

Strategic Formulation Analysis of National Sport Institute of Indonesia, "IONI"

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ABSTRACT

The Indonesian Sports Institute is a private university engaged in the sports industry that contributes to the sports performance segment. We are the solution to achieve sports achievements because we will produce competent and certified undergraduate trainers. We also provide services that are easily accessible, friendly and fast. The strategy method uses the value proposition canvas, IFE, EFE, VRIO, CPM, SWOT, IE, QSPM, Porter's Generic Strategy and lean business canvas model. The results of this analysis can help to determine a suitable business model for the Indonesian National Sports Institute.

Keywords: Value Proposition Canvas, Porter's Generic Strategy, Lean Business Model Canvas, containers, sport institute, sport industry

INTRODUCTION

The Ministry of Youth and Sports is now starting to focus on increasing the certification of sports coaches. This is triggered by the number of certified education trainers in Indonesia which has not yet reached the specified target. Based on the socialization of the Minister of Youth and Sports No. 1 of 2020 delivered by Plt. Deputy for Sports Achievement Improvement Chandra Bhakti which contains sports coaches with a sports education background, only 21% of the 30% minimum requirements needed, IONI is here to help meet these needs. In this case,

sports coaches are considered as the backbone of athlete development in Indonesia. In addition, based on Permenpan RB No. 4 and 41 of 2014 stated that the formation of a functional position of sports coach and a functional position of assistant sports coach, is a good opportunity for career advancement of IONI graduates. Considering that sport does not only lead to health and achievement, but also has an industrial and economic side that is of concern to all parties involved. Based on the type of product, there are three segments of the sports industry. First, the sports performance segment includes various forms, such as campus sports, fitness clubs, sports camps, professional sports, and city sports parks. Second, sport production and the third is sport promotion. Even though IONI is precisely in the first segment, we can enter all segments even though we are not the main players.

In 2020, the capacity of five public universities that have the best sports faculties and majors, namely the Indonesian Education University, Jakarta State University, Semarang University, Yogyakarta University, and Surabaya University is 2,253 people from a total of 9,602 applicants. Thus, there is a gap between demand and capacity, which is 23%.

Observing these conditions, more sports universities with Diploma III and S1

levels are needed to fulfill the need to improve the quality, quantity and competence of coaches/teachers, referees, judges, sports managers in order to

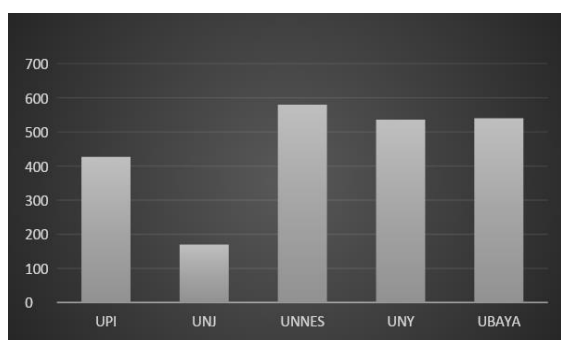


Chart of the capacity of five State Universities in 2019
Source: kampusaja.com, data.unnes.ac.id, pmb.uny.ac.id, sipenmaru.unesa.ac.id, unjkita.com

catch up with Indonesia's sporting achievements in regional and international forums through the provision of knowledge, science and technology in the field of sports. One of the keys to the success of coaching sports achievements is the availability of adequate coaches both in terms of quantitative and qualitative. Realizing this, we were called to establish an educational institution in the field of sports, namely the Indonesian National Sports Foundation under the name of the Indonesian National Sports Institute (IONI) with three study programs, namely S1 Physical Education, S1 Sports Science and S1 Sports Coaching. The Indonesian National Sports Institute is expected to be able to organize and develop the concept of education in the field of sport science which produces ready-to-use graduates.

MATERIALS AND METHODS

Beforehand, the Indonesian National Sports Institute needs to identify threats, opportunities, strengths and weaknesses to create the right and successful strategy. First, we need to identify the customer's value proposition. Then, we need to identify external factors (threats and opportunities) and internal factors (strengths and weaknesses).

Identify Problems and Opportunities

First, to establish a suitable analysis, we need to identify customer jobs (jobs to be done), customer pains, and customer gains to know problems and our opportunities through customers. Customer jobs are what they are trying to accomplish in their work; meanwhile, customer pains describe poor outcomes, risk, and obstacles regarding such work, while customer gain describes result which customer is seeking or wants to benefit from. Analysis of external factors will support innovation, the emergence of new ideas (Jones dkk.,2021). The results of this analysis are identifying opportunities and threats in the business (Haqdkk., 2020).

Business Solution

Based on the description of the problem identification above, IONI will provide coaches with a bachelor's degree and certified in their respective sports. In addition, IONI will produce trainers who have other skills that are closely related to sports, such as being able to create sports events/parties/competitions and similar experiences. Trainers who come from IONI graduates also have English skills for sports at least at the basic level and understand reading periodization tables and can create training programs for their respective focuses.

External Factor Analysis

IONI will analyze the external environment which includes the industry environment and the general environment to be able to determine the level of competition as well as IONI's opportunities and threats. Porter's Five Forces in Grant's Book, 2016, is used to identify five sources of competition in an industry. These five sources of competition include three "horizontal" sources of competition: competition from substitutes, competition from entrants, and competition from established competitors; and two sources of "vertical" competition: supplier power and buyer power. Meanwhile, the general environment is summarized in the PEST

analysis method, namely Political, Economic, Social and Technological.

Internal Factor Analysis

In building competitive advantages, IONI also involves distinctive competencies so that it is not easily imitated by competitors. This process requires activities that are supported by various internal factors to be able to find the company's strengths and weaknesses. Based on the importance of internal analysis on the company's sustainability, IONI conducts demand analysis and competition analysis consisting of resources and capabilities.

Strategic Planning

After finding business solutions and analyzing the external and internal environment, IONI can plan strategies to achieve goals such as SWOT, IE Matrix (Matching Stage), QSPM (Decision Stage) and Porter Generic Strategy. All of these analyzes are depicted in the lean business model canvas (Setyawati dkk.,2021).

RESULT & DISCUSSION

Identify Problems and Opportunities

a. Customer Jobs

There is a need for employees with a sports education background who are competent to work in the offices of government/private sports institutions, there is a need for personnel with a sports education background in sports events/parties. On a small scale, there will be a need for personal trainees who can provide exercise program plans for clients, there are some people who cannot use gym equipment effectively and efficiently so they need a personal trainer at the fitness center to direct and help clients, some people want a body healthy and ideal body shape by using a personal trainer. There is a need for graduate coaches in sports who are competent to become coaches in sports clubs/organizations. Lastly, there is a need for sports teachers in elementary, junior high and senior high schools.

b. Customer Pains

Increased achievement in the world of sports is not only limited to the ability of a coach who previously had a history of experience as an athlete. Currently, as a coach, you must develop yourself to improve the quality of your abilities, such as upgrading licensed trainers to get new knowledge that can be applied to athletes. Indonesian sports require new knowledge that is expected to improve the performance of its athletes. The phenomenon of the use of foreign coaches in several sports. Many clubs or national teams use foreign coaches because Indonesia has not been able to provide/still rare trainers who are both undergraduate and licensed.

c. Customer Gains

Graduate users are IONI's primary customers. As the primary customer, the user expects graduates/service products who can speak English well. Users also hope that sports graduates have competence in making training programs, graduates can understand the process of making sports events/parties from planning to execution. In addition, it is also hoped that sports graduates will have experience participating/ contributing to sports events/parties.

Business Solutions

a. Pain Reliever

Based on the identification of the problems above, IONI will produce graduates with a bachelor's degree in sports coaching, a sports degree and a bachelor's degree in physical education along with their respective sports certificates. IONI will use innovative teaching methods and provide scholarships for academically outstanding, non-academic and underprivileged students.

b. Gains Creator

IONI will teach English for Sport courses for 6 semesters and require a TOEFL test with a minimum score of 400 as a graduation requirement. That way, graduates are expected to be able to understand English at a minimum at a basic level which can be used in everyday light

conversations in the world of sports. In addition, the graduation requirements are no less important, IONI requires a minimum score of B+ for training program design courses and is able to explain design tables. This is important because it is the basic standard of sports graduates as an important competency so that users can more easily teach new things to graduates. IONI graduates are required to make sports competitions as their Final Examination scores for sports management courses. This will broaden the horizons and improve the graduates' abilities regarding the planning and implementation mechanisms of sporting events/events. IONI will prepare graduates with organizational knowledge and directing interests and talents.

External Factor Analysis

IONI analyzes the external environment which includes the industrial environment and the general environment to be able to determine the level of competition as well as IONI's opportunities and threats. The analysis used is Porter's Five Forces Analysis which identifies five sources of competition in an industry. In addition to Porter's Five Forces analysis, IONI uses PEST analysis where external factors are analyzed from a political, economic, social, and technological perspective.

Competitive Forces

The index value of 1 indicates the level of influence of a factor on competitive strength tends to be low and does not have a significant influence on competition in the industry. Index value 2 indicates the level of influence of a factor on competitive strength has a significant influence on competition in the industry. Index value 3 shows the level of influence of a factor on competitive strength which has a very significant influence on competition in the industry. The second stage is to determine the weight of each factor based on the justification of the most important value in obtaining

competitive strength, the sum of the weighting results is 1, where the value 0 is the least important value in competitive strength. The last step is to multiply the weight of each factor by the index, then add it up and conclude based on a predetermined range of values. If the Porter's Five Forces value range is between 1.00-1.66, it is categorized as low, which means IONI is in a less competitive competition. The value range between 1.67 – 2.33 is categorized as moderate, namely IONI is in a fairly intense competition. The value range between 2.34 – 3.00 is categorized as high, which means IONI is in an industry that has a high level of competition and is very competitive. Based on the results of the discussion of the five competitive forces listed above, it can be seen that the average weighting of the five competitive forces is 1.89. Based on the weighting, it can be concluded that the competitive strength of this industry is at the middle level. This indicates that IONI is good enough to do business in obtaining profits from business activities in the sports education industry.

Table 1. Porter's Five Forces Analysis

Faktor	Total Nilai
Threat of Entry	1,45
Industry Rivalry	1,80
Buyer's Power	2,00
Supplier's Power	2,20
Threat of Substitute Product	2,00
Average	1,89

(Source: Writer Team, 2021)

b. PEST

PEST (Political, Economic, Social and Technological) analysis is an external analysis that is used to describe the framework of the general environment of the business being run. In the industrial environment, according to Michael E. Porter in David (2011)

This matrix describes a summary and evaluation of external factors such as economic, social, cultural, technological, government, political, and legal that affect IONI.

Table 2. External Factor Analysis (EFE)

No	Key External Factors	Weight	Rating	Score
A	OPPORTUNITIES			
1	The regulations for the establishment of new universities have been clearly regulated (politics)	0.05	4	0.2
2	Law no. 7 of 2020 article 10 regarding the week of organizing and OR championships (politics)	0.03	3	0.09
3	Shorter accreditation distance (politics)	0.05	3	0.15
4	Kemendikbud budget increase 70% for PTN and PTS (economy)	0.08	4	0.32
5	Community efforts to increase knowledge increase (social)	0.07	3	0.21
6	The increasing need for outstanding athletes which also has an impact on the increasing need for competent coaches (social)	0.08	4	0.32
7	Exposure from national and international championships that show the support of the government, entrepreneurs and business entities in Indonesia through the provision of prizes, bonuses as a form of appreciation (social)	0.08	4	0.32
8	There is the SIAKAD web, IONI e-learning which makes it easier for students to obtain academic information and lecture materials (technology)	0.07	4	0.28
9	There are various applications for calculating nutrition, body nutrition, body measurement that support lecture activities (technology)	0.04	3	0.12
10	Cooperation with vendors related to providing optimal body position measurement tools during sports (technology)	0.05	4	0.2
Total				0.92
B	THREATS			
1	the rules of independent learning campus provide opportunities for students to leave campus and continue their educational activities other than as students (politics)	0.09	2	0.18
2	moratorium on the establishment of new universities (politics)	0.06	2	0.04
3	Indonesia's economic growth is declining (economy)	0.04	1	0.04
4	students can leave their student status at any time (social)	0.05	1	0.05
5	LPDP scholarships provide opportunities for outstanding coaches and/or athletes abroad (social)	0.04	2	0.08
6	investment in technology implementation is not small (technology)	0.05	2	0.1
7	there is a potential for leakage of data information (technology)	0.07	1	0.07
Total		1		2.77

Internal factor Analysis

In the IFE matrix, a summary and evaluation of the internal factors within the

IONI function will be described. Based on this matrix, the strengths and weaknesses can be identified.

Table 3. Internal Factor Analysis (IFE)

No	Key Internal Factors	Weight	Rating	Score
A.	STRENGTH			
1	organizational structure led by influential people	0.15	4	0.8
2	produce competent graduates	0.15	3	0.6
3	qualified human resources	0.1	3	0.3
4	provide opportunities for students to carry out internships in government agencies/institutions that collaborate with IONI	0.05	3	0.3
5	organize promotional activities	0.03	3	0.3
Total				2.3
B.	WEAKNESS			
1	accreditation did not exist at the beginning of IONI's establishment	0.1	2	0.2
2	technology that supports college and business processes	0.1	2	0.2
3	create a good reputation/image	0.15	1	0.15
4	As a new educational institution, IONI needs time to build relationships with external parties	0.17	2	0.34
Total		1		3.19

IONI has an EFE value of 2.77 and an IFE of 3.19, so IONI is included in cell IV. in cell IV is stability where IONI implements the strategies that have been made without changing the direction of the strategies that have been set.

Competitive Advantages

Competitive advantage refers to factors that allow a company to produce goods or services better or more cheaply than its rivals. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals.

Table 4. VRIO Analysis

Resources	Valuable	Rare	Inimitable	Organized	Implication
R1. Accreditation	Yes	No	No	Yes	Competitive parity
R2. Organizational structure	Yes	No	No	Yes	Competitive parity
R3. Brand Image / Reputation	Yes	No	No	Yes	Competitive parity
R4. Competent Graduates	Yes	Yes	Yes	Yes	Sustained competitive advantage
R5. Human Resources	Yes	No	No	Yes	Competitive parity
R6. Technology	Yes	No	No	Yes	Competitive parity

Strategic Planning

a. CPM

The CPM matrix is used to analyze and identify the main competitors, including the strengths and weaknesses of competitors in relation to the strategic position of the

company. Factors that determine success in CPM focus on internal issues. The ranking is based on strengths and weaknesses, where 4 = major strength, 3 = minor strength, 2 = minor weakness, 1 = major weakness.

Table 5. CPM

Critical Success Factors	Weight	IONI		AKORNAS		Universitas Negeri	
		Rating	Score	Rating	Score	Rating	Score
Strength							
organizational structure led by influential people	0.15	4	0.6	4	0.6	4	0.6
produce competent graduates	0.15	3	0.145	3	0.45	4	0.6
qualified human resources	0.1	3	0.3	3	0.3	4	0.4
provide opportunities for students to carry out internships in government agencies/institutions that collaborate with IONI	0.05	3	0.15	3	0.15	3	0.15
organize promotional activities	0.03	3	0.09	3	0.09	3	0.09
Weakness							
accreditation did not exist at the beginning of IONI's establishment	0.1	2	0.2	1	0.1	2	0.2
technology that supports college and business processes	0.1	2	0.2	1	0.1	2	0.2
create a good reputation/image	0.15	1	0.15	2	0.3	1	0.15
As a new educational institution, IONI needs time to build relationships with external parties	0.17	2	0.34	2	0.34	2	0.34
Total	1		2.48		2.43		2.73

SWOT Matrix

S.W.O.T (Strengths-Weakness-Opportunities-Threats) Matrix is a tool that can help you to map your business position

against internal and external factors. S.W (Strengths-Weakness) is included in internal factors and O.T (Opportunities-Threats) is included in external factors.

Table 6. SWOT Matrix

	Strength	Weakness
	1. The organizational structure is led by influential people 2. Produce competent graduates 3. Qualified human resources 4. Provide opportunities for students to carry out 5. Organizing promotional activities	1. Accreditation did not exist at the beginning of IONI's establishment 2. Technology that supports college and business processes 3. Creating a good reputation/image 4. As a new educational institution, IONI takes time
Opportunity	SO strategies	WO Strategies
1. The regulations for the establishment of new universities have been clearly regulated (politics)	1. Build relationships with government officials related to the implementation of PON so that IONI students can contribute to the implementation (S1,O2)	1. IONI students actively contribute in organizing OR parties and national championships, join club memberships and excel (W1,O7)
2. Law no. 7 of 2020 article 10 regarding the week of organizing and OR championships (politics)	2. IONI produces competent trainer graduates to produce outstanding athletes (S2,O6)	2. With advanced technology such as the application, in the future it will be an opportunity for IONI to upgrade the existing technology (W2,O9)
3. Shorter accreditation period (political)	3. IONI HR who can operate the implementation of IONI technology (S3,O8)	3. Opportunity for IONI to work together as well as establish relationships with vendors to provide body position measurement technologies (W2,O10)
4. Increase the Ministry of Education and Culture's budget by 70% for PIN and PIS (economy)	4. Internships can support the creation of competent and experienced trainers (S4,O6)	4. With positive exposure, IONI can create a good reputation and image (W3,O7)
5. Community efforts to increase knowledge increase (social)		5. The cooperation in organizing the UK championship between government institutions and IONI can be a long term relationship (W4,O2)
6. Increased need for outstanding athletes which also has an impact on increasing the need for competent (social) coaches		
7. Exposure from national and international championships that show the support of the government, entrepreneurs and business entities in Indonesia through the provision of prizes, bonuses as a form of appreciation (social)		
8. There is a SIAKAD web, IONI e-learning which makes it easier for students to obtain academic information and lecture materials (technology)		
9. There are various applications for calculating nutrition, body nutrition, body measurement that support lecture activities (technology)		
10. Cooperation with vendors related to providing optimal body position measurement tools during sports (technology)		
Threat	ST Strategies	WT Strategies
1. The rules of an independent learning campus provide opportunities for students to leave campus and continue their educational activities other than as students (politics)	1. Educators provide direction to students to continue their studies at IONI (S3, T4)	1. IONI will recruit IT consultants and use academic and management information system providers (W2,T7)
2. Moratorium on the establishment of new universities (politics)	2. Promote education fee waivers to prospective students who are underprivileged and achievers (S5, T3)	
3. Indonesia's economic growth is declining (economy)		
4. Students can leave their student status at any time (social)		
5. LPDP Scholarships provide opportunities for outstanding coaches and/or athletes abroad (social)		
6. Investment in technology implementation is not small (technology)		
7. The potential for leakage of data information (technology)		

IE Matrix

IONI has an EFE value of 2.77 and an IFE of 3.19, so IONI is included in cell IV. in cell IV is stability where IONI implements the strategies that have been made without changing the direction of the strategies that have been set.

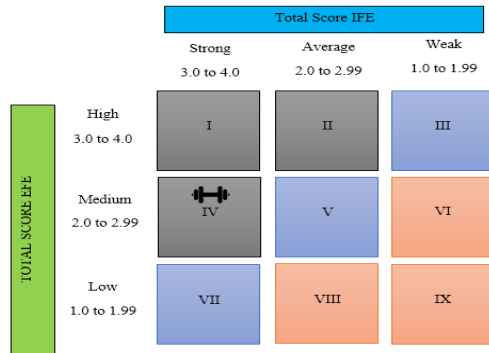


Figure 1. IE Matrix

QSPM Matrix

The factor that has a major influence on the strategy to strengthen marketing

channels is the availability of scholarships or fee waivers for students. With scholarships or fee waivers, students will have strong considerations to study at IONI. The strategy to maintain cooperation is very important for IONI and a factor that has a big influence is that the source of funds is still dependent on external parties.

IONI will provide scholarships or fee waivers to students who excel or are underprivileged and to have funds to support this program, good cooperation with external parties is required. By optimizing the marketing channel, both in the modern market and digitally, so that you can penetrate the market you want to target. In addition, it also strengthens cooperative relationships with CSR companies, government agencies, etc. So that IONI can be recognized by the Indonesian people and increase the interest of students to enter IONI.

Table 7. QSPM Matrix

No	Defining Factor	Weight	Alternative Strategies		
			Market Penetration	Market Development	
			AS	AS	TAS
A. STRENGTH					
1	Competent human resources	0,20	3	4	0,80
2	Efficient and practical academic services	0,20	3	4	0,80
3	Great facilities	0,10	2	3	0,30
4	Specific target market	0,10	4	3	0,30
5	Scholarships or fee waivers are available for students	0,10	4	2	0,20
B. WEAKNESS					
1	Sources of funds still depend on external parties	0,20	2	4	0,80
2	Expensive tuition fees	0,05	1	2	0,10
3	Brand image competition with other institutions	0,05	3	3	0,15
C. OPPORTUNITY					
1	The regulation of the education industry as a university has been clearly regulated	0,10	3	4	0,40
2	Government Budget for Students continuing their studies from the Center for Student Sports Development and Training and Higher Education Service Institutions.	0,10	4	4	0,40
3	Community efforts to increase knowledge increase	0,20	4	3	0,60
D. THREAT					
1	Costs required for the establishment of IONI	0,20	2	1	0,20
2	Indonesia's economic growth is declining.	0,10	2	2	0,20
3	People have a variety of choices and easily change choices.	0,30	3	3	0,90
Total					6,15

Lean Canvas

Lean Canvas is a 1-page business plan template created by Ash Maurya that helps you deconstruct your idea into its key assumptions. It is adapted from Alex

Osterwalder's Business Model Canvas and optimized for Lean Startups. It replaces elaborate business plans with a single page business model.

Table 8. Lean Canvas Matrix

Problem	Solution	Unique Value Propositions	Unfair Advantage	Customer Segment
Don't have a Brand Image yet	With trained teaching staff and supported by adequate infrastructure, the output of graduates will be maximized	Teaching and learning activities supported by adequate facilities	Passing and getting a sports coach certification	High school students equivalent
It's hard to find trained human resources	Conduct research and innovation in the curriculum system in order to narrow down business competitors to dominate the market	Cultivating the character of nationalism	Completeness of sports facilities to support learning	High School equivalent students who have interests and talents in sports science
Lack of socialization about IONI	Conduct research and innovation in the curriculum system in order to narrow down business competitors to dominate the market	Academic exams, skills and physical abilities		People who need academic and non-academic certifications and licenses in the field of sports
				Military TNI AL/AU/AD
				Polri
Key Metrics			Channels	
Build great facilities and infrastructure			• Instagram	
Providing quality teaching staff			• Website	
			• Youtube	
			• Tiktok	
Cost Structure		Revenue Stream		
Cost of building, land and infrastructure maintenance		Registration income and entry fee		
Lecturer and staff salaries		Income from tuition fees		
Marketing fee		Income from CSR cooperation with companies		
Cost of academic and non-academic activities		Scholarship from the government		
Cost of tuition support facilities		Grant		
Research fee				
Community service costs				

CONCLUSION

Indonesian National Sports Institute (IONI) was established as a private Institute that focuses on developing sports achievements. IONI will produce (content of product/service, pain reliever and gain) through several strategies which include SWOT analysis, PEST analysis, IE Matrix, etc, then the main strategy that will be carried out by IONI to achieve short-term goals is a market expansion strategy.

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