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Executive Summary

Rush Amusements, Inc. is an industry leader in the amusement park market in Phoenix, Arizona and was established in 2014. The amusement park industry is a \$17.5 billion dollar market and we are looking to take a small part of that. We are currently the largest park in the Phoenix area with four major roller coasters, a waterpark, six smaller attractions, and many different dining options for our visitors. We serve a large variety of guests including both domestic and international visitors with our core values and exciting amusement rides. We strive to offer the most technologically advanced, safe, and enjoyable amusement park for all our guests and employees.

Our vision is to become the most popular spot for recreational use in the Phoenix area by 2025. We hope to expand our 70 acre park land with an air-conditioned virtual reality building, a multiple use concert venue, and a larger selections of healthier food options which is projected to be completed by 2021. We plan to reach out towards families, college students, vacationers, and schools all within a three hour radius of our park. Some of our marketing strategies include: social media, TV and radio advertising, digital promotion, and website advertising. What makes us different from our competitors is that we are geared towards all ages while our competition is mainly geared towards children and they lack the true feeling of an amusement park. Rush Amusements strives to create a fun and futuristic feel to our amusement park so all our guests can enjoy.

Rush Amusements is managed by a team of well trained and experienced leaders who have been in the Entertainment industry for over ten years. Our team includes: Chief Executive Officer Ross Rosenfeld, Chief Financial Officer Michael Salerno, Chief Operating Officer Ava Schifano, Chief Technological Officer Samantha Weissgold, and Chief Safety Officer Rohan Rao.

Organizational Background

Rush Amusements, Inc. is a modern amusement park located in Phoenix, Arizona. We decided to open an amusement park in Phoenix because at the time they were lacking a large scale amusement park. We did extensive research and found out that a majority of citizens in Phoenix believed that there was a large need for an amusement park (see [Appendix B](#) for more information). Established 2014, we became the largest park in the Phoenix area with four major roller coasters, a waterpark, six smaller attractions, and many dining options for our guests (see [Appendix C](#) for more details). Since 2014, we have been modifying our park to keep up with the fast pace environment our society is accustomed to. Current features include the integration of free Wi-Fi and charging stations in our park. By placing outlets in the lamp posts around the park, we have made it easier for customers to stay connected socially. We are proposing to expand the park by adding new attractions such as new virtual reality rides, a concert venue, and a larger selection of food to give people more health conscious options.

Management Team

Rush Amusements is managed by a well trained and experienced team that has been in the industry for ten plus years. Our Chief Executive Officer is Ross Rosenfeld who meets and communicates with other managers to effectively implement strategic plans to grow the amusement park. Ross is a supportive manager and is patient with all of our staff which makes him a great CEO. Ross has graduated from a top performing business school, with 15 plus years working in the entertainment industry. Our Chief Financial Officer is Michael Salerno, who is responsible for presenting accurate information on Rush amusements financial information. Michael is also responsible for investing the company's capital. Michael has 20 plus years

working in financial management for many corporations around the country. Our Chief Operating Officer is Ava Schifano who ensures everything is running smoothly and that our staff is trained and happy. Ava has more than ten years working in human resources and she cares deeply about our staff. Our Chief Technological Officer is Samantha Weissgold who is in charge of researching new technologies and looks to improve our customer experience. She has been researching and developing for many corporations over the past 10 years. Our Chief Safety Officer is Rohan Rao, who has more than 20 years of experience as a safety and security manager for corporations. Rohan is responsible for overseeing security and safety in the park.

Mission, Vision, & Value Statements

As we begin to grow in popularity, we are proposing on expanding our park to enhance the experience for all our guests. By doing so, this will help us accomplish our vision of becoming the most popular entertainment spot in Phoenix by 2021. Growing our business will also help us achieve our company mission which is to change the norms of typical amusement parks by offering exciting and up to date attractions for the whole family. We plan on achieving this by offering healthier food so people do not feel pressured to eat amusement park food such as hamburgers, hotdogs, and french fries. We also plan on changing the norms of amusement parks by staying up to date with new trends. Virtual reality is a growing trend and is becoming popular at Amusement Parks. With new additions to our park, we make sure not to lose sight of our values. We know how important each of these characteristics are to our customers so we treat this value as a big part of our company image.

Revenue Sources

Rush Amusements has multiple sources of revenue. Most of our profit comes from our waterpark, ticket packages, carnival games, and merchandise. With our new virtual reality ride, we will begin to draw in a larger market which will boost our sales significantly.

Virtual reality is when the user is put into an artificial world. We could easily change the intensity of the rides depending on how much “rush” the user wants. We could create a scary nerve tingling roller coaster for our more mature guests or a fun less intense ride for our younger guests. This would give us a lot of flexibility and enable us to create many new and unique rides, while lowering our spending on maintenance.

Industry & Competition

Rush Amusements is an amusement park that is in the entertainment industry which falls under SIC code 71311. Our market extends past the adolescent age and is opening up to a more mature audience. Our competition is made up of *Wet n’ Wild*, *Dave and Busters*, *Children's Museum*, *Big Surf*, *Castle n’ Coaster*, and *Enchanted Island Amusement Parks*, which are all within a thirty mile radius from our park. Most of our competition is geared towards children. Our competitors lack the true amusement park because they do not offer a large variety of rides. Rush amusements is geared towards all ages. With new rides like virtual reality we will be appealing to a larger crowd. Along with virtual reality we will be adding a covered concert venue. The venue will hold concerts and community events. We differ from our competition because our park offers unique thrills and adventure for an affordable price and for all ages. Our company is a family friendly park that leaves lasting memories with customers. We are positioned near neighborhoods so that we can be active participants in the community.

One critical success factor that we have at Rush Amusement is concept of safety. We make sure all of our rides are safe to use before the day starts so our guests can focus on having fun. Our attractions draw in many people to our park and is our most successful product. Phoenix has grown by 11% since the last census of 2017, this growth expands our market and our number of customers.

Strengths, Weaknesses, Opportunities, and Threats

Furthermore, some of our strengths as a brand include that we have highly trained staff who always remain loyal to the Rush Amusements brand, our customers give positive feedback on their experiences within the park, and we have exceptional relationships between our customers and our employees. One problem that we're facing is that the amusement park market is highly capital intensive and that's why we need investors to expand our park. Another weakness we have is that our brand recognition isn't very high. We're looking to improve our recognition drastically with this expansion which will also make our advertising more effective. Our plan is to tackle our weaknesses head on and make it a part of our strengths. We have a lot of opportunity being in the ever growing populous city of Phoenix. We are looking into providing more safety options for children and better accommodations for the differently abled which can increase our target market, consisting of families, students, and vacationers. Some threats we face are the inconsistent tax increases, the ever changing local, national, the hot Phoenix weather, and our nearby competition. Rush Amusements is combating the weather by making sure our expansion takes into account the necessity of shaded and air conditioned areas so our guests feel more comfortable. Rush Amusements is constantly working out ways to turn

our companies weak points into strengths, mitigate our threats, and maintain our strengths. (See [Appendix H](#) for our SWOT Chart).

Marketing and Customer Analysis

Rush Amusements is looking to gear its customer demographic towards families, college students, vacationers, and schools. These demographics are ideal because with a growing city, it is important to address the 32% of families in Phoenix that have children under 18 (U.S. Census Bureau). In the Phoenix area there are 2,267 schools with 1,089,384 student enrolled in them (Public Education in Arizona). With having such a large population of children under the age of 18 in Phoenix, we are able to market our park to a large population age group. There are also several colleges close in proximity: Grand Canyon University (15,500 students), Arizona State University (71,946 students), and Carrington College (7,300 students). With these institutions so close, our park has become a trendy area for the community to enjoy. The new additions have an increased the opportunity to expand our demographic range.

Attracting Our Audience

As a result of our target market mainly consisting of children under the age of 18, we want to advertise on social media as much as possible. By having free WiFi and charging stations, customers will have the ability to stay connected with social media. We want to make it as easy as possible for our guests to post or blog about how much they enjoyed our park and let their friends and family know. We are also going to have social media promotions where guests can tag Rush Amusements on Instagram, Facebook, Twitter, and Pinterest and we will randomly select a picture on one of these sights and give away a free ticket. By using ABC15 Arizona (KNXV-TV), the local news station, we can advertise to parents and guardians. To attract our

vacationers, we plan on putting our brochures in nearby hotels. We also offer shuttle services from our partnership hotels, to our park making us more accessible. We will team up with local hotel chains such as *Courtyard by Marriott*, *Holiday Inn*, and the *Sheraton Hotels* to create an all-inclusive hotel/amusement park package with free “Rush” transportation to our park. This addition will attract a larger market than before because it simplifies transportation to our park.

Furthermore, by using technology we are able to market to a larger community.

Nowadays, people are always on social media. By advertising on social media, people will see how enjoyable our park is and consider returning. The technology we develop is purposefully designed to take advantage of current trends. This is displayed with our Virtual Reality rides.

Filling the Gaps

In Phoenix, there are many gaps to be filled in the entertainment arena. Before our park opened, Phoenix did not have a large amusement park. Now we are the largest and most popular in the area. As a result of the warm weather, our new expansion plan will take into account the need for indoor air-conditioned facilities. We would put our concert venue and Virtual Reality rides inside an air conditioned facility. Not only do we want our customers to enjoy our park, but we also want our customers to feel comfortable during the hotter months.

Rush Amusements will continue to market its brand by establishing partnerships with local businesses who have similar target markets. By making our park more accessible for the differently-abled we are able to expand our demographic to be more inclusive. Shuttle rides and other forms of transportation are going to be used to increase the visitor count. We realize how important marketing our brand is and will continue to advertise in the right places and increase our brand recognition.

Products & Services

With the new expansion to Rush Amusements we estimate that our annual visitor per year will rise significantly. Capitalizing on the expansion will allow us to increase sales through merchandise, admissions, rides, and games. In the amusement park market, average admissions revenue accounts for 65.4% of the industries income and it is expected to remain the biggest income stream for amusement parks for the foreseen future. Concession items average 13.7% of the total revenue, 11% of our revenue derives from merchandise, and the 9.9% consists of other items purchased in the park. (Data from IBISWorld, 2017)

Our Strategy

With our new expansion, healthier food options will be sold so that our customers are not limited to the normal amusement park food options (See [Appendix F](#) for our new menu). We also have water bottle fill-up stations throughout the park so that people can stay hydrated at all times free of charge. We want our park to be as safe as possible which means protecting our customers from the hot weather in Phoenix. Another service we are creating is our own Rush Amusement Transportation. Buses and shuttles will be provided to take guests to and from our hotel partners. Our team at Rush feels that we should make our park as accessible to all willing to patronize our park. We plan on adapting our current rides to be more friendly for the differently-abled along with free wheelchair rental services for those who need it.

Rush Amusements provides high quality products and services which results in high quality entertainment, for this reason customers continue to come back. By utilizing information on the surrounding demographics we are able to creating marketing campaigns that are directed towards our community.

Suppliers & Vendors

Our company is positioned well with outside vendors and suppliers who understand our mission. Some of our vendors are *Dunkin Donuts, Nathan's, Coca Cola, and Dippin' Dots*. Using vendors such as *True Food*, a smaller chain within Phoenix, supplies us with healthy alternatives for our guests. We also are partnered with a few different hotel brands like *Holiday Inn, Sheraton, and Courtyard Marriott*. Transportation from these hotels to our park will be provided. Using *National Prize and Toy*, we will be able to supply our amusement games with prizes for our patrons. Our partnerships in the food, hotel, and equipment industries allow us to operate at a higher quality.

Financials

One of Rush Amusements' priorities is to keep fair prices for everybody. Our Junior tickets are \$30 each and will be available for guests 10 years old or younger. Our adult ticket prices cover everyone above 10 years old to 60 years old which are \$38 each. Senior tickets are for ages 60 and up and cost \$25. Rush Amusements appreciates the service of our nation's troops and we sell discounted tickets at \$31 to active and retired military personnel. For our waterpark an entrance free will costs \$5 per person for all ages. (See [Appendix G](#) for our tickets).

Pro-Forma Projection Schedule

By looking at our pro-forma projection one can see how we are reinvesting into the park. Our spending on maintenance is continuously increasing every year. We want to make sure all of our rides are working efficiently for the safety of our customers and staff. As our company expands, the need for insurance will continuously rise to ensure the safety of both our guests and our loyal employees. Our spending on utilities will decrease in the future because of the addition

of our new solar panels. Rush is excited to say that we are moving towards clean energy. (See [Appendix D](#) for the pro-forma projection formula)

Our Prices Compared To Competition

Rush wants to entertain as many customers per day as possible. We acquire more customers than our competitors because our ticket prices are lower. Our Junior and Adult tickets are four dollars less than Wet n' Wild. Our Senior tickets are \$25 compared to Wet n' Wild's \$33.99. With our tickets, you get lower prices and a better experience than that of our competitors. You have options of more food choices as well as better merchandise prices. Our souvenir cups are \$11 dollars with free refills. Wet n' Wilds souvenir cups are \$10.99 with an extra \$0.99 for each refill. As proven above, Rush offers a higher quality experience than that of its competitors for a lower price.

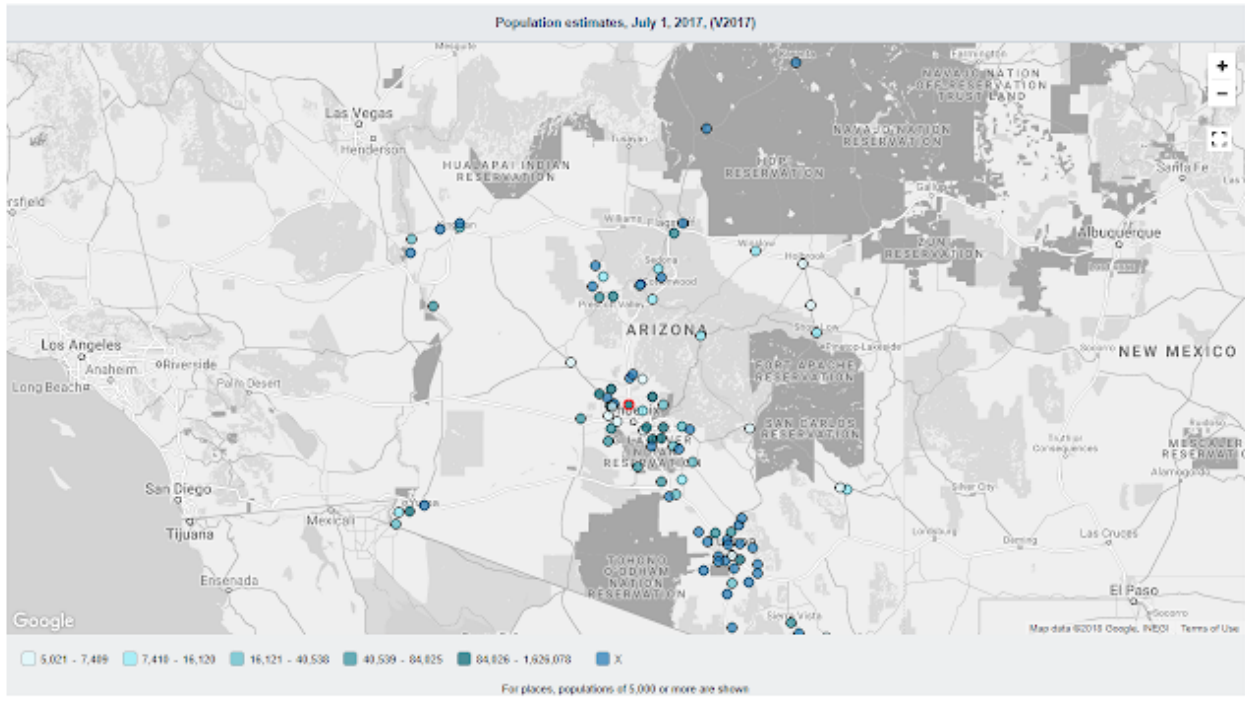
All the members of our team believe that our company has a bright future. Our research and development team has proven themselves with the task of creating new sources of revenue such as our new tech arena and multi-purpose concert venue. They have developed new nightlife activities for teenagers and college students, which will increase the amount of customers per day visiting our park. Partnering with local companies, we have developed our own shuttle system that will take people to and from our park. The management team hopes the expansion will allow all customers to "rush" back to create new memories. We hope to secure investors so we can expand our park and reach our goal of becoming the most popular spot for entertainment in Phoenix by 2025.

Resources

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www.thecoasterguy.com/2013/05/05/what-u-s-city-needs-a-new-theme-park/.

Appendix

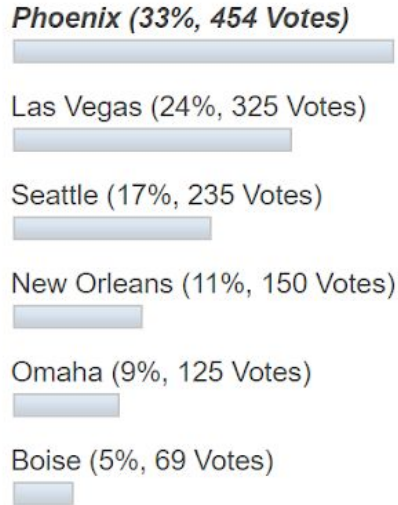
Appendix A



This map shows the population density of Phoenix AZ as well as other high population areas in Arizona. These areas are all within a 3 hour radius from our park.

Appendix B

Which city needs a new theme park?



Total Voters: **1,358**

“Phoenix: There is definitely a large enough population in the Phoenix metro area to sustain a new theme park. In fact, given their weather, it could even operate year round. They do have a Castles & Coasters location, but that looks more like a family fun center with two coasters and not a true theme park.”

This survey has helped us in our decision of where to place our park. Around 33% of voters believed that phoenix needed a new theme park.

Appendix C

Rush Rides:

Roller Coasters:

The Revenge 

The Twist 

Timber 

Thunder 

Waterpark

Splash

With 5 major slides



Smaller Attraction

Viking Ship Swing

Chair Swings

Tea cup ride

Bumper cars

Free Fall

Pendulum ride

Appendix D

	Actual	Projected		
	2018	2019	2020	2021
Admision/Customer	\$35	\$36	\$37	\$38
Avg Rev P/Customer - Waterpark	\$5	\$5	\$5	\$5
Avg Rev P/Customer - Souviners & Concessio	\$35	\$35	\$35	\$35
Customers/Day	3,900	4,000	4,100	4,200
Operating Days	260	260	260	260
Customers/year	1,014,000	1,040,000	1,066,000	1,092,000
Revenues				
Total Gate Revenue	\$35,490,000	\$37,492,000	\$39,442,000	\$41,496,000
Total Waterpark Revenue	\$5,070,000	\$5,200,000	\$5,330,000	\$5,460,000
Total S&C Revenue	\$35,490,000	\$36,400,000	\$37,310,000	\$38,220,000
Revenues:	\$76,050,000	\$79,092,000	\$82,082,000	\$85,176,000
Cost Of Goods Sold	\$11,407,500	\$11,863,800	\$13,953,940	\$15,331,680
Gross Profit	\$64,642,500	\$67,228,200	\$68,128,060	\$69,844,320
Expenses				
Maintenance	\$3,000,000	\$3,500,000	\$4,000,000	\$4,500,000
Marketing	\$2,500,000	\$2,800,000	\$2,500,000	\$2,400,000
Total Salary & Wages	\$7,000,000	\$7,500,000	\$8,000,000	\$8,500,000
Reaserch and Development	\$3,800,000	\$3,800,000	\$2,000,000	\$2,000,000
Insurance	\$6,000,000	\$6,500,000	\$7,000,000	\$7,500,000
Legal & Accounting	\$500,000	\$500,000	\$600,000	\$700,000
Utilities	\$2,500,000	\$2,500,000	\$1,500,000	\$1,500,000
Miscellaneous	\$800,000	\$900,000	\$1,000,000	\$1,000,000
	\$26,100,000	\$28,000,000	\$26,600,000	\$28,100,000
EBITDA	\$38,542,500	\$39,228,200	\$41,528,060	\$41,744,320

Appendix E

<https://youtu.be/gWgCEPXeckE> - Video showing the virtual reality rides

Appendix F

New and healthier dining option:



GRILLED CHICKEN BREAST SANDWICH	\$9.99
VEGETABLE SKEWERS	\$7.99
ROASTED GARLIC AND SHRIMP	\$4.50
BARBEQUE CHICKEN	\$7.00
FRUIT PLATTER	\$5.00
CORN ON THE COB	\$3.00
VEGGIE BURGER	\$7.00
RUSH SALAD	\$6.00

Appendix G

	<p>FAMILY 4 PACK</p> <ul style="list-style-type: none">• 4 PACK OF REGULAR ADMISSION TICKET• VALID MONDAY-FRIDAY <p>\$115</p>
	<p>JUNIOR ADMISSION</p> <ul style="list-style-type: none">• CHILDREN UNDER 10• GOOD ANY DAY <p>\$30</p>
	<p>REGULAR ADMISSION</p> <ul style="list-style-type: none">• 10 & OLDER• GOOD ANY DAY <p>\$39</p>
	<p>SENIORS ADMISSION</p> <ul style="list-style-type: none">• 60 & OLDER• GOOD ANY DAY <p>\$25</p>
	<p>WATERPARK ADMISSION</p> <ul style="list-style-type: none">• ADMISSION TO "SPLASH"• GOOD ANY DAY <p>\$5</p>

Appendix H

STRENGTHS

- Well trained staff
- Positive customer feedback
- good employee/customer relationships

WEAKNESSES

- Capital funding
- Brand recognition awareness

OPPORTUNITY

- Accommodations for the differently-abled
- Nearby city with large population
- Need for a large scale water/amusement park

THREATS

- Economy
- Weather
- Competition
- Government regulation

Appendix I

