



Strategic Marketing Of Higher Education In A Developing World: A Multiple Cases Study Of Localized Marketing Of Indonesia's Private Higher Education

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ABSTRACT

Higher education institutions are expected to continue delivering their intended services in the wake of increasing competition with each other to cater for the expectations and demands of their clientele while measuring up to the realities of the modern world. This study examines the strategic marketing of higher education in a developing world through a multiple cases study of localized marketing of Indonesia's private higher education. The qualitative research approach using descriptive data was used in this study. Data was collected through interviews, field observations, literature study and documentation. Informants in the study were selected by purposive sampling and snowball sampling. Data was analyzed descriptively using the interactive model. The findings in this study indicate that the overall implementation of marketing strategies in the studied private universities is in accordance with the Marketing Mix theory using the 7 Ps: Product, Price, Place, Promotion, People, Physical evidence, and Process. Their marketing strategies have managed to keep them popular and in operation for decades despite the changing trends in their environment.

Keywords: Education, Higher Education, Marketing of Education, Organizational Management, and Private Higher Education in Indonesia

Introduction

Higher education being the highest form of education in a national education system in all countries, it is expected to enable students understand themselves, determine their role in society and make them a much better human being than before (Darling-Hammond et al., 2020). A university is not a company that only pursues financial gain, and also not a charity, but a vital institution that must be managed effectively and efficiently. Bakhtiari and Shajar (2006) noted that globalization has encouraged the emergence competition in the world of educational services. Universities compete to develop all their potential and abilities to attract prospective students. Research conducted by Hamadamin and Atan (2019) show that the ability to compete is strongly influenced by the performance of the university management strategies in to build high competitiveness.

In addition to the increasingly fierce competition, universities are faced with another problem of students increasingly making critical decisions in choosing a university. Prospective students can choose many educational alternatives, so they pay attention to the educational model and the job prospects after graduating from university (Polat, 2012). The university needs to develop a marketing strategy to win the competition (Moogan, 2011). Improvement of the quality and services of State Universities (PTN) and Private Universities (PTS) in maintaining their existence among highly competitive global competition must continue to be pursued.

Thus, the tasks universities have to carry out are heavy task, good managerial systems are crucial to deliver and thrive in this era of globalization. Tapera (2016) asserts that the management of education is very important, where the growth and development of educational institutions is influenced by the ability of

administrators to scan the external environment, competitors of other institutions, taking into account internal competencies, and must create strategies that lead to winning the competition without leaving the essence of the competition behind, which is education itself.

Management of education must meet the opportunities that arise and at the same time be responsive to the challenges faced. Royo (2017) observes that education management has changed from just serving the educational process to turning education users into education customers, with high loyalty and not turn to other institutions. Royo (2017) also explains that this will create: (1) customers who regularly use programs launched by institutions (2) customers loyal to the product/service line (3) recommend products to others (4) demonstrate immunity from the attraction of similar products from competitors. Universities must have a good "branding" and try to maintain it to exist in the face of increasingly fierce competition. Branding involves a process of introducing a "brand" and how the environment gives a good assessment of the "brand". Universities that do not have good "branding" will be forgotten by their consumers, namely students and prospective students.

The term marketing is not only in the business world but has also spread to the world of education. It is inevitable that in the world of education there is competition, many institutions do not want to lose and are abandoned by their consumers (students) (Hamadamin & Atan, 2019). Institutions that lose and are abandoned by consumers end up merging with other educational institutions. Educational institutions from basic education, secondary education, and higher education is required to market its educational institutions to maintain their existence, because no matter how good an educational institution is, if it is not promoted properly it will have an impact on the minimum number of students and lack of recognition of the institution in the community (Rohim, 2019). Therefore, educational marketing is very important and urgent for an educational institution. Marketing in educational institutions serves to form a good image of the institution and attract the interest of students as well as a means of promotion (Hidayat & Machali, 2012).

Marketing for educational institutions is necessary because competition between universities is increasingly attractive (Demiray et al, 2007). This can be seen from the emergence of various universities that offer each other their respective advantages. Universities as educational service providers need to learn and have the initiative to increase customer satisfaction (students) because education is a circular process that influences each other and is sustainable. Therefore, a marketing strategy for educational services is needed to win competence between universities and to increase the acceleration of improving the quality and professionalism of higher education management.

Amanah and Harahap (2018) and Ariwibowo (2019) emphasize that it is important to have a strong determination in influencing the market, because the market is unique (complex), if you are able, then put in all your efforts. In other words, using a marketing strategy is the right way to influence the behavior, attitudes, and perceptions of the market. Thus, the best organization is the one that can provide many possibilities through the most suitable marketing strategy. In this study, marketing strategies in private universities are discussed as in previous studies, but for the scope of the study covers private universities in Malang.

Literature Review

As an educational institution that contributes to the advancement of education in Indonesia, every higher education institution is obliged to maintain its existence. Universities lay their strategies to prove that they are not inferior to other emerging universities (Suryaningsih & Imron, 2019). However, the important aspects to be considered in the effort to develop educational institutions are still largely ignored by universities. Most of the existing universities do not have a special strategy to maintain the existence of the university itself (Burhanuddin & Supriyanto, 2018).

From a business point of view, what is seen from the world of education is the external material, namely graduates from an education system as raw materials in the industrial sector (Agrawal, 2001). Marginson (2004), states that efforts to satisfy the desires of customers and prospective customers are the key to success in winning the competition. This effort is carried out through an approach to consumers so that they are able to identify exactly what they want and use feedback from customers or potential customers (customers feedback) to control organizational change (Bergin, 2006). Competition that occurs between higher education institutions today does not only occur between private universities (PTS) and state universities (PTN), but even more intense competition occurs between private universities. Competition is described as a cycle of change that is determined by four components of competition (4C), namely company, customers, competitors, and change (Robins, 1994). For private higher education service providers, customers who directly enjoy the services offered are students, competitors are providers of similar educational services at the same level, and changes include all forms of change as internal initiatives and external pressures, both academic and non-academic.

Burns and Hayes (2012) and Finch et al. (2013) suggest that every business organization must focus on one main strategy by deriving other marketing strategies as small pieces. This statement confirms that UNPAM has succeeded in utilizing low cost as the main strategy, through advertising, building relationships with schools, social activities, personal selling, and so on as small parts of a marketing strategy.

Naidoo and Wu (2011) and Amelia et al. (2019) suggest that sometimes using multiple strategies provides an advantage in terms of probability, assuming the exact characteristics of the market are not known, requiring

organizations to undertake various possibilities, because there could be one strategy. the most suitable marketing, whether it is price, image, satisfaction, location, promotion, or so on.

Management of Organisational Marketing

The success or failure of a company in achieving its goals depends on the fields of marketing, production, finance, and other fields such as personnel, but it also depends on their ability to combine these functions so that the company can run smoothly. Marketing is a discipline used by companies to meet consumer needs into opportunities that generate corporate profits (Mongay, 2006). Marketing management is a combination of two terms, namely management and marketing. Management according to Tennyson and Sisk (2011), is the coordination of all sources through a process consisting of planning, organizing, providing guidance, and supervision to achieve the goals that have been set).

Management is a process to realize company goals. In management there are several management elements consisting of man, money, methods, materials, machine and market (Boca, 2015). So that these elements can be coordinated in achieving optimal goals, the company's leadership with its authority as a leader must be able to regulate it through the process of the sequence and management functions, namely planning, organizing, directing and controlling. Understanding management according to Fayol (in Smith & Boyns, 2005) is a process which involves planning, organizing, coordinating, and also controlling the existing data sources so that all targets can be achieved effectively and efficiently. According to Dantes and Hasibuan (2011), management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. According to Wirda and Rivai (2019) management is the science and art of managing the process of utilizing other resources efficiently, effectively, and productively which is the most important thing to achieve a goal. Management is often said to be an art because it includes the application of knowledge and skills. Management is also said to be a science because it includes the use of management techniques. From some of the definitions above, it can be concluded that management is a science and art that studies the process of organizational management through planning, organizing, implementation and controlling in order to achieve organizational goals through empowerment and utilization of resources. available effectively and efficiently.

Meanwhile, in terms of marketing, the definition of marketing according to Keller (2009) is a social process in which individuals and groups obtain what they need and want through creating, offering and freely exchanging products of value with others. Marketing is the core activity of every company so there needs to be good and professional management and coordination. According to Agustina et al. (2016) Marketing is a managerial and process that makes individuals or groups get what they need and want by creating, offering and exchanging products of value to other parties or all activities related to the delivery of products or services from producers to consumers. consumer.

Marketing is a process of perceiving, understanding, stimulating and meeting market needs, specifically selected targets by channeling an organization's resources to meet these needs, as said by Kotler (2000). Thus marketing is the process of aligning an organization's resources with market needs. Marketing pays attention to the dynamic interrelationships between the company's products and services, consumer wants and needs and the activities of competitors (Payne and Frow, 2013). This definition of marketing rests on the following core concepts: needs, wants, and demands, products (goods, services, and customers), value, cost, and satisfaction; exchanges and transactions; relationships and networks; markets and marketers and prospects. The rationale for marketing starts from human needs and wants (Camilleri, 2018). Humans need food, air, water, clothing and shelter to survive. More than that, humans need recreation, education and other services. They have a strong preference for certain types of brands of basic goods and services. Now the human needs and wants are very large. These consumer goods and services will create demand.

Needs are the absence of some basic satisfaction. Humans need food, clothing, shelter, security, property and dignity. These needs are not created by society or marketers. They are the nature of biology and the human condition. A want is a desire to satisfy a specific need. A hungry person may crave rice, side dishes, fruits, grains, milk and more. Although human needs are few, their wants are many. Human desires are continually shaped and renewed by social forces and institutions such as churches, schools, families and corporations. Demand is the desire for a specific product backed by the ability and willingness to buy it. Desire becomes demand if it is supported by purchasing power. Many people want a Mercedes, but only a few are able and willing to buy it (Kotler and Caslione, 2009).

In every organization there is a management function, one of which is marketing management. Marketing management is one of the main activities in the company in order to maintain the viability of the company (Kireev et al, 2016). Marketing management aims to provide satisfaction to the wants and needs of buyers or consumers. All activities in companies that adhere to the marketing concept must be directed to meet these goals. The essence of marketing is identifying and meeting human and social needs. One good and short definition of marketing is meeting needs in a profitable way as revealed by Goyat (2011).

Wilardjo (2016) says that marketing management is a social and managerial process in which there are activities of planning, organizing, directing, and supervising individuals and groups to get what they need and want by creating, offering, and exchanging products of value with other parties. rely on the concepts of needs, wants, and demands, products (goods, services, and customers), value, cost, and satisfaction; exchanges and transactions; relationships and networks; markets and marketers and prospects. To understand the concept of marketing management as a process, below is described a systems approach (Park, 2020):

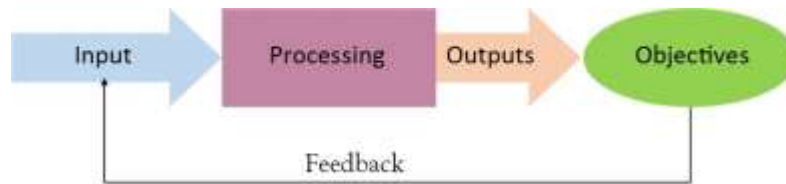


Figure 1. Marketing Management framework

For the success of marketing management activities in a company, an input is needed. For example, if 'X brand' goods are not selling well, it is because the price is higher than competitors. This is input information that must be processed. After the analysis, from various other sources of information, there is an output in the form of a decision or policy that must be taken in order to achieve the company's goals. After the decision is made and implemented, we wait for the results of the implementation. This is called feedback which is very useful for management to improve policy.

Thus the marketing management process improves efficiency and effectiveness. Thus, marketing management can be interpreted as a process of planning, organizing, implementing and supervising all activities (marketing programs) effectively and efficiently, in order to obtain a favorable position with target buyers to achieve organizational goals.

Educational Marketing

According to John R. Silber quoted by Buchari Alma, marketing ethics in the world of education is to offer quality intellectual services and overall character formation. An educational institution must maintain a good name and emphasize the quality of services that must be provided to students.

The product concept in the world of education is divided into educational services and graduates. Educational services are divided into services: curricular, research, development of community life, extracurricular and administration. The form of these products should be in line with market demand or market desires followed by the ability and willingness to buy educational services. Education as a service product it is intangible where an interaction between service providers and service users does not result in the transfer of rights or ownership. Schools should be oriented to customer satisfaction. In addition, it is also necessary to pay attention to the shift in the concept of 'customer benefits' to 'value' (value) of the services provided. Expensive schools are not a problem as long as the benefits felt by students exceed the costs incurred, and vice versa. Cheap schools are not guaranteed with high student enrolments the students feel that their services are of low quality.

In building educational institutions, according to Brubacher, there are two philosophical foundations, namely the epistemological foundation and the political foundation: Epistemologically, educational institutions must understand the world around them, think deeply about the problems that exist in society, where the purpose of education cannot be deflected by various considerations and policies, but must stick to the truth. Whereas the political foundation is to think about practical life for the future goals of the nation, because our society is so complex that there are many problems with government, industry, agriculture, banking, labor, raw materials, natural and human resources, international relations, education, environment, health and safety. etc., which need to be solved by experts who are produced by educational institutions, where quality graduates are produced by qualified educators.

Education is a services, which has the following characteristics (Brighouse, 2006); it is intangible, production and consumption flows with time. Thus the marketing of educational services is a process of offering quality intellectual services and character building as a whole, whether using physical products or not, to meet the needs of consumers (students). This is because education is more complex in nature which is carried out with full responsibility, the results of education refer to the future, fostering the lives of citizens, the next generation of scientists in the future.

Educational marketing management comes from the terms: education management and marketing, these are two sciences which are then combined in one activity. That is, the functions that exist in the two sciences are combined in one form of cooperation. As explained earlier, management is a process that consists of planning, organizing, moving and monitoring effectively and efficiently to achieve a certain goal through the use of human resources and other resources. According to George R. Terry as quoted by Mulyono and Wekke, there are 4 management functions known as POAC, namely: planning , organizing , implementation (moving / directing) and controlling (Mulyono and Wekke, 2018).

While educational marketing is to offer quality intellectual services and overall character formation. So, educational marketing management can be interpreted as a process of planning, organizing, directing and controlling (in all educational marketing activities) effectively and efficiently to offer quality intellectual services and the formation of student character as a whole, through the use of human resources and resources. others in order to achieve organizational goals. The focus of this marketing application is how to bring services closer to the wishes and satisfaction of students, which of course must be supported by the role of experts in their fields, adequate resources and facilities, and always improving the quality of graduates.

To do marketing, it is necessary to take the right steps so that later the marketing strategy hits the target. The forms and strategic steps in this theory are market segmentation, market targeting, and positioning. Which can be described as below:

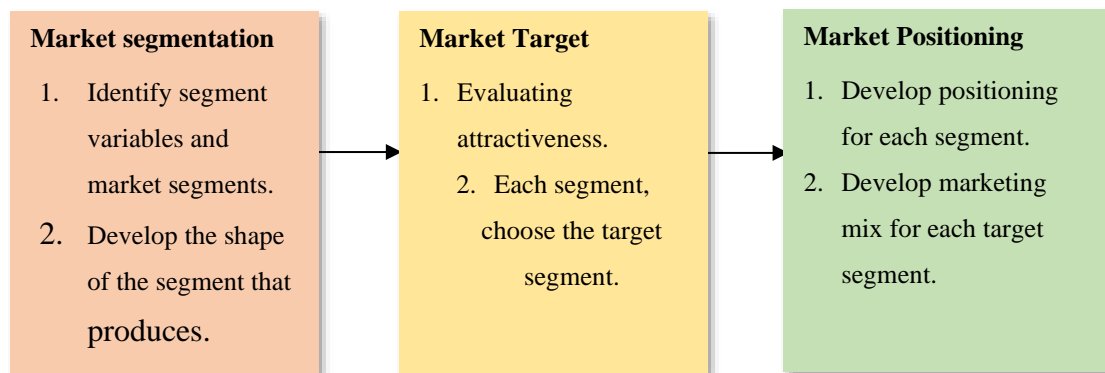


Figure 2. Market segmentation

Market segmentation is the ability to sort, group, and diagnose existing systems so that an agreement is born to move on to the goals of this marketing. Segmentation arises because of differences in the selection of consumer needs. Consumers need products and services that satisfy their needs at competitive prices. Companies can make segmentation of the intended target market and form its own product character. In analyzing and identifying consumers with the same response characteristics.

Segmentation as a strategy offers many benefits, among which many segmentation can reduce pressure when the competition does not have the required product. Products that are tailored to the segment are products that are not affected by the impact of price competition and can generalize premium prices. Market segmentation policies must be carried out using certain criteria. Of course, this segmentation is different between industrial goods and consumer goods.

Conceptual Framework of Higher Education Marketing

The framework of thinking can be in the form of a theoretical framework, and it can also be a framework of logical reasoning. The framework is a brief description of the theory used and how to use the theory in answering research questions. The framework of thinking is operational, derived from one or more theories or several logical questions. Within this framework there will be research questions that can be identified within the relevant theoretical framework and reveal, explain and demonstrate perspectives on the research problem. There are two parts of general thought that are always used both in everyday thinking and in scientific research thinking. That is, the first training, a thought process that uses a general process to move to a particular course. From general to specific. Second, induction, a thought process that uses a certain premise, moves to a general premise.

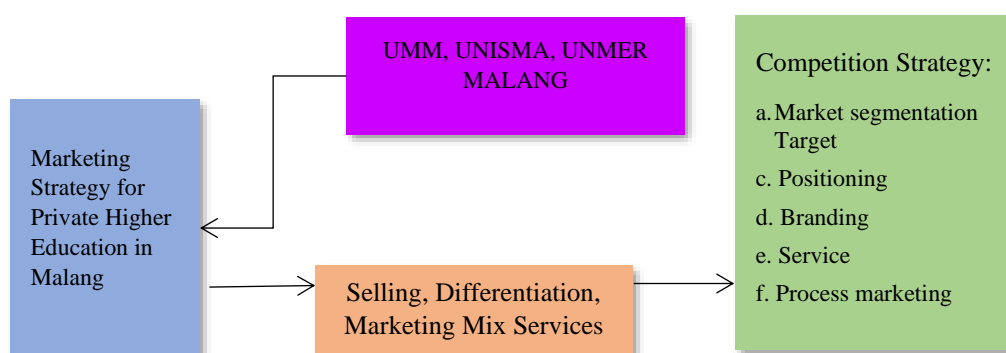


Figure 3. Thinking Framework

From specific to general. The general framework of thought is also known as the conceptual framework. Frame of mind is an explanation or statement of the conceptual framework of problem solving that has been identified or formulated. The frame of mind is also interpreted as a temporary explanation of the symptoms that are the subject of the problem. There are also those who argue that the frame of mind is a conceptual model of how the theory relates to various factors that have been identified as important issues. Thinking Framework is a logical reasoning framework, logical thinking sequences as a feature of the scientific way of thinking used, and how to use that logic to solve private higher education problems to increase the number of students. The basis of this research lies in the existence of a conceptual framework that describes the marketing strategy of private

universities (UMM, UNISMA, UNMER Malang) in increasing the number of students through education marketing strategies.

Methodology

The qualitative research approach was used in this study. Qualitative research is directed to provide symptoms, facts, or events systematically and accurately, regarding the characteristics of a particular population or area (Marshall and Rossman, 2014). This research also produces descriptive data in the form of written or spoken words from people and observable behavior. In other words, descriptive qualitative research aims to obtain clear and complete information related to education marketing management at Universitas Muhammadiyah Malang (UMM), Universitas Islam Malang (UNISMA) and Universitas Merdeka Malang (UNMER).

Qualitative research methods are research procedures that produce descriptive data in the form of text or spoken from the people being studied and images have a unique step in data analysis (Trotter II, 2012). Researchers participate in the field, document and record the information obtained, conduct a relative analysis of various documents found during research in the field, then describe it in the form of a research report.

This study is to observe, describe the marketing management of higher education, the process of implementing education marketing management, the development team engaged in marketing education in tertiary institutions as well as the obstacles experienced in the marketing process of education in higher education followed by researchers and other activities. activities are observed in the form of recorded events/documents. Then also through the expression of ideas from informants as well as ideas revealed in the document.

This research was conducted from October 2019 to February 2021, starting with the application for a research permit. The research permit is issued by the Deputy Dean I of the Faculty of Education, Universitas Negri Malang. The permit letter started the research by conducting observations and interviews with the Chancellor of Higher Education, University Civitas, Lecturers, and students. Observations on facilities and infrastructure, management activities in implementation are also carried out during this period.

Respondents and Object of the Research and Location

The object of research is the target to obtain data in accordance with the opinion. The object of research is the target to obtain data in accordance with the opinion according to Monarchi and Puhr (1992) explaining "The object of research explains what and or who is the object of research. Also where and when the research was conducted. Other things can also be added if deemed necessary." Seago and Dunne (1999) note that "The object of research is the scope or things that are the subject matter of a study." Based on the explanations of the two experts above, the authors conclude that the object of research is the scope which is the subject matter of a study.

The sample or research informants are the reduction management and also news readers in the Indonesian economic media. Furthermore, to determine the informants in this study using purposive sampling and snowball sampling (Handcock and Gile, 2011) which are selected in a selective way with certain considerations in accordance with the focus of the study and rolled out to others until it reaches a saturation point.

Purposive sampling and snowball sampling, these two techniques go hand in hand, are related and inseparable. This means that the purpose of obtaining informants is in accordance with the objectives of this study (with certain considerations in order to obtain research informants who know best about this research), so the informants obtained are selected selectively with certain considerations that are tailored to the needs of the research. Selected informants are believed to have information and data that are in accordance with the research objectives and are willing to provide them to researchers objectively. In line with this, Patton emphasized that the determination of research informants was determined purposively, purposive techniques were used to direct data collection according to needs through selecting informants who really mastered information related to the focus of research in depth and could be trusted to be informants. The purposive technique allows freedom for researchers from formal attachments in taking research samples so that they can freely determine samples according to the focus and objectives of the research.

Initial information through purposive sampling, the researcher met one of the heads of the licensing division in the editorial management section to request permission to conduct research. Furthermore, researchers in the field made observations and observations on the process of marketing activities carried out by employees, to dig up information according to the research focus. With direct interviews to dig up information, as the snowball technique is rolled out to other informants until it reaches a saturation point. Snowball sampling is a technique for collecting data or information sources that have a small initial amount, but the longer it will be more. This was done because the small number of data sources had not been able to provide satisfactory information, so the researchers looked for other informants who could be used as sources of accurate and adequate information. Namely, the informants taken are believed to have and master the information needed in accordance with the focus and objectives of the research and ensure that they are willing to provide it to the researcher in an objective, naturalistic manner without any modification.

Phenomenological research does not require large numbers of informants related to the phenomenon to be documented (Groenewald, 2004). The researcher's interest in the selected people or informants is because each has different experiences and perceptions related to the existence of a research problem to tell their own

experiences. The selection of certain informants was determined because they were willing to fill out a letter of willingness to participate and were willing to conduct interviews which were recorded twice. Samples or informants who meet the requirements regarding quantity and variation are determined through saturations. Saturation occurs when informants tend to provide repetitive information rather than new information (Walker, 2012). The determination of the number of informants can change at any time according to the purpose of qualitative research, namely to describe and understand people, contexts, or experiences, so a small sample size is appropriate. In qualitative research, the quality of information is more important than the quantity of information (Merriam and Tisdell, 2015).

Data Analysis and Collection

The data analysis that the researchers carried out in this study was carried out at the time of data collection, and after completing the data collection within a certain period. The technique used to analyze the data in this study was a descriptive technique or more specifically using an interactive model. Bogdan (1997) suggests that data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and other materials so that they can be easily understood, and of course can be informed to others.

The interactive model according to Miles and Huberman (in Hashimov, 2015), in the view of the interactive model, there are three types of analytical activities (data reduction, data presentation, and conclusion drawing) and data collection itself is a cyclical and interactive process." The following is Figure 3.1 regarding the components in data analysis, namely:

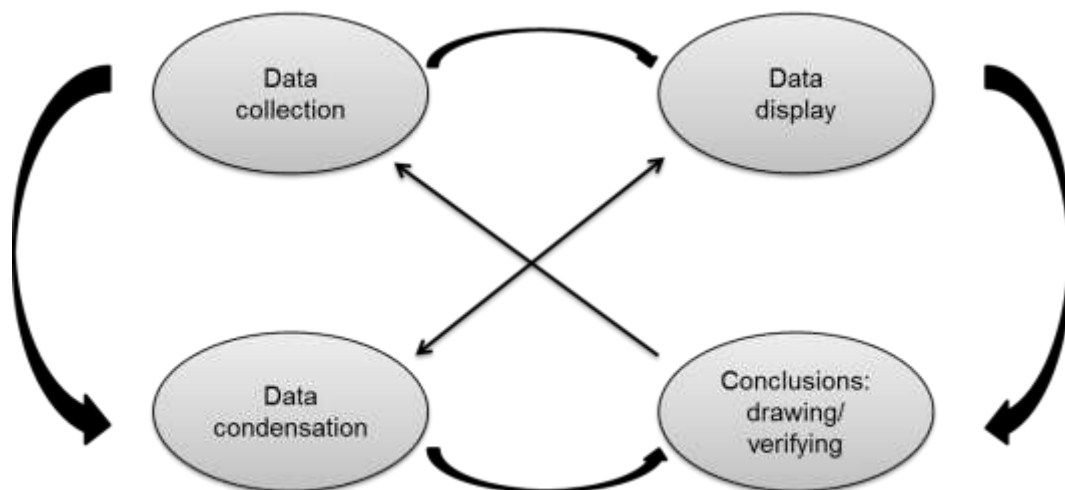


Figure 3. Data Analysis Components (Miles and Huberman)

The process of collecting data from the field using research instruments such as interviews, literature studies and documentation. Data collection was carried out by going directly to the field and conducting interviews with informants related to the focus of the problem, namely education marketing management at Universitas Muhammadiyah Malang (UMM), Universitas Islam Malang (UNISMA) and Universitas Merdeka Malang (UNMER). Data collection was supported by interview guides and other documentation tools such as voice recorders.

Findings

This section discusses the findings of research conducted at 3 private universities in Malang, including 1) Universitas Muhammadiyah Malang (UMM), 2) Universitas Islam Malang (UNISMA), and 3) Universitas Merdeka Malang (UNMER).

Educational Marketing Program

Universitas Muhammadiyah Malang (UMM) Marketing Program

The education marketing management process at Universitas Muhammadiyah Malang (UMM) is carried out through a series of management activities, which include planning, organizing, implementing and controlling. First, at the planning stage the university and its staff make a promotion map. From this plan, the University clearly determines what will be promoted as appropriate which has bargaining power in the community. The promotion map made includes several things, namely, sponsorship/advertising, publicity, exhibitions, and partnerships.

The explanation above is strengthened by the statement of the Head of Public Relations of Universitas Muhammadiyah Malang (UMM) as follows:

"In planning and in order to simplify what will be the targets and objectives of UMM, we need to make a promotion map which will regulate the flow and some that will become icons of education marketing on our university".

The organizing stage. At this stage, the staff performs the division of tasks by looking at their potential of carrying out the marketing process itself. In this case, Universitas Muhammadiyah Malang (UMM) engaged several parties from different elements so that the mix of capabilities and marketing effectiveness is driven to achieve the targeted goals.

Implementation. This is the stage where the university actualizes the promoting map in the form of concrete activities, for example conducting promotions in several print and social media related to the existence and achievements of the university. Publication of scientific works is quite marketable considering that literacy standardization in a university is to be mastered. The exhibition section conducts mandatory and optional activities at the university. Compulsory activities in the form of lecturing activities using the principles of modification, elaboration and collaboration are also excellent that deserve to be promoted. For example, the mixed program in the lecture process between domestic and foreign students is applied to several majors and study programs. The practice of learning and lectures of this model is rarely found in other universities in general. Meanwhile, the implementation of a partnership is a stepping stone to breakthroughs that Universitas Muhammadiyah Malang (UMM) utilizes. The form of the partnerships include several important points related to entrepreneurship or entrepreneurship-based companies and educational institutions with both national and international standards.

The controlling stage. At this stage, all stakeholders carry out supervisory activities in stages, in the form of reports on marketing results submitted at monthly meetings and as incidental controls so that mapped promotional activities can be properly realized and continue to evaluate as a form of improvement in the marketing implementation the following year.

The long-term strategy of higher education listed in the Higher Education Long Term Strategy (HELTS) 2003 – 2010, formulates three basic policies for the development of higher education, namely national competitiveness, autonomy and decentralization, and organizational health. Therefore, universities are expected to be a moral force capable of shaping the character and culture of the nation with high integrity, fostering a democratic society and becoming a source of knowledge and the formation of human resources that are responsive to the needs of the community. This process is successful if universities are healthy, independent and able to interact well, to get support and active participation from the government, industry and society in the use of science, technology and the arts.

Universitas Muhammadiyah Malang at the age of forty-seven continues to improve itself to become a healthy and independent university and has shown itself as the top 20 best universities in Indonesia, among the top 50 Promising Indonesian Universities, and in 10 Best Universities in East Java for four consecutive years (2008 to 2011), it received the KARTIKA Excellence University Award, and received a two-star award from the international accreditation agency QS Star based in London. Since 2010 UMM has implemented international standard services, by providing ISO 9001:2008 certification by the National Quality Assurance (NQA) which is a representation of the international accreditation agency from UKAS (accreditation body in England).

Marketing Program of Universitas Islam Malang (UNISMA)

The focus of this marketing application is how to bring services closer to the wishes and satisfaction of students, which of course must be supported by the role of experts in their fields, adequate resources and facilities, and always improving the quality of graduates.

Educational marketing management process Universitas Islam Malang (UNISMA) through a series of management activities which include planning, organizing, implementation (implementing) and controlling. The explanation above is strengthened by the statement of the Head of Public Relations of Universitas Islam Malang (UNISMA) as follows.

"Of course, in planning something there must be planning to facilitate what will be the goals and targets. Therefore we have to make a map which contains the flow as well as some things that will be the highlight of the marketing of education on our university. With the planning stage, we can also anticipate things that might be unexpected. At this stage we also identify the market as well as competitors, then determine market segmentation, product or service differentiation offered."

Second, the organizing stage. At this stage, the staff performs the division of tasks by looking at the potential and background abilities that will carry out the marketing process itself. In this case, Universitas Islam Malang (UNISMA) sees several parties from different elements so that the mix of capabilities and marketing effectiveness is high so that it can achieve the targeted goals. So that at this stage a clear structure is needed, so that there is no throwing of responsibilities in case of irregularities in the work. Organizing is a process of dividing work into smaller tasks, assigning those tasks to people according to their abilities and allocating resources, and coordinating them in order to effectively achieve organizational goals.

Third, the Implementation stage. This is the stage where the university actualizes the map in the form of concrete activities, for example, promoting in several print and social media related to the existence and achievements of the university that have been achieved to the maximum. Publication of scientific works is quite marketable considering that literacy standardization in a university is an absolute thing to be owned and mastered. The exhibition section includes mandatory and optional activities at the university. Compulsory

activities in the form of lecturing activities using the principles of modification, elaboration and collaboration are also excellent that deserve to be promoted. For example, the mixed program in the lecture process between domestic and foreign students is applied to several majors and study programs. The practice of learning and lectures of this model is very rarely found in universities or other universities in general. Meanwhile, the implementation of a partnership is a stepping stone and a breakthrough that is owned by Universitas Islam Malang (UNISMA). The form of the partnership itself includes several important points related to companies based on entrepreneurship or entrepreneurship and educational institutions of both national and international standards.

Fourth, the controlling stage . At this stage, all stakeholders carry out supervisory activities which are carried out in stages, both in the form of reports on marketing results submitted at the monthly meetings carried out as well as incidental controls so that all forms of promoting map activities can be realized properly and continue to evaluate as a form of improvement in marketing implementation. in the following year. Controls must be carried out as early as possible to avoid protracted errors.

The principles and objectives of the educational program of an institution must be in line with the vision and mission of the institution and relevant to the needs of the community. In this case, the principles and objectives of education must be formulated and implemented in order to produce graduates who have competence according to their level of education. The following are the educational goals and milestones of Universitas Islam Malang. At this stage Universitas Islam Malang in terms of operations, facilities, methods and university graduates are able to compete at the international level.

Universitas Merdeka Malang (UNMER) Marketing Program

The educational marketing management process at Merdeka University Malang (UNMER) is carried out through a series of management activities, which include planning, organizing, implementing and controlling . In th planning stage the university and its staff make a promotion map that will be carried out. From this plan, the university clearly determines what is to be promoted according to those who have bargaining power in the community. The promotion map made includes several things, namely, sponsorship/advertising, publicity, exhibitions, and partnerships.

The explanation above is strengthened by the statement of the Head of Public Relations of the Merdeka University of Malang (UNMER) as follows.

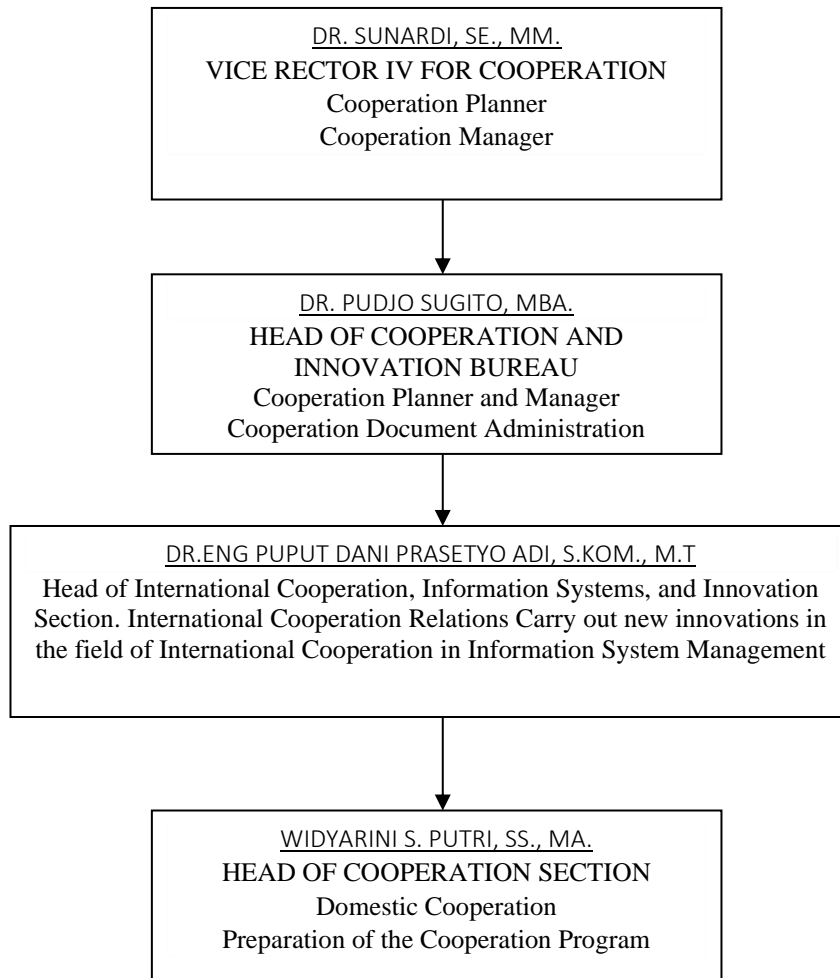
“in planning and in order to facilitate the targets and objectives of UNMER, we need to create a promotion map which will regulate the flow what will become the education marketing icons on our university”.

Second, the organizing stage . At this stage, the staff performs the division of tasks by looking at the potential and background abilities that will carry out the marketing process itself. In this case, Universitas Merdeka Malang shows several parties from different elements so that the mix of capabilities and marketing effectiveness is high so that it can achieve the targeted goals.

Third, the Implementation stage . This is the stage where the university actualizes the promoting map in the form of concrete activities, for example doing promotions in several print and social media related to the existence and achievements of the university which have been maximally achieved. Publication of scientific works is quite marketable considering that literacy standardization in a university is an absolute thing to be owned and mastered. The exhibition section includes mandatory and optional activities at the university. Compulsory activities in the form of lecturing activities using the principles of modification, elaboration and collaboration are also excellent that deserve to be promoted. For example, the mixed program in the lecture process between domestic and foreign students is applied to several majors and study programs. The practice of learning and lectures of this model is very rarely found in universities or other universities in general. Meanwhile, the implementation of a partnership is a stepping stone and a breakthrough that is owned by Universitas Merdeka Malang. The form of the partnership itself includes several important points related to entrepreneurship or entrepreneurship-based companies and educational institutions of both national and international standards.

Fourth, the controlling stage . At this stage, all stakeholders carry out supervisory activities which are carried out in stages, both in the form of reports on marketing results submitted at monthly meetings carried out as well as incidental controls so that all forms of promoting map activities can be realized properly and continue to evaluate as a form of improvement in marketing implementation. in the following year.

Marketing Structure of Universitas Merdeka Malang (UNMER)



A service product is something that is intangible but can meet consumer needs which is processed by using or not using the help of physical products where the process that occurs is an interaction between service providers and service users that does not result in the transfer of rights or ownership. In the world of education, we know educational services with several educational services or services provided by educational institutions to users of educational services in these institutions. Thus the educational services that exist at Universitas Merdeka Malang will be described by the researchers based on the findings of the data in the field as follows. The first is the academic services of Universitas Merdeka Malang which are provided to users of educational services, the following is the statement of the Head of Public Relations of Universitas Merdeka Malang when explaining the advantages of academic services that this university has.

The many advantages include the existence of an integrated service, namely Puskom which has many functions, one of which is as an academic service for students at the Merdeka University, Malang. Furthermore, there are also academic services in the form of scholarships, counseling for students under the Student Affairs Bureau."

The quality of educational services is also inseparable from the quality of human resources (HR), namely educators and education staff at Universitas Merdeka Malang and qualified employees are obtained through a selection process held by the institution, as explained by Mr. PO as Director of Universitas Merdeka Malang as follows:

" Recruitment of students and employees at our foundation is indeed selected according to need, there are personnel for academics such as lecturers and technical personnel such as office employees."

In this case, the foundation wants to produce input for teacher and employee resources who are truly competent according to their respective fields and are the best for the institution. Furthermore, Mr. JL explained the following:

"The process of recruiting educators and education personnel will produce the best input for this madrasa. Recruitment is also basically a diploma adjusted to educational qualifications, usually a minimum of a bachelor's degree (S-1)"

Recruitment of teachers and employees is carried out through selection based on the needs of the institution itself. Some of the preferred qualifications are bachelor's degrees (SI) according to their respective fields and qualifications. For example, technical personnel are needed in the administration section, so take from S1 graduates in Economics.

Educational Marketing Model Marketing Model of Universitas Muhammadiyah Malang (UMM) Conventional Marketing Model

Marketing is a systematic management of the exchange of values or values that are intentionally carried out to promote the missions of schools/universities based on satisfying the real needs of the community or stakeholders. Talking about marketing or marketing indirectly we talk about products that are marketed as something that becomes a bargaining value and selling value to the community as customers or customers as well as users of educational services themselves. In this case, Universitas Muhammadiyah Malang has its own strategy in marketing its products and services. The following are the results of an interview with Mr. SI as the Head of the New Student Admissions Implementing Unit.

“Talking about marketing, what is very visible from our University is the appearance of the existing buildings, facilities and infrastructure. Every new person, be it the community or students who came to UMM for the first time, of course, what they saw was the building. Well.. I believe that eye-catching buildings and infrastructure are the main attraction for the community, a comfortable environment cannot be denied to be something that attracts their attention”.

In line with what was conveyed by Mr. SI, Mr. KD as one of the lecturers also emphasized that the form of marketing carried out by Universitas Muhammadiyah Malang (UMM) was direct and indirect.

“In essence, the facilities and infrastructure that we have, good and representative lecture buildings, spatial planning according to the geographical location and the right building placement will indirectly give a distinct impression for service users to make their choice at UMM.”

Marketing carried out by UMM is also through brochures which are distributed to various places and using banners that are installed in certain strategic places. This was explained by Mr. SI, the Head of the New Student Admissions Implementing Unit (PMB) as follows:

“this is done in order to inform the public effectively. If we only rely on word of mouth, of course, it will not be as complete as the explanation from the brochures or banners. Prospective new students from remote or remote areas can view information from it.”

Conventional marketing carried out by UMM directly and indirectly. Indirectly it can be in the form of word of mouth and good buildings, and directly through university expos, brochures and banners containing complete and interesting information to attract prospective new students.

Online Marketing Model

Brochures and advertisements in print media, social media, publications of scientific papers. become a bridge for UMM to do education marketing. This is reinforced by the results of online observations that we did through the UMM website and Instagram account.

This is also reinforced by the explanation by Mr. XX as the Head of Public Relations and Protocol of Universitas Muhammadiyah Malang (UMM) as follows.

“advances in information technology are very important for us in carrying out the educational marketing process, so we not only directly conduct education marketing directly, but we also strive by utilizing existing technology, for example conveying profiles, vision, mission and university goals through print media, magazines and newspapers, and we use social media as a platform to promote what we have to the community as our customers”.

A similar statement was conveyed by Mrs. YY, a lecturer at Universitas Muhammadiyah Malang (UMM), as well as a triangulation of statements that have been submitted by other informants.

“As one of the teaching staff at UMM and being part of UMM, of course, we also support all programs in order to develop UMM. Then we also participated in the marketing process even though it was only limited to posting the activities we did on university through my social media. But honestly, even though it is considered a small thing and is common, it still gives concrete consequences to the education marketing process at UMM.”.

UMM utilizes social media and internet for marketing in order to reach a wider education market. Now the era is sophisticated and prospective students can access the media related to the UMM university in a complete, clear and interesting way.

Marketing Model Universitas Islam Malang (UNISMA)

Marketing education carried out at Universitas Islam Malang globally is explained by Mr. SY as the public relations and marketing staff of Universitas Islam Malang as follows.

“Globally, a marketing strategy with brochures or distributing brochures. However, that does not guarantee, what guarantees more is marketing through social media, because many millennial young people who will enter university have social media accounts.”

In addition to promotional techniques using brochures and information on new student admissions through social media and the university official website. This is in accordance with observations made online on social media and university websites as follows. This is also reinforced by the explanation by Mr. XY as the Head of Public Relations and Protocol of Universitas Islam Malang as follows.

“advances in information technology are very important for us in carrying out the educational marketing process, so we not only directly conduct education marketing directly, but we also strive by utilizing existing technology, for example conveying profiles, vision, mission and university goals through print media,

magazines and newspapers, and we use social media as a platform to promote what we have to the public as our customers. Especially during a pandemic like now, of course, the dissemination of information via the internet is the right choice”.

One marketing strategy is to use promotional techniques. Promotional techniques are one of the determining factors for the success of a marketing program. The promotional technique used by Universitas Islam Malang in this case is the distribution of booklets and the uploading of new student admission information through university social media such as Instagram, Twitter, and even the official website of Universitas Islam Malang (UNISMA). In addition to marketing strategies through online and offline, word of mouth also affects the community effectively. This technique is often used by service providers to market their products, and educational institutions are one of the institutions engaged in services.

“If we are clear that the first service is service in the field of student affairs and the quality of education. Because by maximizing services in this field, it will become a separate promotion event for the community. Moreover, if there are students who excel and are covered by the mass media, it will build the image of the institution's education. So many parents also believe in lecturing their children here. Besides that, our university also has the tagline NU University, where there are many followers too.”

The same thing was explained by one of the postgraduate students, namely RS as follows.

“I started with S1 until now, but I am still at UNISMA because I think the service here, both in the field of education and student affairs, is quite satisfactory. In addition, this university is also a university that has the motto of NU for Indonesia and world civilization. So I think that by having this motto, the institution cannot play with its service and quality.”

From some of the statements above, it can be concluded that the marketing strategy of education is carried out directly and indirectly. The direct strategy in this case is a promotional technique using print, mass and electronic media. While the indirect strategy is a strategy that is carried out along with word of mouth.

Marketing Model Universitas Merdeka Malang (UNMER)

The results of observations, documentation and interviews of researchers can be understood that the form of educational marketing Universitas Merdeka Malang (UNMER) classified into two kinds, namely tangible marketing (marketing that is visible) and intangible marketing (marketing that is not visible). The tangible marketing (marketing that is visible) can be identified from the availability of existing facilities and infrastructure, while intangible marketing (marketing that is not visible) is comprehensively carried out by improving quality and quality which includes all existing aspects.

The marketing strategy of education carried out at Universitas Merdeka Malang globally is explained by Mr. SR as follows.

“globally, of course, through the website or some of the social media that we have for now. Especially during a pandemic like this. In the past years, we were aggressively promoting through the distribution of brochures, pamphlets, installation of billboards, banners and also exhibitions to schools. For exhibitions, it can be from the university who picks up the ball, it can also be from students who are studying here, promoting it to their younger classmates.”

Promotional techniques are one of the determining factors for the success of a marketing program. Promotional techniques used by Universitas Merdeka Malang in this case are the distribution of brochures and uploading of new student admission information through the official website of Universitas Merdeka Malang (UNMER) as well as the distribution of brochures, pamphlets, and even exhibitions to schools.

In addition to promotional techniques with brochures, pamphlets, banners and uploading information through official university social media, Universitas Merdeka Malang (UNMER) also uses promotional techniques to build an image of service satisfaction through word of mouth. This technique is often used by service providers to market their products, and educational institutions are one of the institutions engaged in services. The following are the results of an interview with the Head of Public Relations, Mrs. RH.

“If we are clear that the first service is service in the field of student affairs and the quality and quality of education. Because by maximizing services in this field, it will become a separate promotion event for the community. For example, if there are students who excel and are covered by the mass media, then there are alumni who are successful and they will definitely improve the good image of the institution in the eyes of the public.”

The main elements in marketing include market segmentation or the main target of users of educational services. The following are the results of an interview with Mrs. RH regarding the main segments of users of educational services at the Merdeka University, Malang:

“There is no special segmentation from us, all who meet the requirements can enter, can study here.”

The same thing was also conveyed by Mr. SR when asked about the market segmentation of users of educational services at UNMER as follows:

“There is no real special segmentation. All members of the community can enter. The point is that anyone can study here as long as they meet the requirements as a new student and can also pay the tuition fees that have been determined”.

From this explanation, it can be concluded that there is no special segmentation related to new student admissions at the Merdeka University, Malang. This educational institution does not limit the various groups

who want to study at UNMER. All people can study at UNMER as long as they pass the selection of new student admissions and are able to meet the tuition fees that have been determined.

Discussion

The education marketing management process at Universitas Muhammadiyah Malang (UMM) is carried out through a series of management activities, which include planning , organizing , implementation (implementing) and controlling .

First, at the planning stage the university and its staff make a promotion map or promotional map that will be carried out. From this plan, Universitas Muhammadiyah Malang (UMM) will clearly determine what will be promoted as something that has bargaining power in the community. The promotion map made includes several things, namely, sponsorship/advertising, publicity, exhibitions, and partnerships .

Second, the organizing stage . At this stage, the staff performs the division of tasks by looking at the potential and background abilities that will carry out the marketing process itself. In this case, Universitas Muhammadiyah Malang (UMM) saw several parties from different elements so that the mix of capabilities and marketing effectiveness was high so that they could achieve the targeted goals.

Third, the Implementation stage . This is the stage where the university actualizes the promoting map in the form of concrete activities, for example doing promotions in several print and social media related to the existence and achievements of the university which have been maximally achieved. Publication of scientific works is quite marketable considering that literacy standardization in a university is an absolute thing to be owned and mastered. The exhibition section includes mandatory and optional activities at the university. Compulsory activities in the form of lecturing activities using the principles of modification, elaboration and collaboration are also excellent that deserve to be promoted. For example, the mixed program in the lecture process between domestic and foreign students is applied to several majors and study programs. The practice of learning and lectures of this model is very rarely found in universities or other universitys in general. Meanwhile, the implementation of a partnership is a stepping stone and a breakthrough that is owned by Universitas Muhammadiyah Malang (UMM). The form of the partnership itself includes several important points related to companies based on entrepreneurship or entrepreneurship and educational educational institutions of both national and international standards.

Fourth, the controlling stage . At this stage, all stakeholders carry out supervisory activities that are carried out in stages, both in the form of reports on marketing results submitted at the monthly meetings carried out as well as incidental controls so that all forms of promoting map activities can be realized properly and continue to evaluate as a form of improvement in implementation. marketing in the following year.

Based on the above research on the marketing management process of education at Universitas Muhammadiyah Malang (UMM) it is in accordance with the basic concepts of management that have been proposed by several experts, including the concepts and functions of management that have been conveyed by GR Terry which states that in general management includes several aspects, functions which have their own set of activities and specifications, they include (Alius et al., 2016):

Planning

Planning is the act of determining in advance what will be done, how to do it, what must be done and who will do it. A careful planning is needed in every activity that will be carried out. Without careful planning, the activities to be carried out will not run smoothly in achieving certain goals.

According to Kinicki et al. (2011), in management, planning is a process in setting goals and determining what actions must be taken to complete them. Through planning, a manager can identify the desired results and ways to achieve them.

Organizing

Organizing can be defined as the whole process of selecting and sorting people and allocating facilities and infrastructure to help people achieve organizational goals. What is meant by organizing activities are: 1) how management plans a formal structure for the most effective use of the organization's financial, physical, raw materials and labor resources, 2) how the organization groups its activities, where each group followed by the assignment of a manager who authorizes supervising group members, 3) the relationship between job functions, employee duties, 4) the way the manager divides the tasks that must be carried out in the department and delegates the authority to work on these tasks (Johnston & Brennan, 1996).

Mobilization

Mobilization is referred to as the overall effort, method, technique and method to encourage organizational members to be willing and sincere to work as well as possible in order to achieve organizational goals efficiently, effectively and economically (Namdaroglu, 2017).

Controlling

Supervision is the process of observing rather than carrying out organizational activities. Supervision is essentially an effort to provide instructions to the implementers so that they always act according to the plan. The supervisory function includes setting standards, supervising and measuring performance against standards and providing assurance that organizational goals are being achieved.

Marketing Program Universitas Islam Malang (UNISMA)

The education marketing management process at Universitas Islam Malang (UNISMA) is the same as on the UMM university, namely through a series of management activities which include planning, organizing, implementation (implementing) and controlling.

First, at the planning stage the university and its staff make a promotion map or promotional map that will be carried out. From this planning, Universitas Islam Malang (UNISMA) will clearly determine what will be promoted as appropriate that has bargaining power in the community. The promotion map made includes several things, namely, sponsorship/advertising, publicity, exhibitions, and partnerships.

Second, the organizing stage. At this stage, the staff performs the division of tasks by looking at the potential and background abilities that will carry out the marketing process itself. In this case, Universitas Islam Malang (UNISMA) sees several parties from different elements so that the mix of capabilities and marketing effectiveness is high so that it can achieve the targeted goals.

Third, the implementation stage. This is the stage where the university actualizes the promoting map in the form of concrete activities, for example doing promotions in several print and social media related to the existence and achievements of the university which have been maximally achieved. Publication of scientific works is quite marketable considering that literacy standardization in a university is an absolute thing to be owned and mastered. The exhibition section includes mandatory and optional activities at the university. Compulsory activities in the form of lecturing activities using the principles of modification, elaboration and collaboration are also excellent that deserve to be promoted. For example, the mixed program in the lecture process between domestic and foreign students is applied to several majors and study programs. The practice of learning and lectures of this model is very rarely found in universities or other universities in general. Meanwhile, the implementation of a partnership is a stepping stone and a breakthrough that is owned by Universitas Islam Malang (UNISMA). The form of the partnership itself includes several important points related to companies based on entrepreneurship or entrepreneurship and educational institutions of both national and international standards.

Fourth, the controlling stage. At this stage, all stakeholders carry out supervisory activities that are carried out in stages, both in the form of reports on marketing results submitted at the monthly meetings carried out as well as incidental controls so that all forms of promoting map activities can be realized properly and continue to evaluate as a form of improvement in implementation. marketing in the following year.

The implementation of education marketing at Universitas Islam Malang is quite good so that customer satisfaction is maintained, which in the end the service customers remain loyal and can even bring in new customers. therefore the promotion of word of mouth in the wider community automatically runs. Implementation of marketing at Universitas Islam Malang by looking at and meeting the needs of the community and based on social activities such as holding social services and recitations from village to village where students come from. The implementation of marketing is in accordance with the concept of socially oriented marketing according to Keeling et al (2013), namely the organization determines the needs, wants, and interests of the target market, and delivers satisfaction more effectively and efficiently than competitors by maintaining and continuously improving the welfare of consumers and society.

When viewed from the perspective of the marketing mix variables, the condition of Universitas Islam Malang in accordance with the marketing mix theory according to Kotler which includes the 7Ps at a glance can be described as follows:

Product (Educational Services)

Universitas Islam Malang is an education institution with a strong Islamic religious teachings. The strengthening was carried out with a larger portion of Islamic religious education subjects, including Akidah Akhlak, Fiqh, Quran Hadith, Arabic Language, and History of Islamic Culture.

Price (Education Fee)

Universitas Islam Malang has quite attractive bargaining power in terms of price because it offers education at affordable prices and there are scholarships from partner institutions.

Place (University Location)

The location of Universitas Islam Malang is quite strategic. It is located in the center of Malang city, and can be reached by public transportation. So that after getting off the city transportation, students can go directly to university.

Promotion

The promotion of Universitas Islam Malang is carried out by distributing brochures, installing banners and banners, holding futsal competitions at the Indonesian high school level, holding recitations of Quran, and holding presentations at a number of school education levels.

People (Human Resources)

To produce maximum performance, Universitas Islam Malang recruits educators and education personnel with certain qualifications. Lecturers of courses must be adjusted to their undergraduate education. Lecturers who register to become teachers will be tested and only those who pass the test can teach at Universitas Islam Malang. Universitas Islam Malang also organizes training and workshops in order to improve and develop competencies, namely by holding IHT (In House Training) and workshops on developing vision and mission, preparing lesson plans, etc. Learning at Universitas Islam Malang is also highly carried out by the Quality Assurance Unit by checking one by one the Lecture Implementation Plan (RPP) made by each teacher, and will be revised if it is not appropriate. In the implementation of People, it is in accordance with the theory of human resources expressed by (Saharuddin et al., 2016).

Universitas Islam Malang has also carried out one of the management functions, namely developing educators, namely efforts to improve the quality of education and work efficiency of all existing school personnel. This development effort is carried out in various ways, including education and training (inservice training), learning assignments, formation / placement of positions that are higher than before, job transfers, seminars, workshops, conferences, and official meetings in various forms.

Process (Educational Services)

Education services at Universitas Islam Malang are more special than other universities. Educators seek to maximize learning outcomes through quality learning. The institution prepares teaching process as best as possible, the lecture plans are corrected and revised periodically to suit the conditions of the university and the students who will receive the lecture. Learning evaluation is carried out routinely, both formative and non-formative evaluations.

Physical infrastructure

Support for facilities at Universitas Islam Malang is sufficient for the implementation of daily learning, with representative classrooms, adequate learning media, academic service rooms to rooms for student activities with adequate office stationery facilities, and toilets that are kept clean and well-stocked. the water.

With the description of the conditions of the marketing mix variables above, it is hoped that accurate data can be found regarding the marketing management of education carried out by Universitas Islam Malang on the decisions of prospective students in choosing the university, as well as which variables are dominant in giving influence. Representative facilities and infrastructure are very important because they are evidence of the agency's seriousness in serving customers. Class buildings, offices, administrative rooms, laboratories, sports fields, prayer rooms, toilets, parks and others are the main attractions for the community.

Marketing Aspect of Universitas Muhammadiyah Malang (UMM)

Universitas Muhammadiyah Malang as one of the private universities in East Java is in great demand. Apart from the strategic location of the university, the career prospects of UMM Malang graduates are also needed by the company.

The choice of study programs offered by UMM Malang is very diverse. You can choose programs for Diploma, Strata 1, Master, Doctoral, and Professional levels. There are 10 faculties at UMM Malang with 56 types of study programs. Fun lecture activities inside and outside the classroom also make students more active. The atmosphere of lecture activities at UMM Malang was quite conducive. There are several choices of UMM Malang University locations spread across 3 locations.

- UMM Malang University I : Jalan Bandung No. 1 poor
- UMM Malang University II: Jalan Dam Sutami 188 A Malang
- UMM Malang University III: Jalan Raya Tlogomas No. 246 Malang, East Java, Indonesia

UMM marketing related to the aspect of the department is very much needed, because the product of higher education institutions is their major. This can be done through conventional methods by providing a browser or poster and can also be done in a modern way such as posting information on the university WEB, so that prospective students who want to study there know the majors and facilities offered by the UMM university.

In this product strategy, what needs to be done is that the product needs to continue to be developed in a better direction, but still maintain the quality of the product. Therefore, the development of this product requires creativity and innovation from all existing employees. With the development of this product, consumers can feel satisfied and their satisfaction as consumers can be maintained. This product strategy is very important.

The selection of the type of product will determine the necessary strategy that the product will use. Pay attention to factors related to something such as:

- Product quality

- Product appearance
- Existing product options
- Product price Product brand
- Product packaging
- Product type Product type Product guarantee
- Services for these products (Edwar Romli, 2020).

In this product strategy, what is needed is not only related to the product itself, but also includes product offering services, and after-sales services etc. Prices or in the world of education, especially universities are tuition fees and tuition fees. Of course, the costs that have been determined by UMM have been adjusted to the operational costs and facilities obtained by students while they are active and still undergoing lecture activities at UMM.

Kotler (2003) reveals that price is one element of the marketing mix that generates revenue, the other elements generate costs. Price is the most adaptable element of the marketing mix, product features, channels, and even promotions take more time. Price also communicates the company's intended value position to the market about its products and brands. It can be explained from the above understanding that the elements of the marketing mix in question are price, product, channel, and promotion, namely what is known as the four P's (Price, Product, Plan, and Promotion). The price for a business or business entity generates income, while other elements of the marketing mix, namely Product, Place and Promotion, create costs or burdens that must be borne by a business or business entity.

Tuition fees at UMM are still affordable for the lower middle class, and for the upper middle class economically, the tuition fees at UMM are very affordable and cheap. Education does provide services and services that can not only be felt directly, but also can be felt in the long term. For this reason, the tuition fees at UMM are still at a normal level and not too expensive.

Conclusion

Based on the findings and discussion that as presented above, it can be concluded that the overall implementation of marketing strategies that have been implemented in the studied private universities in Malang (Universitas Muhammadiyah Malang, Universitas Islam Malang, and Universitas Merdeka Malang) has gone quite well. This is based on several research results as follows:

Universitas Muhammadiyah Malang has carried out a marketing strategy with a marketing mix, by improving the quality of its products. This can be seen from several programs that have been running, such as the Inclusion programs, International exchange programs, various scholarship programs, Student Development, which in general have been running optimally. The program is used as a superior strategy in marketing the university so that it is better known to the public because of the quality of its products. The university has a variety of programs that are implemented consistently so that it becomes a differentiator from other competing universities.

Availability of sufficient human resources is involved in promotional and public relations activities to boost marketing activities. The weakness is that it is difficult for the university to expand to add new buildings and parking lots. Promotional activities are carried out through banners, websites, and brochures as well as promotions in online media. This has been effective enough in promoting the university to the public.

The implementation of educational marketing is also in accordance with the Marketing Mix theory proposed by Bukhori Alma, namely in the marketing concept using the 7 Ps: Product, Price, Place, Promotion, People, Physical evidence, and Process. So that public's interest in the universities continues to increase from year to year, as evidenced by the increasing number of new student enrolments.

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