Blue Ocean Strategy to Develop School Competitiveness: A Case Study

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Abstract

The large number of educational units organized by the government or the community has resulted in intense competition in recruiting students. This research aims to implement the Blue Ocean strategy at SMP Pelita YPH Sukabumi to win the competition with other secondary schools in Sukabumi. This qualitative research consists of three stages: SWOT analysis, canvas strategy, and four-action frameworks for developing a Blue Ocean strategy. Furthermore, the results showed that to create a new market for SMP Pelita YNH Sukabumi through a Blue Ocean strategy, SMP Pelita YNH Sukabumi needs to (1) eliminate education costs, (2) increase the quality and quantity of teaching staff, facilities and infrastructures, and promotion, (3) reduce the variety of extracurricular activities and focusing on extracurricular in culinary activities, and (4) creating culinary classes and school business units.

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Introduction

A developed nation is a nation that has high-quality human resources. High-quality human resources will be obtained through quality education. Education is a paramount issue in life. It is the key to future success and many opportunities in life since it has many advantages (Malik, 2018). Therefore, education is one of the essential parameters of a nation's development. Aware of the importance of education for the nation's development, various efforts have been made by the Government of the Republic of Indonesia to improve the quality of education for the community. One of the efforts made by the government to ensure the quality of public education is the existence of a 12-year compulsory education policy regulated by the Minister of Education and Culture Regulation Number 20 of 200 (Depdiknas, 2003) 3. As a consequence of this policy, the government must provide formal education from elementary to secondary school.

However, considering the complexity of implementing formal education through schools and the existence of serious problems in the implementation of education in Indonesia, such as gaps in facilities and infrastructure in each region and the inequality of teachers, the implementation of formal education is not only the responsibility of the government but also the responsibility of all Indonesian citizen. Therefore, besides being organized by the government through state education units (state schools), the community can also organize education through private education units (Alkalah, 2016).

Furthermore, since education is a commodity that is always a topic of discussion and is needed by all levels of society, the community's motivation to provide formal education is still very high (Luke, 2004). One of these things can be seen from data from Dinas Pendidikan Sukabumi City, which shows that of the 45 junior high schools in Sukabumi City, only 16 schools are conducted by the government (state schools). In comparison, the remaining 25 are private schools conducted by the community.

The large number of schools organized either by the government through state schools or the community through private schools certainly creates intense competition in recruiting prospective students. Therefore, educational units or schools use various strategies to attract new students. However, educational units and schools generally compete for prospective students in the same market space, also known as the red ocean strategy. Red ocean strategy is a competition in a narrow market space that many competitors contest (Gwal & Gwal, 2016; Kim & Mauborgne, 2014; Saraf et al., 2012).

Considering the description, educational units or schools need a Blue Ocean strategy to win the competition without needing competing with competitors in a narrow market space (Rofiqi & Kolis, 2020; Sarkawi et al., 2015). Blue Ocean strategy emphasizes that companies should not win the competition by carrying out a head-to-head strategy with competitors. It is hoped to find a solution/answer to resolving existing school problems using a framework, analytical tools, and the six principles within.

Blue Ocean's strategy focuses on equality between value and innovation (Figure 1). The combination of values and motivation benefits to consumers and companies (Sunarto & Hasibuan, 2007). Furthermore, an analytical framework is beneficial in designing a Blue Ocean strategy. This analytical framework is adapted from the principles of managing risk effectively,

which can use several tools or instruments (Zulfikar, 2013). These tools or instruments include SWOT analysis, canvas strategy, and a four-step framework (Mardia, 2011; Sarkawi et al., 2015). Based on the description, this research aims to implement the Blue Ocean strategy at SMP Pelita YNH Sukabumi to win the competition with other secondary schools in Sukabumi City.

Methodology

This research used the qualitative method. The qualitative method is a method that uses non-numerical data to comprehend people's beliefs, attitudes, experiences, and behaviors (Tenenbaum et al., 2011). This research aims to describe, reveal, explain, and analyze the value and development of the Blue Ocean strategy at SMP Pelita YNH Sukabumi. Furthermore, the data consists of primary and secondary data. Primary data is obtained through observation and interviews with key informants. Meanwhile, secondary data is in the form of documentation data. In addition, there are three stages in this research, namely (1) SWOT analysis, (2) canvas strategy, and (3) four-step action framework. The four-action framework can be seen in the following figure.

Figure 1. *Four action framework*
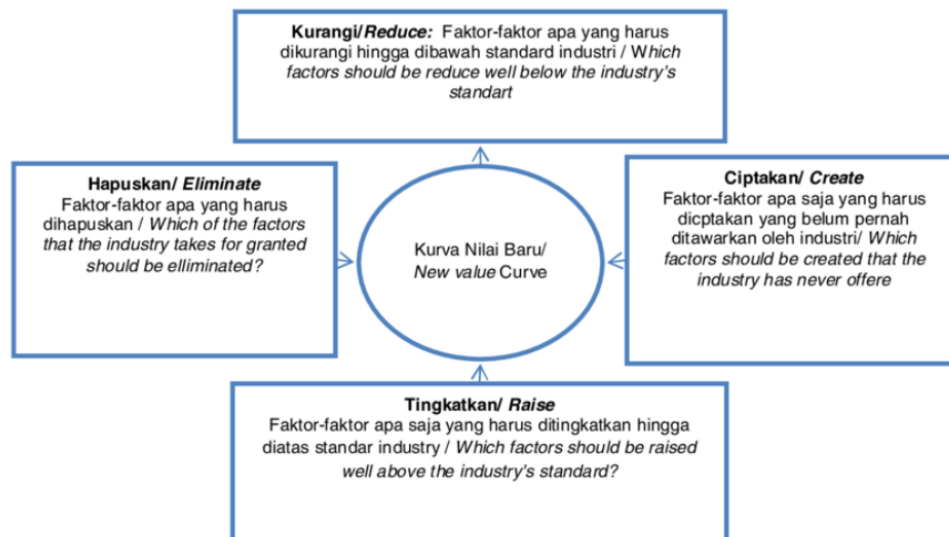
Findings and Discussion

SWOT analysis

SWOT analysis is a good and effective strategy to maximize strengths and opportunities and eliminate or minimize weaknesses and threats. Therefore, if analyzed accurately, this simple assumption will significantly impact on the design of a strategy (Pierce et al., 2014). Strengths, Weaknesses, Opportunities, and Threats analysis better known as SWOT analysis identifies internal and external factors. SWOT analysis is implemented by analyzing and

classifying things that influence the four factors (strengths, weaknesses, opportunities, threats) (Aji, 2018; Astuti & Ratnawati, 2020).

As previously stated, SWOT analysis can be used to identify, analyze, and evaluate internal and external factors that can affect the sustainability of SMP Pelita YNH Sukabumi. SWOT analysis begins by determining strengths (S), weaknesses (W), which are internal factors and opportunities (O), and threats (T) which are external factors (Taruna, 2017). The SWOT analysis results of SMP Pelita YNH Sukabumi can be formulated as shown in Table 1.

Table 1. *SWOT analysis of SMP Pelita YNH Sukabumi*

| **Internal Factors**	
Strengths (S)	*Weaknesses (W)*
- No tuition fees - The teaching staff are skilled and have many academic and non-academic achievements - Various extracurriculars - Availability of business units that students can also use to develop entrepreneurship competencies - Good leadership of the headmaster - Good communication between the school and stakeholders - Accredited	- Limited academic facilities and infrastructure. - The school location is not conducive to the learning process. - Lack of promotion to attract the interest of prospective new students. - Generally, students come from families with a middle to lower socio-economic level.
External Factors	
Opportunities (O)	*Threats (T)*
- The opportunity to be involved in various programs of *Merdeka Belajar*, which the government provides - The opportunity to collaborate with the industries - There is *Bantuan Operasional Sekolah* (BOS) - There is the same opportunity as state schools to participate in various activities organized by the *Dinas Pendidikan Kota* Sukabumi and *Kemdikbudristek*. - There is a tradition passed down from generation to generation by parents to send their children to the same school (little brothers and sisters go to the same school)	- The high growth of private junior high schools in Sukabumi City - The level of trust of some people in private schools is still low.

Canvas strategy

Canvas strategy canvas is an action framework and a diagnostic tool that can be used to design an effective Blue Ocean strategy (Baharuddin et al., 2013). Meanwhile, Sarkawi et al.

(2015) further stated that the canvas strategy is a blueprint for describing company strategy. The canvas strategy is prepared by displaying competition factors in the market space where competitors compete.

Furthermore, Kim and Mauborgne (2005) stated that the canvas strategy summarizes the current market situation so that the current competition can be understood (Kim & Mauborgne, 2014). In addition, through the canvas strategy, information can also be obtained on the factors being used, such as product competition and the competitive value obtained by consumers (Alfarisi, 2019; Wardana & Sitania, 2023). Therefore, the canvas strategy is generally presented in graphical form to facilitate this mapping. Canvas strategy is a tool that allows companies to assess the extent of utility the company has provided for consumers. Canvas strategy has a value curve as a main component. The shape of the value curve that is considered perfect, reflecting the success of the Blue Ocean strategy, has three characteristics: focus, moving away (divergence), and having an attractive motto. The canvas strategy in this research uses five school component variables: costs, teaching staff, facilities and infrastructure, promotions, and extracurricular activities (Figure 2).

Figure 2. *Canvas strategy of SMP Pelita YNH Sukabumi*
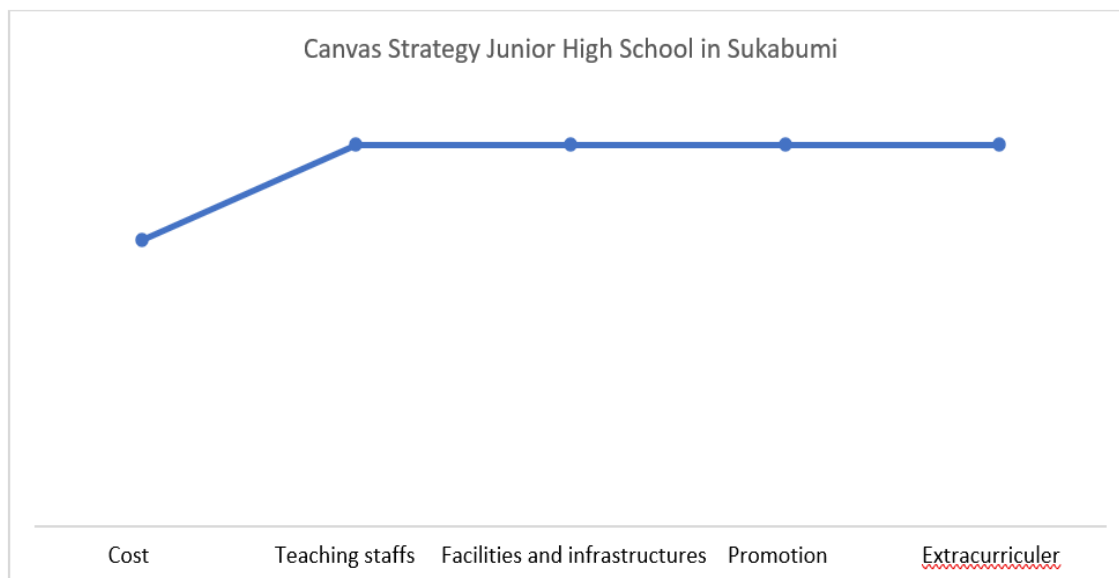
- Cost
  The cost of education at junior high schools in Sukabumi City varies greatly, ranging from no fees such as state schools to high fees such as several Integrated Islamic (IT) schools. Therefore, the average cost of education at junior high schools in Sukabumi City is in the middle category.
- Teaching Staffs
  The qualifications of the teaching staff at junior high schools in Sukabumi City were in a good category, with a percentage of teachers with S1/D4 qualifications of 93.7%

(Alkalah, 2016). However, data from Kemdikbudristek shows that only 55.2% of junior high school teachers in Sukabumi City have professional certificates. In addition, the data also indicates that most junior high school teachers in Sukabumi City are teachers of productive age, dominated by teachers aged 36-40 years. Therefore, the teaching staff at junior high schools in Sukabumi City are in a good category.

- Facilities and Infrastructures
  Pusdatin verification data shows that of the 529 junior high school classrooms in Sukabumi City, only 14 learning rooms were heavily damaged, 45 were moderately damaged, and the rest were in good condition or slightly damaged. Therefore, it can be concluded that the condition of classrooms and academic facilities at junior high schools in Sukabumi City is in a good category.

- Promotions
  Based on the results of observations, junior high schools in Sukabumi City use various promotional strategies to attract the interest of prospective students. This strategy using social media and visiting elementary schools in Sukabumi City. Therefore, the promotion carried out by junior high schools in Sukabumi City is in a good category.

- Extracurriculars
  The results of interviews with several junior high school teachers and students in Sukabumi City show, that in general, junior high schools in Sukabumi City provide and organize extracurricular activities to improve their students' soft skills. These extracurricular activities include Scouts, Paskibraka, Youth Red Cross (PMR), Multimedia Club, Adiwiyata, Sports, Spirituality, Theater, and Dance. This description shows that extracurricular activities in junior high schools in Sukabumi City are in a good category.

Four action frameworks

The four-action framework is one of the tools used to be developed to describe value elements in creating a new value curve (Sarkawi et al., 2015). Similar to Sarkawi et al. (2015), and Baharuddin, et al. (2013) further stated that the four-step framework is a tool for obtaining value innovation in creating a new value curve. Furthermore, to create value innovation, value can be interpreted as efficiency in production costs and creating more value for consumers (Baharuddin et al., 2013). Kim and Mauborgne (2005) suggested four key questions in building a four-step framework. These key questions include (1) What factors must be reduced (reduced), (2) what factors must be removed (eliminated), (3) What factors must be increased (raised), and (4) what factors only have to be created (Figure 2).

Based on the SWOT analysis and canvas strategy results, a four-action framework can be developed at SMP Pelita YNH Sukabumi. As stated previously, key questions in developing the four-action framework for SMP Pelita YNH Sukabumi are 1) What factors should be reduced (reduced), (2) what factors should be removed (eliminated), (3) What factors should be increased (raised), and (4) what factors should be created as shown in Table 2 and Figure 3.

Table 2. *Four action frameworks of SMP Pelita YNH Sukabumi*

Eliminate	Reduce
1. Tuition fees	1. Extracurricular
Raise	**Create**
1. Teaching staffs	1. Culinary art
2. Facilities and infrastructure	2. Business unit
3. Promotion	

Figure 3. *Four-action frameworks of SMP Pelita YNH Sukabumi*
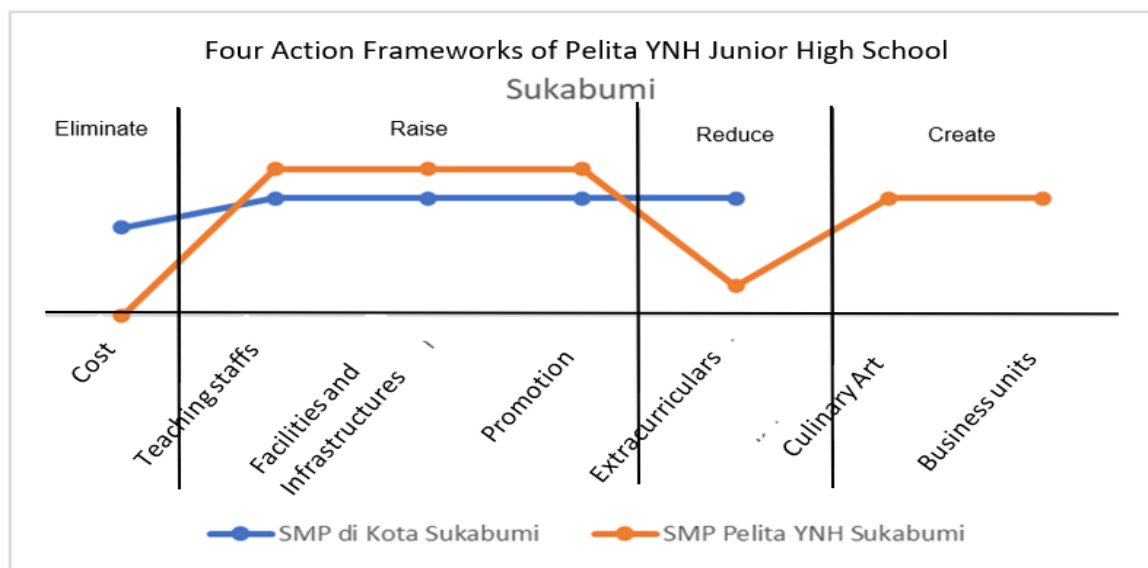
- Eliminate
  Based on the SWOT analysis and canvas strategy results, SMP Pelita YNH Sukabumi has eliminated student education fees. It is the mission of the Pelita YNH Foundation, a non-profit organization that aims to provide educational services to all people in need, especially in Sukabumi City. However, free education costs do not mean that SMP Pelita YNH Sukabumi reduces educational services to students. Therefore, SMP Pelita YNH Sukabumi is trying to obtain financing for education through business units and assistance from government institutions and private institutions.

- Reduce
  The SWOT analysis and canvas strategy results show that the extracurricular activities in junior high schools in Sukabumi City, including SMP Pelita YNH Sukabumi, vary greatly. It indeed requires significant resources in organizing extracurricular activities. Therefore, SMP Pelita YNH Sukabumi focuses on one area of extracurricular activities characteristic of the school: culinary arts. Since it focuses on one area of extracurricular

activities, SMP Pelita YNH can mobilize all available resources to improve the quality of these extracurricular activities.

- Raise
  Based on the SWOT analysis and canvas strategy results, three variables at SMP Pelita YNH Sukabumi must be improved: teaching staff, facilities and infrastructures, and promotion. Increasing educational personnel is not only limited to quantity but also quality. Currently, SMP Pelita YNH Sukabumi has nine academic staff with a minimum qualification of S1/D4. However, only 2 of the 9-teaching staff have professional teacher certificates. The teaching staff at SMP Pelita YNH Sukabumi must be increased to create a compelling new market space.
  Furthermore, the facilities and infrastructure owned by SMP Pelita YNH Sukabumi are also limited. These facilities and infrastructure variables must also be improved to develop an effective and efficient Blue Ocean strategy. Even though it does not charge education costs to students, SMP Pelita YNH Sukabumi can use financial aid or funds from business units to improve school facilities and infrastructure. Lastly, to develop an effective Blue Ocean strategy, SMP Pelita YNH Sukabumi also needs to increase promotion to the community. It is essential to show the public that SMP Pelita YNH Sukabumi has unique characteristics compared to other secondary schools. Promotions can be carried out through social media and other information technology to reduce costs.

- Create

  To create new markets, SMP Pelita YNH Sukabumi must create various innovations to differentiate it from other junior high schools in Sukabumi City. SMP Pelita YNH Sukabumi can develop several innovations to create new market space. Based on the SWOT analysis that has been carried out, the innovation is holding culinary classes and building business units. It is to the strengths of SMP Pelita YNH Sukabumi, where the principal is one of the finalists in a national cooking competition organized by one of the private television stations in Indonesia. In addition, the teaching staff at SMP Pelita YNH Sukabumi are skilled educators who also have business units or business units apart from being teachers at the school.

Conclusion and Recommendations/Implications

Based on the research, the conclusion is that to create a new market for SMP Pelita YNH Sukabumi through a Blue Ocean strategy, SMP Pelita YNH Sukabumi needs to (1) eliminate education costs, (2) increase the quality and quantity of teaching staff, facilities and infrastructures, and promotion, (3) reduce the variety of extracurricular activities and focusing on extracurricular culinary activities, and (4) creating culinary classes and school business units.

Disclosure statement
No potential conflict of interest was reported by the authors.

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