

EXPLORING MARKETING STRATEGY FOR ISLAMIC BOARDING SCHOOLS IN THE MINORITY-MUSLIM AREA OF JEMBRANA BALI

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Abstract

The focus of this research (1) is to find out the marketing strategy management and (2) to find the supporting and inhibiting factors of the marketing of Firdaus Islamic Boarding Schools in the Muslim-minority area of Jembrana Bali. The qualitative research method used a case study approach—data collection by observation, documentation, and interviews. Data analysis consists of data collection, reduction, display, and conclusion drawing. The research results conclude that: (1) The Marketing Strategy of Islamic Boarding Schools is carried out with three aspects: marketing planning, implementation, and evaluation. Planning is carried out before the distribution activities by involving all internal institutions. Marketing implementation is based on seven aspects: product, price, place, promotion, human resources, infrastructure, and service process. Marketing evaluation is carried out monthly, quarterly, and annually. (2) Supporting factors, namely the location of the cottage, which is in a Muslim

minority area, making the institution quickly recognized by the public, the location on the outskirts of the city, and the area of the cottage, adequate facilities. There is much support from the Balinese Muslim community and the close ties of tolerance with the non-Muslim Balinese community, the flagship program created. The inhibiting factors are significant competition for Islamic boarding schools (pesantren) in Java and Bali. There is still a public perception that the price to enter the pesantren is expensive, and there are no experts in the field of marketing to manage marketing specifically.

Fokus penelitian adalah (1) untuk mengetahui manajemen strategi pemasaran dan (2) untuk mengetahui faktor pendukung dan penghambat pemasaran Pondok Pesantren Firdaus di wilayah minoritas Muslim Jembrana Bali. Metode penelitian kualitatif menggunakan pendekatan studi kasus—pengumpulan data melalui observasi, dokumentasi, dan wawancara. Analisis data terdiri dari pengumpulan data, reduksi, display, dan penarikan kesimpulan. Hasil penelitian menyimpulkan bahwa: (1) Strategi Pemasaran Pondok Pesantren dilakukan dengan tiga aspek yaitu perencanaan pemasaran, implementasi, dan evaluasi. Perencanaan dilakukan sebelum kegiatan penyaluran dengan melibatkan seluruh institusi internal. Implementasi pemasaran didasarkan pada tujuh aspek: produk, harga, tempat, promosi, sumber daya manusia, infrastruktur, dan proses layanan. Evaluasi pemasaran dilakukan secara bulanan, triwulanan, dan tahunan. (2) Faktor pendukung yaitu letak pondok yang berada di kawasan minoritas muslim sehingga lembaga cepat dikenal oleh masyarakat, letak di pinggiran kota, dan luas pondok, fasilitas yang memadai. Banyaknya dukungan dari masyarakat muslim Bali dan eratnya ikatan toleransi dengan masyarakat Bali non muslim, program unggulan yang dibuat. Faktor penghambatnya adalah persaingan yang signifikan untuk pesantren di Jawa dan Bali. Masih ada anggapan masyarakat bahwa harga masuk pesantren mahal, dan belum ada ahli di bidang pemasaran untuk mengelola pemasaran secara khusus.

Keywords: marketing strategy, pesantren, Minority-Muslim

Introduction

Talking about the marketing of education within religious educational institutions, in this case, Islamic boarding schools

(pesantren). It still needs more in-depth studies because some assume that business-oriented terms such as institutional marketing are deemed inappropriate within the scope of pesantren. It even gives the commercializing or seeking profit impression. In this sense, it is very contradictive to the concept offered by pesantren managers when they say that the main objective of pesantren is to offer a social charity enterprise.¹ Marketing ethics in the world of education is to offer intellectual quality services and character building as a whole.² This is because education has a more complex nature, which should be carried out with full responsibility, having a visionary concept of futuristic education and fostering the lives of citizens and the next generation. Therefore, a more complex study should be related to marketing these educational services.

As nonformal educational institutions, Islamic boarding schools must have goals. Consequently, Islamic boarding schools need to be more innovative in making quality education service planning programs.³ This form of *pesantren* marketing certainly has its strategy in marketing the institution's image to the general public to attract the target market's interest. Especially during intense competition between educational institutions nowadays.

Marketing has a very important role in an institution, especially for an Islamic boarding school educational institution, because marketing is the company's main activity to introduce and distribute the products or services to the consumers.⁴ Therefore, Islamic boarding schools must be more advanced and offer some updates, especially in making strategies for marketing their products.

¹ Syaifuddin et al., "Strategi Pemasaran Pendidikan Madrasah Tsanawiyah Bali Bina Insani Di Daerah Minoritas-Muslim Tabanan Bali," *Jurnal Pendidikan Agama Islam (Journal of Islamic Education Studies)* Vol. 7 No. (2019), <http://dx.doi.org/10.15642/jpai.2019.7.2.107-124>.

² Akdon, *Strategi Management For Educational Management* (Bandung: Alfabeta, 2006), 75.

³ Barnawi and Mohammad Arifin, *Buku Pintar Mengelola Sekolah (Swasta)* (Yogyakarta: Ar-Ruzz Media, 2012), 32.

⁴ Saiqa Akbar Ilham, "Kualitas Layanan Jasa Pendidikan: Analisis Quality Function Deployment," *Jurnal Gama Societa* Vol. 2 No. (2018), 125.

Having this marketing activities carefully carried out, prospective consumers will be able to find complete information about the products or services offered, and consumers will decide whether to choose it or not later. Hence, marketing in educational institutions is considered to be non-negotiable because it can greatly influence the interest of potential consumers to use the products or services offered, particularly for Islamic boarding school educational institutions within a non-Muslim majority area, such as in Jembrana Regency, Bali, where the majority of the people are Hindus.⁵

Islamic boarding school educational institutions in Bali are less numerous than in Java and other islands because Bali is predominantly Hindu. According to data population on the island of Bali, there are as many as 4.29 million people (June 2022). Out of that number, 432.25 thousand people (10.08%) are Muslims. There are 9 Islamic boarding schools in Bali spread across the nine districts. For this matter, bearing in mind that it is minimal, Islamic boarding school institutions need an effective marketing strategy.

The existence of Islamic boarding schools amid the majority non-Muslim population must become a place to generate future generations of Muslim youth. One of the Islamic boarding schools in Bali that has a lot of devotees is the Firdaus Islamic Boarding School. Firdaus Islamic Boarding School is located in Banyubiru, Jembrana, about 92 km from Denpasar. It was built on a 3-hectare land under the auspices of the Cahaya Insan Institution, which was built in 2007. This Islamic educational institution combines the National Education curriculum in its formal education (Firdaus Junior School-High School) and the Islamic boarding school system (Firdaus Islamic Boarding School). Firdaus Islamic Boarding School develops an integrated education model (Islamic Boarding School Based) that puts forward the groundwork of *Aqidah* and *Akhlaq's* groundwork and implements creative, innovative and inspiring educational

⁵ Ro'fah and Latifah, *Strategi Bertahan Dan Aktivitas Pendidikan Islam Di Kawasan Minoritas UIN Sunan Kali Jaga In: Ulama Dan Negara-Bangsa: Membaca Masa Depan Islam Politik Di Indonesia. Pusat Pengkajian Islam, Demokrasi, Dan Perdamaian* (Yogyakarta: PusPIDeP, 2019), 210.

processes. This Islamic boarding school focuses on developing religious attitudes and practices, increasing morality, simplicity, and independence in life.

The exciting point about Firdaus Islamic Boarding School is that it is in the midst of non-Muslim (Hindu) people. This institution still survives and even gets more extensive from the growing number of students each year; currently, it has 350 students. Considering its surrounding, the number is very large compared to Islamic boarding schools in general within Bali. Usually, Islamic boarding schools are located in areas where most potential customers are in Java. However, Firdaus Islamic Boarding Schools can attract parents' interest to entrust education to their children in these places.⁶ From the limited number of markets, making an educational institution at the Firdaus Islamic boarding school, Jembrana, Bali, must have a good marketing strategy to influence customers to use the services offered.

There are several previous studies related to marketing strategy. Rohmat Asnawi (2020) examines marketing strategies for increasing the number of students at the al-Qodir Tanggamus⁷ Islamic Boarding School. Muna Fauziah, et al. (2022) researched the "4p Marketing Mix Strategy in Creating Excellent Schools". Salsa Widya Nuranita (2022) "Management Marketing Strategy for Social Media-Based Educational Institutions at SMKN 1 Sragen". Aditya Fradito (2020) "educational marketing strategy in improving the school's image. Irwan Fathurrochman (2021) "Marketing Strategy for Education Services in Increasing the Selling Value of Madrasahs Aliyah Riyadus Sholihin Musirawas." Maskub Abrori (2015) Marketing Strategy for Educational Institutions to Increase the Number of Students in PG/Tk Samarinda". This research only

⁶ Husnul Amin, "Pembaharuan Sistem Pendidikan Pesantren Dan Strategi Bertahannya, Menuju Pesantren Idaman Masa Depan Dalam Menghadapi Tantangan Globalisasi," *Raudhah: Jurnal tarbiah islamiah* Vol 4 no 1 (2019), 13-14.

⁷ Rohmat Asnawi, Strategi Pemasaran dalam Meningkatkan Kuantitas Santri di Pondok Pesantren al-Qodir Tanggamus, *Skripsi* (Fakultas Dakwah dan Komunikasi: UIN Raden Intan Lampung, 2020)

uncovers marketing strategies through the 4p, focuses on promotion, and uses SWOT analysis in planning marketing strategies. Marketing of educational services, according to Kotler, should use seven aspects known as 7P, such as product (educational service products), place (place/method of delivery), price (the price of educational services), and promotion (educational service promotion), people (people or teaching and educational staff), physical evidence (physical evidence of educational services), and process (educational service process).⁸

In this article, the researcher will describe more complex marketing strategies related to the marketing of educational services, especially in non-Muslim areas of Bali, starting from the marketing planning stage, implementation marketing includes the 7P's and uses a strategic approach with Balinese non-Muslim figures, and the final stage which is marketing evaluation.

Methods

This research uses a qualitative approach with a case study type of research. According to Creswell, Qualitative research explores and understands the meaning in a number of individuals or groups of people that derive from social issues. In general, qualitative research can be used to research people's lives, history, behavior, concepts or phenomena, social problems, and others.⁹ One of the reasons why using a qualitative approach is the experience of researchers where this method can find and understand what is hidden behind a phenomenon that is sometimes difficult to understand. A case study is a study that explores a depth case and collects complete information using various data collection procedures based on a predetermined time. This case can be in the form of an event, activity, process, or program.¹⁰ This approach

⁸ Ismanto, *Manajemen Pemasaran* (Tangerang: Unpam Press, 2020), 23-37.

⁹ John W Creswell, *Research Design* (Yogyakarta: Pustaka Pelajar, 2016), 245.

¹⁰ Unika Prihatsanti, Suryanto Suryanto, and Wiwin Hendriani, "Menggunakan Studi Kasus Sebagai Metode Ilmiah Dalam Psikologi. Buletin Psikologi," *BuletinPsikolog* Vol. 26, N (2018), 8-9.

requires researchers to go directly to collect data and observe the research subjects in an incentive and detailed manner. Researchers use case studies because it is easier for researchers to gather detailed information about the individual or group that is the focus of the study.

The research setting of this study is the Firdaus Islamic Boarding School, located in Banyubiru, Jembrana Regency, about 92 km from Denpasar, Bali Province. The object of this research is the Marketing Strategy of the Firdaus Islamic Boarding School in the Muslim-Minority Area of Jembrana Bali. The sources of data in this study are (1) the leaders or caretakers of Islamic boarding schools, (2) the student affairs department or those who oversee the Islamic boarding school students, (3) the teachers or *ustadz-ustadzah* who act as teaching staff in the learning process at the Islamic boarding school. Islamic boarding schools, (4) Islamic boarding schools facilities and infrastructure, (5) Islamic boarding schools curriculum, (6) guardians of students and alumni, as well as primary data as support such as documents.

Data collection techniques in this study used three procedures: interviews, observation, and documentation.¹¹ The Miles and Huberman model uses data analysis, which includes data collection, data reduction, data display, and drawing conclusions. The data validity in this study went through three stages: the preliminary stage, the filtering stage, and the preliminary data completion stage. From these three stages, data validity is checked at the data filtering stage.¹² Therefore, when the data is irrelevant and inadequate, it will be screened and checked out again in the field so that the data has a high level of validity. Triangulation is a data validity checking technique that utilizes something else. Researchers carry out this technique by comparing and checking the findings of the main informant with other informants.

¹¹ Afifudin and Beni Ahmad Saebani, *Afifudin, Dan Beni Ahmad Saebani* (Bandung: CV Pustaka Setia, 2019), 134.

¹² Moleong J. Lexy, *Penelitian Kualitatif* (Bandung: PT Remaja Rosdakarya, 2010), 125.

Result and Discussion

Since its establishment in 2008, Firdaus Islamic Boarding School has faced many obstacles in becoming it today. The development of Firdaus Islamic Boarding School Jembarana Bali has always fluctuated the number of students from year to year. However, it shows an increasing trend. Firdaus Islamic Boarding School was initiated in 2005 and was realized in 2008 by combining the culture of formal education and Islamic boarding schools. Firdaus Islamic Boarding School adopted a modern style in the implementation of education. The main objective of its establishment is to protect the Islamic youth from the depraved consequences of the technology that causes many degenerate morals, especially in Muslim minority areas in Bali.

The research results from the study conducted at the Firdaus Islamic boarding school Jembrana Bali are related to the management of educational services marketing strategies, particularly the Islamic boarding schools located in Muslim minority areas, which consist of some stages, they are: (1) the planning stage, (2) the marketing implementation stage, and (3) evaluation stage.

The planning stage of the marketing strategy for the Firdaus Islamic boarding school in the Muslim-minority area of Jembrana Bali includes program planning that will later be offered to the community, the budgeting process, and the infrastructure needed for the course of marketing activities. The chairman of the institution and the principals of the Islamic boarding school, alongside their staff, including benefactors, will discuss program planning in the short, medium, and long term.¹³

1. Marketing Planning

Strategic planning is the core of strategic management in

¹³ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembarana Bali", 5 juni, 2022)

educational marketing services.¹⁴ Firdaus Islamic Boarding School Jembrana Bali has carried out a strategic planning process in marketing the institution to the public. One of them is planning a curriculum program or an excellent program that can increase students' competence. Marketing planning at the Firdaus Islamic Boarding School includes program planning that will later be offered to the community, budgeting, and infrastructure needed to implement marketing activities. The chairman of the foundation and the leadership of the Islamic boarding school and their staff, including donors, will hold discussions regarding program planning, both short-term, medium-term, and long-term.

Marketing planning is carried out at the Firdaus Islamic Boarding School, where all aspects of activities are carried out to the maximum extent possible and professionally. In other words, it is always within the limitation set planned program, both at the beginning process on how to plan, implement it, and provide follow-up afterward. Each staff member will hold a meeting if they are going to run a program or propose a new one so that in the future, there will be few deficiencies or something unexpected.¹⁵ The warden of the center rooms must provide daily notes where later they are used as material for weekly, monthly, and quarterly meetings, which will be discussed to find the best solution among the principals.¹⁶ In general, distinctive programs such as the language division, computers, *tahfidz*, evening prayers, and speeches have been running well and properly executed. Only a few obstacles were found, but they have been resolved.

In line with this, in regard with the marketing planning carried out by the Firdaus Islamic boarding school Jembrana Bali, all of the school members will always coordinate the planning process

¹⁴ Muhaimin, *Aplikasinya Dalam Penyusunan Rencana Pengembangan Sekolah/Madrasah* (Jakarta: Kencana Prenada Media, 2011), 101.

¹⁵ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 juni, 2022)

¹⁶ Ustadz Anuwar. 2022. "Informan Bidang Kesantrian Pondok Pesantren Firdaus Jembrana Bali". 5 Juni.

to introduce elements of the Islamic boarding school before the school year begins to attract interest and create a good image to the public. The planning stages that are carried out always involves all internal member of the Islamic Boarding School, which the chairman of the foundation and the caretakers as the director leads.¹⁷

Based on the explanation above, related to the marketing planning of Firdaus Islamic boarding school Jembrana Bali, it is always carried out in a coordinated manner. It involves all internal and external elements of the Islamic boarding school. The planning process is carried out not only for market share, which in this case is the Muslim community, but also for non-Muslim communities, which aims to establish cooperation between religious communities to create a peaceful atmosphere, which is the distinctive side or uniqueness of this Islamic boarding school. It can be seen from the program planning that has been carried out, such as the *tahfidz* program, language division, extracurricular activities, budgeting planning, a healthy program of Islamic boarding schools, religious harmony programs, and so forth.¹⁸

Having implemented good planning will help and facilitate the marketing process of the Islamic boarding school and provide good public services per the vision and mission of Islamic boarding schools. Such planning that involves all elements involving the community will help to build pleasing cooperation and boost a better image of the *pesantren* in society.

2. Marketing Implementation

Marketing is systematic management, attracting interest or attention to potential consumers (students) and the public as well as building the image of the *pesantren*. Firdaus Islamic Boarding School

¹⁷ Ustadz Yahya. 2022. "Informan Bidang Sarana dan Prasarana Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

¹⁸ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

Jembrana Bali applies specific marketing strategies.¹⁹ Implementing marketing strategies through public relations communications and systems information forms the basis for implementing the program. In this case, *Kiai* and its members will identify and find an appropriate strategy to be accepted by the community by displaying academic and non-academic excellence or achievements, as well as in the form of publication of various positive activities.

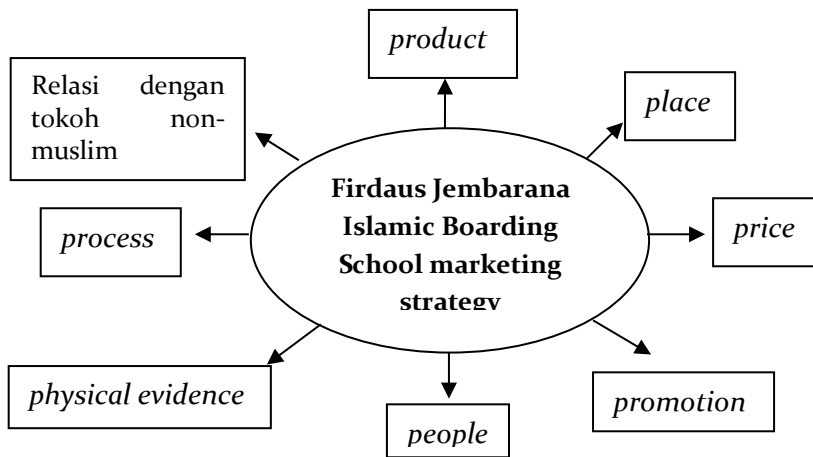


Figure 1. Firdaus Islamic Boarding School Jembrana Bali Marketing Strategy Pattern

Firdaus Islamic Boarding School Jembrana Bali applies a particular way of providing educational services to attract community interest, such as understanding community needs and providing satisfaction to users. In this case, Firdaus Islamic Boarding School Jembrana Bali prioritizes its customers, such as the students, by providing full service in the form of adequate facilities and a comfortable, clean and orderly environment. Firdaus Islamic Boarding School Jembrana Bali carried out this Marketing technique by offering their products through several items. These marketing strategies can be grouped based on the marketing mix model, based

¹⁹ Ibid, 18.

on seven aspects: product, price, place, promotion, human resources, infrastructure, and service process.²⁰

A product can be offered to a market for attention, purchase, use, or consumption that might satisfy a want or need. In other words, a product is an entire object or process that provides some value to consumers.²¹ In the promotion strategy, product strategy is a core element in marketing. The selection of the type of product to be produced will determine the required promotional activities.

The products of Firdaus Islamic Boarding School Jembrana Bali are the *Tahfidz* Program, Foreign Languages, Computers, *Khitobah*, and tolerance between religions and organizations. These products, as a whole, are rarely found within Islamic boarding schools in Bali except in Islamic boarding schools in Java. Thus, this is the distinctive aspect of this Islamic Boarding School. Furthermore, the uniqueness was also proven by some of the achievements of the Firdaus Islamic boarding school students in academics, arts, and sports.²²

The excellent programs preserved by the Islamic boarding school have been implemented, although some improvement steps are still needed to get the maximum results. One of the distinctiveness of this product is that within the implementation stage, it always involves the entire community, not only the Muslim community but also non-Muslim communities. For example, in developing foreign languages, technology, and other things, the institution presents mentors from outsiders, so most of the mentors come from the general public who are non-Muslims.²³

The aspect of price in marketing is the amount of money to be paid by consumers to get a product. For consumers, price is one

²⁰ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

²¹ Ibid, 11.

²² Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

²³ Ustadz Anuwar. 2022. "Informan Bidang Kesantrian Pondok Pesantren Firdaus Jembrana Bali". 5 Juni.

of the essential factors in purchasing decisions. In educational services, the price is all costs incurred to obtain the educational services offered.²⁴

The price of education includes monthly tuition fees (SPP for Education Development), building investment, and others. The overall costs at the Firdaus Islamic Boarding School Jembrana Bali are relatively affordable, and the boarding school implements a special pricing system for consumers around the cottage (district), intending to be a marketing strategy in picking up the market. The price charged is Rp. 1,100,000/month for the general public, and Rp. 650,000/month for prospective students around (districts); apart from this, the institution also provides scholarships for high-achieving students. This total burden includes all aspects of the student's activities later at the Islamic boarding school, which includes meals three times a day, health, guidance, facilities, and so forth. The thing to note is that it must be carried out with the principle of transparency, accountability, effectiveness, and efficiency. Islamic boarding schools in their financial management are always open, the use of money can be accounted for, the management of money is carried out as well as possible, and the application of the best ratio between input and output or between power and results.²⁵

Likewise, place refers to where the service company should be headquartered and carry out its activities.²⁶ Location in relation to the marketing of educational services means where the educational institution is located. This is more or less the preference of prospective customers in determining their choices. A comfortable and easy-to-reach strategic location will be the main attraction.

The location of Firdaus Islamic Boarding School Jembrana

²⁴ Masing Musa and Rahma Widyana, "Marketing Mix Method Sebagai Strategi Pemasaran Pendidikan Di SMA Kristen Barana," *Jurnal Pendidikan Indonesia* Vol 02, No (2021), 78.

²⁵ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

²⁶ Imam Faizin, "Strategi Pemasaran Jasa Pendidikan Dalam Meningkatkan Nilai Jual Madrasah," *Jurnal Madaniyah* Volume 7 N (2017), 267.

Bali is very reachable because it is close to direct road access, and destination locations are effortless. This makes the institution very easy to find, evidenced by frequent visits to institutions. What is unique about the Location of the Firdaus Islamic Boarding School Jembrana Bali is that it is located in a Muslim minority area, majority of Hindu settlements surround the location of the boarding school, but the activities of the Islamic boarding school are still running well. This can be created as a result of good cooperative relations and positive tolerance between religious communities and the surrounding community.²⁷

Another aspect is promotion which refers to communicating product sales in the market that are directly related to the public. The promotion aims to provide information and convince consumers of the benefits of the products produced.²⁸ Service promotion Education can be carried out through educational exhibitions, education and investment bazaars, direct contact with students, and community relations activities.

Promotional activities carried out by the Firdaus Islamic Boarding School Jembrana Bali are done through technical assistance in the form of websites and social media, brochures, establishing relationships with the community, or using alumni facilities as a form of approach with consumers. This is the quintessence of promotion carried out by the institution, always involving all aspects of the existing community, where most of the community at the Firdaus Islamic Boarding School Jembrana Bali are non-Muslims. However, the institution has succeeded in establishing cooperation with the community to work hand in hand in maintaining, promoting, and forming harmony. For example, during the Qur'an holiday, the institution always gives meat to the surrounding community regardless of religious background to maintain

²⁷ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

²⁸ Alfiyandi and La Ode Syarfan, "Analisis Bauran Promosi (Promotion Mix) Produk Multilinked Syariah Pada Asuransi Panin Dai-Ichi Life Cabang Pekanbaru," *Jurnal Valuta* Vol 2 No 1 (2016), 56.

tolerance.²⁹

People in the context of education are the people involved in delivering educational services, such as administrators, school principals, teachers, and employees (educators and education staff).³⁰ These educators and educational resources are very important and even become the spearhead in providing educational services to students in madrasah institutions. Human resources as mentors at the Firdaus Islamic Boarding School Jembrana Bali have been carefully selected and with predetermined criteria so that the best quality human resources will be used by the Firdaus Islamic Boarding School Jembrana Bali in carrying out learning services to customers, in this case, students.³¹ What makes this Firdaus Islamic Boarding School Jembrana Bali unique is that people who are part of it do not only have to practice Islam, but the institution also recruits non-Muslims as mentors in filling out several programs at Firdaus Islamic Boarding School Jembrana Bali.

Physical evidence is the physical environment in which services are created and directly interact with consumers.³² For example, building layouts, class designs, library buildings, sports fields, report cards, student records, and blueprints such as vision, mission, learning environment, school strategic plans, administrative documents, and so forth.

The physical environment at the Firdaus Islamic Boarding School Jembrana Bali has been very good so far, where all the learning needs of students can be met, such as mosques, computer rooms, sports areas, health, and others.³³ The physical environment is important for students in encouraging the development of knowledge and abilities. Therefore Firdaus Islamic Boarding School

²⁹ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

³⁰ Ibid, 71.

³¹ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

³² Ibid, 72.

³³ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

Jembrana Bali always tries its best to provide its services in terms of facilities and infrastructure for its consumers, in this case, students.³⁴ What is unique about the Firdaus Islamic Boarding School Jembrana Bali is that even though the environment in the boarding school is predominantly non-Muslim, they are all involved in the construction of the boarding school and others.

The last aspect is the process which refers to a procedure or mechanism in a series of activities to deliver services from producers to consumers. In the context of the process, education service is an educational process that supports the implementation of the process of teaching and learning activities to form the desired product/graduate.³⁵

The process of educational services at the Firdaus Islamic Boarding School Jembrana Bali is carried out with clear and directed programs at every level, such as the *tahfidz*, language, and other programs, so that the results of graduates from the Firdaus Islamic Boarding School Jembrana Bali are intellectually intelligent quality graduates. Spiritual, emotional, and intellectual, the results of graduates are not only intelligent in theory but also intelligent in society and able to place tolerance well because tolerance is often instilled.³⁶ The learning process in educating students must be improved by comparing Java with a better hut, with thus will be able to know the process system applied to lodges in Java which were then implemented in Firdaus Islamic Boarding School Jembrana Bali to improve quality in Bali.

3. Marketing Evaluation

Evaluation is the final stage carried out to assess program performance. Evaluation is a very important and inseparable part of various programs or activities in an institution. Evaluation serves as

³⁴ Ustadz Yahya. 2022. "Informan Bidang Sarana dan Prasarana Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

³⁵ Ibid, 73.

³⁶ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

a provider of information to determine the success of a program that has been, is being implemented, or will be implemented.³⁷ With an evaluation, it is possible to find information about the strengths and weaknesses of these program activities. Evaluation is highly required to determine all the drawbacks that need to be corrected for the next program and maintain positive things in the future program.

The marketing program evaluation activity is an effort to collect and provide the information needed about the running of a series of planned activities organized by an agency in the form of analysis, planning, implementation, and control of programs that have been planned concerning the desired exchanges with the intended consumers for obtaining personal and collective benefits, as well as comparing what has been achieved from the program with what should have been achieved based on predetermined standards.³⁸ The results of the information obtained can be used as material for consideration or an alternative in making a decision. In other words, in program evaluation, some stages or processes aim to collect information to determine the effectiveness of program components in supporting the achievement of program objectives (see Table 1).

Firdaus Islamic Boarding School Jembrana Bali has carried out the evaluation process well. It can be seen from the results of the research, which explain that evaluations are always carried out regularly. For Firdaus Islamic Boarding School Jembrana Bali evaluation cannot be separated from every activity the institution carries out. Firdaus Islamic Boarding School Jembrana Bali carries out regular evaluations of its activities, consisting of monthly, three-month, and one-year evaluations. The uniqueness of the Firdaus Islamic Boarding School Jembrana Bali is that in the evaluation phase, it also involves the entire Muslim and non-seasonal

³⁷ Asmara Dewi and Sovia Masayu, "Evaluasi Manajemen Pemasaran Di Sekolah Ar-Raudah Kota Bandar Lampung," *Jurnal Evaluasi dan Pembelajaran* Vol. 2 No. (2020), 39.

³⁸ Abdillah Mundir, "Strategi Pemasaran Jasa Pendidikan Madrasah," *MALIA: Jurnal Ekonomi Islam* Volume 7, (2016), 38.

community regarding program improvements and others. Evaluation needs to be done as a form of improvement in marketing amid institutions in minority areas.³⁹

Table 1. Evaluation Activity Plan at Firdaus Islamic Boarding School Jembrana Bali

No	Activities	Time/Period
1	program evaluation	carried out weekly, monthly, three months, and six months
2	<i>Santri's</i> Learning Evaluation	carried out weekly, monthly, three months, and six months
3	Evaluation of Institutional Image Marketing Planning Activities	carried out weekly, monthly, three months, and six months

Basically, the function of marketing in an educational institution is to form a good image of an institution so that it can attract the interest of prospective consumers.⁴⁰ Therefore, marketing must be oriented to what the customer wants, which in the context of Islamic boarding schools is called *santri*. This is where the role of strategic management is needed, especially in marketing education, starting from how marketing schemes are planned, implemented, carried out, and evaluation becomes improvements or future references. These three things have an inseparable bond in marketing educational services activities.

A good image is when an institution can: (1) create public understanding (public understanding), (2) have public confidence (public trust in the institution), (3) have public support (an element

³⁹ Kyai Mahmudi, Lc. 2022. "Informan Pengasuh Pondok Pesantren Firdaus Jembrana Bali", 5 Juni, 2022.

⁴⁰ Muhaimin, *Aplikasinya Dalam Penyusunan Rencana Pengembangan Sekolah/Madrasah* (Jakarta: Kencana Prenada Media, 2011), 102.

of support from the public), and (4) have public corporation (there is cooperation from the public to the institution). Therefore, it is very necessary to increase cooperation with the public, in this case, non-Muslim surrounding communities, to improve the institution's image and as a form of marketing strategy.⁴¹

Some factors support and inhibit the marketing strategy management carried out by Firdaus Islamic Boarding School Jembrana Bali. Supporting factors in educational marketing activities are an advantage for increasing institutional imagery and consumers. However, inhibiting factors in educational marketing need to be used as an evaluation material and challenges for institutions to remain standing and even better.

a. Supporting factors

Factors supporting the marketing of the Firdaus Islamic Boarding School Jembrana Bali are supported by its existence in areas where the Muslim minority is, namely at the planning stage. It always involves all levels of society, meaning that not only people who use services but people who do not use services are also involved, where the majority of the community is non-Muslim. At the implementation stage, the support is the geographic location or location of the boarding school, where the Firdaus Islamic Boarding School is located in an area with a Muslim minority, so that the institution becomes quickly recognized by the public, especially Muslims in Bali, the location of the huts on the outskirts of the city and the vast area of the huts, as well as the facilities they have, are the main advantages and attractions for the community.

The amount of support from the Balinese Muslim community and the close ties of tolerance with the non-Muslim Balinese community, with a positive relationship with the community, will make it easier for collaboration and marketing in advancing educational institutions, excellent programs made are also supporting factors, which are in great demand by the community

⁴¹ Neny Yulianita, *Dasar-Dasar Public Relation* (Bandung: Pusat Penerbitan Universitas Bandung, 2005), 47.

even though market share is very limited where the existence of institutions in Muslim minority areas. At the evaluation stage, the supporting factor is the involvement of all levels of society in building or repairing the deficiencies of the institution, meaning that corrections come not only from within the institution but also from the general public, who are non-Muslims.

b. Inhibiting factor

The inhibiting factor of the management of the Islamic boarding school marketing strategy at the planning stage is that because the institution receives input from all levels of society, there is often a discrepancy with the framework within the Islamic boarding school environment, and the time it takes is quite long in making a decision.

At the stage of marketing implementation at the Firdaus Islamic Boarding School Jembrana Bali at this time, there is a lot of competition, both competition for boarding schools in Java and also in Bali, so with this a better marketing implementation process is needed, as well as improvements from all aspects so that more attractive to the future. On the other hand, there is still a public perception that judging the admission fee of the boarding school is expensive, so some people think it is better to accommodate their children in Java than in Bali if the price paid is the same. Therefore, there is a need for direct outreach to the community regarding prices so that there is no understanding. In this case, it is necessary to improve cooperation and relations with the community. The need for experts in the field of marketing to manage marketing specifically where an institution must win the market competition you have experts who specifically handle marketing will be able to reduce the inhibiting factors faced by the Firdaus Islamic Boarding School Jembrana Bali.

At the evaluation stage, the obstacle to marketing management is that it is difficult to find time together to discuss programs that are already running because the institution involves all aspects of society. The second is that evaluation forms sometimes

need to be in line with the conditions at the Islamic boarding school, so more in-depth explanation and understanding are needed.

Overall the strategy used in marketing the Firdaus Islamic Boarding School Jembrana Bali is the same as marketing management at other boarding schools. The difference or uniqueness of the marketing strategy management carried out by the Firdaus Islamic Boarding School Jembrana Bali adds the variable of cooperation with non-Muslim communities. Therefore, even though a non-Muslim majority community surrounds Firdaus Islamic Boarding School Jembrana Bali, it still exists and is a destination for parents to put their children in the Firdaus Jembrana Islamic Boarding School.

The results of this study have similarities with research conducted by ⁴² and research conducted by Yulianita.⁴³ Where the marketing strategy used is 7P, that is, product, price, place, promotion, human resources, infrastructure, and service process, but the difference is that in this study, additional variables were found that support the management of marketing strategies used in Islamic boarding schools, especially in Muslim minority areas of Bali, namely variable build cooperation with non-Muslim communities in this regard shown by the attitude of community acceptance support the existence of Islamic boarding schools through collective actions. As a managerial action in managing religious differences with the surrounding community, the academic community of Firdaus Islamic boarding schools is demanded to have an open-minded mindset and accommodate the existing differences.

Conclusion

The marketing strategy for Firdaus Islamic Boarding School in the Muslim Minority area of Jembrana Bali was carried out in three stages. They are the marketing planning stage, the marketing implementation stage, and the marketing evaluation stage. At the planning stage, it has been carried out according to procedures that

⁴² Ibid.

⁴³ Ibid.

lead to the goals to be achieved, coordinated, and involve all internal elements of the lodge and the outside community. At the implementation stage, product offerings have been made through several items based on seven aspects: product, price, place, promotion, human resources, infrastructure, and service process.

At the evaluation stage, it is carried out in a structured manner and in accordance with the agenda that has been made namely monthly, quarterly and annual evaluations. This stage also involves the entire community, both the Muslim community and also involves non-seasonal figures related to program improvement, community aspirations, and others.

Factors supporting the marketing of the Firdaus Islamic Boarding School Jembrana Bali are supported by its existence in Muslim minority areas, namely that at the planning stage, it always involves all levels of society, meaning that not only people who use services but people who do not use services are also involved, where the majority of these people are non-Muslims. In the implementation stage, the supports are the geographic location or location of the boarding school, where the Firdaus Islamic Boarding School is located in an area where the Muslim minority is located, so that the institution becomes quickly recognized by the public, especially Muslims in Bali, the location of the boarding school on the outskirts of the city and the large area of the cottage, as well as the facilities provided owned, is an advantage and a special attraction to the community. There is a lot of support from the Balinese Muslim community and close ties of tolerance with the non-Muslim Balinese community. At the evaluation stage, the supporting factor is the involvement of all levels of society in building or repairing the deficiencies of the institution, meaning that corrections come not only from within the institution but also from the general public, who are non-Muslims.

The inhibiting factor at the planning stage is that there often needs to be more consistency with the framework in the Islamic boarding school environment and the time it takes to decide something. At the implementation stage, there is much competition,

both competing for the Islamic boarding School on the island of Java and in Bali, and there is still a public perception that the cost to enter the hut is expensive. The need to improve cooperation and relations with the community and the need to recruit experts in the field of marketing to manage marketing specifically. At the evaluation stage, the obstacle to marketing is the difficulty of finding time together to discuss programs that are already running because the institution involves all aspects of society. The second is that evaluation forms are sometimes not in line with the conditions at Islamic boarding schools, so more in-depth explanation and understanding are needed.

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