

## THE ROLE OF STRATEGIC MANAGEMENT OF THE GOETHE-INSTITUTE BANDUNG LIBRARY IN INCREASING COMPETITIVENESS THROUGH WORKSHOP ACTIVITIES

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### Abstract

*Strategic management involves the formulation, implementation, and evaluation processes that play a crucial role in enhancing competitiveness and achieving organizational goals. Through strategic management, the Goethe-Institute Bandung Library as a specialized library can conduct workshops that are competitive in its environment. The method used is descriptive qualitative. The sample in this study consists of 5 informants, including 2 librarians from the Goethe-Institute Bandung Library and 3 users of the library. Data collection techniques include interviews, observations, documentation, and literature review. The data analysis technique uses the Miles and Huberman model, which involves data reduction, data presentation, and conclusion drawing. The result of this study indicate that the strategic management implemented by the Goethe-Institute Bandung Library plays an important role in enhancing competitiveness through the workshops organized. The strategic management applied includes the process of environmental scanning to understand the strengths and weaknesses in the internal and external environment, the strategy formulation process to set long-term goals, the strategic implementation process through the organization workshop activities, and the strategy evaluation process to measure performance and outcomes..*

**Keywords:** *Competitiveness, Educational Activities, Library Strategy, Specialized Libraries, Strategic Management, Workshop.*

### INTRODUCTION

Strategic management is a series of activities involving basic and comprehensive decision-making that includes determining how to implement it, which is prepared by the leaders of the organization and carried out by all team members in the organization to achieve the goals that have been set. According to Wheelen & Hunger (2017), strategic management is a series of actions, provisions, and efforts from an organization that can determine the long-term success of the company. Effective strategic management can enable organizations to implement their strategies using program planning, budgeting stages, performance management systems, changes in organizational structures and project management. Wheelen & Hunger (2017) also stated that over time, strategic management can experience development and change.

According to Wheelen and Hunger, the stages in strategic management include four main steps. The first is environmental scanning, which is the initial step that involves collecting, grouping, and analyzing information from the internal and external environment of the organization. This process includes several analysis models such as PEST, industry analysis with Porter's five forces, competitor analysis, resource analysis, core competency analysis, and value chain analysis. The second is strategy formulation, which includes determining the vision and mission, long-term goals, developing and selecting appropriate strategies, and evaluating strategies based on certain criteria. The third is strategy implementation, which is turning plans into real actions through the development of organizational structures, resource management, and the development of a culture and leadership that supports the strategy. The last is strategy evaluation and control, which ensures that the implemented strategy is running according to plan and achieving the expected results. This process involves measuring performance using key performance indicators and providing feedback to ensure the organization stays on track.

In an increasingly competitive and dynamic business environment, organizations face major challenges in maintaining and improving their competitiveness. Competitiveness is the ability to achieve better, faster or more significant results. Competitiveness can aim to achieve goals effectively and efficiently with the right targets through a series of processes so as to produce maximum achievement or final goals. According to Zuhail (2010) competitiveness is the ability of a person or organization to demonstrate excellence in certain conditions with better, faster and higher quality results compared to others.

In this case competitiveness is a key element in strategic management. Competitiveness is seen as an important factor in achieving opportunities. Organizations need to seize great opportunities to continue to excel compared to their competitors. One organization that implements strategic management is the Goethe-Institut Library in Bandung. The Goethe-Institut Bandung Library is an information and cultural center located in the city of Bandung. The Goethe-Institut Bandung Library offers various facilities designed to meet the needs of visitors from various circles, including students, researchers, and the general public. The facilities available include a comfortable reading area, a multimedia room, and internet access. In addition, the library is also equipped with a collection of magazines, newspapers, and audiovisual materials covering various fields such as literature, art, history, and science. The Goethe-Institut Bandung Library not only provides reading materials and information, but also actively organizes various programs and services that support learning and cultural exchange. This is in accordance with the mission of the Goethe-Institut Bandung Library, namely to facilitate access to information and knowledge and promote cultural exchange between Germany and Indonesia.

The Goethe-Institut Bandung Library is included in the category of special libraries whose collections are used to support German language course activities held by the Goethe-Institut Indonesia. The collections owned by the Goethe-Institut Bandung Library are selected to be in accordance with the vision, mission, and goals of the Goethe-Institut Indonesia. With the existence of these collections, German language course participants can meet their information needs and meet their language learning needs. In addition to collections specifically designed to support learning, the Goethe-Institut Bandung Library has activities that focus on the vision, mission, and goals of the Goethe-Institut Indonesia. These activities are workshops that are routinely held several times a year. Workshops are educational activities that aim for participants to be able to discuss certain problems and find solutions. The main benefit of workshops is to broaden an individual's understanding of a particular topic. According to Yasin

(2022), a workshop is a small forum that is often attended by several experts in specific fields and is considered a small scientific meeting. Usually this event is scheduled periodically and carried out within a certain time period. The location of the implementation is carefully selected and often chosen to be a quiet and supportive place so that participants can be fully involved and focused on the topic being discussed.

Workshops can be a more interactive and participatory method of community service that focuses on hands-on learning, skill development, and practical application of knowledge. This method involves active participation in group activities, discussions, and experiential learning exercises. The purpose of the workshop is to provide participants with a deeper understanding of a subject, to improve specific skills, or to overcome practical challenges they may face.

The previous research conducted by Farid Fauzi in 2020 in his article entitled "Implementation of Strategic Management in the School Improvement Program at MTsS Maqama Mahmuda". The study used a qualitative descriptive approach and used the theory of Balkin and Mejia in 2012 regarding the five components in the strategic management process, namely internal and external environmental analysis, defining strategy and mission, strategy formulation, strategy implementation, and strategy assessment with the results that the implementation of strategic management in the School Improvement Program at MTsS Maqama Mahmuda can improve the quality of education effectively and efficiently. Then research was also conducted by Winoto, Abdilla, and Khadijah in 2020 in their writing entitled "Strategic Management in the Development of the E-Journal Consortium Program by FPPTI West Java". The study used a qualitative approach with a case study research type and used the theory of David Hunger and Thomas Wheelen in 2003 regarding the four stages of strategic management, namely planning, implementation, evaluation, and control with the result that the development of the E-Journal Consortium program by FPPTI West Java implemented three stages of strategic management.

Previous research was also conducted by Noviana in 2011 in her writing entitled "Strategic Management of the Community Nutrition Improvement Program by the Surakarta City Health Office (Additional Food Provision Activities for School Children (PMT-AS) in Kindergartens and Elementary Schools in Jebres District, Surakarta in 2010). The study used a qualitative descriptive approach and used the theory of Wheelen and Hunger in 2003 regarding the basic elements of the strategic management process, namely environmental observation, strategy formulation, implementation, and evaluation and control with the results that the strategic management of the nutrition improvement program with PMT-AS activities was quite successful in terms of its implementation. In the three studies above, the theory used is strategic management according to Hunger and Wheelen in 2003 and the theory of Balkin and Mejia in 2012. While in this study there is a novelty in the theory used, namely strategic management according to Hunger and Wheelen in 2017. In the three studies above, the objects studied were schools and Indonesian university library forums. While in this study there is a difference in the object studied, namely special libraries.

From the background above, several problem formulations can be formulated, namely how environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and control in the strategic management of the Goethe-Institut Bandung Library can increase competitiveness through workshop activities. Based on this formulation, the purpose of this study is to determine how environmental scanning, strategy formulation, implementation, and strategy evaluation and control in the strategic management of the Goethe-

Institut Bandung Library can increase competitiveness through workshop activities. By knowing the problem formulation and research objectives, this study is expected to provide academic and practical benefits. From an academic perspective, the results of this study are expected to be a reference material for further research on strategic management, especially in the field of Library and Information Science studies. These findings can also enrich student references in the information institution management course. Meanwhile, from a practical perspective, this study can be used as a reference for students to deepen the strategic management theories studied and increase skills in strategic management in libraries

## RESEARCH METHOD

The method used in this study is a descriptive qualitative method. According to Sugiyono (2016), a qualitative research method is an inductive research that emphasizes meaning rather than generalization, where the data collection process is obtained through natural observation and triangulation analysis, with the researcher as the main instrument in compiling the research. Meanwhile, the descriptive research method according to Creswell (2015) is a research approach used to describe the characteristics of variables or phenomena observed without manipulating variables or trying to explain cause-and-effect relationships. The main goal is to provide a clear and detailed picture of a phenomenon. So, the descriptive qualitative method is an inductive research through a natural data collection process by researchers and is explained in a clear and detailed picture. The data sources used in this study are primary and secondary. Primary data were obtained by interviewing 2 librarians at the Goethe-Institut Bandung Library, and 3 users of the Goethe-Institut Bandung Library. So that the informants used were 5 people. Secondary data were obtained by exploring literature sources such as journals, books, and other electronic sources.

*Table 1. Name of Informants*

<b>SOURCE</b>	<b>POSITION</b>
Informant 1	Head of Library
Informant 2	Librarian
Informant 3	User
Informant 4	User
Informant 5	User

Data collection techniques are by interview, observation, documentation, and literature study. Interview technique is done by asking questions to informants related to strategic management innovation at the Goethe-Institut Library in Bandung through community empowerment programs. Observation technique is done by directly observing the community empowerment program held by the Goethe-Institut Library in Bandung. Documentation technique is done by taking pictures during the community empowerment program at the Goethe-Institut Library in Bandung. While literature study is done by taking information and data from books, articles, journals, and other electronic sources related to the research problem.

The data analysis techniques used are data reduction, data presentation, and drawing conclusions. Data reduction is done by selecting important data, categorizing, and setting aside data that does not support the research problem. Data presentation is done by describing the research results in the form of narratives or descriptions, and images. Conclusions are drawn after the data presentation is complete.

## RESULT AND DISCUSSION

### Environmental Scanning

In terms of environmental scanning, the Goethe-Institut Bandung Library conducted several analyses, namely user needs analysis, supplier strength analysis, competitor analysis, and resource analysis.

#### a. Library User Needs Analysis

In the analysis of user needs, the Goethe-Institut Bandung Library facilitates its members to convey their needs through online media or directly. To convey needs through online media, members can submit suggestions through the "BibToGo" application. The application can be downloaded through the Google Play Store or through the App Store. In the application, members can enter the contact feature at the bottom of the application. Members can send messages to the Goethe-Institut Bandung Library librarian via e-mail or Whatsapp. So far, many customers/members need facilities such as wifi for support and entertainment facilities such as board games, playstations, and films. This was explained by informant 2, that:

*"They also have the opportunity to provide suggestions. For example, when they have media recommendations, which turn out to be not yet available in our Library, they can submit them through the system or through the application that we use. The application is called "BibToGo". So in it they can provide suggestions to us for the procurement of the media." (Interview, October 13, 2023)*

Based on these findings, the Goethe-Institut Bandung Library has utilized digital technology to identify the needs of its members through the "BibToGo" application. This application allows members to provide suggestions or recommendations regarding the facilities and media needed easily and quickly. This approach shows how the Library strives to remain relevant to technological developments and the needs of a society that increasingly relies on digital media to interact and communicate. With this application, the Library can respond to member needs more efficiently, thereby increasing user satisfaction and strengthening their engagement. Wheelen and Hunger's theory emphasizes the importance of a deep understanding of user needs as part of the environmental scanning process in strategic management (Wheelen & Hunger, 2017). Organizations must be active in identifying user needs and preferences in order to be able to offer relevant services and meet their expectations. Based on the results of the analysis above, the Goethe-Institut Bandung Library has a "BibToGo" application that functions as a tool to collect data directly from users that allows the Library to understand their needs in more detail and responsively.

#### b. Supplier Power Analysis

In the supplier strength analysis, the Goethe-Institut Bandung Library has one main supplier that fulfills all the collection, media, and facility needs. The supplier comes directly from Germany to maintain the quality of every collection, media, and facility. This supplier is selected to set German as the main language in every collection, media, and facility. This was explained by informant 1 that:

*"So we have a main supplier that has been determined by the center that applies to all Goethe-Instituts around the world, so it has been determined. Because all the media we buy must be from Germany because it must be in German. Even if it is in English, it still has to be ordered from Germany. So it has indeed been determined by the center that our suppliers*

*do not have the flexibility to collaborate with local suppliers anymore because firstly it is not relevant, secondly it cannot be done like that." (Interview October 13, 2023).*

Based on the findings above, the Goethe-Institut Bandung Library has a single supplier from Germany who is selected to ensure that all collections, media, and facilities provided are in accordance with the quality and language standards set by the Goethe-Institut center. The selection of this single supplier demonstrates the Library's commitment to maintaining the integrity of German culture and language as the core of their mission. Thus, the use of a single supplier that has been strictly selected allows the Library to consistently offer high-quality resources that are relevant to the goals and institutions. According to Wheelen and Hunger's Theory, the power of suppliers in an industry is greatly influenced by the level of dependence of buyers on the supplier (Wheelen & Hunger, 2017). In this case, the Goethe-Institut Bandung Library uses a single supplier from Germany which shows a strong dependence. This means that the supplier has great power in the relationship because they are the only source for the collections and media needed by the library. In this case, the Library also emphasizes quality rather than cost in order to ensure that the collections provided remain relevant to their cultural mission. This reflects that the power of suppliers can be used to maintain high standards in the services provided.

c. Competitor Analysis

For competitor analysis, the Goethe-Institut Library in Bandung held a meeting or discussion with the Goethe-Institut Library from other branches to be able to present new concepts and innovations so that they can compete with other libraries or competitors. The analysis also resulted in awareness of the advantages of the Goethe-Institut Library in Bandung so that the Library is not only a source of knowledge but also a good place to exchange ideas and concepts through workshop activities. This was explained by informant 2 that:

*"There is an annual discussion that is indeed in a large team, namely the region that comes from the head of the Goethe-Institut Library in the region. For example, Indonesia is the Southeast Asia region and also Australia, New Zealand. So there are around eight Institutes that are indeed in the region. And that means eight heads of libraries or eight library representatives. And there are indeed creative ideas for the library to do what they want to do in the next year, according to the vision and mission. Then also what are the obstacles, the problems faced. We also share with each other like that. So indeed the session is very useful. More about exploring our ideas or helping each other when something doesn't work." (Interview, October 13, 2023).*

To continue to develop and innovate, the Goethe-Institut Bandung Library also moves dynamically in accordance with the development of the times and technology. For example, the Goethe-Institut Bandung Library already has virtual reality technology that has not been used by other libraries in Bandung. The Goethe-Institut Bandung Library also provides playstations and board games that can be played by visitors. This technology and facilities can certainly attract people to continue visiting the Goethe-Institut Bandung Library. This was explained by informant 1 that:

*"So we are indeed required to continue to upgrade ourselves. And we are proud if, for example, other libraries don't have it yet. For example, the use of virtual reality, virtual reality glasses, or the use of playstation 5 in the library. Maybe in local libraries and so on, it hasn't been used yet. But when we were at the Goethe-Institut we used it and indirectly of course it made us proud, that hey in the library it's not just about books and media like*

*DVDs, like CDs. Even if there are still magazines and so on. But more than that. The library is a good place to exchange ideas, ideas and so on "(Interview, October 13, 2023).*

Based on these findings, the Goethe-Institut Bandung Library shows the importance of collaboration and discussion between Library branches in one region to encourage innovation and maintain competitiveness. The annual discussion involving Library heads from various countries in Southeast Asia and Australia serves as a medium for sharing creative ideas and solving problems faced by each Library. This shows that the Library is not only focused on internal management but also on external learning through practices from other branches with the aim of strengthening competitiveness.

Based on the findings above, the Goethe-Institut Bandung Library applies modern technology such as virtual reality and provides entertainment facilities such as playstations and board games. This initiative gives the Library a unique competitive advantage compared to other Libraries in Bandung. The use of cutting-edge technology not only attracts more visitors but also changes the image of the Library from being a place to read to an interactive space that accommodates a variety of interests and activities. The findings also emphasize that innovation and adaptation to technological developments are key to maintaining the relevance and appeal of libraries in the digital age.

According to Wheelen and Hunger's theory in strategic management theory, competitor analysis is a process used to identify the strengths and weaknesses of competitors and the opportunities and threats faced by an organization in an industry (Wheelen & Hunger, 2017). They emphasize the importance of understanding competitor strategies, industry structure, and market dynamics in order to make effective strategic decisions. Based on the analysis above, the Goethe-Institut Bandung Library has implemented competitor analysis carefully through annual collaboration and discussions between branches to identify areas that need improvement and new strategies that can be implemented.

Wheelen and Hunger's theory also states that innovation is one of the most effective ways to create sustainable competitive advantage (Wheelen & Hunger, 2017). Based on the analysis above, the Goethe-Institut Bandung Library utilizes technology such as virtual reality and entertainment facilities to strengthen their appeal amidst fierce competition. Thus, this library is able to meet the growing needs of users and can offer an interesting experience compared to other competitors. This is in accordance with the principle of innovation put forward by Wheelen and Hunger.

#### d. Resource Analysis

For resource analysis, the Goethe-Institut Bandung Library routinely conducts an inventory of printed and digital collections by recording the number of collections through its database. This was explained by informant 1 that:

*"But if the question is, for example, how many media are in the library according to each signature, for example, the book signature, we clearly have a system that works for that. This means that when we input in the circulation section, what is it called when borrowing or returning how many media are borrowed, how many media are returned in a year. Then how many library collections in that year, all of that is recorded by the system like that." (Interview, October 13, 2023).*

The Goethe-Institut Bandung Library also facilitates training for human resources. The training in question is training to increase knowledge about libraries in real time throughout the world. The lessons learned in the training are about the dynamics of libraries that occur

throughout the world, as well as in the Southeast Asia region. Usually, this training is held at least once a year. In addition, there is also training that is attended by certain individuals depending on the tasks and responsibilities they have. In addition to training, there are also brainstorming activities that must be followed to train creative and innovative thinking skills. This was explained by informant 1 that:

*"If we get training, it's at least once a year, maybe two at least. But there are mandatory ones that are indeed part of our daily lives. For example, we have to take a workshop on dealing with what, customers for example. How to serve customers and so on. Then there is also mandatory training that is more individual. For example, one of us takes a cataloging training, or I take a training on library management for example. Or there is also training once a year to upgrade our knowledge of libraries in real time around the world, what is happening in our Southeast Asia region, what is happening." (FA, Interview, October 13, 2023).*

Based on these findings, the Goethe-Institut Bandung Library shows a systematic approach in managing their resources, especially in terms of collection inventory and human resource management. The Goethe-Institut Bandung Library also conducts an inventory of both printed and digital collections through their database system. This shows the commitment of the Library to maintain the accuracy and completeness of information regarding their resource assets. The Goethe-Institut Bandung Library also ensures that they have full control over their collections that can support operational efficiency and provide optimal service to visitors. Based on the findings above, the Goethe-Institut Bandung Library also pays great attention to human resource development through regular training covering various aspects of Library management and customer service. The training is not only intended to improve individual skills according to their responsibilities but also to update their knowledge about the dynamics of the Library globally and regionally. Thus, Library staff can always be ready to face changes and challenges that arise when running Library operations.

According to Wheelen and Hunger's theory, resource analysis is an important step in strategic management that aims to identify and evaluate the strengths and weaknesses of an organization (Wheelen & Hunger, 2017). Based on the results of the analysis above, the Goethe-Institut Bandung Library has implemented good resource analysis through routine inventory of collections. This allows the Library to accurately determine the number and types of collections it has so that it can optimize the use of these resources and ensure that they can meet visitor needs effectively.

Wheelen and Hunger's theory also emphasizes the importance of human resource development as one of the key aspects in resource analysis. Based on the results of the analysis above, the training routinely held by the Goethe-Institut Bandung Library shows that the Library is aware of the importance of improving the competence of its staff in order to adapt to changes and dynamics in the global and regional Library environment. This is in line with Wheelen and Hunger's view that sustainable human resource development is a key factor in creating sustainable competitive advantage (Wheelen & Hunger, 2017).

### **Strategy Formulation**

The first strategy formulation process carried out by the Goethe-Institut Bandung Library is to formulate the vision and mission of the Goethe-Institut Center which is valid for 5 years. This first process involves the top brass of the Goethe-Institut center. After the vision and

mission are determined, they will be disseminated to the Goethe-Institut branches including the Goethe-Institut Bandung Library and to all human resources involved. The vision and mission mentions a major theme that will later be used to plan the workshop program. This is in accordance with the results of an interview with informant 1 who said that:

*"The first stage is when the center has determined the vision and mission of the Goethe-Institut for the future for five years. It is communicated first of course through the superiors who are in charge of their sections. Then later the superiors communicate to us, the staff." (Interview October 13, 2023)*

The second strategy formulation process carried out by the Goethe-Institut Bandung Library is planning. During the planning process, all human resources at the Goethe-Institut Bandung Library hold a meeting called the annual planning meeting which is held at the beginning or end of the year. In this meeting, the agenda to be discussed is the plan for the next year such as the budget plan, plans for several programs, and purchasing plans. For example, if you want to hold a program next year, the annual meeting will discuss the relevance of the program to the vision and mission of the Goethe-Institut center, then the target program participants, program budget, parties to collaborate with, and the estimated implementation time. The annual meeting discusses the plan to purchase facilities, media, or collections that support all activities at the Goethe-Institut Bandung Library. This is in accordance with the results of an interview with informant 1 who said that:

*"So every year we have what kind of annual division meeting, right? The annual division meeting that we do next year to support this vision and mission. So after the superiors communicate it to the staff. Then the staff and the superiors hold the annual discussion. Several events related to the vision and mission were planned for the following year, not the current year, so for the following year, anything. And only when it enters that year is it usually finalized again." (Interview, October 13, 2023)*

Based on the findings above, the strategy formulation process at the Goethe-Institut Bandung Library shows a structured and systematic approach in aligning library activities with the vision and mission set by the Goethe-Institut Center. This process begins with the formulation of a vision and mission that is valid for five years by the top brass of the central institution, which is then socialized to all branches, including the Goethe-Institut Bandung Library. This step shows that there is a unity of direction and purpose among all branches of the Goethe-Institut, so that every activity planned at the branch level is in line with the vision and mission of the central institution.

Based on these findings, the annual planning process involving all human resources at the Goethe-Institut Bandung Library is a form of collective participation in determining programs and budgets for the following year. This annual meeting is not only a forum to discuss operational plans, but also to ensure that every planned program is relevant to the institution's vision and mission. Thus, every activity carried out not only meets local needs but also supports more effective strategic goals. According to Wheelen and Hunger's theory, strategy formulation involves a series of steps designed to determine the long-term direction of the organization (Wheelen & Hunger, 2017). This process begins with establishing a vision and mission that serve as the main guide in strategic decision-making. Based on the results of the analysis above, the determination of the vision and mission by the Goethe-Institut Pusat for five years reflects a crucial initial step in strategy formulation, where this vision and mission then become the basis for all planning and activities to be implemented at the branch level.

The annual planning process carried out by the Goethe-Institut Bandung Library is in accordance with the strategy formulation steps suggested by Wheelen and Hunger, which involve developing operational plans to achieve strategic goals. In the annual planning meeting, various aspects such as budget, programs, and facility purchases are discussed in detail to ensure alignment with the established vision and mission. This is in line with Wheelen and Hunger's theory which emphasizes the importance of integrating long-term goals with short-term plans to create strategic continuity (Wheelen & Hunger, 2017).

### Strategy Implementation

The Goethe-Institut Bandung Library routinely holds workshop programs as an implementation of the vision and mission of the central institution, namely the Goethe-Institut. An example is the vision and mission that supports sustainability. The Goethe-Institut Bandung Library applies it to media, collections or programs related to sustainability. The application of the vision and mission also considers the needs of the community in the environment around the Goethe-Institut Bandung Library. There are several workshop programs related to the vision and mission that raise the theme of sustainability, namely the sustainability feminism program, green library, DIY urban gardening, and other programs that have been held by the Goethe-Institut Bandung Library. The program is held together with parties who have expertise and backgrounds in accordance with the predetermined theme. This is in accordance with the results of the interview presented by informant 1 that:

*"So, as I said earlier, when the center decides on its vision and mission for the next five years, the theme is A, B, C, D, and we locally have to follow which one is relevant to us, so usually we look for partners who are relevant to the theme or topic, for example, as I said earlier, the theme is sustainability. Then we decided to take the theme because in Bandung the environmental theme is already familiar, the DIY urban gardening theme is also familiar." (Interview, October 13, 2023).*

Based on the findings above, the Goethe-Institut Bandung Library shows that the library actively implements the vision and mission set by the Goethe-Institut Center by organizing various workshop programs that are in accordance with the chosen theme, such as sustainability. These programs not only reflect the library's commitment to the main theme set, but also adjust to the needs of the local community. Thus, the Goethe-Institut Bandung Library has succeeded in maintaining the relevance and sustainability of its programs amidst existing social and environmental changes.

According to Wheelen and Hunger's theory, strategy implementation is a step that turns strategic plans into concrete actions (Wheelen & Hunger, 2017). Based on the analysis results above, the implementation of the Goethe-Institut Bandung Library strategy begins with identifying and compiling programs that support the theme set by the Goethe-Institut Center, such as the theme of sustainability. This shows that the library has succeeded in translating its long-term vision and mission into real actions that are relevant to the local community and their needs.

### Strategy Evaluation and Control

Evaluation and control of strategies carried out by the Goethe-Institut Bandung Library are evaluation meetings for workshop activities and annual meetings. In evaluation meetings for workshop activities, they are usually held immediately after the workshop activities are carried out. The evaluation meeting is attended by all workshop activity committees. The agenda

carried out in the workshop activity evaluation meeting is to discuss the success and suggestions for improving the next workshop activities. There are several benchmarks that are set to determine the success of the activity, including the satisfaction of the activity participants, the target participants of the activity, and visitors to the website or social media that are used as a means of promoting the workshop activities. After the level of success is known, each activity committee provides suggestions that will later be used for the strategy of the next workshop activity. This is in accordance with what was explained by informant 1, that:

*"First, from the response or feedback from the participants. Of course, through surveys or questionnaires, we usually provide them. For example, the library event lesseklab. Then, besides that, our parameters are also visible, yes, the number of visitors. But in terms of visitor satisfaction, it's more from the questionnaire, the survey earlier. In terms of numbers, it's from how many have attended, whether they meet the target or not. And one other thing is usually for the communication that we do for an event, it is not only done through what is called offline, but also online, right? There is a communication plan for a kind of digital marketing. What we do, for example, is it through a website, social media, and through social media do we advertise like that. " (Interview, October 13, 2023).*

The second strategic evaluation and control carried out by the Goethe-Institut Bandung Library is the annual meeting. The agenda carried out in this annual meeting is a discussion of activities in one year that have been running. The discussion points at this annual meeting include the suitability of the event with the design made, visible deficiencies, unfulfilled expectations, participant targets in each activity, and the level of success of all events that have been held. So this annual meeting can be held at the beginning of the year to discuss the previous year, or it can be held at the end of the year to discuss the year that has been running. This is in accordance with what was explained by informant 1, that:

*"Oh yes, so the annual discussion, apart from discussing the year that has been running, also discusses the year that we will face in the future. So, is what we planned this year appropriate or not, what are the things that are wrong, what are the things that are not in accordance with expectations. So the benchmark must be like a flashback to last year, what were the things. A kind of evaluation but also in the annual discussion. So the evaluation is usually per year. But if the evaluation of each event is still held, it's just that if it's more of a strategy evaluation, it's every year" (Interview, October 13, 2023).*

Based on the findings above, the Goethe-Institut Bandung Library shows that there is a systematic evaluation and control of strategy through evaluation meetings for workshop activities and annual meetings. Evaluation after the workshop activity is an important step to assess the success of the event based on clear parameters, such as participant satisfaction, the number of participants who meet the target, and the effectiveness of promotion through social media. Through this meeting, all committees are involved in providing useful input for organizing the next activity. This process ensures that workshop activities can continue to be improved and adjusted to the needs and expectations of participants.

In addition, based on the findings above, the annual meeting is an important moment for a comprehensive reflection on the programs and activities that have been carried out for a year. This meeting not only reviews whether the activities carried out are in accordance with the plan, but also identifies deficiencies and evaluates whether the targets set have been achieved. This annual evaluation allows libraries to adjust their strategies and plans in the future, ensuring that every step taken is based on in-depth analysis and learning from previous experiences.

According to Wheelen and Hunger's theory, strategy evaluation and control is the final stage in the strategic management process which aims to ensure that the implemented strategy is running according to plan and achieving the desired goals (Wheelen & Hunger, 2017). This process involves measuring performance, comparing the results achieved with predetermined standards, and taking corrective action if necessary. At the Goethe-Institut Bandung Library, parameters such as participant satisfaction, the number of participants who meet the target, and the effectiveness of digital promotion are used to evaluate the success of each activity. The use of these diverse parameters allows libraries to get a comprehensive picture of their performance, so they can adjust the necessary strategies based on accurate and relevant data.

Furthermore, Wheelen and Hunger underline the importance of a continuous evaluation process to ensure that the organization remains on track in achieving its goals (Wheelen & Hunger, 2017). The annual evaluation conducted by the Goethe-Institut Bandung Library reflects this principle, where the library not only evaluates each event individually, but also conducts an annual review to assess their overall performance. This process allows the library to make necessary strategic adjustments, so that the strategies that have been set remain relevant and effective in facing existing challenges.

## **CONCLUSION**

The Goethe-Institut Bandung Library demonstrates a strong application of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation and control in line with Wheelen and Hunger's strategic management theory. Environmental scanning is well conducted through various analyses, including user needs analysis by utilizing the "BibToGo" application, supplier strength analysis is conducted by maintaining good relations with major suppliers from Germany, competitor analysis is conducted by discussions with other branches, and resource analysis is conducted through regular inventory and staff training. Strategy formulation at the Goethe-Institut Bandung Library is also in line with Wheelen and Hunger's theory, which involves establishing a clear vision and mission, and setting long-term goals through annual planning meetings. Strategy implementation is well conducted through the development of an organizational structure that supports strategy implementation, effective human resource management, and technology. Strategy evaluation and control use several parameters to ensure that the library can measure the effectiveness of its activities and make necessary improvements to achieve its strategic goals.

## **SUGGESTION**

To improve competitiveness and maintain competitive advantage, Goethe-Institut Bandung Library should conduct a core competency analysis. This analysis will help the library identify unique capabilities that provide added value and advantages compared to competitors. For example, the ability to provide high-quality educational content in German that is not available in other libraries in Bandung. In addition, a value chain analysis can be conducted to provide insight into the primary and supporting activities that add value to library services. By evaluating each activity in the value chain, the library can identify areas that require improvement or efficiency. For example, the process of procuring collections or organizing workshops can be analyzed to find new ways to improve efficiency and quality.

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