Development of Digital Marketing Strategy in the Education Industry

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ABSTRACT

Indonesia Internet Service Providers Association (APJII) in 2018 released data that internet users in Indonesia amounted to 64,8%. An increasing number of internet usage is used by marketers to market their products or services through the internet. Digital marketing strategy is needed by companies in order to survive and compete. Marketing strategy planning in this study uses Internal – External matrix approach by combining the strengths, weaknesses, opportunities and threats and analytic hierarchy process methods. The purpose of this research is to determine the company's position and choose alternative priority strategies. The result of this study indicates that the company a strong internal position and responds well to opportunities and threats that exist. The company's position is in quadrant IV, meaning that the right strategy is to grow and develop and alternative priority strategies that have the highest weight is strengths – opportunities (SO). SO strategy, maximize its strength to seize opportunities, then the company's strategy is to have lots of customer satisfaction testimonials displayed on website and social media and the opportunity to make products easy to find, because the dissemination of information through the internet can quickly spread and reach all consumers.

Keywords: Marketing Strategy, Digital Marketing, Strengths, Weaknesses, Opportunities and Threats, Analytic Hierarchy Process
JEL Classification: M310

1. INTRODUCTION

Indonesia Internet Service Providers Association (APJII), released data in 2018 in Indonesia internet users amounted to 64,8% or 171,17 million of the total population in Indonesia reaching 264,16 million people have used the internet. The growth of internet users in Indonesia reaches more that 20% per year, this figure is predicted to increase every year (Muljono, 2018). An increasing number of internet uses are used by marketers to promote their products or service, so information about products or services can arrive quickly and reach the entire community. Marketing using internet media is called online marketing or internet marketing or digital marketing.

Chaffey and Ellis-Chadwick (2012), digital marketing is a digital technology application that form online channels, through website,

e-mail, digital TV and through various other recent innovations including blogs, feeds, podcasts and social networks, which contribute to marketing activities. Marketing activities are one of the main activities of the company to maintain business continuity.

Kotler and Keller (2009), marketing is a process carried out to analyze, plan, coordinate programs that benefit the company, and can also be interpreted as the science of choosing market share to create superior customer value. Therefore, in order for companies to attract consumers to make purchases, the company adopts marketing strategies that are in accordance with market conditions and competitors encountered (Widayati, 2018).

Marketing strategies play a very important role in companies where marketing strategies are a way to achieve company goals. Implementing the right marketing strategy will have a strong

effect on the company that is running (Tyas and Chriswahyudi, 2017). Marketing strategies can be developed using strengths, weaknesses, opportunities and threats (SWOT), utilizing existing strengths and opportunities, and anticipating the movements and threats of competitors.

The company is IT courses, design, digital marketing and mobile applications in Jakarta. In marketing activities, digital marketing strategies have been implemented since the last few years, but the number of closing rates obtained is stuck and declining which can be seen in Table 1.

The company's efforts to improve the results of marketing activities require optimal marketing strategy design. Therefore, the purpose of this study is to analyze the external and internal factors of PT. XZY, especially in the application of digital marketing, then developed a digital marketing strategy with SWOT analysis and the selection of alternative strategies using analytic hierarchy process (AHP).

2. LITERATURE REVIEW

2.1. Marketing Strategy
Kotler (2002), marketing strategy is the marketing logic used by companies in the hope that business units can achieve company goals. The marketing strategy can be seen as one of the bases used in preparing the overall company plan. Assauri (2013), marketing strategy is a set of goals and objectives, policies and rules that provide direction to marketing efforts over time, at each level and references and allocations, especially as a company response in the face of an ever changing environment and competitive conditions. Therefore, the determination of marketing strategies must be based on external and internal analysis of the company through an analysis of the company's strengths and weaknesses, as well as an analysis of the opportunities and threats facing the company (Nudin, 2017).

2.2. Digital Marketing
Boone and Kurtz (2004), digital marketing is one of the components in e-commerce with special interests by marketers, that is strategy of the process of making, distributing, promoting and pricing goods and services to the internet market share or through other digital equipment. Brad and Burrow (2005), Digital marketing is online marketing that is carried out through an interactive online computer system that connects customers with sellers using the internet and existing facilities on the internet to carry out marketing activities. Refer to Aima et al. (2015), communitization marketing 3.0

Table 1: Comparison of traffic, lead, closing rate for 2016-2018

Year	Traffic	Lead	Closing (number of registrants)	Closing rate (CR=Closing: Lead) (%)
2016	1,786,774	3,627	1,462	40
2017	2,115,700	3,163	1,173	37
2018	2,596,463	3,317	1,184	36

increase customer value in educational industry. This is due consumers interact and will always connected with the media social who can be against bonds derived from relation of one to one among its members and create a base that was stronger between a fan that loyalty.

2.3. Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) Matrix
David (2006), IFAS matrix is a strategy formulation tool used to summarize and evaluate key strengths and weaknesses in the functional areas of the business, and also provide a basis for identifying and evaluating the relationships between these areas, while EFAS matrix is developing strategies to summarize and evaluate economic, social, cultural, demographic, environmental, political, government, legal, technological and competitive information.

2.4. Internal – External (IE) Matrix
David (2006), the purpose of the IE matrix is to obtain a more detailed corporate-level business strategy, the IE matrix can identify 9 cell company strategies, but in principle nine cells can be grouped into three main strategies, that is:
- First, the company's position in cells I, II and IV can be described as growing and developing. An intensive strategy (market penetration, market development, and product development) is the right strategy.
- Second, the company's position in cells III, V, VII can be managed in the best way with a guard and maintain strategy, meaning that the strategy is implemented without changing the direction of the established strategy. Market penetration and product development are the two strategies commonly used in this type of division.
- Third, the company's position in cells VI, VIII and IX can use the harvest or divestment strategy.

2.5. SWOT
SWOT, is an analysis that can reveal important factors in the company and industry. However, the SWOT analysis cannot determine which of the most important factors has been identified (Yuksel and Dagdeviren, 2007). The SWOT criteria are: Strengths describe the strength factors owned by the company, weaknesses describe the weakness factors owned by the company, opportunities describe the opportunity factors owned by the company, and threath, describe the threat factors owned by the company.

The alternatives used are pairing criteria from the SWOT matrix, namely:
a. strengths – opportunities (SO), it means using the company's internal strengths to take advantage of external opportunities
b. WO (weaknesses – opportunities), it means to correct internal weaknesses by exploiting external opportunities. Sometimes there are external opportunities, but the company has internal weaknesses that prevent it from taking up those opportunities.
c. ST (strengths – threath), it means using the company's strengths to avoid or reduce the influence of external threats.
d. WT (weaknesses – opportunities), it means reducing internal weaknesses and avoiding external threats. Organizations

facing various external threats and internal weaknesses will be in an insecure position.

2.6. AHP
AHP is one method that can be used in the decision-making system developed by Saaty (1991). This decision support model will break complex multi-factor or multi-criteria problems into a hierarchy. The hierarchy model has 3 parts:
a. Goal, is agreement on criteria and sub-criteria as a whole, is the main purpose of the hierarchy.
b. Kriteria (objective), is the answer to what you want to get / produce. These factors are taken into consideration in choosing alternatives.
c. Alternatif, is part of the criteria that are chosen in the decision making process. This section is a choice in the decision-making process. This section is the most basic part of the hierarchical model.

3. RESEARCH METHODOLOGY

3.1. Data and Information
Data and information used consists of primary and secondary data. Primary data used are the results of data from observations in the field to look for problems that occur at PT. XYZ and questionnaires were filled directly by respondents relating to marketing in the company for the determination of criteria and preparation of the AHP hierarchy. Secondary data used in this study came from companies such as sales recap and supporting data from related references.

3.2. Respondents
Respondents involved in making decisions for the selection of digital marketing strategies are those who are directly involved in the process of preparing the marketing strategy at PT XYZ. Determination of respondents based on knowledge and experience of more than 5 years (Table 2).

3.3. Data Processing
The stages of data processing are as follows:
1. SWOT processing using AHP
   The first questionnaire is SWOT questionnaire with AHP assessment processed using the AHP method, the goal is to get the weight of each SWOT criteria and the results of the questionnaire can be used for the next stage if the CR value <0.1.
2. IFAS and EFAS Matrix
   IFAS and EFAS matrix aims to obtain weighted values, weighted values can be obtained from weights and rankings,

Figure 1: Strengths, weaknesses, opportunities and threats – analytic hierarchy processhierarchy structure
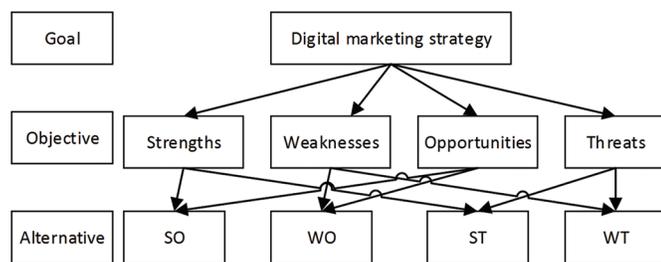
Table 2: Expert profile

Name	Position	Experience (year)
A	Marketing and Sales Manager	10
B	Sales Supervisor	6
C	Marketing Supervisor	6

Table 3: IFAS and EFAS confirmed by experts

Strengths		Weaknesses	
S1	The website and social media of PT. XYZ is easily accessible	W1	Not using the marketplace as marketing media
S2	The information presented on the website and social media is quite complex and reliable	W2	On Instagram social media, followers are still few
S3	Content marketing uses interesting pictures and videos	W3	Linkedin on social media is not always active like other social media
S4	Including one of the courses that have more product variants than competitors	W4	Discounted price (promo), every month is almost the same (less attractive)
S5	Has many customer satisfaction testimonials and is displayed on websites and social media to add to the company's credibility	W5	Content marketing does not use influencers
Opportunities		**Threats**	
O1	Digital technology is constantly developing, making it easier for the marketing process	T1	More and more competitors are using digital marketing strategies
O2	Internet users continue to increase, thereby expanding the marketing market	T2	The digital marketing strategy used is easily emulated by competitors
O3	The product is easy to find, because the spread of information is fast and reaches all consumers of internet users	T3	If there is consumer dissatisfaction and is spread on social media, then information quickly spreads and endangers the company
O4	Consumer behavior is changing, that is searching for information through online media, so companies can maximize the use of online media as marketing media	T4	In this era, change is so fast, if the company cannot adjust, it will lose consumers
O5	Having a market with the potential to grow	T5	Website and social media accounts can be hacked by interested parties, which will hinder marketing

IFAS: Internal factor analysis strategy, EFAS: External factor analysis strategy

weights are obtained from the first data processing, namely processing internal and external factors using AHP and for ranking obtained from the second questionnaire that has been filled out by experts.

3. IE Matrix

    After obtaining a weighted value from the IFAS and EFAS matrices proceed to the IE matrix processing, the purpose of the IE matrix is to determine the company's position. After knowing the company's position, proceed with the final data processing, namely Alternative SWOT Processing using AHP.

4. Alternative SWOT processing using AHP

    From the first data processing, that is processing internal and external factors using AHP, from each criterion (strengths, weaknesses, opportunities, threats) that has the highest weight will be processed again into an alternative pair (SO, WO, ST, WT). The assessment was carried out again through a questionnaire filled out by experts (Figure 1).

4. RESULTS AND DISCUSSION

SWOT analysis of IFAS and EFAS confirmed by experts are presented in Table 3.


Figure 2: Internal – external matrix
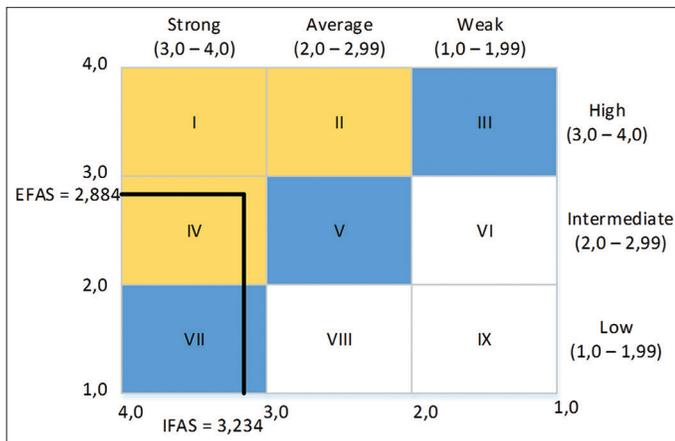
Table 4: SWOT weight

Criteria	Strengths	Weaknesses	Opportunities	Threats
Highest weight	S5=0,322	W4=0,089	O3=0,088	T3=0,278

SWOT: Strengths, weaknesses, opportunities and threats

4.1. Processing of Internal Factors (Strengths - Weaknesses) and External (Opportunities - Threats) Using AHP

Internal (SW) and external (OT) factors have CR values <0.1, which means that the preferences of the experts are all consistent so that they can be carried out to the next stage and from this data processing the highest weighting of each criterion is as follows in Table 4.

4.2. IFAS and EFAS Matrix

After processing internal and external factors stated consistent (CR <0.1), can be carried out to the next stage, namely the processing of IFAS and EFAS data matrices. From the results of processing internal and external factors using AHP, weights are taken for input into calculations, for ranking taken from questionnaires that have been filled out by experts.

Getting the weighted value from the IFAS matrix is 3.234, which means showing a strong internal position, which shows that the company responds well to strengths and weaknesses in the company. The weighted value of the EFAS matrix is 2.884, indicating that the company responds well to opportunities and threats that exist in the company. In other words the company effectively exploits the opportunities that exist today and minimizes the effects that may arise from external threats.

4.3. IE Matrix

After knowing the weight values of the IFAS and EFAS matrices, the next step is to combine them into the IE matrix. The weighted values of IFAS and EFAS are then entered into the IE matrix, drawn vertically and horizontally then the meeting point occurs in the quadrant, where the right strategy will be obtained (Figure 2).

After the vertical and horizontal lines are drawn at the meeting point in quadrant IV, it can be concluded that the right strategy is to grow and develop, the company is in a strong internal position and responds very well to opportunities and threats. The company continues to concentrate on the current market (market penetration and market development) and current products (product development) are the right strategy. It is not wise for companies in quadrant IV to move away from the competitive advantage they currently have.

4.4. SWOT – AHP Alternative

From processing internal and external factors using AHP, from each of the criteria (strengths, weaknesses, opportunities, threats)

Table 5: SWOT matrix

	Strengths	Weaknesses
Opportunities	SO strategy Having many customer satisfaction testimonials displayed on the website and social media to add to the company's credibility, PT. XYZ has the opportunity to make products easy to find (lots of content spread, through a lot of media), because the dissemination of information through the internet can quickly spread and reach all consumers.	WO strategy Making promotions that are more varied to attract the attention of consumers, so that PT. XYZ has the opportunity for many products to be searched and easily searched, with the use of the internet making information dissemination fast and reaching all consumers of internet users
Threats	ST strategy Having many testimonials of customer satisfaction displayed on websites and social media to increase the company's credibility, so that if there is consumer dissatisfaction and disseminated on social media, then this testimonial can minimize things that endanger the company.	WT strategy Making promos more varied to attract the attention of consumers, so it is expected to reduce consumer dissatisfaction about the promos offered and dissatisfaction does not spread on social media, which makes companies lose

Table 6: Alternative strategy

SWOT matrix	SO	WO	ST	WT
Weight	0,367	0,147	0,342	0,1,44

SWOT: Strengths, weaknesses, opportunities and threats

that have the highest weight will be taken to be arranged as an alternative matrix SO, WO, ST and WT. The results of SWOT matrix is presented in Table 5.

After the SWOT matrix is compiled, a questionnaire is then created and given to experts to be assessed using AHP, to obtain alternative strategies. The prioritized alternative strategies are presented in Table 6.

5. CONCLUSIONS

The company's position is in quadrant IV, which means that the right strategy is to grow and develop as well as an alternative SWOT that has the highest priority weighting namely strength - opportunity (SO). SO's strategy is to use internal strength to take advantage of external opportunities, maximize the power they have to seize opportunities. The company is in a strong internal position and responds well to opportunities and threats.

Then the company's priority strategy is to have lots of customer satisfaction testimonials displayed on websites and social media to increase the company's credibility, thus PT. XYZ has the opportunity to make products easy to find (a lot of content is spread, through a lot of media), because the spread of information through the internet can quickly spread and reach all consumers.

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