Marketing Strategy for Integrated Islamic Elementary School Pelita Khoirul Ummah

Septian Pratama
Universitas Islam Negeri Raden Intan Lampung, Indonesia

Corresponding Author:
E-mail: tian706282@gmail.com

Abstract:

Education is a primary need for everyone, especially the age level of children to early adulthood. Schools will be places for students to learn and develop their potential, therefore schools need to attract parents and students to choose their schools by providing adequate facilities, infrastructure and conducting marketing efforts. The Integrated Islamic Elementary School Pelita Khoirul Ummah Established in 2013 with the status of a private school under the foundation, and having its address at Jalan Langkapura, Bandar Lampung, has experienced positive growth every new academic year marked by the number of new students that continues to increase. However, opportunities and threats from external factors must be considered, in addition to trying to increase strengths and overcome weaknesses. This study aims to formulate a strategy to increase the competitive advantage of Integrated Islamic elementary school Pelita Khoirul Ummah through marketing strategy planning by analyzing its internal and external environment. This research includes applied research with a descriptive approach and qualitative method, with data sources obtained through Focus Group Discussions and interviews, then the data is analyzed using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), strategy analysis is carried out using the SWOT matrix. The position of the school is in quadrant 1. The strategy that must be developed is a growth-oriented strategy by trying to expand and increase market.

Keywords: EFAS; IFAS; Educational Services; SWOT

Introduction

Schools or educational institutions are institutions that provide services for the transfer of knowledge or learning and teaching activities according to their level. Therefore, schools have a central role to produce resources that are ready to face future challenges. Educational resources in schools covers students, reputation, adequate facilities and infrastructure, financing. These resources are inputs that will be processed to produce outputs in the form of school graduates who have the knowledge and abilities by the competencies expected by parents and schools (S. Aziz et al., 2018; Chu et al., 2021; Miyono, 2011). The school is an organization whose main goal is not to profit or profit alone (Flores & García, 2017). Schools play an important role in participating in implementing the goals of the Republic of Indonesia. Although a school has a goal not only for profit but a school, especially a private school, requires income to finance teacher and employee salaries, provide facilities and infrastructure and develop school foundations (Mugiraneza, 2021; Shaturaev, 2021).

The data obtained by researchers through a reference site developed by the Ministry of Education and Culture, in the city of Bandar Lampung itself there are 258 elementary schools, with details of 186 public elementary schools and 72 private elementary schools and 63 Ibtidayyah madrasas consisting of 12 madrasas managed by the Ministry of Religion, and 51 madrasahs managed by private foundations.

Graph 1. Number of Elementary Schools in Bandar Lampung in 2017-2019
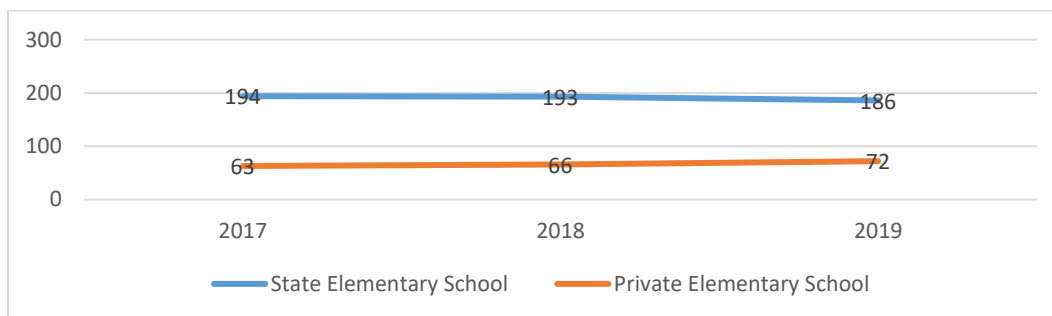
Source: Ministry of Education and Culture Reference Data

The baby birth rate specifically for the Bandar Lampung area in 2015 was 20268 people (Central Bureau of Statistics Lampung Province). This number of birth rates can be used as an illustration of the number of potential students in 2022. If this birth rate is compared with the number of existing schools in 2019, then if divided equally by 2022 each school only gets a portion of the achievement of 65 students from the total number of students. potential students based on the birth rate of babies in the city of Bandar Lampung in 2015. Even though many schools have built study rooms to accommodate 200 new students.

Public interest in alternatives to sending their children to school has begun to shift. Parents no longer care about state or private status (Pineda et al., 2018; Stringer & Baker, 2018). The number of private schools increased rapidly from year to year, and several times it was heard that public schools were reduced and merged (Eide, 2018; Hentschke et al., 2017). Many private schools have

been found that charge fantastic nominal monthly construction fees and tuition fees but never lack students and even have to do a strict admissions selection because there are too many followers, and it is said that the key to their success is service (Zuilkowski et al., 2018). This phenomenon is not generally accepted, because many private schools fail to get students and are forced to close.

The brief overview of external factors above is an overview of the opportunities and threats for private schools. At this time, Integrated Islamic elementary school (IIES) Pelita Khoirul Ummah can be categorized as an elementary school that parents are interested in entrusting their children to study there. This can be seen from the increasing number of students in each new academic year as described in table 1. This situation must be maintained and improved by school administrators in order to face competition from other public or private schools. Schools are required to maintain and increase the number of students so that they can continue to operate and develop. The plan for the 2020-2021 school year is to open 4 study rooms with a capacity of 120 students. This year, the school has received an A accreditation.

Table 1. The Number of Students of IIES Pelita Khoirul Ummah in 2013-2019

School Year	Total New Students
2013/2014	15
2014/2015	13
2015/2016	19
2016/2017	45
2017/2018	73
2018/2019	84
2019/2020	100

IIES Pelita Khoirul Ummah needs to maintain and improve the position it currently has to continue to survive in the face of increasingly tough competition in the future. So that the competitive advantage and ability of IIES Pelita Khoirul Ummah can be maintained and even improved, it is necessary to carry out careful strategic planning. Strategic planning is a step to help companies become more productive by directing the allocation of resources to achieve goals. Strategic planning is part of strategic management (Bryson, 2018; Steiss, 2019). In strategic management, there are stages in the form of analysis, decisions and application of decisions to create competitive advantage (Trigeorgis & Reuer, 2017). So strategic management is a continuous process in creating, implementing and evaluating the decisions taken by the company to achieve its goals.

Strategy in management there is an initial process which is a tool for strategic planning, namely SWOT analysis (Yusendra, 2015). SWOT analysis is an analysis conducted on the company's internal environmental factors and external factors that affect the company (Pesce et al., 2018). Internal factors are strengths and weaknesses, while external factors are opportunities and threats. These factors need to be analyzed to determine the company's position in the business environment and predict the possibilities that will occur in the future.

The school must carefully analyze strategic planning and pay attention to the factors that influence the school's competitive advantage to continue to survive and win the competition with other schools. The researcher helps the school conduct a SWOT analysis of its business environment to provide an overview to the school regarding the identification of strengths, weaknesses, opportunities and threats owned by the school in an organized manner to facilitate marketing strategy planning by optimally utilizing existing resources to obtain a competitive advantage so that it can compete with other competitors (Benzaghta et al., 2021).

Researchers feel the need to conduct this research because as far as the researcher observes, so far the school has not conducted an analysis of internal and external factors in its business environment while operating. This could be because the school is too busy with learning activities. The school does not yet have a special marketing division to design and implement its marketing strategy. The school tries to provide satisfactory service and results for its consumers.

The results of this study can be considered for the foundation, the head of IIES Pelita Khoirul Ummah in preparing a strategic plan to increase the school's competitive advantage. This study aims to identify the factors that influence the business environment of IIES Pelita Khoirul Ummah which consists of internal factors in the form of strengths and weaknesses, as well as opportunities and threats that are under external factors. Then the results of this research can be used as consideration for the foundation and the head of IIES to develop a marketing strategy plan to increase the school's competitive advantage.

Service is any form of action or performance that can be offered by one party to another, which is essentially intangible and does not result in a transfer of ownership (Byon et al., 2018; Kotler et al., 2019). Service products may or may not be related to physical products (Correia et al., 2019). Services as all economic activities whose results are not products in physical form, which are generally consumed at the same time as the time they are produced and provide added value or solutions to problems faced by consumers (Lupiyoadi, 2013). So service activities that are economic in nature, offered to other parties to meet their needs and desires. States that the service marketing mix consists of seven things, namely as follows: (1) Product; (2) Price (price); (3) Location/place (place); (4) Promotion (promotion); (5) People/HR (people); (6) process (process); (7) Physical evidence (Merik & Akkas, 2021; Nurman & Harapan, 2021).

There are five factors that drive the marketing of educational services, namely: increased competition, demographic changes, public distrust, media investigations, limited resources (Dwivedi et al., 2021; Wijaya, 2019).

SWOT analysis is a comprehensive evaluation of the strengths, weaknesses, opportunities, and threats (Elavarasan et al., 2020). SWOT analysis is a way to observe the external and internal marketing environment. SWOT analysis as a systematic identification of various factors to formulate company strategy (Rangkuti, 2016). The analysis is based on a logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. So it is clear that SWOT analysis is a form of evaluation of factors that influence the formulation of corporate strategy.

The SWOT model is the most popular model for analyzing the situation of the company's strategic factors. By adhering to research that states that a company's performance can be determined by a combination of internal and external factors, the SWOT analysis will compare internal factors (strengths and weaknesses) with external factors (opportunities and threats) (Armstrong et al., 2014).

Table 2. SWOT Analysis

	Strengths	Weaknesses
Internal	Internal capabilities that can assist the company in achieving its goals	Internal capabilities that can assist the company in achieving its goals
	Opportunities	**Threats**
Eksternal	External factors that can be utilized by the company to increase its excellence	External factors that are currently considered as something that can challenge the company's performance

Diagram 1. Selection of SWOT Analysis Strategy
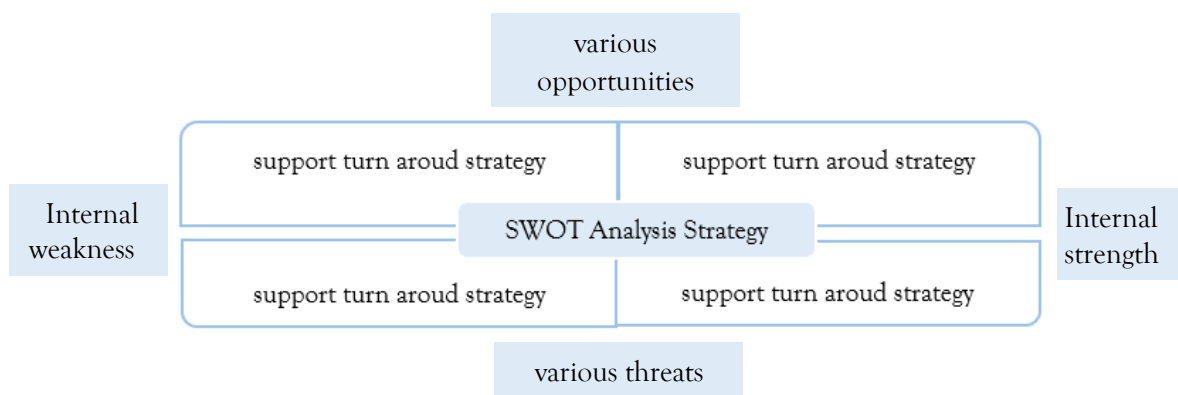
Methods

This research is categorized as applied research. The purpose of applied research is to solve problems in practical life (Arifin & Mashudi, 2020). While the approach used is a descriptive approach, which is a method used to describe or explain the facts from the results of a study (Apuke, 2017). This study uses a qualitative method where this method is in the form of interpretation of the data obtained from the results of the study, the researcher as a research instrument and the research is inductive, which means that the observations and analyses carried out are to produce a conclusion.

The data collection methods that researchers used in this study were:
1. Passive Participation Observation
2. Focus Group Discussion (FGD)

In the data collection stage, the researcher classified the data into two, namely internal and external data. The method that the researcher uses for data collection is IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary). The IFAS matrix is used to analyze the company's internal strategic factors while the EFAS matrix is used to analyze the company's external

strategic factors. In the analysis of IFAS and EFAS, the researcher used the guide compiled by Rangkuti (2016).

Table 3. Internal Strategy Factor Matrix

Internal Strategic Factors	Score	Rating	Score x Bobot	Comment
Strength				
1. …				
2. …				
10. …				
Weakness				
1. …				
2. …				
10. …				

Table 4. External Strategy Factor Matrix

External Strategic Factors	Score	Rating	Score x Bobot	Comment
Strength				
1. …				
2. …				
10. …				
Weakness				
1. …				
2. …				
10. …				

Table 5. SWOT Matrix

EFAS \ IFAS	Strengths (S) Determine 5-10 factors of the company's internal strength.	Weaknesses (W) Determine 5-10 factors of the company's internal weaknesses.
Opportunities (O) Determine 5-10 factors of the company's external opportunities.	**SO Strategy** Creating strategies that use strengths to take advantage of opportunities.	**WO Strategy** Creating strategies that minimize weaknesses to take advantage of opportunities.
Threats (T) Determine 5-10 factors of the company's external threats.	**ST Strategy** Create strategies that use strengths to overcome threats.	**WT Strategy** Create strategies that minimize weaknesses and avoid weaknesses.

Results and Discussion

Based on the results of FGDs and interviews conducted by researchers with IIES Pelita Khoirul Ummah stakeholders consisting of foundation members, school principals and guardians of students regarding internal and external factors that affect the IIES business environment, it can be seen the state of the IIES internal and external environment The lamp of Khoirul Ummah at this time. The results of the analysis of IFAS and EFAS provide an overview of the factors of strength and weakness as well as opportunities and threats that are important in the business environment of IIES Pelita Khoirul Ummah.

IFAS Analysis

After knowing these factors, the next step is an analysis containing the weighting of the indicators that affect the internal factors of the IIES Pelita Khoirul Ummah business environment within the framework of existing strengths and weaknesses.

Table 6. IFAS Analysis Matrix

Internal Strategic Factors	Score	Rating	Score x Bobot	Comment
Strenghts				
1. All educators are graduates of education degrees and master interactive learning media	0,06	3	0,21	Human resources
2. Loyalty of higher educators	0,07	3	0,21	Human resources
3. The principal has full autonomy in the management of teaching and learning activities	0,06	3	0,20	Program/Process
4. Many students get achievements in academic and non-academic fields	0,06	3	0,20	Program/Process
5. Prices are in accordance with the quality of education offered	0,06	3	0,19	Price
6. The loyalty of the guardians of students is high	0,07	3	0,20	Product /Promotion
7. The Tahsin program is the mainstay of services offered by the school to the guardians of students	0,07	3	0,22	Product
8. Alternative education models in the field of religion that are oriented towards understanding and practicing the Qur'an	0,06	3	0,17	Product
9. Wide and affordable promotional media	0,06	3	0,19	Promotion
10. A Accredited	0,07	4	0,23	Product
Subtotal	**0,63**		**2,02**	
Weaknesses				

1. Limited school grounds	0,07	2	0.12	Soil
2. Administration and financial systems that are still manual	0,07	2	0,12	Program/Process
3. Lack of means of intimacy between foundations, teachers and guardians of students	0,05	2	0,10	Program/Process
4. Lack of experts in administration, finance and management	0,06	1	0,08	Human resources
5. Employee salaries are still Provincial Minimum Wage standard	0,07	1	0,09	Human resources
6. There are no firm regulations regarding employee employment contracts	0,06	2	0,09	Human resources
Subtotal	**0,37**		**0,59**	
Total	**1,00**		**2,61**	

In the table above regarding the internal factors of IIES Pelita Khoirul Ummah, it is known that the most important strength factor for the school is "accredited A", while the weakness factors that have the greatest value are "limited school land" and "administrative and financial systems that are still manual. ". Schools try to create programs that differentiate their services from those offered by other similar schools by focusing on the "this program" and "human resources" by selecting teachers who have a bachelor's education background and master interactive learning media and seek to "increase loyalty. "They are against the school. Other problems that schools have included "lack of means of intimacy between foundations, teachers and guardians of students", and problems "employee compensation" and "the absence of strict regulations regarding employee employment contracts". The total value of strengths and weaknesses in the "weight x rating" column is 2.61, which means the number is greater than 2.50. This shows that the school has a strong internal position, and has the opportunity to improve and minimize its weaknesses.

EFAS Analysis

This analysis contains the weighting of the indicators that affect the external factors of the IIES Pelita Khoirul Ummah business environment within the framework of existing opportunities and threats. It is known that the most important opportunity factor in the external school environment is "increased parental trust in religious education". While the threat factor that has the greatest value is "the number of private schools that offer a re-registration payment system in instalments for a year", this factor is very contrary to what is implemented by IIES Pelita Khoirul Ummah which requires guardians of students to pay off re-registration payers before the odd semester. start. The total value of opportunities and threats in the "weight x rating" column is 2.29, which is greater than 1.00. This shows that the school has been able to take advantage of opportunities and avoid threats from its external environment.

Table 7. EFAS Analysis Matrix

External Strategic Factors	Score	Rating	Score x Bobot	Comment
Opportunities				
1. The concept of IT education is believed by some parents as an ideal concept.	0,13	3	0,39	Social, Cultural, Demographic
2. Position strategy.	0,10	3	0,31	Environment
3. Zoning system.	0,09	3	0,25	Government policy
4. Increase parental trust in religious education.	0,13	4	0,46	Social, Cultural, Demographic
Subtotal	**0,45**		**1,41**	
Threats				
1. Offering similar services from IT schools.	0,12	2	0,18	Competitor
2. Other elementary schools in Langkapura offer lower tuition fees.	0,10	2	0,17	Competitor
3. Many private schools offer a yearly re-registration payment system.	0,10	2	0,19	Competitor
4. It is difficult to get qualified students	0,12	2	0,18	Environment
5. Permendikbud No 17 of 2017 concerning the Admission of New Students..	0,12	1	0,17	Government policy
Subtotal	**0,55**		**0,88**	
Total	**1,00**		**2,29**	

The position of IIES Pelita Khoirul Ummah in the SWOT Quadrant

The SWOT analysis is divided into four quadrants. To determine the quadrant, it is necessary to know at which coordinates IIES Pelita Khoirul Ummah is located. The way to determine these coordinates is to use the value of each factor in tables 4.1 and 4.2. Internal factors determine the x-axis coordinates, and external factors determine the y-axis coordinates. The x-axis coordinates are determined by subtracting the value on the strength factor from the value on the weakness factor (2.02 - 0.59 = 1.43). The y-axis coordinates are determined by subtracting the value on the opportunity factor from the value on the threat factor (1.41 - 0.88 = 0.53).Also, based on the results of interviews with the teacher that the teacher has served students well, as well as TU staff who provide services regardless of background. Whereas based on the results of interviews with parents of students that this school has provided excellent service and by the promise, this is evident from the academic and non-academic achievements that are very prominent in Junior High School Al Kautsar. Not only results, but this school succeeded in producing Islamic-moral students, as stated in the vision and mission. The satisfaction level graph for this aspect can be seen in figure 1.
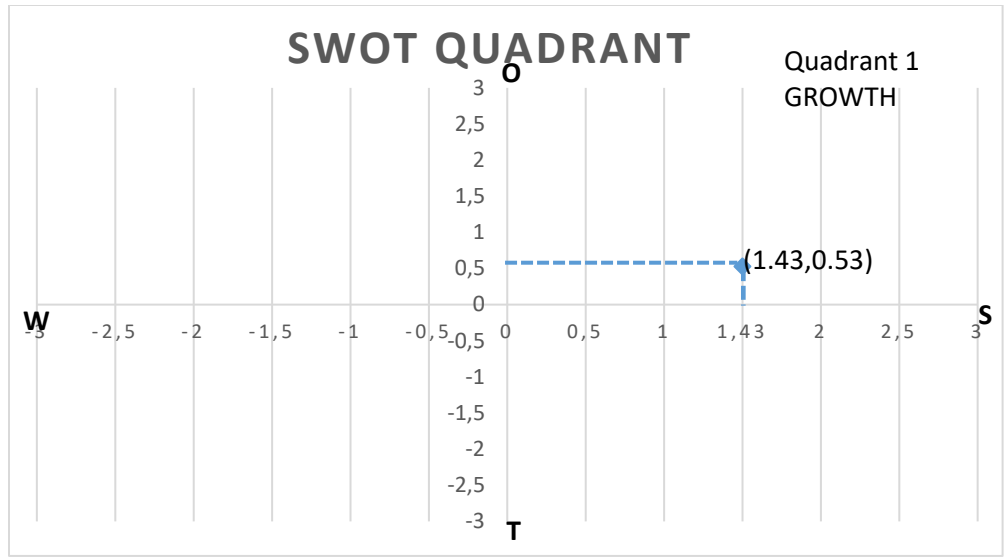
Figure 1.
SWOT Quadrant

The position of IIES Pelita Khoirul Ummah in matrix 4.1 is in quadrant 1. The school is in the most favourable situation. Schools have strengths and can take advantage of existing opportunities, so what schools need to do at this time is to expand, enlarge and accelerate organizational growth. Strategies that can be done are:

1. Integration by creating a new branch.

2. Intensive, with market penetration to increase market share through more active marketing efforts or product development through the development of junior and senior high school education levels.

3. Differentiation by improving services, providing convenience and a pleasant experience to consumers as well as flagship programs.

Table 8. IIES Pelita Khoirul Ummah Strategy Analysis

IFAS / EFAS	Strengths (S)	Weaknesses (W)
	1. All educators are graduates of education degrees and master interactive learning media	1. Limited school grounds
		2. Administration and financial systems that are still manual
	2. Loyalty of higher educators	3. Lack of means of intimacy between foundations, teachers and guardians of students
	3. The principal has full autonomy in the management of teaching and learning activities	
	4. Many students get achievements in academic and non-academic fields	4. Lack of experts in administration, finance and management

	5. Prices are in accordance with the quality of education offered 6. The loyalty of the guardians of students is high 7. The Tahsin program is the mainstay of services offered by the school to the guardians of students 8. Alternative education models in the field of religion that are oriented towards understanding and practicing the Qur'an 9. Wide and affordable promotional media **10.** A Accredited	5. Employee salaries are still Provincial Minimum Wage standard **6.** There are no firm regulations regarding employee employment contracts
Opportunities (O) 1. The concept of IT education is believed by some parents as an ideal concept. 2. Position strategy. 3. Zoning system. 4. Increased parental trust in religious education.	**SO Strategy** 1. Increase employee loyalty and productivity through good employee motivation and supervision (S2, O1). 2. Foundations need to use social media carefully, such as providing a networking platform, actively involving consumers with services and organizations and providing relevant information to customers (S9, O3, O4). 3. Increasing customer satisfaction and loyalty by controlling service quality as the number of students increases (S6, O4). 4. Improve the positioning in the minds of parents that the school can meet their needs and desires (S1, S10, O1, O4).	**WO Strategy** 1. Creating a systematic and structured administrative and financial information system (W2, O4). 2. Recruiting experts in the fields of administration, finance and management (W4, O4). 3. Expanding the school by buying surrounding land (W1, O2). 4. Increase the cost of education to improve the welfare of school employees (W5, W6, O1, O4).

Threats (T)	ST Strategy	WT Strategy
1. Offering similar services from IT schools. 2. Another elementary school in Langkapura offers a re-registration payment system in one year installments. 3. It is difficult to get qualified students. 4. Permendikbud No 17 of 2017 concerning the Admission of New Students.	1. Conducting training that can improve the quality of teachers (S1, T3). 2. Actively innovate to create differentiation from competitors' offerings (S7, T1). 3. Foundations can apply quantity discounts for guardians of students who send more than one child to IIES Pelita Khoirul Ummah (S5, T2). 4. Create a new branch to absorb students with more capacity (S8, S9, T4).	Conduct family gathering activities regularly every year which brings together foundations, teachers and guardians of students, then in these activities evaluate the services that have been provided (W3, T1).

The strategy formulations that can be developed through the strategy analysis described in Figure 4.2 regarding the SWOT Matrix for IIES Pelita Khoirul Ummah are as follows:

SO Strategy

In the SO strategy, schools are required to use their strengths to take the opportunities that exist. The strategy that can be made by IIES in this situation is to increase employee loyalty and productivity through employee motivation and supervision properly. This strategy is carried out by utilizing the indicator of the strength of "high loyalty of educators" to build parental trust in the concept of learning IT in elementary schools (Zhikang, 2017).

Foundations need to make careful use of social media, such as providing a networking platform, actively engaging consumers with services and schools and providing relevant information to customers. Schools are required to use social media and online in their promotions, in addition to affordable promotional costs, this media is very often used by the public to seek information, it is important to provide information that the community wants to know about school services. With online media, promotions can be done to those who cannot be reached by offline promotional media such as brochures and flyers (Bilbokaitė et al., 2021). The zoning system assigned to public schools provides opportunities for private schools to absorb students outside their zones. In its promotion, schools also need to explain their advantages in the field of religion.

Increase customer satisfaction and loyalty by controlling service quality as the number of students increases. The loyalty of existing students needs to be improved through service improvement which has implications for increasing satisfaction. It is hoped that from the increase in the loyalty of the guardians of the students, the guardians of the students will carry out the word of mouth promotion

voluntarily and the public will be more confident in Islamic-based elementary schools, especially IIES Pelita Khoirul Ummah.

Increase the positioning in the minds of parents that the school can meet their needs and desires. Professional educators and high integrity and school accreditation A is the value that schools offer to the education services market. With the two indicators above, it is expected to increase parental confidence in the IT concepts offered and the religious education model developed.

ST strategy

Schools use existing strengths to avoid or reduce threats in their external environment. Strategies that can be developed in this situation are by conducting training that can improve the quality of teachers. As it is known that educational services are services that require high contact between service providers and consumers, the capabilities and skills of existing teachers need to be improved, as well as new existing teachers also need to be given the training to balance out senior teachers (Sarmasági, 2021; Zandvanian & Mirrahimi Bidakhavidi, 2017).

Actively innovate to create differentiation from competitors' offerings. As it is known that one of the threats that come from competitors is the offer of similar educational services from IT-based schools, so to overcome this threat, schools need to develop superior programs that differentiate between IIES Pelita Khoirul Ummah and its competitors.

The foundation can apply a quantity discount for guardians of students who send more than one child to IIES Pelita Khoirul Ummah. Sometimes the price and method of payment are the determining factors for purchasing decisions for a product or service, therefore schools need to offer price and payment programs that can influence the purchasing decisions of students' guardians.

Create a new branch to absorb students with more capacity. Regulations set by the Ministry of Education regarding the number of study groups and the capacity to accept new students each new academic year, where schools are only allowed to accept 112 new students if they want to receive school operational assistance (SOA) from the government is a threat that can disrupt the development of IIES Pelita Khoirul Ummah, if a school wants to increase the number of new students and still receive SOA assistance, then the alternative that can be used is to create a new elementary school branch.

WO Strategy

Schools can overcome existing weaknesses by taking advantage of existing opportunities. The strategy that can be made by IIES Pelita Khoirul Ummah in this situation is to create a systematic and structured administrative and financial information system. "The administrative and financial system that is still manual" is a weakness that can also give a bad image for IIES Pelita Khoirul Ummah in the eyes of parents. It is hoped that by systematically making administration and finances, it can increase a positive image of the school in front of parents.

Recruiting experts in the fields of administration, finance and management. As has been discussed that schools are pure services which in providing services require high contact with consumers, which

here are students and guardians of students, the company must prioritize skilled workers. Weaknesses in the form of "lack of experts in the fields of administration, finance and management" must be overcome to give a positive image to the school in front of parents.

Expanding the school by buying surrounding land. The guardians of students want their children to be able to develop at school, not only learning but also how to interact with friends, teachers and all school members. To support this, schools need to provide a large space, and one of the weaknesses of "limited land" schools is that schools need to think about expanding the school area.

Increase the cost of education to improve the welfare of school employees. Although a school is an educational institution whose main goal is not profit or profit, in order for a private school to run and develop it requires funding from the guardians of students in the form of building fees and educational assistance donations. Schools can increase the fees charged to guardians of students to increase the compensation of school employees. Sometimes high prices do not always have a negative impact on purchasing decisions, many companies use expensive pricing strategies to give a premium image to their goods or services (A. Z. Aziz & Kartowagiran, 2022).

WT Strategy

Schools are faced with weaknesses and threats in the external environment, so schools need to carry out defensive tactics by reducing weaknesses and avoiding threats. Schools can conduct family gathering activities regularly every year which brings together foundations, teachers and guardians of students, then in these activities evaluate the services that have been provided. This can help schools to conduct market research and create services according to their needs and wants (Dhari, 2020).

Conclusion and suggestion

Based on the data analysis carried out, it can be concluded that the position of IIES Pelita Khoirul Ummah is in quadrant I, namely the growth quadrant, where in that quadrant IIES Pelita Khoirul Ummah has the strength so that it can take advantage of existing opportunities. Schools are required to expand and increase market share. In the formulation of strategies that can be developed by IIES Pelita Khoirul Ummah through SWOT matrix analysis with SO strategies such as increasing employee loyalty and productivity, utilizing social media for promotional tools, controlling service quality as the number of students increases, and increasing positioning in the minds of parents that the school can meet their needs and wants. Furthermore, the ST strategy can be carried out by holding training that can improve the quality of teachers, actively innovating in order to create differentiation from competitors' offerings, applying discounts for younger siblings who study at IIES Pelita Khoirul Ummah, and creating new branches. Furthermore, the WO strategy can be carried out by creating a systematic and structured administrative and financial information system, recruiting experts in administration, finance and management, expanding schools by buying surrounding land, and increasing education costs to improve the welfare of school employees. In the WT strategy, it can be done by conducting family gathering activities and evaluating the services provided.

Based on the research that has been done, IIES Pelita Khoirul Ummah needs to innovate service programs so that it can differentiate the offerings from competitors, improve service quality by improving the quality of educators through teacher training and development as well as increasing the loyalty of educators through motivation and providing appropriate compensation. more than what is given now, and create a systematic administrative and financial information system, as well as recruiting experts in the fields of administration, finance, and management.

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