JURNAL IPTEK
MEDIA KOMUNIKASI TEKNOLOGI
homepage URL : ejurnal.itats.ac.id/index.php/iptek



Enhancing New Student Enrollment Using an Integrated SWOT-QSPM Approach: A Case Study of XYZ University

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ARTICLE INFORMATION

Jurnal IPTEK – Volume 29 Number 2, December 2025

Page:
259 – 268
Date of issue:
December 30, 2025

DOI:
10.31284/j.iptek.2025.v29i2.8473

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PUBLISHER

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ABSTRACT

Competition in the service industry, especially higher education, is becoming increasingly intense. This tight competition also affects University XYZ, resulting in a declining number of new students. The purpose of this study is to identify weaknesses, strengths, opportunities, and threats through a SWOT analysis, and to evaluate strategies using QSPM. The SWOT analysis results indicate that the main strategy involves utilizing reputation, diverse study programs, experienced lecturers, and high-achieving students to seize opportunities such as the increasing interest in pursuing higher education. The QSPM analysis shows that the SO strategy has a TAS value of 6.43, the ST strategy has a TAS value of 5.99, the WO strategy has a TAS value of 5.45, and the WT strategy has a TAS value of 5.21. The integration of both analyses results in implementable strategies for increasing new student enrollment, ensuring that the strategies can be effectively applied.

Keywords: *new student; SWOT; QSPM*

ABSTRACT

Persaingan di industri jasa terutama pendidikan tinggi semakin ketat. Persaingan yang ketat ini juga mempengaruhi Universitas XYZ sehingga jumlah mahasiswa baru yang cenderung menurun. Tujuan penelitian adalah mengidentifikasi kelemahan, kekuatan, peluang dan ancaman melalui analisis SWOT, dan mengevaluasi strategi menggunakan QSPM. Hasil analisis SWOT diperoleh strategi utama dengan memanfaatkan reputasi, prodi yang beragam, dosen berpengalaman dan mahasiswa berprestasi yang merupakan strategi meraih peluang berupa minat kuliah yang meningkat. Hasil analisis QSPM menunjukkan bahwa strategi SO memiliki nilai TAS 6,43, ST memiliki nilai TAS 5,99, WO dengan nilai TAS 5,45 dan WT memiliki nilai TAS 5,21. Integrasi dari kedua analisis ini menghasilkan strategi peningkatan mahasiswa baru yang implementatif sehingga strategi benar-benar dapat diterapkan

Keywords: *mahasiswa baru; SWOT; QSPM*

INTRODUCTION

The competition within the higher education landscape in Indonesia is becoming increasingly fierce, concomitant with the rising number of higher education institutions, both public and private. This condition necessitates that every educational institution formulate more effective strategies to attract the interest of prospective new students. XYZ University, as one private higher education institution that continuously strives to enhance academic quality and services, faces the

same challenge. In recent years, the declining trend in the number of new students has become an issue that must be addressed promptly with appropriate strategies. Various factors influence the decrease in the number of new students at XYZ University. Some of these include increasing competition with other universities, changing needs and preferences of prospective students, and the accelerating development of information technology. Internal factors such as the strengths and weaknesses within the university's marketing syste, such as weak digital promotion also play a role in the success of the promotion strategies implemented. In this context, it is important for XYZ University to conduct an in-depth evaluation of the internal and external conditions that affect its competitiveness in the education market.

In addition to the increasingly intense competition among universities, there is also a high concentration of higher education institutions in Kediri City. This abundance of institutions naturally increases the competition among the existing universities. Another factor contributing to the heightened competition—specifically in Kediri—is the existence of the Regulation of the Minister of Research, Technology, and Higher Education No. 1 of 2017 concerning PSDKU (Off-Site Study Programs). As a result, there are currently several PSDKUs operating in Kediri, namely PSDKU Universitas Brawijaya, PSDKU UDINUS, and Politeknik Malang.

The change in status of Public Universities (PTN) to State-Owned Legal Entities (PT BHMN) is also a factor contributing to increased competition among higher education institutions. The PT BHMN status enables these public universities to increase their new student intake quota every year, as reported in a *Kompas* article on June 19, 2024. In 2024, the new student capacity was 272,248, an increase from 252,635 in 2023 and 209,811 in 2022 [1]. This increase in capacity will certainly lead to a decrease in the number of new students at private universities, exemplified by the continuously declining new student enrollment at XYZ University.

To address these challenges, SWOT (strengths, weaknesses, opportunities, and threats) analysis is an effective method for identifying the strengths, weaknesses, opportunities, and threats faced by the university. SWOT analysis allows university management to obtain a comprehensive overview of their strategic position, both internally and externally. However, SWOT analysis alone is insufficient for formulating effective marketing strategies. Dahlia, et al. in their research titled *Strategi Universitas Dehasen Bengkulu Dalam Meningkatkan Jumlah Mahasiswa (Studi Pada Bidang Kemahasiswaan Universitas Dehasen Bengkulu)*, utilized SWOT analysis to identify the internal and external factors affecting student recruitment [2]. Suriyok, in his study "Marketing Strategy Analysis in an Effort to Increase New Student Admissions," also used only a SWOT analysis to formulate his strategy. Similarly, Paramansyah and Wicaksono, in their study "SWOT Analysis of Educational Institutions: A Case Study of the Laa Roiba National Islamic Institute in Bogor," also used only a SWOT analysis. However, this study did not integrate other methods such as QSPM, resulting in an approach that was less systematic and less structured.

LITERATURE REVIEW

Over the last few decades, marketing strategies in higher education have undergone significant changes. One of the contributing factors is the change in university status applied to all Public Universities (PTN) in Indonesia to become State-Owned Legal Entities (PT BHMN), which has had a huge impact on the management of the respective universities. Public universities are now competing to show their existence, capabilities, and advantages. This phenomenon has a substantial impact on the sustainability of private universities. Furthermore, the introduction of the Minister of Research, Technology, and Higher Education Regulation No. 1 of 2017 concerning PSDKU (Off-Site Study Programs) has also led to increasingly fierce competition for higher education institutions.

According to Armstrong and Kotler, marketing in higher education institutions now focuses more on approaches based on market needs and prospective students. Marketing strategy is no longer just promotion; it involves a deep understanding of the preferences and behaviors of potential students, as well as adaptation to changes in the external environment, such as technological developments and demographic shifts [3]. The integration of digital technology into marketing strategies, such as the use of social media, SEO (Search Engine Optimization), and digital advertising campaigns, is increasingly important in reaching prospective students, as demonstrated by research conducted by McDonald. Universities that successfully utilize digital platforms tend to attract

potential students because they can showcase their competitive advantages [4]. Hasan and Rahman in their study, indicate that universities must focus on strengthening their brand (branding) to increase their appeal in the eyes of prospective students. Effective branding strategy implementation is not just about promoting academic quality, but also about creating a consistent positive image across various platforms and marketing channels [5].

Noor in Wulandari states that SWOT analysis is based on the assumption that an effective strategy can maximize strengths and opportunities while also minimizing weaknesses and threats [6]. If applied accurately, this simple assumption has a significant impact on the design of a successful strategy. Furthermore, industry environment analysis provides the information needed to identify the opportunities and threats existing within the company's environment. [6] Setyorini, et al. in Febriansyah state that SWOT is based on the logic of maximizing strengths and opportunities while simultaneously minimizing weaknesses and threats [7]. This is also expressed by Rangkuti (2010) in Susilowati et al., who state that this analysis is based on the logic of maximizing strengths and opportunities while simultaneously minimizing weaknesses and threats [8].

SWOT analysis, according to Dahlia, et al., positions a company more strongly to evaluate its market position and identify appropriate strategies to face challenges and leverage the opportunities the company possesses. With a deep understanding of strengths, weaknesses, opportunities, and threats, the company can design effective and realistic business strategies [2].

Related to this research, determining the appropriate strategy for XYZ University begins with recognizing the opportunities and threats contained within the external environment, and understanding the strengths and weaknesses within the university's internal aspects. By doing so, the university is able to compete and achieve its goals effectively and efficiently. For this reason, SWOT Analysis is an appropriate analysis to be used for strategic planning at XYZ University.

QSPM (Quantitative Strategic Planning Matrix) is a quantitative evaluation method used to evaluate and select the most suitable strategy alternatives based on SWOT analysis. According to Fred R. David, QSPM assists organizations in prioritizing previously identified strategies by assigning weights to each relevant SWOT factor [9] . Umar in Susilowati et al., states that QSPM is a tool that allows strategists to evaluate key internal factors [8]. Conceptually, According to David in Panggabean and Sumiati, the Quantitative Strategic Planning Matrix (QSPM) is a tool that enables the formulation of strategies to objectively evaluate strategic alternatives based on previously identified internal and external key success factors. This QSPM objectively indicates which strategic alternative is best. Furthermore, in Panggabean and Sumiati, explains the key external and internal factors in the Quantitative Strategic Planning Matrix (QSPM) [10] .

The QSPM process begins by identifying the internal and external factors that were generated from the SWOT analysis. Each factor is then assigned a weight based on its importance to the organization. The formulated strategic alternatives are evaluated using this matrix, and the strategy with the highest score is considered the most appropriate strategy to implement. According to Faisol et al., QSPM is a decision-making method regarding the most suitable strategy for a company to implement. QSPM provides an objective approach to strategic decision-making because it combines the qualitative analysis of SWOT with quantitative evaluation [11].

Aryawan, in his research aimed at identifying the implementation of strategic management applied at Dwijendra University in increasing the number of new students—starting from strategy formulation, strategy implementation, and strategy evaluation. The results of this study indicate that the strategic management process implemented by Dwijendra University in increasing the number of new students consists of strategy formulation that begins with a SWOT analysis, followed by the formulation of alternative strategies that can be implemented [12]

Suriyok, in his research, aimed at identifying and analyzing marketing strategies in an effort to increase the number of new student admissions. The study was conducted at the Yadika Bangil College of Economics (STIE Yadika Bangil). The data analysis method used was the SWOT analysis method (strengths, weaknesses, opportunities, and threats). However, this study did not use any additional methods to strengthen its findings. [13] One of the differences from previous studies is that in this research, the author uses QSPM analysis, allowing the study to become more in-depth.

METHOD

This research is a descriptive study using qualitative and quantitative approaches. The qualitative approach is used to understand the internal and external conditions of XYZ University through SWOT analysis, while the quantitative approach is used to evaluate and select the best strategy using the Quantitative Strategic Planning Matrix (QSPM) method. The data used in this study consists of primary data and secondary data. Primary data in this case is obtained from observations and questionnaires distributed to respondents concerned with new student admissions, namely the vice chancellor for new student admissions, the new student admissions committee, lecturers, students and alumni, and prospective new students. Secondary data: Secondary data is collected from various sources such as the university's annual reports, student registration data, university policy documents, as well as information from relevant literature related to marketing strategies in higher education.

The data analysis technique in this research is carried out in 2 main stages: 1. The identification of strengths, weaknesses, opportunities, and threats in the research is carried out by applying the SWOT (Strength, Weakness, Opportunity, and Threats) analysis technique. A SWOT analysis is used to formulate strategies based on strengths, weaknesses, opportunities, and threats. The results of a SWOT analysis will yield strategies that utilize strengths to seize opportunities, use strengths to overcome threats, overcoming weaknesses by utilizing opportunities, and minimizing weaknesses to avoid threats. 2. The evaluation of strategic alternatives is carried out using the Quantitative Strategic Planning Matrix (QSPM) method to achieve a significant increase in new student enrollment. The use of the Quantitative Strategic Planning Matrix (QSPM) enables strategists to objectively evaluate strategic alternatives based on previously identified internal and external key success factors. a. Determine strategic factors (Arrange internal (strengths & weaknesses) and external (opportunities & threats) factors from the IFE and EFE matrices). b. Assign weights (Give each factor a weight based on its importance (total weight = 1)). c. Determine strategic alternatives (List the strategies to be compared (results from SWOT, IE, or Grand Strategy analyses). d. Assign an Attractiveness Score (AS) Give each factor a score of 1–4 for each strategy. e. Calculate the Total Attractiveness Score (TAS) (Multiply the weight by the AS for each factor and strategy.) f. Sum the TAS for each strategy. Sum all TAS to obtain the total score for each strategy. g. Determine the best strategy. The strategy with the highest total TAS score becomes the top priority.

RESULTS AND DISCUSSION

The results of the SWOT analysis can be seen in table 1 below:

Table 1 The SWOT Matrix

IFAS / EFAS	**Strengths (S)** 1. Good campus reputation 2. Diverse study programs 3. Affordable tuition fees 4. Strategic location 5. Many "Very Good "accreditations, some "Superior" 6. Experienced lecturers 7. Outstanding students 8. Wide alumni network	**Weaknesses (W)** 1. Weak digital promotion 2. Limited partner school cooperation 3. Poor PMB unit coordination 4. Online registration system not optimal 5. Slow administration services 6. Limited laboratory/library facilities 7. Lecturers' role in promotion is lacking 8. Weak campus branding
Opportunities (O) 1. Increasing interest in continuing higher education 2. Digital technology development 3. Government/private scholarship support 4. Positive perception of prospective students towards costs & study programs	**S-O Strategy (Utilizing strengths to seize opportunities):** • Using reputation, accreditation, and program diversity to attract increased interest from new students (S1, S2, S5, O1, O4). • Utilizing the alumni network as digital promotion agents in schools and social media (S8, O2, O5). • Offering internal & external scholarship programs with the support of superior study programs (S2, S5, O3).	**W-O Strategy (Overcoming weaknesses by utilizing opportunities):** • Developing campus digital promotion platforms so that information on study programs, fees, and scholarships is easily accessible (W1, W4, O2, O4). • Expanding cooperation with high schools/vocational schools to

5. Alumni involvement in promotion	• Promoting student achievements to enhance brand image in the digital era (S7, O2).	improve offline promotion limitations (W2, O1, O5). • Involving lecturers and alumni in academic promotion activities & digital testimonials (W7, W8, O2, O5). • Improving campus facilities with scholarship support and CSR from external partners (W6, O3).
Threats (T) 1. Tight competition among public & private universities 2. Public perception of private universities still low 3. Community economic factors 4. Public university quota policy 5. Competitors' digital promotions are more massive	**S-T Strategy (Using strengths to overcome threats):** • Strengthening campus branding based on reputation & superior accreditation to compete with public/private universities (S1, S5, T1, T2). • Offering flexible tuition fees and installments to anticipate community economic constraints (S3, T3). • Emphasizing the excellence of experienced lecturers & diverse study programs to reduce the influence of public university quotas (S2, S6, T4). • Optimizing the strategic location to reach prospective students in the surrounding areas (S4, T1).	**W-T Strategy (Minimizing weaknesses to avoid threats):** • Improving administration services & online system to be faster, responsive, and user-friendly (W3, W4, W5, T1, T5). • Building strong digital branding to counter competitors' promotions (W1, W8, T5). • Providing flexible fee schemes and scholarship socialization to face economic factors (W1, W5, T3). • Improving academic facilities to strengthen campus image amidst competition (W6, T1, T2).

The Strength–Opportunities (SO) strategy involves utilizing all internal strengths possessed by XYZ University to capture the available external opportunities. The Weakness–Opportunities (WO) strategy focuses on how XYZ University can minimize its internal weaknesses by leveraging the external opportunities. The Strength–Threats (ST) strategy emphasizes how University XYZ can use its internal strengths to confront and mitigate the impact of external threats. The Weakness–Threats (WT) strategy is a defensive approach that seeks to minimize internal weaknesses, so they are not exacerbated by external threats.

The Strength–Opportunities (SO) strategy focuses on using the internal strengths of XYZ university to take advantage of existing external opportunities. Based on the research findings, the university's key strengths include a strong campus reputation, affordable tuition fees, diverse study programs, a strategic location, well-accredited programs, experienced lecturers, accomplished students, and an extensive alumni network. Meanwhile, external opportunities include the growing public interest in higher education, advances in digital technology, scholarship support from government and private institutions, positive public perception of tuition affordability, and alumni involvement in promotion.

The SO strategy is crucial because it positions XYZ University to compete aggressively in attracting new students. Survey data shows that prospective students prioritize affordable tuition, strategic location, and accreditation when selecting a university. These strengths give XYZ University a competitive advantage, but they must be promoted through modern and digitally driven strategies. Digital transformation plays an essential role not only for promotion but also for consistent institutional branding.

Implementation of the SO strategy can begin by highlighting the university's strong reputation, supported by student achievements and experienced lecturers. These narratives should be communicated through digital platforms such as the official website, social media, and academic networks. Likewise, program accreditation—many rated "Very Good" or "Excellent"—must become a key promotional message, as accreditation is a major factor for students and parents.

Alumni networking is another important strength. Alumni testimonies, school visits, and online endorsements can serve as credible promotion channels with low cost and high impact. Scholarships should also be integrated into promotional content, as they increase accessibility and enhance the university's positive image.

Overall, the SO strategy requires combining institutional strengths with external opportunities into a cohesive promotional narrative. Prioritizing this strategy in the short to medium

term will help XYZ University strengthen its competitive position, attract more new students, and support long-term institutional sustainability.

The Weakness–Opportunities (WO) strategy aims to minimize the internal weaknesses of XYZ University by leveraging available external opportunities. Key weaknesses include weak digital promotion, limited partnerships with feeder schools, suboptimal PMB coordination, an unfriendly online registration system, slow administrative services, limited academic facilities, and weak campus branding with low involvement of lecturers and alumni.

Meanwhile, external opportunities include increasing public interest in higher education, rapid digital technology development, scholarship support, positive perceptions of affordable tuition, and alumni willingness to participate in promotions. The WO strategy is urgent to support internal improvement through digital transformation, particularly in promotion and online registration. The university must manage its website and social media professionally with high-quality content such as study program profiles, alumni testimonials, and scholarship information.

Partnerships with SMA/SMK should be strengthened through motivational seminars and academic outreach. Alumni and lecturer involvement must also be enhanced to reinforce campus branding. Improvement of laboratory and library facilities can be pursued through industry collaborations, CSR, or grant funding. Overall, the WO strategy is an adaptive approach that enables XYZ University to address internal weaknesses while capturing external opportunities to remain competitive.

The Strength–Threats (ST) strategy focuses on how XYZ University can use its internal strengths to counter external threats. Key strengths include a strong institutional reputation, diverse study programs, affordable tuition, a strategic location, mostly "Very Good" and "Excellent" accreditation, experienced lecturers, high-achieving students, and a broad alumni network. External threats include intense competition with public and private universities, negative public perceptions of private universities, economic limitations that affect students' ability to pay, government policies on PTN quotas, and competitors' more advanced digital promotions.

The ST strategy is crucial to maintain XYZ University's position as a competitive and high-quality private university. Strengthening branding through accreditation excellence, student achievements, and lecturer expertise must be communicated through stronger digital promotion. Affordable tuition should be positioned not merely as "cheap," but as quality education with accessible financing options such as flexible payment schemes or scholarships.

Other strengths—such as experienced lecturers, relevant study programs, and strategic location—should be highlighted to appeal to students who consider accessibility and career prospects. Alumni networks can also reinforce public trust by showcasing successful graduates. Overall, the ST strategy helps XYZ University reduce external threats while strengthening its long-term competitiveness and institutional image.

The Weakness–Threats (WT) strategy is a defensive approach aimed at minimizing internal weaknesses, so they are not worsened by external threats. At XYZ University, key weaknesses include weak digital promotion, suboptimal coordination in new student admissions, a non–user-friendly online registration system, slow administrative services, limited laboratory and library facilities, minimal lecturer involvement in promotion, and a weak campus brand.

Externally, the university faces significant threats such as intense competition with PTN/PTS including PSDKU, public perceptions that private universities are less prestigious, economic limitations that reduce the ability to pay for higher education, government PTN quota policies, and competitors' more advanced digital promotions. Without immediate improvement, these threats could further diminish XYZ University's appeal.

The WT strategy prioritizes improving administrative services and the online registration system to create a positive experience for prospective students. Strengthening digital branding is also essential through consistent communication showcasing program strengths, student achievements, accreditation, and alumni testimonials. Enhancing academic facilities is equally important, potentially supported through industry partnerships, CSR, or government grants. Overall, the WT strategy acts as a survival-oriented and preventive measure. By reinforcing internal systems, XYZ University can better withstand external threats and maintain institutional sustainability.

The QSPM (Quantitative Strategic Planning Matrix) is used to evaluate alternative strategies formulated through SWOT analyses. This matrix allows researchers to assess how well each strategy

responds to internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats).

The development of the QSPM is carried out through the following steps:

1. Identifying the key internal and external factors based on the SWOT analysis.
2. Assigning weights (0.0–1.0) to each factor, with the total weight = 1.0. These weights reflect the importance of each factor to the success of the strategy.
3. Formulating alternative strategies derived from SWOT combinations (S–O, W–O, S–T, W–T).
4. Assigning an Attractiveness Score (AS) on a scale of 1–4:
    - 1 = not attractive
    - 2 = slightly attractive
    - 3 = moderately attractive
    - 4 = highly attractive
5. Calculating the Total Attractiveness Score (TAS) = Weight × AS.
6. Summing the TAS for each strategy to determine the priority strategy.

Based on the completed SWOT analysis, the key factors can be arranged as follows:

Internal Factors

- Strengths: strong institutional reputation, diverse study programs, affordable tuition fees, strategic location, "Very Good" and "Excellent" accreditation, experienced lecturers, high-achieving students, and a broad alumni network.
- Weaknesses: weak digital promotion, suboptimal PMB coordination, a non–user-friendly online registration system, slow administrative services, inadequate academic facilities, and weak campus branding.

External Factors

- Opportunities: increasing interest in higher education, digital technology advancement, scholarship support, positive perceptions from prospective students, and alumni involvement.
- Threats: intense competition from PTN/PTS, negative perceptions of private universities, economic constraints of prospective students, PTN admission quota policies, and competitors' stronger digital promotion.

Table 2 The IFAS Matrix

No	Internal Strategic Factors	Weight (B)	Rating (R)	B x R	Comments
	Strengths				
1	Good Reputation	0.10	4	0.40	Has a positive image
2	Diverse Study Programs	0.10	4	0.40	Many program choices
3	Affordable Tuition Fees	0.09	3.75	0.35	Low cost
4	Very Good/Excellent Accreditation	0.08	3.25	0.26	High quality
5	Experienced Lecturers	0.10	4	0.40	Senior lecturers
6	High-achieving Students	0.10	4	0.40	Good learning environment
7	Extensive Alumni Network	0.08	3.25	0.26	Broad connections
	Total Strengths	**0.65**		**2.47**	
	Weaknesses				
1	Weak Digital Promotion	0.07	3	0.21	Limited promotion
2	Online System Not Fully Optimized	0.06	2.5	0.15	Underutilized
3	Slow Administrative Services	0.06	2.5	0.15	Inefficient
4	Limited Facilities	0.09	3.5	0.31	Technology constraints
5	Weak Branding	0.07	2.75	0.19	Low popularity
	Total Weaknesses	**0.35**		**1.01**	
	Total	**1.00**			

The average calculation for each aspect assessed is obtained by dividing the total number of respondents' answers by the number of respondents. Meanwhile, the weight calculation is obtained by dividing the average value by the average number of factors.

Table 3 The EFAS Matrix

	External Strategic Factors	Weight (B)	Rating (R)	B x R	comments
	Opportunity				
1	Increasing Interest in Higher Education	0.12	4	0.48	New market
2	Growth of Digital Technology	0.09	3	0.27	Advancement
3	Scholarships	0.11	3.5	0.38	Tuition-free opportunities
4	Positive Perception of Prospective Students	0.09	3	0.27	Good image
5	Alumni Contribution	0.10	3.25	0.32	Benefits of networkin
	Total (Opportunity)	**0.51**		**1.72**	
	Threats				
1	Competition from Public and Private Universities	0.09	3	0.27	Be cautious
2	Negative Perception of Private Universities	0.11	3.5	0.38	Be careful
3	Economic Conditions of Society	0.11	3.5	0.38	Needs attention
4	Increased Quotas for Public University	0.11	3.75	0.41	Be careful
5	Competitors' Digital Promotion	0.07	2.25	0.15	Be cautious
	Total (Threats)	**0.49**		**1.59**	
	Total	**1.00**			

After the internal and external factors were analyzed using the IFAS and EFAS matrices, the next stage involved formulating and evaluating alternative strategies using the Quantitative Strategic Planning Matrix (QSPM). QSPM is employed to determine the relative attractiveness of each strategic alternative based on the weights and ratings of strategic factors that have been previously established, as presented in Table 4.

Table 4 The QSPM Matrix

Internal/External Factor	Weight	Strategy							
		A		B		C		D	
Strength		**AS**	**TAS**	**AS**	**TAS**	**AS**	**TAS**	**AS**	**TAS**
Good Reputation	0.10	4	0.40	2	0.20	3	0.30	2	0.20
Diverse Study Programs	0.10	4	0.40	2	0.20	3	0.30	2	0.20
Affordable Tuition Fees	0.09	3	0.28	2	0.19	4	0.37	3	0.28
Very Good/Excellent Accreditation	0.08	4	0.32	2	0.16	3	0.24	2	0.16
Experienced Lecturers	0.10	4	0.40	2	0.20	2	0.20	3	0.30
High-achieving Students	0.10	4	0.40	2	0.20	3	0.30	2	0.20
Extensive Alumni Network	0.08	3	0.24	2	0.16	2	0.16	2	0.16
Weakness									
Weak Digital Promotion	0.07	3	0.22	4	0.30	2	0.15	2	0.15
Online System Not Fully Optimized	0.06	2	0.12	4	0.25	2	0.12	2	0.12
Slow Administrative Services	0.06	2	0.12	3	0.19	2	0.12	4	0.25
Limited Facilities	0.09	2	0.17	2	0.17	2	0.17	4	0.35
Weak Branding	0.07	3	0.20	3	0.20	2	0.14	2	0.14
Opportunities									
Increasing Interest in Higher Education	0.12	4	0.49	3	0.37	4	0.49	3	0.37
Growth of Digital Technology	0.09	3	0.27	4	0.37	3	0.27	3	0.27
Scholarships	0.11	3	0.32	3	0.32	4	0.43	3	0.32
Positive Perception of Prospective Students	0.09	3	0.27	3	0.27	3	0.27	3	0.27
Alumni Contribution	0.10	3	0.30	3	0.30	3	0.30	2	0.20

Threats									
Competition from Public and Private Universities	0.09	3	0.27	3	0.27	4	0.37	3	0.27
Negative Perception of Private Universities	0.11	4	0.43	3	0.32	3	0.32	3	0.32
Economic Conditions of Society	0.11	3	0.32	3	0.32	4	0.43	3	0.32
Increased Quotas for Public University	0.11	3	0.34	2	0.23	3	0.34	2	0.23
Competitors' Digital Promotion	0.07	2	0.14	4	0.27	3	0.21	2	0.14
Total TAS			**6.43**		**5.45**		**5.99**		**5.21**

AS = Attractiveness Score (1 = not attractive, 4 = very attractive).
TAS = Total Attractiveness Score (Weight × AS).
A = S–O Strategy (Aggressive) B = W–O Strategy (Adaptive)
C = S–T Strategy (Diversification) D = W–T Strategy (Defensive)

Based on the QSPM calculations in Table 3 the results show that:
SO: Achievement- and Reputation-Based Branding (TAS = 6.43) → This is the top priority strategy that must be implemented to strengthen the university's image and increase campus recognition.
ST: Cost Differentiation & Financing Schemes (TAS = 5.99) → This is the second priority. It indicates that leveraging affordable tuition fees and flexible financing models can be an effective approach to facing economic challenges and competition from public universities.
WO: Digital Transformation (TAS = 5.45) → This becomes the third priority, reflecting the importance of strengthening online promotion, developing a digital-based admission system, and optimizing information technology to attract new prospective students.
WT: Service & Facility Improvement (TAS = 5.21) → This is the fourth priority. Improving services and facilities remains necessary as a long-term defensive strategy to face emerging competition.

Based on Table 4, the QSPM results indicate that XYZ University should initially focus on achievement- and reputation-based branding by leveraging its strong campus reputation, diverse study programs, experienced lecturers, and high-achieving students. After that, cost differentiation and financing schemes should be developed to address external threats. Next, digital transformation and online admission systems should be enhanced to respond to the rapid advancement of digital technology. Meanwhile, improving services and facilities should continue as a survival strategy.

In conclusion, the main strategy—based on the highest S–O score—is to utilize the university's strong reputation, diverse programs, experienced lecturers, and outstanding students to capitalize on the increasing public interest in pursuing higher education. The weakness with the highest score is the limited facilities, which indicates the need for facility improvements or additions. The highest-scoring threat is the increasing admission quota at public universities, which must be carefully monitored.

CONCLUSION

The conclusion of this study, based on the SWOT analysis, is that the highest-scoring S–O strategy involves leveraging the university's strong reputation, diverse study programs, experienced lecturers, and high-achieving students to capture the growing interest in higher education among the public. The weakness with the highest score is the limited facilities, indicating the need for improvements or additional infrastructure. Meanwhile, the highest-scoring threat is the increasing admission quota in public universities, which must be carefully monitored. The results of the QSPM analysis show that the top priority is the S–O strategy, namely achievement- and accreditation-based branding, with a TAS value of 6.43. The next priority is the S–T strategy, which focuses on cost differentiation and financing schemes, with a TAS value of 5.99. This is followed by the W–O strategy, specifically digital transformation, with a TAS value of 5.45. The final priority is the W–T strategy, namely improvements to services and facilities, with a TAS value of 5.21.

Suggestions for future research are as follows: Future studies can be enhanced by expanding the number of respondents, including lecturers, students, alumni, and prospective students, to obtain more representative results. The use of additional research methods may also be applied to produce more practical and applicable strategies such as PESTLE or SOAR analysis. Further research can

focus on the implementation of priority strategies, such as examining the impact of cost differentiation on new student interests or the influence of reputation and accreditation on enrollment decisions. Future studies may also compare the strategies of this university with those of other private universities in East Java.

ACKNOWLEDGEMENT

The author would like to express his sincere gratitude to all individuals and institutions who have contributed to the completion of this research. Special appreciation is given to Universitas XYZ for their valuable insights, participation in interviews, discussions, and support during data collection. The author also expresses gratitude for the guidance and academic supervision provided by the thesis supervisors, which greatly enriched the quality of this research. Furthermore, appreciation is extended to colleagues, family, and friends for their continued support and motivation throughout the research process. Although the contributions of many parties have strengthened this work, any remaining shortcomings are entirely the responsibility of the author.

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