Singapore's Artificial Tourist Attractions: Innovation Approach

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Article History	Abstract
	This research investigates how innovation has contributed to the success of Singapore's artificial tourist attractions and which innovation strategies could be applicable to other locations. The research used two theoretical models; the Destination Innovation Matrix (DIM), and Creative Tourism (CT), to identify different forms of innovation at three of Singapore's most prominent artificial tourist attractions: Marina Bay Sands, Gardens by the Bay and Resorts World Sentosa. The results identified key factors in increasing visitor engagement and competitive advantage. Furthermore, the study identified a number of innovative practices such as designing experiences that immerse visitors, developing educational programs, implementing seasonal content changes, and establishing value network partnerships that may be used by other destinations. Finally, the success of these innovations will depend on a variety of local and contextual factors and will require appropriate levels of resource allocation and policy support and the study emphasizes the need for adapting innovations, and provides recommendations that will assist in future implementation and research.

INTRODUCTION

Singapore is a top destination for tourists in Asia, with attractions being the primary factor for selecting it as a travel destination (Zimik & Barman, 2022). Aligned with Singapore's advancement in a high-value knowledge economy, the city-state has prioritized the tourism sector as a pivotal service industry to generate substantial revenue, and artificial tourist attractions enhance authentic heritage sites when those that remain are lacking. This combination has demonstrated success, as evidenced in Singapore (Wong, 2024). Innovation is an essential factor in the contributions of artificial tourism managers that promote development and creativity in alignment with market demands (Muafi et al., 2018). Despite the perception that the tourism industry is less innovative than other service sectors, it presents an attractive argument for examining innovation processes (Alsos et al., 2014). Tourism has become one of the globe's most dynamic and rapidly expanding economic sectors, with Singapore presenting a distinct context. The Singaporean government is instrumental in fostering tourism.

In 2005, the government revitalized Orchard Road as a shopping district, launched the Formula One Grand Prix in Singapore in 2008, and inaugurated the Marina Bay Sands and Resorts World Sentosa resorts in 2010, providing diverse tourism attractions (D. W. H. Wong et al., 2023). Singapore is a potential state capable of advancing its tourism sector and rapidly becoming the most vital sector of the Singaporean economy (Harun & Suprayitno, 2012).

Tourism is a rapidly expanding sector in Singapore. Although the tourism sector contributes approximately 8 percent to the nation's GDP, Singapore's industry remains a significant example of trade and economic strength, as well as a center for entertainment, media, and culture in Southeast Asia (Hooi Hooi et al., 2014).

Research on the Singaporean economy substantiates the validity of the tourism-led growth hypothesis; tourism acts as the driving sector of the Singapore economy (Katircioğlu, 2014). As seen in 2019, the tourism sector attained unprecedented levels in International Visitor Arrivals. From January to December 2019, the number of visitors increased by 3.3 per cent compared to the same period the previous year, totalling 19.1 million visitors (Quarterly Tourism Performance Report: Q4 2019, 2019). Singapore draws numerous international tourists due to its reputation for safety and security and its accessible public infrastructure, including transportation and artificial tourist attractions (Aung et al., 2015).

Table 1: Travel &Tourism Development Index 2024 overall rankings

Rank	Economy	Score	Change since 2019		Diff. from TTDI Avg. (%)
			Rank	Score	
1	United States	5.24	0	-0.5	32.3
2	Spain	5.18	0	-0.9	30.6
3	Japan	5.09	0	-0.3	28.5
4	France	5.07	2	0.8	28
5	Australia	5	2	0.8	26
6	Germany	5	-1	-0.5	26
7	United Kingdom	4.96	-3	-2.4	25.9
8	China	4.94	1	1.6	25.6
9	Italy	4.9	3	2.1	23.5
10	Switzerland	4.84	-2	-3.2	21.9
11	Canada	4.81	-1	-1.1	21.6
12	Portugal	4.78	-2	-1.7	20.9
13	Singapore	4.76	-2	-1.7	19.9

Source : World Economic Forum, 2024

The table above displays the Travel & Tourism Development Index reports for 2024, compiled by WEF (World Economic Forum). This report covers 119 economies and assesses the factors and policies that promote the sustainable and resilient growth of the travel and tourism sector, thereby enhancing national development. The table reveals Singapore's impressive achievement of ranking 13th globally out of 119 countries, 4th in Asia-Pacific, and 1st in Southeast Asia, despite the Singapore tourism industry's absence of historical sites and having to rely on artificial attractions (Wong, 2024). Research indicates that Singapore's tourism sector outperforms that of other nations in the region, and confirms that the majority of tourist attractions in Singapore are artificial and have established a standard benchmark (Zimik & Barman, 2022). and as additional in comparison, Asian tourists are more attracted to new artificial attractions, as such venues are not common in their home countries (Thirumaran et al., 2023). Considering the insights into Singapore's effective tourism strategies and the clear market demand for such products and services, it is beneficial to examine the innovations that Singapore has implemented. Understanding these innovations may offer significant insights for

other countries and tourism management organizations aiming to improve their tourist attractions.

Tourism describes the activity of individuals traveling to a primary destination outside their regular surroundings for less than one year for purposes related to business, leisure, or personal interests, excluding employment by a local entity in the visited country or location (Li et al., 2017). The locations that tourists visit for tourism activities are referred to as tourist attractions, Tourist attractions are the primary motivation for travel; tourism would not exist without them. Tourist attractions are the core components of the tourism sector that are crucial for today's tourism success (Ćorluka et al., 2021).

Tourist attractions are generally categorized into two types: natural and artificial/man-made, despite various classifications related to these concepts (Emir et al., 2016). An artificial attraction refers to any tourist site that is purposefully constructed or designed by humans, such as monuments, temples, art galleries, festivals, ritual gatherings, and traditional wedding ceremonies (Ariesta et al., 2020). Artificial attractions constructed to bring in visitors, and act as the primary motivation for the visitor journey (Camacho-Murillo et al., 2021). In Singapore the example of the artificial tourist attraction is (a) Garden by the Bay. (b) Marina Bay Sands. (c) Sentosa Island (Resort World Sentosa) (Wong, 2024). The provided example is consistent with the data gathered by the Singapore Tourism Analytics Network regarding the distribution of international visitors to tourist attractions in Singapore in 2023, as outlined below:

Table 2 Distribution of International visits to tourist attractions in Singapore

Distribution of International visits to tourist attractions Singapore 2023	
Tourist Attraction	Share of International Tourists (%)
Integrated Resort (MBS/RWS)	48%
Gardens by the Bay	46%

Source : singapore tourism analytics network, 2024

The table indicates that in 2023, 48 percent of international visitors to Singapore frequented integrated resorts, including Marina Bay Sands (MBS) and/or Resorts World Sentosa. Furthermore, 46 percent of visitors frequented Gardens by the Bay, while Sentosa ranked third, attracting 19 percent of international visitors (*Stan | Tourism Statistics*, n.d.). Innovation is universally acknowledged as an important component for hospitality and tourism enterprises, organizations, and destinations, and is seen as a strategic concern for accomplishing growth and long-lasting success (Pikkemaat et al., 2019). Innovation is crucial not only during the decline of tourism destinations but at every stage of development, particularly because consumer behavior trends are evolving swiftly, thereby accelerating the life cycle of tourism-related products (Brandão, 2014). Determining the success of tourism will not be achieved immediately or effortlessly, mostly due to the resistance of established interests to modify their assessment methodologies or to acknowledge the potential of evaluating success through means other than economic value and volume (Butler, 2021). In the case of Singapore, The accessibility and convenience of the transportation infrastructure have made possible tourists' exploration of the city-state's attractions, hence enhancing the overall growth and success of Singapore's tourism business (Abdullah et al., 2023).

Prior research, including "Tourism Development of Singapore: Artificiality Versus Profitability," by Wong in 2024 has examined artificial tourist attractions in Singapore, concentrating on their development to augment revenue generation and employment opportunities, while mainly highlighting their weaknesses. Nonetheless, this body of work has not fully examined the role of innovation in these attractions. This research aims to fill this gap by building on previous studies and investigating the innovation approach in Singapore's artificial tourism attractions, an area that has not been thoroughly explored in existing literature.

This study utilises the Destination Innovation Matrix (DIM) in conjunction with Creative Tourism (CT) theory, as each framework encapsulates a distinct yet complimentary aspect of innovation in artificial tourism attractions. The role of the DIM is crucial in acknowledging structural and strategic types of innovation experiential, transformational, market, consolidation innovations that affect the evolution/repositioning/competition of destinations. However, the DIM do not cover creatively (participatory and experiential) dimensions pervading the increasingly adaptive and individualised expectations of the tourists today. Theory of Creative Tourism responds to this need by visitor participation, co-creation, creativity-driven value, and cultural engagement. It provides insight into how innovation is experienced, how attractions promote learning, interaction, and creativity, and how tourism generates social, cultural, and environmental externalities beyond the economic perspective. The study offers a more comprehensive examination by incorporating both paradigms. DIM elucidates the innovation of attractions at the destination-management level, whereas CT demonstrates the manifestation of innovation in visitor experiences and creative processes. Together, they provide a thorough perspective to comprehend the forms of innovation that contribute to the success of Singapore's artificial attractions, as well as how these innovations create significant, engaging, and forward-looking tourism experiences.

The Destination Innovation Matrix is a four-quadrant framework that defines options for destinations to either consolidate their experience-market offerings or modify them via marketing innovation, experience innovation, or transformational innovation. Destination Innovation Matrix was conceptualized as a derivative of Ansoff's (1957) Product-Market Growth Matrix. Ansoff originally introduced the matrix to categorize strategies for business growth through diversification, market penetration, product development, and market development. This foundational framework has since been adapted and extended in various fields, including tourism management. The left side of the matrix establishes the two incremental innovation alternatives: consolidation and market innovation.

On the right side of the matrix are the radical innovation substitutes: experience innovation and transformational innovation. It is suggested that each experiential attraction within a destination be evaluated in conjunction with the Destination Innovation Matrix (Gardiner & Scott, 2018).

Existing
Experiences

New
Experiences

New
Markets

Market Innovation:
Existing experiences for new markets.

Transformational Innovation :
New experiences for new markets

Existing
Markets

Consolidation:
Existing experiences for existing markets

Experience Innovation:
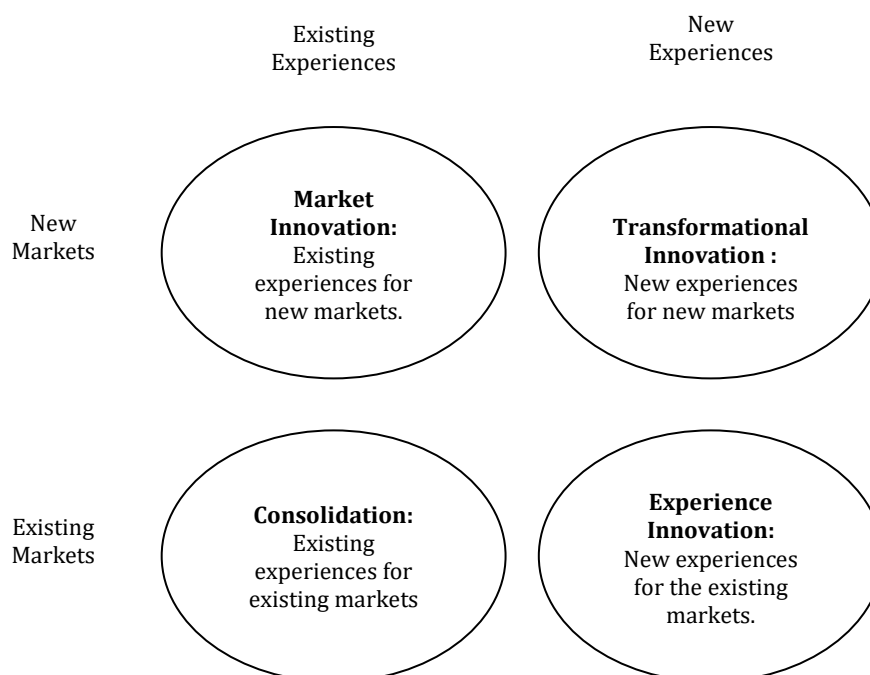New experiences for the existing markets.

Figure 1: Destination Innovation Matrix
Source : Destination Innovation Matrix: A framework for new tourism experience and market development,
(Gardiner & Scott, 2018) .

The second theory is Creative Tourism. Creative tourism encompasses the appreciation of creative sectors such as architecture, film, fashion, and design, which are frequently characterized by their globalized essence. The definition of creative tourism has evolved to include a broader spectrum of activities, incorporating more passive creative expressions such as tasting experiences and shopping, alongside intangible cultural aspects like media and lifestyle. This theory presents how innovative attractions, particularly Singapore's artificial tourist attractions, provide distinctive and significant experiences that draw tourists in search of creativity and cultural engagement (Sano, 2016).

Creative Tourism

Orientation	Future
Externalities	Innovation
Structure	Platform & Content
Process	Co-creation
Value creation	Value networks
Value focus	Downstream
Funding	Commercial

Figure 2 Creative Tourism
Source : Theoretical consideration on creative tourism, (Sano, 2016)

The integration of DIM and Creative Tourism will provide a profound comprehension of how Singapore's artificial attractions not only transform innovation in tourism but also involve visitors in manners that promote creativity, interaction, and lasting experiences.
Accordingly, this study explores two guiding questions:
1. How innovation contributes to the success of Singapore's artificial tourism attractions, and
2. What innovation can be adapted from Singapore's artificial tourism attraction ?

This study provides several contributions to the understanding of innovation in tourism. First, it extends DIM as applying to an investigation into artificial tourism attractions on a macro level, this area has been scarcely dealt with by earlier studies. This study operationalizes DIM into a real life environment by defining attraction-level measures for each quadrant, thereby demonstrating its relevance to highly developed, policy oriented economies such as Singapore. This extends the study innovation through illustrating how structural innovation methods work within contrived destination environments. Second, it extends our understanding of CT theory by showing how creative engagement, learning and co-creation of experiences can even occur in the virtual world and in technologically-intense constructed environments. This contrasts with traditional thinking that creative tourism only takes place in community-based, art-centered or culturally rich environments and shows that artificial attractions can also encourage creativity-inspired involvement. Third, by merging DIM and CT, the paper offers a dual-lens analytical model that includes both structural innovation (product, market, process-focused) but also experiential creativity dimensions (participation, renewal of contents/value network).

The integrated perspective presented here explains how strategic innovation and creative engagement combine to drive attraction success, thus providing more profound insights than if either of these theories were applied alone. Overall, this research contributes

to tourism innovation literature by showing that artificial attractions can be laboratories for cross-dimensional innovation, technology drived and characterized by the integration of design, technology, creativity and feasibility. It's an example that demonstrates the tourists are not only looking to advance their offer in terms of product evolution, but also for sales strategies that allow them to develop interactive experiences at each product level; forward looking and always fresh from day 1. This extends current understanding of how innovation may be considered, implemented and evaluated in tourism places today.

RESEARCH METHOD

This study adopts a qualitative research framework that involves document analysis and praxis-based case studies of Gardens by the Bay, Marina Bay Sands and Resorts World Sentosa. These three attractions were strategically selected to bring attention as Singapore's major artificial tourist spots and their identical claims of being global benchmark models for tourism innovation. Only secondary data obtained from government documents, annual reports, official tourism sources, scientific literature and the official websites of the attractions were used. The included publications were based on the following criteria:

1. Related to selected attractions
2. Published between 2014-2024 (these are the critical years during which several major innovation cycles especially in digital transformation, operational expansion and post pandemic recovery may unfold), and
3. Covered innovative approaches, development or strategic measures.

The data were analyzed using a thematic analysis approach, which began with the extraction and coding of innovation concepts before moving to categorization and synthesis across all three case examples. Cross-case analysis was conducted to identify both common and distinctive innovation strategies. Validity was enhanced by triangulating various document categories and maintaining an audit trail that outlined search methodologies, selection criteria, and coding processes. No interviews were performed, and all data were sourced from publically accessible materials. This study seeks to offer an extensive understanding of the adjustment of Singapore's artificial tourism attractions. However, it is important to realize certain limitations:

1. Subjectivity: The outcomes of this qualitative study rely on subjective interpretations of the data. Efforts will be undertaken to alleviate this issue through meticulous data analysis procedures, while a certain degree of subjectivity is unavoidable.
2. Data Access: Accessing pertinent records and securing interviews with crucial individuals may present difficulties. Attempts will be taken to ensure access. However, the study may be affected by restrictions on data availability.
3. Rapid Changes: The tourism industry is subject to rapid changes due to factors such as economic fluctuations, political instability, and global health crises. These changes could impact the relevance of the study's findings over time

RESULT

This section analyzes the innovation initiatives of Marina Bay Sands, Gardens by the Bay, and Resorts World Sentosa to discern commonalities, unique distinctions, and synergistic

functions. The analysis is informed by the Destination Innovation Matrix (Gardiner & Scott, 2018) and Creative Tourism theory (Richards & Raymond, 2000; Richards, 2011).

Table 3. Innovation on Artificial Tourist Attraction in DIM &CT List

Dimension	Marina Bay Sands	Garden By The Bay	Resort World Sentosa
Experience Innovation (DIM)	SkyPark	Supertree Grove	Universal Studios Singapore
Transformational Innovation (DIM	Integrated Resort Model	Cloud Forest	Integrated Resort Hotel
Market Innovation (DIM)	MICE Facilities	Educational Programmes	Dolphin Island
Consolidation (DIM)	ArtScience Museum Exhibitions	Flower Dome Seasonal Shows	Halloween Horror Nights
Future Orientation (CT)	SkyPark	Supertree Grove	S.E.A Aquarium
Innovation as an Externality (CT)	ArtScience Museum	Cloud Forest	Dolphin Island Programmes
Platform & Content Architecture (CT)	Rotating Exhibitions (ASM)	Flower Dome Seasonal	Universal Studios Themed Zones
Co-Creation Processes (CT)	Interactive Digital Installations	Green Guardians & School Tours	Dolphin Interactions
Value Networks (CT)	Partnership with artist & Brands	PArtnership with schools &NGO	Collaborations with global entertainment brand
Downstream Value Focus (CT)	MICE spillovers	Conservation workshop	MICE & Corporate events
Commercial Finance Frameworks (CT)	Casino & Luxury retail	Ticketed exhibitions & sponsorhip	Casino & Hotel Operations

The comparative analysis of Marina Bay Sands, Gardens by the Bay, and Resorts World Sentosa reveals the unique yet complementary innovation tactics employed by each attraction. In the Destination Innovation Matrix, all three showcase significant experience innovations: the SkyPark at Marina Bay Sands, the Supertree Grove at Gardens by the Bay, and Universal Studios Singapore at Resorts World Sentosa each presented unique leisure experiences designed for established markets. Their transformative ideas differ in emphasis Marina Bay Sands with its integrated resort model aimed at global luxury and MICE clientele, Gardens by the Bay through the ecological representation of the Cloud Forest, and Resorts World Sentosa via its multi-attraction resort structure. Market innovations demonstrate strategic segmentation: Marina Bay Sands prioritises international business events, Gardens by the Bay caters to educational and family demographics, and Resorts World Sentosa concentrates on family-centric and marine-oriented experiences. Consolidation methods are evident throughout all three sites through recurring initiatives such as rotating exhibitions, floral festivals, and seasonal entertainment, which sustain visitor engagement and promote repeat attendance.

Through the perspective of Creative Tourism, the three locations manifest future orientation and innovation as an externality in unique manners. Marina Bay Sands exemplifies futurism via the architectural symbolism of the SkyPark, Gardens by the Bay embodies eco-futurism through the Supertree Grove, and Resorts World Sentosa conveys conservation and sustainability themes with the S.E.A. Aquarium. Every attraction has external cultural or educational significance, whether via art exhibitions, climate awareness initiatives, or marine

conservation efforts. Across dimensions including platform and content architecture, as well as co-creation processes, all three exhibit continuous renewal and participatory engagement through rotating exhibitions, interactive installations, educational programs, and experiential learning activities. Similarly, their value networks spanning partnerships with global brands and collaborations with NGOs and entertainment firms highlight the significance of collaboration in fostering innovation. Downstream value is realised through business spillovers, conservation education, and corporate involvement, bolstered by commercial finance mechanisms such as casinos, sponsorships, and ticketed exhibitions that guarantee economic sustainability.

To answer, **What innovations can be adapted from Singapore's artificial tourism attractions?** In this section, will examine the innovations of Marina Bay Sands, Gardens by the Bay and Resorts World Sentosa to ascertain critical success factors for their successes as well as recommend potential applications for other localities improve upon their tourism products. A working Table to illustrate these both multiuse impacts within the DIM and CT frameworks, as well as providing some actionable insights for tourism development. The purpose is to demonstrate how each one could be replicated in different tourism markets, thus offering a perspective on the incorporation of creative and sustainable competitive strategies in other tourism realities.

Table 4. Innovation to Adapt

Dimension	Innovation to Adapt
Experience Innovation (DIM)	Connects every part of the destination, mall, hotel, transport, and gardens so visitors can move effortlessly through one unified experience, while also can enjoy the view (Samant, 2019).
Transformational Innovation (DIM	Enables the IRs to attract diverse visitor segments and optimizes non-gaming revenue such as MICE tourism (Henderson, 2016b).
Market Innovation (DIM)	Create attractions aimed at new market categories, such as community clients, families, and educational groups, by conducting some programs like performances, workshops, etc (Lenden-Hitchcock, 2016). including MICE (Meetings, Incentives, Conferences, Exhibitions) that. allows to change from affluent tourists to corporate travelers
Consolidation (DIM)	Implement seasonal and recurrent event, to encourage repeat attendance. ("Gardens by the Bay. Annual Report 2020/2021," 2021)
Future Orientation (CT)	Position attractions as forward-looking destinations by using advanced technology and sustainable design, highlighting eco-tourism and innovative architecture to elevate a destination's contemporary character.
Innovation as an Externality (CT)	Connect tourism attractions to overarching societal objectives by fostering educational or environmental outcomes that transcend the visitor experience, including climate change awareness, marine conservation, and cultural education.
Platform & Content Architecture (CT)	Create rotating material that offers ongoing novel experiences (e.g., exhibitions, performances, or themed attractions) to maintain the destination's dynamism and promote repeat visits.
Co-Creation Processes (CT)	Engage visitors in interactive, participatory experiences that enable them to co-create material, including digital installations, hands-on workshops,

	or environmental conservation initiatives.
Value Networks (CT)	Establish cross-sector collaborations with international businesses, educational entities, and cultural institutions to enrich content, expand appeal, and develop a diverse, sustainable portfolio.
Downstream Value Focus (CT)	Concentrate on long-term value generation by guaranteeing that attractions have wider economic, educational, or social effects beyond the visit, like corporate tourism spillovers or community involvement through workshops.
Commercial Finance Frameworks (CT)	Employ diverse revenue models (e.g., ticket sales, corporate sponsorships, retail, and hospitality operations) to guarantee the financial viability of creative and educational programs at attractions.

And to answer **How innovation contributes to the success of Singapore's artificial tourism attractions?** The results indicate that the efficacy of Singapore's artificial tourism attractions is propelled by the combination of innovation, creativity, strategic management, and sustainability-focused policies. These qualities collectively enable sites such as Marina Bay Sands (MBS), Gardens by the Bay (GBTB), and Resorts World Sentosa (RWS) to create experiences that are distinctive, competitive, and consistent with Singapore's long-term tourism strategy. The examination utilizing the Destination Innovation Matrix (DIM) and Creative Tourism (CT) frameworks revealed multiple interconnected factors that contribute to this success. Initially, experience innovation serves as a core factor by converting regular tourism into immersive, multi-sensory experiences that integrate design, architecture, and storytelling. The SkyPark at MBS, the Supertree Grove at GBTB, and Universal Studios Singapore at RWS exhibit this through their special capacity to engage visitors emotionally and visually. Secondly, transformational innovation enhances success by reconfiguring the framework and objectives of tourism offerings. Singapore's integrated resort model and eco-urban ideals, as seen at MBS and GBTB, produced new kinds of destination identity that appeal to both local and foreign visitors. These ideas stretch the boundaries of traditional tourism by mixing leisure, education, and sustainability. Third, market diversification guarantees that attractions stay pertinent to changing tourism demands. By addressing various visitor segments such as business travelers via MICE facilities, families through interactive attractions, and students through educational programs these destinations mitigate market risks and enhance their attractiveness. Fourth, continual renewal and involvement emerge as essential success elements.

Each attraction consistently rejuvenates its offerings via seasonal events, rotating exhibitions, and cultural festivals. It not only attracts traffic returns but also enhances brand identity and market position. The tenets of creative tourism are important for enhancing visitor satisfaction as well as perceived authenticity. Singapore Press Holdings believes attractions should be immersive and participative, allowing visitors to be part of the story from interactive digital art installations and conservation efforts to learning sessions. These are the glues that create lifelong emotional allegiance and favorable word-of-mouth communications. Last but not least, the performance of these luminous attractions relies on strategic coordination and sound fiscal management. Partnerships with world leading companies, NGOs

and schools are providing new opportunities while a mix of revenue streams (ticket sales, sponsorship rights fees, hospitality) guarantee financial certainty. Together with government support and a defined policy framework, these are the building blocks of a supportive system in which innovation can continue. In summary, the factors that contributed to Singapore's artificial attractions success are creative concept, catalytic development, market expansion, approachable engagement, cross-sector support and financial viability. Combined, these attributes serve Singapore as a model for how synthetic attractions can evolve into creative, competitive and internationally branded tourism resources.

DISCUSSION

This section examines the study's findings in relation to prior research and pertinent theoretical frameworks. The Supertrees at Gardens by the Bay exemplify transformational innovation under the Destination Innovation Matrix concept. Ranging from 25 to 50 meters in height, these solar-powered edifices offer shade during the day and convert into immersive light and sound installations at night. Their unique scale and visual prominence, along with the modernist architecture of the cooled conservatories, enhance a meticulously designed urban landscape and affirm Singapore's status as a technologically advanced garden city, in accordance with findings from previous research (McNeill, 2021). Simultaneously, for integrated resorts like Marina Bay Sands and Resorts World Sentosa, the results demonstrate a significant presence of market innovation in conjunction with transformational innovation. The strategic integration of lodging, entertainment, shopping, and event amenities allows these attractions to attract various visitor demographics and increases their potential for non-gaming revenue. This corresponds with prior studies indicating that integrated resorts obtain a significant share of their revenue from hotels, shopping, dining, and MICE activities, with around 25% of total revenue in 2013 ascribed to these non-gambling sources (Henderson, 2016b). The links demonstrate that the innovations discovered in this study align with overarching trends in the literature about Singapore's tourism development and the progression of artificial attractions.

CONCLUSION

The purpose of this article is to critically analyze the innovative strategies for the success of artificial tourism attractions in Singapore, and to find out which ones can be transferred or adapted in other places. The investigation drew on the Destination Innovation Matrix (DIM) and Creative tourism (CT) models to reveal the systematic inclusion of innovation and creativity in the country's tourism development model. The findings of this study are such that the success of Singapore derives from its ability to synergistically incorporate experience-led innovation, transformative expansion, market heterogeneity and creative involvement under integrated tourist policies. The case of Marina Bay Sands, Gardens by the Bay and Resorts World Sentosa; show that all three, architectural prowess, participatory design and promoting environmental management practices broadly contribute to visitor experiences through shaping Singapore as a leading global destination. The study highlights that these attractions have dual functions as commercial companies and as creative ecological systems generating educational, environmental and cultural value. Their constant renewal, stakeholder engagement and diverse financing structures serve as best practice examples for destinations

striving to remain sustainably competitive. The implications of the research for both theory and practice is that innovation theories can be linked to tourism management in practice. This study concludes that the success of artificial tourism attractions in Singapore depends on the coexistence of innovation, creativity and sustainability as mutually supporting components of destination development.

Similarly, other destinations can learn from Singapore's experience by leveraging similar models of immersive experience, experiential learning and sectoral infrastructure development. As a result, tourism can turn into a force for economic development, cultural enrichment, and social development. Future research should build upon the findings of this study and enrich them with more extensive primary data, comparative analyses across destinations, and policy insights on how innovation can spur sustainable and competitive tourism growth.

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