

NAFDMA workshop January 13, 2006

Growing your agritourism/agritainment attraction for success

Randy White, CEO



Kansas City, Missouri, USA

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Consultants, designers & producers of location-based leisure & learning venues

- Family entertainment centers
- Children's discovery play (*edutainment*) centers
- Family eatertainment facilities
- Adventure play gardens (playgrounds)
- Child care facilities
- Recreation/fitness projects
- Agritainment facilities

17 years experience with 300+ clients worldwide

Our projects have been featured:



THE WALL STREET JOURNAL.



I can dream

& won many industry awards

Agritainment clients



The
Rock
Ranch



Services

- feasibility
- strategic planning
- master plans
- design
- operation audits
- management consulting



Editor's Corner

The \$19 apple

Healthy eating impacts ice cream sales

Experiences: the 4th level of economic value

Richard Louv's *Last Child in the Woods*

Where have the teenage workers gone?

Randy White to present at *NAFDMA*

"Artisan" and "handcrafted" a major food trend

Motivating Generation Y workers

Freebies

Four Keys to Good Service

www.whitehutchinson.com/leisure/agritainment



Vol. V, No 1, January 2005

In this issue

1. Editor's corner
2. Change is sweeping the restaurant industry, leaving most LBEs in the dust
3. ADA guide for hiring persons with intellectual disabilities
4. Environments that make you say wow while you chow
5. New data on home-schooling
6. The gender challenge
7. *Foundations Entertainment University*
8. Eating out is in
9. *Fisher-Price* teams up with *Royal Caribbean*
10. Egregious article requires retraction?
11. Family pizza buffet/entertainment center design progresses
12. The business plan: the roadmap for success
13. Welcome our newest staff member
14. Upcoming presentations
15. New clients

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My childhood agritainment roots

Who are you?

What is agritainment?

farm + entertainment =
a farm experience



Types of agritainment

- corn maze
- Halloween/fall festival
- pick-your-own
- children's discovery farm
- hay rides
- farm museum
- horseback riding
- Christmas tree farms

Spend time reviewing
a lot of basics

The only 5 ways to grow your business:



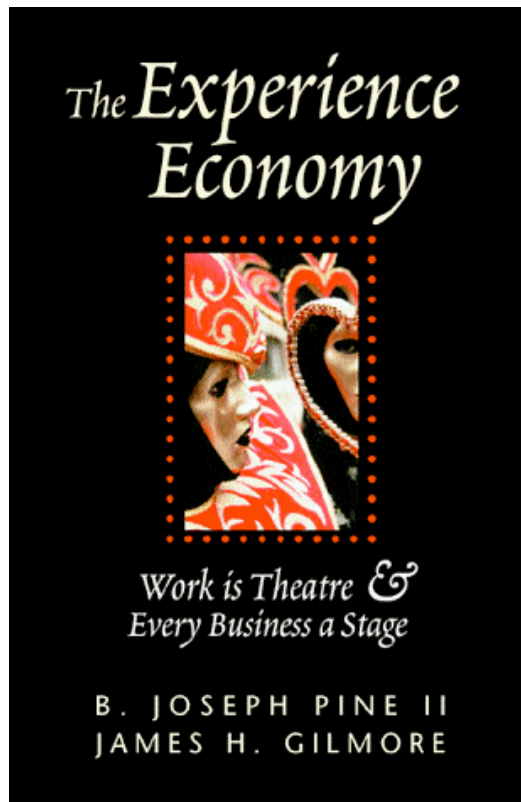
1. decrease defections
2. increase per capita expenditures
3. increase frequency of visits
4. get new customers from existing geographic market area
5. expand the geographic market area

The cost of defections:

- each unhappy guest tells an average of 12 people about their bad experience
- each of those 12 people tells 6 of their friends
- each of those 6 tells 3 of their friends
- end up with 380 people hearing about a bad experience just one guest had

Beware of the power of internet savvy moms


Progression of economic value



Progression of economic value

Coffee

Offering	Example	Price
<i>Experience</i>	Starbucks	\$2.00+/cup
<i>Services</i>	fast food	\$1.00/cup
<i>Goods</i>	supermarket	\$6.00/lb
<i>Commodity</i>	grower	\$1.00/lb





\$0.50



\$2.00



\$150

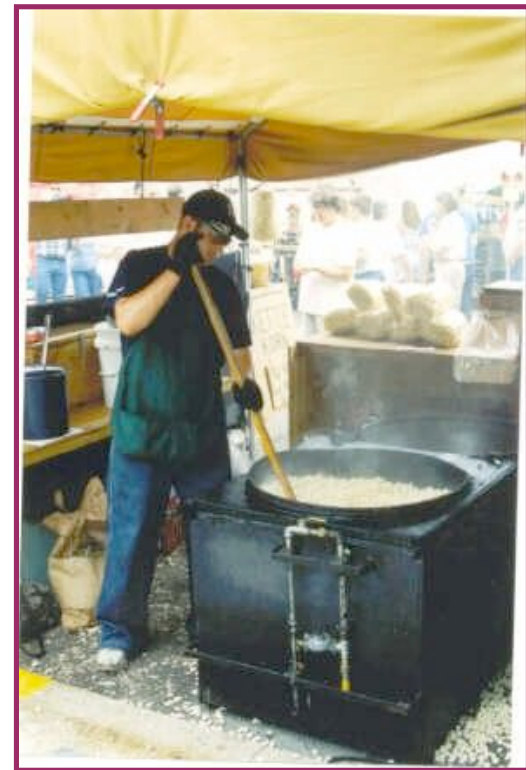


\$10.00

Economic progression of corn



Corn at the 3rd level of the progression of economic value with some entertainment added



Transformational experiences

Permanently change people, offering them more than just the memory of an experience that may fade in time

Agritainment paradigm shift

Move from selling commodities,
goods and services to

*producing experiences
& charging for them*

Make as much as possible an experience

transportation = a *service*



narration & demonstration
makes it into an *experience*

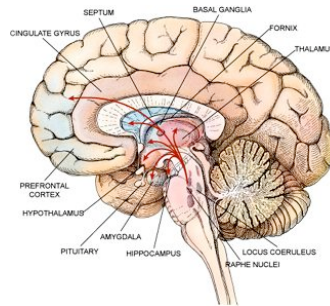
Let's take a look at leisure today

There has been a major shift
in the economies and values
of American society

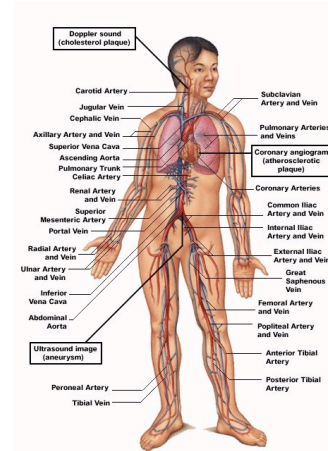
Knowledge society

We now predominately work with

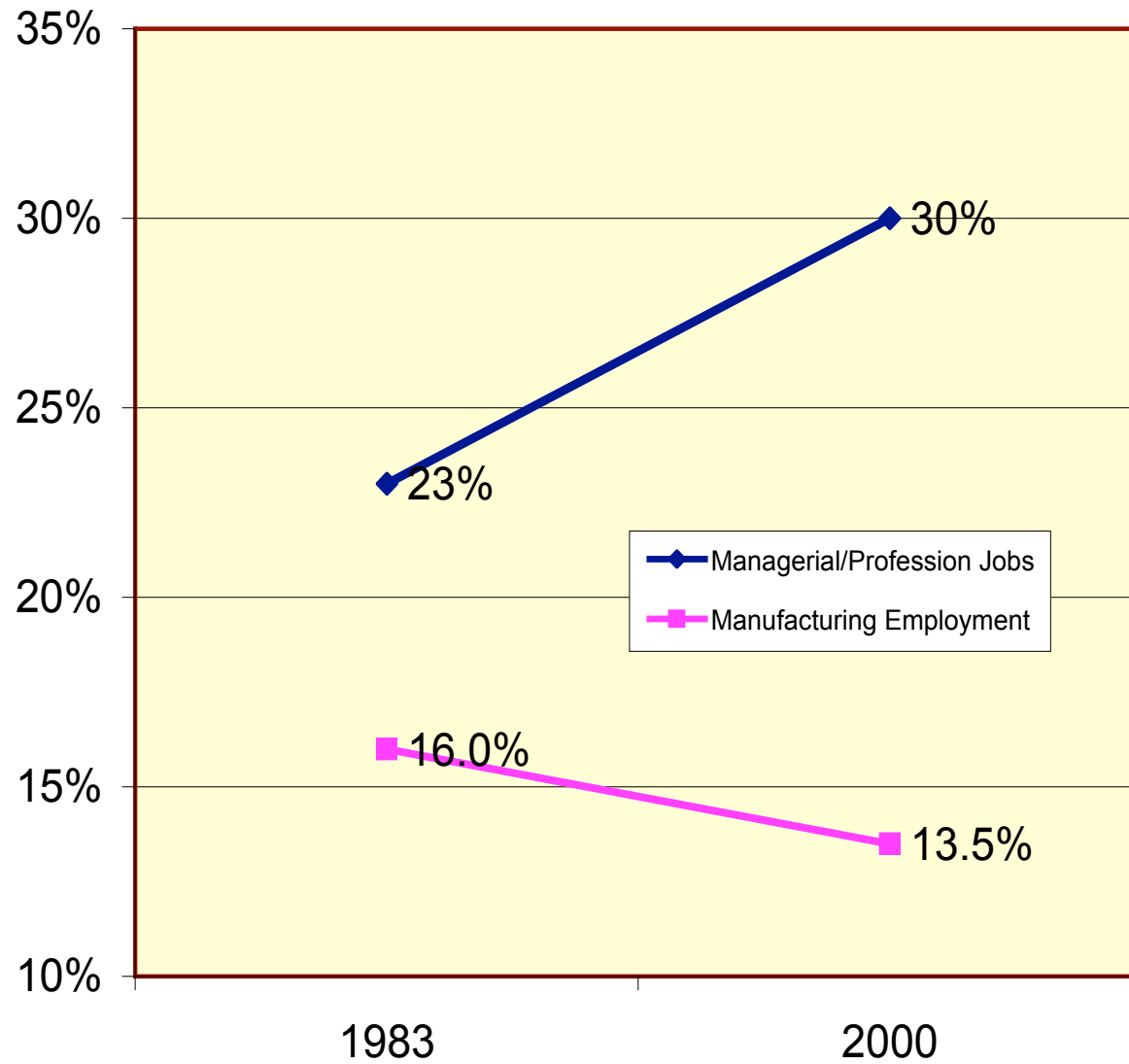
our



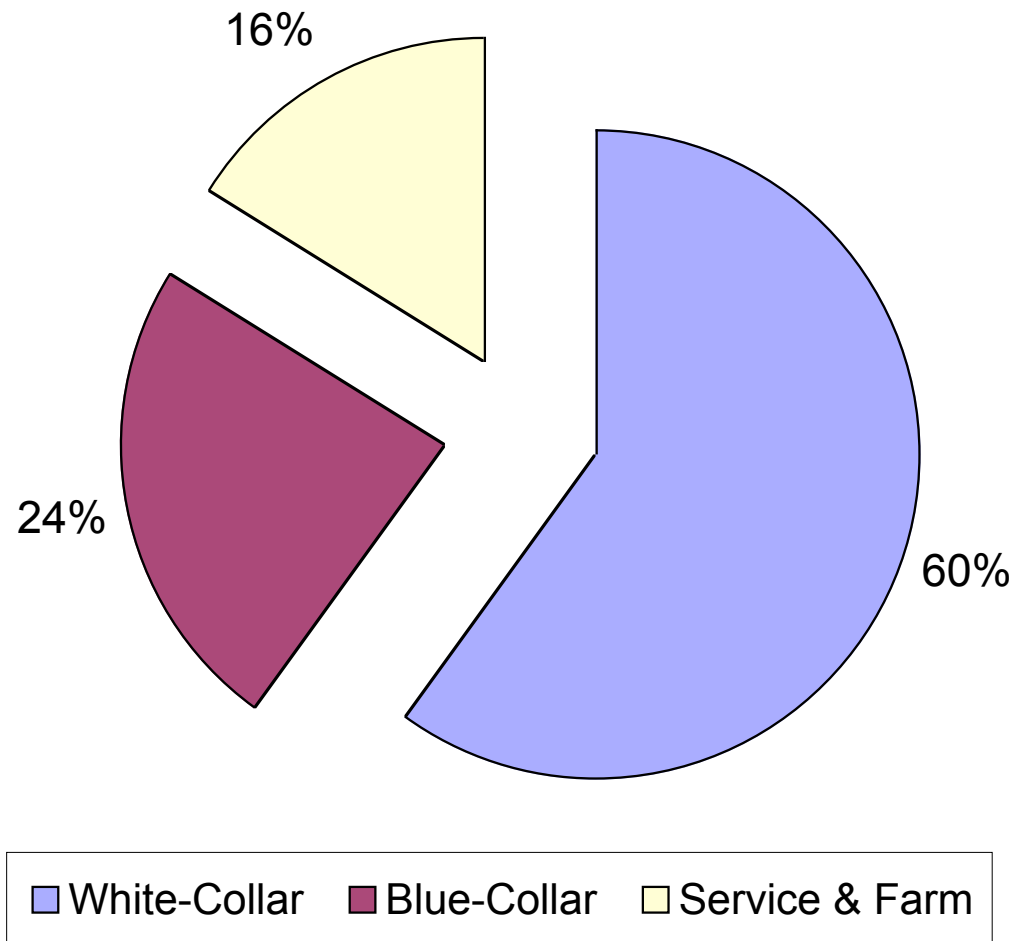
instead of our



Percent Employed in U.S.

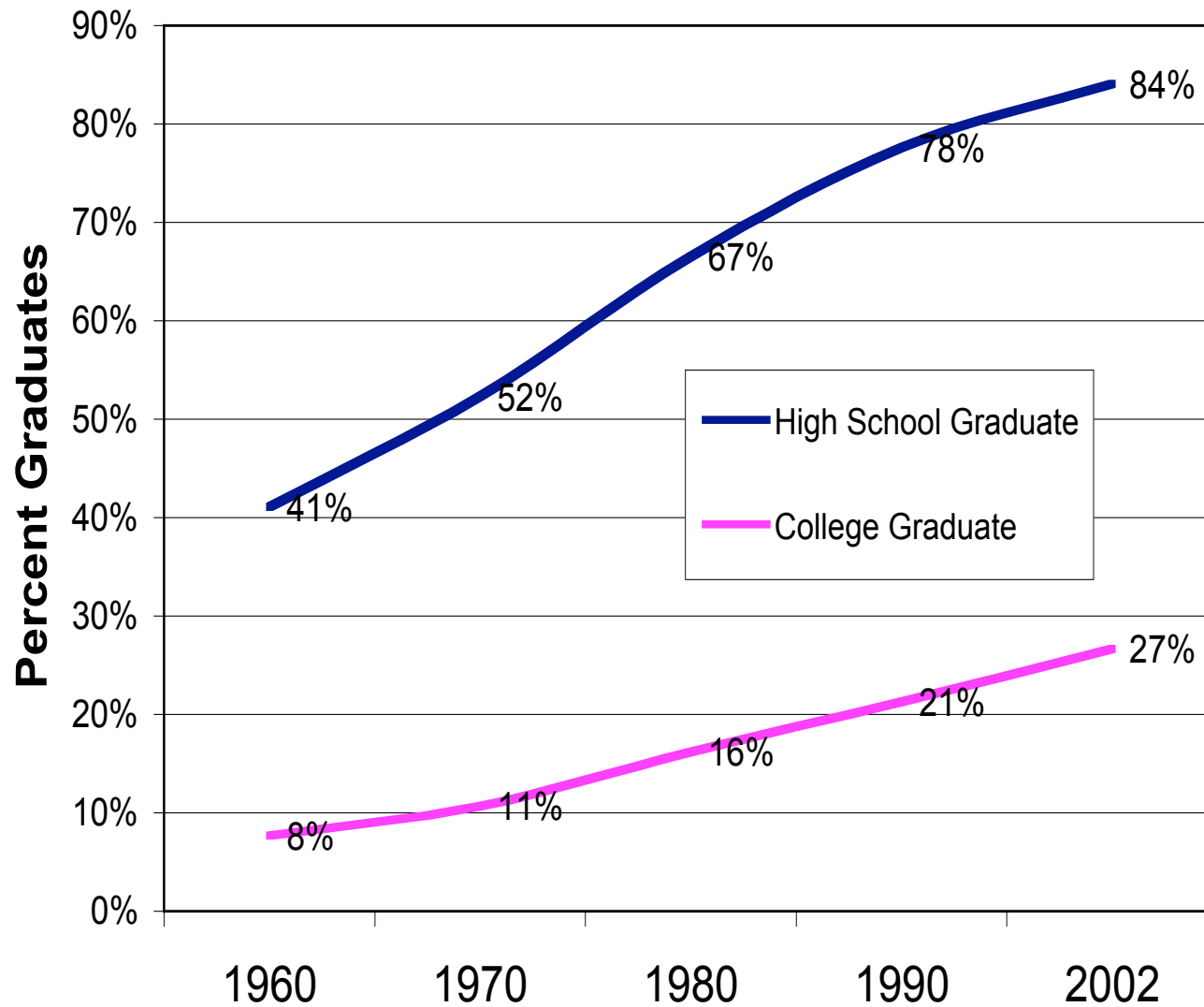


2004 U.S. Employment

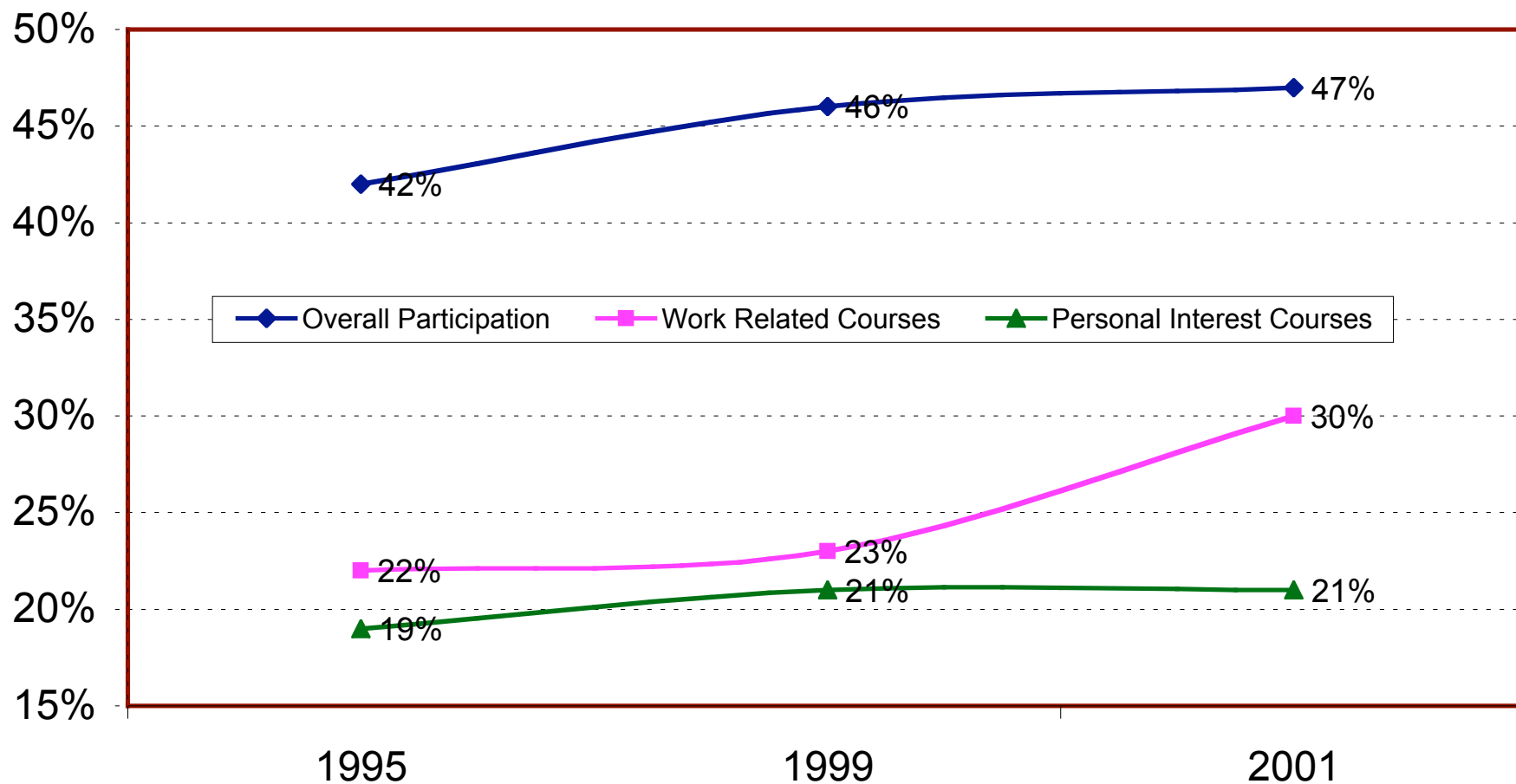


We now value lifelong
learning

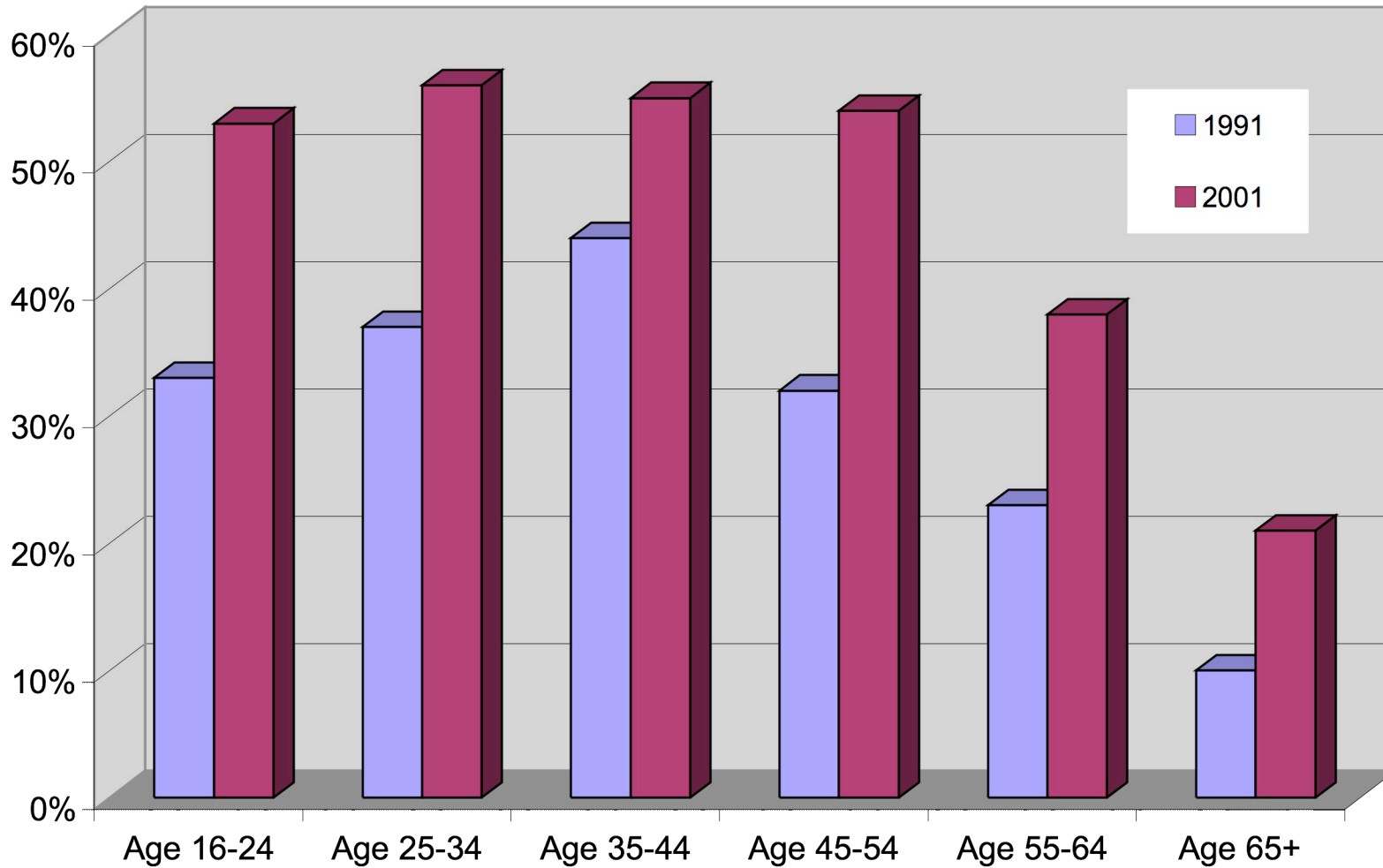
Educational Attainment - Population 25 Years & Over



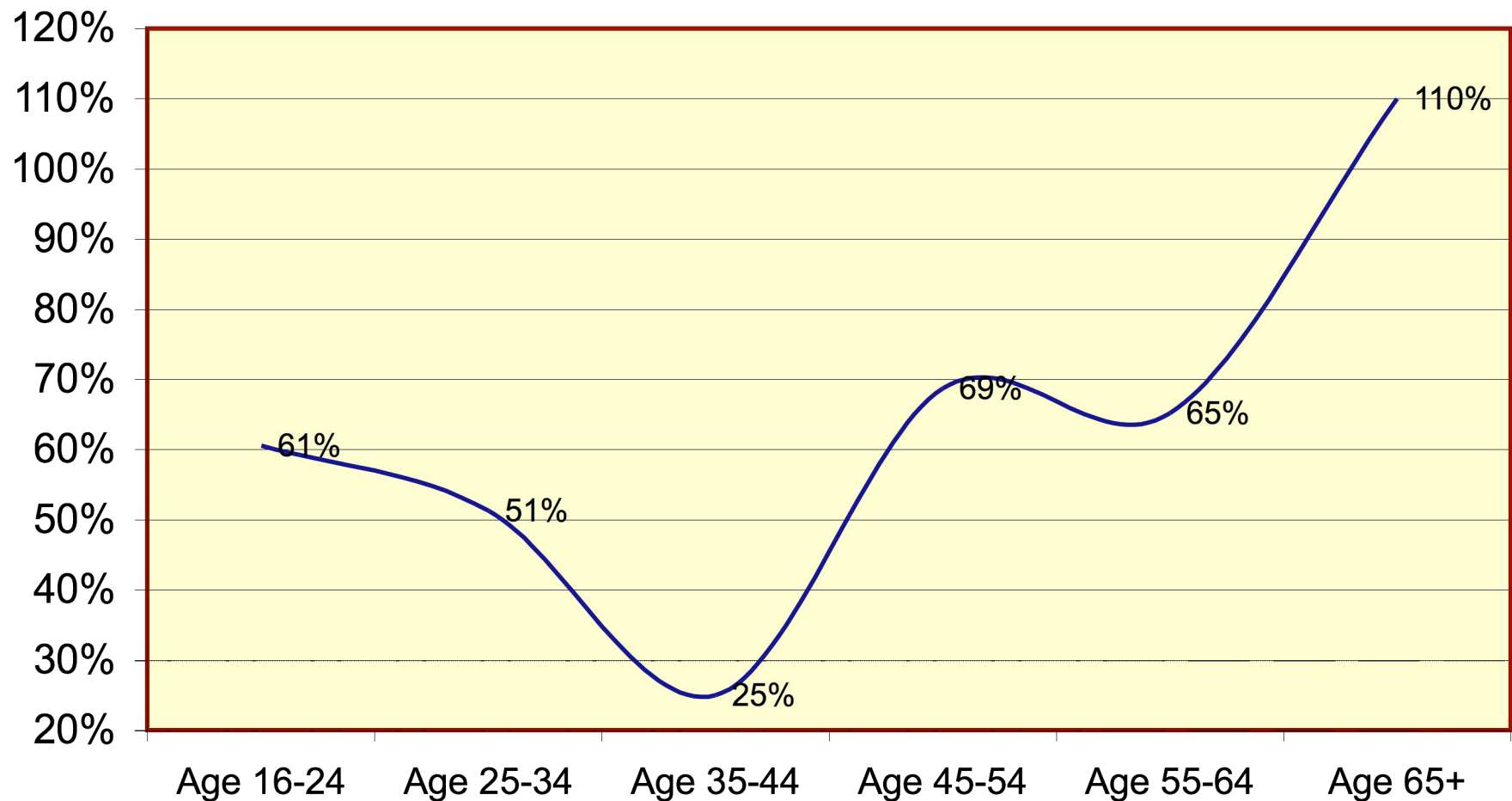
ADULT EDUCATION: Population Age 17+ Participation in Adult Education (excludes full-time college students)



Participation in Adult Education by Age 1991 versus 2001



Percentage Increase in Adult Education by Age from 1991 to 2001



In manufacturing society, leisure was reward the for hard work

- **Work** = Self-improvement
- **Leisure** = Relaxation, no practical purpose

Today, we have a new attitude about leisure

- Opportunity to improve themselves and our children
- Opportunity to do worthwhile things

Gen-X and Gen-Y parents have a different attitude about their children's leisure than Baby Boomer parents:

Boomer parents tended to separate their children's playtime and learning time

Gen-X and Gen-Y parents want their children to learn as they play (now 2/3s+ of all preschool parents)

Today we experience time
completely different than
past generations



November 2002						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					01	02
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

We have the perception of less available leisure time

- Actually same amount as in the past - 30 hours per week
- Today more leisure options, so we want to squeeze in more choices
- Leisure comes in smaller, discrete time increments - needs to be highly scheduled

We now value the more
productive use of
leisure time

The big issue today is
capturing a share of:

Disposable

versus

Disposable



The perceived value of a visit in terms of the use of time is often far more important than just the \$ cost

Time-value equation includes:

- family socialization
- children's fun
- educational content
- memories

We seek out multi-task leisure experiences

Having ***fun*** and ***learning*** at the same time has twice the value as spending our valuable time on only one alone

General characteristics of non-tourist location-based entertainment (LBE)

- Community-Based
- In or Near Residential Areas
- 20+ Minute Drivetime Market Area
- Success Requires Repeat Visits
- Per Capita Expenditures of \$8 to \$18
- 2.0+ Hour Length-of-Stay
- Multiple Attractions
- Food & Beverage (25+% revenue)
- Group Business/Birthday Parties (20+% revenue)

Types of LBEs

- Outdoor Family Fun Centers
- Indoor Family Entertainment Centers
- Variations: LBEs, UECs & RECs
- Indoor Children's Centers:
 - Children's Entertainment Centers
 - Children's Edutainment Centers
- Indoor-Outdoor Centers:
 - Family Entertainment Centers
 - Children's Edutainment Centers
- Eatertainment,
 - Pizza & Games
 - Family Pizza Buffet/Entertainment Center
- Theme parks
- Zoos, aquariums, museums
- Agritainment

Yesterday

When demand exceeded supply,
mediocrity worked

Today & Tomorrow

When supply (options) exceeds demand,
only excellence wins!

Today, we are seeing a
convergence of:

Entertainment

Recreation

Shopping

Services

Meals/Dining

Culture

Education

3 basic target markets

- Families with children ≤ 12 yrs. old
- Tweens & teens
- Adults

#2 is not compatible with the other two

Must Be In Balance

- Length-of-stay
- Travel time
- Per capita expenditures
- Mix of attractions & target market
- Anchor & impulse
- Operating capacity
- Peak period capacity (right sizing)
- Entertainment value
- Repeat appeal
- Expectations & experience
- Price & perceived value
- Investment & return

Market dynamics of location-based leisure destinations

- direct correlation between length-of-stay & market reach
- direct correlation between length-of-stay & per capita spending

Calculation of per capita spending

Equals the average per person of:

admission fee
+
event fees
+
food & beverage purchases
+
retail/produce/gift purchases

2005 average cost of leisure activities for a family of four

(tickets for two adults and two children, parking, one meal
and two child-size souvenir T-shirts)

	Total Cost	Length-of-Stay in Hours	Cost per Hour Per Person
Cinema	\$50	2.0	\$6.25
Theme park	\$217	7.0	\$7.75
NLF football game	\$330	4.0	\$20.63
Snow skiing	\$297	8.0	\$9.28
NBA Basketball game	\$263	3.5	\$18.79
Concert	\$259	2.5	\$25.90
MLB baseball game	\$164	3.0	\$13.67

Per capita spending per visit

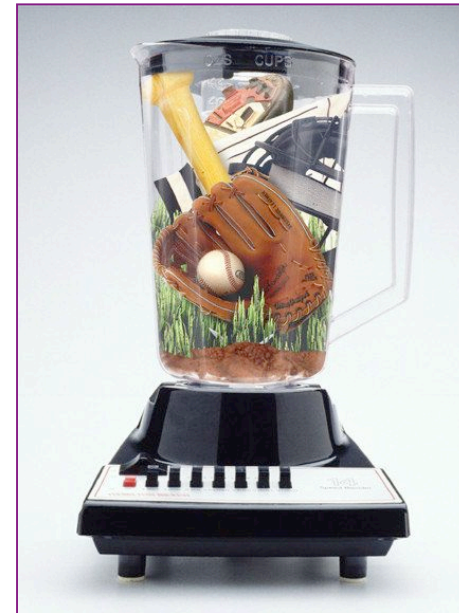
2.0 hour visit = \$12+

2.5 hour visit = \$15+

3.0 hour visit = \$18+

Mix of attractions

- Designed for target market
- Anchor and impulse
- Repeat appeal
- Length-of-stay



Right sizing:

demand period

or

design day calculations

Right sizing

- Site
- Building size
- Parking spaces
- Admissions throughput
- Entertainment capacity
- Entertainment throughput
- # & size of party rooms
- Field trip capacity
- F&B counter, kitchen equip.
- Food production throughput
- Seating
- Circulation
- Each event, queuing
- Restrooms
- Offices
- Staff break room
- Storage
- Mechanical

Operating capacity

Annual attendance



Peak month



Peak week



Design day



Peak period attendance



Entertainment & facility capacities

Typical design day calculations for year round attraction

Annual Attendance	300,000
Peak Month @ 15%* of annual	45,000
Weekly @ 23.1% of peak month	10,400
Design Day Attendance @ 20%* of week	2,080
Peak Period Attendance @ 40%* of design day	832

* DO NOT use these percentages. They are only intended to illustrate the methodology. There is wide variation of percentages based on type and location of project. Often, peak period needs to be calculated separately for different types of attendance for the same project.

Expectations versus experience

Consumers do not judge location-based entertainment facilities by comparing them with other LBEs, but rather based upon the expectations established by all location-based businesses

Today consumers have exceedingly high expectations based on the quality of all the location-based businesses they frequent, including:

- Restaurants
- Airports
- Retailers
- Hotels
- Stadiums
- Theatres
- Resorts
- Theme parks

Price needs to equal,
better yet,
exceed the perceived value

Time spent also factors into the
perceived value

Investment versus return

- Required return
- Short term return
- Long term return

(re)Development process

(the product is only as good as the process that creates it)

- Initial Concept
- Site Evaluation
- Market Research
- Concept Refinement
- Attendance Projections
- Preliminary Plans
- Cost Estimate
- Pro Forma Financial Projections
- Zoning Entitlements
- Procure Financing

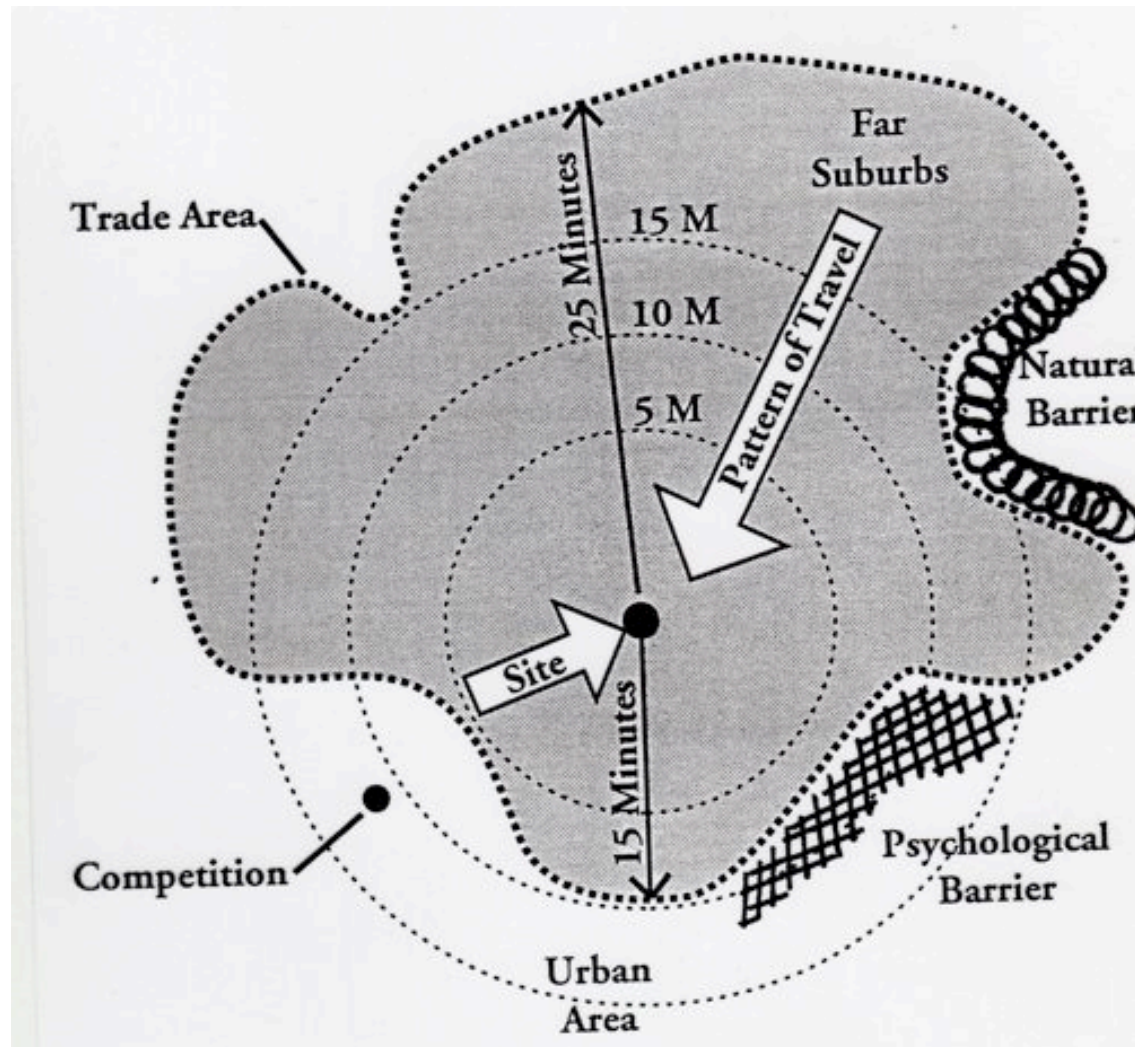
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- Organization Design
- Schematic Design
- Design Development
- Construction & Permit Documents
- Permits & Bids
- Construction
- FF&E Procurement
- Management Systems
- Policies & Procedures
- Staffing & Training
- Soft Opening
- Delighted Repeat Guests
- Profits
- Continuous Improvement

Market Area Factors

- Length-of-Stay (scale and mix)
- Drivetimes (varies by market)
- Competition (direct & indirect)
- Accessibility
- Visibility
- Nodes of retail & entertainment
- Patterns of travel
- Natural & psychological barriers
- Socio-economics & lifestyles
- Composition of residents & visitors
- Culture
- Guest Expectations

Concentric circle versus true market areas

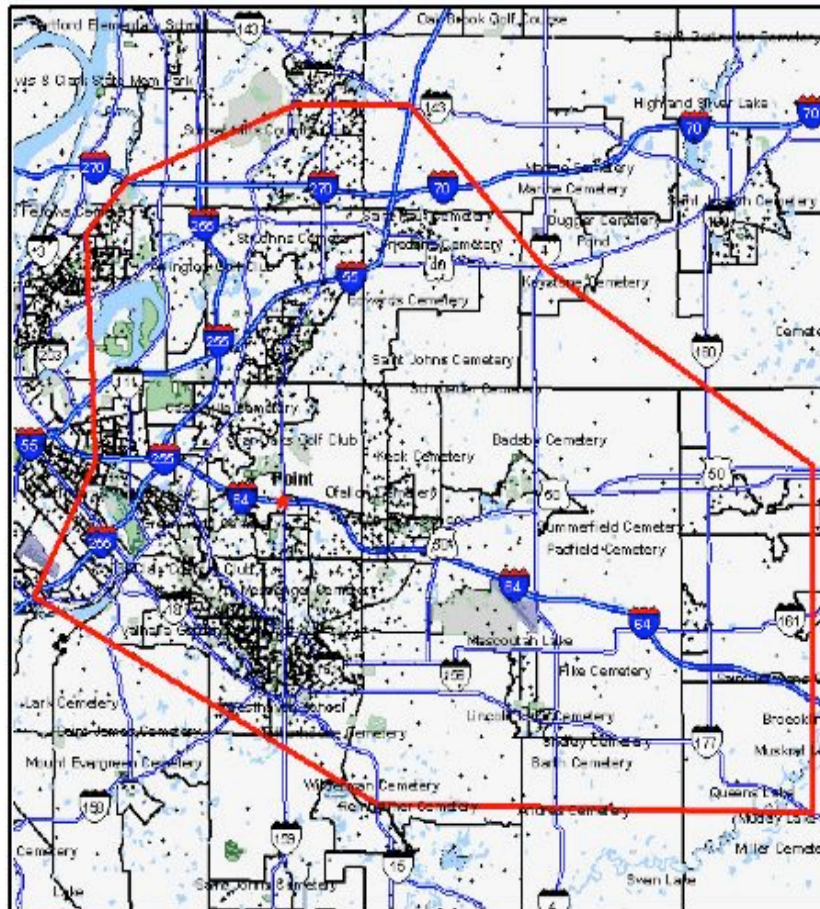


Household dot density map

Household Current-Year Dot Density Report

Prepared For: Project A
Project Code:

Order #: 963303931
Site: 01



N ILLINOIS ST AT I 64
FAIRVIEW HEIGHTS, IL 62208

Polygon

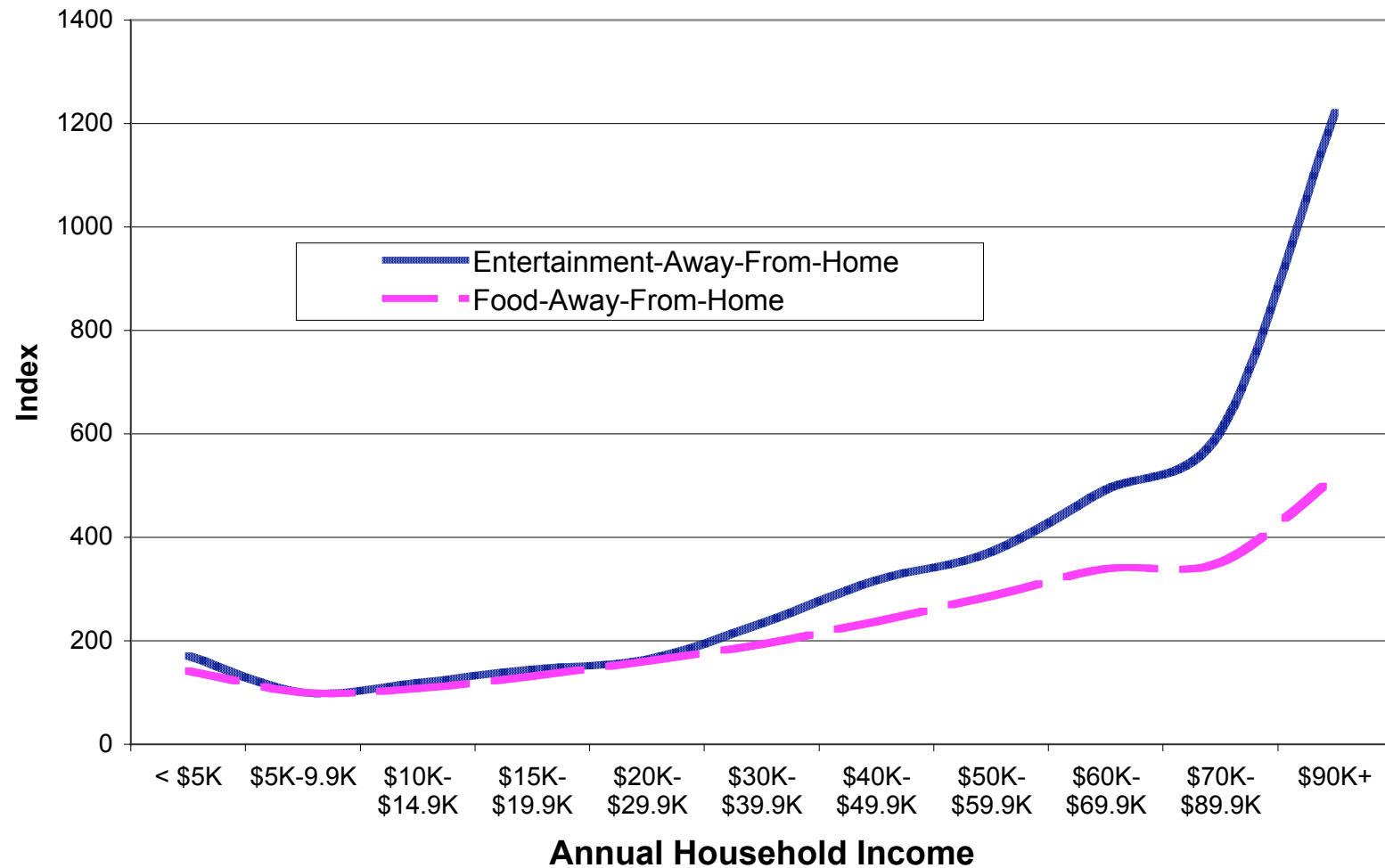
Coord: 38.599150 -89.984975



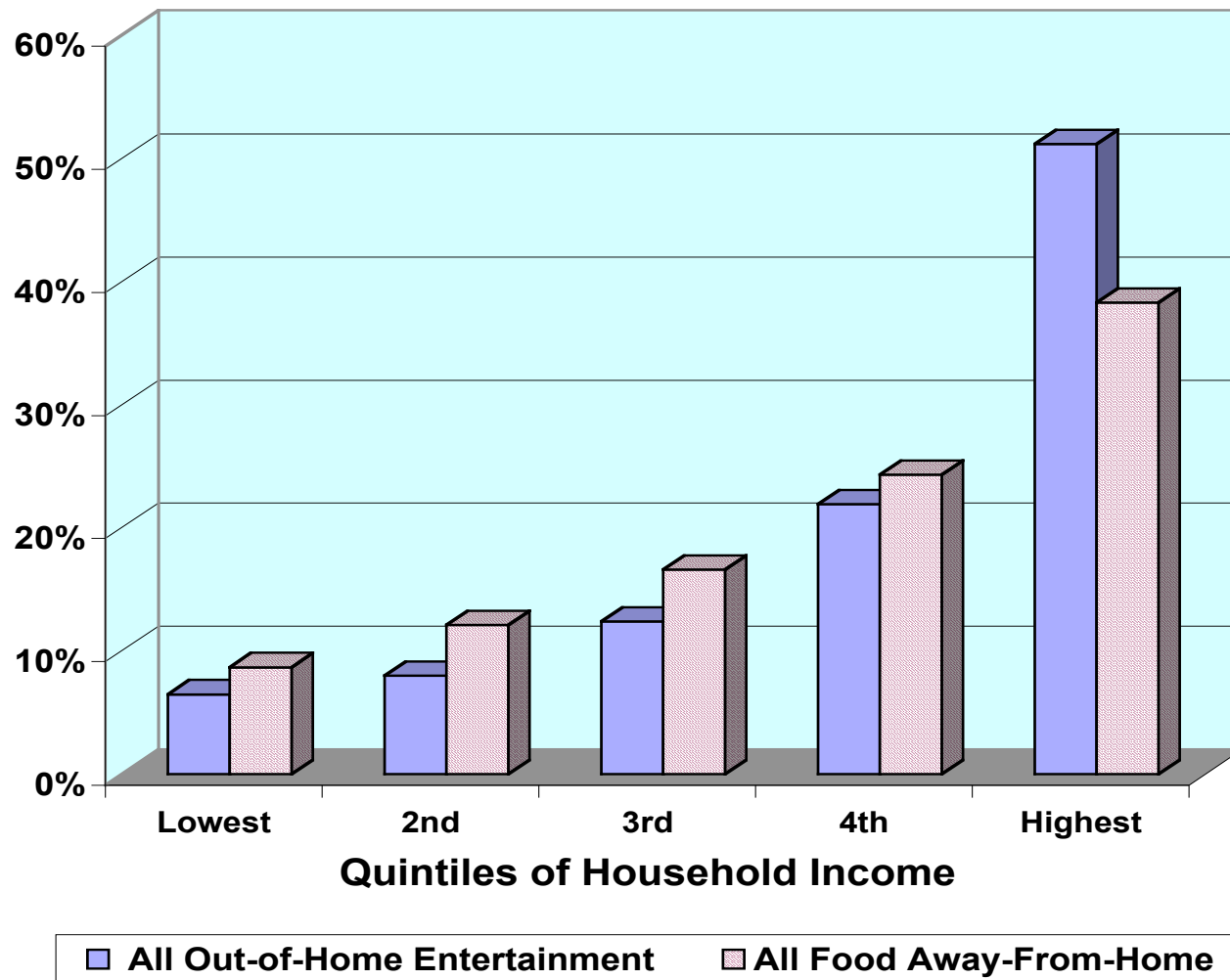
Prepared on: January 29, 2005
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Index of Household Spending 2001-2002



Percent of 2002 Expenditures by Income Quintile



Key Market Indicators

- Number of families with children
- Number of children by ages of play
- Growth of # of children
- Average family incomes
- Family income distributions
- Market distribution of family incomes
- Families below poverty level
- Educational attainment
- Employment/occupation
- Socio-economic/lifestyle of children families
- Distribution of target market by drivetime

Targeting a niche market

If you try to be all things to
all people, you only end up
not being special to anyone.

To be success, you need to target the niche market you want to become special to by:

- ❖ Type of group
- ❖ Ages of attendees
- ❖ Socio-economics/lifestyles
- ❖ Type of experience

Focused assortment

A mix and features that are
focused on delighting a
defined market niche

Four family markets

- Children 2-7 years with parents
- Children 8-12 years with parents
- Children 2-12 yrs with parents
- At-home moms with preschoolers
- 4.1 - grandparents with grandchildren



Family households with children

In 2003 - 25 million US families

60% with children >12 yrs.

39% with children 6–11 yrs.

37% with children >6 yrs.

33% with children >5 yrs.

The vast majority of family visits consists of parents with children 12 years and younger



At some agritainment facilities:
40%+ of children >4 years



The family marketing equation

1. Mom is in the driver's seat
2. The children are sitting next to her the navigators, and
3. If the husband is along, he is sitting in the back seat paying the bills (*poor dad!*)



At-home moms

- 30% of all married-couples with children < 15 years
- 35% of all married-couples with children < 6 years. In some markets as high as 60%
- 60% have incomes \$40,000+

At-home moms with preschool children can be high repeat customers



Today's at-home mom

- No Harriet



- 2/3's preschool moms are Generation Y
- May have already succeeded at a career
- Helicopter mom
- High expectations
- Uses internet to research family destinations

Mom's should be your primary target market



Women control

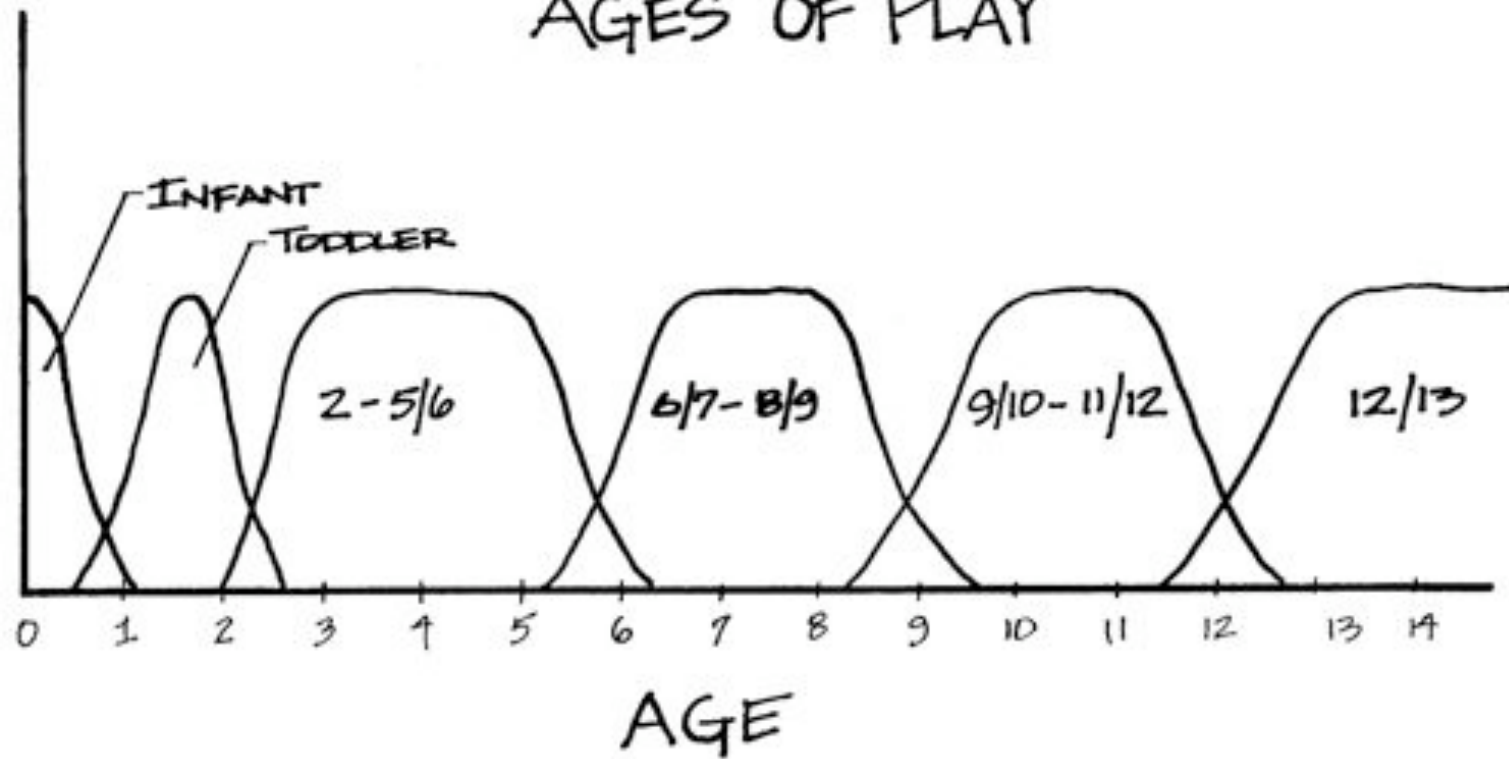
- 83% of all product purchases
- 92% of family vacation decisions
- Probably 90%± of family decisions to visit your farm

Also target the children, as today, most children are consulted on family decisions

Children's ages of development (play)

Infants	up to 10± months old
Older Infants & Toddlers	10± months – 23± months
Two-year-olds	24± months – 35± months
Preschoolers	3± years – 5/6 years
Early Grade Schoolers	6/7 years – 8/9 years
Tweens	9/10 years – 12± years
Young Teenagers	13± years – 15± years
Older Teenagers	15± years – 17/18 years

AGES OF PLAY



Children's basic age groupings for play & entertainment

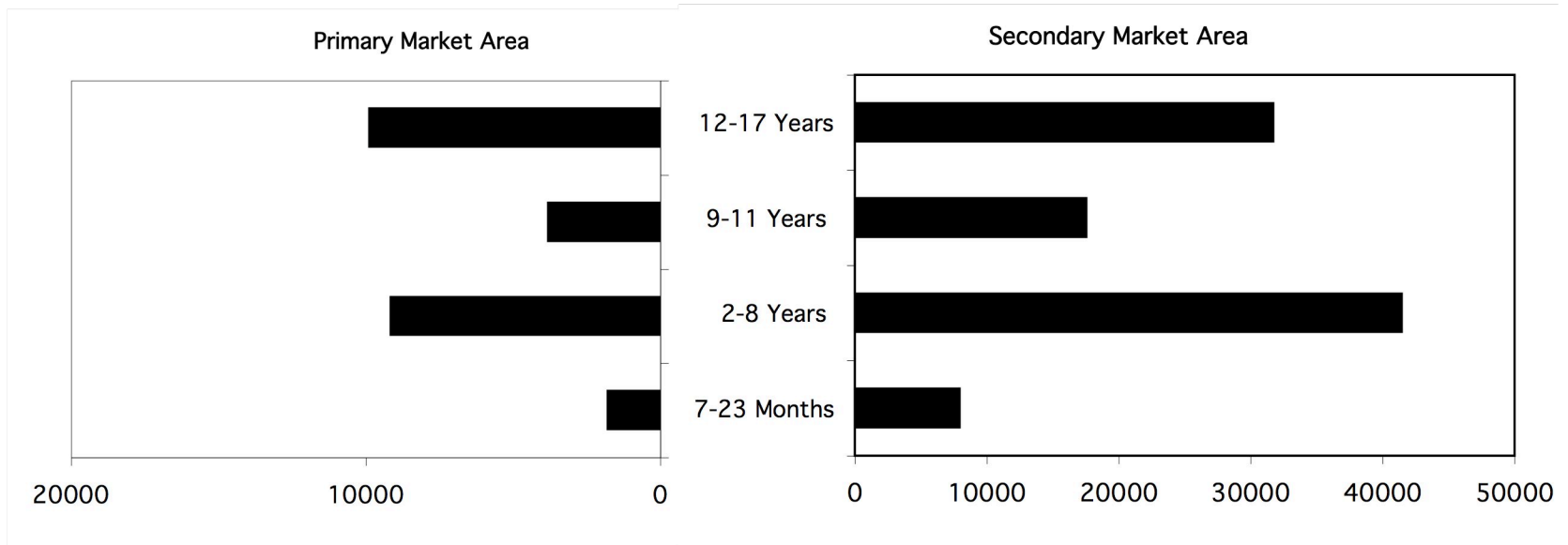
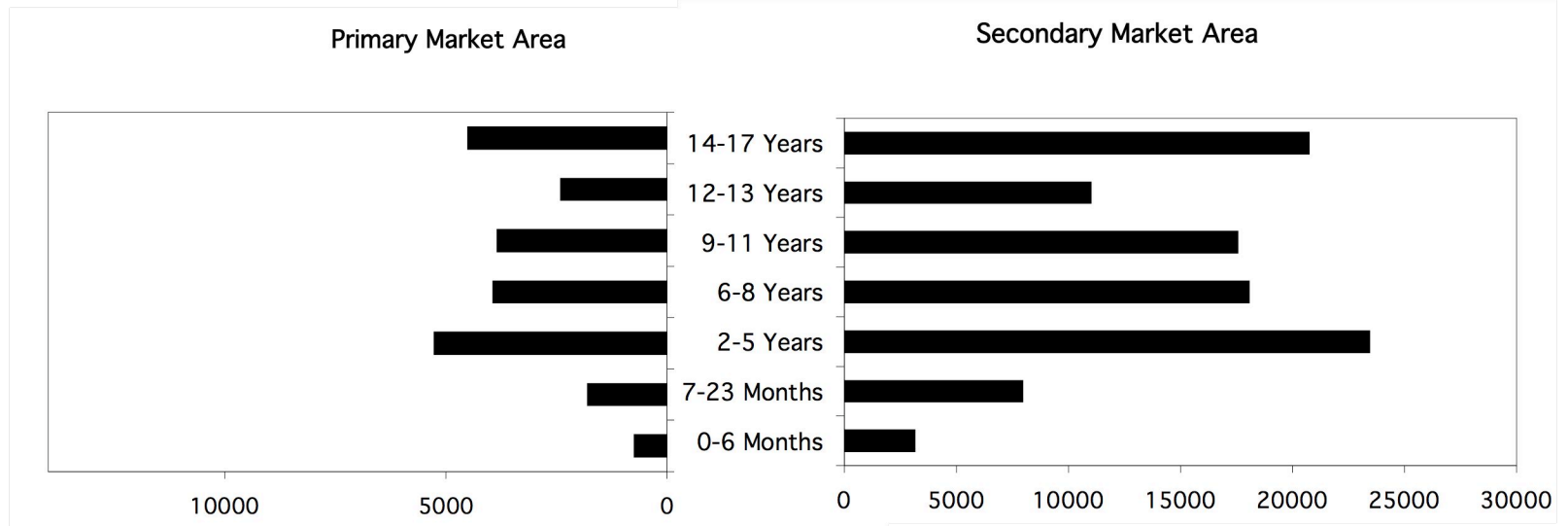
toddlers & 2's (strollers)

3 – 7/8 year-olds

8/9 – 11/12 year-olds (tweens)

teenagers

AGES OF PLAY - 2001 CHILDREN



Attraction Matrix

	Toddler	3-5	5-8	Tween	Teens	Family	School groups	Church groups
Restaurant/Café								
Labyrinth								
Miniature Golf								
Bumper Boats								
Go-Karts								
Animals								
Train								
Carousel								
Foam Factory								
Bumper Karts								
Redemption & Games								

Attendance & Financial Projections

Projections

- Attendance by type attendance
- Attendance by age group
- Operating capacity & throughput requirements
- Parking requirements
- Prices
- Per capita revenues
- Annual revenues
- Cost of goods sold (COGS)
- Operating expenses
- Cash flow from operations
- Debt service
- Cash flow after debt
- EBITDA
- Depreciation & amortization
- Taxes
- Profit
- Return on investment

Type of revenues

- General admission, attraction fees & armbands
- Food & beverage
- Birthday parties & celebrations
- Other groups
- Field trips
- Sleep-overs (lock-ins)
- Day camps
- Classes & workshops
- Retail
- Sponsorships
- Advertising

$$\begin{array}{c} \text{Annual attendance} \\ \times \\ \text{Per capita expenditures} \\ = \\ \text{Annual revenues} \end{array}$$

$$70,000 \times \$12 = \$840,000$$

PROJECTION WORKSHEET For Children's Centre

All amounts are in AED

Guest Category	Annual Attendance	Admission & Event Per Caps	Food & Bever Per Caps	Games Per Caps	Retail Per Caps	TOTAL Per Caps	Admission & Event Revenue	Food & Bever Revenue	Games Revenue	Retail Revenue	TOTAL Revenue
General Admission											
Children											
7-35 mos.	15,983	13.95	7	8	0.2	29.2	222,960	111,879	127,862	3,197	
3-9 yrs.	82,840	27.90	9	12	0.2	49.1	2,311,244	745,563	994,084	16,568	
Total/Aver Children	98,823	25.64	8.7	11	0.2	45.9	2,534,204	857,442	1,121,946	19,765	
Parents	49,412	5.58	14	4	0.2	23.8	275,716	691,761	197,646	9,882	
Total/Average All	148,235	18.96	10.5	9	0.2	38.5	2,809,920	1,549,203	1,319,592	29,647	5,708,362
Per Caps for Events Below Are In Addition to Food & Beverage, Game, and Retail Included in Bundled Admission Price of Each Events											
Birthday Parties											
Children	73,491	40.5	0	4	0.2	45	2,973,081	0	293,964	14,698	3,281,744
Adults	36,746	17.2	0	1	0.2	18.4	632,207	0	36,746	7,349	676,302
Total/Average All	110,237						3,605,288	0	330,710	22,047	3,958,045
Subtotal	258,471						6,415,208	1,549,203	1,650,302	51,694	9,666,408
Enrichment Classes	7,200	35	0	0	0.1	35.1	252,000	0	0	720	252,720
Field Trips											
Preschool/K	8,892	18	0	0	0	18	160,056	0	0	0	160,056
Grade School	15,591	18	0	0	0	18	280,638	0	0	0	280,638
Summer Camps	2,400	20	0	0	0	20	48,000	0	0	0	48,000
Total/Average All	26,883	18.2					488,694				488,694
Summer Camps	2,280	50	0	1	0.1	51.1	114,000	0	2,280	228	116,508
Fund Raisers	3,900	9.5	10.5	9	0.2	29.1	36,964	40,759	35,100	780	113,603
Sleep Overs	1,200	50	12	12	0.3	74	60,000	14,400	14,400	360	89,160
TOTAL/Average	299,934	24.6	5.3	5.7	0.18	35.8	7,366,866	1,604,362	1,702,082	53,782	10,727,093
Children Attend	211,827										
Adults Attend	88,107										
Guest Category	Annual Attendance	Admission & Event Per Caps	Food & Bever Per Caps	Games Per Caps	Retail Per Caps	TOTAL Per Caps	Admission & Event Revenue	Food & Bever Revenue	Games Revenue	Retail Revenue	TOTAL Revenue

Simplified cash flow statement

Cash Receipts		\$100,000
Expenses:		
Labor	\$25,000	
Cost of Goods Sold	<u>10,000</u>	
	<u>(35,000)</u>	
Gross Profit		65,000
Other Expenses		<u>(15,000)</u>
Cash Flow from Operations		50,000
Less:		
Debt Service (int + prin)	15,000	
Replacements	20,000	
Taxes	<u>5,000</u>	
		<u>(40,000)</u>
Cash Flow		\$10,000

Conversion of cash flow to EBITDA

(earnings before interest, taxes, depreciation & amortization)

Cash Receipts		\$100,000
Expenses:		
Labor	\$25,000	
Cost of Goods Sold	<u>10,000</u>	
	<u>(35,000)</u>	
Gross Profit		65,000
Other Expenses		<u>(15,000)</u>
Cash Flow from Operations		50,000
Less:		
Debt Service (int + prin)	15,000	
Replacements	20,000	
Income Taxes	<u>5,000</u>	
		<u>(40,000)</u>
Cash Flow		\$10,000
Add back:		
Debt Service (int + prin)	15,000	
Replacements	20,000	
Income Taxes	<u>5,000</u>	
		<u>(40,000)</u>
EBITDA		\$50,000

Simplified profit & loss statement

Revenue		\$110,000
Expenses:		
Cost of goods sold		<u>10,000</u>
Gross profit		100,000
Other expenses		<u>(40,000)</u>
EBITA		60,000
Less:		
Interest	10,000	
Taxes	5,000	
Amortization (depreciation)	<u>15,000</u>	
		<u>(30,000)</u>
Profit or Loss		\$30,000

Cash-on-cash return (pre-tax)

Cost \$2,000,000

Debt \$800,000

Capital \$1,200,000

Annual Attendance 130,000

Per Capita Expenditures \$12

Annual Revenues \$1,560,000

Annual Expenses \$1,170,000 75%

Annual Cost Flow before Debt \$390,000 25%

Debt Service \$94,000 11.75% constant

Annual Cash Flow after Debt \$296,000

Annual Return on Cost 19.5%

Annual Return on Capital 37.0%

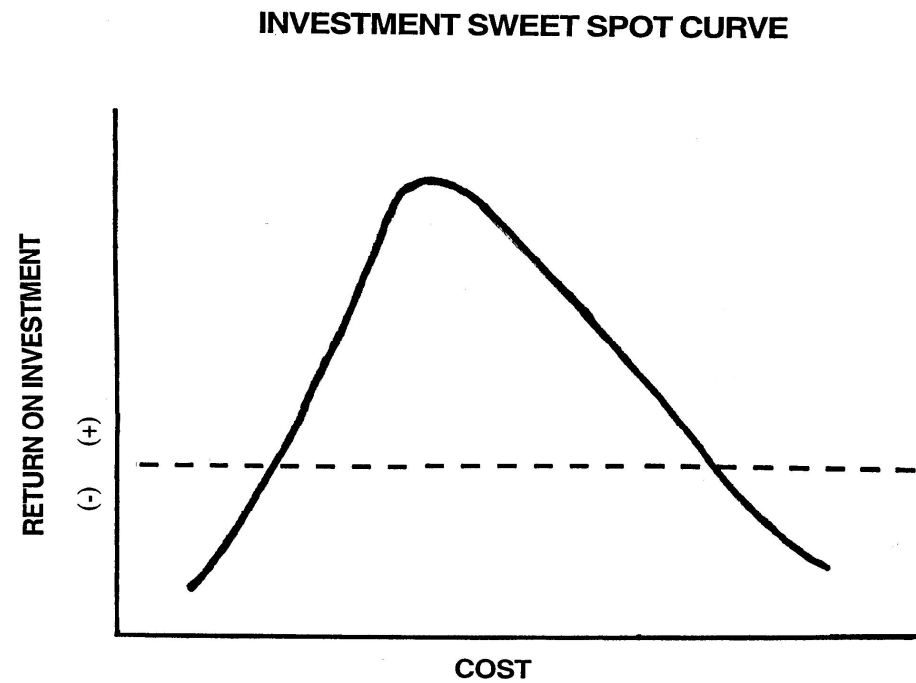
Pro Forma Projections of Annual Revenues, Expenses & Cash Flow

REVENUE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Buffet Pizza/FEC area					
F&B Revenue	\$ 1,943,366	\$ 1,888,365	\$ 1,945,016	\$ 2,003,366	\$ 2,063,467
Entertainment Event Fees	881,147	856,209	881,895	908,352	935,603
Games (nic with birthday parties & groups)	<u>864,621</u>	<u>840,150</u>	<u>865,355</u>	<u>891,315</u>	<u>918,055</u>
Subtotal Buffet Pizza/FEC area	3,689,134	3,584,724	3,692,266	3,803,034	3,917,125
Birthday Parties	769,504	932,458	960,432	989,245	1,018,922
Lock-ins/Post Prom Parties	43,200	57,600	79,200	83,520	87,840
Fund Raiser Groups	12,000	24,000	31,800	32,700	33,600
Other Groups	18,000	28,800	38,160	39,240	40,320
Brand Merchandise	32,000	41,200	42,436	43,709	45,020
Sponsorships	10,000	20,600	21,218	21,855	22,510
Miscellaneous Revenue	<u>10,000</u>	<u>10,300</u>	<u>10,609</u>	<u>10,927</u>	<u>11,255</u>
TOTAL REVENUE	4,583,838	4,699,682	4,876,121	5,024,230	5,176,593
COST OF SALES					
Labor & Benefits	1,329,313	1,339,409	1,389,694	1,431,905	1,475,329
F&B (nic birthday parties & groups)	583,010	557,068	573,780	590,993	608,723
Redemption Prizes, Tickets & Tokens	189,631	193,629	201,472	207,626	213,954
Split with Coin-Operator	388,743	396,940	413,017	425,633	438,606
Birthday Parties (nic games)	123,121	149,193	153,669	158,279	163,028
Lock-ins/Post Prom Parties	6,912	9,216	12,672	13,363	14,054
Fund Raiser Groups (nic games)	1,920	3,840	5,088	5,232	5,376
Other Groups (nic games)	2,700	4,320	5,724	5,886	6,048
Brand Merchandise	12,800	16,480	16,974	17,484	18,008
Sponsorships	1,000	2,060	2,122	2,185	2,251
Credit Card Fees & Bad Debt	<u>45,838</u>	<u>46,997</u>	<u>48,761</u>	<u>50,242</u>	<u>51,766</u>
TOTAL COST OF SALES	2,684,988	2,719,153	2,822,973	2,908,830	2,997,143
GROSS PROFIT	1,898,850	1,980,529	2,053,147	2,115,400	2,179,450
OTHER OPERATING EXPENSES					
Supplies not in "Cost Of Sales"	50,000	51,500	53,045	54,636	56,275
Repairs & Maintenance	35,000	45,500	59,150	76,895	99,964
Replacements	15,000	50,000	80,000	100,000	120,000
Advertising, Marketing & Collateral	183,354	187,987	195,045	200,969	207,064
Trash Removal	10,000	10,300	10,609	10,927	11,255
Professional Fees & Training	25,000	25,750	26,523	27,318	28,138
G&A, Office Expenses, Dues, Auto, T&E, & O	50,000	51,500	53,045	54,636	56,275
Insurance: Casualty & Liability	85,000	87,550	90,177	92,882	95,668
Govt. & Media Licenses & Permits	10,000	10,300	10,609	10,927	11,255
Real Estate & Personal Property Taxes	115,520	118,986	122,555	126,232	130,019
Utilities, Telephone & Alarm Monitoring	81,900	85,176	88,583	92,126	95,811
Pest Control	5,000	5,150	5,305	5,464	5,628
Miscellaneous	25,000	25,750	26,523	27,318	28,138
TOTAL OPERATING EXPENSES	690,774	755,449	821,167	880,331	945,490
CASH FLOW before debt, depreciation, amortization & income taxes	\$ 1,208,076	\$ 1,225,081	\$ 1,231,980	\$ 1,235,068	\$ 1,233,960
	26.4%	26.1%	25.3%	24.6%	23.8%
EBITDA	\$ 1,223,076	\$ 1,275,081	\$ 1,311,980	\$ 1,335,068	\$ 1,353,960
	26.7%	27.1%	26.9%	26.6%	26.2%
Cash-on-Cash Return on Cost	18.8%	19.6%	20.2%	20.5%	20.8%

Cost Estimates

Often a Fatal Error

Underestimating
the cost of
delivering the
required guest
value to obtain the
desired results



Value Engineering

A organized approach of optimizing both cost and performance at the beginning of a project – at the beginning of the design process

versus

Engineering out all the guest value after the design is completed

Cost Estimate

- Events & Attractions
- Furniture, Fixtures & Equipment
- Site Improvements
- Building & Interior Improvements
- Theming/Décor
- Shipping & Installation
- Use Tax
- Soft Costs
- Start-up Inventory

Things often overlooked

- Sales/use tax
- Freight
- Storage
- Security/alarm systems
- Cleaning equipment
- Data wiring
- Spare parts
- Design, consulting, research
- Printing, overnights, travel
- Permits
- Training
- Pre-opening expenses– utilities, insurance, etc.
- Pre-opening payroll
- Pre-opening marketing collateral
- Prepaid expenses – insurance
- Legal & accounting
- Financing costs
- Contingency

Construction costs have
increased 12% in the last year

Disney formula of success:

“What’s our success formula?
It’s attention to infinite detail,
the little things, the little,
minor, picky points that others
just don’t want to take the
time, money, or effort to do.”

John Hench
Disney Imagineer

Major barriers to successful design

You are not your guest!

Androcentrism
(male-biased design)

Cohort-centrism
(generation-biased design)

Other barriers to successful design

- Lack of good base survey, topography and as-built plans
- No master plan
- Not right-sizing all components
- Not planning for expansion
- Not staying true to the brand

Selecting a designer/architect

*Local architects
are generalist*



Agritainment is a very specialized type of facility that requires expert knowledge of the business and how design impacts success

Phases of design

Architectural, interior design, MEP

Program

Concept plan

Preliminary plan

Design development

Construction documents & specs

Furniture, fixtures & equipment

FF&E preliminary design/selection

FF&E design/specifications

FF&E procurement

Your brand = Your identity

Every aspect and element of your business, its facility, its operation and your organization contributes to your brand identity, good or bad.

Branding is about the totality of your guests' experiences. Your brand is about everything you do which impinges on the consciousness of the guest and, more importantly, it is about everything s/he thinks you do and are.

Brand Elements (all need to be consistent)

Mission statement

Logo

Slogan

Graphic style

Typography

Name

Color scheme

Stationary

Business cards

Web site design

Web site download time

Mascot

Easy of navigation/use

Collateral materials

Advertising

Wayfinding

Architecture

Interior design

Landscape design

Décor & theme

Trade dress

Uniforms

Signs

Uniforms

Agritainment has a pre-established general brand identity

for parents:

nostalgia
wholesome
outdoors
fresh food
fun for children
educational for children



for children:

fun
animals



You need to take agritainment
and turn it into your own special
brand identity



Stay true to the brand

- keep it 'farm' authentic
- tell your story
- not too slick
- avoid upfront technology
- maximize the appeal of the outdoors and nature, a farm experience, fresh food & animals

Women are not a niche market, they are the majority market—they control 83% of all product purchases and 92% of all vacation decisions.



Market research has proven time and time again that the primary thing women want, as people and consumers, is relationships. They want to understand what a brand stands for on the whole and whether the brand's image, philosophy and/or ethics are in sync with their own.

Companies that demonstrate a sense of social responsibility stand out in the world of increasingly undifferentiated goods and services.

A very important part of peoples' emotional bond with a brand is knowing that the brand not only behaves well for them, but that it is actively involved in making the world a better place (is socially responsible) – ‘Citizen Brand.’

Emotional relationship

Guest service is so important, as without it, everything else is hype. You can't have an emotional relationship based on hype. When given a choice, people will always vote for brands that make them feel loved!

Agritainment theming errors

- Mistaking the farm environment for the experience, rather than merely the set within which experiences occur
- Thinking your farm theme permits your underlying goods and services to be of lower quality
- Not creating your own unique farm brand based on your story

Eliminate negative clues

The best theming is destroyed
by the addition of things
that don't fit

Mascot



“New Luxury” or “Affordable Luxury” Offerings

Americans are willing, even eager, to pay a premium price for goods and services that possess higher levels of quality, taste and aspirations.

Know as “trading up”

New Luxury Examples

- Panera Bread
- PF Chang's China Bistro
- Cheesecake Factory
- Victoria's Secret
- Williams-Sonoma
- Pottery Barn
- Restoration Hardware
- Starbucks
- Callaway Golf

Target vs. Wal-Mart

New Luxury companies

- 20% of a category's volume
- 40% of its dollar volume
- 60% of its profits

Turns the classic demand curve on its head

Volume increases with price rather than
decreases

Family-friendly

Meeting the needs for both parents and children (*duality of design*)

No need to adapt to the environment

Family-friendly staff

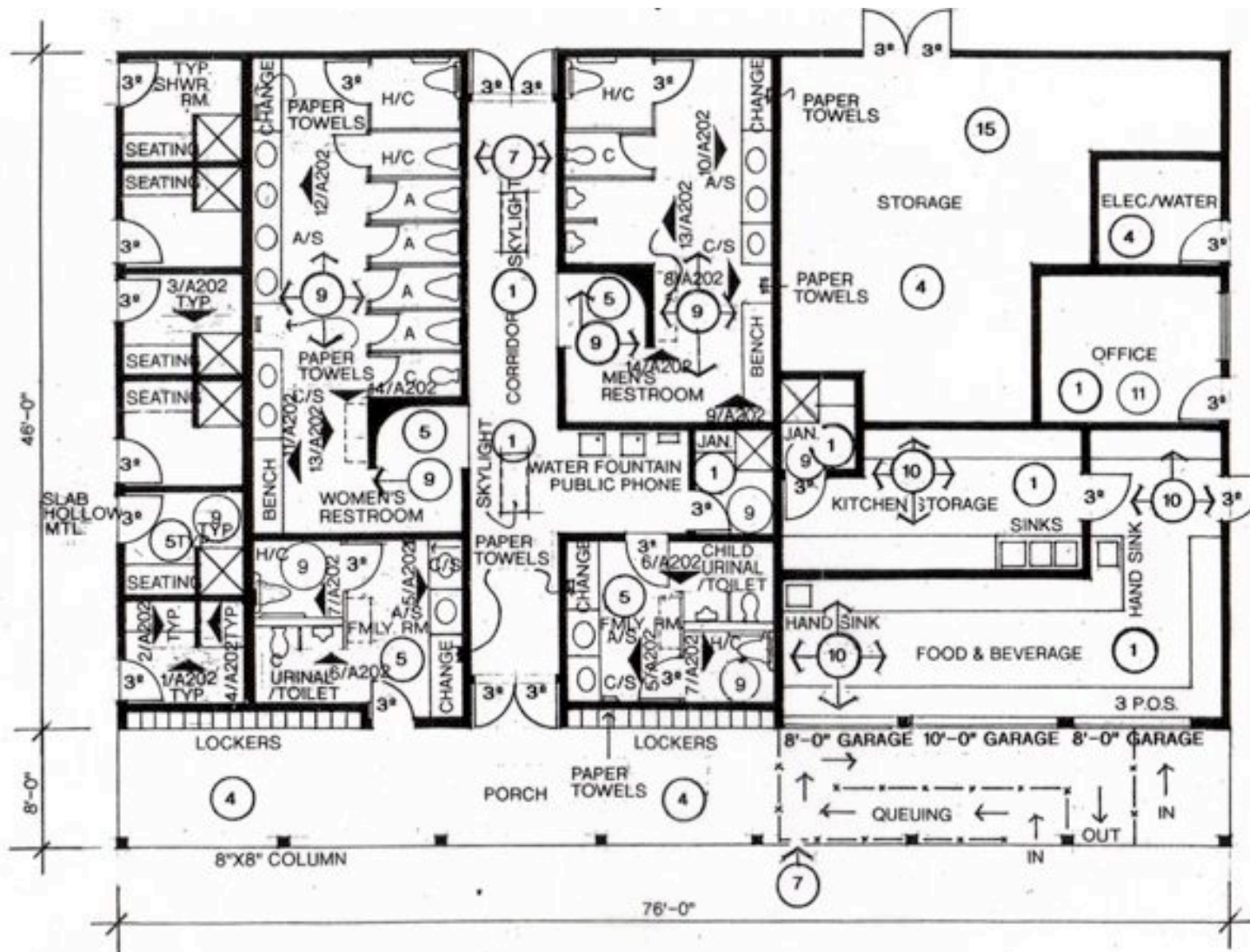
Making it work for parents (mom)

- clean & sanitary
- restrooms
- security (abductions)
- safe from injury & disease
- visibility & monitoring
- shade
- seating
- zoning for young children
- fun for child
- educational (edutainment) for child
- Website
- food & beverage

Restrooms



- child size & height sinks
- children's toilet
- dedicated diaper changing
- clean & bright
- room for strollers
- family restroom
- potty parity



Dedicated diaper changing

Permanent counter
with space for:

- changing
- paraphernalia
- hand wash sink

Not this



Universal
design
urinal



Porta potties



- handicap size
- keep clean
- outdoor sinks with soap & running water
- separate diaper changing area

Shade



Great shade example



Orientation & Wayfinding



Seating & Visibility

Stroller, ADA and grandparent friendly wagon loading



Strollers





this

High chairs

not this



Booster seat



Infant cradle



The importance of a Web site

To Gen-Y & Gen-X moms, you will only be as desirable as your Web site portrays you.

They want meaningful & honest information:

- who you are
- hours & prices
- what you offer
- photos
- where you are
- contact information

Check out www.davisfarmland.com

Making it
work for
children



Child Development

Understanding it is key to successfully
designing for children



What makes it work for children

- affordances for desired behavior
- variety
- developmentally appropriate
- anthropometrics
- scale of space
- zoning
- visibility

Children read environments differently than adults

Adults see the environment as the background for events. They experience it vicariously; they enjoy its form, shapes, and aesthetics. They understand its socially acceptable use.

Children & the environment

Children look for the environment's affordances
– opportunities the environment “*affords*” them
to do things – how they can interact with it.

Children interpret the environment in terms of
its possible interactive function rather than its
form.

Children are biological programmed to explore and interact with the environment as a part of their development.

How a child sees a rock

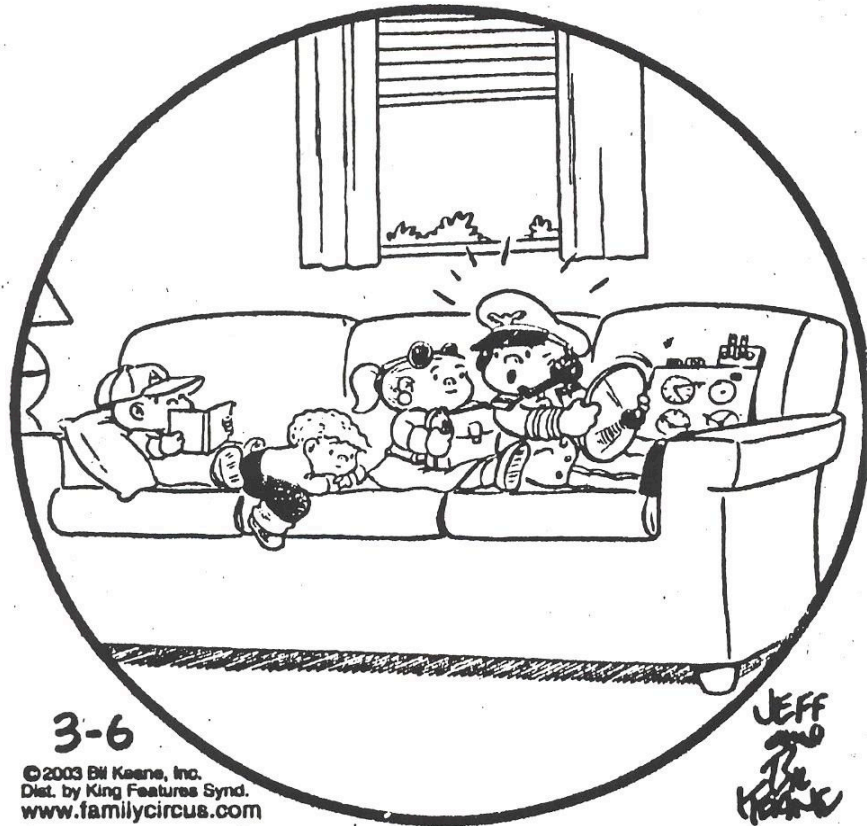


Small rock *affords*
grasping & throwing



Large rock *affords*
stepping on, looking
under or climbing on

Uses for
a couch



“Just a minute, Mommy! We’re on final approach!”

Also good for bouncing on, sprawling out on, climbing on, jumping over and hiding behind

What does a long hall *afford* a child?



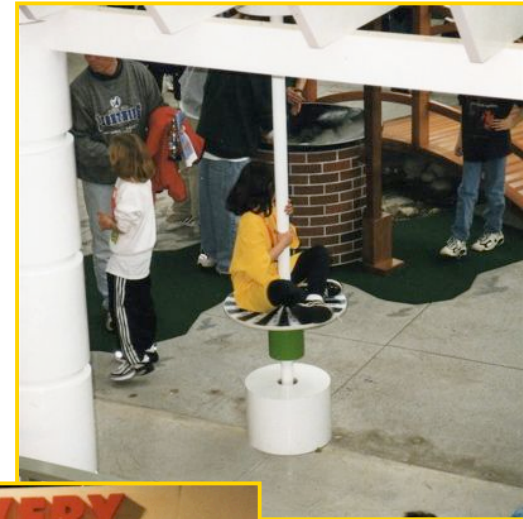
Child not misbehaving

Doing exactly what her brain is biologically wired to do, based upon the environment's affordances and her developmental age.

Fulfilling her developmental task - to explore and interact with the environment

When a child behaves in an environment in a way adults see as improper, most often it is the adults' fault for not designing the environment appropriately for the child

Adults' challenge is to design the environment to obtain the desired behavior--to plan the *affordances* by design





Children's Boredom

- Mismatch between what children have ability to do and what they are expected or want to do
- If challenged beyond their ability, become anxious and claim boredom as a defense
- If not challenged enough, they're bored
- In both cases, bored child will find ways to be challenged by climbing, running or other activities that match their ability

Children need environments
with high degrees of:

- challenge
- diversity
- novelty
- complexity

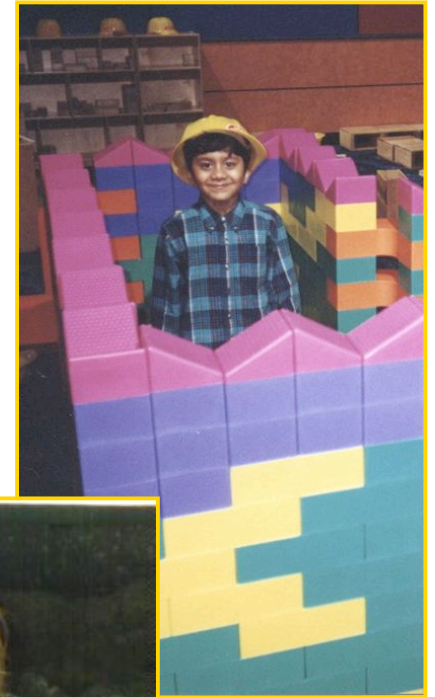
Children's developmental tasks and skill levels change as they age

Their physical, intellectual & social skills are constantly advancing

Environments must offer
graduated challenges

Children want to explore,
manipulate and transform
the environment, to have
control over it

Loose parts that children can manipulate, move and construct with are much more engaging than static equipment





Children's imaginations

Environment needs to:

- promote and support imaginative pretend play with props and loose parts
- be open-ended so children can use their imaginations to develop their own play scripts

Children are biologically wired for pretend play

Pretend play is nature's way of programming children with a pleasurable activity that teaches them about the world around them and how to become a part of society

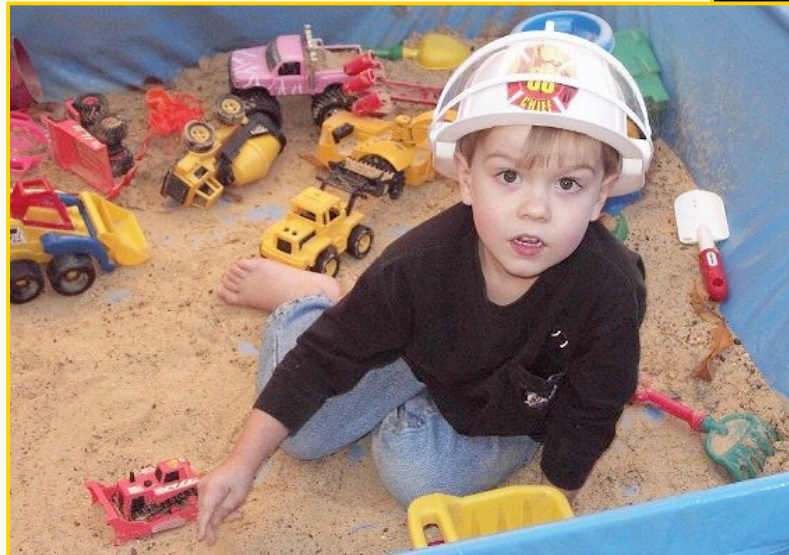
One of the unique qualities of pretend play is that it has high repeat appeal

Children create their own play scripts

The scripts constantly change, so the play is different every time



Open-ended with loose parts and continually changing play scripts



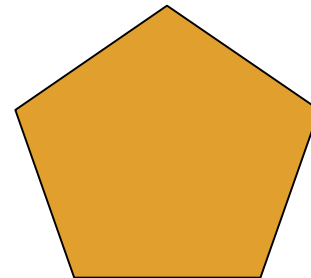
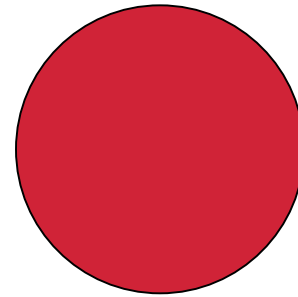
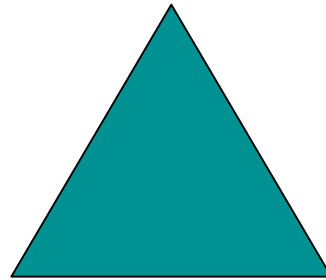
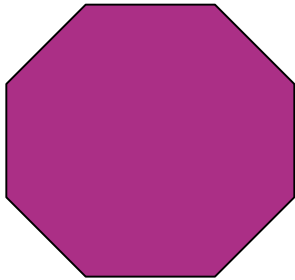
Children are more interested in the process of using the environment and loose parts than achieving an end result



Developmentally appropriate play

- Highly pleasurable
- Process-oriented, non-goal directed
- Child-initiated and self-initiated
- Activity of the mind, the imagination
- Free of imposed tasks or adult-imposed rules
- Hands-on, participatory
- Open-ended

Children prefer complex colors



Age appropriate play

toddlers & 2's

3 – 5 year-olds

6 – 8/9 year-olds

tweens

teenagers

the family together

Children want to be empowered.

They want to feel competent.

Child-scaled environments

- Higher the quality and complexity of play
- More focused play
- Lengthens duration of play (delays boredom)



Different activity areas need to be well defined with child-identifiable boundaries



Undefined open areas
are not successful

Proper adjacencies & zoning

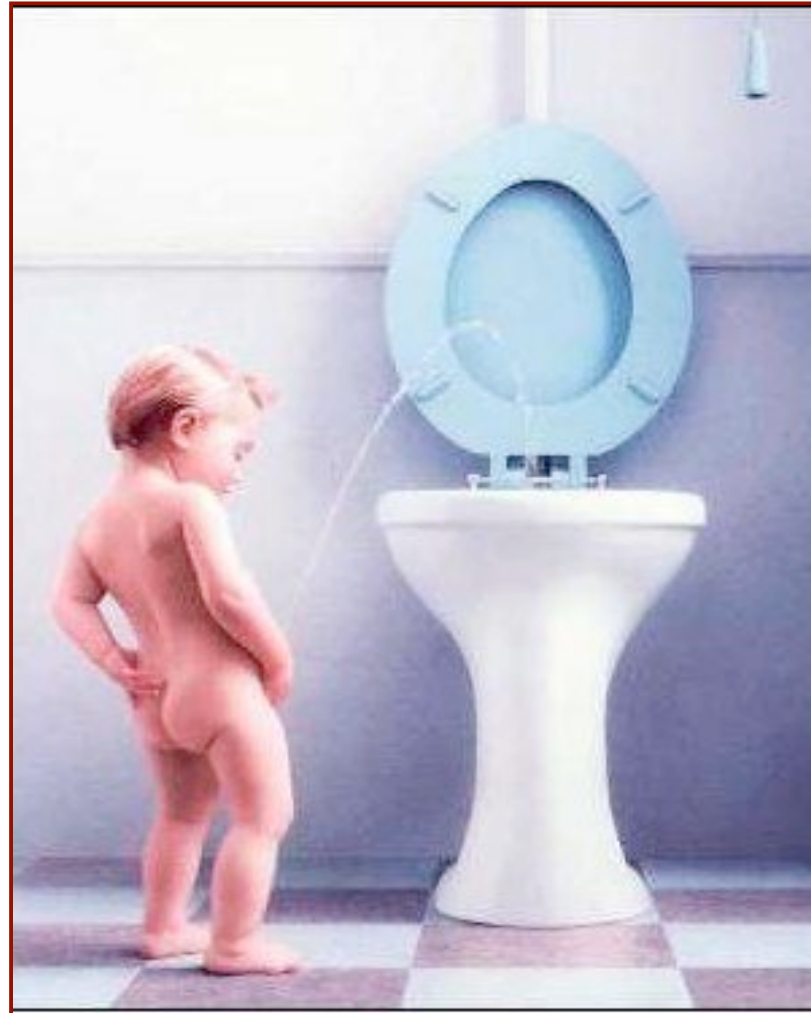
- quiet
- active
- messy
- age



Warning

The following slide may be
offensive to some viewers.
Audience discretion advised.

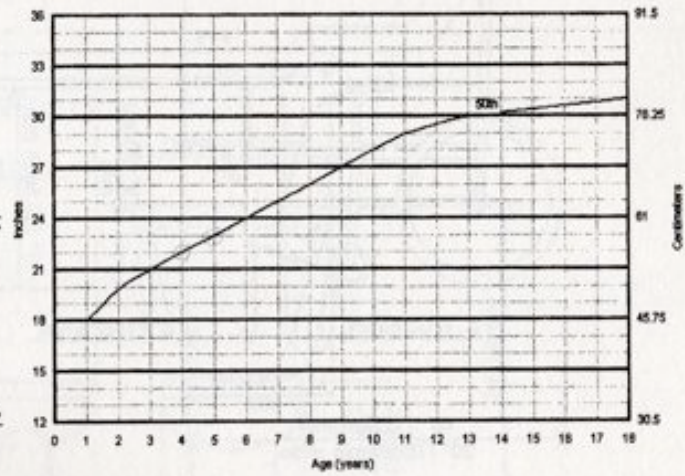
Anthropometrics is very important



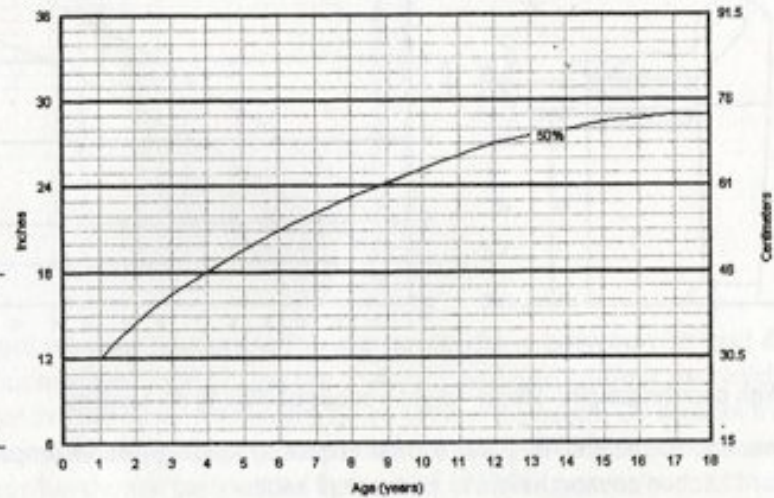
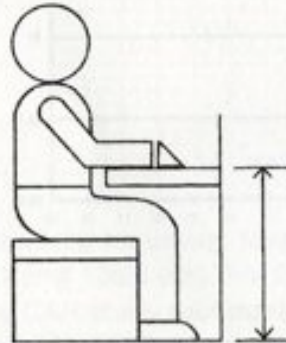
Anthropometric issues

- height
- reach
- eye level
- seating
- step height
- restrooms

SINK HEIGHT



Seated Worktop Height



4.5-year-olds' view



Inches make a difference



Laws & regulations

Americans with Disabilities Act (ADA)

Consumer Product Safety Commission (CPSC)

American Society of Testing Materials (ASTM)

Health department

State ride regulations

Other governmental laws and regulations

ADA Guidelines & Rules affecting play & recreation facilities

ADA Accessibility Guidelines for Buildings and Facilities

ADA Accessibility Guidelines for Buildings and Facilities;
Building Elements Designed for Children's Use

ADA Accessibility Guidelines for Buildings and Facilities;
Recreational Facilities (this includes playgrounds and
petting zoos)

CPSC Handbook for Public Playground Safety

Model Law on Public Play Equipment

Height of equipment

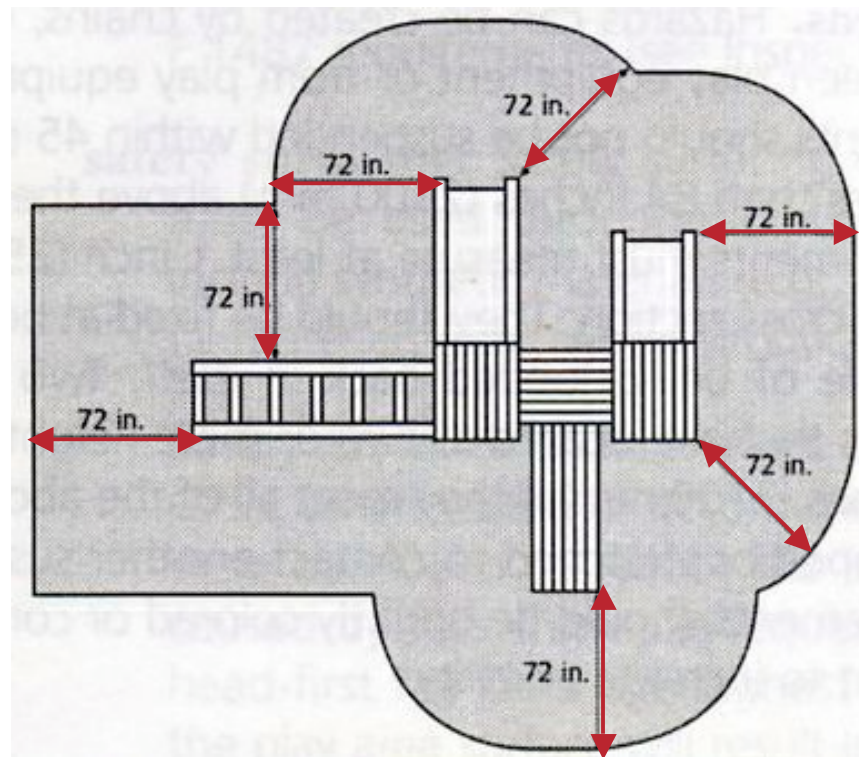
Use (fall) zone

Safety surfacing

Head & finger entrapment

Strangling hazards

Use (fall) Zones

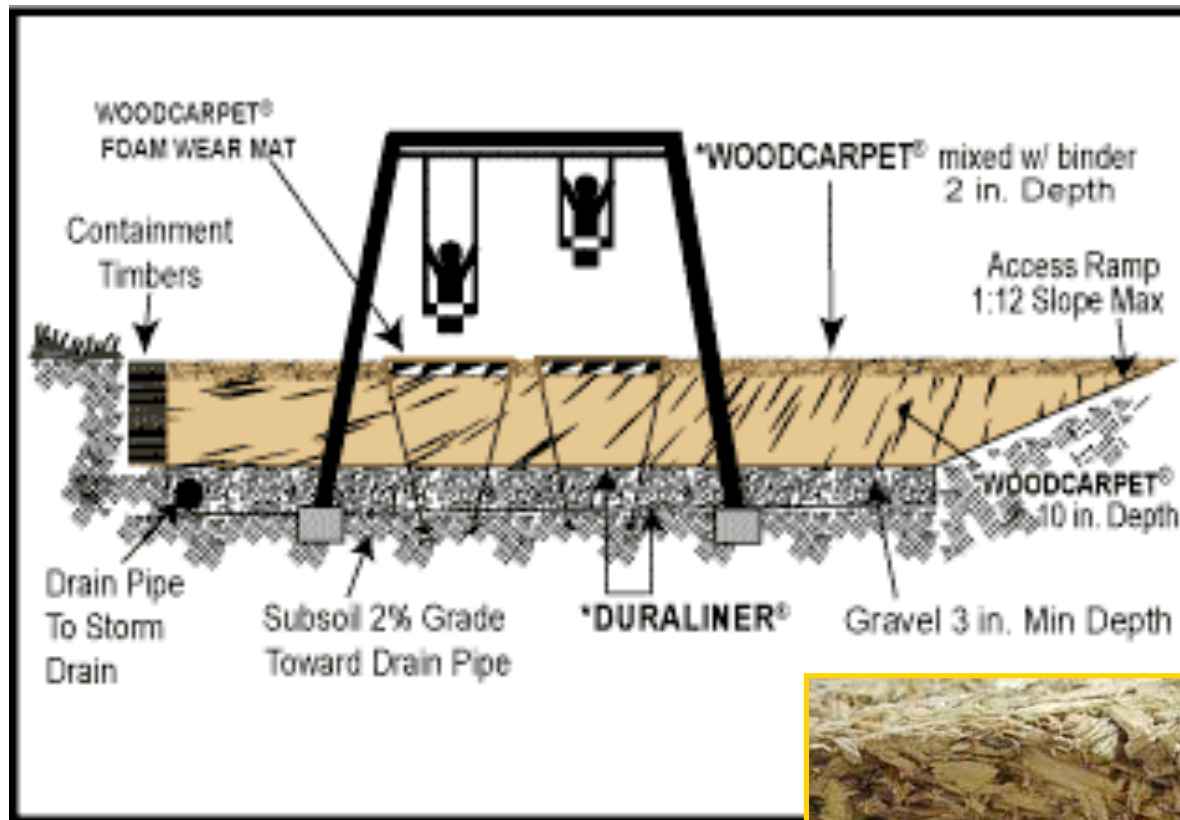


Safety surfacing

- Engineered wood fiber
- Poured-in-place rubber
- Rubber tiles
- Pulverized rubber

Sand, gravel and wood chips do not meet ADA accessibility requirements

Engineered wood fiber



This does not meet
safety requirements



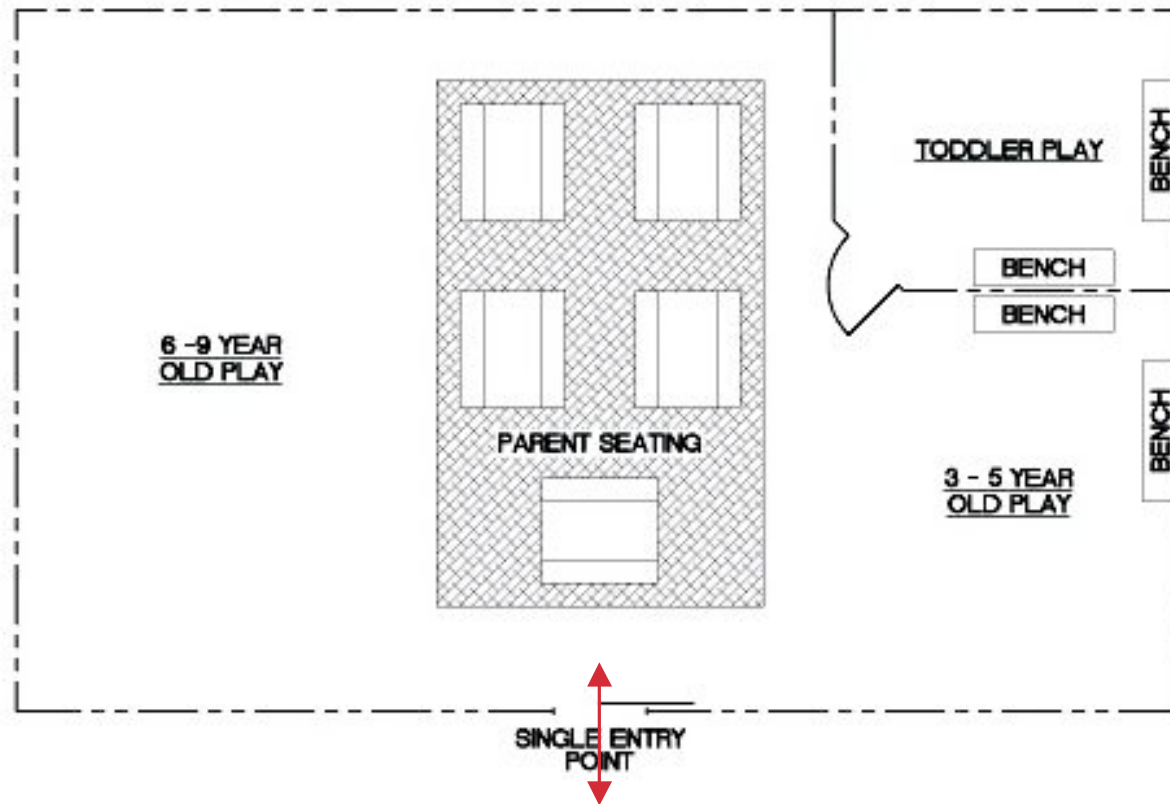
Age zoning of play equipment

Infants & toddlers

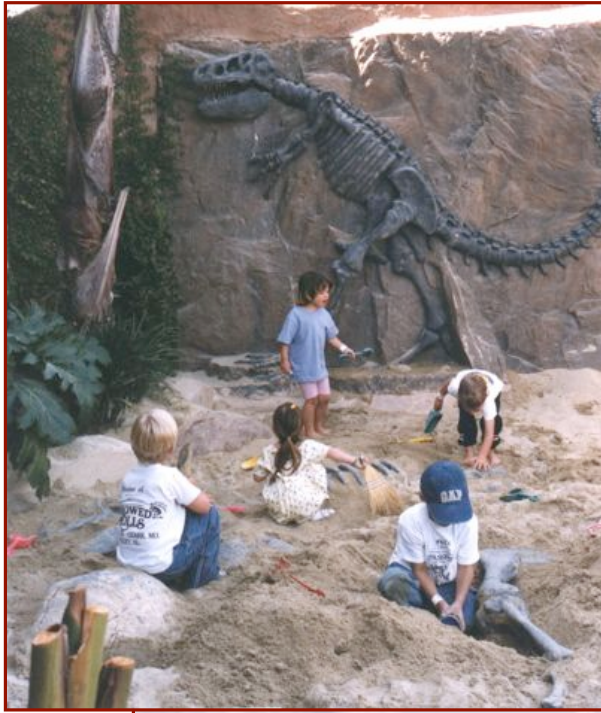
2–5 year-olds

Early school age

Prototype playground layout











Children love animals

Young children feel a natural kinship with and are drawn to animals, especially baby animals

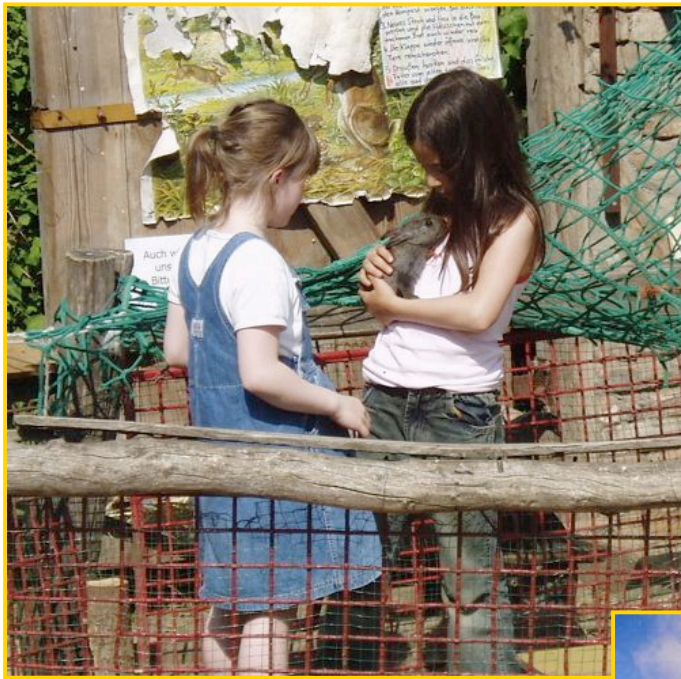
Children instinctively interact with animals

Children > 6 years – 80% of their dreams are about animals

90% of characters in preschool children's books are animals

Dominant appeal is to children 2 to 7 years-old





Children love things
smaller than
themselves &
larger than themselves



CDC research on E. coli infections in 2000 at two farms

Findings:

- contact with cattle
- activities promoted hand–mouth contact, nail biting, purchasing food
- animals not in separate area
- lack of convenient handwashing



Not this

This



Safety with animals

1. no cattle
2. animals in separate area away from food & beverage, play areas, etc.
3. handwashing with soap & running water at exit of animal area with signage
4. signage at entry to facility

SIGN FOR GENERAL ADMISSION TO FARM AND AT ENTRANCE OF ANIMAL PETTING AREAS

SAFETY TIPS

NAME OF FACILITY has created the following rules in compliance with suggestions from the Center for Disease Control to protect you and your family. Please note that harmful bacteria may be present in animal areas.

- Wash hands with soap and water upon leaving the animal area or touching animals.
- Supervise young children while washing their hands.
- Do not eat or drink in the animal area or before washing hands with soap and water.
- Please put away baby bottles, pacifiers, and children's toys before entering the animal area.
- People of high risk such as pregnant women, the very old, the chronically ill and those with compromised immune systems should avoid animal contact.

Thank You

SIGN AT HANDWASHING STATION

SAFETY TIPS

AFTER LEAVING ANIMAL AREAS OR TOUCHING
ANIMALS
WASH YOUR HANDS

Supervise young children while washing.

Use SOAP and WATER.

RUB hands together for 20 seconds.

WASH back of hands, lower forearms, wrists,
between fingers and under fingernails.

DRY hands with a clean paper towel.



These Animals Enjoy Your Attention

Please pet, feed and enjoy,
But don't ride, abuse, chase or annoy.

For your additional safety, animal pens are color coded
like a traffic light with hose on the fencing:



Green Hose = very friendly animals



Yellow Hose = use caution

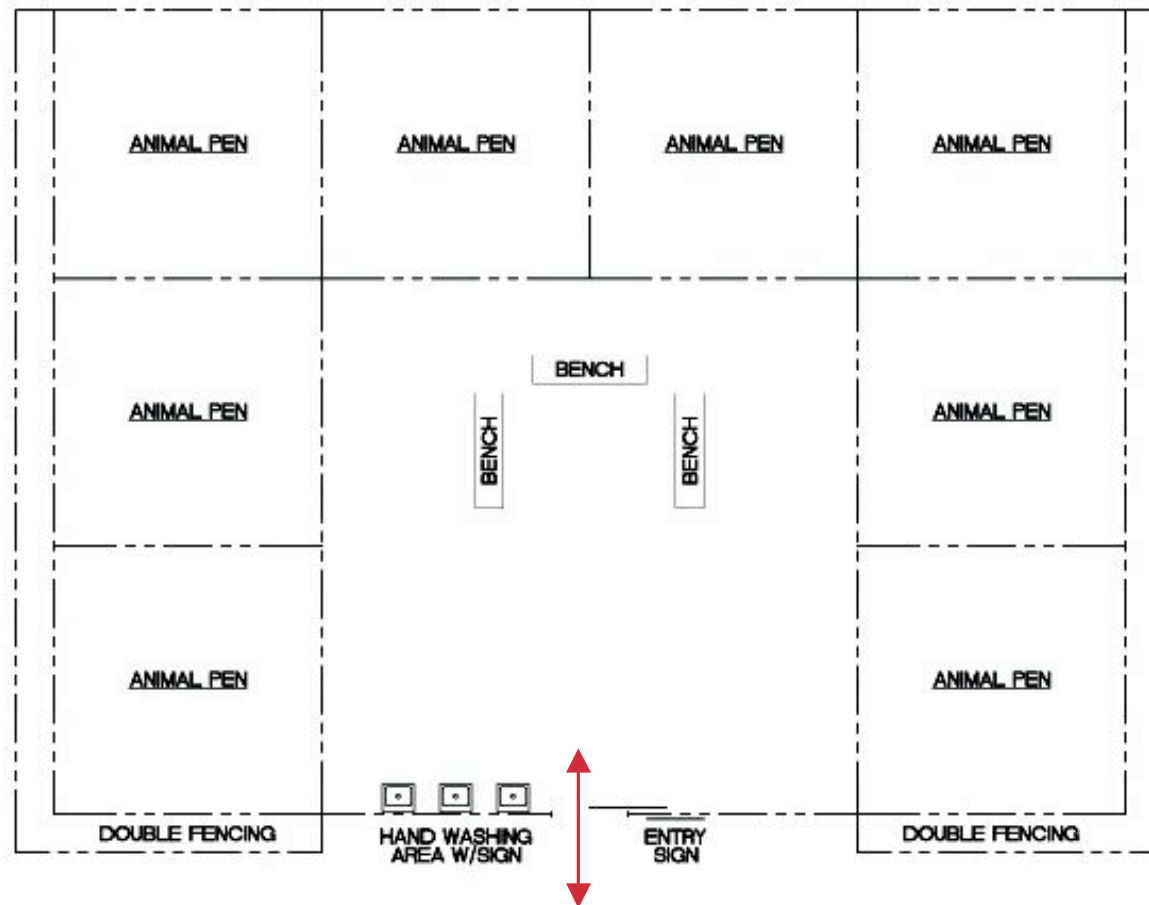


Red Hose = unpredictable animals

Our Animals Eat ONLY Farmland Feed.

All other food is prohibited in the Animal Showcase.
Please no climbing on fences. Smoking is prohibited.

Animal area layout





Pony rides



Food & beverage



MENU	
HAMBURGERS	DRINKS
• W/ Cheese 2.50	PEPSI-Diet PEPSI 1.50
• W/ Lettuce & Tomato 3.00	Root Beer-Water 1.50
HOT DOG 1.50	COFFEE 1.50
• W/ Cheese & Ketchup 1.75	TEA 1.50
• CRISPER Sandwich 3.00	HOT CHOCOLATE 1.50
CORN DOG 1.75	CAPPUCCINO 1.50
LOW CARB SPECIALS	
• W/ Cheese 2.50	Fruit SALAD 2.50
NACHOS & Cheese 2.50	Garden SALAD 2.50
Smucker's PB&J 1.50	WATER MELON 2.50



F&B success formula

Developing and operating a
RESTAURANT that also
offers agritainment

–versus–

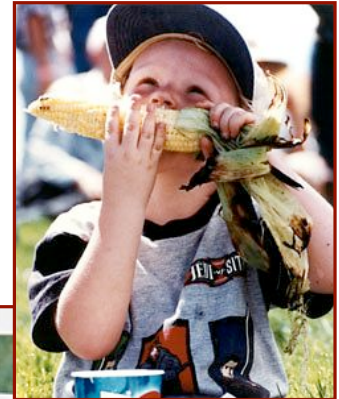
an **AGRITAINMENT** facility that
also offers food

- No facility is too small to not have food service.
- Food & beverage is an essential component of family socialization.
- Food & beverage can drive visits and frequency as much as, if not more than, entertainment.
- Food & beverage increases length-of-stay, per capita expenditures, market draw and profits.
- A well designed and managed food & beverage operation can generate a 40+% profit after deducting COGS and labor.
- Per caps can be \$4 - \$5.

- Ban the words “snack bar” and “concession” from your vocabulary. Think café, farm kitchen, cookout and restaurant instead.
- The public has high expectations for food & beverage and their expectations are rising every day.
- Parents’ and children’s food and beverage preferences are often different—to succeed, you need to satisfy both.

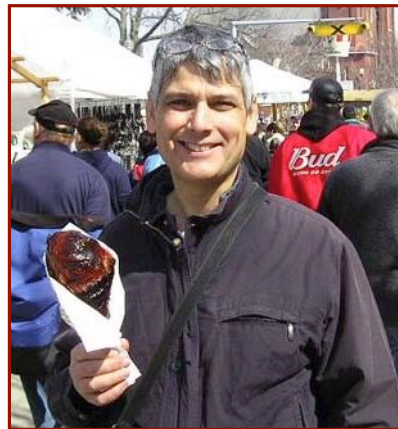
Kid-friendly eats & treats

- feel in control, competent
- eye appeal, colorful
- hand-held
- bold flavors
- more cosmopolitan palate
- fun
- separate child's menu, not dumbed down with silly names
- language of children-pictures
- things adults dislike





Stay true to your brand with 'farm food'



Farm food appeals to contemporary consumer preferences

- fresh
- natural
- healthy
- organic
- finger food
- artisan
- handcrafted
- locally grown

Raising the perceived value (& profit) of food



Make it *theatre*
with
display cooking

Make it an *experience*
with do-it-yourself
cooking



F&B Critical Success Indicators

- F&B per capita expenditures
- Prime costs:
$$\begin{array}{c} \text{COGS percentage} \\ + \\ \text{Labor percentage} \end{array}$$
- Total revenues
- Revenue by time comparisons

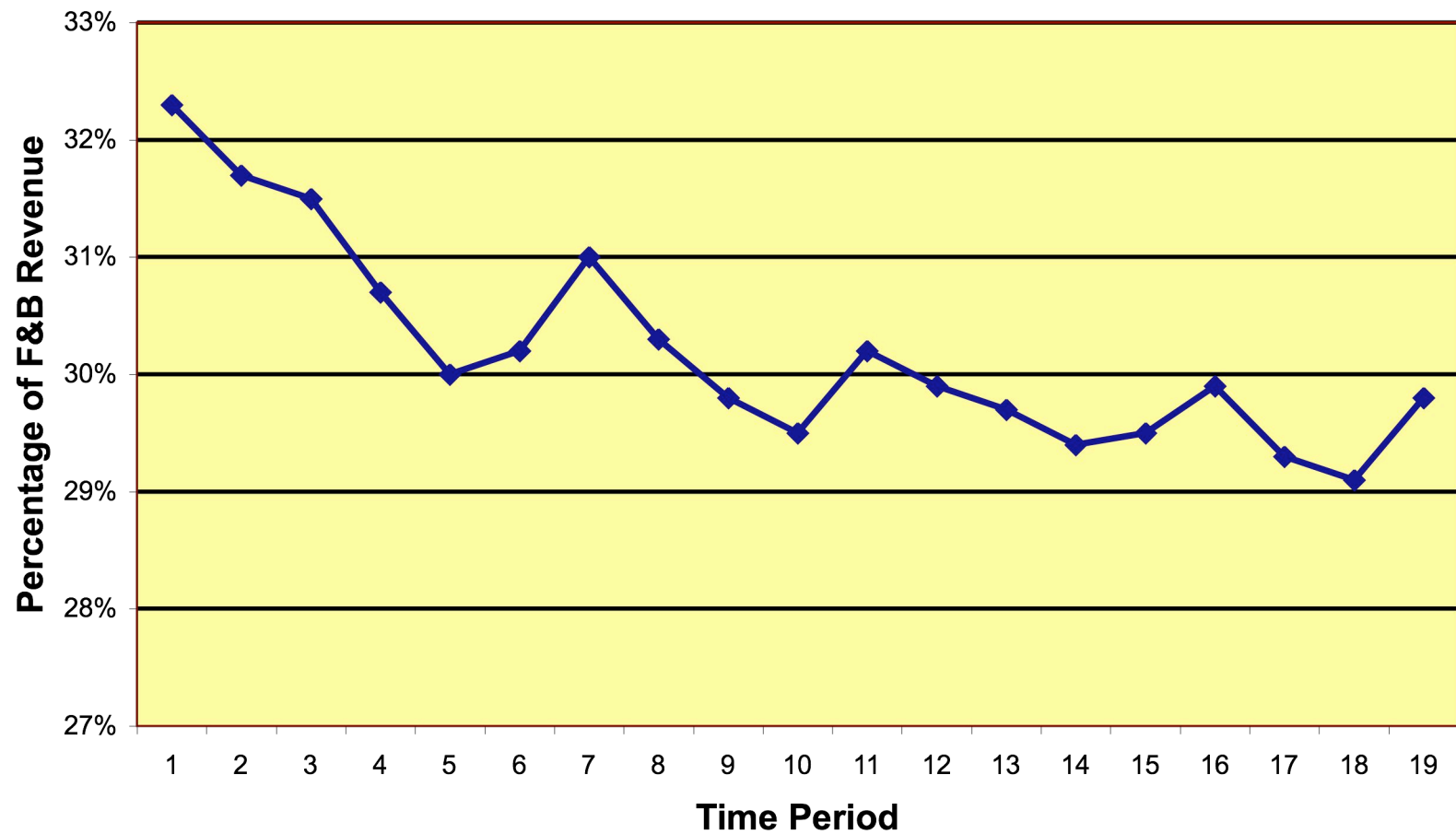
Example of Calculating Prime Cost

Sales	\$50,0000	100%
F&B COGS	\$15,000	30%
Payroll:		
Salaried	\$4,000	8%
Hourly	\$9,000	18%
Payroll Taxes	\$2,000	4%
Benefits	<u>\$500</u>	<u>1%</u>
Total Labor Cost	\$15,500	31%
PRIME COST	\$30,500	61%

Example of Calculating Cost of Goods Sold (COGS)

Formula	Example
Beginning inventory	\$15,000
Plus purchases	\$4,000
Less ending inventory	<u>(\$14,000)</u>
Cost of Goods Sold	\$5,000
F&B revenues	\$19,000
COGS percentage (COGS ÷ revenues)	26.3%

F&B Labor Cost Percentage



Menu Pricing/Cost of Goods Sold (COGS) Worksheet

Menu Item: *Adult Hot Dog on Roll*

Ingredients	Product Cost	Size	Units	Item Size	Item Cost
<i>Hot Dogs</i>	\$10.00	<i>4 Pounds</i>	<i>5 per lb.</i>	<i>1</i>	\$0.50
<i>Rolls</i>	\$11.50	<i>Case</i>	<i>72</i>	<i>1</i>	\$0.16
<i>Plate</i>	\$15.20	<i>Case</i>	<i>520</i>	<i>1</i>	\$0.03
<i>Napkins</i>					\$0.04
<i>Condiments</i>					\$0.05
Total					\$0.78
Waste				5%	\$0.04
				<i>Cost</i>	\$0.82
Maximum COGS					30%
Minimum Price					\$2.73
Selling Price					\$2.89
COGS					28.3%

A profitable food & beverage operation requires:

- A well designed physical plant
- Qualified staff
- A dedicated food & beverage manager
- Policies & procedures
- Detailed training program
- A dedication to discipline, including ordering, portion control, inventory control and costing
- Quality products
- A menu in touch with contemporary guest desires and expectations
- A pleasant and clean eating environment

Today's food issues

- low calorie
- low fat
- low/no trans-fats
- low carbohydrate
- low/no sugar
- high fiber
- whole grain
- portion size
- allergies
- fresh
- natural
- artisan
- handcrafted
- have it my way!!!!

First USA corn maze

1993

3.3 acres, 1.92 pathway miles, 142,713 square feet

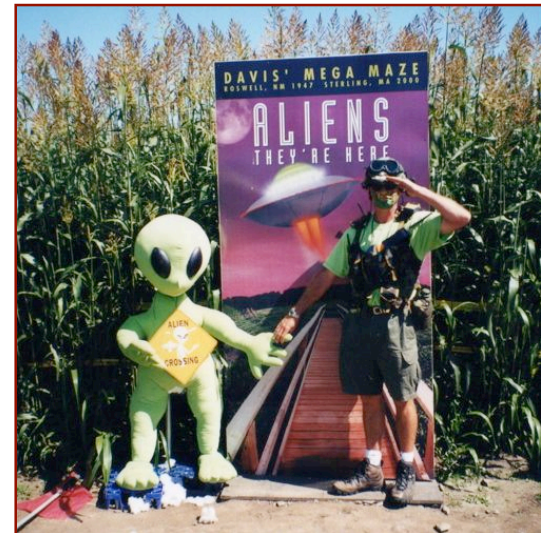
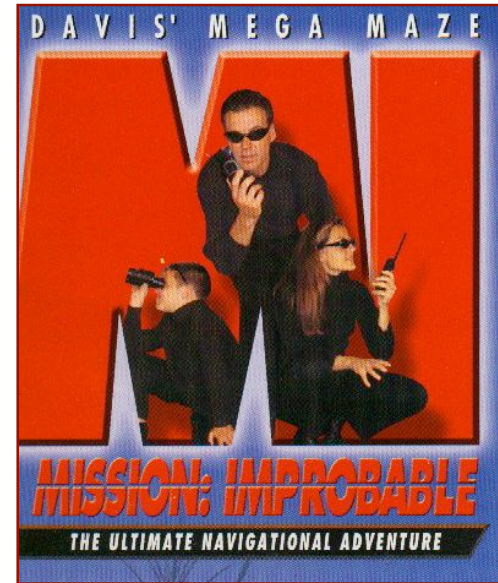


Copyright 1993 Adrian Fisher and The American Maze Company

Maze popularity?

Similarity to today's video games:

1. Individuates the experience
2. First person experience
3. You're the star of the show
4. You're in control, you're the boss
5. Progress thru trial & error





Mazes galore!



Labyrinths



School field trip programs need to be tailored by age & grade

- preschool
- early grade school
- middle school

State educational standards/frameworks

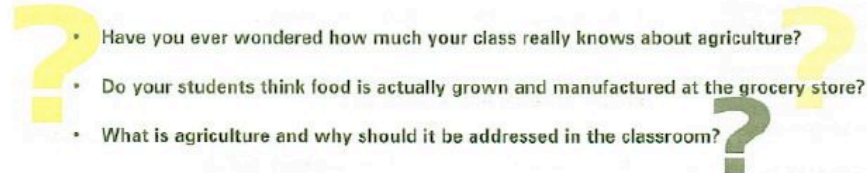
School field trip materials

- Pre-trip teacher guide
 - concepts
 - learning goals
 - words/vocabulary to learn
 - pre-trip classroom activities
 - outline of on-site activities
- Facilitator guide
- Post-trip teacher guide

TEACHER'S GUIDE

Planting seeds of Knowledge

with The MAIZE

- 
- Have you ever wondered how much your class really knows about agriculture?
 - Do your students think food is actually grown and manufactured at the grocery store?
 - What is agriculture and why should it be addressed in the classroom?

The MAIZE, a human puzzle carved into several acres of cornstalks over your head, is dedicated to helping students learn more about agriculture by allowing them to experience it firsthand. As an activity designed to test the wit and skill of those daring to find their way out of the labyrinth, The MAIZE also offers a unique opportunity to educate about agriculture in a fun environment.

Last year, thousands of elementary students visited The MAIZE at its various locations around the country. This year, The MAIZE is again focusing its efforts on teaching children—and adults for that matter—about the importance of agriculture in daily life. This teacher's guide and the enclosed activity sheet have been designed to help generate ideas for teaching about agriculture in the classroom, before exposing your students to the hands-on experience of The MAIZE. The lesson ideas and activities are centered around corn and agriculture in order to allow students to become familiar with the topics they will be "tested" on at The MAIZE. Students who visit us will be provided with an educational passport that—depending on how well the wandering maze-goer answers the educational questions it contains—will help guide them along the correct pathway. Enclosed is a sample.

Please photocopy and utilize these materials in your classroom in any way you feel appropriate. Then, it is our hope that you and your class will visit us and take agriculture back out of the classroom and into the field!



School field trip flow

bus arrives

bus unloading

storage of lunches, etc.

orientation

activities & events

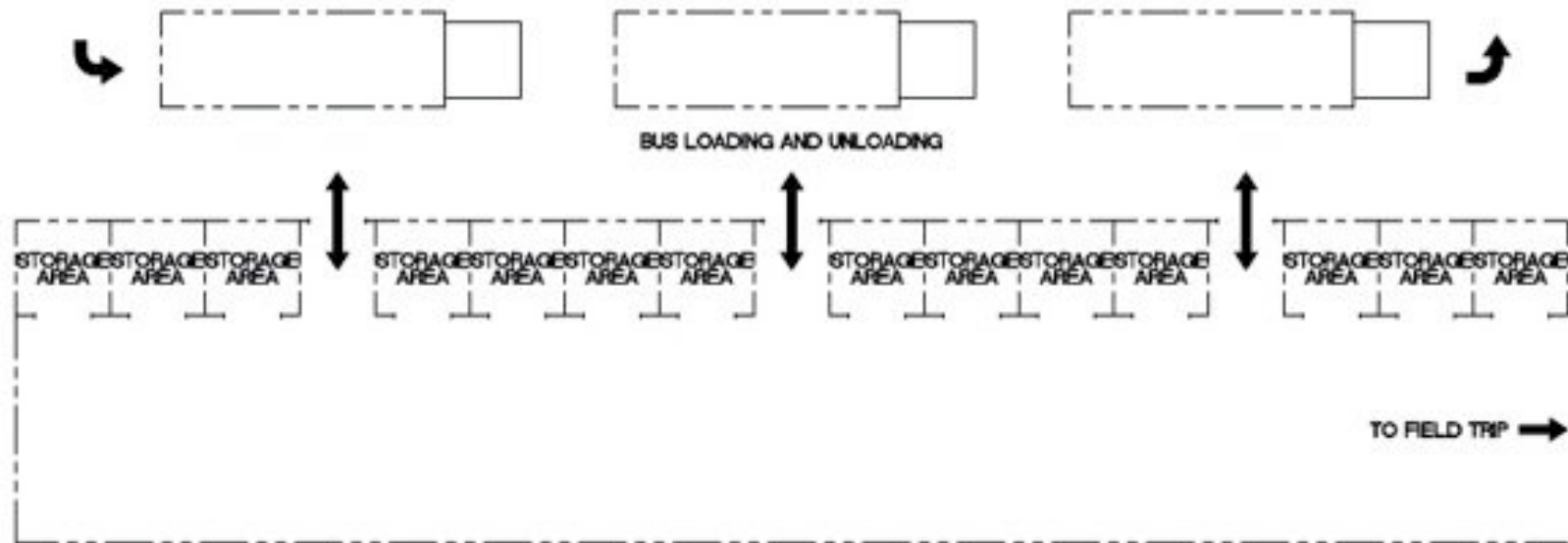
lunch

bus loading





Design for the flow & safety



Take aways

Your 4-H Passport Through



We know it can be kind of tough to find your way through The MAIZE—it's designed to be that way. This passport can help guide wandering maze goers—depending on how much you know about 4-H—through the correct pathway.

1 What does the color white represent in the official colors?

- a. perfection and purity (turn right)
- b. cleanliness and purity (turn left)
- c. high ideals and purity (turn left)

3 What is the 4-H slogan?

- a. learn by doing (turn left)
- b. learn by studying (turn right)
- c. learn by example (turn right)

4 Membership in 4-H is typically open to what age range?

- a. 2 to 12 years (turn left)
- b. 9 to 19 years (turn right)
- c. 14 to 21 years (turn left)

2 What does the color green represent in the official colors?

- a. nature and growth (turn right)
- b. farming and fields (turn left)
- c. life and progress (turn right)
- d. springtime, life and youth (turn left)

5 How many members are necessary to form a 4-H club?

- a. 5 (turn right)
- b. 10 (turn left)
- c. 12 (turn left)
- d. 20 (turn right)



Field trip activities

- pumpkin picking
- popcorn picking
- grinding corn
- dig potatoes
- maze
- hay wagon ride

Field trips are not limited to fall



Other non-fall activities

- seed planting
- animals & animal care
- u-pick
- cookout
- 3 sister's garden

low income students

Title II Federal Education Funds

- curriculum-based field trips
- bus transportation
- field trip fees

Other activity examples

Families *(adults with children >13)*

Things the entire family can do together







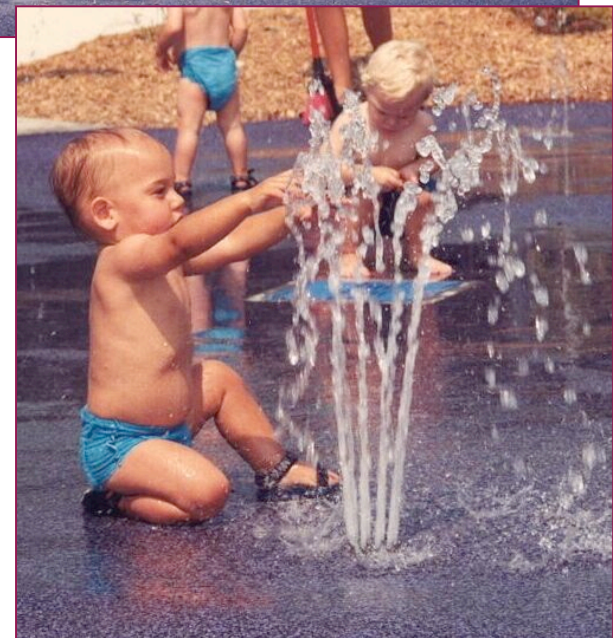
Duck races







Water Playground





Water
tables









Whimsy





Thank you

Randy White, CEO



This presentation is available
for downloading at:

www.whitehutchinson.com/NAFDMA2006