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Swot Analysis for Strategy Formulation in High School

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Abstract.
Strategic management is a tool that can be used for an organization to see its performance. The performance can be seen from the four components of management strategy. Through a qualitative method approach with literature review as the basis for data disappointment. Every step is executed with care. The findings show that an analysis of the internal and external environment of the SMAN 10 Surabaya organization has been carried out by this school organization. Through the results of this analysis, strategic planning is made based on the vision and mission of the school leadership. The results of this study indicate that SMA Negeri 10 Surabaya has carried out a SWOT analysis for planning strategies properly.

Keywords: high school, strategic management, strategy formulation, SWOT

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1. Introduction

Strategic management is a series of managerial decisions and actions that determine the company's long-term performance. Strategic management emphasizes observing and evaluating environmental opportunities and threats by looking at the company's strengths and weaknesses [1]. Meanwhile, according to Freed R. David, strategic management is the art and knowledge of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives . Strategy is a tool to achieve goals, and in its development the strategy continues to experience a change, especially in terms of its concept . In business, success that has been fought for with great sacrifice will be lost and erased without us realizing it if we are not aware of various conditions. There are many factors that can affect the success of a business, while these factors consist of 3 types which are called the dynamics of the business environment, including environmental dynamics, competitive dynamics and market dynamics (Gitosudarmo, 2008:11). With these three factors, to anticipate bad

things that will happen, strategic business management is needed. Besides that, it can provide direction for achieving company goals , help think about the interests of various parties , anticipate every change evenly as well as efficiency and effectiveness. In strategic management there are several processes which include 4 basic elements [1].

Firstly, strategic management includes environmental assessment & strategy development. strategic management is often referred to as strategic planning, or long-term, the formulation process deals with the development of missions, goals, strategies and policies, so that the formulation of the strategy must analyze strategic factors, namely strengths, weaknesses, opportunities and threats in the current situation (Samsudin, 2021). Secondly, The strategy formulation process which is also referred to as strategic planning includes several systematic activities. Strategic planning is a set of concepts, procedures and tools designed to help executives, managers and others think, act and learn strategically about an organization and the people involved in its organization. Organizing, supervising and directing are functions that must be carried out by the organization, in addition to the three things above, planning is one of the most important functions that must be carried out by the organization Thirdly, strategy implementation[2]. Strategy implementation is the process by which management puts its strategies and policies into action through developing programs, budgets and procedures. The process includes changing the overall culture, structure and management system of the organization as a whole. Fourthly Strategy evaluation is the final stage in strategic management. Strategy evaluation serves as a tool to obtain information when the strategy is not working.

The basis of the four elements then develops into the public domain. The public sphere which has different characteristics from the beginning of strategic management was born. In his book, Bryson states that although they are different, strategic management in the public sphere can be in public organizations or other non-profit organizations [3]. Therefore, the basis of these four elements can be used to assess how the condition of governance is good for both public and non-profit organizations. Starting from the provincial government, city/district government to schools have implemented strategic management. One of them is SMA Negeri 10 Surabaya. For this reason, researcher want to explore and describe how strategic management in SMA Negeri 10 Surabaya

2. Method

The method used is a qualitative approach. Yilmaz states that this approach is used to contextualize phenomena which are differentiated and separated based on time and idiographic statements, only time and hypotheses work through different statements and are separated between variables[4]. Therefore, the use of this qualitative approach is to contextualize strategic management in particular to describe how the formulation strategy is described, especially in SMA Negeri 10 Surabaya. To contextualize this phenomenon, researchers use literature studies, both books, research reports, and scientific journals and news.

3. Discussion

3.1. Strategy formulation at SMA Negeri 10 Surabaya through SWOT analysis

Strategy formulation is often referred to as strategic planning, or long-term, the formulation process deals with the development of missions, objectives, strategies and policies, so that the formulation of the strategy must analyze strategic factors, namely strengths, weaknesses, opportunities and threats in the current situation (Samsudin , 2021). In the formulation of the strategy it is necessary to carry out an assessment of the environment, these activities are divided into two analyses, namely an analysis of the external environment and an analysis of the internal environment. External analysis consists of variables (opportunities and threats) that are outside the organization. While the internal analysis consists of the variables (strengths and weaknesses) that exist within the organization. These factors are called strategic factors which are often referred to as S.W.O.T which means Strengths, Weaknesses, Opportunities and Threats (Anacaman) [1]. The external environment analysis consists of variables that originate outside the organization and are not specifically within the short-term control of top management. The external environment consists of two parts, namely the work environment and the social environment. The work environment consists of elements or groups that directly affect or are affected by the main operations of the organization such as shareholders, government, competitors, customers. While the social environment consists of general forces that are not directly related to short-term organizational activities but often influence long-term decisions such as economic, sociocultural, political-legal and technological forces. Furthermore, the analysis of the internal environment consists of variables that exist within the organization but are

usually not in the short-term control of management where these variables shape the atmosphere in which the work is carried out. The internal environment consists of several variables including organizational structure, culture and resources. With this strategic management, it is hoped that it can provide unique competencies in order to help companies achieve excellence.

After identifying strategic factors, then management evaluates their interactions and determines the appropriate corporate mission. The first step in strategy development is the mission statement which plays an important role in determining the goals, strategies and policies of the company. Strategy development is the development of long-term plans for the effective management of environmental opportunities and threats in terms of the company's strengths and weaknesses. The strategy formulation process includes formulating the company's mission, determining achievable goals, developing strategies, and implementing policy guidelines. Mission is the purpose why the organization lives by defining the fundamental and unique goals that distinguish a company from other companies. While the goal is the end result of planning activities that formulate what will be completed and should be measured if possible. So that the mission is a specific goal in order to achieve the main goals in an organization.

State Senior High School 10 Surabaya formulates a strategy through SWOT as follows:

1. Strengths:

1) Is a school that implements the SKS system (Semester Credit System)

2) Become one of the inclusive schools

3) The educational level of the teaching staff is very adequate

4) Having GPK Teachers (Special Advisors) for inclusive students

5) Has a strategic location of the school

6) Having a lot of extracurriculars to support students' talents and interests

7) Being one of the schools with the highest test scores

b. Weaknesses:

1) Limited number of GPK Teachers (Special Advisors).

2) Inadequate infrastructure facilities especially for inclusive students

c. Opportunity:

1) Have students who excel both academically and non-academically

2) Being a school is the main reference for inclusive schools and those implementing the credit system

3) Many external parties are interested in collaborating with SMA 10 Surabaya so as to improve school quality

4) Have graduates with strong character

d. Threat:

1) There is competition related to superior programs owned by other schools for inclusive students.

2) Lack of parental concern for their child's development which is marked by their absence in several activities to share about their child's development so that it can reduce student interest in learning

3.2. Strategy implementation and evaluation

Strategy implementation is the process by which management puts its strategies and policies into action through developing programs, budgets and procedures. The process includes changing the overall culture, structure and management system of the organization as a whole. In implementing the strategy there are several processes, the first stage is to analyze the changes whose purpose is to provide a clear & detailed idea of how much the company has to change in order to be successful in implementing its strategy. In implementation, a program is a statement of the activities or steps required to complete a one-time plan and usually involves restructuring the company and changing the company's internal culture. The budget is a program that is stated in units of money because each program will be stated in detail in the costs used by management to plan and control. While the procedure is a system of sequential steps that describe in detail how a task can be completed. This procedure usually writes down in detail what activities must be carried out to complete programs at the company.

Strategy evaluation is the final stage in strategic management. Strategy evaluation serves as a tool to obtain information when the strategy is not working. All strategies are subject to modification in the future as internal and external factors are constantly changing. The three basic activities of strategy evaluation are (1) Reviewing the external and internal factors that form the basis of the current strategy; (2) Measuring performance; (3) Taking corrective actions such as strategic formulation, implementation and evaluation activities that occur at three hierarchical levels in large organizations, corporations, divisions or strategic and functional business units. Drucker said the main job in strategic management is to think through the overall mission of the company [5].

Implementation of the strategy and evaluation of SMAN 10 Surabaya is a school that implements SKS learning (Semester Credit System) and also has special inclusion teachers who accompany students with special needs to study with their friends. In realizing the goal, the implementation of the strategy that has been prepared beforehand is carried out in action through the development of programs, budgets and procedures. As one of the schools that applies SKS learning, SMAN 10 Surabaya has a strategy to encourage students, namely by determining their own learning load and subjects to follow in each semester according to their abilities, talents and interests; students have the opportunity to choose specialization groups, cross-interests, and deepen interests, as well as subjects according to their potential. In addition, there is also a new program, religious extra-curricular activities for Muslim students, namely the Koran (Halal) memorization program which aims to prepare Muslim students who will continue their education to tertiary institutions, especially memorizing (hafidz) the Koran. Apart from being an SMAN 10 Surabaya SKS school, it is also an inclusive school. This inclusive education policy is outlined in the Regulation of the Minister of National Education of the Republic of Indonesia Number 70 of 2009 concerning Inclusive Education for Students with Disabilities and Potential Intelligence and/or Special Talents. SMA Negeri 10 Surabaya uses a general curriculum with modifications, because the two schools use the same curriculum as regular students but some are modified according to needs. To overcome boredom after participating in the teaching and learning process in regular classes for a long time, learning infrastructure is provided for ABK students in the form of a resource room for ABK students in which there are many learning facilities for ABK children. From these activities it is necessary to evaluate in order to provide a measurement of the success of a program. In the implementation of the inclusion program, the existing facilities and infrastructure are still relatively minimal, apart from that there is a lack of GPK Teachers (Special Advisors) because the number of GPKs who are still small is not comparable to the number of Students with Special Needs (PDBK) who attend the school.

3.3. The strategy formulation process, which is also known as strategic planning, includes several systematic activities at SMA Negeri 10 Surabaya

Strategic planning is a set of concepts, procedures, and tools designed to help executives, managers, and others think, act and learn strategically about the organization and the people involved in their organization. Yunus stated that Organizing, supervising and directing are functions that must be carried out by the organization, in addition to

the three things above, planning is one of the most important functions that must be carried out by the organization[5]. In order to always carry out properly and correctly, every existing activity must be carefully considered and designed. The term strategy is used by all types of organizations and is applied according to the type of organization that implements it, but the main ideas contained in the meaning are retained. Strategic planning is the process of deciding what programs will be implemented by an organization and estimating the amount of resources allocated within a certain period of time [6]. After the planning process has been carried out, the activity generates information about future programs which is called a strategic plan. To ensure that all members of the organization work to achieve the same goals, it takes an important role from planning besides that the good contained in the plan also provides benefits for the organization. The time scale for such planning ranges from 3 to 10 years and even more. The most basic requirement for the preparation of a company plan is the need to determine precisely the line of business to be occupied. The second requirement is that such a plan be flexible, that is, be subject to recent events to changing any of the criteria it is based on Norman [7].

In order to be able to carry out the work properly and correctly in each activity and make it easier for workers to understand clearly what is the purpose of their work. A strategic plan is prepared consisting of Vision and Mission. SMAN 10 Surabaya has a Vision "Creating a Generation with Character, Excellence and Achievement" this vision is then translated into several missions as follows 1) Increasing faith, devotion and social values of humanity through guidance and religious activities; 2) Improving academic and non-academic achievements through learning and extracurricular activities; 3) Increase the creativity of students through self-potential development activities, both regular students and students with special needs; 4) Increase the mastery of science, technology, skills, social, arts and culture through ICT-based learning; 5) Improving physical and spiritual health through sports and religious activities; 6) Improving the entrepreneurial spirit through local content learning activities, crafts and entrepreneurship and 7) Improving technology-based educational information services, information and communication.

3.4. SWOT factors

In the formulation of the strategy the initial process that is carried out is a situation analysis which functions to find compatibility between internal opportunities and external strengths and pay attention to external threats and internal weaknesses. This approach is called SWOT which is an abbreviation of Strengths, Weaknesses, Opportunities and

Treats. Besides seeing the SWOT that exists in our company, we must also be able to know the threats, distractions, obstacles and challenges that are facing us and see the SWOT of competitors. As implementers of educational programs, educational institutions are the main actors in implementing educational programs and are expected to be able to respond to the dynamics of changing times that are increasingly advanced so that educational institutions can take part in managing change. For this reason, strategies must be taken to improve the quality of education so that students are able to be part of the change [8]. With SWOT analysis in strategic management, school institutions are able to identify and plan strategic steps so that schools can survive and improve the quality of their education in the future. In addition, the SWOT analysis carried out can be a reflection or reflection of the educational institution itself so that it can find out the good sides and bad sides that it has and can find ways to improve itself from knowing these things. According to Istiqomah and Andriyanto [9], the SWOT factors are as follows:

1. Strength, is the internal situation of the organization in the form of competence/capability/resources owned by the organization that can be controlled and used as an alternative to deal with weaknesses and threats.

2. Weaknesses are internal organizational situations that are not going well or resources that are needed by the organization but are not owned by the organization and are difficult to use to deal with opportunities and threats.

3. Opportunities are external environmental factors that have the potential to generate profits.

4. Threats (threats) are external environmental factors that are negative and have the potential to cause difficulties.

SMA Negeri 10 Surabaya is an SKS senior high school that applies a semester credit system and allows students to complete their studies in only 2 years. In addition, SMAN 10 is also one of the inclusive schools in the city of Surabaya which has professional accompanying teachers who always accompany inclusive students so they can take part in learning like other friends. In keeping up with the times and science and technology, in order to remain competitive and able to provide quality education so as to produce students who can compete and are able to bring change to the nation, it is necessary to have strategic management to plan and find out the state of the organization, namely by conducting a SWOT analysis. The learning process and curriculum were also reoriented and modified. The modification made is the updating of the lesson plans by the class

assistant teacher who coordinated with the related subject teacher to adjust the needs of students with special needs [10]. When conducting a SWOT analysis, there is a list of questions for each SWOT element, which are as follows:

1. Internal Analysis, consists of the variables that shape the atmosphere in which the work is carried out, including organizational structure, culture and resources.

Strength :

1. **Structure**, the way in which the company/organization relates to communication, authority and work flow

Strength:

1. How is the strength based on the existing organizational structure at SMAN 10 Surabaya?

2. What makes SMAN 10 Surabaya's organizational structure different from other schools?

3. How is the communication between members in the organization at SMAN 10 Surabaya?

4. Are work guidelines available for administrators at SMAN 10 Surabaya?

5. Is there an organizational structure and clear description of duties and responsibilities?

Weakness:

1. What are the weaknesses based on the existing organizational structure at SMAN 10 Surabaya?

2. What do other people see as weaknesses in the existing organizational structure at SMAN 10 Surabaya?

3. What factors caused the organizational structure of SMAN 10 Surabaya to fall?

2) **Culture,** is a pattern of beliefs, expectations, and values shared by members of the organization.

Strength:

1. How is the strength based on the organizational culture in SMAN 10 Surabaya?

2. What can SMAN 10 Surabaya do better than other schools?

3. What are the attractions or characteristics that distinguish SMAN 10 Surabaya from other inclusive schools?

4. How does the teaching culture affect SMAN 10 Surabaya in teaching and learning activities so that it is superior?

5. Are there regulations in the learning process to accelerate graduation?

6. Has the applied curriculum been adapted to the needs so that it can differentiate SMAN 10 Surabaya from other schools?

Weakness:

1. What are the weaknesses based on the organizational culture in SMAN 10 Surabaya?

2. What things should be improved in supporting teaching and learning activities at SMAN 10 Surabaya?

3. What are the factors that make the teaching culture of SMAN 10 Surabaya slump?

4. What factors contributed to the decline in the academic atmosphere of SMAN 10 Surabaya?

3) **Resources**, are assets in the form of raw materials in the production of goods and services including people's expertise, managerial abilities and talents.

Strength:

1. What strengths and advantages do human resources have at SMAN 10 Surabaya?

2. What are the things that make SMAN 10 Surabaya's human resources unique and distinctive?

3. What talents do the human resources of SMAN 10 Surabaya have that differentiate SMAN 10 Surabaya from other schools?

4. What makes SMAN 10 Surabaya's management different from other schools?

5. What are the qualifications of human resources at SMAN 10 Surabaya?

6. What is the human resource recruitment system for SMAN 10 Surabaya?

7. Are the funds for school operations sufficient for the implementation of existing programs at SMAN 10 Surabaya?

8. Are the resource facilities quite complete, especially friendly for inclusive students for the implementation of existing programs at SMAN 10 Surabaya so that it differentiates SMAN 10 Surabaya from other inclusive schools?

9. How is the school principal's management ability to compete with other schools?

Weakness:

1. What are the weaknesses based on the resources owned by SMAN 10 Surabaya?

2. What things should be improved in supporting the human resources, finances and facilities of SMAN 10 Surabaya?

3. What do others see as weaknesses in the human and financial resources of SMAN 10 Surabaya?

4. What are the factors that make SMAN 10 Surabaya's human and financial resources slump?

5. **External Analysis,** divided into 2 parts, namely the work environment and social environment.

1) Work Environment

Opportunity:

1. Is there a government policy regarding autonomy in schools?

2. How is the public's trust in SMAN 10 Surabaya?

3. How is the interaction of teachers and students who support each other in learning activities?

4. Does the interaction between normal and inclusive students at SMAN 10 Surabaya look good?

Threat:

1. Is there competition for operational funds between schools getting higher?

2) Social Environment

Opportunity:

1. Does the rapid development of technology encourage the creation of innovative learning?

2. Is there cooperation with private and government institutions that benefit SMAN 10 Surabaya so that it is different from other schools?

Threat:

1. Has the rapid development of technology caused the competency of graduates required in the job market to change?

2. Do the rapidly changing market needs require curriculum changes to keep up with market changes?

3. Rapidly changing market needs require changes in the teaching culture to follow market changes

Strategic business steps on strength-opportunity (S-O) focus, to obtain offensive alternatives by using internal strengths to take advantage of external opportunities. By utilizing all strengths to seize and take advantage of opportunities as much as possible, this strategy is made based on the mindset of the company concerned. According to Pearce and Robinson in Sulistiani stated that SWOT analysis is a well-known historical technique in which managers quickly create an overview of the company's strategic situation . Strength is an ability that is owned and can be controlled by the company and is a resource that makes the company superior to its competitors. While opportunities are situations that provide benefits in the company's external environment in realizing the current situation into the desired (ideal) situation[11]. If you take advantage of a combination of business strategies that focus on strengths and opportunities (S-O), then the company has strong strengths and opportunities to develop into a business strategy. The strategy that must be taken in these conditions is to support an aggressive growth policy or a growth-oriented strategy by using the company's internal strengths to take advantage of external opportunities [11]. If you have carried out the SWOT analysis stages, then you can turn the results of the analysis into real strategies. After knowing the strengths that can be used to take advantage of opportunities, we can see the development of whether these strengths can combat market threats. The results of this analysis can also be used to produce a list of actions that we can take and determine the goals to be achieved, such as 1) What do you want to achieve each month? 2) Does it move forward or backward?. Through this list of actions we can also find out what the company wants to prioritize and schedule in achieving its goals.

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4. Conclussion

SMA Negeri 10 conducts strategic management using a SWOT analysis which consists of strengths, weaknesses, opportunities and threats in the current situation. Through this analysis it is found that the management strategy is influenced by internal and external factors. From the formulation of the strategy by considering internal and external factors, it is known that SMA Negeri 10 Surabaya has its own strengths, weaknesses, opportunities and threats. These factors include SMA Negeri 10 Surabaya which is an inclusive school, has a location strategy, the factor of the limited number of teachers, insufficient infrastructure as an inclusive school, students who excel, but also has intense competition related to superior programs. The internal analysis conducted by SMA Negeri 10 talks about structure, culture and resources. While the external analysis covers the work environment and social environment.

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