

Olmec
Consulting



Smart Tennis court business plan

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Executive Summary

Project Description

This feasibility study looks into the possibility of setting up and operating an outdoor tennis court at al quoz, Dubai. The proposed court set-up would be entertaining, smart and highly interactive by providing several training modules with a mix of fitness and leisure.

The product was created by kkk, a tennis court solution provider established in 1976. The company has designed several products for tennis court systems such as polar interactiveSquash (iTennis), ShowGlassCourt, and public tennis courts, among others. Their scope includes both hardware installation and software supporting applications.

The system chosen for implementation on Kite Beach is a blend of Polar and InteractiveTennis (iTennis).

Polar is a court system suitable for an outdoor play environment, while InteractiveTennis suits all types of courts. InteractiveTennis focuses mainly on the “digital” part of the offering by introducing a variety of training modules that are highly interactive.

The anchor point of the whole concept is its flexible approach towards training for tennis

within a very casual setting. There is even an option to do away with human trainer’s altogether.

There are encouraging market sentiments on the demand side. The shift towards a healthier lifestyle is a prime trend dominating an affluent society and affecting consumer behaviour in the UAE. The target market is very diverse: it comprises athletes, sports fans and local residents who are into physical leisure, corporate groups seeking retreat together and most importantly, the countless tourists who frequent the beach.

Our competitive analysis of the supply side unveils two types of competitor. The first group consists of direct competitors who are providers of tennis activity in the traditional sense. The other group consists of indirect competitors who provide fitness cum leisure activities that differ from tennis.

The mission is to provide a type of tennis that is equipped with the most advanced digital coaching with real-time feedback and statistics. It is primarily targeted at families, sports fans, business groups and tourists at outdoor venues. The vision is to become widely recognized as an outdoor venue that offers a highly interactive and entertaining activity that adds real value to people’s



leisure experiences at the beach and other outdoor venues.

Critical Success Factors

Convenience & flexibility: The ability to offer convenient packages in terms of usage, focusing on offering one-time-play instead of membership. Such flexibility would appeal to tourists who may be visiting the country and spending time at the beach for “a day.”

Location accessibility: The beach location with direct access to the tennis facility will increase its attractiveness to the target market. Additionally, the constant beach traffic is already a captive market for generating more demand.

Ease of use: The court and its relevant applications are easy, interactive and highly intuitive.

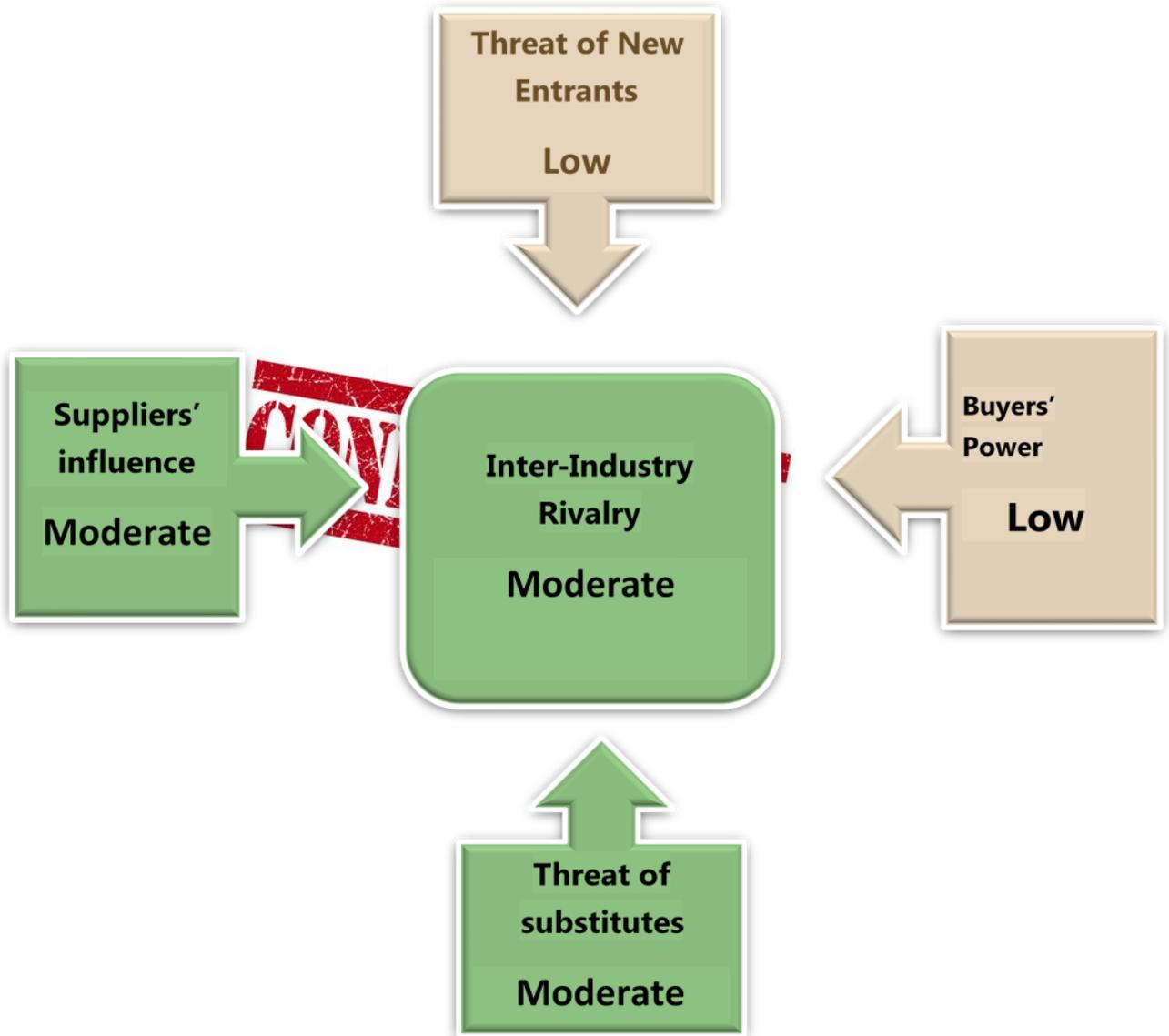
Correct perception: Selling leisure and not just tennis! This message should be reflected in all marketing messages.

Addressing a market need: A healthy lifestyle mixed with leisure is a need that can be successfully fulfilled by the tennis court.

Extended availability: The beach in Dubai is usually available in the winter months, but with the idea of a “closed” court, the potential for demand in the summer months also exists.

Analysis

5 Force Analyses



SWOT Analysis

Strengths
<ul style="list-style-type: none"> • Does away with the requirement for a building.
<ul style="list-style-type: none"> • Smart application and interactive features are a huge plus.
<ul style="list-style-type: none"> • The proposed location, Kite Beach, is a huge attraction
Weaknesses
<ul style="list-style-type: none"> • The suggested location is managed by a powerful developer.
Threats
<ul style="list-style-type: none"> • Several substitutes that could create a similar project. • Ensuring the right perception in the minds of the people who represent the target market.
<ul style="list-style-type: none"> • The effect of VAT.
Opportunities
<ul style="list-style-type: none"> • A continuous trend towards a healthier lifestyle
<ul style="list-style-type: none"> • High spending power and strong consumer market
<ul style="list-style-type: none"> • Future growth potential in new locations.

Financial Summary

Investment Summary

Capex	3,143,804
Opex	3,349,929
IRR	17%
Payback Period	4.83

Profit and loss

FINANCIAL PROJECTIONS - P&L							
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>
Sales : Growth			2%	3%	0%	0%	<u>0%</u>
Est.Avg.Monthly Sales	69,475	106,885	109,022	112,293	112,293	112,293	112,293
Est. Yearly Sales	833,701	1,282,617	1,308,269	1,347,517	1,347,517	1,347,517	1,347,517
Total cost of goods sold	142,446	204,167	208,171	214,296	214,296	214,296	214,296
Direct cost % of the Revenue	82.91%	84.08%	84.09%	84.10%	84.10%	84.10%	84.10%
Contribution	691,255	1,078,449	1,100,098	1,133,221	1,133,221	1,133,221	1,133,221
Total fixed costs	372,001	373,348	382,800	382,918	392,761	392,761	403,097
total costs	514,447	577,515	590,971	597,213	607,057	607,057	617,393
Gross Profit	319,254	705,101	717,298	750,303	740,460	740,460	730,124

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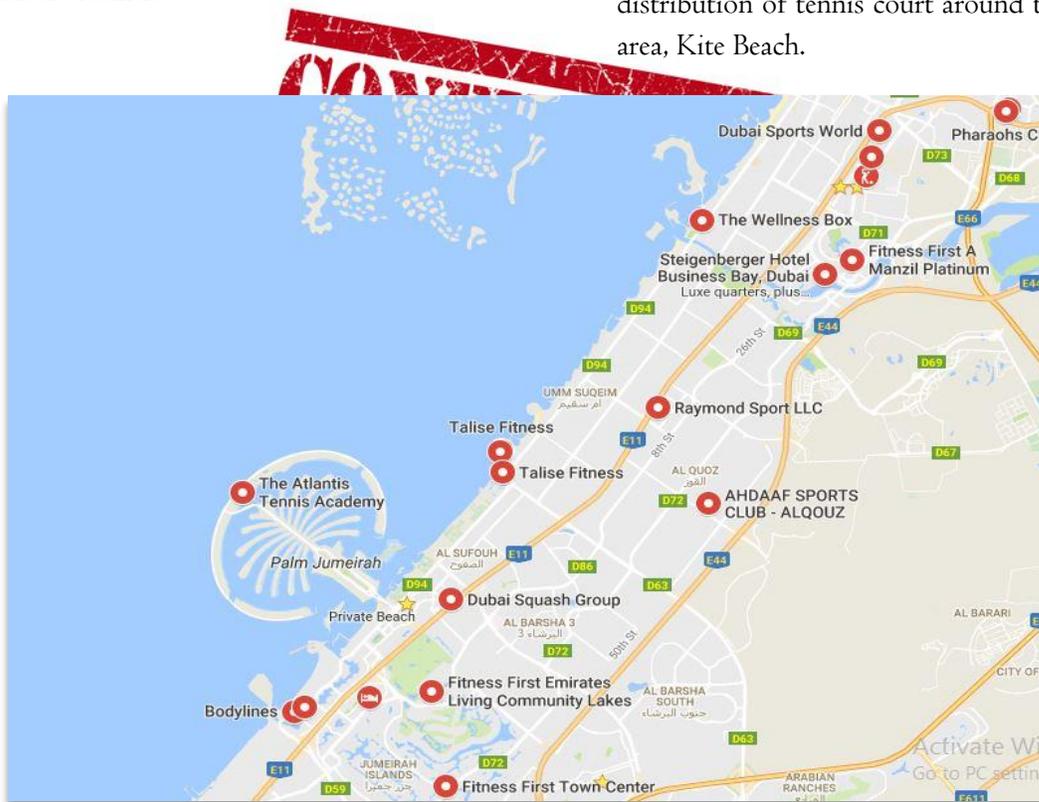
Research Background

Competitive Environment

Despite the weather challenges in the Emirates, there has been an increasing demand for leisure activities. As a cultural hub that attracts millions of visitors every year, the country is fast becoming globally recognized for its man-made attractions, including an array of theme/water parks, iconic hotels, and sports facilities. Even before Dubai won the privilege of hosting the World Expo 2020, it was already planning ahead to enlarge its impressive catalogue of tourist attractions and leisure facilities.

Direct Competition

Direct competitors can be described as entities that offer the same value as the intended business. There are two categories of direct competitors: general tennis courts and outdoor fitness & leisure locations. **Tennis Courts** There are many places in Dubai for playing tennis. Many of them are sited within a hotel or within a fitness center premises (not separate courts). These courts mostly depend on annual memberships and encourage family participation. The map below shows the distribution of tennis court around the target area, Kite Beach.



The table below details a full list of providers' locations and packages in and around the Kite Beach area.

Provider	Address	Package
Bur Dubai		
Pharaoh's Club, Wafi	Pyramid At Wafi, Oud Metha District	<ul style="list-style-type: none"> Open only to members. Annual membership for singles is 7,800 AED, and for couples, it is 12,480 AED per year
New Dubai		
Club Joumana	Jebel Ali	<ul style="list-style-type: none"> 60 AED per hour for non-members – but must be booked TWO DAYS IN ADVANCE. Annual membership is 7,500 AED for singles, 13,000 AED for couples, and 18,000 AED for families
Elixir Fitness Centre	Yassat Gloria Hotel Apartments, Dubai Internet City	<ul style="list-style-type: none"> 80 AED/hour on weekdays and 90 AED/hour at weekends. Membership is available at 450 AED per month
Elixir	Gloria Hotel, Dubai Internet City	<ul style="list-style-type: none"> 80 AED/hour on weekdays and 100 AED/hour at weekends Membership is available at 450 AED per month
Oaks Club	Oaks Liwa Heights, Cluster W, Jumeirah Lakes Towers	<ul style="list-style-type: none"> 100 AED per hour for non-members Monthly membership of 750 AED gives full access to all the club facilities, not just tennis
Sheraton Jumeirah Beach Resort	Al Sufouh Rd, Dubai Marina	<ul style="list-style-type: none"> 300 AED per hour. Membership is available at 6,000 AED per year
Habtoor Grand Beach Resort & Spa	Al Sufouh Rd, Dubai Marina	<ul style="list-style-type: none"> 300 AED per hour for non-members Annual membership is 18,000 AED for women and 20,000 AED for men
Talise Fitness, Jumeirah Beach Hotel	Jumeirah Beach Hotel, Dubai	<p>Members and guests only. The center offers</p> <ul style="list-style-type: none"> monthly membership of 3,500 AED quarterly membership of 8,450 AED annual membership of 30,800 AED
Talise Fitness, Madinat Jumeirah	Madinat Jumeirah, Jumeirah Beach Road	<ul style="list-style-type: none"> 300 AED for a 24-hour full access package for non-members that includes tennis and use of all facilities Membership is available at 14400 AED for singles and 17900 AED for couples
Fit Lab	Emirates Golf Club, Emirates Hills	<ul style="list-style-type: none"> 100 AED per hour but only if accompanied by a member. Membership is 3,000 AED per year

Source: sports360.com

JBR – Muscles Beach

An outdoor sports facility placed on JBR Beach. The Beach, which is opposite the JBR Walk, has a fitness addition to its shores – Muscle Beach operated by The Warehouse Gym. Following the lead of California’s Venice Beach, where fitness fans can work on their tans and triceps simultaneously, Muscle Beach is a gym that is entirely outdoors. The outdoor facility is a direct competitor as it gives a similar value to the potential target market.



Source: <http://www.timeoutdubai.com/sportandoutdoor/features/61583-muscle-beach-at-jbr>

Indirect Competition

Indirect competition arises from players that offer substitute goods and services. In Dubai, there are many leisure and outdoor activity providers. In addition to them there are providers of similar engaging sports like tennis. Such similar activity providers may include:

BOUNCE Dubai Trampoline Park/Flip-out Trampoline Park

Indoor trampoline parks located in Al Quoz, Bounce & Flip-out are a great experience for various family members and social groups. Nonetheless, they are considered only indirect competitors as they are located within an indoor facility, which is less attractive to tourists.

The drop zone – SkyDive

Skydive is widely known as a thrilling outdoor activity in two locations: on Al Ain Road and Palm Jumeirah. It is considered only an indirect competitor because skydivers belong to a different type of target market compared with tennis lovers. Skydivers pay no less than AED 2000 per jump – viewed as a once-in-a-lifetime experience.

Source: <http://www.timeoutdubai.com/sportandoutdoor/features/61583-muscle-beach-at-jbr>

Parks with sports facilities and running tracks

These include Barsha Pond Park and Palm Jumeirah Park, where people can enjoy fitness activities combined with leisure. Such parks may present a substitute service, albeit in a milder form, as the target market’s preference will be more energetic. Interactive sports in an outdoor tennis court represents a level of leisure and fitness that goes beyond walking in the park.

XDubai

XDubai is located in Al Quoz, but its presence is everywhere in Dubai. This leisure activity provider is devoted to all types of physical challenges including, races, skydiving, wingsuit gliding, to name a

few. XDubai may not be a direct competitor since the target market is different, but it is important to note that XDubai created Skatepark on Kite Beach, which means it may help to steer demand towards SMART Tennis.

Demand

Leisure and outdoor activities have been growing exponentially over the past few years and now account for over 70 per cent of the total travel and tourism spend in the GCC according to the first group.¹ According to the Dubai Council, people practising sports in a non-professional manner were expected to be around 45% of the total number of residents in 2015². Such a trend is expected to grow, given the continuous attention allocated to outdoor public venues equipped with sports facilities.

Market Size (Needs Pool)

Demand stems mainly from local residents between the ages of 15 to 60, and from tourism, especially in a known tourist destination. The density of Dubai is steadily increasing as the statistics below show.

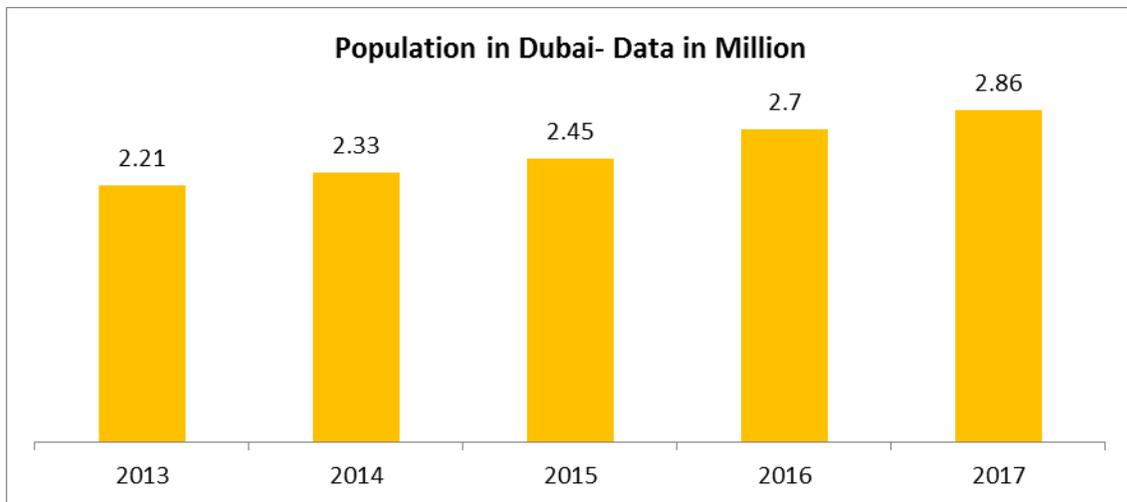


Figure I : Population growth In Dubai

Target Market

¹ <https://www.thefirstgroup.com/en/news/2014/7/increasing-leisure-demand-in-uae>

² <http://www.albayan.ae/sports/all-games/2012-07-25-1.1695139>

Local Residents

The local residents’ market can be further detailed by age bracket to arrive at the target market for the whole of Dubai.

Age group	Composition	Dubai residents in 2016
15 – 19	3%	93,955
20 – 24	8%	208,982
25 – 29	16%	443,270
30 – 34	18%	478,894
35 – 39	13%	353,411
40 – 44	10%	282,599
45 – 49	7%	183,873
50 – 54	4%	97,308
55 – 59	3%	72,363

Source: Dubai Statistical Center

Tourists

Recent Euromonitor data suggests that growth in tourism revenue between 2017 and 2020 is likely to outstrip the growth of outlets by around 30%. Some of this is predicated on continuously strong tourism growth in the UAE in the run-up to Expo 2020³. Tourists will be highly attracted to all types of leisure including outdoor “nice hour” sports.

Data	2014	2015	2016	Visitors Q1-2017
Tourists visiting Dubai	13,200,000	14,200,000	14,900,000	4,570,000

Source: Dubai Statistical Center

Employees and professional groups

Corporate retreats for multinational corporations or large local institutions are popular in Dubai. Offering corporate packages to book the court will be a strong value-added proposition.

Advertisers

Since the proposed application is likely to become a marketplace commodity, advertisers will be an additional target market and source of revenue for the provider.

³ Hungry for more?- KPMG 2016 UAE Food & Beverage Report

I- **Initiatives at the official level:** 30 X 30 is a recent initiative that encourages ordinary people to incorporate casual sports into their everyday lives. Different entities have responded by facilitating public fitness activities. Such a trend, if continued, will stimulate demand. In addition, Dubai has launched the first innovative sports lap in the world. Among the major pillars that the lap rests on are:

- a. Encouraging a healthy lifestyle for all residents
- b. Triggering sports-oriented tourism
- c. Investing in enhancing sports-related infrastructure
- d. Embracing sports technology⁴

The business model is vigorously tapping into these initiatives.

2- **The motivation for people to exercise:**

Despite the massive investment in infrastructure to encourage exercise, given that the fitness industry in UAE was estimated to be worth \$380m in 2016⁵, the level of obesity in UAE is still high, while the percentage of people attending health clubs is relatively low. The reason for this is lack of motivation. Hence, the idea of activity built around the notion of “fun” and “losing calories” is expected to catch on, if correctly applied to the target market

3- **Special sports events:**

Sports-related events, especially those involving beach sports, usually drive demand. Such events would include volleyball games, Dubai Beach meets and Legends of Football - Beach Foot Volley 20⁶. The Dubai Tennis League is another major event that will indirectly trigger demand⁷.

4- **Increasing fitness awareness:**

From tackling infectious diseases over the past half-century, the country is now grappling with the escalating crisis of chronic conditions and their risk factors. Obesity is a well-known health burden and about 70 percent of men and 67 per cent of women aged 15 years and older in the country are considered overweight⁸. Spreading the awareness of fitness as a way to avoid negative health conditions would kindle interest in healthy pastimes.

⁴ <http://www.emaratalyoun.com/sports/local/2016-04-06-1.885855>

⁵ <http://www.arabianbusiness.com/lifestyle/wellness/377764-business-of-fitness-uaes-380m-exercise-industry-enters-new-cycle>

⁶ <http://www.dubaisc.ae/en/new/Pages/home.aspx>

⁷ <http://www.gulfleagues.com/index.php/General/dubai-tennis-league.html>

⁸ <http://gulfnews.com/gn-focus/special-reports/health/the-state-of-the-uae-s-health-2016-1.1658937>

Consumer Insights

A survey questionnaire was carried out among fitness enthusiasts and the general public interested in fitness in Dubai. The results are given below:

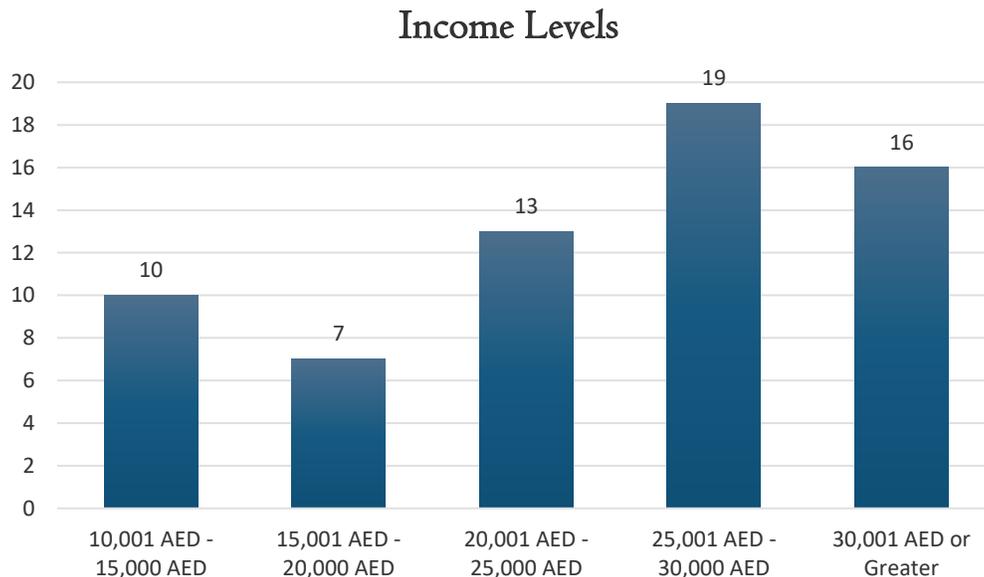
General demographic description of the respondents

Total respondents	65
Male	40
Female	25
Based in Dubai	65

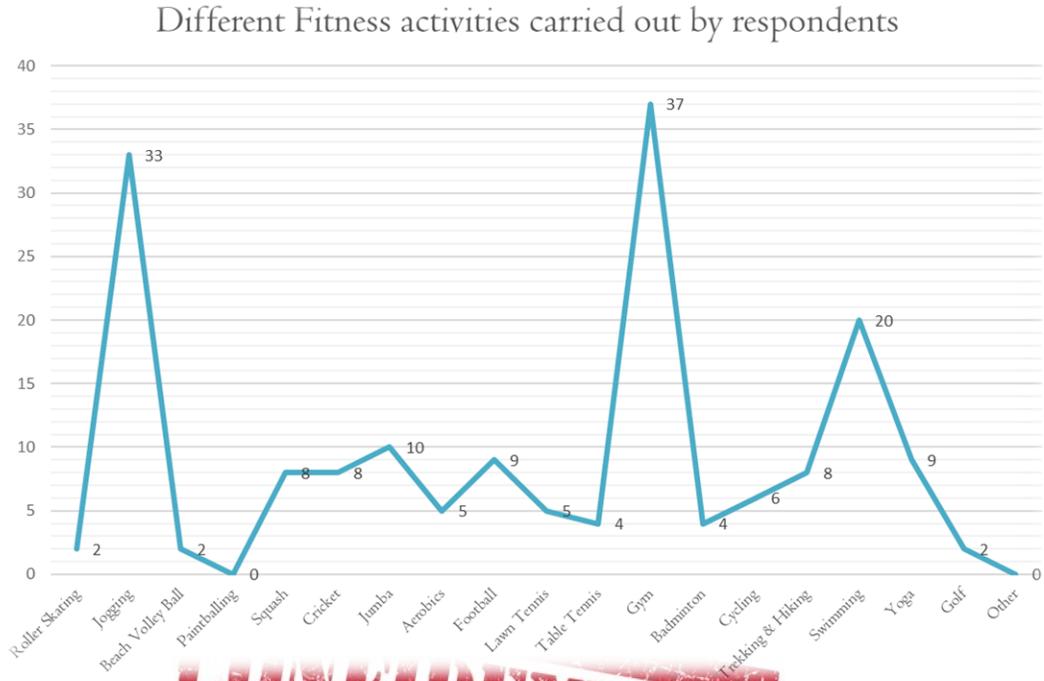
The breakdown of respondents by nationality and age is as follows:



The chart below of the breakdown of the income level of respondents shows that the majority had an earning capacity of 25,000 AED or higher.

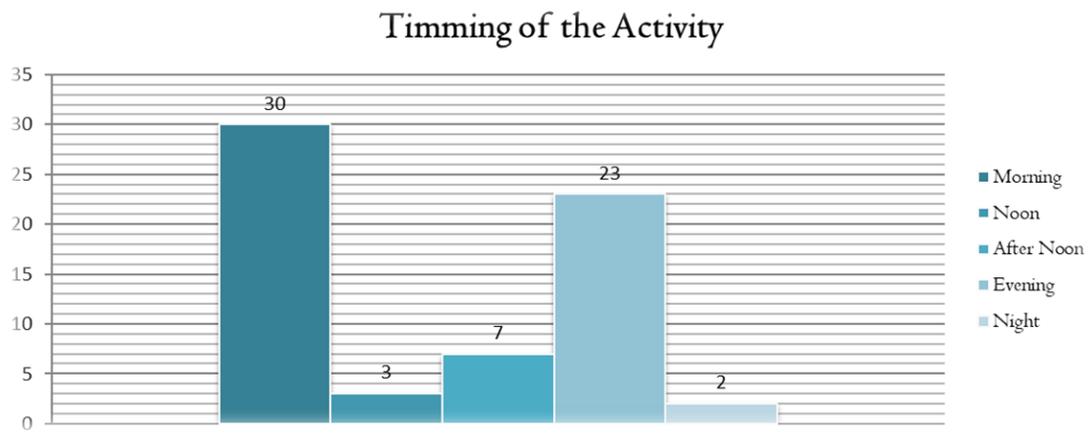


All respondents are involved in fitness activity, with most of them preferring the gym as the normal place of activity. Refer to the chart below. As expected, the GYM was the most preferred place of activity with 35 per cent of respondents choosing that as their favourite venue.

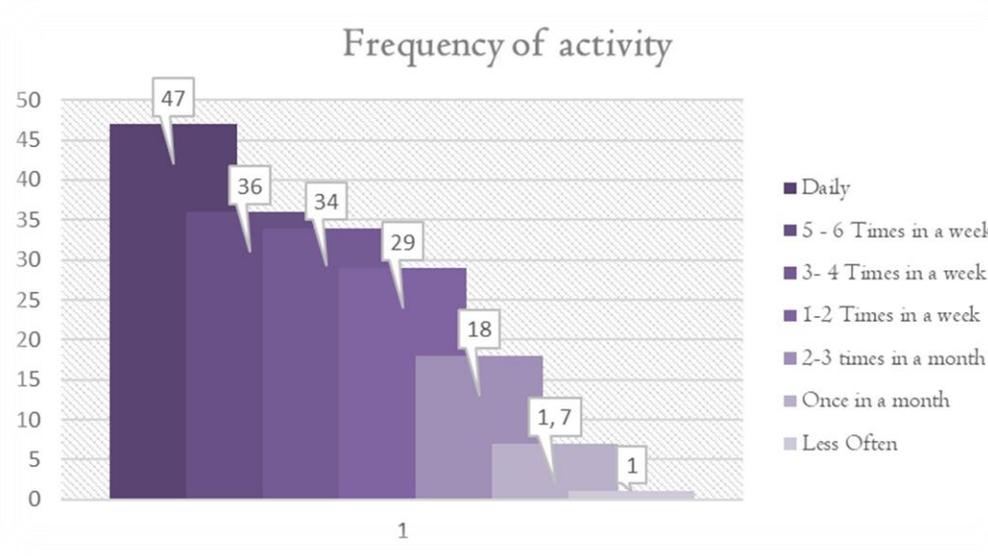


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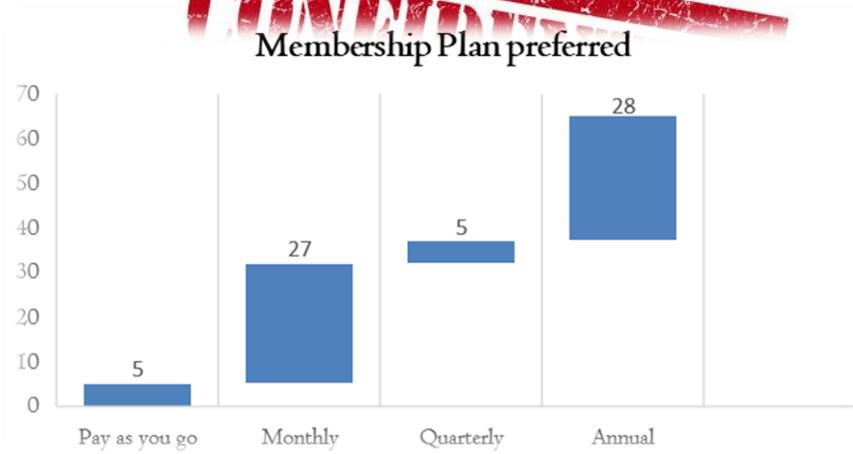
More than half of the group indicated that they are involved in sports alone at several timings across the day as seen in the chart below.



In addition, respondents showed varying behaviors when asked about the frequency of their fitness regime. The charts below highlight more trends for potential consumers. The maximum time that respondents spent on fitness activity are more than 5-6 times a week

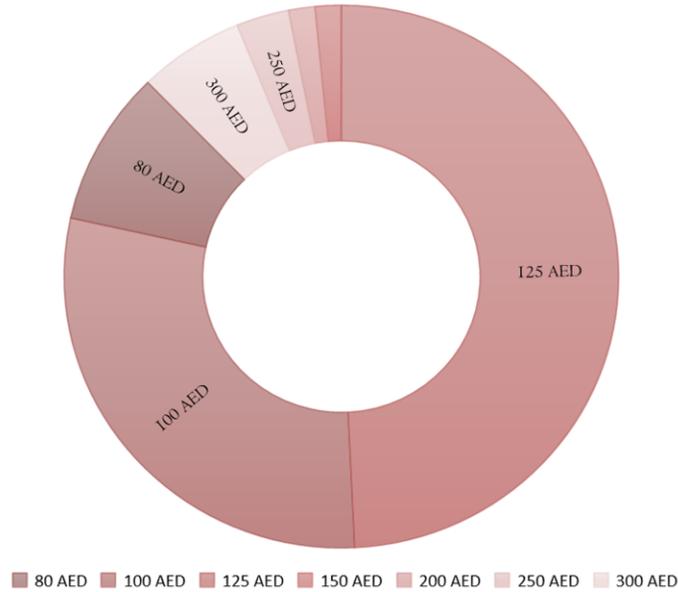


The response by respondents to preferred membership are as below. The most preferred payment plan was a monthly and annual plan.



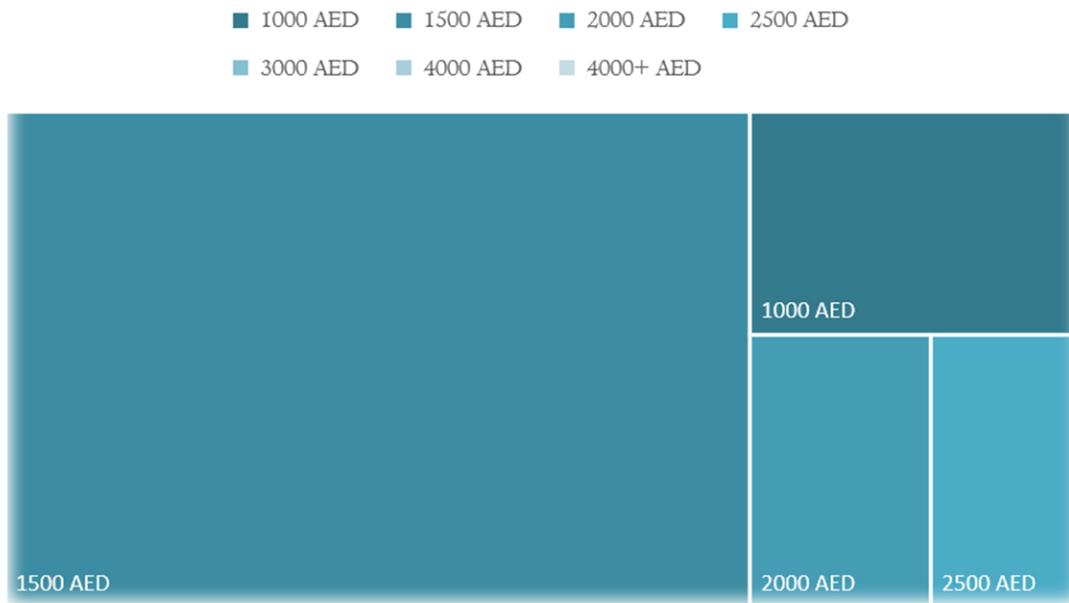
The questionnaire also inquired about the fees the respondents were willing to pay for using the tennis courts. Below are the fees preferred by hourly, monthly, quarterly and yearly rates.

Fees preferred for an hour of play

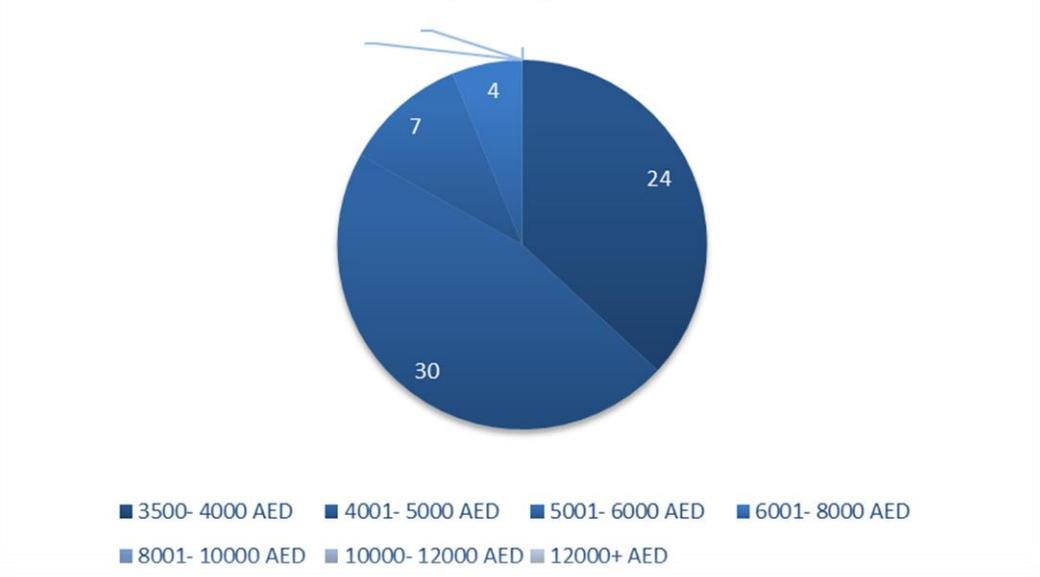


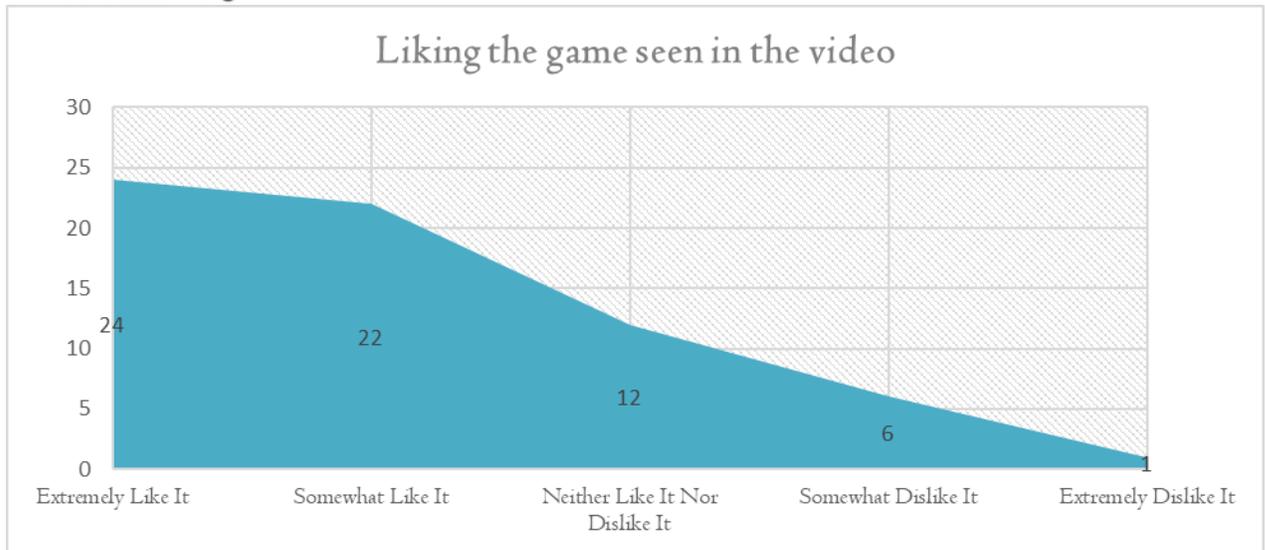
When asked about their preferred fee range by quarter, respondents responded in the following way.

Preferred fee by Quarter



Yearly fees preferred





When shown a video of the tennis courts, the majority of respondents either “Extremely liked it “or “Somewhat liked it.”

Analysis of In-depth Interviews

The following groups were interviewed at length, and this is the feedback obtained:

Facility Managers

- Good demand for tennis among tennis court members and enthusiasts
- Tennis members aged around 30 to 50
- Demand on weekdays in the afternoon and evening
- Huge demand on weekends – courts are fully occupied
- During Ramadan demand dips by 40 per cent.
- Approximately 50,000 to 60,000 AED spent on maintenance annually
- Approximately 10,000 to 15,000 AED spent on polishing the floor annually

Players

- Take up tennis from a fitness perspective
- Play with friends and in league matches
- May have issues with finding courts

Analysis

SWOT Analysis

Strength

- Current Tennis courts are mainly part of bigger centres, and accessibility may require membership or being part of a specific social group, while SMART Tennis is highly accessible as it is located on the beach and for all social clusters.
- The product is a smart application which does away with a tutor: which gives private experience for groups and families through diverse training modules
- To be located in a prime locality (Kite Beach).

Weaknesses

- Such type of business entails the approval of a real estate company in areas that are highly demanded and are with high rent. Meraas is a highly controlling supplier for several strategic outdoor locations in Dubai.

Threats

- Several substitutes that create similar value: Leisure and fitness are a combination that may be found in other products like trampoline parks, outdoor gyms .etc. Nonetheless, the intended tennis court should focus on creating a strong marketing perception in the minds of people who represent the target market.
- The effect of the VAT on consumption trends is not clear currently.
- The Idea would be replicated by others.

Opportunities

- The country is highly stable and secured, the idea of outdoor engaging activity is appealing which will trigger more demand
- Continuous trends towards a healthier life.
- High spending power and a strong consumer market.

- The future potential implementation is not restricted to kite beach: Installing POLAR outdoor courts into outdoor sport activity areas, hotels, universities, private homes, office and residential rooftops around the city.

External Environment Analysis

Economic

The country has one of the highest per capita incomes in the world, and the retail sector, the major sub-sector, contributes 11% of the country's GDP. As such, spending on luxury and non-necessity products and services - such as leisure and outdoor activities - would be considered normal.

Cultural

Dubai society is expat-oriented and a cultural potpourri, which means that innovative ideas for leisure and fitness activities would be widely accepted. Kite Beach itself is known to attract a huge following all over the world, who would be enthusiastic about trying out anything entertaining on that beach.

Social

There is a significant shift towards a healthy lifestyle. Society in the UAE is highly accepting of innovative leisure-time activity associated with fitness. In addition, the diversified society is both family-oriented and expat worker-oriented, so there is an opportunity to target many types of clusters with different packages with no cultural barriers.

Technological

Dubai is one of the most accepting of destinations for technology and innovation. Therefore, bringing in a product that is a combination of technology in addition to fitness, leisure, and tourism is just the right recipe for Dubai.

Bargaining Power of Suppliers

The supplier group is small and is limited to:

- 1- The lessor, who may be able to increase the rent or change terms and conditions upon renewal as against the limited rights of the tenant (the court owners)
- 2- The system provider, who dictates the hardware and the technology to be implemented, who will also have to be relied upon for support and maintenance

The bargaining power of the suppliers is considerable because of the uniqueness of the service. This affords little leeway to the court owner to negotiate better terms or to find alternative suppliers. In actual terms, it would be very expensive to change the real estate lessor since such a change could mean changing the location and losing the competitive edge.

The bargaining power of suppliers is relatively **MODERATE**.

Bargaining Power of Buyers

There are several substitutes available for outdoor fitness, which gives buyers the option to switch. Nonetheless, for such an offering, buyers are not expected to be price-sensitive since such a service is not currently available for consumers, which would weaken their bargaining power.

In such a type of business, the size of each unit of service is relatively low; hence, there is no dominant buyer to control revenue.

The bargaining power of buyers is relatively **LOW**.

Threat of Substitutes

Substituting offerings are widely available to the public – from outdoor fitness facilities to walking tracks in parks to trampoline parks. The cost of change is very low, and may not be even felt.

The threat of substitutes is **MODERATE**.

The threat of New Entrants

The timeframe for entering the market and challenging the market-share of competitors is intermediate to long; it involves the availability of such a location, the construction, and the operating of the system.

Specialist knowledge is essential for such an innovative sports application.

Early implementers would gain the cost advantage with time as revenues will accumulate to breakeven even with the high space rentals, while competitors who lag behind would be at a disadvantage.

The threat of new competitors' entry is **LOW**.

Inter-Industry Rivalry

The direct competitors (tennis courts or outdoor fitness & leisure services) that offer the same value for clients are many, indicating that **Moderate** rivalry exists. However, by focusing on the special competitive advantages, SMART Tennis will offer, such rivalry can be mitigated.

Inter-Industry Rivalry is Moderate.

Business Model Analysis

Key partners

Key partners are the suppliers of the service:

- 1- The space providers: The main space provider is Meraas which imposes rent on the beach area.
- 2- System Provider:
 - a. **KBB:** A company established in 1976 that provides fully integrated products/solutions for Tennis. Many of the large national and international competitions are staged on KBB's all-glass courts, including world championships, the PSA world tour, and the Commonwealth Games. The company offers several types of products like Polar, and Interactive Tennis ShowGlassCourt®, among others.

○ For hardware: the Polar format will be endorsed by the court owner as it will be outdoors.

○ Interactive tennis: interactiveTennis (abbreviated: tennis) is the digital revolution sweeping racket sports. It is transforming standard tennis courts into interactive training and game centers. Tennis players can practice in totally new ways by using programs developed by professional coaches, and players can choose from several modules for

○

training and playing. These programs along with the relevant hardware would be implemented.

The upgrading of systems could take as little as 48 hours, depending on the circumstances and condition of the particular court.

Key Resources

Key resources are the materials and equipment for the idea to materialize. There are two parts: the hardware and the software.

The Hardware

The Court Specifications

The POLAR court is expected to be built in collaboration with KBB. It will require 100 SQM to 1500 SQM for a single court up to 6 courts including social and service areas (Polar specifications).

The glass panels range from approximately 320x160cm to 170X160 cm. The marking lines at the glass walls are LED lines.

The court has glass walls, a glass floor, and a glass door, while the roof is made of a light metal structure. The system provided consists of:

- **Air conditioning system:**

- Activated once the door is open and can be customized from the controller
- An appropriate level of temperature maintained during idle times
- A/C unit on top of the roof structure
- The ventilated case on the ceiling (iTennis)
- **Audio:** 4 speakers, connected (wireless) to the players' mobile phone's would allow a personal choice of music.
- **Video:** All games can be recorded, shared live on the Polar website and stored on player profiles (optional)/
- **Electronic shades:**
 - For privacy and sun protection. Can be customized from the controller
 - Logo printed shades
 - Laser projector with wide-angle lens
- **Timer**
 - Once the door of the court closes, the countdown to 45 min is displayed.
 - 5 min before the rental time ends, the light will change to alert players.
- **Score panel:** Recording and saving the game score to player profile
- **Locker:** For storage of personal goods during playtime
- **Ceiling:** Upper sensor bar – manufactured by KBB Tennis
- **Walls:** Front wall upgrade – provided by KBB Tennis (additional costs apply)
- **Cables**

Requirements

- Dedicated power outlet
Space on the Ceiling to mount A/C

Unit (approximately 7 meters from the front wall)

- Ceiling to bear a load of up to 80kg
- Active internet connection

Additional optional facilities include:

- POLAR CLUB Food and bar social areas around and in-between the courts
- Pro shop
- Therapy room
- Showers
- Restrooms
- Locker area

Maintenance and follow up

Polar support will include

- 1- Design and planning
- 2- Production and installation
- 3- Monitoring and following up on all logistics
- 4- Consultation for tennis center operation
- 5- Marketing support – branded courts, advertising, online connectivity, and application
- 6- Maintenance of installed walls

Software and Digital Resources

The Controller

The most important element that gives the physical part of the court a special theme is the controller at the entrance of the court (embedded in Polar). Here the controller allows users to sign in and decide on the inner theme they like.

The application

The app of iTennis (interactiveTennis) offers players new games and training modules to play on the system. The app also lets them schedule games and pay for court time, check their statistics and receive interactiveTennis news.

The app will foster an online community of enthusiasts by enabling them to connect with each other, compare statistics, brag about their scores, and share their tennis stories on social media. The

potential for customized content, games and training programs is virtually limitless.

Video software: All games can be recorded, shared live on the website and stored on player profiles.

Future Updates: The hardware that ships when purchasing interactiveTennis are completely future-proof. This means that the system will always meet the system requirements for future update

Value Proposition

A value proposition defines the gains and pains of the target market experience in their daily lives. Such elements are directly related to the value proposition that the product/service will be.

Gains to the Users	Pains presently experienced	How the offering attends to pains/gains
<p>People would appreciate any solution that contributes positively to health and will not entail the traditional “pain.”</p> <p>People enjoy leisure activities much more than a regular workout.</p>	<p>People suffer bad health associated with wrong habits.</p> <p>At the same time, people are not easily encouraged by regular workouts as its downside is that it is exhausting and needs high tolerance.</p>	<p>The offering is a comprehensive product that supplements <u>leisure</u> and <u>fitness</u> in one package.</p> <p>The participant may not feel the 45 minutes as he/she will be enjoying a very <u>amusing</u>/interactive physical experience.</p>
<p>People would enjoy activities that keep them <u>in touch</u> with loved ones and <u>connected</u> with <u>friends</u></p>	<p>Need more time with loved ones outside the working hour. Going to the gym would mean more time away; it would not satisfy that social need.</p>	<p>The offering, equipped with the necessary technology is <u>social</u>. It has a social platform as it is connected to social media.</p> <p>Also, a person can have a pleasant 45 minutes of fitness among friends and family.</p>
<p>People – especially families – of some cultures would appreciate some <u>privacy</u> during their leisure activities.</p>	<p>There are cultural barriers, especially among Arab nationals that may make them shy away from receiving tennis training or simply doing any fitness sport in public.</p>	<p>Given the fact that there are no human trainers, SMART Tennis will attend to needs within a <u>private</u> setting among families or groups.</p>
<p>Residents find it convenient to use the applications and technology.</p>	<p>People – especially the techno resistant – find new technologies strange and sophisticated</p>	<p>The offering associates fitness with technology for <u>best convenience</u> & <u>ease of use</u> with a very friendly and easy-to-understand interface.</p>
<p>Tourists, especially adventurers, will find an</p>	<p>Tourists, especially adventurers, will feel they had a poor experience if the visit was limited to food and</p>	<p>The offering is a perfect fit for walk-in tourists due to the rich, entertaining experience of 45 minutes.</p>

outdoor smart tennis court very appealing and memorable.	shopping. They always look for something beyond that.
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Customer Relationship

The relationship is not personal since there is no direct interaction with customers. Nonetheless, online accounts that are created will track the demographics and all activities for each individual user. This is valuable when sending targeted messages.

Customer Channels

Reaching customers will be explicit and direct as the court will be placed on a public beach.

Additional channels include but are not subject to the marketing activities below:

- 1- Online marketing: using social media platforms to advertise the product, and creating a free Instagram, Facebook page
- 2- Invitation to travel/fitness bloggers

Revenue Streams

- Usage fees: Collectable from participants whether in the form of memberships or one-time payment. Payment will be electronic, by cash or via credit card at the entrance of the court.
 - Price per one session (non-members) = AED 150
 - Membership structure:
 - 600 to 800 per 1 month
 - 1500 for 3 months
 - 4000 to 5000 per year
- Digital advertising with the application: this means a marketplace for acclimatized users where advertised spaces could become a source of revenue for the operator

Cost Structure

Fixed Cost: fixed cost is in two parts: The first part is lump sum amounts that are payable once as initial investments (initial subscriptions, initial investments like fixed assets) and legal fees, if needed.

The second part is the recurring cost regardless of the level of activity, but it is almost fixed from year to year.

Cost elements include:

1. Regular cleaning
2. Rent payable to lessors
3. General administration (utility, internet, and others)
4. Salaries
5. Audit Fees

Variable Cost: The variable cost changes as more units of services accumulate. These include supplies like rackets and balls used at the court. These are to be rented but should be changed every year.

Vision and mission

Vision

To be widely recognized as an outdoor venue that offers a highly interactive and entertaining activity that adds real value to people’s leisure experience at beaches and other outdoor venues.

Mission

To offer a kind of tennis that is equipped with the most advanced digital coaching with real-time feedback and statistics to families, sports fans, business groups and tourists at outdoor venues.

Objectives

- 1- Retain the sizeable amount of business attributed to walk-in non-members.
- 2- Derive no less than 50% of revenue from tourists by 2020.
- 3- Derive 20% of overall revenue portfolio from members by 2020.

- 4- Fully break even in less than 5 years.

Operational Plan

Organizational Structure and Workforce Needed

Although there is minimal need for human resources, two positions are necessary:

- 1- One coordinator to support the operations and marketing activities
- 2- One field security officer to ensure everything is secured before, during and after games. Additionally, the security personnel will be on hand to lend rackets and shoes to players since many novices to tennis are to be expected.



Timeline for the Project

Activity & Time Line	Weeks															
	First month				2 ND Month				3 Rd Month				4 th Month			
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2		
Contract sign off and	█															
Consignment order		█														
Manufacture, Shipping, Installation			█	█	█	█	█	█	█	█	█	█	█			
Testing														█	█	
Marketing													█	█	█	
Hiring													█	█	█	
Launch event															█	

Financial Plan

FINANCIAL PROJECTIONS - P&L							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Sales : Growth			2%	3%	0%	0%	0%
Est.Avg.Monthly Sales	69,475	106,885	109,022	112,293	112,293	112,293	112,293
Est. Yearly Sales	833,701	1,282,617	1,308,269	1,347,517	1,347,517	1,347,517	1,347,517
Cost Of direct Goods for food	130,109	200,167	204,171	210,296	210,296	210,296	210,296
% of cost of food material	60%	60%	60%	60%	60%	60%	60%
Direct Cost of utilities	8,337	12,826	13,083	13,475	13,475	13,475	13,475
% of cost of Food	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
cost of bats	4000	4000	4000	4000	4000	4000	4000
	0	0	0	0	0	0	0
Total cost of goods sold	142,446	204,167	208,171	214,296	214,296	214,296	214,296
Direct cost % of the Revenue	82.91%	84.08%	84.09%	84.10%	84.10%	84.10%	84.10%
Contribution	691,255	1,078,449	1,100,098	1,133,221	1,133,221	1,133,221	1,133,221
Less: Operating Expenses			5%		5%		5%
Location Rent/ Lease	187,500	187,500	196,875	196,875	206,719	206,719	217,055
Rent as Percentage of the cost	36%	32%	33%	33%	34%	34%	35%
Salaries and Benefits	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Salaries as % of cost	17%	16%	15%	15%	15%	15%	15%
cost of cleaning materials	8000.00	8000.00	8000.00	8000.00	8000.00	8000.00	8000.00
cost of air freshners	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00
Pest control	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00	2000.00
Marketing Expense	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Misc. & Admin. Expenses	2,501	3,848	3,925	4,043	4,043	4,043	4,043
%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Municipality expenses	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total fixed costs	372,001	373,348	382,800	382,918	392,761	392,761	403,097
total costs	514,447	577,515	590,971	597,213	607,057	607,057	617,393
Gross Profit	319,254	705,101	717,298	750,303	740,460	740,460	730,124

CAPEX

1. SQUASH EQUIPMENTS					
NO.	DESCRIPTION OF ITEMS	NAME OF SUPPLIER	QTY	U/PRICE AED	ACTUAL
					AED
			1		
1	T point equipment	-DO-	2	1,450,000	2,900,000
	Installation		2	87,600	87,600
	A/c		1	20,000	20,000
2	Dress change facility	-DO-	1	10,304.00	10,304
3	Bar furniture and equipment	-DO-	1	17,460.00	17,460
4	Display Unit	-DO-	4	7,360.00	29,440
5	Bats	-DO-	8	500.00	4,000.00
6					
7					
17					
16					
TOTAL					3,068,804.00

Investment summary							
Total investment	6,493,733						
Capex	3,143,804						
Opex	3,349,929						
Revenue	833,701	1,282,617	1,308,269	1,347,517	1,347,517	1,347,517	1,347,517
Contribution	691,265	1,078,449	1,100,098	1,133,221	1,133,221	1,133,221	1,133,221
contribution percent	82.91%	84.08%	84.09%	84.10%	84.10%	84.10%	84.10%
Gross Profit	319,254	705,101	717,298	750,303	740,460	740,460	740,460
Net Profit	(410,980)	(25,132)	90,127	148,543	752,460	752,460	752,460
Free cash flow	(3,162,554)	331,254	717,101	729,298	762,303	752,460	752,460
Cumulative cash flow	(3,162,554)	(2,831,300)	(2,114,199)	(1,384,901)	(622,597)	129,862	882,322
Cash flow with terminal value	(3,162,554)	331,254	717,101	729,298	762,303	752,460	3,009,838.80
Operating Profitability		40%	56%	56%	57%	56%	56%
Net Profit Percent		-49%	-2%	7%	11%	56%	56%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-82%	-4%	16%	25%	126%	126%
Break even sales		448,659	444,028	455,237	455,329	467,034	467,034
Average daily breakeven sales from players and advtsements		1,229	1,217	1,247	1,247	1,280	1,280
Approx Average daily players to cover costs with advt		8	8	8	8	9	9
More Average daily players with out advt		2	2	2	2	2	2
Average daily players with out advt		10	10	11	11	11	11
IRR	17%						
Pay back period	4.83						

Investment summary- 5 Percent decrease in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		797,846	1,227,456	1,252,005	1,289,565	1,289,565	1,289,565
Contribution	-	661,688	1,032,410	1,053,139	1,084,853	1,084,853	1,084,853
Gross Profit		289,795	659,228	670,508	702,109	692,265	692,265
Net Profit		(440,438)	(71,005)	43,337	100,348	704,265	704,265
Free cash flow	(3,162,554)	301,795	671,228	682,508	714,109	704,265	704,265
Cumulative cash flow	(3,162,554)	(2,860,759)	(2,189,531)	(1,507,023)	(792,914)	(88,649)	615,617
Cash flow with terminal value	(3,162,554)	301,795	671,228	682,508	714,109	704,265	2,817,061.60
Net Profit Percent		-55%	-6%	3%	8%	55%	55%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-89%	-13%	8%	17%	120%	120%
IRR	15%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	5.13	Capex	3,143,804				

Investment summary- 10 Percent decrease in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		761,992	1,172,295	1,195,741	1,231,613	1,231,613	1,231,613
Contribution		632,125	986,377	1,006,185	1,036,490	1,036,490	1,036,490
Gross Profit		260,339	613,360	623,722	653,920	644,077	644,077
Net Profit		(469,894)	(116,873)	(3,448)	52,160	656,077	656,077
Free cash flow	(3,162,554)	272,339	625,360	635,722	665,920	656,077	656,077
Cumulative cash flow	(3,162,554)	(2,890,215)	(2,264,854)	(1,629,132)	(963,212)	(307,135)	348,942
Cash flow with terminal value	(3,162,554)	272,339	625,360	635,722	665,920	656,077	2,624,306.54
Net Profit Percent		-62%	-10%	-0%	4%	53%	53%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-96%	-21%	-1%	9%	114%	114%
IRR	13%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	5.47	Capex	3,143,804				

Investment summary- 15 Percent decrease in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		726,137	1,117,134	1,139,477	1,173,661	1,173,661	1,173,661
Contribution	-	602,566	940,350	959,237	988,134	988,134	988,134
Gross Profit		230,888	567,499	576,944	605,738	595,894	595,894
Net Profit		(499,346)	(162,735)	(50,227)	3,977	607,894	607,894
Free cash flow	(3,162,554)	242,888	579,499	588,944	617,738	607,894	607,894
Cumulative cash flow	(3,162,554)	(2,919,666)	(2,340,168)	(1,751,224)	(1,133,486)	(525,592)	82,302
Cash flow with terminal value	(3,162,554)	242,888	579,499	588,944	617,738	607,894	2,431,577.27
Net Profit Percent		-69%	-15%	-4%	0%	52%	52%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-103%	-30%	-9%	1%	107%	107%
IRR	11%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	5.86	Capex	3,143,804				

Investment summary- 5 Percent increase in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		869,555	1,337,777	1,364,533	1,405,469	1,405,469	1,405,469
Contribution	-	720,824	1,124,492	1,147,062	1,181,594	1,181,594	1,181,594
Gross Profit		348,716	750,979	764,093	798,503	788,659	788,659
Net Profit		(381,518)	20,746	136,923	196,742	800,659	800,659
Free cash flow	(3,162,554)	360,716	762,979	776,093	810,503	800,659	800,659
Cumulative cash flow	(3,162,554)	(2,801,838)	(2,038,859)	(1,262,766)	(452,263)	348,395	1,149,054
Cash flow with terminal value	(3,162,554)	360,716	762,979	776,093	810,503	800,659	3,202,635.11
Net Profit Percent		-44%	2%	10%	14%	57%	57%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-75%	4%	23%	33%	132%	132%
IRR	19%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	4.56	Capex	3,143,804				

Investment summary- 10 Percent increase in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		905,410	1,392,938	1,420,797	1,463,421	1,463,421	1,463,421
Contribution	-	750,396	1,170,539	1,194,030	1,229,971	1,229,971	1,229,971
Gross Profit		378,180	796,861	810,893	846,706	836,862	836,862
Net Profit		(352,053)	66,627	183,722	244,945	848,862	848,862
Free cash flow	(3,162,554)	390,180	808,861	822,893	858,706	848,862	848,862
Cumulative cash flow	(3,162,554)	(2,772,374)	(1,963,513)	(1,140,620)	(281,915)	566,947	1,415,809
Cash flow with terminal value	(3,162,554)	390,180	808,861	822,893	858,706	848,862	3,395,448.06
Net Profit Percent		-39%	5%	13%	17%	58%	58%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		68%	11%	31%	41%	138%	138%
IRR	21%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	4.33	Capex	3,143,804				

Investment summary- 15 Percent increase in mebership

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Revenue		941,264	1,448,099	1,477,061	1,521,373	1,521,373	1,521,373
Contribution	-	779,971	1,216,590	1,241,002	1,278,352	1,278,352	1,278,352
Gross Profit		407,647	842,746	857,696	894,913	885,069	885,069
Net Profit		(322,586)	112,512	230,525	293,152	897,069	897,069
Free cash flow	(3,162,554)	419,647	854,746	869,696	906,913	897,069	897,069
Cumulative cash flow	(3,162,554)	(2,742,907)	(1,888,161)	(1,018,466)	(111,553)	785,516	1,682,585
Cash flow with terminal value	(3,162,554)	419,647	854,746	869,696	906,913	897,069	3,588,275.58
Net Profit Percent		-34%	8%	16%	19%	59%	59%
Profit Percentage		0%	0%	0%	0%	0%	0%
net profit/total cost		-62%	19%	38%	48%	144%	144%
IRR	23%	Opex	3,349,929	Total investment		6,493,733	
Pay back period	4.12	Capex	3,143,804				

Appendix I

IDI with tennis court manager in Garhoud

- Q1) Name of the facility
 A1) Flow Health Club & Wellness at RODA Al Bustan, Deira, Dubai.
- Q2) Location?
 A2) Casablanca Street, Al Garhoud, Deira, Dubai.
- Q3) Number of courts
 A3) One
- Q4) What kind of court they have , is it all wall or with wall and glass door
 A4) Door Glass and Walls are of Gypsum.
- Q5) What are the Fees, rate for different types of memberships?
 A5) AED 130 per hour. Members are free but advance booking is required.
 Single (Male) for 1 year 4500 Dirhams, 6 months 3,200, 3 months 2,000 and 1 month 750
 Single (Female) for 1 year 3600 Dirhams, 6 months 2,600, 3 months 1,800 and 1 month 750
 Couple for 1 year 4,500 Dirhams, 6 months 4,500, 3 months 3,700 and 1 month 1,250
 Family for 7,300, 6 months 5,300, 3 months 4,700 and 1 month 1,750
 Additional Child 1,500 Dhs for 1 year and 950 Dhs for 6 months.
 (For Family 2 Adults + 2 Children below 16 years of age).
- Q6) Do you have membership yearly or half yearly and how much is it ?
 A6) Yes, we yearly and half yearly and also have for one month & 3 months.
- Q7) Do you allow play on per hour rate if so how much?
 A7) Yes we allow to play on per hour rate which is AED 130 per hr.
- Q8) Total Number of members registered?
 A8) 192 Members as of 19.11.2017.
- Q9) Per cent of members who are females and number of kids /teenagers.
 A9) Couple - 10%
 Females 5 – 10%
 Single 80%
- Q10) Operating time?
 A10) From 6.00 a.m. till 11.00 p.m.
- Q 11) What time is the most demand for the courts? During the day does it get occupied during morning and afternoon time during week days , if yes how many players during the week days morning and afternoon they show up?
 A11) From 4.00 p.m. to 7.00 p.m. and 4 – 6 players in the afternoon. None in the morning.
- Q12) How does the occupancy work out during weekends ,is it occupied the full day?
 A12) In weekends on Fridays and Saturdays from 5.00 p.m. till 8.00 p.m. and there are 10 players.

The breakdown of the Expenses for approx. AED 60,000 per year :

Wooden Flooring Repairs	15,000/-
Lightening	1,000/-
Squash Rackets	1,000/-
Squash Balls	1,500/-
Cleaners	3,500/-
Receptionist	3,500/-

Cleaning Materials	
Detergent	4,500/-
Towels for Change Room	2,500/-
Shower Gel	2,500/-
Shampoo	2,500/-
Air Freshners	1,000/-

Drinking Water	750/-
Pest Control	1,000/-

Cost of Electricity and Cleaning

Electricity 10,500/- per year

Cleaning 9,500 /- per year

How many people to Manager and who ?

4 people under the Manager

Receptionists 2 Nos.

Cleaners 2 Nos.

Do they polish the floor yearly and what is the cost ?

Yes, they do polish the floor yearly and the cost of is AED 8,500/-

- Q13) If players come during week days, what kind of crowd is?
A13) 4 to 6 players.
- Q14) Do You have a website or application which lets players know if court is occupied ?
A14) Yes, we have our website but no application which lets players know if court is occupied. They can know by calling us.
- Q15) Which are the lean months? How much percentage dip do you take during the lean months compared to rush months?
A15) In summer from May, June and July. Dip percentage is 10%
- Q16) Which are the rush months.
A16) October till December
- Q17) Which months are between rush and lean months please name them and how much percentage dip of occupancy during these months happen compared to rush months?
A17) February and March
30 – 40% during Rush months
20% during lean months
- Q18) Do the courts are used for league matches?
A18) No league matches are played here because we do not have committed players. No response.
- Q19) Do you have trainers on site?
A19) No
- Q20) How many players wish for a trainer, what are approx. fees for trainers?
A20) No one wishes to have a trainer because they know how to play on their own.
- Q21) What is the associated cost for maintaining the court? Monthly cost and yearly cost ?
A21) Monthly 3500 to 5000 Dirhams and yearly AED 40 to 60,000 Dirhams.
- Q22) What is the price for the maintenance?
A22) 60,000 Dirhams per year.
- Q23) Do you think squash is a popular sport in Dubai ?
A23) No
- Q24) Do you think there is space for more squash courts?
A24) No, because mostly all the new residential towers are having the Squash Court Facilities for staff accommodation.

- Q1) Name of the facility
A1) Radisson Blu20, Deira, Dubai.
- Q2) Location?
A2) Dubai Deira Creek.
- Q3) Number of courts
A3) Two
- Q4) What kind of court they have , is it all wall or with wall and glass door
A4) Door Glass and Walls.
- Q5) What are the Fees, rate for different types of memberships?
A5) 1 month AED 525
3 months AED 1155
6 months AED 1890
1 year AED 2940
- Q6) Do you have membership yearly or half yearly and how much is it ?
A6) Yes, we yearly and half yearly and also have for one month & 3 months.
- Q7) Do you allow play on per hour rate if so how much?
A7) We have One Day Pass @ AED 100 on weekends and AED 80 for week days for all persons.
- Q8) Total Number of members registered?
A8) 700 Members and from its 30 to 40 players for Squash.
- 9) Per cent of members who are females and number of kids /teenagers.
A9) Females 6 - 10%
Kids 3%
Teenagers 4%
- Q10) Operating time?
A10) 24 Hours
- Q 11) What time is the most demand for the courts? During the day does it get occupied during morning and afternoon time during week days , if yes how many players during the week days morning and afternoon they show up?
A11) Afternoon from 1.00 p.m. to 3.00 p.m. and
Evening from 6.00 p.m. to 9.00 p.m. 6 -10 players
- Q12) How does the occupancy work out during weekends ,is it occupied the full day?
A12) Yes – Full day.

- Q13) If players come during week days, what kind of crowd is?
A13) 1.00 p.m. to 3.00 p.m. – 10 players.
- Q14) Do You have a website or application which lets players know if court is occupied ?
A14) Yes, we have our website but no application which lets players know if court is occupied.
Can call and inquire.
- Q15) Which are the lean months? How much percentage dip do you take during the lean months compared to rush months?
A15) During Ramadan. Dip percentage is 40% and Rush is 60%
- Q16) Which are the rush months.
A16) After Ramadan continuously.
- Q17) Which months are between rush and lean months please name them and how much percentage dip of occupancy during these months happen compared to rush months?
A17) March and April
35% during Rush months
15% during lean months
- Q18) Do the courts are used for league matches?
A18) No
- Q19) Do you have trainers on site?
A19) Yes
- Q20) How many players wish for a trainer, what are approx. fees for trainers?
A20) 10 players. AED 200 to 400 Dirhams per hour.
- Q21) What is the associated cost for maintaining the court? Monthly cost and yearly cost ?
A21) Monthly 3000 to 4000 Dirhams and yearly AED 50K Dirhams.
- Q22) What is the price for the maintenance?
A22) 50,000 Dirhams per year.
- Q23) Do you think squash is a popular sport in Dubai ?
A23) Yes
- Q24) Do you think there is space for more squash courts?
A24) Yes

The breakdown of the Expenses for approx. AED 50,000 per year :

Wooden Flooring Repairs	18,000/-
Lightening	2,000/-
Squash Rackets	2,000/-
Squash Balls	1,000/-
Cleaners	3,600/-
Receptionist	3,600/-
Cleaning Materials	
Detergent	5,000/-
Towels for Change Room	2,600/-
Shower Gel	2,500/-
Shampoo	2,500/-
Air Freshners	1,000/-
Drinking Water	600/-
Pest Control	800/-

Cost of Electricity and Cleaning

Electricity 8,000/- per year

Cleaning 8,600/- per year

How many people to Manager and who ?

6 people under the Manager

Receptionists 4 Nos.

Cleaners 2 Nos.

Do they polish the floor yearly and what is the cost ?

Yes, they do polish the floor yearly and the cost of is AED 10,000/-

Appendix 2

Q1) Nationality?

A1) Indian

Q2) How you came about playing squash?

A2) By seeing player in Hyatt Regency.

Q3) Where did you learn?

A3) Hyatt Regency.

Q4) Where do you stay

A4) In Bur Dubai.

Q5) Which court do you use?

A5) Radisson Blu Court No. 1

Q6) How many days in the week do you play Squash?

A6) 5 days.

Q7) Are you a yearly subscriber or pay as you go?

A7) Yearly Membership.

Q8) Would you classify yourself as a regular player?

A8) A Beginner

Q9) Which courts do you use

A9) Radisson Blue No. 1.

Q10) Is it tough to get slots courts?

A10) No

Q11) Does an app which shows how the courts are booked will help you?

A11) Yes

Q12) Are you able to get squash courts at your convenience?

A12) Yes

Q13) Are you part of any group or league teams?

A13) Yes

Q14) Do you play to play matches or to keep fit?

A14) To keep fit.

Q15) What other physical activities do you do?

A15) Swimming and Walk out.

Q16) Who do you normally play with
A16) Friends

Q17) Do you have regular partners to play with
A17) Yes

Q18) Do you stick to one court?
A18) No

Q19) Do you think squash is a popular sport?
A19) Yes

Q20) Do you think the market can take more squash courts?
A20) Yes

Q21) (SHOW 2 VIDEO FIRST) Would you travel to kite beach if it has an interactive court
(smart screen on the walls) and court with all round glass (here they can show the videos) ?
A21) No

Q22) Would you be willing to pay more for that? How much more?
A22) Yes. Paying now AED 2700 per year. Ready to pay AED 5500 per year.

Q23) Issues you face when looking of place to space to play squash?
A23) No issues.

Q24) Other issues faced for playing squash.
A24) No issues.

Q1) Nationality?

A1) Canadian

Q2) How you came about playing squash?

A2) By watching others.

Q3) Where did you learn?

A3) In Dubai

Q4) Where do you stay

A4) In Dubai

Q5) Which court do you use?

A5) RODA AL BUSTAN – Flow Club Court

Q6) How many days in the week do you play Squash?

A6) 4 days.

Q7) Are you a yearly subscriber or pay as you go?

A7) Yearly Membership.

Q8) Would you classify yourself as a regular player?

A8) Yes

Q9) Which courts do you use

A9) RODA AL BUSTAN FLOW CLUB COURT

Q10) Is it tough to get slots courts?

A10) No

Q11) Does an app which shows how the courts are booked will help you?

A11) No

Q12) Are you able to get squash courts at your convenience?

A12) Yes

Q13) Are you part of any group or league teams?

A13) No

Q14) Do you play to play matches or to keep fit?

A14) To keep fit.

Q15) What other physical activities do you do?

A15) Walk, Swim and play Squash.

Q16) Who do you normally play with

A16) Friends

Q17) Do you have regular partners to play with

A17) Yes

Q18) Do you stick to one court?

A18) Generally, yes

Q19) Do you think squash is a popular sport?

A19) Yes

Q20) Do you think the market can take more squash courts?

A20) Yes

Q21) (SHOW 2 VIDEO FIRST) Would you travel to kite beach if it has an interactive court (smart screen on the walls) and court with all round glass (here they can show the videos) ?

A21) Commit once in a while.

Q22) Would you be willing to pay more for that? How much more?

A22) No, do not like to pay more.

Q23) Issues you face when looking of place to space to play squash?

A23) No

Q24) Other issues faced for playing squash.

A24) No enough courts. Need more courts.