



zebulon




INFLATION-PROOF YOUR OUTFIT

America Outdoors - Dec. 2023


Zebulon LLC

WHO WAS AROUND FOR ... ?



HOW AN OUTFITTER GENERATED AN ADDITIONAL \$131,274 IN WEALTH
(OWNER COMP + PROFIT)

2019



Continuity Planning:
How-to Survive
COVID-19 & Thrive
When It Has Passed.

Zeb Smith,
CPA

2020

WELCOME TO

**Strategies & Tactics to
Drive a Financially Profitable
Outfitting Business**

Presented by: Zeb Smith, CPA



Turn Increasing Payroll Pressures
Into Profitable Opportunities

Presented by: Zeb Smith, CPA zebulonllc.com

2021

Pricing Your
Experiences



Presented by: Z

2022

CEO & OWNER CONNECT

Facilitated by Patrick Tabor and Zeb Smith

SPECIAL REQUEST:

**WILL YOU SHARE YOUR
PROGRESS AT AO '24?**





zebulon



INFLATION-PROOF YOUR OUTFIT

America Outdoors - Dec. 2023

Zebulon LLC

RESULTS

WHAT YOU'LL GAIN TODAY:

**GROW YOUR
PROFITS**

... no matter the
economic climate.

- 1. Recession Awareness**
- 2. Profitable Tactics**
- 3. Financial Confidence**

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 CANON CITY, COLORADO 2000
WHITEWATER
BAR & GRILL
RAFT HARD. PARTY HARDER.





INFLATION-PROOF YOUR OUTFIT

TODAY'S TALKING POINTS:

- INTRO
- HISTORICAL TRENDS
- RESTRUCTURE FINANCIALS
- ANALYZE ACTIVITIES
- INNOVATIVE PRICING
- CONCLUSION



zebulon presents:

FAST & FURIOUS



INTRO

HISTORICAL
TRENDS

RESTRUCTURE
FINANCIALS

ANALYZE
ACTIVITIES

INNOVATIVE
PRICING

CONCLUSION

Stay focused for 60 min = \$100k



HISTORICAL TRENDS

INTRO

**HISTORICAL
TRENDS**

RESTRUCTURE
FINANCIALS

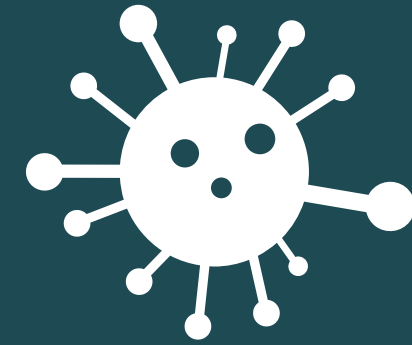
ANALYZE
ACTIVITIES

INNOVATIVE
PRICING

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2001



2020



2008



2024



HISTORICAL TRENDS

INTRO

**HISTORICAL
TRENDS**

RESTRUCTURE
FINANCIALS

ANALYZE
ACTIVITIES

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PRICING

CONCLUSION

- **Household Disposable Income**
- **Gross Domestic Product (GDP)**
- **Inflation**



HISTORICAL TRENDS

INTRO

**HISTORICAL
TRENDS**

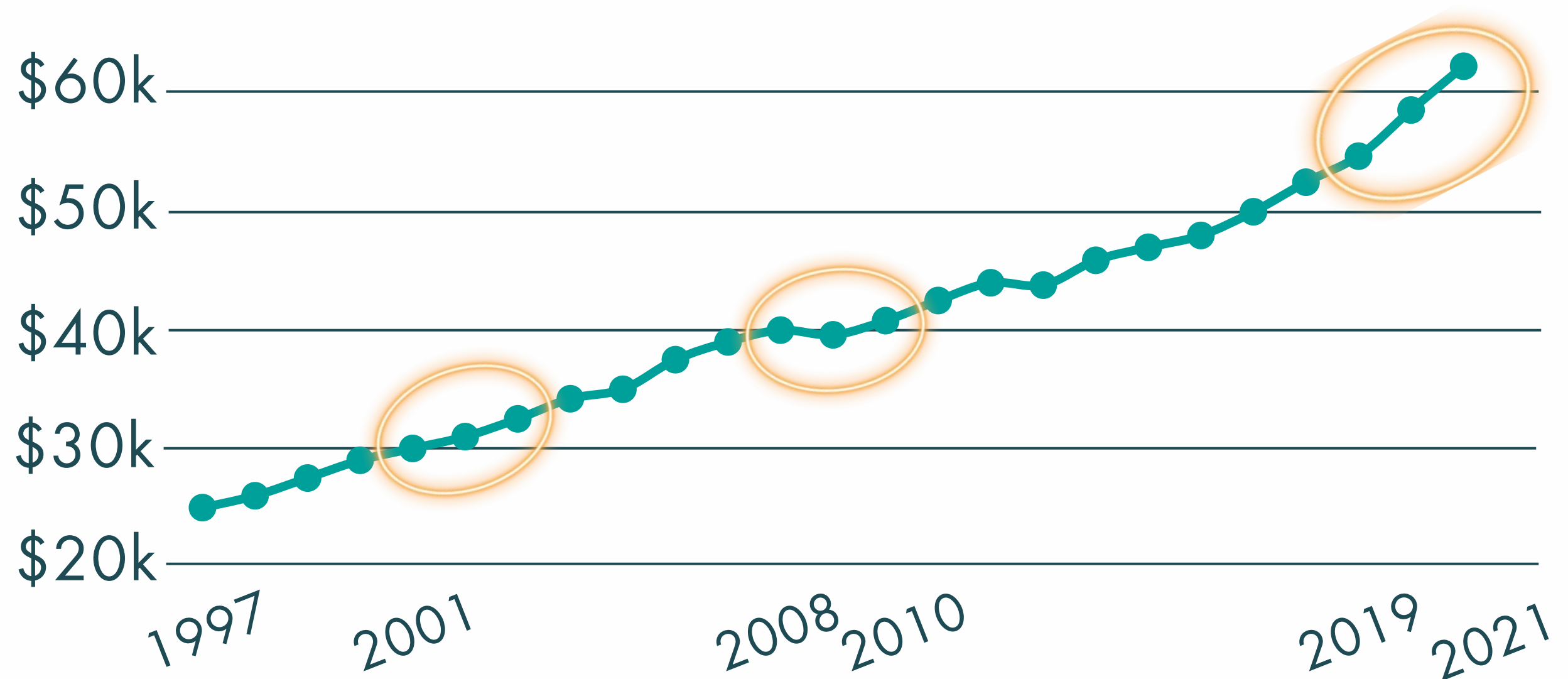
RESTRUCTURE
FINANCIALS

ANALYZE
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HOUSEHOLD DISPOSABLE INCOME



Source: data.oecd.org



HISTORICAL TRENDS

INTRO

HISTORICAL TRENDS

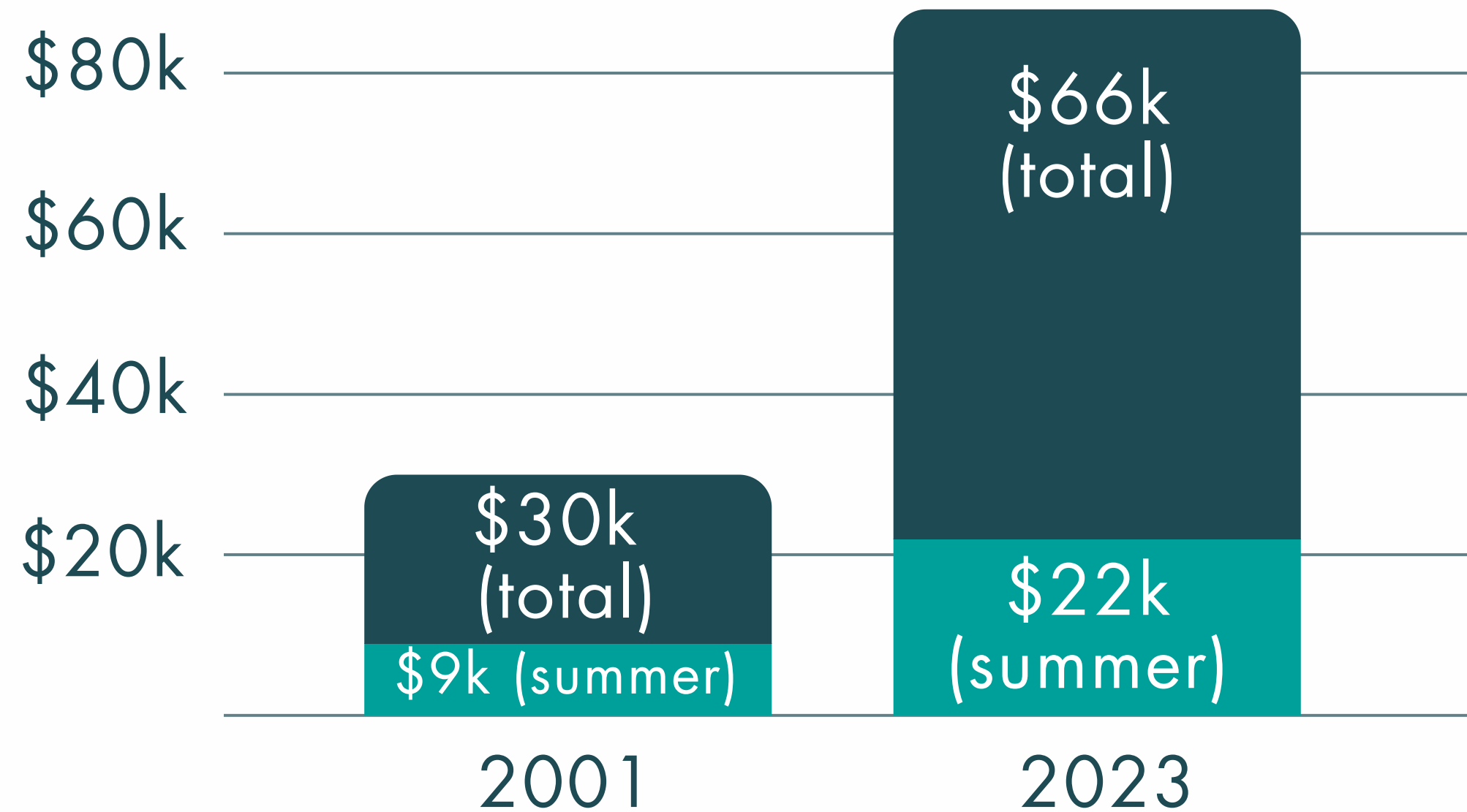
RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

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CONCLUSION

ACCEPTABLE ANNUAL WAGES



Source: data.oecd.org



HISTORICAL TRENDS

INTRO

HISTORICAL TRENDS

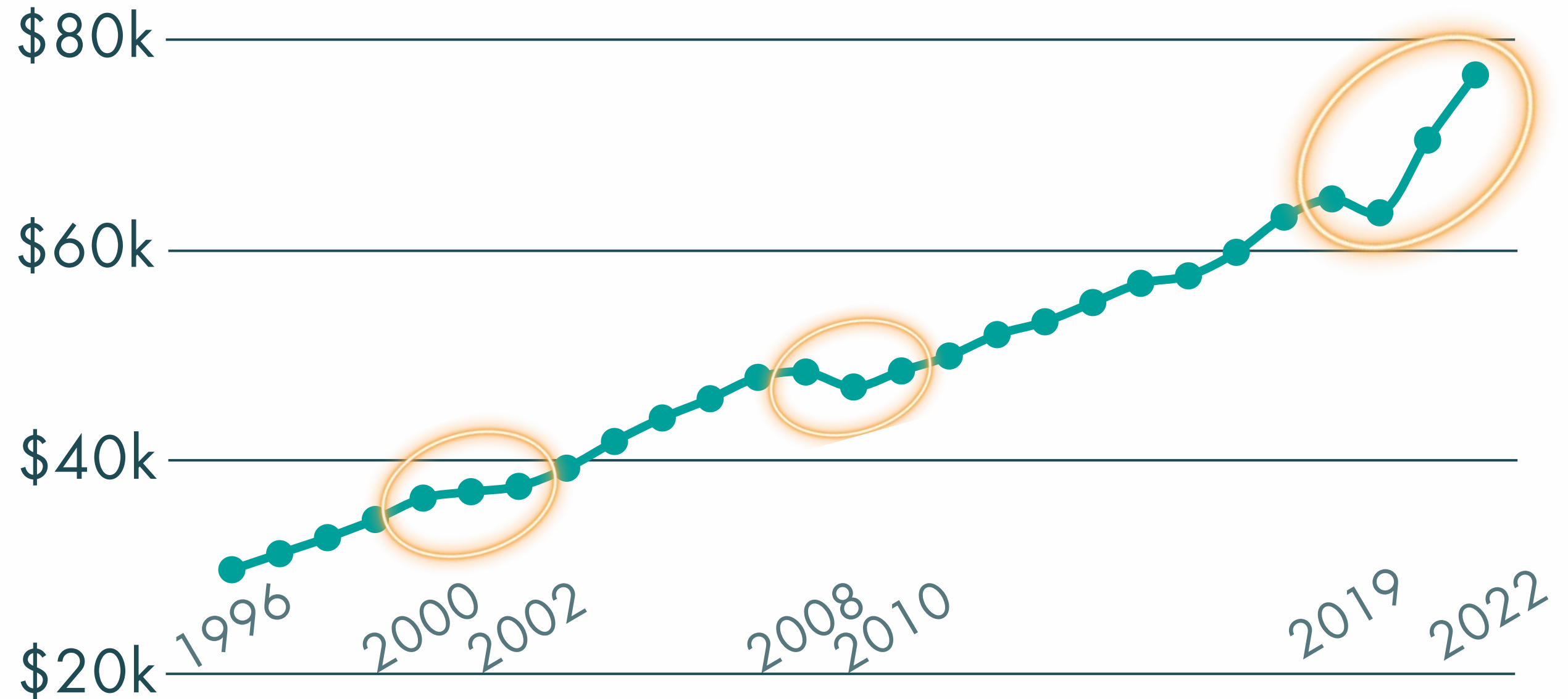
RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

INNOVATIVE PRICING

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GROSS DOMESTIC PRODUCT



Source: data.oecd.org



HISTORICAL TRENDS

INTRO

HISTORICAL TRENDS

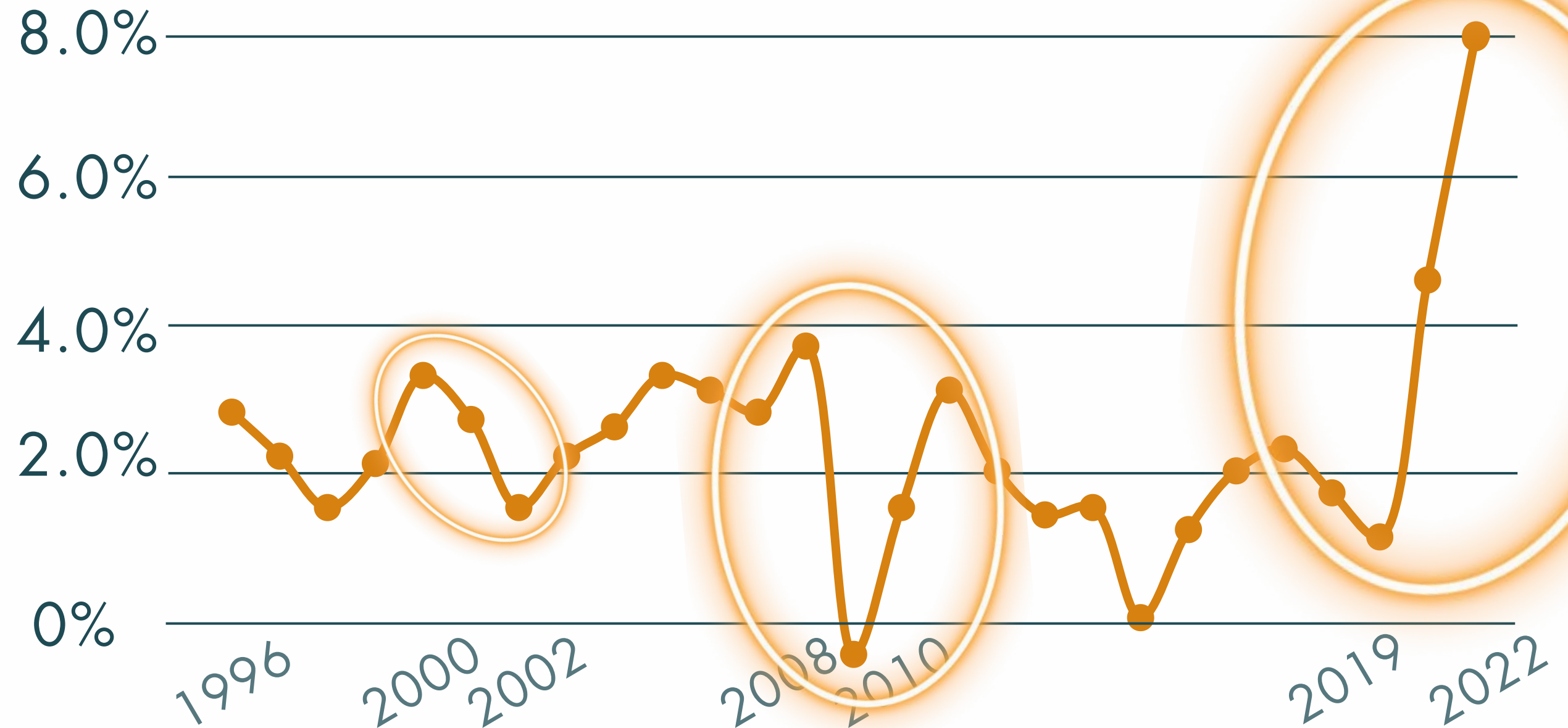
RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

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INFLATION (CPI)



Source: data.oecd.org



HISTORICAL TRENDS

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**HISTORICAL
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**WHAT'S
IN STORE**



**FOR
2024?**

- Two-year recovery
- Financial diligence is key
- Political & social movement
- Federal legislation
- Outside is “hot”
- Outside is “healthy”
- Experience generation
- Wealth distribution



INTRO

**HISTORICAL
TRENDS**

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OUT WITH THE OLD...

... AND IN WITH THE NEW.

**It's time for outfitters to be more
intentional with money management.**



DID YOU KNOW?

**It IS possible to grow profits,
no matter the economic climate.**

INTRO

**HISTORICAL
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COLORADO'S COVID HANGOVER

INTRO

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ACTIVITIES

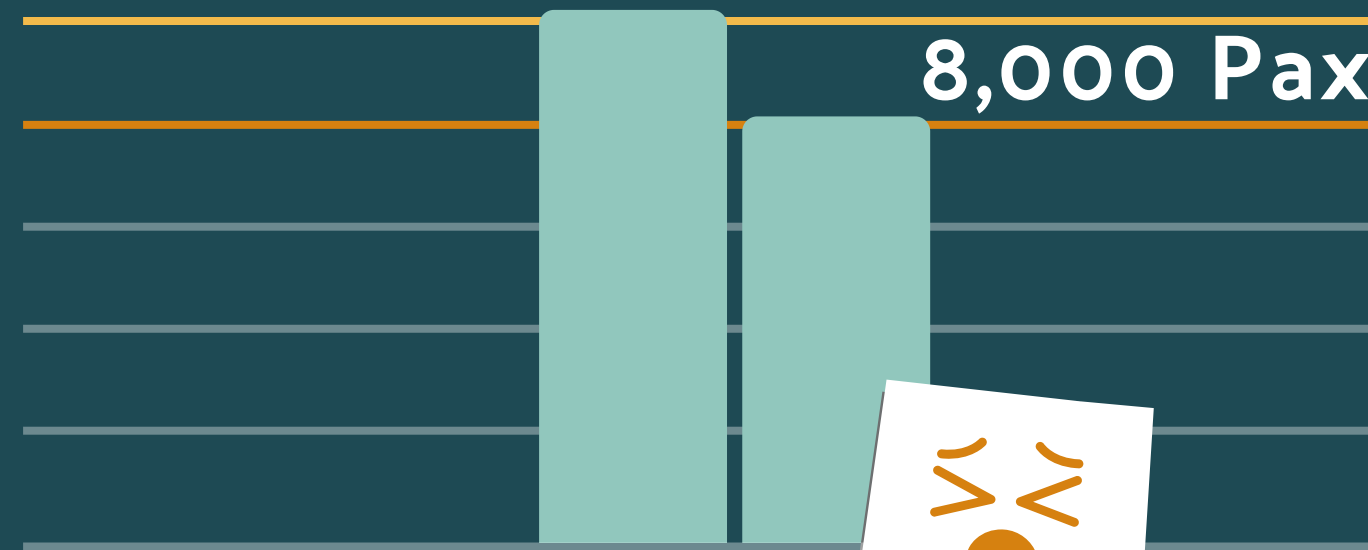
INNOVATIVE
PRICING

CONCLUSION

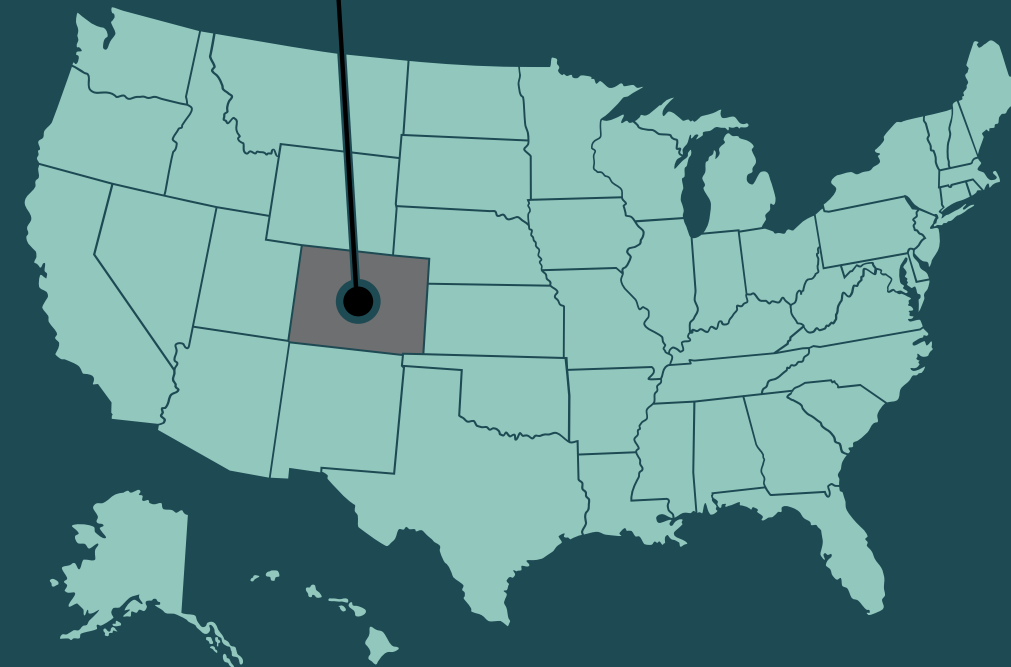
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2022
Season

10,000 Pax



2023
Season





COLORADO'S COVID HANGOVER

INTRO

**HISTORICAL
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Income

Qty. Pax

\$1.2m

12,000

\$1.0m

10,000

\$0.8m

8,000

\$0.6m

6,000

\$0.4m

4,000

\$0.2m

2,000

\$200k NOI

\$300k NOI

\$1m
(revenue)

\$1.1m
(revenue)



MONEY MANAGEMENT:

INTRO

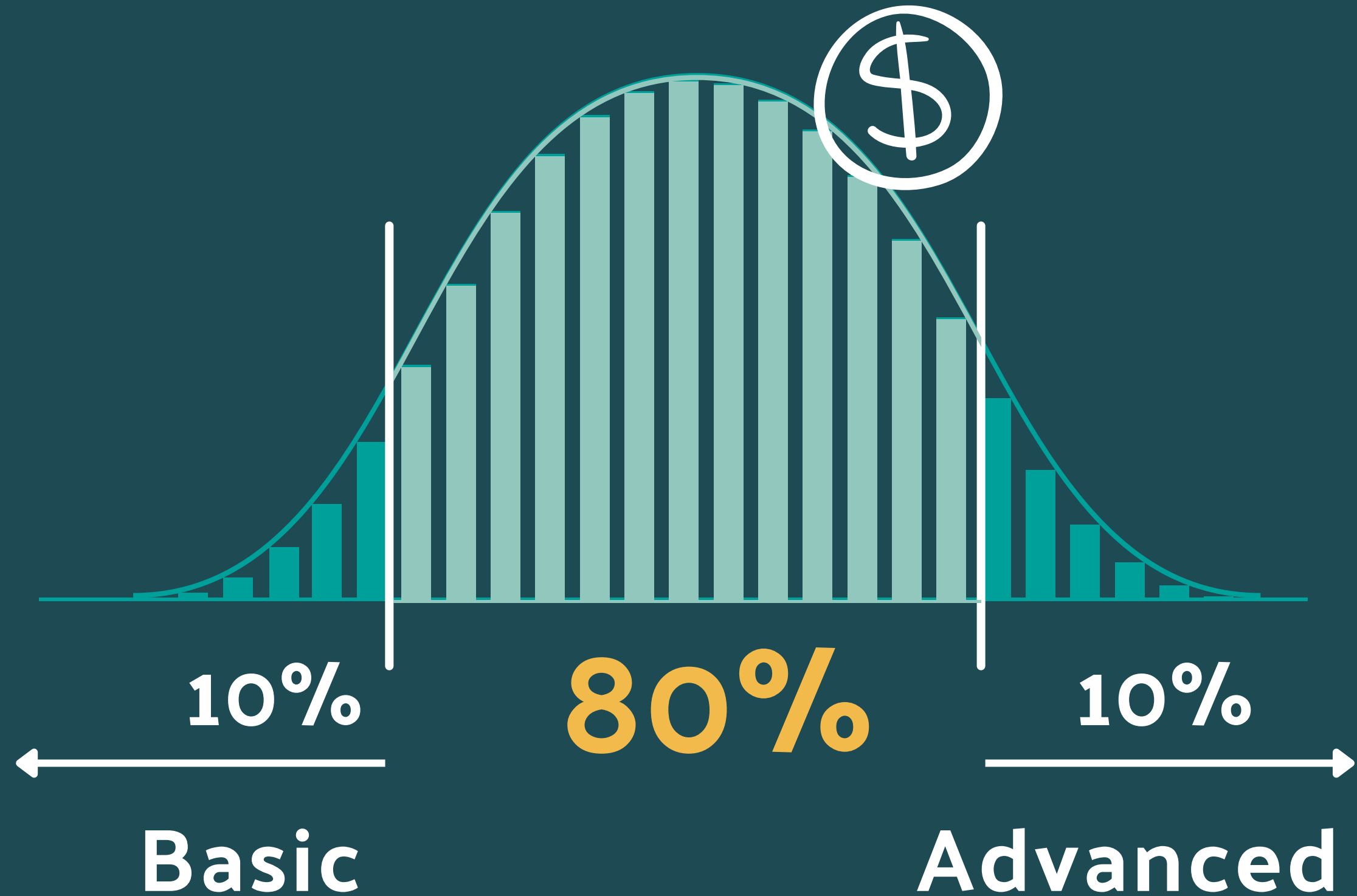
**HISTORICAL
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INTRO

**HISTORICAL
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PRICING

CONCLUSION

**Innovative
Pricing**

**Restructure
Financials**

**Analyze
Activities**





RESTRUCTURE FINANCIALS

INTRO

HISTORICAL
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**RESTRUCTURE
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RESTRUCTURE FINANCIALS

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**RESTRUCTURE
FINANCIALS**

ANALYZE
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INNOVATIVE
PRICING

CONCLUSION

(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



INTRO

HISTORICAL
TRENDS

**RESTRUCTURE
FINANCIALS**

ANALYZE
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INNOVATIVE
PRICING

CONCLUSION

RESTRUCTURE FINANCIALS

(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



RESTRUCTURE FINANCIALS

INTRO

HISTORICAL TRENDS

RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

INNOVATIVE PRICING

CONCLUSION

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- Call out income by revenue stream



RESTRUCTURE FINANCIALS



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- Directly experienced &
- Variable to volume



RESTRUCTURE FINANCIALS

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Photo COS	\$9,292
Bar COS	\$40,532
Total Cost of Goods Sold	\$271,321
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



RESTRUCTURE FINANCIALS

INTRO

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RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

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CONCLUSION

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NET INCOME	\$26,802

Expenses

Employee	\$226,298
Facilities	\$104,306
General	\$173,330
Operating	\$69,305
Promo	\$77,802
Taxes	\$44,893

Total Expenses \$695,934

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



RESTRUCTURE FINANCIALS

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HISTORICAL TRENDS

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ANALYZE ACTIVITIES

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- Owner Discretionary Income
- Cash generated by Outfit



RESTRUCTURE FINANCIALS



INTRO

HISTORICAL TRENDS

RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

INNOVATIVE PRICING

CONCLUSION

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Total Other Expenses	\$289,106
NET OTHER INCOME	-\$284,106
NET INCOME	\$26,802

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

- Non-cash items
- Drive higher multiple on value



RESTRUCTURE FINANCIALS



INTRO

HISTORICAL TRENDS

RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

INNOVATIVE PRICING

CONCLUSION

PROFIT AND LOSS	
	TOTAL
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Expenses	
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NET INCOME	\$26,802





ANALYZE ACTIVITIES

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**ANALYZE
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ANALYZE ACTIVITIES

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**ANALYZE
ACTIVITIES**

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CONCLUSION

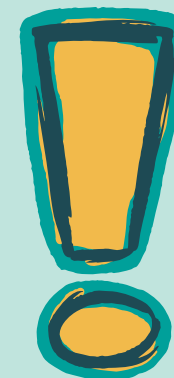
**GROSS MARGIN
BY ACTIVITY**



**EMPLOYEE
FUNDS ANALYSIS**



**CONTINGENCY
PLAN SCENARIOS**





ANALYZE ACTIVITIES

INTRO

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**ANALYZE
ACTIVITIES**

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EMPLOYEE
FUNDS ANALYSIS



CONTINGENCY
PLAN SCENARIOS



GROSS MARGIN BY ACTIVITY



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



ANALYZE ACTIVITIES

INTRO

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**ANALYZE
ACTIVITIES**

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EMPLOYEE
FUNDS ANALYSIS



CONTINGENCY
PLAN SCENARIOS



GROSS MARGIN BY ACTIVITY



- Stay tuned for QR code at end - includes workpaper template

Link at
end





ANALYZE ACTIVITIES

INTRO

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**ANALYZE
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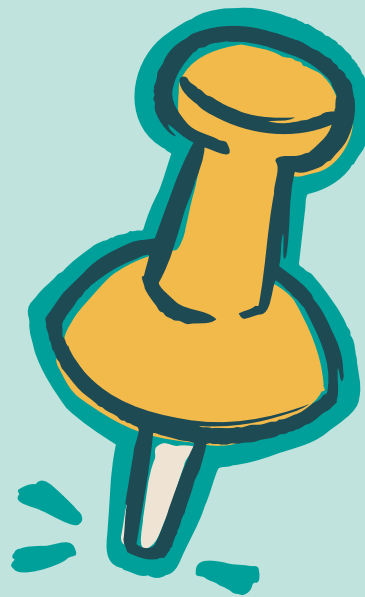
GROSS MARGIN
BY ACTIVITY



CONTINGENCY
PLAN SCENARIOS



EMPLOYEE FUNDS ANALYSIS



- Salary Cap Analysis
- Funds Available for Employees
- How much \$\$ is available?



ANALYZE ACTIVITIES

INTRO

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**ANALYZE
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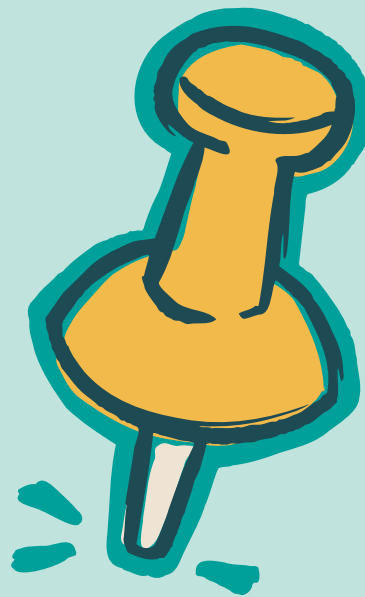
GROSS MARGIN
BY ACTIVITY



CONTINGENCY
PLAN SCENARIOS



EMPLOYEE FUNDS ANALYSIS



- Manage growing wages
- Year-round employment, benefits
- Remain competitive with other industries



ANALYZE ACTIVITIES

INTRO

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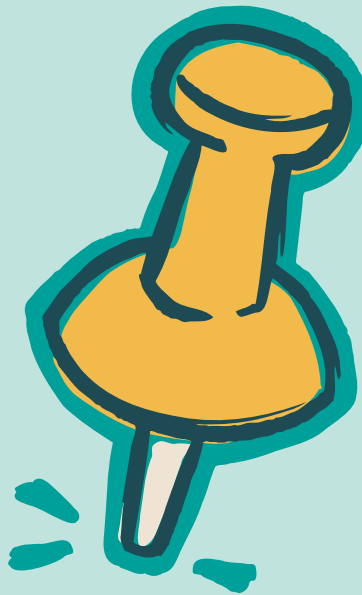
GROSS MARGIN
BY ACTIVITY



CONTINGENCY
PLAN SCENARIOS



EMPLOYEE FUNDS ANALYSIS



Gross Profit	\$1,006,842
Net Operating Income	-\$310,908
Non-Employee Expenses	-\$469,636
Funds Available for Employes	\$226,298



ANALYZE ACTIVITIES

INTRO

HISTORICAL TRENDS

RESTRUCTURE FINANCIALS

ANALYZE ACTIVITIES

INNOVATIVE PRICING

CONCLUSION

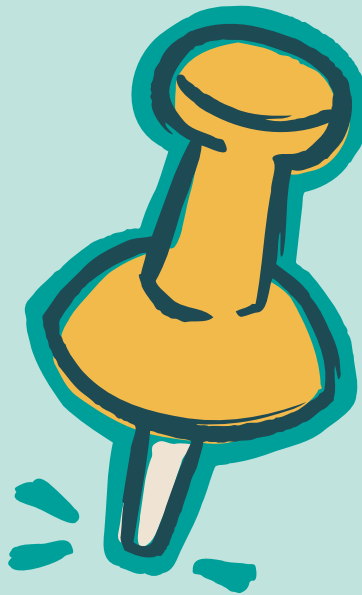
GROSS MARGIN BY ACTIVITY



CONTINGENCY PLAN SCENARIOS



EMPLOYEE FUNDS ANALYSIS



Gross Profit	\$1,006,842
Net Operating Income	-\$310,908
Non-Employee Expenses	-\$469,636
Funds Available for Employes	\$226,298

Admin Wages	\$31,989
Bar Wages	\$21,487
Maintenance Wages	\$45,087
Manager Wages	\$73,120
Photo Wages	\$9,202
Payroll Taxes	\$23,321
Benefits	\$2,662
Uniforms	\$4,312
Meals	\$12,234
Training	\$1,634

Funds For Raises & Bonuses	\$1,250
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ANALYZE ACTIVITIES

INTRO

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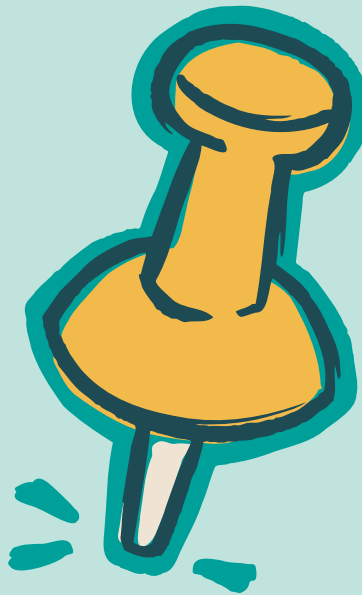
GROSS MARGIN BY ACTIVITY



CONTINGENCY PLAN SCENARIOS



EMPLOYEE FUNDS ANALYSIS



		Anticipated & Known Changes
Gross Profit	\$1,006,842	\$1,107,526
Net Operating Income	-\$310,908	-\$341,999
Non-Employee Expenses	-\$469,636	-\$563,563
Funds Available for Employees	\$226,298	\$201,964
Admin Wages	\$31,989	\$35,188
Bar Wages	\$21,487	\$23,636
Maintenance Wages	\$45,087	\$49,596
Manager Wages	\$73,120	\$80,432
Photo Wages	\$9,202	\$10,122
Payroll Taxes	\$23,321	\$25,653
Benefits	\$2,662	\$2,928
Uniforms	\$4,312	\$4,743
Meals	\$12,234	\$13,457
Training	\$1,634	\$1,797
Funds For Raises & Bonuses	\$1,250	-\$45,589



ANALYZE ACTIVITIES

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ACTIVITIES**

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GROSS MARGIN
BY ACTIVITY



EMPLOYEE
FUNDS ANALYSIS



**CONTINGENCY
PLAN SCENARIOS**





ANALYZE ACTIVITIES

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GROSS MARGIN
BY ACTIVITY



EMPLOYEE
FUNDS ANALYSIS



CONTINGENCY PLAN SCENARIOS



- Scenario Planning x 3:
- Baseline
- Bump in Customers
- Drop in Customers



ANALYZE ACTIVITIES

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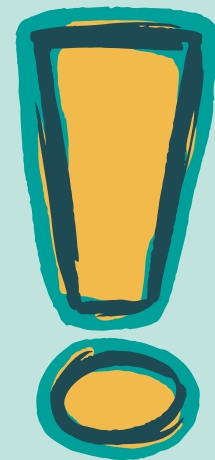
GROSS MARGIN
BY ACTIVITY



EMPLOYEE
FUNDS ANALYSIS



CONTINGENCY PLAN SCENARIOS



- Stable markets:
- Baseline
- 5%-10% Up
- 5%-10% Down



ANALYZE ACTIVITIES

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**ANALYZE
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PRICING

CONCLUSION

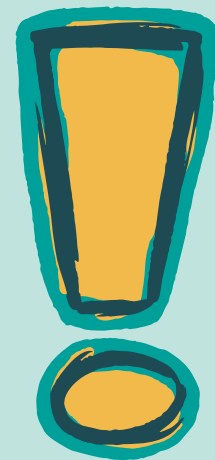
GROSS MARGIN
BY ACTIVITY



EMPLOYEE
FUNDS ANALYSIS



CONTINGENCY PLAN SCENARIOS



- Majority of markets:
- Baseline
- 20% Up
- 20% Down
- Total Shut-Down Mode



ANALYZE ACTIVITIES

INTRO

HISTORICAL
TRENDS

RESTRUCTURE
FINANCIALS

**ANALYZE
ACTIVITIES**

INNOVATIVE
PRICING

CONCLUSION

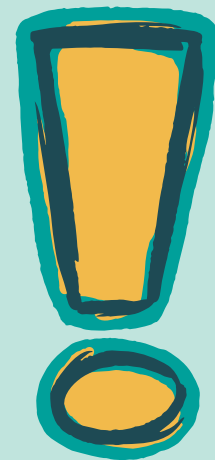
GROSS MARGIN
BY ACTIVITY



EMPLOYEE
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CONTINGENCY PLAN SCENARIOS



- Check out my webinar!
Contingency Planning

Link at
end





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CONTINGENCY PLANS

\$ Revenue

\$1.5m

\$1m

\$0.5m

\$0

Decrease

Baseline

Increase

-20% Pax

+20% Pax

COS

Overhead

NOI





INNOVATIVE PRICING

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**COMPETITIVE
COST-PLUS**

- Neglectful
- Incomplete
- Dated
- Stagnant



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NEEDS-BASED

VALUE-BASED

DISCRIMINATORY

DYNAMIC

SUBSCRIPTION



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NEEDS-BASED

- Zebulon's approach
- Start with the end in mind
- Guarantees net income & funds for employees



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VALUE-BASED

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



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DISCRIMINATORY

- Based on pre-set demands
- Higher price on weekends, etc.
- Static, not dynamic



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DYNAMIC

- Change real-time
- Ex: Surge pricing (Airlines & Uber)
- Limited by outfit's software



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SUBSCRIPTION (MEMBERSHIPS)

- World domination
- Ex: Netflix, Amazon Prime
- Limited by outfit's software



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

- **NEEDS-BASED**
- **VALUE-BASED**
- **DISCRIMINATORY**
- **DYNAMIC**
- **SUBSCRIPTION**





CONCLUSION

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HONORABLE MENTIONS:

- Share financial information

BOOST YOUR EMPLOYEE OWNERSHIP CULTURE

by Educating Managers on
Your Outfit's Financials



Link at
end



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HONORABLE MENTIONS:

- Share financial information
- Expense analysis
- Recurring, negotiate, unnecessary
- Track targets to actual





RESOURCES



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www.zebulonllc.com/speaking/ao

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