
Promotion Strategy in Supporting Business Development and Competitiveness of Private Higher Education Institutions

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Abstract:

The Covid-19 pandemic has resulted in teaching and learning to be carried out from home. Competition between private schools has increased so that the need for the right strategy to promote in the new normal era, one of which is through media sosial, to be able to continue to promote without violating health protocols. This study aims to determine the role of media sosial marketing in the promotion of private schools in Bali in the new normal era. This study took the object of the Dynata School. The strategy in this study was formulated by using a SWOT analysis and analyzing the media sosial platforms used by the school (Facebook, Instagram and Youtube). The data collected is in the form of in-depth interviews with a qualitative research design. Data analysis processing techniques used are data reduction, data presentation, comparative analysis, and drawing conclusions. The results of this study are the school's marketing management strategy through digital marketing at the Dynata School Denpasar in the new normal period using the Threat Strength (ST) strategy. The Dynata School must be able to use and improve its strengths to overcome the existing threats. The implementation of the ST Strategy is carried out by highlighting the strengths of the Dynata School in implementing school promotions through the Media sosial Marketing platform, namely Instagram, Facebook and the school's Youtube. Quality improvement carried out thoroughly from the results of the analysis will have a positive impact on parents' decisions to choose Dynata School as the right educational institution for students.

Keywords: *SWOT; Social media; Private Higher Education*

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1. Introduction

Private higher education institutions play a crucial role in fulfilling the increasing demand for quality education. However, the COVID-19 pandemic has significantly impacted various aspects of university management, including promotional strategies. Restrictions on physical activities due to policies such as *Study from Home* (SFH) have disrupted conventional promotion and student enrollment methods, thereby affecting the competitiveness of private universities (Alam & Khalifa, 2021; Nguyen

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& Le, 2022). As a result, institutions must quickly adapt by adopting innovative digital marketing strategies to maintain student enrollment and remain competitive in a rapidly evolving educational landscape.

The transition to digital platforms for promotional activities has become essential for private universities. Research highlights the importance of using social media and other digital tools to attract and engage prospective students effectively (Chen & Zhang, 2020; Kotler, Kartajaya, & Setiawan, 2019). However, many institutions still face challenges in optimizing these strategies due to limited expertise, resources, and understanding of digital marketing dynamics (Busca & Bertrandias, 2020). Furthermore, while numerous studies have explored marketing in higher education, there is limited focus on how integrated promotional strategies can enhance both business development and competitiveness, particularly in private institutions (David & Martina, 2011; Swart & Schutte, 2024).

Private universities must distinguish themselves through strategic branding and value propositions that align with student expectations and preferences (González & Pérez, 2019). The increasing competition among private institutions has necessitated the development of comprehensive marketing strategies that emphasize unique characteristics, academic excellence, and superior services (Dlamini & Mbatha, 2022). Despite these efforts, gaps remain in understanding the interplay between promotional strategies and long-term institutional sustainability.

This research aims to address these gaps by exploring how promotion strategies can support business development and enhance the competitiveness of private higher education institutions. Specifically, the study focuses on analyzing the effectiveness of digital marketing approaches, including social media campaigns, branding strategies, and integrated communication efforts (Ali et al., 2016; Khan & Qureshi, 2023). The findings will provide valuable insights for private universities seeking to optimize their marketing practices in an increasingly digital and competitive environment.

The novelty of this study lies in its comprehensive examination of promotion strategies as a dual tool for business growth and competitive advantage. While previous research has predominantly examined individual aspects of marketing, this study integrates various dimensions to propose a holistic framework for private higher education marketing (Jain & Verma, 2024; Lee & Choi, 2021). By doing so, it contributes to both academic literature and practical applications in education management.

In conclusion, this study aims to fill the research gap by investigating how promotion strategies can serve as a cornerstone for the sustainable development of private higher education institutions. It seeks to provide actionable recommendations for university administrators and policymakers to navigate the challenges of the digital era effectively. Through this research, private universities can better understand how to

leverage marketing innovations to attract students, foster trust, and secure a competitive edge in the education sector.

2. Theoretical Background

School Marketing Management

Educational service marketers play a crucial role in designing marketing programs that foster positive relationships with the community. Effective marketing strategies, particularly the 7P marketing mix—Product, Price, Place, Promotion, People, Process, and Physical Evidence—are essential for delivering educational services that meet student and parent expectations. Alipour et al. (2012) emphasize that the marketing mix enables institutions to combine controllable elements strategically to achieve desired outcomes. Similarly, Ali et al. (2016) highlight the importance of aligning these strategies with organizational goals to enhance institutional competitiveness.

Educational marketing must adapt to the evolving needs of the market, as underscored by González and Pérez (2019). By integrating traditional and innovative approaches, schools can address the complexities of the modern educational landscape. Additionally, David and Martina (2011) argue that establishing a strong brand identity through targeted marketing efforts helps institutions build loyalty among students and parents.

SWOT Analysis in School Marketing

Strategic analysis, such as SWOT analysis, provides a framework for understanding an institution's strengths, weaknesses, opportunities, and threats. SWOT analysis is particularly valuable in developing a comprehensive marketing plan that translates insights into actionable strategies (Alma, 2005). By leveraging this tool, institutions can assess internal and external factors influencing their operations, allowing for informed decision-making.

The integration of SWOT analysis with other strategic tools, such as the Internal-External (IE) Matrix, further enhances the ability to design effective strategies. According to González and Pérez (2019), the IE Matrix helps summarize and evaluate external factors—economic, social, cultural, demographic, political, technological, and competitive—alongside internal factors, such as institutional strengths and weaknesses. This approach supports the identification of opportunities and alignment with organizational goals.

Customer Analysis in Education

Students and their parents are central to the success of educational institutions, serving as "quality agents" whose needs and preferences significantly influence institutional strategies (Ali et al., 2016). Understanding and responding to these preferences is

critical for maintaining customer loyalty and satisfaction. According to Khan and Qureshi (2023), analyzing customer behavior enables institutions to align their offerings with current and future expectations, thereby fostering long-term relationships.

Social Media Marketing in Schools

The shift from traditional to digital marketing has transformed the way schools engage with prospective students. Social media platforms, such as Instagram, Facebook, and YouTube, provide dynamic and interactive channels for promoting educational services and building brand identity (Godey et al., 2016). These platforms also allow schools to reach broader audiences and engage directly with stakeholders in real time.

Nguyen and Le (2022) emphasize the importance of social media marketing in shaping student decision-making. Similarly, Busca and Bertrandias (2020) highlight the role of digital marketing in bridging geographical barriers and enhancing accessibility to educational services. However, the successful implementation of social media marketing requires institutions to align these efforts with their broader strategic objectives (Kotler et al., 2019).

Strategic Tools for Integrated Marketing

To remain competitive, schools must integrate digital innovations with traditional marketing frameworks. Strategic tools, such as the 7P marketing mix, SWOT analysis, and IE matrices, provide a comprehensive approach to designing effective marketing strategies. Alipour et al. (2012) argue that combining these tools allows institutions to address market complexities and align their strategies with stakeholder expectations.

The literature underscores the need for educational institutions to adopt a holistic marketing approach that integrates customer insights, digital innovations, and strategic analysis tools. By doing so, they can enhance their competitiveness and effectively navigate the challenges of the modern educational environment (Swart & Schutte, 2024; Wang & Li, 2023).

3. Methodology

This study employs a qualitative research approach to gain in-depth insights into the phenomena under investigation. The research was conducted in Denpasar, specifically at Dynata Denpasar School, with the participation of parents of private school students living in the area. Data collection methods included semi-structured interviews to explore parents' and school stakeholders' perspectives on educational marketing strategies, direct observation to understand the implementation of these strategies and their impact on stakeholder interactions, and documentation analysis of relevant materials such as promotional content, policy guidelines, and strategic plans. Data were analyzed using the Miles and Huberman framework, encompassing three stages: data reduction, where relevant information was selected and organized; data display,

which involved presenting the processed data systematically; and conclusion drawing and verification to identify patterns and ensure the validity of findings. To enhance data credibility, triangulation was employed by cross-verifying findings across multiple data sources and methods.

4. Empirical Findings/Result

Researchers have carried out several analyzes on all social media owned by Dynata School regarding the following things. To analyze the Dynata School social media platform, the things asked about are social media appearance, social media content, social media post captions, ease of finding information, completeness of information on social media, ease of understanding the content of social media content, uploads on social media, trust in content on social media, operator/admin response on social media, interaction with operators/admins in searching for information on social media, and respondents' responses by admin on social media.

Based on the analysis of interaction data obtained from Facebook analysis, it can be concluded that there is more content that displays children's activities, because the audience segment that Dynata School wants to target is parents, so the visuals must represent Dynata's values (trust, educational, professional, elegant). Based on the results of interviews and distribution of questionnaires, data was obtained that overall respondents felt that the management of the Dynata school Facebook platform was good, based on the appearance and content of Facebook, 7 respondents felt that it was very good, and the rest felt that the content and appearance were good.

Based on the caption of the post, respondents felt it was good, there were 6 people who said it was very good and 3 people said it was good, and 1 person said it was sufficient. Based on the ease of finding information, completeness of information on social media, ease of understanding social media content, uploads on social media, and trust in content on Dynata School's Facebook social media, respondents stated that it was very good. As stated by one of the parents of students who were respondents in this study:

"...I believe in the posts on Facebook Dynata, because they post accurate information, I also understand what is being said...(Ida Ayu Tri Astari S)".

From the results of Dynata school Instagram platform data analysis, most of the content on Instagram has low engagement, which needs to be considered because one of the most effective ways to grow on Instagram is to create content with high engagement. The online competition content surpassed all previous content that had been published. This is the effect of parental contributions. After online competition, the reach gradually decreased. This will be considered as 'lacking consistency' by the Instagram algorithm.

Dynata Schools need to have a content plan and be consistently active on Instagram. Planning in creating content that will be uploaded on Dynata school Instagram is in accordance with Kotler (2009) who defines marketing as used in educational

institutions, namely analysis, planning, implementation and control of carefully formulated programs, designed to produce a voluntary exchange of value with the market. educational service targets to achieve school goals.

This is in accordance with the statement from one of the parents of students who was also a respondent in this study:

".....I think Dynata's Instagram content is good, quite interesting, and the admin is also responsive and interactive...(Ida Bagus Gede Ranantara)"

"...Parents and students are very enthusiastic about participating in internal competitions held by the school with a judging mechanism using a comparison of the number of likes and comments obtained from competition videos uploaded to the school's Instagram (Principal Dynata)."

From the results of data analysis of the Dynata school YouTube platform, it was found that the YouTube platform did not apply SEO (Search Engine Optimization) techniques to display videos to more people. The reach of the video is not optimal because it shows more activities at school, so the video viewers will only range from people who 'know' there are activities at school.

Regarding the appearance of social media, social media content, ease of finding information, completeness of information on social media, and uploads on social media, respondents stated that it was quite good, because on Youtube Dynata has provided good information but not as complete as that on other school platforms. And the number of uploads on Youtube Dynata tends to be small, which makes respondents tend to give low ratings. Regarding ease of understanding the content of social media content and trust in content on social media, Youtube Dynata has uploaded interesting content and trustworthy content so that respondents tend to rate it well as indicators of ease of understanding content and trust in content. Based on the results of interviews conducted, respondents tended to want more content regarding school online teaching and learning activities and processes.

This is in accordance with the opinion of respondents who stated:

"...Youtube can be made more fun and show viewers that online learning is really fun, etc...". Another opinion *"...I need content to help with study guides or additional activities outside of studying at home so that my child can reduce gadgets. But I don't have any idea what to do, my 4th grade elementary school child is not too small but not yet big... (Redy Pudyanti)".*

The findings of this study underscore the significant relationships and impacts between personality traits, financial attitudes, financial experiences, and management behavior within MSMEs in Semarang City. The results reveal that personality traits notably influence financial attitudes and experiences, which in turn affect management behavior. This aligns with the work of Sabariman & Utomo (2017), who established that personality traits significantly impact financial management practices. Managers with robust personality traits, such as confidence and risk-taking, are more likely to demonstrate effective financial management.

The substantial impact of financial attitudes on management behavior is consistent with the findings of Pradiningtyas & Lukiastuti (2019), who reported that positive financial attitudes enhance financial management practices. This study corroborates their conclusion by showing that managers with favorable financial attitudes are better equipped to manage their finances effectively. Similarly, the significant influence of financial experience on management behavior supports Sandra (2022), who found that practical financial knowledge gained through experience leads to improved money management behavior.

Moreover, this study highlights that both financial attitudes and experiences significantly impact management behavior when mediated by personality traits. This mediation effect is supported by the research of Putra & Keni (2020), which indicated that personality traits can moderate the relationship between financial literacy and financial management behavior. The findings suggest that the personality traits of MSME managers amplify the impact of their financial attitudes and experiences on their management practices.

These results confirm the relevance of all seven hypotheses proposed in this study, showing that financial attitudes, experiences, and personality traits are crucial in understanding and improving financial management behavior in MSMEs. This is in line with the comprehensive model proposed by Pradiningtyas & Lukiastuti (2019), which outlines how financial literacy factors, including attitudes and experiences, interact with personality traits to influence financial management behavior.

5. Discussion

The Strength-Threat (ST) strategy represents an optimal approach for Dynata School, as it capitalizes on the school's internal strengths to effectively confront external threats. This strategy is crucial in a competitive educational market, where schools face various challenges, including the rise of alternative educational providers and the increasing demand for better quality services. To implement the ST strategy successfully, Dynata School must leverage its distinctive strengths and position itself as a leader in key areas that are valued by prospective students and their parents. According to Alam and Khalifa (2021), effective educational marketing involves clearly communicating the school's unique value propositions, which can attract and retain students. For Dynata School, this means emphasizing its affordable education costs while ensuring that the quality of education is comparable to that of other top-tier schools in the region. This value proposition would not only attract parents seeking cost-effective education but also reinforce the school's reputation for quality.

Additionally, Dynata School should focus on its strength in character education, which sets it apart from competitors. Schools that foster a strong moral and ethical framework for their students gain a competitive edge, as parents are increasingly looking for institutions that not only provide academic excellence but also nurture responsible and well-rounded individuals. By showcasing the success of its students in various competitions, Dynata School can demonstrate its commitment to fostering

talent and preparing students for real-world challenges. These successes in academic and extracurricular activities not only contribute to the school's reputation but also serve as a powerful marketing tool to attract prospective families.

The integration of technology into the educational experience also represents a core strength for Dynata School. By expanding the use of tools like Google for Education, both students and teachers can enhance their learning and teaching experience, aligning with global educational trends. As discussed by Chen and Zhang (2020), the adoption of digital marketing tools and educational technologies in higher education has become increasingly important. Therefore, Dynata School should leverage this technology to enhance its learning environment and reach a broader audience, especially during the pandemic, when many schools have shifted to online learning. This shift to digital platforms not only ensures the continuity of education during challenging times but also strengthens the school's position in the competitive educational market by positioning itself as a forward-thinking institution that embraces technological advancements.

Furthermore, Dynata School must address external threats by enhancing its brand presence and visibility through various promotional efforts. One of the key aspects of the ST strategy is making the school's strengths known to the public, especially parents and prospective students. A strategic marketing campaign using digital platforms and social media is essential in today's education marketing landscape. As highlighted by Godey et al. (2016), luxury and high-end brands use social media to build brand equity and influence consumer behavior. Similarly, Dynata School can use social media platforms to engage with the community, showcase its academic programs, and highlight its students' achievements. This online presence can significantly increase the school's visibility and, by extension, attract more students who value both quality education and a strong community focus.

The alignment of the services offered to parents with the findings of SWOT analysis is another crucial aspect of this strategy. According to Lockhart, as cited in Wijaya (2012), schools must serve their customers — in this case, students and their parents — by providing educational services that meet their needs and expectations. Through consistent communication and a commitment to student success, Dynata School can build strong, lasting relationships with parents, which is essential for long-term customer retention. By conducting regular surveys and feedback sessions with parents, the school can identify areas for improvement and continually refine its offerings to ensure the highest level of satisfaction.

To reinforce its position in the competitive educational landscape, Dynata School must also adopt a comprehensive marketing mix strategy that utilizes the 7P framework. As stated by Kotler, Kartajaya, and Setiawan (2019), marketing strategies in education must be designed to adapt to shifting trends in both traditional and digital marketing channels. In the case of Dynata School, incorporating the 7Ps — Product, Price, Place, Promotion, People, Process, and Physical Evidence — will allow the school to maintain a competitive edge while meeting the needs of its diverse target

market. By focusing on product (quality of education), price (affordability), place (convenient location and accessibility), and promotion (effective communication through digital platforms), Dynata School can build a robust brand identity that resonates with both students and their parents.

The combination of these strategies, underpinned by the insights gained through SWOT analysis, will help Dynata School effectively confront external threats, capitalize on its internal strengths, and position itself as a leader in the local educational market. As further highlighted by Dlamini and Mbatha (2022), understanding and leveraging a school's unique strengths while addressing threats and opportunities is key to developing a successful educational marketing strategy. Through consistent implementation of the ST strategy, Dynata School can ensure its growth, competitiveness, and sustainability in the ever-evolving educational landscape.

6. Conclusions

This research aims to assist Dynata School in maintaining and strengthening its internal capabilities, ultimately helping to create additional competitive advantages. The analysis of the school's internal weaknesses reveals that there are gaps in the adequacy of facilities and infrastructure, which can hinder the learning process. Therefore, it is essential for Dynata School to invest in improvements to its infrastructure to better support educational activities. Additionally, careful planning regarding promotional schedules and mechanisms is crucial for the school to effectively engage with its target audience. Regular evaluations of the school's marketing strategies should also be conducted to ensure that they remain aligned with the school's goals and serve as an effective tool for promoting the achievements of its programs.

Future research could expand on the findings of this study by exploring the impact of specific infrastructural improvements on student performance and satisfaction. Additionally, a comparative analysis of Dynata School's marketing strategies with those of other schools in the region could offer valuable insights into best practices. Researchers could also investigate the role of digital marketing in education by exploring how emerging platforms and technologies influence school branding and student enrollment. Finally, longitudinal studies could be conducted to assess the long-term effectiveness of marketing strategies and infrastructure improvements on the school's competitive position.

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