

Queue Management Optimization: A Case of Ngong Ping 360



Source: Unsplash (2023)

Background

Established in 2006, Ngong Ping 360 is a subsidiary of the MTR Corporation, whose principal business is to manage and operate Ngong Ping Cable Car and Ngong Ping Village (NP360, n.d.). As one of the leading attractions in Hong Kong, Ngong Ping 360 served 1.38 million visitors in 2023, achieving a 95% recovery from pre-pandemic visitor levels (SCMP, 2024).

To accommodate the growing number of visitors, Ngong Ping 360 introduced an electronic queueing system to streamline the ticketing process. Through the use of online chatbot, visitors can now collect an EQ-Pass via Ngong Ping 360 Facebook Messenger or official WeChat account to join a virtual queue for tickets purchase. As their turn approaches, visitors receive a push notification from the system, prompting them to return to the ticketing counter to purchase their cable car tickets (NP360, n.d.). As a result, the implementation of EQ-Pass not only helps visitors save queueing time but also reduce on-site crowding and waiting time, contributing to a more organized and pleasant experience.

Challenges

Though Ngong Ping 360's electronic queueing system helps enhance visitor experience by shortening the waiting time, there is still a large room for improvements. Compare to its core competitors, both Hong Kong Disneyland and Ocean Park Hong Kong offer one-stop online ticketing service where transactions and issuance of admission tickets can be completed online, ensuring a seamless experience from online booking to entering the attraction. In contrast, Ngong Ping 360 requires guests to take an extra step to make purchase at the ticketing counter before entering the actual queue to board the cable cars.

In addition, requiring guests who have already arrived at the attraction to obtain the EQ-Pass before letting them queue is likely to cause frustration as not all visitors, especially for foreign

travelers, may be aware of the electronic queueing system before arriving, not to mention those who may struggle with using digital services.

While the EQ-Pass may help regulate visitor flow, there are still other factors such as speed of the ticketing counter staffs and the boarding pace of guests can still cause bottlenecks during peak periods. These inefficiencies limit the system's effectiveness in reducing overall wait times and may affect visitor perceptions of the attraction's service quality.

Discussion Questions:

1. How does the current EQ-Pass system impact overall visitor satisfaction, and what metrics can be used to measure this?
2. What strategies can be implemented to improve the user experience for both local and foreign visitors who may be unfamiliar or uncomfortable with digital services?
3. Given that Ngong Ping 360 has much lower visitor number than its competitors, i.e. Hong Kong Disneyland and Ocean Park, do you think Ngong Ping 360 should invest in one-stop online ticketing system like its competitors?
4. What future trends in digital ticketing and queue management should Ngong Ping 360 consider staying competitive in the tourism industry?

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Keywords

- Attraction
- Queue Management
- Ticketing
- Admission
- Visitor Flow
- Guest Experience

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排队管理优化：昂坪 360 案例研究



Source: Unsplash (2023)

背景

昂坪 360 成立于 2006 年，是港铁公司的附属公司，其主要业务是管理和运营昂坪缆车及昂坪市集(NP360, n.d.)。作为香港的主要旅游景点之一，昂坪 360 在 2023 年接待了 138 万名访客，客流量已恢复至疫情前水平的 95%(SCMP, 2024)。

为应对日益增长的游客数量，昂坪 360 引入了电子排队系统以优化购票流程。通过使用在线聊天机器人，游客现在可以通过昂坪 360 的 Facebook Messenger 或官方微信账号领取电子排队证，加入购买缆车票的虚拟队列。当轮到他们时，游客会收到系统推送的通知，提示他们返回售票处购买缆车票(NP360, n.d.)。因此，电子排队证的推行不仅帮助游客节省排队时间，也减少了现场的拥挤和等候时间，从而带来更有秩序和愉悦的体验。

挑战

尽管昂坪 360 的电子排队系统通过缩短等候时间提升了游客体验，但仍有很大的改进空间。与其核心竞争对手相比，无论是香港迪士尼乐园还是香港海洋公园，都提供一站式在线票务服务，交易和门票发放均可在线完成，确保了从在线预订到进入景点的无缝体验。相比之下，昂坪 360 要求游客在进入实际乘坐缆车的队列之前，还需额外前往售票处完成购票步骤。

此外，要求已经抵达景点的游客先获取电子排队证才能排队，很可能会引起不满，因为并非所有游客（尤其是外国游客）在抵达前都知晓这个电子排队系统，更不用说那些可能在使用数字服务方面有困难的游客。

虽然电子排队证有助于调节客流，但在高峰时段，售票处工作人员的处理速度以及游客的上车速度等其他因素仍可能导致瓶颈。这些低效之处限制了系统在减少整体等候时间方面的效果，并可能影响游客对景点服务质量的观感。

讨论问题

1. 当前的电子排队证系统对游客的整体满意度有何影响？可以使用哪些指标来衡量？
2. 可以采取哪些策略来改善对于可能不熟悉或不适应数字服务的本地及外国游客的用户体验？
3. 考虑到昂坪 360 的游客数量远低于其竞争对手（即香港迪士尼乐园和海洋公园），您认为昂坪 360 是否应该像其竞争对手一样投资于一站式在线票务系统？
4. 为保持旅游业竞争力，昂坪 360 应考虑哪些数字票务和队列管理方面的未来趋势？

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关键词

- 旅游景点
- 队列管理
- 票务
- 入场
- 游客流量
- 宾客体验

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為應對日益增長的遊客數量，昂坪 360 引入了電子排隊系統以優化購票流程。通過使用在線聊天機器人，遊客現在可以透過昂坪 360 的 Facebook Messenger 或官方微信帳號領取電子排隊證，加入購買纜車票的虛擬隊列。當輪到他們時，遊客會收到系統推送的通知，提示他們返回售票處購買纜車票(NP360, n.d.)。因此，電子排隊證的推行不僅幫助遊客節省排隊時間，也減少了現場的擁擠和等候時間，從而帶來更有秩序和愉悅的體驗。

挑戰

儘管昂坪 360 的電子排隊系統透過縮短等候時間提升了遊客體驗，但仍有很大的改進空間。與其核心競爭對手相比，無論是香港迪士尼樂園還是香港海洋公園，都提供一站式在線票務服務，交易和門票發放均可在線完成，確保了從在線預訂到進入景點的無縫體驗。相比之下，昂坪 360 要求遊客在進入實際乘坐纜車的隊列之前，還需額外前往售票處完成購票步驟。

此外，要求已經抵達景點的遊客先獲取電子排隊證才能排隊，很可能會引起不滿，因為並非所有遊客（尤其是外國遊客）在抵達前都知曉這個電子排隊系統，更不用說那些可能在使用數碼服務方面有困難的遊客。

雖然電子排隊證有助於調節客流，但在高峰時段，售票處工作人員的處理速度以及遊客的上車速度等其他因素仍可能導致瓶頸。這些低效之處限制了系統在減少整體等候時間方面的效果，並可能影響遊客對景點服務質素的觀感。

討論問題

1. 當前的電子排隊證系統對遊客的整體滿意度有何影響？可以使用哪些指標來衡量？
2. 可以採取哪些策略來改善對於可能不熟悉或不適應數碼服務的本地及外國遊客的用戶體驗？
3. 考慮到昂坪 360 的遊客數量遠低於其競爭對手（即香港迪士尼樂園和海洋公園），您認為昂坪 360 是否應該像其競爭對手一樣投資於一站式在線票務系統？
4. 為保持旅遊業競爭力，昂坪 360 應考慮哪些數碼票務和隊列管理方面的未來趨勢？

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關鍵詞

- 旅遊景點
- 隊列管理
- 票務
- 入場
- 遊客流量
- 賓客體驗

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