

Maintaining the Quality of the Institution by Implementing the Education Services Mix

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ABSTRAK

Nowadays, the challenges for educational institutions are starting to increase in competition, so that there are many educational institutions offering services. An educational institution must be able to maintain quality so as to market the institution, maintain the value of its existence or existence. Various interesting events occur when implementing education, when accepting new prospective students, people are now starting to be smart in choosing educational institutions for their sons/daughters. The institution must have a good image in view. To create a brand image for educational institutions, an appropriate marketing strategy for educational services is needed, namely the 7P marketing theory. The elements of the educational services marketing mix consist of seven educational services marketing tools, which are also known as 7p; Product, Price, Place, Promotion, People, Physical Evidence, Process, Field of analysis; school environment, school products and services, customers or stakeholders, and school competitors. School competitive strategy; 1. Reduction of education costs, 2. Quality of education. 3. Educational innovation strategy.

INTRODUCTION

Companies or educational institutions certainly need marketing services so that the organization's programs can be known or understood by the general public. Of course, in marketing this program there needs to be a service marketing mix. Kotler and Armstrong define the marketing mix as a collection of controlled tactical marketing tools that a company combines to produce the desired response in the target market. From this explanation, it can be understood that the service marketing mix is the elements of a company's organization that can be controlled by the company in communicating with consumers and will be used to satisfy consumers. Every early childhood education institution is competing to offer it. (Fajarrini & Fetty, 2020)

The results of this research indicate that the educational service mix aspect has a significant role in shaping the image of educational institutions. Marketing performance in the physical facilities mix and process mix influences the image of educational institutions. The image of an educational institution is the views, impressions, feelings, and conceptions of students regarding educational operational activities starting from input, process, output oriented to service aspects that are directly felt by students as recipients of services, which may influence directly or indirectly. The implications of this research are directed at developing institutional strategies in the services marketing triangle by referring to aspects of the services marketing mix and specific managerial implications in managing educational institutions. (Kurniatun, 2018)

The elements of the services marketing mix consist of 7Ps and 4Ps. These elements also apply to the marketing mix of educational services. To find out more clearly about the marketing mix for educational services, in this paper the author will discuss it with the hope that this explanation will be useful for readers and especially for writers.

LITERATURE REVIEW

Maintaining the quality of an educational institution is paramount for its long-term success and positive impact on students. One effective approach to ensure and enhance this quality is through the implementation of a well-crafted Education Services Mix. This mix comprises a strategic blend of various educational services, including curriculum design, teaching methodologies, assessment practices, and extracurricular activities. A well-thought-out curriculum that aligns with industry standards and emerging trends ensures that students receive relevant and up-to-date knowledge, preparing them for the challenges of the real world.

Furthermore, the adoption of innovative teaching methodologies, such as project-based learning, interactive sessions, and the integration of technology, can significantly contribute to a dynamic and engaging learning environment. This not only caters to diverse learning styles but also fosters critical thinking and problem-solving skills among students. The assessment practices within the Education Services Mix should be comprehensive and varied, encompassing formative and summative assessments, practical examinations, and continuous evaluations. This holistic approach to assessment ensures a

comprehensive understanding of students' progress and enables timely interventions to address any learning gaps.

In addition to academics, extracurricular activities play a crucial role in shaping a well-rounded individual. The Education Services Mix should include a range of extracurricular options, from sports and arts to leadership programs, providing students with opportunities to explore their talents and develop essential life skills. By maintaining a careful balance in the Education Services Mix, an educational institution can uphold its commitment to delivering high-quality education that not only meets academic standards but also prepares students for success in a rapidly evolving global landscape.

METHODOLOGY

This article is a type of qualitative research with a library research approach. The steps taken in this research are to identify data that has a correlation with the research theme in the form of books, articles or journals. Aims to analyze the main problems related to the educational service mix.

RESULTS AND DISCUSSION

Educational Services Marketing Mix Elements

The essence of educational institutions as providers of educational services is to provide good services to users of educational services. The aim of marketing is to provide information about the advantages of the services and facilities of an educational institution to potential users of educational services so that they are interested in using these educational services. The marketing mix or marketing mix is a marketing strategy for goods that are associated with services, so it is commonly used by educational institutions as a marketing strategy in the field of educational services to respond to competition in the world of education. This is shown by the components of the marketing strategy implemented, namely: product (product) , price, location/place, promotion, people, physical evidence, process. Second, several factors influence the increase in interest of new students. (Prihatin & Ahmad, 2020)

The way to achieve and maintain competitive advantage is through the use of marketing mix elements. Increasing the Value of Educational Services Through Marketing Mix Development. (Musty, 2019) The concept of the marketing mix was first put forward by McCarthy who proposed four main elements of the marketing mix known as "4P", namely product, price, place and promotion. However, the traditional 4P marketing mix approach can only be applied to product marketing. For the service sector, 4P is too limited to provide a framework for marketing thinking and service marketing strategy planning. Therefore, James and Phillips suggest additional 3Ps in marketing services, namely people, physical evidence and process.

Almost the same as James and Phillips, Kotler and Fox also stated that educational service marketers will offer educational services with a marketing mix consisting of seven educational service marketing tools, which are also known as the 7Ps, namely product, price and price. , place (place), promotion (promotion), people (people), physical evidence (physical evidence), and process (process).

James and Phillips evaluated the educational services marketing practices of schools that offer educational services, including elementary schools, secondary

schools, public schools, as well as private schools operating in competitive educational environments. The following are the results of the research findings.

1. Products, including the facilities and services offered by the school. Even though the schools surveyed were very active in offering quality educational services, a number of problems were still found, namely as follows:
 - a) Lack of consideration of the variety of offers because these schools provide many offers. Schools must specialize in certain things.
 - b) There is a need to see the lesson, namely the benefits that educational service customers (students) will gain rather than just providing a general description of the material content contained in the lesson.
 - c) There is a need to ensure that quality is seen in terms of meeting the needs of educational service customers rather than the quality of the lessons themselves.
 - d) There is little attention to the "life potential" of the lesson.
2. Price, namely financing (costing) which compares expenditure with the income of educational service customers and determines the price or prices charged to educational service customers. This is especially evident in private schools because the market choice is open to prospective parents, namely between "expensive private schools" and "good, free state schools".
3. Location, namely ease of access, appearance and overall condition of the school. If a school pays attention to appearance issues (for example, through decoration, appearance, and welcoming visitors), it will pay less attention to access issues (such as parking for school visitors, access for people with disabilities, out-of-school consultations, and answering machines telephone).
4. Promotion, namely the ability to communicate the benefits obtained by the school to the school's potential customers. Although most schools have been active in promotional activities, of the 11 schools surveyed, only less than half have advertised themselves. People, namely people involved in providing educational services. The problem is that not all school employees can convey the same message to parents and other groups outside the school. This is related to the school culture not fully taking a market-oriented approach.
5. Physical evidence (proof), namely proof that customers of educational services benefit, so questions arise about monitoring and evaluation (exam results). The findings prove that the school cannot put forward any aspects of its actions that show evidence of the benefits of the services provided to educational service customers.
6. Process, namely the school's operating system for managing the marketing of educational services with a clear impact on the placement of school employees in terms of dividing responsibilities for coordinating and finding resources for marketing strategies for educational services. Of the 11 schools surveyed, not a single school gave confidence to a school employee regarding this responsibility, where management and operations tend to be unplanned and intuitive, rather than planned strategically and systematically.

Marketing Analysis of Educational Services

Marketing analysis of educational services can take the form of promotions that can be carried out offline and online, maximizing all madrasah residents, adequate facilities and infrastructure. The marketing of services carried out is able to attract public interest and have an impact in the form of a good opinion from the public. (Uliyatul Mukaromah & Fadly, 2022)

Kenichi Ohmae, a famous strategic thinker from Japan, said that strategists must focus on three key factors for the success of their organization's strategy. Ohmae discovered a generic strategy known as the 3C concept or strategic triangle. In the 3C concept, there are three main players in strategy construction, namely the organization/corporation, customers and competitors. If we integrate the 3C concept into the strategic triangle of educational services, schools will achieve sustainable competitive advantage. Therefore, the following are three school strategies based on the 3Cs.

Organization-based strategy (corporate-based strategy). The aim of this strategy is to increase the relative strength of schools against competition within the school's functional areas in order to achieve success in the educational services sector. This strategy consists of three important decisions, namely as follows.

- a. The ability to choose and do things in an orderly manner.
- b. Make or buy. When school employee salary costs increase drastically, school leaders need to make the decision to subcontract.
- c. Cost effectiveness. Cost effectiveness is achieved through reducing the costs of basic education services which are more effective than competing schools; carry out greater selection in educational service orders received, educational service products offered, as well as educational service functions carried out; and dividing certain educational service functions into other school units or even with competing schools.
- d. Customer-based strategy (customer-based strategy). The aim of this strategy is to meet the needs of educational service customers. Therefore, we need to segment based on three important things, namely based on the objectives of educational services, based on the scope of educational service customers, and based on the educational services market.
- e. Strategy based on competitors (competitor-based strategy). This strategy is based on school differentiation sources according to purchasing, design, engineering, sales and service functions.

School Environmental Analysis

In today's era, educational institutions are required to be able to compete well in meeting or even exceeding the desires and needs of the community as consumers of educational services by making continuous improvements in all aspects of education to improve the quality of education. Therefore, educational marketing management must really be organized as optimally as possible to compete with other educational institutions. In education marketing management there is a marketing mix (tool) for educational services, namely: product, price, location, promotion, human resources, physical evidence and

educational service processes. Meanwhile, education marketing strategies are: market identification, segmentation, positioning or differentiation, marketing communications and educational institution services. Education marketing models are: external, internal and interactive marketing. Indicators of success in education marketing are: education customer satisfaction, education customer loyalty and public opinion regarding the image of educational institutions (Wahyudi, 2018).

Schools have a reciprocal relationship with their environment. The goal is to achieve the mission. (Utami, 2020) Therefore, schools need a variety of resources (students, funds, volunteers, time and energy). As a result, schools offer service and satisfaction to educational service customers. There are five main areas of exchange in the school environment, namely as follows;

1. Internal environment, including groups within the school;
2. Market environment, including groups providing resources for schools;
3. Public environment, including community groups whose views influence the organization and school work system;
4. Competitive environment, including schools that compete in the educational services market and/or to obtain community support;
5. Macro environment, including the broader policy and administrative framework in which the school is organized.

Educational service marketers must be proactive and look forward to the importance of understanding environmental trends that occur in the surrounding environment. Environmental trends facing educational service marketers need to be considered by conducting environmental analysis. Johnson and Scholes put forward five important stages in environmental analysis. These stages include the following;

1. Conduct an audit on the influence of the school environment which aims to identify school environmental factors that can influence school development and previous school performance.
2. Assess the nature of the school environment, as well as the level of uncertainty and changes in the school environment that are likely to occur.
3. Identify the main strengths of the school environment, such as the nature and structure of the educational services market.
4. Identify the school's competitive position, which includes:
 - a) School strategic group analysis, where competing schools are mapped according to differences, similarities, abilities and strategies to follow our school strategy.
 - b) School market share analysis, which aims to highlight the relative level of strength of the educational services market.
5. Melakukan identifikasi terhadap peluang dan ancaman utama yang terjadi di sekolah.
6. Understand the school's strategic position.

There are two types of environmental viewpoints that can influence marketing activities for educational services. Therefore, the marketing environment can be categorized into two, namely as follows.

- a. The macro environment, namely PEST (political environment, economic environment, social environment, technological environment, legal environment and educational environment).
- 1) Social environment, which includes:
 - ✓ Changes in society and their impact on local communities.
 - ✓ Changes in people's work and leisure patterns.
 - ✓ The role of schools is to increase the development of social capital.
 - ✓ Investigating the boundaries between different stages of education as well as between education and society.
 - ✓ Focuses on the importance of learning activities.
 - 2) Technological environment (technological environment), which includes:
 - ✓ Changes in the nature, availability, and capabilities of technology.
 - ✓ Radical influence of teaching and learning styles as the impact of new learning technology.
 - ✓ Changes in the nature and location of work due to technological developments.
 - 3) Educational environment (educational environment), which includes:
 - ✓ Central government control and interference as well as the influence of the central government on school development.
 - ✓ School responsibility framework and its influence on parents' choices.
 - ✓ Learning process expectations, which focus on the importance of the individual learner in relation to the chosen learning stage and style.
 - ✓ Differences in stages of education with society and community education.
 - ✓ General and local community views regarding changes, as well as conflicts regarding educational goals and school goals.
 - ✓ Redefinition of leadership and educational management functions in schools.
 - ✓ Focused on high student learning achievement.
 - ✓ Development of a centralized curriculum and student learning testing framework that provides measures of output and added value of educational services, so that it can provide a lot of information about parents' choice of school.
 - 4) Economic environment, which includes:
 - ✓ Changes in industrial and trade patterns, such as jobs changing from the manufacturing sector to services, can affect the education sector.
 - ✓ Trends in the acquisition of added value of educational services at various levels of resources, so that schools are compared in terms of "value for money" with their movement to achieve increased educational performance at the same level of resources.
 - ✓ The influence of work patterns on the appointment and professional development of school employees.

- ✓ Difficulty in recruiting school employees and maintaining potential school employees which can increase education costs. Potential changes in the pattern of appointment and formation of school employees.
 - ✓ The influence of wider variations in financing, thereby blurring the definition of public service funding between government funding and private funding.
 - ✓ The impact of government control on spending through grant programs.
- 5) Political environment (political environment), which includes:
- ✓ Increasing the choice of educational service customers towards educational service products, which is reflected in the school differentiation strategy on the ability to choose a school.
 - ✓ Wider international cooperation.
 - ✓ Increased use of short-term contracts for school employees.
- 6) Micro environment, including 3C and 1M (corporation) cooperatives, (customer) customers, (competitor) competitors, and (market) markets.

School Competitive Strategy

The challenge for educational institutions now is that competition between institutions is starting to increase, so that there are many educational institutions offering services. With increasing competition in the marketing of educational services between institutions today, Islamic educational institutions should market educational services in various ways. For an educational institution to be able to maintain its quality and be able to market its institution, it must maintain the value of its existence or existence. Various interesting events occur when implementing education, when accepting new prospective students, people are now starting to be smart in choosing educational institutions for their sons/daughters. So educational institutions must have a good image in the eyes of society. To create a brand image for educational institutions, marketing educational services is needed and the right strategy is to use the 7P marketing theory. the use of educational services marketing using the educational services marketing mix. By marketing educational services actively and the results are visible, in a short time you can attract many students. It was found that the rates were relatively cheap, the location was strategic in the city area but not on the edge of the main highway. Promotions are carried out offline and online, maximizing all madrasah residents, adequate facilities and infrastructure. The marketing of services carried out is able to attract public interest and have an impact in the form of a good opinion from the public. (Uliyatul Mukaromah & Fadly, 2022)

Leaders of any organization face competitive challenges related to issues of globalization, increasing effectiveness through growth, intellectual capital, technology, and continuous change. In order to face these challenges, school leaders as educational leaders should develop school competitive advantages that are not easily imitated by competing schools. A school's competitive

advantage can be created through efficiency strategies, product quality and innovation.

To create a sustainable competitive advantage, schools need the support of school leaders and quality school employees. School leaders must develop competence and creativity, be able to act as agents of school change, and see the HR function as a source of school competitive advantage. So, school leaders must direct school employees to realize Sustainable Competitive Advantage (SCA). In addition, school leaders must take control of themselves and create a market for educational services in the future. School leaders must also combine their vision and mission, human resources, and competitive strategies to create world-class schools.

Education Services Marketing Strategy

Looking for consumers because prospective students or pupils competed by themselves to register themselves as consumers at the educational institution. This was due to the lack of educational service providers at that time, but now this principle can no longer be used and must be eliminated because of the increasing entrenchment of educational institutions. or the same service makes competition in the world of educational services increasingly tighter and inevitable, so that consumers are faced with choices that may be better and more likely to provide satisfaction with their expectations compared to other educational service providers. From this background, consumers of educational services today are positioned as kings who can choose and determine which educational services they like and are interested in to meet their needs. (M Dayat, 2019)

Education services will be good if they are carried out with professional and correct marketing management. The aim of marketing management in educational services is to make it easier for institutions to market to the public. So you can find out how to implement strategies in marketing management. Implementation of the educational services marketing mix includes: (1) Product strategy; (2) Price Strategy; (3) Place Strategy (location); (4) Promotion Strategy; (5) People Strategy; (6) Physical Evendece Strategy; and (7) Process Strategy. (Fitriyanto et al., 2021)

It is a fact that quite a few educational institutions, especially private ones, find it quite difficult to find prospective students, so that quite a few educational institutions experience a decline in the number of applicants from year to year, and quite a few educational institutions even have to close due to a lack of students because they are no longer able to cover operational costs each month. So, in order to survive and not experience a decline in the number of consumers of an educational institution, educational service managers must be able and able to carry out strategies in marketing educational services in order to win potential consumers. (M Dayat, 2019)

Educational service marketers must build a good perspective on the future of their schools. Therefore, educational service marketers must have a forward-looking and backward-looking mindset so that they can prepare school employees and students to face the future of the school. So, marketers of

educational services need to develop strategies, which Johnson and Scholes define as the direction and scope of an organization in the long term, which aims to achieve organizational excellence through forms of resources in a changing environment, meeting market needs and stakeholder expectations.

Every organization needs goals or objectives, policies, programs and strategic decisions. Quinn et al also analyzed the functions of strategy and formulated the 5P formula for strategy, which is as follows:

- ✓ Plan (plan), which accompanies the continuity of expected organizational actions.
- ✓ Play (method), which takes a position to empower competitors.
- ✓ Patterns, namely strategies must be aligned with organizational behavior
- ✓ Position, namely an organization that is self-oriented and will occupy a special location in its market or field.
- ✓ Perspective (point of view), namely the organization's way of viewing its role and position.

According to Wilson and Gilligan, organizations use the STP strategy (segmentation, targeting, and positioning) as a minimal strategic role because the organization has a reactive organizational culture that makes itself powerless and remains in the same market sector for a certain period of time. Alternatively, Kotler and Fox have identified three essential elements of marketing strategy formulation, with the aim of ensuring that the organization acts in the marketplace in the most effective manner. These three elements are as follows:

1. Target market determination strategy (Target Market Strategy).

This strategy aims to identify certain educational service market segments from the total educational services market. Educational services marketers only focus on the educational services market segment.

2. Competitive market positioning strategy (Competitive Positioning Strategy).

This strategy aims to identify various school attributes so as to make the school different from competitors operating in the same educational services market segment.

3. Marketing mix strategy.

This strategy is a combination of elements that schools present to educational service customers to promote educational services.

CONCLUSION

The challenge for educational institutions now is that competition between institutions is starting to increase, so that there are many educational institutions offering services. With increasing competition in the marketing of educational services between institutions today, Islamic educational institutions should market educational services in various ways. For an educational institution to be able to maintain its quality and be able to market its institution, it must maintain the value of its existence or existence. Various interesting events occur when implementing education, when accepting new prospective students, people are now starting to be smart in choosing educational institutions for their sons/daughters. So educational institutions must have a good image in the eyes of society. To create a brand image for educational

institutions, marketing educational services is needed and the right strategy is to use the 7P marketing theory. The elements of the educational services marketing mix consist of seven educational services marketing tools, which are also known as the 7p's, including; Product (product), Price (price), Place (place), Promotion (promotion), People (people), Physical Evidence (physical evidence), Process (process).

Fields of marketing analysis of educational services include; school environment, school products and services, customers or stakeholders, and school competitors. The school's competitive strategies include; first, reducing educational costs, second, quality of education and third, educational innovation strategies.

ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic "Maintaining the Quality of the Institution by Implementing the Education Services Mix" to perfect this research, as well as increase insight for readers.

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