

## ABSTRAK

**Muhammad Fajri Romadhoni. NIM 190211030048.** Strategi Keunggulan Bersaing (Competitive Advantage Strategies) Pada Lembaga Pendidikan Islam Berbasis Pesantren (Studi Multi Situs Pada Pondok Pesantren Darul Hijrah Martapura dan Pondok Pesantren Darul Ilmi Banjarbaru). Di bawah bimbingan (I) Dr. Wahyudin, M.Si dan (II) Dr. Suriagiri, M.Pd, Tesis, Progam Pascasarjana UIN Antasari Banjarmasin, 2023.

**Kata Kunci: Strategi, Cost Leadership, Diferensiasi, Fokus**

Penelitian ini dilatar belakangi oleh pesatnya kemajuan setiap lembaga pendidikan di Indonesia. Sehingga masing-masing lembaga pendidikan ingin menjadikan lembaga pendidikan mereka yang terbaik menurut versinya dan meniscayakan adanya persaingan. Tujuan penelitian ini adalah untuk mengetahui strategi bersaing yang diterapkan pada lembaga pendidikan berbasis Islam, yaitu Pondok Pesantren Darul Hijrah dan Pondok Pesantren Darul Ilmi Banjarbaru dengan fokus penelitiannya yaitu bagaimana penerapan strategi *cost leadership*, diferensiasi, dan fokus pada Pondok Pesantren tersebut.

Pendekatan penelitian ini adalah pendekatan kualitatif dengan metode penelitian diskriptif. Desain penelitian ini menggunakan desain penelitian multi situs. Teknik pengumpulan data dengan menggunakan observasi, wawancara dan dokumentasi. Subjek penelitiannya adalah staf humas dan guru pondok pesantren Darul Hijrah serta Darul Ilmi, sedangkan Objek penelitiannya adalah Strategi Bersaing. Teknik analisa datanya menggunakan reduksi data, penyajian data serta penarik kesimpulan.

Hasil dari penelitan ini adalah (1) Strategi *Cost Leadership* adalah strategi yang telah diterapkan oleh Pondok Pesantren Darul Ilmi (2) Strategi Diferensiasi adalah strategi yang diterapkan oleh Pondok Pesantren Darul Hijrah (3) Strategi fokus meskipun di masing-masing lembaga memiliki program penerapan pelayanan khusus bagi segmentasi tertentu, namun mereka masih melayani konsumen secara umum sehingga bisa dikatakan Pondok Pesantren Darul Hijrah dan Darul Ilmi belum menerapkan strategi fokus.

## ABSTRACT

**Muhammad Fajri Romadhoni. NIM 190211030048.** Competitive Advantage Strategies in Islamic Boarding School-Based Institutions (Multi-Site Studies at Darul Hijrah Islamic Boarding School Martapura and Darul Ilmi Islamic Boarding School Banjarbaru). Under the guidance of (I) Dr. Wahyudin, M.Si and (II) Dr. Suriagiri, M.Pd, Thesis, Postgraduate Program at UIN Antasari Banjarmasin, 2023.

**Keywords: Strategic, Cost Leadership, Differentiation, Focus**

This research is motivated by the rapid progress of every educational institution in Indonesia. So that each educational institution wants to make their educational institution the best according to its version and necessitates competition. The purpose of this study was to find out the competitive strategies applied to Islamic-based educational institutions, namely the Darul Hijrah Islamic Boarding School and the Darul Ilmi Banjarbaru Islamic Boarding School with the focus of the research on how to apply the strategy of cost leadership, differentiation, and focus on these Islamic boarding schools.

This research approach is a qualitative approach with descriptive research methods. This research design uses a multi-site research design. Data collection techniques using observation, interviews and documentation. The research subjects were the public relations staff and teachers of the Darul Hijrah and Darul Ilmi Islamic boarding schools, while the object of the research was Competitive Strategy. The data analysis technique uses data reduction, data presentation and conclusion drawing.

The results of this research are (1) the Cost Leadership Strategy is a strategy that has been implemented by Pondok Pesantren Darul Ilmi (2) The Differentiation Strategy is a strategy implemented by Pondok Pesantren Darul Hijrah (3) A focus strategy even though each institution has a service implementation program specifically for certain segments, but they still serve consumers in general so that it can be said that Darul Hijrah and Darul Ilmi Islamic Boarding Schools have not implemented a focus strategy.