

Analysis Of Competitive Strategies In The Institution Of The XYZ Sharia Economy

Rudi Purnama dan Syukri Lukman

Universitas Andalas

Email: rudipurnamaru@gmail.com dan cuwy52@gmail.com

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ABSTRACT

Referring to the final goal to be achieved by Islamic Economics College (STES) XYZ, from the implementation of the strategy to produce graduates who are knowledgeable, noble, and dedicated, as well as being the center of the development of science, technology and art based on Islamic values, STES XYZ is deemed necessary to work hard to improve the quality that is able to compete with other Islamic economic schools that were established first. So from that by using a qualitative approach this research was made to determine the strengths, weaknesses, and threats and opportunities of STES XYZ with the aim of obtaining the right competitive strategy that can be applied in achieving competitive advantage. The data analysis technique in this study uses 3 stages, first is the input technique with the Internal Factor Evaluating (IFE) Matrix, the External Factor Evaluating (EFE) Matrix, and the Competitive Profile matrix (CPM) matrix. Second, the matching stage in the form of a SWOT Matrix and Internal External Matrix (IE) to produce alternative strategies through the Quantitative Strategic Planning Matrix (QSPM). In addition, a balanced score card is also applied in this study to measure the quality of indicators. From the analysis obtained, STES XYZ has great potential in business development as in education. On the basis of this writing stage, researchers used the QSPM (Quantitative Strategic Planning Matrix) method to recommend a Market Development Strategy to improve school quality in competing with competing schools.

Keywords: EFE Matrix, EFI Matrix, CPM, SWOT Matrix, IE Matrix, QSPM, Balanced Score Card

INTRODUCTION

The development of a sharia-based economy of Indonesian state establishes a sharia-based school with good standards and quality of developing a better Islamic sharia economy in Indonesia. It also is supported by Indonesia's population which is Muslim and gives hope of promising sharia economic development. In fact, along with economic development and the development of a number of sharia-based tertiary institutions which have slightly increased in Indonesia, both public and private, shows that the economic system has begun to develop and vary. This also reflects that the community has been quite aware of the benefits of the development of Islamic Economics in Indonesia.

While the large number of schools / colleges that exist, both public and private, XYZ Islamic Economics College does not lose to compete in developing systems and improving quality in order to compete with other universities. This can be seen from the spirit of STES XYZ in realizing aspirations as a knowledge center, a center of excellence, a center for spiritual development, and establishing a leading tertiary institution that can answer and approve and challenge the future in the 21st century. In realizing those goals, it must be supported by various parties and supported by a variety of factors including seeing opportunities to improve their position.

One of the steps taken in the development of sharia economic college is the application of strategic planning. a solid strategy is a strategy that is built based on for a fundamental understanding of the needs of the intended market segment. A good understanding will be able to read your desires, needs, and hopes all consumers who are packaged in the target segment of marketing (Sukardjono, 2016). It is needed to benefit the foundation in various aspects and increase competition. The results of strategic planning that can determine the direction of decision making, provide work decisions to achieve the superiority of the XYZ Islamic Economics College.

To formulate a strategy, referring to the vision and mission, it provides clarity about the direction in which an organization will move forward and in what way the company achieves. On the other hand universities are deemed necessary to carry out a strategy by analyzing internal capabilities using the SWOT method (Strengths, Weaknesses, Opportunities and Treatments). Thus universities should be able to develop a variety of marketing activities so that the goals and objectives well, one of them by creating a successful market, environmental adaptation and competing winners will increase the interest of prospective students to study at these universities (Nanang, 2015). This is done to be able to find out the strength or competitive advantage and weaknesses of the organization or company, in this case the university. Therefore, this study tries to use a second analysis (External and Internal) in developing a strategy based on generic strategies that Peter argues and in addition to use other strategies that are relevant and support research analysis. the strategy must shift from competing for product or service leadership to competing in leadership for core competencies. Core competence must be a major factor for strategy formulation because it is an important source of profitability (Sabah Agha, 2012)

Nowadays every university must have the right strategy to win or defeat the competition of other universities. In accordance with the strategy, it is expected to provide references and direction for organizations or companies to oppose and the challenges at this time also that will come with regard to the strengths and weaknesses requested by each company. It is not surprising to develop quality and improve universities propagating on the system boarding-based education. In Rohman's study

(2016) by using a SWOT analysis the education system based on pesantren was developed by maintaining the value of the pesantren itself. It is concluded that one of the strategies used to compete with other universities is to maintain the education system used, so that quality is maintained.

Currently, modern universities develop and implement strategies that are distinguished by the characteristics of management used to ensure the competitiveness of educational organizations, including strategies that support market demand in terms of qualifications, strategies that support the quality of study programs, and etc. Those strategies related to external (example; market demand) and internal (example; quality of study programs).

In 2016 there was a phenomenon that occurred in both State and Private Universities which was a very drastic decrease in the acceptance of new students. With this phenomenon prolonged, it will increase a risk and a negative impact on universities mainly in private universities. The decrease in the number of new students will cause the less income. One of the causes of the loss of prospective new students in private higher education is because they the state universities that continue to increase their quota of majors or new study programs year after year. Moreover, some the criteria of accreditation are added, because the community at this time are smart, in which place of colleges he chose if they did not graduate. In general, people choose institutions that have one minimum B accreditation, because that will greatly affect the their work later devoted to BUMN, Banks and others that meet B. Therefore, before making strategic decisions in the future, a university needs to do an analysis to understand where the strategic position of a university is in a particular province's higher education industry competition. (Nofrizal & Soviyanti, 2018) .

Based on the background of the topic and conditions as described above, the research questions that will be discussed in this study are:1. What is the Vision, Mission and Philosophy of the XYZ Islamic Economics College?, 2. What is the position of the XYZ Islamic Economics College in the competitive order of universities in West Sumatra?, 3. What are the opportunities and challenges of the external environment of the XYZ Islamic Economics College in West Sumatra? 4. What are the strengths and weaknesses of the XYZ Islamic Economics College in West Sumatra? 5. What alternative strategies and strategies are chosen in running the organization of the XYZ Islamic Economics College in West Sumatra?.

The scope of the research is only located in the aspects of the XYZ Islamic Economics College with internal evaluation with the Internal Factor Evaluation Matrix (EFI), while the external evaluation uses the External Factor Evaluation Matrix (EFE) then analyzed in the CPM Matrix, then follow alternative strategies and QSPM Determined to determine strategic priorities and the Balanced Scorecard.

THEORITICAL FRAMEWORK

Strategic Management

Strategic Management is very much needed in the organization's strategic planning. Strategic Management can be defined as art and science in formulating, implementing and deciding functional decisions that make the organization obtain approval. As expressed in this definition, management strategies obtain management of integration, marketing, finance and accounting, production and operations, research and development, and information systems to obtain the success of organizations. Because strategy is a tool to achieve goals, then the management strategy terminology must have

three characters at once, namely: unifying (uniting) that is uniting all parts of the unit / division, completing (comprehensive) that is including all sources related to strategy, and integral (integrated) that is, all strategies will match or fit all levels.

The development of the company or particular organisation which is increasing highly, the more the company needs strategy to maintain its success for long period of time. Management management is an important process for business entities (Wibowo, Handayani, & Lestari, 2017). Therefore, strategic management is the final decision and managerial action that determines corporate planning in the long run (Hunger & Wheelen 2003). From this definition, strategic management prefers as a collection of decisions and actions of company managers to reach agreement in the future. The aim of strategic management is to find and create new and different opportunities for tomorrow.

Competitive Strategies in Education

Several strategies definitions were put forward by experts. A competitive strategy is the search for competitive positions that are profitable in an industry, the fundamental arena in which competition occurs. Competitive strategies question the favorable position and can oppose the forces that determine industrial competition, which in the end is to overcome and change the rules that are in accordance with the interests of the company

. Company's competitiveness strategy can be used in higher education institutions that are managed and operated in a market environment. The trend of the international education system is currently heading towards greater autonomy and self-government that has changed which is complete for those who bear the responsibility for managing the institution. Of course, choices must be made nationally by looking at education policies, which adhere to the rules of safety. Regarding decisions, the education plan must look at school trends in planning that will determine competition and the development of relationships in a highly competitive environment. Greater autonomy for educational institutions that are approved with market approval that increases significantly. Education which is a public service driven by professionals engaged in market-driven services that are also supported by customers. Therefore, strategic management needs to integrate various aspects of education to ensure the best economic and educational outcomes.

Service Marketing Strategy

In education such as school institutions, colleges and others can be classified into product offerings forming services. Instutusi offers a system for consumers, it is necessary to support strategies in marketing services. According to (Kotler & Armstrong, 2012). because to market services is not enough only with traditional marketing, because in addition to the nature of the services agreed above, it also facilitates the production process and organizational systems that support internal organizational system service businesses that are not desired by the Customer and the physical and personal environment that is seen by the customer. Therefore, marketing services not only uses external marketing, but also uses internal marketing.

The activities carried out in the marketing are as follows: a. External marketing, discusses activities carried out by companies to prepare, regulate prices, prepare and collect services for customers. b. Internal marketing, company activities to train and motivate companies to be able to serve customers well. c. Interactive marketing, understands the expertise of employees in serving clients, because clients assess quality not only provides technical quality but also functional quality. Kamayuda & Krismanda (2016) in their analysis put forward facts supporting schools in determining

differentiation strategies by including; educational curriculum and programs, facilities, easy access, educational processes, services and post-service education. Moreover, There are several things that need attention and applied by schools in using differentiation strategy, namely the school must have a teacher with a level of creativity that is high, long-term school focus, collaboration the high among the teachers, the interaction of the teacher complementary, sufficient teacher attention on the quality and strengths of education, there is a balance between educational outcomes with the education process, and owning High discuss the discussion of conditions at his school (Kamayuda, 2016).

Marketing Services in education

If it is seen from developments in the world of education the competition between educational institutions is getting tougher if they want to survive, compete and become superior then it should be taken seriously. The advantages of each institution are relatively specific so that they are able to develop well. If they are not able to follow and compete in the development of complex educational institutions, they will be unable to compete and not demand the possibility of going out of business (Bashori, 2017).

Moving in the field of education, the company needs to develop strategies in marketing to get maximum results, it is necessary to promote Marketing education services needed by customers can be provided in various ways that allow the provision of information containing brochures, educational promotion packages, educational services, transportation assistance and transportation of educational information through communication and social media such as videos and social networks. Marketing of education services is also inseparable from the quality of education offered. The quality of good and quality education services will increase the interest of customers to use these educational services. Because the quality of good education services will produce competencies that are in accordance with the fields of interest and are needed which are the goals of educational institutions.

Developing marketing strategies for PTS systematic thought and is used as a coordinating guideline for the unit Activities that involve their responsibilities, involve vision, mission of the organization that has become a commitment (Setyawan, 2015). PTS marketing strategy are policies and rules that give direction in managing marketing in an integrated and mintegrated manner consider internal and external conditions.

Organizational performance is measured using subjective measurements that are based on the perceptions of the organization's staff and managers on various dimensions of organizational performance measurement. Some indicators used to measure PTS performance seen from the number of students are: 1. The target of student acquisition is the successful achievement of the target number of students set by PTS each year. 2. Increasing the number of students is the growth rate of the number of students that increases every year 3. Minimization of the number of students leaving / stopping college is a decrease in the number of students dropping out / quitting college (Gozali & Nurchayati A, 2015). Moreover Some strategies can actually be carried out by educational institutions that want to win competition between institutions. Some factors that most influence the competition of educational institutions include: 1. Location, in general educational institutions will look for locations that are easily reached and have access to related sectors so that this factor is one of the comparative advantages to compete with other educational institutions. 2. Excellence values, examples of the strengths of the curriculum applied, human resources, infrastructure, to the excellence of cooperation (Efferi, 2014)

METHODOLOGY

This study includes applied research (applied research) when viewed from the ultimate goal of this research is solving problems that exist at the study site (Sugiyono, 2013). The purpose of the study in this study was an exploratory study with qualitative studies. Explorative studies are not related to discuss what will happen, or there is no information available about the same problem or research that discussed in the past.

Techniques for collecting data

Data collection uses several methods, namely: 1. observation where the researcher chooses non-participant observation. In the case of non-participants, researchers have never been directly involved in the actions of actors (doers), but have not succeeded in their visual agreement. This observation will produce indirect research on the object of research and activities carried out at STES XYZ. 2. Interview, researchers can interview all levels related to the object of research, such as informants obtained from satkeholder. 3. Questionnaires, questionnaires distributed to informants who have been interviewed, not structures for weighting and assessment of strategic factors (Important Factors / Success) about internal (strengths and success factors) and external (external and influential) XYZ Islamic Economics College in the environment education.

Varaiabel Operations

SWOT analysis is a means of campus analysis through Campus strategic factors (strengths, weaknesses, opportunities, and threats). From the results of the analysis of Quantitative Strategic Matrix Planning (QSPM) it can be seen that the best strategy that researchers recommend that is flexible to be implemented at STES XYZ is the market building strategy with an activity score of 6.68.

Internal-external Matrix

The results of the Internal - External (IE) matrix above can refute the XYZ Islamic Economics College in accordance with cell I, so the Islamic Economics College has alternative strategies to grow and develop.

Grand Strategy Matrix

Based on the IFE matrix data consisting of strengths and weaknesses of 3.24 and EFE data consisting of opportunities and threats of 3.28. So you can talk about the XYZ Islamic Economics College placed in quadrant I, namely: 1. Strategy I (Build Market). This strategy reveals market segmentation in order to create a new market. Strategy 2 (Market Penetration) This strategy is to increase the broader market through massive marketing efforts. Alternative strategies offered by researchers with online registration that have attractiveness and a lot of ease of registration and contribution through Islamic content so that the results of an increase in the number of students are obtained. Strategy 3 (Unrelated diversification). This strategy offers a product or service that has just been linked to relevance. The alternative strategy offered by the researcher is the auditorium for farewell activities

**Balanced Scorecard
Teaching and Learning Perspectives**

Based on the results obtained by researchers, the average score of 4 variables in the growth and learning perspective is 4.23 so that it can be categorized very well.

Table1. Growth And Learning Perspective

Variable	Total Score	Total Respondent	Avarage Score
1	109	26	4,19
2	115	26	4,42
3	112	26	4,31
4	110	26	4,23
Avarage			4,30

Table 2: Internal Business Process Perspective

Variable	Total Score	Total Respondent	Avarage Score
1	96	26	3,69
2	111	26	4,26
3	118	26	4,54
4	108	26	4,15
Avarage			4,16

Based on the results obtained by researchers the average score of 4 variables in the perspective of internal business processes is 4.16 can be categorized very well..

Table 3: Customers' Prespective

Variable	Total Score	Total Respondent	Avarage Score
1	111	26	4,27
Avarage			4,27

Based on the results obtained by researchers the average score of 4 variables in the internal business process perspective is 4.27 so that it can be categorized very well.

Table 4: Financial Prespective

Variable	Total Score	Total Respondent	Avarage Score
1	111	26	4,27
Avarage			4,27

Based on the results obtained by researchers the average score of 4 variables in the internal business process perspective is 4.27 so that it can be categorized very well.

The results of this interview will be presented as the stake holders' opinions or assessments of performance measurement variables using the Balanced Scorecard.

Tabel 5: Performance Measurement

Determined perspective	SCORE	Prespective weight	ScoreX weight
Learning and participation perspective			
A. The effectiveness of the system for recruiting funds for lecturer and education	4,19		1,26

staff selection.			
b. Proportional which supports lecturers and education staff.	4,42	30 %	1,33
c. Increasing the number of lecturers and education staff / certification of advanced expertise within the framework of HR development.	4,31		1,29
d. Teacher Satisfaction and Education Satisfaction.	4,23		1,27
Total Learning Perspective Scores and campaigns	17,15		5,51
Internal Business Process Perspective			
a. Obtaining good international / regional / national ratings from credible rating agencies.	3,69		1,29
b. Increasing the amount of research conducted by lecturers.	4,26	35%	1,49
c. Index of good student cumulative achievement.	4,54		1,59
d. Increase student excellence in academic fields and / or interests and talents	4,15		1,45
Total Internal Business Process Perspective Score	16,64		5,82
Customer Perspective			
A. STES student satisfaction Manna Wa Salwa to lecture services	4,27	20%	0,85
Total Customer Perspective Scores	4,27		0,85
Financial Perspective			
A. Budget absorption	4,27	15%	0,64
Total Financial Perspective Scores	4,27		0,64
Overall Score (Perspectives 1,2,3 and 4)	42,33	100%	12,82

CONCLUSION

Based on the STES XYZ Vision Mission, the philosophical foundation of the XYZ Islamic Economics College was delivered by the chairman of the foundation H. Riza Muhammad, Lc who was blessed by the God of the Hereafter. The meaning of the name STES XYZ is a dish from the sky. To realize the blessing of Allah in the Hereafter in Surat Al-Baqarah verse 152 reads "You remember Me, I also remember you", so humans remember God that God actually remembers his people. To do that, the letter Al-Araf verse 205 reads "Name the name of your Lord in your heart by humbling yourself and fear and by not raising the voice in the morning and evening and do not be among the negligent". Called by those who remember that Allah is a believer, the believer gains the benefit of the world and the hereafter (QS: Al-Anfal 45). So that we want to be successful in the world and the hereafter by carrying out God's commands in God's way.

There are still academics who are poorly understood, the mission, goals and objectives which are supported with an average of 3.63. The lack of sharing of sharia

knowledge with the academic community is related to communicating the core values of special competencies in sharia principles developed by study programs to wider stakeholders with an average of 3.54. The lack of optimal implementation of integrated information and administration systems from each study program at STES Manna Wa Salwa with an average of 2.88. There is no instrument for determining the performance assessment of the implementation of the Tri Dharma College with an average of 2.96. The low interest of prospective students compared to the ability or capacity so that the tightness of selection is not high enough with an average of 2.77. This means that the container is limited to the development of student interests, abilities and needs with an average of 3.27. There are still no lecturers who are educated S3 2.38. There is still a lack of lecturers who have heads of lecturers with an average of 1.69. Not optimal lecturers in applying the SLC learning method with an average of 3.04. The unrealized use of e-learning as a learning media in improving the teaching and learning process with an average of 3.12. The main funding source is obtained from students with an average of 3.42. Infrastructure facilities that are still far from facilities with an average of 3.62. Not yet socialized research or community service in higher education with an average of 3.31. There are no studies involving students 3.19.

Based on the results of the analysis using the IE matrix with axis at the total point of IFE ($X = 3.24$) and the total matrix EFE ($Y = 3.28$) resulting in the strategy of the XYZ Islamic Economics College in the "strong" position in the external environment and "strong" in the internal environment Then in cell I which is compiled as a "growth and development strategy". When correlated with the results on the SWOT matrix, 4 are created, namely: 1. SO strategies (strength-opportunities), 2. WO strategies (weaknesses-opportunities), 3. ST strategies (strenght-treaths), 4. WT (weaknesses-treats)). This method uses the QSPM method (Quantitative Strategic Planning Matrix). Discovery of Market Development Strategy with Total Attactiveness Score (TAS) 6.68.

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