

The Controversy of Islamic Education Marketing Management Between Tradition and Innovation

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Abstract:

This study examines the marketing management of Islamic education, focusing on both traditional and innovative approaches. Using a qualitative case study, data were collected through interviews, observations, and documentation, and analyzed using a three-step interactive model of thematic and content analysis: data reduction, data presentation, and conclusion drawing. Validity checks were conducted through method, source, and theory triangulation. The findings reveal that the educational marketing strategy at MAN 2 Banyuwangi successfully integrates tradition and innovation, attracting the interest of the community, prospective students, and graduate employers. The balance between tradition and innovation is effectively maintained through integrated marketing strategies. Additionally, the leaders and managers of the institution recognize the importance of developing adaptive marketing strategies and fostering collaboration among internal and external stakeholders, including religious moderation camps. This study contributes to understanding Islamic education marketing management and offers recommendations for future research and practice. Key recommendations include promoting interactive dialogue, adopting a comprehensive approach, adhering to ethical guidelines, and enhancing human resource capacity to resolve the controversy and improve the effectiveness of Islamic education marketing management.

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INTRODUCTION

On the one hand, traditional values are held in high regard, such as an emphasis on morality, simplicity, and a focus on the substance of learning. On the other hand, the modern era demands that Islamic educational institutions adapt and innovate in their marketing strategies to reach a wider target audience and compete with other educational institutions. This controversy is reflected in various aspects of Islamic



educational marketing management, such as promotional strategies, curriculum and educational programs, facilities and infrastructure, and human resources. The controversy in Islamic education marketing management between tradition and innovation is driven by shifting societal needs, competition with other educational institutions, technological advances, and the dynamics of Islamic values (Fiorillo & Falkai, 2021; Adler (USA) et al., 2022; Angulo & Schneider, 2022; Mahmood et al., 2024). This shows that Islamic educational institutions are increasingly adapting to the demands of the times and utilizing technology to increase the effectiveness of their marketing (Shaikh & Kazmi, 2022; Che Haron et al., 2024; Miao et al., 2024). However, many challenges remain to achieve a balance between tradition and innovation in Islamic education.

The following are several related studies, namely research on Islamic educational institutions in facing global challenges and the need to balance tradition with innovation in the digital era which concludes that marketing management is very important for their sustainability and competitiveness (Daú et al., 2023; Aldhaen & Braendle, 2023; Ambarwati & Sari, 2024). Then other research results show that institutions must overcome barriers such as resistance to change and resource constraints while exploring opportunities for adaptive approaches (Haveman et al., 2023; Redding, 2023; Raynard & Greenwood, 2023; Breslin et al., 2023). Other research also shows that revitalization efforts include technology-based learning media, emphasis on language and skills, expanding internet access, and developing teacher competencies (Underriner et al., 2021; Harkness et al., 2022; Gregson, 2024). Then, other research that resulted in effective marketing strategies included determining target markets, competitive positioning, and implementing a marketing mix. Furthermore, other research also showed that to improve their image, institutions must apply Islamic principles in marketing, improve service quality, and utilize digital platforms for branding (Elmasry & Bright, 2022; Haushalter et al., 2023; Hanssens et al., 2023; Morabito, 2022). By implementing these strategies, Islamic educational institutions can maintain relevance, improve quality, and achieve organizational goals while preserving traditional values in an increasingly competitive educational landscape.

This research has several unique features that distinguish it from other research that has been conducted previously, including a focus on adaptive marketing strategies; This research will focus on how Islamic educational institutions adapt to environmental changes and develop marketing strategies that suit the needs and preferences of their target audience, Comparative case study approach; This research will use a comparative case study method to analyze the different marketing strategies of several Islamic educational institutions and identify factors that contribute to their success or failure, Emphasis on barriers and opportunities; This research will deeply analyze the barriers and opportunities faced by Islamic educational institutions in implementing adaptive marketing strategies, such as resistance to change, limited resources, and opportunities to use digital technology. Development of an adaptive marketing strategy framework; The results of this research are expected to produce an adaptive marketing strategy framework that can be used by Islamic educational institutions to improve their marketing effectiveness in the digital era.

This study aims to analyze the marketing management of Islamic education, focusing on traditional and innovative approaches. This study is motivated by the importance of understanding the marketing strategies implemented by Islamic educational institutions in the modern era, which is full of challenges and competition. Islamic educational institutions face various challenges in attracting and retaining students. Demographic changes, technological advances, and competition with other educational institutions require Islamic educational institutions to adapt and develop effective marketing strategies.

Islamic educational institutions currently face a dilemma in marketing in the modern era. On the one hand, they want to preserve long-held Islamic values and traditions. On the other hand, they also need to adapt to changing times and utilize modern technology and marketing strategies to reach a wider target audience. In the context of tradition, it refers to traditional teaching methods, a focus on religious education, and an emphasis on Islamic moral and ethical values. The use of these methods is believed to help students develop a strong Islamic character and identity. Meanwhile, at the innovation level, it refers to the implementation of modern marketing strategies such as the use of social media, digital technology, and the development of educational programs relevant to the needs of the times. This innovation is expected to help Islamic educational institutions increase their visibility, attract more students, and enhance their competitiveness in the modern era. Controversy then arises, as there are differing opinions regarding the appropriate balance between tradition and innovation in Islamic educational marketing management. This research is interesting and needs to be continued, with the hope of providing an appropriate marketing formulation or model for Islamic educational institutions, particularly madrasahs, in this millennial era, without abandoning their traditions.

RESEARCH METHOD

This research uses a qualitative approach with a case study. The case study was chosen because it allows for an in-depth and comprehensive understanding of the controversy surrounding Islamic education marketing management in a specific context, with a focus on traditional and innovative approaches in Islamic education marketing management at MAN 2 Banyuwangi. The choice of this location is relevant to the research theme because it allows for an in-depth exploration of how this controversy manifests itself in the controversial practices of marketing management at MAN 2 Banyuwangi. The data sources for this research are; first, primary data sources: interviews within-depth with the Head of MAN 2 Banyuwangi, Managers of MAN 2 Banyuwangi, Teachers of MAN 2 Banyuwangi, Students of MAN 2 Banyuwangi totaling 25 people; second, secondary data sources: Secondary data was collected from various sources such as official documents of the MAN 2 Banyuwangi educational institution, scientific articles, and mass media.

Table 1. Research Informants

No	Informant	Code	Gender		Amount
			Man	Woman	
1	Head of MAN2 Banyuwangi	KM	1		0
2	MAN2 Banyuwangi Management	WKM	3		3
3	Teacher at MAN2 Banyuwangi	GM	3		4
4	Students of MAN2 Banyuwangi	SM	6		5
Total					25

This research uses a constructivist paradigm. This paradigm views knowledge as a social construct and is influenced by context and individual experience. Data collection techniques include: first, in-depth interviews with informants to elicit information and their perspectives on the controversy of Islamic education marketing management between tradition and innovation; second, observation, namely direct observation to the research location related to Islamic education marketing management at MAN 2 Banyuwangi; third, documentation of tradition and innovation at the Islamic education institution MAN 2 Banyuwangi to understand Islamic education marketing management. The data analysis technique used is three-model interactive analysis starting from data reduction, data presentation and drawing conclusions. Data validity checks will be carried out using triangulation of methods, data sources, and theories.

RESULT AND DISCUSSION

Result

Tradition and innovation have an important role

Traditions, which embody Islamic values and practices, provide the moral foundation and identity of Islamic educational institutions. These traditions help build trust and loyalty among target audiences, such as parents and students. Innovations, such as the use of digital technology and social media, are helping Islamic educational institutions reach a wider target audience and increase their marketing effectiveness. These innovations also help Islamic educational institutions adapt to changing times and meet the needs of modern students. The following is a statement from Mr. Saeroji, Principal of MAN 2 Banyuwangi, regarding the educational traditions that foster public trust.

"Tradition and innovation are two essential elements that cannot be separated in marketing MAN 2 Banyuwangi. Tradition, grounded in Islamic values and practices, provides the moral foundation and identity for MAN 2 Banyuwangi. This helps build trust and loyalty among parents and students, who value education based on Islamic values," (KM).

This statement is in line with what was conveyed by Mr. Novel, GPM MAN 2 Banyuwangi as follows:

"Innovation is crucial to help these madrasas reach a wider target audience and increase their marketing effectiveness. For example, the use of digital technologies like online platforms, educational apps, and social media can help reach potential students

in this modern, digital era," (GPM).

The statement emphasized the importance of tradition in building trust and loyalty between parents and students. The Islamic traditions upheld at MAN 2 Banyuwangi, such as moral values and Islamic practices, provide the moral foundation and identity of the madrasah. This appeals to parents and students seeking an education based on Islamic values. It also emphasized the role of innovation in enhancing the effectiveness of madrasah marketing. He explained how MAN 2 Banyuwangi utilizes digital technologies such as online platforms, educational apps, and social media to reach a wider target audience, especially in this digital era. The following illustrates the marketing balance at this madrasah, which is implemented with tradition and innovation, based on the interviews above and observations.

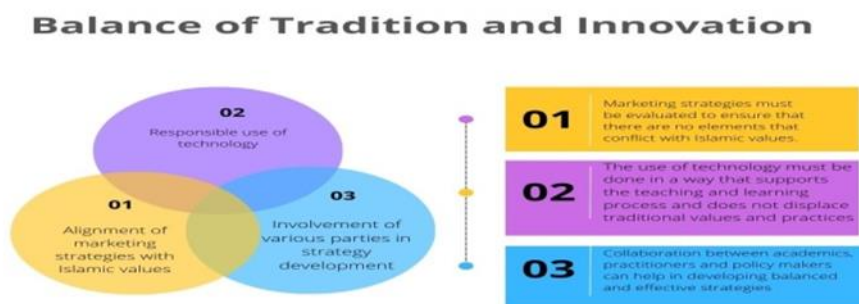


Figure 1. Balance of Marketing Tradition and Innovation

Finding a balance between tradition and innovation

Over-focusing on tradition can make Islamic educational institutions outdated and unable to attract a modern target audience. Conversely, over-focusing on innovation can shift the Islamic values and identity that underpin Islamic education. A balance between tradition and innovation can be achieved by implementing marketing strategies that align with Islamic values and identity, as well as utilizing modern technology and platforms responsibly. This is as explained by Mr. Samsul, Deputy Head of Curriculum at MAN 2 Banyuwangi.

"Tradition and innovation are like two sides of the same coin, inseparable in the marketing of this madrasah. On the one hand, Islamic tradition is a crucial moral foundation and identity for Islamic educational institutions. This tradition helps build trust and loyalty among parents and students who value education based on noble Islamic values," (WKM).

This statement was confirmed by Mr. Qoyum, Islamic Education Teacher, as follows:

"This madrasah uses social media to promote its educational programs while maintaining content consistent with Islamic values. It also continues to develop educational applications based on Islamic values, allowing students to learn in a fun and interactive way," (GM).

Based on the interviews, it can be concluded that this madrasa implements a marketing strategy that effectively combines tradition and innovation. Observations

show that Islamic traditions, through Ma'had al-Qosimi, adopt a pesantren-style educational system, are used to build trust and loyalty among parents and students. This tradition serves as a moral foundation and identity that distinguishes MAN 2 Banyuwangi from other educational institutions. This appeals to parents and students seeking an education based on Islamic values. This madrasa also utilizes modern technology and platforms to reach a wider target audience. The use of social media and the development of educational applications based on Islamic values demonstrate that this madrasa is aware of the needs and preferences of its modern target audience.

Table 2. Marketing Balance of MAN 2 Banyuwangi

Aspect	Findings
The Role of Tradition	Building trust and loyalty of parents and students, providing a moral foundation and identity and attracting the interest of a target audience who values education based on Islamic values.
The Role of Innovation	Helping to reach a wider target audience, increasing marketing effectiveness, meeting the needs and preferences of the modern target audience, keeping this madrasah relevant in the modern era.
Balance of Tradition and Innovation	Marketing strategies must be in line with Islamic values and identity, responsible use of technology and the involvement of various parties in strategy development.

The data above demonstrates effective marketing of Islamic education that maintains a balance between tradition and innovation. Tradition is maintained as a foundation for morals and identity, while innovation is used to enhance marketing effectiveness and reach a modern target audience. MAN 2 Banyuwangi is a good example of implementing a marketing strategy that combines tradition and innovation. This approach can be emulated by other Islamic educational institutions seeking to improve their marketing effectiveness and attract students in the modern era.

The importance of developing adaptive marketing strategies

Adaptive marketing strategies can enable Islamic educational institutions to adapt their approaches to changing environments and the needs of their target audiences. These strategies can include leveraging new technologies, developing educational programs relevant to current needs, and utilizing social media to reach a wider target audience. This is according to Ms. Binti, an English teacher at MAN 2 Banyuwangi.

"An adaptive marketing strategy means that Islamic educational institutions must stay abreast of the latest developments and be willing to adapt their strategies as needed. For example, by leveraging new technologies like social media and online educational platforms to reach a wider target audience." (GM)

This statement is in accordance with what was conveyed by Mr. Kholiq, an Indonesian Language Teacher, as follows:

"It's also important to ensure that the messages conveyed in marketing strategies align with Islamic values and identity. Furthermore, Islamic educational institutions must establish effective communication with their target audiences and listen to their input

to improve their marketing strategies." (GM)

Based on this information, it can be concluded that MAN 2 Banyuwangi implements an effective adaptive marketing strategy. This emphasizes the importance of keeping up with the latest developments and being willing to change marketing strategies as needed. This demonstrates that this madrasah understands that the world is constantly changing and they need to adapt to stay relevant. Utilizing new technologies such as social media and online educational platforms to reach a wider target audience.(Mace, 2023;Hung & Yeh, 2024;Park & Kudo, 2024).



Figure 2. Adaptive Marketing Strategy Pattern of MAN 2 Banyuwangi
The need for collaboration and dialogue between various parties

Collaboration and dialogue between stakeholders in Islamic education, such as academics, practitioners, and policymakers, can help develop appropriate solutions to the controversies surrounding the marketing management of Islamic education. Therefore, madrasahs, as Islamic educational institutions, and MAN 2 Banyuwangi also face various complex problems that cannot be addressed by one party alone. Diversity in culture, background, and interests can be obstacles to achieving solutions for marketing education. Distrust and miscommunication between parties can exacerbate conflicts and hinder progress. This is where collaboration with internal and external stakeholders is needed. The following is a statement from the principal of MAN 2 Banyuwangi.

"At MAN 2 Banyuwangi, we often face various dilemmas in marketing Islamic education. We want to attract students without violating religious principles. Collaboration with internal and external stakeholders has been very helpful in finding the right solutions," (KM).

This statement was confirmed by Mr. Qoyum, Islamic Education Teacher:

"The controversy surrounding Islamic education marketing management is a complex issue that requires comprehensive solutions. Collaboration between academics, practitioners, and policymakers is crucial to developing appropriate solutions," (GM).

This statement is understood to indicate that the leadership and teachers of this madrasah recognize the importance of collaboration with various parties to address the dilemma of marketing Islamic education. The following is a picture of a religious moderation camp activity at this madrasah.



Figure 3. Religious Moderation Camp at MAN 2 Banyuwangi

DISCUSSION

This situation demonstrates the leadership and management of this madrasah's strong understanding of the importance of balancing tradition and innovation in marketing strategies. Tradition provides a moral foundation and identity, while innovation helps reach the target audience and enhances marketing effectiveness. This marketing strategy, combining tradition and innovation, is a good example of attracting and retaining students in the modern era (Brown, 2022; Hockly N, 2022; Casanova et al., 2024; Norton, 2024). This approach can be emulated by other Islamic educational institutions seeking to improve their marketing effectiveness.

Islamic tradition is an important moral and identity foundation for Islamic educational institutions (Allès & tho Seeth, 2021; Farahat, 2022; Boron, 2024; Aijaz, 2024). This tradition helps build trust and loyalty among parents and students who value education based on Islamic values. Maintaining Islamic traditions means upholding the Islamic values and practices that underpin the institution's education. Innovation is needed to increase marketing effectiveness and reach a modern target audience (Mace, 2023; Wu, 2023; Fich & Xu, 2023; Hung & Yeh, 2024). The use of modern technology and platforms such as social media and educational apps can help Islamic educational institutions reach a wider target audience. Innovation must also be carried out responsibly and in accordance with Islamic values.

The image highlights key aspects of finding a balance between tradition and innovation in marketing Islamic education. This madrasah is aware of the potential of technology to enhance marketing effectiveness and is committed to maintaining its Islamic identity in its marketing efforts. This emphasizes the importance of respecting and upholding traditional values while embracing technological advancements and modern marketing approaches to reach a wider audience and remain relevant in the ever-evolving educational landscape (Zu, 2023; Gray et al., 2024; Casanova et al., 2024).

The image emphasizes that collaboration in activities can help madrasas develop effective marketing strategies that align with religious values, thereby attracting students without violating religious principles. Collaboration and dialogue between various parties are crucial to addressing the controversy surrounding Islamic education marketing management at MAN 2 Banyuwangi. Building effective collaboration can

develop appropriate solutions for marketing Islamic education without violating religious principles (Nakissa, 2022; Fernández-Castillo, 2023; Cousino et al., 2024).

CONCLUSION

Based on the explanation above, it can be concluded that Islamic education marketing management at MAN 2 Banyuwangi is carried out by maintaining Tradition and building innovation have an important role in attracting the sympathy of the community and prospective students as well as graduate users, in addition to the balance between tradition and innovation which is well maintained through marketing integration, then the leaders and managers of this madrasah also understand well the importance of developing adaptive marketing strategies and the need for collaboration and dialogue between various parties through educational activities involving internal and external stakeholders, including religious moderation camps.

This research significantly contributes to the knowledge and understanding of Islamic educational marketing management and paves the way for future research and practice. It recommends several steps to resolve the controversy and promote more effective Islamic educational marketing management through interactive dialogue, a comprehensive approach, ethical guidelines, and human resource capacity building.

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The controversy in Islamic education marketing management stems from the challenge of balancing traditional values with modern innovation. While traditional marketing strategies focus on preserving religious and cultural heritage, innovation introduces modern techniques, such as digital marketing and data-driven approaches, to attract a wider audience. The key to resolving this controversy lies in integrating both elements, as demonstrated by institutions like MAN 2 Banyuwangi, which effectively combine traditional values with innovative strategies. This balanced approach, supported by adaptive marketing strategies and collaborative efforts with internal and external stakeholders, enhances the effectiveness of Islamic education marketing while preserving its core principles. Ethical guidelines and human resource development are essential for ensuring sustainability and success in this dynamic field.

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