



Business Strategy Initiative For Sport-Based Entrepreneurship In Yogyakarta Using SWOT-IFE-EFE And TOWS Analysis Case Study: Jogjarenang International Swimming School

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ABSTRACT

Swimming at an early age boosts children's physical and motor skills, builds confidence, and ensures safety around water. High parental awareness and enthusiasm, along with a lack of structured swimming programs in elementary schools, have led to a rise in swimming schools, presenting a significant business opportunity. Jogjarenang International Swimming School, established in 2020 in Yogyakarta City, offers specialized swimming programs for children using the Swim School International (SSI) curriculum. With increasing competition from new schools, Jogjarenang needs a strategic plan to stay competitive. This research uses qualitative approach, combining observations, interviews. The SWOT analysis highlights Jogjarenang's strengths, such as experienced instructors and a strong reputation, but also reveals weaknesses like limited physical resources and instructor shortages. Opportunities include growing swimming awareness and supportive regulations, while threats come from rising competition. The TOWS analysis led to 14 strategic alternatives, with four prioritized strategies in the W-O matrix being recommended.

INTRODUCTION

According to the WHO report (2023), every year, an estimated 236.00 people are killed because of drowning, and more than half of them happen in the West Pacific and Southeast Asia areas. Sinclair (2023) stated that swimming is the only sport that provides lifesaving skills, reducing the risk of death by drowning, a top cause of deaths in children aged 1-14 years. Additionally, swimming can significantly improve general health, mental health, cardiovascular endurance, muscular strength, flexibility, coordination, and balance. Furthermore, swimming enables children to interact with peers of similar abilities, develop new skills, and socialize. It is a highly inclusive sport suitable for individuals of all ages, sizes, ethnicities, and backgrounds.

Swimming not only benefits physical health but also contributes to character development in children. According to Ardha, et.al (2019), stated that swimming can help develop at least five key character traits: discipline, honesty, independence, risk-taking, and hard work. Parents come to understand the significance of sports, particularly swimming, in fostering children's growth and progress. Swimming is also a popular recreational sport, not only for adults but also for children.

Despite the numerous benefits of swimming for children, as previously mentioned, various factors hinder the ongoing implementation of swimming lessons in schools. Hanifa, et.al (2018) considered factors such as curriculum, programs, materials, facilities, infrastructure, and assessment methods as the consideration factors.

This explains why swimming schools have become increasingly popular and essential among parents. Swimming school provides structured opportunities for children to learn this vital skill in a safe and supportive environment. Based on these conditions, the swimming school business provides a promising business opportunity by providing fulfillment of swimming skill needs for children. It led to the formation of sport-based entrepreneurship activities. According to Ratten (2010), sport-based entrepreneurship was defined as when an entity in sport acts collectively to respond to an opportunity to create value. Entities involved in sport could include individuals, organizations, or communities. The sports industry was a rapidly expanding sector with the potential to make substantial contributions to economic activity and employment.

This was the opportunity that Jogjarenang International Swimming School seized by providing swimming school services for babies and children. Jogjarenang was an international swimming school located in Yogyakarta City. Founded in 2020, Jogjarenang offered engaging swimming lessons that catered to the growth and development of children. The swim lessons took place at five swimming pools owned by hotels in Yogyakarta. Unlike other swimming courses in general, Jogjarenang applied the international swimming curriculum from Swim Schools International (SSI). SSI, a world-renowned aquatic organization, had been in existence for 50 years. Swim Schools International's primary goal was to create a global aquatic educational program that developed and provided training for aquatic professionals and recreational swimmers. SSI provided educational materials, training, and certification for swim teachers, trainers, and aquatic training facilities around the world based on best practices, training, and guidelines. The SSI curriculum offered both safety and swimming skills. Jogjarenang's learning materials not only imparted swimming skills but also taught water survival skills.

Considered a sport-based entrepreneurship, starting a swimming school business requires less than 1 billion rupiah in capital. For instance, data from infobrand.id (2019) indicated that purchasing a swimming school franchise and license required about 525 million rupiah, excluding land and building. This capital could have been lower if the swimming school did not use a franchise system. Based on this data, the swimming school could be categorized as an MSME enterprise.

According to data from Indonesia's Chamber of Commerce and Industry, by 2023, MSMEs played a huge role in Indonesia's economic growth, with their numbers reaching 99% of all business units. The number of MSMEs reached around 66 million and contributed 61% of Indonesia's Gross Domestic Product (GDP), equivalent to 9,580 trillion rupiah. MSMEs also absorbed 117 million workers. Despite being classified as an MSME, the availability of data and research for the development of swimming school businesses or sport-based entrepreneurship was rare. Bajuri (2018) stated that the sports industry played a crucial role in a country's economic progress and development.

Sports had evolved into a modern, global industry that contributed significantly to the development of national and state identities. The sports industry's development required serious attention to foster an advanced and transformative society, both structurally and culturally.

Sport entrepreneurship was a dynamic field with a significant impact on various management areas, including business strategy, crisis management, the development of new

sports, performance management, innovation in products, promotional strategies, social issues, environmental concerns, and technology advancements (Ratten et al., 2010). Hammerschmidt et al. (2022) stated that sport and business had overlapping objectives in creating value, financing the development of new sources of income, expanding into new markets, managing brand reputation, and fostering product innovation research. It could be concluded that a holistic approach to management also benefited sport entrepreneurship.

In Indonesia, the sports industry remained concerning, with the growth of sport-based entrepreneurship facing challenges in securing opportunities and expanding market share. Aligned with the statement above, Putri & Moustakas (2021) stated that a general lack of knowledge about the status, policies, and activities of sport entrepreneurship in Indonesia severely undermined efforts to further develop sport entrepreneurship in the country. Indonesia did not have a clear picture of sports entrepreneurial activities or the policies that supported them.

Sport entrepreneurship activities had a limited scope, mostly concentrating on the sports goods industry, and failed to offer the necessary assistance or instruction for fostering wider sport entrepreneurial expansion. The development and research related to sport-based entrepreneurship were still very minimal, even though substantial development opportunities existed, and the sports industry was believed to have a positive effect on economic improvement.

Jogjarenang, one of the sport-based entrepreneurs, was affected by this condition and faced difficulty gaining sustainable growth in their business. Hence, the context of this study revolved around exploring a specific aspect of entrepreneurship in the sports industry, focusing on business strategy.

Business strategy provided the framework for long-term planning and competitive positioning, which was crucial for sustainability and growth of Any entrepreneurial venture. By integrating the principles of business strategy, it could better navigate the complexities of the market, optimize resource allocation, and build resilient business models that capitalize on emerging trends and consumer demands.

LITERATURE REVIEW

Business Strategy

The fundamental nature of competition in many of the world's industries was changing. Traditional sources of competitive advantage, such as economies of scale and massive advertising budgets, were no longer as effective in helping businesses achieve above-average returns. Recently, as the era of business competition had become tougher, businesspeople needed to continuously find ways and strategies to overcome competition in their respective fields. The competitive landscape created a risky business environment—one in which the investments required to compete on a global scale were vast, and the repercussions of failure were severe. Effective use of the strategic management process reduced the likelihood of failure for organizations when competing against their rivals.

The study by Hitt et al. (2017) asserted that formulating and implementing a value-creating strategy could achieve strategic competitiveness. An organization gained a competitive advantage by implementing a chosen strategy, which created superior value for customers, especially when competitors were unable to imitate the value the organization's products created or found it too expensive to attempt imitation.

The strategy was an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage. When choosing a strategy, organizations make choices among competing alternatives to decide how they would pursue strategic competitiveness. In this sense, the chosen strategy indicated what the organization would do as well as what it would not do.

Strategic management included the formulation and achievement of the major goals and initiatives taken by an organization's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization operated. Strategic management provided the overall direction of the business, including the designated organization's goals, the development of policies and plans to achieve those goals, and the allocation of resources to the implementation plan (Abdulwase et al., 2020).

Within the organization, there were three distinct levels of strategy. The organization needed to concentrate on business-level strategy to compete in the individual product market. A business-level strategy was a comprehensive and coordinated collection of commitments and actions that a company employed to establish a competitive edge by capitalizing on its core competencies in a particular product market (Hitt et al., 2017). Organizations needed to continue generating value for their customers to retain them, as customers were the foundation of successful business strategies.

According to Abdulwase (2020), business strategy was a significant factor that could be used to strengthen and improve the organization. It could create competitive advantages more significant than those in the foreign market, thereby realizing sustainable commercial development and ensuring the organization's survival and continuity. The business strategy played a vital role in gaining competitive advantages and affecting the market with its quality.

Furthermore, Farida & Setiawan (2022) stated that the business strategies of small and medium enterprises (SMEs) positively influenced their competitive advantage. Improved business strategies enhanced the competitive advantage of SMEs. The development of a dynamic business environment affected every company. Therefore, companies often found pre-selected superior strategies inadequate, necessitating the selection and determination of new strategies to enhance their competitiveness.

At its core, a business strategy aimed to differentiate itself from competitors by basing its success on actions, business approaches, and competitive moves. A company understood the significance of formulating its strategy to maintain competitiveness in the industry market. The strategy not only dictated what the company must do but also outlined what it must avoid. Business strategy focused on improving the competitive position of a company's or business unit's product or business unit server. Business strategy was extremely important because research showed that it had a positive impact.

Business Strategy Formulation

The core strategy that the organization developed to describe how it intended to compete against adversaries daily in its selected product market was the business-level strategy. Organizations needed to continue generating value for their customers to retain them, as customers were the bedrock of successful business strategies. The objective of a business-level strategy was to establish distinctions between the organization's position and that of its competitors. A company had to determine whether it intended to perform activities differently or perform distinct activities to differentiate itself from competitors (Porter, 1996). In his book, Hitt (2017) stated that the organization's business-level strategy was a deliberate decision regarding the way it would execute.

The strategy involved primary and supporting activities of the value chain to generate distinctive value. In fact, the successful implementation of a business-level strategy in the current complex competitive landscape was contingent upon a company's ability to integrate its activities in a manner that generated superior value for its consumers. To develop a business strategy, the organization first needed to analyse its external environment and internal organization to identify external opportunities and threats, as well as its internal resources, capabilities, and core competencies. The outcomes of these analyses determined the organization's strategy. The model's strategy component encompassed the formulation and execution of a strategy. The

organization developed its vision and mission and formulated one or more strategies based on the information obtained from external and internal analyses. To achieve strategic competitiveness and above-average returns (performance), the organization implemented its strategies by taking actions to execute each one. According to Taherdoost et al. (2021), external opportunities and internal strengths helped an organization achieve its objectives.

These were known as positive factors for organizations in achieving their goals. On the other hand, external threats and internal weaknesses were known to negatively impact an organization's ability to achieve its objectives and were considered unfavorable for the organization.

METHODS

Swot Analysis

SWOT analysis was a framework for evaluating and analyzing the internal and external factors that influenced business situations. The primary purpose of SWOT analysis was to identify critical factors that could influence decision-making, strategy formulation, and overall performance (Wheelan et al., 2017).

1. Strengths

Internal factors that provide an organization with positive benefits contribute to its objectives. These may include unique resources, capabilities, expertise, a strong brand reputation, or anything else that distinguishes the organization from its competitors.

2. Weaknesses

Internal factors can hinder an organization's performance and result in disadvantages. These may include limited resources, inefficient processes, poor management, or any other factors that require improvement.

3. Opportunities

External factors create favourable conditions for an organization to achieve its goals or expand its reach. These external factors include emerging market trends, regulatory changes, partnerships, and anything else that can support growth.

4. Threats

External factors can inhibit the organization's success or stability. These factors may include intense competition, regulatory changes, shifting customer preferences, or anything else that can restrict the organization's growth.

IFE And EFE

In the SWOT analysis during the data analysis process, the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Matrix approach was used. This approach consisted of columns for weights, ratings, and total values, which were the result of the calculation between the multiplication of weights and ratings. The weight and rating columns were filled in according to the values derived from grouping internal and external factors based on their level of importance (Astuti & Ratnawati, 2020).

TOWS Matrix

The TOWS matrix will be used to match each of the internal and external factors to develop alternative strategies. It offers a framework for generating strategic options. There are four quadrants in the matrix.

1. Strengths-Opportunities (SO)

This is to identify ways to utilize the organization's strengths to leverage external opportunities.

2. Weaknesses-Opportunities (WO)

This matrix creates strategies to address weakness by utilizing external opportunities.

3. Strengths-Threats (ST)

Organizations utilize their strengths to mitigate potential threats.

4. Weaknesses-Threats (WT)

Addressing internal weaknesses and finding strategies to mitigate or overcome external threats.

The organization had the option of selecting one of five business-level strategies to establish and maintain its desired strategic position against competitors, based on both internal and external analysis. Porter (1998) in Hitt (2017) identified five business-level strategies: cost leadership, differentiation, focused cost leadership, focused differentiation, and integrated cost leadership/differentiation.

The firm could establish and leverage a competitive advantage (either distinctiveness or lowest cost) as the foundation for how it would generate value for customers within a specific competitive scope through the implementation of each business-level strategy. The way firms integrated the activities they conducted within each business-level strategy illustrated their differences. The organization needed to effectively utilize all internal resources to meet customer requirements by combining internal factors, particularly resources, and examining the industry's structure from an external perspective, thereby generating a variety of advantages. Furthermore, it was imperative to investigate potential opportunities to capitalize on and expand the market. To guarantee the organization's success, all strategies had to be mutually reinforced.

The data collection will be conducted with two methods, namely primary data, and secondary data. The primary data collection is organized as follows:

1. Semi-structured Interview

The author conducted an interview with Jogjarenang stakeholders to obtain primary data. The representative was directly involved in the process of managing the organization. The purpose of this interview was to help understand the business and provide comprehensive and accurate information to formulate a business strategy. The research question will guide the interview protocol is provided on table below.

Through the interview, the author will gain insights into the operational and management systems. The interviews also explore competition, management knowledge, strategy, and ability to meet the customer's needs. Furthermore, from this interview, the author will gain more knowledge about the organization's services, resource management, and current conditions, which will help define the internal and external environment.

2. IFE and EFE matrix

In the SWOT analysis during the data analysis process, the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Matrix approach was used. This approach consisted of columns for weights, ratings, and total values, which were the result of the calculation between the multiplication of weights and ratings. The weight and rating columns were filled in according to the values derived from grouping internal and external factors based on their level of importance (Astuti & Ratnawati, 2020).

RESULTS

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) factors can be identified after the external and internal analysis has been completed. Internal analyses identify strengths and weaknesses, while external analyses identify threats and opportunities. In order to determine the value of each factor, it will be allocated a weight and rating. The internal environment analysis has identified six factors as strengths and three factors as weaknesses for Jogjarenang:

Table 1 Jogjarenang's Strengths And Weaknesses Factors

No.	Strengths
S1	Apply the international curriculum from Swim School International (SSI).
S2	More than one year experience and certified swim teacher.
S3	Clear communication and good relations with students and parents.
S4	The owner has a good reputation with more than 10 years as a swim teacher.
S5	All teachers have been trained to apply the curriculum and SOP.
S6	Hundreds to thousands social media followers with engaging content.
No.	Weaknesses
W1	Limited number of swim teachers.
W2	Limited number of physical assets, only own swim equipment.
W3	Customers face uncertain lead times to get the class schedule. The lead time vary from 1 to 4 weeks.

Then the external environment analysis has identified. Four factors as opportunities and three factors as threats. The details are as follows:

Table 2 Jogjarenang's Opportunities And Threats Factors

No.	Opportunities
O1	Poor children's physical fitness level has become a government priority for 2045.
O2	Partnership possibilities with formal education and other organizations.
O3	The increased awareness about the importance of sport for child development
O4	Swimming is considered a life skill and the most accessible water-based sport.
No.	Threats
T1	Depends on external resource from key partnership (pool owners)
T2	New competitor with same curriculum offers.
T3	Low average of total expenditure for sports consumption.

IFE And EFE

The weight of 1 (100%). It indicates the extent to which it is significant in comparison to other variables. Each factor's influence will be evaluated using a rating scale that ranges from 4 (extremely high) to 1 (extremely low). The IFE of strengths and weaknesses can be seen in Table 2. The weaknesses value is negative meanwhile the strengths value is positive.

Table 3 IFE Calculation

No.	Variable	Weight (W)	Rating (R)	W x R
A.	Strengths (S)			
1.	S1	0.29	4	1.14
2.	S2	0.24	3	0.71
3.	S3	0.14	4	0.57
4.	S4	0.10	3	0.29
5.	S5	0.19	4	0.76
6.	S6	0.05	1	0.05
Total		1.00		3.52
B.	Weaknesses (W)			
1.	W1	0.50	4	2
2.	W2	0.17	4	0.67
3.	W3	0.33	4	1.33
Total		1.00		4.00
Total IFE = A+(-B)				(-0.48)

The External Factors Evaluation Matrix (EFE)

The IFE of strengths and weaknesses can be seen in Table 3. The threats value is negative meanwhile the opportunities value is positive.

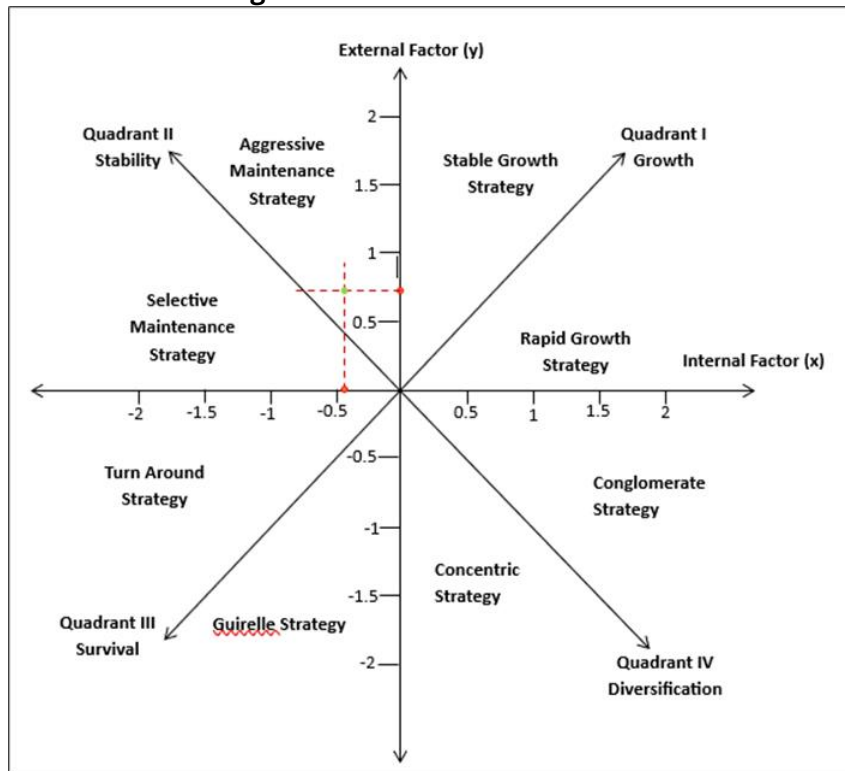
Table 4 The EFE Calculation

No.	Variable	Weight (W)	Rating (R)	W x R
A.	Opportunities (O)			
1.	O1	0.2	4	0.8
2.	O2	0.3	3	0.9
3.	O3	0.4	4	1.6
4.	O4	0.1	4	0.4
Total		1		3.7
B.	Threats (T)			
1.	T1	0.17	4	0.67
2.	T2	0.50	2	1
3.	T3	0.33	4	1.33
Total		1.00		3
Total IFE = A+(-B)				0.7

According to the calculation above, it is possible to derive a more comprehensive explanation of Jogjarenang's strategic position by analysing the scores of the internal factor evaluation (IFE) and external factor evaluation (EFE). The IFE score for Jogjarenang is -0.48, which indicates that the weaknesses outweigh the strengths.

The EFE score for Jogjarenang is +0.7, indicating that the company is in a favourable position to capitalize on external opportunities and mitigate threats. Then the value generated from IFE and EFE is plotted against the SWOT diagram as below, where the x value is -0.48 and the y value is +0.7. The value obtained from the calculation above is plotted to the SWOT diagram in Figure 1.

Figure 1 IFE And EFE Cartesian



The diagram in figure 1 shows that Jogjarenang's position is in quadrant II (stability), and the aggressive maintenance strategy was suitable for this position. Azizah (2017) explained that the procedures for an aggressive maintenance strategy involved the development of logic and analytical concepts, along with the analysis and conceptualization of short- and long-term priorities, which served as guidelines for designing steps, actions, tips, and tactics. The strategy developed focused on solving challenges and related issues.

DISCUSSION

The factors that determine are categorized into SWOT categories after conducting both internal and external analyses. It discovers the organization's present position. Next, the business strategy is developed by integrating both internal and external environments.

The Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix is a strategic management tool. Derived from SWOT analysis, it advances the analysis helps organizations develop effective plans that leverage their strengths while addressing weaknesses and external factors. It accomplishes this by combining internal and external factors to create targeted strategic initiatives. The TOWS matrix can be seen in Table 5.

Table 5 TOWS Matrix

	<p>Strengths</p> <p>S1. Apply the international curriculum from Swim School International (SSI).</p> <p>S2. More than one year experience and certified swim teacher.</p> <p>S3. Clear communication and good relations with students and parents.</p> <p>S4. The owner has a good reputation with more than 10 years as a swim teacher.</p> <p>S5. All teachers have been trained to apply the curriculum and SOP.</p> <p>S6. Hundreds to thousands social media followers with engaging content.</p>	<p>Weaknesses</p> <p>W1. Limited number of swim teachers.</p> <p>W2. Limited number of physical assets, only own swim equipment.</p> <p>W3. Customers face uncertain lead times to get the class schedule. The lead time vary from 1 to 4 weeks.</p>
<p>Opportunities</p> <p>O1. Poor children's physical fitness level has become a government priority for 2045.</p> <p>O2. Partnership possibilities with formal education and other organizations.</p> <p>O3. The increased awareness about the importance of sport for child development.</p> <p>O4. Swimming is considered a life skill and the most accessible water-based sport.</p>	<p>SO1 - Utilize the international SSI curriculum and trained swim teachers to support government initiatives and collaborate with educational institutions to improve children's physical fitness. (S1, S2, S4, O1, O2, O3).</p> <p>SO2 - Leverage teacher significant experience and social media presence to leverage on rising understanding of sports' role for child development and swimming's value as a life skill (S5, S6, O3, O4).</p> <p>SO3 - Utilize good relationships and reputation to form partnerships with other child development organizations (S3, S4, O2, O3).</p>	<p>WO1- Form partnerships to increase number of swimming teacher (W1, O2).</p> <p>WO2-Enhance brand visibility and reputation to strengthen employer branding initiatives (W1, O1, O3, O4).</p> <p>WO3-Develop partnerships with local business, schools, and sport clubs to access pool (W2, O2, O1, O3).</p> <p>WO4-Invest in scheduling system software (W3, O3, O4).</p>

<p>Threats</p> <p>T1. Depends on external resource from key partnership (pool owners).</p> <p>T2. New competitor with same curriculum offers.</p> <p>T3. Low average of total expenditure for sports consumption.</p>	<p>ST1-Negotiate long-term contracts and favourable terms with existing pool owner by build strong support base community (S4, S3, S6, T1).</p> <p>ST2- Continue to innovate through teacher development and stay up to date on swimming teaching methods (S1, S2, S4, T2).</p> <p>ST3- Highlight the unique value that Jogjarenang offered (S1, S2, S3, S5, T3, T2).</p> <p>ST4- Utilize social media to increase the importance and benefit of sports, especially swimming (S6, T3).</p>	<p>WT1-Enhance recruitment and training to increase swim teachers (W1, T2).</p> <p>WT2-Develop contingency plans for facility usage (W2, T1).</p> <p>WT3-Develop cost effective operation to offer competitive pricing (W3, T2, T3)</p>
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After conducting TOWS, we can generate 15 strategies (Table 5). Although there are 15 strategies, Jogjarenang must first see their organization's position before choosing the right one. According to the SWOT analysis, Jogjarenang's position falls into quadrant two, where the organization's weaknesses are more prominent, but there are still opportunities for the market. As a result, the Jogjarenang must first focus on addressing this weakness with the opportunities that they have.

Business Strategy

The analysis findings encourage Jogjarenang to focus on the W-O strategy. Jogjarenang should concentrate on their current market and product. This strategy focuses on getting current customers to use their service more, attracting customers from competitors, or converting non-users within the existing market.

The strategies generated from the W-O matrix are designed to improve the company's position within its current market. Based on the TOWS analysis, there are several strategies that can be implemented to take advantage of existing opportunities as well as overcome the weaknesses:

1. WO1- Form partnerships to increase number of swimming teacher (W1, O2). The primary objective of this strategy is to facilitate market penetration. The company's objective is to enhance its internal capabilities to serve the extant market more effectively. Collaborate with educational institutions and training centres to create a pipeline of qualified swim teachers.
2. WO2-Enhance brand visibility and reputation to strengthen employer branding initiatives (W1, O1, O3, O4). This strategy is focused enhancing brand visibility and reputation strengthens the company's position in its current market, making it more attractive to both customers and potential employees. Develop a comprehensive branding strategy that highlights Jogjarenang's commitment to quality swimming education and child development. Leverage social media and other online platforms to reach potential job seekers and convey a strong, positive image of Jogjarenang.
3. WO3-Develop partnerships with local business, schools, and sport clubs (W2, O2, O1, O3). This strategy aimed to strengthen the company's presence in existing markets by increasing market share through increased visibility and co-promotions. Develop partnerships with local businesses, schools, and sports clubs to use their facilities and share physical assets.
4. WO4-Invest in scheduling system software (W3, O3, O4). Investing in scheduling system software improves operational efficiency, enhances the customer experience, and may allow the company to serve more customers within the existing market more effectively.

CONCLUSION

The Jogjarenang International Swimming School offers swimming lessons for babies and children. The competitive advantage of the organization stems from the teacher's competency, experience, and certification, along with the owner's reputation, as well as the structural and operational procedures within their class, as indicated. According to the internal analysis, the organization's limited pool of swimming teachers results in customers experiencing uncertain lead times when requesting the class schedule. Furthermore, the limited number of physical assets in the pool makes this organization depend on external resources. The external environment, industry analysis shows that poor children's physical fitness level has become a government priority for 2045. Also, there is a partnership possibility with formal education and other organizations.

The external analysis also shows increased awareness about the importance of sport for child development. As Swimming is considered a life skill and the most accessible water-based sport. The challenges include dependence on external resources from key partnerships (pool owners), a new competitor with the same curriculum offerings, and a low average total expenditure for sports consumption.

Despite the industry's medium level rivalry intensity, the organization's unstable revenue indicates a problem that requires attention to support its development and sustainability. The formulation of business strategy is done through SWOT analysis and the TOWS matrix. The SWOT analysis is to look at the organization's position according to its dominance of strengths or weaknesses, as well as opportunities and threats. The TOWS matrix is utilized to determine the strengths and weaknesses of opportunities and mitigate threats by cross-referencing internal and external factors. Following that, the proposed business strategy refers to the organization's position to recommend the strategy.

SUGGESTION

The SWOT-TOWS analysis can generate 15 strategy formulations, but the current organization's position recommends only four for implementation. These alternative strategies are expected to enhance the competitiveness and profitability of Jogjarenang. However, there will be a possibility of market fluctuations. Therefore, Jogjarenang can adjust the strategy to suit the specific situation. To facilitate future research, it is crucial to implement a monitoring and evaluation system for each implemented strategy.

Furthermore, the assignment of a person in charge (PIC) for each strategy would allow for easier monitoring and assessment of all strategies progress. These measures will ensure the project's efficient and effective execution, as well as provide valuable insights for future research.

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