



zebulon

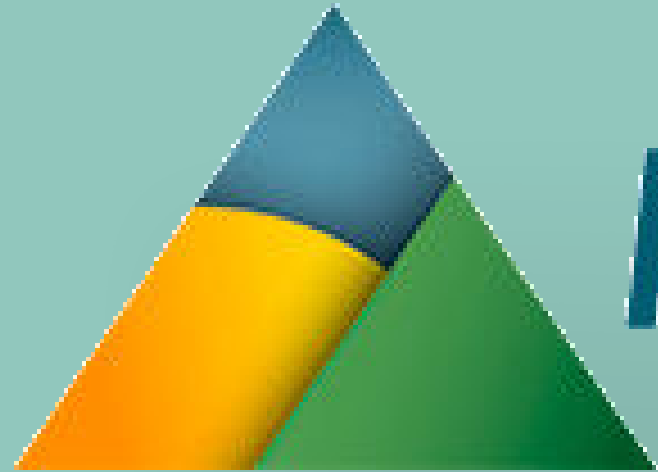


THREE TICKETS TO PROFITABILITY

IOGA - Dec. 2023

Zebulon LLC

HAVE YOU SEEN ME?



AMERICA OUTDOORS

COLORADO
RIVER
OUTFITTERS
ASSOCIATION



ADVENTURE TRAVEL
TRADE ASSOCIATION



SPECIAL REQUEST:

**WILL YOU SHARE YOUR
PROGRESS NEXT YEAR?**

THE THREE TICKETS

WHAT YOU'LL GAIN TODAY:



1. Finance 101
2. Good, Bad, & Ugly Pricing
3. Employee Ownership Culture

zebulon
presents:

FAST & FURIOUS



1. Finance 101
2. Good, Bad, & Ugly Pricing
3. Employee Ownership Culture



YOU CAN CALL ME

ZEB.

- Certified Public Accountant, Bachelor's in Business Admin
- Speaker Nationwide
- “Most Innovative Practitioner”
AICPA International finalist



YOU CAN CALL ME

ZEB.

- Fractional CFO
- Executive for Hire



ZEBULON'S CLIENT BASE:

Downstream
adventures

Sierra  South

 **ROYAL GORGE
RAFTING**

 **ROYAL GORGE
VACATION RENTALS**

 **ROYAL GORGE
ZIPLINE TOURS**

WILDMAN
Adventure Resort

Imperial
RIVER CO.



ESTD CANYON CITY, COLORADO 2005
WHITEWATER
BAR & GRILL
RAFT HARD. PARTY HARDER.





THREE TICKETS TO PROFITABILITY

TALKING POINTS

- INTRO
- FINANCE 101
- GOOD, BAD & UGLY PRICING
- EMPLOYEE OWNERSHIP CULTURE
- CONCLUSION



MONEY MANAGEMENT:

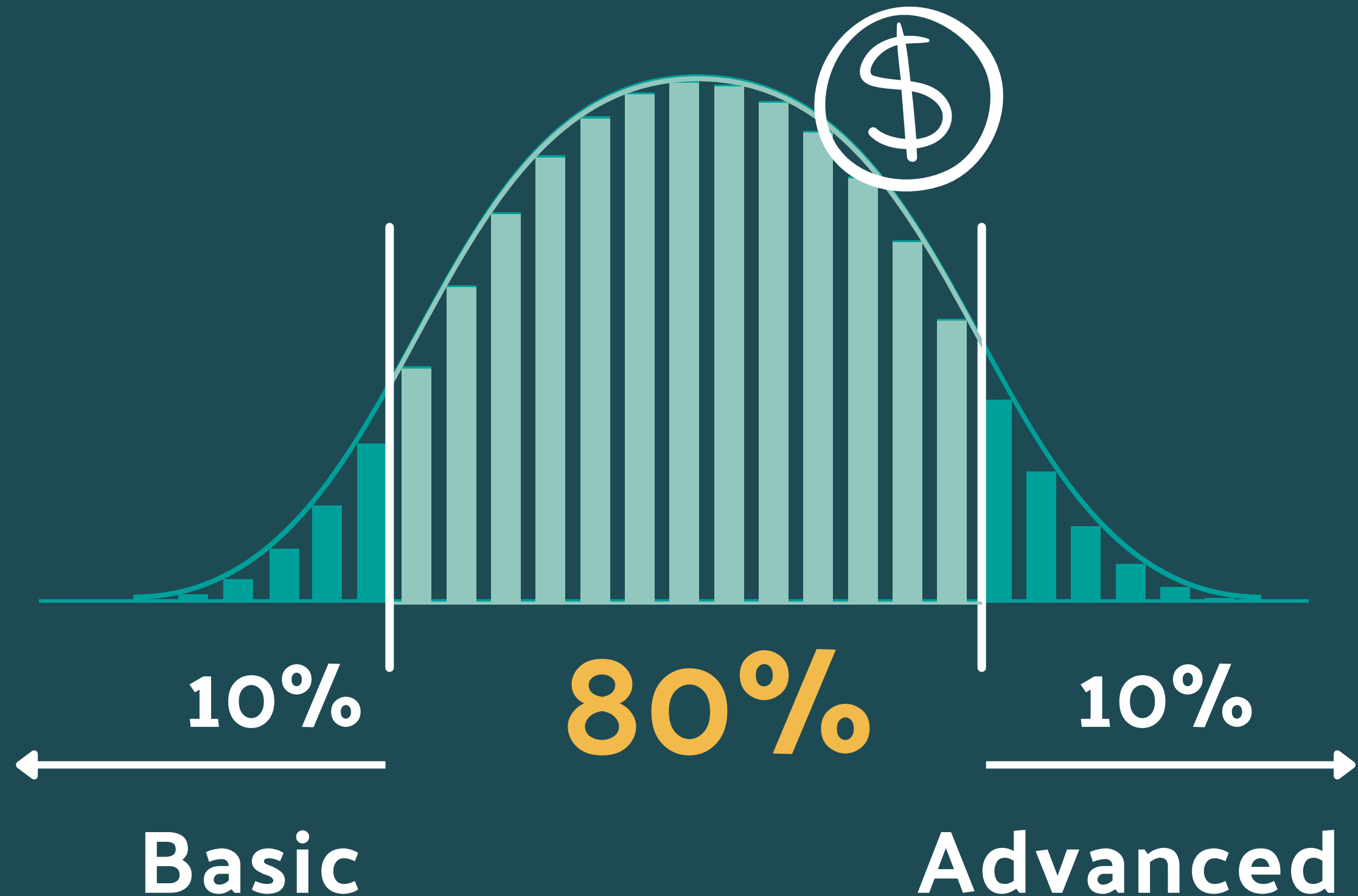
INTRO

FINANCE 101

GOOD, BAD &
UGLY PRICING

EMPLOYEE
OWNERSHIP
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GOOD, BAD &
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Employee
Ownership
Culture

Finance 101

Outfitter
Pricing



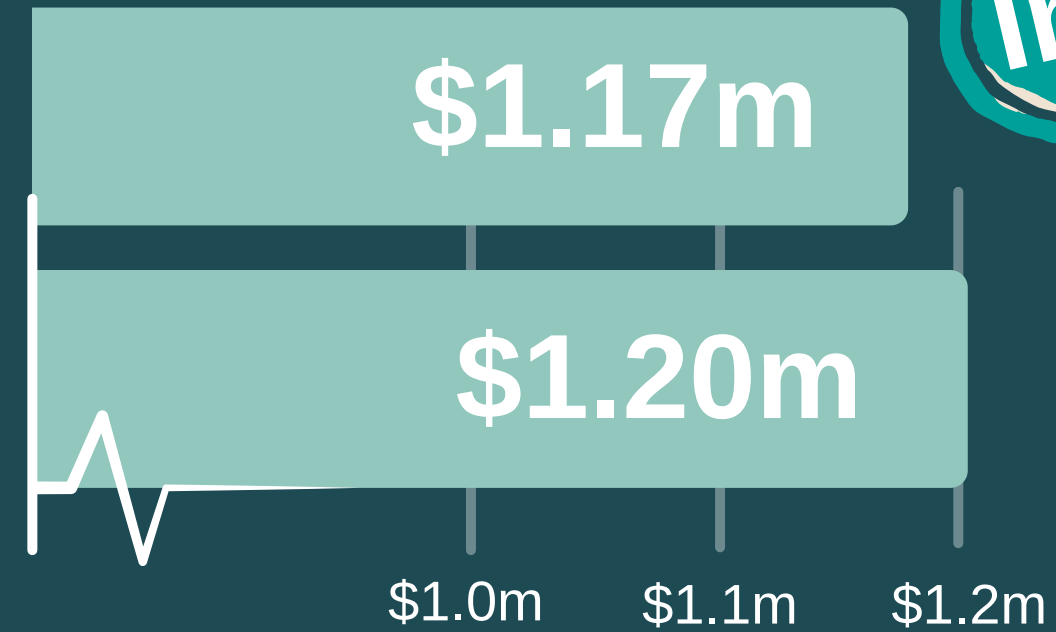


100% SUCCESS RATE

- INTRO
- FINANCE 101
- GOOD, BAD & UGLY PRICING
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Revenue

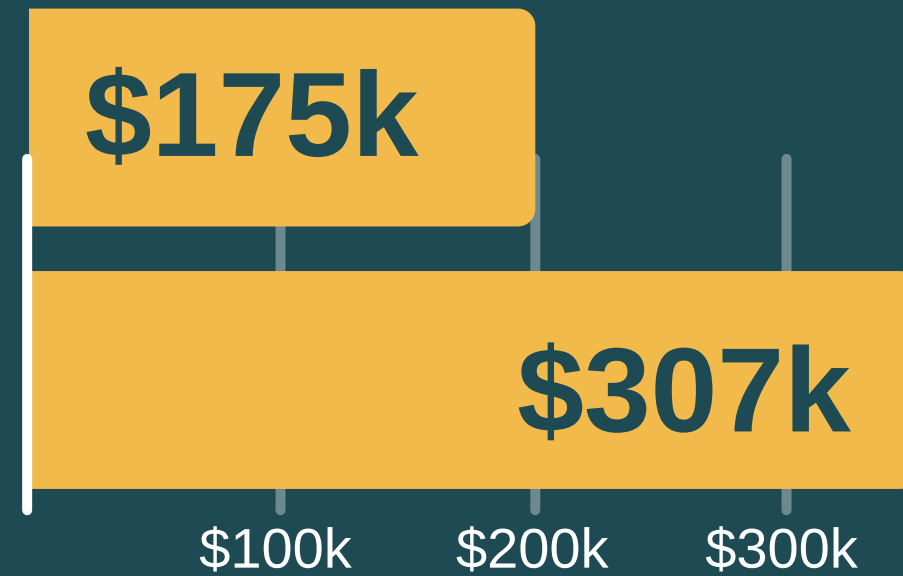
Pre-adoption
Post-adoption



2% Increase

NOI

Pre-adoption
Post-adoption



\$132k Increase!



FINANCE 101

INTRO

FINANCE 101

GOOD, BAD &
UGLY PRICING

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KEY NUMBERS TO KNOW:

- **Income**
(REVENUE)
- **Gross Profit**
- **GP%**
- **Total Cash Spend**
(COS + OH)
- **Net Operating
Income**
- **Owner Income**
- **Cash for Capital
and Debt**



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(Traditional,
useless P&L)



PROFIT AND LOSS	
	TOTAL
Income	
Sales	\$488,995
Services	\$789,168
Other Income	\$5,000
Total Income	\$1,283,163
Expenses	
Advertising	\$30,223
Alcohol	\$12,437
Amortization/Depreciation	\$87,200
Auto Repairs	\$19,819
Benefits	\$2,662
Beverages	\$5,095
Billboard	\$12,939
Bonus Pay	\$1,250
Credit Card Fees	\$6,673
Employee Items	\$12,122
Food Costs	\$1,450
Fuel Costs	\$28,932
Groceries	\$18,097
Housekeeping	\$7,000
Insurance	\$65,811
Marketing	\$43,143
Office Expenses	\$23,545
Payroll Taxes	\$23,331
Permits	\$4,768
Photo Processing	\$3,800
Professional Fees	\$69,695
Rent	\$62,921
Repairs & Maintenance	\$28,258
Store Clothes	\$24,937
Supplies	\$10,388
Utilities	\$45,044
Wages	\$556,466
Other	\$48,355
Total Expenses	\$1,256,361
Profit/Loss	\$26,802



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(Useful,
restructured P&L)



PROFIT AND LOSS	
	TOTAL
Income	
Activity Income	\$789,168
Lodging Income	\$171,879
Retail Income	\$110,741
Photo Income	\$48,273
Bar Income	\$158,102
Total Income	\$1,278,163
Cost of Goods Sold	
Activity COS	\$184,057
Lodging COS	\$7,007
Retail COGS	\$30,433
Photo COS	\$9,292
Bar COS	\$40,532
Total Cost of Goods Sold	\$271,321
GROSS PROFIT	\$1,006,842
Expenses	
Employee	\$226,298
Facilities	\$104,306
General	\$173,330
Operating	\$69,305
Promo	\$77,802
Taxes	\$44,893
Total Expenses	\$695,934
NET OPERATING INCOM	\$310,908
Other Income	
Interest Income	\$5,000
Total Other Income	\$5,000
Other Expenses	
Depreciation/Amortization	\$87,200
Owner Items	\$201,906
Total Other Expenses	\$289,106
NET OTHER INCOME	-\$284,106
NET INCOME	\$26,802



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Income

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Total Income **\$1,278,163**

- Call out income by revenue stream
- $GP = \text{Income} - \text{COS}$



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- Directly experienced &
- Variable to volume



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Activity COS	
Guide Wages	\$130,552
Driver Wages	\$23,123
Fuel Costs	\$28,932
Food Costs	\$1,450
Total Activity COS	\$184,057

- Parent & kiddo accounts
- Use expand feature



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GROSS MARGIN BY ACTIVITY



- Income streams should generate >70% GP
- % = Gross Profit/Revenue
- \$100 - \$30 trip costs = \$70 gross profit



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	I Raft	II Raft	III Raft	IV Raft	Kayak	SUP	Zipline	Tower	Paintball
Price per Pax (Avg)	\$ 70	\$ 97	\$ 104	\$ 104	\$ 48	\$ 34	\$ 48	\$ 48	\$ 48
# Pax Per Trip (Avg)	18.0	9.8	12.2	8.3	6.9	3.5	6.5	11.3	14.1
Rev Per Trip	1,260	951	1,269	863	332	119	313	543	678
# of Guides Per Trip	3.0	3.0	4.0	3.0	1.0	1.0	2.0	2.0	1.0
	6	3	3	3					
Guide Wages									
L I	12.10	12.10	12.10	12.10	12.10	12.10	12.10	12.10	12.10
L II	13.31	13.31	13.31	13.31	13.31	13.31	13.31	13.31	13.31
L III	14.52	14.52	14.52	14.52	14.52	14.52	14.52	14.52	14.52
L IV	16.52	16.52	16.52	16.52	16.52	16.52	16.52	16.52	16.52
Guide Distribution									
L I	33%	33%	0%	0%	0%	0%	0%	0%	0%
L II	33%	33%	0%	0%	100%	100%	100%	100%	100%
L III	34%	34%	50%	0%	0%	0%	0%	0%	0%
L IV	0%	0%	50%	100%	0%	0%	0%	0%	0%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Est Hours Per Trip	4.00	4.00	4.00	4.00	3.00	3.00	2.00	4.00	2.00
Est Guide Wage Per Trip	160	160	248	198	40	40	53	106	27
Est Driver Wage Per Trip	56	56	56	56	42	42	-	-	-
Est Gas Cost Per Trip	15	15	10	10	15	10	2	-	-
Est Food Cost Per Trip	37	37	37	-	-	-	-	-	-
Est Other Costs Per Trip	-	-	-	-	-	-	-	-	56
Total Est Direct Variable Costs	267	267	351	264	97	92	55	106	83
Est GP Per Trip	993	683	918	599	235	27	258	437	595
Est GP %	79%	72%	72%	69%	71%	23%	82%	80%	88%



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GROSS MARGIN BY ACTIVITY



- Workbook available for download

Link at
end





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PROFIT AND LOSS

	TOTAL
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Facilities	\$104,306
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Operating	\$69,305
Promo	\$77,802
Taxes	\$44,893
Total Expenses	\$695,934

- Use useful categories
- 5 to 7 max at parent level



FINANCE 101

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EXPENSE ANALYSIS



- Review all non-employee purchases
 1. Recurring?
 2. Re-negotiate or replace?
 3. Reflect (Was it necessary?)
- Take action



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- Owner Discretionary Income
- Cash generated by Outfit



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Total Other Income	\$5,000
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Other Expenses

Depreciation/Amortization	\$87,200
---------------------------	----------

Owner Items	\$201,906
-------------	-----------

Total Other Expenses	\$289,106
-----------------------------	------------------

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- Non-cash items
- Owner pay items



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- NOI - Owner Pay Items =
Cash available for capital purchases,
debt pay-downs, income tax payments



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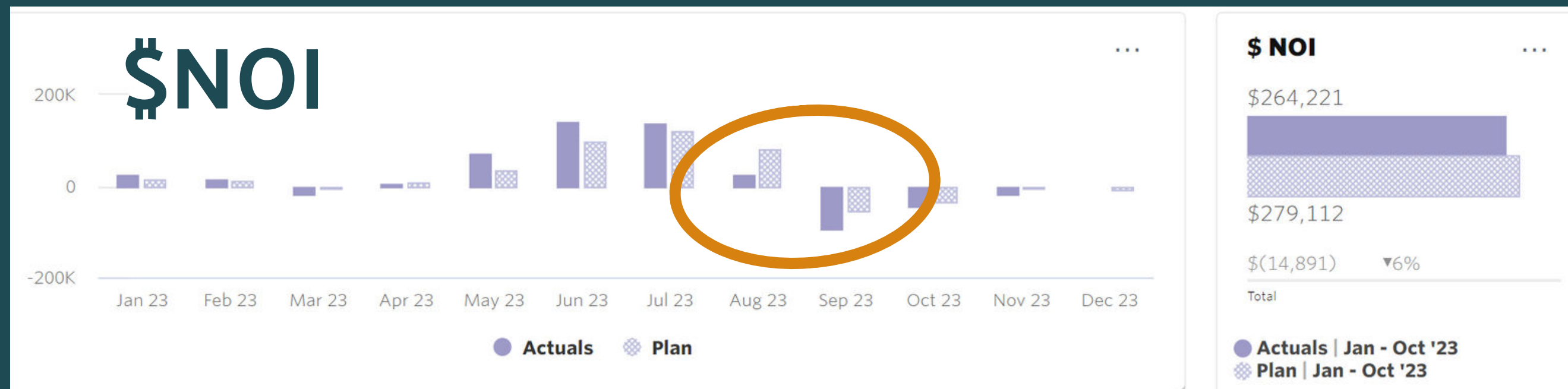
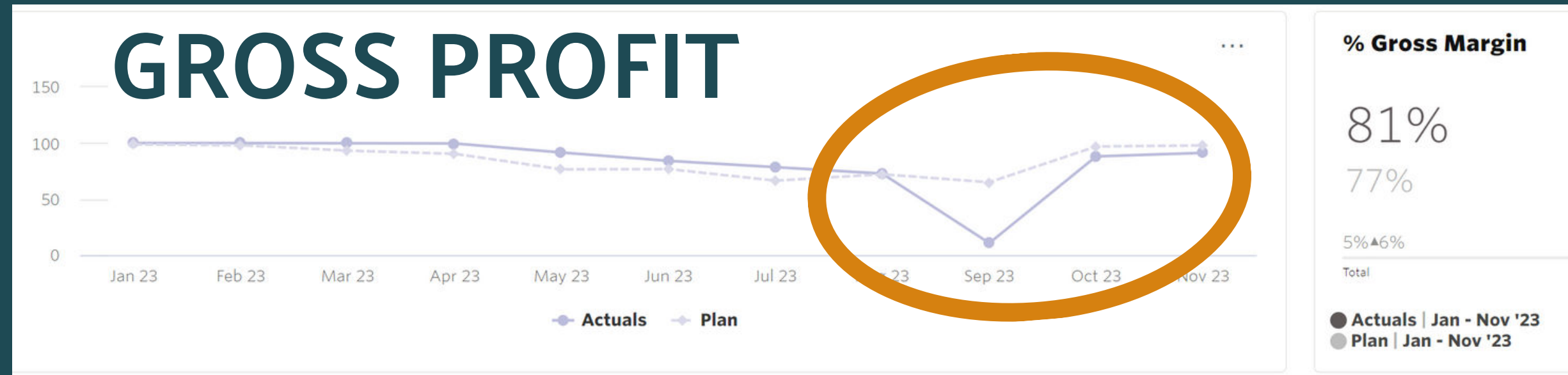
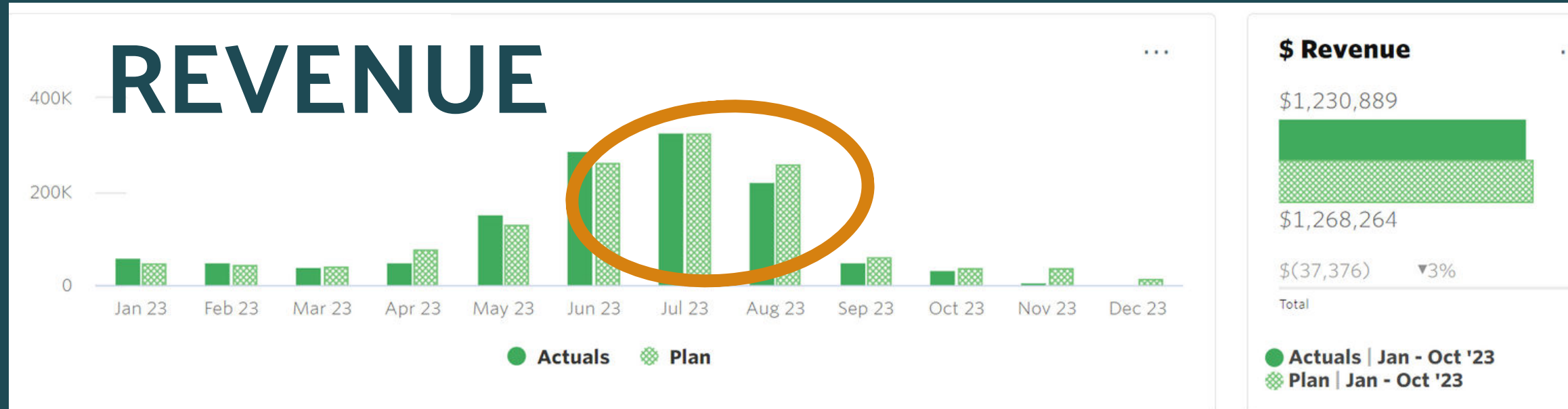


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GOOD, BAD & UGLY PRICING

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GOOD, BAD & UGLY PRICING

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COMPETITIVE

COST-PLUS

NEEDS-BASED

VALUE-BASED

NEXT FRONTIER



GOOD, BAD & UGLY PRICING

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COMPETITIVE

- Most common
- Price is relative to competitors
- Comparison-based



GOOD, BAD & UGLY PRICING

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COMPETITIVE

- Neglectful
- Stagnant



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COST-PLUS

- Widely adopted
- Built-in margin
- Understand direct & variable costs



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COST-PLUS

- Neglectful
- Dated



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DITCH 'EM!

- Competitive
- Cost-Plus



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NEEDS-BASED
VALUE-BASED



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NEEDS-BASED

- Zebulon's approach
- Start with the end in mind
- What do you need?



GOOD, BAD & UGLY PRICING

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- Income (REVENUE)
- Gross Profit
- GP%
- Total Cash Spend
(COS + OH)
- Net Operating Income
- Owner Income
- Cash for Capital and Debt

Link at end



GOOD, BAD & UGLY PRICING

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VALUE-BASED

- Customer's perceived value
- Understand target audience's values
- Happier customers & employees



GOOD, BAD & UGLY PRICING

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VALUE-BASED

“We must stop thinking like outfitters, and start thinking like our customers.”

- Me



GOOD, BAD & UGLY PRICING

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VALUE-BASED

- Riches are in the niches
- Familiar spend plus...
- “Once in a lifetime” or
- “Fear of the unknown” upcharge



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VALUE-BASED



\$250+ per person/day



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VALUE-BASED



\$13k hunt (+\$4k)



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VALUE-BASED

- Outside is “hot”
- Outside is “healthy”
- Experience generation
- Wealth distribution



THE NEXT FRONTIER

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EMPLOYEE
OWNERSHIP
CULTURE

CONCLUSION



DISCRIMINATORY

DYNAMIC

**SUBSCRIPTION
(MEMBERSHIPS)**



GOOD, BAD & UGLY PRICING

INTRO

FINANCE 101

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~~COMPETITIVE~~
~~COST-PLUS~~

- **NEEDS-BASED**
- **VALUE-BASED**
- **NEXT FRONTIER**

Link at
end





EMPLOYEE OWNERSHIP CULTURE

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Employees in 2023 crave

**MEANINGFUL WORK,
LONG-TERM STABILITY,**

and roles that emphasize

WORKER WELL-BEING.



Source: Randstad



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Question for employers:

**WHAT DO
YOU WANT**

from your workforce?





EMPLOYEE OWNERSHIP CULTURE

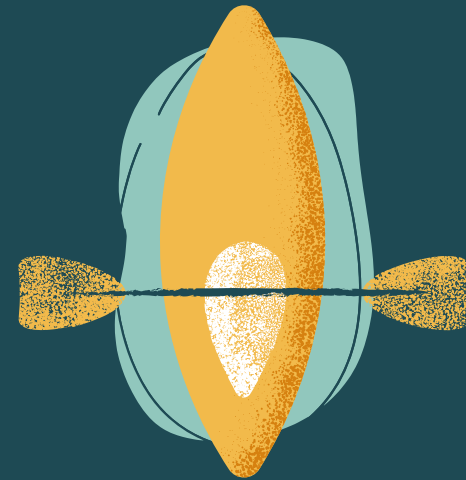
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WORKERS

- Better pay
- Stability
- More growth opportunities



EMPLOYERS

- Better hires
- Accountability
- Reliability & retention



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In a world of uncertainty, financial stressors, and organizational upheaval, creating a

CULTURE OF OWNERSHIP

among your employees can help them

**IMPROVE THEIR FINANCIAL
WELL-BEING, BUILD LOYALTY,**

and become **MORE PRODUCTIVE,
ENGAGED WORKERS.**





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100% SUCCESS RATE



“This is exactly what we did this year and it had a noticeable impact. Not only to our **bottom line**, but to my **peace of mind**.

Just knowing that when my managers made decisions they took into account the **financial impact** along with risk management, guest satisfaction, and other core principals, was a **huge weight off my shoulders.**”

ARKANSAS RIVER,
COLORADO



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**OWNERSHIP
PYRAMID**



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- Formal education
- Plain ol' financial statements
- Long-term planning
- Market analysis
- Pricing strategies
- Industry comparables
- Wage & salary discussions
- Bonus & incentive plans



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**BOOST YOUR
EMPLOYEE
OWNERSHIP
CULTURE**

by Educating Managers on
Your Outfit's Financials



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end



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Top managers, formal approach:

1. Learn personal & professional motivators
2. Introduce financials
3. Embrace collaboration & accountability



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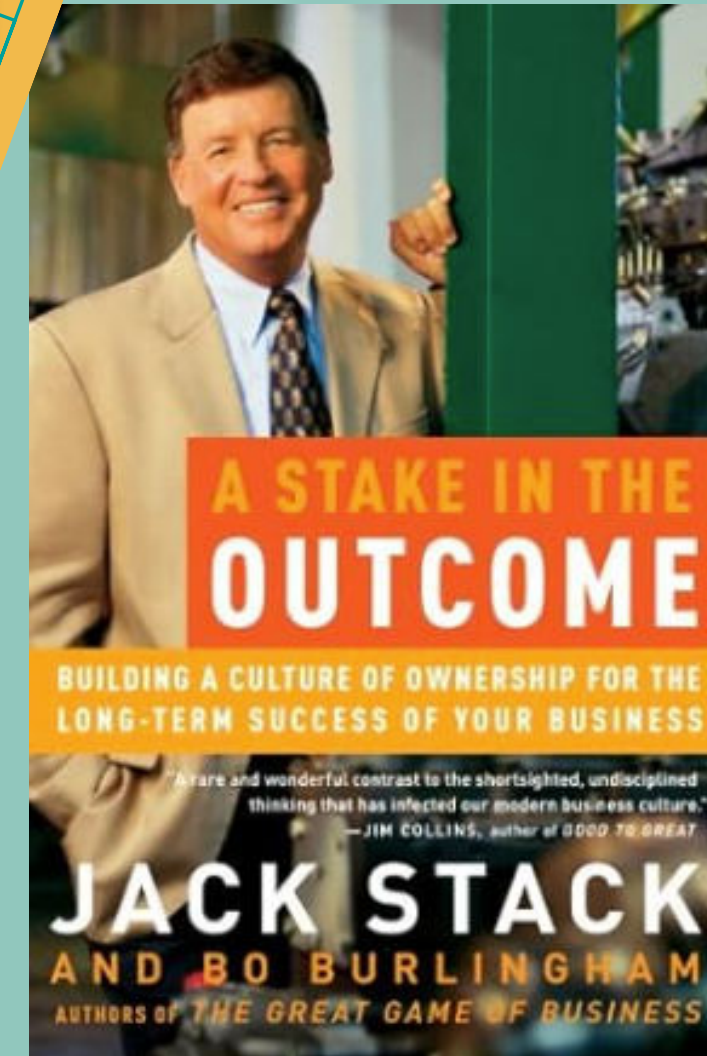
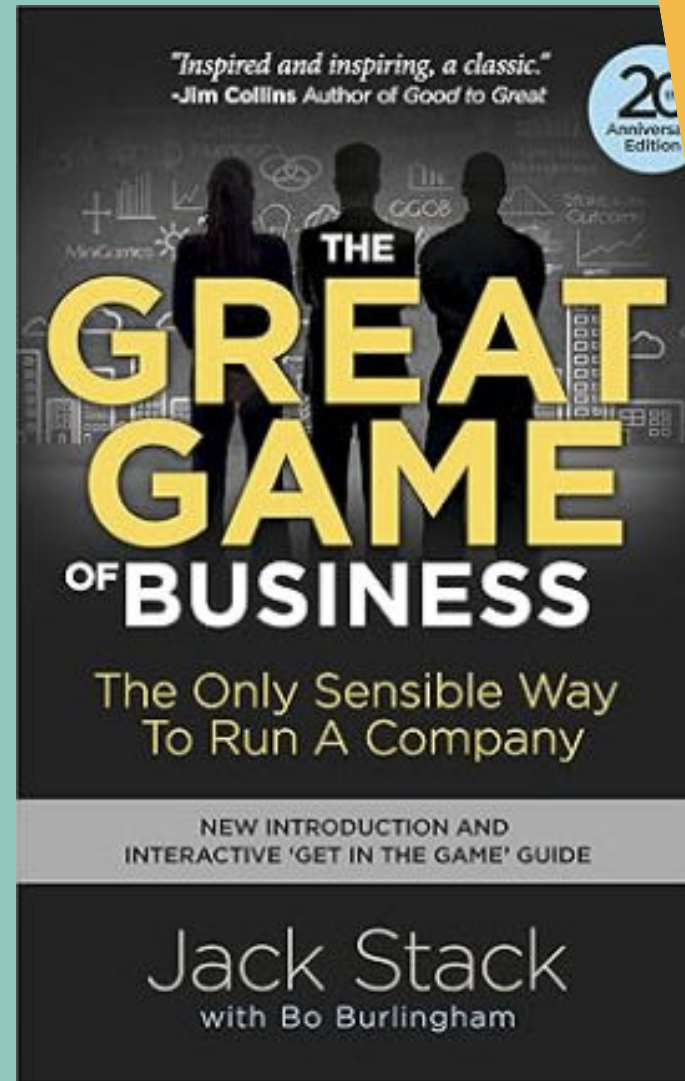
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ACTIVITY:



- 3-5 Minutes
- Open “Notes” app on your phone
- Write down **five things**

zeb@zebulonllc.com

CONCLUSION

1. One money aspect you're proud of
2. One money aspect you'd like to improve
3. One concrete action to take toward improving it
4. Exactly which financial details you will share...
5. ... and with whom you'll share them.



RESOURCES



zeb@zebulonllc.com

www.zebulonllc.com/speaking/ioga