

Marketing Strategy of Service Products in Efforts to Increase Revenue at PAUD Kartika Pradana, Malang City

Meriana Norince Bora ^{1*}, Agus Dwi Sasono ², Yuni Setyawati ³, and Nur Ida Iriani ⁴

* Correspondence Author: nhorhynbora@gmail.com

^{1,2,3,4} Management, Faculty of Economics, University of Tribhuwana Tungadewi, Malang, Indonesia

INDEXING	ABSTRACT
<p>Keywords: Keyword 1; Marketing Strategy Keyword 2; Service Products Keyword 3; Income Keyword 4; Early Childhood Education Keyword 5; Efforts</p>	<p>This research discusses the marketing strategy of service products implemented by PAUD Kartika Pradana in Malang City as an effort to increase institutional income. In an era of increasingly tight competition in the early childhood education sector, institutions are required to understand market needs and develop targeted marketing strategies. The main focus of this research is how the implemented marketing strategies can attract public interest and lead to an increase in student enrollment. This study uses a descriptive qualitative method with data collection techniques through direct observation, in-depth interviews with the PAUD management, and documentation study. The results show that PAUD Kartika Pradana relies on the 7P marketing mix approach: product (educational services), competitive pricing, strategic location, active promotion through social media and local communities, competent human resources, structured service processes, and adequate physical facilities. This combination of strategies significantly contributes to building trust among parents and encouraging them to enroll their children. The findings indicate that PAUD Kartika Pradana implements a service marketing strategy based on the 7P approach (Product, Price, Place, Promotion, People, Process, and Physical Evidence). Dominant promotional strategies include word-of-mouth marketing, use of social media, and collaboration with local communities. This research concludes that implementing an appropriate service marketing strategy can be an effective solution to enhance the competitiveness and income of educational institutions.</p>

Article History

Received 22 June 2025; Revised 12 November 2025; Accepted 09 January 2026;

Publish 11 January 2026

INTRODUCTION

In an increasingly developing business world, marketing strategies play an important role in boosting revenue, especially for businesses engaged in the service sector. Unlike physical products, services have specific characteristics such as being intangible, unable to be stored, customer involvement in production, and service variability. Therefore, effective marketing strategies are needed to attract and retain customers, as well as to increase company profits. Service marketing strategies must be tailored to market needs and consumer behavior. With increasing competition and changing customer preferences, companies must adopt innovative marketing approaches. Satisfied customers will help in acquiring new customers which drives an increase in sales volume (Sasangka, 2018).

Efforts to increase the company's sales volume must be able to market its products well. The company's marketing activities will greatly affect the sales volume, so an increase in sales volume can be achieved if the marketing strategy is applied correctly within the company (Sasangka, 2018). Marketing strategy is very important in influencing the company or business. So don't be surprised if each company adopts

various marketing strategies to enhance their sales. When sales volume increases, the company will also gain significant profits.

Marketing mix is the combination of variables or activities that are the core of the marketing system, variables controlled by the company, to influence buyer reactions (Yusuf and Matiin, 2022). Marketing strategy is very important for companies; a marketing strategy is a way to achieve a company's goals. There are at least 4 (four) marketing strategies for every business player who wants to win in the market, which are: a good quality product (Product) with competitive pricing in the market (Price), promotion (Promotion), and finally a good place or distribution channel (Place), as well as explained by Muqarrabin *et al* (2022). One of the steps that companies can take to increase sales volume is by conducting marketing.

Indonesia is a developing country with a constantly increasing population every year and a large and diverse demand for goods, which opens up a wide range of business opportunities. This is one of the ventures that plays a very important role in the world, so it is not surprising that there are many sales businesses. Through a specially designed marketing mix, companies can influence consumers so that they can know, become happy, and then purchase the products being offered, and ultimately consumers become satisfied, leading them to continuously buy the company's products (Puspita & Santoso, 2017).

Service businesses in the community are very beneficial and increase the income of people who do not have jobs. The service business at PAUD Kartika Pratama is a service venture that is continuously developing and has great opportunities. The service business focuses on providing services to customers, both in the form of skills, expertise, and comfort that help meet the needs of the community. One example of a service that is increasingly popular today is digital service, such as graphic design, website development, and social media management. In the digital era, many companies and individuals need a professional online presence, making these services a solution for those who want to enhance their branding and marketing. Amid the increasing public awareness of the importance of early childhood education, Early Childhood Education (PAUD) institutions have a great opportunity to develop as providers of quality basic education services. However, competition among PAUD institutions is also becoming increasingly tight, requiring each institution to have the right marketing strategies to attract public interest and ultimately increase the institution's revenue.

PAUD Kartika Pradana is one of the early childhood education institutions operating in a community with a continuously growing demand for basic education. Although it has a fairly good reputation, this PAUD still faces challenges in reaching more students and sustainably increasing income. Therefore, it is important to understand and analyze the marketing strategies used by PAUD Kartika Pradana, as well as the extent to which these strategies contribute to the institution's growth from a financial perspective.

Service marketing in the context of educational institutions is not just about promotion, but also includes aspects of service, quality of educators, supportive facilities, and the institution's image in the eyes of the community. With an effective marketing strategy approach focused on the needs of parents and children, Early Childhood Education (PAUD) can expand its market reach and increase public trust.

This research was conducted to examine how Kartika Pratama Early Childhood Education (PAUD) applies service marketing strategies in order to increase revenue, as well as to provide strategic recommendations for the development of similar institutions. The results of this research are expected to serve as a reference for other PAUD managers in formulating and implementing highly competitive marketing

strategies in the modern era. Increased sales turnover can be achieved if marketing strategies using the SWOT analysis approach are implemented correctly in the company.

This service effort is an action taken to achieve a much better income. This is in line with the research conducted by Lisa Andriani, (2019) which states that the strategies used include product, price, promotion, and distribution strategies. In implementing all these strategies, trust is an important point for business actors towards their business partners, as with trust, the business can continue. The business world demands a marketing role that can support business progress as the needs of the community continue to grow. If a company is not sensitive to what consumers need and does not know how to market properly, then the company is likely to miss many opportunities to attract consumers (Kotler and Gary, 1997). This research discusses the marketing strategy of service products implemented by PAUD Kartika Pradana in Malang City as an effort to increase institutional income.

LITERATURE REVIEW

Definition of Strategy

Strategy is a collective tool to achieve the long-term goals set by the company; with the established strategy, the company is able to address and resolve any issues arising both from outside the company and from within the company. Strategy is an important aspect for the survival of a company in achieving effective and efficient goals (Alharbi, 2021). Moreover, companies are required to address and confront any problems or obstacles that arise both internally and externally. Here are some definitions of strategy according to experts:

1. According to Tjiptono and Chandra (2006), the term strategy comes from the Greek word 'strategia', which means the art or science of being a general. Strategy can be defined as a plan for the distribution and use of military forces in certain areas to achieve specific objectives.
2. According to Kamariotou *et al* (2021), strategy is a large-scale plan, with a forward-looking orientation, aimed at interacting with competitive conditions to achieve goals.
3. Strategy is a comprehensive master plan that explains how a company will achieve all the objectives that have been set based on the previously established mission (Rangkuti, 2013).

Understanding of Marketing

Marketing is a social and managerial process in which individuals and groups obtain what they need and want by creating, offering, and exchanging valuable products with others (Kotler, 1997). Marketing encompasses the entire system related to the objective of planning and determining prices to promoting and distributing goods and services that can satisfy the needs of actual and potential buyers (Stanton, 1997).

Marketing is all activities carried out by a company with the aim of fulfilling consumer needs and wants through value exchange with other parties (Rahmayanti, 2021). Marketing is a process of analysis, planning, implementation, coordination, and control of marketing programs that includes policies on products, prices, promotions, and distribution of products, services, and ideas offered to create and enhance the exchange of benefits with the target market in an effort to achieve organizational or business goals (Hadrian *et al*, 2021). There are several definitions related to the understanding of marketing, among others:

1. Marketing is a human activity directed at fulfilling needs and desires through

- exchange processes (Kotler and Gary, 1997)
2. Marketing is a social and managerial process that enables individuals and groups to obtain what they need and want through the creation and exchange of products and values with others (Kotler and Gary, 1997)
 3. Marketing is a total system of business activities designed to plan, set prices, promote, and distribute goods that can satisfy desires and reach target markets as well as company objectives.
 4. According to the 2008 Indonesian Language Dictionary (KBBI), Marketing is the process, method, or act of marketing goods, concerning the dissemination among the general public.
 5. Marketing is all activities that offer a product to fulfill the needs and desires of consumers (Laksana, 2008).

RESEARCH METHOD

This research was conducted using qualitative methods. Qualitative research methods will utilize research procedures that produce descriptive data from the speech or writing and behaviors of the objects themselves. This qualitative research will elaborate on the results of the problems encountered in the field with the data analysis techniques used by the researcher related to the implementation of marketing strategies in increasing revenue at Paud Kartika Pradana. In this research, the researcher employed several data collection techniques, namely observation, interviews, literature study, documentation, and library study. Subsequently, the data is analyzed using descriptive analysis and SWOT matrix analysis. The SWOT matrix is an important matching tool that helps to develop strategies. Through the SWOT matrix, we can clearly understand what the strengths and weaknesses of the company are in facing external opportunities and threats. The performance of a company can be determined by a combination of external factors and internal factors of the company.

RESULT AND DISCUSSION

Based on the results of interviews conducted by the researcher with several teachers, it was found that there are 13 teachers and a total of 54 students, and that PAUD Kartika Pradana is an early childhood education institution located in the city of Malang. As a non-formal education institution, this early childhood education faces challenges in attracting students amid tight competition and varying levels of community awareness regarding the importance of early childhood education. Therefore, marketing strategies become very important to increase the number of students and ultimately revenue. In terms of this marketing strategy, a SWOT analysis is used. The explanation regarding this is as follows:

Based on the results of the interview conducted with Mrs. Kartika as the owner of Paud Kartika Pradana in Malang City, marketing financing products certainly has strengths, weaknesses, opportunities, and threats. Here are the details of the results obtained:

Strengths

The strengths of Kartika Pradana Early Childhood Education in Malang City are as follows:

a) Strategic Location

Kartika Pradana Early Childhood Education is located in Malang City, which has easy transportation access, a conducive environment, and is close to residential areas, making it easier for parents to drop off and pick up their children.

- b) **Competent Educators**
This institution is supported by early childhood educators who have relevant educational backgrounds and experience in nurturing and educating children in their early years.
- c) **Holistic-Based Curriculum**
Kartika Pradana Early Childhood Education implements a holistic and integrated curriculum approach, covering the development of cognitive, affective, and psychomotor aspects of children in accordance with national standards for early childhood education.
- d) **Adequate Facilities**
Having play equipment, classrooms, and a safe and child-friendly learning environment that optimally supports the learning process through play.
- e) **Active Parental Involvement**
The school establishes a good partnership with parents through parenting activities, involvement in school events, and regular communication, creating a supportive educational ecosystem.
- f) **Instilling Character Values** Character education is an important part of the daily curriculum, including values such as discipline, cooperation, responsibility, and love for the environment.
- g) **Positive Image in the Community** Kartika Pradana Early Childhood Education is known as an institution with a high dedication to educating young children and has produced graduates who are well-prepared to continue to basic education.

Weakness

The weaknesses present in the Kartika Pradana Early Childhood Education (PAUD) in Malang City are as follows:

- a) **Limited Facilities and Space**
Often, the play area must be combined with the classroom due to limited land, which can disrupt the effectiveness of the 'learning while playing' method. The lack of educational playing tools (APE), especially complete and varied ones, impacts the quality of learning and its appeal to parents.
- b) **Lack of Open Space or Play Areas**
Some early childhood education centers in Malang only have narrow classroom spaces without adequate play yards. Early childhood children need space to explore and move.
- c) **Unstructured Learning Plans**
There are obstacles in compiling a systematic learning plan due to limitations in supporting facilities and infrastructure, leading to suboptimal curriculum implementation.
- d) **Dependence on External Aid** Some early childhood education (PAUD) institutions still rely on social buffering funds, corporate social responsibility (CSR), or community self-funding for operations. If these are not available, activities can be hindered during the pandemic, with many parents having to take on the role of teachers because school support is insufficient.
- e) **Workload and Teacher Competence** Teachers often handle many children with limited facilities. There is a lack of advanced training; educators need assistance to be able to adapt to methods such as STEAM and online learning.

Opportunities

The opportunities available at Paud Kartika Pradana in Malang City are as follows:

1. Government support in strengthening PAUD (Early Childhood Education)
 - a. The Malang City Government, through the Education Office, continues to promote the improvement of PAUD quality through accreditation programs, teacher training, and educational operational assistance.
 - b. The Merdeka Learning policy and the Merdeka Curriculum for PAUD provide greater room for learning innovations.
2. Growth of community awareness about the importance of PAUD
 - a. The community is increasingly aware that early childhood education is very important as the foundation for character building and children's basic skills.
 - b. Parents are becoming more selective in choosing PAUD providers that have good quality, giving Paud Kartika Pradana the opportunity to strengthen its reputation.
3. Potential Partnerships with Other Institutions
 - a. There are opportunities to collaborate with government agencies, private sectors, and NGOs that are concerned about children's education, such as in the form of CSR, teacher training, or the provision of educational play tools (APE)
 - b. Universities in Malang can also be partners in research and assistance for early childhood education.
4. Utilization of Educational Technology
 - a. Advances in technology provide opportunities to integrate digital media into early childhood education, both in the form of audio-visuals, interactive learning applications, or educational videos
 - b. Digital platforms can be used to build better communication with parents (for example, progress reports on children and information about school activities).
5. Trends in STEAM and Environmental-Based LearningThe government and society are beginning to promote STEAM-based learning methods (Science, Technology, Engineering, Art, Mathematics) and character education based on environmental issues (eco school), which can be a selling point and a hallmark of Kartika Pradana Early Childhood Education.
6. Support for Inclusive Education ProgramsInclusive education programs are starting to develop, providing opportunities for early childhood education to accept and develop approaches for children with special needs, thus expanding the scope of services and the social mission of the institution.

Threats

The threats present at Kartika Pratama Early Childhood Education (PAUD) in Malang City are as follows:

1. Competition with Other PAUD Institutions
 - a. Malang City has many private and public PAUD institutions with facilities and outstanding programs that continue to develop.
 - b. This competition can influence parents' interest in choosing a PAUD, especially if other institutions offer more innovative programs or more competitive fees.
2. Dependence on External Assistance
 - a. If Kartika Pradana PAUD is highly dependent on government aid, CSR, or donations, the uncertainty of funding sources could hinder long-term operations.
 - b. Delays or reductions in aid funding can directly impact the quality of services.

3. Rapid Changes in Education Policy
 - a. The rapid changes in the curriculum and regulations for early childhood education demand readiness to adapt from teachers and early childhood education management.
 - b. Not all institutions are able to respond to these changes effectively, especially if teacher training or facilities are inadequate.
4. Technological Advancements Not Matched by Competence
 - a. Amidst the development of learning technology, a threat arises if teachers are not equipped with sufficient abilities in utilizing technology.
 - b. This can leave early childhood education institutions behind compared to others that have already adopted digital or blended learning approaches.
5. Social and Economic Crisis
 - a. When an economic crisis occurs (for example, post-pandemic or high inflation), many parents prefer to leave their children at home or with family because the cost of education becomes an additional burden
 - b. This can lead to a decrease in the number of students and the income of institutions.
6. The Level of Community Awareness that is Still Uneven
 - a. There are still some members of the community who consider early childhood education (PAUD) to be not very important or merely a daycare, rather than a serious educational institution.
 - b. This perception can lower interest or participation in PAUD activities to a maximum extent.

To determine the steps that need to be taken by PAUD Kartika Pradana Kota Malang in marketing their services and to decide on the next marketing strategy, a SWOT matrix is needed, which will then show the strengths, weaknesses, opportunities, and threats possessed by PAUD Kartika Pradana Kota Malang. This way, wrong decisions can be avoided by PAUD. The determination of factors in this SWOT matrix can also assess whether the company is in a strong or weak position in marketing its financing products. The results of this assessment are obtained from the distribution of questionnaires to teachers at PAUD Kartika Pradana Kota Malang who understand the marketing strategies employed by the company.

The following Table 1 is a summary of internal factors (Strengths and weaknesses) and Table of external factors (Opportunities and Threats):

Table 1. Internal Factor

Strengths	Weaknesses
➤ Competent and experienced educators	➤ Limitations of facilities and infrastructure
➤ A safe and child-friendly learning environment	➤ Limited play area
➤ A holistic and integrated curriculum	➤ Limited use of technology
➤ Good relationships with parents	➤ Limited additional human resources
➤ Structured School Management	➤ Planning and documentation of learning are not optimal yet
➤ Diverse extracurricular activities	➤ Lack of innovative activities and promotion of the Institution
➤ A positive image of the institution	➤ No inclusion program yet

Source: Secondary Data, 2025

Table 2. External Factors

Opportunities		Threats	
➤ Increased interest in quality early childhood education	➤ Digital promotion potential	➤ Competition among Early Childhood Education (PAUD)	➤ Demand for digitization
➤ CSR partnerships, additional educational service offerings		➤ Limitations in marketing human resources and promotion budget	

Source: Secondary Data, 2025

IFAS and EFAS Table

SWOT analysis in this research refers to the model of Ranguti (2013), the IFAS and EFAS tables are obtained from the quantitative analysis of SWOT indicators conducted through questionnaire responses from several respondents. Below is the IFAS and EFAS matrix table for marketing strategies aimed at increasing revenue in Paud Kartika Pradana, Malang City.

Table 3. IFAS Matrix for the Marketing Strategy of Service Products in Efforts to Increase Income at Kartika Pradana Early Childhood Education in Malang City

No	Internal Factors	Relative Weight	Rating	Total Score (Bobot x Rating)
1	Competent and experienced educators	0.32	52.84	53.16
2	A safe and child-friendly learning environment	0.32	44.13	44.45
3	A holistic and integrated curriculum	0.32	59.48	59.8
4	Good relationships with parents	0.32	44.13	44.45
Total		1.28	-	2.24
Weaknesses				
1	Limitations of facilities and infrastructure	0.88	52.02	52.9
2	Limited play area	0.36	43.08	52.9
3	Limited Use of Technology	1.28	56.8	52.9
4	Limited additional human resources	0.66	46.48	52.9
Total		3.52	-	2.16

Source: Data processed 2025

Table 4. EFAS Matrix

No	Opportunities	Relative Weight	Rating	Total Score (Bobot x Rating)
1	Increased interest in quality early childhood education	0.11	52.52	52.63
2	Digital promotion potential	0.22	35.74	52.63
3	CSR partnerships, additional educational service offerings	0.31	46.7	52.63
Total		2.64	-	2.64
Threats				
1	Competition among Early Childhood	0.32	52.52	52.84

Education (PAUD)				
2	Demand for digitization	0.11	35.74	52.84
3	Limitations in marketing human resources and promotion budget	0.22	46.7	52.84
Total		2.96	-	4.16

Source: Data processed 2025

Based on the IFAS and EFAS Tables, it can be seen that the IFAS value is 2.16, while the EFAS value is 4.16. The total score values for each factor can be detailed as follows: Strengths 2.16, Weaknesses 3.52, Opportunities 2.96, and Threats 4.16. Thus, it can be noted that the strengths exceed the weaknesses by a difference of 2.64, and the opportunities exceed the threats by a difference of 3.52. Next, based on the identification of these factors, a SWOT diagram can be illustrated.

Table. SWOT Matrix

IFAS	S-W	2.24-1.28	0.96
EFAS	O-T	4.16-2.96	1.2
Total			2.16

Source: Data processed 2025

Based on Figure 1 of the SWOT Analysis Matrix and based on the strengths and opportunities available, the position of PAUD is in Quadrant I, so the appropriate strategy is the SO strategy (Strengths-Opportunities).

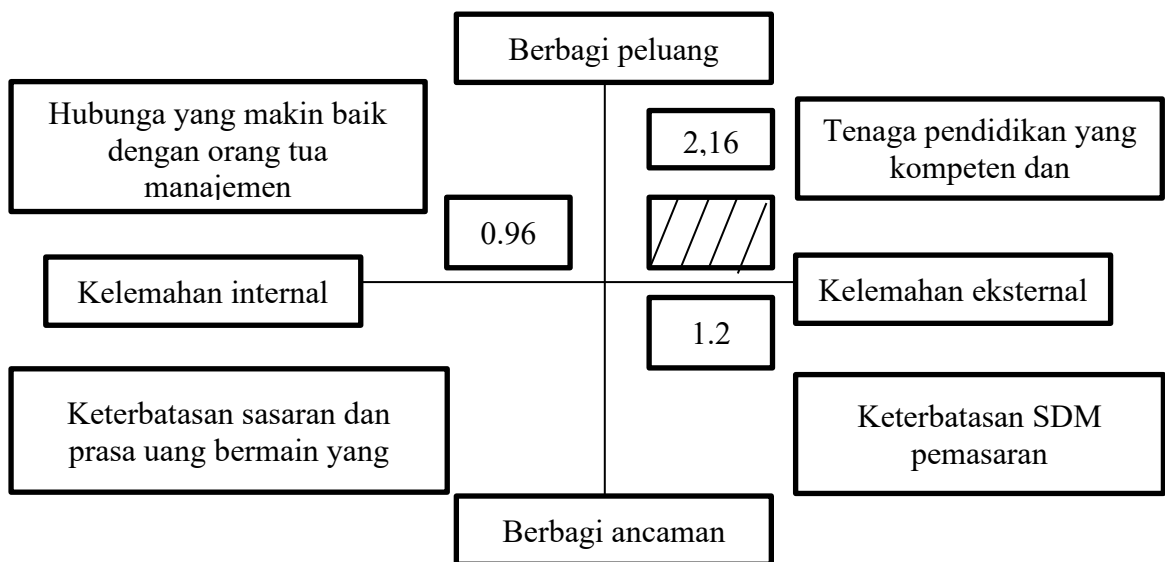


Figure 1. SWOT Analysis Matrix

Source: Processed Data 2025

Marketing Strategy for Service Products in Increasing Revenue at Paud Kartika Pratama in Malang City

Based on image 1, it can be seen that the SWOT analysis on the marketing strategy of service products in the effort to increase revenue at PAUD Kartika Pratama in Malang City is in quadrant 1, meaning that both internal and external conditions are

very supportive. Therefore, PAUD Kartika should take proactive steps to grow and expand its services. Growth strategies, brand strengthening, and innovation in educational programs are highly recommended at this position.

Based on the strengths and opportunities of early childhood education (PAUD), the following are SO (Strength-Opportunities) strategies aimed at maximizing internal strengths to capture external opportunities. The strategies are as follows:

1. Expanding Strategic Partnerships

a) Strengths being leveraged: Structured school management, positive institutional image.

b) Opportunities being captured: Potential partnerships with other institutions, government support.

c) Strategy: Developing cooperation with the education department, private institutions, or corporate social responsibility (CSR) programs for scholarship programs, teacher training, and facility development.

2. Implementation of Technology-Based STEAM Learning

a) Strengths leveraged: Integrated curriculum, competent educators, variety of extracurricular activities.

b) Opportunities captured: Trends in STEAM learning, advanced educational technology.

c) Strategy: Implementing STEAM methods in the curriculum with support from simple technology (tablets, educational apps), as well as conducting teacher training for project-based creative learning.

3. Development of Inclusive Programs and Character

a) Strengths leveraged: Comfortable learning environment, integrated curriculum.

b) Opportunities captured: Support for inclusive education.

c) Strategy: Developing a child-friendly and inclusive curriculum and conducting training for teachers in dealing with students with special needs.

4. Community Promotion and Education

a) Strengths utilized: Positive image of the institution, competent educators.

b) Opportunities captured: Community awareness about the importance of Early Childhood Education (PAUD).

c) Strategy: Organize parenting seminars, open classes for prospective parents, and social media campaigns to strengthen brand awareness of PAUD Kartika Pradana.

5. Innovation of Superior Extracurricular Programs

a) Strengths utilized: Variety of extracurricular types.

b) Opportunities captured: Trends in interest and talent-based learning.

c) Strategy: Add STEAM and arts-based extracurricular activities, and involve external partners for children's training and competitions.

Factors that contribute to the success of the marketing strategy for service products at Kartika Pradana early childhood education in Malang City.

Based on the results of interviews conducted, the success of the marketing strategy for service products at PAUD Kartika Pradana in Malang City is influenced by various interconnected factors. One of the main factors is the quality of educational services offered. This quality is reflected in the competence of educators, the implementation of a curriculum that is appropriate for the child's developmental stage, and a safe and comfortable learning environment. Parents will feel confident and assured to entrust their children if the institution is able to provide quality educational services.

The second factor is the effectiveness of promotion and communication. A marketing strategy will be successful if information about the advantages of early childhood education (PAUD) is conveyed broadly and attractively through various media, such as social media, brochures, and community activities. Support in the form of testimonials from satisfied parents is also a very powerful promotional tool. Good promotion must be accompanied by a positive institutional image (brand image). PAUD Kartika Pradana must maintain its reputation and service quality consistency to remain trusted by the surrounding community. In addition, a competitive cost structure or pricing is an important consideration for parents. Clarity of costs and the availability of discounts or installment plans can enhance the appeal of the services. No less important, a good relationship with the parents of students is a key factor in marketing educational services. Two-way communication, parental involvement in school activities, and quick responses to feedback will build long-term loyalty and trust.

Another factor that contributes to the success of marketing strategies is innovation in programs and additional services. Early Childhood Education (PAUD) that can present interesting extracurricular activities, implement modern learning methods such as STEAM, and provide supporting services like parenting classes or child development consultations, will have a higher selling value. In addition, the presence of professional human resources (HR), both teaching staff and administrative staff, also determines the success of educational services. Competent and friendly HR will increase customer satisfaction.

Lastly, the factors of location and accessibility cannot be overlooked. Early childhood education (PAUD) centers that are strategically located, easily accessible, and have supporting facilities such as adequate parking areas will be preferred by parents who consider convenience and safety when taking their children. By taking all these factors into account in an integrated manner, PAUD Kartika Pradana can enhance its competitiveness and the success of its marketing strategy amidst the competition of early childhood education institutions in Malang City.

CONCLUSION

Based on the research conducted regarding marketing strategies to increase revenue at the PAUD Kartika Pradana in Malang City, it can be concluded that this institution implements a precise and targeted marketing strategy that plays an important role in increasing the institution's revenue as follows:

1. The effective marketing strategy to increase revenue at PAUD Kartika Pradana is carried out in a planned, integrated manner, and meets the needs of the market (parents and early childhood). This is based on the analysis of the 7P marketing approach (Product, Price, Place, Promotion, People, Process, Physical Evidence).
2. The success of the marketing strategy of the PAUD Kartika Pradana in Malang City is influenced by several key interrelated factors, namely: Quality of Educational Services, Curriculum that is suitable for child development, Professional and friendly teaching staff, Safe and comfortable learning facilities, Effective Promotion and Communication, Utilization of social media and local media to disseminate information, Active communication with parents of students and prospective students, Image and Reputation of the School, a good reputation in the community makes parents more trustful and interested. Positive testimonials from parents and alumni enhance the school's image, Strategic Location, The school's easily accessible location is an important consideration for parents. Competitive Tuition Fees, Offering affordable tuition fees while maintaining service quality, Involvement of Parents and the Community, A

harmonious relationship between the school and parents creates a sense of trust, Joint activities with the community add social value and improve the school's appeal.

As discussed in the results and discussion, the recommendations raised in this research are as follows:

1. For Kartika Pradana Early Childhood Education in Malang City
 - a. Increased Utilization of Digital Technology It is recommended that Kartika Pradana Early Childhood Education optimizes the use of digital technology in marketing, such as building an official website, being active on social media like Facebook, Instagram, TikTok, and creating engaging video content of learning activities. This can help reach a wider audience of potential students and increase public awareness of Early Childhood Education services.
 - b. Development of Strategic Partnerships Expanding the partnership network with companies, local communities, and social institutions through CSR programs can support the procurement of facilities and infrastructure as well as the promotion of institutions more effectively and efficiently.
 - c. Diversification of Educational Services Developing additional services such as parenting classes, tutoring, or educational workshops can add value for parents as well as a new source of income for early childhood education.
2. Further Research
 - a. Analysis of the impact of CSR partnerships on the improvement of facilities and promotions. This study can evaluate the contribution of CSR partnerships in assisting the provision of infrastructure and its effects on the attractiveness and income of Early Childhood Education (PAUD).
 - b. Study of the Development of Additional Educational Service Products. Research focusing on the development of additional services such as parenting classes or children's educational workshops can provide insights into market preferences and potential additional revenues.

REFERENCES

Authored Book

- Kotler, P., & Gary, A. (1997). *Dasar-dasar Pemasaran Jilid 2*. Jakarta : Prenhallindo.
- Laksana. (2008). *Manajemen Pemasaran*. Yogyakarta : Graha Ilmu.
- Pearce dan Robinson. (2008). *Manajemen Strategis Formulasi, Implementasi, dan Pengendalian (Edisi 10)*. Jakarta : Salemba Empat.
- Rangkuti. (2013). *Teknik Membedah Kasus Bisnis Analisis SWOT Cara. Perhitungan Bobot, Rating, dan OCAI*. Jakarta : PT. Gramedia Pustaka Utama.
- Stanton. (1997). *Fundamental of Marketing (Edisi Bahasa Indonesia)*. Jakarta : Binarupa Aksara.
- Tjiptono, F., & Chandra, G. (2006). *Manajemen pelayanan jasa*. Penerbit Andi, Yogyakarta.

Dissertation from a Database

- Lisa Andriani, L. I. S. A. (2019). *Strategi Pemasaran Usaha Tahu/Tempe Dalam Meningkatkan Pendapatan Masyarakat Desa Sukamaju Kecamatan Sukamaju Kabupaten Luwu Utara*. (Doctoral Dissertation, Institut Agama Islam Negeri Palopo).

Journal Articles

- Alharbi, I. B. (2024). Strategic management: A comprehensive review paper. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 9(3), 8.
- Hadrian, P., Milichovský, F., & Mráček, P. (2021). The concept of strategic control in marketing management in connection to measuring marketing performance. *Sustainability*, 13(7), 3887.
- Kamariotou, V., Kamariotou, M., & Kitsios, F. (2021). Strategic planning for virtual exhibitions and visitors' experience: A multidisciplinary approach for museums in the digital age. *Digital Applications in Archaeology and Cultural Heritage*, 21, e00183.
- Muqarrabin, R., Zebua, Y., & Nasution, S. L. A. (2022). Analysis of Product Quality, Price, Promotion, and Location Toward Purchase Decision. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 5(2), 719-729.
- Puspita, N. V., & Santoso, A. (2017). Pengaruh Spread Suku Bunga, Car, Dan Npl Terhadap Penyaluran Kredit Ukm Kota Kediri (Studi Pada Perbankan Kota Kediri). *Ekonika: Jurnal Ekonomi Universitas Kadiri*, 2(1). <https://doi.org/10.30737/ekonika.v2i1.18>
- Rahmayati, R. (2021). Competition Strategy In The Islamic Banking Industry: An Empirical Review. *International Journal Of Business, Economics, And Social Development*, 2(2), 65-71.
- Sasangka, I. (2018). Pengaruh kualitas pelayanan terhadap volume penjualan pada mini market minamart'90 Bandung. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 2(1), 129-154.
- Yusuf, M., & Matiin, N. (2022). Analysis of the effect of the marketing mix on purchasing decisions. *International Journal of Economics and Management Research*, 1(3), 177-182.