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# Operational Business Planning: Bunnies After School Program and Daycare

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The purpose of Bunnies After School Program and Daycare business planning is a child care agency with an age range about 0 months to 12 years that can help the role of parents in caring and nurturing children by providing the best service to meet customer demand for customer satisfaction. Bunnies after School Program and Daycare operational planning stages include LFR, ARC, Curriculum and Program. Otherwise, it uses Lean Process, Service Blue Print, and Integrated Marketing Communication. Strategic location is needed to support this daycare business, the location plan is at the residential complex of Scientia Garden Serpong Street, South Tangerang City, Province Banten. This study method uses a SWOT matrix to see opportunities and competition in the daycare business. The daycare Bunnies business is a service to optimally explore children's intellectual, talent and intelligence for parents who are busy at work so they can work in peace.

**Keywords:** After School Program and Daycare, LFR, ARC, Curriculum and Program.

## 1. INTRODUCTION

As the time goes where the housewives have important roles to support economy of family, thus many parents especially housewives have no time to guide, take care of and educate their children at home. Therefore, parents need a place for childcare and educating their children. Besides, many anxieties from parents on the way of exploring the development of children's intelligence that really changes in which it is not in line with their ways in educating child in their era many years ago. Nowadays, many daycares running have not given satisfaction to the parents in supporting the growth and development of intellectual and personality of child. Needs of daycare and after school program are still needed in South Tangerang area. Quality need of after school program and daycare are frequently searched by the parents who are busy in working in order they can be calm in doing their work and do not feel worried about surveillance and guidance and management of child's intelligence and personality during they are busy in working. Daycare and after school program are really needed by parents because one of some alternatives for parents who do not have time to educate, nurture child and parents' need who want to soci-

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alize in their free time. From some problems found in the field the opportunity of business to run business of daycare and after school program still give promising opportunity and potential. A businesses of daycare and after school program that have run have not completely used technology system that is in accordance with the change of era. Many of them still use conventional way. Therefore, a daycare business with after school program should have a new innovative breakthrough in giving the facilities to consumers. Those new breakthrough can be in the form of application that can be downloaded in gadget or other technology devices such as iPad, computer, and many others. The need of internet nowadays is a need such as online streaming, where the parents who send their children get access to monitor growth of child and the activity of their child when they work that anytime and anywhere can access the activity of their children who are sent, educated and taken care of in daycare and after school program. The strengthen of daycare and after school program is helping the parents to explore the talent of child based on their want and growth of child with activities that trigger child's attraction. A new business has many complexities which influence the taking of business strategy, business decision, and that business de-

velopment itself. In analyzing business environment it is really needed in facing business threat and anticipating business opportunity. Many factors in analyzing business environment are namely economy, socio-culture, environment, demography, politics, technology, legal, industry rivalry and porter analysis. Economic factor has an important role in developing and promoting business world especially education world. Economic factor in education world such as operating costs of education either means and infrastructure that is used as development of knowledge in creating quality in education world that will affect procurement of human resource. Therefore, strategy in facing economic factor in daycare business and after school program in giving services that is in line with money spent by parents compared with same offers in educating and taking care of children in society. Moreover, economic factor will decide the product selling that will be sold; whether it is in line with buying power of parents on the need of their children for improvement, growth and development of child [1]. Pattern of socio-cultural has been change this time in which many women entering labor market thus they do not have enough time to take care, nurture, and educate the child. Therefore, parents need a credible institution that can help them when they work outside. Thus, strategy in facing socio-cultural factor is creating method of education and nurturing that is different from the existing method during this time where will focus on improvement of soft skill, character, and cognitive [2].

The children's intelligence is influenced by environment factor and the way of caring which is accepted by the child. Environment is a medium to explore and can trigger child in understanding and increasing their curiosity in any aspects of life and their world around. Based on that explanation the target and strategy of daycare service and after school program should support sustainability of business optimally. Strategy in facing environment factor is creating daycare and after school program in adding exploration of child in supporting intellectual and growth of child [3]. The demography is really influences business world especially the entrepreneur that want to run a new business. Demography factor can be in the form of factors of income rate of family, age of child, education of parents, job and others. Marketing strategy influenced by demography such as buying power of consumer, scheme of consumer's outcome, and others [4]. A business can also be influenced by the participation of political factor in which the policies of government economic rights, law/legal protection which is adjusted to condition and the applied law in Indonesia. Business of child education has a strategy in facing this political factor by obeying regulation and rule applied by the government specifically in the fields of child education and protection [5]. The development of information technology that is more sophisticated is an integral part in the field of business world.

Therefore, as an entrepreneur he/she should follow the development and the acceleration of technology world in order not to be left from other entrepreneurs in the same field. A breakthrough in the field of technology in the business field is used for marketing and promotion activities and facility to support the satisfaction of consumer such as online streaming, CCTV, e-commerce, and others [6]. The importance of legal aspect in a business really influences in taking decisions that obtain advantages in respond and get around and also control each situation in facing problem and risk of loss in a business that will be found someday, thus it can be avoided or minimized [7].

In facing competition among the entrepreneurs in the same field, the company needs to analyze environment rather than the competitors in order to be able to run and apply the strategy and tactics to reach that purpose. Then daycare business and after school program are in growth position, because the need is very high but the enforcement of daycare and after school program is still limited and less sufficient. Daycare business and after school program that are in growth phase need more promotion in order to go through market by doing good and organized management in exploring market. For daycare business and after school program in this integrated environment should have specific, qualified and professional service thus the consumer that has bought the service after school program and daycare business can be an agent of marketing in which they can recommend the service by word of mouth beside the promotion, event and others that had been done by the company [8]. Industry competition analysis of daycare and after school program can use porter five' forces where it obtains that threat of new comer is high, threat of competitor in the same field is low, threat of a substitute is low, bargaining power of consumer is low, and bargaining power of supplier is also low. By seeing this analysis, the opportunity of daycare business and after school program is still promising beside the analysis of opportunity and threat in which daycare business and after school program that will be in the area of Summarecon Gading-Serpong which is areas of office, apartment and settlement and it also does not have qualified and complete daycare and after school program. Actually, there is a daycare there but the distance is far and many international schools that do not have satisfied after school program for the children. There are some daycare and after school program that is in South Tangerang, it needs a strategy in facing the competition of price while improving the quality either from the teacher, caregivers and the offered program and also good management in managing daycare business and after school program. If this price competition can be controlled by maintaining the quality, giving good service, strategy in marketing the product and service has different method in educating and caring the child, the competitive

in price is not a threat anymore in business [9]. Bunnies Company of daycare and after school program gives services of caring, educating and caring of child starting from the age 0 month up to 12 years that is located in Summarecon Serpong in area of Gading Serpong, South Tangerang, Banten. This business is to protect the children whose parents are busy in working and do not have much chances and time to care, nurture and educate their children but they can still monitor the growth of their children [10]. Bunnies Company has logo such as in the following:



**Figure 1.** Logo Bunnies Daycare

Company logo of Bunnies is in the form of rabbit which wear school bag because rabbit is a funny, smart and adorable animal liked by most children thus the children are expected to feel comfortable such as in their own home when they are left by their parents. Vision of Bunnies daycare and after school program is becoming a company of daycare and after school program that is excellent in managing intellectual, creativity and technology based on the need of society. Missions of Bunnies Company are in the following:

- a) Helping parents in nurturing and educating children with qualified education service and daycare by utilizing technology as the time goes by.
- b) Creating secured, comfortable, and friendly in parents' view in running daycare in after school program by utilizing facility of online streaming as a medium of monitoring for parents.
- c) Running daycare and after school program by prioritizing love in serving, educating and nurturing children thus children do not feel different between at home and in daycare.
- d) Running daycare and after school program that are oriented in creating young generation that have intellectuality, creativity, and innovative and be pious to The Almighty God.
- e) Creating sense of belonging as a work culture by giving reward and punishment based on input, process, output and outcome and improving service by giving sustainable education and training to the staff.

A short-term, medium-term, and long-term purposes of Bunnies Company are stated in the following:

- a) Short-term purposes (0-5 years): helping parents in nurturing and educating children with qualified service of education and daycare by utilizing technology as the time goes by; creating secured, comfortable, and friendly in parents' view in running daycare in after school program by utilizing facility of online streaming as a medium of monitoring for parents.; Running daycare and after school program by prioritizing love in serving, educating and nurturing children thus children do not feel different between at home and in daycare.; Running daycare and after school program that are oriented in creating young generation that have intellectuality, creativity, and innovative and be pious to The Almighty God; Creating sense of belonging as a work culture by giving reward and punishment based on input, process, output and outcome and improving service by giving sustainable education and training to the staff.
- b) Medium-term purposes (6-10 years): giving profitability at 30% every year to stockholder; be able to maintain the quality of service sustainable thus it can satisfaction to the consumers and to the workers who participate in this business; be able to make daycare and after school program of Bunnies as pioneer of daycare in term of qualified, effective and efficient service.
- c) Long-term purposes (>10 years): giving profitability at 50% every year to stockholder; be able to open other branches in all over Jakarta and Indonesia even it can sell royalties to other investor that want to open after school program and daycare of Bunnies in new location.

To know the eligibility whether this business can give good opportunity and profitable potential thus it conducts an evaluation by using such matrix in the following based on opportunity, threat, weakness and strength (see table I, II, III, IV).

**Table I.** Opportunity daycare busines

OPPORTUNITY	
a)	There is no business who has international standard
b)	There is only few in that area and it is far way
c)	The chance of franchise in the future and formal school from playgroup to senior high school
d)	The number of woman worker/manpower is pretty much
e)	Parents are busy in working and there is no time to take care of and educate even to see the growth of children

**Table II.** Threat

THREAT
a) The number of teacher and the caregiver that are less skilled and professional from supplier
b) Economic crisis of a country
c) Issue in other place that is not good such as child abuse, kidnapping and others
d) Easy licensing from government to run daycare business and after school program
e) Competitive price in the same field

**Table III.** Strength

STRENGTH
a) Location of daycare and after school program
b) Facility based on health standard
c) Affordable price
d) Security system for 24 hours
e) Professional and competent caregiver and teacher
f) Online streaming & CCTV
g) Emergency door
h) Interior of room based on growth of child
i) The cooperation of mother and child hospital
j) Calculation of child service based on the hour and flexible
k) after school program
l) Curriculum of brain challenging method

**Table IV.** Weaknesses

WEAKNESSES
a) Caregiver and teacher whose passion are not in children world
b) Experience in new business for investor
c) Lack of loyalty of teacher and caregiver
d) Lack of promo and marketing of product
e) Structure of organization
f) Capacity of accepted children

Matrix EFE from daycare business and after school program of Bunnies in a good situation, taking benefit from external opportunities and avoiding the competition faced by Bunnies Company. Matrix IFE; in average position it shows that this business needs an improvement in operational business, strategy, and other procedure. Matrix CPM; after school business and daycare of Bunnies has security for 24 hours, broad and free parking, live online and CCTV, broad and complete playground, ratio of nurturing child is 1: 5, curriculum of interest and talent, operational working hour, supervised by expert, fun environment, feel like at home, the availability of emergency door, anti bacterial, mold and allergy, ventilation system, and after school program is success critical factor of after school business and daycare of Bunnies. Matrix SWOT; based on matrix and SWOT analysis it obtains that there are two strategies done by Bunnies based on SO strategy and ST in running business namely

customer intimacy (SO strategy) by approaching applicant of customer and customer in selling the offered product or service and getting knowledge from customer on offered product or service based on existing market in this case is breaking through existing market (market penetration). Second strategy done by daycare and after school program of Bunnies is by doing operational excellent (ST strategy) that give internal security and comfort such as online streaming and CCTV as example in operational excellent [11]. Grand Strategy Matrix; daycare company and after school program of Bunnies located in quadrant 1 has a market strategy namely market penetration that means company is able to take benefit from external opportunities thus it can compete by using aggressive business strategy. Strategy done by Bunnies is by doing proximity of product/service offered with knowledge from applicant of customer or customer on offered product or service [12].

Matrix QSPM; there are two alternative strategies namely operational excellent and customer intimacy that needs to be considered by daycare business and after school program of Bunnies. Bunnies daycare and after school program of needs strategy of customer intimacy, which is in line with opportunity analysis of SO strategy. In operational excellent daycare and program school of Bunnies they will give comfort to customer in buying offered product or service by Bunnies company, service after buying offered product or service, serving credible product or service with competitive price and minimize difficulty in access of service by giving application that can be downloaded, online streaming, payment and buying online product/service with facility of credit card or auto debit, and others. On the other hand, in customer intimacy strategy, Bunnies company will target market and market segment based on need of customer and knowledge of customer by using flexible way of company operational thus customer of Bunnies will quickly get response that is needed based on their need thus they will be loyal customer and customer relation management (CRM) is created. Business models applied based on canvas matrix such as :

- a) Key Strategy: Strategy of cooperation with the supplier of baby sitter service, hospital and pediatrician.
- b) .Key Activities: giving service of caregiver, and professional teacher of child is in line with international-standardized needs of consumer.
- c) Value proposition: Online streaming and application of Bunnies, method of Brain Challengging, competent teacher and caregiver, ratio at 1:5 caregiver and 1:10 teache
- d) Customer Relationship: relation between daycare and after school program with customer in long-term until the children take continuing education that is needed.
- e) Customer Segments: busy parents such as middle to upper class who have children between 0 – 12 years.



- f) Key Resources: Physical asset: facility of business location, operational vehicle, and others; Human: caregiver & teacher, customer service, cleaning service; Financial: fund from investor; Intellectual: brand, database of customer & partnerships.
- g) Channels: Advertised via electronic media such as internet, seminar, info session & social media; hold event in an environment around daycare business & after school program; put banner and billboard.
- h) Cost Structure: cost of caregiver & teacher; cost of business location; cost of interior design and business exterior; operational cost such as electricity, water, and others; cost of other staff (security, administration, others); cost of advertise and event; cost of child care (milk, pampers)
- i) Revenue Streams: money that is accepted from the children sent to daycare and after school program from the parents.

## 2. METHODOLOGY

Operational strategy of nurturing and educating of children is an inseparable unity in supporting services of daycare and after school program. Operational includes type, completeness, and quality of facility used in process of enforcement of nurturing and educating of daycare and after school program. Operational of management is an activity of a unit of management of nurturing and taking care of children in daycare and after school program related to planning, enforcing, and monitoring of that daycare and after school program. Operational of financing from these activities includes type and source of financing that is needed in enforcing and developing nurturing and educating children in daycare and after school program. That the service of daycare and after school program can run properly thus it needs operational strategy that the customer feels comfortable and secured in activity of daycare and also in management of nurturing and educating to meet the children's needs. In addition, regarding the financing regulated and managed by this business company should be done transparency thus it looks better in a process of cost for investment, operational and responsibility on other cost. By those components, service of daycare and after school program can run properly, it needs a operational strategy in order to sustainability of business activity can run based on target and goal of company. Estimate of company establishment process. Strategy of selecting location and layout of Bunnies is by using LFR technique (Location Factor Rating) in establishing office located in area of South Tangerang using location efficiently and effectively. workshop layout used in Bunnies is Functional Layout, which is layout where similar resource or process are collected in one location or placed in location that is near every facility in workshop used by Activity Relationship Chart (ARC) to show whether it needs accessibility between every facility or not that is planned and there are some reasons of accessibility that should be considered namely: (i) efficiency of room, (ii) efficiency of activity including latitude and time between personnel and machine, (iii) security. It is needed in order to get

efficiency of process time (see Table 5).

**Table V.** Process Establishment

Name of company	Giving 3 choices of names of PT Name of PT should be in Indonesian At least 3 words
<b>Capital</b>	
Structure of stock owner	Min. 2 person investor Indonesian ID card (KTP) and Tax registration number (NPWP) of each stockholders
Structure of directors	Indonesian ID card (KTP) and Tax registration number (NPWP) of directors Passport photo with red background
Structure of commissioner	Indonesian ID card (KTP) and Tax registration number (NPWP) commissioner
<b>For process of establishment:</b>	
<b>Process</b>	<b>Timeline (on working hours)</b>
Ordering name of company	1
Company deed	2
Domicile of urban village	1
Decree of Minister of Law and Human Rights	8
Tax ID Number	5
Trade Business License	10
Company Registration Certificate	10
<b>TOTAL</b>	<b>37 working hours</b>

To decide purpose and target of strategy of operation, PT. Bunnies Cinta Kasih uses some strategies to be able to guarantee the available of consistency between quality of caregiver and teacher produced with market requirements thus it can decide appropriate parameter to become a goal and target of company. Company should be able to meet any needs of customer either from quality aspect or from caregiver and teacher existed in daycare and after school program in Bunnies, it is possible in the future there will be a demand of a type of new product, therefore Bunnies should be able to look at any dynamics of growth of other daycare, especially daycare by keep doing improvement and development either from existing curriculum or program. Therefore, to be able to decide the priority in operational purpose it needs categorization of factors that influence superiority in competition. Daycare and after school program of Bunnies have purpose in managing human resource in internal environment of company either the one who is directly involved or the one who is indirectly involved in operational of company. Purpose and target of company are divided into three namely short-term, medium-term and long-term. Operational target in obtained decision is used to meet that purpose such as decision of supporting facility that is a decision related to human resource, planning, controlling and improving from operation system. In contrast, a decision of main facility is related to model decision that is made for operation of input, process and output of product such as design of supply network, design of process technology and innovation of final product in operational process. In process of mapping and identification it is used in planning stages of process of enforcement in daycare and after school program of Bunnies. It is aimed to know any activities happened during running process of nurturing program and childcare in daycare and after school program [12]. In running Bunnies company beside to obtain qualified children and enforcement with full of love like at their own home, Bunnies will also develop daycare and after school program of that are different from other places. Development of education program of

daycare and after school program is done in order to be more accepted by market in term of development of process of working and use of appropriate nurturing and daycare services either from quality side or from technology. Applied regulation of company of daycare and after school program of Bunnies is a guidance as instruction for workers from the high level to the low level as an operational doer in daily in conducting sustainability of company. Curriculum existed in PT. Bunnies Cinta Kasih is by using Brain Challenging that develop integrated curriculum including language, cognitive, music, physical activity, creative activity, socio-emotional, and educations using computerization. In its education program, Bunnies pays attention to four things related to children's growth, namely motor, socio-emotional, analytical and also linguistic. In Bunnies children are not only taught academic material such as mathematics, but will play some educative games [12]. This after school program of Bunnies is prepared for children whose morning has been spent in formal school either from kindergarten level up to elementary which are at 5 to 12 years. Activity of after school program of Bunnies is done after leaving school from Monday to Friday starting from 11.00 – 18.00 WIB.

#### 4. CONCLUSIONS

After School Program and Daycare of Bunnies which are childcare education institute try to complete existing education institutes by improving the service and human resource that is professional in its field. By the existence of Bunnies thus it is expected to be a solution for parents that have difficulty in taking care of their child when they

work. As a result, they can work calmly and it can explore intellectual, talent and intelligence of child optimally and oriented.

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