

# Attractions

## MANAGEMENT NEWS

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on page 28

27 JUNE 2018 ISSUE 107

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## Multi-billion dollar plan for Tokyo Disney

Frozen, Tangled and Peter Pan are coming to Disney's Tokyo theme park, after the operator announced a multi-billion dollar agreement with the Oriental Land Company for the largest expansion in the history of DisneySea.

Expected to open in 2022, the development, which has been budgeted at ¥250bn (US\$2.26bn, €1.95bn, £1.7bn), will see an eighth port comprising three themed areas opened, as well as a new luxury hotel.

The Frozen area will feature a boat ride and a restaurant at the foot of a snow-covered mountain scene, while Rapunzel's tower will be the iconic attraction for the Tangled area.

Never Land, the home of Peter Pan, will be home to two attractions and a restaurant. The first attraction will be a flight simulator and the second will take guests to Pixie Hollow, the home of Tinker Bell.

The hotel will be themed to Disney fantasy and will offer views of the entire port area. It will offer 475 bedrooms,



■ A Frozen-themed area is among the planned attractions in the new port

while a retail store will be available on the first floor, as well as two restaurants.

"This new project marks a major step in the evolution of Tokyo Disney," said a statement from the Oriental Land Company.

MORE: [http://lei.sr?a=A5B7b\\_T](http://lei.sr?a=A5B7b_T)



**This new project marks a major step in the evolution of Tokyo Disney**

Oriental Land Company



### MUSEUMS

#### Fire destroys collection of Kurt Cobain artefacts

Aberdeen Museum of History badly damaged

p2



### EXHIBITIONS

#### V&A's Bowie exhibition breaks attendance record

More than 2 million visit landmark exhibition

p4



### MUSEUMNEXT

#### Conference report: MuseumNext Europe 2018

All the latest trends and innovation in museums

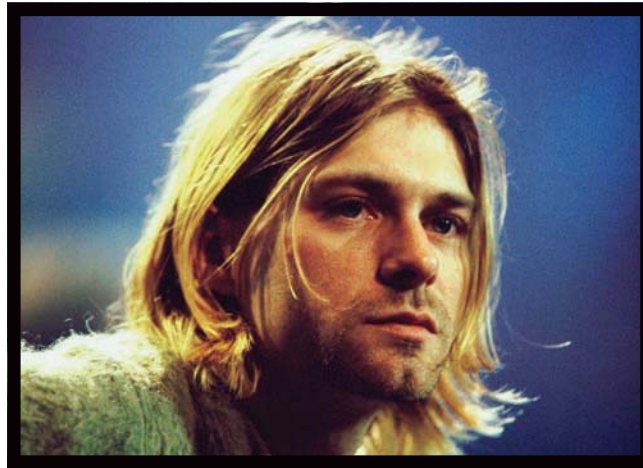
p18

## Fire at Aberdeen Museum of History destroys collection of **Kurt Cobain** artefacts

A museum home to a collection of items from the early life of Kurt Cobain has been destroyed by fire.

The Aberdeen Museum of History, which is located in Aberdeen, Washington, was empty at the time of the fire, which took more than 10 hours and 77 firefighters to extinguish. The blaze, said the fire department, was most likely started by a heating or electrical malfunction.

Aberdeen was the former home of Cobain, who died from suicide in 1994 aged 27. The museum had a special exhibit dedicated to the Nirvana frontman, which included various artefacts, including the sofa he would sleep on, a



■ Kurt Cobain lived in Aberdeen, Washington, as a child

**Fire destroyed most of the museum's main and second floors, but thousands of artefacts could still be rescued from the museum's basement**

collection of photographs and artworks. According to local reports fire destroyed most

of the museum's main and second floors, but thousands of documents and artefacts

could still be rescued from the museum's basement.

"It's unclear if all of the museum's Cobain-related items have been completely destroyed," said Nirvana bassist Krist Novoselic via Twitter. "This is terrible. Hope people are safe."

The historic armoury which housed the museum was built in 1922 and takes up a city block. The attraction also included a number of exhibits on the city's history, particularly its fishing and timber industries.

In addition to the museum, the offices for the Coastal Community Action Programme, and the Aberdeen Senior Center were also damaged in the fire.

## Expansion on the cards for Village Roadshow says **Bob White**, as operator brings Topgolf to Australia



■ Bob White is COO of Village Roadshow

Australia's largest theme park operator Village Roadshow has launched a new venture, expanding its attractions presence on the Gold Coast even further with the first Topgolf attraction to open outside of the US or Britain.

The AU\$35m (US\$26m, €22.5m) joint venture development brings the popular brand to Australia, which combines point-scoring golf games for all skill levels with a family entertainment centre.

**We've looked at models like Universal's City Walk or Disney Springs, and we believe there's an opportunity**

The Topgolf attraction sits adjacent to Village Roadshow's Movie World theme park, which has a further 140 hectares of land, which it plans to develop.

"We've got the room for expansion and have looked at models like Universal's City Walk or Disney Springs, and we believe there's an opportunity to do something like that," said Bob White,

COO of Village Roadshow, speaking to *Attractions Management News*.

"We'd like four or five things like Topgolf on that land. We want to be worthy of three or four-day visits on our properties. Someone can, for example, spend a full day at Movie World, then go to Topgolf, then the Australian Outback Spectacular, and so on."



■ Left to right: Charles Schwab, Robert Fisher, Diana Nelson

**Charles Schwab has been a tremendous role model, leader and friend for the past decade**

## Leadership shakeup at SFMOMA as **Robert Fisher** named chair

The San Francisco Museum of Modern Art (SFMOMA) has announced several changes in its leadership, with Robert Fisher succeeding Charles Schwab at the head of the institution.

Serving as SFMOMA chair since 2007, Schwab oversaw more than a decade of growth, including the museum's landmark US\$610m (€516m, £454m) expansion, which opened in 2016.

Fisher has acted as board president since 2010 and has been a trustee of the museum since 2003. He was a member of the Architect Selection

Committee, the Collections Campaign Committee and Capital Campaign Committee for the SFMOMA expansion. He is also the current chair of clothing retailer Gap and was previously CEO of Banana Republic.

"Charles has been a tremendous role model, leader and friend for the past decade," said Fisher. "His enthusiasm, support and commitment have taken us from a very good museum to one thriving on the global stage. He leaves big shoes to fill, and I hope I can add to his legacy as the next chair of SFMOMA."

- 04 V&A's Bowie exhibition breaks attendance record**  
More than 2 million visit landmark exhibition
- 06 Fox agrees new merger deal with Disney**  
Comcast bid rejected in favour of increased Disney offer
- 08 Inquest into Dreamworld deaths underway**  
Two week inquest finally underway following 2016 tragedy
- 16 Conference report: MuseumNext Europe 2018**  
All the latest trends and innovation in museums
- 22 National Geographic creates world first open-air planetarium**  
National Geographic teams with Aryzon to create augmented experience

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**Job opportunities**

**28**

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## V&A's travelling **David Bowie** exhibition reaches milestone after breaking 2 million visitor mark



■ On its final stop, more than 180,000 people have visited the exhibition

As it nears its curtain call, the travelling *David Bowie* exhibition has hit a major landmark, welcoming its 2 millionth visitor this month.

Currently on display at the Brooklyn Museum in New York, US, the show – which offers a look at the five-decade career of the iconic musician – has been breaking visitor attendance records since it debuted in 2013 at London's Victoria and Albert Museum (V&A). Following the singer's death in January 2015, the spectacle took on

**Following the singer's death in January 2015, the spectacle took on new meaning**

new meaning, with demand seeing the tour extended through to the end of July 2018, travelling to 11 different venues around the world.

Since its arrival at the Brooklyn Museum – the exhibition's final stop – more than 180,000 visitors have come through its doors, making *David Bowie* the highest selling exhibition in the V&A's history. Debuting in

Brooklyn on 2 March earlier this year, it is one of the largest exhibitions the museum has ever hosted and includes iconic costumes and video footage.

Curated by the V&A, the show has significantly overtaken its most successful touring exhibitions, with the closest being *Art Deco*, which received 1.17 million visitors, and *Vivienne Westwood*, which welcomed 844,000 people.

## **Elizabeth de Portzamparc** reveals inspiration for futuristic Roman museum in Nîmes

French architect Elizabeth de Portzamparc has revealed how she wanted to “glorify 21 centuries of architectural history” with her Roman museum in the French city of Nîmes, which opened on 2 June in the shadow of a real-life Roman amphitheatre next door.

The Musée de la Romanité de Nîmes has been designed as contemporary counterpoint to the neighbouring Arena of Nîmes. There is a transparent ground floor from which visitors can view the arena. From a distance, the building appears to be hovering above the ground.

“It was a real challenge and a unique opportunity to create a piece of work capable of a close dialogue with a building



■ Elizabeth de Portzamparc created the museum's unique design

**I thought a great deal about the idea of placing a contemporary building there**

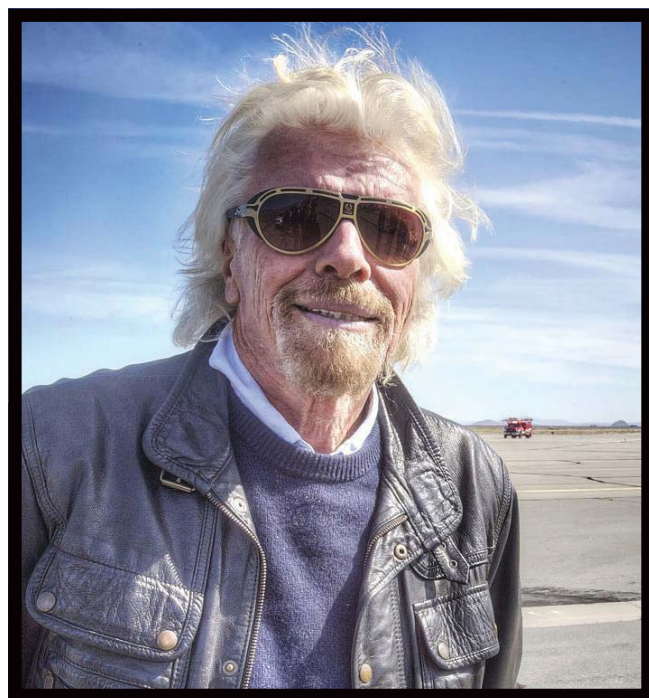
as symbolic and strong as the Arenes,” de Portzamparc told *Attractions Management News*.

“I wanted to be worthy of such a challenge and to think very carefully about what this

project can say about the goals of the future building.

“During the competition process, I made many trips to Nîmes to become imbued with the places, the culture and the identity of the city. I deeply analysed the Arenes and I thought a great deal about the idea of placing a contemporary building there and about how to glorify 21 centuries of architectural history that separate these two buildings.”

The museum has been built to anchor the city's cultural expansion, attracting tourists from home and abroad. The metropolitan government has provided €35.8m (US\$42m, £32m) of the project's total €59.5m (US\$70m, £53m) budget.



■ Sir Richard Branson has high hopes for Virgin Galactic

{ **Seeing Unity soar upwards at supersonic speeds is inspiring and absolutely breathtaking** }

## Sir Richard Branson's galactic ambitions move one step closer

**S**ir Richard Branson and his aerospace company, Virgin Galactic, have conducted a second successful test flight of the company's commercial spaceship.

Called the VSS Unity, the supersonic, rocket-powered craft is designed to be turned around and flown at a higher frequency than has traditionally been the case for human spaceflight. During a voyage, passengers will experience about four minutes of weightlessness and will be able to view the Earth from roughly 150,000ft (45,700m) up.

"It was great to see our beautiful spaceship back in the air and to share the moment with the talented team who are taking us, step by step, to space," said Branson.

"Seeing Unity soar upwards at supersonic speeds is inspiring and absolutely breathtaking. We are getting ever closer to realising our goals."

Virgin Galactic is partnered with its sister operation, The Spaceship Company (TSC), on the project. TSC, says Virgin, is focused on manufacturing next-generation aerospace vehicles, with a primary focus on new spaceships for Virgin Galactic's future fleet.

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## DISNEY

# Fox agrees new merger deal with Disney

The Disney/Fox merger is back on, after Fox accepted a larger Disney offer days after Comcast attempted to hijack the deal.

Under the amended acquisition agreement, Disney will buy Fox for US\$71.3bn in cash and stock – an increase from Disney's initial US\$52.4bn stock offer and Comcast's US\$65bn cash offer.

"The amended and restated Disney Merger Agreement offers a package of consideration, flexibility, and deal certainty enhancements that is superior to the proposal made by the Comcast Corporation on June 13, 2018," said a Fox statement.

The new offer from Disney includes US\$35.7bn in cash, with the remainder in stock. The new agreement has been approved by both companies' boards, but will still need to be ratified by their shareholders.

"Disney believes the transaction has a clear and timely path to regulatory approval," Disney's announcement said. "Both companies have spent the past six months working toward meeting all conditions necessary for closing. In the amended agreement, Disney has increased the scope of its commitment to take actions required to secure regulatory approval."

MORE: [http://lei.sr?a=7g3W5\\_T](http://lei.sr?a=7g3W5_T)



■ Bob Iger (left) and Rupert Murdoch following the original deal



**Disney believes the transaction has a clear and timely path to regulatory approval**

Disney

## MUSEUMS

## Black Panther comes to Smithsonian's NMAAHC



**The Black Panther character started in the late 1960s, during the height of the civil rights movement**

NMAAHC

The Smithsonian's National Museum of African American History and Culture will be welcoming Wakanda to its hallowed halls, after acquiring the iconic Black Panther costume featured in the record-breaking film.

In addition to the outfit worn by Chadwick Boseman, a signed shooting script, two pages of spec script and 24 high-resolution production photographs will go on temporary display during October, when the institution hosts its inaugural Smithsonian African American Film Festival.

"The origin story of the Black Panther character started in the late 1960s, during the height of the civil rights movement – a



■ Black Panther was the first superhero of African descent in mainstream comics

critical period in American history and an era that the museum explores in many of its exhibitions," said the museum.

The items will go on display between 24-27 October. Plans for permanent display of the objects are under consideration, says the museum.

MORE: [http://lei.sr?a=4q2u7\\_T](http://lei.sr?a=4q2u7_T)



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## THEME PARKS

# Inquest into Dreamworld deaths underway

An inquest into the ride malfunction that killed four at the Dreamworld theme park in Australia is underway, with a Queensland court hearing there had been "a number" of previous incidents on the ride.

The tragedy, which happened in October 2016, occurred when two rafts on the park's Thunder River rapids ride collided, killing Cindy Low, Kate Goodchild, Luke Dorsett and Roozi Araghi.

A review, conducted by Workplace Health and Safety Queensland (WHSQ) last year, outlined a number of ongoing public safety issues, namely the lack of training or qualifications for ride operators.

The state of Queensland started its long-awaited

inquest into the deaths on 18 June.

During the inquest, it was said that the ride's operators were unaware of an emergency stop button, which would have shut the ride down in two seconds. The inquest was also told that staff had previously raised concerns about safety in 2001 following a similar raft flipping incident. The theme park was also given a low safety rating during a 2016 audit.

The inquest will take two weeks to complete. Thirty-seven witnesses are scheduled to appear, testifying on the ride, its history, staff and whether or not the accident could have been avoided.

MORE: [http://lei.sr?a=t8w3E\\_T](http://lei.sr?a=t8w3E_T)



■ Four people were killed on the ride in October 2016

“

**The inquest was told that staff had previously raised concerns about safety in 2001 following a similar raft flipping incident**

## MUSEUMS

# World's first 'digital-only art museum' comes to Tokyo



“

**We wanted an exhibition that delivers a borderless artwork world**

Toshiyuki Inoko

Japanese multimedia art collective teamLab has opened a unique Digital Art Museum, permanently showcasing all of its dynamic interactive installations for the first time.

The studio has partnered with the Mori Building Company to build the 10,000sq m (107,600sq ft) attraction, called 'Borderless', which will exhibit more than 50 interactive artworks across five zones.

There are no divisions between the pieces, which extend beyond their rooms, into the corridors and merge with other works to create a space where "boundaries are in continuous flux".



■ teamLab aims to promote digital art

"Currently, there aren't any digital-only art museums," said teamLab founder Toshiyuki Inoko. "We wanted to create an exhibition that delivers a borderless artwork world, and figured we needed to establish a museum in order to make that happen."

MORE: [http://lei.sr?a=N3c2J\\_T](http://lei.sr?a=N3c2J_T)



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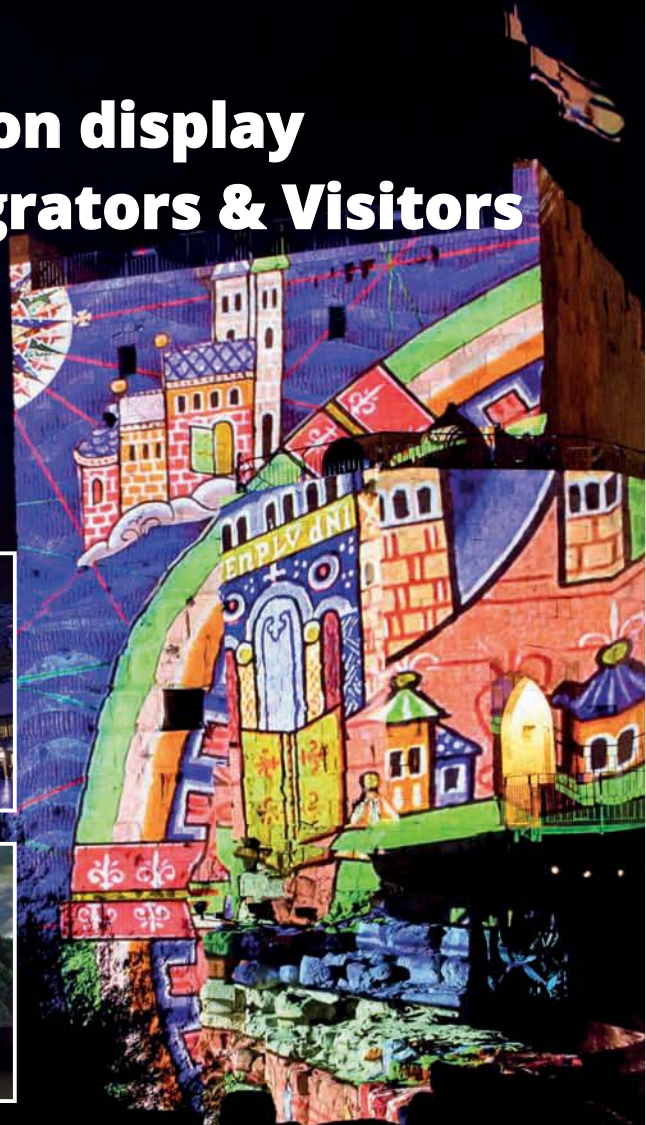
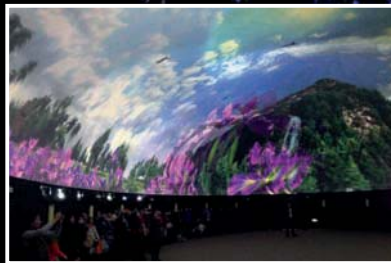


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## THEME PARKS

## Disney debuts Pixar Pier at California theme park

Disney has kicked off its summer of Pixar at its Disneyland Resort in California, with the official launch of the rebranded Pixar Pier.

The former boardwalk reopens after closing in January for its redevelopment. Anchored by the redesigned *Incredibles*-themed Incredicoaster, Pixar Pier features four different themed neighbourhoods using Pixar's most popular IPs.

Created by Ingenieur Büro Stengel GmbH, the former California Screamin' rollercoaster has undergone a complete makeover, with the new experience featuring a mid-century, modern-style loading area, new character moments and redesigned carriages.

The park's existing Toy Story Mania! 4D ride, which opened in 2008 and was manufactured by ETF Ride Systems, is the centrepiece of the *Toy Story*-themed neighbourhood. Based on *Inside Out*, the third neighbourhood sits on the western side of the boardwalk and will feature another new family-friendly attraction, scheduled to open in 2019.

The final neighbourhood celebrates the stories of Pixar. California Adventure's iconic Mickey's Fun Wheel has been given a new look, with each of the ride's 24 gondolas featuring different characters. For the Boardwalk, its midway games are inspired by Pixar characters such as *A Bug's Life* and *WALL.E*.

MORE: [http://lei.sr?a=N4r2N\\_T](http://lei.sr?a=N4r2N_T)



■ The former boardwalk is now open after closing in January



**Pixar Pier features four different themed neighbourhoods using Pixar's most popular IPs**

## THEME PARKS

## Water spectacular coming to Universal Orlando this summer



**This will take our experience to the next level**

Michael Aiello

Universal is set to introduce a new water show this summer, blending water and projection to create a jaw-dropping cinema spectacle.

Called Universal Orlando's Cinematic Celebration, the nighttime lagoon show combines "an all-new storyline with full panoramic water screens accented by additional multi-layer water screens, pyrotechnics and more than 120 dancing fountains and projection mapping".

The combination of these technologies will turn the park's waterfront and its surrounding buildings into a stage showcasing movie moments and



■ IPs such as *Jurassic World* will be on show

characters, including *Harry Potter*, *Jurassic World*, *Despicable Me* and more.

"This will take our lagoon show experience to the next level," said Michael Aiello, director of creative development for entertainment at Universal Orlando.

MORE: [http://lei.sr?a=n9j9K\\_O](http://lei.sr?a=n9j9K_O)

## THEME PARKS

# Spirou theme park opens in southern France

A new theme park based on the adventures of Belgian comic strip character Spirou has opened its doors in Monteux, southern France.

A €40m (US\$46.5m, £35m) investment, Parc Spirou's first phase opened on 16 June.

Boasting a variety of rollercoasters, simulators and family attractions spread over 40,000sq m (430,000sq ft), the park will eventually double in size, bringing total investment up to €85m (US\$99m, £74.5m), with one new ride to be added every year.

The new park is expected to provide a major boost to the Provence-Alpes-Côte d'Azur region, with Renaud Muselier, president of the region and a member of the European

Parliament, calling the launch a "real opportunity".

"The park is unique in that it has a very accessible location in one of the most tourist-friendly areas of Europe," he said.

"With an innovative and exclusive concept, Parc Spirou will reinvigorate the region by creating activity, giving it a strong tourist identity and a factor of attractiveness."

The development has been fast, breaking ground in July last year. Parc Spirou's director utilised local developers, hiring local building companies as part of its aim to root its identity in the Provence region. European engineering companies specialising in amusement parks were also recruited.

**MORE:** [http://lei.sr?a=t9y4U\\_T](http://lei.sr?a=t9y4U_T)



■ The park is expected to provide a major boost to the region



“

**Parc Spirou will reinvigorate the region by creating activity**

Renaud Muselier

## HERITAGE

# Chinese heritage bodies come together to protect Great Wall



“

**Through this alliance, we can contribute our experience and ideas**

Zhang Jun

More than forty organisations across China have come together in efforts to better protect the country's Great Wall.

Led and initiated by the Chinese Academy of Cultural Heritage and the China Foundation for Cultural Heritage, the Great Wall Protection Alliance (GWPA) is made up of government departments, non-government organisations, research institutions, private companies and universities.

The group will aim to protect the famous Great Wall, which at a total length thought to be 21,196km (13,170mi), spans 15 provinces



■ Inner Mongolia is the longest stretch of the wall

and is in-part covered by more than 600 different heritage bodies.

"Through this alliance, we can contribute our experience and ideas," said Zhang Jun, one of the group's leaders.

**MORE:** [http://lei.sr?a=f6Q8K\\_T](http://lei.sr?a=f6Q8K_T)



The International Association of Amusement Parks and Attractions presents

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Attractions industry professionals will be gathering in Amsterdam

# EURO ATTRACTIONS SHOW 2018

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**Registration is now open for IAAPA's  
European trade show, which returns to the  
historic city of Amsterdam. Don't miss out!**

It's the largest gathering of the leisure, tourism and entertainment industry in Europe, and this year it's set to be bigger than ever. For the third time, the Euro Attractions Show (EAS) returns to the RAI Amsterdam Convention Centre in Amsterdam, the Netherlands, with the show expanding so rapidly that

## Where and when ...

**Location:**  
RAI Amsterdam Convention Centre  
**Dates:**  
**Conference:**  
23-27 September, 2018  
**Trade Show:**  
25-27 September, 2018

the organisers have added an extra exhibition hall. The trade show floor will cover more than 14,000sqm over five halls to accommodate the ever-growing interest from exhibitors and attendees alike.

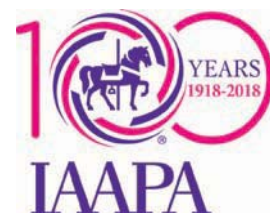
More than 12,000 leisure and attractions industry professionals – including 8,000 influential buyers – from more than 100 countries will descend on Amsterdam for EAS 2018, to network, discover the latest

trends, and explore the newest innovative technologies to the market, with more than 500 exhibiting companies.

## Conference programme

Taking place 25 to 27 September, EAS 2018 boasts the most extensive conference programme yet, with a broad selection of seminars over the course of the three days. Want to learn how to better cater to guests with special needs? Or how to incorporate food trends from around the world into your F&B offer? How to run a more sustainable operation? Or how to reinvent your tired marketing campaigns? All of these topics and many more will be addressed by the best in the industry sharing their expertise and experience.

Furthermore, the 2018 edition of the Leadership Breakfast, Waterpark Forum, Young Professionals Forum, and Lunch and Learn will be taking place, along



## 100 years of IAAPA

Celebrating its 100th anniversary in 2018, the International Association of Amusement Parks and Attractions (IAAPA) began in 1918.

IAAPA has become the largest international trade association for permanently located attractions and is dedicated to the preservation and prosperity of the global attractions industry.

[www.iaapa.org](http://www.iaapa.org)

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EAS boasts 100 hours of seminars





More than 12,000 attendees from 107 countries are expected, with more than 500 exhibitors at the expo



## IAAPA EMEA Forums

IAAPA is continuing to develop its programming across the EMEA region, with the IAAPA EMEA Winter Forum held in Dubai in January and the Spring Forum held in May in Ireland. Look out for next year's forum dates.



## On the show floor ...

- innovative tech
- rollercoasters
- dark rides and simulators
- children's rides
- water slides and aquaplay
- rafts and flumes
- swimming pools and wave pools
- theming and design
- architecture and masterplanning
- engineering and intergration
- scenery and sets
- park photography
- food and beverage
- light and sound
- 4D/5D films
- film/music production
- animatronics
- climbing walls and zip lines
- inflatables
- ticketing and software systems
- gifts, novelties and plush
- costumes and uniforms
- arcade and video games
- go-karts and bowling



with the flagship CEO Talks, which will be focusing on the Dutch leisure industry.

## Networking and events

EAS offers unmissable occasions for expanding networks and connecting with colleagues from throughout the region and world. These connections can open the marketplace and information sharing can create opportunities to grow your business.

The EAS 2018 Opening Reception takes place at Strand Zuid, conveniently located next to the trade show halls. Following the show, attendees who have registered for the After-Show Tour will visit Toverland and Efteling, while this year's behind-the-scenes eduTour takes place at Walibi Holland. ●

## Attended by ...

Attractions industry professionals, including owners, operators, suppliers, investors, and developers from:

- amusement and theme parks
- heritage and tourist attractions
- museums and science centres
- casinos
- parks and recreation facilities
- concessionaires
- waterparks
- family entertainment centres
- zoos and aquariums
- hotels and resorts

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## TO REGISTER TO ATTEND

[www.IAAPA.org/EAS](http://www.IAAPA.org/EAS)

## The 'D' word

Don't deflect responsibility on the issue of diversity, says Shaz Hussain



■ Hussain spoke about diversity at the 2017 and 2018 editions of MuseumNext Europe

Diversity was among the topics up for discussion at this year's MuseumNext conference in London, with Shaz Hussain, assistant curator at the London Science Museum, telling delegates not "deflect responsibility" on the issue.

At the 2017 edition of the conference in Rotterdam, Netherlands, Hussain – who is also freelance consultant working to improve the representation of people of colour across the arts and heritage sector – challenged attendees to think about the word 'diversity' and what that meant.

In her 2017 talk, Hussain said that 'diversity' suggests a museum and its white, middle-class audiences are normal, with anyone else considered to belong to 'other' categories. She added that the word 'diversity' should be replaced by 'representation', with the sector's goal to strive and represent an entire community.

"Last year I got up on stage and basically trashed museums, talking about how much I hate when they use the word 'diversity'," she said, speaking at the 2018 edition of the European conference.

"I challenged everyone to think of a way they could make a difference. I hopefully showed you that, in your

“The conversations I’ve been having, none of it is new, none of it is innovative. I’m not special, I’m not your poster girl for ethnic diversity”





■ Museum Detox is a networking group for BAME professionals in museums and heritage

## “ Last year I got up on stage and basically trashed museums, talking about how much I hate when they use the word ‘diversity’ ”

own small way, you can use your own power to create change.”

After her talk in Rotterdam, Hussain received support from across the museum sector, with messages, phone calls and people speaking to her in person, asking what they could do to make change happen.

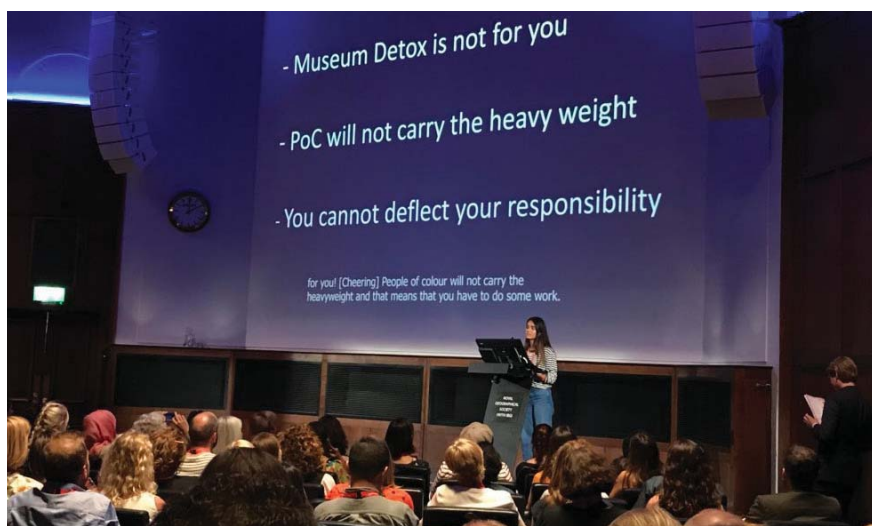
“I receive lots of messages every week asking me to take part in projects,” she said. “I have people approach me from some big heavyweight museums across the UK, Europe and the US, and I’ve been approached by some of the top universities to talk about racism and ethnic diversity.

“I don’t tell you this to brag – actually I’m exhausted. Despite being a curator, I never get asked to speak about collections, I only get asked to speak about ethnic diversity and racism, and doing that every day is not fun. All the conversations I’ve been

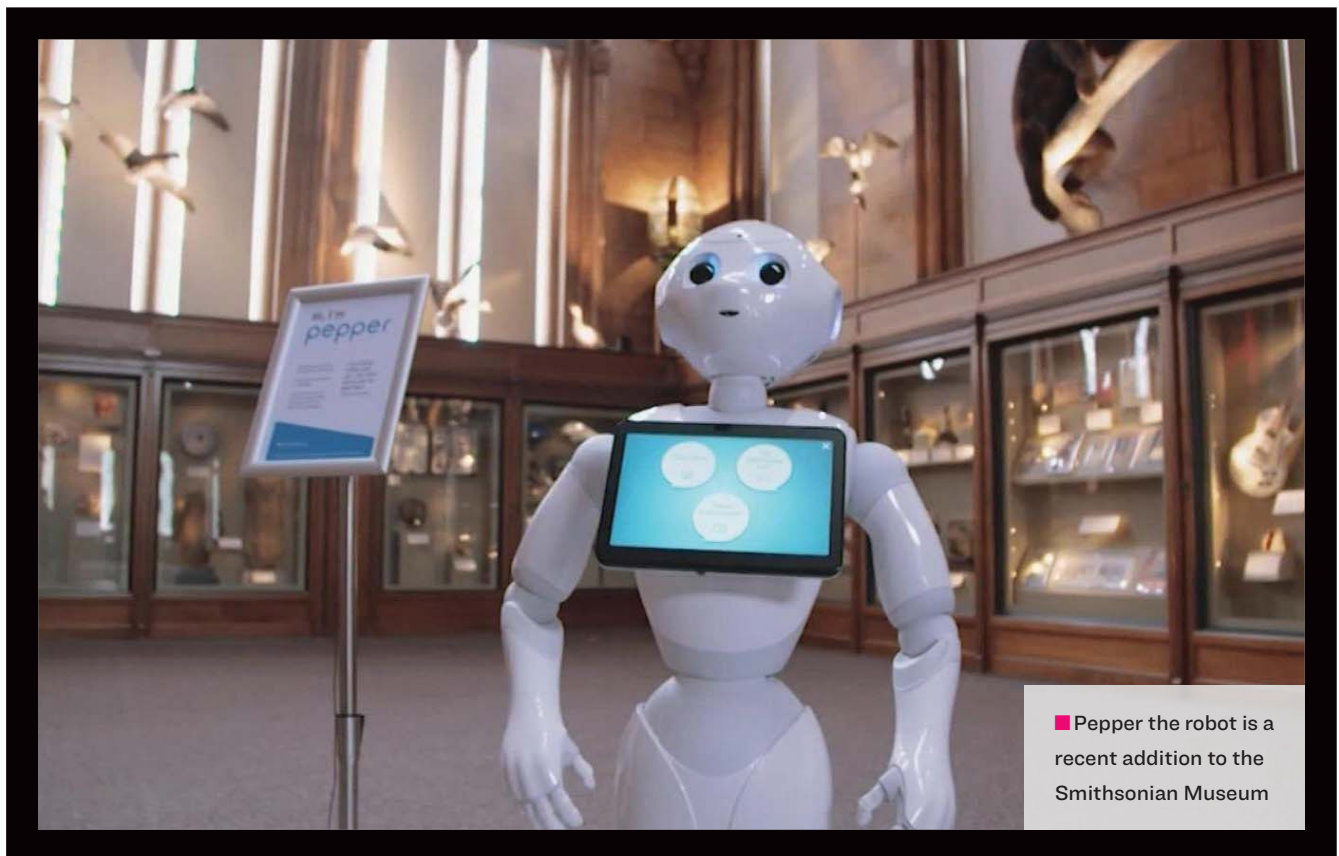
having, none of it is new, none of it is innovative. I’m not special, I’m not your poster girl for ethnic diversity.

“People of colour will not carry the load and that means you have to do some work. You can’t deflect

your responsibility. Next time you slide into my DMs maybe think hard about if you’re asking me to solve your problems or if you’re coming to me to tell me about what you’re already doing.”



■ Hussain spoke at this year’s MuseumNext conference in London



# The intelligent museum

Museums urged to adopt AI as technology comes to the forefront



■ Sara Boutall is a museum technologist and an account executive at data analytics company Dexibit

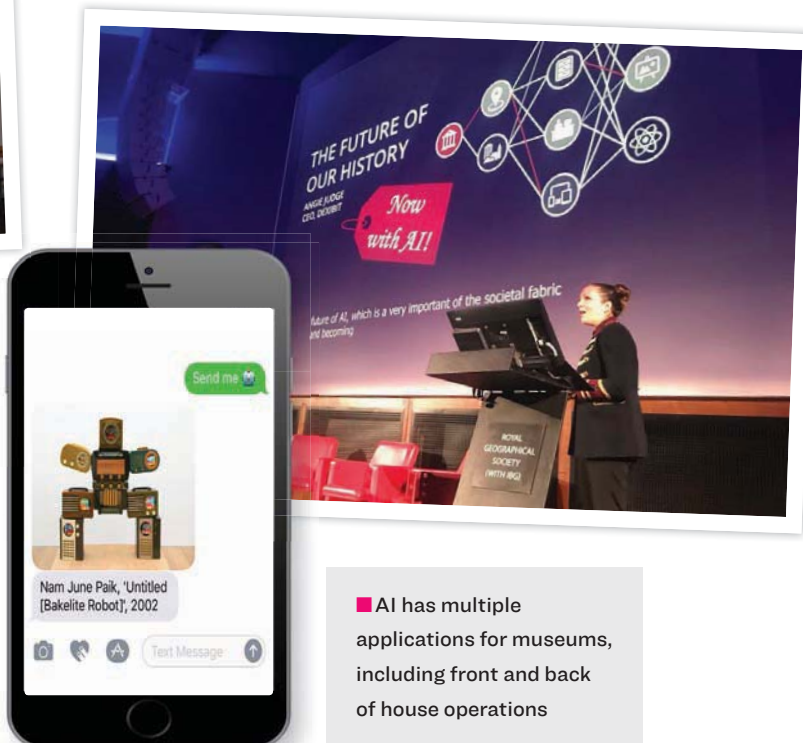
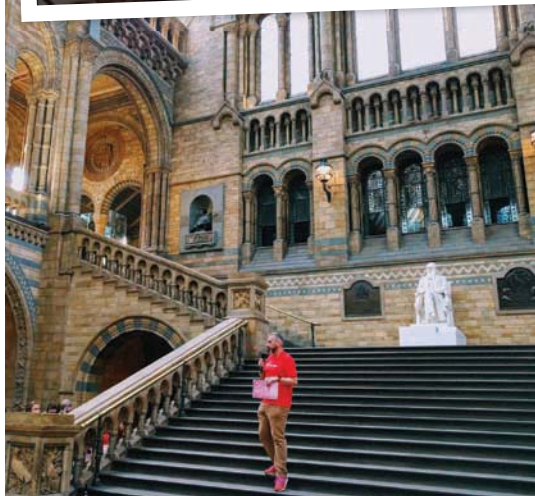
For museums to succeed, they must adapt to the ever-expanding presence of artificial intelligence. That was the message delivered to delegates at MuseumNext.

Speaking at the event, Sara Boutall a museum technologist and an account executive at data analytics company Dexibit, asked how AI plays into the museum sector, laying out several roles the technology will, and in some cases already does, play.

"We have to get our heads around AI and what it is in a museum context," said Boutall. "We expect Amazon to know what we want to buy or Uber to know where we are. Soon people will expect that kind of intuition in our institutions."

A number of projects have already shown good use of AI in a creative way. San Francisco's Museum of Modern Art recently introduced Send Me – an SMS service which acts as an art discovery tool where users text a number with a





■ AI has multiple applications for museums, including front and back of house operations

keyword or emoji. In response, they will receive a related artwork with a caption.

In Philadelphia, the Barnes Foundation art gallery used machine learning to interpret art, pairing digital work together using 'visual identity' to recognise art style, objects and even images of Jesus, which users could then access online to view the artificially generated art collections.

Artificial concierges are also a new innovation. The Smithsonian Institute, for example, is developing Pepper



**"We expect Amazon to know what we want to buy or Uber to know where we are. Soon people will expect that kind of intuition in our institutions"**

– a 4-foot-tall interactive humanoid robot. The first museum in the world to experiment with the technology, Pepper can answer visitor questions, collect information, dance, play games and pose for selfies. The robot can also display images, text and video on a tablet mounted to its chest.

"We need to embrace AI. It's a growing part of our lives, we need to teach it to our children. We can use it for the world of museums to make them better, more agile, more open and more flexible."



Answering two questions took us from the brink of failure to stunning success

Nina Simon



# Community in Culture

New global initiative seeks to spread inclusion message at MuseumNext 2018



■ Under the directorship of Nina Simon, MAH has been transformed over 7 years

A new initiative aimed at creating community inclusion in museums across the world is seeking members, as it aims to spread its message of being "of, by and for the community" (OBYFOR ALL).

Achieving her dream role of working as an engineer for NASA after leaving university, Nina Simon left the role after just a few months for reasons which would lead her to a new dream – to design and create institutions where anyone could feel like they belonged.

Delivering the keynote speech at MuseumNext, Simon, now executive director for the Santa Cruz Museum of Art and History (MAH), explained OBYFOR ALL, which she used to turn around the failing institution when she joined in 2011.

"I've been at MAH for seven years now and today the MAH is a thriving





## When we figured out our secret, in May we launched OFBYFOR ALL, with a goal to spark a global movement

community hub in Santa Cruz County. But when I first joined that wasn't really the case," said Simon.

"At the time there were two really big problems, the first being money. The day I came in as director we had US\$16,000 (€13,700, £12,000) in the bank, US\$36,000 (€31,000, £27,000) in unpaid bills, and there was no magic cheque on the horizon.

"At the same time, we had a problem of relevance. There were more people that knew our building used to be the county jail than knew that it was now a museum. It had been a museum at this point for 20 years.

"It was during this dual crisis that the board was spurred to act but they didn't know what to do. How could they get new people into museum? It was the same question I had heard in engineering from men wanting to get more

women in. I realised it was the wrong question to ask. This kind of question leads to a lazy, judgemental answer."

At MAH, Simon chose to ask two new questions – what was the museum willing to change about the institution to draw new visitors in and what was the museum willing to do to help new visitors feel like they can belong?

"Answering these two questions took us from the brink of failure to stunning success," she said.

Using the mantra of operating "by and for the community", the museum underwent a remarkable turnaround.

In 2011, MAH had an annual budget of US\$700,000 (€599,000, £528,000), with seven total staff members and annual visitation of 17,000 people. That figure now stands at US\$3m (€2.6m, £2.3m) a year, with 32 staff members and 140,000 visitors a year.

"We are able to engage with our community because we are of, by and for our community," said Simon.

"This framework works both in the context of projects, and also from an institutional perspective," said Simon.

"When we figured out our secret, in May we launched OFBYFOR ALL, with a goal to spark a global movement of not only museums but also libraries, parks, theatres and cultural centres that want to include people in their communities."

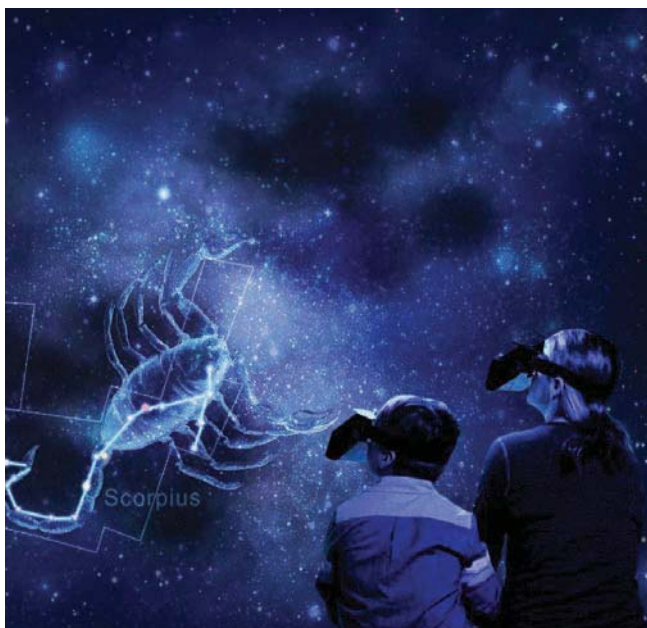
Acting as a playbook for community transformation, OFBYFOR ALL launched in May and has raised more than US\$900,000 (€770,000, £678,000) for the cause. The organisation's goal is to engage 200 organisations serving 10 million community members by the end of 2020. In doing this, the organisation also wants to involve one million new people in culture in the next two years.

# PRODUCT INNOVATION

Suppliers tell Attractions Management News  
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● The new attraction creates a visual overlay, which interacts with the real-life night sky

## National Geographic and Aryzon use augmented reality to create world's first open-air planetarium in Canada



● The "Night Sky Guy", Andrew  
Fazekas, narrates the experience

National Geographic has teamed up with augmented reality provider Aryzon to create the world's first open-air planetarium, using AR to project images into the night sky for a unique stargazing experience.

Taking place at the Au Diable Vert Station Montagne in Quebec, Canada, "ObservEtoiles" debuted on 23 June and offers up to 180 visitors the chance to observe the night sky with a digital overlay showing the constellations and names of the stars and planets.

For the two-hour experience, guests will be seated 1,000ft (304m) above sea level in a mountain-side amphitheatre

created especially for ObservEtoile. Equipped with heated seats, the space has been created by Arena Comfort Products and will be usable at any exterior temperature or in any weather conditions.

Using the Aryzon headset, which was developed in the Netherlands and uses mirrors to project 3D mixed reality images, visitors can observe a selection of 17th-century illustrations of the constellations overlaid over the real stars and planets, without obstructing viewers' line of site. British company Escapist Games has developed the application, which runs on an Asus

Zenfone 3 Zoom. Minus the smartphone, the headset can be kept by users after the show, where they can then use the app to explore the stars from home.

The outdoor show will feature a "star guide", who will narrate the experience with specially-created content from the "Night Sky Guy", Andrew Fazekas – a science writer, broadcaster, and lecturer who regularly contributes to National Geographic and Canada's Weather Network TV channel, and acts as a consultant for the Canadian Space Agency.

**ATTRACTIONS-KIT KEYWORD**

**ARYZON**



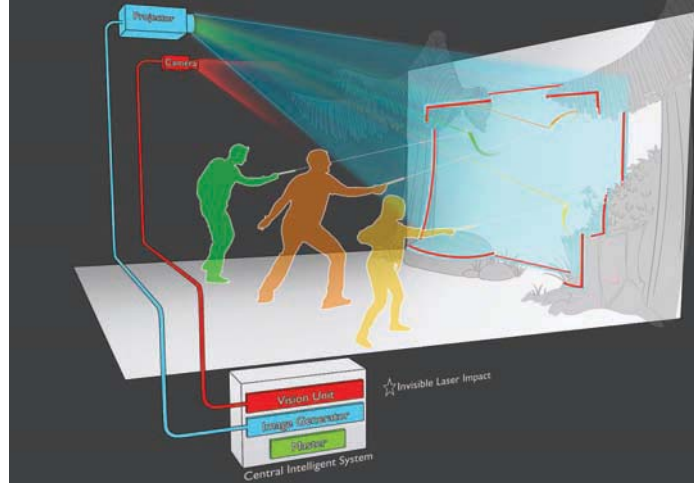
## Alterface launches NOMAD point and shoot device



● Benoit Cornet, founder and CEO of Alterface

Interactive technology specialist Alterface has launched NOMAD, a brand new mobile action device designed to create immersive experiences and offer enhanced interactivity.

Introduced at AAE, NOMAD, short for New Optimised Mobile Action Device, is a wireless interactive point-and-shoot device, based on Alterface's patented camera-based detection technology. It can be used by hundreds of guests at any one time and enables guests to interact with on-screen media, scenery and animatronics.



● NOMAD is a portable device enabling users to interact with media

The device is wireless and completely scalable, it can be shrunk down to the size of a magic wand, allowing for 'unsurpassed' levels of personalisation. Using NOMAD riders are able to shoot, point, circle and move as they make their way through the attraction. Riders can also choose to use their own NOMAD devices or

those tethered to the ride vehicles, by power supply cables.

"We are all very excited about NOMAD. This new and advanced wireless device will bring interactivity to the next level," said Benoit Cornet, founder and CEO of Alterface.

ATTRACTIONS-KIT KEYWORD  
**ALTERFACE**

## Partnership

## Simworx announces partnership with Metropolis Entertainment

Simworx is set to expand its product outreach into the museum and visitor centre markets with a new partnership with Metropolis Entertainment, a leading provider of turnkey simulator attractions for these sectors.

The partnership will see Simworx become the hard-

ware supplier of choice for Metropolis, who in turn will actively market Simworx products, creating a significant opportunity for the company's potential growth in the sectors.

"Having experienced a number of Metropolis attractions over the years, their attention to detail and understanding of clients



● Terry Monkton, Simworx MD

they will be able to do great things with our attractions in this field. We are thoroughly looking forward to working together once again," added Monkton.

Metropolis supplies fully integrated hardware and software systems, engineering design, installation and support services, as well as funding. It currently operates a number of joint ventures with museums throughout the UK and Europe, including the London Science Museum, the National Railway Museum in York and the Holmenkollen Ski Museum in Norway. In addition, the company boasts a specialised film production unit which creates experiential content.

ATTRACTIONS-KIT KEYWORD  
**SIMWORX**



● Simworx will act as hardware supplier of choice for Metropolis

specific requirements has always thoroughly impressed me," said Simworx MD Terry Monkton.

"Simworx is renowned for our experience in the theme parks and family entertainment centre markets whereas Metropolis' knowledge of the museums and corporate promotion sector is second to none. I know that

12-16 AUGUST 2018

### **SIGGRAPH 2018**

**Vancouver, Canada**

SIGGRAPH 2018 is a five-day exploration of the latest innovations in CG, animation, VR, games, digital art, mixed reality and emerging technologies. The 45th SIGGRAPH conference will immerse you in a broad array of educational and hands-on opportunities, and open the door to breakthrough technologies that will keep you on your game.

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29-30 AUGUST 2018

### **Music Tourism Convention**

**Cologne, Germany**

Music Tourism Convention is the world's most extensive conference bringing together the music and tourism sectors to explore how music impacts, benefits and improves tourism offers, from festivals to heritage, music trails to food and music partnerships.

**Email: [info@sounddiplomacy.com](mailto:info@sounddiplomacy.com)**

**[www.musictourismconvention.com](http://www.musictourismconvention.com)**

18-22 SEPTEMBER 2018

### **EAZA Annual Conference 2018**

**Athens, Greece**

Hosted by the Attica Zoological Park team, the EAZA Annual Conference 2018 is the largest zoo conference in Europe and will take place in Athens, at the Megaron Athens International Conference Centre.

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**Email: [info@eaza.net](mailto:info@eaza.net)**

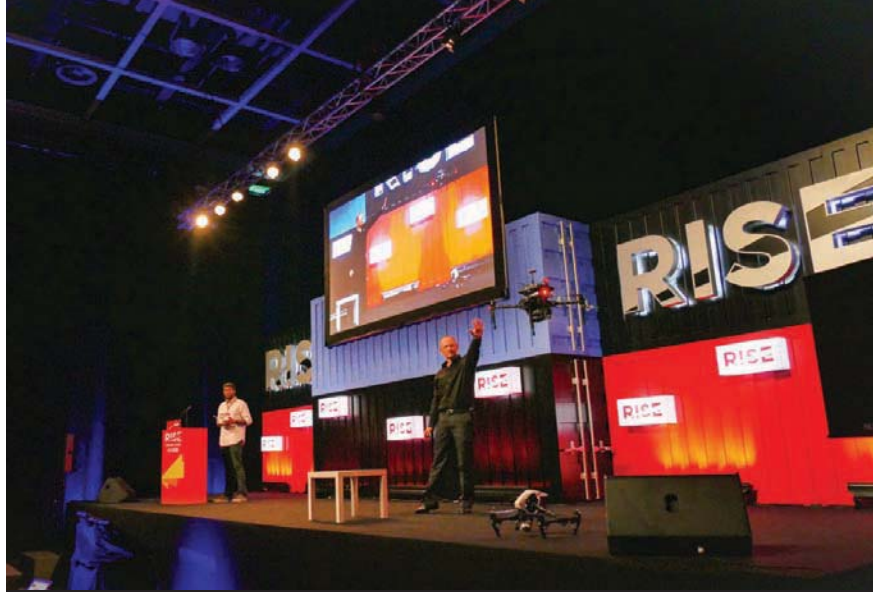
**[www.eaza.net](http://www.eaza.net)**

23-27 JUNE 2018

### **AZA Annual Conference**

**Seattle, US**

The largest professional zoo event in the US, the AZA Annual Conference offers



■ Rise brings together some of the world's most exciting companies

9-12 JULY 2018

### **RISE Conference**

**Hong Kong Convention and Exhibitions Centre, Hong Kong**

Speakers from some of the world's largest companies and most exciting startups will share their stories and

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attendees the chance for networking and learning opportunities, and the opportunity to get a closer look at cutting edge products and zoo service providers. More than 2,500 delegates are expected to attend this year's event.

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25-27 SEPTEMBER 2018

### **Euro Attractions Show**

**Amsterdam, Netherlands**

EAS 2018 is an all-encompassing destination for leisure and attractions industry professionals, including operators, suppliers, manufacturers, investors, developers, and anyone wishing to engage with the global amusement community. More than 12,000 leisure and tourism industry professionals from more than 100 countries, including 500 manufacturer and supplier companies, will gather at EAS 2018 to network, discover the latest trends, and explore innovative technologies.

**Tel: +1 703/836-4800**

**Email: [iaapa@iaapa.org](mailto:iaapa@iaapa.org)**

**[www.IAAPA.org](http://www.IAAPA.org)**

4-5 OCTOBER 2018

### **TEA SATE Orlando - SeaWorld Orlando, US**

TEA's signature international conference brings together the brightest minds and top decision makers exploring what's next in Storytelling, Architecture, Technology and Experience in themed entertainment. This year's event takes place at SeaWorld's Ports of Call – its special events complex.

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**Email: [iaapa@iaapa.org](mailto:iaapa@iaapa.org)**

**[www.IAAPA.org](http://www.IAAPA.org)**

4 OCTOBER 2018

### **Vistor Attractions Conference Queen Elizabeth II Conference Centre, London, UK**

The Annual Conference is run by the industry, for the industry and is firmly established as the key place to meet and network with contemporaries and to participate in an innovative and stimulating programme. The pre-eminent event for all types of visitor attractions in the UK.

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# VAC2018



**4 October 2018**  
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MANAGEMENT

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# Getting personal WITH HOLOVIS

Imagine all on-and-off-ride media across a park was able to independently tailor every individual's story, depending on where they are and the choices they make - and even their emotional responses. Holovis is delivering this revolutionary approach to park-goers

The attractions industry is being transformed by the use of storytelling and innovation to create some of the most immersive and narrative-driven experiences visitors have ever seen. Since the rise in popularity of media-based attractions, the ability to put guests at the heart of a powerful narrative and take them on adventures has changed guest expectations and boosted demand for significantly better all-immersive, multi-sensory attractions. They want engaging and unique experiences, not just a thrill.

Experience design firm Holovis knows this only too well and has been developing a recipe for taking immersive storytelling a step further by giving guests the ability to experience their own personalised interactions and engagements – and the secret to this lies in real-time technology.

“Real-time technology is driven by content rendered live from a game engine, rather than having a pre-rendered film with a fixed path and narrative that it always

follows,” explains Peter Cliff, creative director at Holovis. “This opens up a whole new world for guests, allowing them to interact and influence connected experiences throughout a venue, not just at one specific attraction or experience. Each guest has their own journey and based on the decisions they make or paths they choose to take, the world around them reacts differently each time, every time.

“Unlike a game that plays out on a second screen, be that a computer, phone or in VR, the compelling approach Holovis delivers, through our Extended Experience platform, is having this take place in a real-world setting with physical objects and real-time media reacting differently for each guest based on their own interactions as well as the data collected.”

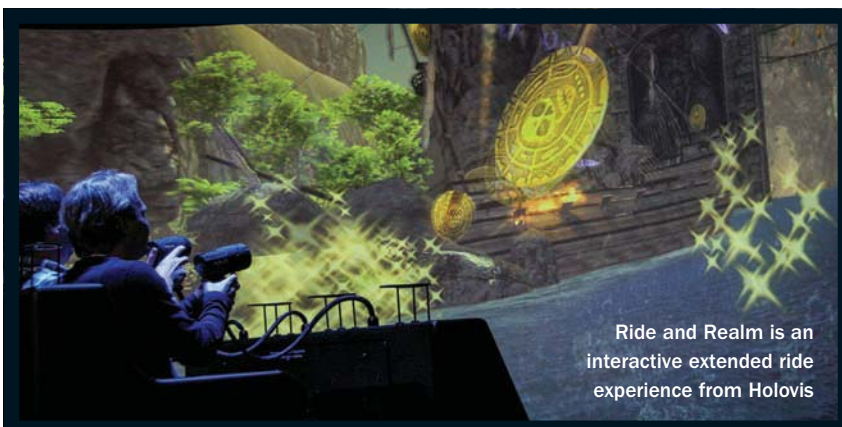


It's about creating memories, says Holovis's Peter Cliff

## Ride and Realm

Holovis brought its Extended Experience technology to the traditional dark ride attraction to create Ride and Realm (R&R), the world's first guest and data driven real-time dark ride attraction. R&R gives guests the ability to choose their own adventure and then personalises the experiences they have based on these interactions and the data collected, with specific AI and analytics working behind the scenes to enhance the overall affect.

“It begins with a real-time game-driven attraction, using onboard interactive devices to put control in the hands of the guest,” continues Cliff. “However, as guests leave the ride for the first time, there are a number of ways that the adventure continues to play out around the park. This includes through tracking technologies with no visible guest engagement required, therefore making the experience frictionless, through phone apps with AR experiences and physical devices utilised throughout the park. These all allow gameplay to continue throughout the day and even afterwards at home, triggering complex multi-threaded narratives that continue the guest's journey as the story unfolds.”



Ride and Realm is an interactive extended ride experience from Holovis





# RIDE & REALM

EXPERIENCE



Ride and Realm creates an ongoing storyline for guests throughout the entire park

**“This is more than just gamification and non-linearity; this is letting guests control and determine their own destiny”**

Guests must solve puzzles, find clues in physical locations to unlock achievements and 'level-up' and engage with physical entities, or even cast members, before returning to the starting point, where the experience on the dark ride will have evolved to reflect their progress, making it a unique attraction all over again.

“Ride and Realm is a near limitless experiential platform that is always different, truly re-ridable, and scalable. Whatever guests do within the ride or across the whole park has a real-time impact on their adventure as it unfolds before them. This is more than just gamification and non-linearity; this is letting guest control and determine their own destiny whilst being at the heart of a multidimensional and compelling narrative.

“Holovis is now working with clients who want the capability expanding further so that all park-wide media, both on and off their rides, reacts differently for every individual, depending on where they are in their game and the evolving storyline. This is a true revolution in theme park-wide personalisation. This is what creates memories that guests will talk about



The graphic shows how a guest would experience Ride and Realm technology

for years to come,” says Cliff. “In this age of social media and the increasing demand for everything to be connected, this solution results in highly rich content being shared by guests continuously throughout their journey, further supporting and enhancing the parks social communications and brands.”

## Technology driven

Behind the scenes, Holovis's team of software engineers has been developing advanced data capture and artificial intelligence analytics, as part of the Extended Experience platform, that allow the story to become personalised to each guest based on their physical, intellectual and emotional reactions.

“We can now use our tracking technologies to measure reactions in highly personalised ways, with patents pending around our latest solutions. Artificial intelligence is being used to understand emotional responses from our audiences and to further adapt the story and the intensity of the attraction to their own preference. Our machine-learning systems are also being applied to interactivity platforms in order to learn about people's responses, so we can, for example, alter the difficulty of the gameplay to keep them involved and engaged based on their individual skills and abilities, making the attraction far more inclusive for all.”

Cliff says: “This is the power of real-time-everything and we're just at the beginning of telling this story.” ●

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## MANAGEMENT NEWS



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Julie Badrick



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## BROOKLANDS MUSEUM

# CHIEF OPERATING OFFICER

Location: Weybridge, Surrey, UK    Salary: £60,000

Brooklands Museum, in Weybridge, Surrey, is on the 30-acre site of the world's first purpose-built motor racing circuit and the most productive aircraft factories in Europe in the twentieth century. The stories of motorsport and aviation at this site are bound together from the beginning and share key themes of inventiveness, adventure, ambition and engineering innovation.

The new, wide-ranging post of Chief Operating Officer is responsible for all operational and commercial activity, ensuring that staff and volunteers deliver an excellent visitor experience which enables guests on site to appreciate the unique, historic atmosphere of the Brooklands site and that the museum achieves its financial targets. The museum is looking for someone who can transform the way in which it operates, to enable it to grow and develop in line with its vision, mission and strategic priorities. The COO's department includes approximately 30 paid staff and over 300 volunteers.

Over the next 12 months, we will be reviewing our strategic priorities, master-plan and operations, with a view to significantly increasing visitor numbers and completing substantial new capital projects in the coming years. The Chief Operating Officer will play a key role in shaping the museum's plans.

The person we are looking for will have considerable experience of transforming operations in a similar organisation, in developing staff to deliver exceptional visitor experience, in achieving commercial targets.

They will thrive in a complex, busy environment; be able to prioritise and delegate; able to negotiate and build relationships and show the ability to turn strategy into implementable plans, with attention to detail. They will be an enabling leader of others, who enjoys working collaboratively across the museum and with its partners. If you have this experience and these aptitudes and you would like to play a key, leadership role in a growing, ambitious, independent museum, please apply.

**Deadline for applications is 1pm on Monday 16th July 2018.**  
**Interviews will be on Monday 30th July.**

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# Commerical Leisure Manager



## Coastal Leisure Attractions

Rhyl, Denbighshire

Grade 12 £41,846 - £44,697 (plus up to £8,000 relocations allowance)

### About Us

Denbighshire County Council is one of the most progressive local authorities in Wales - led by entrepreneurial leaders and supported by forward-thinking Elected Members. We have achieved great successes, modernisation and change over the last 10 years.

### The Area

Located in scenic North Wales, employees of Denbighshire County Council are in a fortunate position to enjoy the peaceful Area of Outstanding Natural Beauty that runs the entire length of the county, as well as the hustle and bustle of our market towns and coastline. Overall, Denbighshire is a great place to live and work for those looking to start or progress your career journey.

### The Role

This role is one of overall leadership and strategic direction, responsible for the commercial success of the SC2 Rhyl Water Park and Pavilion Theatre. The role requires strategic vision, managerial skills and the ability to build successful relationships with internal and external stakeholders. The post holder will lead on operational preparations for the opening of the SC2 waterpark in 2019 and be responsible for delivering commercial growth and overall business success for both venues.

### Benefits

- 24 days annual leave, increasing to 31 days dependant upon the duration of service
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# Rheolwr Hamdden Masnachol



## Atyniadau Hamdden Aforddiol

Rhyl, Denbighshire

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### Amdanom ni

Cyn gôr Sir Ddinbych yw un o'r awdurdodau lleol mwyaf uchelgeisiol yng Nghymru - wedi'i arwain gan arweinwyr entrepreneuriaidd a'i gefnogi gan Aelodau Etholedig blaengar. Rydym wedi llwyddo, moderneiddio a newid dros y 10 mlynedd diwethaf.

### Yr Ardal

Wedi'i leoli yng Ngogledd Cymru olygfaol, mae Cyngor Sir Ddinbych mewn sefyllfa ffodus i fwynhau'r Ardal o Harddwch Naturiol Eithriadol heddychlon sy'n llenwi'r sir, yn ogystal â bwrllwm ein trefi marchnad a'n harfordir.

Ar y cyfan, mae Sir Ddinbych yn lle gwych i fyw a gweithio ynddo ar gyfer y rheini sy'n bwriadu dechrau neu ddatblygu eu taith yrfaol.

### Y Rôl

Mae'r rôl hon yn un o arweinyddiaeth gyffredinol a chyfeiriad strategol, sy'n gyfrifol am llwyddiant masnachol Parc Dwr SC2 y Rhyl a Theatr y Pafiliwn. Mae'r rôl angen gweledigaeth strategol, sgiliau rheoli a'r gallu i ddatblygu perthnasoedd llwyddiannus gyda budd-ddeiliaid mewnol ac allanol. Bydd y deiliad swydd yn arwain ar baratodau gweithredol ar gyfer agor parc dwr SC2 yn 2019 ac yn gyfrifol am gyflawni twf masnachol a llwyddiant busnes cyffredinol i'r ddau leoliad.

### Benefits

- 24 diwrnod o wyliau blyneddol, gan gynyddu i 31 diwrnod yn dibynnu ar hyd y gwasanaeth.
- Cynllun pensiwn llywodraeth leol ardderchog
- Hyd at £8000 £8,000 o lwfans adleoli

I ymgeisio am y cyfle anhygoel hwn, ewch i [www.denbighshire.gov.uk](http://www.denbighshire.gov.uk) ac ymgeisio ar-lein. Os oes gennych unrhyw gwestiynau yn ymwneud â'r swydd hon, gallwch gysylltu â Gwyn Hughes, Swyddog Arweiniol - Hamdden Masnachol ar 01824 712707.

**Apply now: <http://lei.sr?a=O5J1P>**



# Head of Commercial Operations

Location: Northamptonshire, UK

Salary: £50,000- 55,000 pro-rata per annum + benefits

Hours: 37.5 per week (this role is working 5 days out of 7, and will require weekend work)

It's exciting times at Silverstone Heritage Ltd. The Silverstone Experience is due to open to the public in spring 2019, seeing a WWII hangar at the entrance to the world-famous Silverstone Circuit refurbished and extended to house a brand new exhibition, collections and research centre, learning and events space, café and gift shop.

We are looking for an experienced **Head of Commercial Operations** to maximise income generation and to oversee all operational matters, visitor services, health and safety and building management. The post holder will oversee the day-to-day operations of the Experience whilst maximising revenue streams including exhibition entry, tours, photography, retail and catering.

Our mission is to bring the extensive heritage of Silverstone and British motor racing to life through a dynamic, interactive and educational visitor experience. As an organisation, we value enthusiasm, dedication and a passion for customer service. If you fit this description and think you have what it takes to help us make this vision a reality please apply by 9am on Thursday 19th July.

**Closing Date: 19th July 2018**



For more information and to apply: <http://lei.sr?a=V6d5A>