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## Advertising Management of Early Childhood Education Institution: Challenges, Opportunities, and Development

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**Abstract:** Advertising or promotion management analyses, plans, and monitors programs to create target market exchanges and achieve institutional goals. Early childhood education (ECE) is an educational institution needing advertising management. This study examines the implementation of ECE advertising management in terms of challenges, opportunities, and developments. This study showed two major areas: 1) practitioners were more innovative and creative in using technology to develop advertising management, and 2) the educational institution got better recognition from society, especially parents. This study uses the literature study method, assisted by the publish perish application, to find reference sources related to educational advertising management for ECE. The study showed that the ability of schools and teachers to provide services based on consumers' demands influenced the implementation of organisational advertising management challenges. Meanwhile, advertising management developments were sometimes affected by the actions of the advertising media. Social media informed consumers about the institution without spending more money and effort.

**Keywords:** *Advertising management, early childhood education, education, promotion management, technology.*

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### Introduction

The industrial revolution 5.0 demands challenged all areas of life and gave people focus on the welfare of society as a whole (Aprilisa, 2020). Ferreira and Serpa (2018) acknowledged providing effective and efficient services needed and accessed by the community anywhere and anytime. The demands for school information in the Industrial Revolution 5.0 increased that could be accessed by parents and prospective students anytime and anywhere (Deguchi et al., 2020). Early childhood education (ECE) was one of the education levels that potentially applied marketing strategies in attractive ways in order to motivate parents to send their children to school (Luo et al., 2021).

Advertising management was one of the efforts to make schools communicate with the wider community to market their school services. Therefore, they could attract public interest and attention to enroll their children in ECE (He & Ho, 2017). Due to an institution's goal, this process includes analyzing, planning, and monitoring programs to achieve exchanges with the target markets (Küçükürün & Altun, 2017). Meanwhile, advertising management was also recognized as analyzing, planning, implementing, and evaluating an educational institution. Furthermore, advertising management promoted the institution to the surrounding community by sharing teachers' achievements to attract attention (Hu et al., 2021).

These advertisements focused on seeking financial benefits and promoting education (Karoly & Zellman, 2020). However, advertising was done to fulfil ECE services in an area. Meanwhile, marketing was carried out to achieve the

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school's vision and mission (Hamre et al., 2012). ECE was likened to a company engaged in the service sector, providing educational services suitable for ages 0-6 years (Chen, Xieling Zou et al., 2020). By viewing ECE as a company, implementing the education process could be accountable to the public (Hardy et al., 2021).

Marketing used traditional models in the form of advertisements using brochures and stories from individuals that needed to be more able to boost public interest in being able to send their children to ECE (Xie & Li, 2018). Managing social media-based ECE advertising was one of the most impactful efforts in facilitating ECE marketing to the wider community (Marklund, 2015). Social media tools allow users to express themselves and interact, collaborate, share, and communicate with others to form virtual social bonds (Wei et al., 2018). Social media could also be interpreted as a platform focusing on user presence to support user activity and collaboration (Tiggemann & Anderberg, 2020). In essence, advertising management through social media allows users to share activities in two directions in the form of exchange, collaboration, and getting to know each other in written, visual, and audiovisual forms (Mustafa et al., 2014).

Implementing advertising management for ECE still needs to be improved in many parts of the world. Indonesia was experiencing problems due to a lack of teachers' ability to master social media to increase school advertisements (Misran et al., 2021). In addition, parents needed more motivation to send their children to ECE (Kucirkova et al., 2020). The lack of communication and outreach between schools and parents in Thailand resulted in minimal parental involvement in enrolling children in ECE (Mumby et al., 2018). Meanwhile, regulations from the Australian government regarding education quality advertising standards changed, which harmed the advertising management implementation (Abery & Drummond, 2014).

Several scholars have described previous studies related to advertising management in ECE. Zancajo (2018) explained that implementing school advertising management could attract consumers by collaborating with stakeholders such as the government around schools and other private parties. Therefore, consumers were more interested in the advertisements and were willing to send their children to the ECE. In addition, Mustafa et al. (2014) described strategies and challenges in advertising management, especially in private education at the ECE level. The 7P-based advertising strategy (People, Physical Evidence, Place, Price, Process, Product, Promotion/ Advertisement) has a good impact on school marketing, attracting many consumers to send their children to ECE. Meanwhile, Fenech (2019) explained that the promotion provided regulations to limit the implementation of ECE advertising management. Through this research, the limitations in the application of ECE advertising management could be removed so that more students can be interested.

This study aimed to fill a gap in existing research and provide an overview of the application of supportive management in the ECE setting. In addition, this research paper detailed the historical developments, opportunities, and challenges of advertising management in ECE. The findings were presented as a guide for teachers, schools, and parents. In addition, this research helped education policymakers manage ECE advertisements under the school's needs, vision, mission, and goals.



Figure 1. Navigation Chart for Early Childhood Education Advertising Management

## Methodology

### Research design

The research method employed the literature review method, which was carried out by collecting library data in the form of methods. This theory was documented in journals, notes, books, and existing documents to identify, study, evaluate, and solve problems in depth with the material relevant to libraries (Galvan & Galvan, 2017).

### Sample and Data Collection

The literature sources were research papers indexed by the Scopus database with the keyword ECE advertising management. Researchers use the database with the Scopus index because incoming articles in the index are highly credible and fulfil standard criteria for articles strictly international. Literature sources were obtained through the publish perish application. This software application could help researchers analyze and evaluate the published-scientific articles (Davies & Felappi, 2017). This application was employed to collect public data from Google Scholar, Crossref, PubMed, OpenAlex, Scopus, Semantic Scholar, and Web of Science and to calculate the number of publications published by a single researcher, hierarchical index (h-index), and citation index (i10-Index). The hierarchical index (h-index) measured scholars' effectiveness, a person's number of publications has been published, and the number of citations of publications received (Baeza-Yates et al., 1996). The citation index (index i10) measured researcher effectiveness and the number of published publications of an individual with at least ten citations. How to use the publish perish application:

1. Open the app.
2. Select the location of the journal you are looking for, namely Scopus.
3. Enter the journal keyword you want to search for management advertising, management promotion, and ECE.
4. Enter the search year range from 2012-2022.
5. Click ok, and the required journal reference search results appear.

Keywords used in the application: management advertising, management promotion, early childhood education. The application found as many as 70 relevant articles by these keywords. Figure 2 shows evidence of reference tracing related to ECE promotion/advertising management.

The screenshot displays the Harzing's Publish or Perish software interface. The main window shows search results for the keyword 'promotion of early childhood education' on Scopus. The search parameters are set to 'Years: 2012 - 2022'. The results table lists 14 articles with the following columns: Cites, Per year, Rank, Authors, Title, Year, Publication, Publisher, and Type. The top results are:

Cites	Per year	Rank	Authors	Title	Year	Publication	Publisher	Type
1118	186.33	1	M.M. Black	Early childhood development com...	2017	The Lancet		Review
687	114.50	2	P.R. Britto	Nurturing care promoting early ch...	2017	The Lancet		Review
590	65.56	3	F. Campbell	Early childhood investments subst...	2014	Science		Article
247	24.70	4	M.M. Barry	A systematic review of the effecti...	2013	BMC Public Health		Article
233	38.83	5	C.D. Bethell	Methods to Assess Adverse Child...	2017	Academic Pediatrics		Note
233	33.29	6	R.L.L. Thornton	Evaluating strategies for reducing ...	2016	Health Affairs		Article
197	19.70	7	D.M. Hoelscher	Position of the Academy of Nutri...	2013	Journal of the Academy of ...		Article
183	26.14	8	J. Davis	A review of vulnerability and risks ...	2016	Neuroscience and Biobeha...		Review
181	20.11	9	P. High	Literacy promotion: An essential c...	2014	Pediatrics		Review
160	22.86	10	J. Shonkoff	Capitalizing on advances in scienc...	2016	JAMA Pediatrics		Review
156	14.18	11	G.S. Goldfield	Physical activity promotion in the ...	2012	International Journal of En...		Review
149	13.55	12	P. Loprinzi	Benefits and environmental deter...	2012	Obesity Facts		Review
143	14.30	13	A.K. Cohen	Education: A missed opportunity f...	2013	American Journal of Public ...		Article
132	18.86	14	S.A. Redsell	Systematic review of randomised c...	2016	Maternal and Child Nutrition		Article

The right sidebar shows 'Citation metrics' for the search: Publication years: 2012-2021, Citation years: 11 (2012-2023), Papers: 200, Citations: 10691, Cites/year: 971.91, Cites/paper: 53.46, Authors/paper: 1.00, h-index: 48, g-index: 91, h<sub>1</sub>norm: 48, h<sub>1</sub>annual: 4.36, h<sub>A</sub> acc:10: 14, Papers with ACC >= 1.2,5,10,20: 200,187,80,25,9. Below this, there are buttons for 'Copy Results', 'Save Results', and 'Paper details'.

Figure 2 Reference Search with Publish and Perish Applications

### Analyzing Data

Data analysis was performed by narrative analysis method involving data retrieval deep from literature analyzed and compiled by researchers as a narration. The first step done researcher is grouping the existing articles based on keyword category, next researcher review and analyses these articles in depth. Analysis results will be explained within each sub-topic of opportunities, challenges, and developments. At the end of the study, the researcher compares the findings presented in the articles and concludes.

### Findings/Results

ECE agency advertising management is a series of planning, organizing, implementing, and supervising advertising activities to increase visibility, reputation, and appeal to the public and prospective educators. Based on the search results, there were 70 articles with references from 2012 to 2022. Following is the findings table already reference grouped by researchers by keywords search reference:

Table 1. Table Reference Article

No.	Keywords	Type	Year	Amount	Reference
1.	Management Advertisement	Journal and Proceedings	2013	1	(Ilic & Rowe, 2013)
			2015	1	(Brito & Pratas, 2015)
			2016	2	(Bester et al., 2016; Gundogan et al., 2016)
			2018	1	(Byrne, 2018)
			2021	4	(Barker & Phillips, 2021; Khoraskina et al., 2021b; Kiliç et al., 2021; Misran et al., 2021)
			2022	2	(Ibrahim, 2022; Orsini, 2022)
2.	Management Promotion	Journal and Proceedings	2014	1	(Mustafa et al., 2014)
			2016	3	(Das, 2016; Shaltoni, 2016; Wilson & Carlsen, 2016)
			2018	5	(Deguchi et al., 2020; Ferreira & Serpa, 2018; Hurwitz, 2017; Mumby et al., 2018; Zancajo, 2018)
			2019	6	(Afriyani et al., 2019; Amelia et al., 2019; Fong, 2019; Olofinlua, 2019; Paas, 2019; Pujianti et al., 2019)
			2020	7	(Chen, Chu Ahlqvist et al., 2020; Hamlen & Imbesi, 2020; Ishak et al., 2020; Ishmuradova et al., 2020; Kucirkova et al., 2020; Sadikovich, 2020; Tiggemann & Anderberg, 2020)
			2021	2	(Ali & Anwar, 2021; Hu et al., 2021)
			2022	1	(Sedalo et al., 2022)
3.	Early Childhood Education	Journal and Proceedings	2012	1	(Hamre et al., 2012)
			2014	1	(Abery & Drummond, 2014)
			2015	1	(Marklund, 2015)
			2017	6	(Britto et al., 2017; Choi & Kwak, 2017; He & Ho, 2017; Küçükturan & Altun, 2017; Marzec, 2017; Veiga et al., 2017)
			2018	4	(Bierman et al., 2018; Snaider, 2018; Wei et al., 2018; Xie & Li, 2018)
			2019	1	(Conger et al., 2019)
			2020	5	(Al Saud, 2020; Aprilisa, 2020; C. Chen et al., 2020; Ivanchuk et al., 2020; Karoly & Zellman, 2020)
			2021	9	(Al Zaher & Dashash, 2021; Fitri & Abdul Latif, 2021; Grossaug, 2021; Hardy et al., 2021; Lee & Chou, 2019; Luo et al., 2021; Sidiq & Na'imah, 2021; Walsh, 2021; Xueli, 2021)
			2022	2	(Budnyk et al., 2022; Diaz, 2022)

This study discusses subtopics related to opportunities and challenges in implementing ECE advertising management media based on findings from journals and publications collected using Publish and Perish Applications. Moreover, this study also discusses future opportunities for developing ECE advertising management media.

#### Challenge

Challenges often occur in implementing ECE advertising management. Based on conducted literature review, there were still institutions that still need to give special attention to their institutions, thus affecting these institutions to be the ability to promote their schools optimally. Therefore, the public could know it. The key to implementing successful ECE management advertising was if all educational components of ECE have achieved the vision and mission shown and succeeded in convincing the general public.

Our findings from the current body literature showed that educational institutions needed to respond to human needs and desires in education by creating quality products and having values that provide meaning and benefits for

consumers. Other challenges came from institutions, such as teachers' lack of mastery of technological developments. Meanwhile, advertising activities were only carried out traditionally using brochures or promotions from teachers to parents of students. Therefore, consumers were less interested in sending them to these institutions because of a lack of clear information and a lack of supporting advertising media development at times. Meanwhile, consumers wanted a complete and real picture of implementing consumption management in the classroom.

### *Opportunity*

Advertising management was important in determining the opportunities and achievement of a school's goals, vision, and mission. In addition, advertising management could provide new developments for schools in achieving goals by utilizing certain planning patterns and tricks to attract parents to send their children to institutions. Based on the findings obtained researcher through the existing references, seven main elements could be seen as opportunities to improve advertising management for ECE in the form:

#### *1. Product*

Product is everything that could be offered to customers to satisfy their needs and wants (Sedalo et al., 2022). It consisted of five levels: the benefits of products or services, knowledge of skills with distinctive characteristics, curriculum, syllabus, educators, and education staff, and outputs obtained where the general public recognizes everything.

#### *2. Price*

Isaac (Ishak et al., 2020) explained that price is the only element of the marketing mix that provides income or income for the company. The other three elements (product/quality, distribution, and promotion/ advertising) caused costs/expenses for an educational institution. These usually set different or inconsistent prices based on the goals to be achieved in each marketing area and the existing circumstances and conditions.

#### *3. Location*

Location is very important as an environment considered valuable, and its benefits affect the decision (Wilson & Carlsen, 2016). The location of educational institutions was also a consideration for parents to enroll their children in them. Parents tended to like the school's location, far away from direct road highways, to avoid harm to students.

#### *4. Advertising*

Sapphire (Amelia et al., 2019) explained that an advertisement is a form of marketing communication for disseminating, influencing, persuading, and reminding information to target markets to accept, buy, and be loyal to the products offered by the institution.

#### *5. Consumer*

People or consumers in service marketing are the main assets that function as service recipients, greatly affecting service quality (Afriyani et al., 2019). If consumers feel satisfied with the services provided, the consumer will be willing to invite other consumers to enjoy the services provided.

#### *6. Facility*

Sidiq and Na'imah (2021) said that facilities are included in physical evidence: the physical environment, equipment, tools, logos, colors, and other items combined with the services provided, such as tickets, covers, labels, etc.

#### *7. Process*

The process is a procedure or mechanism in a series of service delivery activities from producers to consumers (Han & Ye, 2017). In educational services, the process was intended to support the implementation of teaching and learning activities to form the desired product/graduate.

Several indicators were used to see the chances of successful implementation of advertising management in ECE, namely:

- a. The amount of interest of prospective students in advertisements given by schools could affect the chances of success in obtaining many students (Bester et al., 2016),
- b. The quality of education by the vision and mission affected the chances of successful management of educational advertisements child age early (Mumby et al., 2018),
- c. and The emergence of satisfaction from education customers (Al Saud, 2020).

### *Development*

Promotion management in ECE emphasizes program socialization and the excellence of educational institutions' child age established early. This is supported by the opinion of Al Saud (Al Saud, 2020) that advertising management must contain educational values, especially regarding the importance of sending children to early childhood education. With the socialization of the program in ECE, the wider community will widely know the institution. Over time, competition between educational institutions is increasing. This is evidenced by institutions competing to use promotional media that can increasingly attract consumers' interest to include children in the desired school. Actions taken by institutions to attract consumer interest are presented in Table 2 and Figure 3.

Table 2. Media for Early Childhood Education Advertising

No	Development Media	Strength	Reference
1	Newspaper	Flexibility, precision time, good local market reach, and reliability.	(Choi & Kwak, 2017; Lee & Chou, 2019; Snaider, 2018) (Choi & Kwak, 2017; Lee & Chou, 2019; Snaider, 2018)
2	Television	Use image, sound, and motion to stimulate senses, high attention, and high reach.	(Christakis & Garrison, 2009; Grossaug, 2021; Hamlen & Imbesi, 2020; Walsh, 2021)
3	Direct Mail	Selected audience, flexible, competition advertising in the same media, and personalisation.	(Bierman et al., 2018)
4	Radio	Use bulk and cheap.	(Budnyk et al., 2022; Khoraskina et al., 2021; Marzec, 2017; Veiga et al., 2017)
5	Magazine	Prestige quality, high production, credibility, term length, and read with Good.	(Das, 2016; Fong, 2019; "Highlights society magazines", 2021; Orsini, 2022)
6	Brochure	Flexible, highly controllable, interactive, cost opportunities relatively low.	(Bester et al., 2016; Brito & Pratas, 2015; Kılıç et al., 2021)
7	Poster	Flexible, highly controllable, interactive, cost opportunities relatively low.	(Al Zaher & Dashash, 2021; Barker & Phillips, 2021; Gundogan et al., 2016; Ilic & Rowe, 2013)
8	Internet	Easily accessible to many people, affordable, and fun.	(Byrne, 2018; Hurwitz, 2017; Ishmuradova et al., 2020; Xueli, 2021)
9	social media	Easily accessed by many people, cost cheap and fun	(Ibrahim, 2022; Olofinlua, 2019; Pujianti et al., 2019)

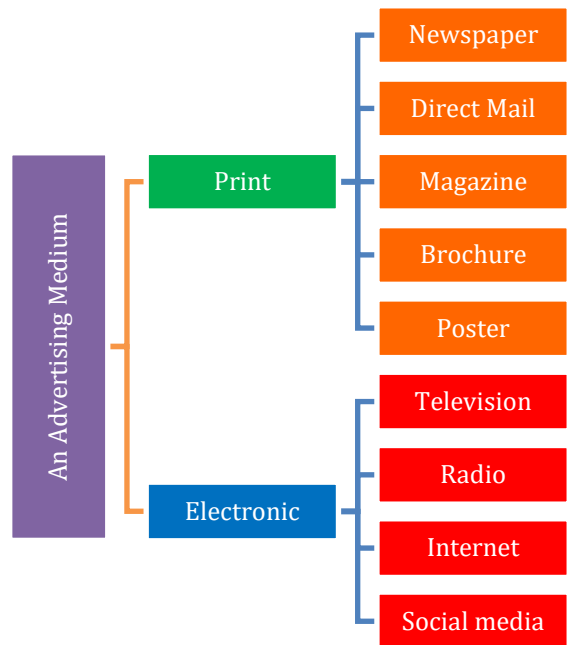


Figure 3. Classification of Early Childhood Education Advertising Media

Management of ECE advertising needed to be developed effectively to improve the quality of education services sustainably and realize participation and satisfaction for users of education services. The development of advertising management for ECE could be carried out through several stages: analyzing consumer education through market segmentation and identifying consumer behavior to determine consumer needs and wants.

## Discussion

ECE management advertising was important in industry education, especially in pushing parents to school their sons at the institution of ECE. Meanwhile, opportunities and challenges management agencies advertising ECE need to be considered. The researcher obtained several facts through a literature review based on the information obtained. *First*, high market demand for servicing ECE. This showed that parental awareness is an important service in ECE for children nowadays (Abdul Latif et al., 2021; Amelia et al., 2019). Therefore, schools could utilize the opportunity for management advertising to reach out to parents and pull the interest hearts of school children in institutions for ECE.

*Second*, the availabilities of digital platforms, social media, and websites make management advertising be done in a manner effective and efficient in reaching out to parents for school children in institutions of ECE (Gabbidon, 2020; Sidiq & Na'imah, 2021). *Third*, changing lifestyle, where parents tended to busy lifestyles, parents looked for a solution from ECE effectively and efficiently (Britto et al., 2017; Tippett & Milford, 2017). This became an opportunity for management advertising ECE to solve parental needs for more effective and efficient services.

Increasing opportunities might also open challenges for the institution of ECE. First, there was intense competition because of high market demand, making competition among institutions in ECE (Aprilisa, 2020; Ivanchuk et al., 2020; Luo et al., 2021). Moreover, management agency advertisements competed to highlight their creative and innovative ads. *Second*, high costs advertising made institution education with low-cost promotion think of more strategies for effectively fulfilling market demand (Kettler et al., 2017; Kumar et al., 2020; Mumby et al., 2018). *Third*, published advertising needed strict rules without betraying each other institution.

The opportunities and challenges encouraged existing development management to advertise innovative, creative, and appropriate attracted parental interest in choosing institutions for ECE. Necessary things noticed in developing management advertising ECE, namely: *First*, ECE could do advertising using digital platforms such as social media, websites, and mobile applications in order to be able to reach out to parents and candidate participants to educate more efficiently and effectively (Budnyk et al., 2022; Shaltoni, 2016; Walsh, 2021). *Second*, ECE used content creative like interesting YouTube, TikTok, or Instagram to differentiate from competitors (Ali & Anwar, 2021; Bratukhina et al., 2020; Hamlen & Imbesi, 2020; Ishmuradova et al., 2020; Sedalo et al., 2022; Tiggemann & Anderberg, 2020). *Third*, ECE built a positive image for parents to increase parents trust and interest in the school (Britto et al., 2017; Ishmuradova et al., 2020). *Fourth*, ECE evaluated and analyzed the marketing strategy for parents and identified room for improvement in the future (Hurwitz, 2017; Windiastuti & Fridayani, 2021; Xu et al., 2022).

## Conclusion

Advertising management analyzed, planned, and monitored programs to create exchanges with target markets to achieve their goals. Advertising was done to fulfil ECE services in an area, and marketing was carried out to achieve the school's vision and mission. To understand the management of ECE advertising more deeply, the researchers reviewed the challenges, opportunities, and developments.

This study showed that the challenges often occur in implementing ECE advertising management that has yet to be given special attention to their institutions. Therefore, these institutions have not fully promoted their schools for the public to recognize them. Meanwhile, consumers wanted a complete and real picture of implementing consumption management in the classroom.

Opportunities for managing to advertise provided new developments for schools in achieving predetermined goals by utilizing certain planning patterns and tricks to attract parents to send their children to the ECE. Several indicators could be used to see the chances of success in implementing advertising management in ECE, namely: a) The amount of interest of prospective students in advertisements given by schools could affect the chances of success in obtaining many students, b) the quality of education by the vision and mission influenced chances of successful ECE advertising management, and c) the emergence of satisfaction from education customers.

The advertising management development emphasized program socialization and the advantages of established ECE. In addition, advertising management must contain educational values, especially regarding the importance of sending children to the ECE level. With the socialization of the program in ECE, the wider community would widely know the institution. Over time, competition between educational institutions was increasing. This was evidenced by institutions competing to use advertising media that could increasingly attract consumers' interest to include children who were members of the desired school.

## Recommendation

To increase public awareness of education using current technological advances, researchers are expected to be able to provide answers in the future about how advertising management is applied in ECE. To increase awareness of educators to carry out advertising management, researchers suggest conducting market surveys and developing attractive, innovative, and efficient advertising models. Therefore, advertising can increase consumer interest in school children at ECE institutions.

## Limitations

This study reviewed published journal articles from 2012 to 2022. The most recent research papers published in early to late 2022 have yet to be reviewed. We anticipated that academics would uncover new information about the growth of advertising management in early childhood that has yet to be covered in publications. This report was intended to provide new data for further review.

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### Authorship Contribution Statement

Rasmani: Conceptualization, design, analysis, and writing. Sarifudin: Critical review, proofreading, and translation. Wahyuningsih: Supervision. Nurjanah: Critical revision of the manuscript. Jumiatmoko: Data analysis and interpretation. Zuhro: Securing funding. Fitrianingtyas: Technical-material support and supervision. Winarji: Final approval. Widiastuti: Editing and administration.

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