



## IMPLEMENTATION OF THE 7P MARKETING MIX FOR SCHOOL REVITALIZATION: A CASE STUDY OF ENHANCING COMPETITIVENESS IN INDONESIA PUBLIC HIGH SCHOOL

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### Abstract

This study aims to analyze the implementation of the 7P marketing mix as a school revitalization strategy to enhance competitiveness and increase student enrollment in an Indonesian public high school. This study addresses a gap in previous research, which tends to examine the 7P elements partially without linking them to school recovery from declining enrollment. A qualitative case study approach was employed to obtain an in-depth understanding of educational marketing practices in a real context. Data were collected through interviews, observations, and documentation, and analyzed using an interactive model consisting of data condensation, data display, and conclusion drawing. The findings indicate that prior to 2024, the school experienced a decline in student enrollment due to limited facilities, suboptimal promotion, and lack of program differentiation. However, after implementing an integrated 7P marketing mix strategy, the school showed a significant increase in student enrollment over the past two years. This improvement was driven by the development of flagship programs such as bilingual classes and greenhouse initiatives, enhancement of physical facilities, and the use of integrated digital and conventional promotion strategies. This study highlights that the novelty lies in demonstrating the 7P marketing mix as a comprehensive transformation strategy rather than merely a promotional tool. The findings imply that an integrated marketing approach effectively strengthens school image, increases public trust, and enhances institutional competitiveness.

**Keywords:** Marketing Mix (7P); Educational Marketing; School Competitiveness; Student Enrollment; Service Quality; School Revitalization

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## INTRODUCTION

## مقدمة

The development of an increasingly competitive educational environment requires every educational institution to be able to adapt strategically, not only in the academic aspect, but also in the management of educational marketing. Educational institutions must be able to understand the needs of their customers as a producer of educational services. The success or failure of marketing educational services is closely related to activities related to the fulfillment of stakeholders' needs, desires, and expectations. An educational institution is not much different from a business which is customer-oriented and wants existence. That way an educational institution must have the right marketing strategy to get as many consumers or customers as possible. In maintaining its existence, schools are required to be able to market as much as

possible, because how high the school's value if not promoted to the maximum will have an impact on the lack of students and the lack of knowledge of the school among the public.

Schools as educational service providers need to build a strong image and be able to provide added value that is relevant to the needs of the community (Letavia et al., 2025; Riyanto & Kharisma, 2024). In this context, education marketing is no longer understood as a promotional activity, but as a strategic process in designing, delivering, and managing educational services as a whole (Setyaningsih et al., 2025). Along with the increasing demands on the quality of education, people tend to be more selective in choosing schools that are able to provide quality assurance, both from the academic and non-academic sides. This is supported by various studies that show that parents' decision to choose a school is strongly influenced by the perception of the quality of education, facilities, and the reputation of the institution (Irvan et al., 2025; Iskandar et al., 2021). Therefore, educational institutions need to develop strategies that are able to systematically integrate all aspects of educational services. One relevant approach is the implementation of the 7P marketing mix which includes product, price, place, promotion, people, process, and physical evidence (Dubey, 2024).

The 7P marketing mix approach has been widely used in the context of education to enhance the attractiveness and competitiveness of educational institutions. This approach integrates seven key elements product, price, place, promotion, people, process, and physical evidence enabling schools to comprehensively manage both tangible and intangible aspects of educational services. Compared to the traditional 4P model, the 7P framework is more suitable for educational institutions because it incorporates service-specific elements such as people, process, and physical evidence, which are essential in shaping customer experience and satisfaction. Research shows that the integrated implementation of the 7P strategy can increase public trust, strengthen school branding, and contribute to higher student enrollment (Mushoffi & Supardi, 2024; Pratama et al., 2025; Rahmiati & Fajriyah, 2024). In addition, the use of the marketing mix strategy allows schools to identify and respond to the needs of education service customers, while also enabling the development of service differentiation through flagship programs that align with student needs and provide competitive advantages (Magay et al., 2025; Nuryadi et al., 2025; Pramono et al., 2021; Rofiq, 2025). Furthermore, the 7P marketing mix contributes to strengthening institutional image and positioning schools more competitively through integrated service management (Zebua & Us, 2025). However, most previous studies still have limitations, as they tend to examine the 7P elements partially, focusing only on specific aspects such as promotion or service quality, or merely analyzing their impact on school image without comprehensively exploring their role as a transformation strategy in addressing declining student enrollment and supporting institutional recovery.

In line with these limitations, empirical conditions in the field further highlight the need for a more comprehensive approach. The phenomenon of declining student enrollment experienced by several secondary schools, including SMA Negeri 14 Samarinda prior to 2024, indicates a gap between the educational services offered and public expectations. This decline is not only attributed to limited promotional activities but is also related to weak program differentiation, suboptimal service quality, and the absence of a strong institutional identity in the eyes of the public (Amalia & Kholik, 2025; Uluwiyah et al., 2023). Empirically, student enrollment trends at SMA Negeri 14 Samarinda show significant fluctuations over recent years. Before the revitalization efforts, the school faced difficulties in meeting admission quotas, as reflected in the implementation of a two wave admission system due to insufficient applicants in the first phase. However, following various improvement strategies, a substantial increase in student interest was

observed. By 2025, the admission process was conducted in a single wave, accompanied by a sharp rise in applicants, with approximately 390 prospective students unable to be accommodated. This growth is further evidenced by the expansion of class groups from three classes per grade to eight classes per grade, indicating a marked improvement in the school's attractiveness and competitiveness. These conditions confirm that school competitiveness is strongly influenced by the institution's ability to respond adaptively to the evolving needs and preferences of the community.

Based on these conditions, there is a research gap that shows that research related to education marketing is still limited to theoretical approaches or general implementation, and there has not been much empirical study on how the 7P marketing mix strategy is applied as an effort to transform institutions in the face of the crisis in the number of students. In addition, there have not been many studies that specifically link the implementation of the 7P to the school revitalization process through strengthening superior programs, improving service quality, and optimizing digital-based promotions in one complete analysis framework.

Therefore, the novelty in this study lies in a comprehensive analysis of the implementation of the 7P marketing mix as a transformation strategy for educational institutions in improving school competitiveness. This study not only examines the aspects of planning and implementing marketing strategies, but also traces its impact on increasing the number of students in a real context, especially in schools that experience a decrease in the quantity of students. Thus, this research provides a new perspective that integrates the service marketing approach with the recovery and strengthening strategies of educational institutions.

SMA Negeri 14 Samarinda is one of the schools that has carried out a strategic transformation through the implementation of the 7P marketing mix as an effort to revitalize the institution. This transformation includes strengthening flagship programs, improving the quality of education services, and optimizing digital-based promotion strategies and public relations. These efforts were made in response to the initial condition of the school which experienced a decrease in the number of students and a weak image of the institution. This condition shows that there is a quantity crisis that has the potential to disrupt the sustainability of school operations. In the perspective of modern education management, schools function not only as academic institutions, but also as service providers that must be able to meet the needs and expectations of society. The mismatch between educational services and public expectations leads to low interest in enrollment. In addition, weak school branding and lack of program innovation are the main factors that worsen this condition. Therefore, strategic steps are needed in the form of a comprehensive transformation to increase the attractiveness and competitiveness of schools.

Based on this background, this study aims to analyze in depth the implementation of the 7P marketing mix in improving school competitiveness, as well as to examine its impact on increasing student enrollment at SMA Negeri 14 Samarinda. In addition, this research also aims to identify effective transformation strategies in strengthening institutional image and increasing public trust. To provide a clear analytical direction, this study is guided by the following research questions: (1) How is the 7P marketing mix implemented as a school revitalization strategy? (2) How does the implementation of the 7P marketing mix influence school competitiveness? and (3) How does the strategy contribute to increasing student enrollment? The results of this study are expected to contribute both theoretically and practically to the development of educational marketing studies, especially for educational institutions facing similar challenges in improving competitiveness and institutional sustainability.

## METHOD

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### Subsection Identification

This study was conducted systematically through several stages. The first stage involved problem identification, focusing on the phenomenon of declining student enrollment and weak school competitiveness as the basis for determining the research focus. The second stage was a theoretical review and conceptual framework development, carried out by examining literature related to educational marketing and the 7P marketing mix as the analytical foundation. The third stage involved field exploration to understand the empirical conditions of the school through direct interaction with research subjects in a natural setting.

The fourth stage was the analysis of the 7P marketing mix implementation by categorizing findings based on product, price, place, promotion, people, process, and physical evidence to identify strategic patterns. The fifth stage involved interpretation and synthesis of findings by linking empirical results with the theoretical framework to obtain a comprehensive understanding of strategies to enhance school competitiveness. The final stage consisted of drawing conclusions and formulating recommendations based on research findings.

### Participant (Subject) Characteristics

The study was conducted at SMA Negeri 14 Samarinda, which was purposively selected due to its experience of declining student enrollment and subsequent transformation through the implementation of the 7P marketing mix strategy. Participants were selected using purposive sampling techniques based on their direct involvement in school management and marketing activities.

Key informants included school principals, teachers, and administrative staff who possess relevant knowledge and experience related to educational marketing strategies. Primary data were obtained from these informants, while secondary data were collected from institutional documents such as school reports and archives. This selection ensured that the data collected were relevant, credible, and aligned with the research objectives.

### Research Design

This study employed a qualitative approach with a case study design to analyze in depth the implementation of the 7P marketing mix in improving school competitiveness. This approach was chosen because it provides a contextual understanding of educational marketing phenomena in real-life school environments, particularly in the process of institutional transformation.

Data collection techniques included in-depth interviews, observations, and documentation to obtain comprehensive and rich data. The validity of the data was ensured through triangulation of sources and methods to enhance consistency and credibility. Data analysis used an interactive model consisting of data condensation, data presentation, and conclusion drawing, conducted iteratively to produce valid and scientifically accountable findings (Sugiyono, 2022).

Conceptually, this study is based on educational service marketing theory, which positions the 7P marketing mix as the main analytical framework encompassing product, price, place, promotion, people, process, and physical evidence. These elements serve as the foundation for examining school revitalization strategies in increasing competitiveness and student enrollment.

## RESULT

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## Early Conditions and Dynamics of School Change

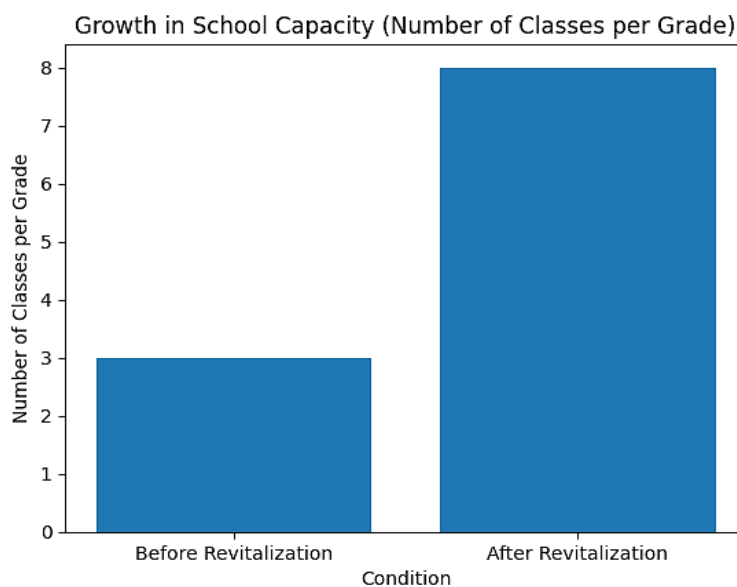
The findings indicate that prior to 2024, SMA Negeri 14 Samarinda faced a decline in student enrollment due to limited facilities, suboptimal promotion strategies, and the absence of distinctive flagship programs. The lack of a representative permanent building also affected public perceptions of the quality of educational services. As a result, student admissions were conducted in two waves, as the quota was not fulfilled in the first phase.

However, significant changes occurred following the implementation of school revitalization strategies based on the 7P marketing mix. By 2025, student interest increased substantially, as reflected in the transition to a single-wave admission system and the presence of approximately 390 applicants who could not be accommodated. In addition, the number of class groups increased from three to eight classes per grade, indicating a strong improvement in school attractiveness and competitiveness. To provide a clearer overview of these changes, the key indicators of student enrollment and admission patterns are summarized in Table 1.

**Table 1.** Changes in Student Enrollment and Admission System

Indicator	Before Revitalization	After Revitalization (2025)
School facilities	Limited, no permanent building	Representative new building
Number of classes per grade	3 classes	8 classes
Admission system	2 waves	1 wave
Quota fulfillment	Not achieved in first wave	Exceeded demand
Number of applicants	Low	Significantly increased
Unaccepted applicants	None	±390 students
School attractiveness	Low	High

The table clearly demonstrates a substantial improvement in school capacity and student demand after the revitalization efforts. To provide a clearer visual representation of the increase in school capacity, particularly in the number of class groups, the data are presented in Figure 1.



**Figure 1.** Growth in School Capacity

The figure illustrates the increase in school capacity, as reflected in the growth of class groups from 3 to 8 classes per grade after the implementation of the 7P-based strategy. This quantitative improvement is closely associated with the development of various flagship programs and the enhancement of service quality implemented by the school. The increase in student enrollment is supported by the development of flagship programs, including bilingual classes,

literacy and numeracy strengthening, and entrepreneurship based programs such as greenhouse activities. These programs function as differentiation strategies that enhance the school's value proposition and attractiveness.

Findings from interviews indicate that bilingual programs are perceived by students as an opportunity to improve foreign language skills, while practice-based programs such as greenhouse activities are valued by parents for developing students' entrepreneurial competencies. In addition, improvements in service quality were observed through enhancements in learning processes, teacher competence, and the utilization of new facilities. These findings indicate that the transformation strategy extends beyond promotional efforts, encompassing a comprehensive improvement in the quality of educational services.

### **Implementation of Marketing of Educational Services at SMA 14 Samarinda**

SMA 14 Samarinda carries out a marketing strategy for educational services, namely by shaping and improving the image of the school to the community by carrying out activities related to the community, improving discipline, cultivating character, having excellent programs that differentiate from other schools, and implementing various activities, both extracurricular and non-extracurricular activities. This activity was actually able to attract public interest to SMA 14 Samarinda. As explained by one of their students, the reason they chose the school was because there was a superior program that other schools did not have, one of which was the bilingual class. The parents of the students also argued that they chose SMA 14 Samarinda because this school already has its own building with complete facilities and has many excellent programs such as the green house program as a practice-based learning facility that integrates environmental and entrepreneurial aspects even though this school is a high school and not a vocational school, where the cultivation of entrepreneurial values is very important for students as a provision and experience after graduating from school. Based on the theory of the purpose of marketing, which is to form public trust about the school, in fact, the strategy carried out is able to build trust and can attract people to join SMA 14 Samarinda.

SMA Negeri 14 Samarinda prepares marketing plans internally by involving teachers and education staff in designing activity programs. The planning stage is then followed by an integrated organizing process, with the aim of identifying and determining the necessary resource needs so that the marketing strategy can be prepared appropriately and in accordance with existing conditions. An effectively designed marketing strategy will contribute to increased customer satisfaction, students, parents, and the wider community. In addition, the success of the implementation of marketing strategies is also greatly influenced by the role of education personnel or employees. In the context of service institutions, employees are the main asset because they play a direct role in creating customer satisfaction and loyalty. Employee performance, especially those at the forefront, is a determining factor in the process of creating service value. The responsiveness, empathy, assurance, and reliability shown during service interactions will shape consumer perception of the quality of service performance provided.

In the last two years, SMA Negeri 14 Samarinda has experienced a significant increase in student interest after having its own school building and no longer hitchhiking at other schools, which previously had an impact on the low number of applicants. This condition shows that the availability of representative physical facilities also strengthens the attractiveness of schools in the eyes of the public. In line with this, the marketing strategy planning at SMA Negeri 14 Samarinda simply begins with determining the target market through observation activities carried out by identifying the characteristics of prospective students and parents, analyzing the socio-economic

conditions of the surrounding community, mapping preferences for education with superior programs, and examining the trend of school selection in the surrounding environment. In addition, because students do not only come from the environment around the school, SMA Negeri 14 Samarinda also expands its marketing reach. The differentiation strategy is applied by offering a magnificent new building and complete facilities as the main attraction for prospective students. This effort is strengthened by the provision of excellent programs, such as bilingual classes, which are designed to improve the quality of learning and competitiveness of graduates. As a public school, SMA Negeri 14 Samarinda does not charge tuition fees, so it is a significant added value for the community, especially from the lower middle economic class. To support the effectiveness of marketing, the school formed a special team in charge of managing marketing communication through the use of digital media as the main means of conveying information and promotion to the public.

### **Steps to Marketing Mix Educational Services as a Strategy to Increase the Quantity of Students at SMA 14 Samarinda**

In the context of education, the 7P marketing mix marketing mix is a very important element and can be combined in such a way that it can produce a marketing strategy for SMA 14 Samarinda that can be used to win the competition. The seven elements include:

#### **1. School Education Services Product**

SMA Negeri 14 Samarinda strategically develops educational products through various superior programs as a form of differentiation to increase competitiveness. These programs include bilingual classes that aim to improve students' foreign language skills, literacy and science programs to strengthen academic competence, and life skills-based activities that equip students with practical skills in daily life. In addition, the innovation of the green house program is one of the advantages that integrates environmental learning with entrepreneurial aspects. The program provides a contextual learning experience, where students not only understand theory, but also engage directly in practices that are applicable and economically valuable.

The development of educational products at SMA Negeri 14 Samarinda is not only oriented towards improving the quality of learning, but is also directed to provide added value that is able to attract public interest. The school strives to build a positive image through active involvement in various social and community activities, so that the existence of the school is increasingly known and trusted by the wider community. On the other hand, strengthening students' character is also an important part of educational products, which is manifested through the habituation of religious activities and the development of attitudes of discipline, responsibility, and social concern.

The aspect of graduate prospects is also a major concern in the development of educational products. SMA Negeri 14 Samarinda provides assistance to students in planning their future, both to continue their education at the university level and enter the world of work. In addition, the school also provides various extracurricular activities that function as a means of optimally developing students' interests and talents. This activity not only improves non-academic competence, but also shapes students' confidence and social skills.

Overall, the educational product development strategy that integrates academic, non-academic, and character building excellence makes SMA Negeri 14 Samarinda have a strong differentiation value. This comprehensively designed educational product not only improves the quality of service, but also strengthens the school's reputation and increases its attractiveness in

the midst of competition from educational institutions. Thus, innovative and customer-oriented educational service products are the main key in creating public satisfaction and loyalty to schools.

## 2. Price of School Education Services

SMA Negeri 14 Samarinda as a state educational institution implements transparent and proportionate management of education costs. This can be seen from the school's policy that does not charge education fees to students, thereby providing wider access for the community, especially from the lower middle economic circles. This policy is a form of the school's commitment to realizing equal distribution of education without reducing the quality of services provided. Transparency in cost management is also an important factor in building public trust, as parents can clearly know how educational resources are managed to support learning activities.

In addition to the affordability aspect, cost management at SMA Negeri 14 Samarinda also pays attention to the quality of educational services provided. The school strives to ensure that every learning program, facilities, and other supporting services remain at a good quality standard even though it does not charge fees from students. This shows that the value of an educational service is not solely determined by the amount of cost, but rather by the quality of the process and the results obtained by the students. Thus, the concept of price in educational services in schools emphasizes more on the value or value of benefits felt by customers.

## 3. Place of Education Services

SMA Negeri 14 Samarinda is located on Jl. Rapak Indah, Karang Asam Ilir, Sungai Kunjang District, Samarinda City, East Kalimantan. This location is classified as strategic because it is in a relatively safe and conducive environment for teaching and learning activities. A comfortable and less noisy school environment supports the creation of a more focused and effective learning atmosphere. In addition, the well-organized environmental conditions also provide a sense of security for students while in the school environment, so that parents have more confidence in the safety of their children.

In terms of accessibility, the location of SMA Negeri 14 Samarinda can be reached quite easily by various modes of transportation, both private vehicles and public transportation. This is an added value because it makes it easier for students from various regions to access the educational services provided. The ease of access also affects the efficiency of students' travel time, so that they can participate in learning activities more optimally without being constrained by distance or transportation. For parents, the ease of reaching the school location also makes it easier to communicate, attend school activities, and monitor the development of children's education.

Overall, the choice of a strategic location and supported by good accessibility makes SMA Negeri 14 Samarinda have an advantage in attracting public interest. A safe, comfortable, and accessible environment not only supports an effective learning process, but also increases customer trust and satisfaction with the educational services provided. Thus, the element of place is one of the important components in strengthening the competitiveness of schools as educational service providers.

## 4. Promotion of Education Services

SMA Negeri 14 Samarinda carries out promotional strategies through various media, both conventional and digital. The use of social media such as Instagram, Facebook, and YouTube is carried out to increase the visibility of schools and reach the wider community. In addition, promotion is also carried out through print media such as brochures, pamphlets, and banners as a

means of conveying information to prospective students. The school also optimizes direct promotion through socialization activities to the community and previous level schools, as well as building communication based on social relationships (word of mouth) involving students, teachers, and the surrounding community.

The promotional efforts carried out in an integrated manner aim to introduce the school's excellence while building a positive image in the eyes of the public. With a combination of promotional strategies that utilize digital technology and direct interaction, SMA Negeri 14 Samarinda is able to increase the reach of information and strengthen public trust in the educational services offered.

#### 5. People (Human Resources) Education Services

SMA Negeri 14 Samarinda, the role of teachers and education staff is not only limited to the implementation of learning activities, but also as the main representation of the image and quality of school services in the eyes of the community. SMA Negeri 14 Samarinda also places the aspect of professionalism as the top priority in human resource management. This is realized through efforts to improve competence in a sustainable manner, such as the participation of teachers and education staff in training, workshops, and other self-development activities. In addition, schools also emphasize the importance of commitment and responsibility in carrying out their duties, so that each individual is able to contribute optimally in achieving educational goals. A conducive and collaborative work environment also supports the creation of effective and efficient performance.

With planned and sustainable human resource management, SMA Negeri 14 Samarinda is able to provide educational services that are not only academically quality, but also provide a meaningful learning experience for students. The quality of interaction between teachers, education staff, students, and parents is ultimately an important factor in shaping positive perceptions of the community and increasing customer satisfaction and loyalty to the educational services provided.

#### 6. Physical Evidence of Education Services

SMA Negeri 14 Samarinda shows a commitment to service quality through the provision of complete and modern facilities as tangible evidence of the educational services provided. The existence of a representative school building, comfortable classrooms, and a well-organized environment create a conducive learning atmosphere for students. In addition, supporting facilities such as laboratories, libraries, and sports facilities also support a more effective and varied learning process. The availability of these facilities not only serves as a means of academic support, but also as a medium for developing students' potential as a whole.

Overall, the existence of adequate and quality physical evidence at SMA Negeri 14 Samarinda not only strengthens the image of the school, but also increases public trust in the educational services provided. Therefore, sustainable management and development of facilities is an important aspect in supporting the success of the educational process and increasing the competitiveness of schools in the midst of competition from educational institutions.

#### 7. Process Education Services

SMA Negeri 14 Samarinda implements an adaptive and technology-based learning process as part of efforts to improve the quality of educational services. The learning process is designed interactively by utilizing various digital learning methods and media, so as to create a more interesting and non-monotonous learning atmosphere. Teachers not only play the role of

delivering material, but also as facilitators who encourage active participation of students through discussions, collaborations, and practice-based activities. This approach aims to ensure that students not only understand the material conceptually, but also be able to apply it in daily life.

In addition, the school routinely conducts learning evaluations to monitor students' academic and non-academic development. This evaluation is not only carried out in the form of learning outcome assessment, but also through joint reflection between teachers and students to identify obstacles and improve the learning process that has taken place. Parent involvement is also an important part of the educational service process, where schools build ongoing communication to provide information related to student development and receive input from parents.

In supporting the development of students' potential as a whole, SMA Negeri 14 Samarinda also provides a variety of extracurricular activities that can be chosen according to students' interests and talents. This activity is part of the educational process which aims to develop students' skills, creativity, and character. Overall, this structured educational service process that is adaptive and oriented to the needs of students is an important factor in creating a quality learning experience. Thus, effective and sustainable process management will have an impact on increasing public satisfaction and trust in the educational services provided by SMA Negeri 14 Samarinda.

### **Increasing the Quantity of Students at SMA Negeri 14 Samarinda**

The increase in the number of students is one of the important indicators in assessing the competitiveness and success of a school's education marketing strategy. In the context of SMA Negeri 14 Samarinda, efforts to increase the quantity of students are not only carried out administratively through the admission of new students, but also through a planned and sustainable strategy, especially in building the public's image and trust in the school. Based on interviews and from the results of the documentation obtained in increasing the quantity of students, there are several strategies implemented.

#### **1. Strengthening the School Brand**

In practice, SMA Negeri 14 Samarinda seeks to build a strong brand through several strategic approaches that are relevant to the needs of today's society. People as "consumers of education" tend to choose schools that have a positive image, good discipline, clear achievements, and are able to provide quality assurance for the future of students. First, schools improve the discipline of school residents as part of the formation of organizational culture. Discipline is not only applied to students, but also to teachers and education staff. Supervision of student attendance, compliance with rules, and consistent enforcement of rules are concrete steps in creating a conducive learning environment. With a better supervision system, behaviors such as truancy can be minimized, increasing parents' trust in the school. Second, the school emphasizes on strengthening character education. This is realized through various activities, such as habituation of religious values, social activities, and student involvement in community activities in the surrounding environment. This approach is important because currently the community not only assesses the quality of schools from the academic aspect, but also from the school's ability to shape the character and personality of students.

Third, SMA Negeri 14 Samarinda develops superior and innovative programs as part of school differentiation. This program can be in the form of strengthening literacy, outstanding extracurricular activities, to developing 21st century skills such as critical and collaborative thinking. This excellent program is an added value that distinguishes the school from other

competitors in Samarinda. Fourth, schools have also begun to adopt collaboration strategies with various parties as an effort to strengthen the institution's brand. Cooperation with government agencies, the business world, and the surrounding community is an important step in increasing the credibility of schools. This collaboration can be in the form of educational activities, training, and environment-based programs that are relevant to local needs in Samarinda. Fifth, in the current digital era, strengthening branding is also carried out through the use of social media and digital publications. Information about school activities, student achievements, and excellent programs is actively published to reach a wider community. This strategy is effective in building positive perceptions and increasing public awareness of the existence of schools.

Implications for improving students through these various strategies, SMA Negeri 14 Samarinda is able to build an image as a school that is disciplined, quality, and adaptive to the times. This positive image indirectly increases public trust, which ultimately has an impact on increasing the interest of prospective students to register. Thus, strengthening branding is not only a communication strategy, but also an integral part of the overall school transformation. This effort shows that the increase in the quantity of students cannot be separated from the quality of educational services provided.

## 2. Getting to Know Customers (Prospective Students and Parents)

In the context of educational marketing, the concept of "customer" is no longer understood narrowly only as a student, but also includes parents as parties who have a dominant role in decision-making. This is important because school choices generally consider various aspects such as academic quality, character building, environmental safety, and children's future prospects. Therefore, SMA Negeri 14 Samarinda places the strategy of recognizing customers as a crucial first step in increasing the quantity of students.

Efforts to recognize customers are carried out through a data-based approach and field reality. The school systematically identifies the characteristics of prospective students by analyzing several main aspects, namely the origin of the school (SMP/MTs), the area of residence, and the socioeconomic background of the family. This data was obtained from the archives of new student admissions the previous year, which was then processed to see the patterns and tendencies of students' origins. The results of the analysis showed that most of the students of SMA Negeri 14 Samarinda came from the area around Samarinda which had relatively easy access to transportation to school. Geographical proximity and ease of access are important considerations for parents in choosing a school, especially related to time efficiency, transportation costs, and children's safety during the trip. In addition, there is a tendency that schools of certain origins consistently contribute a significant number of students each year.

Based on these findings, the school then conducted a market mapping to determine the main target market in a more targeted manner. Areas that have great potential, both in terms of the number of junior high school graduates and accessibility, are priorities in the school's marketing strategy. Thus, the approach is not general or comprehensive without direction, but rather focuses on segments that have high opportunities. Not only stopping at the home school environment, the approach is also carried out through involvement with the surrounding community, such as community leaders and parents of students. This communication aims to build public trust and strengthen the school's image as an educational institution that is responsive to the needs of the community.

Furthermore, this strategy of recognizing customers also pays attention to the psychological aspects and preferences of parents and students. For example, some parents tend to choose

schools that have a reputation for high discipline, while others place more emphasis on academic achievement or extracurricular activities. By understanding the variety of these needs, SMA Negeri 14 Samarinda can adjust the promotional messages and educational services offered to make them more relevant and attractive to the target market. This approach shows that the school has applied the principle of data driven marketing, which is a marketing strategy based on data analysis and real customer needs. With this approach, promotional activities become more effective, efficient, and on target, so as to increase the chances of prospective students to choose a school.

### 3. Doing Promotion (Utilization of Internet Marketing and Offline Marketing)

Promotion is one of the key factors in increasing the number of students because it plays a key role in conveying information, building an image, and fostering public trust in an educational institution. In the context of increasingly competitive competition between schools, promotion is no longer just a complement, but has become a strategic part of education marketing management. Therefore, SMA Negeri 14 Samarinda created a special team for the promotion section by combining online and offline promotion strategies as an effort to reach a wider and more diverse community.

Online schools utilize various social media platforms that are currently widely used by the public, such as Instagram, Facebook, YouTube, school websites and WhatsApp. The use of social media is based on the consideration that most prospective students and parents have been connected to digital technology, so that information can be conveyed faster, more widely, and more efficiently. Through this platform, SMA Negeri 14 Samarinda actively publishes various content that reflects the school's identity and excellence. The content presented includes documentation of learning activities, student achievements in both academic and non-academic fields, extracurricular activities, school facilities, and official information related to the admission of new students. The presentation of content is carried out in an attractive manner by utilizing photos, videos, and communicative graphic design, so that it is able to attract the attention of the audience while providing a real picture of school life. Apart from being an information medium, digital platforms are also used to build interaction with the community. For example, through the comment column, direct messages, or the dissemination of information through groups on WhatsApp. This interaction allows prospective students and parents to obtain information more personally and quickly, thereby increasing emotional closeness and trust in the school.

On the other hand, SMA Negeri 14 Samarinda also maintains an offline promotion strategy, This is done because not all people have the same level of digital access and literacy, so the direct approach is still very relevant. Offline promotion is carried out through the installation of banners or banners in front of schools that are often passed by the public. This visual media serves to increase the visibility of the school and constantly remind the public about the existence and excellence of the school.

The combination of online and offline promotions implemented by SMA Negeri 14 Samarinda shows that there is an integrated and adaptive strategy to the times. Online promotion excels in terms of wide reach and speed of information dissemination, while offline promotion excels in building personal closeness and trust in person. By integrating these two approaches, schools are able to reach various segments of society, both those who are active in digital media and those who still rely on conventional information. This makes the promotion process more inclusive and not limited to one specific group. In the end, the effectiveness of this promotion strategy is reflected in the increase in public awareness, interest, and trust in SMA Negeri 14 Samarinda. The further impact is the increase in the number of prospective students who register, so that

promotion not only functions as a communication tool, but also as a strategic instrument in increasing the competitiveness and existence of schools in the community.

#### 4. Owning Your Own New Building and Utilizing a Strategic Location

The existence of the school building itself and the use of a strategic location are one of the important factors in increasing the attractiveness of the school in the eyes of the community. In the context of education marketing, physical aspects and location are among the elements that greatly influence the perception of the quality of an institution. This can also be seen in SMA Negeri 14 Samarinda, which has used the new building in the last two years as tangible proof of the school's commitment to providing a decent, comfortable, and modern learning environment. The new school building itself not only gives a positive first impression, but also reflects the school's readiness to provide quality educational services. Better facilities, neatly arranged classrooms, and adequate learning support facilities are added values that can increase public confidence, especially parents, in choosing a school for their children.

In addition, the existence of new buildings also has an impact on increasing the comfort and effectiveness of the learning process. A clean, organized, and representative learning environment can encourage students to be more focused, active, and motivated in participating in teaching and learning activities. This condition indirectly strengthens the school's image as an institution that not only excels academically, but also cares about the quality of the student learning environment. Thus, the physical aspect of the new building not only serves as a supporting facility, but also as part of a strategy to increase the competitiveness of schools in the midst of increasingly fierce competition.

On the other hand, the location factor also has an equally important role. SMA Negeri 14 Samarinda has advantages in terms of accessibility that are relatively easy to reach by the people of Samarinda and its surroundings. The location of the school on a path that can be accessed by public and private transportation makes it easy for students from various regions to go to school. This ease of access is one of the main considerations for parents in making choices, because it relates to time efficiency, transportation costs, and children's safety during the journey to and from school. The easier access to the school, the greater the chance that the school will be in demand by the community.

In addition to accessibility, the environmental conditions around the school which are relatively conducive, not too congested, and far from noise are also an added value. A calm and safe environment greatly supports the creation of an effective learning atmosphere, so that students can concentrate more on following learning. This is important because the comfort of the learning environment is often one of the indicators considered by parents in choosing the ideal school for their children.

The advantages of the new school building itself and this strategic location are not only used as internal supporting factors, but also optimized as part of the promotion strategy of SMA Negeri 14 Samarinda to actively highlight through the aspects of facilities and ease of access. Thus, the combination of the existence of a new building and a strategic location makes a significant contribution to increasing the attractiveness of the school. These two aspects not only strengthen the school's image as a quality educational institution, but also play a role in increasing public interest in sending their children to SMA Negeri 14 Samarinda. This shows that physical and location factors are an integral part of an effective education marketing strategy in increasing the quantity of learners.

## 5. Improving the Quality of Educational Services

Efforts to increase the quantity of students are basically inseparable from the quality of educational services provided by schools. In the context of increasingly competitive competition between educational institutions, the public not only considers the aspect of promotion or location, but also assesses in depth the quality of the services offered. Therefore, SMA Negeri 14 Samarinda strives to improve the quality of educational services in a comprehensive and sustainable manner, including aspects of infrastructure, learning processes, and services to students. In terms of facilities and infrastructure, the school continues to develop facilities to support effective and efficient teaching and learning activities. The procurement and improvement of facilities is carried out through various sources of funding, both from the government and through cooperation with other parties. Adequate facilities, such as comfortable classrooms, laboratories, libraries, and other supporting facilities, are important factors in creating a conducive learning environment. The availability of this facility not only supports the learning process technically, but also provides a sense of comfort and safety for students in carrying out daily learning activities. Thus, the quality of infrastructure facilities also forms a positive public perception of school quality.

Furthermore, in the aspect of the learning process, SMA Negeri 14 Samarinda encourages educators to implement innovative and interactive learning strategies. Teachers no longer play the role of the only source of information, but rather as facilitators who are able to create an active and participatory learning atmosphere. Various learning methods, such as group discussions, project-based learning, and contextual approaches, are applied to increase student engagement in the learning process. This approach has been proven to increase students' interest in learning, develop creativity, and encourage critical thinking skills. With active involvement in learning, students not only understand the material theoretically, but are also able to relate it to real-life situations. In addition, the discipline aspect is also an important part of improving the quality of educational services. School discipline enforcement is carried out consistently to create an orderly and structured learning environment. Discipline is not only applied to students, but also becomes a culture that is upheld by all school residents. An orderly environment will support the creation of a more focused and optimal learning process, so that learning goals can be achieved better. This discipline is also one of the indicators of school quality assessed by the community.

Furthermore, SMA Negeri 14 Samarinda also emphasized the importance of a balance between theoretical and practical learning. The school strives for students not only to understand concepts academically, but also to be able to apply this knowledge in their daily lives. This approach is manifested through various practical activities, both in the classroom and through extracurricular activities and self-development programs. With this balance, students become better prepared to face challenges in the real world, both in continuing their education to a higher level and in social life. Services to students are also the main concern in improving the quality of educational services. The school strives to provide services that are responsive, friendly, and oriented to the needs of students. This includes academic guidance, counseling services, and support in developing students' interests and talents. Good service will create a sense of comfort and satisfaction for students, which ultimately has an impact on the positive image of the school in the eyes of the community.

Overall, the improvement of the quality of educational services carried out by SMA Negeri 14 Samarinda not only affects student learning outcomes, but also contributes to increasing public trust. When the community sees that schools are able to provide quality educational services, the interest in sending children to the school will increase. Thus, service quality is a key factor that not

only supports the success of the educational process, but also plays a strategic role in increasing the quantity of students.

## DISCUSSION

## مناقشة

Marketing in the world of education is basically oriented towards the provision of intellectual services and character formation as a whole, with the main goal of meeting the needs and expectations of customers (Putri & Aprianto, 2026). Conceptually, the implementation of educational marketing includes an integrated approach, the creation of customer satisfaction, and the achievement of value or sustainability of the institution (profit/value). In practice, this strategy also involves managing customer resources, institutional policies, marketing activities, and market segmentation appropriately in order to be able to create superior value and competitiveness of educational institutions (Makmun et al., 2023).

Marketing of educational services is a strategy in doing something where customers consider that schools as educational institutions support customers to be able to meet customer needs and desires (Nurdiana, 2022). Thus, the marketing strategy of educational services can be carried out by highlighting the various advantages possessed by educational institutions through planned promotional activities, this effort aims to build customer trust in the quality of services offered, so that it can influence the positive perception of the public towards the school (Vianda et al., 2024).

The concept of service marketing proposed by Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler in Leo et al., (2026) emphasizes that the main focus of service marketing lies in delivering processes, experiences, and intangible values to customers, not just on physical products or transactions alone. In practice, delivering service experiences and building customer relationships is a complex process because it involves various integrated strategies and approaches. For this reason, they developed a service marketing framework that is not only limited to traditional elements, but expanded to seven elements (7P) to accommodate the unique characteristics of services, such as intangibility, inseparability from the provider, variability, and non-storage.

Furthermore, Chris James dan David Phillips stated that educational institutions have essentially implemented elements of service marketing, although they remain unsystematic and intuitive. This finding is further supported by recent research showing that educational marketing practices still require a more integrated approach oriented toward customer needs and satisfaction (Zohriah et al., 2025). Therefore, implementing an educational service marketing strategy requires a more comprehensive approach, viewing all school activities from the perspective of educational service customer needs and satisfaction.

In practice, SMA Negeri 14 Samarinda also implements service principles that include reliability, responsiveness, confidence, empathy, and tangible manifestations towards better facilities (Dzakwan & Ubit, 2025). The implementation of these principles is evident in the school's commitment to meeting the needs of facilities and infrastructure, especially after a location move that required rebuilding from the initial stage. In the past two years, the school has demonstrated its reliability by successfully having its own new building with various complete facilities to support learning and other activities. In addition, services to students and parents are carried out openly and responsively, by providing a communication space to accommodate aspirations, complaints, and input, thus creating a better relationship between education service providers and service users.

The research results show that the implementation of the 7P marketing mix at SMA Negeri 14 Samarinda has had a significant impact on improving the school's competitiveness, particularly in increasing the number of students. This finding indicates that the marketing strategy implemented is not merely administrative or promotional in nature, but has become part of an integrated managerial strategy within the educational institution's management.

Conceptually, this finding is in line with the marketing theory put forward by Philip Kotler, which states that marketing is a process of creating value and meet customer needs. In the context of education, this value lies not only in academic results, but also in the learning experience, the relevance of the program, and the future security of students. The development of flagship programs such as bilingual classes and programs green house This study shows that schools are able to create added value which is the main attraction for the community.

Furthermore, from a service marketing perspective, Valarie A. Zeithaml and Mary Jo Bitner emphasize that the intangible characteristics of services require organizations to optimize service elements people, process, and physical evidence. This is relevant to research findings which show that the existence of physical facilities such as new buildings and a conducive learning environment (physical evidence) has a big influence on public perception (Pane & Prabowo, 2024). The public tends to assess the quality of education through directly visible indicators, making physical evidence a representation of the quality of the services offered.

From the aspect product, the research results show that flagship programs are a key factor in attracting student interest. This reinforces the concept of differentiation in competitive advantage theory, where organizations need unique characteristics to differentiate themselves from competitors. Programs such as bilingual classes not only improve students' language competency but also convey a modern and adaptive image to the demands of globalization. This finding is supported by research by Makmun et al., (2023) which states that educational program innovation significantly influences increased public interest and trust in educational institutions.

On the aspect promotion, the use of digital media demonstrates a transformation in marketing communication strategies that are more adaptive to technological developments. The use of platforms like Instagram, Facebook, and YouTube allows schools to reach a wider audience at a relatively efficient cost. This finding aligns with research by Setyaningsih et al., (2025) which states that digital marketing in education can significantly improve an institution's visibility and image. Furthermore, the combination of digital and conventional promotions demonstrates that an effective marketing strategy is one that integrates multiple communication channels.

Next, the aspect people and process also plays an equally important role in improving the quality of educational services. Teacher professionalism, pedagogical skills, and good interactions between teachers and students are key factors in creating a positive learning experience. From a service quality perspective, this is related to the reliability dimension, responsiveness, and empathy. Research by Dzakwan & Ubit, (2025) shows that the quality of educational services has a direct influence on customer satisfaction and loyalty, which ultimately has an impact on increasing the number of students.

In addition, the research results also show that aspects price and place contribute to increasing the school's attractiveness. The zero-tuition policy provides broader access for the community, while the strategic location facilitates accessibility. These two aspects strengthen the school's competitiveness, especially in the context of competition with other schools that have higher tuition fees. When compared to previous research, the findings in this study demonstrate a more comprehensive contribution. Most previous studies tend to discuss the 7P marketing mix in a

partial manner, for example, focusing only on promotion or service quality. However, this study shows that the success of a marketing strategy lies in the simultaneous integration of all 7P elements. This supports the research of Rahmiati & Fajriyah, (2024) serta Pratama et al., (2025), which states that the comprehensive implementation of the 7P marketing mix is able to significantly improve the institution's image and the number of students.

Furthermore, from a competitiveness perspective, the increase in student enrollment at State Senior High School 14 Samarinda demonstrates that the implemented strategy is capable of creating a sustainable competitive advantage. This aligns with findings that marketing educational services in schools not only enhances promotional aspects but also transforms service quality and learning systems (Anggriani et al., 2024). This confirms that educational marketing is a long-term strategy that requires a holistic approach, where success is measured not only by increasing student enrollment but also by the institution's ability to build a sustainable competitive advantage and maintain public trust in the quality of education offered.

The implication of this research is that educational institutions need to adopt a holistic, customer driven marketing approach. Developing flagship programs, utilizing digital technology, and improving service quality must be carried out simultaneously to achieve optimal results. Furthermore, schools need to periodically evaluate their implemented strategies to ensure they remain relevant to the changing needs of the community. Thus, this discussion confirms that the implementation of the 7P marketing mix is not only effective in increasing student enrollment but also plays a crucial role in building the image, trust, and sustainability of educational institutions. This research provides empirical evidence that an integrated marketing approach can be a strategic solution for school revitalization amidst increasingly fierce competition.

Although the findings confirm that the implementation of the 7P marketing mix contributes positively to improving school competitiveness and student enrollment, several challenges and limitations remain in its application. Not all elements of the 7P framework are implemented with equal strength. While aspects such as product, physical evidence, and promotion show significant improvement, the elements of people and process still require continuous enhancement, particularly in maintaining consistency of service quality and teacher readiness in adapting to innovative learning approaches. In addition, the effectiveness of the 7P strategy is highly influenced by the local context. The success achieved by SMA Negeri 14 Samarinda is supported by factors such as improved infrastructure, increasing public trust, and its strategic location. This suggests that similar strategies may produce different outcomes in schools with limited resources or in less supportive environments. Furthermore, the findings indicate the presence of trade-offs among the 7P elements. For example, the increase in student enrollment and expansion of class groups may potentially impact the quality of learning if not accompanied by proportional improvements in teacher capacity and service processes. This highlights the importance of balancing growth with quality to ensure sustainable competitiveness.

The findings of this study provide several practical implications for school management and policymakers. First, the implementation of the 7P marketing mix should be carried out in an integrated and balanced manner, rather than focusing primarily on promotional activities. School leaders need to ensure alignment between program innovation, service quality, and institutional capacity. Second, greater attention should be given to strengthening the elements of people and process, particularly through continuous teacher professional development, service standardization, and the improvement of learning experiences. Third, strategic planning should consider institutional capacity to avoid overexpansion that may compromise service quality. In this regard, policymakers are encouraged to support schools through infrastructure development,

teacher training, and digital transformation initiatives. Finally, the 7P marketing mix can be positioned not only as a marketing tool but also as a comprehensive framework for institutional transformation, especially when implemented adaptively in accordance with contextual conditions.

## CONCLUSION

## خاتمة

This study concludes that the implementation of the 7P marketing mix serves as an effective school revitalization strategy in enhancing competitiveness and increasing student enrollment at SMA Negeri 14 Samarinda. First, the 7P marketing mix is implemented in an integrated manner across all elements, including the development of flagship programs as product differentiation, the utilization of strategic location and improved facilities as physical evidence, and the combination of digital and conventional promotional strategies. Second, this integrated implementation significantly influences school competitiveness by strengthening institutional image, increasing public trust, and improving service quality. Third, the strategy contributes directly to the increase in student enrollment, as reflected in higher demand and expanded class capacity. In practical terms, schools experiencing declining enrollment should prioritize several strategic actions: (1) developing distinctive flagship programs that align with student needs, (2) strengthening digital based promotion to expand market reach, (3) improving service quality through teacher professional development and innovative learning processes, and (4) ensuring the availability of adequate facilities to enhance public perception. These steps need to be implemented in a balanced and integrated manner to achieve sustainable competitiveness. For future research, it is recommended to employ a quantitative approach to measure the influence of each 7P element on student enrollment and school competitiveness using specific indicators. In addition, further studies may focus on measurable variables such as student satisfaction and parental loyalty, as well as involve comparative analysis across different school contexts to enhance generalizability.

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