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Marketing Strategy Analysis in an Effort to Increase Sales Value At “Gurita Playground”

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Abstract

This study aims to analyze the marketing strategies implemented by Gurita Playground, an indoor children's playground located in Denpasar, Bali. The background of this study is based on the decline in the number of visitors and the failure to achieve monthly sales targets, despite the company's various promotional efforts. This study uses a SWOT analysis approach to evaluate the strengths, weaknesses, opportunities, and threats faced by the company, and to formulate an optimal marketing strategy. Data were obtained through observation, interviews, questionnaires, and documentation, using a purposive sampling technique with six respondents from internal and external parties. The analysis results show that Gurita Playground's main strengths are its strategic location, unique play facilities, and the presence of a family cafe. However, weaknesses such as the lack of digital promotional innovation, high ticket prices, and negative reviews related to cleanliness hinder business growth. On the other hand, increasing parental awareness of the importance of educational playgrounds and the trend of family events present opportunities that can be exploited. The recommended strategy is an aggressive strategy (SO), which utilizes internal strengths to seize external opportunities, such as strengthening digital promotions, holding educational events, establishing partnerships with schools and parenting communities, and developing innovative play facilities. This strategy is expected to increase competitiveness, attract more visitors, and drive sustainable sales growth.

Keywords: Marketing Strategy, Swot Analysis, Children's Playground, Digital Promotion, Gurita Playground

Introduction

The development of the children's entertainment industry in Indonesia has shown significant growth in recent years. This is inseparable from growing parental awareness of the importance of recreational spaces that are not only enjoyable but also support children's emotional, social, and creative development. According to Yuniar (2021)^[50], the presence of educational entertainment facilities is crucial in supporting children's holistic learning and play experiences. Furthermore, Smith and Johnson (2020) state that children who have regular access to playgrounds tend to have better social skills, such as collaboration and conflict resolution.

In Bali, particularly Denpasar City as a center of economic and social activity, the need for children's recreational facilities is increasing. Data from the Central Statistics Agency (2024) shows an increase in the ratio of children per 1,000 women of childbearing age, from 250.13 in 2022 to 267.04 in 2023. This increase is an indicator of the growing number of children, which directly expands the potential market for the playground and children's entertainment industry in the area (Widhianthini *et al.*, 2023)^[45].

One player in this industry is Gurita Playground, strategically located on Jalan Tukad Batanghari, Denpasar. This playground offers indoor play facilities and a family cafe. Despite its advantages, such as its easily accessible location and food service, Gurita Playground still faces various challenges, such as declining visitor numbers, negative customer reviews regarding cleanliness, limited facilities, and prices perceived as inadequate for the services provided.

In terms of marketing, Gurita Playground's strategies, such as discount promotions, Weekend Market events, cafe bundling programs, and the use of social media platforms like Instagram and TikTok, have not significantly boosted sales. This is evident in 2024 sales data, which shows a downward trend from month to month, even falling short of the monthly target of IDR 50,000,000.

According to Zebua, Gea, & Mendrofa (2022) ^[51], an effective marketing strategy must be able to create added value for customers and generate a sustainable competitive advantage for the company.

In addition to internal weaknesses, Gurita Playground also faces external pressure in the form of increasingly fierce competition with the presence of various competitors such as YooHoo Playground, Lavinci Kitchen & Playground, and SunnySide Play & Shop, which offer more complete facilities at more competitive prices, including outdoor play areas and educational programs such as *kids classes*. This is a serious challenge for Gurita Playground to remain relevant and attractive to consumers.

In this situation, companies need to conduct a comprehensive evaluation of their marketing strategy using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This analysis is crucial for identifying internal and external factors that influence business performance and formulating new, more targeted strategies. According to Kotler and Keller (2016), a successful marketing strategy is one that adapts to market dynamics, optimizes internal strengths, and capitalizes on external opportunities to create value and maintain customer loyalty.

Therefore, a more innovative and customer-based marketing approach is needed so that Gurita Playground can increase its competitiveness, attract more visitors, and achieve sales targets for long-term business sustainability.

Research Method

This research was conducted at Gurita Playground, located at Jalan Tukad Batanghari No. 69, West Denpasar, Bali. The object of the research was the marketing strategy used by Gurita Playground, using a SWOT analysis approach to review the company's internal and external factors.

The population in this study was internal company stakeholders, specifically managers and employees related to marketing and customer service. The sample was taken using a *non-probability sampling method*, a *purposive sampling technique*, aimed at six respondents: three internal respondents (managers, marketing staff, and customer service) and three external respondents (loyal customers based on visit frequency and purchase history) (Sugiyono, 2019; Rumengan *et al.*, 2023) ^[34].

This study uses two types of data : quantitative data (e.g., sales data) and qualitative data (e.g., organizational structure and business activities) (Jailani & Saksitha, 2024; Rofiah, 2022) ^[18]. Data sources include primary data (observations, interviews, questionnaires, and documentation) and secondary data such as sales reports, competitor data, scientific journals, and previous theses. Data collection techniques include direct observation, structured interviews with management, internal company documentation, and questionnaires distributed to selected respondents.

The data analysis technique used is a SWOT analysis, which covers four aspects: strengths, weaknesses, opportunities, and threats. The data obtained is entered into the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, each with weighting and assessment according to the instructions of Rangkuti (2016), Mutiara (2021) ^[21], and Sembiring & Fatihudin (2020) ^[31]. The results of the IFAS and EFAS are then analyzed in the SWOT Matrix to formulate four main strategic alternatives:

- **SO (Strength-Opportunity):** Using strength to take advantage of opportunities.
- **ST (Strength-Threat):** Using strength to overcome threats.
- **WO (Weakness-Opportunity):** Reducing weaknesses to take advantage of opportunities.
- **WT (Weakness-Threat):** Minimize weaknesses to avoid threats.

This approach aims to develop an optimal marketing strategy to increase the competitiveness and sales of Gurita Playground in the children's entertainment industry in Denpasar City.

3. Results and Analysis

Internal Environmental Analysis

Gurita Playground boasts internal strengths such as its strategic location on Jalan Tukad Batanghari, Denpasar, attractive facilities such as a comfortable indoor play area, and a supporting restaurant that provides added value for visitors. The company has also implemented Standard Operating Procedures (SOPs) regarding child safety and security, which adhere to international guidelines, although it does not yet have official certification. However, several internal weaknesses exist, such as a lack of digital promotional innovation, the absence of educational facilities such as kids' classes, relatively high entrance fees compared to competitors, and negative reviews from visitors regarding cleanliness and service quality. The decline in sales through 2024 also reflects the suboptimal marketing and management strategies currently implemented.

External Environmental Analysis

Externally, Gurita Playground faces significant opportunities stemming from growing parental interest in safe, educational, and integrated family play facilities. Potential collaborations with schools or parenting communities, as well as leveraging social media for promotion, could increase market exposure and reach. However, Gurita Playground also faces threats from competitors in the Denpasar area offering more affordable prices, a wider variety of play facilities (indoor and outdoor), and engaging children's educational programs. This competition necessitates innovation and adaptation of marketing strategies to ensure Gurita Playground remains relevant and sustainable in the increasingly competitive playground industry, which faces high operational costs.

Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS)

Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) are crucial steps in the business strategy formulation process, allowing for systematic identification of a business's strengths, weaknesses, opportunities, and threats (Rangkuti, 2016). IFAS is used to identify and evaluate internal factors such as product advantages, promotional capabilities, and resource limitations at Gurita Playground. Meanwhile, EFAS is used to analyze external factors that can impact business sustainability, such as market trends, opportunities from events, challenges from competitors, and economic conditions. Through this analysis, Gurita Playground can obtain a comprehensive overview of internal and external

conditions that support future strategic decision-making.

SWOT Analysis Diagram

To provide a clearer picture of the research object's position and condition based on the average calculation results on the rating scale, this section will present a SWOT analysis in diagram form. This SWOT analysis aims to identify the company's strengths, weaknesses, opportunities, and threats. Based on the quantitative data obtained, the diagram is expected to assist in formulating a more appropriate strategy according to the internal and external conditions faced. The midpoint of the SWOT diagram is obtained from:

Based on the SWOT analysis conducted on children's playgrounds, the following is an explanation of the four alternative strategies:

Strengths-Opportunities (S-O) Strategy

This strategy emphasizes leveraging internal strengths to seize external opportunities. In the context of playgrounds, unique play facilities are a key strength that can be leveraged. Opportunities such as the growing interest in safe and educational playgrounds, the abundance of family events, and parental awareness of the importance of healthy play activities represent significant opportunities. Therefore, playgrounds can optimize creative facilities and educational events to increase their appeal and expand market share. Intensive promotion of educational activities also needs to be strengthened to attract more family visitors.

Strengths-Threats (S-T) Strategy

This strategy aims to use internal strengths to overcome or minimize the impact of external threats. In the increasingly fierce competition among playgrounds, especially with the presence of other playgrounds offering lower prices and similar facilities, as well as competition on social media and digital platforms, playgrounds must leverage the advantages of unique facilities and educational events as a strong differentiation. In addition, an optimal digital marketing strategy must be implemented to increase brand awareness and customer loyalty, so that threats from competitors can be minimized.

Weaknesses-Opportunities (W-O) Strategy

This strategy focuses on improving internal weaknesses to capitalize on existing opportunities. The primary weaknesses of the amusement park are the lack of marketing and promotional personnel and the large number of competitors with similar facilities. Therefore, it is necessary to recruit and train competent marketing personnel so that promotions can be carried out more evenly and effectively. Furthermore, the use of family events and children's festivals as direct promotional media must be increased to reach a wider market. Improving communication and branding is also crucial to attract the attention of parents, the primary target audience. Emphasizing parental awareness of the importance of play also helps reduce the perception of high prices.

Weaknesses-Threats (W-T) Strategy

This strategy requires the amusement park to minimize internal weaknesses while avoiding threats from the external environment. Given intense price competition and fluctuating operational costs, such as maintenance and procurement of play equipment, amusement parks must reduce conventional promotional costs and focus on increasing the efficiency of

digital promotions and innovative cost management to maintain competitive ticket prices without sacrificing service quality. Furthermore, building strategic partnerships with various stakeholders can help expand market reach and reduce operational costs, as well as conducting regular service quality evaluations. This is crucial for maintaining business sustainability amidst competition and cost challenges.

Conclusion

Based on the SWOT analysis, it can be concluded that Gurita Playground in Denpasar possesses a core strength in the form of safe, educational, and engaging play facilities. However, weaknesses that still require attention include a suboptimal promotional strategy and limited collaboration with early childhood education institutions. Externally, there are significant opportunities in increasing parental awareness of the importance of educational play areas and the proliferation of family events that can be used as promotional tools. However, Gurita Playground also faces threats in the form of competition from other playgrounds and rapidly changing child play trends. The most appropriate marketing strategy for Gurita Playground to increase sales is an aggressive strategy (S-O strategies). This strategy was chosen because it allows the company to optimize internal strengths to maximize external opportunities. This approach involves strengthening digital promotions through social media, utilizing influencers to promote the company, holding regular educational events, establishing partnerships with parenting communities and kindergartens/early childhood education institutions, and expanding innovative play facilities that are appropriate for child development. This aggressive strategy is believed to significantly increase competitiveness and expand market reach.

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