



Case Study of Bowling Center and Changes in the Last Five years for Business Operations


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OWNER AND MANAGER OF BOWLING CENTER

Lecturer

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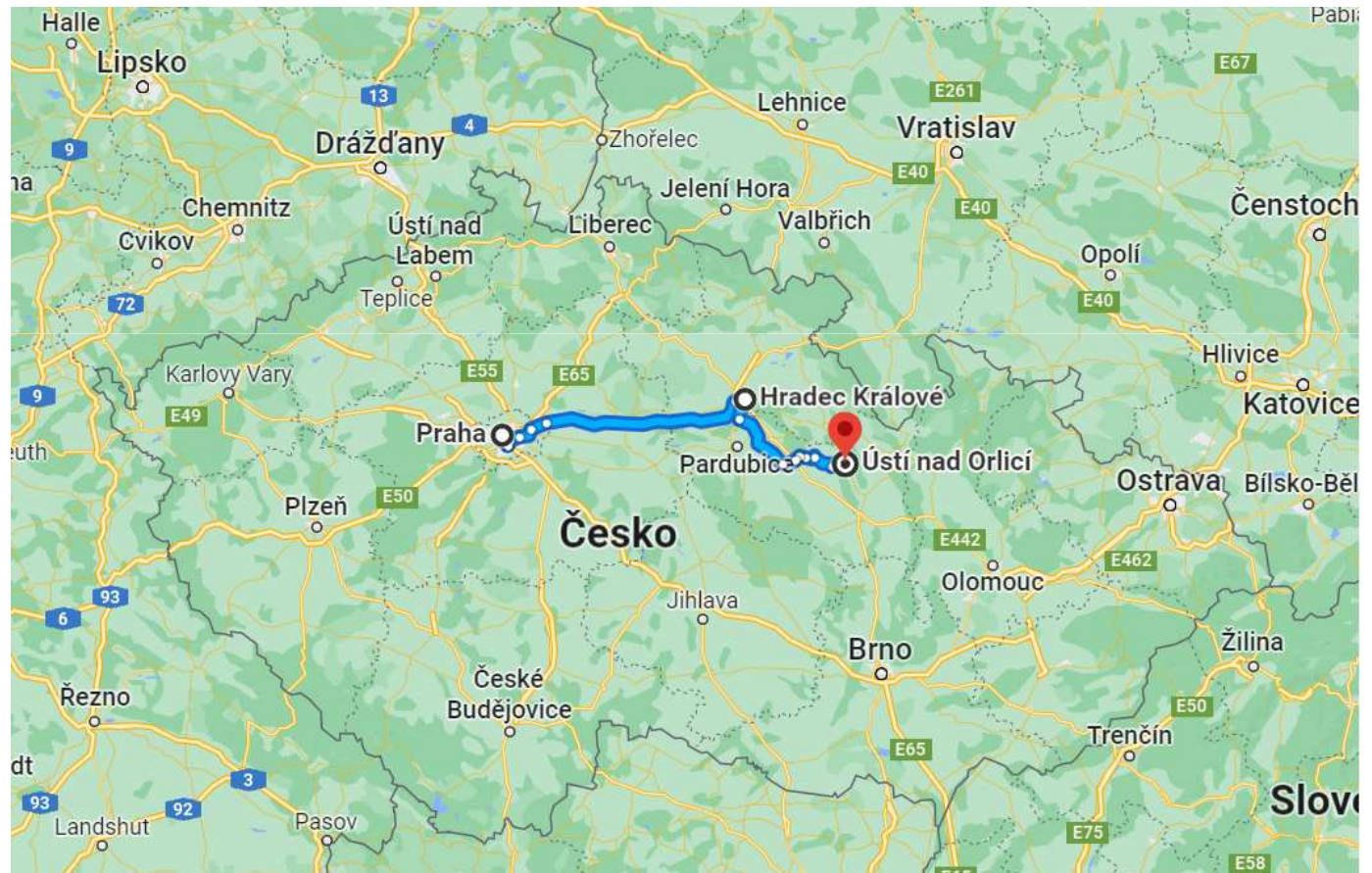
Content

- Introduction to business project
 - Bowling center HKr
 - Busines in Two People
 - Bowling center UnO
 - Bowling center Prg**
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Introduction

- Second half of 1990s
 - Vision of 2 business partners to do business in new entertainment segment in bowling centers
- 3 bowling centres:
 - Project RADAVA Hradec Králové
 - Project Sportcentrum Radava Ústí nad Orlicí
 - Project Radava Bowling SC Prague
- Vision of management
 - One partner manage Úno
 - One partner manage Prg
 - Together partners manage HKr

- Distance from Prague to Ústí nad Orlicí:
 - 187 Km (116 Miles)



Project RADAVA Hradec Králové

- ❑ This project was never fulfilled.
- ❑ City representatives asked for a bribe (when there was need to change land use plan).
 - ❑ In 1990s common way of being succesful in early democartic society
- ❑ Enterprenuers decided not to support this environment and cancelled the project.
- ❑ The project **ended before it started.**



Business in two people

□ 2002/2003

- After success introducing into the market there started to be **disputes between two businessmen**.
- One entrepreneur has paid out the second one and original model of management of 2 bowling centres has changed
 - **Standard daily-based management** of Bowling Radava SC in Prague
 - **Long distance management** of Sportcentrum Radava in Ústí nad Orlicí

Project Sportcentrum Radava Ústí nad Orlicí

- ❑ Project Sportcentrum Radava in Ústí nad Orlicí
 - ❑ Brand new project on own property in city with population about 14K
 - ❑ Advantages: no rent, lower level of competition X Disadvantages: Lower demand and less employees
 - ❑ **New designed bulding, 8 bowling lanes, 2 tennis courts in covered hall, restaurant**
 - ❑ **It was operated from 2002 to 2022**
 - ❑ 2010: One of first problems were donations and grants to local tennis club
 - ❑ **It lead to end of tennis section**
 - ❑ 2015: Long distance management of busines in services and F&B segment is not efficient
 - ❑ **It lead to the change of COO and employees**
 - ❑ 2020: COVID + business envirnoment in ÚnO – insuficient demand, lack of emplyeoss, costs of energies
 - ❑ **It lead to the end of business**

Project Radava Bowling SC Prague

- 2001- 2016**
 - Radava Bowling SC
- 2016 - 2017**
 - RADAVA MEKAN
- 2017 -20??**
 - Bowling RADAVA

Radava Bowling SC Prague

- ❑ 2001
- ❑ Rent of property in center of Prague on fixed period 25 years
- ❑ It was partially built up neglected space of the inner block
- ❑ Starting Investment was 32 M CZK
 - ❑ 12M CZK reconstruction of building
 - ❑ 16M CZK bowling lanes, technology and equipment
 - ❑ 5M CZK restaurant equipment

- ❑ 1 EUR = 23,74 CZK



Radava Bowling SC Prague

- ❑ 12 bowling lanes in two floors
- ❑ Kitchen and restaurant
- ❑ Private lounge and Garden Restaurant

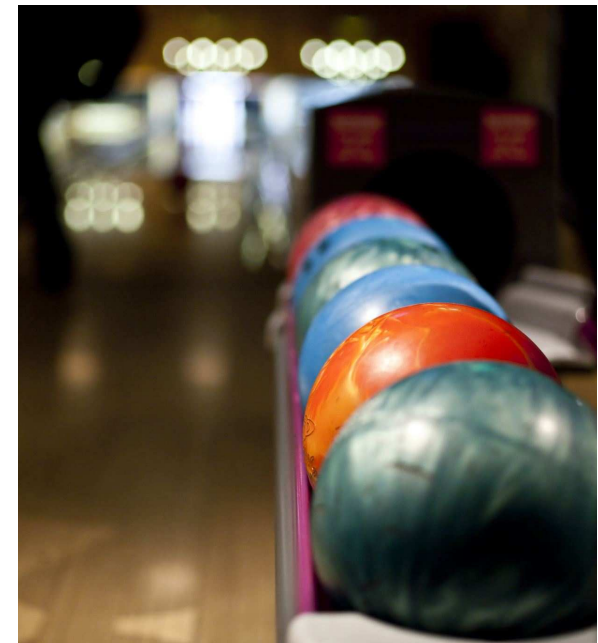
- ❑ It became one of the largest bowling centers in Prague
- ❑ Main competitive advantages
 - ❑ Location – with public transport accesible from all lines of METRO
 - ❑ Original BRUNSWICK technology - that fits to all category of bowling players from occasion palays thru hobby players to sport players



Period 2001 -2016

❑ 2002 - 2004 – Initial success

- ❑ Bowling is new type of entertainment in the Czech Republic
- ❑ It is trendy activity that plays celebrities and VIP
- ❑ There is low level of competition
- ❑ **Long bowling prime time – 12 lanes are full-filled from 4PM to 1 AM!!**
- ❑ Big hobby tournaments in evenings and even in mornings and off peak days (Sundays and Mondays) + lot of Teams in local leagues
- ❑ Luxury Czech cuisine has big success



Period 2001 -2016

2005-2007 Success driven by corporate clients

- Season tickets for companies, public institutions

- Corporate clients rent entire space at Bowling Radava even they have less guests. Banquets are large and expensive

- Bowling is still „IN“

- Competition is increasing



Period 2001 -2016



2008: Financial Crisis

- Big drop in corporate clients - they cut costs like Christmas parties with bowling
- There is slump of amateur players on tournaments and leagues
- Prime time of classical reservation is shorten by 31 %
- Classical advertisement in Prague Radio station
- The introduction of residential parking zones - tournament players who bring their bowling balls have nowhere to park
- Project Catering – trying to use staff of restaurant in off peak season

Period 2001 -2016

❑ **2012 Falldown continues**

- ❑ Long reconstruction of tracks for TRAM (Public transport) means that from main advantage is main disadvantage.
- ❑ For half year it become pedestrian zone and locality is cutted of from whole city
- ❑ Bowling is no longer IN, there are new forms of entertainment
- ❑ Operating Restaurant is unprofitable



Period 2001 -2016

- ❑ **2014 Changes of business model**
- ❑ Orientation to bowling and subleasing of restaurant premises
- ❑ Outsourcing of restaurant services
 - ❑ Not success subtenants – Vietnamese restaurant 1 year, Syrian restaurant 0,5 year
- ❑ Peak of bowling is only from 7 to 9PM
- ❑ Less tournaments, less players and Teams in leagues
- ❑ Less quality of rauts
- ❑ Cutting other costs
- ❑ Lost faith that business can work

Year 2016



2016 Turkish era starts

- Connection with turkish restaurant MEKAN
- Original plan: 1 building 1 enterprise
- RADAVA MEKAN = BOWLING RADAVA + RESTAURANT MEKAN
 - RESTAURANT MEKAN – promises of big investment, however, after a promising start, soon in loss and having to subsidize from bowling revenues!
- It does not work!

Period 2016 - 2019

2017 – NEW MANAGER

- Division on Bowling and Restaurant

- BOWLING RADAVA – main entity

- Restaurant MEKAN – subtenant

- Change of operations manager – NEW VIEW AND DIMENSIONS!

Period 2016 - 2019

2017 Big Changes

- Re-branding
- Online booking system
- New POS system
- New types of advertisement
- Return to cooperation

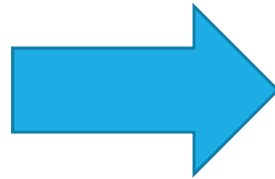
with Pilsner Urquell
brewery

- New cooperations
- New websites and social media



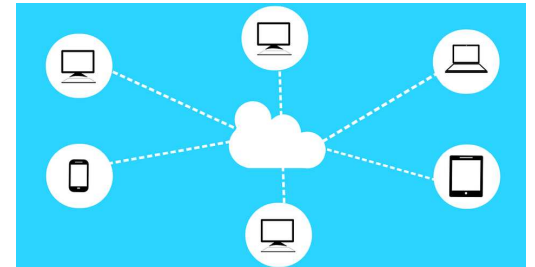
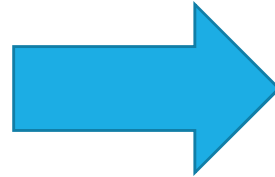
Period 2016 - 2019

Online booking



Period 2016 - 2019

New POS Systems



Period 2016 - 2019

New advertisements, projects and partnerships

SKLIK



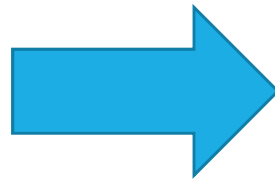
Google Ads



ecomail.cz

Period 2016 - 2019

- Return to cooperation with Pilsner Urquell brewery



Period 2016 - 2019



New websites and introduction of social medias



Period 2016 - 2019



Product Innovations

- Reorganization of bowling tournaments and leagues
- Product packages for discount portals – good for combination of services
- Activities for children – school and junior leagues, hobby activities
- Charitative projects – cooperation with ZOO Praha and other organizations
- Orientation to retail customer

Period 2016 - 2019

Promotion Innovation

- More precise targeting and location orientation
- Czech bowling association
- Bulletin boards of local district
- Online Databases of sport facilities
- Social medias: Facebook, Tripadvisor, Instagram
- SEO: Google AdWords, Sklik
- Benefit system and **Multisport card**, Active pass card
- O2 TV – projection of sport matches
- Cooperation with organizations: VAŠE LIGA, GOLF HODKOVIČKY, AVLKA, SOKOL PRAŽSKÝ, MERCURIA LASER GAME atd.

Period 2016 - 2019

- ❑ Effective management
 - ❑ Stabilization of personnel on minimum permanent employees
 - ❑ Using of part time workers
 - ❑ Outsourcing of other services


- ❑ **Innovations return business on profitable way!**

Period 2016 - 2019

- Personál a outsourcing
 - Stabilizace na 6 zaměstnanců na HPP + ostatní DPP + DPČ (později na 5 zaměstnanců)
 - Manažer centra
 - Provozní asistentka (po roce neprodloužená smlouva)
 - 2x bowler
 - 2x barman
 - Ostatní pracovníci (úklid, účetnictví, brigády, servis bowlingu DPP, DPČ)
 - Outsourcing služeb
 - PO a BOZP

Period 2020 - 2021

COVID times

- End of turkish subbttenant – he left with debts
 - Bowling and COVID has same season (peak) so 2 times we lost the main season due to restrictions.
 - We got state compensations but there is no joy in operating such business
 - There are pressures to increase rent from new owner of property
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Period 2020 - 2021

- ❑ New subtenant – UB asian restaurant
- ❑ Tournament and league players played even off season and kept us in business
- ❑ Emergency financing – crowdsourcing – e.g. HIT HIT project



Period 2022 - 2023

PostCOVID Times

- High level of inflation leads to raise of costs for wages and energy
- There is problem to find new staff
 - There orthers see problems you can find opportunity – we have new part time workers – students from Ukraine
- Corporate customers changes their shopping behaviour
 - They take less bowling lanes than eralier
 - It leads to the situation that during the day bowling center is visited by much more people than earlier.
 - Sales for bowling are the same
 - Sales for drinks are finally higher



Period 2022 - 2023



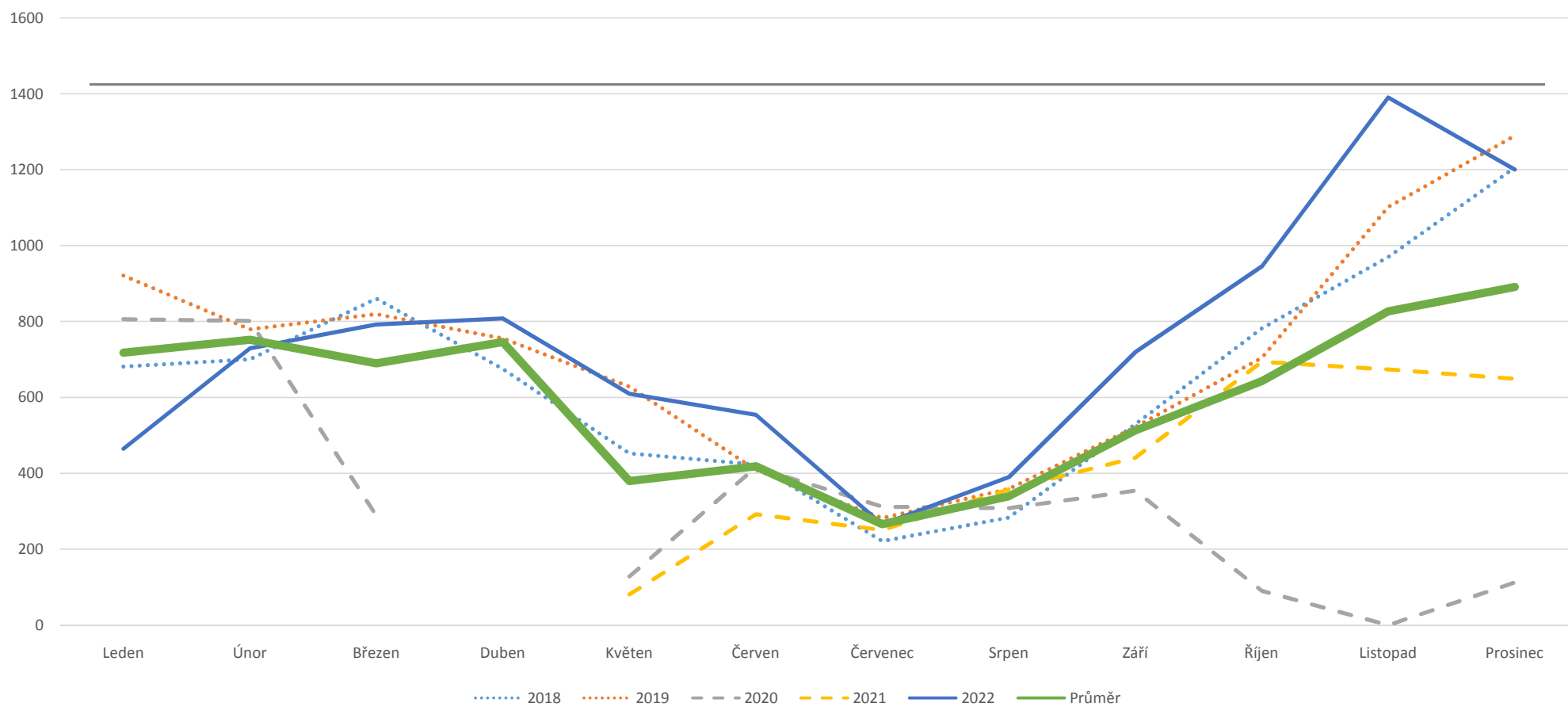
Post COVID Times

- Actual challenges and projects
 - Obsolete technology and equipment of Bowling lanes
 - Google Reviews
 - Pražskej Rej project
 - Beer pass
 - New payment methods - Querko?
 - New connections PHC, PCG, CZECH OPEN,
 - INFINIT, aj.

PRAŽSKEJ
Rej



Sales of Bowling Radava (in thousands CZK)



Period 2023 - 2026

- Unceartin times – COVID, ECONOMY
 - We cannot plan longterm!
- In 2026 ends actual lease agreement
 - Reluctance to invest large funds
- Further business?
 - Years 2023 – 2025 will decide!!!