Investor Teach-In: Merlin Digital & Digital Guest Journey

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Last time we spoke...

Group Marketing

Technology
Now consolidated into a single function
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 PUB QUIZ
What percentage of our admissions tickets are now purchased on a smart device?
How many people have downloaded our apps in last 12 months?
What proportion of app users sign up to active marketing from Merlin?
What percentage of our revenue is now delivered online?
32% including Trade, MAP, accommodation and admissions
Something strange is happening...

- The world’s largest taxi company owns no vehicles.
- The world’s most popular media owner creates no content.
- 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 traffic

- SEO/SEM
- PPC
- Social amplification
- Trade
- Affiliate marketing
- Email marketing
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
- Straplines
- Key benefits
- Strikeout pricing
- Best value ribbon
- Image placeholder
- Stacked in grid
- Savings v gate
- Clear call to action
How it works in practice
It applies to all brands
Looking good and working hard

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- **SEALIFE Berlin**: Cluster revenue uplift +4.5%
- **Alton Towers Resort**: Revenue uplift +4.7%
- **LEGOLAND California**: Revenue uplift +3.7%
Merlin Annual Pass
Future of annual passes: adopting a membership approach
We've made it easier to become a Passholder

**NEW MERLIN MONTHLY MEMBERSHIP**

from just **£8.99** a month

- **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.
Supporting the productivity agenda

Driving revenue growth

Improving guest satisfaction
Deploying kiosks in admissions, hotels and F&B

Operational efficiencies

Operational efficiencies

Revenue generation
Improving productivity and increasing efficiency

Finance productivity
Finance 21

Focus on people
Cornerstone HR

Workforce management
Workforce optimisation
Improving guest satisfaction

Driving revenue growth

Supporting the productivity agenda

Improving guest satisfaction
Digital Guest Journey
Our guest journey creates personal connected experiences
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
Got to make sure Billy gets on the Ninjago ride...
Sorted – that was easy!
Wow – it knows me!
My itinerary is already loaded in...
It’s so easy to enter. This is actually fun!
Ninjago’s at 10am. Let’s do The Dragon ride now while the queues are short.
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!
Wow – this lady knows we’ve arrived too!
All our check-in details are on her tablet.
No need to talk to anyone – I can just check in to my room here!
We already checked in and my key is on my phone, so we’ll go straight up.
Guest journey

"Look – they’ve given us a voucher for the London Eye"
Our guest journey brings it all together to max the wow-factor

- **Get ready**
  - Welcome - It's breezy out!
  - My itinerary is already loaded in...

- **Experience**
  - Wow - It's beautiful out!
  - My itinerary is already loaded in...

- **Stay**
  - It's so easy to enter; this is actually fun!
  - We stay in our own LEGOLAND minifigure room!

- **Book**
  - We ask for our own LEGOLAND minifigure autographed!

- **Consider**
  - We will get our own LEGOLAND minifigure autographed!

- **Come back soon**
  - Let's get our own LEGOLAND minifigure autographed!
A convenient and personalised experience

- Easy itinerary management and notifications
- Easy-scan entry to all activities

Are you ready to reach new heights?

15 mins

until you tackle the High Ropes
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

Fancy tackling HIGH ROPEs for just £5 extra?

Head to the service desk now to book...
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
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