

Strategy Analysis of the Implementation of the MBKM Curriculum at the University

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ABSTRACT

In 2021 until now, the government issued the Merdeka Learning Campus Merdeka (MBKM) curriculum which requires universities to implement, but it takes the right strategy, the purpose of this research is to find the strategic position of the Faculty of Economics to implement the MBKM curriculum, identify strengths, weaknesses, opportunities and threats and Develop alternative strategic options for the implementation of the MBKM Curriculum. The research method uses qualitative. The object of this research is the Faculty of Economics which has 2 study programs, namely Accounting and Management. Data sources are primary and secondary data. Data collection techniques using observation techniques, interviews and questionnaires. The number of samples in this study were 8 people using a sampling technique, namely saturated/census samples where the respondents were those who occupied strategic positions in decision making, expert judgment and stakeholders from faculties and universities. Data analysis used EFAS Matrix, IFAS Matrix, IE Matrix, SWOT-8K Matrix and TWOS Matrix. The results of the study indicate that the external and internal environmental conditions of the economics faculty show conditions that fall into the moderate/good category, which means the Faculty of Economics is able to implement this MBKM program. Meanwhile, the results of the IE Matrix value show that the position / quadrant of the Faculty of Economics is in the V Bold and maintain position (maintain and maintain) Market penetration and product development, while the analysis using the SWOT-8K matrix shows the quadrant position is in Diversification IV.

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1. INTRODUCTION

The condition of higher education in Indonesia has experienced a very significant change, especially during the Covid-19 pandemic which has lasted until now. Every university throughout Indonesia is trying to adapt to this pandemic condition by using online learning applications such as Zoom Meeting, Google Meet, Blended Learning, Social Media and other online media so that they can survive and carry out the teaching and teaching process in a new normal / new habit, so that the education process continues as in normal conditions. During this pandemic, precisely in 2020, the Indonesian government issued a new curriculum program called Merdeka Learning Kampus Merdeka (MBKM) by the Indonesian Minister of Education Nadiem Makarim. According to him, the MBKM curriculum helps students have the ability to be independent and independent in choosing the knowledge they want. owned outside of the study program where they are studying now. The MBKM curriculum has 8 programs, namely 1) Humanitarian Projects, 2) Independent Projects, 3) Entrepreneurship, 4) Research, 5) Teaching in Educational Institutions, 6) Village Projects, 7) Internships, 8) Student Exchange.

Based on these 8 programs, if carried out optimally, it will produce graduates who have various abilities and skills so that they can improve the image of the campus. The Faculty of Economics, Universitas Lancang Kuning is currently preparing the MBKM curriculum which previously used the KKNI Curriculum from 2017 to 2020 running smoothly, however, with the issuance of the Minister of Education Decree Number 3 of 2020 concerning National Standards for Higher Education, the Accounting and Management Study Program must adopt the program MBKM set by the Government so that the image of the campus can still be maintained and improved. Moreover, the study program's accreditation system has changed to 9 standards of assessment, previously only 7 standards and all of these standards are directly related to the MBKM (Merdeka Belajar Kampus Merdeka) program. Based on the output of using the KKNI-based curriculum that is currently being implemented, it shows that there is no evidence/impact of increasing campus image from new student recipients after using the KKNI curriculum. seen in Figure 1 below

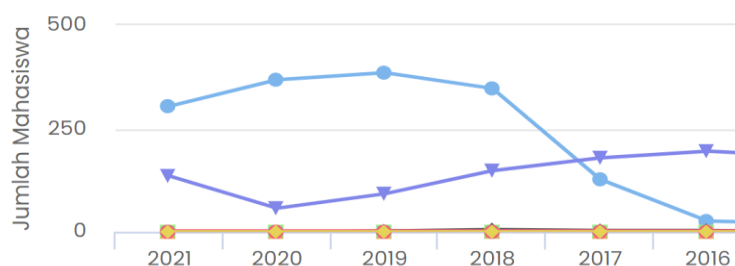


Figure 1. Development of the Number of Students of the Accounting and Management Study Program, Faculty of Economics

Based on Figure 1 above, it is known that by using the KKNI curriculum program, it is known that the target number of student admissions is still below 500 students and tends to decrease every year, especially the accounting study program even though in 2019 the accounting study program has received accreditation A (Very Good) seen in 2016 to 2020 continues experienced a sharp decline, especially in 2019 Indonesia experienced the COVID-19 pandemic, which is still in New Normal conditions. However, in 2021 this condition began to improve where there has been a significant increase in the number of students. However, according to research (Dewi, 2022) the combination of using an independent curriculum and PjBL learning methods can improve learning outcomes, creative thinking, communication and cooperation as well as high motivation of students. According to (Antoni et al., 2022) students prefer internships/work practices while student exchange activities and independent projects have the least number of enthusiasts, students highly recommend the MBKM program in universities. According to (Alfikalia et al., 2022) the key to successful implementation of MBKM is student activity, openness of partners and support for study programs and lecturers as well as increasing socialization to students and lecturers. According to (Subekti, 2022) in general, all academics already know about the MBKM Program,

the impact will be on increasing students' ability to become entrepreneurs. Meanwhile, according to (Jufriadi et al., 2022) said that the Thematic KKN program is a very effective program to improve collaboration skills and communication skills so that students are encouraged to seek out-of-campus experiences. The results of a survey conducted on students showed that students agreed and were ready to take part in the MBKM program (May et al., 2022) based on existing research, most of them only discussed the implementation of the MBKM program. in university.

Therefore, based on the above conditions, research is needed to find the right strategies so that the implementation of the MBKM curriculum program can run optimally and can become an advantage for the student program at the Faculty of Economics, so that in the following year it can improve the image of the campus and increase the number of students at the Faculty. Universitas Lancang Kuning Economics. If the right strategy is not formulated, the condition of the Faculty of Economics will not be good and the implementation of the MBKM curriculum program will not run optimally in accordance with the wishes of the government. The purpose of this research is to find out 1) the condition of the strengths, weaknesses, opportunities and threats of the Faculty of Economics in the implementation of the MBKM Curriculum, 2) The strategic position of the economics faculty to implement the MBKM curriculum, 3) Alternative strategy options for the implementation of the MBKM Curriculum.

SWOT analysis is the identification of various factors systematically to formulate organizational strategy, this analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. (Rangkuti, 2011) This analysis is based on the assumption that an effective strategy will maximize existing strengths and opportunities and minimize weaknesses and threats. When applied accurately, these simple assumptions have a huge impact on the design of a successful strategy and analysis of the business environment that provides the information needed to identify opportunities and threats that lie within the organization. According to (Aaker, 2011) All have strengths and weaknesses in the functional areas of the business. No organization is equally strong or weak in all areas of business. Internal strengths/weaknesses, combined with external opportunities/threats and a clear mission statement, form the basis for setting goals and strategies. Goals and strategies are set with the intention of exploiting internal strengths and overcoming weaknesses. According to (Keller, 2012) SWOT analysis (strength, weakness, opportunity, threat) is an overall evaluation of the strengths, weaknesses, opportunities, and threats. (a) Strength is the strength possessed by the organization compared to other organizations. (b) Weakness The problems faced by the organization compared to other organizations, so this is a weakness for the organization. (c) Opportunity is an opportunity where the organization can conduct operations in the face of challenges and to turn the opportunity into an advantage. (d) Threat is a danger that usually occurs due to unfavorable developments, which will have an impact such as reduced profits and sales if no action is taken to survive.

Analysis of the business environment is divided into two, namely the external and internal environment. According to (Thomas L Wheelen, J David Hunger, Alan N Hoffman, 2015) the internal environment is an organization's strengths and weaknesses in business functional areas, including management, marketing, finance/accounting, production operations, R&D and management information systems. While External Environmental Analysis According to (Umar, 2012) explains the external environment is a process carried out by strategic planning to monitor the external environmental sector in determining opportunities and threats for the organization. IFAS and EFAS Matrix The IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary) matrix consist of column, weight, rating and total value which is the result of multiplication of weight and rating. For the weight and rating column, it is filled in according to the value which is the result of grouping internal and external factors based on their level of importance. According to (David, 2006) states that the IFE matrix is used to determine the strengths and weaknesses of the organization. The EFE matrix is used to identify the external factors of the organization. Results of previous research Research conducted by (Mohamad Harisudin Mahfud, 2019) According to practitioners and academics, they support the development of strategic management. SWOT analysis is the most widely used analytical tool among other analytical tools. The results of research conducted by (Mashuri, 2020) The results of this study are

SWOT analysis as a strategy to increase competitiveness needs to be evaluated again, so that good performance is formed from within and from outside PT. Bank Riau Kepri Pekanbaru Sharia Business Unit in advancing the bank throughout Riau Province and Riau Islands. The results of research from (Mahnum Mas'adi, Aria Priyanto, 2020) based on the TWOS matrix for waste management in the return district TPST was determined based on 4 strategic scenarios, namely improving advice and infrastructure, investors, community roles, quality of human resources.

2. METHODS

This study uses a qualitative method approach. According to (Sugiyono, MPK, & R&D, 2014) this method is used to examine the object of scientific research, as the key instrument is the researcher by combining inductive data and generalized research results. The object of this research is the economics faculty which consists of accounting and management programs that will implement the MBKM curriculum program. The population in this study is the leadership of the Faculty of Economics, Expert judgment and stakeholders who occupy strategic positions as many as 8 people and the sample used is 8 people consisting of Faculty leaders and University leaders. The sampling technique used is the Saturated/census technique, so in this study the number of samples used was 8 people. The research procedure consists of several stages, namely: 1) Problem identification, 2) Determining the focus of the research, 3) Data collection using questionnaires, interviews and observations, 4) Data interpretation/data analysis, 5) Reporting in the form of research findings and results. Research materials and instruments use reports, research articles and documentation from the economics faculty and policies related to the MBKM program from the government and universities.

The sources or types of data used in this study are divided into two, namely Primary data sources are a collection of data obtained directly from respondents in the form of interviews or questionnaires distributed to respondents and Secondary Data Data obtained from indirect sources through the media or documentation owned in the form of library sources of scientific work publications and performance reports. Data analysis uses EFAS and IFAS Matrix where After the internal strategic factors of an organization are identified, an IFAS (Internal Strategic Factors Analysis Summary) table is compiled to formulate these internal strategic factors within the framework of Strengths and Weaknesses or the organization. Meanwhile, EFAS (External Strategic Factors Analysis Summary) is an analytical tool that presents the external conditions of the organization to determine the opportunity and threat factors possessed by an organization. IE Matrix The Internal-External (IE) matrix is useful for positioning an organization's Strategic Business Unit (SBU) into a matrix consisting of 4 cells. Internal-External (IE) matrix where the size and circle show the percentage contribution. The IE matrix was developed from the Grand Strategy model. The parameters used include the internal strengths of the organization and the external strengths it faces which are divided into 4 squares.

SWOT-8K analysis which is the development of SWOT analysis. The SWOT-8K matrix has eight quadrants. Initially it consists of four main quadrants, starting from quadrant I to quadrant IV, and then each quadrant is divided into two sub quadrants A and B, so that in the end the matrix has eight (SUB) quadrants so that we will clearly determine the right strategic position at the Faculty of Economics (Swarsono M, 2008). According to (Rangkuti, 2010) SWOT analysis is the identification of various factors systematically to formulate organizational strategy. This analysis is based on logic that can maximize Strengths and Opportunities, but simultaneously minimize Weaknesses and Threats. In this study, which discusses two organizational environmental factors, namely internal and external factors. The results of the analysis will be used to formulate strategies that must be carried out by organizations, especially in the field of information technology.

The TOWS matrix has four strategies that are commonly used to enter the market and deal with emerging threats (Wheelen, TL, Hunger, JD, Hoffman, AN, & Bamford, 2017). The following are four TOWS strategies: Strength/Opportunity (SO): This strategy makes the organization use its strengths to exploit opportunities. Weakness/Opportunity (WO): This strategy indicates that you will overcome any weaknesses you have and take advantage of the opportunities that exist. So you reduce weaknesses

then exploit opportunities. Strength/Threat (ST): The organization will exploit its strengths to overcome potential threats that will come. Weakness/Threat (WT): The last strategy option is a little less attractive. This strategy uses steps to reduce weaknesses to avoid threats.

3. FINDINGS AND DISCUSSION

3.1. EFAS Analysis

EFAS analysis is an analytical tool that presents the external conditions of the organization to determine the opportunities and threats owned by an organization. Then the next step that needs to be done is to first take into account the suitability between internal and external assessments seen from the results of the questionnaires that have been distributed to respondents. To analyze the external environment of the Faculty of Economics, Universitas Lancang Kuning uses several indicators, namely using PEST Analysis (Political, Economic, Social and Technological) and Five Force Porters (Competition, New Entrants, Buyers, Suppliers and Substitute Products). Political conditions have a considerable influence on the implementation of the MBKM curriculum where all higher education policies are determined by the government, as we know that political conditions in Indonesia are not as good as stated by (Wahyuni, 2021) from CNN Indonesia Saiful survey results Mujani Research and Consulting (SMRC) revealed that Indonesia's political conditions in the early two years of President Joko Widodo's second term deteriorated. Referring to the survey, the number of respondents who considered political conditions to be in good condition decreased drastically. From 41 percent in September 2019, it is now 26.8 percent. "On the contrary, those who rated it bad or very bad rose from 14.5 percent to 24.4 percent. In addition, the issue of President Joko Widodo announcing a reshuffle of the Advanced Indonesia Cabinet on Tuesday (22/12). In that announcement, Jokowi introduced six ministers. New ones include Tri Rismaharini as Minister of Social Affairs, Sandiaga Salahudin Uno as Minister of Tourism and Creative Economy, Budi Gunadi Sadikin as Minister of Health, Yaquut Cholil Ghommas as Minister of Religion, Wahyu Sakti Trenggono as Minister of Maritime Affairs and Fisheries, and M Lutfi as Minister of Trade (UMMY, 2020). This of course can also happen to the Ministry of Education, Culture, Research, and Technology which is currently led by Nadiem Anwar Makarim, with frequent changes in the leadership of the ministry, especially Education, it will bring up new policies that can confuse universities in Indonesia including Faculty of Economics, University of Lancang Kuning. Political influence is very big influence only When Strategizing and executing strategies in a .

Economic factors are also a consideration for companies to make decisions and implement business strategies, as well as the Faculty of Economics at Universitas Lancang Kuning in implementing the Merdeka Learning Campus Merdeka (MBKM) program where all campus operational financing depends on students if the number of new students is not met. it will have an impact on campus operations. Meanwhile, according to (Riau.go.id, 2021) the economy of Riau Province in the second quarter of 2021 as measured by Gross Regional Domestic Product (GRDP) at current prices reached Rp. 205.03 trillion and at constant prices in 2010 it reached Rp. 123.58 trillion. Riau experienced a positive economic growth trend in the second quarter of 5.13% and contributed to national economic growth which grew 7.07% in the Sumatra Region," Meanwhile, Head of the Central Statistics Agency (BPS) Riau Province, Misfaruddin explained, Riau Economy Quarter II-2021 grew by 5.13 percent (y-on-y), better than the same quarter the previous year which contracted 3.32 percent (BPS Riau Province, 2021). little influence on economic conditions in Riau province. However, in December 2021, Riau experienced inflation of 0.05 percent with a Consumer Price Index (CPI) of 106.78. Inflation for the calendar year (January 2 December) 2021 was 1.54 percent and year-on-year inflation (December 2020 - December 2021) was 1.54 percent. Of the 3 CPI cities in Riau Province, two cities experienced inflation, namely, Pekanbaru City at 0.07 percent and Tembilahan City. by 0.29 percent, while Dumai City experienced a deflation of 0.13 percent (BPS Riau Province, 2022).

In terms of social and security conditions in Riau Province, it is in the good category based on the Indonesian Democracy Index (IDI). The level of achievement is measured based on the implementation and development of 3 aspects of democracy, 11 variables, and 28 indicators in Riau Province 2019

reaching 75.21 on a scale of 0 to 100. This figure has decreased by 2.38 points compared to the 2018 IDI of 77.59. The achievement of Indonesia's democracy performance is still in the "medium" category. *). The change in the Riau Province IDI number from 2018 to 2019 was influenced by the decrease in the Civil Liberties aspect by 1.73 points (from 86.88 to 85.15), the Political Rights aspect by 1.09 points (from 62.77 to 61.68), and the aspect of the Democratic Institution of 5.28 points (from 89.47 to 84.19) (BPS Riau Province, 2022). Meanwhile, according to the level of crime (Riauin, 2021) Throughout 2021, criminal cases that occurred in the jurisdiction of the Pekanbaru Police decreased to 1,450 cases, where in 2020, the number handled was 1,841 cases.

In the current state of technological development, we cannot avoid it, all lines of human life have used technology to make human life easier. Currently, Riau Province continues to strengthen information technology, especially during the COVID-19 pandemic, which makes people limit their activities outside the room and prefer to work indoors or work from home. According to (Apsari, 2021) the results of the 2020 population census show that 6.39 million people are dominated by Generation Z. Meanwhile, internet users in Riau province in 2019 reached 44.97% of the population aged 5 years and over or around 2.6 million. In 2020 there was an increase of up to 57.78 percent, or about 3 million internet users in Riau Province. According to news (Kominfo, 2021) that Riau Province currently has internet spots, as many as 1,322 villages in Riau Province already have internet access, in addition to Riau Province which already has smart cities, namely Pekanbaru Smart City, Siak, and Pelalawan. The Smart City itself is a movement launched by the Ministry of Communication and Information since 2017 with six main pillars, namely Smart Governance, Smart Branding, Smart Economy, Smart Living, Smart Society and Smart Environment. For the development of networking networks that have reached 4G throughout the province of Riau in the future, Riau Province will be able to enjoy a 5G Internet network which is still limited in big cities in Indonesia.

In the same industry competition between universities in Riau province is currently quite tight based on data from the Forlab, which shows that there are 78 institutions with a total of 381 study programs where the position of Riau province is in the order of 10 out of all of Indonesia (Dikti, 2018). Competition conditions for university and high school levels are 78 institutions that make Unilak must be able to make the right strategy plus every district in Riau province opens universities and institutes such as Indragiri downstream University, Pasir Pengarayan University and others and makes an advantage compared to other universities. Competitors' positions are not only a threat to the Faculty of Economics, they can also become MBKM Program Partners in student exchange programs or research. On the newcomer factor, the emergence of many similar educational institutions with various levels of education and the offer of facilities will affect the decrease in the interest of new students, the decline in the quality of prospective students due to choosing the more favorite (public/private), reduced education subsidies, as well as reduced opportunities for lecturers to appear. - outstanding lecturers or students to a higher institutional level. Another thing is the breakthrough of several public and private universities that have opened various new study programs from diploma level, extension to S1 plus. In the factor of substitute/substitution products are alternative products that can perform the same function as the previous product or are different. For example, the product of a university/faculty as an institution in this case can give autonomy to faculties/departments to open programs, for example diplomas, courses, and training (Rodonuwu, 2003) in Riau Province there are skills training institutions such as LP3I, RIC, Al-Azhar College and others.

In the supply analysis in the form of information, policies, facilities, to skills and knowledge, both formal and informal, obtained through the services of suppliers in this case can be in the form of (Rodonuwu, 2003): Educational institutions that produce S2 and S3 graduates, or applied educational institutions/ practical activities such as training, workshops, seminars, Ban-PT, Lambemba from the government which continues to experience changes in accreditation policies, especially the addition of accreditation standards and instruments, Information institutions such as internet providers, bookstores, libraries, mass media, and database providers, Non-educational government institutions that issuing laws, regulations, laws, and policies, overseas universities closest to the province of Riau

such as UiTM Malaysia, Da-yeh University Taiwan and Universiti Tun Hussein Onn Malaysia, financial/financial institutions such as banks. - Scholarship granting institutions, etc. - Private or foreign government institutions, government institutions and private organizations that issue internship policies for students in Riau province, because there are quite a number of organizations in Riau Province that can be used as MBKM program partners for Internship activities in organizations, program orders regarding BumDES and so that 1 billion 1 Village can become a partner for the thematic KKN/village development program in the MBKM program.

In the buyer's analysis, View from the Ministry of Education and Culture (Indonesia, 2017) for data on the number of SMA/SLTA in Riau Province, namely 413 schools and the number of students graduating 46,874 people. then we can see that the number of students in Riau province is in the order of 10 with a total of 413 schools while the number of school graduates is 46,874, The highest number of schools on the island of Sumatra is Aceh with a total of 487 schools. There are still great opportunities for new students. What is needed is how the student is interested in studying at the Unilak Faculty of Economics. After knowing the descriptive condition of the Faculty of Economics from the external environment, the following are the results of the tabulation of the external environment of the Faculty of Economics in Table 1

Table 1. The results of the identification of the External Environment of the Faculty of Economics

Factor	Indicator	Weight	Scale	Score
Opportunity	1. Riau Province Has many organizations that can be used as student internship locations	0.036	3,625	0.1305
	2. Riau Province has several Universities and Colleges of Economics that can become MBKM partners	0.04	3.5	0.14
	3. Student exchange program by the Ministry of Education and Culture	0.03	3,375	0.10125
	4. Research and service grant program by the Ministry of Education and Culture	0.015	3,375	0.050625
	5. Internship programs from the government and private companies	0.011	3.25	0.03575
	6. BumBES as a means for the MBKM program in thematic KKN/village building activities	0.011	3.125	0.034375
			3,375	0.4925
Threat	1. Covid 19 outbreak	0.037	3,375	0.124875
	2. Competition between Universities in Riau Province	0.21	3.125	0.65625
	3. Government policies are fickle	0.4	3	1.2
	4. The non-uniformity of the MBKM implementation system from all universities such as student exchange programs	0.21	2.875	0.60375
Total		1	3.0937	2.5849
	Difference Opportunities and threats			-2.09238

3.2. IFAS Analysis

IFAS (Internal Strategic Factors Analysis Summary) is structured to formulate these internal strategic factors within the framework of Strengths and Weaknesses or the organization. In this IFAS analysis, two approaches are used, namely looking at the tangible and intangible sources. On the analysis of tangible resources that resources are useful for generating competitive advantage, either through cost advantage or differentiation. To be valuable, they must be rare and difficult or expensive for competitors to imitate. In addition, they must also provide benefits to the organization. Tangible assets consist of land, buildings, equipment, human resources (HR) and other inventories. Based on the explanation above, the tangible resources owned by unilak include 1) The economic faculty building already belongs to the Raja Ali Haji Foundation which oversees Universitas Lancang Kuning, the condition of the economic faculty building is very good and comfortable and beautiful in Pekanbaru City. It also has a large parking area so that it can accommodate a lot of vehicles. Currently, the economics faculty of Universitas Lancang Kuning has several units, namely: LPPM, UPM, Tax Center, Stock Exchange Corner, Entrepreneurship, Lab. Computer, prayer room, library, warehouse, lobby, Gajebo, 14 classrooms consisting of general class and international class. 2) Human Resources (Lecturers and Employees) is a central factor in a higher education. Whatever the form and purpose, it is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans. So, humans are a strategic factor in all institutional activities. Unilak as a higher education unit has superior products, namely services related to humans and supporting facilities. Lecturers are a very important factor in higher education, one of which is in terms of evaluating university accreditation, the better the quality of the lecturer, the higher the accreditation value of the college. Currently, lecturers based on research and technology forlab data, the number of lecturers at the Unilak Faculty of Economics which consists of accounting and management study programs is 42 lecturers and 5 employees/employees, 3) Facilities Apart from the Unilak building also cannot be separated from technology to support campus operations. increasing every year. In 2012 Bandwidth doubled to 350 MBps from the previous year which was only 112 MBps with 23 hotspots in the Unilak environment (Unilak, 2017).

The improvement of the information system is also carried out with the development of an online Academic Information System (SIAK), currently to find out the progress of study results and study planning (taking courses), students can access from anywhere via the internet by visiting <http://smart.unilak.ac.id> and each faculty also has their own website address, one of which is <https://fekon.unilak.ac.id/>. In addition to the website address, Unilak also has an e-journal publication system by developing the OJS 3 system <https://journal.unilak.ac.id/index.php/index> plus there has been a collaboration between Google and Unilak so that lecturers can use more facilities owned by Google such as Google Drive, Google Classroom and unlimited data storage. Meanwhile, LPPM as a research and community service institution has developed and implemented a research proposal proposal system <https://lppm.unilak.ac.id/enter> so lecturers can propose by entering through the link provided (Unilak, 2016) and to The teaching and learning process for all lecturers has been provided with Edlink / blended learning facilities with the website address <https://edlink.id/login>. In this system, there are facilities for uploading lecture materials, giving lecture assignments, UTS and UAS facilities. In addition, air conditioning and Infokus facilities are available in all rooms, but regular maintenance is needed to continue to provide maximum service to students.

As for intangible resources, intangible assets are assets that cannot be seen and touched, are entrenched in the organization and accumulate over time. For example, employee expertise, brand, innovation, reputation, and others. Resources become so valuable because if all of their components are well coordinated, they will be able to produce competitive advantages that are difficult for competitors to imitate. Although imitated, its nature tends not to be long term. The following is an analysis of the intangible sources of the Faculty of Economics, namely: 1) The reputation of the Unilak economics faculty seen from the perspective of the people of Riau as a campus owned by the Riau Province and has been established for 30 years which has graduated many graduates to date the number of Unilak

Alumi is 22,371 people student. In building the image of the Unilak Faculty of Economics, several things have been done to disseminate information on the advantages of Unilak compared to other universities. The imaging strategy that is often used is to use a promotional strategy through the installation of billboards and banners in the Unilak strategic environment with information content such as choice of faculty and study programs, tuition fees, 2) Brand / Brand of management study program accredited B while accounting study program that received accreditation A. one accounting study program that received accreditation from Ban-PT in Riau Province.

Besides that, imaging is also done through Information Technology (IT), namely online media <https://www.unilak.ac.id/>, as well as social media such as Facebook with the address <https://www.facebook.com/infounilak/>. another is Twitter <https://twitter.com/infounilak/>, then social media Instagram <https://www.instagram.com/infounilak/> the last social media that is done is through YouTube which is a social media with a video display <https://www.youtube.com/channel/UCwwT1Xsjsdn32Ucle1e3hN> Looking at all of these applications, the latest information updates related to Unilak are still lacking, 3) Employee knowledge and skills, currently lecturers at the economics faculty already have a master's degree education of 70% and doctoral education of 30% with the highest functional position of Head Lector as many as 2 people, the rest are dominated by functional positions as Lecturer. And there are 10 lecturers who are continuing their doctoral education at universities inside and outside the province of Riau. And almost 80% of the Faculty of Economics lecturers have obtained Lecturer certificates (serdos) and 5 (five) lecturers have graduated as BKD Sister assessors in 2021. Based on the results of the analysis of the internal environment above, all the results of the analysis are entered into the IFAS table 2 below:

Table 2. Identification of the internal environment of the Faculty of Economics

Factor	Indicator	Weight	Scale	Score
Strength	1. Already have an academic information system https://smart.unilak.ac.id/gate/login	0.07	3.75	0.2625
	2. The Learning System already uses Blended learning https://blended-learning.unilak.ac.id/ and https://edlink.id/login	0.1	3.5	0.35
	3. Have cooperation with several agencies and private organizations	0.06	3,375	0.2025
	4. Have an adequate internet network	0.05	2.75	0.1375
	5. The Fekon Alumni network has spread to organizations and agencies in Riau Province	0.1	2.75	0.275
	6. The amount of commitment of the Leaders (Rector, Dean and Head of Study Program) is very serious in implementing MBKM	0.02	3.5	0.07
	7. The name Unilak is already known in the minds of the people of Riau	0.2	3.25	0.65
	8. Facilities to support the learning process are adequate	0.03	3.125	0.09375
	9. Management Study Program and Accounting Study Program already have several doctors (S3)	0.06	3.5	0.21

	10. The most competitive tuition fees compared to private universities in Riau	0.05	3,625	0.18125
	11. 10 (Ten) lecturers are continuing their doctoral program	0.04	3,625	0.145
	12. Some lecturers also have professions as experts and professionals in several fields	0.02	3,375	0.0675
	13. The availability of the Merdeka curriculum book for independent campus learning and the MBKM Guidebook for the Faculty of Economics, Universitas Lancang Kuning	0.01	3,375	0.03375
			3.3462	2.6788
Weakness	1. Difficulties in the administration of students who take this MBKM program	0.01	2.75	0.0275
	2. Difficulty in finding organizational and campus partners	0.02	3	0.06
	3. Human Resources (HR) The campus and prospective students are not completely ready	0.01	3.25	0.0325
	4. The ability of lecturers to adapt to information technology is still slow	0.023	3.125	0.071875
	5. The decline in the number of students in recent years	0.012	2.25	0.027
	6. The number of lecturers still does not meet	0.043	2.25	0.09675
	7. The study program does not yet have a special unit to carry out independent learning on an independent campus	0.031	2.75	0.08525
	8. Availability of budget to implement MBKM program	0.041	3.25	0.13325
	Total	1	2.8282	0.53412
	Difference between strengths and weaknesses			2.144625

Based on table 1 and table 2 above, it is about the assessment of external and internal factors of the Faculty of Economics, Universitas Lancang Kuning. Then the results obtained are opportunities of 0.4925 and threats of 2.5849 with the value of the difference between opportunities and threats of -2.09238. This value shows that currently the Faculty of Economics, Universitas Lancang Kuning is facing many threats while the opportunities that can be captured are in the medium category, therefore the Faculty of Economics at Universitas Lancang Kuning must look for new opportunities that can reduce pressure from threats. Furthermore, the results of the internal factor assessment on strengths got a score of 2.6788 and weaknesses got a score of 0.53412 with a difference value of 2.144625, then based on this value the Faculty of Economics currently has enough strength to implement the MBKM curriculum compared to weaknesses, so that By using the available strengths, the weaknesses currently being faced can be minimized.

3.3. IE Matrix

External internal matrix helps to know the position of the organization into 9 cells. This matrix consists of 2 dimensions, namely the total score of the IFE matrix on the X axis and the EFE matrix on the Y axis. The Internal External Matrix (IE Matrix). The results of the assessment of the difference between EFAS and IFAS show the value based on table 1 and table 2 shows that the value of the difference in EFAS is 2.09288 then this category is in the Medium position, while the value of the difference in IFAS shows a score of 2.144625, then this value also indicates the category Medium, based on these two values, draw a straight line so that it meets at a center point in the V Bold and maintain position/quadrant (maintain and maintain) Market penetration and product development, see Figure 2 below.

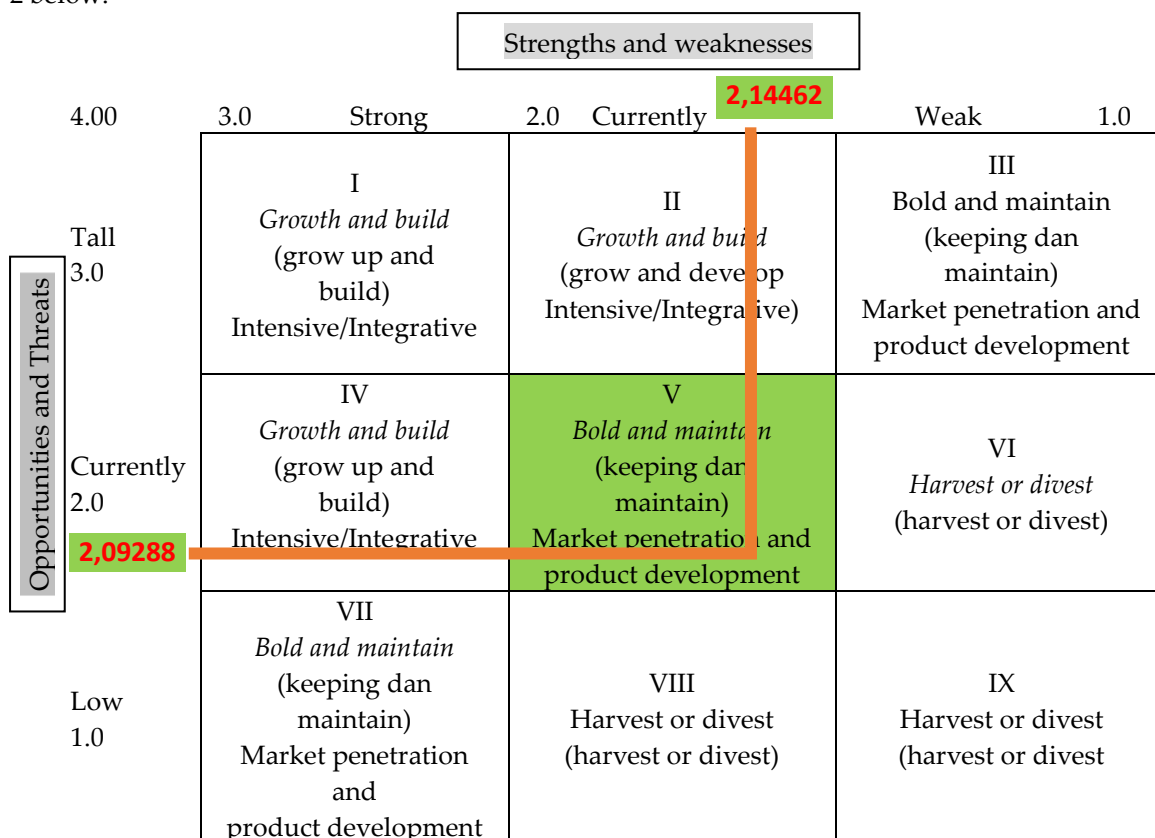


Figure 2. The position of the IE matrix of the Faculty of Economics

3.4. SWOT-8K . Matrix

Based on the EFAS and IFAS values in table 5.3. and 5.4 shows the difference value as follows.

Table 3. Difference between EFAS and IFAS

Identification Factor	Score Score	Difference
Opportunity	0.4925	-2.09238
Threat	2.5849	
Strength	2.6788	2.144625
Weakness	0.53412	

Based on table 3 above, we can see that currently the faculty is in a position that is currently facing many threats compared to opportunities with a fairly large difference value of -2.09238, the faculty of economics must determine a new strategy to deal with current competitors, especially in the independence program. study at an independent campus, while the value of the difference between

strengths and weaknesses gets a score of 2.144625. This means that the Faculty of Economics still has considerable strength to face threats and take available opportunities. Furthermore, after we know the value of the difference between EFAS and IFAS above, that value is entered into the SWOT-8K matrix to see the strategic position of the Faculty of Economics, Unilak, implementing the independent learning program for the independent campus. As for the opportunity quadrant, threats get a negative value while strengths and weaknesses get a positive value, by, then the strategic position of the Faculty of Economics UNILAK is in quadrant IV Diversification (*Diversification*). That is the practice of varying businesses, products, investments, types of assets, and so on in order to reduce risk. In business operations, organizations that depend on one product will be exposed to a higher risk if that product fails in the market. That is why, organizations need to diversify by producing other products or services so that organizations avoid risks. Therefore, the Faculty of Economics must develop a diversification strategy so that the Faculty of Economics can maximize this MBKM program, not this program but, for other diversification strategies, see Figure 3 below

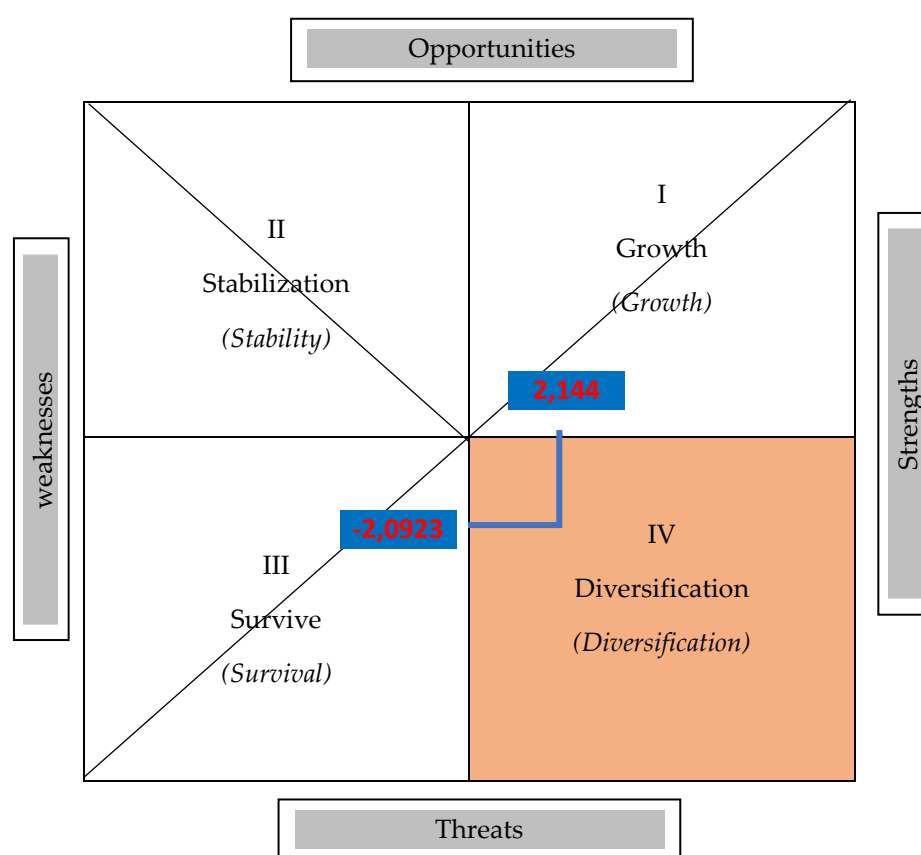


Figure 3. Strategic Position of the Faculty of Economics SWOT-8K

3.5. TWOS Matrix

The TOWS Matrix is a strategic analysis tool that helps generate and compare Strategic options and marketing strategies. This is a variant of the popular SWOT analysis. The TOWS matrix also focuses on strengths, weaknesses, opportunities, and threats, but goes a step further and relates/compares internal and external environments to help identify strategic options. Following are the steps of TWOS analysis: 1) Prepare your TOWS matrix before analysis. Accelerate work with the pre-built Creately TOWS matrix template, 2) TOWS analysis starts with external environment analysis, by first identifying opportunities and threats. Record the information you collect and brainstorm, in a matrix for easy reference, 3) Next, focus on your internal strengths and weaknesses, and record them on your matrix

as well, 4) After that, you should combine external analysis and internal analysis to come up with options effective strategy, 5) Identify how you can use your internal strengths to maximize your external opportunities (SO). Such a strategy has a higher chance of success, 6) The next strategic option you can focus on is using your strengths to counter potential external threats (ST), 7) How can you use your external opportunities to overcome internal weaknesses (WO)?

Table 4. Results of TWOS Analysis of the Faculty of Economics

	Strength	Weakness
S1.	The Learning System already uses Blended learning https://blended-learning.unilak.ac.id/	K1. Difficulties in the administration of students who take this MBKM program
S2.	Already have an academic information system https://smart.unilak.ac.id/gate/login	K2. Difficulty in finding organizational and campus partners
S3.	Have cooperation with several departments and organizations	K3. Human Resources (HR) The campus and prospective students are not completely ready
S4.	Internet Network	K4. The ability of lecturers to adapt to information technology is still slow
S5.	The Fekon Alumni network has spread to organizations and agencies in Riau Province	K5. The location is quite far from the center of the capital city of Riau Province
S6.	Commitment of the Leaders (Rector, Dean and Head of Study Program) are very serious in implementing MBKM	K6. Decrease in the number of new students from several years
S7.	Unilak Already known in the community	K7. Lecturers are still predominately educated S2
S8.	Supporting facilities for the learning and teaching process have met	K8. The number of teaching lecturers is still lacking
S9.	Lecturer of Management Study Program has 3 Doctors	K9. There are still not enough books and modules to support the learning process
S10.	The cheapest tuition fees compared to private universities in Riau	
S11.	The waiting limit for alumni to get a job is under 1 year	
S12.	8 lecturers are continuing their doctoral studies	
S13.	Faculty of Economics has a Research and Community Service Unit (UPPM)	
S14.	Some lecturers also have professions as experts and professionals in several fields	

Opportunity	SO Strategy	WO Strategy
1. Riau Province Has many organizations that can be used as student internship locations	1. Management Study Program conducts a survey to organizations that are willing to cooperate	1. The study program provides socialization about MBKM to all students through Seminars (ZOOM MEETING))
2. Student exchange program by the Ministry of Education and Culture	2. Management Study Program makes MoUs to organizations that are willing to cooperate	2. Study Programs contacted existing FEKON partners to be invited to make internship and research programs
3. Internship programs from private organizations and the Riau Manpower Office	3. Study Programs and Organizations create Communication Groups (WA) to make communication easier	3. Universities, Faculties and Study Programs must conduct trainings on MBKM such as Campus administration system
4. Number of public and private universities in Riau	4. The study program holds regular meetings with the organization 1 time and 1 year or more	4. The study program must make socialization about the MBKM curriculum in the management study program to all Unilak lecturers
5. Cooperation with overseas universities UiTM Malaysia, Dayeh University Taiwan and Universiti Tun Hussein Onn Malaysia	5. Study programs and create joint programs in accordance with independent campus programs such as Internships/Practice and research	5. Economics faculty can add lecturers from outside or from Master of Management to teach this MBKM curriculum in Management Study Program
6. Collaboration with bumDES	6. The study program communicates with the nearest university to carry out a Cooperation MoU	6. Study Programs must maximize the promotion of study programs to all people in Riau and bordering Riau and Medan
7. Research grants for students from private and government	7. Study Program creates a WA group for universities that are a collaboration team	7. Faculties and Study Programs continue to motivate lecturers to continue their doctoral education (S3)
8. Scholarships from the Central and Regional Government of Riau Province	8. Study programs and partner universities make work programs in accordance with the independent campus concept (Student and research exchange)	8. The study program makes a TIM SK for module compilers to lecturers so that there is module uniformity
	9. Create a joint work program with BumDes for the KKn/village development program	9. Adding a new lecturer
	10. Study Program continues to inform/socialize information about Scholarships (WD3) to all students	

- and Private Organizations
9. Internet quota program from the provider for students and college students

Threat	ST Strategy	WT Strategy
1. Change the type of old job replaced with a new one	1. Make a national seminar on job opportunities for undergraduate graduates in the future	1. Strengthening students' abilities to face the world of work through hard skills and soft skills
2. Technological development	2. Universities and faculties must follow the development of learning information technology by continuing to use teaching applications that are already available	2. Evaluating the curriculum in accordance with the needs of today's world of work
3. industrial revolution 4.0	3. All elements on campus must pay attention to the Covid-19 prevention rules	3. Conducting FGD with stakeholders regarding the needs of the business world
4. Covid 19 outbreak	4. Offers attractive and easy programs	4. Strengthening students' abilities to have an entrepreneurial spirit
5. Decrease in the interest of prospective students to study	5. Raising the accreditation of the Management Study Program to A	5. Inform all the unique achievements in the community
6. Competition between Universities in Riau Province	6. Building a positive image to the public about the Unilak campus in general, management study programs in particular .	6. Giving commissions to students who are able to get other people to want to study in the management study program
		7. Guarantee to prospective students that the study program has an easy program to get a job after graduation by involving the role of cooperation partners (organizations)

Discussion

What is the condition of the strengths, weaknesses, threats and opportunities of the Faculty of Economics?

The condition of the strengths, weaknesses, opportunities and threats of the economics faculty is in good condition, this is based on the results of the EFAS and IFAS analysis carried out, where the strength and weakness quadrant conditions are in a positive position with a value of 2.114, it can be concluded that the economics faculty has more strengths in compare the weaknesses, so that the economics faculty is able to implement this MBKM program. While the opportunity and threat quadrants are in a negative position with a value of -2,092, it can be concluded that the threat is greater than the opportunity so that the economics faculty must look for new opportunities and reduce existing threats in order to run this MBKM program.

Where is the strategic position of the faculty of economics to implement the MBKM curriculum?

The condition of the economics faculty is in a moderate position showing the IE Matrix quadrant in the V Bold and maintain quadrant position (maintain and maintain) market penetration and product development. The results of this study are the same as those of Putri, NE, Astuti, R., & Putri, S. A, (2014) on the IE matrix showing that implementing a hold and maintain strategy. This strategy can be applied is market penetration and product development positioning for the current Big Burger restaurant. The results of this study also support previous research from Utami, MMD, & Kustiari, T. (2015). That the results of the analysis using IFE and EFE each obtained a score of IFE = 2.44 and EFE = 2.98. This score is then entered into an internal external analysis (IE). The evaluation results place the development of tobacco agribusiness in Jember Regency in quadrant V (Hold and Maintain). The results of the interview with the head of the management study program stated that funding constraints were a problem in this MBKM program and the MBKM implementation system was not the same because the level of each study program was different, and it took a long time to equalize each university's understanding of the MBKM program.

What are the alternative strategies for implementing the MBKM Curriculum?

Based on the analysis of the TWOS matrix, several alternative strategic recommendations are made so that the implementation of MBKM in the Faculty of Economics can run well, namely:

1. Management and accounting study program conducts a survey to organizations that are willing to cooperate
2. Management and accounting study programs make MoUs to organizations willing to cooperate
3. Study Programs and Organizations create Communication Groups (WA) to make communication easier
4. The study program holds regular meetings with the organization 1 time and 1 year or more
5. Study programs and create joint programs in accordance with independent campus programs such as Internships/Practice and research
6. The study program communicates with the nearest university to carry out a Cooperation MoU
7. Study Program creates a WA group for universities that are part of the Cooperation team
8. Study programs and partner universities make work programs in accordance with the concept of an independent campus (Student exchange and research)
9. Create a joint work program with BumDes for the KKn/village development program
10. Study Program continues to inform/socialize information about Scholarships (WD3) to all students
11. Study Program provides socialization about MBKM to all students through Seminars (Zoom Meeting)
12. The study program contacted existing FEKON partners to be invited to make internship and research programs
13. Universities, Faculties and Study Programs must conduct trainings on MBKM such as Campus administration system
14. The study program must disseminate the MBKM curriculum in the management study program to all Unilak lecturers
15. Economics faculty can add lecturers from outside or from Master of Management to teach this MBKM curriculum in Management Study Program
16. Study Programs must maximize the promotion of Study Programs to all people in Riau and Bordering Riau and Medan
17. Faculties and Study Programs continue to motivate lecturers to continue their doctoral education (S3)
18. The study program makes a SK TIM for module compilers to lecturers so that there is uniformity in the module

19. Adding a new lecturer
20. Organize a national seminar on job opportunities for undergraduate graduates in the future
21. Universities and faculties must follow the development of learning information technology by continuing to use teaching applications that are already available
22. All elements on campus must pay attention to Covid 19 prevention rules
23. Offers attractive and easy programs
24. Raising the accreditation of the Management Study Program to A
25. Build a positive image to the public about the Unilak campus in general, the management study program in particular.
26. Strengthening students' abilities to face the world of work through hard skills and soft skills
27. Evaluate the curriculum in accordance with the needs of today's world of work
28. Conducting FGD with stakeholders regarding the needs of the business world
29. Strengthening students' abilities to have an entrepreneurial spirit
30. Inform all the unique achievements in the community
31. Giving commissions to students who are able to get other people to want to study in the management study program
32. Ensure to prospective students that the study program has an easy program to get a job after graduation by involving the role of cooperation partners (organizations)

4. CONCLUSION

Based on the results and discussion of research using several analytical tools, several conclusions can be drawn, namely 1) Conditions Strengths, weaknesses, opportunities and threats of the Faculty of Economics in implementing MBKM fall into the medium / good category, where the strength value gets a value of 2.6788 which is greater than the weakness of 0.53412 with a difference of 2.144625. As for the opportunity to get a value of 0.4925 and the threat of getting a score of 2.5849, this value is greater than the opportunity value with a difference of -2.09238, 2) The Position of the Faculty of Economics Conditions uses the IE matrix and the -8K matrix, based on the calculation results shows the IE Matrix quadrant in position / V quadrant Bold and maintain (maintain and maintain) Market penetration and product development. Meanwhile, using the -8K Matrix shows the position/quadrant of the Faculty of Economics is in position IV Diversification (Diversification), 3) Recommendations for alternative strategies for implementing the MBKM program at the Faculty of Economics, Universitas Lancang Kuning. Based on the TWOS matrix, there are several recommendations for alternative strategies consisting of SO Strategy, WO Strategy, SO Strategy and ST Strategy that can be used to implement the Independent Campus Learning Program (MBKM). While suggestions based on the results of research and discussion found during the research, we can give some recommendations to the Faculty of Economics to run the MBKM program, namely as follows: 1) The Faculty of Economics must look for new opportunities available in the external environment by conducting surveys, 2) The Faculty of Economics must be able to face competitors who are currently very many by making strategies that are attractive and different from competitors, 3) The Faculty of Economics must immediately improve the current weaknesses by using existing strengths.

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