The Effectiveness of STP Strategy in Enhancing the Competitiveness of Educational Services at the Integrated Islamic Boarding School Al-Multazam

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Abstract

This study aimed to analyze the effectiveness of implementing the Segmentation, Targeting, and Positioning (STP) strategy in enhancing the competitiveness of educational services at the Integrated Islamic Boarding School Al-Multazam. This research employed a mixed-methods approach, utilizing a case study method, focusing on parents' perceptions of the competitiveness of the boarding school. Quantitative data were collected through questionnaires distributed to parents of students to gauge their perceptions of the STP strategy dimensions and the competitiveness of the Islamic Boarding School. Qualitative data were obtained through in-depth interviews, field observations, and documentation to strengthen the quantitative findings. Data analysis was conducted using descriptive and quantitative methods to evaluate the implementation of the STP strategy applied by the boarding school. The results showed that the STP strategy plays a significant role in shaping parents' positive perceptions of the competitiveness of the Integrated Islamic Boarding School Al-Multazam, particularly in attracting prospective students and maintaining parents' trust. This study recommends further development of STP-based marketing strategies to enable the boarding school to compete more effectively in the education sector.

Keywords: STP Strategy, Competitiveness, Educational Services, Islamic Boarding School, Al-Multazam

Abstrak

Penelitian ini bertujuan untuk menganalisis efektivitas penerapan strategi Segmentasi, Targeting, dan Positioning (STP) dalam meningkatkan daya saing jasa pendidikan di Pondok Pesantren Terpadu Al-Multazam. Penelitian ini menggunakan

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pendekatan metode gabungan dengan metode studi kasus yang berfokus pada persepsi orang tua santri terhadap daya saing pesantren tersebut. Data kuantitatif dikumpulkan melalui penyebaran angket kepada orang tua santri untuk mengukur pesepsi mereka terhadap dimensi strategi STP dan daya saing pesantren. Sementara itu data kualitatif diperoleh melalui wawancara mendalam observasi lapangan, dan dokumentasi guna memperkuat temuan kuantitatif. Analisis data dilakukan secara deskriptif-kuantitatif dan kualitatif untuk mengevaluasi penerapan strategi STP yang dijalankan pondok pesantren. Hasil penelitian menunjukkan bahwa strategi STP berperan signifikan dalam membentuk persepsi positif orang tua terhadap daya saing Pondok Pesantren Terpadu Al-Multazam, terutama dalam menarik minat calon santri serta menjaga kepercayaan orang tua. Penelitian ini merekomendasikan pengembangan lebih lanjut pada penerapan strategi pemasaran berbasis STP agar pesantren mampu bersaing secara lebih efektif dalam sektor pendidikan.

Kata Kunci: Strategi STP, Daya Saing, Jasa Pendidikan, Pondok Pesantren, Al-Multazam.

Introduction

Educational institutions face the challenge of maintaining and enhancing their competitiveness in attracting student interest in the era of global competition, which is particularly relevant for Islamic boarding schools, which are increasingly favored by the public as an alternative offering religion-based and character education.[1] As an integrated Islamic educational institution, the Integrated Islamic Boarding School Al-Multazam Kuningan is confronted with the need to implement effective marketing strategies to enhance its competitiveness. The Segmentation, Targeting, and Positioning (STP) strategy is a relevant approach for identifying and fulfilling market needs, as well as for positioning this institution strategically among existing educational choices. Therefore, this research is essential to evaluate

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[1] Mochamad Arif Faizin, "Islamic Boarding Education Management Reform: Transformation Strategies to Improve Competitiveness and Relevance," *AL-ISHLAH: Jurnal Pendidikan* 16, no. 2 (2024): 2497–506; Haromain Haromain, "Pengembangan Sumber Daya Manusia Di Pondok Pesantren," *JPIn: Jurnal Pendidik Indonesia* 3, no. 1 (2020): 72–83; Mohd Yahya Mohd Hussin et al., "Islamic Religious School as An Alternative Education Institution in the Global Era: A Bibliometric and Thematic Analysis," *International Journal of Learning, Teaching and Educational Research* 23, no. 9 (2024): 560–91; Hardiana Riski Riswanto et al., "Implementasi Framework Projects in Controlled Environment (PRINCE2) Pada Manajemen Kompetensi Dan Profesionalisme Birokrasi Organisasi Pondok Pesantren," *ILKOMNIKA: Journal of Computer Science and Applied Informatics* 2, no. 3 (2020): 299–313.

the extent to which the effectiveness of the STP strategy can improve the competitiveness of the educational services at the Integrated Islamic Boarding School Al-Multazam.

Previous research indicates that the STP strategy is effective across various sectors, including education. For instance, several studies have found that effective market segmentation enables educational institutions identify their suitable target audience.[2] Meanwhile, a strong positioning strategy can differentiate an educational institution from its competitors.[3] However, such studies have not been extensively conducted within the context of Islamic boarding school, particularly the integrated Islamic boarding school that combine religious and national curricula. The lack of research on the implementation of STP in Islamic boarding school presents an opportunity to explore the potential of this strategy in enhancing the competitiveness of this unique Islamic educational sector.

Integrated Islamic boarding schools are characterized by their unique approach of combining an in-depth religious curriculum with a modern general curriculum that aligns with contemporary developments. A central challenge in implementing an STP strategy within this context lies in maintaining a balance between core religious values and the demands of competition in the modern educational landscape. In the Islamic boarding school world, market segmentation extends beyond mere demographic or economic factors; it also needs to consider the spiritual and ideological inclinations of prospective students and their parents. Similarly, an Islamic

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[2] Musthofa Pradana, "Maximizing Strategy Improvement in Mall Customer Segmentation Using K-Means Clustering," *Journal of Applied Data Sciences* 2, no. 1 (2021): 19–25; Kayalvily Tabianan et al., "K-Means Clustering Approach for Intelligent Customer Segmentation Using Customer Purchase Behavior Data," *Sustainability* 14, no. 12 (2022): 7243.

[3] Lizio Marcel De Araujo et al., "Digital Leadership in Business Organizations: An Overview," *International Journal of Educational Administration, Management, and Leadership*, April 13, 2021, 5–16; Intan Fajar Rahmawati and Surya Jatmika, "Performance Measurement in Kadipiro Village Government from Balance Scorecard Perspective," *Proceedings International Conference on Education Innovation and Social Science*, Universitas Muhammadiyah Surakarta, August 20, 2022, 410–18; Gema Vinuales et al., "Description and Evaluation of An Innovative Segmentation, Targeting, and Positioning Activity Using Student Perceived Learning and Actual Student Learning," *Marketing Education Review* 29, no. 1 (2019): 24–36.

boarding school's positioning needs to maintain a core emphasis on moral and character excellence, without neglecting the appeal of academic quality and modern facilities. Thus, the application of the STP framework in an integrated Islamic boarding school requires a more contextualized approach, one that is sensitive to Islamic values. This necessity establishes it as a theme worthy of research.

This study aims to address this research gap by focusing on the effectiveness of the STP strategy in enhancing the competitiveness of the Integrated Islamic Boarding School Al-Multazam Kuningan. The study not only examines the elements of the implemented STP strategy but also evaluates its impact on parental perceptions and its appeal to prospective students. Thus, this research offers a novel perspective on understanding how marketing strategies can be effectively applied within an Islamic boarding school context, which possesses distinct needs and characteristics compared to other educational institutions.

The theoretical contribution of this study to the discourse on STP and Islamic Education is its potential to expand the application of the Segmentation, Targeting, and Positioning (STP) concept to the context of Islamic education, specifically within an integrated Islamic boarding school. This study demonstrates that STP theory is not solely applicable in the business sector but can also be effectively employed to analyze competitiveness strategies in the educational services of the Islamic boarding school. By integrating spiritual, moral, and social dimensions into the STP framework, this research enriches the literature on marketing educational services. Simultaneously, it offers a novel perspective in Islamic Education management, one that emphasizes a balance between professional management practices and core religious values.

The focus of this research is to test the hypothesis that the appropriate implementation of the STP strategy can significantly enhance the competitiveness of the Integrated Islamic Boarding School Al-Multazam. This study is expected to demonstrate that the STP approach can provide a competitive advantage for the Islamic boarding school in attracting student interest and fulfilling parental expectations for an education that seamlessly integrates religious knowledge with science.

This research will likely make a significant contribution to the literature on marketing strategies within Islamic educational institutions, particularly integrated Islamic boarding schools. By utilizing the STP approach, this study is anticipated to provide an adaptable model for other Islamic boarding schools seeking to enhance their competitiveness in an era of increasingly intense educational competition.

Method

This research employs a mixed-methods approach with a case study design, focusing on Integrated Islamic Boarding School Al-Multazam Kuningan as the primary subject. The research population includes all administrators, teaching staff, and students at the Integrated Islamic Boarding School Al-Multazam. A sample was selected using purposive sampling techniques to obtain relevant informants who understand the implementation of the STP strategy within this institution.

Data was collected through the distribution of questionnaires, in-depth interviews, participatory observation, and analysis of documents related to the institution's marketing strategies. The research instruments were developed based on the STP theoretical framework and tailored to the study's specific needs. The obtained data were analyzed using thematic analysis techniques [4] to identify patterns related to the effectiveness of implementing the STP strategy.

The thematic analysis was conducted through a multi-stage process such as: 1) data familiarization, immersing in the data by repeatedly reading all interview transcripts, observation notes, and documents to gain a deep understanding of their meaning; 2) generating initial codes, identifying and labeling meaningful units of data that are relevant to the research focus; 3) searching for themes, grouping similar codes into broader, potential thematic categories; 4) reviewing and refining themes, ensuring that the identified themes form a coherent pattern and consistently reflect the empirical data; 5) defining and interpreting themes, articulating the essence and significance of

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[4] Virginia Braun and Victoria Clarke, "Using Thematic Analysis in Psychology," *Qualitative Research in Psychology* 3, no. 2 (2006): 77–101

each theme, and interpreting them in relation to the STP theory and the marketing context of Islamic boarding school education.

In the qualitative approach, data validity was ensured through data source triangulation and member checking with informants.[5] Meanwhile, the validity and reliability of the questionnaire instrument were assessed using item-total correlation analysis to ensure that each statement item accurately measured the intended construct. Reliability testing was conducted by calculating the Cronbach's Alpha coefficient.[6]

Result And Discussion

The This study aims to evaluate the effectiveness of implementing the Segmentation, Targeting, and Positioning (STP) strategy in enhancing the competitiveness of the Integrated Islamic Boarding School Al-Multazam. Based on data obtained from questionnaires, interviews, observations, and document analysis, several key findings emerged, revealing a strong correlation between field practices and the theoretical concepts of STP as explained by Kotler and Keller.[7]

First, regarding segmentation, Integrated Islamic Boarding School Al-Multazam has identified a specific market segment: families who seek religious-based education integrated with a national curriculum. This finding suggests that the Islamic boarding school's approach is not solely based on demographic factors such as age and location but also incorporates psychographic segmentation that prioritizes religious values and lifestyle. According to Kotler and Keller,[8] effective segmentation must consider shared needs and behaviors within a specific consumer segment, enabling an institution to tailor its offerings to market characteristics. This result aligns

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[5] J.W Creswell and C.N Poth, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 4th ed. (SAGE Publications, 2018).

[6] J.C Nunnaly, *Psychometric Theory*, 2nd ed. (McGraw-Hill., 1987).

[7] Philip Kotler and Kevin Lane Keller, *A Framework for Marketing Management*, Sixth edition, global edition, Always Learning (Pearson, 2016).

[8] Kotler and Keller, *A Framework for Marketing Management*.

with Hikmah et al.[9] who found that value-based segmentation rooted in Islamic principles enhances the relevance of educational programs to the community's spiritual aspirations. Therefore, Al-Multazam's segmentation strategy demonstrates acuity in addressing the needs of modern Muslim families who seek a balance between religiosity and academic excellence.

Second, regarding targeting, the Islamic boarding school effectively targets upper-middle-class families who place a high value on integrating religious and academic education for their children. Its marketing approach utilizes specific strategies, such as social media and educational fairs, to reach this target audience more extensively. This approach aligns with the principle of a differentiated targeting strategy in STP theory, which involves selecting the most promising segments that align with the institution's capacity.[10] This finding reinforces the results of studies by Pradana[11] and Tabianan et al,[12] which suggested that precise targeting in educational institutions can enhance promotional effectiveness and build long-term partnerships with prospective students and parents. In the context of Al-Multazam, this targeting strategy demonstrates a strong fit between the profile of the target market and the institution's resources in providing modern facilities while consistently maintaining a robust religious character.

Third, regarding positioning, Islamic Boarding School Al-Multazam has successfully built an image as a leading Islamic educational institution, excelling in both academic quality and religious education. Its positioning strategy emphasizes the distinctive integration of curricula, academic achievements, and the development of spiritual character in its students. This finding aligns with Kotler and Keller's[13] concept of value-based positioning,

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[9] Hikmah Hikmah et al., "Education Marketing Strategy through Social Media at Khalifah Islamic Elementary School Palu, Indonesia," *International Journal of Multidisciplinary Research and Analysis* 06, no. 07 (2023): 3119–27.

[10] Kotler and Keller, *A Framework for Marketing Management*.

[11] Pradana, "Maximizing Strategy Improvement in Mall Customer Segmentation Using K-Means Clustering."

[12] Tabianan et al., "K-Means Clustering Approach for Intelligent Customer Segmentation Using Customer Purchase Behavior Data."

[13] Kotler and Keller, *A Framework for Marketing Management*.

wherein an institution builds its reputation through distinctive and relevant values. The finding supports the study by Rahmawati and Jatmika,[14] which stated that effective positioning in Islamic educational institutions depends on the alignment between the image of spiritual values and academic quality. Furthermore, this result demonstrates that Al-Multazam's success in building a positive perception among parents is consistent with the findings of Viñuales et al.[15] who emphasized that strong positioning enhances customer loyalty towards an educational institution by building reputation and public trust.

To support these findings, a quantitative analysis was conducted to measure the effectiveness of the implemented STP strategy using a questionnaire-based instrument. The reliability of the instrument was tested using Cronbach's Alpha, which showed the following results:

Table 1. Results of Instrument Reliability Test

Variable	Cronbach's Alpha	Number of Items
Parental Satisfaction	0.872	15
Institutional Image	0.889	12
New Applicant Interest	0.915	10

Source: Processed Primary Data, 2024.

The Cronbach's Alpha values presented above indicate that all instruments possess a high level of consistency in measuring the effectiveness of the STP strategy implementation. This high degree of reliability confirms that the measured variables are relevant for understanding the institution's competitiveness.

This study also conducted a quantitative analysis to ensure data accuracy through validity testing. The results showed that the calculated correlation coefficient for all items exceeded the critical value from the table, confirming the validity of each item used in this research. Furthermore, to

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[14] Rahmawati and Jatmika, "Performance Measurement in Kadipiro Village Government from Balance Scorecard Perspective."
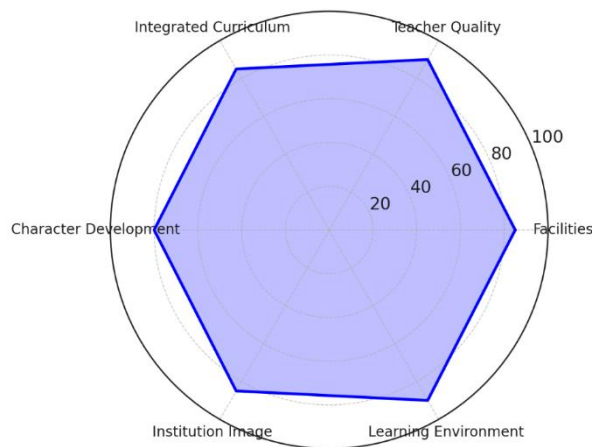
[15] Vinuales et al., "Description and Evaluation of An Innovative Segmentation, Targeting, and Positioning Activity Using Student Perceived Learning and Actual Student Learning."

provide comprehensive support for the findings, a regression analysis was performed. The analysis showed the following significant results regarding the influence of key variables on competitiveness: 1) parental satisfaction showed a significance value of 0.043 ($p < 0.05$), indicating that parental satisfaction has a significant influence on enhancing competitiveness; 2) institutional image showed a significance value of 0.000 ($p < 0.01$), meaning that this variable has a highly significant influence on competitiveness; 3) new applicant interest showed a significance value of 0.033 ($p < 0.05$), demonstrating that interest from new applicants also exerts a significant influence on improving the Islamic boarding school's competitiveness.

This research has comprehensively conducted both qualitative and quantitative testing procedures. The quantitative findings, which demonstrate significant influences, provide robust support for the qualitative results. Consequently, the study's results are strongly reinforced by the triangulation of both quantitative and qualitative data analyses. The implementation of the STP strategy has proven effective in enhancing the Islamic boarding school's competitiveness, both in attracting new prospective students, maintaining the trust of the community/parents, and expanding the institution's reach. Among the STP components, positioning emerged as the most dominant factor in creating a competitive advantage, followed by targeting and segmentation. The mixed-methods approach was effective in capturing both the strategic aspects (through qualitative data) and the tangible impacts (through quantitative data) of the STP strategy on the Islamic boarding school's competitiveness. It is recommended that Islamic boarding school engage in strategic marketing planning to compete with formal schools and modern educational institutions effectively.

In addition, this study also presents a visualization of public perception regarding the competitiveness of the Integrated Islamic Boarding School Al-Multazam, based on the results of interviews and surveys. The following figure illustrates the ranking of parental perceptions of this educational institution's key strengths:

Figure 1. Parental Perception of the Competitiveness of the Integrated Islamic Boarding School Al-Multazam
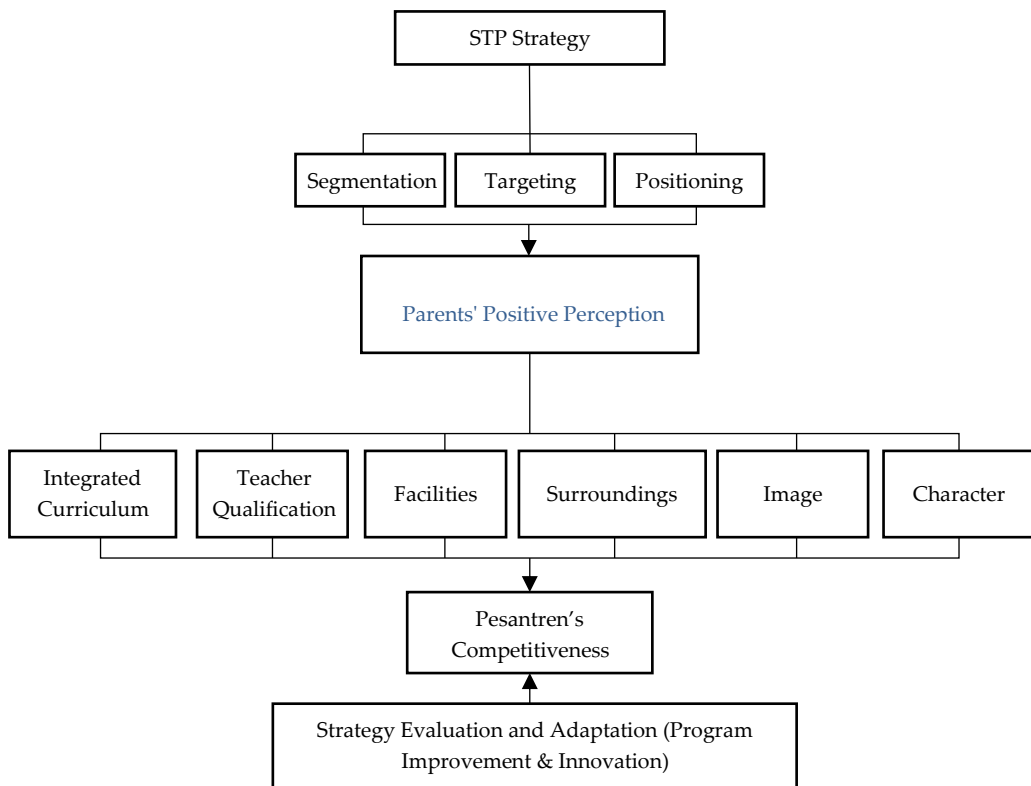

Source: Survey Results, 2024.

The survey results indicate that a majority of parents appreciate the integrated curriculum, which combines religious and general education, as well as the supportive facilities and environment of the Islamic boarding school. This visualization reinforces the finding that the implemented STP strategy has contributed to enhancing the appeal and competitiveness of the Integrated Islamic Boarding School Al-Multazam from the public's perspective.

Overall, these findings demonstrate that the implementation of the STP strategy has successfully improved the competitiveness of the Integrated Islamic Boarding School Al-Multazam. This outcome supports the Islamic boarding school's ongoing efforts to attract prospective students and build a positive image as a competent and highly competitive Islamic educational institution.

Figure 2. STP Strategy Flowchart at the Integrated Islamic Boarding School Al-Multazam

The Segmentation, Targeting, and Positioning (STP) strategy is a widely applied marketing approach across various industries, including the education sector.[16] In the context of the Integrated Islamic Boarding School Al-Multazam, the implementation of the STP strategy played a pivotal role in enhancing the institution's competitiveness amidst intensifying competition with other educational providers. The research results demonstrate that the effectiveness of this STP strategy contributed significantly to positive parental perceptions, as reflected in several indicators, including the integrated curriculum, teaching quality, facilities, learning environment, institutional image, and student character development. This section will

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[16] Hikmah et al., "Education Marketing Strategy through Social Media at Khalifah Islamic Elementary School Palu, Indonesia."

provide an in-depth discussion of how the findings regarding the effectiveness of STP at the Integrated Islamic Boarding School Al-Multazam align with or diverge from existing theory and prior research.

Segmentation within the STP strategy refers to the process of dividing the educational market into distinct segments based on specific characteristics, such as age, educational background, or parents' socioeconomic status. [17] According to segmentation theory, educational institutions can target specific market segments to offer programs or curricula that align with the needs and expectations of those groups. The Integrated Islamic Boarding School Al-Multazam employed segmentation by considering the preferences of parents who want their children to receive both a strong religious education and a formal academic curriculum. This aligns with previous research, which confirms that accurate segmentation helps educational institutions design relevant programs that attract the interest of prospective students and their parents. In the context of the Integrated Islamic Boarding School Al-Multazam, the implemented segmentation has allowed the institution to focus on the group of parents who have a specific preference for integrated, religion-based education.

Furthermore, the targeting strategy implemented by the Integrated Islamic Boarding School Al-Multazam is clearly directed at parents and students seeking a blend of general and religious education within a single institution. Survey results indicate that a majority of parents consider the integrated curriculum offered by the Integrated Islamic Boarding School Al-Multazam to meet their children's needs for both religious and academic instruction. This finding is consistent with targeting theory, which posits that educational institutions should select market segments that best align with their institutional competencies and resources. [18] According to Kotler and Keller,[19] effective targeting helps educational institutions allocate resources

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[17] Rouxelle De Villiers et al., "International Market Segmentation across Consumption and Communication Categories: Identity, Demographics, and Consumer Decisions and Online Habits," in *Promotion and Marketing Communications*, ed. Umut Ayman and Anıl Kemal Kaya (IntechOpen, 2020).

[18] Kotler and Keller, *A Framework for Marketing Management*.

[19] Kotler and Keller, *A Framework for Marketing Management*.

more efficiently and focus their marketing efforts on the groups most likely to contribute to the institution's success.

The unique positioning that the Integrated Islamic Boarding School Al-Multazam has built as an integrated educational institution has successfully strengthened its competitiveness among other Islamic boarding schools. The results indicate that parents perceive the Integrated Islamic Boarding School Al-Multazam as having a positive image due to its success in blending religious and formal education. Positioning theory suggests that an educational institution must cultivate a unique and prominent image in the eyes of consumers to compete effectively. Strong positioning enables an institution to create differentiation, which in turn enhances its appeal and reputation. This study's findings align with the positioning concept from Kotler,[20] which stated that appropriate positioning not only differentiates an educational institution from its competitors but also fosters loyalty among parents and students towards the institution.

The successful implementation of the STP strategy at the Integrated Islamic Boarding School Al-Multazam is further evidenced by the positive perception of its teaching quality and facilities. According to services marketing theory, teaching quality and facilities are critical elements in shaping consumer perception and satisfaction—in this case, that of the students' parents. Previous studies by Herlambang & Komara,[21] Nisa' & Istiqomah,[22] Rizal et al,[23] and Tandijaya[24] suggested that service quality in the

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[20] Philip Kotler, "The Major Tasks of Marketing Management," *Journal of Marketing* 37, no. 4 (1973): 42–49.

[21] Alfian Sulistyo Herlambang and Edi Komara, "Pengaruh Kualitas Produk, Kualitas Pelayanan, Dan Kualitas Promosi Terhadap Kepuasan Pelanggan (Studi Kasus Pada Starbucks Coffee Reserve Plaza Senayan)," *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)* 7, no. 2 (2022): 57–64.

[22] Atsani Rohmatun Nisa' and Ratih Laila Istiqomah, "URGENCY OF PARTICIPATION OF PARENTS IN DEVELOPING POSITIVE CULTURE IN ELEMENTARY SCHOOLS," *Social, Humanities, and Educational Studies (SHEs): Conference Series* 1, no. 1 (2018).

[23] Samsul Rizal et al., "Peningkatan Kualitas Pendidikan Melalui Sistem Penjaminan Mutu," *Didaktika: Jurnal Kependidikan* 9, no. 4 (2020): 469–75.

[24] Trixie Nova Bella Tandijaya, "Analisa Pengaruh Service Quality Terhadap Behavioral Intentions Dengan Perceived Value Dan Customer Satisfaction Sebagai Variabel Intervening Pada Pendidikan Tinggi," *Jurnal Manajemen Pemasaran* 12, no. 2 (2018): 84–93.

education sector plays a vital role in creating a positive learning experience and building loyalty. At the Integrated Islamic Boarding School Al-Multazam, the competency of its teaching staff and the adequacy of its facilities serve as key differentiating factors from other Islamic boarding schools. Parents rated these two aspects highly, indicating that the Integrated Islamic Boarding School Al-Multazam has successfully met parental expectations regarding the quality of instruction and the facilities provided.

This discussion also encompasses the influence of the learning environment and character development in enhancing the institution's competitiveness. A comfortable and conducive learning environment is a key indicator of an educational institution's success in providing quality educational services. A study by Arifandi[25] indicated that a positive learning environment can support the learning process and foster strong relationships between teachers and students. The results of this study show that parents rate the learning environment at the Integrated Islamic Boarding School Al-Multazam as highly supportive of their children's academic and character development. Furthermore, character development (an aspect strongly emphasized in Islamic boarding school education) also received positive ratings from parents. This demonstrates that the Integrated Islamic Boarding School Al-Multazam focuses not only on academic aspects but also on shaping student character, which constitutes a competitive advantage for the institution.

Overall, this study finds that the STP strategy implemented by the Integrated Islamic Boarding School Al-Multazam has been effective in enhancing the institution's competitiveness. Through precise segmentation, focused targeting, and unique positioning, the Integrated Islamic Boarding School Al-Multazam has successfully built a positive image in the perspectives of parents and the wider community. This finding aligns with Lamb et al[26] who suggested that institutions that successfully implement the

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[25] "Peran Penting Budaya Dan Iklim Sekolah Dalam Proses Belajar Mengajar," *Edukais : Jurnal Pemikiran Keislaman* 4, no. 1 (2020): 11–19.

[26] Charles W. Lamb et al., *Marketing*, 11th ed (South-Western Cengage Learning, 2011).

STP strategy tend to possess higher competitiveness compared to those that do not apply the strategy effectively. The STP strategy has enabled the Integrated Islamic Boarding School Al-Multazam to attract parents seeking integrated religious education for their children and to maintain a strong position in the educational market.

On the other hand, this study also highlights several challenges in implementing the STP strategy. Although the majority of parents provided positive reviews, certain aspects still require improvement, such as facilities for extracurricular activities and the development of more innovative educational programs. Studies by Fadhilah et al,[27] Kautsar & Julaiha,[28] and Wirtz and Lovelock[29] indicated that in the service sector, including education, adapting to the ever-changing needs of consumers is crucial for maintaining competitiveness. In this context, the Integrated Islamic Boarding School Al-Multazam must continually develop its programs and services to remain relevant and meet the evolving expectations of its consumers.

This research also carries practical implications for the management of educational institutions seeking to implement the STP strategy. The findings demonstrate that an effective STP strategy can enhance an educational institution's appeal and competitive advantage in a competitive market. However, to achieve optimal results, educational institutions must conduct regular market research to understand shifting consumer preferences and make corresponding adjustments to their programs and services.

Therefore, this study summed up that the effectiveness of the STP strategy in enhancing the competitiveness of the Integrated Islamic Boarding School Al-Multazam is significantly demonstrated, particularly through precise segmentation, focused targeting, and strong positioning. This

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[27] Naila Fadhilah et al., "Persepsi Guru SMP Negeri Tentang Kualitas Pelayanan Pegawai Dinas Pendidikan Dan Kebudayaan," *Jurnal Pendidikan Tambusai* 5, no. 2 (2021): 4087–93.

[28] Muhammad Kautsar and Siti Julaiha, "Langkah-Langkah Manajemen Strategik Di Lembaga Pendidikan Islam," *Journal of Instructional and Development Researches* 3, no. 1 (2023): 24–28.

[29] Jochen Wirtz and Christopher Lovelock, "Service Marketing Communications," in *Services Marketing*, 9th ed., by Jochen Wirtz and Christopher Lovelock (World Scientific (US), 2021).

strategy has enabled the institution to attract and maintain the trust of its consumers—parents who seek an integrated, religion-based education. However, this study also affirms the critical importance of continuous evaluation to ensure that the implemented STP strategy remains relevant in the face of evolving consumer needs and expectations.

Conclusion

This study demonstrated that the implementation of the Segmentation, Targeting, and Positioning (STP) strategy at the Integrated Islamic Boarding School Al-Multazam is effective in enhancing the institution's competitiveness. Through precise segmentation, focused targeting, and strong positioning, the Integrated Islamic Boarding School Al-Multazam has successfully attracted interest and maintained the trust of parents seeking an education that integrates religious and academic instruction. This finding underscores the importance of the STP strategy in aligning educational services with specific market needs.

However, this study is limited by its geographical scope and sample size; therefore, the results may not fully represent the conditions of all Islamic boarding schools across Indonesia. For future research, it is recommended that a wider variety of educational institutions be included to enhance the generalizability of the findings. Subsequent studies are also encouraged to consider other variables that may influence educational competitiveness, such as curriculum innovation or the use of technology in learning.

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