

## ANALYSIS OF STRATEGIES IN INCREASING COMPETITIVENESS AT E11EVENKICK ACADEMY IN MAKASSAR CITY

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### Abstract

Strategy Analysis in Increasing Competitiveness at E11evenkick Academy in Makassar City. Thesis Faculty of Economics and Business, Makassar State University Supervised by Anwar and Muh. Ichwan Musa. This study aims to determine strategies for increasing competitiveness at E11evenkick Academy in Makassar City. The type of research used is descriptive qualitative. Descriptive, namely research that aims to describe the nature, circumstances, phenomena, of an individual or group that you want to study. Qualitative research emphasizes quality not quantity and the data collected does not come from questionnaires but comes from interviews, direct observation and other related documents, and in this study the respondents are known as resource persons. The findings of this study explain that E11evenkick Academy is being faced with threats from outside the company but currently these threats can be suppressed and minimized by maximizing and optimizing the internal strengths of E11evenkick Academy. Based on the SWOT analysis, E11 Evenkick Academy is in quadrant II of the SWOT diagram. The strategy that must be implemented is to use the company's strengths to take advantage of long-term opportunities by way of a diversification strategy. The diversification strategy in question is how E11evenkick Academy can increase growth, sales and profits through expanding its market sector. This strategy will serve as the basis for E11evenkick Academy to increase competitiveness, especially in Makassar City.

Keywords: *Marketing strategy; Competitiveness; MSMEs*

### 1. INTRODUCTION

The development of business in Indonesia, especially in the service sector, is increasing of course with changes, adjustments and competition in the present. This situation makes intense competition between companies due to the increase in competitors, the increasing use of services by the community and the rapid use of technology. Seeing from these conditions, the company must determine the appropriate strategy in order to survive and win the business competition.

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In the current era, people are starting a new life and pattern of habits after the Covid-19 decline, which is called the new normal. All these new habits continue to be carried out so that people can carry out their activities as usual. Start by wearing a mask when in public places, frequently washing your hands with soap or hand sanitizer, and also exercising regularly to maintain your immune system.

The existence of this new lifestyle gave rise to businesses with great opportunities and potential to develop in the current era, one of which is a martial arts club/training camp. A martial arts club is a place to train or hone one's ability to defend or defend oneself that prioritizes physical strength and endurance. The situation of martial arts in the city of Makassar is getting back, developing and progressing, seen from the martial arts branches which have started their respective activities such as level promotion examinations (up to belt level), training or seminars on martial arts sports, and also martial arts competitions which have started return.

To determine a good marketing strategy researchers must analyze the problems at E11evenkick Academy. There are several strategy analysis techniques in marketing science including PEST (politics, economy, society, technology), Value Chain Analysis, 3C (customer, competitor, company), STP (segmentation, targeting, positioning) and SWOT (strength, weakness, opportunity, treath). In this study, this study used SWOT analysis because the advantage of this analysis is that it costs little or nothing and SWOT analysis cannot be used for a long time to deal with complex situations.

Seeing from the above phenomenon about the importance of a marketing strategy to increase company competitiveness, the authors are interested in conducting further research on this phenomenon, namely strategy analysis in increasing competitiveness at E11evenkick Academy in Makassar City.

## **2. IMPLEMENTATION METHOD**

The type of research used is descriptive qualitative in nature. Descriptive, namely research that aims to describe the nature, circumstances, phenomena, of an individual or group that you want to study. Qualitative research emphasizes quality not quantity and the data collected does not come from questionnaires but comes from interviews, direct observation and other related documents. The location of this research is located at E11evenkick Academy Makassar, precisely at Jalan Dahlia no. 5a Makassar City, South Sulawesi Province. This research will be carried out for approximately 2 (two) months, namely January-February 2023. The data analysis technique used is SWOT analysis. After the data was obtained, the data was analyzed to see the internal and external factors of E11evenkick Academy. The operational definitions of variables in this study are strategy, competitiveness, E11evenkick academy. Then regarding data collection techniques used by researchers are observation, interviews, documentation. In this study, researchers used SWOT analysis as the analysis technique, where this technique shows company performance

through a combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats) to determine the performance of a company. There are three stages in conducting a SWOT analysis, namely:

1. Grouping data, strengths and weaknesses that are a reference to internal factors, as well as opportunities and threats as external factors. This data grouping will produce a SWOT information table.
2. Conduct a SWOT analysis that compares external factors and internal factors. This comparison will use the SWOT matrix.
3. The last stage is to make a diagram. From this diagram will produce an analysis of all internal and external factors contained in the company from this analysis will show how the actual state of the company and how these circumstances can be utilized from both internal and external factors.

### 3. RESULTS AND DISCUSSION

After making direct observations of E11evenkick Academy, the researchers wanted to go deeper and find out about the activities that took place around E11evenkick Academy. E11evenkick Academy is also a martial arts club/camp which is quite young at the age of which it is still approaching 4 years, which means that before the Covid-19 pandemic this club/camp had struggled to stay afloat and struggled to continue getting members.

From these data it can be ascertained that in one week/week one hundred members will arrive for their respective sessions and schedules. With such a large area, E11evenkick Academy is able to maximize the space and time that is well managed. On the other hand, this can also be a new case because the members are increasing and the capacity or capacity of the place is already maximized. Based on the data listed, the majority or most of the members of E11evenkick Academy are in the Taekwondo class. This is because Taekwondo is a martial art that has been around for a long time and is widely known by the public, while Kickboxing is a fairly new martial art and the Kickboxing committee or organization has just been inaugurated in Makassar City in mid-2022.

From the results of the interviews that the researchers conducted at the E11evenkick Academy location on January 17 & 18 2023, it is known that currently E11evenkick Academy is facing a situation of intense price competition with several competitors in Makassar City. By carrying out many promotional activities such as using social media, making offers to schools, E11evenkick Academy is able to maximize what they have, one of which is quality trainers (interview with the manager of E11evenkick Academy).

From the results of interviews between researchers with the admin and members of E11evenkick Academy, the researcher will take an outline along with the factors that the researcher will include in the SWOT matrix which represents internal factors (strengths - weaknesses) and external factors (opportunities - threats) as a reference to be able to creating a strategy to increase the Competitiveness of E11evenkick Academy in Makassar City.

Based on the results of data collection carried out by researchers by way of observation, interviews, and collecting documents related to factors that exist in the company internally and externally, the researchers formulate internal factors and external factors that exist at E11evenkick Academy as follows.

**a. Strength**

- 1) Certified and licensed teaching staff.
- 2) Achievement both at regional and national levels.
- 3) Class classification according to member.
- 4) Has two martial arts disciplines namely Taekwondo and Kickboxing.
- 5) A well-known brand in Taekwondo and Kickboxing sports.
- 6) Officially registered with the parent organization Taekwondo and Kickboxing.
- 7) Have outstanding athletes.

**b. Weaknesses**

- 1) Has a Kickboxing sport that is not yet popular in the community.
- 2) The place for practice is not optimal (the area of the place for practice).
- 3) Inadequate parking facilities.

**c. Opportunity**

- 1) The increase in martial arts enthusiasts is due to the new normal
- 2) Government support to maintain endurance through sports.
- 3) The return of martial arts events/activities that were held offline.

**d. Threats**

- 1) Have competitors who compete in terms of facilities and services.
- 2) Intense price competition with competitors.
- 3) Far from city center.
- 4) The expectations of some members that have not been fulfilled (to get a larger practice area or facility).

Based on the identification of various internal and external factors, the researchers compiled and grouped these factors using the SWOT matrix. This matrix can clearly describe the strengths and weaknesses as well as opportunities and threats faced by E11evenkick Academy. As well as from the preparation of internal and external factors, it will refer to strategies that can be used as material and recommendations for E11evenkick Academy to take the next steps in selecting and implementing these strategies. The following is a clear description of the E11evenkick Academy SWOT matrix.

The advantages of a diversification strategy include being able to gain benefits and member growth at E11evenkick Academy, expanding market sectors, and meeting the needs and expectations of E11evenkick Academy members. While the disadvantages or risks of this strategy include requiring quite a large amount of capital, adding admins in the form of coaches/trainers, requires further research related to strategic location analysis related to new markets to be entered

Based on the results of the interview with the manager of E11evenkick Academy, there are various ways that are carried out in promotional activities such as entering and offering extracurricular activities to schools, branding by demonstrating quality based on member achievement, to promotional activities via social media WhatsApp, Instagram and Facebook. To maximize promotional activities on social media, E11evenkick Academy can participate in using YouTube social media as a means of promotion, moreover activities and activities in training can be used as interesting content as material for promotion.

#### 4. CONCLUSION

E11evenkick Academy is a club/camp in Makassar City with Taekwondo and Kickboxing martial arts disciplines. In carrying out promotional activities, several methods are used, namely using social media, offering activities to schools, and carrying out branding by making the members/athletes they coach achieve and educate. With a total value of internal factors at E11evenkick Academy of 2.80 obtained from a strength value of 2.23 and a weakness value of 0.57 while for a total external value at E11evenkick Academy of 2.30 obtained from an opportunity value of 1.10 and a value threat of 1.20. The results of the SWOT analysis, E11evenkick Academy's condition is in the second quadrant, this shows that E11evenkick Academy is faced with various threats, but E11evenkick Academy still has internal strength. The strategy that must be set is to use strength to take advantage of long-term opportunities with a diversification strategy.

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