

# Shearwater Adventures Ltd.

Michelle Reeser

*The University of Alabama*

Allen Roberts, sitting in his office in the Shearwater Adventures warehouse in Victoria Falls, Zimbabwe, was contemplating his company's future in light of the serious problems it was encountering in conducting its outdoor adventures. Tourism in Zimbabwe was down 75 percent over 1998 highs, and inflation was 1,200 percent, causing prices to double every 22 days. However, over the last two years, Shearwater's sales had risen by 22 percent and 39 percent, respectively. Shearwater was by far the market leader in the Victoria Falls area, with an 80 percent share.

Despite its dominance in the Victoria Falls area and its position as market leader for the entire African continent, Shearwater Adventures had many competitors in the outdoor adventures business. At issue was how to continue to dominate the market while maintaining its reputation as a successful outdoor adventures operator.

As Allen Roberts was preparing to develop his strategy and business plan for the coming year, he was beginning to wonder if there was any future in the adventure industry in Victoria Falls. Roberts and his management team had already cut Shearwater's expenses to the bone and had even given up their company cars for motorbikes.

## ALLEN ROBERTS

Allen Roberts was educated in the United Kingdom at Nottingham University, where he majored in quantity surveying. This special course required classes in architecture and detailed cost estimation. However, like a lot of students in their 20s, he was not really interested in going to work, so he followed his passion

of kayaking. He became a competitive kayaker, entering numerous tournaments all over the world. In 1991, Roberts realized he could not make a career of kayaking and acted on a friend's suggestion to go to Victoria Falls and try his luck at rafting the Zambezi River.

As soon as Roberts made his first trip, he was hooked on the Zambezi, and thus a new passion was born. The Zambezi was generally regarded as offering the best white-water rafting in the world. As Roberts said, "The rapids are huge, the water is warm, the weather is great, and the scenery stunning."

After working in Africa for a while, Roberts traveled to the United States and tried his luck at canoeing and white-water rafting in West Virginia and then in Pennsylvania. During his time in the States, Roberts also gained valuable experience making videos of rafting trips and selling the copies to participants. Soon, however, he decided to return to Africa and Victoria Falls for good.

A friend of Roberts's named Mike Davis had, in the previous rafting season, started making videos of Zambezi River rafting trips and had secured the rights to do so for the next season. Knowing that Roberts had been making videos in the States, Davis approached Roberts about working together, and their business soon expanded to produce both videos and photos. The profit was so tremendous on the videos and pictures that Davis and Roberts were making more money than the owners of the rafts. This did not go unnoticed by the raft operators.

Roberts and Davis were having the time of their lives. As single young men, they were making good money with few expenses. Roberts says that his only necessities were food, beer, and the occasional date. The long term was not in his thoughts because he was having too much fun.

In 1995, the manager of Shearwater Adventures approached Mike Davis and asked if he would like to form a partnership. Davis agreed immediately. The

Shearwater owners soon realized that Roberts and Davis were first-rate entrepreneurs, and the two were put in charge of all Shearwater operations. Davis was in charge of running the rafting adventures, and Roberts became a partner in the video and photo section, which at the time was the most profitable area. Roberts was 25 years old.

Business was good for Shearwater at that time. Tourist arrivals to Victoria Falls were growing rapidly. However, in 2000, Davis decided to leave the group to pursue new ventures. Roberts not only stayed on at Shearwater but also assumed the role of CEO, taking a personal 25 percent stake in the company. It was under Roberts's leadership that Shearwater not only grew to dominate the Victoria Falls outdoor adventure market but also became the most well-known adventure tour operator in all of Africa.

## THE INDUSTRY

One expert estimated that the extreme and adventure sporting industry was in the \$100 million range. However, it was believed that, due to the fragmented nature of the industry, this estimate of the industry's size was too low and that a more accurate estimate would place it in the \$400 to \$500 million range with over 40 areas of activity and 250,000 operators worldwide. Some players in the industry were experiencing growth rates as high as 12 percent annually. Extreme and adventure sports were growing as working people looked to find more exciting ways to enjoy time away from their jobs.

Thus, the extreme and adventure sports industry not only was fragmented but also had the characteristics of an emerging business. Most companies defined extreme and adventure sports as those activities requiring special equipment and one or more trained guides. The difference between an extreme sport and an adventure sport was simply a matter of word choice: a company's advertising could use either term according to how the company wanted to portray the activities it offered to customers. The wide range of activities included bungee jumping, skiing, hiking, biking, climbing, horseback riding, and going on safaris. The most popular attraction, however, was white-water rafting. Many companies offered individual trips or package deals categorized by the number of days they took.

Like other industries in the 21st century, the extreme and adventure sporting industry had a global presence. Adventure seekers were offered not only a

wide range of activities but also a wide range of locations. While one person could seek adventure on a safari in Africa, another could choose to race down the rapids in North America's Rocky Mountains. However, as competitors looked to grow their market share and increase their customer base, they tended to concentrate on competition at the local level while considering attracting customers on the global level to be more of an obstacle. With the average female customer at 46 years old and the average male customer at 50 years old, successful players in this market had to find a way to cater to an aging customer base while continuing to attract college-age and young adult customers.

It was no surprise that the target age in the extreme and adventure sports industry ranged from the mid 40s to early 50s. Those were the years when everyday life became more and more hectic and disposable income increased. With a societal push to stay young at heart and the realization that money can't always buy happiness, adults were looking for ways to break free from the sometimes mundane life of office work and the acquisition of possessions. As one industry expert stated, "How many homes and SUVs can one person own?" In addition to a new mind-set, adults were also influenced by many other factors. An increased focus on healthy lifestyles was prompting consumers to choose vacations that also provided a means of exercise.

Entertainment media were also helping the cause of extreme and adventure sports. ESPN's X Games were gaining popularity, and reality TV shows such as *Survivor* and *Fear Factor* were sparking the interest of millions to take part in their very own adventure. It was also much easier than ever before for people to travel long distances for vacation, making seemingly remote locations such as the Zambezi River not so remote after all. Outdoor adventure companies' knowledge base and the quality of their equipment were also continuing to improve, allowing even the most conservative adventurer to feel safe.

Within this industry, white-water rafting in particular had many positive qualities, but what did it take for a rafting company to be competitive? Players in the field consisted of two types: young college grads looking for adventurous jobs, and experienced tour operators with an average of 15 years in the industry. Mature companies were faced with aging equipment and owners who were getting older and out of shape.

The cost of entering the industry could be as low as \$20,000 for a small operation that simply ran rafting trips or as high as \$200,000 for a full-service

operation offering a combined transport, rafting, shopping, and lodging experience. While it was difficult to start an operation in the United States, due to the cost of permits, opening an adventure operation in some countries such as South Africa could be as easy as just having a white-water raft. However, to achieve long-term sustainability, the leader of the company had to be shrewd and had to know the financial status of the company down to the last penny. Industry leaders were also partnering through acquisitions, organized associations, and reseller networks in order to increase repeat bookings from satisfied customers.

The value chain was critically important for international extreme adventure companies because only 30 percent of customers booked an adventure in advance. If an operator could link up with a travel company such as Thompson Tours (see, e.g., [www.thompsonsafrika.com/ZimbabweVictoriaFallsDayToursAndAdventureExcursion937.aspx](http://www.thompsonsafrika.com/ZimbabweVictoriaFallsDayToursAndAdventureExcursion937.aspx)), then it could ensure that visitors had prepaid for the adventure and could thus better predict the current demand. Other key success factors included repeat bookings and cross-selling—companies that could offer a variety of activities had a much higher probability of gaining repeat business.

Advertising was key to attract tourists who had not yet chosen an adventure activity upon arrival in the local market. Because competition was concentrated at the local level, marketing techniques had to focus on maximizing operations through local avenues. Adventure sports companies in Victoria Falls,

for example, had to target tourists as soon as they entered the area. They formed partnerships with shuttle drivers from airports and set up offices in key hotels. Credibility was added when locals supported the operation. Another successful means of boosting sales was to expand operations into tourist transportation. Instead of merely investing in partnerships with drivers, an adventure sports company could invest in one or more modes of transportation to directly target customers at the start of their vacation. Placing ads in travel guides, magazines, and high-traffic Internet sources was another way to reach a wider range of customers from different geographical locations and different age brackets.

In the case of Shearwater Adventures, word of mouth played an important role in new sales. After covering advertising on a local level, Shearwater also partnered with leading tour operators such as Jenman African Safaris ([www.jenmansafaris.com](http://www.jenmansafaris.com)) to boost its reputation and reach a wider audience.

## SHEARWATER ADVENTURES

As Allen Roberts looked to strengthen his 80 percent market share in the Victoria Falls area, one strategy he considered was to acquire other companies. Having a knack for attracting the right person for the right job, he also continued to build a solid management team. Shearwater's financials are shown in Exhibit 1.

### Exhibit 1 Shearwater Adventures' Financials, 2004–2006 (in U.S.\$)

	2004	2005	2006
<b>INCOME STATEMENT DATA</b>			
Revenue	\$2,246,680.64	\$3,386,586.27	\$3,926,063.10
Cost of sales	(673,059.05)	(1,066,122.08)	(1,127,835.02)
Gross profit	\$1,573,621.59	\$2,320,464.19	\$2,798,228.09
Other income (rents, helicopter charters, disposal of old equipment)	158,967.96	820,139.74	352,561.20
Total gross profit	\$1,732,589.55	\$3,140,603.93	\$3,150,789.29
Variable costs	(248,938.18)	(688,884.06)	(741,124.77)
Contribution	\$1,483,651.37	\$2,451,719.87	\$2,409,664.06
Staff overheads	(871,918.83)	(1,737,485.86)	\$(927,162.87)
Corporate overheads	(971,329.69)	(1,146,931.73)	(1,167,647.94)
Net profit (loss)	\$(359,597.15)	\$(432,697.71)	\$314,853.25
<b>OTHER DATA</b>			
Customers	26,351	36,056	41,868
Average revenue per customer	\$85.26	\$93.93	\$93.77

Roberts had differentiated Shearwater Adventures by offering far more adventures than any of his competitors—see Exhibit 2.

Roberts knew that Shearwater's competitors had only three options to offer at most—white-water rafting, boating, and riding elephants—but that they could add more in the future. Two concerns were that

(1) it was not expensive for a company to add an adventure to its lineup, and (2) there was talent in the area that could either devise a new adventure or that could simply copy Shearwater's offerings.

One of the bright spots for Shearwater Adventures was its addition of bundled activities—packages allowed customers to choose from a selection activities

## Exhibit 2 Representative of Shearwater Adventures' Offerings

The screenshot shows the Shearwater Adventures website. The top navigation bar includes links for Home, Whitewater Rafting, JetBoat, Helicopters, Elephants, Bungi, Ticket to Adventure, About Zimbabwe, About Us, and Contact Us. The main header features the Shearwater Adventures logo with the tagline "...welcome to our world of adventure..." and a large image of a rafting team on the Zambezi River. A navigation menu on the left lists various activities: Victoria Falls - Home, Contact Us, Victoria Falls Ticket To Adventure, New Adventures!, Victoria Falls Whitewater Rafting (One Day Trips, Overnight & Multi-Day, Riverboarding, Safety & Quality, Zambezi River & Rapids, Water Levels & Seasons), Victoria Falls Jet boats (Intro to Jet boating, Jet Boating Trips, Batoka Gorge, Jet Boating Safety, Jet Boat Specs), Victoria Falls Helicopters (Flight Options, Helicopter Charters, Gorge Rescue), Elephant Back Safaris (Elephant Safaris, Jumbo Junction, About the Elephants, Elephant Profiles, Elephant Guides), Victoria Falls Bungi (Bungi Jump Options, Bungi Jump Safety, Bridge History), About Zimbabwe (Zimbabwe Information, Victoria Falls, Victoria Falls Map, Zimbabwe Destinations), Vic Falls Accommodation, About Shearwater, Picture & Video Gallery, Testimonials, and News.

The main content area is titled "Rafting Adventure" and focuses on "One Day Rafting Trips - Zambezi River". It includes a description of the trip, "One Day Trip Options" (Low Water, Half-day rafting, Full-day rafting, High Water, Full day only), a list of inclusions, a "Remember" section with safety tips, and "One Day Rates". Two images show rafting teams in action. A prominent "ENQUIRE NOW!" button is visible in the top right and bottom right of the page.

**Home** Whitewater Rafting JetBoat Helicopters Elephants Bungi Ticket to Adventure About Zimbabwe About Us Contact Us

**SHEARWATER ADVENTURES**  
...welcome to our world of adventure...

Shearwater / rafting / one day trips  
**> ENQUIRE NOW!**

## Rafting Adventure

### One Day Rafting Trips - Zambezi River

Get ready for a very wet, adrenalin-filled day. The rapids are all grade 4 and 5, making for big white water. Calm pools of water separate the rapids - perfect for getting your breath back and admiring the spectacular scenery before you tackle the next one. Depending on your adrenalin limit, there is the option of enjoying either a half-day or full day white water rafting trip.

**One Day Trip Options**  
**Low Water** (approx August to January)  
**Half-day rafting**  
 AM Check in 7:45, Three 10 Parkway, return 14:00 (rapids 1 - 10)  
 OR  
 PM Check in 10:30, Three 10 Parkway, return 17:00 (rapids 11 - 21)  
**Full-day rafting** - rapids 1 - 21  
 Check in 07:30, Three 10 Parkway, return 17:00  
**High Water** (approx February to July)  
**Full day only** - rapids 11 - 24  
 Check in 07:30, Three 10 Parkway, return 17:00

**One Day Trip includes:**

- Courtesy transfers from major hotels / lodges in Vic Falls
- Morning tea / coffee
- Transfers to and from the gorges
- Minerals and beers at the end of the trip
- Certificate to prove you braved the Zambezi
- Videos & photos shown in The Wild Thing Action Bar at 19:00

**Remember**

- Wear light, easy drying clothing and shoes suitable for rafting
- Bring sunscreen
- Do not bring valuables and attach all glasses securely to you
- We do not advise bringing cameras, but you may, at your own risk
- USD 10 National Parks River Usage Fee is NOT included and needs to be paid in Cash.

**One Day Rates**

Full-day trip - USD 100.00  
 Half-day trip - USD 100.00  
 Specialist trips - can be tailor-made for groups on request

**> ENQUIRE NOW!**

## Jetboat Adventure

### Zambezi River Jet Boating Trips

Prepare for an action-packed, adrenalin-filled 30-minute jetboating experience in one of the most spectacular settings in the world. After donning your lifejacket and helmet and listening to a detailed safety briefing, your driver will take you on a quick warm-up. Nothing quite prepares you for the thrill, when your driver suddenly goes full throttle and you go shooting up the first rapid, heading for the base of the magnificent Falls. In between spurts of wind-swept madness, you will be given a brief talk on the geological formation of the gorge and Falls and the history of the famous Victoria Falls Bridge.



#### River Trip includes:

- Courtesy transfers from major hotels / lodges in Vic Falls
- Transfers to and from the gorge
- Minerals and beers after the trip

#### Remember :

- There is a steep climb into and out of the gorge
- The age-limit for the Shearwater Jet is 8
- The trip takes approximately two and a half hours from pick up to drop off
- All trips are subject to water levels and are governed by weather conditions

#### Rates

Action Jet Adventure - USD 75

[> ENQUIRE NOW!](#)

## Helicopter Adventure

### Victoria Falls - Flight Options

#### "The legendary Flight of Angels"

Coined by David Livingstone when he first documented discovering the Falls: "A sight so wonderful that angels must have gazed down on it in flight", the "Flight of Angels" is the most popular of the flight options.

Departing from the helipad, located just 3 kilometres from the Victoria Falls town centre, the "Flight of Angels" is a scenic flight over Victoria Falls with an airtime of 12-13 minutes.

Flying lower than a conventional, fixed-wing aircraft, you will fly a complete circuit over the Falls in both directions, giving you the best views of the Falls. A quick trip up river and back over the Zambezi National park completes your flight.



#### "The Game Flight"

This option is the same as the "Flight of Angels", but with a longer flying time, with the express purpose of spotting game.

30-minutes of airtime takes you firstly over the Falls and then up river and over the Zambezi National Park. The best times for the game flight are early morning and late afternoon. Whilst we cannot guarantee that you will spot game, elephant, buffalo, hippo, crocodile, rhino and giraffe can all be found in the Zambezi National Park and can be seen from the air.



#### Please Note:

- Each helicopter has a middle seat so there is no guarantee of a window seat. Window seats may not be booked – they are on a first come first served basis.
- Our helicopters provide service to the Medical Air Rescue Service for all its search and rescue operations. Should an emergency arise, your flight may have to be cancelled and rescheduled.
- Flights may also have to be cancelled due to bad weather. Should you not be able to reschedule your flight, a full refund will be given.

#### Trip includes:

- Transfers from all major hotels in the Victoria Falls town

#### Rates

Flight of Angels - USD 90.00  
Game Flight & Flight of Angels- USD 170.00

[> ENQUIRE NOW!](#)

## **GAME DRIVES**

### **DUSK AND DAWN WILDLIFE EXPERIENCES**

Join us for a morning or evening game drive. Capture the essence of the African bush at its best in the age old tradition of game driving. Open, well kitted four-wheel drive vehicles will take you on a meander along the shores of a scenic lake, through basalt plains to Teak forests and Kalahari sands within the Nakavango Private Game Reserve.



Let your professional guides impart their immense knowledge of the many species of mammals, birds and other wilderness elements that you will encounter. The reserve is only 20 kilometers out of Victoria Falls yet one feels miles away from the hustle and bustle of daily life. Only two game drive vehicles are permitted in the reserve at any one time, giving you the feeling of absolute exclusivity. The Nakavango Game Reserve is a privately owned estate which is home to an abundant variety of wildlife.

#### **What are the highlights?**

- Highly trained professional guides with extensive knowledge in various fields are there to enhance your wildlife knowledge and give you further insight to your game drive experience.
- Only two game drive vehicles are permitted in the reserve at any one time using different routes, thereby ensuring you a peaceful, undisturbed game viewing experience.
- Relax after your night drive, enjoying your bush dinner under the grandeur of the starlit African sky. Listening to the night sounds of the bush as animals draw close to drink by the waterhole.

#### **RATES:**

Game Drive (am or pm) - **USD 60.00**  
Night Drive - **USD 75.00**

**> ENQUIRE NOW!**

## **GAME WALKS**

### **NAKAVANGO WILDLIFE TRAILS**

Experience wildlife trails in the footprints of your ancestors on the private Nakavango Game Reserve, which is home to abundant wildlife. Let our professional guides show off this magnificent African wildlife paradise.



#### **What are the highlights?**

- Experience the laws of nature as you amble through the bush, seeking out in more detail the wonders of the natural world around you.
- Our guides are extremely well versed in all elements of the bush and can pay attention to detail of even the smallest aspects.
- Learn important lessons about the natural elements of being part of this wildlife wonder where we are the visitors. Use these skills to encounter the game more closely.
- Let your natural senses and instincts come to life as you retune your sensory perceptions to the sounds and smells of the wild.

#### **RATES:**

Game Walks (am or pm) - **USD 75.00**

**> ENQUIRE NOW!**

## **LION ENCOUNTER**

### **WALK WITH THE PRIDE**

Taking approximately one hour this amazing experience is a great addition to Vic Falls, Africa's adventure capital. No leashes or collars the pride runs freely with you through the bush. You may even be lucky enough to experience a stalk on some of the wildlife species, which abound in the Nakavango game reserve.



#### **What are the highlights?**

- Enjoy the spine tingly thrill of your first encounter as the lions brush past you, zigzagging between your legs as they move to take the lead.
- Feel the freedom that these amazing cats enjoy in the wild.
- You will have the opportunity to walk, interact and observe the pride in their natural environment.
- Learn many interesting facts about the lions from your professional guide who has been around these royal African cats for most of his life.
- Watch the cubs in awe as they climb the trees to a surprising height and share in the humour at their indecisiveness as they contemplate their trip back down again.
- You may be lucky enough to feel the intensity of the lions as they attempt a stalk on the various antelope species that abound in the game reserve.
- Remember you are not taking the lions for a walk they are allowing you to be part of their pride for a while; this will be your greatest adventure in Africa.

#### **RATES:**

Half Day Trip - am or pm - **USD 100.00**

**> ENQUIRE NOW!**

## **SHEARWATER CANOEING**

Escape from the mad rush of everyday life with Shearwater upper Zambezi canoeing. Gently paddle your way down the upper Zambezi River, enjoying the playground of the hippo, the shimmering green home of the crocodile and the watering holes of the buffalo and elephant as you canoe against the majestic backdrop of the Zambezi River.



#### **What are the highlights?**

- Our guides' expertise and knowledge.
- The peace and tranquility of the upper Zambezi
- Only in a canoe do you have the chance to get up close and "personal" with the African elephant.
- Wonderful bird life
- A true wilderness experience
- Drift past pods of Hippo.
- Ilala Palms standing tall on the islands and banks.
- The canoe trip is an educational trip highly recommended for bird lovers.

#### **RATES:**

Half Day - am or pm - **USD 75.00**

Full Day - **USD 95.00**

Two Day and Overnight Camping - **USD 240 .00**

Zambezi Wine Route - **USD 60.00**

**> ENQUIRE NOW!**

### **SHEARWATER RIVER SAFARIS**

Cruise peacefully exploring the islands and channels, which are home to such southern African mammals as the elephant and hippo and many rare species of birdlife such as the African Finfoot, Open-billed Storks, Yellow-billed Storks and Sacred Ibis. Our guide will describe the flora and fauna, birdlife and game as you sit back and relax in the comfort of our safari boat, venturing into waters unchartered by the larger cruise boats, enjoying the excitement of a water-borne safari experience.



#### **What are the highlights?**

- Watch the spray of the falls, 'the smoke that thunders' as you sit back and enjoy a glass of chilled wine.
- Personalised guided safari of the upper Zambezi River
- Maximum of 10 people per trip
- Our safari operates in the river area just above the Victoria Falls, where larger cruise boats are unable to go.
- A peaceful and secluded safari.
- Encounter game and bird life up close and personal.
- Explore the nesting area of some of Africa's exquisite birds such as the white-faced bee-eater.
- Watch the Sacred Ibis, Cattle Egrets and Spoonbills flocking home to roost.
- Home to many of the southern Zimbabwe specials.
- Enjoy the African sunset and the silhouetted Ilala palms.

#### **RATES:**

River Safari - **USD 45.00**

**> ENQUIRE NOW!**

### **VICTORIA FALLS BRIDGE TOURS**

#### **'Why walk over it when you can walk under it?'**

Let us take you on a hundred year journey under the Victoria Falls Bridge. Discover Cecil John Rhodes plans for his Cape to Cairo Railway. Discover how the bridge was constructed and how a full locomotive was transported across the gorge before the actual completion of the bridge and why. Our highly trained and experienced guides will ensure a safe and informative 2½ hours on and around the bridge.



#### **What are the highlights?**

- The trouble-free transfer to and from the bridge.
- Seeing and experiencing a hundred years of Victorian Engineering.
- Informative talks on the history of the bridge.
- Magnificent views of the Victoria Falls and Batoka Gorge.
- Seeing a bungi jump up close and personal.
- The camaraderie involved in checking your buddy's safety systems.

#### **RATES:**

Historical Bridge Tour - **USD 45.00**

**> ENQUIRE NOW!**



## **SHEARWATER ULTRALIGHTS**

Set your imagination free and get in touch with all your senses as you embark on the flight of a lifetime in our open cockpit ultralights. Taking off from the awesome Zambezi River in our floatplane or from our bush strip in the Zambezi National Park; then flying over the magnificent Victoria Falls for unparalleled viewing and photographic opportunities. Nothing beats the freedom of your ultralight flight.



### **What are the highlights?**

- Being the sole passenger, you receive the one-on-one personal attention of the pilot.
- Ultralight flying offers you the most exhilarating unobstructed, breathtaking view of the magnificent Victoria Falls and surrounding areas—sit back, relax and enjoy it.
- Take your own camera equipment/video equipment and take back a memory of your unique flight exactly as you perceived it.
- Being the only floatplane available in Victoria Falls we offer you a unique opportunity not available through any other operator, as you gently take off and land from the mighty Zambezi, sharing the river with many pods of resident hippos.
- The ultralight aircraft is the quietest aircraft operating in the Falls and allows you to cruise over the game in the Zambezi National Park without disturbing them.
- Cruise above the Zambezi River perhaps spotting elephants crossing from island to island, or pods of Hippo's playing in the water beneath.
- The float plane jetty site is just 3 km's from town situated on the banks of the Zambezi.
- The bush airstrip is situated just 5 km's from the centre of Victoria Falls in the national park.

### **RATES:**

Bush Ultralight Flight of Angels - **USD 100.00**  
 Ultralight Game Flight & Falls Flight - **USD 170.00**

**> ENQUIRE NOW!**

<b>Victoria Falls</b> » Ticket To Adventure «
» New Adventures! «
<b>Victoria Falls Whitewater Rafting</b> One Day Trips Overnight & Multi-Day Riverboarding Safety & Quality Zambezi River & Rapids Water Levels & Seasons
<b>Victoria Falls Jet boats</b> Intro to Jet boating Jet Boating Trips Batoka Gorge Jet Boating Safety Jet Boat Specs
<b>Victoria Falls Helicopters</b> Flight Options Helicopter Charters Gorge Rescues
<b>Elephant Back Safaris</b> Elephant Safaris Jumbo Junction About the Elephants Elephant Profiles Elephant Guides
<b>Victoria Falls Bungi</b> Bungi Jump Options Bungi Jump Safety Bridge History
<b>About Zimbabwe</b> Zimbabwe Information Victoria Falls Victoria Falls Map Zimbabwe Destinations
<b>Vic Falls Accommodation</b>
<b>About Shearwater</b>
<b>Picture &amp; Video Gallery</b>
<b>Testimonials</b>
<b>News</b>
<b>Newsletters</b>
<b>Related Links</b>

# ELEPHANTS

## S A F A R I S

### **PRESS STATEMENT - Elephants, 5th January 2006**

This press release is issued in response to a number of reports that have recently appeared in the press concerning Shearwater and the elephants that are in our care.

[Download the Press Release](#)

### **Elephant Back Safaris**

Upon arrival, your guide will give a quick introductory talk and safety briefing. You will then be introduced to your induna (elephant carer) and the elephants themselves. On mounting the elephants, the safari begins – view game whilst riding game, savouring the experience of crashing through the African bush atop a gigantic pachyderm. Your safari ends with a short training session and interaction with the elephants followed by breakfast, lunch or snacks (depending on the safari).



### **Sunrise Safari**

Operating all year round, this Safari begins from 06:30 and finishes at 12:00 with a continental breakfast in summer and a full English breakfast during winter.

### **Sundown Safari**

This option also operates all year round, with pick-up from 15:00 and drop-off at 19:00. Snacks and refreshments will be provided after the interaction with the elephants.

### **Jumbo Junction**

Operating all year round, your interaction with these majestic African creatures begins 11:00 and ends after lunch at 14:00. Transfers, lunch and refreshments will be provided.

**Please note that the Jumbo Junction does not include a ride on the elephants, merely the chance for you to interact with the elephants.**

### **Elephant Back Safaris includes:**

- Educational presentation
- Refreshments and either breakfast, lunch or snacks depending on the Safari
- Bottled water on the ride
- Transfers from all major hotels
- Medical Air Rescue Service

### **What to bring:**

- Neutral coloured clothes: avoid white and bright coloured clothes
- Long trousers, long sleeved shirt and closed comfortable shoes
- Wide brimmed hat
- A sweater is recommended for the months of May to August
- Sun block
- Binoculars
- Glasses and/or sunglasses
- Camera
- Personal medication Insect repellent

Please bear in mind that guests will be responsible for their personal effects whilst they are on the elephant ride. It is therefore advisable that belongings are kept to a reasonable limit.

### **Rates**

Half Day Safari am or pm - USD 100

Source: Company Web site, accessed April 17, 2007.


for one price. Shearwater used the phrase “Ticket to Adventure” to describe its bundled activities—see Exhibit 3.

While Shearwater Adventures faced serious threats, there was a defense or a solution for each one. As Zimbabwe tackled its economic and politi-

cal instability, Shearwater could look to neighboring countries for hope. Victoria Falls, however, was a precious commodity, and Shearwater would have to consider that in any plans for relocation. It was crucial for Allen Roberts to increase prebookings of Shearwater adventure tours as a defense against

### Exhibit 3 Shearwater Adventures' Package Offerings

[Shearwater / ticket to adventure](#)




---


**Victoria Falls - Ticket To Adventure**

---

A new and exciting way to buy your adventure activities. You make huge savings and get to choose what to do and when to do it. Choose from any of our special Tick-it to adventure packages shown below.

---






**OPTION ONE**


You get a Sunset Cruise (valued at USD 35.00) plus your choice of any **TWO** activities from the list below.

**PRICE: USD 170.00**  
 Save up to USD 75.00 off normal prices.  
 Plus any additional Shearwater product for only USD 70.00.  
 Cruise to Safari Jet Upgrade USD 20.00

**> ENQUIRE NOW!**

---



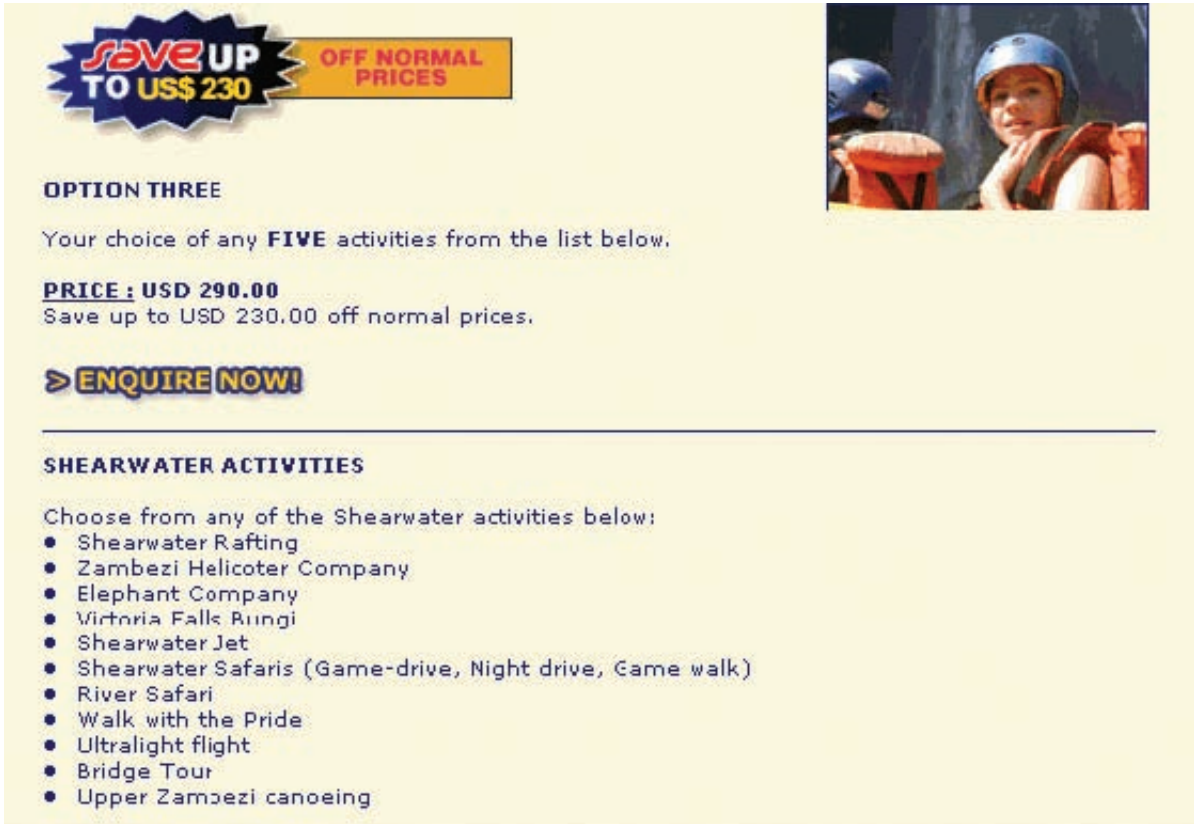


**OPTION TWO**

Your choice of any **THREE** activities from the list below.

**PRICE: USD 205.00**  
 Save up to USD 110.00 off normal prices.  
 Plus any additional Shearwater product for only USD 70.00

**> ENQUIRE NOW!**



**save UP TO US\$ 230 OFF NORMAL PRICES**

**OPTION THREE**

Your choice of any **FIVE** activities from the list below.

**PRICE : USD 290.00**  
Save up to USD 230.00 off normal prices.

**> ENQUIRE NOW!**

---

**SHEARWATER ACTIVITIES**

Choose from any of the Shearwater activities below:

- Shearwater Rafting
- Zambezi Helicopter Company
- Elephant Company
- Victoria Falls Bungi
- Shearwater Jet
- Shearwater Safaris (Game-drive, Night drive, Game walk)
- River Safari
- Walk with the Pride
- Ultralight flight
- Bridge Tour
- Upper Zambezi canoeing

Source: Company Web site, accessed April 17, 2007.

competition and to use its existing capacity to accommodate more customer bookings for its adventure tours to its advantage. If Shearwater Adventures

was to remain the number one adventure tour operator in the Victoria Falls area, what were the next steps in the game plan?