ANALYSIS XYZ SCHOOL DIGITAL MARKETING PERFORMANCE WITH IMPORTANCE PERFORMANCE ANALYSIS

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Abstract

Background: XYZ School implements digital marketing to accept new students.
Purpose: This research aims to analyze digital marketing performance so that it can identify priorities for improving digital marketing performance.
Design/methodology/approach: The research method was quantitative, using descriptive analysis through surveys conducted with the new student admissions team and the XYZ school digital marketing team. The study was carried out using Importance Performance Analysis (IPA) with the Digital Marketing Utilization Index indicator.
Findings/results: The main priority for improving the digital marketing performance of XYZ School was that school management needed to actively introduce innovation and readiness for XYZ School by clarifying the digital marketing workflow to provide convenience in the process of accepting new students.
Conclusion: This research found that efforts to improve digital marketing performance in K-12 educational institutions could be made by actively introducing school management to innovation and preparing to implement digital marketing strategies. This approach would enable the New Student Admissions team to easily apply digital marketing innovations, utilize digital marketing for building interactions between the school and parents and students, and facilitate the registration process for prospective students by providing a website with comprehensive information about the school.
Originality/value (State of the art): This research contributes to K-12 education institutions in improving digital marketing performance in efforts to accept new students and maintain customer loyalty to maintain school sustainability.

Keywords: digital marketing, Importance Performance Analysis, K12 educational institution, new student admission, school

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INTRODUCTION

In K12 Education Institutions, the growth in the number of students is one indicator of the institution's sustainability. According to data from the Ministry of Education and Culture (2023), the number of Basic Education (K12) schools in the 2021/2022 academic year was 436,948 and 438,933 in the 2022/2023 academic year, which experienced an addition of 1,985 schools. Meanwhile, according to data from the Central Statistics Agency, the number of elementary, middle and high school students in the 2021/2022 academic year was 44,883,963 and 44,185,999 in the 2022/2023 academic year, a decrease of 697,964 students. The increase in the number of schools and the decline in the number of students causes schools to face challenges where competition to get new students increases; Digital marketing is one means of reaching prospective parents of students who are considering choosing a school.

Information technology and telecommunications have changed the interaction between consumers and producers to become more powerful. Consumers can search, discuss, provide suggestions and even get responses directly while searching for company products or services (Teixeira et al. 2018a; Bakhtieva, 2017; Noyola-Medina et al. 2018). Chasanah's 2021 research findings state that digital marketing is an opportunity to expand the market. The findings in Masrianto's 2022 research about Digital Marketing Utilization Index (DMUI) show the importance of integrating the readiness of the innovation ecosystem, digital transformation, and digital marketing adoption to maximize the company's digital marketing to win business competition. A digital marketing option is recommended by researchers, with the results of research showing that companies will gain a competitive advantage if digital marketing adoption is combined with digital transformation and ecosystem readiness (Gibson, 2018; Bala & Verma, 2019; and Srividhya, 2019). Marketing emerged and developed as a response of companies to improve their performance by benefiting from the significant growth of internet users (Miklosik et al. 2019). By definition, digital marketing refers to any marketing method carried out through electronic devices, including online marketing efforts via the Internet (Andargoli, 2021).

The number of new students at XYZ School before the COVID-19 pandemic and during the COVID-19 pandemic decreased by 3% due to government restrictions on community activities, which had an impact on prospective parents' activities in finding the best school. XYZ School responds to the challenges caused by the COVID-19 pandemic by taking advantage of opportunities for technological progress through digital marketing, according to Lasmadiarta (2013), where the requirements that must exist in internet marketing include: Determining a specific market, providing attractive and practical products, having a professional and functional website, striving for heavy traffic and maintaining a very trustworthy credibility. Purwana et al. (2017) further stated that digital marketing is a promotional activity and market search through online digital media by utilizing various means such as social networks. Based on the survey results of parents of new students, 19.7% of parents get information about the admission of new students from the digital marketing process.

XYZ School needs to determine priorities in implementing digital marketing so that it has an increasing impact on the number of new students. In determining priorities for improving digital marketing performance, the problems to be answered through this research include the following: What are the priorities for improving digital marketing performance? Based on the background and problem formulation, this study aims to identify priority factors in improving digital marketing performance.

METHOD

This research was quantitative, utilizing a descriptive research design. The scope of the study focused on K-12 Educational Institutions at XYZ School, with data collection and processing conducted from May to July 2023. The study surveyed 128 respondents, comprising both the digital marketing team (internal) and the new student admissions team (external), to assess the implementation of digital marketing. The digital marketing team, part of the marketing department, included digital marketing staff and the social media team, totaling 55 respondents. The new student admissions team, which did not belong to the marketing department, included the Head of School, Principal, and Relations Officer, totaling 73 respondents.

Data collection was performed via WhatsApp messages sent to 128 respondents, who filled out an online questionnaire through Google Forms. The questionnaire contained statements related to the research variables affecting digital marketing performance. A validity and reliability test was conducted on the questionnaire. The sample size was determined using the Slovin formula with a margin of error of 0.2 (20%), resulting in a minimum internal sample size of 17 respondents and a minimum external sample size of 19 respondents. The analysis utilized Importance-Performance Analysis (IPA) across three Digital Marketing Utilization Index (DMUI) dimensions: Innovation Ecosystem Readiness, Digital Transformation, and Digital Marketing Adoption.

The analysis employed IPA to identify the priority factors most needed from the perspective of XYZ School's digital marketing service users. This analysis compared the extent of digital marketing performance to the admissions team's satisfaction level, including the internal satisfaction level of the marketing department. The IPA matrix was used to assess which indicators met user expectations and which required improvement. The IPA analysis located each indicator within the IPA Matrix, which consists of four quadrants. The process of determining the value of each indicator was employed, allowing for a visual representation of the position of each indicator in the IPA Matrix.

According to Masrianto's (2022) research, which aimed to measure an organization's capability to utilize digital marketing through descriptive statistical methods, the findings emphasized the necessity for companies to integrate Innovation Ecosystem Readiness, Digital Transformation, and Digital Marketing Adoption—collectively referred to as the DMUI. A total of 29 indicators were used to calculate the DMUI, necessitating the identification of priority indicators for executing digital marketing that aligns with stakeholder expectations. The hypothesis of this study posited that certain factors needed improvement for XYZ School to effectively implement digital marketing. This research identified indicators of DMUI for XYZ School to determine priorities for enhancing digital marketing performance.

Digital transformation is known to improve business performance, while business performance is influenced by a company's marketing capabilities (Hasanat et al., 2020). Digital marketing adoption reflects the level of a company's engagement with and utilization of digital marketing (Yaseen et al., 2019). The research framework commenced with identifying factors that enhance the performance of the marketing department. Importance-Performance Analysis was conducted for both the internal and external marketing departments to determine priority factors for designing a digital marketing performance improvement strategy for XYZ School and its managerial implications. Based on this framework, the researcher developed a schematic representation of the research framework, illustrated in Figure 1.
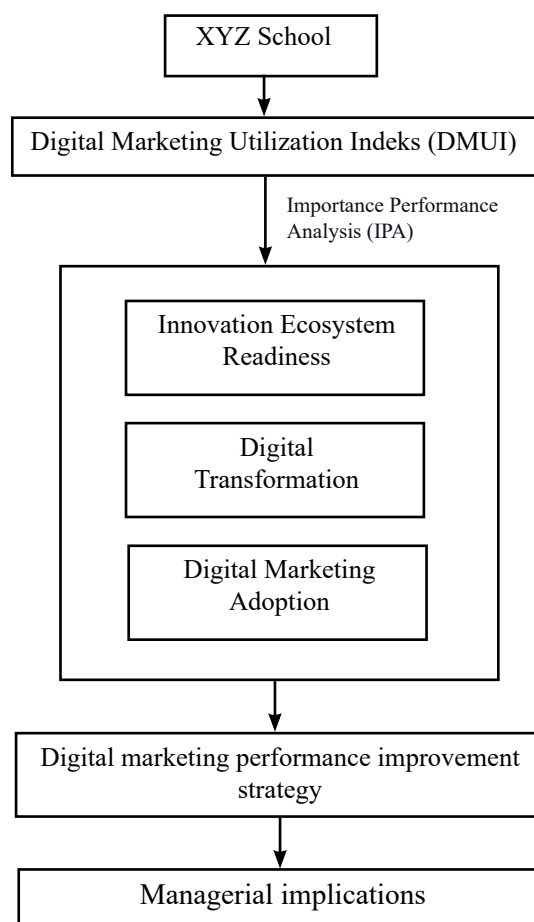
Figure 1. Research framework for Analysis XYZ School's digital marketing performance

RESULTS

Sampling and Model reliability and validity

Internal respondents comprised Digital Marketing Staff 16.9%, and external respondents comprised the Head of School 10.8%, the principal 16.9%, the Relation Officer (administration) 15.4% and the school social media team 40%. The Percentage obtained for women is 76%, and the Percentage for men is 24%. Based on age segmentation, 17% are between the ages of $21 - 25$ years, 35% are between the ages of $26 - 35$ years, 28% are between the ages of $36 - 45$ years, and 20% are over the age of 45. Based on the average length of work at XYZ School, as many as 46.2% of respondents are more than five years, as many as 20% of respondents are 3-4 years, as many as 21.5% of respondents are 1-2 years, and the remaining 12.3% are less than one year working at XYZ School.

This research instrument test uses validity tests and reliability tests when processing data. The validity test is generally through a one-sided correlation test. The calculated r value is obtained with the table r-value at the degree of freedom (df) = n-2, with an error probability level of 0,05. The statement items are called valid if the calculated r-value> the table r value and positive r value. The statement is called invalid if r counts < r table. This study used 66 respondents, so r table: df = (N-2) = 66 – 2 = 64 with 5% probability, r table is 0.2012. If r count > 0.2012, the statement item is valid. In this study, all indicators showed r count > 0.2012, so all question items were declared valid and could be used. Table 1 shows the Cronbach Alpha value of the entire variable > 0.6. So, all variables of reliable research mean that all questions on the questionnaire have similar results even at different times (reliable), and the existing data is accurate and can be used as a research measurement tool. If related indicators are asked again, the answer will be similar.

Gap Importance Performance Analysis

The gap in indicators in Innovation Ecosystem Readiness shows that the value of the difference between performance and expectations (importance) is two positive indicators and eight indicators that are negative from both internal and external respondents. The average gap value of internal respondents is -(0.30) and gap value of external respondents –(0.13). There is a gap indicator in the Digital Transformation dimension: two are positive, and five are negative values with an average gap difference of -(0.22) from internal respondents. The results on external respondents are all negative, with an average gap of -(0.18); this shows that the quality of performance of the marketing department in the Digital Transformation dimension still needs to meet the expectations of the new student admission team. The gap indicators in Digital Marketing Adoption from internal and external respondents of the marketing department show that the value of the difference between performance and expectations (importance) in internal respondents is one positive value indicator and ten negative value indicators with an average gap of -(0.47). In external respondents, there is one positive value indicator, one zero indicator and nine negative value indicators with an average gap of -(0.05).

Analysis Matrix Importance Performance Analysis

The results of the IPA matrix analysis of the Innovation Ecosystem Readiness dimension show the location of each indicator in a cartesian coordinate diagram consisting of four quadrants. Coordinate for each indicator using the weighted average value of the indicator, Figure 2 is an IPA matrix diagram showing the Innovation Ecosystem Readiness dimension in internal respondents have an average value of performance (3.88) and importance (4.18), which are intersections in the cartesian coordinates of the IPA matrix. Figure 3 is an IPA matrix diagram showing the Innovation Ecosystem Readiness dimension in external respondents, which has an average value of performance (4.30) and importance (4.43), the intersection point in the cartesian coordinates of the IPA matrix.

Table 1. Variable reliability tests

Dimension	Cronbach Alpha	≈	Lower limit	Conclusion
Innovation Ecosystem Readiness	0.895	>	0.06	Reliable
Digital Transformation	0.921	>	0.06	Reliable
Digital Marketing Adoption	0.950	>	0.06	Reliable

Figure 4 is an IPA matrix diagram showing the Digital Transformation dimension in internal respondents, which has an average value of performance (3.95) and importance (4.17), the intersection point in the cartesian coordinates of the IPA matrix. Figure 5 is an IPA matrix diagram showing the Digital Transformation dimension in external respondents, which has an average value of performance (4.20) and importance (4.37), the intersection point in the cartesian coordinates of the IPA matrix.

Figure 6 is an IPA matrix diagram showing the Digital Marketing Adoption dimension in internal respondents, which has an average value of performance (3.66) and importance (4.13), the intersection point in the cartesian coordinates of the IPA matrix. Figure 7 is an IPA matrix diagram showing the Digital Marketing Adoption dimension in external respondents, which has an average value of performance (4.29) and importance (4.33), the intersection point in the cartesian coordinates of the IPA matrix.

Based on the analysis using IPA, it was found that there was a difference in the average value between the assessment of the perceived level of performance or actual quality and the desired level of importance from XYZ school stakeholders. This difference shows that a gap occurs between the two assessment perspectives from the internal team of the marketing department and the new student admissions team outside the marketing department. The gap between performance and performance results showed a negative value or Q < 0 on the overall dimension of DMUI The XYZ school index on all three dimensions has a negative average gap. Although there are positive value gaps in some indicators, the quality of actual performance that is felt today needs to meet the desired quality; digital marketing performance still needs to be more stable and needs improvement.
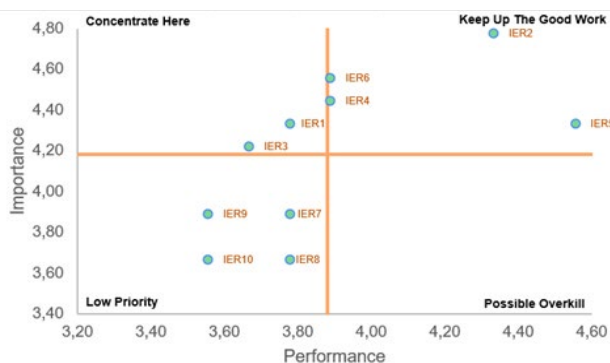

Figure 2. Innovation Ecosystem Readiness dimension IPA Matrix diagram from internal respondents
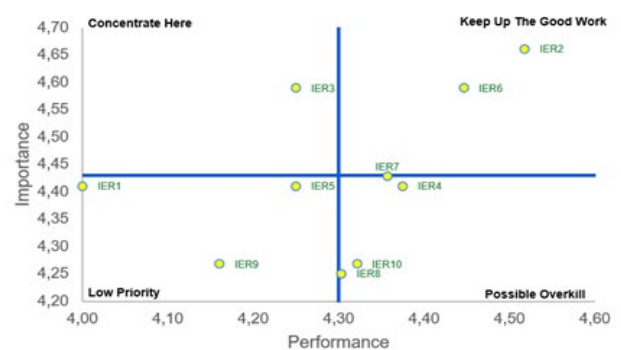

Figure 3. Innovation Ecosystem Readiness dimension IPA Matrix diagram from external respondents
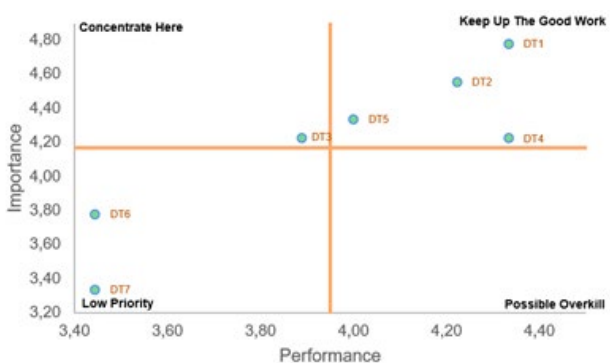

Figure 4. Digital transformation dimension IPA matrix diagram from internal respondent
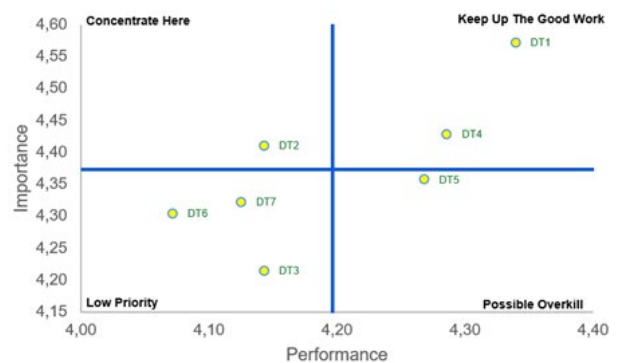

Figure 5. Digital transformation dimension IPA matrix diagram from external respondent

Based on the gap analysis and IPA matrix (Table 2), the priority scale can be illustrated in efforts to improve the digital marketing performance of XYZ School. To enhance the performance of the marketing department, including the performance of digital marketing, the management of XYZ School can do so according to the priority scale.

Keep up the excellent work:

1. Digital marketing is helpful to increase the growth of new students of XYZ School
2. XYZ School implements digital marketing innovations to be superior to competitors
3. XYZ School uses digital channels (online, social media, and mobile) for the admission process
4. The management has a vision of digitizing XYZ School for the future
5. Insight (school magazine) provides up-to-date news about XYZ School
6. Social Media (Instagram et al.) Official XYZ School displays a complete picture of the school
7. Content Marketing published by XYZ School influences customer decisions in applying for school
8. XYZ School contact number (WhatsApp) is effective in informing school programs, including marketing

Concentrate here:

1. XYZ School is ready to implement digital marketing innovation
2. The XYZ school's new student admission team is easy to implement digital marketing innovations

3. Technological innovations have allowed parents and students of XYZ School to interact with the school more easily
4. The XYZ school website provides complete information about the school and makes it easy for prospective students to register

Management interventions for priority setting:

1. Digital marketing has helped prospective students find suitable schools
2. XYZ School has launched a new business model based on/using digital technology
3. XYZ schools using paid online advertising can reach prospective students widely
4. XYZ school performs follow-up to digital marketing customer (leads) candidates until enrolling

Low Priority:

1. School XYZ defines clear roles and responsibilities between departments for marketing digitalization.
2. The performance of the ICT department in meeting the needs of XYZ schools carrying out digital transformation
3. XYZ School utilizes email marketing to simplify the process of registering new students
4. XYZ School regularly utilizes online news portals to maintain regular communication with the public
5. XYZ School already understands about Search Engine Optimization in running digital marketing
6. XYZ School has utilized Search Engine Marketing to maximize digital marketing performance
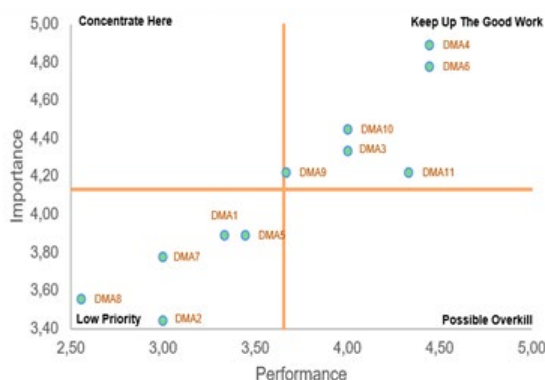

Figure 6. Digital Marketing Adoption dimension IPA matrix diagram from internal respondent
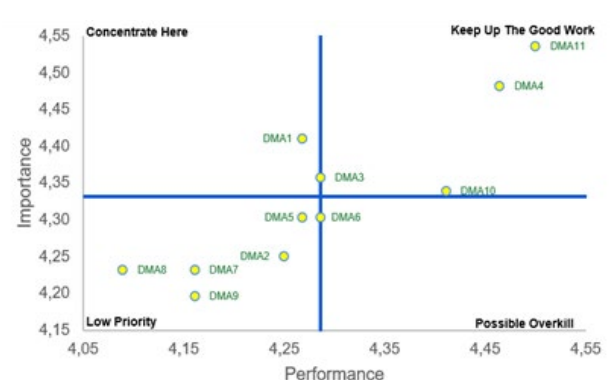

Figure 7. Digital Marketing Adoption dimension matrix diagram from external respondent

Table 2. Results of gap and quadrant analysis of the IPA Matrix

Variable	Indicator	Gap (Q)		Quadrant	
		Int	Eks	Int	Eks
IER1	The school's New Student Admissions Team is easy to implement digital marketing innovations (Perceived ease of use).	-0.56	-0.41	I	III
IER2	Digital marketing innovation benefits schools (Perceived usefulness).	-0.44	-0.14	II	II
IER3	Schools are ready to implement digital marketing innovations (Organizational Ready).	-0.56	-0.34	I	I
IER4	School management is actively introducing digital marketing innovations (Managerial innovations).	-0.56	-0.04	II	IV
IER5	Digital marketing has helped prospective students find suitable schools (Need of customer).	0.22	-0.16	II	III
IER6	Schools implement digital marketing innovations to be superior to competitors (Competitive pressure).	-0.67	-0.14	II	II
IER7	The school's technological infrastructure is adequate to support the implementation of digital marketing innovation (Innovation infrastructure).	-0.11	-0.07	III	II
IER8	Leaders very often talk about digital marketing innovation (Opinion leadership).	0.11	0.05	III	IV
IER9	Digital marketing innovations are easy to implement in Schools (Flexibility).	-0.33	-0.11	III	IV
IER10	The way digital marketing works is easily differentiated from offline marketing (observability).	-0.11	0.05	III	IV
DT1	The school uses digital channels (online. social media. and mobile) for the new student admissions process (Customer experience).	-0.44	-0.23	II	II
DT2	Technological innovation has enabled parents and students to interact with schools more easily (Improving operations).	-0.33	-0.27	II	I
DT3	The school has launched a new business model based on/using digital technology (Reinvention of business model).	-0.33	-0.07	I	III
DT4	Management has a vision of school digitalization for the future (Digital vision).	0.11	-0.14	II	II
DT5	Schools promote cultural change for digital transformation (Involving organizations).	-0.33	-0.09	II	IV
DT6	The school defines clear roles and responsibilities between departments to implement digitalization (Governing transformation).	-0.33	-0.23	III	III
DT7	The performance of the ICT department has met the school's needs in carrying out digital transformation (digital leadership).	0.11	-0.20	III	III
DMA1	The website provides complete information about the school and makes it easy for prospective students to register.	-0.56	-0.14	III	I
DMA2	Schools use email marketing to simplify the process of registering new students.	-0.44	0.00	III	III
DMA3	The school newsletter provides up-to-date news about the school.	-0.33	-0.07	II	I
DMA4	School social media displays a complete picture of the school.	-0.44	-0.02	II	II
DMA5	Schools routinely use online news portals to maintain regular communication with the public.	-0.44	-0.04	III	III
DMA6	Paid online advertising can reach prospective students widely.	-0.33	-0.02	II	III
DMA7	Schools already understand search engine optimization when carrying out digital marketing.	-0.78	-0.07	III	III
DMA8	Schools have utilized Search Engine Marketing to maximize digital marketing performance.	-1.00	-0.14	III	III
DMA9	The school manages potential digital marketing customers (leads) so they register.	-0.56	-0.04	II	III
DMA10	The content marketing that is published influences the decision to enroll in school.	-0.44	0.07	II	II
DMA11	Contact numbers are effective in informing school programs. including marketing.	0.11	-0.04	II	II

Possible Overkill:

1. XYZ school management actively introduces digital marketing innovations
2. XYZ school technology infrastructure is adequate to support the implementation of digital marketing innovation
3. In general, XYZ school leaders very often talk about digital marketing innovation
4. Digital marketing innovation is easy to implement at XYZ School
5. The way digital marketing works XYZ school is easily distinguished from offline marketing

Based on the analysis of variables with positive and zero gaps with quadrants in the IPA Matrix, it can be concluded that variables with positive and zero gap values are not the main priority indicators in improving XYZ School's digital marketing performance. Variables with negative gaps but in different quadrants indicate differences in importance and assessment between the digital marketing team and the new student admissions team. Referring to the results of the Importance-Performance Analysis of the marketing department, it generally requires improvement. Based on the IPA matrix, some indicators have met user expectations, so

they must be maintained as performance improvement priorities, including eight indicators of Keep up the excellent work, four indicators Concentrate here, six indicators of low priority, five indicators of Possible Overkill and six indicators of need Management interventions for priority setting because there are differences in the priorities of internal and external respondents. In this discussion, we will focus on the Concentrate here indicator and the need for management interventions for priority setting.

The indicators at XYZ School demonstrate readiness to implement digital marketing innovations, which are prioritized in the IPA matrix as a key aspect of Organizational Readiness. Organizational readiness encompasses various factors such as organizational learning, scope, size, managerial structure, corporate resources, business processes, creativity, and openness (Doe et al. 2017). Gibson (2018) emphasizes that connecting technological capabilities with traditional marketing strategies through digital marketing enables companies to effectively reach consumers or clients. Moreover, enhancing interaction and engagement with consumers is vital for creating value, delivering it, and capturing it, which are essential activities for competing in the market (Gillpatrick, 2020).

Technological innovation indicators have facilitated easier interactions between parents and students and the school, positioning this as a top priority in the IPA matrix. Improving operations is critical for advancing a company's digital transformation. Building digital capabilities focuses on enhancing business processes through technology, rather than technology itself (Westerman et al. 2014). Gillpatrick (2020) notes that digital marketing fosters interactions between companies and customers, as well as among customers, thereby strengthening emotional and psychological bonds. Information and telecommunication technology enhances the interactions between consumers and producers, empowering consumers to search for, discuss, and provide feedback on products or services (Noyola-Medina et al. 2018). Strengthening this indicator can enhance the emotional connection between parents and the school, fostering loyalty as they continue to enroll their children.

The admissions team's ability to quickly implement digital marketing innovations is another priority area for improvement. As Doe et al. (2017) state, perceived ease of use refers to the extent to which individuals believe that utilizing digital technology will ease their tasks. Positive employee attitudes and perceptions regarding the utility of digital marketing will significantly influence the adoption of these strategies within the organization (Ritz et al. 2019). Enhancing this indicator is expected to facilitate the admissions team in serving both internal and prospective external students more efficiently.

Indicators related to the school's website—specifically, providing comprehensive information and facilitating easy registration for prospective students—are critical for the marketing department to improve. Andargoli (2019) argues that digital marketing methods should leverage various media, including mobile technology, websites, social media platforms, and other digital channels. Businesses must continuously adopt new communication strategies through evolving digital media. A well-designed, professional website is essential for effective marketing and low-cost sales efforts. Poorly constructed websites can deter clients (Gibson, 2018). Utilizing websites and social media effectively can significantly enhance brand awareness among potential customers (Ningrum et al. 2023). Therefore, XYZ School needs to enhance its website's professional appearance to attract prospective parents and students seeking comprehensive information about the school's offerings.

Digital marketing strategies have proven effective in helping prospective students identify suitable schools, and utilizing paid online advertising can broaden outreach to potential students while enabling follow-up with leads. Management must recognize the varying importance of digital marketing and conduct thorough research to identify platforms aligned with sales targets while maintaining a competent digital marketing team (Arunprakash et al. 2021). Vieira et al. (2019) highlight that successful digital marketing strategies can be achieved through a combination of paid media, owned media, digital inbound marketing, free social media, and organic search results. According to Chaffey and Chadwick (2016), digital marketing allows for online interactions with users to generate leads. Mobile marketing serves as a vital tool to connect companies with customers via mobile devices, delivering timely and relevant messages (Bala & Verma, 2018). After increasing visibility and reaching the audience, the next step involves encouraging engagement on the website or social media to effectively generate leads.

Managerial Implications

Based on the results of this study, XYZ School's digital marketing strategy can significantly contribute to increasing the number of new students by enhancing interactions between the school, students, and their parents. This approach fosters emotional and psychological bonds that influence parents' decisions when selecting a school. Through various planned and comprehensive marketing activities, XYZ School needs to develop a digital marketing process flow that aligns with the priorities and expectations of all school stakeholders. This flow is intended to provide clarity for the digital marketing staff and the new student admissions team, facilitating collaboration and synergy in the school marketing process. Clear workflow definitions and well-defined task divisions can also serve as the foundation for establishing Key Performance Indicators (KPIs). The priorities for improving digital marketing performance, including the XYZ School digital marketing process flow and role distribution based on this research, are illustrated in Figure 8.

Figure 8 depicts the flow for enhancing digital marketing performance derived from descriptive analysis using Importance Performance Analysis (IPA) on XYZ School's DMUI. In the Innovation Ecosystem Readiness dimension, the responsibility lies with XYZ School management and the head office marketing team to prepare for implementation and actively promote digital marketing innovations, which are prioritized for improving performance to aid prospective students in discovering XYZ School. The Digital Marketing Adoption dimension focuses on the digital marketing team's responsibilities, including ensuring the school's Digital Transformation needs are met through collaboration with the ICT department. This dimension involves interactions between the digital marketing team and social media to facilitate engagement and encourage prospective students to register.

Technological innovations are expected to streamline the implementation of digital marketing initiatives by the XYZ School New Student Admissions team and enhance interactions between the school and parents and students. Customer satisfaction in K-12 education can be indicated by the continued enrollment of internal students at the next level, reflecting excellent service through the maintenance of educational service quality. Continuous improvements and innovations in services are essential, as they will influence the long-term sustainability of academic institutions. Emotional connections with parents and current students will impact marketing efforts through word-of-mouth recommendations, which can significantly promote XYZ School.
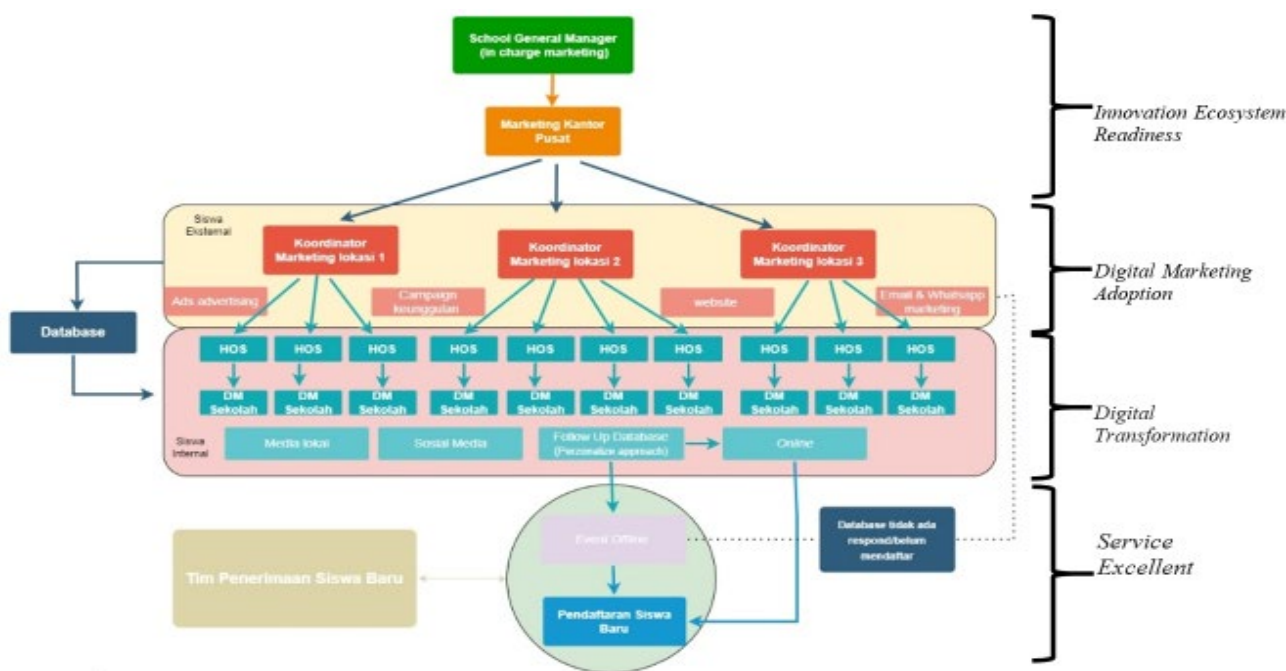

Figure 8. XYZ School's digital marketing flow

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the gap analysis and IPA matrix, the quality attributes that are the main priority include indicators of school management actively introducing innovation and School XYZ's readiness to implement digital marketing innovations, XYZ School students to interact with the school more easily, the XYZ School Website provides complete information about the school. It makes it easy for prospective students to register. Some indicators require management intervention to determine priorities, including indicators that digital marketing has helped prospective students find suitable schools, School XYZ's technological infrastructure is adequate to support the implementation of digital marketing innovation, the performance of the ICT department has met the needs of School using paid online advertising can reach prospective students widely.

XYZ School needs to design a digital marketing process flow that guides digital marketing staff and the new student admissions team so that collaboration in the school's marketing process can be achieved. This clarity of workflow and clear division of tasks can also be the basis for determining Key Performance Indicators (KPI) for digital marketing performance specifically.

Recommendations

XYZ School needs to be ready to implement digital marketing innovation by making digital marketing part of its strategy. For this reason, XYZ School management must align digital strategy with organizational and marketing strategies. Therefore, XYZ School must set managerial, marketing, and digital marketing goals to achieve student growth targets properly by preparing a detailed digital marketing strategic plan and disseminating it in counseling to school stakeholders. We are measuring the importance of performance analysis using the perception of respondents. As a result, there is a high probability of response subjectivity. Future research can use more effective measures/indicators.

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