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## Competitive Strategy for the Dirgantara Marshal Suryadarma University (Unsurya) Masters of Management Program against Masters of Management Programs in the Jakarta and Surrounding Areas

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**Abstract;** Marshal Suryadarma Dirgantara University (UNSURYA) Master of Management Program is one of the study programs that has a postgraduate strata 2 (S2) program at Dirgantara Marshal Suryadarma University which was only opened in 2004. This Elemental Management Masters Program is a relatively new program because there are already Masters in Management programs from other universities in the Jakarta area and its surroundings. Considering that the Master of Solar Management program is relatively new and there are Master of Management programs from other universities, the Master of Solar Management program has problems competing with the Master of Management programs of other universities in the Jakarta area and its surroundings. The research object is the Master of Solar Management program with the subjects being policy makers (structural officials) along with lecturers (functional officials), and employees as well as students and alumni of the Master of Solar Management program, apart from that, structural officials, lecturers and students from universities who have Master of Management program and the community (Civil Servants, employees, private sector, TNI, etc.) around Jakarta and its surroundings. This research uses a qualitative analysis approach with SWOT analysis to systematically identify various factors to formulate Unsurya's strategy, by maximizing strengths (*Strength*) and opportunities and simultaneously can minimize weaknesses and threats which is called situation analysis. From the results of the situation analysis using SWOT, it can be seen that the strengths are possessed. The Master of Solar Management program is already known by the public as a private university that provides education at low and affordable costs with good quality. This condition needs to be maintained and has an impact in influencing the accelerated development of the Master of Solar Management program. Marketing strategies with passive promotion continue to be implemented and developed in collaboration with local governments, schools, agencies and private companies. One weakness that needs to be considered is maintaining the accreditation of the Master of Solar Management program. Meanwhile, in anticipating the threat of Master of Management programs from other universities providing cheaper tuition fees, the Master of Management program at Unsurya needs to provide various conveniences in payment by providing loans for Unsurya lecturers which are linked to opportunities from government policy that will appoint lecturers. must have a strata 2 education level.

**Keywords:** Marketing strategy, Competitive Strategy, SWOT Analysis.

## INTRODUCTION

The Master of Management postgraduate education program at Dirgantara Marshal Suryadarma University (Unsurya) was founded in 2004 based on Decree of the Directorate General of Higher Education, Ministry of National Education NO. 847/D2.2/2004 on June 2 2004. The Elements Management Master's Program anticipates the market's need for human resources with a flexible and dynamic curriculum so that it can produce professional managers.

The potential attraction provided by Marshal Suryadarma Dirgantara University is the very affordable tuition fees for the Master of Management study program, IDR 4,450,000 for 1 semester with building costs of IDR 5,000,000 and can be paid in monthly installments of IDR 1,000,000. This fee is relatively affordable for people in the Jakarta area and its surroundings, which has never been offered by other state or private universities, apart from Unsurya. However, as time goes by, the advantage of affordable tuition fees is being imitated by its competitors, many universities around Unsurya are lowering education fees, this can pose a threat to Unsurya if this postgraduate program is relatively new to compete and vice versa is an opportunity to improve quality implementation of the Master of Management postgraduate education program.

To overcome this condition and considering that the postgraduate program, Unsurya is a relatively new program in Jakarta and its surroundings, it is necessary to have a strategy to compete with similar programs in Jakarta and its surroundings, which are determined by Unsurya, especially the Master of Management postgraduate program, in developing and maintain this graduate program.

### Identification of problems

1. Many Master of Management postgraduate programs have emerged both in Jakarta and its surroundings and outside Jakarta.
2. This program is not only open at private universities and the College of Economics.
3. The financial conditions of people in Jakarta and its surroundings vary greatly, as do people's desires to continue to increase human resources through formal education.
4. The organizers of this Master of Management program have a variety of concentrations and have various advantages in terms of cost, quality and service, as well as location or ease of reaching their respective universities.
5. It is difficult to find prospective students for similar study programs.
6. The quantity and quality of lecturers who teach varies greatly across postgraduate programs.
7. Many graduates of undergraduate programs (Strata One) want to increase their knowledge and experience.
8. There is a public desire to obtain quality and affordable education.
9. The public wants to complete their lectures according to the time set by the Ministry of National Education, especially the Directorate General of Higher Education (Dikti).

### Formulation of the problem

In facing its competitors, the Master of Management program at Marshal Dirgantara Suryadarma University, with all its advantages and disadvantages, must be able to attract the public's interest in becoming more familiar with and instilling enthusiasm to always improve higher education at an affordable cost, but without ignoring the quality of learning or good quality for the graduates. Based on problem identification and several considerations, the main problem can be formulated as:

1. How does the Master of Management program at Marshal Dirgantara Suryadarma University determine a competitive strategy to dominate market share that is contested by competing universities that have Master of Management study programs?
2. How does the Marshal Dirgantara Suryadarma University Master of Management study program identify strengths, weaknesses, and opportunities and threats in preparing its

strategic plan?

3. What methods and efforts have been made by the Master of Management study program at Marshal Dirgantara Suryadarma University to make the Master of Management study program one of the superior universities and much sought after by the public?

## **THEORETICAL BASIS**

### **Definition of Strategy**

Strategy according to William. F. Gluck and Lawrence. R. Jauch (1990) is a broad and integrated plan by linking the company's strategic advantages with its environmental challenges and which is planned to ensure that the main objectives can be achieved through proper implementation by the organization.

Fandi Tjiptono (1995), in a business context, strategy describes the direction of a business that follows the chosen environment and is a guideline for allocating the resources of an organizational effort.

Meanwhile, Philip Kotler (1995), defines strategy as an outline of actions to achieve business goals. Each element of a marketing strategy must be broken down to know what it is, was it done?, Who did it?, When was it done?, And how much did it cost?

### **Marketing Definition**

Philip Kotler (1995) defines marketing as the social and managerial process by which individuals and groups obtain what they need and want by creating, offering, and exchanging products of value with others.

The definition of marketing above clarifies the concept that in planning an action or implementing a business so that it can play a maximum role in the target market, then it requires a concept of work plan and business strategy as well as skills in managing the potential that exists in the company environment.

### **Definition of Competitive Strategy**

Competition is the essence of the success or failure of a company in carrying out its competitive strategy. There are two main questions underlying the selection of a competitive strategy, namely:

1. The attractiveness of the industry for long-term interests and the factors that influence it. This is because not all industries provide bright prospects for companies in them to gain long-term profits.
2. The competitive position of a company in an industry is whether this position is more profitable than the average competitor in the industry or not.

### **Marketing Mix**

In marketing, you always pay attention to what is called the 4Ps, namely Product, Price, Place and Promotion. Apart from the 4Ps, Philip Kotler proposed additional 2Ps, namely Politics and Public Opinion

### **Generic Competitive Strategy**

A company's strategy in anticipating competition in the market in order to try to gain a position of competitive advantage requires strategy, and here Porter offers two "generic" competitive strategies to outperform other companies in a particular industry.

Low cost is the ability of a company or a business unit to design, manufacture, and market a comparable product in a more efficient manner than its competitors.

Differentiation is the ability to provide unique and superior value to buyers in terms of quality, special features or characteristics, or after-sales service.

## Factors in Competition

1. The entry and exit of major competitors is one of the first questions that marketing managers as strategic planners must ask about the competitive environment, namely how are current competitors changing? Are there new competitors entering our business? When a competitor leaves, often the likelihood of achieving a goal increases.
2. The availability of substitute materials, the profits and success of a company's operations depend in part on the quality and more affordable substitutes for the company's products and services, and how competitive the substitute goods industry can remain.
3. An important change in the strategies used today, marketing managers as strategic planners must pay more careful attention to when their main competitors will change their strategies, the amount of competition among companies causes more and more competition based on price, quality, service, and other factors. which can influence whether the goal will be achieved or not.

## Competition among existing companies

According to Porter, competitive intensity is related to several factors, including the number of competitors, growth rate, product or service characteristics, fixed costs, capacity, high barriers to exit, and competitor diversity.

## New product

1. A new product for the world that creates a completely new market
2. A new product line that allows a company to enter an established market for the first time
3. Additions to existing product lines complement a company's established product line (packaging size, flavors, etc.).
4. Improvements and revisions to existing products can provide better performance or value that is considered greater and replace existing products
5. Repositioning existing products directed towards new markets or market segments.
6. Cost reduction of new products that provide similar performance at a more affordable price.

## RESEARCH METHODOLOGY

### Object of research

In this research problem, the author conducted research at a university in the East Jakarta area, namely Marshal Dirgantara Suryadarma University, the university is located on Jl. Halim Perdana Kusuma No. 1, RT.1/RW.9, Halim Perdana Kusumah, kec. Makasar, East Jakarta City, Special Capital Region of Jakarta 13610, the object of research is the competitive strategy implemented by Marshal Dirgantara Suryadarma University as a relatively new university with a large enough number of students to be able to produce the best graduates for the community.

### Research Subjects

The research subjects in this study were policy makers (structural officials), lecturers (functional officials), employees, and students of Marshal Dirgantara Suryadarma University, which were obtained by the author, to obtain data that could be used for this research.

### Data Analysis Techniques

The author here uses the Analytical Descriptive Analysis technique, the implementation of which is not only limited to collecting and compiling data, but includes analysis and interpretation of the meaning of the data obtained by the author using relies on theoretical knowledge, reasoning abilities and the results of field research carried out.

The data analysis in this scientific writing is qualitative in nature and the author links it to the SWOT Method, so that it can be seen clearly the advantages and disadvantages of Marshal Dirgantara Suryadarma University, which is classified as a new university with quite a large number of students.

## Data Criteria and Validity

According to Dr. Lexy J. Moleong, MA, qualitative research with its natural paradigm which is different from the non-qualitative/quantitative paradigm clearly cannot use validity and reliability criteria. Therefore, in qualitative research, using 4 (four) criteria to determine the validity of the data, that is :

1. Degree of trust
2. Involvement
3. Dependency
4. Certainty

## Sampling technique

The sampling method used in this research is the snowball method or *Snow Ball Sampling* which is a technique for determining samples that are initially small in number, then increase in size. Like a rolling snowball, what was originally small will gradually become bigger. This method is often used when researchers do not know much about the research population. The researcher only considered one or two people who, based on their judgment, could be used as samples. Because researchers want more samples first to show other people who are likely to be sampled.

## RESEARCH RESULTS and DISCUSSION

### Background to Master of Solar Management

Marshal Dirgantara Suryadarma University always strives to increase opportunities for undergraduate graduates who have a middle income/economic level by minimizing education costs and other conveniences, but without reducing the quality of education. High academic standards are maintained with qualified teaching lecturers, with the provision of alternative lectures by highly experienced practitioners. Students will be educated with practical and technical lectures without leaving out the academic element so that students can have good quality standards and can follow lectures well. Several additional practical lectures are given to improve students' abilities so they can compete well. Such as English seminars, presentation techniques and so on.

### Application of the Marketing Mix in the Elements Solar Management Master's Program

Every business always faces changing situations, and the changes that occur bring benefits, but not infrequently these changes also bring losses. To anticipate this, Unsurya, in terms of the Master of Management Program, is implementing a strategy which includes carrying out 4 activities called the marketing mix. The marketing mix consists of product, price, place, promotion which are often referred to as the 4Ps. This can be seen from the quality assurance of Master of Management graduates. Apart from that, Unsurya, in terms of the Master of Management program, also carries out promotions through various programs ranging from word of mouth promotions, promotions in collaboration with well-known agencies, promotions with several companies. The marketing mix of the Marshal Dirgantara Suryadarma University Master of Management will be analyzed further.

### Product

A product is anything that a producer can offer to be noticed, sought, requested, purchased, used and consumed by the market to fulfill the needs or desires of the relevant market.

The Unsurya Masters in Management program is categorized as a new product, because the Unsurya Masters in Management program is a new education program offered by Unsurya at a higher level of education. One of the reasons for the emergence of the Master of Solar Element Management program in the community is to fulfill the need for the level of education required by people who wish to continue their education to the 2nd degree level at an affordable cost, but with quite good quality and quality. Graduates are also expected to be able to bring a good name to the institution and make a good contribution to

the nation and state.

Product strategy consists of product diversity, product quality, design, characteristics, name, brand, packaging, size, service, guarantee and rewards. In terms of product diversity, the Master of Management program at Unsurya offers 3 specializations, namely marketing management, human resource management and financial management. Meanwhile, the Master of Solar Management product design is packaged by offering a platform to continue to a higher level, namely strata 2 at a very affordable cost, so that the dreams of people who want to continue their education to a higher level can be channeled into the Master of Solar Management program, even though with affordable costs you can still carry out Strata 2 education with good quality.

Product strategy also consists of service and rewards. In terms of service quality, the Unsurya Master of Management Program always prioritizes the best service for its students. If students feel satisfied, they will indirectly become a passive promotion for Unsurya, and it is not surprising that students will bring many prospective students to take courses in the Master of Management study program at Unsurya.

## Price

Price is a component that influences company or institution profits. Viewed from a marketing perspective, price is a monetary unit or other measure including goods and services exchanged to obtain the right to ownership or use of a good or service.

The pricing strategy offered by the Master of Management program at Unsurya is very competitive, this was said by most respondents, the tuition fee for the Master of Management program at Unsurya is IDR 4,450.000,- (four million four hundred and fifty thousand rupiah) per semester, which provides convenience with tuition fees that can be paid in monthly installments of IDR 750,000,- (seven hundred and fifty thousand rupiah).

When viewed from a price perspective, the price of the Master of Management study program at Marshal Dirgantara Suryadarma University is very affordable and competitive. Plus there is convenience from Unsurya which has provided policies can be paid in monthly installments so that it does not burden the students.

## Place

Place strategy consists of marketing channels, market coverage, location grouping, inventory and transportation. If we look at the location of Unsurya, which is located on Jl. Halim Perdana Kusuma No. 1, RT.1/RW.9, Halim Perdana Kusumah, kec. Makasar, East Jakarta City, Special Capital Region of Jakarta 13610, Unsurya campus which is located on the side of the road near the entrance to Halim Perdana Kusuma airport, easy transportation and reachable. Apart from its location, it is close to housing and the Halim Perdana Kusuma airport which has many employees with an interest in continuing their undergraduate education so that they have the opportunity to become prospective students for the Master of Management program.

## Promotion

Promotion is also an important factor in maintaining the continuity of a company or institution. Promotion is useful for communicating the advantages to consumers of the product that will be produced, with the hope that consumers will be interested and buy the product. When carrying out promotional strategies for companies or institutions, including universities, you are expected to be careful, because usually the costs used for promotion by companies or institutions or universities are not small. This can cause production costs to be greater and product prices to be more expensive due to large promotional costs, and companies or institutions can experience losses later.

Based on the description above regarding promotion which is also the main spearhead of a business in the product sales process that must be implemented, it must be thought carefully and thoroughly whether the promotional strategy implemented is effective and efficient or not. Promotions carried out by Marshal Dirgantara Suryadarma University include passive promotions to prospective students, but this is considered less efficient

because Unsurya provides brochures or promotions at high schools.

### **Master of Management Marketing Strategy Elements**

According to research results, the marketing strategy for the Master of Energy Management Program is carried out passively in the sense of not doing marketing on a large scale. In its promotional strategy, Unsurya only provides brochures without placing advertisements in media such as television or radio. Unsurya only always improves its quality and quantity so that students feel satisfied and later the students who feel satisfied will also take part in passive marketing, where later students can indirectly introduce Unsurya to the public. Once, Unsurya carried out promotions to schools, distributing brochures, but the results were deemed not optimal. However, brochures are still provided and usually prospective students who need them will take/ask for them directly from Unsurya who comes to distribute the brochures. This is also one of Unsurya's advantages, especially its Masters in Management program which has never carried out large-scale marketing, but the number of students has increased quite a lot from year to year. This condition is in line with the policy of the chairman of the foundation as owner of Unsurya, who states that universities must always provide good service even though tuition fees are relatively affordable.

### **Competitive Strategy Master of Management in Elements**

Every business needs to plan and use certain competitive strategies in facing competition. Strategy is a very important plan for business continuity, because by implementing the most appropriate competitive strategy through strategic planning the company can improve its business position and survive.

Likewise with the Master of Solar Management program, the Master of Solar Management program has several competitive strategies that are most appropriate in facing its competitors.

According to most respondents, there are no competitors for Unsurya, Unsurya's Masters in Management continues without looking at its competitors and always gives the best. However, this is different from what most of the other respondents said that the main competitors for the Master of Solar Management program are Trisakti University and Bina Nusantara University (Binus). Both competitors have their respective advantages. Trisakti University is one of the favorite private universities in Jakarta which is more expensive in terms of funding, but has A accreditation and many people are familiar with it and many believe in the status of Trisakti University. Meanwhile, Bina Nusantara University (Binus) is a private campus with quite expensive tuition fees, but has the same online learning system as Unsurya.

### **Analysis of the Implementation of Generic Competitive Strategy Master of Management in Solar Elements**

Based on the research conducted, it can be analyzed that the Master of Management at Elements uses a generic competitive strategy as a measure to maintain business and also win the competition.

The Master of Management Program at Unsurya as an educational institution can be classified as new, but is able to have students who are quite interested in it. Even though it is a relatively new educational institution, Unsurya has established relationships. There is a harmonious relationship between the local community, local government, military, etc. plus the control of Unsurya which is able to design, create and market a comparable Master of Management Program in a more efficient way than competing companies. Apart from that, Unsurya is also able to provide privileges such as good quality guarantees. As there are often public lectures/seminars given by skilled speakers.

### **Analysis of Higher Education Industrial Strength in the Master of Solar Management**

The strength of the higher education industry in the Master of Solar Management can be analyzed through factors that influence industrial competition and competition between

existing companies. Thus, there are 5 factors that need to be considered, namely:

1. Potential newcomer
2. Threat of substitute products or services
3. Buyer's bargaining power
4. The power of unions, governments, and so on
5. Entry supply power

The Master of Management program has paid attention to these five factors, as it has paid attention to prospective students not only from alumni majoring in undergraduate management but also towards civil servants and the TNI. In determining the amount of tuition fees for this program, we always pay attention to the purchasing power or ability of the community. This can be seen from the fact that tuition fees have not increased so far.

### **Potential newcomer**

To find out the intensity of competitors, the Master of Energy Management needs to analyze several factors following:

1. Number of competing public and private universities offering Master of Management programs)
2. The level of growth of the higher education industry that provides undergraduate management programs and Master of Management undergraduate programs
3. Characteristics of the products and services of each university
4. The amount of tuition fees is fixed until completion
5. Capacity (linked to facilities and lecturers and annual graduates)
6. The height of the barrier to exit
7. Diversity competitor

### **Substitute products or services**

In fact, all companies or institutions in one industry compete in other industries that produce substitute products. These substitute products appear in different forms but can satisfy the same needs of other products. This condition is identified by the existence of a Master of Management program which is often called a remote class from various universities, both state and private. Until now there is several universities have remote/online classes from various state and private universities held in Jakarta and the surrounding area.

### **Buyer Bargaining Power**

Buyers or students can influence the industry or educational institutions through their ability to reduce prices, demand for good services, and play a role in fighting one competitor against another. In this way, buyers or students are "kings" who must be served well, which is currently known as excellent service, such as maintaining the continuity of lectures by always having lecturers on time. Every private educational institution such as Unsurya always tries to provide excellent service with affordable quality,

but must maintain the quality of the programs provided so that the quality of its graduates is always beneficial to the institution and society.

### **Supplier Bargaining Power**

Suppliers can be said to be lecturers, because in educational institutions here lecturers are suppliers of knowledge to students, the costs of paying lecturers' wages, whether large or small, can affect the cost of education. Lecturers can indirectly influence educational institutions with their ability to increase prices or reduce the quality of services provided. The higher the scientific discipline possessed by a lecturer, it will indirectly increase the amount of costs incurred by Unsurya because the quality of the lecturer is definitely better, but based on observations made by researchers it shows that the lecturers providing courses with high dedication without looking at the rewards given by Unsurya. **SWOT Analysis of the Competitive Strategy Implemented by the Elements Solar Management Master's Program**



Carrying out a SWOT analysis is an important start in formulating a strategy. This analysis is shown to be able to conquer the market and control competitors, thus the Master of Solar Management Program must identify internal strengths and weaknesses, as well as look for opportunities and threats that exist in the external environment. An effective SWOT analysis should aim to achieve a strategic marketing plan that fits the internal and external environment, which will ultimately provide a sustainable competitive advantage.

To be able to analyze, an inventory and identification of external strategic factors and internal strategic factors is required. The results of this identification are analyzed in strategic factors. Thus, in a SWOT analysis, it is necessary to identify the key factors of strength, weakness, opportunities and threats, then give weight and ranking to each of the key factors in question.

## Strength Analysis

1. The Master of Solar Management Program is an educational institution that has qualified lecturers and has the main orientation of providing the best educational services for its students
2. The Master of Solar Management Program is an educational institution that has a comfortable building and a strategic location that is easy to reach for students and prospective students.
3. The Unsurya Management Master's Program has a market share that comes from the Unsurya management undergraduate program.
4. Elements is already well known to the people of Jakarta, especially the people of the Halim Perdana Kusuma area, so the establishment of the Masters in Management of Elements program is also well known to the public, especially in providing affordable education costs, and it is easy for the Masters in Management of Elements program to enter the market share.
5. The Master's Program in Solar Element Management provides very affordable tuition fees that can be paid in installments.
6. The Master of Solar Management Program provides lectures face-to-face and online.

After analyzing the internal strength factors of the Master of Solar Management program in determining the marketing strategic plan for the Master of Solar program, it is necessary to determine the weight of each of the strengths in question based on the expertise of experts or resource persons. The weight of the quality of good lecturers and loyalty has a weight of 0.10 with a rating of 3. The building and its strategic location has a rating of 4 with a weight of 0.10 with a fairly large potential market share from graduates of strata 1 management. Elements is well known by the local community for its affordable and quality tuition fees with the same weight and ranking as the market share of the management program, namely a weight of 0.15 with a rating of 5, while for ease of paying tuition fees that are affordable and can be paid in installments it has a weight of 0, 10 with a rating of 4.

## Weakness Analysis

1. The Master of Solar Management program currently has a B accreditation, although many students have graduated and graduated, and are currently in the process of improving a better accreditation.
2. Do not carry out large-scale promotions.
3. There are several facilities and infrastructure that are not as adequate as those of competing universities.

After analyzing the internal weakness factors that Unsurya has in determining the strategic marketing plan for the Master of Management program, it is also necessary to determine the weight of each weakness based on the expertise of experts or resource persons. Meanwhile, the Master of Management program accredited B has a weight of 0.15 with a rating of 3, passive promotion carried out by Unsurya has a weight of 0.05 with a rating of 2, while the lack of facilities and infrastructure has a weight of 0.10 with a rating of 2.

## Opportunity Analysis

1. There are many undergraduate graduates from Unsurya and from other universities, either majoring in management or undergraduate graduates from disciplines other than management.
2. The need for quality human resources through Masters education for civil servants, military and private sector. Because for promotions related to positions in the civil service, there are educational level requirements. Civil servants who wish to be promoted to class IV a must have a master's degree, so that certain positions that do not have a master's degree cannot be promoted to class IV a.
3. There is a requirement for lecturers with minimum education to have a Master's degree. According to the law on lecturers, in 2014 the requirements to become a lecturer must be a master's degree so that lecturers with a bachelor's degree will be transferred to administrative staff.
4. The formation of the city of Jakarta will continue to develop and requires quality human resources, both for civil servants and company/private managers.
5. The public is increasingly understanding the benefits of higher education, including the Master of Management program. Thus, more and more people with middle and low incomes want to get a higher degree.

After analyzing external factors, especially the opportunities that the Master of Solar Management program has in determining strategic marketing plans, it is necessary to determine the weight of each opportunity based on the expertise of experts or resource persons. As for the weight of opportunities, the number of graduates from undergraduate management programs in higher education has a weight of 0.15 with a rating of 5, the need for a master's degree for civil servants and the private sector has a weight of 0.10 with a rating of 3, the requirement for lecturers to have a master's degree has a weight of 0.15 with a rating of 4, the need for quality human resources has a weight of 0.05 with a rating of 3, the increasing public understanding of the benefits of higher education, has a weight of 0.05 with a rating of 2.

## Threat Analysis

1. There are other universities that reduce their tuition fees by making it easier to pay in installments.
2. There are other universities that have distance/online/online classes.
3. Government policies that do not support the accreditation process for study programs from private universities can hinder Unsurya's development in improving accreditation.
4. The intensive promotion of the Master of Management program by other universities around Jakarta, which can be seen during certain events, we can always get brochures from certain universities that market their study programs.
5. There are universities that pay their lecturers relatively well.

After analyzing external factors, especially the threats faced by the Master of Energy Management Program in determining a strategic marketing plan, it is also necessary to determine the weight and ranking of each threat based on the expertise of experts or sources. As for the weight and ranking of the emergence of Master of Management programs at other universities promising fast graduation, it has a weight of 0.15 with a rating of 4, Master of Management programs at other universities which reduce educational costs has a weight of 0.15 with a rating of 4, there are policies that are less supportive of accreditation Private higher education study programs have a weight of 0.10 and are ranked 3rd, the incessant promotion carried out by the Master of Management Program at other universities has a weight of 0.05 and is ranked 3rd, and the existence of private universities that provide relatively high lecturer salaries has a weight of 0.05 with a rating of 3.

## Interaction of External and Internal Factors

From external and internal interactions, this will result in the maximum possible use of the rare competencies possessed by the company or higher education institution, namely the

special competitive strength of the Master of Solar Management program which is very suitable to the internal and external environment which is impossible for other companies/universities to face. In this way, several alternative strategies will be obtained that need to be considered by the leadership of Unsurya. **Interaction between Forces and**

## Opportunities

This interaction will create a strategy that uses internal strengths to take advantage of available opportunities. This strategy is often called the SO strategy.

1. Increasing prospective undergraduate management students from Unsurya and Unsurya lecturers who have not completed the postgraduate program.
2. Establishing cooperation with regional governments, both the Jakarta city government and surrounding regional governments, in improving human resources.
3. Establishing collaboration with private and state universities that have undergraduate and senior high school and junior high school programs in increasing lecturer and teacher resources to meet the quality of lecturers and teachers as well as lecturer and teacher certification.
4. Cultivate passive promotion for students and lecturers and develop or expand through the community to promote the Master of Solar Management program.
5. Utilize the Unsurya Building and its strategic location by placing various banners that direct or motivate people to become Unsurya students.
6. Improving the curriculum in preparing for accreditation and fulfilling the qualifications of student graduates who are prepared to become managers for both state and private employees.

## Interaction between Power and Threat

This interaction will create a strategy that uses force to avoid threats. This strategy is often called the ST strategy.

The results of this analysis produce several alternatives as follows: following:

1. Increasing the quantity and quality of Master of Management graduates at each inauguration.
2. Providing other conveniences in paying tuition fees, such as paying tuition fees in installments and other breakthrough conveniences.
3. Strive to fulfill accreditation requirements such as completing lecture facilities and infrastructure, increasing the value of lecturers with their academic position and other requirements that lead to an A accreditation rating.
4. Providing services both administrative services and services in the teaching and learning process both face-to-face and online.
5. Pay attention to lecturers' income by providing good allowances and regular teaching frequency to increase the income of lecturers who have loyalty in providing lectures.
6. Pay attention to other means of promotion, by participating in various meeting forums aimed at promoting the quality of higher education, especially the Master of Management program.

## Interaction between Opportunities and Weaknesses

This interaction will create a strategy that provides opportunities to overcome weaknesses.

Strategy This is often called the WO strategy.

The results of this analysis produce several alternative strategies as follows: following:

1. Improving the administrative service system through creating a Master of Solar Management website that can be accessed by the general public.
2. Improving lecture facilities and infrastructure such as libraries, comfortable lecture rooms, discussion rooms and others for the continuity of the lecture system.
3. Improving the quality of lecturers through assistance in the academic tenure process.
4. Increasing passive and active promotion by providing outreach to the regional

government of the city of Jakarta and its surroundings as well as teachers which leads to collaboration in improving human resources.

5. Increasing promotions to private companies to increase their human resources.
6. Requires lecturers, both existing and new, to teach at least a strata 1 degree in Elements with a strata 2 degree.

### **Interaction between Weaknesses and Threats**

This interaction will create a strategy that minimizes fatigue and avoids threats. This strategy is known as the WT strategy.

The results of this analysis will produce several alternative strategies as follows:

1. Speed up the accreditation process and speed up graduates.
2. Utilizing practitioners who already have academic positions in providing lectures.
3. Providing convenience in addition to affordable costs.
4. Expanding the reach of passive promotion throughout society.
5. Provide an adequate level of income for lecturers by increasing the frequency of teaching.

### **Achievement Strategy**

1. Speed up the accreditation process and improve the qualifications of linear lecturers who fulfill academic positions and fulfill other requirements.
2. Equipping library facilities with various quality references and lecture facilities.
3. Increase active promotion to the entire community and maintain the quality of lecture implementation and administrative services.
4. Increasing cooperation from both the government and private sectors.
5. Evaluate the curriculum periodically so that it meets market needs.
6. It is necessary to pay attention to and improve the welfare of lecturers and administrative staff.
7. Pay attention to students who have finished college but have not completed their final assignments, through a better and more intensive guidance system.

## **CONCLUSIONS and SUGGESTION**

### **Conclusion**

1. Marshal Dirgantara Suryadarma University is well known by the public as a tertiary institution that provides education at affordable costs with good quality, this good name needs to be maintained and has an impact in influencing the accelerated development of the Postgraduate Masters in Management program, for this reason it continues to maintain passive promotion by expanding reach by collaborating with local governments, schools and private companies, because this passive promotion requires good service from universities.
2. Speeding up the accreditation process and always maintaining it as proof of the good service that Unsurya can provide, this accreditation will have quite a big impact on future prospective students.
3. Improving the quality of lecturers in accordance with applicable regulations, and increasing their compensation, and completing lecture facilities and infrastructure, and always guaranteeing the quality of graduates by providing an adequate curriculum.

### **Suggestion**

1. Maintaining public trust in the implementation of affordable and quality education.
2. Prepare accreditation carefully to obtain A accreditation.
3. Fulfill all applicable regulations in organizing lectures by always improving the quality of lecturers both at educational level and academic position level and need to improve compensation.
4. Following meetings held by the government and regional governments aimed at

promoting and developing Element Surya, apart from that, it is also necessary to hold alumni meetings of all classes.

Implementations that need to be carried out by Marshal Dirgantara Suryadarma University include:

1. Maintaining relationships with graduates from the D3, Strata 1 and Strata 2 study programs and lecturers and employees of Unsurya as a strong promotional medium.
2. Increasing active promotions such as promotions through private and national television, social media and radio.
3. Increasing cooperation with the government and large private companies in Jakarta and its surroundings.
4. Participate in meetings held by the government aimed at promoting and developing Unsurya, and if possible, Unsurya hosts various events involving universities in the surrounding area and outside Jakarta.

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