



Columbus Zoo & Aquarium and Zoombezi Bay
(herein referred to as “Columbus Zoo Family of Parks”, “CZA” or “Parks”)

Request for Proposals (RFP)
Pricing Strategy Enhancement

Issue Date: December 20, 2023

Due Date: January 19, 2024

www.columbuszoo.org



The Columbus Zoo Family of Parks is seeking proposals from qualified firms that can develop an updated pricing strategy for admissions and membership at the Columbus Zoo and Aquarium and Zoombezi Bay.

RFP Responses

Responses to the RFP must be received by **5:00 PM (EST) on Friday, January 19, 2024** via electronic submission only to: Angel Mumma at angel.mumma@columbuszoo.org. Responses may be submitted via a Dropbox, however you must submit the download response information to Ms. Mumma prior to 5:00PM on January 19, 2024. Ms. Mumma will acknowledge receipt of submission. No printed copies of the submission are required nor will they be accepted.

Any information contained in the firm's response that is proprietary information must be clearly designated. Indicating that the entire response is proprietary will neither be accepted nor recognized.

RFP Key Dates

December

- Wednesday, December 20, 2023 – RFP Posted

January

- Friday, January 5, 2024 5:00pm – Deadline for Questions

All questions regarding the information contained in this RFP must be submitted in writing to Angel Mumma by January 5, 2024 via e-mail to angel.mumma@columbuszoo.org. Questions submitted after this date will not be answered. Any oral statements by the Columbus Zoo Family of Parks or its agents are not binding upon the CZA unless and until expressly confirmed in writing by an authorized representative of the CZA or its agents.

- Friday, January 12, 2024 5:00pm –Answers to questions will be provided to the firm(s) making the inquiry.
- Friday, January 19, 2024 5:00pm - Proposals are due.
- Friday, February 2, 2024 – CZA's leadership review and selection of preferred firm(s) in which interviews will be granted (if needed).
- Wednesday, February 7 – Tuesday February 13, 2024 – Interviews with selected firms.



- Wednesday, February 14 – Selection of firm; Contract negotiations to commence.

Firms are to have no other communication regarding this RFP with any staff member of the CZA other than through the process noted above.



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I. Introduction

The Columbus Zoo Family of Parks is soliciting proposals from qualified firms or individuals to provide comprehensive pricing strategy services for the Columbus Zoo and Aquarium and Zoombezi Bay. The selected vendor will work closely with our team to analyze current pricing models, identify areas for improvement, and develop a strategic pricing framework that aligns with our business objectives.

The Wilds, and Safari Golf Club are not included in the Scope of Work at this time.

II. Overview of the Columbus Zoo Family of Parks

The Columbus Zoo Family of Parks includes four properties—Columbus Zoo and Aquarium, The Wilds, Zoombezi Bay and Safari Golf Club. Together each year, these family-friendly destinations attract roughly 2.7 million visits and make a global impact, contributing privately-raised funds to support positive local and global conservation.

The Columbus Zoo is home to more than 10,000 animals, representing over 600 species from around the world. The Zoo is a spacious 600-acre complex with a little more than 44 walkable acres. In 2021, the Zoo supported 77 conservation projects in 24+ countries around the world. 2023 attendance is estimated to be nearly 1.9 million.

Zoombezi Bay is a 23-acre water park featuring 19 state-of-the-art attractions, from exhilarating slides to a lazy river. It's the only known waterpark in the world whose proceeds support global conservation efforts; Zoombezi Bay generates \$2M a year to help fund Zoo initiatives and conservation efforts locally and worldwide. This is the only property that operates as a for-profit company. 2023 attendance was 318,376.

The Wilds is among one of the largest, cutting-edge conservation centers in North America with a nearly 10,000-acre, open range which is home to more than 500 animals representing 28 rare and endangered species from around the world.

The Safari Golf Club is nestled on 140 acres where several areas are being thoughtfully conserved and are actually "green." Safari is one of the few golf courses in Ohio and worldwide earning the distinction as a Certified Audubon Cooperative Sanctuary –which means Safari Golf meets stringent standards to use nature friendly products and preserve native wild areas throughout the course.



III. Current Pricing Structure

The current pricing structure for day passes and membership levels, including benefits, can be found on the park's websites: www.columbuszoo.org and www.zoombezibay.com.

There are membership packages that provide benefits at the other parks. For the purpose of this RFP, the Columbus Zoo Family of Parks is looking specifically at membership and admission pricing at the Columbus Zoo and/or Zoombezi Bay, given the proximity and relationship between the parks.

IV. Scope of Work

- a. Background Analysis
 - i. Conduct a thorough analysis of the current membership and admission pricing structure, including product/service pricing, discount structures, and any existing promotions.
 - ii. Review historical pricing data to identify trends, customer behaviors, and market dynamics.
- b. Competitive Landscape Assessment
 - i. Evaluate membership and admission pricing strategies of key competitors in the industry.
 - ii. Identify market positioning and pricing differentials that can inform our pricing strategy.
- c. Customer Segmentation
 - i. Analyze customer segments to understand their price sensitivity and willingness to pay.
 - ii. Develop a customer segmentation strategy for tailored pricing approaches.
- d. Cost Analysis
 - i. Evaluate the cost structure of membership and admissions to ensure accurate pricing that reflects costs, value of the experience, and maintains profitability.
 - ii. Provide recommendations on cost optimization strategies.
- e. Market Research
 - i. Conduct market research to identify emerging trends, consumer preferences, and potential disruptors in the market that may impact pricing.
- f. Pricing Model Recommendations
 - i. Propose a revised pricing model that aligns with market trends, customer expectations, and business goals. The parks are willing to consider membership models that differ from the current offering.
 - ii. Provide a detailed breakdown of recommended pricing tiers, discounts, and bundling options.



- g. Implementation Plan
 - i. Develop an implementation plan (which could be phased) for the new pricing strategy, considering potential challenges.
 - ii. Develop a communication strategy to successfully market the implementation plan.
 - iii. Provide support and guidance during the initial rollout phase.
- h. Key Performance Indicators (KPIs) and Monitoring:
 - i. Define measurable KPIs to track the success of the new pricing strategy.
 - ii. Establish a system for ongoing monitoring and adjustment based on market changes and performance metrics.
- i. Training and Documentation:
 - i. Provide training sessions for key internal stakeholders on the new pricing strategy.
 - ii. Prepare comprehensive documentation outlining the rationale, methodology, and guidelines for implementing and adjusting pricing.

V. RFP Submission Format

Each firm must submit their RFP response in the order noted below. The proposals should be complete, accurate, organized and concise.

Promotional materials that are not specifically requested should not be included except as appendices.

The proposal must meet all the essential requirements of this RFP and must be complete and in proper technical form.

a. Cover Letter

Please provide a cover letter from the person representing the firm for all contact during the review, evaluation, and contract negotiation process.

Responses should provide a straightforward, concise description of the firm's capabilities to satisfy the requirements of the RFP. Responses must be complete and concisely worded and must convey all the information requested to be considered responsive. Pages containing information of a confidential nature should be stamped as such.

Proposals must be made in the name under which the firm is registered to conduct business, showing the registered and principal business address, and must be signed by a person duly authorized to legally bind the person, partnership, company or corporation submitting the proposal.



If the firm takes any exceptions to this RFP, please indicate these exceptions as outlined in the EXCEPTIONS page of this RFP.

- b. **Table of Contents**
Please provide a Table of Contents and a list of Appendices. All pages of the proposal should be numbered.
- c. **Executive Summary**
Please provide an Executive Summary of the entire proposal that includes highlights of what the firm deems to be the most important aspects of the proposal.
- d. **Operational Plan**
Please provide an appropriate level of detail that highlights how the firm will meet the requirements set forth in the scope of work. This should include the processes that will be undertaken and timeline associated.
- e. **Communication Plan**
Provide a communication plan that would be used for key stakeholders, current members and guests.
- f. **Staffing**
Provide resumes of all staff members that will be involved in this project. Resumes should demonstrate experience in similar size/scope projects.
- g. **References**
Provide three references of similar sized projects including a description of the work conducted and outcome achieved.
- h. **Cost Proposal**



VI. Evaluation Criteria

Proposals will be reviewed and evaluated based upon the following:

Evaluation Criteria for Selecting the Most Qualified Vendor
(based on a 100-point scale)

- | | |
|---|-----|
| 1. Execution of the Scope of Work; Demonstrates Understanding of Requirements | 35% |
| 2. Professional Qualifications and References | 25% |
| 3. Timeline | 20% |
| 4. Cost | 20% |

VII. Additional Information

- a. This solicitation does not commit CZA to award a contract or to pay any cost incurred in the preparation of a proposal. CZA reserves the right to accept or reject any or all proposals received, or to cancel in part or in its entirety this proposal if deemed in its best interest to do so.
- b. Submitter agrees that its' proposal, once submitted, shall remain firm and shall not be withdrawn until accepted or rejected by CZA.
- c. CZA reserves the right to make inquiries of any Submitter (without the requirement that there be notice to any other Submitter of any such inquiry).
- d. CZA shall not be responsible for any cost or expense incurred by the Submitter preparing and submitting a proposal or cost associated with meetings, tours, or evaluations of proposals prior to execution of an agreement. This includes but is not limited to any legal fees for work performed or representation by the Submitter's legal counsel during any and all phases of the RFP process, including contract negotiation, any appeal or administrative review process, and prior to a contract award.
- e. All Submitters agree that they shall defend, indemnify, and hold CZA, its officers, employees, and agents harmless from and against all claims which arise out of the agency's performance, negligence, or actions of its officers, employees, and agents in the performance of this selection process.



- f. CZA is committed to ensuring that certified minority-owned business enterprises (MBE's), women-owned business enterprises (WBE's), disadvantaged business enterprises (DBE's), and U.S. Small Business Administration 8(a)-certified firms are afforded opportunities to compete for and participate in the Zoo's purchasing activities. If your company is certified as a MBE, WBE, DBE or 8(a) company, please send your current certification with your response to this RFP.
- g. The submitter shall comply with the Americans with Disabilities Act of 1990 (Public Law 101-226), which prohibits discrimination on the basis of physical or mental disabilities in delivering contract services or in the employment of qualified individuals. People with disabilities who need special accommodation to participate in the proposal process or implementation may request special accommodations such as interpreters, alternative formats or assistance with physical accessibility. Requests for special accommodations must be made with 72 hours prior notice by contacting the CZA contact listed on page 2 of this RFP.

VIII. Exceptions

If the submitter takes exception or requires clarification on any points of the RFP before signing an agreement with CZA, please list items on a separate sheet. With each exception, state your proposed wording. All are subject to the discretion and approval of CZA. Therefore, should the submitter and CZA be unable to resolve any exceptions to the mutual satisfaction of both parties, CZA reserves the right to reject the submitter's proposal from any further consideration.

If no exceptions are listed, the Submitter agrees to all terms and conditions contained in this entire document.

If exceptions are listed, the Submitter agrees to all terms and conditions contained in the entire document, with those noted exceptions.

Exceptions attached: Yes _____
 No _____