

SWOT Analysis Based on A Marketing Mix to Optimize Marketing Strategy Al-Qur'an Learning Services

Ach. Saifullah¹, Prim Masrokan M.², Agus Eko Sujianto³

*Bani Fattah Islamic Institute¹, Sayyid Ali Rahmatullah State Islamic University^{2,3}
achsaifullah99@gmail.com¹, pmutohar@gmail.com², agusekosujianto@gmail.com³*

Abstract: This study aims to describe how SWOT analysis based on the marketing mix is used in Qur'anic instruction at MI Islamiyah Jombang. This research answers: 1) How does SWOT analysis based on marketing mix place the quadrant of Al-Qur'an learning? 2) How can the SWOT analysis results based on the marketing mix optimize the marketing strategy of Al-Qur'an Learning? The results showed that TPQ Al-Ichsany became part of the business unit strategy managed by MI Islamiyah Jombang to serve Qur'anic learning. The analysis of the total IFAS score for strengths is 3.025, and for weaknesses is 1.122. The EFAS score for opportunities is 2,392; for threats, it is 1,012. The position of Al-Qur'an learning at MI Islamiyah Jombang is in Quadrant I (+,+). Al-Qur'an learning is in excellent and steady condition. A marketing services strategy was used to support the aggressive growth policy. Intensive strategies through market penetration and market development are strategies to expand, enlarge growth, and seize maximum opportunities for the continuous progress of Qur'anic education.

Keywords: Marketing Mix, SWOT analysis, Qur'anic Learning, Marketing Strategy

Abstrak: Penelitian ini bertujuan untuk mendeskripsikan bagaimana analisis SWOT berdasarkan marketing mix digunakan dalam pembelajaran Al-Qur'an di MI Islamiyah Jombang. Penelitian ini menjawab: 1) Bagaimana analisis SWOT berdasarkan marketing mix menempatkan kuadran pembelajaran Al-Qur'an? 2) Bagaimana hasil analisis SWOT berdasarkan marketing mix dapat mengoptimalkan strategi pemasaran Pembelajaran Al-Qur'an? Hasil penelitian menunjukkan bahwa TPQ Al-Ichsany menjadi bagian dari strategi unit bisnis yang dikelola oleh MI Islamiyah Jombang untuk melayani pembelajaran Al-Qur'an. Hasil analisis total skor IFAS untuk kekuatan adalah 3,025, dan untuk kelemahan adalah 1,122. Skor EFAS untuk peluang adalah 2.392; untuk ancaman adalah 1.012. Posisi pembelajaran Al-Qur'an di MI Islamiyah Jombang berada pada Kuadran I (+,+). Pembelajaran Al-Qur'an berada dalam kondisi yang sangat baik dan mantap. Strategi layanan pemasaran digunakan untuk mendukung kebijakan pertumbuhan yang agresif. Strategi intensif melalui penetrasi pasar dan pengembangan pasar merupakan strategi untuk memperluas, memperbesar pertumbuhan, dan meraih

peluang sebesar-besarnya demi kemajuan pendidikan Al-Qur'an yang berkesinambungan.

Kata Kunci: Marketing Mix, Analisis SWOT, Pembelajaran Al-Qur'an, Strategi Pemasaran

Introduction

The primary marketing mix concept is essential in formulating an effective marketing strategy. The marketing mix's product, pricing, distribution, and promotion components interact with one another to help marketers achieve their objectives.¹ Proper marketing mix implementation can provide a competitive advantage for educational services. Quality service, competitive pricing, and targeted promotions play a role in increasing customer satisfaction and achieving educational goals.² By understanding and applying the basic concepts of the marketing mix, education service providers can increase their competitiveness, attract new customers, retain existing customers, and achieve desired marketing goals.³

In addition to implementing a marketing mix, SWOT analysis can complement marketing strategies by looking at strengths, weaknesses, opportunities, and threats that impact educational institutions.⁴ Internal and external opportunities and threats, as well as internal strengths and weaknesses, are analyzed.⁵ Strengths and weaknesses represent internal factors that can affect the performance and competitiveness of educational

¹ Abdul Fattah Wahab, Amrozi Khamidi, and Dewie Trie Wijayati Wardoyo, "Marketing Mix Strategy at Mamba'ul Ma'arif Islamic Boarding School Jombang," *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 7, no. 1 (2022): 125–34, <https://doi.org/10.31538/ndh.v7i1.1817>.

² Didit Darmawan and Elodie Grenier, "Competitive Advantage and Service Marketing Mix," *Journal of Social Science Studies (JOS3)* 1, no. 2 (2021): 75–80, <https://doi.org/10.56348/jos3.v1i2.9>.

³ Surej P. John and Rouxelle De Villiers, "Factors Affecting the Success of Marketing in Higher Education: A Relationship Marketing Perspective," *Journal of Marketing for Higher Education*, 2022, 1–20, <https://doi.org/10.1080/08841241.2022.2116741>.

⁴ Allegra Putri Kartika and Satya Aditya Wibowo, "Proposed Marketing Strategy for an Overseas Education Consultant in Indonesia," *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan* 4, no. 10 (2022): 4333–46, <https://doi.org/10.32670/fairvalue.v4i10.1656>.

⁵ Muhammad Yusuf, Rahma Saiyed, and Josua Sahala, "Swot Analysis in Making Relationship Marketing Program," *Proceeding of The International Conference on Economics and Business* 1, no. 2 (2022): 573–88, <https://doi.org/10.55606/iceb.v1i2.221>.

institutions.⁶ Opportunities and threats are external factors that can affect the success of marketing strategies.⁷ Educational institutions must understand these factors to optimize marketing strategies and anticipate environmental changes to achieve a competitive advantage.⁸

Unfortunately, the managerial role and function of the head of the madrasah have not been optimal in implementing marketing strategies because they still focus on administrative matters and do not correlate significantly with improving the quality of education services.⁹ Lestarini in Fadhli presents data from The Learning Curve Pearson in 2014. Indonesia is in the 40th position, the last rank in the world for education quality. The ranking index and its total value (minus) are -1.84. Meanwhile, in the category of cognitive ability, Indonesia only reached a value (minus) of -1.71.¹⁰

Daniel Suryadarma, a member of the SMERU Research team, observed 20 elementary schools and five madrasahs in Karawang. The 25 principals who set the target of sixth graders had a good test score of 60%. Less than 20% of principals work to enhance the standard of teaching and learning at their institutions. They were also satisfied with the teachers' poor performance of -2.5 out of 8.0 based on the SMERU instrument.¹¹

⁶ Giorgia Miotto, Cristina Del-Castillo-Feito, and Alicia Blanco-González, "Reputation and Legitimacy: Key Factors for Higher Education Institutions' Sustained Competitive Advantage," *Journal of Business Research* 112 (2020): 342–53, <https://doi.org/10.1016/j.jbusres.2019.11.076>.

⁷ Constantine Katsikeas, Leonidas Leonidou, and Athina Zeriti, "Revisiting International Marketing Strategy in a Digital Era: Opportunities, Challenges, and Research Directions," *International Marketing Review* 37, no. 3 (2020): 405–24, <https://doi.org/10.1108/IMR-02-2019-0080>.

⁸ Stepanus Supardi and Endang Herawan, "Competitive Intelligence and Sustainable Competitive Advantage in Middle School Institutions," *Proceedings of the 3rd International Conference on Research of Educational Administration and Management (ICREAM 2019)* (Atlantis Press, 2020), <https://doi.org/10.2991/assehr.k.200130.131>.

⁹ Aulia Diana Devi and Subiyantoro Subiyantoro, "Implementation of Democratic Leadership Style and Transformational Head of Madrasah in Improving The Quality," *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 6, no. 1 (2021): 14–26, <https://doi.org/10.31538/ndh.v6i1.1162>.

¹⁰ Mae Chu Chang et al., *Teacher Reform in Indonesia: The Role of Politics and Evidence in Policy Making*, *Teacher Reform in Indonesia: The Role of Politics and Evidence in Policy Making* (World Bank Publications, 2013), <https://doi.org/10.1596/9780821398296>.

¹¹ Luthfi T. Dzulfikar, "Manajemen Sekolah Adalah Kunci Sukses Siswa, Tapi Kualitas Kepala Sekolah Di Indonesia Meragukan," *Theconversation.com*, 2020, <https://theconversation.com/manajemen->

Today, competition in education is inevitable, and so many educational institutions are abandoned by consumers because they fail in marketing. Educational institutions need managerial expertise in understanding the marketing aspects of services.¹² This expertise is essential to maintaining the existence of educational institutions and encouraging their expansion.¹³ Although marketing was initially associated with profit-oriented organizations, it was found that this concept can also be applied to non-profit organizations.

The importance of managerial expertise in education marketing correlates with high public interest in madrasahs. This interest can be seen from the number of student acceptances. One indicator that shows a madrasah is highly competitive is the enthusiasm of the community to choose the madrasah.¹⁴ The indicators of competitiveness owned by the madrasah are as follows: First, the number of registrants exceeds the capacity of the study space provided. The greater the number of registrants, the higher the competitiveness.¹⁵ Second, have accomplishments in academic or extracurricular domains, with the best at the worldwide level and the lowest at the city or district level.¹⁶

Research on implementing a marketing mix conducted by Mashudi, Bahtiar, and Yakin concluded that the marketing strategy applied includes

sekolah-adalah-kunci-sukses-siswa-tapi-kualitas-kepala-sekolah-di-indonesia-meragukan-129626.

¹² Tornike Khoshtaria, Davit Datuashvili, and Arian Matin, "The Impact of Brand Equity Dimensions on University Reputation: An Empirical Study of Georgian Higher Education," *Journal of Marketing for Higher Education* 30, no. 2 (2020): 239–55, <https://doi.org/10.1080/08841241.2020.1725955>.

¹³ Shivali Tukdeo, "Historical Developments, Influences of International Actors, and Education Reforms in India," in *Oxford Research Encyclopedia of Education* (OxfordUniversityPress,2022), <https://doi.org/10.1093/acrefore/9780190264093.013.426>.

¹⁴ Mansyur Hidayat Pasaribu and Muhammad Rizki Syahputra, "Design Education Management Development Model in Madrasah," *Jurnal MUDARRISUNA: Media Kajian Pendidikan Agama Islam* 11, no. 3 (2021): 575–94.

¹⁵ Devi Sartika, Deri Wanto, and Murni Yanto, "The Head of Madrasa's Leadership Strategy in Improving the Quality of Education in Madrasah Aliyah," *Edukatif: Jurnal Ilmu Pendidikan* 4, no. 6 (2022): 7437–44, <https://doi.org/10.31004/edukatif.v4i6.4107>.

¹⁶ Tatang Muttaqin et al., "The Achievement Gap in Indonesia? Organizational and Ideological Differences between Private Islamic Schools," *School Effectiveness and School Improvement* 31, no. 2 (2020): 212–42, <https://doi.org/10.1080/09243453.2019.1644352>.

elements of product, price, place, promotion, people, physical evidence, and process, which increased the number and interest of new learners.¹⁷ Sjamsir and Gunarto (2017), in their research on *"Implementasi Strategi 7 Ps (Marketing Mix) dalam Membangun Kemitraan Menuju Lembaga Mandiri di Pendidikan Anak Usia Dini"*, concluded that the marketing mix strategy can develop partnership networks and make educational institutions independent.¹⁸

Meanwhile, research on *"Implementasi Analisis SWOT dalam Perencanaan Peningkatan Mutu Pendidikan di Sekolah Dasar"* was conducted by Garnika, Rohiyatun, and Najwa (2021). According to the study's findings, human resources comprised of stakeholders who are proactive in sharing information, development, and progressive principals in school evaluation and development, as well as strategy planning, are factors that support the implementation of SWOT analysis in elementary schools.¹⁹ However, there are specific barriers, particularly a lack of community awareness and support for school administration. The tactics used to combat this include enhancing the recitation program, bolstering character education, introducing extracurricular activities, creating fantastic activities representing the school's features, and enhancing counseling for students.

The research study above needs to be carried out and followed up because it can provide information that implementing SWOT analysis and marketing mix—through a series of quality learning processes and standardized evaluations—can optimize marketing strategies for learning the Qur'an. Madrasah Ibtidaiyah Islamiyah Jombang is a private Islamic educational institution that applies Qur'an learning as a superior program. Qur'an learning is followed by students from the first to sixth grades. Under the coordination of TPQ Al-Ichsany, the program has two learning stages:

¹⁷ Akhwan Mashudi, Bahtiar, and Nurul Yakin, "Implementasi Strategi Bauran Pemasaran Dalam Upaya Menarik Minat Peserta Didik Baru Pada Sekolah Menengah Pertama Islam," *J-MPI (Jurnal Manajemen Pendidikan Islam)* 7, no. 1 (2022): 55–62, <https://doi.org/10.18860/jmpi.v7i1.16488>.

¹⁸ Hasbi Sjamsir, "Implementasi Strategi 7 Ps (Marketing Mix) Dalam Membangun Kemitraan Menuju Lembaga Mandiri Di Pendidikan Anak Usia Dini," *Jurnal Manajemen Dan Supervisi Pendidikan* 1, no. 2 (2017): 165–70, <https://doi.org/10.17977/um025v1i22017p165>.

¹⁹ Eneng Garnika, Baiq Rohiyatun, and Lu'luin Najwa, "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar," *Journal Of Administration and Educational Management (ALIGNMENT)* 4, no. 2 (2021): 162–69, <https://doi.org/10.31539/alignment.v4i2.3031>. *Journal Of Administration and Educational Management (ALIGNMENT)* 4, no. 2 (2021): 162–69, <https://doi.org/10.31539/alignment.v4i2.3031>.

tahsin and *tahfidz*. The goal of *tahsin* is to prepare students to read the Qur'an according to the *tajweed*, *makharijul huruf*, and *shifatul huruf* norms. Students who successfully recite the Qur'an and pass the Final Examination (*Imtihan Nihaiy*) can continue the 30-juz Qur'an *tahfidz* program.

This study aims to describe the SWOT analysis applied to the marketing mix to improve the marketing strategy of Qur'an learning in Madrasah Ibtidaiyah Islamiyah Jombang. The findings obtained can be the basis for applying marketing mix-based SWOT analysis to increase the competitiveness of Islamic educational institutions through optimizing marketing strategies for Qur'an learning.

Method

This study used a survey method of the Head of Madrasah Ibtidaiyah Islamiyah Jombang, the Deputy Head of Madrasah for Curriculum, the Head of TPQ Al-Ichsany, five teachers of salaries, and five parents of students. Researchers can design standardized and consistent questions for all respondents using survey methods. This minimizes the potential for bias to arise in the interpretation of data.

Observations were made to directly observe the process of learning the Qur'an at Madrasah Ibtidaiyah Islamiyah Jombang. Observation includes observation of teaching and learning activities, interaction between teachers and students, use of learning media, and the atmosphere of the learning environment. By making observations, researchers can gain a deep understanding of how the components of the marketing mix, such as facilities, learning processes, and locations, are applied in the context of Qur'anic learning.

In-depth interviews were conducted with the Head of Madrasah Ibtidaiyah Islamiyah Jombang, the Deputy Head of Madrasah for Curriculum, the Head of TPQ Al-Ichsany, teachers of the Quran, and parents of students. Through in-depth interviews, researchers explore perceptions, opinions, and direct experiences from stakeholders related to implementing Qur'an learning. The questions in the interview focused on how they implemented the marketing mix components, the challenges they faced, and their expectations for the Qur'anic learning process.

Documentation includes data collection from relevant documents, such as Qur'an learning books, documentation of evaluation results, and administrative records related to Qur'an learning. By analyzing these documents, researchers can learn how the marketing mix components are implemented in authentic contexts, such as the promotional strategies used, pricing structures, and facilities provided.

The study was conducted from April 20 to May 20, 2023. The first stage of this study is to analyze the components of the marketing mix, which consists of products and services, prices, locations, promotions, people,

facilities, and the Quran learning process. The second stage is to map each marketing mix component according to strengths, weaknesses, threats, and opportunities using SWOT analysis. The third stage is to calculate IFAS and EFAS scores to determine the position of the SWOT quadrant of Qur'an learning. The final stage is determining the right marketing strategy according to the SWOT quadrant.

Result

In the early stages of the research, an analysis is conducted on the elements of service marketing, which include products, pricing, promotions, distribution channels, personnel, procedures, and customer service. This analysis aims to assess the current state of these variables and identify areas that require enhancement to optimize the marketing strategy for Qur'an learning services at MI Islamiyah Jombang.

Internal Factor Analysis (IFAS) and External Factor Analysis (EFAS) depend on these variables; SWOT analysis looks at the components of the marketing mix to find strengths, weaknesses, opportunities, and threats. Table 1 presents the components of the marketing mix and factor analysis of the strengths and weaknesses of Qur'anic learning in MI Islamiyah Jombang. The Qur'an learning program at TPQ Al-Ichsany has several strengths that can be the foundation for further development. However, some weaknesses need to be considered to improve the effectiveness and quality of the program.

Table 1. Component 7 P's and Internal Factor Analysis Strategy (IFAS)

No.	7P Components	Strength	Weakness
1.	Product/Service	• Qur'an learning program includes <i>tahsin</i> and <i>tahfidz</i> with standardized reading quality. • The Board of the Foundation and the Head of MI Islamiyah Jombang fully support Qur'an learning activities. • The madrasah diniyah (reading the Kitab Kuning) program continues the Qur'anic <i>tahsin</i> program.	• Most students have not optimally achieved the target of the Qur'an <i>tahsin</i> program. • Many parents want their children to join the <i>Tahfidz</i> program but do not know that this program requires high-intensity assistance.

2.	Price	• The cost of education is affordable. • Payment of madrasah and TPQ education fees is under one financial management system.	• The combination of madrasah and TPQ education fees in one month seems expensive. • Financial management is managed manually. There is no financial application to facilitate payments.
3.	Place	• MI Islamiyah Jombang is in a strategic location. • Parents of students or the community can quickly get to the location.	• There is no transportation service from the madrasah to help pick up and drop off students outside the Ngoro sub-district. • Parents must drop off and pick up their children in the morning, afternoon, and evening.
4.	Promotion	• Have a strategy, both internal and external. • Quran activities spread in several prayer rooms become routine daily during Ramadan. • Promotion is done by placing banners and distributing brochures. • Promotion is done	• Promotion is only done around Jombang Regency. • Promotion that uses social media or the internet is not optimal.

		by utilizing social media. • Promotion is carried out by discussing directly with prospective students' parents.	
5.	People	• All Qur'an educators have been certified by Lajnah Muroqobah Yanbu'a Kab. Jombang. • Each educator is capable of appropriately and correctly interpreting the Qur'an. • The number of educators is sufficient to teach the Qur'an to each group. • Each educator teaches Yanbu'a volumes according to his competence. • Parents positively support Qur'anic learning programs.	• Some Qur'anic teachers are passive and reluctant to ask questions about applying learning methods that are not yet understood. • Not all parents can read the Qur'an, let alone teach their children at home.
6.	Physical Evidence	• Located in the neighborhood of At-Taqwa Jombang mosque. • Relatively large playing page. • Representative learning facilities. • Qur'an learning consultation services for parents. • Profile of	• Inadequate parking facilities. • Some married educators are often unable to continue teaching.

		educators who are undergraduate, friendly, and communicative.	
7.	Process	• The study of the Qur'an uses the Yanbu'a method with solid discipline in applying <i>makhrajul huruf</i> and <i>shifatul huruf</i>. The Yanbu'a method has practical and easy-to-understand advantages. • The Head of TPQ sets standards for assessing Qur'an learning consistently, disciplinedly, and measurably according to the guidelines of the Yanbu'a method. • The teaching schedule and Volume Increase Test (TKJ) are organized. • The Volume Increase Test (TKJ) is one of the activities attended by parents of students.	• Some Qur'anic teachers have not carefully applied the <i>makharijul huruf</i> and <i>shifatul huruf</i> standards among students. • Communication between Qur'an teachers and parents about reporting the results of their children's abilities has not been optimal, even though there is a Qur'an Learning Achievement Book.

Based on the table above, although the Qur'an learning program at TPQ Al-Ichsan has many strengths, some weaknesses need to be corrected to improve the effectiveness and overall quality of the program. Further efforts are needed to optimize promotions, improve communication between teachers and parents, and improve several aspects of management and facilities to achieve better results.

In carrying out educational activities, MI Islamiyah Jombang faces several opportunities and threats that must be understood in order to take the proper strategic steps. The 7P analysis (Product, Price, Place, Promotion, People, Evidence, and Process) provides a comprehensive overview of the factors affecting MI Islamiyah Jombang's performance and position in the Qur'anic education market. Table 2 presents the components of the marketing mix and an analysis of opportunity and threat factors.

Table 2. Component 7 P's and External Factor Analysis Strategy (EFAS)

No.	7P Components	Opportunity	Threat
1.	Product	- Public support and trust in learning the Qur'an at MI Islamiyah are high. - Lajnah Muroqobah Yanbu'a supports Jombang Regency in maintaining the quality of educators. - Open opportunities to launch Qur'an recitation programs for parents of students. - There are opportunities to make MI Islamiyah a center for learning and studying the Qur'an in Kab Jombang.	- Other elementary schools and MI, as competitors, target graduates to memorize tahlil, <i>istighasah</i>, and Surat Yasin. - Some SD/MI has the potential to seize market share by imitating MI Islamiyah Jombang's flagship program. - Some elementary schools began to encourage recitation activities and made Qur'an learning one of the programs to attract public interest.
2.	Price	The ability to dominate the market and create competition by maintaining relatively affordable education costs.	Some community members consider the cost of education at MI Islamiyah Jombang to be pretty expensive.
3.	Place	Open opportunities to optimize the function of the mosque to become one of the centers of Qur'an	Some competitors provide more convenient services and facilities.

		learning.	
4.	Promotion	• Trust from other educational institutions is increasing because MI Islamiyah alums can read the Qur'an well. • There are opportunities to collaborate with other educational institutions, such as Menengan Pertama School (SMP), Madrasah Tsanawiyah (MTs), and Islamic boarding schools. • Open opportunities for local, district, and provincial scale promotions through religious events, competition winners, and championships.	• Negative campaign not to send their sons and daughters to MI Islamiyah Jombang because it is expensive. • Incorrect information about Qur'anic learning circulates in society.
5.	People	Recruiting Qur'an teachers is relatively easy because MI Islamiyah Jombang has alumni whose reading quality is excellent and correct.	They offer better salaries to Qur'an educators from private educational institutions and madrasah diniyah programs organized by the Jombang district government.
6.	Physical Evidence	Open opportunities to provide online communication services with parents of students more efficiently and flexibly	Some competitors have already pioneered online communication and online learning.

		through access to online Qur'an learning.	
7.	Process	- Attended the <i>Imtihan Nihaiy</i> (Final Exam) held by Lajnah Muroqobah Yanbu'a, Jombang Regency. - Open opportunities for MI Islamiyah students to achieve the highest average score in the <i>Imtihan Nihaiy</i> (Final Exam) held by Lajnah Muroqobah Yanbu'a, Jombang Regency.	Thoriqoh's ability to read and write the Qur'an Yanbu'a began to be widely used by other elementary schools or MI in Jombang Regency.

As per Table 2 above, MI Islamiyah Jombang has an excellent opportunity to become the region's leading Qur'an learning center. However, it faces various threats that must be considered and addressed strategically to maintain and improve its competitiveness.

Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) are analyzed to determine scores on each factor. **Tables 3** and **4** present the Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) scores according to component 7 of the marketing mix.

Table 3. Internal Factor Analysis Strategy (IFAS) Score

No.	Strength	Weight	Rating	Score
1.	Qur'an learning program includes tahsin and tahfidz and has standardized reading quality.	0,032	5	0,160
	The Board of the Foundation and the Head of MI Islamiyah Jombang fully support Qur'an learning activities.	0,032	4	0,128
	The madrasah diniyah (reading the yellow book) program continues the <i>Qur'anic tahsin</i>	0,021	4	0,084

	program.			
2.	Affordable tuition fees.	0,032	4	0,128
	Payment of madrasah and TPQ education fees is under one financial management system.	0,01	4	0,040
3.	MI Islamiyah Jombang is in a strategic location.	0,032	5	0,160
	Parents of students or the community can quickly get to the location.	0,032	5	0,160
4.	Have a promotion strategy, both internal and external.	0,032	4	0,128
	Quran activities in several prayer rooms become routine activities every morning during Ramadan.	0,032	5	0,160
	Promotion is done by placing banners and distributing brochures.	0,021	4	0,084
	Promotion is done by utilizing social media.	0,021	3	0,063
	Promotion is carried out by discussing directly with prospective students' parents.	0,032	4	0,128
5.	All Qur'an educators have been certified by Lajnah Muroqobah Yanbu'a Kab. Jombang.	0,032	5	0,160
	Each educator is capable of reading the Quran appropriately and adequately.	0,032	5	0,160
	The number of educators is sufficient to teach the Qur'an to each group.	0,021	4	0,084
	Each educator teaches Yanbu'a volumes according to his competence.	0,032	4	0,128
	Parents positively support Qur'anic learning programs.	0,032	5	0,160
6.	It is located in the neighborhood of At-Taqwa mosque, Jombang Regency.	0,021	4	0,084

	It's a relatively large playing page.	0,01	3	0,030
	Representative learning facilities.	0,021	4	0,084
	Qur'an learning consultation services for parents.	0,021	4	0,084
	Profile of educators who are undergraduate, friendly, and communicative.	0,032	4	0,128
7.	The study of the Qur'an uses the Yanbu'a method with solid discipline in applying <i>makhraj</i> and <i>shifat huruf</i> . The Yanbu'a method has practical and easy-to-understand advantages.	0,032	5	0,160
	The Head of TPQ sets standards for assessing Qur'an learning consistently, disciplinedly, and measurably according to the guidelines of the Yanbu'a method.	0,032	4	0,128
	Organized teaching schedule and Volume Ascension Test (TKJ).	0,021	4	0,084
	The Volume Increase Test (TKJ) is one of the activities attended by parents of students.	0,032	4	0,128
	TOTAL	0,70		3,025

No.	Weaknesses	Weight	Rating	Score
1.	Most students have not optimally achieved the target of the Qur'an tahsin program.	0,021	4	0,084
	Many parents want their children to join the <i>Tahfidz</i> program but do not know that this program requires high-intensity assistance.	0,021	4	0,084
2.	The combination of education fees between madrasah and TPQ in one month seems expensive.	0,01	3	0,03

	Financial management is managed manually. There is no financial application to facilitate payments.	0,01	4	0,04
3.	The madrasah has no transportation service to help pick up and drop off students from outside the Ngoro sub-district.	0,021	4	0,084
	Parents must drop off and pick up their children in the morning, afternoon, and evening.	0,021	4	0,084
4.	Promotion is only done around Jombang Regency.	0,021	4	0,084
	Promotion that uses social media or the internet is not optimal.	0,021	4	0,084
5.	Some Quranic teachers are passive and reluctant to ask questions about applying learning methods that are not yet understood.	0,032	4	0,128
	Not all parents can read the Qur'an, let alone teach their children at home.	0,021	4	0,084
6.	Inadequate parking facilities.	0,01	4	0,04
	Some married educators are often unable to continue teaching.	0,021	4	0,084
7.	Some Qur'anic teachers have not carefully applied the makharijul huruf and shifatul huruf standards among students.	0,032	4	0,128
	Communication between Qur'an teachers and parents about reporting the results of their children's abilities has not been optimal, even though there is a Qur'an Learning Achievement Book.	0,021	4	0,084
	TOTAL	0,28		1,122

The total strength score is 3,025, while the total weakness score is 1,122. Although weaknesses need to be considered and improved, the overall strength of the Qur'an learning program at MI Islamiyah Jombang is still more dominant than the weaknesses. To improve the quality and competitiveness of programs, improvements in financial management, broader promotion, increased teacher involvement, and improved communication with parents can be the main focus.

Table 4. External Factor Analysis Strategy (EFAS) Score

No.	Opportunities	Weight	Rating	Score
1.	Public support and trust in learning the Qur'an at MI Islamiyah are high.	0,069	4	0,276
	Lajnah Muroqobah Yanbu'a supports Jombang Regency in maintaining the quality of educators.	0,069	5	0,345
	Open opportunities to launch Qur'an recitation programs for parents of students.	0,046	3	0,138
	Open opportunities to make MI Islamiyah a center for learning and studying the Qur'an in Jombang Regency.	0,046	4	0,184
2.	The ability to dominate the market and create competition by maintaining relatively affordable education costs.	0,046	3	0,138
3.	Open opportunities to optimize the function of the mosque to become one of the centers of Qur'an learning.	0,023	3	0,069
4.	Trust from other educational institutions is increasing because MI Islamiyah alums can read the Qur'an well.	0,046	4	0,184
	There are opportunities to collaborate with other educational institutions, such as Menengan Pertama School (SMP), Madrasah Tsanawiyah (MTs), and Islamic Boarding School.	0,046	4	0,184

	Open opportunities for local, district, and provincial scale promotions through religious events, competition winners, and championships.	0,023	4	0,092
5.	Recruiting Qur'an teachers is relatively easy because MI Islamiyah Jombang has alumni whose reading quality is excellent and correct.	0,046	4	0,184
6.	Open opportunities to provide online communication services with parents of students more efficiently and flexibly through access to online Qur'an learning.	0,023	3	0,069
7.	Attended <i>Imtihan Nihaiy</i> (Final Exam) held by Lajnah Muroqobah Yanbu'a Jombang Regency.	0,069	5	0,345
	Open opportunities for MI Islamiyah students to achieve the highest average score in the <i>Imtihan Nihaiy</i> (Final Exam) held by Lajnah Muroqobah Yanbu'a, Jombang Regency.	0,046	4	0,184
	TOTAL	0,598		2,392

No.	Threat	Weight	Rating	Score
1.	As competitors, other elementary schools and MI target graduates to memorize tahlil, istighasah, and Surat Yasin.	0,069	3	0,207
	Some SD/MI has the potential to seize market share by imitating MI Islamiyah Jombang's flagship program.	0,046	3	0,138
	Some elementary schools began to encourage recitation activities and made Qur'an learning one of the programs to attract public interest.	0,046	3	0,138
2.	Some community members consider the cost of education at MI Islamiyah Jombang to be pretty expensive.	0,046	2	0,092

3.	Some competitors provide more convenient services and facilities.	0,023	3	0,069
4.	Negative campaign not to send their sons and daughters to MI Islamiyah Jombang because it is expensive.	0,046	2	0,092
	Incorrect information about Qur'anic learning circulates in society.	0,023	2	0,046
5.	Offering more excellent salaries to Qur'an educators from private educational institutions and <i>madrasah diniyah</i> programs organized by the Jombang district government.	0,023	2	0,046
6.	Some competitors have already pioneered online communication and online learning.	0,023	2	0,046
7.	Thoriqoh's ability to read and write the Qur'an Yanbu'a began widely used by other elementary schools or MI in the Jombang Regency.	0,046	3	0,138
	TOTAL	0,391		1,012

The total opportunity score is 2,392, while the total threat score is 1,012. Overall, opportunities are still more dominant than threats, indicating that MI Islamiyah has the potential to grow and face existing challenges. To take advantage of existing opportunities and reduce the impact of threats, MI Islamiyah needs to focus on strengthening excellent programs, improving service quality, and more effective promotional strategies. In addition, it is also essential to strengthen communication with the community and maintain the quality of education that already exists.

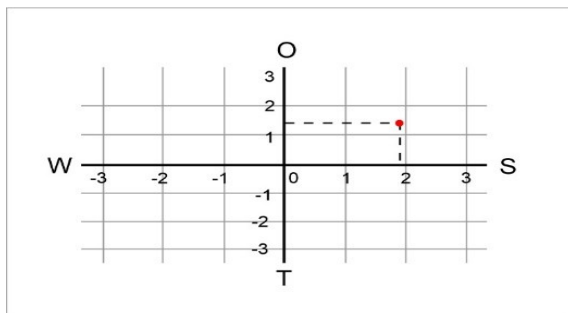
Table 5 displays the EFAS matrix. The total odds score is **2,392**, and the hazard is **1,012**. The results are then entered into the following internal and external matrix tables:

Table 5. IFAS & EFAS Qur'an Learning Scores

Category	X	Category	Y
Strength (S)	3,025	Opportunities (O)	2,392
Weaknesses (W)	1,122	Threat (T)	1,012
Total IFAS = (S - W)	1,903	Total EFAS = (O - T)	1,38

The analysis results above show the position of Qur'an learning in MI Islamiyah Jombang. Is the position in the SO (Strength Opportunity)

quadrant, ST (Strength Threat) quadrant, WO (Weakness Opportunity) quadrant, or WT (Weakness Threat) quadrant? IFAS and EFAS results are presented via a SWOT quadrant graph. The X-axis indicates the internal factor value (IFAS), and the Y-axis indicates the external factor value (EFAS).



Picture 1. Quadrant Position of SWOT Analysis of Qur'an Learning
MI Islamiyah Jombang

Figure 1 shows that the position of learning the Qur'an at MI Islamiyah Jombang is in Quadrant I (+,+). This is an advantageous position because madrassas have internal strength and seize opportunities. Learning the Qur'an at MI Islamiyah Jombang is in prime and steady condition. This condition makes it possible to expand, increase growth, and seize maximum opportunities for sustainable progress.

The results of the above analysis are used to strengthen the achievement of Qur'anic learning objectives and determine the right marketing strategy. The objectives of Qur'an education at TPQ Al-Ichsan are: (1) Participate in the education of the nation's youth and provide students with the tools they need to read the Qur'an accurately and swiftly, which are the goals of Qur'an instruction at TPQ Al-Ichsan. (2) Qur'anic reading proficiency, as per Imam Hafsh's narrative from Imam 'Ashim's Qiroah, known as Qiroat Mashhuroh. (3) The ability to read the Qur'an as soon as feasible. (4) Making up for mistakes and strengthening deficiencies.

Therefore, to determine the right marketing strategy and consider the position of Quadrant I, MI Islamiyah Jombang supports an aggressive growth-oriented strategy.²⁰ The aggressive strategy (*growth-oriented strategy*) carried out by MI Islamiyah Jombang is to open registration of TPQ students for children who are studying in kindergarten. Even though they are not yet students at MI Islamiyah, kindergarten children can recite at TPQ Al-

²⁰ Hillary Jeanne Andreas, Sitti Syamsiah, and Abdoellah Djabier, "Implementation of SWOT Analysis as a Strategy to Increase the Company's Competitiveness in Ship Chartering Activities at Surf Marine Indonesia Holding," *AIP Conference Proceedings* (AIP Publishing, 2023), <https://doi.org/10.1063/5.0118950>.

Ichsany. However, some conditions must be met by prospective parents of students, namely signing a Memorandum of Understanding (MoU) with MI Islamiyah. The content of the MoU is that parents are willing to send their children to MI Islamiyah when they enter the first grade.

The enthusiasm of the community to welcome the program was relatively high. This is evident from the kindergarten children who recite at TPQ Al-Ichsany; the number meets the quota for two study groups. One group studied at MI Islamiyah, totaling 30 students. This means the new students' admission quota will almost be fulfilled next year.

MI Islamiyah Jombang also implements an aggressive (growth-oriented) strategy to learn the Qur'an through *tadarus* and *khatmil qur'an activities*. This activity is carried out in several prayer rooms or mosques scattered throughout the village where students reside. *Tadarus* and *Khatmil Qur'an* start every day at 6:00 WIB until 9:00 WIB. Through loudspeakers, residents will understand the proper reading of the Qur'an.

Discussion

TPQ Al-Ichsany, part of MI Islamiyah's "business unit," has a vision and mission that guide learning the Qur'an. The vision of TPQ Al-Ichsany is a guide to communicating the reasons, meanings, and main objectives of the organization's existence and stating the main objectives of the organization's performance with stakeholders.²¹ These days, many businesses create vision statements that respond to the question, "What do we want to be?" Even before creating a mission statement, a vision statement is frequently seen as the first stage in planning.²²

The mission of Qur'an education at TPQ Al-Ichsany is to provide a practical and concrete guide that becomes a reference for developing activities and strategies in institutions or organizations. The mission also reflects the aspirations of education actors and stakeholders, who are essential elements for implementing the learning process according to school values with clear and consistent reasons.²³

²¹ Akdon, *Strategic Management for Educational Management* (Bandung: Alfabeta, 2006), 94

²² Akram Jalal and Alan Murray, "Strategic Planning for Higher Education: A Novel Model for a Strategic Planning Process for Higher Education," *Journal of Higher Education Service Science and Management* 2, no. 2 (2019): 1-10, www.joherd.com/journals/index.php. Fred R. David, *Strategic Management: Concepts and Cases* (Pearson Education India, 2011).

²³ Kristijan Breznik and Kris M.Y. Law, "What Do Mission Statements Reveal about the Values of Top Universities in the World?," *International Journal of Organizational Analysis* 27, no. 5 (2019): 1362-75, <https://doi.org/10.1108/IJOA-08-2018-1522>. See: Florian Wittmann et al., "Governing Varieties of Mission-Oriented Innovation Policies: A New

Organizations should take the development of a written mission statement seriously for the following reasons:²⁴

1. Ensure that the organization's mission is rounded.
2. Offer a foundation or benchmark for distributing organizational resources.
3. Create an organizational culture
4. Establish yourself as a focal point for people to identify with organizational goals and exclude anyone unable to continue participating in organizational activities.
5. Help the organization's responsible parties and the division of tasks in the workplace translate the goals into a work structure.
6. Specify corporate goals and convert them into sub-objectives to allow for the assessment and management of cost, time, and performance metrics.

Vision and mission guide education actors in achieving learning goals.²⁵ Analysis of the environment's internal and external elements reveals the pressing need to maximize power while foreseeing risks. An analysis of external and internal factors of Qur'an learning at MI Islamiyah shows a strength score of 3,025 and a weakness score of 1,122. Its IFAS is 1,903. The odds score is 2,392, and the threat is 1,012. Its EFAS is 1,38.

The data above shows that Qur'an learning at MI Islamiyah Jombang is in Quadrant I. The SO (Strengths-Opportunities) strategy, which supports an aggressive growth policy (growth-oriented), is the best approach in this situation.²⁶ The vision, mission, and learning objectives of the Qur'an can seize the opportunities that exist by using all the strengths they have.

This shows the importance of utilizing internal strengths, such as good reputation and community support, to improve the quality of Qur'anic learning. Islamic educational institutions must also actively create new opportunities, such as launching Quran programs for parents of students, to expand institutions' reach and relevance. In addition, increased promotion and communication are the keys to reaching more prospective students and collaborating with other institutions and local communities. Investment in

Typology," *Science and Public Policy* 48, no. 5 (2021): 727–38, <https://doi.org/10.1093/scipol/scab044>.

²⁴ Jasmina Berbegal-Mirabent, Marta Mas-Machuca, and Patricia Guix, "Impact of Mission Statement Components on Social Enterprises' Performance," *Review of Managerial Science* 15, no. 3 (2021): 705–24, <https://doi.org/10.1007/s11846-019-00355-2>.

²⁵ Antonius Cahyono Tondoprasetyo, "Translation Process of Core Values, Vision, and Mission into The Prescribed Curriculum," *Beyond Words* 10, no. 1 (2022): 49–69, <https://doi.org/10.33508/bw.v10i1.3126>.

²⁶ R. Keban, Y. B., Arifin, S., & Wahyono, "SWOT Analysis and Its Implementation Strategies in Educational Management," *Journal of Education and Practice* 10, no. 12 (2019): 86–92, <https://doi.org/10.7176/jep/10-12-10>.

infrastructure and technology is also needed so institutions can face competition and overcome technological challenges in learning.

The development of human resources, especially Qur'an teachers, is a priority to ensure optimal learning quality. By adopting an SO (Strengths-Opportunities) strategy and focusing on aggressive growth, other Islamic educational institutions can maximize their potential and opportunities to achieve their vision, mission, and educational goals more effectively.

The strategy of opening new student registration for children studying in kindergarten, then conducting a Memorandum of Understanding (MoU) with parents so that when their children enter the first grade, they still choose MI Islamiyah is a form of SO (Strengths-Opportunities) strategy. The forward integration plan, which entails acquiring ownership of or expanding the influence of distributors or retailers, is consistent with this tactic. Today, many manufacturers (suppliers) are adopting forward-thinking integration tactics by setting up websites to offer customer items directly.²⁷

The above strategies are also categorized as intensive strategies for penetrating the market. Market penetration strategies seek to increase market share for existing products or services in the current market through more extraordinary marketing efforts. This strategy is widely combined with other strategies. Market penetration may involve hiring more salespeople, spending more on advertising, providing elaborate sales promotions, or stepping up public relations activities.²⁸

A market penetration strategy can be combined with a market development strategy involving introducing a new product or service to a new geographic area.²⁹ The market share of parents of students from sub-districts around Ngoro, such as Bareng, Mojowarno, and Gudo, who chose TPQ Al-Ichsan, showed that the market development strategy was effective. This strategy is also followed by promoting recitation activities through social media.

Referring to the above research results, Islamic educational institutions can take several key steps. They must research to identify new

²⁷ Les Dolega, Francisco Rowe, and Emma Branagan, "Going Digital? The Impact of Social Media Marketing on Retail Website Traffic, Orders and Sales," *Journal of Retailing and Consumer Services* 60 (2021): 102501, <https://doi.org/10.1016/j.jretconser.2021.102501>.

²⁸ Michael R. Czinkota et al., "Direct Marketing, Sales Promotion, and Public Relations," *Springer Texts in Business and Economics* (Springer International Publishing, 2021), https://doi.org/10.1007/978-3-030-66916-4_13.

²⁹ Justin Paul and Erick Mas, "Toward a 7-P Framework for International Marketing," *Journal of Strategic Marketing* 28, no. 8 (2020): 681-701, <https://doi.org/10.1080/0965254X.2019.1569111>.

geographic areas with untapped market potential. This can be done by analyzing the demographics, religious education needs in the region, and competition with similar institutions. As an effective promotional tool, social media is highly recommended to reach potential students. Cooperation with local institutions or communities can also help market development to expand promotion reach. The success of a market development strategy depends mainly on the quality of the learning programs offered. Therefore, Islamic educational institutions need to ensure that their programs align with the needs and expectations of parents of learners.

Conclusion

The Qur'an learning program at TPQ Al-Ichsany, as one of the activity units at MI Islamiyah Jombang, is currently in Quadrant I position with an IFAS (internal factor analysis strategy) value of 1,903 and an EFAS (external factor analysis strategy) value of 1,38. Quadrant I indicates that the Qur'an learning program at TPQ Al-Ichsany is in solid condition and has opportunities. The marketing strategy applied to the Qur'an learning program at TPQ Al-Ichsany is aggressively growth-oriented. Intensive strategies of penetrating the market (market penetration) and market development (market development) become strategies to expand, increase growth, and seize maximum opportunities for the sustainable advancement of Qur'an education.

Although this study provides a clear picture of the SWOT quadrant position of the Qur'an learning program at TPQ Al-Ichsany as well as the marketing strategies applied, there are some suggestions for further research, namely a more in-depth analysis of internal and external factors affecting the Qur'an learning program in Islamic educational institutions. This research may include identifying more variables that influence the position of the SWOT quadrant, such as human resource management, school policies, environmental conditions, and social factors of the community. Research that analyzes the impact of marketing strategies on learning outcomes also needs to be done. Examining in depth the impact of applied marketing strategies on student learning outcomes and academic achievement in understanding and mastering the Qur'an can provide insight into the effectiveness of marketing strategies in achieving desired educational goals.

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