

ABSTRACT

The development of higher education in Indonesia is influenced by prevailing policies, driving productivity and competitiveness within the higher education sector. Telkom University Surabaya faces significant challenges in competing with other higher education institutions in East Java. The background of this research lies in the disparity between state universities with legal entities (PTN-BH) and private universities (PTS), which grants PTN-BH a competitive advantage in terms of innovation and education quality. Therefore, transformation in the branding and marketing strategies of Telkom University Surabaya becomes crucial to enhance competitiveness and achieve new student enrollment targets.

The main issue addressed in this study is the suboptimal achievement of new student enrollment targets, which has the potential to hinder the university's growth. This research aims to analyze competitors' marketing strategies using the K-Means Clustering method and Business Intelligence to provide more effective marketing strategy recommendations for Telkom University Surabaya.

This study adopts a quantitative research approach, utilizing secondary data sources such as official university websites, institutional brochures, the Ministry of Education and Culture's Monitoring, Evaluation, and Quality Assurance Portal (PEMUTU), and the National Accreditation Board for Higher Education (BAN-PT) portal. The K-Means Clustering method is employed to group competitors based on their marketing strategies using the Marketing Mix (7P) framework, while Business Intelligence supports strategic decision-making through data visualization. Additionally, a comparative analysis of Marketing Mix (7P) strategies is conducted to formulate actionable strategies.

The results of this study are expected to provide insights into Telkom University Surabaya's competitive position through K-Means Clustering and Business Intelligence, as well as to assist in formulating effective marketing strategies through a comparative analysis of Marketing Mix (7P) strategies to achieve new student enrollment targets for the 2025/2026 academic year.

This research makes significant academic and practical contributions to the development of marketing strategy theories in higher education and provides practical insights for higher education institutions in East Java in addressing competitive challenges.

Keywords: Business intelligence, Competitors, K-means Clustering, Marketing Mix, Marketing Strategy