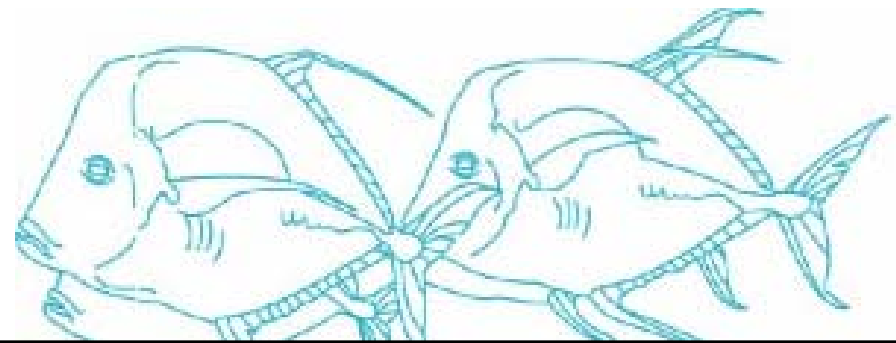




# Zoos and Aquariums: Show Me the Money!

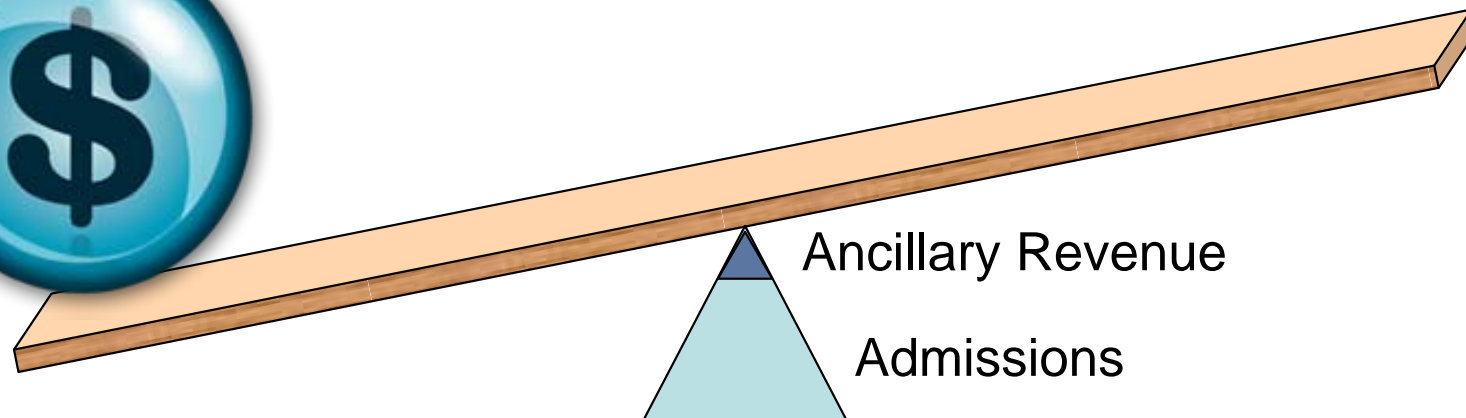
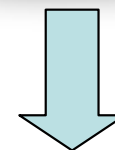
Jeremy Goldblatt  
IAAPA Zoo and Aquarium Track  
November 16, 2009



# Internal Marketing: Leveraging Attendance for Increased Revenue

- External marketing drives attendance and admissions
- Multiple revenue opportunities once guests are “in the gate”
- Internal Marketing is the coordination and promotion of ancillary services

# Leverage



# Ancillary Revenues



- Primary Revenues: Admissions
- Ancillary Revenues:

Food

Retail

Parking

Rides/Ticketed Shows

Photo

Animal Encounters

Stroller Rental

Tours

Penny smashers

Face painting

Vending

ATM

Tattoo

# To Outsource or Not to Outsource?

- Cost/Capital to implement
- Opportunity Cost
- Liability & Flexibility
- Expertise/Core Competencies

# Deal Structure & Implementation

- Types
  - Cost Plus (Profit Share)
  - Gross Percentage (Rental Fee)
  - Flat Fee
- Ask For:
  - Low risk tests
  - Guaranteed Per Cap or revenue floor
  - Tiered structure
- Focus on: Flexibility, Fit & Financial Health
- Don't Focus on: Per Caps & Pro Formas

# Case Study: Shedd's Internal Marketing Team

## Team:

- Retail – Event Network
- Food & Catering – Sodexo
- Photo – Sharpshooter Imaging
- Marketing/Guest Services – Internal
- Membership – Internal
- Promotions – Internal
- Education – Internal

# Internal Marketing Team Cont.



- Bi-weekly meeting
- Shared financial results, forecasting and budgeting
- Best practices
- Cross-selling opportunities
- Internal & External Events
- New initiatives



# Results



- New Services/Partners:
  - Valet
  - Front Entry Photo
- New Internal Initiatives
  - Behind-the-Scenes Tours
  - Packaged Programs
  - Animal Encounters
- New Projects
- Pre Cap & Budgeted Revenues

# Follow Up



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