

# Analysis of Competitive Strategy Innovations: Case A Course and Training Institutes AHA Smart Matematika Jakarta

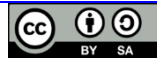
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## Abstract

This study aims to find out and explain the innovation strategies taken by LKP aha smart Mathematics. This research method is qualitative, namely, the research procedure produces descriptive data, both in the form of speech, behavior, and phenomena found when jumping directly into the field to observe the Objects and Subjects to be studied. The data collection technique is carried out through observation, interviews, and documentation. Data analysis is carried out by selecting answers obtained from informants and then collected for analysis and conclusions. The data analysis used is data triangulation. The results of the research were obtained, competitive strategy innovations taken by aha smart mathematics course and training institutions using Michael E Porter's generic strategy, namely low-cost strategies: the fees set by the smart mathematics course and training institutions are Rp 250,000 / month for regular, and Rp 300,000 / month for intensive, differentiation strategies: aha smart mathematics course and training institutions create a unique method that is a differentiator from other LKPs that Similar, and strategy focus: AHA Smart Mathematics course and training institutions focus on market segmentation, focus on optimal products and services, and focus on organizational structuring.

**Keywords:** Innovation, Competitive Strategy, Course Institution, and Education.

## INTRODUCTION

Education is one of the basic needs that must be met in the life of society, nation, and state. Education is also a forum for activities that play an important role in producing quality human resources, able to compete, work together, be honest, disciplined, and think critically and logically. Because this kind of character can be formed through the learning process. These learning process activities will form students to think critically, logically, systematically, honestly, and disciplined in solving problems in fields that are directly related to everyday life or not. The need for every individual to get an education is very high and becomes a priority, because every citizen has the same right, namely the right to get quality education, especially in an era full of competition like today, education is very important.

There will always be obstacles in the learning process, one of which is in mathematics. The assumption that mathematics lessons are difficult, complicated, and boring, so that mathematics lessons become a scary thing for some children, the assumption has been so inherent that it hurts the mathematics learning process. It can even affect other subjects because, on the same day, there are mathematics lessons so other subjects seem heavy and difficult because there are mathematics lessons before these subjects. Mathematics lessons are closely related to scary lessons because they are difficult to understand, so now with the development of science and technology, it can easily convey learning with easier and more understandable delivery language, especially in mathematics lessons, and solving math problems will become more practical.

A person's need to develop skills and potential is captured by every Course and Training Institute (LKP) as an opportunity so that LKP grows and develops throughout Indonesia. LKP spread in Indonesia today, not

only domestic LKP, there are also LKP from abroad, there are several LKPs from abroad that already have many branches in Indonesia, one of the Mathematics LKP from abroad. Today's domestic course institutions are required to continue to improve their institutional management along with the increasingly fierce competition, plus now with the advancement of internet technology, many students prefer learning through online learning applications, because it is considered simpler and more interesting, of course, this will be a challenge for Course and Training Institutions to continue to innovate to gain competitive advantage and win consumer heart.

The tight competition that occurred at this time made LKP apply various concepts of competitive strategies to market its products to win the hearts of consumers. Some thin institutions set competitive strategies such as setting competitive prices in the package of courses or training offered, continuing to provide the best service, and experienced and competent tutors or trainers as well as interesting learning methods (Hayati et al., 2021). However, to be at the forefront is not easy, these things are still very lacking because LKP is also required to always innovate its products to have a *competitive advantage* strategy on the products or services provided so that they can be in demand by many consumers. In addition, innovating the right competitive advantage strategy at LKP will make LKP the leader in achieving competitive advantage by providing maximum services offered according to the needs of each consumer. To achieve these goals, of course, LKP must be equipped with the formulation of the right strategy so that the goals that have been set can be achieved (Im & Youn, 2023).

In choosing an innovation strategy to be able to compete well, LKP needs to observe the conditions and situations of LKP that are carried out and observe the position of LKP in the market (Hou et al., 2017). This activity can be carried out by analyzing the LKP environment, both the external environment and the internal environment. The aha smart mathematics Course and Training Institute was officially established in 2003, by Mrs. Rudiani S.Pd.I and her husband Mr. Nuridin, the establishment of LKP itself began with their compassion for some children around their neighborhood, who felt traumatized and afraid of learning mathematics which was considered difficult so they were reluctant to go to school and their parents did not have enough funds to add additional subjects, or additional tutoring that at that time there was already a foreign mathematics LKP entering Indonesia, but for some Indonesians, the LKP was considered expensive and they could not include their children in the LKP.

However, LKP Mathematics aha smart cannot be said to be growing rapidly, when compared to other foreign LKP brands, let's call it LKP which entered more recently into Indonesia such as *Eye Level* which entered in 2007 and claims to have opened several outlets in several major cities in Indonesia, *Match Monkey* from America also entered Indonesia in 2010, then Sakamoto *Method Japanese Mathematics Center* which began to enter Indonesia in 2012, and Shinken Juku which also comes from Japan, which began to enter Indonesia since the end of 2014 and currently has several branches spread across major cities in Indonesia such as Jakarta, Tangerang, South Tangerang, Bandung, Bogor, Depok and other cities. Based on these data, an in-depth evaluation is needed to find the latest innovative strategies for LKP aha smart mathematics, especially branches in carrying out developments in all necessary aspects (Zhang, 2018). Because LKP aha smart mathematics, especially the South Jakarta branch, also certainly has a strong desire to maintain its commitment to be able to provide the best facilities, and also the best service, so that LKP aha smart mathematics, can continue to grow, be in demand by the community, and can grow bigger so that LKP aha smart mathematics can also be in other cities throughout Indonesia.

With this achievement, of course, LKP aha smart mathematics is increasingly known by the public as a local LKP Mathematics brand that is in demand by the Indonesian people themselves, and of course, this can help achieve the goal of establishing LKP aha smart Mathematics, namely LKP Mathematics which can help more Indonesian students, especially those who have difficulty in learning mathematics and help realize the nation's ideals that every color of the country have the same right, namely getting quality education. In addition, LKP aha smart mathematics must always innovate strategies and keep evaluating each chosen strategy. The purpose of this study is to find out and explain the innovation strategies taken by LKP aha smart Mathematics.

## Literature Review:

### Innovation

Innovation has a sense that is not only limited to building and updating but can also be defined more broadly, utilizing new ideas to create products, processes, and services. Innovation cannot be separated from

several important things or aspects that show an organization has innovated (Ali, 2021). According to (Suwarno, 2008) five things need to be in an innovation as follows:

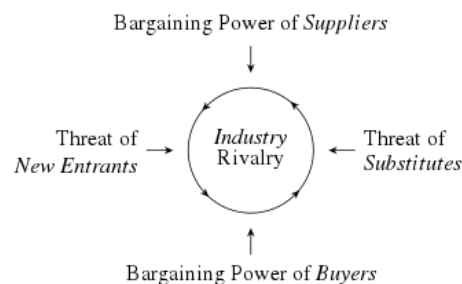
1. An innovation comes as new knowledge  
This new knowledge is a very important factor in determining the social changes that occur in society.
2. New Ways  
Innovation can also be a new way for individuals or groups of people to meet needs or answer various problems that occur. This new method is a replacement for the old way that previously prevailed.
3. New Objects  
Innovation refers to the existence of a new object for its users. This new object can be physical (*tangible*) or intangible physical (*intangible*).
4. New Technology  
Innovation is synonymous with technological progress. Because there are so many innovations that come from the results of technological progress itself. Indicators of the progress of an innovative technological product can usually be recognized by the features inherent in the product.
5. New Discoveries.  
The result of all innovation is the result of discoveries. Innovation is the product of a process that works entirely with awareness and deliberation.

Based on this explanation, innovation is identical not only to updates in aspects of technology or equipment that are new, but also in a broader scope such as products, processes, and forms of services that indicate a change in the practice of organizing an organization.

### Competitive Strategy

Strategy is a process of determining the plans of top leaders that focus on the long-term goals of the organization, accompanied by the preparation of a way or effort how to achieve these goals (Okano, 2019). Strategy is a very important tool to achieve competitive advantage. The definition of strategy is more specific that raises core competencies as important, namely, strategy is an instrumental action (always improving) and continuous and is carried out based on the point of view of what customers expect in the future (Haiyan et al., 2021). Thus, strategy always starts from what can happen and not starts from what happens. The rapid pace of new market innovation and changing consumer patterns require *core competencies* (Yang et al., 2021). Businesses need to find core competencies in their business.

There are five *forces modules* as tools for analyzing the competitive environment in an industry (Porter, 1985), with the following schematic delineation:



**Figure 1.** Porter's Five Force

According to the model proposed by Porter, an industry, to survive and successfully compete with other companies, must pay attention to 5 competitive forces. The following is an explanation of the five *competitive forces* in a business, namely:

1. *Threat of New Entrants.*  
The arrival of this competitor threat does not only come from old competitors but also new competitors because along with the development of business and time, there will also be threats from new

manufacturers. The entry of new players, in an industry will make competition tighter which ultimately has an impact on the decline in profits or profits received for a company. This relates to how easy it is for newcomers to compete and blend in the same or similar business competition.

2. *Threat of substitutes.*

The threat of substitute products or services is goods or services that can replace similar products, for example, due to increasingly advanced information technology, or the development of the era and science. The existence of substitute products or services will limit the amount of potential profit that will be obtained from the industry. The more attractive the alternative price offered by this substitute product, of course, the tighter the profit restrictions that will be received by the industry. So that with the increasing variety of substitute goods and services, it will also affect the income of a company. This relates to consumers who will have other choices over existing products. So if the company cannot adjust to consumer desires and is unable to compete with new entrants, of course, these competitors will become a threat to the company.

3. *Bargaining power of Customers.*

The bargaining power made by buyers in the industry plays an important role in reducing prices to decrease, as well as providing offers in terms of quality improvement or more service, to make competitors compete with each other. This bidding process sometimes exceeds or is at the bottom of the tier once. Because, it is impossible that the price offered will be the same as the production costs incurred, because if this happens, then the company will certainly experience losses. As a long-term consequence that will be received by the company, the company will reduce the quality of the products or services produced. With this low quality, the company's level of competition will also decrease. This is directly related to the ability of consumers to be able to influence the selling price of goods or services offered so that it becomes lower.

4. *Bargaining power of suppliers.*

Suppliers can use bargaining power against buyers in an industry by raising prices or by lowering the quality of products or services purchased. The company will strive to get the cheapest possible price with the best possible quality. If the company succeeds in getting such suppliers, of course, the company will get good competition compared to other companies because it can produce good products or services with low production costs.

5. *Competition between competitors in the same Industry (Rivalry of Competitors).*

According to Porter, competition between competitors in the same industry is the center of strength in a competition. Competitors in this case are players who produce and sell the same or similar products or services, who compete together for the market. Many of the other companies engaged in the same field, today not only compete on pricing but have grown even further. Competition also occurs in the field of quality service, as well as in after-sales service of products offered by a company. The more competitors for a company or an industry, of course, the company will fight hard to compete in the market.

### Michael E. Porter's Generic Strategy

The thinking underlying the generic strategy concept is a competitive advantage which is at the core of any strategy. The achievement of competitive advantage requires the company to make a choice, if a firm wants to have a certain competitive advantage it must choose the type of competitive advantage to be achieved as well as the market coverage in which it will achieve it. A company that can put in a good strategy will get a high level of profit even though the industry structure is not supportive enough. (Porter, 2018)

In analyzing the right competitive strategies that can be applied by a company, Michael E. Porter introduces a type of generic strategy that is divided into three strategies: low-cost strategy, differentiation strategy, and focus strategy.

1. *Low-cost strategy*

*Cost leadership* is a strategy to suppress efforts to produce goods or services in an industry with very low unit cost standards. These products (goods or services) produced are usually aimed at consumers who are relatively easy to be affected by price shifts or use price as a determining factor in a decision. A

strategy by which a company seeks to increase its competitive advantage by creating a relatively lower price difference between its products compared to other companies. So that it becomes a product that becomes the choice of consumers.

However, in the application of this low-cost *strategy*, companies must also be careful in determining prices, and it is not recommended to use extreme methods such as aggressive discounting so that it will have an impact on the profits that will be received by the company will later be too low or even not generate profits at all. Companies are required to always look for breakthroughs or other ways that can satisfy customers with the value that can be provided by the company. This strategy requires consideration of market advantages or other easy access such as the source of these low-cost works from economies of scale, proprietary technology, and preferential access to easy raw materials, and the suppression of other production costs that can be reduced to become more efficient. *market leader*) in determining prices and ensuring high and stable market profits through aggressive means of efficiency and cost-effectiveness. Companies that can make products at low cost and successfully sell at prices that can provide greater profits, then the company is in a better position (Jeong et al., 2023).

2. Differentiation strategy for goods or services (*differentiation*).

Differentiation strategy is a strategy used to implement uniqueness in a product or service that is attractive to customers, besides that customers can also assume that this product or service is better when compared to other products that are competitors. Differentiation is an effort to make our services and products different from others by having their advantages or privileges that will be an attraction or magnet to consumers. The differentiation strategy requires the company to choose attributes that can distinguish itself from competitors. The company must be truly unique to enjoy premium prices. The uniqueness of products (goods and services) that are prioritized is intended by the company to attract the greatest interest from its potential consumers. The way products are differentiated varies from market to market, differentiation can be based on the product itself, the product delivery system used in its sales, the marketing approach, and a wide array of other factors.

Porter (Damar, 2016) explained that the strategy of differentiating goods or services products (*differentiation*) or commonly called the differentiation strategy is a strategy where companies try to increase their competitive advantage by creating differences between the products produced by the company with products from rival companies or similar companies. This strategy of differentiating products and services later can encourage companies to find their uniqueness or characteristics owned by a company so that the uniqueness can be known in the target market or sales target.

This differentiation is very important because consumers or their customers will decide to make purchases for two reasons, namely:

- First, they will make choices about whether the goods or services to be purchased are better than others.
- Second, the goods or services they choose to buy are goods or services that have a cheaper price than other products.

This type of strategy is usually aimed at potential consumers who do not prioritize price in their decision-making (*price insensitive*) but for those who have special sensitivity to product attributes.

3. Focus Strategy

According to (Porter, 2018), The last generic strategy formulated by him is the focus strategy. This strategy concentrates the company on only a few target markets, usually called a focus strategy or niche strategy. This focused strategy itself has two variants, namely:

- Focusing on costs, companies will look for cost advantages from segment targets.
- Focus differentiation, the company will seek differentiation from segment targets.

Both variants of this focus strategy rest on the difference between the target segment and other segments in the industry. If a low-cost, differentiated strategy is aimed at achieving their goals across the industry, then a focused strategy is built to best serve specific targets. This strategy has the idea that the needs of the group will be better achieved and get better services by focusing only on that group. This strategy is based on the idea that the company will thus be able to serve its narrow strategic targets more effectively and efficiently than its broader competitors. As a result, companies will achieve differentiation because

they can better meet the needs of certain targets, achieve lower costs in serving these targets or even achieve both. The application of this strategy is usually applied by companies that have good growth potential and are not too much attention to competitors to achieve success. Usually, companies that move with this strategy concentrate more on a certain market group (*niche market*), a certain geographical area, or certain goods or services with the ability to meet consumer needs well (Nandi, 2019).

### Course and Training Institutes

Course and Training Institute (LKP) is one form of non-formal education held for people who need skills, talent discovery, knowledge, life skills, attitudes to develop themselves, and discovery of potential to be able to develop professions, jobs, or independent businesses, and/or to continue formal and non-formal education to a higher level. Law of the Republic of Indonesia No.20 (2003) concerning the National Education System mandates that the function of Non-Formal Education (PNF) is as a substitute, addition, and/or complement to formal education, as a form of effort to support lifelong education to develop the potential of all students by emphasizing mastery of knowledge and functional skills as well as the development of professional attitudes and personalities.

### METHOD

The objects discussed in this study include strategy innovations set by the Aha Smart course and training institution (LKP). Meanwhile, the objects of research/informants are the leaders of LKP aha smart mathematics, the general administration section, the Education and curriculum development section, the Education and human resources section, the head of the LKP aha smart mathematics branch, the LKP aha smart mathematics trainer in South Jakarta, and the parents/guardians of LKP aha smart mathematics students in the South Jakarta branch. This research uses a qualitative approach so that in the research procedure it produces descriptive data, which is in the form of speech, behavior, and phenomena found when going directly into the field to observe the Objects and Subjects to be studied (Sugiyono, 2019). According to (Creswell, 2016) the intent of qualitative research is to understand a particular social situation, event, role, group, or interaction. It is largely an investigative process where the researcher gradually makes sense of a social phenomenon by contrasting, comparing, replicating, cataloging, and classifying the object of study. The type of research used is descriptive, which is research that aims to decrypt or explain something as it is. This study aims to provide a description or description of a situation. The data collection method in this study used literature studies, observations, interviews, and focus group discussions (FGD). To test the validity of research data using data triangulation techniques that aim to obtain findings or interpretations accurately and credibly. This study uses qualitative data analysis techniques, namely data analysis is carried out simultaneously with data collection or during observation and interviews. The practical steps taken during data analysis are (1) data collection, namely the data found in the field can exceed the author's wishes, and the author must write down the data in detail because the longer the researcher plunges into the field, the more complex the data will be obtained. (2) data presentation, namely collecting information, taking action, and presenting qualitative data in the form of graphs, figures, or tables, (3) data reduction, namely sharpening classifying, directing, discarding unnecessary information, and organizing data. and action-taking. (4) conclusion, re-verifying the data and drawing conclusions on the data, the conclusion is taken when the data is saturated and each addition of new data only means redundant.

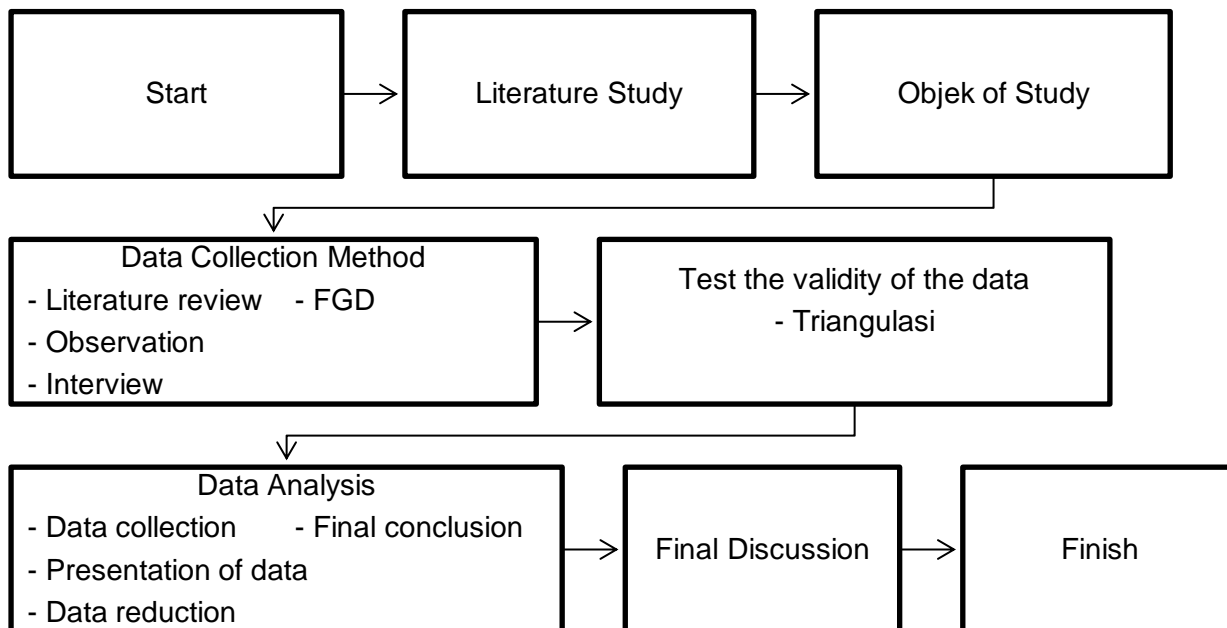


Figure 2. Research diagram

## RESEARCH RESULTS AND DISCUSSION

Aha, smart mathematics Course and Training Institute is a Course and Training Institute under the auspices of a foundation called Yayasan Cerdas Mathematics, legalized in Jakarta in the notarial deed of Nelson Eddy Tampubolon S.H. on August 8, 1998. The aha smart mathematics Course and Training Institute already has a certificate of course implementation permit issued by the East Jakarta Secondary Education Office Tribe no 2651/1851.4 dated December 9, 2010, with the National Course Institute master number 01204.3.30081/19. The headquartered is on Jalan Raya Mabas Hankam No 32 RT/RW 09/03, Cipayung Village, Cipayung District, East Jakarta, DKI Jakarta province.

### Application of Generic Strategies in Course and Training Institutions aha smart mathematics

Based on the results of a literature review conducted by researchers at the AHA Smart Mathematics Course and Training Institute using Michael E Porter's three generic strategies, namely low-cost strategies, differentiation strategies, and focus strategies (Porter, 2018). Here are the findings:

#### Low-cost strategy.

Inseparable from the background of the establishment of the aha smart mathematics Course and Training Institute, namely to be able to provide non-formal education services that are affordable to the community, the aha smart mathematics Course and Training Institute offers relatively affordable costs for the middle and lower class people (Nour et al., 2022). Of course, to determine the price there are several considerations made to be able to reduce the production costs incurred, namely:

1. Payment of teachers.

These teachers/tutors are mostly productive age human resources who are equivalent high school graduates, why do aha smart mathematics Course and Training Institute prefer productive age human resources who are high school graduates? Of course, this is not without consideration, the salary costs that will be incurred by the aha smart mathematics Course and Training Institute will be relatively smaller when compared to undergraduate graduates or above than that. It does not mean that the aha smart mathematics Course and Training Institute does not accept highly educated human resources, of course, the aha smart mathematics Course and Training Institute also accepts expert and professional human resources by the needs of the Institution. Some several teachers or trainers become teachers at the aha smart mathematics Course and Training Institute who are undergraduate graduates.

2. Payment of electricity, water, and building rental costs.  
The cost of paying for water, electricity, and building rent is also something that is taken into consideration by the aha smart mathematics Course and Training Institute, renting a building is an option made by the aha smart mathematics Course and Training Institute because the cost of renting is certainly easier when compared to buying a new building.
3. Employee pay.  
For employees absorbed by the aha smart math Course and Training Institute, most of them are human resources who graduated from high school equivalent.
4. Promotional costs.  
To reduce the promotional costs incurred by the aha smart mathematics Course and Training Institute, emphasize to all employees and teachers at the aha smart mathematics Course and Training Institute to be part of the promotion team, all human resources involved in the aha smart mathematics Course and Training Institute take part in various promotional *events* both through social media, distribution of brochures or bazaars.

### **Differentiation strategy.**

To be able to win the competition of the Course and Training Institute Aha smart mathematics is required to be able to create uniqueness or differentiation from other Mathematics LKPs and find advantages that are not easily imitated by competitors (Morais et al., 2017). For this reason, the aha smart mathematics Course and Training Institute applies to produce superior methods as a form of competitive advantage owned by the aha smart mathematics Course and Training Institute, namely:

1. The practice questions that are arranged are made in an orderly, gradual, and systematic manner which is a method invented and developed by the aha smart mathematics Course and Training Institute.
2. The practice questions that are arranged are made with special patterns so that they are easy to remember (anti-forget) which is a method invented and developed by the aha smart mathematics Course and Training Institute itself and guaranteed to be different from other LKPs.
3. Provide examples of problems that are easy to understand and learn.
4. The methods of working on the loaded questions are so easy to learn and understand.
5. The material of the questions made directs children to independent learning and forms children to make good at analyzing practice questions.
6. The arrangement of practice questions at the aha smart mathematics Course and Training Institute is adjusted to the way the brain performs so that it will make it easier to remember the material, which can increase intelligence and higher confidence.
7. Learning programs that always adjust to the Education curriculum that applies in schools, so that children can improve learning achievement at school.
8. The use of special arithmetic curriculum methods was created that not all LKPs have.

With the uniqueness and characteristics of the learning method owned by the aha smart mathematics Course and Training Institute, the aha smart mathematics Course and Training Institute is expected to have distinctive characteristics or differentiators that can attract consumers.

### **Focus Strategy**

The AHA Smart Mathematics Course and Training Institute establishes strategies focused on the programs and services provided. And a generic strategy of focus means creating products and providing services that meet the needs of a small group of consumers or focusing on a specific area of a market segment (Rhee & Stephens, 2020). The strategy proposed (Porter, 2018) requires a different organizational arrangement, control procedures, and intensive systems. Large companies that have large resources in the production process usually compete with the foundation of cost advantage and or with differentiation, while small companies often compete with the foundation of focus.

### **Market segmentation focus**

By only focusing on the middle and lower market segments, of course, aha smart mathematics Course



and Training Institute always prioritize what consumers need in this segment. Even in innovative product development, the aha smart mathematics Course and Training Institute always provides a special form for parents/guardians of students to provide suggestions and needs as to what they will want from the aha smart mathematics Course and Training Institute. Existing innovations such as additional English programs and reading guidance are forms of innovation developed based on the needs and data provided by consumers of Aha smart mathematics Courses and Training Institutes.

By having a predetermined market segmentation focus, aha smart mathematics Courses and Training Institutions also increasingly have maximum goals and focus so that they can focus on setting low and affordable costs and even providing free programs for orphans or orphans, as a form of high concern for education, social life, and society.

The effective ways that have been done by the aha smart mathematics Course and Training Institute in promoting market segmentation are:

1. Indirect promotion (Through students and guidance teachers).

Indirect promotion carried out by the aha smart mathematics Course and Training Institute is using an approach that is carried out to students at the aha smart mathematics Course and Training Institute with various activities such as the Olympics, AMC, and also with the facilities and services obtained by students while being students at the aha smart mathematics Course and Training Institute. Indirectly, these students will show their learning results while studying at the AHA Smart Mathematics Course and Training Institute, both to family, friends, school friends, and the surrounding environment, and indirectly students and teachers become an indirect means of promotion at the AHA Smart Mathematics Course and Training Institute.

Teachers who receive guidance on how to manage the aha smart mathematics Course and Training Institute are also indirectly targeted for promotion Promotion carried out by the aha smart mathematics Course and Training Institute because they will be facilitated and assisted in the opening of a branch of the Aha smart mathematics Course and Training Institute in a new place.

2. Direct promotion

Direct promotion carried out at the aha smart mathematics Course and Training Institute is using promotion through the media both print media and through internet media. Promotion through print media is carried out by distributing brochures that will be distributed, also by opening stands at the *grand opening* of each branch at *certain events*, as well as through banners displayed in strategic places.

For promotion through Internet media aha smart mathematics Course and Training Institute uses an Instagram account owned by each branch and center *outlet*, by uploading various activities carried out, uploading valid promotions, and other things containing information about aha smart mathematics Course and Training Institute (Kraujalienė & Kromalcas, 2022). Both of these ways of promotion are strategies for brand enhancement/brand aha smart. Strategies for improving the aha smart brand that has been carried out by the aha smart mathematics Course and Training Institute are:

a. **Logo Creation**

The logo is one of the basic components of a business because the logo is something that will interact directly with the market and consumers. The logo will appear on everything related to the identity of a business entity, be it posters, brochures, banners, official websites, media, or even on business cards and on advertising content owned by a business.

b. **Interesting tagline**

In addition to the logo, *the tagline* is also an important component as a representation of the *brand* of a product. Creating *an attractive tagline* will make it easier for the market to recognize the value carried by the *brand* owned by a product The tagline used by the AHA Smart Mathematics Course and Training Institute is a *match solution* or in Indonesian means a mathematical solution, which represents of the aha smart mathematics Course and Training Institute as an LKP that provides all solutions regarding Problems in mathematics subjects for all children both preschool age, elementary school age, middle school age, and high school level age.

c. **Social Media**

The aha smart math Course and Training Institute has also made efforts to improve the brand, namely

by creating an official blog and Instagram social media accounts. Promotional activities to improve the aha smart mathematics brand have also been carried out by involving all parts of the aha smart mathematics Course and Training Institute, not least the *owner* of the aha smart mathematics Course and Training Institute.

d. **Create an event**

Bazaar, Olympic, and AMT (*Achievement and Motivation Training*) activities are other ways carried out by the aha smart mathematics Course and Training Institute to greet the market or introduce themselves to consumers. By participating in the bazaar event, the aha smart mathematics Course and Training Institute will get the opportunity to be known by the community. The Olympic activities that have been carried out several by the AHA Smart Mathematics Course and Training Institute also have the same goal to introduce the AHA Smart Mathematics Course and Training Institute brand as a local LKP brand, and this Olympic activity is carried out with two agendas, namely the Special Mathematics Olympiad for students of the AHA Smart Mathematics Course and Training Institute in all existing branches, and also for the public. *Achievement and Motivation Training*, where this event is specifically scheduled to motivate students and provide *rewards* for outstanding children at the aha smart mathematics Course and Training Institute, all students will gather at the same point of activity to carry out this agenda.

### **Focus on optimal products and services.**

In determining the products that will be given to consumers, students of the aha smart mathematics Course and Training Institute remain focused on its main product, namely the mathematics course program, although there are additional other course programs, this is a complementary strategy so that students of the aha smart mathematics Course and Training Institute remain in demand by the community. The Education and Curriculum Development Section at the aha smart mathematics Course and Training Institute has the task of formulating a curriculum that will be used in both the preschool curriculum and the school curriculum, as well as the mathematical arithmetic curriculum. Then the education and curriculum section also has the task of making curriculum revisions that will be given to be by the curriculum in schools, continuously and consistently.

In terms of service to students, the aha smart mathematics Course and Training Institute is committed to making the aha smart mathematics Course and Training Institute a second home for each of its students, every student is welcomed, understood, and helped to face mathematical problems that they consider difficult, and trainers Committed to making the classroom atmosphere full of intimacy, fun, full of comfort and accompanying teachers like big brothers at home. The aha smart mathematics Course and Training Institute also opens new student admissions without a certain moment, every day all outlet branches of the aha smart mathematics Course and Training Institute accept new students, and their class placement will later be determined through the basic mathematics ability test they have, which will be seen after taking the entrance test during the registration period, Which then the results of this test will be the benchmark in which program this student will be placed. With this applied basic mathematics competency test, teachers/trainers will more easily recognize the abilities of students, and easily determine which appropriate program the students get.

### **Focus on structuring the organization**

Focus on organizational structuring also means focusing on human resources that support the success of an organization (Linton & Kask, 2017). Several efforts have been made by the aha smart mathematics Course and Training Institute in structuring the organization, namely the establishment of a franchise system and the formation of quality human resources:

1. Establish a franchise system

By applying the franchise system, aha smart mathematics Course and Training Institute is proven to be able to grow and can open branches in other places. And it is hoped that this franchise system can provide benefits for both parties both for the aha smart mathematics Course and Training Institute and for partners who will open the aha smart mathematics Course and Training Institute. As *franchisors* or brand owners of aha smart math Course and Training Institutes certainly benefit from the increasing spread of their brand name to various other regions. Also, partners or *franchisees* can easily do this business because

there is no need to bother preparing everything from the beginning of the partnership (Leyva-de la Hiz, 2019).

2. Forming a qualified team and human resources.

The human resources in question are all workers involved in the aha smart mathematics Course and Training Institute which includes administrative staff, curriculum sections, teacher councils, and other sections. The aha smart mathematics Course and Training Institute certainly requires good, reliable, and masterful human resources, then what is the strategy of the aha smart mathematics Course and Training Institute to create these human resources? Every staff and teacher who will work at the aha smart mathematics Course and Training Institute will go through several stages, namely:

- Early hiring

To meet the needs of staff and trainers at the aha smart mathematics Course and Training Institute, the first step taken is to promote job vacancies on the official social media of the aha smart mathematics Course and Training Institute, and also through recommendations from existing staff and *trainers*. Of course, various requirements have been set. In this stage there will be two stages that will be passed by prospective *trainers* or staff, namely: file selection, written and oral tests, interview tests, providing initial training, and advanced training. Every trainer who teaches at the aha smart mathematics Course and Training Institute, is required to be qualified, with regular training on how to teach in class, be it internal training conducted by trainers or senior teachers, or training obtained from outside, this advanced training will also be very useful for trainers to face competency tests provided by the Ministry of Education.

## Discussion

### Low-Cost Strategy

With the studies carried out, with the low cost, it is the right strategy taken by the aha smart mathematics Course and Training Institute, which can determine the price of courses that are affordable for people who need them. The course fees offered by the aha smart mathematics Course and Training Institute are currently Rp. 250,000 / month for regular programs and Rp. 300,000 / month for intensive programs.

### Differentiation Strategy

Based on the results of the interview, the differentiation strategy is used as a distinguishing feature made by the aha smart mathematics Course and Training Institute with other mathematics course institutions. Because it is an advantage that is not easily imitated by competitors, for that the aha smart mathematics Course and Training Institute applies by producing superior methods as a form of *competitive advantage* owned by the aha smart mathematics Course and Training Institute.

### Focus Strategy

The focus strategy applied by the AHA Smart Mathematics Course and Training Institute is focused on market segmentation, optimal products and services, and organizational structuring focus. The focus of organizational structuring carried out by the Aha smart mathematics course and training institution is directed at the formation of teaching human resources, starting when the recruitment of prospective trainers must meet the criteria that have been set, and after graduation will be given training to support the performance of the teacher. Based on information from informants that the training of prospective teachers was carried out for three months at the South Jakarta branch of the aha smart mathematics course and training institution, which is the center of the aha smart mathematics LKP.

## CONCLUSIONS

Based on the results of interviews related to competitive strategy innovation at aha smart mathematics course and training institutions, the competition strategy innovation model conducted by the aha smart mathematics course and training institute was chosen, namely Michael E Porter's generic strategy method, namely low-cost strategy, differentiation strategy, and focus strategy. This can be seen from the prices offered by the aha smart mathematics Course and Training Institute which are very affordable for all groups, also the

aha smart mathematics Course and Training Institute has special characteristics and methods applied which distinguish the aha smart mathematics Course and Training Institute from other Mathematics Course and Training Institutes. Although the aha smart mathematics Course and Training Institute undergoes product development the aha smart mathematics Course and Training Institute remains focused on market segmentation, products, and also services provided to consumers. This is done so that the aha smart mathematics Course and Training Institute remains loved and becomes an option for the community. And it is hoped that this research can be a reference for other researchers who conduct research related to competitive strategy innovation, courses, and training institutions. Advice for aha smart mathematics Course and Training Institutions to evaluate competition factors against competitors, especially in marketing, promotion, or brand recognition activities or *brands* from aha smart mathematics Course and Training Institutes. So that the aha smart mathematics Course and Training Institute can be ahead of its competitors, namely by having an official website that is integrated with all branches owned by the aha smart mathematics Course and Training Institute. And investing in information technology systems to help improve the quality and marketing techniques of Aha smart math Courses and Training Institutions is something that must be considered. As well as suggestions for future research to add more models related to competitive innovation strategies, and expand the object of research by involving many similar courses and training institutions. And add quantitative research methods so that the results can be drawn.

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