

Animal Behavior Enterprises, Inc.
Rt. 2, Box 813
Hot Springs, Arkansas 71901
June 19, 1974

"I. Q. ZOO"

The now world-famous "I. Q. Zoo" began in 1955 as a showcase and demonstration point for acts being developed for clients of Animal Behavior Enterprises. From its initial opening in meager surroundings at Hot Springs, Arkansas, the I. Q. Zoo became an instant success, from the standpoints of both public acceptance and financial return. The I. Q. Zoo became an attraction in its own right, perhaps because the public saw, for the first time, ordinary barnyard animals performing human-type activities--a duck playing the piano, a chicken playing baseball, a rabbit shooting a cannon, and many others. The educational aspects of the enterprise were phenomenal since it was a clear demonstration of how intelligent animals are. The Brelands emphasized the humane aspects of behavior modification in all training programs.

The I. Q. Zoo is unique in that it is operated in an inside facility with continuous showings, on a year-round basis in a compact atmosphere, yet it is readily expandable into a larger operation at any point. Flexibility is a keyword for this unique operation. The cycle rate (crowd movement) is extremely high and yields a good return on a relatively modest investment. The number of personnel required for the total operation is minimal, and this attraction can be a great family project. While the specific concept is unique, it readily lends itself to concession and gift shop supplementation. This family attraction has never been successfully duplicated; it is difficult to imitate. The name "I. Q. Zoo" is a registered trademark--an additional means of securing exclusivity.

The appeal is most strongly to middle class family groups (adult to child ratio: two to one during the spring and summer). Older couples are also frequent visitors, especially in the fall.

Gate price can be kept at a level affordable by most. The nominal I. Q. Zoo admission price permits the average family to visit without overtaxing the pocket book, and also aids local repeat business.

Format: The I. Q. Zoo format has two main parts, an automated exhibit and a staged show. The automated exhibit takes place in a semi-darkened room (or rooms), the walls of which are lined with glass fronted inset enclosures or "shadow-boxes". The animals perform within these enclosures. The performance may be completely automated with the act being initiated by a timer, and the narration supplied by magnetic tape, or manually, with each act being triggered and narrated by a guide. The audience moves from shadow box to shadow box, either following the guide or the auditory instructions of the tape and visual clues supplied by lights in each act as it is activated.

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The stage show also takes place in a semi-darkened room. The stand-up audience views the show presented by a guide on a raised stage. The two shows are presented sequentially during light and normal visitor loads. When peak traffic causes crowding, both shows are presented simultaneously. Visitors enter at any time during the show sequence and leave when they have seen the entire show, or they can stay longer if they wish.

Let's follow a group as they tour the I. Q. Zoo. By happenstance, they enter just as the automated show is about to begin - - - - -

On this occasion the automated show happens to be in the fully automatic mode. All of the shadow box windows are darkened and the animals are concealed. Window Number 1 lights up and a bright voice invites everyone's attention to the colorfully lit technicolor setting. Describing briefly the humane training methods, the taped narration sets the stage for our Home Run Chicken and our Score-Keeping Duck. After the hen hits her home run and runs the bases, the score is duly recorded by the duck. After the colorful hen departs into the "dug-out", the scene goes dark. Window Number 2 lights up immediately, and the same gay voice entices the viewing audience to follow the action -- in this case to witness a chicken dancing a lively jig, followed by a duck in Window Number 3 beating out a loud tattoo on a snare drum. Progressing to Window Number 4 at the enthusiastic recorded voice's request, we are treated to a green-headed mallard duck playing an unmistakable "Happy Birthday" on the glowing keys of a piano illuminated by shimmering candlelight, a truly startling sight and a sound that has children applauding. Moving on, we see a bunny kissing his girlfriend, a chicken playing basketball, a rabbit hunting rabbit hunters, and several other acts.

At the conclusion of the automated show (anywhere from 9 to 12 or more acts depending on desired time interval and complexity) the recorded voice directs the audience into the next room for the stage show. The human guide takes over here and ushers the guests into the stage show room. If the traffic flow requires it, another automated show is begun while the stage show or "Punch and Judy" show is in progress. The Punch and Judy show features a chicken, rabbit, duck, a raccoon, and a human guide or MC. Much of the show is audience participation--card games, quizzes, and mathematical questions draw out the audience and create an intimate atmosphere. The audience is encouraged to defeat the animals but, of course, the animals can't lose the heavily but secretly rigged games (nobody seems to mind!). A highlight of the show is the basketball playing raccoon. The raccoon answers arithmetic problems or counts by making baskets. The crowd tries to figure out how it's done, but of course the "obvious" signal to the raccoon is always missed, and the visitors leave mystified but thoroughly entertained.

Those who have missed any part of the automated show re-enter the automated show room. The rest exit to the gift shop as they leave the I. Q. Zoo.

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Personnel Requirements. An I. Q. Zoo can be operated during slow periods with a minimum basic staff of two people on duty. One person would operate the admissions register while the second person would be tending to the show area and performing maintenance chores. Since these three functions, the operation of the cash register and the performance of minor maintenance, the giving of shows, and care of the animals require no special skills or prolonged training, both persons could perform in each area. They could back up one another in every capacity. The salary level would be moderate for each of these individuals, although of course it would be different in different parts of the country.

Seven days a week operation of an I. Q. Zoo would mean that the basic staff would work six day weeks and there would need to be fill-in help available for off-days, vacations, etc. During busier periods, three and sometimes four persons are needed on duty. These could be temporary and/or part time. High school and college students work out very well.

Our I. Q. Zoo in Hot Springs operates with two people on duty from Labor Day (early September) through the second week-end in May. Beginning in May and until Memorial Day (late May) there are two persons working on week-days and three persons on week-ends. From Memorial Day through Labor Day, three persons work on week-days and four persons on week-ends.

We cannot translate our pay scales or working hours to other locales, but by making certain assumptions about pay scales, we can arrive at an approximation of labor costs for an I. Q. Zoo located elsewhere. By substituting appropriate wage figures and hours of operation, personnel costs can be calculated for any locale.

A breakdown of labor costs would be:

1 Manager @ \$5.50 per hour, 8 hours daily for 6 days, 52 weeks=\$13,728.00

1 Assistant Manager @ \$3.00 per hour, 8 hours daily for 6 days, 52 weeks=\$7,488.00

1 person @ \$2.50 per hour, 8 hours daily for 2 days, 52 weeks=\$2,080.00

3 persons @ \$2.50 per hours, 8 hours daily for 5 days, 15 weeks=\$4,500.00

Overhead (payroll taxes, workmen's compensation, personnel insurance, etc.) will run about 15%. This payroll cost is more than the Hot Springs I. Q. Zoo spends because our rates are somewhat lower. Our part-time staff receives the minimum wage or a bit above. Young people will work in the pleasant environment of the I. Q. Zoo for less than they would ask at other jobs--some people in particular love to work with animals and perform before the public.

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So we can figure as an approximate labor figure:

Total labor dollars	\$27,796
Overhead @ 15%	4,169
Labor plus overhead	31,965

Advertising. Past Hot Springs I. Q. Zoo advertising budgets for 1968-1972 ranged from \$4,000.00 to \$7,000.00. Cost of advertising could vary tremendously depending on the type of market, location, most desirable medium, etc. The Hot Springs I. Q. Zoo has not found it advisable to make use of the television medium, but a larger I. Q. Zoo located in a large metropolitan area could use T.V. advertising effectively.

Utility costs. Power consumption of the equipment is very modest. Each of the automatic units while operating consumes approximately 100 watts of 110 V. AC current. Lighting costs, of course, would depend on arrangement and design of the particular show area. The greatest cost for utilities would be power for air conditioning and heating, and water for animal sanitation, cleaning, and bathroom facilities. Continuously operating special lighting effects are not extensively used in an I. Q. Zoo. Telephone costs are modest.

Insurance costs. are modest and comparable to those for any business open to the public. There are no special insurance problems.

Miscellaneous operating costs. As far as operating supplies and their costs are concerned, everything not involved in the care of the animals (cleaning supplies for rest rooms, supplies for the gift shop, etc.) should be no more than those involved in the operation of an ordinary small business which is open to the public. Feed costs are running no more than 10¢ per pound for most animals. Feed for a chicken costs about 2.6¢ per day; for a rabbit, about 1.8¢ per day; for ducks, 3.5¢; goats, 56¢; pigs, 34¢; raccoons, 24¢. About 26 chickens, 16 rabbits, 10 ducks, 2 goats, 2 pigs and 2 raccoons would be involved, for a total feed budget of \$3.52 per day, or \$1,284.80 per year would be the total feed bill. Veterinary expenses can fluctuate tremendously; the Hot Springs I. Q. Zoo averages approximately \$200.00 per year. Of course, close attention to the health of the animals is necessary to keep veterinary costs down.

Administration and general overhead. These costs should be average. There are no exotic procurement requirements for an I. Q. Zoo unless, as a "for-instance", it were desired for a publicity stunt to have a trained armadillo. One would then have the chore of securing several thousand termites or ants for the beast each day. We suggest that the number of armadillos be kept to a minimum!

Selection and training of personnel. All personnel should be selected in accordance with the usual criteria, which we are sure include ability to meet people, pleasing appearance, ability to follow instruction, good work habits, etc. We would add one point; no fear of or allergies to animals.

As far as training goes, permanent personnel would receive a basic two week course at Hot Springs in animal handling, equipment maintenance and repair and an additional two weeks at the site with our people. They would then be prepared to handle the operation on their own. Major overhaul and repair when necessary would be handled by our personnel. Replacement of animals would also be a responsibility of Animal Behavior Enterprises.

Animal availability. Trained animals are always available from Animal Behavior Enterprises. Shipment of animals can be effected normally within 48 hours of a call. Although a longer delay is sometimes necessary because of airplane schedules. A continuing supply of animals is assured by Animal Behavior Enterprises' long history in the business.(27 years).

Length of show. Every year the I. Q. Zoo changes. We put new acts in and remove older ones. The show design time is approximately 30 minutes, although sometimes for special groups it is shortened or lengthened. Since our cycle time is 30 minutes or so and we wish to continually add to our offering to the public it is obvious we must remove already existing acts to make way for new ones. Since 1955 ABE has developed more than 30 acts suitable for presentation at an I. Q. Zoo, such as acts featuring domestic cats, goats, sheep, groundhogs, geese, pigeons, etc. As you can see there is no shortage of available material for an I. Q. Zoo of almost any cycle time. We do suggest, however, that a cycle time of one hour not be exceeded and that a cycle time of 45 minutes or so seems just about right for most locations.

Physical requirements. The I. Q. Zoo in Hot Springs is the only one in existence at the present time. It is thus a new idea outside of Hot Springs, where it has been located since 1955. However, we have designed a number of I. Q. Zoos and "made them work" on paper. A minimum space requirement for the show and service areas would be about 3,000 square feet. If the operating time is from 9 AM to 5 PM (or any other 8 hour period), it is possible to accommodate 1,500 to 2,000 people (10 shows) in a day. Of course, a larger I. Q. Zoo could handle even greater traffic.

Cost of display. Since the concept of the I. Q. Zoo is so expandable, it is difficult to state a "single" cost of setting up such a display. As you can probably see, an I. Q. Zoo the size of a large municipal zoological garden is not out of the question (indeed, we have considered it). The I. Q. Zoo in Hot Springs is a bit too small, we feel (approximately 2,000 square feet of show and service area). Our costs, without considering profit, to establish an I. Q. Zoo with 3,000 square feet of display and service space would

be in the neighborhood of \$35,000.00 for the performing equipment and animals plus any travel or living expenses during installation. Our profit on the project could be spread out over a period of time, and percentages of gross and other considerations are possible. Other costs involving animals would be animal housing, feed storage, etc. These costs vary considerably depending on land and building costs.

Profit potential. The profitability of the I. Q. Zoo in Hot Springs is quite good. Since our I. Q. Zoo is interwoven with other corporations (ABE and Animal Wonderland), the I. Q. Zoo's financial statement cannot be released, nor would it be representative of another I. Q. Zoo. Eliminating the complexities of intercompany relationships, leaves our I. Q. Zoo with an operating profit of about 25% to 30%. The profit at our I. Q. Zoo is limited primarily by small physical size of the attraction. We dare not advertise heavily (on T. V. for instance) because we could not park the people or properly accommodate them inside. There would be too many disappointed visitors and the I. Q. Zoo's image would suffer.

We expect about 70,000 visitors to our I. Q. Zoo this year (2/3 of them during the summer months), about the same as last season. We are charging \$1.50 admission for adults and 75¢ for children eleven and under -- those two and under are free. Considering a ratio of approximately two adults to one child, we are expecting 47,000 adults and 23,000 children, or \$87,750 in admissions. Since our gift and souvenir sales are approximately 30% of admissions, our projected regular gross is well over \$100,000. Tour groups bring in additional income.

We do not want to promise something we may not be able to deliver; thus we cannot say for sure that the I. Q. Zoo would work everywhere. If rent, utilities, advertising and other overhead costs are too high, the I. Q. Zoo concept might not be profitable. Each new I. Q. Zoo location would have to be judged individually, including potential market, available space for the attraction (including parking, if needed), local laws regulating housing or display of animals, overhead costs, etc.

In short, we feel that the I. Q. Zoo concept can be profitable for ABE and for others. ABE lacks the capital and marketing capability necessary to make the whole project work in other communities. We hope that others may become interested and help us expand the concept.