



STRATEGIC MARKETING MANAGEMENT FOR ENHANCING
EDUCATIONAL QUALITY: A CASE STUDY OF TK PERJUANGAN IN
BABAKAN VILLAGE

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Abstract	History Articles
<p><i>This study aims to analyze the implementation of marketing management in improving the quality of education at TK Perjuangan, located in Babakan Village, Ciwaringin District, Cirebon Regency. Using a descriptive qualitative approach, the study collects data through in-depth interviews with the school principal, teachers, and parents, as well as official documents such as activity reports and promotional materials. The results indicate that TK Perjuangan has successfully implemented a marketing strategy that covers product, price, and promotion aspects. The product strategy focuses on the flagship program, which is the Iqro learning method, while the price strategy offers flexible payment options for parents. Promotion is carried out through social media and print media to reach a broader audience. Supporting factors identified include the competence of educators and support from the foundation's leadership, while challenges faced include intense competition and variations in students' abilities. The implications of this study suggest that effective marketing management not only enhances the institution's appeal but also contributes to the improvement of educational service quality. These findings can serve as a reference for other educational institutions in formulating relevant marketing strategies to enhance their educational quality.</i></p>	<p>Received 19/1/2024</p> <p>Revised 26/3/2024</p> <p>Accepted 15/6/2024</p>
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INTRODUCTION

Early childhood education institutions are increasingly favored by parents, driven by a growing awareness of the importance of early stimulation and education. (Barrot et al., 2021; Cordova Jr et al., 2024; Wolf, 2020). Parents have become more selective in choosing educational institutions that align with their children’s developmental needs. This awareness has led to the growth of early childhood education institutions, known in Indonesia as Pendidikan Anak Usia Dini (PAUD). PAUD encompasses various educational units, including kindergartens (TK), which serve as an initial step in laying the foundation for children's education (Surandika et al., n.d.).

In establishing and managing educational institutions, educational management plays a critical role. The success of an educational institution is determined not only by its curriculum or the quality of its educators but also by its management strategies, which encompass various aspects, including marketing management. (Al-Ababneh & Alrhaimi, 2020; Gulden et al., 2020; Suherni et al., 2023). Marketing management is a key element in enhancing the quality and competitiveness of educational institutions. By implementing well-planned and systematic marketing strategies, institutions can strengthen their reputation, build community trust, and expand the reach of their educational services.

Effective marketing strategies must align with societal needs and current educational trends. In this context, school leaders hold a strategic role in formulating visions, missions, and operational steps that address challenges and leverage opportunities in the external environment. These strategies involve a comprehensive analysis of market needs, the development of flagship programs, and the improvement of educational service quality. Moreover, integrated marketing strategies enable educational institutions to maintain their existence while fostering public trust, fulfilling parents' expectations for their children’s education. (Riccomini et al., 2024; Rozi & Arifin, 2020;

Zhang & Koshmanova, 2021).

Furthermore, effective educational management contributes to overall improvements in educational quality. The quality of education is not only measured by students' academic achievements but also by the institution's ability to address children's emotional, social, and spiritual needs. Therefore, integrating educational management, marketing strategies, and a commitment to quality enhancement is a fundamental aspect that must be effectively managed by all educational institutions, including kindergartens.

This study focuses on how marketing management is implemented to improve the quality of education in one early childhood education institution, namely TK Perjuangan in Babakan Village, Ciwaringin District, Cirebon Regency. The analysis aims to provide insights into effective and relevant marketing management practices within the context of early childhood education and serve as a reference for developing similar strategies in other educational institutions.

RESEARCH METHODS

This study employs a descriptive qualitative approach to examine the implementation of marketing management in improving the quality of education at TK Perjuangan, located in Babakan Village, Ciwaringin District, Cirebon Regency. The research focuses on analyzing the marketing strategies adopted by the educational institution, including product, pricing, and promotional strategies, as well as their contribution to enhancing educational quality. (Khosravian, 2022; Lim et al., 2020; Mahajan & Golahit, 2020; Mohamed Hashim et al., 2022).

The data sources comprise primary data obtained through in-depth interviews with the principal, teachers, and parents, as well as secondary data collected from official documents such as activity reports, promotional materials, and social media records. (Hancock et al., 2021; Mertler, 2024; Muls et al., 2020). Data collection was conducted using interviews, observations, and document analysis to provide a comprehensive overview of marketing management practices at TK Perjuangan.

Data analysis was carried out systematically through the stages of data reduction, data presentation, and conclusion drawing. Data validity was ensured through source and method triangulation, guaranteeing the accuracy of the information supporting the research findings. This approach aims to provide an in-depth understanding of how marketing management contributes to maintaining institutional existence and improving the quality of educational services in early childhood education institutions.

FINDINGS AND DISCUSSION

Profile of TK Perjuangan Institution

TK Perjuangan was established in 2016 under the auspices of the Bani Machfudz Foundation, currently chaired by Mrs. Ma'rifah and led by Mrs. Laila Hikmah. The institution is located at Jl. Flamboyan Rt. 01 Rw. 04 No. 136, Babakan Village, Ciwaringin District, Cirebon Regency.

TK Perjuangan envisions nurturing children to become faithful and pious individuals with strong character and virtuous behavior (karakul karimah). The institution emphasizes holistic education, fostering both intellectual intelligence and positive character. Its mission includes:

- 1. Developing students into a Qur'anic generation.
- 2. Producing individuals with broad perspectives, creativity, and knowledge beneficial to religion and the nation.
- 3. Cultivating students with polite and respectful behavior towards teachers and parents in their social interactions.

The institution is supported by six educators and one administrative staff member, with a total of 91 students enrolled.

Definition of Marketing Management and Educational Quality

Researchers need to inform several important (original) field data obtained from interviews, observations, questionnaires, surveys, documents, and other data collection techniques. (Schensul et al., 1999). The findings are presented in full and are related to the pre-determined scope of research. Findings can be supplemented with tables, graphs, and/or diagrams. Tables and figures are numbered and titled.

Management is a process or framework that involves guiding or directing a group or individuals toward the goals of an organization to achieve predetermined objectives.

Management encompasses activities such as organizing, arranging, nurturing, and leading to ensure the desired outcomes of an effort are successfully achieved.

Marketing is a managerial process that enables individuals and groups to obtain what they need and want through the creation and reciprocal exchange of products and value with others.

Quality refers to the fitness for use of a product in meeting the needs and satisfaction of customers, or the conformity of a product to its specifications. Quality also represents the degree of excellence or the level of something's good or bad attributes based on specific standards or criteria.

Dzaujak Ahmad states that, in the context of its correlation with education, quality can be interpreted as the ability of a school to efficiently and operationally manage components related to the school, thereby generating added value for these components. (Arcaro, 2024; Iswan et al., 2021; Surur et al., 2020; Zhou; et al., 2019).

Educational Marketing Management at TK Perjuangan

Before planning, the principal conducts an analysis of both internal and external environments. TK Perjuangan is recognized for its excellence in teaching Quran recitation using the Iqro method. This image needs to be strengthened through consistent programs and the support of qualified, well-trained, and experienced educators.

In addition to the internal environment, the external environment also plays a role. A growing societal appreciation for quality education presents an opportunity for TK Perjuangan. However, competition from other schools offering lower tuition fees poses a challenge in attracting prospective students. Based on the analysis conducted, the principal has developed a strategic plan to improve quality and attract new students. These strategies include:

1. Maintaining the school’s flagship programs that define its identity.
2. Adding extracurricular programs.
3. Enhancing promotional efforts through social media and attractive brochures.
4. Utilizing alumni to promote the school’s strengths.
5. Preparing competent educators through various training programs.

Regarding facilities, the school provides projectors to support engaging and dynamic learning activities, ensuring the learning process is interesting and not monotonous.

To ensure the success of the plan, the principal and teachers must collaborate effectively. In its implementation, the school employs both internal and external methods. Internal methods refer to activities conducted within the school, while external methods involve promoting TK Perjuangan’s presence and highlighting its strengths to the public.

The internal strategy at TK Perjuangan focuses on product and pricing strategies, while external strategies emphasize promotion.

1. Product Strategy

The primary product offered by TK Perjuangan is the curriculum mandated by the Ministry of Education and Culture (KEMENDIKBUD), which serves as the main reference for the school’s teaching and learning processes. Additionally, the school features a flagship program in Quranic recitation using the Iqro method, aligning with its mission to develop students into a Qur’anic generation. This activity is conducted daily before the core lessons begin.

The foundation head is actively involved in guiding teachers in teaching the Iqro method. Beyond teacher development, the foundation head directly evaluates students eligible for promotion to the next level.

This year, TK Perjuangan will participate in a joint graduation ceremony organized by the Regional Coordination Body of TKA-TPA-TPQ in the Cirebon region. The event will be held at Muhammadiyah University of Cirebon on Wednesday, June 12, 2024, involving 25 students. Prior to this graduation ceremony, BADKO will conduct a munaqosyah (evaluation) by visiting the school to assess the students participating in the event.

Since its establishment in 2016, TK Perjuangan has maintained its relevance and trustworthiness by continually adapting its offerings to meet the demands of the times. Regular updates ensure that parents feel confident entrusting their children’s education to TK Perjuangan.

2. Pricing Strategy

The total enrollment fee at TK Perjuangan is Rp 700,000, with the following

breakdown: registration fee Rp 75,000, four sets of uniforms Rp 400,000, learning supplies Rp 125,000, facilities and infrastructure fee Rp 50,000, and July tuition fee Rp 50,000. TK Perjuangan offers flexible payment options, allowing installments to be made until the end of the academic year.

Table 1. Summarizing The Pricing Strategy Findings For TK Perjuangan

Component	Amount (Rp)
Registration Fee	75,000
Uniforms (4 sets)	400,000
Learning Supplies	125,000
Facilities and Infrastructure Fee	50,000
July Tuition Fee	50,000
Total Enrollment Fee	700,000

3. Promotion Strategy

Marketing for TK Perjuangan is conducted through social media and print media. Social media platforms, such as Facebook, are utilized, while print media includes banners and brochures. Leveraging social media for promotion reflects an adaptation to modern trends and provides easier access for the broader community. Activities, captured in photos and videos, can be immediately shared and appreciated by the public. Additionally, parents play a role as promotional agents by sharing information through these social media platforms.

After implementing marketing management strategies, the school conducts evaluations to measure the effectiveness of its programs. The current marketing efforts at TK Perjuangan have yielded positive results, with parents expressing satisfaction with the quality of education provided. However, the school does not rest on these achievements and continues to enhance the quality of education by planning future activities, including the addition of extracurricular programs.

Supporting and Inhibiting Factors in Educational Marketing Management at TK Perjuangan

- 1. Supporting Factors
 - a. Teachers who collaborate effectively and possess competent skills in their respective fields.
 - b. A foundation head who is directly involved in guiding and mentoring the teachers.
 - c. A principal with a strong commitment to providing the best education for students in line with the established vision and mission.
- 2. Inhibiting Factors
 - a. Increasingly intense competition among schools.
 - b. The varying abilities of children, which require teachers to put in extra effort in delivering instruction.

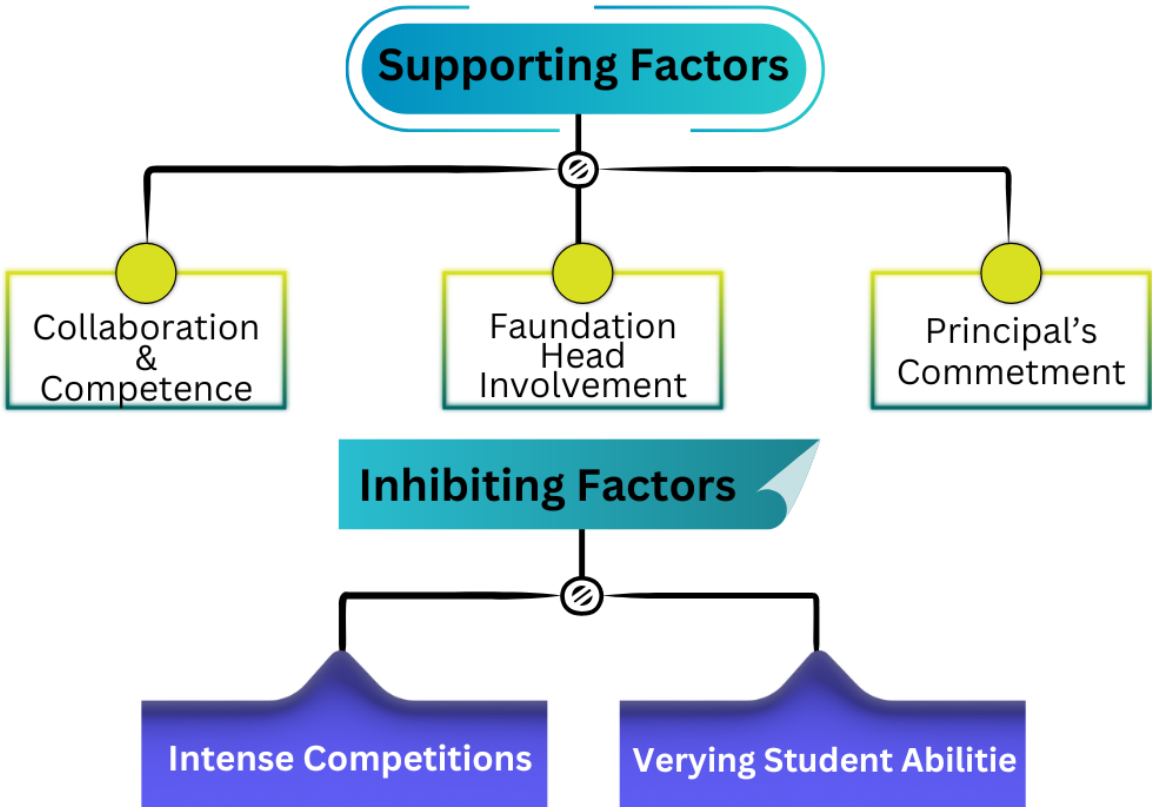
In the context of educational marketing management at TK Perjuangan, several supporting and inhibiting factors influence the effectiveness of the strategies implemented.

Supporting factors include the collaborative efforts of the teachers, who work together efficiently and possess the necessary competencies in their respective fields. This teamwork enables the institution to deliver quality education and engage in successful marketing efforts. Additionally, the involvement of the foundation head plays a crucial role in guiding and mentoring the educators. Their active participation ensures that teachers receive the support and direction they need to perform their roles effectively (Kilag & Sasan, 2023; Sormunen et al., 2020; Stronge & Xu, 2021). Furthermore, the principal demonstrates a strong commitment to providing the best possible education for students. This dedication aligns with the institution’s vision and mission, creating a cohesive and focused educational environment.

On the other hand, there are inhibiting factors that present challenges to the institution. One significant challenge is the increasingly intense competition among schools in the area. As more educational institutions vie for attention, TK Perjuangan must continuously adapt its marketing strategies to remain competitive. Another inhibiting factor is the varying abilities of students, which can make teaching more complex.

Teachers must invest additional time and effort to address the diverse learning needs of each child, which may limit the resources available for other activities, including promotional efforts (Gueldner et al., 2020; McKenzie et al., 2022; Sheffler et al., 2022). These challenges require strategic planning and adaptability in educational marketing management.

Chart 1. Supprting and Inhibiting Factors In Educational Marketing Management at TK Perjuangan



CONCLUSION

TK Perjuangan was established in 2016 under the auspices of the Bani Machfudz Foundation, currently chaired by Mrs. Ma’rifah and led by Mrs. Laila Hikmah. With a vision to nurture children who are faithful and pious, possess strong character, and exhibit virtuous behavior (karakul karimah), the institution prioritizes holistic education that develops intellectual intelligence alongside the positive character. Marketing management plays a crucial role in education. Educational marketing is not merely about promotion but also involves ongoing efforts to maintain and enhance the quality of education provided.

Before planning, TK Perjuangan conducts an analysis of both internal and external environments. After the analysis and planning stages, implementation follows. TK Perjuangan applies two methods: internal and external. Internal methods consist of activities within the school, focusing on product and pricing strategies. External methods involve publicizing TK Perjuangan and its strengths through promotional strategies. The final step in this process is evaluation. Every activity encounters supporting and inhibiting factors. These factors, as outlined, are expected to encourage TK Perjuangan to further improve the quality of education it offers to the community.

Based on the findings, future researchers are encouraged to explore several areas to enrich the understanding of marketing management in educational institutions. A comparative study between institutions with similar characteristics can provide broader insights into effective strategies and their outcomes, highlighting best practices that can be adapted across various contexts. Additionally, focusing on the long-term impact of marketing strategies on student performance and institutional sustainability will be valuable in developing more robust frameworks. Expanding the scope to include diverse stakeholders, such as alumni, community leaders, and policymakers, can offer a more holistic perspective on the role of educational marketing in fostering community engagement and institutional growth. Furthermore, integrating technology-based marketing innovations, such as digital platforms and data analytics, into future research could significantly contribute to understanding their effectiveness in enhancing promotional efforts and streamlining operations. Addressing these areas will support

educational institutions in achieving their goals while adapting to an increasingly competitive and dynamic environment.

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We fully acknowledge that this paper is not without its flaws. Therefore, we warmly welcome constructive criticism and suggestions for future improvement. It is our hope that this paper will provide valuable insights to readers and serve as a modest contribution to the collective effort of enhancing the quality of education in Indonesia.

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