

Attractions

MANAGEMENT NEWS



6 APRIL 2020 ISSUE 153

www.attractionsmanagement.com

Leisure Media launches news feeds

Leisure Media, publisher of *Attractions Management News* and its sister titles, including *Attractions Management*, has announced the launch of dedicated news feeds to connect the industry during the coronavirus crisis

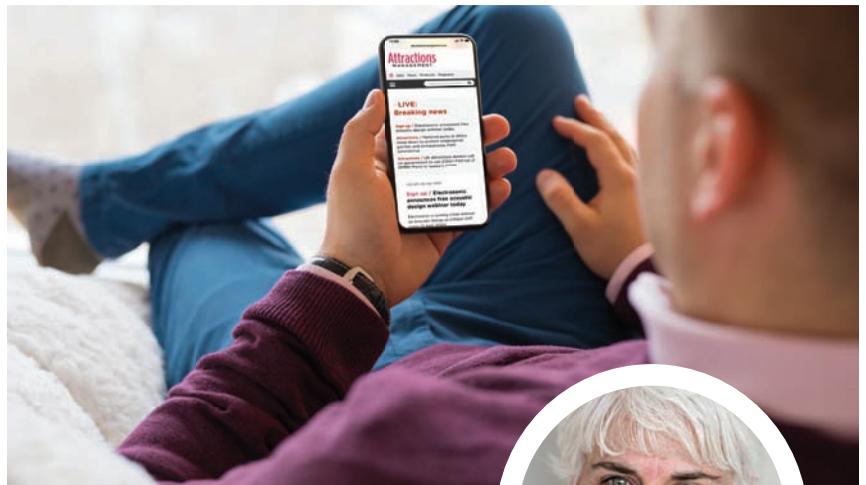
Launching today [6 April 2020], the live feeds will enable Leisure Media to post breaking news throughout the day to keep people in the industry in the loop about what's happening.

Liz Terry, CEO of Leisure Media, said: "We're passionate about the industries we work in and want to contribute and offer support throughout this crisis.

"Everyone is doing everything they can to help out and the spirit of camaraderie at this very challenging time is incredible.

"Our skills lie in communications and media, so these news feeds are one way for us to support and contribute, by keeping the flow of information going. The aim will be to share inspiring stories, to raise morale and to inform decision-making.

"We've been writing daily news online since 1997 – before Google



■ The feeds will keep news flowing

started – and our news service is a very popular part of our portfolio of media products," said Terry. "However, we're finding the appetite for news and the volumes we need to post have grown so much, due to the coronavirus crisis, we required new tools to enable us to deliver the amount of news demanded."

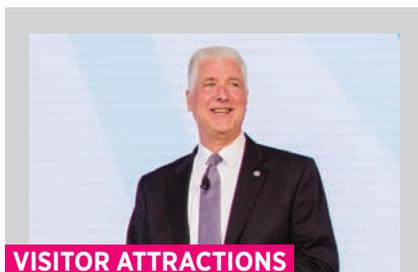
Share news: newsdesk@leisuremedia.com

View feeds: leisuremedia.com/newsfeeds



The spirit of camaraderie at this challenging time is incredible

Liz Terry, CEO, Leisure Media



VISITOR ATTRACTIONS

IAAPA's Hal McEvoy calls for US\$250bn pandemic fund

IAAPA president and CEO writes to US Senate

p2



THEME PARKS

Work restarts on Nickelodeon indoor theme park in China

Developers given the green light to re-start work

12



MUSEUMS

Trendswatch: The future of financial sustainability

Elizabeth Merritt releases annual Trendswatch report

p16

Hal McEvoy calls for US\$250bn fund to protect attractions industry during pandemic

IAAPA's president and CEO, Hal McEvoy, has urged the US government to support the attractions industry during the coronavirus crisis, urging the Senate to take immediate and extraordinary action to support the country's economy.

If the shutdown remains in place through June, IAAPA estimates a 40 per cent loss of jobs within the industry and a nearly US\$12bn (€13bn, £11.1bn) loss of revenue.

McEvoy has called for increased funding and flexibility for Small Business Administration (SBA) loans, tax relief to mitigate economic losses and US\$150bn (€137.7bn, £127.3bn) in loans in the Coronavirus Aid,



■ McEvoy made the urgent call as attraction remain shut in the US

"More needs to be done to ensure the attractions industry and its workers can sustain the shutdowns"

Relief and Economic Security Act to help the attractions industry through this period.

"Attractions are the economic driver in many of the local communities in which they

reside. They are often the reason people come to the towns in which they are located, stay in hotels and eat in nearby restaurants," said McEvoy.

"More needs to be done to ensure the attractions industry and its workers can sustain the shutdowns.

"As each day passes, with no end in sight for when restrictions on travel and gathering will be removed, this industry is increasingly unable to support their employees.

"With your help, the attractions industry will be staffed and prepared to open its doors and continue to be the economic generator for local communities that it has always been."

[READ MORE ONLINE](#)

Australia's art minister Paul Fletcher warns of 'cultural recession' as sector seeks AU\$850m support package



■ Fletcher made the stark warning to a roundtable of industry representatives

Australia's art minister, Paul Fletcher, has said the country is facing the "most devastating cultural recession in generations", following the closures of many major arts institutions in the country as a result of the coronavirus pandemic.

Fletcher made the announcement during a virtual roundtable with leaders from the culture sector to discuss the growing impact of COVID-19 as more galleries, museums and theatres are forced to close down.

"It's important we work together on a constructive approach to preparing for potential impacts"

The teleconference roundtable representatives of national institutions, the Australia Council for the Arts, indigenous arts groups and visual arts organisations, who have called for AU\$850m (US\$500m) in financial support in the face of months of closures and staff layoffs.

"Given the significance of the cultural and creative sector – both

economically and culturally – it is important we work together on a constructive approach to preparing for potential impacts and fully understanding the support available," said Fletcher.

"The information I obtained today from this roundtable will feed into whole-of-government planning on COVID-19 responses."

[READ MORE ONLINE](#)



■ Sharon Heal is calling for the fund to go to the museums sector

"We would appeal to government and funders to provide financial support and emergency funding"

Call for Festival of Britain fund to support sector in crisis

The heads of several major organisations, including The Association of Leading Visitor Attractions (ALVA), the Museums Association (MA) and the National Museums Directors Council (NMDC), have called on the British government to use funding intended for the upcoming Festival of Britain in order to provide emergency funding for the arts, heritage and entertainment sectors.

Announced by former Prime Minister Theresa May last year, the 2022 Festival of Britain is a £120m (US\$142.8m, €133m) UK-wide cultural event that will aim to champion the country's innovation and creativity following the UK's split from the EU in January.

ALVA director Bernard Donoghue, MA director Sharon Heal and NMDC chair Sir Ian Blatchford have all called for an emergency fund with that funding to be created in order to support the in-need sectors as a result of the COVID-19 epidemic.

"The government had earmarked £120m for a 'festival of Britain' in 2022," said Heal. "We believe this should now be made available to support museums at risk of permanent closure as a result of the coronavirus epidemic.

"We would appeal to government and funders to provide financial support and emergency funding for institutions that are affected by the pandemic."

[READ MORE ONLINE](#)

- 06 Answering the call**
General public comes to zoo's aid following emergency call for animal food
- 08 Virtual solutions**
Google Arts & Culture offers virtual tours of more than 500 museums
- 12 Work restarts on Nickelodeon indoor theme park in China**
Construction restarts under strict rules to prevent COVID-19 spread
- 14 Adapt and overcome**
How are different countries supporting the tourism and attractions sectors through coronavirus?
- 16 Trendswatch: The future of financial sustainability**
AAM releases annual Trendswatch report
- 18 Q&A with Elizabeth Merritt**
Trendswatch author discusses this year's report

Sign up to Attractions Management News:

Online: www.leisuresubs.com

Email: subs@leisuremedia.com

Tel: +44 (0)1462 471930

Annual subscriptions: UK £48,

UK students £25, Europe €65, RoW £94

Attractions Management News is published 26 times a year by The Leisure Media Company Ltd, Portmill House, Portmill Lane, Hitchin, Herts SG5 1DJ, UK. The views expressed in this publication are those of the author and do not necessarily represent those of the publisher. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by means, electronic, mechanical, recorded or otherwise, without the prior permission of the copyright holder, Cybertrek Ltd. ©Cybertrek Ltd 2020 ISSN 2516-9114

BBC's director of Arts **Jonty Claypole** introduces 'Culture in Quarantine' initiative



■ Claypole announced the arts festival as a response to the global pandemic

With coronavirus forcing the closure of Britain's arts institutions, the BBC has offered a way for isolated citizens to get their cultural fix – a festival to show how the sector is responding to the global pandemic.

Announced by the BBC's director of Arts, Jonty Claypole, the festival will be distributed through TV, radio and online, and will feature guides to closed exhibitions or permanent gallery collections, as well as music and comedy performances,

"We envisage a virtual festival of the arts rooted in the experience of both voluntary and involuntary isolation"

filmed recordings of plays and archive footage.

"As a public service organisation, it has always aimed to be more than a broadcaster but a stage, gallery and cultural platform in everybody's homes," said Claypole.

"For a sector that thrives on bringing people together to share live and shared experiences, and that brings

benefits for us all, it raises the urgent question: what is culture in a state of quarantine?

"In short, we envisage a virtual festival of the arts – Culture in Quarantine – rooted in the experience of both voluntary and involuntary isolation. All this will be done hand-in-hand with the wider arts and cultural sector through coverage and collaboration."

[READ MORE ONLINE](#)

Arts Council chair **Nicholas Serota** offers £160m fund to support culture during COVID-19 outbreak

Arts Council England (ACE) has responded to the "massive and unsustainable loss of revenues" caused by COVID-19 by announcing an emergency £160m (US\$191.2m, €176.4m) emergency funding package.

ACE says that the funding is being made available to help cultural organisations, freelancers and individual artists during the epidemic.

As well as preventing arts organisations from going bust, the money – which is coming from a combination of ACE's emergency reserves and a suspension of national lottery grants – is also intended to help "buoy the public" during the lockdown.



■ as

"None of us can hope to weather this storm alone, but by working together in partnership, I believe we can emerge the stronger"

"COVID-19 is having an impact globally, far beyond the cultural sector – but our

responsibility is to sustain our sector as best we can, so that artists and organisations

can continue to nourish the imagination of people across the country, both during the crisis and in the period of recovery," said ACE chair, Nicholas Serota.

"None of us can hope to weather this storm alone, but by working together in partnership, I believe we can emerge the stronger, with ideas shared, new ways of working, and new relationships forged at the local, national and even international level."

ACE has also delayed the next investment process for organisations who receive regular core funding. The process for 2022-26 was due to begin in Q3 this year, but will now rollover to 2023.

[READ MORE ONLINE](#)

MEET THE TEAM

For email use:
fullname@leisuremedia.com



Editor
Liz Terry
+44 (0)1462 431385



Managing editor
Tom Anstey
+44 (0)1462 471916



Publisher
Julie Badrick
+44 (0)1462 471971



Advertising sales
Sarah Gibbs
+44 (0)1462 471908



Advertising sales
Paul Thorman
+44 (0)1462 471904



Advertising sales
Chris Barnard
+44 (0)1462 471907



Newsdesk
Tom Walker
+44 (0)1462 431385



Product Editor
Lauren Heath-Jones
+44 (0)1462 471927



Circulation
Joe Neary
+44 (0)1462 471910



■ Jennie Nevin is the TEA's COO

"TEA leadership is in discussions to determine how best to serve our members and fulfil our mission in the coming months"

Jennie Nevin announces a number of TEA postponements

The Themed Entertainment Association (TEA) has announced that it will postpone its upcoming TEA Summit and Thea Awards Gala, as well as the SATE Europe conference in the wake of the coronavirus pandemic.

The TEA Summit – originally meant to take place at the Disneyland Resort in Anaheim, California between 16-18 April 2020 – has been rescheduled for 9-11 July 2020.

"This date change was made in the best interest of TEA members, event participants, and our industry. Around the world, our communities, lives and businesses are being

disrupted. All are facing health concerns, financial setbacks, travel bans, venue closures and general uncertainty," said TEA COO Jennie Nevin.

"TEA leadership is in discussions to determine how best to serve our members and fulfil our mission in the coming months. We look forward to a time of recovery in the near future."

SATE Europe, originally meant to take place in May this year at PortAventura in Spain, has been rescheduled for May 2021, with official dates to be confirmed closer to the time.

[READ MORE ONLINE](#)

TOURISM

50 million tourism jobs at stake, says WTTC

The World Travel and Tourism Council (WTTC) has sent an open letter to the world's governments, with the organisation revealing that more than one million tourism jobs globally are being lost every day as a result of the coronavirus pandemic.

According to WTTC, growing job losses are affecting the industry at every level, with numbers increasing as more countries go into lockdown, with a "domino effect" following the closures of hotels, suspension of airlines and a growing number of travel bans hitting a huge number of suppliers and supplemental industries.

The open letter, penned by WTTC president and

CEO, Gloria Guevara, states that 50 million jobs globally are at risk, with the travel and tourism sector "in a fight for survival".

"No one can doubt that we are in uncharted territory," said Guevara. "The coronavirus pandemic means the world is facing a threat on multiple fronts not seen in peacetime.

"Without tourism, economies around the world face an existential threat. To counter this, WTTC, which represents the global Travel & Tourism private sector, is calling upon governments of all countries to take immediate action to help ensure the survival of this critical job-creating sector."

[READ MORE ONLINE](#)



■ Closures worldwide have had a severe impact on tourism



WTTC, is calling upon governments of all countries to take immediate action

Gloria Guevara

ZOOS

Public comes to zoo's aid following call for animal food



What we didn't expect is the number of cafés, hotels and schools who contributed their leftover spoils food to us

Chris Moiser

Local residents and businesses have come to the aid of a zoo which said it might have to euthanise animals after panic buying disrupted its supply feed.

The Tropiquaria Zoo in Somerset, UK, made an urgent appeal for members of the public to donate spare fruit and vegetables to local zoos, with empty shelves and purchase restriction policies meaning supplies were being severely limited.

Following the appeal, Chris Moiser, who runs the zoo, said he was "overwhelmed" at the number of donations, which came through.



■ The zoo made an urgent appeal for animal food

"The number of donations is amazing, and what we didn't expect is the number of cafés, hotels and schools who closed, at very short notice, who then contributed their leftover spoils food to us, and delivered it," said Moiser.

"Someone even stopped me to give me a lettuce, it's very touching."

[READ MORE ONLINE](#)

Like the memories they create,
our rides are built to last.

Be Boundless.

We create experiences that can be shared across generations. That's why everything we do is underpinned by an obsession with quality.

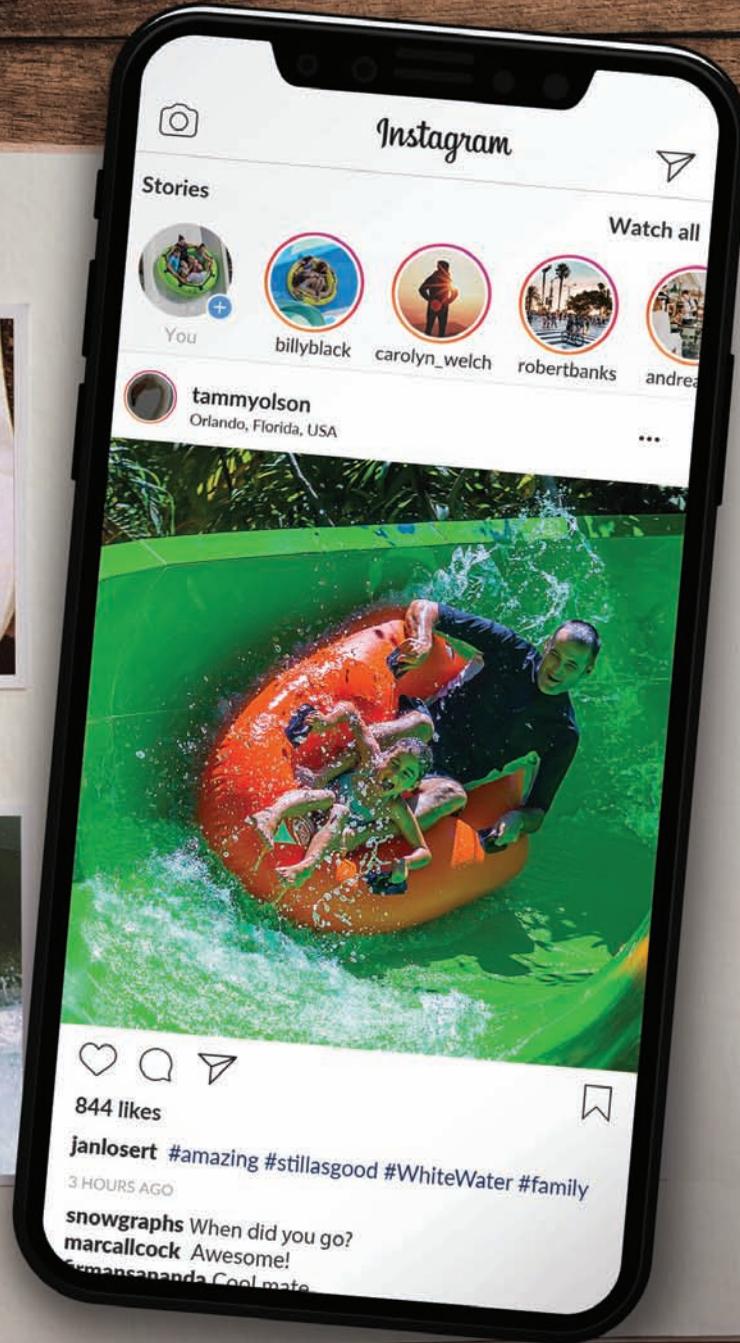
Visit our brand new website whitewaterwest.com and start asking yourself what's next.



First Slide, Penticton 1980

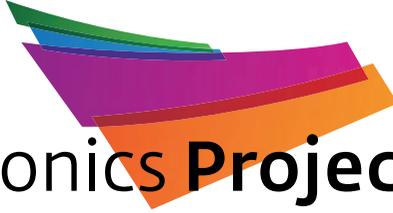


Family Time, Redland 1989



WHITEWATER®

Entertain the Possibilities



Lagotronics Projects[®]

creating unforgettable memories

Interactive Dark Rides & Attractions



Theme Parks



Experience Centers



Museums



FECs

TECHNOLOGY

Google offers virtual tours of 500 museums

Google Arts & Culture has partnered with more than 500 cultural institutions to offer 'virtual museum exploration', following the temporary closure of thousands of art galleries and museums in the wake of the COVID-19 pandemic.

An online platform designed to provide public access to gallery and museum collections across the globe, Google Arts & Culture uses the same technology developed for Google Maps Street View to enable users to 'walk' through world-famous galleries and museums and explore collections and exhibits, via clickable artwork from the comfort of their own homes.

The move to virtual reality is enabling museums and galleries to continue to reach quarantined audiences, as well as enhance their offering with behind-the-scenes access and creative storytelling. Examples include a 360-degree tour of Chauvet Cave – a prehistoric cave and Unesco World Heritage site in Ardèche, France, which features the earliest discovered examples of prehistoric art.

The tour, called Dawn of Art, was produced by Google Arts & Culture and "digitally preserves" the caves, which are usually reserved for archaeologists and other professionals.

[READ MORE ONLINE](#)



■ Dawn of Art 'bridges 36,000 years of human history'



The move to virtual reality is enabling museums and galleries to continue to reach quarantined audiences

THEME PARKS

Work continues on Universal's global theme park projects



Our projects around the globe all remain active and on track

Tom Williams

Universal has revealed that it's continuing work on its Super Nintendo expansion in Japan, its new theme park in Orlando and its Beijing theme park despite the ongoing COVID-19 outbreak.

Universal will not welcome visitors to any of its resorts until at least April, but an update from Universal Parks and Resorts chair and CEO, Tom Williams, says the construction work is continuing.

In a letter to Universal employees, Williams said that work around the world was unaffected by the outbreak.

"Our construction projects around the globe – Super Nintendo World in



■ Construction work is continuing at Universal parks

Osaka and Hollywood, Universal's Epic Universe in Orlando and Universal Beijing all remain active and on track under protocols established by government officials and with their support," he said in the letter.

[READ MORE ONLINE](#)

THEME PARKS

Disney donates surplus food following closures

Following the temporary closures of Disney's parks and resorts worldwide, Disneyland Paris, the Disneyland Resort in Anaheim, California, and the Walt Disney World Resort in Orlando, Florida, have donated their supplies of surplus food to local charities.

Disneyland Paris donated 15 tonnes of food, including salads, fruit and dairy products, to both local and nationwide charities, including Secours Populaire Français and Restaurants du Cœur.

The donation was made possible thanks to the efforts of resort staff and cast members who helped collect, identify and redistribute food that would have

otherwise gone to waste.

In the US, both the Disneyland and the Walt Disney World resorts have pledged to donate excess food to the Second Harvest Food Bank.

Launched in 1991, the programme is a food waste initiative that collects unserved and excess food from the Walt Disney World Resort and distributes it to hunger charities and programmes throughout Central Florida. The programme collects and donates more than 832,000lbs of prepared food per year, and last year donated more than a million meals to underprivileged people.

[READ MORE ONLINE](#)



■ Disney's resorts have donated excess food to charity



We play an important role in helping our community in times of need

Tajiana Ancora-Brown

VISITOR ATTRACTIONS

Japanese attractions start to reopen after two months



Infrared technology has been installed at the park entrance to conduct temperature checks

Some attractions operators in Japan have started to reopen their doors to the public with the coronavirus largely contained in the country.

Legoland Japan is among those to have reopened under certain restrictions, with indoor attractions closed and events with large gatherings cancelled and business hours shortened. Rides such as the park's rollercoasters are now open again.

The Dutch-themed resort Huis Ten Bosch reopened on March 16, though all of its indoor facilities remain shut. In addition, the opening of the new area "Fantasia City of Light" has been delayed until at least April.



■ Legoland has reopened its outdoor attractions

Other attractions confirmed to have reopened, include the GrinPa Amusement Park near Mount Fuji, Bandai Namco's arcades and cinema operator Aeon Entertainment. Tokyo Disneyland has chosen to exercise caution, with the resort remaining closed through early April.

[READ MORE ONLINE](#)

Design Studio for Light & Video

+32 (0) 89 690 790
www.paintingwithlight.com
sales@paintingwithlight.com



light & media programming • media creation
custom designshow control & system integration
build • concept design • schematic design • technical design
lighting simulation & visualisation • project management • training & service



TECHNOLOGY

Cincinnati Zoo offers live-streamed tours

With countless visitor attractions around the world forced to close as a result of the coronavirus pandemic, many are starting to improvise ways they can connect with their customers. Among them, Ohio's Cincinnati Zoo has turned to its digital platforms, offering live "Home Safaris" to its visitors.

Airing seven days a week, zoo staff are the now-closed zoo are "bringing the zoo to you" via a Facebook live stream.

"We're bringing the zoo to people who are stuck at home," said Cincinnati Zoo director Thane Maynard. "This zoo is so important to the community and not being able to visit will create

a void that we're trying to fill. The goal with the daily live sessions is to provide fun and educational content to people who are stuck at home."

The Home Safaris debut featured the zoo's famous hippo, Fiona, and proved very effective for the attraction's social channels, with its announcement post reaching more than 18 million people and its Facebook following increasing by more than 400,000 people.

With its closure, the zoo is coupling its live stream sessions with public donation requests, as well as promoting membership renewals, animal sponsorships and Cameo messages.

[READ MORE ONLINE](#)



■ The zoo's popular hippo, Fiona, starred in the first broadcast



We're bringing the zoo to people who are stuck at home

Thane Maynard

THEME PARK

Work restarts on Nickelodeon indoor theme park in China



Nickelodeon will be instrumental to the success of the Mall of China

Linda Dong, president of China Creation

Work has restarted on the Nickelodeon theme park, with developers given the green light to start work again on the US\$750m (£647m, €688m) Mall of China development.

Work was suspended as a result of the coronavirus, however, plans for the construction of the third and fourth phases to resume were approved following an inspection ensuring COVID-19 prevention requirements were met.

The 92,000sq ft (8,500sq m) park will feature 14 Nickelodeon IPs including Dora the Explorer, Sponge Bob Square Pants, Teenage Mutant Ninja Turtles



■ The attraction was first revealed in 2018

and Paw Patrol, and will feature 29 attractions, including Asia's first tilting drop tower attraction and an indoor coaster. Themed around the Teenage Mutant Ninja Turtles, the ride will break four world records for indoor coasters.

[READ MORE ONLINE](#)

[▶ Play Video](#)



www.intamin.com

LSM LAUNCH COASTER

Adapt and overcome

How are different countries supporting the tourism and attractions sectors through coronavirus?



■ The global pandemic has had a huge impact on global tourism

The global travel and tourism sector grew by 3.9 per cent in 2018 to contribute a record US\$8.8tn to the global market

With turbulent times ahead for the global tourism and visitor attractions sectors, governments around the world are implementing new emergency policies to support these crucial sectors.

The global travel and tourism sector grew by 3.9 per cent in 2018 to contribute a record US\$8.8tn to the global market, supporting 19 million jobs worldwide and generating 10.4 per cent of the world's total economic activity.

Great Britain

Chancellor Rishi Sunak has set out a package of temporary, timely and targeted measures to support public services, people and businesses, currently amounting to £330bn.

Measures include a 12-month business rates holiday for all retail, hospitality and leisure businesses in England; a grant funding of £25,000 for retail, hospitality and leisure businesses with property with a rateable value between £15,000 and £51,000; small business grant funding of £10,000 for all business in receipt of small business rate relief or rural rate relief.

The Coronavirus Business Interruption Loan Scheme has also been launched, with loans of up to £5m available for SMEs through the British Business Bank.



■ In the UK, chancellor Rishi Sunak has introduced unprecedented measures to protect the British economy

United States

The US is planning a US\$1tn (€926bn, £851bn) financial package, which will "send money directly to Americans" as part of a stimulus attempting to avert an economic crisis caused by COVID-19.

As part of this package, airlines and hotels will receive a bailout. The proposal is yet to be approved by Congress. Separate to this package, US Treasury secretary Steven Mnuchin has said the government will also allow companies and individuals to delay their tax payments for 90 days.

Italy

The Italian government has presented its "Italy Cure" package, which puts the safety and wellbeing of its workers at its core.

The government is paying 80 per cent of its employees' salaries across every sector, with self-employed or seasonal workers able to apply for a special pay-out of €600 in March. Families can also suspend their mortgage payments, while parental leave has been extended. A €500m fund has also been set up to help protect the aviation industry.

Germany

Germany's government has pledged unlimited financial assistance to German businesses. The government has predicted this will cost around €550bn from the nation's development bank.

Australia

As part of an AUS\$17.6bn (US\$10.3bn, €9.4bn, £8.7bn) stimulus plan, with an additional AUS\$64.6bn (US\$22.7bn, €20.8bn, £19.2bn) to be spent over the next six months, the government has pledged AUS\$1bn (US\$613m, €562.7m, £520m) to support those sectors, regions and communities, including tourism, that have been affected by the virus.

As part of this stimulus plan, fees and charges for tourism businesses that operate in the Great Barrier Reef Marine Park and Commonwealth National Parks will be waived. These measures will support more than 3.5 million businesses and an estimated 3 in every 4 workers nationwide.

France

The French government has established a €2bn (US\$2.2bn, £1.85bn) Solidarity

Fund, which many tourism and attractions businesses are eligible for. Non-food trade and tourism SMEs that have lost turnover by more than 70 per cent compared to March 2019 and SMEs with a turnover of less than €1m (US\$1.1m, £924,000) can apply for the fund.

A wider €45bn (US\$49bn, £41.6bn) package includes supplementary funding of short-time working/partial unemployment measures equal to 70 per cent of gross salary.

Spain

The Spanish government is supporting tourism companies with a financing line of €400m (US\$432m, £367.8m) with guarantee from the ICO (Official Credit Institute of Spain), for self-employed and tourism companies. The financing – which has a maximum credit limit of €500,000 (US\$540,000) per company – includes transport companies, taxis, hotels, restaurants, car rentals, travel agencies and museums.

The government has also launched a €200bn (US\$215.6bn, £183.9bn) package to help companies, workers and other vulnerable groups affected by the crisis.●

The future of financial sustainability

American Alliance of Museums releases annual TrendsWatch report



■ Charitable income makes up a significant portion of most museum funding models and is one of the four highlighted areas in this year's report

In a time of financial uncertainty for the global museum community, this year's TrendsWatch report from the American Alliance of Museums (AAM) and the Center for the Future of Museums (CFM) is seeking to provoke discussion and find viable solutions to these ongoing challenges.

Exploring important culture, technology, economic, environmental and policy events, the American Alliance of Museums and the Center for the Future of Museums' annual *TrendsWatch* Report identifies trends that will shape the way museums worldwide will do business and engage visitors.

The future of financial sustainability is the focus of this year's report. With funding models disrupted museums are in a position where they must improve financial discipline, business planning and data literacy in order to remain profitable.

Earned income

Earned income consists of the money a museum makes from selling a product or service to someone at a price the consumer feels is worth the cost. A museum's income applies even if attendance is free entry, as visitors will spend money in places such as the café or the gift shop.

■ Forced museum closures are having a significant impact on museum finances



Research suggests that the number one reason people don't come to a museum is that they prefer to do something else with their time, often spending time at home with the vast majority of this time spent on screens – television, movies, and digital devices. This is seeing museums move further into the experience economy, with the creation of immersive experiences and must-see exhibitions in an attempt to get its visitors off the sofa and through its doors.

Charitable income

Philanthropy is a key part of most museums' funding models, but it can also be a poisoned chalice should they not look into where their money is coming from.

The fastest-growing charitable vehicle in the US is donor-advised funds (DAF) – a giving vehicle which allows donors to make a charitable contribution, receive an immediate tax deduction and then recommend grants from the fund over time. These funds



Museums need to try new things and make changes from within to find new forms of revenue generation

now outnumber private foundations on a five to one ratio and their collective value is worth more than US\$100bn.

"Impact philanthropy" is another key thing to consider, with donors and foundations increasingly want to see measurable change as a direct result of their support.

Government funding

With museums a major part of the public infrastructure, it's no surprise many non-profits receive significant government backing.

This support comes "with its own strings attached", which means a government-supported institution has to be sensitive to political considerations, satisfying both the taxpayer and the political institution.

In the US, nonprofits are not only seeing a decline in government funding but also attempts to actually increase the amount of money they must pay the government.

Financial capital

Financial capital can be split into three groups – endowments, temporarily restricted endowments and voluntarily restricted endowments.

Endowments are portions of a museum's investments which, typically aren't spent, rather interest accrued is used for specific purposes. Temporarily restricted endowments are designated to be spent in their entirety for specific purposes. Voluntarily restricted endowments are board designated for a specific purpose, though that decision can be reversed. ●



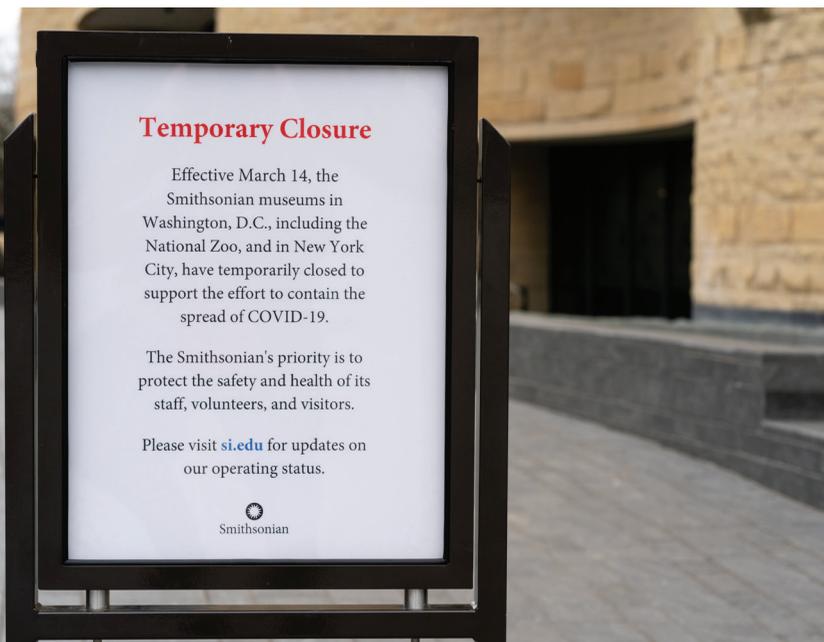
Our sector is just beginning to assess the impact of closures, travel bans, cancellation of events, and the implementation of social distancing

Elizabeth Merritt, Center of the Future of Museums



Q&A with Elizabeth Merritt

Trendswatch author discusses this year's report



■ It's recommended that all museums build up a three month surplus for times of crisis

With the global health crisis continuing to unfold, Tom Anstey, spoke to Elizabeth Merritt,

vice president of strategic foresight and founding director for the Center of the Future of Museums, to learn more about this year's Trendswatch and how it can help the museums in the short and long term.

Why did you choose to look at finance in this year's edition?

When AAM was developing its current strategic plan, we asked museums to share their biggest challenges. Financial sustainability was one of the top three issues identified by museums of all types, and that is a well-founded concern. A survey we conducted in 2017 found that 29 per cent of museums had dipped into their reserves or endowment,



■ Museums worldwide are feeling the crunch thanks to forced closures

Museums will find themselves in a new world when it comes to the business of running their organisations

in the past year, to cover operating deficits. Every major museum income stream was profoundly damaged during the 2008 financial crisis, and it may be unrealistic to expect that we will ever return to 'business as usual'.

What are the key steps museums can take to try and foster financial stability?

The first step is to pay attention to information – internal and external – that can tell an organisation what is working, what is not working, and how their external business environment is changing. The second is to ensure that all staff – not just the people who work in leadership and accounting – know how to read a financial statement and understand the museum's budget. Unless everyone – curators, educators, security staff, exhibit developers – are financially literate, how can they be expected to

have ideas and make decisions that lead to financial success? The third step is to create a culture in which staff are encouraged to try experiments that may result in new ways of operating, including new income streams.

How is technology changing the way we generate funding?

Digital technologies open two massive areas of opportunity for museums – data and reach. By collecting as much information as possible on who comes to museums and how they behave, museums can tailor the experiences they create, their marketing, pricing, and their pitch for contributions in order to be as effective as possible. Social media can turn a museum's existing fans into recruiters. Young people, in particular, are highly influenced by the recommendations of their peers when

it comes to how they spend their time and money. And by providing meaningful, engaging online content, museums can win love (and support) from people who may never come through their physical doors.

How is technology changing the way we generate funding?

A healthy operating reserve is one of the best financial preparation for business disruptions! The typical advice is to have sufficient expendable funds on hand to cover at least three months of expenses. More generally, museums can always be looking forward in time, anticipating potential disruptions—whether that is a pandemic disease, severe storms, ransomware or social unrest. Integrating a little bit of foresight into financial planning can help ensure that a museum has a business model resilient enough to weather hard times. ●

PRODUCT INNOVATION

Suppliers tell *Attractions Management News* about their latest product, design and technology launches

For the latest supplier news and company information, visit attractions-kit.net



Red Raion's partnership with D-Box will create new immersive experiences says, **Valeria Rizzo**



● Valeria Rizzo, Red Raion

Red Raion, an Italian CGI studio specialising in movies for media-based attractions, has announced a new partnership with D-Box that will see the development of a host of new immersive experiences.

Based in Canada, D-Box creates motion systems for the entertainment and simulation industries, as well as develops motion effects programmed to visual content.

"We're really excited to sign this first agreement with Red Raion, this new partnership will certainly contribute to the development of amazing CGI

content that will resonate deeply in the consumer market," said Sébastien Mailhot, president and CEO of D-Box.

"Our motion technology synchronises perfectly and seamlessly with Red Raion's CGI content, enhancing the overall experience like never before."

Valeria Rizzo, PR and Business Development director, at Red Raion said: "D-BOX and Red Raion will offer the best simulation with the best immersive content, specifically created for the attractions industry. At Red Raion we're glad to contribute

to the success of D-Box's clients. Our goal is to guide them in selecting the right CGI content for their media-based attraction depending on their venue and their needs.

"For us, the perfect sync of the content with the motion is the key element that makes an immersive experience stand out from the rest.

"Our titles are always updated to the latest standards, and D-BOX's state-of-the-art technologies will really allow our content to shine."

ATTRACTIONS-KIT KEYWORD

RED RAION



Polin encourages teamwork with new Splash Course



● Bilge Pakis, Polin



Polin Waterparks has launched the Splash Course, a new water playground solution that encourages team-building.

The company has recently installed its new launch at the Palomaqua Water Park in Antalya, Turkey.

Aimed at water parks, adventure parks and theme parks, the Splash Course is a fun, hands-on learning experience that challenges guests to work together.

It features both high and low elements and provides



● The first Splash Course opened at Palomaqua Water Park in Turkey

both intellectual and physical challenges that can help children to improve a host of different skills, such as problem-solving, hand-eye coordination, communication, strategy-setting, resilience and self-trust, as well as friendliness and teamwork.

The Splash Course is the latest in a line of launches for the company, including

the Time Rider. Launching earlier this year, the Time Rider is an innovative water slide, which features one of the world's largest bowls.

The solution is available with a number of different heights and difficulty levels.

ATTRACTIONS-KIT KEYWORD
POLIN

Satisfi Labs launches COVID-19 Assistant to streamline emergency communications for the tourism industry



Satisfi Labs, an AI-powered knowledge management platform, has announced the launch of the COVID-19 Assistant, a free virtual assistant that enables clients in the tourism, live entertainment and sports industries to answer customer queries relating to the coronavirus.

It was developed after the company found that customer queries, received by the Satisfi Labs' Answer Engines, relating to the coronavirus increased by 2,000 per cent between the first and second week of March.

The company found that 98 per cent of queries fell into one of four categories:



● Don White, Satisfi Labs

refund policies, venue facility change, event cancellations, and event rescheduling.

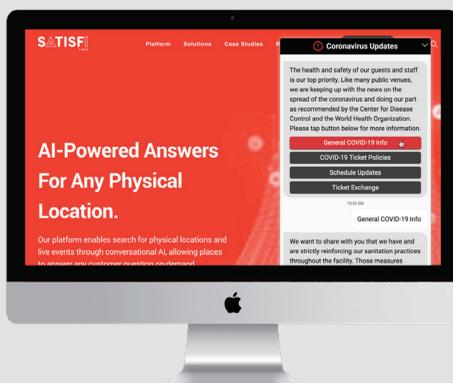
Satisfi Labs used this information to create the COVID-19 Assistant, which features a guided-flow solution to streamline communication that enables tourist destinations and venues

to provide consumers with custom responses on their websites. Users can adjust their answers in real-time as the situation changes.

"During these uncertain times, we know it's important for our partners to be able to address pressing questions from their customers about how the coronavirus pandemic is affecting their favorite events, shows, games, and attractions," said Don White, CEO and co-founder of Satisfi Labs.

"We're aiming to create a process to help our clients address these types of emergency questions rapidly."

ATTRACTIONS-KIT KEYWORD
SATISFI LABS



● The COVID-19 Assistant supplies information relating to the coronavirus



PolinWaterparks
THE EXPERIENCE

EXPLORE

THIS UNIQUE EXPERIENCE

THAT WILL GUIDE YOU
THROUGH TIME & SPACE!



TIME  RIDER

when are you?



WORLD'S
LARGEST BOWL