

## **Strategic Planning In Achieving Loyalty of Customers Madrasah Aliyah in Jambi Province – Indonesia**

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### **Abstract**

*Strategic planning has an important meaning for every educational institution in Indonesia based on the current rules and regulations. In addition to demands that are juridical, normatively, Madrasah Aliyah as an educational service institution should have formulated a customer-oriented strategic plan. The strategic management concept offers an operational framework in the formulation of various madrasah programs and policies when developing strategic planning. Apart from being an integral part of the concept of strategic management, strategic planning is also an important part of total quality management (TQM).*

*This study aims to determine the empirical conditions regarding the strategic planning process with various strategic choices in achieving loyalty of education service users in MAN 1 TanjungJabung Barat, MAN 2 Jambi City, MAN 1 Batang Hari. This study used a qualitative descriptive method with a multi-site approach. Data collection techniques through observation, interviews, and documentation study. Data analysis was carried out through the process of presenting data, data reduction and data verification.*

*The results of this study determine the strategic planning process and find indicators of loyalty of customers in the form of commitment, referral, word of mouth, and repeat orders with loyalty factors that include satisfaction, public image, switching barrier / resistance, service quality. Strategic planning in achieving Loyalty of customers provides benefits for the sustainability and development of madrasas in a relatively long time.*

**Keywords:** *planning, strategic, loyalty, customers, quality.*

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### **I. Introduction**

The era of globalization and the competitiveness of the education sector requires every educational institution to continue to improve its organizational management system. Educational institutions that have strategic planning in emphasizing the satisfaction and loyalty of their clients will certainly get a positive stigma from users of education services and the community. Strategic planning has an important meaning for any educational institution that seeks to improve the quality of performance and quality of service in the midst of an increasingly competitive education market. Strategic planning provides direction and determines appropriate future action. Sedarmayanti stated that an effective planning system is needed: 1) to respond to changes in the external environment; 2) to organize resources for performance improvement (Sedarmayanti, 2016: 7).

Strategic planning can be seen from two dimensions, both are process and product. Strategic planning as a process as stated by Simerly and Associates in El-Widdah and Huda, namely strategic planning is a process that gives attention to (1) designing, (2) implementing, (3) monitoring plans for improving organizational decision making. Meanwhile, strategic planning as a product is a specific written document that allows all personnel in the organization to understand, understand, analyze and criticize the goals, objectives and strategies that are being used to achieve the mission of an organization (Elwiddah, 2018: 54).

Normatively Madrasah Aliyah as an educational service organization should have formulated a strategic plan that is quality oriented and has a positive customer response. Strategic planning contains organizational quality objectives and reflects organizational innovation and effectiveness, while positive responses and customer satisfaction are reflections of quality management and service. Quality and service often trigger customer perceptions in assessing a product, including educational services. Customer satisfaction and loyalty will emerge as a response from quality education services. Customer loyalty is very important for madrasas that maintain the continuity of their institutions.

Quality is the ability of a product or service that can meet needs or expectations, customer satisfaction. The term customer (customer) in education is grouped into two, namely internal customer and external customer. Internal customers, namely students or students as learners (leaners), while external customers are the community and the industrial world (Nanang, 2013: 3).

Apart from the reasons above, conducting research on strategic planning aspects in achieving loyalty of customers at Madrasah Aliyah has various empirical reasons;

- *First*; The external environmental factors of madrasah are constantly changing in trend, requiring adaptation and adjustment. As an example; the presence of the industrial revolution era 4.0 or in other terms is referred to as Smart Factories, Industrial Internet of Things, Smart Industry, or Advanced Manufacturing, (Hoedi&Wahyudi, 2018: 18) has massively affected people's social life including life in the world of education. The ability of madrasahs to adapt to technological developments is one of the reasons for assessments by customers in making choices at these schools.
- *Second*; Global competition in the world of education is tight and fast, where each educational institution is competing to offer its respective advantages and disadvantages will provide a stimulus for madrasahs to continue to strive to adjust their institutional attributes to meet the needs and priorities desired by customers in the education market segment.
- *Third*; The emergence of the perception that if there is a change of leadership before the end of their tenure will result in a change in the direction of madrasah policy, therefore strategic planning in achieving customer loyalty will provide certainty in the management and operation of madrasah for a relatively long period of time.
- *Fourth*; It is reasonable to suspect that not all madrasah formulate strategic planning and make it a Master Plan in preparing the annual operational planning of madrasah.

### **Strategic Planning**

The general definition of strategic planning is a process that determines the existence of planning for top managers who really lead to the long-term goals of the company, accompanied by the preparation of efforts to achieve the expected goals. Meanwhile, the specific definition of strategic planning is an action that is continuously increasing and carried out in accordance with the point of view of what consumers want and expect for the future. Strategic planning is an integral part of strategic management. The strategic plan includes the entire strategic planning process activities, from the vision, mission, values, and so on up to the setting of goals, objectives and organizational / company strategies that contain policies and programs (Sedarmayanti, 2016: 142).

### **Strategic Plan Formulation Process**

Alan conveyed a 5-step strategic planning approach that can be applied in non-profit organizations, "The Alliance for Nonprofit Management was developed a five-step approach to strategic planning that is applicable to public as well as nonprofit organizations. This generic model incorporates the basic components included in most approaches to strategic planning: (1) determine the organization's "readiness" for planning, (2) formulate mission and vision statements to guide the overall planning process, (3) carry out a situational (SWOT) assessment, (4) develop goals, objectives, and strategies, and (5) prepare a written plan "(Steis, 2003: 58).

### **Customers and Loyalty of Customers**

The term "customer" is avoided by some people in the world of education because it tends to have a commercial tone so that it replaces it with the word stakeholders or client which connotes professional service (Baharuddin& Makin, 2018: 46). however, others such as Edward Sallis, Jerome S. Arcaro, Baharuddin, Nanang Fatah, and Lusia use the word "customers" as "customer" in the sense; students or students / students, teachers / lecturers, employees / staff, parents, community, government and stakeholders.

Literally, loyalty means loyalty, which is one's loyalty to an object. Uncles et.al, specifically mentioning the object of consumer loyalty, namely "loyalty is something that consumers may inhibit to brands, services, stores, product categories (eg, cigarettes), and activities (eg, swimming), (Uncles, 2002: 5) . Furthermore, Mowen and Minor in Mardalis define loyalty as a positive attitude of customers towards a brand, have a commitment to the brand, and intend to continue their purchases in the future. Loyalty shows the tendency of customers to use a certain brand with a high level of consistency (Mardalis, 2005: 111).

In a business context, there is a subtle difference between 'satisfied' customers and 'loyal' customers. Satisfied customers tend to 'promote' the company, because satisfaction is something people will talk about. But more than that, loyal customers are more profitable because they are more likely to buy additional products, often shopping without negotiating a price reduction (Szwarc, 2005: 12).

Robert Peterson from the University of Texas, found that in most surveys on customer satisfaction, 85 percent of an organization's customers say they are "satisfied" but still show a desire to switch to another organization (Griffin, 2016: 4). Therefore, the best effort of an organization is to improve customer service through continuous improvement in order to be able to change the positive response from satisfied customers to loyal customers.

### **Type of research**

This research is a qualitative descriptive study that aims to reveal or describe strategic planning in achieving customer loyalty in MAN 1 TanjungJabung Barat, MAN 2 Jambi City, and MAN 1 Batang Hari in a systematic and straightforward manner. Researchers conducted participatory observation to describe, describe, explore and describe various indicators of the research theme above regarding the steps for preparing strategic planning documents, quality objectives in the form of programs and activities in strategic planning in achieving internal and external customer loyalty of madrasah.

This research also uses a case study approach with a multi-site design. According to Stake in Jonh W. Creswell, a case study is a research in which the researcher carefully investigates a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers collect complete information using various data collection procedures based on predetermined time (Creswell, 2010: 20).

In this study, researchers did not make special treatment to research subjects. Researchers only dig up information about the symptoms that arise in relation to strategic planning, the resources involved in it, quality objectives in the form of policies, programs and Madrasah activities. The theory collected is data about innovative programs and strategies in achieving customer loyalty in education at Madrasah Aliyah Negeri (MAN) 1 TanjungJabung Barat, Madrasah Aliyah Negeri 2 Kota Jambi, and Madrasah Aliyah Negeri 1 Batanghari which have an impact on the assumptions and responses of madrasah customers. Through this qualitative descriptive study, it is hoped that empirical findings can be described in more detail, clearly and accurately regarding the strategic planning of madrasahs in achieving loyalty of customers.

### **Research result**

The stages of preparing the Strategic Planning of MAN 1 TanjungJabung Barat, are: 1) The stages of preparation, namely forming a planning team appointed directly by the head of the madrasah but not given a Decree (SK), needs analysis; for madrasah accreditation and madrasah activity programs, developing madrasah profiles, 2) Formulating and reinforcing the vision and mission of madrasah, 3) Conducting environmental studies with SWOT Analysis and Madrasah Self-Evaluation (EDM) related to the effectiveness of organizational structures and functions, potential resources human resources, environmental resources including educational facilities and infrastructure, conformity to the National Education Standards set by BSNP, 4) Formulating, agreeing on strategic choices to be further determined as madrasah strategic plans, 5) Documenting strategic plans, 6) Pouring strategic plans into in a more operational plan, namely the Annual Work Plan (RKT), 7) Supervise and evaluate the plans that have been determined and implemented.

Strategic planning of MAN 2 Jambi City in achieving loyalty of customer begins by identifying the potential and readiness of madrasahs in designing future plans based on needs analysis, SWOT analysis and Madrasah Self-Evaluation (EDM), so that internal and external customers of the madrasah can feel the impact of the policy. madrasah programs and activities to be determined. Planning with strategic choices is a critical success factor in achieving the goals and objectives of the madrasah. The planning process is carried out by a planning team consisting of the head of madrasah, deputy head of madrasah, teacher representatives, education staff / staff, madrasah committee, and related stakeholders.

Attitudes and behaviors of loyalty from the teachers of MAN 1 TanjungJabung Barat, MAN 2 Kota Jambi, and MAN 1 Batang Hari as internal customers of the madrasah, are reflected in their high dedication and integrity in carrying out their duties and obligations as teachers and student guides. Teaching attendance at madrasah reaches almost 100% every day. Very high commitment to continuously use the services of madrasahs. Teachers and students always want MAN 1 TanjungJabung Barat, MAN 2 Jambi City, and MAN 1 Batang Hari to their families, relatives and other people to attend this madrasah and make it their first choice. Most of the education personnel who work at MAN 1 TanjungJabung Barat, MAN 2 Jambi City, and MAN 1 Batang Hari are alumni of these madrasahs, according to which the head of the madrasah has high competence and integrity.

Community loyalty to these madrasahs is still high, as evidenced by the fact that new student admissions have increased from year to year. Student loyalty is reflected in the absence of students who do attrition or drop out before their 3-year study period ends at the madrasah. The formation of student loyalty and student parents is an implication of a quality madrasah with a variety of educational services that are obtained and felt. Other loyalty attitudes are referrals, word of mouth and immunity to withdrawals from other madrasahs/schools.

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