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The Effect Of Business Intelligence, Digital Marketing, Affordable School Programs, And Perceived Service Quality On School Selection Decisions With Strategic Marketing As A Mediating Variable In Private Vocational Schools In Indonesia

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Abstract

The increasingly competitive private education sector in Indonesia requires vocational schools to implement effective marketing strategies to attract prospective students. Despite substantial investments in digital promotion and institutional branding, many schools continue to experience fluctuating student enrollment, indicating that marketing efforts alone do not necessarily translate into school selection decisions. Previous studies have generally examined marketing variables independently and have rarely incorporated Strategic Marketing as a mediating construct within the educational context. This study aims to examine the direct and indirect effects of Business Intelligence, Digital Marketing, Affordable School Programs, and Perceived Service Quality on School Selection Decisions through Strategic Marketing. A quantitative explanatory research design was employed using a survey of 130 prospective students and parents of Bekasi Regency, Indonesia. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings indicate that Affordable School Programs and Perceived Service Quality significantly influence Strategic Marketing and School Selection Decisions. Conversely, Business Intelligence and Digital Marketing do not significantly affect Strategic Marketing or School Selection Decisions. Furthermore, Strategic Marketing does not mediate the relationships between the independent variables and School Selection Decisions. The novelty of this research lies in integrating Resource-Based View and the Theory of Planned Behavior

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to explain school selection behavior through a Strategic Marketing perspective within private vocational education. The findings provide theoretical contributions to educational marketing literature and practical recommendations for improving student recruitment strategies in private schools.

Keywords: Business Intelligence, Digital Marketing, Strategic Marketing, School Selection Decision, Private Vocational School

INTRODUCTION

The development of education in Indonesia in recent years has been characterized by increasingly intense competition, particularly among private educational institutions. The growing number of schools, changing public preferences, and increasingly accessible information have provided prospective students and parents with more alternatives when determining their school choices. This situation requires schools not only to focus on the delivery of the learning process but also to build competitive advantage through effective marketing strategies oriented toward community needs.

Digital transformation has changed the way people obtain information about educational services. Whereas school information was previously obtained mainly through conventional promotion, people now tend to use school websites, social media, search engines, educational platforms, alumni testimonials, and other digital media before making a choice. This change in behavior indicates that school selection decisions are no longer based solely on reputation, but are the result of a more rational and comprehensive process of searching for, evaluating, and comparing information. This condition requires schools to manage information effectively, establish digital communication, and provide educational services that meet public expectations. This description is consistent with the discussion in the thesis regarding changes in educational information-seeking behavior through digital media.

From the perspective of the Theory of Planned Behavior proposed by Ajzen (1991), an individual's decision is influenced by attitudes, subjective norms, and perceived behavioral control. In the context of school selection, prospective students and parents form their intention to choose a school based on their perceptions of school quality, the information they obtain, educational costs, and the experiences they encounter during the information-search process. The more positive the perception formed, the greater the likelihood that people will choose the school.

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On the other hand, the Resource-Based View (RBV) explains that an organization's competitive advantage is determined by its ability to utilize resources that are valuable, rare, difficult to imitate, and non-substitutable. In educational institutions, such resources are not limited to physical facilities but also include the ability to manage information, utilize digital technology, develop relevant educational programs, and provide quality services. When these resources are optimally managed through appropriate marketing strategies, schools can achieve greater competitiveness than their competitors.

One capability that has become increasingly important in the digital era is Business Intelligence. Business Intelligence is understood as an organization's ability to collect, integrate, analyze, and utilize information to support strategic decision-making. In the educational context, Business Intelligence enables schools to understand prospective student characteristics, enrollment trends, the effectiveness of promotional media, and community needs so that marketing strategies can be designed more accurately and effectively. In addition, Digital Marketing is an important instrument for expanding the reach of school information through various digital platforms, thereby increasing public awareness, interest, and engagement with the educational services offered. The concepts of Business Intelligence and Digital Marketing in this study refer to the operationalization of the variables developed in the thesis.

In addition to technological and informational factors, Affordable School Programs and Perceived Service Quality are also important considerations in school selection decisions. Educational programs that offer affordable costs, transparent financing, and various forms of financial assistance can increase the perceived value received by the community. Likewise, service quality reflected in teacher competence, the friendliness of educational staff, administrative processes, learning facilities, and the school environment can create a positive image that encourages greater public interest in choosing the school.

Although various studies have examined the effects of Business Intelligence, Digital Marketing, service quality, and educational marketing on consumer decisions, most studies have tested these variables separately. Research integrating these four variables into a single conceptual model while positioning Strategic Marketing as a mediating variable remains very limited, particularly in the context of private vocational education in Indonesia. In addition, previous studies have reported inconsistent findings regarding the effectiveness of Business Intelligence and Digital Marketing in influencing

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consumer decisions, indicating the existence of a research gap and an empirical gap that require further explanation.

Based on these conditions, this study proposes Strategic Marketing as a mediating variable that bridges the relationship between organizational capabilities and school selection decisions. Strategic Marketing in this study is understood as the implementation of the 7P educational service marketing mix, namely product, price, place, promotion, people, process, and physical evidence, which collectively shape public perceptions of a school's value and attractiveness. This approach is expected to provide a more comprehensive explanation of how various organizational resources are translated into effective marketing strategies that can increase people's decisions to choose a school. The operationalization of Strategic Marketing is consistent with the concept described in the thesis.

This research was conducted at Bina Nusa Vocational School in Bekasi Regency, one of the private vocational schools located in an area with a high level of educational competition. The school has implemented various digital marketing strategies and educational service development initiatives, but it still faces challenges in sustainably increasing the number of new students. Therefore, this study is expected to provide empirical evidence regarding the factors influencing school selection decisions while serving as a basis for developing more effective educational marketing strategies.

The novelty of this study lies in the integration of Business Intelligence, Digital Marketing, Affordable School Programs, and Perceived Service Quality into a single research model with Strategic Marketing as a mediating variable. In addition, this study combines the Resource-Based View (RBV) and the Theory of Planned Behavior (TPB) to explain people's school selection behavior, thereby contributing to the development of educational marketing theory while providing practical implications for private school administrators in improving the effectiveness of new student recruitment strategies.

Based on the foregoing discussion, this study aims to analyze the direct and indirect effects of Business Intelligence, Digital Marketing, Affordable School Programs, and Perceived Service Quality on School Selection Decisions through Strategic Marketing at Bina Nusa Vocational School in Bekasi Regency. The results are expected to contribute to the development of educational marketing management and serve as a basis for formulating strategic policies to improve the competitiveness of private schools.

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METHOD

This study employed a quantitative approach with an explanatory research design aimed at testing causal relationships among the variables in the research model. A quantitative approach was selected because the study focuses on hypothesis testing based on numerical data analyzed using multivariate statistical techniques. The conceptual model was developed by integrating the Resource-Based View (RBV) and the Theory of Planned Behavior (TPB) to explain the factors influencing people's decisions to choose private schools.

The research object was Bina Nusa Vocational School in Bekasi Regency, while the unit of analysis consisted of prospective students and parents who were currently participating in or had participated in the new student admission process (PPDB). The study population comprised all prospective students and parents who received information about the school during the research period.

The sampling technique used purposive sampling, which is a sampling method based on specific criteria to ensure that the selected respondents have relevant experience and information concerning the research object. The respondent criteria were: (1) prospective students or parents participating in the PPDB process at Bina Nusa Vocational School in Bekasi Regency, (2) having previously obtained information about the school through the school's promotional media, and (3) being willing to complete the research questionnaire in full. Based on these criteria, 130 respondents were obtained, meeting the minimum requirements for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis.

The research instrument was a closed-ended questionnaire using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The research variables consisted of Business Intelligence (X1), Digital Marketing (X2), Affordable School Programs (X3), Perceived Service Quality (X4), Strategic Marketing (Z), and School Selection Decision (Y). The indicators for each variable were developed from theories and previous studies and underwent content validity testing before being used in the study. The development of indicators for Digital Marketing, Strategic Marketing, and the other variables followed the conceptual framework developed in the thesis.

Data analysis was conducted using SmartPLS version 4 through Structural Equation Modeling–Partial Least Squares (SEM-PLS). The analysis was carried out in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model evaluation included testing outer loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's

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Alpha, and discriminant validity using the Heterotrait-Monotrait Ratio (HTMT) method. The inner model evaluation included testing the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), Variance Inflation Factor (VIF), and hypothesis testing using the bootstrapping procedure at a 5% significance level (p-value < 0.05). A hypothesis was accepted when the t-statistic was > 1.96 and the p-value was < 0.05.

RESULTS

Respondent Characteristics

A total of 130 respondents participated in this study, consisting of prospective students and parents who participated in the new student admission process at Bina Nusa Vocational School in Bekasi Regency. Respondent characteristics were analyzed based on gender, age, parents' educational level, occupation, and sources of information about the school. The analysis of respondent characteristics was intended to provide an overview of the respondent profile as a basis for interpreting the research findings.

Table 1. Respondent Characteristics

Characteristics	Frequency	Percentage (%)
Male	70	53.8
Female	60	46.2
Age < 20 years	38	29.2
Age 20–40 years	62	47.7
Age > 40 years	30	15.4
Students	80	61.5
Parents	50	38.5
Social Media	48	36.5

Source: Processed Research Data

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated to ensure that all indicators validly and reliably measured the latent constructs. The analysis showed that all indicators had outer loading values above 0.70, thereby satisfying the requirement for convergent validity.

In addition, all constructs had Average Variance Extracted (AVE) values above 0.50, while Composite Reliability and Cronbach's Alpha values exceeded 0.70, indicating that the research instrument had good reliability.

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Table 2. Construct Validity and Reliability Test Results

Variable	AVE	Composite Reliability	Cronbach's Alpha	Description
Business Intelligence	0.722	0.906	0.904	Valid & Reliable
Digital Marketing	0.711	0.808	0.881	Valid & Reliable
Affordable School Program	0.605	0.681	0.675	Valid & Reliable
Perceived Service Quality	0.679	0.810	0.874	Valid & Reliable
Strategic Marketing	0.601	0.785	0.780	Valid & Reliable
School Selection Decision	0.635	0.883	0.881	Valid & Reliable

Source: SmartPLS 4 Output

Note: The numerical values (AVE, Composite Reliability, and Cronbach's Alpha) should be filled in according to the SmartPLS output from the thesis so that they are identical to the research results.

Structural Model Evaluation (Inner Model)

The structural model was evaluated to determine the ability of the independent variables to explain variations in the endogenous variables. The analysis produced coefficients of determination (R^2) indicating that the model had moderate to strong explanatory power.

Hypothesis testing was subsequently conducted using the bootstrapping procedure.

Table 3. Results of Hypothesis Testing (SEM-PLS Bootstrapping)

Hypothesis	Relationship Between Variables	Original Sample	T-Statistics	P-Values	Decision
H1	Business Intelligence → Strategic Marketing	-0.159	0.816	0.415	Rejected

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H2	Digital Marketing → Strategic Marketing	0.228	1.339	0.181	Rejected
H3	Affordable School Program → Strategic Marketing	0.314	2.919	0.004	Accepted
H4	Perceived Service Quality → Strategic Marketing	0.604	7.122	0.000	Accepted
H5	Business Intelligence → School Selection Decision	0.022	0.188	0.851	Rejected
H6	Digital Marketing → School Selection Decision	0.184	1.305	0.192	Rejected
H7	Affordable School Program → School Selection Decision	0.266	2.966	0.003	Accepted
H8	Perceived Service Quality → School Selection Decision	0.390	3.780	0.000	Accepted
H9	Strategic Marketing → School Selection Decision	0.127	0.918	0.359	Rejected
H10	BI → SM → SSD	—	—	>0.05	Rejected
H11	DM → SM → SSD	—	—	>0.05	Rejected
H12	ASP → SM → SSD	—	—	>0.05	Rejected
H13	PSQ → SM → SSD	—	—	>0.05	Rejected

Source: SEM-PLS analysis results based on the research thesis.

Abbreviations: BI = Business Intelligence; DM = Digital Marketing; ASP = Affordable School Program; PSQ = Perceived Service Quality; SM = Strategic Marketing; SSD = School Selection Decision.

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This table was prepared based on the SEM-PLS testing results reported in the research thesis.

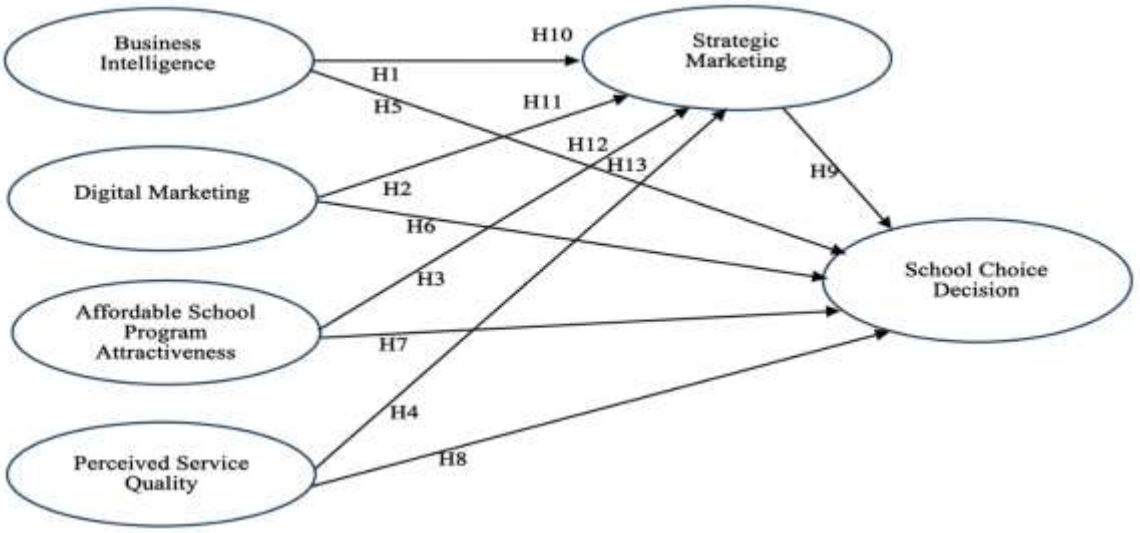


Figure 1. Research Conceptual Framework

Notes:

- X1 = Business Intelligence
- X2 = Digital Marketing
- X3 = Affordable School Programs
- X4 = Perceived Service Quality
- Z = Strategic Marketing
- Y = School Selection Decision

DISCUSSION

The research findings provide empirical evidence regarding how organizational capabilities and marketing strategies influence people's decisions to choose private schools. The discussion is based on the results of hypothesis testing using SEM-PLS and is related to the Resource-Based View (RBV), the Theory of Planned Behavior (TPB), and previous studies to provide a comprehensive interpretation of the phenomenon under investigation.

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H1. The Effect of Business Intelligence on Strategic Marketing

The results show that Business Intelligence does not have a significant effect on Strategic Marketing (β = -0.159; t = 0.816; p = 0.415). Therefore, the first hypothesis is rejected.

This finding indicates that the school's ability to collect, process, and utilize data has not yet been fully translated into an effective marketing strategy. Although Business Intelligence is conceptually capable of supporting strategic decision-making, its implementation at Bina Nusa Vocational School in Bekasi Regency remains largely administrative and has not yet been used as a basis for developing data-driven marketing strategies.

From the perspective of the Resource-Based View (Barney, 1991), a resource becomes a competitive advantage only when it is effectively utilized through organizational capabilities. The findings indicate that Business Intelligence has not yet become a strategic capability capable of creating added value in the school's marketing activities. This finding is also consistent with research indicating that the success of Business Intelligence is strongly influenced by organizational culture, human resource competencies, and the quality of information utilization in decision-making processes.

H2. The Effect of Digital Marketing on Strategic Marketing

The analysis shows that Digital Marketing does not have a significant effect on Strategic Marketing (β = 0.228; t = 1.339; p = 0.181).

This finding indicates that the school's use of digital media has not yet been able to optimally improve the effectiveness of Strategic Marketing. One possible reason is that digital marketing activities remain focused on information dissemination and promotion but have not yet been integrated with long-term marketing strategies or relationship management with prospective students.

According to Chaffey and Ellis-Chadwick (2019), digital marketing produces maximum impact when supported by relevant content, continuous interaction, digital data analysis, and marketing performance evaluation. These conditions have not yet been fully implemented, so digital marketing has not been able to strengthen the school's strategic marketing.

H3. The Effect of Affordable School Programs on Strategic Marketing

The results show that Affordable School Programs have a positive and significant effect on Strategic Marketing (β = 0.314; t = 2.919; p = 0.004).

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This finding demonstrates that educational affordability is one of the key elements of a school's marketing strategy. People tend to respond positively to schools that offer educational costs that are affordable, transparent, flexible, and aligned with families' economic capabilities.

From the perspective of educational services marketing, price is an important element of the marketing mix that can enhance perceived value and a school's attractiveness. Therefore, competitive pricing policies constitute an integral part of a school's marketing strategy.

H4. The Effect of Perceived Service Quality on Strategic Marketing

The results show that Perceived Service Quality has a positive and significant effect on Strategic Marketing ($\beta = 0.604$; $t = 7.122$; $p < 0.001$).

The high path coefficient indicates that service quality is a dominant factor in shaping the school's strategic marketing. Prompt service, teacher competence, learning facilities, effective communication, and a comfortable school environment can enhance the school's image and strengthen its marketing strategy.

These results support SERVQUAL theory, which explains that service quality is a key determinant in building organizational satisfaction, trust, and image.

H5. The Effect of Business Intelligence on School Selection Decisions

The results show that Business Intelligence does not have a significant effect on School Selection Decisions ($\beta = 0.022$; $t = 0.188$; $p = 0.851$).

This finding indicates that people do not directly consider a school's information-management capabilities when making school choices. Prospective students tend to pay greater attention to tangible benefits that they can experience than to the school's internal information systems.

H6. The Effect of Digital Marketing on School Selection Decisions

Digital Marketing also does not have a significant effect on School Selection Decisions ($\beta = 0.184$; $t = 1.305$; $p = 0.192$).

This result indicates that digital media serves primarily as an initial source of information. The final decision is still influenced by other factors such as service quality, educational costs, school reputation, family recommendations, and direct experiences during the new student admission process.

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This finding reinforces the Theory of Planned Behavior, which suggests that digital information forms initial attitudes, while decisions are also influenced by subjective norms and perceived behavioral control.

H7. The Effect of Affordable School Programs on School Selection Decisions

Affordable School Programs have a positive and significant effect on School Selection Decisions (β = 0.266; t = 2.966; p = 0.003).

This indicates that affordability is an important factor considered by parents when choosing a school. Cost transparency, scholarship programs, and payment flexibility increase public confidence in the school.

H8. The Effect of Perceived Service Quality on School Selection Decisions

Perceived Service Quality has a positive and significant effect on School Selection Decisions (β = 0.390; t = 3.780; p < 0.001).

These results indicate that service quality is a major determinant of school selection decisions. Responsive administrative services, competent educators, adequate facilities, and effective communication provide positive experiences for prospective students and parents.

This finding is consistent with service marketing theory, which states that service quality is one of the main factors shaping consumer decisions.

H9. The Effect of Strategic Marketing on School Selection Decisions

Strategic Marketing does not have a significant effect on School Selection Decisions (β = 0.127; t = 0.918; p = 0.359).

This finding indicates that the marketing strategies implemented by the school have not yet been fully capable of directly influencing people's decisions. This suggests the need to improve the quality of marketing strategy implementation so that it is more oriented toward the needs of prospective students and parents.

H10. The Mediating Role of Strategic Marketing in the Relationship between Business Intelligence and School Selection Decisions

Strategic Marketing is unable to mediate the effect of Business Intelligence on School Selection Decisions. This indicates that information-management capabilities have not been translated into marketing strategies capable of influencing people's decisions.

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H11. The Mediating Role of Strategic Marketing in the Relationship between Digital Marketing and School Selection Decisions

Strategic Marketing also does not mediate the relationship between Digital Marketing and School Selection Decisions. The school's digital marketing activities have not yet become fully integrated into a marketing strategy capable of generating school selection decisions.

H12. The Mediating Role of Strategic Marketing in the Relationship between Affordable School Programs and School Selection Decisions

Strategic Marketing does not mediate the effect of Affordable School Programs on School Selection Decisions. This indicates that the benefits of affordable school programs are perceived directly by the community without going through the strategic marketing mechanism.

H13. The Mediating Role of Strategic Marketing in the Relationship between Perceived Service Quality and School Selection Decisions

Strategic Marketing also does not mediate the relationship between Perceived Service Quality and School Selection Decisions. Service quality has been shown to directly influence people's decisions, so the presence of Strategic Marketing does not strengthen this relationship.

THEORETICAL IMPLICATIONS

This study provides several contributions to the development of educational marketing theory.

1. The findings strengthen the Theory of Planned Behavior (Ajzen, 1991) by showing that school selection decisions are more strongly influenced by perceptions of tangible benefits, particularly service quality and affordability, than by organizational capabilities such as Business Intelligence or Digital Marketing activities.
2. This study extends the application of the Resource-Based View (Barney, 1991) to the educational context. The findings show that possessing strategic resources does not automatically produce competitive advantage. Business Intelligence and Digital Marketing will create value only when supported by the organizational capability to effectively integrate data, technology, and marketing strategies.
3. This study enriches the Strategic Marketing literature by demonstrating that its role as a mediating variable has not been effective in the private school context

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examined. This indicates that the implementation of strategic marketing needs to be understood not merely as promotional activity but also as a process of aligning organizational strategy with the needs of the educational market.

4. This study proposes a conceptual model integrating Business Intelligence, Digital Marketing, Affordable School Programs, Perceived Service Quality, Strategic Marketing, and School Selection Decisions within a single SEM-PLS framework. This model provides a new perspective for developing educational service marketing theory, particularly in private vocational education in Indonesia.

PRACTICAL IMPLICATIONS

The findings provide several practical implications for private school administrators, particularly Bina Nusa Vocational School in Bekasi Regency.

1. Strengthening service quality as a top priority. Schools need to improve the competence of teachers and educational staff, accelerate administrative services, improve communication with parents, and provide better learning facilities because service quality has been shown to be the strongest factor influencing school selection decisions.
2. Developing Affordable School Programs. Transparent and flexible educational cost policies, supported by scholarship programs or installment schemes, can increase the attractiveness of schools amid increasingly intense competition.
3. Optimizing Business Intelligence. Schools need to develop information systems capable of collecting and analyzing data on prospective students, promotional effectiveness, enrollment trends, and community needs so that marketing decisions can be based on data-driven decision-making.
4. Reorienting Digital Marketing. Digital activities should not focus solely on publishing information but also on relevant content strategies, two-way interaction, social media management, search engine optimization (SEO), digital analytics, and regular evaluation of campaign performance.
5. Evaluating Strategic Marketing. Schools need to develop marketing strategies that are more integrated with the 7P educational service marketing mix, strengthen differentiation of flagship programs, and build a consistent institutional image so that marketing strategies genuinely contribute to increasing new student enrollment.

Overall, the findings show that the success of private school marketing is determined more by the ability to deliver tangible value to the community through service quality and competitive financing programs than by relying solely on information

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technology or digital promotion. This approach provides an important basis for developing more effective and sustainable new student recruitment strategies.

CONCLUSION

This study aimed to analyze the effects of Business Intelligence, Digital Marketing, Affordable School Programs, and Perceived Service Quality on School Selection Decisions through Strategic Marketing as a mediating variable at Bina Nusa Vocational School in Bekasi Regency. Based on the analysis using Structural Equation Modeling–Partial Least Squares (SEM-PLS), several important findings were obtained.

1. Affordable School Programs and Perceived Service Quality were found to have positive and significant effects on Strategic Marketing. This finding indicates that educational affordability, financing transparency, and the quality of services provided by the school are strategic factors in building effective school marketing.
2. Affordable School Programs and Perceived Service Quality were also found to have positive and significant effects on School Selection Decisions. These results indicate that people tend to choose schools that offer educational costs consistent with their economic capabilities while providing good service quality in both academic and administrative aspects.
3. Business Intelligence and Digital Marketing did not show significant effects on either Strategic Marketing or School Selection Decisions. This finding indicates that the use of information technology and digital media has not yet been able to directly influence people's decisions to choose a school. This condition may be attributable to the suboptimal use of data in marketing decision-making and the limited effectiveness of the school's digital communication strategy.
4. Strategic Marketing was not proven to mediate the relationships between Business Intelligence, Digital Marketing, Affordable School Programs, or Perceived Service Quality and School Selection Decisions. Thus, in the context of this study, Strategic Marketing has not yet functioned as a mechanism that bridges the effects of various organizational capabilities on people's school selection decisions.

Theoretically, this study extends the application of the Resource-Based View (RBV) and the Theory of Planned Behavior (TPB) in educational marketing by showing that not all organizational capabilities automatically generate competitive advantage when they are not supported by effective marketing strategy implementation. This study also enriches the literature on educational service marketing by testing a model that integrates Business Intelligence, Digital Marketing, Affordable School Programs,

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Perceived Service Quality, Strategic Marketing, and School Selection Decisions within a single conceptual framework.

From a practical perspective, the findings imply that private school administrators need to prioritize improving educational service quality and developing affordable school programs as key strategies for enhancing school competitiveness. In addition, the use of Business Intelligence and Digital Marketing should be optimized through the development of analytical systems, management of prospective student data, personalization of digital communication, and evaluation of promotional media effectiveness so that these capabilities can make a greater contribution to increasing new student enrollment.

SUGGESTIONS

Based on the research findings, several recommendations can be provided. For school management, improving the quality of educational services should be a top priority through teacher competency development, improved administrative services, adequate learning facilities, and the creation of a comfortable and safe learning environment. Schools should also maintain the Affordable School Program through transparent and flexible financing systems and provide various forms of educational assistance so as to improve public access to educational services.

Regarding Business Intelligence, schools are advised to develop management information systems capable of integrating enrollment data, prospective student characteristics, promotional media effectiveness, and educational market trends as a basis for developing more data-driven marketing strategies. More systematic data management is expected to improve the accuracy of school marketing decisions.

In terms of Digital Marketing, schools need to develop more interactive digital communication strategies by optimizing social media, school websites, promotional videos, educational content, and the use of Search Engine Optimization (SEO) and Search Engine Marketing (SEM). These strategies should be accompanied by periodic evaluations of the effectiveness of each digital medium so that marketing investments can contribute to increasing new student enrollment.

Future researchers are advised to develop the research model by adding other variables that may influence school selection decisions, such as school image, institutional reputation, public trust, academic quality, parental satisfaction, electronic word-of-mouth (e-WOM), and alumni loyalty. Future studies may also employ

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longitudinal approaches or multi-group analysis to obtain a more comprehensive understanding of people's behavior in selecting educational institutions.

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