

INTISARI

Penelitian ini bertujuan untuk menganalisis strategi keberlanjutan Sekolah Islam Al Azhar Yogyakarta pasca reposisi merek yang meliputi identifikasi terhadap langkah-langkah konkret reposisi merek, pengembangan inovasi dan kreativitas, serta faktor-faktor penentu kesuksesan strategi keberlanjutan. Latar belakang penelitian didasari oleh adanya perubahan visi dan launching merek AYWS pada awal 2024 sebagai respons terhadap persaingan ketat di sektor pendidikan, perubahan preferensi konsumen, kemajuan teknologi, dan perkembangan era globalisasi. Penelitian ini menggunakan pendekatan kualitatif naratif interpretatif yang diperkuat dengan kuantitatif deskriptif. Data kualitatif dikumpulkan melalui wawancara semi-terstruktur, observasi dan analisis dokumen. Data kuantitatif diperoleh dari kuesioner yang disebarakan kepada responden relevan.

Hasil penelitian menunjukkan bahwa Al Azhar Yogyakarta menerapkan sembilan langkah reposisi merek namun belum berjalan efektif. Hal ini disebabkan implementasi kerja yang belum merata di seluruh jenjang pendidikan. Selanjutnya, pengembangan inovasi dan kreativitas telah berjalan positif namun masih diperlukan peningkatan performa lebih lanjut pada jenjang SD untuk membangun persepsi publik yang konsisten. Kemudian, dalam strategi keberlanjutan dapat diidentifikasi bahwa implementasi faktor-faktor penentu kesuksesan seperti efisiensi sumber daya keuangan, keterlibatan stakeholder, kinerja proses internal, dan praktik pertumbuhan pembelajaran menunjukkan hasil pencapaian yang bervariasi antar jenjang pendidikan sehingga persepsi publik terhadap praktik keberlanjutan belum kuat.

Kontribusi penelitian ini secara teoretis memperluas kajian reposisi merek di sektor pendidikan dengan mengintegrasikan konsep kapabilitas dinamis, Resource Based View, dan Knowledge Based View ke dalam strategi keberlanjutan. Secara praktis, penelitian ini memberikan panduan langkah strategis yang dapat digunakan oleh AYWS dan lembaga pendidikan lainnya untuk mendorong keberhasilan reposisi merek secara berkesinambungan, relevan dengan kebutuhan pasar, dan adaptif terhadap perubahan lingkungan bisnis.

Kata kunci: Reposisi Merek, Strategi Keberlanjutan, Inovasi, Kapabilitas Dinamis, *RBV, KBV*.

ABSTRACT

This study aims to analyze the sustainability strategy of Al Azhar Islamic School Yogyakarta after its brand repositioning. This includes identifying concrete steps for brand repositioning, developing innovation and creativity, and determining factors for the success of the sustainability strategy. The research background is based on the change in vision and the launch of the AYWS brand in early 2024 in response to intense competition in the education sector, changing consumer preferences, technological advances, and developments in the globalization era. This study uses a qualitative, interpretive narrative approach, reinforced by descriptive quantitative data. Qualitative data were collected through semi-structured interviews, observation, and document analysis. Quantitative data were obtained from questionnaires distributed to relevant respondents.

The research results show that Al Azhar Yogyakarta implemented nine brand repositioning steps but they have not been effective. This is due to uneven implementation across all levels of education. Furthermore, the development of innovation and creativity has been positive, but further performance improvements are still needed at the elementary school level to build consistent public perception. Furthermore, in the sustainability strategy, it can be identified that the implementation of critical success factors such as financial resource efficiency, stakeholder engagement, internal process performance, and learning growth practices show varying results across levels of education, resulting in a lack of strong public perception of sustainability practices.

This research theoretically expands the study of brand repositioning in the education sector by integrating the concepts of dynamic capabilities, Resource-Based View, and Knowledge-Based View into sustainability strategies. Practically, this research provides strategic guidance that AYWS and other educational institutions can use to drive successful brand repositioning that is sustainable, relevant to market needs, and adaptive to changes in the business environment.

Keywords: Brand Repositioning, Sustainability Strategy, Innovation, Dynamic Capabilities, *RBV*, *KBV*