



Development of Entrepreneurship Strategic Planning Model at Al-Fitrah Islamic Boarding School Surabaya

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ABSTRACT

Objective: This study aims to describe 1) feasibility, 2) practicality, and 3) the effectiveness of the entrepreneurship strategic plan model at Al-Fitrah Islamic Boarding School Surabaya. The natural conditions in the three Islamic boarding schools provide educational services at low and affordable costs from the community. Contributions in addition to educational services, it is also necessary to consider contributions to economic activities in the Islamic boarding school. **Method:** This research is a development research with a Research and Development (R&D) approach. The subjects of research in developing entrepreneurial strategic planning models in Islamic boarding schools are Islamic boarding school caregivers, ustadz, and students of Al-Fitrah Islamic Boarding School Surabaya. **Results:** The development results in an entrepreneurship strategic plan book at the Al Fithrah Islamic Boarding School Surabaya, which has been used to reference business plans for business actors in the Al Fithrah Islamic Boarding School Surabaya. The effectiveness of using products in the form of entrepreneurship strategic plan books at the Al Fithrah Islamic Boarding School Surabaya can be seen from the results of each strategy map and business plan made during the entrepreneurship strategic plan preparation workshop. **Novelty:** The entrepreneurship strategic plan book provides an overview of strategic initiatives in response to the SWOT analysis that has been carried out. This strategic initiative provides the goals to be achieved and what strategies must be made to achieve these goals.

INTRODUCTION

One of the goals of national development is to improve the country's economic performance to create jobs and realize a decent life for all Indonesian people, which, in turn, will improve the welfare of the Indonesian population. The strategic role of boarding schools includes economic, social, and political roles (Afifuddin, 2022; Syahputra et al., 2022; Widiati et al., 2023). Optimization of all resources owned by boarding schools can create great strength in the economy if appropriately managed (Basya & Syarifudin, 2023; Faiza et al., 2023; Majid et al., 2023). In terms of assets, for example, Islamic boarding schools can take advantage of the vast land they have to be used for farming activities.

Based on initial observations and interviews with the management of the Al-Fitrah Islamic Boarding School Surabaya, legally, this cooperative only has an establishment permit from the cooperative office, so in its development and with the new government regulations regarding the requirements for the establishment of cooperatives, the Al-Fitrah cooperative has become a vacuum. Furthermore, the management formed a second cooperative under the name Sarekat Business Boarding School Cooperative (KSBP) by the new rules. KSBP is still in the process of obtaining permits both through notaries and the Ministry of Law and Human Rights. Regarding the strategic plan, as

the initial interview has been conducted, KSBP Pondok Boarding School Al-Fitrah Surabaya still does not have a strategic plan on how to develop business units because, so far, it seems to work according to the needs of the Al-Fitrah Islamic Boarding School Surabaya, so how the projection for the next five years and 20 years still does not exist. The absence of strategic planning documents for the Al-Fitrah Islamic Boarding School Surabaya is evidence of this.

Participants in agricultural activities can consist of students taking turns or members of the local community employed as farmers to oversee the land. The proceeds from the harvest can be utilized to fund the operational needs of the boarding school. Moreover, the boarding school can leverage its other assets for economic purposes (Ansari, 2023; Heradhyaksa et al., 2022). Effective asset management by the boarding school is essential to maximize the utilization of these assets (Kharazi & Kharazi, 2023; Rohman & Amrizal, 2023). Moreover, regarding human resources, students can be provided with entrepreneurial skills, enabling the boarding school to establish a business entity that supports the economic activities of students and the local community (Anggadwita et al., 2021; Blesia et al., 2021; Kunaifi et al., 2021; Maryanti et al., 2020; Sulaiman & Ahmadi, 2020).

Islamic boarding schools play a pivotal role in the pursuit of national development in Indonesia, as highlighted by scholars such as previous studies. The novelties of this research due to these institutions' economic, social, and political contributions are underscored, with a specific focus on optimizing available resources. However, the introduction unveils a practical challenge Al-Fitrah Islamic Boarding School faced in adapting to new government regulations, leading to the formation of a new cooperative, KSBP. This cooperative is currently navigating the process of obtaining the necessary permits. A strategic planning gap is identified, particularly without a roadmap for the next five to 20 years. Furthermore, it advocates for human resource development, aiming to equip students with entrepreneurial skills to establish a business entity that economically supports students and the local community. The study aims to assess the feasibility, practicality, and effectiveness of an entrepreneurship strategic plan model at Al-Fitrah Islamic Boarding School Surabaya, bridging the gap between educational services and economic contributions to national development.

The natural conditions in the three Islamic boarding schools provide educational services at low and affordable costs from the community. Contributions in addition to educational services, it is also necessary to consider contributions to economic activities in the Islamic boarding school. Thus, this study aims to describe 1) feasibility, 2) practicality, and 3) the effectiveness of the entrepreneurship strategic plan model at Al-Fitrah Islamic Boarding School Surabaya.

RESEARCH METHOD

This research is development research with a Research and Development (R&D) approach, which is to produce a product and test the product to determine the feasibility of the product by passing a testing process (Rizki et al., 2023; Saphira et al., 2022). This research seeks to produce a product in the form of an entrepreneurial strategic planning model in Islamic boarding schools by adopting the Organizational Goals Strategic Plan Model model, which is a strategic plan model that includes the elaboration of organizational goals and vision, as well as ways to achieve them. The participants in the study focused on developing entrepreneurial strategic planning

models in Islamic boarding schools, including caregivers, ustadz, and students from Al-Fitrah Islamic Boarding School in Surabaya. This research seeks to produce a strategic plan for developing the strategic plan model by adopting a development model as in Figure 1.

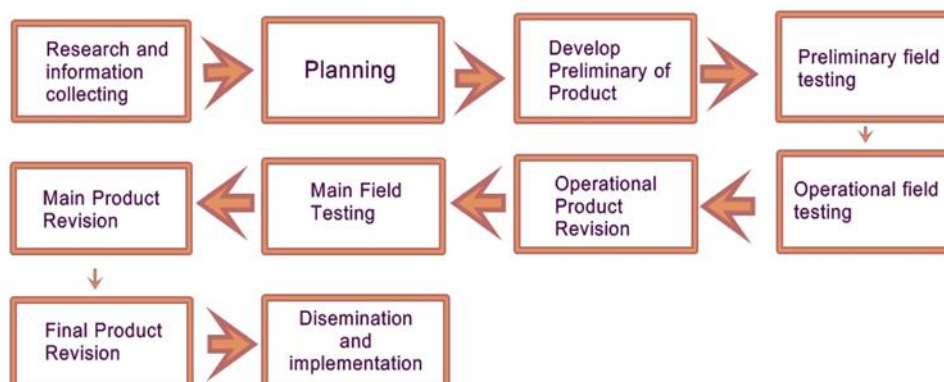


Figure 1. Research flowchart.

Data collection techniques in research on developing entrepreneurial strategic planning models in Islamic boarding schools, using assessment questionnaires from expert validators, cottage caregivers, and ustad of Al-Fitrah Islamic Boarding School Surabaya. The effectiveness analysis used in this study is to determine the extent to which the resulting development products provide effectiveness in entrepreneurial strategic planning activities (AlQershi, 2021; Astutik & Prahani, 2018; Dewy & Isnaini, 2021; Heradhyaksa et al., 2022; Prahani et al., 2020; Santoso et al., 2023; Ulandari, 2023). This analysis uses data obtained from product user questionnaires to develop entrepreneurial strategic planning models in Islamic boarding schools, namely Islamic boarding school caregivers and Islamic Boarding School ustad Al-Fitrah Surabaya.

RESULTS AND DISCUSSION

Results

The development of entrepreneurship strategic plans at Al-Fithrah Islamic Boarding School Surabaya was made based on preliminary studies and information collection in the field. The development of this entrepreneurial strategic plan is aimed at the management of the Al Khidmat Indonesia Foundation, which has several business units, including a Sharia microfinance institution under the name BWM Al Fithrah Wava Mandiri to empower and finance the economy of the community around the boarding school. This entrepreneurial plan can help managers develop the community's economy around the Al-Fithrah Islamic Boarding School Surabaya.

Table 1 is the assessment score of vision and mission aspects, with an average score of 3.28. The most significant score on the item of conformity assessment with long-term goals is 4.00, while the other assessment items get a score of 3.00.

Table 1. Internal and external analysis aspect assessment scores.

Valuation Details	Score
Strengths	4.00
Weaknesses	4.00
Opportunities	4.00
Threats	4.00

Valuation Details	Score
Priority and Relevance	3.00
Interdependence	3.00
Strategy and Action	3.00
Average	3.57

Table 2. Purpose and target aspect assessment score.

Valuation Details	Score
Specific	3.00
Measurable	3.00
Attainable	3.00
Relevant	4.00
Time-bound	3.00
Consistent	3.00
Ambitious	4.00
Development	4.00
Measurable	3.00
Communication	3.00
Average	3.30

Table 2 regarding the assessment score of aspects of goals and objectives obtained an average score of 3.30. The most significant score on the assessment item is relevant, ambitious, and leads to development, which has a score of 4.00, while the other assessment items get a score of 3.00.

Table 3. Strategy and plan aspect assessment scores.

Valuation Details	Score
Consistency with Purpose and Mission	3.00
Clarity and Klaritas	3.00
Measured and Objective	3.00
Completeness and Specifics	3.00
Realistic and Achievable	3.00
Required Resources	3.00
Priority Setting	3.00
Inter-step linkage	3.00
Flexibility and Adaptability	3.00
Communication and Understanding	3.00
Average	3.00

Table 3 shows that assessment scores of aspects of strategy and action plans obtained an average score of 3.00, so it can be stated that the average score is included in the excellent category and no revision is needed. Table 4 regarding the assessment score of aspects of business performance measurement obtained an average score of 3.10.

Table 4. Assessment score of aspects of business performance measurement.

Valuation Details	Score
Performance	3.00
Suitability and Relevance	3.00
Target Achievement	3.00
Measurement Periodicity	3.00

Valuation Details	Score
Trend and Analysis	3.00
Benchmark Comparison	3.00
Cause and Impact Analysis	3.00
Responsiveness and Improvement	3.00
Transparency and Accountability	3.00
Integration with Renstra	4.00
Average	3.10

Discussion

Research and development of entrepreneurial strategic plans has resulted in the development of products in the form of entrepreneurial strategic plans at the Al Fithrah Islamic Boarding School Surabaya. In addition, field tests have been carried out on entrepreneurship strategic plan books through workshops on preparing entrepreneurship strategic plans at the Al-Fithrah Islamic Boarding School Surabaya. Based on Table 1, the assessment score of internal and external analysis aspects obtained an average score of 3.57. The most significant score on the strength, weakness, opportunity, and threat assessment items is a score of 4.00, so it can be stated that the average score value is included in the outstanding category and no revision is needed (Jatmiko et al., 2018; Siswanto et al., 2017; Wardani & Jatmiko, 2021). Furthermore, based on Tables 2 and 3, it can be stated that the average score value is included in the excellent category, and no revision is needed. Table 4 states that the most significant score on the integration assessment item with the strategic plan is 4.00, while the other assessment items get a score of 3.00. The average score is included in the excellent category; no revision is needed.

The practicality of the entrepreneurship strategic plan model at the Al Fithrah Islamic Boarding School Surabaya was obtained by conducting field tests and implementing a workshop to prepare an entrepreneurial strategic plan. The strategic plan preparation workshop occurred at the Hall of Pendopo Pondok Boarding School Al Fithrah Surabaya on June 19, 2023. It was attended by 22 participants (19 invited participants and three additional participants). The purpose of this workshop is to hope that the workshop participants can make a business strategic plan that has been carried out and make a business strategy map for each participant.



Figure 2. The workshop is in the Main Hall of Al Fithrah Islamic Boarding School Surabaya.

The implementation of the workshop preparation of the entrepreneurship strategic plan is summarized in 3 activities, namely pre-activity, the core event of the workshop preparation of the entrepreneurship strategic plan, and evaluation. As many as 57.90% or 11 people have a bachelor's degree, and 31.60% or six people have a senior high school degree. The remaining two people have a Diploma I/II/III education. The determination of participants was based on the choice of the management of the Al Khidmat Indonesia Foundation. Some participants were business actors and students mandated to run business units owned by the Al Khidmat Indonesia Foundation. Furthermore, the number of participants in the entrepreneurship strategic plan preparation workshop who had made an entrepreneurial plan was six people, or 31.50% had made an entrepreneurial plan.

In comparison, 13 people, or 68.50% of participants, had yet to experience making an entrepreneurial plan. The experience of participants in making a Strategic Plan has significant benefits. By involving those who have made a response, there will be more understanding, involvement, and commitment to the entrepreneurial strategic planning process (Ahmed et al., 2020; Ikram et al., 2022; Jonah et al., 2021; Mensah, 2020; Shahul Hameed et al., 2022). Participants have different experiences and insights in making entrepreneurial plans, providing diverse perspectives and a complete understanding of the challenges, opportunities, and needs of running a business (Afshan et al., 2021; Del Vecchio et al., 2021; Hevner & Gregor, 2022; Kah et al., 2022; Lyu et al., 2021; Meurer et al., 2022; Secundo et al., 2021). The experience of participants involved in making the strategic plan will feel more involved in the planning process. This is expected to increase their commitment to implementing and achieving the business objectives.

Most workshop participants for preparing entrepreneurial strategic plans in the first position are entrepreneurs or independent entrepreneurs, namely as many as nine people or 47.00%. Some are alums of the Al-Fitrah Islamic Boarding School Surabaya, and some are business actors under the guidance of the cooperative of the Al Fithrah Wawa Mandiri Micro Waqf Bank. The second position as an employee of the Al Fithrah Wawa Mandiri Micro Waqf Bank cooperative is four people or 21.00%, and the next one

works as an IT volunteer who backs up IT needs in each business unit as many as two people or 10%. Workshop participants with diverse experiences bring several advantages to preparing entrepreneurial strategic plans. Participants with different experiences bring rich and diverse perspectives to the workshop, as well as enrich discussion and problem-solving, as everyone can contribute with different points of view (Hevner & Gregor, 2022; Meurer et al., 2022; Secundo et al., 2021). With diverse backgrounds and experiences, workshops are a fertile ground for innovation. Workshop participants can combine ideas from various sources to solve problems creatively. Workshop preparation of entrepreneurship strategic plan becomes a place where participants can learn from each other. With different experiences, each individual has unique knowledge and skills, which can be shared and learned together.

After the entrepreneurship strategic plan preparation workshop, the next step is evaluating the extent of the participants' strategy map and strategic plan. Making a strategy map for products as one of the MSME products offered by participants has several stages, namely the initial stage regarding budget provision, which includes production costs and business capital. Next is how consumers know about the synonym herbal products offered, whether there is rejection or even the public accepts this product. The next stage is a process that is carried out every day and calculates how much profit will be obtained and the total production cost so that the market's selling price is known. The next stage is marketing, which is the means of sales. The last stage is consumers who receive benefits for buying *jamu sinom* "Eyang". The strategic plan made by the "Jamu Eyang" owner is described as a short-term plan within one year. In 1 year, divided into three quarterly chess each, the stage has a target that must be met every day so that in one year, it reaches sales of 180 bottles/day or in 1 month produces 5,400 bottles of synom herbs. Of course, the target is adjusted to the business owner's ability, "jamu Eyang."



Figure 3. Handover of mementos to Yayasan Al Khidmat Indonesia.

After the practice of making maps and business strategic plans in the entrepreneurship strategic plan preparation workshop, the next event was the closing

and giving of *vandel* as a memento from the developer to the Chairman of the Al Khidmat Indonesia Foundation, as in Figure 3.

Based on the developer's experience developing an entrepreneurship strategic plan at the Al-Fithrah Islamic Boarding School Surabaya, several findings deserve attention in developing an entrepreneurial strategic plan at the Al-Fithrah Islamic Boarding School Surabaya as follows.

1. There are differences in management management in the Al-Fithrah Islamic Boarding School Surabaya. The management is divided into two based on its function, namely the educational function and the function of extracting funds to meet the needs of the educational function. The management of the Al-Fithrah Islamic Boarding School Surabaya directly handles the educational function. In contrast, the function of extracting funds is handled by the Al Khidmat Indonesia Foundation, which houses several business units, one of which is the cooperative business unit of the Al Fithrah Wava Mandiri Micro Waqf Bank, which houses several assisted MSMEs, both in terms of procuring training and assisting in terms of capital.
2. The lack of human resources is an obstacle to business development, especially human resources in IT and related to businesses that intersect with current developing technology (such as printing). This is understandable because the output of cottage human resources focuses on mental and character development oriented to *da'wah*. These limitations have an impact on the ability of business units to adapt to changing times.
3. The primary human resources in driving the economy of business units at Al-Fithrah Islamic Boarding School Surabaya are graduates of Al-Fithrah Islamic Boarding School Surabaya and students who are serving at Al-Fithrah Islamic Boarding School Surabaya, so experience in managing a business is still inadequate.
4. There is no clear target in either the long- or short-term entrepreneurship, so the development makes a strategic plan based on the literature and interview experience with the lodge and foundation boards.

Based on the strategic plan made in the workshop on preparing entrepreneurial strategic plans by the workshop participants. In the SWOT analysis, especially in terms of weakness, there are several things expressed by the participants that have something in common, namely inadequate human resource capabilities, lack of business management, lack of greater access to capital, lack of product marketing so that business units are not too developed or only rely on the purchasing power of cottage residents. There is no cooperation with outside parties, so no transfer of knowledge is needed for business units to develop—the absence of access by outside investors and business units' difficulty getting outside investors (Liu et al., 2022).

It has been developed and validated as an entrepreneurship strategic plan book at Pondok Boarding School Al Fithrah Surabaya. This book can be used by the Al Khidmat Indonesia Foundation, which houses several business units, one of which is the cooperative of the Al Fithrah Wava Mandiri Micro Waqf Bank, which has assisted MSMEs around the Al Fithrah Islamic Boarding School Surabaya environment. The development results in an entrepreneurial strategy plan book at the Al Fithrah Islamic Boarding School Surabaya, which has been used to compile a business plan for business actors in the Al Fithrah Islamic Boarding School Surabaya. The implementation of the preparation of the entrepreneurial strategy plan with outputs in the form of a strategy map and business strategy plan for each business actor (Al-Filali et al., 2023; Dal Mas et

al., 2023; Gura et al., 2023; Siokas, 2023; Yulianti et al., 2023), both independent and involved in business activities in each business unit under the Al Khidmat Indonesia Foundation, was carried out during a workshop on preparing an entrepreneurial strategic plan on June 19, 2023, at the Al Fithrah Islamic Boarding School Surabaya.

The effectiveness of using products in the form of entrepreneurship strategic plan books at the Al Fithrah Islamic Boarding School Surabaya can be seen from the results of each strategy map and business plan made during the entrepreneurship strategic plan preparation workshop. Based on the developer's assessment, the workshop output in the form of a strategy map and business plan is sound and only needs a slight improvement.

CONCLUSION

Fundamental Finding: The development results of an entrepreneurship strategic plan book at the Al Fithrah Islamic Boarding School Surabaya have been used to reference business plans for business actors in the Al Fithrah Islamic Boarding School Surabaya. The effectiveness of using products in the form of entrepreneurship strategic plan books at the Al Fithrah Islamic Boarding School Surabaya can be seen from the results of each strategy map and business plan made during the entrepreneurship strategic plan preparation workshop. **Implication:** The entrepreneurship strategic plan book provides an overview of strategic initiatives in response to the SWOT analysis that has been carried out. This strategic initiative provides the goals to be achieved and what strategies must be made to achieve these goals. **Limitation:** This development product does not provide a direct evaluation of the implementation of strategic plans in the field, especially for MSMEs that are directly assisted by the Al Fithrah Wawa Mandiri Micro Waqf Bank, considering the limited time in this study, so the evaluation of this research is only limited to the ability of business actors who are participants in the entrepreneurship strategic plan preparation workshop in making entrepreneurial strategy maps and strategic plans. **Future Research:** It is necessary to make a business plan guidebook for business actors according to the type of business run by MSME owners around the Al Fithrah Islamic Boarding School Surabaya environment. Also, there is a need for regular coaching and monitoring so that the strategic map and strategy plan that has been made can be implemented optimally.

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