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Research Article

Marketing Management in the Digital Era: A Study at State Vocational High School 1 and 2 Tamiang Layang

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ABSTRACT

Digital Era and globalism need massive transformation when educational change and competition become complex. Educational institutions, such as Vocational High School, need to respond to the changes in the digital era to renew the learning and teaching process. Furthermore, the educational concept help students to acquire life, soft, and hard skills and develop critical thinking, creativity, and open-mindedness. Educational and business competition in the global market allow schools to maintain effective strategic marketing and influence parents and students as prospective customers. Therefore, this study aimed to analyze digital marketing as the answer to these issues using various approaches. For instance, observation helped understand and describe planning, organizing, actuating, and controlling Vocational High Schools in the digital era. Qualitative approaches were used to systematically describe speech, writing, behavior, and facts of the objects. The data were collected through interviews, observation, documentation, and interactive analysis from Miles and Huberman. This involved data collection, reduction, display, conclusion, and single and multi-site analysis verification. Moreover, data validity was examined based on credibility, dependability, and confirmability techniques. The results showed that marketing is planned through goal formulation, target setting, competitor analysis, inhabiting and supporting factors, as well as financial plan and strategy. Organizing began by making a marketing team, a legal decision letter, job descriptions, and resources. The marketing action is actuated from the product, price, promotion, place, and strategy. Furthermore, controlling includes performance monitoring, financial auditing, and achievement measurement. Controlling is also performed yearly based on the successful and failed strategy that needs fixing, the school benefit, and the customers. It is difficult to implement conventional marketing strategies such as socialization, spreading brochures, and arranging school events because of the Covid-19 pandemic. Therefore, marketing through social media, such as Facebook, Instagram, WhatsApp, and Websites is a superior strategy because it is quick, effective, and efficient

Keywords: Marketing Management, Digital Era

Introduction

Data cannot be limited in the era of rapid change, using the internet, computers, and android-based mobile phones. Similarly, information is not limited by space and time, enhancing industrial revolution 4.0. The industrial revolution means a big and radical change in goods' production (Susanto, 2019).

All countries are experiencing the effects of the Internet of Things. The use of the internet and digital technology, such as mobile phones and computers, underlies the movement and

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network of human and machine connectivity. This affects various human activities in science and technology, business, industry, and education.

Education must respond to this challenge quickly because the world has entered the 5.0 industrial revolution marked by the interaction and connectivity of digital and virtual systems. This significantly impacts educational development and competitiveness (Arjunaita, 2020).

The survival of a nation and state depends on education as a vehicle for improving the quality of human resources and a determinant of development. The nation's success is strongly influenced and determined by improvement and renewal in the education sector. Furthermore, education is a barometer of a nation's progress because good human resources enhance competition with countries advanced in education (Usman, 2005).

Philip Gardner (2015) stated that there had been many important turning points in the history of education, but one change stands above all others. This turning point cannot be attributed to a single event or a particular individual or group because the change arises from many sources.

Education aims at making people smart and better (Rohmat, 2017: 119). Competition in education is not much different from business because it has entered the open market. This shows a school's quality and ability to customers or educational service users that it has advantages over other schools (Faizin, 2017).

Presidential Instruction number 9 of 2016 concerning the Revitalization of Vocational High Schools and a memorandum understanding between the relevant ministries are a new launching machine that promotes vocational education to face the global challenges of the Industrial Revolution 4.0 in the 21st century. Boosting the Indonesian workforce quality could increase the competitiveness and quality of Vocational High Schools. This could be realized by improving and stabilizing vocational schools with a demand-driven model and quality standardization (Kamdi, 2017).

Marketing management is needed for vocational institutions to build competitiveness and a positive image to respond to challenges from the surrounding environment (Robinson, 2016). Zimmerer and Scarborough stated that management comprises decisions and actions related to the organization's long-term performance (Hery, 2018).

Marketing is the company's or an organization's spearhead in increasingly fierce competition to survive and develop. Therefore, it is necessary to understand the main problems in marketing and develop strategic plans to achieve organizational goals in the digital era (Sunyoto, 2012: 18). This is because marketing helps to deliver products or services to consumers to their satisfaction (Putri, 2017).

Marketing is seen through service products, as well as creative and innovative efforts from education providers to explore their schools' uniqueness and advantages. This ensures that schools are increasingly in demand by users of educational services. According to Carnegie (2019), humans are amazed at creativity, an orderly series of steps in using creative thinking to analyze a problem or opportunity systematically, unbiased, and seemingly unconventional way.

The marketing concept of Faizin (2017) is a program that includes the goals to be achieved and the actions or steps involved. Therefore, an institution that wants future success amid competition must practice marketing continuously.

APJII data showed that internet users in Indonesia increased significantly by 8.9% or 196.7 million in 2019, compared to 171.2 million in 2018. This is an opportunity to digitally deliver products and services to customers through social media during the Covid-19 pandemic.

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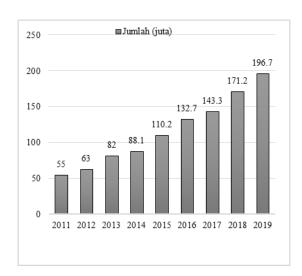


Figure 1. Graph of Data on the Number of Internet Users in the Last 10 Years (Source: APJII)

Digital marketing involves institutions with access to business and good online management, developing their e-commerce capabilities, such as Tokopedia, Bukalapak, bibli.com, Shopee, Gojek, and Grab. They are involved in various social media, such as Facebook, WhatsApp, Instagram, and websites. Consequently, these institutions enjoy employment opportunities. significant competitiveness, innovation, and income promotion generated. Furthermore, advertising costs are reduced with digital marketing technology, making it easier for institutions to communicate their products or services to customers (Wardhana).

Lili Amalia (2017) examined educational marketing strategies at Harapan Baru Junior High School Bekasi. The results showed that the marketing strategy undertaken to introduce the organization to the public through advertising, public relations, and personal selling has influenced consumer interest and increased the number of enthusiasts yearly.

Brigita Putri Atika Tyagita (2016) analyzed the marketing strategy of boarding private high schools in Semarang Regency. The study found that school promotion activities are carefully planned by holding internal and external events, such as open houses, competitions between junior high schools, and outreach to schools. Also, promotions are con-

ducted with banners and choir safaris, and building good relations with parents, alumni, and the community as part of the school's marketing.

Suvidian Elytasari (2016:138) showed that marketing strategies for educational services are planned to determine the marketing mix consisting of 7Ps to offer quality products. This involves conducting public relations promotions in bazaars and cheap groceries using brochures, websites, and quality human resources. This marketing strategy increases the new students' interest and creates customer loyalty and a positive school image. Therefore, it is necessary to develop appropriate school marketing management by taking advantage of the rapid digital development.

SMK Negeri 1 Tamiang Layang and SMK Negeri 2 Tamiang Layang appeal to their respective fields of expertise and were selected as study sites based on student achievements. The local and regional teachers and schools, including model schools, apply eight national education standards (SNP) through the Internal Quality Assurance System (SPMI).

Material and Methods Approach and Type of Study

This study used a qualitative approach to produce descriptive data in speech or writing and observable behavior from the subject (Furchan, 1992:21). In this approach, the object being studied is described systematically based the facts. on characteristics, and various things related to the study theme. The study approach is a technique to obtain field data during a scientific study. In line with Sugiyono (2016: 2), the method obtains scientific data with certain goals and uses.

Location

This study was conducted at SMK Negeri 1 Tamiang Layang, Jl. A Yani Km 2 Tauluh, and SMK Negeri 2 Tamiang Layang, Jl. Nansarunai no 46, East Hamlet District, East Barito Regency, Central Kalimantan Province.

Data Source

Qualitative data include almost all nonnumeric primary and secondary information that uses words to describe the facts and observed phenomena (Azharnasri, 2015). Primary data were obtained directly or first-hand, while secondary data were obtained from existing sources or institutional documentation.

Data Collection Procedure

Data collection is a primary procurement process for study purposes. The data collected must be valid enough to be used (Tanzeh, 2004).

The data collection method is a technique used to gather information. It involves using sepcific instruments or tools to be systematic and easier (Ridwan, 2004). In addition, Data collection techniques include observation, interviews, and documentation.

Data Analysis Techniques

The data analysis stages were adopted from the Interactive Model by Huberman and Miles. The stages are data collection, reduction, display, verifying, and making conclusions (Miles & Huberman, 1994).

Checking Data Validity

Data validity was checked by the triangulation of techniques, sources, data, and theories to understand the findings and not determine the phenomena' meaning (Sugiyono, 2016).

Stages

This study was conducted through several related stages shown in the following schematic drawing (Gunawan, 2013).



Figure 2. Study stages

Results and Discussion Comparison of Findings Sites I & II:

Marketing Planning

Equation

The reference for marketing planning activity programs is the vision, mission, and RKAS. The marketing objective influences customers to introduce superior products and increases the number of customers. In this case, the targets are SMP or MTs and their parents. Market competition is healthy because PPDB's policy is based on zoning The requirements. featured products introduced include majors or study programs, student expertise, and extracurricular. Moreover, the supporting factor is a solid school team or HR, while the activity is financed by BOS funds. The marketing strategy used is outreach to SMP or MTs, brochures, banners, pamphlets, and digitally through social media, such as Facebook, WhatsApp, Instagram, YouTube, and websites.

Difference

The inhibiting factor at site I was rejection during socialization to school. The obstacles at site II were internet access, poor roads, and the adaptation of human resources to change.

A supporting factor at site II was that the alumni have an important role because they have learning experiences and accurate information. The marketing strategy applied is more varied at site II with a website, school events, alumni involvement, and verbal communication.

Marketing Organizing Equation

The marketing organization is formed in a teacher council meeting and is part of PPDB committee. A Decree and a job description are then given to reference the direction of movement from the committee and supporting facilities.

Difference

Form a team, name, and number of sections shaped to the program.

Marketing Drive

Equation

The superior products from the two sites are departmental competencies, facilities and

infrastructure, laboratories, workshops, academic achievements, arts, and sports.

Promotional activities include direct socialization to SMP or MTs, installing banners. distributing brochures and pamphlets, word of mouth, alumni, and digitally through social media, such Facebook, WhatsApp, Instagram, YouTube, and websites. The activity is financed by BOS funds.

Difference

The sites I and II activities were prepared in March and May, respectively.

Marketing supervision Equation

Conducting marketing audits on strategy and costs, as well as monitoring mechanisms periodically and annually. Annual control to evaluate the committee's performance from the reports submitted. Also, digital strategies through social media are considered the most appropriate and successful during the Covid-19 pandemic, while socialization to schools should be reviewed. The advantage of marketing activities is the increase in the number of customers.

Difference

Site I initiates supervision with formal or informal communication, while site II begins with monitoring planning. An audit at site I to improve the less productive strategies, while at site II, an audit was conducted on the use of funds by the committee. The following is a cross-site chart of findings.

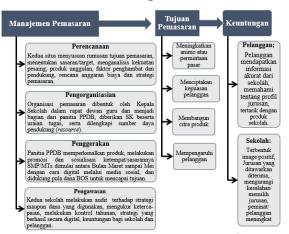


Figure 3. Cross-Site Finding Chart

Discussion

The marketing planning stages of SMK N 1 Tamiang Layang and SMK N 2 Tamiang Layang include developing a work plan, establishing an organization, formulating and setting goals, and analyzing competitors. The following stages are improving products, analyzing inhibiting and supporting factors, and developing a budget. Also, the school ensures that the marketing stages are in line with Suhaimi's (2019)'s view that the plan preparation includes vision, mission, and goals. The plan preparation includes forming working groups, various elements. involving managing resources, determining the planning process, and developing strategic planning. Quinn stated that marketing planning comprises five formulations with 5P, implying plan, ploy, pattern, position, and perspective.

The marketing organization stage is carried out in three stages. These include making decision letter about the marketing organization and its structure, making job descriptions. and providing supporting resources. This has been conducted well by the two SMKs according to Brian Fidler (2002)'s theory. The three organizational elements are structure organization, staff and change or job descriptions, and resources. Furthermore, Reeser (1973)stated organizing is a managerial function of grouping work activities into departments, assigning authority, and coordinating the different departments to minimize conflicts and ensure that objectives are fulfilled. According to Indriyo Gitosudarmo (2008), resources comprise organizational facilities or tools used to attract consumers to buy and feel satisfied with the products and services offered.

Organizational marketing movement is the ability to persuade everyone involved in PPDB activities to contribute and understand their duties and responsibilities. Mobilization also includes providing an overview or instructions to the committee regarding the marketing activities. The stages carried out by the school are introducing the product or service, promotion, time, place or target, cost, and marketing objective. This is in line with Putri (2017), which stated that marketing

implementation activities comprise the 4Ps, including product, price, place, and promotion. Based on this description, the two SMKs have implemented a good marketing mix.

The Supervision Stage corrects provides instructions or solutions to the committee in case of deviations in the marketing implementation outcome. The two SMKs conduct organizational performance monitoring, marketing and financial audits, monitoring mechanisms, measuring achievement. annual control. successful strategies and those that need improvement, and profits. The application of this stage is consistent with Faizin's theory (2017) that supervision involves monitoring organizational performance, supervisory mechanisms, annual controls, marketing audits, and successful strategies. From the results of monitoring activities, the most successful strategy is digitally through social media.

The marketing strategy of the two schools was influenced by the Covid-19 pandemic, making them unable to communicate and meet with customers directly through socialization and brochures. However, it is more dominated by digital-based marketing strategies through social media, such as Facebook, Instagram, WhatsApp, and Youtube. Therefore, brochures or players are delivered through these media because they are more efficient and economical. This difference in change is influenced by the Covid-19 pandemic, where schools began to close in March 2020. As a result, learning was conducted online, and direct meetings such as socialization could not be conducted

Conclusion and Recommendation *Conclusion*

The results and discussion of cross-site data show that the marketing management of Vocational High Schools at SMK Negeri 1 Tamiang Layang and SMK Negeri 2 Tamiang Layang, from planning, organizing, mobilizing, and supervising are concluded as follows:

Marketing planning is the school's vision, mission, work plan, and budget (RKAS). The steps taken include formulating marketing objectives, determining targets, analyzing the

competitors' strength, inhibiting and supporting factors, planning the required resources and costs, developing conventional and digital marketing strategies. However, marketing organization is conducted by forming a New Student Admissions committee (PPDB), making a Decision Letter and job descriptions, and equipping the committee with supporting resources.

The committee begins marketing mobilization by introducing the product and improving the competence of infrastructure, academic achievement, arts, and sports. Second, the committee conducts promotions and outreach to the place or target with brochures, pamphlets, banners, and digital media. Marketing is carried out between March and May conventionally and digitally through social media and financed by BOS funds to achieve goals.

The supervision audits strategies and funds used, measures achievement, conducts annual controls, and determines a successful strategy. It also ensures that the impact and benefits for schools increase interest and the achievement of the required quota, while customers easily access accurate information Through sources. monitoring, successful marketing strategy is conducted through alumni and digitally using social media such Facebook, as WhatsApp, Instagram, Youtube, and websites.

Recommendation

Realizing the school's vision and mission is the expectations of all stakeholders, including school residents, government, and society. Therefore, this study proposes the following suggestions:

The study location school institution:

Data, photos, documents, and other supports should be documented or archived and stored properly, specifically school marketing activities. This facilitates control and evaluation of activities when these documents are needed for various purposes.

Digital marketing should be conducted continuously, not only during new students' admission. In the digital era, marketing impacts schools significantly, implying the need to enhance superior strategies. As an

important part of marketing, alumni should be facilitated in a special forum and room.

School Commitee

The committee could show its direct involvement and support in marketing the school to the general public morally and materially.

Principal

As the head of the institution, the principal continuously markets the school to customers supported by vice-principals, heads of areas of expertise, and GTK.

Teachers and Education Personnel (GTK)

As teaching agents who facilitate learning activities, teachers are influential in forming creative, intelligent, and independent students. Therefore, digital-based virtual learning technology must be mastered and developed sustainably to create an interesting and fun learning process.

Educational staff

As school administrators should be actively involved in documenting each activity properly, specifically for school marketing. *Further studies*

Digital marketing strategies have developed rapidly, broadening the scope and problems. This is because they are not limited to the right marketing concept of goods and services but cover the entire process from production to customers. As a result, these processes have complex problems, making them more interesting for further study.

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