

Disneyland
A Division of Walt Disney Productions

TABLE OF CONTENTS

Disneyland's
Attractions, Admission Media
And Arcade Equipment

Section		Page
	INTRODUCTION	1
I	ADMINISTRATIVE NEEDS	1
	History	1
	Future Development	1
	Recommendations	1
II	RIDES AND ATTRACTIONS	12
	1964 Operating Results	12
	Recommendations	12
	Proposed Distribution For 1965	14
	Summary of Rides and Attractions - Fiscal Year 1964	20
III	ARCADE AND RELATED EQUIPMENT	21
	Main Street Arcade	21
	Back Court	21
	Future Development	21
	Recommendations	21

Prepared For: Dick Nunis

By: Frank Stanek/Bob Daniel

January 26, 1965

LIST OF TABLES

<u>Section</u>	TABLE OF CONTENTS	<u>Page</u>
I	General Admission - July 1955	4
II	5 Ride Book - October 1955	5
III	10 Ride Book - June 1956	6
IV	13 Ride Book - June 1957	7
	40 Ride Book - June 1959	
	48 Ride Book - June 1960	
VII	INTRODUCTION	1
	*	
I	ADMISSION MEDIA	2
	History	2
	Future Development	3
	Recommendation	3
II	RIDES AND ATTRACTIONS	12
	1964 Operating Results	12
	Recommendation	16
	Proposed Distribution for 1966	16
	Summary of Rides and Attractions - Fiscal Year 1964	33
III	ARCADE AND RELATED EQUIPMENT	34
	Main Street Arcade	34
	Bear Guns	36
	Future Development	36
	Recommendations	36
IV	Manoyland Rides and Attractions in order of descending gross ticket factor	26
V	Manoyland Rides and Attractions in order of descending gross income for fiscal 1965	27

LIST OF TABLES

<u>Number</u>		<u>Page</u>
I	General Admission - July 1955	4
II	8 Ride Book - October 1955	5
III	10 Ride Book - June 1956	6
IV	15 Ride Book - June 1957	7
V	10 Ride Book - June 1959	8
VI	10 Ride Book - June 1964	9
VII	10 Ride Book - Present	10
VIII	Disneyland Rides and Attractions in order of descending time factor	19
IX	Disneyland Rides and Attractions in order of descending capacity factor	20
X	Disneyland Rides and Attractions in order of descending attendance factor	21
XI	Disneyland Rides and Attractions in order of descending utilization factor	22
XII	Disneyland Rides and Attractions in order of descending manpower factor	23
XIII	Disneyland Rides and Attractions in order of descending queue factor	24
XIV	Disneyland Rides and Attractions in order of descending number value	25
XV	Disneyland Rides and Attractions in order of descending common sense factor	26
XVI	Disneyland Rides and Attractions in order of descending gross income for fiscal 1964	27

LIST OF TABLES
(Continued)

<u>Number</u>		<u>Page</u>
XVII	Disneyland Rides and Attractions in order of descending direct operating expenses for fiscal 1964	28
XVIII	Disneyland Rides and Attractions in order of descending direct maintenance expenses for fiscal 1964	29
XIX	Disneyland Rides and Attractions in order of descending gross ride profit for fiscal 1964	30
XX	Disneyland Rides and Attractions in order of descending profit percentage factor for fiscal 1964	31
XXI	Proposed 1966 Ticket Book	32
XXII	Main Street Arcade Comparative Income Statement	37
XXIII	Bear Guns Comparative Income Statement	40

LIST OF GRAPHS

INTRODUCTION

<u>Number</u>		<u>Page</u>
I	Main Gate Paid Admissions	11
II	Revenue per capita Main Street Arcade	38
III	Gross Income and Expenses Main Street Arcade	39

Section I

ADMISSION MEDIA

Guests to Disneyland enter the park via four major types of admission media. These are through purchases of General Admission, Ticket Books, Guided Tours and Special Party Tickets. Ticket books account for the majority of sales, 58% during 1964. This is reflected in the fact that 58% of the rides taken in Disneyland are paid for by ticket books. The balance of the total rides are paid for with cash and/or Central South Ticket Company's tickets (CST). The development of the Ticket Book during the last ten years represented a major advance in admission media.

INTRODUCTION

This report serves to discuss Disneyland Admission Media, primarily the ticket book and its relation to rides and attractions. Past history is presented along with recommendations for the future. Data, based on results of fiscal year 1964, is provided for all Disneyland paid attractions. Sections dealing with ticket book make-up for 1966 and Arcade equipment are also presented.

The report recommends that the ticket book continue to be the prime admission media for Disneyland and that the distribution of attractions remain as is until the addition of new attractions warrants a change. Additional use of Arcade equipment such as the Bear Guns in appropriate locations is also recommended for consideration.

Improvements in ticket book making and the installation of efficient attractions and capacity have provided a better ticket book for the guest.

The ticket book is well suited to Disneyland's operation and is utilized for four main reasons. They are:

1. The ticket book provides a package to market at the best date which in turn provides the best value for the guest.
2. The ticket book permits the guest to receive the best show for a more enjoyable visit.
3. The ticket books serve to distribute the guests throughout the park.
4. Ticket books serve to utilize the ride capacity of the park most efficiently.

Section I

ADMISSION MEDIA

Guests to Disneyland enter the park via four major types of admission media. These are through purchases of General Admission, Ticket Books, Guided Tours and Special Party Tickets. Ticket Books account for the majority of sales, 58% during 1964. This is reflected in the fact that 86% of the rides taken in Disneyland are paid for by Ticket Book Coupons. The balance of the total rides are accounted for with cash and/or Central Booth Tickets (12%) and courtesy tickets (2%). The development of the Ticket Book during the last ten years is presented below.

History

When Disneyland opened in 1955 the only means of entrance was through the purchase of General Admission Tickets. Admission to the various attractions was by purchase of individual tickets, inside the park, for each ride the guest wished to take. There was some criticism toward this system so the first ticket book was developed and offered for sale in October 1955. This book provided a package to be marketed at the Main Gate. It offered the guest admission and a choice of eight rides in three categories. The structure of the first ticket book was difficult because of the limited number of attractions and capacity that was available. Improvements on ticket book makeup and the installation of additional attractions and capacity have provided a better ticket book for the guest.

The ticket book is well suited to Disneyland's operation and is utilized for four main reasons. They are:

1. The ticket book provides a package to market at the Main Gate which in turn provides the best value for the guest.
2. The ticket book permits the guest to receive the best show for a more enjoyable visit.
3. The ticket books serve to distribute the guests throughout the park.
4. Ticket books serve to utilize the ride capacity of the park most efficiently.

Tables I through VII show the major changes in ticket book design which have occurred up to the present 10 and 15 ride, 5 category books. Included in each table is the percentage of admissions attributed to general admission tickets and ticket books. It is significant to note that the ticket books have gained a greater portion of total sales through various changes and improvements (see Graph I). This is notable because it has been the aim of the park to stimulate book sales.

Future Development

Since the major proportion of Disneyland's guests are ticket book purchasers accounting for sales of approximately \$13 million last year, it is important that planning and development of new attractions take into consideration ticket book makeup. Ticket books are sold on the basis that the guest has his choice of any attraction in the park. By charging a cash admission for the Tiki Room, problems have developed because this conflicts with the primary admission media, the ticket book. Future policy should consider including all attractions in the ticket book.

The stimulation of ticket book sales should continue to be the major aim. Narrowing of the gap between general admission and ticket book prices will increase ticket book sales. This would show the undecided purchaser that the ticket book provides the best overall value.

Recommendation

Because of favorable reaction to the ticket book on the part of the guest and because of its service to the park, continued use of the ticket book is recommended as the prime admission media for Disneyland.

8 KING BOOK - October 1955

TABLE I

GENERAL ADMISSION 100%

TICKET BOOK 0%

7/1-15/55

7/1-15/55

7/1-15/55

GENERAL ADMISSION - July 1955

Book Case
Puzzles
Pine Vagabond
Clubs
30,000 Lamp
Book Section 2-1
Crown

Adult
Junior
Child

Book Case
Puzzles
Pine Vagabond
Clubs
30,000 Lamp
Book Section 2-1
Crown

\$1.00
N/A
\$.50

A.F. & D. Train
Book Case
Pine Vagabond
Puzzles
Clubs
30,000 Lamp
Book Section 2-1
Crown

GENERAL ADMISSION

General Admission 100%

Ticket Book 0%

BOOK CASE 375
PUZZLES 7
CLUBS 426
30,000 LAMP 252

375
7
426
252

375
7
426
252

375
7
426
252

PRICES

Adult \$1.00
Junior N/A
Child \$.50

10 RIDE BOOK - June 1955

TABLE II

TICKET BOOK 47%

8 RIDE BOOK - October 1955

GENERAL ADMISSION 57%

TICKET BOOK 43%

"A" -10¢

"B" 15/25¢

"C" 25/35/50¢

Horse Cars
Surreys
Fire Wagon
Cinema
20,000 Leagues
Space Station X-1
Carrousel

Main St. Shooting Gal.
Phantom Boats
Mad Tea Party
Dumbo
Casey Jr.
Fantasy Theatre
Storybook
Conestoga Wagons

S.F. & D. Trains
Moon Ride
T. Autopia
Peter Pan
Snow White
Mr. Toad
Mark Twain
Stagecoach
Pack Mules
Jungle Cruise

COUPON DISTRIBUTION 3
% BOOK 37%
RIDES 7
CAPACITY 4769
% CAPACITY 25%

2
26%
8
4920
26%

3
37%
10
9104
49%

PRICES

	<u>G.A.</u>	<u>Book</u>
Adult	\$1.00	\$2.50
Junior	N/A	\$2.00
Child	\$.50	\$1.50

TABLE III

10 RIDE BOOK - June 1956

GENERAL ADMISSION 53%

TICKET BOOK 47%

"A" - 10c

"B" - 25c

"C" - 35c

"D" 35/50c

Horse Cars
Horseless Carriage
Surreys
Fire Wagon
Omnibus
Cinema
20,000 Leagues
Carrousel
Space Station X-1

Main St. Shoot. Gal.
F. Skyway
T. Skyway
Dumbo
Tea Cups
Fantasy Theatre
Conestoga Wagons

T. Autopia
F. Atuopia
Astro Jets
Peter Pan
Mr. Toad
Snow White
Keel Boats
Casey Jr.

Mine Train
Rafts
Canoes
S.F. & D. Trains
Moon Ride
Mark Twain
Pack Mules
Stage Coaches
Jungle Cruise
Storybook

COUPON DISTRIBUTION 3
% BOOK 30%
RIDES 9
CAPACITY 6609
% CAPACITY 24%

2
20%
6
4433
16%

2
20%
7
4846
18%

3
30%
10
11,734
42%

PRICES

	G.A.	10 Ride Book	10 Ride Book
Adult	\$1.00	\$3.00	\$3.00
Junior	\$.75	\$2.50	\$2.50
Child	\$.50	\$2.00	\$2.00

TABLE IV

15 RIDE BOOK - June 1957

GENERAL ADMISSION 44%

TICKET BOOK 56%

"A" - 10¢

"B" - 25¢

"C" - 35¢

"D" 35/50¢

Horse Cars
Surreys
Horseless Carriage
Omnibus
Fire Wagon
Main St. Cinema
Space Station X-1
20,000 Leagues
Carrousel

Main St. Shoot. Gal.
Viewliner
F. Skyway
T. Skyway
Tea Cups
Fantasy Theatre
Dumbo
Midget Autopia
Front. Shoot. Gal.
Conestoga Wagons

T. Autopia
F. Autopia
Peter Pan
Castle
Snow White
Mr. Toad
Motor Boats
Keel Boats
Casey Jr.
Storybook

Mine Train
Rafts
Canoes
S.F. & D. Trains
Moon Ride
Mark Twain
Pack Mules
Stage Coaches
Jungle Cruise

COUPON DISTRIBUTION	3	3	4	5
% BOOK	20%	* 20%	27%	33%
RIDES	9	9	9	9
CAPACITY	6814	7526	8302	10,409
% CAPACITY	21%	23%	25%	31%

PRICES

	<u>G.A.</u>	<u>15 Ride Book</u>	<u>10 Ride Book</u>
Adult	\$.90	\$4.00	\$3.00
Junior	\$.70	\$3.50	\$2.50
Child	\$.50	\$3.00	\$2.00

TABLE V

10 RIDE BOOK - June 1959

GENERAL ADMISSIONS 43%

TICKET BOOK 57%

"A" - 10¢

"B" - 20¢

"C" - 30¢

"D" - 35¢

"E" - 35/50¢

Horse Cars
Surreys
Fire Wagons
Main St. Cinema
Space Station X-1
20,000 Leagues
Carrousel

Midget Autopia
Casey Jr.
Fantasy Theatre
Omnibus
Horseless Carr.
Castle

Keel Boats
Tea Cups
M. St. Shoot. Gal.
Front. Shoot. Gal.
Conestoga Wagons
Dumbo
Mine Train
Canoes

Alice
Motor Boats
T'land Jets
T. Autopia
F. Autopia
Peter Pan
Snow White
Mr. Toad
T. Skyway
F. Skyway
Storybook

Submarines
Columbia
Matterhorn
Monorail
Rafts
Jungle Cruise
S.F. & D. Trains
Stage Coaches
Moon Ride
Pack Mules
Mark Twain

COUPON DISTRIBUTION
% BOOK
RIDES
CAPACITY
% CAPACITY

1
10%
7
5555
15%

1
10%
6
2951
8%

2
20%
7
5256
14%

3
30%
9
9604
25%

3
30%
10
14,366
38%

PRICES

	<u>G.A.</u>	<u>10 Ride Book</u>	<u>15 Ride Book</u>	<u>20 Ride Book</u>
Adult	\$1.25	\$3.50	\$4.50	\$4.75
Junior	\$1.00	\$3.00	\$4.00	\$4.25
Child	\$.50	\$2.50	\$3.50	\$3.75

TABLE VI

10 RIDE BOOK - June 1964

GENERAL ADMISSION 33%

TICKET BOOK 58%

TOURS 4%

PARTIES 5%

"A" - 10¢

"B" - 25¢

"C" - 35¢

"D" 35/45¢

"E" 45/50¢

Horse Cars
Surreys
Fire Engine
Horseless Carr.
Omnibus
20,000 Leagues
Carrousel
Castle

Art of Animation
Casey Jr.
Fantasy Theatre
Midget Autopia
Columbia Museum
Cinema
T'land Jets
Motor Boats
Keel Boats

T. Autopia
F. Autopia
Moon Ride
Big Game Shoot. Gal.
Tree House
Tea Cups
Dumbo
Front. Shoot. Gal.
Canoes

Alice
Rafts
Peter Pan
Snow White
Mr. Toad
Mark Twain
T. Skyway
F. Skyway
Storybook
Columbia

Monorail
Submarines
Matterhorn
Saucers
Mine Train
S.F. & D. Trains
Pack Mules
Jungle Cruise

COUPON DISTRIBUTION	1	1	2	3	3
% BOOK	10%	10%	20%	30%	30%
RIDES	8	9	8	9	8
CAPACITY	6106	6244	8910	9235	13,748
% CAPACITY	14%	14%	20%	21%	31%

PRICES

	<u>G.A.</u>	<u>10 Ride Book</u>	<u>15 Ride Book</u>	<u>Guided Tour</u>
Adult	\$1.75	\$3.95	\$4.95	\$5.00
Junior	\$1.20	\$3.45	\$4.45	N/A
Child	\$.60	\$2.95	\$3.95	\$3.00

TABLE VII

10 RIDE BOOK - Present (April 1965)

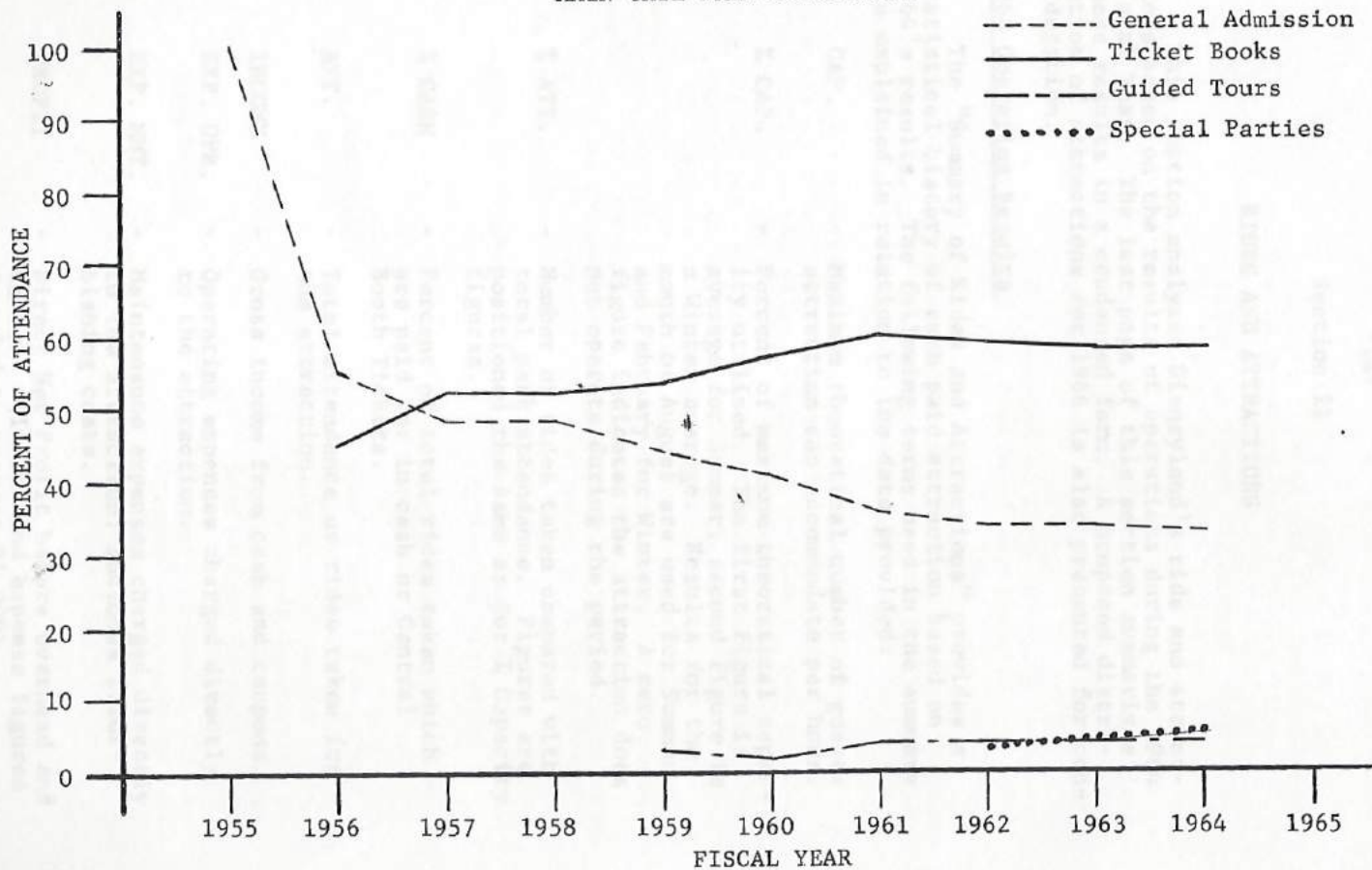
	<u>"A" - 10¢</u>	<u>"B" - 25¢</u>	<u>"C" - 35¢</u>	<u>"D" - 45¢</u>	<u>"E" 50/60¢</u>
	Horse Cars Surreys Fire Engine Horseless Carr. Omnibus 20,000 Leagues Carrousel Castle	Art of Animation Casey Jr. Fantasy Theatre Midget Autopia Columbia Museum Cinema T'land Jets Motor Boats Keel Boats	T. Autopia F. Autopia Moon Ride Big Game Shoot. Gal. Tree House Tea Cups Dumbo Front. Shoot. Gal. Canoes	Alice Rafts Peter Pan Snow White Mr. Toad Mark Twain T. Skyway F. Skyway Storybook Columbia	Monorail Submarines Matterhorn Saucers Mine Train S.F. & D. Trains Pack Mules Jungle Cruise
COUPON DISTRIBUTION	1	1	2	3	3
% BOOK	10%	10%	20%	30%	30%
RIDES	8	9	8	9	8
CAPACITY	6106	6244	8910	9235	13,748
% CAPACITY	14%	14%	20%	21%	31%

PRICES

	<u>G.A.</u>	<u>10 Ride Book</u>	<u>15 Ride Book</u>	<u>Guided Tour</u>
Adult	\$2.00	\$4.00	\$5.00	\$5.00
Junior	\$1.20	\$3.50	\$4.50	N/A
Child	\$.60	\$2.00	\$4.00	\$3.00

GRAPH I

MAIN GATE PAID ADMISSIONS



Source: Summary of Main Gate Paid Admissions

Section II

RIDES AND ATTRACTIONS

This section analyzes Disneyland's ride and attractions based on the results of operations during the 1964 Fiscal Year. The last page of this section summarizes these results in a condensed form. A proposed distribution of attractions for 1966 is also presented for consideration.

1964 Operating Results

The "Summary of Rides and Attractions" provides a statistical history of each paid attraction based on 1964's results. The following terms used in the summary are explained in relation to the data provided:

- CAP. - Maximum theoretical number of guests attraction can accommodate per hour.
- % CAP. - Percent of maximum theoretical capacity utilized. The first figure is average for Summer, second figure is a Winter average. Results for the month of August are used for Summer and February for Winter. A zero figure indicates the attraction does not operate during the period.
- % ATT. - Number of rides taken compared with total park attendance. Figures are positioned the same as for % Capacity figures.
- % CASH - Percent of total rides taken which are paid for in cash or Central Booth Tickets.
- ATT. - Total attendance or rides taken for the attraction.
- INCOME - Gross income from cash and coupons.
- EXP. OPR. - Operating expenses charged directly to the attraction.
- EXP. MNT. - Maintenance expenses charged directly to the attraction; includes refurbishing costs.
- PROFIT - Direct Net Profit before overhead and taxes. (Income and expense figures rounded to nearest \$1,000).

Percentages to right of income and expense figures are changes compared with previous year (1963).

Figure in lower right hand corner indicates position of attraction based on guests carried only.

Comparison figures for the entire park are presented in the lower right hand corner under the heading "1964 Totals".

A summation of each category is listed at the bottom of the sheet.

In reviewing the results of each attraction variations occur when compared with the previous year (1963). Explanations for such variations appear below.

Total rides taken during 1964 show an increase of 6% where as attendance increased only 5%. This differential reflects the slight increase in ticket book sales and cash rides during 1964. Twenty-four of the forty-five attractions showed a percentage increase in attendance equal to or better than the park attendance. Of those attractions whose attendance fell below the comparable park rise, only the Mine Train and Storybookland indicate that this loss may be due to a decline in guest appeal. This is based on the fact that attendance has dropped even though operating hours have remained the same. The balance of rides showing decreased attendance trend are (with explanations):

- Main St. Vehicles - Down 5 weeks due to refurbishing of street.
- Skyway - Down 5 days in July for cable change.
- Submarine - Down 8 weeks for refurbishing. New Guide System increased capacity by 60 persons per hour which regained part of attendance lost during re-hab.
- Snow White - Dispatch interval was increased to correspond with animation set-up time. This reduced capacity by 120 persons per hour.

Attractions showing high increases in attendance are (with explanations):

Matterhorn and Flying Saucers

- Less down time, due to equipment failure, contributed to increased attendance. Also, the 1/2 hour delayed opening of Adventureland, Frontierland and Fantasyland areas during the summer more effectively utilized the capacity of all the Tomorrowland rides. This also contributed to the attendance trend.

Tiki Room

- Comparison figures are against a 6 month operation in 1963. For an equal period attendance was up 21%, due in part to increased word of mouth advertising and addition of this attraction to Guided Tours. Operating expense includes \$44,000 in royalties to WED.

Sleeping Beauty Castle and 20,000 Leagues

- Increased operating hours and non-operation of Main Street vehicles during refurbishing accounts for increased attendance.

Autopias

- Attendance trend varied due to operating schedule changes. Combined attendance for 1964 was 10% higher than 1963. This was due to change in Guide System which provided increased capacity during peak periods and also the installation of the larger gas tanks which made it unnecessary to refuel during operating hours.

Columbia

- Increase in attendance is due to some increase in operating hours and appeal of the below deck addition which prompted some people to ride the Columbia over the Mark Twain.

Explanation of results of other attractions are as follows:

- Monorail and S. F. & D. Trains - Expense figures are not available for these attractions.
- Columbia Museum - Did not operate in 1963, therefore no comparison figures.
- Fantasyland Theatre - Combined movie and puppet show operation had a loss of \$6,000 in 1963. Income from the movie operation in 1964 shows a 417% increase over the combined operation of 1963.
- Motor Boats - Maintenance expenses down 51% as a result of refurbishing expenses included in 1963 figures.
- Main Street Cinema - The Cinema continues to show increased profits as operating and maintenance costs decrease. The yearly attendance has returned to the level it reached as a 10¢ attraction, when it operated at a loss.
- Street Cars - The only Main Street vehicle to show a gain in attendance. This can be attributed to the relocation of the switch, permitting the actual trip time to be shortened; thus increasing capacity.

The above reasons cover the major variations of the 1964 operating results. On the whole, gross income was up 8% while direct expenses rose 17%. Broken down by operating and maintenance a total of 22 attractions had increased operating costs; 16 had decreased costs with 4 unchanged. Maintenance costs increased on 28 attractions, decreased on 12 and were unchanged for 2.

Recommendation

Results of 1964's operation indicates that the present distribution of rides and attractions is sufficient for the Summer of 1965. This make up should remain the same until the addition of the new attractions and capacity in 1966.

Proposed Distribution For 1966

Table XXI lists a proposed distribution of attractions for 1966. This is based on the addition of the Haunted House, Small World and Pirates of the Caribbean. These additions will necessitate a redistribution of the present attractions in order to maintain the show value and capacity distribution of the present books.

The "factor" tables provide the basis for setting up a new distribution. These tables, numbers VIII through XVIII, list the present operating attractions at Disneyland in order based on various key characteristics. These characteristics, "factors", form the basis of determining ride distribution. By arranging the attractions according to the factors, it is then possible to set guides for each ticket book category and place the attractions into the categories according to their numerical value. The numerical value being the sum of all position numbers of each attraction in the factor tables. Table XIV lists the attractions according to numerical value and categorizes them on this basis. This table now forms the foundation for planning distribution. In the proposed distribution the rides are not necessarily categorized as they fall in this table. An important deciding table is the "common sense" table, so called because it bases attraction value on deductive reasoning in regard to capital investment, show value, income and expenses, appeal and other hidden values. Tables XVI through XX and the "Summary of Rides and Attractions" form the basis for this table.

Along with the redistribution of attractions shown in Table XXI the following price changes are recommended:

1. Increase "D" coupon to 50¢ from 45¢.
2. Increase "E" coupon to 75¢ for adults and 60¢ for children from present 60¢ - adult and 50¢ - children price.

The price changes reflect the value of the attractions in each category.

Reasons for distribution of selected attractions are given below:

- Shooting Galleries - Lowered to a "B" coupon or 25¢ in order to stimulate cash business. Since there is only one "B" coupon per ticket book and the Shooting Galleries have high cash appeal this change should increase cash income. A cash price of 25¢ is also compatible with the 25¢ value given to the "B" coupon.
- Dark Rides - Lowered to a "C" coupon in order to balance the capacity and also because of criticism received regarding the length of these rides.
- Mine Train - Lowered to a "C" coupon in order to stimulate attendance and provide an adult appeal attraction in this category. Utilization is low on this attraction and lower price should increase attendance and cash rides. This change would also provide a "C" attraction in this area of Frontierland.
- Pack Mules - Remains in the "E" category even though the price is increased to 75¢ because it is one of the highest expense attractions in the park in relation to income. The queue is one of the longest in the park during the summer. Therefore, the increase in price should help increase income and cut down the wait time. Also, any increase in income would be applied towards the overall Pony Farm operation.
- Mr. Lincoln - Placed as a "D" or 50¢ attraction to distribute capacity of this category. This change will be subject to reevaluation based on this Summer's experience.

New Attractions

- Because of their show value, operating costs and capitalization, these attractions are placed in the highest category. This is also in line with the policy of pricing a new attraction high since it is easier to lower the price of an attraction than raise it.

This proposed distribution is in line with the present aims of the ticket book. This make up will provide the guest with the best show value. The added capacity will be effectively utilized and the distribution of guests throughout all areas of the park will be accomplished. A distribution such as this should also affect an increase in cash rides. This will be most evident in the "A" and "B" categories with the dark rides and Mine Train providing stimulus for additional cash rides in the "C" category.

13. Submarine	-	2:00
14. Park Hales	-	2:00
15. Jungle Cruise	-	2:00
16. Columbia Avenue	-	2:00
17. Roundup	-	2:00
18. Seal Scouts	-	2:00
19. Intermountain	-	2:00
20. Street Cars	-	2:00
21. Turkeys	-	2:00
22. Sleeping Beauty Castle	-	2:00
23. Sunbees	-	2:00
24. 20,000 Volts	-	2:00
25. Moroccan Carriage	-	2:00
26. Antelope	-	2:00
27. Motor Buggy	-	2:00
28. Five Engines	-	2:00
29. Throngs	-	2:00
30. Alice In Wonderland	-	2:00
31. Casey Jr.	-	2:00
32. Flying Saucers	-	2:00
33. Cartwheels	-	2:00
34. Huckleberry	-	2:00
35. Thunder-Land Jets	-	2:00
36. Peter Pan	-	2:00
37. Snow White	-	2:00
38. Mad Tea Party	-	2:00
39. Mr. Toad	-	2:00
40. Hubs	-	2:00
41. Wheel of Fortune	-	2:00
42. Mr. Cass Shooting Gallery	-	2:00
43. Frontierland Shooting Gallery	-	2:00

* Based on a Normal Operation.

** Average time spent on Island.

TABLE VIII

Disneyland Rides and Attractions in order of descending time factor.*

Time factor = trip time; the number of minutes and seconds from the time a unit leaves a given dispatch point until it stops at the unload position.

1.	Tom Sawyer Island Rafts	-	30:00**
2.	Fantasy Theatre	-	25:00
3.	Tiki Room	-	17:00
4.	Art of Animation	-	15:00
5.	Columbia	-	13:23
6.	Mark Twain	-	13:23
7.	S. F. & D. Trains	-	12:00
8.	Indian War Canoes	-	10:00
9.	Rocket To The Moon	-	10:00
10.	Cinema	-	10:00
11.	Tree House	-	9:38
12.	Mine Train	-	9:15
13.	Submarine	-	9:08
14.	Pack Mules	-	9:00
15.	Jungle Cruise	-	9:00
16.	Columbia Museum	-	8:00
17.	Monorail	-	7:30
18.	Keel Boats	-	7:30
19.	Storybookland	-	7:00
20.	Street Cars	-	6:42
21.	Surreys	-	6:30
22.	Sleeping Beauty Castle	-	6:30
23.	Omnibus	-	6:00
24.	20,000 Leagues	-	6:00
25.	Horseless Carriage	-	6:00
26.	Autopias	-	4:38
27.	Motor Boats	-	4:20
28.	Fire Engine	-	4:00
29.	Skyways	-	3:30
30.	Alice In Wonderland	-	3:17
31.	Casey Jr.	-	3:15
32.	Flying Saucers	-	3:00
33.	Carrousel	-	2:50
34.	Matterhorn	-	2:24
35.	Tomorrowland Jets	-	2:00
36.	Peter Pan	-	1:53
37.	Snow White	-	1:49
38.	Mad Tea Party	-	1:45
39.	Mr. Toad	-	1:38
40.	Dumbo	-	1:26
41.	Midget Autopia	-	1:25
42.	Big Game Shooting Gallery	-	1:15
43.	Frontierland Shooting Gallery	-	1:05

* Based on a Summer Operation.

** Average time spent on Island.

TABLE IX

Disneyland Rides and Attractions in order of descending capacity factor.*

Capacity Factor = % Capacity:

	$\frac{\text{Total Guests Carried}}{\text{Total Hours Operated X Hourly Capacity}} \times 100$
1. Mr. Toad	- 96.9%
2. Snow White	- 87.3%
3. Matterhorn	- 83.5%
4. Skyways	- 83.1%
5. Dumbo	- 81.5%
6. Submarine	- 78.8%
7. Horseless Carriage	- 75.3%
8. Tomorrowland Jets	- 72.5%
9. Carrousel	- 68.7%
10. Jungle Cruise	- 67.8%
11. Peter Pan	- 66.4%
12. Flying Saucers	- 65.8%
13. Pack Mules	- 65.1%
14. Monorail	- 65.0%
15. Alice In Wonderland	- 63.0%
16. Rocket To The Moon	- 61.9%
17. Omnibus	- 60.3%
18. Mark Twain	- 59.1%
19. Tom Sawyer Island Rafts	- 57.0%
20. Frontierland Shooting Gallery	- 56.5%
21. Tiki Room	- 53.3%
22. Autopias	- 53.0%
23. Tree House	- 52.5%
24. Fire Engine	- 51.7%
25. Big Game Shooting Gallery	- 50.5%
26. Keel Boats	- 50.0%
27. Motor Boats	- 49.5%
28. Mad Tea Party	- 48.5%
29. Storybookland	- 48.4%
30. Indian War Canoes	- 48.0%
31. Sleeping Beauty Castle	- 43.4%
32. 20,000 Leagues	- 41.0%
33. Casey Jr.	- 40.6%
34. Columbia	- 39.4%
35. Mine Train	- 38.6%
36. Midget Autopia	- 35.1%
37. Cinema	- 32.2%
38. Street Cars	- 28.9%
39. S. F. & D. Trains	- 27.2%
40. Art Of Animation	- 24.9%
41. Fantasy Theatre	- 22.5%
42. Surreys	- 16.0%
43. Columbia Museum	- 0 **

* Based on August, 1964.

TABLE X

Disneyland Rides and Attractions in order of descending attendance factor.*

Attendance Factor = % Attendance:

	<u>Total Guests Carried</u>	X 100
	<u>Total Main Gate Attendance</u>	
1. Jungle Cruise	-	59.9%
2. Autopias	-	57.6%
3. Monorail	-	53.9%
4. Matterhorn	-	52.6%
5. Submarine	-	43.9%
6. Skyways	-	40.9%
7. S. F. & D. Trains	-	36.9%
8. Mark Twain	-	30.5%
9. Mad Tea Party	-	25.6%
10. Mine Train	-	25.2%
11. Tree House	-	24.6%
12. Alice In Wonderland	-	23.6%
13. Rocket To The Moon	-	23.0%
14. Motor Boats	-	22.0%
15. Tom Sawyer Island Rafts	-	21.7%
16. Carrousel	-	20.7%
17. Snow White	-	20.7%
18. Flying Saucers	-	20.0%
19. Storybookland	-	19.5%
20. Peter Pan	-	18.8%
21. Mr. Toad	-	18.3%
22. Sleeping Beauty Castle	-	18.3%
23. Columbia	-	16.1%
24. Frontierland Shooting Gallery	-	15.9%
25. Street Cars	-	15.4%
26. Tiki Room	-	15.2%
27. Tomorrowland Jets	-	13.7%
28. 20,000 Leagues	-	13.6%
29. Dumbo	-	13.5%
30. Omnibus	-	13.3%
31. Big Game Shooting Gallery	-	12.4%
32. Art of Animation	-	11.8%
33. Casey Jr.	-	11.5%
34. Pack Mules	-	8.5%
35. Indian War Canoes	-	7.1%
36. Cinema	-	6.7%
37. Keel Boats	-	6.3%
38. Fantasy Theatre	-	5.8%
39. Midget Autopia	-	5.0%
40. Horseless Carriage	-	5.0%
41. Fire Engine	-	4.2%
42. Surreys	-	3.6%
43. Columbia Museum	-	0 **

* Based on August, 1964.

** Operated as part of the Sailing Ship Columbia during this period.

TABLE XI

Disneyland Rides and Attractions in order of descending utilization factor.*

Utilization Factor = % Capacity X % Attendance:

1.	Matterhorn	-	43.9%
2.	Jungle Cruise	-	40.6%
3.	Monorail	-	35.0%
4.	Submarine	-	34.6%
5.	Skyways	-	34.0%
6.	Autopias	-	30.5%
7.	Snow White	-	18.1%
8.	Mark Twain	-	18.0%
9.	Mr. Toad	-	17.7%
10.	Alice In Wonderland	-	14.9%
11.	Carrousel	-	14.2%
12.	Rocket To The Moon	-	14.2%
13.	Flying Saucers	-	13.2%
14.	Tree House	-	12.9%
15.	Peter Pan	-	12.5%
16.	Mad Tea Party	-	12.4%
17.	Tom Sawyer Island Rafts	-	12.4%
18.	Dumbo	-	11.0%
19.	Motor Boats	-	10.9%
20.	S. F. & D. Trains	-	10.1%
21.	Tomorrowland Jets	-	10.0%
22.	Mine Train	-	9.7%
23.	Storybookland	-	9.5%
24.	Frontierland Shooting Gallery	-	9.0%
25.	Tiki Room	-	8.1%
26.	Omnibus	-	8.0%
27.	Sleeping Beauty Castle	-	7.9%
28.	Columbia	-	6.3%
29.	Big Game Shooting Gallery	-	6.2%
30.	20,000 Leagues	-	5.6%
31.	Pack Mules	-	5.6%
32.	Casey Jr.	-	4.7%
33.	Street Cars	-	4.5%
34.	Horseless Carriage	-	3.7%
35.	Indian War Canoes	-	3.4%
36.	Keel Boats	-	3.1%
37.	Art of Animation	-	2.9%
38.	Fire Engine	-	2.2%
39.	Cinema	-	2.2%
40.	Midget Autopia	-	1.7%
41.	Fantasy Theatre	-	1.3%
42.	Surreys	-	.6%
43.	Columbia Museum	-	0**

* Based on August, 1964.

** Operated as part of the Sailing Ship Columbia during this period.

TABLE XII

Disneyland Rides and Attractions in order of descending manpower factor.*

Manpower Factor = The total personnel required to operate an attraction at maximum capacity (one shift).
The following classifications are included:

Ride Operator, Driver Motor Vehicle, Livestock Driver, Engineer, Fireman, Projectionist, Ticket Seller (Tiki Room Only), and Relief Men.

1. Autopias	-	30
2. Jungle Cruise	-	26
3. Pack Mules	-	24
4. Submarine	-	20
5. S. F. & D. Trains	-	19
6. Storybookland	-	19
7. Matterhorn	-	18
8. Indian War Canoes	-	17
9. Monorail	-	14
10. Flying Saucers	-	10
11. Skyways	-	10
12. Tom Sawyer Island Rafts	-	9
13. Mine Train	-	7
14. Motor Boats	-	7
15. Street Cars	-	7
16. Mark Twain	-	5
17. Frontierland Shooting Gallery	-	5
18. Big Game Shooting Gallery	-	5
19. Surreys	-	5
20. Omnibus	-	5
21. Tiki Room	-	5
22. Alice In Wonderland	-	4
23. Columbia	-	4
24. Rocket To The Moon	-	4
25. Carrousel	-	4
26. Casey Jr.	-	4
27. Keel Boats	-	4
28. Mad Tea Party	-	3 3/4
29. Peter Pan	-	3 3/4
30. Tree House	-	3
31. Snow White	-	3
32. Mr. Toad	-	3
33. Dumbo	-	3
34. Columbia Museum	-	3**
35. Midget Autopia	-	3
36. Tomorrowland Jets	-	2 1/2
37. Fantasy Theater	-	2 1/4
38. Horseless Carriage	-	1 3/4
39. 20,000 Leagues	-	1 1/4
40. Art of Animation	-	1 1/4
41. Sleeping Beauty Castle	-	1 1/4
42. Cinema	-	1 1/4
43. Fire Engine	-	1

* Based on a Summer Operation

** Assuming the Columbia would operate during a peak period as a

TABLE XIII

Disneyland Rides and Attractions in order of descending queue factor.*

Queue Factor = Average wait time; the number of minutes from the time a guest steps into a line until he actually sets foot on an attraction.

1. Submarine	- 20 - 35 Min.
2. Skyways	- 20 - 35 Min.
3. Matterhorn	- 20 - 35 Min.
4. Mr. Toad	- 20 - 35 Min.
5. Pack Mules	- 20 - 35 Min.
6. Dumbo	- 20 - 35 Min.
7. Peter Pan	- 10 - 20 Min.
8. Snow White	- 10 - 20 Min.
9. Jungle Cruise	- 5 - 10 Min.
10. Indian War Canoes	- 5 - 10 Min.
11. Alice In Wonderland	- 5 - 10 Min.
12. Keel Boats	- 5 - 10 Min.
13. Motor Boats	- 5 - 10 Min.
14. Tomorrowland Jets	- 0 - 5 Min.
15. Storybookland	- 0 - 5 Min.
16. Rocket To The Moon	- 0 - 5 Min.
17. Casey Jr.	- 0 - 5 Min.
18. Mad Tea Party	- 0 - 5 Min.
19. Midget Autopia	- 0 - 5 Min.
20. Autopias	- 0 - 5 Min.
21. Carrousel	- 0 - 5 Min.
22. Flying Saucers	- 0 - 5 Min.
23. Tree House	- 0 - 5 Min.
24. Tiki Room	- 0 - 5 Min.
25. Monorail	- Negligible
26. S. F. & D Trains	- Negligible
27. Frontierland Shooting Gallery	- Negligible
28. Big Game Shooting Gallery	- Negligible
29. Tom Sawyer Island Rafts	- Negligible
30. Mine Train	- Negligible
31. Columbia Museum	- Negligible
32. Mark Twain	- Negligible
33. Columbia	- Negligible**
34. Fantasy Theatre	- Negligible
35. Sleeping Beauty Castle	- Negligible
36. 20,000 Leagues	- Negligible
37. Art of Animation	- Negligible
38. Cinema	- Negligible
39. Omnibus	- Negligible
40. Horseless Carriage	- Negligible
41. Fire Engine	- Negligible
42. Surreys	- Negligible
43. Street Cars	- Negligible

* Based on Summer peak "in Park" periods.

** Placement here based on analysis of peak Winter periods.

TABLE XIV

Disneyland Rides and Attractions in order of descending number value.

Number Value = The total of the previous ride category determining factors when numbers are assigned; one point for the first ride in a given category, two points for the second, etc.

1. Submarine	-	35 $\frac{1}{2}$	
2. Jungle Cruise	-	40 $\frac{1}{2}$	
3. Matterhorn	-	52 $\frac{1}{2}$	
4. Skyways	-	58	
5. Autopias	-	76	
6. Monorail	-	79	E
7. Mark Twain	-	91	
8. Rocket To The Moon	-	93 $\frac{1}{2}$	
9. Tom Sawyer Island Rafts	-	97	
10. Pack Mules	-	99	
11. Alice In Wonderland	-	102 $\frac{1}{2}$	
12. Snow White	-	103	
13. Flying Saucers	-	104 $\frac{1}{2}$	
14. Mr. Toad	-	106	D
15. Tree House	-	110 $\frac{1}{2}$	
16. S. F. & D. Trains	-	111 $\frac{1}{2}$	
17. Motor Boats	-	112	
18. Tiki Room	-	112 $\frac{1}{2}$	
19. Carrousel	-	112 $\frac{1}{2}$	
20. Storybookland	-	114 $\frac{1}{2}$	
21. Peter Pan	-	118	
22. Mine Train	-	126	
23. Dumbo	-	128	
24. Indian War Canoes	-	128	C
25. Mad Tea Party	-	138 $\frac{1}{2}$	
26. Tomorrowland Jets	-	146	
27. Columbia	-	148	
28. Omnibus	-	148 $\frac{1}{2}$	
29. Keel Boats	-	152	
30. Frontierland Shooting Gallery	-	162 $\frac{1}{2}$	
31. Street Cars	-	163	
32. Casey Jr.	-	172 $\frac{1}{2}$	
33. Sleeping Beauty Castle	-	175	B
34. Horseless Carriage	-	176	
35. Big Game Shooting Gallery	-	178 $\frac{1}{2}$	
36. Art of Animation	-	186 $\frac{1}{2}$	
37. 20,000 Leagues	-	187 $\frac{1}{2}$	
38. Fantasy Theatre	-	192	
39. Cinema	-	194 $\frac{1}{2}$	
40. Surreys	-	198 $\frac{1}{2}$	
41. Fire Engine	-	207	
42. Midget Autopia	-	207 $\frac{1}{2}$	
43. Columbia Museum	-	210	A

TABLE XV

Disneyland Rides and Attractions in order of descending common sense factor.

Common sense factor = consideration given to attractions as related to each other in light of ambiguous factors such as show and operational characteristics; also consideration given in light of income, expenses and gross ride revenue.

1. Tiki Room
2. Jungle Cruise
3. Submarine
4. Monorail
5. Pack Mules
6. Matterhorn
7. S. F. & D. Trains
8. Skyways
9. Tom Sawyer Island Rafts
10. Mark Twain
11. Columbia
12. Flying Saucers
13. Storybookland
14. Mine Train
15. Mr. Toad
16. Peter Pan
17. Snow White
18. Alice In Wonderland
19. Indian War Canoes
20. Autopias
21. Tree House
22. Rocket To The Moon
23. Frontierland Shooting Gallery
24. Big Game Shooting Gallery
25. Mad Tea Party
26. Motor Boats
27. Casey Jr.
28. Tomorrowland Jets
29. Keel Boats
30. Dumbo
31. Fantasy Theatre
32. Art of Animation
33. Cinema
34. Midget Autopia
35. Columbia Museum
36. Carrousel
37. 20,000 Leagues
38. Sleeping Beauty Castle
39. Omnibus
40. Street Cars
41. Fire Engine
42. Horseless Carriage
43. Surreys

TABLE XVI

Disneyland Rides and Attractions in order of descending gross income for Fiscal 1964 (in thousands).

1.	Jungle Cruise	-\$ 1210
2.	Matterhorn	- 1060
3.	Submarine	- 827
4.	Skyways	- 731
5.	Autopias	- 715
6.	Mark Twain	- 575
7.	Tiki Room	- 552
8.	Mine Train	- 513
9.	Alice In Wonderland	- 395
10.	Peter Pan	- 380
11.	Snow White	- 379
12.	Mr. Toad	- 370
13.	Tom Sawyer Island Rafts	- 359
14.	Mad Tea Party	- 354
15.	Tree House	- 350
16.	Storybookland	- 339
17.	Flying Saucers	- 334
18.	Rocket To The Moon	- 334
19.	Frontierland Shooting Gallery	- 226
20.	Columbia	- 196
21.	Dumbo	- 182
22.	Motor Boats	- 172
23.	Pack Mules	- 171
24.	Big Game Shooting Gallery	- 153
25.	Casey Jr.	- 137
26.	Art of Animation	- 130
27.	Tomorrowland Jets	- 128
28.	Indian War Canoes	- 95
29.	Carrousel	- 92
30.	Cinema	- 77
31.	20,000 Leagues	- 74
32.	Street Cars	- 63
33.	Sleeping Beauty Castle	- 48
34.	Midget Autopia	- 46
35.	Omnibus	- 44
36.	Keel Boats	- 39
37.	Fantasy Theatre	- 34
38.	Surreys	- 15
39.	Fire Engine	- 15
40.	Horseless Carriage	- 14
41.	Columbia Museum	- 4

S. F. & D. Train and Monorail figures unavailable.

TABLE XVII

Disneyland Rides and Attractions in order of descending direct operating expenses for Fiscal 1964 (in thousands).

1.	Jungle Cruise	- \$ 159
2.	Autopias	- 153
3.	Submarine	- 121
4.	Matterhorn	- 115
5.	Pack Mules	- 96
6.	Tiki Room	- 87
7.	Skyways	- 81
8.	Storybookland	- 79
9.	Frontierland Shooting Gallery	- 78
10.	Mark Twain	- 74
11.	Rocket To The Moon	- 60
12.	Big Game Shooting Gallery	- 56
13.	Indian War Canoes	- 51
14.	Mine Train	- 42
15.	Tom Sawyer Island Rafts	- 40
16.	Flying Saucers	- 39
17.	Street Cars	- 32
18.	Motor Boats	- 31
19.	Alice In Wonderland	- 29
20.	Peter Pan	- 29
21.	Art of Animation	- 28
22.	Casey Jr.	- 27
23.	Mad Tea Party	- 26
24.	Omnibus	- 25
25.	Carrousel	- 24
26.	Columbia	- 21
27.	Tree House	- 21
28.	Snow White	- 20
29.	Mr. Toad	- 19
30.	Dumbo	- 19
31.	Keel Boats	- 17
32.	Cinema	- 14
33.	Tomorrowland Jets	- 14
34.	Surreys	- 12
35.	Horseless Carriage	- 12
36.	Fantasy Theatre	- 11
37.	20,000 Leagues	- 10
38.	Midget Autopia	- 9
39.	Fire Engine	- 8
40.	Sleeping Beauty Castle	- 5
41.	Columbia Museum	- 3

S. F. & D. Train and Monorail figures unavailable.

TABLE XVIII

Disneyland Rides and Attractions in order of descending direct maintenance expenses for Fiscal 1964 (In Thousands).

1. Submarine	-\$ 670
2. Jungle Cruise	- 376
3. Matterhorn	- 295
4. Autopias	- 184
5. Mine Train	- 135
6. Flying Saucers	- 121
7. Tiki Room	- 103
8. Alice In Wonderland	- 72
9. Tom Sawyer Island Rafts	- 59
10. Peter Pan	- 57
11. Street Cars	- 57
12. Skyways	- 56
13. Mark Twain	- 53
14. Mr. Toad	- 44
15. Columbia	- 39
16. Snow White	- 38
17. Motor Boats	- 35
18. Storybookland	- 35
19. Mad Tea Party	- 28
20. Big Game Shooting Gallery	- 27
21. Carrousel	- 27
22. Tomorrowland Jets	- 26
23. Frontierland Shooting Gallery	- 25
24. Casey Jr.	- 22
25. Dumbo	- 18
26. Tree House	- 16
27. Art of Animation	- 15
28. Rocket To The Moon	- 13
29. Pack Mules	- 12
30. Keel Boats	- 11
31. 20,000 Leagues	- 11
32. Cinema	- 9
33. Midget Autopia	- 9
34. Indian War Canoes	- 7
35. Omnibus	- 7
36. Sleeping Beauty Castle	- 7
37. Fantasy Theatre	- 4
38. Columbia Museum	- 3
39. Fire Engine	- 2
40. Horseless Carriage	- 2
41. Surreys	- 1

S. F. & D. Train and Monorail figures unavailable.

TABLE XIX

Disneyland Rides and Attractions in order of descending gross ride profit for Fiscal 1964 (in thousands).

1.	Jungle Cruise	-\$ 675
2.	Matterhorn	- 650
3.	Skyways	- 594
4.	Mark Twain	- 448
5.	Autopias	- 378
6.	Tiki Room	- 362
7.	Mine Train	- 336
8.	Snow White	- 321
9.	Tree House	- 313
10.	Mr. Toad	- 307
11.	Mad Tea Party	- 300
12.	Peter Pan	- 294
13.	Alice In Wonderland	- 294
14.	Rocket To The Moon	- 261
15.	Tom Sawyer Island Rafts	- 260
16.	Storybookland	- 225
17.	Flying Saucers	- 174
18.	Dumbo	- 145
19.	Columbia	- 136
20.	Frontierland Shooting Gallery	- 123
21.	Motor Boats	- 106
22.	Tomorrowland Jets	- 88
23.	Casey Jr.	- 88
24.	Art of Animation	- 87
25.	Big Game Shooting Gallery	- 70
26.	Pack Mules	- 63
27.	Cinema	- 54
28.	20,000 Leagues	- 53
29.	Carrousel	- 41
30.	Indian War Canoes	- 37
31.	Sleeping Beauty Castle	- 36
32.	Submarine	- 36
33.	Midget Autopia	- 28
34.	Fantasy Theatre	- 19
35.	Omnibus	- 12
36.	Keel Boats	- 11
37.	Fire Engine	- 5
38.	Surreys	- 2
39.	Horseless Carriage	- 0*
40.	Columbia Museum	- (2)
41.	Street Car	- (26)

S. F. & D. Train and Monorail figures unavailable.

* Less than + \$1000.

TABLE XX

Disneyland Rides and Attractions in order of descending profit percentage factor for Fiscal 1964.

$$\text{Profit Percentage} = \frac{\text{Gross Ride Profit}}{\text{Direct Ride Income}} \times 100$$

1.	Tree House	-	89.5%
2.	Mad Tea Party	-	84.9%
3.	Snow White	-	84.6%
4.	Mr. Toad	-	83.0%
5.	Skyways	-	81.2%
6.	Dumbo	-	79.9%
7.	Rocket To The Moon	-	79.2%
8.	Mark Twain	-	77.9%
9.	Peter Pan	-	77.5%
10.	Sleeping Beauty Castle	-	75.7%
11.	Alice In Wonderland	-	74.5%
12.	Tom Sawyer Island Rafts	-	72.3%
13.	20,000 Leagues	-	70.9%
14.	Cinema	-	69.8%
15.	Columbia	-	69.4%
16.	Tomorrowland Jets	-	68.8%
17.	Art of Animation	-	66.8%
18.	Storybookland	-	66.5%
19.	Tiki Room	-	65.7%
20.	Mine Train	-	65.3%
21.	Casey Jr.	-	64.5%
22.	Motor Boats	-	61.5%
23.	Matterhorn	-	61.4%
24.	Midget Autopia	-	60.8%
25.	Fantasy Theatre	-	58.3%
26.	Jungle Cruise	-	55.8%
27.	Frontierland Shooting Gallery	-	54.4%
28.	Autopias	-	52.9%
29.	Flying Saucers	-	51.9%
30.	Big Game Shooting Gallery	-	45.7%
31.	Carrousel	-	45.2%
32.	Indian War Canoes	-	38.9%
33.	Pack Mules	-	36.2%
34.	Fire Engine	-	29.0%
35.	Keel Boats	-	28.4%
36.	Omnibus	-	27.0%
37.	Surreys	-	15.8%
38.	Submarines	-	4.3%
39.	Horseless Carriages	-	2.9%
40.	Columbia Museum	-	-41.2%
41.	Street Cars	-	-42.0%

S. F. & D. Train and Monorail figures unavailable.

TABLE XXI

PROPOSED 1966 TICKET BOOK

<u>"A" 10¢</u>	<u>"B" 25¢</u>	<u>"C" 35¢</u>	<u>"D" 50¢</u>	<u>"E" 60¢/75¢</u>
Street Cars Omnibus Fire Engine Surrey Horseless Carr. 20,000 Leagues Castle Carrousel Columbia Museum	Cinema Art of Animation TL Jets Mad Tea Party Motor Boats Casey Jr. Dumbo FA Theatre Keel Boats Frontier Gallery Big Game Gallery	Moon Ride TL Autopia FA Autopia Alice Snow White Peter Pan Mr. Toad Mine Train Canoes Treehouse	SF & D Trains Flying Saucers TL Skyway FA Skyway Storybookland Matterhorn Mark Twain Columbia Rafts Lincoln	Monorail Submarines Pack Mules Tiki Room Jungle Cruise Small World Haunted House Pirates
Rides 8 Capacity 6,106	Rides 11 Capacity 8,459	Rides 9 Capacity 10,190	Rides 9 Capacity 14,771	Rides 8 Capacity 15,022

PRESENT TICKET BOOK

(Effective April, 1965)

<u>"A" 10¢</u>	<u>"B" 25¢</u>	<u>"C" 35¢</u>	<u>"D" 45¢</u>	<u>"E" 50¢/60¢</u>
Fire Engine Street Car Horseless Carr. Omnibus Surrey 20,000 Leagues Castle Carrousel	Cinema TL Jets Art of Animation Casey Jr. Motor Boats Midget Autopia FA Theatre Keel Boats Columbia Museum	Moon Ride TL Autopia FA Autopia Dumbo Mad Tea Party Frontier Gallery Big Game Gallery Treehouse Canoes	TL Skyway FA Skyway Mr. Toad Peter Pan Snow White Storybookland Alice Mark Twain Columbia Rafts	Monorail SF & D Trains Matterhorn Submarines Flying Saucers Pack Mules Jungle Cruise Mine Train
Rides 8 Capacity 6,106	Rides 8 Capacity 5,794	Rides 8 Capacity 8,910	Rides 9 Capacity 9,235	Rides 8 Capacity 13,748

Note: Ride and capacity totals are for a Summer operation.

Section III

ARCADE AND RELATED EQUIPMENT

A history and discussion of the Main Street Arcade and Bear Guns is presented below.

Main Street Arcade

The Main Street Arcade originally contained 1800 square feet of area which through two expansions has been increased to its present size of 3000 square feet. In 1964 the Arcade had a record gross income of \$205,000 which represents an increase of over 520% since the first full year of operation. In the same period normal operating and maintenance expenses increased only 28%. The 110 machines returned \$51.00 direct net income per square foot of floor space during the past year. Table XXII summarizes the growth of the Arcade during the past 10 years.

The Arcade experienced a marked increase in income each time the number of machines was increased. This is reflected accurately in the per capita income for each year as shown in Graph II. With the installation of 9 additional 10¢ machines in the latter part of 1958, the Arcade income increased 0.5¢/capita or a total of \$15,000. Per capita income was steady during the next 3 years with another increase coming in 1962. The per capita during 1962 increased 0.8¢, or approximately \$44,000, which reflects the addition of new machines in the area of the Shooting Gallery which was removed in 1961. The Main Street Shooting Gallery had a direct net income of \$19,000 per year during 1960 and 1961. The same area when occupied with Arcade machines had a direct net yield of \$42,000. Another move which appreciably increased income was the expansion of the Arcade into the area of the Hat Shop. Rental income from this space was \$10,000; the combined factors of additional machines and the creation of another entrance to the Arcade provided a net increase of over \$50,000 per year.

The overall success of the Arcade can also be attributed to the following reasons:

1. Location - The Main Street Arcade with its two entrances, one on Main Street itself and the other on West Plaza Street, is subjected to the largest portion of the Disneyland audience. Traffic flow in this area is greater than anywhere else in the park. The Arcade is a

prime target of the exiting guest as evidenced by the fact that it is busiest during the late afternoon hours and during the peak exiting hours before the park closes.

The entire block consisting of Carnation, Sunkist, Candy Palace, Coke Corner and the Arcade as the focus forms a good complex for attracting guests and stimulating traffic flow. The Arcade increases the show value of the area with the period machines adding to the 1890 decor of the street.

The location in a merchandising area also provides a pastime for children and men while their mothers and wives are shopping.

2. Appeal - The Arcade attracts all age groups but appeals mainly to young adults, especially Juniors and Children. The idea of painting the machines all the same color, toning down the gaudiness of them, has helped to create a family atmosphere and stimulate family business; especially, father-son competition. The competitive machines which have high appeal, also induce spectator participation. The Arcade offers much entertainment to the guests for a small investment.
3. Variety - The Arcade offers a large variety of machines to the guest. This stimulates additional income because it encourages the guest to play more than one machine. Even though there are multiples of the same type of machine, e.g., Baseball Game, Gun Target, etc.; a change of setting, targets or even name will encourage another play. A good example of variety is the "Pirate Shoot." This is a Genco "Gun Club" with targets redesigned by WED. Placed in the Arcade alongside another "Gun Club" the "Pirate Shoot" returned 20% more income.

Experience indicates that the Main Street Arcade has not yet reached a saturation point. Income from the Arcade can be increased by installation of more machines and by redesigned machines such as the "Pirate Shoot."

Bear Guns

Located in the Davy Crockett Arcade in Frontierland, the Bear Guns, originally placed to fill marginal space, had a gross income of \$26,000 during fiscal 1964. This income amounted to approximately \$56.00 per square foot after direct expenses. Designed to match the decor of the area, the eight machines occupy approximately 390 square feet. A comprehensive income summary is presented in Table XXIII.

The guns are ideally suited to this area because of their location adjacent to the women's rest room and because of their location in a merchandising area. The majority of the players are men and children who will shoot while waiting for their wives or mothers. The Bear Guns are essentially an impulse item to the guest who normally would be waiting for someone else without contributing income to the park.

The Bear Guns are standard pieces of Arcade equipment around which has been designed a facade to blend with the area. This redesign has served to compliment the area and in turn illustrates the possibility of similar installations in other areas of the park.

Future Development

From a show standpoint the arcade on Main Street is ideally located since it fits in well with the area. An additional Arcade of similar size would not be as effective, from the show aspect, located in another area. Also, the location of a large Arcade in an area off Main Street would cut down on its exposure to the total audience, a prime factor contributing to the success of the Main Street Arcade. The location factor would especially be critical during exiting periods, a time when the present Arcade is busiest.

Recommendations

Additional use of Arcade equipment is recommended in the form of installations similar to the Bear Guns. Strategic placement of units designed to compliment and blend with an area would be advantageous. Located preferably close to, or in, merchandising and food areas where they would appeal to and serve to attract youngsters and male adults. Also, such placement should be in heavily trafficked areas. Locations which may be considered for such equipment are the Art Corner in Tomorrowland and in the New Orleans Square Area. The installations should be able to accommodate five to ten players at a time with approximately 200 to 500 square feet of floor space required.

TABLE XXII

MAIN STREET PENNY ARCADE

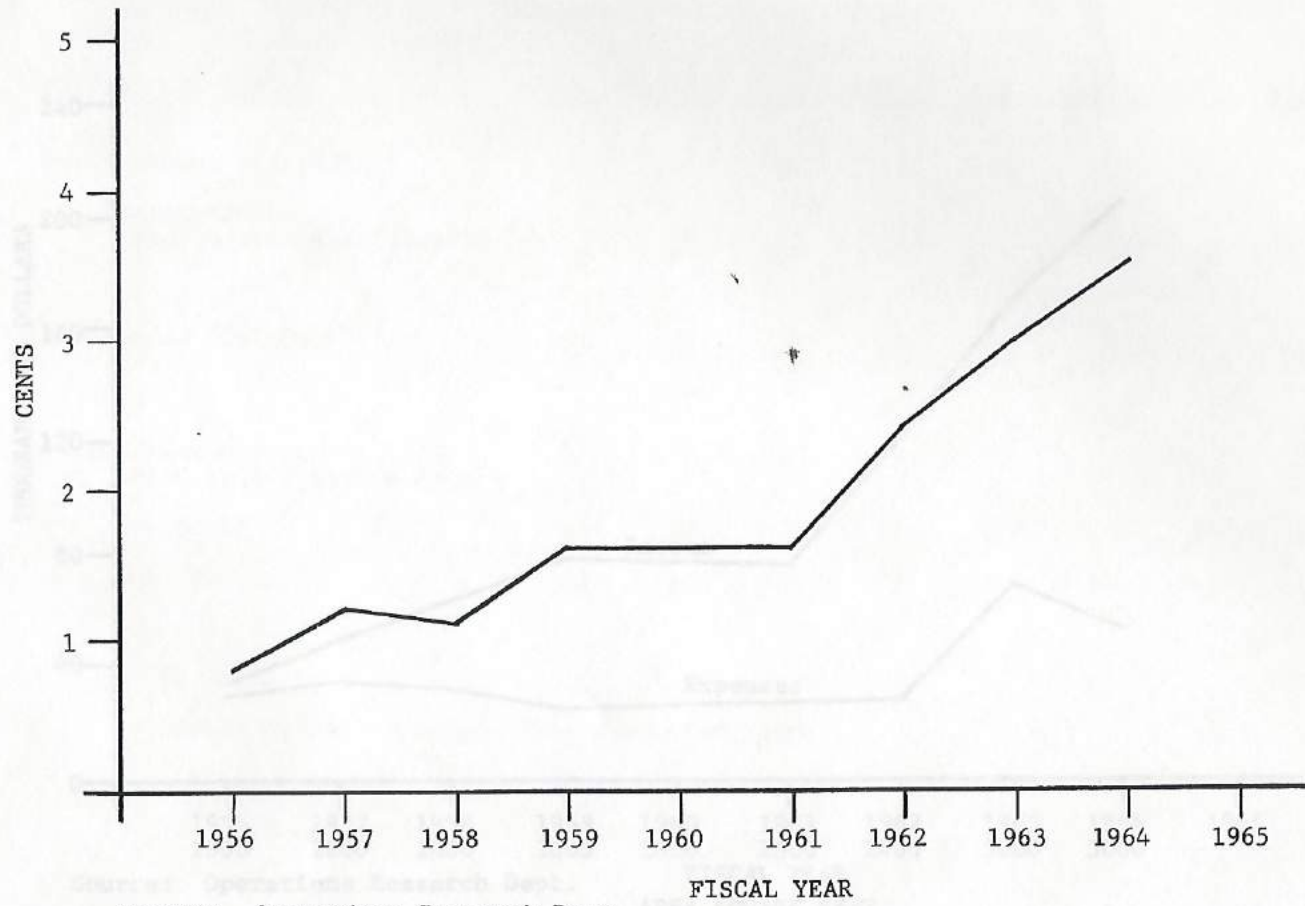
COMPARATIVE INCOME STATEMENT

<u>FISCAL YEAR ENDING</u>	<u>1956</u>	<u>1957</u> ¹	<u>1958</u>	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
Gross Income (\$1,000)	33	49	63	78	77	76	120	170	205
Operating Labor & Material (\$1,000)	14	15	15	13	14	13	12	16	16
Maintenance Labor & Material (\$1,000)	<u>15</u>	<u>19</u>	<u>17</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>16</u>	<u>52</u> ²	<u>37</u> ³
Total Direct Expenses (\$1,000)	29	34	32	24	26	26	28	68	53
Net Income (\$1,000)	<u>4</u>	<u>15</u>	<u>31</u>	<u>54</u>	<u>51</u>	<u>50</u>	<u>92</u>	<u>102</u>	<u>152</u>
Income/Square Foot Based On (Ft ²):	1800	1800	1800	1800	1800	1800	2400	3000	3000
Gross (\$)	18	27	35	43	43	42	50	57	68
Net (\$)	2	8	17	30	28	28	38	34	51
Per Capita Based On Total Turnstile (¢)	<u>.8</u>	<u>1.2</u>	<u>1.1</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>	<u>2.4</u>	<u>3.0</u>	<u>3.5</u>

¹ 62 Weeks² Includes \$31,000 in refurbishing costs³ Includes \$16,000 in refurbishing costs

Source: Operations Research Department
Disneyland Financial Statements

GRAPH II
REVENUE PER CAPITA
MAIN STREET ARCADE



Source: Operations Research Dept.

GRAPH III
 GROSS INCOME & EXPENSES
 MAIN STREET ARCADE

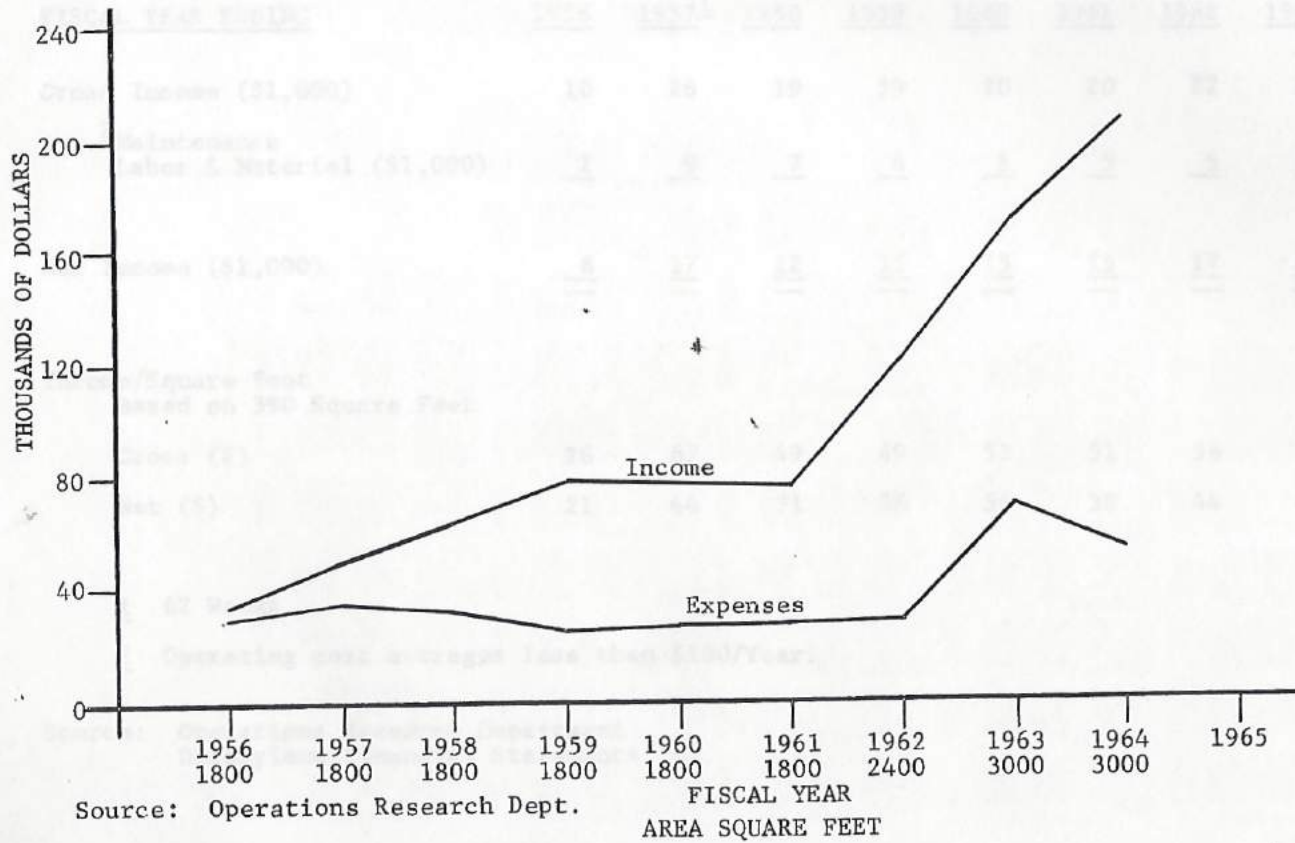


TABLE XXIII

BEAR GUNS

COMPARATIVE INCOME STATEMENT

<u>FISCAL YEAR ENDING</u>	<u>1956</u>	<u>1957</u> ¹	<u>1958</u>	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
Gross Income (\$1,000)	10	26	19	19	20	20	22	23	26
² Maintenance Labor & Material (\$1,000)	<u>2</u>	<u>9</u>	<u>7</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>4</u>	<u>4</u>
Net Income (\$1,000)	<u>8</u>	<u>17</u>	<u>12</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>17</u>	<u>19</u>	<u>22</u>
Income/Square Foot Based on 390 Square Feet									
Gross (\$)	26	67	49	49	51	51	56	59	67
Net (\$)	21	44	31	38	38	38	44	49	56

¹ 62 Weeks

² Operating cost averages less than \$100/Year.

Source: Operations Research Department
Disneyland Financial Statements

