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"How to" Guide for Research Tactics Within the Attractions Industry

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Today We'll Talk About

- Your Competitive Situation (and why you need research)
- Research Priorities for Attractions
- Types of Research You Should Be Doing
- Building Your Own Online Research Program
 - Tips for Writing Surveys
 - Finding People To Survey
- Q&A



We'll Move Quickly Through The Presentation To Leave Time for Questions

There will be a link to the presentation, vendors I've had success with, and additional resources at the end.





My Research Background







5 years

5 years

10 years

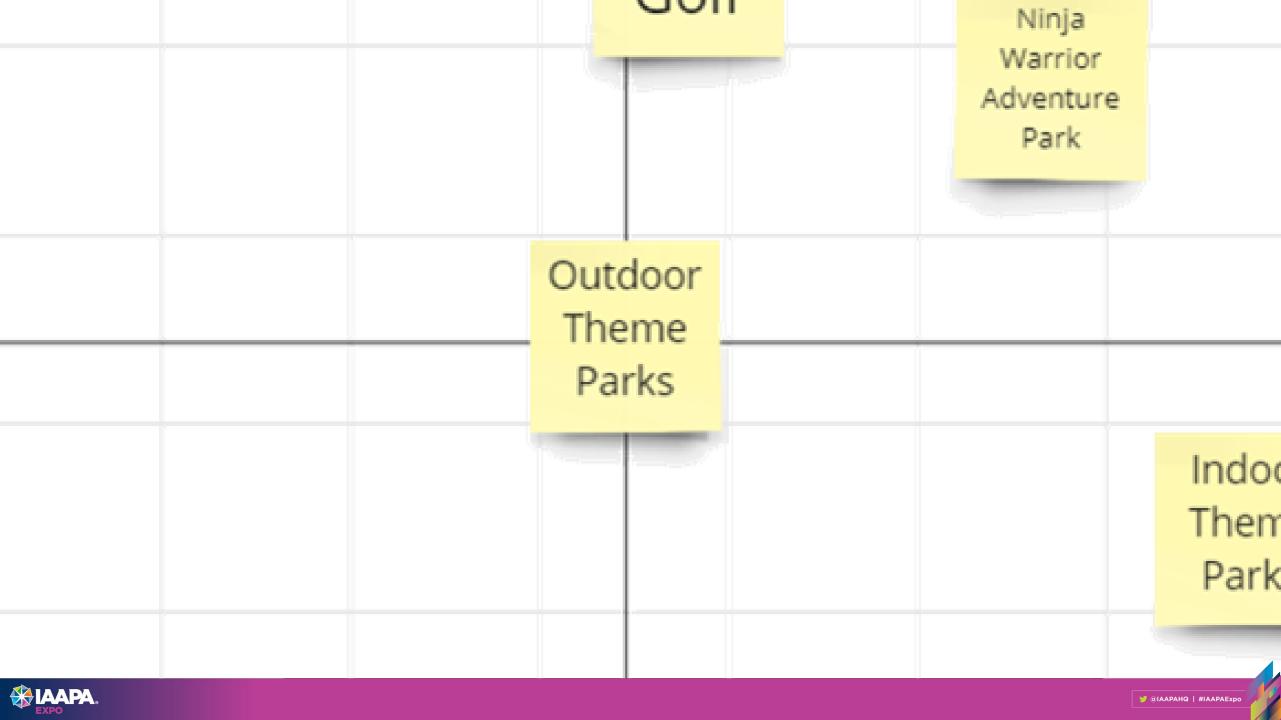
- Led in-house research teams of various sizes (sometimes just me)
- Completed over 1,000 research & analytics projects



Your Competitive Environment



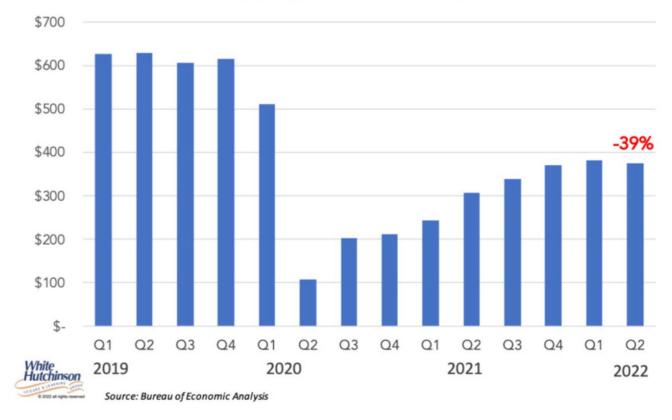




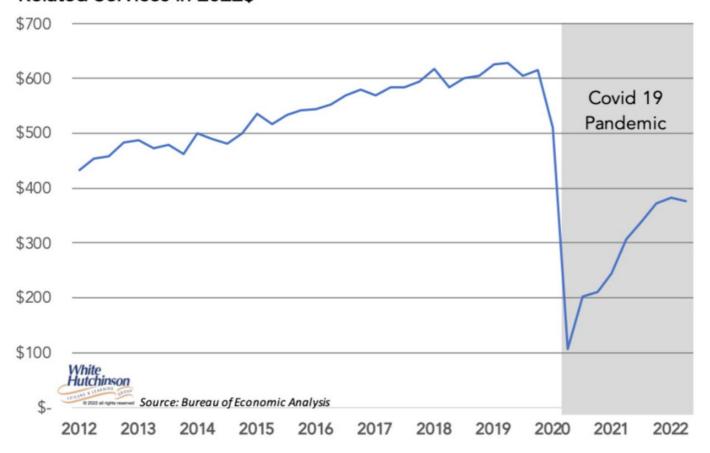


Average consumer spending on out-of-home entertainment has not returned to pre-COVID levels.

Average Household Spending on Amusement Parks, Campgrounds and Related Services in 2022\$ Q1 2019 - Q2 2022



Average Household Spending on Amusement Parks, Campgrounds & Related Services in 2022\$

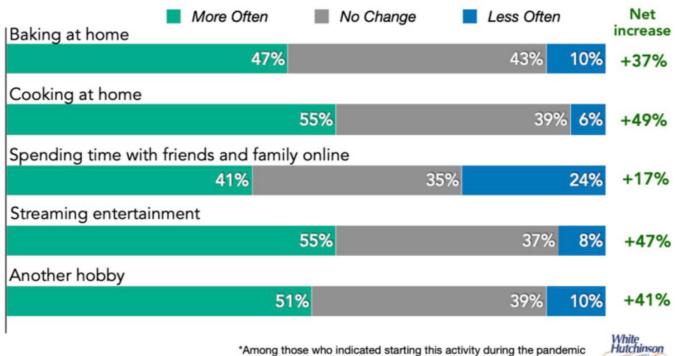


2020 consumer spending on out-of-home entertainment is lower than it was 10 years ago



Continuation of pandemic lockdown activities

Are you doing the following more, less or just as often now as during pandemic lockdown*

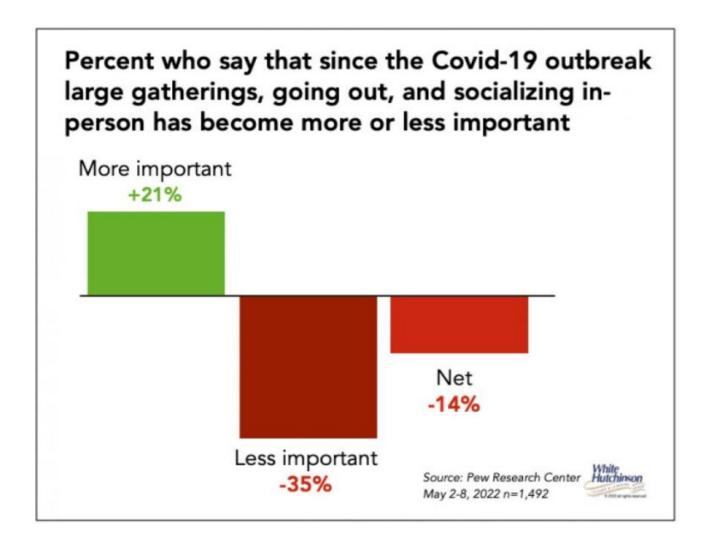


Source: Ipsos Coronavirus Consumer Tracker, June 22-23, 2022



People have found new hobbies and interests at home which replace the need to go out.





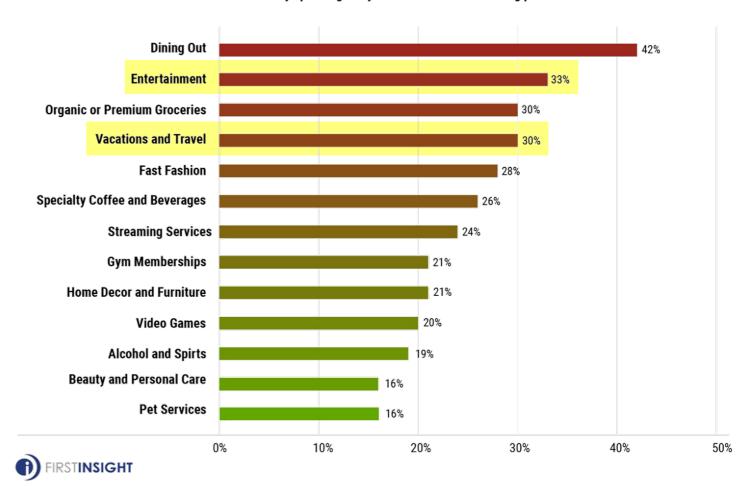
For many people, going out is simply less important.



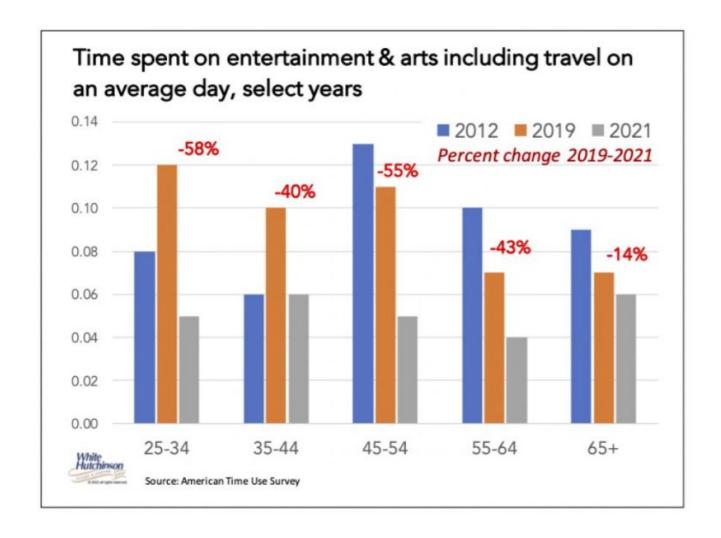
Inflation is causing consumers to curtail spending on entertainment and travel

INFLATION IMPACT ON U.S. DISCRETIONARY SPENDING

What discretionary spending will you cut back on due to rising prices?

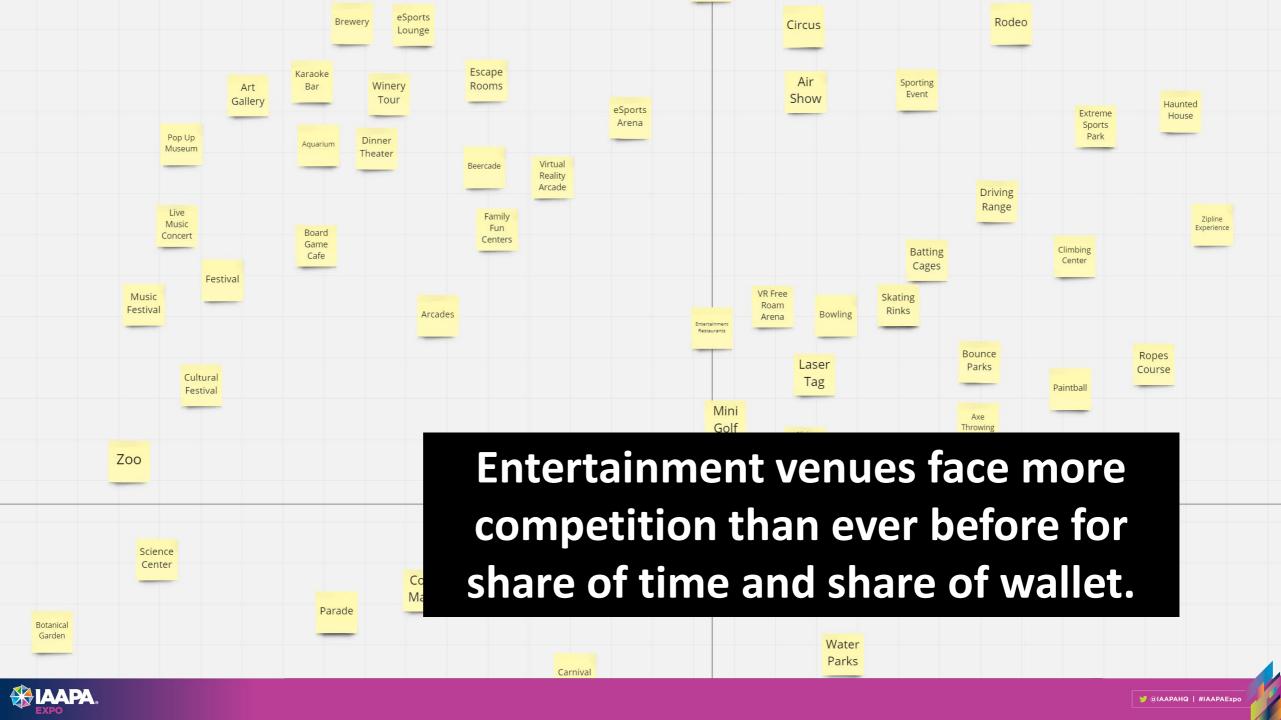






People are spending a lot less time engaged in out-of-home entertainment than they did in 2019 or 2012.



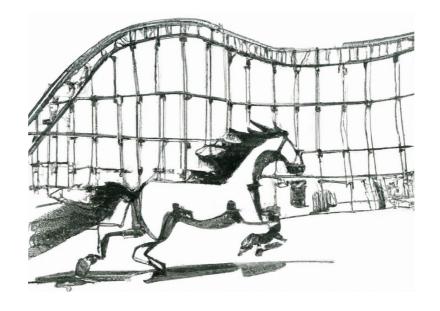




Satisfy Guests

Grow Revenue & Profit





"If I had asked people what they wanted, they would have said faster horses."





"People don't know what they want until you show it to them. That's why I never rely on market research. Our task is to read things that are not yet on the page."

Steve Jobs







We love feedback.

Please complete this 15-minute iPad survey.

Thank you for your recent purchase of an iPad. Please take a few minutes to complete this survey to help us understand your purchase. Your responses will remain completely confidential, and results will be viewed only in aggregate. We value and appreciate your input.

Take the Survey O

Thank you for participating,

If you are having trouble viewing images, click the following LRL or copy it into your web browsen http://v2.decipherinc.com/survey/cmb/cmb10014?list=1&acd_person_id=591050534

e picture.

a survey about your Apple es or less to complete.

Research can...

...tell you what your average customer really thinks ...provide better context for new attraction ideas ...show you how to be competitive in your market ...inform management decision-making



While you may be a consumer, you aren't your consumer.

Attraction managers make big errors in judgment when they think that they intuitively know what their customers think because they visit attractions too.





Satisfy Guests

Grow Revenue & Profit



Drive Attendance

- Where are guests from?
- Who are our guests?
- How much can we charge for tickets?
- What kind of tickets should we sell?
- Who are we competing against?
- How can we differentiate ourselves?
- Why aren't people visiting?
- What new attractions will attract guests?
- What kind of ads work?
- How can we efficiently reach guests?
- How can we get people to visit more?

GI

Grow Revenue & Profit

- What kind of food items will people buy?
- How can we sell more food?
- What merch should we be selling?
- What happens if we add a processing fee?
- What kind of games will people play?
- How much should we charge for tickets?
- What happens if we raise/lower prices?
- What if we remove this pass benefit?

Satisfy Guests



Satisfy Guests

- Did guests enjoy their day?
- What did they like? What didn't they like?
- What can we add to make guests happier?
- Does the food taste good?
- Are we meeting our service standards?
- Is our website friendly and easy to use?
- Do guests think the park is clean?
- Are guests enjoying our shows?
- Are our games too hard?
- Do we have the right attraction mix?
- Will they come back?

Dri

Let's say you have no research program.



Where should you start?



There are TWO types of studies that every theme park can benefit from, all the time:

- 1. Guest Satisfaction Survey
- 2. Guest Origin Research





#1. Guest Satisfaction Survey





Guest satisfaction research comes down to answering one question:

Overall, how would you rate your experience at the park?

This is referred to as your:

Overall Day Rating





The main reason you ask other questions is to explain your overall day rating.







These are primarily the areas you will want to focus on:

Rides

Park Services

Food

Entertainment

Shops

Games

Employee Service

Value



You Can Get Much More Detailed:

Rides

- Overall Ride Rating
- Number of Rides Ridden
- Length of Lines
- Safety
- Enforcement of Rules
- Speed/Efficiency of Ride Operators
- Friendliness of Ride Operators
- Experienced a Closed Ride
- Experienced a Technical Difficulty

Park Services

- Number of Security Guards
- Cleanliness of the Park
- · Cleanliness of Rest Rooms
- Photo Buying Experience
- Parking Experience
- Ticket Buying Experience
- Experience Entering the Park
- Experience Leaving the Park

Shops

- Overall Shops Rating
- Service Quality
- Service Speed
- Shop Keeper Product Knowledge
- Store Cleanliness
- Merchandise Appearance
- · Merchandise Quality
- Value for the Money

Employee Service

- · How They Greeted You
- Attention to Safety
- Knowledgeableness
- Helpfulness
- Customer Service Training
- Job-Specific Training
- Friendliness
- Appearance
- Extraordinary Encounters
- Unpleasant Encounters

Entertainment

- Overall Show Rating
- Convenience of Show Times
- Quality of the Performances
- Appeal of the Show Content
- Number of Costume Characters
- Quality of Character Interactions
- Appeal of Characters You Saw

Food

- Overall Food Rating
- Service Quality
- Service Speed
- Dining Area Cleanliness
- · Appearance of the Food
- Taste of the Food
- Value for the Money

Games

- · Overall Games Rating
- Game Attendant Service
- · Fairness of Games
- Value for your Money
- Prize Quality/Value

Value

I won't go through these now, but you can find them if you download the presentation later!



Steps To Setting Up a Guest Satisfaction Survey

- Choose an Online Survey Provider
- Write a Questionnaire
- Program the Questionnaire
- Send Emails To People After They Visit
- Review the Results

It really isn't that hard!
Selecting the questions is
the hardest part





It is possible to conduct your guest satisfaction survey as people leave, but it isn't worth it.

Pros

- Better random mix of guests
- In-the-moment feedback

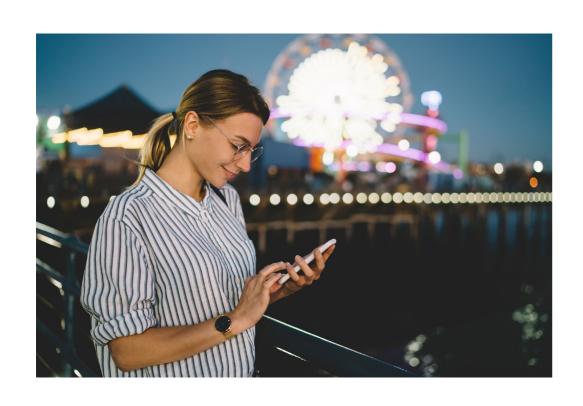
Cons

- Comparatively very expensive
- Requires dedicated interviewer team
- Interrupts the guest experience





There is also a hybrid version where people take the survey electronically in the park.



Pros

- Access to on-site guest mix
- Requires less training

Cons

- To do it right, you still need a recruiting team
- Results still potentially biased
- Interrupts the guest visit



You can also use kiosks to simplify data entry and reduce labor costs. I still recommend recruiters.





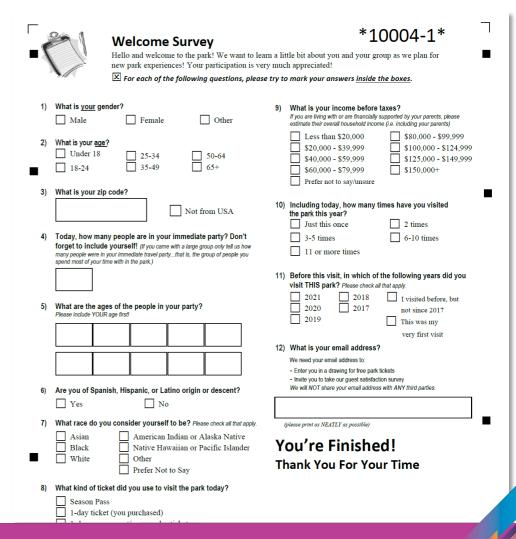






Guest Origin Survey

- Simple survey of:
 - Origin (postal code, country)
 - Ages of everyone in the visit party
 - Other demos (income, ethnicity)
- Optionally might include:
 - Why they visited
 - Where they are staying
 - Other competitors they visit
 - Email Address





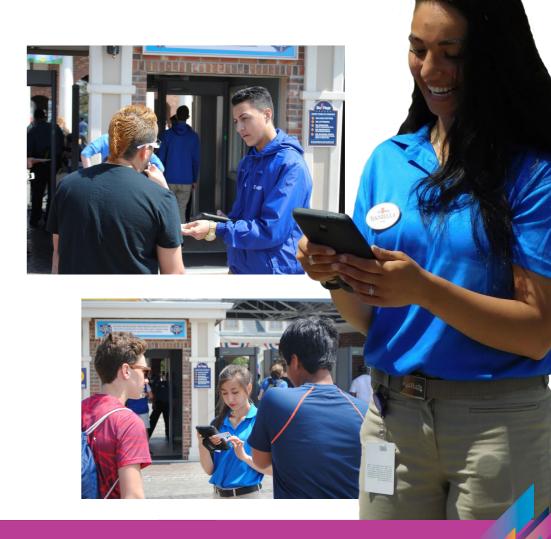
Guest Origin Survey

Why You Need It

- Advertising planning
- Capital planning
- Market segment definition
- And a lot more!

Considerations

- Respondents cannot be self-selected
- Can't be online; need interviewers
- Need 100+ per day
- Most expensive study you will do





Guest Origin Survey

Option #1: One Question Survey at the Turnstile

- Limit your survey to just "What is your zip code?"
- Have your turnstile attendants ask and record
- Requires training, can be distracting, slows things down
- Limits your data to just zip codes

None of these options get you the data you get with a survey - but they are much better than nothing

Option #2: Forget the survey. Use POS & eCommerce analytics

- Look at all of your online purchasers
- Limits your data to just zip codes
- Works if most of your sales are online. You can also collect zip codes at your box office
- It may be enough!

Option #3: Geolocation Intelligence



Geolocation Intelligence

- Place of Origin
- Length of Stay at your Venue
- Other Places They Visited
- Basic Demographics
- Behavioral profiles





Other Research Worth Doing

- Guest Origin Research
- Guest Satisfaction Research
- Team Member Research
- New Product Research
- Regional Market Studies
- New Ride Research
- Advertising Research
- Food, Shopping, Games Research

- Pricing Studies
- Group Event Satisfaction Research
- Annual Event Research
- Web Analytics and A/B Product Testing
- Web Satisfaction Research
- Brand Positioning Research
- "Blue Sky" Innovation Research
- Employee Research











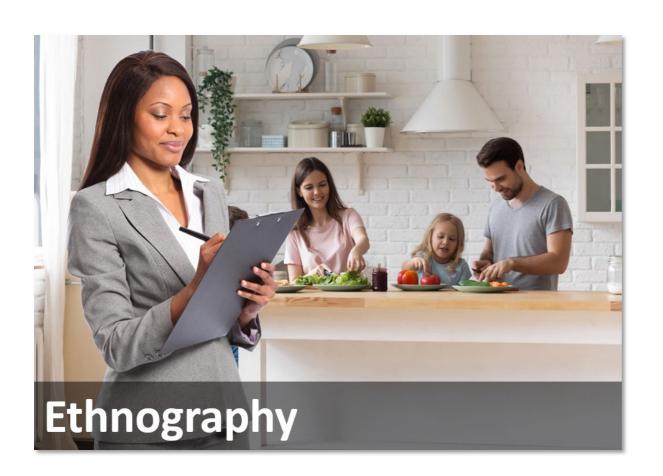












- Data collection through observation and interviews
- Example: Following a family around in the park, take notes
- Very time-consuming but can be very rewarding













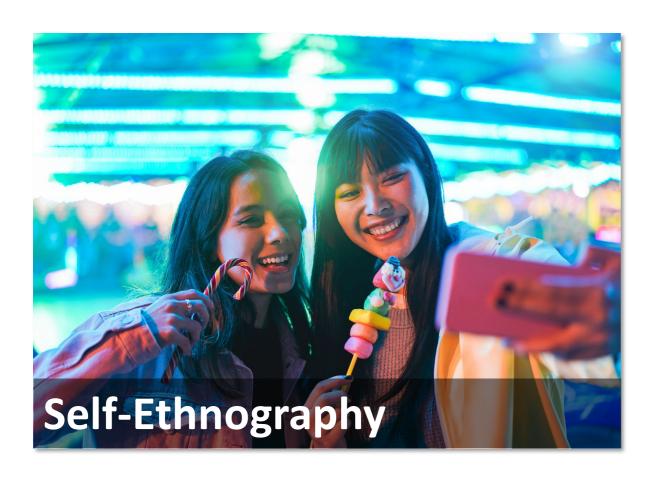












- Guests document their own day using their phone
- Guests take photos, notes, videos, and save receipts
- Less time-consuming, less invasive, but still hard to organize

























- A one-on-one conversation with a respondent online or in-person
- Example: Asking a guest questions about the purchase process on your website one step at a time
- Time-consuming, but a mostly unscripted way to get interactive feedback

























- Several customers in the room at one time led by a facilitator
- Opportunity is to have several people share and react to each other in a semi-structured manner
- Requires some training in group dynamics, and multiple groups

























 Very specific form of research, not commonly used in theme parks, but can be helpful for testing inpark products with guests























- Like a focus group, but online and one session may last days
- Post a question or topic, and allow guests to respond, discuss, share feedback with each other
- You can get many customers involved. Requires moderation, and an appropriate system

























- Short questionnaires collected at reasonably high volume
- Allows you to collect a good volume of data "in the moment"
- For venues, it's the best way to collect a representative sample of your customer base
- Potentially expensive

























- Potentially low cost, high volume opportunity to
- Allows you to collect a good volume of data "in the moment"
- For venues, it's the best way to collect a representative sample of your customer base
- Potentially expensive

























- Analyzing conversations and trends posted online about your brand
- Useful for broad sentiment analysis, but hard to get focused feedback on topics

























- Analyzing the mountain of data you've collected about you customers through transactions and digitally-connected behaviors
- Can be a huge source of information, but requires software and/or special skills to extract

























- Live testing in the field
- Works especially well for testing products and prices
- Easy to run off of your website



Who should do your research?





Do it yourself

Hire an agency

Pros

- Very Inexpensive
- Can go very fast
- Online tools make it easy to setup
- Some tools provide analysis

Cons

- Much more effort to setup
- Poorly worded questions or non-representative sample = bad data

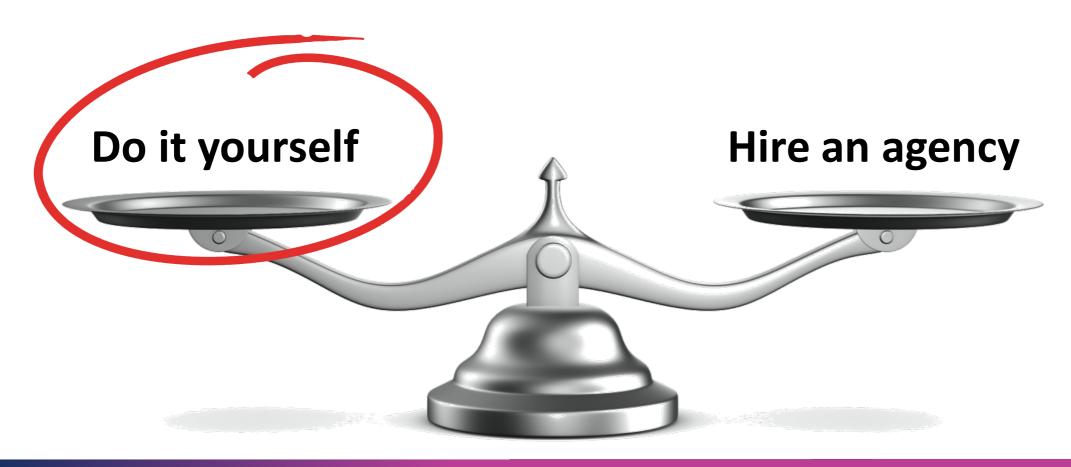
Pros

- Proper methodologies
- Access to 3rd party panels
- Much easier for you
- Access to fancier tools

Cons

- Expensive
- Potentially Slow
- Can require a lot of hand-holding







Quick Guide To Building A Basic Online Research Program





Step #1 Sign up for Survey Software





Online Survey Software Considerations

- Easy for you to use
- Friendly-looking, attractive templates
- Mobile friendly surveys
- Easy to use survey logic
- Friendly reporting capabilities
- Ability to do pop-up surveys on your website
- Integration with tools you already use
- Customer support



Step #2 Write a Survey





Tips for Writing Surveys

- Keep questions short and to the point
- Don't get elaborate
- Avoid "fancy" question types
- Be thoughtful about what order the questions are in
- Don't ask more than you have to





How Long Can You Make Your Survey?

- Maximum length depends on:
 - Survey topic
 - Type of questions you ask
 - Reason for the survey
- While they might not abandon the survey, people will stop reading
- Ask your respondents if it is too long!





How Long Can You Make Your Survey?

- Think about the effort it takes to answer each question
- Factual questions take less effort than opinion questions or ratings





- Super easy to answer
- Only two choices
- Factual, no opinion

- 1. Did you eat pizza last night?
 - Yes
 - O No





- Opinion-based
- Just two choices



- Yes
- O No



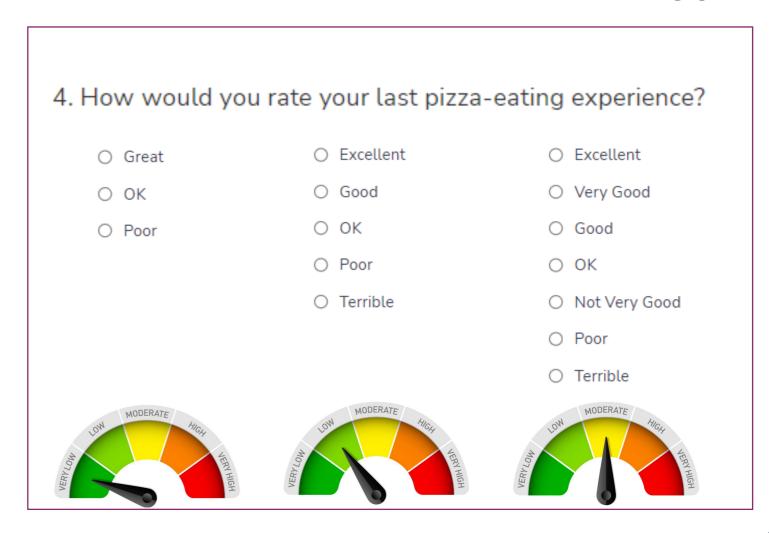


- Opinion-based
- Five choices is harder because people have to differentiate

- 3. How much do you like pineapple pizza?
 - Love it
 - O Like it
 - O It's OK
 - O Don't Like it
 - Hate it

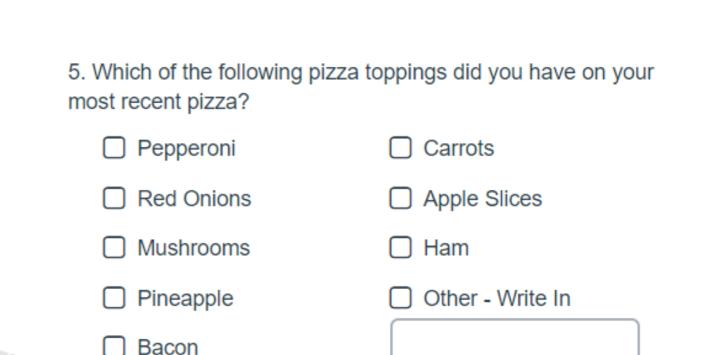


- Keep your scales as simple as possible
- The more options, the harder it is for people to have a visceral response
- 5 points is usually fine
- 3 points for unimportant





- Factual, not opinion
- Manageable number of options to consider
- For the respondent, each checkbox is a yes/no question







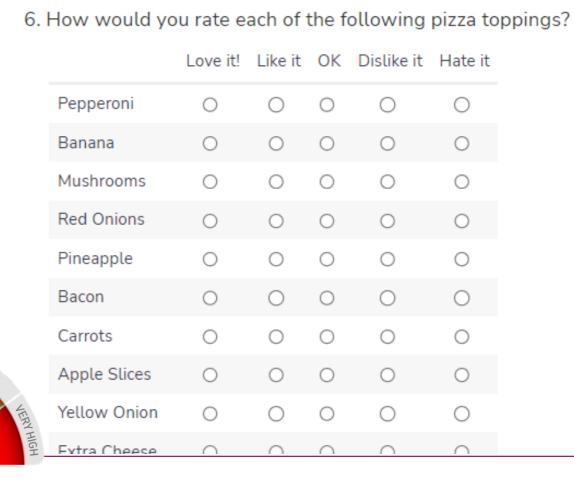
- Opinion question
- Lots of different options
- Each one has to be read and considered.

6. Which THREE of the following pizza toppings did you enjoy most?		
Pepperoni	☐ Yellow Onion	Chicken
☐ Red Onions	☐ Extra Cheese	☐ Black Olives
☐ Mushrooms	☐ Steak	Spinich
Pineapple	☐ Green Peppers	☐ Beef
☐ Bacon	☐ Red Peppers	☐ Ham
☐ Carrots	☐ Jelly Beans	Pesto
Apple Slices	☐ Sausage	☐ Pulled Pork
HIGH AERY FIGH		



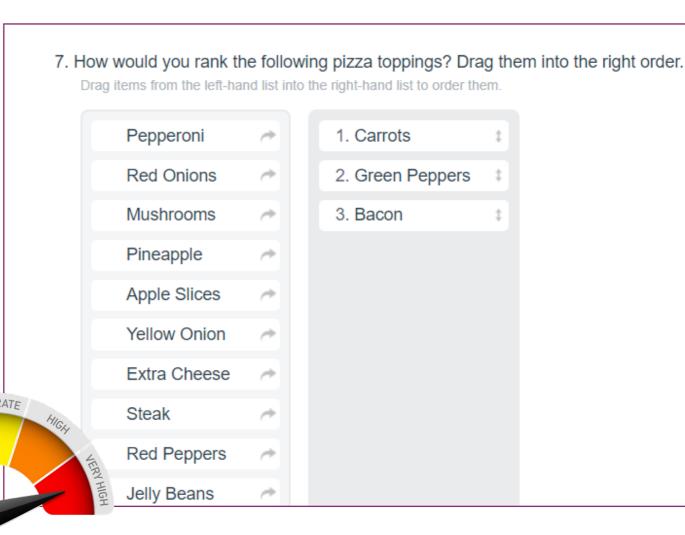
MODERATE

- People hate these
- It's 20 different questions piled into one
- People will start to answer randomly or straight-line just to get through it



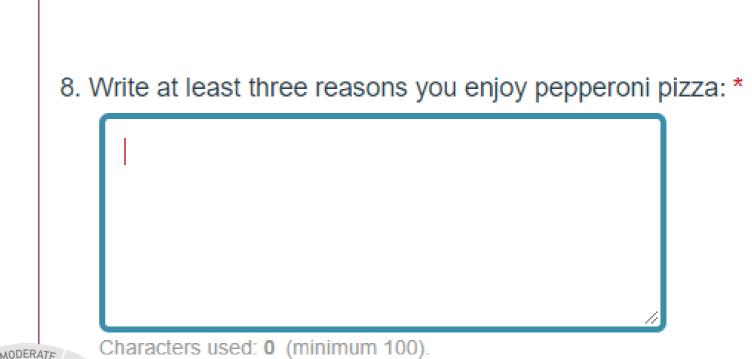


- Ranking questions, where you have to consider every option versus every other option, is exhausting
- Nobody really needs ranking like this! Hard to analyze
- Sometimes, for ranking it is best to ask for just the top three or bottom three





- Open-ended questions take the most energy to answer
- It's best to put them earlier in the survey
- Limit how many you use
- Don't make them required; make it clear that that they are optional





Key Considerations For Questionnaires

- Don't make your survey too long
- Really interesting topics can be longer
- Be thoughtful about the types of questions you ask
- Remember, every decision takes energy
- Put the most important questions first
- Put the questions in a logical order
- Put the questions in an order that won't bias answers later questions
- Acknowledge when you're about to ask for something hard
- When asking personal questions, remind them the survey is anonymous

People will finish a terrible survey, but your data will also be terrible.



Step #3 Find People To Survey





Find People To Survey

- Invite people on your mailing list
- Integrate with your website
- Collect email addresses at your venue
- Rent panels from third-party vendors
- Integrate with your eCommerce/ticketing system



You Need to Talk To The Right People

- If you need to know what teens think, survey teens.
- If you need families, talk to families.
- Different groups have very different responses to the same questions.

Tips for Email Survey Invitations

- Use your branding
- Say why you need their feedback
- Keep the invite short
- Include the length of the survey
- Offer an incentive
- Send through your CRM system
- Send reminders



Important Park Planning Survey

We need your feedback to help us plan for next season. You could win park tickets or a \$500 Amazon gift card!

We're conducting a survey to help us plan for 2023 (and beyond) and we'd really like to get your feedback. Your opinions will only be used to improve the park.

In appreciation for your participation you'll be entered into a drawing to win a \$500 Amazon gift card or one of five pairs of tickets to the park.

Take Survey

Quick Facts About this Survey:

- Topic: How we can improve the park, including new attractions, facility improvements, etc.
- Length: 15-20 minutes, depending on your responses.
- Cost to Participate: None
- Chance to Win: Drawing for \$500 Amazon gift card or one of five (5) pairs of tickets to the park for the 2023 season.

Thank you for taking the time to share your opinions.

Sincerely,

Theme Park Management Team





Tips for Collecting Emails at Your Venue

- Great way to get respondents for guest satisfaction surveys
- Stop people at the exit
- Make sure emails are collected from <u>randomly</u> selected guests
- Let people type their own email into a tablet
- Be clear about what email address is for
- You will get around a 20% response rate
- Promise of a chance to win/incentive always helps



Tips for Collecting Surveys from Web Traffic

- With the promise of a chance to win tickets, it's easy to get people to take a survey on your website.
- Ask about the website, about products, or anything
- Especially good for fast feedback



Using Third-Party Panels

- If you want to find out what <u>consumers</u> think (people who aren't necessarily your customers) you should rent a panel
- You don't need to go through a research vendor to do this
- Many panel providers will even field your survey for you
- Tell them who you want to talk to, they will find them for you
- Cost ranges from \$5 to \$20 per respondent



A Word About Incentives

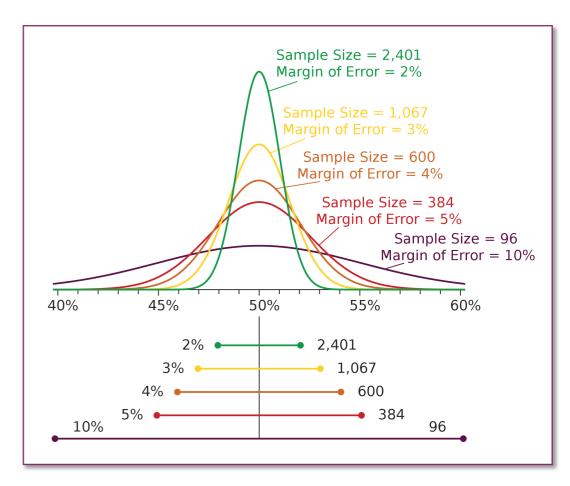
- Incentives dramatically improve response rates
- They generally won't bias your results
- Chance to win is always effective
 - Make sure you have proper rules written up
 - Pairs of park tickets usually work or a pair of passes
- Special discounts can work too





How Many Responses Do You Need?

- It's not a percent of the population
- The bigger the sample, the smaller your margin of error
- For most surveys 600 is great
- 300 is fine
- If you want to collect 5,000 that's OK too
 - Bigger sample sizes let you slice and dice the data more
 - Depending on the survey, many theme park fans like to be asked their opinion





Build a Survey Panel

- One of the easiest, fastest ways to find respondents is to build a survey panel
- At the end of any survey you do, ask people to join the panel. Maybe collect some demographics
- You can reach out to your panel whenever you need some fast feedback





Hosting Your Own Focus Groups

- There is nothing wrong with bringing in a bunch of customers and talking to them
 - Talking to customers is never a bad thing
 - Just make sure you go in organized and ready to listen
- There are several benefits to hiring a facilitator
 - They'll find consumers that match your specs
 - They'll find a focus group facility for you
 - They can put together great moderator guides



A Few Key Takeaways

- You need to be doing some research
 - Even if you're not, your competitors are
- First place to start is:
 - Guest Satisfaction Survey
 - Guest Origin Research
- It isn't hard to do basic online research
 - Survey software doesn't cost much
 - You can use your own mailing list for many surveys
 - Your guests are HAPPY to give you feedback
- Use a market research firm if you want or need help





I've put together a bunch of resources you may find useful including my contact information if you have *any* questions.



https://carouselinsights.com/iaapa



