

APPLICATION OF SWOT ANALYSIS AS A BASIS FOR FORMULATING INTERNATIONAL CLASS MARKETING STRATEGIES IN PRIVATE HIGHER EDUCATION (CASE STUDY FALETEHAN UNIVERSITY)

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Abstract- Faletehan University is a private university located in Serang, Banten has been established since 1987 which has become one of the options for residents to send their children to school. The purpose of this study is to determine the strengths, weaknesses, opportunities and threats to find out the marketing strategies implemented in schools and to analyze the appropriate marketing strategies for schools to increase the number of student. This type of research is descriptive with a quantitative approach. The analytical method used is SWOT analysis (Strengths, Weakness, Opportunity, and Threats), with the IFAS EFAS Matrix and the Grand Strategy Matrix. The results show that the right strategy is used by Faletehan University is the Turn Around strategy. Through SWOT analysis, it is known that the school's greatest strength lies in easy location access to reach schools with a score of 0.27, while the biggest weakness is that the school does not establish good relations with embassies of other countries with a score of 0.32. The school's biggest opportunity is the increasing number of international schools in Jakarta in the last 3 years, proving that the opportunity to get prospective new students is still wide open, by obtaining a score of 0.72, while the biggest threat to schools is the existence of regulations the government limits the age of foreign workers to a maximum of 60 years and a minimum of 5 years experience in the same field, obtaining a score of 0.60.

Keywords: *SWOT, Strategic Management, and Marketing Management*

1. INTRODUCTION

The development of the world of education in Indonesia which is growing from year to year shows that our education is getting better. We can see this from the many developments of private higher education institutions in Indonesia which continue to grow. So we cannot deny that every tertiary institution competes with each other to present their best quality so that they can survive and develop amidst the ever-increasing growth of higher education institutions. At present marketing activities for educational services are considered taboo because they have a business smell and tend to be profit oriented, but now they are being carried out openly and openly. The concept of input, process and output has become a study that has been established and these innovations will become an interesting marketing study for universities. This effort is made to get good input (prospective students), has become a requirement that must be met in order to support the teaching and learning process and competition between universities. Marketing strategy is something that absolutely must be carried out by universities, besides being aimed at introducing marketing functions to educational institutions, namely to form a good image of the institution to attract a number of prospective students (Kencana, 2009). Therefore schools are required to carry out strategies in terms of tertiary marketing in order to maintain and increase the quantity of existing students. Some educational institutions have a surplus of students, on the other hand there are educational institutions that have difficulty getting students. This shows there are problems in the implementation of marketing strategies. The factors that determine the marketing strategy of higher education consist of 2 (two) factors, namely internal and external factors,

internal factors consist of strengths and weaknesses. The internal factors of the strength of the marketing strategy include: human resources or educators with graduate qualifications of strata 2 (S2), good service and communication from educators and employees, relatively low cost of education, development of a good and balanced curriculum between general and religious education, good facilities and orations. While the internal factors of weakness include: multiple positions due to limited human resources or experts, human resources or teaching staff who are not in accordance with their educational background, the location of institutions that are deep in village alleys, lack of supporting facilities and space for delivery and pick-up as well as no vehicle parking space. External factors, consisting of opportunities and threats. External factors of marketing strategy opportunities include the majority of the Muslim community, expectations of institutions to be accepted at favorite or superior elementary schools, collaboration with other agencies or institutions, public trust, support from alumni or parents of students. While the external factors that threaten to determine the marketing strategy include: the number of similar educational institutions, the number of promotions from similar educational institutions, the views of universities on private universities, the social impression of the community on Islamic educational institutions. One of the strategies used to determine marketing strategies in tertiary institutions is a stable growth strategy, meaning that in competition between educational institutions, the role growth strategy is carried out according to priorities (Lestari and Yunita 2020).

A. Education Marketing

Companies or institutions that produce goods or services to introduce their products to the public as consumers require marketing activities. Marketing is the link between the organization and its consumers. Marketing takes place in the process of communicating various things contained in an institution to the wider community with the aim of attracting public interest or influencing people's expectations.

Education is a human effort to develop his personality according to the values in society and culture. Education can be limited in its narrow and broad sense. To help students become mature adults. Education in this sense is carried out by formal school institutions. Purwanto (2009:19-20)

Marketing Association of Australia and New Zealand (MAANZ) Marketing is the activity of facilitating and expediting mutually satisfying exchange relationships through the creation, distribution, promotion and provision of goods, services and ideas. Muchari Alma (2011:3).

Education is all ongoing learning activities throughout the ages in all situations of life activities. In short, education is a system of processes of change towards maturity, intelligence and self-maturation. Suparlan Suhartono (2009:79).

Based on the understanding above, it can be concluded that marketing of educational services are efforts made in an integrated manner to combine strategic plans directed at efforts to satisfy the needs and desires of consumers in spreading positive values for the wider community by creating, offering products or services to the community in order to improve the quality of educational services (Surakarta 2019).

B. Functions and Objectives of Educational Marketing

Marketing function in profit-oriented organizations (companies) and non-profit organizations (schools) are certainly very different. This marketing function will be described more broadly in the marketing mix, which is a means of achieving marketing objectives (marketing objective) in Rusadi Rulan (2008: 230). The difference in function lies in the way the two organizations obtain the funding sources needed to carry out their operations. In this case the school obtains funding sources from

donations from donors or parent institutions that do not expect anything in return from the school. Based on the budget obtained, the school produces educational services that will be offered to its customers, namely students. If the prospective customers we are targeting are people from the economically weak class, then we must create the image of our school as inexpensive. However, if the targeted prospective consumers are middle and upper economic groups who can afford to pay more for better service quality, then the image of the school that must be built is a school that provides better service than other schools, even though for that they have to pay a little more. . The function of education marketing is as a renewal step when an educational institution must follow or compensate for intense competition in getting customers (Team of educational administration lecturers, 2013). Based on these understandings, it can be concluded that educational marketing functions as an effort or step in balancing the position of education in the era of global competition.

Marketing objectives according to Judy Strauss in Marian Burk Wood (2009: 105), an e-marketing expert states that the purpose of marketing is to increase profits, increase market share, or the attitudes and behavior of effective parties to manage their most valuable asset, namely customer relations. To determine the purpose or function of educational marketing, of course, cannot be separated from the above understanding.

According to the Education Administration Lecturer Team (2013: 105), there are several objectives of educational marketing, namely:

1. Providing information to the public about the products of educational institutions.
2. Increasing public interest and interest in the products of educational institutions
3. Differentiate the products of educational institutions with other educational institutions.
4. Give more assessment to the community with the products offered
5. Stabilizing the existence and significance of educational institutions in society.

Based on several objectives of educational marketing, it can be concluded that what is to be achieved from education marketing is to get customers who are in accordance with the target, both those related to the quality and quantity of prospective customers or students.

C. Definition of Strategy

Definition of Strategy According to Chandler (Rangkuti, 2009:4) expressed his opinion that strategy is the long-term goal of a company, as well as the utilization and allocation of all important resources to achieve these goals. Strategy is a potential action that requires top management decisions and large amounts of company resources David (2012:18).Based on the above understanding, it can be concluded that strategy is a real embodiment of a company that is taken based on top management decisions to achieve the goals of the compan.

D. Education Marketing Strategy

The marketing strategy must be based on an analysis of the organization's external and internal environment. External factors that may create opportunities or threats to the organization consist of market conditions, competition, technology, economy, socio-culture, law and regulations. While the internal factors indicate the existence of advantages or disadvantages of the organization, including finance, production, human resources, and especially in the field of marketing which consists of product, price, distribution and promotion. The analysis is an assessment of whether the marketing strategy that has been set and implemented is in accordance with the current situation. The results of the assessment are used as a basis for compiling or determining strategies to be implemented in the future. In relation to marketing, strategy is defined as a fundamental tool planned to achieve company goals by developing sustainable competitive advantages through the markets entered and marketing

programs used to serve the market and in this case are students. Philip Kotler and Kevin Lane Keller (2012:5).

E. Strategy Formulation

In determining the formulation of this strategy involves establishing a series of appropriate actions to achieve goals. This formulation includes mission development and SWOT analysis. SWOT analysis stands for internal Strengths and Weaknesses of a company or organization as well as the environmental Opportunities and Threats it faces. According to Akdon (2009: 106), organizations live in systems that are interconnected and influence each other, so that in order to maintain their existence, organizations need to recognize and master various information about their strategic environment. To get the right and valid strategy, it is necessary to carry out an analysis of the intended strategic environment, which includes conditions, situations, circumstances, events and influences within and around the organization that impact organizational life in the form of internal strengths, internal weaknesses, external opportunities and threats external.

a) Internal Environment

- 1) Strength (strength) is a situation and internal capabilities that are positive in nature that enable the organization to fulfill its strategy in achieving its vision and mission.
- 2) Internal weaknesses (weaknesses) are situations and factors within the organization that are negative which will hinder the organization from achieving or being able to exceed the achievement of the vision and mission

b) External Environment

- 1) Opportunities are situations and factors outside the organization that are positive in nature that will help the organization achieve or be able to exceed the achievement of its vision and mission.
- 2) Challenges or Threats (Threats) are factors outside the organization that are negative in nature which can result in the organization failing to achieve its vision and mission.

After conducting a SWOT analysis, the results of the analysis are used as a reference to determine the next steps in the effort maximizing and exploiting strengths, and simultaneously trying to be able to minimize weaknesses and overcome threats. SWOT analysis can produce a matrix which is an important matching tool to assist institutional leaders in developing their educational strategies.

F. SWOT analysis

SWOT analysis is a strategic planning method used to evaluate Strengths, Weaknesses, Opportunities and Threats in a business project. It involves setting the goals of a business venture or a project and identifying good and beneficial internal and external factors for achieving those goals (Surveyandini 2022). This technique was devised by Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies (Grewal & Levy, 2008). According to Buchari Alma (2008), SWOT analysis theory is a theory that is used to plan something to do with SWOT. SWOT is an abbreviation of, S is Strength, W is Weakness, O is Opportunity, and T is a Threat. This SWOT is commonly used to analyze a condition where a plan will be made to carry out a work program. The analysis is based on the logic of maximizing strengths and opportunities, but simultaneously can minimize weaknesses and threats (Surveyandini 2022). The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies (Lestari and Yunita 2020)(Surveyandini 2022). Therefore the strategy must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions which are called situation analysis where the most popular model for situation analysis is SWOT analysis. Rangkuti (2009:19). There are two kinds of SWOT analysis approaches:

a) SWOT Matrix Qualitative Approach

As developed by Kearns, it displays eight boxes, namely the top two boxes are external factors (opportunities and challenges) while the two boxes on the left are internal factors (strengths and weaknesses). The other four boxes are strategic issues that arise as a result of the meeting point between internal and external factors.

b) SWOT Quantitative Approach

In the qualitative SWOT data above, we can develop it quantitatively by calculating the SWOT analysis in order to know with certainty the actual position of the organization.

2. METHOD

A. Type of Research

In this study using a type of descriptive quantitative research, namely a research method based on the philosophy of positivism, used to examine the sample and population of the study, the sampling technique was generally carried out by random or random sampling. While data collection is done by utilizing the research instruments used, the data analysis used is quantitative in nature and can be measured with the aim of testing the hypotheses previously set.

3. RESULTS AND DISCUSSION

Table 1. Calculation of Internal Factor Analysis Summary (IFAS)

Internal Factors	Bobot	Rating	Value Score	Information
Strengths (S)				
1. Penyaringan calon karyawan atau guru yang ketat, sehingga menghasilkan sumber daya yang bagus bagi sekolah	0,07	3	0,21	Sudah menjadi SOP di sekolah dalam penyaringan setiap calon karyawan
2. Memiliki kolam renang sendiri sehingga sekolah tidak perlu menyewa kolam renang ditempat lain	0,06	2	0,12	Milik sendiri dan untuk memfasilitasi ekstrakurikuler siswa
3. Akses lokasi yang mudah untuk menjangkau sekolah	0,09	3	0,27	Berada di kemang yang notabene mudah di akses
4. Menggunakan salah satu kurikulum terbaik di dunia (Cambridge)	0,07	3	0,21	Standar kurikulum dari sekolah

5. Berada dikawasan kemang, Jakata selatan yang merupakan salah satu kawasan yang banyak di huni warga asing tentu merupakan potensi untuk masuknya calon siswa baru	0,07	3	0,21	
Sub Total	0,36		1,02	
Weakness (W)				
1. Tidak adanya program marketing untuk memanfaatkan komunitas orang tua siswa yang ada di sekolah	0,09	3	0,27	Belum ada tenga pemasaran sehingga program masih jalan di tempat
2. Tidak mengelola webiste dengan baik, yaitu tanpa adanya update konten setiap harinya	0,07	3	0,21	
3. Sekolah tidak menjalin hubungan baik dengan pihak kedutaan negara lain	0,08	4	0,32	Kedepannya akan dilakukan kunjungan ke kedutaan, khususnya di Jakarta
4. Tanpa adanya investor dan menurunnya jumlah siswa yang menjadi sumber masukan keuangan sekolah meyebabkan puruknya kondisi keuangan	0,05	4	0,20	Manajemen masih mengusahakan adanya invesstor agar keuangan sekolah lebih baik
5. Minimnya dana yang dimiliki sekolah, menyebabkan tidak dapat menjalankan berbagai program strategi pemasaran sekolah dengan baik	0,08	3	0,24	
6. Minimnya prasarana dalam mendukung kegiatan belajar mengajar karena lahan sekolah yang sempit	0,07	3	0,21	Lahan yang ada akan di Maksimalkan
7. Sekolah tidak memiliki kendaraan yang cukup untuk jemputan para siswa sehingga pelayanan yang diberikan menjadi tidak maskimal	0,07	3	0,21	Ada rencana untuk rental Mobil
8. Sekolah tidak mampu memaksimalkan bahan promosi berupa brosur, spanduk dan website untuk menarik minat calon siswa baru	0,07	3	0,21	Ketiadaan sumber daya manusia sehingga belum dapat dimkasimalkan

	0,07	3	0,21	Saat ini belum dapat Dimaksimalkan
9. Sekolah belum mampu mengakomodir keberagaman budaya sehingga pelayanan sekolah tidak dapat maksimal				
Sub Total	0,64		2,05	
Total	1,0		3,06	

Based on data processing on the IFAS Matrix, strength is obtained with the highest score on (1) Easy location access to reach schools with a score of 0.27 and (2) Strict screening of prospective employees or teachers, resulting in good resources for schools with a score 0.21. Based on the results of data processing on the IFAS matrix, the weakness is that (1) the school does not have good relations with the parties embassies of other countries by obtaining a score of 0.32 and (2) There is no marketing program to take advantage of the student's parent community at school by obtaining a score of 0.27

Table 1. Calculation of External Factor Analysis Summary (EFAS)

Eksternal Factors	Bobot	Rating	Value Score	Information
Opportunities (O)				
1. Meningkatnya jumlah sekolah internasional di jakarta 3 tahun terakhir membuktikan bahwa peluang untuk mendapatkan calon peluang untuk mendapatkan calon siswa baru masih terbuka lebar	0,18	4	0,72	Menunjukkan peningkatan kebutuhan akan sekolah internasional
2. Warga negara asing (WNA) lebih menyukai suasana sekolah yang alami	0,14	3	0,42	Suasana yang natural, alami, homi banyak diminati WNA karena lebih nyaman untuk belajar
3. Perkembangan teknologi sekolah (seperti Internet) yang dapat dimanfaatkan sebagai sarana pemasaran sekolah	0,17	3	0,51	Mempermudah promosi dan jangkauan juga semakin luas
Sub Total	0,49		1,65	
Threats (T)				

1. Adanya peraturan pemerintah yang membatasi umur TKA maksimal 60 tahun serta pengalaman minimal 5 tahun dibidang yang sama	0,20	3	0,60	Peraturan yang tetap harus di jalani
2. Prosedur pemerintah yang cukup panjang untuk mendapatkan izin kerja dan izin tinggal sehingga mempengaruhi warga asing untuk bekerja dan tinggal di indonesia	0,17	2	0,34	Sekolah akan mendiskusikan mengenai proses tersebut sehingga kedua belah pihak memahammi
3. Penggunaan Video Conference untuk belajar	0,14	2	0,28	Saat ini masih jarang namun tetap kedepanya diprediksi akan meningkat Penggunaanya
Sub Total	0,51		1,22	
Total	1,0		2,87	

Based on the results of data calculations on the EFAS matrix, the biggest opportunities are (1) The increasing number of international schools in Jakarta in the last 3 years, proving that the opportunity to get prospective new students is still wide open, by obtaining a score of 0.72 and (2) Development school technology that can be utilized (such as the internet) as a means of school marketing with a score of 0.51. From the results of calculating the EFAS matrix data processing, the biggest threats are (1) There is a government regulation that limits the maximum age of foreign workers to 60 years and a minimum of 5 years experience in the same field, with a score of 0.60 and (2) Adequate government procedures length of time to obtain work permits and residence permits thereby influencing foreigners to work and live in Indonesia with a score of 0.34.

4. DISCUSSION

In the company's internal environment, the factors that become the strengths and weaknesses of a company will be identified. A company certainly has strategic goals that have been set, but whether these things support what is done and become the strength of the company or vice versa. Internal environmental analysis is obtained from financial conditions, human resources, university operations and marketing processes.

1. The financial condition of the school

The financial condition of a company is an important factor in the sustainability of higher education. It also identifies how strong universities are able to survive and develop in the face of competition. The financial condition can also be a strength factor if the tertiary institution has good finances so that it is able to run its operations well, but it can become a weakness if the tertiary institution's financial condition continues to deteriorate so that it cannot run the tertiary institution's operations properly. The lack of funds owned by tertiary institutions has resulted in the inability to carry out various school marketing strategy programs properly, then without investors and the decrease in the number of students who are the source of financial income for

tertiary institutions has resulted in a decline in financial conditions. These two things are a weakness for universities that are eager to find a solution immediately.

2. Human resources

Human resources include educators and educational staff and what is the role of management in managing them. The process of screening prospective employees or educators is rigorous, resulting in good human resources for tertiary institutions. Students in tertiary institutions come from various countries in the world so that their cultures are diverse, but tertiary institutions have not been able to accommodate cultural diversity so that tertiary services are not optimal, this is of course a weakness that universities continue to face. In addition, the school also does not have good relations with the embassies of other countries, where the potential entry of many prospective students comes from the recommendations of their embassies. But this cannot be utilized by universities which is certainly a weakness.

3. Marketing

Marketing is the last activity in all lines of business. Very it's a shame if a company is able to create many products but is constrained by marketing. Using one of the best curricula in the world, namely the Cambridge curriculum, it makes parents feel happy if their children can go to school here. However, the absence of a marketing program to take advantage of the student's parent community at school, cannot manage the website properly, without updating content every day and the school is unable to maximize promotional materials in the form of brochures, banners and websites to attract prospective new students is a weakness. that has been owned so far and requires serious handling.

In the analysis of the company's external environment, it will identify the factors that become opportunities and threats for the company. Companies certainly have opportunities to be exploited for the progress of the company and have threats that need to be avoided so as not to threaten the existence of the company itself. External environment analysis is obtained from Political, Economic, Socio-Cultural and Technological factors.

1. Political Factors

Opportunities and threats can occur in all types of businesses, both businesses in the service and product sectors against the policies implemented by the government. One of the threats is the existence of government regulation no 13 of 2003 which regulates the maximum age for foreign workers. work in Indonesia at the age of 60 years and work experience in the same field at least 5 years. So that when teachers in our schools are almost at that age, schools must immediately find replacements that are in accordance with the government's requirements, and to get quality teachers is certainly not easy and takes quite a long time in the recruitment process. The process of obtaining work permits and residence permits, which takes a long time, is also a factor that needs to be considered when a school is hiring foreigners as teachers.

2. Economic Factors

The economic condition of a country will affect the business factors that occur in the country. The majority of international schools are foreign students and their parents work in Indonesia as experts in various companies in Indonesia. So that it becomes one of the factors for the increase in the number of similar schools in Jakarta and makes competition more stringent in bringing in prospective students, this threat also needs to be of particular concern to schools. Foreign nationals (foreigners) prefer a natural school atmosphere like housing which can be an opportunity for schools and based on data from the Ministry of Education and Culture shows the growth in the number of schools in the last 3 years.

3. Socio-Cultural Factors

The social and cultural diversity of each country is definitely different, various cultures mixed together in international schools can be an opportunity for schools to be able to study their socio-culture. This makes people's trust in international schools better and they are proud to be able to study in these places. The increasing number of schools in Jakarta in the last 3 years proves this that the opportunity to get prospective new students is still wide open. Both are great opportunities for schools to get developed.

4. Technology Factor

The uncontrolled development of new technology will certainly affect the company's external environment. The technology that is currently developing is the use of the internet as a marketing tool or often referred to as internet marketing. Developments in school technology (such as the Internet) which can be used as a marketing tool such as updating the school atmosphere on websites and social media owned by schools, but on the other hand there are threats that need to be watched out for, namely the use of video conferencing as a means of independent learning which has been carried out by many educational institutions, so they can learn from home without having to come to class.

5. CONCLUSION

The SWOT analysis used for selecting alternative strategies at private tertiary institutions at Faletihan University is to find out:

1. It is known that the biggest indicators of Internal factors which are the biggest strengths are (1) Easy location access to reach campuses with a score of 0.27 and (2) Strict screening of prospective employees or educators, resulting in good resources for tertiary institutions with a score of 0.21, while the biggest weaknesses of tertiary institutions are in (1) tertiary institutions do not establish good relations with embassies of other countries by obtaining a score of 0.32 and (2) there is no marketing program to take advantage of the student's parent community in tertiary institutions with a score of 0.27.
2. It is known that the biggest indicators of external factors which are the biggest opportunities are (1) The increasing number of private tertiary institutions in the last 3 years, proving that the opportunity to get prospective new students is still wide open, by obtaining a score of 0.72 and (2) The development of higher education technology that can be utilized (such as the internet) as a higher education marketing tool with a score of 0.51, while the biggest threat lies in (1) There is a government regulation that limits the maximum age of 60 years and a minimum of 5 years experience in the same field, with obtain a score of 0.60 and (2) the government's procedures are quite lengthy to obtain work permits and residence permits thereby influencing foreigners to work and live in Indonesia with a score of 0.34.
3. The right marketing strategy used is a turn around strategy, namely taking advantage of opportunities to be able to overcome the weaknesses of the school.

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