Close to Home, Closer to Fun: Bringing Local Customers Back to Metropolis Resort

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Close to Home, Closer to Fun
Bringing Local Customers Back to Metropolis Resort

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Strategic Communication M.A. Thesis Project
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Background

Metropolis Resort is a family-owned resort in Eau Claire, Wisconsin. The Resort offers leisure and entertainment services for guests to relax, have fun, and create memories with family and friends. It features a hotel, Chaos Water Park, Action City Fun Center and Trampoline Park, a full-operation restaurant and bar, and other on-site dining options. The Resort is open to hotel guests and local day-visitors. It also features meeting and event spaces for groups of up to 250 people.

After the COVID-19 pandemic, marketing efforts at the Resort focused heavily on hotel guests and booking overnight stays. Resort management and ownership made the decision to cut back on operational hours in the parks. Admission prices were also increased to cover additional expenses due to nationwide inflation rates. Limited hours of operation and an increase in pricing across the Resort after the COVID-19 pandemic have impacted the number of visits from local customers.

Customer visits and revenue allow the organization to continue providing exceptional service for customers, as well as expand to provide new attractions and services to the community.

External Environment

The COVID-19 pandemic created challenges for several industries, including tourism and hospitality. Rising inflation rates and higher prices for goods and services have caused consumers to be more conscious of their budgets, focusing on necessities instead of entertainment services.

March 2024 closures of two hospitals and 19 clinics in the Eau Claire area resulted in layoffs of over 1,400 Eau Claire community members. This created further economic uncertainty for members of the organization’s local customer segment.

Industry

The attractions and tourism industry received a surge in business directly after COVID-19 regulations were lifted. While this boost was able to help businesses stay afloat after COVID-19 closures, organizations are now seeing a decline or stagnation in sales and attendance. This could be due to a variety of factors such as increased inflation rates, higher pricing on goods and services, or the demand for these services is not as high as demand directly after the COVID-19 pandemic.
While this was occurring, employees were also looking for more hours and pay to offset the rising costs of living expenses. Many employees want to work for organizations that can provide consistently scheduled hours, pay, and benefits. Similarly, some employees may be looking for organizations that are able to invest in their professional growth and development.

**Market Share & Competition**
Several factors and organizations have created competition for local customers at Metropolis Resort. Families have busy schedules and may not have free time to visit Action City and Chaos Water Park due to work, sports, school, and other family events. There are several other local organizations and destination organizations that compete for peoples’ free time.

Direct competitors include local family entertainment businesses that offer different services than the Resort and could draw from the same customer base. Other destination competitors include the Mall of America and resorts in the Wisconsin Dells that could appeal to local families and encourage them to travel to find entertainment.

**Stakeholder Research**
Internal stakeholders include the Metropolis Resort owners, leadership team, marketing team, and employees. External stakeholders concerning this problem would be the local customers hoping to enjoy the services the Resort provides, as well as members of the Eau Claire community who work in the city’s tourism sector.

Internal Metropolis Resort stakeholders are passionate about providing a fun, safe, and elevated experience for all guests. They believe the services they provide to local customers contribute to important opportunities for leisure and entertainment in the Eau Claire area. The Metropolis Resort ownership and leadership team would like to increase sales and repeat visits from local customers. The Metropolis Resort ownership and leadership team would like to increase local customer sales to continue providing services to guests, enhance current services, provide new attractions and entertainment options to the community, and to further invest in employee benefits and development.

As external stakeholders, local customers are hoping to enjoy the services that Metropolis Resort provides. Local customers visit the Resort when they are looking for a source of entertainment. They expect high quality service and updated attractions, so they can relax and have fun with family and friends. Other external stakeholders include members of the Eau Claire community who work in the city’s tourism sector. They are interested in any local tourism and entertainment options that can be promoted to boost the local economy through tourism.
spending. They are invested in the success of Metropolis Resort because it can draw tourism spending from both local and hotel customers.

Historically, Metropolis Resort has had a positive relationship with stakeholders and the public. Currently, guests praise the friendly staff and welcoming environment of the Resort. However, some local customers will comment on the increase of admission prices. The price for admission passes increased about 13%, at a $6-$8 increase per pass. Guests want to know the experience is elevated with an increased price.

**The Organization**
The mission of Metropolis Resort is to be the place “Where the Fun Never Stops.” The Resort aims to create experiences that help families and friends relax, have fun together, and create lifelong memories.

Internally, the Metropolis Resort leadership team focuses on investing in their staff and creating a supportive work environment. Company culture focuses on communication, teamwork, and flexibility. Staff training and development programs are created to be engaging and to give employees skills they will be able to use outside the organization. The leadership team believes that by creating a fun and welcoming experience for Resort employees, the employees will be able to create a fun and welcoming experience for guests.

**Service**
Metropolis Resort provides leisure and entertainment services to its customers. The Resort can also host group events including family reunions, weddings, field trips, sports teams, award ceremonies, fundraising events, and conferences.

Organizations like Metropolis Resort offer people a chance to escape day-to-day stresses and enjoy leisure and entertainment. So, while the services offered are not a necessity, such as groceries or gas, they still provide valuable benefits to guests and allow them to spend time with family, friends, and colleagues.

**Promotions**
Metropolis Resort uses a variety of marketing and communication strategies to promote Resort experiences and services. These include social media campaigns, email campaigns, print and email newsletters, tv and radio campaigns, snail mail campaigns, and on-site promotions.

Promotions highlight hotel room deals, seasonal park admission deals, special events, customer appreciation deals, VIP deals, giveaways, flash sales, and seasonal campaigns.
Resources
As of April 2024, Metropolis Resort has 171 total employees across various full-time and part-time positions. The 14 staff members on Metropolis Resort’s Department Head Team focus on different initiatives and operations throughout the Resort. As the Creative Director, I am on the Department Head Team and work closely with the Marketing Director, Mariah Geisert, to launch and maintain marketing strategies for the organization.

The Resort facilities include 111 hotel rooms, Action City Fun Center & Trampoline Park, Chaos Water Park, City Eats, Monkey in the Middle Pizza Company, and a Dairy Queen. The facilities offer the space and attractions for families to enjoy a variety of entertainment options all under one roof.
Situation Analysis

Directly after the COVID-19 pandemic, Resort marketing strategies heavily focused on targeting overnight hotel guests. While promotions for local customers continued, they were not as heavily emphasized. Most marketing strategies for local customers are external, focusing on email campaigns, Google campaigns, and social media campaigns. Currently, there are not many on-site marketing strategies being used to encourage repeat visits. Community involvement has also been limited since the COVID-19 pandemic.

Local customers are most likely to visit Action City compared to Chaos Water Park. While the organization sees many one-time visits at Action City from local customers during the year, only 40.94% of Action City customers made a repeat visit in 2023. The organization would like to focus efforts on increasing the percentage of annual repeat visits at Action City.

The decrease in operational hours has led to a decrease in hours for staff, which could make it difficult to retain valuable employees. The organization wants to provide more benefits and investment opportunities to employees to encourage employee fulfillment and loyalty. An increase in sales would help aid these initiatives.
Brand sentiment is positive with local customers and awareness could be increased through community involvement and local customer communication strategies. Customers also connect with the Resort through shared values, such as being family-owned and family-focused. The right strategies can help the Resort build meaningful relationships with local customers and increase customer engagement.

Core Problem & Opportunity
After a surge in post-COVID-19 visits, Metropolis Resort has experienced a plateau in attendance and sales from the organization’s local customers, reflecting a broader trend of decreased consumer spending on entertainment services nationwide. The organization needs revenue to support expansion plans and offer new attractions in the Eau Claire area. This revenue can also allow the organization to provide valuable benefits to staff, increasing employee engagement.

Goals & Objectives

Goal
Increase local customer visits and sales at Metropolis Resort.

Objectives:

1. Increase website visits and online purchases from the organization’s local customers at least 10% by December 31, 2024. Measurable by tracking local IP addresses and customer sales by city reports.
2. Secure repeat business from 60% of current Action City customers by December 31, 2024, as indicated by data from the customer return visit report and tracking sales from use of on-site promotions.
3. Achieve 5% growth in group event sales by December 31, 2024. Measurable by event sales reports.
**Big Idea**

The big idea is to show local customers that they do not have to travel to find fun and relaxing entertainment; there are activities for the whole family, as well as school groups, conveniently based in the local area. The idea should motivate local customers to visit Metropolis Resort by highlighting that family fun and entertainment services can be locally owned and not far away.

**Slogan and Hashtag**

The slogan that emphasizes the big idea is “Close to Home, Closer to Fun.” This helps convey the message to parents and school officials that fun and entertainment is available in their community. Including the word “fun” in the slogan also helps with brand recognition as the Resort’s tagline is “Where the Fun Never Stops.” The complimentary hashtag, #CloserToFun, continues to integrate the big idea by emphasizing that fun is nearby.

**Big Idea Strategy**

Visiting Metropolis Resort, and specifically Action City, has appeal to parents with children of a variety of ages. The Resort offers leisure and entertainment services and is a fun way to spend quality time with the whole family, as well as friends. It is a great locally owned and operated entertainment option for families who do not have the time or budget to travel for entertainment. The “Close to Home, Closer to Fun” campaign focuses on parents being able to find affordable, family-friendly fun, conveniently located in the local Eau Claire area.

This campaign can also appeal to local teachers and school officials who are responsible for setting up field trips and other school group events. Schools may not have the budget to travel far for field trips, so placing an emphasis on the organization being local showcases that entertaining field trip options are available in the local community. It is also a reminder to individual school groups that the organization is available nearby to host banquets, award ceremonies, and other school group events to celebrate and have fun with students without having families travel outside of the local area.

Content featuring parents and teachers will be upbeat and informational, highlighting the safety, convenience, and fun the Resort offers to local customers. This showcases aspects of the Resort that would be most interesting to customers in the local Eau Claire area. The utilization of user-generated content will place further emphasis on the entertainment options available for all ages at the Resort.

Increased community involvement will highlight the value the organization places on its relationships within the community. By partnering with and supporting other family and
children focused organizations, the Resort can display its shared values with parents and school officials in the community.

The “Close to Home, Closer to Fun” campaign will position Metropolis Resort as a supportive organization within the community and highlight the opportunities it provides families with children to spend fun quality time together. The campaign content will be shared through paid and organic social media, relationships with local media companies, on-site communications, radio advertising, and involvement in community events.

**Visual Representation**

High-quality digital and print content will showcase families and school groups from the community enjoying Metropolis Resort’s parks and amenities. Content will include both organization-curated content and user-generated content. Content will be a combination of video, photos, and other graphics.

To support visual representation, the organization will form a jingle based off the Indigo Girls song “Closer to Fine.” The song was featured in the 2023 *Barbie* movie, which still has widespread recognition with entertainment consumers across the United States. The marketing team will update lyrics to the song to reflect the “Close to Home, Closer to Fun” campaign. To create a jingle, the marketing team can hire a local band to record a revised chorus from the song. The jingle can then be featured in social media campaigns and radio advertisements. The proposed jingle is as follows:

**Jingle Title: Closer to Fun**

**Proposed Lyric Change:**
I went to my neighbor, we went to the website
We gathered the children, they were having a food fight
There is only one answer to this problem
Pointing me to a place for everyone
The sooner I get us to Metropolis Resort
The closer we are to fun
Publics

Key Public: Parents in the Local Eau Claire Area
This strategic communication plan includes local parents as the key public because they are the main decision makers for their family’s entertainment and activity options. If parents see the value in services provided, they are more likely to visit the Resort, purchase admission passes, and host birthday parties.

This public can include any parents or adult guardians with children 15 and younger, within 60 miles of Eau Claire, Wisconsin.

Objectives Accomplished by Key Public
Parents have the decision-making power to choose the entertainment and activities their children participate in. Parents will directly affect the first and second objectives as they choose to search for information and purchase passes on the organization’s website and ultimately decide when, as well as how often, to visit the Resort and purchase passes and services.

Demographics & Psychographics
Local parents have children age 15 and younger, which typically makes them between the ages of 25-50. They include mothers and fathers, so they can be both male and female. They are likely to live in suburban and rural areas, with Eau Claire being the largest city within the 60-mile radius of the Resort.

Local parents value the health, safety, and development of their children. They want fun, convenient, and affordable entertainment and activity options. They have strong relationships with their children and want to spend meaningful, quality time with their families.

Relationship with Organization or Issue
Some younger parents may have previous experience with the organization if they visited with their families or on school field trips as a child. Other local parents may have experience with the organization if they were formally employed at the Resort.

Many individuals in this public would have previous experience with the organization if they have previously visited the Resort for a birthday, wedding, conference, special event, or as a customer purchasing admission passes and utilizing the parks.
Others in this key public may have little to no relationship with the organization if they have recently moved to the Eau Claire area, are new parents, or have not visited the Resort previously.

**Opinion Leaders**
Opinion leaders would include other parents, peers, family, respected local media companies, family bloggers and social media influencers, community leaders such as principals and parent-teacher association leaders, teachers, childcare providers, and daily caretakers.

**Motivating Self-Interests**
Parents want to spend time with their children, find activities that will entertain the whole family, find healthy and/or physical entertainment options, and find locations to host family-friendly events and celebrations. Ideally, entertainment and activities would be convenient and affordable.

**Viable Communication Channels**
The top communication channels for reaching local parents include:

- **Social Media Platforms**
  - Facebook
  - TikTok
  - Instagram
- **Email Newsletters**
- **Local Media Companies**
  - Volume One
  - Visit Eau Claire
- **Local advertising and sponsorships**
- **Community events**
- **Word-of-mouth**
- **Opinion leaders**
**Key Public: Teachers and School Officials in the Local Eau Claire Area**

This strategic communication plan includes local teachers and school officials as a key public because they are likely to be responsible for finding and planning school field trips, as well as event locations for individual school groups and clubs. If teachers and school officials find benefits and value in services provided, they are more likely to use Metropolis Resort as a field trip option for students and host school group events at the Resort.

This public can include any elementary to high school teachers and school officials, within 60 miles of Eau Claire, Wisconsin.

**Objectives Accomplished by Key Public**

Teachers and school officials choose the field trips and school group events their students may participate in. Teachers and school officials will directly affect the plan’s third objective as they book field trips and school group events, directly impacting group event sales.

**Demographics & Psychographics**

Local teachers and school officials are decision makers within their organizations and have influence over the activities and events students participate in. In this public, they work in elementary schools, middle schools, and high schools. They typically range in age from 25-55 and can be both male and female. Schools are likely to serve teachers and students in suburban and rural areas, with Eau Claire being the largest city within the 60-mile radius of the Resort.

Teachers and school officials value the health, safety, and development of their students. They want fun, convenient, and affordable field trip options. They also look for fun and convenient locations to host individual school group events and celebrations. They ideally have positive relationships with their students and want to provide fun, quality entertainment options for their students outside of the school building.

**Relationship with Organization or Issue**

Some younger teachers and school officials may have previous experience with the organization if they have visited with their families or on their own school field trips as a child. Other local teachers and school officials may have experience with the organization if they have previously brought students to Metropolis Resort for a field trip or school group event.

Many individuals in this public could, similarly to parents, have previous experience with the organization if they have visited the Resort for a birthday, wedding, conference, special event, or as a customer purchasing admission passes and utilizing the parks.
Others in this key public may have little to no relationship with the organization if they have recently moved to the Eau Claire area for a new job in the school district or if they have not visited the Resort previously.

**Opinion Leaders**
Opinion leaders would include other teachers, childcare providers, parents, peers, respected local media companies, other school officials and leaders, and parent-teacher association leaders.

**Motivating Self-Interests**
Teachers and school officials want to find activities students can enjoy outside of school campuses. They like to find activities that a wide variety of students can enjoy together, promoting educational or physical health opportunities. Ideally, entertainment and activities would be convenient and affordable.

**Viable Communication Channels**
The top communication channels for reaching local teachers and school officials include:

- Email Newsletters
- Local Media Companies
  - Volume One
  - Visit Eau Claire
- Local advertising and sponsorships
- Community events
- Word-of-mouth
- Opinion leaders
Messages, Strategies, and Tactics for Key Publics

Messages for Parents in the Local Eau Claire Area

Primary Message
You can find safe and convenient family fun right in your own community.

Secondary Messages
• Family quality time is important to parents. Metropolis Resort has a variety of activities for the whole family to relax, have fun, and spend time together.
• Parents are looking for fun and safe ways for their kids to burn off some energy. Metropolis Resort is the perfect location to swim, jump, and play the energy away.
• Metropolis Resort has a variety of attractions and activities all under one roof. Kids of all ages are guaranteed to find something they enjoy.
• Metropolis Resort facilities are clean and safe, so parents can enjoy their time worry-free.
• Metropolis Resort is a locally owned organization that is grateful to be a part of the Eau Claire Community. The organization wants to support other local organizations, especially those focused on families and children.

Messages for Teachers and School Officials in the Local Eau Claire Area

Primary Message
Metropolis Resort offers fun, safe, and convenient field trip and school group opportunities for students in the Eau Claire area.

Secondary Messages
• It is important for students to enjoy organized activities outside of the school campus. Metropolis Resort is a safe and convenient option to visit with a large group of students.
• Schools serve a variety of students. Metropolis Resort has activities for a variety of ages and interests.
• Schools look for educational and physically healthy activities for students to participate in. The entertainment provided at Metropolis Resort is physically engaging and encourages students to be active.
• Metropolis Resort has event space and activities that are perfect to celebrate student accomplishments and encourage bonding among school groups.
CLOSE TO HOME, CLOSER TO FUN: INCREASING LOCAL CUSTOMER SALES

• Metropolis Resort supports schools in the local community through fundraising events hosted at the Resort.
• Metropolis Resort offers discounts for groups larger than 25 people to keep costs reasonable for large groups.

Strategies and Tactics

Strategy 1
Use social media platforms preferred by local parents to raise overall brand awareness for Metropolis Resort, the services it provides, and the fun local families have at the Resort.

Tactics for Strategy 1:
• Hire a local band to record the “Closer to Fun” jingle to be used across all social media campaigns.
• Create an organic campaign across Facebook, Instagram, and TikTok featuring testimonials from parents while they are at the Resort. This campaign will run throughout the summer with a testimonial being posted every Friday as part of a series called “Family Fun Fridays.” Testimonials will mainly be in video format but may also be posted as graphics containing photos and quotes.
• Motivate past, current, and future Metropolis Resort customers to post pictures of themselves having fun at the Resort. Users are encouraged to tag the Metropolis Resort Facebook and Instagram accounts, as well as use the hashtag #CloserToFun.
• Share user-generated content posted with #CloserToFun each Monday as part of a new series titled “Metropolis Mondays.” The user-generated content chosen to be shared should be family-friendly and promote the wide variety of activities offered at the Resort.
• Use a combination of video testimonials, graphics, and photos to launch a paid Facebook and Instagram campaign targeted at the organization’s local audience within a 60-mile radius of Eau Claire.
• Analyze which videos are most popular and use them to launch a paid campaign on TikTok, targeting DMAs in the organization’s local customer radius.
Strategy 2
Grow the organization’s school contact list and launch an email campaign to encourage school officials to book a field trip or school group event at the Resort.

Tactics for Strategy 2:
- Create a website landing page for teachers and school officials highlighting school group opportunities at Metropolis Resort. The website should provide specific details on how field trips are operated and the dining and activity options available to groups. The landing page should include pictures and testimonials from past school groups.
- Send an email to current school group contacts featuring the new landing page and promoting school group opportunities.
- Post physical and digital signage across the Resort, encouraging teachers and school officials to scan a QR code leading to the landing page. When they scan the QR code it should trigger a pop-up on the website. The pop-up will encourage the individual to enter their contact information for a chance to win $10 video game play passes for each student on their next booked field trip.
- Use contact information collected from website pop-up to create an email campaign for teacher and school official contacts. The campaign will send one email each week and feature different benefits or operations of school group events. Each feature will have a corresponding testimonial from a teacher or school official who previously brought students to Action City.
- The email will also link to the school group contact form so those planning a field trip can easily connect with Metropolis Resort Event Coordinators.

Strategy 3
Utilize the organization’s relationships with local media companies to reach current and prospective customers in the Eau Claire Area.

Tactics for Strategy 3:
- Contact Visit Eau Claire and Volume One to add one-time and reoccurring events and promotions to the Eau Claire events calendar on the Visit Eau Claire and Volume One websites. Examples of reoccurring promotions include but are not limited to: Toddler Jump and Wristband Thursday. Examples of one-time or occasional events include but are not limited to: Metropolis Resort Customer Appreciation Party, Action City Easter Egg Hunt, and school fundraising days.
- Purchase ad space in relevant print issues of Volume One such as the “Eat Scene/Night Out” issue and the “Best Of” issue which features the local winners of the Volume One reader poll.
• Partake in co-sponsorship of the Volume One “Party Time” website and print issue to promote birthday parties at Action City.

• Reach out to contacts at Visit Eau Claire and Volume One to ensure the hotel and parks are accurately categorized and placed in each relevant location on both organizations’ websites. The Metropolis Resort marketing team should search both websites and find any categories that are especially relevant such as “activities for kids,” “family activities,” and “family-friendly places to stay in Eau Claire.”

• Contact popular radio stations within a 60-mile radius of Eau Claire to run an ad highlighting the convenience, safety, attractions, and family-fun environment Metropolis Resort offers to families in the local area. The “Closer to Fun” jingle should be used in the ad.

• Contact local news stations to give notice of special events and community fundraisers taking place at Metropolis Resort. Stories should highlight events that are currently relevant to the organization’s local customer segment.

Strategy 4
Attend and host community events to connect with local parents and school officials on shared values while bringing awareness to current activities, promotions, and events at Metropolis Resort.

Tactics for Strategy 4:
• Sponsor a game night at Eau Claire Express Baseball. Bring a variety of Resort-focused prizes for families entering the game to win, as well as coupons and small branded merchandise to hand out to children.

• Participate in Eau Claire’s National Night Out event as a Gold Sponsor. The Resort will send representatives to the event, including the Resort mascot who will participate in the mascot dance-off. While at the event, representatives will interact with children and parents while handing out treats and coupons for Resort attractions.

• Kick off back-to-school season with at least four school fundraising days at Action City. Contact area elementary and middle schools who may be interested in fundraising opportunities. Provide school leaders with materials to promote the fundraiser at school and send home to parents. A portion of the profits from each admission pass bought will be donated to the participating schools.

• Have a Resort Event Coordinator on-site during school fundraising days to promote available field trip and school group opportunities to attending teachers and school officials. The Event Coordinator should have materials available to hand out and should collect contact information from those interested in having a field trip at Metropolis Resort.
• Host an Eau Claire Trunk or Treat event during Halloween at the Resort. Employees will be on-site to help manage the event and welcome families to the Resort. Along with Halloween candy, employees will hand out a variety of coupons for attractions in Action City.

Strategy 5
Increase on-site communications to encourage local customers to make a repeat visit to the Resort during one calendar year.

Tactics for Strategy 5:
• Create a loyalty punch card for returning customers. If customers visit Action City and buy an admission pass four times, they will get a fifth pass for free. Loyalty punch cards will be available at the Action City front desk.
• Post signage at the Action City front desk encouraging customers to follow the Metropolis Resort Instagram and Facebook accounts. Customers who follow at least one account can show the front desk representative to receive $5 in video game play on their play pass.
• Place signage next to popular photo locations in Action City featuring the Metropolis Resort social media accounts. Signage should encourage customers to tag the Resort and use the hashtag #CloserToFun when posting pictures to social media platforms. If customers post and tag the Resort, they will have a chance to be featured in the “Closer to Fun” social media campaign.
• Launch a “Local Staycation” page on the organization’s website featuring an overnight hotel stay discount for customers with a local address. The page will showcase organization-curated and user-generated photos of families at Metropolis Resort, along with testimonials from local parents.
• The “Local Staycation” page will be advertised throughout the parks using a QR code on posters and digital signage.
• For teachers and school officials, provide field trip materials such as brochures and flyers to find at the entrance to Action City. Materials should highlight the benefits and conveniences of hosting a field trip at Metropolis Resort, supplemented by testimonials from other teachers and school officials.
Communication Theory Used to Inform Big Idea, Strategies, and Techniques

Communication Theory
Lasswell’s Model of Communication

Application of Theory
The communication theory considered when forming the big idea, strategies, and tactics was Harold Lasswell’s 1948 model of communication. Lasswell’s Model of Communication expands on theories that were also presented by Carl Hovland. Hovland’s model of persuasion focuses on “who says what to whom,” while Lasswell’s model of communication expands the theory and emphasizes “who says what, to whom, in which channel, and with what effect” (Das, 2023).

In Lasswell’s model of communication the elements are as follows:

- **Who** – Sender or Source
- **Says What** – Message content
- **In Which Channel** – Communication medium
- **To Whom** – Receiver or audience
- **With What Effect** – Impact on the receiver

In this communication strategy, the elements were focused as follows:

- **Who (sender or source)** – Opinion leaders, specifically other parents or teachers and school officials.
- **Says What (message content)** – Metropolis Resort is a safe, fun, and convenient local organization to spend quality time with children and students.
- **In Which Channel (communication medium)** – Communication channels preferred by the key publics. Specifically social media platforms, radio, email, and local media companies.
- **To Whom (receiver or audience)** – Key publics which are parents, teachers, and school officials in the local Eau Claire Area.
- **With What Effect (impact on the receiver)** – To motivate local parents to make initial and repeat visits to the organization with their children, as well as encourage teachers and school officials to book field trips and school group events.

The sender explores the identity, motives, and attributes of the communicator. “Understanding “who” is transmitting the message is crucial for interpreting its significance and potential impact” (Das, 2023). In this communication plan, parents are the most significant sender of the communications. Other parents are the most prominent opinion leader for the first key public.
Using parents as a sender will help the key public connect to the organization through shared values, motivations, and interests. Similarly, using other teachers and school officials to communicate with the second key public will have the same impact.

Concerning the message content, according to Das (2023), “analyzing the substance of the message provides insight into the intentions and objectives of the communicator.” For this communication plan the substance of the messages emphasizes the safety, convenience, and family-friendly values of Metropolis Resort. The intent of the messages is to reach parents, teachers, and school officials through ideas and interests they understand. If key publics can connect to the messages, they are more likely to listen and act upon them.

Considering figure 8.3 found on page 156 in Strategic Communications for PR, Social Media, and Marketing (Wilson et. al, 2019), this communication plan uses channels that adhere to more individual appeals, as well as mid-range appeals between individual and mass communication channels. It was a conscious decision to stick to individual and mid-range appeals because Metropolis Resort would like key publics to form more personal relationships with the organization. Since the organization is family-owned and values a family-friendly environment, it wants to be able to form relationships with customers through these values. This can be done more successfully with personalized, individual appeals.

Das (2023) states, “understanding the characteristics, beliefs, and perspectives of the intended recipients helps gauge how the message might resonate and impact them.” The messages, strategies, and tactics in this communication plan consider the values, beliefs, and self-motivating interests of the organization’s key publics. Most parents, teachers, and school officials value fun activities for their children and students while still maintaining safety and affordability. The strategies and tactics in this plan emphasize the features of Metropolis Resort that fulfill the values and interests of the organization’s key publics.

“Assessing the effect of communication completes the cycle, providing insights into the overall success of the process” (Das, 2023). By including “to what effect,” Lasswell’s model of communication considers how the message influences the behavior of recipients. This communication plan should be strong enough to motivate local parents to plan both initial and repeat visits to Metropolis Resort, as well as encourage local teachers and school officials to book field trips and school group events.
Calendar and Budget

Metropolis Resort relies primarily on its marketing team to complete campaigns and the organization’s department head team to help organize and operate events. Metropolis Resort employees carry out most of the organization’s day-to-day service operations in the hotel and parks.

The majority of the tactics in the communication plan will be implemented by the Metropolis Resort marketing team, with occasional support from other department heads, as well as Metropolis Resort employees working in the parks. The calendar and budget reflect additional costs outside of salaried and hourly pay, which would already be accounted for in day-to-day operations. However, it does include the estimated hours that team members would spend working on each tactic.

The following are personnel, time, and materials needed to complete the campaign’s objectives.

Personnel & Time

The Metropolis Resort marketing team consists of two salaried department head team members and three part-time interns. The Resort Marketing Director, Mariah Geisert, and Creative Director, Kate Burhop, will be responsible for planning and executing the tactics in the campaign. They will work together to launch organic and paid social media campaigns across various platforms, contact local news and media, facilitate sponsorships with other local businesses, plan the creative direction for campaigns, build and manage the organization’s website, and execute email campaigns. They are supported by three part-time interns who help collect, edit, and schedule content according to the marketing team’s campaign calendar. They also help the Creative Director design signage and collateral.

There are twelve other salaried members of the Metropolis Resort department head team. They support the marketing team by distributing materials and training their staff on any new operations, such as the loyalty punch cards. They also help organize and operate events such as fundraising days and Trunk or Treat. Department heads are also available to represent the organization during community events such as the Eau Claire Express game day sponsorship and Eau Claire’s National Night Out.

The organization has two Event Coordinators who are paid hourly. They are responsible for contacting schools to set up fundraising days. They will also be available on-site during school
fundraising days and will stay in contact with those who are interested in booking a field trip or school group.

Metropolis Resort will need customers who are willing to provide time for filming testimonial videos. The marketing team will find willing participants in the parks, who will likely spend less than 10 minutes filming their testimonial. The calendar includes the time needed for 28 volunteers to record testimonials, as well as the time needed for the marketing team to edit and publish the content each week of the organic campaign.

The marketing team will also be responsible for collecting all user-generated content that is posted under the #CloserToFun social media campaign. Once collected, the marketing team will be responsible for sharing the content each Monday. The calendar and budget reflect the time it will take a marketing team member to collect and share the content for each week of the campaign.

The organization will also need volunteers to participate in the Trunk or Treat event. It would be ideal to secure at least 30 other businesses to participate in the event. This requires them to send at least one representative of the business for an estimated time of four hours, as well as purchase candy at an estimated $50 each. This section also includes the time it will take Metropolis Resort team members to contact and secure volunteers for the event, as well as four hours for each department head team member to participate in the event.

To produce the campaign jingle, Metropolis Resort will need to hire a local band and recording studio. The budget includes the estimated cost of recording and producing the jingle. This estimate is based on average recording and producing costs in Eau Claire, WI.

**Materials**

The testimonial campaign will require filming and editing equipment, which is already available to the marketing team. Videos will be high quality with consistent colors, fonts, and graphics being used across the campaign. Each member of the marketing team has filming equipment available, as well as access to the team’s video editing application and the team’s Canva account to create digital graphics.

The cost of Metropolis Resort’s website and communications platform, Watson, is already built into the marketing team’s yearly budget. It will not cost the marketing team any additional budget to execute email campaigns or build new landing pages. The calendar and budget will only reflect the time needed from personnel because there is not a need for extra materials.
The largest portion of the budget will be allocated towards paid advertising costs. This includes paid social media campaigns, advertisements and sponsorships with local media companies, sponsorships with other local organizations, collateral to support sponsorships, and radio advertising.

The marketing team will also need to allocate some of the budget to producing new on-site materials. This includes brochures, posters, loyalty punch cards, banners, and additional flyers and signage. Some materials may be printed using the organization’s color printer, which is not included in the total cost because those materials have already been provided.

The organization will also need to purchase materials for the Trunk or Treat event, mainly banners, some Halloween decorations, and candy to hand out during the event. The budget reflects the cost of these materials.

The budget shows 125 hours and $9,900 in donated time and materials. This portion of the budget reflects time and materials required from volunteers for the Trunk or Treat event, as well as the time parents will volunteer to film testimonials. It also includes the estimated amount that will be donated to schools that participate in school fundraising days. The estimated amount is $7 per pass bought, with an estimated 300 passes being bought per fundraising day. This brings the estimate to $2,100 per fundraising day and a combined total of $8,400 donated to schools after the fundraising events.
## Calendar

<table>
<thead>
<tr>
<th>Month:</th>
<th>May 2024</th>
<th>June 2024</th>
<th>July 2024</th>
<th>August 2024</th>
<th>September 2024</th>
<th>October 2024</th>
<th>November 2024</th>
<th>December 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week:</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

### Key Publics: Local Parents, Local Teachers and School Officials

#### Grow the Resort’s school contact list and launch an email campaign to encourage school officials to book a field trip or school group event at the Resort.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Description</th>
<th>May 2024</th>
<th>June 2024</th>
<th>July 2024</th>
<th>August 2024</th>
<th>September 2024</th>
<th>October 2024</th>
<th>November 2024</th>
<th>December 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create a landing page on the organization’s website highlighting features and important information about field trip and school group opportunities.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Use collected school contact information to create an email campaign highlighting different aspects of field trips and school group events weekly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key Publics: Local Parents, Local Teachers and School Officials

#### Strategy: Utilize organization's relationships with local media companies to reach current and prospective customers in the Eau Claire Area.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Description</th>
<th>May 2024</th>
<th>June 2024</th>
<th>July 2024</th>
<th>August 2024</th>
<th>September 2024</th>
<th>October 2024</th>
<th>November 2024</th>
<th>December 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Contact Visit Eau Claire and Volume One to add one-time and recurring events and promotions to the Eau Claire events calendar on correlating websites.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Purchase ad space in relevant print issues of Volume One</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Partner in co-sponsorship of the Volume One “Party Time” website and print.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Contact Visit Eau Claire and Volume One to ensure the Resort is accurately categorized and placed in relevant locations on both organizations’ websites.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Run a radio ad within a 50-mile radius of Eau Claire, highlighting the services Metropolis Resort offers to families in the local area.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Contact local news stations to give notice of special events and community fundraisers taking place at Metropolis Resort.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

### Key Publics: Local Parents, Local Teachers and School Officials

#### Strategy: Attend and host community events to connect with local parents and school officials on shared values while bringing awareness to current activities, promotions, and events at Metropolis Resort.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Description</th>
<th>May 2024</th>
<th>June 2024</th>
<th>July 2024</th>
<th>August 2024</th>
<th>September 2024</th>
<th>October 2024</th>
<th>November 2024</th>
<th>December 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sponsor a game night at Eau Claire Express Baseball.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Participate in Eau Claire’s National Night Out as a Gold Sponsor.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Host additional school fundraising days at Action City to kick off the Eau Claire Area school year.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Have a Resort event Coordinator on-site to promote field trip and school group opportunities during school fundraising days.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Host an Eau Claire Trunk or Treat event at Metropolis Resort.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

### Key Publics: Local Parents, Local Teachers and School Officials

#### Strategy: Increase on-site communications to exchange families to make a repeat visit to the Resort.

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Description</th>
<th>May 2024</th>
<th>June 2024</th>
<th>July 2024</th>
<th>August 2024</th>
<th>September 2024</th>
<th>October 2024</th>
<th>November 2024</th>
<th>December 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create and launch a loyalty punch card for returning customers.</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Post signage at the Action City front desk with an incentive to follow the organization’s Facebook and Instagram accounts.</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Place signage next to popular photo locations across the Resort encouraging customers to post with #CloseToFun.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Launch “Local Staycation” page on the organization website featuring an overnight hotel stay discount for families with a local address.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Post physical and digital signage across the Resort with a QR code leading to “Local Staycation” landing page.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Provide field trip materials such as brochures and flyers in an easily accessible location at the entrance to Action City.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
## Budget

**Budget for Increasing Local Customer Sales**

**Key: Budget**

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
<th>Expense</th>
<th>Total Reduced</th>
<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Close to home, closer to fun: increasing local customer sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create local word of mouth campaign to encourage authentic, engaging content on social media platforms and to share stories and experiences in the communities, the services it provides, and the fun they deliver at the resort.</td>
<td>10 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Create an engaging campaign across Facebook, Instagram, and TikTok featuring testimonials from parents while they're at the resort.</td>
<td>20 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Launch &quot;Metropolitan Moments,&quot; a user-generated content series on Facebook and Instagram, featuring posts under the &quot;KnowYourWhy&quot;.</td>
<td>28 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Run a paid Facebook and Instagram advertising campaign featuring testimonials in videos and graphics, targeting the organization's local traffic segment.</td>
<td>22 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Use podcasting to promote the organization's podcasts with the &quot;KnowYourWhy&quot; in the local traffic segment.</td>
<td>15 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>100 hours</strong></td>
<td></td>
<td>$3,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key: Key: Local Parents, Teachers, and School Officials**

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
<th>Expense</th>
<th>Total Reduced</th>
<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a landing page on the organization's website highlighting features and important information about field trips and school group opportunities.</td>
<td>12 hours</td>
<td>14 hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Post physical and digital signage across the resort with a call to action offering important information for individuals, including the landing page.</td>
<td>4 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Links to school group contact from social media and school officials contact within each organization.</td>
<td>2 hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Marketing team will do this while utilizing email campaigns.</td>
<td>0.5 hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>29.5 hours</strong></td>
<td></td>
<td>$500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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<thead>
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<th>Total Reduced</th>
<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact communities to help provide small groups and families to reach current and prospective customers in their community.</td>
<td>5 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Contact families and Volume One to add one-time and recurring events and promotions in the Family, One events calendar on their website.</td>
<td>3 hours</td>
<td>$500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Purchase access to relevant point of contact in Volume One.</td>
<td>5 hours</td>
<td>$2,500</td>
<td>5 hours and $2,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Partner in sponsorship of the Volume One &quot;Partying Time&quot; website and camp.</td>
<td>4 hours</td>
<td>$500</td>
<td>4 hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>34.5 hours</strong></td>
<td></td>
<td>$3,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key: Key: Local Parents, Teachers, and School Officials**

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
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<th>Total Reduced</th>
<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor a campsite at the Evergreen School.</td>
<td>10 hours</td>
<td>$500</td>
<td>10 hours and $500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Host an additional school fundraiser event at the Evergreen School.</td>
<td>10 hours</td>
<td>$500</td>
<td>10 hours and $500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>20 hours</strong></td>
<td></td>
<td>$1,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key: Key: Local Parents, Teachers, and School Officials**

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<thead>
<tr>
<th>Description</th>
<th>Time</th>
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<th>Total Reduced</th>
<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host an open house for community events to connect with local parents and school officials at their office.</td>
<td>6 hours</td>
<td>$500</td>
<td>6 hours and $500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6 hours</strong></td>
<td></td>
<td>$500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key: Key: Local Parents, Teachers, and School Officials**

<table>
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<th>Donated Time</th>
<th>Donated Materials</th>
<th>Actual Reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>87.5 hours</strong></td>
<td></td>
<td>$3,500</td>
<td></td>
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**Cross Reference Budget: 100 hours and $3,500**
Evaluation

Objective 1
Increase website visits and online purchases among the organization’s local customers at least 10% by December 31, 2024. Measurable by tracking local IP addresses and customer sales by city reports.

Criteria
Achieve a 10% increase in online purchase sales from local IP addresses by December 31, 2024 (the end of the organization’s fiscal year).

Tool
Use Google analytics to track website visits from local IP addresses, as well as purchases made from local IP addresses. These purchases will mainly include park passes. The 10% increase in sales will be in comparison to online purchases made in the 2023 fiscal year. The customer sales by city reports can also indicate an increase in sales from the organization’s local customers within a 60-mile radius.

Objective 2
Secure repeat business from 60% of current Action City customers by December 31, 2024. Measurable by data from the customer return visit report and tracking sales from use of on-site promotions.

Criteria
See a total of 60% of current Action City customers make a repeat visit (for a total of two visits in one year) by December 31, 2024 (the end of the organization’s fiscal year).

Tool
Use the organization’s customer return visit report to track repeat visits. This is in comparison to 40.94% of customers who made one repeat visit (two total visits) in 2023. The Resort should also track sales made from on-site promotions, trackable through QR code scans and promotion-specific online codes used to purchase passes and hotel stays.

If customers choose to use the Local Staycation discount they will receive an email after they check out from their stay. The email includes a post-stay survey. This survey will include a questions asking how customers learned about the Resort and using the Local Staycation promotion.
**Objective 3**
Achieve 5% growth in group event sales by December 31, 2024. Measurable by event sales reports.

**Criteria**
Increase yearly group event sales 5% by December 31, 2024 (the end of the organization’s fiscal year).

**Tool**
Use event sales reports to track group event sales, with a focus on field trips and school groups. The increase will be in comparison to event sales from the 2023 fiscal year.

The Event Coordinator who helps a group plan and run an event sends an email requesting feedback after each event. The email will include a question asking how the group learned about hosting events at the Resort.
References


Instagram | @metropolisresortandactioncity. Instagram. (n.d.). https://www.instagram.com/metropolisresortandactioncity/

Wisconsin Dells. (n.d.). Official Site for Wisconsin Dells - Deals & Information. Official Site For Wisconsin Dells - Deals & Information. https://www.wisdells.com/?gad_source=1&gclid=CjwKCAjw5v2wBrEiwAXDDoJS6FNHmxnZjd0Zub7ogsOZ50xcB743S58YYS1RkavuYH140UE3wxoCvCYQAvD_BwE


Research Appendix A: Secondary Research

Information Gathered

External Environment
*Pressures on the organization and the impact of current events on its operations*
COVID-19 created challenges for several industries, including tourism and hospitality. Rising inflation rates and higher prices for goods and services means consumers are more conscious of their budgets, focusing on necessities instead of entertainment services.

A notable current event in the local Eau Claire area is the closure of two hospitals within the Hospital Sisters Health System and 19 clinics within the Prevea health system. This resulted in the layoffs of about 1,400 hospital and clinic employees in the Eau Claire area. The closure of these facilities is expected to cause economic challenges.

*Direction of the Problem*
To continue providing quality Action City and Chaos Water Park services and attractions to residents, there needs to be an increase in visits from local customers. If residents do not purchase admission passes and visit parks, the Resort sales will not permit organizational growth. This means the Resort cannot enhance current services or provide new services and attractions for customers. This also makes it difficult for the organization’s management to invest in benefits and development for employees, which could discourage current and prospective employees from working at the Resort.

*Industry*
The attractions and tourism industry received a large boost directly after COVID-19 regulations were lifted. It is thought that the combination of stimulus checks, paused student loan payments, and people wanting to leave their houses contributed to an increase in spending on entertainment services. While this boost was able to help some businesses stay afloat after COVID-19 closures, they are now seeing a stagnation or decline in sales and attendance. This could be due to a variety of factors such as inflation rates, higher pricing on goods and services, or people have had their fun and the demand for these services are not as high as they were directly after COVID-19 regulations were lifted.

While this is occurring, employees are also looking for more hours and pay to offset the rising costs of living expenses. Many employees want to work somewhere that can provide them consistently scheduled hours and pay. However, some employees may place higher value on additional benefits and investment in employee growth and development.
Market Share & Competition
Several factors and organizations create competition for local customers at Metropolis Resort. Families have busy schedules and may not have free time to visit Action City and Chaos Water Park due to work, sports, school, and other family events. There are several other organizations that compete for people’s free time.

Metropolis Resort direct competitors include:

1. Children’s Museum of Eau Claire  
   a. The Children’s Museum of Eau Claire is located in newly constructed building in downtown Eau Claire. The museum features interactive exhibits for kids to play and learn. The Children’s Museum offers daily admission passes, yearly family memberships, and opportunities for field trips and private rentals of the entire museum. The Children’s Museum is active on their Facebook and Instagram accounts.

2. Beaver Creek Reserve  
   a. Beaver Creek is a nature reserve located along the Eau Claire River. Visitors can explore a variety of habitats including woods and forests, rivers, wetlands, and savannah areas. There is also an observatory and butterfly house on the property. Beaver Creek offers nature-based outdoor activities for both kids and adults, seasonal programs and events, a variety of summer camps for kids, and hosts birthday parties. Visitors may choose to pay a daily entrance fee or purchase a membership. Beaver Creek is active on Facebook and Instagram. The Reserve used to be very active on YouTube but has not posted a video in the past two years. Beaver Creek also sends out e-updates to people who subscribe on their website.

3. Eau Claire Area Family Entertainment Businesses  
   a. Other family entertainment options in the Eau Claire Area include Micon Cinemas, Ferguson’s Orchards, public parks and trails, museums, and family-friendly restaurants. These businesses offer different services from Metropolis Resort but share a similar purpose for leisure and entertainment.

4. Wisconsin Dells  
   a. The Wisconsin Dells is located about 120 miles southeast of Metropolis Resort. The City is filled with resorts and family entertainment businesses. Metropolis Resort’s largest direct competitors located in the Wisconsin Dells include The
Wilderness Resort, The Great Wolf Lodge, Kalahari Resorts & Conventions, and Mount Olympus.

5. The Wilderness Resort
   a. The Wilderness Resort is America’s Largest Waterpark Resort that is home to four indoor and four outdoor waterparks, over a dozen indoor and outdoor attractions, three mega arcades, an 18-hole golf course, a spa, various on-site dining choices, and a variety of hotel rooms from standard suites to condos and cabins. The Resort is active on social media platforms including Facebook, Instagram, Pinterest, YouTube, and TikTok. They also regularly promote the Resort using email campaigns. The Wilderness Resort Google Business profile shows 11,618 reviews receiving an average of 4.4 out of 5 stars.

6. The Great Wolf Lodge
   a. The Great Wolf Lodge is a chain of resorts with locations across the United States. The Wisconsin Dells location is the flagship location and features an indoor water park, indoor and outdoor attractions, on-site dining options, standard room suites, themed suites, and large premium suites. The Resort chain is active in Facebook, Instagram, X, YouTube, Pinterest, and LinkedIn. However, the Wisconsin Dells location does not have its own social media accounts. The Great Wolf Lodge Google Business profile shows 7,108 reviews with an average rating of 4.2 out of 5 stars.

7. Kalahari Resorts & Conventions
   a. The Kalahari Resorts & Conventions has five locations in the United States, including a resort in the Wisconsin Dells. The Wisconsin Dells location offers an indoor and outdoor water park, Tom Foolery’s Adventure Park, on-site dining, meeting and event spaces, and room varieties from single family suites to multi-family cabins. The Resort chain is active on Facebook, YouTube, Instagram, and TikTok. The Wisconsin Dells location also maintains its own Facebook and Instagram accounts. The organization does send emails to those who subscribe, but emails are not sent often. The Google business profile for Kalahari Resorts & Conventions Wisconsin Dells shows 15,399 reviews with an average rating of 4.4 out of 5 stars.

8. Mount Olympus Water & Theme Park Resort
   a. The Mount Olympus offers an indoor and outdoor water park, an indoor and outdoor theme park, on-site dining options, and various lodging options from
single queen bedrooms to four-bedroom suites. The organization is active on Facebook, Instagram, and TikTok. Mount Olympus also regularly sends emails to its subscribers. The Mount Olympus Water & Theme Park Resort Google business profile shows 2,499 reviews with an average rating of 4 out of 5 stars.

9. **Mall of America**
   a. The Mall of America is located in Minneapolis, Minnesota and offers a wide variety of shopping and dining options, attractions, an IMAX movie theater, two hotels connected to the Mall, and the Nickelodeon Universe Theme Park at the center of the Mall. The Mall of America is active on Facebook, Instagram, TikTok, X, YouTube, and WeChat. They also send a regularly scheduled email newsletter to subscribers. The Mall of America Google business profile shows 58,876 reviews with an average rating of 4.5 out of 5 stars.

**Stakeholder Research**

**Stakeholders affected by the problem**
- Metropolis Resort Ownership
- Metropolis Resort Leadership Team
- Metropolis Resort Marketing Team
- Metropolis Resort Employees
- Metropolis Resort Local Customers
- Eau Claire Area Teachers and School Officials
- Others who work to promote Eau Claire Travel and Tourism

**Eau Claire, Wisconsin Demographics (United States Census Bureau)**

**Population** – 69,737 as of July 1, 2022
Age – 22.4% under the age of 18, 61.5% between the ages of 18-64, 16.1% 65 years and over
**Gender** – 52% Female
**Race** – 87.9% White alone, 1.4% Black or African American alone, 0.3% American Indian and Alaska Native alone, 6% Asian alone, 0.1% Native Hawaiian and Other Pacific Islander alone, 3.9% two or more races present, and 2.7% Hispanic or Latino
**Households** – 28,832 (2018-2022)
**Education** – 96.5% High school graduate or higher, percent of persons age 25 years+, 35.3% Bachelor’s degree or higher, percent of persons age 25 years+
**Economy** – 69.4% in civilian labor force, total percent of population age 16 years+, 2.8% unemployment rate (December 2023, U.S. Bureau of Labor Statistics)
**Income & Poverty** – Median Income, $63,882 (2018-2022); 15% persons in poverty
Current attitudes of stakeholders pertaining to the problem
Internal Metropolis Resort stakeholders are passionate about providing a fun, safe, and elevated experience for all guests. Internal stakeholders would like to serve and support the local community. They believe the Resort’s services provide important opportunities for leisure and entertainment to the local community. Metropolis Resort Owner, Tom Hahn, and his son Brian Hahn have invested almost 20 years of time and money into the organization. The Metropolis Resort leadership team have also invested time and effort into improving and maintaining the Resort. They are proud of the services and experiences they offer guests. The Metropolis Resort ownership and leadership team would ideally like to increase local customer visits and sales to improve current services and provide new attractions for customers. An increase in sales would also provide the organization with more opportunities to invest in employee development and benefits.

Relationship quality between stakeholders, publics, and the organization
Historically, Metropolis Resort has had a positive relationship with stakeholders and the public. Metropolis Resort was one of the first organizations in Eau Claire to focus exclusively on large-scale family entertainment. The organization has received positive responses from the schools and local organizations that it has hosted and served over the past 20 years.

Currently, guests praise the friendly staff and welcoming environment of the Resort. However, local guests will comment on the increase of admission prices. Guests want to know the experience is elevated with an increased price.

The Organization
Mission
The mission of Metropolis Resort is to be the place “Where the Fun Never Stops. The Resort aims to create experiences that help families and friends relax, have fun together, and create lifelong memories.

Workplace Environment
Metropolis Resort is family-owned by Tom Hahn, along with his wife and children. Sara Abbott is the Resort General Manager.

The Senior Leadership team is comprised of 14 Department Heads, with various positions across the Resort. These positions include the Resort General Manager, Hotel General Manager, Action City and Chaos General Managers, Director of Business Development, Resort Project Manager, Marketing and Creative Directors, Maintenance Director, Hiring Manager, IT Director, Food & Beverage Manager, Accountant, and the Director of Purchasing and Receiving. Each Department Head leads various size teams across the Resort. The Department Heads also
rotate weekends as the Resort Manager on Duty, spending time on the floor observing and helping staff with operations during peak hours.

The hotel, Action City, and Chaos Water Park also have middle management teams comprised of floor managers and supervisors.

**Current Local Customer Activity**
Reports on current customer activity are created using the Resort’s current POS program, CenterEdge. While these reports can give a general overview of customer activity, it should be understood that they cannot give a complete picture as the program does not collect data from every customer that visits the Resort. The results presented in this research focuses on data collected between January 1, 2023 through December 31, 2023.

A report detailing sales by city in Action City shows that customers from 95 cities within a 60-mile radius of Eau Claire visited the Resort. The combined total population of these cities is 288,726. Of sales reported, customers from these cities contributed to [number redacted for confidentiality] of total sales in Action City.

A report detailing the number of repeat customers shows that, of the recorded 108,686 customers who visited Action City one time in 2023, [number redacted for confidentiality] visited a second time in the same year. The following percentage of repeat visits are:

[numbers redacted for confidentiality]

Another report recording the ages of 13,626 walk-in guests gives an estimate of the ages of customers visiting Action City. Notable age groups are:

- Customers aged 0-15 – 34.77%
- Customers aged 26-45 – 32.17%

**Reputation**
Metropolis Resort maintains their own website, email campaigns, and email newsletter. The Resort is also active on several social media platforms including Facebook, TikTok, Instagram, and YouTube. The Resort uses these platforms to post organic content and paid ad campaigns.

The Resort has Google Business profiles for the hotel and parks. This is where the Resort receives the majority of its reviews. The organization responds to each review that is posted. As of April 17, 2024, reviews consist of:
In the local Eau Claire community, the Resort supports other local organizations through time, monetary, or material donations. These organizations include:

*Joshua’s Camp* – Joshua’s Camp is a non-profit organization that provides annual retreats for children fighting cancer and their families. Since the founding of the camp, Metropolis Resort hosts Joshua’s Camp at the Resort several times throughout each year. The Resort also features previous camp artwork in Action City and encourages donations with cash boxes at the front desks in Action City and Chaos Water Park. The Resort also buys a table for employees to attend Joshua’s Camp ‘Night on the Stage’ fundraising event.

*Big Brothers Big Sisters* – The Resort hosts Big Brothers Big Sisters group events at Action City. They also display Big Brothers Big Sisters cash boxes throughout the Resort to encourage donations. Metropolis Resort has also formed two teams to participate in Big Brothers Big Sisters’ ‘Bowl for Kid’s Sake’ fundraising event in May 2024.

*Eau Claire Area School District* – Action City hosts several school fundraising nights throughout the year. During these nights, the Resort donates a portion of each admission pass bought to the school featured that evening. This event currently supports three local middle schools.

*Eau Claire County Humane Association* – The Metropolis Resort housekeeping department donates gently used bedding and towels to the Human Association for use in the shelter.

*Various Donations* – Metropolis Resort maintains a donations page and form on the organization’s website. The Resort’s sales team monitors requests and donates to various groups and organizations accordingly.

**Service**

Metropolis Resort provides leisure and entertainment services to its customers. The Resort provides a clean and safe environment for customers to have fun with their friends and families. Customers can enjoy a few hours of fun or a weekend getaway. The Resort can also
host group events including family reunions, weddings, field trips, sports teams, award ceremonies, fundraising events, and conferences.

Organizations like Metropolis Resort, offer people a chance to escape day-to-day stresses and enjoy some leisure and entertainment. So, while the services offered are not a necessity, such as groceries or gas, they still provide valuable benefits to guests and allow them to spend time with family, friends, and colleagues.

**Promotions**

Metropolis Resort uses a variety of marketing and communication strategies to promote Resort experiences and services. These include social media campaigns, email campaigns, print and email newsletters, tv and radio campaigns, snail mail campaigns, and on-site promotions.

The organization’s online following as of April 17, 2024 consists of:

- **TikTok** – 8,025 followers, response to content is positive. The Resort receives the most engagement on this platform.

- **Facebook** – 1,288 followers, minimal engagement but responses are positive. It is worth noting that the Resort previously operated two separate accounts. The Action City account held 22,103 followers, while the Metropolis Resort account held 39,783 followers. Those accounts were both compromised in April 2023. The current Facebook page is under the name ‘Metropolis Resort & Action City’ and has been in operation since May 2023.

- **Instagram** – 630 followers, there were two previous accounts that were compromised at the same time as the former Facebook accounts. The Action City account held 1,208 followers, while the Metropolis Resort account held 1,651 followers. The Instagram account has very minimal engagement so while there hasn’t been any negative response, there also has not been a notably positive response.

- **YouTube** – 675 subscribers. The Resort actively posts YouTube Shorts but has not consistently posted full length videos since February 2021. While the shorts videos are viewed often, there are few comments so there is no notable positive or negative response.

Promotions highlight hotel room deals, seasonal park admission deals, special events, customer appreciation deals, VIP deals, giveaways, flash sales, and seasonal campaigns.
Resources

Staff
As of April 17, 2024, Metropolis Resort has 171 total employees across various full-time and part-time positions. The Resort’s Hiring Manager and Director of Business Development focus on staff recruitment, training, and development programs.

The 14 staff members on Metropolis Resort’s Department Head Team focus on different initiatives throughout the Resort. These include marketing, maintenance, project management, hotel operations, park operations, retail, food and beverage operations, hiring and staff development, and information technologies.

Facilities
The hotel consists of 111 hotel rooms, including multiple suites and special room types, and conference and meeting spaces.

Action City is home to the Fun Center and Trampoline Park. Action City Fun Center attractions include indoor and outdoor go-karts, laser tag, a laser maze, bumper cars, a 19-hole outdoor mini golf course, outdoor zipline, mini bowling, a large arcade space, and two themed birthday party rooms. Trampoline Park attractions include open jump courts, trampoline dodgeball courts, ninja warrior courses, air bag stunt jump, a slackline and fidget ladder, a jousting beam, and an indoor playground. The trampoline park also has space to hold 20 birthday party rooms.

Chaos Water Park features a variety of attractions including an aquatic playground, an activity pool, a lazy river, a tube slide, a body slide, and a whirlpool hot tub. The Water Park also has two themed rooms and three cabanas to host birthday parties.

The Resort has four on-site dining options. City Eats is a full-service restaurant and bar located between the hotel and Action City that serves typical family-friendly American dining options. Monkey in the Middle Pizza Company is located in Action City and serves fresh, homemade pizza and small snacks. Dairy Queen is also located in Action City and serves Dairy Queen Ice Cream treats and specialties, as well as Orange Julius smoothies. The Splash Bar is located in Chaos Water Park and offers pizza, snacks, and a variety of beverages.
Research Appendix B: Primary Research

Interview Guide

Introduction
- How long have you been working for Metropolis Resort?
- What positions have you held in the Resort?
- What is your current position?
- What do your job responsibilities include?
- Can you describe the purpose and mission of Metropolis Resort?
- How would you describe the culture and internal environment of the organization?

Staff Engagement
- How does the organization instill its mission and values through staff training and development?
- How does the Resort leadership team aid in shifting and maintaining company culture?
- How do you think the internal environment of the organization impacts customers?
- Is there anything you would like to improve concerning staff and training development?

Marketing
- How did the COVID-19 pandemic impact the Resort marketing strategies?
- Can you list a few of the most successful marketing campaigns from the past two years?
- Are there any marketing campaigns or promotions that you would consider failures?
- Who does the marketing team consider to be local customers?
- How does the organization currently market to local customers?
- How does the marketing team decide on the partnerships and sponsorships to pursue with other local organizations?
- What are the organization’s preferred media channels?
- What is the organization’s relationship with local media companies?

Logistics & Operations
- Does the organization want to reinstate or expand weekday hours of operation?
- What goals does the organization consider when focusing on local customers?
- Why does the Resort want to increase sales from local customers?

Demographics (Wrap Up)
- Who is the average customer that spends money Metropolis Resort?
- What is the average age of parents who spend money at Metropolis Resort?
• What is the average age of the children visiting Metropolis Resort?
• Currently, what percentage of Metropolis Resort customers are considered to be local customers?
• Does the organization have an “ideal” customer?

**Interview Participants**

1. **Danie Hahn**, Director of Business Development (Interviewed on 2/23/24)
   - Stakeholder group(s): Metropolis Resort Leadership Team

2. **Sara Abbott**, Resort General Manager (Discussion on 3/21/24)
   - Stakeholder group(s): Metropolis Resort Leadership Team

3. **Mariah Geisert**, Marketing Director (Interviewed on 3/21/24)
   - Stakeholder group(s): Metropolis Resort Leadership Team, Metropolis Resort Marketing Team

4. **Jasmine Chamberlain**, Family Nanny/Daily Caretaker (interviewed on 3/12/24)
   - Stakeholder group(s): Local Customer

5. **Laura Rothstein**, Parent and Special Education Teacher (interviewed on 3/21/34)
   - Stakeholder group(s): Local Customer, Local School Teacher

6. **Julie Burhop**, Childcare Director at Regis Child Development Center in Eau Claire, WI (interviewed on 4/10/24)
   - Stakeholder group(s): Local Customer, Local School Official
Danie Hahn Interview Guide
Kate Burhop interviewed Danie Hahn in person on February 23, 2024.

Responses redacted for confidentiality.

1. How long have you worked at Metropolis Resort?
2. What positions have you worked in across the Resort?
3. What are your responsibilities in your current position?
4. In your own words, what is the mission and purpose of the Resort?
5. How would you describe the current company culture?
6. How do you try to instill organizational values through staff training and development?
7. How does the Resort leadership team aid in shifting and maintaining the company culture?
8. How do you think the internal organization of the culture affects customers?
9. Is there anything you would like to improve concerning staff training and development.
Sara Abbott Interview and Discussion Guide
Kate Burhop spoke with Sara Abbott on March 21, 2024. While interview questions were planned, the full discussion is very valuable to the overall background and goals of the organization. Questions answered and themes summarized will be outlined below.

Sara Abbott is the Metropolis Resort General Manager. She is responsible for carrying out the goals and ideas of Metropolis Resort’s ownership while ensuring the Metropolis Resort leadership team is able to maintain daily operations. She oversees all aspects of Resort operations and communicates regularly with members of the leadership team. She is concerned with strategies to increase the Resort’s bottom-line. She encourages the leadership team to find ways to enhance guests’ experience and consider the Resort’s mission and purpose during daily operations.

Responses redacted for confidentiality.

1. **What factors determine the limitation of weekday hours of operation?**

2. **Does the organization want to reinstate or expand weekday hours of operation?**

3. **From your standpoint, what is your goal concerning an increase in local customer sales?**

4. **What aspects of current local customer marketing do you think are successful?**

5. **What do you consider as the organization’s “ideal” customer?**

6. **Thoughts, Notes, and Other Themes that stood out during this discussion:**
Mariah Geisert Interview Guide
Kate Burhop interviewed Mariah Geisert in person on March 21, 2024.

Responses redacted for confidentiality.

1. How long have you worked at Metropolis Resort?

2. What is your current position?

3. What are some of your job responsibilities?

4. You worked for the Resort during the aftermath of the COVID-19 pandemic, how did marketing strategies shift during the aftermath?

5. What does the marketing team consider to be local customers?

6. How does the Resort currently market to local customers?

7. Are there any campaigns geared towards local customers that stand out as successful?

8. Are there any campaigns that stand out as failures?

9. What are the organization’s preferred media, marketing, and communication channels?

10. How does Metropolis Resort decide on partnerships and sponsorships to pursue with other local organizations?
**Jasmine Chamberlain Interview Guide**

Kate Burhop interviewed Jasmine Chamberlain in person March 12, 2024.

Responses redacted for confidentiality.

1. **What is your current occupation?**

2. **How many families have you worked for in the Eau Claire Area?**

3. **What are the ages of the children in the previous family you worked?**

4. **How old is the child in the family you currently work for?**

5. **What are your usual responsibilities while watching these children?**

6. **What are some key decision making factors when choosing activities for the day?**

7. **Have you ever visited Action City or Chaos Water Park as a chosen activity?**

8. **What would sway you to choose Action City or Chaos Water Park as the activity for the day?**

9. **What would make you choose a different activity for the day?**

10. **Where do you typically learn about and engage with the businesses you visit with the children you work with?**
Laura Rothstein Interview Guide
Kate Burhop interviewed Laura Rothstein in a phone call on March 21, 2024.

Responses redacted for confidentiality.

1. How old are your kids?

2. How often do you visit Action City and/or Chaos Water Park during the year?

3. How did you originally hear about Metropolis Resort/Action City/Chaos Water Park?

4. What keywords would you use to describe your experience in the parks?

5. Favorite part of the parks?

6. What could be improved?

7. What goes into your decision-making process when choosing where to spend a family day?

8. What may sway you to choose another business, location, or activity?

9. What may sway you to choose Action City or Chaos Water Park?

10. What media and communication channels do you use to learn about current events, deals, and promotions happening at the Resort or from other businesses?

11. Any other thoughts or notes?
Julie Burhop Interview Guide
Kate Burhop interviewed Julie Burhop in person on April 10, 2024.

Responses redacted for confidentiality.

1. How long have you worked at Regis Child Development Center?
2. What age groups attend the center?
3. For which age groups do you typically look for field trips?
4. Who is responsible for choosing field trips?
5. What time of year do you look for field trips for the school age group?
6. Where do you typically look for field trips and communicate with organizations?
7. What are some factors you consider when looking for field trips?
8. Have you previously brought a group to Metropolis Resort for a field trip?
9. Is there a reason you have not brought a group to Action City?
10. What would encourage you to bring the school age group to Action City for a field trip?
Metropolis Resort Secret Shopper Feedback
The Metropolis Resort Secret Shopper Program invites local families to spend a weekend at the Resort free of charge in exchange for feedback about the Resort facilities, employees, and activities & services. This feedback has been collected between 2022-2024. Participants received Google forms to provide feedback on their hotel stay, experience in Action City, experience in Chaos Water Park, on-site dining, and overall Resort experience. There was also a form for the children participating to fill out starting in June 2022. Due to focusing the strategic communication plan on local customers, feedback was filtered to focus on experience at Action City, experience at Chaos Water Park, and the overall Resort experience.

Responses are redacted for confidentiality.

Secret Shopper – February 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts

Secret Shopper – April 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts

Secret Shopper – June 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments
Secret Shopper – August 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments

Secret Shopper – October 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments

Secret Shopper – December 2022
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts

Secret Shopper – May 2023
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
Secret Shopper – July 2023
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments

Secret Shopper – October 2023
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments

Secret Shopper – December 2023
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments

Secret Shopper – January 2024
- Chaos Water Park
- Action City
- Overall Resort
- Most Memorable
- Needs Improvement
- Comments or Thoughts
- Children’s Comments