



# Rockreation Marketing Plan 2014

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## Executive Summary

Rockreation is Utah's oldest climbing gym whose target markets are climbers who wish to train, but do not want to stress and ruin their own personal equipment. Currently Rockreation is one of two climbing in the Millcreek/Holladay area of Salt Lake City, but remains the only textured climbing gym in Utah that mimics local climbing areas of Little Cottonwood Canyon. To keep Rockreation afloat in the competitive climbing gym market, Rockreation will need to expand and remodel its current location. This along with adding programs such as Yoga for both members and non-members. In doing so Rockreation will need to increase their prices by 10 percent to facilitate changes. In addition to the above mentioned various promotions will be run to increase the number participants and members Rockreation has.

# Company

## History

Rockreation Sport Climbing Centers first opened its doors in Salt Lake City as Rockreation in 1993 and has served the Salt Lake Valley and its climbers for over 20 years.

## Philosophy

### Mission

We are a full service climbing gym featuring 7500 sq. feet of climbing terrain spread over top-rope, bouldering, and 45' tall lead areas, with a rapid turnover of high quality climbing routes and boulder problems for all abilities. Our friendly and knowledgeable staff will ensure everyone has a great time, whether you're a seasoned veteran, a beginner taking one of our classes, or a kid attending a birthday party or summer camp.

### Vision

Striving to lead Utah with the best full service climbing gym, allowing members to transfer indoor training directly outdoors.

### Values

Our expert setters routinely make use of the unique angles to set varied and interesting problems of all grades, and we always maintain a high turnover of problems so things never get stale.

### Objectives

We have a little bit of something for everyone! With our top-rope heaven, challenging boulder area, expansive lead area, and training equipment, everyone will find something to do. Whether you love technical face climbing, thuggy overhanging routes, or just good ol' fashioned jug hauls, Rockreation is the place for you!

## Programs, Services, Facilities, Policies/Procedures

### Programs

- Fight Gravity - A 3 class series. Each class is two hours long and meets on varying days throughout the week. The instructor to student ratio on these classes is never above 1:6.
  - Fight Gravity One is a fantastic way to introduce yourself to the world of Climbing. Experience the excitement of climbing and learn the basic belay skills to climb roped in the gym.
  - Fight Gravity Two, you'll learn how to make accurate contact with the rock, learn about types of holds, body position and you'll also learn how to climb in a much more relaxed and efficient manner.

- Fight Gravity Three builds on the skills you learned in Fight Gravity Two. We'll explore balance and your body's relation to the wall. We will also touch on dynamic vs. static movement, and do some climbing in the boulder area.
- Rates:
  - \$99.00 for FG-1, FG-2 & FG-3 (6 hours of combined training). Or \$40.00 for each individual class.
- Lead Climbing
  - Our 2 class series will teach you how to lead climb in the gym. You will learn how to belay a lead climber, how to catch and take falls, how to clip efficiently, and much more!
  - Rates:
    - Individual class: \$40.00 for non-members
    - Individual class: \$30.00 for members
    - 2 class Lead Series: \$65.00 for non-members
    - 2 class Lead Series: \$55.00 for members
- Youth Climbing Team
  - Our climbing coaches will teach new skills and techniques and facilitate training to ensure that all team members are having fun and improving as climbers. All skill levels are welcome, and anyone who is interested is welcome to drop in on any practice for free their first time to see if it's a good fit for them. The team meets every Tuesday at 5:00 pm.
  - Rates:
    - The cost is \$79 per month and that comes with a full gym membership included.
- Reach Camp
  - Our 5 day Summer REACH Camps include lots of games and climbing, a light lunch, camp T-shirt, and tons of fun. Morning camps feature our famous obstacle course and zip line. Our professional camp instructors are experienced at teaching kids the basics of climbing techniques and skills in a safe, fun, and engaging way.
  - Rates:
    - Camp cost is \$159 per week. Save \$10 off the price if you register before June 1st! Additional discounts exist for multiple children or multiple camps—call for details.
- Kid's Time
  - A 2 hour class for kids 5-12 that helps improve their climbing technique, knot knowledge, and strength. Classes meet Wednesdays and Fridays from 4:00-6:00 pm.
  - Rates:
    - \$16.00 per visit or \$75.00 for a 5 punch pass.

## Services

- Private Instruction
  - Private Instruction is for all ages and abilities. Any of our group Fight Gravity classes can be taken privately, or we can customize a class to fit your needs.
  - Rates:
    - \$30.00 for the first hour \$20.00 for each additional hour.
- Birthday Parties
  - Rockreation offers a fun and unique environment for adult or kids parties and events. Our trained instructors provide a fun, exciting and unique place for kids to have their birthday party
  - Rates:
    - Pricing for a 5 person party/event is \$75 (1-5 climbers)
    - Pricing for a 10 person party/event is \$150 (6-10 climbers)
    - Pricing for a 15 person party/event is \$225 (11-15 climbers)

## Facilities

- Toprope Heaven
  - Our 25' tall toprope area features walls perfect for beginner climbers and kids, with enough difficult terrain to keep intermediate to advanced climbers happy as well. There are many routes of varying difficulty spread across approximately 20 rope lines, and an abundance of "filler" holds ensure anyone can make it up the walls.
- Challenging Boulder Area
  - Our bouldering area features 3 "rooms" with walls up to 12' tall containing terrain from slab to roof and everything in between. Our expert setters routinely make use of the unique angles to set varied and interesting problems of all grades, and we always maintain a high turnover of problems so things never get stale.
- Expansive Lead Area
  - Our 45' tall lead walls sport angles and routes for everyone, whether you love technical face climbing, thuggy overhanging routes, or just good ol' fashioned jug hauls. A lot of time and effort goes into ensuring that we have high quality and varied routes to suit everyone's needs, and you can leave your rope at home because we provide them for your use.

- Training Equipment
  - Our separate workout area contains all you need to round out your fitness, including weights, cardio machines, pull-up bar, hangboard, rings, kettlebells, and more.

## Rates

- Shoes: \$4.00
- Harness: \$3.00
- Belay Device (ATC): No-Charge
- Basic Rental Package (No Chalk): \$5.00
- One-Day Adult Visitor Pass: \$15.00
- One-Day Child Visitor Pass: \$10.00
- Individual Annual Membership: \$540.00
- Student / Junior Annual Membership: \$495.00
- Individual Monthly EFT: \$58.00
- Student Monthly EFT: \$55.00
- Junior Monthly EFT: \$45.00
- Family Monthly EFT: \$92.00

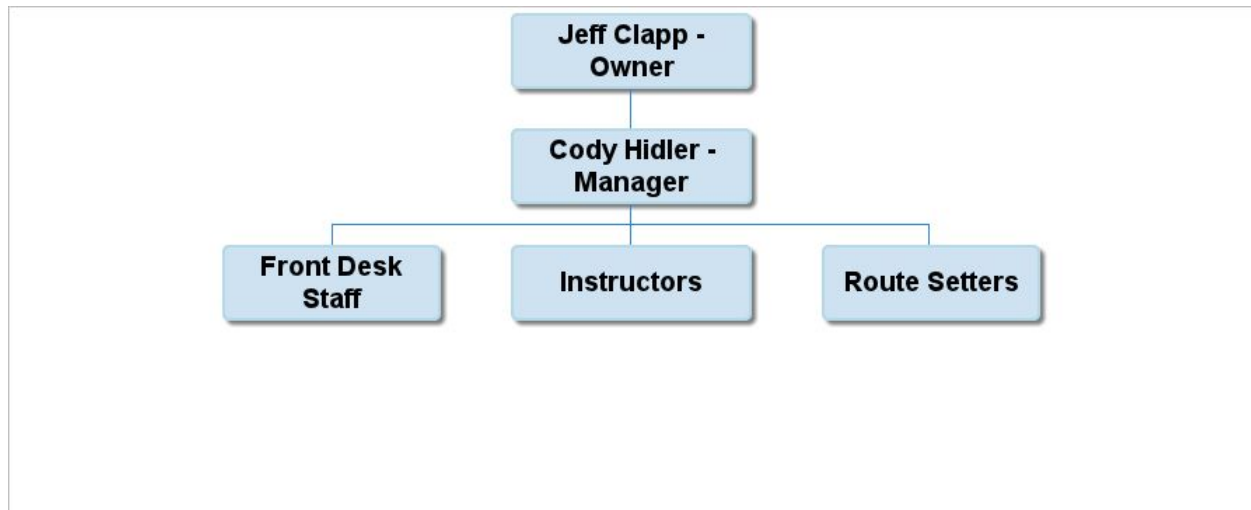
## Policies/Procedures

- Clientele understand that they must fill out the proper paperwork provided by Rockreation in order to freeze, unfreeze, change billing information, or cancel a membership.
- Clientele understand that memberships may not be frozen or cancelled retroactively.
- Clientele understand that memberships can only be frozen for up to three months.
- Clientele understand that they are responsible for any past due balances on their account.
- Clientele understand that no oral promises or statements are part of this contract.
- Clientele understand that they must fill out the proper paperwork provided by Rockreation in order to freeze or unfreeze a membership.
- Clientele may not lead climb or lead belay until they have become certified by a Rockreation staff member.

## Organizational Structure

Jeff Clapp is the owner and operator of Rockreation, and oversees all operations at the gym. Cody Hidler is the manager, who creates the week-to-week employee schedule, as well as oversees the route and boulder setting staff. Rockreation employs many employees that all complete different tasks. For example there is always an employee that works the desk and

answers phone calls. If there are any classes or programs, Rockreation provides one instructor for every five climbers to fit the climbers' needs. Rockreation also provides instructors that offer 1:1 instruction.



## Stakeholders

Rockreation Sport Climbing Centers is a privately held corporation. The majority shareholder is Jeff Clapp. Equity in the corporation has been issued to three investors.

## Historical Marketing Efforts

In the past, Rockreation has offered coupons to their gym on websites such as Groupon.com. They also use online mediums, such as their website and facebook page, to market. The Rockreation site, <http://rockreation-slc.com/>, lists their locations and prices, as well a lot of general climbing knowledge and tips. On their Facebook page, <https://www.facebook.com/pages/Rockreation-Climbing-Gym-SLC>, they announce when they are setting new bouldering problems and routes, and post links about competitions and foundations that they support. This facebook page helps them get their name out to a younger audience. Additionally, Rockreation has been the main indoor climbing facility that the University of Utah uses to teach their indoor climbing classes, most of which are taught by Rockreation employees. Rockreation offers students that take these University classes a discounted membership for the semester, which brings in many student climbers. They have also allowed groups, such as Mountain Education and Development and Splore to use their facilities in order to get their name out to the general public.

## Image

Whether you are brand new to the sport of climbing, or a well tested veteran, Rockreation Sport Climbing centers have something for you. We have some of the best designed climbing terrain for all ability levels, and activities for both kids and adults. Our helpful and friendly staff will teach beginners the ways of the walls in our Fight Gravity class series or swap training techniques and



beta on where to go for your next outdoor trip. So, if you are looking for a new, healthy activity and a great social scene, or you just want to train hard for outdoor climbing trips, Rockreation Sport Climbing Centers are your place to climb.

## Climate

### Industry Analysis

#### Industry Size

In 2013 the American climbing gym industry saw a 10% growth rate over the previous year, with a total of 28 new facilities opened.

#### Industry Trends

13 of 28 new climbing gyms in 2012 were bouldering-only facilities. Bouldering gyms are the new trend because they have the ability to fit into urban areas due to the fact that the gyms only require twenty-foot ceilings.

#### Industry Outlook

Over the last half century the US GDP average growth rate has been around 3%; for the third quarter of 2013 it reached 4.1%. Rock climbing gyms show a 10% growth rate showing that the climbing gym industry is strong and is growing at a sustainable rate.

#### Political

As climbing grows in popularity with it has come issues involving access to climbing walls and areas. With more climbing areas being shut down or becoming more restricted participants are looking for the next best option which for many is local indoor climbing gyms.

#### Economic

As the economy is slowly growing and recovering from the recent recession spending for outdoor recreation participants is being impacted. Outdoor Research reports state Thirty-five percent of outdoor participants are or have begun cutting back on non-essentials. While a small percentage of Americans report spending more on recreation or plan on spending more on recreation for next year.

#### Social/Cultural

Climbing as a recreational sport is increasing immensely in popularity. With 25% of participants became first time participants of climbing in 2012 according to outdoor foundation reports. This contributes to both Rockreation's walk-in customer base, as well its competitor's customer base.

#### Technological

Rockreation must buy/upgrade to new equipment in order to keep up with competitors as new technological advances are made. For example climbing draws that a climber clips the rope into

are getting lighter and stronger, while the ropes they are using are getting smaller, lighter and stronger.

## Environmental

The amount of business Rockreation gets fluctuates as the seasons change: more people decide to climb indoors in the winter and when the weather is bad, and less come in during the summer when the weather is warm. Members experience problems if they have a frozen membership and the weather is bad.

## Legal

Lawsuits are becoming more of a problem for climbing as more first time users participate in climbing without proper training or knowledge. Climbing gyms risk these lawsuits due to on site accidents and injuries, thus they have every customer sign a waiver releasing the gym from liability should the participant become injured while at the gym. Gyms are also starting to require first time participants to participate in short training seminars to help reduce and mitigate the risks participant are exposed to while at the climbing gym.

# Competitors

## Direct Competitors

Rockreation has two direct competitors in the Salt Lake Valley. They are Momentum Climbing Gym and The Front Climbing Club.

### What do they offer?

Momentum and The Front both offer yoga, weight rooms, bouldering, climbing classes, and gear rental. While the Momentum has a slight advantage over The Front by offering crack climbing, lead climbing, and top-roping.

### What do they charge?

Each gym offers a day pass for youth and adult climbers alike. Their prices are listed in the table on the right.

Membership prices for each gym vary and are sorted into two following categories

“Month-to-Month” and Prepaid which are again broken up into categories: Individual, Student, Couples, and Families.

Day Pass		
	Adult	Child
Rockreation	\$15.00	\$10.00
The Front	\$17.00	\$10.00
Momentum	\$16.00	\$10.00

Month-to-Month Memberships					1 Month Prepaid Membership			
	Individual	Student	Couples	Families	Individual	Student	Couples	Families
<b>Rockreation</b>	\$45.00	\$42.00	NA	\$75.00**	\$58.00	\$55.00	NA	\$92.00***
Enrollment Fee	\$39.00	\$0.00	-	\$39.00	-	-	-	-
<b>The Front</b>	\$50.00	\$45.00	\$79.00	\$79.00*	\$79.00	\$70.00	\$119.00	\$119.00*
Enrollment Fee	\$59.00	\$39.00	\$69.00	\$69.00	-	-	-	-
<b>Momentum</b>	\$59.00	\$59.00	\$89.00	\$109.00	\$79.00	\$79.00	\$119.00	\$139.00
Enrollment Fee	\$59.00	\$39.00	\$69.00	\$79.00	-	-	-	-
Enrollment Fee is a one time charge due at purchase of membership								
* \$15.00 Each additional person after two								
** \$17.00 Each additional person after two								
*** \$19.00 Each additional person after two								

### When are they open?

Rockreation	The Front	Momentum
Monday & Wednesday: 10am - 10pm	Monday - Friday: 7am - 11pm	Monday - Thursday: 7am - 11pm
Tuesday & Thursday: 6am - 10pm	Saturday - Sunday: 10am - 10pm	Friday: 6am - 11pm
Friday: Noon - 10pm		Saturday: 10am - 11pm
Saturday: 10am - 8pm		Sunday: 10am - 6pm
Sunday: 10am - 6pm		

### Whom do they serve?

Rockreation's direct competitors serve people of all ages. There are birthday parties and youth climbing camps/teams for kids. They serve people that seek fitness for the fitness facilities and professional and recreational climbers.

### Indirect Competitors

Indirect competitors are gyms such as Planet Fitness, Gold's Gym, Sports Mall, and Holladay Lions Recreation Center. Yoga companies are other indirect competitors, these include Corepower Yoga, Prana Yoga, The Yoga Center and Bikram Yoga.

## Consumers

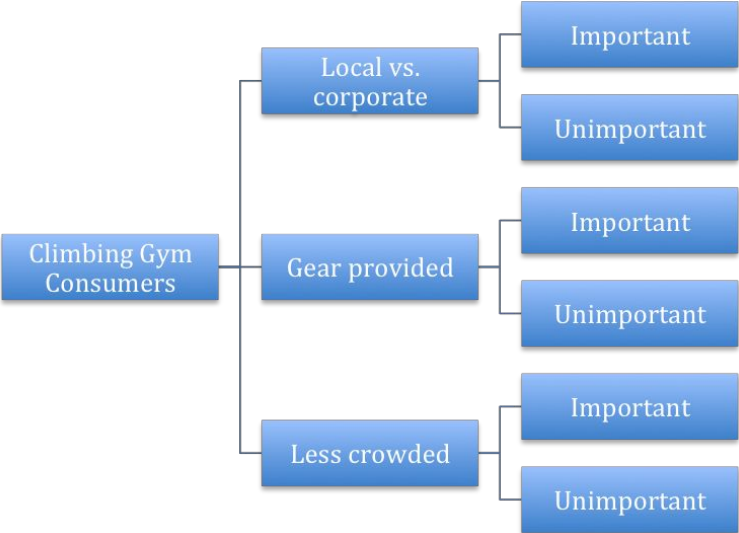
### SWOT Analysis:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Provides ropes for lead climbing</li> <li>• Modeled after local climbing areas</li> <li>• Textured walls</li> <li>• Summer camps</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Rockreation is a smaller gym, there is less bouldering, lead climbing, top roping, and gym facilities to offer consumers</li> </ul>
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<ul style="list-style-type: none"> <li>• Strong community</li> </ul>	<ul style="list-style-type: none"> <li>• Smaller customer base</li> <li>• Age of gym</li> <li>• Wall design</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Expansion</li> <li>• More Class options for members and non-members</li> <li>• Update equipment</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Expansion of larger gyms</li> <li>• Introduction of new gyms</li> <li>• Rise in operating costs</li> <li>• Climbing becoming more of a social status in a younger generation that will lead them to a more popular gym</li> </ul>

**Segment**

- Segmentation approach: Psychographics.
- We chose the psychographics segmentation approach because the consumer market for climbing gyms have different values and interests in which they are looking for in a climbing gym. Some want it smaller and prefer local, and some want it larger and more corporate.



## Target

- Segment evaluation

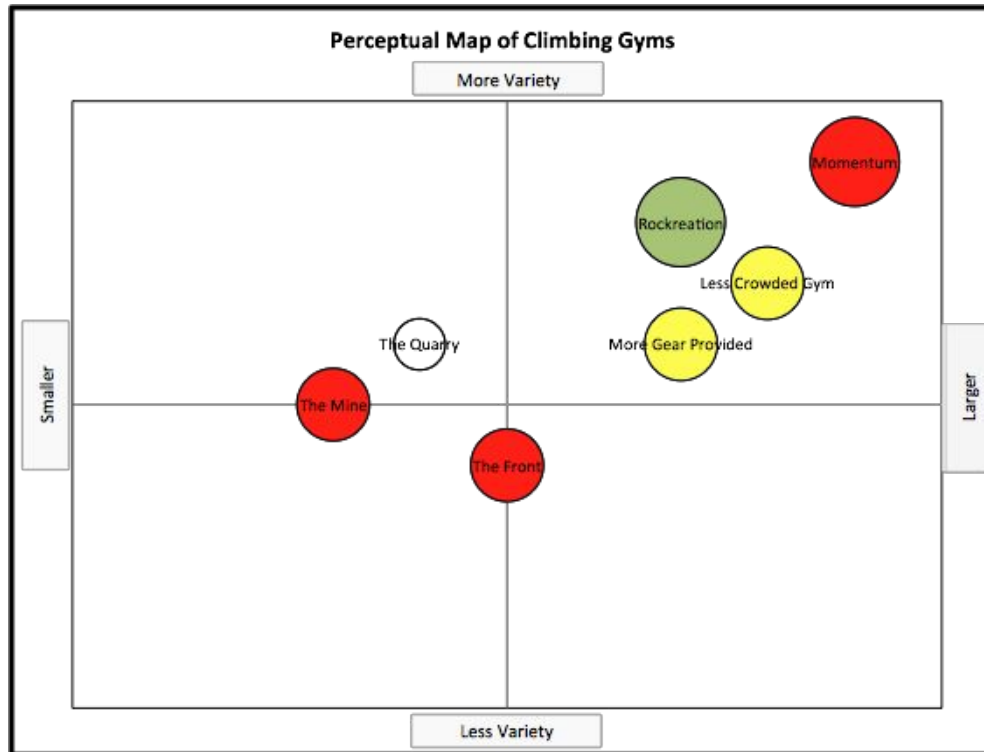
	Consumers want a less crowded gym	Consumers want more gear provided	Consumers want a more local gym	Consumers want a more corporate gym
Segment size	Moderate	Moderate	Moderate	Moderate
Segment Growth	Increasing	Increasing	Increasing	Increasing
Profit Margins	Moderate	Higher profit	Higher profit	Less profit
Competitors	Competitors are not as dominant. They have bigger gyms and offer more facilities which attracts more people	Competitors aren't as dominant. Must bring your own rope in order to lead climb at Momentum	Competitors are not as dominant. Since the gyms are larger they attract people from all over instead of locals.	Competitors are very dominant.
Distribution channels	Meets preference	Meets preference	Meets preference	Does not meet preference
Role of Brand	Gym reputation could be leveraged into the new target market	Gym reputation could be leveraged into the new target market	Gym reputation could be leveraged into the new target market	If the gym is more corporate, the reputation is very important
Strategy/Goals	Gym reputation aligns to strategy. Growth goals	Gym reputation aligns to strategy. Growth goals	Gym reputation aligns to strategy. Growth goals	Doesn't fit in with reputation of Rockcreation as much
Resources	Offer good resources	Offer good resources	Offer good resources	Not very many resources.

- Primary Target: Consumers want more gear provided for them.

- Secondary Target: Consumers want a gym that is less crowded.
- The two target markets were selected because Rockreation offers better selections to the consumers in these markets than other competitors do. Rockreation provides ropes for lead climbing so climbers do not have to wear down their own rope. Since Rockreation is a smaller less prominent gym, the locals will go to that gym more than non locals which would lean towards a gym that offers more facilities.
- SWOT

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>• Rockreation is less crowded because it is smaller, so non locals will go to a gym that offers more facilities Rockreation offers ropes for lead climbing</li> </ul>	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Because Rockreation offers more gear, such as ropes, it is more expensive for the gym to provide the gear</li> </ul>
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Rockreation could expand which would pull more people and still keep it less crowded</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Expansion of other gyms will make those gyms less crowded</li> <li>• Competitors provide ropes for lead climbing</li> </ul>

## Position



## Positioning Statement

Rockreation is a rock climbing gym that offers indoor lead climbing, top rope climbing, bouldering and fitness in the Holladay area of Salt Lake City. We are the only such climbing gym in town that provides lead ropes for use on a rock wall mimicked after local climbing areas.

## Marketing Objectives

- Expand Rockreations customer base. To expand Rockreations customer base Rockreation plans on expanding itself. By September 2016 Rockreation will add an additional 3,500 sq. ft. of climbing by expanding its current Salt Lake City gym into the parking lot. This will increase the gyms size with an additional 50% of climbing area. To celebrate the addition to the climbing gym in doing so Rockreation will offer a pro-rated discount for the first 150 memberships that are sold.
- Increase customer satisfaction while at gym. To achieve this Rockreation will replace their old walls with new state of the art walls designed and built by Walltopia by October of 2014. Along with the additional 3,500 sq. ft. of wall being built by 2016.
- Make Rockreation more competitive in the climbing gym industry. Along with the above mentioned, Starting in June 2014 Rockreation will hire 2 yoga instructors and begin

offering yoga on Tuesday and Thursday nights between the hours of 6 - 9 pm. Classes will be free for all members while non-members will be charged 10 dollars. Attendance will be measured along with a brief questionnaire so scheduling can be adjusted to best meet the needs of our consumers.

## **Product**

We are expanding both the premises and services of Rockreation in order to move out of the decline stage of the product life cycle back into the early maturity stage. Historically members have left the gym for a newer safer feeling gym along with the services and programs they offer. By making these improvements, Rockreation's product (indoor climbing) will be more competitive with other climbing gyms in the area because it will have the feel of a newer gym, along with programs new gyms offer, yet maintain the same sense of local community as it has historically held.

## **Price**

Rockreation will be increasing the prices of all the annual, monthly, and day passes by 10% (roughly a \$1.50 increase for day passes, \$4.50 increase for monthly passes and a \$59.50 increase on annual passes). These price increases will be minimal to the customers, yet will enable Rockreation to stay open during and after all the new gym improvements. This will be a form of competitor-based pricing and bring Rockreation prices closer in comparison to its competitors. because Rockreation is smaller than Momentum our pricing strategy is to be lower than Momentum but higher than The Front which does not offer lead climbing.

## **Place**

Instead of relocating, Rockreation is expanding in order to maintain its familiar, local vibe. By staying at its current location Black Diamond Equipment can continue product testing at Rockreation. In addition to Black Diamond product testing, not relocating is a plus to our current consumers who will not have to adjust their daily lives to navigate their way to a new gym.

## **Who are the current consumers?**

- People that are in the age range of 16 - 50
- While at Rockreation the consumer participates in a variety of activities.
- Customers are generally happy with their experience at Rockreation.



## Promotional Plan

### Promotional Strategy #1 - Clinic Flyer

Rockreation is offering basic climbing technique lessons in the fight gravity courses to get customers ready for the outdoor climbing season.



**Free for Rockreation Members**  
**Nonmembers: \$15**



#### **Rockreation**

**2074 E 3900 S, Holladay, UT  
84124**

**Arrive early as to fill out a waiver  
and get place into the various  
clinics. Anyone under 18 must have  
a parent or legal guardian present.**

### Promotional Strategy #2 - Coupon

Rockreation is offering a “buy one, get one free” day pass coupon on the Groupon.com web site in order to get new climbers to come in to the gym.



### Promotional Strategy #3 - Selling Rockreation gear

Rockreation will sell Rockreation-branded gear to customers. This will include t-shirts, tank tops, chalk bags, and hats. This will promote the company as well as bring in revenue from the products sold. Prices will be as follows:

- T-shirts: \$20.00 each
- Tank tops: \$20.00 each
- Chalk bags: \$25.00 each
- Hats: \$10.00 each
- Package deal- choice of T-shirt or tank top and a chalk bag: \$40.00

### Promotional Strategy #4 - Sponsored Events

Rockreation will sponsor climbing events put on by groups such as Salt Lake Climbers Alliance and the American Alpine Club. These events will feature a Rockreation booth where employees give out informational flyers and Rockreation-branded water bottles. This will increase Rockreation’s customer base by familiarizing climbers with the gym.

### Promotional Strategy #5 - Outdoor Classes

Rockreation will offer classes in order to teach indoor climbers how to transition to outdoor climbing. These classes will teach the techniques, ethics, and unspoken

rules of outdoor climbing, as well as give participants hands-on experience on real rock. These classes will be held once per week, weather permitting, and will cost \$45.00 for a one-hour session.

### **Evaluating Marketing Success**

Rockreation will evaluate the success of their marketing efforts by keeping track of yearly net profits and then determining the incremental sales. This will determine how much more they made from the promotions they ran. Rockreation will keep track of coupons redeemed and determine the total cost per redemption. Then, the percentage of sales from the coupons will be determined. The marketing metrics they will use to calculate this will be:

- Net Profit: revenues - expenses
- Incremental Sales: total revenue - baseline sales
- Cost Per Redemption: coupon face amount + redemption charges
- Percent Sales From Coupons: sales from coupons / revenue

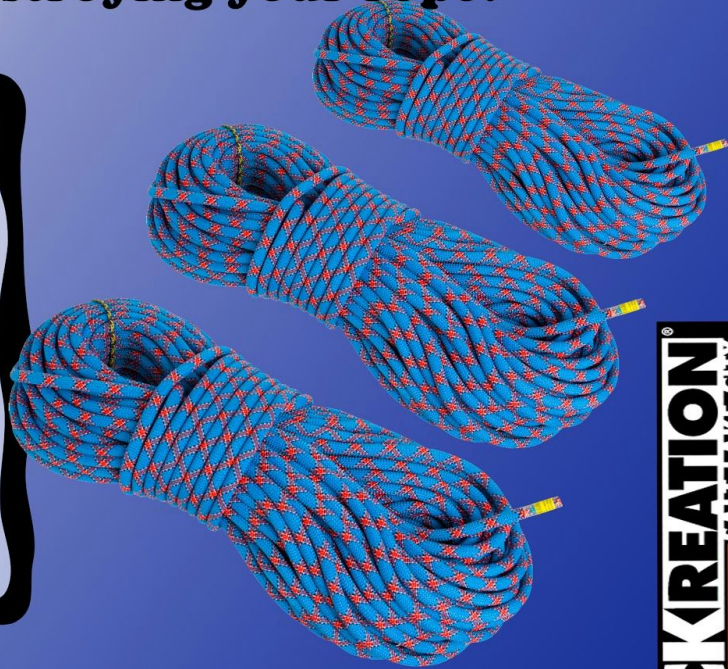
# Love Climbing

but hate destroying your rope?

**Located at:**  
**2074 East 3900 South**  
**Salt Lake City, Utah**

**Hours**

**Mon & Wed: 10am - 10pm**  
**Tues & Thurs: 6am - 10 pm**  
**Friday: 12pm - 10pm**  
**Saturday: 10am - 8pm**  
**Sunday: 10am - 6pm**



**Try Rockreation we provide  
rope so you don't have to**

**ROCKREATION®**  
SALT LAKE CITY



A photograph of a person climbing a rock face, viewed from behind. The person is wearing a climbing harness and is reaching up with their right arm. The background is a textured, light-colored rock surface. The entire image is framed by a dashed orange border.

## WANT TO GET STRONG?

Do you want to send like Sharma, but don't have the strength yet? Do you find yourself getting pumped en route? Are you looking for a place to climb, no matter the weather or conditions outside?

We'll look no further!

Rockreation climbing gym has everything you're looking for and more!

- 25-foot top rope area
- 45-foot lead climbing walls
- Bouldering cave
- Training area and equipment

With all these facilities at your disposal, Rockreation has everything you need in order to get strong.

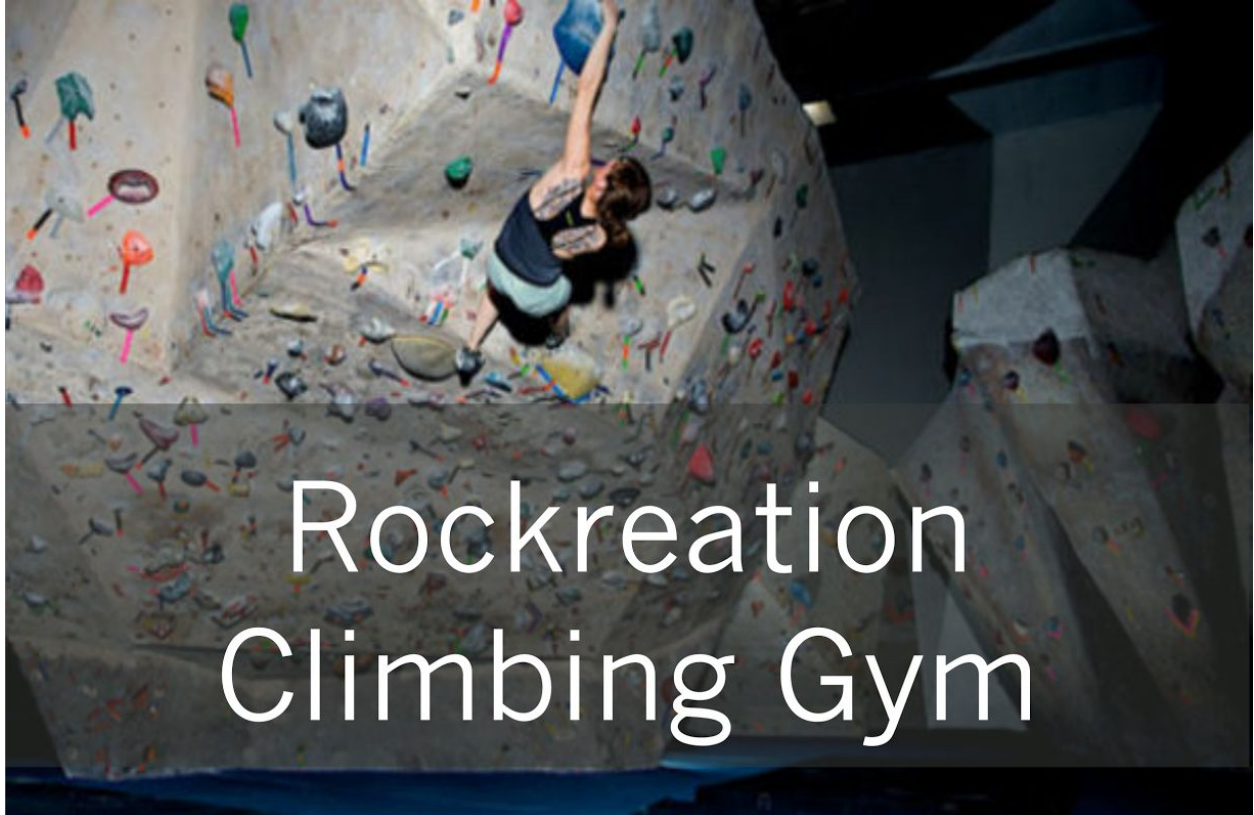
Our setters are experienced climbers that understand how important it is to have climbs that are challenging, realistic and fun. So, whether you're sending V15's or just projecting 10a's, Rockreation has something for **you!**

### **Rockreation Climbing Gym**

**2074 E. 3900 S.**

**Salt Lake City, Utah 84124**

**(801) 278-7473**



# Rockreation Climbing Gym

## Because locals have more fun...

Whether you are brand new to the sport of climbing, or a well-tested veteran, Rockreation Sport Climbing centers have something for you. We have some of the best-designed climbing terrain for all ability levels. We mimic our climbing after the local outdoor crags to improve your skills inside and outside of the gym as well as provide the local feel to our gym.

Rockreation is where the locals climb.

 **ROCKREATION**

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