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# THE STRATEGY PROGRAM FOR IMPROVING AVIATION VOCATIONAL COLLEGE STUDIES THROUGH INTERNATIONAL TRAINING INTEGRATION

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## Abstract

*Merdeka Belajar Kampus Merdeka (MBKM) Program aims to improve graduates' abilities, soft skills, and hard skills following the needs of the times to prepare graduates to become superior and personable future leaders and the acceleration of Indonesian human resources education is more focused on vocational education human resources. This research aims to develop appropriate strategies to improve human resources competency to support the transformation of the transportation sector by integrating the international training curriculum into the curriculum and syllabus of higher education study programs so that it has an impact on increasing the quality of the leading performance indicators in the independent learning campus of independent higher education. This research uses the Strengths, Opportunities, Aspirations, and Results (SOAR) analysis method to analyze the internal factors' Strengths, Aspirations, and external factors' opportunities and results, which are the basis for determining strategy. The results of the research analysis conducted on the strategy for improving study programs in the higher education environment of the Ministry of Transportation aviation vocational college through the integration of international training is a new policy that is the output of the international curriculum and syllabus of higher education, international competency certificates to benefit from improving the quality of education and its relevance to the needs of the global market—the implementation impact to improve competency in supporting the transformation of the transportation sector.*

**Keywords:** *strategy program, aviation, vocational college, training integration*



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## Introduction

Strategy is vital to achieving its advantage and specific goals. The importance of strategy for a company determines its progress or decline in business competition. In addition to being a path to success in finding the rightness and effectiveness of the company. Generally, strategy can be interpreted as a set of critical choices for planning and implementing a series of action plans and resource allocations that are important in achieving goals and objectives by considering the ideal competitive, comparative, and synergistic advantages that are sustainable towards, scope, and perspective of the overall long-term ideal of individuals or organizations (Amelia & Sugianto, 2020; Mohajan & Mohajan, 2022). As a basis for formulating a strategy, the company must be sensitive to various situations and changes in the dynamic environment and market to become a sustainable advantage and realize the company's ability to win the competition (Nupi Hasyim, 2023). The use of educational strategies in education is essential because it makes it more accessible to achieve optimal results.

Facing the acceleration of development in the transportation sector is necessary to fulfill the needs of human resources in the aviation sector by increasing the competence of human resources to support the transformation of the transportation sector (Forsyth, 2021; Griffin & Jiao, 2019; Shirvani, 2019). Accelerating the increase in vocational education is expected to create superior, specific, competent, and professional human resources. In facing changes in society, culture, working environment, and rapid technological advances, human resource capabilities must be prepared to respond to the demands of the times (Kumar et al., 2023; Shenkoya & Kim, 2023). Human resource development readiness is vital to face challenges in disruption 4.0 (Septia et al., 2023). External strategic issues include the Industrial Revolution 4.0, which is the new face of the current scope of work that integrates virtual production processes and artificial intelligence and competition for the quality of human resources in the international world.

Aviation industry services must continue to improve the quality of services in various fields, ranging from human resources professionals to supporting facilities (Septiani & Cahyono, 2019). Link and match not only with the industries and working environment but also the constantly changing future. Universities must design and implement innovative learning processes to achieve optimal results (Agustin et al., 2022). The development of the aviation industry can provide employment opportunities directly and indirectly to the Indonesian people (Kaspers et al., 2019). The development of technology brings very rapid changes in the lifestyle of organizations, including the world of education; the use of technology becomes the main thing when the speed of information has passed without limits (Mohamed Hashim et al., 2022; Shenkoya & Kim, 2023). The government launched the *Merdeka Belajar Kampus Merdeka* (MBKM) Program to realize superior human resources towards an advanced Indonesia in 2045. Implementing the MBKM Program is a driving force for universities to achieve the main performance indicator targets to provide human resources based on the needs of industry, the business world, and the world of work (Purnaningsih et al., 2023). In the case of aviation vocational college study, a detailed analysis of the needs of the industry must be faced; the curricula must have links and match the needs of the industry to prepare alums to fulfill their careers in the industry (Ariyani et al., 2021). In line with research entitled analysis of surfing tourism development in Pasir Putih Sawarna Beach, Banten describes the SOAR analysis matrix as a material for compiling strategic factors that describe how external strengths and opportunities can be adjusted with aspirations and desired measurable results without eliminating the aspects of weaknesses and threats that exist in its management (Cole et al., 2019).

This research aims to develop an appropriate strategy to improve the competence of human resources to support the transformation of the transportation sector by integrating the international training curriculum into the curriculum and syllabus of the higher education study program so that it

impacts the quality of the leading performance indicators in the MBKM of higher education. Our research uses SOAR because the SOAR process involves the conversation to identify and analyze needs and opportunities to create aspirations, goals, strategies, and commitments to achieve results (Nupi Hasyim, 2023). By conducting this research, we hope to increase our reputation, strengthen the institution's position as an excellent and internationally recognized educational institution, and increase public and industry trust in the quality of education provided.

## Methods

This qualitative study processes data and analyzes problems using the Strengths, Opportunities, Aspirations, and Results (SOAR) analysis method to evaluate the internal factors referred to in SOAR, which is the basis for determining strategies and an approach used to understand and evaluate the positive potential of an organization, individual, or project. The SOAR approach identifies and focuses on strengths and opportunities rather than simply exploring problems, deficiencies, weaknesses, and threats (Kumar et al., 2023). It also focuses on positive elements and the potential development of problems and weaknesses. SOAR analysis provides a more positive and proactive view of the situation evaluation than traditional methods, focusing more on problems and weaknesses. It can help organizations or individuals develop strategic plans more oriented towards growth and utilizing existing potential. SOAR analysis is a systematic approach used in education to analyze and understand the key elements that can affect the success and development of an educational institution, maximize potential, and positively contribute to the achievement of educational goals.

Strategic issues of vocational colleges in aviation face challenges in improving the quality of study programs to compete globally (Huang, 2023). One of the strategies that has been issued is integrating international training into the existing curriculum, which is expected to increase the competitiveness of graduates and the relevance of study programs to industry

needs. SOAR analysis is used to analyze development and formulate future development management strategies. SOAR analysis was chosen because it emphasizes the aspects of aspirations obtained from related parties and the results to be achieved. SOAR is a very positive framework for strategic thinking and analysis. It allows an individual, team, or organization to create a strategy or strategic plan to build its future through collaboration, shared understanding, and commitment to action (Cole et al., 2019).

**Table 1.** Indicator Strength, Opportunities, Aspiration, and Results

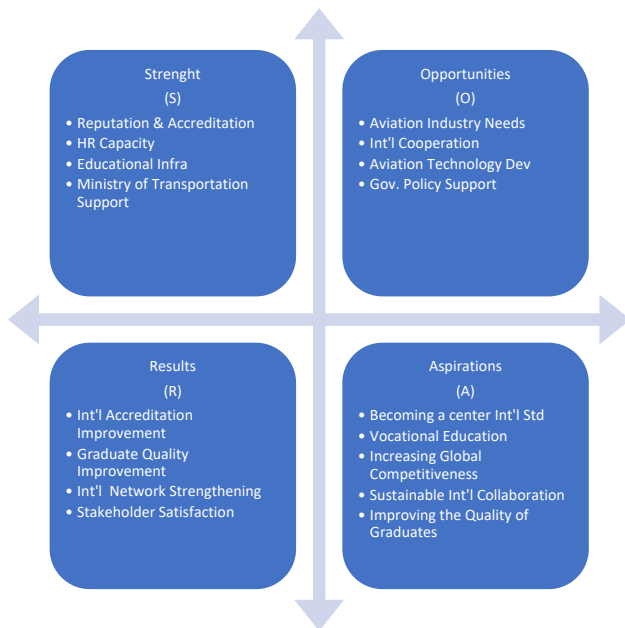
	<b>Strength</b>	<b>Opportunities</b>
Internal/ Eksternal	List of internal strength factors	List of external opportunities
<b>Aspirations</b> List of internal expectation factors	<b>Strategy SA</b> Create a strategy using strengths to achieve aspirations	<b>Strategy OA</b> Create aspiration-oriented strategies that are expected to take advantage of opportunities
<b>Result</b> List of measurable results to be achieved	<b>Strategy SR</b> Create a strength-based strategy to achieve measurable results.	<b>Strategy OR</b> Opportunity-oriented strategies to achieve measurable results

Source : Stavros dan Cole in year 2013

SOAR analysis stage, according to Rothwell in 2015, SOAR presents an approach that begins with initiating to help organizations inquire about strengths, opportunities, aspirations, and outcomes; imagine their best future; innovate strategies, strategic initiatives, plans, systems, designs, and structures; and inspire strategic plans and strategies to create positive outcomes. SOAR uses a whole-system/stakeholders approach to strategic thinking, planning, and leading.

## Results and Discussions

The SOAR analysis matrix is material for compiling strategic factors that describe how external strengths and opportunities can be adjusted to aspirations and desired measurable results without eliminating the weaknesses and threats in an organization's management. The SOAR analysis matrix used in this study can be seen in Figure 1 below:



**Figure 1.** Organizational diagnosis and analysis

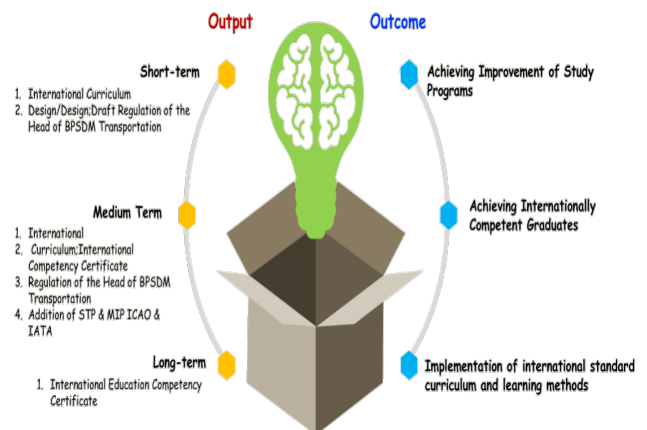
Figure 1 shows the SOAR analysis matrix, where each variable will be described according to the situation and conditions in the field. Strength is used to see what strengths are owned. Opportunities are used to see what opportunities are owned that can be developed further. Aspirations are used to accommodate the aspirations and hopes of stakeholders related to organizational management. Results are used to measure the results to be achieved in the future in organizational development. This analysis will create several main strategies that are determined based on Strength-aspirations (SA), Opportunities-aspirations (OA), Strength-results (SR), and Opportunities-results (OA).

The strategy for improving study programs in the higher education environment of the Ministry of Transportation, Aviation Vocational College through international training integration is a strategic step that must be taken immediately to answer globalization challenges and improve graduate competitiveness in the international market. Although various challenges must be overcome, the benefits of this integration are enormous, both for educational institutions, the aviation industry, and the development of human resources.

The results of the strategy for improving study programs in the higher education environment of the ministry of transport,

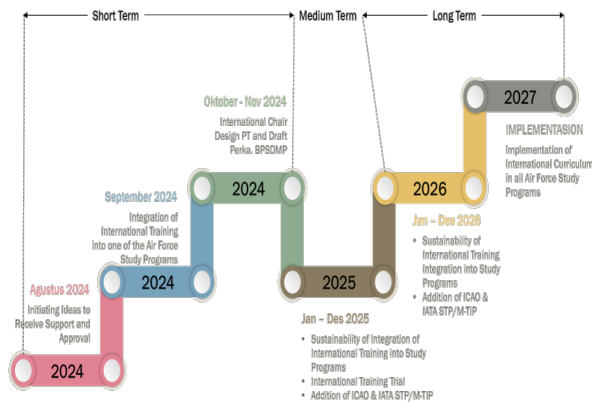
aviation vocational college through international training integration are: 1) Short-term, including the design of the international curriculum for one of the higher education study programs and the draft regulation of the head of the transportation human resources development agency concerning the curriculum and syllabus of the study program, 2) Medium-term including the international curriculum for one of the higher education study programs; regulation of the head of the transportation human resources development agency concerning the curriculum and syllabus of the study program; ICAO STP & M-ITP; International competency certificate, 3) Long-term including the international curriculum for the higher education study program; regulation of the head of the transportation human resources development agency concerning the curriculum and syllabus of the study program; STP & M-ITP ICAO; international certificate of competence.

The expected outcomes of the output produced are achieving improvement of study programs in the higher education environment of the Ministry of Transportation, aviation vocational college through international training integration, achieving internationally competent graduates who have internationally recognized skills and certifications, are ready to work, and compete in the global labor market, and meet international aviation industry standards. Implementing an internationally standardized curriculum and learning methods, resulting in a more relevant, effective, and up-to-date education process with developments in global aviation.



**Figure 2.** Output and Outcome

To achieve the expected changes, many activities will be carried out.



**Figure 3.** Stages of Strategic Plan Change

Figure 3 explains the stages and activities to achieve short-term, medium-term, and long-term changes.

**Table 2.** Short Term Stages

NO.	ACTIVITY	OUTPUT
1.	Drafting of draft change Ideas	Presentation of change Ideas
2.	Consultation with coach	Control card
3.	Consultation with mentors and Co-mentors	Approval sheet, support sheet, and control card
4.	Effective team building	Decree
5.	Preparation of lesson plans	RPP Document
6.	Learning plan seminar	Presentation and project change script
7.	Effective team discussion	Minutes and photos
8.	Discussions with internal stakeholders	Minutes and photos
9.	Integration of international training into one of the Aviation study programs	Minutes, curriculum syllabus design, and photos
10.	Preparation of the draft regulation of the head of BPSDM transportation concerning the curriculum and syllabus of study programs	Draft regulation of the head of BPSDMP
11.	Preparation of project change actualization report	Presentation and report manuscript

12.	Project change and actualization report seminar	Presentation and report manuscript
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The project leader’s short-term goal is to develop a detailed change project plan, including objectives, scope, schedule, and resources needed. Set goals and milestones to establish clear goals and project milestones to monitor progress. Mentors and Co-Mentors, namely the head of the civil aviation human resources development center, have a massive role in the change action.

Have the following duties guiding change action leaders (project leaders) based on professionalism: provide full support in implementing change projects, support empowering human resources and other resources related to implementing change actions, and assist in mapping the change action agenda that will be implemented.

**Table 3.** Medium Term Stages

NO	ACTIVITY	OUTPUT
1.	Finalization of the regulation of the head of BPSDM transportation regarding the curriculum and syllabus of study programs	Head of BPSDMP regulation
2.	Integration of international training into the Aviation Safety Study program	Minutes, curriculum, syllabus, and photos
3.	Integration of international training into the Aviation Management Study program	Minutes, curriculum, syllabus, and photos
4.	Integration of international training into aviation study programs	Minutes, curriculum, syllabus, and photos
5.	Integration of international training into aeronautical engineering study programs	Minutes, curriculum, syllabus, and photos

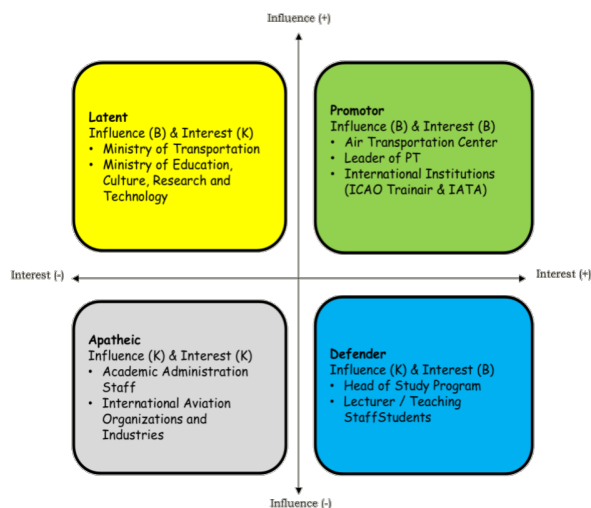
Medium-term goals are knowing the need for International training that will be integrated into the aviation higher education study program curriculum and developing a curriculum plan or design for one of the higher education study programs integrated with international standards, conducting international training integration trials in study programs, adding ICAO and IATA

STP/ITP/M-ITP according to curriculum requirements.

**Table 4.** Long Term Stages

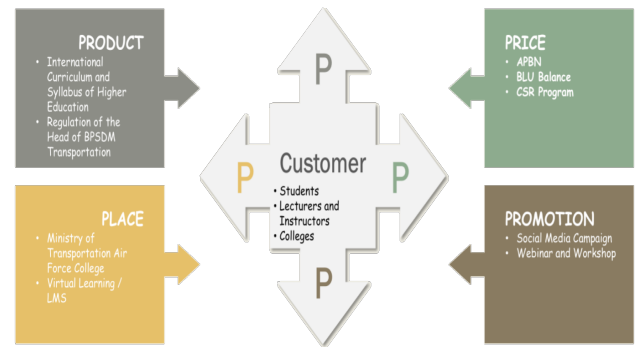
NO	ACTIVITY	OUTPUT
1.	Integration of international curriculum in all Aviation study programs	Minutes, curriculum, syllabus, and photos
2.	Implementation of the international curriculum in all aviation study programs	Improvement of key performance Indicator 8 – Merdeka Belajar Kampus Merdeka (MBKM)
3.	Monitoring and formative evaluation of learning	Minutes and documentation

The coach carries out regular/periodic monitoring and intervenes if the change action project leader experiences problems. The coach also provides feedback on the progress of optimization reports and implementation of change actions. The long-term goal is integrating international training throughout the aviation higher education study program curriculum. Implementing the international standard curriculum and learning methods has resulted in a more relevant, practical, and up-to-date educational process with developments (Drake & Reid, 2020; Mielikäinen, 2022).



**Figure 4.** Diagram Stakeholder

The marketing strategy plan includes identifying stakeholders to provide strategic support and resources for developing quality human resources. Here is a quadrant diagram of how vital and influential stakeholder interests are in achieving the strategy.



**Figure 5.** Strategy Marketing 4P+1C

In addition, a marketing strategy is needed to support improving the study program of the aviation occasional college by integrating international training. The following is a marketing strategy with a 4P + 1C approach that is product, price, place, promotion, and customer. The product of the study program improvement strategy in the higher education environment of the Ministry of Transportation, Aviation Vocational College through international training integration is a new policy with the output of the international curriculum and syllabus of higher education, international competency certificates and regulations of the head of the transportation human resources development agency, in line with the research entitled MBKM learning program development strategy to improve the leading performance indicators of higher education that the MBKM program strengthens the curriculum through curriculum workshops and increases the understanding and motivation of lecturers and students regarding MBKM (Yoesdiarti et al., 2022). The benefits of this research are that it will provide solutions for higher education institutions in the aviation transportation human resources development center environment in the era of Industry 4.0 to support independent learning (Rohida, 2018).

The goal of this independent campus is to improve the competence of graduates, both in terms of soft skills and hard skills, so that they are more prepared and relevant to the needs of the times, preparing graduates as future leaders of the nation who are superior and have personality (Simatupang & Yuhertiana, 2021). Institutions that successfully integrate international training will benefit from improved quality of

education, competitiveness of graduates, and institutional reputation, thus impacting and supporting the transformation of the transportation sector.

### Conclusion

Mitigation plans can be carried out by adjusting the number of study programs to the available budget, developing the curriculum and syllabus of the study program involving competent resource persons from aviation vocational colleges and stakeholders related to the aviation sector, discussing the integration of the curriculum and syllabus of international training into the study program in line with the STP that has been approved by ICAO for the center for human resources development for aviation transportation as the holder of the ICAO Train Air Plus approval for Indonesia. Furthermore, it can follow up on the short-term, medium-term, and long-term milestones that have been made and can be implemented. From the results of the analysis carried out for the strategy to improve the study program of aviation vocational colleges through the integration of international training, it can be an innovative and strategic step in improving the quality of education and relevance to the global market needs to improve HR competency in supporting the transformation of the transportation sector. The key to success is also the support and commitment of the leadership, comprehensive planning, commitment from internal stakeholders, and an effective team that will work according to the timeline.

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