Implementation of Marketing Management Education in Developing the Image of Madrasahs

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ABSTRACT:
This study aims to describe the implementation of educational marketing management in developing the image of Madrasah Aliyah Negeri (MAN) 2 Semarang City. The research employed a qualitative descriptive approach with data collected through observation, interviews, and documentation. The findings reveal that: (1) the stages of educational marketing implementation were effective in attracting new students, including high-achieving ones; (2) the success of marketing was closely linked to public recognition of the madrasah's quality, as reflected in the increasing number of applicants and positive student feedback; and (3) supporting factors included visionary leadership, teacher competence, and the involvement of alumni and school committees, while inhibiting factors consisted of limited digital literacy, ineffective communication, and negative stereotypes about madrasahs. The implications of this study emphasize that well-planned educational marketing management can enhance the competitiveness of public madrasahs and serve as a model for institutional development in the context of contemporary educational challenges.
Keywords: Management, Marketing, Education, Image, Madrasah

ABSTRAK:
Penelitian ini bertujuan untuk mendeskripsikan implementasi manajemen pemasaran pendidikan dalam membangun citra Madrasah Aliyah Negeri (MAN) 2 Kota Semarang. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan pengumpulan data melalui observasi, wawancara, dan dokumentasi. Temuan penelitian menunjukkan bahwa: (1) tahapan implementasi pemasaran pendidikan efektif dalam menarik siswa baru, termasuk siswa berprestasi; (2) keberhasilan pemasaran berkaitan erat dengan pengakuan publik terhadap kualitas madrasah, yang tercermin dari meningkatnya jumlah pendaftar dan umpan balik positif dari siswa; dan (3) faktor pendukung meliputi kepemimpinan visioner, kompetensi guru, dan keterlibatan alumni serta komite sekolah, sedangkan faktor penghambat meliputi keterbatasan literasi digital, komunikasi yang tidak efektif, dan stereotip negatif terhadap madrasah. Implikasi penelitian ini menekankan bahwa manajemen pemasaran pendidikan yang terencana dengan baik dapat meningkatkan daya saing madrasah negeri dan menjadi model pengembangan kelembagaan dalam konteks tantangan pendidikan kontemporer.
Kata Kunci: Manajemen, Pemasaran, Pendidikan, Citra, Madrasah

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INTRODUCTION

Education is one of the main pillars of national development. Law No. 20 of 2003 on the National Education System emphasizes that education serves to develop the potential of students to become people who are faithful, pious, noble, healthy, knowledgeable, skilled, creative, and independent, as well as democratic and responsible citizens.[1] In other words, education should ideally focus not only on the transfer of knowledge but also on character building and national competitiveness. In reality, there is still a gap between the educational ideals mandated by law and the conditions on the ground. Various educational institutions, including madrasahs, face obstacles in providing quality services that are adaptive to the times and capable of responding to the demands of society. This phenomenon raises academic questions about what strategies madrasahs can implement to narrow this gap.

Madrasahs, as Islamic educational institutions, have a strategic position in educating the nation. However, madrasahs are also required to build a positive image in order to maintain public trust, especially amid fierce competition with public and private schools. This situation has given rise to academic and practical concerns, namely how madrasahs can increase their competitiveness and maintain their existence without losing their Islamic identity. One relevant strategy to address these challenges is educational marketing management. Educational marketing cannot be understood merely as promotion to attract new students, but rather as part of strategic management that serves to build public trust, strengthen the image of the institution, and improve the quality of educational services on an ongoing basis.

Previous studies have highlighted the important role of educational marketing. Elyus and Soleh showed that school public relations functions that utilize digital media can significantly

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[1] Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional

improve the image of an institution, especially during the Covid-19 pandemic.[2] These findings confirm that public communication strategies are an integral part of educational marketing management. Another study conducted by Rumina emphasizes the importance of revitalizing school management in strengthening relationships with the community. The results of her study show that community involvement contributes directly to improving the quality of services and the image of educational institutions.[3] Meanwhile, Supranto highlighted the marketing strategies of Islamic educational institutions in increasing public interest in Islamic schools. He emphasized that effective marketing strategies should not only focus on external promotion, but also include improving the quality of internal services within educational institutions.[4] An international literature review shows that educational marketing practices have evolved in line with market dynamics and the behavior of school/class selectors, placing the issue of institutional branding/image at the center of prospective students' decisions and perceptions of service quality. Hemsley-Brown & Oplatka, through a systematic review, emphasize this shift and call for a more contextual approach to educational marketing in the midst of a competitive global market.[5]

All three studies emphasize the importance of educational marketing. However, there is a research gap, namely the limited number of studies examining the implementation of marketing management in public madrasahs. Moreover, there have not been

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[2] Septian Dinda Elyus dan Muhamad Soleh, "Implementasi Humas Dalam Meningkatkan Citra Sekolah Di Era Pendemi Covid 19," Jurnal Inspirasi Manajemen Pendidikan, 09 (2021), 281.

[3] Rumina, "Revitalisasi Manajemen Sekolah Dalam Meningkatkanhubungan Terhadap Masyarakat," *Jurnal Mu'allim* 2, no. 2 (2020): 214–225.

[4] Supranto and Ami Latifah, "Strategi Pemasaran Lembaga Pendidikan Islam," Unisan Jurnal: Jurnal Manajemen Dan Pendidikan 2, no. 1 (2023): 404–401.

[5] Jane Hemsley-brown and Izhar Oplatka, "Systematic Review of the Literature on Higher Education Marketing Universities in a Competitive Global Marketplace Education Marketing" 19, no. 4 (2010): 316–338.

many studies highlighting how marketing strategies can build the image of public madrasahs amid direct competition with public and private schools. Further empirical evidence shows that factors such as service quality, marketing communication, and stakeholder experience shape the image and reputation of educational institutions. Image enhancement correlates with the interest, satisfaction, and loyalty of learners/families.[6] Cross-context studies show that the determinants of school image and reputation are intertwined, and image measurements that integrate reputation dimensions provide a more comprehensive understanding for strategic improvement.[7]

In this context, MAN 2 Semarang City was chosen as the research object. This madrasah is known for its consistent academic and non-academic achievements, professional teaching staff, and relatively adequate facilities. In addition, the support of the madrasah committee and active alumni make this institution interesting to study in relation to the implementation of educational marketing management. These strengths indicate that MAN 2 Semarang City has strong social and institutional capital. However, this madrasah also faces challenges in the form of fierce competition with public and private schools in urban areas. This situation makes MAN 2 Semarang City a relevant research focus for examining how marketing strategies can be implemented effectively in building the image and competitiveness of madrasahs.

Based on the above description, this study aims to describe the implementation of educational marketing management in developing the image of madrasahs, particularly at MAN 2

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[6] Belén Gutiérrez-Villar, Purificación Alcaide-Pulido, and Mariano Carbonero-Ruz, "Measuring a University's Image: Is Reputation an Influential Factor?," *Education Sciences* 12, no. 1 (2022).

[7] Arison Woo, Canon Tong, and Anthony Wong, "A Study of the Determinants to School Image and Reputation in Higher Education Institutions in Hong Kong," *British Journal of Education, Society & Behavioural Science* 15, no. 1 (2016): 1–18.

Semarang, analyze the supporting and inhibiting factors, and explain the contribution of this strategy in developing the image of madrasahs amid contemporary educational competition.

METHODS

This study uses a descriptive-associative qualitative approach with the aim of providing an in-depth description of the implementation of educational marketing management at MAN 2 Semarang City. The research process began with the preparation stage, which consisted of initial observations and obtaining permits, followed by data collection and final analysis. Data was obtained through observation of promotional activities and new student admissions, in-depth interviews with the head of the madrasah, the marketing team, teachers, students, alumni, and the madrasah committee, as well as documentation in the form of brochures, activity reports, registration data, and other supporting reports. Research participants consisted of madrasah leaders, teaching staff, students, alumni, and the committee. The main instrument was the researcher himself, assisted by interview guidelines, observation sheets, and document recording formats to make the data more focused and systematic. Data analysis was carried out using the Miles and Huberman model through the stages of reduction, presentation, and conclusion drawing. To ensure data validity, the researcher applied source and method triangulation.[8]

RESULTS AND DISCUSSION

The stages of implementing educational marketing management at MAN 2 Semarang include Structured Marketing Planning with Excellent Human Resources, which is the process of determining actions to be taken in the future. Planning is also the

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[8] Basuki Budiyatmo and Ade Iriani, "Membangun Citra Sekolah Berdasarkan Marketing Mix Untuk Meningkatkan Jumlah Peserta Didik," *Kelola: Jurnal Manajemen Pendidikan* 9, no. 2 (2022): 238–252.

process of aligning the company's resources with its goals and opportunities9. The first stage of structured educational marketing planning at MAN 2 Semarang is to create marketing tools[10]. The deputy head teacher for student affairs, as the chairperson of the new student admissions committee, provided the following explanation:

> "To begin educational marketing activities, marketing tools must be created by the MAN 2 Semarang educational marketing management team and approved by the head of the madrasah. To create marketing tools, you must plan the date and time of implementation, create a marketing area plan, determine the target segment, determine how educational marketing will be carried out, and select a team to do it. The marketing implementation team consists of the school principal, the student admission committee (PPD), and all school stakeholders (teachers, employees, extracurricular advisors, school committee, and parents/guardians".

The purpose of developing educational marketing tools is to serve as a reference in the implementation of educational marketing, so that there are no deviations from the educational corridor based on the vision and mission of MAN 2 Semarang City.[11] This is in line with the theory used by researchers, namely Planning. Educational marketing planning aims to reduce uncertainty and upcoming changes, focus attention on the target, see market opportunities more clearly, and produce processes so that objectives can be achieved and well controlled.[12]

In line with Fatkuronji's statement that the stages of implementing educational marketing with superior human

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[9] Feky Reken et al., Pengantar Ilmu Manajemen Pemasaran, Pengantar Ilmu Manajemen Pemasaran, 2024

[10] M. Munir, "Vol. 1, No.2, April 2018," Strategi Implementasi Manajemen Berbasis Sekolah 1, no. 2 (2018): 1–37.

[11] Sumber wawancara dengan ketua Penerimaan Peserta Didik Baru MAN 2 Kota Semarang bapak fauzan pada tanggal 20 Januari 2025.

[12] Kacung Wahyudi', Manajemen Pemasaran Pendidikan, 'Kariman , Volume 05 , Nomor 01 , Juni 2017 | 65 05. 9.

resources, as outlined by the researcher in his book, state that proper human resource planning will facilitate coordination, integration, and synchronisation, thereby increasing performance productivity.[13]

The implementation of educational marketing at MAN 2 Semarang City began with the formation of a new student admission committee (PPDB). The new student admission committee is tasked with accepting registrations from prospective new students and introducing MAN 2 Semarang City to education consumers and the general public by providing clear and comprehensive explanations of the programme. The following are the results of an interview with Mr Junaedi, Head of Madrasah MAN 2 Semarang City:

> "One form of educational marketing carried out by MAN 2 Semarang City in offering its programmes is to invite public/private secondary schools around MAN 2 Semarang City. This is done in the form of events or competitions, then introducing the vision, mission, and objectives of MAN 2 Semarang City while distributing brochures. However, this is not the main information. The emphasis of the information conveyed is on the educational services available at MAN 2 Semarang City, which prioritises the quality and excellence of educational services to the greatest extent possible for the satisfaction of educational customers. In addition, it also conveys the flagship programmes offered through the official social media accounts of MAN 2 Semarang City".[14]

In addition to the interview presented by the Head of the Madrasah, there is also a special strategy of providing special bonuses for the scholarship programme, as shown in table 1.1.

Table 1.1 Scholarship Programmes

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[13] Fatkhuronji M, Pengembangan Kompetensi Guru Madrasah Dengan Pendekatan Manajemen Sumber Daya Manusia (MSDM). (Yogyakarta: Nasmedia, 2023).65.

[14] Sumber wawancara dengan Kepala Madrasah MAN 2 Kota Semarang bapak junaedi pada tanggal 20 Januari 2025.

No	Types of Scholarships	Description	Scholarships	Explanation
1	Academic/Non-Academic Achievement Scholarships	The first, second, and third place winners must have their championship certificates signed by the government or the city's Education Office.	25% discount on building donations	Attaching the certificate
2	Indonesia Smart Scholarship (PIP)	Students with special circumstances, such as being orphaned, affected by disasters, or having other special needs.	100% free and includes pocket money and additional costs such as courses or internships.	Attach photocopies of your PIP card, family card, photo of your house, birth certificate and letter of financial hardship
3	Orphan	The students are truly orphans who are unable to afford education.	No building fees	Attach a photocopy of your family card and a letter of financial hardship from your local sub-district office.
4	Memorisation of the Qur'an	Students must memorise at least two juz	Free donation, building fund	Direct Test

Next, an interview with the deputy head of student affairs was summarised by the researcher in a marketing activity carried out by MAN 2 Semarang City to improve the institution's image in the public eye, namely through: Mass Media Publications,

Distribution of Brochures/Pamphlets, Student Recruitment through KKM Value Standards, Welcoming Outstanding Students through Gatherings and Marketing Events.[15]

Among these activities, the researcher was interested in reviewing ' Picking Up Outstanding Students through Gatherings and Event Marketing. The researcher conducted a follow-up interview with the Deputy Head of Public Relations, Mr Ahmad Riyanto, about the reasons for choosing to pick up outstanding students through gatherings as a means of developing the image of the madrasah. He said that :

> "We consistently recruit talented students, and this programme has received much praise. I remember one parent saying to me, 'We feel very appreciated by this visit. The school did not originally have a programme like this. Hopefully, this programme can continue."[16]

Regarding the implementation of educational marketing through Event Marketing, the researcher interviewed Ananda Andika Rafi, a student at MAN 2 Semarang, about his response to the event as an educational marketing strategy to develop the image of the madrasah. He said that:

> "The event was a favourite educational marketing activity aimed at sustaining achievements in madrasahs. So far, many titles have been brought home, and it is likely that achievements from various events will continue to be brought home. This event is also referred to as Marketing, as the saying goes, 'kill two birds with one stone.' While organising/participating in madrasah competitions, we also

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[15] Sumber wawancara dengan ketua Penerimaan Peserta Didik Baru MAN 2 Kota Semarang bapak fauzan pada tanggal 20 Januari 2025.

[16] Sumber wawancara dengan Wakil Kepala Humas MAN 2 Kota Semarang bapak Ahmad Riyanto pada tanggal 20 Januari 2025.

distribute PPDB brochures to participants who take part in the competitions."[17]

It has been explained in theoretical studies that marketing in madrasahs should take into account variables that can attract students' interest. Some of these variables can be controlled by schools/madrasahs, while others cannot. The uncontrollable variables include culture, economic conditions, and social trends. Meanwhile, the controllable variables include the curriculum or educational services that are suitable for the user institution, the location of services, communication with students, alumni, donors, or other communities related to promotional practices, and the size of the school/madrasah, which enables the school/madrasah to serve students well and efficiently.[18] As previously researched by Kacung Wahyudi, marketing implementation is an effort to realise marketing plans, with various directives and motivations so that each marketing committee can carry out activities in accordance with their roles, duties and responsibilities.[19] The opinions of various madrasahs are in line with Kotler's statement that competition is a strategy that strongly positions a company against its competitors and gives the company the strongest possible competitive advantage.[20]

Based on the results of the study, the implementation of educational marketing at MAN 2 Semarang City was carried out systematically, starting from planning, implementation, and evaluation. The planning stage began with the formation of marketing tools and the PPDB committee, determining the target audience, and developing a promotion strategy. These findings are

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[17] Sumber wawancara dengan Wakil Kepala Humas MAN 2 Kota Semarang bapak Ahmad Riyanto pada tanggal 20 Januari 2025.

[18] Muhaimin, dkk, Manajemen Pendidikan Aplikasinya dalam Penyusunan Rencana Pengembangan Sekolah/Madrasah, (Jakarta: Kencana, 2011). 105

[19] Kacung Wahyudi', Manajemen Pemasaran Pendidikan, 'Kariman, Volume 05, Nomor 01, Juni 2017 | 65 05. 10.

[20] Ahmand Zaki dan Diyan Yusri, 'Strategi Bersaing (7)', Jurnal Ilmu Pendidikan, 7.2 (2020). 19.

in line with Kotler's theory, which emphasises that educational marketing must begin with clear planning so that schools have direction and focus in reaching their educational market.[21]

The strategies implemented by madrasahs, such as publishing on social media, visiting schools, distributing brochures, and marketing events, demonstrate their adaptation to the digital era while maintaining a personal approach. This supports the research by Elyus & Soleh, which states that school public relations plays an important role in enhancing image through the use of digital media and public relations[22]. In addition, scholarship programmes and outreach to high-achieving students are differentiation strategies that demonstrate how MAN 2 Semarang strives to add value in the eyes of the community. This strategy strengthens the madrasah's positioning as a competitive state Islamic educational institution.

State Senior High School 2 Semarang is actually large enough or well-known enough to be recognised in the city of Semarang and its surrounding areas. If a madrasah has experienced an increase in interest in marketing education, involving efforts to offer educational services and character building, both through physical and non-physical products, to meet the needs of students, then the development of the madrasah's image can be said to be successful.[23]

Based on the results of the analysis, there was a significant increase in both student ability and parental education and employment. The PPDB analysis table is as follows:

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[21] Philip Kotler, *Marketing Management* (Jakarta: Prenhallindo, 2002).

[22] Septian Dinda Elyus dan Muhamad Soleh, "Implementasi Humas Dalam Meningkatkan Citra Sekolah Di Era Pendemi Covid 19," Jurnal Inspirasi Manajemen Pendidikan, 09 (2021), 281.

[23] M YUSRIZAL and R S R Ameh, "Strategi Pemasaran Jasa Pendidikan Dalam Meningkatkan Minat Masyarakat Di Sekolah Menengan Kejuruan Muhammadiyah 1 ..." 1, no. 1 (2023): 1–10.

Table 2.2 Results of the 2023-2024 Academic Year Student Admission Process

No	Type of School	Number of Registrants	School Status	Total Amount
1	Junior High School	476	Country	980
		504	Private	
2	Secondary Vocational School	316	Country	716
		400	Private	
3	Salafiyah Wustha Islamic Boarding School	16	Country	16
		0	Private	
4	Package B	0	Country	8
		8	Private	
5	Terb Junior High School	8	Country	8
		0	Private	
	Total Overall Amount			1728

Table 2.3 Results of the 2024–2025 Academic Year Student Admission Process

No	Type of School	Number of Registrants	School Status	Total Amount
1	Junior High School	327	Country	722
		395	Private	
2	Secondary Vocational School	348	Country	1110
		762	Private	
3	Salafiyah Wustha Islamic Boarding School	0	Country	48
		48	Private	
4	Package B	0	Country	4
		4	Private	
	Total Overall Amount			1884

Madrasahs are also actively continuing to improve public opinion through various communication strategies[24], Mr Ahmad Riyanto, Deputy Head of Public Relations, provided a brief explanation, including the following points:

> "Transparency of information is very important in improving public opinion. Through open communication between the madrasah and parents, both in meetings and online media, the public feels involved and listened to. We publish academic and non-academic achievements on social media because student

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[24] Iqbal Juliardi, Strategi Madrasah Membangun Citra Melalui Ekstraurikuler Di Madrasah Tsanawiyah Tanjung Berulak (Pekanbaru: UIN SUSKA RIAU, 2023)

achievements help shape positive opinions about the quality of education at the madrasah"[25].

The contribution of marketing implementation at MAN 2 Semarang can be seen from the increase in the number of applicants, the diversity of prospective students' schools of origin, and public recognition of the quality of educational services. Data from the 2023/2024 and 2024/2025 PPDB (New Student Admission) shows an increase in the total number of applicants from 1,728 to 1,884, indicating that the madrasah's image is growing stronger amid competition in the education sector. This fact is in line with the theory of brand image in marketing, which states that reputation and public trust are the result of consistent service quality[26]. The positive image of madrasahs is also built through transparency of information, publication of academic and non-academic achievements, and active communication with parents and the community. This strategy is in line with Philip Kotler's view that education marketing is not just about promotion, but about how institutions create experiences and add value for stakeholders.

Based on the findings and theories above, the researcher states that the supporting and inhibiting factors that can influence the Implementation of Educational Marketing Management in Developing the Image of Madrasah at MAN 2 Semarang are as follows:[27]

1) Supporting Factors

School-community relations can run smoothly at MAN 2 Semarang if there are several supporting factors, including:
a) The existence of systematic programmes and planning.
b) Availability of a comprehensive documentation base.

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[25] Sumber wawancara dengan Wakil Kepala Humas MAN 2 Kota Semarang bapak Ahmad Riyanto pada tanggal 20 Januari 2025.
[26] David Aaker, "Building Stronger Brands," 1996.
[27] Website resmi Madrasah Aliyah Negeri 2 Kota Semarang. (2025). Diakses dari: https://man2semarang.sch.id

c) Possess expert personnel, skilled workers, adequate equipment, and sufficient funds.

d) School organisational conditions that enable the enhancement of public relations activities with the community

High academic and non-academic achievements by students, thereby enabling the development of the school's image over a long period of time.[28]

2) Inhibiting Factors

Several factors hindered the Public Relations Department in developing the image of the madrasah at MAN 2 Semarang, including:

a) The effectiveness of public relations performance is less than optimal, so that in practice, public relations has not been fully maximised, which will ultimately have an impact on the implementation of this prayer.

b) The management of the school's official website is not yet optimal because professionals are not involved in designing and managing the school website.

c) Another obstacle comes from outside the school, concerning the funding that the school must spend when inviting the media to cover school activities, while there is no budget allocation. Funding is the most crucial factor. Funding issues are often hampered by prejudice and motivation. This is because people's understanding of finance varies and everyone has different priorities.

d) There are individuals who believe that schools do not need to publicise awards or the latest information because the public will find out about them through the mass media covering the school.

In addition, there are obstacles in the implementation carried out by the PPDB Team in improving the image of madrasahs. In conveying a message, misunderstandings often arise,

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[28] Eferi, "Manajemen Bidang Hubungan Masyarakat Untuk Meningkatkan Citra SMA," Manajer Pendidikan 9, no. 6 (2015): 786793.

resulting in undesirable consequences. Factors that can hinder and harm an activity include:

a) Motivational Factors

b) The factor of prejudice or bias

c) Semantic Factors

In addition to the factors mentioned above, communication can be disrupted by deliberate actions. For example, someone may refuse to accept the content of a communication because they dislike it, dislike the communicator, or dislike the content itself.[29]

The findings indicate that factors contributing to successful marketing include visionary leadership from the head of the madrasah, a solid marketing team, professional teachers, adequate facilities and infrastructure, consistent student achievement, and support from committees and alumni. These factors demonstrate internal and external synergy in building the madrasah's image. This is in line with Rumina's opinion that revitalising school management can increase public trust in educational institutions,[30] However, there are also inhibiting factors, namely teachers' limited digital literacy, miscommunication within the PPDB team, limitations in school website management, and the persistence of negative stereotypes about madrasahs among the community. These obstacles differ from Nuryanti's research, which focused more on the lack of innovation in promoting Islamic schools[31]. Thus, this study presents new insights by demonstrating the importance of digital literacy and communication management in marketing state madrasah education.

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[29] Ibid.

[30] Rumina, "Revitalisasi Manajemen Sekolah Dalam Meningkatkanhubungan Terhadap Masyarakat."

[31] Nuryanti, "Inovasi Promosi Lembaga Pendidikan Islam," *Jurnal Pendidikan Islam*, Vol. 5, No. 2 (2018).

CONCLUSIONS

This study confirms that the implementation of educational marketing management at MAN 2 Semarang City has been carried out in a structured manner through planning, implementation, and evaluation involving various parties, ranging from the head of the madrasah, the PPDB team, teachers, committees, and alumni. The implementation of educational marketing management has contributed positively to the development of the madrasah's image, especially when marketing is combined with internal quality improvements and appropriate digital strategies. The image of the madrasah itself then increases parental loyalty and interest in enrolment. The marketing strategies implemented, such as publication through social media, distribution of brochures, visits to schools, scholarship programmes, and marketing events, have proven effective in increasing the number of applicants while strengthening the image of the madrasah as an adaptive and competitive state Islamic educational institution amid global competition. These findings also show that supporting factors, such as visionary leadership, teacher professionalism, adequate facilities and infrastructure, and support from committees and alumni, play a major role in marketing success, while limitations in digital literacy, internal miscommunication, and negative stereotypes in society remain challenges that must be overcome.

The limitation of this study lies in its scope, which focuses only on one madrasah, so the results cannot be generalized to other madrasahs. Nevertheless, this study provides important implications that educational marketing is not only oriented towards increasing the number of enrolments, but also towards forming a positive image and public trust in the quality of madrasah education services. Therefore, other Islamic educational institutions can use the strategy employed by MAN 2 Semarang as a model to strengthen their competitiveness, particularly in the utilisation of digital technology and the strengthening of institutional communication.

This study recommends that future studies expand their scope to include madrasahs in different regions in order to obtain a more comprehensive picture of educational marketing practices in both public and private madrasahs. In addition, it is also important to conduct more in-depth research on the effectiveness of digital media and the involvement of alumni in supporting the promotion of Islamic educational institutions, so as to enrich marketing strategies that are relevant to the dynamics of the digital era.

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