

Implementation of Corporate Brand Architecture in Entrepreneurship-Based Islamic Schools

Aat Ruchiat Nugraha¹, Iriana Bakti², Uud Wahyudin³ and Feliza Zubair⁴

Abstract

The existence of a brand is important in line with the organization/company's business in introducing, developing and strengthening. Islamic schools as entities operating in the services sector, require a brand name as an identity and promotional media to attract prospective students as the level of competition between schools becomes increasingly competitive. This research aims to determine and explain the implementation of brand architecture strategies for Islamic schools affiliated with company names. The research method used was qualitative through a case study approach at the Qur'anic Leaderpreneur (QLP) Middle School (SMP) Rabbani Bandung with research informants namely the Principal and Deputy Director of Education at the Rabbani Asysa Foundation. Data collection techniques in this research were through observation, interviews and literature study. The research results show that the brand architecture formed at QLP Rabbani Bandung Middle School uses the name "Rabbani" as a monolithic strategy which is implemented in the visual appearance of the logo and school artifacts which function as the main identity of the entrepreneurship-based Islamic school trademark element. The implementation of the monolithic strategy of the name "Rabbani" can be an added value that can attract public attention regarding the Islamic education services provided by the Rabbani Holding Company. The research conclusions show that the QLP Rabbani Middle School brand architecture intersects with the Rabbani Holding Company brand positioning which represents the company's values so that the "Rabbani" brand equity that is formed in society becomes more easily recognized and liked by prospective parents and new students.

Keywords: Brand Architecture, Identity, Entrepreneurship, Monolithic, Islamic School

INTRODUCTION

The trend of Islamic schools producing graduates with knowledge, morals and skills continues to increase along with the interest of urban parents in sending their children to school. Schools as entities engaged in services need a brand name that can introduce, increase promotion and the school's reputation in the eyes of the public. Through the brand name used, the public can be educated regarding the nature of the services offered, such as Islamic school institutions. According to Urde, brands can help institutions/companies in articulating the company's core meaning (Muzellec & Lambkin, 2009). As a quality and reputable private school, this type of Islamic school is the target of parents of middle to upper economic class students. The increasing interest in Islamic schools has given rise to a competitive level among private schools to attract prospective students. To support the target of getting prospective students to enroll in Islamic schools, the use of school brand names is an important stimulus to put into practice. Because a brand has an unforgettable meaning and is very meaningful to consumers or customers (Moriarty et al., 2019).

For parents and students, the quality of the school is the main consideration as the school institution to be chosen. The quality of an Islamic school will give parents confidence and enthusiasm to enroll their children in that school as soon as possible. Currently, parents are increasingly selective in choosing Islamic private schools as a place to study knowledge, talents and develop their children's spiritual abilities. With the increasing interest of parents in sending their children to private Islamic schools, it can be seen from the desire of parents who expect their children to have a character that is virtuous, moral, knowledgeable and diligent in worship. The achievement of student character outcomes is what attracts the school which is packaged in various superior

¹ Doctoral Student of Communication Sciences, Faculty of Communication Sciences, Universitas Padjadjaran, Bandung, Indonesia. E-mail: ruchiat@unpad.ac.id, (Corresponding Author)

² Faculty of Communication Sciences, Universitas Padjadjaran, Bandung, Indonesia. E-mail: iriana.bakti@unpad.ac.id

³ Faculty of Communication Sciences, Universitas Padjadjaran, Bandung, Indonesia. E-mail: uud.wahyudin@unpad.ac.id

⁴ Faculty of Communication Sciences, Universitas Padjadjaran, Bandung, Indonesia. E-mail: feliza.zubair@unpad.ac.id

school programs to produce alumni who are faithful, knowledgeable, behave politely, have character and have the competence to be ready to compete at the national and international level. This is in accordance with the model of parents and students who are very empowered to choose and determine the type of educational environment that suits their children's needs (DiMartino & Jessen, 2016).

Apart from the superior programs put forward in promoting schools, brand names also have a significant contribution. By using a brand name on a product/service, it is actually a way to make it easier to differentiate products, services or other services offered to the public by a company. According to Chernatony and Segal-Horn, defining a brand is a "link" between a company's marketing activities and consumer perceptions of the functional and emotional elements regarding a particular product and the way the product is presented to consumers (Tjiptono, 2011). It is not wrong that currently many Islamic school educational institutions create trademarks that contain Islamic terms. The variety of brand names for Islamic schools has encouraged educational foundations and school management to strategize about "winning" the positioning of the hearts of parents and prospective students.

Designing an effective Islamic school brand, it is important to consider Islamic values, the uniqueness of the school, and other factors that prospective students need, such as facilities and human resources. By applying Islamic concepts, schools can build a strong image and attract the interest of prospective students and the general public regarding the existence of the school. So the existence of a brand is important to be able to increase the competitiveness of the quality of education in the global era which can attract prospective new students to Islamic schools. Therefore, it should be noted that a successful Islamic school branding strategy must be consistent, sustainable, and reflect the Islamic values that are upheld by various school interest groups.

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Figure 1. SMP QLP Rabbani Bandung School

Source: Research Results (2023)

To be successful, a product or service must be able to understand what society needs first. Using the name Rabbani in the names of Islamic school primary and secondary educational institutions is part of a marketing technique and also indirect promotion of the school so that it is quickly recognized by the wider community. From a brand perspective, the name Rabbani in the name of QLP Rabbani Middle School is part of the institution's brand strategy which is built using a brand architecture approach. The existence of brand architecture is an important part of implementing a company's marketing strategy in an effort to help consumers understand the products and services offered (Brexendorf & Keller, 2017). Efforts to build a brand for an

institution's product or service that are applied in the brand architecture design must contain the values of the vision, mission and identity of the parent institution, in this case the name QLP Rabbani which is included in the school name differentiates it from other business aspects developed by Rabbani Holding Company. In other words, the concept of brand architecture is used as a diagnostic framework in an effort to help map the variety of brands owned by a company (Muzellec & Lambkin, 2009).

This is where the role of brand names in the modern era is very much needed by Islamic school educational institutions, namely as a medium of communication, identity and promotion of a product or service to the public, especially parents of prospective students who are the target audience appropriately and effectively. A modern brand is an important element of the activities of a company/institution and is a symbol of commercial activity that plays a role in the minds of consumers and evokes a holistic series of associations and images for the company (Ostapchuk & Pashchenko, 2021). Many researchers have conducted studies on brand strength. This study directly or indirectly provides an explanation that brand strength can convince the public's judgment, because brands are seen as a way for educational institution managers to allocate the promise and potential strength of Islamic schools to be able to compete. Therefore, education management must be carried out in a modern way by adopting various company strategies in selling products or services, one of which is through developing a company brand name known as brand architecture. Adoption of a company strategy can take the form of including the company brand name alongside the name of the educational institution (school).

There are various research results that confirm the importance of brand architecture studies in efforts to perpetuate the business development process carried out by a company or institution. Brand architecture research from Jungju Yu (2021), states that using different brand names, a company can credibly commit to investing in all market products in order to obtain higher profits (Yu, 2021). Another researcher, Harish (2010) stated that the purpose of brand architecture is to build valuable relationships between brands; and Freire (2016) stated that brand architecture can guarantee the success of sub-brands and all aspects of a company's business (Zelenskaya & Elkanova, 2021b). Furthermore, the relationship between other research results regarding brand architecture can be seen in the chart below:

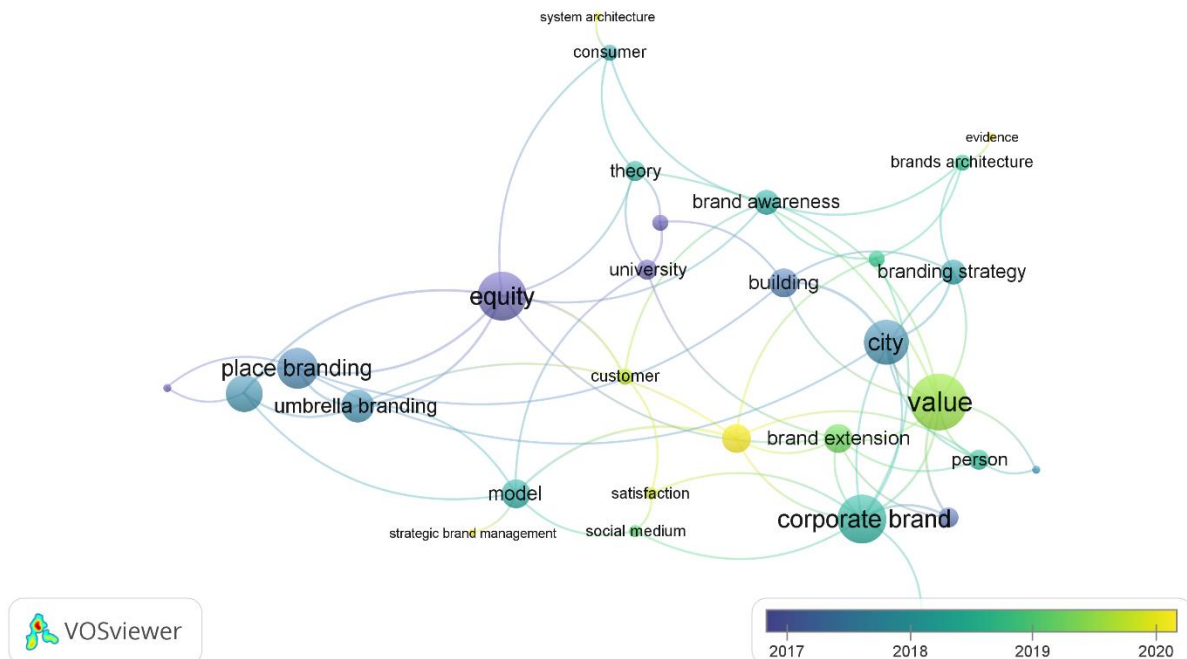


Figure 2. Uniqueness of Brand Architecture Research

Source: Vosviewer, Research Results (2023)

As explained in Figure 2. over the last five years, to be precise from 2017-2020, it shows that there is still little research on brand architecture, namely related to brand strategy and brand awareness. Apart from that, the role of a brand through its differentiation remains an important thing to analyze. However, in reality, little research has been carried out on brand architecture, especially when the object of research is Islamic schools. The latest study was conducted by Hsu (2015) who analyzed the brand architecture of a company with a type of case study on service brands, namely that various company branding strategies (having brand architecture) influence the relationship between other company brands, and differences in brand names produce consequences. important for company value (Hsu et al., 2016). As the product/service market develops, it is critical that organizations and service providers can take advantage of opportunities to optimize and utilize resources to create a comprehensive and reliable brand architecture strategy. Brand architecture has helped many institutions/companies in achieving competitive advantages among their competitors. Therefore, brand architecture strategy is becoming increasingly important for companies in determining brand loyalty from their customers (Ali & Monday, 2020).

Based on the conditions above, the author chose SMP QLP Rabbani Bandung as a place to conduct research on the importance of brands in the names of Islamic schools. By adapting marketing strategies, Islamic schools should be able to strengthen their institutional brands and be able to compete with their competitors in a healthy manner. On the other hand, with increasingly developing digital technology facilities, the promotion of the Islamic school brand QLP Rabbani Middle School has become easier to disseminate to the community, especially to prospective students' parents. So the existence of a new brand name for a product/service that is part of the company's main brand is important to research. The aim of this research is to find out and explain the brand architecture strategy of SMP QLP Rabbani Bandung as an identity and promotional media that is firmly established in the minds of the public.

LITERATURE REVIEW

Strategy

An institution has a very important strategy in an effort to achieve the institution's goals. The existence of the strategy is stated in the institution's vision. Through strategy, it can also bring about changes in the behavior of institutions and audiences. In strategy there is a principle that states that everything needs to be known before someone else does it. For this reason, in introducing a product/service a strategy is needed in order to achieve the right targets. The strategy produces ideas and conceptions that come from practical experience in the field that is modeled. So choosing a strategy is a crucial step that requires careful planning, because if the strategy is wrong or erroneous then the results obtained can be fatal (Cangara, 2014).

Strategy according to Mc. Leod, said that the word "strategy" can be said to be the art of carrying out plans or tactics (Ramdani et al., 2023). Meanwhile, according to Clauswitz in Rachmat (2014), strategy is the art of fighting to win the war (Rusdiana, 2020). Strategy is seen as a program that includes goals to be achieved, accompanied by specific actions or steps to achieve these goals in an effort to respond to the environment (Faizin, 2017). Regarding the branding strategy carried out by educational institutions by using brand names for Islamic schools, it is hoped that the school's achievements and progress can be achieved and easily known by the public. On the other hand, determining strategic steps is carried out in order to increase profits, maintain market share against competitors and influence purchasing decisions or use of a product or service. In other words, strategies are ways to achieve certain missions or goals through careful plans or methods (Allison & Kaye, 2015).

In the context of educational services, strategies are used to produce quality promotion and marketing processes, win competition and produce superior educational systems and outcomes so that they are easily accepted by consumers of educational services. For the long-term success of an educational institution, the institution must be able to create strategies that can achieve the intended goals and objectives. One strategy that can be created in educational institutions is related to branding strategies that support the institution's marketing strategy.

Islamic School

Islam never differentiates between religious knowledge and general knowledge, because basically knowledge comes from Allah SWT (Suyatno, 2015). Islamic schools are formal educational institutions that are equivalent to other schools, both public and private, which have unique characteristics in their curriculum and learning methods. The presence of Islamic schools tries to provide an answer to the shortcomings that occur in general schools because they are still not optimal in creating human resources who are knowledgeable about science and technology and at the same time immoral (Soemanto, 2014). The birth of Islamic schools was first established in the 1980s in response to the condition of education in Indonesia which lacked religious values, especially Islamic religious studies. According to Azra and Jamhari (2006), several examples of Islamic schools that were born in the early generation were al-Azhar, al-Izhar, Muthahhari, Insan Scholar, Madania, Bina Insan, Dwi Warna, Lazuardi, Fajar Hidayah, Nurul Fikri, and Salman al-Farisi (Kurnaengsih, 2015). In subsequent developments, especially after the reform period in 1998, more and more Islamic schools were established using the term Integrated Islamic School (Fuadi, 2019).

Basically, Islamic schools are modeled after public schools and are administratively under the Ministry of Education and Culture, which determines the curriculum, examination system and entire school organization (Kurnaengsih, 2015). Islamic schools, which originally only prioritized Islamic values in the learning process, have now expanded to various aspects, mechanisms, management and education patterns that are formal and guaranteed. This is done in order to answer the challenges of the times to create education that has personality and is able to compete.

Islamic schools are an educational model that integrates the national education system with a modern Islamic boarding school-style system, through the development of aspects of religious education, science and technology, as well as practical skills that support professionalism at work in the future. This Islamic school aims to build students' character and morality with the color of Islam which is reflected in the way of thinking, attitudes and practices of daily life (Hildani & Safitri, 2021).

Entrepreneurship

Entrepreneurship is basically a concept whose roots are in economic activity (Forcher-Mayr & Mahlkecht, 2020, Savytska et al., 2021). According to Nanda & Farida (2018), entrepreneurship is an effort to apply creativity and innovation to provide solutions to problems faced as a business opportunity (Yulaini et al., 2022). Developing an entrepreneurial spirit from an early age for Muslim communities as a skill to be able to live independently is an important part in facing global challenges. Indonesia, which has a majority Muslim population, should be able to control the aspects of the nation's economic life, namely as a major business actor. However, currently the position of the Indonesian Muslim community is still the object of market share in other nations' economies. Reflecting these conditions, Islamic schools as a generation that produces human resources, have a strategic role in being able to give birth to a generation of Muslims who are intelligent, moral, innovative, creative and capable of becoming entrepreneurs.

An entrepreneurial person needs to continue to innovate in facing business competition. The stimulus built by the school to grow and develop entrepreneurial skills is integrated into the curriculum and activities of the entrepreneurship education program for students and teaching staff. Through internalizing the values of entrepreneurship education based on religious principles, it becomes an excellent combination in producing a generation of Muslims who are good at business and have morals in accordance with the guidance of the Koran and Al Hadith. Students at Islamic schools will have an entrepreneurial character so they can look at things critically and creatively to become opportunities for problems that occur. At the school level, entrepreneurship teaching needs to be taught to be able to develop and hone skills in terms of decision making and problem solutions (Elsamak et al., 2020).

Brand Architecture

Brand architecture is a gray area in brand management practice, because there are no rules and endless opportunities to try out many variations that will be presented to the public. The brand architecture of any organization is a legacy of previous management decisions as well as the competitive realities it has to face in

the marketplace. Additionally, brand architecture reflects the characteristics of the products available in the market. In this case, brand architecture will help the organization in enhancing, brand retention or incorporating certain brands in the market. The concept of brand architecture can also be utilized to improve weak or inactive brands produced by an organization (Ali & Monday, 2020).

How does a company that acquires a product or service become known in the target market (Barua & Ioanid, 2020). According to Brexendorf and Keller (2017); Aaker and Joachimsthaler (2000) state that brand architecture describes the hierarchical structure of brands within an organization, and the relationships between these brands (Leijerholt et al., 2018). According to Kapferer (2001), brand architecture shows the process of creating and managing a brand portfolio so that each sub-section benefits the whole (Zelenskaya & Elkanova, 2021a).

METHODS

This research approach is a qualitative case study type. A case study is an approach to studying, explaining, or interpreting a case in its context naturally without any intervention from outside parties (Yin, 2018). Stake states that a case study is a research strategy in which the researcher carefully investigates a program, event, activity, process, or group of individuals (Creswell, 2015). According to Mulyana (2018), a case study is a comprehensive description and explanation of various aspects of an individual, a group, an organization (community), a program, or a social situation (Mulyana, 2018). What is meant by case is the type of cases that are limited by time and activities, and researchers collect complete information using various data collection procedures based on the time determined by the researcher.

The qualitative approach method was chosen in this research because the author saw that the nature of the problem under study could develop naturally according to conditions and situations in the field. The author acts as a planner, implementer, data collector, analyzer, data interpreter and as a reporter of research results. Reasons why researchers choose a case study research design: First, it can provide important information regarding the relationship between developing phenomena. Second, it can provide an opportunity to conduct in-depth interviews and discover characteristics and relationships that may not have been previously suspected. Third, it can present very useful data and findings.

The location of the research was at QLP Rabbani Bandung Middle School, Jl. AH. Nasution No. 285, Pasanggrahan, Kec. Ujung Berung, Bandung City, West Java, Indonesia. This school was chosen by researchers because this school has a positive image, has competent human resources and applies the Rabbani Holding Company entrepreneurial model which is integrated into the student learning system to be able to produce generations of entrepreneurs who memorize the Qur'an. Apart from that, Rabbani School is a school with a unique name identity and is directly affiliated with a company operating in the sector of providing Muslim fashion equipment which is very well known in Indonesia with its school branches in Bandung, Jakarta, Cimahi, Sumedang, Purwakarta, Cirebon, Depok, and Subang.

Observations were used to find data about educational services at QLP Rabbani Bandung Middle School. Documentation is used to find data about school profiles and work programs as well as school communication activities in the context of promotion and strengthening identity profiles which are spread on the official platform of SMP QLP Rabbani Bandung. In-depth interviews were used to find data about the concept of educational services from the implementation of the Rabbani brand name at QLP Rabbani Middle School Bandung in the process of implementing teaching and learning for students. Interviews were conducted with the Principal of QLP Rabbani Bandung Middle School and the Deputy Director for Education at the Rabbani Asysa Foundation.

Data analysis uses the Miles & Huberman model, the data that is collected and checked for validity is then analyzed by reducing it and presenting it and finally drawing conclusions. In data analysis, the author carried out the following stages; First, organizing data. All data from non-participatory observations, documents and interviews related to the implementation of the Rabbani brand architecture in its educational activities. Second, determining the coding category system. All data recorded in field notes was read again and examined, then the topics of coverage were identified, grouped into categories. Each category is given a code that describes the

characteristics or meaning of the topic. Coding is made based on data collection techniques, informant groups, interview results, observation results and documentation. By using the traditions of each theory/method in research, it will have its own character in analyzing the data based on the theory/method used as the analytical tool (Bungin, 2020).

FINDING RESEARCH AND DISCUSSION

The era of competition in educational institutions is starting to become competitive along with the phenomenon of many Islamic schools being established that use Islamic brand names as an investment value and trade value for implementing religious value-based learning processes offered to the community, by prioritizing a character education curriculum. Character education is education that seeks to lead students to achieve complete perfection, in terms of spiritual, intellectual, skill and creative imagination that produces goodness and achieves perfection in life (Sadiran, 2021). The increasing interest in basic and secondary education goals that prioritize character education has given rise to a variety of Islamic school brands in Indonesia today, especially in the city of Bandung. The use of names that "smell" of Islamic concepts in primary and secondary schools indicates a shift in the thinking and attitudes of parents who want to get a "guarantee" of quality education for their children, which is reflected in the school brand name offered. Because through the Islamic character education brand, prospective students' parents can construct Islamic symbols, values and concepts found in Islamic school products and services. Apart from that, according to Suyatno (2015), parents' preferences for sending their children to Islamic schools are influenced by theological, sociological and academic factors (Asiah & Isnaeni, 2018). So it cannot be denied that many prospective parents of students use the brand as a reference for choosing the type of Islamic school for their children. In the end, brands often become an intermediary medium for consumers in making decisions (Ranto, 2013).

Through the character names contained in Islamic school brands, prospective parents of students can clearly distinguish the characteristics of one Islamic school from another. The character of the Islamic name attached to the school's name attracts people to find out more deeply which is then used as a source of information data to register their children at the school. The existence of a brand itself becomes a marketing force for products, services or an institution. Not only does it provide a label and identity to an institution's name, a brand is also important for positioning the existence of a product or service within the target market itself (Afrilia, 2018).



Figure 3. Logo of Rabbani Holding Company and SMP QLP Rabbani

Source: Research Document, 2023

Regarding the use of the name Rabbani in the names of primary and secondary schools organized by the Rabbani Asysa Education Foundation which is visible in a logo, this was implemented based on the results of a feasibility study conducted by the company management. There is also a function of a logo that can be part of non-verbal communication that strengthens the identity of an entity/institution. According to Knapp (2014), the use of non-verbal communication has a function, one of which is to emphasize verbal messages that can show one's identity so that other people can know them well (Knapp et al., 2014). By displaying the logo at QLP Rabbani Middle School which includes the name Rabbani, it will make it easier to introduce the school's

identity and it is hoped that it will be easier for the public to learn more about the Islamic school. The birth of the QLP Rabbani school is a manifestation of the ideals of the owner of the Robbani Holding Company who wants to have a school based on the Qur'anic, Leader and Preneur philosophy that is easily accessible to the community and remains of high quality, especially by the employees of the Rabbani Holding Company. This was reinforced by a statement from the Deputy Director of Education at the Rabbani Asysa Foundation, namely Mr. Ade Maman Pratman, who said that:

"The name Rabbani comes from the Koran, Al-Baqarah verse 151. Meanwhile, the name Rabbani QLP is an abbreviation of Qur'anicLeaderPreneur. This abbreviation started from the owners themselves, namely Mr. Amry and Mrs. Nia, who wanted to have a school whose basic philosophy was Qur'anic, then Leader, then Preneur. That's why the vision (of the school) is how to prepare prospective students to become Qur'anic entrepreneurs and rulers. So that's how QLP was born, which was paired with Rabbani."

The variety of Rabbani brands in school names is part of the brand strategy managed and developed by the Rabbani Holding Company in responding to the company's business competition to attract Muslim consumers who are increasingly smart and critical. From a brand development perspective, the juxtaposition of the company name in a product or other service that is part of the parent company is known as brand architecture. This brand architecture is one way for a company to apply its brand umbrella to all the products/services it produces (Swasty, 2016). The brand architecture formed in the name SMP QLP Rabbani is the "trade name" of the secondary elementary school founded by the Rabbani Holding Company with the responsibility of the Rabbani Asysa Foundation. This is in accordance with research results from Muzellec and Lambkin (2009) which state that company image within the framework of brand architecture includes trademarks, business brands and holistic corporate brands (Muzellec & Lambkin, 2009). Where the trademark of a product/service contains the meaning of the basic identity of a larger brand house. This means that the role of the Rabbani brand name used in the name of the Islamic school is an effort to move the company's good image to the level of other products or services so that they are easily recognized and chosen by the wider community. So the brand architecture strategy carried out by a company is a way for the company to organize, manage and market its brand to its target audience (Gopal & Rajagopal, 2007).

Rabbani School with a typical Qur'anic LeaderPreneur (QLP) curriculum is designed as a school to produce students who are able to become role models and have a spirit based on the Al-Qur'an and As-Sunnah. Rabbani School has superior programs that can improve students' life skills so that they are able to adapt to current developments, especially in business skills. The implementation of the QLP Rabani character in the learning system and teaching and learning process as stated by the Principal of QLP Rabbani Middle School is as follows: (Interview with Principal QLP Rabbani, 13 December 2023)

"Applying the QLP character as in the Tajir program, is an implementation formula for learning from the Preneur character. In this learning system, our students are motivated to be good at seeing business opportunities. Apart from that, students are also taught to emulate doing business in the style of the Prophet and his companions. Doing business is not only to enrich yourself and make others miserable, but to provide many benefits to others by setting aside some of the profits to be given to charity."

From the results of the interview above, it can be stated that the delivery of learning material about QLP Rabbani's character, one of which is through the Tajir (productive, creative and innovative) program activities, is part of the curriculum at QLP Rabbani Middle School to produce prospective middle school graduates who are good at doing business based on values. Islamic. An example of the application of Islamic business in the context of student learning is the role of the Rabbani Holding Company which is the object of practicum study on Islamic business procedures, namely students visit the Rabbani factory to review the production, distribution and marketing processes for Muslim and Muslim clothing products.

The typical QLP Rabbani curriculum emerged as the school's trademark name in order to shape the identity of the institution as well as the character and personality of students based on the Qur'an, Al-Hadith as well as the values of leadership and entrepreneurship that must be studied by students, so that students know and are aware that He is a generation of Muslims who must have knowledge, faith and skills to be able to become rulers

and entrepreneurs who are fair, honest and useful. If spiritual values are embedded in the depths of students' hearts, children's lives will undoubtedly always be characterized by a positive, proactive, productive, progressive, participative, humble, selfless and devout attitude (Aziz, 2018).

To introduce and strengthen the Rabbani Holding Company trade name in elementary and middle schools, the Rabbani Asysa Education Foundation built the QLP Rabbani Bandung Middle School campus adjacent to one of Rabbani's Muslim fashion product stores. This aims to strengthen people's memory regarding what products are released by the Rabbani Holding Company. Apart from that, the placement of QLP Rabbani Middle School with the Rabbani store is a manifestation of organizational innovation, which shows management's ability to respond to increasingly competitive business competition and is able to read the opportunities and possibilities that the company has. According to Alice Lam (1996), organizational innovation is usually related to the adoption of new ideas or behavior into an organization/institution/company (Purbasari & Novel, 2016). Through the appearance of the school campus building adjacent to the Rabbani fashion shop, at least promotional costs for QLP Rabbani Middle School will be helped because indirectly the public will see and remember Rabbani as a Muslim fashion shop that has an Islamic school. In the public relations marketing business, the strategy of placing two different product entities that are still part of the main company, such as Toko Rabbani's activities, is called a push strategy. Push strategy according to Harris & Whalen (2006) is a strategy that uses the power of salespeople and trade promotions to encourage products to enter the market (Rahmawati et al., 2019). Through this strategy, Rabbani Holding Company can take a dominant and strong position regarding brand awareness and build brand loyalty from the public, by building a strategic appearance of the building/sales point space.



Figure 4. QLP Rabbani Middle School Campus and Rabbani Cloting Shop

Source: Research Document, 2023

As a school that wants to produce future Muslim entrepreneurs and rulers, SMP QLP Rabbani Bandung embodies the QLP Rabbani character in the form of an Islamic religious education curriculum and Rabbani characteristics combined with the national education curriculum (free learning, independent curriculum). The learning process at QLP Rabbani Middle School is a full day school education system, namely teaching and learning activities are carried out from 07.00-16.00 WIB. Every day before the learning process is carried out, it begins with carrying out the Dhuha prayer in congregation and then reciting the Al-Qur'an. Full day school is a school where learning is carried out for a full day from morning to evening with part of the time used for lessons whose atmosphere is informal, not stiff, fun for students, requires creativity and innovation from teachers with the characteristics of prioritizing morals and academic achievement (Wicaksono, 2017) . On the other hand, to obtain civilized and characterful educational results for QLP Rabbani Bandung Middle School students requires education that combines Science and Technology (Science and Technology) and Faith and Piety (Imtak) so that a generation of Muslims will be achieved who will become entrepreneurs and rulers based on the Al-Qur'an. an and As-Sunnah. The realization of the hopes and ideals above, of course, cannot be

separated from the synergy between parents/guardians, students and the entire school community, including students, teachers, education staff and other supporting resources at QLP Rabbani Bandung Middle School.

As an Islamic school with private status which aims to produce good and quality alumni, QLP Rabbani Bandung Middle School applies QLP elements which include the Qura'ani character, namely that QLP Rabbani Bandung Middle School students are required to memorize/understand the Al-Qur'an, through the Tahsin method and Tadabbur and Tahfidz on the Stage. Meanwhile, the Leader program is carried out through the Tajir program which includes productive, creative and innovative activities in the form of events such as the Young Da'i program, Public Speaking Training, Zindani and mandatory extracurriculars in the form of Archery, Horse Riding, Swimming and Martial Arts. Finally, the Preneur element as the main characteristic and differentiator from other Islamic schools is that students take part in the Company Visit, Marketing Day and Business Apprentice Training programs which are part of the curriculum that all students must follow. All elements of the QLP curriculum were explained by Mr Rizal Amin as Principal of Rabbani Middle School Bandung: (Interview with Principal QLP Rabbani, 30 November 2023)

"Incidentally, at Rabbani school, activities can be said to be quite busy. Derivatives of QLP itself, Qur'anic, Leader, Preneur, each have their own agendas and are usually in the form of events, so that every month is not empty of events, such as Company Review, Mabit, Tahfidz on the Stage, and then Qur 'anic Parenting with parents"

QLP Rabbani Bandung Middle School Islamic School, which promotes entrepreneurial skills for students, has become a trading value of educational institutions and also a characteristic of Islamic schools that is different from others. The emergence of Islamic schools previously prioritized strengthening issues related to the primacy of religious values and science so that they were more balanced. Implementing various entrepreneurship programs such as Company Review, Marketing Day, and Business Apprentice is the foundation for the knowledge and expertise of QLP Rabbani Bandung Middle School students who are more inclusive in terms of preparing students who have competence in the field of entrepreneurship and still uphold Islamic religious values. This entrepreneurial competency was created to provide benefits to many people and to color Islamic civilization in Indonesia, with the birth of Muslim entrepreneurs who can dominate the national economy.

The Company Review program contains the activities of QLP Rabbani Bandung Middle School students who visited Rabbani's garment factory location. In this program, students are given knowledge exposure and discussions regarding the production and retail distribution process of Muslim fashion so that it can spread to all corners of Indonesia and abroad. Meanwhile, in the Marketing Day program, students are taught to make and provide materials that can be processed into merchandise, such as food, merchandise and other processed creative products which are then sold to teachers, students, parents and the community by prioritizing messages and values. -The value of honesty when persuading potential consumers to buy it is modeled on the marketing strategy implemented by the Prophet Muhammad SAW and his companions.



Figure 5. Entrepreneur Strengthening Activities for QLP Rabbani Middle School Students

Source: Instagram @smpqlprabbani, 2023

Being part of the brand strategy of an institution, especially in Islamic schools, the brand architecture formed at QLP Rabbani Middle School is an effort to encourage and increase public awareness and loyalty towards the Rabbani Holding Company "business" through expanding consumer networks through the students' parents. According to Kheilnejad et al. (2020) and Strebinger (2004), two main motivations for brand architecture can be identified and are usually related to expansion. Through expansion, more brands can be created which can bring about the need to have plans, arrangements and brand structures for products or services (Mogaji, 2021). By systematically managing the relationship between brands and products at the Rabbani Holding Company, especially the role of the SMP QLP Rabbani brand as seen from the Rabbani company's brand architecture strategy, this is a form of symbiotic mutualism between the two institutions. Where the QLP Rabbani Middle School gets free promotion and has high credibility under the auspices of the Rabbani Holding Company in order to attract new prospective students. Meanwhile, the company (Rabbani store) will get an abundance of new consumers as the target market for famous Muslim fashion products in Indonesia, namely parents and new students. This business relationship activity is a very strategic business strategy for both institutions in order to anticipate competition for consumers, especially loyal customers.

The concept of brand architecture is often associated with business development efforts of a company to gain profits that are integrated with the holding company's objectives. The aim of the holding company is generally to increase a positive image and lead to the marketing business of a product or service to become better known and have loyal customers. Through the use of a brand name that is characterized by a Holding Company, SMP QLP Rabbani Bandung has its own policy in implementing its brand architecture strategy. This policy was of course made in accordance with the vision and mission of educational institutions based on Islamic and entrepreneurial values contained in the typical QLP Rabbani curriculum. This policy cannot be found in other Islamic schools, most of which are members of the Integrated Islamic School Network (JSIT) association which also has its own curriculum. The name QLP Rabbani is an embodiment of the responsiveness of the Rabbani Holding Company to the development of the basic and secondary education sector in Indonesia. This is also a means of socializing Rabbani Company's corporate culture through the brand name found in the name of the

Islamic school as a means of da'wah to advance Muslims in Indonesia. The target of implementing this brand architecture strategy is the community, especially prospective parents of new students who are registering at QLP Rabbani Bandung Middle School.

The increasing number of demands from consumers regarding the quality of products or services produced by companies/institutions has become a challenge and opportunity for company management in marketing. As a company that has a brand that is better known as a shop providing Muslim fashion, the Rabbani Holding Company brand is undergoing a brand management process whose success depends on the company's position in the market, especially related to the SMP QLP Rabbani trademark. Managing a brand with the support of an organizational structure that provides alignment and focus can form a brand architecture that supports a strong organizational/company brand (Leijerholt et al., 2018). The relationship between the SMP QLP Rabbani brand architecture that was formed has the meaning, nature and strategy of the brand architecture, as well as its relationship with the main brand of the Rabbani Holding company which can be explained in a series of brand architectures as below.:

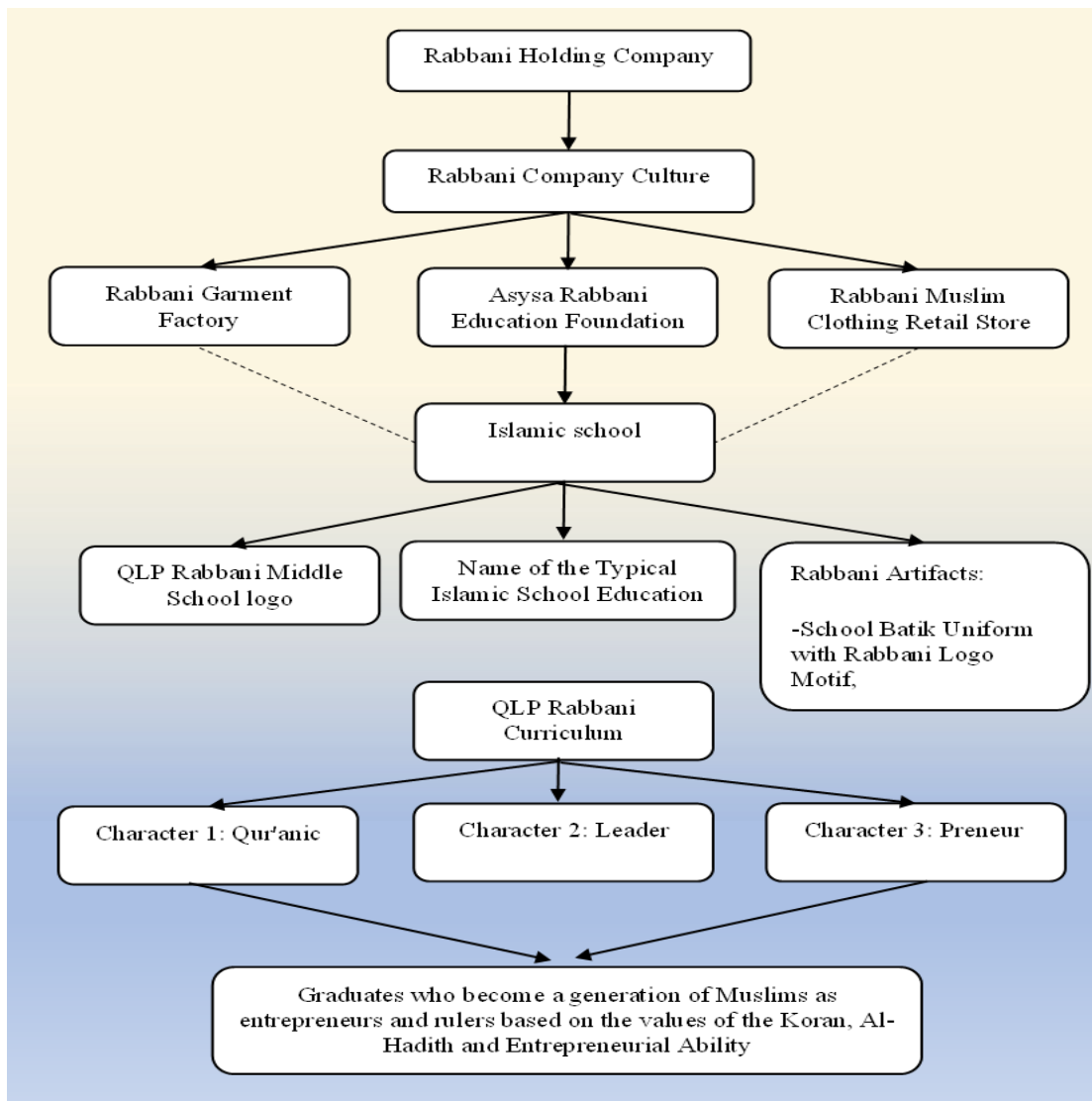


Chart 1. Implementation of Rabbani Brand Architecture in QLP Rabbani Middle School

Source: Research Results, 2023

Based on the chart above, it confirms that brands are an important commodity that supports the long-term survival of educational institutions, such as SMP QLP Rabbani Bandung. Therefore, the implementation of this architecture is basically seen as a value and strategy to maintain the sustainability of QLP Rabbani Middle School which operates in the education sector. The implementation of the QLP Rabbani brand architecture strategy is carried out through real and realized activities. A good brand architecture should be able to identify differences that are formed and cannot be separated from the main business programs of Rabbani Holding Company.

As a company operating in the Muslim fashion retail industry, Rabbani Holding Company experiences both positive and negative business cycles. In a positive cycle, Rabbani Holding Company develops its brand name in educational institutions. On the other hand, in facing the increasingly rapid dynamics and changes in society, an educational institution, including SMP QLP Rabbani Bandung, must be able to adapt to its environment in order to survive and continue the positive cycle of providing educational services. These conditions prompted QLP Rabbani Bandung Middle School to socialize various QLP Rabbani character programs by strengthening entrepreneurial learning programs based on the Qur'an and Al Hadith to create a unique and good perception, image and reputation of the Islamic school in the eyes of the community. In marketing activities, the school curriculum can be used as an alternative to strengthen the substantive business of an institution based on the results of current curriculum evaluation studies (Greaves et al., 2023).

CONCLUSION

The brand strategy formed at the QLP Rabbani Middle School Islamic School in Bandung is a monolithic strategy which is a "house brand", namely the inclusion of the name or label "Rabbani" is always present in the products and services issued by the Rabbani Holding Company as a form of developing business activities and part of the program Rabbani's preaching is based on Islamic values to improve the welfare of society. The inclusion of the company's brand name in the school's name is a breakthrough and a new perspective in adaptive and collaborative education management in facing global economic competition. So that the view of a brand now becomes social capital and investment in order to raise public awareness and loyalty towards a corporate entity or institution based on the results of emotional relationships that are built regarding the perception and functionality of a product or service offered by the company or institution to its consumers.

Suggestion

The brand architecture strategy with the name Rabbani on the identity of SMP QLP Rabbani should be combined with other marketing strategies so that the penetration power of SMP QLP Rabbani's existence becomes increasingly well known and widespread in society. To be able to reach potential consumers (parents of students) more widely, the management of QLP Rabbani Middle School can advertise in mass media such as radio and local television media. This is in line with the development of the use of media and communication technology which continues to increase.

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Conflict of Interest

There is no interest whatsoever in this research.

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