

MARKETING STRATEGY USING SWOT ANALYSIS (CASE STUDY: STIMA IMMI)

¹Aglom Mel Yoksam Neolaka, ²Mega Faulina, ³Pepih Akromah, ⁴Tri Astuti Novilasari, ⁵Reimond Hasangapan Mikkael

^{1,2,3,4}.Sekolah Tinggi Manajemen IMMI, ⁵Universitas Panca Sakti Bekasi

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E-mail:

yoksam87@gmail.com

ABSTRACT

This study analyzes the marketing strategy at STIMA IMMI. This type of research is descriptive research. Data was collected through documentation techniques and in-depth interview techniques sourced from informants. The data were analyzed using quantitative analysis and qualitative analysis. The results of the study show that the corporate level strategy implemented by STIMA IMMI is based on the analysis that has been carried out is a diversification strategy, by increasing the number of educational service products that are no different from the main product. Functional level strategies to support diversification, namely: product positioning strategy, product diversification, penetration pricing strategy, promotions that can shape the image of potential consumers and are periodic, educational service products as close as possible to consumers, in the Civil Service Police Unit of Solok City but it has not been optimal.

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1. INTRODUCTION

Today, the business concept really needs to be applied in the procurement of educational services, so that it can be stated that education has entered as a form of business. The principle of business does not mean seeking maximum profit, because this principle has been obsolete. The principles that need to be applied are aimed at achieving increased satisfaction and consumer welfare in the long term.

2020 was the toughest year for all countries in the world, where the Corona or Covid 19 outbreak weakened almost all countries including Indonesia. Restricting activities will cause impacts that can affect the pace of Indonesia's economic growth. This can be felt by the people of Indonesia from all walks of life, including in the field of education. Education is a necessity of human life to improve their mastery of science as capital in solving various life problems. The government also pays attention to education in order to improve human resources which is an important factor for carrying out development.

The government in its movement to improve education services to the community is still far from sufficient, both in terms of quantity and quality. This causes a lot of private parties engaged in the implementation of education. This condition then causes competition in education services (government and private) to become more competitive. Each educational service actor expects to get optimal new students (input). Only through obtaining sufficient input can the implementation of educational services survive or grow into a large educational institution.

Non-profit institutions, including the world of education, really need to apply the right business concept, so that they can survive in the business they are doing. It can also be emphasized that non-profit organizations require cash in flow that is higher than cash out flow, so that they can provide satisfactory service to their target consumers. The business concept needs to be applied in the education business, where through customer (student) satisfaction and paying attention to student welfare is a condition for the success of the education business being carried out. Student satisfaction relates to the realization of their desires or hopes when choosing the college concerned. Related to the welfare of students, the tertiary institution concerned provides education that is in accordance with the existing labor market, which can then be used to obtain job opportunities (Prayetno & Wahyudi, 2021).

Education business actors must pay attention to promises that will be given to prospective students, because if there are students who feel that the promises of the relevant tertiary institution have not been fulfilled, it will have an impact on the dissatisfaction of the students concerned. Dissatisfaction can have an impact on claims or complaints, even demands can be through legal channels or displayed in the mass media. If this happens, it will be very detrimental to the good name of the college concerned.

In order to win the competition, what education business actors do is implement an effective marketing strategy. The marketing strategy shows the effort to adjust the company's internal conditions and its environment. Related to the above, education business actors must be able to apply the right product mix, price, promotion and distribution policies as a result of an analysis of internal and external conditions. Analysis of internal and external conditions must be carried out periodically, because the two environments experience changes that require changes in marketing mix policies (Revida et al., 2021)

In the field of education, not only the product mix, price, promotion and distribution are components of the marketing mix. On (Zeithaml et al., 2018) also included elements of personal traits. Personal traits consist of employee components (lecturers and administrative staff), leaders and foundations in applied educational marketing. In the marketing strategy it has been explained that the first step taken is to carry out an analysis of the internal and external environment of the business entity. Internal environmental analysis is carried out to find weaknesses and strengths in various internal aspects. The external environment analysis is carried out to find opportunities and obstacles that arise. Through the combination of these two aspects various marketing mixes are applied to support the right strategy.

Of course, all PTS in DKI Jakarta really need to conduct an in-depth study of the problems they are facing. PTS cannot be carried out simply by keeping up with the times, because external factors are constantly changing. Changing external factors include the emergence of new competitors, both from PTS and State Universities (PTN). The main PTNs in DKI Jakarta, such as the University of Indonesia (UI) in each faculty make extension programs, even diploma programs. The State Islamic University (UIN) Jakarta is also a competitor, because in its development it does not only open programs on Management and various other natural sciences. In the case above, the potential market for each PTS is also a market for new programs created by PTS around campuses in Jakarta and Bekasi which are close to campus locations.

The phenomenon of the problems described above requires an in-depth study in the education business, especially those carried out by the private sector. The study was carried out to try to find marketing strategies that can be implemented by PTS in DKI Jakarta, especially the IMMI School of Management (STIMA IMMI) Jakarta in running their business, then an analysis of the relevant marketing strategy is carried out. The analysis will finally provide findings on whether or not the strategy is appropriate and provide effective strategic solutions.

This study aims to examine and analyze internal and external conditions at STIMA IMMI. On the other hand, this study intends to study the effectiveness of the marketing strategy implemented by STIMA IMMI. The contribution of this research seen from the point of view of policy makers is to serve as a guideline for marketing strategies for each PTS in Jakarta, especially STIMA IMMI. On the other hand, as one of the inputs for LLDIKTI Region III Jakarta in an effort to develop and empower PTS in Jakarta, especially at STIMA IMMI Jakarta.

2. LITERATURE REVIEW

Marketing Concept

The marketing concept as a guide in running a business, including in the world of education. Initially, the means of satisfying needs were very limited in quantity and variety, so the orientation that emerged at that stage was a production orientation. The main thing that became the thought in that period was how to produce a product, including in the world of education. At first the education business actors only paid attention to efforts to produce educational services. However, in line with the increasing demand for educational services, the number of education providers has increased. With various alternatives to meet their needs, potential consumers of education need to select alternative tertiary institutions to enter to meet their educational needs (Neneng Nurmalasari & Masitoh, 2020).

The important thing that concerns the marketing concept is customer satisfaction, where only through customer satisfaction can companies realize their goals. The importance of customer satisfaction as a condition for the success of a business, there are many studies regarding efforts to achieve customer satisfaction. Among the concepts that carry out studies on the importance of customer satisfaction and efforts to make it happen are the TQS (Total Quality Service) approach and the service profit chain. The components contained in the TQS concept are human resources, strategy and consumers (Schiavone et al., 2022). In TQS all strategies and human resources are directed at meeting consumer needs and desires, which in turn is expected to create consumer satisfaction. Companies will only be able to shape customer satisfaction only through the formation of employee satisfaction. With the fulfillment of employee satisfaction, employees will be able to use all their potential at work, then high employee productivity will be obtained. The concept above really needs to be considered for actors producing educational services. Optimal service will only be provided, if employees or internal consumers are first satisfied. As stated

by(Maimunah, 2020)that the company's ability to develop the skills of its employees properly will make the company superior and the implementation of human resource-based strategies will be difficult to follow by its competitors. Employees in tertiary institutions in the form of lecturers and academic administrative staff really need to be satisfied first, so that their potential is developed in such a way, which will eventually manifest in providing satisfactory service to students, both effective students and potential students.

Marketing strategy

The strategy implemented by the company basically refers to efforts to realize the company's goals. The company's goal in general is profit, and the survival of the company. The expected profit is, of course, optimal profit, increased sales in the context of high market share and the survival of the company.

Referring to the various elements of the marketing strategy basically talks about determining the marketing mix. The marketing mix is "a set of marketing tools that the company uses to achieve its goals in the target market"(Kotler & Keller, 2011). The marketing mix referred to includes the 4Ps (product, price, place, promotion) which must be applied in the right way.

This thinking concept must also be carried out by education business actors, where what is considered is not only the 4Ps, but according to the components that exist in the world of education according to (Ganatra et al., 2021) also includes personal traits, consisting of components of personnel, leaders and foundations in educational marketing.

SWOT analysis

The study in this study is about marketing strategy, then the SWOT analysis is used to identify the strategy to be formulated. This is in line with the understanding given by (Suyotno, 2014) regarding SWOT analysis as "the systematic identification of various factors to formulate corporate strategy".

Actualization of these various strategies can be carried out at the functional level strategy by applying the right marketing mix policy. The analysis at the stage of forming the SWOT matrix is still not specific, because several strategies emerge from various combinations of internal and external environmental conditions. In this regard, it is necessary to carry out further analysis to find a corporate level strategy (Kotler & Keller, 2011).

The analysis that can answer these problems is the grand strategy analysis which is a further application of the SWOT analysis. The first stage of the analysis is the formation of the SPACE matrix (Suyotno, 2014). The SPACE matrix is a matrix that contains identification of strengths, weaknesses, opportunities and obstacles of the company being analyzed, complete with the score assigned.

3. METHODS

The type of research in this research is descriptive research. In this research, a description of the position of education business actors in their industry, internal and external conditions and an overview of the marketing mix strategy is carried out. The data collection technique used is interview, namely data collection techniques by conducting question and answer with respondents and documentation techniques, namely data collection techniques by recording documents owned by the object of research. The data collected is in the form of employee conditions, marketing, promotion and financial conditions owned. While the data collection tool used is a questionnaire.

The data analysis used in this study is SWOT analysis, which is an analysis that provides an overview of the strengths, weaknesses, opportunities and threats of STIMA IMMI. With the SWOT analysis it is expected to be able to translate and identify internal and external aspects as follows:

- a. Internal environmental analysis focuses more on identifying strengths and weaknesses. The internal environment that will be analyzed in this case is the condition of human resources, financial conditions, the condition of the teaching and learning process as a form of production process, the condition of marketing, administration and management
- b. External environment analysis; external environment analysis, means exploring and identifying all the developing opportunities and threats from competitors and potential competitors. The external environment includes the macro external and micro external environment. Macro external, such as data on exchange rates, inflation, interest rates, economic growth, employment opportunities, social, culture, religion and government. Meanwhile, on the external micro in the form of competitors and relationships with input sources and job providers

The effectiveness of the marketing strategy can be seen from the arrangement of the product mix, promotion mix, price mix, and distribution mix *personal traits* related to the position of STIMA IMMI in the

SWOT diagram. Preparation of a SWOT diagram or diagram *grand strategy* above is done through the preparation of the SPACE matrix. The SPACE matrix contains identification of internal and external factors in the form of strengths and weaknesses as well as opportunities and obstacles, where each has been given a score according to its criteria. Through the difference in the average scores of strengths and weaknesses and the difference between the average scores of opportunities and obstacles, the general condition of internal and external factors can be identified. Through this analysis, the company's position in each quadrant of the SWOT diagram can be identified (Suyotno, 2014).

4. RESULTS AND DISCUSSION

A description of the internal and external conditions of STIMA IMMI is carried out by identifying each aspect. This identification is to determine whether internal factors appear as strengths or weaknesses and external factors appear as opportunities or obstacles. A description of the various internal aspects of STIMA IMMI has been carried out which can provide an overview of the condition. Employee aspects are assessed from the elements of quantity, quality, craftsmanship and turnover rate. All of them received good ratings, because they fulfilled the existing conditions.

In terms of quantity, there must be 6 permanent lecturers according to their field of education and the number of lecturers fulfills the 1:40 requirement (1 lecturer compared to 40 students). Employees, both administrative employees and lecturers, have an attendance rate close to 95.00 percent, so they can be given good criteria. STIMA IMMI lecturers and employees also have high loyalty, which can be seen from their turnover rate (out and in). Permanent employees (lecturers and administration) have a range of 0.04 percent which can be considered low.

Referring to the scoring of each element contained in the employee aspect, it can be stated that in general the condition of employees is in good condition. Based on this, it can be categorized as an advantage. The total score obtained is 16 of 20 maximum scores, so the percentage of the total score to the maximum score is 80.00 percent.

For more details, the criteria for each internal and external aspect of STIMA IMMI can be shown recapitulation in Tables 1 and 2.

Table 1. Internal Aspect Criteria STIMA IMMI 2020 year.

No.	Internal Aspect	Score Percentage	Criteria
1.	Employee	80.00	Superiority
2.	Financial	65.00	Superiority
3.	Production	72.00	Superiority
4.	Marketing	68.00	Superiority

Source: Primary data processed

Note: Giving criteria of excellence, if the percentage score is above 50.00 percent

Based on the results of the analysis shown in Table 1, it is known that in general the internal aspects owned by STIMA IMMI emerge as an advantage. This means that it can be used as an effort to take advantage of existing opportunities and minimize losses resulting from obstacles that arise from external factors.

The financial aspect appears as an advantage in general, because seen from the adequacy of working capital, liquidity and solvency are classified as very good. Very unfavorable criteria occur in achieving the activity ratio. The working capital owned by STIMA IMMI can always cover its operational costs. The financial condition also needs to be seen from its liquidity and solvency, where the achievement of both ratios is quite good. The criteria given for liquidity and solvency are liquid and solvable. This means that STIMA IMMI can guarantee that its current debt will be paid exactly when it is due, as well as the payment of the total debt with the total assets it owns.

The above conditions do not occur in achieving the activity ratio. STIMA IMMI's activity is classified as low, which shows that the acquisition of revenue is not in accordance with the total value of assets. The existence of elements in the financial aspect that have good and bad criteria does not cause the general condition of the financial aspect to have weak criteria, but on the contrary have criteria of excellence. This can be seen from the achievement of the actual percentage score with a maximum score of more than 50.00 percent, which is exactly 65.00 percent.

The general criteria for the financial aspect above also apply to the production aspect, which appears as an advantage. The general assessment is based on the percentage between the actual total score and a

maximum score of 72.00 percent, more than 50.00 percent. For a more detailed assessment of the production aspect, it is necessary to describe the assessment of each of its elements.

Elements of output with a large enough quantity can be absorbed in jobs with a fairly high percentage. The manager has a special program for handling output, at least providing information on job opportunities, maintaining good relations with job providers. The output element is given a good rating (score 4), the assessment is the same for the use of equipment in the teaching and learning process. However, related to the administration given a bad rating (score 1). This assessment is based on the consideration that administrative services are provided only in the morning class, while in the afternoon and evening classes administrative services are very minimal.

In certain lessons, the manager uses certain technology, but it is limited to the use of computers and English laboratories. This technology is a general technology that has been commonly used for the lesson in question. The existence of this, then given a fairly good assessment (score 3). The teaching and learning process that runs at STIMA IMMI is quite smooth, because it has supporting facilities. If the lighting from the PLN is disturbed, the management has provided separate facilities so that the teaching and learning process is not disturbed. The existence of this, then given a good rating (score 4).

The output handling program by the manager needs improvement. In the last period only employment information services were carried out and fostering good relations with job providers. In its actualization, it is no longer found that job providers are looking for employees at STIMA IMMI. The existence of this condition, the output handling by the manager is given a fairly good criterion (score 3).

An important aspect in an institution that needs to get an in-depth study is the marketing aspect. The marketing aspect in this study is seen from various marketing mixes, personal traits and good will as seen from the level of student satisfaction. The marketing aspect as a whole gets an assessment as an advantage. The percentage of the total score obtained from the assessment of each element is 68.00 percent of the maximum score. Another element of the marketing aspect is the marketing mix policy formulated so far by managers. STIMA IMMI has a good effort in improving the quality of output, both in terms of the physical aspect to the teaching and learning process. For these items given a good rating (score 4).

Products produced by an agency, including educational services by STIMA IMMI must be communicated to potential markets. The management does this through brochures, electronic media, visits and mass media. The various media seen from the intensity and time of implementation are relatively limited, so they are given a fairly good rating (score 3). This assessment is also given for the implementation of the price mix, where no efforts are made to implement the price mix properly. The policies applied are only related to the base price, no discounts or the like are made for quality inputs. The existence of this, the assessment is generally given a fairly good criterion (each with a score of 3).

Educational services provided must be easily obtained. Related to this is the application of the distribution mix, where given good criteria (score 4) for this aspect, STIMA IMMI has a strategic location, seen from various things, so that students can easily get the educational services offered. Administration is an important factor, where the elements assessed are organizational structure, relationship with foundations and recording of expenditures and inputs. Organizational structure and its implications get a good rating (score 4), relationships with foundations get a very good rating (score 5) and record keeping and expenses, so that fraud can be avoided. For the last thing is given a good criterion (score 4). In educational services aspects of the marketing mix need to be coupled with personal traits. The personal traits that are studied in this study are the personal characteristics of the Chairperson, Assistant Chairmen and employees of the foundation who are related to STIMA IMMI. Judging from the level of education, craftsmanship and decision making, these various parties received an assessment with good criteria (score 4).

Furthermore, what needs to be studied from the marketing aspect is the goodwill that has been fostered so far. Goodwill or good name really needs to be fostered, because it is related to the assurance of the amount of positive input of effective student information to potential students and other parties. To provide an assessment of the elements of good name is done through analysis of customer satisfaction. In general, the results of the study show that effective students have satisfaction criteria which are generally very satisfied and satisfied, although there are still students who need to improve their fulfillment of expectations. The existence of this assessment gets good criteria (score 4).

Table 2. 2020 STIMA IMMI External Aspect Criteria.

No.	External Aspect	Score Percentage	Criteria
1.	Macroeconomics (national economy)	68.75	Opportunity
2.	regional economy	66,67	Opportunity

3.	Government	80.00	Opportunity
4.	Source <i>inputs</i> and absorbent <i>output</i>	40.00	Obstacle
5	Competitor	20.00	Obstacle
6	Social, cultural and religious	100.00	Opportunity

Source: Primary data processed

Note: Provision of opportunity criteria, if the percentage score is above 50.00 percent

Indonesia's macro-economy shows an improvement direction with various government policies that support the economic sector, even though it is still during the Covid 19 Pandemic outbreak. It was stated that there was improvement, because the macroeconomic indicators used as indicators by Bank Indonesia were slowly changing towards improvement. The government in general has concern for education, in general it can be seen in the preamble of the 1945 Constitution, that the aim of the state is to educate people's lives. In practice, various government regulations have been stipulated that provide support for the implementation of higher education institutions as education service providers.

STIMA IMMI managers really need to pay attention to external factors, as a basis for formulating strategies. One of the external factors is the source of input (student sources, namely high school and equivalent) and the company or agency that will absorb the output produced. The relationship with the input source getting the assessment appears as a bottleneck. Evaluation of competitors, in terms of quantity and quality, is classified as a barrier. With this assessment, the percentage score for the competitor aspect is 20.00 percent with the criteria appearing as an obstacle.

Important aspects that need to be assessed are social, cultural and religious. There are no social, cultural and religious conditions in Jakarta that are obstacles. The criteria given are very likely to appear as an opportunity, so that the percentage of the maximum score is 100.00 percent (very likely). Referring to the assessment of the internal and external aspects of STIMA IMMI, a SWOT matrix can be formulated, see Table 3.

Table 3. STIMA IMMI SWOT Matrix for 2020.

IFAS	Strengths (S)	Weaknesses (W)
	Employees (quantity, quality, craft and turnover rate)	Financial (activity and profitability)
	Financial (working capital adequacy, liquidity and solvency)	Product mix (diversification product)
	Production (output, use of equipment, use of technology, smooth learning process and output handling)	
	Marketing (market share, product quality improvement, promotion mix, price mix, distribution mix, administration, <i>personal traits</i> And <i>good will</i>)	
Opportunities (O)	Strategy SO	Strategy WO
Macroeconomics regional economy	Product diversification with a fixed concept - on the core product	Increasing revenue through efforts to increase the source, because the assets are very supportive
The government through its policies	Improving the quality of human resources through education and training	
Social, cultural and religious	Improving the quality of education through the use of applied technology	
	Marketing mix and <i>personal traits</i> that supports diversification	
	-	Operational efficiency is a concern
Treats (T)	Strategyst	Strategy WT
Relationship with sources <i>inputs</i> and absorbent <i>output</i> Chance	Output quality is a concern, especially applied science, so that output is not only a job seeker, but a job maker. Strategies and forms of service need to pay attention to competitors	- More innovative marketing mix, especially the price mix.

In order to be more specific about the corporate level strategy to be determined, it is necessary to construct a SWOT chart or known as the Grand Strategy Selection Matrix. The initial step taken for its formation is to determine its SPACE matrix, as follows:

Table 4. Grand Strategy Selection Matrix

A Superiority		A Opportunity		
1.	Employee quantity	4	1. Exchange rate	2
2.	Employee quality	4	2. Inflation	2
3.	Employee work	4	3. Interest rate	3
4.	Employee turnover rate	4	4. Economic growth	2
5.	Adequacy of working capital	5	5. Government	4
6.	Liquidity	5	6. Social	4
7.	Solvability	5	7. Culture	4
8.	output	4	8. Religion	4
9.	Equipment use	4	9. NTB production value	2
10.	Technology in certain subjects	3	10. Readiness spending on education	2
11.	Smooth learning process	4		
12.	Output handling program	3		
13.	Product quality improvement	4		
14.	Promotion through flyers	3		
15.	Promotion through electronic media.	3		
16.	Promotion through mass media	3		
17.	SPP payment	3		
18.	SKS Payment	3		
19.	Development payments	3		
20.	Distribution mix	4		
21.	Organizational structure	4		
22.	Relationship with the foundation	5		
23.	Recording of input and output	4		
24.	<i>Personal traits</i> Chairman	4		
25.	<i>Personal traits</i> chief assistants	4		
26.	<i>Personal traits</i> Foundation	4		
27.	<i>Good will</i>			
	Total	102	Total	29
B. Weakness		B. Obstacle		
1	Activity	2	1 Relationship with Source inputs	4
2	Promotion through direct visits	3	2 Relations with him field of work	4
3	Administrative services	1	3 Job provider	4
			4 Job opportunities	5
			5 Competitor quantity	5
			5 Competitor quality	5
	Total	6	Total	22

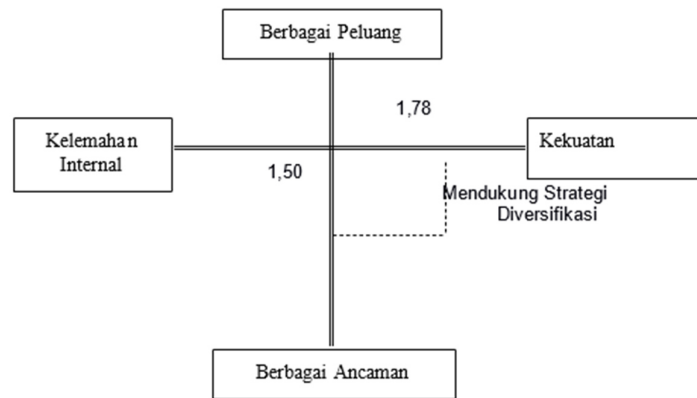


Figure 1. STIMA IMMI SWOT (Grand Strategy) Graph for 2021.

Discussion

STIMA IMMI in running its business in the form of educational services, especially those related to economics, must apply an aggressive strategy. In this case, the manager must take advantage of the internal advantages they have to take advantage of the opportunities that arise. The important thing that needs further study is the implementation of the right strategy at the functional level. The functional level strategy implemented must support the corporate strategy in the form of a diversification strategy.

The product mix strategy that must be carried out is to improve service quality or take certain steps so that the resulting education service product is different from competitors. The application of technology related to economics is a reference, such as familiar with computer applications, the use of programs related to economics, small banks which are not just related to a place or room, but use equipment related to banking.

The mix strategy above is related to the product positioning strategy, which can be carried out by STIMA IMMI seen from its net cash inflow. An important thing that can also be done by STIE AMM managers in relation to efforts to position their services differently from other educational services is to make the business sector a place for practical student learning. STIMA IMMI can have financial institutions (credit) and other businesses that can attract potential markets and at the same time act as a place for student learning (Baldauf et al., 2018).

The above is not a strategy limited to a mindset, because basically STIMA IMMI can actualize it. The important thing is the use of existing resources with the mindset of providing balanced benefits. The above strategy is an attempt to produce educational service products offered that are different from those offered by competitors. This should become an orientation and be evaluated periodically, because competitors are also implementing strategies to increase their competitiveness.

Another strategy related to product diversification is not only to produce different products. The strategy that can be applied is to make modifications or innovations to existing main products. STIMA IMMI with main products in the form of undergraduate education and diplomas for economics (management and accounting) can add study programs that are still related to existing study programs. Products that can be offered are sharia accounting education services, hospital management, taxation or the like (Langford et al., 2020).

Various alternative strategies above for strategies related to product mix. This strategy must be supported by other strategies contained in other marketing mixes. The price mix that is applied must support the strategy that has been set in the product mix strategy to realize the diversification strategy.

The strategy set for the price mix is penetration pricing, this is with the consideration that education services are different from other products. Educational services offered to the community must be carried out with the concept of social marketing. The welfare of the potential market must be considered at the time of becoming an effective consumer or in the post-period. The price set by STIMA IMMI so far which is related to the base price can be set. The important thing that needs to be addressed is the problem of lower payments for students who have high achievements and it is also necessary to apply payment terms to ease consumer sacrifices. Theoretically, the application of this price is related to the discount and credit system in payment.

The price mix applied must support an increase in student enrollment. The acquisition of more value from incoming cash to outgoing cash should be achieved through an increase in the number of students admitted, not due to an increase in the selling price of services.

In order to support the product mix strategy and price mix to realize the corporate level strategy, it is necessary to apply the right strategy for the promotion mix. The promotion mix that must be applied must reach a wide area and be attractive. The important thing that also needs to be applied is that the promotions carried out must form the image of potential consumers. For this reason, it is also necessary to carry out promotional activities that are periodic and not only at the time approaching the graduation of high school students or the equivalent. This really needs to be done, because products in the form of educational services are not good shopping or the like which can be chosen with incidental decisions. Consumers for educational products will make decisions using certain alternative educational services after carrying out long stages in the purchasing process. This involves high sacrifices, long service use times and determines the future concerned (Syafri & Hartati, 2020).

Another form of marketing mix that supports the various mixes above is the distribution mix. The distribution mix that is applied is to create products that are produced as close as possible to consumers. This cannot be done in the education service business, because it is the consumers (students) who have to come to STIMA IMMI.

Given these limitations, the thing that is sought is to have a strategic place. In this regard, STIMA IMMI has been well established. Campus one (1) owned is in the center of Mataram City, while campus two (2) in line with existing developments will also be a strategic place (still in Jakarta).

Another mix that needs to be well defined in the education services business is personal traits. Personal traits are personality traits of employees, especially those who have a large share in the STIMA IMMI institution. Through a combination of the various marketing mix strategies and personal traits above, it will be able to support the diversification strategy implemented by STIMA IMMI and on the other hand be able to overcome the problem of the decline in the number of students in this recent period. The strategy set at both the corporate level and the functional level must be formed based on in-depth analysis and consideration, resulting in increased cash inflows through increased student admissions,

5. CONCLUSION

Based on the analysis that has been carried out, the corporate level strategy implemented by STIMA IMMI is a diversification strategy. The functional level strategy is a mix of marketing and personal traits developed to support the diversification strategy. Functional level strategies in the form of: product positioning strategy, product diversification, penetration pricing strategy, promotions that can shape the image of potential consumers and are periodic, educational service products as close to consumers as possible, and Personal traits in decision making are carried out in an effort to support strategy at the corporate level.

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