

## Integrated Islamic School Competitiveness Management

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**ABSTRACT:** *Education is a service product produced by non-profit educational institutions so that the educational process results are visible. To learn more about education marketing, you must first know the substance and characteristics of services and marketing concepts so that the application of education marketing is in the correct position by the values and nature of education itself. Therefore, this study aims to find marketing management concepts for private Islamic educational institutions competitive at LPI Al-Badar Tulungagung. This research uses a qualitative approach with a multi-case study type. Data were obtained from the results of interviews, observations, and documentation. The data analysis is carried out since the researcher will come to the research object. After the data collection process, the study is carried out through data condensation, data presentation, and conclusion. The method of credibility, dependability, confirmability and transferability is used to check the validity of the data as well as possible. The findings of this study are the preparation of the concept, program selection, target market and quality of alums. In this way, a concept is formed; the concept of habituation, the concept of mental education, the concept of coordination and confirmation management and the concept of personal branding.*

Pendidikan merupakan produk jasa yang dihasilkan dari lembaga pendidikan yang bersifat non-profit, sehingga hasil dari proses pendidikan kasat mata. Untuk mengenal lebih dalam pemasaran pendidikan maka harus mengenal terlebih dahulu substansi dan karakteristik jasa dan konsep pemasaran sehingga penerapan pemasaran pendidikan berada pada posisi yang tepat sesuai dengan nilai dan sifat dari pendidikan itu sendiri. Maka dari itu penelitian ini bertujuan untuk menemukan konsep manajemen pemasaran lembaga pendidikan Islam Swasta berdaya saing di LPI Al-Badar Tulungagung. Penelitian ini menggunakan pendekatan kualitatif dengan jenis studi multikasus. Data diperoleh dari hasil wawancara, observasi, dan dokumentasi. Adapun analisis data dilakukan sejak peneliti akan datang ke objek penelitian, dan setelah proses pengumpulan data, analisis dilakukan melalui kondensasi data, penyajian data, dan penarikan kesimpulan. Proses kredibilitas, dependabilitas, konfirmabilitas dan transferabilitas digunakan untuk teknik pengecekan keabsahan data dengan sebaik mungkin. Temuan penelitian ini adalah penyusunan konsep, pemilihan program, target pasar dan kualitas alumni, dengan begitu terbentuklah sebuah konsep yaitu; konsep pembiasaan, konsep pendidikan

mental, konsep manajemen koordinasi dan konfirmasi dan konsep personal branding.

**Keywords:** *Marketing Management, Competitiveness, Islamic School.*

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## I. INTRODUCTION

The management of academic units aims to advance national education based on Pancasila and the 1945 Constitution of the Republic of Indonesia by implementing school/madrasah-based management at the primary and secondary education levels (UU No.66, 2010). Managers of Islamic education institutions constantly innovate and try to develop the institution he leads to improve it. In general, managing educational institutions is synonymous with managing business organizations, which must constantly adjust to the demands of stakeholders (Suprayogo, 2006).

Fulfilling the demands of stakeholders in terms of marketing Islamic educational institutions is to build a good reputation. The results of the study show that stakeholders prefer to choose organizations that have a good reputation (Drafting team, 2010). One of the important aspects in building the good reputation of an Islamic educational institution organization is to build a positive impression in the eyes of stakeholders. Positive impressions in the context of marketing can be built through marketing.

In the global era, marketing efforts are not limited to traditional products. Service industries have tried to use marketing management strategies to build a more robust organizational market (Marrs, Rachel, & Musa, 2011). Thus, in this case, Islamic educational institutions, as part of the organization's non-profit services, need to realize the importance of marketing value and the need to build a strong and sustainable market (Ma'sum, 2020). The current global conditions impact Islamic educational institutions, so marketing becomes a strategic issue for them in developing the meaning of each institution's market differentiation to communicate its strengths (Universities Jevons, 2015).

Marketing for Islamic educational institutions is necessary because competition is getting tougher. This can be seen from the emergence of various Islamic educational institutions, which always offer their respective advantages (Masyhud & Nasukha, 2017). As educational service providers, it is necessary to learn and have initiatives to increase customer (student) satisfaction because, in general, education is a continuous process. Therefore, a strategy is needed in marketing educational services to win the competition between academic institutions and to accelerate the improvement of the management quality of Islamic education institutions (Anam, 2013);(Faizin, 2017);(Ikhwan & Yuniana, 2022).

Competition in the world of education is inevitable, and many educational institutions have been abandoned by their customers, so in recent years there have been many mergers of several educational institutions. The administrator's ability to understand educational marketing is a prerequisite for maintaining and increasing the institution's growth (Kotler, 2003). There is a critical component that can be used as material for analysis to understand the concept of educational marketing, namely the market concept. The market is a place to transact various commodities produced by producers

with what consumers need, want and expect. Marketing is a transactional process to increase the hopes, wants and needs of potential customers so that potential customers become interested in owning the product offered by issuing rewards according to what has been agreed upon. Education is a process of changing humans' mindset, appreciation and habituation to become humans. School is one of the educational unit institutions. Although most people often identify schools with education, education is a vehicle for change in human civilization. When discussing the education system, it is not enough to only discuss the school system, so to speak, education marketing is not enough to only discuss school marketing. The educational paradigm, which is so universal, is not only seen as limited to the school system (Kalenskaya, Gafurov, & Novenkova, 2013).

Islamic Education Institute (LPI) Al Badar is a new figure in the world of education with the basic concepts: of "Integrated Activity" and "Integrated Curriculum". The meaning of integrated activity and integrated curriculum is that all programs and activities of children in schools, starting from learning, playing, eating, and praying, are packaged in one education system. LPI Al Badar has a vision: "Educating the next generation who have an Islamic spirit, good morals, excellent achievements, skilled and independent". Mission: "Making Islamic Education Institutions as a forum for carrying out education for students so that they can develop by the guidance of the Qur'an and the Sunnah of the Prophet and have religious and technological knowledge, da'wah institutions that develop in the field of education, Islamic educational institutions that can excel in achievement and as a pilot institution." (Al-Badar Magazine Documentation, 2015).

Related to the increasing competitiveness of Islamic educational institutions so far, especially the private sector, the author will focus on discussing Competitive Marketing Management in Private Islamic Education Institutions (Ikhwan, 2022). To find out how the concept of marketing management for Islamic education institutions at SMPI AL-Badar aims to obtain solutions and innovations for the growth and development of education in Indonesia.

The researcher searched for various sources related to the marketing management of private Islamic educational institutions, and there are several research results that allude to this research as below:

Laura Elizabeth Pinto, with the title: "Marketing acceptance levels and practices of Ontario school board continuing education institutions" (Pinto, 1998). This study examines and describes the acceptance rate of marketing and the marketing techniques and practices used by the Ontario council of further education. The main objective of this research is to identify the level of marketing acceptance achieved by the Ontario school education executive board and what marketing techniques they employ. The secondary aim is to determine whether the level of acceptance and marketing practices used differ due to varying institutional characteristics. The characteristics studied were: registration size, Regional location and urbanity. Responses were twenty-four out of fifty-seven institutions in the population used for data analysis.

Jane Hemsley Brown and Izhar Oplatka with the title Universities in a competitive global marketplace: A systematic review of the literature on higher education marketing. This systematic review of research aims to explore the nature of the marketing of higher education and universities in an international context. This study found that the potential benefits of applying marketing theories and concepts that have

been effective in the business world are gradually being recognized by researchers in higher education marketing (Brown & Oplatka, 2006).

Edmund Goh and Sara Dolnicar with the title: "Leveraging the brand image of Government schools by understanding their competitors" (Goh & Dolnicar, 2009). His research focuses on the existence of competition for three schools in Australia, namely State, Catholic and Private, as well as the underestimation of Public schools compared to the other two competitors. This study seeks to identify the brand image or association and attitudes of students' parents towards the three schools. The results showed that the three schools had different brand images, namely public schools were associated with cheap schools and were chosen because of the close distance between schools and homes. Catholic schools are associated with schools that have the highest religious values. While private schools are associated with luxury schools, the most expensive brands, good academic levels and always have the most up-to-date media.

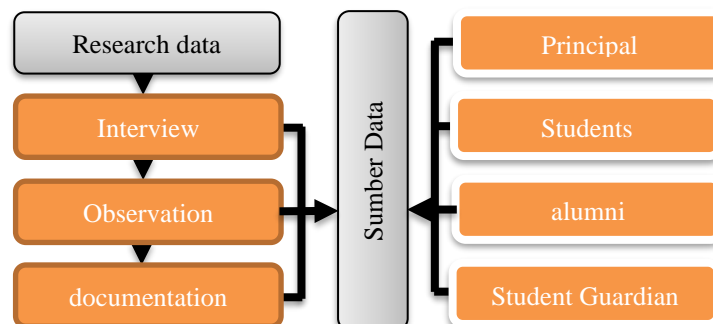
Kunal Basu with the title "The Need For Reforms In Chinese Marketing Education" (The Need for Reform in Chinese Marketing Education) (Basu & Guo, 2007). The researchers, who investigated the state of marketing education in China, found that 75% of the students they interviewed said that what they learned in class was irrelevant in the marketplace. The author presents a good recipe for improving the way marketing is taught and making it easier for western managers to hire local marketers.

After exploring several research results listed above, researchers feel that more than one has focused on research on how the concept of marketing management is competitive in private Islamic educational institutions. Therefore, this study examines the Concept of Competitive Marketing Management in Private Islamic Education Institutions at SMPI Al-Badar Tulungagung.

## II. METHOD

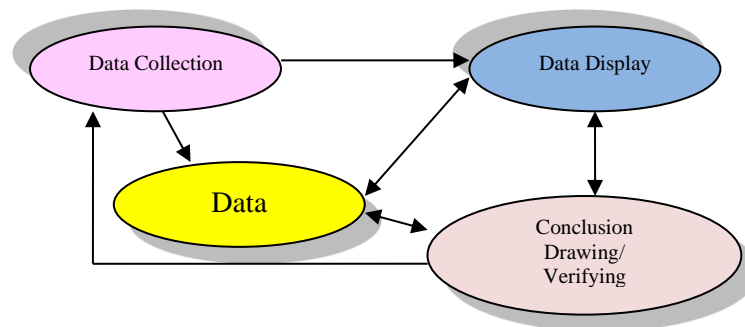
This study uses an interpretive paradigm through a qualitative approach using a case study type with a multi-case design that aims to find points of difference between one site and another. The researcher acts as an instrument and a data collector at the research location, SMPI Al-Badar Tulungagaung.

Research data were taken from interviews, observations and documentation, while data sources came from school principals/special education institution units and students, alums, and student guardians. At the same time, other sources can be taken from the deputy chief secretary, foundation chairperson and other research elements (Moleong, 2006).



**Figure 1.** Data & research data sources

Data analysis techniques are carried out in three ways, namely: data reduction, data display and conclusion drawing/verification.



**Figure 2.** Data analysis techniques

While the technique of checking the validity of the data through triangulation (sources, methods and theories), checking the correctness of information, discussing, extending research time, transferability, dependability and confirmability.

### III. RESULT AND DISCUSSION

From the results of research related to the concept of marketing management at Al Badar Islamic Middle School (SMPI), the stages of preparation include:

#### *Drafting the Concept*

As stated by the principal and the foundation staff, the preparation of the marketing management concept at SMPI Al-Badar was prepared by all levels starting from the Board of Trustees, school committee, principal, deputy principal, and all administrative staff. Whereas representatives from student guardians this done, so that wise decisions come from concepts that are indeed by the needs that are constantly developing in society for this SMPI Al Badar educational institution. This was observed by the researcher directly during the meeting process. The researcher was also involved in the meeting as an observer of the meeting process, contained in the attached photo documentation. The program is by Allah's commands in the Qur'an, which reads;

وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ

"And consult with them in that matter. Then when you have made up your mind, put your trust in Allah..." (QS. Ali Imran [3]: 159) (Taufiq, 2015).

The explanation of the above proposition from the perspective of Islamic education management is to decide on giving some thoughts and considerations known as intentional decision-making (Naved et al., 2022). Intentional decision-making involves organizational leaders selecting one of several potential solutions to a problem the organization is experiencing and then implementing that solution.

By this, in the decision-making method known as deliberation, the factors that influence the decision-making process include general information about the challenges faced, level of education, personality, adaptation process, and culture. The role of leadership in deliberative decision-making includes analyzing uncertain or risky situations, identifying problems, formulating alternatives, evaluating decisions, obtaining and using data by asking about other matters, then by prioritizing rational

and creative, choosing among alternative actions, by digest problems, identifying alternatives, set priorities, and take action (Fahriana, 2018).

From the results of the research and theory described above, it can be concluded that for everything that will be carried out in an institution, an organization must choose and develop the right and practical concept to remain focused on the activity target. A deliberation forum was held for all parties concerned to get a perfect idea.

### ***Program Selection Conceptualized from the Beginning***

One of the Al-Badar Middle School programs that are different from other public schools, as conveyed by the PAI teacher council, is a recitation program from a beginner class to a tahfidz class with presenters or teaching teachers who are mature and have high competence in this field, assisted by the Al-Badar organization. Badar Group students can compete for scholarships, which is well-known among stakeholders, especially the people of Tulungagung.

The essence of the implementation of marketing is not only oriented towards increasing company/institution profits but how to create satisfaction for the users of the product as a form of responsibility to stakeholders for the quality of each product it produces (Mukhtar, 2017). The application of marketing must first improve the foundations (image building), including attention to the grade offered (quality offered in core service), as well as observance of segmentation and targeting (careful market segmentation and targeting).

The function of marketing in educational institutions is to form a good image of the institution and attract several prospective students. Drucker provides steps to win the competition using marketing. Objectives must be clearly defined, including results, processes and strategies, creating marketing plans and efforts for each target group, communicating internally and externally, conducting training, and registering the logistical needs needed.

From the field data and theory above, selecting programs in marketing management in institutions and organizations is one of the stages that must be carried out correctly. With the existence of a program that has been discussed by all parties concerned, it can provide satisfaction to stakeholders for all the quality and quality of the program implemented.

### ***The target market is conceptualized***

SMPI Al-Badar is an institution that does not differentiate between prospective students who want to register, as said by the head of the school and the director of the foundation, in the sense that the school accepts everyone who wants to study with screening abilities at the start of registration only to group the classes so that easier to teach.

An Islamic educational institution is a form of the organization held to develop Islamic institutions that are good, permanent or changing and have a structure that can bind individuals under their auspices so that these institutions have their legal powers (Muhaimin & Mujib, 1993) In other words, Islamic education is a place or organization that organizes Islamic education with clear instructors and is responsible for implementing Islamic education. Therefore, these Islamic educational institutions must create an atmosphere that allows for the implementation of education properly,

according to the tasks assigned, such as schools (madrasas) that carry out the process of Islamic education.

The conclusion of the target market is related to the results of field research and the theory that Islamic education must be aimed at all human beings according to their level without differentiating one another so that the main goal is to create an atmosphere that allows good education to be carried out.

### ***Quality of Alumni as a Selling Value Output Concept***

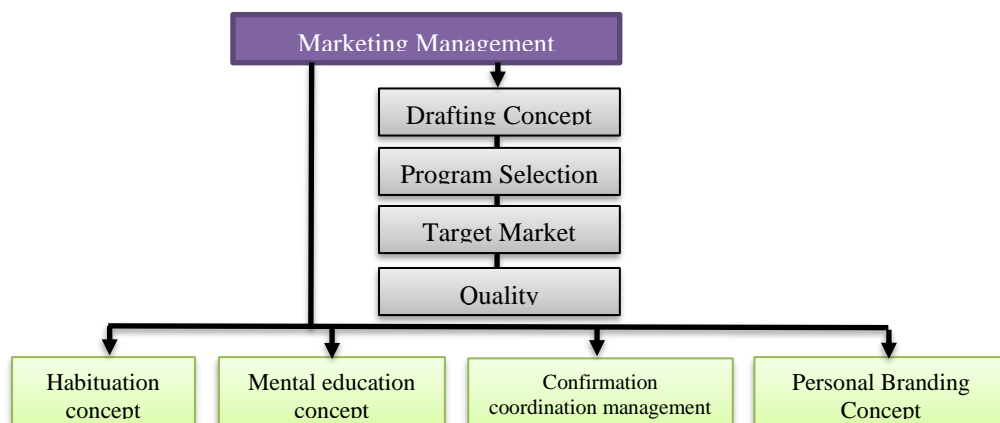
The Islamic educational institution of SMPI AL-Badar always looks at the quality of its alums so that it can be used as a benchmark for the next generation. The desired quality of alums from this institution includes:

- a. Educating the next generation with an Islamic spirit
- b. Having good morals
- c. Having Superior Achievements
- d. Skilled and independent
- e. Memorizing the Qur'an

Humans satisfy needs and want with products. A product can be offered to a market for attention, acquisition, use or consumption to satisfy a need. The term product includes physical goods, services, and other means of satisfying consumer needs and wants (Mudzakir, 2013). Companies must be able to create a product that can meet the needs and desires of consumers and that can provide the highest satisfaction to consumers. High-quality products will be able to provide higher satisfaction to consumers (Kotler & Keller, 2017).

From this theory, it can be concluded that educational institutions must carry out the task as a place to maintain the nature of students as noble human beings so that they do not deviate from the purpose of Allah creating them, to provide students with a set of Islamic civilization and culture, by integrating natural sciences, social sciences, extra science with the foundation of religious knowledge.

From all the stages of preparing the marketing management concept of SMPI Al-Badar above, it can be concluded that the marketing management concept applied includes: The idea of cultured Islamic habituation (sustainability) according to the Qur'an and Sunnah, the idea of Islamic mental education with a concentration on da'wah education, the concept Confirmation coordination management and marketable personal branding concept focused on open access information centre. The findings are described by researchers in the diagram as follows:



**Figure 3. Marketing management concept of private islamic schools**

#### IV. CONCLUSION

The concept of marketing management at SMPI Al-Badar Tulungagung educational institution, namely the design of the stages of preparation, namely; holding discussions related to drafting ideas, choosing programs that are by the interests of stakeholders, determining the target market to be addressed and developing quality to satisfy public trust in institutions and organizations. As for its application through the concept of habituation, mental education, management coordination and confirmation and personal branding.

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