# SWOT ANALYSIS OF DEVELOPMENT STRATEGY ENTERING THE DISRUPTION ERA

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## Abstract

This study aims to find the right strategy for Darus Sunnah Pesantren to face in the disruption era. The disruption era is an era where digitalization is the motor of change that occurs in the social, economic, and cultural sectors. The strategy generated the strengths and weaknesses of Darus Sunnah Pesantren, as well as looking at opportunities and challenges outside Pesantren. This research is a qualitative type of case study model where interviews, observations, and document review as data collection techniques. The results showed that Pesantren Darus Sunnah could utilize its human resources, the majority of whom were millennials and had a good education, to take advantage of digital media, both to raise donations and market their books and promote the institution. Furthermore, based on existing strengths and threats, pesantren can empower their human resources by utilizing their alumni who are many in the digital world. Meanwhile, based on the weaknesses and opportunities, Darus Sunnah can take advantage of online donations and outside assistance to develop digital facilities and infrastructure within the Institution. Meanwhile, based on existing weaknesses and threats, Darus Sunnah can hold digital literacy programs and other programs that counteract the disruption era's negative impacts on stakeholders of Darus Sunnah Pesantren. This competency is also an additional competency for students in the era of disruption.

Keywords: strategy; SWOT; disruption; pesantren

### Abstrak

*Penelitian ini bertujuan menemukan strategi yang tepat bagi Pesantren Darus Sunnah menghadapi era disrupsi. Era disrupsi merupakan era dimana digitalisasi menjadi motor perubahan yang terjadi dalam sektor sosial, ekonomi dan budaya. Strategi dihasilkan melalui analisis SWOT dengan menilai kekuatan dan kelemahan Pesantren Darus Sunnah, serta mencermati peluang dan tantangan di luar Pesantren. Penelitian ini berjenis kualitatif model studi kasus dimana wawancara, observasi dan telaah dokumen sebagai teknik pengumpulan data. Hasil penelitian menunjukan bahwa Pesantren Darus Sunnah dapat memanfaatkan sumber daya manusianya yang mayoritas dari kalangan milenial dan memiliki pendidikan baik untuk memanfaatkan media-media digital, baik untuk menggalang donasi, memasarkan karya tulis mereka dan mempromosikan Lembaga. Selanjutnya didasarkan pada kekuatan dan ancaman yang ada, pesantren dapat melakukan pemberdayaan sumber daya manusianya dengan memanfaatkan alumninya yang banyak berkecimpung di dunia digital. Sementara berdasarkan kelemahan dan peluang yang ada, Darus Sunnah dapat memanfaatkan donasi online dan bantuan-bantuan pihak luar untuk pengembangan sarana dan prasarana digital di dalam Lembaga. Sedangkan berdasarkan kelemahan dan ancaman yang ada, Darus sunnah bisa mengadakan program literasi digital dan program lain yang berfungsi menangkal dampak negatif dari era disrupsi bagi stakeholder Pesantren Darus Sunnah. Kompetensi ini sekaligus menjadi kompetensi tambahan bagi para santri di era disrupsi.*

*Kata kunci: strategi; SWOT; disrupsi; pesantren*

## Introduction

Pesantren is an indigenous Indonesian educational institution with Islamic characteristics (M. Ali & Hasan, 2019; Falikul Isbah, 2020; Supriyatno et al., 2020). It uses its curriculum based on books inherited from previous scholars and always maintains certain Islamic traditions (Alkouatli, 2018; Ghaly, 2019; Sholehuddin et al., 2021). Although Pesantren is always divided into traditional and modern types, the basic difference is more in the type of books used and affiliation to a madhhab. (Falikul Isbah, 2020; Hafidz, 2021).

Pesantren, which has existed since ancient times and has many students and alumni, has been recognized by the government as part of the national education system through the National Education System Law No. 20/2003. It has a very important function as one of the spearheads for improving the quality of Indonesian people who are intact and balanced, physically and spiritually (Ainissyifa, 2019).

As an educational institution that has long been known by the Indonesian people, Pesantren has many contributions to the progress of the Indonesian nation, in this case, the development of Indonesian human resources (Falikul Isbah, 2020; Sholihah, 2021). The number of Indonesian people who become alumni of Pesantren and take part in the community can no longer be counted. They contribute to the ups and downs of the life of the Indonesian nation and society. Whatever their contribution to society and the nation, such is the contribution of Pesantren to society and the nation. Their high and low quality is closely related to the high and low quality of education in the Pesantren institutions that have spawned them.

The development of Pesantren, therefore, has become a necessity for all time, including amid the current disruption situation. As an educational institution, Pesantren has so far -like other educational institutions- conducted learning in class face-to-face, learning resources were limited to teachers and textbooks, exams using paper and handwriting or oral, and learning media using whiteboards, paper, and other non-digital media. But, During the era of disruption, technology evolves in such a way, that demand and supply of educational services are closely related to information of technology, such as mobile and responsive educational applications, more personalized curricula, unlimited content services, collaborative educational platforms, and courses as well as free material online (Rahmawati, 2018).

On the other hand, the disruption era brought various social problems, namely the decline in the morals of the younger generation, a personality crisis, and the birth of the millennial generation who have been connected to digital technology since birth. (Rahmawati, 2018). The variety of information available through digital media, without proper selection, can be wrong information or a bad role model. Excessive use of digital media can also cause physical and psychological health disorders. Pesantren as an Islamic educational institution has spiritual and cultural responsibilities toward human morals. Pesantren is a fortress in maintaining the morals of the younger generation. (Lathifah et al., 2022; Taufikin, 2021).

So that Pesantren can carry out its institutional development strategies, SWOT analysis is a tool that can be used to determine the strengths and weaknesses of the organization amid external opportunities and threats of the organization. SWOT analysis can also be used by an organization to evaluate its position in the market based on internal and external organizational factors and

formulate strategies to gain a better position and reach organizational goals. (Benzaghta et al., 2021; Phadermrod et al., 2017; Vlados, 2019).

There are four factors of SWOT with positive and negative aspects: strength, weakness, opportunity, and threat. Strengths refer to the internal factors of an organization that facilitate reaching its goals. Weaknesses are the internal factors that are barriers to receiving the goals. Opportunities are the external organizational factors that help an organization reach its goals and successes. The opportunities here are not only positive environmental aspects but also opportunities to address gaps and initiate new activities. On the other hand, threats are external organizational factors that are barriers or potential barriers to reaching organizational goals. (Benzaghta et al., 2021; Fahriana & Huda, 2019; Polat et al., 2019). By identifying the factors in these four fields, the organization can recognize its core competencies for decision-making, planning, and building strategies. Strengths and weaknesses are controllable factors, while opportunities and threats are uncontrollable factors. (Phadermrod et al., 2017).

The results of the SWOT analysis are then included in the SWOT Matrix so that strategies can be carried out drawn and up for the Pesantren to face the disruption era. SWOT Matrix is an analytical tool that utilizes the underlying internal and external factors to generate strategies that would be feasible to consider. The SWOT Matrix matches key external and internal factors as a basis for generating feasible strategies. (David et al., 2009).

Research in Pesantren with SWOT analysis approach has not been carried out much. What has been there is research related to the economics of Pesantren (Badrudin et al., 2021; Diliana, 2021; Ningsih et al., 2018; Sulaiman et al., 2018; Syamsuri & Mokan, n.d.; Tasnim & Wuryani, 2021), academic (Kuat et al., 2017), environment (Rimantho et al., 2022), character (Hasanudin et al., 2019), information system (Padeli et al., 2017), and revolution 4.0 (Safitri, 2022).

Research on Pesantren's strategies entering the disruption era using the SWOT analysis has not been found. Thus, this study aims to analyze the internal and external environmental conditions of Darus Sunnah Pesantren using SWOT analysis so that strategies can be found to face the era of disruption.

## Method

The type of this research is qualitative with a case study model. This research was conducted at Darus Sunnah Pesantren at South Tangerang from April to June 2022. Pesantren Darus Sunnah was chosen because this Pesantren is very concerned about the development of information technology such as actively utilizing digital media, having mini studios, and being managed by many young people.

Strengths, weaknesses, opportunities, and threats of Pesantren were obtained through interviews, observations, and document studies. These data are referred to as SWOT analysis data which is later reduced and put in the SWOT Matrix to analyze and determine strategic choices that can be taken by Darus Sunnah Pesantren.

The SWOT Matrix contains four different strategies (Ba Hung Anh et al., 2020; Molamohamadi & Talaei, 2022): 1)SO (Strength-Opportunity) strategies that use internal

strength to exploit external opportunities; 2) ST (Strength-Threats) strategies that use internal strength to avoid or minimize external threats; 3) WO (Weakness-Opportunity) strategies that take advantage of external opportunities to improve or eliminate internal weaknesses; 4) WT (Weakness-Threat) strategies that reduce internal weaknesses and avoid threats.

Interviews were conducted with the management of the foundation namely the chairman of the foundation and foundation supervisors, the head of Pesantren (Kiyai), the Management of Pesantren like the head of the boarding (Lurah Pondok), and the information and technology team of Pesantren. In the interview, they were asked about policies, programs, infrastructure, human resources, and budgets related to the digitalization of Islamic boarding schools and their impacts.

The observation was made to determine the infrastructure and activities related to information technology and other supporting matters such as mini studios, books by Kiyai, Ustadz, and Mahasantri, website addresses, and Pesantren social media.

The document study was carried out by reviewing Islamic boarding school documents related to information technology and other supporting documents, namely the history of the Islamic boarding school, management structure, IT team members, and so on.

## Results and Discussion

The head of the boarding said that Darus Sunnah has administrators (musyrifs) with good educational backgrounds and the majority are millennials (Interview, June 2022). The millennial generation also known the Generation Y is the generation born between 1981-2000 and grew up with technology (Polat et al., 2019). They are very frequent and happy to use social media for self-promotion (Velasco, 2020).

The administrators who come from the millennial generation own Darus Sunnah can more quickly and easily use digital technology such as social media like Facebook, Youtube, and so on to promote the institution and improve its image or brand. Darus Sunnah has several social media like Facebook, YouTube, Instagram, Twitter, and Websites that are used to give information about the profile and activities of Darus Sunnah. These social media are managed by an IT team that comes from the millennial (Observation, 2022).

The millennial administrators can also make good use of online fundraising to solicit waqf and other funding for the institution, and online shops or e-commerce to market the books of administrators. This can be a solution to the institutional weaknesses, namely the limited budget for the provision of digital facilities and an integrated financial management system (Interview, May 2022). However, according to the supervisor of the foundation, the limited budget of Pesantren for the provision of digital facilities and the development of information systems can also be addressed through the assistance of the Ministry of Religion through the Pesantren digitization assistance program, even Darus Sunnah has received assistance in digitizing Sharia services for Pesantren (Interview, May 2022)

Digital facilities and infrastructures are very strategic in the disruption era because this era is filled with information technology innovation and people are already familiar with this

technology (Kilkki et al., 2018). The internet has changed the world. Business and education are the two sectors most affected by this change (Tiger & Preston, 2013). Educational institutions that cannot keep up with the development of information technology in this era will be left compared to similar institutions because information technology has been widely used as part of the learning system and the management system of the educational institution itself (Büyükbaykal, 2015; Santiago et al., 2020). In fact, the quality of educational institutions can be improved by utilizing and developing information technology systems used in learning, finance, teacher development, program evaluation, and others. (Latipov et al., 2019; Logachev et al., 2021; Zabolotniaia et al., 2020).

On the other hand, Darus Sunnah has strong alumni ties and many of them are in the field of digital media (interview, June 2022), it is better to empower administrators and students in the digital aspects using alumni. The use of alumni to strengthen the function of the quality of the institute has been widely carried out, some even make them their major source of revenue (Ding & Riccucci, 2020; Tiger & Preston, 2013). Alumni have a strong emotional connection with their alma mater institution (Snijders et al., 2019), and tend to be loyal to their alma mater, so they often help their alma mater through donations, networks, or their expertise (Francioni et al., 2021; Wu et al., 2022). The empowerment that can be done by Darus Sunnah is training, workshops, coaching, donations, and so on. Although, these activities have been carried out by the institute, optimizing the use of alumni can further intensify these activities so that digital literacy will grow among Pesantren stakeholders, especially Santri (students) as millennials.

Digital literacy is needed by Santri in this era of disruption. The era of disruption not only produces positive changes such as very rapid technological developments but also negative effects such as the quality of moral and spiritual decrease (N. Ali, 2020). As an Islamic educational institution, Pesantren actually has a strong moral and spiritual basis in the learning process and daily activities (Anam et al., 2019; Sholihah, 2021). But, in the era of disruption, additional skills are needed for Pesantren stakeholders to be able to filter information that is widely circulated.

Digital literacy is the access to information obtained by learners through network media, in which they are using network computers, software applications, databases, and other technologies to experience cognitive information processing (Gündüzalp, 2021; Park et al., 2021). In digital literacy, there is information literacy. It is the skill to collect, identify, filter, evaluate, and use information effectively, efficiently, and ethically (Gündüzalp, 2021). With good information literacy, Santri will only look for the information they need either to solve problems or other needs nor are they affected or participate in spreading hoax news. On the other hand, the use of digital media that exceeds the time limit can lead to addiction, resulting in physical, psychological, and productivity problems (Nur-A Yazdani et al., 2022). With good digital literacy, these problems can be minimized. Considering that students and the majority of Darus Sunnah administrators come from millennials who have weaknesses in experience and emotional stability, the above activities are very necessary.

Alumni can also strengthen the competence of Pesantren administrators who work in the system and information technology unit to face cyber security threats. Cyber security is very important considering that various data in the era of disruption is stored in digital form (A. Ali et al., 2021; Skrynnyk, 2020; von Solms & van Niekerk, 2013). The system must also be updated

along with the development of system innovation and information devices. In the era of disruption, information technology is always developing and causing major changes (Büyükbaykal, 2015; Gündüzalp, 2021; Logachev et al., 2021), so Islamic educational institutions including Pesantren must up with these developments and changes. Utilization of alumni for the empowerment of human resources can save the budget of Pesantren because they usually provide those activities for free. Moreover, the network owned by alumni (Ding & Riccucci, 2020) can also expand the network of Pesantren in terms of funding and promotion of the institution.

Strengthening the competence of Darus Sunnah students and administrators in information technology will be an added value for them to have other skills in this era of digital disruption. This expertise can later distinguish them as pesantren alumni who not only have religious knowledge but also can utilize information technology for the development of da'wa and as their additional career or job.

Here are the strategies that can be taken by Darus Sunnah Pesantren based on the SWOT analysis above:

## SWOT Matrix Table

| Internal Factor Analysis (IFAS) | Strengths (S) | Weaknesses (W) |
|---|---|---|
| | 1. The human resources have a good level of education<br>2. The majority of Musyrifs (administrators) from internal and fresh graduates (millennials)<br>3. The administrators wrote many books<br>4. Spirituality-based institutions and administrators<br>5. Have alumni who are active in the field of digital media | 1. The management information system in the financial aspect has not been integrated<br>2. Experience and emotional stability of fresh graduates are still minimal<br>3. There are still teachers who are not in line with academic qualifications<br>4. The budget for digital infrastructure is limited |
| **External Factor Analysis (EFAS)** | | |
| **Opportunities (O)** | **Strategi SO (Strength-Opportunity)** | **Strategi WO (Weakness-Opportunity)** |
| 1. There is an online shop to sell books published by Darus Sunah Pesantren<br>2. Financial assistance from the Ministry of Religion for digitizing Pesantren Syari'ah services<br>3. Online donation apps and sites<br>4. Recognition from external Pesantren for output Darus Sunnah<br>5. Public awareness and attitude in the use of digital media | 1. Utilizing an online shop to market the work of pesantren stakeholders<br>2. Leveraging more online donation sites for institutional financing<br>3. Strengthening the promotion of Pesantren Darus Sunnah through digital means for young people | 1. Utilizing online donation sites for institutional financing, specifically improving digital infrastructure<br>2. Utilizing the Ministry of Religion's assistance for digital infrastructure financing<br>3. Using the results of outside assistance for the development of an integrated Financing Information System |

| Threats (T) | Strategi ST (Strenght-Threats) | Strategi WT (Weakness-Threats) |
|---|---|---|
| 1. Digital equipment is always changing<br>2. Information technology security<br>3. The impact of globalization and digitalization on the attitude of Santri<br>4. People's attitude is increasingly permissive<br>5. Many jobs have changed | 1. Train and prepare internal human resources for cyber security<br>2. Utilizing digital media to foster the morals of students so as not to be negatively affected by the era of disruption<br>3. Utilizing alumni for the empowerment of pesantren human resources | 1. Conducting digital literacy programs for Pesantren stakeholders<br>2. Providing additional expertise in the field of information technology to students<br>3. Providing other additional competencies for students using digital media as a source of information |

Based on the SWOT matrix above, it can be seen that the Darus Sunnah has sufficient internal strength to develop itself into the era of disruption by taking advantage of various opportunities, as well as overcoming various things that threaten it with these strengths. The internal weaknesses can be overcome by taking advantage of external opportunities and also carrying out various programs intended to overcome these weaknesses while overcoming external threats.

Utilization of strengths and opportunities to overcome weaknesses and threats will be possible if an institution conducts a SWOT analysis as the structure above. Molamohamadi & Talaei (2022) states that SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities, and threats of a project or activity, and assess the degree of fit between the domestic environment and the external environment. Strengths and opportunities are two useful things while weaknesses and threats are two dangerous things.

The use of SWOT analysis as above is very useful for an educational institution as a Pesantren to set strategies to develop itself while facing various external conditions such as the era of disruption. Understanding the internal and external environment of the Institution is at the core of the strategic planning process and the most important tool to facilitate such understanding is SWOT analysis (Phadermrod et al., 2019).

## Conclusion

The existence of Pesantren in the era of disruption has required it to adjust to existing conditions. The provision of digital facilities and infrastructure, budget allocation, and human resource empowerment are important elements in the strategy to face the era of disruption, as well as changes in attitudes as an impact of the disruption era should not be forgotten. However, a SWOT analysis is the basis for creating such a strategy.

Based on the SWOT analysis, Darus Sunnah Pesantren has several strengths that can be used to make up for its shortcomings while being useful in capturing existing opportunities and facing real threats. The main strength of Darus Sunnah in the era of disruption lies in its human resources, the majority of which come from millennials and alumni who are actively involved in the field of digital media.

Millennials are very close to the use of digital technology so it can help the institution through the use of digital media. Nevertheless, millennials have weaknesses in emotional and experiential aspects So mental unpreparedness and knowledge in the use of digital technology must be overcome through several programs such as time limits for using digital media, information selection, teamwork, and so on.

On the other hand, the use of alumni can make up for the weakness of Pesantren in the budget aspect because they will usually be happy to help their alma mater without considering pay. Although, budget problems still cannot rely solely on alumni because of digitalization programs in Islamic boarding schools, both the procurement of digital facilities and the empowerment of human resources requires a lot of budgeting.

However, the proficiency of millennials in using digital media and the support of digitally literate alumni can also be used to create various digital literacy programs aimed at overcoming the negative effects of the disruption era, such as digital literacy materials using attractive platforms. Even digital security, which is the main threat to the use of digital technology, can be alleviated through the two main strengths of Darus Sunnah Pesantren by providing additional training and knowledge about data damage, data theft, and how to deal with it.

These strategies, in addition to helping Darus Sunnah face the disrupted era, are also in line with part of its vision'...... giving birth to a generation that is able to serve in society', in this case, it is Society in the era of disruption.

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