GRANT LEISURE

INTRODUCTION & SELECT PROJECTS
COMPANY OVERVIEW

- Development & Operational Leisure Consultancy
- Key executives have held senior management and lead positions with the likes of Universal Studios, Disney, Busch Gardens, San Diego Zoo Global, and many more organizations of consequence
- 2,500+ projects in 34 years in operation
- Offices in the United States and United Kingdom
- Involvement with projects in 35 countries, across 5 continents
- Owned and operated the Blackpool Zoo, Bournemouth Oceanarium, and Aquarium of the Lakes, under the banner of Grant Leisure Group’s operational arm, Real Live Leisure (later sold to Parques Reunidos)
- Involvement with 60+ stately homes and 4 World Heritage Sites
- Annually, over 130 million people pay admissions to the Heritage, museums, visitor attractions, zoological institutions, and theme parks around the world that Grant Leisure has consulted, owned, and/or operated.
KEY COMPETENCIES

- Project Management | Project Team Assembly
- Concept Development | Master Planning | Contribution
- Opportunity Analysis | Feasibility Studies | Business Planning
- Market Analysis | Site & Facility Appraisal
- Strategic Planning | Destination Tourism
- Brand & Licensing Development | Marketing & Events Planning
- Funding & Investment Planning | Sponsorship Programs
- Retail | Merchandise | F&B | Planning
- Operational Planning | Management Assistance
- Recruitment | Staffing | Training
- Ride & Equipment Procurement
- Development | Operations | Advisory Services
PRINCIPAL | ANDY GRANT

- 30+ years working operational experience
- 4 Years consulting with Economics Research Associates
- First tour guide and Personnel Manager/Operations Foreman for Universal Studios, Hollywood
- Former CEO Busch Gardens, Los Angeles
- Former CEO Squaw Valley Ski Resort
- Former Deputy Director Zoological Society of San Diego (now San Diego Zoo Global)
- Former Managing Director Zoological Society of London
- Former Director of Leeds Castle
- Chairman of Real Live Leisure, owners/operators of the Blackpool Zoo, Bournemouth Oceanarium, and Aquarium of the Lakes
Areas of Expertise

1. Theme Parks Attractions
2. Brand Experiences
3. Zoos | Aquaria Conservation
4. Resort Destinations
5. Museums Culture
6. Heritage
7. Industry Innovation
THEME PARKS & ATTRACTIONS
Grant Leisure was involved with the redevelopment of Ocean Park’s master plan following its first year of operation, presenting recommendations to stem declines in visitor numbers. One such notable recommendation included connecting the bird sanctuary to the Oceanarium with a funicular and improved cable car, which has heavily contributed to the park’s current success.
Grant Leisure was commissioned by Aldar to develop the economic feasibility and concept plan, and secure the worldwide rights for Ferrari World. Ferrari World is a global destination and the first branded theme park in the United Arab Emirates. Boasting over 20 themed attractions and adventures, all under the complex’s signature red roof, guests are treated to a taste of being behind the wheel of the world’s most prestigious sports car.
Our Dynamic Earth is one of the largest visitor attractions ever built in Scotland. The attraction takes guests on a journey through Earth’s past, present, and future through a series of interactive exhibits utilizing innovative technology, including a 4-D experience. Stand face-to-face with an extinct dinosaur. Feel the heat of a tropical rainforest. Fly over glaciers in prehistoric Scotland. Dynamic Earth is an edutainment experience addressing issues of population growth, concepts of time, and the realities of climate change. Grant Leisure was retained by the City of Edinburgh to provide the economic feasibility, pre-opening planning, recruitment, training, marketing, and finance for the largest visitor attraction ever built in Scotland.
Grant Leisure conducted the complete economic feasibility for the first Legoland in Windsor, which opened in 1996, thereafter providing management assistance in recruitment, training, and marketing. The original site was an old safari park whose 400 animals Grant Leisure was responsible for safely relocating. Following Legoland Windsor’s success, Grant Leisure was commissioned to conduct a comparable analysis and site evaluation for Legoland California. Grant Leisure has continued to advise Legoland over the years, making recommendations for management, group sales, and market research.
BRAND EXPERIENCES
The Granada Studio Tour was an entertainment complex based on the ITV programming portfolio in Castlefield, Manchester, which ran from 1988-1999. Grant Leisure initiated the project, created the concept, conducted the feasibility study, supervised architecture and construction, provided pre-development services, and was appointed to the Board of Directors for 3 years to guarantee results. The Coronation Street tour of the studios was so successful that it was temporarily reopened by popular demand from 2014 – 2015.
Grant Leisure has a long history of providing consulting services for Universal Studios. In 2015 Grant Leisure was commissioned to conduct a Feasibility Analysis for the implementation of a significant NBC/Universal intellectual property as both a visitor attraction and traveling exhibition. Grant Leisure has now been retained to assist with managing the tender process and development of this intellectual property as a unique traveling exhibition in the United States.
In the early 2000's Grant Leisure signed an exclusive worldwide licensing agreement with the International Olympic Committee for the development of a themed visitor attraction and edutainment center, The Olympic Spirit. Through the use of computer simulation and innovative staging techniques, visitors were offered a taste of the Olympics through interactive sporting activities and a chance to engage in friendly competition. The Olympic Spirit won a number of prestigious awards, including the 2005 Thea Award for Outstanding Achievement and the 2005 Innovation Award, presented by the Tourism Federation of Ontario.
Prior to moving to the United Kingdom, Principal Andy Grant was acting Deputy Director of the San Diego Zoo and Wild Animal Park. He was responsible for over 2,000 staff and a budget of $50 million. One of many notable successes includes increasing attendance from 1.1-1.6 million at the Wild Animal Park and turning a deficit of $1.2 million to a surplus of $0.6 million. He developed a master plan for both facilities, which are still in place today. Grant Leisure is the preferred consulting partner to San Diego Zoo Global.
Grant Leisure was commissioned over a 5-year period to assist with implementing a wide range of capital and operational recommendations for both the London & Whipsnade Zoos. The contract additionally provided four key members of staff including a Chief Executive of Zoo Operations, Financial Director, Marketing Director, and Operations Director.
The Qatar Zoo will be a one-of-a-kind experience for zoo-goers around the globe. The project has been appropriately touted a “mega zoo,” boasting driving and walking safari experiences, an immersive digital walkthrough experience, as well as interactive animal exhibits, shows, and dining interactions. Grant Leisure was commissioned to provide operational advisory services throughout the Design Development phase of the project and is poised to provide management assistance through its pre-opening stages.
RESORT DESTINATIONS
The Morocco Film City is a 650-hectare, $1.1 billion, mixed-use project featuring a fully operational film studio complex, cinematic theme park, 4 luxury hotels, casino, commercial and retail space, golf course, motor racing circuit, sports and leisure activities, world-championship tennis stadium, and series of villas and other residential units. Grant Leisure assembled a world-class team for completion of the feasibility study and concept design for the project, which was funded for following phases.
Civic Arts and Grant Leisure were commissioned to conduct the concept development and economic feasibility study for a mixed-use development on Lake Burabay in Kazakhstan to include casinos, hotels, residential development, entertainment, and a luxurious indoor/outdoor “Water World”. The triangular, three-level facility allows guests to enter from all levels and sides, and features a variety of entertainment and recreation choices including an aquarium, water shows, wave pool, and swimming/diving facilities.
Grant Leisure was commissioned by Civic Arts to provide Harrah’s Las Vegas with conceptual entertainment anchors and leisure programs that would be the centerpiece of its development. Grant Leisure performed a Leisure Audit of 130 venues and attractions within the Las Vegas market, primarily focusing on the Strip, analyzing accumulated market research provided by Harrah’s Entertainment International. Grant Leisure additionally carried out extensive research with the Las Vegas Convention & Visitor Authority, UNLV Center for Business & Economic Studies, Harrah’s Entertainment International staff, and numerous entertainment industry professionals. The Leisure Audit resulted in a detailed, comprehensive Entertainment Index ranking 130 reviewed attractions and a scheme for a successful leisure and entertainment mix for the Harrah’s development, linking all 5 of its existing properties.
MUSEUMS & CULTURE
The Victoria and Albert Museum (V&A) is the world’s largest museum of decorative arts and design, housing a permanent collection of over 4.5 million objects. The V&A is located in the Brompton district of the Royal Borough of Kensington and Chelsea, an area that has become known as “Albertopolis” due to the significant cultural institutions associated with Prince Albert’s contributions. Grant Leisure is responsible for developing the Friends of the V&A program and implementing several operational improvements to merchandising, facility fees, and banquet operations.
The Museum of New Zealand Te Papa Tongarewa is the national museum and art gallery of New Zealand. The museum’s principles incorporate the concepts of unified collections, the narratives of culture and place, the idea of forum, and the bicultural partnership between indigenous/nonindigenous people with an emphasis on diversity. Grant Leisure was appointed by the Prime Minister to develop the commercial programming for the museum including sales, food service, merchandise, and an evening restaurant. In its first year Te Papa Museum yielded over 1 million attendees.
Tate Modern is the United Kingdom’s national gallery of international modern art that forms part of the Tate Group (together with Tate Britain, Tate Liverpool, Tate St Ives, and Tate Online). Based on the site of the former Bankside Power Station, Tate Modern is one of the largest museums of modern and contemporary art in the world. Grant Leisure was responsible for updating the both the food service and banqueting programs that have greatly enhanced the museum’s profitability.
HERITAGE
Grant Leisure was commissioned by the Estates Management Company to provide a 10-year master plan and a development strategy for Alnwick Castle. The project was approved and the redevelopment was completed including a museum, food service, retail, and the “Knight Quest”, a self-contained edutainment attraction where participants have the opportunity to be “knighted” following successful completion of a series of challenges and tasks. Grant Leisure’s involvement tripled the castle’s income.
Grant Leisure created a development and operational strategy for Welbeck Abbey, which involved converting the Abbey’s famous underground corridors into a public visitor attraction. The rest of the estate was reinterpreted as a venue for corporate hospitality and special events, which continues to be successfully implemented to date.
Upon negotiating a 50-year lease, Jacob Rothschild received planning permission to relocate his offices into the bedrooms of Spencer House on the condition that he restore the house to its former glory. Grant Leisure was commissioned to assist the interior restoration team to ensure the house would be properly interpreted for guided tours, weddings, special events, and conferences. Grant Leisure additionally recruited staff and provided continued marketing and operational services, which transformed Spencer House into the very profitable and highly-sought venue currently existing in the London marketplace.
Grant Leisure was retained to increase annual visitation levels and restructure Blarney Castle’s management system, implementing a phased, market-led development plan for the castle and grounds. After conducting a feasibility study, Grant Leisure developed a new branding strategy and events program designed to encourage repeat visitation. Grant Leisure additionally integrated the estate’s facilities into a cohesive masterplan and implementation strategy that improved Blarney Castle’s financial performance, ensuring its preservation for years to come.
Windsor Castle is most noted for its architecture and association with the Royal Family. Grant Leisure implemented a comprehensive market research strategy, resulting in the development of an entirely new pricing structure for Windsor Castle. This new pay-one-price precinct charge increased the castle’s income by 50%.
Grant Leisure was formed as a consulting subsidiary while Principal Andy Grant was CEO of Leeds Castle in the 1980's. Within a 3-year period under Mr. Grant’s direction, Leeds Castle became the third most visited stately home in the UK and earned more revenue than all other 400 English Heritage properties combined. This was accomplished through extensive market research, target marketing, special events and corporate hospitality programming. Capital improvements carried out under Grant Leisure’s management consisted of the walking maze, Lady Bailey memorial aviary, extension to the Fairfax Hall, redeveloped golf course and clubhouse, renovated stable block into the Culpepper Conference Centre, and the first grotto developed in the UK in over 250 years.
Grant Leisure was retained by the Department of the Environment to improve income generation and provide operational planning for the Tower of London. Grant Leisure established a food service program, enhanced retail strategy, and developed the operating parameters that as of today have been implemented in all Royal Palace properties. Grant Leisure was also responsible for conducting a feasibility study for the relocation of the Royal Armouries to a satellite location. The vacant space left by the Royal Armouries became home for the Crown Jewels.
Believed to be constructed between 3000BC – 2000BC, Stonehenge's ring of standing stones are set within earthworks in the middle of the most dense complex of Neolithic and Bronze Age monuments in the United Kingdom, including several hundred burial mounds. The purpose and construction of the site are shrouded in mystery, which brings tourists from all over the world to explore the monolith. Grant Leisure was commissioned to develop the operating program for Stonehenge’s latest visitor center.
The Forth Railway Bridge is one of the latest global icons to achieve UNESCO World Heritage status. The bridge itself has been standing for over a century and is currently in the development phase of utilizing its North and South sides to include Visitor Centers and visitor attractions. The South side is to feature a guided walking tour on top of the bridge, while the North side is to offer a more expansive visitor center featuring luxury dining, 4K screening room, and elevator/viewing platform. Grant Leisure was commissioned to conduct a feasibility study and develop a marketing and sponsorship program for the visitor centers.
The Palace of Westminster is the meeting place of the House of Commons and the House of Lords, the two houses of the Parliament of the United Kingdom. Grant Leisure was commissioned by Black Rod, senior officer to the House of Lords, to develop the first-ever tour program for the Houses of Parliament. Grant Leisure was also responsible for arranging the option for guests to dine in the House of Commons – Members Dining Room after the tour. Following this historic programmatic change for the Houses of Parliament, many additional programs have since been set in motion to promote visitation to the Palace of Westminster.
Industry Innovation
Opposite the Houses of Parliament, on the South Bank of the River Thames, stands the London Eye. With its panoramic views, the London Eye is currently Europe’s tallest observation wheel and the single most visited attraction in the United Kingdom. Grant Leisure was commissioned by British Airways to provide a feasibility analysis, corporate hospitality and sponsorship program, and operating strategy, and additionally managed both the tender process and selection of an operator. Following the London Eye’s success, observation wheels have significantly grown in popularity, many of which are modeled after their predecessor.
Grant Leisure was commissioned by the Casino Reinvestment Development Authority (CRDA) in Atlantic City to conduct a Feasibility Analysis on the viability of integrating an International Swimming Hall of Fame (ISHOF) facility with a hotel on the Boardwalk. This project came about as one of several steps in the local government’s plan for repositioning Atlantic City as a destination for business, wellness, and alternative entertainment. Grant Leisure reviewed every site on and around the Boardwalk in order to identify all existing and potential synergies, competition, and development opportunities that could affect the ISHOF facility. This review uncovered a municipal need for convention space, performance venues, medical tourism, and cultural attractions. With this information in hand, the project team managed to enhance the ISHOF concept to fulfill all these requirements and the subsequent Financial Appraisal certified that the facility would ultimately service its own debt and yield a large margin of return for the developer.
The Phinda Private Game Reserve is a 170 km² private game reserve situated in KwaZulu-Natal, South Africa. Grant Leisure was appointed curatorial advisor to the project by a Cape Town consortium that purchased 14,000 hectares of land between KwaZulu-Natal and Mkuze National park. Grant Leisure spearheaded the effort to connect the 2 national parks, creating the Phinda Private Game Reserve. The land was then traded to the Minister of the Interior for the rights to construct 5, 25-room luxury lodges on the site. The KwaZulu tribe was appointed as partners to the project, whereby Grant Leisure developed a working social order allowing the tribe to participate with all aspects of the development and operation of the lodges.
Bluewater sits on 240 acres of land in East Kent. The property features 26 acres of lakes, a host of botanical gardens, walking trails, pavilions, and fountains throughout the heart of its retail center. Grant Leisure was commissioned by Shearwater Developments to conduct a feasibility study for the development of leisure elements for the shopping center. Today, Bluewater serves over 42 million guests annually and is the first retail center in the United Kingdom to feature integrated leisure elements with the shopping experience.