



integrated *insight* inc.
management consulting

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management consulting

Integrated Insight, Inc.
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Management consulting company incorporated in 2009.

Focus on helping organizations strategically and operationally out-behave the competition through the use of data-driven insights and sophisticated decision analytics.

Key services include Market Research and Consumer Insights, Forecasting and Feasibility Analysis, Revenue and Profit Optimization, and Capacity and Operational Planning.

Valued partner for entertainment, travel and leisure organizations.

Helping organizations strategically and operationally out-behave the competition since 2009.



What We Bring to Your Business

Experience that matters.



Joni Newkirk, CEO

- SVP, Disney Parks and Resorts
- Research, Forecasting, Feasibility, Revenue Strategy, Industrial Engineering



Scott Sanders, President

- VP, Disney Parks and Resorts
- Pricing Strategy, Revenue Management, Finance, Feasibility



Candy Parks, Vice President

- Disney P&R, Disney Cruise Line
- Qualitative and Quantitative Research, Operating Service Standards



Michael Schweitzer, Vice President

- Disney P&R, PKF Consulting
- Capacity Planning, Operational Efficiency, Finance, Feasibility



Susan O'Shea, Director

- Disney P&R, Montage Hotels and Resorts, Knott's Berry Farm
- Marketing Strategy



Kirsten Snyder, Director

- Disney P&R, United Airlines, Lufthansa
- Pricing, Revenue Management



Entertainment Industries We Support



Universal Parks and Resorts
Sea World Parks and Entertainment
Merlin Entertainments
Cedar Fair Parks
Six Flags
CNL Lifestyle Properties
Palace Entertainment
Enchanted Kingdom

Starwood Hotels
Starwood Vacation Ownership
Baha Mar
Canyons Resort
Loew's Hotels
Great Wolf Resorts
Great Escape Resort
City of Garden Grove

The World
Residences at Sea
Seabourn
Holland America
Princess
Celebrity
Carnival
St. Croix

Spaceport America
Spaceport Sweden
Polynesian Cultural Center
Merriweather Park at Symphony Woods
Audubon Nature Institute
Oklahoma City Zoo
Clearwater Marine Aquarium



New Business Development – How We Do It

Adding value to new business development through consumer insights and data analytics



Business Optimization – How We Do It

Driving profit through business optimization.





AREAS OF EXPERTISE



Research and Consumer Insights



Integrated Insight helps clients develop a refined understanding of their consumer base through the design and implementation of custom quantitative and qualitative research. Our approach in analyzing consumer insights helps establish the proper business intelligence foundation for your organization. That in turn serves as the cornerstone for developing superior business strategies around product and service offerings, customer service, pricing, and sales and marketing.

Specific areas of expertise include:

- Customer segmentation research to segment the target audience, leading to better prioritization of resources including focused and cost efficient marketing, tiered pricing strategies to offer the right price at the right time to the right customer, and targeted product development to enhance and expand your customer base.
- Brand, concept and advertising research to inform positioning, product appeal, awareness, reach and resonance.
- Demand and feasibility studies to help “get it right the first time.”
- Customer Satisfaction and Employee Engagement research, leveraging over fifty years of combined experience in driving, measuring and tracking customer satisfaction and loyalty for The Walt Disney Company.
- Discrete choice pricing research to optimize pricing strategy, reduce risk and model competitor response to changes in pricing and packaging.
- Measurement and evaluation research to ensure continuous improvement. Understanding the effectiveness of sales and marketing programs, new product development efforts, pricing strategy and customer service strategies will help you out-behave your competition. Not understanding the success or relative failure of programs will almost certainly lead to wasteful spending



Forecasting and Feasibility



Major investment decisions require “getting it right the first time”. We have honed our experience conducting feasibility assessments for many high profile, large scale, capital intensive projects both in the US and internationally including theme parks; hotels; cruise lines; retail, dining, and entertainment establishments; cultural centers; zoos and aquariums; retail stores; food and beverage locations; theatres; sporting events; and tours.

We’ve also had the privilege of evaluating actual results against original forecasts over extended periods of time. This real world experience has led to more robust methodologies to manage the bias of overstatement particularly prevalent with creatively enticing concepts, a better sense of what is real, and the ability to help inform design phases based on what we know works well and where there may be challenges ahead.

Appreciating that forecasting is both art and science, marrying statistical analysis of industry trends, economics, competitor activity, and market demographics with intuitive interpretation of proposed initiatives is vital in establishing projections of demand. More importantly, feasibility is not just about demand. Understanding consumer segments and their willingness to pay aligns “rate” with “volume” and leads to a holistic projection of potential revenue.

We specialize in working collaboratively with creative partners to help bring concepts to reality by overcoming inherent risk and ensuring guest/customer expectations are met.

- Experienced in operations of all sizes and scope.
- Year round and seasonal operating models.
- Wholly owned and alliance partner models.
- For profit and not-for-profit entities.



Revenue and Profit Strategy



The key to profit optimization is to accurately gauge the rate (price) and volume (demand) impacts related to alternative products and services and/or customers. By gaining a better understanding of these key profit impacts, companies are able to sell the right product to the right customer at the right time – and at the right price. Further, developing holistic revenue strategies where marketing, sales, product development, promotions and pricing work in concert will ensure optimal profits are reached, particularly in today's world of user transparency.

Integrated Insight specializes in revenue strategy for the service industry, particularly travel and entertainment.

- Strategic revenue assessments of existing businesses typically produce a minimum 10% improvement in net income, often ranging as high as 20% plus.
- Pricing strategies in particular are powerful with a 1% improvement in realized price often resulting in a 5%-10% improvement in profit.

Recent revenue strategies have yielded significant opportunity for clients with strong improvement in net income identified.

- Indoor water park resort: 25% plus through unbundling product, improving marketing and segmentation and yielding peak period demand.
- Theme parks: Several, ranging from 10% to 20% through pricing and ticket restructuring.
- Zoos: 15% plus through pricing and ticketing.
- Funeral homes: 25% plus through product offering, pricing and packaging, improved marketing and sales.



Marketing, Sales and Distribution Strategy



Driving revenue requires a holistic approach, including a strong marketing and sales strategy that supports the product and pricing approach. The overall effectiveness of marketing and sales is critical to gaining share in crowded marketplaces and ensuring repeat business.

Integrated Insight helps organizations develop marketing and sales strategies to optimize both new product launch and ongoing operations.

- Define the company's value proposition and overarching brand architecture.
- Identify key market segments and how they can be reached and communicated to.
- Determine appropriate media channels and messages for specific audience segments.
- Identify appropriate level of spend by segment and channel.

In addition to overall strategy, specific emphasis and expertise in the “marketing of pricing”.

- Development of pricing messages to convey consumer value.
- Defining and implementing upsell processes to extract higher spending.
- Website design to facilitate product, pricing and packaging information.

Overall sales strategy supplemented with specific distribution channel tactics.

- Design of nets and commission structure to ensure third party partners maintain strong per capita sales.
- Structured approach to aligning benefits with sales partners and key audiences.



Capacity Planning & Operational Improvement



Designing operations to ensure enough, but not excessive capacity is available to host expected demand, will benefit customer and business value. Whether new build or expansion of existing facilities, close attention to capacity and flow during the design phase will ensure a great experience and reduce unnecessary waste.

- Developing “design day” models to understand customer flow and potential peak periods and ability to accommodate.
- Sizing of operations to ensure back of house support is adequate for expected demand.
- Eliminating flow-through bottlenecks in design, ensuring customer comfort.
- Recommendations for flexing space to accommodate peak periods without incurring unnecessary costs during non-peak.

With competitive pressure and challenging economic conditions, it behooves organizations to know the value of each capital and expense dollar spent. Having a clear understanding of which products, services, or divisions produce the greatest financial and strategic benefit is imperative. Through decision analytics and data-driven insights, we help our clients take a holistic view of their organization and facilitate making the right tradeoff decisions across their product portfolio, and/or supporting disciplines such as marketing, sales, operations, customer service, and new product investment.

- Return on investment for designated initiative.
- Evaluation of higher yield from bundled initiatives.
- Structured approach to cost reductions versus a steady percentage across the board.



Customer Experience & Employee Engagement



Even the best new concept and product ideas can fail in execution. We believe that intimate knowledge of what your customer wants and needs is vital to developing a customer service strategy. Likewise, having committed leaders and engaged employees is the only way to sustain. With over 75 years of combined experience with The Walt Disney Company, our management team is uniquely qualified to deliver sustainable step change improvements in customer service for your business.

Solid customer service strategies are built upon:

- The few defining principles you expect from your employees in regards to delivering excellent service.
- Precise standards for delivering on those expectations.
- Measurement to understand progress and what detracts from performance.
- Ability to eliminate barriers to enable employees to deliver their best efforts.
- Placing right fit talent into critical roles.
- Organizing to eliminate inter-dependency barriers and deliver seamless customer experiences.
- Understanding how leaders lead – what gets in the way of them leading versus doing.

Integrated Insight can assist with developing, implementing, training and measuring customer service and employee engagement strategies.





INTEGRATED INSIGHT TEAM



Joni Newkirk, Principal and CEO



Professional History

SVP, Walt Disney Parks and Resorts

Manager, Lockheed Martin

Manager, Orlando Health

Joni Newkirk is a leading expert in the performance dynamics of consumer facing service industries, and a thought leader in the development of successful business strategies. She has over thirty years of experience leading multi-faceted organizations and managing large scale projects and excels in finding viable solutions to complex situations.

Prior to founding Integrated Insight, Joni spent 20 years with Walt Disney Parks and Resorts, rising to the position of Senior Vice President of Business Insight and Improvement where she was responsible for managing and driving over \$8 billion in revenue for worldwide theme parks and resorts, Disney Cruise Line, Disney Vacation Club and Adventures by Disney. She oversaw industry leading decision analytics and consumer insight practices within the areas of Market Research and Consumer Insights, Forecasting, Pricing, Revenue and Profit Management, and Industrial Engineering, helping lead the Parks and Resorts division to record revenue growth year after year.

During her tenure at Disney, Joni led key initiatives for new product development, operational improvement and revenue growth within existing businesses at Walt Disney World in Orlando, FL, Disneyland in Anaheim, CA, Disneyland Paris, Hong Kong Disneyland, Tokyo Disneyland and for new development underway. Included were “Magic Your Way” (pricing strategy and new products and services), “Back to the Basics” (refocus on guest service as a key differentiator) and international growth initiatives for theme parks, adventure tours and cruise line operations.

Prior to joining Disney, Joni held management positions in planning and development at both Lockheed Martin and Orlando Regional Healthcare System. She was principally responsible for developing the Certificate of Need to gain state approval for a Pediatric Open Heart Surgery program at ORHS’ hospital for women and children. In addition, Joni has served as chair of the Travel Industry Association research committee, helping influence the overall direction and impact the association has on the travel industry as a whole. She has a BA in Statistics from the University of Florida and an MS in Industrial Engineering from the University of Central Florida.



Scott Sanders, Principal and President



Professional History

VP, Walt Disney Parks and Resorts

SVP, John Q Hammonds Industries

*Director, Bass Pro Shops
Sr. Auditor, Arthur Young and Company*

Scott Sanders has over thirty years of experience leading large-scale strategic initiatives and operational change efforts. His unique approach of combining data driven consumer insights with quantitative analytics and predictive modeling has helped redefine the pricing discipline.

Prior to Integrated Insight, Scott was Vice President of Pricing for Walt Disney Parks and Resorts where he oversaw all pricing efforts worldwide inclusive of theme park and water park admissions, room rate, transportation, merchandise, food and beverage and many ancillary products and services such as Adventures By Disney and Disney's Wide World of Sports. In his 20 years at Disney, Scott also led efforts for Marketing Finance where he was responsible for all long term planning, budgeting, financial analysis and financial control processes supporting multiple business units, including a \$1.2B travel company, a \$4M internal marketing agency, an \$800M group and convention business and a 2000 agent call center.

In 2005, under Scott's leadership, Walt Disney World undertook its most sweeping and successful change in pricing strategy in over 30 years, "Magic Your Way", which resulted in significant revenue lift and sustained growth year after year. The strategy was built upon in-depth guest insights and directly addressed the number one barrier to visitation – affordability – through length of stay discounts, extra theme park hours, value priced dine plans and complimentary airport to hotel transportation. This effort also required large scale organizational and cultural change and resulted in the consolidation of disparate pricing functions previously held by various lines of business. During his tenure at Disney, Scott also provided strategic leadership and direction for "Destination Disney", a \$250M strategic technology investment that changed how the company markets, sells, and prices products.

Prior to Disney, Scott worked for John Q Hammonds Industries, responsible for a \$150M asset portfolio that included Residential, Recreational and Entertainment Assets to include "Broadway at the Beach", a substantial Retail Entertainment development in Myrtle Beach, South Carolina. He also planned and facilitated retail expansion for Bass Pro Shops. Scott is a US Army Veteran and holds a BA in Business in the University of Central Florida.



Michael Schweitzer, Vice President



Professional History

Principal, BrightPeak International

Sr. Manager, Walt Disney Parks & Resorts

Consultant, PKF Consulting

Michael Schweitzer brings a unique background in Finance and Industrial Engineering. With over twenty years of experience in operations, strategic planning, and development, he brings extensive expertise identifying and implementing operational improvements that lead to millions of dollars in additional revenue and cost reductions.

At Walt Disney Parks and Resorts, Michael led the Industrial Engineering / Project Development team that focused on capacity, layout, process, and operational planning for Disney's global development efforts. He was also responsible for capacity and operational planning for several new attraction, hotel, food & beverage, and merchandise projects in the existing parks. He has worked on projects throughout Asia and South America, including theme park projects in China, Hong Kong, Korea, Japan, Singapore, Vietnam, Malaysia, Brazil, and Argentina. He was responsible for the hotel financial analysis and theme park attendance projections during the negotiations for Hong Kong Disneyland. He spent 12 years working to bring a Disney theme park to Shanghai, China in various financial and operational planning roles where he completed feasibility and market studies, competitive assessments, demand projections, pro forma models, and operational planning. In addition to Michael's development responsibilities, he also led a team of internal consultants working with the operating lines of business such as Park Operations, Attractions, Entertainment, Hotels, Food & Beverage, Recreation, Merchandise and Reservation/Call Centers to drive operational improvements and launch new initiatives.

Before joining Integrated Insight, Michael was a Principal at BrightPeak International and prior, a consultant with PKF Consulting where he was focused on economic and market feasibility studies for hotels, resorts and conference centers. A graduate of The Pennsylvania State University, Michael received a Bachelor of Science degree in Operations Management. He also holds a Masters of Management in Hospitality from the Hotel School at Cornell University with a focus on Finance and Development.



Candy Parks, Vice President



Professional History

*Sr. Manager, Walt Disney
World; Disney Cruise Line*

*Sr. Manager, Orange County
School Systems*

Candy Parks is an accomplished executive with nearly 30 years of experience, in the public, private, and non-profit sectors. She is a masterful market researcher, excelling in both quantitative and qualitative studies. Candy has unparalleled expertise in developing a deep understanding of consumer attitudes and behaviors, and the unique ability to take complex research findings and share them in a compelling story to guide business decisions.

Prior to joining Integrated Insight, Candy spent 17 years with Walt Disney Parks and Resorts where she contributed to multi-faceted projects from ground up development to uncovering and developing solutions to hard to solve challenges in existing businesses. Her research covered marketing and sales, pricing, operations, human resources, and strategic development given her unique ability to convert research to insight and insight to action made her a valued partner in all lines of business. For marketing and sales specifically, Candy was responsible for tracking studies, brand research, concept research and usability analysis for online platforms.

Candy was instrumental in developing the Guest Satisfaction Measurement program for all of Disney's vacation offerings: theme parks, resorts, Disney Cruise Line, Disney Vacation Club and Adventures by Disney. She also designed and implemented research processes to support Cast Excellence, Leadership Development, and Labor Strategies, and served as the 'Chief Intelligence Officer' for Disney Cruise Line – conducting all research to support and guide the current and expanding fleet. Candy was equally influential in developing and driving improved revenue through research for Disney Vacation Club and Adventures by Disney.

Candy graduated from the University of Central Florida with both Bachelor's and Master's degrees in Communication with a focus on organizational communication and research design. She is a RIVA trained moderator with over 5,000 hours of qualitative research moderation.



Kirsten Snyder, Director



Professional History

Sr. Manager, Disneyland

Manager, United Airlines

*Manager, Lufthansa German
Airlines*

Kirsten Snyder is an accomplished executive with notable expertise in revenue development. Her ability to marry consumer insights with the art and science of pricing and revenue management leads to strategic solutions that are a win-win for both businesses and their customers.

Prior to joining Integrated Insight, Kirsten held responsibility for leading the Product and Revenue Development team at the Disneyland Resort in Anaheim, CA. In this capacity, Kirsten was responsible for day to day pricing and revenue management as well as the design and implementation of several large scale efforts including character themed rooms at the Disneyland resorts, growth of the annual pass holder program to record levels, revenue generating initiatives associated with the expansion of Disney's California Adventure theme park and ongoing promotional plans to stimulate demand during off-peak seasons.

Prior to Disney, Kirsten was with United Airlines, responsible for pricing, revenue management and strategic product development. During her tenure at United, Kirsten was tapped as the first exchange representative between United and Lufthansa German Airlines and spent two years building the revenue management function in Frankfurt, Germany.

Kirsten is a graduate of Indiana University with a BS in Business Administration. She majored in Marketing, Operations Management and International Studies.



Susan O'Shea, Director



Professional History

VP, Knott's Berry Farm
Director, Montage Hotels and Resorts
Director, The Irvine Company
Director, The Honda Center
Manager, Anaheim Sports
Manager, Disneyland Resort

Susan O'Shea brings expertise in hospitality, theme park, professional sports, entertainment and real estate marketing. Her ability to define and build brands and assess and shape marketing strategies and tactics has resulted in double digit sales growth.

Susan, a 21 year Disney veteran, started her career at the Disneyland Resort working in Park Operations and progressed to positions in Group Sales, Marketing and Product Development. Prior to joining Integrated Insight, Susan was VP of Sales and Marketing at Knott's Berry Farm in Buena Park, California, where she was responsible for managing and developing the marketing, advertising and public relations strategies, as well as pricing and product development. Susan was instrumental in developing Knott's Social Media strategy, repositioning the brand and reinvigorating travel industry sales.

Prior to Knott's Berry Farm, Susan was with Montage Hotels and Resorts and responsible for ground up development of the Montage Residences brand and marketing of Montage's Luxury Real Estate developments in Beverly Hills, Deer Valley, Utah and Cabo San Lucas, Mexico. Susan also managed multi-million dollar sponsorship accounts while working for the Anaheim Angels and Anaheim Ducks and led marketing and promotions efforts in support of the Irvine Company, a prominent real estate developer and asset manager in Orange County, CA.

Susan is a graduate of California State University, Fullerton with a BA in Communications with emphasis on Public Relations.



REFERENCES



References

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CLIENTS



Theme/Amusement/Water Parks



SEAWORLD PARKS & ENTERTAINMENT



	Since	Projects
Universal Parks & Resorts (Orlando and Hollywood; Wet 'n Wild)	2009	Revenue Strategy, Pricing, Research
Six Flags, Inc. (Great Escape Lodge and Indoor Water Park, Magic Mountain, Great Adventure)	2009	Revenue Strategy, Brand and Positioning Research
CocoKey Water Resorts (eleven properties)	2009	Pricing
CNL Lifestyle Properties Theme Parks (Magic Springs & Crystal Falls, Darien Lake, Elitch Gardens, Splashtown, Frontier City & White Water Bay, Wild Waves)	2010	Revenue Strategy, Pricing, Guest Satisfaction Research
Sea World Parks & Entertainment (Busch Gardens/Water Country Williamsburg; Sea World San Antonio; Sesame Place, Philadelphia)	2011	Revenue Strategy, Pricing
Cedar Fair Amusement Parks/Cramer Krasselt (Cedar Point, King's Island, Knott's Berry Farm, Canada's Wonderland, Carowinds)	2011	Revenue Strategy, Segmentation Research
Enchanted Kingdom, Philippines	2012	Feasibility Assessment
Palace Entertainment (Boomers, Lake Compounce, Raging Waters)	2012	Revenue Strategy
Merlin Entertainment (Orlando Eye, Madame Tussauds Orlando, Legoland, FL)	2014	Demand, Pricing, Packaging

Zoos, Aquariums, Cultural Centers



MERRIWEATHER
PARK
free to be



	Since	Projects
Colony Capital – Neverland Ranch	2009	Feasibility Assessment
Polynesian Cultural Center	2010	Revenue Strategy, Demand and Concept Research, Capacity Planning
Oklahoma City Zoo	2010	Feasibility Assessment
The MAIZE	2011	Pricing Strategy
American History Media	2011	Strategy
Spaceport America	2012	Feasibility Assessment, Concept Research
Audubon Nature Institute (Zoo, Aquarium, Insectarium)	2012	Feasibility Assessment, Strategy, Pricing
Spaceport Sweden	2013	Feasibility Assessment, Concept Research
Merriweather Park @ Symphony Woods	2013	Feasibility, Pricing, Capacity Planning
Clearwater Marine Aquarium	2014	Pricing, Guest Experience

Resorts, Cruise, Rail

starwood
Vacation
Ownership



CANYONS



The World
Residences at Sea



	Since	Projects
Celebrity Cruise Line	2009	Brand and Repositioning Research
Starwood Vacation Ownership	2010	Database Segmentation and Scoring, Owner Satisfaction Research
CNL Lifestyle Properties – Eagle Golf	2010	Revenue Strategy
Talisker, Inc. – Canyons Resort	2011	Segmentation, Tracking Research
Rocky Mountaineer	2011	Revenue Strategy, Guest Satisfaction, Purchasing Research
Apollo Management, LP - Great Wolf Lodge and Indoor Water Park Resorts (Poconos, Williamsburg, Dells, Traverse City, Concord, Grapevine, Kansas City, Sandusky, Mason, Grand Mound)	2012	Revenue Strategy, Segmentation & Usage Research
The World Residences at Sea	2012	Resident and Employee Research
Baha Mar	2013	Demand and Concept Research
Carnival Corporation PLC (Carnival, Princess, Holland America, Seabourn)	2014	Guest Experience Research

Associations, Municipalities, Government



	Since	Projects
City of Garden Grove, CA	2009	Feasibility Assessment
AAA Carolinas	2012	Employee Engagement Research
British Columbia Automobile Association	2012	Capacity Planning, Operational Improvement
Mandarin Presbyterian Church, Florida	2012	Congregational Research
CareerSource Florida	2012	Brand Awareness, Concept Research
Visit Orlando	2013	Pricing, Capacity Planning

Education



	Since	Projects
University of Florida Tourism Crisis Management Institute	2009	Crisis management course development
Full Sail University, Orlando, FL	2010	Segmentation, Barriers Research
Houghton-Mifflin-Harcourt/i.d.e.a.s.	2011	Feasibility, Concept Research
Strayer University	2013	Barriers Research, Workforce Planning

Other Product and Service Industries

Bonitas International
home of BooJeeBeads™



SapientNitro™



	Since	Projects
Bonitas International, Ohio	2009	Pricing and Distribution Strategy
Rubicon Project	2009	Pricing Strategy
Sapient Nitro	2010	Pricing and Revenue Management Course
Lowe's Home Improvement	2012	Strategy, Research
Related China	2012	Feasibility Assessment
Foundation Partners	2012	Revenue Strategy, Customer Satisfaction Research
StoryCare	2013	Concept Testing

SELECT CASE STUDIES



Disney's Magic Your Way



Chief Contact:
Al Weiss
Former President of
Walt Disney Parks and
Resorts

Faced with the challenge of making a week-long vacation at Walt Disney World more affordable and maintaining share in an increasingly competitive theme park market, the principals of Integrated Insight designed, developed, and implemented Magic Your Way, the most sweeping change in pricing strategy in Walt Disney Company history. The holistic strategy pulled guests into optimal behavior with the ability to customize their vacation, leveraging the strategic application of non-core assets such as food and beverage packages and introducing round trip transportation to and from the airport to improve the guest experience and capture higher spend.

The strategy included unbundling water parks and park hopping from theme park tickets to allow guest choice; pricing to achieve significant, diminishing marginal day ticket prices to encourage longer length of stay; introduction of low cost meal plans for resort guests to overcome barriers to staying onsite; implementation of Extra Magic Hours (evening and morning) for resort guests only; and development and implementation of Disney's Magical Express (free round trip transportation from the airport and to the room luggage delivery for resort guests). With the launch of the new strategy, the cost of an all-inclusive seven night, eight day vacation with meals and transportation was reduced by over 35%, enabling many young families to take the vacation they had only dreamed of previously. Dubbed "Disney's Brilliant Price Hike"¹ by analysts, overwhelming consumer response drove a 20% increase in annual operating income in year one with year after year revenue gains in high single digits.

The strategy and implementation required eighteen months of intense collaboration among all facets of the organization. Extensive research was required to fully understand both the consumer and business value proposition and test hypotheses. Breaking down organizational barriers, aligning the company around the transformation, and having the courage to take calculated risk were critical factors for the overall success of Magic Your Way.

¹Rick Aristotle Munarriz, *Motley Fool*, December 6, 2004.



Canyons Resort



Chief Contact:
Linda Warren
CMO, Canyons Resort

Canyons Resort is a year round resort located in Park City, Utah, owned by Talisker, Inc. Integrated Insight was hired to help inform revenue strategies through market sizing and segmentation research.

Many ski resorts vie for destination skiers each season. To reach audiences with differentiated messages that went beyond the amount of snow and available amenities, Integrated Insight conducted a segmentation study using demographic, behavioral and psychographic factors to distinguish key audiences. The research identified four key segments, each with different motivators and barriers that helped inform marketing messages. By understanding consumer attitudes and the prevalence of those attitudes and perceptions, Canyons was able to leverage consumer emotions and intangible aspects of ski vacations and go beyond messaging product offerings. In addition, the size of each segment was determined, which ultimately helped determine how marketing spend would be allocated.

Subsequently, Integrated Insight conducted monthly advertising tracking research during the winter/spring ski season to measure awareness, intent to visit and advertising reach for the resort.



Starwood Vacation Ownership



Chief Contact:
Adam Sinoff
Director, Inventory
Forecasting, Planning and
Analysis

Starwood Vacation Ownership operates resort hotels and timeshares throughout the United States, in Mexico and the Caribbean. The complexity of timeshare ownerships, coupled with numerous channels for rental inventory, required a fresh look at how revenue could be optimized. Integrated Insight developed scoring algorithms to segment Starwood owner and rental databases to target those most likely contribute to overall profit.

Given the owner database was transactional based, meaning, every owner transaction resulted in a different record, the information had to first be simplified to one record per owner, reflective of value driven over time. Time itself was an important consideration given the cadence for purchasing more ownerships, as was type of units owned, number of weeks, resort location, time of year, etc. Likewise, renters were profiled based on channel, length of stay, propensity to tour and/or buy, and other factors. The resulting segmentation and scoring provided the Starwood management team and sales force with a tool to help manage inventory to the best and highest use.

In addition to inventory analysis, Integrated Insight has conducted the annual Owner Satisfaction research study since 2009, which is also used in the analysis of inventory allocation.



Great Wolf Resorts



Chief Contact:
Al Weiss
Chairman of the Board,
Great Wolf Resorts

After acquiring Great Wolf Resorts, Apollo Management Group contacted Integrated Insight to conduct a Strategic Revenue Assessments at ten Great Wolf properties throughout the United States to identify potential revenue opportunities. The revenue assessments included a comprehensive and holistic review of marketing, sales, pricing, product offering and packaging and identified over 25% improvement in net income from existing operations. In addition to the revenue assessments, Integrated Insight also conducted a segmentation study among the target audiences for all ten properties, identifying six viable segments that would respond favorably to specific messaging.

Great Wolf caters to families interested in an indoor waterpark, overnight getaway. Packages include both the room and four water park tickets. Given the structured package approach, visiting Great Wolf without the intent of using the water park is an expensive proposition and Integrated Insight recommended unbundling the experience to allow guest choice. In addition, how the many and varied experiences within the resort were packaged and sold was restructured to help move guests along the continuum of spending.

In addition to recommending a different approach to pricing strategy, Integrated Insight conducted a series of real time tests to determine optimal pricing by day of week for a period of two months. This helped frame upside opportunity during periods of high demand and demonstrated how price could help motivate movement to non-peak periods or stimulate demand. Likewise, several promotional pricing offers were developed and executed, all performing better than the incumbent offers executed in the past.



Shanghai Disney Resort



Chief Contact:
Al Weiss
Former President of
Walt Disney Parks and
Resorts

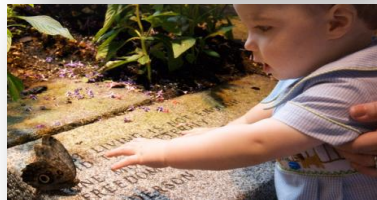
Shanghai Disney Resort is located on 963 acres in Chuansha town of Pudong New Area, Shanghai. Phase 1 of the project will feature a Magic Kingdom-style park, a shopping and dining district, two themed hotels, recreational facilities, a lake and parking facilities. The master plan calls for two additional theme parks and seven additional hotels. Total cost for the project is estimated at US\$3.7 billion for the new theme park and an additional US\$0.7 billion for other facilities.

The negotiation and subsequent contractual agreement between the Walt Disney Company and the Shanghai Shendii group in 2009 was supported by years of research, analysis and modeling. The principals and directors of Integrated Insight (while still employed with Disney) were responsible for key aspects of the pre-development and feasibility study leading up to the agreement. Initially, the focus was on market assessment and demand forecasting using a combination of secondary data sources and primary research of visitation/demand, spending, cultural differences, and pricing. The findings from these studies, coupled with operating history from other theme parks, were used to develop operating pro formas to estimate cash flows and returns. The financial models developed by the now Integrated Insight team were also used to assess various means of financial support and financing structures.

As the project continued, the work included capacity planning for attractions, food & beverage, merchandise, guest services, parking and public transportation, and back of house support. By partnering with Walt Disney Imagineering during design, we were able to overlay operational requirements into the early design to reduce cost and rework later in the development cycle. Our analysis formed the basis of a development program that would meet all of Disney's service level targets and provide enough detail for WDI to estimate to total construction cost.



Audubon Nature Institute



Chief Contact:

Bob Lamb

Principal, ORCA Consulting

Former VP Disney's Animal

Kingdom



The Audubon Institute, faced with the challenge of recouping attendance after the devastating impact of Hurricane Katrina, hired Integrated Insight to conduct a feasibility assessment and long range plan for the three main attractions in New Orleans: The Audubon Zoo, Aquarium of the Americas and the Audubon Butterfly Garden and Insectarium.

A thorough analysis of leading zoos and aquariums was conducted, relative to size and capacity, attendance, unique features and benefits including non-permanent exhibits, history and reinvestment patterns, and sources of funding. As part of the assessment, the long range impact of new venues and entertainment were estimated, including new animal exhibits, an expanded water park, and special events. In addition, Integrated Insight studied and recommended relocation of the Insectarium to the Aquarium to better leverage joint marketing, increase traffic flow and gain significant operational efficiencies. Recommended investments will enable Audubon to improve earnings 5 fold over current levels.

In addition to demand estimation, Integrated Insight developed an overarching pricing strategy incorporating single day admissions, multi-day/multi-venue tickets and memberships. Pricing recommendations called for a 20% improvement in net income.

Polynesian Cultural Center



Chief Contact:
Alfred Grace
CEO, Polynesian
Cultural Center

A downturn in tourism to Hawaii and the desire to stay relevant required the Polynesian Cultural Center to think differently about their non-profit endeavor. The Center was established in 1963 as a means for offering employment to students of Brigham Young University Hawaii who in turn could share their island experience with visitors.

Located on the North Shore of Oahu, the Center offers a tranquil experience in a authentic and beautiful environment away from the hustle and bustle of downtown Honolulu and Waikiki. Yet, the remote nature of the Center makes visitation a challenge as did the structured full day program of exhibits, luau and the spectacular evening show, *Ha: Breath of Life*.

Integrated Insight leveraged the power of consumer insights, their expertise in strategic development of entertainment venues and a customized approach to pricing to help build a strategic plan for growth. The plan, currently underway, will result in significant operational improvements to enhance the guest experience, allow more through-put and overcome perceived barriers to visitation.



Spaceport America



Chief Contact:
Bob Allen
Principal and Chief
Storyteller
i.d.e.a.s.

Spaceport America is the world's first purpose built, commercial spaceport, designed to enable affordable, efficient and effective space access and unlock the potential of space for everyone. Located near Las Cruces, New Mexico, Spaceport is the home for Virgin Galactic, Armadillo Aerospace, XCOR Aerospace, UP Aerospace and other private venture organizations leading the next generation of space travel.

To accommodate victors and families of space travelers, and help tell the story of past and future space travel, Spaceport America launched a study in 2011 to estimate demand, design appropriate venues and content, and implement a visitor's center on the complex. Integrated Insight partnered with several other firms to bid and win the Spaceport Visitor project among over forty applicants. Based on research and proposed design, the visitor center is now under construction.

Integrated Insight's role included conducting demand research among United States households interested in vacation travel to New Mexico as well as New Mexico residents regarding travel within the state. From this research, supplemented with secondary information on population, school enrollment, and past visitation statistics to New Mexico, Integrated Insight forecasted ten year attendance for the complex based on preliminary, written descriptions of the experience. Demand estimates were used to size the facilities and establish operating days and hours.

Subsequently, Integrated Insight conducted concept research to test the appeal and lift in interest based on fully designed facilities and entertainment content. This research was conducted among U.S. residents with a heightened interest in space exploration and past behavior visiting space museums, attractions and destinations. The research led to additions in design content and tweaks to the experience to better resonate with intended consumers.



Cedar Fair Entertainment Company



Chief Contact:
Matt Ouimet
CEO, Cedar Fair
Entertainment

Cedar Fair Entertainment Company owns several regional theme parks in the United States and Canada. Integrated Insight has completed and continues to support Cedar Fair in a number of endeavors.

Barriers and Motivations Research:

To better understand the respective target markets to improve acquisition and retention, Integrated Insight conducted barriers and motivations research among amusement park interested consumers within a 200 mile radius of each amusement park. Insights led to realignment of creative marketing, re-evaluation of new attraction investment and informed changes in pricing and packaging.

Strategic Revenue Assessments:

Integrated Insight conducted strategic revenue assessments on two properties: Knott's Berry Farm in Los Angeles and Cedar Point in Sandusky, Ohio. The assessments required a holistic evaluation of all revenue drivers including product offering, marketing, sales, pricing, packaging and distribution and included not only amusement park and water park admissions, but food and beverage and merchandise as well. Through the assessments, Integrated Insight identified improvements to increase net income by 10%.

Brand and Advertising Tracking Studies:

Ongoing engagement to track brand strength and advertising impact among target audiences for five amusement parks: Knott's Berry Farm, Cedar Point, King's Island, Carowinds and Canada's Wonderland. Tracking study includes three waves through the peak season from late Spring through Halloween.



Foundation Partners Funeral Homes



Chief Contact:
Brad Rex
CEO, Foundation Partners

Foundation Partners is a private company with over 40 funeral homes and cemeteries in thirteen states. The company brings together the knowledge of longtime funeral home owners, as well as the insight of diverse business experts to marry the best aspects of conventional end-of-life care with new ideas and technologies that will enable families to plan, prepare, acknowledge and share the purpose of a life.

Integrated insight was hired to conduct a Strategic Revenue Assessment and an Operational Efficiency study for four homes and two cemeteries owned by Foundation in Columbia, South Carolina. The industry has remained somewhat static for hundreds of years, but the recent introduction of low cost cremations has put downward pressure on revenue. In addition, the Baby Boomer generation and those that follow are beginning to seek alternative products and services not yet embraced by long time funeral home operators.

Through a thorough evaluation of pricing, packaging, new product introduction, marketing and sales, we were able to identify a 30% percent improvement in operating income through revenue driving initiatives. In addition, leveraging back of house capabilities among homes resulted in cost savings.

Subsequent to the revenue and cost assessments, Integrated Insight has been retained to develop new sales materials and assist with training of staff on new products, services and sales approach to ensure identified income is achieved.



CareerSource Florida



Chief Contacts:

*Adriane Grant
Workforce Florida*

*Bob Allen,
Principal and Chief
Storyteller, i.d.e.a.s.*

*Lorri Shaban,
CEO, TWSquared*

Workforce Florida is the statewide, business-led workforce policy board for Florida. Charged with overseeing the state's workforce system, Workforce Florida develops strategies to help Floridians enter and advance in the workforce while supporting economic development priorities and strengthening the state's business climate. Twenty four regional Workforce Boards are part of the Workforce Florida system, each overseen by independent boards.

Given the independent regional boards, branding of the statewide effort was a challenge. In 2012, the state enacted a law calling for a single, consolidated workforce brand that is customer-focused and delivers consistency across all regions. Integrated Insight, along with i.d.e.a.s. and TWSquared, teamed to win the branding contract.

Integrated Insight first conducted awareness and perceptions research among Florida residents seeking employment or interested in a career change, and employers within the state of Florida to understand current state. Included were awareness of Workforce Florida (state and regional offerings), resources used for job search and candidate research, and current perceptions of the resources and effectiveness of Workforce Florida.

Subsequent to brand concepts being defined, Integrated Insight conducted concept testing research among similar audiences as above to ascertain appeal and interest in the new consolidated brand positioning. The research resulted in the adoption of the new "Career Source Florida" brand and logo design. Integrated Insight continues to support the agency with rollout of the new branding.



Disney Back to the Basics



Chief Contact:

*Al Weiss
Former President of
Walt Disney Parks and
Resorts*

Walt Disney Parks and Resorts are renowned for guest service, which has become a key component of the overall brand. While still employed by Disney, the Integrated Insight team carried responsibility for identifying and proving the business case for customer service, resulting in millions of dollars of re-investment in service enhancements, training and leadership development as the company engaged in a “back to the basics” initiative.

While Disney had conducted Guest Satisfaction and Employee Engagement tracking studies for years, the question content was based on insights developed in the 1980’s. We started by conducting extensive qualitative and quantitative research to understand current guest perceptions, what they appreciated most and what did not meet their expectations. Guest research was supplemented with research among front line cast members and leaders to uncover barriers to delivering excellent service. Insights from this research helped inform strategies and initiatives to achieve higher satisfaction and intent to recommend.

The business case was established by analyzing longitudinal research on guests stated intent versus actual return. Over the course of ten years, numerous studies had been conducted with consistent results indicating what factors drove return visitation and what contributed to a guest’s lack of interest in visiting again. The team estimated the investment required to correct and overcome these obstacles and the expected return on investment.

To test the approach prior to company wide rollout, the team established a comprehensive test/control study in both resorts and theme parks. Over a three month period, measured results test versus control and test properties pre versus post implementation showed double digit percent improvement in “excellent” ratings and return intent. This scientific approach enabled a refinement of investment to spend where the impact was greatest and resulted in approval of funding for company wide implementation.



British Columbia Service Center



Chief Contact:
Greg Oyhenart, SVP
BCAA

British Columbia Automobile Association is a member services organization serving one in four households in British Columbia. Key services include home, auto and travel medical insurance as well as roadside assistance.

The Association recently underwent a renovation of its service center near Vancouver and was interested in understanding how to improve customer and employee flow. Transactions ranged from quick services such as acquisition of travel documents to more involved processes including insurance applications and claims. Further, given the nature of some of the transactions being conducted, privacy was of paramount importance.

Integrated Insight conducted a Capacity Planning and Operational Flow assessment to provide recommendations for future service center renovations. The work involved studying the past year's transactions and time requirements, implementing data collection to capture information on transactions not currently tracked, studying the facility layout and usage patterns and observing the flow at the center relative to customer comfort, wait time activities and employee work arounds.

Recommendations led to staffing suggestions to reduce wait time and a realignment of space to keep waiting areas separate from work areas, manage perceived wait time, enhance privacy and reduce sound levels.



Disney Chase Visa Credit Card

In 2003, the Walt Disney Company partnered with Bank One to introduce the new Disney Visa Credit Card (now with Chase). Users of the card are able to redeem reward dollars at theme parks, hotels, cruise ships and other venues at Walt Disney Parks and Resorts, as well as Disney stores, the Disney catalog and Disney Online.



The principals of Integrated Insight were responsible for developing benefits for Disney Visa card members from the Disney Parks and Resorts division portfolio, and determining the financial impact. However, many special interest groups representing loyal guests, such as Annual Passholders and Disney Vacation Club Members, also needed to be considered. To determine appropriate benefits for card members, the principals developed a matrix of all existing and potential benefits and all special interest groups. In addition to loyal guests, the acquisition of new visitors (both leisure and convention) was also taken into consideration as well as synergistic opportunities with other Disney divisions such as Studios, ABC/ESPN and Disney Consumer Products. In hindsight, the credit card partnership was the catalyst for addressing a growing concern of how to allocate limited benefits to the best and highest use.

While the credit card partnership was projected to deliver strong results for the company over time, the immediate impact to the Parks and Resorts division was not positive. Early adopters were the most loyal of all Disney guests who largely paid rack rates and already enjoyed special benefits. Over time, the incremental impact of each new acquisition became positive, but growth in acquisition significantly slowed. By leveraging consumer insights, further diagnosing and identifying available offerings, and developing detailed analytical models, we were able to structure benefits to not only incent new business but continue to reward long time guests with new and exciting offers to keep the relationship fresh.

