# Strategic Management Based on Perceived Brand Innovativenees Multi-Site Study at SDIT Nurul Anshar and SDN 4 Curah Jeru Situbondo District

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| Abstract | Brand development in improving brand quality at the elementary school (SD) level, namely SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency. The purpose of this article is to explain how as a leader you can develop a school brand to be better, where society currently really needs quality and superior schools to be a place of learning for its children, therefore a brand that is proven to be good will invite the public's trust to become the school of choice. This research uses a qualitative approach by interviewing school principals, teachers, parents, students, and the community as the main respondents. The data collected was then analyzed thematically to identify patterns and findings that emerged regarding the development of the school brand and its impact on the school and community. The research results show that brand development has a positive impact on school quality. Now many schools are following brand innovation methods that can improve school quality. This is achieved by school principals, teachers, students, and the community who can work together to achieve goals. There are several factors that influence school brand development, namely strategic planning which includes positioning, differentiation, and brand service processes. Followed by strategic implementation, namely developing superior programs, developing achievements, and forming character. In addition, this article highlights the importance of support and collaboration between school principals, teachers, students, parents, and the community to achieve optimal results. The practical implication of this research is the importance of developing a school brand through appropriate training and education. By developing a school brand, it is hoped that it can improve school quality, community commitment and trust, which will ultimately have a positive impact on education in schools. |

## 1. INTRODUCTION

During the pandemic, many parents felt the negative impact of being afraid to send their sons and daughters to school, resulting in delays in school registration even though they had reached the elementary school age limit. Before the pandemic, SDIT Nurul Anshar was able to increase the number of students above 700. Then SDN 4 Curah Jeru initially achieved a target of above 170, but with the decline in student numbers after the pandemic, these two institutions were still able to reach the target number of students in educational institutions with A accreditation. superior schools in Situbondo Regency, as well as the intense competition between private schools and state schools which offer a variety of advantages with the best facilities, even at relatively affordable costs, are one of the perspectives for developing the school brand. Today's educational institutions are expected to be able to analyze the needs of the community as their customers and educational institutions are required to always involve community participation in education management (Ningsih, 2022).

One way to improve brand development schools at SDIT Nurul Anshar and SDN 4 Curah Jeru must create superior learning programs according to the wishes of the community and students. SDIT Nurul Anshar was able to create a superior tahfidzul Qur'an program while SDN 4 Curah Jeru created a superior intensive Islamic study (SII) program. The problems that these two institutions have to face are: "People judge educational institutions too much based on their location. Basically, school excellence can be increased by having a strategic plan that can be realized and run well. Not only that, school brand promotion must be in accordance with the facts in the field about the superior quality of the school according to what has been conveyed.

In the discussion of strategic management, Fred R. David stated that strategic management is the science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. Strategic management as an art and science of formulating, implementing, and evaluating strategic decisions between functions that enable an organization to achieve future goals. The target of strategic management is to improve organizational quality, budgeting efficiency, use of resources, quality of work program evaluation and reporting quality (Yusuf & Saifudin, 2022) . Strategic management of Islamic education is a structured activity consisting of planning, organizing, staff placement and supervision of all elements of implementing Islamic education. With strategic management, organizations can determine targets, make decisions and the best

alternatives that enable an organization to achieve future goals effectively and efficiently through innovation in educational institutions (Insaniyah et al., 2021) .

Innovation developed by Everett M Rogers is widely known as a theory that discusses innovation decisions. Everett M Rogers explained that there are four main theories related to the diffusion of innovation, namely: innovation decision process theory, individual innovation, adoption level and perceived attributes (Mailin et al., 2022) . Aiming at different brand innovations owned by educational institutions, the better the brand the institution has, the easier it will be to get "customers" and public attention, compared to the development of a less good brand institution. Because currently, users of educational institutions have sufficient experience and knowledge, so they are very selective in choosing educational institutions for their children (Zubandi and Sahidah 2022) .

Building a brand is carried out by conveying the vision and mission thoroughly and clearly, encouraging teachers to improve their competence and professionalism, using a curriculum that is in accordance with applicable regulations and is balanced, and involving parents and the community (Deassy Arestya Witnesstha Pulungan, 2022). In building a brand, a school must have a brand that can support the interest of the community and prospective students, including having a religious image, a disciplined image, independent and entrepreneurial. If the school meets these then it is very easy to build a brand with characteristics and characteristics that are different from other educational institutions (Nila Mujtahidah, Factors for building a school brand, namely having institutional accreditation, improving student behavior, increasing achievement, providing good quality graduates, creating and building superior school activities and improving relationships with alumni. This can make it easier for schools to build brands quickly and purposefully (Ahmad Elly Wiwowo, 2018). Good efforts and cooperation in building brands make an educational institution increasingly motivated to become better, better that is in terms of service quality, performance and all other fields (Baria, 2021).

Preparation in developing brand program values that is carefully prepared as a basis as well as a reference for teachers in carrying out activity programs that are more focused and run efficiently and effectively (Fachri et al., 2022a)**.** In general, schools with a good reputation have six things, namely: good relationships with community leaders, positive relationships with local government, better crisis risk, a sense of pride within the organization and among the target audience, mutual understanding between the target audience both internally and externally. ,

increasing the loyalty of company staff (Ahmad Shiroth & Diningrum Citraningsih, 2023).

The two schools have different locations, namely SDIT Nurul Anshar elementary school which is in an urban location following the situation and trends in accordance with educational institutions in urban areas. These include establishing a drive school through an MOU with the CBT and E-RINA school programs, after that the school has a superior special program, namely Tahfidzul Qur'an, and can maintain accreditation A. Furthermore, SDN 4 Curah Jeru, even though this school is in a rural area, has the status of a state school. which is able to maintain A accreditation. By creating a school with a culture that has a special Intensive Islamic Study program where the program is almost the same as tahfidzul al-Qur'an, memorizing the Koran and deepening the study of religious knowledge. These two schools are always called the most favorite schools according to urban and rural locations.

From the description above, researchers can learn from the educational institutions SDIT Nurul Anshar and SDN 4 Curah Jeru that in building a brand you have to be more integrated into the community. Because the form of developing a brand is one of the goals of attracting the attention of the public so that they can send their children to school at SDIT Nurul Anshar and SDN 4 Curah Jeru. By maintaining relationships with the community, it will be easier for schools to understand what the community wants in the world of education.

The explanation above motivates researchers to carry out in-depth research on building school brands at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency using strategic management theory based on perceived brand innovativeness.

## 2. METHODS

This research uses a qualitative approach to examine the condition of natural objects. The data acquisition techniques used are interviews, observation and document study which are directly related to Perceived Based Strategic Management Multisite Brand Innovativeness Study at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency. Data sources are the school principal, teachers, students, parents of students and the community around the school. The focus of the research is innovation in development brand Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency. The document that is the object of research is school leadership, while the observations made are about how to develop the school brand, for see the correspondence between available documents And Interview result. The data that

has been collected is then sorted and analyzed according to the focus of the study to find a complete picture of developing the school brand . Next, conclusions are drawn according to the results of the analysis which describes planning and implementation in schools.

## 3. RESULTS AND DISCUSSION

Findings from Perceived Based Strategic Management Multisite Brand Innovativeness Study at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency .

**Strategic Planning Based on Perceived Brand Innovativeness**

In Realizing a brand development with the aim of increasing competitiveness, which is implemented by launching a program, of course really requires collaboration with related parties in order to support the smooth running of the program towards achieving targets, such as working with superior schools with appropriate strategic planning. From the various strategic planning carried out by SDIT Nurul Anshar and SDN 4 Curah Jeru, everything produced results as expected. It can be seen from the large number of people who are interested in sending their sons and daughters to school, the community considers that educational institutions are able to provide confidence in guiding excellent students. The things that must be implemented to develop a school brand so that it remains superior in the eyes of the public are as follows:

### 1. Positioning Strategic Planning

According to Kotler and Keller, there are three steps in determining a positioning strategy, namely first, identifying the advantages that can be displayed. Second, choose the advantages that stand out the most. third, conveying these advantages effectively (Mushlih, 2018) .

The positioning chosen by SDIT Nurul Anshar is a school that is superior, religious and has character according to local wisdom. Excellence is proven by Accreditation A. This school established a program as a driving school through the MOU CBT and E-RINA. Next, create and develop a special Thafidzul Qur'an program. Based on interviews Mr. Sutipyo, 15 December 2022 positions itself as a school that excels in the field of religion, like a school that feels like an Islamic boarding school.

"In terms of positioning applied by school principals from year to year, namely quality culture schools, aduwiyata, model schools, NU superior schools and this year the next driving school will improve child-friendly schools in 2024. In developing positioning through driving schools by implementing CBT "E-RINA has caused

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many students to register at SDIT Nurul Anshar, especially in the religious field of the tahfidzul qur'an program."

The implementation of SDIT Nurul Anshar's school positioning is as follows: first step namely focusing on the value of professionalism. Second, it has unique qualities that reflect the school's strengths and competitive advantages.

Furthermore, SDN 4 Curah Jeru, apart from having the advantage of A accreditation, has also graduated from participating in a quality cultural school program which has succeeded in creating a special learning program for intensive Islamic studies. Quality cultural schools and the SII program are a guarantee for parents regarding the quality of our schools. Based on Mr. Bayu's interview, December 15 2022, SDN 4 Curah Jeru:

" SDN 4 Curah Jeru is an educational institution that is able to provide the best quality in providing religious knowledge widely so that people think that this school is a religion-based school."

Here's how to apply positioning to the school brand at SDN 4 Curah Jeru, including: First, positioning to win the hearts of service users is through program differentiation, where elementary schools have different excellence programs. Both schools also implement mandatory bilingual language in the school environment and outside of school using 2 languages including Arabic and English. The three have their own uniqueness which is displayed through school uniforms which have their own characteristics that reflect students with Islamic character. The four schools formed a special marketing team to make the education marketing process a success.

 2.  **Differentiation Strategic Planning**

According to Kazmi, differentiation is a process of creating different offers and being able to differentiate an organization through a number of available tools (Suriyok, 2022) . Based on Kartajaya's words, differentiation is an effort to integrate content, context and infrastructure or enabling factors in offering products to consumers or the public. First, the product or brand must be unique so that it is difficult for other tourist destinations to imitate. So that it cannot be imitated, differentiation must be composed of various activities that are diverse and complex and related to each other. (Ciptosari & Wadhi, 2023) .

There are not many elementary schools that have an A accreditation in Situbondo district as driving schools in the field of tahfidzul Qur'an. From year to year until now, SDIT Nurul Anshar is known as the most favorite school among the community, especially for parents who want to send their children to school in the urban area of Situbondo. This is as conveyed by the principal of SDIT Nurul Anshar,

Mr. Sutipyo, 15 December 2022:

"SDIT Nurul Anshar has differentiation that other institutions don't have in order to build a brand . This differentiation includes, among other things, participating in the driving school program and succeeding in realizing that, from there, we were able to establish a special program, one of which was the tahfidzul qur'an program. Indeed, the tahfidzul qur'an program was founded by another institution, but in terms of student outcomes that were superior and memorized quickly, namely at the SDIT Nurul Anshar educational institution. "That is the benchmark for society to be interested in sending their sons and daughters to school, because memorizing the Koran is a need for society, especially today's young generation."

Next, it leads to SDN 4 Curah Jeru. There are not many elementary school levels that have A credentials in Situbondo district, especially in rural locations as a country that can create an SII program. From year to year until now it is known as the most favorite school among rural communities. This is as conveyed by the principal of SDN 4 Curah Jeru, Mr. Mrs. Misnaya, 15 December 2022:

"SDN 4 Curah Jeru is indeed located in a rural location, but is able to provide the best quality for students."

It is proven that a school has the best quality when the school is able to provide trust to the community. It can be measured how teachers complete their responsibilities for looking after and educating students while at school.

## 3. Strategic Planning Brand Process

Brand Service Process Brand is a belief, thought, impression held by a consumer regarding a particular object. The brand of an object influences a person's attitudes and actions towards a particular object. A consumer brand that is positive towards a brand is more likely to enable consumers to make purchases (Kotler, 2002). SDIT Nurul Anshar as a CBT and E-RINA driving school in the field of tahfidzul Qur'an with A accreditation has built the SDIT Nurul Anshar brand as a quality elementary school. Based on Mr Sutipyo's interview on December 15 2022, how important it is to implement a brand service process :

" After that, the final step is to ensure that all systems are running with good service and processes. Because without good service and good processes, everything will be in vain, it could even make the brand worse."

Several strategies that can be implemented by managers of the Al-Qur'an tahfidz program at SDIT Nurul Anshar. The first plan, namely Strategy to overcome tahfidz management weaknesses. The second strategy addresses the less active role

of tahfidz teachers/instructors in guiding and motivating students to memorize the Koran. Third, namely strategies to perfect the mechanisms and methods applied by teachers. Fourth, there are strategies for overcoming weak parental support. The five strategies overcome weak control and motivation of superiors. The sixth plan is to determine the development stages.

Furthermore, SDN 4 Curah Jeru as a cultural and quality school with A accreditation (State School) which is equipped with the SII program has built a brand as a quality elementary school even though the school is in a rural area. Based on Mrs. Zainab's interview, December 15 2022, how important it is to implement a brand service process .

"If that was a strategy to build a brand from systems and products, apart from that, we also compare objects in educational institutions to strengthen our brand , such as moral paintings containing character messages on the school fence, sticking pamphlets containing the vision and mission schools in various corners, placing various trophies at the entrance of the institution which is expected to be able to create a school brand that is superior in achievements."

The following is the preparation of strategic planning implemented by SDN 4 Curah Jeru, including: The first planning strategy is to understand students' morals. The two strategies for determining religious material. The three strategies for preparing learning methods. In this method, the teacher is active and the students are passive. (Sorogan Method) the teacher supervises, assesses and guides to the maximum a student's ability to master Arabic and memorize/read the Koran.

SDIT Nurul Anshar and SDN 4 Curah Jeru are also known as schools affiliated with (NU). School programs and religious activities ( amaliyah ubidiyah ) held at schools show the characteristics of NU. In general, prospective student guardians want their children to learn the NU aqidah and amaliyah. This second social reality is that village communities have a more homogeneous ideology (NU ideology), so NU branding is a logical and realistic choice.

brand development indicates a certain level of quality so that satisfied service users can easily choose the program again. A brand has four scopes. The process implemented by SDIT Nurul Anshar and SDN 4 Curah Jeru is first, establishing a brand by creating a structure that helps service users. Second, customer-based brand equity . Third, brand knowledge which consists of all thoughts, feelings, images, experiences, beliefs, etc. related to the brand . Fourth, the brand promise , namely what the brand should be like and what the brand should do for service users. In the end, the value and future prospects of the brand actually lie with the Kotler and

Keller service users (Zawawi & Abidin, 2022b) .

**Strategy Implementation Based on Perceived Brand Innovativeness**

Creating a school brand with the aim of increasing competitiveness, which is implemented by launching a program, of course really requires institutional relationships with related parties in order to support the smooth running of the program towards achieving targets (Mushlih, 2018) . Strategy implementation requires the leader's ability to manage all the power of resources as long as the program is implemented. The program has been implemented (Hidayat & Martina, 2022) .

In line with Karsono's theory, in determining a strategic plan, it is necessary to also pay attention to the implementation of strategic management within the SDIT Nurul Anshar and SDN 4 Curah Jeru institutions consisting of stages, namely environmental analysis, establishing vision and mission & objectives, strategic formulation, strategic implementation and evaluation. The following are implementations in building a school brand, including:

1. **Creating and developing superior school programs**

The superior program is one of the school's criteria for the superior program. The superior program is one of the school's criteria for being considered an achiever. These criteria can be seen from various indicators that show the excellence of a school. A madrasah is said to be superior if it has superior input (students), has an effective learning climate, builds a positive learning atmosphere, has complete and luxurious infrastructure, and maintains that its graduates (output) remain superior (Rohani, 2022 ) .

It was found that SDIT Nurul Anshar has a superior program that is much in demand by the public, namely Tahfidzul Qur'an. Implementing a superior Tahfidzul Qur'an program can develop the school brand. This brand was obtained from several achievements achieved by students in various competitions. One of them, in class 1, was able to memorize juz 30, then graduation was held. Apart from that, SDIT Nurul Anshar has a special school branch with a tahfidzul qur'an program in the Mimbaan City area which is held by providing scholarships for underprivileged people. Based on Mr. Sutipyo's interview on December 14 2022, the superior program that was formed in this class was created to attract public interest and the school's efforts to produce good graduates so that they can compete with other institutions.

"The superior class process for class 1 alone specifically for the tahfidzul quran study program is capable of memorizing the qur'an in juice 30 over 25 letters by the age of 6 years. Here the SDIT Nurul Anshar school brand is becoming increasingly well

known to the public. "Many students take part in competitions and get achievements not only from memorizing the Koran from other excellent programs according to the students' intentions and talents."

The stages implemented by SDIT Nurul Anshar in developing the Tahfidzul Qur'an study program include the following: First, preparing for the implementation of the Tahfidzul Qur'an program, establishing two classes, namely class 1A and 1B. Second, create a method for learning tahfidzul Qur'an. Third, supporting facilities. Fourth, give students the opportunity to take part in talent search events. The preparation of the Tahfidzul Qur'an Program Activities is as follows: First stage The implementation of the tahfidz al-Qur'an program is balanced with the provision of infrastructure, namely in the tahfidzul Qur'an program there are 2 classes, classes 1 A and 1B followed by determining the schedule. Second, establish the method of Tahfidz al-Qur'an. The three supporting facilities aim to make students comfortable while studying.

Next, it leads to SDN 4 Curah Jeru which has a superior program that is much in demand by the public, namely intensive Islamic studies. Implementing SII's superior programs can improve the school's image. It is indeed located in a rural location, but this school can realize the hopes of the community, parents and students that the quality and learning outcomes of students are able to compete with schools located in urban areas, especially in Situbondo Regency.

Based on Mrs. Zainab's interview, on December 14 2022, SDN 4 Curah Jeru's flagship program, in the form of adding intensive Islamic study program classes, became one of the school's brand strategies and an attraction for the community.
"SDN 4 Curah Jeru has a special class program and schedule for SII learning. This program is highly prioritized because apart from requests from students' parents, there are also many achievements obtained by students (Interview with Mrs. Zainab, 14 December 2022).

As for determining the stages in implementing the SII program: the first stage, namely Teachers must first provide examples of good morals and good behavior. The second is an additional school whose subjects focus on religious knowledge and how to read the Koran well. Third, namely providing learning and education to students. Fourth, namely differentiating and selecting students, those whose religious knowledge is good and those whose religious knowledge is not good. Fifth, namely giving more attention to students whose knowledge is lacking.

 2. **Improve and develop achievements**

Development programs in educational institutions must also be planned well

by school principals, teachers and staff to improve the quality and quality of a school (Putri & Sirojudin, 2022) . In measuring student achievement, SDIT Nurul Anshar applies various tests to determine and assess abilities, including the following: first, diagnostic tests to determine student weaknesses so that based on the weaknesses, appropriate treatment can be given. Second, the formative test is a test carried out to determine the extent to which students have developed after following a certain program. Third, summative tests are tests carried out in the delivery of a larger group of programs. This test is carried out at the end of the quarter/semester. Based on the results of Mr Sutipyo's interview on December 15 2022.

"We apply several tests to be able to measure student learning outcomes to support many appropriate achievements."

Referring to the student learning outcomes at SDIT Nurul Anshar, it is a school that is favored by many people because apart from the good quality of the school, it also creates students with achievements in one of the tahfidzul qur'an programs where in February they successfully graduated or carried out hafidz-hafidzah graduations. The higher the student achievement results, the better the public's assessment of the school which has the courage to prove that it can create students as hafidz-hafidzah at an early age.

In contrast to SDN 4 Curah Jeru, the stages in measuring and developing Siawa's party are as follows: First, the attitude test, where this attitude test is seen from a Likert scale, provides a scale value for each alternative answer, totaling 5 categories, namely strongly agree, agree, undecided (unable to answer), disagree and strongly disagree. Second, observation to measure the results and learning process. Based on the results of Mrs. Misnaya's interview, December 15 2022.

"Not implementing learning outcomes through tests may make it difficult for teachers to know students' learning abilities at school"

Referring to the student learning outcomes at SDN 4 Curah Jeru, this school is a school that is favored by many people because apart from the good quality of the school, it also produces students with achievements in one of the SII programs where in January they successfully graduated or carried out school graduation exercises related to religious learning.

3.  **Forming student character**

Character is actually present in a person from birth, but the character formed by the environment is able to dominate the personality which will later be prioritized by a person's personality. The educational environment is an important environment for students. because students spend almost most of their time a day studying in an

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educational or school environment. So it is not wrong if the educational or school environment is one of the main factors that can shape student character (Widat et al., 2023) .

There is an increase in character values at SDIT Nurul Anshar, namely starting from honest attitudes, good attitudes, helping each other, dirty words between friends can be controlled, there is no bullying between friends. In these conducive conditions, learning will develop further and it is feared that it will improve the character of students. Based on Mr. Sutipyo's interview on December 16 2022, in developing character values.

"In developing character values, it starts with the teacher who provides an example, one of which is learning to apply an honest attitude "

Based on Mrs. Misnaya's interview in December 2022, in developing character values." The principal provides opportunities for teachers and students to interact with each other very intimately so that it is easy for teachers to educate students at school".

The planning components carried out at SDIT Nurul Anshar and SDN 4 Curah Jeru in creating a school with good morals which aims to produce a generation of character include: the institution has a written commitment as a policy that has been established and will be implemented in the future, educators have been trained to be competent in their field and understand children's rights so that they are able to treat children according to the rights they have, the institution has child-friendly facilities and infrastructure so that children feel comfortable and safe when using school facilities, provides a friendly and comfortable learning process for both teachers and other students, there is participation from parents of school alumni, community institutions and the business world in supporting intensive Islamic study programs and tahfidzul Qur'an. Students also take part in implementing school programs.

## 4.    CONCLUSION

Strategic management is very important in running an educational institution at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency, which will produce achievements and also achieve the targets of an institution. The most important thing in strategic management is making it easier for an organization/institution. in explaining various competent and wise strategies through the use of a more systematic, logical and rational approach to alternative strategies. In innovation in the development of Islamic educational institutions at SDIT Nurul Anshar and SDN 4 Curah Jeru, they must undergo organizational changes at the level of increasing management effectiveness, well managed, transparent, developed on a clear basis

which is actualized in the vision, mission, and goals. In determining strategic planning at SDIT Nurul Anshar and SDN 4 Curah Jeru, namely positioning, differentiation and brand service processes. In determining implementation at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency, creating and developing superior programs, improving achievement and forming character. Overall, brand innovation has an important role in developing the quality of the school brand and teacher performance at SDIT Nurul Anshar and SDN 4 Curah Jeru, Situbondo Regency . Through the motivation, inspiration, support and influence they provide, school principals create an environment that supports professional growth, personal development , improving the quality of teachers' teaching , developing superior programs and improving good communication with the community to achieve common goals . This has a positive impact on education and the school brand.

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