

Analysis of Blue Ocean Strategy (BOS); Efforts to Improve the Quality of Education at SMP Negeri 1 Bandar Dua, Pidie Jaya Regency

Hamidah¹, Sumarto², Taufani C Kurniatun³
Universitas Pendidikan Indonesia
Bandung, Indonesia

hamidahanisah@gmail.com, soemarto@upi.edu, taufani@upi.edu

Abstrak—This article aim to design a strategy to improve the quality of education in facing global competition at SMP Negeri 1 Bandar Dua in Pidie Jaya. the researcher used a literature study, observation, and study documenation. Some of the activities carried out at SMP Negeri 1 Bandar Dua, in the view of the author, should use three approaches to competitive strategies to become a superior school, namely cost advantage, differentiation and focus. Besides that, the selection of these activities is mostly based on talents and interests. The implementation of the Blue Ocean Strategy (BOS) at SMP Negeri 1 Bandar Dua is: Instilling Skills in students by making batik training for SMP N 1 Bandar Dua students, Through the application of conducting Computer Based Examinations (UBK) starting from class VII, VIII and IX every semester exam. Developing students' Talents and Interests through OSN and O2SN classes.

Key word—blue ocean strategy, the education quality improvement, junior high school

INTRODUCTION

The world of education in Indonesia, especially at the elementary and secondary education levels, is faced with the low quality of education. Various efforts have been made to improve the quality of national education, including; improvement and refinement of facilities and infrastructure, increasing teacher competence [8].

It cannot be denied that the quality of education in Indonesia is still far from what was expected, especially when compared to the quality of education in other countries. Education is something that can cause the capacity or ability of a community to develop, can foster desires, and arouse the

ambition of a generation of nations to explore various desires and be able to develop them optimally in the process of developing the interests of society as a whole without being interspersed with complications.

Education essentially functions as a place for knowledge transfer, value transfer, also functions to maintain and develop noble traditions and cultures in a society through the process of forming personality (in the making personality processes) so that they become mature human beings who are able to stand alone in the surrounding culture and society [9] [18] [19].

Educational management as a science has different characteristics from other management sciences; the difference between management education and management lies in their operational principles and not in general principles [24] [29]. So, even though an understanding of education management requires an understanding or mastery of management principles in general, it does not mean that other management knowledge can be applied in management because the operational principles are different [1] [2] [5] [28].

During the 4.0 revolution, there was a rapid transformation of the social structure, social relations depended on technology, the loss of some job categories, citizens had equal opportunities and had strong competitiveness. The period of the industrial revolution 4.0 has challenges as well as opportunities for educational institutions. Learning as the development of competence to think, play a role, and live and become part of the world's citizens [17] [23].

SMP Negeri 1 Bandar Dua is located in Pidie Jaya district, SMP Negeri 1 Bandar Dua has a land area of 7500 m² and has 20 classes with a total of 678 students. The number of SMP Negeri 1 Bandar Dua teachers is 69 consisting of 33 civil servants and 36 honorary teachers with 67 bachelor's qualifications and 2 master's degrees, and TU staff consisting of 2 civil servants and 4 honorary teachers.

Based on the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 28 of 2016 concerning the Quality Assurance System for Primary and Secondary Education, Chapter II confirms that; The Primary and Secondary Education Quality Assurance System functions to control the implementation of education by education units in primary and secondary education so that quality education is realized.

The quality of education becomes an ideal idea and becomes the main qualification in order to survive and appear more competitive. Starting from this, it is very urgent for educational institutions, especially secondary education, to internalize religious values in students by using habituation through religious culture.

Educational institutions have a stake in presenting innovation as a new style to be able to compete in the global scope of educational institutions. The existence of a strategy, both in the world of education and the world of business in general, was born from the thoughts of superiors on how to make an institution they lead more developed, marketable, and have breakthroughs that other institutions do not have.

Improving the quality of education is a promising type of business economically. Various methods are carried out by educational institutions at all levels of school, including at the Junior High School (SMP) level, especially SMP Negeri 1 Bandar Dua in Pidie Jaya Regency.

Various strategies are implemented by educational institutions to attract potential customers. It is not uncommon for educational institutions to get caught up in competition to get the same potential customers so that they enter into bloody competition (Red Ocean Strategy). In order for schools to win the competition, a new strategy is needed, namely the blue ocean strategy by creating their own market so that competition is no longer relevant [6] [7].

Blue ocean strategy is basically a strategy to beat competitors by offering innovative product features, and so far been ignored by competitors. The essence of a blue ocean strategy is to identify and find potential new markets that have not been realized by other players. In this way, a company can walk alone in dominating the market; before the other players noticed. Blue ocean strategy is basically a strategy to beat competitors by offering innovative product features, and so far been ignored by competitors [27] [30] [31].

Blue ocean strategy is a term in strategic management that refers to strategies to create new markets that have not been met by intense competition. This is done by creating and reaching new demands that have not been noticed by competitors. In general, the Blue Ocean Strategy can be implemented fairly well and can be used as an alternative for the management development of educational institutions [25]. Blue Ocean Strategy has 3 analytical tools, namely the Canvas Strategy, Four-Step Framework and ERRC Grid [7] [15] [16] [20].

The application of the Blue Ocean Strategy (BOS) in the world of education will have strong competitiveness in institutions that are already able to sell trust rather than just selling school buildings and facilities, or just selling price and ease of learning time to create BOS by developing alternative education that considered to have different patterns, spaces and benefits as demands for real needs that develop in society [26].

Based on these problems, in order for schools to be able to survive, play a role, and compete, an appropriate business strategy design is needed and is supported by an information strategy design that is consistently implemented in facing competition in efforts to improve the quality of education, especially the junior high school level in Pidie Jaya Regency.

Based on the background above, the formulation of the problem is how to design a strategy to improve the quality of education in facing global competition at SMP Negeri 1 Bandar Dua in Pidie Jaya district?

METHODOLOGY

The researcher used a study literature, observation, and study documentation to answer the research question and more information of the focus study. This research did at SMP Negeri 1 Bandar Dua.

FINDING AND DISCUSSION

A. *Blue Ocean Strategi*

Various strategies are implemented by educational institutions to attract potential customers. It is not uncommon for secondary educational institutions to get caught up in competition to get the same potential customers, so they enter into bloody competition (Red Ocean Strategy). So that an educational institution can win the competition, a new strategy is needed, namely the Blue Ocean Strategy by creating its own market so that competition is no longer relevant.

Blue Ocean Strategy (BOS) is a business strategy that implements control of uncontested market space so as to make competition irrelevant. The uncontested market is analogous to the Blue Ocean where organizations play alone without any competitors. On the contrary, the condition of the market space is contested by various parties in any way as if it is bloody, so this condition is analogous to the Red Ocean or the Red Ocean [10] [11] [12] [14].

Blue Ocean Strategy (BOS) is a business strategy that implements control of uncontested market space so as to make competition irrelevant.

Some of the activities carried out at SMP Negeri 1 Bandar Dua, in the view of the author, should use three approaches to competitive strategies to become a superior school, namely cost advantage, differentiation and focus. Besides that, the selection of these activities is mostly based on talents and interests.

The implementation of the Blue Ocean Strategy (BOS) at SMP Negeri 1 Bandar Dua is:

1. Instill skills in students by conducting batik training for SMP N 1 Bandar Dua students
2. Through the application of conducting Computer Based Examinations (UBK) starting from class VII, VIII and IX each semester exam.

3. Developing students' Talents and Interests through OSN and O2SN classes.

Implementation of the Blue Ocean Strategy (BOS) at SMP Negeri 1 Bandar Dua with the aim of growing interest in the world of education that has strong competitiveness in institutions that are already able to sell trust rather than just selling school buildings and facilities, or just selling price and convenience of time learning journey To create BOS is carried out by developing alternative education which is considered to have different patterns, spaces and benefits as demands for real needs that develop in society [15] [16].

Thus SMP Negeri 1 Bandar Dua can create new innovations that have competitiveness in the world of education in improving the quality of education, and can foster trust from the community around SMP Negeri 1 Bandar Dua, Pidie Jaya district.

Relevant to [13] in research that the application of the blue ocean strategy at SMPIT Ibnu Khaldun was able to overcome obstacles and even reach beyond existing demand and make SMPIT Ibnu Khaldun. Panambangan has a high number of interested students, even exceeding the predetermined quota of 100 (one hundred) students.

The difference between Blue Ocean and Red Ocean strategy is as follows:

Red Ocean strategy: compete in the same market space, win the competition, exploit existing market demand, choose between value or cost, integrate the entire system of company activities with a strategic choice between differentiation or low cost.

Blue Ocean Strategy: create uncontested market space, make competition irrelevant, create and capture new demand, break the cost-value exchange, integrate the entire system of company activities with a strategic choice between different or low cost.

BOS is a strategy that refers to a strategy to create new markets that have not been filled with intense competition. The BOS approach emphasizes the balance between value and innovation. The combination of innovation and value requires ways to provide benefits to consumers and companies.

This is done by creating and reaching new demands that have not been considered by competitors.

B. Analisis SWOT

SWOT analysis is carried out on all factors in each function, both internal factors and external factors. Internal factors and external factors are the most important things in making a policy in an educational institution. SWOT analysis is the systematic identification of several factors to formulate a company strategy based on the logic that can maximize Strengths and Opportunities but can simultaneously minimize Weaknesses and Threats [22].

Meanwhile, according to [3] [21] SWOT analysis of Strengths and Opportunities, Weaknesses and Threats is one of the tools that can be used to develop a strategy that is based on the situation surrounding the company that affects the company's performance. [3] [21] argued that SWOT stands for the internal environment of Strengths and Weaknesses as well as the external environment of Opportunities and Threats faced by the business world.

SWOT is applied by analyzing and sorting out various things that affect the four factors, then applying them in a SWOT matrix image, where the application is how strengths are able to take advantage of existing opportunities, how to overcome weaknesses what prevents advantages from existing opportunities, then how strengths are able to deal with threats, and finally how to overcome weaknesses that can make threats become real or create a new threat.

Based on swot analysis at SMP Negeri 1 Bandar Dua are:

Strength:

1. Low Cost (Batik materials are easily available in the student environment)
2. Complete facilities
3. Skilled Teaching Staff (Utilizing existing human resources)
4. Graduate quality standards.

Weaknesses

1. Marketing system of student work
2. Not yet optimal implementation in the community

3. There is no MOU with related agencies (especially the Pidie Jaya District Industry Office)
4. There is no utilization of alumni
5. There is no cooperation with DUDI yet.

Opportunity

1. The high interest of students and parents of students
2. There is support from the Department of Education
3. The batik program is a flagship program at SMP Negeri 1 Bandar Dua

Threats

1. High school competition in the Pidie Jaya district
2. Compete with Dayah schools (Pesantren)

From the existing SWOT analysis, several indicators that need to be improved towards blue oceans include:

- a) Collaboration with district/city governments or related agencies in organizing educational programs for marketing students' work.
- b) Socialization and implementation to the community and education providers in an effort to improve the quality of education.

C. Canvas Strategy

The strategy canvas is a framework for action as well as a diagnosis for building a good Blue Ocean strategy. The strategy canvas is used to map the strategies of 7 companies, by displaying the competition factors where industry competitors compete [10] [11] [12]. The strategy canvas is a blue print to map out the company's strategy, by displaying the competition factors in which industry competitors compete. The strategy canvas is used to diagnose the position of the product that is owned and to diagnose the position of its competitors [14] [20]

The function of the canvas strategy is used to summarize the current situation in the market space which makes it possible to understand where competition is currently taking place, understand what factors are being used as product competition, and find out what competitive value consumers get. Furthermore, the canvas strategy can present the results of the diagnosis in graphical form.

Table 1 The Canvas Strategy at SMP Negeri 1 Bandar Dua for the last 3 years is:

School year	Number of new Students	Number of men	Number of Women
2019 / 2020	198 People	96 People	102 People
2020 / 2021	232 People	110 People	122 People
2021 / 2022	248 People	119 People	129 People
2022 / 2023	257 People	122 People	135 People

D. Reputation

Based on the table above, it can be seen that SMP Negeri 1 Bandar Dua, Pidie Jaya Regency has increased. This can be seen from the number of applicants which has increased every year. In 2020 the number of applicants will be 232 people, in 2021 the number of applicants will be 248 people and in 2022 the number of applicants will reach 257 people.

CONCLUSION

In order to win the competition at the school level, SMP Negeri 1 Bandar Dua needs to implement the Blue Ocean Strategy in the form of improving students' skills and soft skills. Blue Ocean Strategy is one of the many business models that can be or has been adopted in the business world. Its universal principles make it applicable in any field and anywhere. When private educational institutions are involved in mutually detrimental competition, a blue ocean strategy can be adopted to overhaul the old paradigm and get out of competition and make competition irrelevant.

Hopefully, this short paper will provide benefits to the managers of educational institutions in the country, although in general it is only in the form of discourse or maximum facts that are caustic in certain places and have not been officially adopted in the education system such as the ISO system, Total Quality Management and others. At least the Blue Ocean Strategy can become a new paradigm in managing education in the future.

The blue ocean strategy is one of the strategies that may have to be carried out at SMP Negeri 1 Bandar Dua when a company wants to continue to win in increasingly fierce business competition. Because with this, SMP Negeri 1 Bandar Dua can then continue to create innovative products that will be loved by its customers. In this way too, customers will always be able to fall in love with the variety of products offered.

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