

An Overview of People, Process, and Physical Evidence at BPK Penabur High School Bogor

Marketing
Mix and Process

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Submitted:
21 JUNE 2023

Accepted:
23 NOVEMBER 2023

ABSTRACT

Business development in Indonesia today has experienced significant progress and improvement compared to before. The Indonesian economy has moved towards the service sector. Based on data from the Institute for Development of Finance and Economics, Indonesia has moved toward the service industry. The service industry is an activity that service providers offer to consumers as a service that cannot be seen, felt, heard, or touched, but can be felt by consumers. The education business is one of the most sustainable businesses because of the need for parents to provide good education and the needs of children is increasing from time to time along with the advancement of a country's economy. BPK Penabur Bogor is a Christian Education Community named Badan Pendidikan Kristen (BPK) PENABUR Foundation. This educational foundation was established on 19 July 1950 in Bandung and is under the auspices of the Indonesian Christian Church Synod of West Java Region. Until now, BPK PENABUR has established 164 schools spread across 15 cities in 4 provinces (namely) West Java, DKI Jakarta, Banten 4 and Lampung. Based on the chart above, BPK Penabur High School has 30 schools spread across many cities and provinces. Jakarta has the most high schools, which is 8 schools. BPK Penabur High School Bogor uses People, Process, and Physical Evidence in its marketing. For example, it implements a recruiting system, provides training, rewards, and opportunities for employee communication. BPK Penabur High School Bogor has the biggest advantage in terms of physical evidence that is supportive structures and infrastructure that is used for marketing.

Keywords: People, Process, Physical Evidence, Service Marketing Mix

ABSTRAK

Pengembangan bisnis di Indonesia saat ini telah mengalami kemajuan dan peningkatan yang signifikan dibandingkan sebelumnya. Ekonomi Indonesia telah beralih ke sektor jasa. Berdasarkan data dari Institut Pengembangan Keuangan dan Ekonomi, Indonesia telah bergerak menuju industri jasa. Industri jasa adalah kegiatan di mana penyedia layanan menawarkan layanan kepada konsumen sebagai layanan yang tidak dapat dilihat, dirasakan, didengar, atau disentuh, tetapi dapat dirasakan oleh konsumen. Bisnis pendidikan adalah salah satu bisnis yang paling berkelanjutan karena kebutuhan orang tua untuk memberikan pendidikan yang baik dan kebutuhan anak-anak yang meningkat dari waktu ke waktu seiring dengan kemajuan ekonomi suatu negara. BPK Penabur Bogor adalah Komunitas Pendidikan Kristen yang bernama Badan Pendidikan Kristen (BPK) Yayasan PENABUR. Yayasan pendidikan ini didirikan pada 19 Juli 1950 di Bandung dan berada di bawah naungan Sinode Gereja Kristen Indonesia Wilayah Jawa Barat. Hingga saat ini, BPK PENABUR telah mendirikan 164 sekolah yang tersebar di 15 kota di 4 provinsi, yaitu Jawa Barat, DKI Jakarta, Banten, dan Lampung. Berdasarkan grafik di atas, SMA BPK Penabur memiliki 30 sekolah yang tersebar di banyak kota dan provinsi. Jakarta memiliki jumlah sekolah menengah terbanyak, yaitu 8 sekolah. SMA BPK Penabur Bogor

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 11 No. 3, 2023
pp. 753-762
STIE Kesatuan
ISSN 2337 – 7860

menggunakan Pendekatan People, Process, dan Physical Evidence dalam pemasarannya. Sebagai contoh, sekolah ini menerapkan sistem rekrutmen, memberikan pelatihan, penghargaan, dan kesempatan untuk komunikasi karyawan. SMA BPK Penabur Bogor memiliki keunggulan terbesar dalam hal bukti fisik berupa struktur dan infrastruktur pendukung yang digunakan untuk pemasaran.

Kata kunci: Orang, Proses, Bukti Fisik, Bauran Pemasaran Jasa

INTRODUCTION

Business development in Indonesia today has experienced significant progress and improvement compared to before. Based on data from the Institute for Development of Finance and Economics, the Indonesian economy has moved towards the service sector. Even since the last five years, the growth of the service sector has been much higher than the Industrial sector. In 2019, the service sector grew by 10.25% (Putri et al., 2021). It can be seen from the increasing needs of people such as food, clothing, transportation, and education that are used to fulfill their daily needs. Services can be defined as any action or deed offered by one party to another that is intangible (not physically tangible) and does not result in ownership of something (Darmawan & Wadud, 2023; Husain et al., 2022; Mulyani et al., 2020). However, service products can be related to physical products or not (Aurich et al., 2006; Zheng et al., 2019). One example of a business is in the field of services such as educational services, transportation services, financial services, training services and various, other forms of services.

According to Kabadayi et al. (2020) and Lauer (2020), developments in the service sector cannot be separated from various changes in environmental factors that become trigger factors, including the increasing needs, desires, and even expectations of customers wanting services that can provide solutions (problem-solving). If the company can fulfill what is expected by consumers then customers will be willing to pay a premium price which can have an impact on increasing profits. Changes that occur to customers are inseparable from changes in economic, social, and cultural factors which can cause customer consumption patterns to become more diverse and concerned with aspects of comfort.

The rapid growth of the service sector as mentioned by the author, based on Savas-Hall et al. (2023); Strebinger & Treiblmaier (2022) there are several factors that trigger this growth, including demographic, psychographic, social, economic, and political. As for Marketing engaged in the service sector, it is influenced by variables that affect the development of the service industry, including consumers, competitors, technology innovation, and globalization or internationalization of the economy, government, and socio-culture (Gursoy & Altinay, 2021; Parvatiar & Sheth, 2021; Xu et al., 2021).

One part of the service business is the Education Business. Many of us do not realize that the education business is prospective because we think education is full of social aspects. According to Teräs et al. (2020), Although education indeed has social two aspects, the education business is also a business that can earn profit. There are many reasons why the education business is prospective because the need for parents to provide good education and the needs of children is increasing from time to time along with the advancement of a country's economy. The types of education needed by the community are also increasingly varied along with developments in the community. The education business is also known to have high durability which is certainly different from other businesses that are more easily affected by changes in the economy, the education business is generally much more stable because education is always a priority for parents for the future of their children (Billett et al., 2020; Guo et al., 2019; Jalongo, 2021). This is the reason why the education business is one of the most sustainable businesses.

Service marketing is an activity that service providers offer to consumers as a service that cannot be seen, felt, heard, or touched, but can be felt by consumers. Service is an action or activity, covering all activities whose output is in the form of services or can be

called the results received by customers or consumers. When there is a relationship between customers or consumers and producers or service providers, this is reflected in the added value provided by producers to customers or consumers in the form of comfort, entertainment, speed, and health. According to Darmawan & Grenier (2021); Rahmi et al. (2021), service marketing is any action offered by one party to another which is in principle intangible and does not cause any transfer of ownership.

In Marketing we recognize the term 4P as a marketing mix or marketing mix, then in Service Marketing (Kotler and Armstrong, 2016), the service marketing mix has 7P, in which three elements are added, namely People, Process, and Physical evidence. People or 'People' function as service providers greatly affect the quality of services provided. To achieve good quality, staff training is needed so that employees can provide satisfaction to consumers. The goal is to encourage in a performance that can satisfy consumers, BPK Penabur certainly has certain qualifications and competencies in its fulfilment certainly important for increasing the competitiveness of BPK Penabur with other schools.

Process in service marketing is related to the quality of services provided, especially in terms of service delivery systems, BPK Penabur has a curriculum and application of learning methods that support the academic and non-academic abilities of each student. BPK Penabur is a private school that applies the national plus curriculum, and applies bilingual classes so that it is easy for students to learn and practice their English skills directly

Physical evidence can be in the form of facilities and infrastructure supported by the service business. Facilities and infrastructure are the most visible factors and their role as a supporting factor for the success of learning activities in schools. In April 2022, the new BPK Penabur Bogor Building was inaugurated, BPK Penabur Bogor Building is located on Jalan Paledang, number 39 Central Bogor. In a building area of 2800 square meters and a land area of 2530 square metres, it has five floors with adequate facilities in it such as, Science Laboratory, Computer and Language Laboratory, Indoor Field and Rooftop, Lift, and comfortable classrooms for learning and teaching activities.

BPK Penabur Bogor under the Christian Education Community named Badan Pendidikan Kristen (BPK) PENABUR Foundation is an educational foundation established on 19 July 1950 in Bandung and is under the auspices of the Indonesian Christian Church Synod of West Java Region. Until now, BPK Penabur has established 164 schools spread across 15 cities in 4 provinces (namely) West Java, DKI Jakarta, Banten 4 and Lampung. Based on the chart above, BPK Penabur High School has 30 schools spread across many cities and provinces. Jakarta has the most high schools, which is 8 schools. With the many branches and the number of schools established by BPK Penabur to date, of course there are many applications of the elements of the service marketing mix that exist in it, especially the elements of People, Process and Physical evidence.

In light of the mentioned context, the author aims to delve deeper into the subject through the Final Project at High School Bogor. The objectives of the study are outlined as follows: firstly, to examine the implementation of the People, Process, and Physical Evidence elements of the Service Marketing Mix at BPK Penabur High School in Bogor; secondly, to identify the obstacles encountered in executing these elements; and thirdly, to explore strategies for overcoming these challenges in the application of the People, Process, and Physical Evidence elements of the Service Marketing Mix at BPK Penabur High School in Bogor. Through this investigation, the author intends to contribute valuable insights and recommendations for enhancing the overall service marketing approach at the mentioned educational institution.

METHODS

The research, conducted from February 1, 2023, to March 1, 2023, took place at BPK Penabur Bogor, located at Gg. Buntu No.1, RT.02/RW.02, Paledang, Central Bogor District, Bogor City, West Java 16122. Employing a descriptive qualitative research method, the study utilized observation and interviews with relevant respondents as well

as a thorough examination of existing literature to collect research data. This approach was chosen to provide a comprehensive understanding of the implementation of the People, Process, and Physical Evidence elements of the Service Marketing Mix at BPK Penabur High School in Bogor, enabling a nuanced exploration of the challenges and potential solutions in this context.

RESULTS AND DISCUSSION

Comparison Between Theory and Practice

People

The implementation of personnel at BPK Penabur High School Bogor is characterized by, the first, a well-organized and structured employee system. The school has divided responsibilities among various divisions, including teachers, cleaning staff, security personnel, and administrative staff. Each division is assigned distinct duties that collectively contribute to the efficient functioning and overall organization of the school. This approach ensures a systematic and coordinated effort among employees, fostering a conducive environment for the school's operations and activities.

The recruitment process at BPK Penabur High School Bogor involves four main procedures. Firstly, file checking ensures minimum qualifications, with S1 graduates for teaching positions and high school graduates for roles such as security or cleaning services. Micro-teaching sessions, conducted by the principal, assess prospective teachers' capabilities and adherence to teaching standards. Subsequently, applicants receive an explanation of the code of conduct, rules, working hours, and salaries from the HR department. Internal and external tests, covering computer, psychological, and medical assessments, complete the recruitment process.

To maintain teaching standards, the school provides various training sessions for both senior and fresh graduate teachers. Subject Teacher Deliberation (MJMP) ensures consistency in curriculum standards across BPK Penabur branches. In-house training is conducted as needed, benefiting fresh graduates and senior teachers alike.

Motivation among employees at BPK Penabur High School Bogor is fostered through psychological factors, coaching, and retreats. The collaborative environment promotes care among employees, ensuring that each division performs its duties with equal motivation.

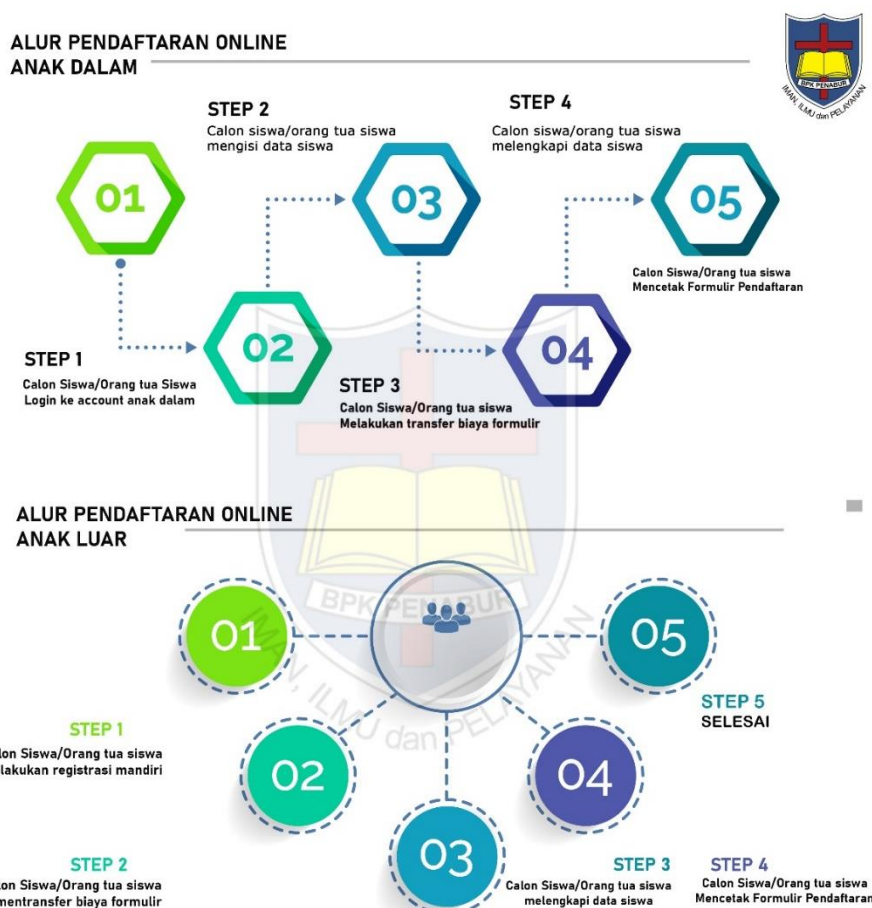
The school has implemented a reward system, offering employees opportunities for salary increases and bonuses for successful New Student Admission (PPDB) enrollments in their respective divisions.

Teamwork is emphasized through organized divisions and unit leaders overseeing responsibilities. This approach ensures regularity and monitoring of program implementation.

Customers of BPK Penabur High School Bogor include students, parents seeking to enroll their children, and alumni. The communication process within the school is well-organized, utilizing WhatsApp chat groups and evaluations to ensure even information distribution among all employees.

Process

The implementation of processes at BPK Penabur High School Bogor is characterized by a well-defined flow of activities. The school follows the Merdeka Curriculum, directing students towards education with a focus on entrepreneurship. This curriculum shapes the educational activities and programs, emphasizing a comprehensive approach to prepare students for entrepreneurial roles. As for the registration flow that must be passed by parents and prospective students who will register at BPK Penabur High School Bogor can be seen in the image below:



Source: <https://bpkpenabur.net/>

Figure 1. Flow of Register in BPK Penabur

Additionally, the school places a significant emphasis on well-structured schedules. BPK Penabur High School ensures easy access to the academic calendar for all residents, providing essential information such as important dates, holidays, examination schedules, and other events influencing the learning process. The school maintains regular schedules for various ceremonies, Arts Month, educational events, seminars, and the ongoing efforts in new student admission events. This organized scheduling contributes to a streamlined and efficient learning environment at BPK Penabur High School Bogor.

Physical Evidence

The physical evidence implementation at BPK Penabur High School Bogor is characterized by a thoughtful facility design. The exterior design of the newly inaugurated BPK Penabur Bogor Building on Jalan Paledang showcases a modern and well-organized structure. Despite limited land area, the building's exterior maintains a spacious and welcoming appearance. The entrance is designed to greet visitors with security personnel and a front office, contributing to a professional and secure atmosphere. The class hallways, designed to be minimalist and neat, provide an ideal environment for learning. Each hallway is equipped with ventilation and sufficient natural light, promoting energy efficiency.

Internally, the building continues the theme with white-painted rooms featuring beige and blue accents, representing the characteristic colors of BPK Penabur. The functional interior design accommodates around 30 to 40 students per class, fostering an optimal learning environment. Various facilities, including science laboratories, computer and language laboratories, an indoor field, rooftop area, lift, and comfortable classrooms, enhance the overall infrastructure. Toilets and other public facilities are designed with a welcoming and cozy ambiance.

Furthermore, the school prioritizes well-maintained equipment that meets school standards. With multimedia devices, LCD screens in each class, air conditioning units, and complete learning support equipment, BPK Penabur High School ensures a conducive environment for educational activities.

Additionally, the school pays attention to signage throughout the building, ensuring clear directions on each floor to facilitate evacuation procedures in unexpected situations. Fire detectors are strategically placed with accompanying posters providing information on how to respond. This comprehensive approach ensures that both employees and students can navigate the school premises in an orderly and informed manner.

Obstacles to Implementation of People, Process, and Physical Evidence of BPK Penabur High School Bogor

People

BPK Penabur High School Bogor encounters various obstacles in the implementation of its people-related aspects. Firstly, challenges arise among employees, leading to conflicts triggered by issues such as friction, jealousy, and unfair competition. Addressing and resolving these conflicts is crucial to maintaining a harmonious work environment.

Secondly, the recruitment process, consisting of four steps, faces challenges due to the time-consuming nature of finding prospective employees who meet the school's criteria. The numerous requirements and processes involved in the hiring of teachers make the search and recruitment process lengthy and challenging.

In terms of training, there is a need to align training programs with the real needs of teachers, focusing not only on theoretical abilities but also on practical skills. A common obstacle is the delivery of materials that require practice in a theoretical or conceptual manner, rather than through hands-on experience.

Motivation among employees may decline due to factors such as an excessive workload, limited support systems, and boredom at work. These issues need to be addressed to ensure a motivated and engaged workforce.

Reward systems, aimed at recognizing and encouraging high-performing employees, may inadvertently create a gap between high-performing and lower-performing employees. This gap can lead to feelings of inferiority and demotivation among those who do not receive recognition.

Effective teamwork relies on creating consistent work orientations and motivations among employees. Leaders play a crucial role in instilling belief in the company's direction, setting challenging yet realistic goals, implementing appropriate strategies, and ensuring effective execution processes.

For customers, particularly students and parents, challenges may arise when students fall behind in lessons due to various reasons. Identifying and addressing these factors, whether internal or external, is essential for providing a supportive learning environment.

Finally, communication plays a pivotal role, necessitating two-way communication to foster solid teamwork. Managers should also strive to understand the unique characteristics of each employee to enhance communication effectiveness and overall team dynamics. Addressing these obstacles is crucial for maintaining a positive and productive educational environment at BPK Penabur High School Bogor.

Process

BPK Penabur High School Bogor encounters obstacles in the implementation of process elements, specifically in the areas of the flow of activities and schedules. Regarding the flow of activities, the registration process for new learners for the 2023 academic year has commenced. However, challenges arise as many parents face difficulties registering their children. The predominant use of online registration poses a hurdle for parents who may not have the opportunity to attend offline registration services provided by on-site administrative staff.

In terms of schedules, despite having a well-defined schedule accessible to all residents, there are instances where students or employees forget the schedule or are unaware of it. This lack of awareness contributes to non-uniformity within BPK Penabur High School

Bogor, highlighting the need for additional measures to ensure that schedules are effectively communicated and retained by all relevant parties.

Physical Evidence

BPK Penabur High School Bogor faces challenges in the application of Physical Evidence elements, particularly in the areas of facility design, equipment, and signage. With the inauguration of the new building at BPK Penabur High School Bogor, some students express discomfort due to changes in the learning atmosphere. This discomfort has the potential to influence a decline in the interest of existing consumers towards BPK Penabur High School Bogor. Additionally, the operational costs associated with the new building are expected to be passed on to consumers.

Concerning equipment, there is a mix of old and new equipment, and administrative data regarding the quantity and acquisition date of the equipment is incomplete. The lack of comprehensive administrative data may hinder effective management and maintenance of the equipment.

In the context of signage, safety sign placement poses challenges. Some safety signs are positioned too close to hazards, while others are not visible from a normal or parallel perspective. This ineffective placement compromises the visibility and timing of students' compliance with the signs, potentially leading to delayed reactions or failure to avoid potential dangers. Addressing these challenges is crucial for ensuring a safe and conducive learning environment at BPK Penabur High School Bogor.

Efforts to Overcome Barriers to Implementation of People, Process, and Physical Evidence of BPK Penabur High School Bogor

People

Efforts to overcome the challenges in implementing People elements at BPK Penabur High School Bogor involve several strategic approaches. First, addressing employee conflicts involves organizing employees more effectively, ensuring clear and equitable division of tasks, and promoting effective communication through mediation and active listening. This approach aims to foster a conducive working environment that minimizes conflicts among employees.

Second, in recruitment processes where specialized manpower is limited, the school plans to employ a rolling teacher schedule from the BPK Penabur Bogor center. This strategy enables the filling of vacancies while actively seeking teachers or specialized personnel, ensuring that essential positions are adequately staffed.

Third, to enhance training, additional training time will be allocated, emphasizing a comprehensive approach involving in-service training, on-the-job learning, and evaluations. This method allows participants to undergo theoretical training, practical application in their schools, and subsequent evaluation of their teaching performance.

Motivation among employees is fostered through retreats and team-building activities, enhancing cohesion and performance among staff members. Recognizing the impact of collective activities on employee motivation and overall performance is crucial in sustaining a positive work atmosphere.

Rewards and recognition initiatives extend beyond exemplary performance to include tenure-based benefits such as salary increments and other perks for long-serving employees, encouraging loyalty and dedication among staff members.

Effective teamwork relies on supervisors and managers ensuring the smooth operation of their respective teams through consistent monitoring and understanding team dynamics.

For addressing customer concerns, a multi-faceted approach is crucial. Engaging with students and parents, who are the customers in this context, to understand their problems and develop appropriate solutions is paramount.

Lastly, effective communication, characterized by open-mindedness, is indispensable. Managers fostering a culture of openness, acceptance, and consideration of diverse opinions create an environment built on trust and mutual respect, promoting transparent communication within the organization.

Process

BPK Penabur High School Bogor has implemented strategic measures to overcome challenges in the Process elements. Firstly, addressing the Flow of Activities, where parents faced difficulties in navigating the new student registration process, the school introduced a ball pick-up system. In this system, teachers play a pivotal role as the main point of contact for registration, serving as a bridge between prospective customers and the new student registration process. This approach aims to streamline the registration flow and enhance communication between the school and parents.

Secondly, in managing Schedules, efforts have been made to ensure that residents of BPK Penabur High School Bogor are well-informed about upcoming events and activities. A proactive notification system, with a notification given seven days before the event or activity, has been implemented. This initiative aims to provide timely and clear information, reducing the likelihood of residents being unaware of scheduled events and promoting greater uniformity within the school community.

Physical Evidence

Efforts to address challenges in the physical evidence aspect at BPK Penabur High School Bogor have been strategic and thoughtful. Regarding facility design, the transition from the old building to the new one was executed gradually, preventing any culture shock for students and maintaining the continuity of the learning system. Furthermore, the increase in operating costs for the new building was carefully managed, ensuring stability rather than a significant jump.

In dealing with equipment-related issues, a proactive approach involves revisiting the administration of equipment data at BPK Penabur High School Bogor. This initiative aims to rectify any discrepancies and provide accurate and up-to-date information regarding both new and existing equipment.

Addressing signage concerns, safety signs are recognized as pivotal contributors to workplace safety. Their effectiveness is contingent on strategic placement, considering factors like visibility, lighting, and sequence. Adhering to guidelines such as positioning signs where they are clearly visible, avoiding obstruction, ensuring adequate lighting, and placing related signs side by side contributes to the overall success of safety signs in creating a safe and secure work environment. These efforts collectively showcase a commitment to maintaining a conducive and safe atmosphere within the school premises.

CONCLUSION

Business development in Indonesia today has experienced significant progress and improvement compared to before. The Indonesian economy has moved towards the service sector. Based on data from the Institute for Development of Finance and Economics, Indonesia has moved toward the service industry. The service industry is an activity that service providers offer to consumers as a service that cannot be seen, felt, heard, or touched, but can be felt by consumers. The education business is one of the most sustainable businesses because of the need for parents to provide good education and the needs of children is increasing from time to time along with the advancement of a country's economy.

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Based on the results of the writer's interview with the BPK Penabur High School Bogor and observations, it can be concluded that, BPK Penabur High School Bogor applies People, Process, and Physical Evidence in its marketing, such as implementing a recruiting system, having training, rewards and communication between employees, besides that it also applies a process which is a procedure or mechanism and habits so that

it has an optimal flow of activities. in terms of Physical evidence, BPK Penabur High School Bogor has the main advantage with buildings and infrastructure that are very supportive and apply it in promotion.

But it does not escape some of the obstacles that occur when implementing People, Process, and Physical Evidence at BPK Penabur High School Bogor where there are obstacles in the application of people, the difficulty of finding labour according to the appropriate qualifications, obstacles in the process where it is difficult for parents to register and follow the flow of a series of new admissions in the 2023 academic year, and obstacles in terms of Physical evidence where new buildings can affect the increase in building operating costs for students.

However, BPK Penabur High School Bogor managed to overcome obstacles in the application of people, process and physical evidence so as to optimise marketing and be able to increase profits in the future. The impact for BPK Penabur High School Bogor is they can recognize problems and get solutions to these obstacles so that they are useful for the next BPK Penabur High School Bogor marketing strategy and the Writer get positive feedback about this observation on BPK Penabur High School Bogor.

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