

TOLUCA RANCH HAUNTED ATTRACTION

Strengths Characteristics of a business which give it advantages over its competitors	Weaknesses Characteristics of a business which make it disadvantageous relative to competitors
Opportunities Elements in a company's external environment that allow it to formulate and implement strategies to increase profitability	Threats Elements in the external environment that could endanger the integrity and profitability of the business



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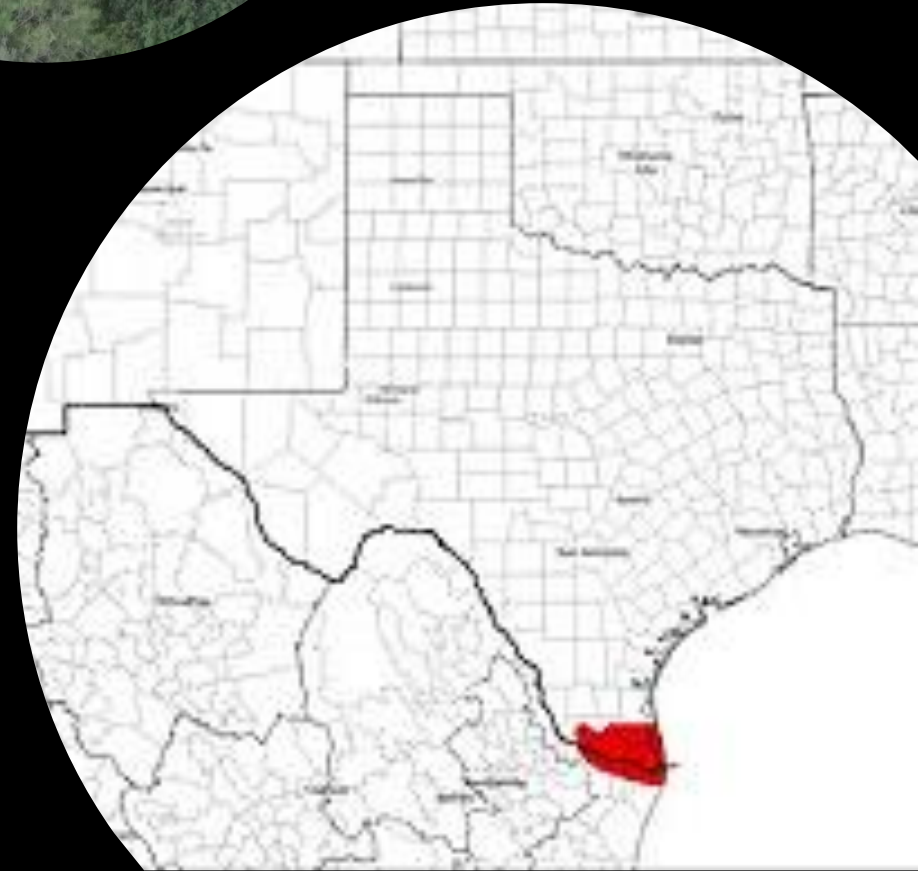
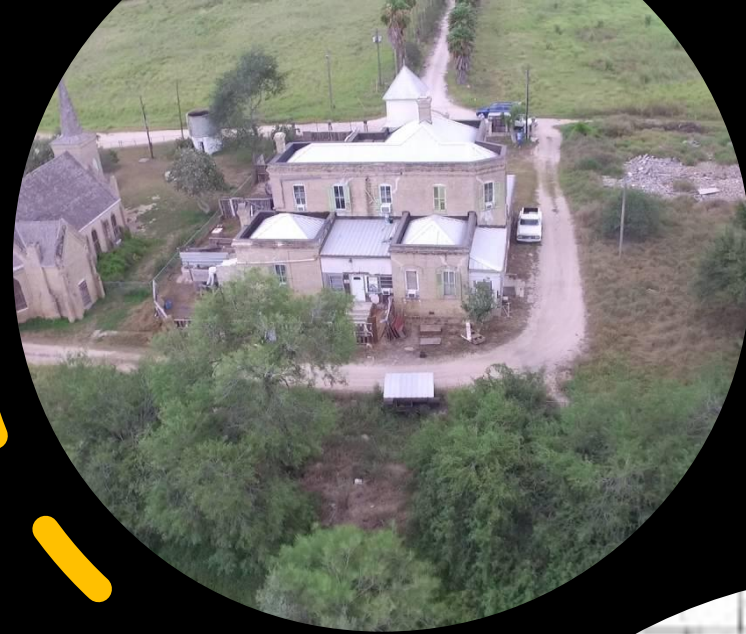
SUU

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Background Information

- For this assignment, I chose a haunted attraction that I am familiar with. The name of this attraction is Toluca Ranch Haunted House.
- Toluca Ranch is in an area in Texas known as 'RGV' otherwise known as The Rio Grande Valley.
- The Rio Grande Valley comprises the southernmost point of the state of Texas. Cities such as McAllen, Edinburg, Progreso, Weslaco, Donna, Brownsville and others are part of this area.
- This area has a population of about 1.3 million people; about 70% is Hispanic.
- There are about 7-10 different haunted house attractions in the region that operate seasonally.





Why is Toluca Ranch Unique?

- This haunted attraction runs on volunteers and there is an aggressive pre-approval program that includes background checks for the volunteers. Currently, there is a 100-200 waiting list for future volunteers.
- This attraction runs as a fundraiser for a non-profit organization so people know that by participating, they are helping a non-profit organization in the area (RGV Helping Hands).
- The attraction is located about 10 miles from the nearest city, which gives this an advantage over most of the other attractions by setting it in 'the middle of nowhere.'
- This attraction has a 'Touch policy,' which means the actors/ volunteers can touch the audience, but the audience/ customers cannot touch them back. All is to be conducted appropriately and there are some waivers that need to be signed before entering the attraction. There are cameras 24/7 recording all activities in and outside the attraction. This makes it very popular because not many attractions offer this; it makes it scarier.
- Finally, the location of the attraction is said to be 'haunted.' There is extensive folklore built around the ranch. People tell stories regarding the ranch where this is located, which in turn was donated for the non-profit. There are so many local legends dating back to the 1800's.
- This is one of the largest attractions in the area with multiple scare areas.

STRENGTHS (+)



What assets and skills can you bring to this field? What do you find appealing?

- We have competitive prices \$15-20 that offer more value than similar attractions.
- The attraction takes around 30-45 minutes to complete (more than the average).
- The attraction has a unique location in an actual ranch.

WEAKNESSES (-)



List any competency deficits do you have this field.

- Needs better structures with waivers regarding admissions to avoid legal issues..
- Needs some transportation for customers who may not have cars (as other attractions do) or who may find the attraction to be too far away.
- Social media/ website- digital presence lacking.

OPPORTUNITIES (+)



Assess the climate of the market. List any external factors benefiting this career path.

- Tourism has increased steadily for the last couple of years in the RGV area; businesses are willing to cross- promote if presented with the right proposal.
- The city is offering grants to businesses/ Non-profit organizations that engage the community and schools.
- Haunted Attractions generate anywhere between \$ 300-500 million per year/ nationally so there is always room to improve and increase revenue.

THREATS (-)



List any hazards of entering this field.

- Local haunted attractions competing for same audience.
- High insurance costs that are difficult to cover throughout operating seasons.
- Lawsuits over the format of the haunted attraction.

TOLUCA RANCH HAUNTED HOUSE

STRENGTHS (+)



- **Competitive Prices:** Most of the attractions around the region charge a minimum of \$25 while we charge anywhere between \$15-20 depending on the experience. There are some VIP tickets that allow to 'cut the line.'
- **Length of Attraction:** The attraction takes anywhere between 30-45 minutes while most of the other attractions take 30 minutes to the most.
- **Location:** The attraction is located about 10 miles to the nearest city. Customers must drive out of the city to reach the attraction, which sits at an actual ranch.

WEAKNESSES (–)



- Legal Structures: There is some work to be done on the waivers customers need to sign to attend attraction. I think instead of just having 'paper and pencil' forms, these should be digitalized including some form of identification. There has been some legal issues when teens went into the attraction and end up getting hurt by rough playing with their friends and not necessarily by the volunteers. So better and clearer parameters are necessary to be legally protected.
- Location: This is both a strength and a weakness. Many people flock to the attraction because of the location but many others cannot attend for the same reason.
- Digital Presence: We need a stronger social media presence along with a better website. We have some social media and a website, but they need major upgrading and some additional work to make everything run more smoothly.

OPPORTUNITIES (+)



- Increase in Tourism / Cross-Promotion: We could cultivate cross-promotion relationship with current competitors/ other local businesses. We could work different 'combo' tickets to include different attractions. Additionally, we could cross-promote with local stores and restaurants to make sure we hit different targets.
- City Grant/ Community Engagement: We will target the community and schools in order to qualify for a possible city grant.
- Increase in Revenue of Haunted Attraction: Transportation Services - Maybe as part of a new ticket price, customers could park downtown in one of the major cities nearby and then be provided round transportation to and from the attraction. This will make the attraction even more unique by adding more mystery to it.

THREATS (–)



- Competition: There are several haunted attractions in the area that we face directly; we need to do research on them to make sure we are still ahead of them.
- Insurance Costs: Because of the nature of our attraction, insurance costs are high. Negotiating with insurance companies will be necessary.
- Lawsuits: Once again, because of the nature of the attraction, we need to make sure we are legally protected and ensure we follow legal procedures.