

Conference Paper

Higher Education Strategy: Sustainable Competitive Advantages in Niche Market Segment

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Abstract

High numbers of HEI in Indonesia, make competition between HEIs is high. Primarily middle up segments. Those HEIs also compete with overseas HEIs which establish in domestic. While in middle low segment (niche market) the competition seems in medium situation. This research aims at finding the HEIs sustainable competitive advantage in serving niche market. The methodology used in this study was qualitative descriptive analysis. Using 3 HEIs as research objects. The findings show that Financial management capability, fixed asset, geographical location, human resources, networking and partnership, technology, organization capability and consumer loyalty becomes sustainable competitive advantages of HEIs in serving and competing in niche market.

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1. Introduction

Education is every person's rights all over the world. It is not seen whether he or she is rich or poor. Education becomes important factor of raising economic competitiveness [1] of a country. It is because education becomes a factor to improve human capital. Based on pre-observation, numbers of school age will influence numbers of education institution. One level of education is higher education, which plays important role on development such as promote a healthy society [2].

In Indonesia, Higher Education Institutions (HEIs) have been started from Dutch Colonialist, which trained people in medicine and engineering. Since education act first launched in 1961, Indonesian HEIs experienced significant rapid expansion. Based on data in the middle of 2018, there are more than 21 million students [3] were educated in 4.445 HEIs [4]. Those numbers consist of 372 public HEIs and 4.073 private HEIs. The increasing significant numbers of HEIs roses many issues and challenges over years [5, 6] such as lack of quality, inadequate laboratory facilities, limited library collection, etc.

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School system in Indonesia arranges based on law no 20 year 2003, which higher education divided into two main education system, academic education and professional education. Those two educations system also divided into two management, first HEIs under Ministry of Religious Affair and Ministry of Education and Culture.[6]. Based on its ownership, HEIs in Indonesia divided into private and public HEIs. As mention, high numbers of HEI in Indonesia, make competition between HEIs is high. Primarily middle up segments. Because nowadays, those HEIs also compete with overseas HEIs which establish in domestic. While in middle low segment (niche market) the competition seems in medium situation. It is because only few of HEIs serve this market. As non-profit organization, HEIs also faces dilemmatic issues between business reality and social aspiration [6]. Even though, the competition of HEIs in niche market seems in medium situation, those who serve this market have to be aware since regulation and business environment changes uncertainty.

The latest 2 years shows 70% of HEIs in Indonesia only have under 500 students [7]. Thus only 25% of HEIs have students above 500. According those number, Gross Index Participation (GIP) of High Education is in range of 31,5%. This causing most of HEIs should be closed down or merge between those HEIs. In order to survive, HEIs should ensure that many new students choose and enroll to their HEIs.

To compete in an industry, an organization, whether it is profit oriented or non-profit oriented such as education institution, should have sustainable competitive advantages. Competitive advantages define as capabilities to compete and survive in competition. In this term, competitive advantages seen as the main point of organization's success relatively to competitors [8]. Competitive advantages define as capabilities of an organization to give its consumer superior value exceed from its cost to create it [9]. In other words, competitive advantage is organization capabilities to create value using a certain strategy which is not simultaneously used by any current or potential competitor. Unfortunately, having competitive advantage in current business environment is not enough. An organization needs sustainable competitive advantage which will bring the organization to survive and get above economic benefit from it. Sustainable competitive advantage defines as the organization's capabilities and resources which cannot be imitate and duplicate the benefit of the strategy [10]. To evaluate whether the organization's resources and capabilities are having potential as sustainable competitive advantage, it must be meet four attributes [10]. First, resources and capabilities must be valuable. Second, it must be rare among current or potential competitors. Third, it must be costly to imitate. Fourth, substitutability, which translated as no strategically equivalent valuable resources either not rare or imitable. Those four attributes

known as VRIO framework analysis [11]. VRIO Framework Analysis use to measure internal capabilities and resources. Table 1 shows the VRIO Framework. Based on the framework, an organization will know the competitive implications

Is a resource or capability:				
Valuable?	Rare?	Costly to imitate?	Exploited by organization?	Competitive implications
No	—	—	No	Competitive disadvantage
Yes	No	—	↕	Competitive parity
Yes	Yes	No		Temporary competitive advantage
Yes	Yes	Yes	Yes	Sustained competitive advantage

Figure 1: VRIO Framework Analysis.

2. Methods and Equipment

The methodology in this research is qualitative descriptive analysis. In collecting the data, researchers use observation and record review such as document, press releases, etc. of 3 (three) HEIs who serve niche market segment. Those HEIs are Universitas Indraprasta PGRI (UNINDRA), Universitas Bina Sarana Inofmatika (UBSI) and Universitas Pamulang (UNPAM). In analyzing the data, researchers use NVivo 12Plus.

3. Result

Based on the observation and record analysis, the following tables show the result:

TABLE 1: Profile of HEIs.

HEIs	Established since	Converted into University	Institution Accreditation Grade	Number of Faculties	Numbers of Program Studies offers	System of tuition fee payment	Total Students per Sept 2018	Total Lectures
A*	1971	2004	B	5	16	Monthly	38.371	1.036
B	1988	2018	B	4	19	Monthly	43.504	1.134
C	2000	-	B	6	17	Monthly	72.751	1.968
A: Universitas Indraprasta PGRI (UNINDRA)								
B: Universitas Bina Sarana Informatika (UBSI)								
C: Universitas Pamulang (UNPAM)								

TABLE 2: Competitors Profile of HEIs.

HEIs	Objectives	Assumptions	Resources and Capability	Strategies
UNINDRA	Technology, Sustainability and Quality	<ul style="list-style-type: none"> - Past experience toward the products - Belief in competitive position – niche market - Technical rules 	<ul style="list-style-type: none"> - Financial - Fixed Assets - Human Resources - Networking and Partnership - Location - Research capability - Organization capability - Loyalty of employee and lecturer - Consumer Loyalty 	Low cost leadership and differentiation.
UBSI	Improving Quality of Education System and Its Alumni	<ul style="list-style-type: none"> - Past experience toward the products - Belief in competitive position – based on its program studies offer - Regional Factors 	<ul style="list-style-type: none"> - Financial - Fixed Asset - Human Resources - Organization Capability - Networking and Partnership - Technology - Geographic Coverage 	Focus
UNPAM	Growth rate and market shares	<ul style="list-style-type: none"> - Belief in competitive position – based on its tuition fee offer system 	<ul style="list-style-type: none"> - Financial - Fixed Assets - Human Resources - Technology - Consumer Loyalty - Location 	Low cost leadership

4. Discussion

As developing country, Indonesian’s growth will depend on its human quality. Improving its human quality become hard challenges, primarily 15 years challenge after education reformation [12]. The challenge is delivering quality education for Indonesia. According to World Bank report, education has limited contribution to economic growth and affect to lower overall competitiveness. Based on the report, The Global Competitiveness Index give Indonesia’s rank overall on 36th out of 137 participating countries. It shows that higher education and training on 64th position. this is not surprisingly because as mention before GIP on higher education only in between 31.5%. This number indicates that school age access to higher education is low.

TABLE 3: VRIO Framework Analysis – Universitas Indraprasta PGRI.

Resource or Capability	Valuable	Rare	Costly to imitate	Exploited by organization	Competitive Implication
Financial	Yes	Yes	No	Yes	Temporary competitive advantage
Fixed Assets	Yes	Yes	No	Yes	Temporary competitive advantage
Human Resources	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Networking and Partnership	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Location	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Research capability	Yes	Yes	Yes	No	Temporary Competitive Advantage
Organization capability	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Loyalty of employee	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Loyalty of lecturer	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Consumer Loyalty	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

TABLE 4: VRIO Framework Analysis – Universitas Bina Sarana Informatika.

Resource or Capability	Valuable	Rare	Costly to imitate	Exploited by organization	Competitive Implication
Financial	Yes	No	No	Yes	Competitive advantage parity
Fixed Asset	Yes	Yes	No	Yes	Temporary competitive Advantage
Human Resources	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Organization Capability	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Networking and partnership	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Technology	Yes	Yes	No	Yes	Temporary competitive Advantage
Geographic Coverage	Yes	Yes	No	Yes	Temporary competitive advantage

Low of gross index participation on higher education is caused by higher of tuition fee should be paid by the people. As Statistic Indonesia press release, Indonesian GDP 2018 per capita is USD 3.927 per year or USD 10.91 per day (equal to Rp. 156.000,-). Unfortunately, real picture of Indonesian low income in between USD 7.01 – USD 10.51 per day. With these amounts, it is natural if too many school-age children cannot continue their study into higher education because most of tuition fee is half on their parent income per day. For example, one of private university in Jakarta (X university) who serve middle up market, its tuition fee for 1 semester (6 months) is USD 927.82 or USD 5.16 per day. As seen that tuition fee in X University 47.30% -

TABLE 5: VRIO Framework Analysis – Universitas Pamulang.

Resource or Capability	Valuable	Rare	Costly to imitate	Exploited by organization	Competitive Implication
Financial	Yes	Yes	No	Yes	Temporary competitive Advantage
Fixed Assets	Yes	Yes	No	Yes	Temporary competitive Advantage
Human Resources	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Technology	Yes	Yes	No	Yes	Temporary competitive advantage
Consumer Loyalty	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Location	Yes	Yes	Yes	Yes	Sustainable competitive Advantage
Networking and Partnership	Yes	Yes	Yes	Not	Temporary Competitive Advantage

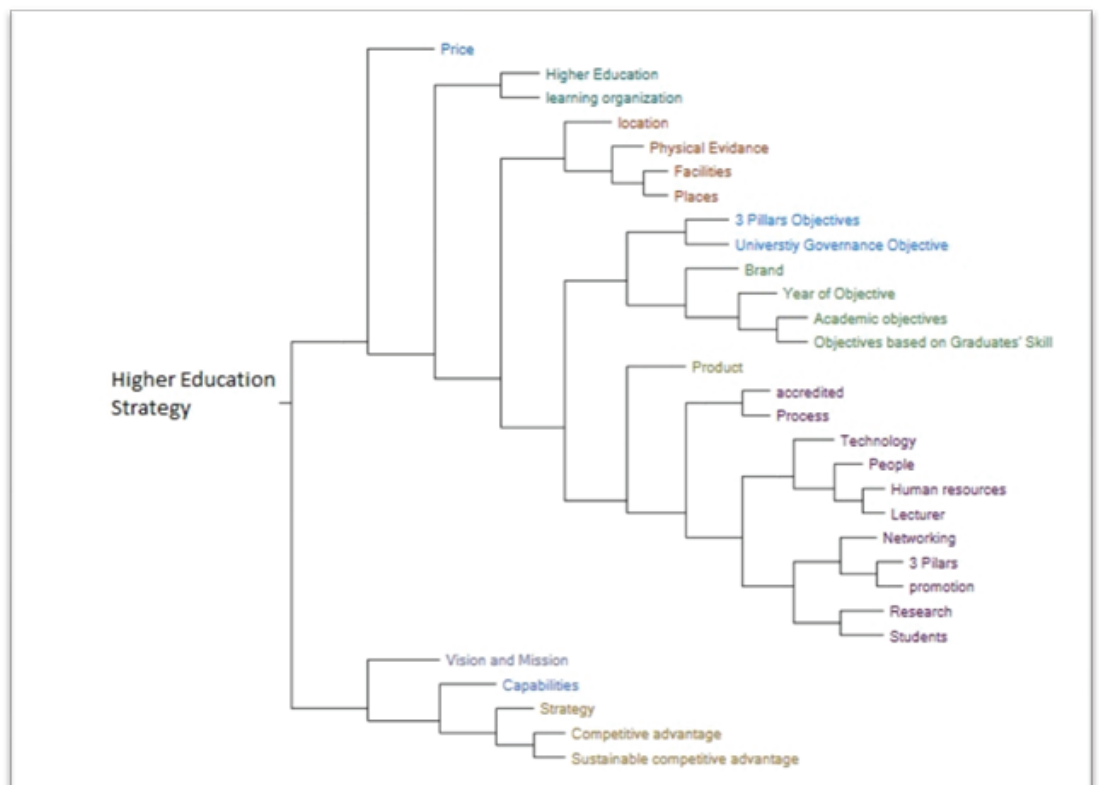


Figure 2: Cluster Analysis Result on HEIs Strategy.

73.60% of average income. That why many school-age children stop their education up to senior high school and prefer to find job after graduate.

But the competition in getting a job become higher since many companies require high quality of human capital who poses good educational background and capabilities. Besides that, high quality of human capital will increase quality of life, because educated and health people will life longer and better.

For years, many institutes try to serve middle low market but only few of them are success and survive. Most of them are closed down in few years. Many reasons why those institutes were closed, start from lack of financial management up to lack of human resources and cannot cope with the regulation. This research tries to find out what are the sustainable advantages to be possessed by the institute or university which serve middle low market (niche market). On this research, three universities were evaluating. The evaluation based on their internal resources and capabilities. Those universities are Universitas Indraprasta PGRI (UNINDRA), Universitas Bina Sarana Informatika (UBSI) and Universitas Pamulang (UNPAM).

First is Universitas Indraprasta PGRI (UNINDRA). Established since 1971 and converted its legal entity into university on 2004 after Institute of Teaching and Education Science of Teacher Association of The Republic of Indonesia Jakarta (IKIP PGRI Jakarta) merged with Institute of Teaching and Education Science of Teacher Association of The Republic of Indonesia Ciputat (IKIP PGRI Ciputat). Currently, UNINDRA offer 16 study programs, 4 in Master Degree and 12 in Bachelor Degree. Most of the study programs are education sciences. Totally, 38.371 active students with 1.036 lecturer. UNINDRA is located in two different places to supported its activities. UNINDRA is one of university whom serve low middle market (niche market) since its established. UNINDRA offer cheap tuition fee with monthly payment system. Its initial cost start from USD139.45 – USD156.97 for Bachelor Degree and USD 267.34 for Master Degree, while for the tuition fee, it starts from USD 12.61 – USD 23.83 per month for Bachelor Degree and USD 175.19 per semester for Master Degree (equal to USD 29.20 per month).

UNINDRA's vision is becoming an Excellent Teaching University in Indonesia in 2029, plays an active role in improving professional human capital, who cares, creative, independent and adaptive [13]. Since the vision was decided, UNINDRA start to implement university good governance in line with national accreditation institution of higher education (BAN-PT) standardization. Through this vision can be concluded that UNINDRA's objectives are quality, sustainability and technology. To reach its goal, UNINDRA try hard to manage and organize its resources and capabilities. First, financially UNINDRA's fund its operational activities only from student's tuition fee. Having Prof. Sumaryoto, as its principle with experience as practitioner in finance field, made all the management see that financial resources become a valuable resource, they also think that financial resources will be rare. It means in the future value of the money can be lower than its nominal, since Indonesia still depends on U.S Dollar as its international currency but in the other hand, this resources is not costly to imitate because any organization can have financial resources as long as they have capability to earn it. UNINDRA's

management see that with good manage, financial resources will give and open into organization opportunities. UNINDRA's financial management capabilities are proven by existence of fixed asset possessed by UNINDRA. Currently UNINDRA have 9 (nine) buildings to support its activities, 8 (eight) for learning activities and 1 (one) building for student center. Beside buildings and lands, UNINDRA also have operational cars and buses. UNINDRA also runs its responsible to local government by giving 638 m² of its land for social and public facilities [14]. For UNINDRA's management, fixed asset that posses also include into resources, which give implication as temporary competitive advantages. This is because fixed assets are valuable, rarity yes since it very difficult to possess cause the price is getting higher every time, primarily in big city, such as Jakarta. Thus, fixed assets are not costly to imitate because it depends on financial resources possessed. In organize its fixed asset, UNINDRA is doing well.

In human resources, UNINDRA supported by 1.036 lecturers and more than 400 employees. UNINDRA's management see human resources as capital since it is valuable. It is also rarity because related to scientific field possessed. Human capability seen as a costly to imitate since it is unique. Each person has different capability and idea. Even thought the competitor have lecturers with same educational background, it will not same in knowledge transferring process. Through human resources development unit and planning and information system administration bureau, UNINDRA continuously creates programs to improve lecturer and employee's capabilities. For example, internal scholarship program for its lecturers and employees [15]; employee participation in soft skill development programs such as public speaking and tax training. etc.

UNINDRA have wide network, either with local government, senior high schools, pers and other universities. UNINDRA see its networking capabilities as valuable, rare, costly to imitate and well organized. This can be seen from several partnership and collaboration did by UNINDRA. Currently UNINDRA has partnership and collaboration with few universities such as Universitas Negeri Padang [16], Universitas Pakuan, Universitas Borobudur and Seoul Institute of The Art, South Korea [17]. Furthermore, UNINDRA also have partnership with few of local government such as Kebumen local government in order to develop Karangsambung – Karang Karangbolong Geopark [18].

Thus, UNINDRA is located in Jakarta, precisely South Jakarta (Campus A) and East Jakarta (Campus B). Known as "Cheaper" (means: affordable for low income). The location assesses as valuable assets, and it rare since it very difficult to find a good location in Jakarta, which already densely populated. Unindra see their location as a thing that cannot be imitate cause its transportation access. Next is research capability. As part of 3 higher education pillars, research capability absolutely possessed by

all member in universities and become organization capabilities. Research capability assesses as valuable, rare and costly to imitate since it is the capability to find a solution of a problem or phenomenon. Unfortunately, UNINDRA have not well organize it. Becoming a research university is the next vision after “Excellent Teaching University” accomplished [19]. However, Unindra strives to improve lecturers’ research capabilities in order to provide solutions and recommendations for problems based on their fields of expertise.

Seen from its organization capabilities, UNINDRA’s capabilities in managing its assets, managing its operational and learning capabilities shows those capabilities are valuable, rarity, costly to imitate and well organized. As an older university which serves low middle market, UNINDRA experiences to all situation and can cope with all the government requirement. Not only that, loyalty of employees and consumer make UNINDRA can survive in the industry. As proven, most of its lecturer, senior lecturer, already joined since it established. Furthermore, most of its students were know UNINDRA based on alumni’s testimonial, who are family, friends, colleague, etc. Other example is few of its students who decided study at UNINDRA because all her or his family member already studied here.

Accornding to all resources and capabilities possessed by UNINDRA, in creating strategy, UNINDRA management use past experience toward the products, belief in competitive position – niche market and technical rules as their assumptions. Currently, UNINDRA use low cost leadership and differentiation.

Second, Universitas Bina Sarana Informatika (UBSI). Start as Computer non-formal course institute, Bina Sarana Informatika established on 3 March 1988 by Naba Aji Notoseputro, Herman P., Efriadi, Surachman, dan Sigit.[20]. After 5 (five) years, they improve its legal entity as Academy of Information and Computer Management. First launched as academy, BSI offer 1 (one) year study (non-degree). After years, BSI improves significantly. BSI offer non-formal and formal program. The founders believed that to fill independence is the responsibility all of Indonesian people. Based on this believe Yayasan Bina Sarana Informatika was established. The founders wished Bina Sarana Informatika became affordable educational institution for lower middle class and as result it will expand Indonesian people’s knowledge.

Currently, BSI already converted its legal entity become a university. UBSI offers 19 study programs, 10 (ten) in Bachelor Degree and 9 (nine) in 3-years Diploma. Most of study programs offered by UBSI specialize to computer sciences. Per September 2018, UBSI have 43.504 active students with 1.134 lecturers. UBSI also become ‘affordable

universities' for middle market, since its tuition fee relatively cheaper and have similar payment system such as UNINDRA.

To enroll UBSI, prospective students should pay start from USD 119 up to USD 328.85 for initial education investment. Thus, for semester tuition fee, student should pay USD 138.60 (USD 23.1 per month) for 3-years Diploma and USD 140 (USD 23.34 per month) for Bachelor Degree. UBSI's vision is become a superior university in the creative economy in 2033. Based on this vision, known that BSI objectives are improving quality of education system and its alumni. To achieve its objectives, UBSI sets up its mission as following (1) organizing academic and vocational education programs that support the creative economy, (2) organizing quality research. (3) organizing community service in order to improve the quality of human resources, (4) managing universities independently with good governance through quality-oriented institutional development. Based on observation and document analysis, researcher find that to support UBSI existences in education industry, they have few resources and capabilities that categorizes as temporary competitive advantage and sustainable competitive advantages.

First resources are financial resources. In the first time its established, UBSI finance it with 5 (five) computer PC IBM XT 8088 and recklessness. Founders use retail approaches (offer its product individually) as marketing strategy, unfortunately this strategy did not work well. Thus, UBSI changes its strategy using institutional approaches (offer its product to organization as self-improvement program) which senior high school as partner. This strategy is successful in increasing number of students significantly. As increasing its students, the founders realize that need bigger places to run UBSI activities. In 1990, they bought land and building at Pondok Labu, West Jakarta. As mention, at that time, UBSI lack of financial resources so in order to bought the land and building, they finally decided to use financing from bank. Based on this history, researcher conclude that UBSI founders see financial resources are valuable, but it is not rare and it can be imitated. Because financial resources depend on how well the organization earn it. However, UBSI already prove that their financial resources can give them ability to explore opportunity.

Seeing from fixed asset, the founders believe that it is valuable, but not rare and it can be imitated as long as competitor have financial resources. However, the founders organized its fixed asset optimize to get the opportunities. Currently UBSI have many buildings to supports its learning activities which completed by ICT infrastructure. In human resources, UBSI supported by academician and practitioner which has fulfill the requirement. As an institution in higher education, human resources become valuable, and it rare since UBSI is ICT bases institution. As mention before, human capital cannot

be imitated because its related to individual knowledge and capabilities in knowledge transfer process. UBSI ensure that every lecturer in their university, possess recognition from the government as certified professional educators. Per January 2019, totally 257 is certified (22.66%) [21]. UBSI will always support and facilitate its lecturer, who want to improve itself, by giving them accompaniment. To ensure its lecturer qualities, UBSI also give continuous workshop related to research and community services [22]. Principle of UBSI explains that every lecturer should improve its quality because lecturer plays important role in higher education improvement [23].

Having 31 years experiences in education industry, makes UBSI have organization capabilities in terms of managing its activities, financial management, implement technology in daily basis for learning activities, and its role as learning organization. These capabilities make UBSI management believe that their mission will be accomplished as wishes. Based on its mission, learning organization becomes valuable since it gives profit benefit to UBSI. It also become something rare, cause time period of experience cannot be catch up by competitor. Seen from it networking and partnership capabilities. UBSI seen these capabilities as valuable resource, it also rarity because it depends on management capabilities in lobbying potential partner and clients. Recorded several collaborations carried out by UBSI. For example: UBSI in cooperate with PT. Net21Plus to improve UBSI lecturer's capabilities [24]. UBSI also have partnership with 5 (five) universities in China in order to cooperate in research, exchange lecturer, education management, lecturer improvement, language teaching, seminar, workshop and international events. Those 5th universities are Suzhou Vocational University, Taizhou Vocational & Technical College, Jiangsu Vocational Institute of Architectural Technology, Jiangsu Vocational College of Information Technology, and Jiangsu Agri-Animal Husbandry Vocational College.[25]. UBSI also in cooperation with Forum Human Capital Indonesia (FHCI) in order to realizing superior human resources in Indonesia [26].

As Universities which offer most of its study programs in technology, UBSI become leading university that applies information systems to all lecture activities such as e-learning, online examination and currently is online registration for prospectus students using android application. As seen in its official website, all activities related to its students, alumni and employees are processed online. Unfortunately, based on researcher observation, UBSI official website still lack of information for prospectus students and other people who want to know more about UBSI.

Other sustainable competitive advantage possessed by UBSI is geographic coverage. UBSI located in 46 different location in Jakarta, Bogor, Depok, Tangerang, Bekasi, Bandung, Tasikmalaya, Sukabumi, Pontianak and other 7 (seven) cities in Central

Java. According to the founder, someone can change fastest its social status through education, so UBSI strives to bring Indonesia forward through education aspects. The founder wish that location no longer become struggle for someone to gets good quality education. In the future, UBSI will develops distance education and focus on developing ICT infrastructure to support distance education. In creating its strategy UBSI using past experience toward the products, belief in competitive position – based on its program studies offer and Regional Factors. Currently, UBSI use Focus strategy on universities strategy.

Third, Universitas Pamulang (UNPAM). As the youngest university whom serve low middle segment, UNPAM has significant improvement regarding its number of students and physical evidences. UNPAM established on 2000 by Prima Jaya Foundation, unfortunately because of Prima Jaya Foundation inability in managing a higher education, they switch its ownership and management to Sasmita Jaya Foundation in the early of 2005. The objective of Sasmita Jaya Foundation to build educational facilities, which are cheap and affordable for all levels society without forgetting the education quality. Currently, UNPAM offers 3-years Diploma, Bachelor Degree and Master Degree. To join at UNPAM, prospectus student should pay start USD 129.10 up to USD 195.39 as initial education investment. While for semester tuition fee per semester start from USD 83.74 up to USD 136.08 for 3-years Diploma and Bachelor Degree. The student can pay its tuition fee on monthly basis payment in the amount of USD 20.94. Thus, for Master Degree, first investment is USD 401.26 and its tuition fee per semester is USD 293.09 or USD 48.85 per month.

Different with previous universities explained, UNPAM focus on lower segment market. Thus they apply focus low cost leadership. Based on its vision which is becoming a top 40 university at the national level based on humanist and religious values in 2024. Currently, UNPAM has many students, it noted 72.751 students active and 1.968 lecturer. Based on researcher observation and document analysis. UNPAM management see financial resources as a valuable resource, the management did not see it as rare and costly to imitate resources they get support financially from Sasmita Jaya Foundation. Under Sasmita Jaya Foundation management, UNPAM financial resources are managed and maximally utilized. This proven by development of buildings and lecture facilities in 3 (three) different location. Thus, it also shows that for UNPAM Management, fixed assets are valuable resources, and similar with its opinion on financial resource, fixed asset did not see as rare and costly to imitate. UNPAM's fixed assets is managed maximally earn benefit for UNPAM.

UNPAM see its human resources as valuable, rare and costly to imitate. UNPAM also manage its human resource based on its regulation, such as remuneration system, appreciation and punishment system. For example, UNPAM gives leadership workshop for its lecturer in aim of capturing potential futuristic leaders [27]. Beside that, UNPAM also give freedom for any lecturer to take short course overseas or even continuing their study. Based on Udin Ahidin, vice head of the study program of Management, UNPAM give clear carrier path for those who have capabilities [28]. Furthermore in technology, UNPAM see it as valuable resources, cause it become capabilities appropriate with currently era, which is era of 4.0. unfortunately, it become not rare since most of people learn how to exploit technology in order to cope with current situation. Technology is a costly to imitate resources since who ever want to duplicate its system and capabilities should financially capable. UNPAM already use few of application relate to learning activities such as e-learning; student information system, myunpam; lecturer information system, mydosen; help desk and online registration for prospectus student(PMB Online).

From Consumer Loyalty sides, UNPAM possess loyal consumer since most of the student were know about UNPAM through others student testimonial. UNPAM see this capability as valuable, rarity and costly to imitate. This is because consumer loyalty related to consumer satisfaction of UNPAM services. Seeing from its location, UNPAM's location assess as valuable resources, since it located near to Pamulang Sub- Distric and become the only one university in Pamulang. Besides UNPAM located in 3(three) different location which is Pamulang, Witana Harja Residance and Victor. For networking and partnership, UNPAM management see it as valuable, rarity and costly to imitate. Unfortunately, UNPAM has not explore it yet, because according to digital portal new, researcher only find few of UNPAM's networking and partnership. Few parties which do partnership with UNPAM are Universitas Negeri Yogyakarta [29], Institute Indonesia Bermutu [30], etc.

Cluster analysis shows that in Higher Education Strategies few themes have words similarity. As shown in Figure 1, price offered by HEIs show it similarity to HEIs definition itself as learning organization. While location, shows similarity to its physical evidence, facilities and place where the process of learning is done. Thus, 3 Pillars of HEIs becomes HEIs objectives and Universities Good Governance Objectives. Furthermore, product cluster does not have any similarity to other cluster. But product of HEIs seen based on its process and accreditation status. Product that offered by HEIs also include technology used by its HEIs, People supported in all activities related to learning process such as lecturer and staff as its human resources. Meanwhile, the networking and partnership capabilities have relationship to 3 pillars of HEIs and Promotion tools. In the other hand,

research that done by HEIs is related to student activities and become one of the products can be offered by HEIs. Figure 1 also show that vision and mission of HEIs show its capabilities and strategy that run by those HEIs and become a competitive advantage and moreover become sustainable competitive advantage in long period if HEIs can be utilizes and organize the resources and capabilities optimally.

5. Conclusion

Based on the research result, it can be concluded that to create sustainable competitive advantage, a HEI should poses few capabilities and resources, which can give those competitive implication. This research finds that HEIs which serve niche market (low-middle segment) should have capability in financial management, fixed assets, geographical location, human resources, networking and partnership, technology, organization capability and consumer loyalty becomes sustainable competitive advantages of HEIs. Furthermore, clear vision will make HEIs easy in determine the HEIs' strategy and capabilities and resources should be possessed.

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Conflict of Interest

The authors have no conflict of interest to declare.

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