

IAAPA

Common Body of Knowledge (CBoK) **March 2023**

The Comprehensive Framework of Essential
Knowledge and Skills for Global Attractions
Industry Professionals

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Introduction

Thank you for your interest in IAAPA's inaugural Common Body of Knowledge (CBoK). The CBoK is the comprehensive framework of knowledge and skills for those working in the global attractions industry. This document lists the competencies that individuals should possess (at an awareness and/or proficiency level) to ensure a successful career in the attractions industry. Additionally, this document provides resources in the form of acronyms and abbreviations, a glossary, and metrics to provide further insight for the competencies common to the attractions industry.

Who Should Use This Document

The CBoK is designed to be used by:

- **Employees**, to understand the required competencies needed to help them meet their current or future career goals.
- **Employers**, to use as a reference for comparison or benchmarking in their organizations. It enables them to understand the necessary levels of expertise for employees.
- **Recruiters and human resources professionals**, to develop appropriate job descriptions and recruit suitably qualified staff.
- **Students**, to understand the competencies they need to demonstrate to be successful in the attractions industry, and to assist them in assessing their career development plans.
- **The academic community**, to understand the necessary critical professional competencies to consider in course development, in order to prepare students for entry into the attractions industry.
- **Course developers**, to ensure courses and programs developed adequately cover required competencies.

Development of CBoK

The CBoK was developed to codify the foundational competencies that an individual working in this industry needs to be successful. From that, IAAPA can widely share this information so that we begin to align employer expectations of employee competencies. Bringing together a global alignment of competencies allows the industry to best serve our guests in a safe, and efficient manner.

The information contained in this document was developed over the course of a three-year period (2018 - 2020), guided by the IAAPA Global Education Committee and external consultants. The CBoK was developed through a global job task analysis that asked questions (to employees and employers) related to what employees in the attractions industry do in their roles every day, including the frequency and importance of those tasks. To accomplish this, IAAPA partnered with two different external organizations to assist in this work. These organizations are specialists in this field of work and ensure a consistent, defensible, and valid process is followed. Representatives from all four IAAPA regions, made up of members, non-members, committees, and other volunteers, provided valuable, quantifiable input that was ultimately reviewed and approved by the IAAPA Global Education Committee. This process will be repeated on a regular cycle to ensure it remains current and relevant.

Levels of Focus

The CBoK is focused on two career levels:

Professional: An individual is within the “Professional” level when they have at least one year of full-time attractions industry experience.

Executive: An individual is within the “Executive” level when they have at least 7 years of full-time experience combined with 7 years of supervisory experience.

Attractions Industry Experience; defined as full-time work within an attraction (Amusement Park, Family Entertainment Center or LBE, Zoo & Aquarium, Museum, Science Center, Water Park) or a Manufacturer or Supplier to the attractions industry. Additionally, consultants, faculty, and professors who support the attractions industry, including students (given they meet eligibility requirements), are recognized.

Supervisory Experience includes the following examples: Helping team members understand performance targets and goals. Training and ensuring that team members are competent in their role. Scheduling work hours and shifts. Coordinating job rotation and cross-training. Sharing company updates, financial results, and new objectives with team members. Assisting in resolving emergencies, such as a quality or customer problem, that might escalate to the team supervisor for handling. Identifying and resolving workplace problems, including tardiness or absenteeism. Providing reports and activity updates to management. Assisting in hiring, disciplining, and terminating activities.

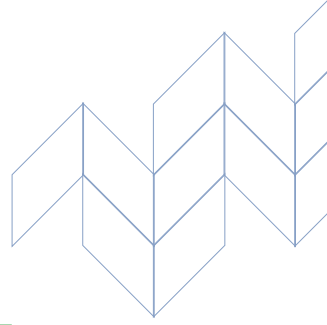
The CBoK also provides a set of core skill competencies. These competencies could apply to any industry, but through the job task analysis, were discovered to be important to the attractions industry.

Core Skills

Core Skills are made up of three interrelated categories: People, Personal, and Business. High-performing employees across all attractions industry career levels and constituencies share these skills and behaviors that help them succeed.

AREA OF PRACTICE	People	Personal	Business
			
DISCIPLINES	Customer Service Orientation	Initiative	Safety and Security Focus
	Team-Focused	Accountability	Results Orientation
	Interpersonal Effectiveness		Business Acumen
	Communication Skills		

PEOPLE SKILLS IN THE ATTRACTIONS INDUSTRY

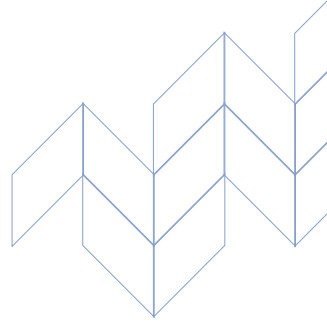


Successful employees have excellent interpersonal skills that they employ with customers and internal team members. They listen and communicate effectively, show empathy, and are customer-focused. They collaborate well and thrive on teamwork.

Disciplines	Proficiency and Performance Indicators
Customer Service Orientation	Deliver the highest external and internal customer experience based on the highest quality and service standards
	Analyze and effectively provide solutions for customer problems and issues
	Present the brand in a positive manner to customers
Team Focused	Listen and respond constructively to other team members' ideas and concerns
	Encourage and value diverse opinions and experiences to incorporate different perspectives
	Participate actively, sharing responsibility and rewards, and contribute to the capability of the team to achieve goals
	Collaborate with others to meet a shared goal
Interpersonal Effectiveness	Listen attentively to people's ideas and concerns
	Understand both the strengths and weaknesses of others
	Acknowledge and act on others' concerns
	Treat others with respect, dignity, and honesty
	Be self-aware of one's impact on others
Communication Skills	Proactively communicate with others
	Ensure information is passed on to others who should be kept informed
	Express oneself clearly and professionally in the appropriate communication medium
	Foster an environment of open communication
	Inspire and engage others to act

PERSONAL SKILLS IN THE ATTRACTIONS INDUSTRY

Successful employees take ownership of their work and hold themselves and others accountable. They accept responsibility for their actions and take initiative to go above and beyond in the pursuit of excellence. They continually grow their knowledge and skills through seeking professional training and development opportunities.



Disciplines	Proficiency and Performance Indicators
Initiative	Identify what needs to be done and take action
	Do more than what is normally required in a situation in the pursuit of achieving a higher standard of excellence
	Seek out others involved in a situation to learn their perspectives and then collaborate on the solution
	Continually develop knowledge and skills, and keep up on trends in one's area of expertise
Accountability	Perform one's job with the broader goals in mind
	Accept responsibility for positive and negative outcomes of work
	Look beyond the requirements of one's own job to offer suggestions for improvements in one's area or organization's operations
	Take personal ownership in the organization's success

BUSINESS SKILLS IN THE ATTRACTIONS INDUSTRY

Successful employees are committed to organizational goals and strategies, even in the face of obstacles. They solve problems and are committed to going above and beyond to meet guests' needs. They promote a safe environment for their customers and team members.

Disciplines	Proficiency and Performance Indicators
Safety and Security Focus	Take action to remove or remediate safety hazards in own work area and within the organization
	Consistently promote a safe work climate
	Follow appropriate safety and security procedures
	Regularly communicate safety and awareness of surroundings as priorities
	Adhere to all workplace and trade safety laws, regulations, standards, and practices
Results Orientation	Maintain commitment and dedication to goals, in the face of obstacles and frustrations
	Exert focused effort over time to achieve a goal
	Have a strong sense of urgency about solving problems and getting work done
Business Acumen	Analyze and comprehend organizational goals and strategies and how one's work fits in.
	Demonstrate high regard for organizational profitability/financial strength.
	Understand and go above and beyond to meet customers' needs based on the mission, vision, and values of the organization.

Professional Level Areas of Practice

IAAPA members identified seven (7) areas of practice within the global attractions industry that encompass the skills required to make a safe, entertaining, and memorable attraction for your guests and employees. Developing yourself as an attractions industry professional requires knowledge, understanding, and application of these areas of practice.

Each area of practice has disciplines within it. Perhaps you understand some, but not all, disciplines within an area of practice. IAAPA is here to encourage your development in these areas.

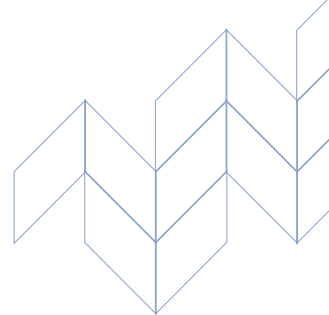
The guide below outlines the IAAPA Professional Level Areas of Practice and the disciplines within them to provide you with a frame of reference for your learning goals.



AREA OF PRACTICE	<div> <div>Marketing, Public Relations, and Sales</div> <div>Finance & IT</div> <div>Human Resources</div> <div>Facility Operations</div> <div>Games & Merchandise</div> <div>Food and Beverage</div> <div>Entertainment</div> </div>						
	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>						
DISCIPLINES	<div> <div>Advertising</div> <div>Branding</div> <div>Communications</div> <div>Consumer Research and Competition Analysis</div> <div>Online Marketing</div> <div>Products, Development, Promotions, and Sales</div> <div>Targets and Channels</div> </div>						
	<div> <div>Budgets and Business Plans</div> <div>Capital Budget Management</div> <div>Cash Handling and Credit Management</div> <div>Financial Metrics</div> <div>In-House Research and Development</div> <div>Operating Budget and Pricing</div> </div>						
	<div> <div>Human Resources</div> <div>Legal Issues</div> <div>Performance Management and Supervision</div> <div>Recruiting and Staffing</div> <div>Staff Engagement</div> <div>Training and Development</div> </div>						
	<div> <div>Emergency Preparedness</div> <div>Employee Safety</div> <div>Guest Services and Hospitality</div> <div>Incident Management</div> <div>Ride, Attraction, Show, and Facility Safety</div> <div>Risk Management</div> <div>Security</div> <div>Special Populations</div> <div>Ticketing and Admissions</div> </div>						
	<div> <div>Merchandise, Retail Management, and Games</div> </div>						
	<div> <div>Catering and Group Sales</div> <div>Food and Beverage</div> <div>Food Safety</div> </div>						
	<div> <div>Entertainment and Special Events</div> <div>Entertainment Sustainability</div> <div>Exhibit Education</div> <div>Facility and Show Experience</div> <div>Operations Metrics</div> </div>						

MARKETING, PUBLIC RELATIONS, AND SALES

Successful attractions professionals are cognizant of all the elements that go into branding, advertising, product development and consumer research, and how these facets work together to reach targeted audiences, build buzz and brand loyalty, and increase sales. They also recognize how effective digital marketing and crafted social media can work in parallel with conventional promotion to elevate overall sales performance.



Disciplines	Proficiency and Performance Indicators
Consumer Research and Competition Analysis	Solicit, collect, interpret, and act upon guest feedback data
	Collect, interpret, and internally share competitor data
	Understand seasonality and its effects on the attractions market
	Understand and participate in SWOT Analysis preparation
	Transform a variety of collected data into reporting for upper-level management
Branding	Develop and align promotional and product content with brand standards
	Ensure brand message consistency to target audience and to internal staff
	Assess guest experience alignment with brand promise via online reviews/mystery shopper reports
Advertising	Understand online promotional and engagement methods, including social media and the profile of the target audience
	Understand media planning and promotional calendars
	Understand media buying, core marketing, and advertising terms (e.g., ROI, reach, etc.)
	Understand direct marketing communication (e.g., brochures, coupons, trade shows, catalogs, direct mail campaigns, etc.)
	Understand main features and steps in promotional campaigns
	Understand how media outlets work and perform
Targets and Channels	Understand strategies for group and corporate sales
	Understand and plan for loyalty / membership programs
	Understand how to target special occasions (e.g., birthdays, anniversaries, etc.)
	Knowledge of direct and indirect sales channels
	Collect and evaluate ticket channel performance data
	Awareness of key disability regulations
	Understand guest demographic data
Communications	Create and deliver presentations to stakeholders
	Create copy needed to support product marketing initiatives
	Create crisis communications content
	Knowledge of utilizing email marketing / CRM platforms

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Disciplines	Proficiency and Performance Indicators
Online Marketing	Understand digital advertisement functions (e.g., paid search, click metrics, response effectiveness)
	Understand messaging through social media platforms as voice of the brand and create messages using social media dialogues
	Understand analytics used for social media key performance indicator (KPI) evaluation (e.g., followers, likes, shares)
	Incorporate social media strategy within marketing plans in parallel with conventional promotional activities
	Conduct and evaluate agency and influencer selection and feedback, including interviews
	Develop core messaging and bullets for delivery to agencies and influencers
Products, Development, Promotions, and Sales	Conduct both planned and ad hoc initiatives to support new attractions and content, special events, and special offers
	Understand the effect of promotional efforts on profit and loss
	Ensure consistency of promotional communication to key accounts
	Understand yield management incorporating methods (e.g., dynamic, variable, savings pricing)
	Understand sales spanning the entire business from gate to group and indirect
	Knowledge of relevant distribution channels (e.g., direct, group sales, third-party OTAs)
	Coordinate activities with sales team



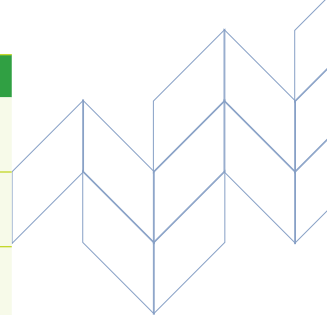
FINANCE AND INFORMATION TECHNOLOGY

Successful attractions professionals comprehend just how extensive and vital it is to implement and maintain financial metrics, budgeting and business plans, cash handling, and credit management. From understanding profit margins and the art of upselling product, to the basics of cash management and labor to revenue ratios, successful professionals work to gain a better understanding of their attraction's financial operations and needs.

Disciplines	Proficiency and Performance Indicators
In-House Research and Development	Understand cost of goods sold (COGS), profit and loss (P&L), and theft/loss prevention
	Understand budgets, projects, and per cap reporting
	Recognize opportunities for upselling product and develop guidance for staff through the process
	Understand proper procedures for guest processing during non-peak and peak line times
Financial Metrics	General knowledge of per caps and their statistical meaning to the organization
	General knowledge of labor-to-revenue ratios
	General knowledge of reports of sales and costs
	Basic understanding of how to assess and determine high margin items

Continued on page 12.

Disciplines	Proficiency and Performance Indicators
Budgets and Business Plans	Analyze and identify trends in revenue and expenses over a specified period of time
	Basic understanding of current and future staffing needs in relation to strategic business objectives
	Basic understanding of the balance between holding too much or too little inventory and its effect on the organization
Operating Budget and Pricing	Estimate the income and expenditures of an organization over a set period
	Basic understanding of the costs incurred by a business to acquire or produce the goods it sells
	Basic understanding of how to document the loss of raw materials
	Basic understanding of forecasting and projecting increases and decreases in the budget
	Knowledge of contract negotiations strategy
Capital Budget Management	Basic understanding of how to evaluate potential major projects or investments, including ROI
	Basic understanding of business systems and infrastructure needs
Cash Handling and Credit Management	Basic understanding of cash handling methods and controls
	Basic understanding of cash management and cash flow
	Basic understanding of loss and waste, and their effect on an organization
	Basic understanding of the difference in the amount of cash available at the beginning of a predefined period and the amount at the end of that period

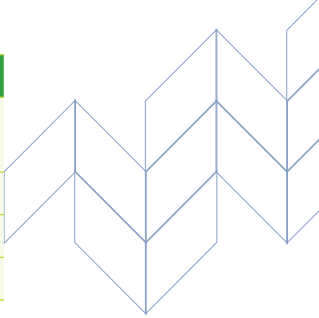


HUMAN RESOURCES

Successful attractions professionals understand what it takes to recruit, train, develop, and maintain satisfied and engaged employees, and recognize the value that comes with doing so. They understand employer responsibilities for team member employment, as well as responsibility in complying with human resource policies. They can attest to the aid of on-the-job training and performance reviews, and actively seek self-development and participate in well-being programs.

Disciplines	Proficiency and Performance Indicators
Recruiting and Staffing	Understand competency-based recruitment and selection
	Identify job-required knowledge, skills, and abilities for facility positions
	Understand appropriate and effective techniques for conducting interviews
	Create and execute onboarding processes
Training and Development	Understand the importance of a detailed planned induction, orientation, and on-the-job training program
	Understand how to conduct on-the-job training
	Actively participate in self-development programs
	Conduct training assessment of competence
	Guide staff and third-party vendors on company guidelines and procedures

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Disciplines	Proficiency and Performance Indicators
Human Resources Legal Issues	Understand the regional (local) employer responsibilities for team member employment
	Understand the basic principles of Equal Employment Opportunity (EEO)
	Support compliance with human resource policy
	General knowledge of anti-harassment principles
Performance Management and Supervision	Understand appropriate and effective techniques for conducting performance reviews
	Understand common strategies for addressing performance problems
	Understand best practice in leading team member briefings and meetings
Staff Engagement	Understand the importance of engaging team members in the vision and mission
	Understand the value of ensuring that the organization is desirable as an employer
	Understand the importance of employee well-being programs
	Knowledge of diversity and inclusion in the workplace principles

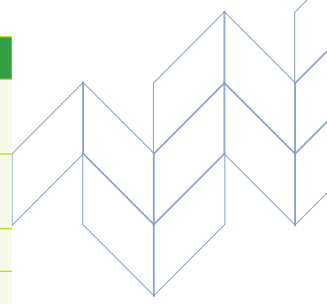
FACILITY OPERATIONS

Successful attractions professionals are aware of how important it is for their facility to operate safely and efficiently to bring the greatest face-to-face guest satisfaction from the moment they walk up to the ticket window and enter their first queue. They have a working knowledge of safety and emergency protocols and know how to effectively address guests' concerns and/or needs.

Disciplines	Proficiency and Performance Indicators
Guest Services and Hospitality	Identify and support a customer service model that fits the brand
	Communicate effectively and appropriately with guests in a culturally sensitive manner
	Conduct training for effective guest communication and customer service
	Manage social media interactions between staff and guests
	Understand customer service techniques and strategies
	Design and develop recovery toolkits (e.g., meal tickets, reduced-price tickets for a future visit, complimentary souvenirs)
	Identify de-escalation techniques and understand how to manage aggressive guest behavior
Special Populations	Understand resources available for guests with disabilities (including temporary disabilities)
	Understand basic information regarding accessibility of all areas of the facility
	Apply relevant regional regulatory guidelines in relation to guest requests (such as the Americans with Disabilities Act, laws/policies related to service animals, etc.)
	Understand governmental requirements regarding accessibility of entertainment venues (building accessibility standards, assistive listening devices, sign language interpreters, individual devices for closed captioning in movies, etc.)

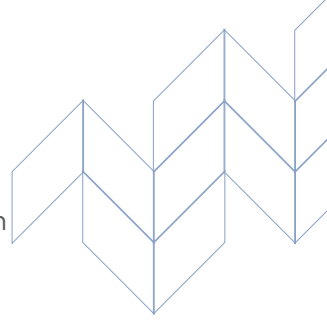
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Disciplines	Proficiency and Performance Indicators
Ticketing and Admissions	Understand how to adjust queues, ticket windows, and gates for efficient guest flow
	Manage various types of memberships, annual passes, group sales, and special program guests and sales
	Create selling guides for ticket and pass-selling use
	Understand how to fully use POS and reporting systems within location
Risk Management	Understand the risk management process
	Conduct a risk assessment
	Knowledge of the Health and Safety duties of an employer
	Knowledge of the Health and Safety duties of an employee
Emergency Preparedness	Develop emergency action plans
	Knowledge of appropriate evacuation procedures according to specific events
	Knowledge of Personal Protective Equipment (PPE) required for varying emergency response situations
	Understand necessity for and management of an Emergency Response Team
	Develop Incident Response Plans
Incident Management	Identify appropriate operational procedures for managing hazardous substances in the workplace
	Knowledge of standard operational responses to natural disasters, weather, and critical incidents
	Understand operational initiatives to prevent the spread of disease (e.g., COVID-19)
	Knowledge of basic first aid
	Implement Incident Response Plans
Employee Safety	Identify common hazards and risks in the workplace
	Understand the requirement to conduct and document compliance training
	Knowledge of how to mitigate and control for common hazards and risks in the workplace
	Understand how to train employees in workplace safety
Ride, Attraction, Show, and Facility Safety	General awareness of venue-specific safety for both front- and back-of-house operations
	Knowledge of environmental and waste disposal procedures
Security	Knowledge of basic security equipment operation
	Understand logistical necessities of providing security measures as needed (e.g., supplies, equipment, personnel, etc.)



GAMES AND MERCHANDISE

Successful attractions professionals recognize the importance of game procedures, cash and prize handling, and facilitating the flow of foot traffic. They recognize how crucial it is to keep accurate and consistent inventory and stock records, and possess the ability to train others on these procedures. They also are capable of interpreting sales and cost reports.



Disciplines	Proficiency and Performance Indicators
Merchandise, Retail Management, and Games	Understand causes of traffic congestion and how to adjust pathways and stock for flow of guests
	Understand stockroom flow and replenishment
	Understand product guidelines for proper storage, review, and replenishment process, including in food and beverage and game environments
	Interpret reports of sales, costs, and required stock/inventory (within correct PARs)
	Conduct training on inventory process and storage
	Knowledge of game product standards and how to order for events and daily business
	Understand processes and procedures for game and prize handling

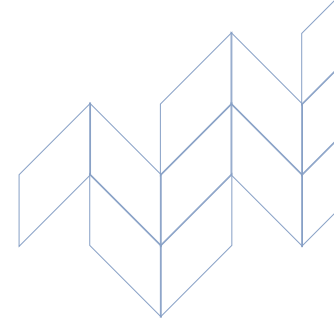
FOOD AND BEVERAGE

Successful attractions professionals appreciate everything that goes into food and beverage operations. This includes recipe planning, cost of goods sold and inventory management, menus and signage, and kitchen maintenance and permitting. They possess the ability to schedule front-of-house and back-of-house staff wisely based on special events and peak times, abide by safety guidelines, identify hazards, and communicate effectively to create and adjust Banquet Event Orders.

Disciplines	Proficiency and Performance Indicators
Food and Beverage	Create and adjust menu boards and signage for optimal revenue generation and comprehension
	Align recipes within the venue/location with seasonal themes
	Knowledge of executing recipes for serving, including product presentation
	Understand management of costs of goods within a F&B environment through report creations reflecting sales and waste
	Understand scheduling for front of house (FOH) and back of house (BOH) staff in non-peak and peak times, and special events
Catering and Group Sales	Create and adjust Banquet Event Orders (BEOs) for requested events
	Communicate requests to colleagues for needed supplies, tools, entertainment, and product, etc.
	Knowledge of how to acquire proper material, permits, and labor to execute catered events
Food Safety	Identify potential food safety hazards
	Identify solutions for controlling hazards
	Understand the need to maintain required records regarding food products and safety
	Knowledge of applicable food and alcohol safety laws and guidelines

ENTERTAINMENT

Successful attractions professionals understand what it takes to plan, coordinate, and produce shows, special events, educational exhibits, and more. From the planning process and operational metrics for all categories of entertainment/show/exhibit experiences, to assessing guest satisfaction and sustainability, thriving professionals know what it takes to produce memorable, top-notch entertainment.



Disciplines	Proficiency and Performance Indicators
Operations Metrics	<p>Understand the difference between turnkey entertainment and facility-implemented show production costs</p> <p>Identify the target audience, demographics, and show types (including strolling entertainment)</p> <p>Knowledge of the items needed for entertainment productions and the costs associated with them</p> <p>Understand space requirements and decoration costs</p> <p>General knowledge of entertainment venue maintenance costs</p> <p>Estimate return on investment (ROI) for special events</p> <p>Understand cost-per-guest fees</p> <p>Schedule shows to enhance facility capacity at specific dates / times / seasons</p>
Facility and Show Experience	<p>Understand elements of facility and show décor and design</p> <p>Understand the application of themes and purchasing of pre-, during-, and post-show entertainment</p> <p>Understand communication and signage regarding entertainment details (weather notifications, exceptions, delays, etc.)</p> <p>Knowledge of certifications and standards for entertainment-based special effects (e.g., fireworks)</p>
Entertainment and Special Events	<p>Understand planning processes for special events (e.g., festivals)</p> <p>Coordinate all vendors, employees, and venue adaptations for event success</p> <p>Understand utilization of costume characters to fill voids of time in show capacity or to create show experience</p> <p>Understand implementation of strolling shows and entertainment for queues and dining areas</p>
Exhibit Education	<p>Plan experiences that educate, entertain, and are tied to the facility brand</p> <p>Understand proper staffing and maintenance schedules to ensure exhibit maintenance, care, and cleanliness</p> <p>Understand guest engagement strategy to enhance interest beyond the exhibit to draw additional attendance</p> <p>Understand how to develop exhibit experiences that address and incorporate different learning styles (kinesthetic, visual, auditory-musical, logical, verbal, etc.)</p>
Entertainment Sustainability	<p>Basic understanding of cost-effective strategies to continually provide fresh quality entertainment (e.g., maintain current props, costumes, characters, and sets while introducing 25% change each season, changing scenery, but maintaining content, etc.)</p> <p>Develop content that becomes a “must see” attraction, has multiple years of entertainment, and has minimal capital expenditure</p> <p>Develop content that is appreciated across multiple target demographics</p>

Executive Level Areas of Practice

IAAPA members identified six (6) areas of practice within the global attractions industry that encompass the skills required to become a competent, confident, and trusted executive. Developing yourself as an attractions industry leader requires knowledge, understanding, and application of these areas of practice.

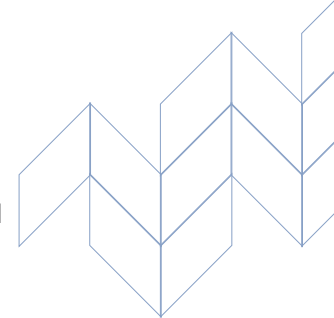
Each area of practice has disciplines within it. Perhaps you understand some, but not all, disciplines within an area of practice. IAAPA is here to encourage your development in these areas.

The guide below outlines the IAAPA Professional Level Areas of Practice and the disciplines within them to provide you with a frame of reference for your learning goals.



EXECUTIVE AREA OF PRACTICE						
	Facility Operations, Entertainment, and Guest Relations	Revenue Operations and Financial Management	Safety	Marketing, Public Relations, and Sales	Human Resources and Management	Organizational Leadership and Corporate Culture
DISCIPLINES						
	Operations Metrics Facility and Show Experience Entertainment and Special Events Entertainment Sustainability Green Initiatives Guest Services and Hospitality Special Populations	In-House Research and Development Seasonal Offerings Food and Beverage Merchandise Retail Management, and Games Ticketing and Admissions Catering and Group Sales Financial Metrics Operating Budget and Business Plans Capital Budget Management	Risk Management Emergency Preparedness Food Safety Employee Safety Ride, Attraction, Show, and Facility Safety Security	Consumer Research and Competition Analysis Positioning and Branding Marketing Planning Products and Promotions Communications Sales	Recruiting and Staffing Training and Development Compensation and Benefits Human Resources Legal Issues Performance Management and Supervision Staff Engagement	Mission-Centered Growth Data-Driven Decision Making Effective Communication Ethics Creativity and Innovation Incorporation of Organizational Culture and History

FACILITY OPERATIONS, ENTERTAINMENT, AND GUEST RELATIONS

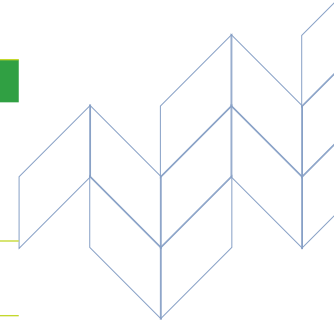


Successful industry executives understand how the front-of-house operations function, and can analyze, evaluate, and create best practices based on the data from these operations. From developing routine maintenance plans to using feedback to enhance the guest experience and applying trends and themes, executives look at the overall front-of-house experience and continuously improve processes.

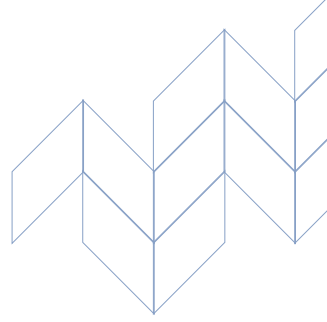
Disciplines	Proficiency and Performance Indicators
Operations Metrics	<p>Understand benefits and concerns regarding turnkey entertainment, use of outside vendor(s), and facility-based show production.</p> <p>Know and utilize research tools to identify target audience groups and appropriate entertainment variations.</p> <p>Understand how to leverage entertainment with other aspects of the facility (e.g., how to drive guests to other areas of the facility).</p> <p>Utilize guest and employee feedback to determine areas of success and areas of needed improvement.</p>
Facility and Show Experience	<p>Understand venue maintenance requirements and trades needed for facility maintenance.</p> <p>Understand key considerations when deciding on renting or owning entertainment-specific equipment.</p> <p>Understand the application of themes and purchased entertainment.</p> <p>Plan storyline / characters that both entertain and are tied to the facility brand.</p> <p>Develop ongoing and routine maintenance plans</p> <p>Leverage technology for immersion, information gathering, and refreshment of storylines.</p> <p>Understand technology available for guests with disabilities, including cost, implementation, and knowledge of state-of-the-art resources.</p>
Entertainment and Special Events	<p>Understand planning processes for entertainment, educational exhibits, and special events that include connection with facility brand (e.g., festivals)</p> <p>Knowledge of trends and technological innovations in entertainment and education exhibits design, including future expansion and cornerstone exhibits that define the organization.</p> <p>Understand process of researching and designing entertainment and educational exhibits based on user needs to maintain engagement with guests and the community.</p> <p>Coordinate all vendors, employees, and venue adaptations for event success.</p> <p>Understand project planning for outdoor spaces (e.g., consideration of needed permits, parking space, emergency personnel access, safe walking spaces, etc.).</p> <p>Ensure equal access for all guests and consideration of special facilities (e.g., restrooms, first aid, quiet spaces, etc.).</p> <p>Create contingency plans for entertainment and special events in case of severe weather.</p>

Continued on page 19.

Disciplines	Proficiency and Performance Indicators
Entertainment Sustainability	Understand cost-effective strategies to continually provide fresh quality entertainment (e.g., maintain current props, costumes, characters, and sets while introducing 25% change each season, changing scenery but keeping content, etc.)
	Understand elements that create a must-see attraction yielding high attendance year after year.
	Develop a facility brand that meets guest demand for entertainment year after year.
	Identify strategies to partner with Facility Sponsors to enhance shows beyond the stage.
	Develop retail that continues the show beyond the stage.
Green Initiatives	Understand 'green' best practices in management, culture, operations, and sourcing.
	Understand organizational responsibilities related to environmental sustainability.
	Develop and oversee the implementation of sustainable policies and solutions.
Guest Services and Hospitality	Manage resources and technology available to track guest relationships and provide consistent customer service.
	Utilize strategic problem-solving to contain aggressive guest behavior and conflict, including methods of communication specific to these issues.
	Develop and conduct training and quality assurance measures for effective guest communication.
	Utilize analytics to determine service recovery success.
	Utilize guest feedback from multiple sources (social, email, in-person, etc.) to explore future business needs, staffing opportunities, and training opportunities.
	Recognize and adjust any standard operating procedures (SOPs) which may hinder provision of exceptional customer services.
Special Populations	Supervise the updating and management of resources available for guests with disabilities (e.g., brochures, scripts, maps, sign language interpreters, technology for frontline employees, etc.)
	Develop and oversee programs associated with membership programs to increase participation of special populations.
	Continually evaluate all programs offered to guests of special populations to stay current with industry trends.



REVENUE OPERATIONS AND FINANCIAL MANAGEMENT

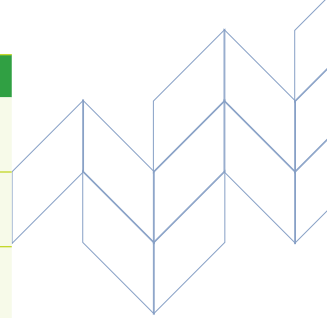


Successful industry executives understand revenue trends and cycles. Having skill in this area includes planning seasonal offerings, modifying budgets and menus based on inflation and availability, and drafting agreements with vendors and clients. Additionally, designing budgets and business plans for current and upcoming projects is a large component of this skill set.

Disciplines	Proficiency and Performance Indicators
In-house Research and Development	Research and approach revenue opportunities with product and / or events and attractions
	Create and review return on investment (ROI) opportunities
	Project labor costs and needs for the location
	Organize event timelines and products based on reporting and feedback
	Comprehend efficient restaurant design
	Knowledge of advanced purchasing strategies
Seasonal Offerings	Adjust pricing based on review of attraction product marketing and reporting
	Tie product acquisition to seasonal theming
	Plan dates and event areas for seasonal event(s), including menu
Food and Beverage	Create and / or guide reports on Cost of Goods Sold (COGS) within the location(s)
	Develop training plans, documentation, and guidelines for food and beverage staff
	Develop and adjust menus, product presentations, and layouts for location(s) based on reviews and reporting
	Process rentals within the location for services and products offered
Merchandise, Retail Management, and Games	Acquire product for location(s) from outside manufacturers
	Set Cost of Goods Sold (COGS) standards for purchasing and locations to follow
	Create combo, promo, and upsell opportunities based off sales
	Knowledge of game product standards and how to order for events and daily business
	Define processes and procedures for game and prize handling
Ticketing and Admissions	Report on and adjust admission pricing and upselling opportunities
	Create, review, and implement combos and promos for higher revenue generation
	Analyze admission systems and processes for adjustments and needs
Catering and Group Sales	Draft and execute agreements with clients and departments
	Select and order product based on client / guest requests
	Promote group and catering sales
	Facilitate catering and banquet events throughout the location(s) and seasons

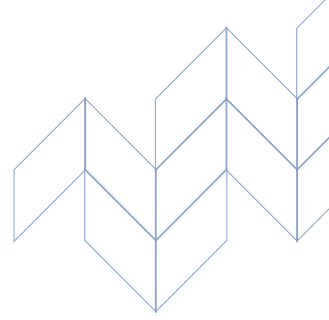
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Disciplines	Proficiency and Performance Indicators
Financial Metrics	Understand organizational financial performance as it relates to operating profitability
	Calculate profitability by subtracting expenses from revenues over a given accounting period (profit and loss)
	Understand an organization's financial position as it relates to what the organization owns and what it owes
	Understand an organization's cash position to help with planning and decision-making
	Understand key financial metrics used to monitor attractions (COGS/Revenue, Revenue/Number of Visitors, Discounted Price/Full Price, Labor Costs/Revenue (sales), EBITDA/Total Revenue, Number of meals facility can produce, Revenue/Square Meters)
Operating Budget and Business Plans	Understand and calculate the amount and cost of units expected to sell and how that translates to an average per guest
	Estimate and project the number of people needed to perform certain tasks and the costs associated with those estimates
	Understand and predict attendance patterns
	Understand the importance of continual review of product cost and vendor value
	Understand the philosophy of price increases and decreases, and the possible effect on revenues
	Knowledge of contract negotiations strategy
	General knowledge of fundraising practices and various revenue sources (grants, major donors, corporate, community involvement, etc.)
Capital Budget Management	Understand operations debts within a normal operating cycle
	Determine profitability by tracking expenses against revenue earned
	Understand and calculate what the return on investment (ROI) may be for a given project
	Understand the process of investment in fixed assets that typically have a lifespan of more than one accounting period



SECURITY AND SAFETY

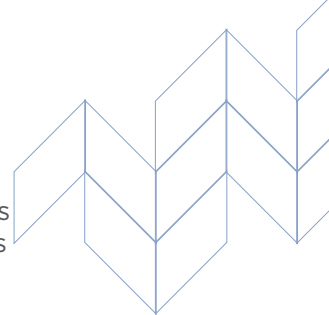
Successful industry executives practice and instill safety and security skills within all areas of their operation. They collaborate with internal and external partners to identify and prepare for emergencies. From weather-related safety to mechanical safety to food safety, executives are skilled in keeping both guests and employees safe and secure at their attraction.



Disciplines	Proficiency and Performance Indicators
Risk Management	Identify risks within an attraction's environment
	Assess and evaluate risks within an attraction's environment
	Mitigate risks within an attraction's environment
	Monitor and control risks within an attraction's environment
Emergency Preparedness	Solve problems under emergency conditions
	Facilitate collaboration with internal and external emergency response partners
	Manage staff capacity to maintain situational awareness
	Plan for improving organizational capacity to prepare for an emergency
	Understand operational initiatives to prevent spread of disease (e.g., COVID-19)
	Coordinate team activities during an incident
	Design Incident Response Plans and oversee monitoring of implementation
Food Safety	Design and oversee operational procedures for managing hazardous substances in the workplace
	Manage preparation for and host audits
	Engage with regulatory authorities
	Knowledge of relevant local food safety laws and regulations
Employee Safety	Develop food quality and safety plans and systems
	Oversee employee safety requirements and monitor regulatory changes
	Develop plans for safety, including goals and targets
	Recognize and reward team members based on their demonstration of effective safety behavior
Ride, Attraction, Show, and Facility Safety	Demonstrate safety behaviors that set the benchmark for what is expected from the team
	Develop concert and special event safety guidelines, above and beyond general facility safety plans
	Guide team members to think about safety issues and scenarios
	Demonstrate an understanding of basic ride and show safety principles
Security	Demonstrate an understanding of standard operating procedures, training and auditing plans, and emergency procedures for rides, attractions, shows, and facilities
	Oversee response to security risk situations
	Oversee coordination of logistical necessities security measures as needed, including personnel

MARKETING, PUBLIC RELATIONS, AND SALES

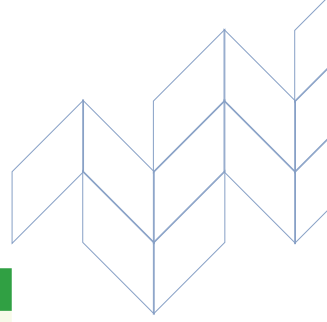
Successful industry executives correlate data, reframe points of view, and develop strategies to promote sales through marketing initiatives and positive public relations. Modifying plans and tactics based on consumer research, partnerships with governing bodies and external stakeholders, and brand alignment are key to success in this area.



Disciplines	Proficiency and Performance Indicators
Consumer Research and Competition Analysis	Define, develop, and manage strategic research activities and report insights to leadership
	Create reporting mechanisms and presentations of research results for leadership
Positioning and Branding	Develop brand key performance indicators (KPIs)
	Define and align brand strategically to address issues determined by research
	Communicate brand and strategy to all departments and areas of facility
Marketing Planning	Understand seasonal food and product marketing strategies
	Understand budget requirements for marketing initiatives
	Develop KPIs defining promotional success
	Develop strategic marketing pillars and strategic marketing plan
Products and Promotions	Develop promotional strategies for specific attractions, exhibits, special events, group sales
	Develop promotional strategies for loyalty / membership programs
	Develop and manage structure of loyalty / membership programs
	Ensure marketing calendar alignment
Communications	Understand criteria for selecting external PR partners and agencies
	Incorporate brand into executive communication platform
	Lead crisis communications
	Select tools and platforms for marketing communications
	Manage communication with related government bodies
Sales	Understand strategic planning for sales across all areas
	Assist with account management (e.g., corporate sales, special events)
	Coordinate with sales leadership for promotional success

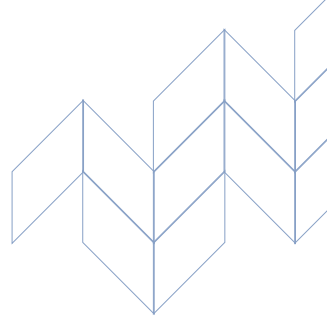
HUMAN RESOURCES AND MANAGEMENT

Successful industry executives create environments for their employees to develop into leaders. By valuing company guidelines and procedures, leaders should cultivate teams where workplace diversity, mentoring, and engagement take priority.



Disciplines	Proficiency and Performance Indicators
Recruiting and Staffing	Conduct job interviews for leadership positions
	Conduct onboarding for leadership positions
	Develop and manage long-term staffing plans
Training and Development	Conduct a Training Needs Analysis
	Develop and implement strategies to cultivate workplace diversity
	Participate in ongoing training and development opportunities
	Plan and budget for the training and development of team members
	Guide staff and third-party vendors on company guidelines and procedures
Compensation and Benefits	Knowledge of compensation negotiation strategies
	Understand complex benefits and compensation structures
	Set key performance indicators (KPIs) of benefits for team members
Human Resources Legal Issues	Oversee Equal Employment Opportunity (EEO) compliance
	Understand adherence to legal employment and severance regulations
	Manage and support implementation of Human Resources policies and compliance
Performance Management and Supervision	Apply and demonstrate active listening skills
	Conduct performance reviews
	Set key performance indicators (KPIs) and review individual performance based on KPIs
	Mentor and coach team members
	Oversee and model the management of daily briefings and staff meetings
Staff Engagement	Develop and implement plans to recognize team members for outstanding and model behavior and achievement
	Plan for, develop, support, and implement staff engagement initiatives
	Understand the benefits of employee engagement

ORGANIZATIONAL LEADERSHIP AND CULTURE

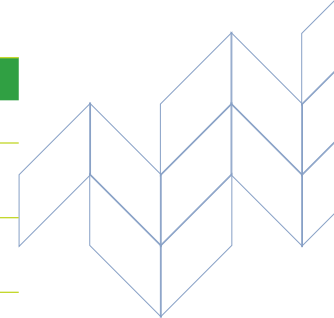


Successful industry executives instill company culture into the day-to-day operation. Developing employee recognition programs, valuing and promoting safe practices and safety standards, establishing opportunities for continuing development, and instilling the company's mission in all aspects of work are key. Additionally, maintaining ethical practices along with timely and effective communication is a key leadership trait.

Disciplines	Proficiency and Performance Indicators
Mission-Centered Growth	Work with executive leadership to organize the structure and support growth / reduction of staff
	Mentor upper-level managers / supervisors
	Emphasize safety culture
	Oversee training and professional development that centers on organizational mission
	Ensure success of a common goal and enhancement of brand
	Manage inter-organizational teams and committees
	Create and support sub-committees with specific purposes related to organizational mission
	Guide adaptations and guest experiences to changing needs and populations
	Provide ongoing support for professional development and continuing education
Data-Driven Decision-Making	Use of metrics and data, including regular performance review metrics
	Recognize and apply lessons learned from past budgetary years
	Synthesize and utilize guest feedback
	Oversee ongoing quality improvement (QI) of training about guest experiences and entertainment
Effective Communication	Recognize and implement new and innovative feedback engagement
	Support effective communication to and within the organization via all avenues (e.g., speaking, email, chat, text, etc.)
	Inspire and motivate peers, executives, and subordinate team members via communication
	Develop targeted organizational goals and share actionable items with staff and stakeholders
	Develop and oversee development of guest-facing communications that also share vision and mission of the organization
	Develop training programs that ensure employees understand effective communication, including conflict management
	Develop guidance on how to provide effective feedback to direct reports and peers
	Develop trust and rapport among leadership and staff
	Communicate the organizational mission and brand to prospective employees and clients

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Disciplines	Proficiency and Performance Indicators
Ethics	Knowledge of copyright laws and mechanical and technical licensing
	Knowledge of music licensing requirements and reporting from performing rights organizations (e.g., ASCAP, BMI, SESAC, GMR)
	Develop guidelines to establish behavior expectations and accountability to these expectations for staff and vendors
	Ensure compliance in all areas with established local, state, country, regional, and industry laws, rules, and standards
	Adopt, promote, and ensure ethics standards are aligned with industry best practices related to sales and marketing efforts
	Demonstrate ethically sound decision-making leadership rooted in local cultural norms
Creativity and Innovation	Participate in the development and maintenance of a uniform code of ethics
	Knowledge of available resources to foster innovation (e.g., seminars, production companies, trade shows, organizations, etc.)
	Create the expectation and opportunity for people and teams within the organization to explore new concepts
Incorporation of Organizational Culture and History	Encourage sampling of new concepts with trials of new products and concepts
	Oversee development of onboarding materials that support the organizational culture
	Develop and highlight connections between the organizational culture and the guest experience
	Participate in the development of cross-functional opportunities for collaboration
	Support, recognize, and advocate for employee involvement in external volunteer activities
	Initiate and guide standards that proactively advance giving back (e.g., volunteer time off (VTO), annual requirements / commitments, regular internal staff recognition communications, etc.)
	Create and support partnerships with non-competing organizations that support organizational culture and mission
	Develop and support employee engagement and recognition in achieving the goals of the organization



Acronyms and Abbreviations

ADA

Americans with Disabilities Act

BEO

Banquet Event Order

BBP

Bloodborne pathogens

BO

Back Office

BOH

Back of house / BS: Back Stage

COGS

Cost of Goods Sold

CRM

Customer Relationship Management

EBITDA

Earnings Before Interest, Taxes, Depreciation, and Amortization

EHS

Environmental Health and Safety

EOE

Equal Opportunity Employer

F&B

Food and Beverage

FEC

Family Entertainment Center

FOH

Front of House / FS: Front Stage

KDS

Kitchen Display System

KPI

Key Performance Indicator

OJT

On-the-Job Training

OTA

Online Travel Agency

OSHA

Occupational Safety and Health Administration

P&L

Profit & Loss

PAR

Periodic Automatic Replenishment

PCI

Payment Card Industry

PEDs

Portable Electronic Devices

POS

Point of Sale

PPE

Personal Protective Equipment

PR

Public Relations

QSR

Quick Serve Restaurant

ROI

Return on Investment

SWOT

Strengths, Weaknesses, Opportunities, Threats

Glossary

Behavioral interviewing

This type of interviewing focuses on a candidate's past experiences by asking the candidate to provide specific examples of how they have demonstrated certain behaviors, knowledge, skills, and abilities.

Competency-based recruiting and selection

This recruitment process focuses on the ability of a candidate to produce anecdotes about their professional experience as evidence of their competence.

Cost per Guest Fees

After establishing a potential guest count for each show or experience, this number can be used to identify both a capital expense and an operating expense incurred for each guest. This number will help guide decisions for continuation or expansion based on impact.

Decoration Costs

Applies to decoration added over/on top of any existing theme elements

De-escalation Techniques

Actions that can be taken by front-line team members to reduce negative reactions from guests when they are displeased. Ideally, these are developed and approved by the management team and taught to all front-line team members during orientation.

Emergency Response Plan

An attraction should have predetermined plans for how emergencies will be handled. This should include fire evacuation routes and procedures, which staff should be familiar with, and which should be indicated using signage for the safety of customers.

Food Safety

Food safety is a general term encompassing best practices regarding food sourcing, transport, handling, preparation, serving, and storage. Food safety must be maintained to prevent guests from acquiring foodborne illnesses when consuming the attraction's food.

Government Requirements

All locations/regions have specific requirements, but generally all guidelines are in-line for basic accessibility requirements.

Guest Feedback

Input from the guest regarding both the overall show/attraction experience and the specific elements. This feedback can come from end of day surveys or direct interactions with guests.

Hazardous chemicals training

A hazardous chemical is any chemical which can cause a physical hazard (e.g., flammable, corrosive, or explosive) or is a health hazard (irritant, sensitizer, or carcinogen). To ensure chemical safety in the workplace, information about the identities and hazards of the chemicals must be available and understandable to workers.

Inventory Stock Rotation

The process of organizing inventory to mitigate loss caused by expiration or obsolescence. A common inventory stock practice includes the first in, first out (FIFO) method. FIFO is an inventory stock method in which items produced or acquired first are sold, used, or disposed of first to minimize loss.

Job Description

A job description contains the following components: job title, job purpose, job duties and responsibilities, required qualifications, preferred qualifications, and working conditions.

Loss Prevention

The actions a business takes to reduce theft and fraud. These preventable losses, caused by human error or deliberate efforts, are known as “shrinkage.”

Maintain Props, Costumes, etc.

This entails keeping props and costumes looking as good as they did on opening day of the show. Often this requires a regular maintenance schedule (daily, weekly, monthly, etc.).

Payment Card Industry Data Security Standards (PCI DSS)

A set of guidelines developed by the major credit card companies (Visa, MasterCard, Discover, American Express, and JCB) to help companies and organizations that process credit cards prevent credit card fraud and breaches of cardholder information.

Profit and Loss (P&L)

A financial statement that summarizes the revenues, costs, and expenses incurred during a specified period, usually a quarter or fiscal year.

Responsible Vending

A responsible vendor follows rules and regulations regarding alcohol safety. Specifically, vendors should be knowledgeable about local legislation and take all necessary precautions to prevent underage drinking.

Responsible Vendor Program

This is an alcohol awareness training program that teaches the mandatory curriculum set forth by a local commission. There are two types of programs for responsible vendor training: an in-house program administered by the vendor for the vendor’s own employees or a program administered by a third-party vendor. Typically, participants are required to renew their certification on a yearly basis (or similar).

Signage Details

Guidance in addition to mandated code compliance notifications (e.g., accessibility for guests with disabilities, etc.).

Shrinkage

The loss of inventory that can be attributed to factors such as employee theft, shoplifting, administrative error, vendor fraud, damage, and cashier error.

Starting Bank

The amount of money a cashier, server, bartender, or ticket seller has in their register at the beginning of their shift. This will contain a certain amount of coins, small bills, and larger bills to use as change for guests. This is usually paid back at the end of the shift or during the shift.

Strolling Shows

Any entertainment experience that doesn’t require a specific stage location. Some strolling shows may be staged to appear like a specific location with lighting and audio, but this space returns to being a guest area once the show is complete.

SWOT analysis (or SWOT matrix)

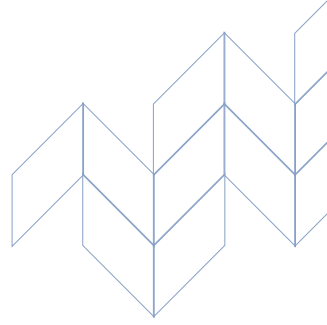
A strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.

Turnkey Entertainment

A company or organization is paid to put on all aspects of a show or production for one, all-inclusive price.

Venue Maintenance Costs

To calculate, use typical rule-of-thumb metrics applicable in all markets.



Acknowledgements

The IAAPA Global Education Committee is incredibly grateful for the support and guidance provided by numerous groups during the creation of this comprehensive framework. Without the input and dedication of IAAPA members, numerous IAAPA Committees, and the IAAPA Board of Directors, this project would not have been possible.

The expertise and insight provided by IAAPA members were instrumental in shaping the direction of this project. Their feedback and contributions helped ensure that the framework is comprehensive, relevant, and useful for professionals across the global attractions industry.

Additionally, the work of numerous IAAPA Committees played a key role in developing the long-term global professional development strategy that is outlined in this book. Their tireless efforts and commitment to excellence have helped shape and strengthen our industry and will continue to do so in the years to come.

Finally, sincere gratitude to the IAAPA Board of Directors for their leadership and vision. Their support and guidance have been critical to the success of this project and have enabled the development of a strategy that will help develop and empower professionals in the attractions industry for years to come.

In short, the contributions of IAAPA members, Committees, and the Board of Directors have been instrumental in the creation of this comprehensive framework. The Global Education Committee is honored and grateful to have had the opportunity to work with such a dedicated and talented group of individuals, and is confident that their efforts will help shape the future of our industry.

Todd Hougland

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