The Revenue Clock diagram: *am* / *pm* clock with segments labeled: BREAKFAST, LATTE, EQUIPMENT RENTAL, CHAIRLIFT, SKIING, SNOWBOARDING, CINEMA, CLUBS, COMEDY, QUIET, DRINK, RAVE, SLEEP, LUNCH, SNOWBOARD COMPETITION, SNOWBLADES, MASSAGE, SHOPPING, APRÈS-SKI, DRINKS, HOT-TUB, TUBING, GOURMET DINNER, NIGHT-SKIING

The Revenue Clock

This planning approach, that could be applied to projects ranging in size from a major destination resort to a relatively small urban neighborhood, begins by answering a simple question, "**who** comes **when** seeking **what** experience?" In this way, the design team can not only address the wants and needs of both visitors and residents but can also significantly increase revenue for the shopkeepers, restaurateurs and providers of both essential and luxury services. The Revenue Clock helps the entire team – planners, architects, landscapers and lighting designers – visualize what gaps exist in terms of providing residents and visitors with a full spectrum of things to see and do, and experiences that are:

- Engaging (all the senses)
- Functional
- Temporal (around the clock and through the seasons)
- Unexpected (a pleasant surprise)
- Multi-generational
- Multi-ethnic
- Multifaceted
- Authentic (not contrived)
- Integrative (reinforcing a sense of community)
- Emotional
- Overlapping (moving fluidly from one experience to the next)
- A WOW!

Above all, the Revenue Clock must be customer-centric rather than developer-centric. Projects often fail when the developer provides what he thinks the customer wants, rather than asking the customer for input (through various forms of research). This simple clock also inspires the developer's team to be ever more innovative by creating truly imaginative resident and visitor touch points – events, activities and experiences the customer has never seen before.

For example, Snowshoe Mountain Resort in Virginia had to deal with a slow period between 7:00 and 10:00 PM. In response, the Snowshoe team created a compact Family Adventure Centre with a high fun quotient. "Ruckus Ridge" included a snowboard half-pipe, a terrain park, themed music, on-mountain snacks in a Yurt (an 8-sided tent), an entertaining food court, and the addition of lights for night skiing, boarding and tubing.

Another example, this one in an urban setting, was a conveniently located grocery store that opened early and stayed open into the early evening hours so residents of the neighborhood could drop in on their way to and from work. The development team created Harbor Steps Grocery that featured products for the project's young, hip residents – including affordable fine wines, gourmet food, take-out meals and artisan baked goods. The Revenue Clock revealed the times of the day and the week when residents and passersby were most likely to visit, how long they would stay, and what they were searching for.

The results? Visits at Silver Creek went up 111%, and revenue and EBITDA both increased 22%. The return on investment was 40% in the first year.

Harbor Steps enjoyed high customer service and satisfaction scores from residents, which lowered apartment turnover. Pedestrian traffic before and after work increased 20% because Bainbridge Island ferry commuters would also stop by this attractive little groceria on their way to the docks.

THE REVENUE CLOCK GROWTH OVER TIME

1. We start with a resort/urban neighborhood and thoughtfully enhance the experience

2. We build an animated village or gathering place so people stay longer in our neighborhood

3. All this attracts more visitors, who come more often, spend more money and bring their friends.

4. The more frequently they come and the longer they stay, the more likely they are to rent an apartment, buy a condo and become part of this vibrant community/resort

5. And it all begins by answering the question, "who comes when seeking what experience?"

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