IMPLEMENTATION OF STRATEGY MANAGEMENT FOR FOREIGN LANGUAGE LEARNING PROGRAMS IN ONLINE COURSE INSTITUTIONS

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ABSTRACT

In the field of education, management plays a critical role in ensuring the caliber of educational initiatives. The secret to making educational institutions more competitive is strategic management, which also establishes the degree of program implementation success. This study is to examine how strategic management is applied in Arabic language learning programs at online learning institutions, with a focus on the @marhaban.academy institution's use of the Instagram platform. This study employs descriptive approaches in a qualitative manner. Comprehensive interviews, observation, and documentation were used to gather data. Three steps make up the employed data analysis technique: data reduction, data display, and conclusion drafting. The study's findings indicate that the @marhaban.academy strategy is being implemented in the Arabic language learning program through the following methods: 1) environmental analysis using the question box feature to gauge interest from language learners; 2) setting strategic goals using the institution's vision and mission; 3) identifying the organizational structure made up of a teaching team, marketing team, editorial team, and chairman; 4) creating a content strategy using the story feature to create mufrodat quizzes; and 5) learning through Arabic language cartoon films on Instagram.

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Keywords: Strategic management, programs, language, and online learning

1. INTRODUCTION

In the field of education, a variety of factors are necessary to support the caliber of a curriculum. Among them is one related to management. When creating educational programs, management is crucial (Antunes & Pinheiro, 2020). To create effective and high-quality learning programs that meet students' needs and help them reach the established learning objectives, a number of skills are required, including planning, organizing, time management, resource management, monitoring, evaluation, coordination, adjustment, and creativity (Adam, 2018; Nurstalis et al., 2021).

One of the many types of management that exist, strategic management is the main key that plays a role in increasing the competitiveness of an educational institution (Miotto & Feito, Cristina Del-Castillo González, 2020). The reason why it is important to implement strategic management for competitiveness in an institution is being able to understand the business environment, develop competitive advantages, set ambitious goals, have focus and priorities, innovate, adapt, monitor and evaluate performance. By doing these things, an institution can maintain and increase their competitiveness in a competitive market (Anwar, 2020).

On the other hand, globalization also has a big influence on competition in the management of an educational institution

(Saeed et al., 2015). The world of education has entered the realm of industrial revolution 4.0, technology is experiencing rapid development. Now technology has changed functions and provides many conveniences for humans, one of which is by making activities shift towards digital (Aziz & Desmawati, 2023). This can be seen from the application of technology that has been carried out in program implementation in an educational institution, both formal and non-formal. One of them is the language learning approach which has experienced a significant shift. Information technology and social media have become effective tools for facilitating learning, especially in the context of language learning (Amelia & Rudiansyah, 2021).

One form of information technology that is increasingly popular today is the Instagram platform. Instagram is an application that many students have because it is easy to use and gets information quickly (Agung & Darma, 2019). The widespread use of Instagram social media is motivated by the increasingly rapid development of technology in the 4.0 era, requiring educators to be able to utilize it in the teaching and learning process (Ambarsari, 2020). The urgency of using the Instagram application as an alternative learning medium is to create a learning process that is varied and not boring.

Language instructors can present educational content in an engaging and innovative way by using the Instagram platform (Hasibuan & Nasution, 2023). The needs of the general people, who want to

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improve their language proficiency, are just as important as academic reasons to learn Arabic (Huda et al., 2023). Researchers discovered a large number of Instagram profiles that provide online Arabic language study programs along with advancements in this era. From classes for beginners, intermediates, and advanced students, to conversation classes, nahwu shorof classes, and specialized Amiyah language classes, and so forth. Naturally, this is advantageous for students who wish to study Arabic more thoroughly because, in addition to being more flexible with regard to time and location, the media and learning assessments that are employed will also be more enjoyable and varied. Of course, by examining their experiences, this will train the kids.

Researchers are interested in the Instagram account @marhaban.academy among the many accounts that are available for the platform for a number of reasons. These include the account's large number of followers in comparison to other accounts and its large number of viewers for posts made in the last few months. Additionally, the account has an attractive animated feed display. Given the volume of people that watch and follow each post on the Instagram account @marhaban.academy, it goes without saying that this account has excellent strategic management to gain competitive advantage, particularly in the programs they provide when compared to other accounts in the current digital era.

The Instagram account "Marhaban.academy" has existed since March 24 2021, until now the account has 899 posts and 181 thousand followers. This account contains various kinds of Arabic learning posts by utilizing the story feature, feeds feature and reels feature (Zamhuri, 2023). The Instagram account @marhaban.academy as a non-formal educational institution that presents online Arabic language learning class programs reflects a response to society's demands and desires for flexible accessibility of Arabic language learning. Apart from that, "marhaban.academy" is one of the educational accounts which contains content such as expressions in Arabic, easy ways to memorize mufrodat, how to distinguish letters from the correct vocabulary, training in understanding videos by listening, and also provides guidance and classes. Arabic online, and so on. The online Arabic classes provided by @marhaban.academy consist of beginner, intermediate and conversation level classes which focus on speaking skills.

Given Instagram's explosive expansion as a teaching tool, it's critical to realize that every Instagram account has a management team that carries out the programs it runs (Carpenter et al., 2020). In order to implement organizational policy and accomplish predefined goals through the division of labor over a reasonably long period of time, program management entails managing human resources and other

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resources (Suryana et al., 2018). The method of managing an Arabic language learning program, known as Arabic language program management, is to effectively and efficiently use resources to determine the process, which then attempts to coordinate several projects to achieve the goal (H et al., 2022). The researcher's area of expertise is the application of program management theory to strategic management for competitiveness in online Arabic learning programs through the @marhaban.academy Instagram account. The four fundamental components of the strategic management process are environmental observation, strategy creation, strategy implementation, and assessment and control, according to Wheelen and Hunger's book. The set of managerial choices and actions known as "strategic management" decides a company's long-term performance. These tasks include developing, putting into practice, and assessing strategies (Wheelen & Hunger, 2010). This theory is applied by researchers to evaluate the competitive strategy employed by @marhaban.academy in its online Arabic learning programs.

Researchers found several previous studies that were relevant to this research, namely as follows: (1) Yoseph D. A Santie and Romi Mesra (2022) who studied "Class

Management of Unima Sociology Education Lecturers in Increasing Students' Learning Enthusiasm in Online Learning". Then Ghufran Akbar and Bambang Budi Prasetyo (2022) who studied "Management of Organizing Arabic Language Course Programs at the Almadinah Academy". Next, Andhina Ika Sunardi (2021) who studied "Management of Online English Learning at the Yogyakarta Administrative Management Academy". Based on previous research, we can see that management theory has been implemented in many programs under the auspices of formal educational institutions, and researchers have not yet discovered how management is implemented in non-formal educational institutions that implement online learning, in this case through social media, especially Instagram.

Thus, a common thread can be drawn that researchers are interested in conducting research on "Strategy Management for Competitiveness in Arabic Language Learning Programs via Instagram @marhaban.academy" in particular to reveal how environmental scanning, strategy formulation, and implementation in Arabic online learning programs on the Instagram account @marhaban.academy.

2. METHODS

This study employs a case study methodology and a descriptive qualitative technique. The goal of descriptive research is to characterize and characterize a phenomenon's features. The fact that

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descriptive writing is narrative in nature—that is, it takes the form of a description of words—is one of its primary traits (Waruwu, 2023). Research that focuses closely and in-depth on a single example is called a case study. In order to comprehend the different interactions that exist between the elements contained therein, these targets are thoroughly examined as a whole in accordance with their specific contexts (Ulfatin, 2015). In this instance, the researcher will discuss issues pertaining to competitiveness-enhancing strategic management, namely environmental scanning, strategy creation, implementation, monitoring, and assessment of Arabic language learning initiatives through the Instagram account @marhaban.academy.

The Strategic Management Theory of Thomas L. Wheelen and J. David Hunger served as the foundation for the analysis of this study, and data were gathered through interviews, documentation, and observation (Ardiansyah et al., 2023). Concurrently, there are three steps in the data analysis technique: data reduction, data display, and conclusion drafting (Adawiyah et al., 2022).

The steps taken by the researcher were that the researcher carried out observations and documentation on the Arabic language learning program which was held on the Instagram account @marhaban.academy. Then the researcher conducted an interview with the head of the institution concerned. After that, the researcher collected data in the form of environmental scanning, strategy formulation, implementation, monitoring and evaluation of the Arabic language learning program being held. Then, the researcher explained the relevant data in the form of interview results with the concept of strategic management for competitiveness based on the theory of Thomas L. Wheelen and J. David Hunger. Then, the researcher summarized the results of data interpretation regarding strategic management for competitiveness in the Arabic language learning program organized by the Instagram account @marhaban.academy.

3. RESULTS AND DISCUSSION

Strategic management, as defined by Thomas L. Wheelen and J. David Hunger, is a set of managerial choices and activities that impact a company's long-term success. This entails doing an internal and external environment scan, developing long-term planning strategies, putting strategic controls into place, and assessing their effectiveness (Arifudin et al., 2020). The achievement of the institution's vision, mission, and goals will be impacted by the strategic management of program implementation. Consequently, an institution will have enormous potential to develop and create innovation if it adopts a plan that takes into account both internal and external factors (Arifah, 2023).

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The following are the strategic management steps that Thomas L. Wheelen and J. David Hunger outline in their book "Strategic Management and Business Policy" (Wheelen et al., 2015):

1. Environmental Assessments
2. Formulation of Strategies
3. Implementing Strategy
4. Observation and Assessment

In this study, the three steps of environmental scanning, strategy design, and strategy implementation will be the exclusive areas of concentration for the researchers.

Formulating Strategies for Competitiveness in Arabic Language Learning Programs via Instagram @marhaban.academy

At this stage there are several processes in the form of investigation, analysis and decision making as criteria for achieving competitive advantage for an institution. The things included are formulating the institution's mission, determining achievable goals, and establishing policy guidelines (Wheelen et al., 2015). The explanation is as follows:

1. Conduct environmental analysis

In the next stage, it is necessary to analyze the situation or environment related to community needs. Based on the results of environmental analysis carried out through the question box feature on Instagram, the results show that people are interested in learning Arabic, especially to be able to understand the basics of nahwu and shorof at the beginner level or who want to communicate fluently at the intermediate level, so the Marhaban Academy institution provides a platform as a forum or place for learning.

2. Strategic goal setting

As for those related to determining the strategic objectives of the institution, namely:

a) Vision: To become the leading platform for online Arabic learning with interactive and fun animation methods, and strive for every individual to master Arabic easily and efficiently.

b) Mission:

1) Providing interesting and interactive learning materials by developing Arabic learning content that uses animation to explain language concepts in an interesting and easy to understand way.

2) Using advanced technology for a better learning experience by utilizing the latest animation technology and online platforms *user-friendly* to provide a fun and interactive learning experience.

3) Increase student motivation and involvement by creating courses full of gamification elements, such as interactive quizzes, games, and picture stories, to increase student motivation and

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involvement in the learning process.

4) Providing comprehensive learning support, namely various supporting resources such as discussion forums, question and answer sessions with instructors, and additional materials that can be accessed at any time.

5) Focus on developing practical skills by designing course materials that not only focus on theory, but also on practical skills in communicating Arabic through real-life animated scenarios.

6) Providing flexible learning access in terms of time and place, as well as affordable costs for various groups of society.

The thing that is taken into consideration in determining the vision and mission above is to see that the state of Arabic language learning when compared to other foreign language learning in Indonesia is quite lagging behind, therefore innovation is needed so that Arabic language learning does not *stuck* in the same place. Apart from that, so that Arabic can be separated from being called a language that is difficult to learn, learning Arabic is made as easy as watching cartoons. With this vision and mission, it is hoped that the @marhaban.academy online course can make a significant contribution to

effective and enjoyable Arabic language learning for everyone.

The Instagram account @marhaban.academy was founded on May 14 2021, and is an educational platform that focuses on learning Arabic. This account is designed to provide interesting and interactive educational materials and learning content to its followers. This account has the aim of facilitating Arabic language learning for various groups, from beginners to advanced levels in line with the development of the Arabic language in the current technological era. The content presented on this account is in the form of daily lessons, which include the correct use and writing of vocabulary, common phrases and grammar. Then there is learning Arabic through short videos by watching the cartoon "Spongebob" which has been translated into Arabic. There are also quotes and motivation posts to encourage followers to stay motivated in learning. Apart from that, there are infographics in the form of pictures and diagrams that help explain grammar rules, sentence structure and other linguistic elements visually.

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Figure 1. Instagram profile @marhaban.academy
Source:
https://www.instagram.com/marhaban.academy/

In order to fulfill the stated vision and objective, Arabic language study programs are available from @marhaban.academy in a number of formats, including a classroom learning program, an Arabic language learning program using cartoon films on YouTube and Instagram, and a daily quiz program via Instagram stories. The "Marhaban Class" full animation on the internet is divided into multiple classes: Marhaban mufrodat class, Marhaban conversation class, Marhaban ammiyah class, and Marhaban beginner class. Enrolling in a class program at Marhaban Academy entitles you to a number of perks. For instance, those who sign up for the Marhaban beginning class program will receive a diploma, six ebooks, practice sheets, fully animated learning videos, 300 vocabulary and expressions, and free consultations.

3. Determination of organizational structure.

Based on the results of interviews with the director of the Marhaban Academy institution, the organizational structure of the institution is still simple, consisting of only a few people such as the founder, marketing department, editors and teachers. The related jobs description are as follows:

a) Director : tasked with overseeing all operations starting from planning, implementation, monitoring, evaluation and decision making.

b) Tim marketing : tasked with managing marketing and promotional strategies.

c) Editorial team : responsible for creating and managing content on social media.

d) Teaching team : tasked with compiling and delivering learning material to students.

4. Develop content strategies and learning programs

Based on the environmental analysis that has been carried out, it also refers to the vision and mission that have been set. The next stage is preparation or planning related to content creation as well as the formation of programs that will be implemented in the future. Regarding content strategy, there needs to be variation by developing various types of content, such as the use of learning videos that use infographics or full animation, the use of humorous content or memes that are linked to something that is currently viral, the use of the question box feature for daily mufrodat quizzes on Instagram stories and etc. Then at the end of each slide post, there is a promotional post for the Marhaban class being offered. Of course, making registration pamphlets is also included in this stage.

What is related to the learning program strategy is to first determine a

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team of tutors or teachers who are qualified to teach in each existing Marhaban class program. After that, determine the material or teaching materials used, by designing a learning program for each class. Of course, the material at the beginner level must be continuous with the material at the intermediate level. Marhaban academy has created its own ebook as teaching material for beginner classes.

Implementation of Strategies for Competitiveness in Arabic Language Learning Programs via Instagram @marhaban.academy

Putting strategic plans into action that have been developed to accomplish organizational objectives is a crucial part of the strategy implementation stage of strategic management (Kautsar & Julaiha, 2023). In their book, Thomas L. Wheelen and J. David Hunger defined strategy implementation as the process of putting plans and policies into action by creating budgets, programs, and procedures (Wheelen et al., 2015). Several factors need to be taken into account during the strategy implementation stage, including those pertaining to money, the programs required to meet planned objectives, and the procedures that will be put into place.

The Head of the Institution @marhaban.academy explained that the procedures carried out in implementing each program are as follows:

1. Planning a sketch of the program to be created.
2. Create a syllabus and study schedule.
3. Design learning materials, ebooks and practice sheets.
4. Contact the instructor concerned.
5. Promote via social media.
6. Gather registered participants into one group and start holding classes.

To increase competitiveness, @marhaban.academy implements its strategy by carrying out promotions every day through its Instagram account and increasing Arabic language learning content through posts based on animation and cartoon films as well as providing various online Arabic language class programs. There are several types of online classes offered, namely as follows:

1. Marhaban beginner class

   The Marhaban beginner class is one of the superior programs owned by @marhaban.academy. The fee to register for this class is one hundred and fifty thousand rupiah for 4 meetings. Participants who take this class will get 3 ebooks containing vocabulary, expressions and conversations for beginners. Then participants will also receive an ebook containing steps to learn Arabic, materials and a beginner's vocabulary checklist for the next 30 days.

2. Marhaban middle class

   The intermediate marhaban class is an advanced class from the previous beginner class. Similar to the beginner

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class, the cost to take the intermediate class is also 150,000 rupiah for 1 month. Participants who take this class will receive an ebook containing full animated nahwu shorof material, vocabulary and expressions. Learning via Zoom is equipped with access to Zoom re-recorded videos.

3. Marhaban conversation class

The Marhaban conversation class is a class specifically for training students who already have a foundation in Arabic, but want to hone their speaking skills so they can be used in everyday communication. The cost to register for this class is 199,000 rupiah for 1 month. Participants who take this class will get an ebook, practice sheets, 40 animated conversation videos, and learning via Zoom with direct conversation practice.
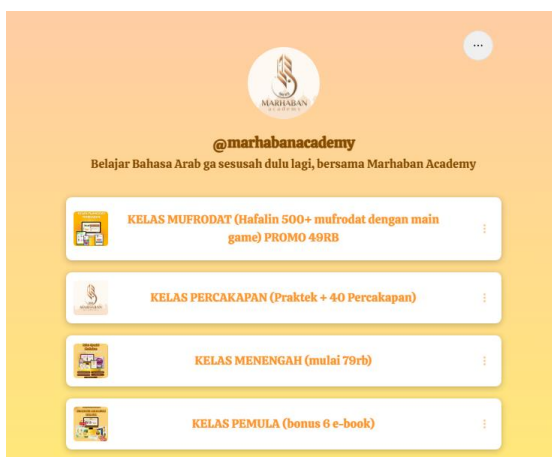

Figure 2. Online class program

@marhaban.academy

Source:
https://www.instagram.com/marhaban.academy/

One of the opportunities in implementing the program is requests from members asking about courses either via Instagram or WhatsApp. The challenges in implementing the program are differences from the initial plan when the learning execution has been carried out, then there are differences in students' understanding so that teachers must have different innovations in delivering the material, and also differences in motivation or learning goals desired by each of them. each student.

The Head of @marhaban.academy responds to the opportunities and challenges above in facing technological advances so that @marhaban.academy continues to exist and is in demand by all groups, namely by continuing to innovate, seeing what students need, evaluating programs that have been created, and continuing to develop programs existing marhaban classes.

4. CONCLUSION

Drawing from the aforementioned explanation, the researcher deduces that the significance of management in the field of education can bolster the caliber of educational initiatives. The secret to making educational institutions more competitive is strategic management. Institutions can sustain and improve their competitiveness by comprehending the business environment, creating competitive advantages, ingenuity, and oversight. The competitiveness in the field of education is also greatly impacted by globalization and the fourth industrial revolution, with technology being a key

enabler of learning. The study's findings demonstrate how the @marhaban.academy strategy is being implemented in the Arabic language learning program through the following methods: 1) environmental analysis, which takes the form of public interest in learning Arabic; 2) setting strategic goals, which take the form of the institution's vision and mission; 3) deciding on the organizational structure, which consists of a teaching team, an editorial team, a chairman, and a marketing team; 4) creating a content strategy, which takes the form of content-based quizzes through the story feature, learning through Arabic-language cartoon films on Instagram, and online marhaban class programs, which include beginner, intermediate, vocab, conversation, and amiyyah classes.

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