Jurnal Manajemen (Edisi Elektronik)

Strategies and Challenges of School Business Marketing: A Case Study of SMKN 3 Malang

Arya Gumilang Ramadhan[a], Juharyanto[b], Rochmawati[c], Wildhan Ichzha Maulana[d], Nurul Azizatul Isnaini[e,]*

[a,b,c]*Universitas Negeri Malang, Indonesia*
[d]*Universitas Negeri Yogyakarta, Indonesia*
[e]*UIN Sunan Gunung Djati Bandung, Indonesia*
*Corresponding author e-mail: arya.gumilang.2201328@students.um.ac.id

ARTICLE INFO

ABSTRACT

Marketing management for business schools has become increasingly important in the face of growing competition. This article examines the marketing strategies and challenges faced by SMKN 3 Malang in managing and promoting the school's hotel business. The primary focus of this research is to understand how marketing can be used as a tool to enhance the school's independence through a sustainable business model. This study employs a qualitative method with a case study approach at SMKN 3 Malang. Data were collected through in-depth interviews with the school's curriculum vice principal, business marketing manager, and business operations manager, as well as through document analysis and direct observation. The study found that SMKN 3 Malang utilizes various marketing strategies, both online and offline, to attract customers. Platforms like Traveloka and Agoda are used for online marketing, while brochures and neon boxes are utilized in offline marketing strategies. Challenges include fierce competition with other hotels, limited resources, and a lack of professional marketing staff. The article concludes that despite various challenges, effective marketing can play a crucial role in supporting the independence and sustainability of the school's business.

1. INTRODUCTION

Marketing in the context of education has undergone significant transformation with the increasing competition and demands for quality services in this sector. Nowadays, educational institutions not only focus on academic aspects but also on how they can survive and thrive in an increasingly competitive environment. In the current conditions, all institutions, especially in the field of education, must have the ability to create efficiency, emphasize quality, ensure customer satisfaction, and quickly seize opportunities to compete and survive in the era of globalization in the education sector (Widianti et al., 2023). SMKN 3 Malang, a vocational high school in East Java, Indonesia, is an interesting example to analyze in this context. With various business initiatives, including hotel operations, SMKN 3 Malang strives to develop financial independence as well as provide practical experience to its students. This article aims to examine the marketing strategies implemented by SMKN 3 Malang and identify the challenges they face in the process.

In the business world, effective marketing strategies are key to achieving success. This also applies in the context of school business, where marketing not only functions to attract more students but also to promote various business units managed by the school. SMKN 3 Malang, with its hotel business unit, faces unique and diverse challenges. Operating a hotel within a school environment requires a careful and adaptive marketing approach, considering its target market may be very different from typical commercial hotels. Schools as businesses must also leverage the opportunities offered by the digital era to reach their audience more effectively and efficiently. The application of digital marketing in business has become a significant factor, affecting how business organizations can operate and position their brands (Melovic et al., 2020).

The marketing strategies implemented by SMKN 3 Malang encompass various methods, both online and offline. In the online realm, the school leverages booking platforms such as Traveloka, Agoda, and Tiket.com to attract individual guests. This approach allows them to reach a wider audience with relatively lowcost efficiency. Additionally, collaborations with tour & travel agencies are also part of their strategy, especially to attract groups or tour groups. Targeted online marketing helps increase hotel room occupancy, especially outside the school holiday season. Online marketing strategies need to be executed in the increasingly competitive digital era. The digital era is not just about transforming data from manual, mechanical, and analog forms into digital ones. This era has opened up the boundaries of the world, bringing convenience to various aspects of life, including economy, socio-culture, politics, defense and security, health, and education (Juharyanto et al., 2021). On the other hand, offline marketing strategies also play an important role. Distribution of brochures, banner placement, and neon boxes in various strategic locations are steps taken to increase the hotel's visibility. Additionally, students undergoing Field Work Practice (PKL) are also involved in marketing activities, such as promoting school-produced pastries to nearby offices. This approach not only

helps in marketing but also provides practical experience to students, which is one of the main objectives of vocational education programs.

However, behind these strategies, SMKN 3 Malang also faces significant challenges. One of the main challenges is competition with other hotels that have more professional management and greater resources. Many commercial hotels have dedicated marketing teams and large promotional budgets, whereas at SMKN 3 Malang, marketing staff also double as teachers and public relations staff. This can result in a lack of focus and effectiveness in marketing efforts. Additionally, the emergence of online travel agent platforms such as OYO and RedDoorz offering highly competitive accommodation prices adds pressure to the school hotel's business. The prices offered by the SMKN 3 Malang hotel may not be able to compete with these properties, although they offer added value in the form of an educational stay experience. The development of information and communication technology has fundamentally changed the marketing paradigm. This development often enhances the ability of organizations to understand customer needs and offer suitable products or services. Furthermore, research shows that business organizations in a knowledge-based environment create, disseminate, and utilize knowledge as a primary source of competitive advantage (Kumar et al., 2019). Collaboration with other schools is also a strategy adopted to overcome capacity challenges. When the school hotel is fully booked, they can refer guests to hotels owned by other schools such as SMKN 2 and SMKN 4 Malang. This collaboration demonstrates the collaborative efforts among educational institutions to support each other in business. Additionally, teacher participation in marketing activities, such as through promotions on social media and recommendations to acquaintances, is also an important element. Although there is no dedicated staff to manage social media, the collective efforts of the entire school community help spread information and attract public attention.

2. RESEARCH METHODS

This research employs a qualitative descriptive methodology. One of the prominent characteristics of the qualitative descriptive approach is its narrative style, where data is presented in-depth through articulated stories. This approach is typically used to answer questions about the essence, process, and reasons behind a phenomenon. After exploring all aspects of the phenomenon, the researcher aims to provide a comprehensive description of its characteristics through adequate narration using appropriate sentences and expressions (Ulfatin, 2022). Additionally, in the context of qualitative research, theory can serve as a useful tool, especially in understanding existential phenomena that often have ambiguous meanings if not carefully studied or even overlooked (Dahlberg & Dahlberg, 2019). The qualitative approach in research aims to design strategies for social sciences, psychology, and other fields, with the goal of maintaining flexibility towards the objects and tasks within a discipline (Flick, 2023). Moreover, the qualitative approach also aims to investigate the questions of "how," "why," and "what" related to a particular event. Qualitative methods strive to provide deep insights into the subjects being studied. In qualitative research, literature is used to guide interpretation, direct

the development of understanding, and formulate new hypotheses and questions (Haven & Grootel, 2019).

This research was conducted at SMKN 3 Malang. SMKN 3 Malang is a vocational high school with an A accreditation, located at Jalan Surabaya No.1, Gading Kasri, Klojen, Malang City, East Java. With its Technopark, SMKN 3 Malang has become a successful model vocational high school, providing comprehensive practical training to students in various fields. Some of the vocational programs at SMKN 3 Malang include computer and network engineering, culinary arts, fashion design, beauty care, and hotel accommodation. Data collection techniques in this research included interviews, observations, and documentation. Interviews were conducted with the school's curriculum vice principal, the school's business marketing manager, and the school's business operations manager at SMKN 3 Malang. Observations were carried out by visiting SMKN 3 Malang. Documentation involved collecting data related to marketing management in the development of the school's business. Data analysis techniques in this research used the Interactive Model Analysis by Miles and Huberman, which simplifies analytical activities into four main stages: data collection, data reduction, data presentation, and conclusion drawing or data verification (Ilyas, 2016). Data analysis was performed manually using words, paying attention to the data analysis techniques with the Interactive Model Analysis by Miles and Huberman.

3. RESULTS & DISCUSSION

The marketing strategies implemented by the school to promote its Technopark are diverse, encompassing both online and offline approaches. In their online strategy, the school focuses on selling rooms in their hotel, which consists of 19 rooms. They use digital platforms such as Traveloka, Agoda.com, and Tiket.com to attract individual guests. Additionally, the school collaborates with several tour and travel agencies to attract groups or tour parties, offering room packages that include breakfast, lunch, or dinner. The school also partners with several hotels in Malang city and the greater Malang area, where other hotels can recommend guests to the school's hotel if they are fully booked. For their offline strategy, the school utilizes the distribution of brochures, banners, and neon boxes to promote their hotel. Moreover, students who are undergoing Field Work Practice (PKL) actively participate in promoting the school's products, such as cookies, especially before the holidays, by visiting nearby offices. This approach helps the school expand its marketing reach and increase public awareness of the facilities and products they offer. With this combination of effective marketing strategies, the school is able to enhance the independence and sustainability of its business.

Challenges in School Business Marketing. In managing school businesses, especially those involving units such as hotels, there are various challenges to be faced. One of the main challenges is the lack of professional staff specifically dedicated to marketing. In well-established commercial hotels, marketing management is carried out by a professional team, equipped with dedicated funds, operational vehicles, and the ability to execute various

promotions, discounts, or voucher distributions. In contrast, at schools, there is no staff specifically handling hotel marketing on a full-time basis. Marketing responsibilities are often assigned to staff who also teach and perform other duties, such as public relations, which reduces the focus and effectiveness of marketing efforts. Management is responsible for helping each individual understand and develop these characteristics within themselves, so they can grow and progress together (Lumby, 2019).

Furthermore, the increasing number of hotels in Malang adds to the competition. The emergence of online travel agent platforms like OYO and RedDoorz has made it easier for people to convert their properties into hotels at lower prices, intensifying the competition. Although the room rates at the school's hotel are relatively competitive, they face difficulties in attracting the market due to cheaper alternatives offering comparable facilities. Technological advancements have enabled consumers to access a vast amount of information, and they actively generate content related to brands that they share with other consumers. They access information produced by other customers through social media, which contains reviews and recommendations. Consequently, consumers are now accustomed to controlling their own shopping experiences and enjoy freedom and flexibility in the information search process (Martínez-López et al., 2020). The school's hotel rooms meet the standards of a three-star hotel, but the facilities do not fully meet these standards. This places the hotel in a difficult market position. Consumers seeking accommodation often want hotels with comprehensive facilities or very low prices. With facilities not fully meeting three-star hotel standards and prices in the mid-range, the school's hotel faces significant challenges in attracting customers.

Additionally, competition with guesthouses and shop houses converted into hotels further tightens the market. The school hotel strives to offer a more personal lodging experience, with private rooms equivalent to general hotels, but price competition with guesthouses or shop houses turned into hotels remains a significant obstacle. Overcoming these challenges requires more focused and innovative marketing strategies. One approach is to leverage the uniqueness of integration with the school, such as learning programs and other educational activities that can be an added attraction for guests. Developing strategic partnerships with industry and enhancing staff marketing skills are also crucial to facing competition in an increasingly tight market. Staff training can also be integrated online, providing various relevant materials to support the growth and development of the school program (Yusuf Sobri et al., 2021). It is important for organizations to conduct self-assessments to identify opportunities for improvement and innovation. This self-assessment involves analyzing the business's strengths and weaknesses, maturity level, and life cycle. Information obtained from self-assessment not only supports business analysis but also provides a basis for training staff to represent a good understanding of the business model and value creation potential. Thus, sustainable management and organizational success can be achieved through the implementation of well-thought-out strategies and adaptation to environmental changes (Prodanova et al., 2019).

The Use of Social Media in School Business Marketing. In the digital era, social media has become a crucial tool in marketing strategies. The use of social media as a marketing tool can influence consumers from the initial stage of searching for information about a product or service to the decision to purchase that product or service. Social media serves as an objective information source and influences consumer behavior, including purchasing behavior. Marketing through social media in a business can significantly impact individuals' and others' perceptions before they decide to purchase a product or service (Sarah et al., 2021). A study compared the daily sales of identical products between sellers who used live streaming and those who did not, as well as comparing the sales of products sold through live streaming with those sold without live streaming by the same sellers. They found that the average sales of products through live streaming were significantly higher compared to products sold without live streaming, both among different sellers and within the same seller (Wongkitrungrueng et al., 2020). However, this school business faces challenges in managing its presence on digital platforms. Currently, the school's social media accounts and business accounts are combined into one. This means that all information about school activities and business units, including the hotel and other products, is conveyed through a single social media channel. However, the management of this social media is not yet optimal. The school does not have dedicated staff responsible for managing the social media account full-time. As a result, the content published on social media is inconsistent and lacks direction. Most of the school's business promotion is done through word-of-mouth networks, as many people already know the school. While word-of-mouth marketing has advantages, particularly in building trust and credibility, the lack of focus on social media can be a weakness. A study showed that many social media marketing efforts by SMEs often fail. Several studies have evaluated the problems faced by SMEs in adopting social media marketing, such as the lack of a clear strategy, difficulties in dealing with technology, lack of understanding of the opportunities offered by social media, and how to utilize them. Integrating social media into marketing requires a deep understanding of the strategic capabilities involved in this process. However, many managers lack this specific knowledge. SMEs need to understand how and what the impact of using social media is and the skills required to manage it (Herman et al., 2023). As a business organization, it is important to identify and avoid various marketing problems because they can easily backfire on the brand. For instance, if you sponsor an influencer to promote a conditioner, taking a photo of the product at a coffee shop might not be a good idea, as it's not a usual place for hair care. On the other hand, creating content that is too perfect or too polished can also be harmful, as it may feel less relevant to the influencer community. The most important thing is to collaborate with influencers who are honest and authentic, not those who appear perfect (Haenlein et al., 2020).

In an era where consumers increasingly rely on digital information, a strong and active social media presence is essential to reach a broader and younger audience. Researchers reveal that effective social media marketing can enhance brand image and consumer buying interest. Currently, business actors are trying to improve their brand image through various media with

a focus on creating a strong brand image and perceived value to drive purchase intentions. In efforts to enhance customer value, consumer trust and purchase intention play a crucial role in shaping the business image, making trust-building essential to influence purchasing behavior (Armawan et al., 2023). Therefore, to improve marketing effectiveness, the school needs to consider allocating dedicated resources to manage their social media. By doing so, they can better communicate the unique values and advantages of their school business, such as innovative programs in Technopark, hotel facilities, and other products offered. Using more targeted and consistent digital marketing strategies can help the school compete more effectively in an increasingly digital and competitive market.

The Role of Teachers in Promoting School Business. In efforts to market the school business, it turns out that the role of teachers is quite significant. Teachers not only function as educators but also as informal marketing agents who help promote various school business units. One way teachers contribute is by utilizing their personal platforms, such as WhatsApp statuses, to disseminate promotional content that needs to be highlighted. When the school has content that needs to be promoted, such as special offers at the school hotel or innovative programs at Technopark, teachers will share this information through their WhatsApp statuses. This allows the information to spread more widely within the local community and among their personal networks. Additionally, teachers often recommend the school hotel to their relatives or acquaintances who are looking for accommodation. This shows that teachers play a crucial role in word-of-mouth marketing, which is highly effective in building trust and credibility. Through personal recommendations from teachers, the school hotel can attract new guests and increase occupancy rates.

The active role of teachers in promoting the school business demonstrates the importance of collaboration and participation of the entire school community in achieving marketing goals. Although there are no dedicated staff members handling marketing full-time, the support from these teachers helps compensate for these limitations and makes a meaningful contribution to enhancing the visibility and attractiveness of the school business. Currently, marketing strategies are crucial for educational organizations to compete with others, which can affect the quality and standards of education. School marketing strategies involving the community in public relations activities are implemented as a way to attract the attention of the public and choose the school as the place for their children's education (Sunarni et al., 2020). Thus, marketing strategies involving the entire school community, including teachers, can be a valuable asset. The educational process in schools can succeed optimally if supported by various parties, including resources from the school, parents of students, and the community. Moreover, the participation of parents in the form of material, moral, and spiritual support is crucial for achieving educational success in schools (Sumarsono et al., 2019). Teachers not only educate students but also serve as brand ambassadors who promote the excellence and values of the school to the wider community. The success of school business marketing depends on the synergy among various elements within the institution, including the proactive role of teachers. Reviewing literature and marketing practices over the past decade, there has been a shift in perspective that sees marketing not only as a specific function but more as a set of values

and rules. This process involves all functions within a business organization (Nguyen et al., 2019).

Measuring the Success of School Business Marketing. Success in marketing is often measured by how far products or services sold exceed the set targets. However, in the context of a school business, the measure of marketing success has broader and more pragmatic dimensions. One key indicator of success is the ability to cover operational costs, including employee salaries and other daily operational expenses. For instance, during Ramadan, when public interest in travel tends to decrease, schools face the challenge of ensuring smooth operations. To address this, schools adopt various creative alternative marketing strategies. One such strategy is offering iftar packages and selling dry cakes, which align with market needs and demands during the fasting month. This strategy not only helps boost sales but also ensures that revenue is sufficient to cover operational costs during difficult periods.

Moreover, holiday periods such as joint leave and post-Eid holidays are also crucial times to boost sales. During these times, many people, both Muslims and non-Muslims, vacation in Malang. Additionally, some expatriates return home to visit family but prefer to stay in hotels rather than at home. This provides opportunities for school hotels to increase occupancy and revenue. Thus, marketing success is measured not only by exceeding sales targets but also by the ability to adapt to market conditions and effectively cover operational costs. This success is evident in the flexibility and creativity in offering products and services relevant to market needs at specific times. Creativity in designing marketing programs is key to the success of a business in the globalization era. A business's success in improving its performance greatly depends on creativity, innovation, and the ability to choose promotional media that meet consumer needs (Sari et al., 2021).

A successful marketing strategy also includes efforts to understand market trends and consumer behavior. In situations where demand for primary services decreases, the ability to switch to alternative products or services that still generate revenue is key to success. In this regard, innovation and quick responses to market changes are determining factors for the success of school business marketing. Research shows that trust has a positive impact on consumers' attitudes toward advertisements and brands, as well as influencing their purchase intentions. Trust in an influencer makes their followers believe that they will benefit from the relationship with that influencer. As a result, customers are more likely to engage with the influencer and consider buying recommended products. Consumer purchase intentions are directly influenced by the level of trust (Rizma & Marsasi, 2024). Overall, successful marketing in schools is not only assessed by achieving sales targets but also by the ability to maintain operational continuity and business sustainability, especially in facing seasonal challenges and changes in market demand. Flexibility and adaptability in marketing strategies ensure that schools can continue to meet their financial needs and remain competitive in a dynamic market. Effective school business management is also necessary. The concept of effectiveness includes a comprehensive

evaluation of the extent to which an organization has achieved its goals. Effectiveness can also be interpreted as success in completing activities according to the set time and plan. Thus, if an organization has achieved its goals efficiently, it can be said that the process is running effectively (Khadlirin et al., 2021).

Cooperation Between Schools in Business. Although there is no formal cooperation agreement outlined in a Memorandum of Understanding (MOU) between schools, informal collaboration still occurs, especially in the context of school-owned hospitality businesses. In situations where a school's hotel has reached full capacity, there is a common practice of recommending guests to other schools that also have hotel facilities. For instance, if a school hotel is fully booked, they will recommend guests to other vocational schools in Malang that have hotels, such as SMKN 2 Malang or SMKN 4 Malang. This cooperation not only helps maintain guest satisfaction by ensuring they receive appropriate accommodation but also strengthens relationships among schools within the educational community. This collaboration reflects a spirit of cooperation among vocational schools with similar business units. Although not governed by a formal MOU, this practice of mutual support demonstrates a sense of trust and a commitment to helping each other face operational challenges. By referring guests to other schools, they not only share the load but also promote each other, ultimately leading to long-term benefits for all parties involved. This informal collaboration also highlights the importance of networking and good communication among vocational schools.

Through this cooperation, schools can manage capacity more effectively and improve their operational efficiency. Additionally, this collaboration can serve as a foundation for developing more formal and structured joint initiatives in the future. Overall, even without formal cooperation regulated through an MOU, the practice of recommending between schools shows a strong synergy and a willingness to support each other in business. This is a real example of how educational institutions can collaborate to achieve common goals, maintain service quality, and enhance customer satisfaction. Customer loyalty, reinforced by good organizational service, can result in increased customer satisfaction. Therefore, to ensure the sustainability of customer relationships, it is important to ensure that customers are satisfied with the services provided (Supriyanto et al., 2021). Customer loyalty means the consistency of customers in purchasing the same product at different times. Customer loyalty is closely related to the satisfaction they feel. Research indicates that the higher the customer satisfaction with the hotel, the greater their loyalty to the hotel due to the satisfaction they experience (Gultom et al., 2020). Satisfaction and loyalty require a good relationship with customers and tourists in the relevant sector. Another study adds that satisfaction and loyalty can be achieved through investment in relationships and factors that influence satisfaction (Khan et al., 2022).

The Important Role of Marketing in Supporting School Business Development. Marketing plays a crucial role in supporting the development of school businesses, especially for schools focused on business units such as hotels or other services. For a school to truly succeed in business development, marketing must be the spearhead of its strategy. The effectiveness of marketing directly impacts all operational aspects of the business, including production and

services. For example, in this school, the hotel established since 2006-2007 has a reputation known to many people. This reputation is a valuable asset that eases the sales process. However, this success cannot be separated from the role of effective marketing. When marketing runs smoothly, the production and services offered will also operate well. This creates a healthy business ecosystem, where increased consumer demand drives operational continuity and service quality. For business organizations in the service sector, the value of the marketing function also positively correlates with their ability to provide customer service. In recent years, the way customers shop and interact with brands has changed significantly (Kalaignanam et al., 2021). Service errors tend to be the main reason for consumer dissatisfaction, leading to negative word of mouth (WoM). Other researchers have considered WoM a key success factor for business organizations (Wahyu Astri Pratita et al., 2018).

Moreover, effective marketing also positively impacts the learning process in schools. With more consumers coming and higher demand, students have greater opportunities to learn and get directly involved in business activities. This provides valuable practical experience, preparing them to enter the industry with more confidence. Students involved in school business operations can develop skills in speaking, communication, dress code, and etiquette in dealing with clients. Public service must be quality service; besides that, public service is also required to provide safe service based on public service principles such as accountability, transparency, participation, and responsiveness (Mujiburrahman et al., 2018). All these are important indicators of quality service.

Additionally, the greater and more frequent the interaction between students and consumers, the more practical experience they gain. This not only enhances their skills but also reduces the gap between education and the working world. Upon graduation, students will be ready to face industry challenges as they are accustomed to interacting with clients and understanding business dynamics. In the long run, effective marketing not only supports business operations but also plays a crucial role in creating a comprehensive and practical learning environment. Therefore, investing in a strong and sustainable marketing strategy is key to supporting the successful and sustainable implementation of school business development practices. It also ensures that students receive relevant and applicable education, preparing them for future success.

Integrating School Marketing and School Business. School marketing and school business marketing are interrelated and support each other, even though they focus on different areas. At SMKN 3 Malang, marketing strategies for the school's hotel and marketing to attract new students work in parallel and often complement each other. School business marketing, such as for the hotel, aims to attract guests and maximize the use of the school's facilities. When the school hotel is promoted and guests come to stay, they not only enjoy the hotel services but also receive information about SMKN 3 Malang. This indirectly promotes the school to guests who may be interested in learning more about the educational programs offered. For example,

parents staying at the school hotel might consider enrolling their children in the school after seeing the facilities and quality of service. Conversely, when the school promotes student enrollment, information about the school's hotel is also included. This adds value for prospective students and parents as they learn that the school has additional facilities that can be used for practical training and skill development. The hotel facilities become one of SMKN 3 Malang's unique attractions, distinguishing it from other schools.

The existence of the hotel as a business unit not only serves as an additional source of income but also as a practical learning tool for students. Students interested in the hospitality and tourism industry can gain hands-on experience working in the hotel, which is an integral part of their curriculum. Thus, marketing the school hotel also supports school marketing by demonstrating the school's commitment to practice-based education. This integration between school marketing and school business marketing creates a strong synergy, where promoting one aspect automatically strengthens the other. Although each has different goals and target audiences, they work together to support the school's overall vision and mission. This integrated marketing strategy ensures that both the school business and student recruitment processes run optimally, providing maximum benefits for the entire school community. Therefore, although school marketing and school business marketing at SMKN 3 Malang are managed as separate entities, the close relationship between them highlights the importance of a holistic and integrated approach to achieving success in both areas. This synergy ensures that the school is known not only as a quality educational institution but also as a provider of professional and high-class business services.

4. CONCLUSION & SUGGESTION

This article analyzes the marketing strategies and challenges of school business at SMKN 3 Malang, which operates a hotel business to support the school's self-sufficiency. SMKN 3 Malang adopts various marketing strategies, both online and offline, to attract customers to the school-managed hotel. Online marketing strategies include selling rooms through platforms like Traveloka, Agoda.com, and Tiket.com, as well as collaborations with tour & travel agents that allow the school to sell rooms to individuals and groups. Offline marketing is conducted through brochure distribution, the use of banners and neon signs, and direct promotions by students during their internships (PKL).

Despite implementing various strategies, SMKN 3 Malang faces several significant challenges. A lack of professional marketing personnel and limited operational funds make marketing efforts less effective. Additionally, competition with other hotels and OTA platforms like OYO and Reddoorz, which offer cheaper prices, complicates the situation. The school hotel not meeting the standards of a 3-star hotel also hinders attracting middle- to upper-class customers. To address these challenges, SMKN 3 Malang has shown innovation by offering Ramadan packages and selling cookies to ensure smooth operations during the holy month. Teachers also

play a role in promoting the school business by expanding the marketing reach through their personal social networks.

Collaboration between schools, although not formalized in an MOU, has helped manage excess guest capacity. This indicates that collaboration among schools with similar facilities can be a solution to marketing and operational challenges. Overall, effective marketing is key to the successful development of school business. The spearhead of this success is a strong and focused marketing team. By improving the quality of marketing, SMKN 3 Malang can expand its customer base, increase revenue, and provide a more comprehensive learning experience for its students. It is crucial for the school to continue innovating and adapting to market changes to remain competitive and relevant in the hospitality and service industry.

REFERENCES

[1] Armawan, I., Sudarmiatin, Hermawan, A., & Rahayu, W. P. (2023). The Effect of Social Media Marketing, SerQual, eWOM on Purchase Intention Mediated by Brand Image and Brand Trust: Evidence from Black Sweet Coffee Shop. *International Journal of Data and Network Science*, *7*(1), 141–152. https://doi.org/10.5267/j.ijdns.2022.11.008

[2] Dahlberg, H., & Dahlberg, K. (2019). The Question of Meaning - A Momentous Issues for Qualitative Research. *International Journal of Qualitative Studies on Health and Well-Being*, *14*, 4.

[3] Flick, U. (2023). *An Introduction to Qualitative Research* (U. Raichura, Ed.; VII). Sage Publications.

[4] Gultom, D. K., Arif, M., & Fahmi, M. (2020). Determinasi Kepuasan Pelanggan terhadap Loyalitas Pelanggan. *Manegggio: Jurnal Ilmiah Magister Manajemen*, *3*(2). https://doi.org/10.30596/maneggio.v3i2.5290

[5] Haenlein, M., Anadol, E., Farnsworth, T., Hugo, H., Hunichen, J., & Welte, D. (2020). Navigating the New Era of Influencer Marketing: How to be Successful on Instagram, TikTok, & Co. *California Management Review*, *63*(1), 5–25. https://doi.org/10.1177/0008125620958166

[6] Haven, T. L., & Grootel, L. Van. (2019). Preregistering Qualitative Research. *Accountability in Research*, *26*(3), 229–232.

[7] Herman, F., Budianto, A., & Enas. (2023). Components of Social Media Marketing Capabilities That Support the Marketing Performance of Micro Small to Medium Enterprises (MSMEs). *Jurnal Manajemen*, *15*(1), 181–193. https://doi.org/10.32832/jm-uika.v15i1.16150

[8] Ilyas. (2016). Pendidikan Karakter melalui Homeschooling. *Journal of Nonformal Education*, *2*(1), 94.

[9] Juharyanto, Arifin, I., Sultoni, & Adha, M. A. (2021). Dominance One-Roof Schools Principal Excellent Leadership in the Digital Age in Indonesia. *Eurasian Journal of Educational Research*, *2021*(93), 199–218. https://doi.org/10.14689/ejer.2021.93.10

[10] Kalaignanam, K., Tuli, K. R., Kushwaha, T., Lee, L., & Gal, D. (2021). Marketing Agility: The Concept, Antecedents, and a Research Agenda. *Journal of Marketing*, *85*(1), 35–58. https://doi.org/10.1177/0022242920952760

[11] Khadlirin, A., Mulyantomo, E., & Yuni Widowati, S. (2021). Analisis Efisiensi dan Efektifitas Pengelolaan Dana Desa (Study Empiris Dana Desa di Desa Tegalarum Kabupaten Demak Tahun 2016-2020. *Solusi: Jurnal Ilmiah Bidang Ilmu Ekonomi*, *19*(2), 49–64.

[12] Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction. *Journal of Relationship Marketing*, *21*(1), 1–26. https://doi.org/10.1080/15332667.2020.1840904

[13] Kumar, V., Rajan, B., Venkatesan, R., & Lecinski, J. (2019). Understanding the Role of Artificial Intelligence in Personalized Engagement Marketing. *California Management Review*, *61*(4), 135–155. https://doi.org/10.1177/0008125619859317

[14] Lumby, J. (2019). Distributed Leadership and Bureaucracy. *Educational Management Administration & Leadership*, *47*(1), 8–13.

[15] Martínez-López, F. J., Anaya-Sánchez, R., Fernández Giordano, M., & Lopez-Lopez, D. (2020). Behind Influencer Marketing: Key Marketing Decisions and Their Effects on Followers' Responses. *Journal of Marketing Management*, *36*(7–8), 579–607. https://doi.org/10.1080/0267257X.2020.1738525

[16] Melovic, B., Jocovic, M., Dabic, M., Vulic, T. B., & Dudic, B. (2020). The Impact of Digital Transformation and Digital Marketing on The Brand Promotion, Positioning and Electronic Business in Montenegro. *Technology in Society*, *63*, 1.

[17] Mujiburrahman, Ridha, M., & Mahmuddin. (2018). *Manajemen Berbasis Sekolah Berorientasi Pelayanan Publik: Teori dan Implementasinya* (H. A. Melayu, Ed.). Zahir Publishing.

[18] Nguyen, H.-T., Hoang Tien, N., Phung Phu, P., Thi Phuong Chi Ho Chi, D., & Thi Phuong Chi, D. (2019). The Role of International Marketing in International Business Strategy. *International Journal of Research in Marketing Management and Sales*, *1*(2). http://www.marketingjournal.net

[19] Prodanova, N., Savina, N., Kevorkova, Z., Korshunova, L., & Bochkareva, N. (2019). Organizational and Methodological Support of Corporate Self-Assessment Procedure as a Basic for Sustainable Business Development. *Entrepreneurship and Sustainability Issues*, *7*(2), 1136.

[20] Rizma, F. A., & Marsasi, E. G. (2024). The Effect of Trustworthiness to Increase Brand Trust and Purchase Intention on Social Media Promotion based on Theory of Persuasion in Generation Z. *Jurnal Manajemen*, *15*(1), 61–81. https://doi.org/10.32832/jm-uika.v15i1.15766

[21] Sarah, K. S., Hurriyati, R., & Hendrayati, H. (2021). Analisis Social Media Marketing Melalui Instagram Terhadap Keputusan Pembelian Pada Produk Clothing Linkswear. *Jurnal Manajemen*, *12*(3), 397. https://doi.org/10.32832/jm-uika.v12i3.4877

[22] Sari, Y., Munajat, & Permatasari, F. (2021). Creativity, Innovation and Promotion Variables as Determinants of Culinary Bussiness Success in OKU Regency. *Jurnal Manajemen*, *12*(3), 365. https://doi.org/10.32832/jm-uika.v12i3.4702

[23] Sumarsono, R. B., Imron, A., Wiyono, B. B., & Arifin, I. (2019). Strategi Kepala Sekolah dalam Mengoptimalkan Partisipasi Orangtua untuk Meningkatkan Kualitas Sekolah. *Jurnal Manajemen Dan Supervisi Pendidikan*, *4*(1). http://journal2.um.ac.id/index.php/jmsp/

[24] Sunarni, Adha, M. A., Agustina, A. R. A., Lutfi, M. Z., Octaviani, R. I., & Safitri, S. E. (2020). Strategi Pemasaran Sekolah melalui Pelibatan Masyarakat dalam Pelaksanaan Program Kegiatan Sekolah. *Jurnal Improvement*, *7*(2), 90–92.

[25] Supriyanto, A., Wiyono, B. B., & Burhanuddin, B. (2021). Effects of Service Quality and Customer Satisfaction on Loyalty of Bank Customers. *Cogent Business & Management*, *8*(1), 2–3.

[26]   [26] Ulfatin, N. (2022). *Metode Penelitian Kualitatif di Bidang Pendidikan: Teori dan Aplikasinya*. Media Nusa Creative (MNC Publishing).

[27]   [27] Wahyu Astri Pratita, B., Pratikto, H., & Sutrisno. (2018). Analisis Faktor-Faktor yang Memengaruhi Keputusan Pembelian Pelanggan di Kober Bar Malang. *Jurnal Pendidikan: Teori, Penelitian, Dan Pengembangan*, *3*(4). http://journal.um.ac.id/index.php/jptpp/

[28]   [28] Widianti, S., Matin, & Sutomo, S. (2023). Excellent Program Management Towards Quality Schools in SMAIT Thariq bin Ziyad of Bekasi. *Improvement: Jurnal Ilmiah Untuk Peningkatan Mutu Manajemen Pendidikan*, *10*(1), 1–11. https://doi.org/10.21009/improvement.v10i1.34965

[29]   [29] Wongkitrungrueng, A., Dehouche, N., & Assarut, N. (2020). Live Streaming Commerce from the Sellers' Perspective: Implications for Online Relationship Marketing. *Journal of Marketing Management*, *36*(5–6), 488–518. https://doi.org/10.1080/0267257X.2020.1748895

[30]   [30] Yusuf Sobri, A., Amirul Adha, M., & Bagus Saputra, R. (2021). Leading from Home: Leadership Skills in Developing School Programs in the Digital Age and Covid 19 in Indonesia. *Proceedings of the International Conference on Information Technology and Education*.