



Research Paper

## SWOT Analysis: A Qualitative Study in Master of Science Management, Hasanuddin University.

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**ABSTRACT** : This study aims to find out and analyze an overview of the marketing strategy for admitting new students at the Master of Science in Management, Faculty of Economics and Business, Hasanuddin University and alternative strategies that can be used by the management of the Master of Science in Management, Faculty of Economics and Business, Hasanuddin University. Data was collected through observation, document analysis, and interviews. The research method used is research in descriptive form with a qualitative approach using the SWOT analysis technique. The results showed that the marketing strategy carried out by the Master of Science in Management, Faculty of Economics and Business, Hasanuddin University to increase the number of new student admissions using the SWOT matrix resulted in several alternative strategies, namely direct marketing and indirect marketing. Then improve marketing strategies in the field of promotion such as online promotions through social media, take part in edufairs online, and create special classes for collaboration between government agencies and PTN-PTS. The supporting factors are human resources and the marketing strategy budget and the inhibiting factors are the lack of awareness of some lecturers to help promote the content they create.

**KEYWORDS**: SWOT Analysis, marketing strategy.

Received 08 Dec., 2022; Revised 20 Dec., 2022; Accepted 22 Dec., 2022 © The author(s) 2022.  
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### I. INTRODUCTION

Education is the axis of the world in looking to the future, education is very important for society in educating the nation's life, then globalization comes to encourage us to be able to compete with other nations. Nowadays educational qualifications are very important for various lines both in the line of work and in the line of education, the presence of postgraduate campuses in Indonesia is expected to be able to increase educational qualifications but of course this results in competition between postgraduate campuses or other study programs to increase the number of students and then of course not easy, it needs a strategy and implementation that must be prepared by the leader or manager. In Makassar, not many Masters of Science in Management study programs have been established, only Hasanuddin University is the only one in the eastern Indonesian region that has opened this study program. Most universities open Master of Management study programs. Of course, this is an opportunity for the Master of Science in Management Study Program, Faculty of Economics and Business, Hasanuddin University to increase the number of students in the study program. However, the existence of the facts above does not rule out the possibility of fluctuating or fluctuating acceptance as shown in table 1 below.

**Table 1. Data on new students of the Master of Science in Management Study Program, Faculty of Economics and Business, Hasanuddin University.**

Year	Register	Accepted	Re-registration
2019 – 1	7	7	7
2019-2	6	6	6
2020 – 1	4	4	4
2020-2	14	14	14

2021 – 1	9	9	9
2021 -2	6	6	6
2022 – 1	5	5	5
2022 - 2	11	11	11

The table above is data on the number of students in the Master of Science in Management Study Program, Faculty of Economics and Business, Hasanuddin University in 2019-2022. Fluctuations occur in the process of admitting new students every year due to many factors where the 2019-2021 Covid pandemic occurred so that information was limited. The total number of students is 62 students.

As part of the aforementioned campus, it is necessary to have a deeper introduction to one's own strengths and weaknesses in competition. Like competition between companies in a very competitive business world, it will be very helpful in taking advantage of every opportunity that exists and avoiding or minimizing threats. This research refers to research conducted by Khamda (2022) with the title analysis of marketing strategy in an effort to increase the number of new student admissions for high school of economics studies (STIE) Yadika Bangil which shows the results of the research that the more programs, the more alternatives' students can choose. In addition, the programs offered will increase student interest in registering. As well as large financial support for promotion and supported by quality lecturers and affordable prices can increase the number of students. Based on the above phenomenon, with the increase and decrease in new student admissions, the leadership therefore requires a marketing strategy analysis. This analysis uses SWOT so that it can get more in-depth results and alternative marketing strategies that will be used in the future. As the marketing strategy put forward by Saleh M Yusuf (2019) that the Marketing Strategy is a mission of offering objectives, marketing objectives, finances, target audience and demand are all determined by the manager. In terms of campus bureaucracy, all of this requires input from other fields or divisions. Then according to Lupiyadi (2016) said the implementation of the marketing mix plus people is as follows, namely *Product Policy, Pricing Policy, Location, Promotion and People*. It is from the marketing mix that Herman Malau (2017) argues that business competition is very tight and to win the competition leaders must manage their organizations with the service marketing concept which is then analyzed using SWOT as stated by Saleh M Yusuf (2019) that a comprehensive assessment of strengths, weaknesses, opportunities and threats. It is possible to observe the internal and external marketing environment using a SWOT analysis. then from the SWOT analysis it is hoped that it will provide an alternative marketing strategy that will be used in the future and will benefit the development of management science, especially marketing strategy.

## II. METHODOLOGY

### Research Design

This research is qualitative research to produce descriptive data in the form of the author's or oral words from the people and actors observed. Then use the 7P marketing mix SWOT analysis (Product, Price, Location, Promotion, Physical Evidence, Human Resources, and Process) so as to obtain an alternative strategy that is appropriate for use by the study program.

### Presence of Researchers

The presence of researchers in the field in qualitative research is something that is absolute, because researchers act as research instruments as well as data collectors, one of the characteristics of qualitative research in data collection is carried out by the researchers themselves. While the presence of researchers in this study as participant observers or participating, meaning that in the process of collecting data researchers make observations and listen as carefully as possible even to the smallest detail.

The advantage gained from the presence of the researcher as an instrument is that the subject is more responsive to the presence of the researcher, the researcher can adapt himself to conducting research, decisions related to research can be taken in a fast and directed way, as well as information can be obtained through the attitude and way of the researcher in providing information.

### Research Sites and Times

This research was conducted at the Postgraduate Management Science Masters Campus, Faculty of Economics and Business, Hasanuddin University which is located at Jalan Perintis Kemerdekaan Km. 10, Tamalanrea, Makassar, South Sulawesi. The research time is estimated to be approximately two months from September to October 2022.

### **Data source**

In this study, researchers obtained data in the form of primary data and secondary data. Primary data is direct data obtained from observations and interviews with research objects, namely the head of the Master of Science in Management study program, lecturers, staff and students who are competent to provide direct information.

Secondary data is data obtained from literature study by studying various writings, books, and theses related to this research. Secondary data was also obtained from the documentation of the Management Science Masters Study Program.

### **Data collection technique**

Data collection in this study using several methods such as:

#### a. Observation

In this study, the author will make direct observations on the Master of Science in Management Study Program, Faculty of Economics, Hasanuddin University

#### b. Interview

In this study the authors wanted to conduct an interview process so as to obtain the data needed, while the parties the authors interviewed were the Dean of the Faculty of Economics and Business, Hasanuddin University, Head of the Management Science Masters Study Program, Faculty of Economics and Business, Hasanuddin University, Lecturers, Staff and students related to the problem will be discussed in this study.

#### c. Documentation

The documentation method is to find data about things or variables in the form of notes, photos, newspapers/internet, brochures, and others. This documentation method is used in research to collect data from sources in the field.

### **Data analysis technique**

The process of data analysis is carried out simultaneously with data collection through several stages starting from the process of data collection, data reduction, data presentation, and verification or drawing conclusions. In the analysis process, the authors use the SWOT analysis technique and the SWOT matrix.

## **III. RESULTS AND DISCUSSION**

### **Marketing Strategy Analysis**

Based on the results of observations and interviews, it is necessary to do a marketing strategy analysis as follows, namely:

- a. direct marketing, which markets goods and services directly so that consumers can respond directly. This marketing uses letters, direct outreach to campuses, telephone and print media.
- b. marketing indirectly, is an activity related to the community such as social services, management seminar training and community service programs.

### **Analysis of Internal and External Environmental Factors**

Based on the results of the identification of internal and external environmental factors encountered in the Master of Science Management study program, Faculty of Economics and Business, Hasanuddin University to potential prospective students. Then a marketing strategy is needed using SWOT analysis for new student admissions, then formulated as follows.

#### 1. Internal environmental factors

##### a. Strength Factor

- Being under the auspices of Hasanuddin University which is one of the best campuses in Indonesia.
- The MSM study program is the only one in eastern Indonesia
- The study program is carried out in accordance with the applicable curriculum
- Complete and satisfying facilities and services.
- Can graduate with just 3 semesters.
- Affordable tuition fees
- Internet access can be reached widely.
- Digital marketing can cover all areas of Indonesia
- Can be accessed 24 hours.
- Many lecturers hold professors and doctoral degrees and have good research track records
- There are student admissions in each semester up to 3 batches.
- Get instant or immediate feedback.

- Marketing costs are carried out more affordable
- b. Weakness Factors
- There was a technical error
  - There is still a lack of awareness among lecturers for publication or word of mouth promotion.
  - Lack of outreach to campuses
  - It is necessary to improve study program accreditation to be even better.
  - There is no recruitment team from Study Program.
2. External environmental factors
- a. Opportunity Factor
- Fully supported by information technology
  - Have digital marketing media
  - Internet network is growing rapidly.
  - Network of lecturers scattered everywhere
- b. Threat Factors
- There are competitors growing and developing rapidly.
  - There are unexpected expenses.
  - Decreased interest of the community/students

**SWOT Matrix**

The Swot Matrix is a step that must be taken by the FEB UNHAS Master of Science Management Study Program to determine strengths and weaknesses as well as in dealing with the opportunities and threats encountered. This SWOT analysis produces four strategic perspectives, namely SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats), and WT (Weaknesses-threats).

**Table 2 SWOT Matrix Results**

<b>Internals external</b>	<b>Strength (S)</b> 1. Being under the auspices of Hasanuddin University which is one of the best campuses in Indonesia. 2. The MSM study program is the only one in eastern Indonesia 3. The study program is carried out in accordance with the applicable curriculum 4. Complete and satisfying facilities and services. 5. Can graduate with just 3 semesters. 6. Affordable tuition fees 7. Internet access can be reached widely. 8. Digital marketing can cover all areas of Indonesia 9. Can be accessed 24 hours. 10. Many lecturers hold professors and doctoral degrees and have good research track records 11. There are student admissions in each semester up to 3 batches. 12. Get instant or immediate feedback. 13. Marketing costs are carried out more affordable	<b>Weakness (W)</b> 1. There was a technical error 2. There is still a lack of awareness among lecturers for publication or word of mouth promotion. 3. Lack of outreach to campuses 4. It is necessary to improve study program accreditation to be even better. 5. There is no recruitment team from Study Program
<b>Chance (O)</b> 1. Fully supported by information technology 2. Have digital marketing media 3. Internet network is growing rapidly. 4. Network of lecturers scattered everywhere	<b>SO strategy</b> 1. Marketing is done online through social media 2. Opening new student admissions online 3. conduct outreach to campuses, especially in the Bachelor of Management study program.	<b>WO strategy</b> 1. conduct training, seminars or workshops offline or online 2. Follow edufair online 3. cooperate with campuses for continuing education programs to the master level
<b>Threat (T)</b> 1. There are competitors growing and developing rapidly. 2. There are unexpected expenses. 3. Decreased interest of the community/students	<b>ST Strategy</b> 1. Making Master graduates have competitiveness outside the campus. 2. Conducting training for master graduates to compete in the world of work and research.	<b>WT Strategy</b> 1. Promotion on local television and radio media. 2. Promotion or outreach to campuses. 3. Establish cooperation with other government agencies or universities.

Based on the results of the SWOT Matrix in table 2 above, it can be identified exactly the marketing strategy that will be used in increasing the number of new student admissions for the Master of Science in Management study program, Faculty of Economics, Hasanuddin University, as seen from the image below.

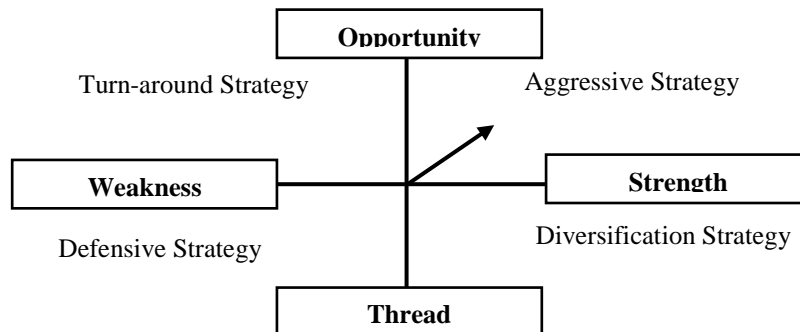


Figure 1. SWOT Analysis of the Master of Science Management Study Program, Faculty of Economics and Business, Hasanuddin University.

The picture above shows the quadrants obtained, namely supporting an aggressive strategy as the campus designs policies based on strengths - opportunities (SO) strategies, Weaknesses - Opportunities (WO) strategies, Strengths - Threats (ST) Strategies, and Weaknesses - Threats Strategies (WT). this is also in line with the results of previous research used by researchers as a reference or reference to strengthen the results of research conducted by researchers based on observations and interviews conducted and obtained at the research site. Then the marketing strategies that can be used are:

1. The direct marketing strategy is by working with government agencies or PTNs in Indonesia to conduct outreach or presentations.
2. The indirect marketing strategy is by means of social service activities to the community, training and management seminars conducted as well as community service programs.

From the research results, all elements related to the 7P marketing strategy such as product, price, location, promotion, physical, human resources and process. Of the many strategies carried out, the promotion strategy is the most dominant in carrying out marketing strategies in the FEB UNHAS Master of Science Management Study. It is evident from the interview data that they know information on student acceptance from promotions, for example websites, social media. This means that promotions must be increased every year so that the number of new student admissions increases. Some of the promotion strategies that can be used are:

- a. Promotion is done online through social media.
- b. Conduct edufair online.
- c. Organize free online training, seminars and workshops.
- d. Making the Master of Science in Management a graduate who has competitiveness outside the campus.
- e. Promotion in local television and radio electronic media.

#### **IV. CONCLUSION**

From this research it can be conclude:

- 1) The marketing strategy directly establishes good relations with government agencies and PTNs.
- 2) Indirect marketing
- 3) Promotion is done online through social media.
- 4) Follow edufair online.
- 5) Organize free online training, seminars and workshops.
- 6) Making the Master of Science in Management a graduate who has competitiveness outside the campus.
- 7) Promotion in local television and radio electronic media.

Factors that support and inhibit the marketing strategy in increasing the number of new student admissions are the supporting factors of human resources, marketing budget and marketing strategy team. While the inhibiting factor is that not all lecturers have participated in promoting the content that has been made. So, in the future, online and offline marketing will be combined.

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