WED/WDP Royalty Payments

1-1-1963

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Eventually WDP bought WEDE back and this became a non-event.
Dear Bill:

After a careful analysis we have come up with an approach to the WED/WDP royalty problem that appears to have merit. The essence of it is that WED would receive a profit on its design work through royalties on attractions designed, and that the royalties would be collected on that portion of attendance that is over break-even levels. By this means you get no profit if the attraction does no more than break even, a modest profit (10% percent on gross) when the attraction draws a satisfactory level of patronage, and a high profit (30 percent) when the draw is at the maximum practical capacity of the attraction. The royalty amount would be set to return the profit over the first three years of operation of the attraction, but payments would continue thereafter at the same amounts so that royalty income would be built up to quite substantial levels after several years of operation.

The following eight points are the basis for the system we have devised:

1. WED should receive a profit on their design work in addition to being reimbursed for design costs.

2. This profit should be related to the crowd-pulling success of the attraction designed. Until attendance is at a pre-established break-even level, no profits are deserved. When attendance is at a satisfactory level a modest profit is warranted, with the level of profit increasing as attendance increased to the maximum practical capacity of the attraction.

3. Profits should be received as royalties on attendance over break-even levels. Royalties will continue to be paid on this basis so long as the attraction is in operation. The royalty amount per admission should be established at a level which will permit WED to recapture the basic profit allowance after three years. Three years has been used rather than the
more standard five because the five year term usually related to payout of investment whereas in this instance the funds received constitute the source of already only/profit on services/perform the

4. The profit allowance should be computed on the basis of all/in incurred in producing a design for WDP. Included costs would be labor, employee benefits, outof pocket expenses, material, and overhead at cost.

5. A basic profit allowance of 15 percent seems reasonable on an attraction which draws a satisfactory attendance, with a 30 percent maximum at maximum practical attendance capacity. These basic allowances are the amounts to be recovered in the first three years. The total profit received would continue at the same level. There

6. There is every reason to continue royalty payments at the same amounts per admission after the basic profit allowance has been recovered. The design features built into the attraction will have an important bearing on its economic life, and if by good design WED is able to add life to an attraction it should share in the income from the attraction.

7. If there is no practical way to measure the design results, as in the case of attractions which can be enjoyed without payment of a related admission fee, a 20 percent return is warranted. In these cases there is no opportunity for WED to participate directly in the results of their efforts, and an average level return is deserved. For the reasons given earlier, three years should be the period over which the basic 20 percent is collected, but payments would be made for the entire economic life of the attraction.

8. If WED has carried the design forward into the construction stage at cost and sold the completed attraction to WED, as in the case of the tiki-room, the regular basic profit allowances should apply to the entire cost. However,
probably somewhat as the construction function is less unique and is not patentable, it seems more appropriate that the basic profit allowance be spread over five years rather than three.

Attached are several sheets illustrating how this system would work and giving the details on how to use it. We feel that this is a means by which both WED and WDP can receive equitable treatment, and hope that you will find it useful.

Respectfully submitted,

Harrison A. Price
Président
SYSTEM FOR CALCULATING ROYALTY PAYMENTS

(For revenue producing attractions)

1. Establish the following:
   a. Total design costs, or total design and construction costs if
      WED manufactures the attraction.
   b. Basic profit allowances are 15 percent and 30 percent
      of the above cost.
   c. Theoretical ride capacity, and break-even, satisfactory, and maximum
      practical ride capacity.

2. Divide the basic profit allowances by three, or by five if WED manufactures,
   to yield the amount to be recovered annually.

3. Calculate the annual number of rides below break-even, from break-even
   to satisfactory, and from satisfactory to maximum.

4. Divide the amount to be recovered annually in the break-even to satisfactory
   attendance range by the number of annual rides in that range. Do the
   same for the higher attendance range. The answer is the royalty amount
   to be collected per ride.

5. Convert the annual figures to months, making appropriate adjustments for
   differences in numbers of days and hours per day, so that the royalties
   due WED can be calculated and paid monthly.

(For non-revenue producing attractions)

1. Establish the design (and construction if applicable) costs as above.

2. Calculate the basic profit allowance at 20 percent of costs.

3. Divide by three to derive the annual royalty.

4. Collect monthly as a flat fee, with adjustments for open hours per month
   if desirable.

IN ALL CASES PAYMENTS CONTINUE AS LONG AS THE ATTRACTION IS OPERATED.
Hypothetical Example - New Ride

1. a. Design Cost $200,000
   b. 15 percent $30,000
      30 percent $60,000
   c. Theoretical Capacity 1,000 per hour
      100 days 0 14 hours 14,400
      180 days 0 3 hours 58,400
      Theoretical Capacity 2,840,000 rides

   Break-even at 25% 710,000
   Satisfactory at 40% 1,136,000
   Maximum at 60% 1,704,000

2. Divide 1b. by 3 to derive annual royalty
   30,000 ÷ 3 = $10,000

3. Break-even to Satisfactory 426,000

4. Satisfactory to Maximum 568,000

   Royalty per ride
   
   Final 710,000 0
   Next 426,000 2.35¢
   Over 1,368,000 1.75¢
Example - New Ride (continued)

Result

Royalty paid as a percentage of total revenue, assuming 40¢ per capita admission, a 30-day month, and a 14-hour day, is:

<table>
<thead>
<tr>
<th>Capacity</th>
<th>1000 x ( \frac{14+30}{12} )</th>
<th>420,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Break even</td>
<td>105,000</td>
<td>( &gt; 61,000 )</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>168,000</td>
<td>( &gt; 84,000 )</td>
</tr>
<tr>
<td>Maximum</td>
<td>252,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monthly Attendance</th>
<th>Total Revenue</th>
<th>Monthly Royalty Paid</th>
<th>Royalty as % of Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>100,000</td>
<td>40,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>150,000</td>
<td>60,000</td>
<td>1,058</td>
<td>1.8</td>
</tr>
<tr>
<td>200,000</td>
<td>80,000</td>
<td>2,040</td>
<td>2.5</td>
</tr>
<tr>
<td>250,000</td>
<td>100,000</td>
<td>2,915</td>
<td>2.9</td>
</tr>
</tbody>
</table>
Specific Example - Tiki Room

**Revenue & Description**

1a. Sold to WDP all cont. $778,000
1b. 15 percent $116,700
     30 percent $233,400
1c. Ride capacity 750 per hour
     100 days @ 14 hours = 1400
     150 days @ 18 hours = 2700
     7840 trips per year

Theoretical capacity 2,130,000 riders

Break even at 25% 532,500
Satisfactory at 40% 852,000
Maximum at 60% 1,278,000

2. Divide 1b. by trip to derive annual activity
   116,700 ÷ 5 = 23,340

3. Break even to Satisfactory, 319,500 riders
   Satisfactory to Maximum, 426,000 riders

4. Royalty per ride
   1st 532,500 rides
   Next 319,500 rides 7.3¢
   Over 852,000 rides 5.5¢
   Average profit $0.04
Example - Tiki Room (continued)

Royalty paid as a percentage of total revenue, assuming per capita revenue of 70+ for a 30 day month, and a 14 hour day can be computed as follows:

- **Capacity**: \(750 \times 14 \times 30 = 315,000\)
  - Break-even: 78,750
  - Satisfactory: 126,000
  - Maximum: 189,000

<table>
<thead>
<tr>
<th>Attendance</th>
<th>Monthly Royalty Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>75,000</td>
<td>0</td>
</tr>
<tr>
<td>100,000</td>
<td>0</td>
</tr>
<tr>
<td>125,000</td>
<td>1,551</td>
</tr>
<tr>
<td>150,000</td>
<td>3,376</td>
</tr>
<tr>
<td>175,000</td>
<td>6,144</td>
</tr>
<tr>
<td>190,000</td>
<td>9,369</td>
</tr>
</tbody>
</table>
Hypothetical Example - Wooden Bender on Main Street

1. Design Cost  1,000
2. 20 percent  200
3. Divide by 3   66.67 annual royalty
4. Royalty $5,55 per month