



Hybrid Promotion Strategies in Madrasah Student Recruitment: Integrating Conventional Outreach, Digital Media, and Community Social Capital

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ABSTRACT:

This study examines the planning, implementation, and evaluation of promotional strategies at Madrasah Aliyah (MA) DDI Galla Raya, Pangkajene Regency, amid increasing competition among educational institutions. Using a qualitative case study design, data were collected through observation, interviews, and documentation, then analyzed through data reduction, data presentation, and conclusion drawing. The findings reveal three interconnected stages of promotional management: planning, implementation, and evaluation. Planning involves collaborative meetings, target-area mapping, target setting, and the integration of conventional and digital approaches. Implementation encompasses school outreach, brochures, billboards, social media, and the involvement of teachers, alumni, and community figures. Evaluation assesses media effectiveness, target achievement, team performance, and community feedback to inform subsequent improvements. Supporting factors include team commitment, institutional reputation, community networks, and technology utilization. Conversely, budget constraints, geographical conditions, institutional competition, and limited digital promotion skills hinder implementation. The study highlights that promotional effectiveness relies on integrating direct communication, digital media, and community social capital through planned, adaptive, and sustainable management.

Keywords: promotional strategy; educational marketing; madrasah management; student enrollment; social capital.

ABSTRAK:

Penelitian ini mengkaji perencanaan, pelaksanaan, dan evaluasi strategi promosi di Madrasah Aliyah (MA) DDI Galla Raya, Kabupaten Pangkajene, di tengah meningkatnya persaingan antarlembaga pendidikan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui observasi, wawancara, dan dokumentasi, kemudian dianalisis melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pengelolaan promosi terdiri atas tiga tahap yang saling berkaitan, yaitu perencanaan, pelaksanaan, dan evaluasi. Perencanaan meliputi rapat kolaboratif, pemetaan wilayah sasaran, penetapan target, serta integrasi pendekatan konvensional dan digital. Pelaksanaan mencakup sosialisasi langsung ke sekolah-sekolah, penggunaan brosur, baliho, dan media sosial, serta pelibatan guru, alumni, dan tokoh masyarakat. Evaluasi dilakukan dengan menilai efektivitas media, pencapaian target, kinerja tim, dan umpan balik masyarakat sebagai dasar perbaikan strategi berikutnya. Faktor pendukung meliputi komitmen tim, reputasi positif lembaga, jejaring masyarakat, dan pemanfaatan teknologi. Sementara itu, keterbatasan anggaran, kondisi geografis, persaingan antarlembaga, dan keterampilan promosi digital yang terbatas menjadi faktor penghambat. Penelitian ini menegaskan bahwa efektivitas promosi bergantung pada integrasi komunikasi langsung, media digital, dan modal sosial masyarakat melalui pengelolaan yang terencana, adaptif, dan berkelanjutan.

Kata kunci: strategi promosi; pemasaran pendidikan; manajemen madrasah; penerimaan peserta didik; modal sosial.

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INTRODUCTION

Education is one of the fundamental elements in human resource development and has a strategic role in determining the quality of life of the community and the progress of a nation.¹ The success of an educational institution is not only determined by the quality of the learning process, but also by the ability of the institution to manage resources, provide quality educational services, build public trust, and adjust to the development of the educational environment.² In the conditions of increasingly competitive competition between educational institutions, each institution is required not only to maintain the quality of education, but also to be able to introduce and communicate the excellence of its institution to the public.

Educational institutions are strategic means in realizing the goals of national education. Education is understood as the process of fostering and maturing students through the development of knowledge, attitudes, and skills.³ The community in determining the choice of educational institutions for their children not only considers academic quality, but also pays attention to accreditation, achievements, quality of educators, facilities, superior programs, educational environment, religious values, and the image of the institution.⁴ This condition causes educational institutions to need to have the right strategy to maintain their existence, build public trust, and increase the attractiveness of institutions in the midst of educational competition.

This competition is also seen in the development of the number of students at the secondary education level. Based on education statistics data from the Ministry of Religion of the Republic of

¹ Nur Fitriani, "The Influence of Learning Media on Students' Mathematics Learning Outcomes," *Journal Of Islamic Education* 5, no. 2 (2023).

² Lisa Nursita, "Creative Economy Development in Javanese Traders," *Ideas Publishing Journal* 8, no. 4 (2022).

³ Baharuddinn and Nursita Lisa, "Leadership in Educational Supervision in Madrasah," *Idaarah Journal* Vol. 4, no. No. 2 (2020).

⁴ Ahmad Sulhan, *Character and Cultural Quality Education Management in Islamic Education Institutions* (Mataram: Mataram: Sanabil, 2021).

Indonesia, the number of Madrasah Aliyah students nationally experiences dynamics from year to year. Similar conditions occur at the level of South Sulawesi Province and Pangkajene and Islands Regency which have various alternatives to secondary education institutions, both madrasas and public schools. The diversity of choices causes the public to have wider considerations in determining educational institutions. Therefore, madrasas need to have the ability to convey information about educational programs, advantages, achievements, facilities, and services effectively in order to remain attractive in the midst of competition between educational institutions.

At the level of the educational unit, this condition can be seen at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency. Based on madrasah administration data, the number of students shows an increasing trend over the last four years. In the 2022/2023 school year, there were 125 students, increasing to 130 students in the 2023/2024 school year or by 4.00%. Furthermore, the number of students increased to 145 people in the 2024/2025 school year or by 11.54%, and reached 160 people in the 2025/2026 school year or an increase of 10.34%. Overall, the number of students increased by 35 people or by 28% during this period. The data shows positive developments, but at the same time shows the importance for madrasas to maintain and optimize the increase in the number of students through appropriate and sustainable strategies.

Strategy management is a series of activities that include the formulation of plans, implementation, and control that are carried out on an ongoing basis to achieve organizational goals.⁵ In the field of education, strategy management is a systematic approach used by educational institutions to direct resources to be in harmony with the vision and goals of the institution.⁶ One of the important parts of educational strategy management is promotional strategy. In the

⁵ Stephen and Coulter, *Management* (Cornell University: Cornell University: Prentice Hall, 2002).

⁶ Jonah Eddy, *Strategy Management* (Yogyakarta: Yogyakarta: Cv Andi Offset, n.d.).

context of educational marketing, promotion serves to introduce programs, excellence, services, and the image of institutions to the public as well as build communication with prospective students and parents.⁷ Thus, promotional strategies are not only related to the delivery of information, but also a means to build the image, trust, and attractiveness of educational institutions.⁸

The importance of promotion strategies is getting stronger along with the increasing competition between educational institutions and changes in people's behavior in obtaining information. People can now search and compare information about schools or madrasas through social media, recommendations, achievement publications, superior programs, facilities, and the image of the institution. Therefore, it is not enough for madrasas to rely only on the quality of education, but it is necessary to communicate their advantages through a planned promotion strategy that is in accordance with the characteristics of the community. This is in line with the research of Muhammad Fajrul Mushoffi and Supardi (2024) who showed that the implementation of *the Marketing Mix* (7P) strategy, especially superior programs, affordable costs, and digital promotions, contributes to attracting the interest of prospective students at SMA Muhammadiyah 4 Porong.⁹ The findings show that an integrated marketing strategy can increase the attractiveness of educational institutions and support an increase in the number of students.

However, the research of Muhammad Fajrul Mushoffi and Supardi (2024) focuses on the application of *Marketing Mix* (7P) in public schools and has not specifically examined promotion

⁷ Vira Al Jumu'at, "Public Relations Strategy in an Effort to Increase the Admission of New Students at Mts Arifah Gowa," *Repository UIN Alauddin Makassar* (2025).

⁸ A Philosophical Question, *Management of Marketing Strategy of Educational Institutions* (Cirebon: PT. Arr Rad Pratma, 2023).

⁹ Muhammad Fajrul Mushoffi and Supardi, "Promotion Strategies in Increasing the Number of Students at SMA Muhammadiyah 4 Porong: A Qualitative Study with a Marketing Mix (7P) Approach," *Journal of Education Research* 5, no. 3 (2024): 3983–94, <https://doi.org/10.37985/jer.v5i3.1415>.

strategies in madrasas as Islamic educational institutions. The research also does not specifically describe the stages of planning, implementing, and evaluating promotional strategies as well as the involvement of teachers, alumni, and community leaders in promotional activities. These limitations show that there is room for research to examine promotion strategies in madrasas with different environmental, social, and institutional value characteristics. Therefore, this research was conducted to analyze in more depth the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency, including planning, implementation, evaluation, and factors that support and hinder promotion strategies in increasing the number of students.

Based on administrative data from Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency, the number of students has shown an increasing trend over the past four years, from 125 students in the 2022/2023 school year to 130 students in 2023/2024 or an increase of 4.00%, then to 145 students in 2024/2025 or an increase of 11.54%, and to 160 students in 2025/2026 or an increase of 10.34%. Overall, the number of students has increased by 35 students or by 28%. This increase shows positive developments, while emphasizing the importance of a planned and sustainable promotional strategy to maintain public trust and increase the attractiveness of madrasas in the midst of competition from educational institutions.

Based on the results of the initial observation conducted on Saturday, May 18, 2024 through an interview with the Head of Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya Pangkajene Regency, information was obtained that madrasas have been known by the community, but promotional activities carried out previously are still relatively limited. Promotion is mostly carried out through the installation of banners in front of the madrasah and the delivery of information at certain times, especially during the New Student Admission (PPDB) period. This condition shows that even though the number of students has increased, madrasas still have a need to

develop a more planned, integrated, and diverse promotion strategy so that information about madrasah programs, advantages, achievements, and activities can reach the wider community.

The urgency of this research lies in the need to understand how the increase in the number of students is supported by the promotion strategy implemented by the madrasah. Based on the results of the research, the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya is carried out through the planning, implementation, and evaluation stages. At the planning stage, the strategy is formulated through internal meetings, determination of potential target areas, and the preparation of a promotion model that combines conventional and digital approaches. At the implementation stage, promotion is carried out through visits to schools, the distribution of brochures, the use of social media, and the involvement of teachers, alumni, and community leaders. Furthermore, the evaluation is carried out through internal meetings by assessing the effectiveness of promotional media, comparing the target with the realization of the number of registrants, and paying attention to input from parents. The strategy is supported by team commitment, support from community leaders, a positive image of the madrasah, and technological adaptability, while the inhibiting factors include budget limitations, geographical conditions, competition between educational institutions, and limited technical capabilities in digital media management.

This study aims to analyze the planning of promotion strategies, the implementation of promotion strategies, and the evaluation of promotion strategies in increasing the number of students at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency, as well as to identify factors that support and hinder the implementation of promotion strategies in the madrasah. Theoretically, this research is expected to contribute to the development of education management science, especially the study of educational promotion and marketing strategies in Islamic

educational institutions. Practically, this research is expected to be an evaluation and consideration material for Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya in developing a more effective, integrated, and sustainable promotion strategy, as well as a reference for other madrasas in increasing the attractiveness and number of students.

Based on this description, this research was conducted with the title "Promotion Strategy in Increasing the Number of Students at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency."

METHODS

This study uses a qualitative approach with a descriptive method. The qualitative approach is used to understand and describe in depth the phenomena that occur in the natural context based on information obtained from the research informants.¹⁰ The descriptive method is used to describe systematically and factually the promotion strategy in increasing the number of students at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency. The focus of the research includes planning promotion strategies, implementing promotion strategies, evaluating promotion strategies, and factors that support and hinder promotion strategies in increasing the number of students.

This research was carried out at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency. The research informants were selected using the purposive sampling technique, which is the selection of informants based on certain considerations in accordance with the purpose of the research. This technique is used because researchers need informants who have knowledge, experience, and direct involvement with madrasah promotion strategies. The research informants totaled 7 people, consisting of 1 madrasah head, 2 teachers, 2 parents of students, and 2 alumni. The head of the madrasah was chosen because he has authority in

¹⁰ Suggestion, *Qualitative Research Methods*, IV (Bandung: Alfabeta, 2021).

planning and decision-making related to promotion strategies. Two teachers were chosen because they were involved in the implementation of promotional activities. Two parents of students were selected to obtain information about their parents' views and experiences on promotional activities and considerations in choosing a madrasah. Meanwhile, two alumni were selected because they have experience as part of the madrasah and can provide information about the image, excellence, and promotional activities of the madrasah. The criteria for informants in this study are to have knowledge or experience related to promotion strategies, be involved in or know madrasah promotional activities, be willing to be informants, and be able to provide information relevant to the focus of the research. The research data consists of primary data and secondary data. Primary data is obtained directly from the informant through interviews and observations¹¹

Primary data includes information regarding planning, implementation, evaluation, media used, involvement of parties in promotional activities, as well as supporting and inhibiting factors of promotion strategies. Secondary data is obtained from various relevant madrasah documents and archives, such as data on the number of students, New Student Admission (PPDB) documents, promotional work programs, brochures, banners, photos of activities, and madrasah publications through social media.¹² Secondary data is used as supporting data to strengthen information obtained through interviews and observations.

Data collection techniques in this study include observation, interviews, and documentation. Observation is carried out by directly observing activities related to madrasah promotion strategies, such as the use of promotional media, the delivery of

¹¹ Salim and Haidir, *Educational Research: Methods, Approaches and Types* (Jakarta: Kencana, 2019).

¹² Afifah Aulia Zayrin et al., "Analysis of Educational Research Instruments (Testing the Validity and Reliability of Research Instruments)," *QOSIM : Journal of Education, Social & Humanities* *QOSIM : Journal of Education, Social & Humanities* 3, no. 2 (2025): 780–89.

information to prospective students, school visit activities, the dissemination of brochures, the use of social media, and the involvement of teachers and alumni in promotional activities. Interviews are conducted in a semi-structured manner using interview guidelines that are prepared based on the focus of the research. The interview guidelines contain questions regarding the planning of the promotion strategy, the form and media of promotion, the parties involved, the implementation of activities, evaluation, as well as supporting and inhibiting factors. Interviews are conducted with all informants to obtain information from various perspectives. Documentation is used to obtain written and visual evidence related to the promotion strategy, such as data on the number of students, PPDB documents, brochures, banners, photos of activities, and madrasah social media documentation.

The main instrument in this study is the researcher himself who plays a role in determining the focus of the research, selecting informants, collecting data, analyzing data, and drawing conclusions. To support the data collection process, the researcher uses interview guidelines, observation guidelines, and documentation guidelines. Interview guidelines are used as a reference in obtaining information in accordance with the focus of the research. Observation guidelines are used to record conditions and activities related to the implementation of promotional strategies, while documentation guidelines are used to identify and record relevant documents. Researchers also use mobile phones as interview recording tools and documentation with the consent of informants and notebooks to record important information during the research.

Data analysis is carried out systematically from the data collection process until the research is completed. The first stage is data transcription, which is converting the results of the interview recording into a complete written form. The second stage is data encoding, which is reading data repeatedly and providing code on information that is relevant to the focus of the research. The third

stage is thematic grouping, which is grouping data based on the theme of promotion strategy planning, implementation of promotion strategies, evaluation of promotion strategies, as well as supporting and inhibiting factors. The fourth stage is data presentation, which is compiling data in the form of narrative descriptions so that the relationship between findings can be systematically understood. The fifth stage is data interpretation, which is giving meaning to findings by connecting them with theories and previous research results. The last stage is drawing conclusions, which is formulating findings based on all the data that has been analyzed and adjusted to the focus of the research.

To ensure the validity of the data, this study uses source triangulation, technique triangulation, and theoretical triangulation. Source triangulation is carried out by comparing information from madrasah heads, teachers, students' parents, and alumni. Technical triangulation is carried out by comparing the results of interviews, observations, and documentation to determine the suitability of the information obtained. Theoretical triangulation is carried out by comparing research findings with relevant theories regarding strategy management and marketing or education promotion. In addition, member checking is carried out by reconfirming the information of the interview results to the informant to ensure the suitability between the data submitted and the researcher's understanding. The technique is used to increase the credibility of the data and ensure that the research results can be scientifically accounted for.

RESULTS AND DISCUSSION

RESULTS

3.1 Strategic Planning in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

The results of the study show that the planning of promotion strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya Pangkajene Regency is carried out systematically and

participatoryly. Planning begins through internal meetings as a coordination forum to equalize perceptions, identify promotion needs, determine targets, and prepare promotional measures. Furthermore, madrasas map target areas, determine targets, prepare schedules and technical activities, choose promotional media, and design messages that highlight the excellence of madrasas. Planning also considers the involvement of teachers, alumni, and community leaders as part of efforts to build trust and expand the reach of information to the community.

The results of the study show that the planning of promotion strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency is carried out through internal coordination and the involvement of various elements that have a direct relationship with the community. The planning is directed to introduce educational programs, convey the excellence of madrasas, build a positive image of the institution, and attract prospective students to continue their education at the madrasah.

The promotion planning process involves the head of the madrasah and teachers through a coordination forum or internal meeting. The forum is a means to discuss the promotional steps to be implemented, determine promotion goals, choose communication media, divide tasks with the parties involved, and prepare a schedule of activities. The involvement of these various elements shows that promotion planning is not only the responsibility of the head of the madrasah, but also part of a joint effort to increase the number of students.

The planned promotional strategy includes the use of direct promotional media and digital media. Direct promotion is carried out by building communication with the community and utilizing social networks owned by teachers, alumni, parents, and community leaders. Meanwhile, digital media is used as a means of disseminating information about the existence, programs, and advantages of madrasas in order to reach a wider community. The use of these two forms of promotion shows the madrasah's efforts

to adjust the delivery of information to the characteristics of the community that is the target of promotion.

The involvement of teachers, alumni, parents, and community leaders is one of the important elements in planning promotion strategies. Teachers have a role in conveying information about educational programs and learning activities, while alumni can help introduce madrasas based on their experiences during their education. Parents and community leaders also have the potential to expand the dissemination of information through the social relationships they have in the community. Thus, promotion planning does not only rely on communication media, but also utilizes social relationships as a means to build public trust in madrasas.

The results of the study also show that promotion planning is directed at strengthening the image of the madrasah through the delivery of information that is relevant to the needs of the community. Setting targets, selecting media, sharing responsibilities, and preparing schedules are part of efforts to direct promotional activities to run more organized. The planning is expected to help madrasas expand the reach of information and increase the interest of prospective students in the educational services provided.

Based on these findings, the planning of promotion strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya can be understood as a managerial process that integrates internal coordination, the use of promotional media, and the involvement of the social environment. These three elements are part of the madrasah's efforts to introduce institutional identity, build relationships with the community, and support the increase in the number of students.

3.2 Implementation of Promotion Strategy in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

Based on the results of the research, the implementation of the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency was carried out in a structured, integrated, and adjusted manner to the characteristics of the target community. The strategies implemented include direct socialization to MTs/Junior High schools, the distribution of brochures and the installation of billboards, the use of social media, the involvement of teachers, alumni, and community leaders, *the pick-up strategy*, the use of socio-religious momentum, and the submission of alumni testimonials. The implementation shows that madrasas do not only rely on one promotional media, but combine conventional, interpersonal, and digital approaches to expand the reach of information and build public trust.¹³

Direct socialization activities to MTs/junior high schools are one of the important strategies because they allow the madrasah to communicate directly with prospective students. Through these activities, madrasas can explain educational programs, religious activities, facilities, advantages, and opportunities available in a more persuasive manner. The selection of this strategy is influenced by the characteristics of the surrounding community who still place direct communication and social relations as one of the considerations in determining educational institutions. Thus, the *pick-up strategy* is not just an information delivery activity, but a means of building emotional closeness and trust between madrasas and prospective students and parents.

The implementation of promotions through brochures, billboards, and social media shows that madrasas seek to adapt promotional methods to the development of community communication patterns. Print media functions as a means of conveying information that can be seen directly by the public, while social media such as WhatsApp, Facebook, Instagram, and TikTok allow information about madrasas to be disseminated more quickly

¹³ Friday, "Public Relations Strategy in an Effort to Increase the Admission of New Students at Mts Arifah Gowa."

and widely. The use of diverse media is important because prospective students and parents have different patterns of access to information. Therefore, the combination of conventional and digital media allows madrasas to reach a wider group of people while maintaining direct communication with the surrounding community.¹⁴

3.3 Evaluation of Promotion Strategies in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

The evaluation of the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya, Pangkajene Regency was carried out after promotional activities and PPDB through internal meetings involving the head of the madrasah, deputy head of the madrasah, PPDB/promotion team, and teachers. The evaluation included the effectiveness of promotional media, the achievement of target registrants, the results of socialization, team performance, and the responses of parents and new students. The results of the evaluation were used to determine the strategy to be maintained, improved, or developed in the next period. This evaluation showed that the madrasah had made evaluation part of the control strategy, especially in determining effective media. Social media and direct communication were considered more able to reach and interact with prospective students than conventional media such as banners.

The results of the study show that the evaluation of promotion strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya was carried out to determine the achievement of promotion goals and identify aspects that need to be improved in the implementation of the next promotion. The evaluation is part of the madrasah's efforts to review the suitability between the planning and implementation of promotion and the results of new student admissions.

¹⁴ Adib Rianto and Mujib Ridlwan, "Marketing Strategy of Social Media-Based Educational Institutions in Encouraging the Quantity of Students in Ma Assalam Bangilan," *GOVERNANCE : Journal of Islamic Education Management* 2, no. 1 (2024): 125.

The evaluation is carried out by paying attention to the achievement of the target and the realization of the number of registrants. The comparison between the set target and the number of prospective students who register is one of the indicators to determine the development of promotion results. This information is used as a consideration in assessing whether the strategy implemented has supported the achievement of the madrasah goals. Thus, the assessment of promotion is not only based on the implementation of socialization activities, but also on the results obtained through the admission of new students.

Another aspect that is of concern in the evaluation is the use of promotional media. Madrasah reviews the use of digital media and direct promotion to determine its suitability with the characteristics of the targeted community. Promotion through digital media provides an opportunity for madrasahs to disseminate information more widely, while direct socialization allows for the delivery of information and communication closer to the community. Both approaches are part of the process that needs to be considered in determining the next promotion strategy.

The evaluation of promotion strategies also considers the responses of parents and new students regarding the information they receive and the factors that encourage them to choose madrasahs. These responses can provide an overview of the attractiveness of educational programs, ease of obtaining information, and the role of communication in shaping public trust. Information from parents and new students is an input to understand the needs of the community as well as identify aspects of promotion that still need to be improved.

The involvement of madrasah heads, teachers, and the new student admission team (PPDB) is also an important part of the evaluation process. The involvement of various parties allows madrasahs to review the implementation of tasks, coordination, and contributions of each element in promotional activities. The results of the evaluation can be used as a basis for improving the division of

tasks, improving coordination, and determining the form of promotion that is considered more suitable for the conditions of the madrasah and the community.

Based on these findings, the evaluation of the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya includes a review of the achievement of the number of registrants, the use of promotional media, community response, and the implementation of the tasks of the promotion team. The results of the evaluation are considered in preparing the improvement of the next promotion strategy so that promotional activities can be carried out in a more targeted manner and in accordance with the goal of increasing the number of students.

3.4 Factors that support and hinder school promotion strategies at Madrasah Aliyah DDI Galla Raya

The results of the study show that the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya is influenced by internal and external supporting factors. These supporting factors include the commitment and cooperation of madrasah heads, teachers, and the new student admission committee (PPDB), the support of alumni and community leaders, the positive image of the madrasah, and the use of social media and digital technology. The involvement of various elements of madrasahs makes promotion a shared responsibility in conveying information about educational programs and the excellence of the institution to the community. The support of alumni and community leaders also expands the reach of promotion through the social networks that have been formed, while the positive image of the madrasah helps build public trust in the educational services offered. The use of digital media also provides an alternative to the wider dissemination of information at a relatively affordable cost.

Factors that hinder the promotion strategy include budget limitations, geographical conditions and regional accessibility, competition between educational institutions, and limited technical competence of the promotion team in using digital media. Budget

constraints affect the ability of madrasas to provide promotional materials and expand socialization activities, while geographical conditions are considered in reaching the community in the target area. Competition between educational institutions also requires madrasas to convey the advantages of the program clearly in order to be able to attract the interest of prospective students. In addition, limited skills in creating content, managing social media, and conveying information in an attractive manner can reduce the optimization of the use of digital technology as a means of promotion.

Overall, the findings of the study show that the success of the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya is related to the ability of the madrasah to optimize human resources, build social relations with the community, maintain a positive image, and utilize digital technology. On the other hand, budget limitations, geographical conditions, competition between educational institutions, and digital competence are challenges that need to be overcome. Therefore, the development of promotion strategies needs to be directed at strengthening internal coordination, optimizing the involvement of alumni and community leaders, improving the digital skills of the promotion team, and selecting media that are in accordance with the conditions and capabilities of the madrasah. These efforts are expected to expand the reach of information and support the increase in the number of students.

DISCUSSION

4.1. Strategic Planning in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

The findings show that promotion planning is not only influenced by media selection, but also by the ability of madrasas to manage internal resources and build relationships with the external environment. The involvement of teachers, alumni, and community leaders is important because they have a social closeness to the community and can help convey information about programs,

excellences, and the image of the madrasah. Thus, the planning of promotional strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya is collaborative, because it involves various elements who have knowledge and direct relationships with the community.

Furthermore, promotion planning carried out through internal forums such as coordination meetings reflects the principles of distributive and collaborative leadership as explained by Amaliyah (2022), who states that increasing the effectiveness of educational institutions is greatly influenced by the extent to which strategic planning involves all institutional elements in the decision-making process and policy direction.¹⁵

In the context of this study, the involvement of madrasah heads, teachers, and other parties in formulating promotion strategies shows that planning is not only *top-down*, but provides space for various parties to convey ideas and contribute to determining promotion steps. This pattern allows madrasahs to utilize the knowledge and experience of each party in determining targets, media, and forms of promotion that are in accordance with community conditions. Thus, madrasahs not only play a role as organizers of promotional activities, but also as builders of productive social relations with the external environment, especially through the involvement of alumni, parents, and community leaders.

These findings are in line with the research of Usup, Dewi Utami, and Dadan Mardani (2023) entitled "*School Strategies in Increasing the Number of Students at Madrasah Ibtidaiyah Mathlaul Anwar Bogor*". The research uses a qualitative approach with observation, interview, and documentation techniques. The results of the study show that the increase in the number of students is carried out through internal strategies in the form of improving the quality of students and improving infrastructure facilities as well as external strategies in the form of distributing brochures and

¹⁵ Nur Amaliyah, *Collaborative Leadership in Strategic Planning of Islamic Education* (BANDUNG: Bandung: Literasi Nusantara, 2022).

opening extracurricular activities such as marawis and tahfiz.¹⁶ The study also found obstacles in the form of madrasah locations far from the city center, competition between educational institutions, and the impact of the Covid-19 pandemic. The similarities between the research and this research lie in the focus on the strategies of educational institutions in increasing the number of students. However, this study has a difference because it specifically examines the planning, implementation, and evaluation of promotion strategies, as well as looking at the involvement of teachers, alumni, parents, and community leaders in the promotion process.

If associated with strategy management theory, the findings of this study show that planning is an important stage in determining the direction and success of the promotion strategy. The determination of targets, media selection, target setting, division of roles, and scheduling show that promotion has been placed as part of the strategic planning of the madrasah. Meanwhile, from the perspective of education marketing, promotion planning needs to pay attention to the needs and characteristics of the community as potential users of educational services. Therefore, the strategy applied is not only oriented to the delivery of information, but also to the formation of the image, trust, and attractiveness of the madrasah.¹⁷

The findings of this study support and develop previous research. The research of Usup, Utami, and Mardani (2023) shows the importance of internal and external strategies in increasing the number of students, while this study expands this understanding by showing that the success of madrasah promotion is also influenced by the integration of direct promotion, digital media, and

¹⁶ Usup, Dewi Utami, and Dadan Mardani, "School Strategy in Increasing the Number of Students at Madrasah Ibtidaiyah Mathlaul Anwar Bogor," *Student Scientific Creativity Journal* 1, no. 1 (2023): 257–69, <https://doi.org/10.55606/sscj-amik.v1i1.1123>.

¹⁷ Atika Dwi Meilisa and Suci Megawati, "Implementation of Hybrid Learning Model in Limited Face-to-Face Learning at SMA Negeri 13 Surabaya," *Published*, 2023, 1629–42, <https://doi.org/10.26740/publika.v11n1.p1629-1642>.

community social capital. The involvement of alumni and community leaders is an important characteristic in this study because they play a role as informants as well as builders of public trust in madrasas.

In terms of novelty, this study shows that madrasah promotion strategies can be developed through the integration of managerial planning, the use of digital technology, direct promotion, and the involvement of social actors such as teachers, alumni, parents, and community leaders. This novelty makes a theoretical contribution to the development of Islamic education management studies, especially in understanding that education marketing in madrasas is not only related to the selection of promotional media, but also to the management of social relations and community trust as a strategic resource of the institution.

Practically, this finding implies that madrasah managers need to develop a measurable, participatory, and sustainable promotion plan by setting targets, target areas, media used, task divisions, and implementation schedules. Madrasas also need to optimize the network of alumni, teachers, parents, and community leaders as promotional partners and increase the use of digital media so that information about madrasas can reach prospective students more widely.¹⁸

However, this study has limitations because it was conducted in one madrasah with a limited number of informants, so the results of the study cannot be generalized to all madrasas. This study has also not specifically measured the effectiveness of each promotional media on the decisions of prospective students. Therefore, the next research is recommended to involve several madrassas as research locations and combine qualitative and quantitative approaches to measure the effectiveness of each promotion strategy on the interests and decisions of prospective students.

¹⁸ Idris Amiruddin, Miskat Malik Ibrahim, and Mardiah, "Implementation of Human Resource Management at SMAIT Al-Fityan School Gowa, Gowa Regency," *PEDAGOGY Journal of General Education*, 2024.

In this perspective, promotional strategies do not solely act as a medium for delivering information, but also become a strategic means in rebuilding and strengthening institutional identity in the midst of increasingly diverse and complex social dynamics. This view is in line with the thinking of Maulana (2023) who emphasizes that Islamic educational institutions today are required to integrate strategic communication, social participation, and the use of technological innovations as the main prerequisites in order to be able to survive and develop in an increasingly competitive national education landscape.¹⁹

4.2. Implementation of Promotion Strategy in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

These findings can be analyzed through the perspective of strategy management, especially at the strategy implementation stage. Strategy implementation is not only related to the implementation of planned programs, but also includes the organization of resources, division of roles, coordination, and the ability to adjust strategies to environmental conditions. The implementation of promotion at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya shows that there is a division of roles between madrasah heads, teachers, alumni, and community leaders. The involvement of various parties is a factor that strengthens the implementation of the strategy because promotion is not imposed only on certain leaders or sections, but is a shared responsibility. Thus, the results of this study support the strategy management theory that the success of the strategy is greatly influenced by the organization's ability to translate planning into action through the use of resources and coordination between actors.²⁰

From the perspective of education marketing, the implementation of promotions carried out by madrasahs shows the

¹⁹ Irfan Maulana, "'Strategic Communication and Branding of Islamic Education Institutions in the Digital Era,'" *Journal of Educational Communication and Advocacy* 11, no. 2 (2023): 132150.

²⁰ Stephen and Coulter, *Management*.

implementation of integrated marketing communication. Madrasahs convey information about programs, excellences, and the image of the institution through several channels at once. Direct socialization provides an interpersonal approach, while social media provides a wider reach. Meanwhile, the involvement of alumni and community leaders strengthens the credibility of the message conveyed. This shows that in education marketing, the public not only needs information about the institution, but also needs social proof about the quality and reputation of the institution.²¹

This finding is in line with the research of Winiharti, Simbolon, and Sinaga (2023) regarding marketing strategies in increasing the interest of prospective students at SD Santo Bellarminus Bekasi. The study found that promotion planning was carried out through meetings with the foundation, principals, public relations, and teachers, then continued with the determination of implementation times, target markets, and the use of banners, brochures, and websites. The implementation of promotions also involved school principals, teachers, and students. However, the study showed that the target of student acceptance had not been achieved optimally because the increase in the number of registrants had not been significant.²² The findings have similarities with research at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya in terms of the involvement of various elements of the institution and the use of various promotional media. The difference is that this study found that there was a strategy development through a *pick-up approach*, the use of socio-religious momentum, the involvement of alumni and community leaders, and the use of several social media platforms at the same time.

²¹ Mathematics, *Management of Marketing Strategy of Educational Institutions*.

²² Katerina Winiharti, Bintang R. Simbolon, and Dameria Sinaga, "Marketing Strategies in Increasing the Interest of Prospective Students at SD Santo Bellarminus Bekasi," *Mandala Education Scientific Journal* 9, no. 2 (2023): 958–69, <https://doi.org/10.58258/jime.v9i2.4882>.

The results of this study are also in line with the research on Friday (2025) regarding public relations strategies in increasing the acceptance of new students at MTs Arifah Gowa which shows the importance of communication and public relations in attracting prospective students.²³ Research by Rianto and Ridlwan (2024) also shows that social media-based marketing of educational institutions can help expand the reach of information and encourage an increase in the quantity of students.²⁴ Meanwhile, Fauzi (2023) emphasized that community-based education marketing and social media can be a competitive advantage for educational institutions in shaping public perception.²⁵ Thus, this study strengthens previous research that promotional strategies that combine direct communication, social networks, and digital media have an important role in educational institution marketing.

However, this study builds on previous findings by showing that the involvement of alumni and community leaders is social capital in education promotion. Alumni act as *ambassadors of madrasas* through experiences and testimonials, while community leaders strengthen public legitimacy and trust in madrasas. The novelty of this research lies in the finding that madrasah promotion strategies are more effective when integrating direct communication, digital media, and community social capital. Digital media expands the reach of information, direct communication builds closeness, while alumni and community leaders strengthen public trust.

Theoretically, these findings enrich the study of Islamic education management by showing that education marketing is not only related to the delivery of information, but also the process of

²³ Friday, "Public Relations Strategy in an Effort to Increase the Admission of New Students at Mts Arifah Gowa."

²⁴ Rianto and Ridlwan, "Marketing Strategy of Social Media-Based Educational Institutions in Encouraging the Quantity of Students in Ma Assalam Bangilan."

²⁵ Muhammad Fauzi, "'Marketing Strategy of Community-Based Islamic Educational Institutions and Social Media,'" *Journal of Islamic Education Management* 10, no. 1 (2023): 33–50.

building relationships and social trust. Practically, MA DDI Galla Raya needs to manage promotion in a sustainable manner through a clear division of team tasks, preparation of promotion schedules, improvement of the quality of social media content, and strengthening alumni and community leader networks. Promotional messages also need to be adjusted to the real conditions and advantages of madrasas so that an increase in the number of students is followed by an increase in public trust.

This study has limitations because it was only conducted in one madrasah and has not quantitatively measured the contribution of each promotional media to the increase in the number of students. The perspective of prospective students who do not choose madrasas has also not been explored in depth. Therefore, further research is recommended to involve prospective students, parents, and the community and use a *mixed methods approach* to measure the relationship between promotion intensity, public perception, interest, and decision to choose madrasas.

4.3. Evaluation of Promotion Strategies in Increasing the Number of Students at MA DDI Galla Raya in Pangkajene Regency

Evaluation is an important stage to determine the compatibility between the planned strategy and the results achieved. Evaluation allows organizations to measure performance, find deviations, and take corrective actions so that the next strategy is more effective. Thus, the evaluation conducted by Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya supports the concept of strategy management, especially the principle that strategies must be controlled and evaluated on an ongoing basis. Evaluation of the targets and realization of registrants also shows that the success of promotion is not only seen from the implementation of activities, but from its impact on the achievement of madrasah goals.²⁶

The evaluation is also carried out by paying attention to the responses of parents and new students. This information is

²⁶ Amiruddin, Ibrahim, and Mardiah, "Implementation of Human Resource Management at SMAIT Al-Fityan School Gowa, Gowa Regency."

important because it provides an overview of how the community receives promotional messages and what factors affect their decision to choose a madrasah. Thus, the evaluation is not only oriented to quantitative indicators in the form of the number of registrants, but also to consider qualitative indicators in the form of perceptions, experiences, and community responses. This approach makes the evaluation process more responsive to the needs and changes in community behavior.

This finding is in line with the research of Ruspita, Agustin, and Muhajir (2025) regarding the *multi-marketing* strategy of education in increasing the interest of prospective students at SMAIT Bait Et-Tauhied Serang, Banten. The study emphasizes the importance of using various marketing channels and evaluating the effectiveness of the strategies implemented as the basis for the development of the next promotion.²⁷ The equation shows that the evaluation of promotion strategies needs to be carried out on an ongoing basis so that institutions can find out the communication channels that best suit the characteristics of prospective students.

The results of this study can also be compared with the research of Septiana, Murtiningsih, and Astagini (2025) regarding the effectiveness of social media in promoting vocational-based higher education to prospective students. The research shows that social media can be an effective means of reaching young audiences and providing opportunities for institutions to adjust content based on audience responses.²⁸ The findings reinforce the results of research at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya that digital media needs to be evaluated periodically to determine its effectiveness. However, this study develops these findings by

²⁷ Tasya Ruspita, Alya Agustin, and Muhajir, "Multi Marketing Strategy of Education in Increasing the Interest of Prospective Students at SMAIT Bait Et-Tauhied Serang, Banten," *JIEP: Journal of Islamic Education Policy* 10, no. 1 (2025): 44–54, <https://doi.org/https://dx.doi.org/10.30984/jiep.v10i1.3628>.

²⁸ Vita Septiana, Bertha Sri Eko Murtiningsih, and Nuria Astagini, "The Effectiveness of Social Media in Promoting Vocational-Based Higher Education to Prospective Students," *Journal of Communication Literature* 8, no. 1 (2025): 63–73, <https://doi.org/https://doi.org/10.32509/pustakom.v8i1.4428>.

showing that digital media does not stand alone, but is more effective when combined with direct socialization and community social network support.

The evaluation carried out collaboratively also shows that **the human resource factor** has an influence on the success of the promotion strategy. The involvement of madrasah heads, teachers, and the PPDB team in the evaluation process allows madrasahs to gain various perspectives on the strengths and weaknesses of promotion implementation. These findings are in line with the research of Amiruddin, Ibrahim, and Mardiah which shows the importance of human resource management in supporting the effectiveness of the management of educational institutions.²⁹ Thus, the evaluation of promotion strategies not only serves to assess promotional media, but also serves as a means to evaluate the coordination, division of tasks, and competencies of the implementation team.

When compared to the CIPP (*Context, Input, Process, Product*) *evaluation model*, the evaluation of promotion strategies at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya has included elements of community context, team and media readiness, socialization processes, and results in the form of achieving the number of registrants, although they have not been formally implemented. The evaluation is not only oriented to the number of students, but also considers the effectiveness of the media, team performance, direct communication, and feedback from parents and students. These findings strengthen the theory of education strategy management and marketing that evaluation is part of a continuous improvement cycle. The novelty of the research lies in the placement of promotional evaluation as an organizational learning process that integrates quantitative results with social responses of the community.

²⁹ Idris Amiruddin, Miskat Malik Ibrahim, and Mardiah, "Implementation of Human Resource Management at SMAIT Al-Fityan School Gowa, Gowa Regency," *PEDAGOGY Journal of General Education*, 2024.

Practically, madrassas need to develop more measurable evaluation indicators, such as the number of promotional reaches, responses of prospective students, sources of registrants, and community involvement on social media. However, this research is limited to one madrassas and the evaluation is still internal and has not used quantitative instruments. Further research can involve several madrassas and use a *mixed methods* approach to measure the effectiveness of each promotional media on increasing the number of students.

4.4. Factors that support and hinder school promotion strategies at Madrasah Aliyah DDI Galla Raya

The findings of the study show that the success of the promotion strategy at Madrasah Aliyah Darud Da'wah wal Irsyad Galla Raya is influenced by internal and external factors. Supporting factors include the commitment and cooperation of the promotion team consisting of madrasah heads, teachers, and PPDB committees, the support of community leaders and alumni, the positive image of the madrasah in the community, and the use of social media and digital technology. Internal commitment and cooperation are important factors because promotional activities are not only the responsibility of the head of the madrasah or PPDB committee, but also require the involvement of various elements of the madrasah. The support of alumni and community leaders also strengthens promotion because information conveyed through parties who already have social relations and trust with the community tends to be more easily accepted. Meanwhile, the use of social media helps madrasahs expand the reach of information at a relatively lower cost compared to conventional promotions.³⁰

The findings of this study are in line with the research of Badriah and Hanifa Nidaulhaq (2022) regarding education marketing strategies in increasing the number of students at SD

³⁰ Sutrimo Purnomo, "Marketing Mix Based on Community Participation in Maintaining the Sustainability of Al-Qur'an-Qur'an Educational Institutions in Islamic Studies Doctoral Program" (2025).

Islam Ibnu Sina. The research shows that internal cooperation, quality of educational services, and external support are factors that support education marketing, while limited funds and human resources are inhibiting factors.³¹ These similarities show that the success of the promotion of educational institutions is greatly influenced by the ability of institutions to optimize available resources. However, research at MA DDI Galla Raya expands on these findings by showing that alumni networks and community leaders have a strategic position as a link between madrasas and the community, especially in the context of a still strong socio-religious environment.

Supporting factors indicate a strong social-institutional dimension: internal commitment, external networks, institutional reputation, and digital adaptation are key capital. This illustrates that the success of promotion is not only triggered by the media or large funds, but by a combination of social collaboration, credibility, and the use of innovative technologies.³² On the other hand, obstacles such as limited funds, geographical constraints, competition, and lack of technical skills reveal a structural character that requires long-term strategic intervention.

These findings systematically answer the purpose of the study: to identify the factors that support and hinder the success of the promotion strategy at MA DDI Galla Raya. The formulation of problems related to what elements affect the effectiveness of promotion can be answered through the identification of these internal-external factors. The results of the study show that the success of promotion is not solely due to technology or promotional

³¹ Anjas Pratama Yoga, "Educational Marketing Management at MTs Al-Iklas," *Tambusa Education Journal* Vol. 6, no. No. 2 (2022).

³² Nurul Ain, Diyan Niken Safitri, and Joni Hendra, "Digital Marketing and E-Commerce in the Era of Globalization: Trends, Innovation, and Impact on Global Business," *Jetbus Journal of Education Transportation and Business*, 2024, <https://doi.org/10.57235/jetbus.v1i2.4380>.

materials, but also determined by collaboration, human resources, reputation, and geographical and financial context.³³

In addition to supporting factors, this study found four factors that hinder the promotion strategy, namely budget limitations, geographical conditions and regional accessibility, competition between educational institutions, and limited technical competence of promotional teams in the use of digital media. Budget limitations limit the optimization of promotional media, while geographical conditions hinder the implementation of direct socialization. Competition between institutions requires madrasahs to have clearer and communicative advantages, while limited digital competencies cause the use of social media to be not optimal. These findings are in line with the research of Badriah and Hanifa Nidaulhaq (2022) and Yoga (2022) which shows that limited funds and competition are obstacles in education marketing. However, this study shows a more contextual aspect, namely geographical conditions and the digital competence of the team as factors that also affect the effectiveness of promotion.

The findings show that the effectiveness of promotional strategies is not only determined by the media used, but also by the ability of madrasahs to optimize internal resources, social networks, institutional reputation, and technology by considering environmental conditions. Theoretically, these findings strengthen the perspective of educational strategy management and marketing that the success of promotion depends on the institution's ability to identify and manage internal strengths and weaknesses and external opportunities and challenges. The novelty of this study lies in the explanation of the relationship between institutional resources, community social networks, digital adaptation, and geographical conditions in the implementation of promotion in madrasahs at the local level. Thus, this study expands the study of education marketing that not only emphasizes the promotion

³³ Amiruddin, Ibrahim, and Mardiah, "Implementation of Human Resource Management at SMAIT Al-Fityan School Gowa, Gowa Regency."

aspect, but also considers the social context and environment of the institution.

Practically, the results of the study imply the need for madrasas to improve the digital competence of the promotion team, optimize the involvement of alumni and community leaders, and choose promotional media based on effectiveness and cost efficiency. Mapping of the target area is also needed to overcome geographical constraints and determine promotion patterns that are in accordance with the characteristics of the community. This research has limitations because it was only conducted in one madrasah and has not involved in depth prospective students who choose or do not choose madrasas. The next research is suggested to use a comparative approach or *mixed methods* by involving several madrasas and analyze the relationship between promotional media, promotional costs, information coverage, and the decision of prospective students in choosing educational institutions.

CONCLUSIONS

Based on the results of the research on the promotion strategy of Madrasah Aliyah DDI Galla Raya, Pangkajene Regency, it can be concluded that the promotion strategy is implemented through interrelated stages of planning, implementation, and evaluation. Planning is carried out collectively through internal meetings, mapping target areas, target determination, and preparation of promotions that combine conventional and digital approaches. Implementation is carried out through visits to schools, the distribution of brochures and billboards, the use of social media, and the involvement of teachers, alumni, and community leaders. The evaluation is carried out through internal meetings by assessing the effectiveness of promotional media, the achievement of registrant targets, team performance, and community response. These findings strengthen the theory of education strategy management and marketing that planned, adaptive, and community-oriented

promotions can increase the attractiveness and competitiveness of educational institutions.

Practically, this study shows that MA DDI Galla Raya needs to develop a more measurable and sustainable promotion strategy. Steps that can be taken are optimizing social media and digital branding, improving the competence of teachers and PPDB teams through digital marketing training, strengthening partnerships with alumni and community leaders, and arranging promotional budget allocations in a sustainable manner. Madrasah also needs to conduct periodic evaluations with clear indicators, such as the number of promotional reaches, the response of prospective students, the source of registrants, and the effectiveness of each media. This strategy is important to maintain a positive image of the madrasah while facing budget limitations, geographical conditions, inter-institutional competition, and limited technical capabilities of the team.

This research makes a theoretical contribution by strengthening the understanding that education marketing is not only oriented to the use of promotional media, but also to direct communication, social relations, public trust, and the use of technology as part of the management strategy of educational institutions. However, this research has limitations because it is only conducted in one madrasah so that the findings cannot be generalized to all madrassas with different characteristics. Therefore, further research is recommended to test the effectiveness of promotion through social media, digital branding, and relationship marketing, as well as conduct comparative studies on several different madrassas or regions to obtain broader findings and strengthen the validity of the research.

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