European Amusement Parks and Attractions
Driving Leisure and Tourism
2017
Foreword

Welcome to the IAAPA EMEA Manifesto,

The International Association of Amusement Parks and Attractions has been supporting the European attractions industry since 2001. Today we represent over 1,400 European members. We want to give policymakers a clear idea about what matters to our industry. Across the following pages, you will find information on what our sector cares about and some of the changes we think could make a greater contribution to European tourism.

This matters because behind the fun and escapism of a day spent at an amusement park or attraction, there are some hard economic facts and figures:

• 149 million guest visits per year in Europe
• 53,100 full-time employee equivalents in the EU
• €10 billion direct and indirect economic impact
• €1,2 billion paid in direct and indirect taxation

We are also a sector that is capital intensive; we need to invest in new and existing rides to keep guests coming back to our parks and attractions. Very often this investment stays within Europe as most suppliers of new rides are based here and export across the world.

In addition to new rides, we are also investing in intellectual property (IP). Licensing IP can be a game changer for European parks by giving them access to a global audience. Europe also has an impressive record of developing its own IP that is relevant to the local market, with Europa-Park in Germany and Efteling in the Netherlands being two notable examples of this with creative local characters and theming.

In fact, while we are a global industry, it is often overlooked that our sector has a long and proud European heritage. My own park, Liseberg, opened its doors to visitors at the heart of Gothenburg in 1923 and across the border Tivoli Gardens in Copenhagen opened in 1843. Europa-Park in Germany, the second largest amusement park in Europe, is owned and managed by a family that has been in the business since the 18th century. I could give many more examples of parks large and small with deep European roots.

European parks are incredibly diverse. We have world-class destination parks like Disneyland Paris, small and medium-sized amusement parks, attractions, water parks and family entertainment centres. These are often businesses that can help draw tourists into regions, which may not otherwise have a significant tourism offering.

While we are proud about our roots and our past, we are excited about the future. The power of digital technology is having a transformative impact on the way we market our products and interact with our guests, which is bringing new opportunities to grow, innovate and create value.

IAAPA Europe Middle East and Africa (EMEA) is publishing this document to stimulate constructive engagement. We invite policymakers and other stakeholders to start a conversation with us about our sector.

Welcome to the world of attractions!

Andreas Andersen
First Vice Chairman IAAPA
Director, CEO and President of Liseberg
Sweden
All figures are based on IAAPA EMEA’s Economic Impact Study, which uses the latest available industry data.
Distribution of IAAPA Members Across Europe

**IAAPA EMEA - Member Associations**

- **AEPA** - La Asociación Española de Parques de Atracciones y Temáticos (Spanish Amusement and Theme Parks’ Association)
- **ALVA** - Association of Leading Visitor Attractions, UK
- **ANESV** - Associazione Nazionale Esercenti Spettacoli Viaggianti (Italian Parks’ and Showmen’s Association)
- **BALPPA** - British Association of Leisure Parks, Piers and Attractions
- **BELGOPARKS** - Belgian Association of Amusement Parks
- **BOVAK** - Dutch Showmen’s Union
- **Club van Elf** - Dutch Association of Leading Visitor Attractions
- **EAASI** - European Association Amusement Supplier Industry
- **ESU** - European Showmen’s Union
- **EWA** - European Waterpark Association
- **FFD** - Foreningen af Forlystelsesparker i Danmark (Danish Association of Amusement Parks)
- **FPA** - Finnish Parks Association
- **NKB** - De Nederlandse KermisBond (Dutch fairground union)
- **NPA** - Norwegian Parks Association
- **RAAPA** - Russian Association of Amusement Parks and Attractions
- **RECROAN** - Association of Dutch Leisure Entrepreneurs
- **SAPIR** - Russian National Amusement Union
- **SNECLAC** - Syndicat National des Espaces de Loisirs, d’Attractions et Cultures (French Association of Amusement Parks and Cultural Attractions)
- **SNF** - Svenska Nöjesparksföreningen (Swedish Amusement Parks Association)
- **SPACE** - Syndicat National Des Parcs d’Attractions Couverts pour Enfants (French Association of Indoor Family Entertainment Centres)
- **Top Attraktionen** - (Association of top attractions in Denmark)
- **VDFU** - Verband Deutscher Freizeitparks und Freizeitunternehmen E.V. (Association of German Amusement Parks)
- **VDH** - Verband der Hallen- und Indoorspielplätze e.V. (German Association of Indoor Playgrounds)
- **VDV** - Verband Deutscher Vergnügungsanlagenhersteller (German Association of Amusement Machinery and Accessory Manufacturers)

*Total IAAPA EMEA Members in the EU, Iceland, Norway and Switzerland*
**Safety: Our Number One Priority**

Guest and employee safety is paramount to our industry - owners, operators and suppliers alike.

In fact, visiting an amusement park is one of the safest forms of recreation available to the public.

Industry safety performance is monitored regularly by IAAPA EMEA’s European Ride Safety Reporting System, which collects ride incident data. Our latest data shows that the risk of being injured at a park is one per million rides.

We want to maintain and wherever possible improve this safety record. For this reason, the attractions industry took a leading role in developing the first ever European standard on amusement park safety: EN 13814 Fairground and Amusement Park Machinery and Structures, which complements national legislation and certification schemes across the EU. It was published in 2004, is currently under revision and we expect it to be adopted in the course of late 2017.

EN 13814 specifies the minimum requirements necessary to ensure the safe design, calculation, manufacture, installation, maintenance, operation, examination and testing of both temporary and permanent amusement devices. Parallel standards cover water parks and playground structures.

**Disneyland Paris: Safety First!**

Disneyland Paris takes a rigorous approach to safety with more than 15 million visitors per year.

Safety starts with design. Rides are manufactured by experienced engineers. The production process is quality controlled and the final installation is tested and inspected by local control officers before operation can begin. Throughout a ride’s life it is thoroughly maintained taking into account regulatory obligations, relevant risk assessment and industry best practice related to prevention.

Aside from the physical maintenance of rides, parks like Disneyland Paris have to control the human factor by communicating access conditions and risks and integrating the specific needs of disabled guests. They also need to be able to deal with and anticipate inappropriate behaviour, which can often be the primary reason for accidents. They also plan for the unexpected, like emergency situations and exceptional climatic conditions, which can have an impact on the safety of guests.

All of this needs to be applied on a consistent basis and evolve to keep pace with new technology and ride innovation. Operating procedures and staff training programmes need to be constantly reviewed and updated.

A thorough audit programme is in place to ensure that prevention standards are comprehensively applied.

**What We Want from Policymakers**

- Facilitating the finalisation and adoption of the revised EN 13814 standard (Fairground and Amusement Park Machinery and Structure Safety) and ensure its widespread utilisation.
Accessibility: Necessary for Continued Business Success

Approximately 73 million Europeans have disabilities, some 15 percent of the population. One in four Europeans has a family member with a disability. The business case for parks to be open and accessible is clear and with an ageing population this need is only going to increase. Parks and attractions realise this and are rising to the challenge.

Improving access is a win-win situation for amusement parks and attractions because when you improve accessibility for disabled guests, you improve accessibility for all guests.

However, it is important that improving access is driven by the industry and not just legislation, standards or labels. Only if the industry takes responsibility will lasting solutions be found.

There also needs to be a recognition that amusement parks and attractions represent a challenging environment in terms of accessibility. A typical park has a complex infrastructure to meet the requirements of a high volume of guests. Parks have to be built for the many and not for the few. In addition, accessibility has to be balanced with safety, which can never be compromised.

Parks have tended to look at accessibility in the widest possible sense. Not everything can be solved by changing the physical environment. Much greater accessibility can be created through education and training, information and securing an organisational culture prioritising accessibility both in the park environment as well as backstage.

Integrating Accessibility: Liseberg, Sweden

Liseberg in Gothenburg, Sweden, is one of the largest amusement parks in Europe. Liseberg uses a step-by-step model to integrate accessibility into its operations.

This includes mapping challenges that the park’s environment may hold for several types of disability and communicating accessibility information to a wide audience to encourage visits from as broad a group of customers as possible. Facilitating access by specialist training of staff or free entry for companions of disabled guests as well as planning for accessibility by integrating necessary physical changes into the investment plan of the park are also important steps. Finally, Liseberg is therefore in a position to deliver change. For example, in 2016 Liseberg opened a new €2 million walkway as an alternative to steep stairs and escalators for less mobile guests.

This approach is making Liseberg a more accessible and welcoming environment, which is good for business.

What We Want from Policymakers

• Rules on accessibility that are framed with the industry in mind.
• Recognition that changing a business’ culture can be as valuable as changes to the physical environment.
Taking Advantage of the Digital Dividend

Amusement parks and attractions are about real-life thrills, excitement, emotions and memories but like many other industry sectors we are subject to digital transformation, which is helping to make us better businesses and better destinations for our guests.

Social media, on-line advertising and dynamic pricing technology is transforming the way we market and retail our products. The growth of applications and the use of big data is opening up huge new possibilities, which allow us to tailor the park experience to our individual guests and help them to navigate our parks, plan their day and share their experience on-line.

Technology is a great leveller presenting new opportunities for smaller parks to attract new guests and retain visitors.

These opportunities can only be grasped if we have the skills within our industry to take advantage of them. This is why IAAPA launched its own ‘European Digital Skills Network’ bringing together professionals in the field to share knowledge and expertise.

While there is much that we as an industry can do to grasp the opportunities that digital represents, we also believe that policymakers can support these efforts.

The first way that they can do this is with respect to infrastructure. Our industry is planning for the future on the assumption that it will have access to the required infrastructure to be able to exploit the full potential of digital technology. Policymakers need to ensure that they meet these expectations so that our industry can reap the digital dividend rather than being subject to digital disappointment.

The second way is by ensuring that legislation is fit for purpose and in line with the on-line as well as real life world. This is particularly the case with respect to consumer law where overly prescriptive rules and regulation can quickly become outdated.

Growing Through Digital Innovation: Leolandia

Leolandia is the number one Italian park dedicated to families with kids under 10 years old. In 2012 less than 30 percent of Italians purchased goods on-line versus a 59 percent average in the EU and more than 80 percent in the UK. Specifically to the amusement park industry, only 8 percent of Leolandia’s guests would buy on-line entrance tickets as they expected the park to have an open inventory until the moment of their visit. This prevented the park from advance planning of staff, food and operations.

In 2013, they introduced dynamic pricing with tickets ranging from €13 to €33 versus the ‘old’ fixed price at €24. Every day the prices for a fixed date can change according to demand and proximity to date. Leolandia was worried guests would reject this new method, but instead they embraced it.

Last year they sold 48 percent of their tickets on-line allowing the park to offset the last-minute cultural attitude of its guests. As a result of this ticket purchase change Leolandia has a constant cash flow, is able to plan for advance operations, and recognises an increase of per cap spending by more than 30 percent. Leolandia’s experience is an example of how parks can change customer habits by mixing innovation, clear communication, staff training, consumer insights and courage.

What We Want from Policymakers

- Maximum opportunities for public bodies to invest in fibre-based broadband projects where the funding gap prohibits a private sector solution.
- Harmonised off-line and on-line consumer rules at EU level.

Leolandia, Italy
Protecting Innovation and Supporting Hi-Tech Engineering

Parks and attractions are supplied by a network of Europe-based, medium-sized, hi-tech engineering companies specialised in the design and manufacturing of amusement park rides.

The complexity and technological innovation in rides has increased dramatically in recent years. Today there are approximately 2,500 ride suppliers operating in Europe deriving approximately 60 percent of their revenues from trade with third countries. Although the supplier industry is undoubtedly a European success story, it does face challenges when trading within and outside the EU.

Within the EU, suppliers face considerable technical barriers to the certification of rides. This generates additional costs for ride suppliers who may need to obtain certifications several times over with varying requirements. This amounts to a costly barrier to trade.

Outside the EU, ride suppliers from Europe are penetrating developing markets with great success but there are limitations. The supplier industry is characterised by low-volume but high-value sales. Companies supplying rides need the security of knowing that the investments that they make to remain innovative are adequately protected through intellectual property (IP) law.

However, for those trading in a global market it can often be difficult to enforce IP rights, particularly in emerging markets. While a framework of law invariably exists, companies operating in these markets often report an increasing number of IP infringements and a lack of recourse to allow them to enforce the laws.

In addition discriminatory behaviour from local technical certification bodies is a growing problem. Companies often fear that inspection regimes disadvantage European companies at the expense of local suppliers.

What We Want from Policymakers

• Steps to harmonise certification processes for ride equipment, ideally through a formalised process based on the existing CEN standard.
• Strong emphasis on IP protection and enforcement in trade-related discussions with third countries.

Exporting European Engineering and Design across the World: Zamperla, Italy

Zamperla, based in Altavilla Vicentina (Vicenza, Italy) is a leading international amusement ride manufacturer.

With an annual revenue of approximately €60 million, Zamperla currently employs 230 people in Europe, of which 52 are highly skilled engineers.

The company is a one-stop-shop for theme and amusement parks, providing support from earliest design concepts to finished product.

Through collaboration between dedicated technical teams specialised in prototypes, stress analysis, safety, design and production, Zamperla yearly establishes itself as a leader through the production of new and original avant-guard rides.

Founded in 1962, Zamperla expanded into the US market in the 70s and, in 1988, supplied Disneyland Paris with seven of their 12 new rides. In 2005 and 2006 the CEO, Alberto Zamperla, received two ‘Entrepreneur of the Year’ Awards as a finalist in the Innovation and Global award categories.

In addition to supplying the European market, the company is currently exporting to more than 120 countries and has operations in Russia, Belarus, Philippines, China and the United Arab Emirates, and globally employing more than 420 people.
Encouraging and Protecting Investment in Intellectual Property

The valuable collaboration between parks and attractions and the intellectual property (IP) owners of successful films, books or video games is a well-established feature of the industry. The unique experiences that amusement parks and attractions create through themed rides creates value for the IP owner and allows amusement parks and attractions to tap into an established global fan base rather than having to invest heavily in building customer loyalty from scratch.

Europe’s amusement parks have countless examples of home grown IP: Europa-Park in Germany, Tivoli Gardens in Denmark, Liseberg in Sweden and Efteling in the Netherlands have successfully developed their own content and theming. Whether IP is owned or licensed, it is central to helping parks become a destination for tourists rather than just a stop off on a wider itinerary. Protecting IP and ensuring that rights are enforceable are therefore critical features of a competitive European business environment.

From Regional to National Reach: Peppa Pig World, Paultons Park

In 2009, Paultons Park was a regional park attracting around 500,000 visitors annually. To increase the numbers of visitors, it looked for something unique and distinctive. The park decided to licence the Peppa Pig brand, a famous UK preschool animated character, and created Peppa Pig World.

As Paultons Park is focused on attracting families with young children, Peppa Pig is an ideal match. Licensing IP can thus be a great asset. As a result, Paultons Park grew from a regional to a national park, attracting well over one million guests annually.

The unique attraction of Peppa Pig World has certainly helped Paultons Park achieve a great goal, however the use of licenced IP within a park comes with certain challenges. A park must make sure to maintain its own brand identity and not be overshadowed by the licensed brand. Furthermore, it is challenging to predict how long a brand will remain popular and continue to attract guests. In Paultons Park’s case, £6 million was spent creating Peppa Pig World and there is always a risk that the return on the capital investment could be short lived.

Anyone considering using a licensed IP needs to be certain as to the longevity of the brand they are leasing.

What We Want from Policymakers

• A robust IP enforcement framework offering the holder of IP the necessary means to protect it.
Fair and Equitable Value
Added TAX (VAT)

Many Member States currently apply a reduced rate of VAT to parks and attractions.

In Member States where these lower rates are applied, we believe that they should remain and policymakers should avoid significant adjustments from reduced rates to a higher standard rate.

Amusement parks and attractions are labour intensive, meaning that an increase in the number of visitors will feed through into increased employment relatively quickly.

Between 2007 and 2017 the standard rate of VAT increased from 19.5 percent to 21.4 percent (or 9.7 percent) whereas the average rate applying to amusement parks increased from 12.7 percent to 16.9 percent (33 percent).

It is often difficult, if not impossible, for parks to pass on these tax increases to price conscious consumers. Parks operate in a very competitive environment with very little scope to adjust pricing. Increases in VAT have to therefore be absorbed, which may actually have the effect of reducing the overall tax income by:

• Causing prices to rise and therefore reducing demand.
• Causing parks to absorb the higher taxes reducing cash flow for new investment or staff.

In fact, where parks do absorb the cost it has a depressing effect on jobs. By contrast, lower rates not only stimulate investment and job creation they have other indirect benefits, including:

• Gains in income and corporation tax receipts.
• Increased turnover and therefore VAT.
• Savings on unemployment benefit payments.

The Negative Impact of a Rise in VAT: PortAventura, Spain

In September 2012, Spain abolished its reduced rate of 8 percent VAT for amusement parks. As a result parks are now subject to the standard rate of 21 percent, an increase of 13 percent.

Faced with a highly price sensitive market, PortAventura had very little choice but to absorb the cost of the VAT increase leading to a decline in admissions income.

Based on the full year budget for 2012, the park estimated that the increase in VAT equated to a substantial decline in revenues (down 5 percent compared to budget) with admissions the hardest hit. An increase in VAT also hit income from the hotel and the convention centre at the park.

Increased VAT and no ticket price increase resulted in less investment and ultimately lost jobs at PortAventura.

What We Want from Policymakers

• Reduced rates of VAT for parks and attractions to be retained and applied more broadly to derive the economic benefits set out above.
• Greater application of reduced rates to tourist accommodation services and restaurants/catering.

VAT Rates on Admissions to Amusement Parks in EU Member States, January 2017
Sustainability: A Business Opportunity, Not a Threat

There are strong incentives for parks and attractions to become more sustainable. In particular:

- Our customers increasingly expect us to be able to demonstrate that our services are delivered in a sustainable way.
- Parks are often intense users of resources. Policies and processes that help parks to manage them more effectively to deliver real cost reductions are attractive.
- Parks and attractions are often intimately linked to the communities in which they are located, giving them a strong sense of social responsibility. For example, city parks like Tivoli in Copenhagen or Liseberg in Gothenburg are positioned at the very heart of their communities; major out-of-town attractions like Puy du Fou in France are closely identified with the region in which they are based. For this reason, parks and attractions feel a strong responsibility to ensure that they have a net positive contribution to the local community.

Of course while the business case is strong, becoming more sustainable is not without its challenges:

- Radical changes to energy supply or efficiency can be high on up-front investment and returns can take time to be realised.
- Parks attracting high visitor volumes may struggle to manage transport sustainably without the partnership of regional and local authorities.
- Access to help and information for parks that want to be more sustainable is variable.

The TÜV in Germany developed the first sustainability certification for amusement parks in collaboration with Europa-Park. This is a positive development, which will help other parks to tackle sustainability in a way that is directly relevant for them and their operations.

Sustainability Certification for Amusement Parks: Europa-Park, Germany

Europa-Park in Rust, Baden-Wuerttemberg, Germany became the world’s first green amusement park in 2013.

Europa-Park teamed up with TÜV SUD in Germany to develop a sustainability certification for parks. During a six month period the TÜV SUD assessed Europa-Park’s 94 hectare site, including 11 roller coasters and five themed hotels, to assess the park and its facilities against sustainability, energy efficiency and environmental compatibility criteria.

The park scored well in relation to renewable energy sources such as photovoltaic panels, heat pumps and hydropower as well as land use, as the park has adapted its expansion needs to the natural environment.

What We Want from Policymakers

- Greater collaboration with local and regional authorities to manage important sustainability issues like transport more effectively.
- Promotion of targeted information and guidance for parks and attractions.

Liseberg, Sweden
European Tourism Policy that Supports Competitiveness

IAAPA EMEA fully supports the policy objectives set out in the European Commission’s 2010 communication ‘Europe, the world’s no. 1 tourist destination - a new political framework for tourism in Europe’. These objectives are to:

• Stimulate competitiveness in the European tourism sector.
• Promote the development of sustainable, responsible and high-quality tourism.
• Consolidate the image and profile of Europe.
• Proactively monitor EU policies with an impact on tourism.

Seven years on from the publication of this document, while progress has been made, more work is necessary to ensure that these objectives are fully realised.

There needs to be a stronger emphasis on working in partnership with industry and a greater understanding of concerns that businesses have in the development of EU tourism policy.

We need a business environment that is supportive of the tourism sector. Priorities in this respect should include:

• Easing barriers to visas for non-EU tourists.
• Improved European infrastructure.
• A competitive tax regime for businesses, in particular by moving taxation away from labour and using VAT to increase demand for tourism services.
• Deepening of the single market for services.

Efforts to mainstream tourism across policy areas must continue. Tourism is affected directly and indirectly by decisions in many different policy areas, ranging from taxation to consumer rights and visa policy. This must be recognised throughout the EU institutions and reflected in their activities.

While we value the EU’s role in supporting the promotion of Europe as a unique and high-quality destination, this needs to allow the opportunity for the diversity of the region’s tourism offer to flourish. Key initiatives and promotional efforts should still be driven by tourism bodies in the Member States.

What We Want from Policymakers

• Mainstreaming of EU tourism policy across all policy areas. This is the best way to stimulate the sector’s competitiveness.
• Closer dialogue between the Commission and industry networks to develop, implement and promote EU tourism activities and initiatives.
• A competitive business environment for tourism through better infrastructure, competitive tax, easing access for third-country tourists and deepening the single market in services.

Ferrari Land at PortAventura World, Spain
Skills and Employment Policy That Incentivises Job Creation

Our business is about creating memorable moments for our guests that will live with them forever. In the creation of these memories, our employees are key. Our industry continuously invests in staff because they play a decisive role in the experience and safety of our guests.

As major employers we face certain challenges that need to be addressed to make the process of recruiting, retaining and training our staff as easy as possible. Specifically:

• Seasonality: Our industry is subject to regional demand. The majority of park staff are recruited for the summer period. These people are often young and low skilled, but working with us for a season gives them new skills that strengthen their value in the labour market. Access to a pool of flexible labour, which allows us to respond to peaks and troughs in demand, is an essential part of our business model.

• Labour availability: Difficulty in filling positions at nearly every level of park operations is a common problem in the sector. In terms of front line customer service staff it can be difficult to find candidates through local labour markets. Skilled staff like mechanics as well as electricians, plumbers and chefs, continue to be difficult to find and filling vacancies can require a long lead time.

Investing in People: Mirabilandia, Italy

Mirabilandia in Italy typically invests more than 9,000 training hours in more than 326 staff in order to prepare for the opening of the season. This includes:

• 2,200 hours of safety training certified by a leading safety organisation like TUV, DNV, DTI or ATISAE. Each ride has a unique course module and staff are awarded with individual passports that certify which rides they are able to work on.
• 1,800 hours of sales and service training, which is measured through customer satisfaction surveys. Survey results are monitored daily and guests are encouraged to reward staff that offer high levels of customer service with a gold card.
• 3,200 hours of ‘smile training’, which helps staff to develop good hosting skills. This is essential to give Mirabilandia’s guests a memorable experience.

What We Want from Policymakers

• Flexible labour law that recognises the value of seasonal work.
• A tax regime that encourages employment by avoiding the over-taxation of labour and rewards employers who invest in training.
Fair Competition Between Public and Private Sector Attractions

Many of IAAPA’s members operating on a commercial basis find themselves in competition with public-sector attractions receiving financial support from public authorities.

This support could be a contribution towards operating costs (especially where attractions serve cultural objectives) or a contribution towards the initial investment. EU funding has also been widely used to support the development of new attractions in areas undergoing economic regeneration.

Publicly-funded development of attractions has often been based on poor feasibility studies. As a result, some of the attractions supported have either failed or needed further public support to keep going. They have caused distortion in the local market and put existing commercial attractions in the area at a severe competitive disadvantage.

The importance of supporting economic regeneration with public funds is clear, but where the development of new visitor attractions is to be supported, the decision should be supported by a feasibility study based on a sound understanding of local capacity and market potential.

What We Want from Policymakers

- Measures to ensure that public subsidies for developing new attractions do not distort competition with existing commercial attractions.
- Guidelines for allocating EU funding should be drafted accordingly, and include requirements for sound feasibility studies.
- Free or subsidised entry to new publicly-funded attractions should be offered only where it does not have a negative impact on existing commercially-operated attractions.

Puy du Fou, Les Epesses, France
IAAPA – Europe, Middle East and Africa (EMEA)

The International Association of Amusement Parks and Attractions (IAAPA) is the largest international trade association for permanently situated amusement facilities worldwide. Our mission is to serve the membership by promoting safe operations, global development, professional growth, and commercial success of the amusement parks and attractions industry.

IAAPA has been supporting the European industry since 2001 and established a Europe, Middle East and Africa - EMEA office in 2008. Ever since, we are the voice of the European amusement park and attractions industry with over 1.400 European members. Membership ranges from large amusement park groups and ride manufacturers to small operators, family entertainment centers and suppliers. This diversity of membership is reflected in the board that oversees the association’s activities.

IAAPA EMEA’s flagship event is the Euro Attractions Show (EAS), the biggest and most significant trade show and conference in the European attractions industry calendar.

Further Information

For more information on this Manifesto or other issues affecting tourism and the attractions industry in the EU, please contact:

Karen Staley
Senior Vice President, IAAPA EMEA
International Association of Amusement Parks and Attractions (IAAPA)
Rue du Congrès 37-41, B-1000 Brussels, Belgium
Tel +32 2 609 54 45
kstaley@iaapa.org - www.iaapa.org/connect/EMEA
### Top 20 Parks in Europe

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**Source:**
TEA/AECOM 2016 Theme Index & Museum Index: The Global Attractions Attendance Report