

***PROPOSED BUSINESS STRATEGY TO INCREASE STUDENT ENROLMENT
OF MASTER OF INDUSTRIAL PHARMACY OF XYZ UNIVERSITY***

**USULAN STRATEGI BISNIS UNTUK MENINGKATKAN JUMLAH
MAHASISWA PROGRAM STUDI MAGISTER FAARMASI INDUSTRI
UNIVERSITAS XYZ**

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ABSTRACT

The declining enrollment in the Master of Industrial Pharmacy (MFI) program at XYZ UNIVERSITY has become a critical issue, it needed a strategic way to ensure sustainability in a competitive academic landscape. This research seeks to explore and address the declining enrolment by analyzing both internal and external factors affecting the program. Leveraging frameworks such as value chain analysis, resource evaluation, Five Industry Forces, and general environment analysis, this study aims to identify strengths, weaknesses, opportunities, and threats to develop actionable strategies. The research use qualitative methods, including interviews and document reviews, to collect data on institutional capabilities, external market forces, and student expectations. Through TOWS analysis and strategic planning, the study proposes solutions to enhance the program's visibility, align curriculum offerings with industry demands, and improve overall competitiveness. The outcomes are expected to contribute to the academic literature on strategic management in higher education and offer practical insights for addressing enrolment challenges in specialized programs.

Keywords: Industrial Pharmacy, Enrolment Strategy, Higher Education, Strategic Planning.

ABSTRAK

Menurunnya jumlah mahasiswa yang mendaftar pada program Magister Farmasi Industri (MFI) di Universitas XYZ telah menjadi isu yang kritis, sehingga diperlukan cara yang strategis untuk menjamin keberlanjutan program di tengah persaingan yang semakin ketat. Penelitian ini berusaha untuk mengeksplorasi dan mengatasi penurunan pendaftaran dengan menganalisis faktor internal dan eksternal yang mempengaruhi program. Dengan menggunakan kerangka kerja seperti analisis rantai nilai, evaluasi sumber daya, Lima Kekuatan Industri, dan analisis lingkungan umum, penelitian ini bertujuan untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman untuk mengembangkan strategi yang dapat ditindaklanjuti. Penelitian ini menggunakan metode kualitatif, termasuk wawancara dan tinjauan dokumen, untuk mengumpulkan data tentang kapabilitas institusi, kekuatan pasar eksternal, dan ekspektasi mahasiswa. Melalui analisis TOWS dan perencanaan strategis, penelitian ini mengusulkan solusi untuk meningkatkan visibilitas program, menyelaraskan penawaran kurikulum dengan tuntutan industri, dan meningkatkan daya saing secara keseluruhan. Hasil penelitian ini diharapkan dapat memberikan kontribusi pada literatur akademik tentang manajemen strategis dalam pendidikan tinggi dan menawarkan wawasan praktis untuk mengatasi tantangan pendaftaran dalam program khusus.

Kata Kunci: Farmasi Industri, Strategi Pendaftaran, Pendidikan Tinggi, Perencanaan Strategis.

INTRODUCTION

Industrial Pharmacy is one of the specialized of pharmaceutical sciences that focuses on the research, development, production, and regulation of pharmaceutical products at an industrial scale. This field combine laboratory research and large-scale manufacturing, ensuring that medications meet stringent quality,

safety, and efficacy standards. Industrial pharmacists are involved in various processes such as formulation development, process optimization, and compliance with regulatory requirements like Good Manufacturing Practices (GMP) and international quality standards. The aim is to produce pharmaceuticals that are both effective

and accessible to meet the needs of patients worldwide.

In the context of education, Industrial Pharmacy programs, like the one offered at XYZ UNIVERSITY, provide students with technical knowledge, managerial skills, and industry-specific expertise. These programs are designed to meet the demands of a rapidly evolving pharmaceutical industry, emphasizing areas such as process validation, quality assurance, regulatory affairs, and sustainability. Graduates are prepared for diverse roles, including pharmaceutical production, R&D, and leadership positions in industrial and regulatory environments, making Industrial Pharmacy a critical contributor to global healthcare innovation.

The enrollment in the Master of Industrial Pharmacy (MFI) program at XYZ UNIVERSITY has shown a fluctuating and eventually declining trend over recent years. Based on the data, the number of students enrolled per semester decreased significantly, with peaks of 34 students in the 2021 academic year (Ganjil and Genap) dropping to 20–24 students in 2020 and further declining to as low as 15 students during the 2019 Genap semester. This downward trend demonstrates the program’s struggle to sustain its attractiveness to potential applicants. Despite its strong reputation and industry-relevant curriculum, the program faces challenges such as limited promotional efforts, reliance on traditional marketing strategies, and high tuition fees that discourage applicants.

Addressing the decline in enrolment is important to make the program sustainable. With tuition fees being the primary source of funding, a consistent drop in student numbers directly affects the program's financial

stability and its ability to invest in infrastructure. As the pharmaceutical industry continues to expand globally, the demand for skilled professionals with specialized knowledge increases. By effectively managing enrolment challenges, the MFI program can position itself to producing industry-ready graduates to contribute to pharmaceutical education in Indonesia.

The primary goal of this research is to develop strategic solutions to increase student enrolment in the Master of Industrial Pharmacy program at XYZ UNIVERSITY. By conducting a comprehensive analysis of both internal and external factors, the study aims to identify key strengths, weaknesses, opportunities, and threats affecting the program. Using tools such as value chain analysis, resource evaluation, competitor, industry force, general environment, and market analysis, the research have a goal to propose actionable strategies that increase the program’s visibility and align its offerings with industry demands. The findings will be improving the program’s competitiveness and ensuring its long-term success.

METHOD

Conceptual Framework



Developing a conceptual framework as the process of making strategies for solving business issues.

Analyze the current condition of MFI program for strategy formulation for business strategy, based on the conceptual framework, discussion starts with the internal analysis, focusing on the organization's resources and the activities that add value through a value chain analysis. Next, the external environment is analyzed by examining market trends, risks, and opportunities, along with industry and competitor analysis to better understand the competitive landscape. Finally, the TOWS analysis is used to summarize the organization's strengths, weaknesses, opportunities, and threats, providing a clear view of its current situation and laying the foundation for strategic formulation and implementation.

Method of Data Collection

The methods of collecting data for this research are as follows:

1. **Qualitative Data Collection:** Qualitative data collection focuses on gathering non-numerical, in-depth insights into phenomena. Methods include interviews and observation.
2. **Literacy Study:** Literacy studies examine how individuals interpret and use information in specific contexts, relevant in consumer behavior or educational settings.
3. **Interviews:** Interviews are a primary data collection method, offering flexibility in exploring participant perspectives.
4. **Observation:** Observational research involves recording behaviors or events as they naturally occur, with minimal interference.

RESULT AND DISCUSSION

Internal Audit

Resource Analysis

The resource analysis in this research looks at both tangible and intangible resources to understand the

organization's capabilities. Tangible resources include physical, organization resources, and financial funding, which are essential for supporting operations. Intangible resources focus on reputation, industry relationships, faculty human resource, administration, curriculum, and networks. By analysing these resources, the organization can identify its strengths and weaknesses, helping it make better decisions, use resources effectively, and plan core competence.

Tangible Resource

The Master of Industrial Pharmacy (MFI) program relies heavily on student tuition fees, which could become a problem if enrollment drops in the future. The Vice Dean for Academic Affairs confirmed that tuition fees are the main funding source, while the Former Head of the MFI Program also mentioned that the program depends on tuition fees and the faculty's operational budget. Since MFI doesn't have alternative funding sources like research grants, partnerships with pharmaceutical companies, or scholarships for students, this reliance on tuition fees may cause issues if fewer students enroll.

The organizational structure of the Magister Farmasi Industri (MFI) program, shown in the structure, at the top is the Head of the Study Program, who manages and oversees the program. The Head is supported by faculty members who specialize in specific areas. This setup allows each faculty member to focus on their expertise, ensuring quality teaching and guidance in their areas. There are also Academic Groups, collaborative environment where faculty members from different specializations can share knowledge and work together.

The MFI program faces challenges regarding dedicated space, particularly at the Jakarta campus, where it shares facilities with other departments. This

sharing of resources lead to uncertainty about space availability and can impact the program's ability to offer specialized lab work or accommodate a larger number of students. But the MFI program benefits from the broader infrastructure of the School of Pharmacy. The program also utilizes an e-learning platform, which could be further improved to enhance accessibility and support hybrid learning models. The School of Pharmacy's physical resources, including its laboratories equipment contribute to its ability to deliver high-quality education and conduct research in the field of pharmacy.

The MFI program's specific needs for dedicated space and resources, particularly in Jakarta. The program already gets used to online learning experiences during the pandemic. It shows that while there has been some experience with online learning, it may not have been fully integrated into the program's curriculum. There is an awareness of the need for improvement.

The MFI program also had a collaborative environment where faculty members work together and share their knowledge. It shows that the program's connection to Academic Groups, which had an interdisciplinary research and teaching. The program also had an industry partnership, contributing between the program and its industry partners.

The MFI program has a strong reputation in the pharmaceutical field. This is evident in the program's unique focus on industrial pharmacy, its strong industry connections, and the success of its graduates. The program is the only one of its kind in Indonesia, which likely contributes to its recognition. She also said that graduates experience career advancements, and it can increase the program's reputation. The program's distinct focus on the managerial aspects

of the pharmaceutical industry, different from other programs on pharmacy school. He also mentions past in-house training with pharmaceutical companies, which could boost the program's standing.

Value Chain

In higher education, inbound logistics refers recruiting teaching staff. These processes are the starting point for delivering educational services (Radner & Miller, 1970). The MFI program also boasts a strong faculty with 33 teaching staff, including 9 professors, this shows a commitment to quality of lecturer. The program combines academic and industry professionals, ensuring a balance of theoretical knowledge and practical expertise. With 33 teaching staff for a specialized master's program, MFI appears to have a good balance between student demand and teaching resources. Additionally, MFI also collaborate with other faculty like Industrial Engineering for its lecturer. The fluctuations in enrollment may pose some challenges, but the program's structure, with its emphasis on industry engagement and real-world applications, likely allows for some flexibility in class sizes and teaching approaches. MFI shows strengths in faculty quality and the quality of students attracted due to the work experience requirement.

As it already mentioned, the MFI program has qualified faculty with expertise in various areas relevant to the pharmaceutical industry. This also shows the quality of turning the student into skilled individuals. They have a combination of teaching staff with academic backgrounds and those who have worked in the industry. This means students learn both theory and how things work in the real world. The curriculum is designed to match what the industry needs, focusing on practical

skills. It also includes real-world examples and case studies. The program partners with universities and companies, which helps them get guest lecturers and keep the curriculum up-to-date. The curriculum also is regularly evaluated and updated based on feedback, ensuring it remains relevant and effective. The MFI program committed to providing high-quality teaching that combines strong academics with practical industry experience to “produce” high quality student.

Marketing in high education, involve activities to get the buyer to purchase the product (Pathak & Pathak, 2010). The MFI program's promotion and marketing efforts are limited, with a primary focus on distributing flyers and occasional social media posts. For the social media post does not effectively reaching the target audience. Other than that, they relies on its website to provide information to potential students, but its content and accessibility could be improved. The MFI program relies heavily on word-of-mouth marketing and alumni networks to attract new students.

Service in high education involves the activities offering technical support after the sale, in this case it will be managing relationship with alumni (Pathak & Pathak, 2010). Alumni are seen as a somethings valuable for the MFI program, especially promoting the program and providing industry insights. But the alumni could play a crucial role in promoting information about the program and attracting prospective students. But the program are not effectively engaging alumni and maintaining strong relationships with them. Involving alumni in program promotion and recruitment have not been as successful as hoped. There is limited communication and follow-up with alumni, which could hinder the

program's ability to leverage their expertise and networks. There should have more systematic efforts to collect data and feedback from alumni.

There's no specific activities that managing financial resource, since the MFI program mainly relies on tuition fees from students to pay for its operations. This means that the money students pay to attend the program is the primary source of funding. This suggests that the program may need to explore other ways to get funding, such as grants or collaborations, to ensure its long-term financial stability. There are no specific grants (hibah) for the MFI program.

The program recognizes the importance of continuous faculty development to maintain high-quality instruction and research. They provides opportunities for faculty to gain international exposure through collaborations, research visits, and teaching assignments abroad, like sending faculty members to Australia and other countries for research and knowledge exchange. This international exposure helps faculty members stay abreast of global trends and best practices in the pharmaceutical field. The program's also had strong research focus and its collaborations with national and international universities and industries.

The usage of technology for communication on the program utilizes digital tools for gathering and sharing information, include email, messaging platforms, and learning management systems like Edunex. While ICT systems are in place, their implementation and use could be better. The program may not be fully leveraging technology for optimal information management. Also theres issues with the e-learning platform and internet connectivity, which can disturb information distribution and access to online resources. MFI program already utilizes technology for

information management, but its still need to be improved for its implementation and infrastructure.

Industry Analysis

An industry is a group of businesses that offer similar products. Analyzing its suppliers and customers in a company's environment is an important part of understanding the industry. Competition in the industry defined by these 5 competitive forces:

Buyer

Buyers influence an industry by pushing down prices, expecting for higher quality and additional services. Customers of an industry or firm aim to purchase products at the lowest possible price, which is the point where the industry achieves the minimum acceptable return on its invested capital. To see the buyer power, the student on MFI industry, there are 30 respondents that I interview about why tuition fee of master school is matter. From 30 respondent, 12 of them concern about tuition fee.

Buyer power in the MFI program is strong because students are very sensitive to tuition fees. Many prospective students want the program to be affordable, and some struggle to justify the cost compared to the benefits they receive. For example, many responses show that high fees are a major concern, and students look for scholarships or financial support to manage the cost. If the price is too high, they might consider other programs or decide not to continue their studies at all. Flexibility, such as part-time schedules and company sponsorships, helps make the cost more manageable, but the overall financial burden remains a significant factor. Students as buyers want the lowest possible cost for the program while still receiving good value.

This strong buyer power puts pressure on the MFI program to set competitive fees and provide clear benefits to attract and retain students.

Supplier

The MFI program benefits from 33 teaching staff, including 9 professors, shows the program's commitment to quality education. Having professors and experienced lecturers with industry backgrounds is valuable because they bring both theoretical knowledge and practical expertise. But, these highly qualified individuals are often in demand elsewhere, which gives them significant power. Losing such faculty could affect the program's reputation and quality. The program also collaborates with industry professionals and other faculties, like Industrial Engineering, to provide interdisciplinary education. While these collaborations add value and expand teaching resources, they also create some reliance on external partners. If these relationships become strained, it could disrupt the program's ability to deliver a comprehensive curriculum.

Also, the fluctuations in student enrolment can impact supplier power. If fewer students enrol, the cost of maintaining high-quality teaching staff might become harder to justify, increasing the influence of the suppliers (faculty and collaborators). The supplier power in the MFI program is moderately strong due to the dependence on specialized faculty, industry experts, and external collaborations. The rarity of such resources and their importance to the program give suppliers leverage, but the program's flexible approach to teaching helps manage this power.

Substitutes Product

A substitute product is a different product but can fulfil the same need for the same consumer.

The threat of substitute products for the Master of Industrial Pharmacy (MFI) program can be identified as moderately strong due to the rise of alternative options like online courses and short programs that consider as cheaper. These substitutes are gaining popularity, that alternatives are becoming more accessible and preferred by individuals looking for quick, affordable, and flexible learning opportunities.

But the MFI program's differentiation reduces this threat. The program stands out because it provides a more complete education, combining theory and real practice through study case. This unique combination of practical skills and academic depth makes it harder for substitutes for short-term certifications or online courses to deliver the same value. So while alternative certifications is consider as the threat, the MFI program's distinctive features, such as comprehensive education, industry engagement, and quality standards, help decrease the threat.

New Competitor

When new company can easily enter an industry, the level of competition among existing firms increases. An entry barrier is an obstacle that makes it challenging for a company to enter an industry. The threat of new entrants for the MFI program faces several barriers to entry that influence to the competitiveness of potential new programs. The MFI program has a focused curriculum targeting professionals with at least three years of work experience in the pharmaceutical industry. This specialization creates a niche market and limits entry to programs that cannot match the industry-oriented and practical training offered. For the teaching staff, executive

programs like MFI requires significant investments, including hiring industry practitioners as lecturers and providing weekend classes for flexibility. Competing institutions may struggle to match this operational without significant resources. Also, MFI is associated with a XYZ UNIVERSITY as the reputable institution, which adds credibility and attractiveness to prospective students. New entrants would need time and effort to establish those reputation. And the last on is that MFI collaboration with industries give value-added for students. Such collaborations require trust and long-term relationship, acting as a barrier for newcomers. From those barriers of entries, the threat of new competitor for the Master of Industrial Pharmacy program is relatively low, its benefits from unique positioning and barriers new competitors from entering the market.

Existing Rival

This is the most powerful of the five competitive forces is. The success of a firm's strategies depends on their ability to offer a competitive advantage over the strategies of rival firms.

Since MFI is a specialized program and one of the few in its category in Indonesia, there are competitors such as MBA programs and other pharmaceutical-related degrees. These programs may target same student groups, especially those interested in career advancement within the pharmaceutical industry sectors. The competitors are diverse, including MBA programs that appeal to a broader audience and may provide more general management skills applicable across industries. This creates indirect competition. Also, the competitors are diverse, including MBA programs that appeal to a lot of target and provide more

general management skills for across industries and this creates indirect competition. But The MFI program is considered unique for pharmaceutical professionals, combining theoretical and case-based learning. Its focused approach on pharmaceutical industries may reduce direct rivalry but increases competition with programs offering broader applicability, like MBAs. In conclusion, rivalry of exist had medium impact, is mitigated by the program's niche specialization with the pharmaceutical industry. But, indirect competitors, such as general management program, can make a challenge in attracting students with more qualifications.

General Environment Demographic

The Head of the MFI program says there is a growing need for pharmacists. This is because the population is increasing, and people are living longer. Older people need more healthcare and medicine. The overall growth of the healthcare sector, including pharmaceutical research, development, and manufacturing, contributes to the rising demand for qualified professionals. Those rising demand for pharmacists and pharmaceutical professionals suggests that graduates of the MFI program are likely to have good career prospects. This can be important factor in attracting e students to the program.

The rising costs of higher education, including tuition fees for programs the Master of Industrial Pharmacy (MFI), are influenced by economic factors. Inflation plays a significant role in driving up the costs associated with higher education, as it affects everything from operational expenses to tuition fees (Zorich, 2022). Also, the economic environment can influence students' financial well-being. With the increasing cost of tuition, many

students are pursuing for scholarship. These factors also make higher education less accessible, especially for students who may not have access to scholarships. As the cost of living rises, the program's pricing strategies and the availability of scholarships, will be crucial to maintaining enrolment and ensuring that it remains financially sustainable.

All respondents agree that the government supports research and development (R&D), especially with a focus on local resources. This suggests a favorable policy environment for the program, which could lead to partnerships and collaboration projects that benefit the MFI program and its students by providing access to industry expertise, resources, and potential career opportunities. Government policies also can influence the MFI program's curriculum. Incorporating these policies into the curriculum can ensure that graduates are well-equipped to contribute to national priorities and address the specific needs of the Indonesian pharmaceutical industry. In conclusion, government policies, especially those supporting R&D and focusing on local resources, create a favorable environment for the MFI program.

Its indicates a positive shift in work and career preferences that could benefit the MFI program. More students are interested in pharmacy careers. This increased interest can lead to a larger potential enrolment for the MFI program. There are also broader trend of increased interest in healthcare careers in general. This suggests a favorable environment for specialized programs like MFI, as students recognize the growing importance and opportunities within the healthcare sector. Industry's growth and stability are also as factors attracting students to pharmacy. This perception

can make the MFI program more appealing, especially during times of economic uncertainty.

Is important to adapt technological advancements and need to integrate new technologies into the curriculum activities to remain relevant and competitive. But the respondent seems to only explain that is important. The program needs to regularly update its courses and teaching materials to reflect the latest advancements in the pharmaceutical industry. In general, technology in the pharmaceutical industry is that the MFI program need to adapt and to remain competitive and produce graduates who are prepared for the challenges and opportunities of a technology-driven work.

The MFI program is already do an international collaboration in place. This suggests an existing awareness and effort to connect with institutions and partners beyond Indonesia. There is also a recognition of the potential benefits of expanding the program's global reach and engagement. The program is actively involved in working with international partners. It shows that the MFI program is not only seeking collaborations but also actively participating in them, potentially through research projects, student exchanges, or faculty collaborations. In conclusion, it shows that there are positive outlook for the MFI program's engagement with the global pharmaceutical.

The program still need to be sustainable and align with society's needs, it should understand the environment and social impacts of the pharmaceutical industry and also commitment to responsible practices. The sustainability is already included in the program's curriculum, where students are learning about sustainable practices in the pharmaceutical industry

and how to minimize their environmental impact. Overall, the MFI program is trying to be more environmentally friendly and socially responsible. They are teaching students about sustainability and making sure their actions align with ethical considerations and society's needs.

Competitor Analysis

In a competitor analysis, it needs to understand about competitor's future objectives current strategy, industry assumptions, strengths and weaknesses (Hitt, Ireland, & Hoskisson, 2017). Based on the website of Minister of Education, Master of Industrial Pharmacy program other than XYZ UNIVERSITY are Master of Industrial Pharmacy of University of Surabaya (UBAYA). Below are the comparison of MFI XYZ UNIVERSITY with their competitor, MFI UBAYA:

Both MFI XYZ UNIVERSITY and MFI UBAYA are master's programs in Industrial Pharmacy, but they have some several differences. MFI XYZ UNIVERSITY focuses on giving students a specialized education with a strong managerial and industrial focus, while MFI UBAYA, focus to advance students' knowledge and skills in industrial pharmacy with a broader focus. MFI XYZ UNIVERSITY wants to expand its international partnerships, while MFI UBAYA plans to develop specialists in various fields, including pharmaceuticals, cosmetics, and herbal products. They also more open to adopting new technologies.

For their competition strategy, MFI XYZ UNIVERSITY positions itself as the only program with its unique managerial focus. MFI UBAYA differentiates itself by offering electives like herbal and cosmetic products. MFI XYZ UNIVERSITY has strengths in its specialized focus and strong reputation.

MFI Ubaya had a strong international collaboration and offers flexibility with specializations in cosmetics and herbal products. For their weakness, MFI XYZ UNIVERSITY needs to improve its marketing efforts and alumni engagement. MFI UBAYA needs to improve its infrastructure.

In the future, both programs plan to increase their strength with partnerships and international collaborations. MFI XYZ UNIVERSITY wants to increase its marketing efforts and attract more students, and MFI UBAYA aims to address funding risks and integrate more technology into its curriculum.

Customer Analysis (Segmentation, Targeting, and Positioning) Segmentation

The segmentation variable that used to divide MFI market are demographic (gender, age, and education), geographic (location), behavioral (expectation, perception, and readiness stage), and psychographic (influencer of choice). Looking at the current student of MFI, that are around 30 students.

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1. Gender Variable

It shows that the gender distribution of students in the Master of Industrial Pharmacy (MFI) program is equal between male and female students, with each gender representing 50% of

the student population. This indicate that the MFI program attracts a balanced mix of male and female students and the program's curriculum and career prospects are not on particular gender.

2. Age Variable

The age distribution of MFI students shows that the program attracts a diverse range of ages, with the largest proportion being students over 35 years old. This indicate that the MFI program appeals to working professionals who may want to increase career advancement. The second largest group consists of students aged 27-30, indicating the program also attracts students who have gained some work experience after completing their undergraduate studies, especially on industrial pharmacy. The remaining students are distributed across various age ranges, with each in the 24- 26 and 31-33 age.

3. Location Variable

The geographic distribution of students in the Master of Industrial Pharmacy (MFI) shows the majority of students come from West Java, where the program is located, as local students might find it more convenient and affordable to attend a program in their home province. The second largest group comes from outside West Java and Jakarta from various location (Central Java and East Jav) indicating that the program attracts students from other parts of Indonesia. Jakarta contributes 20% of the students, which is the capital city and a major market for the pharmaceutical industry. The MFI program try to attracts students who are interested in working.

4. Expected Benefit

Many respondents see a master's program to improve skills & advance their careers. They believe higher

education leads to better opportunities. Other need are to gain new practical expertise that they didn't get in undergraduate programs. Some also want to refresh their knowledge by combining academic theories with real-world applications. They aim to understand the industry better. Several respondents see the program as an opportunity to connect classroom learning with workplace realities. Since the program offers insights from academic and industry experts, the student expected value for building connections with professors and industry professionals. Overall student believe that the program increase their knowledge and practical skills.

5. Overall Perception on MFI XYZ UNIVERSITY

Many students perceive MFI for several things. The location and accessibility of the program. XYZ UNIVERSITY is based in cities like Bandung and Jakarta, making it easy for students to come from nearby area. The program also offers hybrid and weekend classes, which are convenient for those who work during the week. The reputation of the program are major factors. XYZ UNIVERSITY is well-known for its academic excellence both in Indonesia and internationally. The program is taught by experienced academics and industry professionals. The program is the place for their career and skill development. The curriculum is designed to be relevant to current jobs in industries like pharmaceuticals, helping students upgrade their skills and gain practical knowledge. The program also offers opportunities to learn from real-world case studies and industry experts. XYZ UNIVERSITY's facilities such as literature, research, and networking

opportunities increase the learning experience. Networking and collaboration are also a reason for choosing the program. In conclusion, students perceive the MFI program for its location, flexibility, high-quality education, its ability to support career growth, networking opportunities and practical learning.

6. Perceived Tuition Fee

The tuition fees for the Master of Industrial Pharmacy (MFI) program are perceive by many students as high but reasonable, by considering the quality of education and career opportunities. But some of them perceive that the fees are higher than those for regular programs, making it an important decision for students to decide whether the benefits match the cost. Many also evaluate if the program's value justifies the investment, which is a major factor in their decision to enroll. Regarding funding sources, some students cover the tuition using personal funds, often working while studying. However, a significant number of respondents rely on scholarships or company sponsorships, showing the importance of financial aid. Without such support, some students feel they would not be able to afford the program. Scholarships or external funding can a key factor in their decision to enroll.

Affordability are a concern for many students, especially those who depend on their own income or work in jobs. They believe the program could be more affordable to make it accessible to a wider range of students. Some student suggested that tuition fees could be reduced, especially as other institutions are offering similar programs at lower prices. They stress the importance of financial accessibility to ensure the program

remains attractive to students. In conclusion the value of the program is recognized, but tuition fees and access to financial aid are factors in students' perception that influence their decision decisions.

7. Readiness Stage

Scholarships are the most important to support students, especially in programs), where tuition fees of MFI are perceive high. With the help of scholarships, students can save their personal funds for other important expenses, such as investments or daily living costs. Scholarships also serve as a motivator, influencing students to pursue higher education when they may unable to afford it. They make it more accessible, for those with limited financial. For many students, scholarships open the door to opportunities that they would not have had otherwise. In conclusion, scholarships are seen as a valuable benefit that allows students to access education and focus on their studies without the thinking about financial concerns.

8. Influencer of Choice

A lot of students who choose the MFI program are strongly influenced by support from family, friends, and colleagues. Family support is important with parents encouraging their children to pursue higher education. Friends and colleagues also influencing the decision to enrol in the program. They were encouraged to join after hearing positive word-of-mouth from coworkers or friends who had already studied at MFI XYZ UNIVERSITY. Mentors and industry professionals also give valuable advice. For some students, recommendations from mentors help them make informed decisions. Since the program's reputation and its strong ties to

industry practitioners and regulatory experts also influence students' decisions. Success stories from XYZ UNIVERSITY alumni who have good careers influence students about the value of the program. In conclusion, the decision to pursue the MFI program is largely shaped by family encouragement, from loved ones and professional connections.

There are 3 segment for MFI student:

- 1) Professional: Mid-career professionals who already working in the pharmaceutical industry. They want to increase their skills and advance their careers. And also had value on flexible schedules and opportunities for continuing professional education to balance their studies with work and personal life.
- 2) Recent Graduates: This group consists of young who have recently completed their undergraduate studies. They aim to build academic knowledge and gain specialized skills for entering the pharmaceutical industry. They prioritize affordable tuition, accessible curriculums, and full-time academic engagement.
- 3) Industry Researchers: These are experienced professionals focused on research within the pharmaceutical industry. They want advanced specialization, access to modern research facilities, and opportunities for collaboration with industry or academic labs. Their participation is often project-based or short-term, and they prioritize high-level learning environments.

Targeting

The MFI program uses Concentrated marketing, also known as niche marketing, where they target a

large share of one or a few specific segments, in this case are professional who already working in the pharmaceutical industry and want to increase their skills and advance their careers. It allows MFI to focus on professional market segment rather than a large one. By understanding focusing on it, MFI can build a strong market position and reputation. They can also market more effectively and efficiently by aligning the service, prices, and programs to meet the specific needs of professional market.

Positioning

By focusing on this specialized market segment, MFI positioned itself uniquely in **expertise in industrial pharmacy** and its ability to provide **industry-specific knowledge** for professionals already working in the field. This positioning makes MFI specifically aligning its curriculum, prices, and services to meet the demands of professionals that want career advancement. The program's flexibility, including weekend and hybrid classes, also shows the positioning for working professionals who need to balance their education with full-time jobs. MFI also differentiates itself with industry connections, providing opportunities for networking and learning from experienced practitioners.

By focusing on this niche, MFI has developed a strong market position as a leading provider of specialized education in the pharmaceutical industry. Its reputation is built on providing real-world applications that improve the career of its graduates. In summary, MFI's concentrated marketing allows it to provide a distinct image in the minds of professionals, positioning itself as the leading program for individuals seeking to enhance their skills and advance in the pharmaceutical industry.

Strategy Implementation

TOWS Analysis

TOWS analysis helps to develop four types of strategies: strategy of SO (strengths-opportunities), Strategy of WO (weaknesses-opportunities), Strategy of ST (strengths-threats), and strategy of WT (weaknesses-threats).

there are 4 strategy that can implement by MFI, especially to increase the enrolment:

1. Strategy of Strengths-Opportunities:
 - a. Utilizing the institution's financial funding (S1) to secure government support for research and development (O7), especially for industrial pharmacy product. By showcasing advanced R&D capabilities, the institution can attract students who are looking for innovative on research and development.
 - b. Utilize the highly qualified faculty (S3) and effective curriculum to meet the growing healthcare sector's demand (O5). Positioning the MFI program as a direct pathway to promising industrial healthcare careers, making it attractive for students seeking stable and high-demand professions.
 - c. Strengthen partnerships (S5) with global institutions and industries to increase international exposure and collaborations (O10). Promoting global internship opportunities, exchange programs, and collaborative research will attract students interested in international career opportunities, boosting enrolment.
 - d. Highlight the institution's strong academic reputation (S4) in promotional campaigns to attract students who are increasingly interested in industrial pharmacy careers (O8). Use alumni

- achievements and review to build credibility and attract new enrolments.
2. Strategy of Weaknesses-Opportunities:
 - a. Upgrade information communication technology systems (W5) and e-learning platforms to align with technological advancements (O9). Even though MFI still depend on XYZ UNIVERSITY's e-learning platform, it's better for MFI to use other media with more interactive and user-friendly online learning environment make a better experience to the student. Including use the individual internet provider, instead of using the XYZ UNIVERSITY one.
 - b. Improving weak promotional activities (W4) by launching targeted marketing campaigns, especially to professional market, to highlight the growing demand for pharmacy careers (O8).
 - c. Improve physical learning facilities (W1) to support global collaborations (O10). Modern infrastructure and classrooms can attract both local and even international students, positioning the institution as a preferred choice for pharmacy education.
 3. Strategy of Strengths-Threats:
 - a. Utilize financial funding (S1) to implement sustainability-focused initiatives (T2), such as eco-friendly infrastructure and green practices. Highlighting the institution's commitment to sustainability will affect to environmentally conscious students, eventually improving enrollment.
 - b. Highlighting the curriculum design (S6) to add value and justify the program's pricing, addressing price sensitivity concerns (T1) by introduce specialized modules or variety of elective course, certifications, or career-oriented training that increase the perceived benefit for students.
 - c. Leverage strong alumni relationships (S7) to showcase success stories and tangible career outcomes, reducing concerns about tuition costs (T1). Alumni testimonials and mentorship programs can demonstrate the program's value, attracting new students.
 4. Strategy for Weaknesses-Threats:
 - a. Improve administrative processes (W6) to meet sustainability requirements (T2) efficiently. Reducing bureaucratic inefficiencies and increasing processes like admissions can create a smoother experience for prospective students, encouraging enrolment.
 - b. Improve promotional efforts (W4) to address low student enrolment (W3) and combat perceived price sensitivity (T1). Develop financial aid programs and scholarships by collaborating with scholarship provider like Jabar Future Leaders Scholarship that highlight the institution's affordability and quality.
 - c. Improve physical learning facilities (W1) to meet sustainability standards (T2). Sustainable infrastructure attract environmentally conscious students and position the institution as future oriented and competitive.
- Business Strategy**
- Business strategy for MFI program aims to improve its position on market, especially to increase its enrolment. It's

important business strategy have twice the impact on overall company performance compared to corporate or industry effects (Wheelen, et al., 2015). From internal, external, competitor, and market analysis of MFI, it is supported to adopt of a focus strategy, which involves targeting a specific market segment and delivering unique and superior value tailored to their needs. Internally, MFI's reliance on tuition fees makes it critical to attract a stable and reliable customer base (Wheelen, et al., 2015). Professionals in the pharmaceutical industry seeking to advance their careers represent such a segment, as they are more willing to invest in specialized, career-focused programs.

From internal condition, MFI's highly qualified teaching staff and strong academic reputation align well with the expectations of working professionals who seek advanced, high-quality training. MFI's industry partnerships and practical curriculum further strengthen its ability to meet the specific needs of this market segment, while focusing on this niche can help address challenges such as attracting top faculty and improving administrative efficiency by concentrating resources effectively.

From external condition, the focus strategy is supported by opportunities in the healthcare sector. The growing demand for skilled professionals, driven by an aging population and an expanding healthcare industry, provides a promising market for MFI. Government support for research and development increase the institution's ability to offer specialized programs that appeal to professionals. By targeting professionals, MFI can also mitigate the risks associated with price-sensitive students, as this segment is typically more willing to pay for quality programs that directly benefit their careers. Furthermore, low competition from new entrants and

differentiation from broader programs like MBAs allow MFI to dominate this niche. Technological advancements present an additional opportunity to offer flexible, innovative learning solutions tailored to working professionals, further solidifying its appeal to this market.

In conclusion, the matching between MFI's internal strengths and external opportunities makes it fit with focus strategy. By targeting professionals in the pharmaceutical industry, MFI can petitioned itself in market and deliver superior value while addressing its internal weaknesses. This strategy allow MFI to concentrate its resources on meeting the specific needs of the targeted student for long-term success.

Business Solutions

To improve enrolment in the Master of Industrial Pharmacy (MFI) program, a combination of focused marketing, strategic partnerships, and infrastructure upgrades can be implemented based on the focus strategy and TOWS analysis. MFI should enhance its promotional activities to effectively reach its niche market of pharmaceutical professionals. Targeted marketing campaigns can highlight the program's alignment with industry needs, emphasizing career advancement opportunities, high-quality faculty, and a strong academic reputation. Testimonials from successful alumni and current students can build credibility, while showcasing the program's practical benefits, such as flexible schedules and hybrid learning options, will attract working professionals. Partnerships with industry organizations can further enhance visibility by positioning MFI as a direct pathway to career growth in the pharmaceutical sector. Here are the proposed business solution:

1. Targeted Promotion

MFI should increase its promotional activities to effectively reach its niche market of pharmaceutical professionals. Targeted marketing campaigns can position the program's that align with industry needs, career advancement opportunities, high-quality faculty, and a strong academic reputation. Testimonials from successful alumni and current students can build credibility, while also promoting the program's practical benefits, such as flexible schedules and hybrid learning options, will attract working professionals. Increasing partnerships with industry organizations also increase visibility by positioning MFI in the pharmaceutical sector.

2. Promoting Curriculum and Career Opportunity

To handle price sensitivity and justify tuition costs, MFI should add its curriculum with specialized modules, variety elective courses, and certifications that aligned with industry demand. This could include offering career-oriented training programs, global internships, and collaborative research opportunities with industry leaders. Promoting these value-added benefits will increase the program's appeal by showing clear career outcomes and tangible benefits, such as preparing graduates for leadership roles in the healthcare and pharmaceutical sectors.

3. Invest in Infrastructure and Technology

Upgrading physical learning facilities and using advanced e-learning platforms can also improve the student experience. Modern classrooms and laboratories to support global collaborations will

position MFI as a choice for both local and international students. Also using individual user-friendly and interactive online learning platforms, other than the existing XYZ UNIVERSITY's learning platform, will make hybrid education more accessible to working professionals, as they need a flexible and convenience.

4. Collaborate with Financial Support Options

To handle financial concerns, MFI can collaborate with scholarship providers, such as the Jabar Future Leaders Scholarship, to offer financial aid programs. Introducing instalment payment plans or employer partnerships for tuition sponsorships can also make it easy for the financial problem on students. Promote this financial support options in promotional campaigns can improve enrolment by making the program more accessible to economically diverse target.

5. Partnerships and Alumni

MFI should strengthen its partnerships with global institutions and pharmaceutical companies, similar to their competitor who partner with several global universities, to offer international exposure and opportunities for collaborative. This can attract students interested in global careers. Also partner with its strong alumni network by showing their success stories and engaging them guest lecturers can inspire potential students.

By focusing on these strategies that uses focus marketing, MFI can be positioned in the market and effectively and eventually increase its

enrolment. These strategies based on the program's focus strategy and utilize its strengths to meet the specific needs of its target audience.

CONCLUSION

After looking and analyzing the conditions and current situation of MFI, here are the conclusion to be concern:

1. The internal condition of the Master of Industrial Pharmacy (MFI) program at XYZ UNIVERSITY can be seen from its weaknesses and strength.

One major weakness is in student enrolment and promotional efforts. The program struggles to attract students due to limited visibility and ineffective promotion strategies. This impacts the program's ability to reach its target market. The physical learning facilities also require improvements, particularly at the Jakarta campus, where the lack of dedicated spaces restricts the program's capacity to accommodate more students. The e-learning system also faces issues, that can affect the quality of hybrid learning experiences. Another thing is ICT systems and administrative processes, which inefficient and unclear.

For the strength, the program demonstrates significant strengths that align well with its focus strategy. Its highly qualified teaching staff and strong academic reputation align to the needs of working professionals seeking specialized and practical training in industrial pharmacy. Also, the industry-focused curriculum and strong partnerships with pharmaceutical companies position the program to deliver unique value to its niche market.

In conclusion, while the MFI program benefits from its strong academic foundation and industry relevance,

addressing its weaknesses in promotion, facilities, e-learning, and administrative processes is critical to achieving operational excellence and improving student enrolment.

2. The external condition of the Master of Industrial Pharmacy (MFI) program at XYZ UNIVERSITY is favorable. A main opportunity is the growing demand for skilled professionals in the healthcare sector, driven by factors such as an aging population and an expanding pharmaceutical industry. These trends create a market for MFI to target professionals seeking advanced education to enhance their careers.

Government support for research and development provides a strategic advantage, allow MFI to offer specialized programs that fit with industry needs. This support allows the program to strengthen its focus on professionals who needs quality and career-relevant education. MFI also benefits from low competition in its niche, as few institutions offer specialized industrial pharmacy programs, differentiating it from general educational offerings like MBAs.

Technological advancements also an opportunity for MFI to expand its appeal by providing flexible and innovative learning solutions. By integrating technology into its curriculum and offering hybrid or online learning options, the program can provide the needs of working professionals.

The program also faces threats, especially student sensitivity to tuition fees, which is strong buyer power. While sustainability is integrated into the curriculum, more efforts are needed to follow the program's societal and environmental impact to follows with global trends.

In conclusion, the MFI program benefits from a strong external environment characterized by supportive government policies, growing industry demand, and low competition in its niche. However, addressing threats such as price sensitivity and sustainability will be essential for the program to fully capitalize on its opportunities and ensure long-term success.

3. To increase student enrolment, the Master of Industrial Pharmacy (MFI) program at XYZ UNIVERSITY should implement a combination of targeted promotion, curriculum, and improved student support systems. Targeted promotion can effectively reach the niche market of pharmaceutical professionals by aligning marketing campaigns with industry needs, career advancement opportunities, and the program's strong academic reputation. Showcasing testimonials from successful alumni and current students can increase credibility and promoting practical benefits such as flexible schedules and hybrid learning options that will attract working professionals. Partnerships with industry organizations will also visibility and position MFI as a leader in the pharmaceutical sector.

MFI should also improve its curriculum by incorporating specialized modules, elective courses, and industry-aligned certifications. Adding career-oriented programs such as global internships and collaborative research opportunities will make tangible career outcomes and leadership potential for graduates. This approach will justify tuition costs and strengthens the program's appeal to potential students by showing a direct connection between

their education and career growth in the pharmaceutical industry.

Address financial and infrastructure concerns with collaborate with scholarship providers and introduce flexible payment options, such as instalment plans or employer sponsorships.

Promoting these financial aids in marketing efforts will make the program more accessible to a wider audience. Also investing in infrastructure and advanced e-learning platforms will improve the student experience to make hybrid learning more flexible and accessible to professionals balancing work and education. By implementing these strategies, MFI can align with its focus strategy, meet the needs of its target audience, and eventually increase enrollment.

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