The Effect of Brand Image, Service Quality, and Marketing Strategy on Grade 12 Students' Decisions in Choosing a Tutoring Center (Case Study on the 70 Alumni Test Tutoring Center of The Palembang Regional Polda)

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Abstract. *This study aims to determine the effect of Brand Image, Service Quality, and Marketing Strategy on Grade 12 Students' Decisions in Choosing Alumni Test Guidance (BTA) 70 Palembang PTC Branch. This study uses a quantitative approach with a survey method, simple random sampling technique, and involves 100 grade 12 student respondents. Data collection was carried out through questionnaires, then analyzed using multiple linear regression with the help of SPSS 25. The results of the study indicate that partially Brand Image, Service Quality, and Marketing Strategy have a positive and significant effect on student decisions. Simultaneously, the three variables also have a significant effect on grade 12 students' decisions in choosing BTA 70. This finding emphasizes the importance of strengthening brand image, improving service quality, and implementing integrated marketing strategies to attract students' interest and trust in choosing tutoring institutions.*

Keywords: *Brand Image; Decision to Choose; Marketing Strategy; Service Quality.*

1. Introduction

In an era of intense competition in the world of education, one of the main challenges is achieving grade 12 students' grades, which are used as the graduation standard for entry into State Universities (PTN) in Indonesia. Therefore, additional study hours are needed to deepen the UTBK material that is not fully covered in school. Tutoring (Bimbel) as part of non-formal education is an alternative that aims to strengthen student understanding so that their learning outcomes are more optimal. Non-formal education is an educational path that is organized in a structured and tiered manner (Law No. 20 of 2003 Article 1 Paragraph 2 concerning the National Education System), and functions to replace, supplement, or complement formal education.

Currently, various tutoring providers, both online and offline, offer a variety of learning methods to help students improve and stabilize their grades. According to 2024 data from the Ministry of Education and Culture, there are 67 non-formal educational institutions in Palembang. This situation creates intense competition to attract students, making the decision to choose a learning institution crucial. Parents are now more selective and critical in considering various factors before deciding on the best additional learning location for their children, to support their child's chances of getting into a state university (PTN) as desired.

According to data from the Ministry of Education and Culture in 2023, one of the best tutoring services at the Palembang Regional Police is the Alumni Test Guidance (BTA) 70, followed by Detikcom data (2024) which states that BTA 70 is included in the 7 recommended tutoring services for entering PTN at the Palembang Regional Police. Therefore, the researcher is interested in choosing the Alumni Test Guidance (BTA) 70 because the tutoring provides many benefits for grade 12 students, some of which are the presence of the Mabit program in every

Ramadan month, super intensive program, consultation, monthly Try Out (TO), motivational seminar, and mentoring classes.

In addition to these advantages, BTA 70 has fulfilled the 8 elements of the marketing mix created by Kotler & Keller (2016) in their book entitled "Marketing Management" which consists of: advertising, sales promotion, events and experiences, public relations and publicity, online and social media marketing, mobile marketing, direct and database marketing, and personal selling.

Based on these comparisons, BTA 70 Tutoring Center demonstrates superiority in implementing eight marketing mix elements compared to other tutoring centers that also focus on UTBK preparation for state universities. This superiority is evident not only in its services and facilities, but also in the various strategic efforts undertaken to build attractiveness to prospective students. These factors are crucial considerations influencing students' decisions in choosing a tutoring institution that meets their needs and expectations.

To continue to increase its presence in the world of non-formal education, Alumni Test Guidance (BTA) 70 carries out various strategies to attract students' interest in choosing this institution. This strategy is realized through direct and indirect promotions by BTA 70. Direct promotions include distributing brochures, motivational seminars, demonstrations of learning programs, consultation sessions, face-to-face registration, and participation in various events. BTA 70 has also been actively collaborating with schools in the Palembang Regional Police area since 2012, and in the 2023/2024 academic year this collaboration has been expanded to SMA 15, SMAN 5, MAN 3, MAN IC, SMA Kusuma Bangsa, SMA 11, SMAN 18, SMA Al-Fahd, and SMA Izzudin.

In addition to face-to-face promotions, BTA 70 also strengthens public relations by establishing partnerships with Provincial Offices and MDP through national Grand Try Out

(TO) activities that have been routinely held since 2013. On the other hand, digital promotions are also optimally utilized through social media such as Instagram, TikTok, WhatsApp, YouTube, and others. In expanding its marketing reach, BTA 70 also collaborates with influencers such as Instagram celebrities, TikTokers, and YouTubers, with BTA's official Instagram account itself having more than 12,700 followers. All of these strategies are expected to strengthen the institution's appeal to prospective students who are in the decision-making phase of choosing a tutoring center.

Internally, human resources data shows an increasing trend in the number of students choosing to join BTA 70 over the past five years, except during the 2020–2022 pandemic when some teachers and staff were sent home and learning was conducted online through platforms such as Google Meet and Zoom. Entering the 2023–2024 academic year, BTA 70 is again optimizing its online and offline promotional strategies to strengthen the institution's position in influencing prospective students' decisions in choosing the most effective and trusted additional learning location.

Table Student Development of Class 12 BTA Polda 2018-2024
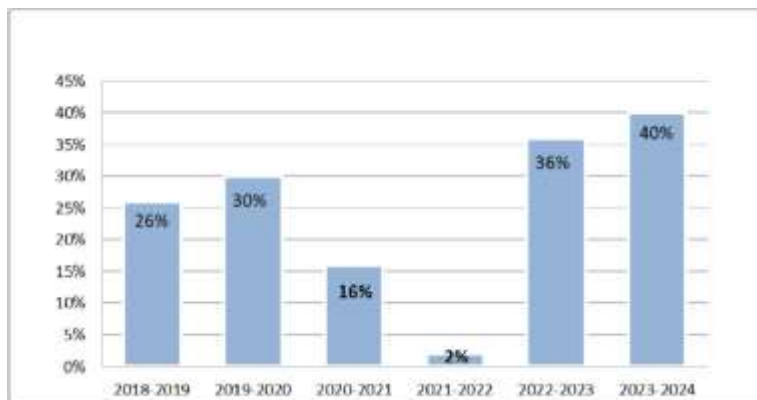
Source: Alumni Test Guidance for 70 Palembang Police Branches (2024)

The phenomenon seen in the student development data of BTA 70 Polda for the 2018-2024 period shows a very interesting and significant pattern that deserves further study. There was substantial growth from 26% (2018-2019) to 30% (2019-2020), followed by a drastic decline during the pandemic to 16% (2020-2021) and a low of 2% (2021-2022), then a very rapid recovery in the following years to reach 36% (2022-2023) and a peak of 40% (2023-2024). These extreme fluctuations indicate an interesting phenomenon related to consumer behavior in the non-formal education industry, particularly regarding the decision to choose a tutoring center during the transition from the pandemic to the post-pandemic period.

When analyzed in conjunction with the comparative table of the implementation of the eight marketing mix elements, a clear correlation is evident between BTA 70's post-pandemic revival and its competitive advantage in comprehensively implementing all marketing elements. BTA 70 is the only institution out of the seven tutoring institutions compared to consistently implement all these elements. This raises important questions about the extent to which each marketing mix element influences students' decisions in

choosing a tutoring institution, particularly amidst the dynamic recovery of the non-formal education industry post-pandemic.

The 40% growth trend in the 2023–2024 academic year is a positive sign that warrants further study. This growth is particularly significant compared to other tutoring institutions that only implement 3–5 marketing mix elements. This fact suggests a possible close relationship between integrated marketing strategies and the increasing number of students choosing BTA 70 as a place for additional learning, a topic that has not been widely discussed in the context of Indonesian non-formal education, particularly in Palembang.

Furthermore, the 14% decline during the pandemic, followed by a rapid recovery of 34% over the past two years, reflects a shift in education consumer decision-making patterns. This shift requires in-depth research into how the interaction between brand image, service quality, and marketing strategies influences student decisions, especially in the significantly altered socioeconomic context post-pandemic.

The competitive landscape in Palembang's tutoring sector, illustrated in the comparison table, also indicates a strategic gap. BTA 70's holistic marketing communications approach differentiates it from competitors who tend to focus on only a few elements. This situation raises questions about the relative effectiveness of each element of the marketing mix and how these elements combine to create a strong appeal and influence students' decisions in choosing a tutoring institution.

The 40% growth rate of BTA 70 students in the 2023–2024 academic year is also a key indicator of business resilience in the face of disruptions caused by the pandemic. This figure far exceeds the national average post-pandemic growth rate of 15–20% for non-formal education institutions, according to a report by the Indonesian Tutoring Institute Association. This fact adds urgency to examining what drives students to choose BTA 70 and how these strategies create a competitive advantage that is difficult for other institutions to replicate.

The gap between the BTA 70 growth rate and the industry average highlights the need for a more in-depth academic explanation, particularly regarding the role of brand image, service quality, and marketing strategy in influencing student decisions and fostering sustainable competitive advantage. Understanding these factors is crucial for developing educational marketing strategies that are more adaptive and relevant to changing consumer behavior in the post-pandemic era.

Therefore, this study is highly urgent: to uncover the key factors driving the significant growth of BTA 70, and how these factors influence 12th-grade students' decision-making in choosing a tutoring institution. This research is expected to serve as a strategic reference for the future development of the non-formal education industry in Indonesia, particularly in facing the challenges and dynamics of the post-pandemic era.

2. Research Methods

This research uses a positivistic paradigm. According to Irwan (2019:21), the positivistic paradigm is a social reality that occurs as something empirical and can be observed in real terms and can be proven scientifically. The approach used in this research is a descriptive quantitative approach. Satriadi et al. (2023) state that quantitative descriptive research is research conducted to provide answers to a problem and obtain broader information about a phenomenon by using the stages of a quantitative approach.

The quantitative descriptive research method aims to describe phenomena, events, symptoms, and incidents factually, systematically, and accurately. Phenomena can include forms, activities, relationships, characteristics, and similarities and differences between them (Supriatna & Yuliani, 2023).

3. Results and Discussion

3.1. Descriptive Statistical Test Results

Descriptive statistical analysis was conducted to describe the characteristics of the research data based on the average (mean), minimum and maximum values, and standard deviation of each research variable, namely Brand Image (X1), Service Quality (X2), Marketing Strategy (X3), and Decision to Choose Tutoring (Y). The following are the results of the Descriptive Statistical Test in this study:

Table Descriptive Statistics Results

	N	Minimum	Maximum	Mean	Standard Deviation
Brand Image	100	15.0	32.0	24,830	4.1756
Quality of Service	100	17.0	33.0	24,760	4.2501
Marketing Strategy	100	17.0	34.0	25,400	4.2971
Decision to Choose	100	16.0	34.0	24,740	3.6282

Based on Table descriptive analysis results, the Brand Image variable has a minimum value of 15, a maximum of 32, an average of 24.83, and a standard deviation of 4.1756. The Service Quality variable shows a minimum value of 17, a maximum of 33, an average of 24.76, and a standard deviation of 4.2501. Furthermore, the Marketing Strategy variable has a minimum value of 17, a maximum of 34, an average of 25.40, and a standard deviation of 4.2971. Finally, the Decision to Choose Tutoring variable shows a minimum value of 16, a maximum of 34, an average of 24.74, and a standard deviation of 3.6282. All variables were analyzed based on the number of respondents as many as 100 people.

3.1.1. Validity Test Results

Validity testing was conducted to ensure that each instrument item in the study was able to accurately measure the intended variable. In this study, validity was tested by comparing the correlation value (r count) between each item and the total variable score against the r table value at a significance level of 0.05. An item was declared valid if the r count value was greater than the r table value. Conversely, if the r count value was less than or equal to the r table value, the item was considered invalid and was not used in subsequent analyses. This

validity test aims to ensure that the instruments used in the study can provide accurate and reliable data.

Table Validity Test Results

Variables	Question items	R count	R table	Information
Brand Image	X1.1	0.708	0.196	Valid
	X1.2	0.751		
	X1.3	0.690		
	X1.4	0.627		
	X1.5	0.690		
	X1.6	0.609		
	X1.7	0.806		
Quality of Service	X2.1	0.715	0.196	Valid
	X2.2	0.835		
	X2.3	0.621		
	X2.4	0.752		
	X2.5	0.647		
	X2.6	0.764		
	X2.7	0.764		
Marketing Strategy	X3.1	0.778	0.196	Valid
	X3.2	0.689		
	X3.3	0.765		
	X3.4	0.773		
	X3.5	0.803		
	X3.6	0.784		
	X3.7	0.758		
Decision to Choose	Y1.1	0.811	0.196	Valid
	Y1.2	0.845		
	Y1.3	0.765		
	Y1.4	0.852		
	Y1.5	0.803		
	Y1.6	0.789		
	Y1.7	0.793		

Based on the validity test results, all question items in the Brand Image variable show calculated r values ranging from 0.609 to 0.806, all of which are greater than the table r value of 0.196 so they are declared valid. Likewise, in the Service Quality variable, the calculated r value for each item ranges from 0.621 to 0.835, which also exceeds the table r value so all items are valid. The Marketing Strategy variable has a calculated r value between 0.689 to 0.803, which is still higher than the table r value so all items are valid. Likewise, the Choice Decision variable has a calculated r value ranging from 0.765 to 0.852, which indicates the validity of all question items. Thus, all items in the four variables meet the validity requirements and can be used for further analysis.

3.1.2. Reliability Test Results

Reliability testing is conducted to measure the consistency and stability of a research instrument in measuring the variables under study. One commonly used method is calculating the Cronbach's Alpha coefficient. If the Cronbach's Alpha value is greater than 0.70, the instrument is considered reliable, or can be trusted to produce consistent data. In this study, reliability testing was conducted on each variable using the SPSS program, and

the results will indicate whether the questionnaire items in each variable can be used reliably in data collection.

Table Reliability Test Results

Variables	Cronbach's Alpha	Comparative value	Information
Brand Image	0.822	0.70	Reliable
Quality of Service	0.851	0.70	Reliable
Marketing Strategy	0.881	0.70	Reliable
Decision to Choose	0.911	0.70	Reliable

Based on the reliability test results in Table 4.3, all research variables showed Cronbach's Alpha values greater than 0.70, namely Brand Image at 0.822, Service Quality at 0.851, Marketing Strategy at 0.881, and Voting Decision at 0.911. This indicates that all measurement instruments used in this study have a good level of internal consistency and can be trusted to produce stable and consistent data. Thus, all variables in this study are declared reliable.

3.1.3. Normality Test Results

The normality test aims to determine whether the residuals resulting from the difference between the actual value (Y) and the predicted value (Ŷ) are normally distributed. This is important because one of the requirements in linear regression analysis with a parametric approach is that the data have a normal residual distribution. In this study, the normality test was conducted using two approaches, namely the graphical test and the Kolmogorov-Smirnov statistical test using SPSS version 25 software.
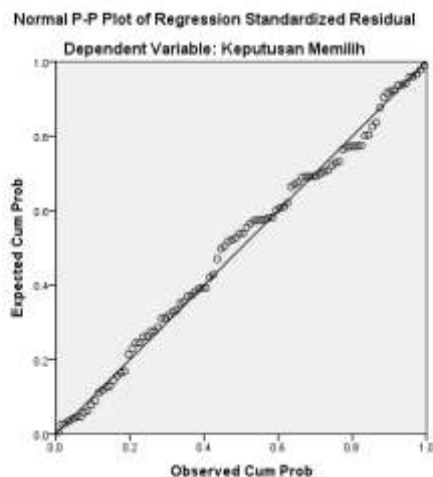
Figure Normal PP plot

Table Normality Test Results Using One Sample KS

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	2.70175143
Most Extreme Differences	Absolute	.058
	Positive	.051
	Negative	-.058
Test Statistics		.058
Asymp. Sig. (2-tailed)		**.200c,d**

Based on Figure Normal PP Plot, it can be seen that the data points are spread around the diagonal line and follow the direction of the line. This pattern indicates that the residual distribution in the regression model tends to be visually normal. This is reinforced by the results of the Kolmogorov-Smirnov statistical test as shown in Table 4.4, which shows a significance value (Asymp. Sig. 2-tailed) of 0.200. This value is greater than the significance level of 0.05, so it can be concluded that the residual data is normally distributed. Thus, the regression model in this study has met the assumption of normality and is suitable for use in further analysis.

3.1.4. Multicollinearity Test Results

A multicollinearity test was conducted to determine whether there was a high correlation between the independent variables in the regression model—Brand Image, Service Quality, and Marketing Strategy. Strong correlation between independent variables can cause distortion in the model, resulting in inaccurate interpretation of the regression coefficients. Therefore, a multicollinearity test is necessary to ensure the suitability of the regression model.

In this study, testing was conducted using SPSS version 25 software by examining tolerance values and Variance Inflation Factor (VIF). The criteria used to detect multicollinearity are: if the tolerance value is > 0.10 and the VIF is < 10, then the model is declared free of multicollinearity. Conversely, if the tolerance value is < 0.10 or the VIF is > 10, then multicollinearity occurs between the independent variables. The test results are presented and explained in the next section.

Table Multicollinearity Test Results

Variables	*Tolerance*	VIF	Information
Brand Image	0.977	1,023	Multicollinearity Free
Quality of Service	0.985	1,015	Multicollinearity Free
Marketing Strategy	0.988	1,012	Multicollinearity Free

Based on the multicollinearity test results shown in Table, the Brand Image variable has a tolerance value of 0.977 and a VIF value of 1.023. The Service Quality variable shows a tolerance value of 0.985 and a VIF of 1.015, while the Marketing Strategy variable has a tolerance value of 0.988 and a VIF of 1.012. All tolerance values are greater than 0.10 and

the VIF value is below 10, so it can be concluded that there is no multicollinearity between the independent variables in this regression model. Thus, these independent variables can be used simultaneously without causing high correlation problems.

3.1.5. Heteroscedasticity Test Results

The heteroscedasticity test is performed to detect whether there is inequality in the variance of the residuals in each observation. This inequality of variance is called heteroscedasticity, which can cause the predicted values of the regression model to be inconsistent or biased. In this study, the heteroscedasticity test was performed using a scatter plot graph between the predicted values (ZPRED) and residuals (SRESID) using SPSS version 25 software. If the scatter points do not form a specific pattern and are spread symmetrically above and below the zero line, then the model meets the assumption of homoscedasticity.

In addition, the Glejser test is also used by regressing the independent variable against the absolute value of the residual. The test criteria based on the significance value (sig) are: if sig > 0.05, heteroscedasticity does not occur, and if sig < 0.05, heteroscedasticity occurs in the regression model. The test results will be explained in the next section.
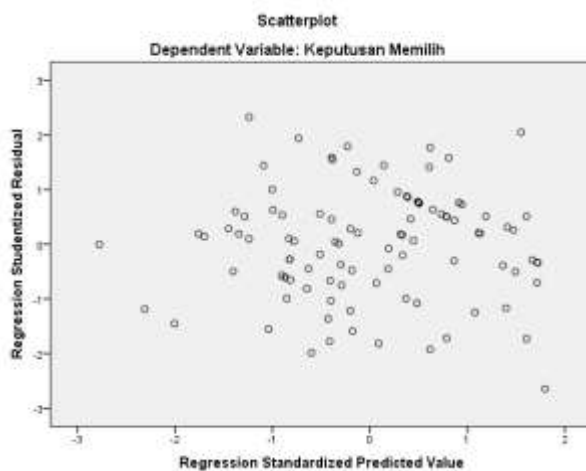
Figure Scatter Plot.

3.1.6. Multiple Linear Regression Test Results

Multiple linear regression analysis was used in this study to examine the simultaneous influence of three independent variables, namely Brand Image, Service Quality, and Marketing Strategy, on the dependent variable, namely the decision of 12th-grade students in choosing tutoring. This method was chosen because it allows to see the relationship and contribution of each independent variable together to the dependent variable. By conducting multiple linear regression analysis, it can be determined which variables have a significant influence and how much influence they have in explaining students' decisions. This analysis also helps identify the dominant variables that play an important role in the student decision-making process in choosing tutoring at the Alumni Test Guidance (BTA) PTC

Palembang branch. The following are the results of the multiple linear regression analysis in this study:

Table Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,386	2,791		.497	.621
	Brand Image	.467	.067	.538	6,994	.000
	Quality of Service	.198	.065	.232	3,031	.003
	Marketing Strategy	.270	.065	.319	4,176	.000

Based on the results of the multiple linear regression analysis in table, the following regression equation is obtained:

$$Y = 1,386 + 0,467 \times X1 + 0,198 \times X2 + 0,270 \times X3 + e$$

Information:

Y = Student decision to choose tutoring

X1 = Brand Image

X2 = Service Quality

X3 = Marketing Strategy

e = Error

The constant value of 1.386 indicates that if the three independent variables are zero, then the student's decision to choose tutoring is predicted to be 1.386. The Brand Image regression coefficient of 0.467 indicates that every one-unit increase in Brand Image perception will increase student decisions by 0.467, assuming other variables remain constant. Furthermore, the Service Quality coefficient of 0.198 indicates that a one-unit increase in service quality assessment will increase student decisions by 0.198. The Marketing Strategy coefficient of 0.270 means that every one-unit increase in marketing strategy will increase student decisions by 0.270, with other variables constant. Thus, the three independent variables have a positive effect on student decisions in choosing tutoring, which means that the better the perception of Brand Image, Service Quality, and Marketing Strategy, the higher the student's decision to choose the tutoring.

3.2. The Influence of Brand Image on Grade 12 Students' Decisions in Choosing the Alumni Test Guidance (BTA) 70 PTC Palembang Branch

The results of the analysis show that Brand Image has a positive and significant influence on students' decisions in choosing BTA 70 Palembang PTC Branch. This is evidenced by the calculated t value of 6.994 which is greater than the t table of 1.661, as well as a significance value of 0.000 <0.05, which means that the H1 hypothesis is accepted. In addition, the regression coefficient of the Brand Image variable of 0.467 also strengthens the evidence that this variable makes a significant contribution to students' decisions in choosing tutoring.

Conceptually, Brand Image describes students' perceptions of the BTA 70 brand image, which includes brand awareness (brand salience), service performance (brand performance), emotional imagery and positive associations (brand imagery), and student assessment and loyalty (brand judgment and brand resonance). When students have a positive perception of the reputation and image of a tutoring institution, they are more likely to make a decision to choose that institution.

A strong brand image, such as that built by BTA 70 through consistent service, alumni testimonials, social media activities, and motivational programs such as seminars and MABIT during Ramadan, has successfully created emotional bonds and trust among students and parents. According to Aaker (1996), a positive brand image can increase emotional value and customer loyalty, and in this context, students as educational consumers respond to positive perceptions of the brand with concrete choices.

Previous research by Oktavia (2019) also found that brand image significantly influences students' decisions to choose a tutoring institution. This finding is also supported by Wahyudi & Aswan (2023) in the tourism context, who emphasized that positive brand perceptions increase interest in the service. In the context of BTA 70, with its reputation as one of the leading tutoring institutions in Palembang, recognized by the Ministry of Education and Culture and Detikcom, positive student perceptions are a key determinant in the selection process.

Thus, a strong brand image not only serves as an initial draw for prospective students but also serves as a reinforcing factor in maintaining loyalty and increasing word-of-mouth referrals. This suggests that a well-planned branding strategy will significantly impact consumers' purchasing decisions for educational services, particularly 12th-grade students who are facing the crucial phase of selecting a tutoring institution for college preparation.

3.2.1. The Influence of Service Quality on Grade 12 Students' Decisions in Choosing the Alumni Test Guidance (BTA) 70 PTC Palembang Branch

Based on the results of multiple linear regression testing, the Service Quality variable also shows a positive and significant influence on students' decisions in choosing BTA 70. This is evidenced by the calculated t value of 3.031, greater than the t table of 1.661, with a significance value of 0.003, which is smaller than 0.05. Therefore, the H2 hypothesis is accepted and states that service quality significantly influences students' choosing decisions.

The regression coefficient value of 0.198 indicates that a one-unit increase in service quality will increase the decision to choose by 0.198 units, assuming other variables remain constant. This indicates that although the influence of service quality is not as large as brand image, this variable still makes a significant contribution to students' decision-making process.

Service quality in the context of tutoring, such as BTA 70, encompasses tangible aspects such as learning facilities, reliability of schedules and materials, staff responsiveness to student needs, assurance of teacher professionalism, and empathy in assisting students

during the UTBK preparation period. All of these aspects significantly determine student comfort and satisfaction during tutoring.

According to Saragih et al. (2015), service quality is the comparison between perceived service and expected service. If the service provided exceeds students' expectations, they will be satisfied and likely to recommend BTA 70 to their friends. Research by Purnawan & Suarmanayasa (2021) and Munir (2023) also concluded that service quality is a factor that consistently influences service purchasing decisions, including in the transportation and e-commerce sectors, which is also relevant in the educational services sector. Amidst the intense competition among tutoring institutions in Palembang, superior service is an attractive competitive differentiation. Therefore, BTA 70's success in maintaining service quality during the pandemic and post-pandemic transition period, such as adaptively managing online and offline learning, significantly contributes to students' trust in choosing this institution.

3.2.2. The Influence of Marketing Strategy on Grade 12 Students' Decisions in Choosing the Alumni Test Guidance (BTA) 70 PTC Palembang Branch

The test results on the Marketing Strategy variable show a positive and significant influence on the decision of 12th grade students in choosing BTA 70. This is indicated by the calculated t of 4.176, which is greater than the t table of 1.661, and a significance value of 0.000, which is far below the threshold of 0.05. Thus, the hypothesis H3 is accepted.

The regression coefficient of 0.270 indicates that every one-unit increase in marketing strategy effectiveness leads to a 0.270-point increase in student decision-making. This demonstrates that a good marketing strategy not only serves to attract students' initial attention but also leads them to more certain and measurable decision-making.

BTA 70 employs an integrated marketing communication strategy encompassing eight key elements: advertising, sales promotion, events & experiences, public relations, direct marketing, personal selling, social media marketing, and mobile marketing. The use of social media platforms like Instagram, TikTok, WhatsApp, and YouTube, combined with direct promotions like brochures, learning demos, and school partnerships, demonstrates the institution's active engagement with students through multiple touchpoints.

The 40% growth rate of BTA 70 students in the 2023–2024 academic year also demonstrates the success of a holistic and consistent marketing strategy. In the post-pandemic era, an adaptive and communicative marketing strategy is essential to convince prospective students and parents that BTA 70 is the right choice. This aligns with the theory of Kotler & Keller (2016), which states that an effective marketing strategy is one that builds positive perceptions and emotional interactions with consumers.

BTA 70's marketing strategy is not only informative, but also persuasive and educational. By providing inspiring and interactive content, such as alumni testimonials, national TOs, motivational seminars, and mentoring classes, the institution not only sells learning services but also a comprehensive and compelling learning experience. This has a strong influence on students' decisions to choose BTA 70 among the many other tutoring options in Palembang.

3.2.3. The Influence of Brand Image, Service Quality, and Marketing Strategy Simultaneously on Grade 12 Students' Decisions in Choosing the Alumni Test Guidance (BTA) at 70 PTC Palembang Branches

Based on the results of multiple linear regression testing, it is known that the variables Brand Image (X1), Service Quality (X2), and Marketing Strategy (X3) simultaneously have a significant effect on the Decision to Choose (Y). This is proven by the results of the F test which shows a calculated F value of 41.660 with a significance of 0.000, which is smaller than the significance level of 0.05. Because the calculated F value > F table and the sig value < 0.05, all hypotheses are accepted, which means there is a joint influence between the three independent variables on the dependent variable.

Furthermore, the coefficient of determination (R^2) of 0.567 indicates that 56.7% of the variability in 12th-grade students' decisions in choosing BTA 70 can be explained by the variables Brand Image, Service Quality, and Marketing Strategy. Meanwhile, the remaining 43.3% is explained by other factors outside the model, such as price, location, alumni testimonials, parental influence, or even the students' financial situation.

These results indicate that the model used in this study has strong explanatory power and relevance, especially considering that educational services such as tutoring have many subjective aspects that influence decision-making. The combination of brand reputation, the service directly experienced by students, and the marketing communication strategy implemented by BTA 70 form a coherent whole in influencing student preferences and choices.

Theoretically, these results are in line with the Integrated Marketing Communication (IMC) theory proposed by Schultz & Tannenbaum (1993) and reinforced by Kotler & Keller (2016), that effective marketing is not only carried out through one channel, but through the integration of various promotional and service elements that are communicated consistently to consumers. A strong Brand Image builds initial attraction, Service Quality strengthens loyalty and satisfaction, while Marketing Strategy plays a role in reaching and convincing prospective students.

Practically, these results offer strategic implications for BTA 70 management. To increase student enrollment, strengthening these three variables must be carried out continuously and simultaneously. Improving brand image alone without a corresponding improvement in service is not sufficient. Similarly, a marketing strategy will be ineffective without being supported by tangible service quality and brand strengthening.

BTA 70's success in achieving 40% student growth in the 2023–2024 academic year is concrete evidence of the integrated and targeted implementation of these three factors. In the challenging post-pandemic environment, this success reflects not only the effectiveness of the strategy but also the institution's adaptability and innovation in responding to the dynamics of the non-formal education market.

Thus, it can be concluded that Brand Image, Service Quality, and Marketing Strategy are the three main pillars that simultaneously determine the decisions of 12th grade students in

choosing a tutoring institution, especially in the Alumni Test Guidance (BTA) 70 PTC Palembang Branch.

4. Conclusion

Based on the results of research that has been conducted regarding the influence of Brand Image, Service Quality, and Marketing Strategy on Grade 12 Students' Decisions in Choosing the Alumni Test Guidance (BTA) 70 PTC Palembang Branch, the following conclusions can be drawn: 1. Brand Imagehas a significant influence on the decision of 12th grade students in choosing BTA 70.This shows that the positive image of the institution in the eyes of students such as reputation, trust, and brand associations have an important role in attracting students to join BTA 70. 2. Service quality also has a significant influence on student decisions.Responsive, friendly, reliable service, and adequate facilities provide comfort and satisfaction to students, which ultimately encourages them to decide to choose BTA 70 as a place for additional study. 3. Marketing strategy has a significant influence on the decision to choose grade 12 students.Promotional efforts through social media, direct promotional activities, school collaboration, and the use of influencers have proven to be able to attract attention and shape positive student perceptions of BTA 70. 4. Simultaneously, the three variables, namely Brand Image, Service Quality, and Marketing Strategy together have a significant influence on students' decisions in choosing BTA 70. This shows that the three are complementary elements and need to be managed in an integrated manner to increase competitiveness and the number of students joining.

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