FEASIBILITY STUDY FOR THE PROPOSED
BANGKOK SPORTS AND
LEISURE CENTER

BY

MR. PUUBETH TAWORNTAWAT

AN INDEPENDENT STUDY SUBMITTED IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF SCIENCE
SERVICE INNOVATION
COLLEGE OF INNOVATION
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2016
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INDEPENDENT STUDY

BY

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ENTITLED

FEASIBILITY STUDY FOR THE PROPOSED BANGKOK SPORTS AND LEISURE CENTER

was approved as partial fulfillment of the requirements for
the degree of Master of Science

on June 1, 2017

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ABSTRACT

The main purpose of this study is to develop a feasibility analysis for the proposed sports and leisure center called Bangkok Sports and Leisure Center (BSLC). With significant evidence on the need to have a sports and leisure center in Bangkok, the researcher found out that there are significant changes in the trends of people in Thailand, especially how they spend their free time. Particularly, it is evident that many of the residents and visitors in Bangkok are visiting facilities that offer a wide range of activities such as cinemas, amusement parks, shopping, casinos and other games such as video games. However, not all of these activities is meant to satisfy the customers who are may be or are sportsmen and women, and the available sports clubs are either inaccessible to many of them or do not offer many of the leisure activities such as indoor games and didn’t create any feeling for an updated social trend sports complex. Finding the right strategy for the real-estate business, BSLC, is the key to make a one-stop place for sport enthusiasts. In order to address this, the research was based on the objectives such as: to find out the market characteristics in sports and leisure businesses; to determine the trends of customers and landlords in the crowded Bangkok CBD, and how they affect the sports and leisure businesses and to develop a feasibility study for the Bangkok Sports and Leisure Center.
The research was conducted within three main areas. First, the researcher analyzed the sports and leisure industry in Thailand specifically in Bangkok by understanding the market behavior and current trends in real estate businesses where the landlords are involved. Secondly, the researcher analyzed strategies that are important when starting a new business. This involved understanding of the SWOT analysis based on the Blue Ocean Business Strategy Canvas. Finally, a qualitative research was conducted to find out the actual situation on the ground through observation and in-depth interviews where observations were particularly made during the interviews and through visiting various sports clubs and leisure facilities in Bangkok. Interviews were conducted based on the most effective and efficient procedures for the project, such as face-to-face interviews and telephones interviews. 10 questions were designed for industry business owners and industry expert respondents; 3 questions for the industry landlords; 8 questions for industry customers and potential customers; and 2 questions for the industry Government representatives. The interviews took approximately 15 to 20 minutes.

Key Findings

From the findings obtained in this study, it was evident that Bangkok has good opportunities for starting a sport and leisure complex because of its large youthful population, with most of the residents being sports enthusiasts. Among the most common sporting activities within Bangkok city include Thai boxing, Pilates, and yoga as part of Thai tradition. Primary and secondary purpose-based real-estate strategy (PSPRS) is preferred by majority of sport enthusiasts as it may create a one-stop place for leisure and sports activities, and hence lead to saving of time. However successful sports and leisure center in Bangkok necessitates the availability of multiple services for clients with different sporting needs. Nonetheless, establishing a sport and leisure complex in the CBD of Bangkok such as Phatumwan, Ratchada, Thonglor, Silom and Satorn was found to be affected by a number of challenges including limited space availability and heavy traffic snarls. Opting for small spaces from other property owners in CBD was also faced with challenges since the only available spaces were far from public transport terminals, and this was felt to be an unviable positioning of the planned sport and leisure complex. Reinforced by the heavy rental costs from other property owners who were considered to be the next option, the feasibility of starting up a sports...
and leisure complex was found to be low. As a result, though starting a sport and leisure complex was found out to be a unique way of ‘value offering’ in the sports and leisure industry, it was found to be difficult to execute, since challenges related to space availability and traffic jams into the Bangkok CBD would limit its success.

**Keywords:** Bangkok Sport and Leisure Complex, Blue Ocean Business Strategy Canvas, SWOT Analysis, Bangkok CBD
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TABLE OF CONTENTS

ABSTRACT .................................................. (1)

ACKNOWLEDGEMENTS ................................ (4)

TABLE OF CONTENTS ................................ (5)

LIST OF FIGURES ....................................... (8)

LIST OF ABBREVIATIONS ............................. (9)

CHAPTER 1 INTRODUCTION ......................... 1

1.1 Background Statement ............................. 1

1.1.1. The Inspiration to Starting a Sports and Leisure Center in Bangkok .......................... 1

1.2 Research Aim and Objectives .................... 4

1.3 Research Questions ................................. 4

1.4 Problem Statement ................................. 5

1.4.1 Using Sports and Leisure Facilities in Bangkok and the Red Ocean Strategy ............ 5

1.4.2 The Needs of the Customers who Love Sports in Thailand ................................. 6

1.5 Research Limitations ............................... 6

CHAPTER 2 REVIEW OF LITERATURE ............ 8

2.1 The Strategy Canvas ............................... 8

2.2 SWOT Analysis .................................... 13

2.3 Marketing ............................................ 14

2.3.1 Marketing Mix .................................. 14

2.4 Operations .......................................... 15

2.4.1 Business Innovation ......................... 15

2.4.1 Technology ..................................... 16
2.5 Finance

2.5.1 Risk Management

2.5.2 Break-Even Point

2.6 Introduction to Real-Estate Business

2.7 Consumer Influence on Sports and Leisure Centers

2.8 Future Trends of Real Estate Development (Developing Sports and Leisure Centers)

2.9 The Conceptual Framework

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Research Methodology

3.2 Research Coordination Schema

3.3 Research Coordination Schema

3.3.1 Target Population

3.2.2 Data Collection

3.4 Data Analysis

CHAPTER 4 RESULTS AND DISCUSSION

4.1 Market Characteristics from Real Estate Perspective on Sports and Leisure Facilities in Bangkok

4.2 Customer Trends and Behaviours that Affect the Sport and Leisure Activities in Bangkok

4.3 The various trends of the landlords, their requirements, and behaviors that affect the sporting business services in Bangkok

4.4 Opportunities and Threats of Starting a Sports and Leisure Centre in Bangkok CBD

4.5 Feasibility of Starting Sports and Leisure Business in Bangkok

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary and Conclusions
### LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figures</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1: Main areas to look at based on the Blue Ocean Strategy Canvas</td>
<td>9</td>
</tr>
<tr>
<td>Figure 2.2: The four action framework addressing how to make standard feasibility study</td>
<td>10</td>
</tr>
<tr>
<td>Figure 2.3: The Blue Ocean Strategy Canvas Model</td>
<td>13</td>
</tr>
<tr>
<td>Figure 2.4: The Conceptual Framework</td>
<td>23</td>
</tr>
<tr>
<td>Figure 3.1: The Research Process</td>
<td>25</td>
</tr>
</tbody>
</table>
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Symbols/Abbreviations</th>
<th>Terms</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMA</td>
<td>Bangkok Metropolitan Authority</td>
</tr>
<tr>
<td>BSLC</td>
<td>Bangkok Sport and Leisure Center</td>
</tr>
<tr>
<td>PWC</td>
<td>Price Water Coopers</td>
</tr>
<tr>
<td>BOS</td>
<td>Blue Ocean Strategy</td>
</tr>
<tr>
<td>ROS</td>
<td>Red Ocean Strategy</td>
</tr>
</tbody>
</table>
CHAPTER 1
INTRODUCTION

1.1 Background Statement

1.1.1. The Inspiration to Starting a Sports and Leisure Center in Bangkok

Research has shown that leisure activities and sports go hand-in-hand (Tyler, 2011, p 2-5). This is evidenced during certain occasions in Thailand such as the Christmass Day, New Year Day, KhaoPansa Day, the Chinese New Year or even the Song Kran Festival, the Thai people are found to flock in different sports centers, clubs and shopping malls to do various activities such as relaxing, reading books in libraries, play different indoor and outdoor games, do general shopping, having picnics with their families or loved ones amongst other leisure and sports activities (PWC, 2015). This is seen for both locals and tourists within Thailand. In fact, the researcher is one such individual who loves and is specialized in sporting events and loves to do these activities while in the company of these special persons and family. Most of the leisure centers across the world offer grounds for indoor games such as Tennis, Boxing, Basketball, Yoga and many others besides the outdoor games such as Golf, Cycling, Video Games and other Casino games (PWC, 2014).

More so, most of these sport centers usually have a history of being used for other activities like shopping, watching movies at cinema centers and many other activities that can be done by sports lovers and other customers (Tyler, 2011). However, being in Bangkok, the researcher has noted the need to open a sports and leisure center where such kinds of activities can be found and done by sports enthusiasts. The researcher has particularly noted that the existing sports centers are not giving all the customers the opportunity to do many of these activities from these places. The most available leisure centers seem to offer membership platforms for their customers and that many of them are not offering ground for many activities besides sports, pubs and restaurants for specific people (Tyler, 2011, p 3-6). Essentially, accessibility to these clubs is not favoring all the sports enthusiasts in the country. The available leisure
centers in Bangkok usually operate in specialized forms such as the shopping malls are places to shop, watch movies and other non-sporting activities.

Other centers are only meant for those who love ice skating, yoga, amusement parks or just a few mixed activities. While the hotels and motels are cheaper compared to many places around the world, they only attract a small portion of sports enthusiasts as a majority of them have not invested much on sports and leisure activities. This could be used to market the centers as not many Thai people play sports. Many people in Thailand are now shifting to specialty exercises like yoga and Pilates, which are now offered within Bangkok City center. This shows there is a need to open a sports and leisure center in Bangkok, and resulting in the idea to start a sports and leisure center in Bangkok for the potential market.

With this idea in mind, the researcher is thinking of coming up with a sports and leisure center where people could hang out for leisure, while at the same time engage into sporting activities. Essentially, a center where a center where players get to meet and play different games, do exercises and also have fun and other leisure activities is the essence of the business idea presented in this business plan. Hence, the business idea is to develop particularly a one-stop-shop for players and sports enthusiasts. In addition to this, the researcher’s idea is based on a vision to develop a complex that matches with the target market within Bangkok. The complex shall have the following characteristic: luxurious, modern, high-tech, sociable, and celebrated complex. It would not only enable people to go shopping for all the products and services they need, but also a place for the sports oriented people to meet and play different indoor games while interacting in flexible sports and avoiding the distractions from the heavy traffic and congestion problems that are prevalent within the city center.

The researcher is experienced in ‘primary and secondary purpose-based real-estate strategy’ (PSPRS), and intends to collect the various real estate models from different areas that would be effective when establishing a unique sports and leisure complex/center in Bangkok. As the researcher found out, the Thai people, specifically those in Bangkok, play fewer sports as they are unable to match with the current social context that includes the trends, luxury, and hi-so, hi-tech, favorable and celebrated systems. With all of these aspects, the business venue size is estimated to be around 12,000 square meters; this is estimated by comparing to the one of the successful
community malls, K-Village, its venue size is 17,045sq.m. While this can be disputed, the researcher found out that very few activities are inclined towards using technical systems as seen in centers in Bangkok City, sports centers, and shopping malls. The sport centers in most of the malls charge quite expensively for latest technologies and with the current state of the economic systems, the Baht affected, there is a low visitation by many sport enthusiasts. With this, the researcher concluded that price could be the reason as to why few people in Bangkok go to shopping malls with updated technologies. From the researcher’s analysis, adopting favorable prices could attract more people, especially the specialty exercises such as yoga or Pilates. As a result, the decision to come up with a place to hang out while playing the indoor sports that he intends to develop in the system was made.

In view of the idea to start or develop the sports and leisure center in a busy and saturated Bangkok, researchers like PWC (2014) and Tyler (2011) assert that a sports and leisure plan should address the landlords’ and consumers’ needs; while adhering to the regulations as put in place by the authorities. For instance, starting a sports and leisure center in the CBD requires one to look at the methods of paying rent, the costs of reconstructing the available space, transport and the trends of exploitation seen in the Thai real estate systems (PWC, 2014, p 36).

With this in mind, the researcher made an effort to look into various business models addressing the real estate business industry in terms of the conditions to operate, manage, rent or lease a building that would be used for this business. Particularly, much of the focus when selecting a sports and leisure center was given on Bangkok City. From the various informal inquiry: the researcher found out that landlords in a saturated city such as Bangkok seem to be exploitative as there is a shrouded legality in the decay of the real estate systems in the inner city systems (PWC, 2014, p 36-39). More so, agreements to lease such a property are important as they address the timelines of occupancy, what is taxed on the landlords, what is found on the premises and what alterations or improvements are required (PWC, 2014, p 80-84). Many of these landlords are represented by agents and, therefore, the researcher found that many of the available business owners pay agency fees to these people. This was important to the idea as it would help in the negotiation of rents in the city.
These preliminary findings were significant in the decision to develop the idea and the inspiration for the development of the sports and leisure complex. This center will be meant to address the sporting needs of customers besides offering a new concept that will allow the customers to shop, eat, drink, socialize and do other leisure activities within one given space. With the use of PSPRS, the researcher came up with the idea to start the Bangkok Sports and Leisure Center, an all-inclusive sports complex in a rental area in the city. This would include the landlord of the facility to be used for the center.

1.2 Research Aim and Objectives

This study aims to evaluate the potential of starting up a sports and leisure center at Bangkok City by studying potential customers, landlords and entrepreneurs in the real estate business to establish a feasibility study for the proposed center.

The key objectives of the study will be:

a) To identify the market characteristics from a real estate perspective that concerns a sports and leisure facility.
b) To determine the various trends of the customers and their behaviors that affect the real estate business services, and specifically those sports-loving customers, in Bangkok
c) To determine the various trends of the landlords, their requirements and their behaviors that affect the real estate business services in Bangkok
d) To establish the various opportunities to use to start a sports and leisure center in Bangkok

1.3 Research Questions

Based on these objectives, the research questions developed include:

a) What are the various characteristics of sports and leisure facilities in Bangkok?
b) What are the different behaviors and trends by the landlords and customers that affect real estate business services in Bangkok?
c) What are the opportunities in Bangkok that could be used to start a sports and leisure center?
1.4 Problem Statement

1.4.1 Using Sports and Leisure Facilities in Bangkok and the Red Ocean Strategy

While the research on the market trends in Bangkok sports industry shows that the potential customers are changing in their behaviors and how they have the day to day leisure while visiting the different sports facilities in Thailand, it is however evident that the majority of the already available sports facilities in the country are swayed towards the red ocean strategy (ROS). Using the ROS, the boundaries of the industry are mainly defined and much more, accepted by the businesses by using the already existing competition rules in the market (Kim & Mauborgne, 2005). In other words, the ROS mainly presents the use of rules that are already known to the business systems (Kim & Mauborgne, 2005).

Additionally, by using the ROS, business entities try as much to outperform each other through expanding their marketshare and gaining huge profits (Kim & Mauborgne, 2005). For example the British Club that targets foreigners and non-Thai nationals faces direct competition from the Private Sports Club that uses private invitation or membership pricing procedures that makes it unreachable by others. This shows that while these centers offer other additional offers like pubs and restaurants, they seem to target different sets of customers or unique sets of customers. This shows that these centers have already used the existing strategies that have made the marketplace not only crowded, but also reduced the avenues and prospects for growth and more importantly, making significant profits (Kim & Mauborgne, 2005). The marketing strategies employed by these sport centers might be trying to get to specific customers, having to reduce prices or having strategies that are inclined towards outdoing each other. This creates a negative space for the new business entities to meet the much-needed growth and profits (Kim & Mauborgne, 2005). In such cases, business practitioners trying to get into the market must develop new and unique strategies that will be used not only to obtain new customers but also develop new procedures that will not be easily used by the existing competitors in the sports and leisure industry.
1.4.2 The Needs of the Customers who Love Sports in Thailand

The researcher, as earlier stated, is fond and experienced in PSPRS lifestyle and particularly, as a sports enthusiast. However, most of the centers they have visited in Bangkok seem not to have the facilities that encourage sports loving players to engage in sports, while having other leisure activities combined. In addition to this, the available sports clubs in the city and Thailand have only a handful of these facilities as most of them have membership systems that allow a few individuals to access the sporting facilities. This not only makes these centers unreachable, but also unsatisfactory to many potential customers who would like to meet and play their favorite sports while getting access to all leisure requirements they need. For instance, the researcher has found out that while in such clubs and centers, the other activities that are involved in leisure, such as watching movies, watching others play sports and shop. In fact, most of these clubs only have restaurants and pubs. Therefore, the researcher would like to start a sports and leisure center to operate in Bangkok. This facility would be a one-stop center for particularly the sports-loving customers in the City.

1.5 Research Limitations

This dissertation was written based on the blue ocean strategy (BOS) framework and incorporated primary and secondary purpose-based strategy real-estate (PSPRS) into its core functions and design and further demonstrated its strengths, weaknesses, opportunities and threats (SWOT) analysis to demonstrate how BSLC would be feasible in terms of its ‘ideas’ or main mechanisms and that demonstrated whether it could drive the complex successfully or not. It is seen that most of the mechanisms used lean towards the marketing side of the business. This feasibility study may be seen as informal compared to other feasibility studies, because in-depth studies in aspects such as, conceptual framework’s implementation plans, marketing research, financial analysis, and operational analysis are not included in this paper. This is so due to some limitations that the researcher has which led this research to only conclude in BSLC’s feasibility mainly in its ideas and main strategies.

This paper will be presenting the feasibility studies in BSLC’s general aspects including; conceptual framework; financial, operational, and marketing, but mainly
detailed to its marketing aspect to be able to come to the understanding of the overall picture of the feasibility in BSLC’s ideas and strategies. The information in this paper is about identifying the particular steps involving in developing the ideas generated in innovative and perfectly made feasibility study for the Bangkok Sports and Leisure Center. However, time constraint is considered to be one of the key challenges and limitations that the researcher faced in this study.
CHAPTER 2
REVIEW OF LITERATURE

Operating a sports and leisure business services with an aim of offering wide range of customer services, while also meeting the requirements of the landlords, is an uphill task for many new business owners. Many of the existing facilities in Bangkok and many major cities around the world have sought to use the most common and less concrete strategies to compete in the market. Most of these strategies have been based on targeting particular niche customers such as those of higher social class than many people through the use of procedures such as membership or invitation only. In fact, many of these sports clubs are not within the central business district and do not offer that effect of having a sporty and recreational environment. In addition to this, while the main objective of the researcher in opening a complex of such type is to meet the interests of the customers, many have to address the requirements of the landlords, regulatory bodies, financial systems and other external factors that make such a venture posit a limited arena for competitiveness or profitability in that matter. These challenges include attracting new clients, meeting the corporate requirements of landlords, and differentiating themselves from the competitors. Therefore, this independent study seeks to design the feasibility plan on the blue ocean model to start a sports and leisure center to achieve the main business aim.

2.1 The Strategy Canvas

The blue ocean strategy is particularly important when addressing the challenges that companies face by creating uncontested market space and change the focus from the current competition through the creation of innovative value and demand (Kim & Mauborgne, 2005). In order to develop a feasibility study, the researcher intends to consider the overall factors when seeking to create a unique plan based on the blue ocean strategy.

The strategy particularly looks at how a company can create and enter new markets in a saturated business environment. Perhaps this is through the creation of uncontested market space, making the competition irrelevant, create or make new demands, break the value of the costs of the break-off and align the whole system of
the company’s activities in pursuit of lower costs and differentiation (Kim & Mauborgne, 2005). These factors are presented in the figure 2.1 below.

<table>
<thead>
<tr>
<th>The main areas to consider when creating a new business model based on the Blue Ocean Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating uncontested market space</td>
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<td>Making competition irrelevant</td>
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<tr>
<td>Creating or Make new demand</td>
</tr>
<tr>
<td>Break the value/ cost break off</td>
</tr>
<tr>
<td>Align the whole system of a company's activities in pursuit of lower costs and differentiation</td>
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Figure 2.1: Main areas to look at based on the Blue Ocean Strategy Canvas

Particularly, the blue ocean strategy canvas addresses the factors to consider when creating a business that is enabling value innovation. This creates a need to design a business model by presenting an analytic system that will help the researcher to find out the most important areas to consider when starting the new business in a competitive yet saturate environment (Kim & Mauborgne, 2005). In addition to this, in order to meet such goals, the authors assert that the blue oceans strategy canvas is based on another analytic tool that addresses the most important framework that is represented through elimination, raising, reducing or raising certain characteristics of business standards as they are seen in the market. For instance, by looking at the negative aspects and the positive aspects in the business environment. Kim and Mauborgne present that this is done by eliminating any negative characteristics for growth, reducing those characteristics that are below the standards of the market, raising those characteristics that could be used to build a new and unique strategy and create new characteristics that have never been offered in the market (Kim & Mauborgne, 2005). Such actions on these characteristics are identified as the four-actions. They are represented in a four action framework.
It is therefore important to analyze each of these characteristics in the market in order to create a new strategy that shows value innovation. The results of these four actions in the framework help in presenting a new value curve. This shows how value innovation is achieved in a blue ocean strategy canvas. The four-action framework is presented in figure 2.2 below:

Figure 2.2 - The four action framework addressing how to make standard feasibility study

Figure 2.2 above indicates that the strategy is based on the researcher’s view and analysis of the characteristics that are seen in a saturated market. These characteristics include divergence and creating a compelling tag line through making a general analysis to answer the most important questions: ‘What is to be eliminated from the market?’, ‘What is needed and what can be saved from the existing market?’, and ‘which systems or things can be reduced or how can business owners and business managers create by innovation’ (Kim & Mauborgne, 2005).
In addition to this, the model of the framework presented in the canvas shows that when the negative and positive aspects are analyzed properly, they could lead to the need for reconstruction. Particularly, the business owners need to understand the existing industry, look at the gaps and opportunities in this market, make an analysis of the competing services or products in the market and offered by the competition. More so, this helps the researcher to understand the functional or emotional appeal to the customers. This is also achieved by looking at the time scale in such markets. A good example is the understanding of the trends in the market such as those affecting all the stakeholders involved. One could address the pricing, product differentiation, technology use or do this through the use of many strategies to create one strategy (Kim & Mauborgne, 2005).

On the other hand, these procedures help one find out where one is, how others see you, find out the ways to communicate with a market and make the best strategy for operational, marketing and differentiation (Kim & Mauborgne, 2005). Therefore, with these issues addressed, the authors point out that one could understand the different tiers of customers. Specifically, these customers include the potential customers, those who seem to refuse to join in the business but would be soon get incorporated and explore distant markets. While this is true, one could ask a question concerning the characteristics of these targets that business owners look at when strategizing on how to create a new market while unchallenged. This calls for qualitative evaluation of these customers by looking at how they purchase, what image they present, their emotional being, what risks are found and their simplicity (Kim & Mauborgne, 2005). They suggest various systems that could be looked at when trying to achieve these new strategies. For instance, improving and modifying the existing theories in the market over a period, using high tech and low pricing to gain market growth and also present the use of imitations when controlling in an innovative way to succeed (Kim & Mauborgne, 2005).

Another important presentation by Kim and Mauborgne is that the business owners should encourage collective knowledge. This is significant as it allows the voluntary cooperation from the various players in the company that help to create, formulate and implement strategic decisions (Kim & Mauborgne, 2005). This view seems to suggest that by having individual decisions, most companies fail to have
transparency and end up failing. Therefore, the decisions made by business owners should be explained to all the players, get clarifications and eventually achieve cooperation from all the stakeholders (Kim & Mauborgne, 2005). The business owners need to know how to understand the environment. They suggest that the solution might be competitive strategizing, competitive benchmarking and outsourcing to make a strategy, which would negatively be a trap for competition (Kim & Mauborgne, 2005). The authors, therefore, suggest a rather rational implementing of the value innovation by developing a strategy from different strategies that exist. For instance, one can use strategic pricing for demand and strategic target costing for profit creation. This opens space for innovation beyond improvement to get new ways of doing things, such as making access to large mass customers in the target market (Kim & Mauborgne, 2005).

In other words, in order to achieve a viable blue ocean strategy, business owners are encouraged to make in-depth analysis of the buyer behavior, how prices are offered in the market, how profits could meet the costs of the business, adopting a potential strategy and eventually create a unique blue ocean (Kim & Mauborgne, 2005). Particularly, the authors assert that the decisions should help make ideas that will favor the utility of the buyers by coming up with prices that are easily accessible to the mass market. The business idea made should have an order on how the expected profits will help the organization meet the costs attained by the business. The model of the new business entity will be created upfront before implementation so as to analyze the negatives and positives from each unit of the business. In the end, a viable blue ocean strategy model is achieved (Kim & Mauborgne, 2005). The strategic canvas model is shown in figure 2.3 below:
2.2 SWOT Analysis

SWOT is an acronym that addresses the internal strengths and weaknesses of a business entity, and the environmental opportunities and threats that face the business entity (Straus, Frost & Ansray, 2009). Particularly, it involves the procedural identification of these factors and the strategy that represents the best connection between them (Straus et al., 2009). This analysis is based on the assumption that business owners and business managers must develop strategies that will ensure the business systems end up in a good fit with both the internal and the external environments (Hammond, 2008). The authors agree that this analysis is important to identifying the business’ opportunities by identifying the previously overlooked segments such as competitive circumstances, technological and regulatory circumstances that have changed within the market (Straus et al., 2009; Hammond, 2008). On the other hand, the threats are identified through finding out the unfavorable
situations or environments or those trends that would present negative implications to the business (Hammond, 2008).

While this is true, the strengths are those resources and the skills that a business entity has the capacity to do, and that it has a relative impact on the existing or upcoming competitors (Hammond, 2008). In other words, the strengths address the distinctive competencies that occur in a business and cannot be easily imitated or matched by the competition (Hammond, 2008). The SWOT analysis is significant for any business owner, executive, manager or entrepreneur as it provides a guiding analysis of the situation that exists and helps in drawing the conclusions about how to set up alternative strategies for success.

2.3 Marketing

When establishing a brand and a working business, the business owners, and particularly those in real establishment businesses, need to establish how to address the market segment (Porter, 2008). Specifically, this involves the development of an image for the sports and leisure business brand and the unique position in place (Porter, 2008). However, the marketing systems are important when inventing and coming up with the best marketing mix that involves the analysis and presentation of results to provide the best services that will ensure the best customer loyalty (Porter, 2008).

2.3.1 Marketing Mix

In order to create and make the best strategy for the business, the business executive or owner should look at the marketing mix as presented by Voss in pursuit of getting new customers, but also make new customers while ensuring they are satisfied (Voss, 2007). The marketing mix ensures the business meets the demands of the customers (Voss, 2007). The authors suggested that a marketing mix is a significant tool that shows how to make a product, make the price, and promote it, and the place for distribution of the product (Voss, 2007). More so, the marketing mix presents the participants involved, the physical evidence and the physical evaluation of the marketing processes (Straus et al., 2009). The authors agree that the product is any tangible or intangible goods and services while the process addresses the operational procedures of securing a performing product. On the other hand, physical evaluation is
the external cues that present the current position of the business. More so, the participants are those people who interact in business, such as the landlord, the business owner, the regulatory persons and the customers. The price reflects the costs that customers are willing to incur in order to acquire the products. In addition to this, promotion includes the process of informing the target customers about the existence of a product or service under a certain brand (Voss, 2007).

2.4 Operations

In order to satisfy customers, businesses should work on how to make operational systems that present the needs of the service providers and the customers (Voss, 2007). The operations of the business involve the procedures that allow the quality of the service is up to speed, the flexibility of the business, the speed of performance, dependability of the business and the costs involved in the business (Voss, 2007). These are those objectives that are presented and used in business to ensure the performance of the company is to create the best business. These could be the innovation, the technology and those systems that make the best method of creating a sustainable business (Voss, 2007).

2.4.1 Business Innovation

Innovation is significant when addressing the development of internal knowledge and making of creative ideas (Hammond, 2008). Business owners should come up with the best ideas to make the best products, services and ensure that the best ideas are most important when trying to enter and make a competitive business (Hammond, 2008). However, while this is true, one limitation is to make the best ideas that could meet the ever changing environment. However, further reading of the literature by Hammond, one could find out that having a collective strategy should allow business owners and managers to create the best products. Particularly, the authors assert that the capability of the services requires the business to come up with innovative ideas to that focuses on the current world, new markets and the organization at large.
2.4.2 Technology

With innovation, there is a possibility to have the technology improve business operations. As such, technology is important in helping businesses to meet the requirements of the market (Hammond, 2008). With an efficient technology system, a business is capable of delivering superior products and services that meets the needs of the customers (Hammond, 2008). The overall operations of the business need to be enhanced to allow the business person to use the new technologies to create the best services and goods for the market.

Further, the business operations are significant not only when technology up to date, but also important to ensure there is sustainability for the business, and this makes the business meet the long-term objectives of the business (Voss, 2007). Such procedures involved in advanced technology and business innovation could help the business meet the goals through creating strategic goals and procedures to meet these them.

2.5 Finance

According to Porter (2008), any business owner or entrepreneur should have the skills that help in the operation of the business, marketing and innovation. However, the basic requirement is the skill that enables the business person to calculate the income, expenses, and profits, and make the right judgment on finances in the business (Porter, 2008). These financial factors include the capital, loans, taxes, insurance, costs to be incurred, salaries and other investment for the business. More so, in real estate, it is important to address the rates in housing, land rates, allowances for businesses and most important the investment choices and the prospects for a business (Porter, 2008). Similarly, when addressing finance, the sports and leisure business owner could look at the areas that help in marketing, growth and the return over time and how the breakeven is achieved within a short amount of time (Porter, 2008; Voss, 2007). Addressing the financial risks is important for the business not only to help in positive yields but also in the creation of limited risks for the business.
2.5.1 Risk Management

It is important that business entities establish a management system or risk management strategy that is as sophisticated as possible in such a level that it is mature enough to help avoid failure of the business (Barrett, 2005). Similarly, risk management systems in a business entity of any type are meant to highlight risks and challenges in organizations that might be interrelated and therefore, come up with the most effective and credible approaches to reduce such risks (Fagg & Stuart, 2005). While this is true, the main shortcoming to these views by the authors is that they do not point out the risks in business entities. However, the risks, as presented in the literature by Fagg and Stuart seem to be the gaps that are found in both the internal and external environments of the business entity. In other words, they are the gaps that any business manager should identify such as financial gaps, marketing, operational, customer behavior, technology gaps, compliance obligations and the criminal liabilities that need to be addressed in advance to avoid failure (Fagg & Stuart, 2005). With a risk management strategy, business owners are able to build awareness, strengthen their practices and control them continuously (Barrett, 2005; Fagg & Stuart, 2005).

2.5.2 Break-Even Point

Break-even point marks a position in a business where the costs incurred equals to the income made (Straus et al, 2009). The breakeven point is attained when the sales or the revenues of a business can cover the fixed and variable costs of the business in the year (Straus et al, 2009). The fixed costs include the items such as rent expenses, payroll, and bonuses, licensing costs, legal and accounting costs, office supplies, depreciation, repairs and other interests (Straus et al, 2009). On the other hand, variable costs are those costs that fluctuate with the sale of services and products such as commissions, advertisement costs, marketing expenses and the costs of materials (raw materials of a business) (Straus et al, 2009).

2.6 Introduction to Real-Estate Business

Large business facilities, and for the purpose of this study the sports and leisure facilities, are not just with playing, shopping and dining; but also about having different experiences and leisure activities (“Refmax Properties”, 2015, A4). On the other hand,
real estate is described as a make-up of buildings, land, along with the resources that might include the immovable properties, with an investment vested in the items of the buildings or the hosting in general (Reikli, 2012). Essentially, the real estate as a business addresses the process of buying, selling or renting buildings, land or housing (Reikli, 2012). Based on these views, the author agrees that the buildings could be a complex or a center, with similar apartments, owned by individuals with common grounds to attract customers. For a sports and leisure complex, this could be made available for the sports lovers and enthusiasts who can share in these facilities while enjoying their favorite sports. In fact, entrepreneurs in real estate could develop a condominium with a complex or center with apartments for individuals with a common ground in the center that can hold events or indoor sports. In addition, these centers are managed and also made available to offer more space to other businesses like cinema halls, restaurants and shops (“Refmax Properties”, 2015, A4). This is a good attraction for those customers who are sport-enthusiasts and love other leisure activities such as shopping, watching movies and picnic-like meals.

In Thailand, the sports facilities that also provide leisure and shopping experiences have been designed to achieve a world class and sociable environment. This is characterized by the offers in quality outdoor and outdoor gaming facilities, cinema centers, libraries, restaurants and shops from where customers can get all the products and services they want (Richumpoo, 2013). For example, in Bangkok, there are clubs such as Royal Bangkok Sports Club (RBSC) and Polo RBSC, The British Club, Army Club, University Clubs and Golf Course Clubs are centers that offer sporting facilities to the customers. However, these clubs do not have the advantages such as shopping facilities and other sociable settings for those who are not interested in doing these sports. In fact, while a few such as the British Club and RBSCs have restaurants and pubs, none of them offer the customers the shopping experiences, family and friends advantages as they are meant for members only. More so, the majorities of the clubs are expensive and are only reachable by the non-members on invitation. Such offers are limited to all the people in Bangkok, especially with the rising numbers in population and change of lifestyles towards sporting activities and having other experiences as they play. Increasingly, this shows that many of the existing clubs and centers are concentrated in only one or two strategies that only seem to be
challenged by the ever competitive environment. Similarly, with the rapid growth in the real estate business in Thailand, there is a need to upgrade the competitiveness of the existing sports and leisure centers in the market.

More so, there is a need for differentiating the products and services that are offered to attract the already existing large market. Beyond this, the people of Thailand are now adapting to western styled cultures, sports, games, cuisines of different nationals as they are now affiliated to the social fundamentals of the Western culture. This calls for the feasibility study to address how to get to provide such activities and systems to attract the Thai people to the center. Product differentiation is needed amongst other strategies to increase competition in Bangkok by targeting people who love and play different sports and can do these activities in centers that provide an alternative to leisure, entertainment and shopping for personal and family wants ("Refmax Properties", 2015, A4). On the other hand, a new business enthusiast must design plans that will meet the needs of the target market, the potential markets and the corporate requirements and needs of the landlords (Haque&Rahman, 2009, p 167).

Whilst the sports and leisure is one area that is of significance to achieve a competitive edge in the Thai market, a business owner seeking to start the new sports and leisure complex needs to understand the existing market conditions such as the rent for the complex, the landlords’ previous clients, taxation and more importantly the existing financial costs. These costs could be the premium taxes, outstanding arrears on tax, depreciation and marketing costs ("Refmax Properties", 2015, A4).

2.7 Consumer Influence on Sports and Leisure Centers

Sports and leisure centers are required to offer recreational and leisure services to the people of Bangkok based on their individual perceptions and wants (Mothilall, 2012). With this in mind, this kind of business is particularly based on the customer needs and wants, and especially their preferences. As such, the customer is the main reason why the business owner may want to develop a sports and leisure center in Bangkok. With regard to the Thai context, research has shown that the Thai population has grown significantly in the recent past, and much of this population is now inclined towards the western style activities in sports, food preferences, shopping needs and types of activities when having fun (Mortel, 2014).
Many of the people in Thailand are fond of spending time with their families, while also making use of the sporting facilities, movie theaters, shopping malls, children’s play stations and trying to meet the current social needs of the markets (Sriyam, 2010). Very few of these needs of the customers are seen in various centers such as the British Club, Thana City Sports Club, Royal Bangkok Sports Club, Racquet Club, the Army, and Golf Course Club. For instance, the British Club offers membership for the British and foreigners, and offers a sociable setting such as the pub and the restaurant while at RBSC, the club is meant for the rich members only and is only reachable by the non-members by invitation (“The Royal Bangkok Sports Club”, 2015; “The British Club”, 2015, para 2). Despite the availability of these sports clubs, they do not offer many unique offers that include the leisure activities that are not those that are only related to the pubs and restaurants. These could be shopping experiences, cinemas and other offers that allow the patrons to have a time of leisure while engaging directly or indirectly in sporting activities. As seen in these places, many are meant for sporting activities and catering offers.

Each of these sports and leisure centers requires the owners to meet the requirements and needs of the customers. However, since the business owner cannot address all of the fore mentioned factors at ones due to various limitations such as time and budgets, there is a need to do this independent study. This will help the business owner to come up with a proper feasibility study for the Bangkok Sports and Leisure Center (BSLC) that could be significant in attracting investors and used by future business enthusiasts.

While addressing the need of the customers, it is important to consider the development of the center, space, the building, financial impacts and contributions, and the requirements of the landlords (Burke, 2009; Haque&Rahman, 2009, p 169-172). The real estate practitioners must find out about the existing space or developing a new building when getting into the real (Burke, 2009, p 182; Haque&Rahman, 2009, p 166). They assert that real estate businesspersons should assess the types of buildings needed, renovation requirements, location while analyzing the contribution in finances. While this is true, they also point out an analysis of the feasibility status, the mission, goals, visions and the objectives of the business when starting a business. In this case, the researcher will use this research study to present a feasibility study that will address
these issues presented by Burke and Haque and Rahman while also addressing the target market, the target group, and market demands. More so, in reference to these authors, the plan will be significant to point out the corporate image of the potential landlord, given that the business is aimed to be in Bangkok, a city already fully developed.

2.8 Future Trends of Real Estate Development (Developing Sports and Leisure Centers)

Recent studies on the emerging trends in real estate in the Asia-Pacific by the PWC show that in this region, countries have gained much abundant resources and riches in this sector (PWC, 2015, p. 4). This is especially from the raw resources point of view of institutional capitals built across the region. However, with such encouraging findings, the research company found out that business practitioners such as landlords and investors are now looking for new strategies that will bring a competitive advantage, especially with compressing yield caused by over-concentration of the investors in the gateway places where there is resilience of liquidity and pricing. Such methods have made these people develop less conventional strategies.

It is important to note that, the sports and leisure sectors are undergoing through radical changes which include differentiation and positioning to meet various customer targets. For instance, sports facilities are now rationalizing in expenditure and efficiency as they are trying to target specific individuals with certain social and economic might that are linked to specific outcomes. Perhaps this could be cautious strategies based on the potential capital outflows. In fact, with many people in Thailand seemingly in need of sports and leisure centers that offer not only physical training facilities for the clients to play their favorite sports but also the other recreational facilities such as shops, movie theaters, amusement parks, restaurants and other luxuries. In other words, as the researcher found out, most of these centers are not a one stop center for the sports enthusiasts who would like to have fun playing their favorite sports and have fun at the same time while doing other things like shopping. The already available sports clubs in Bangkok do have specific membership platforms and only have restaurants and pubs for the members. This shows that the potential customers in Bangkok are missing the opportunity to play their favorite games while also have time
for recreation in one place. Therefore, the business owner, in this case, seeks to find out a feasibility study that will be used to starting and developing a sports and leisure center in Bangkok that will meet the needs of the potential market.

2.9 The Conceptual Framework

The conceptual framework presents the procedures that are involved to design a research study where the hypothesised relationship between the various variables is established. As such, figure 2.4 below represents the framework adopted in this study to identify the key variables in the sports and leisure businesses achieve the research aim in this study. This is done through addressing the research questions that will help achieve the research objectives. In this case, the process allows the business owner to develop the plan based on the findings made on the market analysis, operational needs and financial needs. This analysis will be through a SWOT analysis, innovative discovery and risk management and developing the break-even analysis. With these, the feasibility study for BSLC will be designed.
Figure 2.4: The Conceptual Framework
CHAPTER 3
RESEARCH METHODOLOGY

This chapter presents the research methodology that the researcher used to explore the issues of the customers and landlords in relation to the blue ocean canvas and the factors of starting a real estate business. Much of the focus in this chapter is on the issues that need to be addressed when planning to get into the business, particularly those affecting development and starting from a sports and leisure business complex that seeks to provide a one-stop shop for customers in Bangkok. In this chapter, the research methods presented are based on the research problems presented in chapter 1 above, while also helping the researcher meet the research objectives as well. In addition to this, these research methods presented in this chapter will ensure the business owner to answer the research questions and essentially, address the need to start and develop a directional sport and leisure feasibility study. With this in mind, the research methods that the researcher used to gather was largely guided by the literature review. Therefore, the researcher intended to collect and evaluate data by using qualitative research methods, based on the blue ocean canvas strategy.

3.1 Research Methodology

The data collected for this thesis was used to generate a feasibility study to use when starting a new sports and leisure center in Bangkok. The business owner intends to find out the views related to this business that will be significant to use when starting and operating the BSLC. This involved data collection from the current customers, potential customers, landlords, business owners in similar business through an in-depth inquiry and analysis of the findings. But for current customers and potential customers, researcher collected information based on researcher own experience by benchmark with the leading businesses within the industry or closely related to the industry, at both local and international level. This allowed the researcher to not only do a brainstorming of the situation as it is in Bangkok, but also analyze the varying views on what is needed by these stakeholders. This procedure allowed the researcher to collect data by using interviews and through observation. The findings that were made from this study were expected to enable the researcher to make significant decisions regarding the marketing
operations, financial costs, and income, all the requirements by the landlords and authorities, besides addressing the SWOT analysis to be used when developing the feasibility study. These findings were based on the blue ocean strategy canvas as it helped to find out new and unique ideas necessary to use in order to create a business model with no direct competitors. This procedure is presented in Figure 3.1 below:

**Figure 3.1: The Research Process**
3.2 Research Coordination Schema

This feasibility study is presented by the use of three research coordination schemas. All were pursued to determine what appropriate feasibility studies exist for the sports and leisure operation businesses such as BSLC. To begin with, the first schema was cooperated with business owners or industry experts whom involving in sporting businesses. Also in the first schema, the researcher sought information from landlords, private landlords of big centers such as malls and landlord agencies. The second schema involved the collection of data from the customers or people who attend sporting activities places and seen-to-be potential customers (friends and colleagues). Lastly data from sports-and-leisure industry, precisely the government agencies was collected as well.

This procedure enabled the researcher to define appropriate studies and experiences while finding out the new ideas on the resources required to operate a unique and an unrivaled sports and leisure facility. Researcher also made appointments with the respondents and do the interviews at their places and times of convenience; where the interviews were done through telephone calls or set a location for the interviews, lasting about 15-20 minutes each. In first schema, the observations were done by the researchers by making personal visits to the closely-related complexes with BSLC in Bangkok by pretending to be a customer. 10 questions were asked to these respondents. In this schema, researchers also called and visited the private landlords and landlord agencies, malls and agencies where 3 questions were asked.

On the other hand, the second coordination schema that targeted the potential customers and customers in the sports and leisure businesses was conducted. Observations were made via face-to-face interview with friends and colleagues, 8 questions were asked. Lastly, in the third schema, the researcher interviewed two government representatives, asking 2 questions each. In this case, the researcher used these findings to make an analysis based on the blue ocean strategy canvas. More so, this helped in making a SWOT analysis while finding out future and current issues to address when designing the feasibility study for BSLC.
3.3 Research Coordination Schema

3.3.1 Target Population

As presented in the coordination schemas, the researcher intends to address all persons that influence the development and operation of a sports and leisure center. These include business owners or industry experts whose businesses are within the sporting industry, 20 interviewees, the customers in the sports and leisure industry, potential customers (sports enthusiasts) and actual customers, 20 interviewees, landlords in real estate, 5 interviewees, and government representatives sports and leisure matters. All in total, the sample size is 47.

3.2.2 Data Collection

Data was collected through the use of unstructured interviews and observation methods. The researcher designed three interviews based on the research coordination schemas. The aim of this procedure was to find out the innovative ideas and appropriate studies to use when designing the feasibility study for the BSLC. These interviews were in three sets of open-ended questions that were used to get the different opinions, feelings and views of the target population to be used for the study as presented in the research schemas above. These questions were designed based on the main research questions and the blue ocean strategy model that is used in this paper. The researcher used approximately 15-20 minutes for each interview.

Meanwhile, observation was done by visiting friends and colleagues, the sports centers and leisure centers, shopping malls, and government representatives in Bangkok while the researcher will pretend to be a customer or provider of sports and leisure places. On the other hand, observations were done and recorded during the interviews on how the participants react to questions and their general behavior during these interviews.

3.4 Data Analysis

Data analysis was done using content analysis. This involved matching of similar responses to the two interviews to be used in the study. The observational analysis was key in the SWOT analysis of the market as it was. Due to time limitation
for this independent study, the researcher made the analysis based on his own experience, while keeping in mind the research aim and objectives of the study.
CHAPTER 4
RESULTS AND DISCUSSION

This chapter presents the results of the research conducted in the field on the feasibility of sports and leisure center in Bangkok; which forms the basis for the evaluation of the success potential of the feasibility study. In this chapter, data from competitors (business owners) and industry analysts in the sport and leisure industry in Bangkok, customer views and opinions, and the government perceptions and any intervention measures aimed at promoting the success of sport and leisure activities in Bangkok are brought into focus. Throughout the data analysis process, a critical discussion on how the various findings imply on the feasibility of the proposed business venture Bangkok Sports and Leisure Center (BSLC) is established based on the opportunities and threats pointed out in the external environment of the proposed business venture.

4.1 Market Characteristics from Real Estate Perspective on Sports and Leisure Facilities in Bangkok

With regard to the first objective in this study, the characteristics of the sport and leisure market in Bangkok was investigated where interviews with the industry business owners were conducted. 20 interviews were conducted with sports center or related-industry business owners in the city. Though much of the focus was given on the nature of their business, nature of target customers, and strategies that they have employed in order to meet the needs of their various target customers; the investigator also focused on the identification of any opportunities and challenges that business owners are likely to face when they plan to venture into the sports and leisure market in Bangkok.

The first question in the interviews asked the participants about the nature of services they offer in their businesses. From the responses received, it was revealed that most of the business owners offer health fitness services to various customers based on their specific health needs. For example, respondent 7 pointed out that, ‘…my business is all about physical body services ranging from Thai boxing, yoga and Pilates among others... ’ Moreover, some other respondents added that they offer gaming activities
aimed at training the mind and alleviate stress among others. From these findings, it is evident that the sports and leisure business in Bangkok is diverse and comprises of a wide array of services that different business owners offer to the customers. This seems to conform to United States Sports Academy (2008) ideas that Bangkok is a center of leisure and sporting activities; which has made it to remain an iconic city in Asia Pacific region. Sue to its ready market for leisure and sporting activities, Bangkok has been able to attract not only locals, but also overseas expats to its leisure centers and various sporting activities.

When asked to describe the current state of business and market trends for Bangkok leisure and sporting business, it was revealed in the sports and leisure market is large and not fully exploited. With increasing influx of visitors from across the world and growing Thai economy, Respondent 3 indicated that the business of sport and leisure in Bangkok is flourishing. Similarly, Respondent 12 pointed out that, ‘…In my view I think the market is still large, diverse, and fairly exploited…’ Some of the interviewees argued that the business is currently facing stiff competition from may service providers including hotels and resorts which has so far expanded their service offering to include sporting and leisure activities. Despite the competition faced by firms in the sports and leisure industry, Torkildsen (2012) argued that adopting new service innovations in order to reduce or avoid competition can be a key strategy to succeed in the industry. This implies that, despite the competition in the sporting and leisure activities, the market is still not fully exploited and hence adopting new innovative marketing strategies can be a key source of success.

In order to understand the nature of the customers that the business owners in Bangkok sports and leisure industry target, the interviewees were asked to indicate the nature of customers they target in their businesses. From the interview results obtained, it was revealed that most of the business owners target the middle aged individuals looking to maintain their health status. This is evidenced when Respondent 5 pointed out that, ‘…most of my customers are middle aged, say majority are between 30 to 50 years, who are looking to manage their weight and keep fit…. ’In addition, one of the interviewees indicated that his main customers are international visitors in search of Thai sporting and leisure activities. Moreover, some other participants said their key
target market comprises of sport enthusiasts who are looking for professional trainers to take them through a wide range of sporting activities. Further, it was revealed from some of the target customers in Bangkok for leisure and sporting activities are children aged between 10 and 18 years organized in groups. This implies that, the customers of sporting and leisure activities in Bangkok are diverse and range from children to adults, and local to international expats.

When asked the reasons why they target the particular type of customers, most of the participants pointed out the popularity of the type of customers in the area, while some others indicated the need for differentiation for their services. For example, Respondent 11 who had indicated that he targets the youths and sport enthusiasts where he indicated that ‘…most of the Thai youngsters are now conscious of their health and remaining fit, which has necessitated them to seek out sporting activities…’ Moreover, an interviewee who indicated that he targets expats and visitors to Bangkok indicated that Thailand has been experiencing influx of visitors from all over the world, and offering them Thai traditional sporting and leisure activities like Thai boxing among others was a key opportunity for success. Similarly, a respondent who had indicated that he targets school-going children above ten years pointed out that Thai children are usually in desire to remain physically fit, and hence partnering with schools to offer professional sporting activities has motivated him to venture into the business. From past reports, it is evident that Thailand is a center of leisure and sporting activities (Kolenberg, & Batra, 2015); and hence making it to attract a diverse range of customers with various needs.

In question five of the interviews, the interviewees were asked to indicate what other activities they offer beside sports. Most of the participants pointed out, based on what they had indicated earlier they offer some other leisure activities like spa services and gaming activities. This is evidenced in the response given by Respondent 9 that, ‘…as I have told you earlier, my business includes a wide range of activities besides sporting activities because we offer services like digital gaming among others…’ From these findings, it was evident that most of the business owners operate a wide range of activities rather than only a single sporting activity. The strategy to offer a wide range of sporting and leisure activities among the business owners seem to be guided by
Pedersen, & Thibault (2014) ideas that integrating a wide range of services in a sporting business enables an organization to expand its target customer base in order to not only promotes its profitability, but also its competitive advantage.

When asked whether they think their customers need besides sports activities, majority of the respondents indicated that most of their customers are satisfied with the services they offer, since the sometimes offer customized services to the customers in their bid to foster maximized customer satisfaction. This is indicated by Respondent 2 who pointed out that, ‘…the services that I offer in my business are sufficient to my customers, but I guess if I can include leisure section in addition to the sporting one it would be great…’ Though some of the business owners did not think there is something new that they can offer to their customers, some industry analysts indicated that there is market gap in the city center where only few sporting activities are available.

Further, the participants were asked to indicate how they attract new customers, considering that there are many other businesses offering similar services. Though most of the respondents pointed out effective marketing strategies for their business, Respondent 10 indicated that, ‘…word of mouth referrals is our most trusted and reliable marketing tool…’ Other respondents pointed out the use of social media as their key marketing channels. Past studies (e.g. Schwark, 2007; Piekarz, Jenkins, & Mills, 2015; Leng, 2015; Schwarz et al., 2010). Moreover, Desbordes & Richelieu (2012)) pointed out the importance of word of mouth and customer relationship in hospitality industry. As such, it can be argued that those organizations which emphasize on word of mouth are in a better position of attaining competitive advantage.

Moreover, the key things that customers want from sports and leisure providers were investigated as well. With regard to the responses received from the participants, it was revealed that the majority of the customers prefer reliable, direct, and high quality sporting and leisure activities provided by professionals. In order to ensure that the service providers are able to meet their customers’ expectations, recruiting highly trained professionals, and availability of modern high quality sporting equipment were key indicators of service quality which many customers are interested in. In addition,
some of the respondents pointed out the importance of fair pricing as one of the key strategies to attract more customers.

The last question in the interviews with the business owners and industry expert analysts in the sports and leisure industry requested them to point out if there are some recommendations that would like to give to new business owners planning to venture in Bangkok. Respondent 7 indicated that, ‘...I would suggest new entrants to venture to some activities like Thai boxing, yoga, and Pilates that are on the rise and require small space...’ This implies that, establishing some of these sporting activities in the CBD of Bangkok would be a great idea since currently the CBD has few such facilities. Moreover, majority of the participants pointed out some difficulties of setting up conventional sport centers in the CBD which include land availability and restricted flow of customers as a result of traffic jams. More so, a few of them indicated that key focus on service quality and favorable pricing strategy is the key to success for businesses planning to venture into the sports and leisure industry in Bangkok. These findings seem to be supported by Torkildsen (2012) ideas that establishing new recreational centers in CBDs is usually faced by difficulties of space, alongside stringent traffic jams which may interfere with free flow of clients into the facilities.

4.2 Customer Trends and Behaviours that Affect the Sport and Leisure Activities in Bangkok

In order to be in a position to understand customer trends and behaviors in Bangkok with regard to sports and leisure activities, interviews with 20 colleagues and friends is done via direct interview and social media who currently are customer to a sport complex and potential customers were conducted. The first question of the question investigated how the customers spend their leisure time. From the interview results obtained, most of the participants indicated that they use leisure time to travel to other places away from their homes. For example, Participant 4 indicated that, ‘...I usually prefers travelling far places to go and spend time with my family or friends...’ Some other participants indicated that they like going out to exercise in the evenings after job or very early in the morning. From the results obtained, it is apparent that most of the participants spend their free time in sporting and leisure facilities.
When asked the type of sport activities they love, majority of the participants indicated that they prefer out-door activities including racing, skiing, skating, sled sports, shooting sports, and cycling. However, indoor activities were also preferred by a large number of participants with most of them preferring in-door games outside their places of residence which helps them to relax and refreshed up after work or during weekends. Watching games was also indicated by some participants as an important way of spending their free time.

Further, the participants were asked to indicate whether they are active in the sports they had mentioned, in which majority of them indicated that they had not been consistent in doing the activities they mentioned due to time constraints. However, most of the participants indicated that they at least engage into an indoor sporting activity once per week; while other outdoor sporting activities are scheduled on monthly and quarterly basis. From these findings, it is evident that there is potential market for in-door sporting and leisure activities since most of them can only afford little time regularly which they can mainly use for in-door gaming activities.

Moreover, the participants were asked if they feel combining leisure activities like playing games or shopping in the same center where sports activities are offered is important. Surprisingly, all the participants felt that the idea of combining leisure centers with sporting activities as an excellent one. For instance, Participant 11 indicated that, ‘…that would be a nice idea because I would utilize my time well...’ Similarly, Participant 7 pointed out that combining sports and leisure activities would mean that if one feels like participating in a sporting activity during their leisure time, they would easily get into it without waiting to plan for it in another time. From the point of view of most of the participants in this study, combining both leisure and sporting activities can be noble idea that can promote the participation of people into sporting activities within Bangkok. As pointed out by Schwark (2007), most sporting enthusiasts may find it challenging to consistently engage into sporting activities if they cannot regularly access the facilities used to do sporting activities. As such, making sporting a regular activity by availing it to the users near leisure places like shopping malls or restaurants can be quite innovative strategy.
Further, the participants were asked to give their opinions on whether they would like to have sports and leisure center opened within the CBD of Bangkok. While most of the participants indicated their willingness to have a sports and leisure center in the CBD of Bangkok because they would easily access it when they visit the CBD, some of them had reservations. For example, Participant 15 indicated that, ‘...though it would be a great center where I can’t imagine missing to visit it, I still think the CBD would not be the best because very few of us live in the city center, and hence transport challenges reinforced by traffic jams would be a mess...’ Some other participants felt that having the sport and leisure center at the CBD would be so constrained of space that it would not be as appealing as it is in the outskirts of the Bangkok city. From this point of view, therefore, it was evident that establishing a sport and leisure center would still face some challenges mainly associated with transportation and lack of enough space for the visitors to freely engage into their sports of choice.

The aspect of charges for the various services offered in the leisure and sports center was also investigated in this study. Majority of the participants indicated that they would be concerned by the price because exorbitant prices with low value for money would not be preferred. For example, Participant 5 argued that, ‘...yes price would be important because if you charge too much but nothing special then nobody would choose the services...’ Some participants suggested that prices be based on the loyalty of customers to the facility, and also based on the actual value gained from the sports and leisure center. From the general evaluation of the responses received from the participants, it was evident that fair pricing was a key issue that the customers would consider before they purchase from the facility. These ideas seem to support a previous study by Pedersen, &Thibault (2014) which pointed out that price for sporting and leisure activities must be embedded on the value that customers would gain from the facility, which would further determine their future re-purchase intentions.

The participants were further asked if they would join the sports and leisure center if it is opened in the CBD of Bangkok, and the reasons why they may not consider the other sports centers within the Bangkok city. While most of the participants pointed out that they would like to experience such a center before joining it they would consider the value of other facilities within the outskirts of Bangkok, and evaluate the
benefits and costs incurred. This is evidenced when Participant 1 indicated that, ‘…my joining would be influenced by a number of factors because if the center is more expensive than other facilities then I would not join it...’ When presented with complexes that may have primary and secondary purpose-based real-estate strategy (PSPRS) embed in like the BSLC such places, majority of them are interested in spending their time in the place as it would utilize their time well. However some also say it might not be their nature to spend their leisure time; and hence this can be considered as one of the weaknesses of BSLC. This means that, starting BSLC which adopts PSPRS may be considered as a trial and error strategy, and thus making the general success chances of the business low.

4.3 The various trends of the landlords, their requirements, and behaviors that affect the sporting business services in Bangkok

The proposed Bangkok Sports and Leisure Center (BSLC), estimated 12,000 square meters, is focusing on establishing a new one-stop sports and leisure complex center in order to rent out spaces from business owners within the CBD of Bangkok (Phatumwan, Ratchada, Thonglor, Silom and Satorn). Nevertheless, one of the weaknesses of the business is that it needs a lot of space, and hence given the space-limited nature of the CBD of Bangkok, the business is not likely to get a free space for building such a complex, and hence the option of renting out from other property developers and owners within the CBD was considered. This was guided by Sayers (2012) ideas that, when establishing a feasibility study, it is important to have multiple options, rather than only single option which once fails the feasibility study comes to an end. As indicated by Kolenberg & Batra (2015), Bangkok is usually a very lively city, and hence getting out a free space for building a sports complex within the CBD can be quite difficult.

After considering the option of renting out from private landlords within Bangkok, interviews with five landlords were conducted. In the first question, the landlords were asked to indicate whether they would be willing to rent out their properties for the establishment of a sports and leisure complex. However, from the interview responses obtained, it was revealed that though the majority of the landlords
were willing to rent their properties for sport facilities, unavailability of sufficient space emerged as a key issue. For example, Landlord B pointed out that, ‘…I wouldn’t have any problem with that but that space would be a problem…’ From what is obtained from most of the responses, it was evident that it was possible to rent out from private landlords, though available space for such facilities was quite limited.

After realizing that it was difficult to get such 12,000sqm space from private landlords, an exit strategy of downsizing the sport and leisure complex was made in order to make it possible to establish the sport facility in smaller spaces around 8,000sqm. When asked if a tenant who is willing to establish a small sport and leisure complex within the CBD they would be comfortable renting out the facility to them, most of the respondents readily agreed. This is evidenced when Landlord A pointed out that “…I definitely would have no problem with renting my property for such a facility if it would be able to fit…” However, some of the landlords indicated that, renting out to a sports facility would be difficult because they currently have not even a small space for usual businesses. This is an implication that, the properties within Bangkok are occupied to the maximum to an extent that finding out spaces in such facilities would be difficult.

Though it was found that it was possible to get some space from some property owners, unfortunately those landlords with facilities near public transport terminals reported that they had no vacant spaces in their properties. However, further investigations on the conditions and terms that must be met by willing tents intending to establish a sports center within their properties, most of them were not discrete about the specific requirements, but goodwill of at least a year’s rent was popular among the landlords. As a result, high initial capital requirement was found to be a key challenge. Given the small size of available space from the private landlords, and reinforced by the unavailability of spaces near public transport terminals, it was found to be a strategic disadvantage going ahead with the investment with private landlords as the providers of investment space for the sport center. Along with Kaser & Oelkers (2015) ideas, establishing a sport facility necessitates that the facility is positioned more strategically where it is easily accessible, with future prospects of expansion as the business grows.
4.4 Opportunities and Threats of Starting a Sports and Leisure Centre in
Bangkok CBD

In order to identify the opportunities and threats that face the sports and leisure industry in Bangkok, investigation on the role played by the government was conducted. In order to find out whether government agencies have any policy framework for supporting the work of BSCLC to run a healthy innovative sport and leisure complex, two interviews were conducted; one with Bangkok Metropolitan Administration representative, and another with a representative in the permanent secretary in the ministry of tourism and sports. This section analyses the interview results obtained from representatives of BMA and permanent secretary in the sports and tourism industry.

From the first interview with the representative of BMA which was conducted at Bangkok City Hall, the interviewee reported that they already have many sporting facilities around 12 places within Bangkok. With no policy to pay anything in the sport facilities, as revealed during the interview, it was evident that establishing a new sports leisure and center where people pay for the services may face stiff competition from the 12 facilities that the Metropolitan Authority has established. This by itself was considered to be one of the key threats for any new business entrants into the CBD of Bangkok for sports and leisure activities. However, one of the key opportunities is that Bangkok is a large city where only 12 facilities may not be sufficient to cater for the city’s sporting needs; and hence introducing new innovative sports complex (primary activities) with a leisure complex (offering secondary activities) can be a good idea for clients who don’t like crowded sporting facilities as it is in public sporting facilities like the ones offered by the BMA, and may need a one-stop facility for both sporting and leisure activities. This point of view is held by Sayers (2012) who argues that establishing private sport centers in cities where the government offers the services for free can be a great idea because it can help decongest these public utilities.

Moreover, the interview with the BMA representative revealed that the authority has set aside some free spaces which they rent out for sporting events if they too benefit from it. Moreover, the agency can only avail space for the people organizing
such events, where the organizers donates everything required since they only provide empty spaces. This is an implication that BMA has sufficient spaces for renting out to private investors in the sporting industry, though for short-term period only. Since establishing a sport and leisure center necessitated the availability of permanent space, outsourcing from the metropolitan government was ruled out since the proposed sports and leisure centered necessitates the availability of space to be used for long-term basis. Competition from well-established sport companies like the British Club, Thana City Sports Club, Royal Bangkok Sports Club, Racquet Club and other University, the Army, and Golf Course Clubs is also expected to be high; and hence coupled with space unavailability it would be difficult for BSLC to set-up a unique sports and leisure center.

It was also reported by the interviewee from BMA that, the metropolitan authority can offer incentives like tax reductions for sport real estate developers, provided the metropolitan authority benefits from it. When asked whether they have any problem with the establishment of a sports center in the CBD, the respondent from BMA pointed out that they have absolutely no problem with such an investment provided it follows the law and other requirements of establishing such centers. The respondent further alluded that, the BMA in collaboration with the BSCL assess the investment center before it is accepted and licensed to operate, so provided that all requirements are met the government has no problem. This further brings in the aspect of complying with a wide range of government regulations including client safety and environmental impact among others, which to a great extent can be considered as a threat for operating a sport center in the CBD. Based on Summers (2005) ideas, it is fundamental that sport centers pays close attention to all the regulations provided by the government; and it can be a costly investment especially in space-constrained areas like the CBD.

The second interview was conducted with a representative in the office of the permanent secretary in the ministry of tourism and sports. When asked the nature of policies that they have in place for sports and leisure activities and investors in the industry, it was revealed that the ministry has established policies aimed at increasing the number of large scale sporting activities like the World Cup, Badminton, and Thailand Open Tennis among others. Mainly the ministry seemed to be mainly
concerned with attracting the international community to the sporting activities in Thailand. These findings seem to support a research conducted by Kolenberg & Batra (2015) which revealed that Thailand is closely working towards marketing its sporting activities to the global communities, and subsequently attract more tourists into the country. This is an implication that, though the ministry of sports and tourism acknowledges local sporting activities, it is closely working towards making Bangkok and the entire Thailand attain international recognition as a sporting center.

Further interview findings with the representative from the permanent secretary in the ministry of sports and tourism indicated that currently the government runs too many sport clubs that need renovation. Currently, the government is first placing emphasis on updating the sport complexes owned by the state in order to bring them back to functional state. It was further reported during the interview that the government does not partner with any private sport company unless the company is running so successfully in the sports; and hence making difficult for the ministry to partner with new entrants in the industry. This is one of the key issues that can be considered as being unfavorable for new businesses entering the sporting and tourism industry because they government has no direct interventions for them, but they need to work out on their own and establish a very successful sporting business before the government intervene and partners with it. When asked if they usually have any problem with sport facilities in the CBD of Bangkok, the interviewee pointed out that they usually don’t interfere with private businesses in the sports industry, provided that the investors follow the due regulations and rules as required. This is an implication that with the availability of space and conformity with regulations, the ministry has no problem with sport facilities in the CBD.

Further, the interviewee from the office of the permanent secretary in the ministry of sports and tourism further alluded that the government in the future can partner with organizations like BSLC to provide innovative and healthier sport complex within the city of Bangkok and its environments. Considering that Bangkok is the nerve center of Thailand since all key sporting events (both local and international) takes place within the city (Leng, 2015); partnering with BSLC can be a strategic way of promoting sporting activities within the city and the entire country. The government’s
willingness to have a highly vibrant sporting and leisure industry was learnt from the interview conducted by the representative in the office of the permanent secretary in the ministry of sports and tourism when he pointed out that, ‘…for sure, we as the government are committed to ensure that favorable policy frameworks are available to propel the sporting and tourism activities to the next level…’ From these results, it is clearly evident that though the government can work closely with BSLC towards ensuring that the most favorable policies in the sport and leisure industry are established to ensure that new opportunities in the sport and leisure industry are created, while minimizing any threats facing the industry. Plus, after talking to the landlords, they mentioned that they have seen many gyms in the inner city are closing down, this can be a major threat if not carefully studied its cause.

4.5 Feasibility of Starting Sports and Leisure Business in Bangkok

Based on the various interviews conducted in this study with various stakeholders in the industry of sports and tourism, it was revealed in this study that establishing a sport and leisure center in the CBD of Bangkok is a great business idea because of the availability of ready market. The market trend results obtained indicated that some sporting activities like Thai boxing, yoga, and palates are becoming popular sporting activities for Thai locals and expats in the country; and hence incorporating a leisure division within a sport facility can be an innovative idea because it will more sport and leisure enthusiasts. As a result, establishing a business in the CBD offering such sporting activities can be a potential business idea. This is guided by Fakhimi (2008) ideas that establishing any sporting business enterprise necessitates that the nature of sporting activities intended to be offered must be popular and readily acceptable by the target customers. Since one of the BSLC’s strengths is its key focus on primary and secondary purpose-based real-estate strategy (PSPRS), it can be argued that establishing a sporting complex that doubles as a center for sports and leisure activities in Bangkok CBD can easily succeed because of the ready market in city. Competitors like the British Club, Thana City Sports Club, Royal Bangkok Sports Club, Racquet Club and other University, the Army, and Golf Course Clubs don’t have the PSPRS fully embed in their core. It can be said that one of the clear strengths of BSLC
is that it is one of its kind, though they too can implement if clearly studied about PSPRS.

Nonetheless, further analysis of the feasibility study revealed that for such as larger scale standalone complex unavailability of sufficient space within the Bangkok CBD as reported by the industry experts and analysts, and also BSLC is one of the key drawbacks that limit successful venturing of a new sport service business within the CBD of Bangkok. Considering that sporting activities necessitates the availability of fairly large space to avoid congestion within the sporting center; lack of sufficient space within the CBD can be considered as a limiting factor for the establishment of the sporting complex within the CBD. Based on Kaser & Oelkers (2015) ideas, the availability of sufficient space for a sporting facility is among the major factors that influence successful sporting ventures; and hence from this point of view it can be argued that limited space within the CBD of Bangkok can be pointed out as a key challenge that may limit the success of the plan to establish a sport complex within the CBD. With its placement being in the CBD, BSLC seems to be facing the weakness of being in a congested location since with the availability of heavy traffic jams within the CBD; it is possible that people may not be readily attracted by the facility at the CBD.

On further analysis on the availability of small spaces from private property owners was only placed in areas far from public transport terminals, and this can be considered to be an inhibiting factor for successful establishment of the proposed sport and leisure complex. Based on Schwark (2007) ideas, the positioning of a sports complex is a key issue during the planning stage because the accessibility of the sporting centers by people can largely determine its success or failure. Similarly, Torkildsen (2012) holds that when an organization planning to establish a sports center positions it far from public points like transport terminals, it becomes difficult for the people to access it and this can negatively affect the success of the business entity. From this point of view, it can be argued that, while getting large space was not possible for the anticipated sports center, the small spaces available were found to be far from the public transport terminals, and this can negatively affect the success of the sports center.
From the results obtained, it was revealed that the government agencies in Bangkok are in support of sporting activities in the area, with reports from BMA indicating that there are several sporting centers within Bangkok offered by the metropolitan authority which does not charge users. In addition, the authority offers free spaces for rent by private sporting companies; and this was considered to be a potential opportunity, especially that their rent rates offered by the government are fairer compared to those from the private landlords. However, the spaces were small and this meant the sporting center can only be customized to fit the spaces available. With policies such as like tax reduction, going forward with the renting of space from the metropolitan government was considered to be a viable way forward, only that the sporting center has to be customized to fit the small spaces available. If the PSPRS is not well applied in BSLC, it can be a key weakness of BSLC; it is still considered as a blue ocean strategy which will be distinctive from other businesses in the area. By using PSPRS, the company will be in a position to benefit from its unique service design through blue ocean strategy; and thus enable it to succeed in the market with limited competition.

From the perspective of the ministry of sports and tourism, an interview conducted revealed that the central government is not closely concerned on promoting small or start-up businesses in sports. This is because the ministry currently is working towards promoting Thai sports at international level, and hence it had no policies for small companies during the time the interviews were conducted. Nonetheless, the interviewee from the permanent secretary in the sports and tourism industry indicated that in future the ministry is planning to partner with organizations like BSLC to ensure that small businesses in the sport and leisure industry are supported in their ventures; and hence increasing the opportunities of the proposed project by BSLC where sport and leisure activities are provided under the same roof. However, limited availability of space in strategic positions reduced the feasibility of success for a sports and leisure center within the CBD of Bangkok.
CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary and Conclusions

The aim of this research was to determine the feasibility of establishing a one-stop sports and leisure center at the CBD of Bangkok by getting information from potential customers, existing business operators and industry analysis, and government agencies. As evidenced in this research, qualitative data obtained from interviews with various stakeholders in the sports and leisure industry in Bangkok was collected and analyzed in order to find out various issues that were considered critical for successful establishment of a sports and leisure center in Bangkok CBD. In order to ensure that the research aim was comprehensively covered, five key research objectives were formulated and the researcher focused on achieving them during the research process.

The first objective was to find out the market characteristics from a real estate perspective that concerns a sports and leisure facility. From the interview results obtained from industry-related experts, it was revealed that Bangkok is characterized by large number of youthful population who are sport enthusiasts, and hence there is ready market for a sports and leisure center. Among the most common serves that existing businesses in the industry offer include Thai boxing, Pilates and yoga, with most of the service providers offering more than one service their sport centers. These findings imply that, establishing a successful sports business in Bangkok necessitates the establishment of multiple services within one facility in order to be able to attract more customers. The ability of sport centers to employ highly trained staff members and availability of modern high quality sporting equipment to help clients meet their needs was also pointed out in this study to be critical success factor for businesses venturing in the sports and leisure industry.

The second research objective also investigated the various trends of the customers and their behaviors that affect the sports-loving customers in Bangkok. From the results obtained from the interviews with various customers within Bangkok, it was revealed that most of the customers were willing to engage in various sporting
activities, but they have not been consistent in the sporting activities because of time constraints. Interestingly, this study revealed that most of the customers expressed willingness to utilize a sporting and leisure center that embed primary and secondary purpose-based real-estate strategy (PSPRS) that located within the CBD. However, snarl traffic jams and congestions within the CBD was pointed out by some of the participants to be a key challenge why they may not be consistent in using the services. Moreover, the aspect of prices was also indicated by most of the parts to be a key factor that may largely influence their decisions to visit a sport and leisure center within the CBD of Bangkok. From these findings, it is evident the establishing a sport and leisure center within the CBD of Bangkok can be readily accepted by the customers, some challenges associated with heavy traffic jams and prices for the services offered may largely influence their ultimate decision to utilize the services offered in the sport and leisure center.

Thirdly, this research also sought to determine the various trends of the landlords, their requirements and their behaviors that affect the sport real estate business services in Bangkok. From the interview results with BSLC and landlords within the CBD of Bangkok, it was revealed that getting sufficient space for the establishment of a sports and leisure center within the CBD was the greatest challenge since currently there was no such space available from the landlords’ properties. It was also revealed that, even getting a small space near public transport terminals within the CBD of Bangkok was near impossible; and this largely impacted negatively on the anticipated feasibility study. This is because establishing a small sports and leisure center far from public transport terminals could be impact negatively on the performance of the business. Reinforced by high rental costs and stringent terms and conditions by the landlords, the challenge of starting the sports and leisure center was further escalated.

The fourth research objective was to establish the various opportunities to use to start a sports and leisure center in Bangkok. The researcher conducted two interviews with government agencies, one with a representative of BMA and the other with a representative from the permanent secretary in the ministry of sports and tourism. The interview results with a BMA representative revealed that the metropolitan authority has various sport facilities within the CBD whose entry is free, but still has multiple
various small spaces for renting out for various sporting events within the city. Though the availability of free sporting facilities from BMA was considered as a threat, it was later revealed that such centers are usually congested, and people tend to seek private sporting centers. Though the interview with the representative in the office of the permanent secretary in the ministry of sports and tourism revealed that the government is not currently dealing with small investors in the industry rather is concerned with international sports, it was noted that the government has plans to work closely with agencies like BSLC in order to reach to other smaller firms in the industry in the future; and this creates opportunities for BLSC in its planned project for establishing a sports and leisure complex within the CBD of Bangkok.

From the results obtained in the research conducted, it was revealed that though the idea of starting a sports and leisure center with PSPRS in the CBD of Bangkok was positively received by potential customers, industry experts, landlords, and government agencies; the problem of space availability at strategic positions like public transport terminals was found to be the key challenge. Due to the large size of the anticipated sports and leisure complex, its feasibility was low. This is because of limited space and heavy traffic snarls was found in this study to be inhibiting successful establishment of large sports and leisure complex within the CBD of Bangkok. From the interviews with private landlords and agencies, the original scale of 12,000sqm was found to be unfeasible, even 8,000sqm was still not feasible. If BSLC still wants to go ahead with its plan, further exit strategy plan shall be established. This can be done through constructing the same BSLC’s design, but move away from Bangkok CBD.

Moreover, changing in BSLC’s direction to only pursue for the sports complex but also incorporate other services and move away from the Bangkok CBD can be more viable. Further, decreasing the structure size to about 5,600sqm can make the plan more feasible; through benchmarking a trampoline exercise arena, Bounce, located at The Street Shopping Center. The original concept of building a leisure complex can be replaced by renting a space inside leisure complexes such as shopping centers. By doing so, the sport complex idea will still be viable and the idea of one-stop place for sport players can be made more practical.
With the main aim of this independent study being to test the feasibility of the proposed business venture, BSLC; it can be concluded that the amount of research and its diversity is adequate as this research was successfully executed as planned. Adequate amount of time and resources the research allocated, diverse data sources were conducted, but limited number of participants from the customers of sporting activities can be considered as one of the limitations to the further in-depth study in the topic. If other good-willing researchers want to put the original idea of BSLC forward, they could make an in-depth research about how primary and secondary purpose-based real-estate strategy (PSPRS), also redefine other potential locations not just the Bangkok CBD, larger scale for data collection shall be undertaken. Bangkok has hundred thousands of consumers of sport activities, the research recommends that future research on the trends of sport and leisure activities in Bangkok should incorporate a survey with larger sample size of over 1000 participants in order to be sure of customer preferences in the sports and leisure market.

Quantitative data from the survey would also enable the researcher to predict customer trends in the industry, which would help to understand the potential of the sport and leisure market in Bangkok. An investigation on sporting activities that the customers wish to engage into, but are currently not provided in the available sport centers can be an important area of investigation for future research. Because so-called the most important part in implementing BSLC is done in this feasibility study has pointed out feasible ideas and strategies, although other aspects are not feasible. The researchers if wanted to continue BSLC’s original idea to be perfectly carried out researchers could construct a full business plan involving all aspects of the business; financial plan; operational plan; marketing plan.
REFERENCES

Books and Book Articles


Articles


Electronic Media


Other Materials


# APPENDIX A

## INTERVIEW QUESTIONS FOR THE FIRST COORDINATION SCHEMA

<table>
<thead>
<tr>
<th>QUESTIONS TO ASK THE RESPONDENTS</th>
<th>RESPONSES MADE AND OBSERVATIONS MADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please tell me about your business</td>
<td></td>
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<tr>
<td>How would you describe the current state of this business?</td>
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<tr>
<td>Who are your customers?</td>
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<tr>
<td>Why do you take in such customers?</td>
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<tr>
<td>Besides sports, what other activities do your customers do within the facility?</td>
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<tr>
<td>Do you think your customers need other activities besides what you offer?</td>
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<tr>
<td>Of the various sports and activities you offer, do you think you would change, reduce or add any others?</td>
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<tr>
<td>How do you make new customers considering there are other similar businesses as yours?</td>
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<td>Question</td>
<td>Answer</td>
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<tr>
<td>Please tell me the main things you always feel are required of your customers and how you ensure they meet your expectations?</td>
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<tr>
<td>Is there anything you would like to add or recommend for a business owner seeking to start a sports and leisure facility in Bangkok CBD?</td>
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<tr>
<td>Interview Questions with Landlords (Property Owners)</td>
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<tr>
<td>Would be willing to rent out a space for new individuals planning to establish a sport facility center in the CBD of Bangkok?</td>
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<tr>
<td>If land space is the problem, would you be comfortable to rent out to a business owner in need of just a small space to establish a sport facility?</td>
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<tr>
<td>What are some of the conditions that you would give to any tenant planning to establish a sport facility, even to that small space that you can offer?</td>
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</table>
## INTERVIEW QUESTIONS FOR THE SECOND COORDINATION SCHEMA (POTENTIAL CUSTOMERS IN BANGKOK)

<table>
<thead>
<tr>
<th>QUESTIONS TO ASK THE RESPONDENTS</th>
<th>RESPONSES MADE AND OBSERVATIONS MADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How do you spend your leisure time?</td>
<td></td>
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<tr>
<td>2. Being a sports enthusiast, what kind of sports do you love most?</td>
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<tr>
<td>3. Are you active in the sports you mentioned and how do you do these sports?</td>
<td></td>
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<tr>
<td>4. Do you feel combining sports and leisure activities (other activities that you do in your free time) such as playing games or shopping in the same center is important together?</td>
<td></td>
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<tr>
<td>5. Would you like to have a sports and leisure center within the Bangkok CBD? Why?</td>
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<tr>
<td><strong>6.</strong> How about the kind of charges in the facility? How would you like the charges to be?</td>
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<tr>
<td><strong>7.</strong> Would you join the center if opened in the CBD? If so, why would you not attend other existing sports clubs in Bangkok?</td>
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<tr>
<td><strong>8.</strong> Any other words you would like to add concerning our conversation?</td>
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</table>
APPENDIX C

INTERVIEW QUESTIONS FOR THE THIRD COORDINATION SCHEMA

<table>
<thead>
<tr>
<th>QUESTIONS TO ASK THE RESPONDENTS</th>
<th>RESPONSES MADE AND OBSERVATIONS MADE</th>
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<tbody>
<tr>
<td>1. Do you have any policy that will support people opening a sports center?</td>
<td></td>
</tr>
<tr>
<td>2. Is there anything you would like to point out in opening a sport and leisure center in the CBD</td>
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<tr>
<td>Name</td>
<td>Mr. PuubethTaworntawat</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Date of Birth</td>
<td>August 15 1989</td>
</tr>
<tr>
<td>Educational Attainment</td>
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</tr>
<tr>
<td>Work Position</td>
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<td>Work Experiences</td>
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<td></td>
<td>Assistant to the Sales Manager, ASA BKK Co., Ltd.</td>
</tr>
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