# Pricing the Guest Experience in a Post COVID World

Webinar will begin at 2:00 PM EDT, please participate in the poll now.

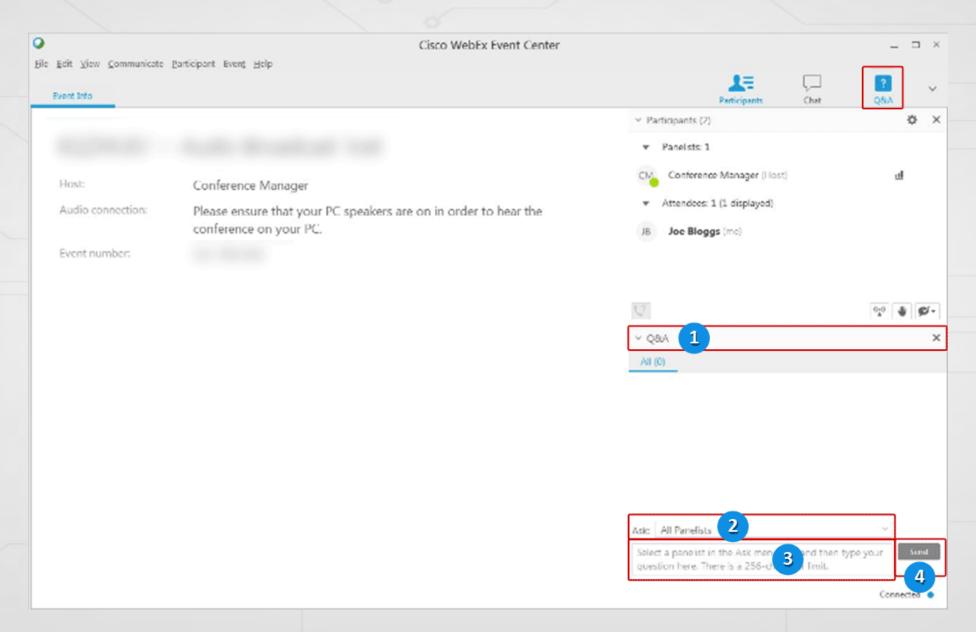




Join us next
Wednesday, May 13th
at 2:00 PM EDT for
our webinar on What
Are Your Consumers
Saying: An Inside
Look at Recent
Industry Surveys

https://bit.ly/2yxOHdL

## **Asking Questions**



# Pricing the Guest Experience in a Post COVID World

Wednesday, May 6, 2020



# WEBINAR AGENDA

## Webinar Agenda

- •90 Minutes in length
- Community discussion and presentation of best practices
- Question and answers from the community
- Press & Public Viewing

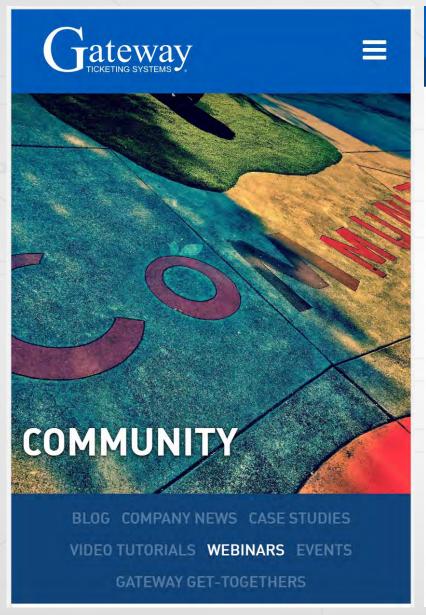
### Webinar Wednesdays

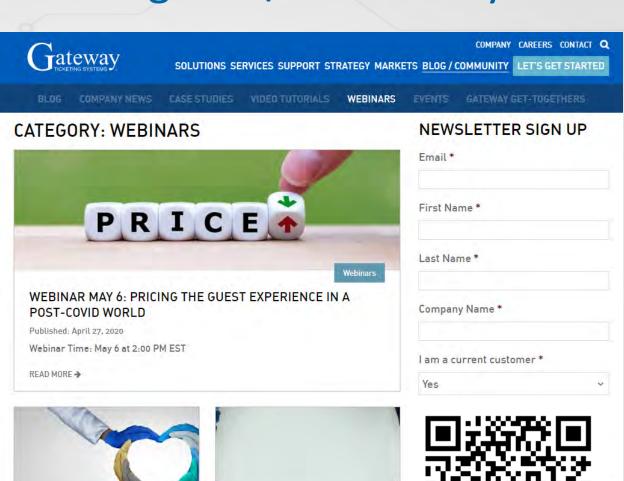
4/1: Operational Strategies 4/15: Reopening Strategies and 3/18: Galaxy Best Practices for Now and the Next Transitioning to a Capacity in a Time of Crisis **Managed Attraction** Normal 3/25: Managing Pass Updates, Renewals and Bulk 4/8: The New Guest Journey Orders 4/22: Optimizing the Capacity 5/20: Generating Revenue by Managed Guest Experience Inside Experience in a Post COVID Thinking Differently **Your Attraction** World 4/29: Re-Creating Trust With 5/13: What Are Your Consumers Your Guests and Re-Training Saying: An Inside Look at Recent

**Industry Surveys** 

**Your Staff** 

### www.gatewayticketing.com/community



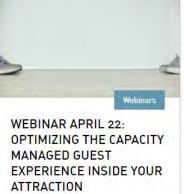




YOUR GUESTS & RE-

Updated: May 1, 2020

TRAINING YOUR TEAM





### Moderator

Randy Josselyn

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Wildlife and Conservation Principal





### Moderator

Matthew Hoenstine

mhoenstine@gatewayticketing.com

Destinations Principal



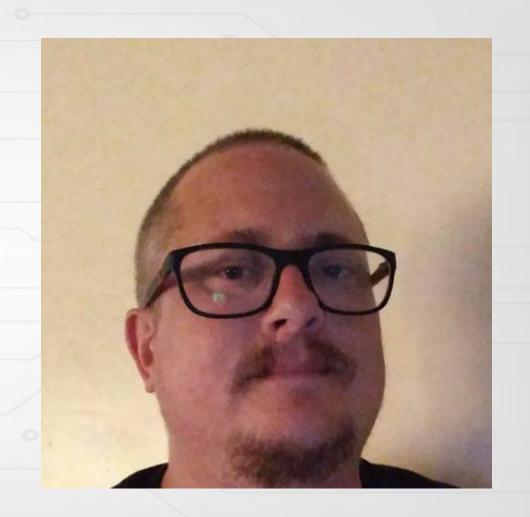


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Database/System Administrator



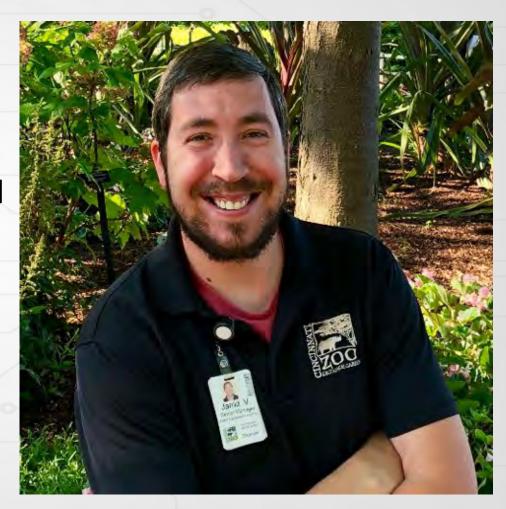


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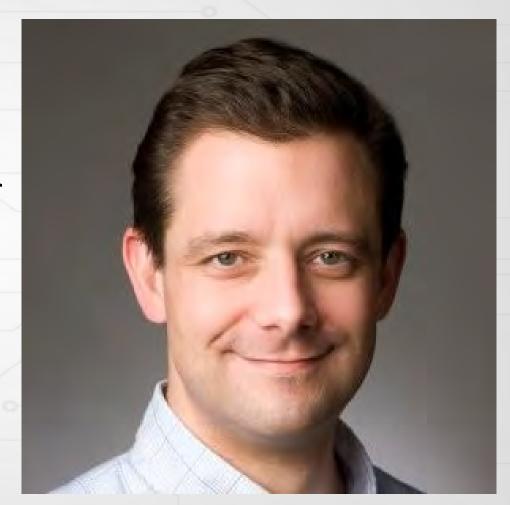


**Greg Loewen** 

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Chief Executive Officer & Managing Director

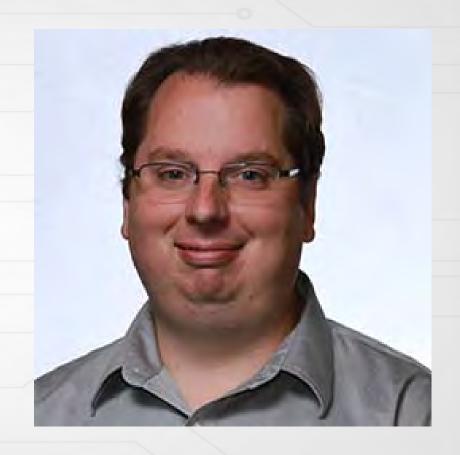




### Host

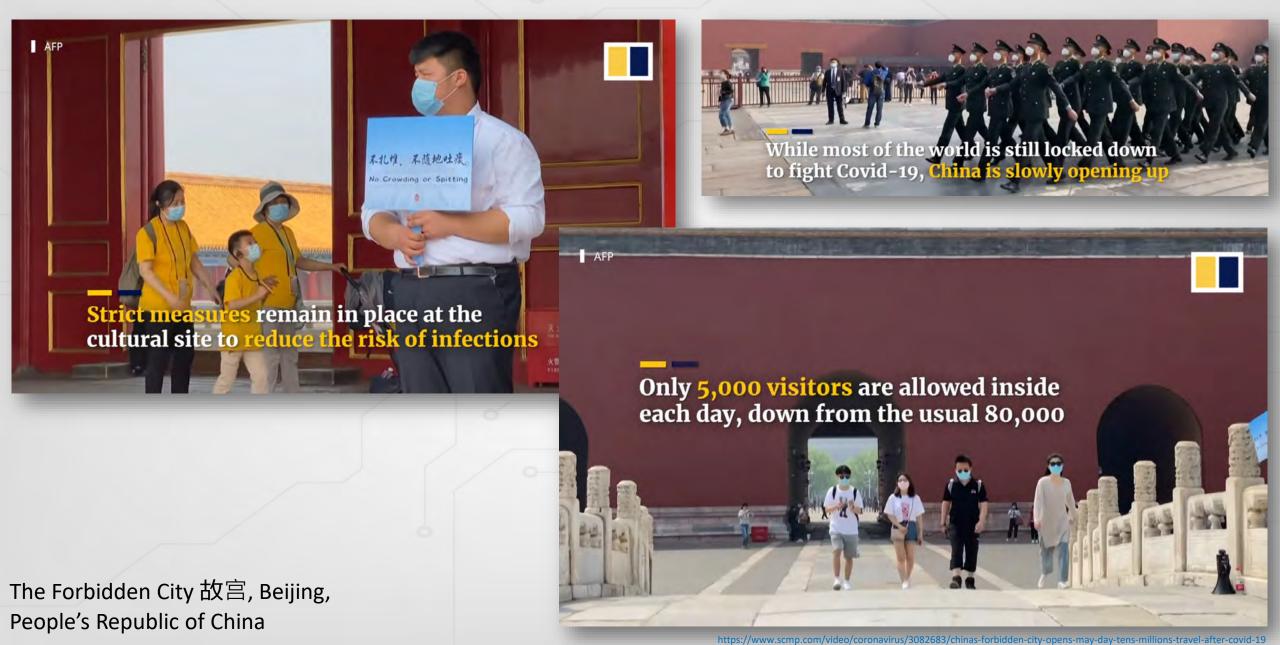
Bill D'Angelo
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Product Communications Manager





## **INDUSTRY UPDATE**

### Industry Update - China



## Industry Update – China



February 23, 2019 May 1, 2020

The Forbidden City 故宫, Beijing, People's Republic of China

## Industry Update – China



February 23, 2019

May 1, 2020

Hall of Supreme Harmony 太和殿, The Forbidden City 故宫, Beijing, People's Republic of China

### Industry Update - China







#### FOR IMMEDIATE RELEASE





The frequency of sanitization measures will be increased in order to augment the standards of cleanliness already in place throughout Shanghai Disneyland.





During the initial reopening phase, Shanghai Disneyland will institute new measures and procedures including accommodating social distancing in queues, restaurants, ride vehicles and other facilities throughout the park.

###

### Industry Update – Reopening

COVID-19

### REOPENING GUIDANCE

Considerations for the Global Attractions Indu

First Edition May 1, 2020



#### SUMMARY OF TOPLINE CONSIDERATIONS FOR REOPENING

These considerations regard operational adjustments for facilities to consider before reopening prior to the development of a treatment or widely accessible vaccine for COVID-19. They will be adjusted and simplified as time goes on, conditions improve, and new best practices are identified.

These considerations are designed to be a rough outline, subject to discussion and adjustment as needed with input from the local government agencies and health authorities where the attraction operates. If government guidance is more stringent than this document, you should follow government guidance. You may want to share this document with government officials to assist them in developing their guidelines for unique attractions.

#### Topline Considerations for Reopening:

- Allow healthy people to enjoy the facility and encourage the use of masks/face coverings for guests and staff.
- 2. Provide means to wash/sanitize hands frequently.
- Manage density of people within the facility to keep people or family units that have been isolating together 6 feet (2 meters) apart. Physical distancing guidelines may vary by region and can be reduced by wearing of masks/ face coverings—ensure your plan is aligned with local official guidance.
- 4. Reduce touch areas where possible and sanitize high touch surfaces frequently
- Protect employees with various approaches, including barriers, protective coverings, and distancing.
- Communicate with employees and guests effectively on how to prevent the spread of germs.
- 7. Have a plan in the event a quest or employee falls ill on site.

### **Industry Specific Guidance**

- General Health & Safety
- Guest Confidence/Communication
- Guest Responsibility
- Human Resource Management
- Physical Distancing: Calculating Capacities
- Face Masks/Cloth Face Coverings
- Admission & Entry
- Payments
- Sanitation/Housekeeping/Cleaning Operations
- Restroom Cleanliness
- Uniform & Costume Cleaning
- Medic/First Aid Room
- Facility Operations/Maintenance/Technical Services Operations
- Procurement Management
- Health Screening/Temperature Checks
- Attraction/Operation Specific Guidance

### Industry Update – California, United States



- Multi-phased Opening
- Common Protocols



### Summary of Key Safety & Sanitization Strategy & Protocols

The safety and health of our guests is our top priority. The San Diego Attractions

Re-Opening Plan was developed in coordination with expert epidemiologists and is designed to
protect guests and Employees from potential exposure to COVID-19.

This document is a summary of the key program components as of April 30, 2020. The plan is a living document that will be adjusted as needed based on the implementation of new programs, guidance from the CDC or mandates from federal, state and local government agencies.

### **Screening Protocols**



- Non-invasive temperature and wellness checks for Employees
  - We will be using contactless IR thermometers to screen all Employees prior to the start of their workday



- Security pre-screening when applicable with reduced contact between guests, employees and volunteers
  - Guests will be asked to open their own bags to minimize the need for contact during bag checks. The queue line and inspection tables will also be spaced at least 6-feet apart to maintain proper distancing.
- Face coverings required for guests and Employees
  - All guests and Employees will be required to wear a face covering to enter



### Industry Update – Texas, United States





Experience San Antonio Zoo like never before with our NEW Drive-Thru Zoo, presented by Broadway Bank! With our new experience, you'll see most of what the zoo has to offer while maintaining safe social distancing measures. For just \$60 per car, you can see our big cats, bears, and our other majestic animals all from the comfort of your car!

Annual Pass holders and Monthly Members Only: pass holders and members can receive a special discounted price of \$32 per car. Passholders and members must present their pass and purchase discounted tickets for the day of their tour at the drive-thru zoo entrance (even if the date is sold out).

Before you purchase your tickets, read our Rules of the Road and see our <a href="Frequently Asked Questions">Frequently Asked Questions</a> on our Drive-Thru Zoo.

Due to the ongoing pandemic, we will not be accepting cash payments for Drive-Thru Zoo tickets or snacks. Vehicle size must be no larger than a full-size SUV or smaller (roughly the size of a Suburban). Max vehicle specs are: 224" L x 81" W x 74" H. Face masks are to be worn if you need to exit the vehicle to use the public restrooms.

PURCHASE YOUR TICKETS





### 3. Rethinking the organization.

In 2019, a leading retailer was exploring how to launch a curbside-delivery business; the plan stretched over 18 months. When the COVID-19 lockdown hit the United States, it went live in two days. There are many more examples of this kind. "How can we ever tell ourselves that we can't be faster?" one executive of a consumer company recently asked.

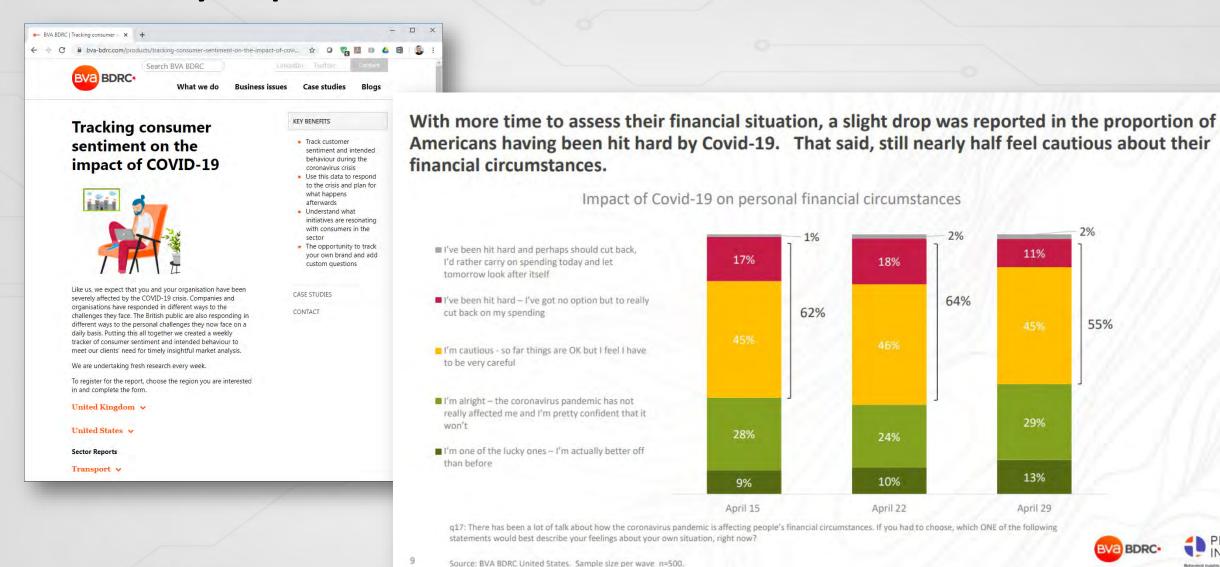
Call it the "great unfreezing": in the heat of the coronavirus crisis, organizations have been forced to work in new ways, and they are responding. Much of this progress comes from shifts in operating models. Clear goals, focused teams, and rapid decision making have replaced corporate bureaucracy. Now, as the world begins to move into the post-COVID-19 era, leaders must commit to not going back. The way in which they rethink their organizations will go a long way in determining their long-term competitive advantage.

Specifically, they must decide who they are, how to work, and how to grow.

Who we are. In a crisis, what matters becomes very clear, very fast. Strategy, roles, personal ownership, external orientation, and leadership that is both supportive and demanding—all can be seen much more clearly now. The social contract between the employee and employer is, we believe, changing fundamentally. "It will matter whether you actually acted to put the safety of employees and communities first," one CEO told us, "or just said you cared." One noticeable characteristic of companies that have adapted well is that they have a strong sense of identity. Leaders and employees have a shared sense of purpose and a common performance culture; they know what the company stands for, beyond shareholder value, and how to get things done right.

How we work. Many leaders are reflecting on how small, nimble teams built in a hurry to deal with the COVID-19 emergency made important decisions faster and better. What companies have learned cannot be unlearned—namely, that a flatter organization that delegates decision making down to a dynamic network of teams is more effective. They are rewiring their circuits to make decisions faster, and with much less data and certainty than before. In a world where fast beats slow, companies that can institutionalize these forms of speedy and effective decentralization will jump ahead of the competition.

### Industry Update – United States of America



### Industry Update – United Kingdom





Association of Leading Visitor Attractions (ALVA) publishes recovery tracker report

HOUSE > STATEMENT, COVERED > ASSOCIATION OF LEADING VISITOR ATTRACTIONS (ALVA) PUBLISHES RECOVERY TRACKE

← Back to Scottish Tourism News

30 Apr



### Association of Leading Visitor Attractio (ALVA) publishes recovery tracker repo

& By admin Covid-19, STA News

Q Comments Off on Association of Leading Visitor Attractions (ALVA) publishes recovery tracker re

The Association of Leading Visitor Attractions (ALVA) has published the results of Wave 1 o Attractions Recovery Tracker with some key insights into how people are feeling about ret to attractions.

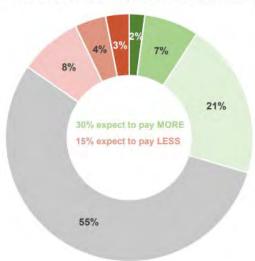
The research has been undertaken to build an understanding how the sector can build true confidence among the attractions-visiting public and posed two major practical questions attractions are likely to have aboad of re

In fact, there is evidence of some increased altruism in the market. This may be aspirational, but visitors not expecting blanket price discounting

ALVA
Attractions Recovery Tracker

When attractions re-open, what is your opinion of how much you would expect to pay for or donate to the attractions you visit compared to before the Coronavirus outbreak?

- 7 MORE to the attractions I visit, as they need financial help right now
- **6**
- # 4 ABOUT THE SAME as before
- 3
- 1 LESS to the attractions I visit, as most visitors will be worse off financially



I am looking forward to going out and about to attractions when they open, think it's important to give them my custom following their re-opening

industries and national assets.

Can't wait to support these

I do hope that they can re-open soon as the zoos especially rely on gate money to feed and look after the animals I hope that they survive to open, I'm worried that many charities will be unable to cope and fold

#### Clues on pricing or donor targets

- 1. 'Members' feeling particularly altruistic right now: 42% expect to pay / donate more
- 2. Altruism highest among young people: 39% of 16-34s, 25% of 35-54s and 25% of 55+ expect to pay / donate more
- 3. And also higher among families: 38% expect to pay / donate more
- 4. Zoo visitors most altruistic: 46% of frequent zoo visitors expect to pay / donate more



Q: When attractions re-open, what is your opinion of how much you would expect to pay for or donate to the attractions you visit compared to before the Coronavirus outbreak?

Base: All respondents (668)

# **PRICING**



### Are discounts suggested?

Are most parks offering a contingency price point at both gate and online, or strictly online?

Does anyone plan on opening water park facilities?

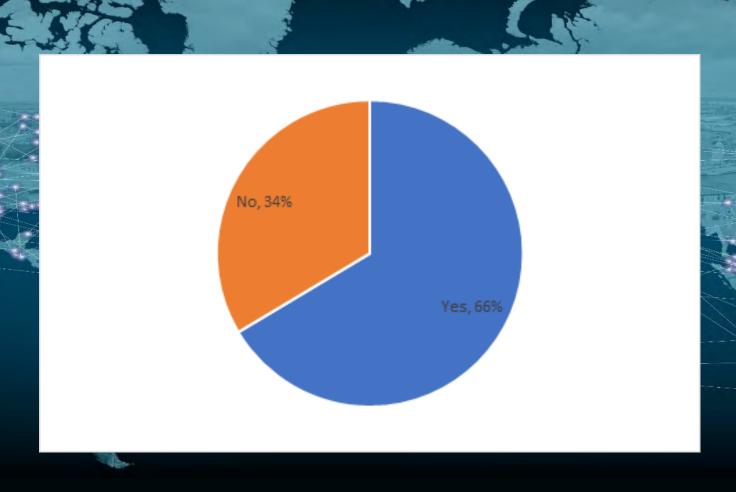


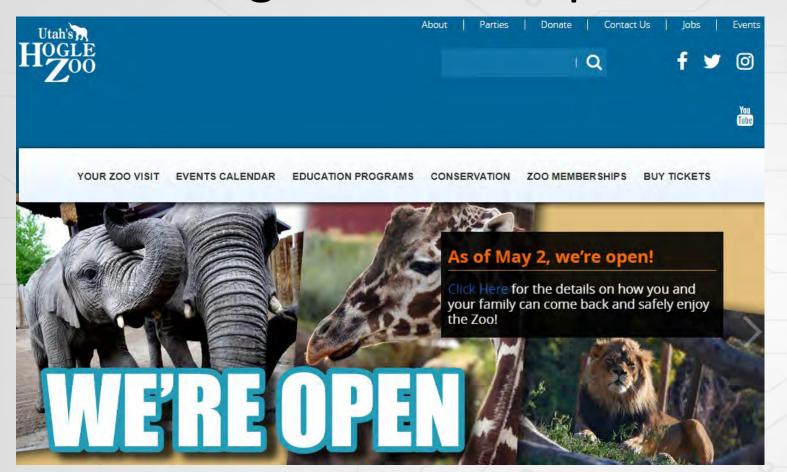
Should prices be raised in light of these difficult times?

Are people leaning towards charging more or less during the first phases of reopening?



# DO YOU FEEL COMFORTABLE WITH YOUR PRICING STRATEGY WHEN YOU REOPEN?







### Guest safety 'No. 1 priority' as Hogle Zoo reopens Saturday

By Brittany Tait, KSL TV | Posted - May, 3, 2020 at 8:50 a.m.









5PM: Hogle Zoo reopens with social distancing measures in

SALT LAKE CITY — After six weeks, Utah's Hogle Zoo reopened under revised Salt Lake County health guidelines, becoming one of the first zoos in the nation to do so.

Hogle Zoo officials stressed their new format makes it easy for people to maintain appropriate social distancing

"We're still in the middle of a pandemic," said Brad Parkin, director of marketing at the Hogle Zoo. "Our number one priority is to keep our staff safe, our guests safe, and of course our animals safe."

Visitors now must purchase tickets online where they choose a specific time slot to arrive.

Parkin said on an average Saturday, the 42 acres that make up the Hogle Zoo see anywhere from 5,000 to 7,000 visitors.

"We have capped that number at 3,000 today," Parkin said.

Officials were not letting in more than 400 people each hour. Zoo officials also said guests are asked to move through the one-way walking path within two hours.





- Tickets only valid day of
- Special Admission opportunity every Tuesday 8am-10am
- Per Salt Lake County guidelines, guests will be strongly encouraged to wear a mask that covers your nose and mouth (please be prepared to bring your own).
- Please do not enter the Zoo if you are feeling ill.
- Please limit your visit to two hours.

The Zoo entrance is now through the Events Pavilion.



# HOGLE ZOO



A Miscellaneous Picture Guide to Things We Did for Our Reopening With 2 Days Notice (and was put together in an hour)



We moved our entrance into the guest pavilion so we didn't have congestion. Timed ticketing. Buy on-line. 3,000 per day. 40% guest, 60% daily. 200 per half hour. We may have to adjust depending on stay time.



The county did not require people to wear masks. But strongly suggest people do. The crowd changed through the day. In the morning, 90% had masks. By the end of the day only 50%. We are also selling them. Here are people going through the queue line. We put markers on the ground to allow for family unit social distancing.

Guests print off their tickets at home. We placed the scanner on the outside of the booth so they can scan it themselves and there is no touch.



We put this little QR code at the ticket scanning booth. They can download the map to their phone.







A Miscellaneous Picture Guide to Things We Did for Our Reopening With 2 Days Notice (and was put together in an hour)



We moved our entrance into the guest pavilion so we didn't have congestion. Timed ticketing. Buy on-line. 3,000 per day. 40% guest, 60% daily. 200 per half hour. We may have to adjust depending on stay time.



The 1th guests lining up for the 9:00 time slot.





We simply used the picnic tables in the pavilion to create the queue lines. You will see all kinds of interesting ways we created lines using things we already had. Guests were funneled into their time slot queue.



Some of my fantastic staff getting ready for the first visitors.







The county did not require people to wear masks. But strongly suggest people do. The crowd changed through the day, in the morning, 30% had masks. By the end of the day only 50%. We are also selling them. Here are people going through the queue line. We put markers on the ground to allow for family unit social distancing.

## To request more information please email:

dcasey@hoglezoo.org

Contact Us

**⊘** TICKETS

**™** CART

About Parties Donate Contact Us Jobs Events

f 💆 🖸 🚻

Utah's

YOUR ZOO VISIT EVENTS CALENDAR EDUCATION PROGRAMS CONSERVATION

YOUR ZOO VISIT EVENTS CALENDAR EDUCATION PROGRAMS CONSERVATION ZOO MEMBERSHIPS ONLINE STORE

曾 Cart

### Online Store

Utah's ...

Online Tickets

Wildlife Connections

Zoo Classes

Become Member

Donate Here





### **≡** CATEGORY

Membership Admission Tickets

General Admssion Tickets

New Membership

Zoo Explorer Society

Update Pass

### **GENERAL ADMSSION TICKETS**

**⊟ CHECKOUT** 

We are excited to reopen and have all of you back. But, there will be a few changes. Below you'll find all the necessary information that you will need for your first visit back!

CONFIRM

Tickets are only valid for date and time specified.

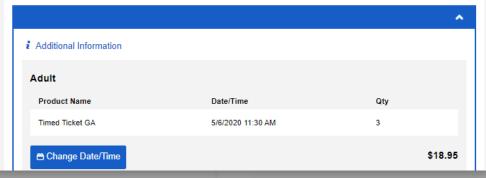
- Every Tuesday from 8am-10am is reserved for high-risk individuals to come in without pressure from crowds.
- · Per Salt Lake County guidelines, guests will be strongly encouraged to wear a mask that covers your nose and mouth (please be prepared to bring your own).

Please do not enter the Zoo if you are feeling ill.

Please limit your visit to two hours.

The Zoo entrance is now through the Events Pavilion.

To ensure the safety of staff and to enforce Social Distancing, all quests will now be entering through the events pavilion just East of the main entrance. There will be two lines inside the pavilion: one for the current time-frame, the other for the following time-frame. Anybody who arrives any earlier will have to wait in the car. Early or late arrivals will NOT be accommodated. There will be no Re-Entry. Please ensure that you have everything with you before entering the zoo.





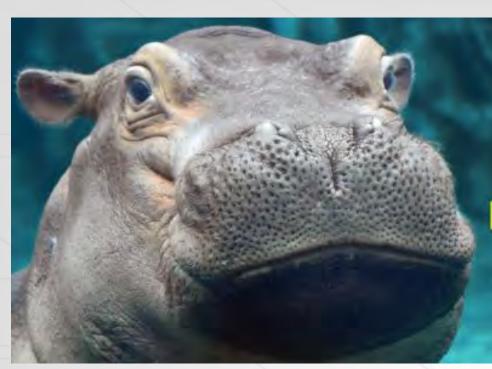


## WEAR YOUR SUPPORT FOR OUR ZOO!

SUPPORT THE ZOO!
Shop our online store







## HELP SUPPORT THE ZOO!

Buy or renew your membership today!

Sale extended through April







## Fiona the Hippo

Animals - Cincinnati Zoo

The Cincinnati Zoo's premature baby hippo Fiona is the smallest hippo to ever survive! Proceeds going to the Cincinnati Zoo. Please provide pronunciation for names!

Request for \$100

+ Wishlist

TYPICALLY RESPONDS IN 4 DAYS.

58 Reviews



See all reviews

"A big thank you to Fiona and all the wonderful people helping to keep her happy and healthy."









## **Pricing Strategy Pyramid**

Algorithmic Dynamic Pricing

**Dynamic Discounting** 

Variable Pricing

Static Pricing



Step 1: Select your visit date. General Admission pricing shown below.

September 2020						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		01	02	03	04	05
		Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.50 Child: \$7.50 Senior: \$7.50	Adult: \$16.50 Child: \$10.50 Senior: \$10.50
06	07	08	09	10	11	12
Adult: \$16.00 Child: \$10.00 Senior: \$10.00	Adult: \$15.50 Child: \$9.50 Senior: \$9.50	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.50 Child: \$7.50 Senior: \$7.50	Adult: \$16.00 Child: \$10.00 Senior: \$10.00
13	14	15	16	17	18	19
Adult: \$15.00 Child: \$9.00 Senior: \$9.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$13.50 Child: \$7.50 Senior: \$7.50	Adult: \$16.00 Child: \$10.00 Senior: \$10.00			
20	21	22	23	24	25	26
Adult: \$15.00 Child: \$9.00 Senior: \$9.00	Adult: \$13.00 Child: \$7.00 Senior: \$7.00	Adult: \$15.50 Child: \$9.50 Senior: \$9.50				
27	28	29	30			
Adult: \$15.00 Child: \$9.00	Adult: \$13.00 Child: \$7.00	Adult: \$13.00 Child: \$7.00	Adult: \$13.00 Child: \$7.00			
Senior: \$9.00	Senior: \$7.00	Senior: \$7.00	Senior: \$7.00			

Penguin Days Admission



Starting from \$7.50

General Admission



\$13 - \$18





You Have Selected:

### September 12, 2020

### Step 2:

Please select a Ticket Type and Enter **Quantities Below** 

Rides Package - Admission + Early Entry @

### **General Admission**

Includes entry to the Cincinnati Zoo & Botanical Garden. Please check Zoo website for hours and directions.

Adults (Ages 13 - 61)

 $1 \times \$16.00 = \$16.00$ 

Child (Ages 2 - 12)

Senior (Ages 62+)

Total:

\$16.00



### FOR IMMEDIATE RELEASE

CONTACT: Travis Wuest 210-651-6101

### NATURAL BRIDGE CAVERNS TO RESUME CAVERN TOURS ON MAY 8, 2020 Surface Attractions to Open at Later Date

(New Braunfels, TX.) May 5, 2020 – Natural Bridge Caverns will reopen cavern tours May 8. Natural Bridge Caverns closed its doors due to the COVID-19 pandemic March 16. Under Texas Governor Greg Abbott's plan to reopen Texas, the Caverns will join many businesses, including State Historic Sites and Natural Landmarks, across the state in welcoming guests back in a safe and strategic manner.

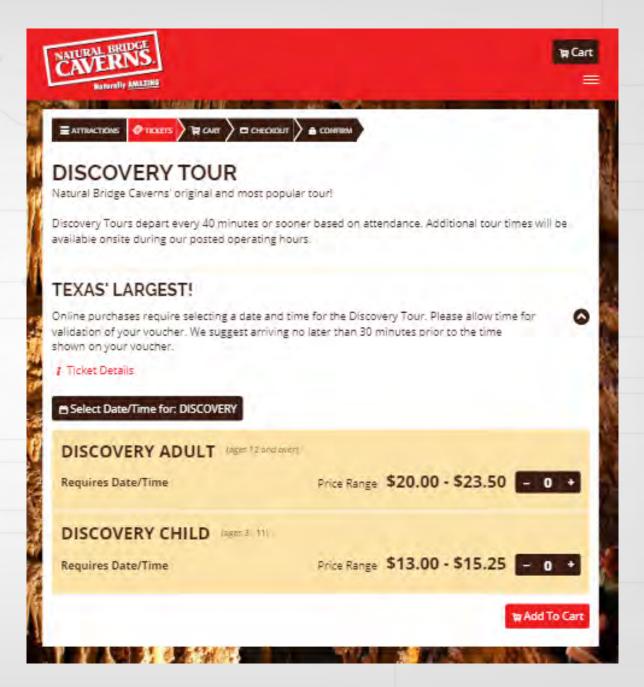
"There is no higher priority than the safety of our guests and staff. Since the onset of COVID-19, Natural Bridge Caverns has followed the guidance of federal, state, and local authorities and continues to monitor this ever-evolving situation," said Brad Wuest, President and CEO of Natural Bridge Caverns. "We are excited to resume daily operations and welcome our guests back, and we are taking every precaution needed to ensure guests and staff remain safe during their visit."

Some of these new precautions include:

- Cavern tour capacities will be limited to allow guests effective physical distancing between each family group.
- A dedicated cleaning and sanitation crew has been established to clean and disinfect all high touch surfaces throughout the park.
- New handwashing stations have been added around the park, and importantly, at the entrance and exit of the caverns, so guests can wash their hands immediately before and after their tour.
- Complimentary hand sanitizer will be made available throughout the park and inside the cavern as well.
- Guests will be encouraged to wear face coverings while they visit and to use handwashing stations and hand sanitizer.
- All team members will be provided job-specific appropriate personal protective equipment (facemasks, gloves, safety glasses), will have their temperatures checked before reporting to work, and will always be required to wear proper PPE as their position requires.
- New merchandise and food handling guidelines have been developed.

Other protocols will include capacity limits to the visitor's center, retail stores and cafes, along with limited seating areas in dining spaces. These measures along with increases to queue line spacing will allow guests to enjoy the park and maintain safe distancing while on property.

With each ticket purchased for the month of May, the Wuest Family Foundation will donate \$1 to the <u>San Antonio/New Braunfels Food Bank</u>. "Our family has supported the San Antonio and New Braunfels Food Bank for many years," said Travis Wuest, co-owner of Natural Bridge Caverns and current Advisory Board Chair of the New Braunfels Food Bank. "The Food Bank is now feeding more than 120,000 people a week, which is almost double the number they were feeding before March. Every \$1 provides 7 meals for a person in need."



## CAVERN TOURS REOPEN MAY 8TH

We are excited to welcome you back!

CLICK HERE to learn about new policies

for guest safety.

Cavern tour capacities will be limited

**PURCHASE TICKETS NOW** 

Surface attractions to open later this month

### NBC COVID-19 FAQs

Posted May 5, 2020 updates will be made as best practices, government quidelines, and medical professional quidancs evolves

At Natural Bridge Caverns, the safety of our guests and team is our top priority. This section of our FAQ is to help guests understand our policies and procedures for enhancing safety in response to COVID-19. Our goal is to work together to stay healthy and safe. Guests must take personal responsibility for their own health and safety when visiting by making good choices: We recommend you wash hands often, use hand sanitizer, and avoiding touching your face, maintain safe physical distancing from other parties and wear face coverings for mouth/nose. If you have been sick, are displaying symptoms or have recently had a fever, please do not visit nor allow family members to do so.

New policies and procedures in place at Natural Bridge Caverns in response to COVID-19

### Limited Capacities:

Capacity will be monitored and limited on tours and inside buildings to avoid physical distancing issues.

### Increased Open Space:

Seating areas and queue lines are spaced to assist with physical distance requirements.

### Handwashing Stations:

Handwashing stations have been installed around the park for guests and employees to utilize.

### Hand Sanitizer:

Hand sanitizer is available in many locations throughout the property. Each employee will have their own bottle as well.

### Designated Sanitation Crew:

We have created an additional, dedicated cleaning and sanitation crew for frequent disinfecting of high touch surfaces, bathrooms, doors, tables, chairs, benches, counters, and handrails inside and outside the cave.

### Floor Markings

Floor markings, signs, and employees will help guests maintain proper physical distancing. Traffic patterns have been adjusted to adhere with physical distancing guidelines.

### Protective Barriers:

Acrylic shields have been installed at point-of-sale locations to provide more protection for employees and guests.

### Purchases/Transactions:

We recommend guests purchase tickets online in advance, and make any onsite purchases with a credit card instead of cash. Receipts will be provided by request only.

### Retail Stores:

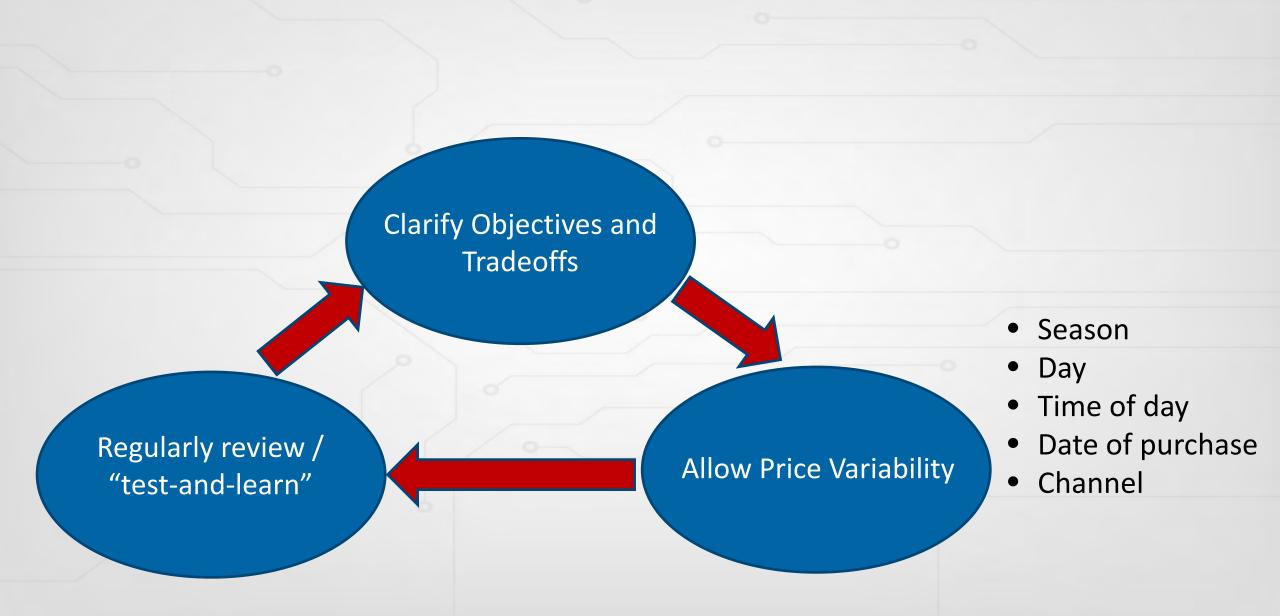
Displays will be spaced to allow for proper physical distancing.

### Food and Drinks:

Food will be packaged and bagged with single-use condiments and utensils. Drinking fountains are closed; guests are able to purchase bottled water and may also bring their own water. No refills will be allowed from the fountain drink dispenser. Employees will wear disposable masks, gloves, and aprons while serving guests. Employee Requirements:

Employees will undergo temperature and symptom checks before their shift begins. Employees will be provided personal protection equipment (PPE) and hand sanitizer. Employees will wear appropriate PPE when necessary for the assigned work duties. Employee lunch schedules will be staggered and assigned to avoid large groups in one area.

## Three Key Pricing Principles



# HOW DO YOU CURRENTLY PRICE YOUR ATTRACTION? General, 73%

# PRIOR TO THE PANDEMIC, WHAT WERE THE PRIMARY METHODS YOUR ATTRACTION USED TO GENERATED DEMAND?



recommend us to

tourists.

experience on a

in consumers.

friends, families and regular basis to draw

that are key drivers to

attract visitors.

to drive demand and

visitation.

media to be top of

mind with our

consumers.

## Three Key Strategies For Pricing Post-COVID

## 1. Understand Capacity & Align Demand

- Align capacity with demand to assess excess vs shortfalls
- Understand consumer segments (geographic, demographic, passholders/members) from where demand will most likely come

### 2. Lead With the Consumer

- Understand barriers and concerns
- Build trust that the steps you are taking will keep their family safe
- If price is not the issue, resist the temptation to lower price or make structural changes which will be difficult to unwind

## 3. Price Holistically

- Protect core assets
- Use product stratification to appeal to different segments and their willingness to pay
- Leverage packaging and bundling to increase value proposition
- Have shelf-ready promotions to execute when needed; fence and manage dilution

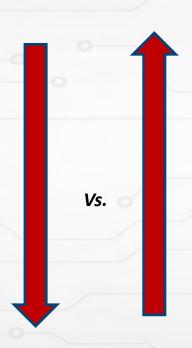
## Foundational Pricing Principles



## Should my price(s) go up or down?

### Factors suggesting lower prices

- Anticipated reduced demand (fear of virus / going out)
- Competing for limited market with other attractions
- Desire to maintain strong value / be "consumer-friendly"
- Closure of shows/exhibits
- Changing mix (e.g., fewer tourists)



### Factors suggesting higher prices

- Reduced capacity (particularly during peak times)
- Continued closure of "substitutes" (e.g., live performances, sports)
- Possible "pent up" demand
- Revenue imperative
- ► Re-opening of shows/exhibits

### Digone<sup>1</sup>

### Re-opening Attractions: Changes, Temporary and Permanent

Posted on April 26, 2020 by Chris Broshears

As I write this, attractions around the world remain closed due to the COVID-19 pandemic. Many have furloughed or laid off large proportions of their staffs. Yet it's a very busy time for leaders and administrators of attractions, as they work to solve the operational challenges surrounding their eventual re-openings. Attractions not only need to comply with new government rules and restrictions; they also need to convince guests that it is safe to return, that appropriate precautions are being taken to ensure their well-being. Some of the steps being widely considered include things like:

- Installing hand sanitizing stations
- Introducing social distancing in queues
- Checking temperatures at entrance, with denial of entry to persons with fever
- Creating more outdoor activities or moving indoor activities outdoors
- Requiring masks for employees and/or visitors
- · Increasing frequency and intensity of cleanings



Orlando, FL/USA-3/21/20: The tram in the Orlando International Airport is almost empty due to panic over COVID-19

But one particular response to COVID-19 seems universally assumed to be necessary: reducing crowding by limiting attendance. Some attractions were already doing this before the pandemic, constraining the number of guests admitted at a time by requiring selection of a particular date and time when purchasing tickets, and capping the number of tickets available for any given entry time. That strategy is now being adopted by just about every attraction we've talked to, including those that formerly sold only "good anytime" tickets. Timed-entry ticketing has a couple of specific benefits during the age of the coronavirus:

- Controlling the number of guests admitted during certain times can keep crowds below government-mandated maximum numbers, and can space out visitation throughout the day for easier social distancing within the attraction.
- The requirement to select date and time of visit strongly incentivizes advance purchases online, which
  contributes to social distancing—no need to stand in a queue or interact with a box office employee.

### Digone<sup>1</sup>



### **Coronavirus Impact on Ticket Pricing**

Posted on March 19, 2020 by Dr. Murat Atlamaz, Digonex Chief Economist



In this post, we discuss the impact of external shocks (e.g., changes in factors that are outside the control of the seller) on optimal ticket pricing. We use the case of the COVID-19 outbreak as an example to illustrate our points, focusing on ticket pricing in attractions and live entertainment, two industries in which Digonex has extensive experience. The basic principles apply to many other industries as well. If the reader wants to jump to the discussion of the impact of the coronavirus, she can skip the first few paragraphs and go right to the numbered points.

What are some common examples of external shocks that are particularly relevant for ticket pricing? Even a day-to-day change in weather conditions is an example. More major examples include earthquakes, weather-related disasters such as hurricanes, epidemics, changes in economic and market conditions such as recessions or macro shifts in tourism activity. Companies cannot control these factors and need to take them into account in their pricing decisions while these events unravel or in anticipation of them, to the extent such an event can be forecast. The impact of such events on optimal pricing is usually not trivial and data analysis is required to understand its direction and magnitude. The fact that any of these events do happen justifies the use of "dynamic pricing".

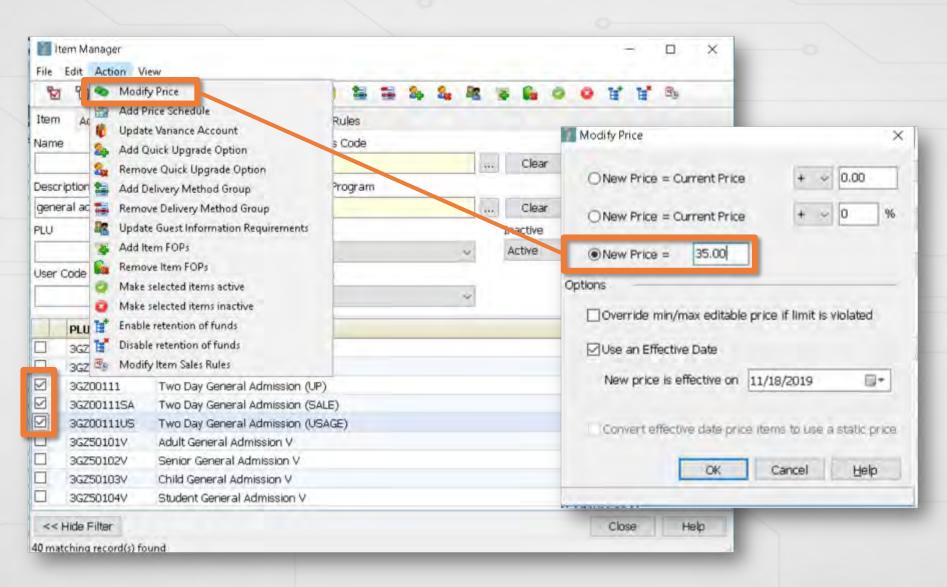
What is dynamic pricing? It is the primary service we provide our clients at Digonex. Dynamic pricing can be defined as the method that involves prices changing at some frequency (e.g., weekly, daily or real-time) based on supply and demand conditions. At Digonex, we use automated algorithms that incorporate methods of econometrics, machine learning, and optimization for dynamically pricing our clients' tickets. Our algorithms allow us to take into account external shocks in determining optimal prices.

https://www.digonex.com/re-opening-attractions-changes/

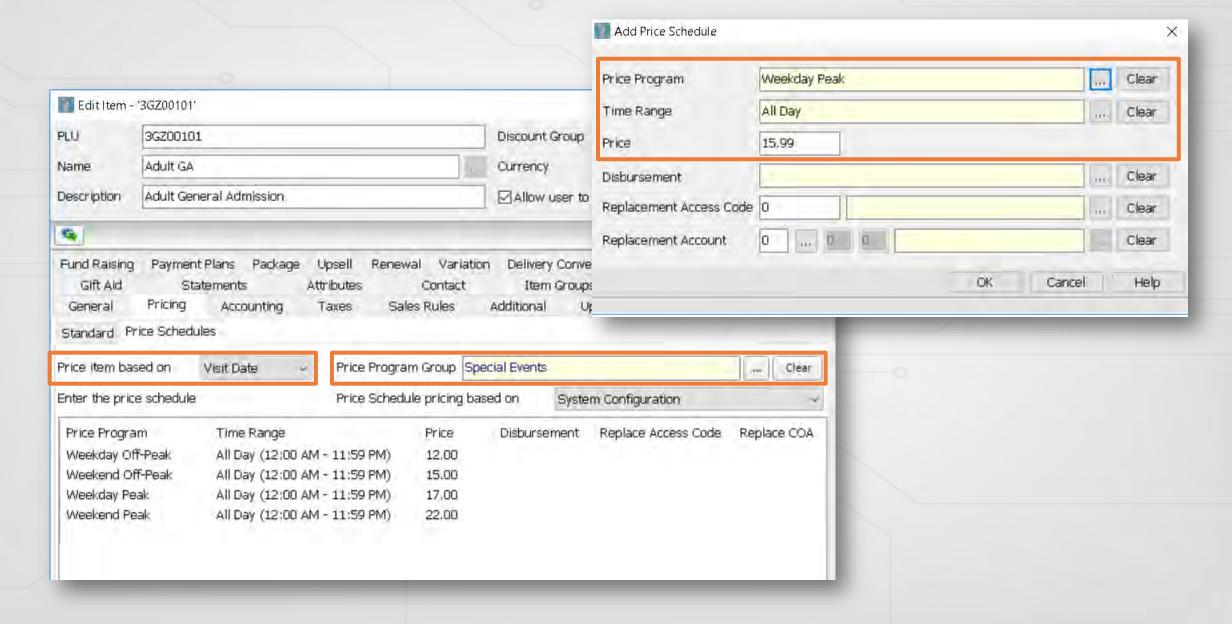
https://www.digonex.com/coronavirus-impact-ticket-pricing/

## QUESTIONS / COMMUNITY FORUM

## Pricing Tools for Galaxy Users- Item Manager



## Pricing Tools for Galaxy Users- Price Schedules



## Learning Resources for Galaxy Users



## **Learning Portal**



**Price Schedules** 



**Discounts** 



Tickets & Items

### Demo (Price Schedules Ov Price Program Menu All of the price programs y

(Central Data Maintenance > Product Maintenance > Price Program Manager)

Here we'll set on which days the price program will apply.



All of the price programs you created in the previous step will appear here. You can click and drag them







## Learning Resources for Galaxy Users

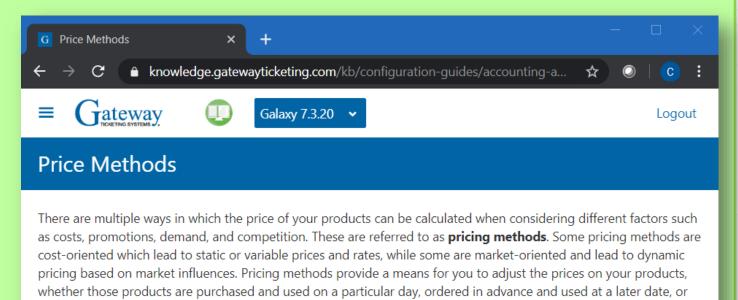


### **Knowledge Base**

Pricing Methods
 https://knowledge.gatewayticketing.com/kb/configuration-guides/accounting-and-finance/price-methods

when certain conditions have been met.

- Discounts
- Effective Date Pricing
- Price Schedules



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