IMPROVING THE INSTITUTION OF IAIN TULUNGAGUNG THROUGH CREATING NEW INNOVATION

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Abstract

The institutional development can be done by any strategies, one of them are creating new innovation called as Blue Ocean Strategy. Blue Ocean Strategy is the way to develops the institution without had to quarrel in the strict zone with another institution. Its different with red zone strategy determining the birth of new market space or different innovation has been owned. So, this strategy is more emphasize how the institutions have not to conquer the competition using the vis á vis to the rival. The study of this article is about using Blue Ocean Strategy at public relation in developing the institution since the beginning the statuses change of STAIN Tulungagung to IAIN Tulungagung, 2013. This paper approaches qualitative research which is focused on the strategy of developing IAIN Tulungagung institution through the new innovation: creating of the value innovation, recruiting new students intensively established the out of box Edu-fair event, branding, establishing the advance program and promoting the institution, developing the human capital. All of those new innovations are blue ocean strategy has been done by IAIN Tulungagung according to different four steps of work scheme profits such as Decrease-Delete-Create-Increase becomes Passive-Save-Create-Increase.
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[Pengembangan kelembagaan bisa dilakukan melalui berbagai strategi, salah satunya adalah penciptaan terobosan baru yang dikenal dengan istilah blue ocean. Blue Ocean Strategy merupakan cara untuk mengembangkan lembaga tanpa harus bergelut di zona ketat persaingan dengan lembaga lain. Berbeda dengan Red Ocean Strategy, Blue Ocean mensyaratkan labirin ruang pasar baru atau inovasi yang berbeda dengan yang sudah ada. Sehingga strategi ini lebih menekankan bagaimana sebuah organisasi atau lembaga untuk tidak memenangkan persaingan dengan cara melakukan strategi vis à vis dengan kompetitor atau pesaing. Artikel ini mengkaji tentang pengembangan kelembagaan IAIN Tulungagung melalui penciptaan terobosan-terobosan baru yang terangkum dalam strategi blue ocean, mulai sejak alih status dari STAIN ke IAIN pada tahun 2013. Dengan menggunakan pendekatan kualitatif, artikel ini berfokus pada strategi pengembangan kelembagaan IAIN Tulungagung melalui berbagai terobosan baru: Penciptaan Value Innovation, Rekrutmen Intensif Mahasiswa melalui Edufair yang out of box, Penciptaan Branding, Penyelenggaraan Program Unggulan, Penyelenggaraan Promosi Lembaga, dan Peningkatan Sumber Daya Manusia. Kesemua terobosan baru tersebut merupakan strategi blue ocean yang dijalankan IAIN Tulungagung dengan mengacu pada skema kerja empat langkah yang berbeda dengan lembaga profit, yaitu dari Kurangi-Hapuskan-Ciptakan-Tingkatkan menjadi Pasifkan-Amankan-Ciptakan-Tingkatkan.]

Keyword: Developing the institution, New innovation, Blue ocean strategy

Introduction

The position of Islamic Universities (PTKI) are same as general universities nowadays. In 2014, the phenomenon was released when Jokowi-president combined the Ministry of Research and Technology to be the Ministry of Research, Technology and Higher Education (Kemenristekdikti). Those consequences of the combining of universities which are from Islamic universities (PTKI) or general universities officially sheltered by the Ministry of Education and Culture (Kemendikbud) also the ministry of Islamic religion (PTKIN) based on the president’s verdict
13th in 2015. Those verdict metaphors as the most effective capsule of PTKI efforted to be row as general universities, but it has strong distinction in the scholarly of interconnection and integration, unite the Islamic knowledge and general knowledge (sciences and technologies, social and the humanities.)

The consequences of integrating-interconnecting scientific provide the status change of PTKI from the Sekolah Tinggi (College) to be an Institute and an Institute to be a university. While the existence of statues-change makes PTKI have golden opportunity to open new course or new department course, including new general marketable course or department course which has more interest to the society.

One of Islamic University (PTKI) which had changed the status in December 2013 based on the Presidential Regulation Number 50 of 2013, on August 6, 2013 which coincided with the 12th of Dzulqaidah 1417 H was IAIN Tulungagung. The development of the IAIN Tulungagung since the changed-status of becoming an institute had been rapid, as evidenced by: First, the opening of new faculties, which were originally 3 faculties into 4 faculties: Faculty of Sharia and Islamic Law (FASIH), Faculty of Tarbiyah and Teaching Training (FTIK), Faculty of Ushuluddin Adab and Dakwah (FUAD), as well as the Faculty of Islamic Economics and Business (FEBI), with thirty-three majors.

Second, the increasing number of students. The number of students were originally three thousand (2014) to be fifteen thousand six hundred and sixty-three (2018). Third, the academic strengthening. IAIN Tulungagung has improved the quality of learning quality (it is proven by obtaining B point for institute accreditation degree and A point for the department degree), by the increasing number of doctors and settled lecturers as the strengthening human resources, improving the quality of research, and community service submission. Those include: establish the Madin program, implement the religious culture, improve the webometrics campus, arrange the accredited journals, organize the
Community of Service Program (KKN) programs, and many others. Fourth, composed the branding creation. Constructing the branding of the IAIN Tulungagung as the *Kampus Dakwah dan Peradaban* gives own unique which make different than other campus. In addition, the distinctive characteristic of “*santri kuliahs*” gives the attractiveness chemistry to the society, especially the southern *Mataraman* community.

The four things indicate that IAIN Tulungagung experienced rapid in development, one of the supporting factors was caused the institutional development strategy by IAIN Tulungagung public relations by opening new opportunities, building new market shares, rather than competing with existing market shares, called Blue Ocean Strategy.1

Thus, this paper examines the strategy of Public Relations of IAIN Tulungagung which is connected to improve the quality of institutions focusing on how the Blue Ocean Strategy in the recruitment process of new students at IAIN Tulungagung? How Blue Ocean Strategy construct IAIN Tulungagung in branding the institution? And how the Blue Ocean Strategy arranges the relation between networking with stakeholders at IAIN Tulungagung? While this research approach uses qualitative which is correlated to the interpretive and naturalistic perspectives. In other words, qualitative research seeks to explain and interpret objects—which in this case is the Blue Ocean Strategy of Public Relations at IAIN Tulungagung—and explain the facts as they are without being burdened with the subjectivity of the researcher.2

**Developing the Institution**

The fundamental purpose of strategic planning in higher education provides an examination process and a continuously of evaluation of

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1 W. Chan Kim & Renée Mauborgne, “Blue Ocean Strategy”, *Harvard Business Review* (Boston: Harvard Business Scholl Publishing Corporation, 2004), p. 2.

2 Denzin N. and Lincoln Y. (eds.), *Handbook of Qualitative Research* (London: Sage Publication Inc., 2000), p. 3; K. Hammarberg, M. Kirkman, & S. de Lacey, “Qualitative Research Methods: When to Use Them and How to Judge Them,” *Human Reproduction*, Vol. 31, No. 3, 2016, pp. 499.
the strengths, weaknesses, objectives, regulation resources and future prospects to establish a coherent plan which responds an innovation and development the strength and effectiveness of the institution. The strategic planning at the university nowadays is more important than previous decade. The needs changes of higher education and society, the growth of information technology, communication revolution, fluctuations in access through financial and human resources, and rapid changes of other environmental aspects where higher education operated, it requires an appropriate strategic plan.³

A college makes some strategic plan for various reasons, starting from the education management council mandates a strategic plan to solve problems on campus or improving the performances on campus, campus leaders have encouraged a strategic plan because of the aims of campus is not going to the right target or taking disadvantage of opportunities, strategic plan is no longer a business matter and many campuses hope to duplicate a success of many organizations business and non-profits have in developing and implementing their strategic plans. The strategic plan becomes urgent as Rowley argues that stating strategic plan is the best approach to achieve a successful organization in the future and also prepare the organization to confront the threats and the external opportunities of the organization requiring a response in the future.⁴

The elements as the standardized are the strategic targets of the college in Indonesia can be seen from: first, the National Standards for Higher Education which contain the National Education Standards; the graduate of competencies, the content of learning, the learning process, the assessment of learning, the lecturers, the learning facilities and the

³ Fred M. Hayward and Daniel J. Ncayiyana, A Guide to Strategic Planning for African Higher Education Institutions (South Africa: Centre for Higher Education Transformation, 2003), p. 3.
⁴ D. J. Rowley and H. Sherman, “Implementing the Strategic Planning for High Education,” Summer, 2002, p. 5-14.
infrastructures, the management of learning and financing of learning. Second, the standardized of National Researches are; research results, research contents, the research processes, the research assessments, the researchers, the research facilities and infrastructures, the research management in funding and financing.

Third, the National Standardized is for Community Service such as; the results of community service, the content of community service, the community service process, the community service assessment, the implementer of community service, the facilities and infrastructures for community service, the community service management and community service in funding and financing.⁵

**Understanding the Blue Ocean Strategy**

The strategy is the direction and scope of an organization in the long period of time to achieve an excellent in the change of environment through the configuration of competencies and resources to reach the target of stakeholders.⁶ According to Hunger and Wheelen, the strategy is a comprehensive plan stated how the corporation will achieve its own mission and goal. This maximizes the advantages of competitive and minimizes the damages of competitive.⁷ These levels in the concepts of strategy are corporates level, business level.⁸ But, the more complete level of strategy is: corporate level, business level, and functional level.⁹

Furthermore, the understanding of Blue Ocean Strategy is a strategy to create new market space which has not been touched or utilized by other sides. This strategy emphasizes more on how the organization or

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⁵ The regulation of research ministry, Technology and high education of Republic Indonesia No. 44 about National standardized for high education. 2015.
⁶ G. Johnson, K. Scholes and R. Whittington, Exploring Corporate Strategy, 8th ed. (Essex: Pearson Education Limited, 2008), p. 3.
⁷ J. David Hunger dan Thomas L. Wheelen, Manajemen Strategis (Yogyakarta: Andi, 2003), p. 16.
⁸ R. W. Griffin & R. J. Ebert, Bisnis (Jakarta: Erlangga, 2006), p. 147
⁹ Ismail Solihin, Manajemen Strategik (Jakarta: Erlangga, 2012), p. 10.
institution does not win the competition by implementing a vis- à- vis strategy with the competitors. In this case, the corporation is referred to as an educational organization. In the educational management, a leader has to see the appropriate opportunities to open new study programs (department) which have not been opened by other education institutions. The technical terms of borrow in the corporation area are “don’t compete in the same market, but open up new markets and make competitors be irrelevant because of the markets we create have totally new rules.

The strategy is the direction and scope of an organization in the long period of time to achieve an excellent in the change of environment through the configuration of competencies and resources to reach the target of stakeholder.\textsuperscript{10} Hunger and Wheelen argue that strategy is a comprehensive plan stated how the corporation will achieve its own mission and goal. This maximizes the advantages of competitive and minimizes the damages of competitive.\textsuperscript{11}

The process of arranging the strategies in an organization are carried out in the following stages: \textit{first}, environmental scanning (external and internal); \textit{second}, the formulation of strategies (strategic planning); \textit{third}, the implementation of strategy, and \textit{fourth} the evaluation and control.\textsuperscript{12}

Accordance that, the process of management strategy includes the following steps: \textit{first}, identifying the resources, namely learning the advantages and disadvantages and comparing to the competitors; \textit{second}, establish the capabilities. What capabilities do the corporations or organizations have better to do than their competitor; \textit{third}, determine the potential of resources and the capability of organizing which has competitive advance; \textit{fourth}, find the interesting industry; \textit{fifth}, choose

\textsuperscript{10} G. Johnson, K. Scholes and R. Whittington, \textit{Exploring Corporate Strategy}, 8\textsuperscript{th} ed. (Essex: Pearson Education Limited, 2008), p. 3.
\textsuperscript{11} J. David Hunger dan Thomas L. Wheelen, \textit{Manajemen Strategis} (Yogyakarta: Andi, 2003), p. 16.
\textsuperscript{12} \textit{Ibid}.
the best strategy of the corporation in which has possibility to utilize the relatively through the external environment of opportunity resource and capability.\textsuperscript{13}

The Blue Ocean Strategy (BOS) is the acronym of Red ocean strategy. To implement BOS is not truly easy because it requires genius, creativity and intelligence in seeing market segment. Many business people due to lack of calculations and sufficient financial support finally stopped in unfinished goal. The rapid change in several global trends has made the Blue Ocean strategic being an important thing at the end of time caused that Blue ocean strategy will be duplicated and changed by others, even competitors make an opponent which the originally Blue Ocean became a Red Ocean Strategy.

Specifically, Kim and Mauborghne in Tavallae argue that there are nine points as the key of blue ocean, such as: \textit{first}, Blue Ocean Strategy is the result study of a long decade than 150 strategies which have been carried out by more than 30 industries for 100 years (1880 -2000); \textit{second}, Blue Ocean Strategy is an effort to create differentiation and low prices simultaneously; \textit{third}, the aim of the Blue Ocean Strategy is not to join competition in existing industries, but creating new market spaces or create blue oceans, and make the competition irrelevant anymore; \textit{fourth}, Blue Ocean Strategy offers a set of methodologies and tools to create new market spaces; \textit{fifth}, Blue Ocean Strategy offers methodologies and systematic process which is renewable in creating innovations from existing companies and new companies; \textit{sixth}, the framework and tools used in the Blue Ocean Strategy include: a four-step framework, a create-reduce-level-create schemes, a canvas strategy, a value curve, a pioneer-migrator-settler (PMS) map; \textit{seventh}, the framework and tools are visually designed which is not only to create an effective company policy formulations, but also to execute effectively through easy communication;

\textsuperscript{13} R. D Ireland, R.E Hoskisson & M.A. Hitt, \textit{The Management Strategy: Concepts and Cases}, 9th edition (Canada: South-Western Cengage Learning International Edition, 2011), p. 39-40.
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Eighth, the Blue Ocean Strategy covers the formulating strategies and executing strategies; ninth, there are 3 key of concepts in building the Blue Ocean Strategy: the value of innovation, the adoption in tipping point of leadership and a fair process. Generally, the distinction between Blue Ocean and Red Ocean can be seen in the table below:

| RED OCEAN                                      | BLUE OCEAN                                                                 |
|------------------------------------------------|---------------------------------------------------------------------------|
| Compete in existing market space               | Creating new market space which is not a competitor.                      |
| Winning the competition                        | Being irrelevant competition.                                             |
| Exploiting the market request-ever             | Creating and catching new opportunities                                  |
| Choosing between the fund-value (value-cost trade-off) | Smashing of cost-value changed                                           |
| Collaborating all the corporation activities   | Collaborating all of the corporation system to overtake the differentiate with cost-off (low budget) |
| system with the strategic selection between different cost-off (low budget) |                                                                 |

The explanation of Kim and Mauborgne show the distinction between Red Ocean and Blue Ocean can be concluded generally, it is not the time to drop each other by acting as the competitors, but challenged them to create a new market opportunity which has never been done by competitors. The authentic of Blue Ocean Strategy has been carried out by educational institutions including universities. Every university has own strategy for their strengthening institution that will never be the same as other institutions. This innovation can make them different as well as positioning a college with other universities. Both in terms of scientific competence, managerial, research, and the network they are built. Therefore, it is very appropriate when the Blue Ocean theory becomes the starting point in this research.

14 R. Tavallaee, “The Blue Ocean Strategy as Revolutionary in the Field of Strategic Management”, Police Journal of Human Development, 2010, pp. 55-77.
15 W. Chan Kim & Renée Mauborgne, Blue Ocean Strategy: Menciptakan Ruang Pasar Tanpa Pesaing dan Menjadikan Persaingan Tidak Lagi Relevan (Jakarta: Noura Books, 2016), p. 20.
As the basis, the first step of higher education is to conduct an environmental analysis, that is called as the internal environmental like an analysis through the strengthens and the external environment in which to analyze the opportunity and the threats. After understanding the internal and external environment of universities, the Blue Ocean Strategy is allowed to be developed. The steps to decide the strategies are: doing the reconstructive limits market focused on general illustration, reaching out the market demand and doing an appropriate combination strategy. The Blue Ocean Strategy is developed as the foundation of university in achieving its vision, mission and purpose in developing learning activities, research, and community service to create competent graduates in entering the labor market.

The Institutional Development Strategies of Value Innovation

The developing institutional requires its own strategy in order to achieve the main target. By achieving that, it must have different strategies before, but the case is unconditional. This means that it doesn’t have to be a real different strategy but provides the value added to something already exists which has a different breakthrough strategy. To achieve those different strategies, the value added must be built and created. The value added is being urgent caused of the starting point becomes the spirit of a person or group in developing an institution, determining its actions, taking policy steps and implementing it based on the vision and mission of the institution.

In other words, the value of beliefs becomes the basis for a person or group to determine their actions, appraises good or bad, meaningful or not meaningful for continuant life. The Important values are built and transformed which caused of the values to put the foundation in understanding the attitudes and motivations with the influence of individual or group perceptions.¹⁶

¹⁶ Chusnul Chotimah, “Inovasi Kelembagaan Pondok Pesantren Melalui Transformasi Nilai: Studi Kasus di Pondok Pesantren Amanatul Ummah Pacet
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The value-added conducted by IAIN Tulungagung is to create an innovation value in the form of jargon called Kampus Dakwah dan Peradaban. This jargon is the values internalized throughout the campus academic community so that every step of policy, routine, and campus activity rests on that value. This Innovation value is the new breakthrough in developing an institution, it caused that there are no other IAIN having built a jargon.

**The Institutional Development Strategy of Branding**

The implication of value added is the birth of brand as the Kampus Dakwah dan Peradaban jargon. The starting brand is from the requirement value and it has never found in other places. The important of value is built and transformed as the basic foundation to the development institution. The individual values have to be accumulated in the organization through the value of Dakwah dan Peradaban, remembering the values is going to influence an individual perception which is including the groups in the organization. It belongs to Robbins’s opinion “the values become an important thing to build as the foundation in understanding the attitude, motivation and the effectiveness of individual perception and group in the organization. An individual will understand about whether the conceptualized ideas are free of value or not, “should” or “not supposed to.”

The Kampus Dakwah dan Peradaban is built to be an inherent value in all the academic community at IAIN Tulungagung because of the inspiring thought (idea) or concept about what is considered important for someone in carrying out their activities. This is emphasized by Mulyana that the value as a conception (implied or explicit, which

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Mojojerto, *Jurnal At-Turats*, Vol. 13 No. 1. 2019.

17 S.P. Robbins, *Organizational Behavior* (New Jersey: Prentice Hall, Inc, 1991), p. 158.

18 Madyo Ekosusilo, *Hasil Penelitian Kualitatif Sekolah Unggul Berbasis Nilai: Studi Multi Kasus di SMAN 1, SMA Regina Pacis, dan SMA al-Islam 01 Surakarta* (Sukoharjo: UNIVET Bantara Press, 2003), p. 22.
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distinguishes individual or group characteristics) from what they desired is, influences the way of choices, goals and the final goal of the actions.\textsuperscript{19} As the building jargon the organizational value is embedded, and the manifestations of the values are individual behavior and organizational behavior. From these behaviors, the brand image of Tulungagung IAIN was built and became a good image.

The Institutional Development Strategy of Student Intensive Recruitment

The institutional development was not only carried out in one strategy but also any strategies. One of the strategies was to make a new breakthrough in student recruitment. The IAIN Tulungagung did this by offering a variety of departments and opening new several faculties. It was a strategy which could open the widely opportunities to get new students. This amount varied majors also encouraged institutions to make a breakthrough for the changed-status of STAIN to IAIN and IAIN towards UIN. The number of majors that were originally only from a dozen became 45 majors. It was Starting from this breakthrough, the number of students had increased significantly, even fantastic, it was based on real data in the field. When it still in STAIN status with a limited department, the number of new students entering was around 1000 and a maximum of 1,500 students, and after becoming an IAIN there was a sharpness increase of at least 4,500 to 5,000 students. The Blue Ocean Strategy could not be created well if the innovation thinking on the value of education development was not owned by the leaders. Therefore, the emergence of innovative ideas was very dependent on the ability of the leader. The existence and achievement of higher education institutions would continue to be felt if innovation which is always done dynamically by leaders in making innovative ideas, especially in recruiting new students. So, the leader must be very smart in choosing and determining the

\textsuperscript{19} \textit{Ibid}.

118 \textit{Epistemé}, Vol. 14, No. 1, June 2019
strategy used, it was agreed with the opinion of Hunger and Wheelen that the strategy is a comprehensive plan stating how the corporation will achieve its mission and objectives. This maximizes the advantage of competition and minimizes the disadvantage competitive.\textsuperscript{20} The level or stage in conceptual strategies are: corporate level, business level.\textsuperscript{21} The more complete levels of strategy levels are: corporate level, business level, and functional level.\textsuperscript{22}

Connecting with the strategy of recruiting new students was conducted by IAIN Tulungagung in the creation of new market spaces without competitors. It is same as the opinion of Dunnette and Hough who explained that the recruitment theory consists of three things, namely, process variables, independent variables, and dependent variables. Those variables would be interconnected and affected to the recruitment process. First; Process variable is a mechanism in psychologies or environmental mechanism which is considered as the thing determining the results of various recruitment methods. Second; Independent variable is a general description of the practice of recruitment. Whereas the third dependent variable is the result of the recruitment process. Independent variable in the recruitment new students’ context in university is a legal basis or a set of regulations that is form the basis of recruitment, standard operating procedures, decisions considered as the part of new student recruitment. The last variable which affects the recruitment process is the dependent variables in which cases are the interest and commitment of prospective students to attend the learning process the students chosen.\textsuperscript{23} Based on this theory, the process of admitting new students must fulfill the process is fair, transparent and non-discriminatory without distinguishing gender, social status or financial ability level from the

\textsuperscript{20} J. David Hunger dan Thomas L. Wheelen, \textit{Manajemen Strategis}…
\textsuperscript{21} R. W. Griffin & R. J. Ebert, \textit{Bisnis}…
\textsuperscript{22} Charles W. L. Hill and Gareth R. Jones, \textit{Strategic Management: An Integrated Approach}, 9th editions (USA: South-Western College Publishing, 2009).
\textsuperscript{23} M.D. Dunnette & L.M. Hough (eds.), \textit{Handbook of Industrial and Organizational Psychology}, Vol. 2. (Mumbai: Jaico Publishing House, 1998), p. 401.
student selves. So that, being an important factor must be considered is the potential possessed by prospective students themselves.

The Institutional Development Strategy of Superior Programs

The continuation institutional development strategy is to make new innovation by presenting superior programs that are being characteristic of IAIN Tulungagung such as: the development of the IJIR (Institute for Javanese Islamic Research) study center as a Javanese Islamic reference, PSPL (Literacy Study and Development Center), CEPS (Center Economics and Policy Studies), C-FINUS (Center of Fiqh Nusantara), Pusbakum (Legal Aid Post), Islamic Boarding School Study Center, and (PUSKOD) Center for Legal Studies and Regional Autonomy. All of the study centers were the new innovation conducted by IAIN Tulungagung which were able to demonstrate its competence in the midst of competition from other college institutions. The study center developed networked with other communities in a profession so that the branding of IAIN Tulungagung was built and also automatically boosted the quality and capacity of the lecturers because there was a place to develop their competence in some rooms of the study centers. And this is the new strategy without competitors called as the blue ocean strategy, which reconstructs the boundaries of new markets and away from competition by creating blue oceans.  

The creation of study centers show that IAIN Tulungagung has created a new market space that makes its competitors irrelevant anymore because it successfully creates a differentiation. This is as the opinion of Kim & Mauborgne who states that there are nine points in the blue ocean strategy, including the distinction and creation of new market space or the creation of blue oceans so that competition becomes irrelevant anymore.  

24 W. Chan Kim & Renee Mauborgne, “Blue Ocean Strategy…, p. 18.
25 R. Tavallace, “The Blue Ocean Strategy…, pp. 55-77.
The Institutional Development Strategies for Promotion Performance

One of the strategies to introduce institution to the public is through promotion. Promotions can be done in various ways starting from direct promotions: personal selling with word of mouth methods or indirectly through the social media. All of the promotions are done by IAIN Tulungagung, but there is different thing, that is doing the promotion through Edu-fair event. Edu-fair is carried out through the active and intensive participation, which the implementation exceeds the target and reaches across districts, cities and even provinces, and bravely enter the Bonafede Edu-fair public universities.

This is a different innovation. The aim of the institution promotion is not separated to increase the number of new students, and certainly the increase of it is not by itself but through a process. The Edu fair program is implemented by IAIN Tulungagung public relations which is starting from zero up to now in which the position of IAIN Tulungagung has become the one of the university institutions taken into account in the midst of other universities. This is because of IAIN Tulungagung as the university has dared to appear in the national and international Edu-fair arena side by side with public universities.

This intensive Edu-fair program is supported by funding and branding of ideal and competent college students. It needs to be understood that the Edu-fair program is indeed the end of aiming to reach as many students as possible, but it does not mean that the quantity

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26 Personal selling is the interaction between individuals, face to face with the aim of creating, improving, mastering, or maintaining relationships that are mutually beneficial to others. Basu Swastha, *Manajemen Pemasaran* (Jakarta: Publisher Liberty, 2002), p. 260; Fandi Tjiptono, *Manajemen Jasa* (Yogyakarta: Andi Offset, 2000), p. 224. Personal selling is direct communication (face to face) between the seller and prospective customers to introduce a product prospective customer and make them understand about the product so, they will try to buy it.

27 Word of mouth (WOM) is an oral communication by mouth from a person to another about the product. Tatik Suryani, *Perilaku Konsumen di Era Internet Implikasinya pada Strategi Pemasaran* (Yogyakarta: Graha Ilmu, 2013), p.169.
aspect is preferred, but the quantity aspect itself is as an integral part of quality. Even though the first step is the quantity aspect, then stepping on the quality aspect, these two aspects cannot be separated because with the quantity itself it must be in it to build quality.

The institution promotion also involves directly the community within the campus civitas through the owned community campus programs. This program in its implementation is carried out through the concept of an open campus for the wider society and can be accessed by the society because the campus is the property of the state whose nature belongs to the society as well. Anyone is allowed to access the facilities and infrastructure at the campus. The interesting point was implemented in the entire academic community as the form of campus promotion to the wider society. The concrete manifestation of the program is the implementation of certain events held on campus such as: Pasar Rakyat (Public Market), Tirakatan Malam (Riyadhah) before graduation by giving ‘blessings’ and ‘salawat’ which the values cannot be paid with the public trust, Gerebek Bhinneka as the plural campus form. Local tradition venues such as puppets and ketoprak, campus as the location for dakwah, the implementation of PSKM (Art and Student’s Creativity weekly event), and others.

Pasar rakyat (Public market) which is usually held after new students entrance and open to the public, is in fact a powerful weapon (new innovation) that is able to communicate between campuses and society. At first, this performance was considered not good because there was a public market on campus which was held for a week. Nevertheless, in fact this actually becomes a bridge of communication between the campus and the society so that the impression of the campus as an ivory tower is lost. The society feels they have a campus, undazzling, and feel like their home. This strategy is the follow-up of personal selling, namely Cooper selling, according to Kotler that there are several steps must be done: selecting and sorting prospects (public market), approaching, making
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presentations and demos, accepting the objections from consumers in this case input from the wider society, close the sale, which is to end the promotional activity and limit it within a certain period of time. This strategy is a strategy to attract the public by using a local culture-based approach or local wisdom, and this is as an intangible promotion.

The Institutional Development Strategy for Increasing Human Resources

The next innovation is the program to increase the quality of human resources, especially for students, namely the Madin (Madrasah Diniyah) program to the lecture system involving pesantren alumni experts, academic and non-academic student development programs, such as mentoring students in the Olympics and other competitions national-international scale, community service programs with cross culture through KKN (Community Development Participation); National-KKN (Community Development Participation) which is implemented across islands; and Nusantara-KKN (Community Development Participation). Accompanying achievement students is important because the academic achievement is achieved by students will bring a good image needs to be highlighted through publications to boost the institutional branding. Likewise, the non-academic achievements achieved by students those are essentially as promotional tools for new students. For example, with the achievement of the volley ball championship in the national sports arena.

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28 Philip Kotler & Gary Amstrong, Prinsip-Prinsip Pemasaran, trans. Damos Sihombing (Jakarta: Erlangga, 2001), p. 224.

29 Image is a number of beliefs, perceptions, and impressions of the society in organization. Image is identical to the image that represents organizational values in the eyes of public. Positive image is in the minds of the community is the organization’s good image. Philip Kotler, Manajemen Pemasaran Analisis, Perencanaan dan Pengendalian (Jakarta: Erlangga, 2005), p. 46.

30 Brand is “Names, terms, signs, design symbols, or combinations of them to identify goods and services from a person or group of sellers and distinguish them from the good and services of their competitors. Fandy Tjiptono, Pemasaran Jasa (Malang: Bayumedia Publishing, 2006), p. 98-99.
PTKI, chess, table tennis, badminton, choir, and so on. Achievements in all lines, both academic and non-academic, are the main fund in building the confidence of the institution and this become a strong magnet for the interest of the society to study at IAIN Tulungagung.

In addition, the form of appreciation from the Human Resources development process is the stimuli-gifts, motivation, and awards in the form of community development scholarships domiciled in the campus location, namely scholarships for indigenous people of Plosokandang Village, orphanage scholarships, non-academic achievement scholarships for hafiz, academic achievement scholarships, and work scholarships.

The development of human resources for educators is the green card for accessing the opportunities and chance for further study, built networking with other institutions in further study scholarships, delegation of educators and education in training, workshops, and live in studies.

In the development of these institutions, the college institutions are currently releasing strategies developed by the business world; that is the blue ocean strategy, which creates new innovations which have never been done by competitors. This is a particular reason driving every organization to create a new market space. This is as Kim stated that with rapid technological advancements substantially increasing industrial productivity and make the companies possible in producing products and services. When the number of competitors increase and the supply exceeds demand, the monopoly of the market by certain companies that has been occurring has faded. As a result, the commoditization of products and services is getting faster and the price war is unavoidable so that the profits derived shrink. The only way to win the competition is to stop competing and switch to exploring the blue ocean. This is in accordance with the opinion of Kim & Mauborgne as cited by Hermanto, asserting the blue ocean strategy challenges the organizations to get out of the red ocean of bloody competition by creating a market space
that has no competitors, so the word competition becomes irrelevant.\textsuperscript{31} Therefore, blue ocean strategy focuses on growing demand and moving away from competition by creating a value and uniqueness that is not just unique, but also a more profitable market share.

As stated in the previous chapter, there are two types of areas in the business world: Red Ocean and Blue Ocean. Red Ocean itself is the picture of current business competition and a well-known market space, the markets struggle, consumers and customers. While the blue ocean is creating a new market space that has not been entered by previous competitors or has not been recognized by consumers or customers. That is known as the Red Ocean vs. Blue Ocean Strategy. In this Red Ocean Strategy, industry boundaries have been defined and accepted by business people. In this case, the company tried to defeat their opponents in order to get demand from a larger market share. Conversely in Blue Ocean Strategy is characterized by unexplored market space, demand creation, and very profitable growth opportunities. In Blue Ocean Strategy, the competition is irrelevant because the new game rules will be established.\textsuperscript{32}

The new innovation if analyzed in the four-steps working schemes at of blue ocean is the third scheme, namely creating. Coherently, the created scheme does not just appear but through the process of the first working scheme, which is to reduce-abolish-create-increase.\textsuperscript{33} Based on the explanation above, the four-step work scheme undertaken by IAIN Tulungagung is different from the profit institution. In the development of educational institutions, the work scheme “reduces” and “abolish” only applies in the world of profit, while in the world of education there is no term “reduce” and even “abolish.” Because the education process cannot be reduced or even be abolished, but what available is “passive”.

\textsuperscript{31} Hermanto, “Implementation Blue Ocean Strategy at Group Wings”, \textit{Jurnal Ilmiah Faktor Exacta}, Vol. 4. No. 2 June 2011, pp. 149-150.
\textsuperscript{32} A. Ehteshami Akbari Rostami, “The Blue Ocean Strategy “, \textit{Journal Research Tadbir Management}, No. 223, 2011, pp. 46-48.
\textsuperscript{33} W. Chan Kim & Renee Mauborgne, “Blue Ocean Strategy…”, pp. 32.
Those examples are learning models, learning media, curriculum, the existence of majors, study programs, and others. Whereas in terms of “abolishing”, what is done is “capture and innovate” refreshment by providing value added.

History and civilization are not to be abolished, but to be safe, preserved, perpetuated, which is continually developed through the value-based innovations. Institutional development carried out by IAIN Tulungagung through the new innovation is a form of the blue ocean strategy by implementing a different four-step scheme with profit institutions: “reduce-abolish-create-increase” to “passive-secure-create-increase.”

**Conclusion**

Broadly speaking, institutional development can be done through the creation of new innovations, where the new innovations have never been carried out by other institutions. This means that new innovations are being made in developing this institution without having to compete in a tight competition zone with other institutions, because with new innovation, new market spaces or new innovations will emerge that are different from what already exists. And this new innovation called blue ocean strategy. This strategy emphasizes more on how an organization or institution does not win the competition by carrying out a *vis-à-vis* strategy with competitors or competitors.

Among the new innovations as the implementation of the blue ocean built by IAIN Tulungagung are: the Creation of Value Innovations in the form of jargon of IAIN Tulungagung as the *Kampus Dakwah dan Peradaban*, Intensive Student Recruitment through Edu-fair that is out of box, cross-city, cross-province, national, even international, Branding Creation, developing networking both domestically and abroad, Implementing Superior Programs: the *Madin* curriculum injection in lectures, the existence of study centers, Organizing Promotion of
Institutions (Personal selling, Social Media), and Competent Human Resources Improvement. The blue ocean strategy carried out by IAIN Tulungagung refers to a four-step work scheme that is different from the profit institution, which is from “reduce-abolish-create-increase” to “passive-secure-create-increase.”
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