

PRAXIS BLUE OCEAN STRATEGIC: (STUDENT SELECTION)PPDB PROCESS IN EDUCATIONAL INSTITUTIONS DURING THE COVID-19 PANDEMIC

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Abstract

Student Screening (PPDB) in educational institutions during the Covid-19 pandemic with a blue ocean strategy is a solution in optimizing the PPDB process in schools. This study aims to determine whether praxisblue ocean strategies to determine success in PPDB during the Covid-19 pandemic, as well as knowing how the praxis process blue ocean strategy in educational institutions during the Covid 19 pandemic, a case study at SMK Muhammadiyah Prambanan. The method used is descriptive analysis using a qualitative approach. This study uses primary data obtained through interviews with key informants and secondary data in the form of supporting documents or literature related to research. The results showed that the implementation of the strategyblue ocean in the PPDB process in educational institutions (schools) during the Covid-19 pandemic, this became a strategic step in formulating a method/method in the process of selecting new students. In its implementation, it can be done by making new breakthroughs by strengthening the internal potential of schools (POIS) and supported by strengthening the four-step system consisting of eliminating (less effective strategies), reducing (strategies carried out by many competitors), increasing (internal potential of schools that are less effective). owned), and creating (innovation of the potential of the school). reducing (strategies carried out by many competitors), increasing (internal potential of schools that are less effective). owned), and creating (innovation of the potential of the school). reducing (strategies carried out by many competitors), increasing (internal potential of schools that are less effective). owned), and creating (innovation of the potential of the school).

Keywords: PPDB, Educational Institution, Praxis Blue Ocean Strategy

Abstrak

Penjaringan Peserta Didik (PPDB) di lembaga pendidikan di masa pandemi Covid-19 dengan blue ocean strategy menjadi solusi dalam mengoptimalkan proses PPDB di sekolah. Penelitian ini bertujuan untuk mengetahui apakah praxis blue ocean strategi menentukan keberhasilan dalam PPDB dimasa pandemi Covid-19, serta mengetahui bagaimana proses praxis blue ocean strategi di lembaga pendidikan di masa pandemi Covid 19 studi kasus di SMK Muhammadiyah Prambanan. Metode yang digunakan adalah deskriptif analisis dengan menggunakan pendekatan kualitatif. Penelitian ini menggunakan data primer yang diperoleh melalui wawancara dengan informan key dan data sekunder yang berupa dokumen pendukung atau literatur yang berhubungan dengan penelitian. Hasil penelitian menunjukkan bahwa penerapan strategi blue ocean dalam proses PPDB di lembaga pendidikan (sekolah) di masa pandemi Covid-19 ini menjadi langkah strategis dalam merumuskan suatu cara/metode dalam proses penjaringan peserta didik baru. Dalam pengimplementasiannya dapat dilakukan dengan melakukan terobosan baru dengan penguatan internal potensi sekolah (POIS) dan didukung dengan penguatan sistem empat langkah yang terdiri dari menghapuskan (strategi yang kurang efektif), mengurangi (strategi yang dilakukan oleh banyak kompetitor), meningkatkan (potensi internal sekolah yang dimiliki), dan menciptakan (inovasi terhadap potensi sekolah yang dimiliki).

Kata Kunci: PPDB, Lembaga Pendidikan, Praxis Blue Ocean Strategy.

INTRODUCTION

The Covid-19 pandemic has become a polemic that urges changes in the order in various sectors, one of which is in the education sector. The education sector is a central sector in preparing the nation's next generation in realizing superior and quality generations in the future, as (Kemendikbud, 2017, 4) stated that in order to prepare Indonesia's golden generation in 2045, success in building education will make a major contribution to the achievement of educational development goals which can cover various dimensions, namely social, cultural, economic and political dimensions. Therefore, education must continue to run in all situations and conditions. With the phenomenon of the Covid-19 pandemic that occurred in almost all corners of the world, it became a new problem for a country in overcoming the outbreak. So that it encourages policy makers to be able to formulate new policies that are implemented to overcome these impacts. The new policies formulated as stated in the (Government Regulation Number 21 of 2020 Large-Scale Social Restrictions in the Context of Accelerating Handling of Coronavirus Disease 2019 (COVID-19), 2020) stated that in all daily activities, large-scale social restrictions were carried out, meaning that in this policy, activities that were originally carried out in crowds, in-person gatherings were temporarily suspended in order to suppress the spread of the Covid-19 outbreak. One of these activities is learning activities carried out in educational institutions (schools).

Educational institutions (schools) have the authority to facilitate students in learning activities. Faced with the current situation, educational institutions continue to strive to provide the best solutions so that learning activities can continue to run, in this case educational institutions (schools) recommend carrying out learning activities that were originally carried out through face to face (face to face) into direct learning.

online (online) that can be done at home. The policy of learning from home that is carried out online according to (Sudarsana, 2020, 4) requires creativity and innovation from educators, so that coaching, transfer of knowledge and skills can run well. In supporting online learning activities during the Covid-19 pandemic, according to (Belawati, 2020, 4) School institutions are also required to have infrastructure to support online learning based on information technology (ICT) including applications in the field of education such as the Learning Management System (LMS) in supporting the use of technology in the learning system.

The condition of learning that is carried out online is something new, by combining the substance of basic competencies in each lesson combined with presentations that use IT facilities in their learning so that students are required to adapt to the use of technology in the learning system so that the substance of the learning material can be accepted properly. good.

Educational institutions (schools) at the vocational secondary level (SMK) are the gateway in providing provisions for students to enter the industrial world or continue their studies at universities. According to (Azlina, 2021). Secondary schools have a central role in accommodating, facilitating, students in developing all their potential, interests, and talents and as a bridge for students to continue their studies. Therefore, parents of students are very selective in choosing a school bench as a place for their children to study. Students and their guardians are faced with two choices of secondary schools, namely public schools and private schools. The dilemma in choosing a school, of course, is that parents tend to choose a state school with consideration of the cost of pursuing an education that is more affordable and has prestige in the community.

In the current PPDB system, the government applies a ZONATION system. This system requires students to choose a

school that is close to or in the same area as their place of residence based on the address data on their family card. In Yogyakarta reported from (Kemendikbud, 2020) the vocational high school level is 50 public and 168 private schools which are divided from several districts with the following details: (1). Kulon Progo, there are 8 public vocational high schools and 28 private schools, (2). Bantul, there are 13 public vocational high schools and 26 private schools, (3). Gunung Kidul, there are 13 public vocational high schools and 35 private schools, (4). Yogyakarta City, there are 8 public vocational high schools and 22 private schools.

With such a large number of vocational high schools, of course, every school, both private and public, in the new academic year 2021/2022, which is planned to start in July, every school is working on learning procedures, which is planned for schools in the green zone to reopen schools and learning. face to face. The implementation of face-to-face schools during the Covid-19 pandemic, of course, still applies SOPs for enforcing health protocols so that learning that is planned to be implemented with a face-to-face system can run well.

The reopening of the new school year is certainly a routine for each school in preparing a strategy for recruiting new students who will become the forerunner of human resources for each school. Various schools in terms of secondary schools which are divided into high schools (SMA) and vocational high schools (SMK) work hand in hand to compete with each other to recruit students. PPDB during this pandemic has become a new problem, because every school is competing with each other to prepare strategies to fill the seats provided.

The use of the right strategy will increase the chances of success in attracting new students. There is one strategy that is currently not widely developed in PPDB activities in each school. The concept of strategy theory in the field of marketing was

discovered by Maugboune and Kim, who initially wanted to improve people's general view of competition, in finding a method in formulating strategies whose ultimate goal is to make competition irrelevant. This means that the competition can be replaced with quality improvements in depth and new to bring out its own charm. Maughbourne calls this theory the Blue Ocean Strategy. According to (Kolis, 2020, 272) Blue Ocean Strategy (BOS) puts pressure on avoiding bloody competition that only harms all parties. However, this strategy has conditions, stages of strategy formulation and strategy implementation process. This strategy puts forward the principle of ERRC (Eliminate, Raise, Reduce and Create).

There is a study proposed by (Rakhmanita, 2015, 116) states that the selection of strategies in choosing prices, promotions, facilities and school image will provide positive values simultaneously even though this promotion does not have a partial effect. With this description, it becomes a factor of consideration in determining success in the marketing stage in the context of the school environment.

SMK Muhammadiyah Prambanan takes part in providing vocational secondary education services (vocational) by integrating Islamic values in it. This school is located on Jl, Prambanan Piyungan, Bokoharjo, Sleman, Yogyakarta. In this school there are 5 vocational competencies including: Light Vehicle Engineering (TKR), Multimedia, Mechanical Engineering, Industrial Electronics Engineering, and Motorcycle Business Engineering (TBSM). This school has collaborated with PT. Intel, PT. Omicron, Evercross, Amikom, PT. Karya Toolkit Jogja, PT. Chemco, PT. Daihatsu, PT. Astra Honda Motor and PT. Tata Mandiri with the support of this collaboration provides good support in the form of supporting facilities and cooperation through industry-based curriculum synchronization.

The researcher in this case wants to analyze the blue ocean strategy praxis in

PPDB in educational institutions during the Covid-19 pandemic, a case study at SMK Muhammadiyah Prambanan. This study aims to determine whether the blue ocean strategy praxis determines success in PPDB during the Covid-19 pandemic, and to find out how the blue ocean strategy praxis process in educational institutions during the Covid 19 pandemic is a case study at SMK Muhammadiyah Prambanan.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Blue Ocean Strategy or commonly interpreted as the blue ocean is a strategy used to create new market space that has not been touched by other parties, meaning that in this strategy it prioritizes analysis in finding new opportunities and momentum that many others have not thought about. According to (Chotimah, 2019, 7) that this blue ocean strategy emphasizes how an institution or organization does not win the competition by carrying out a head-to-head strategy with competitors or competitors. In this case, it is an educational institution. In the field of education management, a leader and his staff are required to always be proactive in seeing the opportunities that exist. So that it can dynamically develop new programs that become a hallmark of excellence of the educational institution. According to (Mauborgne, 2005, 4) stated that "Blue ocean strategy are defined by untapped market space, demand creation, and the opportunity for highly profitable growth". In concept, the blue ocean is the latest innovation and idea that is used as an alternative strategy, meaning that its use can be used in the context of seeking new opportunities.

Kim and Mauborgne illustrate the market as two oceans, namely: the red ocean (red ocean) and the blue ocean (blue ocean). According to (Mauborgne, 2005, 3) means that the red ocean describes the current market conditions, which are globally recognized by competitors with increasingly

congested market space, meaning that there are too many competitors in this ocean. On the other hand, in the blue ocean, it plays a role in creating new market spaces, which have not been entered by competitors before or have not been recognized by consumers (Chotimah, 2019, 11).

There are principles in the blue ocean strategy, in this case it is divided into 2 clusters, namely the strategy formulation principle cluster and the strategy execution cluster. (Mauborgne, 2005) including the following:

1. The principle of formulating this strategy is divided into four things, namely: a. In changing market boundaries and creating new market spaces, a six-step framework approach and strategy canvas can be used as analytical tools, b. To facilitate the planning process, focus on a larger scope, not based on numbers, c. Using the four-step framework as a tool in the analysis, you can use a strategy canvas model and then develop a delete-subtract-add-increase-create scheme, d. To facilitate the preparation of the scale of development, we use an approach with three levels of non-customers and a strategy canvas as a tool in the process of analyzing market demand.
2. The principle of execution, in this principle is divided into two things, among others: a. Through the application of tipping point leadership, it means that a leadership based on an institution will experience fundamental changes. According to (Mauborgne, 2005) in carrying out the strategy execution there are four obstacles, namely: cognitive barriers in which HR is not used to seeing the importance of a change, expanding resource barriers in an institution, motivational barriers that reduce morale and morale of staff and staff and political obstacles which means there is internal and external resistance. external to a change. b. According to (Chotimah, 2019, 14) to facilitate the

management process in order to integrate execution into strategy, there are important elements that underlie strategy execution as follows: emotion of HR involvement (engagement), explanation (explanation), clear expectations (expectation clarity).

There is a similar research study using the first blue ocean strategy approach, namely research conducted by (Rachman, 2013) in this study aims to develop a plan as well as design a strategy in hospital services that focuses on creating new momentum in the form of a market space that contains new innovations in it. In this study, the approach used was the blue ocean strategy approach, and to analyze value innovation in the blue ocean, the researcher used two analytical tools, namely the ERRC grid and the strategy canvas. This ERRC grid is used as a strategic step for an institution to create new market segments. While the strategy canvas is used as a visualization tool for bids made on existing competitive factors (Chotimah, 2019, 42). The results in this study indicate that in the value innovation process with a new strategy design, the company can eliminate and reduce several factors that are less important in a competition, meaning that a company can determine a strategy that has not been used by its competitors before. The final result of this study shows that in the process of designing the strategy used by the new company, it has fulfilled the three characteristics of the blue ocean strategy, namely focus, divergence and an attractive motto.

Second, research conducted by (Chadiq, 2009) in the study entitled "Implementation of Blue Ocean Strategy to Achieving Competitive Company Performance in ACCESS". The results of this study indicate that companies are actively reading and capturing growth opportunities from their organizations by implementing blue ocean strategies. In the process of implementing this blue ocean strategy, the following steps

can be taken: 1. Reconstruct market boundaries so that they have a positive influence in the process of implementing the blue ocean strategy. 2. Focusing on the big picture of the competition in order to have a positive influence on the implementation of the blue ocean strategy. 3. Analyze market demand and reach in order to have influence in the implementation of the blue ocean strategy. 4. Integrating strategic decision making with the aim of building coordination between sub-systems within a company. 5. In the implementation of the blue ocean strategy, it is possible to give birth to a high performance condition, meaning that it can build maximum performance in performance that is difficult to imitate.

Third, research conducted by (Yuliato, 2016) from the results of the study it was stated that in an application of BOS to waroeng steak and shake it had been successful and was reflected in the eliminate-reduce-increase-reduce-create scheme. Judging from the analysis using a strategy canvas, it shows that the value curve meets the three criteria for a good strategy from BOS, namely having focus, moving away from competition (divergence) and having an interesting motto. In addition, in the stages of the six BOS principles that have been applied, it can be concluded that Waroeng Steak and Shake can jump over market boundaries and can open new markets, meaning that the process of implementing the blue ocean strategy in this study is successful because in its application it produces a new product innovation and get new competitors from the results of opening new markets.

RESEARCH METHODS

This study uses a qualitative approach as a research procedure whose output produces descriptive data based on the object under study. In addition, researchers strive to present and explain and interpret objects in accordance with the existing phenomena (Sugiyono, 2007). In this

qualitative study, the researcher acts as a human instrument, meaning that a researcher functions in determining the focus of the research, selecting informants as data sources, collecting data, assessing data quality, analyzing data and interpreting data and drawing conclusions from their findings (Chotimah, 2019, 52). In this study, this research focuses on the implementation of the blue ocean strategy in implementing PPDB in educational institutions during the Covid-19 pandemic. The object of this research is located at SMK Muhammadiyah Prambanan.

This study uses data types which are divided into two, namely: primary data and secondary data. Primary data comes from the results of participant observation (participant observation) and in-depth interviews (indept interview) with key informants (key informants). The key informants are the principal, vice public relations officer and teachers of SMK Muhammadiyah Prambanan. While the secondary data in this study in the form of supporting documents or literature related to research.

Data collection techniques in this study used three techniques, namely in-depth interviews, participant observation and documentation studies. Interviews were conducted by researchers with the principal, all waka and teachers who served in the field of PPDB at the school. Observations were made by researchers in the form of observing the blue ocean strategy praxis in the implementation of PPDB as well as in research documentation studies, looking for relevant literature related to blue ocean strategy praxis.

Data analysis in this study was carried out using the model from Miles and Huberman.

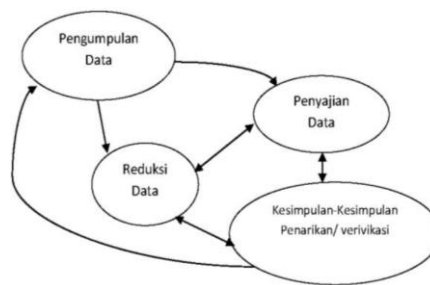


Figure 01. Data Analysis Components

According to (Sugiyono, 2007, 246) that in analyzing qualitative data it is carried out interactively and continuously, meaning that the process of analyzing is carried out continuously until the data is saturated. In the Miles and Huberman model there are activities in analyzing data, namely data reduction (data reduction), data presentation (data display) and conclusions or verification (conclusion drawing/verification).

RESULTS AND DISCUSSION

PPDB Process in Educational Institutions During the Covid-19 Pandemic at SMK Muhammadiyah Prambanan

The New Student Admission Program (PPDB) is one of the routine programs launched by each school, one of which is at SMK Muhammadiyah Prambanan. The purpose of this PPDB as conveyed by (Subbeh, 2018) that to find students and to promote the school, it means that these students become one of the most important elements in the school because the existence of the school can be seen during the selection of students, as well as the quality of the output of students it produces. In almost 2 years, the PPDB process is somewhat different, where the Covid-19 pandemic that has hit almost all regions has hampered the PPDB process as well as school socialization.

The PPDB process at SMK Muhammadiyah Prambanan during the Covid-19 pandemic started from January 2021 to mid-July 2021 with the following steps: placing advertisements online and sharing variously designed softfile leaflets

through social media and via WhatsApp which was carried out by all residents. school. In addition, the school also holds social services in the context of PPDB promotion and socialization activities by holding social service programs targeted at residents' homes and in junior high school (SMP) schools in the form of spraying disinfectants for free in the community and spraying in the school environment while distributing PPDB brochures. . In addition, the school's strategy in recruiting new students is by picking up the ball, meaning that in this strategy, student data from junior high school is collected into one, then the school forms small teams consisting of approximately five people, then student data obtained from partner junior high schools. These groups are divided into small groups that have been formed by the school, then the small groups come to the students one by one based on the addresses listed in the data. The school also opens student registration via to the point, meaning that prospective students can directly register via online using a barcode scan and then collect registration files in the form of hard files to the school.

From the capacity quota, the Prambanan Muhammadiyah Vocational School is able to accommodate around 385 students, but with the Covid-19 pandemic conditions, the intensity of registration has decreased, the impact is that there are still many empty seats and the number of teaching hours from teachers can be reduced because it is not necessarily one major. filled with new students.

The problem of not fulfilling the predetermined PPDB quota is caused by various factors, namely an imperfect marketing strategy and on the other hand, from the impact of Covid-19, the economic sector has been affected so that in this case parents who have children who want to continue their education in high school. The top chose to postpone entering his son's school in the following year.

Based on data from interviews with school principals and waka curriculum, waka

for student affairs and waka public relations, it was found that in 2020 SMK Muhammadiyah received the title as a center of excellence in the IT field by the Ministry of Education and Culture, meaning that this school is a school that has a superior image. which is a pilot center in the IT field with other schools, with the predicate obtained, of course this is a potential and opportunity in opening the school's image to the general public, meaning that this school has competent characteristics and supporting facilities so that it gets the Center of Excellent (CoE) title.).With the motto Smart and Dynamic School, it gives a new spirit that in all conditions and changes the school can continue to innovate in the field of related competencies.

Praxis Blue Ocean Strategic in the PPDB Process in Educational Institutions During the Covid-19 Pandemic (Case Study at SMK Muhammadiyah Prambanan)

The application of the blue ocean strategy in the PPDB process in educational institutions (schools) during the Covid-19 pandemic is a strategic step in formulating a method/method in the process of recruiting new students. Based on the results of the study, it can be identified that the strategy used by the Prambanan Muhammadiyah Vocational School still uses a strategy that is considered to be included in the red ocean, meaning that almost all of its competitors use the same method. The characteristics of this red ocean are: competing in the existing market space with many competitors, winning the competition with other competitors, exploiting the existing demand, and choosing between value-cost trade-offs (Mauborgne, 2005). When a school is in the context of recruiting new students using the same method as other competitors, it will experience difficulties in gaining market share and consumers, therefore a strategic step is needed using the latest method that has not many competitors, namely by using blue ocean. strategy.

Blue ocean strategy has the characteristics of creating market space where there are no competitors, making competition irrelevant, creating and capturing new opportunities, breaking down the exchange of values and integrating the entire system of company activities in pursuit of low-cost differentiation. Based on this explanation, the blue ocean praxis requires a new innovation that differentiates it from other competitors so that it is able to create a new market space that has its own characteristics compared to other competitors.

In the PPDB process at SMK Muhammadiyah Prambanan from known data. So according to the researcher, a re-strategy process is needed in this case using the blue ocean strategy praxis which aims to streamline the PPDB process so that the common goals of the PPDB process can be achieved optimally. Therefore, in the blue ocean praxis, the PPDB process can be carried out in the following steps:

1. Strategy formulation in changing boundaries and creating new market space.

At this step there are things that must be done, namely by identifying the internal potential of the school. The internal potential of the school is based on the results of interviews with the principal and his staff, including buildings of qualified facilities and infrastructure, human resources for teachers/educators with S1/S2 backgrounds and schools that have the title of Center of Excellent (CoE) in the field of information technology. From the results of the identification of the internal potential of the school, creating a new market space that is part of the blue ocean strategy can be done by developing innovation steps.

2. Preparation of the Strategy Canvas (Strategy Canvas)

Preparation of the strategy canvas as stated by (Mauborgne, 2005) has two functions, namely: first, to map the existing market space situation, this aims

to understand the characteristics of its competitors, and understand what consumers get from competitive offers in the market. (Chotimah, 2019, 16). Second, as an impetus in reorienting the focus of its competitors into a new market share that is creative and innovative. The steps in the process of implying the strategy canvas in the PPDB process using the blue ocean strategy concept are as follows:



- a. Determining the Capacity of Students.

Determining the capacity of students is the first step in the PPDB process, because in determining this capacity it is used as a school reference in determining the target for prospective students to be recruited. Therefore, the determination is carried out at the beginning of the step. The total capacity of students at SMK Muhammadiyah Prambanan from 5 skill competencies is 385 student quotas.

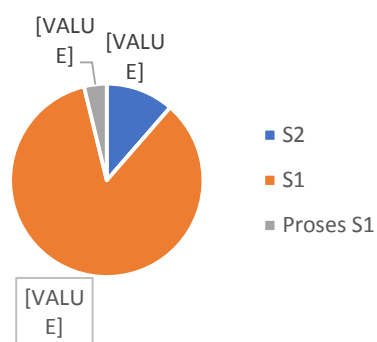
- b. Identifying the School's Internal Potential.

School Internal Potential (POIS) is an ability possessed by a school that becomes a strength and becomes a spearhead that can be developed optimally so that it can be a characteristic that distinguishes the school from other schools. The

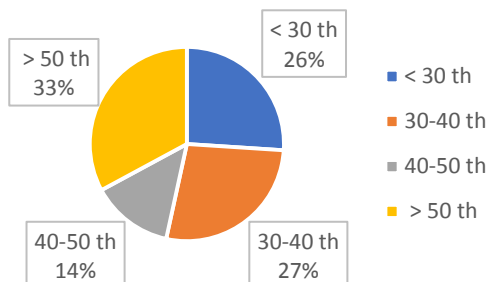
School Internal Potential (POIS) owned at SMK Muhammadiyah Prambanan is based on data taken from (Prambanan, nd, p. 13) as follows:

- 1) Students: Having >900 students with 33 study groups, potential for non-academic achievements including in the fields of sports, innovation and culture, coaching and application of discipline to students is quite high supported by student WAKA and OSIS coaches, IPM/OSIS have a very strong commitment of various school programs, student achievement in LKS has reached the provincial and national levels. This means that from the aspect of students, they have a superior and competent attitude and are able to compete with students in other schools.
- 2) Educator: Judging from the level of education and age of educators can be described as follows:

Educational Level

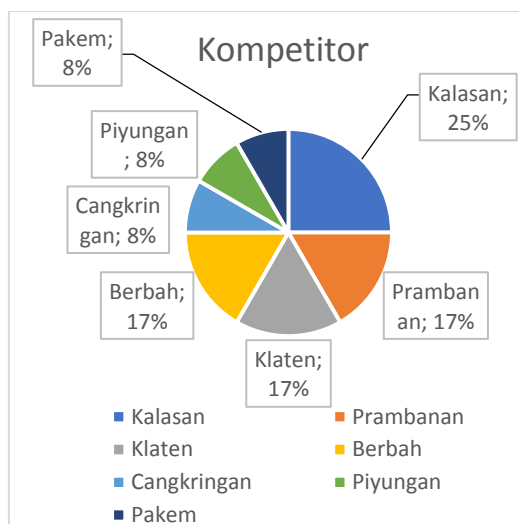


Educator Age



Teachers teach according to their respective expertise competencies which reach 99%, besides that most of the teachers in their ability to use IT-based learning are (>80%). Judging from the resources of educators at this school, they are classified as being of a productive age and experienced both in the process of teaching activities and in the IT-based learning process.

- 3) Facilities and Infrastructure: this school has infrastructure facilities that support the learning process, equipped with clean, tidy classrooms, IT room, 4 computer labs, workshops with supporting equipment in accordance with their respective expertise competencies, a library, and a mosque that can accommodate more than 700 worshippers.
 - 4) Management: from the management sector review, SMK Muhammadiyah Prambanan has top management cohesiveness in managing education so as to make programs that can be executed quickly and smoothly, has young human resources full of energy, managerial ties with very strong stakeholders, among others with DUDI, committees, the National Police Foundation, Puskesmas, Village and District Governments and the surrounding community.
- c. Mapping Nearest Competitors.
The scope of its competitors in the PPDB process is divided into several areas starting from Kalasan, Piyungan, Prambanan, Klaten, Cangkringan and Pakem, Berbah as follows:



- d. Identify the Competitor Strategy used.

In the PPDB process, of course, each competitor has their own strategy in the process of recruiting students. In the process, almost the average school uses a student screening strategy using advertising methods through social media, school websites and distributing brochures to prospective students who are still in junior high school (SMP).

- e. Formulating Renewal Steps in Opening New Market Spaces.

The hallmark of this blue ocean strategy is being able to create new product innovations that are based on market needs that are not yet known by its competitors, from this innovation that will be used in developing a product so that it creates a new product that can open up new segments (Victory, 2019, 29). In the renewal process, of course, it is based on knowing in depth its internal potential, this aims to find out every side that can be updated and developed in order to open up new market space. In addition to potential, the process evaluates the effectiveness of the strategies used previously. The PPDB process becomes an arena for screening students in each school at the

beginning of each new school year. Therefore, each school competes with each other to prepare the best strategy in the PPDB process. To produce an effective and optimal blue ocean strategy according to (Kusumadmo, 2014, 9) This can be achieved by developing a four-step framework that includes the following:

| Delete | Upgrade |
|--|--|
| Promotion by distributing brochures randomly | - Quality of Educator HR - Advertising IT based |
| Reduce | Create |
| Waiting for students without any real steps | A marketing system based on training and dedication to teachers in partner junior high schools regarding the use of IT in supporting learning and sharing knowledge about school centers of excellence and providing comparative study programs to schools for every child in partner junior high schools can be brought into the school to see the superior products produced . |

From the results in classifying strategies in the PPDB process in dealing with other competitors, it can be done by eliminating, increasing, reducing and creating processes. This step aims to map or classify existing strategies and review the effectiveness of strategies in formulating reforms in order to open new market spaces. Therefore, the

results of this discussion strengthen the research which is conducted by (Rachman, 2013) in this study aims to develop a plan as well as design a strategy in hospital services that focuses on creating new momentum in the form of a market space that contains new innovations in it. In this study, the approach used was the blue ocean strategy approach, and to analyze value innovation in the blue ocean, the researcher used two analytical tools, namely the ERRC grid and the strategy canvas. This ERRC grid is used as a strategic step for an institution to create new market segments. While the strategy canvas is used as a visualization tool for bids made on existing competitive factors (Chotimah, 2019, 42). The results in this study indicate that in the value innovation process with a new strategy design, the company can eliminate and reduce several factors that are less important in a competition, meaning that a company can determine a strategy that has not been used by its competitors before. Thus, through a mature strategy design process by holding an element of innovation in it, it will be able to give birth to new products so as to be able to open up new market spaces.

CONCLUSION

Praxis Blue Ocean strategy In the PPDB process in educational institutions during the Covid-19 pandemic, a case study at SMK Muhammadiyah Prambanan in its implementation can be done by making new breakthroughs with internal strengthening of school potential (POIS) to optimize student selection. The internal strengthening of the school's potential aims to find out all the potential possessed by the school so that it can maximize the strategy used to create new market space. In practice, new breakthroughs are built from the assessment process with a four-step system in the form

of: eliminating, reducing, increasing and creating.

This four-step system and supported by a strategy canvas is carried out with the following steps: (1). Reducing, promotion by distributing brochures randomly, (2) Increasing the quality of IT-based educators and advertising, (3) Eliminating, waiting for students without any concrete steps, (4) Creating a marketing system based on training and dedication to teachers -teachers at partner junior high schools on the use of IT in supporting learning and sharing knowledge about school centers of excellence as well as providing comparative study programs to schools in which every child in partner junior high schools can be brought into the school to see the superior products produced. So that this can create a new strategy in an effort to optimize the PPDB process during the Covid-19 pandemic in educational institutions.

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