

Jurassic Adventure Mini Golf Business Plan

Executive Summary

Jurassic Adventure Mini Golf will provide 18 holes of entertainment to the local and tourist market in Gurnee, Illinois, a popular tourist destination, through an outdoor themed mini golf course.

The purpose of this plan is to obtain a bank loan in the amount of \$3,019,200.00 and equity investments from the owner's families of \$900,000.00.

The Team

MBA Holdings, Inc. will be managed by Ashley Spingola, Bennett Lafferty and Mike Matias. The management team will be graduating from Marquette University in 2008. Bennett and Ashley will graduate with a marketing major, and Mike with an accounting major.

The Opportunity

Mike Matias grew up in Gurnee, Illinois and interacted with both the local and tourist market through his 5 year employment at Six Flags Great America. Mike realized that Gurnee was lacking a quality outdoor mini golf course, a concept that has been implemented in every major tourist area. Mike, along with his team members Ashley and Bennett saw an opportunity to develop this course to serve the tourists and local families. Mini golf courses have flourished in popular tourist areas surrounding amusement parks, and the opportunity within Gurnee, Illinois is great, as the area continues to develop more tourist attractions.

The Services

Jurassic Adventure Mini Golf (JAMG) will be an 18 hole themed mini golf course. The theme will be a prehistoric dinosaur theme and will focus on providing a fun environment for families to play together. The course will be designed around an "active" volcano featuring dinosaurs and jungle sounds. Families will enjoy an hour of quality family fun and competition.

Major Benefits:

- Supplemental family entertainment to Six Flags and KeyLime Cove.
- Quality family time with a competitive environment.
- Gathering place and hang out spot for local teens.

The Market

JAMG has three distinct target markets: Tourist families, local families and local teenagers. JAMG recognizes that the families are looking for alternative entertainment to Six Flags or to the water parks. Additionally, the local teens are looking for other sources of entertainment as well. The markets all have higher disposable income than in other areas, and are willing to spend on entertainment. An informal survey of Six Flags guests revealed that 2.8% guests would visit a mini golf course in Gurnee, Illinois (See Appendix).

The Offer

We are seeking \$3,019,200.00 in bank loans to cover the initial investment in the land, course and equipment. An additional \$900,000.00 in equity is sought from the family and other investors of the three managers.

The Financials

MBA Holdings, Inc. expects to be profitable within the first year of operations and will have a positive cash flow by June of 2009 in order to pay off the loan. We will operate with heavy debt, but we will be capable of paying off our loans with both suppliers and the banks.

The Company

MBA Holdings, Inc. is an Illinois based company providing a themed miniature golf experience to local families and teenagers as well as tourists in the greater Gurnee, Illinois, area operating under the name “Jurassic Adventure Mini Golf”.

Jurassic Adventure Mini Golf will provide 18 holes of entertainment to Gurnee, Illinois, a popular tourist destination, through an outdoor themed mini golf course.

Corporate headquarters and the miniature golf course are located at on North Dilley Road, right off of Interstate 94 in Gurnee, Illinois next to KeyLime Cove Resort (See map in appendix)

Jurassic Adventure Mini Golf will be incorporated in the state of Illinois in January of 2009. Ownership of the company will be distributed between Ashley Spingola, Bennett Lafferty and Mike Matias. Based on the amount that the investors contribute will relate directly to what percentage of the company they own. Additionally, the company is currently seeking to have its course name “Jurassic Adventure Mini Golf” trademarked by the U.S. Patent and Trademark Office.

JAMG is in the stage of a seed company. The business concept and business plan have been developed and a location for the company to operate has been identified.

JAMG offers an 18 hole miniature golf course with a Jurassic period theme throughout the course. It is aimed to provide an enjoyable experience for families and people who enjoy playing miniature golf. To take advantage of the company's resources the course will be open seven days a week as well as holidays during the summer season.

The industry that JAMG is in is the entertainment/amusement industry. The entertainment industry is often saturated but JAMG will provide customers with something that is not currently available in the area. Based on the average disposable income of Lake County, IL being just under \$56,000 JAMG will have a great population to do business with (See Lake County Statistics in Appendix). Due to the fact that companies such as Six Flags are in the area it will be key to have a well developed marketing plan.

The reason that we are starting this company is because we see a niche in the entertainment industry that has the opportunity to be very successful. Also, MBA Holdings, Inc. has an interest in the sport of miniature golf itself. The goal of the company once JAMG becomes profitable is to start a miniature golf franchise throughout the country.

The company is now seeking \$3 million from investors/ potential partners. These funds will go to financing the desired location as well as to cover the costs of construction as well as operating and marketing expenses.

In addition to the investment, we are also seeking a full time manager and at least two part time employees. The manager would manage the day to day operations of the golf course as well as the "street team" of part time employees that are responsible for advertising.

The Service

Jurassic Adventure Mini Golf will be an 18 hole themed outdoor mini golf course located in Gurnee, Illinois, a popular tourist destination. JAMG will have a prehistoric theme from employees in safari uniforms to dinosaurs on the mini golf course in order to provide a consistent themed experience.

The course will be built on a three acre plot of land off of Dilley's Road near KeyLime Cove Hotel and Resort. Harris Miniature Golf Courses, Inc. will design and construct the course during the first three months of 2009 and have the course playable by May of 2009. It would be possible to open in late 2008, however, due to JAMG's reliance on the tourist market, it will not be open until the tourist season in 2009.

JAMG will begin operations in May of 2009. During May JAMG will be open on weekends. On Friday it will be open from 4:00-10:30 ; Saturday and Sunday, 9:00-10:30. The course will be open daily from 9:30-11:00 from June to mid September. From mid September through October it will be open on weekends.

This schedule mirrors the operating hours of Six Flags and will continue to mirror it until JAMG establishes itself as a destination, rather than a supplementary source of entertainment.

The course will be designed around an “active” volcano and waterways within a prehistoric jungle. Guests will play through the terrain and experience prehistoric dinosaurs built into the scenery. Additionally, guests will hear the sounds of the jungle from concealed speakers in the rocks. The course will be of medium difficulty and will utilize the man made terrain and landscape to create a unique mini golf experience.



In addition to mini golf, JAMG will have family restrooms to aid families with children. They will be clean and inviting and be a priority for the staff to clean. Additionally, JAMG plans to expand its operations to include a dining room, serving snack foods such as hot dogs, burgers and pizza to guests. The space can also be used as a birthday area so that families living in the area can celebrate birthdays with a dinosaur theme. This space will not be developed until after MBA Holdings can finance it with its own retained earnings, probably 3 years into operations.

JAMG will be priced on the higher end of mini golf courses, but compared to the other entertainment in the area it will be reasonable to the guests. Families visiting the area will easily afford \$7.00 a game and will pay it for an hour of family entertainment. The cost of a game of bowling or going to see a movie can easily be \$8.00 in the Gurnee area, so the price of a game of mini golf is a good value. Additionally, mini golf provides a more interactive and family fun environment than going to a movie.

JAMG will provide guests a fun filled hour of competitive fun. Vacationing families will find JAMG a fun supplement to their entertainment vacation. Families will have an hour of quality time together keeping both kids and adults engaged and happy throughout the course. Additionally, local teens will find this a fun social place to come with friends and dates. The overall atmosphere is conducive to fun conversation and competition, making it the perfect environment for quality family and friend time.

Target Market

In the United States, there are about 7,000 mini golf courses with 136 in Illinois¹. There are numerous different types of mini golf classifications. There are sport courses for professional mini golf players, indoor courses and traditional putt-putt courses². In addition, mini golf courses can include other amusement features such as go-karts, batting cages, indoor laser tag, a driving range and a grille with food such as hamburgers and ice cream. The market is attractive for Jurassic Mini Golf because MBA Holdings Inc. plans to build in Gurnee, Illinois which is a popular tourist destination.

Our primary target market will be tourists visiting Gurnee, Illinois. They mainly include families visiting Six Flags Great America and the Gurnee Mills shopping center. Our course will be located off of I-94, which makes it an easy destination for tourists (See map in appendix). They come from all over the country, however, most come from the Midwest. The parents are between the ages of 30 to 40 years old with children ranging in age from 4 years old to 10 years old. These parents are advertising executives and nurses and have an annual income, according to the US Census, of about \$30,000 more than the average citizen (US Census Bureau, 2006). This means that they have a disposable income in which they can spend on weekend family excursions. These customers like brand name stores including such stores as Target and Kohl's. They make quick choices when it comes to making a purchase and they either buy their products at a store or online. They are looking for something fun to do that the whole family would enjoy and the convenience of location is a factor. These families come to Gurnee for entertainment and specifically to visit the shopping center and the amusement park. The weather in Gurnee is warm to hot in the summer and spring months from April until October with it being colder and snowy in the winter months.

Our secondary market will be the surrounding community in Lake County. Residents of Lake County have more disposable income than the average US citizen; according to the US census they make about \$75,000 (US Census Bureau, 2006). Additionally, Lake County has a family household population of 561,343 (US City Data, 2006³). Mini Golf provides a family environment where parents could take their children. Another sub category in this market is teenagers. As seen in figure 1, Lake County has about the same number of teenagers as the national average (Figure 1). Teens are willing to spend on their entertainment as well because they are given an allowance that is greater than the average teen due to the wealth of the families. Therefore, both the tourist and local markets are accessible and could be easily obtained.

¹ Mini Golf Courses Net. Retrieved October 2007 from http://www.miniaturegolfcourses.net/cgi-bin/list_course.pl?state=il

² Castle Golf. Retrieved October 2007 from http://www.castlegolf.com/buildingacourse/courses_classic.cfm

³ City Data. *Lake County, Illinois*. Retrieved October 2007 from http://www.city-data.com/county/Lake_County-IL.html

Jurassic Adventure Mini Golf is positioned to supplement the tourist's entertainment vacation with an additional activity. According to market research done by Phoenix Marketing International, 50% of mini golfers also like to visit amusement parks. Additionally, 38% of mini golfers will travel over 20 miles to play a round of mini golf (Phoenix Marketing International, 2006)⁴ (See article in Appendix). In Gurnee the cost of going to Six Flags is expensive, about \$50.00/person; therefore the families are willing to spend money on their entertainment. Our aim will not be to take market share from Six Flags, but rather to benefit from their attendance. Jurassic Mini Golf will charge \$7.00 for a round of 18 holes of mini golf, which is more than the national average of \$5.68 a game (Phoenix Marketing International, 2006).

In addition, we are looking to target younger teen's ages 10 to 15 who are looking for something to do on the weekends. These are boys and girls who enjoy skateboarding and spending time with friends. These teens do not have jobs and rely on an allowance from mom and dad. They spend their weekends looking for something new to do rather than just going to a movie or hanging out at a friends' house.

Target Market Profile



Primary Target Market -This is the King Family. Members in the family include, mom, Diana, Dad, Jeff, and their two children, Troy and Elizabeth. The King's reside in Aurora, Illinois and are in Gurnee, Illinois for the weekend for Jeff's parent's 50th wedding anniversary.

⁴ Phoenix Marketing International. *America's Favorite Pastime? Miniature Golf Played by More Than One Quarter of Americans*. Retrieved October 2007 from http://www.phoenixmi.com/about/news/travel_leisure/2006052355.phtml International.

A native of Gurnee, Jeff, 36, is employed as Creative Director at the Mind Wave advertising agency. His annual salary is \$85,000 while his wife, 34, is a nurse at Provena Mercy Medical Center where she brings in \$70,000 annually. Their two children are very active. Troy is 4 years old and has just been enrolled in 4 year old kindergarten. He likes to play soccer and pretends to be Spider-Man as he runs around the house. Elizabeth is 7 years old and is excelling at school. She reads at a 3rd grade level already and wants to one day become a doctor. Elizabeth takes dance lessons and also plays the piano.

Mr. and Mrs. King's motivations are to keep a happy and healthy family. They typically shop at Kohl's and Target. They look forward to going up to Gurnee to visit family and friends, especially since the drive is not that long. Since their children are not tall enough to ride many of the attractions at Six Flags, the family would look forward to trying Jurassic Adventure Mini Golf as a way to entertain the whole family.



Secondary Target Market- This is the Leonard family and they reside in Gurnee, Illinois. Dad, Ted, is 34 years old and is a pharmaceutical sales representative for Abbott Laboratories. Mom, Jenna, is 35 years old and is a 5th grade teacher at Woodland Middle School, a local school. Ted has an annually salary of \$75,000 and Jenna brings in \$35,000. They have one child, Jacob, who is 5 years old. Jacob is in kindergarten and likes to play basketball with his father. They would be happy if Jurassic Adventure Mini Golf opened in the area because it would give them a family friendly entertainment option.



Third Target Market: (L-R) These local teenagers are Anna, Laura, Brandon and Kristen. Brandon and Anna are 16 years old while Kristen and Laura are 15 years old. They typically hang out at the mall on the weekend and in the summer they all have season passes to Six Flags. Brandon has a job as a cashier at McDonald's and Anna has a job as a hostess at Rainforest Café in Gurnee Mills. In addition, all four of the teens receive an allowance from their parents from doing chores around the house. They would like Jurassic Adventure Mini Golf to open because it would give them an alternative in the summer instead of always going to Six Flags or the mall.

The Competition

Jurassic Adventure Mini Golf strives to be the premiere adventure in mini golf and to be a nationally owned franchise. Located in Gurnee, JAMG will be competing with other entertainment and amusement providers such as Six Flags, KeyLime Cove, Gurnee Mills, Bowling establishments, and Monster Golf indoor mini golf.

Competition Profiles

- **Six Flags Great America⁵:**
 - **Features**
 - eight themed areas
 - a 13 acre water park
 - three specially themed kid's areas
 - live shows and entertainment
 - **Hours**
 - 10 AM-9PM in May and beginning of June
 - 10am-10pm the rest of summer
 - **Price**
 - Season Pass: \$74.99
 - General Admission \$54.99
 - Child Admission Under 54" \$34.99
 - 3 & Under FREE
 - **Seasonality**
 - Open from first weekend in May until last weekend in October
 - Only open on weekends in May, September and October
 - Daily times start in June and last until end of August
 - **Pros**
 - Offers many roller coasters and other theme rides for amusement park enthusiasts
 - Looney Tunes characters as known mascots of the theme park

⁵ Six Flags Great America. Retrieved October 2007 from <http://www.sixflags.com>

- Well-known and a summer attraction for families and teenagers
 - Additionally has Hurricane Harbor water park
 - Cost of season pass is paid within two visits
 - **Cons**
 - Depends on the weather for good sales
 - Ticket prices are a bit high for teenagers who do not have a large disposable income
 - Most rides are not accessible for families with young children
-
- **KeyLime Cove Resort**⁶
 - **Features**
 - Game center
 - Spa
 - Grille/ restaurant
 - 65,000 square foot water resort
 - **Hours**
 - Not yet determined (opening in February 2008)
 - **Price**
 - Non Guests Can not purchase a day pass or day ticket
 - Exclusively for hotel guests and is free to them
 - **Seasonality**
 - All year long
 - In the summer for a weekend getaway for a family or in the winter to escape the cold
 - **Pros**
 - Indoor water park is perfect for a rainy day or the cold winter
 - Other options appeal to parents (i.e. spa)
 - Opening in February 2008 so many will seek this new attraction
 - JAMG can feed off of customers there
 - **Cons**
 - If bad weather, guests may choose to stay inside and swim

⁶ KeyLime Cove Resort. Retrieved October 2007 from <http://www.keylimecove.com>

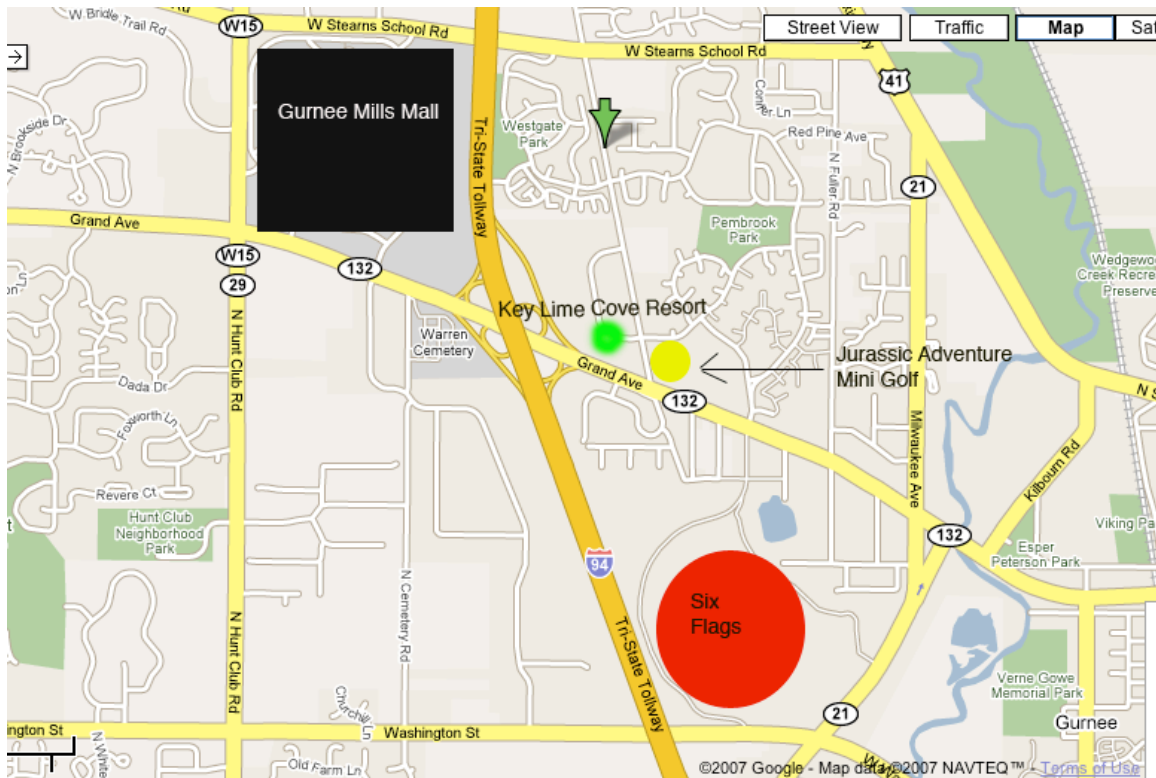


Figure 1: Map of Gurnee, Illinois area⁷

The first two major competitors are Six Flags and KeyLime Cove. Although they are our competition, they are necessary establishments to be located near because they are the reason tourists come to Gurnee. In order to capture their visitors, we will have to be strategically placed between the two and provide supplemental entertainment. Six Flags Great America is open from the beginning of May until the end of October and KeyLime Cove will be opening in February of 2008. Six Flags features:

- eight themed areas
- a 13 acre water park,
- three specially themed kid's areas
- lives shows and entertainment

Our target market is similar to that of Six Flags as both include children, teenagers and families. Another competitor in entertainment is the Rink Side Family Entertainment Center, open year long, which features an ice rink, over 100 video arcade games and laser tag. The benefit of going to all of these is that they are established entertainment venues and offer a variety of fun for the family. This facility mainly attracts the teenagers in the

⁷ Google Maps. *Gurnee Illinois*. Retrieved October 2007 from <http://www.google.com/maps?f=q&hl=en&geocode=&time=&date=&ttype=&q=gurnee+Illinois&ie=UTF8&ll=42.382862,-87.938991&spn=0.014106,0.040169&z=15&om=1>

Lake County area. In 2003 and 2004, attendance at Six Flags has been 2.3 million annually with the numbers staying steady each year⁸.

To compete with them we would open earlier than Six Flags in order to provide entertainment before 10:00 am and also earlier and later into the season. Typically on a vacation, children are awake early in the morning and want to get going on the day's activities, but many attractions are not open until 10 a.m. To accommodate this, we would open at 8:30 a.m. for these families that are looking for an early morning activity. For KeyLime Cove we would attract their resort guests by catching them between dinner and returning to the water park to swim. This strategy will help us to feed off of their attendance without threatening their business to a point where they would change their strategies. In addition, Jurassic Adventure Mini Golf is a relaxed alternative for families to enjoy. It is also less expensive than the other entertainment and is open earlier and longer than Six Flags, which is our main competitor.

- **Gurnee Mills**⁹
 - **Features**
 - 23 million visitors a year
 - one of the top 5 largest malls in Illinois
 - 20 screen cinema and variety of restaurants and stores
 - **Hours**
 - Mon to Fri 10:00am - 9:00pm
 - Sat 10:00am - 9:30pm
 - Sun 11:00am - 7:00pm
 - **Price**
 - A variety of prices are offered since each store is different with their pricing strategy
 - **Seasonality**
 - An all year long business due to the variety of stores in the mall
 - **Pros**
 - Outlet mall which means reduced pricing
 - **Cons**
 - Bad weather affects our outdoor business; customers may choose to go here to escape the weather

The indirect competition in the Village of Gurnee is Gurnee Mills mall. They also will be a competitor because it has attractive shopping and entertainment. Gurnee Mills has:

- movie theaters
- arcade
- ice skating rink

⁸ USA Today. *Six Flags CEO waves the signal flag for families*. Retrieved October 2007 from http://www.usatoday.com/money/industries/2006-06-13-six-flags-usat_x.htm

⁹ Gurnee Mills Mall. Retrieved October 2007 from <http://www.simon.com/mall/default.aspx?ID=1251>

All of these features attract the tourist families that we are directly trying to attract. They all also have similar pricing than us in the \$5.00 to \$10.00 range. In order to compete with them we will have to create a more family friendly image to attract the families. Additionally we could do cross promotional activities with both Six Flags and KeyLime Cove, such as offering one free game per family at Six Flags, or with entrance to the water park, for the first two months of the opening of our attraction. Also, our strategic placement directly between these two businesses and a pretty awesome outdoor display will attract a number of the families from Gurnee Mills.

Our third set of competitors will be Monster Golf¹⁰ and bowling alleys. They also have a similar price range and target our target market. Monster Golf has poor advertising, is expensive and is an indoor golf course that is not comparable to an outdoor mini golf course. Our golf course will benefit by being visible from outside, will be a more upscale and of much better value to our customers. Lastly, the bowling alleys will take from our local market, but not our tourist market. The bowling alleys are too far away from the main attractions in Gurnee for the tourists to know about, so they aren't a threat to that market. However, the locals enjoy bowling. We don't think that they will be a problem because there are so few fun things for the teenagers to take part in that we would be able to equally share the market profitably.

Outside the city of Gurnee, other direct competitors lie including Bristol Renaissance Faire, Chicago Indoor Raceway and Factory Paintball. Other indirect competitors include the Jelly Belly Factory and the Prime Outlets.¹¹

Sales and Marketing

At Jurassic Adventure Mini Golf we want our marketing message to convey that JAMG is a convenient, fun, family oriented activity that does not take all day to enjoy and is relatively inexpensive. In order to get our message out there we will be using different types of marketing vehicles which will include:

- Print advertisements
- Television
- Brochures
- Radio ads
- Billboards

Print ads, television spots, brochures, radio ads, and billboards will be initially used to raise market awareness of this new entertainment option in the Gurnee area. These vehicles will be used more heavily prior to opening and when JAMG is in their first year of business. Print advertisements pertain mostly to local newspapers and visitor guides as well as the yellow pages. Brochures will be available at hotels, restaurants, and visitor stations. TV and radio ads will be short and aimed to spark interest. Billboards will be

¹⁰ Monster Mini Golf . Retrieved October 2007 from http://funwithrocky.com/gurnee_index.html

¹¹ Lake County Chamber of Commerce. Retrieved October 2007 from <http://www.lakecountychamber.com/>

used on I-94 to draw in customers as well as smaller versions in the mall in Gurnee Mills. These vehicles have been chosen because they are relatively inexpensive and are good for building brand awareness. Creating awareness is the first step in getting customers through the door. The next set of marketing media represents a call to action.

- Coupons/discounts
- Promotional items

Coupons, discounts, and promotional items will be used to generate traffic to JAMG. By offering a price incentive the company hopes to attract new customers that might not have come to JAMG had it not been for these deals. Also, JAMG will offer punch cards that allow one free game for every six purchased. This will help generate return customers who want to earn a free game. Also, we will offer a season pass that will be good for unlimited games throughout the season. Coupons will be an essential part of getting customers through the gates. By using them it will create brand awareness and a reason for customers visit JAMG.

- Location/ JAMG itself

JAMG is located in close proximity to I-94 with a very close exit to the location. The location itself will be visible from the interstate and therefore should raise brand awareness and subsequently draw in customers. Also, the out of the ordinary design will raise its visibility and spark interest.

- Website

The website will be designed to raise brand awareness and describe the experience customers will receive at JAMG. It might also entail an interactive miniature putt-putt game that can be played by visitors.

Other promotional events will be hosted to generate sales. The first of these will be a mini golf league that meets once a week. The second will be to host a professional mini golf tournament. Following that will be hosting an open to the public mini golf tournament with different age brackets. Lastly, we will offer Jurassic themed birthday parties after a few years when we open our kitchen. These events are designed to create brand awareness, build interest, and generate sales through customer loyalty.

Our sales strategy is primarily focused on strategic partnerships with surrounding businesses such as:

- Six Flags
- Key Lime
- Cove Resort
- Other hotels in the area
 - La Quinta Inn
 - Hampton Inn

- Extended Stay America
 - Comfort Inn
 - Fairfield Inn
 - Holiday Inn
- Sporting Goods Stores
 - KIS Golf
 - Sports Authority
 - Bass Pro
 - Foot Locker
 - Foot Action
- Chamber of Commerce

It is our goal to partner with these businesses in order to have them display our marketing information.

Due to the fact that our “good” is a complement rather than a substitute to Six Flags and KeyLime Cove we would hope to form some kind of partnership with them in order to tap into their large customer base and similar target demographics. We could obtain their mailing list and send out promotional items, discounts, or free game vouchers. Also, we could offer one free game of mini golf to groups who purchase 4 admission tickets to those other places. This would increase our numbers by getting at least 3 paying customers who might not have stopped by to play mini golf.

Specifically, when partnering with hotels our goal would be to have marketing information, such as our brochure, distributed to every room by housekeeping before a new guest would check in. Along with room placement we would also make our information available in the lobby area.

When partnering with sporting goods stores we would provide them with coupons to hand out with their receipts offering a free game or discounted prices for group sizes. These coupons will be offered for the first few months when JAMG has opened to gain market awareness.

Our pricing strategy is to set the price at a level that translates the quality of our service yet remains competitive with the surrounding entertainment options. The surrounding competition has a price range from \$5 to \$10. So, in order to stay competitive our prices should fall within that range. Despite the fact that we want to represent the quality of the JAMG experience by pricing higher, it had to be taken into consideration that a lower price point would mean more sales and more word of mouth advertising. Taking all of this into account, the prices and discounts are listed below:

General:

Adult: \$7.50
 Child (<12): \$6.50

Senior: \$6.50

League:

Team of 4: \$120

Tournaments:

Entry Fee: \$15

JAMG's selling strategy relies on getting brand awareness through the use of different media and relies heavily on coupons and discounts to create sales. This will be accomplished by employing a "street team" whose responsibility it is to distribute marketing media to people attending activities that share our same target market. They will be responsible for distributing roughly 1000 brochures per week from March through October. JAMG does have tentative plans to build a restaurant once the business becomes profitable but in the meantime the sales of miniature golf games will be its only revenue.

The marketing budget includes the costs of: brochures, printer, coupon paper, punch card paper, promotional items, print advertisements, TV advertisements, radio spots, website creation/upkeep, and street team payroll. The allotted amount for marketing comes to \$48,127.75. Specific expenditures can be seen in the budget located in the appendix.

Operations

JAMG will be located right off of I-94 on Dilleys Road in Gurnee, Illinois. This is a high traffic area and is visible and easily accessible with an annual average daily traffic count of 27,800¹². This makes it easily accessible to tourists in the area. Additionally, this number has increased from previous years due to the new construction in the area (i.e. Key Lime Cover Resort and Hurricane Harbor Water Park). This is advantageous because it will attract customers who might not have otherwise visited Jurassic Adventure Mini Golf. Also, being close to Six Flags, it is accessible to their target demographic. Our facilities will be the mini golf area along with a building with around 1,000 square feet, which is where the bathroom facilities will be as well as the cash register.

JAMG will be constructed by Harris Miniature Golf Courses, Inc.¹³, a New Jersey based construction company with a reputation for building high quality and unique themed mini golf courses. Harris will assist in the design, zoning, licensing and construction of the facility and guarantees their product 110%.

For supplies, JAMG will rely on numerous mini golf manufacturers such as Looma Golf to provide mini golf balls, putters, score cards and golf pencils. All of these are reliable sources as they are respected and trusted names that other mini golf courses have used in their construction.

¹² Illinois Department of Transportation. <http://www.gettingaroundillinois.com/default.aspx?ql=aadt>

¹³ Harris Mini Golf. <http://www.harrisminigolf.com/>

Jurassic Adventure Mini Golf will not have high inventory costs due to the fact that our inventory will only consist of putters, golf balls, scorecards, and pencils. The last hole will catch each player's ball as to ensure not losing any balls; however, balls may go into the water features so we may lose some that way. Scorecards and pencils are something we will have to keep up with supplying since those will be used daily. To control this inventory, workers will be expected to collect lost balls, pencils, and putters at the end of a player's round. Because Jurassic Adventure Mini Golf will not have high inventory turnover and will not be dependent upon distributors to sell their service, this is a minor point. Scorecards will be expected to be delivered monthly and other items will be ordered as needed and arrive with scorecards.

Our start up costs will be as follows: (see financials also)

- Computer \$1,500
- Office furniture \$2000
- Golf clubs \$2,500
- Golf balls \$500
- Golf course \$500,000
- Cash register \$500
- Land \$3,627,000
- Landscaping \$400 per month
- Maintenance of course and facilities \$100 per month

In order for Jurassic Adventure Mini Golf to assess the quality it is providing to its customers, it must get feedback directly from the customers themselves in order to learn about opportunities to make their experience more enjoyable. Customer surveys will be used and their results will be analyzed weekly. Our customer service responses will depend on results from customer surveys. Analyzing results weekly will insure that any needed changes will be made in order to service our customers as best we can. In addition, we will have a suggestion box for soliciting suggestions as well as any customer complaints that arise as well as customers should feel comfortable with our staff to also relate any problems to them.

At Jurassic Adventure Mini Golf we will be using technology throughout the golf course in order to provide a one of a kind experience. This technology will be in the form of scenery and moving parts and machines around, on, and in the holes throughout the course. This will provide Jurassic Adventure Mini Golf with a competitive edge by being able to provide a much different miniature golf experience. Also, we would need would be a computer to keep track of finances as well as a cash register. Jurassic Adventure Mini Golf will not have any complex financial systems due to the nature of the service we are selling. Managers will be able to review receipt information and will be responsible for making sure cash matches receipts.

Main advantages come from Jurassic Adventure Mini Golf's location and facilities as well as their use of technology. Even though a different could have been located for a more inexpensive price the cost saving are offset by the fact that the selected location will increase customer traffic and enlarge our sales. Similarly is our use of technology. It

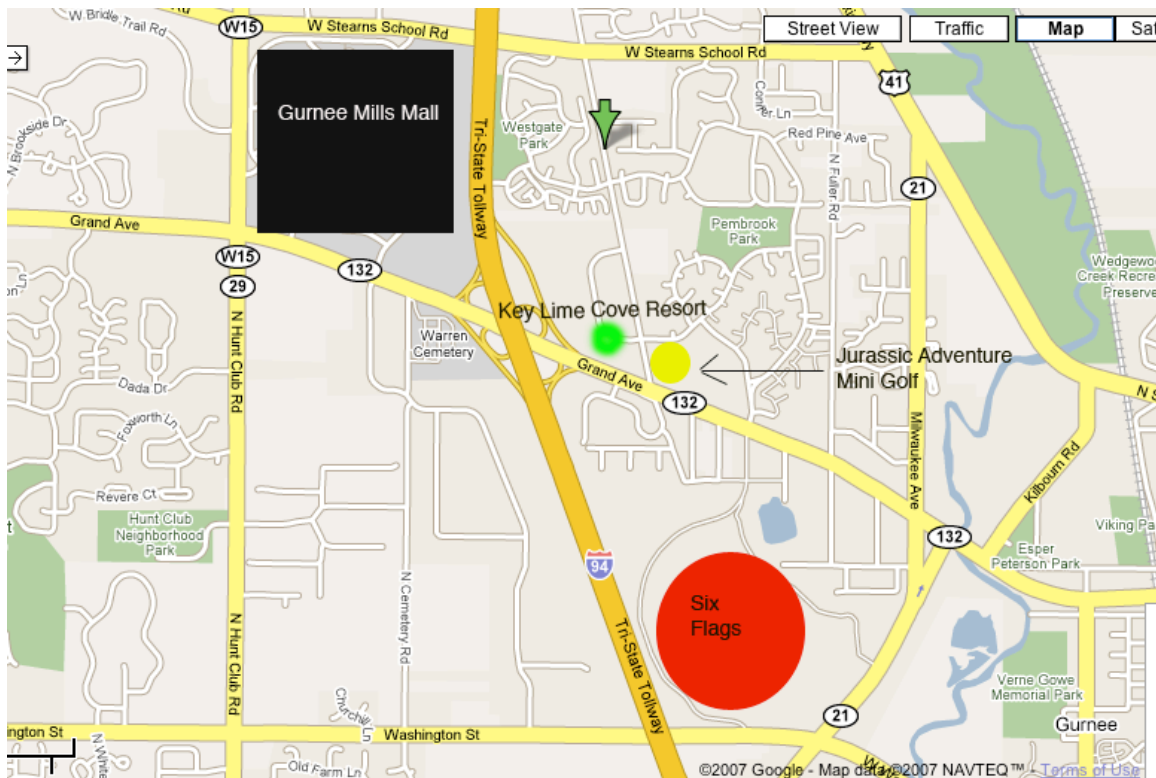
would have been easier, take less time, and be less expensive to create a more plain miniature golf course but then it would have been just another run of the mill mini putt. By creating an exciting atmosphere by use of technology it will differentiate itself and will in turn create more sales.

The main potential problems that could arise would be that of malfunctioning course equipment and employees. In order to remedy any equipment issues we would have mechanics available and on call in case of emergency. Also, we would engineer the holes that use technology or machines to be able to be played without that technology or machine in case it was not operable. Other challenges will include dodging the weather in the summer months, including thunderstorms, which will force us to close for bad weather.

Financials

Please see the attached financial statements. They are too large to fit on a portrait text document. Please be sure to view all of the navigational tabs located at the bottom of the spreadsheet.

Appendix



Source: Google Maps

Lake County, IL Demographics & Statistics

Population:	704,048
Households:	235,425
Median Age:	34.5 years
Average Household Size:	2.9 persons
Number of Business Establishments:	24,604
Median Owner-Occupied Housing Value:	\$269,853
Average Household Income:	\$104,367
Median Household Income:	\$76,743
Per Capita Income:	\$37,892
Median Disposable Income:	\$55,954

Source: ESRI 2005

Source: The Lake County Barometer: 2005

America's Favorite Pastime? Miniature Golf Played by More Than One Quarter of Americans

Phoenix Marketing International Reports on Miniature Golf/Recreation Sites

(Somerset, NJ) May 23, 2006 - As Americans get ready for the height of the outdoor recreation season, a new study from Phoenix Marketing International [Travel, Leisure & Entertainment Group](#) suggests that 2006 could be a great year for miniature golf course owners and developers. According to the survey of almost 30,000 Americans, more than one in four people has played miniature golf in the past 12 months.

The survey, commissioned by SherylGolf, a recreation and entertainment consulting firm, to determine national statistics to forecast attendance at proposed miniature golf sites, found that 27 percent of Americans have played at least one round of miniature golf in the last year. The survey reports that the national average of games played for the typical miniature golfer is 2.6 rounds in the past year. Furthermore, 38 percent travel more than 20 miles to visit a miniature golf site and 34 percent travel between 5 to 15 miles to play.

“Recreational developers need to know where their customers are going this year, and based on this survey they’re heading to the mini golf course,” said Sheryl Bindelglass of SherylGolf, . “While most of us golfers wish we could hit like Tiger Woods, it turns out that most are fine being Happy Gilmore.”

Other miniature golf statistics include:

- The typical player spends \$5.48 per adult round of miniature golf.
- The most preferred food items that miniatures golfers would like to see offered at miniature golf courses are pizza (78%), ice cream (75%) and hamburgers (75%).
- The least preferred food items are Tacos (46%), Veggies (43%) and Yogurt (40%).
- Miniature Golfers also like to go bowling (58%); visit amusement parks (50%) and play arcade games (49%).

A total of 29,790 on-line panel members responded to the survey and of those 7,896 were miniature golfers. Additional data will be available in late summer to provide normative data for each of the nine US Census Regions, and possibly all 50 states. The data from this robust sampling of miniature golfers has a data accuracy of +/- 1.1% at the 95% confidence level.

About Phoenix Marketing International

Phoenix Marketing International was founded in 1999 by Allen DeCotiis, Ph.D. and Martha Rea, MA. Phoenix is a privately held company. Phoenix has offices in Rhinebeck (NY), Somerset (NJ), Detroit, Boston, Salisbury (MD), Chicago, Los Angeles, Tampa and Miami. Phoenix was founded to integrate industry expertise, research, direct marketing, modeling, and multicultural expertise to help clients address their marketing needs. Through a combination of industry experience, research, marketing, analytic modeling and multicultural expertise, Phoenix partners with its clients to solve complex business issues and achieve a significant return on marketing investment.

Marketing Budget:

Vehicle	Details	Cost
Brochures	30,000 trifold	2,427.75
Printer		700.00
Coupon Paper	1000 sheets	100.00
Punch Card Paper	250 sheets	700.00
Promotional Items		7,500.00
Print Ads		15,000.00
TV Ads		10,000.00
Radio Ads		7,500.00
Website		1,000.00
	10 hours/ week: March- October:32 weeks	
Street Team		<u>3,200.00</u>
	Total	48,127.75

Website Source Links:

US Census Data on 60031 – I couldn't get the website to paste well into here.

www.Sixflags.com

<http://www.harrisminigolf.com/default.asp>

<http://www.gettingaroundillinois.com/default.aspx?ql=aadt#>

http://www.miniaturegolfcourses.net/cgi-bin/list_course.pl?state=il

http://www.castlegolf.com/buildingacourse/courses_classic.cfm

http://www.city-data.com/county/Lake_County-IL.html

http://www.usatoday.com/money/industries/2006-06-13-six-flags-usat_x.htm

http://funwithrocky.com/gurnee_index.html

<http://www.gettingaroundillinois.com/default.aspx?ql=aadt>

<https://www.printingforless.com/brochureseight.html>

http://h20180.www2.hp.com/apps/Lookup?h_pagetype=c-002%2Cc-001&lang=en&cc=us&h_lang=en&h_cc=us&h_page=hpcom&h_client=C-A-R163-1&aoid=34853&h_query=paper

Hotel Occupancy Rates

	2002	2003	2004	2005
January	48.1%	46.3%	43.8%	46.9%
February	52.3%	52.5%	49.4%	52.7%
March	55.0%	52.6%	50.7%	54.1%
April	59.9%	54.1%	54.4%	60.7%
May	62.2%	59.0%	59.4%	62.0%
June	70.7%	66.5%	70.4%	75.0%
July	73.3%	69.6%	73.5%	78.0%
August	76.4%	73.2%	73.6%	75.8%
September	64.6%	62.7%	65.2%	66.7%
October	63.3%	63.2%	66.4%	65.7%
November	54.7%	54.9%	59.3%	61.2%
December	42.6%	43.0%	45.1%	45.5%
YTD Average	60.3%	58.2%	59.3%	62.1%
Year Average	60.3%	58.2%	59.3%	62.1%

Source: Lake County Barometer: 2005

SWOT Analysis:

Strengths <ul style="list-style-type: none">• Location: feed off of Six Flags and Key Lime Cove• An entertainment alternative for families• Enjoyable for all ages	Weaknesses <ul style="list-style-type: none">• Competition may overpower• Seasonality: closed in winter• Rain or bad weather will cause us to be closed
Opportunities <ul style="list-style-type: none">• To become a nationally franchised mini golf course• To partner with local restaurants and hotels for discounts	Threats <ul style="list-style-type: none">• Six Flags may overpower (i.e. families may not want to come to JAMG after a day at Six Flags)• Seasonality: losing money over winter period• Not being able to receive repeat customers: only being able to get one time customers (tourists) which may mean not as high of revenue due to higher peak travel times (i.e. 4th of July)

Survey Results

Mike Matias took an informal survey at Six Flags Great America in order to gauge interest in JAMG. He surveyed about 50 families as they walked to their cars and these are the results:

Would you be interested in supplementing your stay in Gurnee with mini golf? Yes: 2.8%
No: 85% Ignored me completely: 12.2%