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School Branding Strategy In Facing The Impact Of Zoning System

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ABSTRACT

The education system applied in Indonesia in the acceptance of new students (PPDB) is currently zoning. Schools run by local governments are required to accept prospective students who are domiciled in a predetermined zone radius. However, this zoning system is considered to have an impact on private schools. Private schools that do not have a brand may not last long because they lose a large number of students. Therefore, one of the efforts that must be made by schools to be recognized in the community is to build a brand. The object of this research is the brand strategy in dealing with the impact of the zoning system. The subjects of this study were the principal, vice principal in the field of public relations, the public relations team, the coordinator of new student admissions (PPDB), teachers and parents/guardians of students in that SMP Muhammadiyah 2 Yogyakarta. The research is a qualitative with a case study approach. Data collection techniques using interviews. The data analysis technique used is the Miles and Huberman qualitative data analysis technique, namely data collection, data reduction, data display, conclution drawing and verification. The results showed has school branding, namely as the best school, reference school and child-friendly school. The strategy in taking advantage of school opportunities is to use school history as branding, form specialization classes and take advantage of the alumni network. The strategy in using power to overcome the threat of the zoning system is to improve school performance and innovation in school promotion. The strategy to minimize the weaknesses of the zoning system is to improvise the PPDB strategy which includes opening PPDB early and guaranteeing a refund of registration fees to students. The obstacles to the school branding strategy in dealing with the zoning system are divided into internal and external constraints. Internal constraints include a small number of teachers who are not motivated to move and external constraints include a changing government system, the implementation of PPDB is not simultaneous and the number of school-age children decreases from year to year. This research is useful for adding, enriching insight, thoughts, knowledge and information materials that can be used as a reference for education managers about school branding strategies in dealing with the impact of the zoning system.

1. INTRODUCTION

Schools as educational institutions today require branding strategies that need to be consistently considered. The right branding strategy will make the school known to the public. Products or services and even certain institutions require recognition from the public in order

to provide an overview or information related to the product, service or institution. The large number of private schools opens up the possibility of competition to accept new students every year. The new school year is always a crucial time. The focus of educational institution activities at that time included two things, namely national exams and ways to get new students who were on target both in terms of the number and qualifications of prospective students (Zulaikha, 2017)

Building a brand or trying to get a positive image for school institutions is very important. School branding that is built with careful planning, in accordance with the vision and mission of the school concerned and also marketable can open opportunities for schools to get students who are on target in terms of quality and quantity. Getting students who meet the targets and quality requires skills such as communication skills or conveying information, socialization and promotion related to school institutions effectively, so that the information received by the community is correct and does not cause differences in perception. However, it is necessary for schools to realize that today schools compete to maintain school quality in order to get new students according to the distance or place of residence of new students. Therefore, the institution not only needs promotion, but also builds a good school brand in the community.

As the new policy has been running for the last five years, the system implemented in education in Indonesia at the time of admission of new students (PPDB) is the zoning system. This zoning system is where schools run by local governments are required to accept prospective students who are domiciled in a predetermined zone radius. The zoning system is contained in the Regulation of the Minister of Education and Culture (permendikbud) Number 17 of 2017 concerning the acceptance of new students in kindergarten, elementary, junior high, high school, vocational school or the equivalent. The zoning system stipulates that schools run by local governments are required to accept prospective students who are domiciled in the closest zone radius from the school, at least 90% of the total number of students accepted (Kemendikbud, 2017).

The zoning system began to be implemented in the 2018 PPDB by prioritizing prospective students who must be accepted by the school, namely the distance from where they live to the school according to zoning provisions, school final exam results (UAN) and academic and non-academic achievements. The implementation of PPDB 2018 is stated in Permendikbud Number 14 of 2018 (Kemendikbud, 2018). For the implementation of PPDB 2019 it refers to the latest regulation of the Minister of Education and Culture Number 20 of 2019 which is the amendment to Permendikbud Number 51 of 2018 regarding the acceptance of new students in Kindergarten, Elementary, Middle and High School / Vocational Schools. PPDB 2019 registration is carried out through several channels, namely zoning (85%), achievement (5%) and transfer of parental/guardian duties (15%) of the school's capacity. Prospective new

students can only choose one of the three PPDB registration paths in one zoning (Kemendikbud, 2019).

This PPDB zoning system reaps the pros and cons of the community. There are those who think that this system is believed to be able to equalize education. It is likely that there will also be schools that will benefit and be disadvantaged. Goldy F. Dharmawan (2019) has conducted research with the Yogyakarta City Government in 46 public and private Junior High Schools (SMP) in the RISE (Research on Improving Systems of Education) Program in Indonesia. In this study it was found that PPDB based on the zoning system had an impact on the characteristics of students accepted by the school and the learning process in the classroom (Dharmawan, 2019).

Another finding from the study shows that the impact of private schools that are located close to public schools and not located in densely populated housing will be disadvantaged because of the potential to lose a large number of prospective students. In addition, private schools with relatively good quality will benefit because they have the potential to get more new students with good quality due to not being accepted by public schools that are flooded with PPDB zoning (Dharmawan, 2019).

A similar phenomenon also occurs in the city of Solo, the impact of the school zoning system is considered to have further reduced the number of registrants for private schools. Private schools cannot compete with public schools because of the proximity of home and school. According to Sudarmo (2019) who served as Deputy Chair of the Private School Principals Association (IKKS) of SMP as well as the Head of SMP Muhammadiyah 5 Solo, he stated that the PPDB zoning system was considered unprofitable for private schools because the PPDB system for private schools would have difficulty getting new students. PPDB zoning system makes private schools deserted and the impact of the system is that there are private schools that are closed, namely SMP Kristen 4 Solo (Asfar, 2019).

Some time past often appears complaints about the zone system in the recruitment of new students. Complaints arise from the school and prospective students and parents, as happened at the first secondary school level. Learners who want schools in educational institutions of their choice be realized due to the zoning system's policy. A recruitment zoning system allows new problems because the value of national test result is not used in the new school entrance, high or low value just the same origin with a radius house near the school, the value of the test results apply to track achievements but probably only 20%, so there is a paradigm of the students and parents that do not need to study seriously because test scores are not used in entering a new school level. In addition to these problems, there are also problems that the school would be reluctant to innovate to compete with another school because the presence of this zoning system of the schools will be easy to get the students without having to do marketing or innovation because the program is definitely going to get a new learner (Irawati, 2020).

Private schools must compete to increase the target of new students every year and maintain the quality of school graduates. If the school does not make changes or innovations, the zoning system will make the school not last long. One of the efforts to anticipate the impact of the zoning system is that schools need to think about a school branding strategy that impresses the community. This strategy can be in the form of socialization or promotion with target students who are inside or outside the zoning related to superior programs owned by the school. This is what underlies the researcher to raise this topic in a study to find out the school barnding strategy in dealing with the impact of the zoning system.

The interesting thing in this research is that SMP Muhammadiyah 2 Yogyakarta, which is located at Jalan Kapas II No. 7A Semaki, Umbulharjo, Yogyakarta City, has the second largest number of students from Muhammadiyah schools in Yogyakarta with a total of 773 students. The quota for new student admissions (PPDB) is always met every year. In addition, SMP Muhammadiyah 2 Yogyakarta is also the best school, a reference school, a child-friendly school. Therefore, this school is interesting to study because of the large number of students at SMP Muhammadiyah 2 Yogyakarta, the quota for new student admissions is always fulfilled and has a good brand in the community. Based on these problems, this study aims to describe the school branding strategy in dealing with the impact of the zoning system. This research is useful as a means or writing paper to add enrich insight, thoughts and knowledge about school branding strategies in dealing with the impact of the zoning system. For the practical in educations of this research is as information material that can be used as a reference for education managers

2.   METHODS

This type of research is a qualitative research with a case study approach. Rahardjo, Susilo, & Gudnanto (2010) also explained that the case study is a method or way to understand an individual which is carried out in an integrative and comprehensive manner in order to obtain a deep understanding of the subject and the problems it faces with the aim that these problems can be resolved and obtain development good self.

Data collection techniques in this study are interviews and documentation. Data collection was carried out by offline and online interviews. In this study, researchers conducted interviews with the principal of SMP Muhammadiyah 2 Yogyakarta which was located in the principal's office. Interviews were carried out by researchers with the vice principal of the public relations department as well as the coordinator of PPDB, the public relations team and teachers who were housed in the public relations room. The last interview activity was conducted by the researcher with the parents of the students in the education management study program room at Ahmad Dahlan University. Documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers or pictures in the form of reports and information that can support research (Sugiyono, 2015).

The data analysis used in this study is a qualitative data analysis technique using the Miles and Huberman model which includes: Data collection is activities to collect research data by means of interviews and documentation; Data reduction is summarizing, selecting and focusing on the things that are important after data collection (Sugiyono, 2015). Presentation of data (data display is the process of displaying data that has been collected after going through the reduction stage. The presentation of the data in this study is a narrative text; and verification and confirmation of conclusions (conclusion drawing and verification) is the final activity of data analysis. Drawing conclusions in the form of interpretation activities, namely finding the meaning of the data that has been presented. The data that has been analyzed is explained in written form to describe or illustrate the facts that occur in the field.

3. RESULTS AND DISCUSSION

School Branding Strategy in Facing the Impact of the Zoning System

Koontzt stated that strategy is planning and informing through primary goals. Strategy indicates a unified direction and implies a spread of pressure or movement and resources. Strategy refers to a general plan of action for achieving one's goals and objectives (Nickols, 2015). Strategy is that which top management does that is of great importance to the organization. Strategy refers to basic directional decisions, that is, to purpos-es and missions and strategy consists of the important actions necessary to realize these directions (Fred, 2016). Strategy is a useful effort to guide agency thinking and action (Harun, 2017). The branding strategy is a branding effort carried out by schools to increase school equity. Basically there are many branding strategies from the formulation of experts depending on each context. Strategy is also defined as a precise plan to achieve a goal. If the strategy is linked in the context of schooling, then the strategy is defined as an appropriate and accurate plan with ideas and plans in such a way that the realization of the school of choice is made (Hudaifah, 2020).

Brands serve several valuable functions (Malone, 2018). For firms, brands serve as markers of their product and service offerings. For consumers, brands can signify a certain quality level, reduce perceived risk, engender trust, and simplify choice for customers. Consumers develop perceptions of brands based on their experiences with a firm's products and services (Tybout, 2005). Brands also play a significant role in marketing activities like advertising (DiMartino, 2016). In the financial sense, brands are an asset. The advantages of branding available to physical goods are also available to services. Fulfilling the brand promise can help a service organization create customer loyalty (Nyffenegger, 2015).

The school branding strategy is formed by the strategist team who is most responsible for the success or failure of the organization. The success of the strategy cannot be separated from the participation of strategists such as principals, vice principals (Waka) and school residents, such as SMP Muhammadiyah 2 Yogyakarta with a school branding strategy in

dealing with the zoning system. Based on the research findings that there are several school branding strategies in dealing with the impact of the zoning system, they are divided into several aspects, namely the strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities, the strategy of SMP Muhammadiyah 2 Yogyakarta in using power to overcome the threat of the zoning system and the strategy of SMP Muhammadiyah 2 Yogyakarta to minimize the weaknesses of the zoning system and the obstacles faced by SMP Muhammadiyah 2 Yogyakarta in dealing with the impact of the zoning system.

a.   *Strategy in Taking Advantage of School Opportunities*

(1)   Leveraging School History as Branding

The strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities is the first to use school history as branding. Judging from the history of its establishment, SMP Muhammadiyah 2 Yogyakarta is a school that was established before Indonesia's independence in 1943 so that many alumni have been born by SMP Muhammadiyah 2 Yogyakarta. SMP Muhammadiyah 2 Yogyakarta is a school that has been well-known by the public.

Tutuk tular (Word of Mouth-WOM) is a communication that circulates by itself in the community in a chain. Is someone who conveys a message to someone else, then the message circulates because that person disseminates the message received (Mulyana, 2008). SMP Muhammadiyah 2 Yogyakarta as a school that has been around for a long time and has a history of course has produced many alumni, so that it becomes a reference school by the community because the community has known its learning system from the start.

(2)   Forming a Specialization Class

The strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities is to form specialization classes. Education functions to develop capabilities and shape the character and civilization of the nation in the context of educating the nation's life, which aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent, and become a democratic and responsible citizen (Arifin, 2013).

Forming a specialization class is necessary because each student has different potentials and interests and characteristics. Therefore, it is important to provide education that is in accordance with the potential, interests and characteristics. The interest of students is a process of making choices and decisions by students in the field of expertise based on an understanding of their potential and existing opportunities (Kependidikan, 2013).

Specialization is an effort to assist students in choosing and exploring the potential they have in the education unit, understanding and choosing the direction of career development. For some people, the existence of specialization classes at SMP Muhammadiyah 2 Yogyakarta is an attraction to send their children to SMP Muhammadiyah 2 Yogyakarta. The specialization

classes at SMP Muhammadiyah 2 Yogyakarta include language classes, ICT (Information and Communication Technology) classes, science classes and tahfizh classes.

The language specialization class at SMP Muhammadiyah 2 Yogyakarta has a vision, namely the formation of alumni who are able to communicate and are skilled in local and foreign languages orally and in writing with a good attitude. The ICT class has a vision, namely the realization of Indonesian people who have Islamic character, have Indonesian identity and are globally competitive. ICT class is a special class that has specific advantages in better mastery of information and communication technology, learning programs implemented in ICT classes are carried out with special designs and different strategies. Student learning in the classroom is equipped with computer equipment and this will support students' understanding both in terms of concepts and applications. So that students always have speed in accessing information sources, processing and then applying them in learning as a whole. The results show that ICT can improve student learning outcomes (Suyatno, 2021).

Science specialization class that aims to develop students' abilities in the fields of mathematics, physics, biology and social studies. Science specialization classes are fostered by professional and experienced mentors. The advantages of the science class are intellectually superior and able to be competent in the scientific field. The Tahfidz class has a vision of realizing students who have faith, have noble character, are smart and capable and master various competencies in religious, general and technological sciences. Based on the research findings, the specialization class at SMP Muhammadiyah 2 Yogyakarta is a choice and consideration for parents or the community to continue the talents possessed by children during elementary school so that these talents are still honed and guided.

(3)   Leveraging the Alumni Network

The strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities is to take advantage of the alumni network. Alumni are students who graduate from certain schools, institutions or universities (Hornby, 1995). In the Big Indonesian Dictionary, alumni are people who have attended or graduated from a school or college. So it can be concluded that alumni are students who have completed their education at an educational institution, be it formal education or non-formal education.

Alumni have an attachment to the institution, both emotionally and physically because they have experienced the environment of an institution or alma mater. Physically, the attachment and reciprocal relationship between alumni and alma mater institutions. Meanwhile, emotionally, the attachment that is felt is based on the heart, for example if there are matters related to the alma mater institution, there will be a sense of participation in this matter.

In general, alumni play a very important role in providing various critical inputs and building alma mater institutions. Furthermore, the image of alumni who excel and have competence can play an important function, namely being able to build school branding

and public or community opinion to attract prospective new students. Based on the research findings that SMP Muhammadiyah 2 Yogyakarta benefits from the large number of alumni, so that alumni move to inform the public or their relatives to attend SMP Muhammadiyah 2 Yogyakarta.

b.   Strategy in Using Strength to Overcome Threats of the Zoning System

(1)   Improving School Performance

Performance is an optimal work result that aims to provide satisfaction to those who are interested in an organization (Wibowo, 2013). School performance or school performance is a representation of the performance of human resources in schools in carrying out their duties to realize school goals. Schools are institutions that are given the responsibility by the government to provide quality education services or quality to the community. Schools are said to be of good quality or quality if the school's performance can achieve school goals. School performance is very influential on educational outcomes. The community as users of educational institutions or schools will be satisfied if the results produced are good and do not disappoint.

The quality of education is very influential on the quality of a school. According to Wibowo, quality is a dynamic condition related to products or services that meet or exceed expectations. The quality of education includes the quality of inputs, processes, outputs and outcomes. Schools that have good quality education will gain trust from the community and government, that the school is able to produce quality outputs and outcomes (Wibowo, 2013).

Efforts made by SMP Muhammadiyah in improving school performance are improving the quality of learning. The good quality of learning can be seen from the graduates and the achievements of the students. In terms of improving the quality of learning, especially during the pandemic, learning in schools is done online (on a network) and SMP Muhammadiyah makes learning videos that are posted on the school's YouTube channel called Muchild TV. This learning video can be accessed and used by everyone.

Furthermore, to improve the quality of learning at SMP Muhammadiyah 2 Yogyakarta, also create a complete learning module with worksheets. In addition, teachers at SMP Muhammadiyah 2 Yogyakarta are also given IT skills to support varied learning. The quality of learning at SMP Muhammadiyah 2 Yogyakarta is already good and it is proven that SMP Muhammadiyah 2 Yogyakrta won first place in ASPD in Yogyakarta. In addition, videos and learning modules made by SMP Muhammadiyah 2 Yogyakarta led SMP Muhammadiyah 2 Yogyakarta to be an inspiration for other schools.

Efforts to improve the performance of SMP Muhammadiyah 2 Yogyakarta is to improve the performance of teachers and employees (HR). Teacher and employee performance (HR) is a behavior or response that gives results that refer to what is done when faced with a task. Teacher and employee (HR) performance includes all activities or behavior experienced by teachers and employees (HR) to provide results or goals (Maisah, 2010).

The performance of teachers and employees is a manifestation of the abilities possessed by teachers and employees, namely the ability as teachers and employees to carry out their duties and obligations properly and responsibly. One of the factors that affect the performance of teachers and employees is motivation (Suyatno S. W., 2019). Motivation is a condition that moves a person to achieve educational goals (Mangkunegara, 2004). In terms of improving the quality of teachers and employees, the principal of SMP Muhammadiyah 2 Yogyakarta always conducts evaluations or briefings on the performance of teachers and employees. When the evaluation or briefing takes place, teachers and employees can convey things or problems that occur or are faced, so that solutions to these problems will be found. An evaluation or briefing from the principal is an effort so that SMP Muhammadiyah 2 Yogyakarta will not be careless in any field.

In addition to regular evaluations or briefings from the principal, to improve the quality of performance of teachers and employees of SMP Muhammadiyah 2 Yogyakarta, they also hold regular recitations and activities that are motivating and uplifting. Thus the performance of teachers and employees will not disappoint the community.

Based on the research findings that parents or guardians of students who choose SMP Muhammadiyah 2 Yogyakarta as their child's school because apart from a favorable location, SMP Muhammadiyah 2 Yogyakarta is also known from the service side, namely a more humane service. Teachers treat students in a humane way and this is an attraction for the community.

The next effort to improve school performance is to improve the quality of school services. Quality is a continuous improvement effort carried out by an institution so that the goals can be achieved and can meet the needs and satisfaction of the community. Kotler states that service is any action or activity that one party can offer to another, the service is intangible and does not result in the ownership of anything. Service is a behavior in order to meet the needs and desires of the public in order to achieve satisfaction. In general, a high standard of service will result in high satisfaction (Farida, 2013).

Services are often associated with services, so services are also referred to as services. Kotler defines service as any action or performance that can be offered to another party. Service quality must start from public needs and end with public satisfaction and positive perceptions of service quality (Tjiptono, 2008). If the quality of service received by the public is better or the same as imagined, then the public usually tends to try again. However, if the service is lower than imagined, the public will be disappointed and will not continue their relationship with the service institution concerned (Alma, 2007).

The quality of school services is an effort made by school institutions in order to create satisfaction and expectations from the community. Based on the research findings that SMP Muhammadiyah 2 Yogyakarta strives to be superior and more advanced in its services compared to SMP Negeri. Especially for students who come from SD Muhammadiyah. In terms

of religion, religious learning will continue, so it will not be lost. In addition, there are several services at SMP Muhammadiyah 2 Yogyakarta such as meal catering services, cotton mart services or mini markets. Then the service from the payment system that uses mobile banking or mobile payment to make it easier for parents to pay for school administration and there is also a service in student shuttles or online motorcycle taxis to make it easier for parents who cannot pick up their children.

Based on the research findings that at SMP Muhammadiyah 2 Yogyakarta, children or students can get something that cannot be found elsewhere. There is a conducive educational environment at SMP Muhammadiyah 2 Yogyakarta to build the confidence of children or students. In terms of achievements and others, SMP Muhammadiyah 2 Yogyakarta is also good because it is supported by inputs that tend to be good at attending SMP Muhammadiyah 2 Yogyakarta. The input of new students tends to be stable, parents are also stable and parental support is also on average good. This is because SMP Muhammadiyah 2 Yogyakarta is clever in making branding, so that it becomes the people's choice.

(2)   Innovation in School Promotion

The strategy of SMP Muhammadiyah 2 Yogyakarta in using force to overcome the threat of the next zoning system is to innovate in school promotion. School promotions are carried out regularly or continuously. Muslichah states that promotion is an activity or activity that seeks to disseminate information, influence, persuade and remind the target of the institution and its products both goods and services to be willing to accept, buy, and be loyal to the products offered by the institution concerned (Sitorus, 2017).

Hermawan stated that promotion is one of the priority components of marketing activities which informs consumers that the company or institution produces new products or services to carry out purchasing activities (Hermawan, 2012). In addition to functioning as a communication tool, promotion also functions as a tool to influence consumers in purchasing activities or using services according to their wants and needs.

Promotion aims to disseminate information on services offered by institutions so that people are interested in the services offered. Choosing the right media for promotional activities is needed so that customers know, understand, determine attitudes and buy products or services produced or offered by companies or institutions. The selection of promotional media requires two decisions, namely the media to be used and the media facilities to be used (Sitorus, 2017).

SMP Muhammadiyah 2 Yogyakarta has several innovations in promotion or delivery strategies to the community, namely by socializing schools, utilizing social media, distributing pamphlets directly to parents and holding online try outs and holding competitions during school anniversary events.

Based on the research findings, the school socialization carried out by SMP Muhammadiyah 2 Yogyakarta was direct socialization to schools (SD). In this case, SMP

Muhammadiyah 2 Yogyakarta cooperates with principals of elementary schools to obtain information, such as the SD concerned will hold parenting activities or parental recitations. Thus, in activities organized by the SD, the school will send a PR team to the SD to conduct socialization related to SMP Muhammadiyah 2 Yogyakarta.

The next school socialization carried out by SMP Muhammadiyah 2 Yogyakarta is by holding a regular PPDB open house every year. The PPDB open house contains activities which were attended by principals of SD Muhamadiyah schools throughout the city as well as several principals of public elementary schools. The principals of these schools were invited to SMP Muhammadiyah 2 Yogyakarta, then were entertained with a meal together and the school would present materials related to PPDB (New Student Admission) at SMP Muhammadiyah 2 Yogyakarta. When the PPDB open house activity was over, SMP Muhammadiyah 2 Yogyakarta left school brochures for a number of students in the SD (grade 6) to the SD principal. School brochures will be distributed at the time of receipt of student report cards in December.

The next innovation in the promotion of SMP Muhammadiyah 2 Yogyakarta is through several media, both print media and social media. Based on the research findings, the print media used by schools were in the form of billboards, brochures or pamphlets, KR newspapers, trans videos and leaflets distributed. Sometimes SMP Muhammadiyah 2 Yogyakarta is also invited to fill the radio. However, after the pandemic, there are many things that schools cannot do, one of which is installing billboards. Because schools think critically that during a pandemic, installing billboards is not something cheap depending on the time or duration of installation.

Based on the research findings that SMP Muhammadiyah 2 Yogyakarta has advantages compared to other schools, namely school promotion. SMP Muhammadiyah 2 Yogyakarta is very good at making something positive. Whatever becomes a positive impression in society. For example, SMP Muhammadiyah 2 Yogyakarta first talks about active activities on social media (social media) to convey the slightest positive activities so that it will affect public interest, affecting the public's image of SMP Muhammadiyah 2 Yogyakarta. Basically SMP Muhammadiyah 2 Yogyakarta packaged it in a different way and gave a more modern impression.

In the current era where competition for educational institutions is getting tougher, schools must be able to compensate by carrying out activities to attract public interest. SMP Muhammadiyah 2 Yogyakarta conducts promotions continuously with media that is easily accessible to many people. The media that is widely used by society today is social media. Based on the research findings, the most widely used social media for school promotions today are Instagram (IG), Facebook (Fb), school websites and WatsApp. In addition, there is also a school YouTube (Muchild TV) which contains activities at Muchild or Muhammadiyah 2 Junior High School Yogyakarta. Then through Instagram, the Instagram account of SMP

Muhammadiyah 2 Yogyakarta is a paid Instagram so that it can be promoted so that it can be seen by anyone.

Posters of activities or news events at SMP Muhammadiyah 2 Yogyakarta are also shared or published via WA (watsApp) to parents and students, because the school has 750 participants so that what is published has been seen by 750 students. Innovations in promoting schools with social media also involve all teachers and employees. Teachers and employees are required to have social media. There is no teacher at SMP Muhammadiyah 2 Yogyakarta who does not have an instagram (ig), facebook (fb) or WA (watsApp) account. So teachers and employees must publish school activities on their respective social media with the hope that the public will see that they will know SMP Muhamadiyah 2 Yogyakarta.

After the Covid-19 pandemic, innovations in promotions were carried out by SMP Muhammadiyah 2 Yogyakarta through pamphlets or brochures. SMP Muhammadiyah 2 Yogyakarta distributed brochures to sixty-five (65) elementary schools throughout Yogyakarta and its surroundings. These pamphlets or brochures are not like other schools, usually other schools only leave pamphlets or brochures at the school. However, it is different from SMP Muhammadiyah 2 Yogyakarta which has to meet directly with parents so that information related to the school can be directly received clearly by the public, especially regarding registration fees.

The next innovation in school promotion carried out by SMP Muhammadiyah 2 Yogyakarta is holding a try out. Based on the research findings that the online try out is intended for 6th grade elementary school students. Participants who take part in the try out will be given attractive prizes, such as bicycles, cellphones and others. Lots of schools provide souvenirs and things that attract prospective students.

Based on the research findings, innovation in the promotion of SMP Muhammadiyah 2 Yogyakarta is also carried out when holding school anniversary or school anniversary. Usually when the school's birthday organizes competitions at the elementary school (SD) level. Thus, students who take part in the competition will know SMP Muhammadiyah 2 Yogyakarta.

(3) Strategies to Minimize Weaknesses in the Zoning System

(a)   PPDB Strategy Improvisation

The school branding strategy for SMP Muhammadiyah 2 Yogyakarta in dealing with the latest zoning system is the PPDB strategy improvisation. PPDB is an abbreviation of acceptance of new students, which means an administrative and academic selection process for prospective students to enter a higher level of education (Suryosubroto, 2014).

Acceptance of new students is an initial activity carried out by an educational institution (Sumanto, 2013). Suharsimi Arikunto stated that the acceptance of new students is an important event for a school, because this event is the starting point that determines the smooth running of a school's work (Suharsimi, 2012).

The new student admissions activity (PPDB) is an annual routine agenda that must be carried out by every educational institution. However, this activity must be carried out seriously by coming up with various strategies to get the number and quality of prospective new students who successfully enter in accordance with the expectations desired by the school. Strategy is very important for the continuity of the school, the school must be able to face every problem or obstacle that comes so that it can achieve its goals or objectives effectively and efficiently (Efferi, 2019)

The improvisation of the PPDB strategy for SMP Muhammadiyah 2 Yogyakarta is by opening the PPDB earlier. Based on the research findings, SMP Muhammadiyah 2 Yogyakarta opened PPDB earlier in November before public schools. The improvisation of the PPDB strategy by opening the PPDB early has an impact on the number of quotas for new prospective students always being met every year. In addition, the PPDB strategy improvisation of SMP Muhammadiyah 2 Yogyakarta is to provide a guarantee for a refund of registration fees.

Based on the research findings that SMP Muhammadiyah 2 Yogyakarta provides a guarantee for the return of registration fees to students if the student is accepted in a public school or other school. When new prospective students register at SMP Muhamadiyah 2 Yogyakarta, they make an agreement that the registration fee is returned and only the infaq money is left. For infaq money, only one million rupiah was left. Parents or the public do not need to worry if they register at SMP Muhamadiyah 2 Yogyakarta because they only leave infaq money. Thus, parents or the community do not feel burdened and the child already has a backup school.

(b)   Stragegic Constraints of School Branding in Facing the Impact of the Zoning System

Every institution will face constraints. In the Big Indonesian Dictionary, constraints mean obstacles, obstacles, factors or conditions that limit, hinder, or prevent the achievement of goals, forces that force the cancellation of implementation. This study also found constraints on school branding at SMP Muhammadiyah 2 Yogyakarta in dealing with the zoning system which is divided into two, namely internal and external constraints.

The internal obstacle faced by SMP Muhammadiyah 2 Yogyakarta is that a small number of teachers are not motivated to move. Based on the results of the study, it was found that the obstacle faced was that it was difficult to move internal people, such as teachers and employees. In fact, moving 80 (eighty) teachers and employees to continue to be good at various things is not an easy thing. Because teachers and employees are also human beings who have problems, tiredness and so on. However, so far, teachers and employees at SMP Muhammadiyah 2 Yogyakarta have been compact, with a percentage of 80% (eighty percent). This is because SMP Muhammadiyah 2 Yogyakarta is nominated by teachers and employees who are relatively young so they are easy to move. For internal constraints, this is not too significant for SMP Muhammadiyah 2 Yogyakarta.

External constraints faced by SMP Muhammadiyah 2 Yogyakarta include a changing government system, the implementation of PPDB that is not simultaneous and the number of school-age children decreasing from year to year. Based on the research findings that the real obstacle faced by schools is the government system that is always changing, such as state schools that still open additional classes. With the opening of additional classes in public schools, it will reduce the rights of private schools. For example, if one additional class has 32 people, usually 10 students can enroll in SMP Muhammadiyah 2 Yogyakarta or how many and the rest go to other private schools, but with public schools opening additional classes, the rights of private schools are reduced. Due to the pandemic, learning in schools is not face-to-face, so parents expect their children to go to public schools which are free compared to private schools that have to pay.

The next external obstacle is the implementation of PPDB (New Student Admission) which is not simultaneous. Based on the research findings that the PPDB implementation is not scheduled simultaneously between the cities of Jogja, Sleman and Bantul so that private schools only get dregs if the private school does not have a branding. In addition, the external obstacle to school branding at SMP Muhammadiyah 2 Yogyakarta in dealing with the zoning system is the decreasing number of elementary school graduates. This obstacle is related to the existence of a successful KB (Family Planning) program. The Family Planning Program (KB) is a government program that launches couples or individuals to decide freely and responsibly the number of children and the desired spacing between children. The Family Planning Program (KB) is contained in Law Number 52 of 2009 namely the government's efforts to manage child birth, the ideal distance and age to give birth, regulate pregnancy, through promotion, protection, and appropriate assistance to create a quality family (Surapaty, 2020).

The Family Planning Program (KB) in Indonesia is one of the programs that has been successfully implemented. In 1970, before the existence of the family planning program in Indonesia, the Total Birth Rate (TFR) was 5.6. Furthermore, after the family planning program was implemented in Indonesia and a change in public perception regarding the ideal number of children, this has led to a dramatic decline in the birth rate (Surapaty, 2020). This family planning program recommends that parents only have 2 children in the family, so that a successful family planning program is one of the causes of the shortage of new students every year in several regions/regions.

4.   CONCLUSION

SMP Muhammadiyah 2 Yogyakarta has a school branding, namely as the best school, a reference school and a child-friendly school. This research can be concluded that SMP Muhammadiyah 2 Yogyakarta has several school branding strategies in dealing with the impact of the zoning system. The strategy is divided into several types, namely the strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities, the strategy

of SMP Muhammadiyah 2 Yogyakarta in using strength to overcome the threat of the zoning system and the strategy of SMP Muhammadiyah 2 Yogyakarta to minimize the weaknesses of the zoning system.

The strategy of SMP Muhammadiyah 2 Yogyakarta in taking advantage of school opportunities is to use school history as branding, form specialization classes, and take advantage of the alumni network. Furthermore, the strategy of SMP Muhammadiyah 2 Yogyakarta in using power to overcome the threat of the zoning system is to improve school performance and innovation in school promotion. Efforts at SMP Muhammadiyah 2 Yogyakarta to improve school performance consist of improving the quality of learning, improving the performance of teachers and employees (HR) and improving service quality. The efforts of SMP Muhammadiyah 2 Yogyakarta for innovation in school promotion are by conducting school socialization, utilizing social media, distributing pamphlets directly to parents and holding online try outs and competitions.

The strategy of SMP Muhammadiyah 2 Yogyakarta to minimize the weaknesses of the zoning system is to improvise the PPDB strategy which includes opening PPDB early and guaranteeing a refund of registration fees to students. The constraints for school branding at SMP Muhammadiyah 2 Yogyakarta in dealing with zoning policies are internal and external constraints. Internal constraints include a small number of teachers who are not motivated to move and external constraints include a changing government system, the implementation of PPDB is not simultaneous and the number of school-age children is decreasing from year to year.

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