





ORIGINAL

Strategic Analysis from a consulting context for the Super Kinder School Institution

Análisis Estratégico desde un contexto de consultoría para la Institución Super Kinder School

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ABSTRACT

In the current dynamic, managers of educational institutions such as Super Kinder School seek correct decisions to enhance internal efficiency and meet organizational objectives. A strategic analysis was carried out applying the interpretivist methodology through a case design and an interview with the director of the institution. This qualitative approach has given rise to strategic matrices such as Porter's Five Forces, EFE, EFI, IE, SWOT, PEYEA, MPCE, MICMAC, complemented by the Balanced Scorecard tool.

Strategies focused on market growth, product and service development, and market penetration were identified, seeking to improve internal processes and promote the growth of Super Kinder School. The consultancy is aimed at addressing essential activities for the continuous development of Super Kinder School, requiring a deep understanding of the institution, its achievements and educational services.

Keywords: Expansion; Education; Strategic Planning; Investment; Growth.

RESUMEN

En la dinámica actual, los gestores de instituciones educativas como Super Kinder School buscan decisiones acertadas para potenciar la eficiencia interna y cumplir con los objetivos organizacionales. Se realizó un análisis estratégico aplicando la metodología interpretativista a través de un diseño de caso y una entrevista a la directora de la institución. Este enfoque cualitativo ha dado lugar a matrices estratégicas como Cinco Fuerzas de Porter, EFE, EFI, IE, DOFA, PEYEA, MPCE, MIC MAC, complementadas con la herramienta Balanced Scorecard.

Se identificaron estrategias enfocadas en el crecimiento de mercados, desarrollo de productos y servicios, y penetración de mercados, buscando mejorar procesos internos y propiciar el crecimiento de Super Kinder School. La consultoría se orienta a abordar actividades esenciales para el desarrollo continuo de Super Kinder School, requiriendo una comprensión profunda de la institución, sus logros y servicios educativo.

Palabras claves: Expansión; Educación; Planeación Estratégica; Inversión; Crecimiento.

INTRODUCTION

Super Kinder School, inaugurated in 2021, is distinguished by its commitment to the integral formation of children in the preschool stage, prioritizing their cognitive, emotional, and social development. Despite a solid mission and vision, the institution faces the challenge of translating these principles into tangible achievements demonstrating its progress. In this initial growth phase, there is an opportunity to excel in early

childhood education, focusing on building values and working closely with parents and professionals. However, effectively managing the growing demand and defining specific indicators become essential to ensure success.⁽¹⁾

Super Kinder School's current organizational structure, with a balanced team ranging from teachers to administrative and student welfare staff, has been appropriate for its initial size. As the institution expands, the need arises to evaluate how this structure will evolve to accommodate growth demands. This development period also involves reviewing past strategies and effectively implementing clear and measurable strategic plans to drive competitiveness in the educational arena.⁽²⁾

The expectations of Super Kinder School's various stakeholders are crucial to its continued success. Owners seek sustainable growth and a solid reputation, with potential returns on investment. Families and children expect high-quality education and safe environments, while providers desire stable business relationships and growth opportunities. Finally, employees aspire to a work environment that promotes professional development and fair compensation. In this context, the institution is at a key moment in balancing challenges and opportunities, consolidating its position as a benchmark in preschool education. This research and diagnosis aims to analyze the different environments surrounding the company for its promotion and positioning from the business and corporate identity to achieve greater recognition and reach other niches.⁽³⁾

In Colombia, private education plays a crucial role in the economy, contributing approximately 7 % to the Gross Domestic Product (GDP), according to DANE data.⁽⁴⁾ This industry faces challenges, especially due to the COVID-19 pandemic, which has impacted its income and operations. Despite this, the private education sector has responded creatively, developing new services and strategies to remain active in economic production.⁽⁵⁾ The country's general economic situation, marked by factors such as inflation and unemployment, also significantly influences private education, affecting the ability of families to afford it and generating challenges and opportunities.⁽⁶⁾

In terms of operation, private educational institutions must comply with various parameters, including labor conditions for staff, which raises concerns about educational quality and the welfare of educators. The private sector's monthly tuition and pension costs can represent a considerable financial burden for parents and students.⁽⁷⁾ Although there are legal requirements for hiring teachers, in practice, these are not always met, potentially affecting the quality of education. In comparison, in the public sector, laws governing teacher hiring have generated contradictions and challenges in human resource management despite offering the possibility of teacher performance evaluation and salary improvements as teachers improve their educational quality. Although difficult working conditions persist in the public sector, many teachers continue to work out of vocation and commitment to education.⁽⁸⁾

Jaramillo⁽⁹⁾ approaches strategic planning as a managerial process that involves formulating long-term goals and delineating essential strategies for their achievement. This comprehensive approach enables an organization to define its future direction, identify the necessary resources, and adapt its operations to the dynamic environment. In contrast, Payares⁽¹⁰⁾ details developing strategies and action plans to achieve these objectives, allocating the relevant resources, and establishing follow-up and control mechanisms to ensure successful implementation.⁽¹¹⁾

Strategic planning is a management process that involves the formulation and execution of long-term strategies to achieve an organization's objectives. It involves defining the organization's vision and mission, analyzing the environment, identifying internal resources and capabilities, formulating strategic objectives, and implementing actions to achieve them.⁽¹²⁾

Internal assessment analyzes an organization's resources, capabilities, and strengths, identifying competitive advantages and distinctive aspects that can drive strategic success. Fundamental aspects of this analysis include evaluating resources and capabilities, breaking the value chain, and the analysis of the organizational culture and structure.⁽¹⁰⁾

The external analysis focuses on understanding an organization's context, including economic, political, social, technological, and competitive aspects. This process allows for identifying opportunities and threats that impact the organization's sustainability and performance.⁽¹³⁾

Diagnostic matrices are tools used to evaluate the strategic position of an organization. Some common matrices include and are substantiated as:^(14,15)

- MEFE Matrix (External Matrix of Strategic Factors): Helps to evaluate key external factors and their impact on the organization.
- MEFI Matrix (External-Internal Factor Matrix): Combines external and internal analysis to evaluate the organization's strategic position.
- SWOT (Strengths, Weaknesses, Opportunities, Opportunities, and Threats): Provides a complete analysis of the internal and external factors that can influence the organization's strategy.
- PEYEA (Weight, Evaluation, Yield, Strategy, and Action): It is a matrix that helps to evaluate business opportunities and strategies to take advantage of them.
- Porter's Matrix: Porter's matrix, also known as Porter's five forces analysis, is presented as a

fundamental strategic tool for assessing an industry's competition and attractiveness. The five forces it addresses include the bargaining power of suppliers, the influence of buyers, the threat of new competitors, the pressure of substitute products, and the intensity of rivalry among existing players.⁽¹⁶⁾

In parallel, the value chain, conceived by Michael Porter, is a model that breaks down an organization's activities into two categories: primary activities and support activities. The former are directly linked to the creation, delivery, and support of the product or service, while the latter provide the essential support for the effective functioning of the primary activities. Value chain analysis emerges as a valuable tool for identifying the activities that generate the most value and understanding how to optimize them to gain a competitive advantage.⁽¹⁶⁾

The Balanced Scorecard, developed by Robert Kaplan and David Norton, is a strategic measurement and management system that balances different perspectives of an organization's performance. The BSC incorporates financial and non-financial measures based on four key perspectives: financial, customer, internal processes, and learning and growth.

It provides a holistic view of organizational performance and helps to align strategic actions with stated objectives.⁽¹⁷⁾

A detailed guide has been developed to achieve the objectives established in the consulting framework for Super Kinder School. In this process, an exhaustive analysis of the different areas that make up the institution will be carried out, as they are fundamental to performing a comprehensive evaluation. In addition, a thorough investigation of internal and external factors will be carried out to understand the current situation of Super Kinder School. This analysis will facilitate the identification of strengths, weaknesses, opportunities, and threats facing the institution, thus forming the basis for the ongoing evaluation.

This research analyzes and designs a strategic proposal for Super Kinder School. It is important to point out that this is documentary research, characterized by a diagnosis of the educational dynamics of the institution and the formulation of a strategic proposal, raising the question: How can we propose a strategic plan for the Super Kinder School educational institution?

METHOD

This work is developed from the perspective of the interpretive paradigm, which is characterized as a model of convictions that approaches reality through the relationship between the subject and the object, using procedural logic to generate scientific knowledge. Consistent with this approach, the selected methodology is qualitative. It uses a case study research design to diagnose and design specific strategies for the Super Kindergarten kindergarten.

The target population is directed to the kindergarten staff, focusing on a specific worker, in this case, the Coordinator, who will also be selected as a sample for the application of the data collection instrument. A qualitative interview through convenience sampling will allow an in-depth analysis of the selected topics, identifying key variables in the research from the information provided by the selected population.

Following Hernández's perspective⁽¹⁸⁾, this research approach adopts an empirical-analytical character of a rationalistic nature, seeking to confirm hypotheses from previous information and data obtained in the field of study. The main objective of the qualitative and descriptive research is to understand phenomena and describe situations in the specific context of the Super Kinder School kindergarten based on observed behaviors, documents, and other relevant sources to identify needs or problems.

RESULTS AND DISCUSSION

In Colombia, private education, particularly kindergartens, plays a crucial role in the economy, contributing approximately 7 % to the Gross Domestic Product (GDP), according to DANE data.⁽⁴⁾ Although this industry has been affected by the COVID-19 pandemic, facing general economic challenges, such as inflation and unemployment, it has also adapted with new strategies and services to remain active in economic production. The above issues raised in the work of Santoyo et al.⁽¹⁹⁾

As a private educational institution, Kinder Super School is in a strategic position amid this dynamic environment. Despite financial and demographic challenges, the growing preference for private education offers opportunities to attract more students. Competition with other institutions and technological and health risks are critical considerations that require proactive management.⁽²⁰⁾

The institution can capitalize on changing educational trends by diversifying services, such as extracurricular programs and advanced educational technology. Adapting to the new normal, with flexible teaching methods and online options, is a key strategy to address changing educational needs. In addition, Super Kinder School can stand out in the marketplace by focusing on social responsibility and establishing strategic alliances. Connecting with the community and attracting families committed to ethical values are crucial to strengthening the corporate image.⁽²¹⁾

Although the institution has a favorable position according to Porter's matrix, effectively managing the

identified threats and continuously adapting to emerging opportunities will be essential to ensure sustainable growth and maintain educational excellence in the future.

Análisis de las cinco fuerzas de Porter

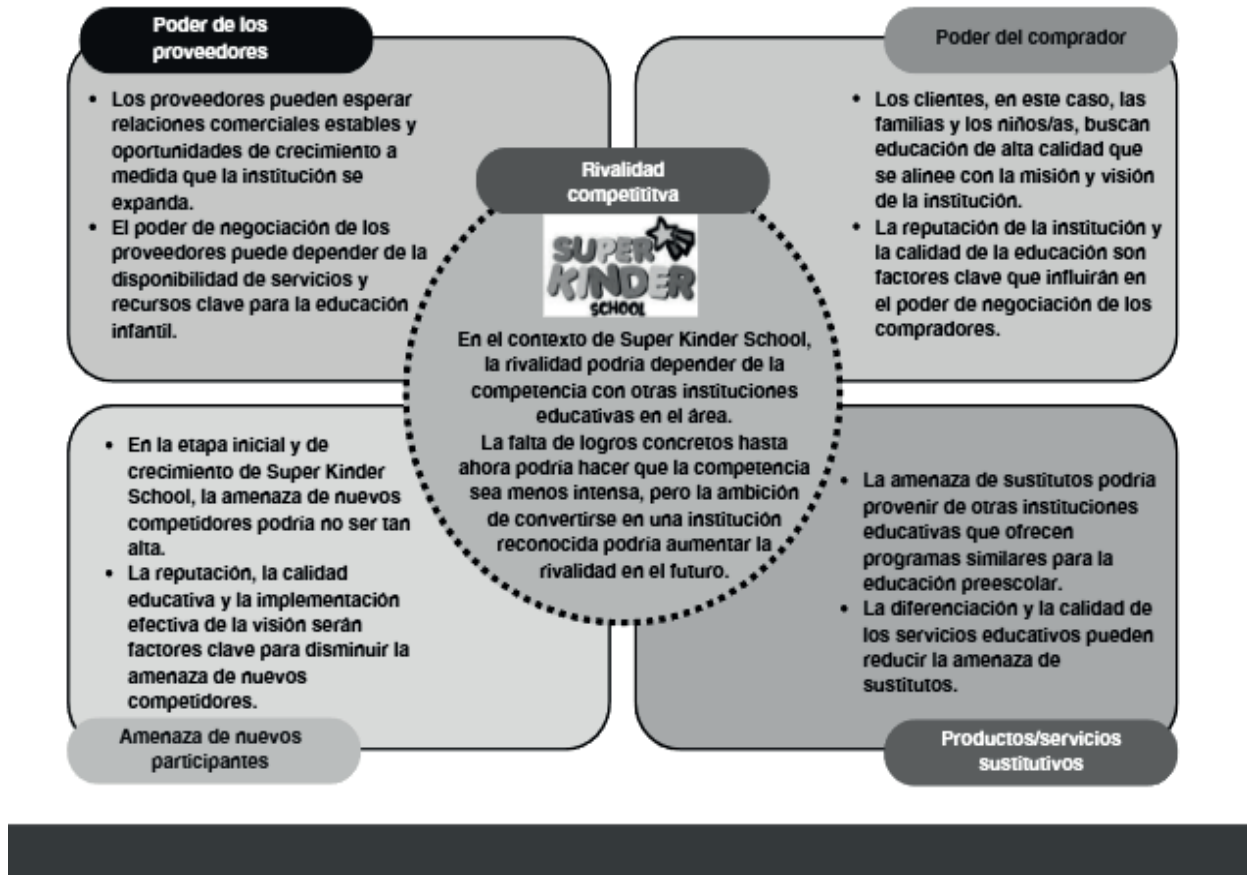


Figure 1. Porter's Forces Analysis

In the dynamic market of preschool education in Colombia, Kinder Super School, an educational institution committed to the integral formation of boys and girls, is in an initial and growing phase of its business cycle. An analysis from the perspective of Porter's matrix reveals that, although current rivalry could be higher due to the lack of concrete achievements, the ambition to be recognized for educational quality could increase competition in the future.

Customers, represented by families and children, have a high bargaining power in this market, seeking high-quality education that aligns with the institution's vision. In this context, relationships with key suppliers and effective growth management are critical to maintaining family satisfaction and ensuring educational excellence. Some marketing strategies proposed by Gallego and Paz.^(22,23)

Super Kinder School's current organizational structure balances pedagogical, administrative, and student welfare aspects but must evolve with growth. The institution's owners seek sustainable growth, families expect quality, suppliers desire stability, and workers seek a work environment that promotes their development.

Regarding competitive strategies, Super Kinder School must differentiate itself in a market where educational quality is a determining factor. The institution can utilize the growing preference for private education by offering distinctive services, such as innovative extracurricular programs and implementing advanced educational technology. In addition, it is important to consider the impact of identified threats, such as intense competition and technological and health risks. Effective management of these threats requires sound differentiation strategies, security measures, and prudent financial management.^(24,25)

By undergoing an internal analysis using the EFI Matrix (Evaluation of Internal Factors), Super Kinder School reveals a diverse set of strengths and weaknesses that impact its position in the competitive preschool education market.^(26,27)

Among the strengths identified, the solid working relationship between teachers and administrators stands out, creating a stable and friendly work environment. A strong corporate culture emerges as a fundamental

pillar contributing to the cohesion and support of the institutional identity and mission. Solid debt capacity provides financial flexibility, supporting the economic stability of Super Kinder School. Functional infrastructure and parental support are significant strengths, although opportunities exist to enhance the latter further.^(28,29)

Nevertheless, areas for improvement are identified. Although customer satisfaction has been rated positively, there is a clear opportunity to consolidate excellence in the educational service. The continuous training of the teaching staff and the academic level of the team are positive aspects, but it is suggested that academic excellence be strengthened. The usefulness of the means of communication and the quality of service need immediate attention to maximize visibility and customer satisfaction.^(14,30)

In exploring weaknesses, challenges in adapting to new educational methods and training to meet special conditions of students are evident. Staff retention and the lack of an advertising and marketing plan are critical areas that require specific strategies. The dependence on the economic environment and the need for a more defined strategic plan point to the importance of efficient strategic management.^(9,31,31)

Demand and growth management and the absence of success indicators are presented as weaknesses that could affect service quality if not adequately addressed. Limited evaluation and insufficient feedback underscore the need to implement effective mechanisms to assess educational quality continuously. Passive behavior in the face of competition suggests an opportunity to develop more proactive and differentiated strategies in the preschool education market.⁽³³⁾

In the selectivity quadrant, with a score of 2,66, Super Kinder School is in a favorable position but with room to optimize its strengths and strategically address its areas for improvement. This internal analysis provides a solid basis for formulating strategies to drive the institution's sustainable growth and educational excellence.

In the PEYEA matrix analysis, Super Kinder School emerges strategically positioned in the aggressive quadrant, backed by robust industrial and financial strengths that effectively align with the opportunities and threats in the environment.⁽³⁴⁾

In the Industrial Strengths (IF) area, the institution presents promising growth and profit potential, supported by its financial stability and advanced technological know-how. Efficient resource utilization, capital intensity, and ease of market entry reinforce its competitive position, complemented by outstanding productivity, product bargaining power, and broad coverage.⁽³⁵⁾

Super Kinder School's Competitive Advantage (CV) stands out in several key aspects. Key strengths are its market share, teacher training, educational quality, and consumer loyalty. Vertical integration, payment facilities, quality certification, adequate working environments, and controlled costs further consolidate its competitive advantage.

In the Financial Strengths (FS) area, the institution exhibits a positive return on investment, robust liquidity, and a market facility backed by reasonable leverage. Effective management of required capital, cash flow, and government support reinforce its financial stability. The sector's economies of scale and strategic alliances further contribute to its financial strength.⁽³⁶⁾

The Environmental Stability (ES) analysis highlights Super Kinder School's ability to recognize and strategically adapt to technological changes, demand variability, and rivalry/demand pressure. The institution demonstrates abilities to overcome barriers to entry, manage price elasticity, respond to product demand, and navigate an environment with few competitors, indicating the need for proactive and flexible strategies.^(37,38)

The Quantitative Strategic Planning Matrix for Super Kinder School analyzes internal and external factors that impact the institution. In market development, opportunities such as growth in the preference for private education, the attraction of income destined for education, and adaptation to the new normality are highlighted, contributing positively to the weighted average of 5,39. In internal development, valuable opportunities are identified in educational technology, strategic alliances, and focus on social responsibility, all with high ratings, adding up to a weighted average of 4,99.

In product development, important threats such as changes in consumer preferences and educational policies are noted, although moderate in weight. These factors require strategic attention to mitigate possible negative impacts, and the weighted average for this area is 4,84.

Table 1. Quantitative Strategic Planning Matrix

0,55	Opportunities	Weighting	Rating	Product	Rating	Product	Rating	Product
O1	Private education growth (increased preference for private education)	0,03	3	0,09	2	0,06	2	0,06
O2	Revenue margin of customers who are destined for education	0,05	4	0,20	3	0,15	4	0,20
O3	Large supply of school software	0,05	4	0,20	1	0,05	3	0,15
O4	Growing educational demands	0,08	2	0,16	4	0,32	4	0,32
O5	Need for second language skills to be more competitive	0,05	4	0,20	2	0,10	1	0,05
O6	Educational technology	0,03	4	0,12	3	0,09	2	0,06

O7	Strategic alliances (collaboration with higher education institutions)	0,07	2	0,14	2	0,14	2	0,14
O8	Focus on social responsibility	0,06	3	0,18	2	0,12	3	0,18
O9	Adaptation to the new normal (develop and adapt teaching methods)	0,08	2	0,16	4	0,32	4	0,32
O10	Diversification of services (offer extracurricular programs)	0,05	2	0,10	2	0,10	2	0,10
0,45	Threats							
A1	Changes in consumer preferences	0,04	3	0,12	2	0,08	2	0,08
A2	Changes in educational policies	0,03	2	0,06	4	0,12	1	0,03
A3	Health risks	0,03	4	0,12	3	0,09	3	0,09
A4	Financial challenges	0,03	3	0,09	2	0,06	1	0,03
A5	Disorganized households	0,03	2	0,06	4	0,12	2	0,06
A6	Family migration	0,05	4	0,20	2	0,10	2	0,10
A7	High quality of competition-including safety in schools	0,05	2	0,10	1	0,05	3	0,15
A8	Demographic changes	0,05	3	0,15	2	0,10	1	0,05
A9	Technological risks: over-reliance on technology can mean	0,05	2	0,10	2	0,10	4	0,20
A10	Changes in consumer preferences	0,09	2	0,18	2	0,18	2	0,18
0,50								
F1	Strengths	0,06	3	0,18	2	0,12	1	0,06
F2	Quality labor-management relations - stable work environment	0,07	3	0,21	3	0,21	2	0,14
F3	Customer satisfaction with the service offered	0,10	2	0,20	4	0,40	2	0,20
F4	Debt capacity	0,05	4	0,20	1	0,05	4	0,20
F5	Functional infrastructure	0,05	4	0,20	2	0,10	3	0,15
F6	Parental support	0,03	2	0,06	3	0,09	2	0,06
F7	Teacher training	0,04	4	0,16	4	0,16	2	0,08
F8	Academic level of staff - qualified work team	0,04	3	0,12	2	0,08	2	0,08
F9	Utility of the media	0,05	2	0,10	2	0,10	4	0,20
F10	Strength and quality of service - customer satisfaction - proprietary software	0,01	2	0,02	2	0,02	2	0,02
0,50	Weaknesses							
D1	Adaptation to new educational methods	0,05	2	0,10	2	0,10	2	0,10
D2	Trained to meet special conditions of students	0,05	2	0,10	1	0,05	4	0,20
D3	Ability to retain staff	0,07	2	0,14	3	0,21	3	0,21
D4	Lack of an advertising and marketing plan	0,06	3	0,18	4	0,24	1	0,06
D5	Need for a more defined strategic plan	0,06	2	0,12	2	0,12	2	0,12
D6	Demand management and growth	0,01	3	0,03	2	0,02	2	0,02
D7	Dependence on economic environment	0,03	2	0,06	4	0,12	3	0,09
D8	Need to establish indicators of success	0,04	3	0,12	1	0,04	3	0,12
D9	Limited evaluation and insufficient feedback	0,05	4	0,20	3	0,15	2	0,10
D10	Passive behavior in the face of competition	0,08	2	0,16	2	0,16	1	0,08
2,00	Total weights	2,00	PROM POND	5,39	PROM POND	4,99	PROM POND	4,84
				1,79		1,44		1,75

In the analysis of the variables of the Kinder Super School Kindergarten in the Cartesian plane, a significant distribution is observed that provides impact data for the promotion of this educational institution.^(39,40)

In the first quadrant, crucial variables stand out. “Growth Private Education Growth” represents a key driving force, indicating that preference for private education has a high impact and is highly influential in attracting students. “Competition with Other Institutions” is also placed here, underscoring the importance of efficiently managing competition to ensure growth and student attraction. In addition, “Dependence on the Economic Environment” and “Academic Level of Staff” occupy this quadrant, underlining the relevance of economic stability and the quality of the academic staff.⁽⁴¹⁾

In the second quadrant, we find variables with moderate but significant impact. “Educational Technology,” ‘Changes in Educational Policies,’ ‘Strength and quality of service,’ ‘Absence of an advertising and marketing plan,’ and ‘Focus on social responsibility’ are placed here, indicating that these areas are relevant, although

not as determinant as those in the first quadrant.

Finally, the third quadrant is “Faculty and Administrative Labor Relations.” Although important for a stable work climate, this variable is perceived as the least influential in the context analyzed.⁽⁴²⁾

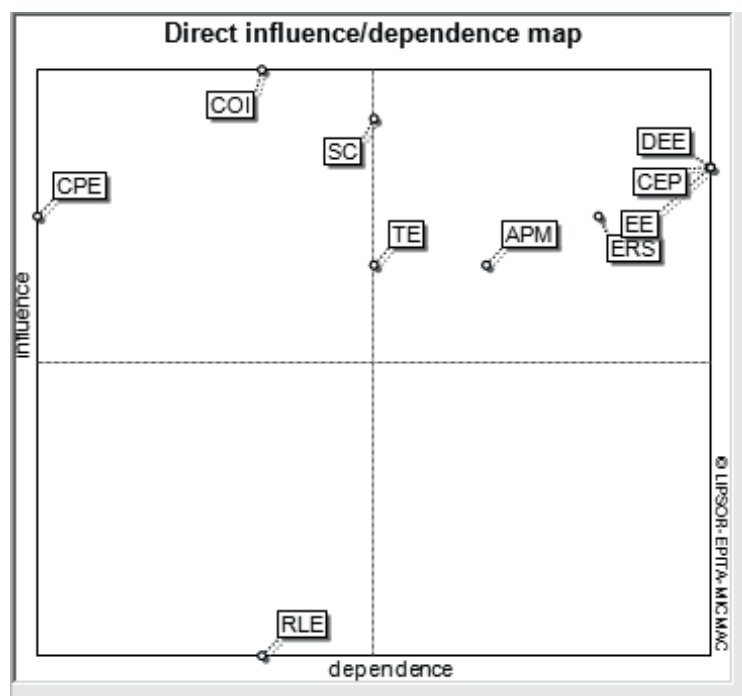


Figure 2. Direct Influence Map

With all these variables analyzed, the following strategic objectives were proposed: improving the quality of education and the student experience, strengthening collaboration with parents and professionals, and positioning Super Kinder School as a benchmark in social responsibility. Thus, from the Balance Score Card, in the Financial Perspective, the incorporation of financial goals or key indicators to evaluate the economic performance of the institution is suggested.⁽¹⁰⁾ In the Customer Perspective, objectives such as establishing effective communication channels with parents, organizing events and activities that encourage the active participation of parents, and collaborating with external professionals to enrich the educational experience are proposed. They define another possibility of strategies proposed by Reyes *et al.*⁽⁴³⁾ In the Internal Processes Perspective, initiatives such as developing and implementing social responsibility projects, incorporating social responsibility issues in the educational curriculum, and promoting sustainable practices in school management are proposed. In the Innovation and Learning Perspective, actions such as implementing innovative pedagogical programs, providing continuous training to teachers, and integrating educational technology to enrich the learning process are proposed.^(44,45)

CONCLUSIONS

The Kinder Super School kindergarten, immersed in Colombia's dynamic economic environment, faces challenges and opportunities. In human resources, the strength of the organizational structure is highlighted, but it is suggested that the number of administrative personnel should be increased with growth. A flexible workday is recognized, but ensuring adequate time for rest and preparation activities is crucial. A proposed training plan addresses key areas such as student-centered teaching and social-emotional skills, emphasizing periodic programs and performance evaluation.

The importance of understanding and responding to competitive strategies is emphasized in the competitive context. Effective advertising strategies, including digital marketing, are crucial to stand out in a saturated market. Despite the strengths in the value chain, there are challenges in managing growth. From a financial perspective, setting specific financial goals and performing a continuous cost-benefit analysis for sustainable financial management is suggested. Improving interaction with parents and the community and social responsibility projects would strengthen the relationship with clients. In innovation and learning, the proposal of innovative pedagogical programs and continuous staff training are positive steps toward continuous improvement.

With this analysis, it can be defined that this Kindergarten is growing and needs to unify a strategic plan that allows them to move forward and be more stable from a financial point of view, looking for more alternatives in the generation of income, as well as greater positioning from the responsibility as an institution focused on

humanistic, integral education and also formative in values.

RECOMMENDATIONS

For Kinder Super School, the need to strengthen its financial perspective is considered, key indicators are developed, and a cost-benefit analysis is performed, thus ensuring efficient and sustainable financial management. In order to improve the perspective of clients, we propose the regular implementation of satisfaction surveys and the exploration of options to increase the participation of parents in school events through specific programs that encourage collaboration. It is also necessary to strengthen alliances with other professionals by expanding the network with experts in education and child development and actively seeking strategic alliances with institutions and professionals to enrich the educational experience. In addition to formulating a detailed strategic plan with short-, medium-, and long-term objectives and measurable milestones, it ensures clear direction and strategic adjustments as needed. Evaluation and adjustment of the organizational structure becomes essential with growth, ensuring efficient management and proper distribution of responsibilities. Implementing training and professional development programs focused on the specific needs of early childhood education and a performance evaluation system promotes continuous improvement of the teaching staff. Maintaining a comprehensive approach that seeks to position Kinder Super School as a leader in preschool education, committed to excellence and the integral development of its students, is necessary.

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