

School Marketing Management to Attract the Interest of New Students [Manajemen Pemasaran Sekolah untuk Menarik Minat Peserta Didik Baru]

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Abstract. *This study aims to describe school marketing management in attracting new students and analyze the supporting and inhibiting factors in school marketing. The research was conducted at SMP Muhammadiyah 1 Sidoarjo using a descriptive qualitative method. Data collection techniques using observation, interviews, and documentation. The data analysis technique uses the Miles and Huberman model by going through the stages: Collecting data - Reducing data - Presenting data - Drawing conclusions. The results of this study are: Marketing management implemented at SMP Muhammadiyah 1 Sidoarjo includes: Planning, Organizing, Executing, and Monitoring. The marketing strategy refers to the marketing mix comprising 7P (Product, Price, Place, Promotion, People, Physical Evidence, Process). Marketing supporting factors include Location, facilities, and specialization programs. Marketing inhibiting factors include the absence of a dedicated marketing team, competitors with the same facilities and guarantees, and costs.*

Keywords – school marketing management, new students

Abstrak. *Tujuan dari penelitian ini adalah untuk mendeskripsikan manajemen pemasaran sekolah dalam menarik minat peserta didik baru, dan menganalisis faktor pendukung dan penghambat dalam pemasaran sekolah. Penelitian dilakukan di SMP Muhammadiyah 1 Sidoarjo, dengan menggunakan metode kualitatif deskriptif. Teknik pengumpulan data menggunakan observasi, wawancara dan dokumentasi. Teknik analisis data menggunakan model Miles dan Huberman dengan melalui tahapan: Mengumpulkan data – Mereduksi data – Menyajikan Data – Menarik kesimpulan. Hasil dari penelitian ini adalah: Manajemen pemasaran yang dilaksanakan di SMP Muhammadiyah 1 Sidoarjo, meliputi: Perencanaan, Pengorganisasian, Pelaksanaan, dan Pengawasan. Strategi pemasaran yang dilakukan, mengacu kepada bauran pemasaran yang terdiri dari 7P (Product, Price, Place, Promotion, People, Physical Evidence, Process). Faktor pendukung pemasaran antara lain: Lokasi, Sarana, dan program peminatan. Faktor penghambat pemasaran antara lain: belum adanya tim pemasaran yang khusus, para pesaing dengan fasilitas dan jaminan yang sama, dan biaya..*

Kata Kunci – manajemen marketing sekolah, siswa baru

I. INTRODUCTION

The educational paradigm has shifted. Initially, education was seen as part of the social aspect. But now, education has been understood as a corporate. This means educational institutions are seen as a production unit, which produces services and is enjoyed by consumers, in this case, students and student guardians. If educational institutions cannot market their products, namely educational services, then the community will not be interested in these institutions. [1][2].

Emerging schools have unique characteristics, and private schools provide various services. There are also excellent schools with affordable fees. This condition will increase competition in the field of education. Schools must further develop their creativity in offering school characteristics and advantages so consumers can enjoy their services. Therefore, schools must provide high-quality, affordable services and have better facilities than other schools [3][4].

Schools must have good marketing management to win the competition and be in demand by the community. Marketing for a school is essential to do. There are four underlying factors. First, the school must convince the community that its existence still exists. The community must know that this school still exists, continues to provide services, and produces reasonable output. Second, schools must convince the community that the education services offered are appropriate and can answer their needs. Third, schools need to introduce the types and types of services they have so that they are known and understood by the wider community. Fourth, schools must maintain their existence so the community does not abandon them.[1][2]

There are two main objectives of educational marketing. First, provide a clear direction for all activities in the school. Second, create a product or service that is different from other schools. The stronger the value of service differences, the better the impact on the school. The main priority of school marketing is to provide satisfaction to customers, in this case, the parents of students. With good marketing, schools can give potential customers an overview

of their strengths and weaknesses. The facts show that people prefer schools that have differences and advantages compared to other schools. [5][6]

According to previous research, education marketing is needed to determine many students enroll in schools. An educational institution that successfully attracts new students usually has a good and creative marketing strategy, including social media, promotional programs, and publications through print and electronic media. Two marketing strategies can be done, namely direct and indirect marketing strategies. The direct strategy is carried out by distributing brochures and school calendars and through meetings with parents of students. While the indirect strategy is carried out through online media. [7][8][9]

According to the Sidoarjo Regency Central Bureau of Statistics, the number of junior high school level schools in 2019/2020 was 178. There were 46 public junior high schools and 132 private junior high schools. Meanwhile, in the Sidoarjo sub-district alone, there were 29 junior high schools, with details of 6 public junior high schools and 23 private junior high schools. This condition raises competition between educational institutions when accepting new students.[10]

SMP Muhammadiyah 1 Sidoarjo carries out the acceptance of new students every year. Since the implementation of the zoning system, followed by the outbreak of the Covid-19 pandemic, the acceptance of new students has decreased.[11]

2019/2020	2020/2021	2021/2022
1. SMP Progresif Bumi shalawat 1282	1. SMP Progresif Bumi shalawat 1428	1. SMP Progresif Bumi shalawat 1369
2. SMPN2 1063	2. SMPN4 1096	2. SMPN4 1162
3. SMPN4 1050	3. SMPN2 1051	3. SMPN2 1098
4. SMPN1 959	4. SMPN1 980	4. SMPN1 1000
5. SMPM1 915	5. SMPN3 909	5. SMPN3 942
	6. SMPM1 850	6. SMPN5 833
		7. SMPN6 820
		8. SMP PGRI 9 - 770
		9. SMPM1 724

Table 1. Number of Middle School Level Students in Sidoarjo District

In the other hand, SMP Muhammadiyah 1 Sidoarjo has many achievements—both the accomplishments of the school and the achievements of the students. In 2021, the school's actions included: achieving an Accreditation score of A, being selected as an Outstanding Muhammadiyah School at the junior high school level in East Java, and being selected as a Mobilizing School. While the number of achievements achieved by students includes: in 2019/2020, 37 district-level achievements, 28 provincial, 16 national, and three international. 2020/2021, 3 district-level achievements, eight provincial. 2022, 18 district-level achievements, 12 provinces, 38 nationwide.[12]

The achievements achieved by the school and students must be communicated to the public to be known and recognized. One way that schools can use to introduce their vision, mission, and achievements to the community is through marketing. To manage marketing activities, good management is needed. With good marketing management, it is hoped that it will attract new students.[13]

The gap between the marketing activities carried out and the existing facts are what makes the basis for research. Based on the background, previous research, and these problems, this study aims to describe school marketing management to attract new students and to analyze the presence of inhibiting and supporting factors in service marketing at SMP Muhammadiyah 1 Sidoarjo.

II. METHOD

This study uses qualitative research oriented to natural phenomena or symptoms. This research produces descriptive data from the people and actors observed in written or spoken words.[14] The study was conducted at SMP Muhammadiyah 1 Sidoarjo. The study is limited to the 2022-2023 Academic Year period because it is a transition period after the co-19 pandemic and towards the New Normal Era. Data collection techniques using observation, interviews, and documentation. The source of data from this research comes from primary data and secondary data. Preliminary data were obtained through interviews with school principals, deputy heads of student affairs, deputy heads of HR public relations, deputy heads of students affairs, and teachers. Meanwhile, secondary data was obtained through observation and collection of documentation related to the research focus. Statements were made by observing the situation and conditions of the research location. Following facilities and infrastructure, as well as implementing

school marketing activities. The data analysis technique uses the Miles and Huberman model by going through the stages: Collecting data - Reducing data - Presenting data - Drawing conclusions.

III. RESULTS AND DISCUSSION

A. Marketing Management

Management and marketing are two concepts that combine to form marketing management. To achieve the goals set, management coordinates all sources through a process that includes planning, organizing, directing, and controlling. Marketing is a social process that enables people and groups to freely create, offer and exchange goods of value with one another to satisfy their needs and wants. Thus, to meet organizational goals, marketing management requires evaluating, planning, executing, and supervising all operations (programs) to achieve profitable exchange rates with target customers. [15][16]

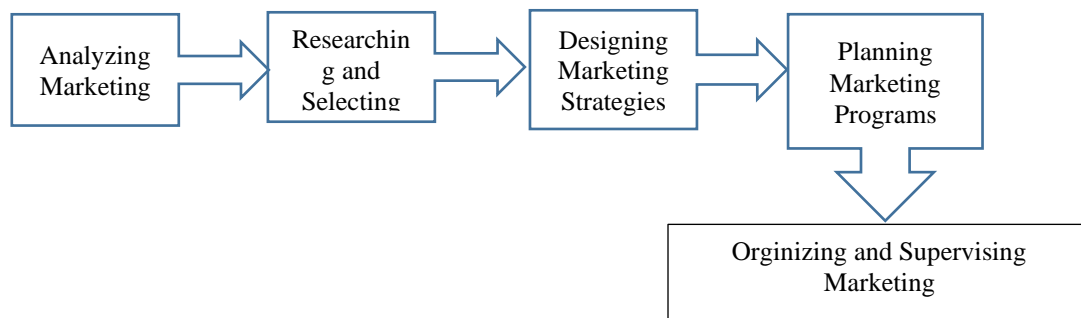


Image 1. Marketing Management Process

The following actions should be taken during the planning process of marketing activities: first, review the results of marketing activities. Second, identify marketing goals. Third, a marketing strategy will be formed by choosing goods or services, price, place, promotion, people, facilities/suggestions, and processes (7P).[17] Fourth, preparation of marketing program plans. Fifth, organize, implement, and supervise marketing activities.[16]

B. Marketing Management

Analysis

The planning process carried out by SMP Muhammadiyah 1 Sidoarjo in the early stages, namely, analyzing the results of last year's marketing activities, was carried out at the end of the school year meeting. This meeting is organized by the school leadership, which includes the principal, vice principal, and staff. This meeting discussed the results of the previous year's marketing, obstacles or problems, and solutions to improve marketing activities for the following year.

Analysis of the marketing activities of SMP Muhammadiyah 1 Sidoarjo is by the theory that in this analysis, an assessment is carried out regarding the development of sales results and the realization of activities carried out in the marketing field. This analysis should provide conclusions about the reasons for the increase or decrease in sales results and marketing in general.[16]

Determination of Marketing Strategy

The target market (target market) and school goals determine the marketing strategy. When setting a service marketing strategy, SMP Muhammadiyah 1 Sidoarjo has been directed to a marketing mix strategy known as 7P (Product, Price, Place, People, Physical Evidence, Promotion, Process). A marketing mix is a tool for marketers, consisting of several marketing program components, which must be considered to implement the defined marketing and positioning strategy successfully. The marketing mix is an essential component in the educational context. It can be combined in such a way as to produce competitive advantage plans and influence consumers in making decisions.[18][19]

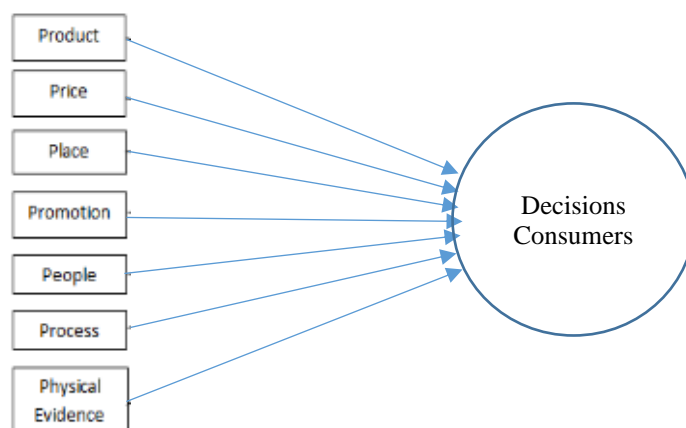


Image 2. 7P Marketing Mix [1]

a. Product

Customers determine the value of a product based on the benefits they will get from it.[17] The products provided by Muhammadiyah 1 Sidoarjo Middle School refer to the school's goals, namely: having a straight and obedient faith in worship, reading the Qur'an according to the law of tajwid, having Islamic morals, memorizing several selected hadiths and selected prayers, having the competence to continue to further education. , can communicate well, can think and act scientifically, have independence in learning, and have a reading culture with a global perspective. SMP Muhammadiyah 1 Sidoarjo has excellent services which are the main attraction, namely tahfidzul Quran, reading the Qur'an using the tilawati method, English camp, art performance, Munaqosah Tahfidz, and recitations; outbound, study tour, outdoor learning, literacy, and Islamic Leadership. To optimize products, schools must understand the needs and wants of students and parents and follow market trends. There are several ways this can be done: (1) Schools can improve the quality of graduates' products/competencies, (2) add variety/school objectives, and (3) adjust benefits to the needs of customers/students and parents of students.

b. Price

Price is the amount the customer must spend to buy an item. Pricing strategies also referred to as funding, are in the context of education.[20]

Excellent Class Program (Science, Entrepreneur)						
Jenis Kelamin	Biaya Pendidikan			Seragam	Jumlah	
	DPP	Kegiatan	SPP			
Putri	6.500.000	8.845.000	650.000	1.900.000	17.895.000	
Putra	6.500.000	8.845.000	650.000	1.565.000	17.560.000	
Internasional dan Boarding Class Program						
Jenis Kelamin	Biaya Pendidikan			Seragam	Jumlah	
	DPP	Kegiatan	SPP			
Putri	6.500.000	10.845.000	650.000	1.900.000	19.895.000	
Putra	6.500.000	10.845.000	650.000	1.565.000	19.560.000	
BIAYA BIDIK MISI 2023/2024						
Jenis Kelamin	Biaya Pendidikan				Seragam	Jumlah
	DPP	Kegiatan	SPP	Tabungan		
Putri		1.915.000		60.000	1.025.000	3.000.000
Putra		1.915.000		60.000	800.000	2.775.000

Image 3. PPDB Cost for 2022/2023

Image 3 shows that the entrance fee for SMP Muhammadiyah 1 Sidoarjo is relatively high compared to other nearby schools. However, SMP Muhammadiyah 1 Sidoarjo implements a particular strategy related to this cost. Prospective students can pay tuition fees in installments, especially activity fees and DPP, up to 4 installments. Another method, Muhammadiyah Middle School, frees up costs for students who need help to afford it. They can register through Bidik Misi. The quota provided for this aiming mission is 10%.

This is by the theory of price segmentation. The company will modify its base price for client, item, and location variations. In segmented pricing, a company offers a good or service at two or more price points, regardless of the cost difference. There are different types of segmented pricing. For one thing, other Clients will pay different prices for the same good or service under customer segment pricing.[21]

To optimize prices, schools must consider costs, desired benefits, and prices offered by competitors. There are several ways this can be done, including (1) Schools can offer competitive prices with good quality, (2)

providing discounts or promotions, and (3) providing added value to customers/students and parents of students.

c. Place

Location relates to where the service company should be headquartered and carry out its activities. In the context of educational services, the place is where the school is located [20] SMP Muhammadiyah 1 Sidoarjo is strategically located on the side of the road, not too far from the city.

To optimize the place or location, schools must consider the accessibility and convenience of customers to buy products / get services. This can be done in several ways, including (1) schools can choose a place in a more strategic location. For example, renting a home in the city center for classes, (2) opening online courses to facilitate students outside the city/district.

d. Promotion

Promotion is a type of marketing communication, namely marketing activities aimed at informing, influencing, or reminding the target market about the institution and its products so that they are willing to accept, buy and devote themselves to the goods provided by the firm.[17] In its planning, SMP Muhammadiyah 1 Sidoarjo carries out promotional activities through several media, namely print media in the form of brochures, newspapers, and banners/billboards, electronic media in the form of advertisements via radio, and digital media and the internet in the form of WhatsApp groups, websites, Youtube, Instagram, Tiktok and Facebook.

e. People

People are individuals involved in marketing activities.[20] SMP Muhammadiyah 1 Sidoarjo has adequate HR (Human Resources). Marketing activities are under the auspices of the Vice Principal for Public Relations. Staff and the School's IT team assist the Deputy for Public Relations. In the PPDB activities, Deputy Public Relations received additional new staff, namely the PPDB committee in the field of Publications.

To optimize this aspect, schools must ensure that human resources have good skills, knowledge, and attitudes in serving customers. Schools can provide HR training and development and create a positive school culture.

f. Physical Evidence

It is an environment where services are produced and consumers are directly involved. There are two kinds of physical evidence; the first is a decision. Second, additional information, which, if it stands alone, could be more influential.[20] Facilities owned by SMP Muhammadiyah 1 Sidoarjo for marketing services include websites, YouTube, Instagram, Whatsapp groups for parents, and other supporting facilities that help service activities at SMP Muhammadiyah 1 Sidoarjo.

Schools must ensure that the physical environment, building appearance, and customer experience match the desired positive image to optimize this aspect. Schools can improve building designs, update student and teacher uniforms, or provide better facilities for customers.

g. Process

Processes are steps or methods for transferring services from service providers to consumers.[20] In the service delivery process, SMP Muhammadiyah 1 Sidoarjo uses the Independent Curriculum from the Ministry of Education and Culture, combined with the typical curriculum owned by Persyarikatan Muhammadiyah, which includes al-Islam, Kemuhammadiyah, and Arabic.

To optimize the process, schools must ensure that each stage of the learning cycle goes well. Schools can improve the learning process to produce quality achievements and graduates so that customers/parents of students feel comfortable and satisfied.

Determination of Marketing Targets

The set marketing targets can be expressed in terms of sales volume (units) or sales value (rupiah), as well as in market share and profit. SMP Muhammadiyah 1 Sidoarjo sets a target of 250 student applicants because they have to adjust to the number of classes provided. SMP Muhammadiyah 1 Sidoarjo offers eight categories, and each lesson contains 25-28 students.

C. Organizing

The school principal is responsible for compiling or organizing a service marketing organization. Human resources are highly considered when selecting and allocating for the division of tasks, authority, and responsibility. Marketing activities are delegated to the Deputy Head of Public Relations and HR, assisted by staff. Based on the results of an interview with Nur Kholifah - Deputy Head of Public Relations and HR, on January 16, 2023, "My job is to create concepts and develop marketing or publication programs. Public Relations and HR staff, tasked with executing programs that have been made. The results of an interview with Achmad Bagus - Public Relations and HR Staff, on January 19, said, "My job is to classify marketing programs. Direct marketing – by visiting primary schools and

distributing flyers: handed over to the PPDB publication team. Indirect marketing – via internet and social media: assigned to IT Team.”

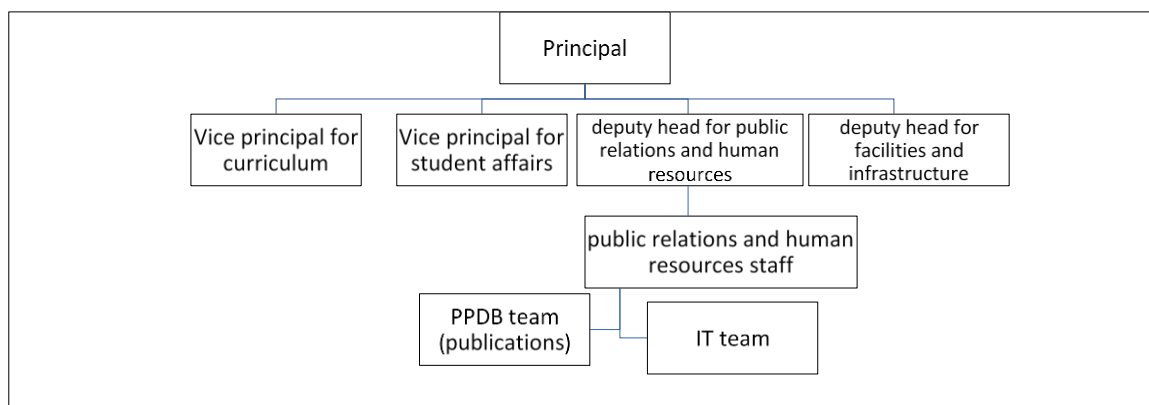


Image 4. Organizational Structure of SMP Muhammadiyah 1 Sidoarjo

D. Actuating

The form of marketing implementation carried out by SMP Muhammadiyah 1 Sidoarjo is through marketing, communication, and delivery of distribution channels. Schools use promotion as a marketing strategy to educate, persuade and remind people of their product. Promotion is one element of the marketing strategy that institutions must carefully implement when marketing goods and services. Promotional activities influence consumers to purchase goods and services according to their wants and needs and as a means of communication between institutions and consumers.[22]

No	Saluran Pemasaran	Deskripsi	Pelaksanaan
1	Advertisements in Newspapers	Promote the school through advertisements/activities placed in local newspapers	two times per semester
2	School Brochures	Distributing school brochures to prospective students and people in elementary schools	once every two months
3	School website, YouTube	Promote schools through a website that displays school profiles, school activities, and available facilities	Updates every week
4	Social Media (Facebook, WA, TikTok, Instagram)	Marketing the school through social media by posting photos and videos about school activities and providing information about the school	Updates every day
5	Social Activities	Promoting through social activities: Social service, recitation, Bidik Misi compensation	every semester

Table 2. Implementation of Promotional Activities

In advertising, SMP Muhammadiyah 1 Sidoarjo uses several media, including print media (brochures, newspapers, banners) and electronic media (TV, radio, internet, and social media). According to research, the use of social media has proven to impact increasing the acceptance of new students significantly.[23]

In marketing public relations, SMP Muhammadiyah 1 Sidoarjo does it with social activities, including opening a mission target, providing compensation to elementary, kindergarten, and Koran teachers, caring for disaster victims, or other social activities. While in direct marketing, this is done by distributing brochures to elementary schools through the PPDB committee.

E. Controlling

Marketing supervision is carried out by the Leadership (School Principal, Waka, and the PPDB Committee). Maintenance is carried out in 2 ways, direct and indirect. Direct supervision, carried out through leadership meetings (Principal and Waka) with the Head of PPDB. The school principal requests a report directly to the Chairperson of the PPDB Committee regarding the progress of accepting New Students. Meanwhile, indirect supervision is carried out through monitoring PPDB website data.

In line with the theory that supervision can be carried out either directly or indirectly. When activities are in progress, managers provide direct control. Due to the increasingly complex tasks of managers, direct control can take the following forms: (a) on-site inspection, (b) on-site observation, and (c) on-site reporting, which also requires immediate decision-making when necessary. Because direct control is not always possible, indirect control is often used. Remotely, indirect supervision is carried out using reports submitted by subordinates. This report can take the following format: (a) oral report, (b) written report.[24]

The results of an interview with Erna Herawati - Head of PPDB, on 23 February 2023, said, "Supervision is carried out through real-time monitoring of PPDB registration through the Website. This monitoring is carried out daily to monitor the number of registrants who have entered."

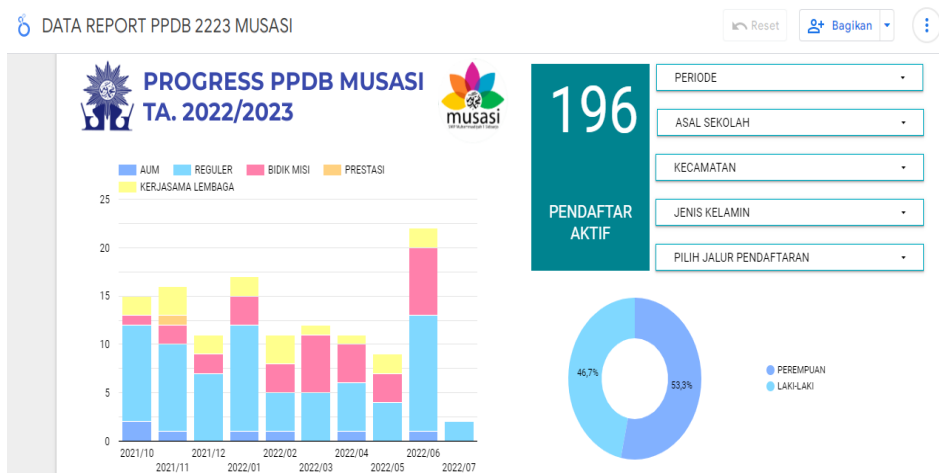


Image 5. Website for Monitoring New Student Registration

source: <https://lookerstudio.google.com/u/0/reporting/7401d57b-0344-4b8e-8e19-e1a6821301de/page/nvmcC>

F. Supporting and Inhibiting Factors of Marketing Management

To market a service, there will always be supporting and inhibiting factors—likewise, marketing services in SMP Muhammadiyah 1 Sidoarjo

Supporting Factors

The planning process carried out by SMP Muhammadiyah 1 Sidoarjo in the early stages, namely, analyzing the results of last year's marketing activities, was carried out at the end of the school year meeting. This meeting is organized by the school leadership, which includes the principal, vice principal, and staff. This meeting discussed the results of the previous year's marketing, obstacles or problems, and solutions to improve marketing activities for the following year.

a. Location

SMP Muhammadiyah 1 Sidoarjo is strategically located because it is just a short distance from the city center. This location is easy to reach by various types of transportation, both private and public.

b. Facility

In the form of learning support facilities, adequate facilities support SMP Muhammadiyah 1 Sidoarjo, such as Mosques, Sports Centers, Science Labs, Libraries, English Labs, Computer Labs, Internet Networks, and Learning Management Systems.

c. Specialization Program

SMP Muhammadiyah 1 Sidoarjo's specialization program facilitates students' talents and interests. There are four (4) specialization programs: (1) International Class, (2) Science Class, (3) Entrepreneur Class, and (4) Boarding Class.

Inhibiting Factors

The inhibiting factors experienced by SMP Muhammadiyah 1 Sidoarjo in service marketing include:

a. Marketing Team

There is no exceptional staff, so most of the service marketing activities are borne by the New Student Admission Committee (PPDB), teachers, and education staff, who already have their primary tasks. The success of service marketing can be seen in the performance of the New Student Admission Committee (PPDB).

b. Competitor

Schools that provide good service, with the same guarantee and quality, will undoubtedly be competitors for private schools such as SMP Muhammadiyah 1 Sidoarjo.

The solution is to differentiate or differentiate the services offered by SMP Muhammadiyah 1 Sidoarjo compared to other competitors. For example, SMP Muhammadiyah 1 Sidoarjo can provide additional services such as tutoring or self-development programs that competitors do not have. In addition, SMP Muhammadiyah 1 Sidoarjo can strengthen positive branding and reputation through social activities and publications on social media.

c. Cost

Cost is one of the factors that become obstacles in marketing services. Post-pandemic community economic conditions that have not fully recovered make it difficult for parents to decide to register their children.

The solution is to provide scholarship programs or discounted tuition fees to needy students. SMP Muhammadiyah 1 Sidoarjo can also carry out promotions emphasizing the quality and benefits of education students and parents will get. In addition, SMP Muhammadiyah 1 Sidoarjo can expand its market reach by offering more reasonable distance or online learning programs for students who cannot physically attend school.

This is consistent with the theory that the supporting factors in implementing the marketing strategy for educational services are: first, the school is under the auspices of an independent foundation. Second, the school has a clear segment. Third, public and ex-students' trust is still relatively high. They were fourth, located in a location close to the community. At the same time, the inhibiting factor in implementing the Education Services Marketing Strategy does not have a special promotion team. Second, they still need to develop a systematic concept of marketing educational services. Third, marketing strategy is often considered unimportant.[18]

No	Academic Year	Number of New Students
1	2021 – 2022	170
2	2022 - 2023	175

Table 3. Number of New Students at SMP Muhammadiyah 1 Sidoarjo

Table 3 shows an increase in new students in the 2022-2023 school year. This increase indicates the success of service marketing management at SMP Muhammadiyah 1 Sidoarjo.

In the world of education, the quality of educational services offered to prospective students must be able to exceed the expectations of these prospective students, at least the same as what they imagined. Because this will affect the increase in sales results (number of customers/enthusiasts) so that prospective students only consider a little about financing if the quality offered and carried out is perfect. Effective marketing management can generate multiple benefits in terms of material and non-material. In the implementation of marketing, there is a promotion section, including advertising. Advertising has a vital role in convincing consumers to make purchases (become customers) so that it will affect the number of customers.[25]

VII. CONCLUSION

Marketing management at SMP Muhammadiyah 1 Sidoarjo includes Planning, Organizing, Executing, and Monitoring. The marketing strategy refers to the marketing mix comprising 7P (Product, Price, Place, Promotion, People, Physical Evidence, Process). The planning process is carried out by analyzing the results of previous marketing activities' results, setting strategies, setting targets, preparing plans, and compiling programs. Organizing is done by forming a PPDB Publication team and dividing tasks. Implementation is carried out by the rules that have been planned, including direct and indirect marketing. Direct marketing is carried out through visits to elementary schools and the distribution of brochures at study events within the Muhammadiyah organization. Indirect marketing is done through print and electronic media, social media, and the Internet. Supervision is carried out through the website to monitor the development of promotional results.

Marketing supporting factors include Location, facilities, and specialization programs. Marketing inhibiting factors include the absence of a dedicated marketing team, competitors with the same facilities and guarantees, and costs. The solution is: (1) by forming a special section focusing on service marketing activities. This team may consist of marketing experts or outsourcers with expertise and experience in marketing educational services. Thus, the PPDB committee, teachers, and education staff can focus on their primary tasks and are not burdened with marketing tasks. (2) differentiate the services of SMP Muhammadiyah 1 Sidoarjo compared to other competitors. For example, SMP Muhammadiyah 1 Sidoarjo can provide additional services such as tutoring or self-development programs that competitors do not have. In addition, SMP Muhammadiyah 1 Sidoarjo can strengthen positive branding and reputation through social activities and publications on social media. (3) providing scholarship programs or discounting tuition fees to needy students. SMP Muhammadiyah 1 Sidoarjo can also carry out promotions emphasizing the quality and benefits of education students and parents will get. In addition, SMP Muhammadiyah 1 Sidoarjo can expand its market reach by offering more reasonable distance or online learning programs for students who cannot physically attend school.

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Conflict of Interest Statement:

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.