

Pad Thai Padel Rawai • Phuket

Club Manager exercise

The business case

Pad Thai Padel runs padel clubs in Bangkok and Bali, built around an academy, a strong community and a club people stay at after they play.

We are opening a new club in Rawai, Phuket, around the turn of the year. It has four padel courts. The market is a mix of tourists, who may play once or twice on holiday, and expats and residents, who can become weekly regulars. Phuket has a high season from November to April, a rainy green season from May to October, and hot middays all year.

Assume a court price of ฿1,100 per hour. Everything else is for you to propose.

Your task

You are the Club Manager. Show us how you would design and run this club so it fills its courts, keeps its players coming back, and is profitable.

You might want to cover:

- **Club design.** How the space is laid out: courts, reception, café or bar, changing rooms, storage and parking, and how a player moves through it from arrival to leaving.
- **Guest journey.** Every step from first hearing about the club to coming back again: how people find us, book, arrive, play, stay and return. Think about tourists and residents separately.
- **Team structure.** Which roles the club needs, how many people, who reports to whom, and what each role is responsible for.
- **A day at the club.** What happens from opening to closing: when the courts are busy or quiet, how shifts are set up, what the team and the manager do at each point in the day.
- **Week, month and year.** The routines that repeat: weekly events and meetings, monthly reviews and maintenance, and how the club changes between high season and green season.
- **Key numbers and KPIs.** The figures you would use to run the club: capacity, occupancy, revenue, costs, and the few measures you would check every week to know it is working.

Add, drop or reorder anything. We care about your thinking, not about covering every point.

Format

Your choice: slides, a document, a drawing, a spreadsheet, or something else. Be ready to present it to us in about 20 minutes, followed by questions.