

SWOT Analysis – Kanata Leisure Centre

Situation: Ottawa Parks and Recreation is currently in the process of deciding whether or not to invest \$10 million into a new “state of the art” recreation centre to be known as the “Kanata Leisure and Recreation Centre”. This centre plans to contain an Olympic size pool, indoor gym, meeting facilities, weight room and playground equipment for kids. Before the town begins to invest significant tax payer money into the idea, they have asked you to help them with their marketing research.

Assignment: With your marketing “savvy”, you have agreed to help them with their process and have informed them that the best way to proceed is to conduct a SWOT analysis to help understand whether their idea is realistic based upon their situation and that of the competitive environment that currently exists. Upon agreeing to this task, you have researched the project and found the following key pieces of information:

1. A private leisure centre that has an indoor pool, tennis courts and weight room is doing great business and exists within a 5 minute drive of the proposed public centre.
2. The proposed location of the new “Kanata Leisure and Recreation Centre” is located within a two-minute walk of the main bus station at Kanata Town Centre.
3. The proposed leisure centre will be built on a 10 acre piece of land that will allow for expansion in future years.
4. Due to an increase in disposable income over the last six years, local residents have more money to spend on leisure activities.
5. There has been a substantial decrease in the birth rate over the last ten years.
6. After a heated argument with the manager of the private leisure center, the leader of a respected local scuba club is looking for a new venue.
7. The competing private leisure centre has received a government grant of \$ 2 million to fit special ramps, changing rooms and elevators into their pool to accommodate the local disabled residents.
8. It is widely acknowledged that the private leisure centre has the best-trained and most respected staff of all of the leisure centres in the region.
9. Being owned by the city, the “Kanata Leisure and Recreation Centre” has strong financing available to support the project and future expansion plans
10. Being owned by the city, there is an opportunity to sell “city memberships” that allow the users the opportunity to use any Kanata Parks and Recreation facility rather than being limited to just the new facility.
11. Historically the private leisure centre has sold their “memberships” at a cheaper price than the any of the Kanata public leisure centres
12. The new building is being planned with many “green” initiatives in order to help save tax payer money and to help preserve the environment (ie – solar power, energy considerations, utilizing recycled products in the building materials, etc.).

As a result, you are to prepare a SWOT analysis of the situation and report back to Kanata Parks and Recreation with your report.

This report will:

- a) Organize the “research” in a SWOT analysis – for each “piece of information”, you will determine whether it is strength, weakness, opportunity or threat (or more than one). For each, explain why you believe this to be the case.

- b) Based upon your SWOT analysis, summarize your findings by making an informed decision as to whether you feel the City should:

1. MOVE FORWARD WITH NEW LEISURE CENTRE PLAN

- continue on with their proposal and begin to invest money into creating a full marketing plan.
- The SWOT analysis has supported the need for a new leisure plan based upon the strengths/ opportunities the analysis has revealed, as well as the ability to deal with / control the weaknesses / threats uncovered.

2. RE-CONSIDER NEW LEISURE CENTRE PLAN

- Re-consider their plans to move forward with the leisure centre by making significant changes to their current plan based upon the weaknesses and threats turned up by the SWOT analysis.
- Once completed, conduct a new SWOT analysis to analyze effects new changes will have on project.

3. STOP NEW LEISURE CENTRE PLAN

- Stop with the idea of a new leisure centre – the current environment is not conducive to a new additional leisure centre in the area.
- Although some tax payer money has been used in the initial stages of planning and conducting the SWOT analysis, it is better to “cut your losses” now rather than to proceed with an idea that will likely fail.