



EVALUATION OF STRATEGIC PLANS

Anita Handayani¹, Zamroni²

^{1,2} Pascasarjana Universitas Islam Negeri Sultan Aji Muhammad Idris Samarinda, East Java, Indonesia

Email: anitahandayani1988@gmail.com¹, zamroni@gmail.com²

Abstract:

Evaluation of strategic plans also helps organizations identify obstacles faced during implementation, analyze discrepancies between plans and achievements, and provide input for future improvements. The purpose of this article is to explain the definition and basic concepts of strategic plan evaluation, analyze the effectiveness of implementing strategic plans in achieving organizational goals to assess the extent to which the strategies implemented have succeeded in achieving the expected targets. Identifying obstacles in implementing strategic plans and their impact on achieving organizational goals to understand the factors that hinder success and their negative impact on organizational goals. Assess the relevance of strategic plans that have been prepared in facing changes in the external environment to ensure existing strategies remain appropriate to the situation and needs that continue to develop. Determining the most appropriate evaluation method or approach. This process ensures that the strategy remains relevant in facing the dynamics of change in both the internal and external environment. Ultimately, strategic plan evaluation serves as a continuous learning and development tool for the organization. Evaluation of educational strategic plans is an essential step that allows educational institutions to assess the effectiveness of strategies that have been implemented and ensure optimal achievement of educational goals. Through this evaluation, related parties can identify successes and correct weaknesses in strategy implementation, so that future planning can be more relevant and responsive to student needs and existing challenges.

Keywords: *Evaluation, Strategy Plan, Education*

INTRODUCTION

This article aims to discuss the importance of evaluating strategic plans and explore evaluation methods that can be used. By carrying out appropriate evaluations, it is hoped that the preparation and implementation of educational strategic plans can be more effective, so that the quality of national education can continue to be improved. Readers are generally interested in understanding the importance of strategic planning for organizations, including schools, as well as the various factors that can cause problems in the formulation of these plans. Evaluation is very strategic and important to study, because evaluation is a process of assessing, measuring and comparing a program, in an effort to improve it. Strategic Plan Evaluation is an essential process in assessing the effectiveness and success of an organization's strategy implementation.

In a dynamic and competitive business environment, every organization must be able to adapt and refine their strategies to remain

relevant and able to achieve their stated goals. Through strategic evaluation, organizations can identify internal and external factors that influence the success of strategic plans, find gaps in their implementation, and evaluate whether resources have been used efficiently. Thus, strategic plan evaluation is not just a tool

Education plays an important role in the social and economic development of a country, so strategic planning in this sector is a vital element for achieving sustainable development goals. The education strategic plan is designed as a road map that guides the development of the education system so that it is aligned with the national vision, mission and goals. This process involves an in-depth analysis of various aspects of education, including the curriculum, teaching staff, facilities and infrastructure, as well as community participation in supporting learning. However, the implementation of educational strategic plans does not always go according to expectations. Many factors, both internal and external, can influence the success of this strategy. Therefore, evaluation of educational strategic plans is very important to assess the extent to which the plans prepared have been achieved, identify the obstacles faced, and determine the necessary corrective steps.

RESEARCH METHODS

The approach used in this research is a mixed-method approach, namely a combination of qualitative and quantitative approaches. A qualitative approach was used to gain in-depth information regarding the strategic plan evaluation process through in-depth interviews, documentation analysis, and observation of strategy implementation. A quantitative approach is used to measure the level of achievement of strategic goals through numerical data, for example by using key performance indicators (KPI) and surveys.

Scope or Research Object The scope of this research includes: Evaluation of strategies implemented by an organization or company. The main focus is on the implementation process, resulting performance, and strategy adjustments to achieve the goals set in the strategic plan. Operational Definition of Variables/Research Focus Strategic Plan: Document that contains a long-term plan that includes goals, objectives and strategies to achieve the organization's vision and mission. Strategic Plan Evaluation: The process of assessing the extent to which the strategic plan has been implemented in accordance with the stated objectives, as well as its effectiveness and efficiency. Key Performance Indicators (KPI): Quantitative measures used to assess performance in achieving strategic objectives (e.g., revenue growth rate, market share, customer satisfaction).

Strategy Effectiveness: The level of success in achieving the goals and objectives set in the strategic plan. Strategy Efficiency: The use of resources in the strategy implementation process to achieve optimal results. This research was conducted in companies or organizations that have implemented strategic plans within a certain time period. The chosen location can be an industrial sector that is relevant to the research focus, for example manufacturing companies, services, or non-profit organizations. Population: Managers, key staff and related parties who are directly involved in the strategy planning and implementation process in a company or organization. For the qualitative approach, informants involved in in-depth interviews will be selected purposively, namely those who have an understanding or significant role in the implementation and evaluation of strategic plans.

For the quantitative approach, samples are taken from organizational performance data, which involves measuring KPI indicators within a specified

period. Documents related to company strategic plans, annual reports, financial reports, and strategy evaluation documents. Interviews with managers, executives and key employees involved in implementing the strategy. Surveys or questionnaires that measure customer satisfaction or the effectiveness of strategic processes. Questionnaire to collect quantitative data related to strategy effectiveness and efficiency. Interview guide for in-depth interviews in qualitative data collection. Documentation for strategic plan analysis and performance reports.

In-depth interviews with stakeholders involved in strategy creation and evaluation to gain views and experiences regarding the evaluation process.

Document analysis of strategic reports, annual reports and evaluations that have been carried out previously. Direct observation of the implementation of strategic plans in the organization.

Surveys or questionnaires to collect data from employees, managers and customers regarding the achievement of strategic goals and their satisfaction with the results. Analysis of secondary data in the form of performance reports (for example, financial, market share and customer satisfaction).

RESULTS AND DISCUSSION

The basic concept of strategic plan evaluation involves several main elements, namely measurement, analysis, and adjustment. Measurements are carried out to collect data regarding the achievement of results and compare them with predetermined targets. After measurement, the analysis stage is carried out to identify what factors support or hinder the success of the strategy. Based on this analysis, organizations can make adjustments to current strategies or create new plans that are more appropriate to current conditions. Thus, strategic plan evaluation helps organizations not only assess success, but also becomes a basis for improving and developing strategies in the future, so that the organization remains adaptive and ready to face challenges.

A. Definition and basic concepts of strategic plan evaluation?

Strategic plan evaluation is the process of assessing how effectively a strategy has been implemented in achieving organizational goals. This evaluation is important because it allows the organization to see whether the actions it has taken are in accordance with the vision and mission that have been formulated. In this context, evaluating a strategic plan is not just about looking at the final results, but also analyzing the implementation process. This means the organization assesses whether the steps it has taken are going according to plan or there are things that need to be improved. Evaluation also allows organizations to understand whether the strategies used are still relevant or need to be adapted to changing environmental conditions, such as changes in technology, the economy, or market needs..

B. Effectiveness of implementing strategic plans in achieving goals

The effectiveness of implementing a strategic plan plays a very important role in determining whether the organization is able to achieve its stated goals. This effectiveness refers to how well the strategy prepared on paper can be implemented in reality. In this case, a good strategic plan not only considers the long-term goals of the organization but also how these steps are implemented in each part of the organization. If the implementation of the strategic plan is effective, the organization will see real progress towards achieving the desired goals. On the other hand, if there are obstacles or deviations in implementation, the organization may find it difficult to achieve targets, and this may result in wasted resources or even losses.

C. Obstacles faced in implementing strategic plans, and how they impact on achieving organizational goals

In the process of implementing strategic plans, organizations often face various obstacles that can interfere with achieving targets. One common obstacle is the lack of effective communication between management and employees at various levels. When the vision, mission, or strategy is not clearly communicated, each team member may have a different understanding of the organization's priorities and goals, which can ultimately result in an imbalance in implementation. Additionally, lack of resources, be they financial, human, or technological, is also a major obstacle. Without adequate resource support, strategies that are good on paper are difficult to realize in reality, so that the goals that have been set cannot be achieved optimally.

D. To what extent the strategic plan that has been prepared is still relevant in facing changes in the external environment

The relevance of strategic plans is very important in facing changes in the external environment that are often unpredictable. The external environment, such as economic changes, technological developments, government regulations, and market dynamics, has a major impact on the running of an organization. A strategic plan prepared some time ago may have been designed taking into account the conditions prevailing at that time. However, when conditions change, organizations must reevaluate whether the plan is still appropriate. For example, a company may be planning market expansion in a region, but if significant changes occur in the economy or government policies, then the strategy needs to be adjusted to remain relevant and not cause losses.

E. What evaluation method or approach is most appropriate to assess the success of the strategic plan

To assess the success of a strategic plan, appropriate evaluation methods are essential. The Balanced Scorecard approach is often considered effective because it allows evaluation from multiple perspectives, such as financial, customer, internal processes, and organizational learning and growth. By measuring these aspects, organizations can get a more comprehensive picture of the success of the strategy implemented, not only from financial results, but also from operational and capacity development aspects. Apart from that, evaluation based on Key Performance Indicators (KPI) is also useful, because it focuses measurement on key indicators that are relevant to the strategic goals to be achieved. These approaches can help organizations ensure that the strategies implemented really have a positive impact according to the stated goals.

F. The results of the strategic plan evaluation can be used as a basis for improving and developing strategies in the future

Improved evaluation results from strategic plans are very important because they provide a clear picture of how effective a strategy is. From the evaluation results, we can see what has been successful and what still needs to be improved. For example, if there is a part of the strategy that does not achieve the expected targets, the results of this evaluation can show where the problem lies. That way, we can make better decisions to improve the strategy in the future so that the results are more optimal.

CONCLUSION

Evaluation of strategic plans is an important step to assess the effectiveness of a strategy and ensure that organizational goals are achieved optimally. This evaluation process helps organizations identify successes as well as find deficiencies in strategy implementation. With evaluation, organizations

can get a clear picture of actual performance compared to predetermined plans. In addition, the results of the strategic plan evaluation are not only useful for understanding current achievements, but also provide a strong basis for improving and developing strategies in the future. By evaluating what works and what doesn't, organizations can adapt their strategies to better suit needs and challenges that may arise.

This process ensures that the strategy remains relevant in facing the dynamics of change in both the internal and external environment. Ultimately, strategic plan evaluation serves as a continuous learning and development tool for the organization. Regular evaluations help organizations become more flexible and responsive to change, enabling them to continuously develop and achieve better results. Thus, evaluating strategic plans is not just a matter of looking back, but is also an important step in designing a more effective and competitive future.

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