



Universitas Terbuka (UT) Market Segmentation Analysis In South Sulawesi

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ABSTRACT

This study aims to identify market segments, analyze the target and positioning of Universitas Terbuka (UT) and determine strategies and implementations to increase the number of students. The method used was a survey method. Data collections were questionnaires and interviews. The collected data were analyzed using descriptive analysis. The results show that enrolling at Universitas Terbuka has so far been dominated by applicants aged 21-50 years, generally women, mostly working in the informal sector, earning less than 5 million Indonesian rupiahs, and coming from all regions. Generally, they feel they know UT but know more when they have become UT students. However, around 23.7 percent know UT from 2-5 years before becoming UT students. The media with the biggest contribution to introducing UT are friends, family, and leaders where they work, another part of them stated that the information is from those who studied at UT. Furthermore, only 14 percent stated that they knew UT from TV or social media. Then, the main consideration in deciding to register at UT was the cost factor. They consider the cost of tuition at UT is cheap, although some still think that tuition fees are still expensive but still affordable. After becoming UT students, they admit that communication with all components that play a role in learning at UT goes well. Further, argue that it is necessary if UT always informs/establishes cooperation with various parties, especially government and private institutions, especially in the regions.

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INTRODUCTION

The Director General of Higher Education, (Nizam dkk., 2020) explained that the biggest challenge today is the development of an era where humans can be replaced by robots, which we know as the Autonomous Era of the Industrial Revolution 4.0. The development of this era makes many jobs lost and then new jobs and competencies are born which are a shared responsibility as educational institutions to prepare competencies that are suitable for today's world of work. We

must disrupt education so that student center learning becomes a reality, lecturers and students create new skills needed by the world of work. In addition, education can be accessed anywhere and the importance of disrupting yourself on the awakening of Education 4.0 which creates agile lifelong learners but must also be based on a strong character (Santika, 2021).

Therefore, higher education must implement strategic management in campus management. Strategic management theory originating from the business world as a tool to increase competitiveness has been widely adopted and applied in the world of education (Yani, 2022). Strategy is a comprehensive plan involving directing resources to achieve a profitable position. Strategic decisions have 6 main characteristics, namely 1) important for the entire organization so that it requires decisions at the top management level, 2) demands greater commitment of resources, 3) has a major impact on the long-term survival of the organization, 4) future-oriented. quite far, 5) has a cross-functional or cross-business impact, and 6) requires the organization to consider the influence of factors outside the organization (Huda dkk., 2017)

In addition to implementing strategic management, the marketing concept must also be applied in promoting the existence of the campus to stakeholders and the general public. One strategy that can be applied in introducing campuses so as to attract high school graduates to continue their studies is to implement a Marketing Mix strategy or marketing mix (Rahman, 2021). Financial success often hinges on marketing skills. Finance, operations, accounting, and other business functions are meaningless if there is no demand for products and services so that the company can make a profit. There must be income for profit to be made. Many companies have now created the position of chief marketing officer or CMO to put marketing in a more equal position with other C-level executives, such as chief executive officer (CEO) and chief financial officer (CFO) (Kotler & Keller, 2008). Furthermore, Philip Kotler, Kevin Lane Keller, introduced modern marketing concepts such as the 4 Ps (Product, Price, Place, Promotion), STP (Segmentation, Targeting, Positioning) and many other modern marketing concepts.

Furthermore, in terms of promotion and marketing have a very close relationship with segmentation, targeting, positioning. Market segmentation is the process of dividing the overall market for a product or service into several smaller groups, where the members of each group have similarities to the factors that influence demand (Mulyana, 2019). There are several segmentation variables, namely: 1) demographic, namely segmentation that is done by dividing the market into groups based on demographic variables such as: age, gender, income, education, occupation, geography, and 2) psychographics, namely this segmentation is done by dividing market into different groups according to social class, lifestyle, personality, background, etc. (Prasetyo dkk., 2017).

Targeting according to (Najib, 2020) is the process of evaluating segmentation and focusing marketing strategies on a country, province, or group of people who have the potential to respond. Meanwhile, according to (Kotler & Keller, 2008) is a group of buyers (buyers) who have the same needs or characteristics that are the company's promotional objectives. From the two definitions, targeting is a very important process because it will determine who will buy the company's products. Targeting is targeting the target market that we have chosen in the market segmentation analysis. Thus, a series of marketing programs carried out must match the characteristics of the target market to be addressed.

Furthermore, Positioning is an activity to determine the position of the product in the minds of consumers. Market positioning (Positioning), is an activity to determine the position of the product in the minds of consumers (Hasiholan & DJ, 2019). This step is carried out after determining the segmentation strategy used. In other words, positioning is an action or steps taken by producers to design a company image and value offering where consumers in a particular segment understand and appreciate what a particular segment is doing, understand and appreciate what a company does, compared to its competitors. Thus, the company's products and

services are perceived as superior and distinctive compared to competing products and services in consumer perceptions.

The Universitas Terbuka (UT) is the 45th State University (PTN) in Indonesia that implements an open and distance learning system. This learning system has proven to be effective in increasing the reach and equal distribution of quality higher education opportunities for all Indonesian citizens, including those living in remote areas, both throughout the archipelago and in various parts of the world. The rapid development of science and technology requires us to continue to increase the potential of human resources (HR) that support productivity. However, limited space and time are the main obstacles for many people in developing themselves and advancing their careers. Since its inauguration in 1984, UT has received a mandate from the government to provide very broad opportunities for all Indonesian citizens, both those who have just graduated from high school and those who are already working to attend higher education regardless of their social, economic, age, and place of residence. The UT learning system allows flexible learning for those who want to follow the higher education system by distance method ("Universitas Terbuka," 2022).

The Universitas Terbuka (UT) manages various programs, has various study programs and several strata. UT has four faculties and one postgraduate program offering more than 30 study programs with varying levels including: Masters Programs, Doctoral Programs, Undergraduate Programs, Diploma Programs (D2, D3 and D4), and Certificates. All of these programs are managed by the distance education system (SPJJ). Currently UT is the only educational institution that provides education with an open system and single mode distance. As a distance education provider, UT has conducted various studies on the implementation of distance higher education. The findings of this study are used by UT as material in the development of UT. The results of this research can also be used by the wider community who want to know more about the open and distance higher education system, more specifically about the implementation of UT.

The UT teaching materials, which have reached more than 1000 courses and written by experts from various educational institutions in Indonesia, has filled the gap in providing textbooks at the higher education level. UT teaching materials have been widely used by lecturers of other universities, both public and private, as lecture materials. The teaching materials produced by UT are not only printed teaching materials, but are also equipped with non-printed materials in the form of CDs, VCDs, computer-aided teaching materials, and audio cassettes. In the future, UT teaching materials will also be accessible via the Internet. Most UT students are people who have worked, both in the government and private sector. They are people who want to increase their knowledge and skills to support their task. The increase in knowledge and skills will have an impact on improving the service quality of the agency where they work. Thus, UT has played an active role in the development of Indonesian human resources. (Wahyono in Belawaty T, 2003). Nationally, the current number of students is 341,956 people spread throughout Indonesia and abroad (UT in Figures, 2021). In South Sulawesi, the number of UT students is 5,960 or 1.7 percent of the total UT students.

However, based on data from UBJJ Universitas Terbuka (UT) Makassar which covers the South Sulawesi area in the last 10 years from 2011 to 2021, the condition of basic education and non-basic education students has decreased continuously. The data explains that in 2011 the odd semester the number of students from 18753 (new and retaker) then decreased to 3 094 in 2021, or 89.22 percent. Meanwhile, in the even semester, the situation was the same, namely in 2011 the even semester the number of students (just added a test) was 14 409 and then it decreased to 2727 in 2021. The overall decline was 81.07 percent. Likewise, the condition of non-pendas students (new and test). In the odd semester of 2011 totaling 4 049 decreased to 2 542 in 2021, or with a decrease of 37.21 percent, while for the even semester the number of students (new and test) of 4 481 turned down to 3 143 in 2021. The decrease amounted to 29.86 percent. The two data show that the rate of decline of Pendas students from year to year is much higher than that of non-Pendas

students. This trend raises the question, why did the number of Universitas Terbuka (UT) students experience such a decline? So the research aims to analyze which market segmentation is the most dominant at the UT.

RESEARCH METHOD

This study used a qualitative and quantitative descriptive approach. Besides that, it used case studies combined with triangulation and FGD. Data collection by stages: The first stage was a thorough observation in four districts to determine market segmentation or which the subject of research. Furthermore, general observations and structured interviews with individuals and focus group discussions were carried out with stakeholders related to UT. The second stage was to determine potential market segments were the focus of observation and conduct in-depth interviews, by conducting an assessment and determining target options to be used as target areas in the future and positioning UT in its development. At this stage, the research design used a qualitative approach, although it still analyzes the data in a quantitative way as needed. In the last stage, environmental analysis and strategy formulation and implementation were carried out. Data analysis was carried out using qualitative and quantitative descriptive analysis. After the data was collected, then the data was compiled and reduced, processed and analyzed to obtain conclusions and solutions.

RESULTS AND DISCUSSIONS

The data collection of this research was carried out using a questionnaire where the respondents were mostly students and alumni of the Universitas Terbuka (UT), who filled out the questionnaire directly, either submitted online or contacted individually. In addition, direct interviews were also conducted with several respondents in the main sample areas, namely East Luwu Regency, Bone Regency, Gowa Regency and Makassar City. The total number of respondents until this data compiled were 224 respondents. There were several characteristics of respondents who wanted to know the distribution, such as age, gender, occupation, income, regional origin, parents' income and parental education. Other data that was expected from respondents such as their motivation and interest in becoming students at Universitas Terbuka (UT), how they communicated when as the students with other students, communication between students and lecturers about various needs, especially regarding lectures, and student communication with the implementation of administration at UT, besides that, they were also asked about UT student registration information and furthermore an analysis was also carried out to determine the correlation of each characteristic with other variables of their choice about UT open universities.

Based on data from 224 respondents collected, respondents were spread in the age range of less than 21 years to more than 50 years. Data showed their concentration was at the age of 21-40 years or around 77.2 percent, while 12.1 percent was at the age of 41 to 50 years. The remaining 10 percent are at the age of less than 21 years and at the age of more than 50 years. The concentration of age as seen in the data, showed that generally UT students were segmented in different age groups with conventional universities in general whose numbers were spread out at the age of 18 - 24 years. This means, that most UT students were those who had worked in certain sectors and even reached the age of more than 50 years, so only a few were of the age of 18 years of high school graduates as in universities in general.

The research data showed that the most gender was female respondents, amounting to 81.3 percent of the total 224 respondents. This number was dominated by male respondents with 18.8 percent. Based on gender, the concentration of UT students was far more prominently segmented by the female gender. This number far exceeded the number of men. This means that only a few students who interested in studying at UT were male.

Furthermore, work is an important free demo variable that needs to be considered in determining market segmentation for UT in accepting students. The results of this study explain that generally the respondents were not civil servants (PNS) teachers and non teachers and not private employees or work as entrepreneurs. Respondents who answered the question were dominated by those who had other occupations such as the informal sector (laborers, farmers, fishermen) or had not worked. The highest number was around 37 percent, then 22.3 percent claimed to be foundation teachers, artists, housewives (IRT), librarians, village officials, members of the National Police, BUMN employees and others. While some of them claim to be non-teacher civil servants was 11.30 percent, private employees was 9.8 percent, teacher civil servants was 8 percent, entrepreneurs was 4.9 percent, as honorary teachers was 3.8 percent and the rest was pure students with 4.9 percent. From a demographic point of view, this picture better reflected the situation that UT students were more segmented into those who with jobs in the informal sector, and or only a small proportion in the formal sector such as civil servants.

In terms of income, the data showed that the majority of respondents were those with an income of less than five million rupiah per month, which was 86.6 percent, while the rest were those whose income with relatively higher, namely between 5 to 10 million rupiah and some had an income of more than 10 million rupiah. (see Figure 4). As has been shown in the age group and occupation, UT students were concentrated in the working age of 21 - 50 years, mostly women with jobs generally in the informal sector. The job did not give the possibility of high opinion. Therefore, the income shown by the data was the concentration of those who dominantly in the low income group, which was less than 5 million rupiah. Of course, for most UT students, the decision to continue their studies in higher education is not only driven by a strong interest in achieving a higher and better educational position but the choice is also driven more by the income factor. The fact is that UT is one of the state universities in Indonesia whose orientation is on equal distribution of education with relatively low study costs, when compared to other conventional universities, making it easier to reach for those with low incomes.

Regional origin sourced from UPBJJ-UT Makassar, the tendency for UT students to be mostly concentrated in several areas such as Makassar, Gowa, Bone and Luwu. The regions of origin are Makassar was 21 percent, East Luwu was 18 percent, Bone was 9 percent, Sinjai was 6 percent and Gowa was 4 percent. Meanwhile, the highest number of presentations was outside the aforementioned areas, namely 42 percent. Thus, it can be concluded that the area of origin of the respondents is evenly distributed in all regions in South Sulawesi.

Parents' work and education are not only related to attributes related to UT students themselves but can also be related to other attributes such as parents' occupations and education. The picture that has been shown by the data is that the income of the respondent's parents did not differ from the data on the respondent's occupation, which was dominantly concentrated in sectors outside the formal sector or 65.2 percent. Civil servant was 16.1 percent, entrepreneurs was 14.7 percent and the rest was private employees. Most of the parents of UT students work in the informal sector such as laborers, farmers, fishermen, selling or trading on a small scale. However, if you look at the education of parents, they are generally lower than those of senior high school, and the rest are diploma and bachelor's degrees.

There were several questions that were asked of the respondents to better understand why they chose UT to continue their studies. Such questions as when did they get to know UT more deeply, how long did they know UT before choosing and enrolling as a student, their interest in completing their studies, what media introduced UT to them before choosing and enrolling at UT, the driving factors that led to they enroll at UT and finally their respective reasons for believing UT as the best college of choice to complete their studies.

From these questions, the answers were obtained that most (86.6 percent) they knew UT and the rest felt they did not know it well but "know" meant knowing because they had been students at UT 68.8 percent but only 23.7 percent who know UT deeper in advance (2 years to 5 years before

registering), then the rest have known UT more than 5 years before but in a small percentage. However, almost all of them (97.8 percent) were still determined to choose UT as a place to study until they graduate.

When asked what media introduced UT to them before, the answers they got was 66.5 percent of them knew UT through friends, family or leaders where they worked, 15, 6 percent knew UT from UT students themselves. Then only 13.8 percent stated that they knew UT through TV Media, and other social media, a small deprestage knew UT through banners, brochures, information boards and others. The choice of study program for them is generally (60.79 percent) driven by the availability of the study program at UT while the rest of the choice is because of the study program in question, they chose it because it had really been thought through in advance. The respondents' reasons for studying at UT were generally (52.3 percent) because studying at UT is in accordance with their interests and desires, around 23.22 percent because they realize that there is not enough time to attend face-to-face lectures like conventional universities, 14.3 percent because the lecture facilities available at UT are in accordance with their respective needs.

Tuition fees and tuition facilities. Everyone's decision to choose to continue their studies in college is basically not only because they want to get a higher knowledge, or better social status, but the decision is also usually through considerations. One important consideration is the ability to meet the tuition fees of the college concerned. UT is a public university in Indonesia that sets the lowest tuition fees even though the implementation of lectures is not the same as other universities. When asked about their opinion, most of the respondents (52.2 percent) chose UT because the tuition was cheap, however, there was also (42 percent) among those who thought that tuition at UT was expensive but still affordable and the rest considered tuition fees in UT expensive. This picture shows that there are still so many of our citizens who have low incomes so that pursuing higher education is an expensive option.

The online system (on line) or distance education is a product of UT that distinguishes it from other universities in general. For the majority of respondents (82.3 percent) consider the online system is not an obstacle to continue their higher studies. They feel that the choice is in accordance with their wishes but there are still those who think that online learning has been like that and has been going well so far, although some of them still want more face-to-face meetings. But the number of respondents who think so is not much. Likewise, the availability of textbooks, generally 91 percent of respondents stated that textbooks were always available and according to the wishes of students, although there were a few who stated that textbooks were not available and wanted face-to-face meetings with lecturers.

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wishes of students, although there was a small percentage stating that textbooks were not available and wanted face-to-face meetings with lecturers.

Student and lecturer communication about UT. In this study there are several questions that question the relationship of student communication with various parties both in learning, academic administration services (for example about student cards, grades and others), communication in semester exam services, extra activities outside of lectures, communication with distance learning implementing units. away, study programs and faculty deans as well as informal communication of student information outside of lecture activities. When all these questions were asked of the respondents, generally 80-95 percent of them admitted that the communication was going well and felt it was appropriate, although the rest of them thought that it was not going well or not as satisfying as they wanted it to be. However, in direct interviews with students, it can still be seen that UT students who are in the area still feel that there are several questions in their minds that have not been adequately answered when they are questioned by others about UT as a whole. Sometimes, even though they have been students at UT for a long time, there is still a lot of information that they do not understand adequately.

UT student registration information. Student registration at UT is no different from the tradition of other universities, which is carried out at the beginning of each year or the beginning of the semester. In this study, there were several questions that need answers about this, such as whether the registration information for open university students is conveyed to other people so that they can register at UT, as well as about their opinion if the registration information is conveyed or in collaboration with the government, private sector or secondary schools, especially in the regions; then distributed starting through electronic and social media such as through WA, to the UT alumni network itself, generally respondents (80-95 percent) think it is very necessary even though a small percentage of them only 5-10 percent state that it is not necessary.

CONCLUSION

Based on all the descriptions that have been stated that the choice of registering (market segmentation) at the UT has so far been dominated by those aged 21-50 years, generally women, mostly working in the informal sector, earning less than 5 million rupiah, in South Sulawesi they come from all areas of life. Generally they feel they know UT but know deeply when they have become UT students, however, about 23.7 percent feel they know UT between 2 to 5 years before becoming UT students. The media is the biggest contribution in introducing UT namely; friends, family or leaders where they study; some of them have studied at UT. Furthermore, only 14 percent stated that they knew UT from TV or other social media. The main consideration in making the decision to enroll at UT is the cost factor. They consider the tuition fee at UT to be affordable, although some still think that tuition fees are still expensive even though it is still affordable. After becoming UT students, they recognize that communication with all components that play a role in learning at UT goes well and earns income so that UT always informs UT to collaborate with various parties, especially government and private institutions, especially in the regions.

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