UNDERSTANDING THE RELATIONSHIP BETWEEN COMPETITIVE INTELLIGENCE AND STRATEGIC MANAGEMENT OF UNIVERSITIES: A CRITICAL REVIEW

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A R T I C L E   I N F O

A B S T R A C T

The purpose of this paper is to provide references for research on university strategic practice and intellectual intelligence. This research also aims at the current university strategic management situation, starting from the analysis of the relationship between competitive intelligence and university strategic management, discussing strategic analysis and strategic selection in the university's strategic management process. Strategic selection, implementation, and evaluation in four stages of interaction and relation to competitive intelligence. The method used in this study is a critical review of the implementation of strategic management at universities in Indonesia by taking several references from journals, magazines, news, and regulations of the Educational Institution. It was concluded that the strategic management and competitive intelligence on colleges and universities have the interaction and integration relationship, both jointly build conclusions competitive on profit universities, to provide a reference for the study and practice of strategic management of universities and jobs competitive intelligence university.

A B S T R A K

Tujuan dari makalah ini adalah untuk memberikan referensi untuk penelitian tentang praktik strategis universitas dan kecerdasan intelektual. Penelitian ini juga bertujuan pada situasi manajemen strategis universitas saat ini, mulai dari analisis hubungan antara intelijen kompetitif dan manajemen strategis universitas, membahas analisis strategis dan seleksi strategis dalam proses manajemen strategis universitas. Seleksi strategis, pelaksanaan, dan evaluasi dalam empat tahap interaksi dan hubungan dengan kecerdasan kompetitif. Metode yang digunakan dalam penelitian ini adalah tinjauan kritis terhadap pelaksanaan manajemen strategis di perguruan tinggi di Indonesia dengan mengambil beberapa referensi dari jurnal, majalah, berita, dan peraturan Lembaga Pendidikan. Disimpulkan bahwa manajemen strategis dan kecerdasan kompetitif pada perguruan tinggi dan universitas memiliki hubungan interaksi dan integrasi, keduanya bersama-sama membangun kesimpulan yang kompetitif pada keuntungan Universitas, untuk memberikan referensi untuk studi dan praktek manajemen strategis universitas dan pekerjaan universitas intelijen kompetitif.

INTRODUCTION

Given this attention towards the future of the current situation and managing strategic moments from counter analytics how to jointly build competitive advantage and also achieve goals

and provide references for research and practice on university strategy and intellectual intelligence. Research shows that the essence of strategic management in colleges and universities in the reform and development of colleges and universities. Research and management are the overall management of educational activities in colleges and universities, a series of management decisions and actions to formulate and implement a basic point strategy. It is necessary to scientifically to analyze the overall situation of the modernization construction of universities in Indonesia and be accurate in understanding the development trends of the times based on the actual situation at the tertiary institution, as well as systematic planning of the main issues to adapt to the condition of the university itself and the environment in search of survival and university development; its task is to research about university reform, construction development, research, and formulation, as well as decision making and implementation of strategic ideas and planning programs; wherein the end is Establishing the future goals of the university, ideas for development, ideas for the university to run, and unique position And to achieve these goals must be chosen with the university system and other strategic initiatives. The process is four stages of strategic analysis, strategic selection, strategic implementation, and strategic evaluation. The current status of strategic management in colleges and universities is that most colleges and universities still survive. Not many people are involved in the decision-making process, only strategic decision making and there is no strategic management. (Chevalier-Roignant *et al.*, 2013), There are results of decision making but there is no decision making process. The establishment of competitive intelligence departments in the university system, the strategic management practices of colleges and universities supported by competitive intelligence is rarely reported that existing methods have weakened the function of strategic management and the effect did not achieve its objectives. (Pearce and Robinson, 2011), Market and competitive orientation of each tertiary institution As the main form at this time, namely how to find and implement strategic management of colleges and universities, this is an issue that needs to be discussed further.

Few researchers in strategic management accept consciously the economists' model of think-alike managers as a viable foundation for their own research. Most strategic management scholars would probably agree that the rationality of managers is often limited, their knowledge often incomplete, and their attention often overloaded. Yet simultaneously, many managers are skilled at strategy making, adept organizational experts, and ingenious innovators. Nor do managers all think alike in terms of their vision, expertise, risk-profiles, motivations, or goals. These conflicting views leave the field in a quandary regarding managerial cognition. Even though managerial cognition must figure prominently in strategy-making, top managers' thinking is seldom explicitly mentioned in the academic or business literature on strategic management. Why doesn't managerial thinking merit a chapter in any of the foundational works of the strategic management field (Andrews, 1980; Ansoff, 1965; Chandler, 1962; Mintzberg, 1973; Porter, 1980; Schendel and Hofer, 1979)? Since strategic management studies the activities of managers, and since managers must think about strategy, why don't researchers allocate more research to studying how strategic managers think? Is it because executive thinking is purely automatic, instinctive, and intuitive? Is it because researchers are more inclined to tell managers to accept normative models of strategic thinking than to investigate and describe managerial thinking as it is? Or is it because researchers

do not have the correct training to pursue cognitive issues? In any event, it is not realistic, wise or safe for the strategic management discipline to continue to ignore managerial cognition, for reasons explained.

LITERATURE REVIEW

The Significance of Competitive Intelligence to Strategic Management of Universities

In this case, On University Strategic Management, How to survive and develop under conditions of intense competition has become very high. Problems that must be faced by universities, really introduce the concept of management strategies to the university. Management practice is the only way for universities to win, they must develop science and technology. ('Ansoff, H', 2011) competitive strategies and perfect competition mechanisms to make optimal decisions. Throughout the strategy in the management process, opportunities and threats to the external environment of universities and universities are needed. Collect, analyze, and research internal strengths and weaknesses to seize opportunities, avoid threats, build strengths, and avoid losses. And all the collection, analysis, research process is exactly the operational process of competitive intelligence work. The battle in higher education is basically from the process of planning, selection, implementation, and evaluation. (Firm resources and sustained competitive advantage., 1991) There is a huge demand for competitive intelligence, which is used as a strategic management strategy for colleges and universities. Rational information protection has an irreplaceable role. Therefore, in implementing strategic management many factors must be considered. In the management process, competitive intelligence can be high in terms of information, intelligence and knowledge, monitoring the University environment, formulating strategies, making management decisions, etc. The college participates in the competition and gains a competitive advantage to provide staff and navigation. In European countries, several well-known universities have established appropriate competitive intelligence systems and conducted a series of competitive intelligence work around the strategic management of the university. Theories and methods are often consciously or unconsciously applied to the strategic management of tertiary institutions and the strategy plays a large role in planning. In this country, there is not enough attention, and almost no university has established a competitive intelligence system, only a few are paying attention to competitive intelligence around the strategic management of the university. Now the status is: "Most colleges and universities have not carried out university development studies in competitive environments based on the era or era." The relevant survey shows that there are only a few colleges and universities that have done some competitive intelligence work, and most of them are carried out by the Department of Development Planning or from the Higher Education Research Institute, in this case, the Ministry of Education and Culture.

The status, function, and role of strategic management in Indonesia are similar. Its status is: as a " think tank team " where leadership at universities directly serves the work of university decision making, this can be in the form of Formulating development strategies for universities, reforming and developing universities, and increasing competitiveness. Providing forward-looking, scientific and feasible advice from higher education. From an educational development perspective, giving university leaders some strategic competitive intelligence; his task is to Analyze the situation of reform and development of tertiary education, provide decision-making consultancy for university development, and be responsible for managing tertiary development

strategies. But from the heights of research and competitive intelligence services, Departments and institutions related to strategic management and competitive intelligence functions are often lacking.

Interactive relationships between competitive intelligence and university strategic management

From the rise and evolution of strategic management at universities it can be found in previous research that the changing external environment processes are leading to university wars. the rise and development of strategic management have enabled universities to monitor changes in the external environment. It is important to retrieve information from the external competitive environment of the university and monitor and analyze competitors as the main information on college competition intelligence. Build collaborative support for competitive intelligence, traditional intelligence departments, and intelligence functions at universities. Where able to complete their duties in monitoring and analyzing information on the external environment and competitors. It is difficult for universities to complete strategy formulation, strategic management tasks for selection, implementation and evaluation strategies; also no strategy Management needs, limited demand of university decision-makers for information on the external environment, competition is difficult for intelligence to have information for the survival and development of tertiary institutions.

('Best, R', 2010), The basis for integration and interaction with competitive intelligence is the work of competitive intelligence and strategic management of tertiary institutions where it is like a twin and natural complement. Depend on each other, rely on each other, and grow and decline together. Strategic decisions and competitive intelligence also help Relations with foundations, university strategic decisions must be provided by competitive intelligence systems Based on the information, competitive intelligence systems must be oriented to the needs of strategic decision making at colleges and universities. Without competitive intelligence support, there will be no strategic management; The need for a management strategy, the role of competitive intelligence will be greatly underestimated, It is difficult to get the recognition that is worth getting.

RESULTS ANALYSIS
Interaction of Competitive Intelligence in the Analysis Stage University

(Freeman, R, 2010), strategic analysis is the basic content and the main link in the formulation of university strategy. To enable college strategists to make strategic decisions well, especially including macro Environmental analysis, university-industry environmental analysis, university environment analysis itself and competitiveness analysis, analysis of existing and potential competitors, analysis of alternative products (other types of Talent), suppliers (secondary) and distributors (talent markets, companies, etc.) internal resource analysis. To facilitate analysis, questions are often a further refinement, for example, universities must be able to answer similar questions: About the overall macro-university competition environment: Changes in the macro-political, economic, and social environment that affect the development of academies and universities. How are you? Then what is the change in state policy and the orientation of the development of higher education? Issues of the competitive environment in colleges and

universities; What kind of competition exists between universities and how do they compete? What are the key factors that determine success in a university competitive environment? Do competitors participate in higher education competitions? Competitive positions and trends. What are the trends?

Furthermore, about the environment and competitiveness of the university itself; How effective is the current college strategy? University strengths and weaknesses at the moment, what are the opportunities and threats? What is our competitive position? What strategic problems does our university need to solve?

Based on the analysis, while continuing to provide feedback and adjustments to competitive intelligence requirements.

The main objective is to analyze various groups of internal and external factors from colleges and universities through inspection. Matching can form strategic thinking; the guiding ideology is: profits and opportunities, positive roles are maximized, and negative effects of weak and threatening factors are maximized. Avoid it as far as possible; Basic methods are SWOT analysis, five competitive capacity models Analysis, strategic group analysis, critical success factor analysis, competitor analysis, strategic cost method analysis.

the last manifestation is; Simply Combining internal advantages with external opportunities, Avoid the combination of external threats as far as possible, redeem internal weaknesses and use externally as a combination of external and domestic opportunities to maximize internal weaknesses and avoid external threats, Cooperation to determine the university's long-term strategic development goals and gradually.

Competitive Intelligence Interactions in the University's Strategic of Selection Phase

Multi-level and multi-faceted university development strategies, with overall growth strategies, brand development strategies, etc. This is the process of formulating a strategic plan. In this process, the overall university strategy must be to use the objective, namely to have external realities and opportunities, and propose the most useful for the development of tertiary institutions in its strategic plan. For example, if the overall strategy of a university is a growth strategy, there is more than one long-term business strategy: integrated strategies can be implemented, such as; enlarge the scale of registration of each specialization with special arrangements; diverse management; such as expanding continuing education and adult education based on university-scale general education and alliance strategies.

(Pearce and Robinson, 2011), The strategic analysis method above can also be used for strategic selection, Also in strategic choices, which often use more targeted and operational methods, such as pull industry, Competitiveness Matrix Analysis, Industry Maturity, Competitive Position, growth Frame sharing market-level matrix management analysis methods, etc. This strategic selection method is also a method commonly used in competitive intelligence work.

We can use the Boston matrix growth rate method to analyze college wars. The selection process is briefly reviewed, and its relationship with competitive intelligence is examined. Specific steps are as follows: (Step 1) Divide the university into strategic operations units according to different majors. Each department has different graduate products and a segmented job market,

(Step 2) Gather competitive intelligence so that you can fully answer questions such as: How is registration growth in the department? Some majors in the same type of tertiary institution, what is the growth rate for registration? How many funds are used by certain professions? What is the distribution of funds? What is the level of employment of graduates in this department? The market share of graduates in this department? What is the charge? What are the competitors in the job market for graduates majoring in this? The level of employment of graduates from the strongest competitors and their markets in the same range?, (Step 3) Analyze according to the information collected above. Each department develops according to the phenomena and progress of the existing era, (Step 4) Describe the overall college management portfolio, Fill in the appropriate quadrants for different situations and (Step 5) Choose development wars according to different positions in the slightly different major quadrants.

Competitive Intelligence Interaction in the University Strategy of Implementation Stage

The main task of strategy implementation is to correct the strategic plan that was formulated. To put it into practical action, the basic work of various links is needed as support (Westley, F, 2000). The university also poses a series of questions: How to build and innovate within the organizational structure of universities to be competitive? How to implement strategic leadership that promotes effective strategy implementation? What was the decision to establish Policy procedures to support scientific strategies and standards? How do you divide the function by destination decomposition? What budget allocation mechanisms are set up to allocate funds scientifically? How do you build decision support systems (such as information management systems) to ensure policy modernization decisions? How to build a campus culture that supports strategy implementation? How to proceed with best practice activities to promote the implementation of strategic plans for schools?

Answering the questions above has a close relationship with intelligence work and competitive strategy as in the case of analysis and strategic choice, implementing the strategy also requires strong competition. Intelligence support from the perspective of the operational process of implementing strategy, organizational structure With good assurance, the focus of strategy implementation mainly includes: Strategy implementation functions, sorting and managing university goals, allocating resources through the budget, college administration, policy formulation, etc.

Where the implementation of functional strategies is an important part of implementing university strategies. It is important to know that colleges and universities have three skills: talent training, developing knowledge services, and social services. these three functions must pass through human resources, finance, and scientific research and the application of certain organizational functions such as development, registration, talent training, and attainable work, and the application of any functional strategy will work with competitive intelligence, form dependence, and interaction, such as: In implementing human resource strategies, competitive intelligence can help universities be more attractive. The entry of high-level talent can also help universities in building better management systems. Then In the implementation of financial strategies, competitive intelligence can accurately understand the condition of the university. The

financial situation of ministries, competitors or other tertiary institutions, as well as companies that have business relations with universities. The real financial status of other industries or entities, and their credit status; In implementing research and development strategies, we need to understand certain research topics based on the overall situation of the company and the progress of competitors in this regard, being able to determine entry points, avoiding inefficient labor, and maintain a dominant position in research and development; then graduate work is one of the most important links in the university value chain. One of the main links in implementing strategy is the function that best reflects the value of competitive intelligence. One of strategic area, develop an effective graduate employment marketing campaign for each promotion, whether it is market-oriented or user-oriented.

Based on the clear answers to the following competitive intelligence questions: What are the users of this graduate? Market Capacity for Graduate Jobs? How big is the amount? What market segments do you want to enter? What colleges and universities are competing in the job market for graduates majoring in this? What is your status? How do they react after entering the market? What are the characteristics of the user group graduates in this department? Are there differences in talent demand preferences? What type of ads should you choose when making a Banding graduate referral? What supporting resources do we need to effectively promote graduates? how many graduate reference agencies?

The application of graduate employment strategies, especially the calibration method and competition Competitive intelligence is the closest and most typical. The calibration ratio is based on the principle of benchmarks. Where Comparing the status of graduate majors with competitors. According to the comparison, the comparison content includes the level of graduate work, market share, social reputation, etc., and then compares the training objectives, lecturer conditions, curriculum structure, and student training. By studying the advantages of other tertiary institutions to fix their problems, the ultimate goal is to increase the level of graduate employment.

Competitive Intelligence Interaction in the University of Evaluation Stage

A strategic evaluation has many functions especially to control and provide feedback on the whole process of implementing strategy (Wright, P, 1998). Actual effects and performance after strategy implementation continue to be adjusted and revised. This strategy ensures comprehensive balance and coordination and ensures the smooth realization of all strategic objectives.
Specific contents include 1. Examining the strategic foundation of the core competitiveness of the tertiary situation, 2. evaluating the performance of strategic management throughout the university; 3. formulating the application of strategic adjustments to measure. The strategic evaluation process is also a competitive intelligence process. The method used is also a competitive intelligence method. In the university's strategic evaluation process, through competitive intelligence research methods, changes in core competitiveness and performance before and after the university applies strategic management. Analyze and compare, suggest countermeasures for strategic adjustments and form a research report.

Where the following questions must be answered in the research report: Is the organizational structure optimized or not conducive to the strategic practice of tertiary institutions?

Has the campus cultural construction been strengthened and has it been adapted to schools? Unique campus culture support for strategic development? Has the talent competitiveness increased and to what extent? Has the construction of the discipline been strengthened and has the level of scientific teaching and research been improved? Is the student training model optimized and improved in education and teaching? Has the level of employment of graduates been increased and has brand effects been formed?

Second, the research report can be used in conjunction with the research situation in the above aspects. Qualitative or quantitative analysis methods to evaluate the overall performance of the University's strategic management.

Finally, in the research report, performance must be linked to school strategic management. Comparative analysis to find out the essence of the problem and target the problem. Propose precautions for reference when college leaders adjust strategic decisions.

DISCUSSION

Analysis and investigation of the entire university strategic management process show that strategic management is the main motivation for the production of competitive intelligence in colleges and universities, the main function of competitive intelligence, which cannot be separated from strategic management. Competitive intelligence and strategic management that promote each other, integrate sharing Simultaneous growth and decline where this is an inevitable need to build the university's competitive advantage; Higher education strategic management is also a strong force to stimulate the demand for competitive intelligence and promote its development. From strategy analysis, strategy selection, strategy implementation, and then strategy evaluation.

Analysis of Communication between Universities

This stage should have been all universities in exchanging lecturers and students who were more relaxed and pleasant in establishing communication between universities. The two sides talked about each other's progress in the past few years. Basic information, mechanisms, and experience running a journal, etc. The practice of replying to manuscripts with several authors about how journals conduct diverse business activities, the ability to run journals to survive and thrive also causes editors at various universities to be inspired. You also deal with relationship manuscripts, journal quotes and evaluations, and full texts. Issues of mutual concern such as vendor collaboration, as well as databases have been discussed and agreed upon. It was determined that in the future, contacts and collaboration must be strengthened. although it faced some development difficulties and obstacles, it still received the attention and support of the organizers, detailing the work and extensive plans before and after the agreement was implemented. Discussions with lecturers and students at universities to better understand the needs of readers, writers and experts, close to the majority of scholars. meanwhile, I also expressed a good opinion on the issue of the specific manuscript processing. And the advice of journal editors also addressed the issue of publication costs that were generally considered by the author. Interact with questions about page cost standards and copyright protection from online publications. Instead, editors broaden their

horizons, learn about industry development trends and the needs of readers and writers, as well as the right publicity about themselves, can be described as an opportunity.

The importance of developing technical innovation talent

At the same time as the project is being developed, it is important to focus on training and exchanging talent between cooperative institutions. Plot and cooperate to find and grow innovative talents, foster and foster a group of Innovative awareness, know technology, composite technology with research and development, and Talent engineering capabilities, reserve knowledge and technology for projects, and ensure sustainable technological innovation.

Building and improving technological innovation mechanisms

The presence and perfection of the Technological Innovation Mechanism for Technology Innovation and Sex Sustainability have a large impact. The overall level of China's technological innovation system is not high, and there are still some problems compared to developed countries. Project cooperation and domestic information sharing. The same thing applies to the mechanism of technological innovation. First, in development projects and in-country information sharing. There is almost no established technological innovation system, such as there are no specific innovation models and strategies, the technological innovation environment is inadequate, there are no incentive mechanisms for technological innovation, etc., all affected by the level of technological innovation in the project. Project builders must pay attention to the development of technological innovation systems. Build and improve, select and formulate specific technological innovations according to their own needs and conditions. New models and strategies to optimize the environment for technological innovation, try more to research and development funding and technology innovation opportunities, and develop innovative talent training plans, build and improve incentive mechanisms. Only guarantees are given on the mechanism, technological innovation is possible to have good and sustainable development.

Attention to developing university standardization

Information services now require systems to be more open to achieving cross-platform, non-interoperability and integration with resource types. Therefore, while carrying out technological innovation, Attention must be paid to standardization and standardization to ensure that the results of technological innovation While adapting technology, can also meet the requirements of open interconnection in real communities.

CONCLUSION

Development of information technology and network technology, joint development, and information resource sharing projects, Construction provides favorable conditions. This article builds and shares information at home and abroad. Investigate and analyze the status of technological innovation projects and discuss the impact of technological innovation on projects. Technological innovation as a background guarantee effectively promotes information sharing, sharing construction provides competitiveness for projects, presents opportunities and challenges,

and is a driving force of information for the sustainable development of development projects and the sharing of resources. Domestic joint construction and information sharing. development is mainly based on integrated innovation and has achieved certain results, but at the same time, it does not have a clear technical innovation mechanism, and innovative talent needs to be further developed. Due to the lack of basic research excellence, the co-construction of domestic information and other projects is being built. In the process it must focus on integrated innovation and implement autonomy under conditions. in particular innovation, full attention to technological continuity, which is oriented to the needs of users, actively and research institutions and companies with technological excellence and resources collaborate and work together to innovate and improve investment in research and development, attach importance to the planting of innovative talents, building and improving the mechanism of technological innovation, Providing guarantees for technological innovation. Where technological innovation is a resource for increasing vitality. only through sustainable technological innovation can we promote sustainable long-term development.

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