

Strategic Business Units and SWOT Application in Business Management Strategy

Business
Management
Strategy

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ABSTRACT

This research aims to explain the analysis of the implementation of strategic management in SMPT Daarul Muttaqien through a review of the Strategic Unit Business (SBU) and SWOT analysis. In the application of SBU, Glueck, Hunger and Wheelen theory is used, while SWOT analysis uses Fred R. David matrix theory. In this study, the method used is qualitative descriptive with secondary data collection using observation and interview techniques. The results of the study show that Daarul Muttaqien Integrated Islamic Boarding School Foundation in the SBU analysis is more suitable to use the Combination strategy while still taking advantage of the advantages but must adapt to developments in the world of education. In the SWOT analysis, the management strategy that can be used is Progressive Strategy, namely daring to take advantage of the strengths it has and take the business opportunities it faces.

Keywords: Education, Strategic Management, SWOT, Strategic Unit Business

ABSTRAK

Penelitian ini bertujuan untuk menjelaskan analisis penerapan manajemen strategi di Yayasan Pesantren Terpadu Daarul Muttaqien melalui tinjauan Bisnis Unit Strategis (SBU) dan analisis SWOT. Pada penerapan SBU menggunakan teori Glueck, Hunger dan Wheelen sedangkan analisis SWOT menggunakan teori matrix Fred R. David. Pada penelitian ini metode yang dipakai adalah deskriptif kualitatif dengan pengumpulan data sekunder menggunakan teknik observasi dan wawancara. Dari hasil penelitian menunjukkan bahwa, Yayasan Pesantren terpadu Daarul Muttaqien dalam analisis SBU lebih cocok menggunakan strategi Combination dengan tetap memanfaatkan keunggulan-keunggulan namun harus beradaptasi dengan perkembangan di dunia pendidikan. Pada analisis SWOT strategi manajemen yang bisa digunakan adalah Strategi Progresif yakni berani memanfaatkan kekuatan yang dimilikinya dan mengambil peluang bisnis yang dihadapinya.

Kata kunci: Pendidikan, Manajemen Strategi, SWOT, Unit Bisnis Strategis

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INTRODUCTION

Strategic management is a structured process involving three main stages: formulation, implementation, and evaluation of strategic decisions to achieve the organization's main goals, including its vision and mission. In the context of educational institutions, strategic management plays an important role in ensuring that the organization can adapt to changes in the external environment. This can include changes in policy, technology, community needs, and global trends in education. In addition to adapting to external factors, strategic management also focuses on maximizing the internal potential of educational institutions, such as human resources, infrastructure, and technology owned (Basuki, 2023; Khoirudin et al., 2023; Hamid & Muadin, 2024). With optimal utilization, educational institutions can be more effective in achieving their long-term goals, such as improving the quality of education, expanding access, and contributing to the development of science. According to Fumasoli & Hladchenko (2023) and Gozin (2023), strategic management in educational institutions not only helps organizations respond to challenges but also provides a strong foundation for taking advantage of new opportunities. A well-formulated strategy allows educational institutions to be more flexible in dealing with change and more competitive in the midst of global competition. In other words, strategic management provides a clear direction for educational institutions in achieving their vision while ensuring that they remain relevant and responsive to developments around them (Khakim et al., 2023; Haris, 2023; Tahir et al., 2023). This process is essential to maintaining the sustainability and long-term success of educational institutions in an ever-changing world.

Daarul Muttaqien Integrated Islamic Boarding School Foundation (*Yayasan Pesantren Terpadu Daarul Muttaqien/YPTDM*) in Surabaya is an educational institution involved in various strategic business units (SBU). Several units managed by this foundation include Islamic Boarding Schools, Islamic Welfare Institutions (*Lembaga Kesejahteraan Islam/LKI*), Al-Qur'an Education Parks (*Taman Pendidikan Al-Qur'an/TPQ*), Day Care, Integrated Islamic Elementary Schools (*Sekolah Dasar Islam Terpadu/SDIT*), Integrated Junior High Schools (*Sekolah Menengah Pertama Terpadu/SMPT*), and Playgroups/Raudhatul Athfal (*Kelompok Bermain/Raudhatul Athfal/KB/RA*). Each educational unit managed has an important role in helping the foundation achieve its main goal. YPTDM's vision is to provide in-depth religious education to students, combined with character development. The foundation is committed to educating the younger generation who are not only superior in religious knowledge, but also have noble morals that form the basis of their daily behavior. In addition, the foundation also prepares students to become future leaders based on Islamic values. Each educational unit under YPTDM plays its respective role in achieving these goals. For example, Islamic Boarding Schools provide comprehensive religious instruction, TPQ focuses on learning the Qur'an, while SDIT and SMPT provide formal education integrated with Islamic values. Day Care and KB/RA provide early education based on religion, helping to shape children's character from an early age. With a good structure and management, YPTDM strives to create a holistic educational environment, covering spiritual, academic, and moral aspects, in accordance with the foundation's vision and mission in producing superior and noble future generations (Keban et al., 2019).

YPTDM faces challenges that come not only from the internal environment, but also from broader external factors. Some of these external challenges include competition with other educational institutions, where each institution tries to offer more attractive programs and facilities for students and parents. In addition, changes in educational regulations that continue to change, both from the government and related agencies, force YPTDM to continue to adapt in order to remain in accordance with applicable standards. Technological developments are also an important factor that changes the way teaching and learning are carried out in today's education world. Technology affects teaching methods, curriculum, and how students interact with subject matter and teachers. Educational institutions must be able to follow the latest technological trends

so as not to be left behind and remain relevant amidst rapid changes. Facing these challenges, the implementation of effective strategic management is very important for YPTDM. Good strategic management will help the foundation plan and implement the steps needed to overcome these obstacles. With the right strategy, YPTDM can ensure that they remain competitive in the education industry, and are able to thrive amidst increasingly fierce competition. In addition, this strategy will also allow YPTDM to utilize technology optimally, so that the teaching and learning process becomes more effective and efficient. The implementation of appropriate strategic management is key for YPTDM in facing internal and external challenges, as well as ensuring that the foundation can continue to grow and compete in an ever-evolving educational environment (Bulut-Sahin et al., 2023; Darsyah, 2023).

This study focuses on the implementation of strategic management at the Daarul Muttaqien Integrated Islamic Boarding School Foundation (*Yayasan Pesantren Terpadu Daarul Muttaqien/YPTDM*). The main objective is to analyze how this foundation manages its Strategic Business Units (SBU). One of the approaches used in this analysis is the SWOT (Strengths, Weaknesses, Opportunities, and Threats) method. Through SWOT analysis, researchers attempt to identify four main aspects that influence the foundation's strategic management. First, the strengths aspect describes the internal advantages possessed by the foundation, such as resources, capabilities, or reputation that can be utilized to achieve strategic goals. Second, weaknesses refer to internal limitations that can hinder the foundation's performance, such as lack of infrastructure or suboptimal management of human resources. Furthermore, the opportunities aspect reflects external factors that can be utilized by the foundation to develop, such as technological developments, educational trends, or opportunities for cooperation with external parties. Meanwhile, threats are external factors that have the potential to become obstacles to the foundation's success, such as tight competition in the education sector or changes in government regulations. By using this SWOT analysis, this study provides a comprehensive picture of how YPTDM utilizes internal strengths and external opportunities to overcome weaknesses and face threats. The ultimate goal is to help the foundation formulate more effective and sustainable strategies to achieve long-term success amidst the dynamics of the ever-changing external environment.

LITERATURE REVIEW

Strategic Business Unit (SBU) is an independently managed business unit within a large organization. Each SBU has a specific target market and strategic objectives that are tailored to the market conditions in which the unit competes. Thus, although under a larger parent organization, each SBU operates with a separate strategy and management, allowing them to focus on their own business and market goals. According to Fisher & Govindarajan (1993) and Wasik & Handriana (2023), SBUs are formed when a company has grown and developed its business strategy. Managing several SBUs facilitates financial control, human resources, and production and operations, because each unit can focus on their specific tasks (Taty & Yulianto, 2016; Sudiantini & Hadita, 2022). This also allows the parent company to be more flexible in dealing with operational complexity. In the context of non-business organizations, the SBU concept can also be applied. For example, in the Daarul Muttaqien Integrated Islamic Boarding School Foundation, educational units such as the Integrated Islamic Elementary School (*Sekolah Dasar Islam Terpadu/SDIT*), Integrated Junior High School (*Sekolah Menengah Pertama Terpadu/SMPT*), and Al-Quran Education Park (*Taman Pendidikan Al Quran/TPQ*) function as SBUs. Each unit has its own responsibility in supporting the overall vision and mission of the foundation, although they operate independently in terms of strategy and operations. Thus, the application of the SBU concept helps both business and non-business organizations in managing complexity and achieving operational efficiency by grouping various activities into smaller and more focused units.

The SBU analysis at the Daarul Muttaqien Integrated Islamic Boarding School Foundation, the theory of Jauch et al. (1980) will be used, which states a strategic framework with a focus on four strategic options: expansion, retrenchment, stability, and combination. The strategy developed by Glueck according to Wall Street Mojo is an Expansion Strategy that focuses on increasing market share, entering new markets, or launching new products. Usually used when a company is looking for faster growth or diversification (Sono et al., 2023; Arifah, 2023). Second, the Stability Strategy aims to maintain the current position in the market without significant changes (Siregar & Alamsyah, 2024). The focus is on stable growth or maintaining existing conditions. The Retrenchment Strategy (Shrinking) which is used when the company is facing financial difficulties, with the aim of reducing costs and streamlining operations by cutting less profitable areas. Finally, the Combination Strategy, which involves a mix of expansion, stability, and shrinkage depending on the needs of various units within the institution or organization. This strategy is often used in organizations that have various business units and each requires a different approach (Simanjorang et al., 2023; Iswahyudi et al., 2023; Vaidya, 2024).

Based on an interview with the Head of Administration of YPTDM, the school implements a Combination Strategy in managing the learning program. This strategy aims to maintain the existing learning program while introducing new programs that will be developed in the future. One important aspect of this strategy is strengthening relationships with existing parents. The school strives to build better communication and increase parental involvement in their children's education process. In addition to maintaining relationships with existing parents, the school also actively attracts prospective new parents. To achieve this goal, the school tightens the student admission selection process, ensuring that only students with high competencies can be accepted. This not only improves the quality of education, but also the school's reputation in the community. In order to expand its reach, student admissions are announced through social media. This strategy allows the school to reach prospective students who are outside the Surabaya area, thus increasing the opportunity to get quality students from a wider area. The school also offers scholarships for students who show academic potential and special talents. These scholarships are expected to attract the interest of high-achieving students who may have financial constraints. With these steps, YPTDM strives to improve the quality of education and attract more quality students, while creating a better learning environment for all students. Through the Combination Strategy, the school is committed to continuing to develop and innovate in the world of education.

The Daarul Muttaqien Integrated Islamic Boarding School Foundation is committed to increasing the capacity and efficiency of learning by utilizing digital devices in the educational process. In an era of rapid technological advancement, the use of digital tools is important so that the education provided is in accordance with the times (Amelia, 2023; Muktamar et al., 2023). The integration of this technology aims to facilitate more interactive and interesting learning for students, as well as increase the effectiveness of the teaching and learning process. As part of its efforts to improve the quality of education, the Foundation also establishes partnerships with further education institutions, such as Senior High Schools (*Sekolah Menengah Atas/SMA*) and Universities. This partnership is expected to support the continuity of students' education after they complete their education at the Islamic boarding school. With this collaboration, students can obtain better information and access regarding further education options, as well as get support in the transition from Islamic boarding school education to other formal educational institutions. In addition, the Foundation utilizes communication platforms such as Google Classroom to assist in coordinating assignments and announcements to students. Through this platform, students can easily access learning materials, submit assignments, and communicate with teachers. Google Classroom also makes it easier for teachers to monitor student progress and provide direct feedback. Meanwhile, Zoom is used as a means to ensure fast and timely

communication between teachers and students. With Zoom, learning sessions can be conducted online, allowing students to stay connected with teachers even in situations that limit face-to-face meetings. The use of this technology not only increases efficiency but also expands access to education for students at the Daarul Muttaqien Integrated Islamic Boarding School Foundation.

METHODS

In this study, the method used is descriptive qualitative with secondary data collection through observation and interview techniques. This study focuses on the Daarul Muttaqien Integrated Islamic Boarding School Foundation, with the aim of analyzing the Strategic Business Unit (SBU). The application of SBU refers to the theory put forward by (Hunger & Wheelen, 2003). While the SWOT analysis uses the matrix theory introduced by (David et al., 2016). The qualitative method was chosen because its purpose is to describe new phenomena, especially those related to strategic management in companies or agencies. This study aims to find empirical facts directly in the field, so the use of qualitative methods is considered very appropriate. According to Bogdan & Taylor (1975), the qualitative method is a research approach that produces descriptive data, where researchers try to produce writing or pronunciation that reflects the observed reality and the behavior of research subjects. In this context, researchers must record in detail what is seen and heard during the research process. This is very important because the information obtained in the field will become concrete data that can be used to support the analysis. Thus, qualitative methods not only function as a tool for collecting data, but also as a means to understand the context and dynamics that exist within the organization, so that they can provide a more comprehensive picture of the SBU and the potential possessed by the Daarul Muttaqien Integrated Islamic Boarding School Foundation.

RESULTS

The research conducted on the implementation of strategic management at the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation produced several important findings. The Strategic Business Unit (SBU) analysis shows that this foundation is more suited to implementing a combination strategy (Gupta, 1987). This is due to its ability to utilize various advantages while still adapting to changes and developments that occur in the world of education today. This combination strategy includes a combination of various approaches, such as curriculum development, improving the quality of teaching, and adjusting to market needs. The Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation shows the ability to utilize existing resources, both in terms of facilities, teaching staff, and teaching methods used. By utilizing these advantages, the foundation can provide quality education services that are relevant to the demands of the times. In addition, the success of this strategy also depends on the foundation's ability to respond to the dynamics that occur in the education system, including technological advances and changes in student needs. The foundation must continue to evaluate and innovate to ensure that the methods applied remain effective and efficient (Mwanake et al., 2024). In this case, adjusting the strategy is key to maintaining the foundation's position as a superior educational institution. The implementation of effective strategic management at Yayasan Pesantren Terpadu Darul Muttaqien Surabaya will help achieve long-term goals and provide a positive contribution to the development of education in the area. This study shows that success in implementing the right strategy can have a significant impact on the quality of education provided.

In the application of strategic management analysis at the SBU of the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation, there are two main aspects analyzed, namely product analysis and market analysis (Putra & Hermawan, 2023). In product analysis, the foundation is committed to maintaining existing old programs, such as the Tahfidzul Qur'an program, which is one of the

foundation's flagship programs. In addition, the foundation is also trying to add new programs, including the introduction of foreign language classes such as Arabic and English. With the addition of this program, it is hoped that it can increase the attractiveness and relevance of the foundation amidst the increasingly diverse development of educational needs. Furthermore, in market analysis, the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation has a strategy to retain old customers and expand market share (Prasetyawan, 2021). One of the steps taken is to tighten the selection of student admissions. In this way, the foundation ensures that accepted students have high competence and can follow the programs offered well. In addition, the foundation also utilizes social media to announce student admissions. This strategy aims to reach prospective students from areas outside Surabaya, thereby increasing the chances of registration. To further attract prospective students, the foundation offers scholarships for students who show academic potential and special talents. With these strategies, Yayasan Pesantren Terpadu Darul Muttaqien Surabaya hopes to strengthen their position in the education market, attract more quality students, and continue to contribute to the world of education in Indonesia. Overall, the implementation of this SBU strategic management analysis is an important step to achieve the foundation's long-term goals.

SBU analysis of the function of the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation shows an increase in business capacity and efficiency through several strategic activities. First, this foundation accommodates digital devices to ensure that learning can keep up with the latest technological developments. With digital devices, the teaching and learning process becomes more interactive and relevant to the needs of the times. In addition, the foundation is also actively building partnerships with various educational institutions, such as high schools and universities. This collaboration aims to expand the network and improve the quality of education offered. The use of communication platforms, such as Google Classroom, is one way to facilitate the coordination of tasks and announcements, thus facilitating communication between teachers and students. Zoom meetings are also used as a means of fast and timely communication, allowing all parties to connect even though they are in different locations. This shows the commitment of the Darul Muttaqien Integrated Islamic Boarding School Foundation in utilizing technology to improve operational effectiveness. The results of the SWOT analysis conducted using the matrix by David et al. (2016) show that SMPT Daarul Muttaqien is currently in a growth or stabilization position. From this analysis, it can be concluded that the business strategy that needs to be implemented is hold and maintain, which is commonly known as market penetration and product development. This strategy aims to maintain the position that has been achieved and seek new opportunities to develop products that are relevant to the needs of the community. By implementing this strategy, the foundation is expected to continue to grow and contribute more to the world of education.

The results of the Strength (S) analysis of the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation show that the available facilities and infrastructure are sufficient to support the smooth running of teaching and learning activities. The foundation's environment is equipped with decent worship facilities, creating a conducive atmosphere for students to learn and worship. In addition, the service at this foundation is relatively friendly, providing comfort for students and parents in interacting with the management. The Darul Muttaqien Integrated Islamic Boarding School Foundation also establishes good cooperation with the local community and several partner schools. This relationship allows for the exchange of knowledge and resources that can improve the quality of education at the foundation. The organizational management that has been implemented has been running effectively, with a clear division of authority and job specification descriptions. This contributes to the smooth implementation of teaching and learning activities, allowing each party to carry out their duties and responsibilities properly. In an effort to improve the quality of education, this foundation also focuses on preparing its graduates. Each student is

equipped with adequate knowledge and skills to be ready to continue their education to a higher level. Thus, Yayasan Pesantren Terpadu Darul Muttaqien is committed to producing quality graduates, who not only excel in academics but also have good morals. This overall analysis illustrates that this foundation has many strengths that support the development of education and the character of students, making it a good choice for parents who want to provide quality education for their children (Noori, 2015).

The results of the analysis of the weaknesses (Weakness/W) of the Darul Muttaqien Surabaya Integrated Islamic Boarding School Foundation show that the use of technology in the teaching and learning process has not been maximized by students, teachers, and employees. Data obtained from field observations indicate that the lecture method still dominates learning activities in this Islamic boarding school. Although Information Technology (IT) should be an efficient tool in supporting learning, in reality this has not been fully implemented. In daily teaching and learning activities, teachers prefer a traditional approach that relies on delivering material verbally rather than utilizing technological tools and media that can improve student interaction and understanding. The lack of utilization of this technology can result in low student learning motivation and limitations in mastering digital skills that are important in the modern era. Therefore, it is important for the foundation to identify strategic steps to increase the use of technology in education, such as training for teachers and students so that they are more familiar with the use of IT tools in the teaching and learning process.

The results of the analysis related to the opportunities owned by the Darul Muttaqien Integrated Islamic Boarding School Foundation Surabaya show several positive aspects. First, YPTDM has qualified and professional teaching staff. These teachers are graduates of various well-known universities, which of course support a good education process at this foundation. High quality teaching is expected to have a positive impact on student development and the overall quality of education. The relationship between YPTDM and the surrounding community is also very good. This harmonious interaction creates a conducive environment for teaching and learning activities. One important factor contributing to this good relationship is the active role of the school committee. The school committee serves as a bridge between the foundation and the community, facilitating communication and cooperation in various activities. The local community also plays an active role in various events, including the Commemoration of Islamic Holidays (*Peringatan Hari Besar Islam/PHBI*) and other activities. Community participation in these events not only strengthens social ties, but also increases awareness of the importance of education among residents. This activity is a means to introduce educational values to the community, so that they feel more involved and have responsibility for the development of the foundation. With qualified teaching staff and good relations with the community, YPTDM has a great opportunity to develop further. This can create a supportive environment for students in pursuing education, as well as improve the foundation's reputation in the eyes of the community (Noori, 2015).

The results of the analysis of threats at the Darul Muttaqien Integrated Islamic Boarding School Foundation (YPTDM) Surabaya show several significant issues that need to be addressed. First, YPTDM has not succeeded in setting clear targets for acceptance into well-known or favorite senior high schools (SMA) or vocational high schools. This indicates a deficiency in the new student admission strategy, which can impact the foundation's reputation and appeal in the eyes of the public. The analysis also revealed that students' academic achievement in several subjects is still not optimal. Although there have been some achievements at the district and provincial levels, these achievements have not been consistent and only cover a few subject areas. This indicates the need for improvements in the approach to learning and training students to prepare them for various academic competitions, such as competitions or Olympiads. One factor that contributes to this situation is the lack of adequate mentoring from the school. Effective mentoring is essential to developing students' potential and ensuring they can compete at a higher level. Therefore, more attention needs to be given to

improving existing guidance and training programs. Another issue is related to the salary standards for teachers and educational support staff which are still inadequate (Raddats & Burton, 2011). Lack of incentives can affect teachers' motivation in carrying out their duties, which in turn affects the quality of education received by students. Thus, there needs to be a comprehensive evaluation of existing policies and practices to improve the quality of education at YPTDM. Based on the theory and facts of the strategic management of the Daarul Muttaqien Integrated Islamic Boarding School Foundation, it is explained in Figure 1.

Analisis Strategi SWOT		
<p>INTERNAL</p> <p>EKSTERNAL</p>	<p>STRENGTH : KEKUATAN</p> <ol style="list-style-type: none"> 1. Memiliki komunitas dan organisasi yang mendukung 2. Memiliki budaya sekolah yang positif 3. Memiliki lingkungan sekolah yang aman dan strategis 4. Memiliki kurikulum karakter dan tahfidul qur'an 5. Terdapat beasiswa bagi siswa berprestasi 	<p>WEAKNESS : KELEMAHAN</p> <ol style="list-style-type: none"> 1. Masih menggunakan kurikulum lokal belum internasional 2. Ketergantungan pada pendanaan eksternal yayasan 3. Jumlah tenaga kerja pendidik terbatas 4. Keterbatasan ruang kelas 5. Kurangnya fasilitas outdoor dan ekstrakurikuler
	<p>OPPORTUNITY : PELUANG</p> <ol style="list-style-type: none"> 1. Memiliki hubungan kerjasama yang baik dengan pihak pendidikan lain 2. Pengembangan keterampilan, teknologi dan kurikulum 3. Mendapatkan pendanaan eksternal seperti TFG, BOS dan Bopda 4. Pemanfaatan media sosial seperti : Instagram, Tiktok, dan lain-lain 5. Minat/kepercayaan wali murid dan siswa 	<p>Strategi SO</p> <ol style="list-style-type: none"> 1. Menambah kerjasama di bidang pendidikan dan sarana prasarana dengan pihak mitra terkait 2. Mensosialisasikan program keunggulan sekolah kepada khayalak stakeholders 3. Melaksanakan system penjaminan mutu sekolah dalam rangka pemenuhan kepuasan stakeholders 4. Membangun trust (kepercayaan) masyarakat dengan meningkatkan School Branding.
<p>THREATS : ANCAMAN</p> <ol style="list-style-type: none"> 1. Perubahan kebijakan pemerintah terkait PPDB sekolah 2. Ketidakpastian kondisi ekonomi 3. Peningkatan biaya operasional 4. pendidikan Persaingan dari sekolah sejenis 5. Adanya isu sosial 	<p>Strategi ST</p> <ol style="list-style-type: none"> 1. Memperbaiki mutu sekolah 2. Meningkatkan prestasi baik regional maupun nasional 3. Membentuk program Beasiswa bagi siswa berprestasi 4. memperbaiki branding sekolah dan alumni 5. mengevaluasi dan memperbaiki kurikulum yang ada 	<p>Strategi WT</p> <ol style="list-style-type: none"> 1. Merancang program partisipasi biaya orang tua disesuaikan kemampuannya untuk pengembangan mutu sekolah 2. mencari sponsor untuk kegiatan sekolah 3. mencari lahan baru untuk perluasan unit sekolah 4. menambah SDM guru / pengajar sesuai bidang keilmuannya 5. meningkatkan kurikulum berstandar internasional

Figure 1. SWOT Strategy Analysis of Daarul Muttaqien Integrated Islamic Boarding School Foundation

So, if the analysis of the implementation of strategic management of the Daarul Muttaqien Surabaya Integrated Islamic Boarding School Foundation is described, both externally and internally, the school management has implemented policies well, although improvements are needed in several parts of management (Elbashir et al., 2011). The integration of planning concepts by considering the results of the environmental potential analysis is very necessary in order to meet the challenges and prospects that exist in the future. It is hoped that by knowing the potential of existing institutions, both from internal factors (Strengths and Weaknesses) and from external factors (Opportunities and Threats), it can provide an overview of the formulation of policies that must be carried out in order to optimize all existing potentials and conditions as well as possible. So that Strategic planning can be arranged systematically in accordance with school objectives.

CONCLUSION

Yayasan Pesantren Terpadu Daarul Muttaqien Surabaya can implement Combination Strategy and Progressive Strategy to utilize its strengths and seize existing business opportunities. Combination Strategy involves combining internal strengths with external opportunities, while Progressive Strategy focuses on continuous development and innovation. To achieve this goal, the foundation can carry out several activities. First, expand cooperation in the field of education and infrastructure with related partners. This will not only strengthen existing resources but also improve the quality of education provided. In addition, socializing the school excellence program to stakeholders is an important step. In this way, the public will be more aware of what the foundation offers and how the program can provide benefits. Furthermore, the implementation of a school quality assurance system needs to be carried out to meet the

satisfaction of stakeholders. By measuring and improving the quality of service, the foundation can ensure that all parties are satisfied and believe in the quality of education provided. Building public trust is also very important; therefore, improving School Branding must be done. This includes improving the image and reputation of the school in the eyes of the public. The foundation also needs to focus on improving the capabilities of educators and education personnel. Training and professional development programs for teaching staff can improve the quality of education. Finally, the establishment of a scholarship program for outstanding students will be an incentive for students to perform better and attract new students to join the foundation. With these steps, the Daarul Muttaiqen Integrated Islamic Boarding School Foundation can grow and make significant contributions in the field of education.

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