

The role of principal's managerial mindset in shaping educational marketing strategies: A case study of a private junior high school in Indonesia

 Rezki Nurma Fitria^{1*}, Syunu Trihantoyo², Windasari³, Aditya Chandra Setiawan⁴, Febri Wandha Putra⁵, Achmad Supriyanto⁶

^{1,2,3,4}Education Management Departement, Faculty of Education, Universitas Negeri Surabaya, Surabaya, Indonesia; rezkifitria@unesa.ac.id (R.N.F.) syunutrihantoyo@unesa.ac.id (S.T.) windasari@unesa.ac.id (W.) adityasetiawan@unesa.ac.id (A.C.S.)

⁵Guidance and Counseling Departement, Faculty of Education, Universitas Negeri Padang, Padang, Indonesia; febianputra@fip.unp.ac.id (F.W.P.)

⁶Education Administration Departement, Faculty of Education, Universitas Negeri Malang, Malang, Indonesia; a.supriyanto.fip@um.ac.id (A.S.)

Abstract: This study examines the principals' managerial mindset and its impact on school marketing decisions. This research aims to describe managerial practices from a mindset perspective in making marketing decisions in private sector schools in Indonesia. This research was included in qualitative research design adopting a case study. Data was collected through interview techniques and observation and then analyzed interactively and descriptively. The research respondents consisted of private junior high school residents in East Java. The research findings highlight the mindset aspects of managerial decisions that determine the major impact of goals and operations on marketing decisions. The results recommend that leadership organizations should be driven by a growth mindset in managerial practices to determine decision strategies particularly in marketing. Future research focuses on managerial mindset by considering external factors such as organizational policies and budgetary resources to provide a comprehensive understanding of the impact on strategic decision making.

Keywords: Managerial, Mindset, Principal, Strategies.

1. Introduction

In the world of education, school marketing strategies have become a popular issue, especially with the increasing competition among educational institutions. Many schools have adopted a variety of approaches to market themselves as an attractive school, such as school branding strategies [1], testimonials satisfaction customers [2], and increasing quality graduates [3]. School quality becomes important in an effective marketing strategy, depending on how well a good principal manages institutional education. The positive image of the institution is still a major factor in attracting parents and students [4]. The decision of parents or students in choosing a school is heavily influenced by various factors related to the principal's management such as; the availability of adequate facilities [5], featured programs [6], and teacher competency support [7]. From the side environment principal needs to understand local market characteristics and conduct market segmentation with the right so that the education program can customized to the needs of society [8]. Therefore, the principal's role as a manager is crucial in determining effective marketing strategies; through optimal resource management, and image development. On the other hand, principals can attract more students at a time and fulfill parents' expectations of the quality of education. This shows that a marketing strategy is not just a tool to attract new students, but also a reflection of an educational institution's commitment to quality and service.

Today, many schools face a variety of challenges, including declining student enrollment, viewpoints on school operation methods, organizational presence in competition, and increased

consumer expectations and preferences [1], [9], [10]. These factors challenge schools to evaluate educational programs and become more attentive and responsive to society's expectations and demands. Leaders, especially school principals, must be able to adapt to meet society's demands for quality education, given that this is an important factor in attracting prospective students amidst the pressure of increasingly fierce competition. In this context, the principal's role is crucial managerially to manage resources efficiently [6], so as to create a quality and attractive learning environment for students. As the role in improving school quality grows in importance, so does the need to understand how managerial capabilities can influence marketing decisions. Managerial competencies have been the main focus of numerous studies exploring their influence on effective marketing.

Many studies have shown that good managerial skills can improve competitive advantage [11], organizational performance [12], and strategy development [13]. In addition, there is a strong relationship between managerial competence and effective marketing organizations [14], where good management capabilities enable companies to develop effective strategies and be responsive to competitive threats [9]. This suggests that organizations that have leaders with good managerial skills can be more effective in facing market challenges and improving performance. However, several studies on managerial competence have not provided satisfactory answers about its effect on marketing strategy. So it is necessary to explore new approaches in managerial to increase the effectiveness of marketing strategies [15]. One of managerial measurement that has not been widely researched is from the aspect of mindset, it is still rare to examine how mindset in managerial influences the selection of marketing strategies. By digging deeper into mindset, we can understand how the values, experiences and visions of leaders in schools shape their decisions. This approach will not only provide insights into marketing but can also assist schools in formulating strategies that are more comprehensive, effective and relevant to the needs of today's education market.

Although managerial competencies have been widely researched, the managerial mindset as a factor influencing decisions in marketing schools is still not sufficiently understood. Principals often face challenges in changing their mindsets and teams to adapt to the ever-changing market needs and student expectations [5], [16]. Every leader's background has different backgrounds, experiences, and values, which can influence their methods of thinking and acting [17]. In this context, the mindset theory proposed by Carol Dweck provides important insights. Dweck distinguishes between a fixed mindset and a growth mindset [18]. A leader with a fixed mindset tends to believe that abilities and talents are characteristics that still cannot be changed [19]. They may feel threatened by new challenges and more options still in their comfort zone, avoiding risks that could happen to worsen their image if they fail. In contrast, leaders with a growth mindset have the belief that capabilities can be developed through effort, learning, and experience [19]. They see challenges as opportunities to grow and learn, not as threats. Studies show that effective management practices are influenced by a growth mindset [13]. A growth mindset encourages the ability to adapt and take risks, essential for navigating challenges in education [20]. In the context of marketing strategy, leaders with a growth mindset are better equipped to respond to complex consumer demands [21].

In general, the theoretical hypothesis in this study is to suggest that a leader with an growth mindset is more likely to explore new strategies for marketing, collaborate, and receive constructive feedback from the organization. Whereas a fixed mindset may hinder innovation in school marketing strategies as they are reluctant to try new approaches that may be more effective in meeting the needs of students and parents. The first research objective is to find out how the trend of school principals' managerial mindset is either growth or fixed. The second is to find out whether the managerial mindset influences school marketing strategy decisions. This research contributes to the literature by identifying the managerial mindset and exploring its influence on marketing. We examined how the principal's managerial mindset plays a role in determining the school's marketing strategy. Special emphasis is given to understanding how marketing strategy opportunities in the digital era can be achieved through the mindset of the principal in managing the institution.

2. Method

This study aims to analyze whether the principal's managerial mindset is growth or fixed and its impact on digital marketing strategy decisions. To fulfill the research objectives, the researcher used the case study method because it allows in-depth exploration of a particular phenomenon in a particular context [22]. This method involves a systematic process consisting of five steps: case study planning, data collection, data analysis, interpretation of results, and reporting of results [23]. A qualitative approach was used in this study to explore information in the field involving several teachers and employees in the managerial process and marketing strategy. This research case study was conducted in a private school in Malang, Indonesia. The selected school is SMPIT (Islamic Junior High School) Insan Permata Malang because of its comprehensive management system and its reputation in Malang City. In addition, the principal of the junior high school had served for more than 7 years. These conditions allowed the researcher to investigate the managerial mindset and marketing strategy validly. In this study, data collection was conducted through, Observation, semi-structured interviews and documentation studies [24]. Semi-structured interviews were used to provide participants with the opportunity to think openly [25]. While the documentation study was used as a control for the interview results [23].

The research participants were identified using a purposive sampling method based on the following criteria related to school management and marketing: i) actively working at SMPIT Insan Permata; ii) 5 years of service at the school and iii) willing to participate. The researchers identified individuals who met the participant requirements as follows at Table 1.

Table 1.
Demographic information of participants.

Participant	Gender	Employment status	Job title	Age	Working period
P1	Male	Principals	Principals	36	7 years
T1	Female	Teacher	Curriculum deputy	34	10 years
T2	Male	Teacher	Level 8 Classteacher	35	9 years
E1	Male	Employee	School data operator	25	8 years
E2	Female	Employee	Service support	26	7 years
T3	Male	Teacher	Student affairs deputy	28	6 years
T4	Female	Teacher	Curriculum team	29	6 years
T5	Male	Teacher	Level 9 class teacher	28	6 years
T6	Female	Teacher	Curriculum team	27	5 years
T7	Female	Teacher	Special assistant teacher	36	5 years
T8	Male	Teacher	Scout teacher	28	5 years
E3	Female	Employee	Financial administration	27	5 years
T9	Male	Teacher	Level 7 class teacher	30	5 years

Data were collected from semi-structured interviews through the online media. Documentation can be used as supporting data for research in strengthening interview data. In the final stage, the collected data were analyzed to better understand the case and how it can be resolved or improved. This study used analysis techniques that included data collection, data reduction, data presentation, and inference/verification (Figure 1) [26].

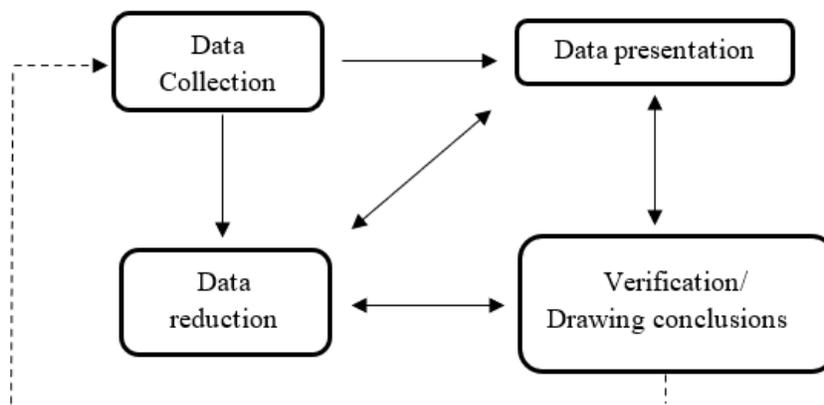


Figure 1.
Interactive data analysis techniques.

3. Results and Discussion

3.1. Managerial Mindset

The role of school principals is very important in managing educational institutions, focused on the growth and maintenance of quality education by utilizing managerial skills to manage resources efficiently [27]. Managerial subject matter includes the coordination of processes through the incorporation of human and material resources [28]. Bloom's research identified five key factors of managerial practice including: target setting, operations, monitoring, people and leadership [29]. Clear goals are essential to provide direction and focus to the organization as well as a tool to measure performance. To achieve these goals, it is necessary to organize human resources through good selection and training so that the potential of teachers and staff can be optimized [30]. Effective communication is also an important part of operational and monitoring practices, where influential leaders are able to monitor employees' relationships with the institution through good communication networks [31], [32]. Principal mindset plays a role in marketing strategy; a growth mindset is more adaptive to complex marketing strategies [21], whereas a fixed mindset tends to inhibit innovation and growth [13]. Leaders with a growth mindset create an environment that supports innovation and collaboration, and see mistakes as learning opportunities [33]. According1, a lead mindset is highly influential in motivating employees, effective teams, and overall organizational performance. This section will outline the findings from various data sources regarding the managerial mindset that has been implemented. The measurement of managerial mindset includes determination objectives, operation, and monitoring.

3.1.1. Determination Objectives of Manajerial

The results of the field research show the development of the principal's managerial mindset in the aspect of determination objectives. The principal has a strong belief and motivation for the school's vision and mission and is able to convince teachers and employees to realize the vision and mission. The principal provides space for discussion with subordinates so that all problems in each activity will be returned to the main objectives of the school. The principal's commitment has influenced the motivation of teachers and staff to take the opportunity to develop innovative programs to achieve the school's main objectives.

At the beginning of a semester or activity, I always socialize the importance of vision and mission as guidelines for the program or activity school (P1)

"Our school has a vision for educating generation with values Islamic for answer parents' expectations realize generation's moral" (T5)

One of the indicators in the determination objective is management source power material. The findings study show that the effective management of source power school involves good planning, use of source optimal power, and focusing on existing strengths and potential.

Development source Power physique school has entered in school long plan term , so that optimization is done in a way gradually . (P1)

Gradually facilities start available and trying filled with schools, shortages still lots however optimize infrastructure or facility which Already provided. (E2)

Managerial mindset aspects in determination objective tend growth. Findings study show that principals are proactive in managing source power to achieve the target that has been set. This reflects an attitude of optimism and innovation, where the principal not only accepts existing conditions but also tries to maximize the available potential for reaching success.

3.1.2. Managerial in Operations

Operational aspects are an important part of managerial practice because they directly relate to education services. Human resource development is one of the important factors so that the operational process can run according to the target. The results show that principals are committed to improving the abilities of teachers and employees through various trainings and providing rewards for outstanding teachers. This aims to increase human work motivation resources in achieving the desired targets.

Development teacher's ability always done Because demands of the times, our target is to become school mover according to the government's target which is also will increase reputation school (P1)

Principals believe that teacher coaching is one of the effective strategies to improve competitiveness in schools. The principal's mindset shows that human resources are essentially dynamic and capable of continuous improvement, so that they are able to survive and innovate in the face of changes that occur. This approach reflects the importance of investing in teacher professional development as the key to achieving educational success. Principals understand that teachers are one of the most valuable assets in achieving educational goals. Awards for outstanding teachers are given in order to encourage improved performance. Thus, outstanding teachers will continue to develop themselves and make a greater contribution in improving the good name of the school.

I have got a reward as an outstanding teacher so that I the more motivated for keep going develop ability. (T3)

Adaptation to change no can avoided because schools always adapt to changes that become trend-positive education. Especially in the middle of progressing technology and change fast, the school tried to integrate innovation in curriculum and methods of teaching so that students not only obtain knowledge but also the necessary skills to compete in the global world. Responsive programs to need students, such as the implementation of technology in learning and the development of character, help create an environment of dynamic and interesting learning

Through the work meeting, there is evaluation in a way comprehensive one program year teachings school always follow development latest so that can balance student in look for teak proper self. (P1)

School programs each year develop with various innovations which customized with need students and achievements learning . Some still maintained and some were also changed.(T1)

Findings the show that principal's own managerial mindset development in aspects operational. With thinking, he can develop each program according to the needs of consumers. If the principal owns fixed mindset, he will tend to maintain programs as standard subjective, not flexible to change needs.

3.1.3. Managerial in Monitoring

The monitoring aspect plays an role important in practice through communication, sharing assignments, and evaluations. In realizing this matter the principal involves all school stakeholders and establishes good communication so that the planned program can walk smoothly. The principal

confirms the importance of collaboration and communication in the monitoring process at school through communication open and continuous interaction.

Principal communicates in a way firm, clear and intense that I am most emphasize he always responds fast Good verbal communication or chat.(E1)

The principal does communication well, caring and effectively Because done in a way professional for the interest institution. (T3)

Skills regarding making decisions are also important for operating managerial. Growth mindset shown principal in breakdown problem. He involves good discussion and communication with all stakeholders to reach effective decision-making. Approach This reflects his commitment to managing problems in a way proactive, but also shows the existence of challenge in giving a chance for all staff to develop.

If there are urgent matters in implementing school programs, then There are steps special that will taken, in managing problems through discussion, meeting, taking decisions, and oversee execution and always do communication two directions in a way positive.(P1)

Findings are different in the division indicator task where the principal shows mindset. Principals still limit distribution tasks to their subordinates based on ability individual and experience. Findings this departs behind from field growth mindset. Growth mindset belief that everyone has a chance get experience new for increase their ability they. Factors like the range of power and policy allegedly influence decisions.

I share tasks based on ability and suitability field his knowledge, also from IQ tests and other guidelines.(P1)

I got assignments in the curriculum because own professional teacher certificate.(T6)

Outline the principal's growth mindsets, especially in determination destination, where it successfully inspires teachers and employees to realize the vision of a mission-oriented school Islamic. Besides that, management of source power material is done in a way effective with good planning and use of source optimal power. In the aspect of operational, the principal is committed to increasing teacher's abilities through training and providing awards for those who achieve, which contributes to motivation and performance. Adaptation to changes also becomes the focus, with responsive program development for needy students. However, in monitoring, even though communication and collaboration walk well, there is a trend mindset in distribution tasks that are still based on the ability individual. Overall, the document highlights important growth managerial mindset to reach successful education in schools.

3.2. Marketing Strategy

Along with increasing awareness of the public importance of education quality, the demand for schools the leading ones is also increasing, pushing schools to increase services and marketing strategies. Schools that can show strength and build an image more interesting for candidate students, so the marketing strategy includes design services, distribution of ideas, and promotion becomes very important [34], [35]. in building power pull in the middle of the competition, managers play an role important in developing effective and responsive strategies [9]. Lots study shows that ability good managerial can increase superiority in competition [11] and performance organization [12]. Understanding market trends and needs of consumers [36] become part of important marketing factors like location, source power humans, and price [37], [38].

Progress Technology Information and Communication (ICT) and the internet have changed the approach to marketing to the direction of digitalization. Digital marketing can increase communication integration [37] through various platforms such as social media and websites [39], [40], [41]. digital marketing must support readiness organization so that can determine the right strategy. Role managerial in condition is very important Because capable increase strategy development [13]. Adaptive management allows the use tool digital marketing such as (Search Engine Optimization) and SEM (Search Engine Marketing), content marketing, and networking social (SNS) to strengthen connections between school and candidate students [42]. The mindset in managerial impact is significant to marketing school because the approach taken by management will influence the strategy

and implementation of marketing applied. Principals with growth mindset tends responsive to market needs and will be more capable of formulating effective marketing strategies, including matter market segmentation, determination position, and development product product-relevant education.

3.2.1. Marketing Service Concept

In the section, This will outline How role managerial mindsets in marketing strategy. Findings previously show that managerial mindset principals are capable of convincing teachers and employees to understand the same vision and mission. This creates work that is equally effective and synergistic in reaching objectives with the support of an organized team. Research results from marketing in aspect draft services show that schools stage various activities to align with the needs of consumers .

Education of Morals is the answer to challenge the change era, which becomes answer on problem children who often complained about by parents (P1)

Schools offer education character Islamic For answer parents needs, school programs like introduction parents profession, business day, proven become Power pull (T3)

In marketing, vision, and mission schools aim to increase their image and reputation through various activities involving society. Through the activity, This leadership and staff have a good understanding of the needs, wants, and behavior of consumers. A mutually beneficial relationship is profitable created, where consumers get service in accordance hope they, meanwhile school to obtain loyalty customers. Consequently, the managerial mindset in determining the right goal no only helps reach the internal school vision but also fulfills expectation external from consumers in the education market. Indicators of important in-service education are criteria for candidate participant education. Based on the documentation, the school has no set conditions special for interesting candidate participants educate. With a mindset, the marketing strategy developed becomes more relevant and effective because customized to the needs customer.

3.2.2. Distribution of Ideas in Marketing

Principals try to optimize teacher potential to face competition education is increasingly tight. Mindset developing managerial in aspect operational support development source teacher and employee power through various activity improvement competence. Teacher quality, including skills, motivation, and dedication, greatly influence the quality of education. Research results show active teachers in marketing help spread information about superior schools and provide an outlook on the needs of students. The contribution of teachers and employees in marketing can increase the reputation school.

Every teacher is involved and active in activity marketing (P1)

Engagement various parties in technique production content promotion school (E2)

Every teacher is capable of synergizing and contributing with the ability each in promote school (T6)

In matter technique production content in general involves committee special which will later involve teachers and students as an actor. The content displayed includes school programs and the achievements of students. While technology is used to display content images and videos. Marketing strategies developed by the school become more relevant and effective Because besides involving teachers in marketing also increases awareness and participation all over the staff school. This allows the creation of strong synergy between team marketing, teachers, and staff. With synergy, the school can face challenges and competition in education with more good and keep going to increase the quality of education offered.

Guide technical make content covering stages, formation, admission committee & team special publication, creation content, editing, content sharing (E3)

Teachers and students will collaborate for you to make content and already scheduled with more schedule scheduled again so as not to disturb learning activities (T4)

Findings managerial mindset in aspect operational show that principal always does an evaluation from various aspects for guard trust to consumer. Evaluation conducted by a principal in aspect managerial role important in giving guarantee to parents as consumer education. With evaluation in a way routine, the principal can identify strengths and weaknesses in the learning process as well as management school. This allows the principal To take steps proper repair and ensure that the standard education provided fulfills parents' expectations. Besides that, transparency in results evaluation and action improvements taken can increase parental trust in the school.

*We evaluate in a way periodic program that Already walks as well as involving parent committee in the process (T4)
we take care of standard quality with fulfill all indicator objectives school through the school plan (P1)*

In determining price based on results documentation school no so Lots give variation price However own subsidy cross to parents with limitations economy. Matter discount in a way generally given to existing elementary school alumni under the auspices of the foundation. Broadly speaking determination price does not yet have a impact significant, one of the factors that influences is the limited budget. According to the principal focus year is fulfillment facilities and infrastructure . in our strategic efforts increase facility school, at the same time we maintain existing programs become branding and trust of parents .

3.2.3. Digital Promotion

Trends consumer moment This shows improvement in digital activities makes digital promotion becomes challenge new for school . Digital acceleration forces schools to adopt a more strategic marketing strategy innovative and responsive. Consumers, especially parents, are now more careful in choosing institutional education, prioritizing transparency and values in every offer. Findings research on managerial mindsets principals in aspects of operational state adaptation to change no can avoided, because schools always adapt to changes that become trend-positive education. Flexibility plays a role important in marketing strategy adjustments. Schools use websites as promotional media main , while in reach more Lots candidate consumers using social media such as Instagram, YouTube, TikTok, and Facebook. Marketing decisions This reflects the ability school to follow change trends among consumers and encourage innovation open for to achieve more lots opportunities.

*Variation digital promotion through Website, Instagram, Youtube, TikTok. Optimization of informal communication with parents through WhatsApp.(T1)
The website also works as a medium promotion centralized, displaying content or broadcast from various social media such as Facebook, Instagram, TikTok (T3)*

Findings study show that social media effectively reaches consumers compared to conventional ways. The website integrates various content from YouTube, TikTok, and Instagram. In consequence use of digital media in promotion is not yet optimized. I use web analytics for track-range consumers and marketing with SEO (Search Engine Optimization) and SEM (Search Engine Marketing). Limitations on budget return become a problem, principal realizes the ability budget is not yet sufficient to develop digital marketing to a higher level . With scale priority in the allocation budget, the master still fulfills the criteria of growth mindset an optimized organization. Although digital marketing strategies are not yet optimized, however, range marketing still refers to relevant data. Consumer data collection is used to increase the range of relevance marketing gained based on interaction with consumers on content digital promotion on Instagram and Facebook platforms

*Performance students become Power pull to candidate consumer, content performance students on social media are proven own quantity interaction bigge. (T1)
Facebook still becomes choice, based on our survey 60% of parents are generation beginning user Facebook. (P1)*

Content digital promotion can show the quality of education provided and become a superior school. Content like performance students displayed through social media and the school website. In addition to performance Alumni participation also plays a role in giving an outlook on alumni satisfaction with school programs as well as the potential for increased reputation in school. With high alumni participation, the marketing strategy can be focused on developing alumni programs to increase alumni satisfaction and activeness. Facilities schools, such as infrastructure and technology, also become factors important in marketing to show the ability of schools to provide environment-optimal learning.

*We involve alumni deeply promote the school, alumni pride is an important asset for increase trust society.(T2)
facility our school is displayed on the website in every activity learn how to teach for give description direct to parents . (P1)*

This data-based digital marketing strategy can directed toward increasing effective promotion and awareness public about superior schools. In conclusion, the ability of managerial schools to put forward efficiency management source power has shown that data-driven digital marketing strategies are highly effective in increasing the performance of schools. By using accurate and relevant data, schools can develop a better marketing strategy and improve the awareness public about superior schools.

3.3. The Impact of Managerial Mindset on Digital Marketing

The principal's managerial mindset is crucial in formulating an effective marketing strategy. Each leader has different backgrounds, experiences and values, which can influence their methods of thinking and acting [43]. Good Management quality has a great influence on decision-making and marketing [44], where innovation is key to deal with the ever-changing market dynamics [45]. In this context, the principal's mindset plays an important role in determining effective marketing strategies. Research findings show that principals' mindsets tend to evolve in management practices. The mindset develops service quality drive [46] and increases organizational adaptability [47]. To convince teachers and employees to understand the same vision and mission, principals create solid cooperation in achieving common goals. The research findings show the managerial mindset of setting the right goals not only helps achieve the school's internal vision but also meets external expectations from consumers in the education market. Engaging consumers helps understand their needs and behaviors, thus building a mutually beneficial relationship.

In the context of managerial operations, human resource development plays an important role in channeling marketing ideas. The principal's mindset encourages the optimization of teachers' potential through various competency improvement activities, such as skills training, as well as increased motivation through rewards. This support succeeded in increasing involvement in marketing both as a team and as actors in content marketing. The synergy between team marketing enables organizations to better face challenging competition [47]. In addition, high qualified human resource who are able to changes adaptation [36]. Human resource development in general does not directly improve the quality of services offered, but this does not have an impact on marketing pricing. Discounts are only given to elementary school alumni in the company. Whereas price variation is an important aspect in reaching consumer preferences [38]. The availability of various price criteria also increases the likelihood of consumers making marketing choices [37]. The research findings show that budget constraints limit schools' ability to adjust service prices to the expected quality and innovation. The principal's authority in management is limited by the policy foundation, which is an external factor in the research limitations.

In promoting education services, schools always pay attention to the consumer behavior of the education market. Current consumer trends show that digital activities are increasing, making digital promotion a new challenge for schools. Parents are now more cautious in choosing institutional education, prioritizing transparency and values in every offering. Research shows that organizations must be flexible in adapting marketing strategies to changing trends [48]. Adaptation is easier for leaders with a growth mindset especially in complex marketing strategies [21]. This is in line with findings from school principals who stated that in organizational operations adaptation to change is inevitable. The need for innovation is one of the key factors of marketing readiness of technology-based [49] especially in development schools [20].

The research findings show that school principals are able to deal with existing limitations by facilitating resources to develop consumer needs response in digital marketing. In practice, the school decided to implement digital marketing by utilizing the website as the main promotional media and social media such as Instagram, YouTube, TikTok, and Facebook. The use of a website is quite appropriate as it has been proven effective in implementing an integrated derivative marketing strategy [50], [51], while the role of social media increases sales reach [41]. The research findings show that the use of Instagram and Facebook are more dominant interactions than WhatsApp in terms of reaching consumers. This is due to the fact that social media has been proven to improve customer communication [42], [52], as well as building more relationships [37] through branding [53].

The research findings further highlight the role of digital media in promotion has not been optimized. The use of web analytics and marketing with SEO (Search Engine Optimization) and SEM (Search Engine Marketing) has not been done. In that way web analytics plays a role in automation marketing to track buyer engagement with content [54]. The limitation of budget return is an issue, principals realize the budget capability is not sufficient to develop digital marketing to a higher level. In terms of strategic mindset, managerial principals are still relevant in dealing with the existing situation. Several references show that SEO takes a long time to achieve organic success [55], [56], likewise, SEM also requires significant investment [57], [58]. The existence of these limitations does not mean ignoring these two important marketing elements. Investing in information technology and gradual employee training can be a long-term solution [59]. In addition, the role of technology has helped make more informed marketing decisions [60].

Although digital marketing strategies in schools are not fully optimized, marketing outreach still relies on relevant data through other alternatives. This data-driven approach helps to develop marketing strategies in a targeted [38] and informed way in making decisions [61] involving Consumers [62]. Consumer data collection is obtained based on interactions on digital promotional content on the Instagram and Facebook platforms. Opportunities are used to better understand the needs and preferences of prospective students, so as to structure content in a more personalized and market-appealing manner. A growth mindset proves that a leader is able to overcome obstacles and take advantage of existing opportunities [63]. The research findings also show that a managerial mindset is able to drive adaptation in the relevance of technology selection to consumer behavior and the creation of digital marketing content. This shows that principals have decision-making capabilities in the modern marketing environment, namely: agility, creativity, and reflexivity [64].

4. Conclusion

The principal's managerial mindset plays an important role in formulating marketing strategies for the education sector. Managerial mindset tendencies influence marketing decision-making and innovation, which are important to adapt to the changing market dynamics. The results show that principals' managerial growth mindset not only improves service quality but also strengthens cooperation between teachers and employees in achieving a shared vision and mission. In addition, adaptation to digital trends is a new challenge. Digital media such as websites and social media are important for promotion and increased interaction with prospective students, although not yet fully optimized. The principal's limitations in policy, as well as budget, are factors that have an external impact on mindset. Managerial studies need to be conducted continuously. Therefore, while the research

provides insights into an effective management mindset in school marketing strategies, it is important to understand and overcome these limitations so as to increase the validity of the research findings.

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