

THE ROLE OF MARKETING MANAGEMENT IN BUILDING CUSTOMER VALUE AND LOYALTY IN EDUCATIONAL INSTITUTIONS

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Abstract:

This research aims to analyze how the role of marketing management implemented by this madrasah is able to create value for customers and increase their loyalty. Achieving this goal is crucial as educational institutions, particularly faith-based madrasahs, not only compete in academic quality, but also in offering uniqueness and spiritual values that become the main attraction for the local community. This research method uses a qualitative approach with a case study design to explore the role of marketing management in shaping customer value and loyalty. Data were collected through in-depth interviews, observation, and documentation analysis. Thematic analysis techniques were chosen to identify key themes, providing an in-depth understanding of the marketing of faith-based education in this madrasah. The results confirm that customer loyalty is formed through responsive educational services, academic and non-academic achievements, and social activities. Responsiveness creates satisfaction, achievement increases trust, and community service strengthens a positive image. The synergy of these three factors strengthens the bond between the madrasah, students, parents and the community.

Keywords: Marketing Management, Value, Customer Loyalty

Abstrak:

Penelitian ini bertujuan untuk menganalisis bagaimana peran manajemen pemasaran yang diterapkan madrasah ini mampu menciptakan nilai bagi pelanggan dan meningkatkan loyalitas mereka. Pencapaian tujuan tersebut sangatlah penting karena lembaga pendidikan, khususnya madrasah berbasis agama, tidak hanya bersaing dalam kualitas akademik, namun juga menawarkan keunikan dan nilai-nilai spiritual yang menjadi daya tarik tersendiri bagi masyarakat setempat. Metode penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus untuk mengeksplorasi peran manajemen pemasaran dalam membentuk nilai dan loyalitas pelanggan. Data dikumpulkan melalui wawancara mendalam, observasi, dan analisis dokumentasi. Teknik analisis tematik dipilih untuk mengidentifikasi tema-tema kunci, memberikan pemahaman mendalam tentang pemasaran pendidikan berbasis agama di madrasah ini. Hasil penelitian menegaskan bahwa loyalitas pelanggan terbentuk melalui layanan pendidikan yang responsif, prestasi akademik dan non-akademik, serta kegiatan sosial. Daya tanggap menciptakan kepuasan, prestasi meningkatkan kepercayaan, dan pengabdian kepada masyarakat memperkuat citra positif. Sinergi ketiga faktor tersebut mempererat tali silaturahmi antara madrasah, siswa, orang tua dan masyarakat.

Kata Kunci: Manajemen Pemasaran, Nilai, Loyalitas Pelanggan

INTRODUCTION

The number of educational institutions that have grown rapidly in

Indonesia in recent years has led to intense competition between institutions. According to data from the Ministry of Education and Culture (Kemendikbud), by 2023 there will be more than 200,000 schools throughout Indonesia, consisting of various types and levels of education, ranging from elementary schools to universities. This figure shows how competitive the education sector in the country is (Mujib & Saptiningsih, 2021). In such intense competition, the factor that distinguishes one educational institution from another is the value given to students and the level of loyalty created between schools and stakeholders, especially parents and students themselves (Rahmat, 2021). To overcome this competition, good and structured management is needed, especially in terms of marketing.

Effective marketing management can play an important role in creating more value for customers, in this case students and parents, and building their loyalty to educational institutions (Simanjuntak & Purba, 2020). Based on research conducted by Kusumawati (2020), the implementation of marketing management in educational institutions can increase customer satisfaction and loyalty, which in turn will support the success of educational institutions in the long term. One strategy that has proven effective is transparent communication and the creation of an adequate and quality learning experience. By increasing value and building customer loyalty through good marketing management, educational institutions can not only survive the competition, but also thrive in the midst of changing market dynamics

Management's active involvement in marketing helps this institution to not only build a positive image but also ensure that customers (parents and students) feel satisfied and attached to the educational institution (Rahayu & Trisnawati, 2022). Thus, Madrasah Aliyah Al-Amiriyyah can maintain its existence by providing quality education that is relevant to students' needs. This success can be seen from the increasing number of applicants each year and satisfactory exam results, which are strong indicators of the quality of education provided. In addition, Al-Amiriyyah consistently involves parents in the

educational process, strengthening the relationship and trust between the institution and the community. As evidence, high levels of parental satisfaction are reflected in internal surveys conducted by the school, indicating strong levels of loyalty towards the school. This positive cycle strengthens the image of Madrasah Aliyah Al-Amiriyyah as an educational institution capable of supporting student development and continues to be trusted by the surrounding community (Andriana, 2023; Prabowo & Hafid, 2024).

Previous research related to the *Role of Marketing Management in Building Value and Customer Loyalty in Educational Institutions* has been found in various formal and non-formal educational contexts. Studies regarding the implementation of marketing strategies in educational institutions show that value creation is an important key to attracting the attention of prospective students and maintaining customer loyalty, especially in religious-based institutions such as madrasah. Research by Suryana & Hijriani, (2022) states that educational institutions that are effective in conveying their unique values, such as a curriculum that balances general and religious knowledge, will have a stronger appeal to the community. This research shows that a marketing approach that emphasizes the value of religiosity, academic excellence, and character development is a major factor in attracting and retaining customers in religious educational institutions. Furthermore, research conducted by Sari & Prasetya, (2020) highlights the importance of parent and student satisfaction as a measure of the success of marketing management in educational institutions. This customer satisfaction is closely related to loyalty, which can be built through the quality of education, good interpersonal relationships between the school and parents, and student success in various aspects (Prabowo & Khauldi, 2024). The study found that actively managing customer relationships for example through involvement in students' social and academic activities can strengthen long-term loyalty.

The novelty in this study lies in its specific focus on religious-based educational institutions in the local context in Indonesia. This study does not only

discuss marketing strategies in general, but focuses on a marketing approach that emphasizes relevant religious and cultural values. This approach aims to address the specific needs of communities seeking a balance between religious and general education for their children. In addition, this research highlights how marketing management can play a role in developing customer loyalty through a holistic approach, involving parents, students and the surrounding community. This approach is relatively rarely discussed in the context of religious education marketing, thus providing a new perspective in building loyalty that is based on local and religious values (Ma'rufah, 2023). In other words, this research makes a unique contribution to the education marketing literature by focusing on how value and loyalty can be built through the adaptation of marketing strategies in madrasahs, which play an important role in strengthening the existence of Islamic educational institutions in the modern era.

This research aims to analyze how the role of marketing management applied by this madrasah is able to create value for customers and increase their loyalty. This achievement is very important because educational institutions, especially faith-based madrasahs, not only compete in academic quality, but also in offering uniqueness and spiritual values that become the main attraction for the local community. By understanding the role of effective marketing in the context of Islamic educational institutions, madrasahs can be more responsive to the needs and expectations of customers, namely students, parents, and the community who want a balance between religious education and general science Nasution et al., (2023).

Support for this goal is based on the importance of customer loyalty in building the sustainability of educational institutions. When parents and students feel they are getting more value through a curriculum that is in line with their religious values and quality services, their loyalty to the educational institution will be stronger (Mulyasa, 2022). This helps madrasahs maintain their existence in the midst of competition and improve their reputation in the eyes of the community. Moreover, the analysis of the role of marketing in madrasahs is

expected to provide new insights into marketing adaptations in Islamic educational institutions that have unique characteristics and missions. The results of this study will not only be useful for Madrasahs, but can also be a reference for similar educational institutions in building customer value and loyalty through a marketing approach that focuses on satisfaction and cultural values.

RESEARCH METHODS

The research method used a qualitative method with a case study approach. This research was conducted at Madrasah Aliyah Al-Amiriyyah. This method was chosen in order to explore in depth how the role of marketing management is applied in this madrasah and how this role shapes value and loyalty among customers, namely students and parents. Through this approach, the researcher can better understand the unique context and factors that play a role in marketing religious-based education in the local environment (Purwanza, 2022). Data will be collected through in-depth interviews with madrasah management, including principals, teachers, students and parents who represent customers. These interviews aim to gain first-hand perspectives on the marketing roles implemented, the values perceived by customers, as well as the factors that influence their loyalty to the madrasah (Supratiknya, 2022). Direct observation of madrasah activities and communication strategies implemented will also be conducted to strengthen the interview results. In addition, documentation from marketing materials, internal reports, and related data will be analyzed to get a more comprehensive picture. The data analysis technique used is thematic analysis, which aims to identify key themes that emerge from the results of interviews, observations, and documentation (Pahleviannur et al., 2022). This approach is expected to produce an in-depth and holistic understanding of how the role of marketing management in creating customer value and loyalty at Madrasah Aliyah Al-Amiriyyah (Dewi, 2019).

RESULTS AND DISCUSSION

Research conducted at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi revealed some interesting findings related to the role of marketing management in building value and increasing customer loyalty. With a distinctive marketing approach that is oriented towards religious values, this madrasah has succeeded in attracting the attention of parents and students who seek a balanced education between general and religious knowledge. Through strategies involving religious values, parental involvement, and responsive educational services, Madrasah Aliyah Al-Amiriyyah is able to create solid relationships with customers, while enhancing its positive image in the community. The following findings show how the madrasah attempts to create sustainable satisfaction and loyalty.

1. Responsive Education Services

Madrasah Aliyah Al-Amiriyyah continuously strives to understand customer needs and expectations by taking into account feedback from students and parents. By providing responsive educational services, the madrasah is able to provide high satisfaction, thus building customer loyalty through the quality and suitability of services to their expectations. Responsive educational services at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi emerged as one of the important findings in this study, showing how strong the madrasah's attention to the needs and expectations of customers, which in this case are students and parents. Madrasah Aliyah Al-Amiriyyah understands that providing services that meet customer expectations is the key to creating satisfaction and building long-term loyalty. The responsive service provided by this madrasah covers various aspects, ranging from curriculum evaluation that is relevant to the needs of students, active communication between the school and parents, to openness in receiving input from students and parents.

In an interview with one of the parents' representatives, Mrs. Rina, she expressed her appreciation for the madrasah's openness to feedback from parents.

"Every time there is a student guardian meeting, the madrasah always listens to our input and complaints. They not only listen, but also act quickly. For example, when some parents asked for additional religious activities outside of school hours, the madrasah responded by creating an afternoon study program. This makes us, as parents, feel heard and satisfied with their attention to our children's needs."

Other interview results also showed similar views. Some students mentioned that madrasah often asks for their opinions regarding school activities or learning conditions, so students feel comfortable and considered important. Meanwhile, one of the teachers in the madrasah stated that direct involvement between teachers, students and parents makes communication more open and the learning atmosphere more conducive. The madrasah's quick response to this feedback is one of the main reasons why students and parents are satisfied and their loyalty to the madrasah is strengthened.

The findings show that responsive education services at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi are instrumental in increasing student and parent satisfaction and loyalty. Quick responses to customer feedback and needs, such as the addition of religious activities, create a sense of being valued and listened to. This leads to a closer and more trusting relationship between the madrasah, parents and students. As stated by Mrs. Rina, the madrasah's role in responding quickly to parents' complaints and suggestions shows its sincerity in providing services that not only follow standards, but also adjust to community expectations.

Researchers who are relevant to this finding are the *customer satisfaction* theory proposed by Oktaviani et al., (2019) , which states that customer satisfaction is formed when the experience received by customers exceeds or matches their expectations. In this context, responsive education services provide a positive experience for parents and students, resulting in satisfaction. In addition, the theory of *relationship marketing* developed in an article by Ernanto & Febry, (2022) can also be applied here, which emphasizes the importance of building long-term relationships with customers through effective communication and responsiveness to their needs. Open communication between the madrasah and parents, as well as concrete actions taken based on feedback, strengthens loyalty and creates a more solid and sustainable relationship. These interactions create a sense of belonging and attachment, which in turn increases loyalty to the madrasah.

2. Academic and Non-Academic Achievements as Added Value

Students' achievements in various academic and non-academic activities, such as academic achievement, involvement in extracurricular activities, and participation in religious competitions, are part of the madrasah's marketing strategy. This success builds a positive image in the eyes of the community and increases parental trust, thus becoming an important factor in creating loyalty. The academic and non-academic achievements of students at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi are one of the main aspects in building a positive image of this madrasah in the eyes of the community. Students' achievements in various fields, such as academics, involvement in extracurricular activities, and active participation in religious competitions, are effective marketing strategies to attract the attention of prospective students and parents. The success of students in achieving these achievements not only shows the quality of education provided, but also becomes a tool to strengthen the image of madrasah as an educational institution capable of

producing outstanding students. This also increases parents' trust in madrasah, which ultimately plays a role in creating their loyalty to the educational institution. In an interview with the Head of Madrasah Aliyah Al-Amiriyyah, Mr. Ahmad, he stated,

"We always encourage students to excel, both in academic and non-academic fields. We believe that their success in competitions or extracurricular activities reflects the quality of education we provide. Along with their achievements, parents feel more confident to entrust their children's education to us. This trust in turn builds strong loyalty, not only in students, but also in parents."

Interviews with some students and parents showed that academic and non-academic achievements are very important factors in influencing their decision to continue supporting this madrasah. One student, Farhan, stated,

"I feel proud to be able to excel here, both in lessons and in religious competitions. This makes me love this madrasah even more."

This success is clear evidence that students' academic and non-academic achievements not only increase the prestige of the madrasah but also create deep loyalty from parents and students.

The findings indicate that students' academic and non-academic achievements at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi play an important role in building a positive image of the madrasah and strengthening the loyalty of parents and students. Students' success in achieving in various fields, both academic and extracurricular, not only reflects the quality of education provided by the madrasah, but also serves as an effective marketing tool. This increases parents' trust in

the madrasah and makes them more confident to continue their children's education there. As explained by the Head of Madrasah, Mr. Ahmad, students' success in these activities increases parents' confidence and strengthens their bond with the madrasah.

The theory relevant to this finding is the *social proof* theory from Al Jumah et al., (2019) , which states that individuals tend to follow the decisions of others they consider relevant or credible. In this context, students' achievements create "social proof" that shows the quality of education provided by the madrasah. Parents who see the achievements of other students feel more trusting and are more likely to entrust their children's education in the madrasah. In addition, the theory of *customer loyalty* from Putri & Bharata, (2023) is also very relevant. They state that customer loyalty is built through consistent satisfaction with the product or service provided, in this case, academic and non-academic achievement. Student success becomes an indicator of the madrasah's success in meeting the expectations of parents and students, which in turn leads to increased loyalty to the educational institution.

3. Social and Community Service Activities as a Marketing Approach

The madrasah actively participates in social activities involving students and the surrounding community. These activities not only enhance the positive image of the institution in the eyes of the community, but also build a sense of togetherness between the madrasah and its community. Participation in these social activities helps create a positive impression, which encourages community loyalty to the madrasah as an institution that cares and contributes to the surrounding environment. Social and community service activities at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi are one of the significant marketing approaches in building a closer relationship between the madrasah and the surrounding community. Through various social activities involving students, parents and local residents, the madrasah not only introduces

itself as an educational institution, but also as an integral part of a caring community. These social activities, such as social services, fundraising for community needs, and religious teaching programs outside of school hours, are effective ways to build a positive image of the madrasah in the eyes of the public. This active participation creates the impression that the madrasah is not only focused on academic achievement, but also acts as an agent of social change that makes a real contribution to the welfare of the community, which in turn strengthens loyalty to the institution. In an interview with Mrs. Salma, a member of the local community, she said,

"We feel very helped by the social service program held by this madrasa. Our children not only get a good education, but are also taught to care about the environment. I see that this madrasah is not only a place of learning, but also a place where our children learn to share."

Interviews with some students and parents show that they feel proud to be part of a madrasah that not only emphasizes academic achievement, but is also committed to social activities that benefit the community. The success of these social activities, which involve many parties, strengthens the image of the madrasah as an institution that cares and supports the improvement of the quality of life of the community, and creates deeper loyalty from both the community and parents.

The findings show that the social and community service activities carried out by Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi play a major role in building a closer relationship between the madrasah and the surrounding community. Through various social activities, the madrasah not only prioritizes the academic aspect of education, but also directly contributes to social welfare and humanity. Activities such as social services and religious teaching programs help strengthen the

madrasa's image as an institution that cares about the community. As stated by Ms. Salma, the madrasah is perceived by the community as an institution that not only educates, but also teaches the values of social care, which ultimately strengthens relationships and builds loyalty to the madrasah.

The theory relevant to these findings is *corporate social responsibility* (CSR) theory, which explains how an organization's involvement in social activities can improve its image and good relations with the community. According to Afifah et al., (2021) , CSR activities help organizations to build positive relationships with customers and the wider community by showing that they care about social issues and the environment. In this case, the social activities held by madrasah have a positive impact not only on the community, but also on the relationship between madrasah and parents of students. In addition, *relationship marketing* theory from Bruhn, (2015) is also very relevant, which emphasizes the importance of building mutually beneficial long-term relationships. Social activities that involve various parties, including students, parents, and the community, strengthen the bond between the madrasah and its community, which in turn encourages loyalty and deeper attachment to the institution.

CONCLUSIONS

This conclusion shows that responsive educational services, academic and non-academic achievements, and social and community service activities are important elements in building customer loyalty at Madrasah Aliyah Al-Amiriyyah Darussalam Banyuwangi. Responsive service to student and parent feedback creates a sense of value, strengthens relationships and increases satisfaction. Academic and non-academic achievements provide social proof that increases parents' and students' confidence in the quality of the madrasah. In addition, social activities that involve the community strengthen the madrasah's image as an institution that cares about and contributes to the welfare of the

environment. These three factors, which support each other, build long-term loyalty and strengthen the bond between the madrasah, parents, students and the community, making this madrasah not only a place of education, but also an integral part of the wider society.

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