

## **REFORMULATION STRATEGY OF EDUCATIONAL INSTITUTION IN FACING COMPETITION WITH A BALANCED SCORECARD APPROACH**

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### **Abstract**

The number of school-age population in Bekasi City, West Java Province, Indonesia is very large, reaching around 24 percent of the total population in the city. This condition opens up opportunities for the education in-depth interviews, discussions, and questionnaires. The interviews involved students, graduates, and parents from competing schools. Analysis of data evaluation using the balanced scorecard. The recommendation strategy uses the SMART concept. The research results require market penetration, product development, and correction of internal weaknesses by taking advantage of external opportunities. industry to develop educational services that are able to attract students' interest in Bekasi City, West Java. This study aims to recommend the development of strategies that are applied in Senior High School and Vocational Senior High School under the auspices of the XYZ Education Organization. In this study, researchers used Research and Development (R&D) research with a qualitative approach to collect data and explore data through

**Keywords:** Reformulation strategy; Competitive Analysis of Senior High School; Balanced Scorecard

### **INTRODUCTION**

Number of school-age children attending school according to the official age at this level of education is still small. The West Java is the province with the largest population and number of households in Indonesia (Daniswari, 2021) and has great potential for the business world, including the education business. According to Coordinating Minister for Human Development and Culture, Mr. Muhadjir Effendy, the population growth can be utilized to maximize the potential for the demographic bonus through improving the quality of human resources (Kemendikbud, 2021). Based on the age group in the province of West Java, the number of people who are included in the school age is quite high, almost reaching fourteen million school-age people. This is the concern of the West Java government to provide quality education to support the creation of superior human resources in line with policies that have been launched by the government through the Ministry of Education and Culture and ensure that every citizen has the opportunity to get an education.

When all citizens can attend education equally, then this can increase the Pure Participation Rate (NER) of the area. The development of the NER for West Java in 2021 has increased at every level of education, but the NER value for the Senior High School, Vocational Senior High School and Equivalent level, although increasing, is still low at 68.6. This means that the question is why many children of this age do not attend secondary school, especially Senior High School, Vocational Senior High School and Equivalent level. The education process is closely related to improving the quality of human life and can be an indicator of the intelligence of a nation. When the population has a high level of knowledge, it can be one of the benchmarks in determining a country's HDI. Bekasi City has an HDI above 80's. This indicates that development in the region in various sectors, especially education is going very well. HDI can also be measured through the level of welfare of the population. One indicator

that can be used to measure the welfare of the population is to look at the level of income earned by the community in an area.

In 2021, the Regional Original Revenue of the West Java Provincial Government will reach Rp. 25.06 trillion in the 2021 Regional Revenue and Expenditure Budget (katadata, 2022). Bekasi City is the area that has the highest income, reaching 3,273,595,338 (thousand/rupiah) (BPS, 2021). The community's economy in Bekasi City grows in terms of services, economy and social activities by 9.99% (mpp.bekasikota, 2022). The city of Bekasi is now transformed into a residential area for urbanites as well as a center for the goods and services industry (Purwanto, 2021). The city of Bekasi has undergone a significant transformation, marked by the widespread development of transportation facilities, such as toll roads, MRT and flyovers (Diva Kautsar, 2021). The concept of housing or housing that is integrated with transportation modes via LRT is an attraction for people who are sub-urban from Bekasi. Major changes in the Bekasi City area, such as the construction of the LRT City mega project in Bekasi, namely LRT City Bekasi Eastern Green and Green Avenue, can be an integrated residential solution with public transportation facilities. With more complete facilities and diverse residential areas, it increases the interest of sub-urban people to have comfortable and affordable housing in the Bekasi City area. This of course has an impact on the number of people living in the area. The increasing population means that it will cause more complex problems. The increasing population also increases the opportunity to carry out various activities that are able to boost the economy of the population and the government. One opportunity that has great potential is education. Bekasi City as a metropolitan city with increasing facilities and lifestyle, This is a challenge and opportunity for the government and specifically educational institutions from the private sector to provide education that is expected to be able to answer the needs of the community. With education, it is hoped that it can prepare superior human resources to support Indonesia's vision of creating superior human resources.

XYZ Institute is a private institution engaged in education that provides education from Playgroup, Kinde garden, Elementary School, Junior and Senior, Vocational High located in the provinces of DKI Jakarta, Tangerang and West Java (Bekasi). The XYZ Institute has been operating since 1924 and focuses on the development of the whole person. The XYZ institution consists of 74 Kindergartens/Schools spread across three provinces. The XYZ Institute in Bekasi City only has one Senior High School and Vocational High School. However, the Senior High School and Vocational High School in Bekasi City are not the choice of Junior High School graduates. The results of a survey conducted by researchers, said that the interest of Junior High School students to Senior High School and Vocational High School XYZ is very low at only seven percent. It is of interest for researchers to explore further how to increase the interest of junior high school students towards XYZ high school and vocational high school.

## **LITERATURE REVIEW**

The framework of the researcher's thinking started from the XYZ institution as an organization engaged in the education industry which was able to survive ninety-eight years when this research was conducted and almost reach a century in 2024. This is a remarkable achievement for the XYZ Institution. This shows that the XYZ Institution is able to make continuous continuous efforts in the world of education. XYZ Institute continues to make efforts to meet educational needs in accordance with the times (United Nations, 2022).

In order for the XYZ Institution to develop further, it must strive to integrate business sustainability with the sustainability of its business (Kamel and Arafa, 2017). Competition in the business world is inevitable, so a competitive advantage is needed to win the existing competition (Porter, 1998). An organization's competitive advantage stems from its core

competencies that make it unique. Core competence is a characteristic that refers to the resources and capabilities compared to competitors. Core competencies are internal factors of the XYZ Institution which are unique compared to competitors or competitors so that they can realize competitive advantage (Prahalad and Hamel, 2020).

In carrying out its business, the XYZ Institution must of course make various kinds of big decisions in order to support the sustainability and continuity of the business being undertaken so that an appropriate strategic management is needed (De Smet, Gao, Henderson, and Hundertmark, 2021). Strategy formulation is used to identify weaknesses and competitive advantages so as to be able to formulate the mission, goals and policy guidelines of an organization (Wheelen, Hunger, Hoffman, and Bamford, 2018). So we need the right method or approach in formulating strategy.

When the major decisions of an organization have been formulated, resources are needed that will carry out the strategy in order to achieve competitive advantage. In the Resource-Based View theory, competitive advantage places more emphasis on empowering the organization's internal resources than external factors so as to achieve competitive advantage (David and David, 2015). Resources, in the Resource- Based View model, are defined as assets of an organization, both tangible assets and intangible assets.

In the world of education, educators, education staff and infrastructure are included in tangible assets. While the ICT system, curriculum materials, textbooks/lessons, and learning methods are included in intangible assets (Allocating & Managing Resources in Education, 2020). With the maximum utilization of resources, a competitive advantage will be generated that can be the basis for winning the competition. To realize the resources that run the strategy of an organization in achieving competitive advantage, a strategic plan is needed through various approaches. One approach that can be done is to use the Balanced scorecard approach.

Balanced Scorecard (BSC) can be used to measure performance and management (Gomes and Romão, 2018) an organization (Agency XYZ). There are four perspectives in the Balanced scorecard, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective (Kaplan and Norton, 1996). According to (Taylor and Baines, 2012).The BSC can be used as a guideline and performance appraisal to assess the achievement of strategies based on the user's point of view, while (Al-Zwyalif, 2012), say the importance of using the BSC in evaluating performance (Tawse and Tabesh, 2022) also stated that the Balanced Scorecard (BSC) is proven to be the most influential strategy implementation and control tool but will only succeed if the implementation is carried out effectively so that it has an impact on organizational performance. With the BSC approach, the strategic plan can be poured into a SMART plan (Specific, Measurable, Assignable, Realistic, and Time) (Kaplan and Norton, 1996).

By implementing the BSC and applying the strategic plan in the form of SMART, XYZ Institution is expected to be able to realize reliable strategic management in order to create core competencies. With unique core competencies (different from competitors), a competitive advantage is created, so that the XYZ institution in running its business is sustainable and sustainable. And in the end, the XYZ Institute was able to win the competition in the education industry in the Bekasi City area.

## **METHOD**

This research belongs to the type of Research and Development (R&D) research with a qualitative approach. Activities carried out in Research and Development include the introduction and development of new products and services which can be the first stage in the development process (Kenton, 2021). According to (Mulyatiningsih, 2013) The activities carried out in the research development stage are define (definition and determination of

development requirements), design (compiling research and development based on initial analysis and needs analysis), development and disseminate (socialization of the model to the target school to get a response, feedback on the model that has been developed). The object of research is XYZ Institution High School and Vocational High School in the Bekasi area. Data collection techniques in this study used questionnaires, observations and interviews. Respondents amounted to 338 students. The validation test process uses data triangulation.

## **RESULTS AND DISCUSSION**

The XYZ Institute applies Key Performance Indicators (KPI) to measure the level of business growth and position of competitive advantage. Based on this measurement, the XYZ Institution can compare each of the indicators contained in the KPI. The comparison of each indicator in the KPI must be related to the vision, mission, goals, strategies, goals and desires to achieve a certain level of growth and obtain a sustainable competitive advantage.

The researcher formulates the strategy of the XYZ institution based on the four Balanced Scorecard perspectives as follows: 1) Financial perspective: in this perspective the XYZ Institution aims to increase profitability, in the form of increasing the number of students and increasing school fees based on the evaluation of the previous school year. 2) In the customer's perspective, what is to be achieved is to increase customer satisfaction, service satisfaction and teacher and employee satisfaction. This satisfaction is based on an evaluation conducted at the end of each academic year (IKU) and the results obtained from interviewing sources. 3) In the internal process perspective, there are several objectives to be achieved, including the quality of education, service quality, infrastructure, and increasing cooperation and partnerships. With this goal, it can be expected to carry out a learning process that is able to produce superior quality graduates so that it can attract students' interest. This objective was compiled based on the results of the KPI and the interview process conducted by the researcher. 4) The fourth perspective is the learning and growth perspective in the form of increasing the welfare of teachers and employees and increasing the competence of teachers and employees. Teachers and employees are resources in an educational institution that have an important role. 4) The fourth perspective is the learning and growth perspective in the form of increasing the welfare of teachers and employees and increasing the competence of teachers and employees. Teachers and employees are resources in an educational institution that have an important role. 4) The fourth perspective is the learning and growth perspective in the form of increasing the welfare of teachers and employees and increasing the competence of teachers and employees. Teachers and employees are resources in an educational institution that have an important role.

## **CONCLUSION AND IMPLICATION MANAGERIAL**

Based on the results of the analysis and discussion, the researcher can conclude that the XYZ Institution as one of the institutions that provides education should implement a strategy that can ensure the sustainability and sustainability of its business. By applying the right strategy is expected to increase profitability, namely an increase in the number of students and income. SMA and SMK XYZ are expected to be able to develop schools that are the main choice for students to develop students' potential, talents and interests. Service and character as a competitive advantage are expected to be the "spirit" for all school members in providing services for students and parents. The ability to speak foreign languages, especially English and Mandarin, should be a skill possessed by XYZ high school and vocational high school graduates. Besides that, schools should provide different skills compared to other schools so that it becomes a characteristic for XYZ schools. An update of majors that are in accordance

with the needs and developments of the times must be carried out by XYZ Vocational School in order to be able to attract the interest of junior high school students.

In collecting data, namely interviews, researchers experienced obstacles, namely in terms of conducting interviews because of the pandemic situation so that the interview process could only be done via zoom. This research has only discussed the strategy format and has not been discussed in depth until the content or strategy content stage. . This research has not discussed IT support, and corporate culture as an organization's resources. Suggestions that can be given by further researchers are to increase the involvement of participants, namely principals, teachers, education staff and office holders in formulating strategic recommendations that will be applied at the XYZ Institute so that it can produce recommendations that are applicable and can be applied directly. Also researched on the quality of human resources, job descriptions, specifications, HR profile to implement SMART goals. Subsequent research in order to discuss the support of Information Technology and corporate culture. The strategy implementation consists of work programs, budgets, and standard operating procedures (SOPs), while this study only discusses strategic recommendations (work programs), so further research can examine the implementation of budgets and SOPs to implement strategic recommendations. This study has not discussed the criteria for measuring strategy implementation, so further research can examine the criteria for measuring the success of strategy implementation. Further researchers can develop the same research in the Tangerang, South East Jakarta and North West Jakarta areas due to the suitability of the urban and business environment.

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