

# AM2

The news & jobs magazine  
from Attractions Management

AM2.jobs

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## IAAPA breaks records as 39,000 attend Expo

This year's IAAPA Attractions Expo in Orlando, Florida, has proven to be the organisation's most successful show ever, with a record 39,000 people attending the landmark event.

Taking place between 13 to 17 November, attendance increased 12 per cent over 2016's numbers, generating an estimated US\$51.3m (€43.5m, £38.7m) for the Orlando economy as buyers discovered the latest technologies, discussed trends and hot topics and tasted new foods during the five day show.

"It's been great," said IAAPA president and CEO Paul Noland, speaking to *AM2*. "We've been thrilled with the show floor, all the events and our attendance is up considerably, which shows the fundamental optimism that's still here for growth in the industry."

"Our events have been great – we had a terrific 'IAAPA Celebrates' at Animal Kingdom, with 3,000 people attending. People seemed really happy and we're very happy with how it's come together."

Educational sessions proved a huge success, with 13,523 people taking part in 138 different education experiences.



Nearly 40,000 people filled the Orange County Convention Center as delegates explored IAAPA's trade show floor

Included among the speakers were Merlin Entertainments CEO Nick Varney, who delivered the keynote at the GM and Owners' Breakfast, and Village Roadshow Theme Parks COO, Bob White, who spoke about handling a crisis in the world of social media.

IAAPA's support during the show for Give Kids the World proved a success, with US\$123,000 (€104,000, £93,000) raised for the charity through its annual golf tournament, motorcycle ride, fun run and walk, as well as individual donations. Give Kids the World's Pamela and Henry Landwirth were also recognised for their work with the charity, being named members of the IAAPA Hall of Fame.

More: [http://lei.sr?a=n2k4J\\_LA](http://lei.sr?a=n2k4J_LA)



Nick Varney delivered the keynote speech



**Attendance is up considerably, which shows the optimism that's still here for growth in the industry**

- Paul Noland

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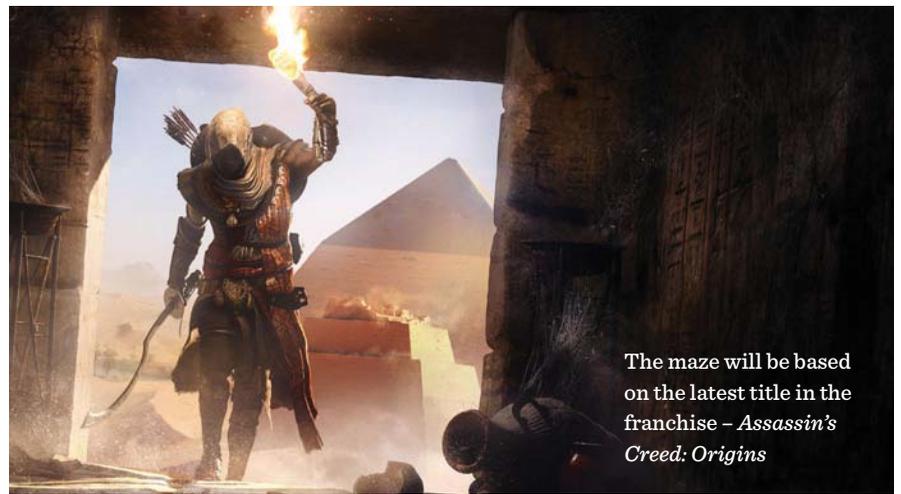
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The maze will be based on the latest title in the franchise – *Assassin's Creed: Origins*

## Triotech reveals *Assassin's Creed* VR maze

Triotech has announced a major partnership with Ubisoft, with plans to create a virtual reality maze based on the *Assassin's Creed* IP.

"This IP has launched 10 major videogames in 10 years, selling 110 million copies, and has more than 75 million unique players," said Deborah Papiernik, SVP of new business for Ubisoft. "It is Ubisoft's top franchise and one of the top franchises in the videogame industry.

The maze itself will be based on Ubisoft's latest game in the franchise, and will let players explore an Egyptian temple, wearing a VR headset while exploring a physical maze.

"Fans play on their console but now it's the first time they'll be able to interact in the physical world," said Ernest Yale, president and CEO of Triotech, speaking to *AM2*.

More: [http://lei.sr?a=v8y8x\\_A](http://lei.sr?a=v8y8x_A)

## Zero Latency plans Asian expansion as CEO reveals new game for 2018

Zero Latency CEO Tim Ruse has revealed plans for the company moving forward, with a new game in the works and expansion into Southeast Asia.

Earlier this month, Zero Latency opened its first free-roam VR arena in Mexico, teaming with cinema chain Cinépolis for a new venture in Mexico City.

Not resting on its laurels, the VR company – which now has 13 locations

worldwide – has big plans for 2018, with one major aspect being the development of its first competitive offering.

"It's a shooter but with more of a competitive gameplay aspect," said Ruse, speaking to *AM2*.

"Everything we've worked on to date has been cooperative, so competitive gameplay is something new and exciting for us."



Zero Latency has a number of openings planned for 2018

As part of Zero Latency's global expansion plan, the company will open its first locations in Southeast Asia next year and Ruse revealed plans to expand into four countries within the region.

"The full details will be announced soon, but it's a big expansion into that region," he said.

More: [http://lei.sr?a=Q8Q4y\\_A](http://lei.sr?a=Q8Q4y_A)

## AECOM to oversee China's US\$1.85bn Nickelodeon resort

The US\$1.85bn (€1.56bn, £1.39bn) Nickelodeon-branded cultural resort planned for Foshan, Southern China, will be project managed by AECOM after a deal was signed at this year's IAAPA Attractions Expo.

Part of the Foshan Cultural and Ecological Coastal Project – an initiative to enhance the culture, tourism, sports, science and technology sectors to the city of Foshan – the development will cover 750 acres, 250 of which will be dedicated to Nickelodeon-themed attractions.

The masterplan also includes a 'China Cultural Creativity Base', which will incorporate Chinese culture, stories and values into multiple attractions.

Viacom, the Sanshui New Town Management Committee and Elite Global Group, are behind the plans, announced last week at the Expo in Florida, Orlando, with AECOM to provide comprehensive, integrated programme management services.

"This is the first, large-scale agreement for AECOM to deliver its proprietary lifecycle of integrated program management



The development will cover 750 acres – 250 of them dedicated to Nickelodeon-themed attractions

services for a consequential theme park project in Asia and is a breakthrough moment for our programme management consultancy business in the People's Republic of China," said Chris Yoshii, vice president, Asia Pacific, AECOM.

It will be the first Nickelodeon attraction in China, with other branded properties in the US, Australia, UK, Spain and Malaysia. Breaking at the start of this year, the project is expected to be completed by 2021.

More: [http://lei.sr?a=Z2h7C\\_A](http://lei.sr?a=Z2h7C_A)

## Canada's Méga Parc plans CA\$52m steampunk redevelopment

Canada's Méga Parc is to undergo a major steampunk-themed makeover, with a record-breaking gravity coaster travelling through a spokeless Ferris wheel at the heart of the CA\$52m (US\$41m, €34.6m, £30.8m) plans.

Built in Quebec in the 1980s, Méga Parc is the second-largest indoor theme park in Canada. Its overhaul will see the park transformed, with the majority of existing rides replaced and the park to be themed on steampunk and the industrial revolution.

Designed by Extreme Engineering, the suspended Cloud Coaster will hang 60ft (18.3m) above the ground from the attraction's ceiling, combining elements of a rollercoaster and a zipline with special lifts to propel passengers through uphill segments. The longest of its kind in North America, the 405ft (123.4m) coaster will also offer a world-first, being the only one to go through a Ferris wheel.

"With Méga Parc, we'll be on-site probably double our usual timeframe," said Matt Rehnstrom, vice president of sales for Extreme Engineering. "The whole coaster is being



The Cloud Coaster will travel through the park's signature spokeless Ferris Wheel

suspended from the ceiling, which means you have to raise every piece of track into the air one after the other."

The wheel itself – Méga Parc's signature attraction – offers another first for Canada, rising seven stories and having no spokes, with cabins moving on a track around the circle rather than the whole ride itself moving.

The project is being developed by Oxford Properties Group, with Toronto-based architects RevelHouse handling design and concept. Méga Park sits within Quebec's Les Galeries de la Capitale mall. A grand reopening is set for December 2018, with a projected 600,000 annual visitors each year.

More: [http://lei.sr?a=8G7H2\\_A](http://lei.sr?a=8G7H2_A)

# Sweden's Liseberg to break ground on €200m waterpark and hotel project in 2019

Tom Anstey, Managing Editor, AM2

Liseberg CEO Andreas Andersen has provided an update on the park's planned €200m (US\$238.8m, £178.8m) expansion, with work on the project expected to start in 2019 as the park attempts to diversify its product offering to expand its operational season.

## Building on a rich heritage

The historic attraction in Gothenburg, Sweden, celebrates its centenary in 2023. In the build up to this significant milestone, plans for a new indoor waterpark and hotel were unveiled earlier this year on 50,000sq m (538,000sq ft) of land acquired in 2013.

"This was the last available expansion area in conjunction with Liseberg," said Andersen, speaking to *AM2*. "Our park sits in the city centre so it was pretty important for us to acquire that land.

"We looked at a number of ways we could utilise the space and quite early on it became clear that the best option for Liseberg and the destination would be to build an indoor waterpark and in-park hotel."

The waterpark, being developed by Water Technology Inc, will operate year-round with capacity for 2,800 guests over 17,000sq m (183,000sq ft). Renderings for the indoor attraction show a galleon, with the waterpark following a historic theme based on the Swedish East India Company, which has strong roots in the city. Included in the attraction will be eight experience pools, 10 water slides, two water play areas and a restaurant that can cater for up to 400 guests.

The 453-bedroom hotel is being designed by Swedish architects Wingårdhs. Targeting families, the 31,000sq m (333,600sq ft) property will be adjoined to the waterpark and will feature a main restaurant with 550 seats, a smaller themed restaurant for up to 250 people, a bistro and a 700sq m (7,500sq ft) spa.

## Making progress

"We've finished concept design and are currently between schematic and detail design," revealed Andersen. "We have all the permits and permissions, and we've secured

financing for the project."

Once the design is finalised, some preliminary work – such as moving the Liseberg parking lot – will take place before the development breaks ground in 2019. A projected opening date is set between 2021 and 2023, possibly over two phases depending on construction times.

"It's a very big investment but it's also necessary, in the sense that we must expand into other business areas if we want to keep the park running as we know it today," said Andersen, discussing the project's goals.

"We have a couple of challenges when it comes to our existing business model. The first is it's very seasonal. We bring in a lot of the revenue in just a few weeks through July and August. Our seasonality is significantly more concentrated than most other large amusement parks in Europe.

"The other challenge is that we are owned by the municipality. That gives us owners with a long-term perspective, which is great. But at the same time, there are some constraints on the way that we manage the park.

## Meet the new IAAPA chair

### What's your background?

Right now I'm with Liseberg, which is one of the bigger regional parks in Europe, but I originally have a background in law. I used to work at the Danish Ministry of Finance and then in 2000 I became a company lawyer for Tivoli in Copenhagen. It was a job I didn't hold for very long, as I soon got into the operations side of things. I was COO there

and then in 2008 I transitioned into a role with IAAPA, where I helped to relaunch the European regional office in Brussels. I'm a very enthusiastic rollercoaster rider, so that's really why I love the industry.

### What are your goals as chair?

There are a few things I care a lot about. Safety is one of them. The work that has been done



over many years is something I would like to continue.

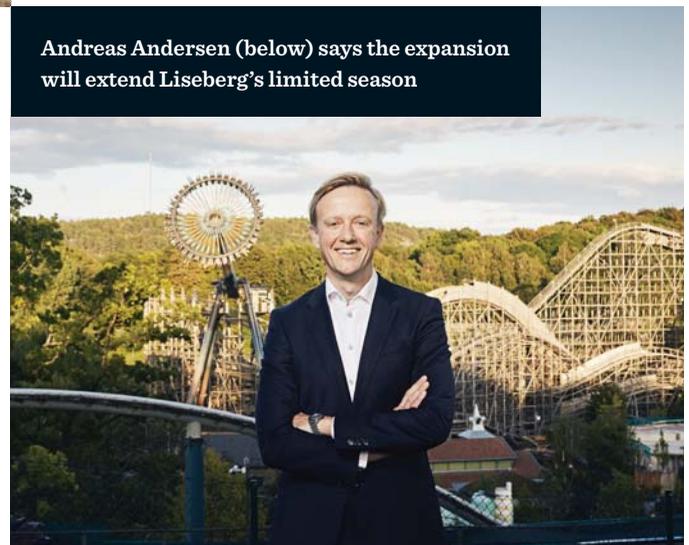
I also care a lot about the continued globalisation of IAAPA so we can become truly international.

The third thing is sustainability. It's one of the things that we as an industry will have to face on a much more structured level in the years to come. It's one of the things that I would like to put on the agenda.

### How does your work at Liseberg tie in with your IAAPA role?

In parallel with the park's physical development, we're focused on things like handling a digital world and becoming a sustainable company. In many ways it's a microcosm of IAAPA itself.

If you don't belong to a big corporate group, IAAPA is a window into the world. We can learn from the best and share knowledge, which is just great. It's why I appreciate IAAPA so much.



Andreas Andersen (below) says the expansion will extend Liseberg's limited season

"We have a lot of cultural obligations and we give a lot away to charity. We are also trying to take care of a very long history and the heritage of the park in ways most other parks don't have to. It's very important to us that if we want to be part of the Gothenburg community and play a central role in the cultural fabric of the city, we need a strong financial foundation to stand on. Building the hotel and the waterpark will be part of that strong foundation."

### Tackling challenges

Liseberg has invested significantly over the course of the last six years, spending €120m (US\$143.2m, £107.3m) on new additions to the park to combat declining visitor numbers, something which has proved to be very fruitful.

"We were seeing a declining attendance, especially in our important summer season," said Andersen.

"We've invested heavily in our core business, with new rides, new theming and investment into our Halloween season.



If we want to be part of the Gothenburg community and play a central role in the cultural fabric of the city, we need a strong financial foundation to stand on. Building the hotel and the waterpark will be part of that strong foundation.



"This investment strategy has worked very well for us. The last three years have been the most financially successful in the history of the park, so we're very happy with that."

### Regional benefit

According to Liseberg, the hotel and waterpark plans will have positive effects for both local residents and tourists, boosting employment and the regional economy, and increasing tourism numbers. This will include an additional 600,000 visitors on top of the three million people that visit the park each year, as well as €50.6m (US\$60.4m, £45.2m) in tourist revenue for Gothenburg.

Liseberg's next major investment is Valkyria – a steel dive coaster by Bolliger and Mabillard – which is currently under construction and set to open next year. Based on Norse Mythology, Valkyria is part of €25.3m (US\$30.2m, £22.6m) investment which also includes Loke, a Gyro Swing manufactured by Intamin.

"We have a few things in the pipeline in terms of attractions," said Andersen. "In 2023 we celebrate our 100th birthday. We have some fun stuff planned in the build up for 2021-2022. It's a strategic investment, not just in the short term, but also the long-term." ●

# TO INFINITY AND BEYOND

As it attempts to turn around its fortunes, SeaWorld's Brian Morrow talks about the operator's rebrand through design, as it starts to create "Experiences that Matter"

SeaWorld creative designer Brian Morrow has lifted the lid on "Experiences That Matter", detailing how the company's new message affects attraction design.

Morrow, who is vice president of theme park experience design for SeaWorld, is at the forefront of ride and attraction design for the company as it continues an extensive rebranding effort.

Overseeing development of guest experiences, one of Morrow's newest projects is the Infinity Falls river ride – the first SeaWorld attraction to be created from concept under the new banner.

## DESIGN THAT MATTERS

"Experiences that Matter is now a design filter to us – we're making sure we deliver on it in every attraction we build," said Morrow, speaking to AM2.

"There's no other company in the world investing money



Brian Morrow, SeaWorld

**"Experiences that Matter is now a design filter to us – we're making sure we deliver on it in every attraction we build"**



Infinity Falls is the first SeaWorld attraction designed with "Experiences that Matter" in mind

like we are into education, play and purpose. We tie it into big rides and experiences, but underneath it all is this message, which drives our experience design team to these extremes."

Infinity Falls is the first project built with the sole purpose of Experiences that Matter. In 2018 Morrow said there will be more projects unveiled under that banner, "which is fantastic for the creative team because it gives us new design and experience goals."

## INFINITY FALLS

Manufactured by Intamin, the family-friendly Infinity Falls ride will feature a world-record 40ft (12.2m) drop when it makes its debut at SeaWorld Orlando in 2018. The design takes inspiration from the rainforests of South America,

with guests venturing through a jungle environment as they travel along the 1,520ft (460 m) rapids. With the new addition comes a themed village area, which will include a retail store, rest areas, dining and interactive educational experiences.

"It will be the first time we introduce our new digital interactives, allowing our guests to play educational games in the park," said Morrow.

Additionally, player scores will be converted into real-world water saving initiatives using SeaWorld dollars.

"We're building digital experiences that the family will gather around – big touch screens and oversized big play elements. It allows us to track those points and how they're doing. The kid scores three points and he saves three gallons of water instantaneously." ●



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28-30 JANUARY 2018

**IAAPA FEC Summit  
Laguna cliffs Marriot Resrt & Spa,  
Laguna Beach, California, US**

Family Entertainment Center (FEC) operators from around the globe will gather for the sixth annual IAAPA FEC summit.

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The PARX Expo draws buyers from around Japan and wider Asia

6-8 DECEMBER 2017

**PARX Japan Theme Park Expo  
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1-3 MARCH 2018

**RAAPA Expo 2018  
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# Putting the IP in InspiRation

**Creatives from Disney and Universal on the power of IPs in the attractions industry and how to implement them**

**S**ome of the attractions industry's brightest and most respected minds came together at IAAPA for this year's Legends Panel – an open discussion about the creative process and challenges involved with turning some of the world's most popular IPs into real-life places.

Examining how fantasy worlds such as *Avatar*, *Harry Potter* and *Star Wars* went from fiction to reality, Bob Rogers, founder and chair of experience design firm BRC Imagination Arts, played the role of host, as Universal's Thierry Coup and Disney's Joe Rohde and Scott Trowbridge shared personal and professional insights with an audience comprising the next generation of

creators, operators and leaders within the sector.

## In memory

Usually a four person panel, there was a chair this year left empty, symbolically, for the late Marty Sklar – a Disney legend who died earlier this year.

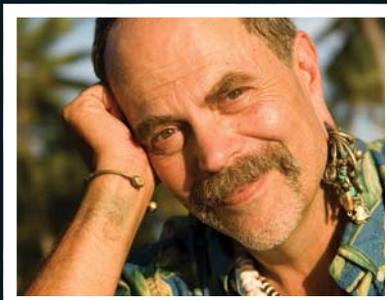
"We have left the fourth chair empty in honour of the incomparable Marty Sklar," said Rogers addressing a packed theatre. "He was part of Disney for over 50 years and for more than a quarter of a century he was the creative leader of Walt Disney Imagineering.



**IAAPA attendees queued up to meet the Legends following this year's panel session in Orlando**

**"The whole meaning of the story has to turn upside down now and we have to figure out what it is about this world that could ever be meaningful to a person who is experiencing it directly"**

- Joe Rohde

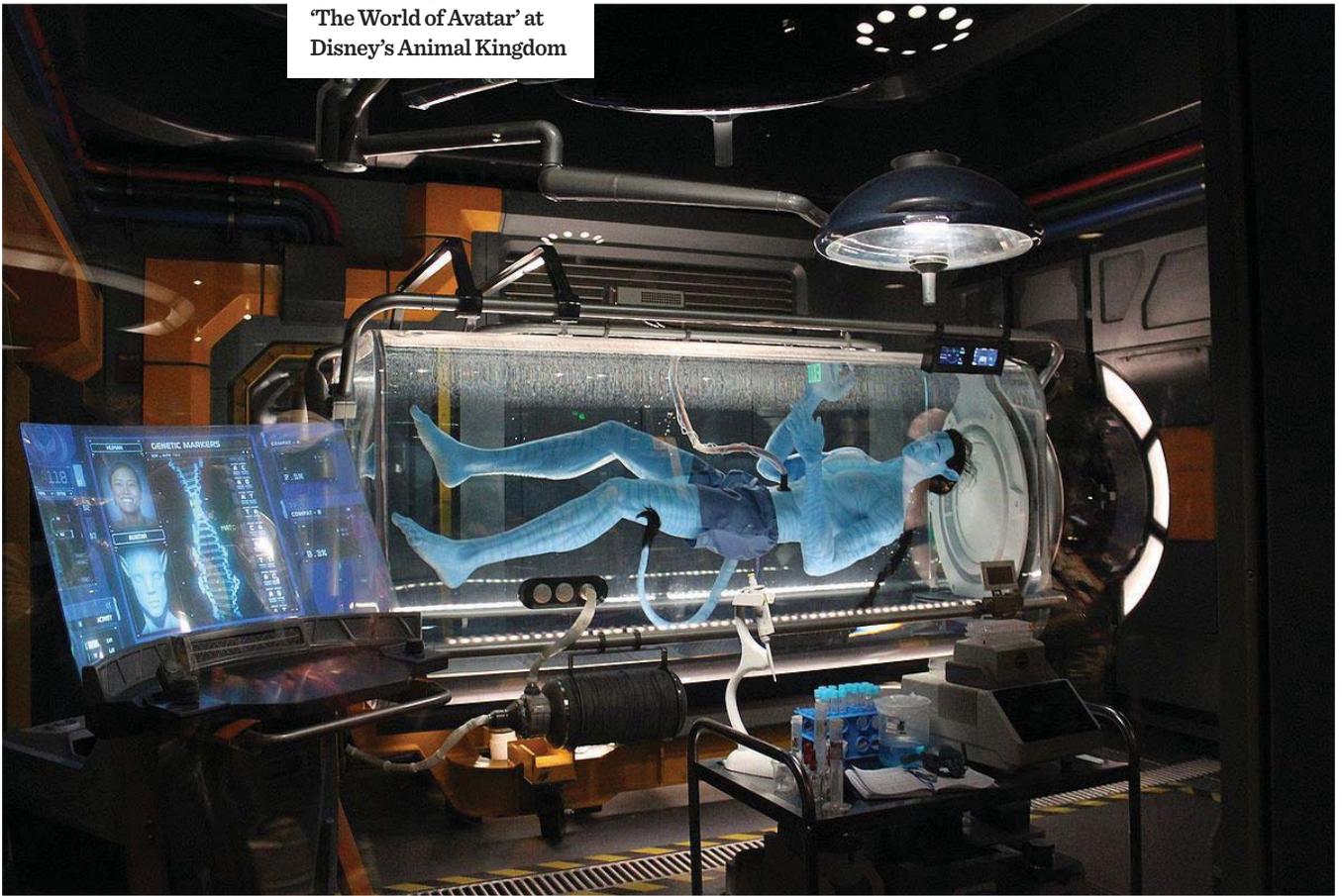


"Marty became the sorcerer's apprentice, channelling, articulating and teaching Walt's philosophies to not one, but two or three generations of successive designers, and not just to people at Disney.

"With his appearances here on this Legends Panel, every year for 18 years, and through his books, he was and continues to be a generous mentor to me, to you, to his counterparts at Universal, and to everyone a mentor, to Imagineers like you everywhere."



Joe Rohde's most recent creation is the breathtaking Pandora - 'The World of Avatar' at Disney's Animal Kingdom



### The secrets to storytelling

Joe Rohde, executive designer and vice president of creative at Walt Disney Imagineering, was the first panel member for this year's Legends lineup.

Recently celebrating the launch of his latest Disney project, Pandora 'The World of Avatar' at Orlando's Animal Kingdom, Rohde revealed his secret to storytelling in theme parks, saying that to successfully utilise an IP, attractions creators must put visitors at the heart of their own universe.

"We build story worlds, not necessarily story plots," said Rohde, who discussed how to correctly utilise a film IP in the theme park versus the theatre.

"A film is a format that allows you to explore the character-based side of the storytelling world. You follow characters through a plot and it takes about 90 minutes to do. What we do is much more about direct experiences - what could and is going to happen to you inside this world where these things also happened to those characters."

According to Rohde, who joined Walt Disney Imagineering in 1980 during the development of Epcot, the main trap attractions creators can fall into when working with a film IP is recreating a world but not including the visitor as an active part of that world.

"When you watch a movie you're rendered pretty much inert," he said.

"You sit in the dark, in the quiet, and you watch something happen to somebody else. A lot of our emotional attachment

to the story comes from the things that happen to this person. But it takes time. It's not done well in the first two minutes like it might be in a theme park, it's done well over an hour-and-a-half.

"When I go into a park, I'm up on my feet, my body is moving through space either of my own volition or in a vehicle. In the theme park, I'm anything but inert. I don't have the spare mental framework to pay attention to what's happening to some other person, I'm paying attention to what's happening to me.

"The whole meaning of the story has to turn upside down now and we have to figure out what it is about this world that could ever be meaningful to a person who is experiencing it directly as something happening to them."

## Universal appeal

Leading creative development for Universal Parks and Resorts globally, Thierry Coup, senior vice president at Universal Creative, was the panel's second member.

Working at Universal for more than two decades, Coup – who has worked on Universal projects including *Harry Potter*, *Spiderman*, *Transformers* and *King Kong* – said that operators looking to stay ahead of the curve must go above and beyond to deliver new levels of immersive experiences.

According to Coup, following successes with immersive attractions such as Universal's *Harry Potter* worlds, public expectation is higher than ever and visitor attractions must now live up to those expectations.

"We have to deliver experiences that are much more immersive than

**"You can use technologies like VR or AR, but there's nothing like entering a world where you have been transported completely"**

- Thierry Coup



anything you can find out there," he said. "You can use technologies like VR or AR, but there's nothing like entering a world where you have been transported completely. It's not just about igniting the basic senses like touch and sound."

For the Wizarding World of Harry Potter attraction – first opened at Islands of Adventure in Orlando and then replicated at Universal's parks in Los Angeles and Osaka – Coup described how multiple senses were integral to its design.

"You walk into the Wizarding World and you can smell things coming from the restaurant, and it feels very much like what was described in the *Harry Potter* books by JK Rowling," he said.

"She did such a great job of describing every one of the senses. When you finally taste the Butterbeer, for example, it's like a system of engaging everything and placing you in a world that you can't find anywhere else but there."

**Thierry Coup created both The Wizarding World of Harry Potter and Transformers: The Ride**

There are, of course, challenges to IP collaboration, which Coup described as "almost like marrying someone for their wonderful child".

"You have to get along, you have to develop this relationship, but the goal is to ensure together that this 'child' is successful," he said.

"That comes with a lot of complexity from the partner but there are so many great things that come along with that.

"For *Harry Potter* it was small shops, small stores, no marquees, no signage, small entrances – it goes against all the rules we have set for the perfect operating theme park. We learned from that and we were very open because we had to be.

"In the *Transformers* ride working with Michael Bay, we said 'you can't do slow motion on a ride, that won't work'. But then we tried it and it was actually a great success.

"You have to make compromises. You have to learn as much as you can about where the IP came from and was born. You have to put your ego away and both sides have to speak to each other. It becomes a crazy great marriage and you end up with this amazing final product."





Scott Trowbridge heads up everything *Star Wars* for Disney's park projects, which includes the upcoming *Star Wars: Galaxy's Edge* lands coming to the operator's North American locations

### Cutting edge of creation

The panel's third and final member was also a Disney Imagineer, with his main responsibility acting as creative lead for Disney's *Star Wars* projects.

Speaking on the panel, Scott Trowbridge revealed new details of the *Star Wars* lands opening at Disneyland California and at Disney's Hollywood Studios in Orlando in 2019, saying the experiences would "change the lens" on who is the protagonist in the theme park experience, something Disney wants to apply to all of its projects going forward.

"You go into traditional theme park experiences and you're kind of invisible," he said. "With *Pirates of the Caribbean*, for example, you ride it but the pirates don't acknowledge you."

Trowbridge, who has the task of taking the work of *Star Wars* creator George Lucas and translating it into a physical world, wants to do more than just recreate famous scenes from the franchise. Instead, he is creating

**"What we want to do is create this universe, laying out and introducing new stories, characters and places, and to include you in these stories"**

- Scott Trowbridge



something completely new and distinctly *Star Wars*, placing visitors right at the heart of the immersive story, which plays out over multiple days to encourage repeat visits.

"It would have been easy to tell you Luke's story on Tatooine - an iconic scene from the first movie - but we all know those scenes and we all know Luke's story. We know we're not in that story and that we have no business being on that planet with Luke as some kind of weird voyeur," he said.

"Instead what we want to do is create this universe, laying out and introducing new stories, characters and places, and to include you in these stories should you want to take part. There's no obligation to do this, but

there's a significant part of our audience who want to feel more engaged and more connected to the stories they are experiencing, so we're trying to find ways to take that and extend it to our parks."

According to Disney, both *Star Wars* lands will transport guests to a never-before-seen planet, a remote trading port and one of the last stops before "Wild Space". The lands will have two signature attractions: one allowing guests to take control of the Millennium Falcon, and another that puts guests in the middle of a giant battle between the First Order and the Resistance.

"There's an invitation to engage. There's an invitation to play," said Trowbridge. "Stay tuned, we're very excited about it." ●



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# CREATION NATION

A record-breaking 39,000 people travelled to Orlando, Florida, to attend this year's IAAPA Attractions Expo. It was a week of meetings, seminars, announcements and contract signings.

AM2 takes a look back at some of the show's highlights with this gallery of pictures.



Hulk Hogan (above) was among this year's attendees as he sought out content to turn his Orlando Beach Hut into a full-fledged visitor attraction





New IAAPA chair Andreas Andersen (left) takes flight with David Rosenberg, who will lead the body in 2019



1,114 companies displayed innovative new products and services on 576,235sq ft (53,533sq m) of trade show floor space.



# AWARDS SEASON

AM2 rounds up the big awards winners and honour recipients from this year's IAAPA Expo

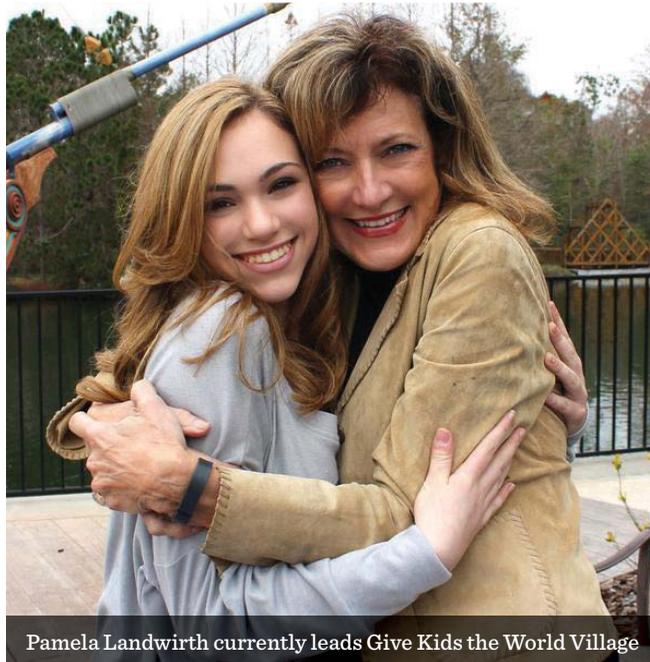
Every year, the best and brightest at IAAPA are recognised for their achievements and service to the industry. AM2 took a look at this year's Hall of Fame Inductees, the Themed Entertainment Association's (TEA) THEA Award winners, the recipients of IAAPA's Brass Ring Awards.

## IAAPA Hall of Fame

IAAPA has welcomed four new members into its prestigious Hall of Fame, with Puy du Fou's Phillipe De Villiers, Give Kids the World Village's Pamela and Henry Landwirth, and music composer Richard Sherman all named in this year's class of inductees.

Established in 1990, the IAAPA Hall of Fame celebrates outstanding achievement and contributions to the growth and development of the amusement park and attractions industry.

Philippe de Villiers, founder of French historical theme park Puy du Fou, was the first inductee for this year's class. Founding Puy du Fou in 1978, De Villiers has driven growth at



Pamela Landwirth currently leads Give Kids the World Village

“ The purpose of life is to find your gift, the meaning of life is to give it away ”

the attraction, which now brings more than two million visitors each year, making it the second most popular theme park in France after Disneyland Paris.

“I would like to thank the international jury of IAAPA,”

said De Villiers, speaking during the opening ceremony for IAAPA 2017. “I feel pride for two different reasons – I'm proud as the founder of Puy du Fou and also as a Frenchman because it's the first time

someone from my country has received this award.

“I'd like to dedicate this Hall of Fame award to all the members of Puy du Fou. We're a great family and we've done this together.”

Henri and Pamela Landwirth also enter the Hall of Fame for their work in creating and continuing to run Give Kids the World Village – a cost-free resort for children with life-threatening illnesses.

The charity, which this year turned 30, has welcomed more than 150,000 families, a figure which Pamela – the current president and CEO of the charity – promised would continue to grow.

“The purpose of life is to find your gift, the meaning of life is to give it away,” she said.

“To this amazing IAAPA community, I thank you for this incredible award which I promise you I'll try to work hard for the rest of my life to try to deserve.”

Richard Sherman, composer of the famous *Small World* along with a litany of Disney scores such as *Mary Poppins*, *The Jungle Book* and



(left to right) Philippe De Villiers, Richard Sherman and Henri Landwirth have all been inducted into the IAAPA Hall of Fame as part of the 2017 class



Thorpe Park picked up a Thea for Derren Brown: Rise of the Demon

*Chitty Chitty Bang Bang* was the final Hall of Fame induction for 2017.

The winner of a number of Academy Awards, Sherman has also created soundtracks for theme parks through his career. *Small World* has been continuously played at Disney parks round the clock since it first opened in 1971.

"I'm greatly honoured by my induction," said the 89-year-old in a statement. "At my age I'm tremendously proud to be in the freshman class of the Hall of Fame!"

### TEA Thea Awards

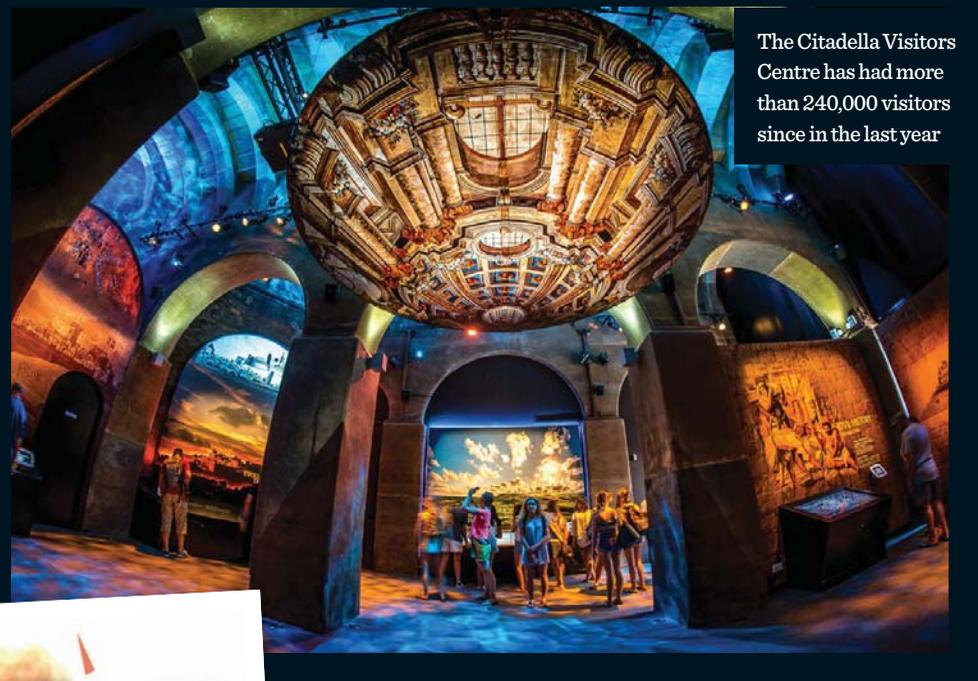
Also during the show, the TEA announced its new slate of Thea Award recipients, with winners to be formally awarded on 7 April next year at the 24th annual Thea Awards Gala in Anaheim.

Phil Hetteema was named the winner of the TEA's Lifetime Achievement Award



## Winners of the Outstanding Achievement award included:

- **Sleep No More** - The McKinnon Hotel, Shanghai, China
- **Ghost Town Alive!** - Knott's Berry Farm, California, US
- **Pandora – World of Avatar** - Disney's Animal Kingdom, Orlando, US
- **Avatar Flight of Passage** - Disney's Animal Kingdom, Orlando
- **Derren Brown's Ghost Train: Rise of the Demon** - Thorpe Park, Surrey, UK
- **Jameson Distillery** - Bow St Experience, Dublin, Ireland
- **Chimelong Ocean Kingdom's Journey of Lights Parade** - Zhuhai City, China
- **Frozen Ever After** - Norway Pavilion, Epcot, Walt Disney World Resort, Orlando, US
- **Symbolica: The Palace of Fantasy** - de Efteling, Netherlands
- **Citadella Visitors Centre** - Gozo Island, Malta
- **Les Carrières de Lumières** - Les Baux de Provence, France
- **Aura** - Basilica Notre Dame, Montreal, Canada
- **Guardians of the Galaxy – Mission: BREAKOUT!** - Disney California Adventure, Disneyland Resort, Anaheim, California, US
- **DreamWorks Animation Zone** - Motiongate Dubai, UAE
- **Smithsonian National Museum of African American History and Culture** - Washington DC, US
- **Rainis' Museum Tadenava** - Riga, Latvia
- **Gallipoli: The Scale of Our War** - Te Papa Museum, Wellington, New Zealand
- **3D Live** - Holographic 3D LED Display (Innovative Technology)



The Citadella Visitors Centre has had more than 240,000 visitors since in the last year

Touching on all genres of visitor attractions around the world – including theme parks, museums, visitor centers and spectacles – this year's awards were dedicated to the late Marty Sklar, who received the Thea lifetime achievement honour in 1995.

TEA president David Willrich named this year's winners, who included Phil Hetteema, which picked up

the Lifetime Achievement Award for his volume of work with the Hetteema Group. Joe Fox of Birket Engineering and project manager Annika Oetken were both named winners of the Peter Chernack Distinguished Service award recognising exceptional volunteer service to the TEA, while Cedar Point in Ohio was named winner of the Thea Classic award.



The Banshee Rookery at Disney's Avatar land won the Judges Choice Award



► **Brass Ring Awards**

The Brass Ring Awards, recognise a number of companies for their achievements in excellence across different parts of the industry.

Among the winners this year, Disney's new *Avatar* attraction won the Judges Choice award, for its Banshee Rookery. For guests visiting Pandora at Animal Kingdom, The Rookery inside the Windtraders retail store is a commercial interactive experience where guest are helped to identify a favourite banshee from among 10 unique styles. Guests can then "adopt" a banshee, which will sit on their shoulder or alternatively on a perch.

Universal Studios Japan picked up a Brass Ring for Live Entertainment Excellence, with its Violin Trio – a world-renowned group of male musicians performing in perfect harmony for visitors to the park.

SeaWorld Orlando was also featured in this year's crop, picking up the Brass Ring for Best Live "Edutainment" Show.

Called Dolphin Days, the experience replaced the long-running Blue Horizons show – which was based around tricks and acrobats – earlier this year, with the new more natural show designed to educate audiences about the animals' personalities. ●

**Brass Ring Highlights**

**Top Family Entertainment Center (FEC) of the World**

■ International: "Dinosaur and I", Eastern European Company, Minsk, Belarus

**Food and Beverage Excellence**

■ Best New Innovation in Food and Beverage - Annual Attendance Less than 1 Million  
"The Stables," Sydney Royal Easter Show, Sydney, Australia

■ Best New Innovation in Food and Beverage - Annual Attendance More than 1 Million  
"BBLz," Hersheypark, Hershey, Pennsylvania, US

**Games and Merchandise Excellence**

■ Judges Choice: "Disney Avatar Banshee Rookery," Disney's Animal Kingdom, Walt Disney World Resort, Orlando, Florida, US

**Human Resources Excellence**

■ Best Innovation in a Training Program - Annual Attendance Less than 1 Million: The Green Planet operated by zoOceanarium Group, Abu Dhabi, UAE

■ Best Innovation in a Training Program - Annual Attendance More than 1 Million: Ocean Park, Hong Kong

**Live Entertainment Excellence**

■ Best Atmosphere/Street Show Performance/Act: "Violin Trio," Universal Studios Japan, Osaka, Japan  
■ Best Live "Edutainment" Show: "Dolphin Days," SeaWorld Orlando, Orlando, Florida, US

■ Most Creative Halloween Haunt, Show, or Experience: "March of the Dead," Resorts World Sentosa, Sentosa Island, Singapore

**Spirit Award**

■ Karly Pope, Santa Cruz Beach Boardwalk, Santa Cruz, California, US

**Excellence in Marketing**

■ Best Digital Marketing Campaign: Europa-Park, Rust, Germany

**Best New Product**

■ Major Ride/Attraction - Class A (Product cost of US\$3 million or more)  
MAURER Rides GmbH, Spike Racing Coaster

■ Major Ride/Attraction - Class B (Product cost of less than US\$3 million)  
WhiteWater Attractions, Water Transportation System

■ Water Park Ride/Attraction - Class A (Product cost of US\$2 million or more)  
ProSlide Technology, Inc., Double TornadoWAVE

■ Water Park Ride/Attraction - Class B (Product cost of less than US\$2 million)  
Aquatic Development Group, Inc., Adventure Lagoon

■ Technology Applied to Amusements - Class A (Product or service used by consumers)  
Polin Waterparks, Splash VR

■ Technology Applied to Amusements - Class B (Product or service used by facilities)  
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■ Shows/Productions, Theatrical Equipment, and Supplies, Displays and Sets  
Falcon's Treehouse, Heroes and Legends featuring the U.S. Astronaut Hall of Fame

■ Best New Product Concept Award: Other Products/Services  
First Option Software, YourMapp

**Impact Award**

The Impact Award recognizes the best new product or service in the attractions industry.

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# GAME OF DRONES

A former technology advisor to then-President Barack Obama talks challenges and rewards for drone use in attractions

**F**ormer White House advisor Lisa Ellman has laid out the opportunities drones can offer US attractions, also discussing rules and regulations and how to navigate such challenges.

With rapidly changing technology for unmanned aircraft systems making them smarter, more capable and more affordable, drones are increasingly being put to work with success across the industry.

Ellman, now a partner for law firm Hogan Lovells, chairs its Unmanned Aircraft Systems practice, a group dedicated to helping businesses succeed in the drone marketplace. She has held a variety of positions at top levels of the executive branch at the White House and the US Department of Justice (DOJ). Most recently, under the Obama administration, she worked on drone policy, helping to integrate the national airspace in terms of bringing drones into the equation.

## Drone Safety

“The technology has moved forward so quickly forward that what used to be considered a toy is now a tool of industry,” said Ellman. “Their uses are really limited only by our imagination. While that’s



Barack Obama played a part in Ellman’s education as a professor at the University of Chicago Law School



Drone use is currently difficult on a commercial level thanks to various US laws and regulations

incredibly exciting, it also presents a number of challenges on the public policy front, and as policy catches up, drones are really taking off.”

According to Ellman, 2017 has been the “year of drone security”, with the government looking to expand drone operations beyond that which is currently authorised for better commercial use. This legislation has been held up by national security agencies however, because drone use would enhance without relevant security policy keeping pace, remote identification being a key part of the discussion.

“Remote identification is very important,” said Ellman. “Is that a news gathering drone flying over my theme park? Is that a hobbyist? Is that a criminal? We’re worried about the careless, the clueless and the criminal. Remote identification can address that. It’s the key to expanding drone operation and moving it forward and it’s key for those of us worried about security so we know who

**“Is that a news gathering drone flying over my theme park? Is that a hobbyist? Is that a criminal?”**

is flying over our amusement park.”

Another issue for attractions operators is public use of drones in operations such as theme parks. While the law is currently restrictive, these issues will likely be addressed soon, said Ellman.

“In an amusement park scenario, I want to be able to keep others out of my airspace. A hobbyist thinks it would be fun to fly near my ferris wheel. What can you do to keep them away?” she said.

“You can jam a drone by taking down it’s signal. Drones can catch other drones with a net. You can takeover a drone using



One anti-drone measure currently being taken by Dutch police is the use of eagles to take down suspected unauthorised flying machines

a computer. There are even eagles being trained to take out drones. However, right now, the status quo means there's not a lot you can legally do. You can passively identify, detect and track a drone but you can't take it down because a drone is currently considered an aircraft. Those laws will likely be changed over time but that's where things are."

### Drone Management

While not much can be done to stop drones right now, Ellman suggests attractions develop a protocol for handling incidents involving the devices.

"Facility owners should create a drone toolkit," she said. "Your employees need to know what they should do when they spot a rogue drone. The key is being able to enforce the law on the backhand.

"Right now it's all about evidence gathering – give your employees a list of questions that they should be answering as they gather evidence when something like this occurs. Know what the federal and local laws are for drones in your area and give them contact information for your local Federal Aviation Administration (FAA) regional operation centre, they are the ones who should be coordinating with local law enforcement."

## "Someone thinks it would be fun to fly near your ferris wheel. What can you do to keep them away?"

### Drone Use

Under the Trump administration, last month a new programme was announced addressing drone use for commercial purposes, something that could provide a major boost to the industry.

Called the Unmanned Aircraft System Integration Pilot Programme, the scheme asks all stakeholders involved – pilots, private citizens, local authorities, park officials and others – for their ideas on regulations for drones.

"The idea is that states and localities can apply to participate in the pilot programme and they would partner with industry for commercial projects," said Ellman.

"Whatever it might be, whatever the benefit, it's all about the data and how it can enhance safety and efficiency. A lot of those benefits require breaking rules – flying over people, flying at night, flying out of sight for example. Under the new scheme, the idea is there will be many waivers to do lots of different things and create a hub of

innovation across the country – petri dishes of innovation. Give a town an opportunity to provide services outside the scope of current rules."

### Legislation

The majority of US states are currently considering legislation that would limit or prohibit drone use in some way, said Ellman. Lots of states have enacted such legislation while others are adopting resolutions to such issues.

"There was recently a case that saw a ban on drone use in a community," she said. "The question was asked if that was legal and the answer was no, because it fell under FAA legislation.

"Right now there's a bunch of working groups, the drone advisory committee, different pathfinders – essentially all of the industry – working with the government to provide new data.

"The key is bringing policy makers together. Innovation is moving so quickly but policy is also key, particularly around safety and privacy. There are a lot of open questions right now in regards to regulation. Bringing policymakers together with innovators will mean we can craft solutions for this industry in order to move forward." ●

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Matt Wells (left) is CEO and founder of Frontgrid

**Frontgrid announces two new product launches**

Frontgrid has announced the launch of two new products based on its world-first Paradrop VR attraction.

Paradrop VR is an IP-protected, world-first attraction that enables riders to experience paragliding. It also features an element of gamification that lets riders score points during their virtual descent.

Developed in partnership with Simworx, a new version of the ride is designed to simulate the sensation of hang gliding. It features new theming, including a hang-glider canopy, and a handle bar that controls the ride's movement.

The second launch is a version of the ride that will enable operators to place it outside.



Wander tracks guests' movements across the park

**Alterface develops new Wander system**

Belgian interactive and media-based attraction design firm Alterface has launched Wander, a scalable, interactive solution designed to give visitors a 'truly personalised' experience.

Billed as an interactive solution for on-location entertainment, the Wander system tracks visitors' movements via an infrared device. On entry to the park,

guests are assigned a wand with its own unique signal. Guests can then scan their wands at central distribution points, which then assigns an activity or ride, based on the length of the queue, the guest's activity history and the activity type.

Wander also gives users personalised tasks, sending them to different points across the park to complete their missions.



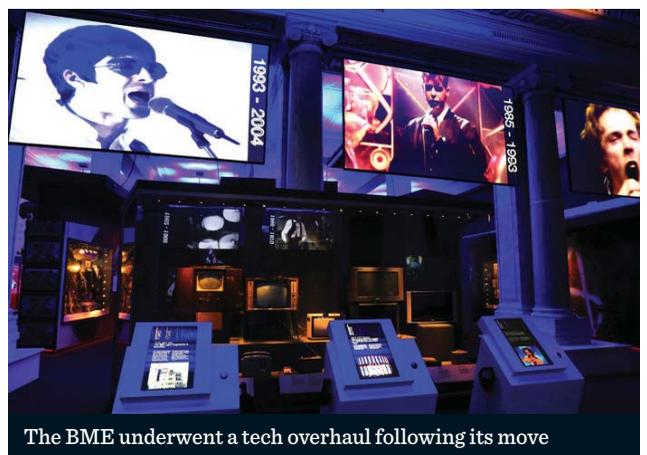
The Orlando office is an expansion of 7thSense's operation

**7thSense Design to open new Orlando office**

High-performance media specialist 7thSense Design has announced that it will open a new office based in Orlando, Florida, in addition to its current offices in Sussex, UK, and Michigan, US.

The new office will support the company's growing customer base in the region through its technical development and customer relations teams.

"7thSense is committed to constant innovation and superior service," said Eric Lehman, business development manager at 7thSense, speaking to AM2. "By having a location that's close to the heart of many of our installation sites, we're able to further align ourselves with client projects and provide an even more responsive level of support for users." w



The BME underwent a tech overhaul following its move

**DJ Willrich overhauls British Music Experience tech**

Integration firm DJ Willrich has installed Digital Projection's HIGHlite Laser II projector at the British Music Experience (BME) in Liverpool, UK.

The BME chronicles British music history from 1945 to present day. It consists of eight zones recounting different eras in British music, using costumes, instruments, performance and memorabilia.

It reopened earlier this year after relocating from its previous home in The O2 Arena in London to the historic Cunard Building in Liverpool.

DJ Willrich were enlisted to carry out a complete overhaul of all the content and technology, which had become outdated since its original installation in 2009.

## Michael Jackson's estate files for possible museum venture

The estate for Michael Jackson has filed a trademark application indicating future plans to open a museum attraction dedicated to the pop icon.

Covering a number of entertainment services including the aforementioned museum, Triumph International – also known as The Michael Jackson Company – filed an application on 30 October for “Neverland Ranch” – the name of Jackson’s former California estate.

The application reveals the museum plans, with the filing mentioning “operating a museum and providing guided tours of the museum”, as well as “non-downloadable musical performances, musical videos, film clips, photographs and other multimedia materials featuring music and/or visual representations of Michael Jackson.”

While the trademark application does not confirm a location for such a venture, celebrity news website *The Blast* said that those close to the matter had been discussing a museum plan for some time. As part of these plans, the trademark filing



Michael Jackson died in 2009 but the King of Pop still has a huge following worldwide

would secure a name for the venture before moving ahead with development plans, with the design taking inspiration from the Neverland property itself.

Jackson purchased Neverland Ranch in 1988, selling a partial stake to Colony

Capital before his death in 2009. The estate boasted a zoo, mini theme park, two railway circuits and a cinema. Now called Sycamore Valley Ranch, the property went to market for US\$100m (€84.8m, £75.2m) in 2016.

More: [http://lei.sr?a=Q8s4T\\_A](http://lei.sr?a=Q8s4T_A)

## SeaWorld tightens financial leash following poor Q3

SeaWorld president and CEO Joel Manby has reiterated that financial discipline remains a top priority for the operator, after another tough quarter saw revenues and visitor numbers drop.

Earnings for Q3 were down US\$47.6m (€41.1m, £36.3m) year-on-year, with SeaWorld recording revenues of US\$437.7m (€378m, £333.8m) compared to US\$485.3m (€419.1m, £370m) in 2016. Net income was also down, dropping US\$10.7m (€56.7m, £50.1m) with US\$55m (€47.5m, £41.9m) versus US\$65.7m (€56.7m, £50.1m) for the quarter last year.



SeaWorld is still being affected by its orcas

Approximately 732,000 fewer visitors attended SeaWorld attractions. The operator attributed the decline largely to its parks in Orlando and San Diego, as well as the effects of both Hurricanes Irma and Harvey.

“Our compelling product lineup, updated pricing strategies, and aggressive marketing and advertising promotion will begin to roll out early next year,” said Manby. “We believe this will position us well for improved performance in 2018.”

One positive for SeaWorld is that the company is currently on target to achieve its long-term goal of saving US\$40m (€34.5m, £30.5m) by the end of 2018, something Manby first set out to do in March this year. The operator has also identified an additional US\$25m (€21.6m, £19m) in cost savings



Joel Manby projected improved financial performance in 2018

opportunities, which includes a new restructuring programme.

“We expect to deploy a majority of the cost savings from the restructuring programme into enhanced marketing and advertising initiatives in 2018,” added Manby.

More: [http://lei.sr?a=y9X7c\\_A](http://lei.sr?a=y9X7c_A)

## Disney profits up 14 per cent at parks and resorts

Disney's parks and resorts division continues to perform strongly, demonstrated by earnings for the fiscal year.

Disney, whose financial year ends on 1 October, reported its entire annual revenue was consistent with last year's at US\$55.1bn (€47.3bn, £41.9bn), compared to US\$55.6bn for 2016. Net income was similarly flat after adjustments at US\$9bn (€7.73bn, £6.83bn), compared to US\$9.4bn (€8.07bn, £7.16bn) in 2016.

Disney's Parks and Resorts revenues increased 8 per cent year-on-year to US\$18.4bn (€15.8bn, £14bn), with profits up 14 per cent to US\$3.8bn (€3.3bn, £2.9bn).

The report shows Q4 operating income across all the entertainment giant's theme parks and hospitality sites globally rose seven per cent to US\$746m (€640m, £567m), led by growth at Disneyland Paris and Shanghai Disney Resort.



Shanghai Disney Resort has performed better than expected since opening in 2016

"We continue to make significant investments required to drive long-term growth across our entire company," said Disney CEO Bob Iger.

"In our parks and resorts, for example, we've commissioned three spectacular new

cruise ships, which will all be completed between 2021 and 2023.

"We're optimistic about our future in part because quality truly does matter and the quality of our content sets Disney apart."

More: [http://lei.sr?a=N6a7D\\_A](http://lei.sr?a=N6a7D_A)

## Cartoon Network theme park coming to India in 2019

Plans for a Cartoon Network theme park have been announced for the city of Surat on the west coast of India.

The new destination will be part of the Amaazia development, which opened a waterpark in its first phase in January 2017.

Turner International India (Turner India), which owns the rights to the Cartoon Network intellectual properties, has teamed up with Indian real-estate developer Rajgreen Group to deliver the project in Gujarat state.

Announcing the partnership, Turner India South Asia managing director Siddharth Jain said: "India is a priority market for Turner and our partnership with Rajgreen Group will enable millions of Cartoon Network fans to interact and have fun with their favourite characters like never before."

Like the waterpark, the theme park has been conceptualised and designed by the Sanderson Group, Australia, and will feature characters from popular programmes, including *Ben 10*, *The Powerpuff Girls* and *Adventure Time*. It is



Popular Cartoon Network IPs such as *The Powerpuff Girls* will be included in the park

slated to open in 2019 and will feature more than 50 themed attractions and water slides, as well as live shows and meet-and-greets.

"Our audience today is well-travelled and exposed to global entertainment venues," said Rajgreen Group chair Sanjay Movaliya. "Our aim is to create a similar experience closer to home, via

our association with a hugely popular global brand like *Cartoon Network*."

Both Cartoon Network Amazeon waterpark in Thailand and IMG Worlds of Adventure in Dubai have partnered with Turner to deliver the Cartoon Network world in an attractions format.

More: [http://lei.sr?a=e4C6v\\_A](http://lei.sr?a=e4C6v_A)



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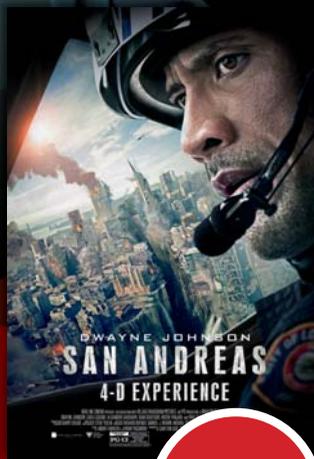
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## Chief Executive

**Our mission is to save wildlife through conservation action and engaging people with the natural world. We achieve this mission through operating two zoos; Bristol Zoo Gardens and the Wild Place Project, and through our formal and informal education, conservation and science programmes.**

Established in 1836, Bristol Zoo Gardens is the fifth oldest zoo in the world. The Wild Place Project was launched in 2013 on a large, rural site in South Gloucestershire and has enjoyed rapid expansion since its inception.

As the largest visitor attraction in the South West, our zoos have welcomed over 90 million guests and through our national and international field conservation programmes, we have helped save a significant number of species from extinction. We offer popular undergraduate and postgraduate degree programmes in collaboration with local universities and our award-winning education team has taught generations of school children the value of nature, wildlife and the impact our society has on the world.

We are now seeking a new Chief Executive to lead the Society through its next phase of development. In partnership with the newly appointed Chief Zoological Officer, you will ensure that our mission is delivered via an amazing visitor experience and through high-quality conservation, research and education.

Our new Chief Executive will have senior leadership experience gained in the leisure or visitor attraction sectors, ideally in organisations with multiple service lines. With strong commercial acumen, you will be able to articulate a clear vision and strategy to ensure increasing visitor numbers and financial sustainability for the Society. If you have the vision and passion to lead a values-based and committed team at this exciting point in our history, we very much look forward to hearing from you.

**Closing Date: 11th December**

**APPLY NOW** <http://lei.sr?a=f7x6g>



**Bristol Zoological  
Society**  
Saving Wildlife Together

For more details on the following jobs  
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Job location: Alton Towers, Stoke-on-Trent,  
United Kingdom

● **Arcade Technician**

HB Leisure  
Salary: £23,000 + performance related bonus  
Job location: Thorpe Park, Surrey, UK

● **Arcades Manager**

HB Leisure  
Salary: £27,000 + performance related bonus  
Job location: Thorpe Park, Surrey, UK

● **Commercial Director-  
Midway North America**

Madame Tussauds  
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● **General Manager**

Sea Life  
Salary: Competitive  
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● **Trade Sales Coordinator**

Sea Life  
Salary: Competitive  
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● **Front Office Manager**

Legoland  
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Merlin Entertainments Group  
Salary: Competitive  
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● **Head of Operations**

Madame Tussauds  
Salary: Competitive  
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● **Duty Manager**

Madame Tussauds  
Salary: Competitive  
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United States

● **Chief Executive**

Bristol Zoological Society  
Salary: Competitive  
Job location: Bristol, United Kingdom

● **Centre Assistants -  
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Vibrant Partnerships  
Salary: Competitive Hourly Rate  
Job location: Olympic Park, London

● **Retail Operations Manager**

Crealy Great Adventure Park  
and Resort  
Salary: Up to £30,000 pa  
Job location: Exeter, United Kingdom

● **Experienced Head  
Animal Keeper**

Crealy Great Adventure P  
ark and Resort  
Salary: Up to £30,000 pa  
Job location: Exeter, United Kingdom

● **Casual Duty Manager**

Parkwood Leisure  
Salary: Competitive  
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● **General Managers**

Successful UK-wide leisure business  
Salary: Up to £40,000 (OTE £60,000) plus  
lots of great benefits  
Job location: South West, United Kingdom

For more details on the above jobs visit [www.am2.jobs](http://www.am2.jobs)

## Ardent's Dreamworld operating at profit one year on from horror accident

Ardent Leisure, which has struggled since a tragedy at its Dreamworld park claimed four lives last year, says it has stemmed financial losses.

Geoff Richardson – who became acting chief executive at Ardent following Simon Kelly's sudden resignation in October after just five months in the role – revealed that Dreamworld is, for the first time in 2017, operating above breakeven.

"Despite the challenging year, guest satisfaction and feedback at Dreamworld continue to be excellent, and we look forward to a strong holiday period and hopefully a boost from the 2018 Commonwealth Games to be held on the Gold Coast," said Richardson, speaking at the



Dreamworld says it is now operating 'above breakeven'

company's Annual General Meeting in Sydney.

Following the accident on Dreamworld's Thunder River Rapids ride in October last year, Ardent's theme park division has suffered,

reporting losses of AU\$3.4m (US\$2.6m, €2.2m, £1.9m) in the current financial year compared to a AU\$34.7m (US\$26.3m, €22.4m, £19.9m) profit for the year prior.

More: [http://lei.sr?a=M2y3m\\_A](http://lei.sr?a=M2y3m_A)

## British monarchy to generate £1.77bn for UK economy in 2017, says study

The British monarchy will contribute £1.77bn (US\$2.34bn, €2bn) to Britain's economy in 2017, with tourism the biggest winner as millions visit the UK to get a look at the Royal Family and their heritage.

Research by Brand Finance estimated the value of 'British Monarchy' as if it were a branded business, accounting for public assets and revenue streams attached to the Royal Family.

It found that the value of the monarchy amounts to approximately £67.5bn (US\$89.32bn, €76.13bn), with generated gross uplift of £1.77bn – compared to the £292m (US\$386.4m, €329.3m) it costs to finance the Royal Family each year.



The Royal Family has a total value of £67.5bn

Tourism reaps the largest rewards when it comes to the monarchy, with uplift to the sector valued at £550m (US\$727.8m, €620.3m). In 2016, more than 2.7 million tourists visited Buckingham

Palace, Windsor Castle, the Palace of Holyroodhouse and other royal attractions. An additional boost comes from Royal-related merchandise sales.

More: [http://lei.sr?a=M6A8r\\_A](http://lei.sr?a=M6A8r_A)

### American Association of Museums (AAM)

T: +1 202 289 1818 W: [www.aam-us.org](http://www.aam-us.org)

### Association of American Zoos & Aquariums

T: +1 301 562 0777 W: [www.aza.org](http://www.aza.org)

### Association of Art Museum Directors

T: +1 212 754 8084 W: [www.aamd.org](http://www.aamd.org)

### Association of Independent Museums (AIM)

T: +44 (0)1584 878 151 W: [www.aim-museums.co.uk](http://www.aim-museums.co.uk)

### Association of Leading Visitor Attractions (ALVA)

T: +44 (0)20 7222 1728 W: [www.alva.org.uk](http://www.alva.org.uk)

### Association of Science and Technology Centers (ASTC)

T: +1 202 783 7200 W: [www.astc.org](http://www.astc.org)

### Association of Scottish Visitor Attractions (ASVA)

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### Association of Zoos and Aquariums (AZA)

T: +1 301 562 0777 W: [www.aza.org](http://www.aza.org)

### Australian Amusement Leisure & Recreation Association (AALARA)

T: +61 7 3807 35 08 W: [www.aalara.com.au](http://www.aalara.com.au)

### European Association of Amusement Suppliers Industry (EAASI)

T: +39 0522 554 176 W: [www.eaasi.org](http://www.eaasi.org)

### European Association of Zoos and Aquaria (EAZA)

T: +31 20 520 07 50 W: [www.eaza.net](http://www.eaza.net)

### European Network of Science Centres and Museums (Ecsite)

T: +32 2 649 73 83 W: [www.ecsite.eu](http://www.ecsite.eu)

### Giant Screen Cinema Association (GSCA)

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### Historic Houses Association (HHA)

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### Indian Association of Amusement Parks & Industries (IAAPI)

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### International Planetarium Society

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### Irish Science Centres Awareness Network (ISCAN)

T: +353 (0)51 302 865 W: [www.iscan.ie](http://www.iscan.ie)

### Museums Australia

T: +61 2 6230 0346 W: [www.museumsaustralia.org.au](http://www.museumsaustralia.org.au)

### National Farm Attractions Network (NFAN)

T: +44 (0)1536 513 397 W: [www.farmattractions.net](http://www.farmattractions.net)

### NAVET

T: +46 (0)33 41 00 09 W: [www.navet.com](http://www.navet.com)

### Outdoor Amusement Business Association (OABA)

T: +1 407 681 9444 W: [www.oaba.org](http://www.oaba.org)

### The Aquarium & Zoo Facilities Association (AZFA)

E: [rff@tnaqua.org](mailto:rff@tnaqua.org) W: [www.azfa.org](http://www.azfa.org)

### The Canadian Museums Association

T: +1 613 567 0099 W: [www.museums.ca](http://www.museums.ca)

### The Canadian Association of Science Centres (CASC)

T: +613 566 4247 W: [www.canadiansciencecentres.ca](http://www.canadiansciencecentres.ca)

### Themed Entertainment Association (TEA)

T: +1 818 843 8497 W: [www.teaconnect.org](http://www.teaconnect.org)

### World Waterpark Association (WWA)

T: +1 913 599 0300 W: [www.waterparks.org](http://www.waterparks.org)

### Zoo & Aquarium Association

T: +61 2 9978 4797 W: [www.zooaquarium.org.au](http://www.zooaquarium.org.au)