

COMPETITIVE STRATEGY UNIVERSITAS LANCANG KUNING PEKANBARU IN HIGHER EDUCATION INDUSTRY

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ABSTRACT

This research is very important for Universitas Lancang Kuning to achieve their vision and mission to be superior in 2030. But at present at external competition every university in Riau province is trying to creating excellence institute to compete become superior university in Riau province, also adding with internal condition Universitas Lancang Kuning is not good. So, Universitas Lancang Kuning needs good new strategy in order that be able competed in higher education industry. The purpose of this research to help the Universitas Lancang Kuning can compete in higher education industry at Riau Province by formulating and selection new strategies. This type of research uses descriptive method. The location of the research was conducted at Universitas Lancang Kuning with 8 (eight) faculties. The types of data used in this study are primary data and secondary data. Data collection techniques used interview techniques and observation and literature study. To create competitive strategy we use several methods consist: vision and mission determination, external and internal environment analysis, SWOT-8K analysis, SPACE matrix and QSPM matrix. The results of this research showed that Universitas Lancang Kuning can use stabilization growth with alternative choice of strategy that is aggressive growth in order to be superior university in 2030.

Keywords: Competing Strategy, SWOT-8K, University Industrial

INTRODUCTION

The development of high education industry in Riau Province is currently quite high, where every year it has increased there are in Riau Province any 2 government universities, 7 private universities, 23 higher schools, 4 polytechnics and 25 academic (Sitohang, 2016). Several universities that have a great reputation in the province of Riau there are Universitas Riau (UR), Universitas Islam Negeri Sultan Syarif Kasim Riau (UIN SUSKA), Universitas Islam Riau (UIR), Universitas Abdurab and Universitas Indragiri Hilir and Universitas Muhammadiyah Riau. The favorite of university in Riau province the choice of new students is Universitas Riau (Universitymetric, 2015). This condition will certainly make Universitas Lancang Kuning more competition tighter and possibility to win and superior in 2030 more difficult, because new student have much choice for their study and all the universities always development their institute using their good strength and opportunity, But with Universitas Lancang Kuning condition right now which established in 1983 has successfully obtained accreditation of institution B and for the current number of students approximately 10,000 and the number of permanent lecturers 297 people with S2 education level as much as 259 people and S3 as much as 38 people and titled professor 2 people. Universitas Lancang Kuning have 9 faculties, 21 Program Majors with grade accreditation is B from BAN-PT Indonesia. Based on this condition, can Universitas Lancang Kuning achieve the dream of winning 2030 at the national level and compete with another universities. On the other side, The people of Riau look at the Universitas Lancang Kuning is the last choice campus for new student candidates for college, if new student choose Universitas Lancang Kuning as their campus only 2 favorite faculty such as faculty of Law and Economics every year, it is compared to other universities in Pekanbaru this is an indicator must be considered to be winner in 2030 and compete with other universities.

Therefore Universitas Lancang Kuning needs to create steps in formulate of strategy to win and compete in higher education Industry based on their condition. According to (David, 2014) strategy we can know whether we will go short term, menengah and far ahead Strategy is a new science in the discipline of science that came from the past in the 1960s, (Porter, 1995). The roots of the Strategy pursuing on many academic disciplines include industry, economics, marketing, financial, Psychology, behavioral science, history of strategy and military tactics (Stonehouse & Snowdon, 2007). According to (Thomas L Wheelen, J David Hunger, Alan N Hoffman, 2015) strategy is way to Achieve. According to Peter Drucker (Solihin, 2012) to be able to realize the Vision & Mission of a company formulated to answer such fundamental questions "What is our business?", "who is our customer?", "what does the customer buy?", "What will our business be?". The mission for a company will describe what business is and will be run by the company and what qualitative goals the company wants to achieve through its existence in certain business areas. According to Porter (Helms & Nixon, 2010) to be able to realize the organizational goals the most commonly used tool and commonly used to analyze the competitive map (Mohsenzadeh & Ahmadian, 2016) in the industry is five forces model of competition (Barutçu & Tunca, 2012)(Grundy, 2006). Besides five force Porter internal analysis can help the organization analyze the company's internal conditions (Huang & Mas-Tur, 2015) accordingly (Kotler, 2000) factors that need to be considered for evaluation within the organization area of corporate culture, corporate image, organizational structure, Key staff, access to natural resources, position in experience, operational efficiency, operational capacity, Brand awareness, Market share, finance, exclusive contracts, patent rights & trade secrets (Saragih & Anggadwita, 2016).

METHOD

This study uses a qualitative method, according to (Sugiyono, 2012a) suggests that qualitative methods describe and understand the meaning behind visible data. The type of data used in this study is primary data and primary data according to (Umar, 2012) (Sugiyono, 2012b). Techniques for data collection used in this study interviews, questionnaires, literature study. Population of all stakeholders of Universitas Lancang Kuning. Sampling method is done by using method purposive sampling (Sugiyono, 2012a) namely the rectorate leadership and all the

deans at Universitas Lancang Kuning. Stages to create strategy and determine the choice of strategies that can be used Universitas Lancang Kuning to competitive there are analysis Vision Statement, Statement Mission, External and Internal Environmental Analysis, Evaluation of External Factors- EFE (*External Factor Evaluation*), Evaluation Factor Internal - IFE (*Internal Factor Evaluation*), Analysis Matrix (SWOT-8K)(Helms & Nixon, 2010), Determination choosing alternative using QSPM dan TWOS matrix of Strategic Action Matrices (SPACE)(Tsitsipati & Athanasios, 2014), and (Shahba, Arjmandi, Monavari, & Ghodusi, 2017).

RESULT AND DISCUSSION

Respondents Biodata

Observation techniques and interviews this research is also done by distributing questionnaires directly to the respondent faculty leaders and rectorate leaders. Characteristics of respondents in this study is divided into several categories, namely: gender, duration, Education and Position. In this study, the number of questionnaires distributed as many as 13 copies consisting of 4 people came from the leadership of the rectorate and 9 people came from the faculty leadership. The results of respondents' analysis for gender reponden dominated by male gender with the number of 62.5% while women amounted to 37.5%. In the analysis results for long served results analysis showed that respondents with 2-4 years old dominated by 87% while 0-2 years at 37.5% and for 6-8 years only get value of 12.5%. Furthermore, for the analysis of education category, the result of question shows for education S2 with 75% while for education S3 25% and last for analysis of respondent position result show that position as dean earn 62.5% while rectorate leader 37,5%.

Analysis Vision dan Mision

The vision statement is very important in the formulation of a company's strategy (Supriyono, Fathoni, & Hasiholan, 2016)(Solihin, 2012) as well as the Universitas Lancang Kuning has a vision of "Becoming a Superior University at the National Level Based on Malay Culture 2030" based on vision statement when associated with a given perspective (Davies, John, & Thomas, 2014) can be seen from several perspectives such as the table 1 below:

Table 1. Assessment of the Characteristics of Statement of Vision Universitas Lancang Kuning

Characteristics	Explanation	Appraisal	
		Yes	No
Chart	Describes the intent and purpose of the company being developed by management as well as the company's position in related industry (Market Share)	√	
Directing	Future-oriented: describes the strategic objectives set by management and change in product / market / client / technology share that will help companies face future competition	√	
Focus	Specific in helping management generate a decision and prepare resources		√
Flexible	it is not a one-time statement that can not change. The direction of the company's objectives may change according to product changes, market share, consumer, and technology	√	
Affordable	Still a target that is not excessive, so that can be achieved by the company within a certain period	√	
Interesting	Identifying how the direction has been taken is an attractive, long-term business arena for stakeholders		√
Easy to communicate	Can be explained in 5-10 minutes, words and slogans are easy to say and remember.	√	

Source: (Data Process, 2018)

Furthermore to realize the vision must be supported by a good mission also the results of analysis using the approach of Fred R. David in (Tjoe, T. F., & Sarjono, 2010) it can be seen table 2 below.

Table 2. Assessment of the Characteristics of Statement of mision Universitas Lancang Kuning

Characteristics	Question	Appraisal	
		Yes	No
Consumer	Who are the company's consumers		√
Products or services	What is the company's main product or service?	√	
Market	Geographically, where companies compete?	√	
Technology	Is the company technologically sophisticated?	√	
Focus on survival, Growth	Is the company committed to healthy growth and financial condition?		√
Philosophy	What are the company's basic ethical beliefs, values, aspirations, and priorities?	√	
Self concept	What are the specific competencies or key competitive advantages of a company?	√	
Focus on public image	Is the company responsive to economic, social, community and environmental issues?	√	
Focus on employees	Are employees viewed as valuable corporate assets?	√	

Source: (Data Process, 2018)

Based on the two statements of Vision and Mission above it can be concluded that Universitas Lancang Kuning has clearly described the strategic objectives to be achieved in the future, but there are some missions that must be adjusted or added to answer and support the vision statement and this is not easy to do in time which is short.

External Environmental Analysis

University of Lancang Kuning University can not be separated from political influence because Universitas Lancang Kuning was established by Riau Provincial Government and Riau society figures. Some forms of political influence on the journey of Universitas Lancang Kuning namely DPRD Riau Initiative form rescue team Universitas Lancang Kuning caused by the release of government regulations in the new provisions, a campus must have own land and buildings. Today, Universitas Lancang Kuning's land is owned by government (riautekni.com, 2018), (Maulana, 2018). Politics in the world of higher education can not be separated from the policies and regulations made by the government such as the budget policy of the division of State Budget (State Income and Expenditure Budget) each year according to Minister of Higher Education Research and Higher Education Mohamad Nasir reveals, the budget of higher education 2014 to 2017 is 46 trillion, 42 trillion, 40 trillion, and 39 trillion have decreased every year (Fadilah, 2016).

The government through Dikti Ristek also provides grants for domestic and foreign students such as LPDP, Bidikmisi and BUDIDN programs and grants for research and community service for lecturers (Ristekdikti, 2017) and improving the welfare of lecturers through serdos program in accordance with the regulation of the Minister of National Education No. 42 of 2007 (Nasional, 2007).

In the economy sector of Higher Education Industry can not be separated from the economic environment because with the economy of a region can develop as well as the University. Economic factors used to measure the economy of a region seen from Inflation, Unemployment, Number of business fields, income per capita, exports and imports (Dwipartha, 2011). In Riau province has 12 districts and cities have various economic resources that continue to grow and grow like mines, fisheries, plantations, agriculture and berternakan from 1.26 to 2.41 and continue to rise to 2.85. In terms of expenditure, the highest economic growth was achieved by Household Consumption Expenditure (PK-RT) of 4.26 percent and the Export of Goods and Services by 3.05 percent. According to (Gultom, 2017) shows the annual inflation rate of Riau Province (combined 3 cities), Kota Pekanbaru, Dumai, Tembilahan and Nasional, during 2014-2016. Inflation rate in Pekanbaru, Dumai and Nasional. During the year 2014 increased compared to previous years. In addition to politics and economics Higher education industry can not be separated with the influence of technological developments with college technology can grow and grow to date. Some technologies that are often used for university operations such as computers, laptops, internet networks, e-mail, websites, blogspot, and others. Information technology in a narrow view explains the technological side of an information technology, such as hardware, software, databases, networks, and other devices (Musran Munizu, 2010).

Socio-cultural conditions viewed from the population is one of the important and fundamental development capital. In Riau Province when compared with the results of population data previously seen there was an increase in the population of Riau Province in the year 2015 which amounted to 13.56 percent where the population of Riau Province for 5,574,928 people and continued to add about 2,575,456 inhabitants or an average of 171, 70 thousand souls every year. Social also can not be separated from the world of education related to education according to (Suhardi, 2016) The number of high school and graduate levels is high enough that Universitas Lancang Kuning still has opportunities for new students from 413 high schools due to the considerable amount. The emergence of many educational institutions similar to various levels of education and facilities offerings will affect in terms of reduced interest of new students, when viewed from the competition among universities in Riau province is currently quite tight based on data from (Tinggi, 2016) shows the number of institutions there are 78 institutions with a number of 381 study programs (Tinggi, 2016) Based on the data is not easy for Universitas Lancang Kuning to be able to compete with higher education industry in Riau Province. Furthermore, Substitution Products are alternative products that can perform the same functions as previous or different products in Riau Province there are skill training institutions such as LP3I, RIC, Al-Azhar College etc.

Internal Environment Analysis

To see how the environment of Internal Universitas Lancang Kuning viewed from the aspect of Human Power (HR) is a central factor in an organization currently lecturer based on data for lab ristekdikti number of lecturers Universitas Lancang Kuning Numbered 335 lecturers with level S2 S2 as much as 301 and education S3 as many as 34 people and 2 people holding a title of Professor (Dikti, 2018). Besides Universitas Lancang Kuning Also encourage the Lecturers for S2 to Continue to S3 of them take advantage of cooperation with Da-yeh University in Taiwan and other campuses (Magazin, 2018). Besides Universitas Lancang Kuning lecturers education also has several lecturers of international achievement including Law Faculty lecturers who get Penghargaan from Postgraduate Fellowship, DGHE (Indonesian Government from 2012 - 2015) (Magazin, 2018). Increased through training for lecturers by bringing in experts and experts in their field. But there are some advantages that Universitas Lancang Kuning has for lecturers. There are also some disadvantages that need to be looked at in the human resources department. There are several faculties in Universitas Lancang Kuning, there is still no lecturer cadre planning, so this faculty is minimal young lecturer and more dominated by lecturer with senior age. In terms of lecturer's acceptance is done through a very tight stage where applicants candidates as lecturers come from various graduates of leading universities in Indonesia (Universitas Lancang Kuning, 2017a). While on the side of lecturers development for research and community service in 2018 Universitas Lancang Kuning lecturers obtained the achievement by successfully occupying the first rank as grant recipients Kemenristek Dikti part Kopertis Region X shaded West Sumatera, Jambi, Riau and Riau Islands with a total of 50 proposals from 53 Lecturers proposer and total cost of nearly 5 billion (Syahrul, 2018). Universitas Lancang Kuning also facilitate the lecturers to get educator certificate for professional lecturer (Serdos) by making Training of Educator Certification for Lecturer of University of Lancang Kuning by bringing in speakers and currently Universitas Lancang Kuning already has 157 lecturers who already have serdos certificate and every year keep increasing (Universitas Lancang Kuning, 2018).

Supporters in every business process depends on the size of the organization, the greater the organization the greater the need to support the organization. Universitas Lancang Kuning continues to strengthen supporting facilities to support Tri Dharma Perguruan Tinggi process. In the new student admissions system Universitas Lancang Kuning already using CBT (Computer Based Test) (Universitas Lancang Kuning, 2016) and each faculty is equipped with libraries, canteen, hotspots, extensive parking and laboratories, in addition to existing buildings in the Faculty there are also other buildings that are Rectorate, Library, LPPM, Language Hall, Dormitory, Health Clinic and PKM (Center Student activities), Places of Worship, ICT, Master of Management Building and Master of Laws (Magazin, 2017).

In addition to building Universitas Lancang Kuning also can not be separated with technology to support the campus operations Bandwidth capacity increase always increases every year. In 2012 Bandwidth doubled to 350 MBps from the previous year which was only 112 MBps with 23 hotspots in Universitas Lancang Kuning (Universitas Lancang Kuning, 2017b). The improvement of information system is also done with the

development of Academic Information System (SIAK) and Website. In addition to the above facilities, Universitas Lancang Kuning also provides a means of transportasi to support lecturer and student activities, which has 27 units of cars consisting of Bus, Pick Up, Mini Bus, and Sedan (Universitas Lancang Kuning, 2017c).

From the aspect of marketing strategy that used is using promotion strategy by installing baleho and banner in environment in pekanbaru city besides using banner and baleho Universitas Lancang Kuning also use promotion strategy by going directly to some regencies and cities in Riau, to introduce Universitas Lancang Kuning to the people of Riau. Besides, promotion is also done through social media (Magazin, 2017).

The form of promotion in addition to social media Universitas Lancang Kuning also actively post / publish information activities, cooperation and achievements by utilizing local online news media in Pekanbaru (TheoRizky, 2018). In the pricing strategy when compared with the 3 universities in Riau province Universitas Lancang Kuning was ranked the cheapest of the first tuition fees compared to other private universities such as UIR and UMRI.

Evaluation of External Factors-EFE

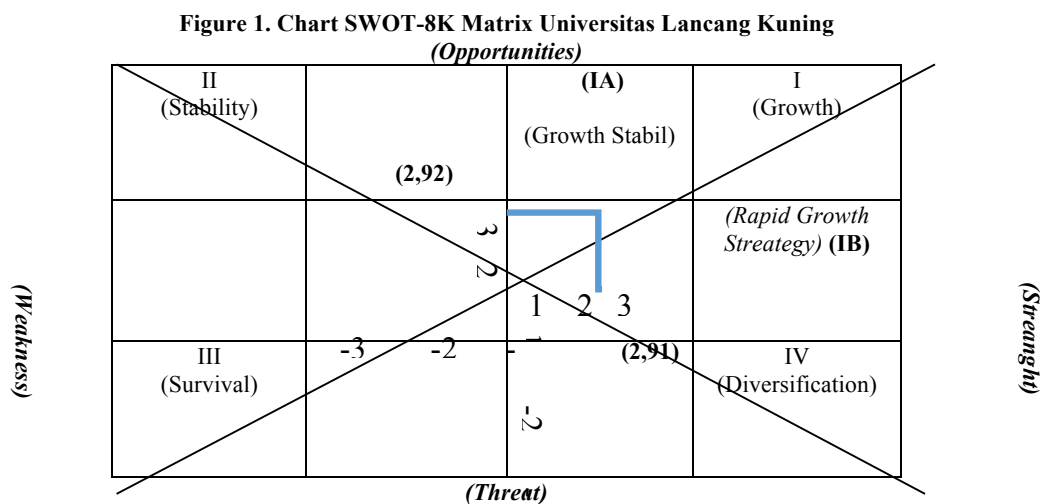
The EFE matrix is used to evaluate and determine the external factors of Lancang Kuning University used to identify opportunities and threats. The result of the determination of the weight and scale obtained by descriptive data of external factors and coupled with the result of questionnaire obtained from respondents consisting of deans and rectorate leadership. Based on the analysis of external factor evaluation of Lancang Kuning University shows that the total average of the score of 2.93 with the indicator that has a very big influence is about the relationship of Universitas Lancang Kuning with the Dear Government of Riau Province about the strategic policy of Universitas Lancang Kuning of 0.493 result shows so much influence from the role of government region to Universitas Lancang Kuning this result obtained after observation, interview and questionnaire distribution to the leaders in the Faculty and in the Rectorate. Furthermore, the second factor that has a great influence on Universitas Lancang Kuning is the high inter-educational competition (University, Polytechnic, Academy, High School) in Riau Province, has 7 Universities, 42 high schools with total institutions of 78 institutions with a score of 0.338 This factor should be a concern Universitas Lancang Kuning to create competitive advantage so it has different quality of education compared to universities in Riau Province.

Evaluation of Internal Factors-EFI

The EFI matrix is used to evaluate and determine the internal factors of the University of Lancang Kuning which are used to know the strengths and weaknesses. The result of the determination of the weight and scale of the descriptive data obtained by internal factors coupled with the results of questionnaires obtained from respondents consisting of deans and rectorate leadership. Based on the evaluation of internal factors of the University of Lancang Kuning, the result of the assessment shows that the score 2.91 with this value of Universitas Lancang Kuning has enough power to capture the opportunities that exist on external factors. For the internal factors that are very influential is Facilitate lecturers to have lecturer certification (Serdos) and Opening an exciting new majors (4 Master Program (S2) and the only one in Riau Province is PAUD Education, Forestry, Library Science with score value of both factors is 0.27.

SWOT-8K Matrix Analysis

Based on data of EFE and IFE analysis result using SWOT-8K Universitas Lancang Kuning matrix obtained value on external environment of 2.93 while in internal environment of 2.91 based on the result it can be concluded that currently Universitas Lancang Kuning strategic position in high education industry is in stable growth position see figure 1.



Based on the picture above That is, competitive advantages possessed by Universitas Lancang Kuning relatively smaller than the business opportunities available. As a result, Universitas Lancang Kuning can only grow in accordance with the capabilities that are owned, even if there is actually a business opportunity available. In other words, the growth of Universitas Lancang Kuning can not be drastic (fast), but gradually. So there is almost certainly a much greater chance of being exploited by a competitor.

SPACE Matrix Analysis

In this analysis will be analyzed to see the position of University of Lancang Kuning by looking at the condition of Finance, Environmental Stability, Competitive Advantage, Industrial Strength. From the matrix below see table 3 can be known as X and Y as follows:



Corner X : Average Score CA+ Average Score IS
: (-1.5) +3
: 1.5
Corner Y : Average Score FS + Average Score ES
: 2.2+ (-1)
: 1.2

Based on the calculation results show that from the X axis (CA & IS) with a value of 1.5 and Y axis (FS & ES) with a value of 1.2 shows a positive value of Financial condition, Environmental Stability, Competitive Advantage, Industrial Strength

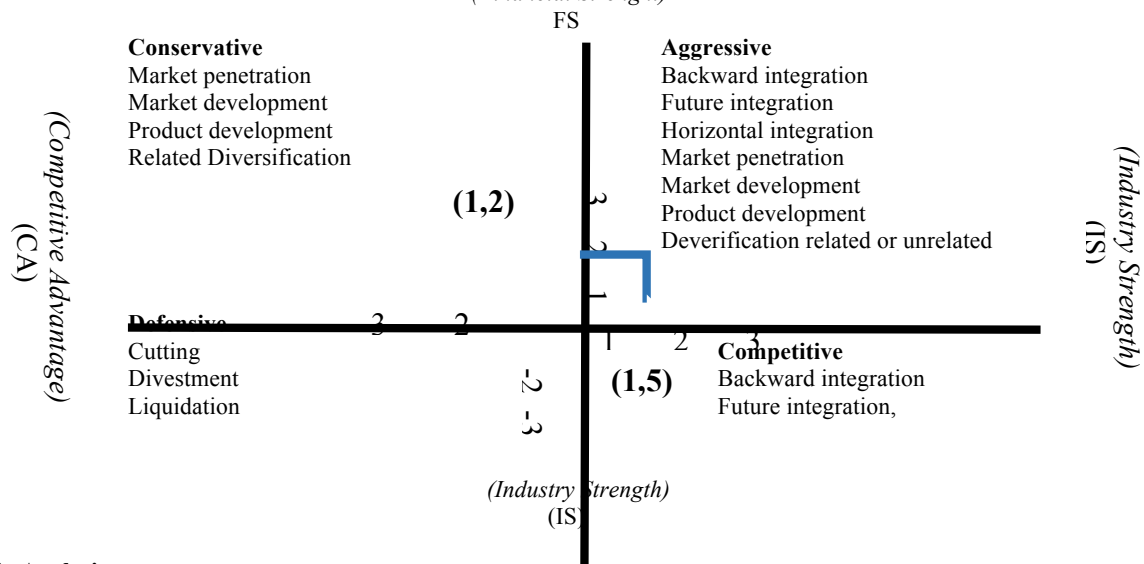
Table 3. SPACE Matrix Universitas Lancang Kuning

Position Strategis Internal (Financial Strenght)- FS	Rating	Position Strategis External (Enviromental Stability)- ES	Ranting
Revenue Growth	2	Higher education industry competition	-3
Liquidity Ratio	3	Development of Information Technology	-2
Profit margin	2	Economic situation in Riau Province	-2
Total Assets of the Company	2	Government policy	-1
Avarage	2.2	Avarage	-2
(Competitive Advantage)-CA		(Industry Strength)-IS	
Good Relationship with Local Government	-2	Government policy on higher education	4
Has 3 courses that are not owned by other universities	-1	Development of alumni	3
Extensive land area	-1	Lecturers	3
Status LPPM in madia	-2	Cost Course	3
Average	-2	Avarage	3

Source: (Data Process, 2018)

This means that Universitas Lancang Kuning is on an aggressive strategy see figure 2 There are several strategies that are being used and can be used: backward integration (suppliers), future intregation (distribution), horizontal integration (opening new branches), market development (expanding market segmentation), Product development (making new product), Deverification related or unrelated.

Figure 2. Chart SPACE Matrix Universitas Lancang Kuning
(Financial Strenght)



QSPM Matrix Analysis

In analysis of QSPM matrix to find alternative strategy of University of Lancang Kuning there are two alternative strategy that is whether using stabilization growth strategy or using aggressive strategy based on assesment from internal and external factor hence obtained score value for alternative growth strategy of stabiliasi is 5.01 while in alternative of aggressive strategy that is 5,98 with the result of the relatively small difference value it is recommended to Universitas Lancang Kuning to use the Aggressive Strategy but still consider combining the stabilization growth strategy see table 4 below.

Table 4. QSPM Matrix Universitas Lancang Kuning

Alternative Strategy	Weight	Stability Growth Strategy		Aggressive Strategy	
		AS	TAS	AS	TAS
Opportunities					
Relations with the Government	0.17	3	0.51	4	0.68
Business Growth	0.06	3	0.18	4	0.24
Technology advances	0.08	2	0.16	3	0.24
Government policy	0.07	2	0.14	3	0.21
Infrastructure development	0.09	3	0.27	4	0.36
Economic growth	0.01	1	0.01	1	0.01
Total districts	0.04	1	0.04	2	0.08
Center of Industrial	0.09	2	0.18	2	0.18
Center of Shopping mall	0.02	-	0	-	0
Relations with the Government	0.05				
Threat					
Competition	0.13	3	0.39	4	0.52
Replacement products	0.1	3	0.3	4	0.4
Supplier	0.01	3	0.03	4	0.04
New comer	0.08	3	0.24	4	0.32
Strength					
System recruitment for new lecturer	0.06	3	0.18	4	0.24
Facilities to get certificate (Serdos)	0.08	2	0.16	2	0.16
Learning Method	0.02	4	0.08	4	0.08
Having several interesting majors/faculty	0.09	2	0.18	4	0.36
Career development	0.01	3	0.03	4	0.04
Sistem Information Management (SIM)	0.06	3	0.18	4	0.24
Units LPPM Got status Madia from Ristekdikti	0.07	3	0.21	4	0.28
Using Internet (Web, Media social) for publication Universitas Lancang Kuning	0.05	3	0.15	4	0.2
Support facility	0.05	3	0.15	4	0.2
Weakness					
Data Based system	0.08	2	0.16	4	0.32
Capital	0.05	3	0.15	4	0.2
Access not maximum	0.04	2	0.08	3	0.12
SOP not maximum	0.06	3	0.18	4	0.24
Multi position of job	0.02	3	0.06	4	0.08
Low innovation lecturer	0.06	3	0.18	3	0.18
Location University of Lancang Kuning	0.01	1	0.01	4	0.04
Fee of course	0.05	3	0.15	4	0.2
Few lecturer held doctorate	0.06	1	0.06	4	0.24
Appreciation and punishment	0.01	-	0	-	0
Total			5.01		5.98

Source: (Data Process, 2018)

Based on the table above if using aggressive strategy Universitas Lancang Kuning need to maximize the internal strength that is owned today, because without strengthening on the internal side would be difficult to use aggressive strategy of several aggressive strategy choices that can be chosen Universitas Lancang Kuning product development, market development, horizontal growth, or product diversification which each related to the industry or that has no relationship with the core business of Universitas Lancang Kuning is education.

TWOS Matix Analysis

This analysis aims to select some strategic decisions based on Universitas Lancang Kuning choose to be used to compete in the higher education industry by exploiting the power to face the opportunities and threats and improvements to grasp the opportunity to cope with the threats of analysis conducted obtained strategies such as Maximizing the uniqueness of departments not yet owned by other universities in Riau Province through internal quality improvement such as opening the international class and master, Create a guidance and technical program in obtaining Research Grant (Ristekdikti) through improving the quality of researchers, Utilization of information technology to convey the benefits of Universitas Lancang Kuning to the community, Create an integrated data base system with the lowest and upper line in the form of dash

performance of each unit, Clarify and evaluate the duties and responsibilities of each lecturer and employee through policy-wise in accordance with SOP, Facilitating lecturers to improve doctoral level (S3) level of education see table 5 below

Table 5. TWOS Matrix Universitas Lancang Kuning

	Strength S.1 System recruitment for new lecturer S.2 Facilities to get certificate (Serdos) S.3 Learning Method S.4 Having several interesting majors/faculty S.5 Career development S.6 Sistem Information Management (SIM) S.7 Units LPPM Got status Madia from Ristekdikti S.8 Using Internet (Web, Media social) for publication S.9 Support facility	Weakness W.1 Data Based system W.2 Capital W.3 Access not maximum W.4 SOP not maximum W.5 Multi position W.6 Low innovation lecturer W.7 Location University of Lancang Kuning W.8 Fee of course W.9 Few lecturer held doctorate W.10 Appreciation and punishment
Opportunities O.1 Relations with the Government O.2 Business Growth O.3 Technology advances O.4 Government policy O.5 Infrastructure development O.6 Economic growth O.7 Total districts O.8 Center of Industrial O.9 Center of Shopping mall	SO Strategy 1. Maximizing the uniqueness of departments / prodi not yet owned by other universities in Riau Province through internal quality improvement such as opening the International class, master (S4, S3, SIM, S9+O3, O4,O5) 2. Create a guidance and technical program in obtaining Research Grant (Ristekdikti) through improving the quality of researchers (S.8, S.10+O5, O1) 3. Utilization of information technology to convey the benefits of Universitas Lancang Kuning to the community (S9, S7+O3,O7)	WO Strategy 1. Create an integrated data base system with the lowest and upper line in the form of dash performance of each unit (W1+O3+O4,O6) 2. Clarify and evaluate the duties and responsibilities of each lecturer and employee through policy-wise in accordance with SOP (W4,W5+O1,O5) 3. Maximize the assets that are not managed by way of utilization for financial resources Universitas Lancang Kuning (W2,W7+O1,O5,O.10) 4. Facilitating lecturers to improve doktorete (S3) level of education (W6,W9+O1,O4)
Threat T.1 Competition T.2 Replacement products T.3 Supplier T.4 New comer	ST Strategy 1. The focus raises the accreditation status of accreditation Institution B Became A (S2,S3,S4,S8+T1, T2)	WT Strategy 1. Evaluate the tuition fees offered to new students to be more competitive (W8+T1,T2,T4)

Source: Data Process, 2018

CONCLUSION

Object of this research to create and formulating new strategy to compete in higher Education Industry in Riau Province, Based on result of this research showed that Universitas Lancang Kuning can use two Strategy there are strategy of growth and aggressive strategy stabiliasi, according (Soviyanti, 2018.). It means if Universitas Lancang Kuning use growth strategy. They can use several strategy, they are maximizing the uniqueness of departments yet owned by other universities in Riau Province through internal quality improvement such as opening the International class and master, Create a guidance and technical program in obtaining Research Grant (Ristekdikti) through improving the quality of researchers Utilization of information technology to convey the benefits of Universitas Lancang Kuning to the community. But if Universitas Lancang Kuning use stabilisasi strategy, they can use create an integrated data base system with the lowest and upper line in the form of dash performance of each unit, Clarify and evaluate the duties and responsibilities of each lecturer and employee through policy-wise in accordance with SOP, Maximize the assets that are not managed by way of utilization for financial resources Universitas Lancang Kuning and Facilitating lecturers to improve Phd Programe (S3). But if Universitas Lancang Kuning use all of two strategy, it can make Universitas Lancang Kuning able to compete with another Higher/Universities in Riau Provinsi Riau Although, it is not easy and they need much costs and time to implementation this strategy.

Limitation of research is we need much data and responde, because when this research did with short time. After this research end we must show to Universitas Lancang Kuning but we do not have time to explaint our research result, because they are busy to discuss with us. But some of strategi is same with our alternative strategy and they is implementing it.

Other countries can learn from this case, we think all of countries have same problem about Higher/Universities. The problem is about quality of Lecture, Facility of campus to support the all process, Policy from government about Higher Education/Universities. In Indonesia policy about Universities always change so quickly, Effect from policy made Universities can not follow with fast to development their ability.

Several Policy can implication based on this research is all of University must have analysis internal and external because if University use it they can know about future. Without this two analysis university difficult to achieved their goal. Another policy, the University must think like

company not only focus with social non profit, they must have corporate strategy to get another earning from other business, so if University have it. we think, they can compete with another higher/ University in the future, but if they do not have it, they can fail.

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