treat can be offered by the robots after returning the tray. A television can also be stationed on the walls to educate customers on how clearing trays by themselves helps the staff to bring better service to the table.

To reduce food wastage, the restaurants can cut on portion sizes. It may take time for regulars to get used to smaller sizes but it is a great way to minimise food waste. Menu descriptions can be implemented as well. Customers should know what they are getting when they read the menu. By writing descriptions, customers will know exactly what they are ordering, reducing food wastage.

Low Staff Education on Food Matters

To allow staff to be able to plate food and maintain hygiene in the kitchen, the restaurants can make their staff attend a food hygiene course to help gain knowledge on cleanliness in food preparation. This allows the staff to practise proper hygiene when making food to ensure that restaurants are neatly-maintained to avoid pests. It can also give them other valuable information to reduce food wastage in restaurants.

Guest Services

Customer Dissatisfaction

Since customers are dissatisfied about long queues and unanswered questions, options that allow the pre-booking of tickets and viewing of attraction information should be available. This may help in reducing customer enquiries and queues at customer service desks. As for empty service desks, robots and virtual assistants can automate the jobs that give live information about the park, directions, current and upcoming events, answering visitors' queries online or on-call anytime, anywhere.

In order to perform crowd control, each ticket comes with a username and password which can be entered into an app which is used to scan the QR codes and allows up to 3 rides to be booked at a time. Visitors can also be notified when someone in the line cancels and will allow the next in line to go.

Through digital lines and QR codes, attraction information can be viewed and a line of customers purchasing tickets physically will be reduced. This way, they won't have to stand in line longer and can roam the park until it's their turn to take the ride.

Staff Dissatisfaction

The park can enforce employee recognition schemes by enhancing or adding on more staff benefits to entice part-timers and full-timers into having an interest to work. Four factors can be introduced: Health, Freebies, Transport and Incentives.

STAFF BENEFITS!

What you can enjoy:

HEALTH

- Annual Leave for Staff up to 20 days per year!
- Medical Coverage up to \$2500!
- Insurance Coverage!



FREEBIES

- Limited Edition Merchandise upon sign-up!
- Free Chic Keychains and Necklaces!
- Free Delectable Staff Meals!



TRANSPORT

- Transportation available after 11 pm!
- Free Parking up to 9 hours!
- Free Car Washes!



INCENTIVES

- Bonuses up to \$200 per referral!
- Incentive Travel Rewards
- Bonuses every year!



Sign up now and get a \$100 bonus!



@atlanticparks

Tours & Events

Loss of Revenue due to Group Size Limitation

Grouped events can be hosted to increase revenue and that guests can have fun in their own group such as a daily teamed event where large groups that first arrive at the theme park are divided to smaller groups and are given a to-do list in a scroll. Their task is to complete the tasks stated in the scroll such as by riding different rides and other spots before the other teams.

Rather than thinking of being separated, the group will focus on winning and reinforcing the bond within the smaller group. Furthermore, competitors are competing against people they know, which makes the event much more enjoyable. The rewards will range from attractive offers in the park to exclusive souvenirs as a daily-event gift.

This makes it much easier for the department to make sure a number of people are dispersed across the park to maintain social distance and have fun amidst the restrictions.

The participating teams would have to pay a small fee to participate in addition to the entrance ticket. This is to ensure that the demand for the event stays high to continuously generate revenue to reduce losses.

By introducing daily-grouped events, the park can get increased revenue despite the limitations imposed amidst the pandemic. Implementing this encourages more guests to have fun despite the usual rides and attractions they ride. This helps generate higher customer satisfaction and destination reputation which will make the park stand out from other parks, helping the park generate revenue at a faster rate.

Low Collaboration with External Organisations

To elevate external influence in the attraction, the park can collaborate with influencers and radio stations such as 987 FM. This helps in promoting special events. When more influencers talk about their experience in the park, fans and other influencers would be convinced to visit the park and experience it for

themselves. This would also guarantee a longer time of promotion as celebrities have regular readership.

Aside from that, Atlantic Theme Park should collaborate with different directors and story writers related to the different themes for insights on how to maximise the experience of an event. For example, during the Halloween season, the park can collaborate with horror filmmakers to gain tips such as scare tactics and decorations to make the event more frightful for the guests or celebrity features such as Benjamin Kheng.

It is also necessary for the theme park to partner with renowned travel agencies and booking sites to expand its campaign. The collaboration with trusted agencies will increase the likelihood of being seen by prospects.

This will allow the park to have better external influence as there will be increased public attention. This can be a revenue generator and would be a leading role in promoting customer satisfaction as guests are entitled to experience the features alongside meeting their local or global celebrities.

Retail Operations

Poor Inventory Management

We can use the terminal/desktop point of sales (POS) method. It is a hardware system for processing card payment for retail locations that also helps to keep track of the amount of stocks being sold and not.

Check all incoming stocks so that popular products that are always out of stock and no longer up to date can be kept on track. Managers can keep track of these stocks since they are responsible for stock-taking. Aside from that, IoT technology such as assistants can help manage the movement, storage, and sorting of warehouse inventory. Barcode systems can be introduced as they increase efficiency and productivity in industries when paired with barcode readers.

This allows proper recording and tracking of items if they were to ever run out. It can also reduce labour and pressure on stores and waiting time for customers to receive their product. A higher product quality can be guaranteed by implementing these methods which leads to higher customer satisfaction.

Suppliers

F&B Operations					
Name of Supplier	Factor	Reason for choosing supplier	Pricing	Qty.	Features
Toast	- Mobile Ordering - Self-order Kiosks	Positive reviews and reasonable plans as compared to others.	\$165/month	NA	- Order and Table Management - Reporting and Analytics - Menu Management - Digital Ordering - Includes 3-4 terminals
SAMSUNG (Amazon)	Televisions	High quality TVs and display quality as compared to other brands and has more positive reviews by users.	\$297.33	7	- Built in Alexa - 40 inches Display - Able to broadcast the responsibility of returning trays.

Delegated	Virtual Assistants	Many positive reviews by official movie and music streaming companies such as Hulu and Beats By Dre.	\$2,400/month	NA	- College-educated based assistants - Tasks can be issued through text. - Can be used to roam around restaurants to encourage customers to return their trays for a treat.
Xprienz	Food Hygiene Course	Many satisfied reviews by many F&B chains in Singapore.	\$75/pax	Dependent on number of staff in F&B Outlets	- Able to learn more about Level 1 of the Basic Food Hygiene in Singapore. - Able to work at various food chains in Singapore for 5 years until renewal.

Guest Services					
Name of Supplier	Factor	Reason for choosing supplier	Pricing	Qty.	Features
Orfeostory	Website coding and design	- Supported by Singapore government, used by many big companies. - Wide variety of services. Many positive reviews.	N.A	1	- Booking for reservations - Cancelling appointments
Shenzhen Jinshan Technology	Self-ticketing machines	- Used in many entertainment venues. - Many positive reviews	\$1,000 - \$2, 000	1-49 sets	- Self ticketing - Topping up the credits.
IBM Watson	AI Developer	- Many positive reviews. - Many users. - No. 1 in the AI market in 2020.	\$2,500	1	- Give directions. - Gives latest information on trends.

Tours and Events					
Name of Supplier	Factor	Reason for choosing supplier	Pricing	Qty.	Features
Gogoprint	Event Scroll	Able to print in bulk and offers immediate delivery	\$306.50	10,000 /week	- Colored
FUNKO	Exclusive Souvenirs	Many Loyal Customers	\$12	12 /day	- FUNKO figurines related to the themed zone.

Retail Operations					
Name of Supplier	Factor	Reason for choosing supplier	Pricing	Qty	Features
Barcode.co m.sg	Inventory managing	Reliable and trusted by many users.	\$108.00	3	- Helps to scan barcodes
Alibaba	Inventory managing	Customisable	\$20,641.50	2	- Help to keep track of stocks
Barcode.co m.sg	Inventory managing	Reliable and trusted by many users as compared to other companies.	\$300.00	4	- Help to print the barcodes

PROMOTIONAL MATERIALS

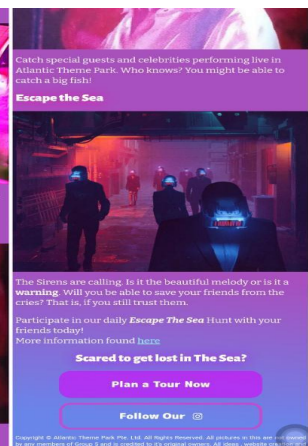
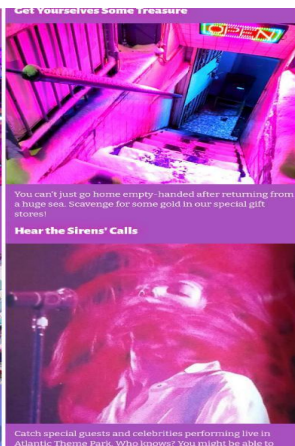
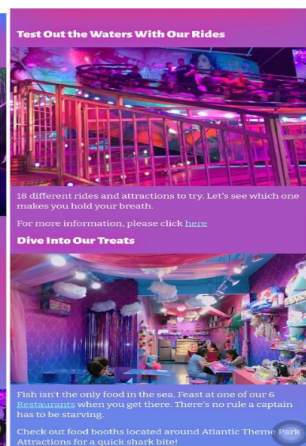
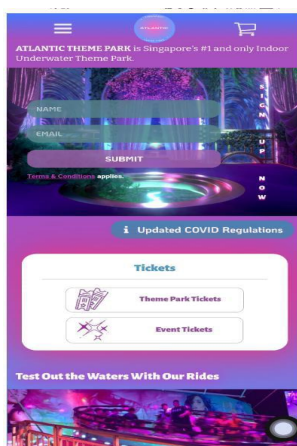
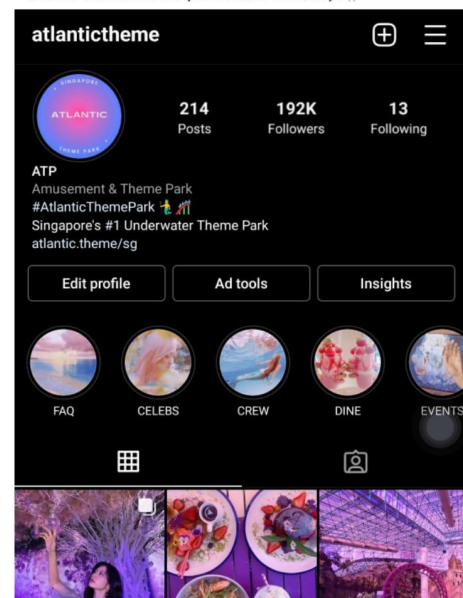
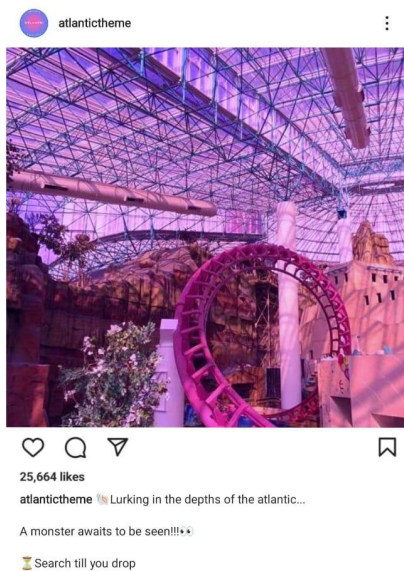
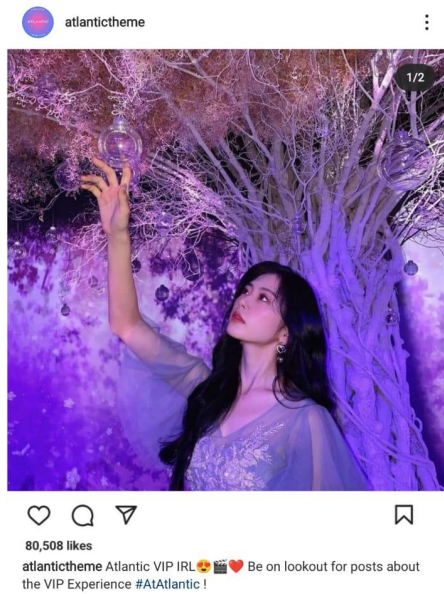
Ways of Promoting Atlantic Theme Park and Materials Needed

Material 1	
Promotional Material:	Social Media Marketing e.g Instagram, Twitter, etc.
Reason:	Appeals more to Gen Z as there is higher user traffic in these social media sites and is prevalent.
Materials Needed:	- Media Marketing Designer (Editor) - Social Media Manager - Instagram - Canva (Customised Poster Design Website) - Editing Software

Material 2	
Promotional Material:	Posters e.g Informational, Discounts, Features, etc.
Reason:	Attracts the general public as it is displayed everywhere and is a good way to attract all target markets due to it being a physical form of promotional material.
Materials Needed:	- Poster Designer - Marketing Manager - Canva (Customised Poster Design Website) - Gogoprint (Printer Services) - Adobe Software (Photoshopping capabilities)

Material 3	
Promotional Material:	Electronic Direct Mail (EDM) e.g Gmail, Outlook, etc.
Reason:	Environmentally-friendly and shareable to all platforms of various target markets can help promote to a larger audience.
Materials Needed:	- Gmail & Outlook (Emailing Software) - Campaign Designer - Adobe Software (Photoshopping capabilities) - EDM Designer (Email Editor) - Leadworx (Company Traffic Tracking)

Sample Promotional Materials



<https://atlantic.ju.mp>

Fig. 1.1: Social Media Marketing



Fig. 1.2: Posters

Atlantic Theme Park | #DEALS4U

JUNE HOLIDAYS SPECIALS

STUDENT SPECIALS & PERKS

The June Holidays have arrived!
Now is the time to finally
rejuvenate during the holidays
at Singapore's world renowned
Atlantic Theme Park! Enjoy a
range of fun-tastic Student
Offers with Student Tickets at
\$9 each (U.P \$17) with a
complimentary meal of your
kids' choice!

Check out more students offers
and perks here!

Check Out!



Follow our social media



Fig. 1.3: Electronic Direct Mail (EDM)

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