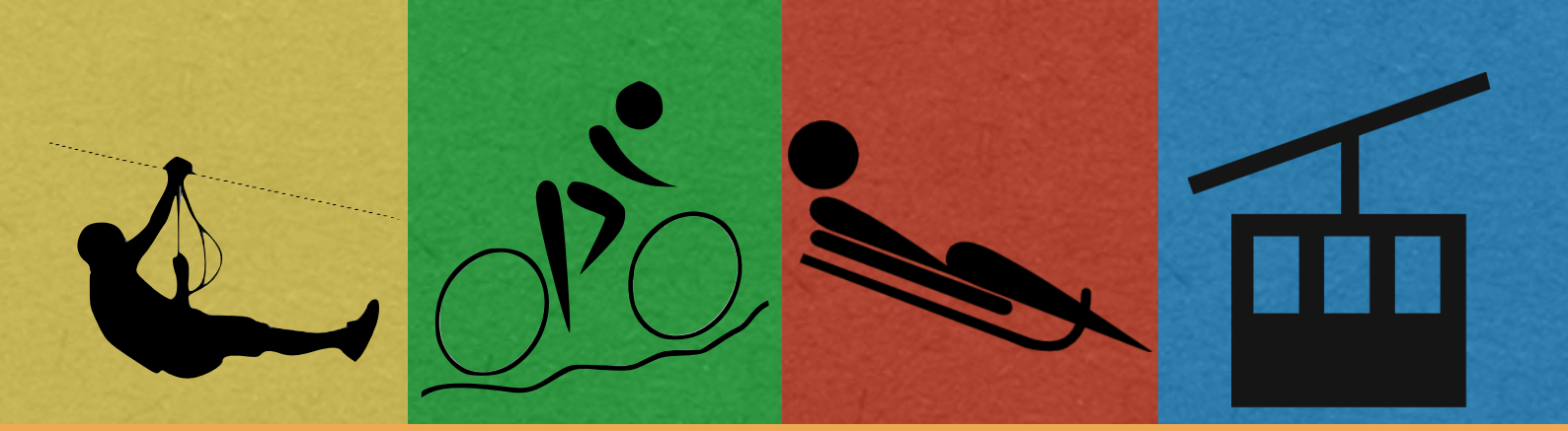

# ADVENTURE PARK

## MT COOT THA

Adventure Park Business Plan

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# Executive Summary

*To establish the most unique and popular tourist attraction of any city in Australia. We will strive to have the best facilities and staff and through world best practice, we will have a vibrant, popular, and profitable business.*
*- Mission Statement -*

*Our vision is to convince council of the benefits of our project and to plan, build, and operate an amazing, world class tourist attraction.*
*- Vision Statement -*

Adventure Park Mt. Coot-tha is a brand new tourist attraction located on the mountain side between the Mt. Coot-tha lookout and the Mt Coot-tha Botanical Gardens. The park will feature various adventure activities including a gondola, luge, zip line and mountain biking hire as well as providing information of the local area for guests in one of two visitor centres constructed at either end of the gondola and the base and summit of Mt. Coot-tha.

The park will appeal to a large cross-section of people of all ages and origins with primary and secondary target markets being identified both domestically and internationally. The range of activities on offer means that there is something for everyone and this is backed up by the large range of ticket prices which will be offered. Guests can buy individual tickets, one day bundles, or year long passes, giving guests great flexibility when buying tickets. Due to the limited capacity of the attractions, a target return pricing system will be used to limit the amount of people who book time slots to experience each activity. This creates a positive environment for both employees and guests. During the early years of operation, the park will have a major focus on public relations to raise brand awareness. This use of public relations and internet marketing will greatly reduce the initIl cost of marketing.

The business will be owned by a partnership of two individual owners. The business will feature six managers who each look after a certain aspect of the business. These managers will each have administration staff working under them with a maximum of thirty-five staff working on the site with guests at any one time. Each staff member must be fully trained and have a positive attitude before beginning their first shift to ensure maximum customer satisfaction.

The projected high profitability of the business means that it would only take two to four operating years to earn back the total cost to construct the infrastructure. This means the business will be successful as the high profits are efficient to afford all the expenses of the business including maintenance, insurance and marketing costs. These funds will be combined with government grants, a bank loan, and capital from the businesses' owners



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# 1.0 Business Profile

Adventure Park Mt. Coot-tha will be a new tourist attraction located between the Mt. Coot-tha lookout and the Botanical Gardens at the base of the mountain. The attraction will combine a gondola, zip line, and luge in one location close to the CBD which makes it convenient for tourists and locals alike. Existing trails will also be used for hiking and mountain biking which would be based around visitor centres at either end of the gondola. The attraction will allow people to make a day out of visiting the summit of the mountain by combining the activities which are unique to Brisbane and the rest of south-east Queensland.

## 1.1 Mission Statement

The full mission statement can be found in figure one of the appendices. It states how the business plans to be one of the most unique and popular tourist attractions in Australia and even on the world stage. The mission statement also includes how the business will aim to be profitable through great facilities and staff in a vibrant environment.

## 1.2 Vision Statement

The full vision statement can be found in figure two of the appendices. It is made up of where the business aims to be within the next three to five years. The first vision is to successfully convince the council that the idea is viable and worthwhile for the city of Brisbane which is followed by the vision of operating a world class tourist attraction for people to enjoy.

## 1.3 SWOT Analysis

The business' SWOT analysis will analyse both the positive and negative aspects of the business internally and externally. This analysis will be used to plan for the future success of the business by anticipating potential issues and how an advantage could be taken over the competitors. Below is the complete SWOT analysis developed for the business.



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Table 1: Table showing detailed SWOT analysis for business.

| Strengths | Weaknesses |
|---|---|
| - Never before seen attraction in the south-east Queensland area (gap in the market).<br>- First luge in Australia (unique selling point).<br>- Longest and fastest zip line in Australia (unique selling point).<br>- Mt. Coot-tha lookout is already a popular location among tourists and locals.<br>- Location would allow great exposure visually from all of Brisbane.<br>- No alternative to travel up mountain (apart from buses).<br>- Create more jobs for local tourism industry. | - Reliability of activities (gondolas breaking down) could lead to guest dissatisfaction.<br>- Luge vehicles could be damaged resulting in increased maintenance costs.<br>- People could injure themselves while riding luge or mountain bikes (waiver forms required).<br>- People could be irresponsible on luge (crashing into other vehicles (implement strict rules and waiver forms).<br>- Government regulations (WH&S) could make operational plans complicated. |
| **Opportunities** | **Threats** |
| - Local tourism businesses could form alliance so buses stop at base of mountain rather than at lookout.<br>- Plenty of land to expand for new activities (rock climbing, bungee jumping, etc).<br>- New technology could become available to expand on activities available.<br>- Expanding market for world tourism could be marketed to for increased visitation.<br>- Upcoming events  increasing tourism (G20 Summit, Gold Coast Commonwealth Games, etc).<br>- Free advertising via social media if people are satisfied by experiences. | - Bush fires could make area too dangerous for actives (burn offs may be required in off-peak periods).<br>- Large storms and strong wind could make area dangerous (falling tress, etc).<br>- World events effecting tourism industry (terrorism, etc).<br>- Bad publicity due to accidents (including similar attractions around the world).<br>- Economic trends (inflation increasing prices, strength/weakness of Australian dollar, etc).<br>- New laws or regulations could effect how activities can operate.<br>- Potential air pollution from buildings and gondola |

# 2.0 Marketing Plan

The marketing plan of the business will analyse the target market and how to best advertise the attraction to them. On top of this, pricing and distribution will also be analysed so that the attraction has the best chance of being a success in the tourism market of south-east Queensland.

## 2.1 Target Market Survey

A survey was conducted to identify the target market for *Adventure Park Mt. Coot-tha* (refer to figure three in the appendices for full list of questions). Fifty people were asked a mixture of both quantitative and qualitative questions which were used to identify basic information about the demographics of the business' target market.

It was identified that 62% of the target market is made up of males which is anticipated to be due to the adventure activities proposed on site (refer to figure five in the appendices for graph showing full results to question one). Information regarding the age of the target market was also collected and it showed that there was a large selection of ages with an interest in the business with a majority of the market being between eighteen and twenty-four years (26%). The most popular age group which is part of the target market is between eighteen and thirty-four years which makes up 44%. This means that marketing strategies will be skewed towards this age group (refer to figure six in the appendices for graph showing full results for question two). It was established that a majority of the target market is a



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parent or guardian of one or two children within their immediate household which means the attraction would have a need to cater for families with younger children. 32% of the market live in a household with two minors under their guidance while 24% of the market live in a household with one minor under their guidance which makes up over half of the target market (refer to figure 7 in the appendices for graph showing full results for question 4).

Results from the survey showed that the lookout at the summit of Mount Coot-tha is a more popular destination to the target market compared to the Botanical Gardens at the foot of the mountain. But, the visitation of the lookout varies greatly with 30% of the market visiting in the last six months 14% of the market having never visited (refer to figure 8 in the appendices for graph showing full results for question 5). This means that a large portion of the target market are familiar with the existing attraction while a section of the market would need to received strong advertising to make their first visit. The visitation to the Botanical Gardens is the opposite to that of the lookout with 54% of the market having either never visited or visiting over three years ago and just 12% having visited in the past six months (refer to figure 9 in the appendices for graph showing full results for question 6). The lookout is therefore a more likely place to visit among the target market with 64% of people having the lookout as their preference (refer to figure 9 in the appendices for full results for question seven).

## 2.2 Target Market

There will be several different target markets for the business which will each be characterised and marketed to differently. The target market will first be divided geographically between domestic and international visitors which will then be divided again by family, age and behavioural characteristics.

### 2.2.1 Domestic Target Market

The primary target market domestically for the business will consist of males aged between eighteen and thirty-five who are looking for an adventure. This demographic suits the business as three of the main activities on offer are thrilling adventure activities. The age group is also well suited to the business as it will have enough money to make at least one visit to the precinct which could lead to the purchase of a year adventure pass.

The secondary target market domestically for the business will be families with middle aged parents (between thirty-five and forty-five) with children under the age of eighteen. This target demographic will be a positive target for the business because it would provide an experience which everyone could enjoy in the one place over the course of a day. Young families would also enjoy the precinct as it would provide a good location for photos to create family memories (lookout at the mountain's summit).

### 2.2.2 International Target Market

The Australian Bureau of Statistics (ABS) defines tourism as, "the activities of visitors travelling to and staying in places outside their usual environment for not more than one consecutive year. This identifies tourism as more than just leisure travel, also including travel for business, health, education, religious and other reasons." (Australian Bureau of Statistics, 2011)

The primary international target market is made up of young families (familiar to the secondary domestic target market) from the United Kingdom. In 2012, 646,700 people visited Australia from the United Kingdom which is the second most visitors from any international country other than New Zealand (Australian Bureau of Statistics, 2013). New Zealand will not be targeted during marketing due to the fact that there are already similar attractions domestically for them to experience so it would not be a



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large enough reason to visit Brisbane. With the large amounts of visitation combined with the lack of similar activities in the United Kingdom, it is a good target market for the business as people who are already traveling to Brisbane would want to experience an activity which they have not seen or experienced before.

The secondary target market internationally for the business are the large Asian countries including China, Japan, and Singapore. With Chinese visitation being up almost 24% between 2009 and 2010, Japanese visitation being up almost 12% from the same period, and Singapore up almost 8% the Asian market is quickly growing within Australia (Australian Bureau of Statistics, 2013). By marketing to this rapidly expanding market, the business could thrive in the future as the demographic could eventually have the largest visitation rate in Australia. Not only would these people be looking for a unique adventure experience which can not be found in the tight living spaces of the overpopulated Asian countries, but they would be looking for a sightseeing location which would be provided by the lookout and gondola ride up the mountain.

## 2.3 Focus Group

The experiences proposed for Adventure Park Mt. Coot-tha were put forward to a focus group of fifty participants who stated their opinions and concerns. The primary concern identified was the environmental impact the attractions will have on the surrounding environment. 64% of participants said that their primary concern was the pollution and damage the attraction would cause to the environment. This issue means that the proposal needs to limit the amount of the surrounding environment which is effected as well as reassuring the public that there is a minimal impact on the environment through marketing. An environmental impact study (EIS) would be done in conjunctions with the state government.

## 2.4 Marketing Mix

The marketing mix is developed so the business can successfully channel different marketing strategies to connect with the target market and drive ticket sales for the various attractions. By producing a plan for each of the four marketing sections, the business will be able to successfully reach its target demographics.

### 2.4.1 Product

Adventure Park Mt. Coot-tha will offer experiences which will cater for people of all ages from anywhere in the world. This means that the attraction will be in a unique position of being able to provide a positive experience for everyone who visits. While covering a large portion of the front of Mount Coot-tha in Brisbane, the physical infrastructure will take up a small footprint, minimising the impact it has on the environment.

The precinct will be branded in three main ways to connect with the target markets. The first, is that it is an adventure park for the thrill seekers who can ride the zip line, luge and mountain bikes. This will appeal to the primary domestic target market of young to middle-aged males. The second brand is a fun day out for the family with experiences that everyone can enjoy together like the gondola, lookout, and walking trails. The third way the park will be branded is that it is an environmental area that provides great views of the wider Brisbane area. This will appeal to both the domestic environmentalists and any international visitors who are looking for places to go sightseeing.



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The gondola is anticipated to be the most popular attraction at the park. It will connect the two visitor centres at the Botanical Gardens and the existing lookout and café (refer to figure twelve in the appendices for an overview). The visitor centre at the base of the mountain will feature a large car park with space for two hundred and fifty vehicles and fifteen coaches which will provide guests with easy access to each of the activities on offer. A large expansion to the gardens will fill the space between the existing gardens and the visitor centre to provide guests with more space to relax. The visitor centre at the base will also include the ending to both the luge track and the zip line so guests are left in a familiar place. A detailed diagram of this area can be found in figure thirteen of the appendices.

The visitor centre at the top of the mountain will also provide access to the gondola ride as well as the beginning of both the luge track and the zip line so guests can transfer between the activities quickly and easily. Access to the existing lookout and café which will also be redeveloped is easily available from the visitor centre so guests can transition between the two. Primary access to walking and mountain biking trails is also available with the including of the bike hire in the visitor centre for guests' convenience. A detailed diagram of this area can be found in figure 14 of the appendices.

Both of the precinct's visitor centres will also have a focus on providing information on nature conservation and the local environment. This also creates a marketing point and reinforcing into peoples' minds that the Adventure Park isn't creating a large negative impact on the environment. Another result of this is that guests will feel like they have received a full value experience which in return encourages them to visit again. Each centre will also feature a lounge for tour guides while their tour group experiences the activities provided. This means that the tour guides would be drawn to the park as they would get an opportunity to relax while working.

Adventure Park Mt. Coot-tha is a very unique concept for not only Brisbane but for the whole of Australia. While being the only city in Australia to offer adventure activities on such a major scale, it has very little direct competition for the experience. But, in Brisbane and south-east Queensland there are a few competitors for a 'day out' which includes the Wheel of Brisbane and the Southbank Parklands, the Gold Coast theme parks, and Q1 at Surfers Paradise. While also presenting guests with thrill activities or panoramic views they don't compare to the overall experience Adventure Park Mt. Coot-tha will provide.

## 2.4.2 Place

### 2.4.2.1 Location

The unique location of Adventure Park Mt. Coot-tha is extremely convenient for both locals and tourists in the south-east Queensland region. The visitor centre at the base of the mountain is located beside the existing Mt. Coot-tha Botanical Gardens on Mt. Coot-tha Road at Toowong (Brisbane, Australia). This will be the primary place where people will arrive at the precinct as it is the most convenient. Visitors will also have direct access to the visitor centre at the top of the gondola ride which will be located beside the existing café and lookout at the summit of the mountain. Car parking spaces will be available at both ends of the gondola for both coaches and private vehicles. A map showing the detailed location of the park can be found in figure twelve of the appendices.

### 2.4.2.2 Ticket Distribution

Tickets for the various attractions will be available through a range of mediums.  Guests will be able to buy tickets and book time slots for the experiences from the information centre at either end of the gondola. This allows people to visit the park and see the activities in person before making a decision on whether or not to experience them. It also allows people to expand on the tickets they had already purchased after enjoying the experiences on offer.



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Tickets will also be available through the official website of Adventure Park Mt. Coot-tha. The online store will allow customers to purchase tickets in advance for a day and time slot for the activities on offer. The online store will be in both a desktop and mobile format so guests can do it on the go. This is convenient for both domestic and international customers as they can book the activities from anywhere.

Guests will also be able to purchase tickets through external businesses such as information centres and tourist desks. This is for the convenience of tourists visiting from other cities both domestically and internationally who may not have internet access. It also allows the activities to be sold as part of a tour so guests do not have to separately purchase the tickets. This would also boost sales for the business as people who may not have visited the precinct on their own would visit with the tour group.

The park will also make ties with other tourist attractions in south-east Queensland to create a pass to allow guests access to several attractions. This would work the same as selling tickets through tour groups as people would visit the park because of the passes. Also, if guests choose not to visit a profit would still be made on the pass purchase which boosts overall sales. Guests who do visit the park on the pass will also improve business with the possibility of purchasing extra activities or purchasing souvenirs from the gift shop.

### 2.4.3 Price

When Adventure Park Mt. Coot-tha opens it will use a target return pricing method. With no direct competitors in the market, the pricing will have no other experiences to compare with. The target return pricing method means that the business will price the actives based on supply (capacity) and demand. While bookings are needed for some attractions, the prices will be higher so the wait times are not too long. Due to the limited number of people able to experience each attraction, a higher price means that a healthy profit can still be made. It also means that not everyone will visit making the experiences feel more exclusive. After three months of operation, a review will be made on the popularity of each attraction and customer feedback which will help indicate to management whether the prices need altering or not. This will be analysed through previously set benchmarks.

The pricing of each activity will have multiple tiers including individual rides, multiple rides, bundle packages and season passes. This will give guests the widest range of options to suit their budget and situation. For example, a family making a one day trip from overseas may buy a bundle package to experience everything once where a local may buy a season pass to experience the activities multiple times throughout the year.

The park will offer various levels and types of season passes to give guests the most value for their needs. There will be an ‘Adventure Pass’ which will be valid for twelve months from the validation date and an ‘Escape Pass’ which will be valid for thirty days from the validation date. These passes can be validated at any time of the year giving maximum flexibility to guests. Within the two passes will be three levels. Platinum will allow guests to have access to all activities within the precinct for the length of the pass. A gold level pass will give guests access to the gondola and luge only while silver will only allow guests to ride the gondola. Each of the activities will be subject to booking times and availability with no priorities given to pass holders to give all guests an equal opportunity to experience the attractions. A list of the prices used for the passes can be found in table two of the appendices.



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The next level of tickets which will be available at Adventure Park Mt. Coot-tha will be bundle passes which will be most popular among tour groups because it allows people to experience every attraction a certain amount of times (varying) over one day. The prices for these bundles will be set like the season passes with general pricing which will steadily rise as the park gains exposure and a good reputation. Bundles will be able to be purchased with one, three or five rides on each attraction. This will allow guests to get the pass which suits how long they plan on spending in the park. A list of the prices for each bundle can be found in table three of the appendices.

Individual tickets for each attraction can be purchased in various amounts to benefit groups of people or individual needs. While each ticket introduces more rides, the prices rise but the value per ride becomes lower making a five ride ticket more value for money. The ability to add individual rides onto the five ride ticket is also a good marketing tool because people will see the low price and pay the money for the cheap rides. Although these rides are bing sold cheap they are making money from the first five purchased. A list of prices for each individual activity can be found in tables four to seven in the appendices.

The souvenirs and other merchandise on sale in the gift shop at the base visitor centre will feature cost-plus pricing. This means that the cost of production, transport, and storage of the goods will be calculated and will be added to a profit percentage which will create the pricing of each item. Therefore prices of goods on sale will not have any impact from the prices of items from competitors as everything is based around the production costs.

## 2.4.4 Promotion

### 2.4.4.1 Public Relations

A major part of the business' promotion will be done through the public relations department. This will benefit the business by not only reaching out to the target markets, but also because it would allow a free form of advertising. The public relations area of the business will look to get exposure for the business through the following mediums:

- Airline destination descriptions: being featured on the travel shorts which feature on international flights traveling to Australia (QANTAS, British Airways, etc). This would expose the attraction as a must see to international tourists.
- Local/nation news: by showing proposals, construction, and the opening on the news throughout the country it would get people excited to visit the park. It would also ensure a large part of the domestic target market would find out about the park for little or no cost.
- Breakfast TV: shows like Sunrise and Today could have the hosts visit and record a show from the park riding all the attractions. Although a small cost may have to be made to fly them in, it would still be cheaper than purchasing a slot on primetime television for an advertisement.
- Travel shows: shows such as Getaway which air around the country would be another free way of marketing the business to a large audience of people. By being featured on a travel show it would target the kind of audience who would actually consider traveling to the attraction.
- International travel documentaries: one off Travel Channel specials which air in places like the United Kingdom and the United States would benefit the park as it would get its name into the lounge rooms of international homes for free.

The location of the park is also an advantage for the public relations because each of the television stations are based around the top of Mount Coot-tha. This means that news crews would not find it difficult to travel to the attraction and film for news reports or breakfast programs.



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#### 2.4.4.2 Social Media

Due to the nature of both the attraction and the target market, social media will be another source of free marketing for the business. A large part of this will be done without any effort from the marketing department with visitors being excited to share their own experiences through photos or videos online. This will be encouraged by the park through small competitions each month for photos posted to Instagram under a unique hashtag which show people enjoying themselves. Not only is it positive marketing for the park, but it also gives guests an opportunity to have fun and win a competition. While the price would cost the business profit (free gondola ride, free zip line, etc) it would be worth the expense for the amount of positive exposure that would be received.

The social media presence of the business will also be pushed by the official pages on websites such as Twitter, FaceBook, and Instagram. These pages will not only be an easy source for potential guests to ask any questions they may have, but will allow the park to interact with fans on a daily basis. By giving guests this easy access to information personally from the park, they would also feel more important to the business. This encourages visitation and gives the guests a positive view of the business before arrival.

Offers will also be made in the gift shop at the base gondola station at the park. If guests tag themselves at the park on social media (and have proof of it), they would receive a free gift. Although being a financial setback for the business, it would give the guest a positive lasting memory of the park while also getting the parks' name into their hands. The gift would be a small object such as a calendar, pen, or totem bag which would include the name, logo, and pictures from around the park. This cheap to produce gift not only gives the guests something with the parks' name on it, but if they reuse the object in public it would be free advertising.

#### 2.4.4.3 Tourism Outlets

Due to the nature of the business, international tourists will need to be made aware of the attraction when in the local area. This can be done through a range of promotional methods based around hotels, tourism operators and information desks around south-east Queensland.

The first method of promotion is to allow tour businesses in the area to incorporate a bundle package into the tour for a discounted rate. This not only makes both domestic and international tourists aware of the park, but means they can experience it for a lower price which could lead to a second visit on a free day. It also means that if they have a positive experience it could be shared (verbally or through photos/videos) with their friends and family where they live, therefore spreading the brand throughout Australia and the world. While potential profits are lost in the initial sale, it is returned through the free marketing done by those who accept the offer and visit.

Tourist desks and concierge desks at hotels is a great place to carry out a mass brand awareness campaign. By having  brochures on display in all of these places it gets the brand into potential visitors' minds. Displaying brochures at these locations also means that if guests are interested in the activities on offer they could immediately purchase tickets from that place. This is especially convenient for tourists who could be looking for a fun activity to do as a family, or even to fill a free day of a business trip. The design of the brochure is also important so that it stands out when it is on the shelf. Without an eye-catching brochure, potential customers could brush over the it and not find out what the attraction has to offer which means business is lost.



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#### 2.4.4.4 Television

A conservative television campaign will be run as a call to action to potential customers. Due to the large focus on public relations television advertising will only be kept to a minimum. An advertisement showing the park as a great day out in the heart of nature will be featured on free-to-air television during the evening slot between seven and nine at night. This means that the greatest number of people can be reached without having the issue of paid television. It is also important for the time slot as it is when most white collar workers would get the chance to watch the television at night after returning home for the day. By targeting the younger working parents, they could see the positives in spending a day at the park with their family which means selling more tickets.

#### 2.4.4.5 Phone Applications

Along with social media, iPhone and Android applications are critical for reaching the target audiences identified. The current generation of people are information hungry and by allowing them to access information from anywhere using a handheld device anywhere, it would increase their interest in the activities provided. Along with providing people with offline information at the fingertips it will also be used to enhance their experience while on site. This is done by providing audio tours which can be synced to the gondola ride and various locations around the nature trails, as well as providing maps and guides for the lookout at top of Mount Coot-tha. While being free of charge to guests, it would make them feel like they are receiving a full value experience while on site as well as before they visit through the convenience of purchasing tickets and purchasing ride sessions.

#### 2.4.4.6 Internet

The park will feature a website full of all the information people would require before visiting as well as an online store and booking feature. This also expands advertising all over the web to websites like FaceBook, YouTube and travel sites. The benefit of advertising online is that people can easily click on the link and be presented with all the information they could possibly need along with multimedia, and ticket purchasing facilities. Interactivity can also be featured on the site with people being able to search for and view photos and videos in the gallery which were taken during their visit. By having these galleries available, it also provides an easy opportunity for free marketing through people finding and sharing photos or videos which they appear in.

# 3.0 Operations Plan

The operations plan will dictate how the business will operate to achieve a positive cash flow. A successful operations plan is also important when looking towards the future of the business to minimise the possibility of failure.

## 3.1 Product Development

The future of Adventure Park Mt. Coot-tha may feature experiences which do not exist today due to possible advances in technology. Plans are already in place for future expansions of the park which will keep the precinct fresh and new to encourage return visitors. Smaller scale plans include a family luge track near the bottom visitor centre which would allow children the opportunity to experience the luge with their parents on a much smaller scale. This will also be part of a family area which will include a much smaller zip line so younger children are also catered for. The introduction to these activities will also encourage children to try the activities on a smaller scale so they could gain the courage to ride the original versions which they may have once been intimidated by.



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Larger expansions in the future will include the existing quarry which is currently in use. When the quarry is retired and left empty new adventures will be added which would further cater for a thrill seeking audience. The primary focus for the expansion would be a bungee jump off of the cliff which would be unique to Brisbane. Expanding into the quarry would also introduce new retail and dining opportunities. An integrated area with natural improvements will add another dimension to the park.

It is estimated that after four years after operation enough revenue would have been raised to construct the family zone near the bottom visitor centre. Although there is no way to be certain, it is anticipate that the quarry will close within the next thirteen years so the bungee jump expansion would be able to be introduced. This means that the experiences offered by the park could be almost doubled after just fifteen years of operation.

## 3.2 Production Facilities

The information centres at each end of the gondola are spacious and house the beginning and ending to each of the three major attractions going down the mountain. By having each of these attractions based under the same roof it makes crowd management and the operation of these activities much smoother and easier. A proposal of the floorpan of each building can be found in figures fifteen (base visitor centre) and sixteen (summit visitor centre) in the appendices. The layout of each of these buildings allow for a visitor flow where there are no major bottlenecks which would create a poor experience for guests. The base visitor centre features a large queue for guests wanting to ride the gondola to the top of the mountain while no lines are featured for the luge and zip line as it is only for disembarking guests. In the summit visitor centre, queues are featured in the design for all three attractions as they all begin at the top. This means that people will wait for each activity in an orderly manner.

The gondola will have a continuous operation between the hours of nine o'clock in the morning till seven o'clock at night. Guests will need to have their tickets purchased before they enter the line at either end of the ride so that the loading of gondolas is a smooth process. By checking tickets at the end of the line, there is no fumbling around when guests are supposed to be entering the moving gondolas. The gondola is also very unique as its operation doubles as a transfer for the luge vehicles. As guests end their luge experience, the vehicles are attacked to the bottom of gondolas to be taken to the top and fed back into the top of the track. This means that the two attractions work together seamlessly to transport both people and the luge vehicles to the top without  hassle.

Due to the nature of the luge and zip line tickets must be purchased for a time slot either in advance or on the day. Fewer tickets will be issued in each time slot for the zip line compared to the luge because of the capacity. With several vehicles being able to travel down the luge track at any one time, one hundred and fifty luge tickets will be allotted during each thirty minute period. But with only one person being able to travel down a zip line cable at once, the experience will only be able to offer fifty tickets per every half hour slot. While these restrictions may limited the ticket sales each day, it gives guests a more positive experience as they know they can arrive to each activity at a particular time and ride within thirty minutes instead of being caught in long queues.



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## 3.3 Logistics

Another aspect of Adventure Park Mt. Coot-tha is the selling of souvenirs and merchandise. The souvenirs sold will be both unique to the park and the general Australian guide books and novelties which appeal to the tourists which visit. This means that the store caters for both the domestic and international visitors through a range of stock. The store at the base visitor centre will be the only place of distribution to the guests. Conveniently located near the exit, it allows guests to buy something as they leave without having to worry about carrying it with them throughout the day. Its location also ensures that every visitor to the park passes the store at least twice. The shop frontage on the Botanical Gardens expansion will also increase the sales.

All inventory will be kept in a warehouse off site and will be transported in when stocks are required. This means that no space is wasted on site to store goods which aren't being used. With space at a premium to minimise the environmental impact, a different location for storage and administration offices is a must. A POS (point-of-sale) software system will be used by the store to continuously monitor stock alert staff when a delivery from the warehouse is needed. This makes inventory management an easy task which is important in such a minor part of the business.

# 4.0 Management & Human Resource Plan

For an attraction as diverse as Adventure Park Mt. Coot-tha to operate smoothly, a wide range of staff will be required in a range of disciplines. By allocating a large sum of funds towards the personnel in the business, the quality and safety of the attractions is ensured to be world class.

## 4.1 The Management Team

The business will be owned by two managing partners who will oversee the operations of the business. These two managers will split the ownership 60% (manager with business background) and 40% (tourism background) so that there is a primary owner. Due to the diversity of the attraction, one manager will have an expertise in business management while the other manager in the partnership will have a background in tourism and event management. By combining these two disciplines in the overall management of the business, a wider range of skills can be met without the need for some external advisors.

As the business grows and looks towards the future, it is planned that after ten years of operation the business will be floated on the stock market. This is because as the business expands and becomes more popular, it would be a benefit to have shareholders to help fund it. By also being funded by shareholders more funds can be allocated to renovating and refreshing the infrastructure around the business. This would also lead to the possibility of expanding to another city in Australia or overseas. It is important to note that when the business is put on the stock exchange, there will still be two main owners who will manage the business the same way they will on opening day.

## 4.2 Management Level Personnel

The business will be structured according to the organisational chart in figure seventeen of the appendices. Due to the range of areas within the business being so vast, a number of managers will be hired in each area who will have their own duties to uphold. These managers will oversee the employees who work in the areas while being monitored by the two business owners.

There will be a manager in charge of *public relations*. This role will including contacting media with any press releases and organising events for the press to introduce new experiences or promotions. The public relations manager will also be the spokesperson for the business who talks with the media at special events.



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The *finance* manager will be in charge of the business' basic finances. While an external accountant will be used the financial manager will monitor the daily profits (checking cash registers daily), staff wages, insurance and taxes. This manager will be in charge of basic accounting throughout the business so that it can be done on a weekly or even daily basis. They will also be in charge of signing off on orders for stock and ride parts.

Adventure Park Mt Coot-tha's *human resources* manager will be in charge of the staff within the business (below the management team). All staff recruitment and training will be overseen by the manager as well as any discipline that needs to be addressed. Workplace health and safety is also an important role in the managers job description as the attractions require careful operations to ensure everyone's safety. The purpose for this role is to ensure the smooth operation of the business in terms of the staff who work at the base level. If any issues appear with illness or injury, the manager and their team will have the role of re-allocating the shifts for that period.

The *sales* manager's role is to oversee all the sales of the business and to monitor the systems in place. This includes monitoring the online store (online sales), ticket desks onsite (onsite sales), and sales to external business such as tour guides and hotel concierge desks. The role will also include being responsible for any enquiries about the tickets on offer and their prices. Adventure Park Mt. Coot-tha's sales manager will also be in charge of initiating sales and promotions to encourage visitation in quiet periods.

The *marketing* manager will have the role of overseeing all advertisements and competitions offered by the business. This role includes monitoring the business' social media presence as well as the website. A major part of this role is providing guests with interactivity online by answering questions about the park and making them feel welcomed. This manager will also have an important impact on all advertising by the business whether it is on signs, online, or on television.

The *operations* manager is in charge of overseeing the daily operation of the business from the base level. This includes how the gift shop operates and how each of the activities are operated and maintained. The primary role of the operations manager is to ensure the smooth running the the business from the guests' perspective which includes making sure the staff are efficient and the activities are well maintained.

## 4.3 Base Level Personnel

Below each of the managers stated in section 4.2, a number of base level staff are needed to ensure the smooth running of the business. While there is no exact number of employees required due to the rotation on the roster, a total of thirty employees will be needed at any one time to operate at peak periods. These positions will be split between full time, part time and casual workers. While casual employees will be hired all year around, they will be needed increasingly during busy summer periods and in school holidays.

To operate the zip line, two staff will be needed at the top to get guests onto the zip line while the other employee gets them into their harness before hand while also double checking the clips before their flight. The attraction will also require two staff at the bottom to unclip and collect all harnesses from riders (job description for position can be found in figure nineteen of the appendices).



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The luge will also require two staff at the top and the bottom of the attraction to operate to its maximum capacity. This means that one employee will take tickets and allocate vehicles and helmets from the gondola while the other employee loads the guests into the luge and letting them begin their journey down. The bottom of the ride will require one employee to unload guests and a second employee to load the vehicles back onto the gondola to travel back to the summit (job description for position can be found in figure nineteen of the appendices).

The gondola will require four employees at either station to operate. With each station having load and unload the duties will be the same. One staff member collects tickets while another loads guests into the gondola while a third unloads guests at the end of their journey. The fourth employee will sit in the operating booth to stop the ride and to check for problems in the case of an accident while boarding due to the continuous movement of the gondolas (job description for position can be found in figure nineteen of the appendices).

Two staff will be required to operate the mountain bike hire. It will operate almost like a shop so their duties will cover both hire returns and allocating people with appropriate bikes and safety gear. Three staff will be required at the information booths at either end of the gondola. These employees will be required to sell ride tickets, and provide guests with information about the area. Four employees will be required in the gift shop at any one time to both monitor the registers and to assist people in deciding their purchases. These roles are like any other store worker (job description for position can be found in figure nineteen of the appendices).

There will also be a range of staff who will work behind the scenes to ensure the smooth operation of the business. This includes a team of staff who work under each manager in offices off site. These employees will carry out duties such as marketing planning, writing press releases, performing maintenance and monitoring sales.

## 4.4 External Advisors

A range of external advisors will be required by the business to ensure important jobs are done correctly by highly qualified people. This includes sectors of the business such as the financials (accountant), legals (lawyer), transport, safety, and secret shoppers.

An external accountant will be required to complete the books for the business each month and also to perform audits to ensure the efficiency of the business. The business' accountant will also assist management when creating the budget for the following financial year.

A lawyer will be required assist in creating any contracts and waivers used throughout the business. By the lawyer creating the waiver for guests, in the occurrence of the business being sued after an accident, the lawyer will assist in the proceedings.

An external transport firm will be required to transport the souvenirs to the gift shop as well as any parts required for the maintenance of the attractions.

External secret shoppers will also be utilised by the business to ensure the guest experience is safe and at a high quality. By having a secret shopper the business will be able to receive scores on a regular basis to see where operations can be improved to ensure the best customer experience possible.



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# 5.0 Legal Considerations

## 5.1 Business Set Up

Adventure Park Mt. Coot-tha will have a partnership legal structure which will be owned by two people (refer to section 4.1 for details). This structure has a range of steps which must be completed for legal reasons to register the business.

The first legal consideration is that the business gets its own tax file number (TFN) which is used when lodging the annual income tax return. Although not compulsory, the use of a TFN will greatly benefit the finances of the business. Without it, there would be no way for the business to claim a tax return from the government (Australian Taxation Office, 2014).

It is a legal requirement that every business in Australia operates with an Australian Business Number (ABN) in order to register and claim GST (goods and services tax) and to interact with government bodies. The use of an ABN is important throughout the daily operation of the business as it is basically a form of identification for the government and the public to use (Australian Taxation Office, 2014).

The goods and services tax (GST) is required throughout all Australian benefits but Adventure Park Mt. Coot-tha will be required to register with the Australian Taxation Office as its anticipated GST turnover is over $75,000. If the turnover was below this, registration for the GST would not be necessary for the business (Australian Taxation Office, 2014).

## 5.2 Insurance

The business will take out a range of insurances on various aspects of operations including property, employees and guests. While each type of insurance is not compulsory, it will be used to benefit the business in unforeseen accident including fires, crime or injury.

*Public liability insurance* is important for the business because of the nature of the activities on offer. This type of insurance will assist the business in the event a claim is made against it due to a visitor injuring themselves while on property. Although each activity requires the signature of a waiver form to stop this from happening, it is still possible that guests may injure themselves by slipping on wet surfaces or tripping over objects left in the open, etc (Australian Government, n.d.).

The business *interruption or loss of profits insurance* is important for the business to use as it would be important if the park was to suffer from bush fires or dangerous storms which damage infrastructure. This insurance exists to cover the business if cash flow is badly interrupted by these such events. It insures ongoing expenses can be met and the business' profit is maintained through hardship (Australian Government, n.d.).

*Workers compensation insurance* (which is compulsory) will also be implemented by the business to assist in the event an employee suffering illness, injury or death while in the workplace. Due to the dangers involved with the operation of some of the actives in the park, the risk of potential injury is high. This insurance is required by law because the business is responsible for the employees while they are on the job so any injuries they faced must be covered by the business (Australian Government, n.d.).



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A range of other insurances will also be used by the business to insure against any unforeseen events both naturally and by other people (internally or externally). *Burglary and employee dishonesty insurances* will be used to cover the business in the event of finances being lost to fraud by employees or members of the public. *Tax audit insurance* will cover the fees in the event of an investigation or tax audit into the business by professionals. *Building and contents insurance* as well as machinery breakdown insurance will also be used to protect the infrastructure of the business in the event of a breakdown affecting operation or other events (natural or human caused) also having a major impact (Australian Government, n.d.).

## 5.3 Workplace Health & Safety

Due to the nature of the business, workplace health and safety has a major impact on how the attractions will operate. Strict guidelines will be implemented on all job positions as well as in depth training on safety which every employee will receive before they begin their first shift. The number one priority of the business is to provide guests with experiences they can do without any risk of injury or death. If there was a case of a guest or employee having their safety or health compromised, the business would suffer both financially and by their perception in the public eye. This means that it is in the management's best interest to provide the actives with no risks or safety concerns involved. For this to occur, each employee of the business have duties which need to be upheld.

The duty of the management is to acquire and keep records of the most recent and relevant workplace health and safety resources and have them readily available for anyone within the business. This duty also includes having an in depth understanding of all the risks and hazards associated with both the employees and guests throughout the business. The duty of the management is to basically guide the rest of the staff and the guests through the safety procedures needed throughout the business.

The duty of the workers throughout the business is to take reasonable care of their own health and safety in the workplace while also ensuring that of the guests on property. Employees must abide by any procedures implemented by management related to the safety of the business' operations. Their duty is to basically look after their own safety as well as taking careful consideration of the safety of the business' visitors.

Other people in the workplace also have a duty to uphold when visiting the property. Guests are legally required to take reasonable care of their own safety and health which on the parks' property.This means that any guidelines set by the business (either employees or management) must be followed to ensure the risks of experiencing the activities are greatly reduced.

## 5.4 Fair Trading

When operating, there are a range of responsibilities which the business must uphold to ensure they are fairly trading in the market place. These responsibilities occur both when conversing with customers and when marketing.

Customers have their own rights when using the services provided by the business. All guests who visit the park have a right to send formal complaints either verbally or written to the business to ensure the guests can voice their concerns. The business will have the ability to comprehend and reply to the complaints as well as implementing changes which could correct the issues held by customers. Guests will also have the ability complain to external organisations which the business must respond to. If a guest is unhappy with their experience and the park is at fault, then the business has the responsibility of correcting the error.



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When marketing, the business must not mislead customers in advertisements or offers. If the business does participate in unfair practices in relation to ticket selling or advertising, it is at risk of receiving hefty penalties from government organisations. This means that the business must ensure any advertising shown is true and in no way misleading for guests. Any offers, competitions and other promotions must also be in no way misleading for guests so that they are not mislead in any way.

# 6.0 Financial Plan

The financial plan of the business will analyse the funds needed and whether or not the park will be viable. A major part of this process is the completion of a sales forecasts and in order for that to occur, it is important to establish what percentage of the market the business will hold. In June 2011, the population of south-east Queensland (Brisbane, Gold Coast, Sunshine Coast and West Moreton) was 3.05 million people with 1.08 million coming from the Brisbane area (Australian Bureau of Statistics, 2012). Also, there is, on average, over three million visitors to south-east Queensland each year. This means that if the business can reach the anticipated domestic market share of 6%, that means there will be approximately 183,000 guests each year. It is also anticipated that 7% of the tourist market share will be held which means approximately 210,000 guests each year. This means the park anticipates approximately 393,000 guests each year.

## 6.1 Financial Forecasts & Analysis

A financial forecast has been made based on the anticipated visitation by guests in the first twelve months of operation. Figure twenty in the appendices displays the data for the anticipated spread of guest visitation throughout the first year. Rises in the guest count occur during school holiday periods with December and January having the highest visitation. There is also a large spike in visitation during June and July which is when there will be a large amount of guests traveling from the northern hemisphere during their summer break and from Victor and New South Wales where they are on school holidays. This chart was used to establish anticipated PAXs (visitors through the doors) for each month of operation.

Figure twenty-one in the appendices shows a chart displaying the anticipated attendance rates for each attraction from the total amount of visitors to the park. The gondola is expected to service almost all (90%) of guests while the other activities decrease in figures. This anticipated decrease is due to the thrill factor, increasing prices and overall capacity of the activities. These figures combined with the anticipated market share, and the expected visitation rate is used to calculate a sales forecast for the first twelve months of operation.

Table eight in the appendices shows the forecasted ticket sales for the first twelve months of operation. While the actually sales are much more complex due to the flexibility of ticketing options, the forecast chart deals with three ride tickets (luge and zip line), round trip tickets (gondola) and half day mountain bike hire which are anticipated to be the most popular purchases made by guests. These sales figures show that after the first twelve months of operation the business would have made a healthy $32,915,166 profit from ride tickets alone with nearly five million being earned in January alone. This shows that the business is very viable.

After the first year of operation, it is anticipated that the business would have lost almost two and a half million dollars after factoring in the cost to build the park. This means that after the second year of operation the business would have a profit of almost thirty million dollars. Even though more money will be spent than earned in the first year, the profitability of the business means that it will not be in danger of bankruptcy (refer to figure twenty for profit and loss statement).



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## 6.2 Sources & Uses of Funds

Adventure Park Mt. Coot-tha will require $20,580,000 to construct the infrastructure alone. This means that a high amount of funds needs to be put into the business for it to successfully enter the market place. Each owner in the partnership will input one million dollars each meaning the business will begin with two million dollars in funds. A twenty million dollar bank loan will then be taken in order to cover the costs of the business. This means that the business would begin with twenty-two million dollars which is enough the cover the cost of construction but after all other expenses are considered there would be a shortage in funds (refer to figure twenty-two in the appendices for profit and loss statement).

Several governing bodies will also assist in funding the business through various business schemes. Due to the installation of solar panels, the state and federal governments would give a combined grant of $400,000. The state government would also give a $350,000 entrepreneurial grant as well as a $650,000 new business grant from the federal government. Tourism Queensland would also contribute $150,000 for the startup of a new major tourist attraction. These means that an extra $1.55 million in funding will be contributed by the government meaning the business will have over a million dollars after the first year of operation (i.e. it will be cash flow positive very quickly). The figures of these grants have been quoted by the various government bodies and while they are not the final figures, they are an accurate representation of the financial contribution being made.

# 7.0 Recommendations

## 7.1 Operations

- After three years of operation expansions should be considered to keep attraction fresh.
- All activities should receive a major service every twelve months to keep at high quality and safety.
- Preventive maintenance system should be implemented to increase safety on activities.
- Souvenir and guide book supplies should be purchased using just in time method.
- Stocktake should be taken weekly with a point of sale software system implemented.

## 7.2 Human Resources

- All staff should be thoroughly trained before having guest contact.
- Rotation of duties should be used so staff don't get bored of their job.
- Capacity should be monitored to ensure employee efficiency.
- Managers should only be recruited by the two partners. Other staff can be recruited by relevant managers and human resources department.

## 7.3 Marketing

- Intensive marketing should be implemented for first year of operation.
- Initial marketing should be brand awareness rather than a call to action.
- Competitions involving high cost experiences for free should be limited.
- Connect with fans all the time online to increase guest satisfaction.
- Always have an answer for guests online regardless of how 'dumb' the question may seem.

## 7.4 Finance

- Be conservative with spending for the first three years while business is established.
- Loan should be paid back before the end of five years of operation.
- Drawings should not be made by owners in the first three years of operation.



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# 9.0 Appendices

*To establish the most unique and popular tourist attraction of any city in Australia. We will strive to have the best facilities and staff and through world best practice, we will have a vibrant, popular, and profitable business.*

Figure 1: Adventure Park Mt. Coot-tha's mission statement.

*Our vision is to convince council of the benefits of our project and to plan, build, and operate an amazing, world class tourist attraction.*

Figure 2: Adventure Park Mt. Coot-tha's vision statement.



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**Adventure Park Mt. Coot-tha**

***1. What is your gender?**

- Male
- Female

***2. What is your age?**

- 17 & Under
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 & Over

***3. Please state your primary place of residence:**

**City/Town:**

**State/Territory:**

**Postal Code:**

**Country:**

***4. How many children are you parent or guardian for and live in your household (aged 17 or younger only)?**

- None
- 1
- 2
- 3
- 4
- More than 4

***5. When was the last time you visited the lookout at Mount Coot-tha?**

- Within the past 6 months
- Within the past 12 months
- Within the last 1-2 years
- Within the last 2-3 years
- Over 3 years ago
- Never

***6. When was the last time you visited the Mount Coot-tha Botanical Gardens?**

- Within the past 6 months
- Within the past 12 months
- Within the last 1-2 years
- Within the last 2-3 years
- Over 3 years ago
- Never

***7. Which are you more likely to visit?**

- Mount Coot-tha Botanical Gardens
- Mount Coot-tha Lookout

***8. How likely would you be to visit if a new attraction was to be introduced to the area?**

| 1 (Least likely) | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 (most likely) |
|---|---|---|---|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

***9. Which of the following activities or attractions have you done in the past 2 years?**

- Aquarium
- Movies
- Mountain Biking
- Laser Tag
- Zoo
- Go-Karts
- The Beach
- Bushwalking
- Stayed at a Family Resort
- Theme Parks
- Water Parks
- None of These

***10. What adventure activities would you like to see introduced to the Mount Coot-tha area?**

Figure 3: Target market survey 1 questions (general market information)



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**Adventure Park Mt. Coot-tha**

Adventure Park is a brand new tourist attraction located between the Mt. Coot-tha lookout and the Botanical Gardens in Brisbane, Australia. The attraction will include never before seen activities in Brisbane including a gondola up the mountain, a luge track down the range, and Australia's fastest and longest zip line. The precinct will also include existing hiking and mountain biking trails with a visitor centre at either end of the gondola allowing people to gain information about the area and to hire mountain bikes for the day.

***1. After reading the description above, how interested are you in proposal of Adventure Park Mt. Coot-tha?**

- ○ Extremely interested
- ○ Very interested
- ○ Moderately interested
- ○ Slightly interested
- ○ Not at all interested

***2. What do you like most about the proposal of Adventure Park, Mt. Coot-tha**

***3. What do you dislike most about the proposal of Adventure Park Mt. Coot-tha?**

***2. What do you like most about the proposal of Adventure Park, Mt. Coot-tha**

***3. What do you dislike most about the proposal of Adventure Park Mt. Coot-tha?**

***4. Which of the following features of the park makes you want to visit? (Select all that apply.)**

- ☐ Hiking Trails
- ☐ Gondola
- ☐ Luge Ride
- ☐ Other (please specify)
- ☐ Mountain Biking Trails
- ☐ Zip Line (Flying Fox)
- ☐ Lookout

***5. How likely is it that you would recommend Adventure Park Mt. Coot-tha to a friend or colleague?**

| Not at all likely - 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | Extremely likely - 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

***6. About how much would you be willing to pay for a the following activities?**

| | $5-$10 | $11-$15 | $16-$20 | $21-$25 | $25 or more |
|---|---|---|---|---|---|
| Gondola (1 way) | ○ | ○ | ○ | ○ | ○ |
| Luge (1 ride) | ○ | ○ | ○ | ○ | ○ |
| Zip Line (1 ride) | ○ | ○ | ○ | ○ | ○ |
| Bike Hire (1 day) | ○ | ○ | ○ | ○ | ○ |

***7. If the park was open today, how likely would you be to visit it?**

- ○ Extremely likely
- ○ Very likely
- ○ Moderately likely
- ○ Slightly likely
- ○ Not at all likely

**8. What activities would you like to see introduced in the future?**

Figure 4: Target market survey 2 questions (feedback on proposal)



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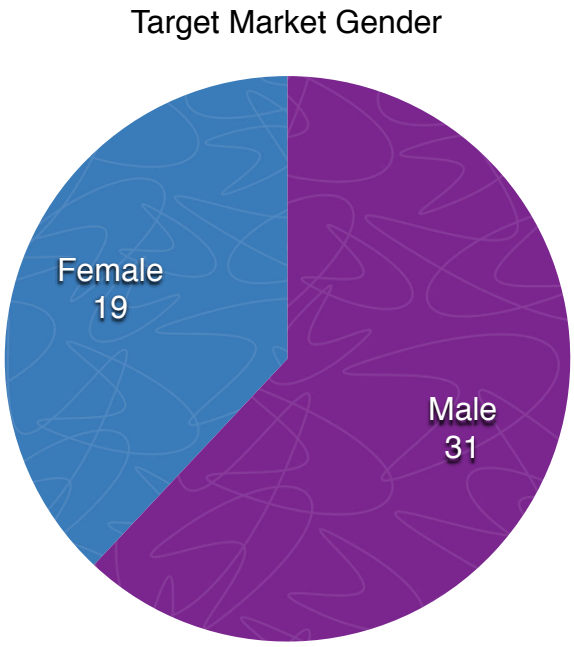


Figure 5: Graph showing gender of target market (survey 1, question 1).

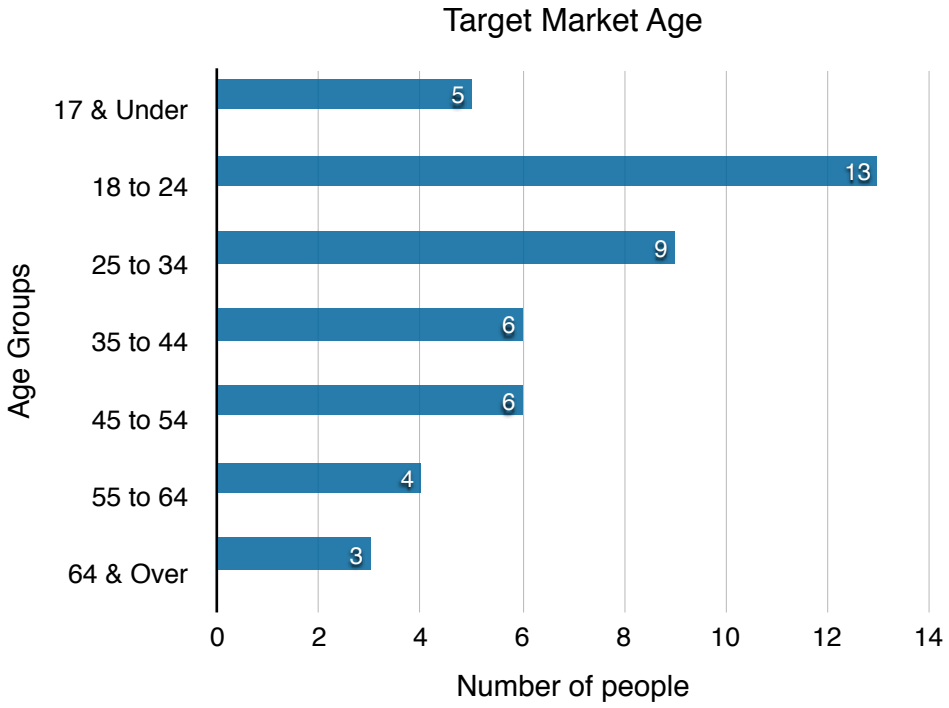


Figure 6: Graph showing age of target market (survey 1, question 2).



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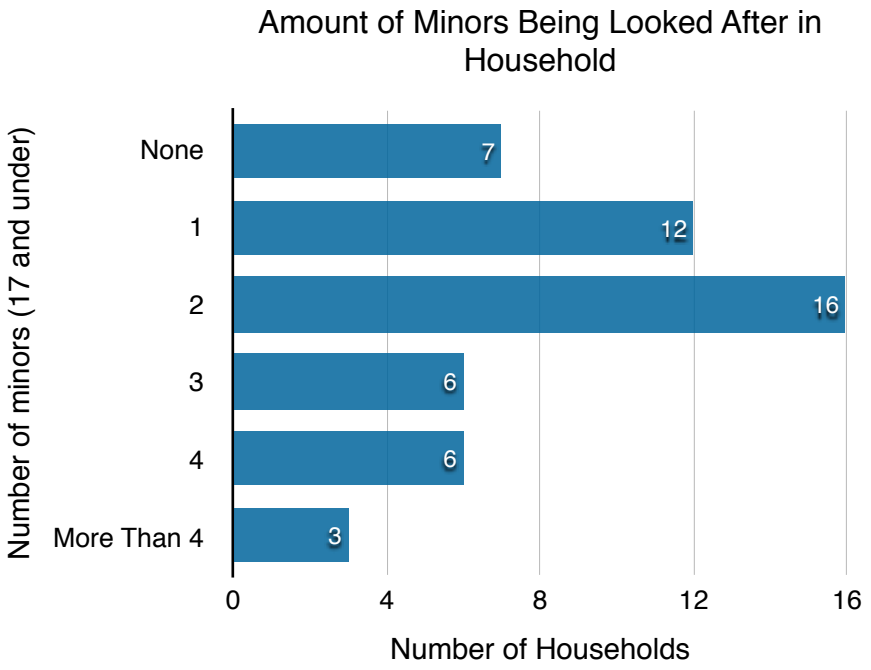


Figure 7: Graph showing number of minors being looked after in households (survey 1, question 4).

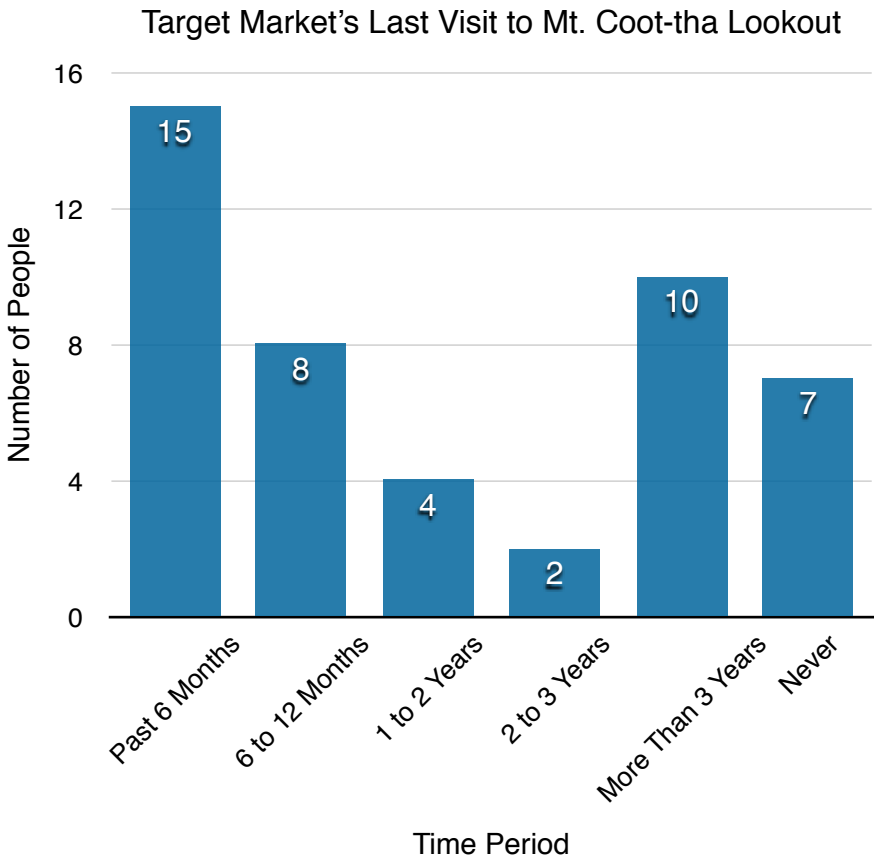


Figure 8: Graph showing time since last visit to Mt. Coot-tha lookout (survey 1, question 5).



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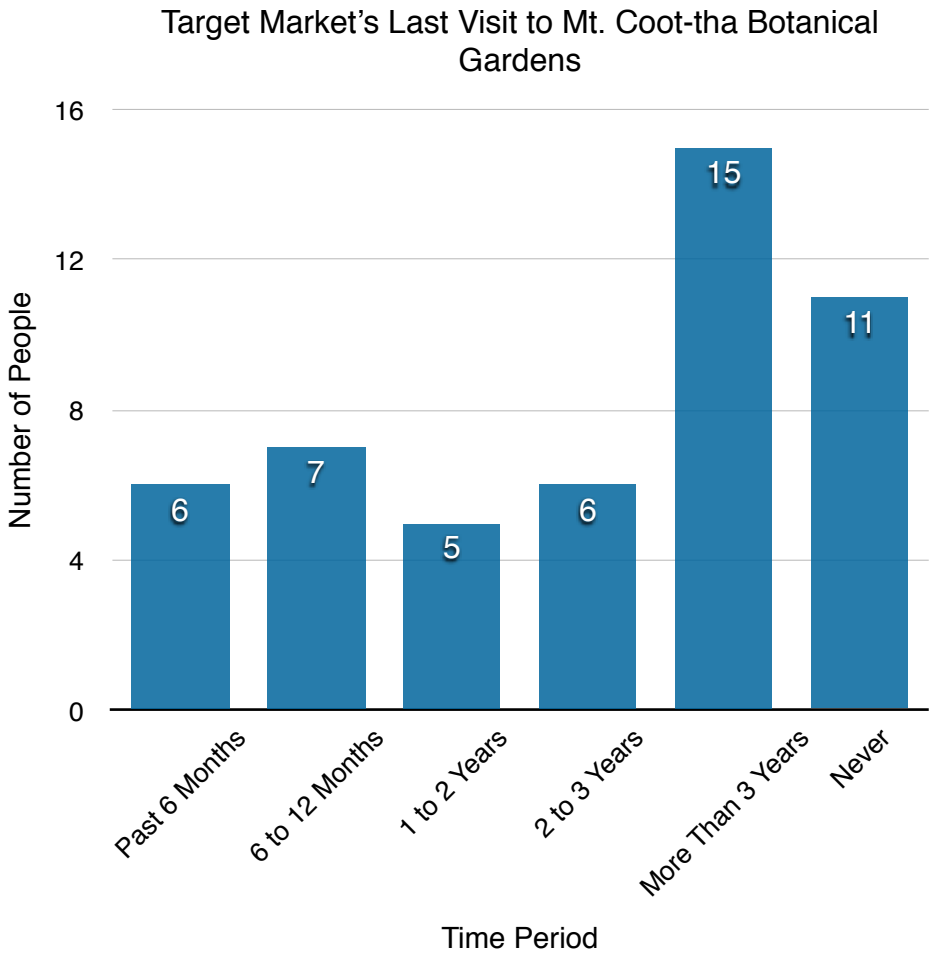


Figure 9: Graph showing time since last visit to Mt. Coot-tha Botanical Gardens (survey 1, question 6).

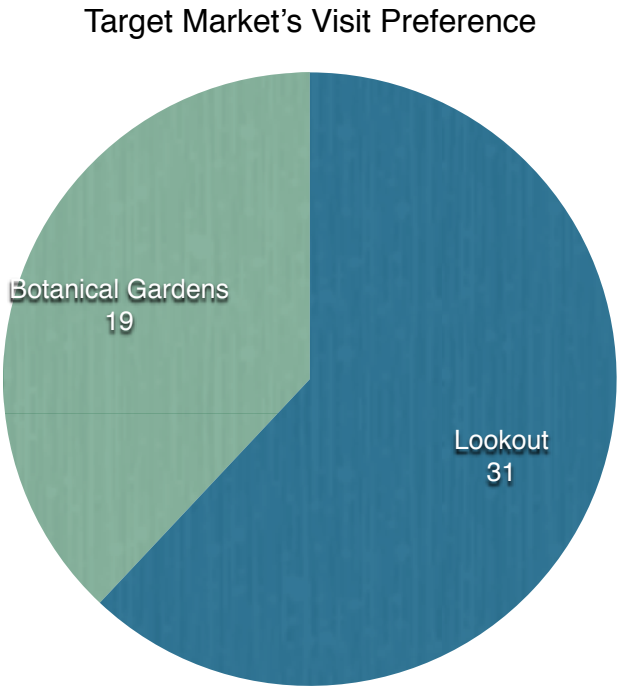


Figure 10: Graph showing preferences between lookout and Botanical Gardens (survey 1, question 7).



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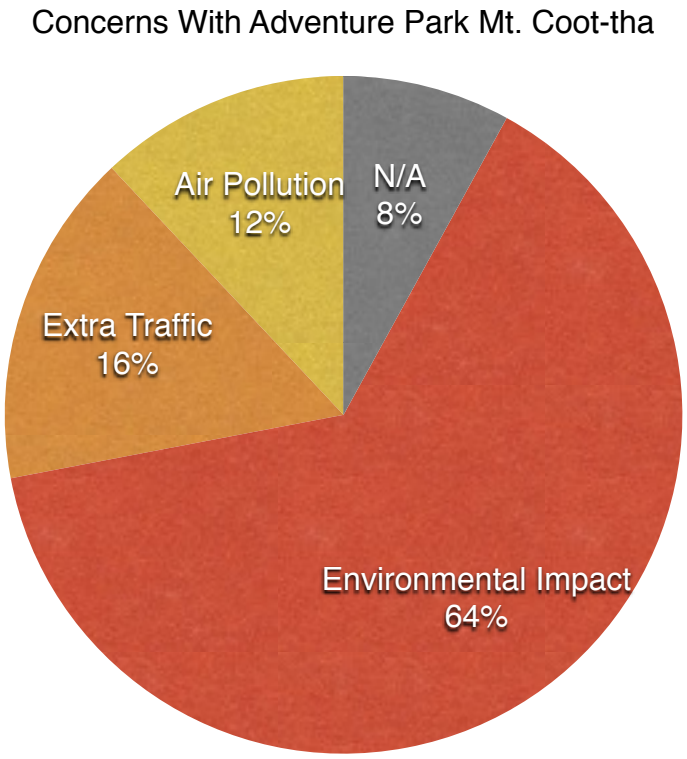


Figure 11: Graph showing primary concerns of Adventure Park proposal (survey 2, question 3)




Figure 12: Map displaying location of Adventure Park Mt. Coot-tha and its features



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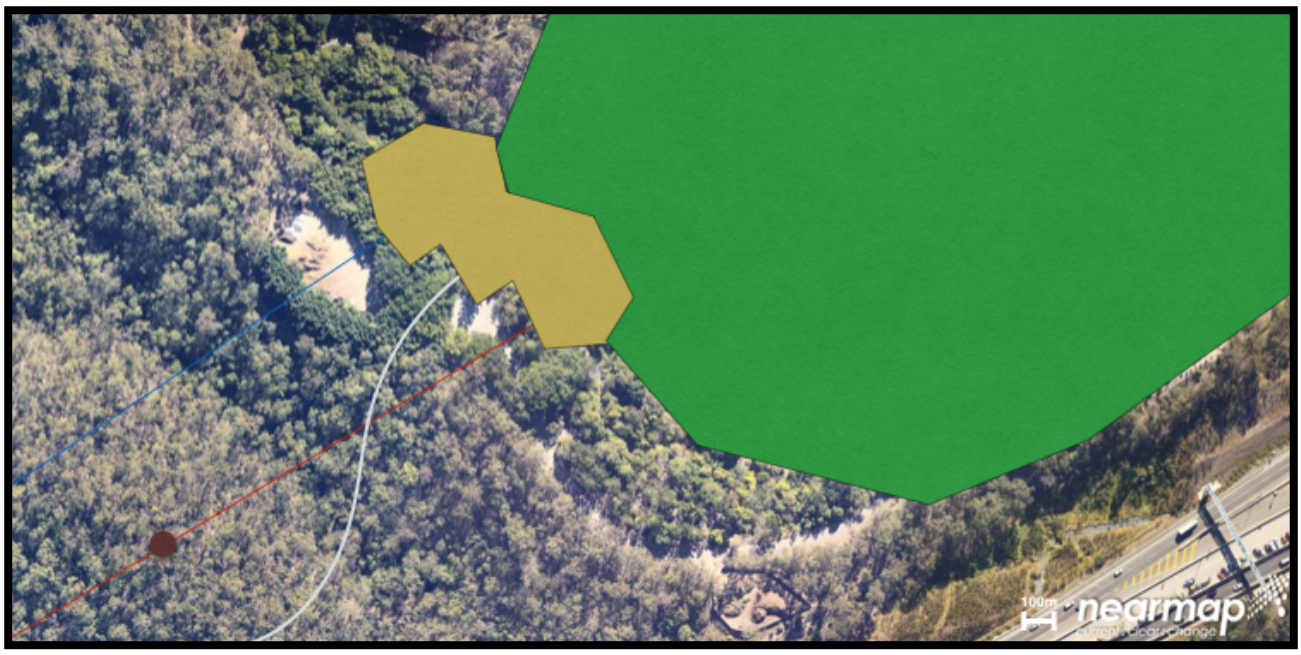


Figure 13: Diagram displaying bottom part of Adventure Park Mt. Coot-tha's precinct.
*Note: Green = gardens expansion; Yellow = base visitor centre; blue = zip line; red = gondola; white = luge track*




Figure 14: Diagram showing top part of Adventure Park Mt. Coot-tha's precinct
*Note: Yellow = base visitor centre; blue = zip line; red = gondola; white = luge track*



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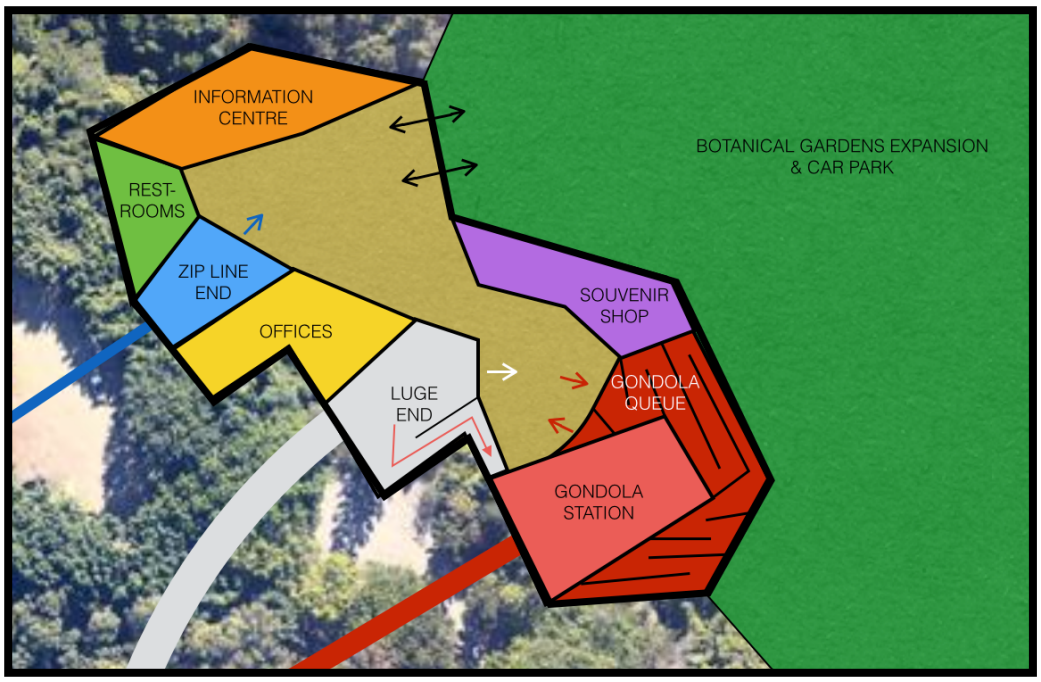


Figure 15: Floor plan of base visitor centre (not to scale).

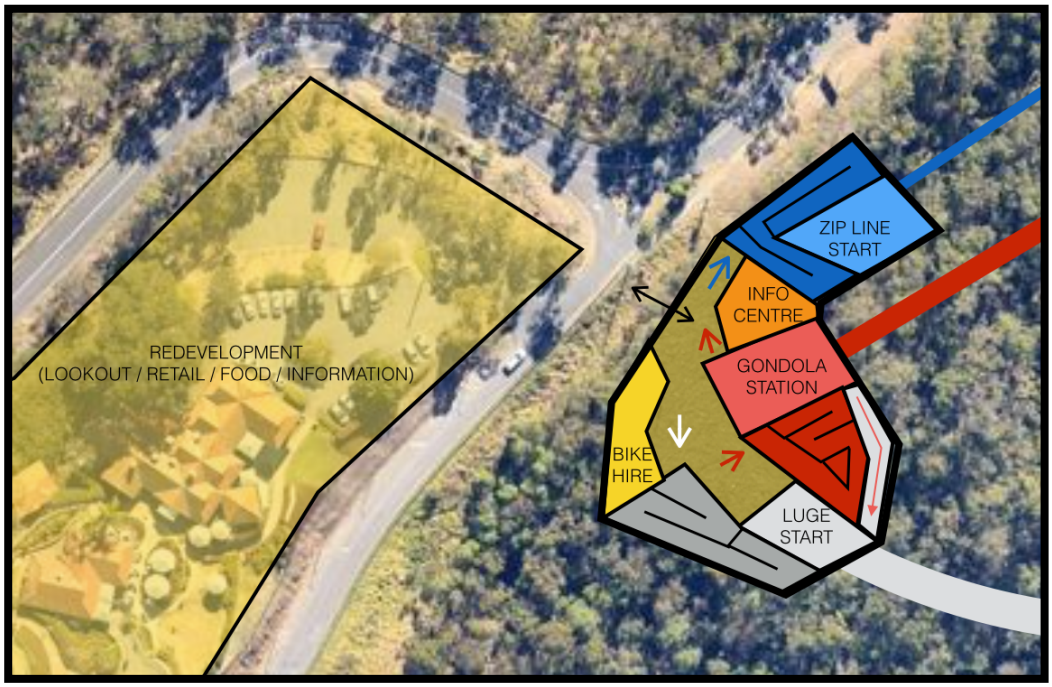


Figure 16: Floor plan of summit visitor centre (not to scale)



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Table 2: Table showing all prices of each season pass offered by the park.

| Pass & Perks | Children (15 and under) | Adults (16 and over) | Pensioners/ Students |
|---|---|---|---|
| Adventure Pass Platinum<br>- All attractions<br>- 12 months | $495 | $595 | $550 |
| Escape Pass Platinum<br>- All attractions<br>- 30 days | $250 | $295 | $275 |
| Adventure Pass Gold<br>- Gondola & Luge<br>- 12 months | $395 | $495 | $450 |
| Escape Pass Gold<br>- Gondola & Luge<br>- 30 days | $150 | $195 | $175 |
| Adventure Pass Silver<br>- Gondola only<br>- 12 months | $60 | $80 | $70 |
| Escape Pass Silver<br>- Gondola only<br>- 30 days | $35 | $42 | $38 |

Table 3: Table showing all prices of each ride bundle offered by the park including return gondola ticket (does not include mountain bike hire)

| Rides on luge and zip line | Children (15 and under) | Adults (16 and over) | Pensioners/ Students | Family (2 adults & 2 children) |
|---|---|---|---|---|
| 1 Ride | $50 | $70 | $60 | $210 |
| 3 Rides | $80 | $140 | $110 | $390 |
| 5 Rides | $100 | $180 | $140 | $490 |

Table 4: Table showing prices for gondola rides.

| Ticket Type | Children (15 and under) | Adults (16 and over) | Pensioners/ Students | Family (2 adults & 2 children) |
|---|---|---|---|---|
| 1 Return Trip | $14 | $20 | $17 | $58 |
| 1 Way Trip | $8 | $13 | $10 | $35 |



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Table 5: Table showing prices for luge rides.

| Ticket Type | Children (15 and under) | Adults (16 and over) | Pensioners/ Students | Family (2 adults & 2 children) |
|---|---|---|---|---|
| 1 Ride | $15 | $25 | $20 | $68 |
| 3 Rides | $35 | $55 | $45 | $150 |
| 5 Rides | $45 | $70 | $55 | $200 |
| Extra rides after 5 (price added per ride) | $5 | $7 | $6 | $15 |

Table 6: Table showing prices for zip line rides.

| Ticket Type | Children (15 and under) | Adults (16 and over) | Pensioners/ Students | Family (2 adults & 2 children) |
|---|---|---|---|---|
| 1 Ride | $35 | $42 | $38 | $135 |
| 3 Rides | $60 | $96 | $84 | $285 |
| 5 Rides | $75 | $125 | $100 | $360 |
| Extra rides after 5 (price added per ride) | $12 | $20 | $14 | $58 |

Table 7: Table showing prices for mountain bike hire.

| Ticket Type | Children (15 and under) | Adults (16 and over) | Pensioners/ Students |
|---|---|---|---|
| 1 Hour | $9 | $18 | $14 |
| Half Day (4 hours) | $32 | $50 | $42 |
| Full Day (8 hours) | $58 | $90 | $75 |



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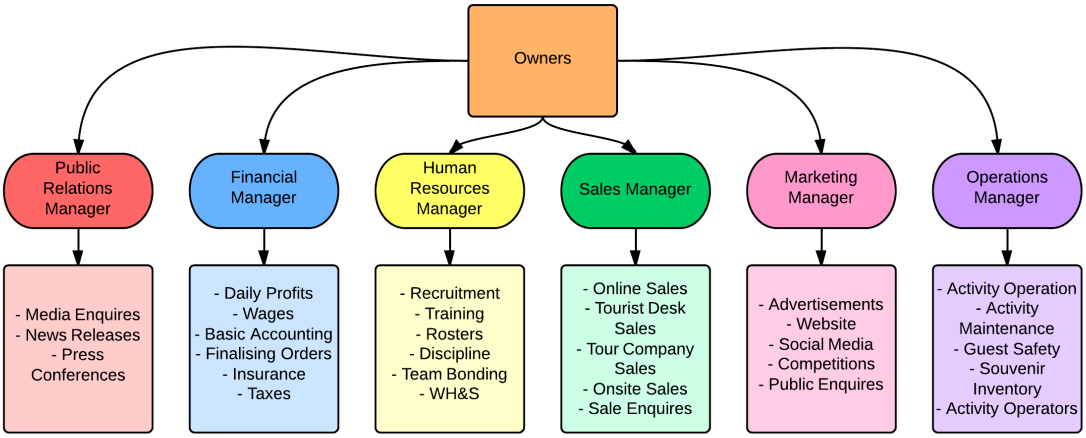


Figure 17: Organisational chart showing business structure and each duties are carried out by each area

# Retail & Information Attendant Job Description

We are a rapidly expanding tourist attraction which provides guests with thrilling and adventurous experiences that are unique to the country. We the rapid growth of the tourism industry in South East Queensland, we are continuously looking for staff to fill the roles required around the sale of souvenirs and tickets to guests. We seek employees who have their number one focus being customer care and satisfaction while working.

## Duties Include:

- Selling ride tickets and passes
- Operating gift shop desk
- Providing guests with location information

## Requirements of a Retail & Information Attendant:

- Conscientious, motivated individuals
- Ability to work with a courteous and helpful attitude towards guests
- Have to be knowledgable about the products/services on sale
- Have knowledge of local area
- Adept at handling cash, credit and debit cards

## Other Information:

- Security of monies, etc is paramount
- Commencing salary for attractions operator per hour is $13.80
- Appropriate training and information is provided for each aspect of job

## Benefits:

- Working in a fun and enjoyable environment
- Receive satisfaction from providing guests with memories.

Figure 18: Job description for retail and information attendants.



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# Attractions Operator Job Description

We are a rapidly expanding tourist attraction which provides guests with thrilling and adventurous experiences that are unique to the country. We the rapid growth of the tourism industry in South East Queensland, we are continuously looking for staff to fill the roles required around the operation of the park's four major activities. We seek employees who have their number one focus being customer care and safety while working.

**Attractions Operated Include:**
- Gondola
- Zip Line
- Luge
- Mountain Biking

**Requirements of an Attractions Operator:**
- Conscientious, motivated individuals
- Ability to work with a courteous and helpful attitude towards guests
- Have to be continuously safety conscious while on the job
- Ability to follow strict procedural guidelines

**Duties of an Attractions Operator:**
- Load and unload guests from gondolas
- Control the gondola from the operating booth
- Safely strap people into harnesses and onto zip line
- Safely unload people from zip line
- Coordinate luge start and ensure guests safety
- Safely unload guests from luge
- Provide guests with mountain bikes and safety equipment

**Qualifications:**
- Must be in possession of valid blue card
- Must have complete safety certificate (business provides full safety course)

**Other Information:**
- Random drug and alcohol tests will be carried out on all employees
- Commencing salary for attractions operator per hour is $14.30
- Safety course is provided before first shift is commenced

**Benefits:**
- Working in a fun and enjoyable environment
- Receive satisfaction from providing guests with good time.

Figure 19: Job description for attractions operator.



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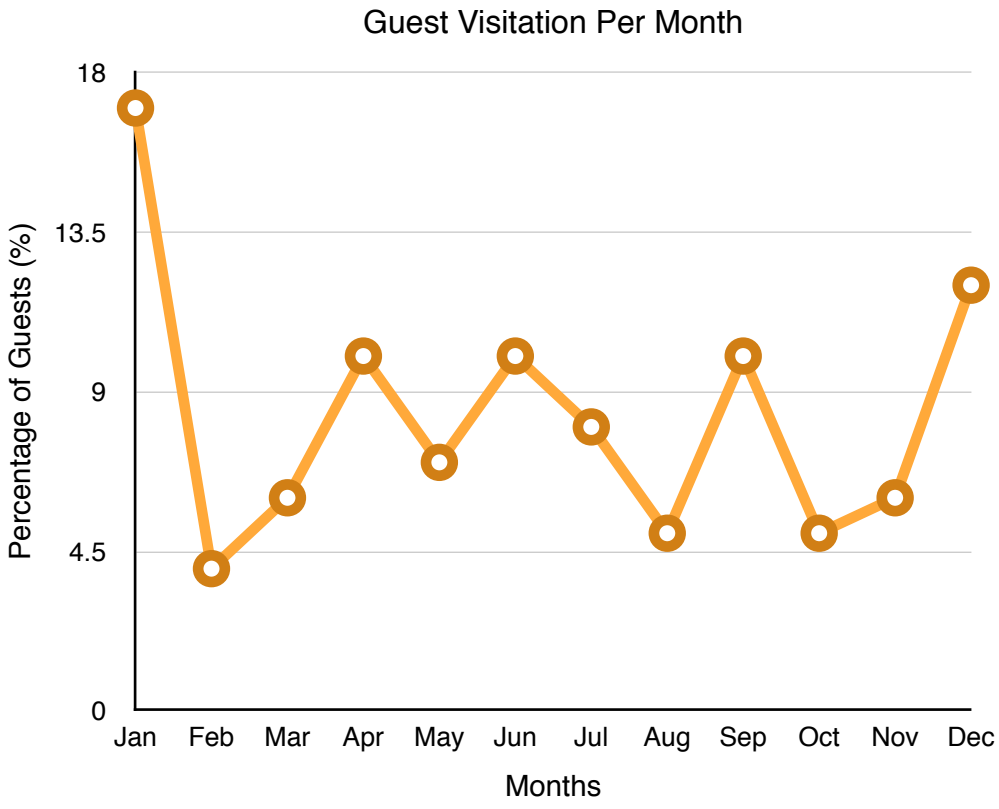


Figure 20: Chart showing projected guest visitation rates per month.

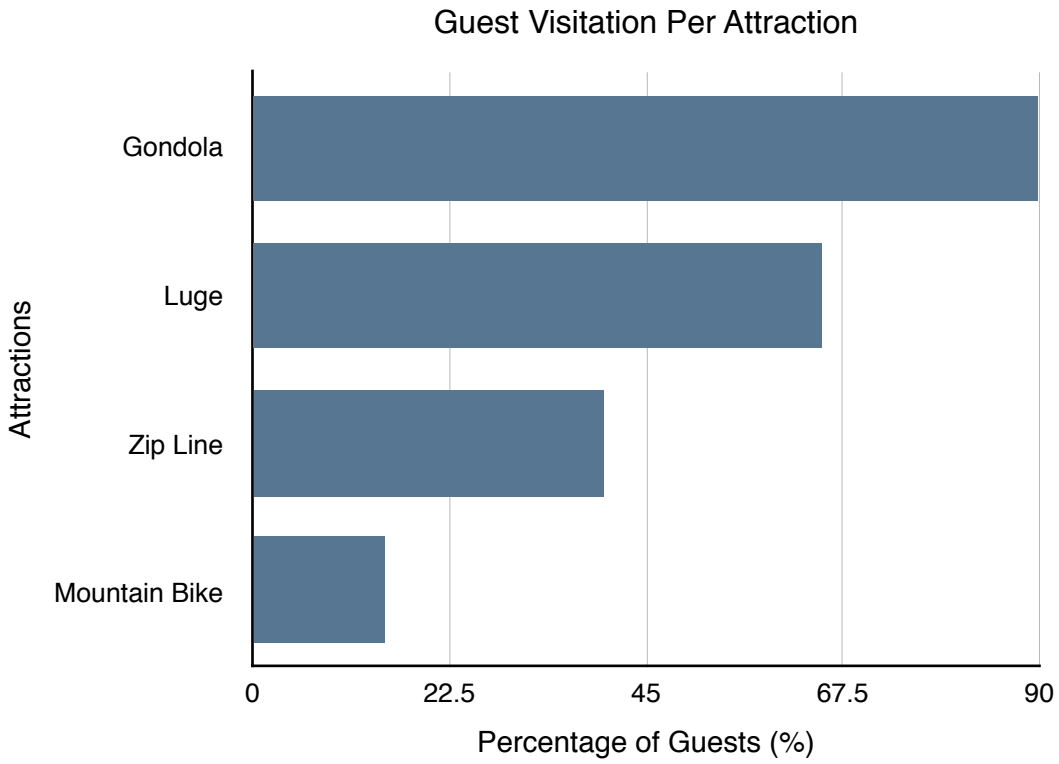


Figure 21: Chart showing projected percentage of guests who experience each attraction.



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Table 8: Table showing sales forecasts for individual ticket prices. (prices and tickets based on average price of 3 ride ticket, gondola round trip, and half day mountain bike hire).

| Sales Forecast<br>*Adventure Park Mt. Coot-tha ~ 2017-2018* | | | | | |
|---|---|---|---|---|---|
| **Month** | **Activities** | **Number of Tickets Sold** | **Selling Price** | **Budgeted Sales** | **Percentage** |
| **July** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 28,296<br>20,436<br>12,576<br>4,716 | $17<br>$50<br>$80<br>$41 | $481,032<br>$1,021,800<br>$1,006,080<br>$193,356 | 1.4%<br>3.2%<br>3.1%<br>0.6% |
| **August** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 17,685<br>12,773<br>7,860<br>2,948 | $17<br>$50<br>$80<br>$41 | $300,645<br>$638,650<br>$628,800<br>$120,868 | 0.8%<br>1.9%<br>1.8%<br>0.3% |
| **September** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 35,370<br>25,545<br>15,720<br>5,895 | $17<br>$50<br>$80<br>$41 | $601,290<br>$1,277,250<br>$1,257,600<br>$241,695 | 1.7%<br>3.8%<br>3.7%<br>0.6% |
| **October** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 17,685<br>12,773<br>7,860<br>2,948 | $17<br>$50<br>$80<br>$41 | $300,645<br>$638,650<br>$628,800<br>$120,868 | 0.8%<br>1.9%<br>1.8%<br>0.3% |
| **November** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 21,222<br>15,327<br>9,432<br>3,527 | $17<br>$50<br>$80<br>$41 | $400,860<br>$766,350<br>$754,560<br>$144,607 | 1.2%<br>2.3%<br>2.2%<br>0.4% |
| **December** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 42,444<br>30,654<br>18,864<br>7,074 | $17<br>$50<br>$80<br>$41 | $801,720<br>$1,532,700<br>$1,509,120<br>$290,034 | 2.3%<br>4.6%<br>4.5%<br>0.9% |
| **January** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 60,129<br>43,427<br>26,724<br>10,022 | $17<br>$50<br>$80<br>$41 | $1,022,193<br>$2,171,350<br>$2,137,920<br>$410,902 | 3.0%<br>6.5%<br>6.4%<br>1.1% |
| **February** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 14,130<br>10,205<br>6,280<br>2,355 | $17<br>$50<br>$80<br>$41 | $240,210<br>$510,250<br>$502,400<br>$96,555 | 0.7%<br>1.6%<br>1.5%<br>0.3% |
| **March** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 21,222<br>15,327<br>9,432<br>3,527 | $17<br>$50<br>$80<br>$41 | $400,860<br>$766,350<br>$754,560<br>$144,607 | 1.2%<br>2.3%<br>2.2%<br>0.4% |
| **April** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 35,370<br>25,545<br>15,720<br>5,895 | $17<br>$50<br>$80<br>$41 | $601,290<br>$1,277,250<br>$1,257,600<br>$241,695 | 1.7%<br>3.8%<br>3.7%<br>0.6% |
| **May** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 24,759<br>17,882<br>11,004<br>4,127 | $17<br>$50<br>$80<br>$41 | $420,903<br>$894,100<br>$880,320<br>$169,207 | 1.3%<br>2.7%<br>2.6%<br>0.5% |
| **June** | Gondola<br>Luge<br>Zip Line<br>Mountain Bike | 35,370<br>25,545<br>15,720<br>5,895 | $17<br>$50<br>$80<br>$41 | $601,290<br>$1,277,250<br>$1,257,600<br>$241,695 | 1.7%<br>3.8%<br>3.7%<br>0.6% |
| **Total** | | | | **$32,915,166** | **100%** |



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**Adventure Park Mt. Coot-tha**
**PROFIT AND LOSS STATEMENT**
**For the year ended 30 June**
**2018**

| | $ | $ |
|---|---|---|
| Sales | 32,915,166 | |
| Less Sales Returns | 0 | |
| **GROSS PROFIT** | | 32,915,166 |
| | | |
| **Add Other Revenue** | | |
| Green Energy Government Grant | 400,000 | |
| Entrepreneueral Government Grant | 350,000 | |
| New Business Government Grant | 650,000 | |
| Queensland Tourism Grant | 150,000 | 1,550,000 |
| | | |
| **Less Other Expenses** | | |
| Interest Expense | 1,000,000 | |
| Insurance | 1,650,000 | |
| Advertising | 3,200,000 | |
| Electricity | 496,000 | |
| Setup Costs | | |
| Gondola | 9,400,000 | |
| Luge | 5,420,000 | |
| Zip Line | 3,290,000 | |
| Mountain Bikes | 690,000 | |
| Buildings | 1,290,000 | |
| Solar Panels | 490,000 | |
| Council Permits/Rates (include rent) | 3,921,000 | |
| Wages | | |
| Management Team | 2,409,000 | |
| Operations Staff | 2,882,000 | |
| Maintenance Staff | 720,000 | |
| Repairs and Maintenance | 800,000 | |
| Other Sundery Costs | 75,000 | 36,933,000 |
| **NET PROFIT** | | -$ 2,467,834.00 |

Figure 22: Profit and loss statement for first year of operations.



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Adventure Park Mt. Coot-tha

**Adventure Park Mt. Coot-tha**
**BALANCE SHEET**
**AS AT 30 JUNE**
**2018**

| | $ | $ |
|---|---|---|
| **ASSETS** | | |
| Bank | 20000000 | |
| Accounts Receivable | 0 | |
| Plant & Equipment | 20580000 | 40580000 |
| **Less LIABILITIES** | | |
| Accounts Payable | 0 | |
| Loan Bank Co. | -20000000 | -20000000 |
| **NET ASSETS** | | $ 60,580,000 |
| **OWNER'S EQUITY** | | |
| Capital | 2000000 | |
| Add Net Profit | -3192834 | |
| | -1192834 | |
| Less Drawings | 0 | $ 59,387,166 |

Figure 23: Balance sheet after first year of operation.



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