



## The Mini Soccer Field Business Management In Jepara Regency In 2026

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### ABSTRACT

The rapid development of the sports industry and increasing public awareness of healthy lifestyles have encouraged the growth of mini soccer field businesses in Indonesia, including in Jepara Regency. Mini soccer has become a popular recreational sport because it is practical, affordable, and suitable for various age groups. However, the increasing competition among mini soccer businesses requires managers to implement effective business management strategies to maintain sustainability and customer satisfaction. Therefore, this study aimed to analyze the strengths, weaknesses, opportunities, and threats (SWOT) of mini soccer field business management in Jepara Regency in 2026. This study employed a qualitative descriptive research design. Data collection techniques included interviews, observations, and documentation conducted at Palmerre Mini Soccer, Domasa Mini Soccer, and Dihafa Mini Soccer. Data validity was verified through credibility testing, extended observations, triangulation, transferability, and confirmability techniques. Data analysis was conducted through data collection, data reduction, SWOT categorization, and conclusion drawing. The results showed that the strengths of mini soccer businesses in Jepara Regency include the use of synthetic grass fields, affordable rental prices, strategic locations, adequate supporting facilities, active social media utilization, and qualified employees. The weaknesses identified were deteriorating field quality, limited cashless payment systems, insufficient social media development, and inadequate facility maintenance. The opportunities include high public interest in soccer, affordable pricing, spacious land availability, promotional potential, photography services, and comfortable playing environments. Meanwhile, the threats involve increasing competitors, incomplete facilities, similar marketing strategies, and limited human resources. In conclusion, mini soccer field business management in Jepara Regency has been implemented relatively well but still requires improvements in facility maintenance, service quality, digital marketing innovation, and operational management to enhance long-term competitiveness and sustainability.

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## INTRODUCTION

Physical fitness is an essential component in maintaining human health and supporting the ability to perform daily activities effectively and efficiently. According to Lengkana and Muhtar, physical fitness reflects the body's capacity to carry out activities



over a relatively long period without experiencing excessive fatigue. Participation in sports activities is one of the primary approaches to achieving and maintaining physical fitness (Rio et al., 2021). Exercise not only improves physiological function but also contributes to psychological well-being, social interaction, and emotional stability. The classical philosophy “Mens sana in corpore sano,” meaning “a healthy mind in a healthy body,” remains highly relevant in contemporary society (Leckenby et al., 2014). In modern urban communities, sports have evolved beyond physical needs and become part of lifestyle identity, recreation, and social networking.

In Indonesia, the increasing awareness of healthy lifestyles has significantly influenced public participation in sports activities. The sports industry has consequently experienced rapid growth, including the development of sports facilities and recreational businesses. One of the sports sectors experiencing substantial growth is mini soccer. Soccer remains one of the most popular sports among Indonesian society because of its accessibility, entertainment value, and social characteristics (Galle et al., 2023). However, the limitations of urban land availability and the high maintenance costs of conventional football fields have encouraged entrepreneurs to develop mini soccer facilities as an alternative sports business model.

Mini soccer is a modified version of football played by seven to nine players on a smaller field with relatively similar rules to conventional football (Samsudin & Fauzi, 2024). Unlike traditional football, which requires large areas and significant maintenance costs, mini soccer offers efficiency in land use and operational management (Sudarmono et al., 2020). This innovation has become increasingly popular among children, adolescents, university students, and adults. Psychologically, mini soccer also functions as a medium for self-expression, social interaction, stress reduction, and recreational entertainment (Rohmat et al., 2024).

The growth of mini soccer businesses in Indonesia reflects broader developments in the sports industry and sports entrepreneurship. Sports entrepreneurship is increasingly recognized as an important economic sector capable of generating employment opportunities, community engagement, and regional economic growth. The development of multifunctional sports spaces has become a strategic solution for maximizing limited urban land use. Smart and multifunctional sports facility designs enable one space to accommodate various sports and community activities, thereby increasing productivity and profitability (Muhammad Wildan et al., 2025). Consequently, sports entrepreneurs are required to develop innovative management strategies to maintain competitiveness and sustainability.

Jepara Regency is one of the regions experiencing rapid growth in mini soccer businesses due to the high enthusiasm of the community toward football-related sports activities. Currently, several mini soccer facilities operate in Jepara Regency, including Dihafa Mini Soccer, Domasa Mini Soccer, and Palmere Mini Soccer. These facilities use synthetic grass fields with standards approaching international specifications and are strategically located to attract customers. The rental rates vary depending on operational hours and days, with increasing turnover observed each month. This

phenomenon indicates that mini soccer has substantial potential as a profitable sports business sector in Jepara Regency.

Despite this positive growth, the mini soccer business sector in Jepara Regency still faces various managerial challenges. Based on field observations conducted from January 19 to February 19, 2026, several weaknesses were identified related to facilities, customer services, operational management, maintenance systems, marketing strategies, and business sustainability. Most mini soccer businesses in Jepara Regency were only established between 2022 and 2024, meaning that they are relatively new businesses still undergoing adaptation and development processes. Increasing competition among mini soccer providers also forces business managers to improve service quality and operational effectiveness in order to survive in a competitive market environment (Maulana Ridwan et al., 2025). The existence of internal and external challenges requires business owners to conduct strategic evaluations regarding their strengths, weaknesses, opportunities, and threats. Strategic management is therefore necessary to support long-term business sustainability and competitiveness in the sports industry. SWOT analysis is considered one of the most effective strategic planning approaches for evaluating organizational conditions and formulating future development strategies (Suriono, 2021). Therefore, analyzing mini soccer field business management using SWOT analysis becomes highly relevant in understanding the current condition and future potential of mini soccer businesses in Jepara Regency.

Recent studies have increasingly discussed sports facility management and sports entrepreneurship in relation to urban lifestyle transformation and public health awareness. Research by Galle et al. (2023) demonstrated that sports participation has shifted from purely physical activity into a social and recreational lifestyle pattern, particularly among urban youth communities. This transformation contributes to increasing demand for accessible and modern sports facilities, including mini soccer fields. Several studies have examined the management of sports facilities from organizational and strategic perspectives. Previous research highlighted that sports facility management quality significantly influences customer satisfaction, loyalty, and business sustainability. Effective sports facility management includes operational planning, financial management, facility maintenance, customer relationship management, and marketing strategy implementation. Studies in the sports business sector also reveal that innovation and service quality are essential determinants of competitiveness in recreational sports industries.

Research related to mini soccer specifically remains relatively limited compared to studies focusing on conventional football management. Existing studies generally emphasize technical sports performance, physical activity benefits, and community participation rather than business management dimensions. Samsudin and Fauzi (2024) explained that mini soccer possesses strong recreational and social characteristics, making it attractive to broader community segments. Meanwhile, Sudarmono et al. (2020) identified mini soccer as an efficient sports alternative in urban areas due to its flexibility and lower operational costs.

In the context of sports entrepreneurship, several studies have shown that multifunctional sports facilities can increase economic productivity and optimize land utilization in urban environments. Muhammad Wildan et al. (2025) emphasized that sports businesses require adaptive and innovative management approaches to address changing consumer preferences and technological developments. Digital marketing, social media branding, customer experience improvement, and strategic partnerships are increasingly important factors in sports business sustainability.

SWOT analysis has also been widely applied in sports management research. Previous studies found that SWOT analysis assists organizations in identifying internal capabilities and external environmental conditions to formulate strategic development plans. SWOT analysis enables business managers to evaluate competitive advantages while simultaneously identifying risks and market opportunities. In sports industries, SWOT analysis has been applied in studies concerning fitness centers, sports clubs, stadium management, and recreational tourism development.

Although previous studies have discussed sports management, sports entrepreneurship, and SWOT analysis in various contexts, research specifically examining mini soccer business management remains limited, particularly in Indonesia. Most previous studies focused primarily on sports participation, physical fitness, or technical sports development rather than analyzing mini soccer facilities as business entities within the sports industry ecosystem.

Furthermore, studies concerning mini soccer management in regional contexts such as Jepara Regency are still rarely conducted. Existing research generally concentrates on metropolitan cities with larger sports industry ecosystems. Consequently, there is insufficient empirical evidence regarding how mini soccer businesses operate and compete in developing regional markets. This limitation creates a significant research gap related to strategic business management practices in local sports industries.

Another important gap concerns the integration of SWOT analysis into mini soccer business management evaluation. Previous studies have rarely comprehensively analyzed internal strengths and weaknesses alongside external opportunities and threats within mini soccer businesses. Moreover, studies examining customer services, operational management, facilities, pricing systems, and market competition simultaneously are still scarce. This study therefore provides a more comprehensive analysis by focusing specifically on mini soccer field business management in Jepara Regency using SWOT analysis. The study integrates sports management perspectives, entrepreneurship theory, and strategic business analysis to produce practical recommendations for mini soccer business sustainability and competitiveness.

The purpose of this study is to analyze the management of mini soccer field businesses in Jepara Regency using SWOT analysis. Specifically, this study aims to identify the strengths, weaknesses, opportunities, and threats faced by mini soccer businesses and to formulate strategic recommendations for improving business sustainability and competitiveness.

The novelty of this study lies in its focus on mini soccer businesses as part of the growing sports entrepreneurship sector in regional Indonesia. Unlike previous studies that mainly focused on sports participation or physical activity aspects, this research emphasizes business management dimensions within the sports industry. This study also contributes empirical evidence regarding the development of sports facility businesses in Jepara Regency, which has rarely been explored in previous literature.

In addition, this study offers a comprehensive strategic management perspective by integrating SWOT analysis with sports business management concepts. The findings are expected to contribute theoretically to sports management literature and practically to mini soccer business owners, policymakers, and sports entrepreneurs in developing sustainable and competitive sports industries.

The rapid growth of mini soccer businesses in Jepara Regency reflects the increasing public awareness of healthy lifestyles and the expanding sports entrepreneurship sector in Indonesia. However, the sustainability of mini soccer businesses requires effective strategic management to address internal weaknesses and external competition. Although mini soccer businesses demonstrate promising economic potential, managerial challenges related to facilities, services, operational systems, and competitiveness remain significant issues. Previous studies have not comprehensively explored mini soccer business management within regional contexts using SWOT analysis. Therefore, this study is important to provide strategic insights regarding the strengths, weaknesses, opportunities, and threats faced by mini soccer businesses in Jepara Regency. The results of this study are expected to contribute to the development of sports management science and support the sustainability of sports entrepreneurship in Indonesia.

## **METHODS**

This study employed a qualitative descriptive research design to analyze the management of mini soccer field businesses in Jepara Regency in 2026. Qualitative descriptive research is considered appropriate for exploring social phenomena and understanding organizational management processes in their natural settings. According to Kusumastuti and Khoiron (2019), qualitative research produces descriptive data in the form of words, narratives, and visual information that explain social realities comprehensively without experimental manipulation. This approach allows researchers to explore business management practices, operational systems, customer services, and strategic development patterns in depth. Qualitative methods are widely used in sports management studies because they provide detailed contextual understanding regarding organizational behavior, managerial decision-making, and service quality within sports industries.

This research focused on analyzing the management of mini soccer field businesses using a SWOT analysis approach integrated with the marketing mix framework. SWOT analysis was applied to identify strengths, weaknesses, opportunities, and threats affecting business sustainability and competitiveness. The analysis was supported by the 7Ps

marketing mix dimensions consisting of product, price, place, promotion, people, physical evidence, and process, which are considered essential elements in sports service management (Kushwaha & Agrawal, 2015). The use of SWOT analysis in sports business research is increasingly relevant because it enables organizations to evaluate internal capabilities and external environmental conditions systematically. Previous studies have shown that SWOT analysis contributes significantly to strategic planning and service quality improvement in sports and recreational industries.

The research was conducted at three mini soccer facilities in Jepara Regency, namely Palmerre Mini Soccer, Domaasa Mini Soccer, and Dihafa Mini Soccer. These facilities were selected purposively because they represent the most active and commercially developed mini soccer businesses in the region. Data collection activities were conducted on March 16, 2026. The study population included managers, employees, and visitors involved in mini soccer business activities in Jepara Regency. The total sample consisted of 40 participants selected using purposive sampling techniques. Purposive sampling is widely used in qualitative research because it allows researchers to select informants who possess relevant knowledge, experience, and involvement related to the research objectives. The sample consisted of 5 managers, 10 employees, and 25 visitors or customers who actively utilized mini soccer services.

Data collection in this study utilized three primary techniques: observation, in-depth interviews, and documentation. Observation was conducted directly at the research locations to understand operational management systems, customer service quality, facility conditions, and field utilization patterns. Observational methods are considered effective for identifying real conditions within sports business environments because they enable researchers to capture behavioral interactions and organizational dynamics naturally. In-depth interviews were conducted through semi-structured question-and-answer sessions involving managers, employees, and customers. This technique enabled researchers to explore participants' perceptions, experiences, and evaluations regarding mini soccer business management comprehensively. Interview methods are particularly useful in qualitative sports management studies because they provide detailed insights into strategic planning, operational challenges, and customer satisfaction.

The study utilized both primary and secondary data sources. Primary data were obtained directly through field observations and interviews with participants. Secondary data included financial reports, field rental records, operational schedules, promotional materials, customer attendance records, and documentation photographs related to business activities. Combining primary and secondary data strengthens research validity by providing multiple perspectives regarding business operations and management performance. To ensure data credibility and trustworthiness, this study applied triangulation techniques involving source triangulation and method triangulation. According to Wijoyo (2022), triangulation enhances qualitative research validity by comparing information obtained from multiple data sources and collection methods. Similarly, Soegijono (1993) emphasized that triangulation reduces subjectivity and increases consistency in qualitative interpretation. Data analysis in this study followed

three stages: data reduction, data presentation, and conclusion drawing. The SWOT matrix was then developed to identify strategic positions and formulate recommendations for improving the sustainability and competitiveness of mini soccer field businesses in Jepara Regency. Through this systematic qualitative approach, the study is expected to provide comprehensive findings regarding sports business management practices and strategic development opportunities in the regional sports industry sector.

## **RESULTS AND DISCUSSION**

### **Result**

#### **Palmerre Mini Soccer**

##### **Strength (7p)**

Based on interviews with employees, managers, and visitors at Palmerre Mini Soccer on Jalan Sunan Manting, RT 05/02, Karangkebagusan, Jepara District, Jepara Regency, the strength lies in the good quality of the Palmerre Mini Soccer pitch. This is evident in the quality of the 12,000 Dtex synthetic turf and the 55m x 35m pitch. It is supported by a net approximately 5 meters high and 24 surrounding lights. Additionally, the pitch surface is rubberized to reduce ball impact, enhancing comfort and safety. The rental price is quite affordable, namely on Monday - Friday, 06.00 - 18.00 the price / hour is Rp. 375.00, 18.00 - 23.00 the price / hour is Rp. 425.00, weekends and public holidays the price / hour increases Rp. 25.00. This field is available at rental hours in one session, for one session here the calculation is 90 minutes. This field has the advantage of a strategic location that can be reached from the center of Jepara, and has a parking area and waiting room. They rely on Instagram and WhatsApp, as a way to promote the field. And WhatsApp as a medium for communication with customers. They also expand their reach by activating TikTok. The service provided is very good to customers. Palmerre Mini Soccer has supporting facilities such as a canteen / cafe, a spacious prayer room, a spectator stand area, to a spacious parking lot. 2 years of experience managing the business proves that Palmerre Mini Soccer is a favorite training place in Jepara district. This is proven by visitor data over the past year which reached an average of 75 sessions per month.

#### **Domasa Mini Soccer**

##### **Strength (7p)**

Based on interviews with employees, managers, and visitors at the Domasa Mini Soccer field in Godang, Mindahan, Batealit District, Jepara Regency, the mini field boasts high-quality grass that meets Indonesian Mini Soccer field standards. It also features rubber on the surface to reduce ball bounce. Rental prices are very affordable without compromising on quality. The field measures 40m x 60m, and because it is privately owned, business operations are more efficient. Similar to Palmarre Mini Soccer, this field also promotes its quality through Instagram and WhatsApp. The promotional content is considered quite innovative. In addition to social media, word of mouth also demonstrates customer satisfaction. The staff are very friendly, polite, and always ready to assist, from the

ordering process to the actual match. Supporting facilities, including restrooms, changing rooms, prayer rooms, grandstands, parking areas, and a cafeteria, are routinely maintained and serviced. Domasa Mini Soccer maintains a well-organized and streamlined operational system. The booking process and field use are seamless. Furthermore, management maintains well-scheduled operating hours to ensure the comfort of local residents.

### **Dihafa Mini Soccer**

#### **Strength (7p)**

Overall, the Dihafa Mini Soccer field is still in good condition and functions well for sports. Although the quality has slightly decreased due to wear and tear, the field is well-maintained so that visitors can still play and enjoy it comfortably. The main advantage of Dihafa Mini Soccer lies in its very affordable rental rates. With rates ranging from IDR 200,000 to IDR 300,000 per hour, this field is more affordable than other mini soccer fields in the surrounding area. Dihafa Mini Soccer has several key advantages in terms of location and field area, especially since it is privately owned. Promotion is carried out through social media platforms such as Instagram, WhatsApp, and TikTok. Many customers learn about this place through social media. Friendly and responsive service is a key advantage of Dihafa Mini Soccer. Surveys have shown that many customers are satisfied with the performance of the management, who are polite and always ready to help. Complete supporting facilities, such as a cafe, canteen, employee lounge, prayer room, spectator area, and a spacious, covered parking area to protect vehicles from heat and rain, add value to customers. Three years of experience is a positive point and proves this location is a favorite in Jepara Regency.

### **Palmerre Mini Soccer**

#### **Weaknesses (7p)**

The main weakness of this field is that when it rains, many respondents reported that the surface becomes slippery and puddles form in several spots. This makes playing uncomfortable and can be dangerous. A relatively minor weakness of this field is payment. Although the rental price is affordable, some customers are still unfamiliar with cashless payment systems and prefer to pay in cash. Some facilities are starting to deteriorate and need repairs, particularly the bathrooms, which often have problems. The seating is also in poor condition and needs repair. Promotion on social media is less than optimal; many customers only learn about this place through recommendations from friends. Furthermore, promotional activities are considered inconsistent and less than optimal. Service at this field still needs improvement. Some employees are unresponsive to customers and are often slow to respond to customer messages. The field still lacks facilities. In addition to the lack of locker rooms, the facilities are also not as complete as those found in other locations. Management at this field has an irregular schedule. Frequently changing operating hours make the management feel unprofessional.

### **Domasa Mini Soccer**

#### **Weaknesses (7p)**

The main problem with this field is waterlogging during heavy rain, which makes the grass slippery. Besides the weather, there are also maintenance challenges, such as

removing small trash from the grass and keeping the rubber granules flat due to the field's very busy usage schedule. Payment and price competition. Many customers are still unfamiliar with cashless payments and prefer to pay in cash. This remains a challenge for customers. The field's location is less than strategic because it is considered too far from the main road. Furthermore, the parking area is narrow and inadequate, especially during peak visitor traffic or when rental schedules change. Promotion has been less than optimal. Many customers are unaware of the field's existence. The content created is also less than engaging. Communication barriers are also a major issue for this field, with misunderstandings sometimes occurring between management and customers regarding rental schedules. The limited parking area is narrow and inadequate to accommodate the volume of vehicles during peak hours, and facilities need to be improved to remain competitive. This field requires solid teamwork because its operational hours usually pile up at night, so more coordination is needed at night.

### **Dihfa Mini Soccer**

#### **Weaknesses (7p)**

The quality of the Dihfa mini soccer field is starting to decline. The grass is thin and hard, and the surface is slippery and uneven. During the rainy season, there are puddles on the field, and the lack of regular maintenance makes the field poorly maintained. The low rental price makes customers doubt the quality. They choose to pay a slightly higher price elsewhere with better facilities. The field is located far from the main road and in an alley. The physical condition is also damaged, with many of the goal nets torn and the balls worn out. Furthermore, the field feels narrow, and the fence is too close to the field line, making it dangerous for players. Promotion has been less than optimal, and the content provided is less than engaging. Many customers know about the field only through word of mouth. While customer service is quite good, the staff at the field are less diligent in maintaining the field, which is starting to deteriorate. Furthermore, misunderstandings often occur between customers and management during rental hours. The facilities on this field have begun to deteriorate due to age and lack of maintenance. The field also lacks player seating and stands. A challenge is its limited operating hours, which only last until 11 p.m. 3. Dihfa Mini Soccer

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### **Palmerre Mini Soccer**

#### **Opportunity (7p)**

Palmerre Mini Soccer has the advantage of being located near the beach, offering a more beautiful view than other venues. This is a tourist attraction for customers. The field has a cafe that can be rented for various events, making the facilities feel more complete. Furthermore, the prices are affordable and the rental period is longer, at 90-minute sessions. Promotion through social media is very profitable for Palmerre Mini Soccer. The management creates creative content to attract customers. Another significant opportunity lies in photography services, as many players enjoy being documented. The quality of this field meets national standards, ensuring its quality.

### **Domasa Mini Soccer**

#### **Opportunity (7p)**

This field boasts bright lights, a flat surface, and high-quality synthetic grass. This ensures player comfort, especially at night. Its affordable price makes it a favorite among customers. Furthermore, the field boasts a spacious parking lot. They offer special discounts for members (20%) and non-members (10%). Their social media presence is very active and creative, with a target of uploading 15 pieces of content per month. The facilities provided are comprehensive, including a waiting room, cafeteria, and prayer room. The field's operating hours are well-established and comfortable for the public, making it known as a professional and trusted venue.

### **Dhifa Mini Soccer**

#### **Opportunity 7p**

The field's operations have been running very well, making Dhifa Mini Soccer a professional and trusted field. With very affordable rental rates, this field is a major draw for customers. The advantage of this location is its peaceful atmosphere, away from the crowds and main roads. Active promotion will grow Dhifa Mini Soccer's reputation and attract new customers. To enhance the game experience, the management offers very affordable photography services, with referees (Rp 50,000/hour), photographers (Rp 150,000/hour), and videographers (Rp 300,000/hour). This field has a very large area that can be utilized optimally for festivals or community gatherings, which has made Dhifa Mini Soccer a household name. Operational management at this field can be continuously developed to improve service and increase customer satisfaction.

### **Palmerree Mini Soccer**

#### **Threats 7p**

Although well-maintained, several problems have begun to emerge, such as thinning grass and puddles that make the field slippery. Furthermore, price competition with other fields is increasingly fierce. The arrival of new fields can drive customers away, especially with better facilities. Promotion at this field is still less than optimal

because they rarely create content and many people are unfamiliar with their social media presence. Another problem is a lack of staff, which makes the management less focused on maintaining the field and attracting customers. Although it has adequate parking and restrooms, this field is threatened by new, more modern competitors. Furthermore, this field faces two threats: bad customer behavior (smoking/spitting on the field) and conflicting rental schedules.

### **Domassa Mini Soccer**

#### **Threats (7p)**

New competitors with better and more modern facilities pose a threat to this field. Furthermore, promotion on social media is still less than optimal, leaving many people unaware of this place. The content provided is also less engaging and creative. Management needs to be more cooperative and have clear communication rules to prevent errors. Another problem arises from unruly customers, such as littering or littering the pitch. This makes the pitch less comfortable for other players.

### **Dhifa Mini Soccer**

#### **Threat (7p)**

Facilities pose a threat if they are not repaired properly and cause customer discomfort. This can lead to customers moving to other, more affordable locations. Besides price, the condition of the field is also crucial. The emergence of a new field that is closer and offers better facilities attracts more customers. Furthermore, the lack of attractive social media promotions discourages customers from visiting the facility. Management must diligently maintain the facility to ensure customer comfort. Furthermore, many customers still litter and neglect cleanliness, making the field less comfortable.

### **Discussion**

The results of this study indicate that the management of mini soccer field businesses in Jepara Regency possesses significant potential for growth and sustainability despite facing several managerial and operational challenges. Based on the SWOT analysis conducted at Palmerre Mini Soccer, Domasa Mini Soccer, and Dihafa Mini Soccer, the businesses demonstrate strong internal strengths and promising external opportunities, although weaknesses and competitive threats still require strategic attention. These findings confirm that sports facility businesses are increasingly becoming an important part of the sports entrepreneurship industry in Indonesia, particularly in regions experiencing growing public awareness of healthy lifestyles and recreational sports participation.

### **Strengths of Mini Soccer Business Management**

The study found that one of the primary strengths of mini soccer businesses in Jepara Regency lies in the quality of the playing fields, particularly the synthetic turf condition, which is considered safe and comfortable by customers. High-quality sports facilities significantly influence customer satisfaction and repeat visits in sports businesses. Previous studies emphasized that facility quality is one of the most

important determinants of customer loyalty in recreational sports industries because consumers prioritize safety, comfort, and playing experience. The good condition of the turf at Palmerre, Domasa, and Dihafa Mini Soccer reflects the management's commitment to maintaining service standards and operational quality.

Another important strength identified in this study is the affordability of rental prices combined with flexible operating hours. Pricing strategies play a major role in attracting consumers in competitive sports markets. Affordable rental fees allow mini soccer facilities to attract broader customer segments, including students, university students, and community groups. Flexible rental schedules also increase customer convenience because users can access facilities according to their preferred times. This finding aligns with previous sports marketing studies stating that price accessibility and service flexibility significantly affect consumer decision-making and customer retention in sports service industries. The strategic location and spacious field areas also contribute positively to business competitiveness. Accessibility remains one of the key success factors in sports facility management because customers tend to prefer facilities that are easy to reach and provide sufficient parking and circulation areas. In addition, spacious land availability creates opportunities for future business expansion, including the addition of supporting facilities such as fitness areas, food courts, sports shops, and event spaces. This finding supports previous studies indicating that multifunctional sports facility development can improve operational productivity and increase business profitability.

The study also demonstrates that social media promotion has become an important strength in mini soccer business management. Digital marketing and social media branding are increasingly influential in the sports industry because consumers rely heavily on online information when choosing recreational services. Palmerre, Domasa, and Dihafa Mini Soccer have utilized social media platforms to promote schedules, tournaments, customer activities, and facility information. Previous research explained that social media marketing enhances customer engagement, brand awareness, and business visibility in sports entrepreneurship sectors. The effectiveness of digital promotion also reflects the adaptation of mini soccer businesses to technological developments and modern consumer behavior. Furthermore, the friendliness of employees and the completeness of supporting facilities such as parking areas, cafeterias, and prayer rooms contribute significantly to customer satisfaction. Service quality in sports businesses involves not only physical facilities but also human interaction and customer experience. Friendly employees improve communication and create positive emotional experiences for consumers. Similarly, supporting facilities enhance customer comfort and increase the likelihood of repeat visits. Previous studies consistently reported that customer satisfaction in sports facilities is strongly influenced by employee responsiveness, hospitality, and environmental comfort.

### **Weaknesses in Mini Soccer Business Management**

Despite possessing several strengths, the findings reveal important weaknesses that may affect long-term business sustainability. One major issue identified is the vulnerability of the fields during rainy conditions. Flooding and slippery turf surfaces

reduce customer safety and negatively affect playing experiences. Poor drainage systems and inadequate field maintenance may increase the risk of sports injuries, which can damage business reputation. Previous research emphasized that facility safety is one of the most critical factors in sports management because customer trust depends heavily on secure playing conditions. Another weakness observed in this study concerns the deterioration of synthetic turf quality. Although the current field conditions are generally considered good, several areas already show signs of wear and damage due to intensive usage. Continuous use without proper maintenance may accelerate facility degradation and increase operational costs in the future. Previous studies noted that preventive maintenance systems are essential in sports facility management to maintain service quality and minimize long-term repair expenses.

The implementation of cashless payment systems also remains ineffective because some customers are still unfamiliar with digital transactions. Although digital payment systems improve operational efficiency, their effectiveness depends on consumer adaptation and technological literacy. This finding reflects broader challenges in digital transformation within local sports businesses. Previous studies revealed that small and medium-sized sports enterprises often face difficulties in integrating digital systems due to limited technological infrastructure and customer readiness. In addition, several facilities experience problems related to limited parking space, difficult location access, and aging supporting infrastructure. Accessibility problems may reduce customer convenience and negatively affect competitiveness compared to newer facilities located in more strategic areas. Similarly, unattractive social media promotions reduce digital engagement and weaken marketing effectiveness. Sports business studies emphasized that consistent and creative digital content is necessary to maintain customer attention and strengthen market positioning. Employee performance also emerged as a managerial weakness in this study. Miscommunication regarding schedules and slow customer responses indicate the need for improved organizational coordination and employee training. Human resource management is a crucial component in service-based industries because operational quality depends greatly on staff performance and communication effectiveness. Poor coordination may result in customer dissatisfaction and operational inefficiency.

### **Opportunities for Business Development**

The findings indicate that mini soccer businesses in Jepara Regency possess substantial opportunities for future growth. Increasing public interest in sports and healthy lifestyles creates favorable market conditions for sports facility businesses. Mini soccer has become increasingly popular among young people and community groups because it combines recreation, social interaction, and physical activity. Previous studies demonstrated that lifestyle transformation and growing health awareness significantly contribute to the expansion of sports industries in urban and semi-urban areas. The affordable pricing structure provides opportunities to attract wider market segments, including schools, universities, local communities, and amateur sports clubs. Additionally, spacious land availability allows management to develop supporting

facilities and diversify services. Future development may include sports academies, tournament events, fitness centers, sports cafés, and merchandise stores. Diversification strategies are considered effective in increasing revenue streams and reducing business dependency on field rentals alone. Digital marketing also represents a major opportunity for mini soccer businesses. Creative social media content, promotional campaigns, online booking systems, and influencer collaborations may significantly improve customer engagement and brand popularity. Previous research confirmed that digital innovation increases competitiveness and operational adaptability in modern sports entrepreneurship. Another important opportunity identified is service enhancement through additional features such as referees, photographers, tournament organizers, and sports event packages. Value-added services improve customer experiences and differentiate businesses from competitors. Previous studies emphasized that service innovation is essential for maintaining customer loyalty and competitive advantage in recreational sports industries.

### **Threats to Business Sustainability**

Although mini soccer businesses demonstrate promising opportunities, several threats may endanger business sustainability. The increasing number of competing mini soccer facilities creates intense market competition in Jepara Regency. Competitors offering cheaper prices, newer facilities, and more strategic locations may attract customers away from existing businesses. Previous studies reported that competition intensity in sports industries forces businesses to continuously innovate and improve service quality. Facility deterioration also poses a serious threat because delayed repairs may increase customer dissatisfaction and injury risks. Poor maintenance management may negatively affect business image and reduce customer trust. In addition, weak promotional strategies may reduce competitiveness in digital markets where consumers are increasingly influenced by online visibility and branding quality. Operational threats related to employee discipline and customer behavior were also identified in this study. Frequent scheduling errors and poor environmental cleanliness may negatively affect customer experiences. Previous sports management studies emphasized that organizational discipline and environmental management significantly influence operational sustainability and customer satisfaction.

Overall, the findings indicate that mini soccer businesses in Jepara Regency possess strong development potential if management can effectively optimize strengths and opportunities while addressing weaknesses and external threats strategically. Continuous facility improvement, digital marketing innovation, employee training, and service diversification are essential strategies for ensuring long-term competitiveness and sustainability within the growing sports entrepreneurship industry in Indonesia.

## **CONCLUSION**

Based on the results of this study, it can be concluded that the management of mini soccer field businesses in Jepara Regency in 2026 demonstrates considerable potential for

sustainability and business development. The SWOT analysis integrated with the 7P management mix, consisting of product, price, place, promotion, people, physical evidence, and process, revealed that Palmerre Mini Soccer, Domasa Mini Soccer, and Dihafa Mini Soccer possess strong competitive advantages within the regional sports business sector. The major strengths identified include affordable rental prices, high-quality and safe playing fields, strategic locations, flexible operating hours, and relatively complete supporting facilities such as parking areas, cafeterias, and prayer rooms. These factors contribute positively to customer satisfaction and business competitiveness. In addition, social media promotion and growing public interest in healthy lifestyles provide significant opportunities for future business expansion. However, the study also identified several weaknesses and threats that require immediate managerial attention. Problems such as field flooding during rainy conditions, deteriorating synthetic turf quality, limited parking areas, and occasional employee miscommunication regarding rental schedules may negatively affect service quality and customer trust if not addressed properly. Therefore, mini soccer business managers in Jepara Regency are encouraged to improve routine facility maintenance, strengthen employee training, optimize digital marketing strategies, and enhance operational management systems. Through continuous innovation and strategic management improvements, mini soccer businesses in Jepara Regency can maintain long-term competitiveness and sustainability within Indonesia's growing sports entrepreneurship industry.

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