



# Investor Teach-In: Merlin Digital & Digital Guest Journey

Mark Allsop  
Chief Digital Marketing and  
Information Officer



Last time we spoke...



**Group Marketing**



**Technology**

Now consolidated into a single function



**Mark Allsop**  
Global CDMIO



We had identified three key strategic priorities

1

## Strengthening the Foundations

eCommerce  
F&B  
Short Breaks  
Right-size infrastructure

2

## Protect the Business

PCI compliance  
GDPR  
Regional data centres

3

## Support the Guest Journey

CRM  
Wi-Fi  
Websites



MERLIN  
digital<sup>®</sup>

PUB QUIZ



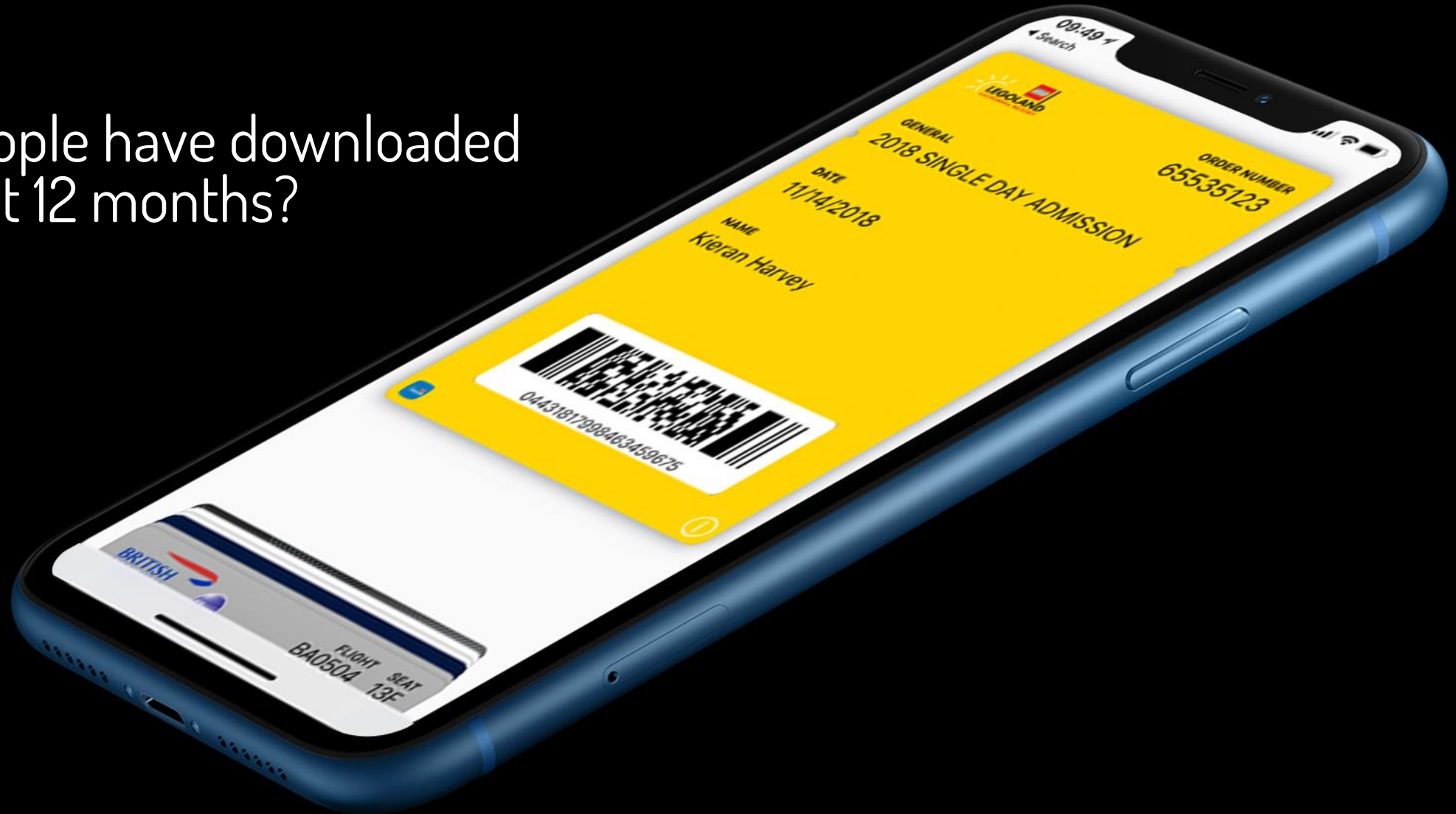
What percentage of our admissions tickets are now purchased on a smart device?



77%

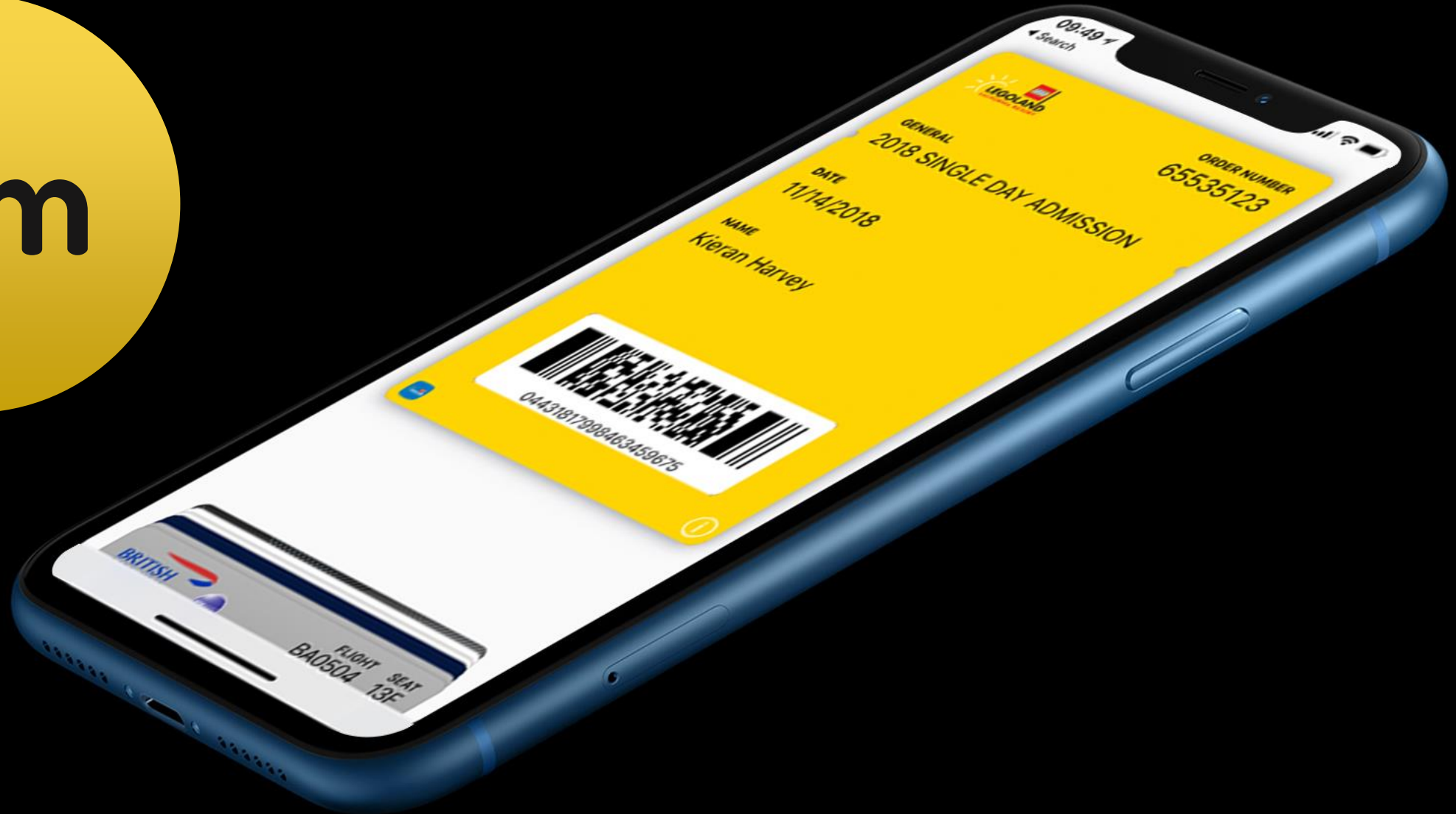


How many people have downloaded  
our apps in last 12 months?



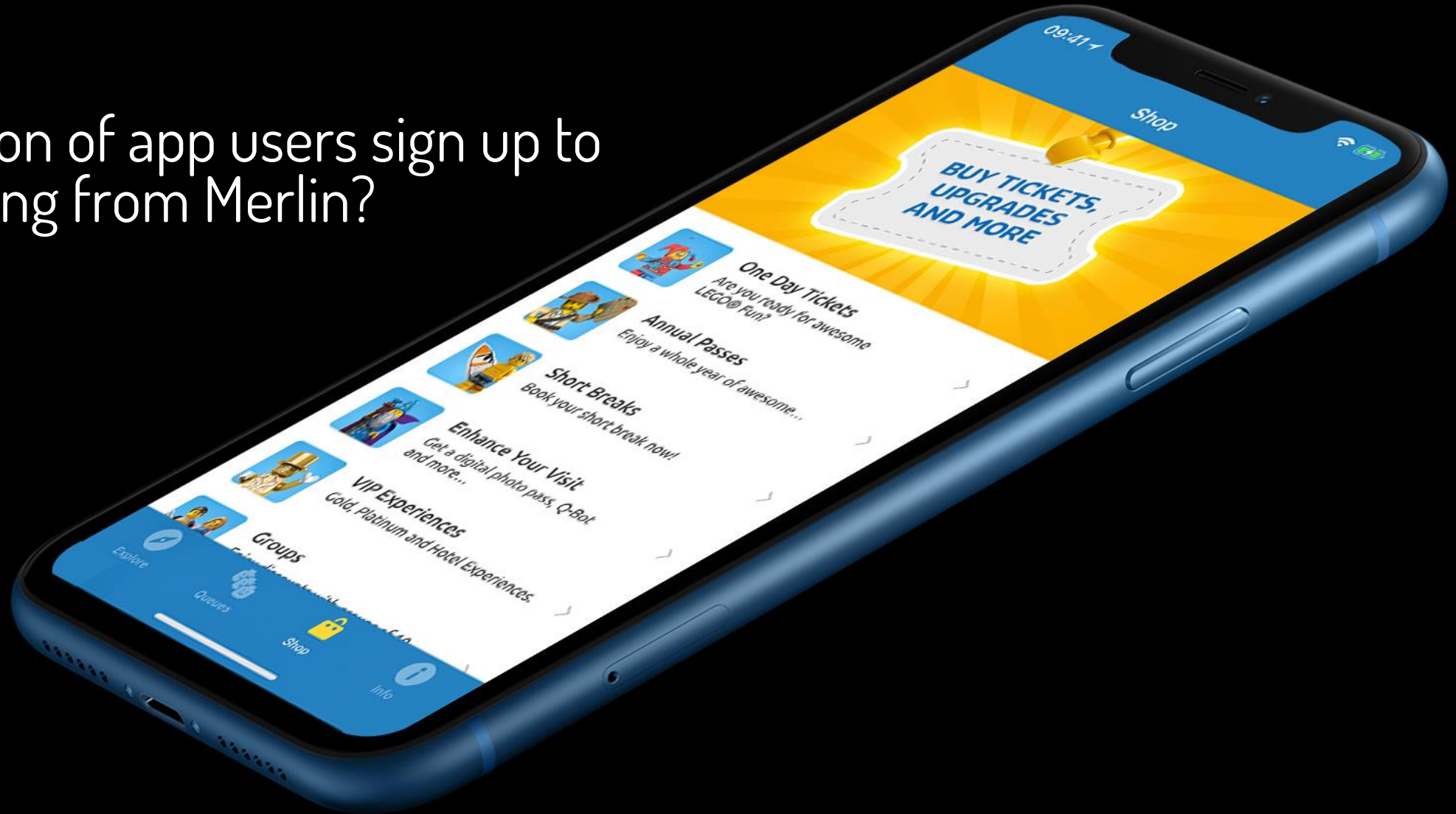


1.1m

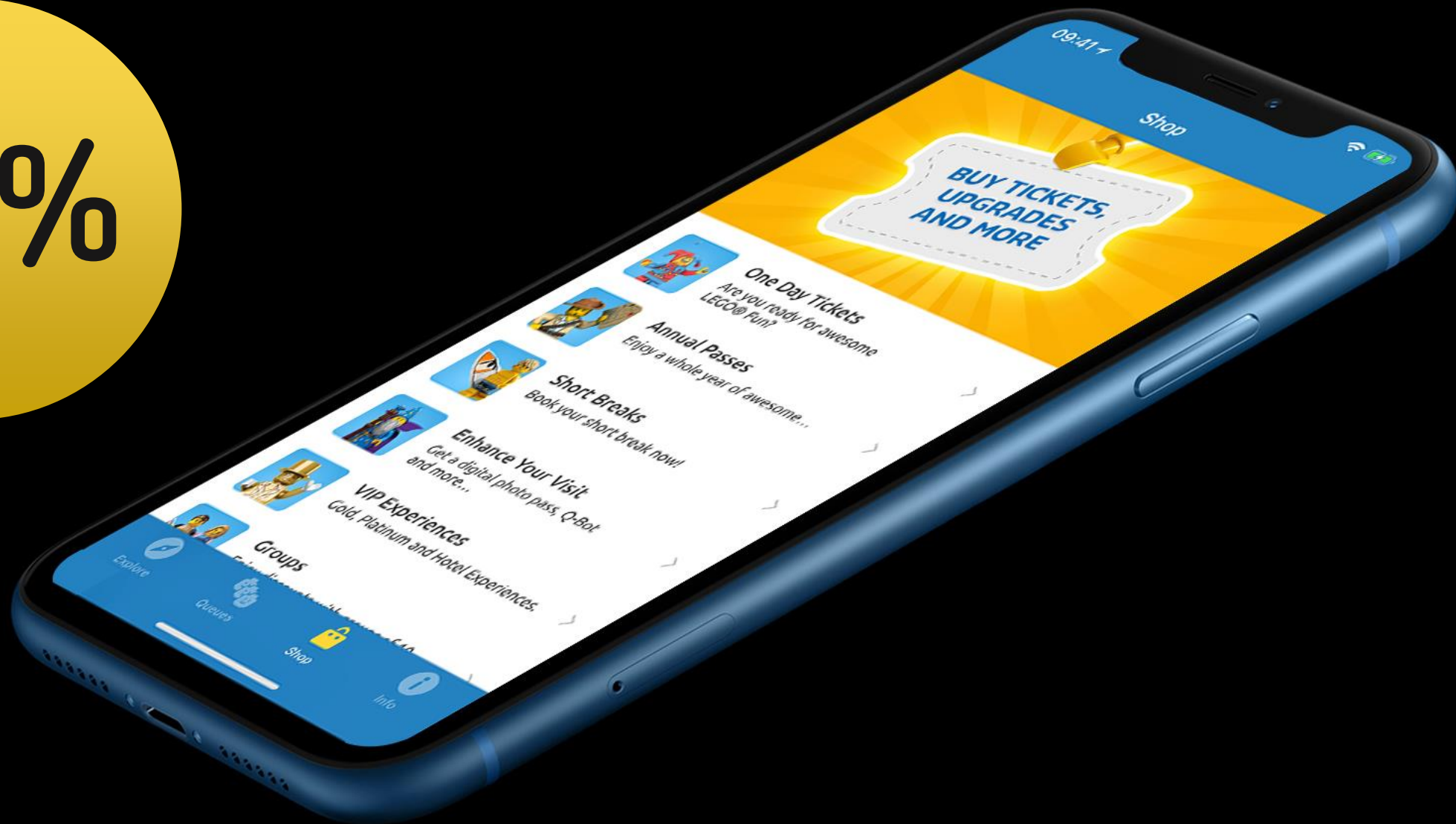




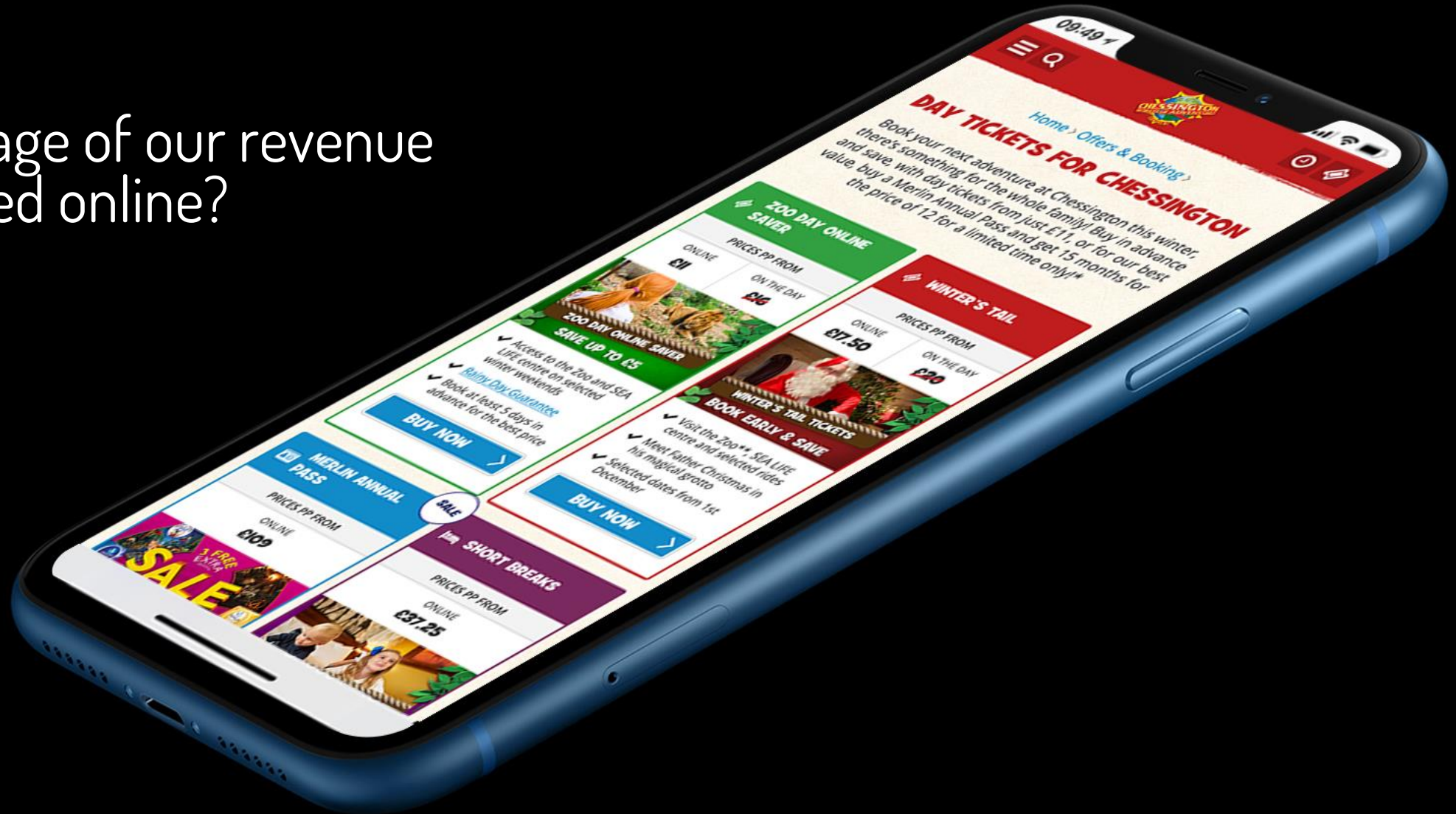
What proportion of app users sign up to active marketing from Merlin?



30%



What percentage of our revenue is now delivered online?





32%



including Trade, MAP,  
accommodation and admissions



50%



by 2021



Something strange is happening...

UBER

the world's largest taxi company  
owns no vehicles

the world's most popular media owner  
creates no content

Alibaba.com

the world's most valuable retailer  
has no inventory

the world's largest accommodation provider  
owns no real estate





In the future, the way our customers access our brands will **increasingly be digital.**

The cooperation between IT and Group Marketing means we are on course for closer integration and **championing of the digital guest journey.**



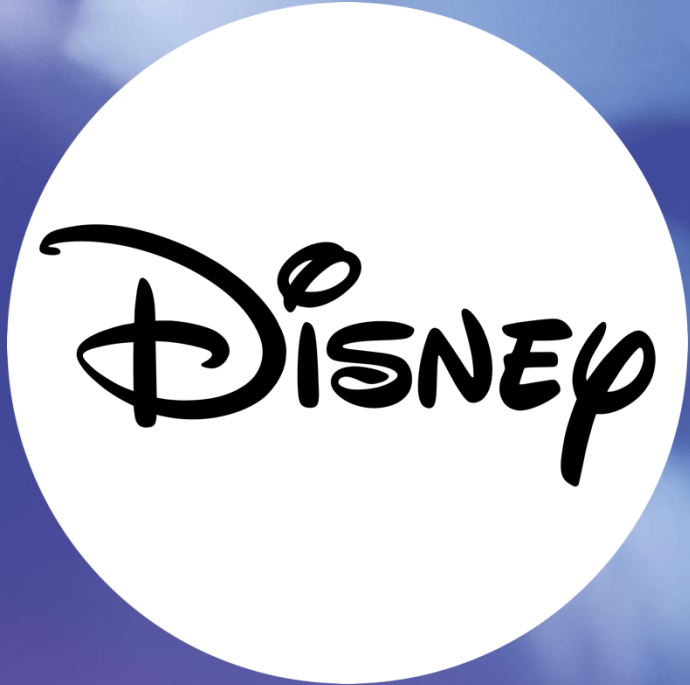


# MERLIN digital

creating personal  
connected experiences

seamless guest journeys  
personalised through data  
connected through technology



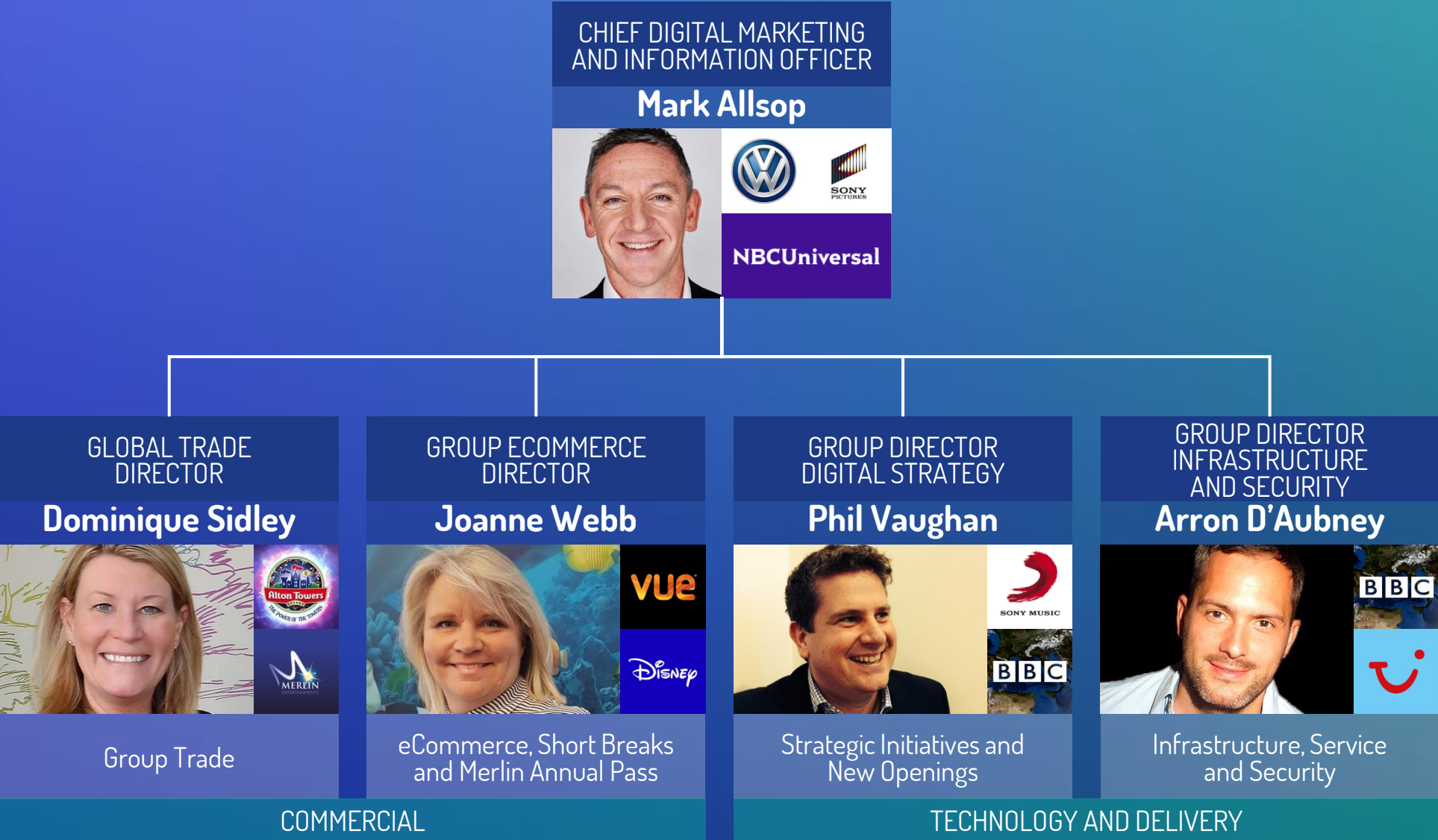








Merlin *digital*  
team



Merlin *digital*: commercially sound, digitally focused



**Driving  
revenue growth**  
through Online,  
Trade, Short Breaks

**Supporting the  
productivity  
agenda**  
through  
innovation

**Improving guest  
satisfaction**  
through our  
digital journey

**Driving  
revenue growth**

**Supporting the  
productivity  
agenda**

**Improving guest  
satisfaction**



## Online – eCommerce, web and mobile







Key growth drivers

Traffic



Conversion



Yield



Driving traffic







Driving conversion



# Standardisation builds the business



Best-practice baseline across  
key brand sites to drive conversion



Optimise Accesso stores  
to drive yield

# Key elements of standardisation

Clear icons

Strikeout pricing

Straplines

Key benefits

### Tickets

Use this text paragraph for SEO purposes. Donec id elit non mi porta gravida at eget metus. Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus. Donec id elit non mi porta gravida at eget metus. Fusce dapibus, tellus ac cursus commodo, tortor mauris condimentum nibh, ut fermentum massa justo sit amet risus.

1 Day Ticket	1 Day Combi	Annual Pass	Short Break												
<div>PRICES P.P FROM</div> <table><tr><td>Online</td><td>Gate</td></tr><tr><td>\$40</td><td><del>\$50</del></td></tr></table> <div>PARK ONLY</div> <div>Just \$10 more</div> <div>✓ Cras justo odio ✓ Dapibus ac facilisis in ✓ Vestibulum at eros</div> <div>Buy now</div>	Online	Gate	\$40	<del>\$50</del>	<div>PRICES P.P FROM</div> <table><tr><td>Online</td><td>Gate</td></tr><tr><td>\$50</td><td><del>\$60</del></td></tr></table> <div>PARK + WATERPARK</div> <div>Just \$10 more</div> <div>✓ Cras justo odio ✓ Dapibus ac facilisis in ✓ Vestibulum at eros</div> <div>Buy now</div>	Online	Gate	\$50	<del>\$60</del>	<div>PRICES P.P FROM</div> <table><tr><td>Online</td></tr><tr><td>\$60</td></tr></table> <div>VISIT AGAIN AND AGAIN</div> <div>Save from your 2nd visit</div> <div>✓ Cras justo odio ✓ Dapibus ac facilisis in ✓ Vestibulum at eros</div> <div>Buy now</div>	Online	\$60	<div>PRICES P.P FROM</div> <table><tr><td>Online</td></tr><tr><td>\$70</td></tr></table> <div>HOTEL + PARK TICKETS</div> <div>2nd day free in Park</div> <div>✓ Cras justo odio ✓ Dapibus ac facilisis in ✓ Vestibulum at eros</div> <div>Book now</div>	Online	\$70
Online	Gate														
\$40	<del>\$50</del>														
Online	Gate														
\$50	<del>\$60</del>														
Online															
\$60															
Online															
\$70															

### Other ways to visit

<div>180 x 150</div> <div>Other Category</div> <div>Lorem ipsum dolor sit amet, consectetur adipiscing elit.</div> <div>Online from \$12</div> <div>Read more</div>	<div>180 x 150</div> <div>Other Category</div> <div>Lorem ipsum dolor sit amet, consectetur adipiscing elit.</div> <div>Online from \$12</div> <div>Read more</div>
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Best value ribbon

Image placeholder

Stacked in grid

Savings v gate

Clear call to action



## How it works in practice

[HOME](#)
[TICKETS & OFFERS](#)
[SHORT BREAKS](#)
[EXPLORE](#)
[PLAN A TRIP](#)
[SCHOOLS](#)

[Home](#) > [Offers & Booking](#) >

## DAY TICKETS FOR CHESSINGTON

Book your next adventure at Chessington, with our Theme Park, Zoo and SEA LIFE centre, there's something for the whole family! Buy in advance and save, with day tickets from just £29, or for our best value, buy a Chessington Annual Pass and visit all year round for only £65!\*

**ONLINE SAVER TICKET**

PRICES PP FROM	
ONLINE	ON THE DAY
<b>£29</b>	<b>£50</b>

**ONLINE SAVER TICKET**

**SAVE UP TO £21**

- ✓ Theme Park, Zoo, SEA LIFE centre & daily shows
- ✓ [Rainy Day Guarantee](#)
- ✓ Best online price 5 days in advance of visit

**BUY NOW** >

**ALL INCLUSIVE TICKET**

PRICES PP FROM	
ONLINE	ON THE DAY
<b>£38</b>	<b>£61.50</b>

**ALL INCLUSIVE TICKET**

**JUST £9 MORE!**

- ✓ Everything from the Online Saver Ticket
- ✓ Plus a Meal deal
- ✓ Plus a Refillable Drinks Vessel

**BUY NOW** >

**CHESSINGTON ANNUAL PASS**

PRICES PP FROM
ONLINE
<b>£65</b>

**CHESSINGTON ANNUAL PASS**

**VISIT AGAIN & AGAIN!**

- ✓ 12 Months entry to Chessington\*
- ✓ Exclusive discounts on food, retail & hotel stays
- ✓ 15% discount at Go Ape Chessington

**BUY NOW** >

**SHORT BREAKS**

PRICES PP FROM
ONLINE
<b>£37.25</b>

**SHORT BREAKS**

**2ND DAY FREE!**

- ✓ 2 day tickets - 2nd day FREE!
- ✓ Exclusive Early Ride\* on selected rides
- ✓ Full English Buffet Breakfast

**BUY NOW** >

\*Exclusion dates apply

## OTHER WAYS TO VISIT

**MERLIN ANNUAL PASS**

Entry to 32 top attractions across the UK.

**VIP EXPERIENCES**

Get up closer to our wonderful animals

Öffnungszeiten AquaDom & SEA LIFE Berlin:

f

Suchen

Q

DE

DE

Partners &  
**SEA LIFE**

**TICKETS**  
Angebote & Preise

**NEWS & EVENTS**  
Aktuelle Informationen

**SCHULAUSFLÜGE**  
ins AquaDom & SEA LIFE Berlin

**ANFAHRT**  
So findest du uns

**ONLINE BUCHEN**  
Zum günstigsten Preis

**SOFORTIGES E-TICKET**  
Zum Ausdrucken oder für das Handy

**GARANTIRTER EINLASS**  
Profitiere von unseren Kombi Tickets

## TICKETS & PREISE AQUADOM & SEA LIFE BERLIN

**SPAR TICKET**

PREISE PRO ERWACHSENEN

ONLINE PREISE AB  
**12,50€**

PREIS VON ORT  
**17,95€**

**SPAR TICKET**

**SPARE BIS ZU 30%**

- Eintritt in AquaDom & SEA LIFE Berlin
- Inklusive Little BIG City Gutschein für nur 1€ Eintritt

**JETZT KAUFEN**

**EXPRESS TICKET**

PREISE PRO ERWACHSENEN

ONLINE PREIS NUR  
**19,95€**

**EXPRESS TICKET**

**MIT VERKÜRZTER WARTENZEIT**

- Eintritt in AquaDom & SEA LIFE Berlin
- Mit bevorzugtem Einlass durch den Express Eingang
- Inklusive Little BIG City Gutschein für nur 1€ Eintritt

**JETZT KAUFEN**

**2 ATTRAKTIONEN TICKET**

PREISE PRO ERWACHSENEN

ONLINE PREIS NUR  
**24,00€**

GGÜ. EINZELPREISE  
**41,95€**

**2 ATTRAKTIONEN TICKET**

**SPARE BIS ZU 40%**

- Wähle spontan zwei Attraktionen für jeweils einen Besuch
- Mit bevorzugtem Einlass durch den Express Eingang + Gültigkeit für 120 Tage ab Kaufdatum
- Inklusive Little BIG City Gutschein für nur 1€ Eintritt

**JETZT KAUFEN**

**3 ATTRAKTIONEN TICKET**

PREISE PRO ERWACHSENEN

ONLINE PREIS NUR  
**30,00€**

GGÜ. EINZELPREISE  
**63,45€**

**3 ATTRAKTIONEN TICKET**

**SPARE BIS ZU 50%**

- Wähle spontan drei Attraktionen für jeweils einen Besuch
- Mit bevorzugtem Einlass durch den Express Eingang + Gültigkeit für 120 Tage ab Kaufdatum
- Inklusive Little BIG City Gutschein für nur 1€ Eintritt

**JETZT KAUFEN**

## WEITERE ANGEBOTE

**SUPER FLEXI TICKET**

PREIS PRO ERW.  
**22,00€**

**GRUPPENTICKET**

PREIS PRO PERSON  
**8,00€**

**ELTERN & KLEINKIND TICKET**

PREISE AB  
**10,75€**

**ABENTEUER PAKET**

PRO STÜCK AB  
**5,50€**



It applies to all brands





# Looking good and working hard

**TICKETS & PREISE AQUADOM & SEA LIFE BERLIN**

**2 ATTRAKTIONEN TICKET**  
24,00€ ~~41,95€~~  
SPARE BIS ZU 40%

**3 ATTRAKTIONEN TICKET**  
30,00€ ~~63,45€~~  
SPARE BIS ZU 50%

**2 ATTRAKTIONEN TICKET**  
24,00€ ~~41,95€~~  
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**3 ATTRAKTIONEN TICKET**  
30,00€ ~~63,45€~~  
SPARE BIS ZU 50%

**EXPRESS TICKET**  
12,50€ ~~17,95€~~  
SPARE BIS ZU 30%

**EXPRESS TICKET**  
19,95€  
MIT VERKÜRZTER WARTENZEIT

**+4.5%**  
Cluster revenue uplift

SEALIFE Berlin

**Tickets & Passes**

Book your escape to Alton Towers Resort with over 50 rides and attractions there's something for the whole family! Buy in advance and save, with day tickets from just £33, or for our best value, buy a Alton Towers Season Pass and visit again and again for only £55!

**1 Day Pass**  
Online £33 On The Day ~~£55~~  
SAVE UP TO £20

**Season Pass**  
Only £55  
YOUR TICKET FOR THE 2018 SEASON

**+4.7%**  
Revenue uplift

Alton Towers Resort

**ONLINE EXCLUSIVES**

Book early and save! Looking for walk-up pricing or a visit anytime ticket?

**BRICK OF TREAT PARTY NIGHTS**  
STARTING AT \$54  
BUY NOW

**LIMITED TIME! EARLY BIRD OFFER**  
New shows, activities, candy  
September 28, October 6, 13, 20, 27

**1 DAY LEGOLAND ONLY**  
2 DAY SEA LIFE HOPPER

**+3.7%**  
Revenue uplift

LEGOLAND California



# Merlin Annual Pass

MERLIN  
ANNUAL  
PASS

# Future of annual passes: adopting a membership approach





We've made it easier to become a Passholder

MERLIN  
digital



30,700

paid-up  
members

28%

of all  
MAP sales



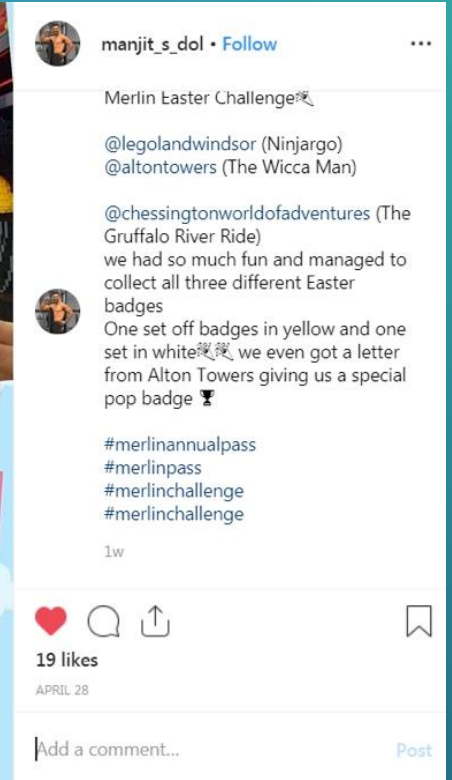
Premium  
product mix



increase in yield  
over MAP



# And we're focused on driving engagement, loyalty and repeat visitation



Driving  
revenue growth

Supporting the  
productivity  
agenda

Improving guest  
satisfaction



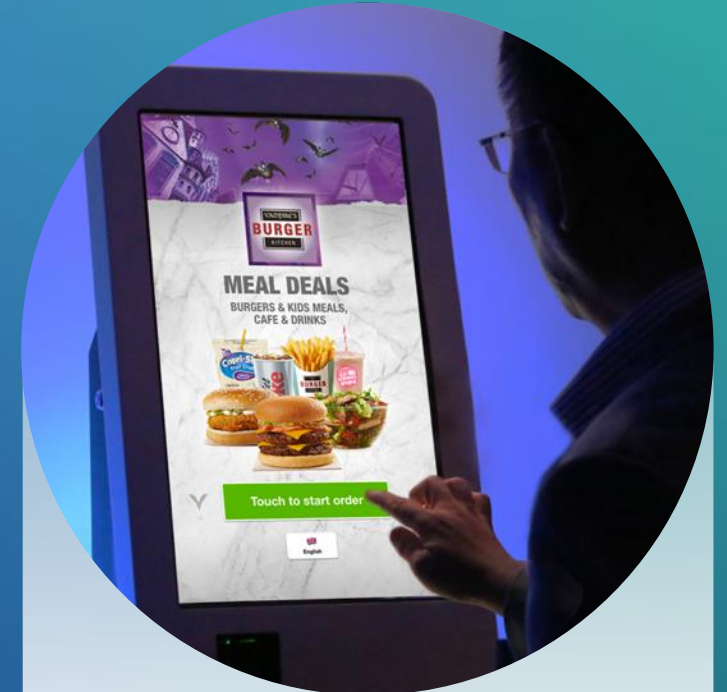
# Deploying kiosks in admissions, hotels and F&B



Operational efficiencies



Operational efficiencies



Revenue generation





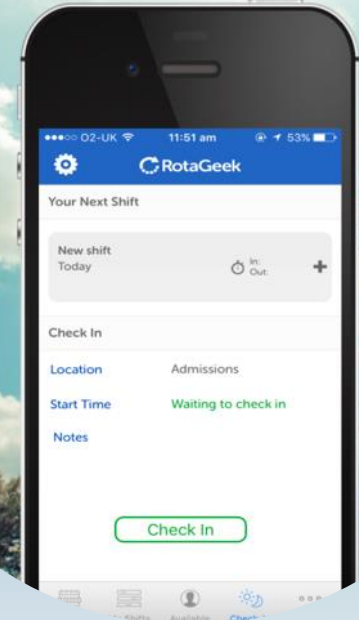
# Improving productivity and increasing efficiency

The Oracle NetSuite logo is displayed in a black circle. The word "ORACLE" is in red and "NETSUITE" is in white.

**Finance productivity**  
Finance 21

The Cornerstone logo is displayed in a white circle. The word "Cornerstone" is in blue.

**Focus on people**  
Cornerstone HR



**Workforce management**  
Workforce optimisation

Driving  
revenue growth

Supporting the  
productivity  
agenda

Improving guest  
satisfaction

A hand holding a smartphone is the central focus, set against a background of colorful bokeh lights. A large white circle is positioned on the left side of the frame, partially overlapping the phone. The title 'Digital Guest Journey' is written in white text across the middle-right portion of the image.

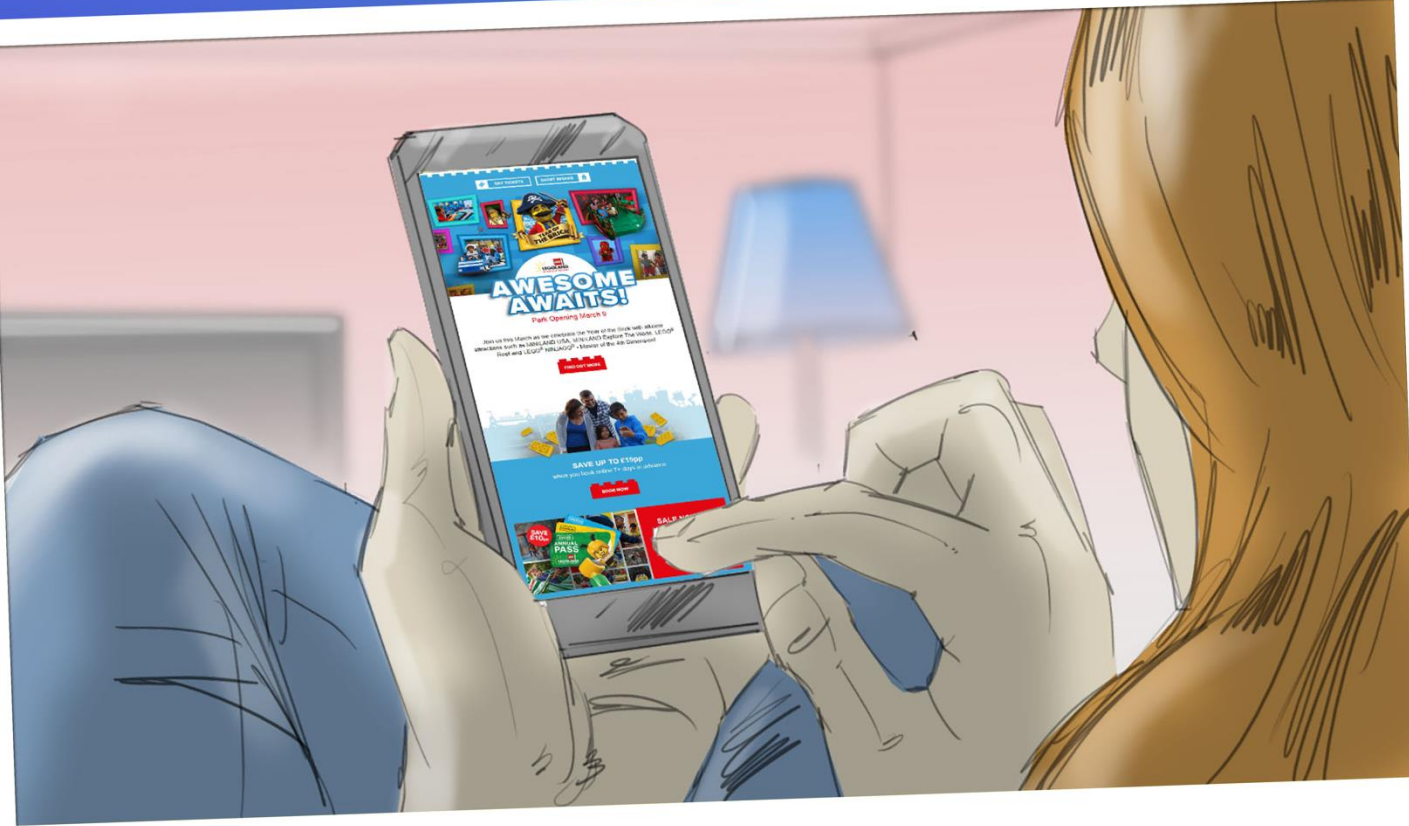
# Digital Guest Journey



Our guest journey creates personal connected experiences



# Guest journey



The kids would love that – let's go to LEGOLAND Windsor!

# Guest journey



It's so easy to figure out  
which package is the best for us

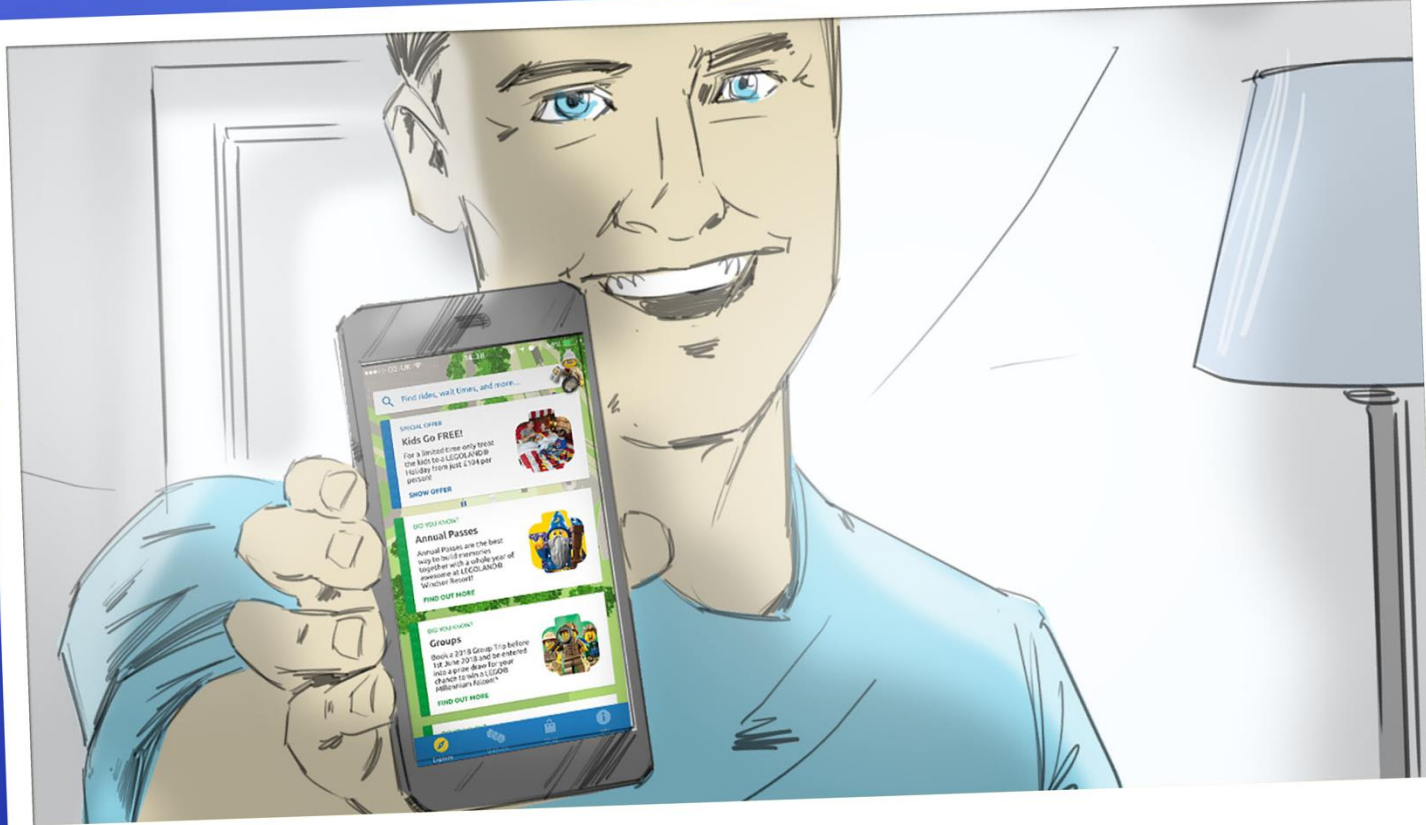


# Guest journey



Got to make sure Billy gets on the Ninjago ride...  
Sorted – that was easy!

# Guest journey



Wow - it knows me!  
My itinerary is already loaded in...

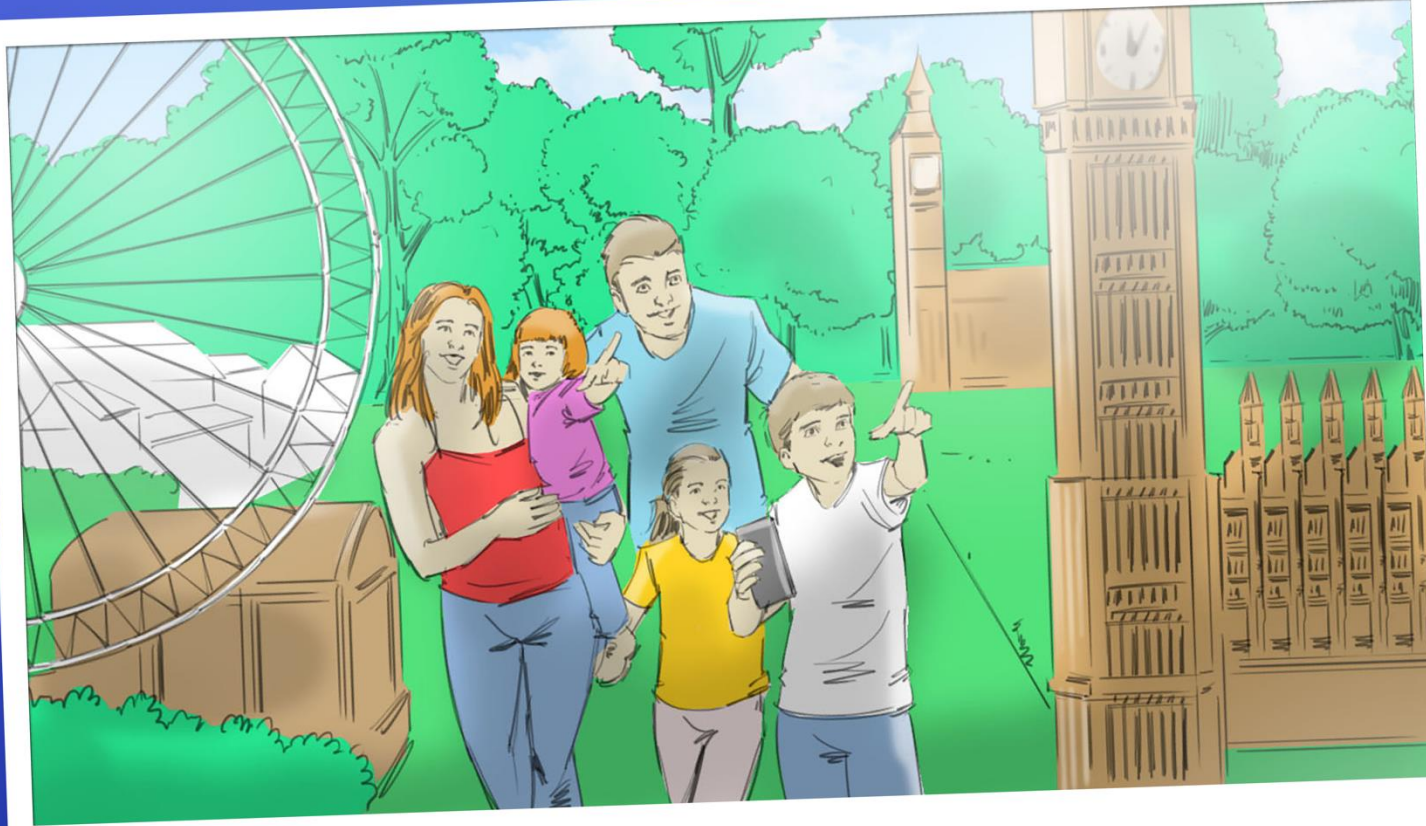
# Guest journey



It's so easy to enter. This is actually fun!

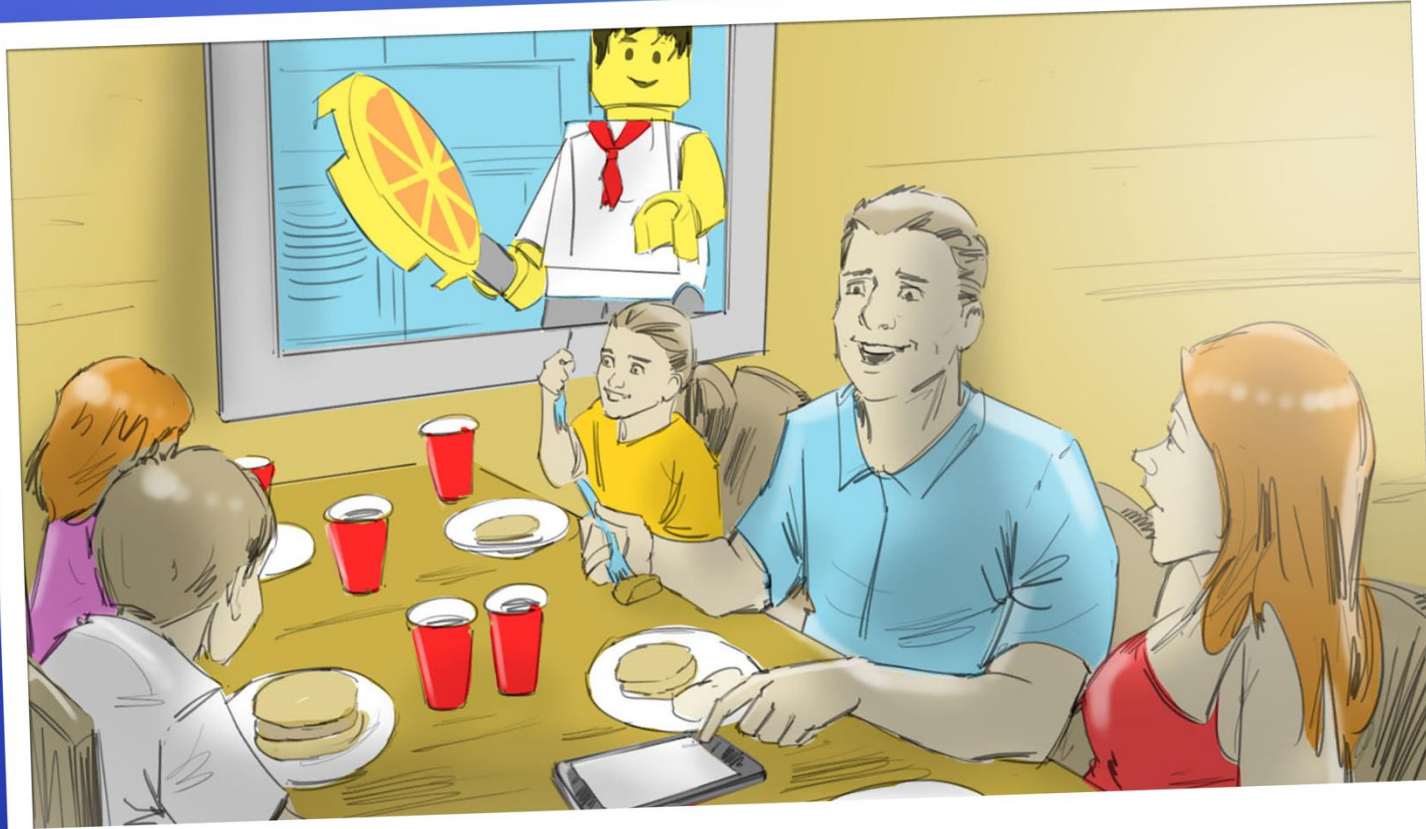


# Guest journey



Ninjago's at 10am. Let's do The Dragon ride  
now while the queues are short.

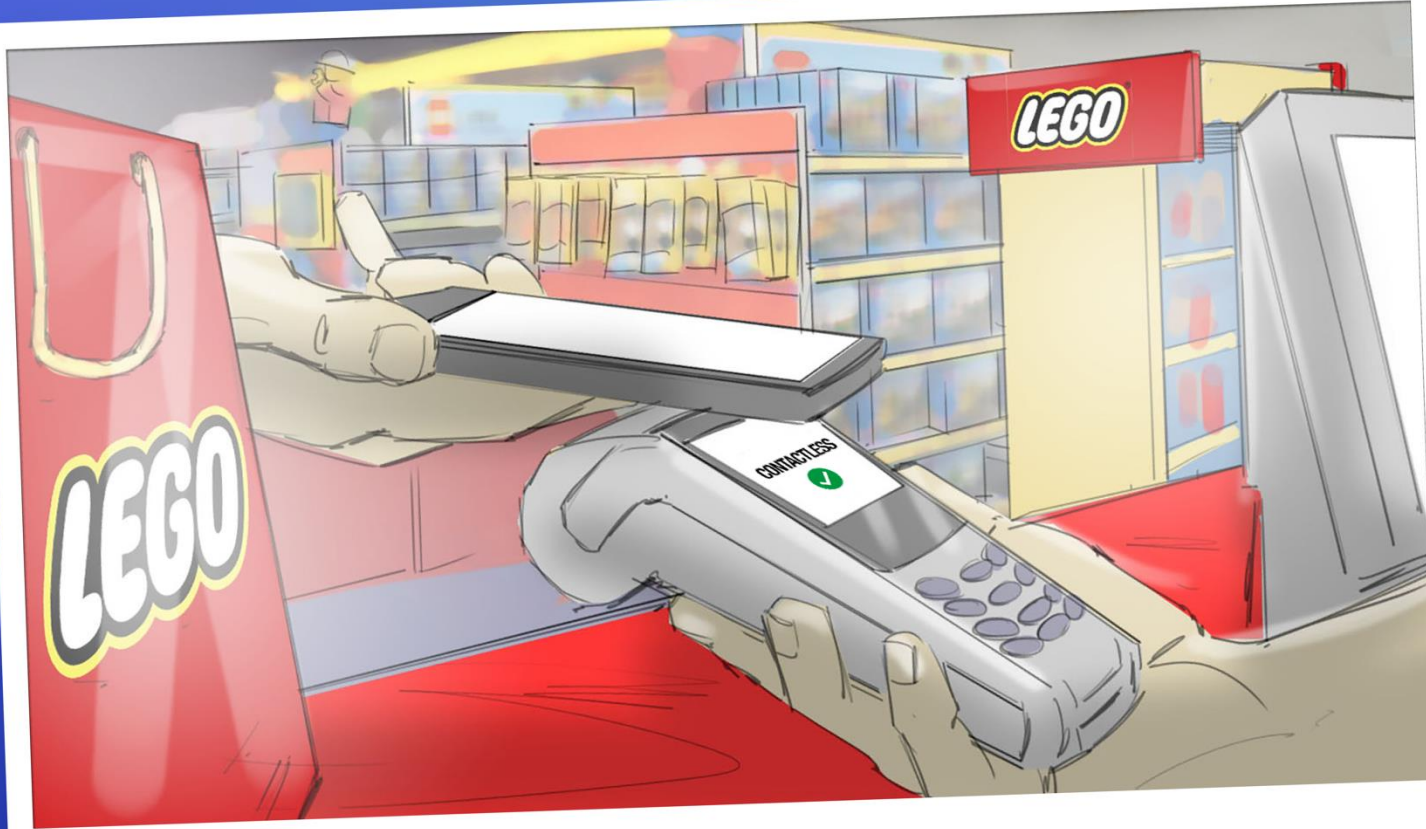
# Guest journey



So pleased we booked a table. And can you believe I ordered this while I was in the queue for Ninjago?!



# Guest journey



Let's get the kids something – that was dangerously easy!



# Stay



# Guest journey



Wow – this lady knows we've arrived too!  
All our check-in details are on her tablet



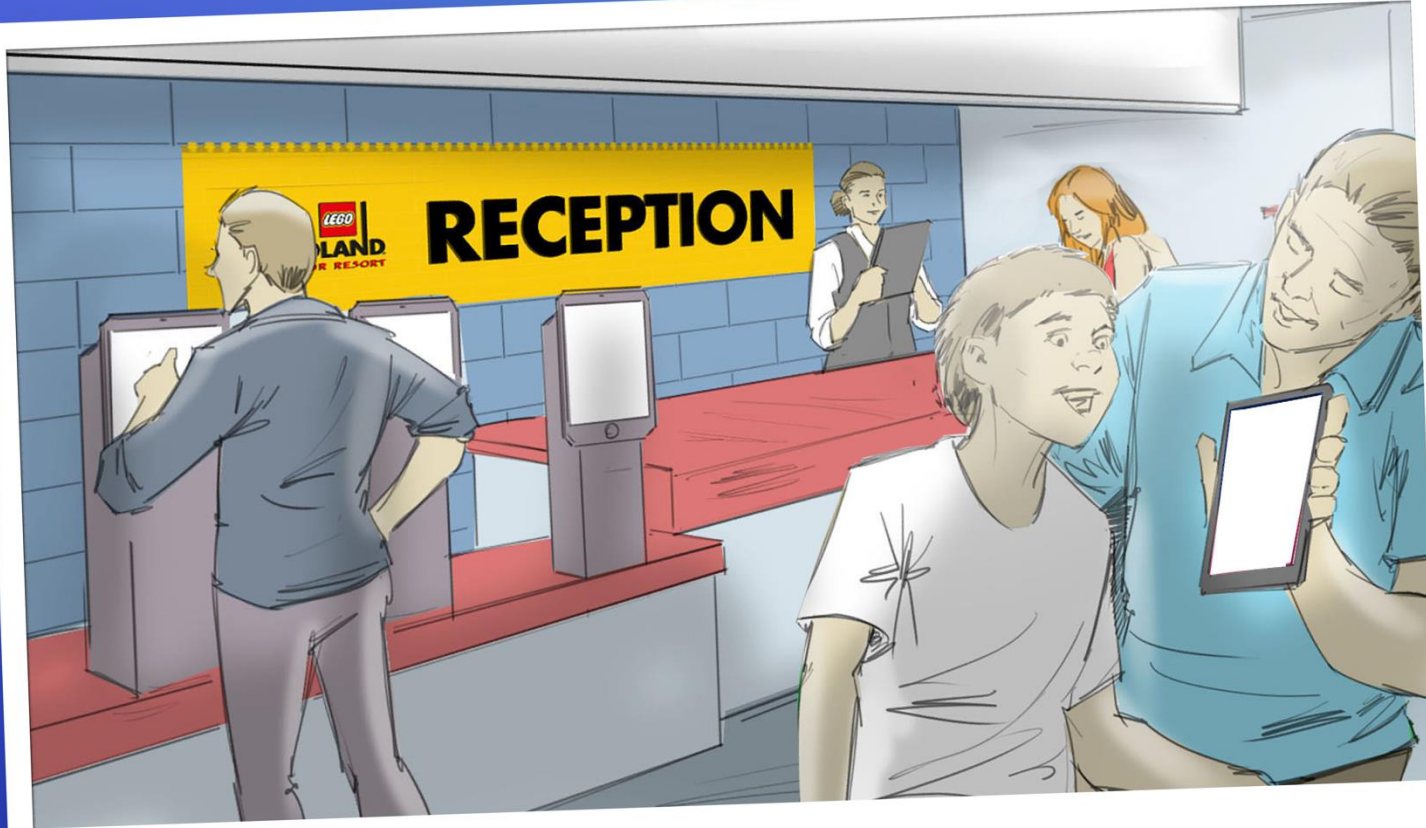
# Guest journey



No need to talk to anyone – I can just check in to my room here!

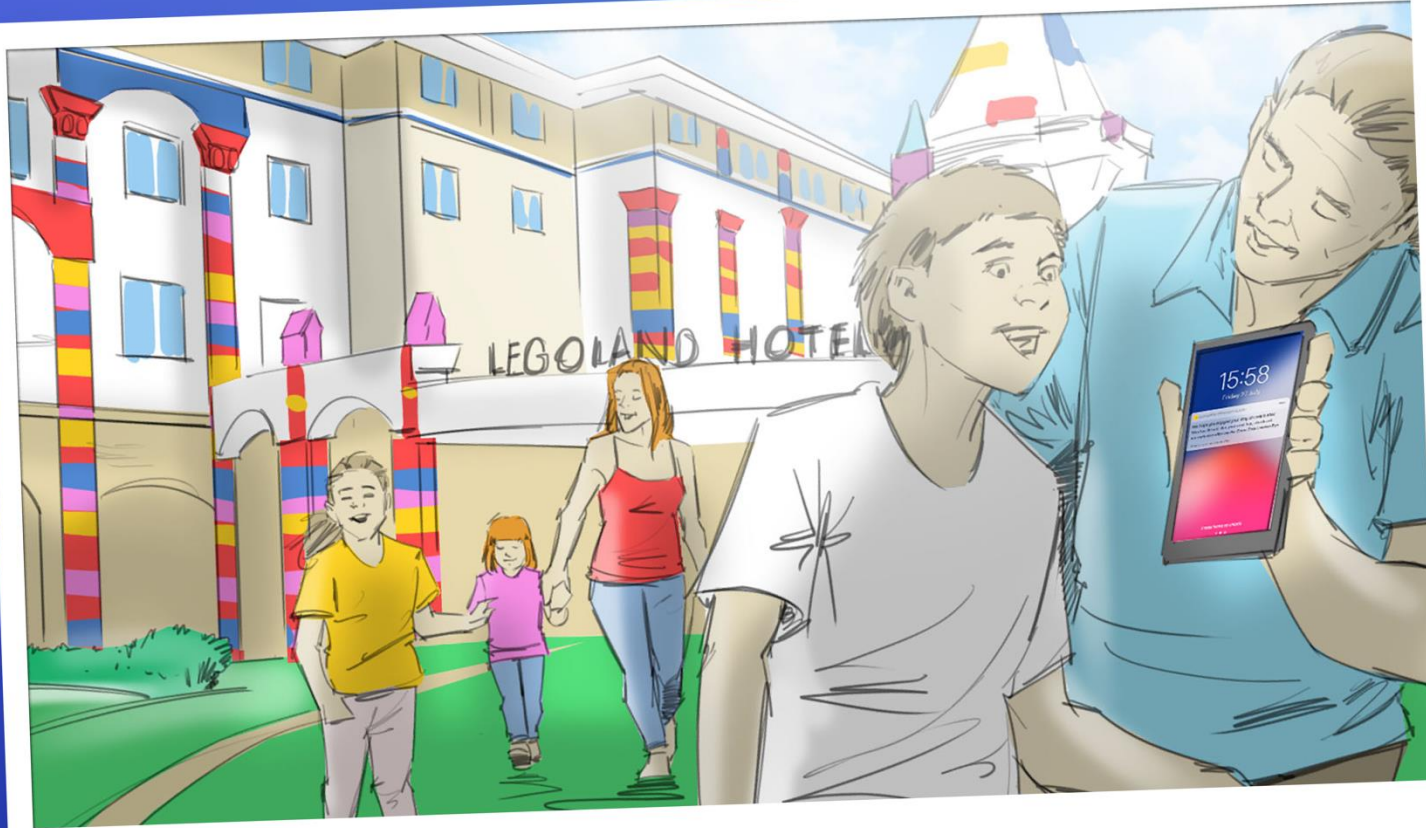


# Guest journey



We already checked in and my key is on my phone,  
so we'll go straight up

# Guest journey



Thanks for staying

"Look - they've given us a voucher for the London Eye"



# Our guest journey brings it all together to max the wow-factor







The Bear Grylls  
**ADVENTURE**







09:36



TIME NOW



# A convenient and personalised experience



Easy-scan entry  
to all activities

Easy itinerary management  
and notifications



One tap to link photos to the guest's profile





One-tap payments at all F&B, retail and photography units





# Timely, relevant and personalised upsell notifications



Merlin *digital*: commercially sound, digitally focused, guest centric



**Driving  
revenue growth**

**Supporting the  
productivity  
agenda**

**Improving guest  
satisfaction**



# Questions?





# MERLIN digital

creating personal  
connected experiences

seamless guest journeys  
personalised through data  
connected through technology