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Analysis SWOT Strategy of The Ministry of Education and Culture's Rumah Belajar

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Abstract

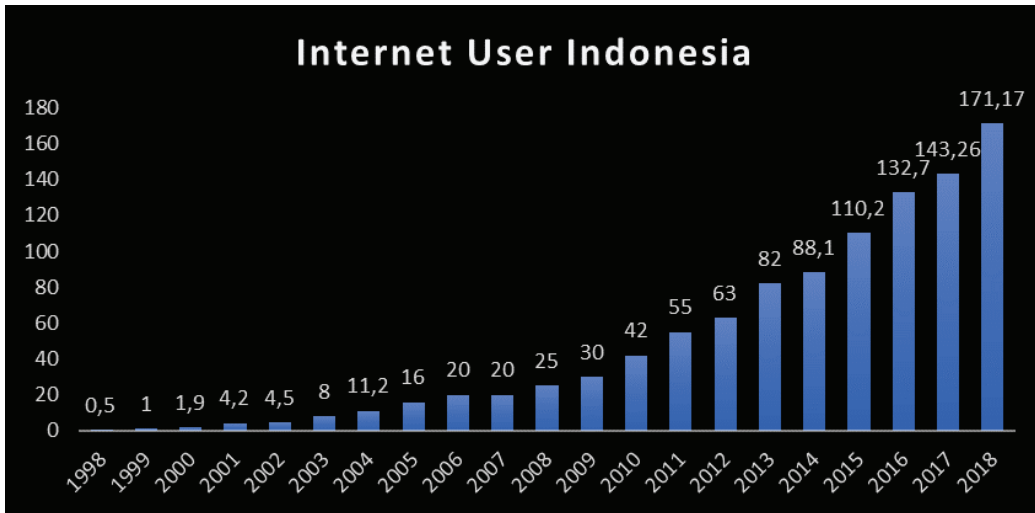
The objectives of this study are (1) to analyze the potential and positioning of the MendikBud Rumah Belajar, (2) to see the strategies applied by the Rumah Belajar and (3) to see the position of the MenDikBud Rumah Belajar on the TOWS-4K matrix. The method in this research is qualitative method. Data taken from interviews, observation and documentation. Data analysis was performed using 4 stages, namely data collection, data reduction, data presentation and drawing conclusions. The results of this study are the results of the SWOT Analysis of the Ministry of Education and Culture's Rumah Belajar on the IE matrix of the position of the MenDikBud Rumah Belajar which is in column V (five) with an IFAS value of 2.56 and an EFAS of 2.44, which means that the strategy that has been implemented so far has been good and can be maintained (Hold and Maintain). The conclusion in this study is that the position in the SWOT / TOWS-4K learning house matrix is in quadrant I which means that the strategy that must be carried out is aggressively oriented, one example is to increase developing user growth and can also be done by developing existing products / services.

Keywords : SWOT, Strategy, IFAS, EFAS, Rumah Belajar

INTRODUCTION

The development of technology, especially in the field of ICT (internet, communication, telecommunication) in the last 10 years has indeed been quite significant. The world has not yet finished accepting the 4G mobile internet network which makes it easier for people to make video calls, now the world is getting ready to welcome the 5G network which can encourage developers to develop artificial intelligence to

even develop autonomous cars (without drivers). Indonesia is experiencing an extraordinary growth in internet users. In a survey conducted by APJII (Association of Indonesian Internet Service Providers) active internet users in 2018 were 171.17 million people or which means nearly 64% of Indonesia's population of 264,16 million people. In the figure 1 showing the growth of internet user Indonesia is presented following section:

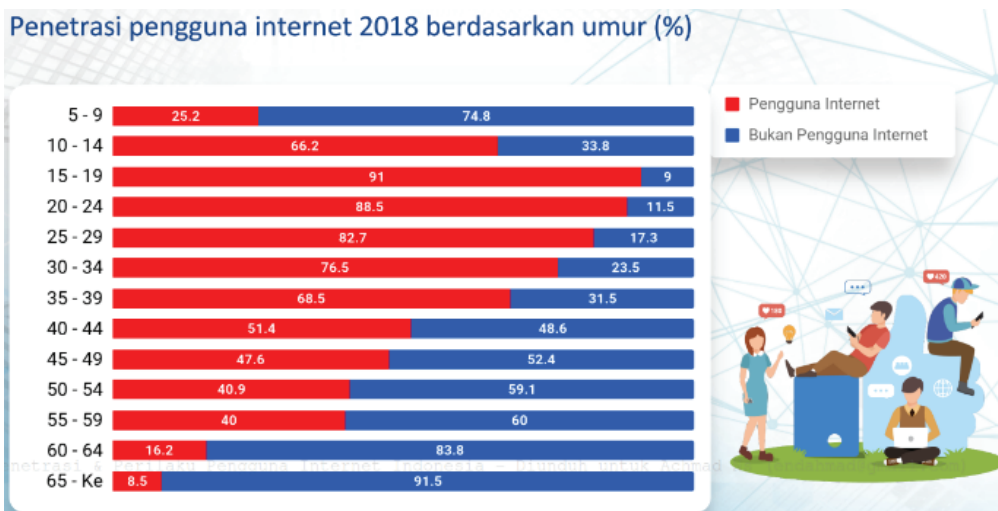


Source: APJII 2018 (data processed)

Figure 1. The Growth of Internet User Indonesia

Furthermore, APJII also added that almost 70% of the number of active internet users are of productive ages. This can be seen in the following table: In the figure 2 showing the composition internet user in Indonesia (year 2018) is presented in the following section:

increase business transactions and grow the economy (Soegoto & Rafi, 2018). In the field of internet culture, social activities have changed from buying goods, reading and buying and selling transactions using the internet (Setiawan, 2018).



Source: APJII 2019

Figure 2. The Composition Internet User in Indonesia (year 2018)

Based on the data above, it is not surprising that many stakeholders in various industries then adopt both business, operations and services to the internet network (web base). In the business field, internet technology enables companies to compete competitively (Wibowo, 2016), can

Whereas in the field of education, internet technology can provide equal opportunities and improve the quality of education (Husaini, 2014), can integrating IOT (internet of things) components into web-based learning component or rather called as Learning Management System

(LMS) (Hardyanto, 2017), have a positive impact in spreading information and knowledge across time and space boundaries (Jamun, 2018), d allows for the holding of distance learning (online learning) and connect teachers, students and even parents of students in one place together to giving assignments (Purnomo & dkk, 2020).

Regarding the use of internet technology, the Indonesian government since July 15, 2011 has also developed a free online tutoring portal in order to provide access and improve the quality of education through the learning house portal with the site address <https://belajar.kemdikbud.go.id>. In its use, the learning house portal is then widely used by various parties in the world of education as a learning medium and also a means of improving education, among others. The learning house portal as an online learning media (Chabibie & Hakim, 2016), Towards the creative thinking skills of students at SMP Negeri 3 Bengkulu Tengah (Filozza, Hasan, & Oktavidiati, 2019), Can be used as a supplementary learning platform for students in Indonesia (Ahsin, Santoso, & Isal, 2019), As a new alternative for educators in implementing e-learning in the learning system interesting and interactive (Rizka & Afandi, 2019) and the use of online learning in elementary schools (Yanti, Minarti Tirta, 2020).

The high level of competition has forced various organizational leaders to formulate long-term plans in order to achieve benefits both financially (related to finance) and non-financial (operational and organizational). This requires careful planning that is poured into a strategic plan. The strategic plan to be formulated requires input from various parties. Both internal and external, so that the arrangement can be comprehensive and cover all problems faced by organizational entities. One of the tools to get a picture of how an organizational entity faces competition is to use the SWOT matrix.

Therefore, this study is designed to analyze how the strategy is implemented by the learning house and to analyze the internal and external environment to be expressed in the SWOT-4K

matrix to see the positions and strategies that can be applied by the learning house in serving its users to make it even better.

With the limitations of researchers and to make it easier to understand? this study provides the limitations of the study, namely discussing the conditions of the Internal and External Environment of the Learning House and analysis of the implementation of the SWOT strategy carried out by the learning house manager. As well as the analysis on the IE matrix, SWOT / TOWS-4K and suitable strategies to be developed.

METHOD

The research object in the study was the Ministry of Education and Culture's Learning House (Rumah Belajar). The research approach uses a qualitative descriptive method, namely a research method that helps solve problems that occur in the present and focuses on actual problem (Susriyanti, Yeni, Fermayani, & Harahap, 2019). Meanwhile, according to (Indrawati, 2018) qualitative research is research that involves data analysis in the form of descriptions and the data cannot be directly quantified. The data quantification process can be done by codifying or categorizing. Qualitative data in this study, among others; the results of closed interviews using google form, notes and conversations with sources, and observation of documents both written and unwritten.

In this qualitative research, there are four data sources used as follows: first, the subject is a person or object that is a source of information for the problem under study in a study. The subject of this research is anything related to the learning house portal. Second, informants are sources in research or people who are the source of data for research information. Third, Documents are written materials or objects related to certain events or activities. It can be in the form of recordings or written documents such as data base archives of letters, pictures, objects that are relics of an event. Fourth, a written document is something written or printed that can

provide information related to the problem being researched in a study. In this study, the written documents used were documentation during the Walk in Interview with the managers of the learning house portal and related institutions. The last, the unwritten documentation in this study was obtained by researchers through daily observations of research subjects. In selecting the subject using purposive sampling technique. This is because the purpose of sampling is not to generalize, but to find as much information as possible.

This study used a qualitative approach, the researchers used a purposive sample, namely the use of informants who were selected with certain criteria which were then made into a case in depth. In this study, the sample of informants selected was the manager of the learning house portal of the Ministry of Education and Culture, consisting of 4 people of PTP (Learning Technology Developer) Madya Pusdatin Expert and 1 Pusdatin Technology Utilization Analyst.

RESULTS

According to (Rivai, Abdul; Prawironegoro, 2015) strategy comes from Greek, namely “strategos”, stratos means military and “ago” means to lead. So it can be interpreted as the ability to lead to achieve certain goals. Meanwhile (Ansoff, H Igor, et, 2019) explains strategy as a system concept that provides coherence and direction for complex organizational growth.

Strategy is a system concept that gives coherence and direction to growth of a complex organization. Furthermore (Ansoff, H Igor, et, 2019) divides the concept of strategy from an organizational point of view into 4 (four) types, namely; Yardsticks by which the present and future performance of the firm is measured. The quality of these yardsticks is usually called objectives and the desired quantity called goals. Rules for developing the firm’s relationship with its external environment: What products-technology the firm will develop, where and to whom the products are to be sold, how will the firm gain advantage

over competitors. This set of rules is called the product-market or business strategy. Rules for establishing the internal relations and processes within the organization; this is frequently called the organizational concept. The rules by which the firm conducts its day-to-day business called operating policies

Strategic management according to (David & David, 2016) is defined as the art and science of formulating, implementing and evaluating various cross-functional decisions that can enable an organization to achieve its goals. Meanwhile, according to (Rothaermel, 2017) strategic management is integration (unification) in the field of management that combines analysis, formulation and application in order to seek competitive advantage.

Furthermore, according to (David & David, 2016) organizations that implement strategic management will get at least 2 (two) benefits in general, namely; Financial Benefits (financial in nature) are the implementation of strategic management that implemented by the organization in general will increase sales (user satisfaction), lead to the development of service organizations (business), and increase information that is useful for future decisions in the short and long term so that the organization can maintain its performance without being affected by factors. internal or external. However, there are some companies that sometimes cannot predict future conditions that will ultimately have an impact on their business and sometimes even lead to bankruptcy.

Non-Financial Benefits (Operational, etc.) are organizations that apply strategic management specifically have set goals and how to achieve them. Therefore, it is easier for managers and employees to be driven (driven) to follow the regulations, rules and organizational values so that in the end employees will be more disciplined and orderly in the operational activities of the organization.

According to (David & David, 2016) there are 11 (eleven) types of strategies that can be used by organizations, there are: In the table 1 showing

generic strategies is presented in the following section:

Table 1. Generic Strategies

Groups	Type of Strategies
	Forward Integration
	Backward Integration
	Horizontal Integration
	Market Penetration
	Market Development
	Product Development
	Related
	Unrelated
	Retrenchment
	Divestiture
	Liquidation

Integration strategies include that first, forward Integration is a strategy implemented by the company by increasing control over distributors or retailers. Second, backward Integration is a strategy implemented by the company by increasing control over suppliers. Third, horizontal Integration is a strategy implemented by the company by increasing control (ownership) over competitors.

Intensive strategies include that, first, market penetration is a strategy to increase market share for a product or service at this time with a greater effort. Second, market development is a strategy of introducing new products / services to a new geographic area (market). Third, product development is a strategy to increase sales by introducing new products or the results of the development of existing products.

Diversification strategies include that, first, related diversification is a strategy to add new related service units or businesses. Second, unrelated diversification is a strategy to add new service units or businesses that are not related to existing services.

Defensive strategies include that, first, retrenchment is a strategy by grouping companies together by reducing costs and assets to reverse declining sales and profit. Second, divestiture is the company's strategy by selling organizational divisions that are part of the company. Third,

liquidation is a strategy implemented by a company by selling company assets. This strategy is also a sign of defeat for the company and the most difficult decision.

According to (David & David, 2016), Internal Environment, every organization has strengths and weaknesses in each field, there is no organization that is strong or weak in all fields. Therefore, internal environmental analysis is useful for seeing what is really happening in an organization in order to be able to formulate and implement the right strategy.

One of the framework models that can be used to analyze the internal environment according to (Rothaermel, 2017) is the VRIO Framework. The VRIO framework is an acronym for Valuable, Rarity, Inimitability, Organizational.

Valuable means that it is something that is considered valuable in an organizational environment. Rarity are something considered rarely that owned by competitors and is the strength of the organization. Inimitability are meaning something; it is something that is difficult for competitors to imitate. Organizational are meaning that it can still be applied in the operational activities of the organization.

According to (Withcer, 2020), External Environment, PESTEL is a broad set of mnemonics and is useful when grouped as influencing factors that come from the environment outside the company. PESTEL itself is an acronym for Political, Economic, Sociocultural, Technological, Ecological / Environment and Legal. Where these factors will directly or indirectly affect the organization. (Rothaermel, 2017) adds that the PESTEL framework is an approach that company leaders can use to scan, monitor and evaluate changes or trends that occur in the macroeconomic environment.

Following are the meaning of PESTEL. First, Political means everything related to the political processes and activities carried out by the local political authorities (government) that influence organizational decisions and behavior. Second, Economic: means factors

that are outside the organization and related to macroeconomic conditions in the country. Third, Sociocultural means the factors that are influenced by the Social, Cultural and the norms that apply to a country. Fourth, Technological meaning the factor consists of the ability to adapt and create new products. Fifth, Ecological meaning all factors that are closely related to the environment. The last, Legal means that this factor is the result of a political process which is translated into the form of regulations, legislation and other legal attributes.

Citing the opinion of David (2009) according to (Mujahid, Isharyani, & Widada, 2018) the IE matrix is an analysis tool that combines EFE (External Factor Evaluation) and IFE (Internal Factor Evaluation) analysis techniques. This IE matrix is made by basing the analysis on two main dimensions, namely the total IFE weighted average on the X-axis and also the weighted average on the Y-axis for EFE. In the figure 3 showing matrix IE (Internal dan External) is presented in the following section:

From the Figure 3 IFE figure above, there are 3 implications based on the available columns (cells), namely. In Cells I, II, IV, the organization (company) is described in the area of growth and build. The strategies commonly used in this condition including market penetration, market development, and product development. In cells III, V, VII, the organization (company) is described as a hold and maintain area. The strategies commonly used in this condition including market penetration, product development as well as market expansion and development. In cells VI, VIII, IX, the organization (company) is represented in the area harvest or divest. The strategy used in general terms is diversification or liquidation.

According to (Sedarmayanti, 2014) SWOT is a well-known historical technique for company managers to provide an overview of the company's strategic situation. SWOT stands for Strength, Weakness, Opportunity, Threats. Furthermore, he said, the SWOT strategy is based on the assumption of the suitability of the company's internal resources (strengths and weaknesses) with

		IFE		
		Strong 3,0 - 4,0	Average 2,0 - 2,95	Weak 1,0 - 1,95
EFE	Strong 3,0 - 4,0	I	II	III
	Average 2,0 - 2,95	IV	V	VI
	Weak 1,0 - 1,95	VII	VIII	IX

Figure 3. Matrix IE (Internal dan External)

external situations (opportunities and threats). This suitability, if formulated properly, will have a good impact on the company's strategy.

They (Setyorini, Effendi, & Santoso, 2016) explain that the SWOT Matrix is a decision-making formulation tool to determine the strategy to be pursued based on logic to maximize strengths and opportunities, but simultaneously minimize company weaknesses and threats. And (Mawardi & Yasmine, 2019) says SWOT matrix is analysis to SWOT strategies which are widely use in strategic planning. The SWOT matrix steps compile a list of opportunities and external threats to the company and the company as well as the internal strengths and weaknesses of the organization, develop a SO (Strength-Opportunity) strategy by matching internal strengths and external opportunities, develop a WO (Weakness-Opportunity) strategy by matching internal weaknesses and external opportunities, develop a ST (Strength-Threat) strategy by matching internal strengths and external threats and develop a WT (Weakness-Threat) strategy by matching internal weaknesses and external threats.

Furthermore, according to Rangkuti in (Thamrin, Herlambang, Brylian, Gumawang, & Makmum, 2017) SWOT analysis is a strategic management tool to identify the extent to which the company's strategy is able to handle decision making in a business environment. SWOT

analysis has been proven to provide guidance for companies in various operational and planning activities. According to Helm's and Nixon (2010) in (Hatta, Riskarini, & Ichwani, 2018) it is stated that analysis using the SWOT approach can provide organizational analysis and provide advice for strategic activities. It can be said that a SWOT analysis is a tool used in the world of management to see what is owned (strengths and weaknesses) with the conditions faced by the company (threats and opportunities).

SWOT has several general benefits, including able to provide an overview of an organization from four dimensional angles, namely strengths, weaknesses, opportunities, and threats. So that decision makers can see these four dimensions more comprehensively. It can be used as a reference for long-term decision planning. It can be able to provide understanding to stakeholders' who wish to sympathize and even join the company in a mutually beneficial partnership. It can be used as an assessor on a regular basis in viewing the progress report of any decisions that have been made so far.

Based on the data that has been collected through observation, interviews and review of related documents, the results of the research that the researcher wants to reveal are as follows: In the figure 4 showing research stages is presented in the following section:

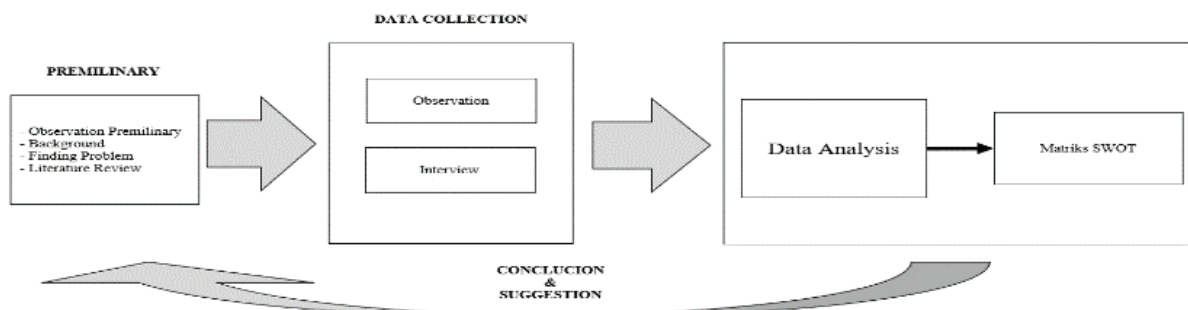


Figure 4. Research Stages

Preliminary is a step taken by the researcher in seeing the actual and current conditions and conditions of the learning house portal. As well as seeing the resources (resources) and also the weaknesses they have. This stage is carried out through observing observations and conducting interviews with the manager of the learning house (managed learning house), namely Pusdatin - Data Information Center - Ministry of Education and Culture. As well as seeing documents related to the learning house portal. On data collection, the researcher conducts interviews to validate the circumstances faced and the potential threats that can affect the learning house portal, either directly or indirectly. On analysis stages, the writer formulates the results of interviews and documents which are then used as a basis for formulating the analysis so that the conclusions obtained are based on valid data sources.

Rumah Belajar Portal is a portal (website) under the auspices of the Pusdatin (Data and Information Center - formerly known as Pustekom) Ministry of Education and Culture's (Kemendikbud). Namely a portal that provides learning materials and organizes online classes for free. Rumah Belajar is intended for teachers and students of Early Childhood Education (PAUD), Elementary School (SD), Junior High School (SMP) / equivalent and also, Senior High School (SMA) / equivalent. Rumah Belajar was made as a form of learning innovation in the industrial era 4.0.

Rumah Belajar has a vision of "Realizing Lifelong Learning" (Widiatmoko, Saputra, & Avianto, 2020) . Meanwhile, the Rumah Belajar Mission there are improving the quality of education and equal distribution of learning opportunities through e-Learning services; providing various learning resources for both educators, students, and the wider community in order to support lifelong learning; encouraging the development of creativity for both educators and students in developing various learning innovations; integrating e-Learning and e-Administration services in order to encourage

professional development of educator.

Generally, rumah belajar consists of eight main features (PUSTEKOM(KEMENDIKBUD), 2019) there are; Learning Resources, Electronic School Books (BSE), Question Bank, Cyber Laboratory, Cultural Map, Space Exploration Forum, Sustainable Professional Development (PKB) / Training Online, and Virtual Class. The following is an explanation of the eight main features based on the guidelines from Pustekom (now Pusdatin).

Learning Resources is a service feature that is intended to meet the learning needs of students and teachers. This service feature contains a variety of knowledge materials for PAUD, SD, SMP, SMA / equivalent levels. Learning resources have functions, among others that increase learning productivity, provide the possibility of learning that is more individual in nature, provide a more scientific basis for learning, strengthen learning by increasing the ability of learning resources, allows instantaneous learning, namely reducing the gap between verbal and abstract learning and concrete reality, enable the presentation of a broader learning by presenting information that transcends geographic boundaries.

Electronic School Book (BSE) is a service feature provided based on the initiative of the Indonesian Ministry of Education and Culture which aims to provide electronic textbooks for SD, SMP, SMA and SMK education levels. The book can be read online or downloaded for later reading offline.

Question Bank is a feature developed as a forum for teachers to create questions and share with other users as well as evaluate learning outcomes online. Virtual Laboratory is a service in the form of computer software that has the ability to mathematically model computer equipment which is presented through a simulation. The Cultural Map is a service feature that is intended to meet the learning needs of students and teachers in schools and communities who want to know the diversity of Indonesian cultures. The Space Exploration Service features a virtual tour

in which the field tour is outer space. This feature utilizes the Worldwide Telescope (WWT) program with the main operating language presented in English. Continuous Professional Development is a service feature provided by training providers to provide services to improve the quality of human resources, in the form of online training. It is hoped that this can overcome the budget constraints that the education and training administering agencies have in order to improve the quality of their human resources. Virtual Class is a service feature in the form of a Learning Management System (LMS) specially developed to facilitate online learning between students and educators anytime and anywhere.

DISCUSSION

The internal environment is everything/ factors that are within an organization's environment and this will have an impact on the learning house portal, either directly or indirectly. In this study, the VRIO framework approach (Valuable, Rarity, Inimitability, Organization) was used when conducting interviews in order to explore and sharpen the findings of factors that exist in the internal environment of the learning house.

Based on the results of the interviews that have been compiled from the informants who manage the learning house portal, the following are the factors that exist in the learning house's internal environment. In the table 2 showing conditional internal environment of rumah belajar is presented in the following section:

Table 2. Condition Internal Environment of Rumah Belajar

	Internal Factor	Matrix Description
S	Innovation grows everywhere	S-c
S	The work team is the main characteristic	S-b
S	There is no distance between superiors and subordinates	S-c
S	Standard Operating Procedure are able to facilitate work professionalism (for example, in making media: there is a Material Review Scriptwriter; a Media reviewer; joint endorsement before the script continues into production)	S-a
S	There is policy support from the Minister of Education and Culture (KEMENDIKBUD)	S-e
S	There is a leadership commitment in supporting and giving direction to programs and activities	S-a
S	Loyalty of the management team to implement policies	S-a
S	All staff are motivated to carry out programs and activities	S-b
S	Continuing improvement	S-c
S	Admin Team and System Management Learning always support	S-b
S	Material and Content Learning	S-d
S	ICT facilities and carrying capacity	S-d
S	Learning Technology Development Functional Team	S-d
S	Ambassador and Friend rumah belajar	S-e
S	Government owned service	S-e
S	Has a wide variety of content types	S-d
S	Content can be accessed free of charge	S-e
S	Supportive organizational policies	S-a
S	Solid management team	S-b
S	Available on web and mobile platforms	S-e
W	Operations are affected by the state budget (APBN)	W-a
W	Change of Ministerial Level affects Policy	W-b
W	Personal mutations	W-c
W	Marketing is limited to government owned networks	W-d

Source: result of interview with informan rumah belajar 2020 (data processed)

Based on the table 3 of closed interview results using the google form above, a total of 24 internal factors that affect the learning house were netted with 20 factors in the Strength category and 4 factors into the Weakness category.

External environment is everything / factors that are outside the learning house portal environment which directly or indirectly affects the learning house portal. In collecting analysis of external environmental factors, this study

house portal uses the PESTEL Framework approach (Political, Economic, Sociocultural, Technological, Ecological, Legal).

Based on the results of the interviews that have been compiled from the informants who manage the learning house portal, the following are the factors that exist in the external environment of the learning house. In the table 3 showing condition external environment of rumah belajar is presented in the following section:

Table 3. Condition External Environment of Rumah Belajar

	External	Matrix Description
T	Quality competition with private institutions such as private Television	T-a
O	Accustomed to working with outside communities such as film studios, artists, etc.	O-b
T	Work in the midst of a constantly evolving science and technology environment	T-b
T	Cross-ministerial partners such as the Minister of Communication and Information (MENKOMINFO), the National ICT Council, the arts community.	T-b
O	Supported by commission X (10) The House Of Representatives Of The Republic Of Indonesia (DPR-RI)	O-a
O	Supported by the Provincial Government and others regional government	O-a
O	Availability of technology to support accessible learning	O-e
O	Have a distribution channel for the dissemination of information and learning content through ambassador fans and school network throughout Indonesia	O-b
O	There is a policy of sharing internet quota from the minister of education and culture (MENDIKBUD) for access to learning	O-c
O	Networking and Collaboration with Stakeholder Practitioners and Policy Makers and Legislators	O-b
O	There is cooperation and aggrement with several regions in the utilization of Rumah Belajar	O-a
O	There is a circular from the Minister of Education and Culture (MENDIKBUD) in 2018 regarding the use of Rumah Belajar	O-a
O	Services can be accessed without subscription	O-d
O	There is a role for the community in socializing Rumah Belajar	O-b
O	The increasing penetration of internet users in Indonesia	O-e
T	The infrastructure network is not evenly distributed so that learning cannot be accessed equally by users	T-d
T	The behavior of the internet user community	T-c
T	The number of similar services like Rumah Belajar in Indonesia	T-a
T	Educate parents about user assistance	T-c
O	There is a pandemic of COVID19 that requires students (users) to learn online	O-e
O	The school's obligation to organize Teaching and Learning Activities online	O-c
O	Naturally there were no competitors on the level of Rumah Belajar	O-e

Source: result of interview with informant rumah belajar 2020 (data processed)

Based on the interview table 4 above, a total of 22 internal factors that affect the learning house are netted with 15 factors categorized as Opportunities and 7 factors that fall into the Threats category.

After codification and classification, the results of the interview above are qualified to then

see the results of the calculation of the internal and external environment (IFAS - EFAS) on rumah belajar portal. The following is the IFAS-EFAS value: In the table 4 showing the results of codification and calculation internal and external environment rumah belajar are presented in the following section:

Table 4. The Results of Codification and Calculation Internal and External Environment Rumah Belajar

Internal Factor		Weight	Rating	Score
1. STRENGTH				
A	Supporting management	0,11	4,00	0,44
B	Solid Team	0,11	4,00	0,44
C	Innovative culture organization	0,11	3,00	0,33
D	Interactive and interesting learning content	0,11	4,00	0,44
E	Full free service with Government support	0,11	4,00	0,44
Sub Total Score Strength				2,11
2. WEAKNESS				
A	Operations are affected by the state budget (APBN)	0,11	1,00	0,11
B	Change of Ministerial Level affects Policy	0,11	1,00	0,11
C	Personal mutations in the department	0,11	1,00	0,11
D	Marketing is limited to government owned networks	0,11	1,00	0,11
Sub Total Score Weakness				1,00
SCORE IFAS (INTERNAL FACTOR ANALYSIS)				S – W
				2,56
External Factor		Weight	Rating	Score
A	Supported by commission X (10) The House Of Representatives Of The Republic Of Indonesia (DPR-RI) and especially Government of Indonesia	0,11	4,00	0,44
B	Have a distribution channel for the dissemination of information and learning content through ambassador fans and school network throughout Indonesia	0,11	4,00	0,44
C	There is a policy of sharing internet quota from the minister of education and culture (MENDIKBUD) for access to learning	0,11	1,00	0,11
D	Competitive service	0,11	2,00	0,22
E	An ecosystem that supports online learning	0,11	4,00	0,44
Sub Total Score Opportunities				
4. THREATS (ANCAMAN)				
A	Competition with other parties (competitors) beside the Ministry of Education and Culture	0,11	2,00	0,22
B	Bureaucracy - cause working across institutions -	0,11	2,00	0,22
C	Public behavior in using internet - especially parents who are not familiar with online learning -	0,11	2,00	0,22
D	The uneven internet infrastructure in the Indonesian Territory	0,11	1,00	0,11
Sub Total Score Threats				1,00
SCORE EFAS (EKSTERNAL FACTOR ANALYSIS)				O – T
				2,44

Source: result of interview with informant rumah belajar 2020 (data processed)

Based on table 5 shows the results of the calculation of the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) scores or what is commonly called the IE.

(Internal-External) matrix, portal rumah belajar is in Cells V which means that the strategy

must be maintained and maintained for this. The strategies that can be used in this quadrant are; market penetration, product development and market development. In the figure 5 showing IE (Internal-External) matrix of rumah belajar is presented in the following section:

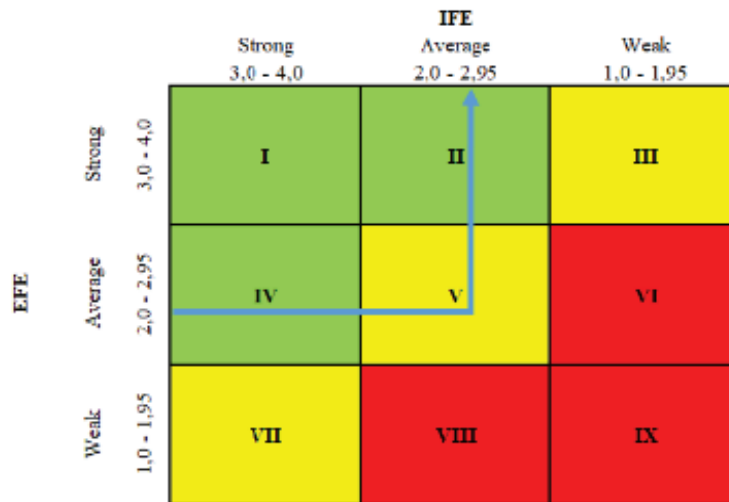


Figure 5. IE (Internal-External) Matrix of Rumah Belajar

Description of Cells:

- I, II, IV = Grow and Develop
- III, V, VII = Keep and Maintain
- VI, VIII, IX = Selling and Divesting

Meanwhile, Figure 6 illustrates the

positioning results in the TOWS-4K matrix show that rumah belajar position is in quadrant I, which indicates that the strategy being carried out should be aggressively oriented. In the figure 6 showing positioning rumah belajar in matrix TOWS-4K is presented in the following section.

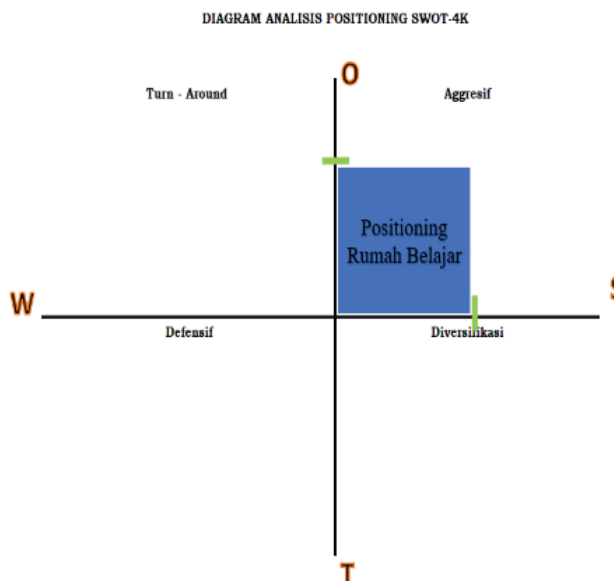


Figure 6. Positioning Rumah Belajar in Matriks TOWS-4K

DISCUSSION

Based on the discussion and the findings of the portal rumah belajar, there are several discussions that can become a discussion on the next research theme. The following is some discussion regarding the next research theme.

The implementation of the strategy and IT-IL implementation that has been carried out by the manager of the learning house portal gives satisfaction to learning house users. This will be a confirmation that the strategy that has been implemented by the learning house manager will be a success if it can be confirmed to the learning house portal user. The learning house portal users who are satisfied with the learning house service indicate the successful implementation of the learning house strategy. In the portal rumah belajar service, which menu or service gets the most visits and what factors are the basis for the satisfaction of home learning portal users.

This research will be a valuable input to the rumah belajar manager. This finding is at least a description of which services from the learning house are well received by consumers (users). And it can be adopted to other services both in terms of strategy formulation and implementation.

CONCLUSION

Quadrant I is the most favourable position on a SWOT-4K diagram. This is because the organization has considerable strength and opportunity and is able to minimize the threats it has. In general, the strategies that can be used in quadrant I (one) are aggressive (Growth Oriented Strategy), which is a strategy that is oriented towards increasing growth so that it can capitalize on the profits that the organization has. At this point, the leadership of the organization should be able to discover the organization's distinctive capabilities which are a source of strength so that it is not easily imitated by competitors and can dominate the market.

Some of the strategies that can be used by Rumah Belajar include: Forward Integration shows Rumah Belajar can take advantage of

the network of schools under the auspices of the Ministry of Education and Culture to be able to socialize or take advantage of Rumah Belajar services in every teaching and learning activity (KBM) online. Backward Integration shows Rumah Belajar when collaborating between institutions in producing learning house services / products can inform each stakeholder (stakeholders) so that they can market the services they have. Market Penetration shows Rumah Belajar can tabulate users of its services, then services with the least number of users are targeted to increase its market share (users). Market / Product / Service Development shows learning houses can develop teaching and learning services for students with special needs. Or to areas with the least number of home users. Regarding the results of the conclusions and discussion, the suggestions that the researcher can give to the relevant stakeholders include mapping the positioning of the learning house portals with similar services so that a strategic approach can be analyzed using the QSPM (Quantitative Strategic Planning Matrix). To further intensify the information dissemination network in the government environment so that the learning house brand can be recognized outside the public-school circle. Make tabulation of users from among the least number of people to become the next target market so that learning house services can be equally accepted by users (students) in Indonesia.

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