
STRATEGIC MANAGEMENT BASED ON CADET EDUCATION AT SMAN 5 TARUNA BRAWIJAYA

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ABSTRACT

The acceleration of information requires the public to demand educational attainment following the wishes and demands of the times. The Covid 19 pandemic should not be solely used as a single factor as a cause of the failure of educational institutions to defend themselves against the public trust. At present, the inability to understand the condition of educational institutions and market demands means that many institutions must close or merge to save their existence. This study uses qualitative methods, in-depth interview techniques, observation, and document excavation. Senior High School 5 Taruna Brawijaya is supported by the implementation of strategic management, which can be classified as work, namely, changing the vision, mission, and goals of the institution, sharpening the reading of internal and external challenges, implementing cadet-based school branding, implementing policies, and implementing financing policies. Senior High School 5 Taruna Brawijaya Kota Kediri has succeeded in becoming a driving school, and this has increased trust and competitiveness in the community.

Keywords: strategic management, education, cadets.

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INTRODUCTION

The market segment targeting public trust is one identifier for implementing strategic educational services management (*Buku Ajar Manajemen Strategi (Teori Dan Aplikasi)*, 2020). Because mistakes in identifying will impact the wrong implementation of strategic management, this will affect the existence of institutions and competitiveness for educational institutions. This is because the current condition of society, assisted by the acceleration of information, makes it possible to identify academic institutions.

The acceleration of information requires society to demand educational attainment following the wishes and demands of the times. The organization no longer fully believes that students' future is based solely on fate. However, a bright future is a series of processes that will be achieved through educational institutions. According to Heene and Sanchez, this public awareness makes the face of an educational institution not only interpreted as a service or service institution but as a business company (Mohebi, 2019) (Allui & Sahni, 2016).

At present, the failure to understand the condition of educational institutions and market demands means that many institutions must close or merge to save their existence. Survey results from the Organization for Economic Cooperation and Development (OECD), as much as 10% of higher education institutions in Indonesia had to be closed due to not having competitive strength in 2018. This condition was getting worse, with an increase of more than 15% due to the spread of

Covid 19. The biggest factor is that public trust has decreased as a result of the inability of schools to manage market strategies (Fradito, 2016).

According to Sri Haningsih, educational institutions face big managerial problems in this condition. The results of Sri Haningsih's research show that the failure of top-level educational institutions to gain public trust is strongly influenced by the ability to exist human resources to take strategic and measurable steps (Sholihah, 2018) (Latorre-Medina & Blanco-Encomienda, 2013). The Covid 19 pandemic should not be solely used as a single factor as a cause of the failure of educational institutions to defend themselves against the public trust. The Covid 19 pandemic is an accelerated test of the ability of human resources in academic institutions to carry out management.

The efforts to increase public trust as a competitive advantage carried out within a strategic management framework have proven to yield very good results. The indicator is an increase in the number of students who enter when new students come (Dwiayama, 2019). SMK Bina Insan I Cirebon carried out this phenomenon. The strategy developed is broadcasting capability improvement services for students. Likewise, what was done by MA YPP Babakan Jamanis to increase its brand in the market. MA YPP Babakan Jamanis uses a marketing strategy based on graduate competency innovation based on social media. As a result, at the acceptance of new students in 2020, MA YPP Babakan Jamanis received a 50% increase in students compared to the previous year (Widiantari et al., 2022).

Based on the results of these previous studies, it is important to see the implementation of education-based strategic management at SMAN 5 Taruna Brawijaya Kediri City. In this context, the Author looks at the dynamics of implementing strategic management at State Senior High School (SMAN) 5 Taruna Brawijaya Kediri City. Senior High School (SMA) 5 Taruna Kota Kediri was originally called Senior High School (SMA) 5 Kota Kediri. The addition of the name Taruna shows the courage of existing human resources in targeting a clear market segment. The name Taruna sends a very strong message that Senior High School (SMA) 5 Taruna is a school provided for the public who want to send their children to have a career in the world of defense at the Indonesian police and national army levels. This name also conveys that the characters instilled discipline, a spirit of nationalism, and a healthy culture.

According to the Author's observations, the learning culture follows the big vision of the cadet's name-embedding fund. In its image, teaching and learning activities produce graduates worthy of being Cadres of National Leaders with Noble, Smart, Superior, and High Integrity Characters. The word that is attached meaning to Taruna is high integrity. As for its implementation, children or students are placed in dormitories during the teaching and learning process with a very tight schedule that must be implemented. Dressing during teaching and learning activities equates to army or security defense service uniforms.

Senior High School (SMA) 5 Taruna Kota Kediri can be said to be an example of the success of revolutionary innovation with the application of strategic management compared to high school schools in Kediri City and its surroundings. So far, innovation as a form of strategic management at the high school level is solely selling the ability to work in companies and developing language skills which is one of the prerequisites for ease of continuing studies at well-known campuses. In fact, for these two skills, course institutions provide shorter time than schools of up to 3 years. This means that high schools in Kediri City see the same market opportunities as course institutions.

According to the school's deputy principal, as one of the names change teams, Senior High School (SMA) 5 Taruna Brawijaya was built based on a shared awareness of making improvements for a long time. However, the momentum came when there was a discourse or policy by Governor Soekarwo to carry out a transformation at the senior high school level that would print or produce graduates who would become members of the defense and security. It is also undeniable the role of all existing human resources (HR) wants Senior High School (SMA) 5 Brawijaya to be able to compete and gain measurable public trust.

Like tit for tat, the role of alums in driving change is also very large. The alums, with colleagues outside the City of Kediri, became the first batch of very large material students. The request to the school was stronger by wanting a dormitory as part of military-based learning. Although, it is also undeniable that the parents' desire for children during their teenage years is excessively dependent on cell phones.

Senior High School (SMA) 5 Taruna Brawijaya is one of the senior secondary schools that has received enormous public trust. This is proven in the acceptance of new students; SMAN 5 Taruna Brawijaya is included in the five favorite school categories. Another proof is that SMAN 5 SMAN 5 Taruna Brawijaya can become a superior and leading school. At the level of fellow cadets, SMAN 5 Taruna Brawijaya is the high school with the most student acquisition in East Java. So, the purpose of this study was to analyze strategic management based on cadet education at SMAN 5 Taruna Brawijaya, Kediri.

METHOD

Based on the formulation and research objectives, this research is an in-depth study to obtain complete and detailed data. This study aims to get an in-depth description of the implementation of education-based strategic management in a qualitative approach. According to Best, as quoted by Sukardi, a qualitative approach is a "research method that seeks to describe and interpret objects according to what they are" (Kurniasih & Zuhriyah, 2017). Prasetya revealed that "qualitative research is research that explains facts as they are" (Anggito, AlbiAnggito, A., & Setiawan & Setiawan, 2018). "A qualitative approach was chosen because it can describe and understand the meaning underlying participant behavior, describe complex settings and interactions, explore to identify types of information, and describe phenomena" (Syafei et al., 2020).

This research is expected to describe the data as a whole and intact regarding the communication strategy. Applicatively, in this research, the researcher tries to understand in advance the meaning of the event and its relation to the communication strategy in attempting to enter the conceptual world of the subjects being studied in such a way that it is easy to understand what and how those around them develop an understanding. Events in everyday life (Sugiyono, 2013). This research seeks to understand the meaning of events and people's interactions in certain situations. A phenomenological approach uses a theoretical orientation or theoretical perspective to understand the importance of events and interactions of people (Zahroh, 2013). This approach is used by observing the phenomena of the subject's conceptual world, which are monitored through their actions and thoughts to understand the meanings composed by the subject around everyday events. Researchers try to understand the issue from the subject's point of view by not ignoring interpretation and making conceptual schemes.

This research was conducted at State Senior High School (SMAN) 5 Taruna Brawijaya Kediri City. SMA Negeri 5 Kediri is one of the senior high schools in Kediri City, East Java. This school is located on the slopes of Maskumambang Hill, Mount Klotok, Kediri City, East Java, and is the only school in Kediri with a natural forest right behind the school. Addressed at Jalan Selomangleng No. 2 City of Kediri, East Java. Senior High School (SMA) Negeri 5 Kediri is the first school to receive the title of National Adiwiyata at the high school level in Kediri. Senior High School (SMA) 5 Taruna Brawijaya is geographically close to the Mobile Brigade Headquarters and the TNI Headquarters, so the potential for collaboration can be done more quickly. The learning atmosphere can be achieved by utilizing these two dimensions' facilities and infrastructure.

Based on the type and research approach, followed by in-depth interviews, observation, and document excavation. Interviews were conducted with the transition team and school principals (Moleong, 2017). Comments were made to the research locations (schools and dormitories). As material or document data following the research focus, the researcher reads and views documents in transitional proposals and evaluation results documents every year.

RESULTS AND DISCUSSION

The current condition of Senior High School (SMA) 5 Taruna Brawijaya is the result of the transformation of Senior High School (SMA) 5 Brawijaya, Kediri City. When it became Senior High School (SMA) 5 Brawijaya Kota Kediri, this school had not yet received a significant public response. In each ranking based on student income, Senior High School (SMA) 5 Brawijaya gets an average no above 6. This condition shows that there is a need for increased competitiveness, which has an impact on the amount of public trust.

The low trust of Senior High School (SMA) 5 Brawijaya can be described based on the SWOT analysis developed by the Status Transfer Team. According to the Team Leader, Senior High School (SMA) 5 Brawijaya always gets students with the criteria as leftovers when they are not accepted at a similar public school. "The average number of students who get it is because they are not accepted at other public schools rather than private schools," said Nuribi Hariyanto. On the other hand, facilities and infrastructure are still very limited to meet the wishes of the public, looking for a differentiator from other schools.

The special program offering that is superior is the same as most other schools, namely English. However, the fundamental weakness is the school's location on the city's outskirts, on the slopes of a mountain, which limits access to public transportation. This condition causes parents to provide special vehicles, such as motorbikes. This weakness makes people who want to send their children to Senior High School (SMA) 5 Brawijaya must increase their funding.

In this context, it can be understood that challenges will be very easy to face with opportunities if market segments are more specific. According to Kotler and Keller, a market determination will determine the accuracy of the strategy to find maximum results. This is like what automotive companies do, which always analyze market segments before producing goods.

At that time, the team had the results of the market determination analysis. Namely, students had a wish, parents had a desire, and there was a fee. The determination of this segment is the result of an analysis of the potential to seize the market. According to Nuribi Hariyanto, there are three criteria for reading market segments, namely:

1. There is a student's desire, there is a fee, but the parents do not wish,
2. There is a desire of parents, and there is a cost, but the child has no passion,
3. Parents and children have a desire, but there is no cost.

Based on that category, the target market segment has three components: parents have a desire, students have a passion, and costs also exist (Christopher et al., 2013). To fulfill this, the strategy is to convince SMAN 5 Brawijaya to change into Senior High School (SMA) 5 Taruna Brawijaya, a new face with a cadet-based learning system. This change guarantees to produce alums who can make it easier to achieve the aspirations of students and parents.

The analysis results were conveyed to the Governor of East Java, Soekarwo, and Governor Khofifah. This was done as a form of seriousness for the entire team to get results. They were allowed to change the name of Senior High School (SMA) 5 Brawijaya to Senior High School (SMA) 5 Taruna Brawijaya. At the same time, the market analysis results are used to carry out a strategy with a measurable pattern (strategic management) at SMAN 5 Taruna Brawijaya, Kediri City. "We conveyed this reading to the governor and the TNI to get approval to transfer the name. To gain more trust, we also convey measurable strategic steps to manage and develop existing potential," said the Deputy Head of the Status Transfer Team.

At the same time, trying to convince the Governor of East Java and Kasat TNI, Andika Perkasa, the team formulated reform steps at Senior High School (SMA) 5 Taruna Kediri City. An understanding of modern management covers these steps: planning, implementing, evaluating, developing, and controlling. These steps were formulated and written in a guidebook for implementing education within 25 years.

The steps for implementing strategic management based on vocational education are as follows:

1. Changes in the Vision, Mission, and Goals of the Institution

The new naming impacts adding or changing the vision, mission, and objectives of the State Senior High School (SMAN) 5 Taruna Brawijaya Kediri City. The concept and mission are as follows: "The Realization of a Cadre of National Leaders with Noble, Smart, Superior, and High Integrity Characters." While its mission is as follows:

- a. Strengthen faith and devotion to God Almighty.
- b. Strengthening nationalism, self-sacrifice, and love for the motherland.
- c. Build a soul of leadership and managerial.
- d. Growing exemplary in thought, word, and deed.
- e. Building a spirit of independence, entrepreneurship, and innovation.
- f. The tradition of scientific and academic ways of thinking
- g. Develop effective communication skills and global competitiveness.
- h. Foster excellence, competition, and creativity in various fields.
- i. We are strengthening our concern for nature and the environment.

Changes in vision and mission are like giving a new spirit or power to the Senior High School (SMA) 5 Taruna Kediri City institution. In strategic management, the vision and mission are the driving force for the movement and development of the institution. This vision is an accumulation of long-term and short-term thoughts from reflecting on existing problems. For this reason,

strong reflection on the image and mission always intersects directly with organizational morale (the philosophical aspect of the institution's establishment).

2. Sharpening Reading of Internal and External Challenges

One formulation of implementing strategic management is updating data on internal and external challenges. In this context, the work carried out by Senior High School (SMA) 5 Taruna, Brawijaya, Kediri City uses the same method, namely SWOT analysis (Rangkuti, 2018). Even so, the framework of thinking is improvement and development. That way, the variables used as measurements are increased—for example, the opportunity for alums. At the beginning of its establishment, alums were only oriented toward the four dimensions of defense and security. However, with the development of challenges and demands, alums can enter four dimensions on international standard campuses. Evidently, on November 3, 2022, Senior High School (SMA) 5 Taruna Brawijaya City of Kediri collaborated with Malaysian High School in the framework of the ability to carry out scientific integration.

3. Implementation of Youth Education-Based School Branding

It cannot be denied as a school is a service institution, and the brand occupies a very important place (Subianto, 2020). The cadet brand has a very significant impact on increasing public trust. The Taruna brand becoming public awareness is a school that can produce students with a very high disciplinary character, like the military. The same goes for alum admissions. One of the strategies developed by Senior High School (SMA) 5 Taruna Kediri is to provide promotional letters to all institutions that have the potential to use their alums. The institutions to which the letters were written were of 4 dimensions: the police, air force, navy, and army. In addition, well-known campuses with international standards, for example, UNAIR, UI, and Brawijaya.

Another strategy is to use alum networks. The SMKN 5 Taruna Brawijaya program in Kediri City is to appoint student representatives to record and manage alums so that they remain involved in developing and increasing public trust. According to Nuribi Hariyanto, alum management is an absolute must because it can bring blessings or positive value to individuals and institutions. For example, some alums want their juniors to have archery skills. Finally, that way, the school is not too difficult to provide archery skills for children.

4. Implementation of Policy-Based Strategy

Grindle argues that, in theory, public policy is a process of politics and administration (Subianto, 2020). So, it cannot be denied that policies often deal directly with a person's sense of satisfaction even though policies are formulated through and considering the conditions following the rules of policymaking. The policy can also be understood as its driving force for members of the organization to carry out the strategy that has been set. That way, the policy is an important component that educational institutions must own.

SMAN 5 Taruna Brawijaya City of Kediri implements learning policies using curriculum 13 with cadetship. All components must support the implementation of the learning. One of the policy implementations, Senior High School (SMA) 5 Taruna Brawijaya City of Kediri, asked teachers from Kodim V Brawijaya to become teachers. The hope is that the achievement of learning based on vision and mission and framed by policies can be obtained easily.

5. Implementation of Financing Policy

The context of financing through two paradigms, namely income and spending. All are framed in internal policies that refer to national guidelines. For example, in income. The source of income is regulated so that the state will finance state school revenue. However, it is permissible to ask students for funding following the provisions of needs that the state cannot meet, for example, dormitories and other developments. Income is allowed from the results of legal business management and does not conflict with the law, such as making videos on YouTube. Meanwhile, financial spending is based on spending standards determined by the state finance agency. So far, Senior High School (SMA) 5 Taruna Brawijaya, Kediri City, has implemented financial management to support the strategic direction of developing cadet-based education in a healthy and accountable manner.

CONCLUSION

The results of this study can be concluded that the change of name from Senior High School (SMA) 5 Brawijaya City of Kediri to Senior High School (SMA) 5 Taruna Brawijaya City of Kediri is one of the important pillars in increasing trust and competitiveness in society. Senior High School (SMA) 5 Taruna Brawijaya, Kediri City, is one of the only schools compared to the others. Another success of SMAN 5 Taruna Brawijaya City of Kediri is that Senior High School (SMA) 5 Taruna Brawijaya Kota is a driving school. This development is also supported by the implementation of strategic management, which can be classified as work, namely, changing the institution's vision, mission, and goals, sharpening the reading of internal and external challenges, implementing youth-based school branding, implementing policies, and implementing financing policies.

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