



The Implementation of Competitive Strategy at *SDN Cipondoh* to Achieve Competitive Advantage

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ABSTRACT

The research aims to determine the effectiveness of the competitive strategies' implementation at *SDN Cipondoh*. This research was carried out at *SD N Cipondoh*. The method in this study is to use a descriptive qualitative method approach with a study analysis of competitive strategies applied at *SDN Cipondoh*. The data collection technique uses interview that focus on principal, vice principal, teachers, and guardians. The results of this research are *SDN Cipondoh* has implemented a competitive strategy to achieve competitive advantage. This is evidenced by the strategic condition of the school, its vision and mission are clear, it has set goals appropriately, formulated strategies well and precisely, and implemented operational plans as a tool for routine and planned evaluation and monitoring enabling rapid adaptation to environmental changes. An in-depth analysis of the implementation of competitive strategies at *SDN Cipondoh* provides educators with useful information. In the midst of an increasingly competitive world of education, other schools can use this as a reference to improve their strategic operations. Therefore, it is important for this school and schools in Indonesia to maintain competitive advantage, the school must update strategies, manage resources well, and build superior and high-quality human resources. They have to build collaboration, a sense of mutual cooperation and create innovative or new learning environments.

Introduction

Education has an important role in shaping a nation's future (Ditmawa, 2023). *SDN Cipondoh* as basic education institutions have a big responsibility in equipping the younger generation with the necessary knowledge and skills. *SD Negeri Cipondoh* is a state school which is a formal elementary education institution located in Cipondoh, Tangerang (Pusdatin © Kemendikbudristek, 2024). This school has a strategic location; close to main roads, health facilities, tourist attractions and also sub-districts. Besides having a strategic location, this

school is also free of fees so that this school is able to compete with state and private schools in the area and has become a favorite school in the Cipondoh. However, to maintain increasingly fierce competition, a strategy is needed, especially in the current era of globalization, which is characterized by competition for quality. All stakeholders in various fields, including education, are required to continually improve their excellence, and the quality requirements of human resources have become a priority. So, in the face of global competition and rapid changes in the world of education, implementing competitive strategies is crucial to ensuring competitive advantage, as emphasized by (Saharani, Dinar & Hidayat, 2023): the inability of educational institutions to adapt to the current developments can result in low-quality education.

In education, competition between schools is increasing and becoming more complicated. One very important advantage for an organization is competitiveness. Competitiveness is the strength and ability to survive in increasingly fierce competition Rukmasari(2016). Thus, educational institutions need to implement effective strategies to compete with other educational institutions. Competition among educational institutions is an undeniable fact and is increasingly intense. Therefore, with competition between schools becoming increasingly intense, it is important for schools to develop competitive strategies as an urgent need. According to Musa, Faisal, & Nasution (2008), the lack of education that develops strategic and operational management, which is widely applied in the business world, can be an obstacle to following new trends and remaining competitive in today's era. Therefore, efforts are needed to create quality human resources to meet the needs of the times. In a rapidly changing educational environment, schools must be able to compete in creative, innovative, and responsive ways in order to remain relevant and constantly evolving. Irani, et al,(2014) said that one step that can be taken is implementing school management strategies to improve the quality of education. Apart from that, schools must organize their learning activities so that they produce human resources (HR) that can meet stakeholder needs and achieve student satisfaction within the expected time and number of students.

Based on this view, educational institutions are expected to be able to select and determine strategies that can be applied to overcome competition (Bashori, 2017). Intense competition, both direct and indirect, has a significant impact on the performance of business, educational, and social organizations in terms of technology, customer needs, and the rate of change. In such situations, the right strategy is needed to make the right decisions and take the necessary steps to maintain business continuity. Therefore, competitive strategies are needed to monitor all potential changes that may occur in educational organizations and also in outside of education.

Strategy is usually described as a path to achieving a goal. The strategy consists of the main activities needed to achieve a goal (Hamali, 2016). Another definition of strategy (Bashori, 2017) is that strategy is a comprehensive plan about how the company will achieve its mission and goals. Strategy maximizes competitive advantage and minimizes competitive constraints. On the other hand, Barry Render and Jay Heizer explain the meaning of strategy as an organizational action plan to achieve the mission (Bashori, 2017). Each functional area

has a strategy to achieve its mission and help the organization achieve its overall mission. So it can be concluded that strategy is a plan developed based on consideration of internal and external factors to achieve the goals of an organization, including educational institutions.

According to Wati & Trihantoyo (2020), strategy is a process to achieve goals; therefore, strategic management can be explained as actions carried out according to the stages identified as follows: (1). Building strategies involves considering business opportunities, threats, strengths, and weaknesses. The areas in question are used in preparing long-term plans so that management becomes effective and efficient. Implementing or carrying out a strategy must be arranged logically and rationally. Once built, it is capable of creating an action (3). Evaluating or controlling strategy: at this stage, the organization will focus on monitoring and evaluating the implementation of strategic management to adjust and ensure that the strategy is running as expected.

However, according to Pearce and Robinson (2013), strategy is a large-scale plan oriented toward the future that is used to achieve organizational or institutional goals by adapting to competitive circumstances. A good strategy will produce results in which organizations will succeed in achieving their goals in competition with other organizations. In addition, control is necessary to achieve an effective strategy, which is carried out through strategic management. According to Fred (2008), strategic management can be defined as the art and science of making, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. To achieve corporate success, strategic management combines various elements, including marketing, management, finance and accounting, production, operations, research and development, and computer information systems. The goal of strategic management is to exploit and create new opportunities (long-term planning).

Apart from that, strategic management is needed to implement the strategy well. Strategic management consists of three stages, namely the steps of strategy, implementation, and evaluation. The process of strategy includes developing the organization's vision and mission, identifying opportunities and threats from external sources, determining internal strengths and weaknesses, setting long-term goals, formulating alternative strategies, and selecting the best. The end of the strategic management process is strategy evaluation. The main tool for obtaining information is strategy evaluation. In the future, all plans might change due to internal and external factors.

After comprehending strategy, competitive strategy can be defined as a systematic approach designed to achieve a competitive advantage in a particular industry or market. The concept of competitive strategy, according to Barney&Hesterly (2019) involves planning, organizing, and implementing various tactics to position an organization better than its competitors. Competitive strategy is not only limited to creating cost advantages or differentiation but also involves responding to environmental changes, product innovation, resource management, and strategic partnerships.

Porter shows that schools can design competitive strategies to maintain and increase their competitiveness (Kamayuda, 2016). In line with this opinion, the way for consumers is

to use competitive strategies. In implementing this strategy, schools are faced with certain market conditions and environments that require various variations. Three generic strategies that can successfully outperform competitors in an industry to face competition are overall cost leadership, differentiation, and focus (Porter, 2007). Generic strategies allow a company to gain a competitive advantage on a certain business scale (Fred R, 2008). Therefore, Wijaya said that every school must have the ability to build advantages that are difficult for its competitors to take away. Innovation, efficiency, and product quality can produce competitive advantages (Mahmud MY, Najmul Hayat, Fransisko Chaniago, 2022).

Furthermore, competitive strategy can be defined as a holistic approach that involves an in-depth analysis of the organization's external and internal environment, selecting an optimal strategic position, and implementing a coherent action plan to achieve competitive advantage (Grant, 2019). According to Porter (2019) competitive strategy includes a deep understanding of how organizations can create and maintain superior performance through cost advantages, differentiation, or focusing on certain market segments. If it is related to educational organizations, competitive strategy is the ability of an organization or educational institution to formulate strategies for achieving opportunities through maximizing student interest in the institution (Bashori, 2017). in the industry where the company can best protect itself against competitive pressures or influence these pressures positively (Michael Porter, 2001).

In line with the description above, competitive strategy is a formula for increasing a company's competitiveness in terms of customers or potential customers. A competitive strategy provides advantages that differentiate it from other companies and create healthy competition with segmented customers (Umar, 2003). Then Hunger (2003) stated that "competitive advantage is a collection of strategies to determine the superiority of a company in competition between other companies. Competitive strategies include low costs and differentiation. This was also expressed by Porter (2019) that Competitive strategy is looking for a profitable competitive position in an industry where competition occurs naturally.

The components of competitive strategy, according to Bashori (2017), are: a) Through appropriate positioning, educational institutions strive to convey the independent image of the institution to their customers or target market. b) The process of maximizing the selling power of an educational institution and maximizing its brand based on the effectiveness of its competitive strategy then depends on the entire system and other functional units within the educational institution. The main goal of educational institutions is to maximize student interest. Furthermore, educational institutions can implement the policies by providing quality educational services and providing various scholarship opportunities. In principle, to manage a school so that it can improve and maintain its achievements, excellence, and competitiveness, a strategy is needed (Hasanah, Ula M, 2021). Based on the results of interviews conducted with the principal, teachers, and parents, *SD N Cipondoh* has several strategies to become a superior school, namely by organizing a solid school and teamwork (school members) in (1) maintaining and improving the quality of PBM through the typical

curriculum; (2) managing school excellence targets; and (3) improving and maintaining school quality through accreditation, ISO, and school quality culture.

As quoted from the book *Educational Management* by Abuddin Nata(2012) (2003:389), competitive advantage is everything that a company does very well compared to its competitors. Hunger (2003) states that competitive advantage is a collection of strategies to determine the superiority of a company over competition among other companies. Competitive strategies include low costs and differentiation. Next, combining these two strategies is called focus. Even though the discussion is identical to company studies, it does not violate the rules if the competitive nature of education is also in line with the competitive intentions of corporate competition institutions. It's just that the competition in question certainly includes a discussion of the achievements of the educational institution itself.

Furthermore, Umar (2003) defines a competitive strategy as a formulation designed to boost a company's competitiveness from the perspective of consumers or future customers. Competitive strategies give them benefits that separate them from other organizations and generate healthy rivalry with segmented customers. Meanwhile, Suwarsono Muhammad (2004) claims that businesses strive to manufacture and market goods and services using competitive tactics that give them an advantage over competitors. As a result, competitive strategy in education refers to how a school attempts to dominate the market in question. They accomplish this by offering competitive advantages, assessing rivals, and implementing successful competitive strategies.

Several previous studies have shown that there is a strong relationship between development capacity and school strategic excellence. Research Wafula (2016), entitled *Development Capabilities and Competitive Advantages of Private Primary Schools*, recommends that school managers implement competitive strategies to gain sustainable competitive advantages.

Through this investigation, an in-depth talk will be carried out on how to execute a competitive strategy at *SDN Cipondoh* to attain a competitive advantage. Great participation from all assets included will enormously decide the victory of competitive procedure execution. This inquiry about is anticipated to deliver an outline of competitive techniques in schools as input and motivation for school principals, instructors, and counselors, as well as instructive staff and other instructive staff for the application of competitive methodologies in school administration and advancement to confront current and future competition. By investigating different vital approaches and hones, it is trusted that this investigation can give valuable experiences for the development of instruction at the fundamental level. An in-depth understanding of how rudimentary schools can accomplish competitive advantage and give a vital premise for partners in planning arrangements and assist steps. So, the research question is how to implement competitive strategies *SDN Cipondoh* to achieve competitive advantage.

Research Methods

Research methods are the methods used by researchers to collect data (Arikunto, 2019). This type of research is descriptive qualitative research with an interview. Qualitative research aims to explore, describe, and explain a phenomenon being studied. According to Moleong (2021), "qualitative research material is the main problem that arises from the researcher's experience or knowledge obtained from science or other literature." According to Sugiyono (2021), one problem that is suitable for research using qualitative research methods is to development theory. Qualitative methods are most suitable for developing theories built on data obtained in the field (Sugiyono, 2021). Such a theory is built on grounded theory. The object of this research is *SDN Cipondoh*.

Furthermore, the data collection techniques used in this research are: First, interviews. Interviews were conducted with the principal, teachers, and guardians of *SDN Cipondoh*. According to Arikunto (2019), the interview first asks a series of structured questions and then deepens them one by one by seeking further information (Adhimah, 2020). The technique of data analysis in this research refers to the opinion of Milles & Huberman, that describing the analysis process, which consists of three series, namely data reduction, including the process of selecting, focusing, paying attention, and transforming the data obtained so that the data can be verified. Then the data is presented as information that is intended to understand, analyze, and take action based on the understanding obtained from the presentation of the data. The final step is drawing conclusions, which are the answer to this research problem (Atikah Mumpuni dan Rizki Umi Nurbaeti, 2019).

Findings

SDN Cipondoh plays a key role in providing basic education to the younger generation in its area. In its efforts to achieve competitive advantage and improve the quality of education, *SDN Cipondoh* needs to implement competitive strategies in strategic management. *SDN Cipondoh* is a school that is very strategically located because it is on the side of the main road, so the school is in great demand by the community even though there are many public elementary schools around it and private. Apart from that, many graduates of this school are accepted into their favorite state junior high schools.

After interviewing the principal and asking several questions related to the implementation of competitive strategies in this school to achieve excellence, The findings obtained by researchers after conducting interviews related to this theme are as follows:

1. Development of a Strategic Vision and Mission:

To determine the school's long-term goals, a process is needed that starts with the strong determination of *SD N Cipondoh* to create a strategic vision The vision and mission of *SDN Cipondoh* are (a) Vision: To realize students who are superior, characterized by Pancasila and caring for the environment, (b) Mission: Create graduates who have national competitiveness; Impress qualified and future-oriented graduates; Implement an education that promotes the values of honesty, discipline, cooperation, integrity and loyalty, responsibility, and tolerance; Have a professional and

competent educational staff; Provide a service that fits the interests, talents, and potential of each student; and Create a culture of school that is superior, independent, characteristic and cares about the environment

2. The setting of the Objective

The aim of *SDN Cipondoh* is not only to serve as a measuring tool for employee performance but also as a means to track progress in achieving a long-term vision. This goal is to encourage creativity and innovation, improve educational performance, and meet rapidly changing educational needs based on the vision and mission above. To achieve the objectives of *SDN Cipondoh*, this school does as follows: (a) General Objectives: Improving school management, Increasing HR Professionalism, Utilizing the Community Environment, Completing educational facilities. (b) Specific Objectives: Encourage the enthusiasm of employees and teachers to improve their knowledge both through formal and non-formal channels, Providing optimal service to the community through PBM that meets community expectations, Build facilities with rooms that support the implementation of KBM, Encourage students to carry out competitive activities in both academic and non-academic, Develop regulations relating to school management, Optimizing available HR functions, Holding relationships with the community to get positive support through the school committee, Develop communication with the environment, and Complete supporting tools.

3. Strategy formulation

SDN Cipondoh has carried out strategy formulation, where strategy formulation is the development of long-term plans for effective management of environmental opportunities and threats, according to an analysis of the strengths and weaknesses of an organization (Kholis, 2014). Formulating this strategy includes the organization's mission, specifying achievable targets, developing strategies, and establishing policy guidelines. The potential of *SDN Cipondoh* is: The location and building of the *SDN Cipondoh* are strategic, close to health facilities, sub-districts, and Lake Situ Cipondoh tourism, complete, and conducive; The high level of public interest in entrusting their sons and daughters to study at this school. It is proven by the input of student admissions above the study group quota target; Have library facilities and reading terraces in each class; There are some classes that have bathrooms; Most educators have an educator certificate, and some also have a master's degree; Most teachers and education personnel have used ICT in implementing teaching and learning activities; The school has implemented a computer-based national assessment (ANBK); and Participate and achieve non-academic (extracurricular) achievements at the city or region level, Most of the graduates of this school are accepted into their favorite state schools.

Meanwhile, the characteristics of *SDN Cipondoh* are: All school members have strong awareness and motivation to improve the quality of education; The school community has environmental awareness of the vision of this school and also prioritizes the values of honesty, discipline, cooperation, integrity, loyalty, responsibility, and tolerance; Educators have a high responsibility for improving their four competencies (pedagogical, personal, social, and professional); Students have high enthusiasm for

achieving both academic and non-academic competencies; and Having self-familiarization activities to increase the values of faith, devotion, and noble morals; this is reflected in holding duha prayers and Koran recitation activities, and for students who enter during the day, they are required to bring mukenas to pray together.

Furthermore, by looking at the potential data and features above, an educational organization can create the right strategy to utilize its advantages to become competitive and have bargaining power compared to other schools. Strategic decisions are made by considering the impact on overall organizational performance. They are Educate and accustom children to care about the environment and to have a character that is in line with the Pancasila profile.; Encourage educators to take part in training, become active teachers, be innovative in teaching, and further study; Providing facilities that support the development of science, technology, and skills

In this case, this Elementary School has implemented this strategic formulation as well as a competitive strategy to achieve excellence in the intense competition in the world of education.

4. Implementation and Identification of Competitive Strategies in SDN Cipondoh

Strategy implementation is considered the ultimate test of strategic success. *SDN Cipondoh* focuses on creating organizational processes that support the strategy adopted. In this case, the principal plays a very important role in providing motivation and encouragement to teachers and employees, creating an effective organizational structure, budgeting, and implementing information systems that support strategic implementation. Commitment and learning from all members of the organization are key to responding to the dynamics of the academic environment. Therefore, apart from vision, improving the quality of teachers plays an important role in achieving school excellence. The competitive strategy implemented at *SDN Cipondoh* is as follows:

a) Implementation of the Learning Differentiation Strategy

Based on the results of interviews conducted by researchers and after analysis, it shows that elementary schools in Cipondoh have implemented a learning differentiation strategy where differentiated learning is an effort to adapt the learning process in the classroom to meet the individual learning needs of each student (Tomlinson in Imran Tululi,(2022)). In other words, this learning provides flexibility and accommodates the needs of students to be able to increase their potential according to their abilities. In this context, *SD N Cipondoh* School implements a learning differentiation strategy by utilizing technology, a creative independent curriculum, and extracurricular activities. This aims to provide a more interesting and relevant learning experience for students.

b) Partnering with the local community

Apart from implementing a differentiation strategy in learning, the school appears to have succeeded in establishing partnerships with local communities, such as non-profit organizations, and then cooperation and interaction are built between the school and the surrounding community. The purpose of this partnership is to create a mutually supportive and sustainable relationship between

the school and the surrounding community, including parents of students, community leaders, and other related parties. As stated by Torro Supriadi (2022), one of the communities that is moving in the field of education is to make a real contribution to society in general and children in particular, and this community has a social function (Asmani In Torro Supriadi (2022)), are to obtain qualifications in community life, and in this case, parents and guardians of students collaborate with the school to support infrastructure, facilities, and activities carried out by the school.

Then, based on informants, the partnership implemented in this school has the aims and objectives of (1) improving the quality of education by supporting various initiatives, programs, or additional resources needed by the school. (2) With parental participation and cooperation, this can be an effective channel for engaging parents' participation in school activities. Good communication between the school and parents can support student learning in the school environment and at home. (3) for the development of student character, where collaboration with local communities can help schools provide real experiences outside the classroom that can shape student character and social skills, such as outbound activities and study tours; (4) for support in facilities and infrastructure, such as improving infrastructure or learning support facilities; (5). For the welfare of students and the surrounding community, this could include social assistance, health, or local economic development programs. (6) to empower local communities by involving them in decision-making processes related to education and giving them an active role in supporting school development.

c) Improving the quality of teachers

The next competitive strategy implemented by this school is to improve teachers' quality. In this case, the school has shown awareness of the importance of improving teacher quality, with regular training and participation in professional development activities being part of the strategy to improve teaching skills and teacher-student interactions. This is proven by the educational qualifications of SD N Cipondoh 1 teachers, who are S1 PGSD graduates. During school holidays, training and activities related to school administration are carried out, such as making lesson plans, making learning media, and so on.

The principal's strategy for improving teacher quality are: Encourage teachers to continue their studies. In this case, most of the teaching staff graduates from SD N Cipondoh 1 are PGSD undergraduate academic graduates, and several teachers have master's degrees; Providing regular training and development for teachers, either in the form of workshops, seminars, or ongoing training programs; Integrate the latest educational technology and teaching methods into training to improve digital skills and teaching effectiveness; Conduct regular teacher performance evaluations to identify strengths and weaknesses; Encourage collaboration between teachers to share experiences and innovative ideas in teaching; Provide constructive feedback and develop individual development plans based on the evaluation results; Provide

recognition for teacher achievements and positive contributions through awards and other recognition; Developing curriculum and teaching materials, such as adopting curriculum and teaching materials that are relevant, up-to-date, interesting, and meet student needs.

5. The Evaluation of Strategy

Strategy evaluation is the final stage in strategic management. According to Samahita Wirotama (2018), strategy evaluation is a way for business people to evaluate the company's position to achieve strategic goals. This evaluation provides an objective method for testing the efficiency and effectiveness of a business strategy, as well as a way to determine whether the strategy being implemented is moving the business toward its intended strategic goals. Not only that, strategic evaluation can also help identify when and what corrective actions are needed to bring performance back in line with your business goals.

In the context of educational organizations, strategic evaluation is a way for business people or leaders to evaluate the position of educational institutions to achieve competitive strategic goals. The strategy evaluation will ask about the goals that have been achieved by the implementation of the chosen strategy. At *SDN Cipondoh*, strategy evaluation shows a commitment to continuously improve and enhance performance. Monitoring internal and external factors is essential to the evaluation process. In addition to achieving goals, performance measurement takes into account the influence of strategies on students and the education system. When making strategic decisions, a careful evaluation will provide valuable and useful insights.

Through this strategic management process, *SDN Cipondoh* can answer the challenges of the educational environment by taking a comprehensive approach. It's not just about using strategy strategically; it's also about building a culture that supports innovation and change. this Elementary School involves all members of the organization to achieve a competitive advantage and transform education.

Among the strategic evaluations carried out by *SDN Cipondoh* are carrying out self-reflection, evaluating the work of the principal by supervisors, monitoring and assessing school leaders, namely the principal, and carrying out evaluations measuring student performance.

6. Strategic Management

In the strategic management, there are (a) School Environmental Analysis: The results of the analysis show that the school routinely carries out external and internal environmental analysis. Nonetheless, there needs to be more focus on understanding educational trends, student needs, and adapting to environmental changes. (b) Resource Management: *SDN Cipondoh* has been successful in managing resources, including the allocation of funds, utilization of facilities, and management of personnel. The success of graduates is the final benchmark for the effectiveness of education at *SDN Cipondoh*. In line with the demands of the world of work, this school strives to ensure that graduates not only have strong academic knowledge but also relevant skills such as entrepreneurship and adaptability. By understanding the expectations of graduate

users, these schools can adapt the curriculum and offer training programs accordingly. However, there is potential to increase efficiency in the management of human resources and school infrastructure. (c) Participative in Decision Making: This school shows efforts to implement a participatory approach to decision-making by involving teachers, students, and parents. However, there is potential for increased involvement and more active participation from all stakeholders. (d) Student participation: Student participation is measured through an evaluation of student involvement in the educational process. *SDN Cipondoh* has committed to creating a comfortable learning environment for all students, without bullying, and caring for the environment. Through the implementation of the independent curriculum, the school provides opportunities for all students to express their talents and interests other than in the academic field. Through project activities to strengthen the student profile of Pancasila and diversity, entrepreneurship, and MSME events, students can research the surrounding environment using existing themes, as was carried out on December 9, 2023. (e) Performance Measurement and Evaluation: The school has implemented student performance measurements but needs to improve in measuring parental satisfaction as well as the overall evaluation of the achievement of strategic goals. Therefore, regular evaluation of parent satisfaction provides valuable feedback, allowing schools to identify areas for improvement and address the needs of the educational community. Regular committee and school meetings become a medium for communication and coordination for all parties. (f) Encouragement from the leader. It is very important for educational leaders, especially school principals, to motivate, mobilize, and influence the entire educational community at *SDN Cipondoh*. Strong leadership is needed to overcome differences, handle dynamic changes in the world of education, and inspire staff and students to achieve their best.

Discussions

SDN Cipondoh is a state school under the auspices of the Ministry of Education and Culture and is accredited by A. The vision and mission of this school are to create superior students, have character of Pancasila, and care about the environment. Furthermore, the location of this school is near the main road and also public facilities such as health facilities and tourist attractions, and it is also close to the sub-district. Because of its strategic location, this school is considered a favorite and superior by the local community, and it can compete with other schools. Apart from its strategic location, this school is also exempt from monthly tuition fees. Therefore, people compete to send their children to this school.

In the achieving competitive advantage, *SDN Cipondoh* has demonstrated the implementation of mature strategies. This school stands out for its holistic approach to providing education to its students. Below, we will discuss an overview of the implementation of competitive strategies at *SDN Cipondoh*.

In implementing a competitive strategy, this school has succeeded in implementing this strategy well by taking the following steps: the first way, implementing a learning differentiation strategy by (a) utilizing educational technology. In this context, teachers use

laptops to conduct learning. (b) extracurricular activities such as futsal, dance, tambourine, harmonica music, and *Pencak silat*. (c) a creative and innovative independent curriculum where, in adopting this curriculum, schools do not only focus on academic aspects but also develop students' social skills and creativity. Then, in this case, schools need to emphasize adaptation to change and increasing understanding of educational trends and innovations.

The second competitive implementation strategy implemented by this school to achieve a competitive advantage is parental involvement. To create a superior school, *SDN Cipondoh* actively involves parents in the education process. Open communication and parent involvement programs form a positive partnership for student development to support supporting facilities and infrastructure. This can include social support programs, health, and local development, as well as empowering local communities by including them in decision-making processes related to education and actively participating in supporting school development.

Furthermore, the strategy of improving teacher quality is a factor that supports this school's ability to achieve a competitive advantage because improving teacher quality is a long-term investment. The focus on developing teacher professionalism is the basis of this school's competitive strategy. Teachers who are skilled and committed to contributing to a quality learning experience can not only influence student performance, thereby leading students to achieve achievement, but also support the implementation of competitive strategies. In this case, it is proven by the education qualifications of *Cipondoh State Elementary School* teachers, who are S1 PGSD graduates. During school holidays, training and activities related to school administration are carried out, such as making lesson plans, making learning media, and so on.

The fourth strategy is for this school to always receive encouragement from its leaders to improve resource management, strengthen partnerships with the community, and increase active involvement from parents. In addition, there needs to be a special focus on adapting to the latest educational trends. Finally, to achieve competitive advantage, this school can synergize competitive strategy with strategic management because a deep understanding of student needs, optimization of resources, and active participation of all stakeholders are the keys to success in achieving competitive advantage.

By implementing these strategies, *SDN Cipondoh* can achieve a competitive advantage, not only in academic achievement but also in shaping the character and potential of students as a whole. This holistic approach has a positive impact on the school's reputation for creating a dynamic learning environment. Therefore, it is hoped that schools in Indonesia will implement competitive strategies to improve superior and competitive schools.

Conclusions

If an educational institution wants to survive, compete, and excel, then the institution must pay attention to increasingly fierce competition because unique advantages enable each institution to develop. If educational institutions cannot keep up and compete in complex developments, they will lose out on competition and possibly go out of business. In

addition, because most of the educational institutions are managed by the community, a competitive and innovative approach is required. This requires the ability to understand societal expectations and the ability of educational institutions to serve them. Therefore, the ever-increasing needs of society must be seen as a challenge, not an obstacle. The emergence of educational institutions should be considered an effort to improve quality through professional competition. Therefore, all elements must be able to prepare themselves to be able to compete in developing all the desired results to achieve the goals.

Elementary schools in Cipondoh show varying levels of success when competitive strategies and strategic management are implemented. Schools must continue to update their strategies, manage resources well, and build superior and quality human resources to achieve competitive advantage. In addition, they must build collaboration, creating a creative and innovative learning environment. In this way, there will be a better understanding of how schools can maintain a competitive advantage by continuously improving the quality of education.

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