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Al Ibtida

## Improving the Competitiveness of Educational Institutions through Marketing Mix Management at Islamic Elementary School

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### Abstract

This study aims to answer the problem of how the competitiveness of Public Islamic Elementary School 1 Pati, Central Java and how to implement Islamic Elementary School-based education marketing mix management in increasing competitiveness in new student admissions. To obtain data, the research uses a naturalistic qualitative approach with multiple methods, namely interviews, observations, and document reviews. This research was conducted at Public Islamic Elementary School 1 Pati, Central Java. Sources of data were obtained from committee administrators, teachers, parents, and the community in Public Islamic Elementary School 1 Pati. The data analysis process is carried out by collecting data, reducing data, displaying data, and drawing conclusions. The results showed that Public Islamic Elementary School 1 Pati carried out various socialization activities aimed at getting a large number of students. This is expected to be able to foster satisfaction for school residents which has an impact on the development of community sympathy. The success of Public Islamic Elementary School 1 Pati in gaining victory in the competition between educational institutions at the elementary level is due to successfully implementing marketing mix management that combines several elements, including products, financing, location, promotion, human resources, and facilities that are able to foster competitive and comparative advantages.

Keywords: *marketing mix management, madrasah competitiveness, education management strategy.*

### **Abstrak**

Penelitian ini bertujuan untuk menjawab permasalahan bagaimana daya saing Madrasah Ibtidaiyah Negeri (MIN) 1 Pati, Jawa Tengah dan bagaimana implementasi manajemen bauran pemasaran pendidikan berbasis Madrasah dalam meningkatkan daya saing pada penerimaan peserta didik baru. Untuk mendapatkan data, penelitian menggunakan jenis pendekatan kualitatif naturalistik dengan multi metode, yaitu wawancara, pengamatan, dan penelaahan dokumen. Penelitian ini dilaksanakan di MIN 1 Pati. Sumber data didapat dari pengurus komite, guru, orang tua siswa dan masyarakat di lingkungan MIN 1 Pati. Proses analisis data dilakukan dengan pengumpulan data, reduksi data, display data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa MIN 1 Pati melaksanakan berbagai kegiatan sosialisasi yang bertujuan untuk mendapatkan peserta didik dalam jumlah besar. Hal ini diharapkan mampu menumbuhkan kepuasan bagi warga sekolah yang berdampak pada berkembangnya rasa simpati masyarakat. Keberhasilan MIN 1 Pati memperoleh kemenangan dalam persaingan antar lembaga pendidikan di tingkat dasar dikarenakan berhasil mengimplementasikan manajemen bauran pemasaran yang memadukan beberapa unsur, meliputi produk, pembiayaan, lokasi, promosi, sumber daya manusia, dan sarana yang mampu menumbuhkan keunggulan kompetitif dan komparatif.

Kata kunci: *manajemen bauran pemasaran, daya saing madrasah, strategi manajemen pendidikan*

### **INTRODUCTION**

The world of education is currently experiencing a very fast revolution. The science and technology revolution has made the competitive climate in the business world have penetrated the world of education. In today's competitive conditions, it is very difficult for an educational institution to survive, if it cannot adapt quickly and be able to develop the various demands of users of educational institution services (Rahman, 2017; Fattah, 2019; Shahzad et al., 2021).

There are various reasons why people choose schools or Islamic Elementary schools to educate their children. There are considerations because of the close distance to home, quality learning process and good graduate results, morals, and intellectual intelligence. However, there are also some people because of limited costs, who choose schools that promise gifts in the form of money or goods, if their children are willing to study at their educational institutions (Setiawan, 2013; Thabit & Raewf, 2018).

The proliferation of Integrated Islamic Elementary Schools in Pati Regency, even though it has just been established the development is better and can attract public sympathy. Parents are ready to pay quite a lot of money to enroll their children in school. Therefore, educational institutions must move quickly to improve themselves by analyzing the shortcomings that exist in the institutions in their institutions. Then with a strong determination to improve marketing management and improve the quality of institutional management.

Educational institutions can carry out rapid reforms, in line with the development of the science and technology revolution. The condition of society that continues to experience changes is more progressive (Prasetya, 2015). Many schools went out of business or regrouped because they could not compete with other schools. People's increasingly modern mindset due to the information revolution makes their thinking more critical in choosing the appropriate educational institution for their child. Many schools do not understand these dynamics, they are less adaptive to developments in science and technology that affect people's mindsets and actions. If the school is a government-owned school, you may not be so worried if the school goes out of business. It is different from the schools that are managed by the community, they try to innovate so that they can maintain their quantity and quality.

Islamic Elementary Schools have formidable challenges, including the ability to adapt to changes in community culture, and the science and technology revolution which greatly affects the attitudes and personality behaviors of students. Islamic Schools also have a benefit because people are more willing to send their children to Islamic Schools (Dovey & Fisher, 2014). After all, people have high expectations that children have good moral character if they go to Islamic Elementary School (Fattah et al., 2009). Therefore, in a competitive situation between educational institutions, it is very important to prepare improvements, improvements, competitiveness analysis, and marketing strategies to win the competition among educational institutions.

Mixed-marketing management for an educational institution, especially Islamic Schools is very necessary to implement because the competition between schools is getting stronger. The position of the head of Islamic Schools is very important as a policymaker in achieving the success of marketing mix management because the duties and functions of the principal are very important as managers, motivators, innovators, planners, and controllers of the managerial process in Islamic Elementary Schools (Mulyadi et al., 2020; Assauri, 2012; Ndofirepi et al., 2020).

In Islamic School institutions, on the one hand, the demand is to try to improve the quality and competence of graduates so that they can give hope to the community as graduates; society, the world of work, government, and so on. As an educational institution that has been developing for a long time, besides being successful in fostering and developing religious life in society, Islamic Schools also play a role in instilling a sense of nationality into the soul of the people of Indonesia.

Islamic Schools also play a very important role in the intellectual life of the nation (Choliq, 2011). According to data obtained from Sami'an, the head of new student admissions

Madrasah Ibtidaiyah Negeri 1 Pati, there are 54 basic-level educational institutions in Kayen. It consists of 15 Islamic Elementary Schools (MI) under the guidance of the Ministry of Religion of Pati Regency, one of which is Public Islamic Elementary Schools 1 Pati and 39 Public Elementary Schools (SDN) under the guidance of the Pati Regency Education Office. Madrasah Ibtidaiyah Negeri 1 Pati is located in Slungkep Villa bordering Summersari Village, adjacent to Islamic Elementary Schools Summersari, Islamic Elementary School Al-Khoiriyah, Islamic Elementary School Miftahul Huda, and Islamic Elementary Schools Mambaul Ulum, also adjacent to Elementary School Summersari 1, 2, and 3, Elementary School Slungkep 1, 2 and Elementary School Kayen 6. This position creates competition for students when they enter the new school year. To win the competition, Islamic Elementary Schools make marketing strategy efforts by promoting and socializing through various ways, both online and offline media, about attractive superior programs, infrastructure, and the best services to attract parents to send their children to the school and also attract the interest of the students themselves.

The increase in students over the last five years has made the authors interested in researching the marketing mix management of education implemented by Public Islamic Elementary School 1 Pati. As an effort to implement the marketing mix strategy and its impact on increasing competitiveness. A large number of students is a separate strength for Public Islamic Elementary School 1 Pati. The advantage is getting a large school operational assistance fund as well. However, they must also provide good service to students. So, the community will be more confident and can become an effective cooperation partner. To get an increasing number of students, a marketing strategy for educational services is needed which is not carried out incidentally but must be managed by a well-coordinated and well-planned marketing mix (Hariatama, 2021; Dayat, 2019).

During the last three years, there have been three studies relevant to the topic of marketing mix management in schools. The first is Rama and Barusman's research on the 7Ps in the marketing mix. Rama and Barusman (2019) examined the effect of the marketing mix on the decisions of parents of students with special needs. This study explains that all mixed-marketing variables have a positive correlation with the decisions of parents of students. Second, the research is written by Hidayat, Rismawati, and Kawiana (2021) on the effect of Word of Mouth and marketing mix on the parents' decision to choose Junior High School Boarding. This study explains that the marketing mix has a positive effect on Word of Mouth (referral) and the decision of parents to choose Junior High School Boarding. Third, research was conducted by Lim et al. (2020); Mahajan and Golahit (2020) on university management

strategies from the point of view of the marketing mix. This study explains that the utilitarian element of the Higher Education marketing mix has a direct positive impact on product brands. The three studies tend to use the marketing mix as the object of research, while this study uses the marketing mix as a data analysis tool. In addition, there are differences in the focus of the problem. The focus of this research problem is on the competitiveness of Madrasa.

This research is limited to the focus on the implementation of mixed-marketing management in increasing the competitiveness of educational institutions at Public Islamic Elementary Schools 1 Pati. Based on these limitations, this study intends to answer the problem of how the competitiveness of educational institutions at Public Islamic Elementary Schools 1 Pati and how is the strategy of the school based on education mixed-marketing management in increasing competitiveness in the acceptance of new students at Public Islamic Elementary Schools 1 Pati?

## **METHODS**

This research uses a naturalistic qualitative approach. This field research is carried out using multiple methods, namely interviews, observations, and document review or documentary studies which complement, strengthen and perfect one another. The research location is at Public Islamic Elementary School (MIN) 1 Pati because of the uniqueness of the new student registration management system that was applied. Data collection uses qualitative interviewing, field notes, process materials, and reports. Validation of the data findings is based on the process of the qualitative research cycle by finding and creating links between theory, practice, and the process of social transformation.

Interviews were conducted with informants who had previously been determined and identified based on purposive sampling, namely prospective informants based on the criteria determined according to their characteristics, so that data sources that truly represented the community of the object of study were obtained, namely with the criteria of understanding the management characteristics applied in Public Islamic Elementary School 1 Pati. In the analysis process, the data that has been obtained will be analyzed using the Miles and Huberman interactive analysis model. Several steps of analysis of this model include data reduction, data display, conclusion drawing, and verification (Miles et al., 2019).

The research target focused on Public Islamic Elementary School 1 Pati because the institution seemed to be progressing with the number of students continuing to increase even though it was located close to several elementary schools and Islamic Schools. This is evidenced by the increasing number of registrants and the achievements of the students.

Public Elementary Islamic School 1 Pati is an Elementary Islamic school under the auspices of the Ministry of Religion. According to an interview with the Islamic Elementary School committee, Islamic Schools Private Slungkep was founded in 1997, originally a private Islamic School under the name Islamic Elementary School (MI) Miftahul Choir. In its development, Islamic Elementary School (MI) Miftahul Choir experienced difficulties in terms of building development and the lack of interest from the public who would send their children to the public Islamic Schools. So, the management agreed to propose a conversion. The government responded to the proposal with the issuance of the Decree of the Minister of Religion of the Republic of Indonesia Number 107 of 1997 concerning the conversion of Islamic Elementary Schools Miftahul Choir to Public Islamic Elementary School (MIN) Slungkep, which is currently changing its name to Public Islamic Elementary School 1 Pati.

After the school is transformed into public school, a lot of progress emerge, especially regarding the number of students which is increasing every year. Based on an interview with the head of Elementary Islamic School, in the 2018/2019 academic Year, the number of the students were 451 students. Meanwhile, in the 2019/2020 academic year, it increased to 520 students. The strategy used was to form a special team for new student admissions which was assigned with conducting socialization in Islamic Boarding School, Raudhatul Athfal (RA), and Kindergarten as well as on social media regarding new student admissions, output achievements, and educational products and services that have many both academic and non-academic achievements, all of which cannot be separated from good Islamic Schools management.

## **RESULTS AND DISCUSSION**

### **Islamic Elementary Schools Competitiveness**

Competitiveness is the potential or ability of an institution to outperform the competition, namely excellence in one field that is not owned by other parties. The competitiveness of Public Islamic Elementary Schools in the context of the present era is an absolute thing. This competitiveness is correlated with the quality of Islamic Elementary Schools, the more qualified and professional Islamic Elementary Schools management is, the more competitive it will be (Mukniah & Abidin, 2021). In *Permendiknas* No. 41 of 2007 concerning Process Standards, it is stated that competitiveness is the ability to show better, faster, and more meaningful results. These capabilities include (1). the ability to strengthen market position; (2). The ability to connect with the environment; (3). The ability to continuously improve performance; (4). The ability to enforce a favorable position.

Public Islamic Elementary School I Pati is an educational institution that focuses on educational services that seek to provide excellent service for students in the learning process. In planning the school activities, the activities carried out include the formulation of marketing strategies in which the identification of market segmentation and monitoring of competition between institutions and the strategies used by competing institutions are carried out. The management of Public Islamic Elementary School I Pati formulates strategies before carrying out field activities, with the intention that if there are obstacles they can be overcome immediately.

Increasing the competitiveness of Islamic Elementary Schools is needed to strengthen their position, with increasing public trust in Islamic Elementary Schools institutions. The community sympathizes with sending their children to Islamic Elementary Schools because its management refers to quality (Jaelani & Masnun, 2019). All of this requires a strong commitment from Islamic Elementary Schools residents to create quality and competitive Islamic Elementary Schools. The background of the parents or guardians of students varies in education, occupation, ethnicity, religion, and socio-culture. Therefore, Public Islamic Elementary Schools strives to improve the quality of service to the expectations of the guardians of students. This activity encourages the community to send their children to Public Islamic Elementary Schools for the following reasons: *first*, to have an A accreditation from the National Accreditation Board. The assessment is based on the ability of Elementary Islamic Schools to have implemented eight minimum standards of education services from the National Education Standards, including content standards, graduation, process, educators and education personnel, infrastructure, management standards, and financing standards, and assessment standards. with the accreditation assessment, the community has more confidence in Public Islamic Elementary School 1 Pati, because this Islamic Elementary School has been able to improve and has a good assessment from the government.

*Second*, the ability to get achievements in participating in competitions, such as at the end of 2020 winning 1st place in the International Virtual *Karate* Championship, 1st place in Science Olympiad in Science Olympiad in 2020, 1st place in District *Karate* Championship in 2020, 2nd place in Central Java Provincial *Karate* Championship in 2019 and several sports championships at the district level. *Third*, complete infrastructure and facilities are an attraction for the community to support. The institution seeks to repair and add new classrooms by submitting a request for assistance for new classrooms from the Ministry of Religion of Regency. The facilities needed include classrooms, learning media or tools, and extracurricular facilities (Tholkhah, 2017).

There are four important elements that Public Islamic Elementary School 1 Pati does in the formulation of marketing strategies, including:

1. Strategy to Determine the Market (Target Market Strategy)

Determining the target is an important step before the marketing strategy is set. The goal is to convince prospective students to study at Public Islamic Elementary School 1 Pati. The targets are Raudhatul Atfal/ Kindergarten students in Slungkep Village, Kayen District, and Pati Regency. This is done by conducting outreach or visits to Raudhatul Atfhal/Kindergarten in Kayen District which aims to promote Islamic Elementary Schools to Raudhatul Atfhal students, Al-Quran Education Park, and cottages; Promoting various positive and creative activities carried out and achievements achieved by placing banners or *MMT*, through brochures and online media, the Islamic Elementary School website at <http://minslusngkep.go.id>, Facebook of Public Islamic Elementary School 1 Pati, and Instagram.

Public Islamic Elementary Schools 1 Pati also has targets that have been designed, such as providing optimal services to Islamic Elementary Schools students to develop the potential for various intelligence possessed by students, namely multi-intelligent (Umayah, 2015). As the results of interviews stated that each child has various potentials, and no child is stupid, so Islamic Elementary Schools respond and explore the potential of students according to their talents and interests. It takes a breadth of thinking, creativity, and enthusiasm based on the sincerity of educators in guiding children so that students can develop learning to live together. Develop the learning concept of learning to live together students to develop various skills that are very important so that they can be used as provisions for further education.

2. Competitive Positioning Strategy

This competitive market positioning strategy is to identify the attributes of Islamic Elementary Schools that are different from other schools, namely the existence of a religious brand, noble character, discipline, and achievement (Suyitno, 2021). This means that Public Islamic Elementary Schools 1 Pati has the characteristics of prioritizing morality in attitude, speech, and behavior, studying religion and general science and continuing to train soft skills, talents, and interests by participating in extra-curricular activities. This identity distinguishes Public Islamic Elementary Schools 1 Pati from other schools. The field of general knowledge is useful for preparation for high school and work.



Facing competition between Elementary Islamic Schools, various strategies are used to get victory. Efforts are being made, among others, to maintain the quality of service and student achievement needs to be improved, improvement of infrastructure, improvement of human resources through training and encouragement to increase the knowledge and experience of educators by continuing further studies on the S2 and S3 levels. Participate in competitions held by other agencies. Maintain good communication with the community, such as holding social services to the community, distributing *Qurban* meat, attending *Takziah*, circumcision, and so on. Maintaining good public trust needs to be maintained by dismissing various negative issues by carrying out enlightenment carried out by all school members, and maintaining quality and services that are quickly felt by the community.

### 3. Direct Marketing Strategy

Direct marketing is intended to provide information about various activities carried out such as using online media such as Facebook, Instagram, and Websites to display Islamic Elementary Schools profiles about various learning process activities, extra-curricular activities, and the results of learning in the form of works, science practicum, and achievements. In addition, it also collaborates with print media, such as *Suara Merdeka* to expose the achievements achieved (Susilawati & Harun, 2017).

Marketing is also carried out by communicating the history of the conversion of Islamic Elementary Schools which had previously fallen and almost died. The struggle of Islamic Elementary Schools managers and residents who are trying to convince the community to join Public Islamic Elementary Schools is a very hard job, apart from internal improvements regarding the quality and learning process that the community enjoys, as the result of interviews stated that close collaboration was carried out with religious leaders and the community is very important in educating the community to send their children to religious-based educational institutions. The enlightenment carried out by religious leaders to the community has proven to support progress.

Marketing by promoting the website address: [minslungkeppati@kemenag.go.id](mailto:minslungkeppati@kemenag.go.id); [min\\_slungkep@yahoo.co.id](mailto:min_slungkep@yahoo.co.id), through the website profiles and descriptions of activities and information can be conveyed to the public. Promotion through banners installed in strategic locations that are easily seen by the public as well as leaflets and brochures sent to Raudhatul Atfhal schools/kindergartens, Al Quran Education Park, and Islamic boarding schools. This marketing aims to make people interested in Islamic Public Elementary Schools. Outreach to nearby Islamic Boarding Schools, such as the Aljamal

Islamic Boarding School, and Almasykuri Islamic Boarding School, made the parents of students support the entire program.

The participation of *Suara Merdeka* print media is very helpful for uploading the achievements of students. Electronic and print media are invited when Public Islamic Elementary Schools achieves an achievement so that it can be exposed in the hope of creating a good image of the institution. The informed activities included participation in extracurricular activities such as science, math, and language Olympiad competitions, as well as extracurricular activities, such as participating in karate, *Pencak silat*, table tennis, badminton, calligraphy, and *Qiro'ah* championships. When Islamic Elementary Schools gets a championship, personal branding is carried out as well as promoting these achievements to the public through social and print media.

#### 4. Indirect Marketing Strategy

Indirect marketing is carried out by carrying out an approach to the community so that they are interested and establish an emotional relationship with Islamic Elementary Schools. This step is an effective strategy to win the competition between institutions (Roziqin & Rozaq, 2018). Marketing that is carried out indirectly includes carrying out community activities, such as participating in *Ki Candang Lawe haul* activity by including the *Drum band group* from Public Islamic Elementary Schools as a carnival participant. The activity of delivering *zakat fitrah* around the Islamic Elementary Schools environment and the wider community. Provide compensation for orphans who attend Public Islamic Elementary through the management of *Zakat, Infaq*, and alms (ZIS) which is managed by Public Islamic Elementary Schools. This implementation is carried out every Friday, which is collected from Public Islamic Elementary Schools state civil apparatus (ASN) with a 2.5% deduction from salaries, and certification allowances and comes from cash *waqf* which is directly managed by *Zakat Waqf* section and National Amil Zakat Agency (BAZNAS).

Social service activities with residents around Islamic Elementary Schools. Such as social services in the form of giving compensation to the poor, orphans of Public Islamic Elementary Schools (MIN) students, usually given at the same time as religious holidays. Carry out activities that can increase the attitude of Nationalism, among others, Flag Ceremony, every Monday and other National Days. Based on the results of the interviews the activity aims to make students have a high sense of nationalism, and imitate the heroes in defending independence by having a self-disciplined attitude.

## Marketing Mix Management Implementation

The application of Islamic Elementary Schools based Marketing Mix in increasing the competitiveness of Educational Institutions at Public Islamic Elementary School 1 Pati includes:

### 1. Educational Products

The product in the form of the Elementary Islamic School (MI) curriculum can be seen in the Curriculum Structure containing several subjects which are arranged based on graduate competency standards and subject competency standards. Guided by the Regulation of the Minister of Religion of the Republic of Indonesia Number 165 of 2014 concerning the 2013 Curriculum Structure Guidelines for Islamic Religious Education and Arabic. The curriculum content is composed of 12 lesson content, as well as local content in Javanese, English, and self-development materials. Science and social studies lessons are in substance integrated science and integrated social studies; The allocation of time in each 35-minute lesson with the number of effective weeks in two semesters is 38 weeks.

The local curriculum is implemented after the completion of the morning learning hours. After lunch, congregational *Dhuhr* prayer and bed rest then continued with learning the local curriculum consisting of congregational midday prayer, memorizing short letters and *Hadist*, reading and writing *Al-Quran Yanbu'a*, *khutbah*, interactive English practice, deepening Mathematics, learning the Arabic language, extra-curricular *karate*, and drawing, and self-development to find the talents and interests of students. Here's the grouping:

Table 1. Grouping of Curriculum Programs for Public Islamic Elementary Schools I Pati

No.	Curriculum	Total	Percentage
1.	General Education	32	67%
2.	Religious education	10	21%
3.	Local curriculum	4	8%
4.	Self-development	2	4%
Total		48	100%

The time allotment of Public Islamic Elementary Schools 1 Pati in one week is 48 hours. The 48 hours are divided into four material clusters, namely general education, religious education, local curriculum, and self-development. The division of the number of hours for each cluster is 32 hours for general education, 10 hours for religious education, 4 hours for local curriculum, and 2 hours for self-development.

## 2. Financing

Islamic Elementary Schools funding has so far been free for regular classes because it is financed by the school operational assistance fund. This is a penetration price tactic, to reduce the costs incurred by parents. There are additional meals and additional programs for Full-day School classes. With guidelines, costs must be in line with the quality produced to provide community satisfaction. The price skimming tactic is applied to full-day school students with the consideration that the average full-day student's parents are workers, so the full-day children's learning lasts until 2.30 pm and is cared for by the teacher according to his expertise. Some of the students still receive assistance from the government such as the Poor Scholarship, achievement scholarships from the sub-district technical service unit, and Family Hope Assistants. Smart Indonesia Program scholarships are given directly in the form of IDR 450,000.00 via automated teller machines (ATM) or savings once every semester. As the results of the interview explained that usually the cost of students is given in cash and we recommend buying bags, shoes, and other school necessities. for sixth grade to prepare to continue to Junior High School. The government's policy in terms of financing is quite good, as evidenced by the implementation of free education financing in Elementary Islamic Schools, but parents need to be invited to work together through the Elementary Islamic Schools committee to overcome the completeness of facilities and infrastructure so that students get the best service.

## 3. Place (Location)

A place is a place where learning process activities take place, strategically located, easily accessible using both private and public transportation, Public Islamic Elementary Schools position is on the outskirts of the border village between Slungkep and Summersari, close to rice fields and plantations, so that Islamic Elementary Schools situation is very conducive and not noisy. As stated by one student that although it is located close to road access, it is not noisy, because it is surrounded by rice fields. It is located close to Public Elementary Schools Slungkep 1, 2, and 3. Meanwhile, in the northern area, approximately two kilometers away is the location of Islamic Elementary Schools Summersari, then to the south, there is Islamic Elementary Schools Landoh.

## 4. Promotion (Marketing)

Promotion is one element that determines the success of introducing it to the public. An educational product must be accompanied by a convincing and massive promotion so that its activities are known to the public. As stated, for promotion by way of socialization

in educational institutions, making new student acceptance banners installed in strategic places, informing learning process activities, extra-curricular activities, and achievements achieved by students. Direct visits to Kindergarten (RA or TK) and Islamic boarding schools around madrasas, promotion of registration on social media such as Facebook, Twitter, and Instagram, parental meetings, and show off force with *drum band* activities around the village.

Islamic Elementary Schools always improve quality and achievement by conducting intensive training on curriculum, learning strategies, and learning media as well as motivation and supervision of all learning activities so that they are by the vision, mission, and goals of the Public Islamic Elementary Schools. The demand for achievement as part of efforts to win competitiveness between educational institutions is always increased through the implementation of competition events starting at the sub-district level to the international level. Elementary Islamic Schools are trying to meet the number of teaching staff by submitting requests for new teachers to the Ministry of Religion of Pati Regency.

#### 5. People (Human Resources)

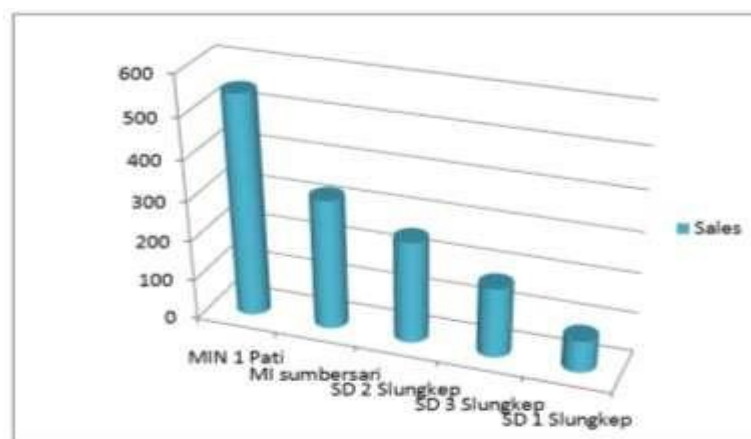
Management Educators and education staff are very important for the success of Elementary Islamic Schools. Recruitment of educators and education personnel who are free of corruption, collusion and nepotism has a very important influence on the performance and success of Public Islamic Elementary Schools in mixed-marketing management. The teachers and education staff are mostly state civil apparatus who were selected through the selection of state civil apparatus candidates, so they are expected to work professionally. Public Islamic Elementary School has a total of 22 teachers, 14 people with undergraduate education, 5 master's education, 2 teachers who are *Tahfidz al-Qur'an* teachers, and the manager of the Full day class is a permanent teacher not a civil servant who is currently pursuing an undergraduate education. Most of the teachers have been certified as educators, a total of 20 people. Two education staffs have Information and Technology skills, one librarian, one security guard in charge of helping traffic on the highway, and two cleaning staff.

#### 6. Physical Evidence (Infrastructure)

Public Islamic Elementary School 1 Pati has already adequate physical buildings and completed facilities, although some are in poor condition and the tools are somewhat poorly maintained. Due to the Covid-19 pandemic, students study from home but occasionally leave to receive assignments from teachers. It has the Headmaster's Room, teacher's room, administration room, school medical room, fully furnished classroom,

library building, seven student bathrooms, one teacher's bathroom, sports venue, yard, and a large parking lot. The community sees it as a matter of pride, so it is interesting to send their children to study at Public Islamic Elementary Schools.

The implementation of marketing mix management yields significant benefits in developing educational institutions. The community's response to the management of educational institutions can foster a high sense of trust so that a sense of sympathy grows which in the end supports the program of activities including the willingness to send their families to study at Public Islamic Elementary Schools. The successful implementation of marketing mix management can be seen in the increasing number of students amid competition between educational institutions to get students, as shown in the following table (Ministry of Religion District Pati):



Graph 1. Competitiveness of Number of Elementary or Islamic Elementary Schools Students in locations around Slungkep and Sumpersari villages

Complementing a variety of activities to gain competitive advantage, the institution develops competitive advantages in the form of organizing learning processes using various learning media and learning methods from experienced educators in their fields, for example, the use of learning media that involves the natural environment, examples of science learning practices by inviting students to go directly to the garden to research tree planting with stem cuttings. Islamic Elementary Schools also develop comparative advantage by always identifying competitors from other Public Elementary Schools (SD) or other Islamic Elementary Schools (MI) about their advantages. Then, it was analyzed and evaluated the comparative management process of educational institutions to get a new design that is better than other educational institutions.

## CONCLUSION

Competition between educational institutions at the elementary and Islamic elementary levels has developed, both in the strategies used and the variety and types of activities offered. The goal is to get the maximum number of students to be able to foster satisfaction for school residents which has an impact on community sympathy so that Islamic Elementary Schools or elementary schools can reach a large number of new students from sympathetic communities. The success of the Public Islamic Elementary School 1 Pati in gaining victory in the competition between educational institutions at the basic level, because it has successfully implemented marketing mix management that combines several elements including product, financing, location, promotion, human resources, and facilities to be able to foster competitive advantage and comparative advantage so that it makes very difficult to be matched by other educational institutions at its level. The contribution of this research is to illustrate that Madrasahs can be competitive by paying more attention to products, financing, location, promotion, human resources, and facilities. The combination of all these elements can be seen based on the management of the marketing mix.

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