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Enhancing Student Interest through Collaborative School-Based Marketing

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ABSTRACT

In today's globalized world, where educational institutions face intense competition, schools must adopt professional marketing strategies that go beyond academic excellence. Educational marketing has become a vital tool for institutions to establish a strong presence, build a positive reputation, and attract prospective students and parents. One innovative approach gaining traction is the collaborative school concept, which involves partnerships between schools and various stakeholders to enhance quality and appeal. This study explores the implementation of an educational marketing strategy based on the collaborative school approach at SMA Negeri 3 Ponorogo, aiming to increase interest among prospective students. Our research focuses on the 4P marketing mix concept – product, place, price, and promotion – integrated to promote the school's flagship program, the Smaga International Class Program (SICP). Additionally, we examine market segmentation, school positioning, marketing communication, and educational services as collaborative efforts between the school, community, and stakeholders. Using a descriptive qualitative approach, we collected data through interviews, observations, and documentation. The results show that a systematic and collaborative marketing strategy has successfully boosted the school's competitiveness, strengthened its institutional image, and attracted prospective students more effectively. Therefore, the collaborative school approach is a relevant alternative in educational marketing strategies, addressing the dynamic needs and challenges of education in the global era.
Keywords: *student interest, marketing, collaborative*

ABSTRAK

Dalam era globalisasi dan persaingan antar lembaga pendidikan yang semakin ketat, sekolah dituntut untuk tidak hanya fokus pada aspek akademik semata, melainkan juga mampu mengelola strategi pemasaran secara profesional. Pemasaran pendidikan menjadi salah satu instrumen penting dalam memperkuat eksistensi lembaga pendidikan, membangun citra positif, serta menarik minat calon peserta didik dan orang tua. Salah satu pendekatan yang berkembang adalah konsep *collaborative school*, yaitu model kerja sama antara sekolah dengan berbagai pihak terkait, baik internal maupun eksternal, untuk meningkatkan mutu dan daya tarik lembaga.Penelitian ini bertujuan untuk mendeskripsikan implementasi strategi pemasaran pendidikan berbasis *collaborative school* dalam upaya meningkatkan minat calon peserta didik di SMA Negeri 3 Ponorogo. Pendekatan pemasaran yang digunakan mengacu pada konsep *marketing mix* 4P, yaitu *product*, *place*, *price*, dan *promotion*, yang diterapkan secara terintegrasi untuk mengenalkan program unggulan *Smaga International Class*

Program (SICP). Selain itu, strategi pemasaran juga mencakup segmentasi pasar, penempatan citra sekolah (*positioning*), komunikasi pemasaran, serta pelayanan pendidikan sebagai bentuk kolaborasi antara sekolah, masyarakat, dan pemangku kepentingan lainnya. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil implementasi menunjukkan bahwa penerapan strategi pemasaran yang sistematis dan kolaboratif mampu meningkatkan daya saing sekolah, memperkuat citra lembaga, serta menarik minat calon peserta didik secara lebih efektif. Dengan demikian, pendekatan *collaborative school* menjadi salah satu alternatif strategi pemasaran pendidikan yang relevan dalam menghadapi dinamika kebutuhan dan tantangan pendidikan di era global.

***Kata kunci**: minat calon peserta didik, pemasaran pendidikan, kolaboratif*

PENDAHULUAN

Education is a vital component of human life, enabling individuals to broaden their horizons and enhance their knowledge. As knowledge grows, so does the likelihood of making informed decisions in various situations. Education plays a crucial role in shaping attitudes and behaviors, helping individuals become better versions of themselves.[1] In today's rapidly changing world, education must continuously innovate to keep pace with societal developments. Indonesia is currently undergoing a significant transformation, influenced by both domestic and global factors.[2] Education is essential for individuals to navigate these changes, think critically, innovate, and adapt to contribute to their surroundings.[3]

In the era of globalization and rapid technological advancements, educational institutions face significant challenges in attracting prospective students. Competition among institutions is intensifying, both nationally and internationally. This has prompted schools to develop effective marketing strategies to enhance their appeal and build a positive reputation. One emerging approach is the collaborative school marketing strategy, which requires schools to compete by offering unique benefits to their students. The goal is to outperform competitors and achieve better results.[4] To achieve competitive advantage, schools must focus on providing value to their students. This means delivering high-quality education, fostering a supportive learning environment, and promoting student success. By adopting a collaborative school marketing strategy, schools can differentiate themselves from competitors, build strong relationships with stakeholders, and ultimately achieve their goals. In conclusion, education is a critical component of human development, and schools must adapt to the changing landscape to remain competitive. By embracing collaborative school marketing strategies, schools can enhance their reputation, attract top talent, and contribute to the development of society.[5]

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[1] Adi Pradana, Muhammad Thoyib, dan M.Syafiq Humaisi, "Manajemen Program Alfamart Class Sebagai Strategi Kolaboratif Pengembangan Karier Siswa di SMKN 1 Ponorogo," *Southeast Asian Journal of Islamic Education Management* 5, no. 2 (2024): 238.

[2] Isna Faridatun Nadziroh dan Muhammad Thoyib, "Manajemen Kesiswaan Dalam Peningkatan Potensi Diri SiswaIntra Sekolah (Studi Kasus di SMP Negeri 5 Ponorogo)," *Journal Of Islamic Education Management* 1, no. 2 (2022): 62.

[3] Linda Ayu Karisma dan Muhammad Thoyib, "Manajemen Perubahan Dalam Mempertahankan Prestasi Madrasah Unggulan (Studi Kasus di Man 2 Ponorogo Pada Masa Pandemi Covid-19)," *Journal Of Islamic Education Management* 1, No. 1 (2022): 48.

[4] Mufasirul Bayani dan Sidiq Purnomo, "Strategi Pemasaran Pendidikan Dalam Menarik Minat Calon Siswa di Era Digital Studi Kasus di Sdn 8," *Educatioanl Journal: General And Specific Research* 5, No. 1 (2025): 54.

[5] Dian Pratiwi And Nio Nilasari Nur Valentin, "Mewujudkan Madrasah Digital di Mtsn 3 Ponorogo Sebagai Keunggulan Bersaing Di Era Society," *Adaara: Jurnal Manajemen Pendidikan Islam* 14, No. 1 (2024): 17.

However, education is not without its challenges. According to Fajar, as cited in Eko Suncoko's journal article, educational problems can be categorized into two main areas: micro-level and macro-level issues. Micro-level problems refer to issues that arise within the education system itself, such as curriculum-related problems. On the other hand, macro-level problems are those that affect the education system as a whole, intersecting with broader societal systems, such as unequal access to education across different regions. In other words, micro-level problems are internal to the education system, while macro-level problems are external, influenced by factors beyond the education system. Understanding these two types of problems is crucial for developing effective solutions to address the complex challenges facing education.[6]

The issue of student shortages in Ponorogo Regency, Indonesia, is not limited to elementary schools. This year, several high schools in the area also experienced a shortage of new students. According to data, out of 16 public high schools in Ponorogo Regency, only five were able to meet the quota for new students. Some schools even had fewer than two classes of students. Eko Budi Santoso, an official from the East Java Provincial Education Office in Ponorogo, acknowledged that there has been no in-depth study or evaluation on the difficulty of attracting students. He also noted that many parents are opting to send their children to boarding schools or semi-boarding schools due to concerns about negative influences. Nevertheless, many schools are actively working to improve their quality of education to stay competitive in terms of service. This trend highlights the need for schools to adapt to changing times and parental preferences. By understanding the root causes of student shortages, schools can develop effective strategies to attract and retain students. Moreover, improving the quality of education and services can help schools stay competitive and appealing to prospective students.[7]

One approach that has been implemented is a collaborative school-based marketing strategy. This approach emphasizes collaboration between the school and various stakeholders, such as parents, alumni, partners, and the community, as well as social media, to build a positive image and increase public confidence in the quality of education offered.8 However, the implementation of a collaborative school-based marketing strategy still requires further study, particularly in the context of educational institutions in Indonesia. Therefore, this study aims to analyze the implementation of a collaborative school-based marketing strategy and its impact on increasing interest among prospective students.

This study is based on several important considerations in determining the research object. Firstly, SMA N 3 Ponorogo has a distinctive educational marketing strategy through its flagship program, the International Class Program, which is not yet widely adopted by other schools in Ponorogo. According to a blog post on March 26, 2022, the school principal, Sasmito Pribadi, stated that the launch of the International Class Program is in line with the educational transformation initiated by the Regent of Ponorogo, Sugiri Sancoko. The program aims to accelerate the quality of education and provide a solution for students who want to pursue further

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[6] Eko Suncaka, 'Meninjau Permasalahan Rendahnya Kualitas Pendidikan di Indonesia', *Unisan Jurnal: Jurnal Manajemen dan Pendidikan*, 02.03 (2023), 36.

[7] Gimono Hadiwibowo, "Setali Tiga Uang PPDB SMA Ponorogo Juga Kekurangan Murid, Hanya Lima Lembaga Terpenuhi Pagunya." Koranmemo.Com, Cyber Newspaper (KM)," 2022, https://www.koranmemo.com/daerah/pr-1923949382/setali-tiga-uang-ppdb-sma-ponorogo-juga-kekurangan-murid-hanya-lima-lembaga-terpenuhi-pagunya?page=2.

[8] Bayani dan Purnomo, "Strategi Pemasaran Pendidikan Dalam Menarik Minat Calon Siswa di Era Digital Studi Kasus di Sdn 8." 58.

education in an international setting. The Smaga International Class Program (SICP) is one of the school's flagship programs designed to attract potential students. The program is a commitment to national education transformation and an innovation to improve the quality of future generations. It also aims to enhance students' capacity and competence in forming analytical thinking skills, which in turn improves the outcomes of graduates. The SICP program collaborates with the University of Cambridge.[9]

Secondly, based on the findings, SMA N 3 Ponorogo has experienced an increase in the number of new students from year to year. In 2019, the school had 360 students, and in 2020, it had 359 students. However, in 2021, the number decreased to 346 students. Nevertheless, in 2022, the number increased again to 353 students, and in 2023, it rose to 390 students. This indicates a significant increase in the number of students from 2022 to 2023.10 Furthermore, according to data obtained from Mr. Asrori, the international class program at SMA N 3 Ponorogo received 76 applications for new students in 2024. However, only 36 students were accepted due to limited capacity.[11]

Thirdly, in recent years, many students from SMA N 3 Ponorogo have achieved academic and non-academic excellence at the international level. For example, they have won third place at the International Intellectual Property, Invention, and Technology Exposition in Bitec, Bangkok, Thailand, and second place at the International Invention, Innovation, and Technology Exhibition in Kuala Lumpur, Malaysia.[12]

Fourthly, SMA N 3 Ponorogo has a differentiation or positioning strategy that sets it apart from other schools through its SICP class program. This program aims to develop students' foreign language skills and global cultural awareness, as well as provide opportunities for students to pursue further education abroad. In addition to its unique program offerings, SMA N 3 Ponorogo's strategy is designed to differentiate itself from other schools and establish a strong reputation in the education sector.

LITERATURE REVIEW

The process of putting decisions into practice is known as implementation. This involves taking action to achieve significant or minor adjustments that have been previously decided upon and translating those decisions into operational patterns. In essence, implementation is an effort to determine what should happen after a program has been implemented.[13] Implementation in marketing activities is a step that transforms strategies and plans into marketing actions to achieve predetermined goals. Implementation is related to the management function that aims to carry out actions and perform tasks used to achieve common goals. Implementation (actuating) is the realization of what has been planned in the planning function. In the context of educational

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[9] Redaksi Media Ponorogo, Bupati Sugiri Launching Smaga International Class Program Kerjasama University of Cambridge. diakses pada 4 Maret 2024, https://mediaponorogo.com/2022/03/26/bupati-sugiri-launching-smaga-international-class-program-kerjasama-university-of-cambridge/.

[10] Sekolah data kemendikbud sekolah kita. Diakses pada 29 Juni 2024, https://sekolah.data.kemdikbud.go.id/index.php/Chome/profil/3084CF9D-CB60-4005-8A63-7D185ECFC824.

[11] Hasil Wawancara Dengan Bapak Asrori, Pada 26 Agustus 2024.

[12] Redaksi Media Ponorogo, *Prestasinya Mendunia, Peserta didik dan Guru SMA N 3 Ponorogo Raih Reward Gubernur Kedua Kalinya*. diakses pada 3 September 2024. <https://mediaponorogo.com/2023/09/22/prestasinya-mendunia-peserta didik-guru-SMA N-3-ponorogo-raih-reward-gubernur-kedua-kalinya/>.

[13] Mulyadi, *Implementasi Organisasi* (Yogyakarta: Gajah Mada University Press, 2015),12.

marketing, good planning is the first step towards success. Brilliant marketing planning means nothing if educational institutions fail to implement marketing in the field.[14] Strategy implementation is a process where strategies and policies are directed into action through the development of programs, budgets, and procedures.

Implementation involves assigning all or part of the responsibility for strategy success to the right employees and allocating the necessary resources. Critical factors in strategy implementation include tasks, people, structure, technology, and reward systems. The marketing process is usually influenced by several factors, including management, culture, politics, and social factors. As a result of these influences, individuals obtain their needs and desires by creating, offering, and exchanging something of value with each other. Educational marketing can be optimally realized by using various channels, including print and electronic media. Based on the above understanding, it can be concluded that the implementation of educational service marketing is a practice of positioning educational institutions as the best educational choice for stakeholders, thereby achieving predetermined goals. The promotion aspect is an activity carried out in the implementation of digital media use as a means of marketing educational services. Disseminating information about events to participants and predetermined targets is a promotional activity that aims to arouse public interest in the activity.

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Based on the above understanding, it can be concluded that the implementation of educational service marketing is a practice of positioning educational institutions as the best educational choice for stakeholders, thereby achieving predetermined goals. The promotional aspect is a crucial part of this implementation, involving the use of digital media as a means of marketing educational services. One key promotional activity is the dissemination of information about events to participants and target audiences, with the aim of generating interest and excitement among the general public.[16]

In implementing educational marketing, a good strategy is essential. According to Ara Hidayat and Imam Machali, the educational marketing strategy can be divided into 5 stages. These stages provide a framework for educational institutions to develop and implement effective marketing strategies that attract and engage their target audiences. By understanding these stages, institutions can create a comprehensive marketing plan that achieves their goals and objectives. The 5 stages of educational marketing strategy are a crucial aspect of educational marketing, and we will explore each stage in detail to gain a deeper understanding of how to develop effective marketing strategies:[17]

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[14] Imam Faizin, 'Strategi Pemasaran Jasa Pendidikan Dalam Meningkatkan Nilai Jual Madrasah', *Jurnal Madaniyah*, 7.2 (2017), 272–276.

[15] Sarifudin dan Rahendra Maya, 'Implementasi Manajemen Pemasaran Jasa Pendidikan Dalam Meningkatkan Kepuasan Pelanggan di Madrasah Aliyah Terpadu (Mat) Darul Fallah Bogor', *Islamic Management: Jurnal Manajemen Pendidikan Islam*, 2.2 (2019), 138.

[16] Linda Desma Yunita dan Tri Handayani, 'Strategi Bauran Promosi Penyelenggaran Event (Studi Kasus Perencanaan Dan Penyelenggaraan Event Pasar Murah)', *Jurnal Riset Bisnis Dan Investasi*, 4.1 (2018), 22.

[17] Ara Hidayat dan Imam Machali, *Pengelolaan Pendidikan; Konsep, Prinsip Dan Aplikasi Dalam Mengelola Sekolah Dan Madrasah* (Yogyakarta: Penerbit Kaukaba, 2012),243-247.

1. Market Identification

Identifying and analyzing the market is crucial in educational marketing. This involves conducting market research to understand the market conditions, including the attributes of education that meet the needs of consumers. This stage also includes mapping other educational institutions. By identifying the market, educational institutions can tap into their vast potential to contribute to the nation's intellectual development and support national education programs. Market identification and analysis are essential steps in marketing educational services. By doing so, institutions can determine the needs of consumers and stay up-to-date with the latest trends and challenges. The market's needs will continue to evolve over time, and educational institutions must adapt to these changes to remain competitive.

a. Segmentation

Market segmentation is the process of dividing a market into distinct groups based on their behavior, needs, and characteristics. This concept is fundamental to educational marketing strategies. To achieve optimal marketing results, educational institutions need to segment their market. Segmentation is a critical process that enables institutions to understand their target audience and tailor their marketing efforts accordingly. By identifying and understanding the characteristics of their target audience, educational institutions can develop effective marketing strategies that meet the needs of their students and stakeholders. This involves analyzing the purchasing decisions and buying power of potential students, which is essential for the success of educational marketing.[18]

b. Positioning or Differentiation

Positioning refers to the characteristics and differentiation of a product that enable consumers to distinguish between the services offered by one educational institution and another. According to Kotler, as cited in Dwi Sulistiana's journal, differentiation is an effort by a company or organization to design a set of attributes that distinguish its product from those of its competitors in a way that makes it more desirable or unique. In the context of educational marketing, positioning and differentiation are crucial strategies that help institutions stand out from the competition. By creating a unique identity and highlighting their strengths, educational institutions can differentiate themselves from others and attract potential students. Effective positioning and differentiation require a deep understanding of the target market and the institution's unique value proposition. By identifying what sets them apart from others, educational institutions can develop a compelling brand identity that resonates with their target audience.[19]

c. Marketing Communication

As a scientific institution, a school's communication style will be more elegant when presented in a scientific manner. For example, organizing academic competitions (such as science Olympiads, language competitions, and others) and publishing students' achievements through independent media can be effective. Additionally, extracurricular activities like scouting, public speaking, and showcasing students' talents during holidays,

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[18] Imam Machali et.al, *Antologi Kependidikan Islam* (Yogyakarta: Jurusan Kependidikan Islam, Fakultas Ilmu Tarbiyah dan Keguruan, UIN Sunan Kalijaga, 2010),109.

[19] Dwi Sulistiani, 'Mencapai Keunggulan Bersaing Dengan Strategi Diferensiasi', *El Muhasaba: Jurnal Akuntansi*, 5.2 (2017), 6.

report card distribution, graduation ceremonies, and community service can also promote the school. The form and content of the message should be packaged in an elegant yet attention-grabbing way to maintain the school's image as a character-building institution. This can lead to word-of-mouth promotion. Educational marketing communication can utilize proactive strategies, specifically action strategies that include:[20]

1) Organizational Performance
   This involves convincing the public that the organization has the best quality for consumers. In other words, educational institutions need to demonstrate or communicate their quality to stakeholders. By showcasing their strengths and achievements, institutions can build trust and credibility with their audience. In the context of educational marketing, organizational performance refers to the ability of an institution to deliver high-quality education and services that meet the needs of its students and stakeholders. By highlighting their performance and achievements, institutions can differentiate themselves from others and establish a strong reputation.
2) *Audience Participation*, This involves using two-way communication tactics and engaging in activities that allow the public to directly interact with the organization's products or services. One way to do this is by providing opportunities for the audience to give feedback, such as through surveys to gauge public opinion about the educational institution.
3) *Special events*, This is a special strategy for communicating educational services through specific events or activities. For example, hosting seminars or workshops with educational experts to provide counseling on the importance of education or organizing competitions for prospective students. This can also include universities hosting seminars, workshops, and competitions for high school students, and high schools doing the same for middle school students. Even without a specific communication strategy, prospective students who participate in these events can get a firsthand look at the educational institution, which can attract potential customers.
4) *Aliances and coalitions,* This involves collaborating or partnering with other institutions or organizations that offer complementary educational services. This strategy aims to improve the quality of education while also serving as a special way to communicate educational services.
5) Sponsorship, This involves seeking sponsors for activities that align with the goals and objectives of the program, such as arts performances, competitions, and other events that promote educational quality. *Strategic philanthropy* This is a strategy that provides benefits in the form of a good reputation by offering scholarships to deserving students. This can include full scholarships or discounts on tuition fees for high-achieving students. Strategic philanthropy is an effective way to attract students who excel academically but may struggle financially.[21]

In addition, educational institutions need to stay up-to-date with the latest digital marketing trends to effectively promote their services. By leveraging digital marketing, institutions can enhance their reputation and attract potential students. A well-planned

[20] Kacung Wahyudi, 'Manajemen Pemasaran Pendidikan',76.
[21] Ibid,76.

marketing strategy can help institutions showcase their strengths and unique selling points, ultimately driving interest and enrollment.[22]

1) Digital Marketing

Digital marketing has become a widely used marketing communication medium among marketers, as in the current digital era, society is more easily following the flow of digitalization. Some marketers are gradually leaving conventional marketing for modern digital-based marketing. With digital marketing, information and communication can be done in real-time and have a broader access reach. It's easy for someone to search and browse information quickly, comparing one source of information with another. Internet users can become more aware of a topic by using content marketing. In addition, effective marketing content will help build a brand. Besides content, a good website is crucial for promoting content and ensuring top rankings in search results.

2) Sosial Media

Using social media as a marketing medium in education in the current digital era is a suitable choice. Social media can accelerate the dissemination of marketing information, share experiences or testimonials, serve as a medium for consumer feedback and suggestions to marketers, and strengthen communication between consumers and marketers that reaches a wide audience. Popular social media platforms include Facebook, Instagram, TikTok, WhatsApp, websites, and more. This feature provides a touch of Fear of Missing Out (FOMO) to the target audience due to the 24-hour time limit for content published to stories. Therefore, social media users must act quickly to get the information they need. This type of feature can be used to increase awareness, encourage participation, and boost website traffic without incurring any costs.[23]

According to data cited from Graha Nurdian, social media usage in Indonesia continues to increase, with a total population of 191.4 million people, or 68.9% of Indonesia's population, accessing social media. The ranking of social media platform usage per month, from highest to lowest based on a survey of respondents aged 16-64 years, is WhatsApp at 88.7%, Instagram at 84.8%, Facebook at 81.3%, TikTok at 63.1%, Telegram at 62.8%, Twitter at 58.3%, Facebook Messenger at 48.6%, Line at 39.1%, and so on. Social media usage increased by 12.6% from the previous year (2021), with an average duration of social media usage of 3 hours and 17 minutes, indicating that social media is the highest digital marketing channel in Indonesia in 2022. From this data, social media has great potential to help disseminate marketing information or serve as a digital promotion medium.[24]

d. Educational Institution Services

Educational institution services are perceived as what consumers expect. A common gap that often occurs is the difference in perception and attributes of educational services. Therefore, to achieve a good educational institution, there are five steps: reliability, responsiveness, confidence, empathy, and tangible aspects that lead to better facilities. The

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[22] Sugeng Lubar Prastowo and Bagus Manunggal, 'Manajemen Marketing Jasa Pendidikan Di Era Digital', *Jurnal Manajemen Pendidikan*, 13.1 (2022), 49–50.

[23] Ibid,50.

[24] Graha Nurdian, 'Data E-Commerce Indonesia 2022 (2 Tahun Pandemi)', 2022, Diakses pada 30 Juni 2024, https://grahanurdian.com/data-e-commerce-indonesia-2022/#43-.

goal of educational institution services is to provide quality education to students, parents, and the general public. Educational services involve various aspects, ranging from curriculum, teaching methods, facilities, to interactions between educational administrators and students.[25]

METHOD

This study uses a qualitative research approach with a descriptive analysis method. The research location is at SMAN 3 Ponorogo, located at Jalan Laks. Yos Sudarso Gg. III No. 1, Paju Village, Ponorogo District, Ponorogo Regency, East Java Province. The research method used is a field study that reveals the strategy of Collaborative School in Educational Marketing to optimize the interest of prospective students at SMA N 3 Ponorogo. In this case, the researcher reveals a situation in-depth and gets directly involved in the research location. The research is conducted based on real or natural settings, systematically, complexly, and in detail at an educational institution.[26] Data collection is done through observation, interviews, and documentation, with informants including the school principal, PPDB team, and SICP class director.[27]

The data analysis technique used in this study is based on Miles, Huberman, and Saldana's theory, which is an interactive qualitative technique conducted continuously until data accuracy is achieved. This includes: data condensation, data collection, data display, and conclusion drawing or verification.[28]

RESULTS AND DISCUSSION OF THE RESEARCH

In facing increasingly competitive competition among educational institutions, schools are required to have the right strategy to attract potential students. One relevant approach in the current collaborative era is the Collaborative School-based educational marketing strategy, which emphasizes cooperation between schools, parents, and partnerships, such as with Cambridge University. SMA Negeri 3 Ponorogo is one of the schools that has started to develop this strategy to increase its competitiveness and attract new students every year. The implementation of educational marketing is the implementation of a strategy or action stage in strategic management, where the predetermined plan is translated into real activities. According to Ahmadi, implementation is more oriented towards building a culture, achieving an effective organizational structure, financing, developing information systems, and working relationships with organizational stakeholders.[29]

According to Imam Faizin, implementation (actuating) is a step to realize what has been planned in the planning stage. In the context of educational marketing, thorough planning is the first step towards success. Although careful and creative marketing planning is crucial, it will mean nothing if the educational institution fails to implement or execute the plan effectively in the field. This means that although a marketing strategy has been well-designed, the success of educational

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[25] Ibid,76.

[26] Albi Anggito and Johan Setiawan, *Metodologi Penelitian Kualitatif* (Sukabumi: CV Jejak, 2018).

[27] Umar Sidiq and Moh. Miftachul Choiri, *Metode Penelitian Kualitatif Di Bidang Pendidikan* (Ponorogo: CV. Nata Karya, 2019).

[28] Miles Mattew B.A Huberman, Michael Huberman, and Jhony Saldana, *Quality Data Analysis A. Methods Sourcebooks Edition 3* (Singapore: SAGE Publication, 2014).

[29] Ahmadi, *Manajemen Kurikulum* (Pustaka Ifada, 2013),46.

marketing heavily depends on how the plan is applied in a real and measurable way in the daily activities of the educational institution.[30]

The marketing process is usually influenced by several factors, including management, culture, politics, and social factors. As a result of these influences, individuals meet their needs and desires by creating, offering, and exchanging something of value with each other. Marketing in education can be optimally realized by utilizing several sources and channels, including both print and electronic media.[31]

According to Kotler, as cited in Irwan Fathurrochman, a marketing strategy is the main method that can be used by a company to achieve predetermined goals, and it includes a list of important decisions regarding product placement in the market, target market, marketing costs, and the marketing mix. To implement an effective marketing strategy, it is necessary to take steps in marketing execution, as suggested by Ara and Machali:[32]

1. Market Identification

   SMAN 3 Ponorogo uses the 4Ps (product, place, price, and promotion) to identify its market. The product is the SICP (Smaga International Class Program), an international education program that offers a global curriculum in collaboration with Cambridge University. This program provides students with two curricula: the Cambridge curriculum and the Indonesian national curriculum. The Cambridge curriculum includes five subjects: mathematics, physics, biology, chemistry, and English, all taught in English. The school offers modern facilities and infrastructure that meet Cambridge standards, including technology-equipped classrooms and language laboratories. Students in the SICP program have opportunities to participate in student exchange programs, international internships, and global competitions, and can pursue higher education abroad. The price of the SICP program is higher than the regular program, but it is still affordable for most families, with flexible payment options available. The program is supported by qualified teachers who have undergone a rigorous selection process by Cambridge University. The location of the school is strategic, with easy access to public transportation and private vehicles. The school also offers online learning platforms, allowing students to access international curriculum materials anytime and anywhere. Promotion is done through digital marketing, including social media (Instagram, Facebook, YouTube), to showcase student achievements and promote the program.

2. Segmentation

   SMAN 3 Ponorogo's market segmentation for its international class program includes: Demographic segmentation: students aged 15-17 who are looking for high school education with an international program.

   Market Segmentation

   a. Demographic Segmentation

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[30] Imam Faizin, 'Strategi Pemasaran Jasa Pendidikan Dalam Meningkatkan Nilai Jual Madrasah', *Jurnal Madaniyah*, 7 (2017), 263.

[31] Sarifudin dan Maya, 'Implementasi Manajemen Pemasaran Jasa Pendidikan Dalam Meningkatkan Kepuasan Pelanggan Di Madrasah Aliyah Terpadu (Mat) Darul Fallah Bogor',138.

[32] Hidayat dan Machali, *Pengelolaan Pendidikan; Konsep, Prinsip Dan Aplikasi Dalam Mengelola Sekolah Dan Madrasah, 243-247*.

Age: Students aged 15-17 who are looking for high school education (SMA) with an international program.

Gender: No discrimination based on gender; both male and female students can join the international class.

b. Geographic Segmentation

Location: Students living in Ponorogo and surrounding areas who want to obtain education with international standards.

c. Psychographic Segmentation

Interest in Global Education: Students who have a strong interest in learning in an international context, such as mastering foreign languages, global culture, and opportunities to pursue higher education abroad.

d. Behavioral Segmentation

High-Achieving Students: Students with academic achievements or specific interests in certain fields (such as mathematics, science, or language) who want to develop themselves further in an international context.

e. Educational Needs Segmentation

Students with High-Quality Educational Needs: Students who want to pursue higher education, such as studying abroad, not students with special needs, as SMAN 3 Ponorogo has not implemented inclusive education and therefore cannot accommodate students with special needs.

3. Positioning or Differentiation

The distinctive characteristic that sets SMAN 3 Ponorogo apart from other schools is its positioning as a superior school with an international class program that provides high-quality education with a global curriculum. The school offers modern facilities, international-based teaching, and opportunities to develop foreign language skills and global cultural awareness. With a vision to prepare students for global challenges, SMAN 3 Ponorogo becomes a top choice for students who want to pursue further studies abroad or have an international career.

4. Marketing Communication

SMAN 3 Ponorogo regularly updates information on Instagram, which is a popular social media platform. The content posted on Instagram includes student achievements, which is expected to increase the number of students. The goal of marketing communication is to build strong relationships with potential students, parents, and the community by providing clear, attractive, and relevant information. Through effective communication, SMAN 3 Ponorogo can increase awareness of the school's excellence, attract more applicants, build a positive image, and create good relationships with all stakeholders.

The school conducts marketing communication through digital marketing, socialization to surrounding junior high schools, and English Club events. The content uploaded on Instagram includes student achievements, which is expected to increase the number of students. The goal of marketing communication at SMAN 3 Ponorogo is to build strong relationships with potential students, parents, and the community by delivering clear, attractive, and relevant information. Through effective communication,

SMAN 3 Ponorogo can increase awareness of the school's excellence, attract more applicants, build a positive image, and create good relationships with all stakeholders.

Marketing communication is carried out by SMAN 3 Ponorogo through several methods, including digital marketing, outreach to surrounding junior high schools, and English Club events. Digital marketing is crucial for understanding trends and applying them optimally. Marketing and promoting educational institutions is a way to enhance their image with the right strategy, productivity, effectiveness, and efficiency, so that the community can give a positive assessment of the institution. This can be achieved through the application of digital marketing and social media utilization.33

SMAN 3 Ponorogo optimally utilizes digital media such as TikTok, Instagram, and YouTube as promotional platforms. In creating content, SMAN 3 Ponorogo involves both students and teachers, which helps develop the teachers' skills. The content creation process follows current trends, particularly on TikTok.

5. Educational Services

SMA Negeri 3 Ponorogo is committed to providing superior educational services that are relevant to the needs of the times through its international class program. This program is designed to equip students with knowledge, skills, and character that meet global standards. By implementing an international curriculum, students not only receive strong academic learning but also develop critical thinking, creativity, and adaptability in a global context. The use of foreign languages, particularly English, as the language of instruction in several subjects is a hallmark of this class.

Additionally, students have opportunities to participate in student exchange programs. This service is supported by modern facilities that support technology-based learning and innovation, such as digital laboratories, multimedia classrooms, and interactive libraries. Beyond academics, SMA Negeri 3 Ponorogo also emphasizes the development of global character, including leadership, ethics, cross-cultural communication, and teamwork, which are essential skills for students to face international challenges.

To strengthen the appeal and reach of the international class program, SMA Negeri 3 Ponorogo implements a collaborative school approach as an educational marketing strategy. This concept emphasizes the importance of collaboration between the school and various external parties, both local and international. The school establishes partnerships with higher education institutions, foreign partner schools, language institutions, and industry professionals. Through this collaboration, the school can expand the scope of learning and open up access to various international opportunities for students, such as scholarships, global training, and alumni networks abroad.

Moreover, the collaborative approach involves active participation from alumni and parents in supporting school promotion. Alumni who have succeeded internationally become ambassadors representing the quality of education at SMA Negeri 3 Ponorogo. They help build a positive image of the school in the eyes of the wider community. Similarly, parents are involved in various school activities, building public trust and creating effective word-of-mouth promotion.

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[33] Prastowo and Manunggal, 'Manajemen Marketing Jasa Pendidikan Di Era Digital',49.

Through the synergy between superior educational services in the international class and the collaborative school approach, SMA Negeri 3 Ponorogo not only enhances the quality of education but also strengthens its position as a top choice school for prospective students who aspire to achieve success at a global level. This approach is a dynamic, adaptive, and relevant marketing strategy that meets the demands of today's education world.

With the Collaborative School model, SMA N 3 Ponorogo provides educational services that emphasize cooperation and collaboration among teachers, students, parents, other schools, and educational institutions. This creates an environment that supports the holistic development of students, both academically and in terms of social and character skills. With this approach, students not only acquire knowledge but also life skills that are useful for their future.

CONCLUSION

The implementation of the collaborative school-based educational marketing strategy at SMA Negeri 3 Ponorogo demonstrates a structured and comprehensive approach to attracting potential students, particularly through its flagship program, SICP (Smart International Class Program). By applying the 4P marketing mix concept (Product, Place, Price, Promotion), the school is able to build a positive image and effectively reach its target market. The SICP program is a standout product that differentiates SMA Negeri 3 Ponorogo from other schools, supported by strategic information distribution, competitive education costs, and maximum promotion through digital media and social activities.

In addition, the marketing strategy is strengthened by precise market segmentation, clear positioning as a superior school, and active and adaptive marketing communication. High-quality educational services, including facilities, curriculum, and teaching staff, are the main supports in maintaining public trust. Overall, the implementation of this educational marketing strategy not only increases the school's appeal to potential students and parents but also strengthens SMA Negeri 3 Ponorogo's existence in responding to the evolving needs of global education.

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