

Strategic Management Education In Improving Competitiveness The Pondok Pesantren "Al Amin " Mojokerto

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Abstract.

The aim of this research is to determine the strategic management of education in increasing competitiveness at the Al-Amin Mojokerto Islamic boarding school. The research method used is a qualitative research approach. The data collection procedure used in this research is: Participant Observation, in-depth interviews (in deep interviews), and Documentation. This research uses a case study design, so analyzing the data is carried out in three stages, namely: (1) data condensation, (2) data presentation, and (3) verification and drawing conclusions. Research results regarding strategic management in increasing competitiveness at the Al Amin Mojokerto Islamic boarding school, namely: 1) The condition of demand for Islamic boarding schools with an increase in students every year, demand is getting bigger every year, Good management by providing Islamic boarding schools, Good communication with the head and foundation for the advancement of madrasas, adding educational staff and infrastructure, 2) Offers made by Islamic boarding schools by preparing and managing students well, students must board, so that students can go to school and recite the Koran, creating a clean and healthy environment, integrating the Ministry of Religion's curriculum learning and Salafiyah curriculum. 3) Marketing carried out by Islamic boarding schools is as follows: a) by combining learning from the Ministry of Religion curriculum and the Salafiyah curriculum, and supporting the development of life skills and achievements by providing qiro'atul Qur'an training, monthly khutobah, computer courses, bahtsul masail, tahfidz al-Qur'an, coaching and achievement development programs for subjects and special programs. b) the costs allocated are in accordance with the budget, economical and in accordance with needs and simplicity, c) by utilizing alumni because alumni are real living brochures and through websites and marching competitions. d) Location of the Islamic boarding school, namely: access to the madrasa is very easy and there is expansion of the location. b) the costs allocated are in accordance with the budget, economical and in accordance with needs and simplicity, c) by utilizing alumni because alumni are real living brochures and through websites and marching competitions. d) Location of the Islamic boarding school, namely: access to the madrasa is very easy and there is expansion of the location. b) the costs allocated are in accordance with the budget, economical and in accordance with needs and simplicity, c) by utilizing alumni because alumni are real living brochures and through websites and marching competitions. d) Location of the Islamic boarding school, namely: access to the madrasa is very easy and there is expansion of the location.

Keywords: Educational Strategic Management and Competitiveness.

I. INTRODUCTION

Education plays a very important role in ensuring the survival of a nation. This is because education is a vehicle for improving and developing the quality of human resources as well as determining the success of development. This condition further emphasizes that the success of a nation is largely determined by success in improving and renewing the education sector, as well as being one of the barometers of a nation's progress, where nations that have good human resources and are able to compete are those that are advanced in the field of education. Education will accelerate the progress and development of the nation itself due to its abundant human resources (Haryanti et al., 2018). This is proven by the educational process from time to time which continues to innovate, in accordance with the development and capabilities of human resources themselves, so that education progresses quite rapidly. This is proven by the development of science which also shows that education is always progressive and future oriented (Sarmin, 2017). This is the case with the competitive situation in the world of education which is not much different from the business world and has entered the open market as in general. This means that with the introduction of business approaches, education is slowly moving towards a competitive market mechanism. In such a market competition mechanism, those who will win are those who are able to market their products, and these products have added value compared to similar products. Therefore, an educational institution, whether formal or non-formal, is always competing to be better, giving rise to competition between one educational unit and another, both in terms of quality and quantity. Facts on the ground show symptoms that many managers of educational institutions are less sensitive to competition in the education market.

As is known, madrasas are also not free from various problems and challenges as well as criticism of the image of the institution's existence—in the midst of increasingly fierce competition in this modern era. This can be observed, with There is a view that a madrasa educational institution is still second class or a second class educational institution after public schools (Basyit, 2019). This is because the quality of educational services provided by the majority of madrasas is still considered to be of lower quality than general education, especially state schools. Therefore, in this era of globalization, many madrasas have been abandoned by their customers (the community), resulting in many negative dynamics occurring in several educational institutions. However, since the passing of the National Education System Law Number 20 of 2003 Law no. 20 of 2003 concerning the national education system states that education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, control, self-control, personality, intelligence, noble character and skills. that is needed by himself, society, nation and state, then this is a new chapter for education madrasas to rise, improve, improve quality, and more introduce himself in the midst of society and take a bigger role in making the nation's life more intelligent. In line with the dynamics of community life, the need for madrasahs is very high, madrasahs are experiencing changes and developments regarding madrasah management. Nowadays, quite a few Islamic boarding schools in Indonesia have adopted a formal education system such as that run by the government.

In general, formal education established in Islamic boarding schools is still on the path of Islamic education, namely Madrasah Diniyah (Madin), Madrasah Ibtidaiyah (MI), Madrasah Tsanawiyah (MTs), and Madrasah Aliyah (MA) up to higher education. (Sinta et al., 2022). Considering the process of change that occurred in Islamic boarding schools, it appears that to date these institutions have made an important contribution to the implementation of national education. The existence of Islamic boarding schools as educational institutions, both those that still maintain the traditional education system and those that have undergone changes, has a big influence on the lives of Indonesian people. (Arifin, 2015). From time to time, existence Madrasahs are increasingly growing and developing in quantity and quality. Not a few people pay attention and hope for madrasas as alternative education. Moreover, with various educational system innovations being developed in madrasas by adopting a general education style, making madrasas increasingly competitive in offering education to the community. Even though various educational innovations have been carried out, to date madrasah education has not lost its unique characteristics that differentiate it from the general education model which is formulated in the form of formal education. Indeed, currently more and more Islamic boarding school educational institutions are establishing madrasas. As of 2017, there are 2072 Islamic boarding schools with Ibtidaiyah Islamic boarding schools, 2721 Islamic boarding schools, 224 open Islamic boarding schools, 224 open Islamic boarding schools, 1580 Islamic Islamic boarding schools, 35 Skills Madrasahs, and 176 Religious Islamic Islamic Boarding Schools. (Komar, 2017). Of the thousands of madrasahs in these Islamic boarding schools, most are still in quite poor condition and are still struggling with various problems, so that their bargaining value is getting lower and they are increasingly marginalized.

The impression of madrasa marginality is actually mostly due to the fact that the majority of madrasas are more populist oriented, education is only used as cultural heritage (cultural heritage) and at the same time it ignores quality and achievement. There are at least two complexities of problems and challenges, namely: first, challenges that come from outside and are usually referred to as global challenges. In this context, madrasas must take over their role and be able to follow developments in globalization, and actively participate in responding to the demands of the times. Second, problems and challenges of educational autonomy. This requires quality human resources and strong and large funding sources. The challenges above, of course, need to be responded to positively immediately, if they are not immediately responded to, gradually the madrasas in Islamic boarding schools will be abandoned. (Hana et al., 2022). To overcome these problems, madrasas in Islamic boarding schools must try to re-actualize in order to increase the quantity and quality of graduates, achieve and/or gradually be able to exceed the eight national education standards as stated in Government Regulation Number 19 of 2005, and develop superior programs that can improve the image of madrasas. among the community or government. The phenomenon experienced by the Al Amin

Mojokerto Islamic Boarding School is in line with the concepts contained in the theory of demand and supply. According to (Suryani, 2014) explains that general demand for a good or service is not only influenced by the good itself, but is also influenced by the price of other related goods, consumer income, population and demand in the previous year.

Offer (Prime, 2019) states that the quantity supplied (quantity supplied) of a good or service is the amount of goods that sellers are willing and able to sell. There are many things that determine the quantity supplied of a good, but when we analyze how the market works, one of the determinants is the price of the good. The uniqueness of "Al Amin" Islamic Boarding School Mojokerto At the same time, what is used as a competitive strategy is: 1) to become a center for strengthening and developing scientific, Islamic and national insight within the framework of the *aqidah ahl al sunnah wa al jamaah* imbued with *al karimah* morals. 2) Salafiyah-based educational activity program that must be followed by all MTs students in the Ministry of Religion Curriculum. 3) Supporting the development of life skills and achievements by providing *qiro'atul Qur'an* training, monthly *khitobah*, computer courses, *bahtsul masail*, *tahfidz al-Qur'an*, coaching and achievement development programs for subjects and special programs. Educational institutions are actually non-profit organizations that provide services to the education user community, where in the coming years, the educational climate will no longer be like the past. The atmosphere is starting to be felt, with a business approach, education is slowly moving towards a competitive market mechanism. In this market competition map, the winners will be those who are efficient, effective, provide good service, quality and are market oriented. Therefore, it is appropriate that the management of educational institutions must undergo changes with better management and management methods. If so, then the importance of building an image is very important. Meanwhile, the best approach to building an image is through marketing. Therefore,

II. METHODS

This research, when viewed from the location of the data source, is included in the field research category. Field research is to find where the events that are the object of research took place, so as to obtain direct and up-to-date information about the problem in question, as well as cross-checking existing materials. (Fitri & Haryanti, 2020). Judging from the nature of the data, it is included in qualitative research, namely research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivation, actions, etc. holistically, and by means of descriptions in the form of words. and language, in a special natural context and by utilizing various natural methods (Moleong, 2013). Case studies also attempt to describe a particular setting, object or event in depth (Bogdan & Biklen, 1998). This opinion is supported by (Yin, 2002) which states that case studies are the strategy chosen to answer how and why questions, if the focus of the research seeks to examine contemporary (present) phenomena in real life. In this research, we also use cases (case studies), strategic management of education in increasing competitiveness. Case study method (case studies). This case study is the researcher's choice to obtain accurate data regarding strategic management in increasing competitiveness. This case study is based on a research location that has characteristics related to strategic management in increasing competitiveness in "Al Amin" Islamic Boarding School Mojokerto. By using this case study design, it is hoped that information and data will be obtained from various experiences regarding the discussion topics contained in the research focus. From this site a common thread can then be drawn regarding the strategic management of education in increasing competitiveness.

The data collection procedure used in this research is: Participant Observation. In this case the researcher tries to carry out systematic observations and recording of the symptoms that appear in "Al Amin" Islamic Boarding School Mojokerto. In-depth interviews for this research are used as a guide in conducting research. In this case the researcher uses in-depth interview techniques, namely by exploring in-depth information regarding strategic management in increasing competitiveness. Documentation The documents in question can be photographs, madrasah documents, interview transcripts, and documents about the history of the madrasah and its development. All of this documentation will be collected for analysis for completeness of the research data. In this case the researcher took photos related to strategies for developing students' talents and interests. According to (Bogdan & Biklen, 1998) Data analysis is the process of

systematically searching and compiling data that has been obtained from interviews, field notes and other materials, so that it can easily be shared with other people. This research uses a case study design, so analyzing the data is carried out in three stages, namely: (1) data condensation, (2) data presentation, and (3) verification and drawing conclusions (Yin, 1987).

III. RESEARCH RESULTS AND DISCUSSION

1. Request for "Al Amin" Islamic Boarding School Mojokerto

Request conditions for strategic management in increasing competitiveness in "Al Amin" Islamic Boarding School Mojokerto as follows:

a. There is an increase in students every year increases, demand gets bigger every year

Improvement of students in "Al Amin" Islamic Boarding School Mojokerto Every year there is an increase in students, the demand is getting bigger every year. This shows that parents have high hopes for madrasas, so madrasas must try to provide the best service. This is according to Mankiw (2004), factors that influence the demand for an item, including price. Consumer demand can be influenced by price, the price of the goods to be purchased (P), the price of substitute goods (Ps) and the price of complementary products (Pc). Consumers will limit the purchase of the quantity of goods they want if the price of the goods is too high, there is even a possibility that consumers will shift their consumption and purchases to substitute goods (substitute goods) which are cheaper. The price of complementary goods will also influence a consumer's decision to buy or not the main good, if demand for the main good increases, then demand for substitute goods will decrease and vice versa.

b. Good management by providing Islamic boarding schools

Good management by providing Islamic boarding schools for students is realized by the existence of a mandatory boarding school program for students. There is a mandatory boarding program for students in grades V and VI of Madrasah Ibtidaiyah (MI), Madrasah Tsanawiyah (MTs) and Madrasah Aliyah (MA). This shows that the foundation is trying to form students who develop optimally, especially in the millennial era. The results of this research are in accordance with Mankiw (2004), factors that influence the demand for an item, including predictions regarding future conditions. Predicted changes in conditions in the future can influence demand. Consumers' predictions that prices will rise in the future will encourage consumers to buy more to save on future expenses.

c. Good communication with the head and foundation for the progress of the madrasah

Communication is always maintained between the head and the foundation with the goal being the progress of the madrasah. Communication between foundation administrators and madrasa administrators is very good, there are daily, weekly and monthly meeting agendas to discuss improvements and resolve existing problems, to find solutions. The results of this study are in accordance with According to (Prime, 2019) Factors that influence the demand for a good include consumer tastes. Changes in tastes can be manifested in market behavior. Changes in consumer tastes can be shown by changes in the shape or position of the indifference map, without any change in the price of goods or income, the demand for an item can change due to changes in taste which can be known through communication by Islamic boarding schools.

d. Adding educational staff and infrastructure

Increasing educational staff and infrastructure is a competitive strategy "Al Amin" Islamic Boarding School Mojokerto This is done to balance the increasing number of students every year. Strategies generally used by an Islamic boarding school in running its business to achieve and maintain its advantages. Michael Porter explained that there are 3 types of strategies that are generally used by businesses to achieve and maintain their competitive capabilities. These three strategies are differentiated according to the scope of the strategy and the capabilities of the strategy. The scope of the strategy is seen from the demand side and also seen from the size and composition of the market you want to enter. Strategic capability is seen from the supply or supply side that is owned and seen from the capabilities of the Islamic boarding school. In this case, he divides it into 2 competencies that are considered quite important, namely product differentiation and product price (generally equated with efficiency) (Sari & Jelita, 2015). These three generic strategic approaches will potentially be able to outperform competitors in a field to face competitive conditions,

namely overall cost advantage, differentiation and focus.(Purwanto & Mela, 2021). Generic strategy is an approach that allows an institution to gain a competitive advantage that exceeds other competitors in a business scope(David, 2010).

Therefore, every school must be able to develop competitive advantages that are not easily imitated by other competitors. This competitive advantage can be created through efficiency, product quality and innovation.The first generic strategy is Cost leadership. Having a low-cost position will allow an institution to obtain above average results in its field despite the presence of large competitive forces. A cost position provides an institution with resistance to rivalry from competitors, because its lower costs enable it to remain profitable after its competitors have sacrificed their profits for the sake of competition.(Ricardianto et al., 2020). In the context of educational institutions, cost advantage is a school's strategy to streamline all its operational costs so as to produce services that can be sold cheaper than its competitors. This cost leadership strategy focuses on price, so that in general schools do not pay attention to various supporting factors of service or price. The main thing for the school is to offer services at very competitive prices(Intan, 2019). However, in implementing this strategy, each school needs to set the most appropriate price so that it can provide profits, both in the short and long term.The second generic strategy is differentiation. Differentiation is an institution's strategy in providing offers that are different compared to the offers provided by competitors(Jatmiko, 2003)In the context of educational institutions, schools strive to be unique in their field along a number of specific dimensions that customers generally value. The rationale for differentiation strategy requires schools to choose attributes, have quality services or functions that can differentiate themselves from competitors. For example, perceptions of work excellence, product innovation, better service, superior brand image and so on(Hermawan, 2020).

Pearce & Robinson (2014)suggests that the factors that cause school success in differentiation strategies include; educational curriculum and programs, facilities, ease of access, educational processes, educational services and post-services. The more aspects it has will certainly strengthen the structure of educational institutions to the maximum. Therefore, every school must look for ways to differentiate to enable the school to continue to excel, gain loyalty from customers, gain returns greater than the costs of differentiation and also prevent competitors from developing ways to precisely imitate the unique thing it offers.

1. Offer made "Al Amin" Islamic Boarding School Mojokertoas
Offer made "Al Amin" Islamic Boarding School Mojokertoas follows:

- a. Prepare and manage students well

The Al Amin Mojokerto Islamic Boarding School offers by preparing and managing students well. The madrasa slogan is polite in words, neat in dress, and polite in deeds. With the increasing number of students every year, it shows that demand is getting bigger every year, so this shows that parents have high hopes for madrasas.The results of this study are in accordance with(Jatmiko, 2003)The quantity supplied (quantity supplied) of an item is the number of items that sellers are willing and able to sell. There are many things that determine the quantity supplied of a good, but when we analyze how the market works, one of the determinants is the price of the good.

- b. Students must go to boarding school, so that students can go to school and recite the Koran

The offer made by the Al Amin Mojokerto Islamic Boarding School is a mandatory boarding program for students in grades V and VI of Madrasah Ibtidaiyah (MI), Madrasah Tsanawiyah (MTs) and Madrasah Aliyah (MA). Many parents choose this school, because they are alumni of the Islamic boarding school here, and there is a foundation that can increase their religious knowledge and better ensure their social problems.Bargaining Power of Suppliers can be a threat to Islamic boarding schools which have received input from suppliers if the Islamic boarding school's dependence on one supplier becomes greater over time. An indicator that can be used to see the dependence of Islamic boarding schools on one supplier is the concentration ratio indicator which can show the ratio between the total value of supplies from a particular supplier and the overall value of supplies supplied by various suppliers.Suppliers can use bargaining power against industry participants by threatening to raise prices or reduce the quality of products or services purchased. Strong suppliers can therefore suppress the profitability of an industry that is unable to keep up with rising prices(David, 2010).

c. A clean and healthy environment is created

The offer made by the Al Amin Mojokerto Islamic Boarding School is to create a clean and healthy environment. The special environment in Madrasah Tsanawiyah (MTs) is one of the advantages in the management of Madrasah Tsanawiyah (MTs) with the existence of a mandatory boarding program for all students, which is one of the advantages, because many parents want their children to go to school and be able to recite the Koran, said the student's guardian.

d. Combining learning from the Ministry of Religion curriculum and the Salafiyah curriculum

The offer made by the Al Amin Mojokerto Islamic Boarding School combines learning from the Ministry of Religion curriculum and the Salafiyah curriculum. Learning from the Ministry of Religion curriculum is carried out in the morning, and the Salafiyah curriculum is carried out outside Madrasah hours. This program is carried out at night using a classical system, and adopts a pure Salafiyah system.

2. Marketing carried out Al Amin Islamic Boarding School, Mojokerto

Marketing carried out by Pondok Pesantren Al Amin Mojokerto is as follows:

a. *Products*

Product marketing is carried out by the Mojokerto Islamic boarding school by combining learning from the Ministry of Religion curriculum and the Salafiyah curriculum. Learning from the Ministry of Religion curriculum is carried out in the morning, and the Salafiyah curriculum is carried out outside Madrasah hours. This program is carried out at night using a classical system, and adopts a pure Salafiyah system. Supporting Life Skills and Achievement Development by providing qiro'atul Qur'an training, monthly khitobah, computer courses, bahtsul masail, tahfidz al-Qur'an, coaching and achievement development programs for subjects and special programs.

According to (Fandy, 2015) A product is defined as an overall concept of objects and processes that provide various values for customers. Then product means a combination of "goods or services" that the Islamic boarding school offers to the target market (K. Kotler, 2012). Products are considered very important because in a restaurant, the product begins to be felt by customers when the customer consumes the product they have purchased.

b. *Price*

The prices carried out by the Al Amin Mojokerto Islamic boarding school are: costs are allocated according to the budget, economical and in accordance with needs and simplicity. School costs include stationery costs, boarding costs, food costs, madrasah activity costs and other costs. As for income, it comes from BOS, BSM, I'ana funds and from foundations and Jariyah.

Price can be a determinant in customer purchasing decisions, however, when determining the price of an Islamic boarding school or restaurant, you must pay attention to its suitability for the product. (Malhotra & Birks, 2012) defines price as the amount of money that customers must pay to obtain the product. According to (P. Kotler & Keller, 2018) Price is one of the indicators used as a consideration in choosing a product by customers where price is able to win the hearts of customers and potential customers in making a decision.

c. *Promotion*

The promotion carried out by Pondok Pesantren Al Amin Mojokerto is: by utilizing alumni because alumni are real living brochures and through websites and marching competitions.

Junaris & Haryanti, (2022) states that promotion is a one-way flow of information or persuasion created to direct a person or organization to an action that creates an exchange in marketing. So promotion is a communication process to create exchange.

Kotler, (2017) express promotional opinions, namely activities that communicate the advantages of a product and persuade target customers to buy it. According to (Sutisna, 2012), six points that must be considered about the promotional mix:

- 1) Advertising (Advertising)
- 2) Individual Sales (Personnel Selling)
- 3) Sales Promotion (Sales Promotion)
- 4) Public Relations (Public Relations)

- 5) Word of Mouth Information
- 6) Direct Notification Letter (Direct Marketing)
- d. *Place*

The location of the Al Amin Islamic boarding school in Mojokerto is: access to the madrasa is very easy and there is expansion of the location.

Place is an Islamic boarding school activity to make products available to target consumers (Kotler, 2012). According to (Abdullah & Tantri, 2014), *place* is synonymous with distribution channels and location. In marketing, distribution channels are the most critical decision, because they will influence other marketing decisions. *Place* is an important component, because even though Islamic boarding schools have good products and affordable prices, their location is difficult for customers to access, which is considered useless. The marketing mix consisting of product, price, place and promotion is a set of marketing tools used by educational institutions to achieve target market goals. In addition, Best stated that the marketing mix is an integral part of business strategy that provides direction to all management functions of an organization. (Soebiantoro & Haryanti, 2022). Marketing mix factors also influence consumer purchasing decisions. This agrees with Kotler, that marketing stimuli consisting of product, price, place and promotion enter the buyer's awareness and will influence purchasing decisions. (Kotler, 2017).

IV. CONCLUSION

Strategic management in increasing competitiveness at the Al Amin Mojokerto Islamic boarding school, namely: 1) Conditions of demand for Islamic boarding schools with an increase in students every year, demand is getting bigger every year, Good management by providing Islamic boarding schools, Good communication with the head and foundation for the advancement of madrasas, adding educational staff and infrastructure, 2) Offers made by Islamic boarding schools by preparing and managing students well, students must board, so that students can go to school and recite the Koran, creating a clean and healthy environment, integrating the Ministry of Religion's curriculum learning and Salafiyah curriculum. 3) Marketing carried out by Islamic boarding schools is as follows: a) by combining learning from the Ministry of Religion curriculum and the Salafiyah curriculum, and supporting the development of life skills and achievements by providing qiro'atul Qur'an training, monthly khitobah, computer courses, bahtsul masail, tahfidz al-Qur'an, coaching and achievement development programs for subjects and special programs.

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