

STRATEGY PLANNING FOR TIARA BUNDA ELEMENTARY SCHOOL BANDUNG

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Abstract—Education is one of the important things to create good human resources. It is purpose to improve their potential which is to have a spiritual power, self-control, manner, intelligent, attitude nobility, and skills for themselves, community and the nation. There are some levels of education. Education level is a step which is set based on the improvement of the students, the purpose, and the improvement skills. Tiara Bunda Foundation Bandung runs an education business established on October 12, 2006. Provide from preschool to elementary. But for this paper, author focus on the elementary. The research method used is to analyse the internal and external situation in Tiara Bunda School. Questionnaire also used to find information from internal respondents (parents) and some external analysis such as the school's competitors or the new curriculum challenges. The result of this study is to find some suitable strategies to increase customer's trust, as well as the teachers and the learning methods Also expected to be the solution about problems for Tiara Bunda development

Key Words : Elementary school, uniqueness of learning, external and internal situations, business strategy

1. Introduction

School profile

Founded on the ideals of good education for children, it is located at Batununggal Indah Estate I no. 58,74-76, Bandung, West Java. Purposefully built in a residential for more accessibility thus reducing easily the problem of the shuttle. The number of the student in one class also limited in order to be guided to the optimal. Because of God Mercy, in 2012 Tiara Bunda Elementary has been appraised and accredited from Department of National Education. By acquiring an A score, it is expected people will put more trust in this school. Besides the compulsory education, there are some additional lessons to stimulate the development of the right brain, such as music, art and craft, lesson will absorbed properly. Music has been proven to be effectively increasing a supporting atmosphere for the students to study better.

Logo and motto

- a shield : School gives values of live to protect students in unpredictable situation
- a ring : Describe a family
- three jasmines : Teachers and students expected to be proud and make improvement for school and nation.
- a cross : Tiar a Bunda School is based on Catholic Religion
- blue colour : Describe calm and peaceful situation
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Figure 1. school logo

(sources : Tiara Bunda Elementary)

“Knowledge and skills are tools but the workman is character”
motto

The Scope of Education

Table 1. Scope of Education

levels	time	Number of teachers
Preschool <ul style="list-style-type: none"> • Apple class (min age of 2 years old) • Orange class (min age of 3 years old) 	09.00 – 11.30 08.00 – 10.00	2 or 3 persons
Kindergarten <ul style="list-style-type: none"> • K1 (min age of 4 years old) • K2 (min age of 5 years old) 	07.30 – 11.30 07.30 – 12.00	2 persons
Elementary (min age of 6 years old) <ul style="list-style-type: none"> • Grade 1 – 3 • Grade 4 – 6 	07.30 – 13.00 07.00 – 14.00	1 homeroom, other subject teachers

(source : Tiara Bunda Elementary)

Vision, Mission, and Purpose

Vision : to be the first choice for quality education.

Priority : intelligence, good character, creativity, innovation, and fear of God.

Mission :

- To develop quality, confident, independent, responsible, and cultured human resource
- To create good ambience of learning. Comfortable, safe, and well organized for the best result of education
- Always try to give a good educational service according to the community needs and demands of times.

Purpose :

- To take part in government program in educating people
- To nurture children to be an independent, smart, tough, and spiritual
- Form a comfortable and safe learning ambience for children

Organizational Structure

Lead by Head Foundation of Tiara Bunda, supported by staff and accounting. There is General Coordinator who is responsible of all member of this school.

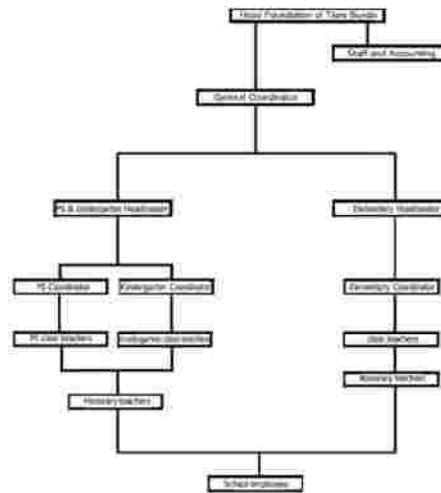
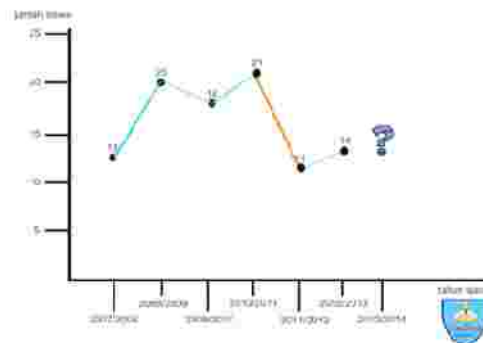


Figure 2. Organization Structure

2. Business Issue

Consider that school is an educational institution that has a considerable contribution for children development, where an early ages is a golden age of life, makes parents have to be more precise when it comes to choosing the right school for their child. This reason also makes improvisation for Tiara Bunda to always provide the best. Such as always trying to provide good education, teachers, facilities, and good environment. Tiara Bunda realized that environment change, there are many schools for parents to choose. Because of that, Tiara Bunda must have some good growing strategy to face it. The number of the registered student is still instable.



*prediction class maximum : around 20 students
 admission graphic from 2007 – 2012
 Figure 3. Elementary Admission Graphic

Conceptual Framework

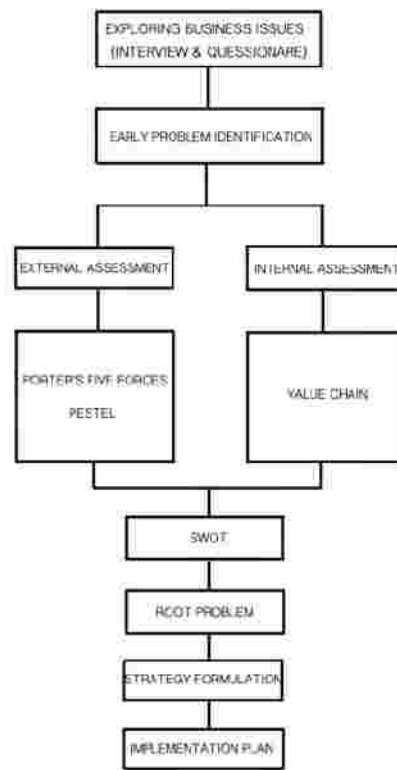


Figure 4. Conceptual Framework

To find the problem that might happen in the study activity, on April 10, 2013, Tiara Bunda Elementary gave parents questionnaires. Out of the 97 questionnaires distributed to the parents, 86 respondents submitted their responses. There were some occasional issues such as :

For the quality of teaching methodology, more than half of entreviewee agree with 52% result, 36% disagree, 3.5% strongly disagree, 6.9% strongly agree, and 1.15% abstain.

For teacher's qualification, the result is quite balance with 45.3% entreviewee disagree and 44.1% agree. 8.12% strongly disagree and 2.3% said strongly agree.

Most of the entreviewee agree with the learning hour with 79% result and the rest 15.1% strongly agree, 3.5% disagree, 1.2% strongly disagree and abstain

Half of the entreviewee agree (40%) and the other disagree (43%) about Tiara Bunda Elementary facilities. But 10.5% choose strongly agree, 4% strongly disagree while 2.3% abstain.

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Finally, for the benefit is proportional with the gain profit, more than half entreviewee agree with 55.8% result. While 31% disagree, 7% strongly agree, and 6.2% strongly disagree.

There are some extracted issues from result explanations of the questionnaire above. Such as :

- a. problem in bahasa Indonesia teacher
- b. some distinction method in english lesson
- c. lack of outdoor playing area

Based on business issues above, then there was a need to run a research to locate the source of the problem. What problem was actually faced by the school and what needs maintaining or improving. Porter's Five Forces and PESTEL are used for the external analysis meanwhile Value Chain used for the internal analysis situation.



Figure 11. Porter's Five Forces

Table 2. Competitors

Batununggal :
- St. Aloysius Elementary School
MekarWangi House settlement:
- BPK Penabur Elementary School
- Bintang Mulia Elementary School
- Harapan Kasih Elementary School
Kopo :
- Bina Talenta Elementary School
- Bina Bakti Elementary School



Figure 12. School Competitors

- Bargaining power of buyers
The provision of educational cost is adapted to the school itself. A famous school that is known to set a high standard, definitely offers an expensive cost. But tough competition forces the schools to make some reasonable adjustment.

- Threat of new entrants

New comers are definitely the threats to the business, this is also true for schools. Senior / old school which can not compete or adapt to others could be displaced or left behind.

There are some entry barriers for new comers in education business :

- a. Capital

Capital (money) is needed to build the school building, instruments of education, tax, permission, promotion, etc.

- b. Human Resources

The required teachers are of minimum undergraduate and have teaching passion.

- c. Consumer Loyalty

School reputation is one of the important factors to convince parents.

- d. Offered Varieties

The school programs such as curriculum, learning process, extra curricular are put into account besides cost.

- e. Government Policy

The implementation of formal education based on the law of no.20, 2003 about National Education System :

"The ideal of every school is to have monitoring and upgrading aspects from National Department of Education. Besides monitoring in educational value, a school also needs a permission for the building and others which are related to the field of education".

- Bargaining power of suppliers

For this case, suppliers means group / person who support the fluent learning process.

- a. Book Suppliers

There are many publishers that can supply the quality books. So there is no difficulty for Tiara Bunda Elementary school for the book supply, Except for English lesson. Tiara Bunda adopts a montessory curriculum for English. Books that are used have to be ordered and hard to find at the common bookstore.

- b. Props Suppliers

props supplier are also available.

- c. Uniform Tailor

Tiara Bunda uses three suppliers to make the uniform (for daily uniform – vest – sports uniform). There are no difficulties for vest and sports uniform. But a little problem occurs when it comes to finding the daily uniform because the suppliers don't have a certain standard size. The other problem is on the uniform's stock. The size of children's uniform is unpredictable (in some cases : either it is too big or too small for the children)

- d. Educational Tool Suppliers

There is no problem for educational tool supplier

- e. Software Suppliers

Tiara Bunda and BINUS Centre have made a cooperation for software and computer class.

- Threat of substitutes

- a. Home schooling

- b. PKBM

Penyelenggara Kegiatan Belajar Mengajar (PKBM) is an educational institution which offers "kejarpaket A, B, C".

- c. International school

So far, there are no serious difficulties from the substitutions.

PESTEL Analysis



Figure 13.PESTEL

- Political factor
Political situation also impacts the national educational development, besides the economical condition that gives a massive impact.
- Economical factor
 - The gaps of economic growth between regions influence the mindset and people behavior. Specifically Tiara Bunda's parents are generally classified into the middle up group. Based on it, there is supposed to be no difficulties on educational payments.
And so school also pays the teachers and employees fee on time.
 - The increasing competition should be balanced with increased labors.
 - Threats from the global giant economic countries, China and India, causing the need for studying foreign languages to make communication easier.
- Sociocultural factor
Tiara Bunda's consumer sociocultural :
 - small family(in average)
 - using internet actively
 - modern mind and simple
 - love being in a group (especially for women)
 - attracted in promotion (discount and mortgage system)
 - tend to choose by recommendation (result from the interview from the parent's meeting)
 - consumptive lifestyle (for example : blackberry for elementary student, an overload games, café after school time).
- Ecological factor
Participate the "GO GREEN" campaign with clean lifestyle, such as cleaning the school environment, disposing the garbage in the appropriate place, making some project using waste materials, and plant some trees.



Figure 14. Green Environment

- Legal factor
 1. Tiara Bunda School has an operational license of no : 421.2/226-DISDIK
And Accreditation number of : BAN –S/M 02.00/206/BAP-SK/X/2012.

2. Cooperation with Batununggal Indah for the use of the court for sports class and swimming class.

Value Chain Analysis

Tiara Bunda Elementary main activities :

- Inbound Logistic

For every elementary school, the important part is the students besides other needed supplies such as text books, education learning tools (such as : whiteboards, tables, chairs, stationeries, computers, model tool, etc), uniforms, food supplies and others.



Figure 15. Descriptions of School Atmosphere

- Operations

Tiara Bunda operational system is managed by the headmaster with the foundation approval.

Mostly the learning operation is in the classroom. But sometimes it is handled out of class. For example : science

experiments or making paper recycle project in craft session. The study location will be outdoor so the students will **not get bored**.



Figure 16. Learning Activities Outside Classroom

There are several learning methods applied in the school starting from a discussion, recitation, or work in a group. Occasionally, an teacher asks for a presentation. But the most preferred and fun method is the peer teaching. Students are allowed to make their own questions and exchange with their friends.



Figure 17. Children's Presentation

At a certain time, teacher will bring the students to have refreshing time at the field around school and have a picnic time. The other favourite event for students is the study tour program or we call it outing program. This program is held **twice in one semester**.



Figure 18. Outing Program

- Outbound Logistic
 Student 's achievement :
 -Dec 2012 : 3rd Children Choir Competition @ Riau Junction
 -Dec 2012 : 3rd Children Choir Competition @ TSM
 -Dec 2011 : Fav Championship @ RJ Children Choir Competition
 -Dec 2010 : 3rd Children Choir Competition @ Riau Junction
 -Dec 2009 : 3rd Children Choir Competition @ Riau Junction
- Marketing and sales

Table 4. Tiara Bunda's Marketing

Publication	Event Participations : - Students Drumband at Istana Plaza -participation at BEBELAC 2012 TSM -participation at wushu and dance Chinese New Year Celebration Festival Citylink -Kids Choir Competition at Riau Junction (ranked the 3rd best) Etc
Advertisement	Use flyer , banner , magazine and radio adv. For example : BERBUAH community mag , Brochure Distribution Service, adv through MAESTRO FM, etc.
Direct promotion	Special admission price at OPEN HOUSE

Open House 2012 Banner Example



KARTINI's Flyer Event example



children's performances and bank support



at BEBELAC event & Riau Junction Kids Choir Competition (3rd winner)



children creative bicycle competition & Drumband Parade

Figure 19 School Promotion

- Customer service

While the supporting activities will be as follows sebagai berikut :

- Research & Development
Tiara Bunda Curriculum is based on the National Curriculum of Indonesia.
For implementation, School has the discretion for the condition adjustment, however it doesn't violate the laws. Free space is given to teachers to develop learning creativity method.
- Human Resources
Teachers' requirement is minimum of under graduate and have to do several admission test.
- Information System
School information system (between teachers and parents) is done manually through letters and announcements.

- Finance, Accounting

Source of funds is derived from registration and monthly tuition

- Operation Management
- General Management
Generally, management system is under the guidance of the coordinator supervised by the foundation. The value to be inherited in the company or the the ethics of work to be inherited is mutual cooperation, familial and friendly.

SWOT Analysis

It is important to identify and analyse deeply school strengths and weaknesses together with the opportunities and threats encountered by the school.

By knowing the weaknesses, school is expected to take advantages from the strengths to reach the opportunities.

This SWOT analysis came from all observe and parent’s questionnaire result.



Figure 20 SWOT Analysis

3. Business Solutions



Figure 22. TOWS Matrix

Table 5. Strategy Formulation from TOWS Matrix

	<p>Strength (S)</p> <p>S1 Focus on balancing left and right brain, using arts (music and craft) for example, and KBM is sometimes done outdoor.</p> <p>S2 Encouraging children to develop their non-academic potential with certain agreement.</p> <p>S3 Teaching compassion along with discipline</p> <p>S4 limitation of student number per class</p> <p>S5 Provide healthy meal</p> <p>S6 Providing installment credit for applicant's payment system</p>	<p>Weaknesses (W)</p> <p>W1 Capital limitations for land development</p> <p>W2 Land around the school area has been owned or used for commercial by other party</p> <p>W3 Constraint with teachers competence in language subject and drumband.</p> <p>W4 Constraint in teaching method in English subject</p> <p>W5 Less than optimal for marketing management (the use of online media in particular)</p>
<p>Opportunities (O)</p> <p>O1 Situated in strategic location (town house</p>	<p>SO Strategies</p> <p>Hold events promotion (OPEN HOUSE, etc.). Time is adjusted</p>	<p>WO Strategies</p> <p>Hold events for promotional purposes such as OPEN HOUSE or</p>

<p>area) to simplify shuttle system for consumer (parents)</p> <p>O2 Communication between parents and teacher is easier to be done since the number is limited</p> <p>O3 More friendly school internal atmosphere</p>	<p>with consumer working hours to enable them to attend the event (S6,O1)</p> <p>Regular meeting between parents and teacher to discuss children's difficulties (S3,O2)</p> <p>Encourage kinship culture among students (S4,O3)</p>	<p>other occasions which relates to children's information using online media (W5 ,O1)</p> <p>Cooperation on the use of land with another party nearby school area (e.g. leasing) (W1,W2,O1)</p> <p>Hold regular meeting with parents to receive feedback regarding learning method and educator quality (W3,W4,O2)</p>
<p>Threats (T)</p> <p>T1 The existence of well-known school which is situated nearby</p> <p>T2 Competitive payment system and time registration</p>	<p>ST Strategies</p> <p>Give bigger portion of creativity subject (S1,T1)</p> <p>Provide more outdoor learning spot with comfortable learning environment (S1,T1)</p> <p>Support children to develop individual potential through various event and competition held by school or other (S2,T1)</p> <p>Giving special permit to allows students to have satisfying achievement to develop their non-academic potential (S2,T1)</p> <p>Restrictive student number per class is intended to increase teacher's ability to focus and pay attention to each student patiently and discipline (S3, S4,T1)</p> <p>Intensively supervise children's meal hygiene and providing variant menu (S5,T1)</p> <p>More creative in organizing OPEN HOUSE event to attract consumer interest (S6,T2)</p> <p>Create package for registration fee as well as monthly fee. For example cooperating with bank (S6,T2)</p>	<p>WT Strategies</p> <p>Create school website for promotional media(W5,T1)</p> <p>The use of online media for payment and registration system (W5,T2)</p> <p>Searching alternative location for Tiar Bunda Elementary (W1,T1)</p> <p>Give additional training to support to increase teacher competence (W3,T1)</p>

Table 6 Functional Strategy Formulation

	objective	Functional Strategy	partner
Human Resources	<p>To improve the human resource quality</p> <p>To attract the consumers' interest for choosing TB</p> <p>To create a comfortable and secure atmosphere for teachers, parents, and especially children</p> <p>To teach optimally and give a good attention</p> <p>To strengthen the relationship among teachers</p>	<p>To invite the expert / professional</p> <p>spiritual training for educators</p> <p>English / other course for educators</p> <p>Teacher's Family Time</p>	<p>parents</p> <p>teachers</p> <p>students</p> <p>public sources person</p>
Marketing	<p>TB marketing promotion</p> <p>have a legal media communicator which is easy to access</p>	<p>make an OPEN HOUSE / attractive promotion events</p> <p>Optimization online promotion</p>	<p>buzz</p> <p>website maker</p>
Operational	<p>Increase the number of student registration</p> <p>keep the children healthy with good food and hygiene environment</p>	<p>Sibling foster care culture</p> <p>offer the school uniqueness</p> <p>limitation number of students</p> <p>healthy food supervising</p>	<p>teachers and headmaster</p> <p>parents food supplier</p>
Finance	<p>secure and organized payment system</p> <p>school expansion</p>	<p>select the monthly financial report</p> <p>Cooperation with bank for registration payment system</p>	<p>accounting staff</p> <p>investor or bank</p>

		Bank loan	
		Make cooperation with other (investor or land rental)	

4. Implementation Plan

Conclusion

From the previous analysis about internal and external situation that happened at Tiara Bunda Elementary. The school's strengths, weaknesses, the opportunities that they have, also threats like school's big competitors around it, finally we can plan the implementation strategy for Tiara Bunda Elementary for future development.

Implementation will be done in the following fields:

1. Improving the learning method

The leading factor that helps the consumer to select a school is by the learning method which can assist children to improve their maximum capacity. There are various types of good learning method spread in the society

2. Improving the teachers resource

There have been changes in educational system over the time, including the minimum requirement of education level for educators. To have a certain degree such as undergraduate no longer serves the new educational system. Improving the quality of educator can be done by giving additional training, courses , and scholarships for higher education.

3. Intensifying the marketing field (promotion),

4. Site Expansion.

To expand the class capacity, expansion site of Tiara Bunda Elementary is needed. The next attempt can be done through bank loan which is supervised by treasury. Inviting investors to have a profit sharing from school development is another strategy to set-up expansion site.

This priority based on TOWS Matrix Strategy Formulation.

Priority :

- High : 1
- Moderate : 2
- Low : 3

Table 4.2. Priority

SO1	3
SO2	3
SO3	1
WO1	3
WO2	5
WO3	4
ST1	3
ST2	5
ST3	1

ST4	2
ST5	3
ST6	3
ST7	3
ST8	1
WT1	5
WT2	5
WT3	2
WT4	1

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