

Opening of New Study Programs: Review and Strategic Considerations

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ABSTRACT

This literature review synthesizes the results of previous scientific publications on the theme of opening new study programs through google scholar searches and the Publish or Perish 7 application. Content analysis of 32 articles found that research on planning the opening of new study programs focused more on assessments to capture opportunities, the theme that was often researched was the assessment of the interest of prospective students followed by things related to the increase in the need for community services, SWOT analysis that emphasized opportunity analysis and some emphasized uniqueness analysis, almost all articles featured recommendations for the opening of new study programs, Other recommendations are the development of human resources and educational facilities, increasing partnerships, relevance of the curriculum to the industrial world, differentiation in research and innovation capabilities, opening scholarship programs, content marketing guides, and marketing digitalization.

INTRODUCTION

Universities need to project development in order to provide the best access to learning for the younger generation of prospective students (Hidayati et al., 2022). The opening of the New Study Program is carried out by universities in the context of developing and improving the quality of higher education (Syafuruddin et al., 2024). The pattern and model of higher education development through the development of study programs needs to be supported by strengthening scientific concepts and paradigms as well as improving the performance of quality academic services (Abdurrahmansyah, 2019). However, when they are going to open a new study program, sometimes they prioritize trends (Syafuruddin et al., 2024). The trend of prospective students' interest in study programs is one of the considerations in opening new study programs (Rabbianty et al., 2023). The opening of new study programs that are carried out without careful strategic planning will experience difficulties in the development of study programs in the future, as a result of which many study programs are less interested or have few students (Raskadi et al., 2022). In fact, the main priority that must be considered is sustainability and development change (Setiawan & Parwati, 2019). Therefore, the opening of a new study program requires careful preparation (Rabbianty et al., 2023). Even if they have all the capital needed to be able to organize a new study program (Wijiharjono, 2020). Especially in situations of internal weaknesses, it is necessary to be selective and strategic considerations (Wijiharta et al., 2022). The opening of a new study program requires strategic planning (Syafuruddin et al., 2024), feasibility to administrative technical preparation (Rabbianty et al., 2023). Strategic planning is the process of planning a sequence of activities in terms of responsibilities and resources over a certain period of time in order to advance organizational goals over time (Witcher, 2020). The goal of strategic planning is to exploit and create new and different opportunities for the future; instead, long-term planning tries to optimize today's trends for the future (F. R. David et al., 2023). Careful environmental monitoring and scanning, as well as extensive feasibility studies, are necessary for proactive strategies to generate a competitive advantage (Dess et al., 2021).

LITERATURE REVIEW

Environmental scanning is the company's external environmental monitoring to predict environmental changes and detect changes that have already occurred (Dess et al., 2021). Environmental scanning as a process of conducting research and collecting and assimilating external information is also called external audit (F. R. David et al., 2023). Environmental scanning involves monitoring, collecting, and evaluating information to understand current trends in the natural environment, community, and tasks (Wheelen et al., 2018). A number of elements are involved in environmental scanning, including monitoring competitor activity; constant contact with key stakeholders – such as customers, distributors and suppliers; and awareness of pending government legislation and the development of pressure groups – possibly informed by the media (J. Thompson et al., 2023). Opportunity evaluation, which occurs after an opportunity has been identified, involves an opportunity analysis to determine

whether the opportunity is feasible and strong enough to be developed into a full-fledged new venture (Dess et al., 2021). Feasibility is the ability to be implemented successfully (without having a detrimental impact on current activities); organizational ownership or the ability to acquire the required skills and competencies; whether the implied costs can be met; and whether there

are opportunities to establish and maintain a strong competitive position (J. Thompson et al., 2023). Feasibility analysis techniques are used to evaluate important success factors that often lead to the decision that the new venture project continues to be feasible to develop or must be discontinued (Dess et al., 2021).

A SWOT analysis, or Situational Analysis, is a popular and easy-to-use tool for assessing a company's strengths and weaknesses, market opportunities, and external threats (Wheelen et al., 2018). A SWOT analysis allows strategic leaders to evaluate the company's current situation and future prospects by considering internal and external factors simultaneously (Rothaermel, 2024). A SWOT analysis formulates a strategy by matching the organization's internal strengths and weaknesses with external opportunities and threats to come up with a strategy that is worth considering (F. R. David et al., 2023). SWOT analysis helps strengthen where there are resource strengths to develop, resource shortages and external developments to address, and possible new opportunities to investigate (J. Thompson et al., 2023). A SWOT analysis can help companies with strategies that are currently working well to determine whether the company is in a position to pursue new market opportunities and defend itself against emerging threats to its well-being in the future (A. A. Thompson et al., 2022). The four alternative strategies of the SWOT analysis are: 1. Focus on the Strength-Opportunity quadrant (top left) to obtain an "offensive" alternative by using internal forces to exploit external opportunities. 2. Focus on the Weakness-Threat quadrant (bottom right) to obtain a "defensive" alternative by eliminating or minimizing internal weaknesses to mitigate external threats. 3. Focus on the Strength-Threat quadrant (top right) to use internal forces to minimize the impact of external threats. 4. Focus on the Weakness-Opportunity quadrant (bottom left) to strengthen internal weaknesses to improve their ability to take advantage of external opportunities (Rothaermel, 2024).

The company's direction strategy consists of three general orientations (sometimes called grand strategies), namely: Growth strategy expands the company's activities, stability strategy does not change the company's current activities, employee reduction strategy reduces the company's activity level (Wheelen et al., 2018). There are four substantive growth strategies, namely horizontal integration, vertical integration, related diversification and unrelated diversification, which can be implemented through internal development of new products and services, or through external acquisitions, mergers, and strategic alliances (Wheelen et al., 2018). Sustainability has become a strategic imperative for many organizations (Fontaine & Ahmad, 2013). The approach or strategy used to advance strategic goals must be sustainable and clearly its competitive advantage (Witcher, 2020). A good strategy allows companies to achieve superior performance and sustainable competitive advantage (Rothaermel, 2024). The

concept of sustainable competitive advantage is based on long-term prospects, i.e. an above-average competitive advantage that is sustainable over a long period of time, not easily replicated (Ateljević et al., 2023). Sustainable competitive advantage is typically achieved by first creating a valuable difference and then maintaining it through improvement and change (J. Thompson et al., 2023). Every university needs to have a strategy for planning and developing study programs as an effort to make continuous improvements and build a culture of quality (Ary & Sanjaya, 2020). This research will examine strategic planning and preparation for the opening of new study programs.

METHODOLOGY

This descriptive research uses a qualitative approach. This literature review synthesizes the results of previous scientific publications with relevant themes (Sekaran & Bougie, 2016). Literature search for articles related to the theme of the opening of the new study program is carried out through browsing using google scholar and the Publish or Perish 7 application. The stages of literature review include determining goals/themes, tracing literature, scrutiny, classification, and writing (Yudawisastra et al., 2024). Scrutiny and review of literature through interactive models through collection, presentation, condensations and conclusion/verification (Miles et al., 2014).

RESEARCH RESULT

The results of the article search study through google scholar and Publish or Perish 7 produced 49 articles related to the opening of new study programs. Content analysis of these articles leaves a total of 32 documents. The results of the study based on literature related to the theme of opening a new study program will begin with citations of previous research on strategic planning for the opening of new study programs, analysis tools, external environment analysis, SWOT analysis and end with a description of the strategy.

Table 1. Strategic planning objectives

Research objectives	Source
Opening of new study programs, searching for future forms and identities	(Raskadi et al., 2022)
Opening of new study programs	(Syafuruddin et al., 2024)
Strategy recommendations opening of new study programs	(Ediyanto, 2017)
Strategy decision on the strategy for opening new study programs	(Widiatmaka et al., 2021)
Opening new study programs	(Wijiharjono, 2020)
Opening new study programs	(Hidayati et al., 2022)
Opening of new study programs identification of industry needs	(Suryani, 2024)

Table 2. Environmental analysis (external, feasibility, situational)

Analytical tools	Source
Situation analysis (SWOT) and QSPM	(Widiatmaka et al., 2021)
Situation analysis (SWOT)	(Wijiharjono, 2020)
Feasibility analysis	(Syafuruddin et al., 2024)
Feasibility analysis	(Rabbianty et al., 2023)

Table 3. External scope (based on F. R. David et al., 2023)

Aspect	Category	Source
Community service needs	social, cultural, and natural environments factors	(Rabbianty et al., 2023) (Syafuruddin et al., 2024) (Suraharta et al., 2018) (Puspitasari et al., 2021) (Hidayati et al., 2022)
Scientific development	technological forces	(Rabbianty et al., 2023)
Government policy	Political legal and governmental forces	(Yudithio et al., 2022)
Expert opinion	stockholders	(Syafuruddin et al., 2024)
Relations, other organizers	trade associations	(Syafuruddin et al., 2023) (Raskadi et al., 2022)
Senate considerations	stockholders	(Hidayati et al., 2022) (Setiawan & Parwati, 2019)
Support of college officials	managers	(Rabbianty et al., 2023)
Student Interest (Input)	suppliers	(Abdurrahmansyah, 2019) (Syafuruddin et al., 2024) (Rabbianty et al., 2023) (Yudithio et al., 2022) (Asmawati, 2020) (Setiawan & Parwati, 2019)
Professional development needs	suppliers	(Suraharta et al., 2018) (Puspitasari et al., 2021) (Asmawati, 2020)
Lack / no organizer	competitors	(Hidayati et al., 2022)
User, company needs	Distributors	(Syafuruddin et al., 2024) (Yudithio et al., 2022)
Job opportunities, qualifications	Distributors	(Syafuruddin et al., 2024) (Rabbianty et al., 2023)
Sustainability prospects, potential	Markets	(Rabbianty et al., 2023) (Syafuruddin et al., 2024)

Table 4. Environmental analysis (external, feasibility, situational)

Focus of analysis	Source
Opportunity analysis	(Mahmudah, 2024) (Syafuruddin et al., 2023) (Asmawati, 2020) (Rabbianty et al., 2023) (Puspitasari et al., 2021) (Yudithio et al., 2022)
Threat analysis	(Wijiharjono, 2020)
Resource analysis	(Rabbianty et al., 2023)
Weakness analysis	(Syafuruddin et al., 2023)
Excellence analysis	(Syafuruddin et al., 2023)
Uniqueness analysis	(Syafuruddin et al., 2023) (Rabbianty et al., 2023)

Table 5. Other recommendations

Scores	Criteria
Postponing the opening of new study programs	(Wijiharjono, 2020)
HR development methods	(Hidayati et al., 2022)
Educational and governance facilities	(Hidayati et al., 2022)
Determination of UKT	(Hidayati et al., 2022)
Marketing content guidelines	(Yudithio et al., 2022)
Digital marketing	(Dahlia et al., 2023)
Opening a scholarship program	(Mahmudah, 2024)
Improving the quality of education	(Wijiharjono, 2020)
Research and innovation capabilities as differentiators	(Yudithio et al., 2022)
Relevance of the curriculum to the industrial world	(Suryani, 2024) (Hidayati et al., 2022)
Increased partnership	(Suryani, 2024)

DISCUSSION

Planning a strategy for opening a new study program

Based on Table 1. shows that there are two patterns in planning the opening of new study programs. The first pattern is a strategic management study with one of the recommendations being organizational development through the opening of new study programs. The second pattern is a study that focuses more on the assessment of the opening of new study programs. 5 out of 7 articles reviewed focused more on the purpose of the assessment of the opening of new study programs, while the other 2 articles were in the form of strategic studies with the results of recommendations for the opening of new study programs. It is important for an organization to have strategic planning. Every certain period

an organization also needs to review or rearrange strategic planning. As the external and internal situation changes, it is natural for there to be a change in strategy in an organization. Therefore, the opening of a new study program at a university can also be related to long-term planning projections or analysis related to efforts to seize opportunities. In this literature review, 5 out of 7 articles studied focus more on the assessment of the opening of new study programs which reflect efforts to seize opportunities. Among the efforts to seize these opportunities are an increase in interest in the community and the growing need for education (Yudithio et al., 2022), the development of user institutions (Haryanto, 2011), the development of scientific disciplines (Wijiharjono, 2020), or economic opportunities (Hidayati et al., 2022). Opportunity evaluation to determine whether the opportunity is feasible and strong enough to be followed up or not (Dess et al., 2021). Meanwhile, long-term planning projections, for example, are related to efforts to be able to maintain the existence and development of higher education (Widiatmaka et al., 2021). Strategic planning is expected to be able to advance organizational goals over time (Witcher, 2020).

Analytical tools

Table 2. shows that the analysis tools used by previous researchers are external analysis (feasibility) and situation analysis (SWOT). 2 articles using feasibility analysis. The other 2 articles used SWOT analysis with the addition of QSPM analysis to 1 article. Widiatmaka et al. (2021) used SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and Ground Strategy Matrix at the QSPM input stage. The analysis tools used by previous researchers were external analysis (feasibility) and situation analysis (SWOT). A SWOT analysis can help organizations to determine whether they are in a position to pursue new market opportunities and defend themselves against emerging threats (A. A. Thompson et al., 2022). Meanwhile, feasibility analysis techniques are used to evaluate important success factors that often lead to the decision that the new business project continues to be feasible to develop or must be stopped (Dess et al., 2021). Thus, the use of SWOT is more about determining the organization's position to pursue opportunities or survive. Meanwhile, the use of feasibility analysis to help determine whether an opportunity is worth taking or abandoning. The use of the SWOT matrix and other metrics can be strengthened by the use of QSPM (The Quantitative Strategic Planning Matrix) when there are several choices of strategy recommendations (Widiatmaka et al., 2021). It helps to avoid strategies that fail to create a competitive advantage (M. E. David et al., 2009).

External analysis

Table 3. displays the scope of external analyses conducted by previous researchers. The scope of external analysis conducted by previous researchers includes public service needs, science and technology developments, government policies, expert opinions, opinions on similar provider relations, senate support, institutional official support, input assessment, professional development needs, similar provider assessment, user assessment, job opportunities and qualifications, institutional development master plan, and

professional sustainability prospects. In this table, the scope of external analysis is categorized based on the criteria of (F. R. David et al., 2023). It was identified that the assessment of the interest of prospective students was most often carried out in several studies (6 articles), followed by matters related to the increase in the need for public services (5 articles). The scope of external analysis conducted by previous researchers can be grouped according to the criteria in the key external forces model of David et al. (2023), namely social, cultural, and natural environment factors (public service needs), technological forces (development of science and technology), political legal and governmental forces (government policies), stockholders (expert opinions), trade associations (opinions on similar organizer relations), stockholders (senate support), etc Managers (support of institutional officials), suppliers (input assessment, professional development needs), competitors (assessment of similar organizers), distributors (user assessment, job opportunities and qualifications), and markets (sustainability prospects). Based on the model, almost all elements are identified.

It was identified that the assessment of the interest of prospective students was most often carried out in several studies (6 articles), followed by matters related to increasing the need for community services (5 articles). Thus, research on planning the establishment of study programs focuses on input aspects and social, cultural, and natural environmental aspects. The input aspect of prospective students in the value net model acts as a supplier, namely an individual, group, or organization that provides input to the organization (Dyer et al., 2020). Although the decision to choose a study sometimes also involves parental considerations (Wijiharta, 2018). Suppliers are one of the four elements in the value net model that affect a company's ability to generate and adjust value (Dess et al., 2021). The role of suppliers provides important input to the organization (Dyer et al., 2020). Therefore, the study of the input aspect, namely prospective students, is important to be carried out to assess the amount and sustainability of supply for new study programs. Thus, it can be understood that research related to input assessment, namely prospective students, is seen as important and is more often carried out in the context of planning the opening of new study programs.

Social, cultural, and natural environmental aspects (community service needs) are the next research theme that is often carried out in planning the opening of new study programs. This can be understood considering that one of the main functions of educational institutions is to contribute to educating the nation (Haryanto, 2011; Wijiharjono, 2020). Therefore, it can be understood that research related to social, cultural, and natural environmental aspects (community service needs) is considered important and is more often carried out in the context of planning the opening of new study programs. It also reflects the moral responsibility of higher education for the progress of future generations.

SWOT Analysis

Table 4. presents a SWOT analysis. SWOT analysis includes strength analysis, weakness analysis, opportunity analysis and threat analysis. There are 6 articles that are more prominent in the opportunity analysis. The emphasis on uniqueness analysis was also identified from 2 articles.

As for the studies that use SWOT analysis, the most frequently researched aspect is opportunity analysis and there are articles that emphasize the analysis of uniqueness. An opportunity analysis is important considering that it determines whether the opportunity is feasible and strong enough to be developed into a new business program (Dess et al., 2021). However, this does not mean that other SWOT elements are not important. The combination of four SWOT elements, namely the analysis of opportunities, threats, strengths and weaknesses, will determine whether the organization is in a position to pursue new opportunities or a position to defend itself from emerging threats (A. A. Thompson et al., 2022); and internally in a position to strengthen resource development or address the improvement of resource shortages (J. Thompson et al., 2023). Simply put, if in an "offensive" position, the organization will use internal strengths to exploit external opportunities, while in a "defensive" position, the organization will try to eliminate or minimize internal weaknesses to reduce external threats (Rothaermel, 2024). Wijiharjono (2020) stated a situation where organizations are in a position to have capabilities but the moratorium policy makes it impossible to open new study programs, so the strategy taken is to maintain and improve the quality of education. This explains the importance of the four elements of SWOT, namely the analysis of opportunities, threats, strengths and weaknesses in strategic planning.

The uniqueness that has been a concern in previous studies is important in supporting competitive advantage and sustainability. Syafruddin et al. (2024) suggested that in planning the opening of new study programs, pay attention to uniqueness related to scientific vision, research roadmap and PkM, and be represented in the strategic plan. Rabbianty et al. (2023) emphasized the importance of the distinctiveness of graduate competencies as uniqueness. Meanwhile, Yudithio et al. (2022) focus on research and analysis capabilities, as well as being able to produce innovations and data-based business decisions. In line with the opinion of Rothaermel (2024) who stated that a good strategy is to have a sustainable competitive advantage. Furthermore, Ateljević et al. (2023) emphasized that distinctive and not easy to imitate uniqueness will be a sustainable competitive advantage. Thus, in planning the opening of the study program, in addition to emphasizing unique peculiarities, it is also necessary to always make improvements and changes. As J. Thompson et al. (2023) argue that competitive advantage begins with the creation of valuable differences and then maintains them through improvement and change.

As the final result, the feasibility analysis and situation analysis (SWOT) are recommendations for designing a strategy. Almost all articles display recommendations for the opening of new study programs, although there is 1 article that recommends postponing the opening of new study programs due to the moratorium policy. Based on the three directions of the grand strategy version of Wheelen et al. (2018), it means that in general it recommends a growth strategy in the form of a project to add a new study program, while delaying the opening of a new study program means a stability strategy. Through a growth strategy, the business is expected to last longer than smaller companies due to

the availability of financial resources, organizational routines, and greater external relationships.

Strategy description

Table 5. Presenting strategy recommendations. In general, almost all articles feature recommendations for the opening of new study programs. There is only 1 article that recommends the opposite, namely postponing the opening of new study programs and recommending improving the quality of education. The recommendations in addition to the opening of new study programs are the development of human resources and educational facilities, increasing partnerships, the relevance of the curriculum to the industrial world, differentiators in research and innovation capabilities, opening scholarship programs, content marketing guides, and marketing digitalization. The feasibility analysis and situation analysis conducted by the previous researchers also resulted in other recommendations. These recommendations can be grouped into the development of supporting resources, marketing programs, scholarship programs, improving the quality of education, and increasing partnerships. Based on the analysis of the value chain of supporting resource development such as human resources, infrastructure and governance, and finance are part of support activity (Rothaermel, 2024). Strengthening support activities plays an important role in adding value indirectly to support the main activities. The primary activities in educational organization include things related to the recruitment of prospective new students, the educational process, and career management (Öncer, 2018). An organization can overhaul the value chain process for the purpose of cost savings (A. A. Thompson et al., 2022). The preparation of marketing guidelines, digital marketing activities and scholarship programs are related to efforts to recruit new students. This is important to maintain the sustainability of the supply of prospective students in new study programs. Efforts to improve the quality of education, the relevance of the curriculum to the industrial world and the strengthening of research and innovation capabilities are educational processes that are expected to be able to produce quality graduate output in accordance with the needs of the industrial world and have distinctive advantages. So it is hoped that the output of education will be able to meet the needs of the industrial world and graduates will be easily absorbed in the world of work. This is supported by an increase in partnerships that are expected to expand links, which will bring the relevance of the curriculum closer to the industrial world and alumni job distribution.

CONCLUSIONS AND RECOMMENDATIONS

It is important for an organization to have strategic planning and always evaluate changes in external opportunities and challenges that are relevant to the internal situation so that it can develop the organization, such as through the opening of new study programs. The use of relevant strategy analysis tools is a necessity to help make the right strategy decisions so that the opening of new study programs strengthens the advantages of sustainable organizations rather than becoming a burden that endangers the sustainability of the organization. External analysis needs to consider elements of the industrial environment and

the macro environment, especially crucial factors such as government licensing policies and assessments of potential applicants and their sustainability prospects. Strategic planning for development through the opening of new study programs also needs to be accompanied by the preparation of a strategy for recruiting prospective students, a strategy to improve the quality of education that has distinctive advantages and is relevant to the industrial world, supported by strengthening networks and strengthening supporting resources. Suggestion: planning for the opening of new study programs needs to be carried out through a comprehensive strategic analysis both in the internal environment, competitive environments and macro environment. This is to avoid inaccuracies in decision-making that can have an impact on the lack of interest of prospective students, barriers to legality or even hinder the sustainability of the organization.

ADVANCED RESEARCH

Advanced research on the strategic planning for opening new study programs requires a multidimensional approach integrating internal capabilities, competitive positioning, and macro-environmental dynamics. A thorough SWOT analysis, complemented by tools such as PESTEL and Porter's Five Forces, ensures a data-driven decision-making process that aligns with long-term institutional sustainability. Beyond regulatory compliance and market demand assessments, predictive analytics and trend forecasting should be employed to evaluate future skill demands and evolving industry needs. Additionally, stakeholder engagement, including industry partnerships and alumni networks, is crucial for enhancing program relevance and employability outcomes. By leveraging digital marketing strategies, institutions can optimize student recruitment while ensuring financial viability. The integration of quality assurance frameworks, accreditation alignment, and continuous curriculum innovation further solidify the program's competitive edge. Hence, a strategic, evidence-based approach to new program development mitigates risks while fostering academic excellence and institutional growth.

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