IAAPA
Examination Syllabus
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▶ IAAPA CERTIFIED ATTRACTIONS PROFESSIONAL (ICAP)

IAAPA CERTIFIED
ATTRACTIONS PROFESSIONAL

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IAAPA Certified Attractions Professional (ICAP) Exam Syllabus

Developed by global attraction industry subject matter experts, with oversight by the IAAPA Global Education Committee, and support through a third-party psychometric firm that specializes in certification program development, IAAPA presents the following examination syllabus for the IAAPA Certified Attractions Professional (ICAP) certification program. The syllabus is the outcome of the work undertaken and completed in 2020.

The content of the exam (domains, and topics covered) have been determined through a global research and analysis study that included feedback from global attractions industry practitioners, subject matter experts and experts in the development of the certification programs.

The exam is only one step in the process that allows someone to become certified. Other requirements are outlined in the IAAPA Certification Handbook..

Examination Syllabus Structure:
The examination syllabus is structed in a hierarchy that resembles the following:
- Domain
  - Sub-Domain
    a. Examination Topics

ICAP Examination Domains, Sub-Domains, and Exam Topics:
The ICAP examination is divided into 5 sections (domains).

ICAP Examination Domains	Number of Questions	Time to Complete
Facility Operations, Entertainment, and Guest Relations	60	
Revenue Operations and Financial Management	55	
Safety and Security	40	240 Minutes
Marketing and Public Relations	20	
Human Resources and Management	25	
Total	200	

ICAP Examination Topic Areas:
Each sub-domain contains the topics that are tested on the examination.

Domain 1: Facility Operations, Entertainment, and Guest Relations (60 Questions)

Sub-Domain: Operations Metrics

   a. Understand the difference between turnkey entertainment and facility-implemented show production costs
   b. Identify the target audience, demographics, and show types (including strolling entertainment)
   c. Knowledge of the items needed for entertainment productions and the costs associated with them
   d. Understand space requirements and decoration costs
   e. General knowledge of entertainment venue maintenance costs
   f. Estimate return on investment (ROI) for special events
   g. Understand cost-per-guest fees
   h. Schedule shows to enhance facility capacity at specific dates / times / seasons
   i. Utilize guest feedback to improve operations in the short- and long-term

Sub-Domain: Facility and Show Experience

   a. Understand elements of facility and show décor and design
   b. Understand the application of themes and purchasing of pre-, during-, and post-show entertainment
   c. Understand communication and signage regarding entertainment details (weather notifications, exceptions, delays, etc.)
   d. Knowledge of certifications and standards for entertainment-based special effects (e.g., fireworks)

Sub-Domain: Entertainment and Special Events

   a. Understand planning processes for special events (e.g., festivals)
   b. Coordinate all vendors, employees, and venue adaptations for event success
   c. Understand utilization of costume characters to fill voids of time in show capacity or to create show experience
   d. Understand implementation of strolling shows and entertainment for queues and dining areas

Sub-Domain: Exhibit Education

   a. Plan experiences that educate, entertain, and are tied to the facility brand
   b. Understand proper staffing and maintenance schedules to ensure exhibit maintenance, care, and cleanliness
   c. Understand guest engagement strategy to enhance interest beyond the exhibit to draw additional attendance
   d. Understand how to develop exhibit experiences that address and incorporate different learning styles (kinesthetic, visual, auditory-musical, logical, verbal, etc.)

Sub-Domain: Entertainment Sustainability

   a. Basic understanding of cost-effective strategies to continually provide fresh quality entertainment (e.g., maintain current props, costumes, characters, and sets while introducing 25% change each season, changing scenery, but maintaining content, etc.)
   b. Develop content that becomes a "must see" attraction, has multiple years of entertainment, and has minimal capital expense
   c. Develop content that is appreciated across multiple target demographics

Sub-Domain: Guest Services and Hospitality

a. Identify and support a customer service model that fits the brand
b. Communicate effectively and appropriately with guests, taking into account cultural differences
c. Conduct training for effective guest communication and customer service
d. Manage social media interactions between staff and guests
e. Understand customer service techniques and strategies
f. Design and develop recovery toolkits (e.g., meal tickets, reduced future tickets, complimentary souvenirs)
g. Identify de-escalation techniques and understand how to manage aggressive guest behavior

Sub-Domain: Special Populations

a. Understand resources available for guests with disabilities (including temporary limitations)
b. Understand basic information regarding accessibility of all areas of the facility
c. Apply relevant regional regulatory guidelines in relation to guest requests (such as the Americans with Disabilities Act, laws/policies related to service animals, etc.)
d. Understand governmental requirements regarding accessibility of entertainment venues (building accessibility standards, assistive listening devices, sign language interpreters, individual devices for closed-captioning in movies, etc.)

Domain 2: Revenue Operations and Financial Management (55 Questions)

Sub-Domain: In-House Research and Development

a. Understand Costs of Goods, profit margin and loss/shrinkage, and loss theft and prevention
b. Understand budgets, projects, and per cap reporting
c. Recognize opportunities for upselling product and develop guidance for staff through the process
d. Understand proper procedures for guest processing during non-peak and peak line times

Sub-Domain: Food and Beverage

a. Create and adjust menu boards and signage for revenue generation and comprehension
b. Read, train, and align recipes within the venue/location and seasonal themes
c. Knowledge of executing recipes for serving, including product presentation
d. Understand management of Costs of Goods within a F&B environment through report creations reflecting sales and waste
e. Understand scheduling for front of house (FOH) and back of house (BOH) staff in non-peak and peak times, and special events
f. Train staff on alcohol and food safety laws and guidelines
g. Process rentals within the location for services and products offered

Sub-Domain: Merchandise, Retail Management, and Games

a. Understand causes of bottlenecks and how to adjust pathways and stock for flow of guests
b. Understand stockroom flow and replenishment
c. Understand product guidelines for proper storage, review and replenishment process, including in food and beverage and game environments
d. Interpret reports of sales, costs, and required stock/inventory (within correct PARs)
e. Conduct training on inventory process and storage
f. Knowledge of game product standards and how to order for events and daily business
g. Understand processes and procedures for game and prize handling

Sub-Domain: Ticketing and Admissions

    a. Understand how to adjust queue lines, ticket windows, and gates for efficient guest flow

    b. Manage various types of memberships, annual passes, group sales, and special program guests and sales

    c. Create selling guides for ticket and pass-selling use

    d. Understand how to fully use POS and reporting systems within location

Sub-Domain: Catering and Group Sales

    a. Create and adjust Banquet Event Orders (BEOs) for requested events

    b. Communicate requests to colleagues for needed supplies, tools, entertainment, and product, etc.

    c. Knowledge of how to acquire proper material, permits, and labor to execute catered events

Sub-Domain: Financial Metrics

    a. General knowledge of per caps and their statistical meaning to the organization

    b. General knowledge of labor to revenue ratios

    c. General knowledge of reports of sales and costs

    d. Basic understanding of how to assess and determine high-cost margin item

Sub-Domain: Budgets and Business Plans

    a. Analyze and identify trends in revenue and expenses over a specified period of time

    b. Basic understanding of current and future staffing needs in relation to strategic business objectives

    c. Basic understanding of the balance between holding too much or too little inventory and its effect on the organization

Sub-Domain: Operating Budget and Pricing

    a. Estimate the income and expenditures of an organization over a set period of time

    b. Basic understanding of the costs incurred by a business to acquire or produce the goods it sells

    c. Basic understanding of how to document the loss of raw materials

    d. Basic understanding of forecasting and projecting increases and decreases in the budget

    e. Knowledge of contract negotiations strategy

Sub-Domain: Capital Budget Management

    a. Basic understanding of how to evaluate potential major projects or investments, including ROI

    b. Basic understanding of business systems and infrastructure needs

Sub-Domain: Cash Handling and Credit Management

    a. Basic understanding of cash handling methods and controls

    b. Basic understanding of cash management and cash flow

    c. Basic understanding of loss and waste, and their effect on an organization

    d. Basic understanding of the difference in the amount of cash available at the beginning of a predefined period and the amount at the end of that period

Domain 3: Safety and Security (40 Questions)

Sub-Domain: Risk Management

    a. Understand the risk management process
    b. Conduct a risk assessment
    c. Knowledge of the Health and Safety duties of an employer
    d. Knowledge of the Health and Safety duties of an employee

Sub-Domain: Emergency Preparedness

    a. Develop emergency action plans
    b. Knowledge of appropriate evacuation procedures according to specific events
    c. Knowledge of Personal Protective Equipment (PPE) required for varying emergency response s ituations
    d. Understand necessity for and management of an Emergency Response Team
    e. Develop Incident Response Plans

Sub-Domain: Incident Management

    a. Identify appropriate operational procedures for managing hazardous substances in the workplace
    b. Knowledge of standard operational responses to natural disasters, weather, and critical incidents
    c. Understand operational initiatives to prevent the spread of disease (e.g., COVID-19)
    d. Knowledge of basic First Aid
    e. Implement Incident Response Plans

Sub-Domain: Food Safety

    a. Identify potential food safety hazards
    b. Identify solutions for controlling hazards
    c. Understand the need to maintain required records regarding food products and safety
    d. Knowledge of applicable food and alcohol safety laws and guidelines

Sub-Domain: Employee Safety

    a. Identify common hazards and risks in the workplace
    b. Understand the requirement to conduct and document compliance training
    c. Knowledge of how to mitigate and control for common hazards and risks in the workplace
    d. Understand how to train employees in workplace safety

Sub-Domain: Ride, Attraction, Show, and Facility Safety

    a. General awareness of venue-specific safety for both front- and back-of-house operations
    b. Knowledge of environmental and waste disposal procedures

Sub-Domain: Security

    a. Knowledge of basic security equipment operation
    b. Understand logistical necessities of providing security measures as needed (e.g., supplies, equipment, personnel, etc.)

Domain 4: Marketing and Public Relations (20 Questions)

Sub-Domain: Consumer Research and Competition Analysis

a. Solicit, collect, interpret, and act upon guest feedback data
b. Collect, interpret, and internally share competitor data
c. Understand seasonality and its effects on the attractions market
d. Understand and participate in SWOT Analysis Preparation
e. Transform a variety of collected data into reporting for upper-level management

Sub-Domain: Branding

a. Develop and align promotional and product content with brand standards
b. Ensure brand message consistency to target audience and to internal staff
c. Assess guest experience alignment with brand promise via online reviews/mystery shopper reports

Sub-Domain: Advertising

a. Understand online promotional and engagement methods, including social media and the profile of the target audience
b. Understand media planning and promotional calendars
c. Understand media buying, core marketing, and advertising terms (e.g., ROI, reach, etc.)
d. Understand direct marketing communication (e.g., brochures, coupons, trade shows, catalogs, direct mail campaigns, etc.)
e. Understand main features and steps in promotional campaigns
f. Understand how media outlets work and perform

Sub-Domain: Targets and Channels

a. Understand strategies for group and corporate sales
b. Understand and plan for loyalty / membership programs
c. Understand how to target special occasions (e.g., birthdays, anniversaries, etc.)
d. Knowledge of direct and indirect sales channels
e. Collect and evaluate ticket channel performance data
f. Awareness of special needs and key disability regulations
g. Understand guest demographic data

Sub-Domain: Communications

a. Create and deliver presentations to stakeholders
b. Create copy needed to support product marketing initiatives
c. Create crisis communications content
d. Knowledge of utilizing email marketing / CRM platforms

Sub-Domain: On-line Marketing

a. Understand digital advertisement functions (e.g., paid search, click metrics response effectiveness)
b. Understand messaging through social media platforms as voice of the brand and create messages using social media dialogues
c. Understand analytics used for social media key performance indicator (KPI) evaluation (e.g., followers, likes, shares)
d. Incorporate social media strategy within marketing plans in parallel with conventional promotional activities
e. Conduct and evaluate agency and influencer selection and feedback, including interviews
f. Develop core messaging and bullets for delivery to agencies and influencers

Sub-Domain: Products Development, Promotions, and Sales

    a. Conduct both planned and ad hoc initiatives to support new attractions and content, special events, and special offers
    b. Understand the effect of promotional efforts on profit and loss
    c. Ensure consistency of promotional communication to key accounts
    d. Understand yield management incorporating methods (e.g., dynamic, variable, savings pricing)
    e. Understand sales spanning the entire business from gate to group and indirect
    f. Knowledge of relevant distribution channels (e.g., direct, group sales, third-party OTAs)
    g. Coordinate activities with sales team

Domain 5: Human Resources and Management (25 Questions)

Sub-Domain: Recruiting and Staffing

    a. Understand appropriate and effective techniques for conducting interviews
    b. Identify job-required knowledge, skills, and abilities for facility positions
    c. Create and execute onboarding processes
    d. Understand competency-based recruitment and selection

Sub-Domain: Training and Development

    a. Understand the importance of a detailed planned induction, orientation, and on-the-job training program
    b. Understand how to conduct on-the-job training
    c. Actively participate in self-development programs
    d. Conduct training assessment of competence
    e. Guide staff and third-party vendors on company guidelines and procedures

Sub-Domain: Human Resources Legal Issues

    a. Understand the regional (local) local employer responsibilities for Team Member employment
    b. Support compliance with human resource policy
    c. Understand the basic principles of Equal Employment Opportunity (EEO)
    d. General knowledge of anti-harassment principles

Sub-Domain: Performance Management and Supervision

    a. Understand appropriate and effective techniques for conducting performance reviews
    b. Understand common strategies for addressing performance problems
    c. Understand best practice in leading team member briefings and meetings

Sub-Domain: Staff Engagement

    a. Understand the importance of engaging team members in the vision and mission
    b. Understand the value of ensuring that the organization is desirable as an employer
    c. Understand the importance of employee well-being programs
    d. Knowledge of diversity and inclusion in the workplace principles

ICAP Examination Choices:

Candidates have two choices when taking the exam for ICAP.

- Option One – traditional route.
  - Complete the entire 200 multiple-choice question exam in one attempt.
  - You will have 4 hours to complete the exam.
  - The below table illustrates the domains, number of questions per domain, and time to complete the exam.
- Option Two – micro-exam route.
  - You will take five separate examinations, one examination representing each domain.
  - The length of each exam varies from 75 minutes to 30 minutes.
  - The below table illustrates the domains, number of questions per domain, and time to complete each exam.

ICAP Exam – Micro-Exam Route (5 Individual Examination Option)	# of Items	Time to Complete
Facility Operations, Entertainment, and Guest Relations	60	75 Minutes
Revenue Operations and Financial Management	55	75 Minutes
Safety and Security	40	60 Minutes
Marketing and Public Relations	20	30 Minutes
Human Resources and Management	25	30 Minutes
Total	200	270 Minutes

Each option has its unique benefits.

Option One: Entire Exam in One Attempt	Option Two: Take five individual exams (micro-exams)
- You have four hours to complete all 200 questions. - Pay for the application and exam fee in one convenient payment. - This approach's benefit is for those who feel they are well rounded in all five domains of the examination. - This approach allows you to be most efficient with your time and achieve your goal of being certified much sooner.	- You have to take five individual examinations. - This approach's benefit is that you can prioritize your examinations, starting with the domains where you are most confident to least confident. - Pay for your application fee and each exam separately in a pay as you go structure. - Allows progress toward your certification goal without the added pressure of completing it in one exam.

- Once you choose an option to take the examination(s), you cannot change your mind.
- If you choose option two, you will receive a certificate as you complete each exam. However, you will NOT be able to refer to yourself as certified or use a designation after your name. Only once you complete all five exams will you be able to refer to yourself as an IAAPA Certified Attractions Professional and use the abbreviation ICAP after your name.

Exam Non-disclosure

The ICAP exam is a non-disclosed examination, which means that current exam questions and answers will not be published or divulged. Candidates are required to accept the IAAPA Terms and Conditions to begin the exam.

NOTE:
Exam topics and/or format are subject to change as approved by IAAPA's Global Education Committee.