

ANDALAS UNIVERSITY BRANDING STRATEGY: INSTITUTIONAL HISTORY IDENTIFICATION IN BUILDING IDENTITY AS AN ENTREPRENEURIAL CAMPUS

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ABSTRACT

Universitas Andalas (Unand) as one of the oldest universities in Indonesia has a long history in shaping institutional identity rooted in local values and national spirit. In the context of the changing landscape of higher education that is increasingly competitive and innovation oriented, Unand has renewed its identity as a form of adjustment to the demands of the times. This research aims to examine the dynamics of Unand's institutional identity renewal by tracing its relationship to institutional history, managerial strategies, and the entrepreneurial spirit carried in its new narrative. A descriptive qualitative approach was used to identity of Andalas University from the history and local wisdom of Minangkabau so as to obtain strong branding. The results of the study show that this process not only reflects efforts to strengthen institutional branding, but also becomes part of strategic management in building a responsive, innovative, and globally competitive university. This image refresh underlines Unand's new orientation that is not separated from its history, but based on the entrepreneurial spirit as the foundation of future institutional development.

1. INTRODUCTION

In the dynamics of globalization and rapid technological advancement, higher education faces increasingly complex challenges. Universities are no longer sufficient to merely serve as centers of education and research, but are also required to become agents of social and economic change. Suherman (2023) mentions that one strategic approach widely adopted by global educational institutions is the transformation toward an entrepreneurial university—a university that not only produces intelligent graduates but also creates innovative, adaptive entrepreneurs with global competitiveness.

In this context, Yusuf and Ramadhani (2022) state that brand management plays an important role as a strategic instrument to direct and communicate the identity, values, and excellence of institutions. A strong brand will be able to comprehensively portray the university's mission and values, as well as serve as a differentiation that distinguishes the institution from other universities.

Andalas University (Unand), as one of the oldest and most prestigious universities in Indonesia, has demonstrated various important achievements in education, research, and community service. However, Andalas University needs to strengthen its role by establishing an entrepreneurial ecosystem that

encourages creativity and innovation within the campus environment. This transformation must begin with strengthening the university's brand management, which not only highlights academic aspects alone but also presents Unand as a progressive, solution-oriented institution ready to contribute to the nation's economic development.

Branding as an "Entrepreneurial Campus" becomes an important step that represents Andalas University's new direction to become a center for producing resilient innovators and young entrepreneurs. The entrepreneurial campus concept is not merely about creating business training programs or opening startup incubators. Furthermore, this concept emphasizes the importance of forming a comprehensive entrepreneurial culture within the campus environment, ranging from practice-based curriculum, faculty involvement in industrial projects, to creating policies that support innovation development.

In this regard, branding plays a role as a unifying strategic direction that conveys the message to the public that Andalas University is a campus that nurtures entrepreneurial spirit, provides support for young innovators, and makes real contributions to knowledge-based economic development. The use of consistent communication strategies through social media, websites, and other digital channels becomes an important tool in expanding the reach and influence of this new image.

The strengthening of Andalas University's brand as an entrepreneurial campus is also aligned with various national policies such as the Independent Learning-Independent Campus (MBKM) program, which encourages students to be directly involved in the world of work, research, and community service (Putra & Hasanah, 2022). In this context, Unand's brand must be able to articulate its strategic advantages, such as the presence of the nation's best business incubator, extensive industry networks, and flagship programs based on entrepreneurship.

Moreover, the integration between local Minangkabau values rich in philosophy and culture with the spirit of global entrepreneurship will create a unique brand positioning that is grounded yet remains internationally relevant. This image needs to be strengthened through a branding approach that is not only symbolic but also substantive.

Therefore, branding Andalas University as an entrepreneurial campus is not merely a slogan or image campaign, but rather a long-term strategic effort to build competitive advantage and institutional sustainability. Through a planned and consistent branding process, Andalas University can strengthen its position as a higher education institution that not only educates students to become excellent academic graduates but also serves as a pioneer in creating a young generation that is economically independent, innovative in thinking, and courageous in taking risks to create change.

Based on this foundation, this research will further discuss how Unand's branding as an entrepreneurial campus is formed, implemented, and evaluated to ensure its effectiveness and sustainability in facing future challenges.

The research problem formulation identifies the important components of Andalas University's branding that represent entrepreneurial values, while examining various challenges that will be faced as well as opportunities that can be utilized in the process of maintaining and developing Andalas University's brand identity sustainably. This research aims to solve several key problems: first, exploring in-depth the perceptions of internal campus stakeholders, such as students and faculty, regarding the importance of Andalas University changing its branding to become an entrepreneurial campus; second, elaborating the branding strategies of Andalas University in the process of forming an image as a campus that supports entrepreneurship; third, identifying the important components of Andalas University's branding that represent entrepreneurial values; and fourth, examining various challenges that will be faced as well as opportunities that can be utilized in the process of maintaining and developing Andalas

University's brand identity sustainably. Through this comprehensive approach, the research seeks to provide a holistic understanding of how effective branding transformation can position Andalas University as a leading entrepreneurial institution while preserving its academic excellence and cultural heritage, ultimately contributing to the broader discourse on higher education branding strategies in the Indonesian context.

2. METHOD

This research employs a comprehensive analytical approach utilizing both SWOT (Strengths, Weaknesses, Opportunities, Threats) and SOAR (Strengths, Opportunities, Aspirations, Results) analytical frameworks to examine Andalas University's branding strategy transformation toward an entrepreneurial campus identity. The SWOT analysis, first introduced at Stanford in the 1970s, serves as a strategic planning model that systematically evaluates four critical aspects of the university's current position. According to Rangkuti (2006) in Wiswasta, et al. (2018), SWOT analysis provides a systematic identification of various factors to formulate organizational strategy based on logic that maximizes strengths and opportunities while simultaneously minimizing weaknesses and threats. This methodology examines how the university's inherent strengths can capitalize on available opportunities, addresses weaknesses that may prevent leveraging opportunities, determines how strengths can counter existing threats, and identifies ways to overcome weaknesses that could materialize threats or create new ones. The analysis focuses on identifying the university's unique characteristics and comparative advantages that differentiate it from other institutions, examining brand positioning effectiveness, and assessing stakeholder satisfaction levels.

The research further incorporates SOAR analysis as developed by Stavros, Cooperrider, and Kelly in 2009, which offers an alternative approach rooted in Appreciative Inquiry principles. Unlike SWOT's problem-focused orientation, SOAR analysis emphasizes expanding strengths and opportunities rather than dwelling on deficiencies, weaknesses, and threats. This dual analytical framework approach allows for a more comprehensive understanding of Andalas University's institutional history and its potential for entrepreneurial transformation. The SOAR methodology specifically examines the university's greatest capabilities including both tangible and intangible assets that support business sustainability, identifies opportunities that provide advantageous benefits when recognized quickly and accurately, explores aspirations that reflect long-term goals and dreams motivating the institution toward desired directions, and evaluates results or targets to be achieved in planning processes. By combining these analytical tools, the research aims to construct a robust branding strategy that honors Andalas University's historical legacy while positioning it as a forward-thinking entrepreneurial institution capable of producing innovative graduates and contributing significantly to Indonesia's knowledge-based economic development.

3. RESULTS AND DISCUSSION

Public Relations at Andalas University

The presence of Andalas University (Unand) as a higher education institution born from the noble aspirations of West Sumatra society since the early 20th century signifies the importance of communication in building public support. Although not yet using the term Public Relations, the dialogue process between community leaders and local communities at that time reflected the basic principles of PR according to Coulsin and Thomas (2002), namely planned efforts to build mutual understanding between organizations and their communities. During the Dutch colonial period, efforts to establish higher education required not only material capital but also the strength of public opinion formed through persuasive communication.

After independence, this aspiration found its form when on September 13, 1956, Andalas University was inaugurated by Drs. Mohammad Hatta. During this period, PR began to take shape through symbolic

and ceremonial activities, such as the selection of the name "Andalas" which represented regional identity within the framework of nationalism. According to IPPRA's view, PR is a management function to foster public understanding and support by assessing opinions and connecting them with institutional policies. Unand played this role by introducing the university to society as a symbol of national progress and intelligence.

However, the early period was not free from challenges. During the PRRI era (1958-1961), Unand's PR faced a crisis situation. Unand campuses became targets of military conflict, and institutional communication was practically paralyzed. In the context of PR theory, this was a crisis phase that tested the institution's ability to maintain image and public trust. According to Cutlip (2000), PR functions as a guardian of good relations and advisor to management in sensitive conditions. Although not formal, these functions were carried out by maintaining emotional relationships between the academic community and society that continued to support the campus's existence.

Entering the 1960s to 1980s, Unand's PR began to form more structurally. Along with post-PRRI recovery and campus relocation to Padang, institutional communication developed through the dissemination of academic information, inauguration of new faculties, and infrastructure development. The PR function during this period aligned with the five functions proposed by Cutlip: press relations, corporate communication, publications, lobbying, and advisory services. Relations with local media such as *Harian Singgalang*, as well as documentation of academic activities became important tools in forming positive perceptions in society.

The role of PR became more complex when the construction of the integrated campus in Limau Manis began in 1986. This development was not only physical but also strategic communication to unite institutional identity. PR played a role in conveying the development process, explaining long-term plans, and conveying government expectations as expressed by President Soeharto in his inauguration speech in 1995. This process reflected the PR stages according to Cutlip and Center (2006): fact finding, planning, communication, and evaluation, all of which were used to form positive public opinion.

In the era of reform and digitalization, UNAND's PR underwent major transformation. With the establishment of official Public Relations units and PPID, PR not only became an information provider but also an opinion manager and issue controller. This function reflects Davis's (2003) opinion that the main purpose of PR is to influence public behavior and opinion through intense and continuous dialogue. Social media, web pages, and student involvement in content production became new tools in strengthening UNAND's image as a leading national campus.

UNAND's PR activities also include institutional branding management. With slogans like "Unand Unggul dan Bermartabat" (Unand Superior and Dignified), PR works to form an identity that aligns with academic vision and the needs of the times. Visual communication, reputation campaigns, and alumni involvement in spreading campus values reflect the image communication model as explained by Soemirat and Ardianto (2004), where communication influences how individuals organize their image of the environment. This image is formed from accumulation of experiences, information, and interactions strategically managed by PR.

With the increasing number of new faculties and off-campus locations since 2009, Unand's PR now serves as an institutional integrator and manager of inter-regional public relations. This challenge demands PR's ability to adapt messages, adjust media, and maintain consistency of institutional values. In other words, the role of Andalas University's PR continues to evolve along with institutional history, transforming into an essential managerial and strategic function in building reputation, trust, and university sustainability in national and global contexts.

Public Relations (PR) is a series of communication activities designed to build and maintain positive relationships between institutions and various stakeholders, not merely delivering information but also managing image and fostering public trust. At Andalas University (Unand), PR functions have actually been running since the establishment of the predecessor higher education institution in 1951. When the Balai Perguruan Tinggi Hukum Pancasila (BPTHHP) began operating on August 17, 1951, the PR team worked with regional government to convey the vision "Untuk Kedjajaan Bangsa" (For National Glory) and explain the urgency of establishing higher education institutions in West Sumatra (Arofi, 2020).

When Unand was officially opened by Vice President Drs. Mohammad Hatta on September 13, 1956, campus PR ensured the inauguration news spread widely through local and national media, so that society understood that this was the first state university outside Java Island born from the spirit of independence. The name "Andalas" itself was chosen by Bung Hatta to affirm West Sumatra's regional roots within the framework of Indonesian nationalism, and later became the main foundation for the message "Untuk Kedjajaan Bangsa" in Unand's promotional materials.

During the PRRI period (1958-1961), UNAND's operational continuity was disrupted due to conflict. After the incident subsided, UNAND's PR took an important role in restoring public trust: announcing the relocation of the Faculty of Medicine, Faculty of Agriculture, and Faculty of Teacher Training and Education (FKIP) to Padang, as well as the establishment of the Faculty of Animal Husbandry on October 9, 1963, which became the first veterinary faculty in Indonesia. Open communication with alumni, regional government, and mass media in crisis management was aligned with effective PR principles in calming public concerns (Wilcox et al., 2015).

Entering the digital era after 2010, UNAND's Bureau of Public Relations and Protocol became increasingly active in utilizing official websites and social media accounts (Facebook, Instagram, Twitter, YouTube) to broadcast research achievements, academic accomplishments, and student activities. Every published content always displays logos, color combinations, and the slogan "Untuk Kedjajaan Bangsa" to keep visual image and nationalist narrative strong (Wahyudin, Lubis, & Anisa, 2022). This strategy adopts recommendations from Grunig & Hunt (2018) that modern PR must be responsive, interactive, and utilize digital channels to build closer relationships with the public.

Government Public Relations and Its Role for Andalas University

Government Public Relations (GPR) is a branch of PR that specifically handles communication between government institutions and society, aiming to socialize policies, explain program objectives, and strengthen public institution reputation. In UNAND's context, GPR has been involved since the early formation process of institutions that would later merge into an official university.

On August 17, 1951, West Sumatra Regional Government GPR coordinated the dissemination of information regarding the establishment of BPTHHP in Padang and Perguruan Tinggi Pendidikan Guru (PTPG) in Batu Sangkar (October 23, 1954). This step was important to gain community support, funding, and political legitimacy. GPR communication to traditional leaders, religious scholars, and community leaders helped explain the urgency of establishing higher education institutions post-proclamation (Arofi, 2020).

When UNAND was inaugurated on September 13, 1956, GPR from the Ministry of Education and Culture collaborated with provincial government to convey this inauguration to national mass media. GPR prepared press releases, historical documents, and activity documentation so that the public understood that UNAND's birth marked the expansion of higher education access outside Java Island.

During the PRRI period (1958-1961), central and regional government GPR also played a role in UNAND's image recovery. After the conflict ended, GPR helped disseminate information about the reopening of the Faculty of Medicine, Agriculture, and FKIP in Padang, as well as the addition of the Faculty of Animal Husbandry (October 9, 1963). By conducting press conferences and dialogue forums with community leaders, GPR successfully showed that UNAND regained government support for development, despite being temporarily hindered by conflict.

When UNAND obtained Public Service Agency (BLU) status in 2009, GPR from the Ministry of Research, Technology, and Higher Education (now Kemdikbudristek) socialized BLU benefits to the academic community and public. GPR created presentation materials, press releases, and discussion forums with students and staff to explain financial management flexibility and campus operational autonomy. This educational approach helped the public understand that BLU status gave UNAND opportunities to improve academic service quality and research.

Thus, GPR has always been present at every milestone in UNAND's history: from predecessor institution initiation, university inauguration, post-proclamation recovery to transformation into BLU. Close collaboration between GPR and campus PR ensures UNAND's reputation continues to be maintained and supports continuous branding efforts.

According to Dimock and Koenig's view, the main task of GPR in government institutions, including Unand, is to provide public education about public services, instill trust so that society actively participates in development, and maintain honesty and integrity of university apparatus. In implementation, Unand's GPR routinely conveys information related to new student admissions, faculty development, opening of new study programs, to research achievements and innovations produced by lecturers and students.

Andalas University Branding

According to Amalia E. Maulana (2007), branding is a collection of communication activities carried out by companies in the process of building and growing brands. Branding is not only about winning the hearts of target markets to choose that brand, but more importantly, how customers can see the brand as the only best one capable of providing solutions to their needs. In the context of educational institutions like Andalas University (Unand), branding becomes very vital as an identity that distinguishes this university from other higher education institutions while serving as a promise held firmly in educating the nation's future generations.

Branding is the process of designing and implementing identity including names, logos, visual elements, and narratives to differentiate institutions and build long-term emotional bonds with audiences. At UNAND, branding is designed not only based on aesthetics but combined with long historical stories and nationalist values.

Unand's emblem is a visual representation of university branding that is rich in meaning and philosophy. This emblem is square-shaped in golden yellow color symbolizing the grandeur of Indonesian national aspirations. Inside it contains several important elements, namely:

1. White light rays numbering 17 (seventeen), symbolizing Indonesia's independence date, August 17, 1945. This element emphasizes that UNAND stands on the foundation of independence spirit that continues to illuminate the journey of education and national progress.
2. A lush banyan tree in dark green color, as a symbol of strength and protection. This banyan tree reflects the philosophy of scholarly life that is knowledgeable, learned, and has integrity. UNAND positions itself as a container for guiding society and scholarly individuals who are solid and capable of providing protection and guidance in developing science for national progress.
3. A candle with red flame burning on top of a golden yellow vessel is also an important part of UNAND's emblem. This candle symbolizes human aspirations that struggle tirelessly for the development of science and knowledge. The burning red flame shows the spirit of struggle and dedication that never dies, in accordance with Indonesian social-cultural norms and national personality. This becomes a symbol that UNAND always strives to light the fire of learning and working spirit in every member of its academic community.
4. The text "UNIVERSITAS ANDALAS" located at the top of the emblem in Arial bold font reinforces the university's identity as a higher education institution with strong reputation and commitment.
5. The phrase "UNTUK KEDJAJAAN BANGSA" (FOR NATIONAL GLORY) written on a clean white ribbon among flower decorations emphasizes UNAND's noble purpose, which is to

contribute to the overall glory of the Indonesian nation. This phrase becomes a promise and commitment attached to every university activity.

6. Text and sentences in the emblem use Arial Bold font type.

The colors used in UNAND's emblem also have deep symbolic meanings. Golden yellow color on the emblem frame symbolizes the grandeur of national aspirations and Indonesian norms. Dark green color on the banyan tree shows maturity in leadership and strength as a place to stand. Red color on the candle flame symbolizes the blazing spirit of struggle, while white color on light rays and ribbon symbolizes sincerity in carrying out the university's noble aspirations.

All these visual elements are arranged in "Andalas University Brand Guidelines" which must be followed by all faculties, units, and event committees. These guidelines ensure uniformity of appearance and professionalism in every promotional material, both print and digital.

The slogan "Untuk Kedjajaan Bangsa" has been embedded since UNAND's inauguration in 1956, when Bung Hatta emphasized that this campus was not only for education but also to lead national glory. This nationalist value continues to be maintained in promotional materials to this day. In subsequent decades, UNAND's branding also highlighted post-PRRI proclamation resilience, namely the success in reopening faculties in Padang and establishing the Faculty of Animal Husbandry (1963) by conveying that UNAND is an institution that is resilient and innovative.

Following technological developments, since 2010 UNAND has increasingly intensively utilized social media and digital platforms to promote branding. Every news on the official website, Instagram posts, or YouTube videos always displays logos, yellow-green-red-white color palette, and tagline "Untuk Kedjajaan Bangsa" as main identity elements. This approach aligns with findings by Wahyudin, Lubis, & Anisa (2022) showing that promotion through social media effectively strengthens academic institution image, including libraries and UNAND campus.

As the oldest university outside Java Island, UNAND utilizes "heritage branding," which raises historical roots from 1948 (six academies in Bukittinggi) to becoming an official university in 1956. According to Kotler & Keller (2016) suggesting educational institutions highlight their history for differentiation; UNAND applies this by including timelines on official websites, brochures, and official presentations. From predecessor institution formation, Bung Hatta's role, PRRI conflict period, to faculty additions reaching 15 faculties now, all are made into narratives to emphasize continuity and academic legitimacy.

The combination of PR, GPR, and branding produces a strong image: UNAND is not only the oldest university outside Java Island but also a resilient campus, rooted in West Sumatra local wisdom, and contributing significantly to national progress. Campus PR ensures every academic achievement and research is conveyed consistently, while government GPR supports legitimacy and budget. As a result, UNAND's branding remains solid to this day.

According to Dimock and Koenig (1960), the main task of GPR in government institutions, including Unand, is to provide public education about public services, instill trust so that society actively participates in development, and maintain honesty and integrity of university apparatus. In implementation, Unand's GPR routinely conveys information related to new student admissions, faculty development, opening of new study programs, to research achievements and innovations produced by lecturers and students.

Unand's GPR role became more prominent since the implementation of new Organization and Work Procedures (OTK) in 2012, which strengthened university institutional structure and clarified main tasks and functions of work units, including public communication fields. During this period, Unand's GPR actively played a role in securing university policies by providing extensive information services, reaching all layers of society, and accommodating and channeling public aspirations in every policy communication process.

Several important figures who played roles in developing Unand's GPR include the Head of Public Relations and Protocol of Andalas University who officially carried out GPR functions since the implementation of new OTK in 2012. Since then, this unit became the frontline in building positive university image, establishing strategic partnerships with media, and ensuring every Unand policy and

program was well conveyed to the public. Thus, Unand's GPR became not only a communication tool but also a driving force for community participation and support for Andalas University's progress.

In marketing communication perspective, Unand's branding is not only limited to visual attributes but also includes benefits, values, culture, personality, and user experiences attached to this university. Unand offers benefits of quality education and development of science with integrity. Noble values upheld, such as spirit of struggle and dedication, form strong academic culture and brand personality that is scholarly and highly dedicated.

As part of efforts to strengthen institutional identity and image in the digital era, Unand is currently running a rebranding process involving the entire academic community. One important step is organizing a branding and logo competition for the campus integrated information system with the theme "Digital Transformation For National Glory." This competition is open to students, lecturers, educational staff, and alumni, so that the entire campus community can actively participate in creating new digital identity that is modern, unique, and reflects Unand's spirit as a superior campus in Indonesia.

According to (Kotler, 2009) Branding is not only about directing audiences to become irrational buyers, but more about providing attractive and effective meaning to communicate benefits and values that can be provided by goods or services (Kotler, 2001). This rebranding not only focuses on visual changes but also includes cultural transformation and work systems that are more modern and integrated with digital technology.

Digitalization becomes one of the main pillars in Unand's strategic plan 2025. In Unand's Work Plan and Annual Budget (RKAT) 2025 document, digitalization becomes the main focus along with internationalization, research, and innovation. This approach is expected to increase engagement, loyalty, and strengthen UNAND's position in national and international competition, while making the university brand a symbol of pride and inspiration for the entire academic community and wider society.

Thus, Andalas University branding is a strategic process that combines visual symbols, deep philosophy, cultural values, and digital innovation as a promise to society and the nation. Unand's emblem rich in meaning and color becomes an identity that binds the loyalty of academic community and stakeholders, while strengthening the university's position as a superior educational institution capable of providing the best solutions for scientific development and Indonesia's progress in the future

SWOT Analysis of Andalas University Branding as an Entrepreneurial Campus

SWOT analysis is a strategic approach to assess an institution's position comprehensively, covering internal factors such as strengths and weaknesses, as well as external factors in the form of opportunities and threats. In the context of strengthening Andalas University's (Unand) image as an entrepreneurship-oriented campus, this analysis provides insights regarding readiness and various challenges that may be faced.

1. Strengths

- a. **Strong Academic Reputation:** Andalas University is recognized as one of Indonesia's leading universities with modern facilities and advanced laboratories.
- b. **Commitment to Entrepreneurship:** Since 2000, Unand has integrated entrepreneurship courses into the curriculum of all study programs and established the Technical Implementation Unit for Entrepreneurship and Business Incubation.
- c. **Innovative Initiatives:** The launch of programs such as Sumatra Innovation Hub and Unand Hub Application reflects concrete steps in supporting the entrepreneurship ecosystem.

Unand has the main advantage in the form of its reputation as one of the oldest and leading universities in Indonesia. This historical heritage becomes a strong foundation for developing a new identity as an entrepreneurial campus. Institutional commitment is also reflected through the presence of various entrepreneurship supporting facilities, such as business incubators, co-working spaces, training, and internship programs in the MSME and startup sectors. These facilities are not only technical activity supporters but also demonstrate Unand's seriousness in producing entrepreneurial generations.

Communication strategies implemented through social media, entrepreneurship events, and involvement of successful alumni as institutional faces also strengthen branding. Furthermore, the

integration of entrepreneurship values into curriculum and academic activities forms an innovative and visionary campus culture.

Additionally, Unand's brand as an entrepreneurial campus can be positioned as more than just visual identity or name. According to the concept proposed by Kotler and MarkPlus Institute (2009), brand strength lies in its ability to provide benefits, values, and even form personality and loyalty from its users. Therefore, strengthening Unand's brand must include emotional, cultural, and functional dimensions that represent entrepreneurship values to be instilled in students.

2. Weaknesses

- a. Infrastructure that Needs Improvement: There are several campus facilities that require renovation to support entrepreneurship activities more optimally.
- b. Branding that is Not Yet Optimal: Additional efforts are still needed to strengthen Unand's image as an entrepreneurial campus at the national level.
- c. Human Resources are Still Inadequate

Despite having various advantages, Unand still faces several internal challenges. One of them is potential resistance to institutional cultural change from some members of the academic community. The transition to becoming an entrepreneurial campus requires adjustments to systems, structures, and mindsets of all campus elements.

Moreover, although branding efforts have been carried out, public perception of Unand as an entrepreneurial campus is still limited, both nationally and internationally. Other weaknesses concern human resource competencies, especially lecturers and staff, who still need improvement in adopting and implementing entrepreneurial spirit. Without strengthening human resources, integration of entrepreneurship values into learning is difficult to achieve optimally.

3. Opportunities

- a. Government Support: Programs such as Entrepreneur Hub Goes to Campus reflect support from the Ministry of MSMEs in developing entrepreneurship in campus environments.
- b. Local Potential: West Sumatra has a high level of entrepreneurship, providing opportunities for Unand to serve as a center for MSME development based on local wisdom.

Outside the institution, there are great opportunities that Unand can utilize to strengthen its identity as an entrepreneurial campus. One of them is support from national policies through the Independent Learning-Independent Campus (MBKM) program that encourages students to be active in activities outside campus, including entrepreneurship.

The development of the digital era and increasing demand for innovative workforce also provides space for Unand to produce independent and creative graduates. Collaboration with industry, government, alumni, and international partners is also increasingly easy to establish and can be maximized to strengthen an integrated entrepreneurship ecosystem.

On the other hand, increasing public awareness of the importance of brands with strong values and personality also becomes a separate opportunity for Unand. By developing institutional brands that are not only symbolic but also meaningful and grounded, Unand can expand its student and alumni loyalty base while strengthening its competitive position in the higher education market.

4. Threats

- a. Competition with Other Universities: Other universities are also developing entrepreneurship programs, so Unand must have clear competitive advantages.
- b. Economic Uncertainty: Economic fluctuations can impact student and investor interest in entrepreneurship programs.

Unand must also face several external risks. Competition among universities in building images as innovative and entrepreneurship-based campuses is increasingly tight, making it important for Unand to have clear differentiation. Uncertainty in government regulations in higher education is also a challenge, as policy changes can affect program sustainability.

Additionally, national and global economic instability can impact the continuity of partnerships with the industrial world and availability of funds for campus entrepreneurship programs. Moreover,

with more higher education institutions realizing the importance of building brand equity, Unand will face pressure from competitors who are more aggressive in branding strategies. Inconsistent rebranding or merely cosmetic changes risk causing confusion and reducing public trust in the institution.

SOAR Analysis: Positive Approach for Sustainable Branding of Andalas University

Different from SWOT which highlights challenges and shortcomings, SOAR analysis (Strengths, Opportunities, Aspirations, Results) emphasizes more on potential and strengths that can be developed to achieve strategic vision. This approach is very suitable in the process of building transformative brands, such as in Unand's efforts to become an entrepreneurial campus.

SOAR analysis also has 4 analytical factors:

Strengths

Unand's identity as an established and achieving higher education institution becomes great capital in forming new positioning as an entrepreneurship-based campus. Additionally, the growing entrepreneurship ecosystem, such as the presence of incubators, training, and cooperation with industry players, shows Unand's readiness to go further in campus entrepreneurship development.

In this context, the six levels of brand identified by MarkPlus, namely attributes, benefits, values, culture, personality, and users can be used as guidance in formulating Unand's brand positioning. By making the brand a comprehensive representation of campus identity and culture, Unand has the potential to form strong emotional attachment with all its stakeholders.

Opportunities

Unand has opportunities to expand its influence through strategic partnerships with various stakeholders. Alumni who have succeeded in business can become mentors or investors for student start-ups. Unand's potential as a pioneer entrepreneurial campus in Sumatra and western Indonesia is also great, as not many institutions have developed this concept comprehensively.

Additionally, the integration of local Minangkabau philosophy rich in values with global entrepreneurship spirit can form a unique and internationally relevant position.

Aspirations

Unand aspires to produce graduates who are not only academically excellent but also independent, innovative, and capable of creating change through business and innovation. As an adaptive and solution-oriented campus, Unand wants to become an innovation center and driving force for social change based on entrepreneurship.

This branding is intended not merely as imaging but also as a concrete manifestation of the institution's long-term vision. This aspiration aligns with the concept that brand is an institution's strategic asset (Aaker, 2000), which not only supports short-term imaging but also sustainability of vision and institutional reputation in the long term. Brands that have value, personality, and connection with audiences will form long-term loyalty that strengthens Unand's position as an excellent institution.

Results

The concrete impact of this branding strategy is expected to be an increase in the number of students and alumni who become business actors or part of the start-up ecosystem. Branding is also aimed at attracting interest from prospective students, industry partners, and investors from within and outside the country.

In the long term, the formation of an innovative, collaborative campus environment connected with innovation centers, mentorship programs, and external support will be a measure of this transformation's success. Thus, Unand's identity as an entrepreneurial campus will make real contributions to economic development both locally and nationally.

In addition to concrete results in the form of increased student entrepreneurship, branding success can also be measured through brand equity evaluation such as public perception, user impressions, and recall of institutional messages. As emphasized by Anholt, successful rebranding processes not only change appearance but strengthen reputation and institutional position in the minds of the wider community.

4. CONCLUSIONS

The research demonstrates that Andalas University's transformation toward an entrepreneurial campus identity represents a strategic evolution that builds upon its historical foundation while addressing contemporary

higher education demands. Through comprehensive SWOT and SOAR analyses, the study reveals that Unand possesses significant strengths including its established academic reputation, commitment to entrepreneurship integration, and innovative initiatives such as the Sumatra Innovation Hub. The university's branding strategy successfully combines visual identity elements with deep philosophical values, particularly through the emblem's symbolism and the enduring motto "Untuk Kedjajaan Bangsa" (For National Glory). However, the analysis also identifies critical areas for improvement, including infrastructure development, human resource enhancement, and more strategic branding efforts to strengthen national recognition. The integration of local Minangkabau wisdom with global entrepreneurial spirit creates a unique positioning that differentiates Unand from other institutions while maintaining its cultural authenticity and academic excellence..

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