

Marketing Strategy To Improve Students and Graduates Quality

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Abstract

Increasing competition among private school, vocational school and high school to get new students every year makes a lot of private school arrange strategies in meeting the needs. Purposes of this study are 1) To determine external and internal factors of Private Senior High School X in Bandung. 2) To know the marketing strategy of Private Senior High School X in Bandung to increase the number and quality of graduate students and to identify strengths, weaknesses, opportunities, threats that could face competition and market needs, 3) To know how marketing strategy of Private Senior High School X Bandung by segmenting, targeting, positioning and marketing mix to improve students and quality of graduates. The results showed that external environmental factors have high appeal while internal factors have power that is quite low on increasing the number of students and graduates quality. Private Senior High School X in Bandung must implement strategies to improve the schools' quality by improving the quality of learning process, human resources, facilities and the promotion of external and internal aided with featured extra. Therefore, we are able to expect an increasing number of students and graduates' quality year to year.

Key words: External factors, Internal factors, SWOT analysis, gap analysis, quality of graduates

INTRODUCTION

One of the functions of a Nation is the Nation's intellectual life. Pasal 31 UUD 1945 stated that every citizen is entitled to education. On that basis, government as the state official has a big task. Equal access must be provided to all citizens of Indonesia at every level of education. Qualified education (*Undang-Undang Nomor 20 Tahun 2003*) will be needed by today's society, especially by parents who understand the importance of education. Therefore every school strives to improve its quality in order to meet the demands of society.

With the improving climate and the public interest in the field of qualified education, it results that the level of competition among private school becomes increasingly stringent. The increasing fierce competition, especially between private high schools to get new students every year makes a lot of private school create strategies in meeting the needs and the urge of students and parents. Each private school must put students and parents' satisfaction orientation as the primary goal which is assured to be the primary key to win the competition in getting new students.

In addition to competing among private high schools, competing with vocational schools is also one of the factors causing reduction in the number of students every year. The government, either the Ministry of National Education vigorously promotes vocational schools through the slogan "SMK Bisa!".

As one of the private high schools, Private Senior High School X located in Bandung also decreased in number of students from year to year. Here is a table of the target and the actual number of new student acceptances (PPDB) in Private Senior High School Bandung.

Table 1. Target and Realization of Number of Students from PPDB Result

No	Year	Target	Realization	Difference
1	2007-2008	600	472	128
2	2008-2009	500	321	179
3	2009-2010	400	303	97
4	2010-2011	500	294	206
5	2011-2012	400	285	115
6	2012-2013	500	342	158

Source: Vice of Headmaster of Public Relations of Private Senior High School X in Bandung

The table above shows that the targets set by the school and the realization of the number of accepted students who enrolled has a big difference. There may be a continuous decline in number of students if such conditions is left unaccounted. Therefore, we need a good marketing strategy to solve this problem. On the other hand, school should also continuously improve its infrastructures such as additional classrooms, projector procurement, facilities improvement including toilets, laboratories, libraries and prayer room. The sports field is inadequate because it merged with other schools, as well as science laboratories which could not accommodate 40 students.

In addition to improving the infrastructures, improving the quality of graduates is also one of the marketing strategies of educational services. Marketing strategy needs to be further observed, both inside and outside school, including the environment. This is one of promotion strategies to get attention from any public or private junior high school which should also be done on each admission of new students. However, those strategies have not shown the increasing number of students and graduates' quality. This is seen in the data of new admissions and enrollment at public universities on previous year (Table 2).

Private Senior High School X in Bandung has taken a marketing strategy that aims to increase the number of new students. The aims are (1) to improve the quality of education including providing the opportunity for every teacher to continue their education to Master Degree in order to improve their knowledge and ability, (2) to increase the infrastructure procurement of projector in every classroom to facilitate learning activities for students, and (3) to improve human resources; both teachers and students with a learning process based on science and technology.

The marketing strategy both internally and externally is basically needed to promote the school to any public or private junior high school performing on each admission of new students. Promotion can be conducted among others by holding tryouts for grade 9 of Junior High School students held at Private Senior High School, performing the inclusion of extracurricular activities at every farewell party in Junior High School, spreading leaflets in the city transportation boarded by junior high school students, pasting posters and banners in the middle and on the strategic highway, as well as direct promotion to Junior High School class guardian and students. In additional. Improving the quality of graduates, human resources, infrastructure and learning process is importantly necessary on an ongoing basis. However, these strategies have not already shown either increasing number of students or graduates' quality.

METHOD

Marketing encompasses the entire process relating

to business activities aimed at planning, pricing, promoting and distributing goods or services that will satisfy the needs of both actual and potential buyers. SWOT (Strength, Weakness, Opportunity and Threat) Analysis (David, Fred R, translated by Dono Sunardi, 2009: 327) is necessary to determine the marketing strategy in Private Senior High School X in Bandung. The analysis of the chosen external environment determines market segmentation, target market and market placement, based on demographic, geographic, social, economic and government policy and analyzes the internal environment in the form of marketing mix consisting of product (quality of graduates), price, location, promotion, human resources, infrastructure and processes. Therefore, the program can be determined from each marketing mix, the result that was fully obtained, and the right marketing strategy. Based on the analysis, the expected result is to find the right marketing strategy and its effectiveness and to increase the number of students and graduates' quality.

Schematically, the framework describing the logic research process: including research background definition, analysis and conclusion of the study is thoroughly described in Figure 1 (David, translated by Dono Sunardi, 2009; Edward Sallis 2006, Fandy Tjiptono, 2000; Hitt, 2001; Kotler and Keller, 2010; Fine, 2009; Hashemi, et.al; Ommani, 2011). Research propositions expressed as followed: "Having obtained the right marketing strategy based on internal and external factors as well as marketing programs can be implemented in Private Senior High School X in Bandung, it is expected there will be an increase in the number of students and the quality of graduates."

The parameters of the research are school's internal factors of product, price, promotion, human resources, school infrastructure and learning process. School's external factors include market segmentation, target market, market placement, government policies, competitors and consumers. As a source of research data that initial informants were purposively selected. The procedure of collecting data is through observation, interviews, and documentation. Steps for data analysis technique starts from data reduction, data display, conclusion and verification. The qualitative research starts from pre field, the implementation phase of the study, member check activity.

RESULT

Gap analysis found some gaps between the results of interviews with the facts found in the field, which are the discrepancy between expected by principals, educators and also students in improving the quantity and quality of Private Senior High School X in Bandung. Weaknesses encountered in Private Senior High School X in Bandung related to the quantity and quality improvement of the school. The weaknesses

are as followed:

- a. The potential development in the field of non-academic students such as extracurricular is admirable but it is less in academic field.
- b. The improvement of graduates' quality is not all detected due to the lack of communication with alumni who have accepted at public or private universities or employed. Therefore, the data is not complete yet.
- c. The improvement of students' quality by conducting enrichment and remedial programs is not really effective. Students completed the assignments do not fit so well with the enrichment.
- d. Students who are enrolled in public or private universities are not the flagship product of X Private High School Bandung. There are few students enrolled in public or private universities to the total number of students. There are also less promotion for students who enrolled in public universities.
- e. In fact, the increase of human resources for teachers and employees is rare, especially in In-House Training (IHT) activities, seminars and upgrading activities. There are also problems with the teachers who continues their study to Master Degree. They are still given teaching and administrative duties, therefore it is a bit hard for them to spare some times.
- f. Although it is not really effective and maximal, there is an increase in improving the school infrastructure: especially science laboratory facilities, sports field, and classes which were inadequate, limited and narrow before.
- g. The learning process is quite effective including in the administration section. However, arranging lesson plan and syllabus are often not compatible for such conditions and times.

Strategy formulation starts from the analysis of external and internal factors. The total score gained from the evaluation of external factor is 3.02. This score is above the average of 2.5, therefore it can be concluded that Private Senior High School X in Bandung responded well to opportunities and threats in order to increase the number of students and the quality of graduates. The total score gained from the evaluation of internal factors is 2.35 which is below the average of 2.5. It means that marketing strategy in Private Senior High School X in Bandung does not really give significant influence to increase the number of students and graduates' quality.

On that basis, two alternative strategies are taken to match the result phase. First is to improve school's quality itself by improving the quality of learning process, human resources (principals, teachers, staff and students) and infrastructures. Second is to promote the school by creating excellent programs and extracurricular activities both internal (inside the school)

and external (outside the school). These strategies are considered relevant by some researchers.

Strategies to improve the quality of schools by improving the quality of the learning process, human resources (principals, teachers, staff and students), and infrastructure are taken as decisions. This is because the internal factors inside the school which includes marketing mix such as products (graduates), price, process learning, human resources, infrastructure, place and promotion is considered weak and requires improvement and enhancement in the internal quality of the school.

As strategy tools, policies and programs will be able to give direction to the achievement of objectives. As it aims to analyze the marketing strategy in order to increase the number of students and the quality of graduates, some programs are made based on the strategy set as the first strategy. It focuses on the improving quality of learning process, human resources (principals, teachers, staff and students), and infrastructures. It also refers to the marketing mix of services or school's internal factors, namely product program, place program, pricing program, promotional program, human resources program, infrastructures, and process and strategy program. Known as the second, there is also a strategy which focuses on promotion dealing with promoting excellent programs and extracurricular both external (outside school) and internal (inside school). There are also external factors, including market segmentation, target market and market placement. Program created can later be implemented and finally be evaluated after having been implemented by the school.

Those programs will succeed if there are conducive working environment, communicative and harmonious between each factor. However, improving the human resources must be done first since it is the dominant factor and determinant of the success of the program. Quality resources will have a strong commitment to try to achieve success, in this case primarily the principal as the top leadership and policy makers.

Furthermore, Yohana in Akdon (2009:249) states that the reciprocation of an organization is dependent on the ability of the leading people in managing and fostering its members to achieve organizational goals. The leaders who can create and implement strategies and programs well are supported by all existing human resources, such as teachers, employees, students and the school committee. For the implementation of the program, it is carried out in stages in accordance with the conditions and continuous. Therefore, the achievement of the strategy will initially be a provision to further strategy implementation.

CONCLUSION

External environmental factors (demographics, geography, government policies, market segmentation,

target market, positioning) have high attraction to the increasing number of students and the quality of graduates, while internal factors (product, price, people, process, physical evidence, promotion, place) have a power that is not too high to increase the number of students and the quality of graduates. Private Senior High School X in Bandung has yet to maximize in utilizing the strengths and fix the weaknesses existing in the high school environment that should be improved.

From gap analysis results, there are still gaps and mismatches between what has been expected by principals, educators, and students and reality facts in improving the quantity and quality of Private Senior High School X in Bandung. Student's potential development lacks in some ways, while the improvement of human resources for teachers and employees is in fact really rare. However, there is some improvements in improving the infrastructure, although it is not really maximum.

Private Senior High School X must implement strategies to improve the school's quality by improving learning process, human resources (principals, teachers, staff and students), infrastructure, and internal and external promotions. Therefore, it also helps to increase number of students and graduates' quality every year.

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APPENDIX

Table 2. Graduates of Private Senior High School X in Bandung

No	School year	Total Graduate (Student)	Students who applied for SNMPTN	Accepted in PU	Those who were not accepted	Percentage of the accepted
1	2011-2012	278	166	53	113	32%
2	2010-2011	320	160	42	118	26%
3	2009-2010	427	171	41	136	24%
4	2008-2009	352	141	27	114	19%

Source: Public Relation of Private Senior High School X in Bandung

Table 3 Operationalization of Parameter

Problem Formulation	Parameter and Concept	Dimension	Type of Data	Data Source
External Environment Factors	External factors are the conditions, situations, circumstances, events and influences beyond or around the organization that have an impact on the life of the organization. (Akdon, 2009; 111)	Demography	Document Research, Interview, Observation	Headmaster, Vice Headmaster of Public Relations, Students
		Geography	Interview, Observation	Vice Headmaster of Infrastructure, Students
		Economic Level	Document Research, Interview	Headmaster, Vice Headmaster of Public Relations, Students

		Competitor	Interview, Observations	Chairman of PPDB, Publication Division of PPDB
Internal Environment Factors	Internal Factors are the conditions, situations, circumstances, events and influences within the organization that have an impact on the life of the organization. (Akdon, 2009; 111)	Product (Quality of Graduates)	Document Research, Interview	Headmaster, Vice Headmaster of Curriculum, Coordinator of Quality Development
		Price	Document Research, Interview, Observation	Headmaster, Treasurer, Students
		Learning Process	Document Research, Interview, Observation	Vice Headmaster of Curriculum, Teaching Staffs, Coordinator of Quality Development Students
		Place	Interview, Observation	Headmaster, Vice Headmaster of Infrastructure, Students
		People (Human Resource)	Document research, Interview, Observation	Headmaster, Vice Headmaster of Curriculum, Vice Headmaster of Student Affairs, Teaching Staffs, Coordinator of Quality Development Students
		Physical Evidence (Infrastructure)	Interview, Observation	Headmaster, Vice Headmaster of Infrastructure, Students
		Promotion	Interview, Observation	Headmaster, Chairman of PPDB, Publication Division of PPDB
Internal Organization Factors	Strength is positive internal situation and capability that enable organizations to meet strategic advantage in achieving the vision and mission. (Akdon, 2009; 111)	Product - 100% passes NE - Accreditation A - Extracurricular - Accepted in PU	Document Research, Interview, Observation	Headmaster, Vice Headmaster of Curriculum, Vice Headmaster of Public Relations, Coordinator of Quality Development Students
		Internal and External Promotions	Document Research, Interview	Headmaster, Chairman of PPDB, Publication Division of PPDB
		Place - Strategic Place	Interview, Observation	Vice Headmaster of Infrastructure, Students
		Process - KTSP of Private Senior High School X	Document Research, Interview	Headmaster, Vice Headmaster of Curriculum, Students
		People - 99% of teachers are Bachelor Degree	Document Research, Interview	Vice Headmaster of Curriculum, Coordinator of Quality Development

		Physical evident - Procurement of Projector in every class	Interview, Observation	Vice Headmaster of Infrastructure, Students
	Weakness is a negative situation and factor in the organization that hinder the organization to achieve its vision and mission. (Akdon, 2009; 111)	Product - few SNMPTN participants	Document Research	Vice Headmaster of Public Relations
		Price - not transparent	Document Research, Interview, Observation	Headmaster, Treasurer, Teaching Staffs
		Process - remedial and enrichment is ineffective	Interview, Observation	Vice Headmaster of Curriculum, Teaching Staffs, Students
External Organization Factors	Opportunity is a positive external situation and capability that enable organizations to meet strategic advantage in achieving the vision and mission. (Akdon, 2009; 112)	People - Training	Interview, Document Research	Vice Headmaster of Curriculum, Teaching Staffs
		Government Policy - Teacher Certification	Interview	Teaching Staffs, Coordinator of Quality Development
		Social Economic	Interview, Observation	Headmaster, Vice Headmaster of Public Relations, Students
		Market Segmentation	Interview, Observation	Headmaster, Vice Headmaster, Students
	Threat is a negative external factor in the organization that hinder the organization to achieve its vision and mission (Akdon, 2009:112)	Government Policy - <i>SMK BISA</i>	Interview	Headmaster, Chairman of PPDB, Publication Division of PPDB
		Competitors - Public High School, Private High School, Vocational School	Interview, Observation	Headmaster, Chairman of PPDB, Publication Division of PPDB
Internal Marketing Factors	Marketing Mix is a critical internal elements that form the organization's marketing program (Buchori Alma, 2009:130)	Product (Quality of Graduates)	Document Research, Interview	Headmaster, Vice Headmaster of Curriculum, Coordinator of Quality Development
		Price	Document Research, Observation, Interview	Headmaster, Treasurer, Students
		Learning Process	Document Research, Interview, Observation	Vice Headmaster Curriculum, Teaching Staffs, Coordinator of Quality Development Students
		Place	Observation, Interview	Headmaster, Vice Headmaster of Infrastructure Students

		People (Human Resource)	Document Research, Interview, Observation	Headmaster, Vice Headmaster of Curriculum, Vice Headmaster of Students Affair, Coordinator of Quality Development Teaching Staffs, Students
		Physical Evidence (Infrastructure)	Interview, Observation	Headmaster, Vice Headmaster of Infrastructure Students
		Promotion	Interview, Observation	Principal
External Marketing Factors	Segmentation is the attempt of separating market in groups of buyers according to the specific type of product and the marketing mix (Herry Achmad B, 2009:94)	Age	Interview, Observation	Headmaster, Vice Headmaster, Students
		Geography	Interview, Observation	Headmaster, Vice Headmaster, Chairman of PPDB, Publication Team, Students
		Social Economic	Interview, Observation, Document Research	Headmaster, Vice Headmaster, Students
		National Exam Result	Document Research	Headmaster, Chairman of PPDB, Publication Division of PPDB
	Targeting is an activity of assessing and selecting one or more market segments to enter. (Herry Achmad B, 2009 : 94)	Age 12-17 year old	Interview, Document Research	Headmaster, Vice Headmaster
		Primary and Secondary Junior High School that are close to X Private High School	Interview, Observation, Document Research	Headmaster, Chairman of PPDB, Publication Team
		Middle-Lower Economic Level	Interview, Observation, Document Research	Headmaster, Chairman of PPDB, Publication Team
		NU Result below Public Junior High School Cluster 3	Document Research	Chairman of PPDB, Publication Team
	Positioning is an activity to formulate the product placement in the competition and put detailed marketing mix (Herry Achmad B, 2009:94)	Young Education Success	Interview	Headmaster, Vice Headmaster
		Have Morale, Have Achievement, <i>Nyunda</i>	Interview	Headmaster, Vice Headmaster
		External Marketing Program	Interview, Observation	Headmaster, Vice Headmaster
	Program is a design on the principle as well as businesses that will run for a particular purpose (<i>Kamus Bahasa Indonesia</i>)	Internal Marketing Program	Interview, Observation	Headmaster, Vice Headmaster

Table 4. External Factors Evaluation Matrix

No	Main External Factors	Weight	Rank	Score
Opportunities				
1	Government regulation of teacher certification that can increase human resources of both teachers and students indirectly.	0,05	1	0,05
2	Income levels rise.	0,04	1	0,04
3	Public awareness of the quality of education increases.	0,1	3	0,3
4	Heterogeneous market segment so that all students can be accepted at X Private High School.	0,3	3	0,9
Threats				
1	Ministry of National Education program on SMK BISA with Vocational School with the ratio of 70%:30% of High School.	0,2	4	0,8
2	The addition of classrooms at Public High Schools.	0,1	4	0,4
3	Competition between Public High School, Private High School and Vocational School to get new students.	0,07	4	0,28
4	Education costs paid by the public increases.	0,03	1	0,03
5	People's demand for increase in quality of educational services.	0,06	2	0,12
6	The decline in the number of Junior High School students because of the success of the family planning program.	0,05	2	0,10
TOTAL		1		3,02

Table 5. Internal Factors Evaluation Matrix

No	Main Internal Factors	Weight	Rank	Score
Strengths				
1	An increase in the percentage of students who are enrolled in public universities.	0,04	3	0,12
2	100% pass the national exam.	0,06	3	0,18
3	A-List Accredited (very good).	0,06	3	0,18
4	Featured extracurricular programs.	0,07	3	0,21
5	Promotion outside of and in school.	0,07	4	0,28
6	Strategic location, easy access.	0,08	4	0,32
7	The learning process in accordance with KTSP and all in the morning.	0,04	3	0,12
8	99% of teachers are Bachelor Degree.	0,05	3	0,15
9	Projector in every classroom.	0,06	3	0,18
Weaknesses				
1	Only a few students who applied for SNMPTN compared to the total number of students.	0,04	1	0,04
2	Financial policy is not transparent.	0,07	2	0,14
3	The learning process is not effective because it takes too long.	0,06	1	0,06
4	Remedial and enrichment is not running properly.	0,05	1	0,05
5	Socialization and training of teachers and employees is less.	0,07	1	0,07
6	Classrooms are not in accordance with the number of students.	0,07	2	0,14
7	Science laboratory facilities are inadequate.	0,05	1	0,05
8	Sports field is limited.	0,06	1	0,06
TOTAL		1		2,35

Table 6. SWOT Analysis Matrix

Strengths (S)		Weaknesses (W)	
1	An increase in the percentage of students who are enrolled in public universities.	1	Only a few students who applied for SNMPTN compared to the total number of students.
2	100% pass the national exam.	2	Financial policy is not transparent.

3	Accredited A (very good).	3	The learning process is not effective because it takes too long.
4	Featured extracurricular programs.	4	Remedial and enrichment is not running properly.
5	Promotion outside of and in school.	5	Socialization and training of teachers and employees is less.
6	Strategic location, easily accessible.	6	Classrooms are not in accordance with the number of students.
7	The learning process in accordance with KTSP and all in the morning.	7	Science laboratory facilities are inadequate.
8	99% of teachers are Bachelor Degree	8	Sports field is limited.
9	Projector in every classroom.		

Opportunities (O)		SO Strategies		WO Strategies	
1	Government regulation of teacher certification that can increase human resources of both teachers and students indirectly.	1	With the certification of teachers, it is required in professionally and responsible for improving the quality of students and teachers try to continue their education so that more and more is accepted in the PU. (S1, S8, O1)	1	More students who applied for SNMPTN because of the quality of human resource is better with professional teachers and students' parents' revenue increases. (W1, O1, O2)
2	Income levels rise.	2	Students who are located in remote places can get in X Private High School as a strategic place especially by private vehicle. (S6, O2)	2	Students whose parents have a high economic level could be a donor for the improvement of school facilities and cross-subsidies and financial policy to be transparent with the role of the school committee. (W2, W6, W7, W8,02)
3	Public awareness of the quality of education increases.	3	Students' parents expect schools with good quality which 100% passed the NE and accredited, qualified human resources and teacher certification, complete facilities such as projector, so X Private High School should create programs to increase all of them. (S2, S3, S4, S6, S7, S8, S9,01, O3)	3	The learning process redesigned with interesting distribution of hours of lessons and not dull like sports, and art on the hour to 8-10 or interesting learning methods are used. Training, IHT, MGMP , seminars for teachers so the human resources of teachers are qualified. Remedial and enrichment time must be programmed and students are given a time limit. (W3, W4, W5,03)
4	Heterogeneous market segment so that all students can be accepted at Private Senior High School X.	4	Increasing the number of students who got accepted so it increases the output, with featured extra programs and promotions both external and internal. (S1, S4, S5, O4)	4	External promotion has a wider geography and more visit to junior high schools as well as internal promotion which mean there should be improvement of classrooms adapted to the number of students so it won't be too stuffy and uncomfortable, and also repairment and improvement of facilities. (W6, W7, W8, O4)

Threats	ST Strategies	WT Strategies
1 Ministry of National Education program on SMK BISA with Vocational School with the ratio of 70%:30% of High School.	1 Promotion of the featured extra programs, external and internal promotion by offering the same program with Vocational Schools. (S4, S5, T1, T2, T3)	1 Improving the quality of human resources by training, IHT, MGMP and seminars, also improvement of infrastructure. (W5, W7, W8, T1, T2, T3)
2 The addition of classrooms at Public High Schools.	2 Improving the quality of private high school that is equal with the public high school both in the NE results and accredited, PBM and human resources. (S2, S3, S7, S8, T1, T2)	2 Improving the quality of human resources and infrastructure. (W5, W7, W8, T1, T2)
3 Competition between Public High School, Private High School and Vocational School to get new students.	3 Promotion with featured extras and external and internal promotion as well as improving the quality of schools (human resources and facilities). (S4,S5,S7,S8,S9,T1, T2,T3)	3 Improving the quality of school (PBM, human resources and infrastructure) (W3, W5, W6, W7, W8, T1, T2, T3)
4 Education costs paid by the public increases.	4 Increase HR competencies and infrastructure to meet the quality demands. (S7, S8, S9, T4, T5)	4 Correcting financial policy with the help of the school committee (students' parents) and the improvement of human resources and facilities. (W2, W5, W6, W7, W8, T4)
5 People's demand for increase in quality of educational services.	5 Improving the quality of schools with a 100% passing of NE, accreditation, the availability of featured program, PBM, human resources, and facilities. (S2, S3, S7, S8, S9, T5)	5 Improvement of human resources and facilities. (W3, W5, W6, W7, W8, T5)
6 The decline in the number of Junior High School students because of the success of the family planning program.	6 Promotional featured extras program and external promotion in junior high schools by expanding the geography and the number of junior high schools. (S4, S5, T6)	6 Increase in PBM, human resources and infrastructure. (W3, W5, W7, W8, T6)

Table 7. Quantitative Strategic Planning Matrix (QSPM)

Alternative Strategies					
Main Factors	Weight	Strategy 1		Strategy 2	
		AS	TAS	AS	TAS
Opportunities					
Government regulation of teacher certification that can increase human resources of both teachers and students indirectly.	0,05	4	0,2	2	0,1
Income levels rise.	0,04	-	-	-	-
Public awareness of the quality of education increases.	0,1	4	0,4	1	0,1
Heterogeneous market segment so that all students can be accepted at Private Senior High School X.	0,3	1	0,3	4	0,12

Threats					
Ministry of National Education program on SMK BISA with Vocational School with the ratio of 70%:30% of High School.	0,2	3	0,6	4	0,8
The addition of classrooms at Public High Schools.	0,1	3	0,3	2	0,2
Competition between Public High School, Private High School and Vocational School to get new students.	0,07	3	0,21	4	0,28
Education costs paid by the public increases.	0,03	1	0,03	-	-
People's demand for increase in quality of educational services.	0,06	4	0,24	1	0,06
The decline in the number of Junior High School students because of the success of the family planning program.	0,05	-	-	1	0,05
TOTAL		1			
Strengths					
An increase in the percentage of students who are enrolled in public universities.	0,04	4	0,16	3	0,12
100% pass the national exam.	0,06	4	0,24	3	0,18
Accredited A (very good).	0,06	4	0,24	3	0,18
Featured extracurricular programs.	0,07	3	0,21	4	0,28
Promotion outside of and in school.	0,07	1	0,07	4	0,28
Strategic location, easily accessible.	0,08	1	0,08	4	0,32
The learning process in accordance with KTSP and all in the morning.	0,04	4	0,16	2	0,08
99% of teacher is Bachelor of Education.	0,05	4	0,2	2	0,1
Projector in every classroom.	0,06	4	0,24	2	0,12
Weaknesses					
Only a few students who applied for SNMPTN compared to the total number of students.	0,04	3	0,12	1	0,04
Financial policy is not transparent.	0,07	1	0,07	-	-
The learning process is not effective because it takes too long.	0,06	4	0,24	1	0,06
Remedial and enrichment is not running properly.	0,05	3	0,15	-	-
Socialization and training of teachers and employees is less.	0,07	4	0,28	1	0,07
Classrooms are not in accordance with the number of students.	0,07	4	0,28	2	0,14
Science laboratory facilities are inadequate.	0,05	4	0,2	2	0,1
Sports field is limited.	0,06	4	0,24	2	0,12
TOTAL		1	5,46		3,90

Explanation:

AS = Attractiveness Score

TAS = Total Attractiveness Score

Table 8. External Marketing Program

EXTERNAL MARKETING	STEPS TO ACHIEVE GOALS/OBJECTIVES	
	POLICY	PROGRAM
Market Segmentation	Demography	Placement of junior high school graduates age 12 to 17 years.
	Geography	Resided around Cihampelas, Setiabudhi, Gegerkalong, Sarijadi, Lembang, Tamansari, Cisitu, Dago, Padjadjaran, Padasuka.
	Social economic	Middle – Lower economic level.

Target Market	Junior High School Partners are divided into Primary and Secondary Junior High School based on the number of students entered in PPDB previous year.	The division of Coordinator and Publication Team to Junior High School Partners for banners installation, school presentations, meetings with students, parents and class guardian, help in holding art events and farewell party and assist in featured extracurricular and outstanding alumni, to: Primary Junior High School: SMP 29 Bandung, SMP 12 Bandung, SMP 15 Bandung, SMP 26 Bandung, SMP 40 Bandung, SMP 52 Bandung, SMP 35 Bandung, SMP 19 Bandung, SMP Pasundan 3 Bandung. Secondary Junior High School: SMP 1 Lembang, SMP3 Lembang, SMP 9 Bandung, SMP 1 Bandung, SMP 16 Bandung, SMP 6 Bandung, SMP 10 Bandung, SMP 23 Bandung, SMP KCK, SMP Pertiwi, SMP Lab School, SMP Bina Dharma, SMP dan Angkasa, SMP Pasundan 6, SMP Muhammadiyah.
	Selection of students with grades below the NEM standard of Junior High School.	Giving leaflet, PPDB requirements and acceptance letter to students who have been selected based on the NE and the nearest residence to the school.
	Selection of students based on strategic place to X Private High School.	SMS Center for students who had been selected.
Market Placement	Positioning based on quality.	Publishes YES (Young Education Success) slogan.
	Positioning based on vision and mission.	Publishes <i>BERAHLAK, BERPRESTASI, NYUNDA</i> slogan.

Table 9. Internal Marketing

MARKETING MIX (INTERNAL FACTORS)	STEPS TO ACHIEVE GOALS/OBJECTIVES	
	POLICY	PROGRAM
PRODUCT (Quality of Graduates)	Improving the quality of output (graduates).	Scholarships for junior high school students who excel in academic and non-academic track. Hold featured classes.
	Improving monitoring and evaluation of the graduates periodically.	Promoting partnerships with Public Universities, Private Universities, and alumni.
PRICE	Discounted Tuition fees and DPS .	Discounted Tuition fees and DPS for Junior High Students who excel either academic or non-academic. Discount for Junior High students who come from the same foundation (eg. SMP Pasundan) Discount for Junior High students who uses SKTM (<i>Surat Keterangan Tidak Mampu</i>)
	Increasing the role of alumni and stakeholders (students' parents and school committee).	Fundraising from stakeholder and alumni for scholarships and cross-subsidies.

PROMOTION	External promotion outside of school.	Publish banners, leaflets, stickers, to be installed in strategic places and Junior High School partners. Participation of featured extracurricular and student, outstanding alumni in activities at Junior High School partners.
	Internal promotion in schools.	Exposure to the success that has been achieved to students, parents and the community.
	Increasing cooperation with Junior High Schools and Public High Schools.	Participation of featured extracurricular and outstanding alumni in activities at Junior High School partners' and Public High Schools'.
	Positioning the role of alumni as partner in the publication.	Exposure of alumni who excel in Junior High School partners and other media.
	Increasing cooperation with other agencies and stakeholders.	Working closely with Persib Management for publication on television.
	Increasing dissemination of public information.	The use of information technology systems such as newspapers, radio, internet and television.
PHYSICAL EVIDENCE (Infrastructure)	Improvement of infrastructure.	Conducting repairmen at places of worship aided by school committees and parents.
	Provision of physical facilities as needed.	Adding lacking facilities from the school committee's fund.
	Display interesting buildings.	The appearance of the buildings and parks are clean, comfortable and beautiful.
PROCESS (Learning Process)	Improving the quality of teaching and learning process.	The development and refinement of KTSP of Private Senior High School X in Bandung. IT based learning. School full day (5 days PBM)
	Monitoring and evaluating activities and administrative processes of learning.	Increasing teachers' creativity in developing learning model.
PEOPLE (Human Resources)	Increased Headmasters' and teachers' competency.	Organizing MGMP, training, and IHT regularly. Career development programs and continuing education for teachers and employees.
	Improved performance, social and emotional skills, Headmasters' and teachers' skills.	Coaching discipline, performance, motivation and creativity of personnel and educators.
	Providing excellent service to students and parents.	Implement activities to increase students' motivation and creativity. Conducting religious activities, art performances and visit the elderly.
PLACE	Utilization of space for activities that support education.	Utilization of a strategic place for the external and internal promotion. Place and appearance of the buildings are comfortable, clean, and beautiful.
	Improvement and development of space and infrastructure.	Repairment of places (schools) and school infrastructure (roads) collaborating with the relevant agency.

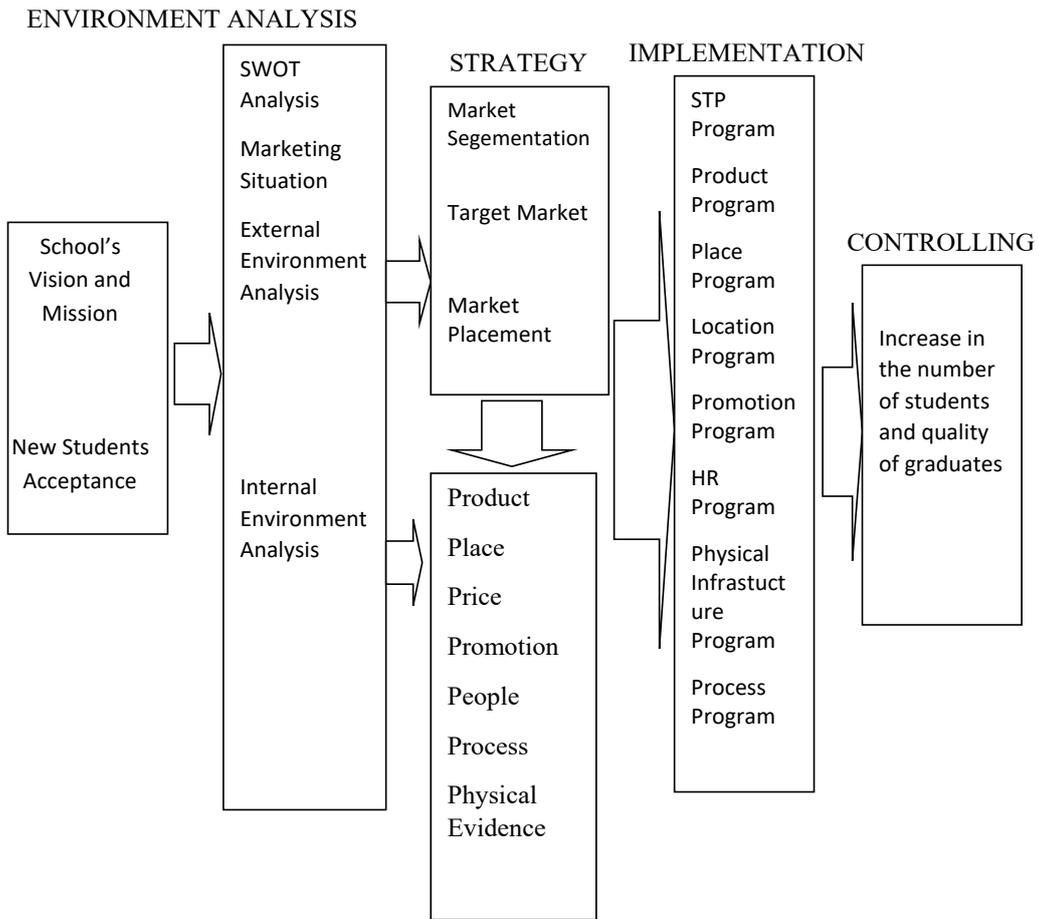


Figure 1. SWOT Framework