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BUSINESS FEASIBILITY AND STRATEGIC DEVELOPMENT ANALYSIS OF A NON-FORMAL EDUCATIONAL INSTITUTION TO ENHANCE SUSTAINABLE COMPETITIVE ADVANTAGE: A CASE STUDY OF DEFT RUANG BELAJAR

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Abstract

This study aims to analyze the management development strategies implemented by the non-formal educational institution Deft Ruang Belajar in enhancing sustainable competitive advantage. The research employed a mixed-methods approach using a sequential explanatory design, integrating both qualitative and quantitative analyses. Qualitative data were collected through observation, interviews, and documentation to examine aspects of strategic management, innovation management, marketing, operations, and human resource management. Meanwhile, quantitative data were analyzed using a business feasibility study approach, which included financial projections, financial ratio analysis, Break-Even Point (BEP), Return on Investment (ROI), Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR), and sensitivity analysis. The findings indicate that Deft Ruang Belajar has implemented adaptive management development strategies through service innovation, the utilization of digital technology, strengthening human resources, and optimizing operational and financial management. The financial analysis results demonstrate that the business has a favorable level of profitability, positive cash flow, a relatively short investment payback period, and an investment value that is financially feasible for further development. Furthermore, the sensitivity analysis reveals that the institution possesses a relatively strong level of resilience in responding to changes in market conditions. This study concludes that the integration of strategic management and business feasibility analysis can serve as an effective development model for enhancing the sustainable competitiveness of non-formal educational institutions.

Keywords: Strategic Management, Non-Formal Education, Business Feasibility Study, Innovation, Sustainable Competitive Advantage

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INTRODUCTION

The development of non-formal education in Indonesia has experienced significant growth in line with the increasing public demand for educational services that are flexible, adaptive, and competency-oriented. Non-formal educational institutions, particularly tutoring centers, no longer function merely as complementary components of formal education but have evolved into a strategic sector within the educational services industry, contributing substantially to the improvement of human resources quality. The increasingly competitive educational environment requires non-formal educational institutions to implement effective management strategies to maintain business sustainability and enhance their competitive advantage.

The rapid advancement of digital technology, changes in consumer behavior, and increasing competition among non-formal educational institutions have intensified the need for managerial transformation in educational organizations. The implementation of strategic management integrated with innovation management, marketing management, operational management, human resource management, and financial management has become a crucial factor in determining the success of educational institution development. Institutions that can adapt to external environmental changes through innovation and effective resource management have greater opportunities to achieve sustainable growth.

From a strategic management perspective, organizational development is influenced not only by the ability to generate profits but also by the organization's capability to establish and maintain sustainable competitive advantage. This approach emphasizes the importance of integrating business strategy, human resource management, service innovation, and sound financial management. Therefore, non-formal educational institutions require comprehensive strategic planning and management practices to survive and grow in a dynamic business environment.

Deft Ruang Belajar is one of the non-formal educational institutions operating in the tutoring and educational support services sector. Since its establishment in 2021, Deft Ruang Belajar has continuously pursued organizational development through service diversification, digital technology utilization, marketing enhancement, human resource quality improvement, and sustainable financial management practices. These development initiatives have been undertaken as a strategic response to changing societal needs and the increasing competition within the educational services industry.

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Based on the results of the business feasibility study conducted, Deft Ruang Belajar demonstrates promising development prospects. Revenue projections for the period 2025–2029 indicate consistent growth, accompanied by favorable profitability levels, a healthy capital structure, and positive cash flow generation. Furthermore, investment analysis results reveal that the business development plan possesses a high degree of feasibility based on several financial indicators, including Return on Investment (ROI), Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR), and Payback Period (PP).

However, most previous studies concerning non-formal educational institutions have tended to focus on only one specific aspect, such as marketing, finance, or human resources, separately. Research integrating strategic management analysis with business feasibility studies as a foundation for the development of non-formal educational institutions remains relatively limited. This condition indicates the existence of a research gap that requires further investigation through a multidisciplinary approach integrating strategic management and business feasibility analysis.

The novelty of this study lies in the application of a mixed-methods approach that integrates strategic management analysis, innovation management, marketing management, operational management, human resource management, and investment feasibility analysis within a single evaluation framework for the development of non-formal educational institutions. This integrated approach is expected to provide a more comprehensive understanding of sustainable development strategies for non-formal educational institutions.

Based on the aforementioned background, this study aims to analyze the management development strategies implemented by Deft Ruang Belajar, evaluate its financial feasibility through a business feasibility study approach, and formulate strategies to enhance sustainable competitive advantage in non-formal educational institutions. The findings of this study are expected to contribute theoretically to the advancement of strategic management knowledge and provide practical recommendations for managers of non-formal educational institutions in formulating effective and sustainable business development strategies.

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LITERATURE REVIEW

Strategic Management

Strategic management is the process of planning, implementing, and evaluating cross-functional decisions that enable organizations to achieve their long-term objectives effectively and efficiently. Strategic management assists organizations in identifying opportunities and threats in the external environment, as well as strengths and weaknesses in the internal environment, thereby creating sustainable competitive advantage. In the context of non-formal educational institutions, the implementation of strategic management is essential because the educational environment continuously evolves due to technological advancements, changing societal needs, and increasing competition among educational institutions.

Strategic management not only focuses on achieving economic benefits but also emphasizes value creation, organizational sustainability, and adaptability to environmental changes. Therefore, non-formal educational institutions require integrated development strategies to maintain their existence and strengthen their competitive position.

Strategic Management Indicators

- Strategic planning
- Internal and external environmental analysis
- Strategy implementation
- Strategy evaluation and control
- Competitive advantage development

Innovation Management

Innovation management refers to the process of managing ideas, technology, resources, and organizational change to create added value for both customers and organizations. Innovation has become one of the primary determinants of organizational success in responding to dynamic competition. In non-formal educational institutions, innovation can be implemented through the development of learning methods, the utilization of digital technologies, service diversification, and business model development.

The implementation of innovation management enables educational institutions to improve service quality, expand market share, and create competitive advantages that are difficult for competitors to imitate. Therefore, innovation serves as a critical component in the development strategy of non-formal educational institutions.

Innovation Management Indicators

- Product or service innovation
- Process innovation
- Technological innovation
- Organizational innovation
- Marketing innovation

Human Resource Management

Human Resource Management (HRM) is the process of planning, organizing, implementing, and controlling human resources to achieve organizational objectives effectively and efficiently. In non-formal educational institutions, human resources play a strategic role because the quality of educational services is highly influenced by the competencies of educators and administrative personnel.

Effective human resource management includes recruitment, training, competency development, performance evaluation, compensation, and career development. Proper HR management contributes to increased organizational productivity and improved educational service quality.

Human Resource Management Indicators

- Human resource planning
- Recruitment and selection
- Training and development
- Performance evaluation
- Compensation and motivation

Marketing Management

Marketing management is the process of planning, implementing, and controlling marketing activities to satisfy customer needs while achieving organizational objectives. The rapid advancement of digital technology has transformed marketing strategies across various sectors, including non-formal education.

The utilization of digital marketing through social media, websites, and other digital platforms enables educational institutions to expand market reach, increase brand awareness, and strengthen customer relationships. Therefore, digital marketing strategy has become an essential factor in the development of non-formal educational institutions.

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Marketing Management Indicators

- Market segmentation
- Target market selection
- Positioning strategy
- Digital marketing
- Customer relationship management

Operations Management

Operations management is the process of managing organizational resources to produce goods or services effectively and efficiently. In non-formal educational institutions, operations management includes the management of learning processes, educational facilities, learning technologies, and quality control systems.

The implementation of effective operations management enables educational institutions to provide high-quality services, improve student satisfaction, and strengthen organizational competitiveness.

Operations Management Indicators

- Operational planning
- Service process management
- Facility management
- Quality control
- Operational efficiency

Business Feasibility Study

A business feasibility study is an analytical process conducted to determine whether a business venture is feasible for implementation or development based on various aspects, including market, technical, operational, human resources, legal, and financial considerations. Business feasibility analysis aims to minimize investment risk and support strategic decision-making.

In this study, business feasibility analysis is conducted through a financial analysis approach that includes Break-Even Point (BEP), Return on Investment (ROI), Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR), and sensitivity analysis.

Business Feasibility Indicators

- Profitability
- Liquidity

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- Solvency
- Investment feasibility
- Risk analysis

Sustainable Competitive Advantage

Sustainable competitive advantage refers to an organization's ability to maintain its competitive superiority consistently through the effective utilization of resources, innovation, and adaptive strategies. Organizations possessing sustainable competitive advantage are capable of surviving in dynamic environments while continuously creating economic and social value.

In the context of non-formal education, sustainable competitive advantage is influenced by an institution's ability to develop innovation, improve service quality, utilize digital technology, and establish strong relationships with stakeholders.

Sustainable Competitive Advantage Indicators

- Competitive advantage
- Organizational adaptability
- Continuous innovation
- Organizational performance
- Business sustainability

Conceptual Framework

Strategic Management
↓
Innovation Management
↓
Marketing Management
↓
Operations Management
↓
Human Resource Management
↓
Business Feasibility Study
(BEP, ROI, ARR, NPV, PI, IRR, Sensitivity Analysis)
↓
Sustainable Competitive Advantage

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RESEARCH METHOD

Research Approach and Design

This study employed a **mixed-methods approach** using a **sequential explanatory design**, which combines quantitative and qualitative methods sequentially to obtain a more comprehensive understanding of the research phenomenon. The quantitative approach was utilized to analyze financial feasibility and investment aspects, while the qualitative approach was employed to examine management development strategies in non-formal educational institutions.

The selection of the mixed-methods approach was based on the need to integrate strategic management analysis with business feasibility analysis in order to provide a comprehensive understanding of sustainable development strategies for non-formal educational institutions.

Research Location and Period

This study was conducted at **Deft Ruang Belajar**, a non-formal educational institution operating in the tutoring and educational support services sector. The institution has been operating since 2021 and has continuously pursued organizational development through the implementation of strategic management, service innovation, digital transformation, human resource development, and sustainable financial management practices.

The research site was selected using **purposive sampling**, considering that Deft Ruang Belajar possesses characteristics relevant to the objectives of this study, particularly as a non-formal educational institution that has implemented various management development strategies to address the dynamic competition within the educational services industry.

The research was conducted during the period from **January to June 2025**.

Research Object

The object of this study is the management development strategy implemented at Deft Ruang Belajar, which includes:

- Strategic management;
- Innovation management;
- Marketing management;
- Operations management;
- Human resource management;
- Financial management;

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- Sustainable competitive advantage strategies.

Sources and Types of Data

This study utilized two types of data, namely primary and secondary data.

1. Primary Data

Primary data were obtained directly from the primary sources through:

- Observation;
- Interviews;
- Internal institutional documentation.

2. Secondary Data

Secondary data were obtained from:

- Business feasibility study reports;
- Institutional administrative documents;
- Financial reports;
- Academic literature;
- National and international journal articles;
- Regulations and other supporting documents.

Data Collection Techniques

The data collection techniques employed in this study consisted of the following:

a. Observation

Observation was conducted to obtain information regarding operational activities, learning processes, management systems, and the implementation of development strategies at Deft Ruang Belajar.

b. Interviews

Semi-structured interviews were conducted with managers, educators, and other relevant stakeholders to obtain information regarding the management development strategies implemented by the institution.

c. Documentation

Documentation was conducted by collecting supporting documents, including financial reports, operational documents, organizational structures, student data, and business feasibility study documents.

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Research Focus

Table 1.
Research Focus

Research Focus	Aspect Examined	Indicators
Management Development Strategy	Strategic Management	Planning, implementation, evaluation
	Innovation Management	Service innovation, digitalization
	Marketing Management	Segmentation, promotion, digital marketing
	Operations Management	Effectiveness, efficiency, quality control
	Human Resource Management	Recruitment, training, performance evaluation
Financial Feasibility	Financial Performance	Revenue, costs, profit, cash flow
	Investment Analysis	ROI, ARR, NPV, PI, IRR, PP
Sustainable Competitive Advantage	Competitive Advantage	Adaptability, innovation, business sustainability

Research Instruments

Table 2.
Research Instruments

Research Focus	Data Collection Technique	Instrument
Management Development Strategy	Interview	Interview guideline
Management Development Strategy	Observation	Observation checklist
Management Development Strategy	Documentation	Document checklist
Financial Feasibility	Documentation	Financial statements and investment documents

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Sustainable Competitive Advantage	Interview and documentation	Interview guideline and document checklist

Data Analysis Techniques

Table 3.
Data Analysis Techniques

Research Focus	Data Type	Analysis Technique
Management Development Strategy	Qualitative	Interactive analysis model of Miles, Huberman, and Saldaña
Financial Feasibility	Quantitative	Financial ratio and investment feasibility analysis
Sustainable Competitive Advantage	Mixed Methods	Integrative analysis

Qualitative data analysis was conducted through the stages of data collection, data reduction, data presentation, and conclusion drawing. Meanwhile, quantitative analysis was performed using financial ratio analysis and investment feasibility analysis, including Return on Investment (ROI), Average Rate of Return (ARR), Payback Period (PP), Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR), and sensitivity analysis.

Data Validity and Reliability

To ensure the validity and reliability of the research data, this study employed triangulation techniques, including source triangulation, methodological triangulation, data triangulation, and theoretical triangulation. Furthermore, the results of quantitative analysis were utilized to strengthen the findings of qualitative analysis, thereby producing more objective and comprehensive conclusions.

Research Analytical Framework

Data Collection
↓
Qualitative Analysis
(Management Strategy Analysis)
↓
Quantitative Analysis
(Business Feasibility Study)
↓

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Integration of Findings
(Mixed Methods)
↓
Development Strategy and Sustainable Competitive Advantage

RESULTS AND DISCUSSION

Overview of Deft Ruang Belajar

Deft Ruang Belajar is a non-formal educational institution operating in the tutoring and educational support services sector. The institution was established in 2021 in response to the increasing public demand for flexible, high-quality, and technology-based educational services. Since its establishment, Deft Ruang Belajar has continuously developed an adaptive learning system through the utilization of digital technology, enhancement of human resource quality, and the development of educational services oriented toward students' needs.

Throughout its development, Deft Ruang Belajar has provided various educational services, including group tutoring programs, private tutoring services, examination preparation programs, and online learning services. This service diversification has been implemented as part of the institution's business development strategy to strengthen competitiveness and expand its market reach within the non-formal education sector.

Analysis of Strategic Management and Innovation

The findings indicate that Deft Ruang Belajar has implemented management development strategies oriented toward innovation and adaptation to external environmental changes. These strategies have been realized through the development of educational services, digital transformation initiatives, and continuous improvement of service quality.

Innovation implementation has been conducted through several approaches, including:

- the development of online learning programs;
- the digitalization of learning materials;
- the utilization of social media as a marketing platform;
- the development of websites and online learning systems; and
- the diversification of educational programs.

These innovation initiatives demonstrate that Deft Ruang Belajar has adopted an innovation management approach aimed at improving operational

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efficiency and strengthening its competitive position within the educational services industry.

Furthermore, the implemented development strategies are consistent with strategic management principles emphasizing organizational adaptability to changes in the business environment and customer needs.

Marketing Management Analysis

The findings reveal that the marketing strategy of Deft Ruang Belajar primarily focuses on the utilization of digital marketing to increase student enrollment and expand market share. The implemented marketing strategies include social media utilization, website development, digital promotion, and customer relationship marketing.

The implementation of digital marketing provides several advantages, including:

- increasing brand awareness;
- expanding promotional reach;
- improving communication effectiveness with customers; and
- reducing promotional costs compared to conventional marketing methods.

The implementation of digital marketing strategies has contributed significantly to the projected annual growth of student enrollment, which is estimated to increase by approximately 10% annually.
These findings indicate that digital transformation in marketing represents one of the critical factors in enhancing the competitiveness of non-formal educational institutions.

Operations Management Analysis

The operational management of Deft Ruang Belajar is implemented through principles of efficiency, effectiveness, and educational service quality control. The operational system includes learning planning, facilities management, educational technology utilization, and service quality evaluation.

The findings indicate that the operational system effectively supports the implementation of educational activities. The utilization of digital technology and quality control systems contributes significantly to improving the quality of educational services provided to students.

Effective operations management enables the institution to maintain service quality while simultaneously increasing resource utilization efficiency.

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Human Resource Management Analysis

Human resources represent a strategic factor in the development of Deft Ruang Belajar. Human resource management is implemented through workforce planning, recruitment, training, competency development, and performance evaluation.

The findings reveal that the human resource development strategy focuses on enhancing tutor competencies, strengthening organizational culture, and improving organizational capacity. This approach aims to improve learning quality and student satisfaction.

Continuous human resource development has become one of the primary factors supporting the successful implementation of management development strategies within non-formal educational institutions.

Financial Management and Investment Feasibility Analysis

The findings indicate that the financial condition of Deft Ruang Belajar is healthy and supports business development initiatives. Revenue projections are expected to increase from **IDR 511,200,000 in 2025** to **IDR 748,447,920 in 2029**. Net profit is also projected to increase consistently from **IDR 52,200,000 in the first year** to **IDR 190,530,551 in the fifth year**.

The investment feasibility analysis demonstrates highly positive results, including:

- **Return on Investment (ROI): 133.85%;**
- **Average Rate of Return (ARR): 299.83%;**
- **Payback Period (PP): 8 months;**
- **Net Present Value (NPV): IDR 393,931,920;**
- **Profitability Index (PI): 11.10;**
- **Internal Rate of Return (IRR): 145%.**

These results indicate that investment in the development of Deft Ruang Belajar is financially feasible and offers a highly attractive rate of return.

Development Strategy and Sustainable Competitive Advantage

Based on the findings, the development strategy of Deft Ruang Belajar in enhancing sustainable competitive advantage includes:

- educational service innovation;
- digital transformation and technology-based marketing;
- strengthening human resource quality;
- operational efficiency and quality control;

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- sound financial management; and
- educational program diversification.

The sensitivity analysis indicates that the institution possesses a relatively high level of resilience against changes in market conditions, enabling it to maintain business sustainability under various economic scenarios.
Therefore, the integration of strategic management and business feasibility analysis has proven to be an effective development model for enhancing the sustainable competitive advantage of non-formal educational institutions.

CONCLUSION

Based on the findings and discussion regarding management development strategies at Deft Ruang Belajar, it can be concluded that the implementation of integrated strategic management plays a significant role in enhancing the competitiveness and sustainability of non-formal educational institutions.

First, Deft Ruang Belajar has implemented adaptive management development strategies through the integration of innovation management, marketing management, operations management, human resource management, and financial management. These strategies have been realized through educational service development, digital transformation, human resource enhancement, and operational optimization focused on efficiency and service quality.

Second, the financial feasibility analysis demonstrates that Deft Ruang Belajar possesses a high level of business feasibility. This is reflected in consistent revenue growth, positive profitability, and favorable investment indicators, including Return on Investment (ROI), Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI), Internal Rate of Return (IRR), and Payback Period (PP).

Third, the sensitivity analysis indicates that Deft Ruang Belajar has a relatively strong level of business resilience against market fluctuations. Although pessimistic scenarios may result in reduced profitability, these impacts can be mitigated through service diversification strategies, digital marketing optimization, human resource enhancement, and operational cost control.
Finally, the integration of strategic management and business feasibility analysis has proven to be an effective model for improving sustainable competitive advantage in non-formal educational institutions. This approach enables

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organizations to optimize resource management, adapt to environmental changes, and establish sustainable competitive advantages.

Managerial Implications

The findings of this study provide several managerial implications for the management of non-formal educational institutions:

1. Strategic Management Implications

Managers of non-formal educational institutions should implement adaptive and long-term strategic planning to address changes in the educational environment and technological advancements.

2. Innovation Management Implications

Educational institutions should continuously develop service innovations, learning methods, and digital transformation initiatives to improve service quality and organizational competitiveness.

3. Human Resource Management Implications

The competencies of educators and administrative staff should be continuously developed through training programs, performance evaluations, and effective reward systems.

4. Marketing Management Implications

The utilization of digital technology and social media-based marketing strategies should be optimized to expand market reach, strengthen institutional branding, and increase customer loyalty.

5. Financial Management Implications

Sound, efficient, and investment-oriented financial management practices should be implemented as the basis for business development decision-making.

Research Limitations

This study has several limitations:

- The study was conducted in only one non-formal educational institution, limiting the generalizability of the findings.
- Financial analysis was based on projected business development data and therefore depended on several assumptions.
- The study did not comprehensively examine external factors such as government policies and market behavior changes.

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Recommendations for Future Research

Future studies are recommended to:

- involve a larger number of non-formal educational institutions as research objects;
- develop strategic management models based on digital technology;
- integrate sustainability and digital transformation approaches into the development of non-formal educational institutions; and
- conduct comparative studies among non-formal educational institutions to establish more comprehensive development models.

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