

Strategy Analysis In Increasing Competitiveness Taruna Nusantara High School, Magelang

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ABSTRACT

The idea of making TN High School was sparked by the Minister of Defense and Security General LB Moerdani on May 20, 1985 at the Great Pavilion of Taman Siswa Yogyakarta. He has a vision to build a school that educates the best people from all over Indonesia and produces graduates who can continue the aspirations of the Proclamator. This idea was continued by signing an MoU between the TNI and Taman Siswa, which was the first educational organization in Indonesia, the TNI through the Pang Perjuangan Foundation. The purpose of this study is to determine the factors that influence the competitiveness of both external factors and internal factors and find out the right strategy to increase competitiveness based on the SWOT analysis approach and AHP data processing tools. Data collection techniques were obtained by interview, observation and documentation. The results of this study are based on those conducted by expert respondents on the factors that influence in increasing competitiveness in the Taruna Archipelago High School in Magelang. External Factors (Competitions from similar schools, students who fail selection at TN High School Gaining the trust of parents of students and the wider community for the next career path, the existence of student sanctions). The right strategy and is used based on Swot and AHP from the results of interviews with the expert team is to choose the strategy of Strength and Opportunity in terms of the application of quality and service in educational institutions (both in terms of Sarpras and HR).

Key words: *Strategy Analysis, SWOT, AHP,*

INTRODUCTION

Background

Professional educational institutions, both public and private, are competing to provide

excellent service to produce the best graduates. The quality or quality of education/educational institutions is currently a concern for stakeholders in the education sector. The stakeholders in

question are the government, related agencies, teachers, parents and students themselves. Like a product, educational institutions, in this case schools, have consumers who always consider the quality of the school they choose.

The main consumers in the world of education/schools are the students themselves. Consumers will certainly choose products with the best quality. Likewise, prospective students will of course choose a school with the best quality. Therefore, schools compete to show their quality and maintain the quality that has been established. Development of higher quality education includes, among other things, developing and improving the curriculum and evaluation system, improving educational facilities, developing and procuring teaching materials, training teachers and teaching staff, and developing management.

There are two factors that have caused efforts to improve the quality of education so far to be less successful. First, education development strategies so far have been more input oriented. This strategy relies more on the assumption that if all educational inputs have been met, such as the provision of books (teaching materials) and other learning tools, the provision of

educational facilities, training of teachers and other educational personnel, then educational institutions can automatically produce outputs.) quality. This is not fully functional, the only proof that has occurred is the emergence of economic and industrial institutions.

The emergence of new educational institutions, on the one hand, is a positive signal of the high level of attention of the government or society to the world of education, but on the other hand, competition between educational institutions is increasingly attractive. With this in mind, marketing for educational institutions is absolutely necessary. Universities or schools as educational service providers need to learn and have initiatives to increase customer (stakeholder) satisfaction, because education is a circular process that influences each other and is sustainable. Therefore, a marketing strategy for educational services is needed to win competition between educational institutions, as well as to increase the acceleration of improving the quality and professionalism of management of educational institutions, especially at Taruna Nusantara High School, Magelang. SMA Taruna Nusantara (also called Tarnus or TN)

is a boarding high school located in Magelang Regency, Central Java, Indonesia.

Based on the background description above, the researcher took the title "STRATEGY ANALYSIS IN INCREASING THE COMPETITIVENESS OF TARUNA NUSANTARA MAGELANG HIGH SCHOOL".

Formulation of the problem

Several factors that support strategic analysis in competitiveness include:

1. What factors influence increasing competitiveness, both external and internal factors at Taruna Nusantara High School?
2. What is Taruna Nusantara High School's strategy to increase competitiveness?
3. What is the most appropriate strategy to increase the competitiveness of Taruna Nusantara High School based on the SWOT analysis approach and AHP data processing tools?

Research purposes

Based on the existing problems, the objectives of this research to be achieved by conducting this research are:

1. To find out the factors that influence increasing competitiveness, both external and internal factors.

2. To find out the strategy analysis at Taruna Nusantara High School in increasing competitiveness.
3. To find out the right strategy to increase competitiveness based on the SWOT analysis approach and AHP data processing tools.

Literature review

Strategy

According to Ireland, Hoskisson, and Hitt (2013: 4), strategy is a tool for integrating and coordinating commitments and actions designed to exploit core competencies and gain competitive advantage.

Specifically, strategy is the placement of an agency's mission, setting organizational targets by considering external and internal, formulating policies and certain methods to achieve targets and ensuring their implementation appropriately, so that the organization's main goals and objectives will be achieved (Anshori, 2014: 18-20).

From the explanation above, the author can conclude that strategy is planning and management using the resources of nations to achieve goals or careful plans

regarding activities to achieve specific targets by showing operational tactics.

Strategy based on SWOT Analysis

SWOT is an abbreviation for Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). SWOT analysis can isolate key problems and facilitate strategic approaches in an organization. Mary and Robbins Coulter in Erwin Suryatama (2014:25) define SWOT analysis as an analysis of an organization using strengths, weaknesses, opportunities and threats from the environment.

Purpose and Benefits of SWOT Analysis

Erwin Suryatama (2014) stated that the purpose of SWOT analysis is to help develop full awareness of all factors that can influence strategic planning and decision making, a goal that can be applied to almost all aspects of the industry. SWOT is intended primarily as an assessment technique. Meanwhile, the benefits obtained from a SWOT analysis are as follows:

a. As a guide for schools to formulate various strategic policies related to future planning and implementation. With this analysis, it is hoped that the company will be

able to choose the best policies and plans for future business development.

b. Becomes a form of material for evaluating strategic policies and planning systems of a school. SWOT analysis will help companies think about various policy evaluation efforts which they feel are detrimental and which are beneficial.

c. Providing information about the condition of the company, then through the existing information it will become a guide for school owners and policy designers to implement various new policies as a solution to the results of existing analysis.

d. Provide challenges with new ideas for school management. The existence of various problems such as weaknesses, small opportunities and strengths or threats from external parties which encourage school management to find newer policy ideas.

Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process is a method to assist decision makers in making decisions in accordance with predetermined criteria or conditions, and the decision making criteria are various criteria.

The Analytical Hierarchy Process (AHP) method is multi-criteria because it uses many criteria in preparing a priority decision support system. Apart from its multi-criteria nature, the AHP method is also based on a logical and structured process, because prioritization is carried out using logical and structured procedures. This activity is carried out by representative experts who set priorities.

In Decision Support Systems, the AHP method will decompose complex multi-factor or multi-criteria problems into a hierarchy. Hierarchy here is defined as a representation of complex problems in a multi-level structure, where the first level is the goal, followed by the level of factors, criteria, sub-criteria and so on. down to the last level of alternatives (saaty, 2008: 83-87).

AHP is used to derive a ratio scale from several pairwise comparisons that are discrete or continuous. These pairwise comparisons can be obtained through actual measurements or relative measurements of the degree of liking, or importance or feelings. Thus, this method is very useful to help obtain a ratio scale for things that are previously difficult to measure, such as opinions, feelings, behavior and beliefs.

Axioms in the AHP Method

Analytic Hierarchy Process (AHP) has an axiomatic basis consisting of:

- a. Reciprocal Comparison, which means that the pairwise comparison matrix formed must be reciprocal. For example, if A is f times more important than B then B is $1/f$ times more important than A.
- b. Homogeneity, which means similarity in making comparisons. For example, it is not possible to compare an orange with a tennis ball in terms of taste, but it is more relevant to compare in terms of weight.
- c. Dependence, which means that each level has a relationship (complete hierarchy) even though there may be an imperfect relationship (incomplete hierarchy).
- d. Expectation, which means highlighting the assessment of expectations and preferences in decision making. Assessments can be quantitative or qualitative data.

Research methods

Research Location and Time

The research was carried out at Taruna Nusantara High School, Magelang and at the Taman Taruna Nusantara Educational Institution (LPTTN) Jakarta. Research Time This research was carried out from June to August 2019. Sample determination in qualitative research was carried out when the researcher started entering the field and during the research. The subjects of this

research were the highest managers in SMA Taruna Nusantara and LPTTN who were the main informants. Subject selection was carried out by selecting samples from several teachers/pamong, LPTTN managers, school principals and deputy principals so that the research results were more representative.

Data collection technique

The methods used in this research are interviews, observation and documentation.

Research results and discussion of ENVIRONMENTAL FACTOR ANALYSIS

The first stage is to conduct a study of internal and external factors in order to find the best alternative strategy to increase competitiveness at SMA Taruna Nusantara. Identification of factors related to strategies to increase competitiveness at Taruna Nusantara High School was carried out by studying various literature, documents and direct interviews with various parties (resources) who were believed to know (expert) the problems in detail.

INTERNAL ENVIRONMENTAL ANALYSIS

Analysis of a company's internal environment is very important in determining the suitability of an educational institution's strategy with the resources owned by the educational institution, in this case the school. By analyzing the internal

environment, the strengths and weaknesses of the school can be identified.

EXTERNAL ENVIRONMENT ANALYSIS

External environmental analysis aims to determine threats and opportunities for the school. The school's external environment is factors outside the control of educational institutions but has an indirect influence on the school, such as being able to influence the school's choice of direction and actions.

SWOT ANALYSIS SMA TARUNA NUSANTARA

INTERNAL FACTOR	Value	Rating	Value X Rating
Strength (S) :			
- Qualified Educator	0,10	4	0,40
- Different Curriculum with other school	0,10	4	0,40
- Strong Alumni Network	0,10	4	0,40
- Qualified Alumnus	0,09	3	0,27
- Boarding school in	0,10	4	0,40

magelang			
- Strategic location	0,09	3	0,27
- Good infrastructure	0,10	4	0,40
Subtotal (S)	0,68		2,54
Weakness (W) :			
- Qualified other school	0,04	2	0,08
- Decreasing Alumni to Army/Police	0,10	4	0,40
- Promotion not Effective	0,09	3	0,27
- Limited Student Acceptance	0,09	3	0,27
Subtotal (W)	0,32		1,02
Total	1,00		3,56

EFAS SMA Taruna Nusantara

EXTERNAL FACTOR	Value	Rating	Value X Rating
Opportunities(O) :			
- Increasing Student	0,10	3	0,30

admitted to SMA Taruna			
- Career Path	0,10	3	0,30
- Best Alumnus	0,14	4	0,56
- Encourage Nationalism	0,14	4	0,56
- Reward from other Institution	0,10	3	0,30
- Chance to Study Abroad	0,14	4	0,56
Subtotal (O)	0,72		2,58
Threat (T) :			
- Competition from same school	0,10	3	0,30
- Failed Student Admission	0,08	2	0,16
- Student Sanction	0,10	3	0,30
Subtotal (T)	0,28		0,76
Total	1,00		3,34

Based on this analysis, it shows that competitiveness at SMA Taruna Nusantara Magelang can be determined by a combination of internal and external factors.

CONCLUSION

Based on the results of the SWOT analysis and AHP analysis, SO, WO, ST and WT strategies are produced.

SO Strategy: Implementation of quality and service in educational institutions (both in terms of infrastructure and human resources) in building competitiveness with other schools. WO Strategy: Building and improving quality and service systems to gain and maintain trust and quality (of parents, human resources and student quality). Strategy (ST): Building and improving systems (HR, infrastructure and partnerships) to obtain and maintain quality in order to have high competitiveness. Strategy (WT): Verified in terms of quality, service, selection results and infrastructure in TN schools so that they can increase competitiveness with other schools.

Based on research conducted on expert respondents, the factors that influence increasing competitiveness at Taruna Nusantara High School, Magelang are as follows: Internal Factors (Vision and Mission of Taruna Nusantara High School, National Network, Strong Alumni Network, Curriculum and Human Resources). External Factors (Competition from similar schools, students who fail the selection to enter TN High School, Gaining trust from students' parents and the wider community for the next career stage, Student sanctions). The appropriate strategy to use based on SWOT and AHP from the results of interviews with the expert team is to choose SO strategy in terms of implementing quality and service in educational institutions (both in terms of infrastructure and human resources)

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