



## Positioning of Futsal Management Company: A Case Study



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### Abstract

The study aimed at obtaining empirical evidence and find clarity of phenomena and conclusions about the positioning analysis of futsal management companies, a case study in 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe. This research method uses descriptive design and correspondence analysis by distributing questionnaires to respondents containing the positioning statement that was analyzed using the SPSS 16.00 program. There were obtained several conclusions (1) Based on consumer's perceptions there is one who answers "quite agree" especially on strategic location indicators and more dominant respondents respond to feel "agreed" to all positioning indicators carried out, thereby fostering trust in consumers that can be perceived by consumers of futsal visitors, that each futsal place has its advantages. 212 has advantages in service and gives satisfaction to customers, while it has shortcomings in the economic price strategy. Club House has an advantage in price according to quality and comfort, while it has a lack of a maintained cleanliness strategy. Central Futsal KCP has advantages in the location of sales, while it has a lack of facility strategy. King Hall has an economical price advantage while having a shortage in the sales location strategy.

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### 1. Introduction

Humans cannot be separated in today's modern life from sports activities either as a special occupation, as a spectacle, recreation, livelihood, health, or culture. A large number of futsal enthusiasts in Karawang is accompanied by the large number of indoor courts that are rented out for sports lovers (Hasibuan, 2011; Lisnawati, 2011). A contributing factor is a large number of facilities such as a good futsal field and at least a soccer field that still exists in the East Telukjambe area because there are already many buildings, malls, and housing estates.

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*Literature Review*

According to Tjiptono (2008), that positioning is a strategy that seeks to create a unique differentiation in the minds of Sasas customers. It is to form an image (brand) or a product that is superior to competing brands/products. The procedure for correct positioning includes seven main steps (Hiam & Scewe, 1994; Buchari, 2011; Kotler & Keller, 2009; Philip & Gary, 2008) in the book Marketing Strategy by Tjiptono (2008), namely:

- 1) Determine relevant products/markets.
- 2) Identifying competitors, both primary and secondary competitors.
- 3) Determine the ways and standards used by consumers in evaluating choices to meet their needs.
- 4) Knowing how consumers' perceptions of the competitor's position (by making a perpetual map).
- 5) Identifying gaps or gaps in the position occupied.
- 6) Plan and implement positioning strategies.
- 7) Pending position.

The main objectives of positioning according to Tjiptono (2008), namely:

- 1) To place or position a product in the market so that the product is separate or different from competing brands.
- 2) To position the product so that it can convey some key points to customers, namely what you stand for, what you are, and how you would like customers to evaluate you.

According to Tjiptono (2008), seven approaches can be used to do positioning, namely:

- 1) Positioning based on attributes,
- 2) Positioning based on price and quality (price and quality positioning),
- 3) Positioning based on the use or application aspects,
- 4) Positioning based on product usage (user positioning),
- 5) Positioning based on a certain product class (product class positioning),
- 6) Positioning regarding competitors (competitor positioning), and
- 7) Positioning based on benefits (benefit positioning).

## 2. Materials and Methods

Based on the results of this design research is a survey where researchers go directly to the field to obtain data by interviewing and analyzing questionnaires.

Table 1  
Research variable

Variable	Sub Variable	Indicator
Positioning Management Company	Attribute (positioning attribute)	1. Degree of Interest
		2. Uniqueness
		3. Service
		4. Sales Location
		5. Creating Impressions or Images
	Price and quality (price and quality positioning)	6. Economical Price
		7. Prices following quality
	Usage Aspects (use/application positioning)	8. Give Customer Satisfaction
		9. Comfort
		10. Maintained cleaning
		11. Available sanders Provide good service

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	12. Linking Products to Personality or Types of Customers
	13. Variations in Physical Form
Product Usage	14. Satisfaction
	15. Facilities
(user positioning)	16. Consumer Perception of Similar Competitors
Product Class	17. Appearance
(product class positioning)	18. Products in the Market
	19. Emotional Benefits (satisfaction)
	20. Customer Loyalty Level

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Source: [Tjiptono \(2008\)](#)

Correspondence analysis is defined as a technique of presenting data between rows, between columns, and between rows and columns of contingency tables (two directions which can then be expanded to multi-direction contingency tables) in a small dimension vector space and optimal ([Furqon, 2013](#); [Riduwan, 2011](#); [Sugiyono, 2010](#); [Susetyo, 2010](#)). This analysis is also designed to be used in the development of groupings that represent frequency data. Some basic characteristics of correspondence analysis that need attention, namely:

- 1) Used for non-metric data with nominal and nominal measurement scales.
- 2) Can be used for non-linear relationships.
- 3) There are no assumptions about distribution.
- 4) No model was hypothesized.
- 5) As one method in data exploration, the result can be in the form of a hypothesis that needs further testing.
- 6) One of the structural grouping or data reduction techniques.

The purpose of the correspondence analysis, namely:

- 1) Comparing the similarity of two categories of the first qualitative variable (row) based on several second qualitative variables (columns).
- 2) Comparing the similarity of two categories of the second qualitative variable (column) based on a number of the first qualitative variable (row).
- 3) Knowing the relationship between the one-row variable category and one column variable category.

### 3. Results and Discussions

Consumer positioning perception of futsal management companies shows in Table 2.

Table 2  
Recapitulation of company positioning variables in futsal management

No	Questionnaire Statement	Total score	Criteria
1	Degrees of Interest	1.313	Agree
2	Uniqueness	1.340	Agree
3	Service	1.335	Agree
4	Sales Location	1.048	Quite Agree
5	Creating an Impression or Image	1.420	Agree
6	Economical price	1.362	Agree
7	Price according to quality	1.385	Agree
8	Give Satisfaction to Customers	1.377	Agree
9	Comfort	1.386	Agree
10	Maintained cleanliness	1.398	Agree
11	Cashier available Provide good service	1.317	Agree

Table 3  
Recapitulation of company positioning variables in futsal management  
(continued)

No	Questionnaire Statement	Total score	Criteria
12	Linking Products to Personality or Customer Types	1.310	Agree
13	Variations in Physical Form	1.388	Agree
14	Satisfaction	1.351	Agree
15	Amenities	1.354	Agree
16	Consumer Perception of Similar Competitors	1.366	Agree
17	Appearance	1.265	Agree
18	Products on the Market	1.370	Agree
19	Emotional Benefits (Satisfaction)	1.449	Agree
20	Customer Loyalty	1.415	Agree

Source: SPSS Data Processing Results, 2015

Map of futsal management company positioning based on the results of the responses of respondents on each questionnaire, then the following recapitulation of the answers will be made. It aims to determine and describe the position of the product and the variables studied can be seen in Table 4.

Table 4  
Summary of attribute dimension score (positioning attribute)

Futsal Management Company	Attributes				Total
	Degrees of Interest	Uniqueness	Service	Sales Location	
212	155	152	159	90	556
Club House	73	81	69	59	282
Central Futsal KCP	75	73	71	70	289
King Hall	29	26	21	18	94
Total	332	332	320	237	

Source: SPSS Data Processing Results, 2015

Table 4 above shows the responses of 372 respondents regarding the attribute dimension (attribute positioning). Positioning illustration the attribute dimensions regarding each of the futsal management companies studied are 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies and can be explained with the following Figure 1.

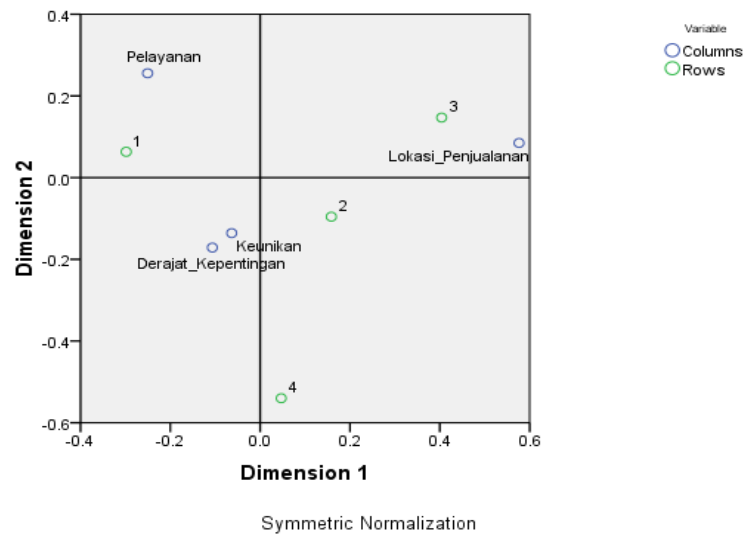


Figure 1. Rows and column score positioning attribute dimensions (positioning attribute)

Source: SPSS Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall
- Pelayanan* = Service
- Lokasi\_Penjualan* = Sales\_ Locations
- Keunikan* = Uniqueness
- Derajat\_Kepentingan* = Degree of Interests

Price and Quality Positioning can be seen in Table 5.

Table 5  
Recapitulation of price and quality dimensions scores

Futsal Management Company	Price and Quality			
	Creating an Impression or Image	Economical price	Price according to quality	Total
212	165	132	145	442
Club House	65	57	68	190
Central Futsal KCP	70	58	59	187
King Hall	21	29	25	75
total	321	276	297	

Source: SPSS Data Processing Results, 2015

Table 5 above shows the responses of 372 respondents regarding pricing and quality. Positioning price and quality dimensions of each of the Futsal Management Companies studied, 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies, and can be explained with the following Figure 2.

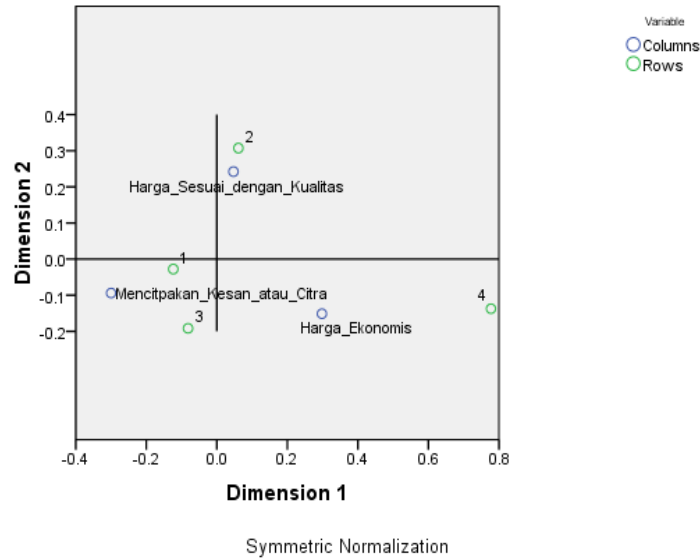


Figure 2. Rows and Column Score Positioning Dimensions of Price and Quality  
 Source: SPSS Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall
- Harga\_Sesuai\_dengan\_Kualitas* = Price according to quality
- Menciptakan\_Kesan\_atau\_Citra* = Creating an impression or image
- Harga\_Ekonomis* = Economical price

Table 6  
 Summary of usage dimension score scores (use/application positioning)

Futsal Management Company	Give Satisfaction to Customers	Comfort	Usage Aspects Maintained cleanliness	Available cashiers provide good service	Total
212	162	125	151	141	579
Club House	68	58	67	58	251
Central Futsal KCP	67	67	64	58	256
King Hall	19	20	23	22	84
total	316	270	305	279	

Source: SPSS Data Processing Results, 2015

Table 6 above shows the responses of 372 respondents regarding the use/application positioning dimensions. Positioning description of Usage aspects (Use / application Positioning) regarding each of the Futsal Management Companies studied, namely 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies, and can be explained with the following Figure 3.

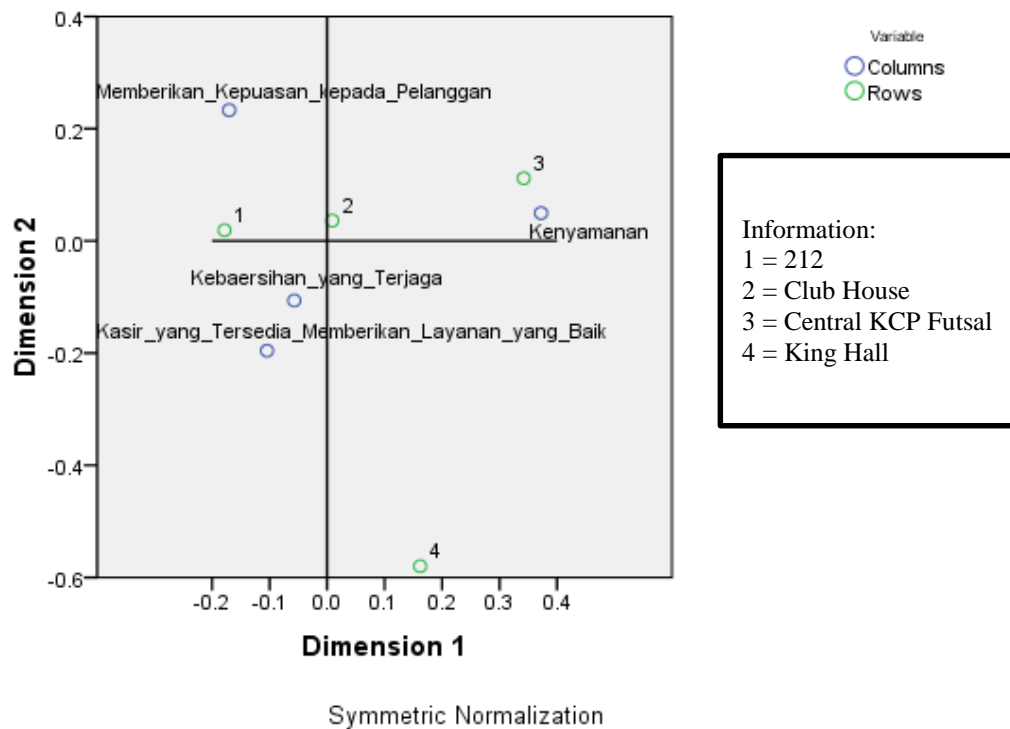


Figure 3. Rows and column score positioning dimensions of use aspect (use/application positioning)  
 Source: SPSS Data Processing Results, 2015

Table 7  
 Summary of product usage dimension score

Futsal Management Company	Product Usage	
	Linking Products to Personality or Customer Types	Percentage
212	110	41%
Club House	62	23%
Central Futsal KCP	71	27%
King hall	25	9%
Total	268	100%

Source: SPSS Data Processing Results, 2015

Table 7 above shows the responses of 372 respondents regarding the User Positioning Dimension. Positioning description of the product usage dimensions of each futsal management company under study namely 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies and can be explained with the following Figure 4.

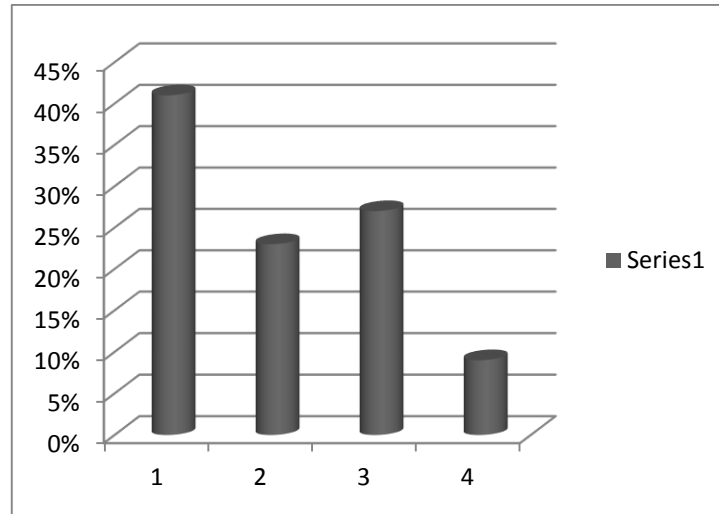


Figure 4. Positioning graph product usage dimensions (user positioning)  
 Source: Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall

Table 8  
 Summary of product class dimension score (product class positioning)

Futsal Management Company	Product Class			Total
	Variations in Physical Form	Satisfaction	Amenities	
212	145	148	162	455
Club House	61	66	61	188
Central Futsal KCP	66	61	56	183
King Hall	16	21	21	58
<b>Total</b>	<b>288</b>	<b>296</b>	<b>300</b>	

Source: SPSS Data Processing Results, 2015

Table 8 above shows the responses of 372 respondents regarding the product class positioning. Positioning description of the Product Class dimensions regarding each of the Futsal Management Companies studied, 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies, and can be explained with the following Figure 5.



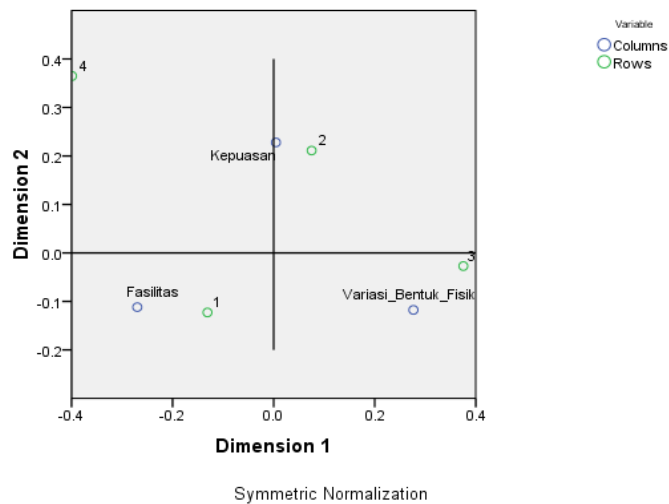


Figure 5. Rows and column score positioning product class dimensions  
Source: SPSS Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall

Table 9  
Summary of competitor positioning scores

Futsal Management Company	Competitor			
	Consumer Perception of Similar Competitors	Appearance	Products on the Market	Total
212	92	73	156	321
Club House	62	55	71	188
Central Futsal KCP	77	74	76	227
King Hall	23	20	28	71
Total	254	222	331	

Source: SPSS Data Processing Results, 2015

Table 9 above shows the responses of 372 respondents regarding the Competitor Positioning Dimension. The positioning of Competitor Positioning regarding each of the Futsal Management Companies studied, 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe have different strategies, and can be explained with the following Figure 6.

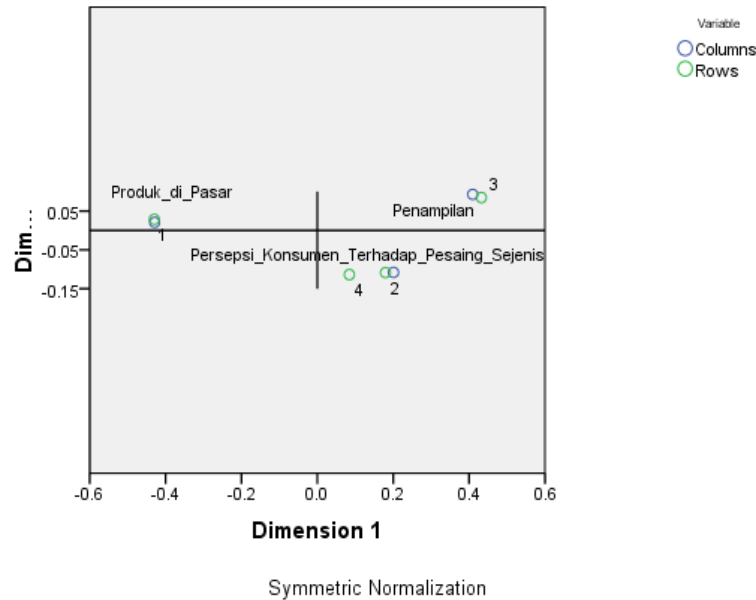


Figure 6. Rows and column score positioning of competitor positioning  
 Source: SPSS Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall
- Produk\_di\_Pasar* = Products\_in\_Market
- Penampilan* = Appearance
- Persepsi\_Konsumen\_Terhadap\_Pesaing\_Sejenis* = Consumer\_Concept\_Oper\_Competitor\_General

Table 10  
 Summary of benefit positioning scores

Futsal Management Company	Benefit		
	Emotional Benefits (satisfaction)	Customer Loyalty	Total
212	166	157	459
Club House	70	66	264
Central Futsal KCP	53	75	172
King Hall	24	20	675
Total	313	318	

Source: SPSS Data Processing Results, 2015

Table 10 above shows the responses of 372 respondents regarding the benefit positioning. Positioning Benefit Positioning for each of the Futsal Management Companies studied, 212, Club House, Central Futsal KCP, and King Hall in Telukjambe Timur, have different strategies, and can be explained with the following Figure 7.

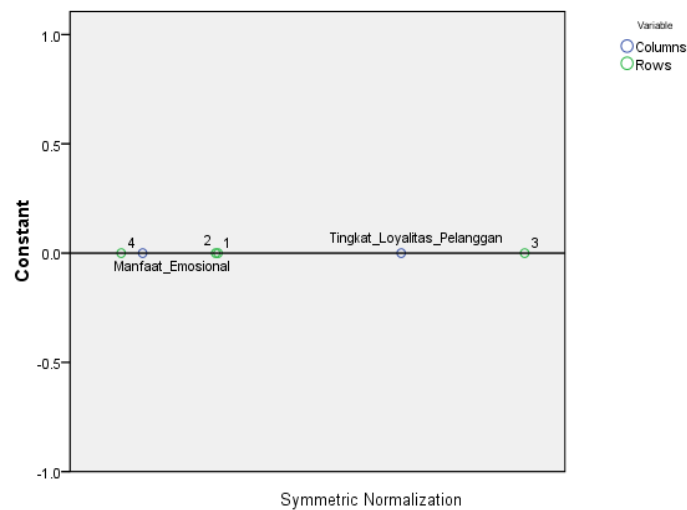


Figure 7. Rows and column score positioning benefit positioning  
Source: SPSS Data Processing Results, 2015

Information:

- 1 = 212
- 2 = Club House
- 3 = Central KCP Futsal
- 4 = King Hall
- Tingkat\_Loyalitas\_Pelanggan* = Customer\_Loyalty\_rate
- Manfaat\_Emosional* = Emotional Benefits

#### 4. Conclusion

The conclusions obtained from the results of research conducted are (1) Based on consumer's perceptions there is one who answers "quite agree" especially on strategic location indicators and more dominant respondents respond to feel "agreed" to all positioning indicators conducted by the Futsal Management Company studied, thereby fostering trust in consumers towards the Futsal Management Company so that this futsal court rental place is perceived by consumers who are futsal visitors, that each futsal court rental place has its advantages. (2) Based on the positioning map of the Futsal Management Company in 212, Club House, Central Futsal KCP, and King Hall in East Telukjambe combined into one based on per dimension:

- a) 212 is more inclined to apply service strategy in attribute dimension, Club House is more inclined to apply the strategy of the degree of importance and uniqueness to attribute dimension, Central Futsal KCP is more inclined to apply strategy in sales location on attribute dimension, and King Hall is more inclined to prioritize strategy of the degree of importance and uniqueness to attract consumers to the attribute dimensions.
- b) 212 are more inclined to implement the strategy of creating an impression or image on the dimensions of price and quality, Club House is more inclined to implement a price strategy following quality on the dimensions of price and quality, Central Futsal KCP is more inclined to implement a strategy of creating an impression or image on the dimensions of price and quality, and King Hall is more inclined to implement economic pricing strategies on price and quality dimensions.
- c) 212 are more inclined to implement the strategy of giving satisfaction to customers on the dimensions of the aspects of use, Club House is more inclined to implement a strategy of giving satisfaction to customers on the dimensions of the aspects of use, Central Futsal KCP is more inclined to implement a strategy of giving satisfaction to customers on the dimensions of the aspects of usage, and King Hall more inclined to implement a hygiene strategy that is maintained and the cashier is available to provide good service on the dimensions of the aspects of use.

- d) 212 is more skewed namely 41% in the dimensions of product use, Club House is 23% in the dimensions of product use, Central Futsal KCP is 27% in the dimensions of product use, and while King Hall is 9% in the dimensions of product use.
- e) 212 are more inclined to implement facility strategies in the Product Class dimension, Club House is more inclined to implement satisfaction strategies in the Product Class dimensions, Central Futsal KCP is more inclined to apply the strategy of variations in physical form in the Product Class dimensions, and King Hall is more inclined to implement satisfaction strategies in the dimensions Product Class.
- f) 212 is more inclined to apply the product strategy in the market in the competitor dimension, Club House is more inclined to apply the strategy of consumer perception of similar competitors in the competitor dimension, Central Futsal KCP is more inclined to apply an attractive appearance strategy to the competitor dimension, and King Hall is more inclined to apply the perception strategy consumers against similar competitors in the competitor dimension.
- g) 212 are more inclined to apply emotional benefit strategies to the benefits dimension, Club House is more inclined to apply emotional benefit strategies to the benefits dimension, Central Futsal KCP is more inclined to prioritize the customer loyalty level strategy on the benefits dimension, and King Hall is more inclined to apply emotional benefit strategies to the dimensions the benefits.

#### *Conflict of interest statement*

The author declared that he have no competing interests.

#### *Statement of authorship*

The author have a responsibility for the conception and design of the study. The author have approved the final article.

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