



## Soaring High with Katapult: The Elevate Group Pte Ltd

Bouncing up and down and looking at the world upside-down and right-side-up... Run vertically up a wall. Slam dunk... again and again – even Vince Carter, arguably the best dunker ever, or Michael Jordan, is going to pale in comparison (but then, these basketball greats had the opposing team's defenders all around them during their games). Then with a whopping

“wheee”, leap off a three-metre high platform and free-fall onto an airbag. At Katapult Trampoline Park, Singapore's first dedicated, purpose-built trampoline park, you can bound to your heart's content.

Owned by The Elevate Group Pte Ltd, Katapult is a massive 14,000-square-foot indoor trampoline facility that is designed for high-octane entertainment while cranking up the fitness and fun quotients of the jumpers. The facility sits amid the greenery of ORTO leisure park, Singapore's first 24/7 multi-recreational park.

Katapult's various activity stations feature slam dunk on trampolines, dodge ball and slackline. It is also the only trampoline park in Singapore to feature an Olympic trampoline for wall running so jumpers can literally run vertically up the wall *a la* your favourite super-hero.

With a brand vision to promote a healthy and fun-filled lifestyle through the physical activity of trampoline jumping, Elevate wants to reach out to a wider customer base, and further penetrate its three focus demographic groups of young adults, corporates and families. In particular, it wants to encourage more young adults and parents to take up these adrenalin-pumping activities.

When Ms Carol Lum, Director of Elevate, approached the UOB-SMU Asian Enterprise Institute (AEI) for its flagship SME Consulting Programme, her expectation was for the consulting team “to come up with a direction for our branding”. The team “exceeded our expectation” by providing the SME with a focused brand proposal and “practical, cost-friendly and feasible marketing strategies”, shares Ms Lum. Needless to say, the SME is a happy client.

### So, where're you jumping?

In Singapore, trampoline jumping as a form of exercise and entertainment took off only in the last two years or so. According to consumer magazine *Time Out*, there are five branded trampoline parks catering to the general public in Singapore, with some brands operating more than one park.

Located in the northern part of the island, Katapult has the advantage of being sited within a spacious leisure park that offers a range of dining, entertainment and leisure options. But its geographic location is a potential drawback as it is sometimes considered too far away from central Singapore.

To get a better understanding of the industry, customer perception and trends in trampoline jumping, the team of three student-consultants tapped on scientific research techniques including qualitative and quantitative research. With the data they obtained, the team was able to determine Katapult's standing vis-à-vis its competitors and customers' perception of its brand.

Leveraging on proven methodologies, the team conducted an online survey with Katapult's existing customers, on-site and online surveys with potential customers, and on-site observational studies. These surveys yielded useful insights into the customers' profiles and preferences, and their views about the facilities, ambience and service offerings. The team's observational studies at Katapult and its competitors garnered first-hand, real-time information – they saw the frontline operations, types of product offerings and delivery of customer service. Additionally, the customers' behaviour and body language revealed their reactions to their setting. The SWOT (strengths, weaknesses, opportunities, threats) analysis and Porter's Five Forces were used to interpret the data from the surveys.

### **Get fit, have fun**

Based on the primary and secondary research, the team recommended that Katapult positions itself as a family-friendly trampoline park that allows people to get fit in an engaging and entertaining manner. Encapsulating the idea was their proposed tagline "Fitness the Fun Way".

To improve Katapult's overall branding – enhancing brand loyalty and brand awareness – so it stands out from the competition, the student-consultants examined existing and past programmes in relation to their research findings and Katapult's new brand position. This was followed by a comprehensive list of recommendations consisting of online and offline marketing strategies, product improvements, partnerships and niche Katapult programmes.

Going beyond the broad strokes, the recommendations in the final report were very detailed, with clear information about the whys (objectives), whats (types of programmes), whos (partners and collaborators), and hows (implementation guidance). A one-year calendar displaying the short-term, medium-term and long-term schedule was also provided.

### **Come jump with me**

Ms Lum was pleased by the level of commitment and contributions of the consulting team. Not only did the members provide a direction for Katapult's branding – which was what she expected – "they recommended marketing strategies which we could adopt to promote our branding... They even conceptualised and created mock-ups of the marketing collaterals that we could implement". She was particularly impressed by the physical store layout recommendation. "The team considered the needs of both the jumpers and spectators, and recommended changes to improve the customer experience," she explains.

A key benefit of the SME Consulting Programme is the introduction of more methodological and scientific approaches to address business issues. As with many SME owners, a lot of Ms Lum's effort is focused on juggling numerous aspects of the business, and she often feels that she is "reacting rather than planning ahead of time". Having the consulting team onboard has helped her be "more systematic" in her marketing strategies, and more importantly, "aligning the strategies with what the brand stands for".

For the student-consultants, undertaking the SME Consulting Programme was an opportunity to practise the skills and concepts they learnt from their marketing courses, with the additional prospect to customise their recommendations to fulfil the unique needs of the SME. They were glad for their hands-on experience as it was different from the case studies they had encountered and presented them a glimpse of how things work in the business arena.

"This project has real-world impact. For whatever strategies we put forward, we had to carefully weigh the costs involved to check for feasibility and benefits," says a team member. "We are constantly on the lookout for new trends which are applicable to our project, which we do not usually do for academic projects. We also learnt how to spot accurately the issues which could arise as a result of

the failure of current marketing strategies, and from there, devise strategies to improve the effectiveness.”

One challenge the team faced was “generating ideas that would work, because the SME had already tried out many ideas”. But they put on their thinking hats, ensured open communication among themselves and worked hard to establish an environment that was conducive to a free flow of ideas. Their Project Advisor Ms Pamela Wu guided the team on the “appropriate direction to take as well as came up with suggestions to our proposed strategies,” shares another team member.

On her part, Ms Wu found her role as Project Advisor “both meaningful and enjoyable”. She enjoyed “energy, passion and drive from the students, and their discipline and abilities”, and proclaimed herself “very much encouraged to see the SME value the project and truly appreciate the report and recommendations”. Ms Wu looks forward to being a part of future projects under the SME Consulting Programme.

Project Advisor  
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