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THE ROAD AHEAD FOR INDONESIA'S INTERNATIONAL SCHOOLS: THE EXTENDED MARKETING MIX PERSPECTIVE

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Abstract:

Given the growing global awareness and interest in sustainable development, the sustainability concern of education institutions is no exception. Noticing the phenomenon of decreasing number of students in the Indonesia international schools, this study explores and identifies the cutting-edge marketing strategies that may be useful to enhance student enrollment. Based on the external environmental and internal organisational analysis, particular focus was placed on the consumer perceptions to assess their perceived importance of the 39 marketing mix attributes. The findings highlighted the importance of Product and Promotion, and a set of marketing mix strategy was proposed. As education is pivotal to enhance the quality of national human resources, it appears that the findings and proposed marketing strategies offer a useful reference to both the policy makers and the education industry players to continue increasing student enrolment in the private schools, moving towards sustainable development.

Keywords:

Marketing Mix Strategy, International School, Indonesia.

Introduction

Indonesia is a developing country that continues to strive to improve the quality of human resources, one of which is through education. Education is one of the most effective tools for developing the potential of children. At present, education is a top priority in Indonesia. The

government has promoted a 12-year compulsory education program and provides free school facilities ranging from elementary to high school levels. Education is also a fundamental basis in shaping plenary competence. For this reason, the role of educational institutions focusing on basic education is now increasingly expected (Padil & Prasetyo, 2011).

For a country that wants to improve its educational foundations, such as in Indonesia, there have been many formal schools, both state and private. Students are the main reasons for the implementation of teaching and learning activities. The existence of students is like consumers of sellers (schools). If a school is likened to a seller, it must find ways to attract consumers and compete with other sellers with the goods sold. The number of consumers who come to the seller, this shows that the goods sold are very attractive to consumers. So it is with education. With so many schools standing, these schools must be able to compete to show their existence. One proof of existence in an educational institution that is marked by increased interest in students to study at the educational institution. Students have indeed become the most important aspect in organising education so that education can run well. Schools must be able to recruit prospective students as much as possible so that the teaching and learning process can run smoothly.

At present, the community has been able to sort and select international quality schools. This understanding arises because they are afraid of their sons and daughters unable to even compete in the era of globalization. This indicates to school administrators that how important it is to create international quality schools. To choose a school, basically prospective students (also parents of students) are always confronted by the choices about various existing schools. Of the various choices, of course prospective students will choose one of the various options available. Therefore, in this case, schools competing with each other to attract prospective students to choose the school.

Based on reference data from the Kementerian Pendidikan dan Kebudayaan (2019), in the city of Bandung itself, 1,132 primary and secondary schools have been established, consisting of 385 public schools and 747 private schools. There are two categories of schools, namely national schools and international schools. From these data, it can be concluded that the number of schools that stood in the city of Bandung made each school compete to get students. With this competition, the schools that are able to compete in the competition can get more students, while those who are unable to compete may suffer less demand from the students to study in the educational institution, even bankruptcy. As in the city of Bandung, from international schools there have a different number of students. There are many and some are few. As for the number, namely the Penabur International School has 35 students, the Bina Bangsa School has 68 students and the Bina Persada School has 57 students (Kementerian Pendidikan dan Kebudayaan, 2019). This proves that from the competition in the recruitment of these students, there are schools that succeed in attracting students' interests and some do not.

With the increasingly fierce competition in schools, the marketing of educational institutions is one of the most effective ways to introduce schools to the community and prospective students. According to Kotler et al. (2012), marketing is defined as an organisational function / a set of processes that create a means to communicate, deliver strengths and uniqueness to customers, and to manage customer relationships to achieve benefits for an organisation. Schools as providers of education services need to learn and have initiatives to improve

service satisfaction in education. Therefore, an appropriate education service marketing strategy is needed to win the competition between schools and to increase the number of students.

Strategy is a way to achieve the desired goals. Whereas marketing is a social and managerial process where individuals and groups get their needs and desires by creating, offering, and exchanging things of value with each other. This is in line with research conducted by Khairah (2015), entitled *The Effect of School Promotion on the Number of New Student Achievements in MTs Gondangrejo Filial Ngadiluwuh Mateseh Karanganyar 2014/2015 Academic Year*. It was stated that promotion has a relationship with the large number of students. So, an educational institution needs to do a promotion to do marketing to attract students' interest.

Thus, the marketing of service products, including education is related to the concepts of demand, products, values, and customer satisfaction. In addition, marketing activities by doing marketing innovations and finding the most appropriate marketing strategies (Heryati & Muhsin, 2014).

Case Study: Penabur International School

The focus of this research is Penabur International School Secondary. Penabur International School Secondary was established under BPK PENABUR Foundation in 2013 to provide a pathway for Penabur International School Primary students towards international education by offering Cambridge IGCSE and AS/A-Level examinations, plus Cambridge International Certificate of Education (ICE) to demonstrate the broad knowledge that the students have as an added value to their future. The school plans to offer Oxford AQA International Independent Project Qualification (IPQ) as an addition to A-Level to further develop learners' hard and soft skills.

The school provides quality education. This is proven by the results of Ujian Nasional SMP - in which the school is always in the top 10 best school in Bandung and top 20 best schools in West Java since 2016 - and IGCSE, in which more than 75% of students get B or higher in their exams.

The school also prepares students to have good characters, responsibility and independence. Classes are structured to put learning as the centre. Trips are conducted to allow learners to see the world.

The alumni of Penabur International School Secondary spread worldwide, in colleges in UK and USA, and several alumni has been admitted in favourite universities and colleges, such as Leeds University (UK), University of Melbourne (Australia), Sampoerna University (Indonesia) and Institut Teknologi Bandung (Indonesia) (PENABUR Banda, 2019).

In spite of that, based on primary and secondary education data of Kementerian Pendidikan dan Kebudayaan (2019), the number of students in Penabur International School has decreased every year, even in 2019 the total number of students was only 35 students. The number of students in each class is approximately 10-15 students.

The data of students in the Penabur International School in the last three years are as follows: 2016/2017 school year the total number of students is 67 people, the academic year 2017/2018

the total number of students is 57 students, and the school year 2018/2019 the total number of students is 44 students.

The facilities at Penabur International School are actually quite complete. Classrooms are very adequate. In addition, there are also laboratory rooms and library rooms. However, even with this condition, the interest of the students in the school is decreasing. Hence, the purpose of this research is to find out what factors influence the interest of new students in choosing an international school and to create an appropriate marketing strategy for an international school.

This research is expected to provide benefits to all readers as in theoretically and practically. The usefulness of this research is to be able to add insight into the management of educational institutions in particular and society in general about what factors affect the interest of new students in choosing an international school. In addition, this research can also enrich the repertoire of research among researchers. Furthermore, research results can be used as information and marketing materials for international schools in attracting prospective learners. Finally, the results of this study can provide input to the Penabur International School about the right marketing strategies to attract new students.

Research Method

Consumer analysis is one of the important activities in developing marketing strategies. The purpose of consumer analysis is to be able to understand the needs and desires of consumers. Consumer analysis is usually done through market research, by collecting information about consumers, such as profiles, demographics, or other information needed by the company.

In this study, consumer analysis (Ooi et al., 2022) was conducted on international high school consumers, namely parents. In choosing high school, usually the final decision is in the hands of parents. It is parents who have the resources (money) to pay for school fees. If the child wants to go to an international school, but the parents do not agree, then that desire will not be a demand. Consumer analysis is carried out by distributing questionnaires to 300 parents who live in Bandung, who want to send their children to international schools. Many social science studies have used questionnaire to collect data (Yeap et al., 2021; Gim et al., 2022; Gunabalan et al., 2022).

As many as 58% of the total respondents were women and 42% of the total respondents were men. In other words, in this study, the gender of the respondents was relatively evenly distributed. Thus, because they equally represent the perceptions of women and men, further implementation of the strategy will be suitable for all gender.

Regarding the age of the respondents, as many as 9% of the total respondents were in the age range of 31-40 years, as many as 80% of the total respondents were in the age range of 41-50 years, and as many as 11% of the total respondents were in the age range above 50 years. The perception of young parents is strongly represented by the response in this study because the majority of respondents are in the age range of 41-50 years. We know that young parents are generally relatively vulnerable to products or services, but they are more adaptable and more familiar with lots of information access. Thus, to approach the young parent segment, international school management needs to adopt a marketing strategy that is more dynamic and modern.

Respondents in this study have a variety of jobs. As many as 38% of the total respondents were housewives and as many as 28% of the total respondents were entrepreneurs. Other respondents are private employees and government employees, with the respective percentages of 19% and 13% of the total respondents. In addition, as many as 2% of respondents have other jobs outside the stated categories. Different types of work are usually associated with different types of expectations. Therefore, the results of this study will describe the behavior of consumers from various work backgrounds.

Respondents in this study have different monthly income. As many as 55% of the total respondents have a monthly income of more than IDR 40,000,000, as much as 22% of the total respondents have a monthly income of IDR 30,000,001 - 40,000,000, and as much as 14% of the total respondents have a monthly income of IDR 20,000. 001 - 30,000,000. There are also respondents who have a monthly income of IDR 10,000,001 - 20,000,000 and under IDR 10,000,000, which is 5% and 4% of the total respondents. According to AC Nielsen, people who earn more than IDR 40,000,000 per month can be categorized as upper middle class. Therefore, the majority of respondents in this study can be categorized as upper middle class, which is the target market of international schools. To capture this targeted market, international school management needs to understand their anxiety and behavior.

Importance Analysis

Importance analysis (Ooi et al., 2021) is also part of marketing research, where consumer attitudes toward products or services will be observed. Importance analysis can identify the extent to which the attributes of a product or service are considered important. How well the attributes of a product are considered important by consumers can be one of the determinants of consumer satisfaction (Ooi et al., 2022).

In this research, an importance analysis was carried out to evaluate customer perceptions of the attributes that exist or should exist in international schools. These attributes (Kotler et al., 2012) are categorized into seven main marketing mix variables, namely product, price, place, promotion, process, people, and physical evidence. Table 1 presents the importance scores of 39 attributes that are categorized in the 7Ps marketing mix.

Table 1: Importance Regarding Marketing Mix

Variable	Indicators	Importance
Product	Availability of international curriculum	3.89
	Variety of programs in school	
	Availability of extracurricular subjects	
Price	Affordable tuition fees	3.42
	Scholarship offered	
Place	Distance to get to school is nearby (reachable)	3.00
	Availability of public transportation near school	
	Convenient location (downtown)	
	Ease of accessibility to the school	
Promotion	Promotion through social media	3.88
	Promotion through radio	
	Promotion through advertising (print media)	

Process	Special promotion offered for students during school visitation	
	Open house held in school	
	Competition held in school	
	Exhibition held in school	
	Ease of access for entrance	
People	Availability of access inside school for disabilities	
	Good learning environment	3.43
	Quick services toward complains	
	Good learning atmosphere	
	Ease of walking between classrooms in school	
Physical Evidence	Polite attitude of school employee	3.33
	School employee being helpful	
	Hospitality of school employee	
	Availability of large parking area	3.68
	Cleanness of school as whole	
	Hygiene quality of classroom	
	Sufficient number of classrooms inside school	
	Presence of pray room	
	Availability of escalators/elevators	
	Direction/sign facility inside school	
	Information desk facility in school	
	Comfortable seating area inside school	
	Music/sound ambiance which created inside school	
	Air temperature inside school	
	Appropriateness of lighting inside school	
Attractive interior design		
Fascinating exterior appearance of school		

Porter's 5 Forces Analysis

According to Dess et al. (2014), Porter's five forces model that can help to determine the strengths and weaknesses of the industry and analyse and identify five competitive forces that shape the industry (the intensity of competition in the same industry, the threat of new entrants, buyer strengths, threats substitution, and supplier strength). With this model, companies can do an analysis of their products, whether their products will still be used by customers or customers will move to other companies. In other words, whether the company's business is still attractive or not. Analysis of 5 Porter's forces is very important to do because it can increase sales and prevent the company's downfall. Table 2 presents the Porter's 5 Forces analysis.

Table 2: Porter's 5 Forces Analysis for Education Industry in Indonesia

Forces	Scale					Result
	1	2	3	4	5	
Threat of New Entrants						MEDIUM
Anticipated growth			x			
Access to distribution channels				x		
Capital requirement			x			

Product differentiation		x					
Economies of scale			x				
Determinants of supplier power	1	2	3	4	5	Result	
The importance of supplier to customer				x		HIGH	
Switching cost	x						
Number of suppliers				x			
Availability of substitute inputs				x			
Determinants of buyer power	1	2	3	4	5	Result	
Buyers' volume					x	HIGH	
Importance of product to the buyer				x			
Number of buyers relative to sellers				x			
Switching costs to use other product			x				
Product differentiation		x				MEDIUM	
Threat of substitute products	1	2	3	4	5		Result
Switching cost to buyers			x				
Relative quality of substitute			x				
Relative price of substitute			x				
Rivalry among competitors	1	2	3	4	5	Result	
Fixed costs vs variable costs			x			HIGH	
Exit barriers			x				
Industry growth rate				x			
Product differentiation			x				
Number of competitors					x		

Note: The numbering is explaining the impact of the factors of forces, 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = very high

Competitor Analysis

Analysis of competitors needs to be done with the aim of knowing the market of each product or service offered. According to Kotler & Keller (2012), competitor analysis can also be used to determine competitors' weaknesses and relative strengths to the products or services we offer, by evaluating their strategies and identifying them in detail. This competitor analysis needs to be done accurately in order to develop a more attractive company marketing plan going forward.

To do a competitor analysis, the X-axis and Y-axis can be used. The X-axis will explain prices, while the Y-axis will explain whether the school has a vision in a national or international approach. To find the right position between the Penabur International School and its competitors, comparisons between the main competitors will be placed on the XY axis. Figure 1 presents the competitor analysis.

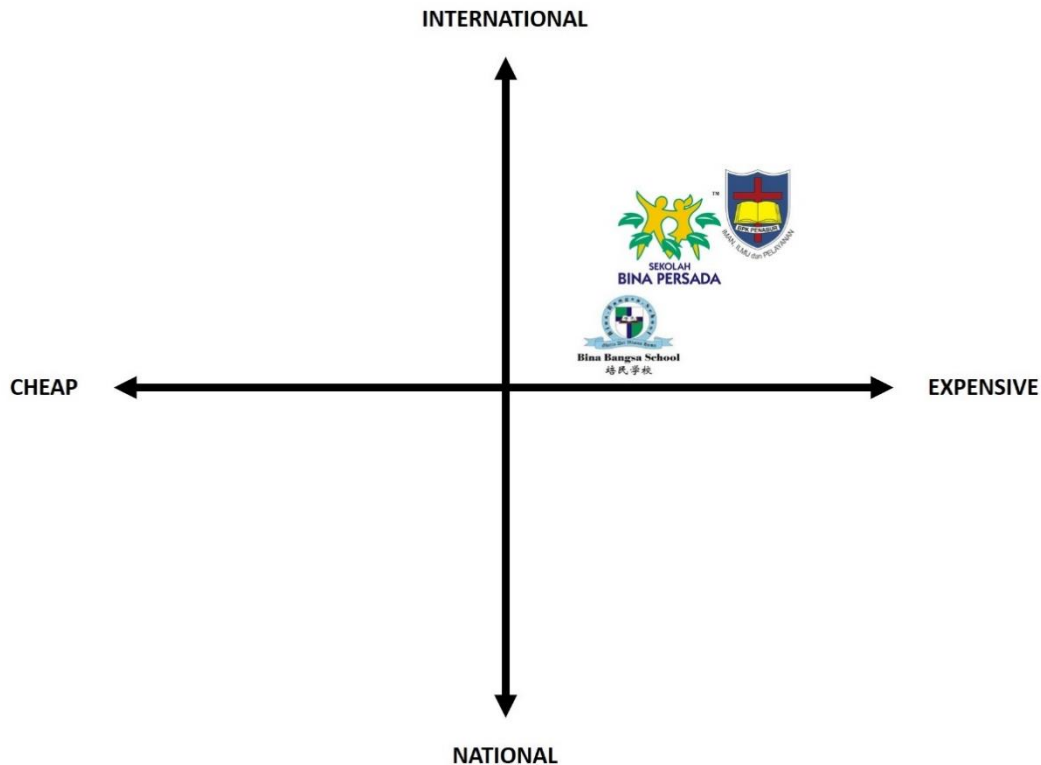





Figure 1: Competitor Analysis

Since the beginning of the Penabur International School, established in 2013, the school has had several major rivals, such as the Bina Bangsa School and the Bina Persada School. In Table 3, the comparison between the Penabur International School and the schools which are its main rivals. Some aspects analysed include product, price, place, promotion, physical evidence, people and processes.

For product aspects, all schools offer Cambridge IGCSE and Cambridge International AS/A Level programs. The difference lies in how schools emphasize their international curriculum and deliver material to students. For example, Penabur International School and Bina Persada School deliver material to students using 100% English, while Bina Bangsa School uses bilingual methods.

For the price aspect, schools that offer programs in 100% English open more expensive than schools that offer programs in bilingual. For the promotion aspect, there is not too much difference because the marketing methods for each school are almost the same, namely through social media, educational exhibitions, and scholarships. In terms of location, each school must have its own reasons for building a school there. For example, Bina Persada School built its school in Setra Duta Housing Complex. That means Bina Persada School wants to target children who live in the housing complex.

Table 3: Penabur International School Competitors

International School Name	Penabur International School	Bina Bangsa School	Sekolah Bina Persada
		 Bina Bangsa School 培民学校	 SEKOLAH BINA PERSADA
Product	Cambridge IGCSE, Cambridge International AS/A Level (English Speaking)	Cambridge IGCSE, Cambridge International AS/A Level (Bilingual)	Cambridge IGCSE, Cambridge International AS/A Level (English Speaking)
Price	Rp 8,000,000 / month	Rp 6,000,000 / month	Rp 7,000,000 / month
Place	Jalan Banda	Jalan Sentra Dago Pakar Raya	Jalan Setra Duta Cemara Raya
Promotion	<ul style="list-style-type: none"> • Social Media • Education Expo • Scholarship 	<ul style="list-style-type: none"> • Social Media • Education Expo • Scholarship 	<ul style="list-style-type: none"> • Social Media • Education Expo • Scholarship
Physical Evidence	Integrated campus	Integrated campus	Integrated campus
People	Minimum graduate degree	Minimum graduate degree	Minimum graduate degree
Process	International	International	International

Internal Organisational Analysis

The goal of the Penabur International School is to become the best private school in Bandung. To achieve this goal, better formulation of realization and strategy is needed so that schools can become better. One way to formulate it is to analyse and determine external and internal factors, such as capabilities, resources, weaknesses, and company strengths.

In this study, internal analysis that will be carried out includes value chain analysis, STP, and marketing mix. With value chain analysis, it can reduce inefficient and ineffective activities, even unnecessary activities in the Penabur International School environment. With STP analysis, a new marketing strategy can be made better. With a marketing mix, it can analyse data about product, places, prices, promotions, processes, physical evidence, and people elements more specifically. It is hoped that the results of the research will become more accurate by carrying out these three analyses, so that the new marketing strategies that are made are successful.

Value Chain Analysis

According to Dess et al. (2014), value chain analysis can be used by companies to increase differentiation or reduce costs. This is because in the value chain analysis, the main activities and supporting activities will be analysed and identified accurately by the company. Through this analysis, the process flow from the beginning to the marketing activities and products received by customers, including the advantages and disadvantages of each process, can be

seen as a single unit. The main focus of value chain analysis is finding competitive advantages, reconstructing loss processes, and adding value to each process.

The primary activities and supporting activities are the two main things that will be discussed in the value chain analysis (Strategic Management Insight, 2013). To maximize profits, companies need to determine several different aspects in the primary activities (such as inbound logistics, operations, outbound logistics, marketing and sales and services) and in supporting activities (such as company infrastructure, human resource management, procurement, and technological aspects). Supporting activities and primary activities are equally important for the company. To create sustainable competitive advantage, the way the Penabur International School satisfies customers must be developed. To catch up with its competitors, the Penabur International School must also excel in their services. Therefore, it is necessary to do a thorough analysis from within the company.

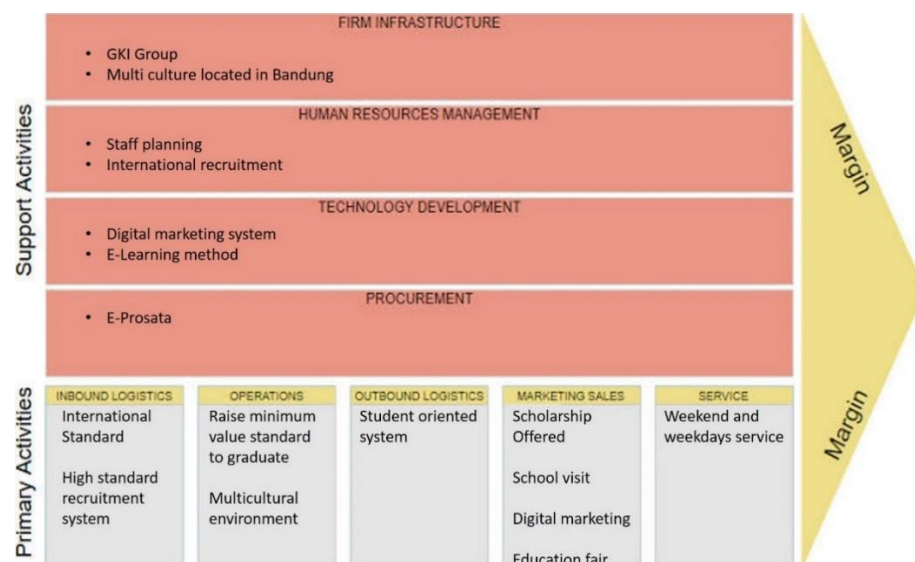


Figure 2: Value Chain Analysis

STP Model Analysis

In order to achieve future targets and to create marketing concepts that are relevant to marketing objectives, companies can use the STP Model analysis (Segmenting, Targeting, Positioning). As the name implies, accurate segmentation, precise targets, and a good position will be determined by the company in this analysis. In addition, customer behaviour in each segment will also be identified by the company using this analysis.

Market Segmentation

According to Kotler & Keller (2012), segmentation is defined as the process of dividing markets into smaller segments with different behaviour, characteristics, or needs. These segments may require different marketing strategies. Thus, to get maximum sales results, the best segment that the company could live can be chosen. There are a number of variables that can be used in analysing the Penabur International School segmentation analysis, including geographic, demographic, psychographic, and behavioural.

Geographic

In principle, the market will be divided into different geographical units (such as regions, cities and countries) in geographical segmentation. At present, the geographical segmentation of the Penabur International School is as follows:

- Region: West Java
- City: Bandung and surroundings
- Country: Indonesia

With its marketing activities budget, only the West Java region is covered by the Penabur International School. The maximum limit is the city of Bandung and its surroundings for the West Java region. If outside of that, parents will not allow their children to study at the Penabur International School because of location problems that are too far away.

Demographic

There are several variables that can be used to divide the demographic segmentation of Penabur International School, including the education sector, education level, parental income, gender, and age. The explanation for each of these variables is as follows:

- Education Sector

As we know, there are students who come from private or public elementary schools in Indonesia. More specifically, among these, there are students who come from national or international elementary schools. The Penabur International School is open to students graduating from elementary school or its equivalent (such as madrasah ibtidaiyah (MI)), whether private, public, national, or international.

- Level of education

One of the criteria for entering the Penabur International School is the level of education. Students cannot enter Penabur International School without having an adequate level of education. Only students who have graduated from grade six of elementary school or equivalent can enter the Penabur International School.

- Parental income

One other important key whether students will go to the Penabur International School or not is the income of parents. If parents do not have money to pay school fees at the Penabur International School, even if their child wants to go to school there, of course that will not be true. Thus, the Penabur International School is devoted to children of parents who have an income above 40 million rupiah per month.

- Gender

To help companies choose demographic segmentation accurately, there are other variables, namely gender. Gender segmentation for the Penabur International School is male and female.

- Age

Targets will look more accurate and specific with age restrictions. The Penabur International School is specifically for students who are:

- minimum of 13 years to enter the first year,
- minimum of 14 years to enter the second year,
- minimum 15 years to enter the third year, and

- minimum 16 years to enter the fourth year.

Psychographic

According to Kotler & Keller (2012), buyers will be divided into different segments based on personality characteristics, lifestyle, or social class, with the presence of psychographic segmentation. As a psychographic perception, companies can actually set many parameters and indicators. For example, in the Penabur International School itself, several approaches to psychographic segmentation are based on educational institution standards, added value in school characteristics, school performance each year, the size of the school organization, and the number of students in the school. Generally, the standards of educational institutions which are the psychographic segmentation of the Penabur International School are elementary schools that have been accredited A by the government.

Behavioural

Buyers will be divided into several segments based on their responses, attitudes, or knowledge of a product sold by the company, by the presence of behavioural segmentation (Kotler & Keller, 2012). Companies can adapt their products to the right market segments by observing customer behaviour. In the context of education services, the main variable used by the Penabur International School in segmenting behaviour is the purchase motive.

If companies can make products that fit the needs of customers, they can find some motives for customer purchases first. Some of the motives of customers to buy educational services at the Penabur International School are as follows:

- The first motive is the cost of living. Located in the city of Bandung, the Penabur International School sets a lower cost of living compared to other major cities in Indonesia such as Jakarta and Surabaya.
- The second motive is international quality offered by schools. Although located in Indonesia, Penabur International School is a school that has international standards.
- The third motive is the availability of scholarships. There are several categories of scholarships that students can get by enrolling in the Penabur International School, one of which is scholarships for outstanding students.

Targeting

Market targeting is the next step after the company identifies segmentation. Here, the attractiveness of each market segment will be evaluated, and one or more segments will be chosen for the company to enter (Kotler & Keller, 2012). Selling the right products to the right people and creating potential and suitable target markets for the company are the two main objectives of market targeting. By reference, three types of market targeting are known, namely concentrated marketing, differentiated marketing, and undifferentiated marketing. Each type of market targeting has its own characteristics, strengths and weaknesses.

From the results of the analysis, it was found that the Penabur International School chose to conduct concentrated marketing, where marketing targeted just one segment and focused on designing offers for that segment. The segment focused by the Penabur International School is the 6th grade students from accredited private or public elementary schools, both boys and girls, who live in the city of Bandung, whose parents have a minimum income of 40 million rupiah per month, and who want to get international quality educational services.

Positioning

According to Kotler & Keller (2012), market positioning is an act of how companies put their products where they want to be, distinctively, clearly compared to competing products in the minds of target consumers. Until now, the Penabur International School is positioned as an international school that provides lessons in 100% English. In addition, the Penabur International School is also positioned as a school capable of creating alumni with a global mindset, so that they can compete in the era of globalization. This is inseparable from the efforts of schools that always combine the progress of the personality of each student with international standards.

Marketing Mix

According to Kotler & Keller (2012), the marketing mix is a set of tactical marketing tools that the company integrates to produce the desired response in the target market. So far, the marketing mix is the most widely used tool in the company. With a marketing mix, the company can analyse the internal factors of the business and get a clear view of the business being carried out. The marketing mix concept of the Penabur International School will be analysed in this section, where the results will show the basic concepts of marketing activities being carried out by the school. Because the Penabur International School is a company that offers services to customers, there are seven basic elements to be discussed, namely products, prices, places (or distribution channels), promotions, processes, physical evidence, and people (Yapp & Tohari, 2021).

Discussion

The new marketing mix will be a proposed business solution for the Penabur International School. A better new marketing mix can be developed after researchers know what things need to be developed as well as the company's weaknesses. This change in marketing mix will be divided into two parts, namely major updates and minor updates. For major updates, it will involve four aspects of the marketing mix namely process, physical evidence, promotion, and products. Meanwhile, for a minor update, it will involve three aspects of the marketing mix namely people, price, and place (Yapp & Tohari, 2021).

Product

From the results of the questionnaire, it can be seen that the majority of parents consider the product as an important aspect of international schools. Thus, the Penabur International School needs to improve the products it offers. To improve the product, there are two new suggestions that can be applied. First, the opening of the IB Diploma program. In fact, not all parents consider the Cambridge program important. This is because there are some parents who want their sons and daughters to continue their studies at an overseas tertiary institution, where the tertiary institution requires an IB Diploma to enter. When viewed from its capacity so far in teaching in the Cambridge program, teachers at the Penabur International School must be able to teach in the IB Diploma program. In addition, only a few schools in the Penabur International School environment offer the IB Diploma program. Thus, with the opening of the IB Diploma program, company profits will increase along with the development of target markets. Second, the development of existing study programs. At present, there are only two Cambridge curriculum-based courses offered at the Penabur International School. With the development of study program options, parents can be more interested in sending their children to the Penabur International School because they are more suited to their needs.

Place

One aspect of the marketing mix that only needs minor changes is place. Penabur International School already has a strategic location in downtown Bandung. Around it, there are many modes of public transportation that can be used to reach schools. Permanent land has also been owned by the Penabur International School. Thus, schools do not need to renew contracts every year. The important thing and the focus now is how to expand the school building in the same place. In addition, also in terms of building repairs and physical evidence.

Price

In the marketing mix, the price aspect is included in minor changes. At present, the Penabur International School sets a school fee of around 8 million rupiah per month. This figure is generated from internal company calculations. It would be very difficult to make major changes in school fees because the education services at Penabur International Schools are of international quality and are continuous from one level to another. However, there is one way that might be effective to reduce prices, namely by providing scholarships to outstanding students.

Promotion

One aspect in the field of education that requires major changes is the aspect of promotion. This is because the need for adequate branding to run services in the field of education. More than that, from the results of the questionnaire also found that one of the important aspects that parents see in choosing an international school is the aspect of promotion. To improve aspects of promotion in the Penabur International School, there are several promotional activities that can be carried out. First, increase awareness on social media by carrying out large-scale campaigns on social media. Second, visit schools in Bandung. Third, the Penabur International School also needs to actively collaborate with other educational institutions in Bandung in conducting events for elementary school students.

Physical Evidence

If you take note, throughout the year there has not been much improvement in physical evidence at the Penabur International School. This makes physical evidence one of the weaknesses of the school. At present, Penabur International School has only one school building that was built since 2013 for all study programs. The Penabur International School also has only one sports field for football or basketball. Allocation of funds that did not focus on physical improvement of buildings was identified as the main problem. In fact, many parents who consider physical evidence is very important. They tend to choose to send their children to schools with good physical buildings and complete facilities. Thus, for the Penabur International School, physical evidence is an aspect of the marketing mix that needs major improvement.

People

The quality of the teaching staff at the Penabur International School is not in doubt. Thus, aspects of people in the Penabur International School only require minor changes. What needs to be improved is the non-academic staff's skill standard. In the Penabur International School, the abilities and skills of non-academic staff are not so active as to be empowered by the human resource department. In addition, another thing that needs to be improved is the availability of native speakers to improve the quality of foreign language learning in this school, in order to prepare students for global competition.

Process

Based on the results of the questionnaire, the process is one of the important aspects for parents in choosing an international school. One of the processes in Penabur International School is the application of Christian values and international values in the learning process. However, in practice, this process is not an easy matter. Not all teachers know how to apply these values. It is also undeniable that every teacher has his own teaching method. For this reason, the Penabur International School must implement many programs to ensure that the process runs well. One program is to conduct “standard teaching workshops” for teachers. The purpose of this workshop is to apply the values and culture of the Penabur International School. From the description above, it can be concluded that for the aspect of the process, there needs to be a big change in the Penabur International School.

Conclusion

In order to increase student enrolment and the company business profits, there are some useful marketing strategies for the Penabur International School. The strategies include: opening the Penabur International School branch, ensuring the quality of graduates, doing innovation in building physical evidence, re-evaluating the process at the Penabur International School, and conducting workshops, seminars, or events. Other strategies could be by implementing the E-system, doing collaboration with leading universities, campaigning the Penabur International School in social media campaigns, and developing an IB Diploma program.

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