

# GeoWalker



a Themetronix project

by

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## Summary

GeoWalker replaces the paper maps usually given at theme parks with an electronic version that runs on a typical smart phone. GeoWalker incorporates specific information about in-park landmarks (e.g., rides, shops, etc.) linked by global positioning system (GPS) data to photos, videos, audio, and text. These media are automatically invoked when the customer approaches a particular landmark. GeoWalker software is bought and delivered through smart phone App stores via the Internet.

We've been developing this project as a business concept since 2005. We completed the first prototype in May 2006 and the second in December of that same year. That version (codenamed "Calypso") was submitted to the Scintilla Research Competition and won first place in May 2007. During the summer of 2007 we began field testing a third prototype, codenamed GeoWalker, which we expect to promote as a demonstration / promotional platform for Tier 3 theme parks in the coming season.

Benefits to park owners and management include increased revenue potential through branded Business-to-Consumer (B2C) contact; business intelligence opportunities, "Green" sales, marketing, and paper-map disposal cost savings; "wiz bang" appeal to increasingly sophisticated, younger audiences; and increased in-park spending as a result of real-time targeted promotions.

The benefits for park guests include "family member finding"; exploration of and navigation to themed landmarks; updates of news, hours, sales, shows, rides, dining, and shopping; in-park games and special attractions; waypoints to restrooms, ATMs, first-aid, and more.

We segment the market into three tiers, as shown in Table 1, at right.

<i>Tier</i>	<i>Annual Attendees</i>	<i>Example</i>
1	> 3 million	Universal Studios, Disney
2	1 million - 3 million	Hershey Park
3	< 1 million	Lake Compounce

Table 1

This business plan initially targets Tier 3 parks to establish sales at smaller, independent venues and build

a base for more significant sales at larger venues. Later, we target Tier 2 parks. Future business activities outside the scope of this plan might engage Tier 3 parks, international parks, and special venues (e.g., Olympic villages, historical sites, golf courses, and more).

Given the above assumptions and a great many others we explain later, our basic financials are summarized in three tables on the next page.

### Operational Summary

	<i>Gross Profit</i>	<i>New Venues</i>	<i>EBIDTA</i>	<i>Cash Flow</i>	<i>Retained Earnings (Losses)</i>
<i>Year 1</i>	\$37,125	1	-\$336,982	\$153,919	\$153,919
<i>Year 2</i>	\$496,163	3	-\$103,154	\$156,259	\$310,177
<i>Year 3</i>	\$846,081	2	\$249,160	-\$109,434	\$200,743
<i>Year 4</i>	\$1,917,041	2	\$1,363,664	\$171,256	\$371,999
<i>Year 5</i>	\$3,573,020	2	\$3,021,539	\$951,760	\$1,323,759

### Terminal Value Analysis

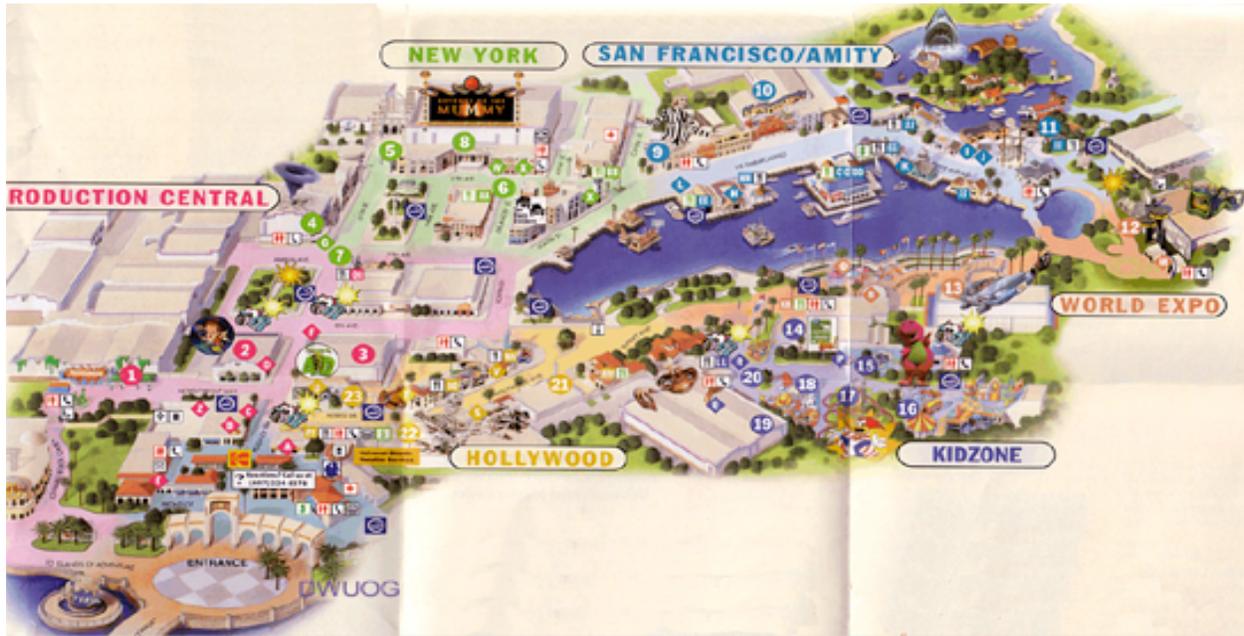
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
<i>Cash Flow</i>	\$153,919	\$156,259	-\$109,434	\$171,256	\$951,760
<i>Terminal Value</i>	\$-	\$-	\$-	\$-	\$26,265,384
<i>Cash Flow + Terminal Value</i>	\$153,919	\$156,259	-\$109,434	\$171,256	\$27,217,144
<i>PV of Discounted Cash Flow + TV</i>	\$141,210	\$131,520	-\$84,503	\$121,322	\$17,689,276

### Investment Offering

<i>Investment</i>	\$500,000	
<i>Enterprise Value</i>	\$17,998,824	
<i>Investment as pct of Enterprise Value</i>	2.78%	
<i>Common Stock</i>	1,000,000	shares
<i>Investor Equity</i>	27,780	shares
<i>Share Price</i>	\$18.00	

## Background

In 2003, 6.8 million visitors entered Universal Studios Florida (USF). Many of these visitors got a standard paper map, similar to the one shown below. This particular theme park is 125 acres, crammed with rides, restaurants, boutiques, studio sets, etc. -- a disorienting cacophony of sights, sounds, and tastes.



The above map is similar to ones given out at hundreds of parks in North America. While free and “throw-away”, they present a number of disadvantages for both visitors and park management:

- Not easy to read or interpret
- Difficult to know where you are or where to go
- Cannot reflect the latest attractions, dining options, stores, sales, etc.
- Cannot express scheduled but irregularly-timed events and special situations
- Cannot direct customers to areas of special interest (e.g., kids rides)
- Cannot represent detailed areas since the map is fixed by the size of a page – there’s only so much you can squeeze on an 8 ½ x 11 sheet
- Cannot be changed cheaply or quickly
- Generates tons of un-recyclable litter (estimated 34 tons at USF alone), which nevertheless must be cleaned up, discarded, and reprinted.

Our product, codenamed GeoWalker, replaces the paper map with an electronic version that runs on the average smart phone and **solves all of the above problems.**

The figure below shows a GeoWalker prototype. In this case, we used a scanned image of the paper map from USF as the electronic map on the smart phone. Thus, as the user

approached the Shrek pavilion, the GeoWalker would give a proximity alert as well as play a video clip about the exhibit and give other visitor information from its database.



While we designed GeoWalker around the idea of amusement parks, GeoWalker is generally suitable for many pedestrian, outdoor or indoor, immersive, themed environments. This would include town villages, historical sites, nature preserves, cruise ships, college campuses, zoos (redundant!), and more.

## Drivers

### Business to Business Drivers

According to the TEA/ERA (Themed Entertainment Association / Economics Research Associates) Theme Park Attendance Report, published in ParkWorld magazine (see appendix, attached), competition in the theme and amusement park industry requires that parks continue innovating in many areas, the customer experience being one of them.

Ray Braun, Senior Vice President at ERA, says,

“Rule Number One in the theme park industry is ‘Thou Shalt Reinvest!’ . Wise operators are making sure their environs are top-notch and up to date.”<sup>1</sup>

Third- and second-tier parks want and need to keep up with their first-tier competition. Innovation in consumer services and consumer tracking will help here, as park management reinvests income in their parks. **Our solution serves both areas.**

Park managers want to leverage and retain their existing clientele by offering more services and bringing them new experiences. They also want to attract new customers by appealing to the young and tech-savvy audience. Park owners want to create a more personalized experience for their guests. According to Bruce Vaughn, vice president of research and development for Disney Imagineering,

“We wanted to create more personalized experiences for the guests. So we started looking at how wireless devices might help people navigate through the park better but also tell all of the rich stories that Imagineers put into these places.”<sup>2</sup>

The TEA/ERA report notes the increasing role of technology and that it helps a park stay relevant to the contemporary market. They further point out that the bar continues to rise in terms of the quality of guest experience. The idea of broadcasting location-specific data at consumer devices has been talked about in the amusement park industry for years, even though smart phones are relatively recent by comparison.

Tier-one parks are already offering value-added location-based devices and services. Disney has its “Pal Mickey” plush toy/guide. (See competition section.) They are also building web-based communities (Disney online, Six Flags Fun Planner). We do not know that any have yet to put the two together. We will. Operators are making their parks more interactive in customized, personal ways, some using wireless technology.

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<sup>1</sup> TEA/ERA (Themed Entertainment Association / Economics Research Associates) Theme Park Attendance Report, published in ParkWorld magazine, April 2007

<sup>2</sup> CIO Insight, January 6, 2004 “Case Study: Walt Disney World Resorts and CRM Strategy”, <http://www.cioinsight.com/article2/0,1540,1437263,00.asp>

## Business to Consumer Drivers

Theme and amusement parks are quite popular. In 2006, the top 20 North American parks (first-tier in our segmentation) recorded 119.8 million visits, up 1.5% from 2005. Third-tier parks are typically in the 500,000 to 1,000,000 visitor range annually. Their popularity is growing

“Overall, the 2006 numbers point to stability and moderate growth, showing a worldwide attendance increase of 2.2%.”<sup>3</sup>

This normal park attendance means **exposure to a large, stable, and growing universe of potential consumers**. Whether first time or repeat visitors, we can be successful with a small amount (perhaps 10%) of this large population adopting or upgrading our product.

Park management is already skilled at reaching their consumers. Marketing to existing customers is easier and cheaper than acquiring new ones. By targeting the parks as our B2B customers, we should be able to reach their consumers more easily than otherwise.

21st century consumers demand fun and novelty from their entertainment providers, including interaction and are more tech-savvy than ever and almost all carry cell phones or smart phones. We will provide that.

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<sup>3</sup> TEA/ERA Theme Park Attendance Report, published in ParkWorld magazine, April 2007

## Market Analysis

For analysis purposes, the market for GeoWalker is theme park attendees who own typical smart phones. We discuss these two dimensions below.

To organize the market of them park attendees, this business plan stratifies theme parks according to three segments, Tier 1, Tier 2, and Tier 3, all od which we identified in the Summary section. The main distinction is attendance. Somewhat arbitrary and still rather undetailed, attendance does not take into account, for instance, daily and seasonal variations, ticket prices, in-park spending, etc. (Note: we have accounted for some of these variables in our financials, attached within the appendices.)

Nevertheless, Themed Entertainment Association (TEA) and Economics Research Associates (ERA) use attendance as the primary indicator of economic health in the theme park industry. For our purposes, attendance is indicative of potential for first-order analysis purposes only.

As we suggested early, Tier 1 is out of scope for this business plan and shall not be discussed further.

Table 2, below, shows some Tier 2 and Tier 3 theme parks in the Northeast region that are in scope. (Though these figures are somewhat dated, they are still indicative of our potential market.)

<b>Tier</b>	<b>Park</b>	<b>Attendees</b>	<b>Cat</b>	<b>Acres</b>	<b>Rides</b>	<b>Price*</b>
2	Hersheypark, Hershey, PA	2,690,000	I	100	60	\$46
2	SFNE, Agawam, MA	1,750,000	R	235	46	\$50
2	Kennywood, Mifflin, PA	1,216,000	I/R	?	?	\$31
2	Dorney Park, South Whitehall, PA	1,200,000	I	200	59	\$38
2/3	Darien Lake, Corfu, NY	1,115,000	I	360	34	\$30
3	Rye Playland, Rye, NY	931,000	I			\$40
3	Adventureland, E Farmingdale, NY	750,000	I	12	29	\$24
3	Great Escape, Lake George, NY	710,000	R	150	38	\$34
3	Canobie Lake Park, Salem, NH	650,000	I	??	??	\$28
3	Lake Compounce, Bristol, CT	500,000	R/I	332	44	\$34
3	Funtown, Saco, ME	300,000	I	??	??	

Table 2

\* **Single Day, General Admission**

For market analysis, we have also characterized these parks, aside from attendees, by category ("Cat"), acres, and number of rides.

The Independent (I) category of parks is independently or privately owned. They are generally not publicly traded. The Regional (R) category consists of parks that are part of a corporate franchise that tends to be “regional” in a geographic sense and publicly traded but not strictly. An example is Six Flags.

The size of a park is an important factor. A larger park can be expected to require a bigger map which is advantageous for GeoWalker. We have also included in the above table the number of rides which presumably is proportional to the number of landmarks. Again, a park with more rides is advantageous for GeoWalker.

Admission prices affect what we are able to charge for GeoWalker. However, admission pricing varies widely and is complicated by different rates “deals,” and other considerations. However, the figures in the table above attempt to normalize the parks by assuming a general admission price which represents the price for unlimited rides for one person regardless of age, height, or other considerations. This is a real price found on the parks’ websites.

We assume the price for GeoWalker will be charged to customers through pre-park spending rather than the general admission fee. We have virtually no data on per capita in-park spending except to note the following:

- It often equals or exceeds the per capita admission price.
- It accounts for a substantial portion of theme park revenue.
- We found figures in \$40 range per capita which is probably reasonable for Tier 2 and Tier 3 venues.<sup>4</sup>
- We also found that it varies year to year  $\pm$  3% or more. (See same references.)

What is perhaps most important, however, is the data shows **attendance and in-park spending are relatively stable**, having recovered to pre-9/11 levels.

While there are likely demographic differences among theme park attendees, for instance in age and gender, this business plan does not analyze these variables. We believe such an analysis, while potentially fruitful, is too fine-grain for our present objectives and will be taken up at another time.

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<sup>4</sup> See <http://www.bizjournals.com/cincinnati/stories/2007/07/02/daily34.html> and [http://www.thrillnetwork.com/stories\\_view.php/2001/cedar\\_fair\\_reports\\_decreased\\_attendance.html](http://www.thrillnetwork.com/stories_view.php/2001/cedar_fair_reports_decreased_attendance.html)

## Sales Strategies

To be successful, we see two types of selling:

1. Selling the partnership concept to theme park management; and
2. Selling our product to the park attendees.

The overarching sales strategy is simple. We aim to form a “partnership” with theme parks (B2B sales) that will endorse and promote our product to its attendees. Use of our product will drive their in-park sales, increasing revenue without their needing to increase market share, which they will love. Additionally, our product will offer the Tier 1 and Tier 2 theme parks a “Tier 3” experience without very much (or perhaps no) cost to them.

We will sell the partnership concept as a zero-cost promotion. That is, we will give away a GeoWalker and assume basically all of the business risk for a limited period. The theme park will get a “look-see” and if they like our product and services, we will sell them a full implementation for the next season. During this promotional period, we will also give away the product to attendees in order to build our user base, brand, and technical support know-how in a low-cost low-risk environment.

We will use these initial Tier 1 sales to build a base of revenue, technical expertise, and sales experience to build up the company and sell to other Tier 1 venues. We will, in turn build on this foundation to sell to Tier 2 venues and so on.

In case our business development efforts fail or we find that the parks want nothing to do with us, we will also look to sell directly to the consumers (B2C) via the various smart phone App stores.

For pricing analysis please see our detailed financials, attached in the appendices.

## SWOT Analysis

### Strengths

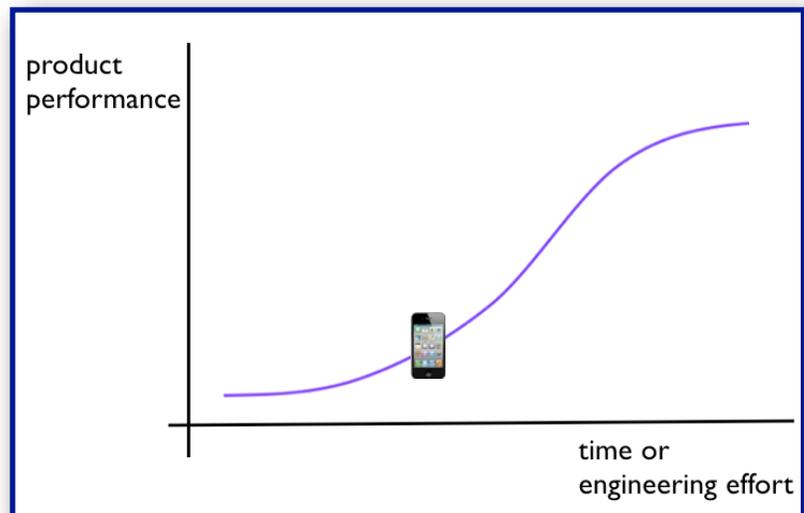
- Affordable
- Interactive
- Real-time
- Dynamic
- Does not use “talk time” minutes
- Raises the bar on both our and park competitors.

### Weaknesses

- Smart phone battery life is limited.
- Smart phones generally do not work all that well in or near water.
- Bright sunlight can make reading screens difficult.
- Ambient noise at theme parks may make sound difficult to hear.
- Some customers will be concerned about security issues.
- Some customers are afraid of technical gadgets.
- This product may be readily easily duplicated possibly without violating our (only provisional) patent.
- Enforcing our patent may not be easy, especially overseas even with an international patent.

### Opportunities

- We are entering the growth part for the technology S-curve here.
- The Six Flags “Fun Planner”, while partially web-based, has no user-generated content, and only allows their customers to design and print their itineraries in advance. Our solution lets them do similar tasks at the park, in real time, and interactively.
- Disney has “Pal Mickey”.
- Our service is a like Pal Mickey, but based on customers’ smart phones rather than proprietary hardware. With us, lower-tier parks can be more like Disney.
- Park managers are already asking themselves what technology can be used to leverage more revenue from existing customers.
- They are likely wondering whether or not their competitors are doing something similar.
- Guests are already using their own smart phones in parks, why not leverage it?



**Threats**

- Privacy concerns – People get nervous about their GPS data being recorded.
- Data security concerns – for the data we collect and smart phone security.
- Copy cats.
- Competition.
  - Paper Maps - Ubiquitous, free, status-quo
  - Pal Mickey - Not in our initial market and not personalized.
  - Other Apps by VersaEdge and U-Pinpoint
    - Validates our idea.
    - Only in first tier market.
    - Strictly consumer.
    - Clunky. We can execute better.
    - No authoring tools, no enterprise branding, not B2B.

## Organization

### People

#### Founders



**Alan Labouseur**

*Computer Science*  
 BS - Marist College  
 MS - Pace University  
 PhD in progress - University at Albany

13+ years small business entrepreneurial experience at 3NF Consulting, Inc.  
 10+ years teaching CS & IT, Marist College  
 Advisor, HVCFI



**Ron Coleman**

*Computer Science*  
 BS - Polytechnic University  
 MS - Polytechnic University  
 PhD - Polytechnic University

20 years research and corporate experience at AT&T, IBM, and CitiGroup  
 11+ years teaching CS & IT, Marist College  
 Project Director, CCODC

#### Advisors



**Robert Gulick**

*Engineering*  
 BS - US Coast Guard Academy  
 MS, OE - MIT  
*Business and Management*  
 MBA - George Mason University

EVP Global Operations, AMA / Senior VP, FINRA / CEO, Intellexis / President and Publisher, Viacom/Prentice-Hall/NYIF



**Les Neumann**

*The Godfather*  
 Innovation Evangelist  
 Technology Acceleration, Product Development, Marketing specialist

Serial Entrepreneur  
 Director, iCLEAN / CEO, iCANny  
 Managing Director, HVCFI

**The Law Offices of  
 Cappillino & Rothschild LLP**

### Future Team Members

*Marketing and Sales*

- Business Development
- Public Relations and Corporate Communications
- Staff

*Information Technology*

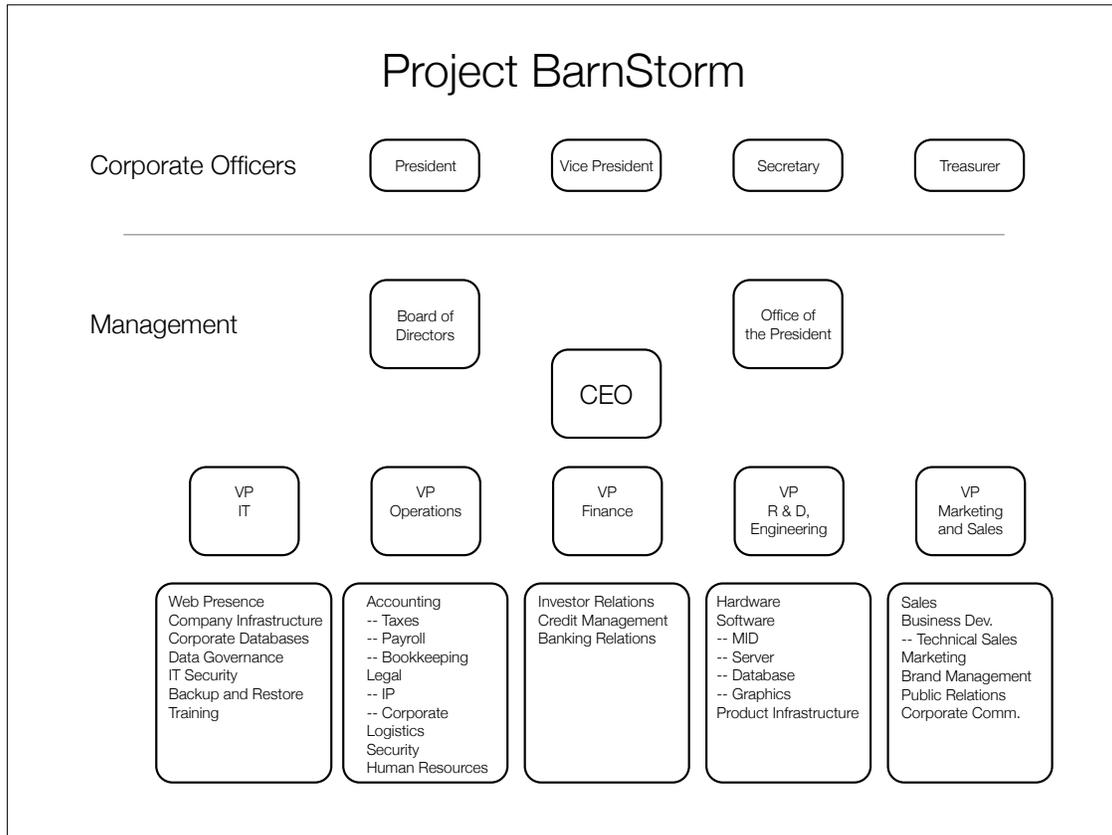
- Developers
- Smartphone software
- Web-based community
- Infrastructure

*Operations*

- Manager
- Customer support

*Outsourced professional services*

## Structure



## Risk Analysis

Identifying the Risks	Mitigating the Risks
<i>Business Risk</i>	
<ul style="list-style-type: none"> <li>• Intellectual property. We have filled a provisional patent. Preliminary patent searches turned up a variety of patents both granted and denied by the USPTO or WIPO. Some of the results are contradictory.</li> <li>• Volume. If we are successful, can our system scale to handle hundreds of thousands of park visitors?</li> </ul>	<ul style="list-style-type: none"> <li>• Further research into the patentability of the system will shed some light here.</li> <li>• Scalable IT network and Cloud-based infrastructure</li> <li>• GeoWalker software system is park-based, so not a global issue.</li> </ul>
<i>Regulatory Risk</i>	
<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>	
<i>Competitive Risk</i>	
<ul style="list-style-type: none"> <li>• Copy cats.</li> <li>• A tier-one or tier-two park company could take the idea and implement it themselves.</li> <li>• A cell phone carrier could roll their own solution as well.</li> </ul>	<ul style="list-style-type: none"> <li>• Patent protection</li> <li>• Continued innovation</li> <li>• First-mover advantage</li> </ul>

## Appendices

1. Financials, including market assumptions, income statement, terminal value analysis, and investment offering.
2. Screen shots of the GeoWalker web-based authoring tool.
3. Angel or Venture Capital pitch deck
4. TEA/AECOM 2010 Report - the source of much data quoted herein.
5. Alan's long-form CV.

**Pro Forma Income Statement**

	Year 1	Year 2	Year 3	Year 4	Year 5	Notes
Notes: This analysis assumes a combination of B2B (park branding in the app) and B2C (consumer app buying) sales.	Promotional sales: "low cost / low risk" to tier 3 venue	Sales to Tier 3 venues	Sales to Tier 3 Venues	Sales to Tier 2 venues	Sales to Tier 2 venues	
<b>Individual Per-Venue New Sales Assumptions</b>						
Annual attendance per venue	500,000	800,000	800,000	2,000,000	3,000,000	
Average season in days	180	180	180	273	273	
Average quests per day per venue	2,778	4,444	4,444	7,326	10,989	
Percent of daily quests buying app	7.5%	10.0%	12.5%	15.0%	17.5%	
App sales per day	208	444	556	1,099	1,923	
Price of app to consumer	\$ 0.99	\$ 0.99	\$ 1.99	\$ 1.99	\$ 1.99	
Venue license for branding in app / per app	\$ -	\$ 1.00	\$ 1.00	\$ 0.50	\$ 0.50	
Annual gross sales per installation	\$ 37,125	\$ 159,200	\$ 299,000	\$ 747,000	\$ 1,307,250	
<b>Number of NEW installations that year</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	
<b>Income Assumptions</b>						
Annual New Sales and Upgrades as % of first year	50%					
<b>Sales</b>	<b>\$ 37,125</b>	<b>\$ 496,163</b>	<b>\$ 846,081</b>	<b>\$ 1,917,041</b>	<b>\$ 3,573,020</b>	
Consulting Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Licensing Income (inc. in gross sales per installation)	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Sales Income - First-time / venue	\$ 37,125	\$ 477,600	\$ 598,000	\$ 1,494,000	\$ 2,614,500	
Sales Income - New Sales / Upgrades (50%)	\$ -	\$ 18,563	\$ 238,800	\$ 299,000	\$ 747,000	
Sales Income - New Sales / Upgrades (50%)	\$ -	\$ -	\$ 9,281	\$ 119,400	\$ 149,500	
Sales Income - New Sales / Upgrades (50%)	\$ -	\$ -	\$ -	\$ 4,641	\$ 59,700	
Sales Income - New Sales / Upgrades (50%)	\$ -	\$ -	\$ -	\$ -	\$ 2,320	
<b>Cost of Goods and Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
(Essentially nothing for software sold online)	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Gross Profit</b>	<b>\$ 37,125</b>	<b>\$ 496,163</b>	<b>\$ 846,081</b>	<b>\$ 1,917,041</b>	<b>\$ 3,573,020</b>	
<b>Operating Expenses</b>	<b>\$ 374,107</b>	<b>\$ 599,317</b>	<b>\$ 596,922</b>	<b>\$ 553,377</b>	<b>\$ 551,482</b>	
Automobile Expense	\$ -	\$ -	\$ -	\$ -	\$ -	
Bad Debt	\$ -	\$ -	\$ -	\$ -	\$ -	
Bank Charges	\$ 180	\$ 180	\$ 180	\$ 180	\$ 180	
Cash Discounts	\$ -	\$ -	\$ -	\$ -	\$ -	
Computer Books	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	
Conferences	\$ 4,000	\$ 6,000	\$ 8,000	\$ 8,000	\$ -	
Credit Card Fees	\$ -	\$ -	\$ -	\$ -	\$ -	
Depreciation Expense (see below)	\$ n/a	\$ n/a	\$ n/a	\$ n/a	\$ n/a	
Dues and Subscriptions (Developer programs)	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Education	\$ 1,200	\$ 2,400	\$ 2,400	\$ 3,600	\$ -	INDOPCO Supreme Court decision, 1992
Equipment Rental	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	
Fines	\$ -	\$ -	\$ -	\$ -	\$ -	
Insurance						
Disability	\$ -	\$ -	\$ -	\$ -	\$ -	
Health	\$ -	\$ -	\$ -	\$ -	\$ -	
Liability	\$ 1,500	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000	
Property	\$ 500	\$ 750	\$ 1,000	\$ 1,250	\$ 1,500	
Worker's Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	
Interest Expense (see below)	\$ -	\$ -	\$ -	\$ -	\$ -	

Finance Charges		n/a	n/a	n/a	n/a	n/a				
Loan Interest		n/a	n/a	n/a	n/a	n/a				
Internet										
ISP	\$	1,200	\$	1,200	\$	1,200	\$	2,400	\$	2,400
Hosting	\$	240	\$	240	\$	500	\$	1,800	\$	1,800
Domain Names	\$	140	\$	140	\$	140	\$	140	\$	140
Licenses and Permits	\$	-	\$	-	\$	-	\$	-	\$	-
Marketing										INDOPCO Supreme Court decision, 1992
Advertising	\$	50,000	\$	100,000	\$	100,000	\$	50,000	\$	50,000
Gifts	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
Promotional Material	\$	25,000	\$	50,000	\$	60,000	\$	50,000	\$	25,000
Telemarketing	\$	-	\$	-	\$	-	\$	-	\$	-
Medical Expenses	\$	-	\$	-	\$	-	\$	-	\$	-
Miscellaneous	\$	-	\$	-	\$	-	\$	-	\$	-
Office Cleaning	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
Office Supplies	\$	1,200	\$	1,200	\$	2,400	\$	2,400	\$	2,400
Payroll										
Advances	\$	-	\$	-	\$	-	\$	-	\$	-
Bonuses	\$	-	\$	-	\$	-	\$	-	\$	-
Subcontractor Expenses										
CEO / Sales / Marketing / Biz Dev Exec	\$	70,000	\$	70,000	\$	75,000	\$	80,000	\$	85,000
CIO - Alan	\$	24,000	\$	24,000	\$	24,000	\$	24,000	\$	24,000
R&D - Ron	\$	24,000	\$	24,000	\$	24,000	\$	24,000	\$	24,000
Operations Exec	\$	50,000	\$	50,000	\$	55,000	\$	60,000	\$	65,000
Sales support staff	\$	-	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Technical support staff	\$	20,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Database developer	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
Graphic Designer	\$	20,000	\$	20,000	\$	20,000	\$	20,000	\$	20,000
iOS / Android Developers	\$	10,000	\$	50,000	\$	30,000	\$	30,000	\$	30,000
Processing Service (ADP, Paychex, whatever)	\$	350	\$	350	\$	350	\$	400	\$	400
Medicare (1.45%)	\$	3,234	\$	4,974	\$	4,829	\$	4,974	\$	5,119
Social Security (6.2%)	\$	13,826	\$	21,266	\$	20,646	\$	21,266	\$	21,886
FUTA (0.8%)	\$	1,784	\$	2,744	\$	2,664	\$	2,744	\$	2,824
SUI (1.1%)	\$	2,453	\$	3,773	\$	3,663	\$	3,773	\$	3,883
Postage and Delivery	\$	500	\$	1,500	\$	1,000	\$	1,000	\$	1,000
Printing and Reproduction	\$	3,000	\$	9,000	\$	6,000	\$	6,000	\$	6,000
Professional Services										
Accounting Fees	\$	3,000	\$	3,000	\$	4,000	\$	4,000	\$	4,000
Legal Fees - Corporate	\$	5,000	\$	4,000	\$	3,000	\$	3,000	\$	25,000
Legal Fees - Intellectual Property	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
Rent	\$	12,000	\$	12,000	\$	12,000	\$	12,000	\$	12,000
Repairs										
Building Repairs	\$	-	\$	-	\$	-	\$	-	\$	-
Computer Repairs	\$	-	\$	-	\$	-	\$	-	\$	-
Equipment Repairs	\$	-	\$	-	\$	-	\$	-	\$	-
Janitorial Expense	\$	600	\$	600	\$	650	\$	650	\$	650
S-Corp Distributions/Dividends	\$	-	\$	-	\$	-	\$	-	\$	-
Telephones	\$	1,200	\$	2,400	\$	3,000	\$	3,500	\$	4,000
Travel & Entertainment										
Hotels and Lodging	\$	700	\$	2,100	\$	1,400	\$	1,400	\$	1,400
Tips	\$	100	\$	300	\$	200	\$	200	\$	200
Entertainment	\$	500	\$	1,500	\$	1,000	\$	1,000	\$	1,000
Meals	\$	500	\$	1,500	\$	1,000	\$	1,000	\$	1,000
Transportation - not airfare	\$	500	\$	1,500	\$	1,000	\$	1,000	\$	1,000
Transportation - airfare	\$	1,000	\$	3,000	\$	2,000	\$	2,000	\$	2,000
Visa fees	\$	-	\$	-	\$	-	\$	-	\$	-
Trade Shows	\$	2,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500
Utilities	\$	-	\$	-	\$	-	\$	-	\$	-

These four positions are salary plus equity

Tech support and app development is continuous: new features, enhanced options, new systems for expanded and new markets.

Selling co in year 5 = more legal fees.

Gas and Electric	\$	-	\$	-	\$	-	\$	-	\$	-
Water	\$	-	\$	-	\$	-	\$	-	\$	-
Taxes - n/a see assumptions and calculations below		n/a								
Federal	\$	-	\$	-	\$	-	\$	-	\$	-
Local	\$	-	\$	-	\$	-	\$	-	\$	-
Property	\$	-	\$	-	\$	-	\$	-	\$	-
State	\$	-	\$	-	\$	-	\$	-	\$	-
<b>EBITDA (Gross Profit - Operating Expenses)</b>	<b>\$</b>	<b>(336,982)</b>	<b>\$</b>	<b>(103,154)</b>	<b>\$</b>	<b>249,160</b>	<b>\$</b>	<b>1,363,664</b>	<b>\$</b>	<b>3,021,539</b>
<b>Capital Expenditures</b>	<b>\$</b>	<b>9,100</b>	<b>\$</b>	<b>8,450</b>	<b>\$</b>	<b>7,850</b>	<b>\$</b>	<b>5,850</b>	<b>\$</b>	<b>5,850</b>
<i>Computer Hardware</i>										
Workstations	\$	4,000	\$	4,000	\$	4,000	\$	2,000	\$	2,000
Servers	\$	2,000	\$	2,000	\$	2,000	\$	1,000	\$	2,000
Test Phones	\$	2,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
<i>Computer Software</i>										
Bug-tracking software	\$	500	\$	250	\$	250	\$	250	\$	250
Office / productivity software	\$	600	\$	1,200	\$	600	\$	600	\$	600
<b>Depreciation Exp (5-year, straight line on CAPEX)</b>	<b>\$</b>	<b>1,820</b>	<b>\$</b>	<b>3,510</b>	<b>\$</b>	<b>5,080</b>	<b>\$</b>	<b>6,250</b>	<b>\$</b>	<b>7,420</b>
<b>Operating Profit (EBITDA - DEPR)</b>	<b>\$</b>	<b>(338,802)</b>	<b>\$</b>	<b>(106,664)</b>	<b>\$</b>	<b>244,080</b>	<b>\$</b>	<b>1,357,414</b>	<b>\$</b>	<b>3,014,119</b>
Interest Expenses	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Net Profit Before Tax (OPER - Interest)</b>	<b>\$</b>	<b>(338,802)</b>	<b>\$</b>	<b>(106,664)</b>	<b>\$</b>	<b>244,080</b>	<b>\$</b>	<b>1,357,414</b>	<b>\$</b>	<b>3,014,119</b>
Taxes on EBT (Assume 30%)	\$	-	\$	-	\$	73,224	\$	407,224	\$	904,236
Amortization	\$	-	\$	-	\$	-	\$	-	\$	-
<b>NOPAT: Net Operating Profit After Taxes</b>	<b>\$</b>	<b>(338,802)</b>	<b>\$</b>	<b>(106,664)</b>	<b>\$</b>	<b>170,856</b>	<b>\$</b>	<b>950,190</b>	<b>\$</b>	<b>2,109,883</b>
Initial Investment -	\$	500,000	\$	-	\$	-	\$	-	\$	-
Net Working Capital (NWC)	\$	161,199	\$	(106,664)	\$	170,856	\$	950,190	\$	2,109,883
<b>ΔNWC</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>(267,863)</b>	<b>\$</b>	<b>277,520</b>	<b>\$</b>	<b>779,334</b>	<b>\$</b>	<b>1,159,693</b>
<b>Cash Flow (NOPAT + DEPR - CAPEX - ΔNWC)</b>	<b>\$</b>	<b>153,919</b>	<b>\$</b>	<b>156,259</b>	<b>\$</b>	<b>(109,434)</b>	<b>\$</b>	<b>171,256</b>	<b>\$</b>	<b>951,760</b>
<b>Retained Earnings (losses) based on Cash Flow</b>	<b>\$</b>	<b>153,919</b>	<b>\$</b>	<b>310,177</b>	<b>\$</b>	<b>200,743</b>	<b>\$</b>	<b>371,999</b>	<b>\$</b>	<b>1,323,759</b>

<b>Operational Summary</b>						
	<i>Gross Profit</i>	<i>New Venues</i>	<i>EBIDTA</i>	<i>Cash Flow</i>	<i>Retained Earnings (Losses)</i>	
<i>Year 1</i>	\$37,125	1	\$ (336,982)	\$ 153,919	\$	153,919
<i>Year 2</i>	\$496,163	3	\$ (103,154)	\$ 156,259	\$	310,177
<i>Year 3</i>	\$846,081	2	\$ 249,160	\$ (109,434)	\$	200,743
<i>Year 4</i>	\$1,917,041	2	\$ 1,363,664	\$ 171,256	\$	371,999
<i>Year 5</i>	\$3,573,020	2	\$ 3,021,539	\$ 951,760	\$	1,323,759

<b>Terminal Value</b>	
Year 5 NOPAT	\$ 2,109,883
5 Year Treasury yield as of April 2, 2012	1.03% <a href="http://www.treasury.gov/resource-center/data-chart-center/interest-rates/Pages/TextView.aspx?data=yield">http://www.treasury.gov/resource-center/data-chart-center/interest-rates/Pages/TextView.aspx?data=yield</a>
Est. year 6 NOPAT	\$ 2,131,615
Year 5 (CAPEX / NOPAT) as pct.	0.277%
Est. year 6 Capital Expenditures	\$ 5,910
Year 5 (Depreciation / NOPAT) as pct.	0.352%
Est. year 6 Depreciation	\$ 7,496
Year 5 (NWC / NOPAT) as pct.	100%
Est. year 6 NWC	\$ 2,109,883
Year 6 ΔNWC	\$ -
<b>Year 6 Cash Flow</b>	<b>\$ 2,133,201</b>
r, the discount rate, our WACC	9.00%
g, the perpetual steady-state growth rate	1.03%
This WACC is a SWAG of total risk (as opposed to systemic risk) based on my tiny firm being neither traded nor leveraged. Same as 5 Year Treasury yield, above.	
Terminal Value	\$ 26,765,384
- Initial Investment	\$ 500,000
<b>Adjusted Terminal Value (ATV)</b>	<b>\$ 26,265,384</b>

<b>Analysis</b>	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Flow	\$ 153,919	\$ 156,259	\$ (109,434)	\$ 171,256	\$ 951,760
Terminal Value	\$ -	\$ -	\$ -	\$ -	\$ 26,265,384
Cash Flow + Terminal Value	\$ 153,919	\$ 156,259	\$ (109,434)	\$ 171,256	\$ 27,217,144
<b>PV of Discounted Cash Flow + TV</b>	<b>\$ 141,210</b>	<b>\$ 131,520</b>	<b>\$ (84,503)</b>	<b>\$ 121,322</b>	<b>\$ 17,689,276</b>

<b>Investment Offering</b>	
Investment	\$ 500,000
Enterprise Value	\$ 17,998,824
Investment as pct of Enterprise Value	2.78%
Common Stock	1,000,000 shares
Investor Equity	27,780 shares
Share Price	\$ 18.00

# Themetronix Geo SUITE

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[Home](#)

- [GeoAUTHor - Web-based Map Markup and Pathfinder Authoring](#)
  - [GeoWALKer - Browser](#)
  - [GeoWALKer - Phone](#)
  - [GeoAUTHor - Administrator](#)
- 
- [GeoWalker Pitch v1](#) [GeoWalker Pitch v2](#) [GeoWalker Pitch v3](#)
  - [Digital Pathfinder Video](#)
  - [Digital Pathfinder Conference Paper](#) from the Third International Conference on Computer Supported Education, Noordwijkerhout, The Netherlands, May 2011
  - [Digital Pathfinder NEH White Paper](#)



# Geo AUTHor - Map Paths

[Geo SUITE](#) > [Geo AUTHor - Map Paths](#)



## Initial Settings

Initial Position		Goal Position	
x/lon	<input type="text" value="50"/>	x/lon	<input type="text" value="100"/>
y/lat	<input type="text" value="50"/>	y/lat	<input type="text" value="100"/>
color	<input type="text" value="blue"/>	color	<input type="text" value="red"/>

## Background image

Source

## Line of Sight Segments

### Define New Segments

## Currently Displayed Segments

Select a segment to highlight it on the map.  
Press delete to remove it.

## Path

Optimize  distance  cost

Weight = ?

## Controls

### Map GUI

Mouse Position (x,y) = (12,120)

Grid size

### Storage

Venues

## Graph

# GeoWalker



Interactive guides on your smartphone

a Themetronix project by Alan Labouseur & Ron Coleman

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presented by

Alan G. Labouseur - [alan@Labouseur.com](mailto:alan@Labouseur.com)

March 8, 2012

# Our Static Guide

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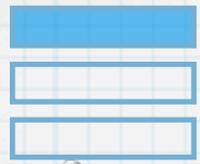
**The Big Idea**

(was)

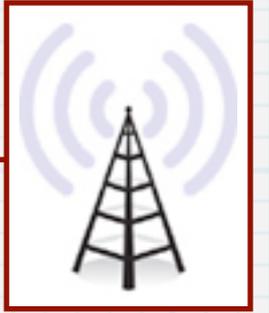
**A Bit Too Early**

(but)

**Now is the Time**



# The Big Idea



**The Big Idea**

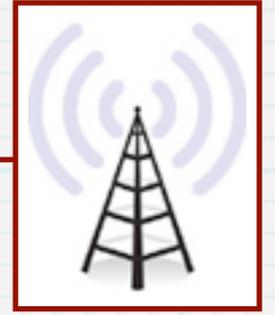
- **Interactive Guides**
- **Many Applications**
- **Theme Park Example**

A Bit Too Early

Now is the Time

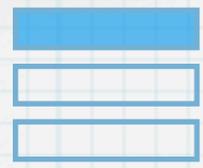


# Interactive Guides



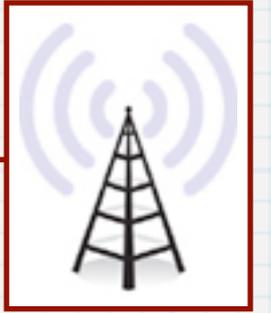
- Runs on a smartphone ...
  - in real-time
  - for navigation
  - for information.



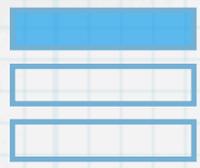


# Many Applications

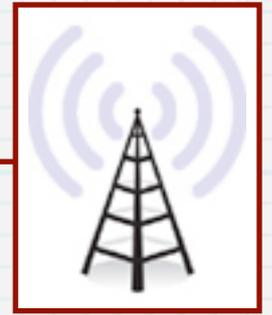
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- Theme Parks
- State and National Parks
- Museums
- Ski Resorts
- Tourist Towns / Nightlife Areas
- Large Shopping Areas



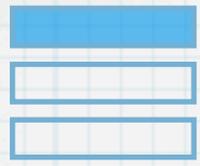
# A Theme Park Guide



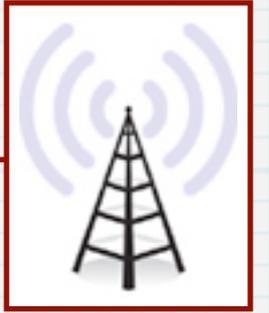
- Consider the **paper** map.



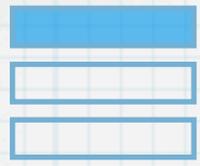
Universal Studios Florida (USF)



# A Theme Park Guide



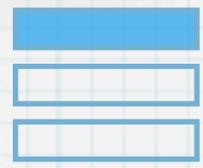
- Consider the paper **map**:
  - Widely used at theme parks.
  - Hard to read and navigate with.
  - Poorly detailed.
  - Cannot reflect latest attractions, menus, stores, changes, or real-time events
- Environmentally unfriendly - USF estimates 34 tons annual un-recyclable litter from maps.



# A Theme Park Guide



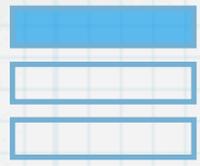
- Consider the **smartphone** guide:
  - Interactive alternative to paper
  - Easy read and navigate with.
  - Very detailed.
  - Can reflect latest attractions, menus, stores, changes, and real-time events
- Environmentally friendly - no physical waste.  
It's “green”.



# A Theme Park Guide



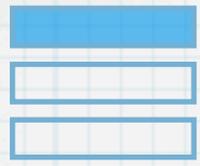
- Consider the smartphone **guide**:
  - Knows *where* you are, and *where* and *when* interesting events are.
- Explore Mode - shows points of interest (POI) as you move through the park.
- Navigate Mode - guides user to specific POI
  - Attractions, events, stores, restaurants, ...
  - Bathrooms! First aid, ATM, lost child area



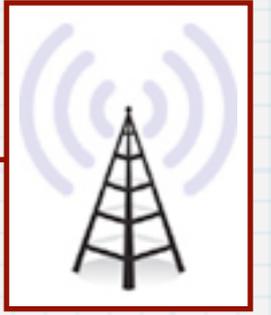
# A Theme Park Guide



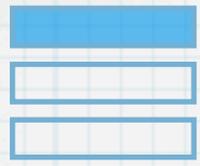
- **Consumer Benefits**
  - Get updates about park news, hours, ride wait times, height requirements, fast pass availability, shopping specials, dining opportunities
  - Locate family/group members
  - Alerts about irregularly scheduled events
  - Play in-park games
    - Scavenger hunts, puzzle games, races...



# A Theme Park Guide



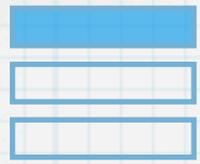
- Corporate Benefits
  - ▶ Enables cross-selling and up-selling
    - Increase revenue in same-sized market.
  - ▶ It's green, saying
    - *“We care about the environment.”*
  - ▶ Family finder says
    - *“We care about our customers.”*



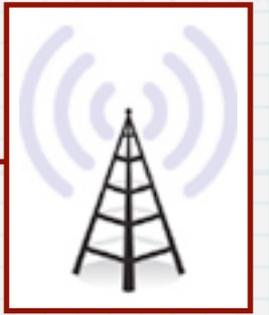
# A Theme Park Guide



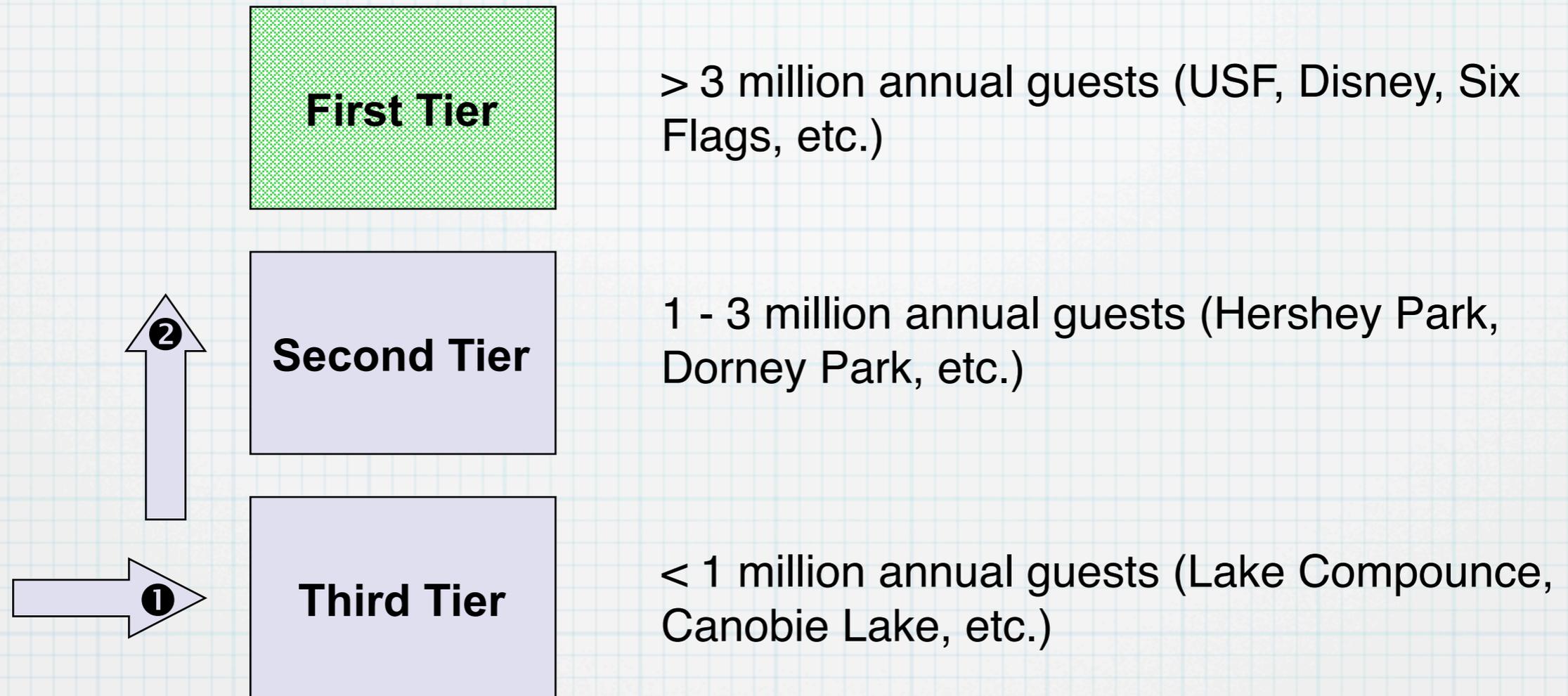
- Corporate Benefits
  - ▶ Could be a **branded** means to further connect venues to customers
  - ▶ Provides
    - “Wiz” appeal for tech-savvy consumers.
    - Business Intelligence opportunities for management. It’s a a data mining goldmine!



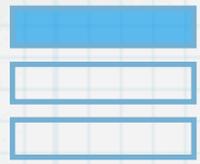
# A Theme Park Guide



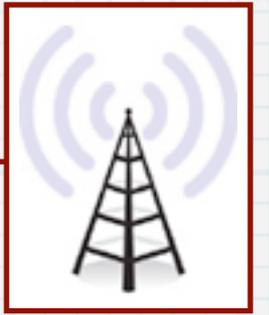
- **Theme Park Market Segments**



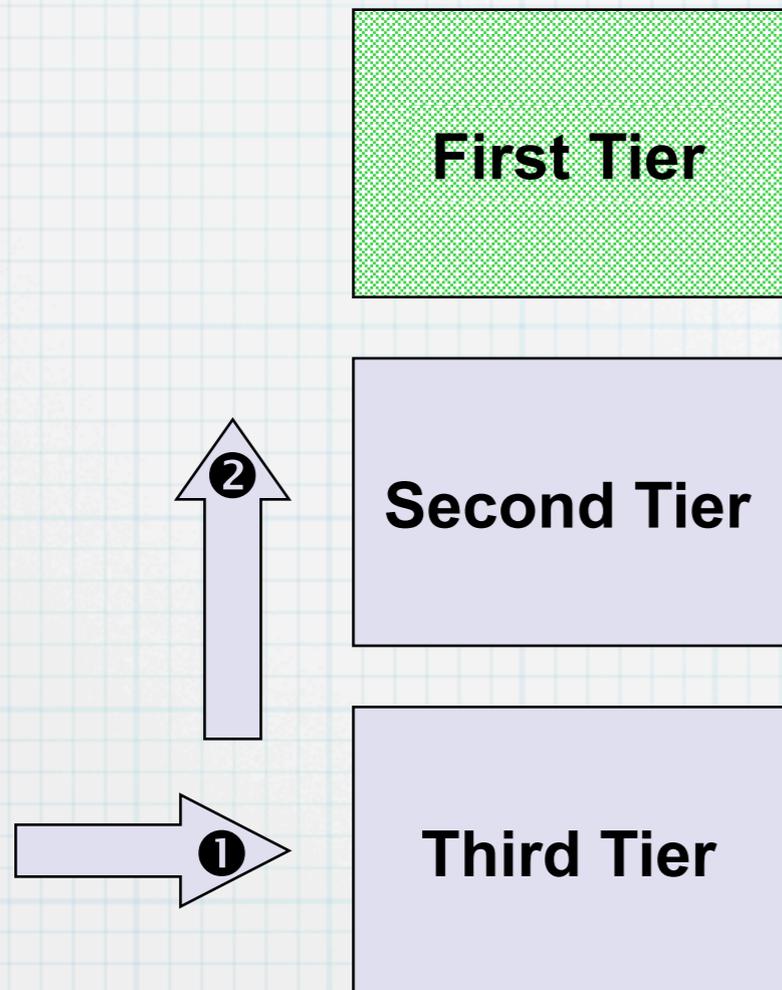
- **Our first step is to go after the third tier.**
  - **Little to no competition. Ok to fail early.**



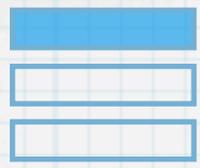
# A Theme Park Guide



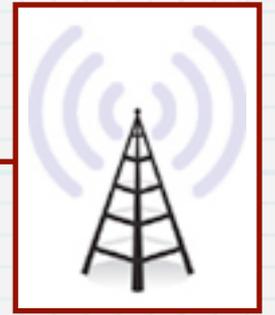
- Theme Park Market Segments



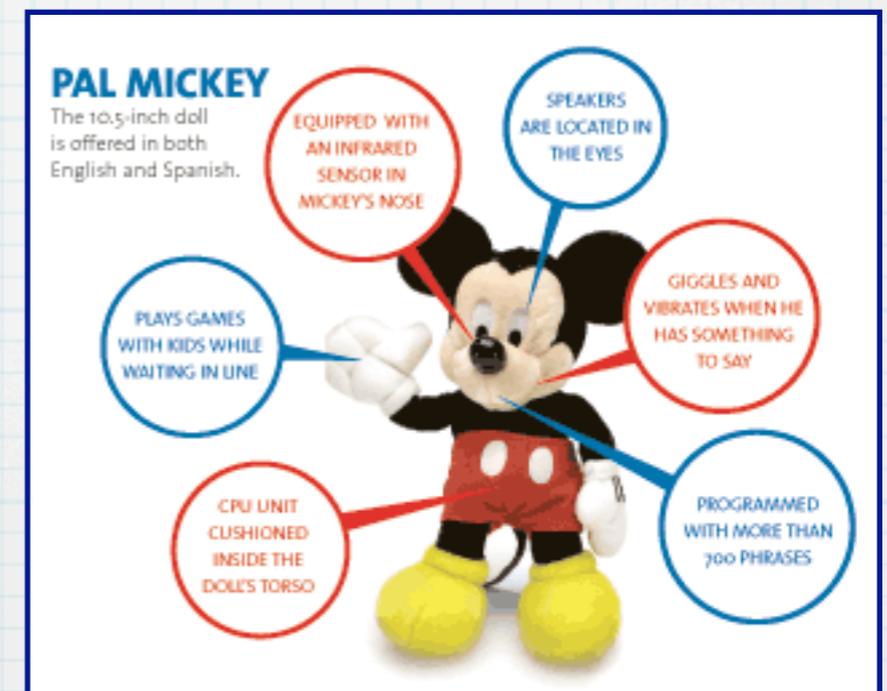
- B2C (primary) - \$.99 app
  - 10% park visitors
  - \$100k / park in 3<sup>rd</sup> tier
- B2B (secondary) - free app
  - branded / sponsored
  - Revenue depends on deals

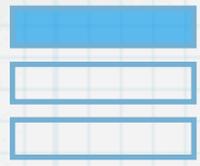


# A Theme Park Guide



- Competition
  - Paper Maps
    - Status-quo, free, good utility/price ratio
  - Other Gadgets
    - Pal Mickey
      - ◉ Not in our initial market and not personalized.

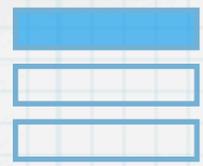




# A Theme Park Guide

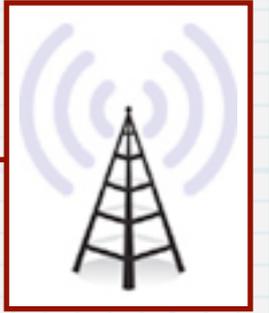


- Competition
  - Other Apps by *VersaEdge*, *U-Pinpoint*, and *TimeStream*
    - Validates our idea.
    - Only in first tier market.
    - Strictly consumer.
    - No authoring tools, no enterprise branding, not B2B.

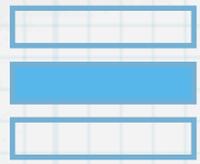


# A Theme Park Guide

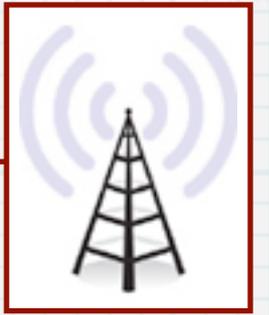
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- There's a lot of opportunity here.
- So, why aren't we executing on this already?
  - Actually, we started **a long time ago....**



# A Bit Too Early

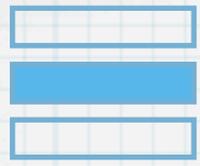


The Big Idea

**A Bit Too Early**

Now is the Time

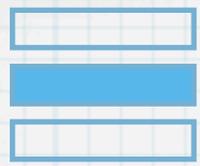
- **History**
- **Failure**
- **Now What?!**



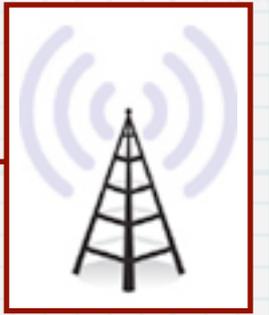
# History



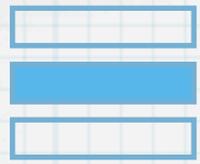
- 2005 - “Location-aware mobile guide?”
  - Inspired by a *bleeding edge* ACM article on Java 2 Micro Edition (J2ME)
- 2006 - 1<sup>st</sup> and 2<sup>nd</sup> prototypes
  - “Walk” around Marist College
  - “Navigate” Universal Studios Florida
- 2007 - Won Scintilla Research Competition
  - Beat out West Point, Vassar, and Bard.



# Failure



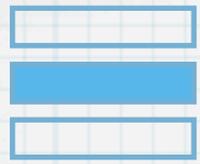
- 2008 - 3<sup>rd</sup> prototype: “GioWalker”
  - Authoring software and a device (or two)
  - Provisional patent filed
  - Field trials failed - devices unreliable and too complex
- *Bleeding edge* wasn't such a great idea.
- Being early is being wrong.



# Failure



- What went wrong? In 2008 ...
  - GPS was rare in phones
  - Required in-park servers
  - Needed carrier access
  - No distribution



# Now What?

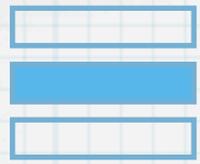


- What went wrong? In 2008 ...
  - GPS was rare in phones
  - Required in-park servers
  - Needed carrier access
  - No distribution

**Should we quit?**

**- or -**

**Is failure just a  
necessary  
precursor to  
success?**

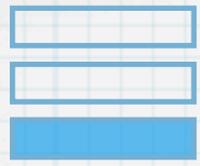


# Now What!



- What went wrong? In 2008 ...
  - GPS was rare in phones
  - Required in-park servers
  - Needed carrier access
  - No distribution





# Now is the Time



The Big Idea

A Bit Too Early

**Now is the Time**

- Rebirth
- Riding the Curve
- Why GeoWalker
- Investment Opportunity



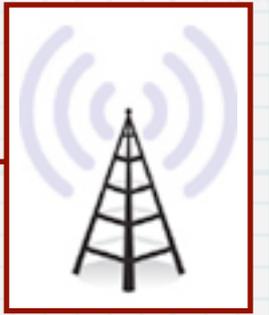
# Rebirth



- 2009 - Reborn as Digital Pathfinder
  - \$50k NEH Grant: “A Digital Pathfinder for Historic Sites”
    - awarded to Ron in July 2009 by the National Endowment for the Humanities
- It works! It’s running at Staatsburgh Estate
  - Watch a demo on YouTube
  - Read the conference paper



# Rebirth



- In 2008 ...

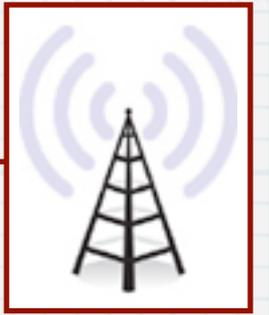
- GPS was rare in phones
- Required in-park servers
- Needed carrier access
- No distribution

- Since then ...

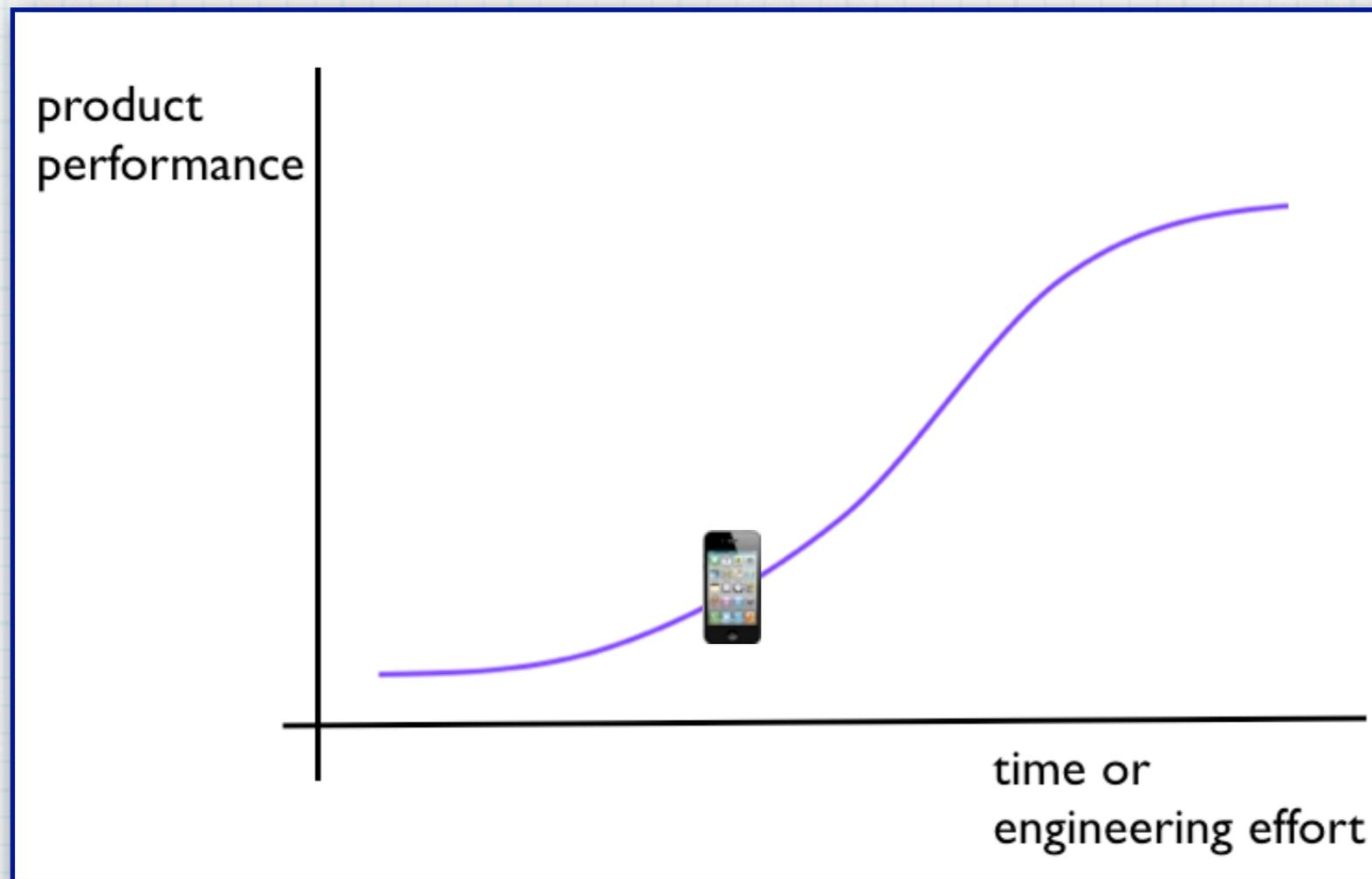
- GPS ubiquitous in smartphones
- POI data in the cloud
- IP network, SMS, iMessage
- App Stores galore



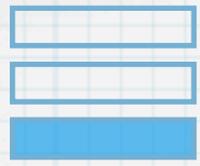
# Riding the Curve



- Now is the right time.
- It's **no longer bleeding edge**, the technology is here.



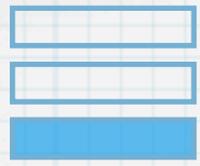
- We're in the growth part of the S-curve.



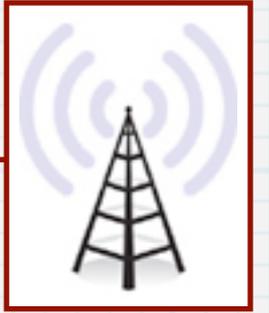
# Why GeoWalker



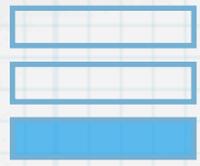
- No one is executing on what we're proposing.
- Growth potential in upper tiers/venues in parks and other verticals (ski resorts, etc.)
- Both B2B and B2C possibilities
- Significant R&D phases complete
  - ▶ Digital Pathfinder
  - ▶ GeoAuthor at [www.Themetronix.com](http://www.Themetronix.com) 



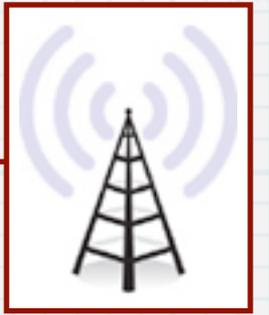
# Why GeoWalker



- We're local, and plan to ...
  - ▶ open offices locally
  - ▶ hire locally (college students, graduates, interns)
  - ▶ use local professional services
  - ▶ develop a pipeline for future projects.
    - (This is not our only idea.)
- Community and economic development



# Why GeoWalker



## • The Team



### **Alan Labouseur**

*Computer Science*  
BS - Marist College  
MS - Pace University  
PhD in progress - University at Albany

13+ years small business entrepreneurial experience at 3NF Consulting, Inc.  
10+ years teaching CS & IT, Marist College  
Advisor, HVCFI



### **Ron Coleman**

*Computer Science*  
BS - Polytechnic University  
MS - Polytechnic University  
PhD - Polytechnic University

20 years research and corporate experience at AT&T, IBM, and CitiGroup  
11+ years teaching CS & IT, Marist College  
Project Director, CCODC

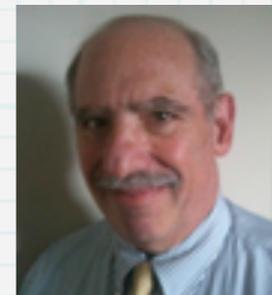
## • Our Advisors



### **Robert Gulick**

*Engineering*  
BS - US Coast Guard Academy  
MS, OE - MIT  
*Business and Management*  
MBA - George Mason University

EVP Global Operations, AMA / Senior VP, FINRA / CEO, Intellexis / President and Publisher, Viacom/Prentice-Hall/NYIF

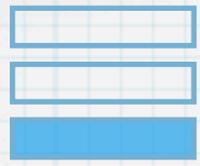


### **Les Neumann**

*The Godfather*  
Innovation Evangelist  
Technology Acceleration, Product Development, Marketing specialist

Serial Entrepreneur  
Director, iCLEAN / CEO, iCANny  
Managing Director, HVCFI

**The Law Offices of  
Cappillino & Rothschild LLP**



# Investment Opportunity



- 2007 - Hudson Valley Angel Network
  - Proposed \$500k investment. (No takers.)
    - Mostly for hardware and carrier licenses
- Today
  - Still \$500k for common stock equity
    - Developers (iOS and Web, Android?)
    - Business Development / Brand Strategy
    - Innovation Space

# GeoWalker



Interactive guides on your smartphone

by Themetronix - [www.Themetronix.com](http://www.Themetronix.com)

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It's What's Next  
in  
Consumer Information Consumption  
and  
Business-to-Consumer Messaging



Economics



# 2010 THEME INDEX





## **Credits**

TEA/AECOM 2010

Theme Index: The Global Attractions Attendance Report

Publisher: TEA (Themed Entertainment Association)

Executive Editor: Gene Jeffers

Research: Economics practice at AECOM

Editor: Judith Rubin

Contributors: David Camp, Kim Gram, Daniel Elsea

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**Key figures, p6**

**Global snapshots, p8**

**Data, p20**

## Key figures

Ⓐ

# 18

- Ⓐ Total attendance for the top 25 parks worldwide, an **increase of 1.9 percent** from 2009.
- Ⓑ Total attendance for the top 20 theme parks in North America, an **increase of 1.8 percent** from 2009.
- Ⓒ Total attendance for the top 15 Asian theme parks, **up 7.3 percent** from 2009.
- Ⓓ Total attendance for the top 20 European theme parks, a **decrease of 1.8 percent** from 2009.
- Ⓔ Total attendance for the top 20 worldwide waterparks, an **increase of 7.3 percent** from 2009. (Since 2006, total attendance for the top 20 worldwide waterparks has **grown by 27.4 percent.**)
- Ⓕ Total attendance for the top 20 waterparks in the U.S., an **increase of 2.9 percent** from 2009.
- Ⓖ Total attendance for the top 10 theme parks in Mexico and Latin America, **up 8.2 percent** from 2009. (Since 2006, total attendance for the top 10 Mexico and Latin America theme parks has **grown by 20.5 percent.**)

39.1 m

<sup>ⓑ</sup> 123.6 m

<sup>ⓒ</sup> 83.3 m

<sup>ⓓ</sup> 56.3 m

<sup>ⓔ</sup> 22.2 m

<sup>ⓕ</sup> 15.1 m

<sup>ⓖ</sup> 13.3 m

# Wizards and waterparks help beat the economic doldrums.

## **U.S. markets approach pre-recession levels; Brazil leads Latin America**

“The 2010 TEA/AECOM Theme Index reveals an average attendance increase of 1.8 percent in North American parks, with many sectors at or close to pre-recession levels,” said John Robinett, senior vice president, Economics at AECOM. “The major players saw mixed results, but the trend was generally positive. Both Universal and Disney parks reaped the rewards of substantial reinvestment with outstanding new attractions in Orlando and Los Angeles. Orlando saw regional tourism grow by 10.5 percent and preliminary estimates indicate 8 percent growth in Los Angeles. Both residents and tourists are coming back to the parks.”

“The remarkable success of Universal Studios’ Wizarding World of Harry Potter lifted attendance at Universal’s two parks in Orlando by more than 1.7 million visitors in 2010,” said Brian Sands, AICP, vice president, Economics at AECOM. “Universal Studios Hollywood was also up significantly due to the opening of King Kong 360 3-D. World of Color, at Disney California Adventure, helped offset a mostly flat year for Disney parks. These are great examples of how valuable strong content and excellent execution are for the themed entertainment industry, in what remains a challenging economic environment.”

In U.S. waterparks: “Attendance at the top five declined somewhat, but overall attendance at the top 20 was up by nearly one million visitors,” said Sands. “The largest portion of this increase was from the new Wet ‘n’ Wild in Phoenix, Arizona, opened for its first full year in 2010.”

South of the U.S. border: “The addition of Parque Mundo Aventura in Bogotá, Colombia, to the reporting list increased visitation by nearly one

million for the top 10 theme parks in Mexico-Latin America,” said Sands. “However, Hopi Hari in São Paulo, Brazil, had the biggest increase among parks reporting in previous years, with close to 500,000 additional visitors — driven by a combination of the opening of several major new rides plus very strong economic growth in Brazil, where the size and income of the middle class continues to increase.”

### **Recovery in Europe is gradual but steady, and in the Middle East, uneven**

“Despite the recession, European theme parks turned in a pretty strong performance in regard to attendance,” said David Camp, vice president for Economics at AECOM in Europe, Africa and the Middle East. “In most cases, after a bumper 2009, parks in Europe saw slight declines, so that the totals for 2008 and 2010 were about the same. Some are up from 2009, some are down, and some stayed the same, but the down ones are not hugely down. Bad weather at the start of the season hit the German and Dutch parks, and if you start a few points down, it can be hard to catch up.”

Camp continued, “Overall, people are still nervous and the economy is pretty mixed. Germany is probably doing the best and the U.K. is still in the doldrums. Greece, Spain and Italy are in decline. We expect another year or two of hurt and mixed results. Looking at the current season in the U.K., the first few weeks have been fabulous, with lovely weather, but it can all be wiped out with a lot of rain at the beginning of summer. The 2012 Olympic Games in London will have a positive impact.”

The Middle East has lost its industry boom status but there are some bright spots. “Ferrari World Abu Dhabi, the world’s largest indoor theme

## Global snapshots

### Wizards and water parks

park, opened in October,” said Camp. “But aside from that, theme park development in the Middle East is largely dormant. Waterparks are a different story; they’re a natural leisure solution for a region with baking hot weather. Aquaventure and Wild Wadi, both in Dubai, both made the Top 20 Worldwide Waterparks list this year.”

### **Asia bounces back; Chinese tourism drives development; Jakarta emerges**

“The recession appears to be officially over in Asia,” reported Chris Yoshii, global director, Economics. “2010 was a solid bounceback from ’09, with China and South Korea exhibiting the strongest growth. Thanks to the economy rebounding and a surge of visitors from mainland China, fueled by a change in tourist visa policies, Asian theme parks had a strong year in 2010. Korean theme parks saw an increase of more than 10 percent due to the influx of Chinese tourists; parks in other Asian countries benefited as well. China’s growing prosperity is driving a lot of theme park development in Asia.”

Disney parks in Asia prospered in 2010. “The attendance increase at Disney parks in Japan and Hong Kong (800,000 and 600,000 respectively) can be attributed to three things: increased tourism from China, aggressive marketing and new attractions,” said Yoshii. “Hong Kong Disney added the Autotopia ride and Stitch Encounter and is continuing with additional investment/expansion plans adding three new lands in as many years.”

In China itself, the six-month Shanghai 2010 World Expo, which closed in October, was the largest world fair in history, in physical size as well as attendance. The successful mega-event drew significant international

participation, attracted 73 million visits and was the catalyst for major infrastructure improvements: subways, highways, airport expansion and new high speed trains. “It was a huge investment and not many cities in the world could have done it,” observed Yoshii. Commercial/residential redevelopment of the expo site is underway; some of the attractions are still open, including the exhibition center, sports arena and China Pavilion, reportedly still drawing some 10,000 people a day.

Also in Shanghai, groundbreaking has taken place for the new Disney park. “Design work is moving forward very quickly,” said Yoshii, “and the hotels are also starting major construction this year. With the opening targeted for the end of 2016, it will be a very aggressive construction schedule. The project is creating a lot of excitement and interest. Whenever these big park operators come into a market, it stirs interest in theme parks, and a lot of developers are now looking at projects in various cities. The growth of the middle class in Asia is phenomenal and will drive huge investments in theme parks in the coming decade.”

Ocean Park Hong Kong posted a record year in terms of attendance: 5.1 million visits. “Ocean Park is implementing an eight-year reinvestment plan, rebuilding and expanding the park section by section,” said Yoshii. “They’re adding new rides and shows, and a lot of capacity. The new Aqua City area offers a fantastic aquarium experience and nighttime spectacular that have extended the average length of stay by 30 minutes.”

Universal Studios Singapore (USS), which held its grand opening in May 2011, tallied more than two million visits during its nine-month soft-open period in 2010. USS is part of Resorts World Sentosa. “The resort business model is drawing a lot of interest as a way of cross-subsidizing the expense

## Global snapshots

### Wizards and water parks

of a theme park with a casino,” noted Yoshii.

Waterparks in Asia also did well. In South Korea, Caribbean Bay at Everland posted a very good 2010 with a 20 percent uptick in attendance. “Jakarta is emerging as a new market, with a lot of interest in waterparks as well as theme parks and indoor attractions,” said Yoshii, citing redevelopment of Jaya Ancol, home to Dunia Fantasi theme park and Atlantis waterpark.

It’s not all blockbuster news in Asia however, while the big name parks drew healthy visitor numbers, for the most part smaller regional parks still experienced some decline, such as the parks in Japan where the economy is generally flat. Visitation totals for 2011 will likely suffer at the Tokyo Disney parks, which closed for one month due to the earthquake and subsequent disruptions in Fukushima. “It will take some time before people in Japan start seeking recreation again; they are still limiting their discretionary spending very much. Tourism in general will be affected as well,” said Yoshii.

# In the face of economic and political challenge, a resilient industry produces some of its finest work.

2010 was beset with obstacles for the themed entertainment industry. In addition to continued economic and political challenges, the year also saw its share of natural disasters. But, 2010 also stands as a year in which the industry unveiled some of its very finest, mature work.

As pointed out in last year's edition of this report, the 2009 TEA/AECOM Theme Index, "Repositioning for the Regional," the recession caused people to cut back on travel and leisure spending — a phenomenon that boosted regional attractions yet challenged destination theme parks. 2009 was the year of the staycation; but, in 2010, destination parks began their recovery by giving visitors some compelling reasons to return in the form of stellar new attractions.

"Reinvestment fuels attendance growth and the resurgence of major parks in 2010 demonstrates that," said Camp. "But it's not just 'reinvestment' — it's reinvestment in quality family rides and shows. Looking at the best projects of 2010, we can see that the business of themed entertainment has stayed in touch with the fundamentals of creating a quality product to draw a family market."

"Our industry has produced some of the best work in its history, during some of the worst economic times we've had," said Robinett. "It shows that this industry has leaders — global leaders — building on the hope of the future, not just focused on the troubles of the present."

Here's a short list of world-class projects that opened in 2010 and have been successful in terms of creativity, design, execution and guest appeal:

## Global snapshots

### A resilient industry

#### **The Wizarding World of Harry Potter (Universal Studios Orlando)**

One of the most anticipated attractions in the history of themed entertainment, Universal Studios' The Wizarding World of Harry Potter successfully met the expectations of a very demanding audience. Universal pulled out all the stops in creating this *tour de force* immersive guest experience, right down to the taste of the Butterbeer. The Wizarding World of Harry Potter was honored with a record four Thea Awards for Outstanding Achievement by the Themed Entertainment Association.

#### **World of Color (Disney California Adventure)**

Five years in the making, the 26-minute show takes its name from the 1960s television series "Walt Disney's Wonderful World of Color." This nighttime fountain spectacular is a visual and technical marvel, and an important focal point in the reimagining of Disney California Adventure theme park. It was honored with a Thea Award for Outstanding Achievement by the Themed Entertainment Association. World of Color helped recapture destination park visitors in the wake of the recession and revive Disney's attendance totals for 2010.

#### **Universal Studios Singapore**

This boutique-sized theme park shares territory with a casino, hotels and other visitor attractions at Resorts World Sentosa. Its lengthy soft-opening period (more than a year) enabled operators to fine-tune while building a customer base, and the mix of attractions helps offset the longer return on investment period of a theme park.

#### **Shanghai Expo 2010**

Sometimes referred to as "China's coming out party," the Shanghai expo was an outstanding example of how even today a world's fair can have

contemporary relevance. This colossal, six-month mega-event was a vehicle for international and trade relations and a laboratory for entertainment design and technology with many outstanding pavilions. (See Yoshii's observations in "Asia Bounces Back," pp10-12.)

### **Ferrari World Abu Dhabi**

Developer Aldar Properties PJSC succeeded in creating a landmark licensed attraction and the world's largest indoor theme park. Ferrari World bears watching as a new kind of corporate branding venture. This ambitious undertaking was of the few Mideast themed entertainment projects to actually reach opening day.

# Doing what it takes with today's global resources to fit the project to the market.

In today's global market, the basics of project development remain the same, but attention to detail is vital. "Whether the project is in your native country, or a continent away, it is imperative to be up to date on the demographics of your target market, what appeals to them and how to communicate with them," said Robinett. "Do your research and use all the tools available."

Knowing one's market includes getting to know its business culture, Camp pointed out. "Study successful recent projects and the paths they took. What were the planning and approvals processes, public/private sector relationships, timeframes, budgets, financing and the local construction environments, among others?" With specific infrastructure needs, climate factors can be as important as cultural ones. "The roof of [Abu Dhabi] Ferrari World cost \$1.2 billion," said Camp. "It is probably the largest roof in the world."

## Mobility

Global availability and mobility of resources affects how project teams come together and what they bring to the job. "Increasingly, in the creation of themed entertainment products, we're seeing labor, expertise, capital and management flow freely around the world," said Brian Sands. "People do drawings in China for delivery in Los Angeles the next morning; expatriates move around to work in India, Latin America and Eastern Europe. The industry's managers, operations people, planners, architects, designers and engineers are circling the globe."

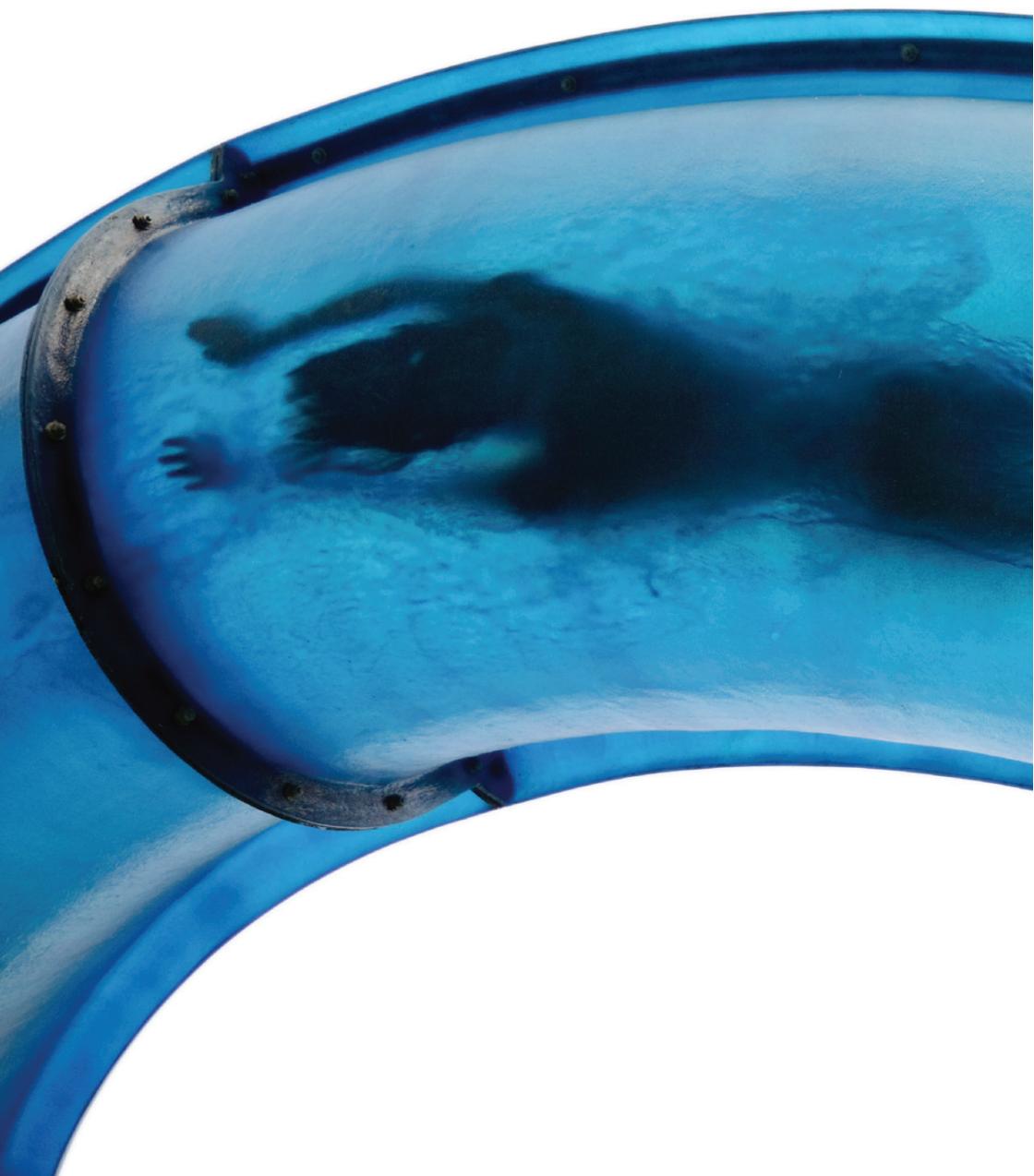
## Flexible pricing opportunities

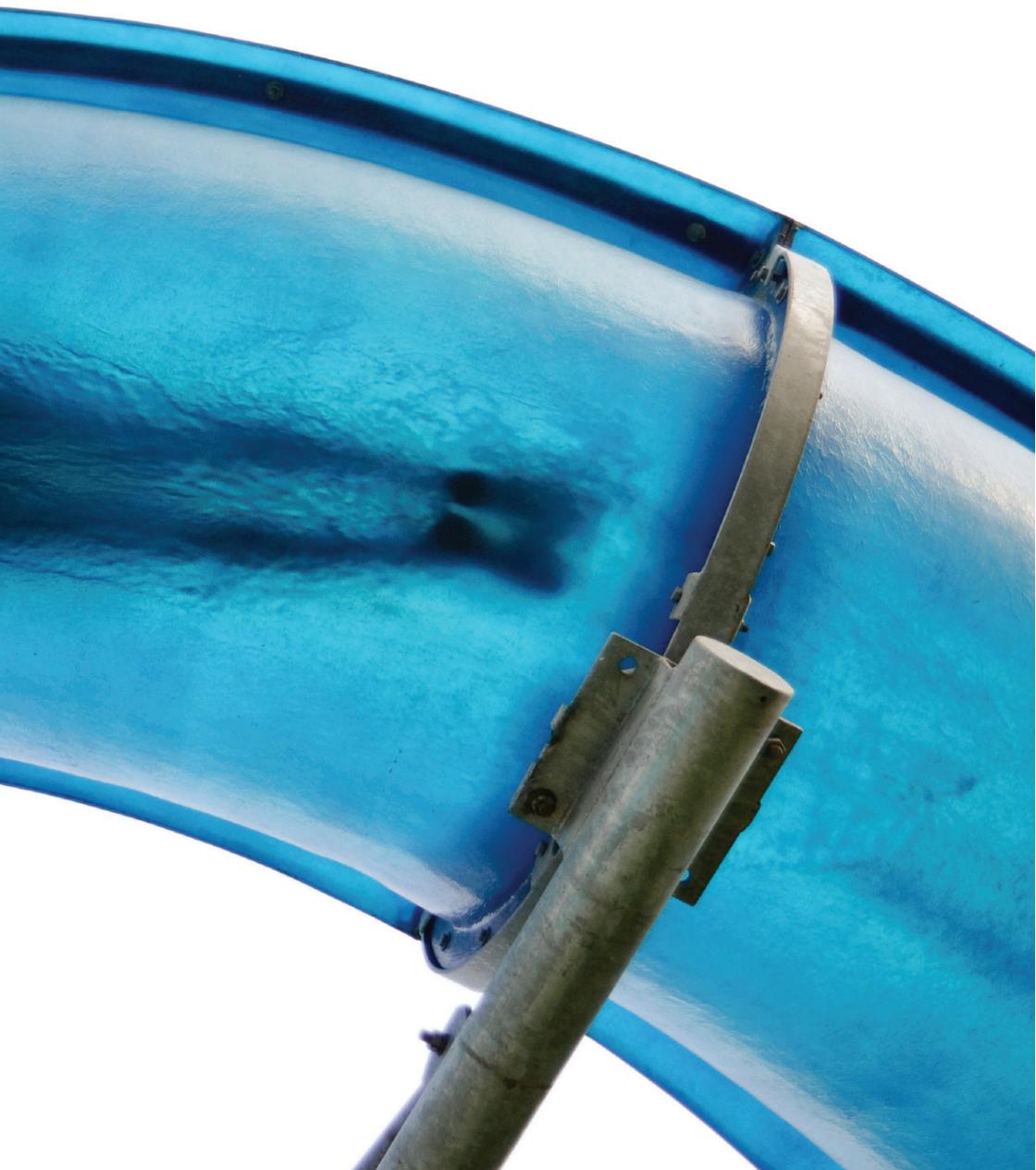
A flexible pricing structure facilitated by Internet ticketing can yield both profits and crowd regulation, giving operators the ability to respond quickly to the market. And by coordinating with customer relations tools, they can gain more precise knowledge of guests' needs on which to base personalized service and special offers. "Parks can now drive volume in a manner similar to airline ticket pricing," observed Camp. "They can modify pricing on short notice if a park is getting full. In summer peaks, if you push price 10 percent and lose 5 percent of people you can make more money — and the guests will be happier because they aren't overcrowded." Online ticketing also facilitates up-selling via such items as "fast passes" and meal deals. "It could be that the combination of credit card payment and Internet encourages people to spend more — they don't feel the out-of-pocket expense as much," said Camp.

## Disaster preparedness and Tokyo Disney's example

"We are all proud of the wholehearted, unhesitating actions of the Tokyo Disney parks following the earthquake in Fukushima. They fed and sheltered the multitude of guests who had been stranded there, and in so doing they underscored the bond that exists between an attraction venue and its community," said Yoshii.

"Tokyo Disney set an example," said Robinett, "and that example has raised the question of whether theme parks might embrace this role more fully from the start — be designed in a way that incorporates their potential function as shelters within their safety and disaster preparedness programs."





# Data

## TEA-AECOM summary of 2010 data

Data keys	p21
Top 25 amusement parks/theme parks worldwide	p22
Top 20 amusement parks/theme parks in North America	p24
Top 20 amusement parks/theme parks in Europe	p26
Top 15 amusement parks/theme parks in Asia-Pacific	p28
Top 10 amusement parks/theme parks in Mexico-Latin America	p30
Fastest growing amusement parks/theme parks in 2010	p31
Top 10 theme park chains worldwide	p32
Top 20 waterparks worldwide	p34
Top 20 waterparks in the United States	p35
Charting global trends	p36
2010 Theme Map	p38
Methodology + evaluation	p40

## Data key: amusement parks/theme parks

### Colors



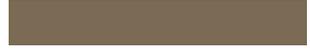
#### Magenta

Positive growth from 2009-2010



#### Orange

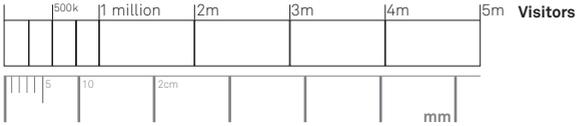
Negative growth from 2009-2010



#### Grey

No change in growth from 2009-2010

### Scale



## Data key: water parks

### Colors



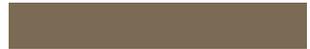
#### Blue

Positive growth from 2009-2010



#### Light blue

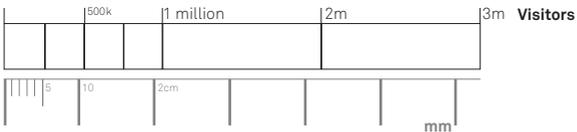
Negative growth from 2009-2010



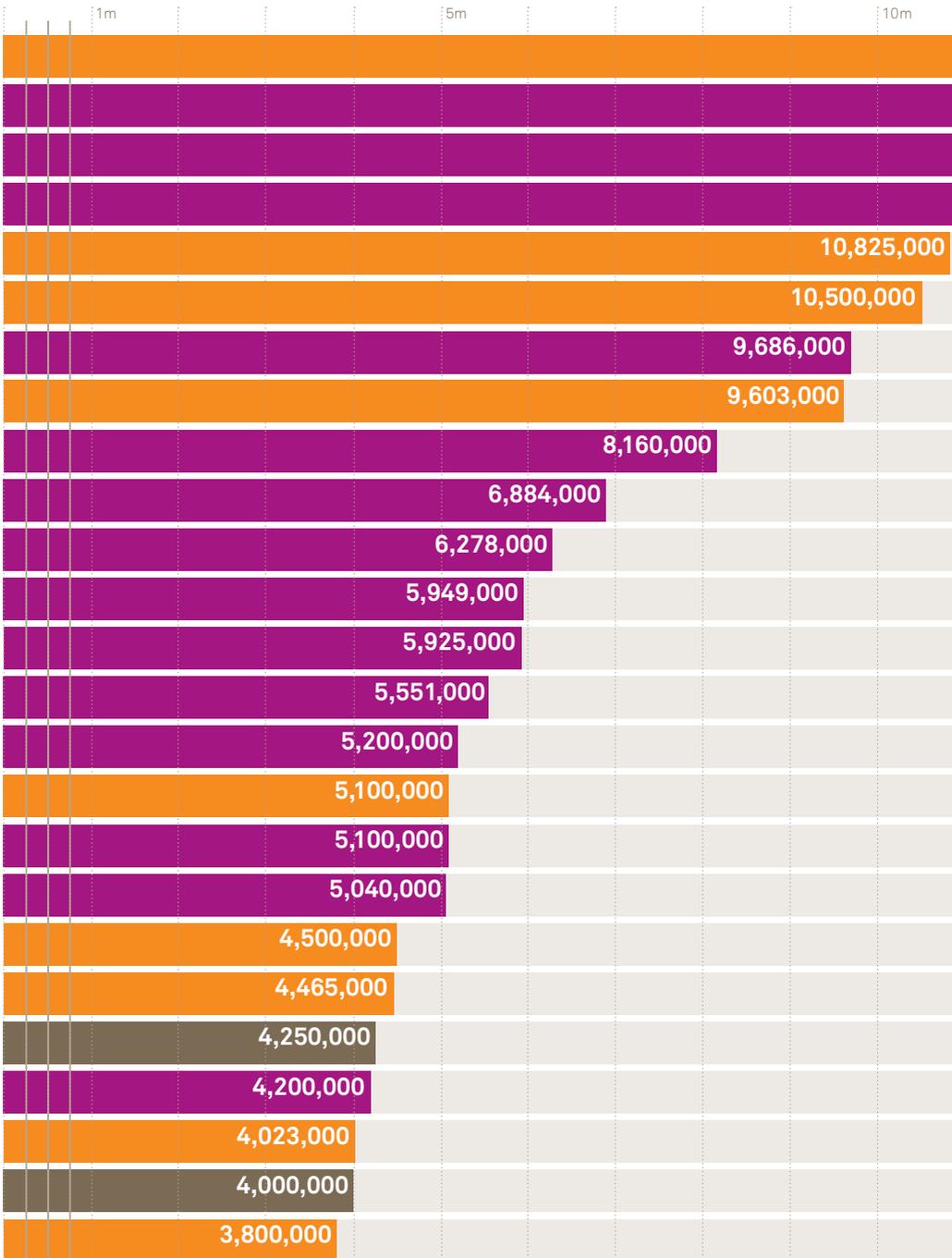
#### Grey

No change in growth from 2009-2010

### Scale



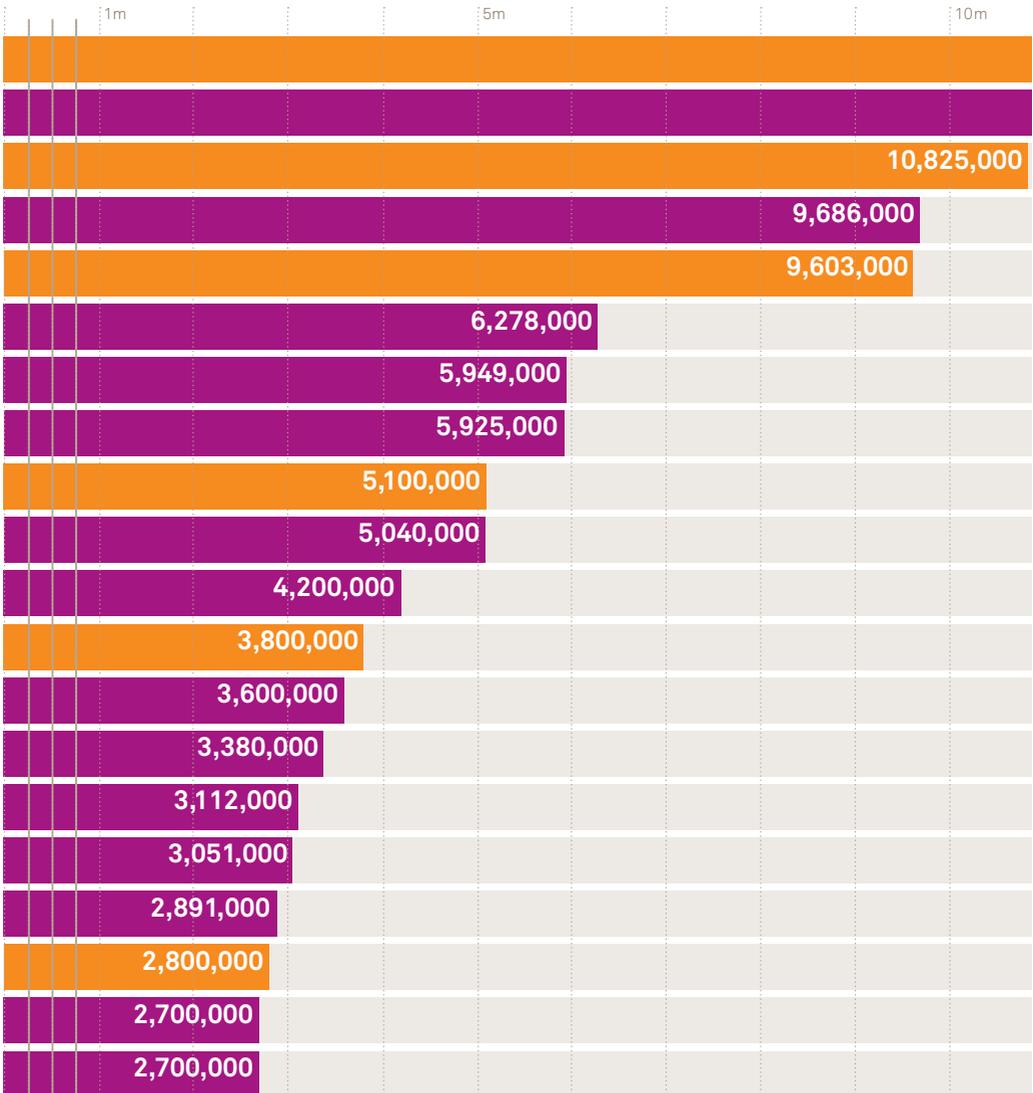
# Top 25 amusement parks/theme parks worldwide



15m

16,972,000	▼ -1.5%	MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
15,980,000	▲ 0.5%	DISNEYLAND, Anaheim, CA, U.S.A.
14,452,000	▲ 5.9%	TOKYO DISNEYLAND, Tokyo, Japan
12,663,000	▲ 5.5%	TOKYO DISNEYSEA, Tokyo, Japan
	▼ -1.5%	EPCOT at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -2.6%	DISNEYLAND PARK at Disneyland Paris, Marne-la-Vallée, France
	▲ 1.0%	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -1.0%	DISNEY'S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 2.0%	UNIVERSAL STUDIOS JAPAN, Osaka, Japan
	▲ 11.6%	EVERLAND, Gyeonggi-Do, South Korea
	▲ 3.0%	DISNEY CALIFORNIA ADVENTURE, Anaheim, CA, U.S.A.
	▲ 30.2%	ISLANDS OF ADVENTURE at Universal Orlando, FL, U.S.A.
	▲ 6.1%	UNIVERSAL STUDIOS at Universal Orlando, FL, U.S.A.
	▲ 22.4%	LOTTE WORLD, Seoul, South Korea
	▲ 13.0%	HONG KONG DISNEYLAND, Hong Kong S.A.R.
	▼ -12.1%	SEAWORLD FLORIDA, Orlando, FL, U.S.A.
	▲ 6.3%	OCEAN PARK, HONG KONG S.A.R.
	▲ 26.0%	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, CA, U.S.A.
	▼ -2.6%	WALT DISNEY STUDIOS at Disneyland Paris, Marne-la-Vallée, France
	▼ -5.0%	NAGASHIMA SPA LAND, Kuwana, Japan
	0.0%	EUROPA PARK, Rust, Germany
	▲ 2.4%	BUSCH GARDENS TAMPA BAY, Tampa, FL, U.S.A.
	▼ -6.0%	YOKOHAMA HAKKEIJIMA SEA PARADISE, Yokohama, Japan
	0.0%	DE EFTELING, Kaatsheuvel, the Netherlands
	▼ -9.5%	SEAWORLD CALIFORNIA, San Diego, CA, U.S.A.

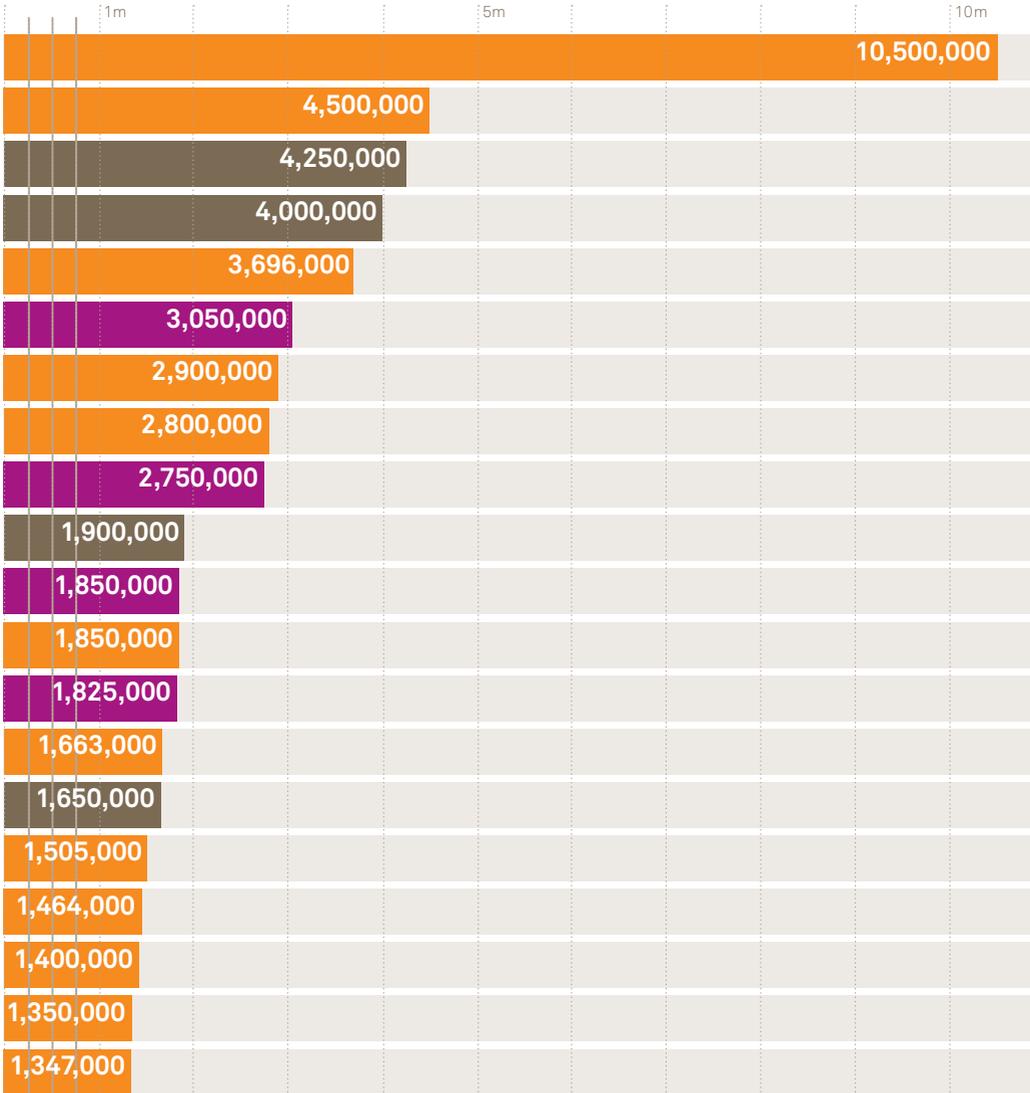
# Top 20 amusement parks/theme parks in North America



15m

16,972,000	▼ -1.5%	MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
15,980,000	▲ 0.5%	DISNEYLAND, Anaheim, CA, U.S.A.
	▼ -1.5%	EPCOT at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 1.0%	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -1.0%	DISNEY'S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 3.0%	DISNEY CALIFORNIA ADVENTURE, Anaheim, CA, U.S.A.
	▲ 30.2%	ISLANDS OF ADVENTURE at Universal Orlando, FL, U.S.A.
	▲ 6.1%	UNIVERSAL STUDIOS at Universal Orlando, FL, U.S.A.
	▼ -12.1%	SEAWORLD FLORIDA, Orlando, FL, U.S.A.
	▲ 26.0%	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, CA, U.S.A.
	▲ 2.4%	BUSCH GARDENS TAMPA BAY, Tampa, FL, U.S.A.
	▼ -9.5%	SEAWORLD CALIFORNIA, San Diego, CA, U.S.A.
	▲ 8.0%	KNOTT'S BERRY FARM, Buena Park, CA, U.S.A.
	▲ 7.0%	CANADA'S WONDERLAND, Maple, ON, Canada
	▲ 3.7%	KINGS ISLAND, Kings Island, OH, U.S.A.
	▲ 3.7%	CEDAR POINT, Sandusky, OH, U.S.A.
	▲ 3.0%	HERSHEY PARK, Hershey, PA, U.S.A.
	▼ -3.4%	BUSCH GARDENS, Williamsburg, VA, U.S.A.
	▲ 2.5%	SIX FLAGS GREAT ADVENTURE, Jackson, NJ, U.S.A.
	▲ 10.2%	SIX FLAGS GREAT AMERICA, Gurnee, IL, U.S.A.

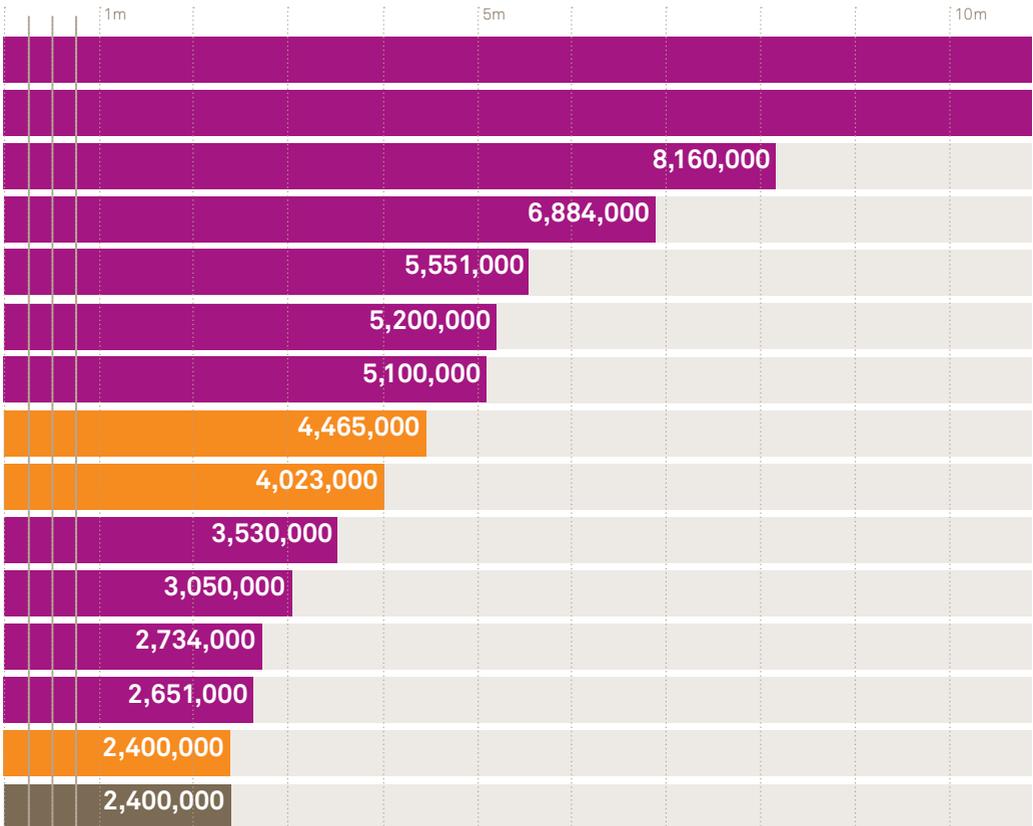
# Top 20 amusement parks/theme parks in Europe

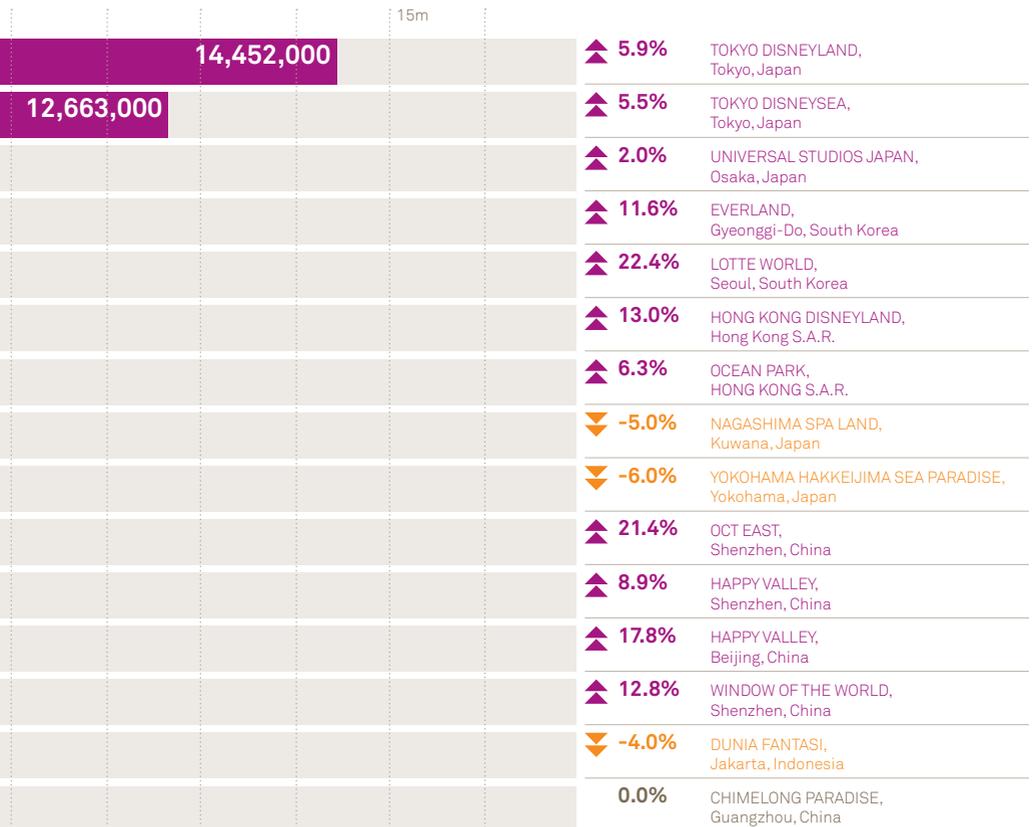


15m

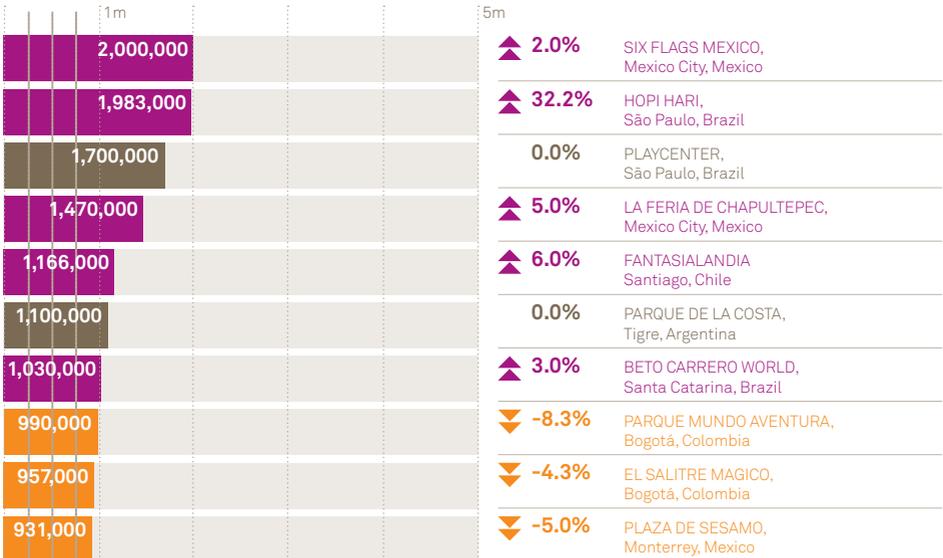
▼	<b>-2.6%</b>	DISNEYLAND PARK AT Disneyland Paris Marne-la-Vallée, France
▼	<b>-2.6%</b>	WALT DISNEY STUDIOS AT Disneyland Paris, Marne-la-Vallée, France
	<b>0.0%</b>	EUROPA PARK, Rust, Germany
	<b>0.0%</b>	DE EFTELING, Kaatsheuvel, the Netherlands
▼	<b>-4.5%</b>	TIVOLI GARDENS, Copenhagen, Denmark
▲	<b>1.7%</b>	PORT AVENTURA, Salou, Spain
▼	<b>-7.9%</b>	LISEBERG, Gothenberg, Sweden
▼	<b>-3.4%</b>	GARDALAND, Castelnuovo del Garda, Italy
▲	<b>3.8%</b>	ALTON TOWERS, Staffordshire, U.K.
	<b>0.0%</b>	LEGOLAND WINDSOR, Windsor, U.K.
▲	<b>3.4%</b>	THORPE PARK, Chertsey, U.K.
▼	<b>-5.1%</b>	PHANTASIALAND, Brühl, Germany
▲	<b>7.4%</b>	FUTUROSCOPE, Jaunay-Clan, France
▼	<b>-8.6%</b>	PARC ASTERIX, Plailly, France
	<b>0.0%</b>	LEGOLAND BILLUND, Billund, Denmark
▼	<b>-7.3%</b>	MIRABILANDIA, Savio, Italy
▼	<b>-6.9%</b>	SLAGHAREN, Hardenberg, the Netherlands
▼	<b>-1.3%</b>	FLAMINGOLAND, Malton, U.K.
▼	<b>-3.6%</b>	HEIDE PARK, Soltau, Germany
▼	<b>-10.2%</b>	PARQUE DE ATRACCIONES, Madrid, Spain

# Top 15 amusement parks/theme parks in Asia-Pacific



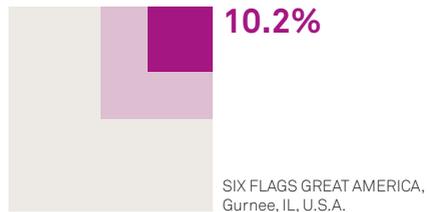
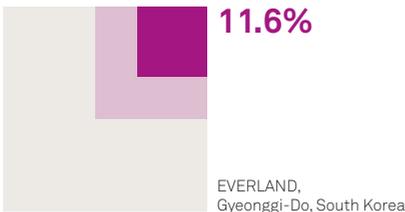
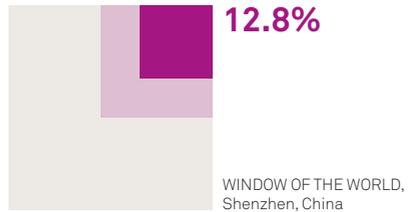
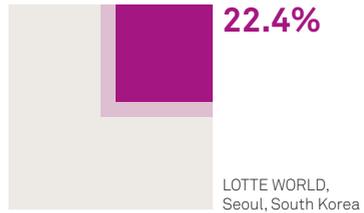
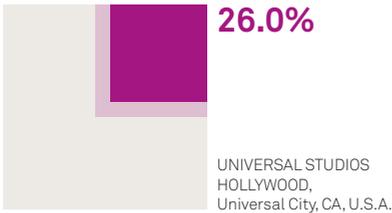
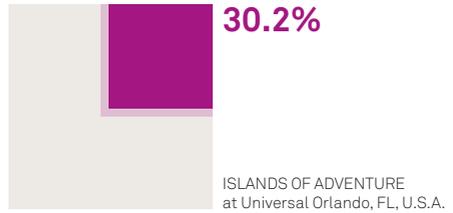


# Top 10 amusement parks/theme parks in Mexico-Latin America



p30 Percent changes for 2010 for certain parks are based on adjusted/updated figures for 2009, thus not directly comparable to published TEA/AECOM list for 2009/08.

# Fastest growing amusement parks/theme parks in 2010

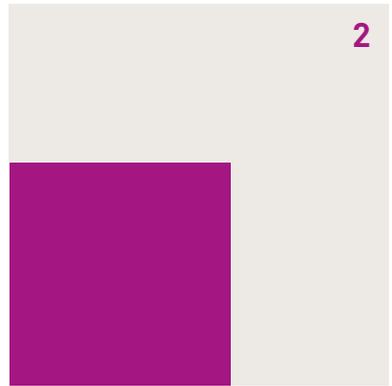


Percent changes for 2010 for certain parks are based on adjusted/updated figures for 2009, thus not directly comparable to published TEA/AECOM list for 2009/08.

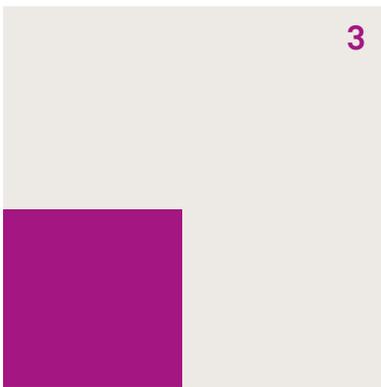
# Top 10 amusement park chains worldwide



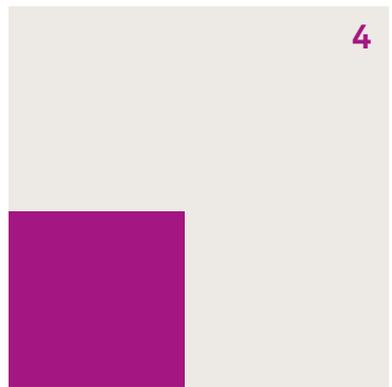
WALT DISNEY ATTRACTIONS  
Attendance: **120.6 million** 1.3% ▲



MERLIN ENTERTAINMENTS GROUP  
Attendance: **41.0 million** 6.5% ▲



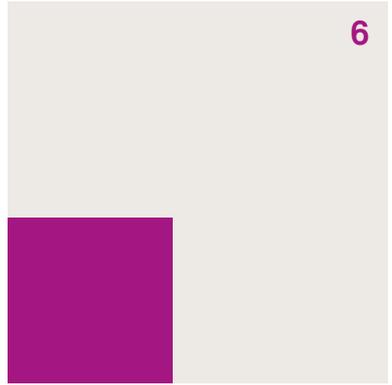
UNIVERSAL STUDIOS RECREATION GROUP  
Attendance: **26.3 million** 11.0% ▲



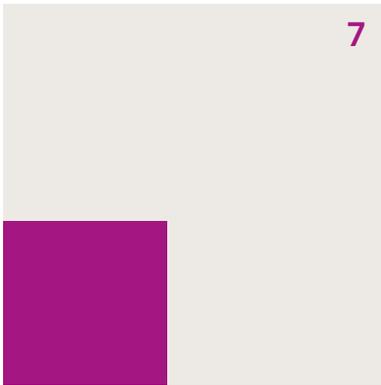
PARQUES REUNIDOS  
Attendance: **25.8 million** 4.0% ▲



SIX FLAGS INC.  
Attendance: **24.3 million**      **2.1%** ▲



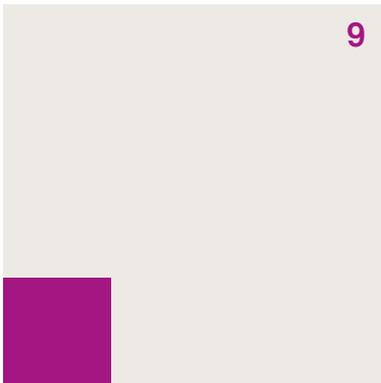
CEDAR FAIR ENTERTAINMENT COMPANY  
Attendance: **22.8 million**      **8.1%** ▲



BUSCH ENTERTAINMENT  
Attendance: **22.4 million**      **4.9%** ▲



OCT PARKS CHINA  
Attendance: **19.3 million**      **22.2%** ▲



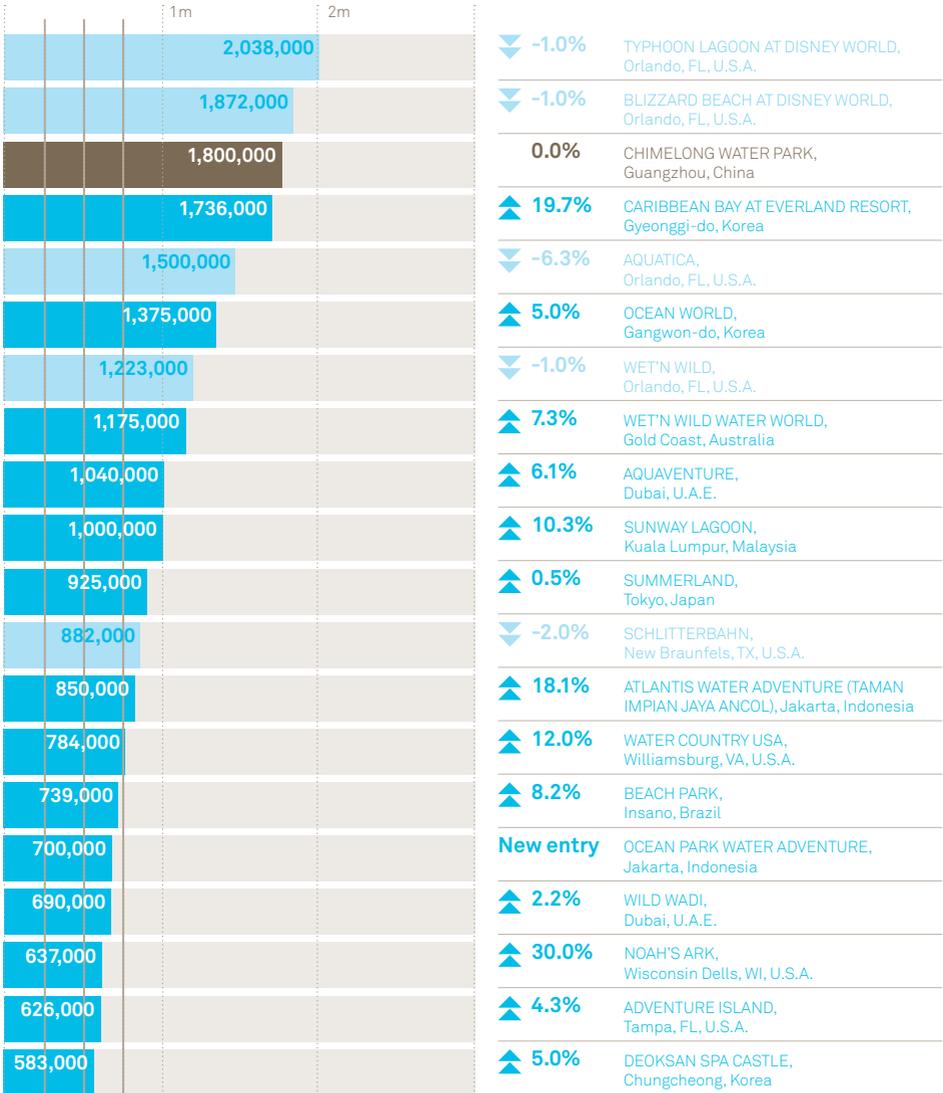
HERSCHELD ENTERTAINMENT  
Attendance: **9.6 million**      **New entry**



COMPAIGNE DES ALPES (GREVIN)  
Attendance: **9.0 million**      **-9.1%** ▼

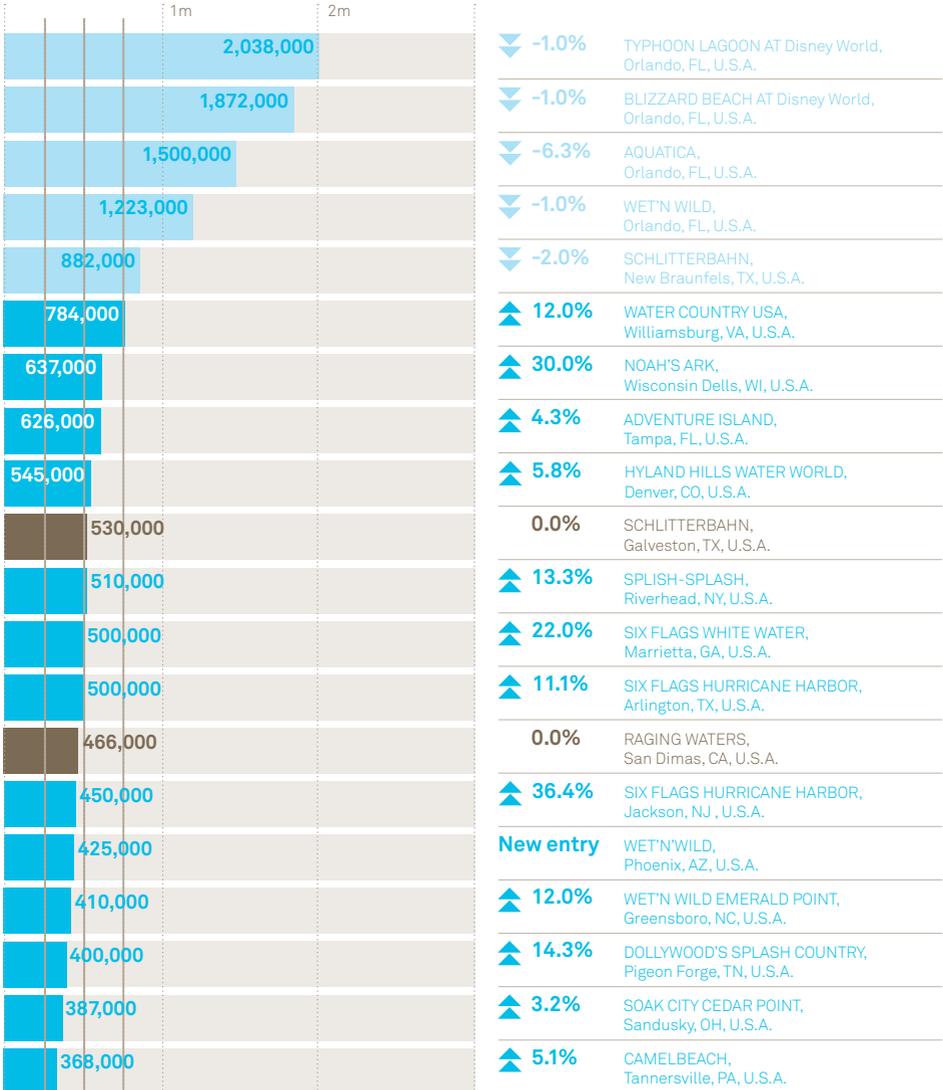
Percent changes for 2010 for certain parks are based on adjusted/updated figures for 2009, thus not directly comparable to published TEA/AECOM list for 2009/08.

# Top 20 waterparks worldwide



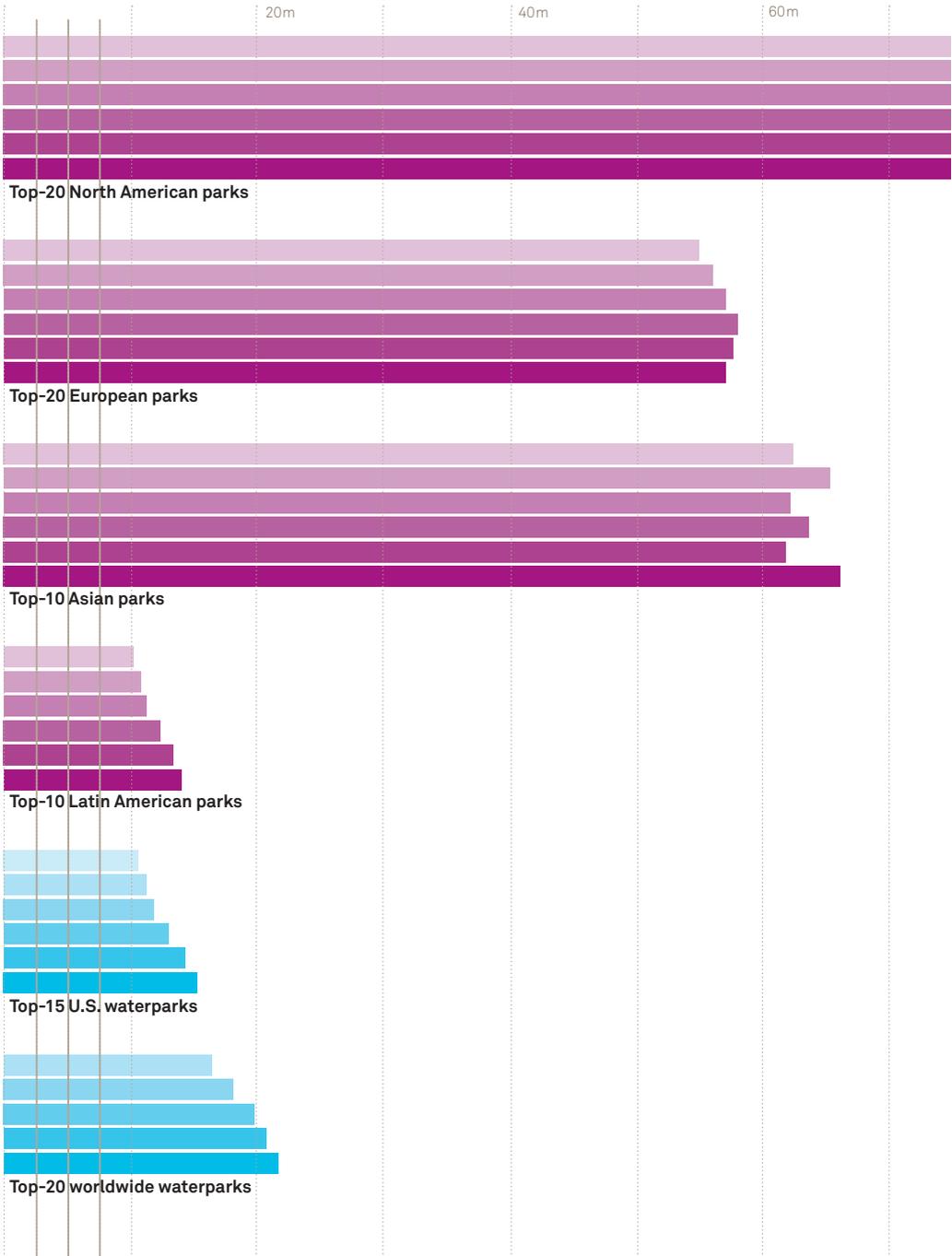
p34 Percent changes for 2010 for certain parks are based on adjusted/updated figures for 2009, thus not directly comparable to published TEA/AECOM list for 2009/08.

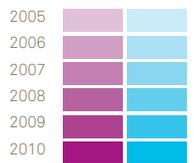
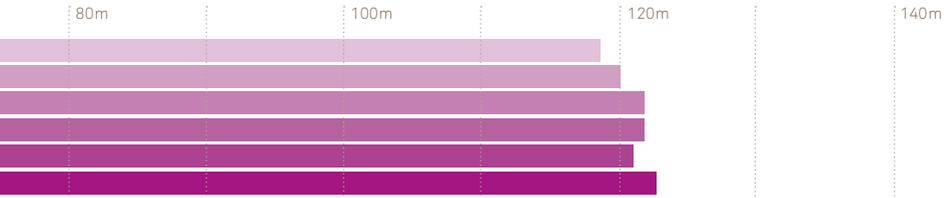
# Top 20 waterparks in the United States



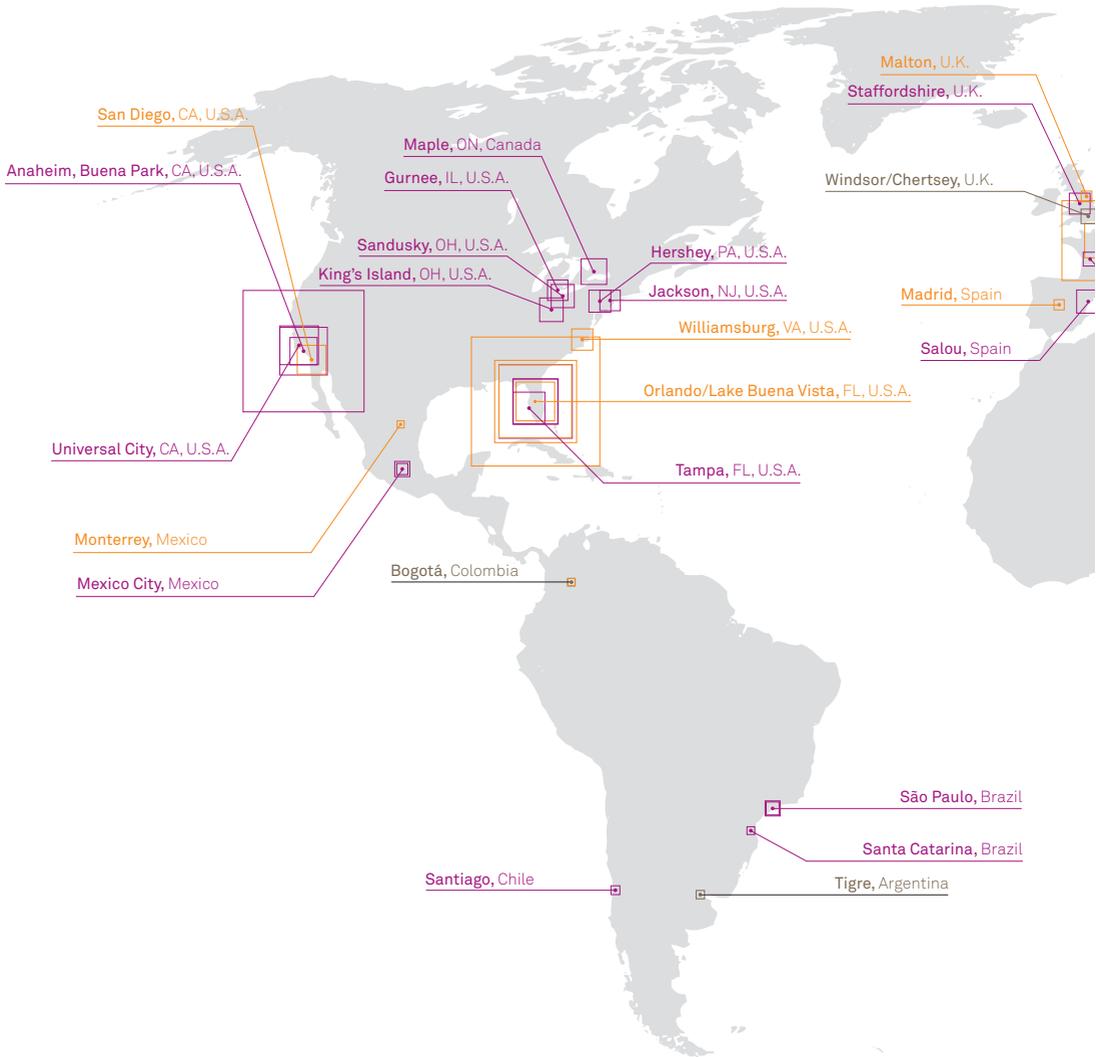
Percent changes for 2010 for certain parks are based on adjusted/updated figures for 2009, thus not directly comparable to published TEA/AECOM list for 2009/08.

# Charting global trends





# 2010 Theme Map



Colors:

**Magenta** →  
Positive growth

**Orange** →  
Negative growth

**Gray** →  
No change in growth

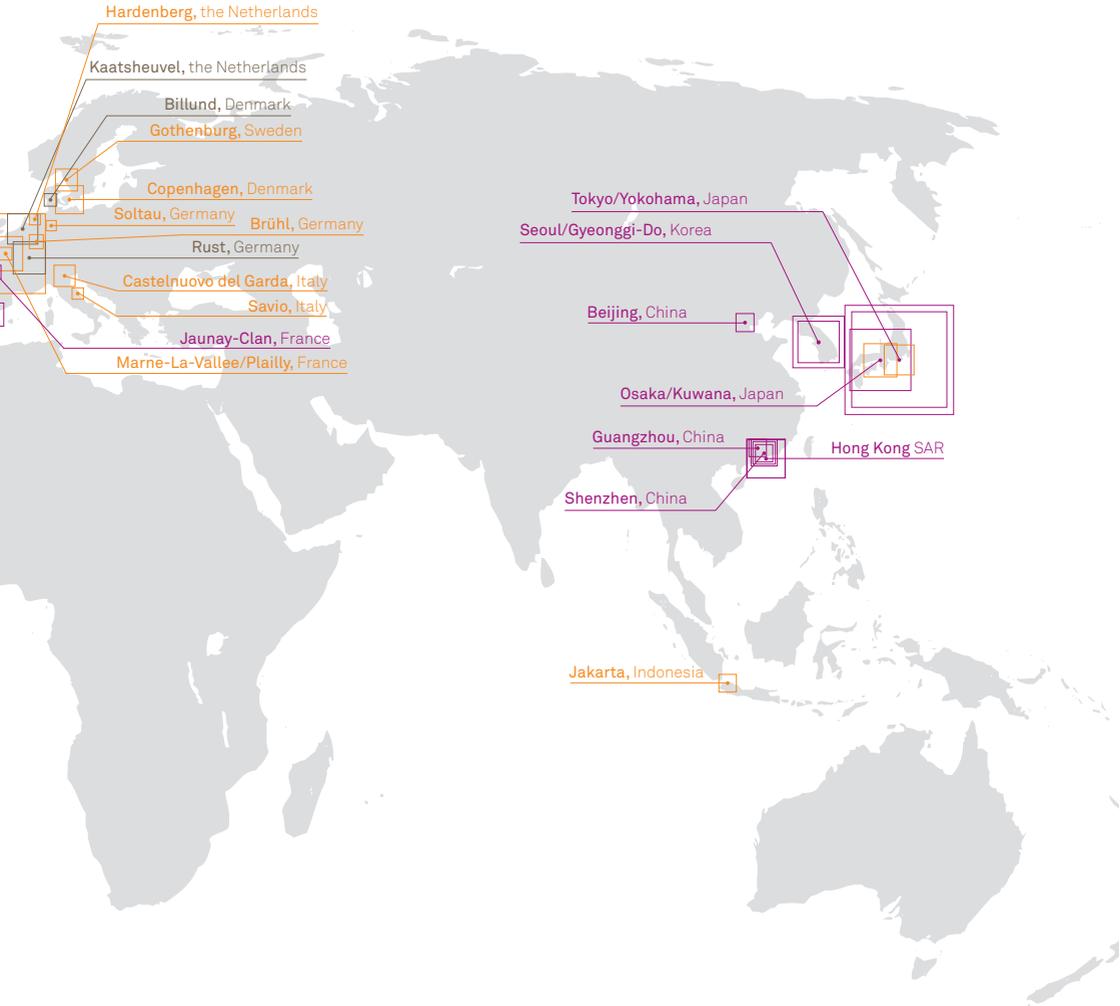
# of visitors per park:

1m

5m

10m

15m



# Should your property be included?

This is the fourth annual Theme Index collaboration between the Themed Entertainment Association (TEA) and AECOM, although the study itself has been in existence for much longer. It began as an attendance report of major U.S. theme parks, produced by AECOM with now defunct *Amusement Business Magazine*. Over the years, this study evolved to add waterpark figures and address the international scope of the industry.

Inclusion in the annual Theme Index is now seen as a benchmark of success among operators. Every year, AECOM hears from parks desiring to share their attendance increases and earn a place on the list. Operators who believe their properties should be included in the Theme Index are encouraged to contact the AECOM office in their region after studying the criteria for consideration given below. The more feedback and information we receive, the more accurate this report will become.

AECOM obtains the figures used to create the TEA/AECOM Theme Index through a variety of sources, including statistics furnished directly by the operators, historical numbers, financial reports, the investment banking community and local tourism organizations, among others. The global market is studied as a whole, and each of its four main regions is also studied separately: North America, Mexico/Latin America, Europe and Asia. There is also a table of the top waterparks in the world, in the United States, and of the top global chain operators.

To be included in the study, a facility in general must be gated (entry ticket required). North American parks must have annual visits above one million. To be included on the top chains list, a chain operator must have theme parks in its portfolio. External and internal factors such as development, pricing, customer service, weather, demographics, investment/expansion,

attendance and other dynamics that affect the estimated numbers are noted in comments within the charts.

TEA and AECOM express thanks to the numerous park operators who graciously and generously furnished attendance information, enabling this report to be as complete and accurate as possible.

### About the authors

The Economics practice at AECOM is the world leader in real estate consulting services. It advises clients on economic and financial planning issues for a myriad of commercial land uses, including theme parks, hotels and resorts, sports venues and major events, cultural facilities, tourism, complex mixed-use developments as well as economic regeneration schemes. The Economics practice at AECOM has made important contributions to some of the world's most innovative and successful projects.

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. With approximately 45,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that create, enhance and sustain the world's built, natural and social environments. A *Fortune 500* company, AECOM serves clients in approximately 125 countries and had revenue of \$7.3 billion during the 12 months ended March 31, 2011. More information on AECOM and its services can be found at [www.aecom.com](http://www.aecom.com).

The TEA (Themed Entertainment Association) is an international nonprofit alliance founded in 1991 and based in Burbank, Calif. TEA represents some 7,000 creative specialists, from architects to designers, technical specialists to master planners, scenic fabricators to artists, and builders to feasibility analysts working in more than 680 firms in 39 different countries. TEA presents the annual Thea Awards and the TEA Summit and hosts the annual SATE conferences (Story, Architecture, Technology, Experience). TEA also produces a variety of print and electronic publications, including the TEA/AECOM Annual Theme Index, TEA Project Development Guidelines, and TEA Annual & Directory. Visit [www.TEAconnect.org](http://www.TEAconnect.org).





View the Theme Index online  
[aecom.com/themeindex](http://aecom.com/themeindex)

# ALAN G. LABOUSEUR

52 Arbor Hill Drive, Pleasant Valley, NY 12569 USA  
845-440-1102 • alan@3NFconsulting.com • www.Labouseur.com

## SUMMARY

An experienced IT consultant, Alan has delivered quality projects in Finance, Risk Management, Medicine, Education, Publishing, Marketing, Banking, and International Trade since 1988. His expertise is built on a solid educational background including Bachelor's and Master's degrees in Computer Science. Alan teaches computer science and information technology courses for several universities in the United States and is an invited lecturer in China.

## TECHNICAL INTERESTS

- Database Systems, Browser-based Applications, Multiprocess and Concurrency-oriented Programming, Software Craftsmanship

## TEACHING EXPERIENCE

- Full-time faculty – Marist College in Poughkeepsie, NY – 2003 to present  
courses: Compilers, Advanced Programming, Databases, E-commerce and Web dev, Operating Systems, more
- Adjunct faculty – Vassar College in Poughkeepsie, NY – 2010 to present  
course: Compiler Design and Implementation
- Invited Lecturer – Graduate School of the Chinese Academy of Sciences in Beijing, China – 2004  
topics: E-commerce Software Architecture and Implementation, Technology Management in Western Cultures
- Adjunct faculty – SUNY Westchester in Valhalla, NY – 2002  
course: Operating Systems, advisor to Computer Science Curriculum Committee
- Adjunct faculty - Mount Saint Mary College in Newburgh, NY – 1995 to 2005  
courses: Object-oriented Programming in Java, Fundamentals of Database Systems, Beginning Programming
- Adjunct faculty – SUNY Purchase in Purchase, NY – 1999 to 2002  
course: Database Management Systems

## PUBLICATIONS, SPEAKING ENGAGEMENTS, AND GRANTS (visit [www.labouseur.com/personal/speaking](http://www.labouseur.com/personal/speaking) for more)

- *A Browser-based Operating Systems Project – “Inroads”*, the ACM SIGCSE Bulletin, December, 2009
- *IBM Faculty Scholar Award* – 2009 Award Winner
- *IBM Eclipse Innovation Grant* – 2005 Award Winner
- *A Game Design & Programming Concentration within the Computer Science Curriculum* – ACM SIGCSE 2005
- *E-commerce Software Architecture and Implementation* – College of Software Engineering in the Graduate School of the Chinese Academy of Sciences
- *Information Management in the Global Bio-Pharma Industry* – 2002 China BioPharma Forum
- *Intentionality in Relational Database Systems* – working paper presented at several universities
- *Developing Cross-Departmental Database Applications* – New York State Office of Mental Health, 1999
- *Y2K: Don't Panic* - Northeast Community Managers Large Scale Managers Association Meeting – 1999
- *Core Concepts in Delphi* - The "Unofficial Newsletter of Delphi Users" – 1996 – 1998

## CONSULTING AND ENTREPRENEURSHIP

- **Consultant, Advisor** – Hudson Valley Center For Innovation – Lake Katrine, NY 2006 to present  
Member of HVCFI's advisory board responsible for evaluating proposals from start-up and early-stage companies seeking admission to the Center. Provided technical mentoring to some of those admitted.
- **Consultant, Advisor, Manager** – Marist College CCODC – Poughkeepsie, NY 2005 to 2010  
Faculty partner in the New York State-funded Center for Collaborative and On-Demand Computing. Responsible for technical sales, evaluating proposals, student mentoring, and project management for start-ups.
- **Founder, President, Owner** – 3NF Consulting, Inc. – Pleasant Valley, NY 2001 to present  
*As consultant:* Principle developer and technical leader. Specialties include data modeling, e-commerce development, Internet-enabled programming, relational database education as well as developing Web-based, handheld, and traditional applications for corporate clients large and small.

*As executive:* In charge of accounting and financial operations, contract and legal issues, and marketing.

*Some clients and projects:*

Scholastic UK – Teacher’s Store On-line E-commerce Site

Designed and implemented the relational database (Postgres) for customer-facing sales application.

Designed the architecture for integration with their legacy fulfillment systems (AS/400). Consulted on technology choices and project management issues.

Tiger Schulmann Karate – Franchise Management System

Corporate reporting and management intranet application used for all franchised schools in the world as well as headquarters.

Tishman Speyer Properties – various Financial, Real Estate, and Help Desk applications

Corporate intranet applications used world-wide for financial analysis, lease generation, and help desk management, including “priority heuristic”-based end user support.

GE Capital Commercial Real Estate – QuickQuote II

Corporate intranet application used in the USA, Mexico, and Europe for originating and underwriting large-scale real estate transactions. Portions of this system have received US Government technology patents. Technologies included OOP, COM, XML, JavaScript, IIS, NT networking, workflow, and messaging.

Co-Ed Uniform Company – E-commerce Web Site, WebMan, OpMan

WebMan: Windows-based and Internet-aware backend software for real-time management of their e-commerce web site. OpMan: Windows-based SQL-Server back-end system for managing inventory, order entry, purchase orders, customer invoicing, and order fulfillment. Includes real-time credit card processing and EDI with UPS and Federal Express.

- **Chief Information Officer** – Pervasive Learning Solutions, New York, NY 2006 to 2008

*As executive:* Oversaw the planning, management, and direction of technology initiatives in support of all PLS operations while developing a sophisticated and robust technology infrastructure. Alan provided vision and entrepreneurial leadership in information technology areas; extensive knowledge in the development and application of information technology to both educational and operational activities; and broad expertise in application development, web technologies, networking, database systems, and information security.

*Some clients and projects:*

Unisys – Learning Management System information privacy tools

Modified existing LMS software to comply with international privacy “Safe Harbor” guidelines.

- **Founding Partner, Vice President, Co-Owner** - AlphaPoint Systems, Inc. - Brewster, NY 1993 to 2001

*As consultant:* Principle developer and technical leader. Guided systems analysis, developed implementation strategies and architectures, wrote the actual code, oversaw employee and subcontractor programming. Specialties included designing robust relational databases for complex real-world enterprises, developing Web-based Windows applications, implementing Novell and Windows NT networks.

*As executive:* Managed our six employees and annual budget of over \$600,000; also in charge of accounting and financial operations, legal issues, and marketing. Made sales calls with potential clients, wrote systems proposals. Set pricing policies.

*Some clients and projects:*

New York State Office of Mental Health - Patient and Staff Management System

Oracle database with a Windows front-end for tracking administrative patient information

PricewaterhouseCoopers - Risk Perceptions

Windows-based relational database system for collecting, analyzing, and reporting on operational risk factors in Fortune 100 companies.

New York Institute of Finance – Motherfeed Content Management System

Windows-based relational database system for collecting and centrally managing marketing web site content. Supports many output formats through use of XML.

GE Capital - Quick Quote Real Estate Analyzer and the Rule Manager expert system

Decision support software developed in Delphi with a inference-driven rule engine. Used by GE Capital commercial real estate loan officers to analyze large-scale loan applications and mitigate risks.

Hemlock Farms – Network Specialist

Designed and implemented Windows NT network for the community administration and management staff. Train LAN administrator. Optimized LAN for performance of SQL-based accounting software.

New York Institute of Finance - SMS Query System

Natural language-like, wizard-based interface to relational database backend that encapsulates the client's business rules and prevents the end users from executing invalid joins.

Viacom Publishing - Advanced Manuscript Processing System (AMPS)

Sybase on Unix backend with DOS-based (Clipper) client software that used e-mail as a primitive thin client transport mechanism to achieve distributed database functionality with a centralized server.

Dick Clark Corporate Productions – Strategic Consultant

Performed business needs analysis and local area network design, planning, and implementation using Novell IntraNetware in a PC and Mac environment.

Alexander & Alexander - Omega RMIS enhancements

Debugged and stabilized Omega risk management product.

Prentice Hall – ISBN Request System and Sales Catalog Publisher

Centralized system for requesting and then tracking ISBN numbers for new publications and generated Quark mark-up files of sales catalog content from central database. (Database publishing.)

Kemark Financial Services – Consultant and Integrator

Developed an application to monitor file servers for specific files to be imported into the Solomon IV accounting system using Solomon's command-line transaction import facility.

Ray Bloch Productions - Survey Analyzer

Built a distributed and mobile database for on-site multi-user data entry of event survey data and central facility for storing, analyzing, and transforming the data into meaningful results.

- **Founder, President, Owner** - DataNet Systems of New York, Inc. - Purchase, NY 1990 to 1993

*As Consultant:* My staff and I provided network database information systems (written in Clipper) to IBM for several years. Services included programming and supporting systems for IBM's Hundred Percent Club, programming and supporting networked text processing systems, and writing meeting analysis utilities. Additional systems were developed in the VM environment on IBM mainframe computers. We also provided end-user training as well as both user and technical documentation.

*As Executive:* Responsible for all aspects of starting up and running the business, including managing our nine employees and annual budget of over \$800,000.

*Some clients and projects:*

The IBM PC Company - Event Registration System

Mobile PC-based database system and query manager for planning and running sales meetings

IBM World Wide - Meeting Management Information and Planning System

LAN-based multi-user database system for text processing as well as planning and running sales meetings. Setup, programmed, and administrated a Novell LAN on the Token Ring network architecture. Designed, implemented, tested, and supported a 20,000+ line multi-user Clipper application for use on the Netware LAN. Provided on-site programming and systems support.

Simon and Schuster – Marketing Analysis Consultant

Modeled textbook adoption data to focus the sales force in strategic geographic areas.

## FORMAL EDUCATION

- University at Albany, SUNY – Albany, NY  
Ph.D. in Computer Science, in progress, 2011 – present
- Pace University - White Plains, NY  
Master of Science degree, Computer Science, 1995 (Cumulative GPA: 4.0/4.0)  
Awards: Upsilon Pi Epsilon National Computer Science Honor Society  
Winner, Outstanding Student of the Year, 1995
- Marist College - Poughkeepsie, NY  
Bachelor of Science degree, Computer Science, 1990. Minor in Psychology (Cumulative GPA: 3.4/4.0)  
Awards: Sigma Zeta Honorary Science Society, Alpha Phi chapter  
Graduated Cum Laude

## REFERENCES

- Furnished upon request.