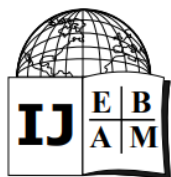


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Phoenix Badminton Academy: Badminton Training Services

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ARTICLE INFORMATION	ABSTRACT
Section Business Design Articles	Phoenix Badminton Academy is a badminton training services business that successfully combines effective business management with innovative operational strategies. This research explores various aspects of the design and implementation of this academy business, starting from market analysis, segmentation, to comprehensive distribution strategies. These findings confirm that investments in training program innovation, facility improvements, and human resource development are critical to ensuring sustainable growth. Phoenix Badminton Academy is committed to providing high-quality services and continuously adapting to industry trends, which makes it a profitable and sustainable business model in the sports industry. The results of this research provide valuable insight for similar business players who want to maximize market potential in the sports training services industry.
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INTRODUCTION

Badminton with the establishment of the Persatuan Bulutangkis Seluruh Indonesia (PBSI) in 1951, marking a significant has been one of the most popular sports in Indonesia since the 1930s (Persatuan Bulu Tangkis Seluruh Indonesia, no date). The sport's popularity surged further milestone in the development and support of badminton nationwide. Indonesia is renowned as a global powerhouse in this sport, achieving remarkable successes on the international stage, thanks to legendary athletes like Rudi Hartono, Susi Susanti, and Taufik Hidayat (Fandy and Humam, 2021).



In the modern era, this legacy is continued by athletes such as Mohammad Ahsan, Kevin Sanjaya Sukamuljo, and Greysia Polii, who have elevated Indonesia's stature in the world of badminton (Jurnal Tim Oke, 2022). The success of these athletes has inspired many young people across the country to pursue professional careers in badminton, viewing it not just as a sport but as a viable career path. However, despite badminton's prominence as a source of national pride, there is still a significant gap in the availability of adequate training facilities across various regions. This issue is particularly evident in cities like Yogyakarta, where many aspiring athletes struggle to find quality training environments.

This gap in infrastructure and training resources is well-documented in sport management literature. For example, progress in sports development can be seen from various aspects, such as infrastructure, technology, improving the quality of athletes, and also increasing public awareness of the importance of maintaining health through sport. Infrastructure is wrong an important aspect in the progress of sports development (Sudibyo and Nugroho, 2020). Moreover, the availability of adequate sports facilities and infrastructure can also improve the quality of exercise (Riyoko, KS and Sulaiman, 2017).

In response to this gap, Phoenix Badminton Academy was established to address the need for high-quality training facilities in Yogyakarta. Located on Jl. Sumberan Baru, this academy offers facilities that meet national standards, including carpeted courts, optimal lighting, and excellent ventilation. The primary objective of Phoenix Badminton Academy is to develop professional athletes who can contribute to the sport's success at both local and national levels. Moreover, the academy aims to serve as a sustainable training center, making a meaningful contribution to the long-term development of badminton in Indonesia.

This introduction underscores the importance of developing badminton training facilities that meet national standards and illustrates how Phoenix Badminton Academy addresses these needs. By doing so, the academy not only plays a crucial role in athlete development but also supports the continued success of Indonesian badminton on the world stage. This research explores various aspects of the design and implementation of this academy business, starting from market analysis, segmentation, to comprehensive distribution strategies.

BUSINESS PROFILE & DEVELOPMENT MODEL

Business Profile

Phoenix Badminton Academy is an entity operating in the field of badminton training services, which has proven itself to be a business with very profitable and promising potential. This academy was established with the aim of providing high-quality training, using facilities that meet national standards, and developing professional badminton athletes from the region. This academy is strategically located on Jl. Sumberan Baru, Yogyakarta, with facilities that include a carpeted pitch, optimal lighting and adequate ventilation. A comfortable and safe training environment is one of the advantages of the Phoenix Badminton Academy, which not only attracts local participants but also from outside the area. The focus on the quality of training and facilities makes this academy a training center that is trusted by various groups, both beginners and experienced athletes (Phoenix Badminton, no date).

Business Model

Phoenix Badminton Academy's business model focuses on effective management, where efficiency and effectiveness are the main principles in managing all operational aspects. The

academy employs a variety of strategic tools to ensure success, including SWOT analysis based on Porter (1998) Five Forces analysis, and the Balanced Scorecard.

1. SWOT Analysis

SWOT analysis serves as a foundational tool in strategic management, helping Phoenix Badminton Academy identify its internal strengths and weaknesses, as well as external opportunities and threats. By systematically evaluating these factors, the academy can formulate strategies that leverage its strengths and opportunities while mitigating weaknesses and threats. This analysis is essential for creating a competitive advantage and guiding strategic decision-making within the organization.

2. Porter (1998) Five Forces Analysis

Porter's Five Forces framework is instrumental in understanding the competitive dynamics within the badminton industry. This theoretical model helps the academy analyze the intensity of competition, the bargaining power of suppliers and customers, the threat of new entrants, and the threat of substitute products or services. By applying this analysis, Phoenix Badminton Academy can develop strategies to enhance its competitive position and navigate the challenges posed by the external environment effectively.

3. Balanced Scorecard

The Balanced Scorecard is employed as a comprehensive performance management tool that integrates various dimensions of organizational performance. This framework goes beyond financial metrics to include customer satisfaction, internal business processes, and learning and growth perspectives. By adopting the balanced scorecard, Phoenix Badminton Academy ensures a holistic approach to performance evaluation, aligning its strategies with long-term objectives and sustaining its overall success.

In terms of distribution strategy, Phoenix Badminton Academy adopts a comprehensive approach by utilizing digital technology, especially social media such as Instagram, as one of the main methods to promote services. This is the Instagram of Phoenix Badminton Academy <https://www.instagram.com/pb.phoenixjogja/?igsh=eHFsc3VmcTVuZGYy> (Phoenix Badminton, 2022). The platform is used not only to advertise training programs but also to showcase athletes' facilities and achievements, thereby enhancing the academy's reputation. Attached is the Instagram of Phoenix Badminton Academy in the following picture.

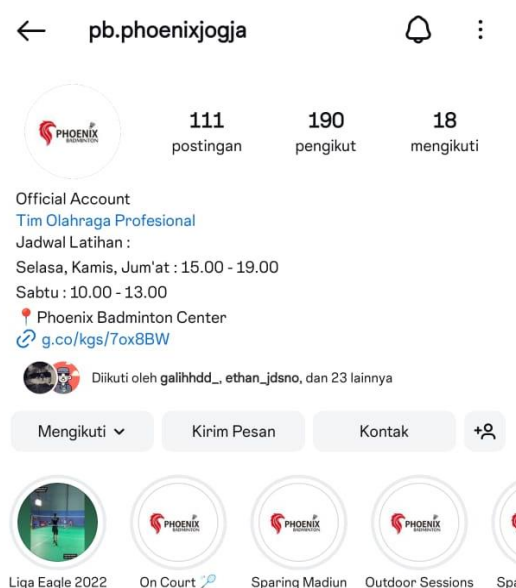


Figure 1. Instagram Phoenix Badminton Academy
Source: Phoenix Badminton (2022)

Apart from that, this academy also focuses on developing main training centers in strategic locations, as well as collaborating with local schools and badminton clubs to provide additional training or extracurricular programs. Flexibility is also part of the business model, with on-site personal training offerings to suit athlete preferences. Phoenix Badminton Academy also implements a referral program that provides incentives for athletes who successfully recommend new participants, aiming to increase the number of participants and build loyalty.

Regular evaluation of distribution strategies ensures that Phoenix Badminton Academy remains responsive to changing market needs, thereby continually optimizing their approach. With a commitment to quality, innovation and adaptability, Phoenix Badminton Academy is in a strong position to continue to grow and achieve long-term success, making it a profitable and sustainable business model.

BUSINESS EXECUTION

Market Segmentation and Customization

Phoenix Badminton Academy's approach to market segmentation is supported by Kotler and Keller (2016) marketing management theories, which emphasize the importance of segmenting the market to better meet the specific needs of different customer groups. Research by Dolnicar, Grün and Leisch (2018) further corroborates this, showing that effective market segmentation allows organizations to tailor their offerings, leading to higher customer satisfaction and loyalty.

Competitor Analysis and Differentiation

Porter (1998) competitive strategy provides a robust framework for understanding industry competition. Phoenix Badminton Academy's competitor analysis aligns with Porter's concept of differentiation, where identifying and capitalizing on competitors' weaknesses can lead to a competitive advantage. This is further supported by studies like those by Barney (1991), which suggest that unique resources and capabilities, such as customized training programs, can sustain competitive advantage.

Digital Integration and Distribution Strategy

The use of digital technology in the academy's distribution strategy is consistent with findings from research on digital marketing in sports, such as the study by Ioakimidis (2010), which highlights the growing impact of digital channels on sports marketing. The integration of digital platforms is shown to expand market reach and engage with a broader audience, supporting the academy's efforts to attract and retain participants.

Operational Management and Human Resources

The operational management strategies employed by Phoenix Badminton Academy are supported by theories of service management, particularly the "backstage" and "front stage" concepts by Gronroos (2011), which emphasize the importance of managing behind-the-scenes operations to ensure high-quality service delivery. The academy's human resource management strategies, including selective recruitment and performance-based compensation, are grounded in the Resource-Based View (RBV) theory by Barney (1991), which posits that human resources are critical to achieving sustained competitive advantage.

Balanced Scorecard and Performance Evaluation

The Balanced Scorecard framework, as proposed by Kaplan and Norton (1996), serves as a foundation for the academy's performance evaluation. This approach is widely recognized in management literature for its ability to provide a balanced perspective on organizational performance, taking into account financial and non-financial metrics. Studies by Hoque (2014) and others reinforce the effectiveness of the balanced scorecard in aligning business activities with long-term strategic objectives, ensuring that all aspects of the organization contribute to sustained success. Overall, Phoenix Badminton Academy has demonstrated a strong commitment to implementing a structured business strategy and focused on service quality, which supports the academy's success in the dynamic badminton industry. Attached below are pictures of Phoenix Badminton Academy's expenses and income as well as a recap of the development of this business.

Table 1. Financial Calculations

Financial Calculations For One Meeting (60 Students)		
<i>Expenses</i>		
Field Rental	4 Lines x Rp. 40,000/hour = Rp. 160,000/hour 3 hours x Rp. 160,000 = Rp. 480,000	Rp. 480,000
Shuttlecock	4Slops x Rp. 80,000 = Rp. 320,000	Rp. 320,000
Assistant Coach	4 people x Rp. 70,000 = Rp. 280,000	Rp. 280,000
Honorarium		
Administration	1 Person x Rp. 60,000 = Rp. 60,000	Rp. 60,000
Honorarium		
Total Expenses		Rp. 1,140,000
<i>Income</i>		
Athletes	60 Athletes x Rp. 40,000 = Rp. 2,400,000	Rp. 2,400,000
Total Income		Rp. 2,400,000
Total Profit		Rp. 1,260,000
Total Profit For a Week (5 x Rp. 1,260,000) = Rp. 6,300,000		Rp. 6,300,000

Table 2. Recapitulation Of Phoenix Badminton Academy's Business Development

Week	Number of People	Field Rent (Line)	Assist./Adm	Shuttlecock (Slop)	Income	Expenses	Profit
1	4	1	1/1	1	Rp. 800,000	Rp. 1,650,000	Rp. 850,000
2	8	2	2/1	2	Rp. 1,600,000	Rp. 3,000,000	Rp. 1,400,000
3	11	2	2/1	2	Rp. 2,200,000	Rp. 3,000,000	Rp. 800,000
4	16	2	2/1	2	Rp. 3,200,000	Rp. 3,000,000	Rp. 200,000
5	21	2	2/1	2	Rp. 4,200,000	Rp. 3,000,000	Rp. 1,200,000
6	27	3	3/1	3	Rp. 5,400,000	Rp. 4,350,000	Rp. 1,050,000
7	33	3	3/1	3	Rp. 6,600,000	Rp. 4,350,000	Rp. 2,250,000
8	42	3	3/1	3	Rp. 8,400,000	Rp. 4,350,000	Rp. 4,050,000
9	48	4	4/1	4	Rp. 9,600,000	Rp. 5,700,000	Rp. 3,900,000
10	56	4	4/1	4	Rp. 11,200,000	Rp. 5,700,000	Rp. 5,500,000
11	58	4	4/1	4	Rp. 11,600,000	Rp. 5,700,000	Rp. 5,900,000
12	60	4	4/1	4	Rp. 12,000,000	Rp. 5,700,000	Rp. 6,300,000

CONCLUSION

Phoenix Badminton Academy has demonstrated excellence in business management and implementation of effective operational strategies, making it an example of a successful business model in the badminton training industry. Through a deep understanding of the market, including SWOT analysis and Porter's five forces, the academy has succeeded in formulating appropriate strategies to optimize potential and face competitive challenges. The approach used in distribution, including the use of digital technology and collaboration with local institutions, has expanded market reach and increased customer loyalty. Investments in innovative training programs and facility development, along with effective human resource management, are key to the success of Phoenix Badminton Academy.

This academy not only meets the need for quality training facilities in Yogyakarta, but also contributes to the development of athletes who can excel at the national level. Regular evaluation of the business strategy ensures that Phoenix Badminton Academy remains adaptive to market changes, which is a critical element for sustainable growth. The results of this research provide valuable insights for similar business actors in the sports training services industry, by emphasizing the importance of integration between effective management, innovation and adaptability. Phoenix Badminton Academy has proven that with the right strategy and commitment to quality, the badminton training business can grow rapidly and make a significant contribution to the sport at both local and national levels.

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