
Mad Hopz Trampoline Park



**Target Market Project
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Introduction to Marketing: Practical Application
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The Marketing Environment

1. Industry Potential

The trampoline park industry has a significant amount of possible growth. This is a relatively new entertainment concept, so people are excited about it and customers want to continue coming back. In the past few years, various parks have been owned and operated both as franchises and family-owned business; however, many of them are run by franchises. For example, Sky Zone opened the first modern day trampoline park in 2004, but the industry quickly began to take off beginning in 2005 (Web. #2). Since that time, Sky Zone has been the leader in this industry and they alone have opened over 100 parks across the world—which is more than double what they originally anticipated (Art. #12). Just three years ago there were only 35-40 parks in operation, today the International Association of Trampoline Parks has identified over 280 existing parks or those in the developmental stages of opening (Web. #2, Art. #1). This shows that this industry is booming and as long as there is still a heavy demand, park operators will continue to supply locations. Recently, Forbes ranked Sky Zone as #55 on the list of America's Most Promising Companies in 2013, 2014, and 2015 (Web. #12). Along with many other recognitions, Sky Zone received #2 of Franchise Times list of “smartest-growing brands” in 2015 (Web. #2).

At Big Air, the average investment is \$1.5 - \$2.3 million; however, the typical annual profits exceed \$800,000. Big Air Laguna Hills received \$203, 850 for their first year's annual net ordinary income, and then it increased to \$856,807 by the second year (Web. #12). Also, Sky Zone reported to Bloomberg News that their 2011 annual revenue was \$15.7 million from four corporate and 15 franchise locations at the time (franchisees pay corporate 6 percent royalties on gross sales and another 1 percent for company-wide marketing), suggesting per-store revenue is more than \$2 million (Art. #9). This is a definitive example of how sales continue to increase with each passing year for these parks.

However, there are also doubts about the long-term growth of trampoline parks because they've only been around for a little over ten years. It's challenging to say whether or not customers will continue to come to the parks after the initial craze has blown over. Another reason that could prevent long-term success is the issue of safety. People have made the parallel between soft-contained-play areas (like Discovery Zone) and trampoline parks, and then saying they were exciting for a while, but the market eventually got bored of it (Web. #7).

Implications:

It's never possible to have a completely certain prediction, but looking at the increasing demand for parks, I think the trampoline industry will continue to grow with each passing year.

However, it is true that the market will get bored of the same old kind of park, so it'll be highly important for me to recognize that I am joining the industry later in the game and I will need to bring something new to the table. By choosing to open a new park, I will need to invest over a million dollars into opening the park; however, there is great expectation for a high annual revenue in return. It will be important for me to also recognize the safety costs and how that will play a role in the development of my park.

2. Current Trends in the Industry

Trampoline parks are a fairly new market, and therefore, there are many current trends. One of the biggest trends is providing programs for specific groups of individuals. Customers are looking to participate in programs that are specifically catered to their interests. All the competitors researched offer toddler times for children to jump with their parents; however, their pricing, age range, day of the week, and time slots differ by location (Web. #1, 2, 3, 4, 8, 11). Yet another specific program many parks are offering is special needs playdates. This allows individuals with special needs to participate in a fun and safe activity with others who are similar to them (Web. #2, 3, 11). Aside from these specific programs, many parks offer other events specifically targeted for teens during the weekends. Big Air has Cosmic Nights and Zero Gravity has Tween Nights that draws in teens by having exciting events with lower prices (Web. #2, 8). The average jumper age has transitioned from 17 to 10 in the past few years, so offering programs for young teens is one way to keep their market attracted in the parks (PI #6).

As the initial craze of indoor trampoline parks is dwindling, a new trend has been discovered. People are wanting more activities to keep them busy other than the classic trampolines. Parks have made the transition to having more activities for people to participate in. For example, laser tag, rock walls, bull riding, jousting stations, basketball, arcade games, and obstacle courses have been added to trampoline parks (Web. #1, 2, 3, 4, 8, 11). Originally, parks consisted of trampoline areas, foam pits, and dodgeball; however, customers really desire to have more options (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23,24 26, 27, 31, PI #1, 4, 6, 15). We are living in a more health conscious world than even just a few years ago, so individuals like the concept that trampoline parks are a great form of exercise (CI #6). Some parks even have special exercise programs to get an intense workout in (Web. #4, 8).

Another huge trend in this industry is to host birthday parties. Every park researched provides the ability to host birthday parties. Children's birthday parties are a constant trend; however, trampoline parks are now an option for a location. Parents are wanting their children and friends to have fun in an exciting, safe way, and these parks offer exactly that (CI #1, 12, 13, 19, 21). Parks host anywhere from 30 to 65 parties each week, and this is a huge factor to get returning customers (PI #2, 6).

Implications:

A new owner needs to do a lot of research in regards to trends— past, current, and future predictions. In order to bring customers in and keep them coming, much marketing research needs to take place so that the owner can see what the market is happy with and things in the industry that could be improved to create a better experience for them. Any owner needs to acknowledge that maintaining programs, offering lots of activities, being health conscious, and hosting birthday parties are an absolutely necessary thing to provide in order for their business to succeed. Trends are constantly changing, so an owner ought to constantly be looking at competitors and the industry as a whole in order to see how growth can take place because research needs to be continuous.

3. Acknowledgement of Competitive Factors

Direct Competitors:

- Big Air: trampoline park located in Buena Park, CA
- Sky Zone: trampoline park located in Anaheim, CA
- Sky High Sports: trampoline park located in Costa Mesa, CA
- AeroSports Trampoline Parks: trampoline park located in Corona, CA
- Get Air Surf City: trampoline park located in Huntington Beach, CA
- Zero Gravity: trampoline park located in Mounds View, MN

Potential Indirect/Secondary Competitors:

- Bowling Alleys because they are another popular indoor activity that attracts children and families. They are also a moderate form of exercise to those who take part.
- Indoor Arcades because they offer a variety of attractions for a similar target market with a similar price point.
- Rentable Inflatables because many parents rent these for their kids' parties and it is a mildly similar jump experience.

The industry is much more competitive than it used to be because there didn't used to be many parks; however, more continue pop up. In the near future, it will continue to become more competitive as trends change and parks are trying to keep up as new businesses are being created. The first Sky Zone opened in 2004, and that was the beginning of the current competitive market. Since then, many others parks have launched, especially within the past five years (Web. #2).

Implications:

As a new owner, I need to recognize that new competitors are constantly popping up. Not only are there direct competitors, but competitors also exist outside of the industry. The competition will never leave so it is important to know what my competitive advantages are. Once known, I should capitalize on those in order to draw more attention to reasons why customers should choose their business over the others. Research needs to play a huge role in identifying the strengths and weaknesses of both my business and also any competitors. By doing so, I can see why people are being drawn to specific industries and locations. Many customers are already loyal to a specific park because they like the location, the prices, the experience, the service— just to name a few. I will have to ask the question, “How can I get them to switch to my park?” I’ll be able to do this by providing the best park experience possible to my specific target market.

4. Acknowledgement of Technological Factors

Trampoline parks are constantly innovating their use of technology and discovering new demands that need to be met. Customers have certain expectations that need to be met and they will be impressed if a business takes it to the next level. One of the best ways that businesses can use technology is to use their website to its fullest potential. People expect to see hours, prices, programs, and photos about the specific park they are interested in. On the websites, customers want to be able to book parties there as well. In order to make this process as smooth as possible, individuals should be able to view times/dates that are available and all other party information (Web. #1, 2, 3, 4, 8). Also, it is important for parks to use social media as a means to connect to their market and share what is currently happening (Web. #1, 2, 3, 4, 8, PI #12).

Physically at the park, one issue that comes up is creating a comfortable environment for customers with the temperature (CI #17). As people are jumping around, they get hot and the business ought to take that into account when they set the A/C. Another role that technology plays is managing the inventory of how many jumpers there are at once. Some customers have complained that too many people are allowed into the park at once, and there ought to be a way to monitor that (CI #25). One way that parks track the number of customers at once is the use of computer software. With this, they use either stickers or wristbands to track whose time is up. Wristbands work better, but they cost much more than stickers (PI #1, 12). However, there are many issues with stickers— they fall off, they’re hard to read, and people switch their stickers with other customers (PI #2). As customers are jumping, they want to have an enjoyable time and music has the power to aid in this area. Both Big Air and Sky Zone have music playing in the background and customers seem to enjoy the selection that they have— they are especially interested in the idea of having a jukebox so that they can choose specific songs they want to

listen to (CI #1, 26, 27). The use of televisions is also something that is important at trampoline parks because they can display current happenings/promotions as well as broadcast sports games (CI #21). The selection of food is also another technological factor that affects the customer's experience (CI #2, 9, 11, 20, 26). The parks have a variety of drinks and foods that customers are able to buy.

Implications:

In order to enter this market, a business owner needs to acknowledge the huge role that technology plays and also the costs that come with it. An owner needs to keep up with the current expectations that customers have, yet they also need to know what their future customers are interested in— this knowledge is gained by researching how satisfied/dissatisfied current customers are and what they are wanting to see implemented.

5. Acknowledgement of Political/Legal Factors

There is huge legal risk in opening up a trampoline park because customers are prone to injury if they are jumping at the park. All customers must sign a liability form before they are able to jump, no matter what their age is. However, sometimes one child will switch their time sticker with another child, meaning that they did not sign a liability form. If that child gets injured, then the park is could be at fault. Whenever a customer becomes injured while jumping, parks need to have policies in place so that their employees know how to handle these situations as they come up. According to the American Academy of Pediatrics, there were almost 98,000 trampoline-related injuries in the U.S in 2009 and 3,100 of them were hospitalizations. Children younger than six accounted for 22% of injuries in 2005 and 37% of injuries in 2009 (Art. #13).

In order to prevent safety lawsuits from happening, parks make every customer sign a liability waiver before jumping at the facility. Kids younger than 18 need to have a parent sign for them, and adults must fill out a form as well (PI #1, 12). At most parks, rules are posted for each attraction on a sign and at least one employee monitors the jumpers. Big Air uses highly trained monitors watch for any rules violations and try to identify safety issues as they arise. Jared Marchbanks, floor manager at Big Air Laguna Hills, says that ensuring the safety of customers is the majority of his job. Employees are rotated every hour, and each attraction is checked at least once a day to make sure everything's in working order and clean (Art. #6).

Parents are certainly concerned about the safety of their children, yet all of the parents that were interviewed stated that they feel their children are kept safe while at the park (CI #1, 12, 13, 19, 21). Surely, there will be an occasional twisted ankle, but that is to be expected when exercising. However, nearly 100,000 trampoline-related injuries occur each year: 83,665 in 2013 and 94,900 in 2012, according to the U.S. Consumer Product Safety Commission. Additionally, 22 trampoline-related deaths occurred between 2000 and 2009, according to the CPSC (Art.

#11). These numbers are not only for trampoline parks, but for overall trampoline use. There have been rare occasions of parks having to close because they are not up to regulation or their licenses are no good, but this is not common (Art. #14).

Implications:

As a new owner, I must be aware of the legal factors that contribute to the industry. There is a lot of risk in opening up a new park because there is great potential for lawsuits to occur with customers. I need to have specific safety regulations in place so that my employees know how to regulate customers and keep them safe. One of the most vital pieces I can have as an owner is to have a set protocol in place for injuries as they come. Each injury and person is different, so it's of great importance that I recognize how a sprained ankle needs to be treated different from a broken leg. However, in any situation, I will have my employees trained in what they can best do to help the customer and avoid any potential lawsuits. Also, it will be important for me to communicate to the parents that they play a role in their child's safety as well— you can never have too many eyes to keep watch of the safety of a kid. Not only do I have to think about customer injuries, but I need to think about my employees too. There is potential for many workers comp issues to occur because the employees are being physically active on the job. All things considered, there are many potential lawsuits that could come from opening up a new trampoline park, and I need to acknowledge that.

6. Acknowledgement of Social/Cultural Factors

The current society greatly affects the way specific ideas or products are accepted by customers. For example, a product that was a huge hype in the 90s now seems outdated to us because the culture has moved on and we now have different concerns and values. A huge factor that our society currently faces is the need for entertainment and to be “kept busy” so that we don't get bored. The largest aspect that customers want to see in a park is to offer a lot of variety in their attractions so that they can bounce around and stay entertained (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31). Trampoline parks are solely in business because of this need for entertainment, so that is the main reason that they are in existence. Many customers are desiring that the parks offer even more variety than they currently have, so parks are needing to stay up-to-date with their demands. People are wanting to see more activities offered and within the current options that are offered, individuals are looking for them to be expanded to better fit their needs (CI #1, 2, 5, 6, 7, 9, 11, 14, 15, 16, 17, 22, 23, 26, 27, 31). Time is valuable to customers, so they want to spend it well and they want to get the most out of their time spent.

Also, we are living in a more health-conscious world and individuals are recognizing how to live healthier lifestyles. As obesity is increasing, parents and children are wanting to discover new ways to exercise (CI #6, 13, 17). Trampoliners burn around 1,000 per hour as they're jumping and they hardly even realize they're doing so because they are having such a good time

(Art. #10). Since our society is so focused on having a healthy image, jumpers are able to get a good workout in while they're having fun with their friends. In the past 30 years, childhood obesity has more than doubled in children and quadrupled in adolescents in the United States (Web. #13). As our country is becoming more aware of this, Americans are searching for ways to prevent this from happening. Many kids are resistant to intentionally exercise, but if they're able to jump around with their friends, then they are more than open to exercising.

Implications:

As a new owner, I ought to recognize the society around me and become familiar with what is going on in the world. It will also be important for me to acknowledge that some of these things will change throughout my years of operation, so I need to continue to evaluate the current culture in a changing environment. My customers are demanding to have a variety of attractions, so that will certainly be one of the main things I focus on to keep them entertained. Not only that, but I need to be aware that they are not only looking for brand new things, but they also desire to see previous attractions enhanced. It'll be crucial for me to emphasize that not only is my trampoline park fun, but it is also a great form of exercise. If I'm able to communicate this, then the parents may be even more interested in letting their kids come to my park.

7. Consumer Behavior Factors

1. Number of attractions/things to do (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15)
2. Birthday party accommodations/ability to host well (CI #2, 12, 19, 20, 21, 24, 27, 31, 32, PI #2, 4, 6)
3. Friendliness and helpfulness of employees (CI #27, PI #1, 7, 8, 9, 10, 11, 14, 15, 34)
4. Safety (CI #1, 12, 13, 14, 19, 21, 24 PI #10, 14)
5. Influence of friends (CI #5, 14, 15, 18, 25, 26, 31)
6. Environment for parents (CI #2, 9, 21, 27, 28, 29, 34)
7. Food options (CI #2, 9, 11, 20, 26, 30, 31)
8. Price (CI #9, 17, 18, 29, PI #15)
9. Music played (CI #26, 27, 30, 34)
10. Rewards program/Promotions offered (PI #1, 6, CI #32, 34)
11. Size of park (CI #18, 27, 28)
12. Cleanliness of park (CI #13, 19)
13. Temperature of park (CI #17, 30, 34)
14. Location (CI #16, 30)
15. Crowdedness of park (CI #25, 35)

16. Programs offered (PI #6)

17. Exercise (CI #6)

Implications:

As a new owner in this industry, I need to take into consideration what my customers are really wanting to get out of their trampoline park experience. I need to recognize that the greatest desire is that my park offers a lot of different attractions for my customers to participate in. Also, I need to be able to host birthday parties well because that is one of the main reasons why people come to trampoline parks. My employees need to be trained in service and I need to have a safe environment for both the kids and the chaperones. Friends have a huge influence on kids, so I need to appeal to all different types of children. It's important that I place an emphasis on reaching out to groups of kids so that a large amount of friends can come at once.

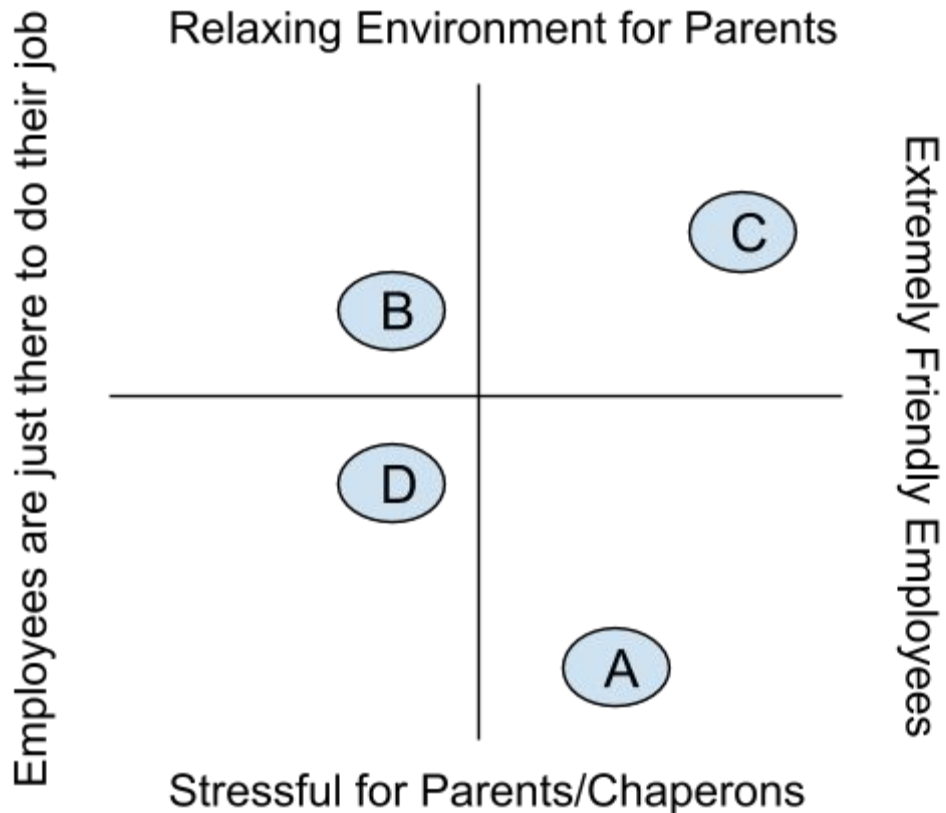
Competitor #1



Big Air Trampoline Park, Buena Park

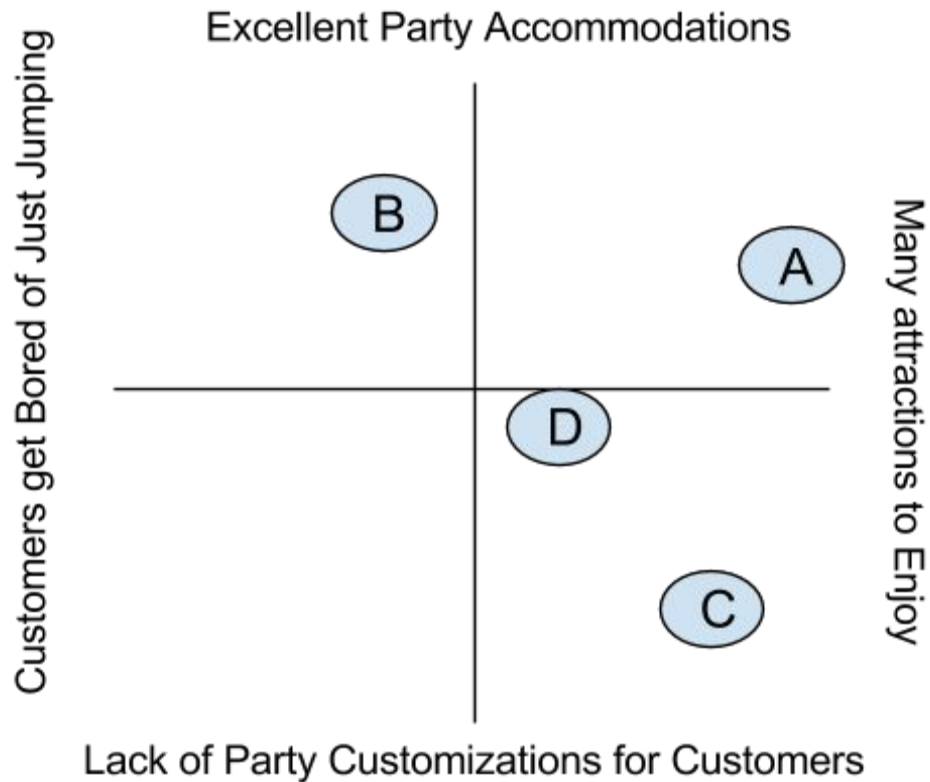
The Competitive Analysis

Positioning Map



- A- Big Air**
- B- Sky Zone**
- C- Zero Gravity**
- D- Sky High**

After much analyzing, Big Air is recognized as having friendly customer service; however it could be improved upon. Customers feel cared for and parents acknowledge that their kids are in good hands (CI #13). With that said, there is not a good sitting area for chaperons to make use of. Big Air has limited seating, which surrounds a toddler foam pit. However, there are only a few comfortable chairs, so parents are forced to stand. Their seating is at an optimal location— in the middle of the park— yet, it is too small to function well (CI #28).



- A- Big Air**
- B- Sky Zone**
- C- Zero Gravity**
- D- Sky High**

Big Air offers a vast amount of attractions for customers to enjoy. From jousting to foam pits to dodgeball to basketball to a mechanical riding bull— they have it all! The number one factor for customers when choosing their park of choice is that it offers a lot of activities, and Big Air does exactly that (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23,24 26, 27, 31, PI #1, 4, 6, 15). On top of that, they also have above average party accommodations for their guests. They have a corner reserved for birthday parties; it is sectioned off with banners into different areas that help separate the tables (PI #15). Also, they offer a party suite for an additional charge that may be suitable for up to 50 people (Web. #1).

Primary Target Market Analysis

1. Primary Benefits: Big Air's first priority is for their customers to have an enjoyable experience while they're at the park. They do so by offering an array of activities for individuals to participate in. They have jousting, bull riding, and a rock wall that most other trampoline parks do not offer (PI #15). As their customers are jumping, they also play popular music that appeals to all ages because they have both current and classic songs. Yet another way that Big Air strives to keep their customers happy is by offering a rewards program which benefits the customer if they continue to stay loyal to their company.

2. Primary Demographic: Big Air also focuses heavily on reaching out to their specific target market. Children ages 7-12 is Big Air's main market because that is who is displayed in photos on their website (Web. #1). Even though people of all ages are able to participate in jumping, children are most inclined to enjoy it (CI #14, 15, 18). Also, they want to target middle class parents—especially stay at home moms and nannies because those are the ones who are bringing the kids to the park (CI #13). If parents become more involved, then they will potentially think about hosting their kid's birthday party there, which is appealing to Big Air. A large majority of the customers at Big Air are latino or black, so they are also reaching out to those ethnic groups in specific.

3. Primary Psychographic: This is ranked third because customers are expecting to be treated well when they go to Big Air, but that is not their first concern. A huge piece about trampoline parks is offering a fun place for people to socialize and exercise in a unique way (CI #17). Big Air does exactly this by providing programs and activities for people to enjoy. Their helpful employees create a smooth process of checking in and jumping (PI # 9, 10, 11, 15).

4. Primary Geographic: Location is important to Big Air, but it's not everything. Big Air is located in a strip mall in Buena Park, so they are right next to other stores and restaurants. People are already spending money when they come to the mall, so they will most likely be more inclined to spend at Big Air. If a customer is going to choose to go to a trampoline park, they are probably just going to choose the one closest to them. When customers go, most of them have planned it out ahead of time and it's not just a spur of the moment decision (CI # 17, 25, 27). However, Big Air's location is prime because it is clearly visible from the road and also from within the mall.

Customer Experience/Product Analysis

Product Objective: Big Air focuses on providing customers with a trampoline experience unlike any other by focusing their attention on offering many different activities. They also heavily focus their attention on hosting birthday parties and giving the best possible party experience to their guests.

Product Analysis and Strategies Examples: Big Air offers a unique experience in trampoline parks. They provide a space where individuals are free to roam around the park and engage in different activities. The uniqueness of their attractions is crucial to keeping customers happy because they desire to have many different options to choose from (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Big Air has a mechanical riding bull which no other park in the area has to offer. Also, they have a jousting arena for people to participate in and they offer both adult and children joust sticks (PI #15). Unlike other trampoline parks, Big Air continues to differentiate their product by having jousting and the mechanical bull available, which are only located here. This is quite often customers' favorite attraction (CI #14, 15).

Big Air is an open building, yet it is sectioned off into areas that are designated for specific activities. For example, there is a dodgeball area, food court, party room section, and free jump spot. Even in the midst of chaotic fun happening, they keep safety as their number one priority (PI #3,10). Parents and chaperones feel safe allowing their kids to maneuver around freely as they desire because they know that they are in good hands with the Big Air employees (CI #13) One way that they help make their customers feel cared for is by providing helpful and friendly customer service (PI #1, 2, 9, 10, CI #27). The check-in people greet customers with a smile and aid in their overall experience at the park because they are literally the first face that people see as they enter into the park.

Product Strengths:

- Offers a lot of different activities to do to keep customers busy (CI #14, 27)
- Well-organized dodgeball (CI #25, 27)
- Enjoyable music for all (CI #27, 29, 30)
- Convenient and comfortable seats for parents (CI #13, 27, 28, 29)
- Employees are extremely focused on keeping customers safe, so the customers feel protected (CI #13, 16)
- Easy to follow check-in/liability process (CI #27)

Product Weaknesses:

- Time slot stickers fall off of shirts and people try to switch them around (PI #1, 2)
- Air temperature is too warm after jumping around (CI #17)
- Venue is small (CI #18)
- No volleyball court (CI #14)
- Do not offer any arcade games (CI #15).
- Not enough seating for parents (PI #15)
- The kids here are too young, so it’s hard to have fun as an older kid (CI #18).

Price Analysis

	Big Air	Sky Zone	Industry Average
One hour of jumping	\$14.00	\$15.00	\$14.00
Two hours of jumping	\$20.00	\$25.00	\$22.00
Weekend birthday party	\$219.00	\$295.00	\$290.00

Pricing Objective: Big Air’s pricing objective is to meet competition. Their prices are slightly below the industry average, yet they are not differentiated by price.

Price Analysis and Strategies: The trampoline park industry is elastic because most customers are not entirely devoted to staying with a company— if their prices skyrocket and they charge far more than the others, then they will most likely lose a large chunk of their customers. With that said, there is a huge relationship between price and quality that needs to be focused on. Big Air considers themselves as an equal competitor to other parks when it comes to price. However, their prices are slightly below average for some things, especially birthday parties. Potential customers may see the price of \$219 and want to jump on it (literally) because it is significantly cheaper; however, some people may be turned off by the incredibly low rate and question the quality of the party accommodations. Customers feel that the hourly rate prices are well worth the cost and they are able to justify their spending (CI #29, 31). They are receiving a great value of entertainment in return for the price that they pay, and parents are certainly willing to pay.

Big Air offers various bundling strategies for their birthday party options. All of their packages are designed for 10 jumpers with the ability to add more people for an additional costs. Their three main packages are priced at \$219, \$299, and \$399— they are differentiated by

amount of food and reserved table time. Aside from these, Big Air also offers a la carte options so that parents can make their own package or add additional items to a pre-made party bundle. Since birthday parties are more prevalent on weekend, Big Air offers a \$20 discount if a birthday party is hosted during the week (Web. #1). By providing this type of incentive they are trying to space out their parties. Currently, they host about 4-5 parties during the workweek, 5-6 on Friday, 25 on Saturday, and 15 on Sunday (PI #2). Also, throughout the week, Big Air has various specials: Monday Madness, Toddler Time, Wild Wednesdays, Family Night, Friday Night Flights, and Cosmic Nights. All of these events have discounted rates and are targeted at specific audiences (Web. #1).

Big Air's strategy relates to other trampoline parks because they focus on two key pieces to keep their business going: hourly jump rates and birthday parties. If price were to increase by 20%, this would not have a significant impact on the company. Since they are at the lower end of meeting competition, increasing their prices would put them closer towards the average—slightly above in some areas, but they would still be meeting competition. However, if their price dropped by 20%, Big Air would be greatly affected, and they would be differentiated by price. Their birthday parties would then only be charging 60% of the industry average, which would significantly impact Big Air. Customers would likely be attracted to this slash in price and be drawn to spending money at Big Air, yet they would not be generating as much money per customer. However, if they were able to significantly increase their customer base, they would potentially be able to have a larger net profit.

Pricing Strengths:

- Customers feel content and justifiable with paying their hourly rates (CI #29, 31)
- By providing bundles for birthday parties with a la carte options, parents enjoy being able to freely choose what options they would like to pay for at the party (CI #31)
- Prices are significantly cheaper than most other parks for birthday parties (Web. #1)

Pricing Weaknesses:

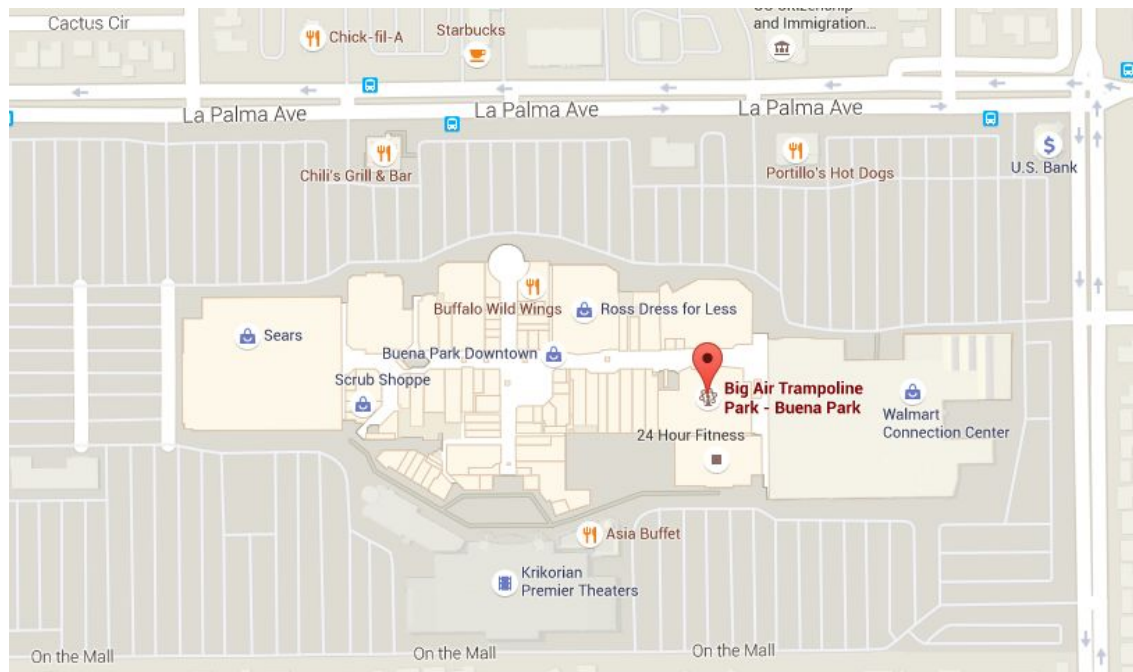
- Charging significantly less for birthday parties may cause some people to question the quality (PI #15)
- Customers are expecting to see promotional rates throughout all of their visits (CI #17, 18, 25, 27, PI #15)
- The A La Carte costs of food for parties is extremely high (Web. #1)

Place Analysis

Place Objective: Big Air is located in the Brea strip mall because it is a heavily-trafficked location, so they wanted to attract a large amount of people.

Place Analysis & Strategies:

8320 On the Mall u240, Buena Park, CA 90620



Big Air is located inside the Buena Park strip mall and as you can see, it is surrounded by many other business that help bring people in. If they moved 2 miles away from their current location, they would be greatly affected. They are able to stream in a lot of their revenue because they are in such a popular location. Without the mall, they would likely not have as many customers. Get Air Surf City is located 11 miles SW and Sky Zone is located 12 miles E, so the three make a fairly equal triangle. If Big Air moved closer to either one of these parks, then they would be competing more heavily for business between the others. Their current location is optimal for the market they are reaching out to; however, parking is awful at Big Air (CI #27, PI #15). Customers often have to loop through the parking lot for a few minutes before they are able to find a spot to park their car. Also, the fact that customers have to walk through a mall entrance in order to get to the park may be a turnoff to some people. If they are solely coming to Brea mall for Big Air, then they maybe do not want to experience anything besides the trampoline park.

Strengths:

- Located in a highly developed area and they are connected to the Buena Park strip mall (CI #29)
- This mall is heavily trafficked, and they are placed near to many restaurants and shops, which is convenient to the customer (PI #15)
- The Big Air sign is huge and people coming to the mall can see it from afar (PI #15)

Weaknesses:

- The parking at Big Air is awful because there is an extremely overly-crowded parking lot (CI #27, 30).
- People have to walk through the mall in order to get to the park (PI #15)

Promotion Analysis

Current Promotion Objectives: Big Air has a few different promotion objectives. A main one is providing information to consumers and others in order to provide potential customers with a sneak peek of what their experience could be like. Also, Big Air tries to differentiate their product by providing attractions that are unique to only their park. They also attempt to stabilize sales by offering discounts to jump on the less busy days of the week.

Promotion Analysis: Big Air wants to appear approachable and welcoming to any and all potential customers. They provide current information to consumers and others by posting photos and videos on social media and their website (Web. #1). Another huge way that they draw in customers is by using billboards on the freeways (PI #15). These large advertisement get the idea of Big Air in people's minds and they become more familiar with the park. Also, they promote themselves by showcasing the variety of attractions they have which differentiates them from their competition. Their website displays a list of all of their attractions, which includes their more unique activities that customers love (Web. #1, CI #14, 15).

As Big Air stabilizes their sales, they use incentives to help prevent the fluctuation of sales. They do so by providing discounted rates for seasonal holidays and that is oftentimes what initially draws customers into the park (CI #17, 18, 25, 27, PI #15). These special deals are then advertised on their billboards to reach a broader audience. Another thing that Big Air has done in the past is using Groupon to gain customers (PI #15). They offer an extremely discounted rate in order to get people intrigued and hopefully continuing to return. Not only does Big Air do those types of promotions, but they also use social media to reach out to people. They share photos and customers give reviews on their Facebook page. Aside from that, they also use the Facebook page to have competitions for individuals to win free jump passes by either liking their page or partaking in some sort of competition (PI #15).

Strengths:

- Using social media to reach out to their current and potential customers (Web. #1)
- Staying up-to-date with their social media (Web. #1)
- Website promotions for seasonal deals which bring discounted rates for special events, like on Halloween or Black Friday (Web. #1)
- Offering cheaper prices are oftentimes what get customers to come to the park in the first place (CI #17, 18, 25, 27, PI #15)

Weaknesses:

- Most of their advertising is done online, so they could expand on that further (Web. #1)
- Individuals would like to see more discounts instead of just for special holidays (CI #27, PI #15)
- Sometimes their deals on the website are out of date (PI #15)

Website Analysis

Website Objective: Big Air's website aims to give information in an experiential way— one that is visual through photos and graphics. They want existing customers to get their questions answered and become aware of current programs and promotions that are going on.

Website Analysis & Strategies: The use of a website is extremely valuable to Big Air because this is oftentimes a potential customer's first interaction with their company. Also, existing customers have specific expectations as to what information they will be able to find online. Existing customers are able to see photos of the park and reflect back on their experiences with them. Also, they are provided information on pricing, parties, hours, programs, waivers, locations, and other random things (Web. #1). Big Air does a great job of keeping relevant information on their site; however, sometimes their ads are a few days out-dated (PI #15). An individual's time is something that they greatly cherish, so if Big Air is able to be as convenient as possible for the customer, they are showing that they respect the individual. Customers are able to connect to Big Air by interacting with them through social media. They have a huge presence on Facebook— they post often, reply to reviews in a timely manner, and host contests for their Facebook followers to win prizes. Also, they use Instagram as a means of reaching out to their audience. Their usage of Twitter is very limited, but they do indeed have an account.

<http://www.bigairusa.com/buena-park/>

Strengths:

- Provides all relevant information
- Displays photos and videos of customers enjoying Big Air
- Website is easy to use and find what you need
- Ability to sign waiver online
- Website is linked to all of their social media pages
- Gives contact information so that customers can reach out to them
- Interact with customers well on Facebook
- Responds to complaints or praises in a sincere and timely manner

Weaknesses:

- Ads are sometimes out-dated on the website home page
- They do not use their Twitter account regularly

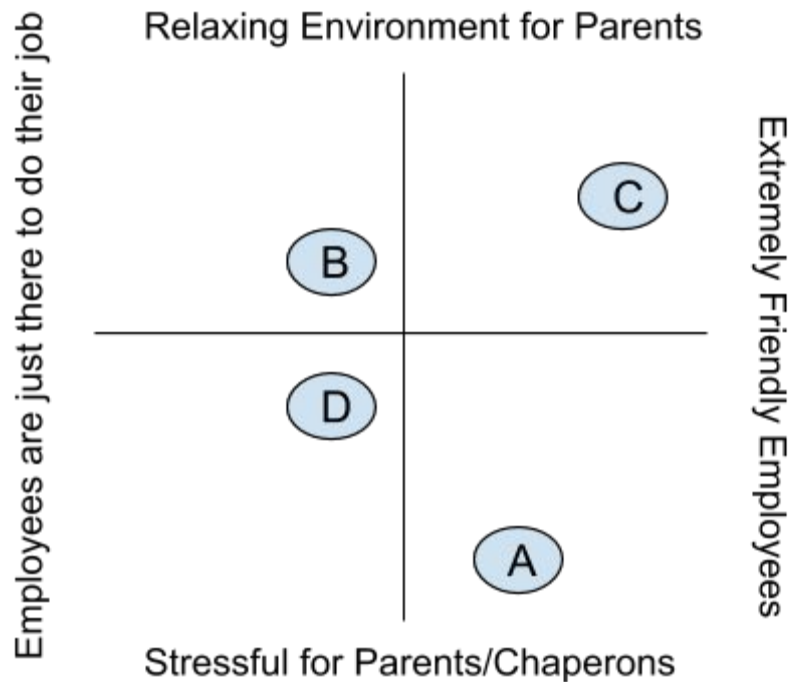
Competitor #2



Sky Zone, Anaheim

The Competitive Analysis

Positioning Map



A- Big Air

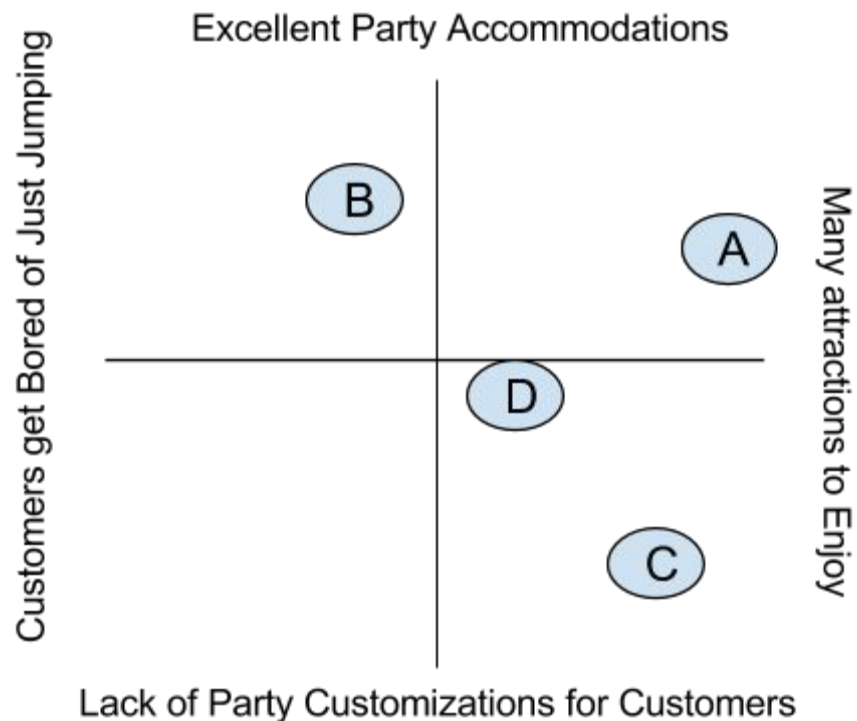
B- Sky Zone

C- Zero Gravity

D- Sky High

After researching, Sky Zone is found to have some employees who don't genuinely enjoy their job and that is shown through their interactions with kids. The employees are not rude to customers; however, it is visible that they are not going out of their way to interact with the kids (PI #15). On top of that, Sky Zone has a somewhat relaxing environment for parents. Meaning that they have seating located in areas that are a bit more sectioned off from the jumping as well as benches near to the attractions. It is convenient to have these two types of sitting arrangements so that chaperones are able to either watch closely or go and do their own thing. The issue with this is that there are not enough spots for parents to rest and sit down. Parents

have complained that there should be more seating because the park can get extremely busy and they are not always able to find a spot to sit (CI #32, 35).



- A- Big Air
- B- Sky Zone**
- C- Zero Gravity
- D- Sky High

The largest desires customers have when going to a trampoline park is to have many different activities offered (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23,24 26, 27, 31, PI #1, 4, 6, 15). Sky Zone does not provide as many attractions as other parks, and customers would like to see events such as jousting and other sports incorporated into the park (CI #20, 22, 24). Also, they have above average party accommodations for their guests. They have designated party rooms and they even have one bigger area that is elevated above the park, yet is exposed to see

all that is going on. Sometimes it is a bit of a struggle to reserve that space because that is where almost everybody would like to be because it is such an optimal location (CI #32).

Primary Target Market Analysis

1. Primary Psychographic: This is ranked first because Sky Zone is specifically targeting individuals who live an active and fun lifestyle. Sky Zone gives their customers the ability to socialize in a unique way with their friends and strangers alike (CI #17). Since many of their customers all share a similar lifestyle— in the sense of leisurely fun— Sky Zone is then able to specifically target those individuals with their promotions and advertising. Many of the customers at Sky Zone are heavily interested in the enjoyment they get out of being active and playing sports (CI #20, 22, 23, 24).

2. Primary Benefits: Sky Zone's second priority is to please their customers in any and every way possible. If customers feel they are being treated well here, then they will continue to come back. Since Sky Zone has been around the longest out of any trampoline park, they are well aware of what pleases the crowd (Web. #2). They offer free arcade games to all customers, which helps make the customer feel cared for because no other parks seem to do this. Tokens are not even involved and all that needs to be done is an individual walking up to the machine and beginning to play (PI #15). Sky Zone certainly wants to make a large profit, yet they also want their customers to receive good deals, which is why they offer 10 packs of one hour jump passes for the price of 8 hours. Many customers use this to their advantage and are thankful that Sky Zone offers something like this (CI #32, 34).

3. Primary Demographic: Sky Zone has a target market of children ages 7-12 that they intentionally focus on trying to reach out to (Web. #2). Their website displays photos of this target market, and they especially draw attention to active boys of that age. Even though people of all ages are able to participate in jumping, children are most inclined to enjoy it (CI #20, 22, 23, 24). Parents are the ones who are spending the money on allowing their kids to come to the park, yet they are not the ones being reached out to. It appears as if Sky Zone believes that if they are able to get the kids hooked then the parents will jump on board and continue to spend money at the park (PI #15). Unlike Big Air, Sky Zone is a predominantly white group of people that partake in the park activities, so that also plays a role into how they are reaching out to their target market.

4. Primary Geographic: Sky Zone’s location is far from superb, and that is why it is ranked last. They do indeed have a massive warehouse and a large chunk of land, but they are really tucked away from the road, so it is a bit challenging to see from afar (PI #15). Their location is not highly convenient for most because it is in a non-residential area; however, they are still able to bring in business throughout all of Anaheim. Convenience in location is very important to some individuals, so this is something that should maybe be more heavily focused on (CI #33, 34). Something that is frustrating about Sky Zone is that from the main road, customers cannot see where the park is. All they see is a sign that says “Sky Zone” on it, and they have to actually enter into the parking lot to be able to see the warehouse that it is located in (PI #15).

Customer Experience/Product Analysis

Sky Zone trampoline parks have been around since 2004 and they continue to be successful with each passing year and a lot of the reasoning behind the success is that they offer an experience unlike the other parks (Web. #2). Since their name is so well known by many, they set the standard for trampoline parks. This is both a good thing and a bad thing because they get to create the trampoline park environment in the industry, yet they were also the test run to see if trampoline parks could actually take off. It has been proved to be true that this industry is booming and people are highly interested in it (Art. #9). Since customers are longing to have a variety of options in activities, Sky Zone tries to do so (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Unlike Big Air, they focus less on their number of attractions and more on the quality of a select few. Something that is unique to Sky Zone is their trampoline volleyball court, and chaperones are able to sit above and watch their kids play (PI #15). Their foam pit, trampoline basketball courts, and free jump area are all significantly larger than Big Air. This means that customers are able to enjoy those attractions more thoroughly, but they have less options to choose from.

Customers are also able to receive a great jumping experience because the venue at Sky Zone is rather large compared to many other parks. Unlike Big Air, Sky Zone has a raised seating area for parties and spectators that looks over the whole park, which allows parents to watch their kids at all times if necessary (PI #15). However, most all parents feel that their kids are in safe hands and that they do not need to worry about that (CI #19, 21, 32, 33, 34, 35). Sky Zone is able to showcase how much they care for their customers through the service they provide them with. Some employees say that they would like to see their fellow employees more engaged in playing with the kids, but they still do a great job of making the kids feel safe and welcome at the park (CI #14, PI #15).

Strengths:

- the park is clean (CI #19)
- good birthday party accommodations (CI #19, 20, 21, 24, 32)
- large free jump area (CI #22)
- good basketball courts (CI #23)
- large venue (PI #15)

Weaknesses:

- lacking a good environment for parents (CI #19, 33)
- doesn't have jousting (CI #20)
- doesn't have soccer or baseball (CI #22)
- stinks like smelly feet (CI #35)
- check-in/liability process takes too long (CI #34)

Price Analysis

	Big Air	Sky Zone	Industry Average
One hour of jumping	\$14.00	\$15.00	\$14.00
Two hours of jumping	\$20.00	\$25.00	\$22.00
Weekend birthday party	\$219.00	\$295.00	\$290.00

Pricing Objective: Sky Zone's pricing objective is to meet competition. They are at the higher end of meeting competition, but their prices are not so high as to greatly distinguish them from the other parks. Their prices are comparable to most other parks, so they are not differentiated by price.

Price Analysis and Strategies: Due to the fact that Sky Zone is at the higher end of meeting competition, it shows that they value themselves above the rest. They were the first park ever created, so their name is very well established. Therefore, they have a greater freedom to charge slightly more than their competitors. Customers feel that they can justify the price that they pay to come here because the experience is worth it (CI #32, 34, 35).

Sky Zone offers bundling strategies for their birthday party options. They offer birthday party options for either 10, 20, or 30 people, with the ability to add additional jumpers at a rate of \$20. The prices range from \$245-645 depending on the number of guests and how much food is ordered. They also provide various "jump cards" for 60, 90, or 120 minutes. These passes allow

customers to commit to ten jumps once they have paid the discounted price. On average, they are saving about 20% on their jumping times if they use all of their jumps (Web. #2). However, Sky Zone is able to make profit off of this if customers buy the pass, but don't end up continuing to use all of the time that they paid for.

Sky Zone's strategy relates to other trampoline parks because they focus on two key pieces to keep their business going: hourly jump rates and birthday parties. If price were to increase by 20%, this would have a significant impact on the company. Since they are already at the higher end of meeting competition, this would hit them too hard and they would almost be seen as a prestigious company within the industry. However, if their price dropped by 20% (similar to the discount of the "jump cards"), then their turnout would increase. People are easily drawn to lower prices—especially with an industry that is entertaining and with a specific company that is so well known. Their brand image would not be damaged by this because they already have such a strong foundation.

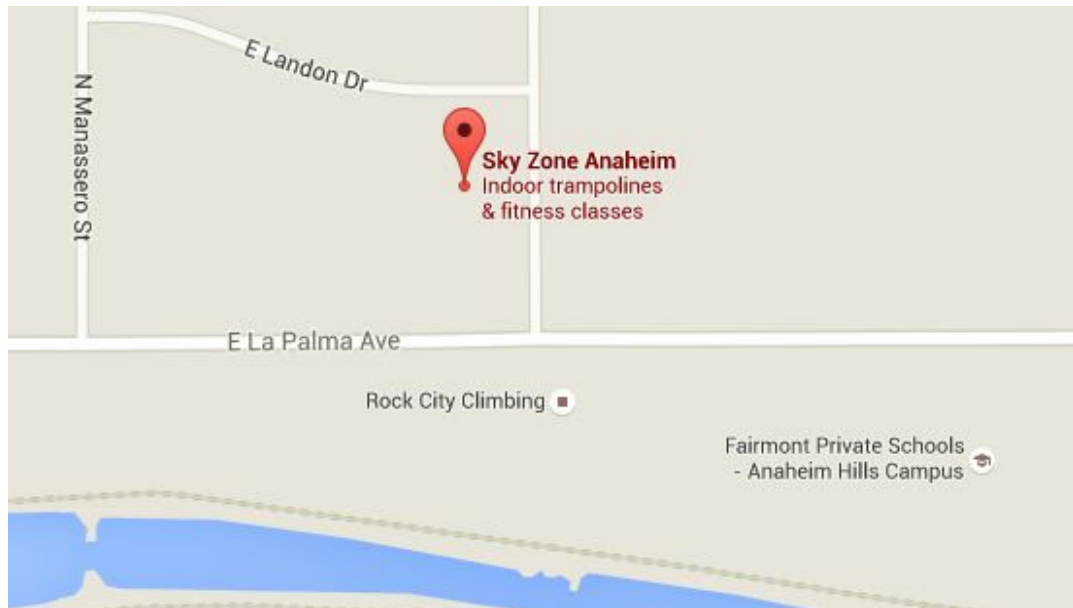
Strengths:

- Offering Groupons for discounted rates (PI #15)
- Offering jump cards (CI #33, 35)
- Providing bundles for birthday parties (CI #19, 21, 33)
- Customers are willing to pay the price for their service (CI #26, 27)

Weaknesses:

- Their prices are slightly above the average (Web. #2)
- It is at the higher end of the industry (Web. #2)

Place Analysis



Place Objective: Sky Zone is located in Anaheim in an area that is heavily filled with warehouses. Therefore, there are not many nearby restaurants or shops that draw customers in (PI #15). This means that Sky Zone has to make themselves known to people through their signs, which is very small on the side of the road and it is not clearly visible from the street. Even though they are in an underdeveloped area, there are still quite a few schools near to them, which helps draw in business. Within a one mile radius, they are competing with two indoor playgrounds and an indoor rock climbing center. If they were to move 2 miles away, they could be closer to other schools and more near to neighborhoods. This move could help increase sales because more people would see the building and it could use this better location.

Big Air is located 12 miles W, and there are a few other competitors 20+ miles away. Their current location is optimal for the market they are reaching out to because they only have one fairly local competitor, yet it would be better for them to move into an area in Anaheim that has more to offer. Parking tends to be an issue on busy nights at Sky Zone because the park becomes extremely crowded and parents are not able to find a spot for their vehicle (PI #15). If they owned more land, they could provide more parking or perhaps even install some type of parking ramp.

Strengths:

- Large warehouse building (PI #15).
- Located close to schools that help draw in crowds (PI #15)

- Easy to navigate through the parking lot (PI #15)

Weaknesses:

- Far from any restaurants, shops, or other attractions that would draw customers in (PI #15).
- Not enough parking spots (PI #15)

Promotion Analysis

Current Promotion Objectives: Sky Zone's main promotion objective is to increase demand. The majority of people are already familiar with the name, yet they still need to provide information to consumers and others in order to make their name more well-known.

Promotion Analysis:

As Sky Zone attempts to increase their demand, they must first start with providing information on who they are to their customers, which is precisely what they're doing. Since they are a well-established brand, they need to make sure that they are staying true to who they are and what they said they'd do for people. They provide current information to consumers and others by posting photos and videos on social media and their website (Web. #2). Another huge way that they draw in customers is by using billboards on freeways so that their name becomes more recognizable and people become more familiar with the park (PI #15). Something else that Sky Zone has done in the past is using Groupon to gain customers (PI #15). This initially draws people in because of the low price and then they want to keep coming back because they have then had a great experience at the park. Largely, Sky Zone wants their brand image to be represented well and they have different promotions to help with that.

Since Sky Zone is striving to increase awareness and information, they are also ultimately trying to increase demand for their product. Due to the fact that Sky Zone is a large corporation, they generally have more of a budget to work with when it comes to marketing and promotion (Art. #2). Social media is a huge tool that they use for this to get people more interested in their service. Currently, they have a promotion for a free jump pass and Sky Socks when you buy a \$30 gift card (Web. #2). They have various competitions that consist of customers posting videos or photos of their experiences at Sky Zone and then the best one wins a prize of some sort. This works extremely well for them because customers are acting as social media marketers for Sky Zone without even realizing it.

Strengths:

- Using social media to reach out to their current and potential customers (Web. #2)
- Staying up-to-date with their social media (Web. #2)
- Website promotions for seasonal deals which bring discounted rates (Web. #2)
- Ability to sign liability waiver online (Web. #2)
- Use of billboards (PI #15)
- Make the customers feel a part of the Sky Zone team by re-posting their photos (Web. #2)
- Using Groupon to reach out to a new database of potential customers (PI #15)
- Franchisee competitions and Anaheim location competitions (Web. #2)

Weaknesses:

- Lack of discounts (PI #15)
- Poor signage near park (PI #15)

Website Analysis

Website Objective: Sky Zone’s website does an amazing job at capturing the joys in all of the things that they provide— parties, food, jumping, and more. They do so by using a lot of visual aid and truly connecting with their current and potential customers in an interactive way.

Website Analysis & Strategies: Many times, Sky Zone’s website is the first interaction that potential customers have with the business, so it is crucial that it portrays the park well. Not only that, but existing customers have specific expectations as to what information they will be able to find online. Existing customers are able to see photos of the park and reflect back on their experiences with them. The main task that Sky Zone’s website does is to inform the viewer as to what a day at their trampoline park might look like. Also, it serves the purpose of providing information on pricing, parties, hours, programs, waivers, locations, and other random things (Web. #2).

Something that Sky Zone does a great job at is meeting customers where they’re at and recognizing the needs of the community of Anaheim that they’re located in. They provide relevant information on the current happenings of what’s occurring right around them. For example, after the San Bernardino shooting they made a Facebook post about how they were thinking about the families (Web. #2). Even though a lot of Sky Zone’s posts are fun and entertaining, they also get their point across. Their social media presence is impressive and they do a great job at staying up-to-date with current events and messages that they need to share with their target market (PI #15). Customers feel well connected to the company because they are

able to interact with Sky Zone's online presence and they do a superb job at responding back to people's questions and comments (PI #15).

<http://www.skyzone.com/anaheim/>

Strengths:

- Provides all relevant information
- Displays photos and videos of customers enjoying Sky Zone
- Website is easy to use and find what you need
- Ability to sign waiver online
- Website is linked to all of their social media pages
- Gives contact information so that customers can reach out to them
- Interact with customers well on Facebook and Twitter
- Responds to complaints or praises in a sincere and timely manner
- Special promotions are located on the home page

Weaknesses:

- They do not use their Instagram account regularly
- Does not provide a photo of the Anaheim building

Time-Out

Ethical Issues & Action Plan

A) Situation

I am the owner of a trampoline park and a group of Muslims have recently been frequenting my business. They have approached me and asked to rent out my large party room every Tuesday evening because this is right after the youth of the mosque get together to discuss life and their journey with Islam. My room is rarely ever booked for this time because Tuesday nights are a pretty slow time for my park. Do I allow them to rent out my room every week or do I turn them away?

B) Financial Tension

This would be a challenging situation because in the eyes of a business person, I would be crazy to turn them away. If I could be generating an extra couple hundred dollars a week just by this group of Muslims coming, why would I not do this? When they rent out my room, they are also more likely to buy food, longer jump times, socks—all the works. Not only that, but they will be likely to share their fun experience with their other friends and continue to come back and bring in more business. Throughout the weeks of them renting my room, there is potential for me to make thousands more dollars each month.

C) Ethical Dilemmas

Surely this would be a great financial opportunity for me to take, yet it doesn't quite sit right with me entirely. I believe in treating all people equally, so that leads me to believe I should fully support my Muslim friends and allow them to know me and my business. However, I also want to stand beside my Christian values that call me to only take part in works that are pleasing to the Lord. Islam does not honor Jesus in the way that I do, and I would have a difficult time fully supporting these Muslims if they were to use my park every single week.

D) Biblical Principles

God calls us to love one another unconditionally. We are not supposed to only love our Christian community, but every single individual on this earth—every last one! It's easy for me to initially like people, but truly loving them is a completely different

story. John 13:34 states, “A new commandment I give to you, that you love one another: just as I have loved you, you also are to love one another.” Mark 12:30-31 reads, “And you shall love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.’ The second is this: ‘You shall love your neighbor as yourself.’ There is no other commandment greater than these.” God clearly teaches us that love is the foundation of any and every relationship that honors Him and we ought to strive to show our love for others in every interaction we have. We are first called to love Him, but we are also supposed to love our neighbor as ourselves. A neighbor could be a widow, a child, a homeless man, a family member, a teacher, or even a Muslim.

The root of this love comes from God our Father and how he shows love to us. Romans 5:8 says, “But God shows his love for us in that while we were still sinners, Christ died for us.” Also, one of the most commonly known verses in the Bible reads, “For God so loved the world, that he gave his only Son, that whoever believes in him should not perish but have eternal life” (John 3:16). This is the ultimate act of unconditional love the world has ever known. 1 John 4:7 says, “Beloved, let us love one another, for love is from God, and whoever loves has been born of God and knows God.” This verse portrays that if we honestly striving to follow God, we need to act like Him, and therefore love all. 1 Peter 4: 8-10 says, “Above all, keep loving one another earnestly, since love covers a multitude of sins. Show hospitality to one another without grumbling. As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.” As I am facing the decision of whether or not to host this group of Muslims at my park, this verse is intense as it states to “show hospitality without grumbling.” Also, John 13:35 speaks, “By this all people will know that you are my disciples, if you have love for one another.” If I am truly serving the Lord and attempting to portray my faith in Him, people need to see the love that I have for them.

Another Biblical principle that will affect my decision making process is whether or not to encourage the Muslim youth to pursue their relationship with Allah. If I allow them to use my park as a means to get them to attend their Islamic youth programs, is that truly honoring the Lord? Romans 16:7 reads, “I appeal to you, brothers, to watch out for those who cause divisions and create obstacles contrary to the doctrine that you have been taught; avoid them.” Also, Exodus 20 calls us to not worship any false idols, and Muslims worship Allah— which is not the God of the Bible. Mark 13:22 states, “For false christs and false prophets will arise and perform signs and wonders, to lead astray, if possible, the elect.” This passage is essentially saying that many other religions will continue to arise with miraculous signs, yet they will be leading people astray because the only truth is found in the Word of God. I do not want to be someone who is encouraging Islamic customs to take place, especially within my business.

E) Action Plan

I will choose to allow the Muslims youth and leaders to rent out my party room each week, yet I will be very intentional with my interactions with them.

F) Rationale

My mission on this earth is to showcase the love of Christ to everyone I meet, and this group of Muslims is included in that. They ought to be treated as I would like to be treated— in a loving and genuine fashion. I am able to justify the act of supporting a Muslim youth group because I can use my park to be a ministry to them. If I am able to show them that a Christian can love them fully and respect who they are as people, I feel that is what God has called me to do.

S.W.O.T. Analysis

Strengths:

- Ability to choose my location
- Park is brand new and therefore exciting to potential customers
- Competitive prices
- Organized park layout

Weaknesses:

- Inexperienced in owning a business
- There is no brand awareness
- Competing against well-established companies
- Employees are new and don't know what they're doing

Opportunities:

- Creating a better overall experience for my customers
- Engaging in a lot of research and development
- Creating a business built on Christian values and interacting with customers and employees in that manner
- Providing attentive employees who offer great customer service

Threats:

- Potential political/legal issues arising
- Keeping up with new technology
- Being aware of my changing target market
- Competing prices with other trampoline parks
- People get bored of attractions and demand new ones to be made

Competitive Advantage

- 1. Problem: There is not a comfortable seating environment available for spectators to use (CI #9, 19, 21).**

Solution: Party Palace will go out of my way to increase the amount of seating in the park— both by the activities and in a central meeting place for parents to hangout while they're kids are jumping. Not only will there be plenty of seating, but it will also be comfortable to sit on. All chairs or benches will have backs and cushiony bottoms to sit on.

- 2. Problem: The food is not very tasty (CI #2, 9, 11, 26)**

Solution: In order to provide tastier food, Party Palace will still serve food like pizza and nachos, but we will make the food handmade. This sounds like a lot of extra work, but it will help cater to the overall trampoline park experience if customers feel they are getting a great meal out of their visit as well.

- 3. Problem: Parking availability is limited and it is oftentimes challenging to find a parking spot on a busy night (CI #27, PI #15)**

Solution: Party Palace will have a large parking lot that allows people to park as the please and they do not have to search for minutes on end just to find a spot to park their car. As I am choosing where to locate my business, the ability to provide a large parking lot will be of high importance.

- 4. The process of managing customers' time slots is inefficient (PI # 1, 2, 12)**

Solution: Some parks use stickers to tell when a customer's time slot is up and they need to be done jumping. I will regulate hourly time by using color-coded wristbands that have my logo on them. With each new wave of 15 minutes, I will use a different color, and my employees will be trained to know what each color means and they will be searching for misplaced colors.

- 5. Problem: There is a lack of sport-like attractions and customers want more of this (CI #7, 8, 11, 15, 18, 20, 26, 27)**

Solution: I will create more intense sport-like attractions such as volleyball, basketball, soccer, and dodgeball. When people come to a trampoline park, they are looking to let out energy and many customers are wanting to engage in team sports games.

Internal Marketing Strategies for 3rd Product

Systems of Quality & Consistency

Concern #1: The temperature of the park being constant.

Solution #1: I will have a great air conditioning unit installed that allows the temperature of my park to remain constant— from lulls in the day to the insane crazy busy moments. I want my customers to be comfortable in their environment, especially if they've been jumping around and working up a sweat. It might be challenging to find the right temperature because our goal will be to please both the jumpers that are exercising and also the parents or chaperones that are just there to watch. However, once we discover what that perfect temperature is, we will pay as much as we need to in order to make sure that it stays at just the right degree.

Concern #2: Consistency in food quality.

Solution #2: Many trampoline parks serve food that is heavily greasy and not fresh. My park will serve fresh fruit, salad, pizza, and other concession-like foods. All of the employees that work in the snack shack will be trained on how to best prepare the food. We do not want our customers feeling lousy as they're jumping, so that is why we want to provide healthy options as well as the traditional concession stand foods.

Employee Satisfaction & Training

Concern #1: Employees feeling well-prepared for their first day of work.

Solution #1: I will have training that starts weeks before opening day and they will be able to practice what they have learned on each other. Also, they will be slightly trained in all areas of the park so that they know how each section works alongside the other. In order for my employees to feel fully confident in the work that they're doing, I will have them do role plays with one another to make sure they know how to handle tricky situations as they arise. I never want my employees to feel panicked and that they are incapable of performing their job well. Something that will assist in their confidence is for me to have a "family and friends preview party" of the park so that the kinks can get worked out and they feel like they know what they're doing.

Concern #2: Employees being dissatisfied with their job.

Solution #2: I will reward my employees for working hard by giving them an employee discount on jumping. The discount will be free jumping for the employee always and 50% off for up to three guests if they come with the employee to the park. Having this benefit for them will hopefully encourage them to bring their friends and family to the park, which will help spread word of mouth. Also, employees will switch to different

stations throughout their shift so that they don't get bored of their one task and they keep themselves awake and ready to serve the customers. If they are able to switch stations every hour or so, that will help them keep their attention on their most important task: to serve as a helper in customers having a fun and safe experience.

Customer Service & Complaints

Concern #1: Employees engaging with customers in an interactive and friendly manner.

Solution #1: I will hire individuals who like working with people— especially with kids. This will be something crucial that we will have to look for as we are hiring individuals. They could be amazing hard-workers, but if they aren't able to treat the customers with exceptional care, then they would not be a good fit. If my staff is friendly, then my customers will feel taken care of and that they are valued. They will be trained in dealing with complaints and how to handle difficult situations so that when these moments arise, they will know what they're doing. The phrase "the customer is always right" may oftentimes need to be in the back of their minds whenever they are interacting with individuals at the park. I will make it known that my employees are here to serve the customers and it's not the other way around.

Concern #2: Complaining about not being allowed to do certain stunts on the trampolines.

Solution #2: I will make it known to my customers what our policies are from the beginning when they are filling out their liability forms. There will also be posters and signs that display what our safety standards are. My entire staff will be well-aware of these policies and they will enforce them whenever necessary. I will also have a separate jumping area specifically for younger kids where they can jump at their own pace and not have to worry about being hurt by older kids. Then, the older kids will be able to have a place where they can do their crazy tricks and not be preoccupied by staying away from the younger ones.

Research Systems:

Concern #1: Current trends in the market will exceed what my park is capable of.

Solution #1: I will have an extensive research team that will constantly be looking at our competitors and seeing what they are doing differently from us and if it's working or not. Also, I will make the team report directly to me what their findings have been. This could be in areas of attractions, food, prices, employee care, safety, or anything else that my team recognizes is different from our park. Not only will they be investigating other parks, but I will also want them to pay attention to what our customers are in need of, which could be found by doing customer interviews at competing parks. Once reported

back to me, we will look at the potential costs of making these changes and see if it would benefit us or damage us.

Concern #2: Having dissatisfied customers.

Solution #2: I will encourage my customers to share their feedback on their experience through a survey either in the store or online to receive a \$2 off next visit coupon. By having them participate in surveys, I am able to gain valuable information about what they enjoyed and what they were dissatisfied with. The hope for this is to make the customers feel heard and acknowledged so that we can best serve their needs and desires. Also, they are then encouraged to come back again soon because they have the incentive of the coupon to return.

Purpose Statement/Mandate

The goal of Mad Hopz is to provide the best birthday party experience ever. It will be targeted at moms of children ages 5-13, and more specifically, the moms of kids at the Van Buren Elementary School and Yorba Linda Middle School because they are located extremely close to this park. Mad Hopz will be unique from any other trampoline park because it is specifically for parties and free jump hours take second priority. This will be a place for kids and families to come together and enjoy themselves and find happiness because they don't need to worry about anything when they are here. As kids are jumping around, Mad Hopz wants to extend a welcoming community that encourages friendliness and meeting new people. As parents are spectating, Mad Hopz will provide a space for them to relax and get work done if they need to do so.

Why will Mad Hopz be successful?

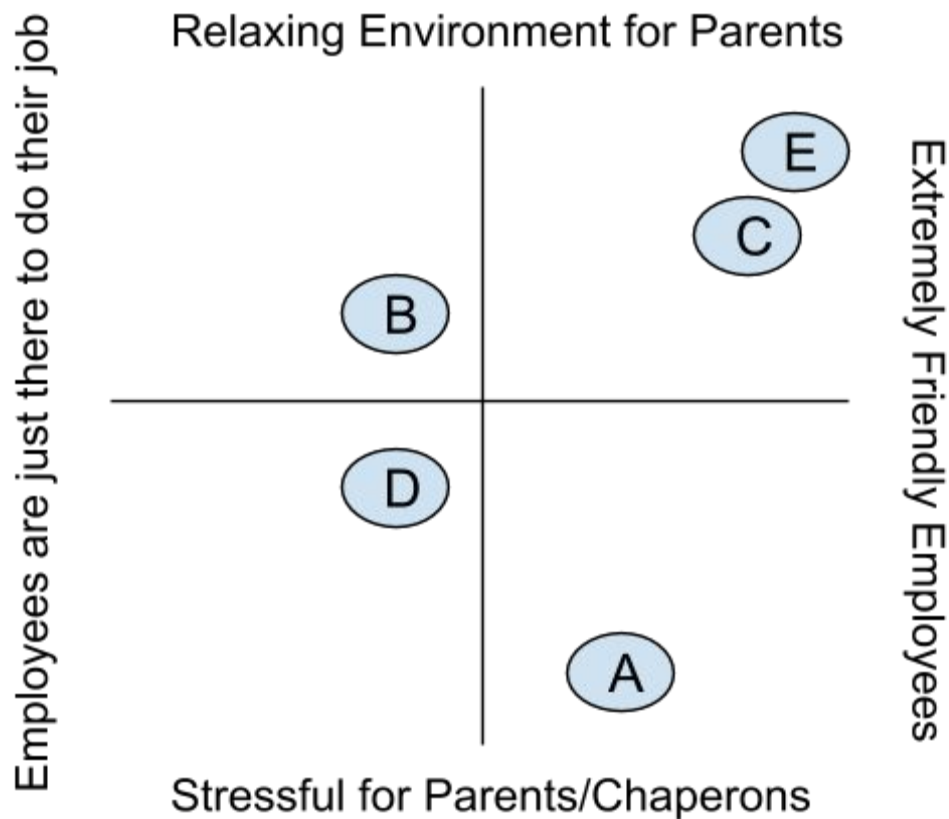
Mad Hopz will be successful because it will provide the best possible childhood birthday experience. Since there is a heavy focus on parties, there will be a lot of attention to detail in decorations, music, food, and all the small things within those that most parks would look right past. The prices will be fairly average, yet Mad Hopz will be able to provide more than any other park can when it comes to parties. People would switch to Mad Hopz because it will have more activities for people to interact with, which is what consumers are demanding the most. Not only will kids enjoy it more, but parents will particularly like the environment because it will be comfortable and relaxing for them, which is not what most other parks have to offer.

Competitor #3



Mad Hopz, Yorba Linda

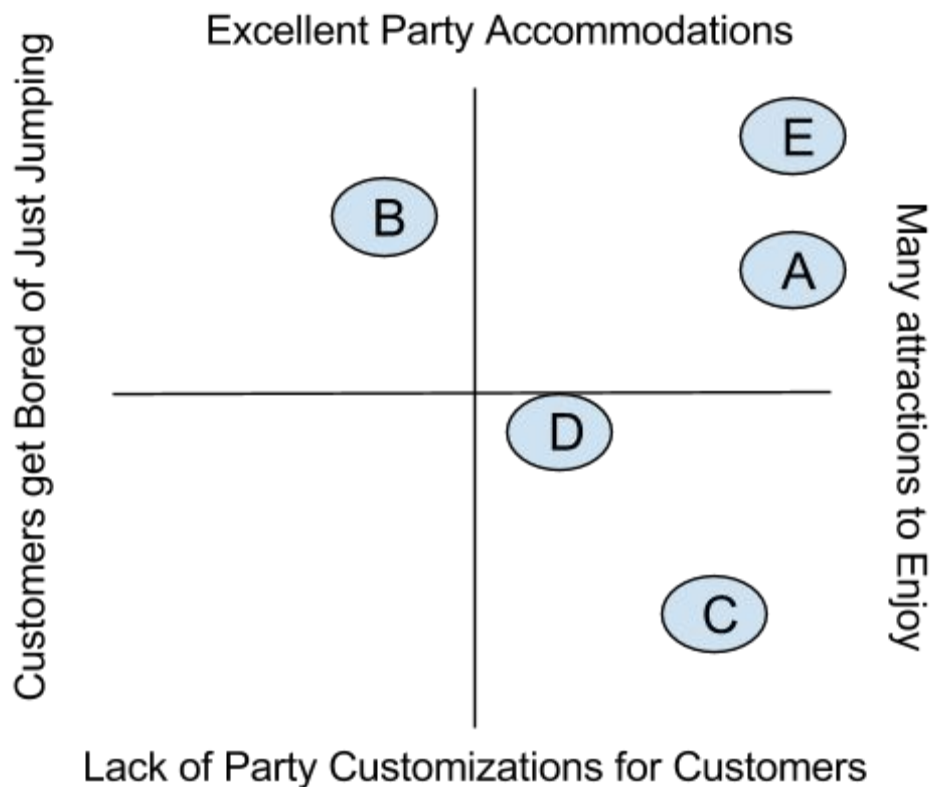
Positioning Map



- A- Big Air
- B- Sky Zone
- C- Zero Gravity
- D- Sky High
- E- Mad Hopz

Mad Hopz is located in the upper right quadrant of this positioning map because they are aiming to provide a relaxing environment for parents and have extremely friendly employees. Parents are the ultimate target market for Mad Hopz, so it is highly crucial to provide the best possible environment for them to be a part of. Many parents want to have an improved environment at trampoline parks; some want better food, some prefer to have more seating, and some want improved places to get work done (CI #2, 9, 19, 21, 32, 35). Since they are the ones likely paying for Mad Hopz, they should have an enjoyable experience as well. Another crucial piece that customers want is to have helpful and friendly employees (CI #27, PI #1, 7, 8, 9, 10, 11, 14, 15, 34). This will create a welcoming and enjoyable environment for Mad Hopz if the employees are providing helpful information and being kind to every person they interact with.

Why: There is a need in the marketplace for a trampoline park that provides an exceptional environment for spectators and has employees that are willing to work hard and be friendly in all that they do. Parents are the ones bringing their kids to the park, so they need to be satisfied with their experience just as much as the children jumping are (CI #2, 9, 12, 13, 19, 21, 28, 29, 31, 32, 33, 34, 35). Many parents want improvements to be made and Mad Hopz hears those wishful desires and wants to implement change (CI #2, 9, 19, 21, 32, 35). By making their requests heard and actually doing something about it, parents can recognize that Mad Hopz is different than any other trampoline park. Also, the employees play a huge role in the overall experience.



- A- Big Air
- B- Sky Zone
- C- Zero Gravity
- D- Sky High
- E- **Mad Hopz**

Mad Hopz is located in the upper right-hand corner of this positioning map because they are desiring to provide excellent party accommodations alongside of having many attractions for customers to enjoy. Since Mad Hopz is focused on hosting birthday parties, the ability to provide above and beyond customizations is crucial. They want every individual party to feel unique to the specific person the party is being hosted for. The ability to host well is a huge factor that parents and kids alike look for when choosing which park to have a party at (CI #2, 12, 19, 20, 21, 24, 27, 31, 32, PI #2, 4, 6). Alongside having fabulous parties, Mad Hopz will offer distinct attractions that make people excited to venture into the park. The most important thing for customers of trampoline parks is to have a variety of activities to choose from (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Mad Hopz acknowledges how crucial this is and they will go out of their way to create many attractions. They will of course have the usual ones, but they will also incorporate other activities that are specific to Mad Hopz only.

Why: Mad Hopz recognizes how much of an effect the environment has on a customer's experience and that is why it is aiming to provide a welcoming space for all. Their goal is to please both the jumpers and the spectators equally— just in different ways. Kids are the ones who enjoy the trampoline parks the most, so it is crucial to provide the attractions that they want to see (CI #3, 4, 6, 7, 8, 10, 11, 15, 22, 23, 24, 30). There is a huge need for parties at trampoline parks to be made personal and unique to each individual, and that is precisely what Mad Hopz wants to accomplish (PI #15).

Primary Target Market Analysis

1. Primary Demographic: This is ranked number one because Mad Hopz will focus heavily on reaching out to their specific demographic market. They will mainly be targeted at moms of children ages 5-13, and more specifically, the moms of kids at the Van Buren Elementary School and Yorba Linda Middle School. By focusing so heavily on these individuals, Mad Hopz can truly find out what their needs are and satisfy them to the best of their ability.

Why: If Mad Hopz can get these moms on board to bringing their kids to the park, then they won't have any trouble keeping them around. Since there is a lack of a good parental environment at trampoline parks, this is where Mad Hopz can seize the opportunity and appeal directly to these moms (CI #2, 9, 19, 21, 32, 35). Mad Hopz ultimately wants to reach out to moms in the area to draw them into the park because they are the ones spending money. Once they are hooked, they will bring their kids and they will enjoy all that Mad Hopz has to offer. They will especially be blown away by the

amount of activities there are because that is what they are looking to see (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15).

2. Primary Benefits: Mad Hopz wants to create a trampoline park that is unlike the rest and therefore, they will have many things that differentiate them from any others, which is why this is ranked number two. Similar to Big Air, Mad Hopz will be appealing to individuals who enjoy unique attractions like jousting and mechanical bull riding since those are some of the customers' favorite ones (CI #1, 20, 27, PI #15).

Why: It is important for Mad Hopz to keep people intrigued and interested in their park, and a way that they can do this is by offering diverse attractions that benefit the customers. Another thing that Mad Hopz will do is provide special socks for their customers for free. Other parks make you pay an additional \$2-3 for socks, but Mad Hopz will give them complimentary with each new customer that comes (PI #15).

3. Primary Psychographic: This is ranked third because Mad Hopz is clearly reaching out to those who are interested in living a fun and active lifestyle. These are the things that children live for and parents are able to find enjoyment in exercising as well (CI #6, 13, 17, 27). The world is much more health-conscious than it once used to be and that will continue to play a huge role in why trampoline parks are so popular lately (Art. #10).

Why: Customers want to enjoy a fun place for them to socialize and exercise in a unique way, and Mad Hopz will do just that (CI #17). Mad Hopz will have special programs put in place for parents to work out while they're kids jump around, so this is appealing to those who want to exercise.

4. Primary Geographic: Location is highly important to Mad Hopz because they are located close to schools and the local community center. This means they are in a highly trafficked place, especially for children; however, location is less of a focus than other segmentations. As kids are going to school, they will likely drive by Mad Hopz and when they go home, they'll remind their parents that they would like to go there. Also, it is located in the safe city of Yorba Linda, so parents do not need to worry about safety in the neighborhood as an issue (PI #15).

Why: When customers go to trampoline parks, most of them have planned it out ahead of time and it's not just a spur of the moment decision (CI # 17, 25, 27). It is also likely that customers will choose to go to the park nearest to them, and Mad Hopz is located in an area that is not close to any competing parks. That means that all the locals will likely make the switch from the park they started off at to Mad Hopz once it is open because it will be more convenient (PI #15).

Customer Experience/Product Analysis

Product Objective: The main goal of Mad Hopz trampoline park is to provide a fun and carefree environment for kids and parents to enjoy together. They are also aiming to provide the best overall experience for customers when it comes to attractions offered because that is highly crucial to customers (CI ##3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Another huge factor is hosting birthday parties because these are there are needs here that are currently not being met and they ought to be (PI #15).

Product Analysis and Strategic Examples:

Mad Hopz will be heavily focusing on differentiating themselves from fellow competitors through their product. A large emphasis will be placed on offering many different types of activities for customers to partake in because that is what customers are desiring to see in trampoline parks (CI ##3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Unlike Sky Zone, Mad Hopz will offer more variety in their attractions instead of just focusing on a few main ones (PI #15). Big Air offers jousting and a mechanical riding bull that customers absolutely love because they are incredibly unique (CI #1, 20, 27, PI #15). Mad Hopz will be having these as well; however there will be a slight variation. Instead of having a mechanical riding bull, the park will use a mechanical riding kangaroo to emphasize that this park is all about jumping around. Both Big Air and Sky Zone have sports like dodgeball and basketball and Mad Hopz will have these as well. Since there is a stronger desire to see more sports incorporated into trampoline parks, Mad Hopz will also include a volleyball court like Sky Zone (CI #20, 22, 24). Unlike Big Air and Sky Zone, Mad Hopz will incorporate a laser tag area as well. There will be an enclosed arena that is full of trampolines and obstacles to hide behind. A trampoline park in the industry, Zero Gravity, has laser tag and their customers thoroughly enjoy it, so it would be a great addition (CI #4). Another attraction that Mad Hopz will have is a rock wall because many customers enjoy this attraction quite a bit (CI #10, PI #15). One final addition that Mad Hopz will have is a small arcade area. It will be located near the laser tag section of the park and customers will be given a limited number of tokens for free with their jump pass, and they will have the option to buy more tokens if they so desire. Customers are extremely appreciative when trampoline parks provide arcade games (CI #11, 35).

Another huge aspect that needs to be focused on is birthday parties. Mad Hopz will have 8 different party rooms that will each hold approximately 20 people and one large party room that could hold up to 50. Birthday parties are a huge reason why customers first come to trampoline parks and Mad Hopz will be recognizing that as they come up with their priorities. The average park is hosting anywhere from 30 to 65 parties each week, and this is a huge factor to get returning customers (PI #2, 6). It will be important for Mad Hopz to make sure all the small details fall into place as well. For example, there will individual cubbies inside each of the

party rooms for customers to put their shoes and belongings in as they are jumping to help keep things orderly. On top of that, the snack shack will play a huge role in the birthday party experience. Mad Hopz will offer food packages for parties that will include pizza, cake, ice cream, pop, and fruit. They will also give party guests the ability to bring in their own food as long as they spend a \$50 minimum on food because food is essential to any birthday party (CI #2, 9, 11, 20, 26, 30, 31). Aside from that, each guest at Mad Hopz will receive a plastic water bottle with the logo on it. The hope is that some people will keep them and it can be a form of customer advertising for Mad Hopz.

Yet another aspect of trampoline parks that is often overlooked is the environment for parents. They are the ones paying for the park, yet they are also the ones who are oftentimes enjoying it the least. Seating is too limited and uncomfortable for parents to have a relaxing experience (CI #2, 9, 21, 27, 28, 29, 34). Unlike Big Air and Sky Zone, Mad Hopz will have a bountiful amount of comfortable seating for parents that will be located alongside all of the attractions. Aside from that seating, there will be a café vibe by the snack shack that will have wifi so that parents are able to get work done if they are needing to do so. This will solve the problem of lack of seating for parents and will bring a comfortable atmosphere to the park.

Another thing that Mad Hopz will do is provide customer service that is above the rest because that will provide a better overall experience for customers. Having trained and friendly employees makes an impact on customers because they are able to tell if the employees are enjoying their job or not (CI #27, PI #1, 7, 8, 9, 10, 11, 14, 15, 34). Some customers complain that trampoline parks smell bad, so Mad Hopz will go above and beyond in their cleaning of equipment and bathrooms because the customers are exercising, so they are getting sweaty and sometimes smelly (CI #35).

Why: Mad Hopz recognizes that there are a lot of trampoline parks in southern California and they ought to do something different if they want to stand out from the crowd (Web. #10). Customers are longing to be provided with the best types of attractions out there, and particularly ones that involve activities in sports (CI #3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Also, the current trampoline park environment is lacking, so Mad Hopz wants to bring attention to this and focus on pleasing parents the best way possible.

Price Analysis

	Big Air	Sky Zone	Mad Hopz	Industry Average
One hour of jumping	\$14.00	\$15.00	\$15.00	\$14.00
Two hours of jumping	\$20.00	\$25.00	\$25.00	\$22.00
Weekend birthday party	\$219.00	\$295.00	\$310.00	\$290.00

Pricing Objective: The pricing objective of Mad Hopz is to meet competition. They are on the higher end of meeting competition, but that is because they offer a lot of phenomenal things that other parks do not. They offer close to industry average hourly rates, but the costs of their parties is a bit more than average.

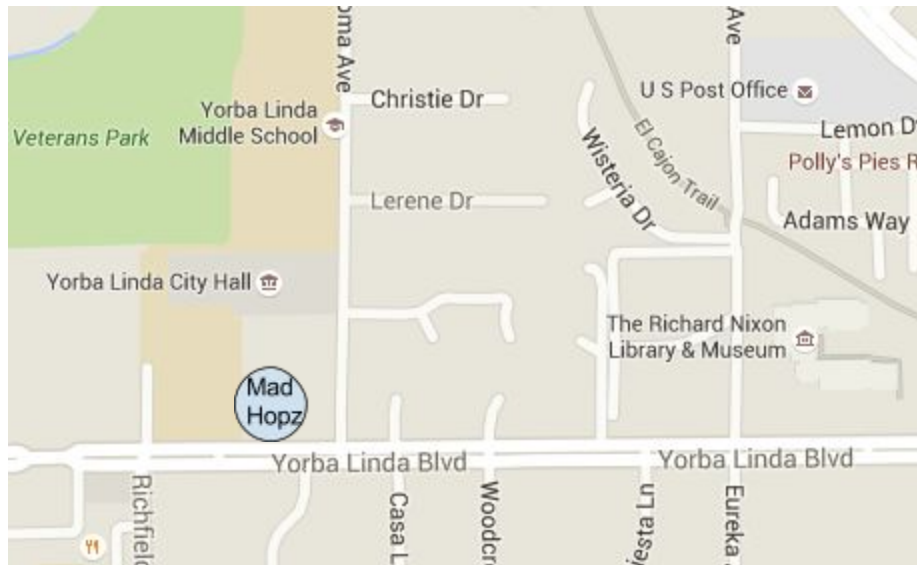
Price Analysis and Strategies: The trampoline park industry is elastic because most customers are not devoted to staying with a company if their prices skyrocket and they charge far more than the others. With that said, there is a huge relationship between price and quality that needs to be focused on. Mad Hopz wants their customers to make the switch to them and then continue to be devoted customers. Existing customers feel that the industry average price is fair and they are able to justify their spending (CI #29, 31, 32, 34, 35). Since Mad Hopz is on the upper end of meeting competition, they will really need to focus on sharing the benefits of their park with potential customers so that they can see why they should spend their money there. If the price increased by 20%, then customers would be much less likely to come to my park. They would be turned off by the prices and they probably would not be able to justify that spending. Although if the price decreased by 20%, there would probably be a slight increase in business; however, not enough to make up for the loss in revenue that would occur.

Why: The reason that Mad Hopz is able to charge a bit more than the industry average is because their overall experience is superior over the average trampoline park. Mad Hopz offers more variety in activities than other competitors and that alone makes customers pleased (CI ##3, 4, 7, 8, 10, 11, 14, 15, 18, 20, 22, 23, 24, 26, 27, 31, PI #1, 4, 6, 15). Since people are unaware of this park for the time being, it will be important for Mad Hopz to showcase that they are certainly worth spending a few extra dollars on— especially when it comes to birthday parties.

Place Analysis

Place Objective: Mad Hopz is located near the Van Buren Elementary School and Yorba Linda Middle School, which is who their target market is. They are trying to reach out to the moms of these students in an attempt to be as convenient as possible for them.

17693 Yorba Linda Blvd, Yorba Linda, CA 92886



Place Analysis & Strategies: The overall goal of this placement strategy is convenience in reaching the target market of Mad Hopz. This location is near to an elementary, middle, and high school— all within less than a mile. There is also a community center, city hall, and museum all within a mile, so it is a fairly well-trafficked area. Since it is on Yorba Linda Boulevard, a busy road, many cars will drive past Mad Hopz as they are going to and from various places. Placement is pretty important to the trampoline park industry, but people will travel far if they feel that it is worth the drive (CI #26, 27). A large reason for this location is that Yorba Linda is a more upper-class city, so customers will likely be willing and able to pay a bit more for the Mad Hopz trampoline experience. Sky Zone in Anaheim is located about 4 miles South of Mad Hopz, but there are no other trampoline parks close by. If they moved 2 miles South, that would be trouble because then they would be fairly close to Sky Zone. However, if they moved 2 miles North, then they would be too far into neighborhoods and not be in the heart of Yorba Linda.

Why: This precise location is perfect for Mad Hopz because they are located close to their target market, yet they are far enough away from competition. Customers appreciate having a

convenient location, and being a mile away from the target market doesn't get much more convenient than that (CI #29). Also, there is a big enough space here to construct a large parking lot so that customers will not have to deal with overcrowdedness and the struggle of finding a parking spot because that is a turnoff (CI #1, 25, 26, PI #15).

Promotion Analysis

Current Promotion Objectives:

Mad Hopz has two main promotional objectives and the two tend to go hand-in-hand. The first is to provide information to consumers and others because nobody knows who Mad Hopz is at this point, so it is essential to tell the community what they have to offer them. The second objective is to accentuate a product's value because Mad Hopz needs to share with people why they stand out from competition and why people should make the switch to their park.

Promotion Analysis:

Awareness

A more traditional way that Mad Hopz will promote themselves is to use billboards in the Yorba Linda area that advertise when their opening day will be. Anticipating opening day, Mad Hopz will be reaching out to the local schools and posting on bulletin boards in grocery stores, coffee shops, and churches to draw more people in. The event will take place on a Friday while students are on winter break, so the target market will have more of a reason to come check out the park.

Trial

Before opening day occurs, there will be a family and friends trial run two weeks prior. Employees will be able to invite guests to come join in on the fun and experience what Mad Hopz has to offer. Doing this will help get kinks out of the system as Mad Hopz realizes improvements that need to be made before they officially open. The two weeks also gives enough time for them to implement the changes that need to be made. Once opening day has arrived, Mad Hopz will offer \$10 for one hour of jumping, Hopz Socks, a \$2 food voucher, and a water bottle to every customer. The goal of this event is to draw in customers, especially those of the target market, and make them aware of Mad Hopz. As they are there, they will see how this park is different from other trampoline parks in attractions and overall environment.

Repeat

Mad Hopz will continue to provide great service to their customers and they will treat every day like it's opening day— meaning that employees should think that each customer that walks through the door is experiencing Mad Hopz for the first time. Another promotional idea for Mad

Hopz is to offer a Mother/Child jump time. It will be offered on Tuesday and Thursday mornings from 9am-10am. This will be a time for moms to work out with a professional trampoline exercise instructor while their kids are able to have fun at the same time. Moms get an hour long break to destress by exercising while their kids are being watched by trained Mad Hopz employees. In order for this program to run smoothly, the kids must be able to spend an hour away from their mom. The mother can of course leave if needed to, but that is not the goal. The overall cost is \$20 for an hour's worth of trampolines for two. Customers really enjoy when trampoline parks offer programs and this is just one example of the potential in Mad Hopz (PI #6, Web. #1, 2). Similar to most trampoline parks, Mad Hopz will offer teen nights, toddler times, and special needs playdates at special rates incorporated into their schedule.

Why: As a new business, Mad Hopz has a small window of about a month to control its brand and showcase who they really are to their customers. They will have to be effective and efficient in getting their message out because time is limited. Mad Hopz will be need to continue to increase awareness and inform the outside world about their product through various promotional strategies. This will be done by emphasizing the benefits Mad Hopz has to offer to help reinforce the brand image. People don't want surprises in their services because they want consistency in their products in order to build trust with a company. It will be beneficial for Mad Hopz to offer coupons, but they ought to not give out too many discounts or else it has the potential to drive down the brand value. Customers may come to expect coupons and only want to go to the park if they're given a good deal (PI #1, 6, CI #32, 34).

Website Analysis

Website Objective: Mad Hopz wants their website to be an experience for the customer that showcases what time at the park could look like. The website also will also be used as a tool of expediency to communicate information with customers.

Website Analysis & Strategies: Navigating through the website of Mad Hopz will be exciting to the user because there will be many fun things incorporated throughout the information. A differentiating factor that Mad Hopz will have is providing 10-20 second clips of individuals enjoying every single attraction the park has to offer. The videos will especially focus on the differentiating factors of Mad Hopz in comparison to other competitors. This will help the customer visualize what time at Mad Hopz could look like and the potential adventures they could have there. Of course the website will need to include valuable information on contacting the park, filling out liabilities, prices, hours, directions, parties, promotions, and programs, but it will not be done in a bland way. With each new click of the mouse will be a new photo of

people enjoying themselves at Mad Hopz. The photos will showcase who the target market is and that will appeal to potential customers.

Why: This website will be designed to provide a small glimpse into what a day at Mad Hopz could look like. The goal is for the site users to experience the trampoline park in a virtual way that draws them towards actually coming to the park. Since the website is oftentimes the first thing that people see about a business, it is imperative that it represents the brand well. Not only will it give all the necessary information, but it will go above and beyond that to enhance the user's thoughts on Mad Hopz.

List of Works Consulted

Websites

Website #1: <http://www.bigairusa.com>, last viewed December 7, 2015.

Why Relevant: Big Air's website gives information about one of my competitors. It gives details about programs, prices, and also provides photos. If I need to know specific things about Big Air, this is a quick place to find that and also find the address and phone number.

Website #2: <http://www.skyzone.com>, last viewed December 7, 2015.

Why Relevant: Sky Zone's website gives information about one of my competitors. It gives details about programs, prices, and also provides photos. If I need to know specific things about Sky Zone, this is a quick place to find that and also find the address and phone number.

Website #3: <http://skyhighsports.com/>, last viewed October 1, 2015.

Why Relevant: Sky High is located in Orange County, so they are a local competitor to my industry. They are also located in many other states, so they are a leader in the national market of trampoline parks. Sky High also offers many similar events and programs that Sky Zone & Big Air do, including toddler jump times, special needs jump times, and birthday party hostings.

Website #4: <http://corona.aerosportsparks.com/>, last viewed October 1, 2015.

Why Relevant: Aerosports is located in Corona and they are a fellow competitor because they are local and are very similar to Sky Zone and Big Air. They offer special jump times for specific groups, fitness classes, and birthday parties. Their website has many photos and displays their Facebook posts.

Website #5: <https://en.wikipedia.org>, last viewed October 1, 2015.

Why Relevant: This site gives general background information on the history of indoor trampoline parks, and it helps me know more about the industry and how it all began.

Website #6: <http://www.indoortrampolineparks.org/>, last viewed October 4, 2015.

Why Relevant: This site gives information on what is happening in the indoor trampoline park industry currently according to the International Association of Trampoline Parks. It is helpful for me to know that this organization exists and to see what kinds of information they are giving out to the general public.

Website #7: <http://www.trampolineparkequipment.com>, last viewed October 4, 2015.

Why Relevant: This website gives information on the kind of equipment that Big Air uses and it has a portfolio of their work. This will allow me to see the quality of Big Air's equipment and there is a quote from the owner of Big Air on this website.

Website #8: <http://zerogravitymn.com/>, last viewed October 18, 2015.

Why Relevant: This a trampoline park in Minnesota that is very similar to Big Air. There are many comparisons that can be made between the two of them

Website #9: <http://www.urbanairtrampolinepark.com>, last viewed October 21, 2015.

Why Relevant: This park was rated best birthday party venue in Dallas, TX. They have a unique glow theme for their parties that draws in crowds.

Website #10: <http://losangeles.cbslocal.com>, last viewed October 21, 2015.

Why Relevant: This website lists out all of the local competitors in the Los Angeles area.

Website #11: <http://getairsurfcity.com/>, last viewed October 24, 2015.

Why Relevant: Get Air Surf City is located in Huntington Beach, so they are a local competitor.

Website #12: <http://www.forbes.com>, last viewed November 8, 2015.

Why Relevant: It states that Sky Zone was ranked one of the most promising companies in the US.

Website #12: <http://bigairfranchising.com>, last viewed November 8, 2015.

Why Relevant: This site gives franchise information for Big Air.

Website #13: <http://www.cdc.gov>, last viewed November 14, 2015.

Why Relevant: This website states different childhood obesity facts.

Articles

Article #1: Sarris. *Indoor Trampoline Parks*, "Indoor Trampoline Parks are "Springing" up Everywhere!" pp. 34-37, April 2014.

Why Relevant: This article gives information on the history of trampoline parks and how it has become a recently booming industry. It also gives a lot of detail on the history of Sky Zone in particular, including interviews and factual numbers.

Article #2: Guarini. *Huffington Post*, “For Sky Zone Trampoline Parks, The Sky's The Limit,” April 16, 2012.

Why Relevant: It gives the history and background of Sky Zone that originated in Iowa and how they are continually growing with new locations. It discusses how social media has worked well for them because their customers continue to post videos and pictures showing the fun they are experiencing.

Article #3: Pollick. *Herald Tribune*, “Businessman turning former studios into a trampoline palace,” March 20, 2013.

Why Relevant: This article gives details about how an entrepreneur created an indoor trampoline park, so it gives me an insight as to how these parks are created and all the time and energy and money that goes into them.

Article #4: Denholm-Hall. *The Western Mail*, “Trampoline scheme 'has massive return potential,’” May 23, 2015.

Why Relevant: Even though this article was written in Wales, it still shows that the industry is booming all across the world. It gives details on how the United States trampoline industry is leading other nations and how this industry continues to increase in popularity.

Article #5: Carpio. *Huntington Beach Independent*, “Jumping into a new venture,” September 26, 2013. **Why Relevant: This article gives information about a trampoline park in Huntington and how they opened it, so I am able to learn more about local competitors in the market.**

Article #6: Nicolai. *Orange County Register*, “Trampoline parks facing state regulation,” August 1, 2013. **Why Relevant: This article talks about different laws and safety regulations about trampoline parks in California.**

Article #7: White. *White Hutchinson Leisure & Learning Group*, “Trampoline centers a flash in the pan?” June 15, 2011.

Why Relevant: This article gives thoughts in reference to if the trampoline industry is just a fad and how it is similar to other soft-controlled-centers back in the 90s. It brings up doubts and problems within the indoor trampoline industry and I need to recognize those current and future problems.

Article #8: Verdon. *northjersey.com*, “North Jersey entrepreneurs are jumping on the trampoline park trend.” June 27, 2014.

Why Relevant: This article gives details about the trampoline industry in New Jersey and how it started because of Sky Zone in California; there is information about the current demand, concerns, and safety issues in the trampoline park market.

Article #9: Halcom. *Crain's Detroit Business*, "Padded sells: Trampoline parks, bounce houses multiply as economy catches air." April 29, 2013.

Why Relevant: This article gives information about a franchisee of Sky Zone and why she has been so successful—it talks about how they are set apart because they always have walk-in open jump hours.

Article #10: Carpenter. *The Orange County Register*, "O.C. 'Housewife,' husband start huge trampoline park." August 21, 2013.

Why Relevant: This article addresses who the owner of Sky Zone in Anaheim is and it gives information regarding that specific park and reasons why it has been so successful.

Article #11: *ABCNews*, "Big Bounce in Trampoline Parks Puts Safety in Spotlight." June 30, 2015.

Why Relevant: This article discusses safety and the amount of injuries that have occurred because of trampoline parks in the recent years.

Article #12: Solomon, *St. Louis Business Journal*, "SkyZone bounds past expectations for growth." December 7, 2012.

Why Relevant: There is information given that states how Sky Zone has more than doubled their expected growth.

Art. #13: Bergman, *KPCC*, "Trampoline park oversight bill advances in State Senate." April 25, 2013.

Why Relevant: These article talks about trampoline park injuries.

Art. #14: Brown, *BBC News*, "Trampoline park Ryze closes over licence issue." February 25, 2015.

Why Relevant: Details are given about why a park in the UK had to shut down over a license issue.

Professional Interviews

Professional Interview #1:

Male college student, Employee at Big Air since their opening in April, so seven months.

Interviewed on October 11, 2015 at Big Air Trampoline Park, Buena Park.

Why Relevant: Zach gave information on issues he has encountered at Big Air and thoughts on his employee experience. He gave facts about prices, employees discounts, and changes that have occurred since they opened.

Professional Interview #2:

Female, college student, Employee at Big Air for 6 months.

Interviewed on October 11, 2015 at Big Air Trampoline Park, Buena Park.

Why Relevant: She gave information on all the different positions that are offered for her and that she enjoys her work. She does a lot of work with birthday parties, which is helpful to understand.

Professional Interview #3:

Male college student, Employee at Big Air since their opening in April, so seven months.

Interviewed on October 11, 2015 at Big Air Trampoline Park, Buena Park.

Why Relevant: He is a jump ref, so he was able to tell me about his experience with that. Also, he has been around since the beginning and has seen transitions happen.

Professional Interview #4:

Female, age 17, Employee at Zero Gravity for 2.5 years.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She has made many observations about trends in the industry and she has noticed how seasons change the business of the park. She has worked many different positions, so she has a lot of insight on employee experience.

Professional Interview #5:

Female, age 17, Employee at Zero Gravity for 6 months.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She is knowledgeable about what is and isn't working at the park. She has enjoyed her employee experience thus far.

Professional Interview #6:

Male, mid thirties, Manager at Zero Gravity— has been working there for four years since their opening.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He has been with the company since they started and has now moved up to a management position. He has seen trends change in the industry and shared them with me.

Professional Interview #7:

Female, age 18, Employee at Zero Gravity for one year.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She has worked different positions at the park and has information on those. She also told me how she wishes the employees would engage with the kids more.

Professional Interview #8:

Female, age 18, Employee at Zero Gravity for three months.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She gave details as to why she likes her job, yet she also told me ways it could improve. She transitioned from a jump ref to a cashier.

Professional Interview #9:

Female, age 20, Employee at Big Air for nine months.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: She told me a lot about their training process because she was hired two months before the park opened.

Professional Interview #10:

Male, age 17, Employee at Big Air for five months.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He gave information about what it is like to work with children and how their safety is his biggest concern.

Professional Interview #11:

Male, mid twenties, Operations Manager at Big Air Buena Park for eleven months; however, he worked at their Laguna Hills location for over a year before the switch.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He gave information about why they created a new location and how they were able to do so. He also told me about the employees and how they have improved a lot since their opening.

Professional Interview #12:

Female, early 20s, Employee at Sky Zone for 2 years, but she has switched around positions.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She gave a lot of information about transitions and trends that have occurred throughout her time here and changes that have been made to the park.

Professional Interview #13:

Female, early 20s, Employee at Sky Zone for 1.5 years.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She shared information about the change in management that has happened recently.

Professional Interview #14:

Female, early 20s, Employee at Sky Zone for 5 months.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She shared pros and cons of her job and ways that she sees improvements could be made in order to create a better environment for the jumpers.

Professional Interview #15:

Me, Female, 19, has been studying the market for 3 months and has visited various parks.

Customer Interviews

Customer Interview #1:

Female, age 20, Biola student, a customer at Big Air, Sky High, and Sky Zone.

Interviewed on 10/13/15 at Biola University.

Why Relevant: She gave information about her recent experience at Big Air and compared it to Sky Zone and Sky High. She stated many reasons why she prefers Big Air over the others.

Customer Interview #2:

Female, mid to late thirties, a customer and mother of a child who was also there.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She is a customer who has had experience planning a birthday party with Zero Gravity, so she was able to give feedback on her experience. She also was able to share some suggestions she has for how the park could improve.

Customer Interview #3:

Male, age 6, a customer who had a trampoline park birthday party and decided to come back.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He was able to tell me about things he liked about the park and his birthday party that he had this summer. Also, he told me suggestions about having an eating area.

Customer Interview #4:

Male, age 9, has been going to Zero Gravity for a few months.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He was able to share with me his favorite things about the park and why he keeps coming back. He shared that he doesn't think there are any changes that need to be made.

Customer Interview #5:

Male, mid to late twenties, went to the park with friends and this was his first time.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He gave a lot of information about how he thinks there should be changes made to the size of trampoline parks— this is a unique perspective because he is an older guy, yet he was being extremely active at the park.

Customer Interview #6:

Male, age 9, first time ever at any trampoline park.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He told me about his favorite things the park has to offer (including that he gets exercise), yet he also told me some suggestions he has regarding ways it could be improved. He is in the average age range of trampoline park attendees, so his opinions are highly important.

Customer Interview #7:

Male, age 9, first time at Zero Gravity, but he has been to Sky Zone before.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He gave me valuable information as to why he prefers Zero Gravity over Sky Zone and he told me his favorite things about the park; however, he also told me he thinks the dodgeball court should increase in size. He is in the average age range of trampoline park attendees, so his opinions are highly important.

Customer Interview #8:

Male, age 11, first time at Zero Gravity, but he has been to Sky Zone before.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He gave me valuable information as to why he prefers Zero Gravity over Sky Zone and he told me his favorite things about the park. Also, he is in the average age range of trampoline park attendees, so his opinions are highly important.

Customer Interview #9:

Female, early forties, a mother of children who have visited Zero Gravity 5-10 times in the past few years, and Sky Zone once.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She gave me a lot of recommendations for ways that this park could improve, yet she also gave me reasons why she continues to bring her four kids here. She said she will only come when they have a Groupon. She gives the viewpoint of a parent, and not only a customer.

Customer Interview #10:

Male, age 10, has visited Zero Gravity 5-10 times in the past few years, and Sky Zone once. Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He told me why he prefers to come to Zero Gravity and his favorite activities here. He is in the average age range of trampoline park attendees, so his opinions are highly important.

Customer Interview #11:

Male, age 6, has visited Zero Gravity 5 times and Sky Zone once. Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: He had his sixth birthday party here and he told me why he likes this park. He also had great suggestions on ways the park could improve.

Customer Interview #12:

Female, age thirty, a mother of a child at the park.

Interviewed on 10/15/15 at Zero Gravity in Mounds View, MN.

Why Relevant: She hosted her son's sixth birthday party here, so she was able to give information about how that process was.

Customer Interview #13:

Male, late thirties, a father of three kids at the park.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He gave information about what it is like to be a parent and bring your children here. He feels like the kids are safe and he has an enjoyable time when he is here also.

Customer Interview #14:

Male, age 15, has visited both Big Air and Sky Zone.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He gave valuable information about changes he would like to see made, like having volleyball courts and getting socks with a better grip on the bottom.

Customer Interview #15:

Male, age 9, has visited both Big Air and Sky Zone.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He shared that he prefers Big Air because they have more activities; however, he would like to see even more games.

Customer Interview #16:

Male, mid 70s, has visited Big Air and another trampoline park also.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He was at the park with his great grandchildren and he shared that he was having a good time. Also, he shared that he would like to see a longer stretch of trampoline for the kids to run on.

Customer Interview #17:

Male, early 20s, first time ever at a trampoline park.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: He was a local student that came to the park because of a deal that was going on. Also, he shared that it was too hot in the building and he would like to feel more A/C.

Customer Interview #18:

Males, group of three 15 year olds, have all visited both Sky Zone and Big Air.

Interviewed on 10/31/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: They all agreed they like Sky Zone more because it's bigger and for older kids. They like Sky Zone's full court basketball and the amount of space that they have there. They came because of the Halloween special.

Customer Interview #19:

Females, late thirties, 5 moms of children who were attending a birthday party.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: One of the moms gave information about the ease of hosting a birthday party with Sky Zone, another said they like the cleanliness of this park, and they all recommended having a place to get drinks for adults.

Customer Interview #20:

Females, 13 and 14 year old sisters who have been to Big Air and Sky Zone.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: They shared that they were at the park for a birthday party and they also said things that they enjoy about Sky Zone.

Customer Interview #21:

Male, early forties, father of twin daughters having a birthday party.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: He shared about the party process and how he would like to see an adult sports bar for parents at the park.

Customer Interview #22:

Male, age 9, has attended two different locations of Sky Zones.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: He was at the park with his family and he shared free jump is his favorite, yet he would like to see soccer and baseball incorporated somehow.

Customer Interview #23:

Male, age 9, has been to Sky High and Sky Zone.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: He said he likes the event socks they have at this park and he would like to see improvements made in the foam pit area.

Customer Interview #24:

Female, age 13, has been to Sky High and Sky Zone.

Interviewed on 11/1/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She was there for her brother's birthday and she said she would like to see a bigger foam pit that has instant slomo replay.

Customer Interview #25:

Male, age 20, friend, visited Big Air once.

Interviewed on 11/2/15 at Biola University over FaceTime.

Why Relevant: He give input as to why he would like to go to another trampoline park sometime and what his favorite parts were. He also gave advice on limiting the number of people allowed to avoid overcrowdedness and separating age groups for dodgeball.

Customer Interview #26:

Male, age 20, friend, has visited Sky Zone in Corona many times.

Interviewed on 11/2/15 at Biola University.

Why Relevant: He has attended this park regularly with friends and he gave ideas as to how to improve it— more dodgeball, better food, free water, a jukebox, and adding an obstacle course.

Customer Interview #27:

Male, age 20, friend, has visited a Sky Zone in Indiana, Big Air, and Sky High.

Interviewed on 11/2/15 at Biola University.

Why Relevant: He shared about his past experiences at the various parks and which parks he preferred and why. Also, he gave the idea to add a ropes course to the park.

Customer Interview #28:

Female, early forties, first time ever at Big Air.

Interviewed on 11/28/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: She gave comparisons between Sky Zone and Big Air.

Customer Interview #29:

Female, mid thirties, has been to Big Air many times.

Interviewed on 11/28/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: She gave her opinions on food, music, location, and pricing.

Customer Interview #30:

Female, age 10, first time at Big Air.

Interviewed on 11/28/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: She told me what she liked most about the park and that she was here for her brother's birthday party.

Customer Interview #31:

Female, early forties, hosting a birthday party at Big Air.

Interviewed on 11/28/15 at Big Air Trampoline Park, Buena Park.

Why Relevant: She told me about the ease of the party process.

Customer Interview #32:

Male, mid forties, has hosted many birthday parties at Sky Zone.

Interviewed on 11/28/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: He is a father of kids at the park and he is the one in charge of paying and planning birthday parties.

Customer Interview #33:

Female, late thirties, first time at Sky Zone.

Interviewed on 11/28/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She is a mother of two kids and she was looking for a way to entertain her kids while on vacation.

Customer Interview #34:

Female, late twenties, been to Sky Zone many times with her kids.

Interviewed on 11/28/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: She has visited the park many time with her kids and they take part in special promotional prices.

Customer Interview #35:

Male, late thirties, was at Sky Zone for a team party.

Interviewed on 11/28/15 at Sky Zone Trampoline Park, Anaheim.

Why Relevant: He gave a lot of criticism about the park and listed reasons why he thinks it's an awful place.