



### The Model of Business Operation for Sustainability of Indoor Futsal Fields in Nonthaburi Province

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#### ABSTRACT

The objective of this research was to study the concepts and business operation guidelines for sustainability of indoor futsal fields in Nonthaburi Province. This research was a qualitative research, engaging the snowball sampling technique, an in-depth interview with experts who were knowledgeable and experienced in the business operation of indoor futsal fields, a real place observation, and an investigation of secondary data. The methodology of triangulation was used to verify the validity and credibility of results. Conclusions and discussions were presented in descriptive form.

The study found that there was a model for sports business operation. It consisted of seven approaches as follows: 1) clear vision and long-term goals; 2) integration of all key activities; 3) operational management; 4) collaboration, involvement, and trust in organization; 5) engagement of fans and sponsors through implementing technology; 6) brand engagement through sports event; and 7) continuous promotion of innovation and creativity through activity-based public relations, sports marketing, and service providers. The findings suggest the need for implementing these approaches which could improve business performance.

**Keywords:** *sports business, indoor futsal fields, sustainable business operations*

#### 1. Introduction

Exercise is especially popular with the new generation. Playing sports, particularly playing football, is considered a popular exercise activity. In the past, people had to play

football outdoors, in hot weather, and during rainy periods. It was not convenient or comfortable to play. Large outdoor courts are rare, especially in Bangkok. At present, the business of sports services is very popular, especially the indoor football field service. For this reason, there are a lot of people interested in operating a football field for rent as an alternative to football players. More than 170 businesses operate in the Greater Bangkok area with more than 400 stadiums and service 4,800 players per hour [1]. The indoor grass turf field rental business is a service business. Nowadays, service business competition is very vying. The service is only available for rent. It will not be enough, and business owner must provide full services, offering other value-added services. This is in order to support the services of the field, such as the internet cafés, restaurants that serve drinks. This also includes equipment for practice, such as poles, single cones that must be ready to support various activities related to all sports. Events should also feature important exhibitions, such as the launch of sports products, exhibitions, or contests.

The government has a policy to promote health and encourage people to exercise more, and the number of entrepreneurs who run the futsal field rental business is increasing, each of which is different in terms of the physical characteristics of the field, response to customer needs, service trust, and access to the mind of the consumers related to the business [2]. Indoor futsal fields have been built. The standard field size is 15-25 meters long, 25-42 meters wide, which is suitable for five to seven players, and the field is bright enough. Using spotlights at night makes it convenient to have a sunken roof. The location of the stadium is on the road where traffic is not jammed. Clean and adequate bathrooms, beverage shops, good environment, and the security of the property and customers are available. This encourages people to turn to exercise more. Customers can play sports at any time. Therefore, what futsal business has to focus on is creating a competitive advantage for business and making a profit in a sustainable way.

For the above reasons, the researchers have recognized the importance of the model of business operation for sustainability of the indoor futsal field rental business in Nonthaburi Province. This research was a qualitative research. It studied the sustainability of business operation of the indoor futsal fields in Nonthaburi Province. The results from this research process can be used as a business operation guideline to achieve success for sports entrepreneurs who run the indoor futsal field business for rent or for new entrepreneurs, to

sustain business operation and development, and to create a competitive advantage. This research used qualitative research methodology by conducting in-depth interview and focused on the understanding, interpretation, and analysis of data to generate conclusions and the pursuit of truth from the interviews and observation; this was in order to search for relationships with issues related to the environment of a case study. Content analysis was also used [3].

## 2. Objectives of this research

1. Study the concepts and guidelines of business operation for the sustainability of the indoor futsal field rental business.
2. Study the problems and obstacles that hinder business sustainability.
3. Study the factors that promote business operation success.

## 3. Research Methodology

The research scope on the sustainability of the sports business for the indoor futsal fields was as follows:

*Content:* The study focused on sustainable business operation of the indoor futsal fields. In-depth interview form was used by experts who were experienced or directly involved. Observation within the real area, studying of electronic research papers, and the relevant academic articles were also utilized.

*Key informants:* There were 13 persons who were involved in the management and business activities of the indoor futsal fields. This included 11 business owners and two managers.

### Research tools used to collect data

This study was a qualitative research with interview form, with questions that were semi-structured. Key informants could answer the research questions, starting from the general questions. The interview began to focus on the issues of interest in the study in

order to gain more insights, which were the primary sources of information. In-depth interviews included questions as follow: the concept of sustainable business development, effective business operation, management approach to business sustainability, modern management tools or techniques, problems and obstacles of business operation, people who are important to success, and the factors that contribute to sustainability in business operation. These issues were used for in-depth interviews with those who were primarily involved in the management of the indoor futsal field rental business. The interview form was available and was used to determine the suitability of the relationship. The researchers created the questionnaire.

### **Data validation**

The data were checked by using triangulation. It helped to determine whether the collected data was accurate and reliable. The first form of data checking was used in interviews with three groups of informants. The information provided in each group was linked to analyze whether they were consistent or whether there were conflicts within and between groups or each group. If the data obtained from the interviews were inconsistent with the data obtained from one interviewee, the researchers would be able to share information with other data providers to obtain accurate and reliable information. In the second form, the researchers used the secondary data resource in the fields of business operation, management for sustainability, and sports business of the indoor futsal fields including academic papers from various organizations, journal articles, electronic media and observation of the real study area. The data were then brought to be analyzed to gather information and knowledge that had been scrutinized. Afterwards, the researchers analyzed and compared the primary data obtained from the interview data.

### **Data analysis**

This qualitative research obtained data from in-depth interviews with data providers to verify the completeness of the data. Content analysis was based on the concept and the purpose of the research. The data were collected from the collection of documents related to the interviewed data of the informants. The last step was the results of this research presented in a descriptive form.

#### 4. Conclusions and Discussion

Based on the interviews with key informants, those involved in the operational management process, the results of in-depth interviews were analyzed, summarized, and discussed as follows:

##### The result of In-depth Interview

For the data collecting process, all interviewees, who were embedded in this research process, were kept anonymous, and the following abbreviations were used in order to make references regarding the conducted interviews: A1-A13 (the number describing the interviewees).

The entrepreneurs of the indoor futsal field rental business in Nonthaburi Province focus on stimulating awareness and understanding in a visionary or long-term perspective, by creating management processes and decision making in the business operation process to be more systematic. Entrepreneurs need to think more systematically; they think about the consequences that will follow in the long run. It is not only for a short-term profit. “They are committed to the development and improvement of their services, which are developed to enhance the quality or enhance our service.....,” stated A1, A8, and A12. The best way to sustainability is to focus on stimulating foresight, thinking systematically, considering future results, and taking into account the interests of all stakeholders in a conscientious manner. This will result in efficient management of resources for the service, which will add value to the service and lower operating costs. These elements will create a sustainable operation of the indoor futsal field rental business. “....The business entrepreneurs of the indoor futsal fields in Nonthaburi Province promote social sharing....” This was also identified by respondents A2 and A6. Therefore, the importance of creating a social and working environment of sharing knowledge and values to all stakeholders can help the sports business. It can truly be sustainable.

The entrepreneurs of the indoor futsal field in Nonthaburi Province modernize the service, work process and the business model to truly meet the needs of consumers. A3, A4, and A7 stressed, “....we are committed to self-improvement, maximize their potential, and understand new innovations....” This includes cumulative innovation or small incremental

workflow improvements. The innovative approach above is to build a good immunity and to lead and maintain a competitive edge; this was identified by respondents A5 and A13, “...by sharing knowledge and understanding of risk management, focusing on creating diverse products and services, creating a wide variety of markets....” However, being competitive requires a variety of activities based on real knowledge and understanding. Therefore, focusing on continuously developing new innovations at all levels, “we learn to survive in high market competition and sharing of risk management, knowledge....,” claimed A9, A10, and A11. This is to strengthen and reduce the risk when the situation is cruel to the business; it truly provides immunity to all sectors. This has resulted in the business operation of sports of entrepreneurs to be more sustainable. The examination and analysis of the data obtained from in-depth interviews found that the business operation practices for sustainability of the sports business for indoor futsal field rental in Nonthaburi Province are as follows:

**1. Clear vision and long-term goals.** Considering the long-term consequences of social, environmental, and economic survival, the indoor futsal field business focuses on stimulating awareness and understanding in a visionary or long-term perspective by creating a more structured management and business decision-making process to build long-term success. Therefore, all activities of the business operation are not at high risk because entrepreneurs care for every decision that leads to sustainability in the business operation. This is consistent with [4], who claims that the administration focus on short-term profits or benefits is not right; it can lead businesses to disaster; it will not be sustainable for businesses.

**2. Integration of all key activities.** The study reveals that there are comprehensive and well-coordinated operational processes due to the efforts of those involved. [5] states that linking is the foundation of a network that will be the place to be, to trust each other, to have mental closeness, and to have social interaction between members of the network. Trust between partners and good relationships can be developed through social interaction. [4] claims that organizations or companies can assist in defining and disseminating information. Therefore, the operation of the indoor futsal field business requires effective integration of all key activities.

**3. Effective operation management.** According to the study, it is found that the innovation of effective operation management (to monitor and to evaluate projects or activities of the organization) makes the expectations of the community and stakeholders of all sectors possible. There is a need for effective mechanisms to promote the local economic factors. This is a good condition for a business activity to achieve its success. That is, the need to reach or achieve both social and environmental goals, every step of the entrepreneurs or business activities needs to aim at solving problems and sharing values for the society [6]. By controlling resources to improve the efficiency of a business operation, the company emphasizes sustainability. Therefore, service innovation is needed in the management process with effective operation management. It is an innovation in the process that focuses on tracking and evaluating business activities that will help business operation or entrepreneurs to achieve their goals.

**4. Collaboration, involvement, and trust in organization.** Participation of all sectors, trust building, and encouragement of effective collaboration result in good relationships between the relevant operators. [7] states that building relationships with the surrounding community is very important. Developing or conducting various successful businesses want to get a lot of participation and cooperation from many stakeholders. Consequently, continually raising awareness and encouraging cooperation from all sectors will create more success. [5] adds that promoting the activities of networks (associations) so that they are open, receptive, and share important information in all areas of society or the surrounding community is essential, thus creating a good working atmosphere that promotes the respect of each other; it contributes to the sustainable success of the indoor futsal field rental business. Moreover, [5] describes how to solve problems in order to support and participate in public service activities, such as organizing activities to promote good deeds or reducing suffering for the sake of living well. Creating engagement from all sectors and creating mutual support by supporting activities in the community and surrounding society is therefore an important way to promote sustainability in the business operation of the indoor futsal field business.

**5. Engagement of fans and sponsors through implementing technology.** Engaging fans and brands brings fans closer to the action; this lead to deeper partnerships that will produce engaging and connected messages to customers [8]. Implementing technology

drives fan and brand engagement, such as creating the campaign that is based on deep insight about the fans via social media. Business operations also benefit from increasing participation and engagement with implementing social media or mobile broadcasting technology. The experience of the customers plays a vital role for sports business operation; casual customers are able to watch and share their performances via the internet. Therefore, it is important to make a connection with customers through implementing technology.

**6) Brand engagement through sports event.** The research results show that brand engagement can use sports to drive their customers' awareness of their products and services; however, the sports event should entertain customers. Then, creating sports events are new ways to brand engagement because fan and brand engagement is at the heart of business operation; sports entrepreneurs are always looking at new ways to create participation and involvement from customers or all stakeholders. Sports competition offers opportunities for businesses to benefit from initiatives that encourage fans to engage with sports [9]. Sports events help customers consume and share their high-quality brand and service. Thus, brand engagement through sports event could be a vital factor to sustainable business operation for the indoor futsal field.

**7) Continuous promotion of innovation and creativity through activity-based public relations, sports marketing, and service providers.** According to this study, it finds that promoting the activities to achieve ongoing development and improvement is necessary for the sustainable business operation. [6] claims that, despite some control and supervision that may interfere with the success, increasing the potential for flexibility in the organization is very necessary in order to enhance the potential of business operation; it is necessary to promote innovation and creativity through activities or they should be coordinated to solve the technical issues caused by their consumption of the product [10]. Therefore, the enhancement of business operation through continuously promoting innovative and creative activity-based public relations, sports marketing, and good quality of service providers have contributed to the success of sports entrepreneurs.



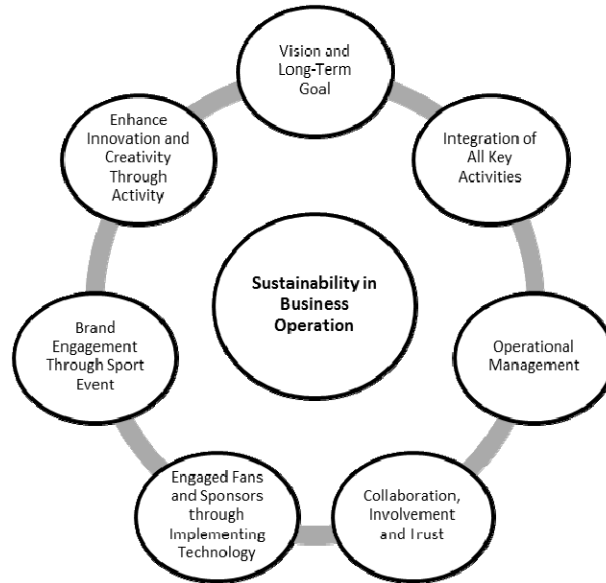


Figure 1. Essential Factors for Sustainability in Business Operation of Indoor Futsal Field Rental Business

### Suggestions from the research results

1. The indoor futsal field should focus on operation management and the process or standardized approach to increase efficiency; it can also help improve the quality of service. In addition, technology can be applied to improve the performance. They should prioritize and pay attention to the participatory processes of many sectors; this is in order to make the management and development of the indoor futsal field rental business grow and develop sustainability.

2. It is important to focus on developing and creating public relations and marketing activities that are beneficial to society and the community. This could add value to the sports entrepreneur's ongoing services.

### Suggestions for the next research

1. The next research should study the potential of other sustainable management practices, and the success of the model of business operation should be applied to recognize the effectiveness of the management approach.

2. It should be further studied in terms of the potential of factors that contribute to the success of the sustainability of business operation, such as what are some of the influences that can affect the business's goals.

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