

## MARKETING MIX STRATEGY FORMULATION AND CREATING VALUE CO-CREATION IN SCHOOL EDUCATION

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### ABSTRACT

This study aims to describe internal and external factors with the 7P marketing mix concept at SMA Bogor Raya, define the gap between input and output from internal and external factors in the marketing strategy of SMA Bogor Raya, evaluate the 7P services marketing mix concept applied by the marketing unit of SMA Bogor Raya. This approach to study requires extensive relevant searches, business management, and educational databases on value-based marketing and co-creation. This study uses a qualitative research approach. The type of research used in this research is a case study. Subjects in this study were vital informants with a total of 7 informants. The research field of educational marketing, value, and co-creation is still at a relative pioneer stage. Much research is still to be carried out, both from problem identification and a strategic perspective. To increase public interest in school education services, a mixed market strategy can be applied by combining 7Ps consisting of product, price, place, promotion, people, process, and physical evidence. Although there is no master plan for implementing the marketing mix at SMA Bogor Raya, the strategy has been implemented.

**Keywords:** co-creation value; education; marketing strategy

### ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan faktor internal dan eksternal dengan konsep bauran pemasaran 7P di SMA Bogor Raya, menentukan gap antara input dan output dari faktor internal dan eksternal dalam strategi pemasaran SMA Bogor Raya, mengevaluasi konsep bauran pemasaran jasa 7P yang diterapkan oleh unit pemasaran SMA Bogor Raya. Pendekatan studi ini membutuhkan pencarian relevan yang ekstensif, manajemen bisnis, dan basis data pendidikan tentang pemasaran dan kreasi bersama berbasis nilai. Penelitian ini menggunakan pendekatan penelitian kualitatif. Jenis penelitian yang digunakan dalam penelitian ini adalah studi kasus. Subjek dalam penelitian ini adalah informan vital dengan jumlah informan sebanyak 7 orang. Bidang penelitian pendidikan pemasaran, nilai, dan co-creation masih pada tahap perintis relatif. Banyak penelitian yang masih harus dilakukan, baik dari identifikasi masalah maupun perspektif strategis. Untuk meningkatkan minat masyarakat terhadap layanan pendidikan sekolah, strategi pasar campuran dapat diterapkan dengan menggabungkan 7P yang terdiri dari produk, harga, tempat, promosi, orang, proses, dan bukti fisik. Meski belum ada masterplan penerapan bauran pemasaran di SMA Bogor Raya, namun strategi sudah diterapkan.

**Kata Kunci:** nilai co-creation; pendidikan; strategi pemasaran

## INTRODUCTION

These major organizational strategic issues must be addressed if anything works, performance in the market must be achieved - using existing schools' resources. Indeed, until that is done, there is no point in proceeding further with the customer. Fortunately, the initial resolution is possible. Responsibility for starting, planning, designing, and academic tutoring suddenly shifted. All income and expenses go forward responsibilities of several subject groups and the coordinating Program. Centralized staff short course organization becomes not a command structure but a service and support organization, a meeting (Wills, 1981). Research, marketing education, values, and co-creation are still at a relatively pioneering stage, with many researchers to be done on both problem identification and strategic perspective.

Although the literature on marketing schools and higher education and student behavior research provides no evidence that marketing strategies have been implemented and marketing schools remain limited, which is relatively uncharted territory. The potential benefits of applying marketing theories and concepts have been influential in the commercial world adopted by researchers and managers in nonprofit education marketing. However, the literature on educational marketing is inconsistent, if not contradictory, and lacks a reflective theoretical model of the specific context of educational marketing and deep values marketing school services. In the Indonesian context, Law of the Republic of Indonesia No. 20 of 2003 article 1 paragraph (1) states that education is a conscious and planned effort to create an atmosphere of learning and the learning process so that students actively develop their potential to have religious, spiritual strength, self-control, personality, intelligence, noble character, and skills needed by himself, society, nation and state. Also, Article 31 paragraph (3) of the 1945 Constitution reads, "The government shall endeavor and implement a national education system, which increases faith and piety as well as noble morals in the context of the intellectual life of the nation, which is regulated by law." This can mean that the Indonesian government also views education as an essential thing for the nation's progress and country.

In the process, development in education requires the participation of various parties, not only from the government itself but also from the private sector. There is an awareness of this matter. This can be seen from the emergence of various schools managed and funded by the private sector. The concepts also vary from those based on nature religion and those that adapt to the international curriculum. From this diversity, managing an educational institution is essential and must be owned because it will directly affect the institution's sustainability and growth, and development. To grow and develop, an educational institution needs to have the ability to analyze external factors (competitors, political and economic policies). And take into account the internal potential to produce the right marketing strategy. Especially with the emergence of various types of schools that offer programs and their advantages, this marketing strategy is needed to win the "competition" among its competitors. However, it is hoped that the competition between educational institutions will not reduce or even eliminate the essence of education itself. Therefore, implementing a marketing strategy in education aims to promote its educational programs and provide education for the public to be wiser and more competent in choosing quality education according to their needs. The education marketing strategy is one of the services marketing strategies that are quite different from the marketing of goods. It requires its unique approach to reach the desired target market. The actors engaged in this field are required to think smarter and creatively to increase

their competitiveness. They are competing to make an offer that is their advantage or not owned by its competitors, such as the Bogor Raya School (SBR). As a school that adapts to the international curriculum, SBR certainly faces various challenges from its competitors who are in similar school groups in the surrounding area. Sekolah Bogor Raya (SBR) is a special education unit located in Bogor, West Java.

Based on data obtained from the administrative staff at SMA Bogor Raya, in the 2009/2010 academic year, there was 16 grade 10 students who joined SMA Bogor Raya. This number decreased to 14 students in the 2010/2011 school year. However, there was a drastic increase in the number of Grade 10 students in the following three academic years, from 14 students to 24 students, 35 students, and 41 students. The decline in numbers occurred again in the 2014/2015 school year, where there were only 39 new students for grade 10. This number increased again in the 2015/2016 academic year and 2016/2017 school year, where the number of grade 10 students changed to 46 students and 50 new students. Unfortunately, a drastic decline occurred in the 2017/2018 school year, when SBR only recorded 36 new students. The increase in the number of grade 10 students occurred again in the 2018/2019 academic year to 48 students.

Since its original conceptualization in Hunt & Morgan (1995), competition theory is known as a resource-advantage theory (R-A); it has been developed in various articles, books, and book chapters in marketing, general management/business, and the economics literature. The theory emerged, known as the competition for resources theory. The works that develop the R-A theory make many contributions to knowledge in marketing, management, and economics. Contributing to explaining the observed differences in quality, innovation, and productivity between market-based and command-based economies shows why competition is in a dynamic market-based economy incorporating a resource-based view of firms; containing a statement of the company's competence; has the terms of the theory of phylogenic, nonconsumptive, and provokes disequilibrium competition; explains the view that competition is a process of knowledge discovery contributes to explaining why social relations are a resource only contingently and have the requirements of competition theory being moderately socialized (Malhotra, 2005). Based on the development of the number of SMA Bogor Raya students and the marketing system adopted by the school, researchers have exceptional attention to several things. First, schools have an urgency to analyze the marketing strategies that have been carried out so far. The results of the analysis can certainly be used as a reference in developing new marketing strategies. Second, the marketing strategy analysis strategy can be strengthened by using certain marketing concept grips.

Based on problem identification and preliminary studies, the researcher decided to use the marketing mix concept as a reference in analyzing the marketing strategy carried out at Bogor Raya High School. This research is related to several previous studies in which the marketing mix concept approach can examine internal and external factors of marketing. The factors resulting from this study then become a reference in making recommendations for marketing strategies.

This research study will use the concept of marketing mix 7P (Product, Price, Place, Promotion, People, Physical Evidence, and Process) to the marketing strategy of SMA Bogor Raya. In this study, it is hoped that using the mixed concept approach can be one method that can be applied in analyzing the factors in a school's marketing strategy. Bogor Raya schools have different levels of education, from family planning to high school. Of course, this makes the marketing strategies applied to vary at each level. Therefore, this research is limited to discussing educational marketing strategies at SMA

Bogor Raya in 2018. Based on the explanation of the problems above, the formulation of the research problem is What are the internal and external factors in the 7P marketing mix concept applied at SMA Bogor Raya?, What are the factors that become the gap between input and output from internal and external factors involved by the marketing unit at SMA Bogor Raya?, How is the evaluation process of the 7P marketing mix concept applied by the marketing unit of SMA Bogor Raya? Based on the formulation of the problem above, this study aims to Describe internal and external factors with the 7P marketing mix concept at SMA Bogor Raya, Describe the gap between input and output from internal and external factors in the marketing strategy of SMA Bogor Raya, Evaluated the 7P services marketing mix concept applied by the marketing unit of SMA Bogor Raya

## LITERATURE REVIEW

### Marketing Strategy

Strategy is one of the essential organizational components that help the organization's development in the future. In an organizational context, strategy is a compiled planning process and will be carried out following the provisions in a joint decision to achieve short-term and long-term goals (Robbins et al., 2014). However, some experts, such as Marrus in Umar (2008) explains that strategy is to formulate ways and efforts to achieve long-term goals that the top leaders carry out without involving the lower management layer. Whatever the definition is given, all agree that strategy is essential to achieve the goals of an organization.

Goals are the tangible results that the business unit wants to achieve, and strategy is the game's design for achieving them. Strategies that are formulated as joint provisions generally apply incrementally and will always be implemented consistently. The formulation of strategies in an organization must be in line with the final goals to be achieved by paying attention to actual conditions in the field (Priyono, 2007). This is very important to ensure that the strategy can predict what will happen and not focus on what is happening. With this approach, problems in the organization can be resolved appropriately without causing too much risk of loss. With increasing competition among organizations, a distinctive and well-targeted strategy will provide ample space to win the match healthily. This can later be maintained as one of the core competencies of the organization.

To create an efficient strategy to match what is expected, the organization must design and implement good strategic management. Strategic management aims to create advantages over competitors in the organization's business. Strategic management plays a crucial role in implementing the strategic composition in the field to be used as evaluation material to understand the weaknesses and strengths of the strategies that have been set. Ketchen (2008) defines strategic management analysis as the decisions and actions that a company must take to gain a competitive advantage.

Kotler & Keller (2012) describe that marketing as an organizational function or a series of processes for creating, communicating, and providing value to customers. Furthermore, marketing can also be used to manage customer relationships to benefit the organization and its stakeholders. Hasan (2013) also describes marketing as the process of identifying, creating, and communicating value and maintaining customer-satisfying relationships to maximize company profits. Kotler & Armstrong (2017) describe marketing as a social and managerial process for an individual and a group to get what they need and want through creating and exchanging a product and value with others.

Kotler & Keller (2016) describe the stages that need to be done in developing the market, namely: a) the planning and implementation process of the conception, b) pricing, c) promotion, d) distribution of ideas, as well as goods and services. To sell products well, the company must be sure of what to sell and have a strong concept for the product. A strong vision of the product is then outlined in strategic marketing plans and prices for potential consumers. Marketing is a fundamental form of promotion, with the hope of getting a good response from customers. Product distribution becomes the following process when the customer shows a good answer.

In marketing, companies need to maintain good relationships and positive satisfaction for customers and get maximum benefits simultaneously. This interest is what is meant by the marketing concept. In this case, the marketing concept must be able to provide certainty about how marketing activities can be carried out based on a sound philosophy while still paying attention to market needs in a responsible manner (Sunyoto, 2012)

Kotler & Keller (2020) explains that marketing management is the process of analyzing, implementing, and supervising programs that are intended as market exchanges aimed at achieving organizational goals. In maintaining competition from competitors, various ways and strategies are carried out by marketing to survive in the increasing competition. As there are more competitors in a business, the competition will get tougher; marketing is the key to the success of the company's business entity.

Effective marketing cannot be separated from the use of the marketing mix. In the marketing mix, there is the Marketing Mix-7P, namely: product, price, promotion, place, people (human resources), process, and physical evidence. According to Kotler & Armstrong (2017), the marketing mix is a controlled variable combined to produce the expected response from the target market.

Educational management is a continuous process that contains special abilities and skills possessed by a person to carry out an activity individually or with others or through other people to coordinate and use all sources to achieve organizational goals productively, effectively, and efficiently (Engkoswara & Komariah, 2010).

### **Value co-creation**

The creation of "value" is the primary objective of financial services exchange. Because the school is a service operation, that is the application service competencies by colleges or schools that drive customer value. However, it is said that value is created collaboratively in a co-creation relationship between the two parties (Spohrer & Maglio, 2008). Service-dominant logic is related to the meaning of "value-in-use" value (Vargo & Lusch, 2008). In S-D logic, the roles of the producer and consumers are different, meaning that value is always created together, together and reciprocally, in the interactions between providers and beneficiaries via the integration of resources and the application of competencies. Value is the result of operator resources provided by the educational company (license plate forms, software, people, knowledge, services, administration, internet, and intranet), which is sometimes sent via an operand resource or goods (Vargo & Lusch, 2004)

Creation is described by Prahalad & Ramaswamy (2004) as "experience co-creation" This is a major rethink of how organizations create a score. Experience co-creation involves redefining how organizations engage with individual value creation, especially employees and stakeholders, and consider customers, suppliers, and external stakeholders, and related communities. It's about organizations that release people's

creative energies, invite and allow them to interact with them differently. In an educational setting, most teachers encourage students to do so co-create in class because this interaction stimulates discussion, debate, and exchange of knowledge. Co-creation is the effective engagement of students with teachers and institutions, where ideas are expressed openly and freely. Spirited debates and arguments can enrich experiences and drive value creation, which goes beyond the classroom in constructive word-of-mouth from students to family and friends. The knowledge that results from service delivery is heavily grounded in the fundamental interaction between the service provider and the service users (Zeithaml et al., 1990).

### **Previous Research**

The case study research entitled "Educational Service Marketing Mix in Increasing the Competitiveness of Educational Institutions" was conducted by Faiq Nurul Izzah at MI Nihayaturroghibin and SDN Rogomulyo 01 Kayen Pati for the 2015/2016 academic year.

This case study research was conducted using the 7P marketing mix elements (product, price, place, promotion, physical evidence, people, process). The research was conducted to determine the superior marketing factors of the two schools. From the results of a data study of the two schools, the researcher concluded that the competitiveness of MI Nihayaturroghibin was in the product, price, place, and promotion while at SDN Rogomulyo 01, it was in the form of product, location, and people. Furthermore, it was concluded that the analysis of the marketing mix could increase the competitiveness of education because of the conformity of the 7P elements with the national education standards as the minimum criteria for quality education.

Case study research entitled "Marketing Strategy for Private Boarding High Schools in Semarang Regency" was conducted by Brigitta Putri Atika Tyagita at Sedes Sapientiae Jambu Senior High School. This study aims to describe the success of the marketing strategy at SMA Sedes Sapientiae Jambu. One of the keys to successful marketing at SMA Sedes Sapientiae Jambu is activities that foster good relations with schools from various regions, relationships with alumni, parents of students, committees, and the local community. This can be proven by the increase in the number of high school students at Sedes Sapientiae Jambu School from year to year. The author also recommends several marketing approaches that can be applied in other schools to increase the number of students. Study by Seligman (2012) that marketing of schools has relevance; however, the bearing is only helpful if the value is developed over time and supports the school brand and its importance in a competitive market.

### **RESEARCH METHOD**

This study using a qualitative research approach. The qualitative research approach is a research method that focuses on general principles regarding the symptoms in human social life. The qualitative research approach is a research process that aims to understand the problems of social life based on an objective and complex and comprehensive picture following the views of the informants in conducting research. The research approach is used to answer the problems in the specified research. Therefore the researcher must be able to choose a research approach. The research approach used will be tailored to the needs in finding answers to research questions (Vanderstoep & Johnson, 2009). This type of research used in this research is a case study. A case study is an

approach to studying and explaining or interpreting a case in its natural context without intervention from outside parties. This type of research will immediately take effect if there are questions about how and why. The trend in these case studies is that they seek to highlight a decision or set of decisions, why that decision was made, how it was carried out, and the outcome (Creswell, 2014).

Using this type of case study research is because the research method used is descriptive. This qualitative method, in its implementation, can be done through case studies or comparative studies. Based on this, this type of case study research was also chosen because of the nature of its tendency to usually pay attention to the problem of why a policy was taken and how it was implemented, because in this study, what wanted to be researched was how the education marketing strategy in SMA Bogor Raya had been implemented at the Bogor Raya School (SBR). Furthermore, in this study, there is a research design was used, namely a multi-case design. A multi-case method is used when more than one case is used in a study. Therefore, this design is widely used in comparative studies.

In this study, there are two objects to be studied, namely the education marketing strategy of SMA Bogor Raya, which will eventually be compared with predetermined indicators. The place for the implementation of this research will be conducted in Integrated Schools with national and international standards, namely at the Bogor Raya School, especially at Bogor Raya High School, which is located at Danau Bogor Raya Housing, Bogor City, Tanah Baru Village, North Bogor City District, Bogor City, Prov. West Java, Postal Code 16143. Research subjects (informants) or what is said to the respondents in the study are the parties that serve to get information in the research. The research subjects will provide responses and data related to the data needed by the researcher. Qualitative research subjects or respondents in the study can be said to be informants, namely people providing information about the data the researcher expects concerning the research carried out. In qualitative research, the selection of research subjects uses a criterion-based section based on the assumption that the subject is an actor in the proposed research theme. Researchers chose informants based more on the quality of information related to the proposed research theme to get research subjects. According to Arikunto (2016) the research subject defines the research subject as objects, things or people where the data for the research variables are attached and at issue. In a study, the research subject has a very strategic role because, in the research subject, that is the data about the variables that the research observes.

Subjects in this study were vital informants, namely Andri Nurcahyani as Head of Bogor Raya High School, Arning Wulandari as Deputy Head of Bogor Raya High School, Susandi Wu as Deputy Principal of Student Affairs, Fransiska Susilawati as Manager of Human Resources for Bogor Raya School, Myte Cienly Lesar as The Marketing Manager of the Bogor Raya School, Elsa Sasmitha as the Marketing Staff of the Bogor Raya School, Eunice Blessica Yuwono as alumni of the Bogor Raya High School. The qualitative data collection procedure is a series of steps in researching to obtain the required qualitative data. The data collection process includes the researcher's effort in determining the type of qualitative data and the researcher's business design in recording the data. In qualitative research, researchers are given the freedom to choose the research object, but it must be in the qualitative realm. Researchers are also given the freedom to determine the number of research subjects. However, a researcher needs to determine the limits of the research concerning the problem to be studied. This is intended so that the research results are more significant and truly real. In research, data determination is

needed as the primary support. In qualitative research, there are several types of data collection, namely: qualitative observation is the direct role of the researcher to go to the research location. In observation or observation, the researcher observes every activity that occurs at the research location. Furthermore, in qualitative interviews, researchers will conduct interviews with informants to obtain data sources and collect qualitative documents in the form of notes or audio recordings performed by the researcher.

In this study, data collection and retrieval activities were obtained after obtaining permission from the Bogor Raya School, especially Bogor Raya High School, to conduct research. As a first step in the study, the researcher will select respondents based on predetermined inclusion criteria and calculate the sample size. After getting the desired respondent, the next step is to ask for approval from research respondents (both from the Bogor Raya School and the community around the Bogor Raya School) through notification using a letter of consent respondent (key informant). After obtaining approval from respondents, preliminary observations were made by conducting structured interviews and giving questionnaires to respondents regarding the implementation of the research. This is done to assess the extent to which the education marketing strategy at SMA Bogor Raya has been implemented. In terms of selecting key informants, researchers took the first steps through support from the guidance of lecturers and related parties at the Bogor Raya School. Data analysis is an analysis process that is carried out systematically on the data that has been collected. In this study, researchers used an analysis that describes clear messages or information from in-depth interviews with respondents about educational marketing strategies at the Bogor Raya Senior High School understudy. Researchers use data analysis to support the quantitative test results. The researcher concluded that using technical data in data collection to ensure the validity of the data, namely using triangulation techniques to check the validity of the data that used something other than the data for matching purposes or comparing the data. The most widely used triangulation technique is through other sources. Triangulation with authorities means reaching and cross-checking the degree of trustworthiness of information obtained through different times and tools through qualitative methods (Sugiyono, 2014).

## **RESULTS AND DISCUSSION**

Bogor Raya Private High School is an integrated school where the school is one location with Playgroups, Kindergarten, Elementary, Middle School, and Senior High School. This school is the best-integrated school in the city of Bogor. Bogor Raya School is a leading international standard school in Bogor. Founded in 1995, the school provides local and internationally accredited, a green and pleasant environment in the beautiful Bogor Raya Housing, close to the Bogor toll exit. Bogor Raya School is a multi-religious school with students from many different nationalities and backgrounds. This school runs from Playgroup to SMA, and most of its students come from the Bogor city, Sentul, and Cibubur areas.

Bogor Raya School has an educational philosophy that will provide a holistic education that produces students who are loving, free from prejudice, proud of their identity, have a good and wise school culture, mutual respect between religions, and respect for world culture. Bogor Raya School will provide various kinds of experiences to students equipped with independent learning skills and can solve problems using creativity and critical thinking and creativity.



Bogor Raya School will encourage high curiosity. Sparks of enthusiasm and joy can be seen in students' eyes because they control the direction of learning essential for students to learn effectively. Bogor Raya School will provide technical expertise in terms of skills in the I.T. so that graduates from the Bogor Raya School (SBR) can take advantage of current and future technology to advance their careers. The SBR also supports students through self-confidence-building programs. SBR ensures students see the problem from various perspectives. This allows students to think about both sides of any given situation. It also allows students to see issues through local and international lenses. This will help students to understand that everyone has different opinions, skills, and knowledge. Students will learn to listen to various views and realize that everyone can learn something from everyone they meet. Sekolah Bogor Raya also takes an active learning approach to education where students are encouraged to ask questions about their world and investigate to explain their world. The teacher acts as a facilitator, guides, and assists students in their investigations

The marketing mix for SMA Bogor Raya, the Danasha Foundation, which consists of 7Ps, includes:

a. Product

In general, SMA Bogor Raya Danasha Foundation offers its products in the form of students who will develop their talents and have disciplined values, have empathy, self-awareness, integrity, mutual respect, equality, resilience, and have an attitude of inquiry. SMA Bogor Raya Danasha Foundation has a unique program holding full-day classes five days a week, where this school is designed to be an academic and fun learning tool. Through national and international based programs and curriculum, Andri Nurcahyani (Head of SMA Bogor Raya, July 10, 2018) said that:

"Currently, we are using the Indonesian government's national curriculum and the international curriculum. For the international curriculum, we use a program from Cambridge International Education and a Global Assessment Certificate from ACT Education Solution."

From the principal's explanation, it can be seen that Bogor Raya High School has a national and international standard curriculum. This is in line with what was said by Elsa Sasmitha, Marketing Staff of the Bogor Raya School (October 5, 2018), who said that: "SMA Bogor Raya provides national and international curricula to its students. The international curricula we use at the high school level are Cambridge IGCSE (for grades 10), Cambridge A-Level (for grades 11 & 12), and Global Assessment Certificate (GAC) (for grades 11 & 12). When our students enter grade 11, they are required to choose one of these international programs, namely Cambridge A-Level or GAC. "

Of course, using national and international based programs and curricula will attract more attention from the public to enroll their children in Bogor Raya High School; in addition to having school curriculum and programs, Bogor Raya High School will provide three certificates for SMA Bogor Raya graduates, these certificates include: Cambridge IGCSE certificate (in Class 10), Cambridge A-Level Certificate or Global Assessment Certificate, and UN diploma (in Class 12),

This trust was also asked by the author to the alumni of SMA Bogor Raya, Eunice Blessica Yuwono. One of the reasons for choosing to study at SMA Bogor Raya is because of the diversity of curricula on offer, both national and international, where the curriculum is recognized in various universities around the world: "I

decided to study at SBR because of the international curriculum used by SBR, namely Cambridge IGCSE and A-Level. Universities across the globe recognize the curriculum. In addition, SBR also provides an alternative to the GAC curriculum. SBR also still uses the national curriculum, where the National Examination results can be used to register at various universities in Indonesia." (Yuwono, 2018).

b. Price

Determination of school fees at SMA Bogor Raya is one of the considerations for SMA Bogor Raya. The operational needs of the school are related to the program a school wants to run. Regarding the determination of fees, Elsa Sasmita said that "The Foundation determines the determination of school fees at SMA Bogor Raya." In determining school fees, the Foundation is determined by the Foundation, where the Danasha Foundation manages Bogor Raya High School, therefore "the process of allocating facility costs from the tuition fee component is directly regulated by the Foundation" (Sasmita, Marketing Staff of Bogor Raya School, 5 October 2018). Determining a price or cost in the educational process is very important. This is very closely related to marketing because if the price or cost of the product is higher than the perceived value, the customer will be deterred. If the price is low, the buyer will doubt the quality of the product.

There are two kinds of school fees in SBR, namely: "Admission Fee and School Fee. The admission fee payment system is carried out per level (PG, TK, SD, SMP, or SMA levels). The tuition payment system is carried out per month. In one academic year, school fees are paid ten times or ten months." (Elsa Sasmita, SBR Staff, October 5, 2018).

In the case of the school fee payment system in SBR, especially in Bogor Raya High School, it has been regulated by a school management system that will apply to all Bogor Raya School students, so the parents of students cannot regulate the school fee payment system. "Parents cannot choose a payment system. The payment system is regulated by the school management and applies to all students." (Elsa Sasmita, SBR Staff, October 5, 2018). To relieve the parents of students, the payment system for school fees at SMA Bogor Raya can be done monthly; Elsa Sasmita said that "Yes, there is. The monthly tuition fee payment system will be implemented for the 2018-2019 Academic Year. Previously, the applicable payment system was per 3 months." (SBR Marketing Staff, October 5, 2018).

c. Place

One of the things that attract customers to take action is a strategic location, easy access, the availability of public transportation; this is a positive value in Bogor Raya High School. SMA Bogor Raya is located in Perumahan Danau Bogor and close to the center of economic activity such as shops and markets. Having a large yard area and security must also be a concern of the school. This Bogor Raya school has a reasonably wide field because, in SBR, several levels of education are established, starting from Playgroup (KB), Elementary School (SD), Junior High School (SMP), and Senior High School (SMA).

"The positives can be seen from the increasing number of residential areas in Danau Bogor Raya. The construction of road widening infrastructure has also begun to be noticed by the city government. Several community service programs carried out by the Bogor Raya School for the surrounding environment have also started to be given much attention by the surrounding community. Automatically, with so many people coming to the Bogor Raya School building every morning, there is a minor

traffic jam. Still, the Bogor Raya School continues to try to overcome this by opening a parking lot next to the Bogor Raya School building, so not all of them pile up there." (Fransiska Susilawati, SBR Human Resources Manager, 24 July 2018)

Then from that, SMA Bogor Raya is on the edge of a highway with hectic traffic. So that it does not cause concern for the parents of students about the safety of their children, when learning takes place the front gate of the school is always guarded by security officers and besides that, when the hours of entering and leaving school the security officers must also help manage traffic to run smoothly. Holcomb in Ho (2014, p. 18) said that "moreover, safety is of prime concern to parents, and schools need to ensure parents that they are offering a safe learning environment and transportation services." According to Holcomb's words, safety is a major concern for parents, and the school's job is to ensure a safe learning environment and the availability of transportation services.

d. Promotion

Promotion is essential to be carried out by the SMA Bogor Raya school because without promotional activities, the public will not know much about SMA Bogor Raya. To attract public interest and attention, SBR will promote school programs for the coming school year.

Promotion using electronic media can be done through the website, Facebook, youtube, and others. Promoting using electronic media is carried out throughout the year. The information conveyed contains the learning process, PPL activities, championship publications, and other Bogor Raya High School activities. In this case, Cowel in Irianto and Prihatin (2010, p. 344) explains that the objectives of promotion are as follows:

"Build awareness and interest in service products and service provider institutions; Differentiating the services the agency offers from competitors; Communicating and describing the advantages of the services provided/service providers; persuade customers to buy and use the service." To achieve promotional objectives, Bogor Raya High School must develop promotional strategies through print media, holding competitions, open houses, seminars, and electronic media.

e. People

The people in question are the teaching staff (teachers) in SMA Bogor Raya. The number of the teaching staff at SMA Bogor Raya is 19 people. The academic qualifications of the teaching staff, at least all have an undergraduate certificate, preferably S1 in education. To become a teaching staff at the Bogor Raya High School, you must have expertise following what department or field of study the school will teach; in this case, the teaching staff must pass several tests to enter teaching staff Bogor Raya High School.

From the explanation above, there are three programs carried out by the school management for qualified educators to continue serving at the Bogor Raya School, including reducing the school fees for children from teaching staff who study at SBR, a scholarship program to continue to the S2 level and provide assistance with vehicle facilities for educators. Then Fransiska Susilawati (SBR Human Resources Manager, July 24, 2018) added:

"Apart from those three things, it is enough, huh. Apart from these three things, it is also done to make the working environment comfortable for teachers. Several programs are being discussed or initiated. The Bogor Raya School must begin to see that its human resources require a monthly salary to live and need self-

actualization. If we see from 1:55 Maslow, humans have the highest actualization, so starting next year, we have begun to initiate the SBR writing movement. We will also facilitate after-school teachers to organize English tutoring courses under the umbrella of Bogor School Kingdom. We have started to do this SBR writing, so the Bogor Raya School, in collaboration with Oxford Publisher, reviews science books published by Oxford by involving teachers as expert reviewers. In the future, we have started to prepare PJK teachers to make children's literacy books. So children's storybooks that build character, we have begun to collaborate with publishers to be able to publish books written by Bogor Raya School teachers, and this will continue to develop which then teachers also feel that besides teaching in their classes they can become more, can contribute more to education, especially in Indonesia."

f. Physical evidence

SMA Bogor Raya has several facilities to support learning; with the existence of learning facilities, it is hoped that students can participate in learning activities that take place well. The facilities at SBR for the convenience of learning activities include three laboratories, computer labs, basketball courts, soccer fields, swimming pools, badminton, libraries, music rooms, art rooms, and others (Susandi Wu, Deputy Principal of the Student Section of the Bogor Raya High School, 19 July 2018).

g. Process

Judging from the aspect of the process, Bogor Raya High School is included in a fun educational process for its students. In the learning process, SMA Bogor Raya uses a curriculum from the minister of education and culture to learn the learning content of education. The learning process of SMA Bogor Raya uses a multiple intelligence approach. So learning is adapted to student learning styles. Regarding the operation of the learning planning system, it is carried out by coordinating between students, educators, and academics, where at the beginning of the academic year, the academic asks and checks the readiness of learning materials for educators in the form of curriculum preparation from Cambridge and ensures that educators use the latest syllabus, this is following what was said by Arning Wulandari (Deputy Head of the Academic Section of the Bogor Raya High School, July 10 2018):

In implementing the marketing mix with 7P, Bogor Raya High School has obstacles in the form of the price of education considered expensive by many people. Because the price of education is linked to cost, it is indeed a compassionate issue. This is also inseparable from the status of SMA Bogor Raya, which is a private school under the auspices of the Danasha Foundation, which costs without much assistance from the government both in terms of procurement of school facilities and infrastructure salaries of educators, and another financing must be independent. The difficulty of educators in dividing time between promotions and the teacher's schedule. The absence of special marketing personnel and only maximizing the teaching force in advertising to SMP-SMP sometimes makes it difficult for educators to divide the task between teaching and promotion to the SMP-SMP level. In the implementation of the upgrade, sometimes it collides with teaching activities or the schedule of other educators.

Solutions to face obstacles in implementing the 7P marketing mix, then SMA Bogor Raya has answers. One way to overcome competition in Bogor Raya High School education in the field of competition is by increasing the quality and quantity of schools in teaching staff and students. "The way we deal with the increasingly intense competition between educational institutions is by improving our quality both in terms of teaching

staff, learning content, to providing good service to students and parents." (Elsa Sasmita, SBR Marketing Staff, October 5, 2018).

In overcoming competition between educational institutions, SBR management will maintain branding, responsibility, quality of teaching staff, etc. Myte Cienly Lesar, (Marketing Manager for the Bogor Raya School, 24 July 2018) explained that:

Value and co-creation, as discussed by Vargo & Lusch (2004), have a place in a world where schools are dominant services are seen as services providing primarily quality education, and second, secondary services support student growth and development as well as the school experience. Value construction is at the heart of modern marketing theory schools can adopt. In the work of Spohrer & Maglio (2008), they regard "service as science 'where innovation is the theoretical foundation in accelerating value co-creation; it supports quality as defined by students and family'" (Teas, 1993). Value creation is its core and central goal economic exchange process. Traditional models focus on value creation at the firm's output and prices. The theory emerged, known as the competition for resources theory. The works that develop the R-A theory make many contributions to knowledge in marketing, management, and economics. Contributing to explaining the observed differences in quality, innovation, and productivity between market-based and command-based economies shows why competition is in a dynamic market-based economy incorporating a resource-based view of firms; containing a statement of the company's competence; has the terms of the theory of phylogenic, nonconsumptive, and provokes disequilibrium competition; explains the view that competition is a process of knowledge discovery contributes to explaining why social relations are a resource only contingently and have the requirements of competition theory being moderately socialized (Malhotra, 2005).

## CONCLUSION

Based on the qualitative research conducted by the author at SMA Bogor Raya, several conclusions can be made as follows:

To increase public interest in school education services, a mixed market strategy can be applied by combining 7Ps consisting of product, price, place, promotion, people, process, and physical evidence. Although there is no master plan for implementing the marketing mix at SMA Bogor Raya, the strategy has been implemented. However, the implementation of the basics of this strategy has not been optimized by the marketing unit of SMA Bogor Raya and the main managerial components in the educational institution. So far, the key to the success of the SMA Bogor Raya marketing strategy can be assumed to be in line with the products offered. The internal component of the institution tries to show the quality of education carried out at Bogor Raya High School, one of which is by producing quality graduates. This is further strengthened by the excellent cooperation between SMA Bogor Raya and residents, the parent committee, and other schools in various regions.

Based on these conclusions, in implementing a marketing strategy at Bogor Raya High School, the following suggestions should be considered: For the sake of optimizing the implementation of marketing strategies at SMA Bogor Raya, the authors suggest designing a marketing strategy master plan so that it can be implemented comprehensively and on target. The author suggests other schools that want to improve their marketing strategies in the education industry to increase cooperation and build good

relationships with residents, the parent committee, and alumni. In addition, cooperation between educational institutions, such as other junior high schools in the same area, will also encourage the reach of the marketing unit through free promotions carried out by the consumers themselves (alumni, students, and parents of students). A special promotion is a promotion from alumni through the testimonies they give. Parents of students and residents around educational institutions also contributed significantly in providing free promotions because they experienced firsthand and knew very well the conditions of the educational institution concerned. The internal strength of educational institutions is also a significant component in the marketing of educational products. The inner members of educational institutions, such as students, curriculum, and so on, can show the quality of education offered by an educational institution.

Those are the results of research on educational marketing strategies at SMA Bogor Raya. The results of this research were indeed conducted in a limited scope but actually can be widely applied in various other educational institutions. The authors hope that what has been described can enrich knowledge in marketing in the education industry in the Bogor region in particular and Indonesia in general. The results of this study can also be used to enrich the understanding of the world of education in Indonesia.

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