Application of Agile Marketing Vocational Higher Education at the Politeknik Negeri Pariwisata Makassar

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ABSTRACT

This research was conducted to provide empirical and theoretical concepts to characterize the capabilities of agile marketing in vocational higher education in effective marketing for organizations in developing higher education institutions that are run. The research was conducted at the Makassar Tourism State Polytechnic, South Sulawesi. The research method used is descriptive qualitative, interviews and literature studies. The implementation of agile marketing higher education organizations must learn from the inputs and results obtained when the marketing strategy is carried out in collaboration with work teams. Organizations need to use data to make smarter decisions, but we also need to be aware of how bias in interpretation can mislead the vocational education organization. Ensuring that teams can best learn through a process, correct course when needed and validate their learning while the strategy is being implemented. The results of this study provide an overview of adaptability to changing conditions, Collaborative and integrated Working Environment, Continual and fast pace Innovation and Forecasting and monitoring of market needs can be an operating model used to redefine the process, structure and mindset of how the marketing team works so that delivery strategies can be more adaptive and responsive and more customer focused and result in effective marketing. This study recommends establishing an organizational model that has marketing goals and is centered on consumer needs.

Keywords: Agile marketing, marketing, vocational education.

INTRODUCTION

The learning process needs to change over the next years. The form of education that is now needed is one that can be personalized, repackaged, peer to peer and sustainable (Novianti & Amirullah, 2015). Whether it's a classroom or a place of learning, online or offline, structured or unstructured, taught or learned, standardized or not, certified or not, Learning in the future tends to break free from old mindsets. Among the many discussions, innovations and general changes in the world of learning from school children to nine trends that stand out, namely the following: diverse times and places, personalized learning, free choice, project-based, field experience, data interpretation, exam system will change completely, student ownership, and mentoring will become more important. All of these make for exciting, provocative and potentially far-reaching challenges into the future. For individuals and society, New educational tools and resources promise to empower individuals to develop a fuller range of competencies, skills and knowledge and unleash their creative potential. In this situation all universities change learning to digital overnight so that universities are forced to think of effective ways for students to carry out effective learning online (Darwis et al., 2021; Suprianto et al., 2020). The main challenge for bureaucratic tertiary institutions today is how to equip their students in online learning so that it has an impact on the success and resilience of learning.

This fundamental change for some tertiary institutions is a big challenge, especially those that focus on face-to-face learning activities. In addition, with the enactment of a lockdown some time ago on certain campuses, the Vocational Higher Education Institution was no exception, which was an obstacle for students to interact directly, even though this vocational college held many webinars, activities on campus for most students had a major influence. Face-to-face classrooms have dynamics that are quite the opposite of online classes, therefore several universities have provided innovative steps to reduce the constraints faced during a pandemic as effectively as possible.

Modern education must place a special focus on developing digital literacy, use of information technology, problem-solving skills, team management, and critical and analytical thinking so that graduates are ready to enter the world of work and advance professionally. To do this, conventional schools must be changed following educational developments. There are 6 advantages of current vocational higher education such as the choice of various and specific study programs, being able to learn a lot during practical work, career opportunities according to talents and interests, implementing theory in the world of work is younger, educators are more experienced and many job opportunities. Chairman Hermawan Kertajaya explained that regarding a survey conducted on community interest in vocational education, there were 500 respondents consisting of SMK/SMA students and parents who took part in the survey with the result that 78.6 percent were interested in continuing their education at Vocational Colleges. The three main elements that influence people's interest in vocational education are 68.7% profitable job opportunities, 46.1% percent relatively short study period, and 41.7% ability to work immediately after graduation. According to opinion poll findings, most people are aware of the existence and importance of vocational education. The three main elements that influence people's interest in vocational education are 68.7% profitable job opportunities, 46.1% percent relatively short study period, and 41.7% ability to work immediately after graduation. According to opinion poll findings, most people are aware of the existence and importance of vocational education. The three main elements that influence people's interest in vocational education are 68.7% profitable job opportunities, 46.1% percent relatively short study period, and 41.7% ability to work immediately after graduation. According to opinion poll findings, most people are aware of the existence and importance of vocational education.

Disruption providing personalized, adaptive learning is a major trend that is being noticed and supported by changes in teaching methods. This transition is interesting because it allows educational institutions to focus on developing students as individuals. The idea of using AI to increase support for students' mental health and well-being. The impact of the disruption can be seen in statistical data which shows a decrease in the number of interested or new students before and after the pandemic at the six best polytechnics in Indonesia, namely Bandung State Polytechnic, Semarang State Polytechnic, Malang State Polytechnic, Surabaya State Electronics Polytechnic, Surabaya State Shipping Polytechnic and STTT Polytechnic Bandung, more polytechnics have experienced a decrease in the number of students in 2020.

Competition between vocational tertiary institutions forces them to continuously improve strategic approaches in improving the quality of new student input. Higher education institutions must make improvements from various sides, such as the services provided, tuition fee reductions, promotions to convey their excellence, knowledge distribution, improving the quality of lecturers and staff, improving teaching processes, and a conducive campus environment. It is important for tertiary institutions to analyze the factors that influence the

image of tertiary institutions in order to be able to compete and determine the right marketing strategy so as to get quality student input. Several vocational tertiary institutions in Indonesia have developed Education 4.0 experiences for students that reflect the rapidly evolving world around them. However, If we are to shape a new world that meets student expectations in the next 10 to 20 years, we need more urgent collaboration across these sectors. We want universities to design and deliver technology solutions for the student experience, as well as ones that can help address major challenges in higher education.

Agile marketing is an iterative approach to marketing strategy planning and implementation using frameworks such as Scrum, Kanban, and other agile methodologies. The increase in the number of enthusiasts is caused by people who already know the advantages of vocational education. Furthermore Agile marketing is all about simplicity and understanding why someone needs a product or service. Marketing makes things simple. Simplicity in marketing drives consumerism. So when marketing messages are simple, easy to understand, and clear, they work really well. Practical enrichment is the basic idea of Agile marketing. This study aims to understand how agile can be adopted as a marketing strategy in the higher education industry, especially in Vocational Colleges. This is because the vocational higher education industry is rapidly becoming a very competitive business..

METHODS

The method used in this study is a qualitative descriptive method, the data to be analyzed is non-quantitative in nature, consisting of text such as interview transcripts, field notes, documents, photos, video recordings, and Internet sites (Miles et al., 2014). The focus of this research is the Makassar Tourism State Polytechnic, which according to the data collected at the beginning had the most enthusiasts and felt the greatest impact from the disruption. So that this is considered to be a representative place to be used as a research location. Primary data sources are data obtained by researchers directly from the research location through observation and interviews. In this research, interviews were conducted with parties who understand the concept of marketing at these higher education institutions. Data collection techniques were carried out through direct interviews with informants. Secondary data sources are data obtained by researchers indirectly, both obtained from research locations and outside research locations in the form of documentation and information desks. Secondary data sources were obtained from previous research studies and other relevant literature, as well as journal/internet searches.

RESULTS AND DISCUSSION

Most vocational tertiary institutions are faced with big challenges, namely triple disruption or three disturbances, namely technological disruption where the world of education is required to keep abreast of these technological developments, so that every educator is required to be able to master technology from those who previously used classical learning methods to shift towards computerization, plus with the emergence of the millennial generation which is marked by changes in behavior where this generation is very familiar with technology so that what they do cannot be separated from technology, even in learning they prefer digital, so that the world of education is required to be able to keep up with these developments if you do not want to be left behind.

Competition between vocational tertiary institutions forces them to continuously improve strategic approaches in improving the quality of new student input. Vocational Higher

Education must focus on the desired market segmentation. A successful promotion plan with reference to the promotion mix is the foundation of a successful company or organization's communication. Marketing capabilities are an important source of a company's competitive advantage, especially in today's volatile market. Marketing capabilities represent the way companies gather and leverage market knowledge to rapidly transform their business according to market-driven changes (Barrales-Molina, 2014; Bruni & Verona, 2009; Orlandi, 2016; Xu, 2018).

Agile marketing can be a strategic solution for vocational tertiary institutions to be able to rise from the current storm of disruption, according to (Kroger & Marx, 2020), Agile marketing can be used as a method for dealing with extreme (radical) changes that require universities to adapt more quickly and be more flexible in managing universities and can be done spontaneously. Agile marketing refers to how quickly the university learns the market situation and then implements marketing decisions to react to the market (Kalaignanam, 2021). There are four indicators that can be used as a reference in seeing the ability of Agile marketing to become a strategy for marketing solutions in Vocational Education.

From the results of interviews with informants, the Tourism Polytechnic tries to meet changing customer needs, so that they better understand the differences between vocation and non-vocational planning through flexible planning, rather than rigid planning, by investing resources, simplifying work processes but not radically, but optimizing in form an effective strategy. Prioritizing adaptability will help polytechnics to be chosen by prospective students from various locations and provide a new understanding of the differences between vocational education and conventional education. Emphasizing adaptability will help polytechnics to develop accessible products or services that adapt flexibly to various contexts.

Since the beginning, the Makassar Tourism Polytechnic has tried to realize this opportunity by making different breakthroughs at each of these institutions. Opening up the flexibility of marketing programs so they can be truly adaptive. The difficulties that generally occur are from organizations that do not like too much change but that can increase the risk of flexibility and make it difficult for the company to update its strategy. This is where the difference is seen in the Agile marketing concept, by combining and uniting the ability to adapt quickly and organizational agility to adjust to the magnitude of customer needs.

From the results of several interviews formed by the Tourism Polytechnic consisting of several teams, however, there was a special team that was formed to accelerate and have special responsibilities in its marketing strategy. The team collaborates with other employees and works together to optimize the potential possessed by universities, especially in marketing study programs at the Polytechnic. In addition, the work team is also facilitated by reliable information technology so that it can produce optimal team collaboration.

Furthermore, from the results of interviews, the context of continuous innovation has been widely stated that one of the causes of continuous and rapid innovation is related to information technology which must be continuously detected in the changing industrial environment itself and responds very quickly to innovative solutions. Universities adopting the latest technology to find out market trends, customer behavior, and competition is very important to provide optimized services and innovative behavior of universities towards customer needs. In addition, planning for the short or medium term is very important to achieve

a larger target customer in adjusting the task to know the customer's response to the strategy used, quickly improve the most relevant strategic areas for customers, and quickly update marketing plans.

The tourism polytechnic consistently creates value for customers and makes it a top priority. By leveraging social media technology, they foresee and proactively respond to customer needs, apply technology to implement new features that meet and exceed customer expectations, and to adapt by correcting those that don't work. Futures analysis of the Instagram page dedicated to promoting the Tourism Polytechnic. Putting a blue tick on their Instagram page so that the capabilities of the institution can be seen. These strategies are critical to success for technology-oriented companies that use digital tools to meet broad customer expectations.

DISCUSSION

Adaptability to changing conditions

In particular, the tourism polytechnic continues to try to adapt to customer expectations, which in this case are called prospective students who are different. In addition, the Polytechnic can adjust the form of its marketing campaign according to the service products sold at the Polytechnic which aim to convince their prospective customers and turn them into customers. When linked in the context of digital and international marketing, an agile approach makes it easier for companies to adapt marketing strategies and plans in response to changes in the marketplace. However, it also implies more effective use of resources and capabilities to be adaptive and flexible to meet product demands in different countries. This key combination brings together organizational adaptability and agility in responding to customer expectations. This underlines the company's commitment to be flexible and adapt quickly to various customer needs and expectations. Flexibility and adaptability in a modern environment will have an impact on changing contexts and changing priorities which then creates a competitive advantage for the company. Adaptability to changing conditions for service companies, in this case Universities in the form of Polytechnics, gives us an illustration that implementing Agile marketing does not mean that resources have no direction. Agile resources always require a vision and results to be achieved. But plans that are too fixed and linear limit the learning and adaptability that resources can apply throughout the process. It is essential to give agile marketing teams the flexibility they need to use continuous feedback to iterate and optimize, while still being accountable for the overall outcome or objective.

Collaborative and Integrated working environment

Basically, a flexible organizational structure allows cross-functional collaboration to enable Agile marketing to occur at the organizational level. On the other hand, the marketing department is better prepared to detect trends that occur in prospective college customers. From some of the information above, the team formed by the Tourism Polytechnic consisted of several teams, but there was a special team that was formed to accelerate and have special responsibilities in its marketing strategy. The team collaborates with other employees and works together to optimize the potential possessed by universities, especially in marketing study programs at the Polytechnic. In addition, the work team is also facilitated by reliable information technology so that it can produce optimal team collaboration.

The key aspect of success in the digital and global context is related to collaboration, both internally and externally (Badu & Djafri, 2017) said that organizational culture is a decision owned by its members that can be used as a differentiator between one organization and another. According to (Sarder, 2016) To build a good organizational culture besides the right leaders, the right people, and the right resources, the right behavior is also needed. In this context the intended behavior is organizational behavior in which there is good collaboration, innovation, experimentation, risk taking, and information sharing within the organization. In accordance with Russel Sarder's opinion, it is known that a culture of collaboration is included as part of organizational culture. According to (Glavas et al., 2006) a culture of collaboration is a shared belief system that deeply values and fosters the practice of working collectively to enhance organizational performance, learning, and adaptability.

Continual and Fast Pace of innovation

In this section it is seen that the sustainable effort of the state polytechnic of tourism to adopt the latest technology to know market trends, customer behavior and competition is very important to provide optimized service and innovative behavior of the college towards customer needs. In addition, planning for the short or medium term is very important to achieve a larger target customer in adjusting the task to know the customer's response to the strategy used, quickly improve the most relevant strategic areas for customers, and quickly update marketing plans.

Ability to consistently and quickly innovate, improve and update marketing plans. Designing a sustainable strategy by increasing the adoption of the latest technology into today's marketing plans has become very important, especially to investigate market trends, consumer behavior dynamics, and competitive levels of competition that offer optimal services and innovative responses to customer needs in various countries. Exercising focus to maintain the pace of innovation also allows greater efficiency to be built by focusing on customer benefits. It's just that it doesn't necessarily emphasize customer satisfaction, but satisfaction here in the long run. Taking advantage of marketers' opportunities through agile marketing can be achieved by placing customers at the center of value creation and the way teams work through the use of digital technology and innovative responses to decision making.

Forecasting and monitoring of market needs

The tourism polytechnic consistently creates value for customers and makes it a top priority. By leveraging social media technology, they foresee and proactively respond to customer needs, apply technology to implement new features that meet and exceed customer expectations, and to adapt by correcting those that don't work. Futures analysis of the Instagram page dedicated to promoting the Tourism Polytechnic. Putting a blue tick on their Instagram page so that the capabilities of the institution can be seen. These strategies are critical to success for technology-oriented companies that use digital tools to meet broad customer expectations.

Several previous studies have described the use of information technology to facilitate the collection of customer information (DeGroote & Marx, 2013; Gligor et al., 2013; Kitchens et al., 2018), Agile marketing implies a greater ability to predict needs in the market and adapt products and services to meet those needs. In the marketing context, agile is defined as a

company's ability to be responsive to customers at large, quickly detecting and addressing their needs and requirements (Gomes et al., 2020; Hagen, 2019). The Forecasting and monitoring of market needs variable shows that by instilling agility in marketing activities, organizations are not only able to identify and satisfy customer needs, they are also able to respond to customer needs and expectations in the right way. dynamic, timely and effective. This is possible because agile organizations continuously adopt the latest technology and tools to meet various customer needs in a timely manner. The Tourism Polytechnic revealed the importance of customer-oriented responses and also triggered by IT, in this case IT, which is supported by the use of social media.

Agile marketing adaptability

Agile marketing must be carried out in a series of continuous work programs rather than just a series of activities in the short term. Therefore, agile marketing is a new operating model that is redefining the process, structure and mindset around how marketing teams work and how marketing is run. It establishes a model for how organizations embody marketing strategies and deliver work in a way that inculcates continuous learning and improvement. The result of implementing Agile marketing should be a more adaptive and responsive strategy delivery, a more customer-focused way of working and more effective marketing. in this study at both loci it was found that Agile marketing is a new operating model that redefines process, structure, and the mindset around how the marketing team works and how marketing is run. Agile marketing at the State Polytechnic of Malang and Makassar Tourism Polytechnic establishes a model for how organizations embody marketing strategies and deliver work in a way that inculcates continuous learning and improvement. The result of implementing Agile marketing should be a more adaptive and responsive strategy delivery, a more customer-focused way of working and more effective marketing.

In Agile marketing, continuous identification results in marketing enabling teams to understand how context evolves through a process. Situational awareness is not a one-time task that occurs at the start of a promotion or a regular exercise to inform strategy review. Teams need to focus on how significantly the context (such as customer actions and responses or competitive activity, for example) changes and how execution and strategy need to adapt in response. The environment moves too fast for teams to rely on outdated information or assumptions. Quick feedback loops identify metrics that can be tracked to allow teams to understand the current context and how this can inform greater adaptability.

CONCLUSION

Based on the research results, it can be concluded that Adaptability to changing conditions in service companies, in this case Universities in the form of Polytechnics, gives us an illustration that in implementing Agile Marketing does not mean that resources have no direction. Agile resources always require a vision and results to be achieved. The Collaborative and Integrated Working Environment in this study produces a flexible organizational structure that allows cross-functional collaboration to enable Agile Marketing to occur at the organizational level. Cross-functional team collaboration becomes separate parts of Agile Marketing depending on the task at hand. Continual and fas Pace Innovation demonstrates continuous efforts to adopt the latest technology to know market trends, customer behavior and

competition is very important to provide optimized service and innovative behavior of colleges to customer needs. Forecasting and monitoring of market needs shows that by instilling agility in marketing activities, organizations are not only able to identify and satisfy customer needs, they are also able to respond to customer needs and expectations in the right way. dynamic, timely and effective. So that overall at both loci it was found that Agile Marketing is a new operating model that is redefining the process, structure and mindset around how marketing teams work and how marketing is run.

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