

**STRATEGIC MARKETING APPROACHES LEVERAGING
THE 7P MARKETING MIX FRAMEWORK TO OVERCOME
SALES CHALLENGES AND ENHANCE PURCHASE
INTENTION FOR IELTS PROGRAMS AT ATHENA
ENGLISH COURSE**

FINAL PROJECT

**In partial fulfillment of the requirements for
the master's degree
from Institut Teknologi Bandung**

By

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(Master of Business Administration Program)



**INSTITUT TEKNOLOGI BANDUNG
FEBRUARY 2025**

ABSTRACT

STRATEGIC MARKETING APPROACHES LEVERAGING THE 7P MARKETING MIX FRAMEWORK TO OVERCOME SALES CHALLENGES AND ENHANCE PURCHASE INTENTION FOR IELTS PROGRAMS AT ATHENA ENGLISH COURSE

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Athena English Course, an English language learning institution based in Bandung, faces challenges in increasing enrollment, particularly for its online IELTS preparation classes. To better understand the factors influencing prospective students' decisions, this study aims to analyze the impact of the 7P marketing mix elements—Product, Price, Place, Promotion, People, Process, and Physical Evidence—on customer purchase intention when choosing an online IELTS preparation course. The research adopts a mixed-method approach, combining both qualitative and quantitative methodologies. Data was collected through surveys of respondents interested in IELTS preparation courses and analyzed using the SmartPLS statistical method to evaluate the significance of relationships between variables in the research model.

The findings reveal that among the seven marketing mix elements analyzed, only Price, Promotion, Product, and People have a significant and positive influence on purchase intention, while Place, Process, and Physical Evidence have a weaker or even insignificant impact. These insights provide valuable guidance for English course providers in designing more effective marketing strategies to enhance course attractiveness and ensure sustainable business growth. Based on the research results, Athena English Course can optimize three key strategies: first, targeting a more specific market segment with minimal competition; second, strengthening promotional efforts through digital marketing, particularly on social media, to increase visibility and reach more potential students; and third, adjusting pricing strategies to remain competitive and appeal to a broader market. By implementing these strategies, Athena English Course has the potential to increase enrollment, expand its market share, and strengthen its competitive position in the English language education industry in Indonesia.

Keywords: Marketing Mix 7P, STP, Purchase Intention, Marketing Resources, PESTEL, Competitor analyses, Customer Analysis, SWOT, IELTS Course, SmartPLS.

ABSTRACT

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Athena English Course, sebuah lembaga kursus bahasa Inggris yang berbasis di Bandung, menghadapi tantangan dalam meningkatkan jumlah pendaftar, terutama pada kelas persiapan IELTS online. Dalam upaya memahami faktor-faktor yang memengaruhi keputusan calon siswa, penelitian ini bertujuan untuk menganalisis pengaruh elemen bauran pemasaran 7P—Product, Price, Place, Promotion, People, Process, dan Physical Evidence—terhadap minat beli pelanggan dalam memilih kursus persiapan IELTS online. Pendekatan penelitian yang digunakan adalah metode campuran, yaitu kombinasi antara pendekatan kualitatif dan kuantitatif. Data dikumpulkan melalui survei terhadap responden yang memiliki minat dalam kursus persiapan IELTS online, kemudian dianalisis menggunakan metode statistik berbasis SmartPLS untuk mengevaluasi signifikansi hubungan antar variabel dalam model penelitian.

Hasil penelitian menunjukkan bahwa dari tujuh elemen bauran pemasaran yang dianalisis, hanya Price, Promotion, Product, dan People yang memiliki pengaruh positif dan signifikan terhadap minat beli pelanggan, sedangkan Place, Process, dan Physical Evidence memiliki dampak yang lebih lemah atau bahkan tidak signifikan. Temuan ini memberikan wawasan penting bagi penyedia kursus bahasa Inggris dalam menyusun strategi pemasaran yang lebih efektif guna meningkatkan daya tarik kursus serta pertumbuhan bisnis secara berkelanjutan. Berdasarkan hasil penelitian, Athena English Course dapat mengoptimalkan tiga strategi utama, yaitu pertama, melakukan segmentasi pasar yang lebih spesifik dengan target audiens yang memiliki kebutuhan akan kursus persiapan IELTS namun masih minim kompetitor; kedua, memperkuat strategi promosi melalui pemasaran digital, terutama media sosial, guna meningkatkan visibilitas dan menjangkau lebih banyak calon peserta; dan ketiga, menyesuaikan kembali strategi penetapan harga agar tetap kompetitif serta dapat menjangkau pasar yang lebih luas. Dengan menerapkan strategi-strategi ini, Athena English Course berpotensi meningkatkan jumlah peserta, memperluas pangsa pasar, serta memperkuat daya saingnya dalam industri pendidikan bahasa Inggris di Indonesia.

Keywords: Marketing Mix 7P, Purchase Intention, SWOT, IELTS Course, SmartPLS, Education Marketing.

VALIDATION PAGE

**STRATEGIC MARKETING APPROACHES LEVERAGING
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I sincerely hope that this thesis can provide meaningful insights to its readers and make a valuable contribution in the field of academic education and the business industry of course institutions in Indonesia.

TABLE OF CONTENTS

ABSTRACT	i
VALIDATION PAGE	iii
DECLARATION OF NON-PLAGIARISM.....	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	viii
LIST OF TABLES	ix
Chapter I Introduction	1
I.1 Background.....	1
I.2 Company Profile.....	6
I.3 Business Issue.....	12
I.4 Research Question and Reseach Objectivies	13
I.5 Research Scope and Limitation	14
Chapter II Literature Review	15
II.1 Theoritical Foundation	15
II.1.1 Marketing Strategy	16
II.1.2 Customer Analysis	18
II.1.3 Internal Analysis	22
II.1.4 Marketing Mix 7P	26
II.1.5 Purchase Intention	33
II.1.6 External Analysis	34
II.1.7 Marketing Resources.....	39
II.2 Conceptual Framework	41
Chapter III Research Methodology	45
III.1 Reseach Design.....	45
III.2 Data Collection Method.....	47
III.3 Population and Sample	51
III.4 Data Analysis Method	53
III.4.1 Outher Model.....	54
III.4.2 Inner Model	57

III.5 Structural Equation Modeling Partial Least Square	58
Chapter IV Results and Dicsussion	60
IV.1 Analysis	60
IV.1.1 Internal Analysis.....	61
A. STP.....	61
B. Marketing Mix 7P	70
C. Marketing Resource	77
IV.1.2 External Analysis.....	81
A. PESTEL Analysis	82
B. Customer Analysis	90
C. Competitor Analysis	109
D. SWOT Analysis	124
E. TOWS Strategy.....	128
Chapter V Conclusion and Recommendation	144
V.1 Conclusion.....	144
V.2 Recommendation.....	145

LIST OF FIGURES

Figure I.1 English proficiency rate in Southeast Asia 2021	1
Figure I.2 Ranking indonesia's English proficiency in the world.....	2
Figure I.3 English proficiency levels in 10 Indonesian cities	4
Figure I.4 Distribution of English language course institutions in Bandung city....	5
Figure I.5 Athena English Course's LOGO.....	6
Figure I.6 Athena English Course Class Activities	7
Figure I.7 Instagram Account of Athena English Course.....	8
Figure I.8 Organizational Structure	10
Figure I.9 Sales Trend of Athena English Course	12
Figure I.10 Sales Trend of IELTS Product	13
Figure II.1 The Business Unit Strategic-Planning Process	17
Figure II.2 Model of Customer Behavior	19
Figure II.3 Buyer Decision Process	21
Figure II.4 Product/service life cycle stage.....	28
Figure II.5 Conceptual Framework.....	42
Figure III.1 Research Design	46
Figure IV.1 Athen English Course's Product	72
Figure IV.2 Place of Athen English Course.....	73
Figure IV.3 Indonesia GPD Growth Rate.....	84
Figure IV.4 Gender Distribution of Survei Responden	91
Figure IV.5 Age Distribution of Survei Responden	91
Figure IV.6 Education Background Distribution.....	92
Figure IV.7 Distribution of Motivation for Taking IELTS Courses.....	92
Figure IV.8 Outer Model (Stage 1).....	100
Figure IV.9 Outer Model (Stage 2).....	102
Figure IV.10 Structural Model (Inner Model)	105
Figure IV.11 English Academy's Product	110
Figure IV.12 English Academy's Instagram Account.....	111
Figure IV.13 Studev's Flayer.....	112
Figure IV.14 Studev's Product Price List	113
Figure IV.15 Studev's Instagram Account	114
Figure IV.16 Titik Nol's Flayer	115
Figure IV.17 Titik Nol's Product Price List	116
Figure IV.18 Titik Nol's Instagram Account.....	118
Figure IV.19 Flip's Product Price List.....	119
Figure IV.20 Flips's Instagram Account	120
Figure IV. 21 Application for Australian WHV from Indonesia.....	126

LIST OF TABLES

Table II.1 The TOWS Matrix	38
Table III.1 Likert Scale Measurement Scale.....	50
Table III.2 Quisioner Indicators.....	50
Table IV.1 Market Based Segmenting IELTS Product Athena English Course ...	62
Table IV.2 Targeting IELTS Product Athena English Course	64
Table IV.3 Expected Segmenting IELTS Product Athena English Course.....	67
Table IV.4 Expected Targeting IELTS Product of Athena English Course	69
Table IV.5 Summery of PESTEL Analysis	89
Table IV.6 Interpretation of Survey Results	93
Table IV.7 Average Answer Score for Each Question in the Product Variable....	94
Table IV.8 Average Answer Score for Each Question in the Price Variable	94
Table IV.9 Average Answer Score for Each Question in the Place Variable.....	95
Table IV.10 Average Answer Score for Each Question in the Promotion	96
Table IV.11 Average Answer Score for Each Question in the People Variable ...	97
Table IV.12 Average Answer Score for Each Question in the Process Variable ..	97
Table IV.13 Average Answer Score for Each Question in the Physical Evidence Variable.....	98
Table IV.14 Average Answer Score for Each Question in the Purchase Intention Variable.....	99
Table IV.15 Outer Loading Test Results Stage 1	101
Table IV.16 Outer Loading Test Results Stage 2	103
Table IV.17 Reliability Test Results.....	104
Table IV.18 Path Coefficient Results	106
Table IV.19 R Square Test Results.....	108
Table IV.20 Comparison of Potential Competitors	121
Table IV.21 SWOT Matrix	127
Table IV.22 TOWS Matrix	133
Table IV.23 Pros & Cons for Each Strategies	137
Table IV.24 Implementation Plan.....	140
Table IV.25 Implementation Plan Timeline	143

Chapter I Introduction

I.1 Background

English, as an international language, is essential for communication across cultures and languages, connecting people worldwide. Indonesia itself is a country that provides clear evidence of how important English is for various needs and requirements in entering an agency, pursuing education or a better career. By mastering English, people have begun to realize how this skill will take them to a further level both in career, business and education. With its role as an international language, this has also become a business industry in the scope of education internationally including Indonesia, the English language course industry plays an important role in helping every individual or group who wants to improve their skills in mastering English. With this fact and phenomenon, all countries are competing to improve the ability of their population to speak English.

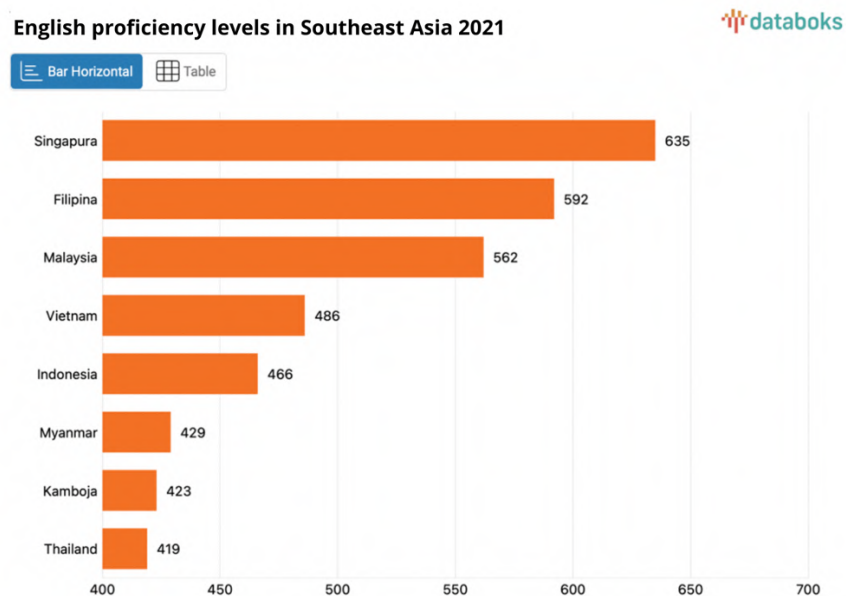


Figure I.1 English proficiency rate in Southeast Asia 2021

Source: databoks.katadata.co.id

If we look at the data, based on the 2021 English Proficiency Index report by Education First (EF), Indonesia ranks fifth among Southeast Asian countries with an English proficiency score of 466. This score puts Indonesia in the low proficiency category, far behind countries such as Singapore, the Philippines and Malaysia which are in the very high and high proficiency categories respectively.

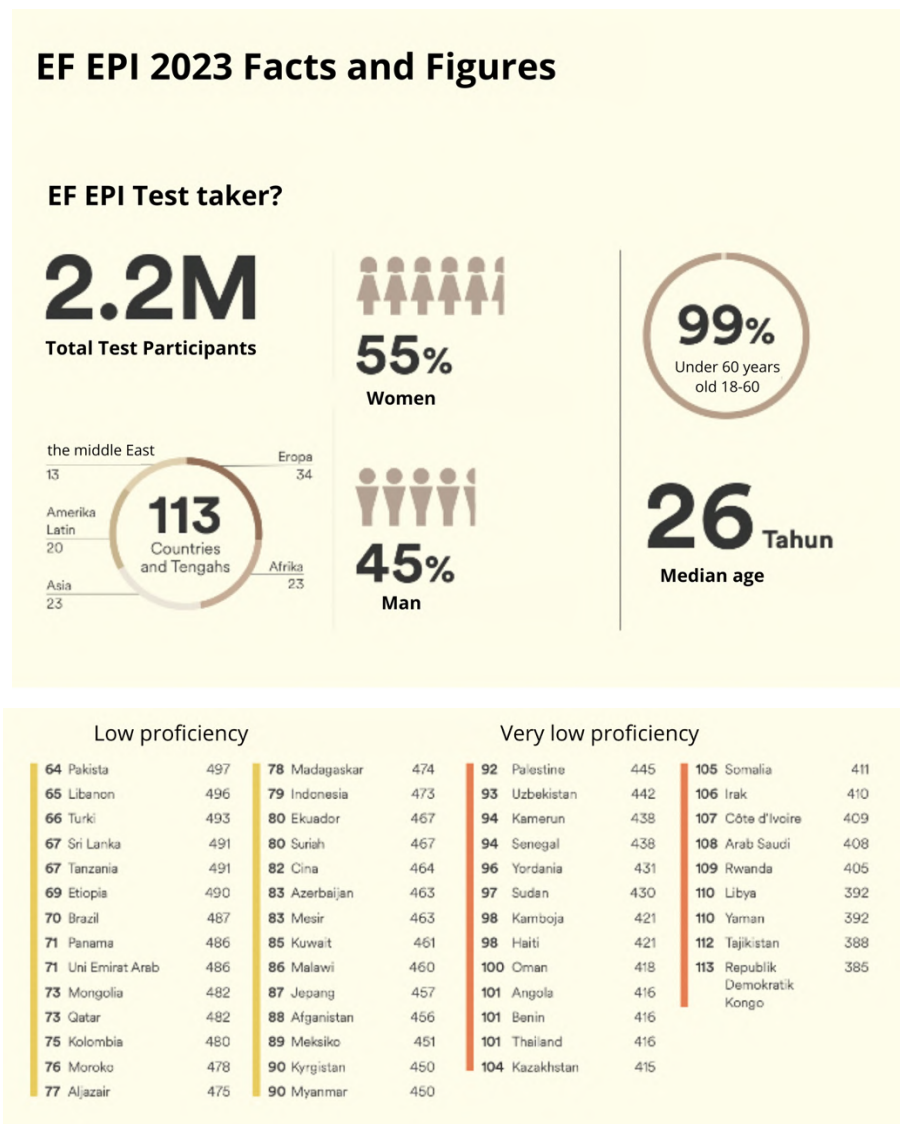


Figure I.2 Ranking indonesia's English proficiency in the world

Source: EF English Proficiency Index 2022

Meanwhile, according to the EF English Proficiency Index 2023, the English language skills of Indonesians are still at a low level with a rank of 79 out of 113 countries and a score of 469. This condition shows the need for improvement in English language skills, especially to face the challenges of global industry and support the increasing foreign investment in Indonesia. The index was compiled from tests of 2.2 million participants from 113 countries with the majority of participants aged between 18 and 60.

Indonesia's low ranking shows that its people still have limitations in English language skills compared to neighboring countries. This can have an impact on international competitiveness, especially in the economic and education sectors, where English proficiency is an important skill. To improve this ranking, Indonesia may need to strengthen English education from an early age and provide more practical training opportunities for people to develop their English skills and become more competitive at the regional level.

However, despite Indonesia's low ranking for English proficiency, it is positive to see the significant growth of the English course industry as the need for foreign language skills increases in the face of globalization. According to Haina Xiang, Duolingo's Asia Pacific Marketing Director, interest in learning foreign languages in Indonesia is growing rapidly, making Indonesia Duolingo's second largest market in Southeast Asia after Vietnam. Since 2020, Duolingo users in Indonesia have increased sixfold, higher than Vietnam and Thailand. Initially, this increase was triggered by the COVID-19 pandemic, but users in Indonesia have continued to actively learn after the pandemic, showing that interest in learning foreign languages in Indonesia is growing and persisting.

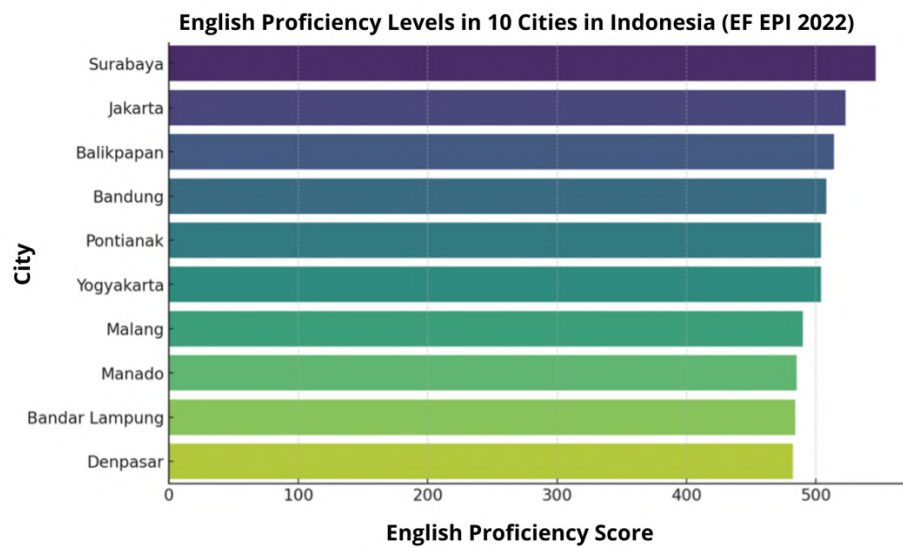


Figure I.3 English proficiency levels in 10 Indonesian cities

Source: EF English Proficiency Index 2022

The data above shows that 10 cities in Indonesia have relatively high English proficiency scores compared to other cities. Bandung occupies the fourth position with a fairly good score, indicating that the English course industry in this city has positive prospects. This position reflects the interest and awareness of the people of Bandung on the importance of mastering English. This can be attributed to the active role of course institutions that help improve the English language skills of its residents. If course institutions in Bandung continue to provide quality training programs, their contribution to improving the English language skills of Bandung residents will be even more significant, making the city more competitive in terms of language proficiency than other cities in Indonesia.



Figure I.4 Distribution of English language course institutions in Bandung city

Source: Google Maps (2024)

Data from Google Maps shows that there are 20 active English course institutions in Bandung offering a variety of programs ranging from intensive courses, TOEFL and IELTS special classes, to general conversation classes. This intense competition requires each institution to have a different appeal and be able to offer a unique learning experience. Overall, the English language course industry in Bandung has great potential but comes with significant challenges. In order to compete, course institutions must be able to identify market needs appropriately and adopt marketing approaches and teaching methods that are relevant to the changing times.

I.2 Company Profile



Figure I.5 Athena English Course's LOGO

Source: Internal Data

Athena English Course is one of the English courses located in Bandung City that still exists and is developing until now, founded in March 2018 by Rhesa Rafsanjani and Astari Arindra. This course was built with a very segmented market, namely English for private classes. Not only that, in its teaching and learning process, Athena English Course has its own uniqueness, namely studying in a cafe as a class that brings a new atmosphere and is far from the usual blackboard class atmosphere. This creative idea emerged from the business model developed by its owner, Rhesa Rafsanjani, she created a business model that can be said to be quite creative because it makes the cafe a business partner in running the Athena English Course class, the principle is collaboration with a win-win solution, the cafe itself gets several benefits from this collaboration, including increasing visitor traffic and free English speaking training for cafe employees themselves in improving English language skills which are scheduled for 1 meeting in one week. For Athena English Course, they get a free place as a space to run private classes between tutors and students without any costs incurred at all in the signed cooperation contract. This is a form of business collaboration that is mutually beneficial.

The concept of this kind of course, hopefully, can bring a new atmosphere in

learning English to be more relaxed and fun, of course also a class with an open public concept like this will train a student's mentality to be stronger because they have to learn English, especially speaking in front of many people who can pay attention and stare at them at any time. But here is the value, Athena was built as a very efficient and effective course in learning English privately, the cafe that is the place for Athena students to study is also not just any cafe, but a cafe that meets the requirements and special criteria that can support focus and good results in the learning process, such as a cafe that is far from noise, sound that is not noisy, a comfortable room, and a table that is suitable for use as a study table. Uniquely, studying at Athena English Course will not find a whiteboard, but only uses paper and other simple teaching media as learning aids, which in essence Athena does not want to bring the class atmosphere that we usually find in other courses in its class Athena's cafe.



Figure I.6 Athena English Course Class Activities

Source: Internal Data

However, even though they study in formal classrooms, the curriculum and learning outcomes of Athena students are quite good, this is because Athena has truly qualified tutors to teach in every field of class taught, another thing is also because Athena has a detailed assessment to see the development of students from their

learning process from time to time. This makes Athena English Course still able to provide learning services that prioritize results and quality according to student targets when registering as students who want to learn and master English.

Athena English Course itself provides a new learning method adapted from the Finnish education system as the main approach by focusing on rethinking competence, interaction, and competence, as well as learning methods for effective learning. This is what makes Athena English Course continue to exist and develop amidst the high competition in the education and course business in Indonesia, especially in the city of Bandung. Since its founding from 2018 until now, Athena has had many alumni spread across the city of Bandung, especially in the Antapani area, who come from various ages and backgrounds. This course continues to be committed to being one of the best courses as a choice in learning English from basic to advanced levels.

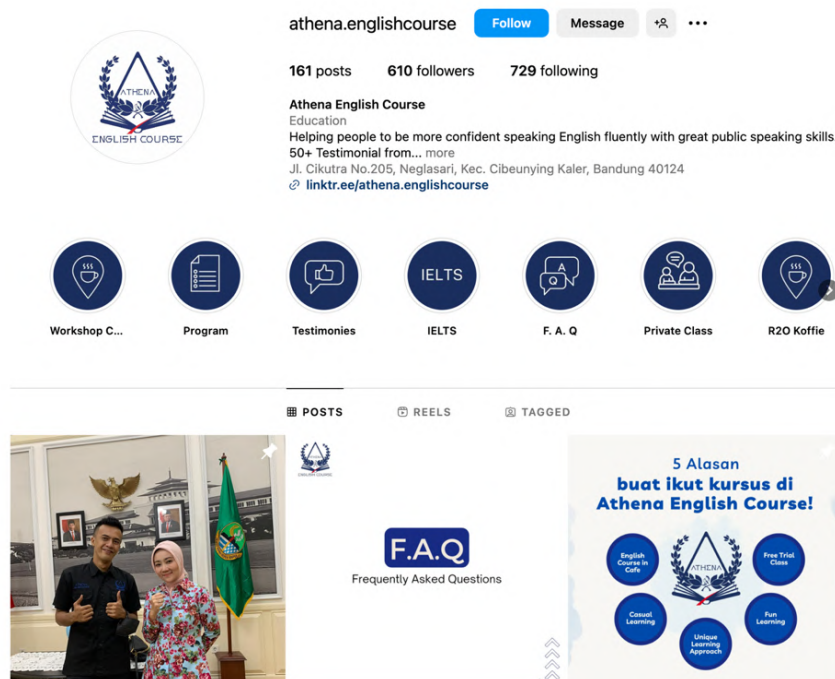


Figure I.7 Instagram Account of Athena English Course

Source: Instagram Platform

Instagram is an important platform utilized by Athena English Course in building its brand on social media channels. Instagram is one of the social media that offers a huge opportunity to reach a wider audience both organically and non-organically, this platform allows Athena to present interesting visual content, such as educational materials, student testimonials, and course program information, which can create emotional closeness with potential customers.

In addition, with the right strategy, consistent content, and maintained quality, Athena English Course's Instagram account has the potential to significantly increase visibility, engagement, and conversions. Consistency in posting relevant content, using the right hashtags, and interacting with followers can strengthen the brand's presence on this platform. In the context of education, building trust is very important, and Instagram can be an ideal medium to showcase Athena's strengths through inspiring, informative, and effective promotional content. All of this can contribute to building long-term relationships with the audience and driving Athena's business growth.

Organizational Structure

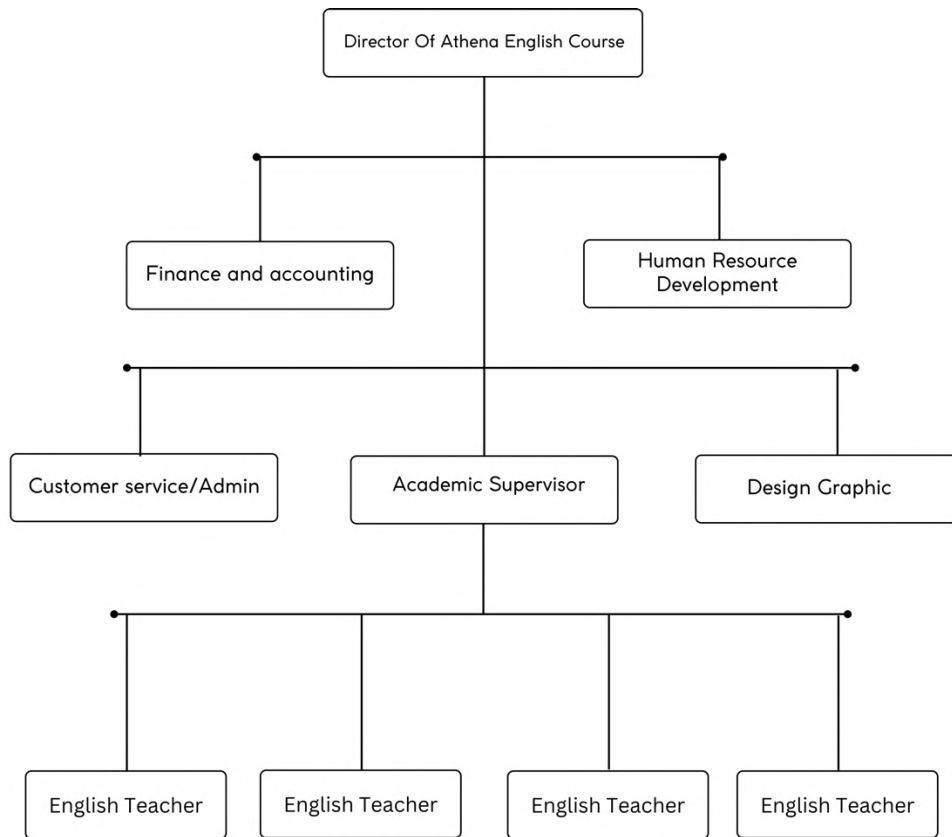


Figure I.8 Organizational Structure

Source: Internal Data

Director of Athena English Course

This position is responsible for leading and directing all company operations to ensure the organization achieves its goals effectively. The director plays a pivotal role in strategic decision-making, setting the vision and mission, and translating them into actionable plans for all departments. Additionally, the director supervises and evaluates the performance of each department to ensure that they align with the company's objectives and targets.

Finance and Accounting

This section is in charge of managing all financial aspects of the company, including creating financial reports, overseeing budgets, and ensuring expenditures are in line with plans. In addition, its responsibilities include managing salaries, paying taxes,

and developing long-term financial strategies that support the stability of the company.

Human Resource Development (HRD)

The HRD division is in charge of managing human resources, from recruitment, training, to employee performance evaluation. Its main responsibility is to ensure the development of employee potential and create a work environment that supports productivity. HRD also handles internal policies such as employment contracts, leave schedules, and employee problem resolution.

Customer Service/Admin

This section is the spearhead in interacting with students and customers. Their main tasks are to provide program-related information, manage administration such as student registration and class schedules, and handle complaints with effective solutions. In addition, they also ensure that all student data is stored neatly and support the operational needs of the teachers.

Academic Supervisor

The Academic Supervisor is responsible for maintaining the quality of teaching by developing the curriculum and ensuring that the teaching methods applied by teachers are in line with the institution's standards. In addition, they monitor student learning progress through periodic evaluations and provide feedback to improve learning effectiveness.

English Teacher

Teachers are in charge of providing interactive learning to students to improve their English skills. They are also responsible for preparing teaching materials, periodically evaluating student progress, and providing student progress reports to the Academic Supervisor.

Graphic Design

This position supports branding and marketing needs through attractive visual design. The main task is to create promotional materials such as posters, brochures, and digital content for social media. In addition, they also ensure the designs are consistent with the company's visual identity and relevant to the target audience.

I.3 Business Issue

Based on the interview conducted with the owner of Athena English Course to identify business problems that occur, Athena is currently facing several problems related to sales performance and overall growth. First, there has been a decline in sales in the last 9 months in several existing class products especially in IELTS class, based on the presentation of the owner of Athena English Course, this decline is also caused by the lack of use of promotional media both online and offline which has an impact on low brand awareness and market reach of potential customers, especially for digital marketing, both in terms of social media optimization, content, advertising and available marketing budget, while in general digital marketing is currently playing a crucial role in helping companies to get a wider reach and greater revenue.

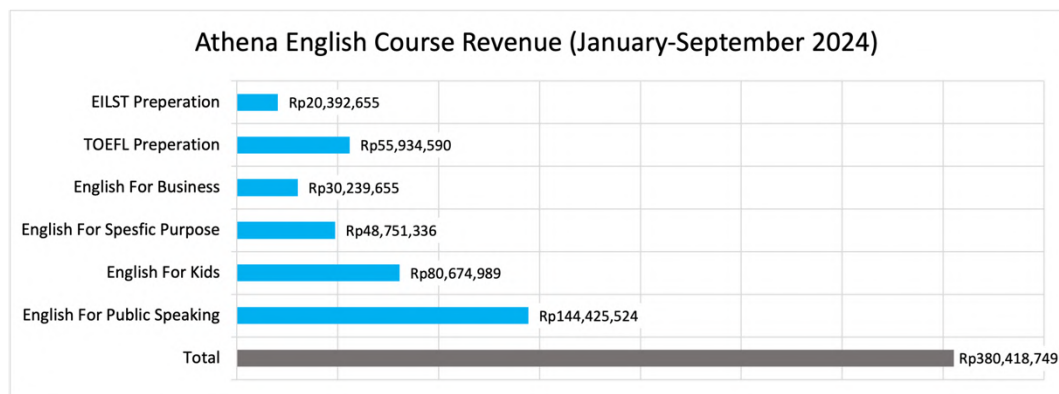


Figure I.9 Sales Trend of Athena English Course

Source: Internal Data

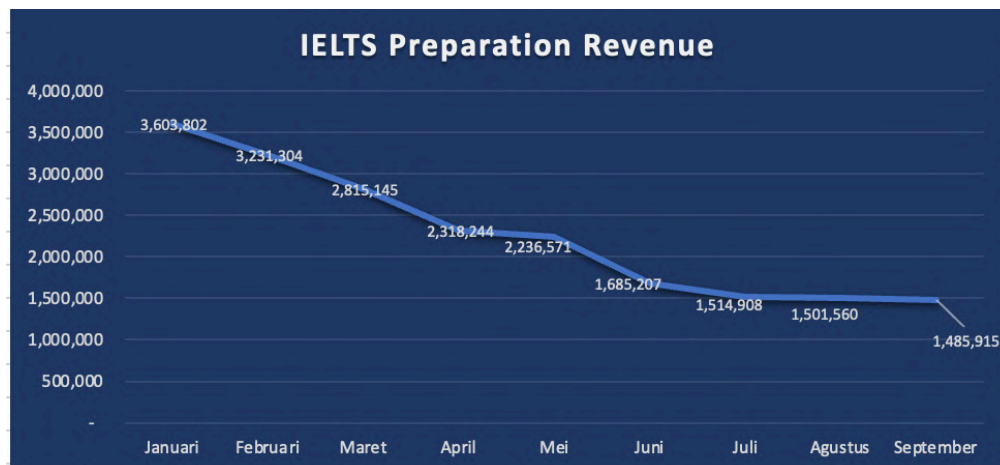


Figure I.10 Sales Trend of IELTS Product

Source: Internal Data

In Figure 1.9 it can be seen that the IELTS preparation class has the lowest revenue during the period January to September 2024, which is IDR 20,392,655, this shows that the IELTS program is less attractive to students compared to other programs so that it does not contribute significant revenue. This IELTS class is the most expensive product and in recent months the sales of this class have not provided high sales, the initial assumption is that there is no appropriate marketing strategy approach to boost sales of this classes in the midst of very high market competition. from the above problems indicate that the IELTS product from Athena English Course requires innovation in marketing strategies to boost sales which based on an explanation from the owner that this IELTS class is still in a low awareness position in the midst of high market competition. From these business problems, Athena English Course realizes the need for changes in marketing strategies to help boost or increase sales in order to compete and continue to develop into a business that has good performance both in terms of service and sales.

I.4 Research Questions and Research Objectives

Reseach Questions

- What are the internal and external factors that influence sales decreasing of Athena English Course in IELTS product?
- How does marketing mix 7P influence the purchase intention of customer for Athena English Course's IELTS product?

- c. What is the most appropriate marketing strategy to enhance the Athena English Course's sales performance in IELTS product?

Research Objectives

- a. To identify and analyze the internal and external factors that influence sales decreasing of Athena English Course in IELTS product
- b. To identify and analyze marketing mix 7P influence the purchase intention of customer for Athena English Course's IELTS product
- c. To analyze and provide most appropriate marketing strategy to enhance the Athena English Course's sales performance in IELTS product

I.5 Research Scope and Limitation

This research has several limitations that become the focus and clarity of scope. First, this research only be conducted at Athena English Course as the object of research. Other English course institutions not be part of this research, so the findings generated are only applicable to Athena English Course and may not be relevant if applied to other institutions that have different characteristics.

Secondly, this research focus exclusively on business issues related to the sales performance of online IELTS classes at Athena English Course. This limitation means that other divisions, such as administration, or operations, not be part of the discussion. In other words, this research did not examine aspects that fall outside of Athena's online IELTS product sales, even though they may indirectly impact on overall business performance.

In addition, the approach taken in this research only focus on marketing strategy solutions as proposed improvements to enhance sales performance. Other business strategies, such as operational effectiveness, financial strategies and others not be examined. This limitation allows the research to explore marketing strategies that suit the business problem at hand so as to find the right solution for athena english course. Finally, this research was conducted in October-December 2024.

Chapter II Literature Review

A literature review provides a concise overview of previous research findings on a particular topic, positioning the proposed research within the existing body of knowledge. Its purpose is to ensure the research question has not been previously answered and to outline the contribution the new research. At the early stages of a research project, conducting a literature review can inspire ideas and help identify existing assumptions and confidence levels in the field. This can highlight areas where further research might provide valuable insights. Additionally, the literature review may expose weaknesses in reasoning or gaps in the evidence within established consensus. In this study, the literature review fulfils two key roles: it establishes the theoretical foundation, offers explanations related to the theories employed, and it outlines the conceptual framework, which illustrates the relationships between the research variables.

II.1 Theoretical Foundation

The Theoretical Foundation section provides the essential academic frameworks and concepts relevant to analyzing and addressing the challenges faced by Athena English Course. This section explores key theories, including Marketing Mix 7P, customer analysis and purchase intention, which are crucial for understanding the factors behind the declining sales in specific programs. By grounding the analysis in established literature, the researcher can systematically identify the root causes of the problem and propose actionable solutions that align with Athena's innovative business model and market positioning. These theoretical insights also help guide the strategic development of Athena's marketing and operational improvements.

II.1.1 Marketing Strategy

Marketing strategy plays a crucial role in how a business connects with its target customers, achieves its goals, and stays competitive. In the ever-changing business landscape, companies must adapt their strategies to reflect shifts in consumer behavior, technological advancements, and market trends. As defined by Kotler and Keller (2016), a marketing strategy involves identifying and selecting a target market, and then designing a plan to deliver value to that market effectively. It is not just about selling a product or service but understanding customer needs and positioning the brand to meet those needs. (Kotler Keller, 2016).

Marketing strategy is about making strategic decisions on product offerings, pricing, distribution channels, and promotional tactics that align with a company's overall business goals. According to Paul Fifield (2007), marketing strategy links a company's long-term objectives with its daily operations. It involves both internal and external analysis to ensure that the company understands its strengths and weaknesses and how these align with the opportunities and threats in the market. The goal is to create a competitive advantage that is sustainable over time.

Innovation plays a significant role within the context of marketing strategies. Businesses need to innovate not only in the products and services they offer but also in how they approach marketing. An innovative marketing strategy can involve new ways of reaching customers, using technology to gather data and provide personalized experiences, or finding creative ways to build brand loyalty. The need for constant innovation is particularly evident in competitive markets where businesses must differentiate themselves to stand out.

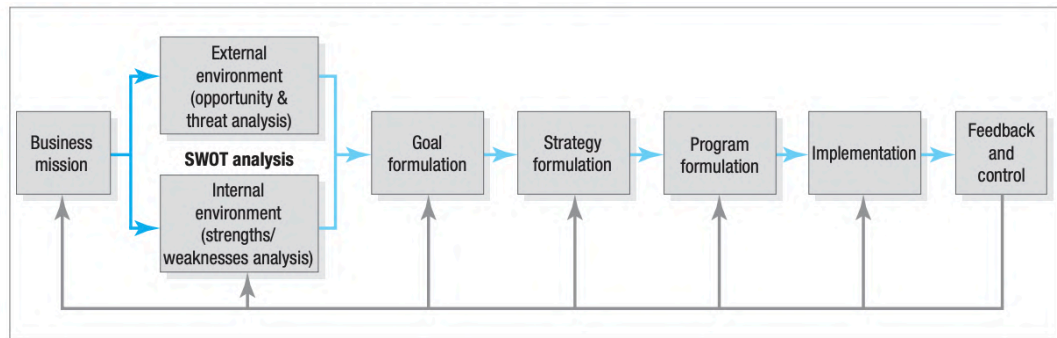


Figure II.1 The Business Unit Strategic-Planning Process

Source: Book (Kotler & Keller, 2016)

Figure II.1 The strategic planning process for a business unit involves several key stages. It starts with defining a specific mission for the company, followed by a SWOT analysis to assess internal strengths and weaknesses, as well as external opportunities and threats. This analysis monitors the internal and external marketing environments, considering macro and microenvironmental factors that may impact profitability. To effectively track trends and seize new opportunities, companies should implement a marketing intelligence system. Each business must also carefully examine its internal strengths and weaknesses.

Conducting a SWOT analysis is essential for setting targeted goals and creating strategies to reach them. These strategies should encompass marketing, technology, and sourcing plans. Even the best marketing strategies can be undermined if they are poorly executed. To achieve a position of technological leadership, companies need to strengthen their R&D department, gather intelligence on technological advances, develop cutting-edge products, equip their sales team with knowledge, and communicate their technological edge effectively.

After defining marketing programs, businesses should project associated costs. Over time, a company's alignment with the

environment may weaken as the market evolves rapidly. Strong leadership helps companies adapt to these changes, ideally before crises occur. A key aspect of maintaining organizational health is the ability to continually reassess the shifting environment and adopt new goals and behaviors to stay relevant (Kotler & Keller, 2016).

Business strategy refers to an organization's long-term approach to achieving its goals and objectives. This strategy outlines the organization's overall vision, specific goals, and the plans and tactics it use to achieve these goals. By building a sustainable competitive advantage, a business strategy enables a company to differentiate itself from competitors. It also considers market trends, customer demands, and the organization's own strengths and weaknesses.

II.1.2 Customer Analysis

Customer analysis is crucial for industrial markets as it helps company maintain their competitive edge and avoid customer loyalty erosion. Company must regularly add new products and technologies to meet customer needs, as breaking into new customers is difficult in mature markets (Campbel Cunningham, 1983). There are three elements in customer analysis, namely customer influence and cognition, customer behavior, and customer environment (Peter & Olson, 2010). This research uses customer behavior elements to analyze factors that can influence the addition of distribution channels from the customer's perspective.

Customer behavior is constantly evolving, necessitating ongoing market research and analysis by marketers to stay informed about changing customer thoughts, feelings, and actions (Peter & Olson, 2010). Marketing decisions based on explicit customer behavior theory, assumptions, and research are more successful than hunches or intuition, providing a

competitive advantage (Mothersbaugh & Hawkins, 2016). Marketers focus on understanding customers' buying decisions by mining big data to understand their purchasing paths. The stimulus-response model of buyer behaviour presented in Figure II.2 is the beginning step for comprehending the buying decision process. Figure II.2 illustrates the way marketing and other stimuli influence the customer's decision-making process and elicit certain buyer responses (Kotler et al., 2023).

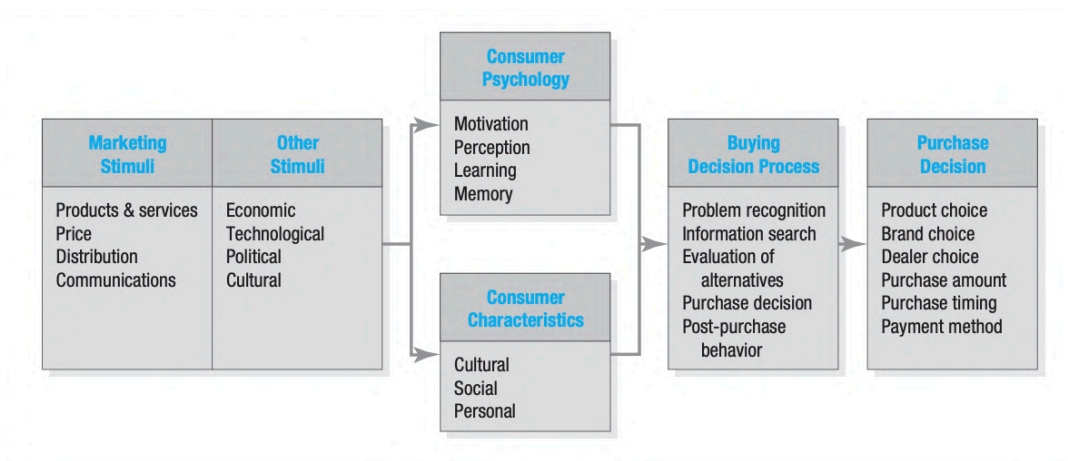


Figure II.2 Model of Customer Behavior

Source: Book (Kotler Keller et al., 2016)

The consumer behavior model in the image explains how various stimuli, both from marketing and external factors, influence the consumer's decision-making process. Marketing stimuli such as products, price, distribution, and communications, as well as other stimuli like economic conditions, technology, politics, and culture, are received by consumers and processed through their psychology. Consumer psychology includes motivation, perception, learning, and memory, which affect how they respond to the information. Additionally, personal characteristics, including cultural, social, and individual factors, play a role in how consumers analyze the stimuli they receive.

The decision-making process begins with problem recognition, where consumers realize their needs or desires, followed by information search and evaluation of the available alternatives. After evaluating their choices, consumers make a purchase decision, which includes product choice, brand selection, where to buy, as well as the timing and payment method. After the purchase is made, consumers assess their satisfaction with the decision in the post-purchase behavior stage. This model provides a comprehensive overview of the factors that influence consumer decisions, from external stimuli to the final decision and post-purchase evaluation. The buyer's decision process consists of five stages: need recognition, information search, alternative evaluation, purchase decision, and post-purchase behavior shown in Figure II.3.

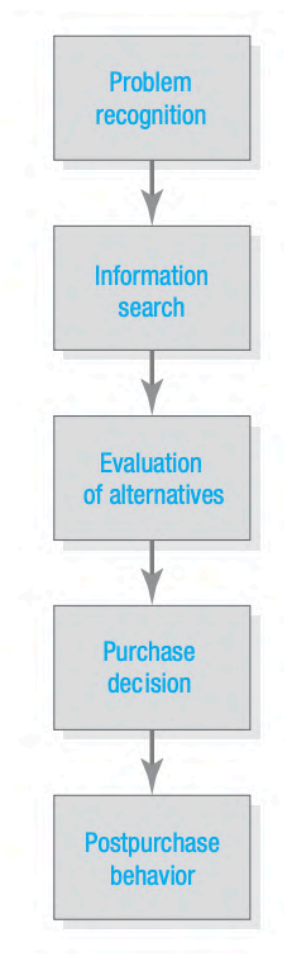


Figure II.3 Buyer Decision Process Source: (Kotler et al., 2023)

Source: Book (Kotler Keller et al., 2016)

The image depicts the "Buyer Decision Process," which is a model representing the stages a consumer typically goes through when making a purchasing decision. The process begins with Problem Recognition, where the buyer realizes a need or problem that requires a solution, often triggered by internal stimuli (like hunger) or external stimuli (like advertising). Once the problem is identified, the buyer moves on to Information Search, where they gather relevant information about possible solutions. This search can involve personal experiences, advertisements, or recommendations from others.

The next step is Evaluation of Alternatives, where the buyer compares different products or services based on factors like quality, price, and features. After weighing the options, the consumer makes a Purchase Decision, choosing the product or service that best fits their needs. Finally, the model ends with Post purchase Behavior, where the buyer evaluates their satisfaction or dissatisfaction with the purchase, which can influence future buying decisions and brand loyalty.

This process, as outlined by Kotler et al., 2023, helps marketers understand consumer behavior and improve their strategies to align with customer needs. Marketing stimuli, in this case the 4P marketing mix, utilised in this research to investigate how they affect the two variables that are tested, namely customer attitude and purchase intention. Customer attitude reflects the stage of information search, while purchase intention represents the stage of alternative evaluation based on the buyer decision process. (Kotler Keller, 2016).

II.1.3 Internal Analysis

Understanding the internal environment of a company is crucial for conducting an environmental analysis. Before adopting any strategy, a business must evaluate its resources and capabilities, which is the focus of internal analysis (Porter et al., 2007). The internal environment of a corporation refers to the organizational context that directly and specifically affects the business (Hubeis & Najib, 2008). Business owners and managers should assess their organizations to identify internal strategic factors, such as strengths and weaknesses, which determine their ability to seize opportunities and avoid risks (Indris & Primiana, 2015).

There are multiple approaches to analyzing a corporation's internal environment. One of them, proposed by Porter et al. (2007), states that internal analysis can be done by reviewing a company's resources. A resource audit, which "identifies and categorizes the physical, human, financial, and other resources that an organization possesses or can access to support its strategies," should also include resources the company does not own but can access (Porter et al., 2007).

1. STP (Segmenting, Targeting and Positioning)

Segmentation, targeting, and positioning (STP) are fundamental components of any marketing strategy (Schlegelmilch, 2022). STP is a strategic marketing framework that aids in understanding how effectively a business organizes its marketing efforts to compete in a specific market and how these efforts relate to the overall market (Kalam, 2020). The three main steps in STP are widely considered crucial in making marketing decisions and planning, as they help identify and select potential customers while conveying the unique advantages of the product within the market (Ellson, 2004).

a. Segmenting

According to Kotler & Keller (2018:227-249) there are three stages of marketing strategy, namely STP (Segmentation, Targeting and Positioning) to identify market potential in order to compete and develop wider product marketing. Segmentation (market segmentation) is the process of identifying customer groups by dividing the market into parts based on different needs and wants and benefits. Segmentation can be seen from several characteristics based on demographics, psychographics and behavior. After carrying out the process of segmentation, the next process is to do targeting. Targeting (setting market targets) is identifying and determining market segments that be targeted. Then after determining the target market process to be targeted, then the positioning process is carried out. Segmentation is the process of dividing a market into distinct groups of buyers with varying needs, characteristics, or behaviors, where each group may require tailored products or marketing programs. (Kotler and Armstrong, 2003).

Market segmentation aims to break down the market into smaller sections, such as regional groupings, specific countries, industries, or targeted customer groups that are likely to react similarly to product offerings or marketing strategies (Schlegelmilch, 2022). Marketers need to consistently evaluate the relationship between the product and the market, determining which client group the offering should be tailored for (Andaleeb & Hasan, 2016). Client group classification can be based on geographic, demographic, psychographic, and behavioral criteria. Moreover, for market segments to be effective, they must be measurable, accessible, significant, distinct, and actionable (Kotler et al., 2023).

b. Targeting

After identifying the segments, businesses choose which ones to focus on. This process involves evaluating each segment's potential profitability, size, and alignment with the company's objectives. Companies then tailor their marketing efforts to the most attractive segments (DeSarbo et al., 2008). Also, targeting refers to the process of identifying a specific group of buyers who

have similar needs or characteristics that a company aims to serve. Market targeting involves analyzing and assessing the attractiveness of different market segments and then choosing one or more of these segments to focus on. This approach allows businesses to prioritize certain groups that align best with their products or services, ensuring a more effective allocation of resources and maximizing the potential for success in those segments (Kotler & Armstrong, 2014).

Market segmentation highlights the benefits of different market segments for a company. The next step for the firm is to evaluate these segments and decide which ones it can serve most effectively (Kotler et al., 2023). A target market refers to the specific market or segments where the firm's promotional efforts are concentrated. After identifying the segments, the company must determine how many and which customer groups to focus on (Proctor, 2014).

When evaluating different segments, a firm needs to consider three key factors: the size and growth of the segment, the segment's structural appeal, and the company's objectives and resources. Initially, the company seeks to find segments with suitable size and growth potential, though "suitable" is subjective. In addition, the firm should assess critical structural factors that affect the segment's long-term attractiveness. Even if a segment meets the criteria for size, growth, and structure, the company must ensure that it aligns with its goals and available resources. Some seemingly attractive segments may be ruled out if they do not fit the company's long-term strategy (Kotler et al., 2023)

c. Positioning

Positioning is about shaping a product or service so it stands out and holds a special place in the minds of the target audience. The aim is to set the product apart from competitors by ensuring it meets the wants and needs of the chosen market. This involves crafting a strong brand message that connects with the target customers. Positioning also means how businesses make their products

unique in the eyes of consumers compared to their rivals. By using advantages over competitors, understanding customer views, and emphasizing what makes them different, companies can secure a competitive edge. This concept is widely used across various industries for both consumer and corporate branding (Saqib, 2020).

Positioning Framework

1. Understand customer perceptions: Before positioning a product, it is crucial to understand how consumers perceive the company's product and its competitors. Market research is essential to gauge consumer preferences, attitudes, and opinions about different products or brands (Chew, 2006).
2. Identify unique attributes: Successful positioning requires identifying unique product attributes or benefits that resonate with the target market. These attributes may include tangible factors like features, price, or quality, and intangible factors such as brand image or emotional appeal, these attributes could be tangible, like features, price, or quality, or intangible, like brand image, emotions, or customer service (Punj & Moon, 2002).
3. Competitor analysis: Positioning also entails understanding the competitive landscape by analyzing competitors' products and identifying gaps where the product can be positioned as superior or different (Kalafatis et al., 2000).
4. Communicate the value proposition: The final step is to communicate the product's unique value to the target market. This involves crafting a message that clearly reflects how the product solves specific problems or satisfies needs better than competitors (Garachkovska et al., 2021).

Type of Positioning Strategy

1. **Attribute-Based Positioning:** This strategy positions a product based on its specific attributes or benefits that resonate with the target market. For example, Volvo positions itself as the safest car, while Apple positions its products as user-friendly and innovative (Gwin et al., 2003).
2. **Price-Based Positioning:** Companies may compete on price by either offering value for money or focusing on premium pricing to communicate higher quality or exclusivity. Price-based positioning is particularly effective in competitive environments where customers are highly sensitive to pricing differences (Rhim et al., 2005).
3. **Competitor-Based Positioning:** In this strategy, brands position themselves in direct relation to competitors, highlighting why their product is superior in terms of quality, features, or price. This approach allows firms to emphasize points of differentiation that matter most to consumers (Chernatony et al., 1994).
4. **User-Based Positioning:** This strategy targets specific groups of users by aligning the product with their lifestyle or identity. For example, a brand may profile users based on "behavioral lifestyles," using purchasing patterns to position products that resonate with particular consumer behaviors, beyond simple demographics (Alpert et al., 1969).

II.1.4 Marketing Mix 7P

Kotler and Armstrong define the marketing mix as a set of marketing tools that can be used to achieve marketing objectives and target markets (Kotler & Armstrong, 2008). The marketing mix in educational services is a component of educational institutions that can be controlled by the foundation to communicate with parents and is used to ensure that parents and students

feel satisfied (Permatasari & Ashriana, 2019). According to Kotler and Keller, services have four distinct characteristics that significantly influence the planning of marketing programs. First, services are intangible, unlike physical products that can be seen, felt, touched, heard, or smelled before being purchased. Second, services are inseparable, while physical products can be produced, stored in inventory, distributed through various intermediaries, and consumed separately. Third, services are variable, as their quality depends on who provides them, when and where they are provided, and for whom they are intended, making services highly variable. Fourth, services are perishable, meaning they cannot be stored, leading to challenges when demand for services fluctuates (Kotler & Keller, 2009).

1. Product

According to Singh (2016), a product refers to either a tangible item or a service that consumers are willing to purchase. This includes physical goods like furniture, clothing, and groceries, as well as intangible offerings such as services. Dang (2015) also highlights that the product is one of the fundamental components of marketing. Quoting Kotler and Armstrong, he notes that a product is something that can be presented to the market to attract attention, be acquired, utilized, and ultimately fulfill the desires or needs of consumers. In context of education product are like curriculum design, extracurricular programs, and certifications meet the expectations of students and parents.

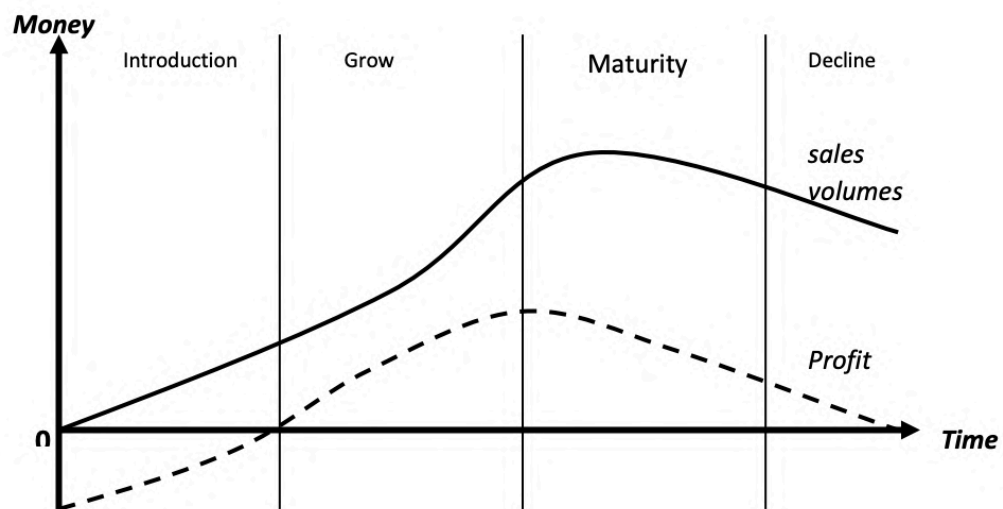


Figure II.4 Product/service life cycle stage

Source: LITHUANIA article

Therefore, it is divided into these PGC (product life cycle) phases (Uznieñė (2011):

- a. Product development: This phase begins when a business identifies a new product idea and starts developing it. At this point, the product has no sales revenue as it's not yet on the market, and the company incurs high development and investment costs.
- b. Introduction to the market: In this stage, the product is officially introduced to the market. Sales start to rise, but very slowly. However, the company does not see much profit yet because the costs related to marketing and promotion are still very high.
- c. Growth phase: At this point, the product gains acceptance in the market, leading to a significant increase in sales. Profitability improves as more customers buy the product and economies of scale begin to take effect.
- d. Maturity phase: During maturity, the growth in sales begins to slow down. Most potential customers may have already purchased the product or switched to alternatives. Additionally, marketing expenses increase as the company works harder to defend its market position

from competitors.

- e. Decline stage: This final phase occurs when both sales and profits begin to decrease. This happens because the market for the product is shrinking, either due to new innovations or changing consumer preferences, leading to less demand.

2. Price

According to Kotler and Armstrong, price is defined as the amount charged for a product or service, or the sum of all the values that customers exchange to obtain the benefits of owning or using a product or service (Kotler & Armstrong, 2008). Anderson et al. (1994) also argue that loyal customers contribute to a stable cash flow. For instance, they describe three employees who regularly purchase meals from a nearby restaurant. Assuming each meal costs \$6 and they dine there three times a week, this would generate \$2,700 in yearly revenue for the restaurant. If the restaurant has an additional 100 loyal customers with similar purchasing habits, its annual revenue could reach \$90,000. Therefore, loyal customers are the primary revenue drivers for a business, making it crucial for the company to retain them to maintain long-term success.

Price is regarded as a crucial component of the marketing mix, and many researchers view it as one of the most vital factors in the marketplace, contributing not only to profit growth but also to expanding market share. Moreover, price is not just a key element in competitive environments that directly influences a company's sales and profitability, but it is also one of the most adaptable marketing mix components, capable of quickly responding to changes in the environment.

The price includes a fair evaluation of the product, such as a reasonable price for a quality item (Ehmke et al., 2016). Kotler and Armstrong explain price as the amount of money a customer pays for a product or service, or the value customers exchange to receive a product or service for a specific

sum. "So, the direct cost during this time is the amount of money the buyer has to spend on the product or service they are likely to purchase." Price can also be described as the monetary value that a consumer agrees to pay (Entrepreneurship Academy, 2012). Price is the amount a consumer must pay in exchange for a product, and it is influenced by various factors. Price is the only marketing factor that generates revenue, while other factors are related to cost. Therefore, price is an important factor for consumers because it helps them determine the value of the product. Additionally, price can be seen as the real or perceived value, giving worth to the product, and companies use price to position their products or services and control how they are marketed (Owomoyela et al., 2013).

3. Place

According to Kotler and Armstrong, place refers to all activities carried out by a company to ensure its products are easily accessible and available to the target market (Kotler & Armstrong, 2008). In the context of services, place involves location and decisions regarding distribution channels, which relate to how services are delivered to consumers and the selection of strategic locations (Abdillah & Herawati, 2018).

For a business to effectively manage and control its distribution, it must design a suitable marketing channel that aligns with its broader business goals and strategies. This requires careful planning and coordination, as the choice of distribution channels can directly impact customer satisfaction, the speed of delivery, and the overall success of the product or service in the market. A well-thought-out distribution strategy ensures that the right products are available at the right time and place, which is critical to meeting customer demands and maintaining competitive advantage (Dang, 2015).

- a. Study customer needs;
- b. Set goals for the distribution chain and identify any challenges to reaching them;

- c. Identify the main options for the distribution chain;
- d. Evaluate these options.

The analysis of the scientific literature revealed, it was found that businesses have different ways to deliver products and services to customers. Two common types of distribution channels are direct and indirect marketing channels (Dang, 2015).

4. Promotion

Promotion is considered one of the strongest factors in the marketing mix. It refers to conveying and convincing the intended audience by recognizing the needs of a particular target segment to purchase the company's products. The promotion concept encompasses all marketing efforts aimed at informing, convincing, and reminding the target market about a company and its products or services, with the goal of establishing a positive image in the customer's mind (Sidhanta et al., 2010). Similarly, Kotler and Armstrong (2012) describe promotion as human actions that involve a communication process, which can be carried out through direct personal selling or indirectly via advertisements through various media channels.

The primary goal of promotion is to raise awareness of the company and its products or services among the target audience, driving purchase rates. In Al Buraimi, SMEs use promotion to introduce their offerings and encourage repeat purchases. Promotion strategies depend on decisions regarding marketing budgets or promotional expenses. The promotion mix, which includes advertising, personal selling, sales promotion, and public relations, is crafted to achieve marketing goals. Advertising, particularly, is crucial as it shapes the product's image and positions it in the customer's perception (Latif & Abideen, 2011).

5. People

According to Lupiyoadi and Hamdani, in the context of service marketing, the role of people who provide services greatly influences the quality of the

services delivered. Decisions related to people include aspects of selection, training, motivation, and human resource management (Lupiyoadi & Hamdani, 2009). Align with Mutia & Pujianto (2022), people refers to all individuals involved in the provision of services, either directly or indirectly. This includes employees, salespeople, or anyone else who interacts with customers. People play an important role in building a positive customer experience, especially in service sectors such as health and education. Competent, friendly, and professional people create trust and increase customer satisfaction. For example, in the hospital industry, the interaction between medical personnel and patients greatly influences patient loyalty to the health services provided (Mutia & Pujianto, 2022). In education, people include not only teaching staff, but also administrative staff who support the overall education service (Kaushik, 2018).

6. Process

According to Zeithaml and Bitner, the service process is a series of concrete procedures, mechanisms, and activities used to deliver services from the provider to the consumer. In the context of education, the management of educational services refers to a series of activities experienced by students throughout the learning process, including teaching, guidance, examinations, graduation, and other academic processes (Wijaya, 2012).

Process refers to the systems and procedures used to deliver products or services to customers. A good process ensures smooth customer interaction with the service, improving efficiency and customer experience.

7. Physical Evidence

Physical evidence refers to the environment where services are delivered and where the company interacts with customers, including tangible elements that facilitate the service process or communication. According to Alma, the physical evidence of educational services is the school

environment where students can interact, including visible elements that support the effectiveness of teaching activities (Wijaya, 2012).

In education, Physical Evidence refers to all the physical and tangible elements that provide evidence to students, parents or other stakeholders about the quality of the educational services offered. These elements include facilities, environment, and visual attributes that support perceptions about the credibility and quality of educational institutions.

According to research by Asiah et al. (2022), Physical Evidence in the context of education includes various components such as school buildings, classrooms, laboratories, libraries, learning technology, school environment, and other educational tools or infrastructure. These elements not only serve as learning support but also reflect the professionalism and commitment of educational institutions to the quality of their services (Asiah et al., 2022).

II.1.5 Purchase Intention

Purchase intention, according to Mowen (2011), is the result of learning and thinking processes that shape a person's perception. This interest creates motivation that is stored in the consumer's mind and develops into a strong desire. When needs arise, consumers will realize these desires in the form of purchasing decisions.

Kinncar and Taylor (2011) define purchase intention as a component of consumer behavior that reflects an individual's tendency to act before actually making a purchase.

Philip Kotler (2012: 34) explains that buying interest and purchasing behavior are influenced by several main factors, including:

- a. Cultural factors, which include culture, subculture, and social class.
- b. Social factors, such as reference groups, family, roles, and social status.
- c. Personal factors, including age, life stage, occupation, economic conditions, lifestyle, and personality and self-concept.

- d. Psychological factors, such as motivation, perception, learning, beliefs, and attitudes.

Ferdinand (2011) identifies purchase intention through four main indicators:

- a. Transactional interest, which is a person's tendency to buy a product.
- b. Referential interest, which is a person's desire to recommend a product to others.
- c. Preferential interest, which is consumer loyalty to a product that will only change if there are factors that influence their preferences.
- d. Exploratory interest, which is the behavior of consumers who actively seek information related to the product of interest and look for positive aspects that can strengthen their interest.

II.1.6 External Analysis

External analysis is a very important approach to understanding an organization's environment, both current and future, with the main objective of identifying the key factors needed to support competitive advantage in the market (Nijssen et al., 2001). This process focuses not only on current market conditions, but also on various external dynamics that may affect the organization's competitiveness. As the first step in formulating an effective strategy, external analysis helps an organization recognize the strategic forces that determine its success, including macroeconomic factors, industry trends, as well as competitive forces that exist within the market (Gandellini et al., 2012). In this regard, Milani (2019) adds that external analysis includes an in-depth evaluation of the external business context using various analytical techniques such as PESTEL, trend analysis, and Porter's Five Forces. These techniques enable organizations to identify opportunities and challenges that exist in the ever-changing business environment. With a systematic and thorough approach, external analysis acts as a strategic foundation to support change initiatives, improve an organization's adaptability, and ensure its sustainability and success in facing future challenges.

1. PESTEL Analysis

PESTEL analysis is a framework used to evaluate macroeconomic factors, such as political, economic, social, technological, environmental, and legal, that affect organizations. This framework helps organizations understand the opportunities and threats in the external environment, so that they can design adaptive and relevant strategies to deal with changes in the market (Helmold, 2019). The strategist needs to assess all organizational conditions to develop more forward-looking plans. The PESTEL framework examines key components of the macroenvironment, emphasizing flexibility, thoroughness, adaptability, and the integration of the analysis process (de Sousa et al., 2022).

- a. **Political:** Political factors include government policies, political stability, regulations, and legislative decisions that affect businesses directly or indirectly. For example, taxation policies affect the tax burden, and international trade regulations affect import-export. Diplomatic relations, domestic stability, and government intervention are also important factors that can create opportunities or risks for businesses (Yüksel, 2012).
- b. **Economic:** Economic factors include elements that affect consumer purchasing power and business strategies, such as inflation, interest rates and economic growth. Economic instability such as recession can reduce market demand, while positive economic conditions encourage investment and business expansion. This factor influences a company's financial health and strategic decisions (Kung, 2023).
- c. **Social:** Social factors include social and cultural trends that influence market preferences. Changing demographics, such as an increasing working-age population, create new opportunities. Awareness of healthy lifestyles, for example, drives demand for eco-friendly products. Social factors help companies understand consumer

behavior to design relevant strategies (Matović, 2020).

- d. Technological:** Technological innovations, such as AI, automation, and digitalization, drive operational efficiency and competitiveness. However, outdated technology can be a bottleneck. Research and development (R&D) is important to maintain relevance and deal with technological changes (Schütz et al., 2018).
- e. Environmental:** Environmental factors include sustainability issues such as climate change and waste management. Pressure to comply with environmental standards is increasing, both from regulators and consumers. Companies that adopt environmentally friendly practices can build a positive image in the eyes of customers (Nurmi & Niemelä, 2018).
- f. Legal:** Legal factors include regulations such as labor laws, consumer protection, and data privacy regulations. Compliance with the law is important to avoid risks such as fines or revocation of business licenses. Changes in regulations can affect a company's business model (Vojinovic et al., 2022).

2. Competitor Analysis

Competitor analysis is a strategic process that aims to understand and analyze competitors in order to support effective decision making. According to Hatzijordanou (2020), this analysis involves a structured process of identifying and analyzing competitors, which helps understand the competitive environment, position the product or company, and support strategic decision-making, especially in the early stages of business development (Hatzijordanou, 2020). Fisher et al., (2020) added that this analysis uses a systematic approach to identify current and future competitors, evaluate their strengths and weaknesses, and predict their reactions to new strategies launched by the company (Fisher et al., 2020).

In addition, Adom et al., (2016) emphasized the importance of this analysis to identify competitors' weaknesses and evaluate the impact of strategic actions, which gives companies a competitive advantage in a dynamic market (Adom et al., 2016).

a. SWOT

SWOT analysis is a strategic framework designed to categorize and analyze internal and external environmental factors in an organization, which include strengths, weaknesses, opportunities, and threats (Pickton & Wright, 1998). This analysis is widely recognized for its simplicity and flexibility in assisting the strategic decision-making process, making it one of the most frequently used tools in business planning. In addition, Valentin (2001) explains that SWOT analysis is not only a tool for identifying and evaluating these factors, but is also capable of generating deeper strategic insights when combined with modern approaches in strategic management, such as the resource-based view theory. With this approach, SWOT can provide a more focused understanding of the organization's competitive advantage.

Furthermore, Phadermrod, Crowder, & Wills (2016) highlighted the importance of integrating Importance-Performance Analysis methods to improve the accuracy and relevance of SWOT analysis results. This approach helps organizations determine more appropriate strategic priorities based on customer perceptions of the performance and importance of various aspects of the business. SWOT analysis also helps companies recognize opportunities in the market, such as technology trends or unmet consumer needs, and leverage them to strengthen marketing strategies. For example, Valentin (2001) points out that SWOT can be used to identify market environment-based opportunities that allow companies to direct the development of new products or services. Thus, SWOT analysis serves not only as a simple tool, but also as a holistic and dynamic strategic instrument to face

complex business challenges and make the most of opportunities in the market.

b. TOWS

TOWS, which is a development of SWOT analysis, is a strategic marketing initiative designed to aid the hierarchical decision-making process. This process is based on setting objectives, criteria, and alternatives that need to be analyzed and evaluated in depth (Yamagishi et al., 2021). The TOWS matrix acts as an important framework for further research in identifying and understanding the influence of external and internal factors on the company. Using this tool, managers can thoroughly analyze their company's situation and devise strategies designed to efficiently achieve the organization's mission and goals (Wehrich, 1982). Furthermore, the TOWS matrix provides a structured way to link a company's internal strengths and weaknesses with opportunities and threats from the external environment, thus providing strategic insights that can drive better decision-making (Proctor, 2014).

Table II.1 The TOWS Matrix

Source: (Proctor, 2014)

	Strengths	Weaknesses
Opportunities	Maximize on Strengths and Opportunities	Maximize on Opportunities, minimize on Weaknesses
Threats	Maximize on Strengths, Minimize on Threats	Minimize on Weaknesses, minimize on Threats

Figure II.1 shows how the TOWS Matrix was developed as a tool for strategizing through the systematic incorporation of elements in SWOT analysis. The SO (Strength-Opportunities) strategy is

formulated by combining the strengths and opportunities components, resulting in a strategy that utilizes the strengths of the organization to capture existing opportunities. Furthermore, a WO (Weakness-Opportunities) strategy is designed by linking weaknesses and opportunities, where the focus is on effectively utilizing opportunities by overcoming or reducing internal weaknesses. When the strength and threat components are juxtaposed, an ST (Strength-Threats) strategy is created to use the organization's strengths to counter or even avoid possible external threats. Finally, the combination of weaknesses and threats results in a WT (Weakness-Threats) strategy, which aims to minimize the organization's vulnerabilities while trying to avoid the impact of existing threats (Proctor, 2014).

II.1.7 Marketing Resources

Marketing resources are defined as a firm's market-oriented assets, capabilities, and competencies that can be leveraged to build and sustain competitive advantages, directly impacting customer satisfaction, loyalty, and overall firm performance. These resources include tangible and intangible assets such as brand equity, customer relationships, market knowledge, and distribution networks. Each component plays a critical role in how a firm positions itself in the market, differentiating it from competitors and improving financial performance (Hooley et al., 2005).

Moreover, marketing resources are not only useful for brand-building but also influence a firm's operational performance. Through customer-oriented marketing resources, firms can achieve enhanced coordination and cooperation within organizational departments, aligning marketing strategies with broader company goals. These resources help companies achieve superior customer satisfaction, which translates into loyalty, repeat business, and ultimately, financial growth. By optimizing marketing resources, firms are better positioned to capture market share and maximize sales volumes, thereby

securing a prominent standing in the industry (Spillan et al., 2006).

Resource-Based Theory (RBT): This foundational theory suggests that firms can gain competitive advantage through unique resources that are valuable, rare, and difficult to imitate. In marketing, RBT emphasizes that market-based assets—such as brand equity and customer relationships—are integral to building sustainable advantages. This theory has driven much of the research on how firms can leverage marketing resources to achieve superior performance (Kozlenkova et al., 2014).

Resource-Based Theory (RBT) in marketing teaches that companies can achieve and maintain competitive advantage by utilizing their unique assets, such as brand equity and solid customer relationships. These assets are considered important because they have high value, are rare, and difficult for competitors to replicate. By focusing on developing and protecting these assets, companies can create stronger marketing strategies, which in turn improve their sustainable performance in the market.

According to Barney (1991), the Resource-Based View (RBV) suggests that a firm's competitive advantage stems from owning and managing unique, high-value resources. Internal resources like skilled labor and financial capital are key to this advantage. Skilled human resources are seen as strategic assets that competitors struggle to replicate, while financial capital enables investment in training, research, and product development. These investments help companies create better products, respond quickly to market needs, and strengthen their market position. Overall, RBV highlights the importance of rare, valuable, hard-to-imitate, and irreplaceable resources for sustaining long-term competitive advantage.

II.2 Conceptual Framework

A conceptual framework is a guide to structuring research, which serves to organize key ideas and concepts to make them easier to understand. In research, a conceptual framework connects key ideas and provides guidance for answering research questions or exploring a particular topic. By organizing interrelated concepts, a conceptual framework helps researchers understand and explain complex phenomena, as well as providing a clear direction for further research (Jabareen, 2009).

Unlike theoretical frameworks that usually focus on testing or predicting certain outcomes based on existing theories, a conceptual framework focuses more on organizing and breaking down ideas. This makes the conceptual framework more flexible, allowing researchers to identify key elements, such as variables and other factors, that are relevant to their research. In a conceptual framework, each concept is explained and connected to create a coherent picture of what will be studied. This helps researchers design research in a systematic and effective manner (Thorhallsson, 2017).

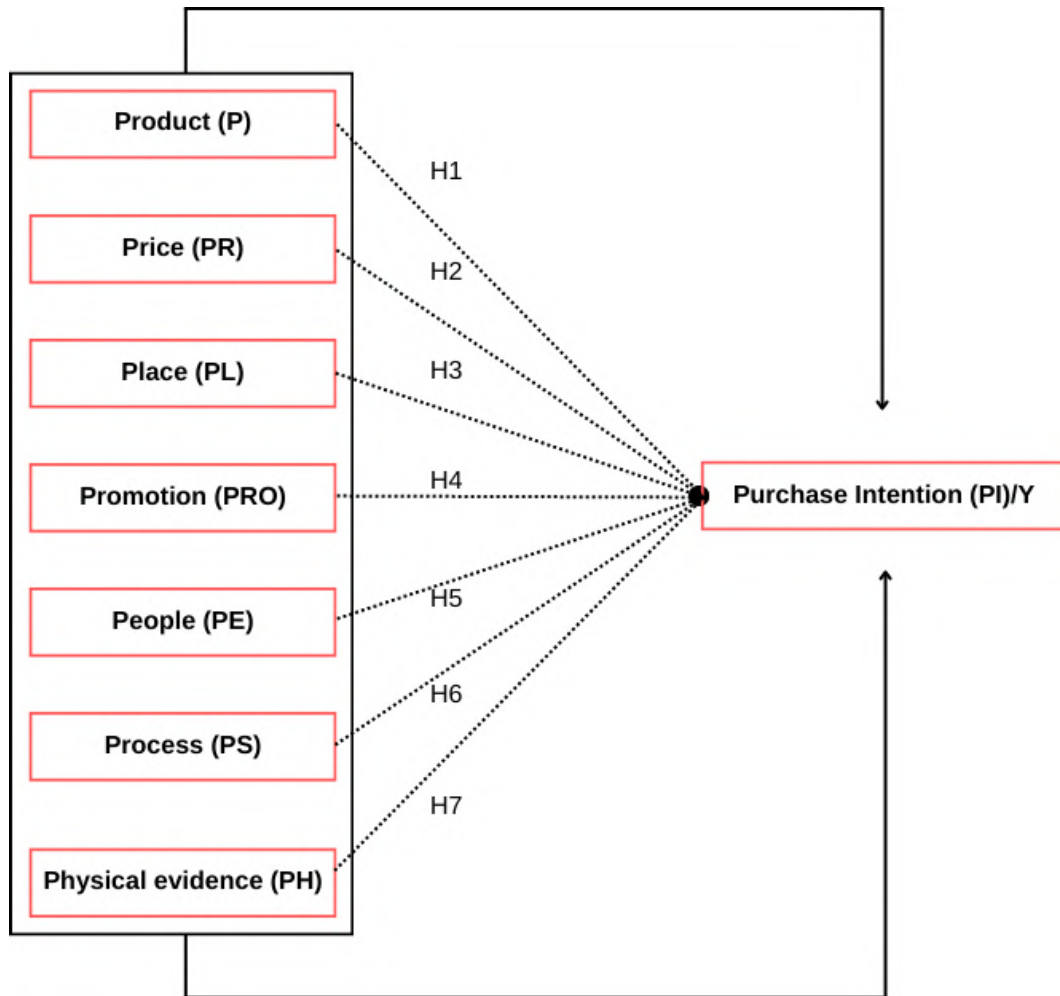


Figure II.5 Conceptual Framework

Source: Author

According to Margono (2014) explains that the hypothesis comes from the words hipi and thesis. Hipo means less than, while thesis means opinion. So the hypothesis is an opinion or conclusion that is temporary. The hypothesis is a possible answer to the problem posed. Based on the description of the framework of thinking above, the researcher tries to formulate the following:

H1: Product has a significant effect on purchase intention.

This aligns with the findings of Nurhabibah and Murniati (2016), which indicate that products significantly and positively influence consumer purchase intention. Hence, sellers must provide products that capture attention, generate demand, and encourage purchases to fulfill market needs.

H2: Price has a significant effect on purchase intention.

Study by Tsaniya and Telagawathi (2022), which demonstrates a positive and significant relationship between price and buying interest. When the price aligns more closely with consumer preferences, it can positively impact their buying intention.

H3: Location has a significant effect on purchase intention.

Strategic Location Theory underscores the importance of strategic location in attracting customers and creating faster purchase decisions. This applies to both physical locations and online presence Siregar et al., (2024). Consumers tend to prefer products that are easy to find and access without significant distribution barriers. (Siriwatpatara, 2021).

H4: Promotion has a significant effect on purchase intention.

Denniswara's research (2016) which shows that promotion has a significant positive effect on purchase intention. As well as Adelia's research (2018) which shows that online promotion has a positive influence on repurchase intentions.

H5: People have a significant effect on purchase intention.

Research by Effendi (2019) which states that the variable "people" has a positive and significant influence on buying interest and purchasing decisions. This shows that direct interaction between employees and consumers plays an important role in shaping consumer buying interest.

H6: Process has a significant effect on purchase intention.

According to Kotler and Keller (2016), the 'process' element in the marketing mix refers to the series of actions or steps taken to deliver a product or service to consumers. This encompasses everything from how a service is delivered, customer interaction during the process, and the efficiency and consistency of service delivery. Dang (2015) emphasizes that process is a critical element of the marketing mix, especially in service-based industries, as it directly affects customer satisfaction and perceptions.

H7: Physical Evidence has a significant effect on purchase intention.

Physical evidence is one of the important elements of the 7P marketing mix which includes physical aspects that customers can observe to assess the quality of a product or service. This element includes the environment, facilities, interior

design, and other visual elements that influence customer perceptions and purchasing decisions (Wirantari et al., 2022).

Jang, Park, and Lim (2012) found that physical elements in educational apps, such as attractive interface design and app availability across multiple platforms, have a significant influence on user satisfaction and purchase intentions. Elements such as interactivity and entertainment also contribute to attracting user interest. Meanwhile, Kliziene et al. (2023).

H8: Marketing Mix (7P) has a significant effect on purchase intention.

The marketing mix theory consisting of 7P has a simultaneous or joint influence. According to (Rahayu & Muafiah, 2022) although the effect may vary in each educational institution, in general the marketing mix theory influences customer decisions in choosing an educational institution, both public and private educational institution.

Chapter III Research Methodology

Research can be broadly defined as a systematic and rigorous process aimed at expanding knowledge, answering questions, or solving specific problems. Key characteristics of research include its structured, logical, and empirical approach, which allows it to produce generalizable and replicable findings (Deb et al., 2018). This definition is widely accepted across fields, where research is often categorized into basic, applied, or theoretical types, each with unique methodologies and purposes to foster knowledge or resolve practical issues (Supino, 2012).

Research is also characterized by stages including problem identification, data collection, analysis, and conclusion, which collectively ensure an objective and systematic study process (Monks & Bailey, 2019). Furthermore, research extends beyond individual curiosity, serving as a tool for societal benefit and contributing to shared knowledge through careful inquiry and evidence-based findings (Niraula, 2019).

III.1 Research Design

Research design is a key part of the research process that helps researchers create a clear plan for answering their questions. It includes deciding on how to gather, measure, and analyze data to ensure that the research question is addressed in a reliable way (Abutabenjeh et al., 2018). In simpler terms, research design acts as a roadmap, guiding researchers step-by-step to reach meaningful conclusions from their data.

The design of a research study also involves choosing the right methods for collecting data, such as interviews, surveys, or experiments. These choices are guided by the type of question being asked, as different questions require different types of data. For example, some studies need detailed answers from interviews, while others might need numbers or statistics from larger groups. By planning the research design carefully, researchers ensure that their methods fit their goals and help them draw valid conclusions (Bukve, 2019).

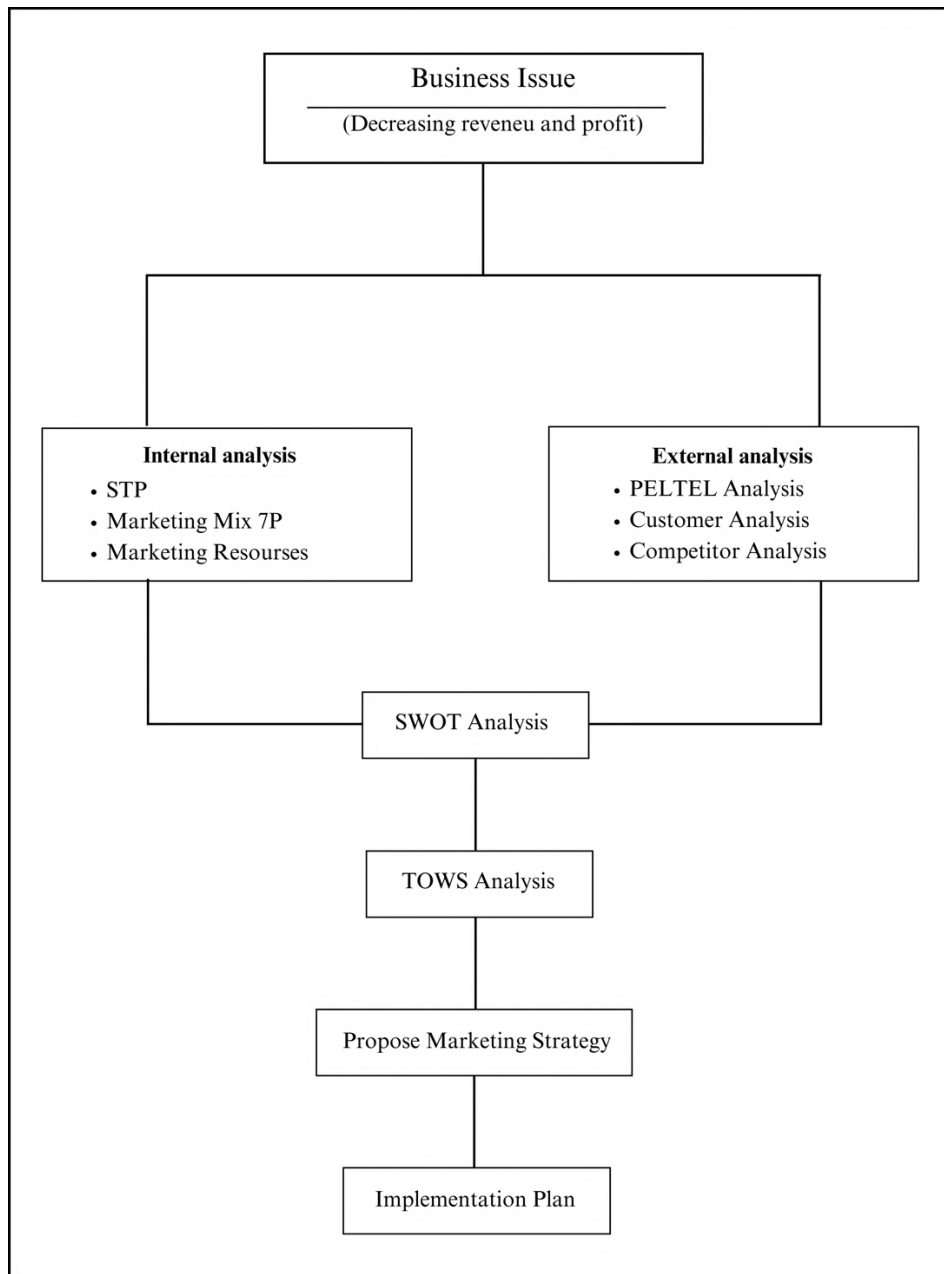


Figure III.1 Research Design

Source: Author

This research design aims to analyze and address the problem of declining business revenue and profit. The initial step started with the decline in sales of several Athena English Course products as the main problem concern, followed by the analysis of internal and external factors. Internal analysis includes STP, marketing mix, and marketing resources, while external analysis focuses on customer behavior and competitors. After the data was

collected, a SWOT analysis was conducted to identify strengths, weaknesses, opportunities, and threats in the business. Then a quantitative data analysis test was conducted using SEM PLS to test the relationship between variables that affect the decline in profit and revenue from the customer's perspective. The results of this analysis helped formulate an effective marketing strategy. Finally, a strategy implementation plan is developed that includes specific steps, resource allocation, and timeline, so that the proposed solution can be optimally implemented to improve business performance.

III.2 Data Collection Method

Data collection methods are systematically defined as essential processes in research, designed to gather relevant information to answer questions, test hypotheses, and evaluate outcomes. Creswell (2017) describes these methods as encompassing techniques like surveys, interviews, observations, and experiments, chosen based on the study's objectives and the nature of the data needed. Similarly, Flick (2018) elaborates that these methods serve as structured approaches to collect and analyze data, involving quantitative techniques like surveys for broad generalizations and qualitative methods like interviews for in-depth understanding. Each method is selected based on its alignment with specific research questions. Further emphasizing this, Mills (2019) notes that data collection methods are strategies for gathering empirical evidence, which helps identify patterns and support research arguments. This includes a range of quantitative and qualitative approaches, all aimed at ensuring accurate and valid data collection to meet research goals. Together, these perspectives underline the importance of selecting suitable data collection methods to ensure validity and alignment with the research objectives.

This research will collect two data sources, namely primary data and secondary data. Primary data is original data collected directly by researchers for a specific study, ensuring its relevance and alignment with the study's objectives. It is gathered through methods such as surveys, interviews, or experiments and provides firsthand insights into the research

question (Boslaugh, 2007). In this research, primary data is collected through interviews with potential sources, in this case the owner of Athena English Course. Interviews focus on exploring data related to current STP, marketing mix and marketing resources. The interview results are used to analyze the current situation and identify strategies that can be implemented using existing resources, thereby increasing business profitability in the future. This research aims to develop marketing strategies based on marketing theory and internal business insights.

a. STP (Segmenting, Targeting, Positioning)

STP strategy is essentially used to position a brand in the minds of customers in a way that gives it a competitive advantage and allows for marketing mix analysis. The data used in STP analysis is obtained from internal business sources. Interviewing business owners is one method of gathering information to analyze STP in the Athena English Course enterprise. In this interview, the topic of "what is the current condition of Athena English Course's segmenting, positioning, and targeting?" is discussed. Additional indicators obtained by gathering data to perform STP analysis in order to formulate a strategy to address the issues faced by Athena English Course.

b. Marketing Mix 7P

This variable is very important in this study, so that those related to the 7P marketing mix owned by Athena English Course are obtained through interviews for internal and distributing questionnaires for customer analysis. So that with these two sources, it is hoped that it can provide complete data as material for designing future solutions.

c. Marketing Resource

Marketing Resource itself is one of the important elements that assess in this study, how Athena English Course prepares its marketing resources in running its business, for marketing resource data itself is obtained through direct interviews with the owner.

d. PESTEL

PESTEL in this study is one of the components to be analyzed to find out how the elements in PESTEL affect the business or industry of the English language course institution itself, PESTEL data obtained from collecting secondary data through journals or credible sources from the internet.

e. Customer Analysis

Customer Analysis in this study is a very important variable to test the relationship between the previous variables, namely the 7P marketing mix in influencing consumer purchase intentions, this data obtained through distributing questionnaires to people who have an interest in the IELTS course.

f. Competitor Analysis

Competitor analysis is also an important part that must be analyzed in this research, competitor analysis is one of the variables that affect the existence of Athena English Course in running its business in the market / Indonesia. Competitor data obtained from social media sources and websites of each competitor.

g. Customer Analysis (Hypothesis Testing)

Customer data analysis is a systematic process used to identify and understand customer behavior to understand their needs and preferences. Primary data was used to conduct the customer analysis. Data was collected first by conducting a questionnaire survey regarding the customer behavior of potential customers in determining purchases. The survey included two variables: marketing mix 7P (price, product, place, promotion, people, process and physical evidence) and purchase intention. The marketing mix 7P is used to determine prospective customers' perceptions of factors that are considered important as aspects in determining product purchases, both in terms of price, product, place, promotion, people, process and physical evidence. then purchase intention is used to find out whether the factors in the previous marketing mix 7P can be an impetus in

deciding to buy or choose an English language course institution. In this research, the type of questionnaire used is a closed questionnaire with a Likert scale. A closed questionnaire is a type of questionnaire in which there are already statements or questions posed by the researcher, so that the respondent simply gives a check mark (✓) or certain signs that have been determined by the researcher in the place provided in the questionnaire. (Bungin, 2015) The questionnaire in this study will be addressed to people/communities who have an interest in learning English through informal course institutions.

Table III.1 Likert Scale Measurement Scale

Sourch: Sugiyono, 2015

Description	Code	Score
Strongly Disagree	SD	1
Disagree	S	2
Neither Agree	NA	3
Agree	A	4
Strongly Agree	SA	5

Table III.2 Quisioner Indicators

Variables	Indicator	Symbol	Author
Product (P)	Program Relevance	P1	Abdillah, (2018) & Hamzah et al., (2023).
	Curriculum Quality	P2	
	Technology-based	P3	
Price (PR)	Affordable Price	PR1	Abdillah, (2018) & Izzati et al., (2024)
	Value for Money	PR2	
	Payment Flexibility	PR3	
	Affordable Price	PR4	
Place (PL)	Strategic Location	PL1	Abdillah, (2018 & Izzati et al.,
	Easy Access	PL2	

	Online Classes	PL3	(2024)
Promotion (PRO)	Promotion Quality	PRO1	Abdillah, (2018) & Izzati et al., (2024)
	Social Media Promotion	PRO2	
	Promotion Strategy	PRO3	
	Customer Review	PRO4	
People (PE)	Teacher Competence	PE1	Abdillah, W., & Herawati, A. (2018)
	Staff Friendliness	PE2	
	Intensive Support to Students	PE3	
Process (PS)	Ease of Enrollment Process	PS1	Abdillah, W., & Herawati, A. (2018)
	Flexibility of Learning	PS2	
	Ease of access information	PS3	
Physical Evidence (PH)	Comfort of Study	PH1	Abdillah, (2018) & (Hamzah et al., 2023).
	Technology Platform	PH2	
	Complete Facilities and Infrastructure	PH4	
Purchase Intention (PI)	I will intend to buy the brand	PI1	(Chen et al., 2016)
	I will consider buying the brand	PI2	
	I will plan to buy the brand	PI3	

III.3 Population and Sample

A population represents the entire set of individuals, items, or instances that meet specific criteria relevant to a research question. This complete collection serves as the basis for making generalizations, though it is often too vast to study directly (Casteel et al., 2021). The population for this study consists of individuals with an interest in IELTS language course institution. Who are assumed to have the capacity to invest time and resources in skill development. By selecting respondents with relevant preferences and or

interest in IELTS English learning, the research results are expected to more accurately reflect the phenomenon under study.

Since studying the entire population directly is often impractical, a sample is selected as a representative subset of the population, allowing researchers to make inferences without examining every individual (Mohapatra et al., 2020). In this study, purposive sampling method was chosen as the most suitable sampling technique to achieve the research objectives. Purposive sampling is a non-probability sampling technique where participants are selected based on specific characteristics relevant to the study. It is particularly useful for research requiring in-depth knowledge from specific individuals or groups, as it enhances the relevance and depth of data for qualitative analysis (Tongco, 2007).

This research focuses on people who are interested in IELTS course in Indonesia. The purposive sampling method allows the researcher to directly select respondents who meet certain criteria, such as age, gender, educational status, and learning interest of IELTS. With this method, the researcher can ensure that each respondent is truly relevant to the topic under study, so that the research results become more valid and reliable.

The number of samples used in this research uses the theory in (Hair et al., 2009) using 5 to 15 observations per indicator. In this study, there were 8 variables used, of which there were 26 indicators for a total of all variables. With this theory, 115 to 345 samples are needed for this research. By using the middle value for the sample range, the minimum number of samples used to carry out the analysis is 260 respondents. This is very helpful in providing accurate statistical test data for the variables tested, such as the effect of marketing mix on customer behavior and purchase intention. This sizable sample size provides more confidence in the research results and allows researchers to detect significant patterns or relationships with greater accuracy.

III.4 Data Analysis Method

Data analysis is the process of examining, cleaning, transforming, and modeling data to discover useful information, generate conclusions, and support decision-making. This approach allows researchers to make sense of complex data by organizing it in a meaningful way, often through methods such as statistical modeling or pattern recognition. The goal is to create actionable insights and develop an organized understanding of data for specific purposes (Islam, 2020). In this research, two distinct data analysis methods that was used, namely qualitative and quantitative. The qualitative method played a crucial role in examining various aspects, including Segmentation, Targeting, and Positioning (STP), the Marketing Mix 7P, Marketing Resources, and Competitor Analysis. This qualitative approach began with interviewing a key resource person to gather insights on the research topic. The data collection process involved recording responses to specific questions, systematically taking notes, and organizing the information for further examination. Following this, a thorough analysis was conducted to interpret the gathered data and draw relevant conclusions (Hardani et al., 2020).

Qualitative analysis is the process of analyzing non-numerical data such as text, audio, or images to understand the meanings, patterns, or themes that emerge from the data. The focus is on in-depth exploration of “why” and “how” a phenomenon occurs, rather than simply measuring or quantifying it. Through this approach, the researcher seeks to capture the subjective experience and social context behind the data, which enables a richer understanding of the phenomenon under study. Next, for customer analysis, quantitative analysis methods was used to obtain final result. Quantitative analysis is an analytical process that uses numbers to systematically describe, measure, and test data. It involves statistical methods to evaluate relationships between variables and generate conclusions based on numerical calculations. As such, this approach focuses on the “what” question and uses numerical expressions to describe existing phenomena (Zhou, 2022). The quantitative analysis method used

for customer analysis, with data gathered from questionnaire survey results, involves applying Structural Equation Modeling Partial Least Square (SEM PLS). However, an instrument test must first be conducted. An instrument, which serves as a tool for data collection, should be well-suited to the type of data being collected and able to ensure that the resulting data is both valid and reliable (Situmorang & Lufti, 2014).

III.4.1 Outer Model

The outer model in PLS-SEM evaluates the relationship between indicators and latent constructs. It determines how well indicators represent abstract constructs and is divided into two types: reflective and formative. In the reflective model, indicators are manifestations of latent constructs, while in the formative model, latent constructs are defined by their indicators (Latan & Ramli, 2013).

The outer model ensures research instruments are valid and reliable. Validity includes convergent, discriminant, and overall construct validity. Convergent validity, assessed through AVE values (>0.5), shows how well a construct explains its indicators' variance. Discriminant validity ensures stronger relationships between a construct and its indicators than with others. Reliability, measured using Composite Reliability (CR) and Cronbach's Alpha, evaluates internal consistency (Subhaktiyasa, 2024).

1. Validity Test

Validity test is an evaluation process in research that aims to determine the extent to which an instrument actually measures the intended concept. Validity in quantitative research refers to the accuracy of the measuring instrument in reflecting the construct to be measured, so that the results can be trusted as an accurate representation of the phenomenon under study (Heale et al., 2015). In the practical guide developed by Subhaktiyasa (2024), convergent validity is one of the important aspects

in the evaluation of measurement models in PLS-SEM, especially when using SmartPLS software. Convergent validity measures the extent to which indicators within a construct are correlated and truly represent the construct.

Subhaktiyasa explained that in evaluating the reflective measurement model, the loading factor value of each indicator on its construct must be greater than 0.7. This value indicates that the contribution of the indicator to the construct is strong enough, so that the construct can be said to be convergently valid. If the factor loading value is below 0.7, the indicator can be considered for deletion, unless there is a strong theoretical reason to keep it. In addition, Subhaktiyasa highlighted the importance of Average Variance Extracted (AVE), which should be greater than 0.5, to ensure that more than 50% of the indicator variance can be explained by the construct.

In a study conducted by Ekobelawati and Zulimi (2024) also explained how convergent validity is used to assess the quality of indicators in measuring a construct in PLS-SEM using SmartPLS. This study uses the SmartPLS 4.0 program to evaluate the validity and reliability of the measurement model. According to the results of their analysis, a factor loading value of more than 0.7 is considered the minimum limit to declare convergent validity. If the indicator has a value between 0.6 to 0.7, then the indicator is still acceptable in exploratory research, but not recommended for confirmatory research. In addition, they also highlighted the importance of AVE, which should be greater than 0.5, as a complement in evaluating convergent validity. Another theory suggests that the Loading Factor (LF) or outer loading represents the correlation between each measurement item and its corresponding variable. This metric indicates how effectively an item captures or represents the measurement of the variable. According to the rule of thumb by Hair et al. (2021) and Henseler et al. (2009), an LF value of ≥ 0.70 is considered acceptable.

2. Reliability Test

Reliability test is a process to measure the consistency or stability of the results of a measurement instrument. In the context of quantitative research, reliability indicates how consistently an instrument can produce the same results if used under the same conditions at different times. For example, if a measuring instrument is used repeatedly in identical situations and gives similar results, then the tool is considered reliable (Heale & Twycross, 2015).

In the research described by Hair et al. (2019) in their paper entitled “When to use and how to report the results of PLS-SEM”, it is stated that evaluating the PLS-SEM model requires an assessment of the reliability of the data. One important indicator used is composite reliability, which measures the internal consistency of indicators measuring a variable. Based on this theory, the composite reliability value must be above 0.70 to be considered to meet good reliability standards. This value indicates that the indicators in the model have a high level of consistency in representing the measured variables.

In addition, Hair et al. (2021) also emphasized that Cronbach's alpha can be used as an additional metric to test reliability. As with composite reliability, the ideal Cronbach's alpha value should also be greater than 0.70. This shows that the relationship between indicators in one variable has a fairly high consistency. Thus, the theory from Hair et al. consistently supports that reliability values above 0.70, both for composite reliability and Cronbach's alpha, are the minimum requirements to ensure that the measurements in the reflective model are reliable.

III.4.2 Inner Model

The *inner model* or *structural model* in PLS describes the causal relationships between latent variables, both exogenous and endogenous, designed to address the research hypotheses. The *inner model* represents the connections between latent variables based on the established theory. Evaluating the *inner model* involves several key components, including collinearity assessment among exogenous variables (*inner VIF*), significance testing of the paths (*path coefficients*), effect size evaluation (f^2), the coefficient of determination (R^2), and predictive relevance (Q^2). Hair et al. (2011) emphasized that the *inner model* is used to test structural relationships based on the developed theory. This process requires thorough evaluation of these parameters to ensure that the hypothesized causal relationships align with the empirical data. This step is crucial to assess the validity and reliability of the proposed structural model (Hair et al., 2011; Hair et al., 2021; Henseler et al., 2009)

1. Path Coefficients

Path coefficients in PLS-SEM are used to describe the strength and direction of the relationship between latent variables in the model. The value of these coefficients usually ranges from -1 to +1, where positive values indicate a unidirectional relationship, while negative values indicate an opposite relationship. Evaluation of the path coefficients is done using the bootstrapping method to test their statistical significance. Significant path coefficients indicate that the hypothesized relationship between variables is supported by empirical data (Hair et al., 2019).

2. T-Statistics and P-Values

T-statistics are used to determine the statistical significance of the path coefficients. In PLS-SEM analysis, T-statistics values above 1.96 (at the 5% significance level) indicate that the relationship is significant. The P-value complements the T-statistics by providing the probability that the coefficient value is not statistically different from zero. A p-value smaller

than 0.05 indicates that the relationship is significant and worth including in the interpretation of the model (Hair et al., 2019).

3. R-Square

R-Square (R^2) is used to measure how much the independent variables can explain the variability in the dependent variable in the model. A higher R^2 value indicates greater explanatory power of the model. As a guideline, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak levels of explanatory power, respectively. The interpretation of the R^2 value should take into account the context of the study and the complexity of the model used (Hair et al., 2019; Henseler et al., 2009).

III.5 Structural Equation Modeling Partial Least Square

Partial Least Squares Structural Equation Modeling (PLS-SEM) is a statistical analysis technique often used to test the causal relationships between latent variables in structural models. PLS-SEM, which is variance-oriented, differs from Covariance-Based SEM (CB-SEM) in that it is more flexible in handling smaller sample sizes, non-normally distributed data, and complex models with many formative indicators (Hair et al., 2017). In marketing research, SEM is well-established as a tool for estimating (complex) models with links and chains of effects between theoretical constructs that cannot be directly observed (Guenther et al., 2023).

This research is suitable for using SEM-PLS because this approach is very suitable for models involving latent variables measured through several indicators, such as Customer Behavior and Purchase Intention. SEM-PLS allows in-depth analysis of complex relationships between variables, including mediation effects that are planned to be tested. In addition, SEM-PLS does not require data to meet normal distribution assumptions,

making it more flexible and ideal for research with data that may not fully meet classical statistical assumptions. By using SEM-PLS, this model can evaluate the measurement model (validity and reliability of indicators) and structural model (relationships between latent variables) simultaneously, providing more complete results to answer the objectives of this study.

In marketing, understanding consumer behavior is essential. PLS-SEM provides flexibility in modeling the relationships between latent variables related to consumer behavior, such as satisfaction, loyalty, and purchase intention. This method is particularly suitable for predicting these variables based on various factors such as customer experience, brand perception, or product quality, even though the data may not be normally distributed or small in size (Hair et al., 2011).

Chapter IV Results and Discussion

This section presents a summary of the analysis that has been conducted, which is based on the data previously collected and described in detail in Chapter III. The data collected was designed to support an in-depth evaluation of the internal and external factors affecting Athena English Course's performance. In this case, the SWOT approach became the main tool to identify the strengths, weaknesses, opportunities and threats faced by the company. The results of the SWOT analysis are then further processed to produce a TOWS Matrix, which provides strategic guidance in developing more targeted and effective marketing steps.

The resulting TOWS Matrix plays an important role in developing a new marketing strategy that aims to address the various problems being faced by Athena English Course. By utilizing the findings from this analysis, the company can devise more relevant and measurable solutions, both to increase competitiveness in the market and to strengthen its position as a competitive English course service provider. This strategy is expected to provide a clear direction for the company in optimizing existing opportunities while overcoming various challenges that arise.

IV.1 Analysis

This section summarizes the results of the previously completed data collection and processing process, which is then analyzed in detail. The data that has been collected is processed and organized to support the SWOT analysis of Athena English Course. This analysis includes various important elements, such as Segmentation, Targeting, and Positioning (STP), marketing mix (7P marketing mix), marketing resources, as well as external factors analyzed using the PESTEL approach. In addition, this analysis also includes an evaluation of competitors and customer behavior. The information used in this analysis came from various sources, including interviews, surveys, and secondary data. All the findings were combined to build a solid foundation for a more targeted analysis and strategy development process.

IV.1.1 Internal Analysis

Customer analysis is conducted as a step towards formulating an effective marketing strategy, taking into account various aspects of the target market as well as the product positioning strategy that needs to be implemented. This process involves the use of the Segmentation, Targeting and Positioning (STP) approach, which serves to identify key market segments and determine how best to meet their needs. In addition, this analysis is also supported by a thorough evaluation of the marketing mix and customer analysis supplemented by hypothesis testing. Through a combination of these methods, a more targeted marketing strategy can be designed to optimally achieve the company's goals.

A. Segmenting, Targeting and Positioning (STP)

STP is one of the key elements in any marketing strategy, helping businesses design and coordinate marketing activities effectively to compete in both specific and broader markets. STP analysis is applied to both current and planned future business models. In this case, STP plays a role in identifying more focused market segments that can be reached by Athena English Course to be adjusted to the new marketing strategy model.

1. Current STP

This chapter analyzes the current state of Athena English Course market segments, including who the target segments are, and how Athena English Course positions its IELTS product to these segments. By analyzing the existing STPs, potential market segments can be identified in more depth, so that they can be used to develop a more targeted and focused strategy in reaching potential customers.

a. Segmenting

Athena English Course segments its IELTS market by demographic, geographic, psychographic, and behavioral factors, targeting those needing IELTS preparation or score improvement.

Table IV.1 Market Based Segmenting IELTS Product Athena English Course

VARIABLE	MARKET BASED SEGMENTATION		
	Student (Academic IELTS)	Profesional (General Training IELTS)	Migrant Candidates (IELTS General Training)
Demographics	<ul style="list-style-type: none"> - Age: Participants aged 18-28 years old (university students and fresh graduates). - Education: Students or fresh graduates who wish to pursue higher education abroad, as well as professionals who need IELTS Academic. - Income: The middle to upper segment is usually those who have the financial ability to pay for IELTS courses with higher fees 	<ul style="list-style-type: none"> - Participants aged 18-30 years old (university students and fresh graduates). - Education: people who have attended at least a Bachelor's degree or a graduate degree who have the intention of working in Europe - Income: The middle to upper segment is usually those who have the financial ability to pay for IELTS courses with higher fees 	<ul style="list-style-type: none"> - Age: Participants aged 18-30 years old - Education: minimum high school graduate - Income: The middle to upper segment is usually those who have the financial ability to pay for IELTS courses
Geography	People who live in big city like Jakarta, Bandung, Surabaya, Makasar, and others. People who live in big cities usually have a greater awareness of the need for IELTS and a higher level of education than in other places.	This segment targets people in big cities like Jakarta, Bandung, Surabaya, and Makassar etc, who tend to have greater awareness of the need for IELTS and higher education levels. Additionally, rural areas are also considered, as many	People who live in big city who have a broader awareness like Jakarta, Bandung, Surabaya, Makasar, and others.

		residents share a strong desire to migrate for better opportunities.	
Psychography	People who are still in college or have graduated who have the habit of studying hard, have a strong ambition to achieve certain learning targets so they can continue their studies abroad	People who have great ambitions in changing their lives by working in Europe, are tenacious and persistent	People who have great ambitions in changing their lives by working in Europe, are tenacious and persistent
Behavior	Individuals or groups who prefer flexible learning. They are looking for bold course options with schedules that can be tailored to their personal needs. This segment includes those with busy schedules and those who live in locations far from face-to-face class centers. Bold courses allow them to learn anytime and anywhere, with additional materials that can be accessed independently and the opportunity for guidance as needed.	This segment consists of individuals or groups who prioritize flexible learning options. They seek dynamic courses with schedules that can be customized to fit their personal needs. This includes people with demanding schedules or those residing far from physical class locations. Flexible courses offer the convenience of learning anytime and anywhere, supplemented by self-access materials and the option for guidance when required.	This segment includes individuals seeking flexible learning with customizable schedules. Ideal for those with busy lives or remote locations, these courses allow anytime, anywhere learning with self-access materials and optional guidance.

b. Targeting

Based on the market segmentation analysis, Table IV.1 illustrates how Athena English Course categorizes its segments according to the various markets they target. The targeting listed in Table IV.1 is organized based on predetermined customer personas, in accordance with the segmentation applied by Athena English Course.

Table IV.2 Targeting IELTS Product Athena English Course

Target Persona	Persona Description
1. Student (Academic IELTS)	Students aged 18 to 25, especially those who are currently studying or have recently graduated, often have the desire to continue their studies abroad. As full-time students, they focus on preparing for the IELTS exam, which is one of the essential requirements for admission to international universities. Their ultimate goal is to score high enough to be accepted into top universities and receive scholarships. Their motivation to study abroad prompted them to seek out a structured and intensive course, with an emphasis on practice questions and simulated exams, in order to prepare as well as possible and achieve the required IELTS score.
2. Profesional (General Training IELTS)	Professionals aged between 25 to 40, usually have a university degree and significant professional experience. They work in multinational companies or specific industry sectors that often require an IELTS exam to fulfill international career requirements or for promotion. Their main purpose for taking IELTS is to enhance career opportunities, both by applying for jobs abroad and to meet the standards set by the companies they work for. Their motivation is driven by the desire to pursue international career opportunities or get a better promotion. Having busy schedules, they prefer flexible courses, which can be accessed anytime

	online, allowing them to study without interrupting their work or other commitments.
3. Migrant Candidates (IELTS General Training)	Individuals aged between 25 to 35 years old, with varying educational backgrounds from diplomas and degrees, but generally with work experience. They are planning to migrate, either to work or settle in an English-speaking country such as Australia, Canada or the UK. For this, they need IELTS to qualify for a work or immigration visa. Their main motivation is to increase their chances of migration to these countries, which often require a certain IELTS score to obtain a work permit or visa. As they have busy lives, they tend to choose courses with flexible learning that can be accessed anytime and anywhere, usually through online platforms, in order to study at their leisure without disrupting their daily activities.

c. Positioning

Athena English Course positions itself as an online IELTS course provider that offers flexible, structured and quality learning solutions, designed to meet the needs of individuals with busy or limited schedules. With intensive and focused learning methods, Athena English Course ensures participants get an in-depth and effective learning experience. Various practice questions, simulation exams, and personalized feedback are provided to help participants prepare for the IELTS exam with confidence and achieve the desired score.

Athena English Course stands out with its commitment to providing easy access to constantly updated materials, allowing participants to always learn with the latest information. With a teaching approach that prioritizes quality and effectiveness, each participant can prepare thoroughly without having to sacrifice daily activities. This course is suitable for students who wish to continue their studies abroad, professionals seeking international career opportunities, as well as

individuals preparing for migration to an English-speaking country. This flexible learning solution allows them to study anytime and anywhere, while still obtaining a high-quality and goal-oriented learning experience.

2. Expected STP

To be able to transform and develop into an IELTS course institution that is able to compete nationally, Athena English Course needs to have a more specific and targeted Segmentation, Targeting and Positioning (STP) approach. Given that the market for IELTS courses in Indonesia is vast and diverse, it is important for Athena English Course to conduct a more in-depth market mapping in order to identify segments that have more focused needs and preferences. Thus, the targeted market segments be clearer and can be matched with more effective and efficient marketing strategies.

a. Segmenting

Athena English Course segments its IELTS market by demographic, geographic, psychographic, and behavioral factors, targeting those needing IELTS preparation or score improvement.

Table IV.3 Expected Segmenting IELTS Product Athena English Course

INDICATORS	EXPECTED MARKET SEGMENTATION	
	Student (Academic IELTS)	Profesional (General Training IELTS)
DEMOGRAPHICS	<ul style="list-style-type: none"> - Age: Participants aged 18-28 years old (university students and fresh graduates). - Education: Students or fresh graduates who wish to pursue higher education abroad, as well as professionals who need IELTS Academic. - Income: The middle to upper segment is usually those who have the financial ability to pay for IELTS courses with higher fees 	<ul style="list-style-type: none"> - Age: Participants aged 18-30 years old - Education: people who have attended at least a Bachelor's degree or a graduate degree who have the intention of working in Europe - Income: The middle to upper segment is usually those who have the financial ability to pay for IELTS courses with higher fees
GEOGRAPHY	People who live in big cuty like Jakarta, Bandung, Surabaya, Makasar, and others. People who live in big cities usually have a greater awareness of the need for IELTS and a higher level of education than in other places.	This segment targets people in big cities like Jakarta, Bandung, Surabaya, and Makassar etc, who tend to have greater awareness of the need for IELTS and higher education levels. Additionally, rural areas are also considered, as many residents share a strong desire to migrate for better opportunities.

PSYCHOGRAPHY	People who are still in college or have graduated who have the habit of studying hard, have a strong ambition to achieve certain learning targets so they can continue their studies abroad	People who have great ambitions in changing their lives by working in Europe, are tenacious and persistent
BEHAVIOR	Individuals or groups who prefer flexible learning. They are looking for bold course options with schedules that can be tailored to their personal needs. This segment includes those with busy schedules and those who live in locations far from face-to-face class centers. Bold courses allow them to learn anytime and anywhere, with additional materials that can be accessed independently and the opportunity for guidance as needed.	This segment consists of individuals or groups who prioritize flexible learning options. They seek dynamic courses with schedules that can be customized to fit their personal needs. This includes people with demanding schedules or those residing far from physical class locations. Flexible courses offer the convenience of learning anytime and anywhere, supplemented by self-access materials and the option for guidance when required.

b. Targeting

In particular, Athena English Course now wants to target a more specific market that has a high market opportunity but can still compete among other large competitors. Athena English Course shift the main target to people who need IELTS to go to work abroad who need IELTS scores then followed by the next target market which is prospective students who want to continue their studies abroad or Europe. These two targets lead to a more effective and efficient marketing strategy

Table IV.4 Expected Targeting IELTS Product of Athena English Course

Target Segment	Expected Customer Pesona
1. Migrant Candidates (IELTS General Training)	Individuals aged between 20 to 35 years old, with varied educational backgrounds of at least D1, or have professional experience in each background. They are planning to migrate or work abroad such as Europe, Australia, Canada or the UK. For this reason, they need IELTS to qualify for a work or immigration visa. Their main motivation is to increase their chances of migration to these countries, which often require a certain IELTS score to obtain a work permit or visa. The main market of this target market is the WHV Australia seekers or fighter program, they tend to choose courses with flexible learning that can be accessed anytime and anywhere, usually through online platforms, in order to study at their leisure without interrupting their daily activities.
2. Student (Academic IELTS)	Students aged 18 to 30, especially those who are currently studying or have recently graduated, often have the desire to continue their studies abroad. As full-time students or fresh graduates, they focus on

	<p>preparing for the IELTS exam, which is one of the important requirements to be admitted to an international university. Their ultimate goal is to score high enough to be accepted into top universities and receive scholarships. Their motivation to study abroad drives them to seek structured and intensive courses, with an emphasis on practice questions and simulated exams, in order to prepare as well as possible and achieve the required IELTS score.</p>
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a. Positioning

Athena English Course is expected to have a new brand positioning in the minds of consumers as a provider of flexible and structured IELTS preparation courses, designed to meet the needs of two main segments: prospective migrants and university students. For prospective migrants who need an IELTS score to meet work visa or immigration requirements, especially WHV programs, Athena offers online learning programs that can be accessed anytime and anywhere, with a focus on flexibility and efficiency. While for students who are focused on preparing for international university studies, Athena provides intensive courses with an emphasis on practice questions, simulated exams, and structured teaching to help achieve the high scores required. With its customizable approach, Athena English Course provides learning solutions that are timely and tailored to participants' needs, making it an ideal choice for those seeking effective IELTS preparation on an as-needed basis.

B. Marketing Mix 7P

To meet the predetermined target market, every business must manage its marketing activities in an efficient and well-organized manner. The marketing mix, which consists of various important components, is a

very useful tool for businesses in planning, comparing, and combining various marketing elements strategically. Thus, the overall marketing mix more easily adapted to the company's objectives, and able to meet the needs and expectations of the target market, while considering the dynamics and demands of the evolving business environment.

In the context of a service product such as Athena English Course, the application of the 7P marketing mix becomes crucial to be analyzed more deeply. These components-product, price, place, promotion, people, process, and physical evidence-are key variables that can influence purchasing decisions and consumer intentions. Therefore, an in-depth analysis of the 7P marketing mix is essential to identify strengths and weaknesses in the marketing strategy implemented, as well as to ensure that all aspects of marketing are well integrated to achieve the desired success. The following is a 7P marketing mix analysis for Athena English Course:

1. Product

Athena English Course as an English course institution has about 6 categories of English class products, each of which has a different target market. Of the 6 classes available at Athena English Course, each can be followed either through offline or online classes, which has good performance so far is offline classes, for online classes it has not fully shown revenue performance as good as offline classes.

ENGLISH

FOR KIDS & TEENAGERS

Rp 220.000/MEET

FROM AGE 8-20 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning schedule
- ✓ Interactive learning materials
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Learning materials adjustable with school lesson plan
- ✓ Assessment report each month
- ✓ Receive Certificate after 32x meeting
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

ENGLISH

FOR PUBLIC SPEAKING

Rp 245.000/MEET

FROM AGE 21-45 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning materials and learning's schedule
- ✓ Building a confidence character for public speaking
- ✓ Guaranteed of Public speaking and story telling in English
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Assessment report each month
- ✓ Receive Certificate after 32x meeting
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

ENGLISH

FOR BUSINESS

Rp 265.000/MEET

FROM AGE 21-45 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning materials and learning's schedule
- ✓ Focus development of using English for business settings
- ✓ Character building for learning necessities in business world
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Assessment report each month
- ✓ Receive Certificate after 32x meeting
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

ENGLISH

FOR SPECIFIC PURPOSE

Rp 275.000/MEET

FROM AGE 21-45 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning materials and learning's schedule
- ✓ Focus development of using English for business settings
- ✓ Character building for learning necessities in business world
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Assessment report each month
- ✓ Receive Certificate after 32x meeting
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

ATHENA

TOEFL PREPARATION

Rp 250.000/MEET

FROM AGE 17-45 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning's schedule
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Assessment report each month
- ✓ TOEFL simulation test
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

ATHENA

IELTS PREPARATION

Rp 300.000/MEET

FROM AGE 17-45 YEARS OLD

- ✓ Available for face to face interaction or online class
- ✓ Adjustable learning's schedule
- ✓ 32x Meeting/level
- ✓ 90 Minutes/Session
- ✓ Assessment report each month
- ✓ IELTS simulation test
- ✓ Minimum payment per 8 meeting
- ✓ English competency guaranteed

Figure IV.1 Athen English Course's Product

Source: Athena English Course

IELTS is currently more widely followed online, but it is indeed the product that contributes the lowest revenue of all Athena English Course products even though the IELTS market itself is quite large nationally.

2. Price

For the market segment targeted by Athena English Course is indeed the middle to upper class, which can be said that the price of each product is quite expensive for one meeting, especially for IELTS products which have the most expensive price, one meeting is calculated at 300,000 thousand with the duration of one meeting is 90 minutes, with a minimum class purchased is 8 meetings with better results recommended for 32 meetings for each level.

3. Place

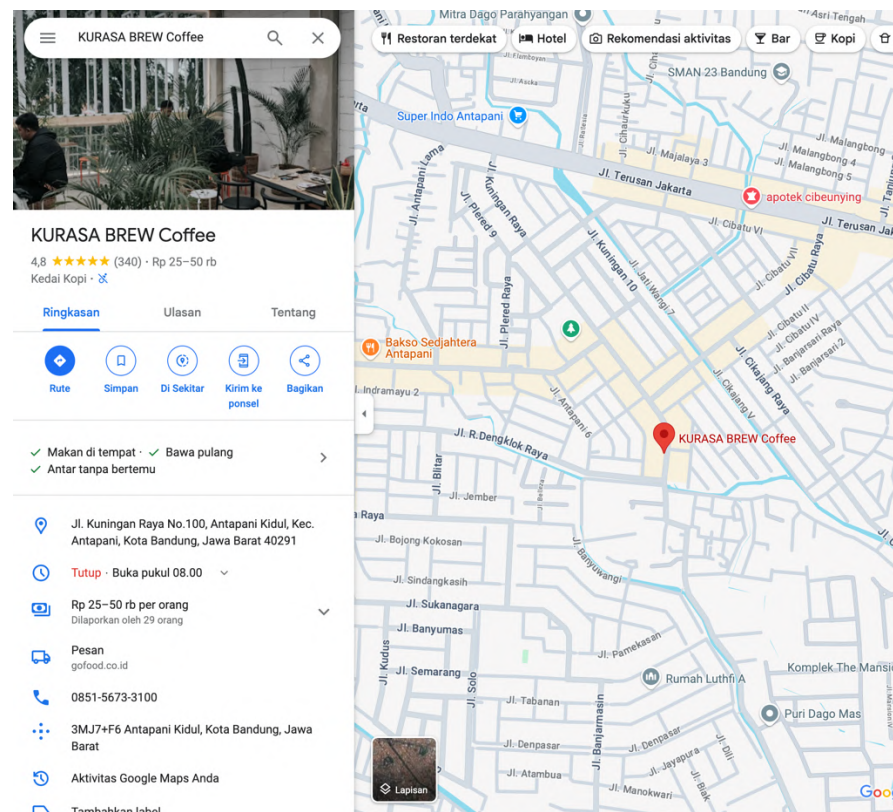


Figure IV.2 Place of Athen English Course

Source: Google Maps

Currently, Athena English Course students' learning location for face-to-face classes is at one of the cafes in Bandung City that has collaborated with Athena. The cafe is located at Jalan Kuningan Raya No. 100, Antapani Kidul, Antapani District, Bandung City, West Java 40291. This location is a convenient offline learning place for students who choose the face-to-face learning method with tutors from Athena. Supportive cafe facilities and a conducive atmosphere are an added value for students who want to learn in person.

In addition to providing face-to-face classes, Athena English Course also offers each of its class products in the form of online learning, including for IELTS classes. This online class option is designed to provide flexibility to students who have time constraints or live outside Bandung. With the availability of these two learning methods, Athena English Course hopes to cater to the diverse needs of students, both those who want face-to-face interaction and those who need the flexibility of learning from home.

4. Promotion

So far, the promotional strategy that Athena English Course relies on relies more on word of mouth, ratings on Google Maps, and promotional outreach through social media accounts such as Instagram. Based on information from the owner, most of the students who take classes at Athena English Course come from the recommendation of other people, either friends, family, or previous students who have studied at Athena. This shows that Athena English Course's reputation among students is quite good, so many students feel confident recommending this service to others.

However, as stated by the owner of Athena English Course, promotional efforts through social media or digital marketing strategies have not been carried out intensively until now. This can be seen from the relatively stagnant growth of Athena's Instagram and TikTok accounts, with no

significant increase in audience or engagement. One of the main reasons behind this limitation is the lack of available marketing resources, both in terms of manpower and budget for paid promotional activities. With this limitation, Athena English Course prioritizes organic and traditional promotion methods, unable to significantly expand its market reach.

5. People

From the aspect of the people involved in the Athena English Course business, it can be explained that the team structure is divided into several important parts that support business operations. The first part is the customer service or admin, which is the front line in giving the first impression to prospective customers. This admin is responsible for handling all initial communication needs, both from prospective students and active students. Based on information from the owner, the Athena English Course admin has a very good level of responsiveness, so that they are able to provide clear and fast information according to customer needs. The existence of this responsive admin is one of the important pillars in building good relationships with customers and providing a positive initial experience.

Apart from the admin, the most crucial aspect of people in providing premier services to customers is the tutors. Tutors at Athena English Course have excellent competence, supported by their respective certificates of expertise, especially for IELTS classes. In addition, there are other supporting teams, such as the finance team that ensures financial administration runs smoothly and the marketing team that is responsible for promotion. However, according to the owner's explanation, the marketing team is currently still facing limited supporting resources to carry out more intensive and effective marketing, especially for digital marketing.

6. Process

In the context of Athena English Course, the “process” aspect includes all the workflows that ensure a good customer experience, from registration to program completion. The registration process begins with an initial consultation through customer service or admin who will provide clear information regarding the schedule, fees, and course programs to be taken. The teaching and learning process is well designed, both in face-to-face and online formats, to provide flexibility to students. Face-to-face classes are held at convenient locations such as partner cafes, while online classes utilize digital platforms that support access from anywhere. This process ensures all students, regardless of location and preference, get optimal service.

In addition, Athena English Course has a structured evaluation system, including feedback from tutors based on practice and simulated exams, which helps students understand their strengths and weaknesses. Administrative processes, such as payment, are designed to provide convenience and transparency through flexible payment options, with payments made upfront when taking classes. To maintain service quality, there is also a complaint and feedback management system that allows students to submit feedback directly to the admin.

7. Physical Evidence

The physical evidence aspect at Athena English Course includes physical elements that are directly perceived by customers, both in face-to-face and online formats. For offline classes, Athena provides a comfortable learning location at one of the partner cafes in Bandung, precisely at Jalan Kuningan Raya No. 100, Antapani Kidul. This place provides a relaxed yet professional atmosphere, complete with supporting facilities such as a quiet room and stable internet access. On the other hand, for online classes, Athena utilizes digital platforms such as Zoom or Google Meet, which are equipped with interactive features to facilitate distance learning.

In addition to the location and learning platform, other physical evidence includes quality learning materials, both in digital and physical form, which include modules, practice questions, and simulation exams. These materials are designed to ensure students get optimal results. Visual identity such as logos, social media branding, and promotional content on platforms such as Instagram and TikTok are also important elements in strengthening Athena's professional image. Coupled with testimonials from previous students and high ratings on Google Maps, these aspects of physical evidence not only reflect the quality of Athena English Course's services, but also build prospective students' trust in Athena's commitment to providing the best learning experience.

C. Marketing Resource

Marketing resources are defined as a firm's market-oriented assets, capabilities, and competencies that can be leveraged to build and sustain competitive advantages, directly impacting customer satisfaction, loyalty, and overall firm performance. These resources include tangible and intangible assets such as brand equity, customer relationships, market knowledge, and distribution networks. Each component plays a critical role in how a firm positions itself in the market, differentiating it from competitors and improving financial performance (Hooley et al., 2005).

Tangible resources

Tangible resources are resources that can be easily measured and seen, making them the most visible component in supporting Athena English Course's sustainable operations. These resources include Athena's physical facilities, finances and technology, all of which provide an important foundation for the organization's competitiveness and growth. (Thompson et al., 2016).

1. Physical Resources

Athena English Course has a strategic location in Bandung, which is known as the center of activity for students and young professionals. Student learning activities currently take place in partner cafes that have collaborated with Athena to provide comfortable and conducive learning spaces. The learning spaces in these cafes are carefully selected to ensure students and tutors are comfortable, both during individual and group learning sessions. In addition, Athena offers online class options for students who want more flexibility in their schedule. To support an interactive learning experience, Athena has access to technological facilities such as computers, projectors, and other enhancements that help tutors deliver material in an engaging way. Athena also has an operational vehicle that is used for various promotional activities, including attending education fairs or delivering learning materials and supplies to local partners.

2. Financial Resources

As a course institution that has been operating for quite some time, Athena English Course has a fairly stable source of income although in recent months it has experienced a slight decline. Athena's main revenue comes from student enrollment, intensive class programs, and partnerships with various educational institutions. A portion of this profit is allocated for strategic investments, such as learning technology development, marketing costs, as well as daily operations. In addition, Athena also plans to increase investment in promotions in the future, including more aggressive social media campaigns and discount offers for early enrollment to attract more students. This focus demonstrates Athena's commitment to continue growing its market share and maintaining sustainable financial growth.

3. Technology Assets

In supporting technology-based learning, Athena utilizes various digital platforms designed to provide flexibility and convenience to students. Online learning is facilitated through platforms such as Zoom Meeting and Google Meeting, which allow students to participate from anywhere with an internet connection. In addition, Athena complements the online learning experience with digital materials delivered directly to students to ensure learning remains effective. For marketing, Athena leverages popular social media platforms such as Instagram and TikTok, which are used to reach young audiences through creative and engaging content. Currently, Athena is also building a new landing page or website designed to improve user experience and as one of the marketing tools for the next strategy. The landing page will be equipped with features such as online registration and access to additional learning materials. This move not only improves operational efficiency but also provides students with a more integrated learning experience, supporting Athena's vision as a modern and adaptive course institution.

Intangible Resources

Intangible resources include non-physical elements that play an important role in the success of Athena English Course. Branding, image, reputation, human assets and intellectual capital are the main foundations for maintaining the institution's competitiveness. These resources are not always easy to measure, but their impact on company performance is significant.

1. Human Assets and Intellectual Capital

Athena English Course has a team of high-quality tutors who are the main asset of this institution. The tutors have years of teaching experience and are equipped with international certifications such as

TOEFL and IELTS. Their expertise is backed by continuous training that ensures they are able to deliver quality teaching according to student or market needs. In addition, Athena's management also has deep insights into non-formal education market trends, which form the basis for curriculum development and business strategy.

Athena's intellectual capital includes a curriculum that adapts the education system from Finland in building the character of communication, confidence, and learning English according to interests and effective learning methods. In addition, Athena's management team actively collaborates with schools and government authorities to support market expansion. The existence of a solid team with expertise in various fields makes Athena more adaptive in facing future market dynamics.

2. Brands, Company Image, and Reputational Assets

Athena English Course has built a reputation as a trusted English course institution in Bandung. With positive reviews from students and the success of alumni in achieving their respective learning targets, in the middle of a big city surrounded by big competitors Athena is still able to survive and progress in competing in the market. This is supported by the good reputation built up during athena's operation. This positive image can be seen from the positive reviews that can be found on Google Maps.

Athena's positive image is also built through social media. By using platforms like Instagram and TikTok, Athena not only promotes their services but also builds interaction with the student community. This strategy helps Athena expand its network and build a strong branding, even though Athena is not currently a big social media presence.

3. Relationship

Athena has good relationships with various partners, including schools, communities, cafes and other educational institutions. These partnerships allow Athena to reach more potential students, especially through collaborative programs such as specialized training or English classes for specific communities and institutions. In addition, these partnerships are also strengthened by Athena's network of alumni who keep in touch through online groups or learning communities. Alumni often become informal ambassadors for Athena, recommending courses to their friends or colleagues. These relationships not only expand the customer base but also extend the brand awareness of Athena to the market.

4. Company Culture and Incentive System

Athena English Course instills a work culture based on collaboration and innovation. Management ensures that every team member feels valued through open communication and opportunities for growth. In addition, Athena provides performance-based incentives, such as bonuses for tutors with the best reviews and significant student learning targets.

This work culture creates an environment that supports innovation and encourages active engagement from every team member. In addition, Athena also values students as part of their community by providing appreciation programs, such as discounts for alumni or special gifts for students with certain achievements. This approach is expected to strengthen the loyalty of both staff and students, and support Athena English Course's operational sustainability and business performance.

IV.1.2 External Analysis

External analysis in business is the process of evaluating factors outside the organization that may affect the company's performance or strategy, such as

economic, social, political, technological and competitive environmental conditions. This process aims to identify opportunities and threats from the external environment to support strategic decision-making, Herlina, H. (2022).

A. PESTEL Analysis

PESTEL analysis is a framework used to evaluate macroeconomic factors, such as political, economic, social, technological, environmental, and legal, that affect organizations. This framework helps organizations understand the opportunities and threats in the external environment, so that they can design adaptive and relevant strategies to deal with changes in the market (Helmold, 2019).

1. Politic

The Indonesian government's policy on improving English language proficiency is in line with the national education and economic development strategy. The National Medium-Term Development Plan (RPJMN) 2020-2024 emphasizes the importance of improving the quality of human resources to support global competitiveness, with mastery of English as one of the key skills required by the workforce. Policies from the Ministry of Education and Culture (MoEC) encourage private institutions, including English language courses, to complement formal education in developing practical skills needed in the global market (MoEC, 2020). In this context, institutions like Athena English Course have the opportunity to position themselves as partners in achieving national education goals.

This policy environment is also influenced by the government's focus on digital transformation, including the integration of technology in education. The Merdeka Belajar program encourages innovation in teaching methods, including the use of online platforms to improve accessibility and student engagement (MoECristek, 2021). For English courses, this opens up opportunities to adopt technology-based models, such as online learning and blended learning, to reach a wider audience.

However, the lack of a strict regulatory framework for private educational institutions poses a challenge in maintaining quality standards across the sector, which could affect public confidence in the long run (World Bank, 2021).

In addition, international trade agreements and Indonesia's increasingly active participation in the global economy reinforce the need for English language acquisition. For example, the ASEAN Economic Community (AEC) established English as the working language, thus increasing the demand for a workforce with English language skills (ASEAN Secretariat, 2022). English language courses play an important role in preparing individuals to take advantage of opportunities in this economic environment. However, the challenge is to ensure equitable access to such courses, particularly for populations in remote or underserved areas. In this regard, government support and private sector collaboration are needed to bridge the gap (UNDP Indonesia, 2023).

2. Economic

Indonesia's stable economic growth is a positive factor that supports the increase in purchasing power for educational services, including English language courses.

Indonesia GDP Growth Rate - Historical Data		
Year	GDP Growth (%)	Annual Change
2023	5.05%	-0.26%
2022	5.31%	1.60%
2021	3.70%	5.77%
2020	-2.07%	-7.08%
2019	5.02%	-0.15%
2018	5.17%	0.10%

Figure IV.3 Indonesia GDP Growth Rate

Source: BPS

Data from the Central Bureau of Statistics (BPS) shows that Indonesia's GDP grew by 5.05% in 2023, slightly slowing down from 5.31% in the previous year. This growth is mainly driven by the trade and services sector, which is an indicator of people's increasing ability to invest in additional education, such as English courses, especially in big cities like Bandung (BPS, 2023). However, challenges remain with inflation reaching 3.3% in the same year, which may affect household budgets for non-primary needs, including language courses.

The increase in the regional minimum wage (UMR) in Bandung is also a relevant economic factor. With the UMR rising to IDR4.3 million by 2023, the purchasing power of the middle class in the region is increasing, creating a great opportunity for institutions like Athena English Course to attract students from this segment. However, course institutions must be careful in determining their pricing strategy to remain competitive. Prices that are too high may discourage interest from

the lower middle-income group, while prices that are too low may give the impression of low quality or not worth the value offered (BPS, 2023; Kompas, 2023).

On the other hand, government economic policies that encourage the development of the creative economy and education services are catalyzing the growth of the English course industry. The city of Bandung, for example, is becoming one of the centers of the creative economy with the growth of startups and tech companies. This environment creates demand for a workforce that is fluent in English, particularly in internationally-oriented roles. As such, Athena English Course can capitalize on this economic growth to market their programs to young professionals and local entrepreneurs looking to improve their global competitiveness (World Bank, 2023; ASEAN Secretariat, 2022).

3. Social

Indonesia faces significant challenges in English literacy, as seen in the EF English Proficiency Index 2023 report which ranks Indonesia 79th out of 113 countries with a score of 469. This low level of proficiency shows a gap in English language acquisition compared to neighboring countries such as Malaysia and the Philippines, which have higher proficiency. This condition creates a huge opportunity for institutions like Athena English Course to reach out to the underserved population, especially in big cities like Bandung, Jakarta, Surabaya and others. The demand for English language skills continues to increase, along with the need for labor in multinational companies and preparation for education opportunities abroad, making English courses a strategic necessity.

In the context of urban society, social influence is one of the main drivers of the adoption of educational services, including technology-based courses. The Unified Theory of Acceptance and Use of Technology (UTAUT2) (Venkatesh et al., 2012) explains that social norms and

collective perceptions play an important role in motivating individuals to participate. The perception that English language proficiency is a prerequisite for career success makes the younger generation even more driven to improve this skill. Athena English Course can tap into this dynamic by building an integrated learning community through social media and relevant collaborative programs, thus creating a supportive environment for students' skill growth.

In addition, the intrinsic and extrinsic motivation of young people can be explained through Self-Determination Theory (SDT) (Ryan & Deci, 2000). This theory highlights how basic needs for competence, social connectedness, and autonomy drive individuals to pursue improved English language skills. The younger generation in Bandung, with its thriving creative culture and startup community, sees English proficiency as a way to realize their professional and personal aspirations. Athena English Course can design a program that not only meets technical needs, but also creates a learning experience that strengthens students' intrinsic motivation to achieve their goals at an international level.

4. Technology

The development of technology in Indonesia has changed the landscape of education, including English courses, by providing wider and more flexible access through online platforms. Internet penetration in Indonesia reach 78% by 2023 (APJII, 2023), opening up huge opportunities for institutions such as Athena English Course to reach students through digital platforms. Utilizing this technology not only enables distance learning but also increases marketing effectiveness, especially through social media such as Instagram which is popular among the younger generation. With more than 100 million active Instagram users in Indonesia as of April 2023, Athena can leverage this platform to attract the attention of their target market through interactive

campaigns, student testimonials, and promotion of innovative online learning programs (Kata Data, 2023).

However, technological developments also present significant challenges, especially competition from global online learning platforms such as Duolingo. Duolingo has recorded rapid growth in Indonesia, offering affordable and flexible language learning programs supported by artificial intelligence (AI) technology for personalized learning (Duolingo, 2023). To face this competition, Athena English Course needs to offer unique added value, such as a more personalized learning approach, interactive classes with live tutors, or technology integration such as gamification that encourages student engagement. In addition, collaboration with local communities or companies can strengthen Athena's position as the top choice for learning English in this digital era.

5. Environment

Although the direct impact of environmental issues on the non-formal education industry, including English courses, is relatively small, the adoption of sustainable practices is an important aspect to build a positive image in the eyes of consumers. Athena English Course can take a proactive step by reducing the use of printed materials and switching to digital teaching materials. This move not only reduces paper waste but is also in line with the global sustainability trend that is increasingly valued by the younger generation. According to a Nielsen survey (2023), 81% of global consumers prefer companies that implement sustainable business practices. This trend is also increasingly visible in Indonesia, especially among the younger generation who are starting to care about the environmental impact of their daily activities (NielsenIQ, 2023). Athena can tap into this awareness by marketing itself as an institution that supports sustainability, for example through a “paperless learning” program or partnerships with environmental organizations to plant trees as part of course initiatives.

On the operational side, the adoption of renewable energy or the reduction of carbon emissions in physical facilities, such as face-to-face classes, can also reinforce Athena's commitment to sustainability. In an era when young consumers expect social responsibility from businesses, sustainability is not only a marketing tool but also a strategic element for differentiation in a competitive market. In addition, Athena can develop environmental education campaigns in their learning materials to inspire students to contribute to sustainability issues, which also increases students' engagement in the global community. By applying these sustainability principles, Athena can build a stronger emotional connection with students, while supporting larger environmental goals.

6. Legal

Regulations in the non-formal education sector in Indonesia are less than those in formal education, but there are still rules that course institutions like Athena English Course must comply with to avoid legal risks and maintain reputation. One of the crucial regulations is the Personal Data Protection Law (PDP Law), which officially enforced in 2022. This law requires institutions that manage personal data to ensure data security, including digitally stored student data. Violations of the PDP Law can result in administrative sanctions and heavy fines, which are not only financially costly but also damaging to the institution's image in the eyes of consumers (Kominfo, 2022). In this regard, Athena should invest in adequate digital security systems, such as data encryption and staff training on personal data management, to ensure compliance with this regulation.

In addition, the lack of clear regulations regarding curriculum standardization for non-formal education in Indonesia is also a challenge. Unlike formal education which has national standards, English language course institutions often have freedom in designing their curriculum,

which can lead to variations in quality among course providers. This poses a challenge in building public trust in the quality of education offered. Athena English Course can address this by implementing independent certification or following international guidelines, such as the Common European Framework of Reference for Languages (CEFR), to ensure the quality of their curriculum meets global standards. In addition, compliance with labor laws, such as fair employment contracts for tutors, is also an important element in maintaining healthy professional relationships and avoiding potential legal disputes in the future (Kemnaker, 2023).

Table IV.5 Summery of PESTEL Analysis

Factor	Opportunities	Challenges
Political	<ul style="list-style-type: none"> Support from national education policies in <i>RPJMN 2020–2024</i> to enhance English proficiency. The <i>Merdeka Belajar</i> initiative encourages collaboration with international institutions. 	<ul style="list-style-type: none"> Lack of specific regulations for standardizing language course institutions. Implementation gaps in remote areas.
Economic	<ul style="list-style-type: none"> GDP growth of 5.05% (2023) increases disposable income for additional education. Rising regional minimum wage (UMR) in Bandung opens opportunities in the middle-class market. 	<ul style="list-style-type: none"> Inflation at 3.3% affects household budgets for non-essential spending. Prices must remain competitive to attract all segments.
Social	<ul style="list-style-type: none"> Low English literacy in Indonesia creates significant demand for courses. Growing awareness in urban areas about the importance of non-formal education. 	<ul style="list-style-type: none"> Literacy gap between urban and rural populations. Social norms in certain areas may not yet support English proficiency as a need.
Technological	<ul style="list-style-type: none"> 78% internet penetration provides opportunities for online learning. Social media like Instagram is effective for targeting younger 	<ul style="list-style-type: none"> Intense competition from global platforms like Duolingo. Investments in technology, such as AI and gamification,

	audiences.	require high costs.
Environmental	<ul style="list-style-type: none"> • Adopting digital teaching materials reduces paper waste and supports sustainability. • Opportunity to build a positive image among environmentally conscious youth. 	<ul style="list-style-type: none"> • Initial investment needed to implement sustainable practices. • Varying environmental awareness among demographic groups.
Legal	<ul style="list-style-type: none"> • The Personal Data Protection Law (UU PDP) encourages stronger data security and builds consumer trust. • Curriculum certification can enhance public confidence. 	<ul style="list-style-type: none"> • Unclear regulations on standardizing curricula in the non-formal sector. • Legal risks if violating PDP or labor laws.

B. Customer Analysis

Customer analysis was conducted to determine how people's preferences are in choosing online IELTS courses. This study collected primary data by distributing questionnaires to 260 respondents, which were then analyzed using the SEM PLS approach. The results of the analysis are to examine the factors that ultimately influence prospective customers' purchasing intentions for online IELTS courses.

1. Descriptive Statistics

Descriptive statistics are used to see the distribution of survey respondents based on predetermined criteria. Descriptive statistics are used to see the distribution related to, gender, age, education, and their goals in taking the IELTS course. Knowing this distribution also help in analyzing the number of patient profiles from the existing target market that has the potential to buy the IESLT online course. The short profile distribution of the respondents' results to measure the preference for the intention to buy the IELTS class is as follows:

Gender

260 responses

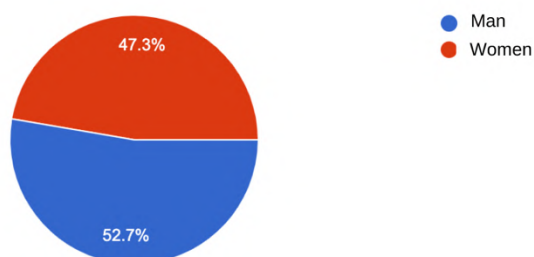


Figure IV.4 Gender Distribution of Survey Respondents
Source: Survey

From the results of the distribution of respondents, the survey results show that the male gender has a higher number than the female gender, namely 52.7% male (137 people) and 47.3% female (123 people).

Age

260 responses

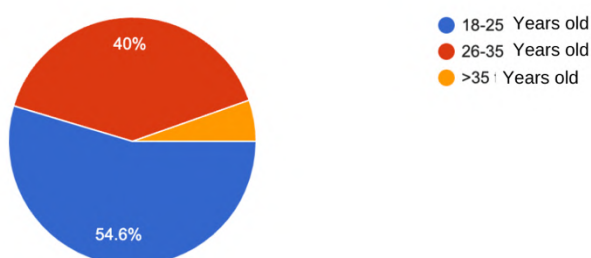


Figure IV.5 Age Distribution of Survey Respondents
Source: Survey

From the survey conducted, it was found that the age distribution was in two age groups, namely in the 18-25 year age range with a total of 54.6% (142 people) and in the 26-35 year age range with a total of 40% (104 people).

Last or current education

260 responses

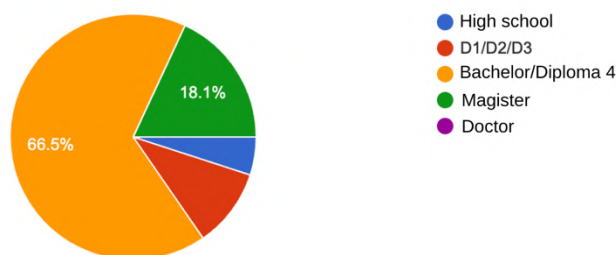


Figure IV.6 Education Background Distribution

Source: Survey

From the results of the survey conducted, it was found that the background of respondents who are generally interested in IELTS courses are undergraduate or equivalent to diploma 4, either those who may be studying or have completed the degree, the figure found for undergraduates is 66.5% (173 people), followed by the second sequence, namely respondents who have an educational background at the master's level with a figure of 18.1% (47 people), then continued with Diploma level either D1/D2/D3 at 10.4% (27 people) and the last at the high school level is 5% (13 people).

What is your purpose of IELTS course?

260 responses

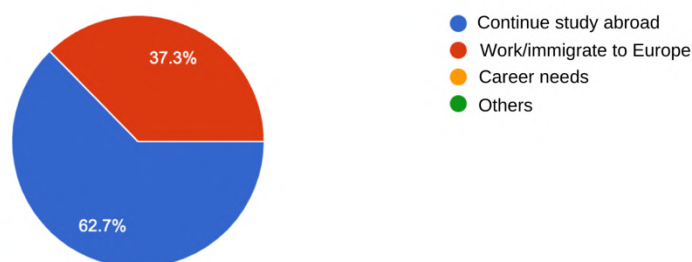


Figure IV.7 Distribution of Motivation for Taking IELTS Courses

Source: Survey

From the results of the survey conducted, it was found that people's motivation to study IELTS is divided into 2, namely to continue studying abroad with a figure of

62.7% (163 people) and the motivation to work or immigrate to Europe which requires IELTS in its documents with a figure of 37.3% (97 people).

In addition to analyzing demographic distributions, descriptive statistics were used to understand respondents' perceptions of the factors that influence their purchase intentions. Variables in the marketing mix-such as price, product, place, promotion, people, process and physical evidence were analyzed to identify the elements that determine the likelihood of purchase intention for Athena English Course's IELTS class products. Descriptive statistical analysis method was applied to evaluate the respondents' answers to provide insight into the variables under study.

The average score for each item on the questionnaire was calculated and interpreted based on the respondents' answers. Using the index value, the answers are analyzed within a certain score range determined by the index value formula. Table IV.6 presents the interpretation of the answers, using a Likert scale of 1-5 to summarize the results of the respondents' responses.

Table IV.6 Interpretation of Survey Results

Score Value	Interpretation
1.00-1.80	Very Low
1.81-2.60	Low
2.61-3.40	Moderate
3.41-4.20	Moderate High
4.21-5.00	High

Based on the distribution of interpretation results presented in Table IV.7 to Table IV.14 displays the interpretation results for each indicator and variable, based on the average answers from all respondents

Table IV.7 Average Answer Score for Each Question in the Product Variable

No	Survey Questionnaire	Mean	Interpretation
1	Learning programs that are relevant to students' needs	3.981	Moderate High
2	Curriculum quality provides effective learning outcomes	3.942	Moderate High
3	Additional technology-based materials are an added value	3.977	Moderate High
Product		3.967	Moderate High

Based on Table IV.7, the product variable includes three questions related to learning programs, curriculum quality, and additional technology-based materials. The question “Learning programs that are relevant to students' needs” has an average value of 3.981, “Curriculum quality provides effective learning outcomes” of 3.942, and “Additional technology-based materials are an added value” of 3.977, all of which are in the Moderate High category.

Overall, the mean value for product variables is 3.967, which is categorized as Moderate High. This shows that respondents have a positive view of the product in general, especially in terms of the relevance, effectiveness of the curriculum, and added value of the technology-based materials. However, there is still room for improvement for these aspects to achieve higher ratings in the future.

Table IV.8 Average Answer Score for Each Question in the Price Variable

No	Survey Questionnaire	Mean	Interpretation
1	The price of the IELTS class offered by Athena English Course is affordable	4.096	Moderate High
2	The cost of the Athena English Course is in accordance with the facilities, quality of service and benefits obtained	4.196	Moderate High
3	Flexible payments are attractive to prospective customers	3.869	Moderate High
4	Affordable prices are attractive to prospective customers	4.192	Moderate High
Price		4.088	Moderate High

Based on Table IV.8, the price variable consists of four questions that evaluate respondents' perceptions of the cost aspect at Athena English Course. The question “The price of the IELTS class offered by Athena English Course is affordable” has an average value of 4.096, which falls into the Moderate High category, indicating that respondents feel the price of the course is quite affordable. The question “The cost of the Athena English Course is in accordance with the facilities, quality of service, and benefits obtained” received the highest mean score of 4.196, which is also Moderate High, indicating that the cost of the course is considered in accordance with the facilities and services provided. Questions regarding the attractiveness of affordable prices and flexibility of payment received an average score of 3.869 and 4.192 respectively, both also categorized as Moderate High. Overall, the mean value of the price variable is 4.088, indicating respondents' positive views on the aspects of affordability, suitability of cost to quality, and flexibility of payment.

Table IV.9 Average Answer Score for Each Question in the Place Variable

No	Survey Questionnaire	Mean	Interpretation
1	Strategic location is important for potential customers	4.019	Moderate High
2	Location easily accessible by public transportation	4.027	Moderate High
3	Flexible learning location with online	4.023	Moderate High
Place		4.023	Moderate High

Based on Table IV.9, the place variable consists of three questions that evaluate respondents' perceptions of the location and flexibility of the learning venue at Athena English Course. The first question, “Strategic location is important for potential customers,” has an average value of 4.019, which is categorized as Moderate High, the second question, “Location easily accessible by public transportation,” gets an average value of 4.027, which is also categorized as Moderate High, The third question, “Flexible learning location with online,” has an average value of 4.023, which is again categorized as Moderate High. Overall, the mean score for the place variable is 4.023, which is categorized as Moderate High.

This shows that respondents have a positive view of the location aspect, both in terms of strategic, accessibility, and flexibility of the place of study.

Table IV.10 Average Answer Score for Each Question in the Promotion Variable

No	Survey Questionnaire	Mean	Interpretation
1	Interesting and informative promotions are attractive to potential customers	3.462	Moderate High
2	Promotions carried out through social media such as Instagram are more effective	3.715	Moderate High
3	Promotional strategies such as discounts and attractive bundling packages for potential customers	3.581	Moderate High
4	Testimonial reviews from previous customers are an effective promotional strategy	3.538	Moderate High
Promotion		3.574	Moderate High

Based on Table IV.10, the promotion variable consists of four questions that evaluate the effectiveness of promotions at Athena English Course. The first question, “Interesting and informative promotions are attractive to potential customers,” has an average value of 3.462, which is in the Moderate High category. The second question, “Promotions carried out through social media such as Instagram are more effective,” received the highest average score of 3.715, which is also categorized as Moderate High. The third question, “Promotional strategies such as discounts and attractive bundling packages for potential customers,” had an average score of 3.581, and the fourth question, “Testimonial reviews from previous customers are an effective promotional strategy,” obtained an average score of 3.538, both of which are also in the Moderate High category.

Overall, the mean score for the promotion variable is 3.574, which falls into the Moderate High category. This shows that respondents have a positive view of promotional strategies, especially those that use social media, discounts, bundling, and customer reviews as promotional tools.

Table IV.11 Average Answer Score for Each Question in the People Variable

No	Survey Questionnaire	Mean	Interpretation
1	Teacher qualifications are accompanied by official certificates	4.035	Moderate High
2	Friendly and responsive staff service	4.031	Moderate High
3	Regular consultation and evaluation with teachers regarding learning progress	4.154	Moderate High
People		4.073	Moderate High

Based on Table IV.11, the people variable consists of three questions that evaluate the quality of service and interaction at Athena English Course. The first question, "Teacher qualifications are accompanied by official certificates," has an average value of 4.035, which is in the Moderate High category. The second question, "Friendly and responsive staff service," obtained an average score of 4.031, which is also categorized as Moderate High. The third question, "Regular consultation and evaluation with teachers regarding learning progress," had the highest mean score of 4.154, which is categorized as Moderate High.

Overall, the mean score for the people variable is 4.073, which falls into the Moderate High category. This shows that respondents have a positive view of the quality of human resources, especially in terms of certified teacher qualifications, friendly and responsive staff services, and regular consultation and evaluation regarding learning progress.

Table IV.12 Average Answer Score for Each Question in the Process Variable

No	Survey Questionnaire	Mean	Interpretation
1	Ease of online consultation and registration process	4.219	High
2	Structured and easy-to-follow course learning system	3.965	Moderate High
3	Flexible course schedule and can be adjusted to the needs of participants	4.288	High
Process		4.158	Moderate High

Based on Table IV.12, the process variable consists of three questions that evaluate aspects of the service process at Athena English Course. The first question, “Ease of online consultation and registration process,” has an average value of 4.219, which is categorized as High. The second question, “Structured and easy-to-follow course learning system,” received an average score of 3.965, which is categorized as Moderate High. The third question, “Flexible course schedule and can be adjusted to the needs of participants,” had the highest mean score of 4.288, which is categorized as High.

Overall, the mean score for the process variable is 4.158, which falls into the Moderate High category. This indicates that respondents have a positive view of the service process, particularly in terms of ease of enrollment, clear learning structure, and flexibility of course schedule.

Table IV.13 Average Answer Score for Each Question in the Physical Evidence Variable

No	Survey Questionnaire	Mean	Interpretation
1	A comfortable and clean learning atmosphere increases learning focus	4.054	Moderate High
2	Use of a reliable technology platform for the learning process	4.112	Moderate High
3	Online learning is supported by adequate facilities and infrastructure	3.977	Moderate High
Physical Evidence		4.047	Moderate High

Based on Table IV.13, the physical evidence variable consists of three questions that evaluate aspects of learning facilities and environment at Athena English Course. The first question, “A comfortable and clean learning atmosphere increases learning focus,” has an average score of 4.054, which is categorized as Moderate High. The second question, “Use of a reliable technology platform for the learning process,” obtained the highest mean score of 4.112, which is also categorized as Moderate High. The third question, “Online learning is supported by adequate facilities and infrastructure,” has an average score of 3.977, which is categorized as Moderate High.

Overall, the mean score for the physical evidence variable is 4.047, which is categorized as Moderate High. This shows that respondents have a positive view of physical facilities, especially related to a comfortable learning atmosphere, the use of reliable technology, and adequate infrastructure support.

Table IV.14 Average Answer Score for Each Question in the Purchase Intention Variable

No	Survey Questionnaire	Mean	Interpretation
1	I intend to buy an IELTS class that is priced according to the facilities and benefits that I get	4.135	Moderate High
2	I will consider buying an IELTS class that provides promos or discounts	4.138	Moderate High
3	I plan to buy an IELTS class that provides reviews of previous students' testimonials	4.146	Moderate High
Purchase Intention		4.140	Moderate High

Based on Table IV.14, the purchase intention variable consists of three questions that evaluate the purchase intention of IELTS classes at Athena English Course. The first question, "I intend to buy an IELTS class that is priced according to the facilities and benefits that I get," has an average value of 4.135, which is in the Moderate High category. The second question, "I will consider buying an IELTS class that provides promos or discounts," obtained an average score of 4.138, which is also in the Moderate High category. The third question, "I plan to buy an IELTS class that provides reviews of previous students' testimonials," had the highest mean score of 4.146, which is in the Moderate High category.

Overall, the mean value for the purchase intention variable is 4.140, which is in the Moderate High category. This shows that respondents have a positive purchase intention, especially if the IELTS class offers an appropriate price, promotions, and reviews from previous students.

2. Validity Test

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely convergent validity, discriminant validity and

composite reliability. Convergent validity of the measurement model with reflective indicators is assessed based on the correlation between item scores/component scores and average variance extracted (AVE) values estimated by PLS software.

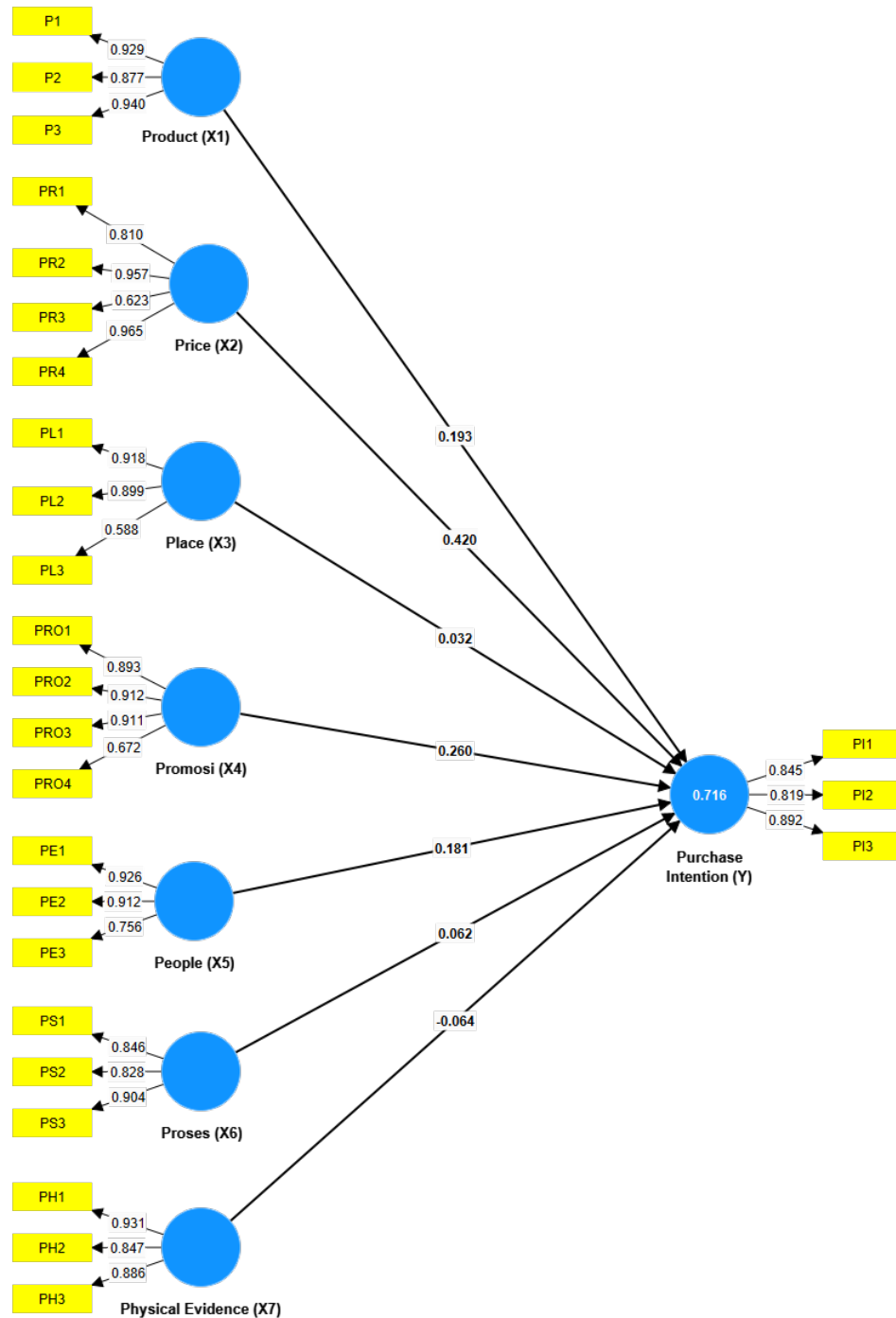


Figure IV.8 Outer Model (Stage 1)

Source: SmartPLS4

Convergent validity

Table IV.15 Outer Loading Test Results Stage 1
Source: Output SmartPLS Algorithm (2024)

Variabel	Indicators	<i>Outer Loading</i>	Average variance extracted (AVE)	Description
Product (X1)	P1	0.929	0.839	Valid
	P2	0.877		Valid
	P3	0.940		Valid
Price (X2)	PR1	0.810	0.723	Valid
	PR2	0.957		Valid
	PR3	0.623		Invalid
	PR4	0.965		Valid
Place (X3)	PL1	0.918	0.666	Valid
	PL2	0.899		Valid
	PL3	0.588		Invalid
Promosi (X4)	PRO1	0.893	0.728	Valid
	PRO2	0.912		Valid
	PRO3	0.911		Valid
	PRO4	0.672		Invalid
People (X5)	PE1	0.926	0.754	Valid
	PE2	0.912		Valid
	PE3	0.756		Valid
Proses (X6)	PS1	0.846	0.739	Valid
	PS2	0.828		Valid
	PS3	0.904		Valid
Physical Evidence (X7)	PH1	0.931	0.790	Valid
	PH2	0.847		Valid
	PH3	0.886		Valid
Purchase Intention (PY)	PI1	0.845	0.727	Valid
	PI2	0.819		Valid
	PI3	0.892		Valid

Based on the table above, it can be seen that items PR3, PL3 and PRO 4 have an outer loading value of less than 0.70, so it can be said that not all variables meet the validity. In accordance with the theory of Subhaktiyasa (2024) explains that in evaluating the reflective measurement model, the loading factor value of each indicator on its construct must be greater than 0.7. This value indicates that the contribution of the indicator to the construct is strong enough, so that the construct can be said to be convergently valid. If the factor loading value is below 0.7, the indicator can be considered for deletion, unless there is a strong theoretical reason to keep it. This is also in line with the theory of research results from Zulmi (2024)

which says that, a loading factor value of more than 0.7 is considered the minimum limit for stating convergent validity. If the indicator has a value between 0.6 to 0.7, then the indicator is still acceptable in exploratory research, but not recommended for confirmatory research. In addition, they also highlighted the importance of AVE, which should be greater than 0.5, as a complement in evaluating convergent validity, so these three items need to be removed from the model before further testing to obtain strong validity.

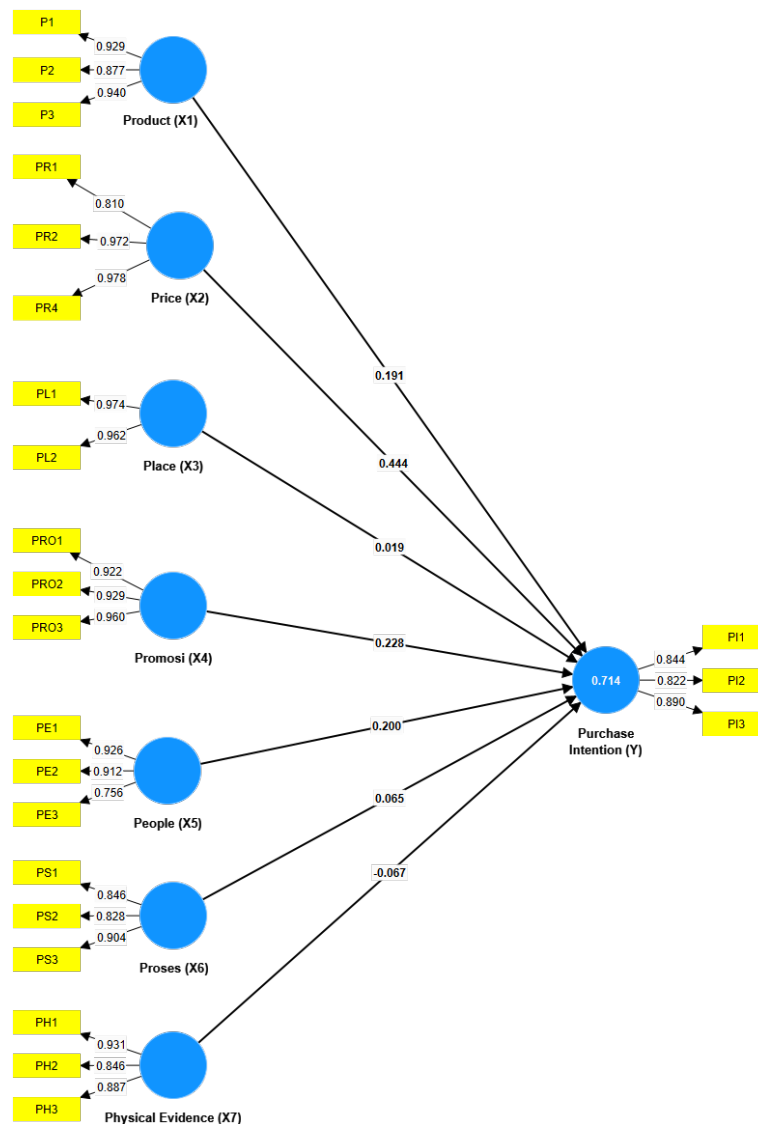


Figure IV.9 Outer Model (Stage 2)
Source: SmartPLS4

Table IV.16 Outer Loading Test Results Stage 2
Source: Output SmartPLS Algorithm (2024)

Variabel	Indicators	Outer Loading	Average variance extracted (AVE)	Description
Product (X1)	P1	0.929	0.839	Valid
	P2	0.877		Valid
	P3	0.940		Valid
Price (X2)	PR1	0.810	0.852	Valid
	PR2	0.957		Valid
	PR4	0.965		Valid
Place (X3)	PL1	0.918	0.937	Valid
	PL2	0.899		Valid
Promosi (X4)	PRO1	0.893	0.878	Valid
	PRO2	0.912		Valid
	PRO3	0.911		Valid
People (X5)	PE1	0.926	0.754	Valid
	PE2	0.912		Valid
	PE3	0.756		Valid
Proses (X6)	PS1	0.846	0.739	Valid
	PS2	0.828		Valid
	PS3	0.904		Valid
Physical Evidence (X7)	PH1	0.931	0.790	Valid
	PH2	0.847		Valid
	PH3	0.886		Valid
Purchase Intention (PY)	PI1	0.845	0.726	Valid
	PI2	0.819		Valid
	PI3	0.892		Valid

Based on the table above, it can be seen that all items have an outer loading value of more than 0.70 so it can be said that all variables have met the validity. This is in accordance with the theory of Subhaktiyasa (2024) and Zulmi (2024) which explains that in evaluating the reflective measurement model, the loading factor value of each indicator on its construct must be greater than 0.7. This value indicates that the contribution of the indicator to the construct is strong enough, so that the construct can be said to be convergently valid. Another theory suggests that the Loading Factor (LF) or outer loading represents the correlation between each measurement item and its corresponding variable. This metric indicates how effectively an item captures or represents the measurement of the variable. According Henseler et al. (2009), an LF value of ≥ 0.70 is considered acceptable.

3. Reliability Test

The validity and reliability criteria can also be seen from the reliability value of a construct. Composite reliability that measures a construct can be evaluated with two types of measures, namely internal consistency and Cronbach's alpha. The construct is declared reliable if the composite reliability value is above 0.70. Hair et al. (2019)

Table IV.17 Reliability Test Results
Source: Output SmartPLS Algorithm (2024)

Variabel	Cronbach's Alpha	Composite Reliability	Description
Product (X1)	0.905	0.940	Reliabel
Price (X2)	0.911	0.945	Reliabel
Place (X3)	0.934	0.968	Reliabel
Promosi (X4)	0.932	0.956	Reliabel
People (X5)	0.832	0.901	Reliabel
Proses (X6)	0.824	0.895	Reliabel
Physical Evidence (X7)	0.875	0.918	Reliabel
Purchase Intention (Y)	0.812	0.888	Reliabel

From the SmartPLS output results in the table above, it shows that the Cronbach's Alpha value for all constructs is above the value of 0.70 and composite reliability also has a value above 0.70 so that reliability has been met. Other measures, namely Cronbach's Alpha and Rho A, produce values above 0.70 (reliable). These results indicate that the level of reliability / internal consistency of the satisfaction variable is acceptable. This is according to Hair et al. (2019) in the article “When to use and how to report the results of PLS-SEM”, that evaluating the PLS-SEM model requires testing the reliability of the data. One of the main indicators is composite reliability which must be above 0.70 to show good internal consistency. Hair et al. (2021) also added that Cronbach's alpha can be used as an additional metric with an ideal value of > 0.70 . This value reflects high consistency between indicators in one variable. Thus, reliability above 0.70 for composite reliability and Cronbach's alpha is considered the minimum requirement to ensure the measurements in the reflective model are reliable.

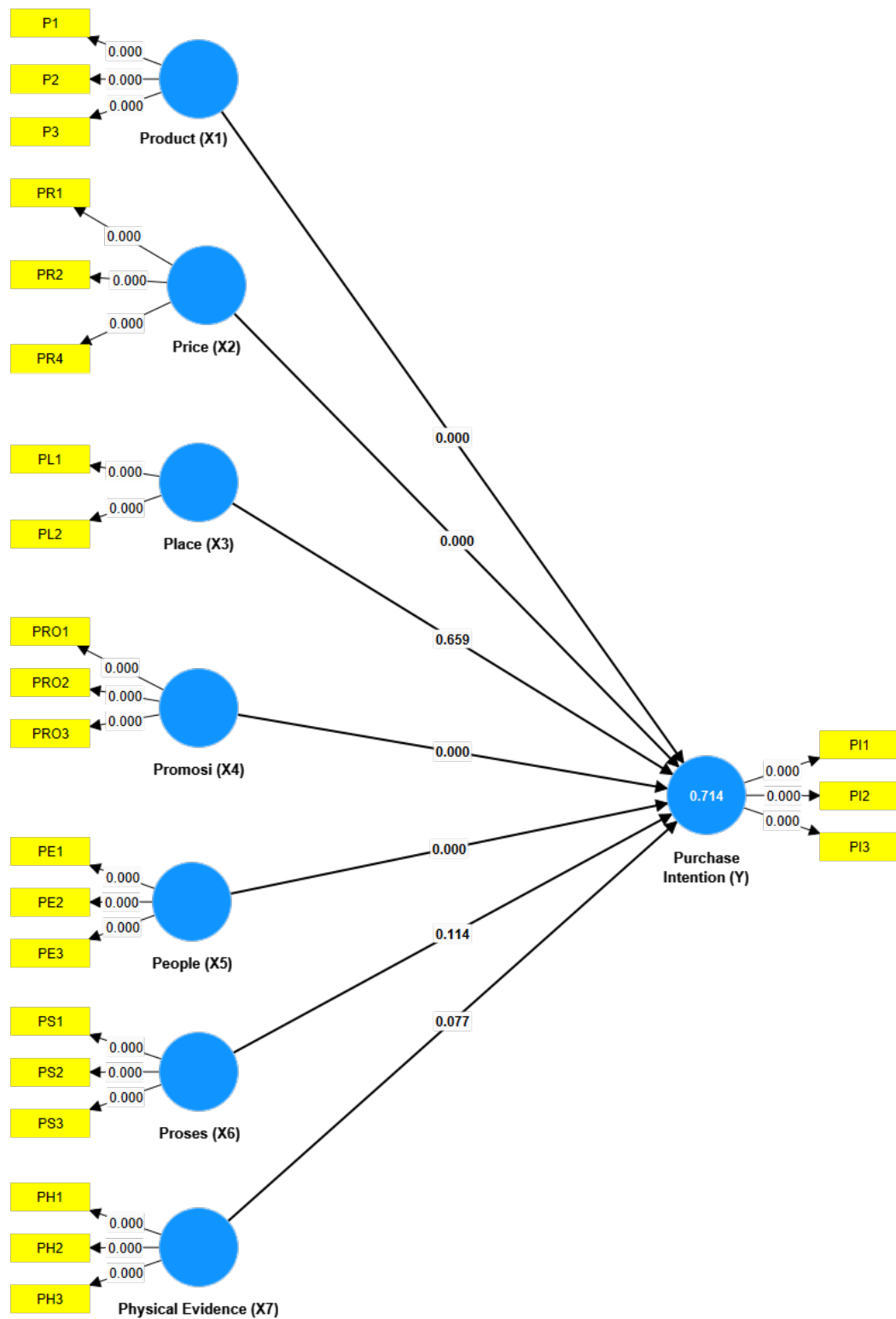


Figure IV.10 Structural Model (Inner Model)

Source: SmartPLS4

4. Hypothesis testing

This hypothesis testing is based on the results of the Partial Least Square (PLS) analysis by conducting the Bootstrapping test. using a confidence level of 95% (alpha 5%). The hypothesis in this study is if the T-statistic value > t-table then the hypothesis is accepted, if the T-statistics < confidence level (alpha = 0.5) then the hypothesis is accepted, if the p-value > confidence level (alpha = 0.5) then the hypothesis is rejected. Based on the hypothesis test conducted, the hypothesis test results are as follows. Hair et al. (2019) and Hair et al. (2021)

Table IV.18 Path Coefficient Results
Source: Output SmartPLS Botstrapping (2024)

Variable/Konstrak	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Product (X1) -> Purchase_Intention (Y)	0.191	0.188	0.052	3.650	0.000	Hypothesis accepted
Price (X2) -> Purchase_Intention (Y)	0.444	0.449	0.054	8.188	0.000	Hypothesis accepted
Place (X3) -> Purchase_Intention (Y)	0.019	0.020	0.042	0.441	0.659	Hypothesis rejected
Promosi (X4) -> Purchase_Intention (Y)	0.228	0.227	0.044	5.160	0.000	Hypothesis accepted
People (X5) -> Purchase_Intention (Y)	0.200	0.198	0.049	4.074	0.000	Hypothesis accepted
Proses (X6) -> Purchase_Intention (Y)	0.065	0.067	0.041	1.580	0.114	Hypothesis rejected
Physical Evidence (X7) -> Purchase_Intention (Y)	-0.067	-0.058	0.038	1.770	0.077	Hypothesis rejected

a. Product (X1)

Product (X1) has a significant effect on Purchase Intention (Y) with a t-statistic value of 3.650 and a p-value of 0.000, which is smaller than the 0.05 significance level. This shows that product variables play an important role in influencing consumer purchase intentions. Thus, the first hypothesis (H1) which states that product has a significant effect on Purchase Intention is accepted.

b. Price (X2)

Price (X2) is proven to have a significant effect on Purchase Intention (Y) with a t-statistic value of 8.188 and a p-value of 0.000, which is below the 0.05 significance threshold. These results indicate that the price aspect is an important factor influencing purchase intention. Thus, the second hypothesis (H2) which states that price has a significant effect on Purchase Intention is accepted.

c. Place (X3)

Place or location (X3) has no significant effect on Purchase Intention (Y) with a t-statistic value of 0.441 and a p-value of 0.659, which is greater than the 0.05 significance level. These results indicate that location or product availability is not strong enough to influence consumer purchase intentions. Therefore, the third hypothesis (H3) which states that location has a significant effect on Purchase Intention is rejected.

d. Promotion (X4)

Promotion (X4) has a significant effect on Purchase Intention (Y) with a t-statistic value of 5.160 and a p-value of 0.000, which is smaller than 0.05. This indicates that promotional efforts carried out effectively can increase consumer purchase intentions. Thus, the fourth hypothesis (H4) which states that promotion has a significant effect on Purchase Intention is accepted.

e. People (X5)

People (X5) has a significant influence on Purchase Intention (Y) with a t-statistic value of 4.074 and a p-value of 0.000, which is below the 0.05 significance threshold. This suggests that individual involvement, such as salespeople or support staff, makes a major contribution in influencing

purchase intentions. Therefore, the fifth hypothesis (H5) which states that people have a significant influence on Purchase Intention is accepted.

f. Process (X6)

Process (X6) has no significant effect on Purchase Intention (Y) with a t-statistic value of 1.580 and a p-value of 0.114, which is greater than the 0.05 significance level. This shows that process elements, such as service procedures or mechanisms, do not have a strong enough influence on consumer purchase intentions. Thus, the sixth hypothesis (H6) which states that process has a significant influence on Purchase Intention is rejected.

g. Physical Evidence (X7)

Physical evidence (X7) has no significant effect on Purchase Intention (Y) with a t-statistic value of 1.770 and a p-value of 0.077, which is still greater than the significance threshold of 0.05. These results indicate that elements of physical evidence, such as store design or product packaging, are not enough to significantly influence consumer purchase intentions. Therefore, the seventh hypothesis (H7) which states that physical evidence has a significant influence on Purchase Intention is rejected.

5. R-Square

The following are the results of R square which has processed the data with smart PLS 4.0

Table IV. 19 R Square Test Results
Source: Output SmartPLS Botstrapping (2024)

Variable	R-square	R-square adjusted	Catagory
Purchase Intention (Y)	0.714	0.706	Strong

In the R square test results, it shows a confidence of 0.706 and is in the strong category, meaning that the variables Product (X1), Price (X2), Place (X3), Promotion (X4), People (X5), Process (X6) and Physical Evidence (X7) on Purchase Intention (Y) are 70.6% and the remaining 29.4% is influenced by other external factors or other variables outside the study. This is in line with the theory from Hair et al., (2019); Henseler et al., (2009) which explains that a higher R^2 value indicates a greater explanatory ability of the model. As a guideline, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak levels of explanatory power, respectively.

C. Competitor Analysis

Competitor analysis is a strategic process that aims to understand and analyze competitors in order to support effective decision making. According to Hatzijordanou (2020). Competitor analysis is carried out to find out who are the competitors in the existing market that are very potential in competing in the same product, in the competitor analysis in this study, several competitors were taken who have the top search engine on Google and have active social media and quite a lot of followers.

1. English Academy

English Academy is an English language learning platform established in 2019, offering learning programs for various ages, including IELTS test preparation. With a focus on quality education, English Academy uses the CEFR (Common European Framework of Reference for Languages) international standards-based curriculum designed to help participants achieve their target IELTS score. This IELTS preparation program is available in two methods, namely online classes and face-to-face classes, each of which offers 23-24 interactive learning sessions with a duration of 2 hours per session. In addition, participants get facilities such as periodic test simulations, private consultations, class recordings, access to learning modules, progress reports, e-certificates, and special guides for success in the IELTS test. The program is designed not only to improve technical skills, but also to build confidence in using English effectively.

Instruction at English Academy is guided by internationally certified Master Teachers who guarantee a professional and enjoyable learning experience. Learning locations are also spread across major cities in Indonesia, including Jakarta, Bandung, Yogyakarta and Makassar, with modern facilities such as comfortable classrooms and a supportive learning environment. In addition, for participants who choose online classes, an interactive platform is available to ensure an optimal learning experience. English Academy is committed to

providing the best service through a flexible approach that can be tailored to individual needs.

IELTS Introduction 3 Bulan

Minimal skor siswa

☒ Pre-intermediate atau setara CEFR Level B1

- ✓ Persiapan Test Kemampuan IELTS (Intermediate Level)
- ✓ Mengasah kemampuan berbicara, menulis secara persuasif dan mendiskusikan argumen dengan lebih fasih
- ✓ 2 kelas interaktif per minggu dengan pilihan jadwal
- ✓ Pengajar / tutor berpengalaman
- ✓ Kelas interaktif untuk berlatih kemampuan IELTS perskills
- ✓ Dapatkan koreksi hasil tes disertai tips dan trik yang berguna untuk meningkatkan kemampuan
- ✓ Materi & sertifikat digital

Diskon 20% ~~Rp2.300.000~~ **Rp1.840.000**

Beli Paket

Lihat Detail Kurikulum

IELTS Complete Prep 3 Bulan

Minimal skor siswa

☒ Pre-intermediate atau setara CEFR Level B2-C2

- ✓ Persiapan Test Kemampuan IELTS (Advanced Level)
- ✓ Mengasah kemampuan berbicara, menulis secara persuasif dan mendiskusikan argumen dengan lebih fasih
- ✓ 2 kelas interaktif per minggu dengan pilihan jadwal
- ✓ Pengajar / tutor berpengalaman
- ✓ Kelas interaktif untuk berlatih kemampuan IELTS perskills
- ✓ Dapatkan koreksi hasil tes disertai tips dan trik yang berguna untuk meningkatkan kemampuan
- ✓ Materi & sertifikat digital

Diskon 20% ~~Rp2.300.000~~ **Rp1.840.000**

Beli Paket

Lihat Detail Kurikulum

IELTS Introduction + IELTS Complete Prep 6 Bulan

Minimal skor siswa

☒ Pre-intermediate atau setara CEFR Level B1

- ✓ Persiapan Test Kemampuan IELTS
- ✓ Mengasah kemampuan berbicara, menulis secara persuasif dan mendiskusikan argumen dengan lebih fasih
- ✓ 2 kelas interaktif per minggu dengan pilihan jadwal
- ✓ Pengajar / tutor berpengalaman
- ✓ Kelas interaktif untuk berlatih kemampuan IELTS perskills
- ✓ Dapatkan koreksi hasil tes disertai tips dan trik yang berguna untuk meningkatkan kemampuan
- ✓ Materi & sertifikat digital

Diskon 20% ~~Rp3.680.000~~ **Rp2.944.000**

Beli Paket

Lihat Detail Kurikulum

Figure IV.11 English Academy’s Product

Source: Internet

The IELTS class packages available at English Academy are quite complete both from the level, benefits and class curriculum available to students, this makes English Academy one of the best choices for learning IELTS both offline and online.

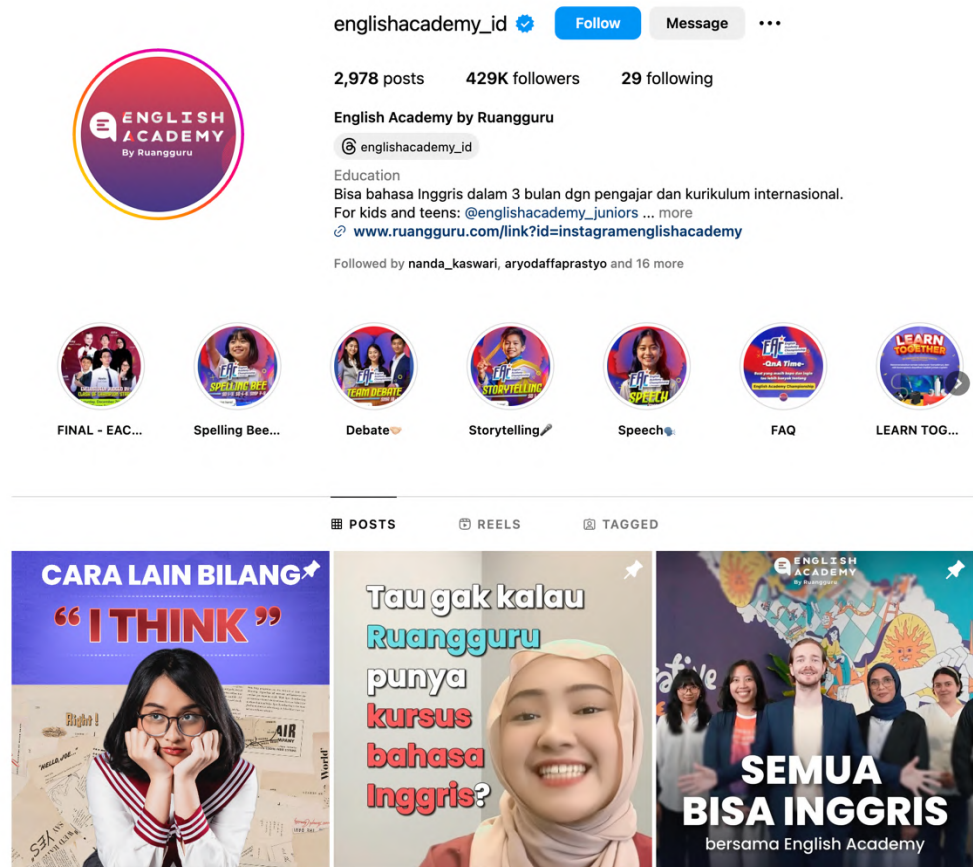


Figure IV.12 English Academy's Instagram Account

Source: Instagram

From its own Instagram, English Academy has a current follower at 429K, which means this is a fairly large follower for a course institution account. From the content itself, it looks very active in creating content to build interaction with followers and potential customers. With followers of this size, English academy's Instagram account is certainly one of the promotional or marketing weapons that plays an important role in digital marketing to increase brand awareness and company revenue.

2. Studev

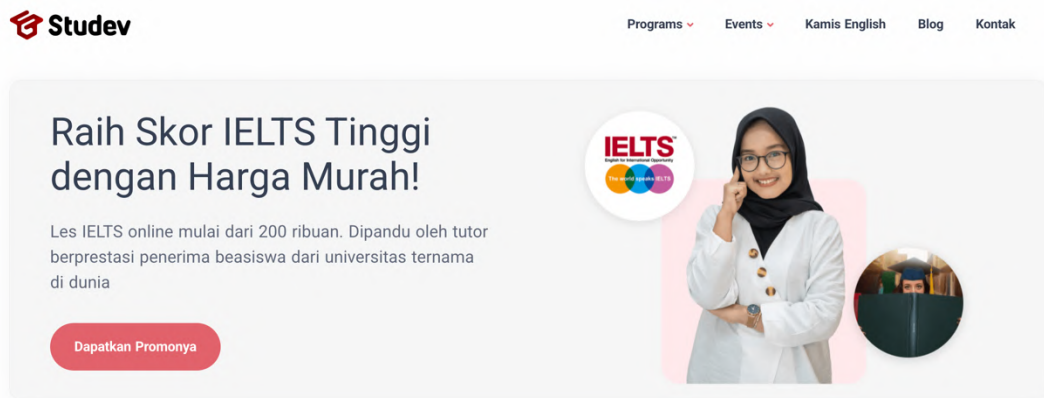


Figure IV.13 Studev's Flayer

Source: Internet

Studev, operating under PT Sinar Edukasi Nusantara, is an edu-tech startup based in Yogyakarta, Indonesia. The company focuses on skill development for the younger generation, particularly in preparing them to continue their studies abroad through various mentorship programs and courses. One of Studev's flagship programs is its online IELTS preparation course, which is designed to help participants achieve a high score in the exam. The course caters to a wide range of needs, both for those who want to continue their studies abroad and improve their career opportunities. In its IELTS program, Studev offers group-based or private classes with flexible schedules, so it can be tailored to suit participants' busy schedules.

Studev's IELTS classes are led by experienced tutors, including scholarship recipients from world-renowned universities. Learning materials cover all components of the IELTS exam: Reading, Listening, Writing, and Speaking. In addition, participants will also get a pre-test before class and an IELTS test simulation to prepare for the official exam. This facility is supported by an interactive and individualized teaching approach. With affordable fees and proven effective results, Studev's IELTS course is an ideal choice for those who want to improve their English skills with optimal results.

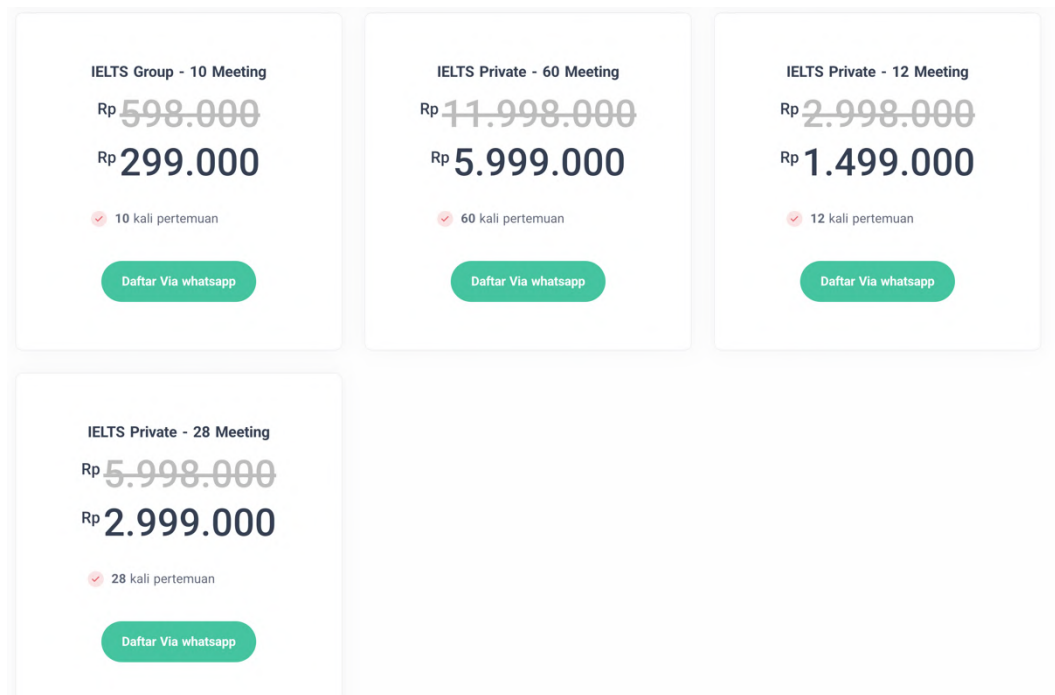


Figure IV.14 Studev's Product Price List

Source: Internet

Studev's IELTS course prices are quite affordable when compared to Athena English Course. Prices are available for group and private, with affordable prices like this Studev is one of the best choices for online IELTS courses in Indonesia.

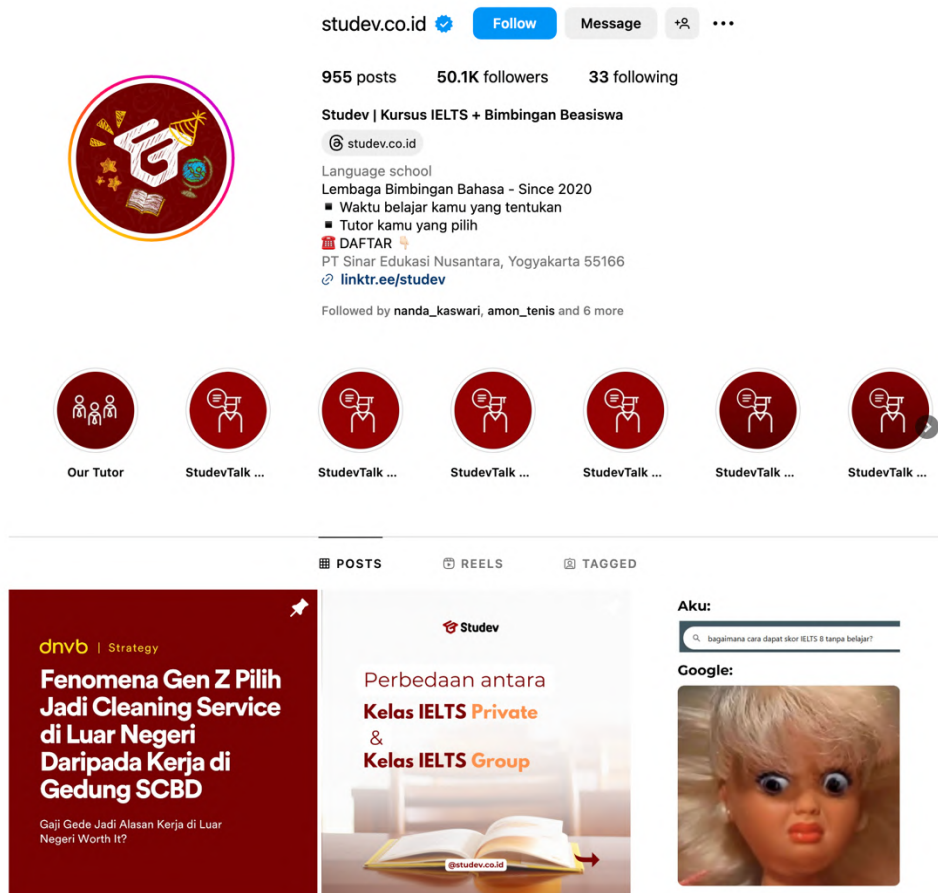


Figure IV.15 Studev's Instagram Account

Source: Instagram

Studev's Instagram has 50.1K followers, which is a large follower category for a course institution. Studev is also active in creating content to keep interacting with followers and reach a wider audience. With an Instagram platform that has tens of thousands of followers, this is certainly one of the most important promotional tools for today's digital era.

3. Titik Nol



Figure IV.16 Titik Nol's Flayer

Source: Internet

Titik Nol English Course is an English language education institution located in Pare, Kediri, East Java, Indonesia. This institution focuses on teaching English for teenagers and adults, especially for those who want to learn from a basic level or prepare for the TOEFL and IELTS tests.

Since its establishment in 2017, Titik Nol English Course has dedicated itself to helping students prepare for TOEFL and IELTS in order to achieve domestic and international scholarships. The facilities and learning environment are specifically designed to support this goal, including college and scholarship application consultations, essay corrections, and interview simulations. Titik Nol is one of the most well-known institutions in Pare English Village to learn IELTS preparation to date, both offline and online.

With experienced and internationally certified tutors, as well as a supportive learning environment, Titik Nol English Course has helped many students achieve their dreams of study or career abroad. The institution is also officially registered with the Ministry of Education with Decree No. 421.8/2818/418.20/2018, making it a trusted choice for those who want to improve their English skills.

IELTS Prep. (Academic)

Tips & Trick mendapat skor IELTS tinggi.

- 👉 Durasi belajar: 2 Minggu & 1 Bulan
- 👉 Hari belajar: Senin–Jumat (2x pertemuan per hari)
- 👉 Maks. kelas Writing & Speaking 15 siswa per kelas; Listening & Reading 25 siswa per kelas
- 👉 Jam belajar: 18.30–21.40 WIB
- 👉 **Mulai Belajar: 13 Jan. 2025**
- 👉 **Harga:**
 - 2 Minggu: ~~Rp1.300.000~~ **Rp700.000**
 - 1 Bulan: ~~Rp2.750.000~~ **Rp1.250.000**
- 👉 Free [placement test](#) agar tidak salah memilih level belajar

Deskripsi Program

- Total 40 Pertemuan (1 Bulan Program), 20 Pertemuan (2 Minggu Program)
- Live Meeting on Zoom
- Include: Pre-Test
- Bonus 4x Kelas Scholarship Mentoring
- Class Recording
- [Rincian materi](#)

IELTS Scoring (Academic)

Full latihan soal dan pembahasan untuk persiapan *sebeum real test*.

- 👉 Durasi belajar: 2 Minggu
- 👉 Hari belajar: Senin–Kamis (2x pertemuan per hari)
- 👉 Maks. kelas Writing & Speaking 15 siswa per kelas; Listening & Reading 25 siswa per kelas
- 👉 Jam belajar: 18.30–21.40 WIB
- 👉 **Mulai belajar: 13 Jan. 2025**
- 👉 ~~Rp1.140.000~~ **Rp550.000**
- 👉 Free [placement test](#) agar tidak salah memilih level belajar

Deskripsi Program

- Total pertemuan: 16 Pertemuan
- Live Meeting on Zoom
- Include: Pre-Test
- Bonus 4x Kelas Scholarship Mentoring
- Bonus 2 Minggu Bimbingan Tambahan untuk yang sudah daftar tes IELTS
- Class Recording
- [Rincian materi](#)

Exclusive IELTS Prep. (Academic)

Kelas IELTS Prep. Academic Online yang lebih intensif dengan jumlah siswa yang lebih terbatas!

- 👉 Durasi belajar: 1 Bulan
- 👉 Hari Belajar: Senin–Jumat (2x pertemuan per hari)
- 👉 Jam belajar: 18.30–21.40 WIB
- 👉 **Mulai Belajar: 13 Jan. 2025**
- 👉 Terdapat libur di: 5–12 Januari 2025
- 👉 ~~Rp4.950.000~~ **Rp1.750.000**
- 👉 Free [placement test](#) agar tidak salah memilih level belajar

Deskripsi Program

Kelas Weekend

Kelas IELTS Preparation Sabtu & Minggu

- 👉 Durasi belajar: 2 Bulan
- 👉 48 pertemuan
- 👉 Jam belajar:
 - Sabtu: 10.00–17.00 WIB
 - Minggu: 13.30–19.00 WIB
- 👉 **Mulai belajar: 18 Jan. 2025**
- 👉 ~~Rp4.300.000~~ **Rp3.600.000**
- 👉 Free [placement test](#) agar tidak salah memilih level belajar

Deskripsi Program

Paket Bundling

Paket kelas IELTS Prep. + IELTS Scoring

- 👉 Durasi belajar: 1 Bulan + 2 Minggu
- 👉 40 pertemuan + 12 pertemuan
- 👉 **Mulai belajar: 13 Jan. 2025**
- 👉 ~~Rp1.900.000~~ **Rp1.700.000 (Lebih Hemat!)**
- 👉 Free [placement test](#) agar tidak salah memilih level belajar

Deskripsi Program

Figure IV.17 Titik Nol's Product Price List

Source: Internet

Titik Nol English Course offers two IELTS preparation programs with complete facilities and affordable prices. The IELTS Prep. (Academic) program is available with a choice of 2 weeks duration for Rp700,000 or 1 month duration for Rp1,250,000. The program includes a total of 20 meetings for the 2-week duration and 40 meetings for the 1-month duration. Facilities include live meetings via Zoom, pre-test, bonus 4 Scholarship Mentoring classes, class recording, detailed materials, and free placement test to ensure participants are at the appropriate level.

In addition, the IELTS Scoring (Academic) program is specifically designed for practice questions and discussion of the IELTS test with a duration of 2 weeks for IDR 550,000. This program includes a total of 16 meetings, equipped with live meeting facilities via Zoom, pre-test, bonus 4 Scholarship Mentoring classes, additional 2 weeks of guidance for participants who have registered for the IELTS test, class recording, material details, and free placement test. Both programs offer flexible study schedules with online sessions that allow participants to prepare optimally to achieve the best IELTS score. So when viewed from the price and facilities offered, Zero Point can be one of the best choices for online IELTS courses.

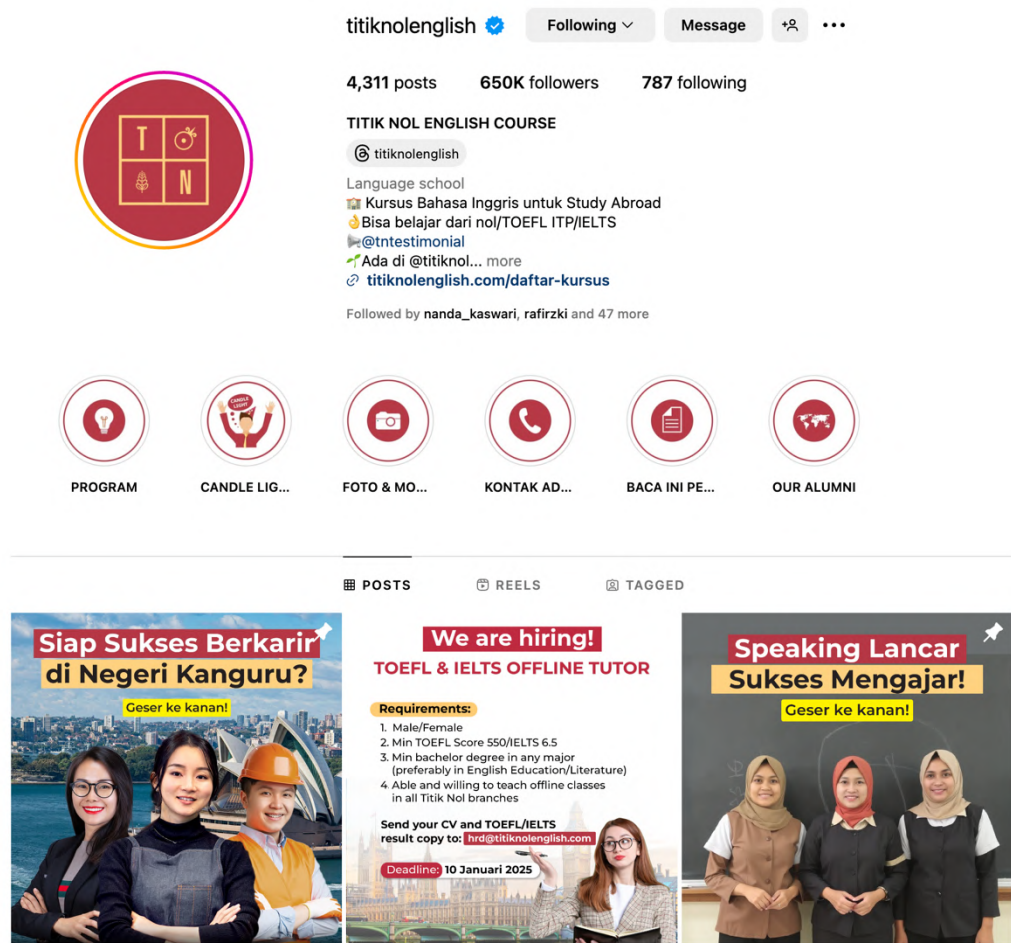


Figure IV.18 Titik Nol's Instagram Account

Source: Instagram

From its own Instagram, Titik Nol has a current follower at 650K, which means this is a fairly large following for a course institution account. From the content itself, it looks very active in creating content to build interaction with followers and potential customers and reach a wider audience. With such a large following, the Instagram account of Titik Nol is certainly one of the promotional or marketing weapons that plays a very important role in digital marketing to increase brand awareness and company revenue.

4. Flip.education

FLIP Education is a language education institution based in Kampung Inggris, Pare, Kediri, specializing in helping students achieve their target IELTS scores for studying or working abroad. Through its IELTS Intensive Class, FLIP offers high-quality, affordable education tailored to meet the needs of individuals preparing for the IELTS Test. The program is available for durations of 1 month (Rp 450,000), 2 months (Rp 700,000), and 3 months (Rp 900,000), making it accessible to a wide range of learners. Classes are conducted online via Zoom, with schedules set for Mondays, Wednesdays, and Fridays from 19.45 to 21.00 WIB, ensuring flexibility for participants. Students will benefit from 12 live teaching sessions led by qualified tutors from Kampung Inggris, access to a dedicated member area, 32 video learning materials, and regular progress tests to track their improvement.



FLIP

Targetin Score IELTS Academic

Buat Study/Work Abroad

Join Sekarang!

IELTS INTENSIVE CLASS

1 Bulan	2 Bulan	3 Bulan
1.050.000	1.500.000	1.750.000
450.000	700.000	900.000

Fasilitas :

- 12x Live Teaching by **qualified Tutor Kampung Inggris**
- Meeting **via Zoom**
- Studying on Monday, Wednesday, Friday at **19.45-21.00 WIB**
- Member Area
- Progress Test
- 32 Materials Video

Bonus

- 120 Mock Up IELTS Academic Test
- Scholarship Guide
- E-Certificate
- Recording Zoom
- Scholarship Guide

Daftar Sekarang!

📞 **0822-2119-9665**

Follow  [flip.education](https://www.instagram.com/flip.education)

Website  <https://flipenglishschool.com/>

Figure IV.19 Flip's Product Price List

Source: Internet

In addition to the core program, participants receive various bonuses, including access to 120 Mock-Up IELTS Academic Tests for practice, scholarship guides to support academic opportunities abroad, e-certificates upon program completion, and recordings of Zoom sessions for review. FLIP Education's comprehensive and supportive approach has made it a trusted partner for students aiming to excel in their IELTS preparation.

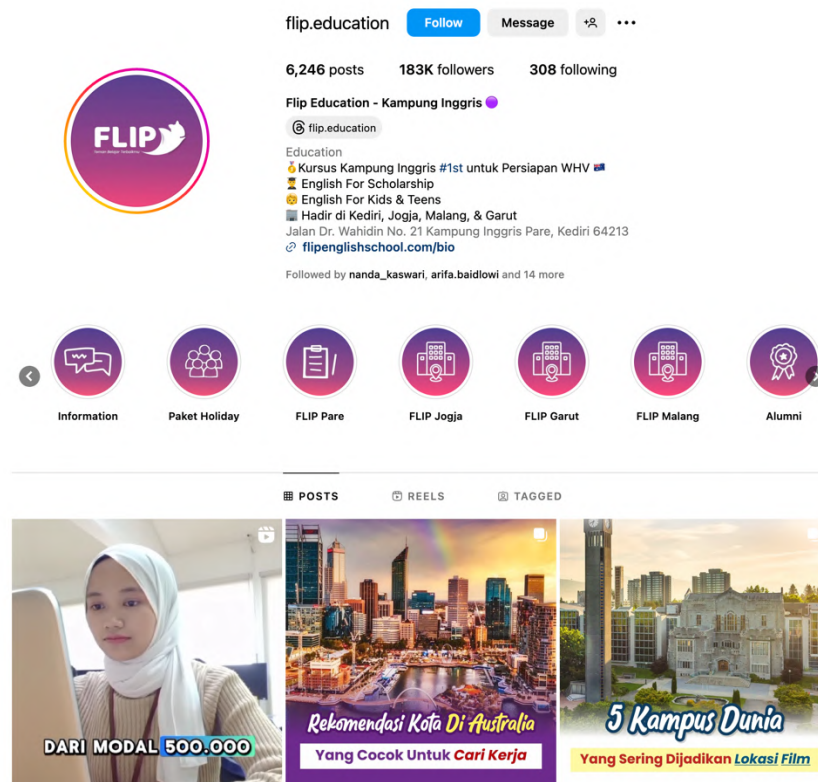


Figure IV.20 Flip's Instagram Account

Source: Instagram

Flip.education's Instagram account currently has 183k followers, which is quite a large number for a course institution. In terms of activity, Flip.education appears to be consistent in producing creative content designed to increase interaction with its followers, reach potential new customers, and expand its audience. With such a large follower base, Flip.education's Instagram account acts as a highly effective promotional tool in its digital marketing strategy, helping to increase brand awareness while supporting the company's revenue growth.

Having an Instagram account with a large number of followers will certainly provide significant power in digital marketing. Such an account allows companies to reach a wider audience at a relatively low cost compared to conventional media. In addition, direct interaction through comments, likes, and private messages strengthens relationships with customers, increases trust, and builds a community that is loyal to the brand. In the digital age, a strong presence on social media like Instagram not only increases brand visibility, but also becomes one of the key drivers in creating overall business growth.

Table IV. 20 Comparison of Potential Competitors

Criteria	Athena English Course	English Academy	Studev	Titik Nol	Flip Education
Product	IELTS online Class (private only)	IELTS online Class (Group and Private)	IELTS online Class (Group and Private)	IELTS online Class (Group and Private)	IELTS online Class (Group and Private)
Price	Rp 300.000/ one meeting (Private)	Start Rp 1.840.000 for 3 months (24 meetings) and Rp 2.944.000 for 6 months (48 meetings)	Start Rp 299.000 for Group (10 meeting) and private start Rp 1.499.000 (12 meetings)	Start from Rp 700.000 for 2 weeks (20 meetings) and for 1 month Rp 1.250.000 (40 meetings), for Exclusive IELTS Rp 1.750.000 (40 meetings)	Start from Rp. 450.000 for one month (12 meeting), Rp 700.000 for 2 months and Rp 900.000 for 3 months
Place	Online Class	Online Class	Online Class	Online Class	Online Class
Promotion	Mouth to mouth, Instagram (610 followers),	Instagram (429k Followers), Tiktok and	Instagram (50.1k Followers), Tiktok and	Mouth to mouth, Instagram (650k Followers), Facebook,	Instagram (183k Followers), Facebook,

	Tiktok and Google Maps Review	Google Maps Review	Google Maps Review	Tiktok and Google Maps Review	Tiktok and Google Maps Review
People	Profesional Tutor	Profesional Tutor	Profesional Tutor	Profesional Tutor and Awardee of Scholarsip	Profesional Tutor
Process	Enroll the program, flexibility payment method and schedule, and follow the class programs	Enroll the program, flexibility payment method and schedule, and follow the class programs	Enroll the program, set flexible schedule, and follow the class programs	Enroll the program, set flexible schedule, and follow the class programs	Enroll the program, set flexible schedule, and follow the class programs
Physical Evidence	Café Partner, Zoom Platform, Digital Book, Instagram Account	Building, Computer, Transportation, Online Class Platform, Sosial Media Account, Digital Book	Building, Computer, Transportation, Online Class Platform, Sosial Media Account, Digital Book	Building, Computer, Transportation, Online Class Platform, Sosial Media Account, Digital Book	Building, Computer, Transportation, Online Class Platform, Sosial Media Account, Digital Book
Class Facilities	Learning in cafes, assessment report, IELTS Simulation Test, English Competency Guaranteed	Periodic test simulations, private consultations, class recordings, access to learning modules, progress reports e-certificates	Pre-test, IELTS simulation, experienced tutors, group/private classes	Pre-test, Scholarship Mentoring, Class Recording, Free Placement Test	Mock-up IELTS tests, Scholarship Guides, E-certificates, Progress Tests, Class Recording

Based on the table above, it can be analyzed that Athena English Course has a class price of Rp 300,000 per meeting for private classes, making it the most expensive when compared to other competitors. For example, Flip Education offers a much more competitive price starting from IDR 450,000 for 12 meetings, which means only around IDR 37,500 per meeting, while English Academy provides a package of IDR 1,840,000 for 24 meetings, or around IDR 76,667 per meeting. With such a significant price difference, Athena certainly needs to provide clear added value to convince customers that their services are worth the higher cost, both in terms of teaching quality and promised results. This is in accordance with the survey results which show that the price indicator is proven to have a significant influence on Purchase Intention with a t-statistic value of 8.188 and a p-value of 0.000 which is below the 0.05 significance threshold. These results indicate that the price aspect is a very important factor affecting buying interest. Thus, Athena English Course must be able to set class prices that are much more competitive in the midst of market competition.

In addition, an equally important aspect to look at is the strength of digital marketing, Athena itself has an Instagram account that looks also less than optimal. With only 610 followers, Athena is far behind English Academy with 429 thousand followers and Flip Education with 650 thousand followers. This small number of followers shows that Athena's reach on digital platforms is still limited, which could potentially affect the audience's perception of their brand credibility. In today's digital era, a strong presence on social media is crucial to build trust and attract new customers. Thus, the position of Athena English Course when compared to several potential competitors, there are still many things that should be a concern to be immediately improved or adjusted better, especially from the pricing session, facilities and digital marketing channels owned to assist in increasing the Company's revenue.

D. SWOT Analysis

SWOT analysis is a strategic framework designed to categorize and analyze internal and external environmental factors in an organization, which include strengths, weaknesses, opportunities, and threats (Pickton & Wright, 1998). This analysis is widely recognized for its simplicity and flexibility in assisting the strategic decision-making process, making it one of the most frequently used tools in business planning.

1. Strengths (S)

Athena English Course's main strength is in its innovative learning focuses on competence, interaction, and effective learning approaches designed to provide a unique and effective learning experience for students. This system appeals to students who need a different approach to preparing for the IELTS exam. In addition, Athena has strategic partnerships with cafes that are selected based on certain criteria, such as a cozy atmosphere, away from noise, and supportive of study concentration. This approach not only creates an engaging learning experience but also trains students to speak in a semi-public setting, helping them build confidence when speaking in public.

Another advantage of Athena lies in the quality of its tutors. Athena tutors have relevant experience and come with IELTS certificates as tutors. athena also sets up a consistent evaluation system to monitor students' progress at regular intervals. This is to ensure that students can achieve their learning targets. Athena also offers a guarantee of achieving the target score for students as long as they follow the class well and as directed by the tutor. This facility is rarely found in other IELTS courses and is a major plus point for Athena. Athena's IELTS program includes two types of classes, IELTS for Academic and IELTS General Training, which are all private and flexible, designed to suit students' individual needs. Athena also provides pre-tests and test simulations to help students understand their starting position and track their score progress throughout the learning process. This needs-based approach provides maximum flexibility for students, making Athena an ideal choice for those who want to learn in an efficient and structured manner.

2. Weaknesses (W)

Athena English Course faced some significant weaknesses that could hinder its business growth. One of the main issues is the low brand awareness for the online IELTS class program. This class is at the bottom in terms of revenue contribution compared to other programs at Athena. This meager contribution and declining sales indicate that the IELTS class product has not managed to achieve sufficient visibility in the market.

This problem was confirmed by Athena's owner due to Athena's lack of marketing resources. Athena does not have a fixed marketing budget, in fact, it is relatively small, making it difficult to execute promotional strategies effectively. In addition, Athena does not have a dedicated marketing team that focuses on digital marketing. This makes Athena's promotional efforts very limited, relying solely on conventional marketing methods such as word-of-mouth and reviews on Google Maps. Meanwhile, Athena's social media platforms, particularly Instagram, only had a small number of followers (less than 1,000), far from enough to create a strong brand profile or reach a wider audience. This lack of digital promotional activities is a major hindrance in expanding Athena's market reach, especially in the digital age where social media plays an important role in building brand identity.

In addition, the IELTS Athena class is the highest priced program among all the products offered, which poses a major challenge for the price-sensitive market segment. This can be an obstacle in attracting new students, especially when competitors offer similar programs at more competitive prices.

3. Opportunities (O)

Athena English Course has a great opportunity to expand its online IELTS class program as it is supported by a number of relevant trends and facts in the market. Firstly, the need for English proficiency improvement in Indonesia continues to increase. With Indonesia's English Proficiency Index (EPI) ranking at 79th out of 113 countries by 2023, it is clear that there is a great need for quality English

courses. This need is even higher given the importance of IELTS certification for various academic and professional purposes, both domestically and internationally.

Secondly, Indonesians' interest in foreign language learning is showing rapid growth. Data from Duolingo notes that Indonesia is the second largest market in Southeast Asia after Vietnam, with a six-fold growth in users since 2020. This trend shows that more and more people are looking for English learning solutions, including IELTS, especially in a flexible and easily accessible online format.

Third, Athens has a great opportunity to target a specific market, namely Australia's Working Holiday Visa (WHV) hunters. WHV is increasingly popular among young Indonesians as it provides the opportunity to work full-time and live in Australia for three years, with much higher income potential than in Indonesia. One of the main requirements to apply for this WHV program is to have an IELTS General Training certification with a minimum score of 4.5. This trend continues to show an increase.

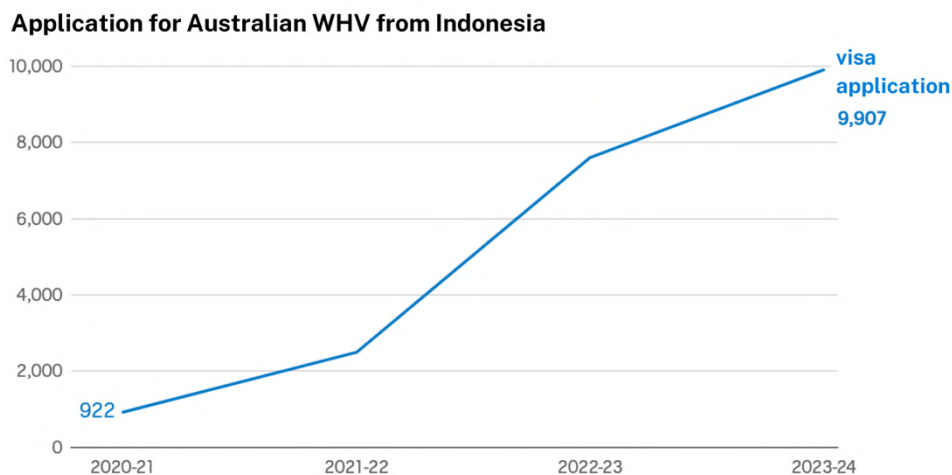


Figure IV. 21 Application for Australian WHV from Indonesia

Source: The Australian Department of Home Affairs

Data from the Australian Department of Home Affairs recorded 2,493 registrants in 2021-2022, 7,606 in 2022-2023, and jumped to 9,907 in 2023-2024. With the growing public awareness of WHVs, Athens has a great opportunity to become a major player in this market, which currently lacks competition.

Fourth, the extensive use of social media in Indonesia also provides a great opportunity for Athena to expand their reach. With a well-planned digital marketing strategy, including the use of paid advertising and engaging educational content, Athena can strengthen its position as a leading online IELTS course provider in an increasingly competitive market.

4. Threats (T)

Despite the promising opportunities, Athena English Course also faces a number of significant threats. Competition in the English course market is intense, with many institutions offering similar programs at more affordable prices and more attractive additional facilities. Competitors use aggressive promotional strategies to attract students, including offering deep discounts and premium services such as access to free supplementary materials or personalized support from tutors. If Athena is unable to differentiate itself effectively, there is a risk of losing significant market share.

In addition, consumers often choose courses based on the perceived added value provided. With relatively high prices, Athena must be able to provide a clear justification for the value of their programs. Otherwise, the risk of losing students to more competitively priced competitors may increase, which could ultimately lead to a sustained decline in revenue.

Table IV.21 SWOT Matrix

Strengths (S)	Weaknesses (W)
<ol style="list-style-type: none"> 1. Innovative learning methods based on the Finnish education system. 2. Qualified tutors with experience and IELTS certification. 3. Consistent evaluation system to 	<ol style="list-style-type: none"> 1. Low brand awareness in the market. 2. Lack of budget and dedicated team for digital marketing. 3. Low number of social media

<p>ensure the achievement of student learning targets.</p> <ol style="list-style-type: none"> Provides a guarantee of achieving the minimum required target score Provide pre-test, simulation, and flexibility of private classes based on student needs. 	<p>followers (<1,000), limiting marketing reach.</p> <ol style="list-style-type: none"> Relying on conventional promotion (word-of-mouth and Google Maps). Athena's IELTS class prices are relatively high compared to competitors, less suitable for price-sensitive market segments.
Opportunities (O)	Threats (T)
<ol style="list-style-type: none"> Increased demand for English language courses in Indonesia due to low EPI (ranked 79/113). Significant growth in interest in learning foreign languages, especially with flexible online formats. Specific target market of Australian WHV (Working Holiday Visa) hunters with increasing applicant trends. Huge potential of social media (Instagram) to expand reach with a planned digital marketing strategy. 	<ol style="list-style-type: none"> Fierce competition with other course institutions that offer more affordable prices and more complete facilities. Competitors' aggressive promotional strategies that include heavy discounts and premium services. Consumers tend to choose courses based on the perceived added value provided. Risk of losing market share if not able to differentiate themselves effectively.

E. TOWS Strategy

TOWS, which is a development of SWOT analysis, is a strategic marketing initiative designed to aid the hierarchical decision-making process. This process is based on setting objectives, criteria, and alternatives that need to be analyzed and evaluated in depth (Yamagishi et al., 2021). Furthermore, the TOWS matrix provides a structured way to link a company's internal strengths and weaknesses with opportunities and threats from the external environment, thus providing strategic insights that can drive better decision-making (Proctor, 2014).

1. Strengths - Opportunities (SO) Strategies:

Athena English Course can leverage its innovative learning methods based on the Finnish education system to attract a very specific market segment, namely Australian Working Holiday Visa (WHV) hunters. With a significant increase in the number of WHV applicants from Indonesia, reaching almost 10,000 by 2023-2024, the opportunity is huge but there is little competition. Athena can offer private IELTS General Training classes specifically designed to meet the WHV minimum score requirement (4.5). This program can be marketed as an integrated solution to be able to serve the market has a high enough demand. WHV-specific IELTS classes can be designed by offering some additional facilities as an attraction, such as guidance on the WHV australia program, assisted to register SDUWHV immigration, payment flexibility, bundling packages and guaranteed minimum score targets.

In addition, the presence of expert and IELTS certified tutors, as well as having teaching experience can be a major differentiating factor in attracting the attention of prospective students in certain market segments, especially WHV. Tutors can provide a personalized approach with test simulations specifically designed to meet IELTS General Training standards, while utilizing a consistent evaluation system to monitor student progress until the minimum target score is guaranteed. This provides significant added value compared to competitors such as Flip Education or Zero Point, who are currently playing in similar markets but have not utilized the personalized learning approach and full flexibility that Athena offers. With this strategy, Athena can strengthen its position as a market leader in the WHV niche.

2. Weakness - Opportunities (WO) Strategies:

Utilizing opportunities to overcome weaknesses Athena English Course can implement several strategies, the first strategy is to form a dedicated team or division for digital marketing that focuses on content production, social media management, and advertising both organic and paid. This division will play an important role in increasing wider market reach given that the need for English

language improvement in Indonesia continues to increase, with the need for specific targets such as Australian WHV hunters and students who need IELTS Academic. With a dedicated team, Athena can develop effective social media, creative content, digital campaigns and paid advertising strategies that reach potential audiences more efficiently and measurably. This will help Athena create a strong digital presence, which has been their Achilles heel in building brand awareness.

Marketing budget optimization is also a top priority, with a focus on market segments that have huge growth potential but still lack competition, such as Australian WHV hunters. Data shows significant growth in the number of WHV registrants each year, making it a very attractive target market. Athena should capitalize on this opportunity by directing marketing resources to work on this segment through specific and relevant promotions, such as highlighting schedule flexibility, score guarantees, and personalized learning approaches. This strategy will not only increase Athena's appeal to the target market but also strengthen its position as a major player in this niche market.

In addition, Athena needs to readjust its pricing strategy by presenting competitive bundling package options to reach price-sensitive market segments amidst the vast market and competitors. With weak brand awareness, price and facility adjustments are crucial. If Athena can do these things, it will address the market challenges and turn its weaknesses into opportunities for greater growth.

3. Strength - Threats (ST) Strategies:

Utilizing some of its strengths, Athena can form some specific strategies to deal with the existing threats. The first is to utilize Athena's innovative learning methods to create added value that is difficult for competitors to replicate. By promoting a competency-based system, interaction, and an individual needs-based learning approach, Athena can distinguish itself as an IELTS course provider with a personalized approach. Athena can reinforce this narrative through digital promotions, highlighting unique learning experiences, such as café classes for offline classes with a supportive atmosphere, IELTS-certified

tutors, and score achievement guarantees. This approach gives Athena a differentiated appeal amidst a competitive market. then by offering added value such as providing free test simulation facilities, exclusive digital learning materials, personal consultation with tutors outside of study hours, evaluation and feedback until the target is achieved.

By doing so, Athena can justify the price of its courses while attracting students who prioritize quality and personalized service. The last strategy is to focus on specific niche markets that have lower competition, such as Australian Working Holiday Visa (WHV) hunters. The significant growth trend of WHV applicants every year shows that this market has great potential to work on because there is very little competition in Indonesia. Athena can position itself as a specialist IELTS General Training course that supports students to achieve a minimum score of 4.5 to meet WHV requirements. By leveraging on the advantages of qualified tutors, schedule flexibility, and a personalized approach, Athena can create a unique appeal to this segment. Focusing on this niche market not only minimizes the threat from large competitors, but also strengthens Athena's position in a market with specific and growing needs.

4. Weakness - Threats (WT) Strategies:

Athena needs to quickly shift from conventional promotion methods such as word-of-mouth and Google Maps reviews to a more structured and modern digital marketing strategy. By establishing a dedicated digital marketing team and a well-funded marketing budget, Athena can overcome these weaknesses to face the many competitive threats ahead. The team can focus on effective digital strategies, including increasing activity on social media, creating engaging educational content, and running paid advertising campaigns that target specific audiences. This way, Athena can reach more prospective students according to its desired target market, compete with competitors who are aggressive in their promotional strategies, and strengthen its presence in the market. This move also helps reduce reliance on conventional promotions, such as word-of-mouth, which has limited reach in today's digital age.

In addition, Athena needs to adjust the price of its IELTS class program to be more competitive and in line with the market price offered by other competitors. While Athena has unique advantages such as innovative learning methods and qualified tutors, too high a price may be a deterrent for prospective students, especially in price-sensitive market segments. This adjustment does not have to be at the expense of profit margins if it is balanced with operational efficiency strategies and additional student numbers. By offering competitive prices, Athena can broaden its appeal to more potential students while still maintaining service quality. This realistic price adjustment will help Athena maintain its market share and compete for greater growth.

Table IV.22 TOWS Matrix

INTERNAL FACTOR		STRENGTHS (S)	WEAKNESSES (W)
		<ol style="list-style-type: none"> 1. Qualified tutors with experience and IELTS certification. 2. Consistent evaluation system to ensure achievement of students' learning targets. 3. Provides a guarantee of achieving the minimum required target score 4. Providing pre-test, simulation, and flexibility of private classes based on students' needs. 	<ol style="list-style-type: none"> 1. Low brand awareness in the market. 2. Lack of budget and dedicated team for digital marketing. 3. Low number of social media followers (<1,000), limiting marketing reach. 4. Relying on conventional promotion (word-of-mouth and Google Maps). 5. Athena IELTS class prices are relatively high compared to competitors, less suitable for price-sensitive market segments.
EXTERNAL FACTOR		SO STRATEGIES	WO STRATEGIES
OPPORTUNITIES (O)	<ol style="list-style-type: none"> 1. The increasing demand for English courses in Indonesia due to low EPI (ranking 79/113). 2. Significant growth in interest in learning foreign languages, especially with flexible online formats. 3. Specific target market for Australian WHV (Working Holiday Visa) hunters with increasing applicant trends. 4. Huge potential for social media (Instagram) to expand 	<ol style="list-style-type: none"> 1. S4O3 Leverage and focuses on the growth of Indonesian WHV Australia market, offering private IELTS General Training programs to meet a minimum score of 4.5, making Athena a leading solution in a low-competition market. 2. S5O3. Offers added value to IELTS for WHV classes such as pre-test, guidance on the Australian WHV program, assistance with SDUWHV immigration registration, payment flexibility, bundling packages and guaranteed minimum target scores. 3. S3O4. Leverage experienced IELTS-certified tutors and utilize the potential of social media 	<ol style="list-style-type: none"> 1. W2O4. Form a digital marketing team and allocate a budget for digital marketing or online campaigns. 2. W5O2. Optimize pricing strategies to reach price-sensitive market segments. 3. W3O3. Leverage social media to build brand awareness and reach a wider market, especially the Australian WHV market

	reach with a planned digital marketing strategy.	with a planned digital marketing strategy to expand reach and attract more students	
THERATS (T)	<ol style="list-style-type: none"> 1. Tight competition with other course institutions that offer more affordable prices and more complete facilities. 2. Aggressive digital promotional strategies from competitors, including significant discounts and premium services. 3. Consumers tend to choose courses based on the perception of added value provided. 4. Risk of losing market share if unable to differentiate effectively. 	ST STRATEGIES	WT STRATEGIES
		<ol style="list-style-type: none"> 1. S4T3. Strengthen digital marketing by highlighting the facilities like innovative methods, certified tutors, score minimum guarantees, free simulations, exclusive materials, and personal consultations. 2. S3T4. Utilize a consistent evaluation system to ensure students achieve their learning targets, while emphasizing personalized value to effectively differentiate Athena and protect market share. 3. S4T1. Strengthen a consistent evaluation system and ensure minimum target scores to attract specific markets such as WHV, which have unique needs and low competition, to overcome stiff competitor competition. 	<ol style="list-style-type: none"> 1. W4T2. Minimize reliance on conventional promotions by utilizing social media and other digital strategies to reach a wider market. 2. W5T1. Readjust the price of the IELTS program to be more competitive in the market while still providing the best quality of service

In Table IV.22, several strategies overlap with several elements, such as SO and WO strategies that focus on new WHV and WO segments, and WT in strengthening digital marketing. The next stage is to map the same or comparable programs for each strategy on the TOWS matrix generated from each SWOT element to become a sharper strategy. Several strategies such as focusing on new target segments are formed repeatedly. After remapping the recurring strategies, then integrating several strategies that can be combined into one program. 3 main strategies are derived from the TOWS matrix analysis method which are examined based on the level of priority that will be carried out in designing a new marketing strategy, these strategies are:

1. Focus on capturing a more segmented and untapped market to avoid direct competition with established IELTS brands. The strategy emphasizes targeting the Australian WHV market, which has experienced significant growth in demand in recent years. This strategy was formed by combining several strategies that have been built from the TOWS analysis, namely: Leverage and focuses on the growth of Indonesian WHV Australia market, offering private IELTS General Training programs to meet a minimum score of 4.5, making Athena a leading solution in a low-competition market (S4O3); Offers added value to IELTS for WHV classes such as pre-test, guidance on the Australian WHV program, assistance with SDUWHV immigration registration, payment flexibility, bundling packages and guaranteed minimum target scores (S5O3); Strengthen a consistent evaluation system and ensure minimum target scores to attract specific markets such as WHV, which have unique needs and low competition, to overcome stiff competitor competition (S4T1); Strengthen a consistent evaluation system to ensure students achieve their learning targets, while emphasizing personalized value to effectively differentiate Athena and protect market share (S3T4)
2. Form a team and allocate a budget for a digital marketing team that focuses on managing content, social media and advertising to reach a wider market, especially markets that are specifically targeted with all forms of advantages possessed by Athena. This strategy was formed by combining several strategies that have been built from the TOWS analysis, namely: Leverage experienced IELTS-certified tutors and utilize the potential of social media with a planned digital marketing

strategy to expand reach and attract more students (S304); Leverage social media to build brand awareness and reach a wider market, especially the Australian WHV market (W3O3); Form a digital marketing team and allocate a budget for digital marketing or online campaigns (W2O4); Strengthen digital marketing by highlighting the facilities like innovative methods, certified tutors, score minimum guarantees, free simulations, exclusive materials, and personal consultations (S4T3); Minimize reliance on conventional promotions by utilizing social media and other digital strategies to reach a wider market (W4T2)

3. Re-adjusting the pricing of IELTS programs to be more competitive in the market while still providing the best quality of service and reaching price-sensitive market segments (W5T1 & W5O2)

From several strategies that have been mapped to design a new marketing strategy to help Athena market its IELTS online product, it will be determined which strategy will be recommended to be implemented by the business owner. The selection of strategies uses the advantages and disadvantages of each strategy based on the priorities and impacts that can be considered. Table IV.23 shows the advantages and disadvantages of each strategy.

Table IV.23 Pros & Cons for Each Strategies

Strategies	Pros	Cons	Results
Focus on capturing a more segmented and untapped market	<ol style="list-style-type: none"> 1. Targeting a unique market with very low competition and supported by the growing WHV market for the Indonesian market 2. Providing added value through integrated services and personalized evaluations. 3. Can be a new positioning for the brand because of its strong focus on the WHV market so that it can be known as a specialist in General IELTS training for WHV programs 	<ol style="list-style-type: none"> 1. Requires significant resources to offer personalized services. 2. Risks over-specializing and alienating broader market segments. 3. High dependency on WHV market trends. 	Implemented
Form a team and allocate a budget for digital marketing	<ol style="list-style-type: none"> 1. Social media and digital platforms offer an opportunity to significantly expand reach, as digital promotion has become essential for businesses in today's era. 2. Can recruit college kids who are experts in video graphing and digital marketing, social media specialists to save budget. 3. Additionally, paid advertising allows for precise targeting of specific market segments, increasing the potential to reach the right audience. 	<ol style="list-style-type: none"> 1. Requires substantial budget allocation and team management. 2. High competition in the digital marketing space. 3. Relies heavily on expertise in social media strategies. 	Implemented
Re-adjusting the pricing of IELTS programs to be more competitive	<ol style="list-style-type: none"> 1. Can adapt to price-sensitive market segments. 2. Maintain service quality while offering competitive prices. 3. Increase competitiveness in the market with competitors who have more affordable prices. 	<ol style="list-style-type: none"> 1. Risk of lower profit margins due to competitive pricing. 2. May attract customers who are not loyal to the brand. 3. Balancing price adjustments with maintaining quality can be challenging. 	Implemented

After evaluating the advantages and disadvantages of each strategy above, it can be seen that the 3 main strategies are strategies that can be applied by Athena English Course, with the following analysis: The first strategy, which focuses on targeting a more segmented market and has not been widely worked on by competitors, is a very relevant strategic step for Athena English Course to increase competitiveness at this time amidst the many and tense competitions in the English Language Education institution industry for both offline and online. By capitalizing on the potential of the WHV (Working Holiday Visa) market in Australia, which has a unique need for IELTS training, Athena can highlight itself as a specialist in this market. This strategy provides added value through integrated services, such as personalized evaluation and offering facilities that are directly related to WHV preparation needs more fully, while other competitors only offer the IELTS program, Athena can be present by offering additional facilities as an attraction, such as guidance on the Australian WHV program, assistance with SDUWHV (Skilled Development Unit Working Holiday Visa) immigration registration, payment flexibility, bundling packages and guaranteed minimum score targets. In addition, this approach allows Athena to build an image as a reliable and WHV-focused IELTS training provider, which can create significant differentiation from competitors. Because this is a new target market, it requires investment of time and resources to build new awareness, but this market offers high profit potential because the competition is relatively low.

Looking at the second strategy, the establishment of a digital marketing team and the allocation of a dedicated budget for digital marketing, provides a great opportunity to reach a wider audience efficiently. Through the utilization of social media platforms, reliable talent resourcing and a well-planned digital marketing strategy, Athena can increase its brand visibility and attract relevant prospective students so as to increase the company's revenue. Given that in today's digital era, almost every company is carrying out more digital transformation, especially for marketing. As one example that in July 2024, Indonesia became the country with the largest number of TikTok users in the world, with nearly 157.6 million users beating the US to Russia, With the fact that social media users in Indonesia are increasing and even becoming a widespread user on one of the

social media platforms, Athena can take advantage of this social media trend to start developing digital marketing that is relevant in the world of education. Despite challenges such as the need for a large budget and fierce competition in the digital space, this strategy is highly relevant to increase awareness, and company revenue with the right digital strategy. This strategy can start by recruit college kids who are experts in video graphing and digital marketing, social media specialists to save budget.

Then the last strategy, namely adjusting the price of the IELTS program to make it more competitive, this is if you look at the comparison of several competitors in the online IELTS class which in that position Athena has the most expensive price for sessions. The price adjustment allowed Athena to attract price-sensitive market segments without sacrificing service quality. By maintaining quality service standards, Athena can compete with other brands that offer more affordable programs. This also gives Athena the flexibility to increase market share in the low to mid-price segment. However, the main challenge of this strategy is maintaining profit margins and ensuring that interested customers remain loyal to the brand. But with a planned approach, this strategy can be a significant step towards increasing the attractiveness of Athena's programs in an increasingly competitive market.

Table IV.24 Implementation Plan

No	Proposed Strategy	PIC	KPI(s)	Action Plan(s)	Resource (s) Requirement
1.	Targeting IELTS WHV Market Segment	Business Owner	<ol style="list-style-type: none"> 1. Increased student enrollment from WHV candidates. 2. Increased company revenue in IELTS products 	<ol style="list-style-type: none"> 1. Designing IELTS courses specifically tailored for WHV participants. 2. Providing WHV-related consultations and SDUWHV registration assistance. 3. Offering bundling packages with WHV support services. 4. Conducting educational campaigns about WHV program. 	Marketing team and advertising budget.
2.	Building a Digital Marketing Team & Budget Allocation	Business Owner & Marketing Team	<ol style="list-style-type: none"> 1. Increased social media engagement and follower count. 2. Higher lead conversion from digital campaigns. 3. Improved brand awareness as measured by reach & impressions. 	<ol style="list-style-type: none"> 1. Recruit college kids who are experts in video graphing and digital marketing, social media specialists to save budget more affordable. 2. Running targeted ad campaigns on Instagram, TikTok and Facebook. 3. Producing interactive and informative video content. 4. Establishing a content calendar for consistent posting. 	<ol style="list-style-type: none"> 1. Social media and advertiser specialist 2. Finance budgeting 3. Digital marketing talent

3.	Adjusting IELTS Program Pricing	Business Owner & Finance Team	<ol style="list-style-type: none"> 1. Increased enrollment of IELTS product 2. Higher customer retention and referral rates. 3. Improved affordability perception among target customers. 	<ol style="list-style-type: none"> 1. Readjusting price. 2. Offering flexible pricing structures such as: Different course durations (e.g., 1-month, 3-month options). Special discounts for students and WHV applicants. 3. Bundling IELTS courses with additional value-added services. 	Financial planner
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Table IV.24, presents a comprehensive implementation plan for each strategy resulting from the research findings. Each strategy comes with a list of tasks to be performed, measurable KPIs, clear responsibilities, and an analysis of the resources required. To improve competitiveness in the IELTS education industry, the main strategies include segmenting the WHV market, strengthening the digital marketing team, and adjusting the price of the IELTS program.

The first strategy targets the WHV (Working Holiday Visa) market with the aim of increasing student enrollment as well as revenue from IELTS products. The main steps in this strategy include designing an IELTS course specifically for WHV participants, WHV-related consultations, bundling of service facilities, a minimum score guarantee program, and an educational campaign on the WHV program. The success of this strategy relies heavily on the involvement of the marketing team and the allocation of an adequate advertising budget.

The next step was to build an effective digital marketing team and allocate an appropriate budget to strengthen social media engagement and increase conversions from digital campaigns. This strategy includes hiring digital marketing specialists with experience and considerate to hire affordable resource like collage student that need some job with their skills, executing targeted ads on platforms such as Instagram, TikTok and Facebook, producing interactive and informative video content, collaborating with influencers in education and WHV, and scheduling content consistently. Realizing these strategies requires expertise in digital marketing, social media specialists, and an effectively allocated budget.

The last strategy focuses on adjusting the price of the IELTS program to increase enrollment, compete in the market, and strengthen the perception of affordability among the target market. Key actions include price adjustments, offering flexible pricing structures with various course durations (1 month, 3 months, etc.), as well as special discounts for WHV students and registrants. In addition, bundling of IELTS courses with value-added services will also be implemented to increase the attractiveness of the program. The role of financial planners is crucial in ensuring this strategy is effective.

Table IV.25 Implementation Plan Timeline

No	Proposed Strategy	Action Plan	2025											
			1	2	3	4	5	6	7	8	9	10	11	12
1.	Targeting IELTS WHV Market Segment	Designing IELTS courses specifically tailored for WHV participants.												
		Providing WHV-related consultations and SDUWHV registration assistance												
		Offering bundling packages with WHV support services.												
		Conducting educational campaigns about WHV program												
2.	Building a Digital Marketing Team & Budget Allocation	Recruit college students who are experts in video graphing and digital marketing, social media specialists to save budget more affordable.												
		Running targeted ad campaigns on Instagram, TikTok and Facebook.												
		Producing interactive and informative video content												
		Collaborating with influencers in the education and WHV niche.												
		Establishing a content calendar for consistent posting.												
3.	Adjusting IELTS Program Pricing	Readjusting price.												
		Offering flexible pricing structures such as: Different course durations (e.g., 1-month, 3-month options). Special discounts for students and WHV applicants.												
		Bundling IELTS courses with additional value-added services												

Chapter V Conclusion and Recommendation

This chapter seeks to provide a thorough and detailed description of the conclusions that can be drawn from the overall results of the research conducted, then accompanied by final recommendations for problems or challenges faced by the business entity itself, which in this case is Athena English Course.

V.1 Conclusion

Based on the results of the research conducted, it was found that the decline in sales of IELTS products at Athena English Course was influenced by various internal and external factors. Internal factors include the lack of effective marketing strategies, especially for digital marketing strategies such as social media, marketing movements are still very slow and limited, and prices are relatively higher when compared to prices offered by competitors with the same products and facilities. Meanwhile, external factors include increasingly fierce competition with course institutions that are already large and well-established in terms of resources and have strong brand awareness in the English language course market, especially those specific to IELTS.

Then the analysis of the marketing mix (7P) shows that several elements have a significant influence on consumer purchase intentions, such as price, promotion, product, and people factors. These four variables show to be important factors in attracting customers, the price is in accordance with the products offered, then the professionalism and competence of the people involved in the process of running the online IELTS class, as well as with effective promotion, especially through digital media can contribute greatly in increasing brand awareness and attractiveness of the IELTS Athena course to a wider market. Meanwhile, some elements such as location, process, and physical evidence did not have a significant impact on purchase intention, indicating that these factors may be less relevant in the context of online learning.

Based on the findings, the most appropriate marketing strategy to improve Athena English Course's sales performance in IELTS products involves three main steps. First, Athena needs to direct marketing to more specific segments, such as participants who

need IELTS for Working Holiday Visa (WHV) purposes in Australia, by offering additional services such as WHV consultations and more attractive facility packages. Secondly, enhancing the digital marketing strategy by establishing a dedicated marketing team and allocating a larger budget for promotion on social media, such as Instagram, TikTok, and YouTube, to reach a wider audience. Third, adjusting pricing to be more competitive by offering more flexible pricing schemes, including packages with varying durations, installment options, and discounts for certain segments, such as students and WHV workers. By implementing these strategies, Athena English Course has the potential to increase its competitiveness in the IELTS course market and attract more customers, thus improving its sales trend.

V.2 Recommendation

Based on the evaluation of internal and external factors, there are three main strategic recommendations that Athena English Course can implement in the future:

The first strategy that focuses on a more specific market segment, namely participants who need IELTS for Working Holiday Visa (WHV) purposes in Australia, is a very potential strategic move. Athena English Course can build a competitive advantage by presenting an IELTS program that is more integrated with WHV needs, not just a test preparation course. Some of the steps that can be implemented in this strategy are offering additional services such as WHV-related consultations, SDUWHV (Skilled Development Unit Working Holiday Visa) registration assistance, payment flexibility, bundling packages with support services, and a minimum IELTS score guarantee program. With this approach, Athena was able to establish a positioning as an IELTS specialist oriented towards the needs of WHVs, creating a strong differentiation compared to competitors who only offer general IELTS courses. However, this strategy also requires investment in building market awareness as WHV is still a segment that has not been widely explored by other course institutions. Therefore, educational campaigns related to WHV and the benefits of IELTS for the program need to be strengthened in Athena's marketing strategy.

The second strategy is to build a digital marketing team and allocate a dedicated budget for digital marketing, which will have a major impact in increasing Athena English Course's market reach and brand awareness. By utilizing social media platforms such as, Instagram, Tiktok and YouTube, Athena can efficiently attract more prospective students and build a wider community of learners. Given the trend that Indonesia has the largest number of TikTok users in the world by July 2024, a marketing strategy based on short videos, interactive educational content, and influencer-based promotions could be key to increasing Athena's brand visibility. Concrete steps in this strategy include the recruitment of an experienced digital marketing team, targeted budget allocation for paid advertising, and the development of an engaging content strategy that matches the preferences of the target market. While this strategy has its challenges in terms of intensifying digital competition and large budget requirements, the long-term benefits of increased brand awareness and potential revenue growth make it a highly relevant and strategic move for Athena English Course.

The final strategy is to adjust the price of Athena's IELTS program to be more competitive, as it is currently more expensive than competitors. By analyzing market prices and customer segmentation, Athena can offer more flexible pricing structures, such as different course packages, installments, or special discounts for WHV students and workers. The challenge is to lower prices without compromising service quality and profitability. Therefore, this strategy must be supported by operational efficiency and a business model that maintains profit margins. In addition, this strategy can be combined with service bundling, such as packaging IELTS courses with WHV mentoring or additional training to increase value for customers.

These three strategies, if executed simultaneously and integrated, can be a strong foundation for Athena English Course to increase its competitiveness in the English course industry, especially for IELTS programs. By targeting a more specific market, strengthening digital marketing, and adjusting prices to be more competitive, Athena can expand market share, increase sales, and build a stronger brand in the English education industry in Indonesia.

In future research, some additional variables beyond the 7Ps that can be explored to see more coherently their influence on purchase intention are perceived value, trust, and motivation. Perceived value refers to how potential customers assess the benefits they get compared to the price or effort they have to spend. If potential students feel that the IELTS course offers more value, whether in terms of the quality of the material, the reputation of the instructor, or additional services such as WHV consultation, then it is likely that their purchase intention will increase. In addition, the trust variable is an important factor in the education industry, especially in online courses. Consumers tend to choose institutions that have a good reputation, transparency in services, and positive testimonials from alumni. This trust can be built through official certification, guaranteed IELTS scores, and reviews from previous users. Furthermore, the motivation variable also has an important role in purchasing decisions. Motivation can stem from academic, professional, or overseas migration needs, all of which can influence the urgency and preference of potential course participants. By including these three variables in future research, a deeper understanding of the psychological factors that contribute to purchase intention can be gained, as well as how course institutions can optimize their marketing strategies to attract more participants.

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Appendix Questionnaire Measurement Items

Halo, Salam kenal...

Nama saya Ilman Sadri, mahasiswa Pascasarjana MBA di Sekolah Bisnis dan Manajemen, Institut Teknologi Bandung (SBM ITB).

Saat ini, saya sedang melakukan penelitian untuk menganalisis bauran pemasaran 7P (marketing mix 7P) terhadap niat pembelian calon pelanggan dalam memilih kursus persiapan IELTS secara daring.

Survei ini bersifat anonim, dan seluruh data yang Anda berikan akan dijaga kerahasiaannya. Jika anda adalah salah satu orang yang tertarik kursus IELTS secara daring, maka partisipasi Anda sangat berharga dan akan memberikan kontribusi penting bagi keberhasilan penelitian ini.

Pada setiap pernyataan dalam survei ini, mohon memilih jawaban berdasarkan skala Likert berikut:

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Netral
- 4 = Setuju
- 5 = Sangat Setuju

Tidak ada jawaban yang salah, maka dimohon untuk menjawab pernyataan-pernyataan di bawah ini dengan sejujur-jujurnya.

Atas Kesediaan teman-teman saya ucapkan terima kasih.

- | | |
|---|---|
| <ul style="list-style-type: none">▪ Usia*<ul style="list-style-type: none">• 18-25 tahun• 26-35 tahun• >35 tahun▪ Pendidikan Terakhir atau saat ini*<ul style="list-style-type: none">• SMA• DI/D2/D3• Sarjana S1/Diploma 4• Doktor (S3) | <ul style="list-style-type: none">▪ Jenis Kelamin*<ul style="list-style-type: none">• Laki-laki• Perempuan▪ Apa tujuan anda kursus IELTS*<ul style="list-style-type: none">• Melanjutkan studi ke luar negeri• Bekerja/imigrasi ke Eropa• Keperluan karir• Lainnya |
|---|---|

Variables	Indicator	Symbol	Measurement Items	Likert Scale				
				1	2	3	4	5
Product (P)	Program Relevance	P1	Learning programs are relevant to student needs					
	Curriculum Quality	P2	Quality curriculum delivers effective learning outcomes					
	Technology-based	P3	Technology-based supplementary material is an added value					
Price (PR)	Affordable Price	PR1	The price of IELST classes offered by Athena English Course is affordable					
	Value for Money	PR2	Athena English Course's fees are in line with the facilities, quality of services and benefits obtained					
	Payment Flexibility	PR3	Flexible payment is attractive to potential customers					
	Affordable Price	PR4	Affordable prices are attractive to potential customers					
Place (PL)	Strategic Location	PL1	Strategic location is important for potential customers					
	Easy Access	PL2	Location easily accessible by public transportation					
	Online Classes	PL3	Flexible learning locations with online					
Promotion (PRO)	Promotion Quality	PRO1	Attractive and informative promotions appeal to potential					

			customers					
	Social Media Promotion	PRO2	Promotions carried out through social media such as Instagram are more effective					
	Promotion Strategy	PRO3	Promotional strategies such as discounts and bundling packages appeal to potential customers					
	Customer Review	PRO4	Testimonial reviews from previous customers are an effective promotional strategy					
People (PE)	Teacher Competence	PE1	Teacher qualifications are accompanied by official certificates					
	Staff Friendliness	PE2	Friendly and responsive staff service					
	Intensive Support to Students	PE3	Regular consultation and evaluation with teachers on learning progress					
Process (PS)	Ease of Enrollment Process	PS1	Easy online consultation and registration process					
	Flexibility of Learning	PS2	The course schedule is flexible and can be adjusted to the needs of participants					
	Ease of access information	PS3	Easy access to information and materials					
Physical Evidence (PH)	Comfort of Study	PH1	A comfortable and clean learning atmosphere improves learning focus					
	Technology Platform	PH2	Use of reliable technology platforms for the learning process					

	Complete Facilities and Infrastructure	PH3	Online learning is supported by adequate infrastructure					
Purchase Intention (PI)	I will intend to buy the brand	PI1	I intend to buy IELTS classes that are priced according to the facilities and apologies I get					
	I will consider buying the brand	PI2	I will consider buying IELTS classes that provide promos or discounts					
	I will plan to buy the brand	PI3	I am planning to purchase an IELTS class that provides reviews of previous students' student testimonials					

Appendix Interview with Owner Athena English Course

Detail	Question
STP Analysis	<ol style="list-style-type: none"> 1. What is the segmentation, target and positioning of IELTS product Athena English Course right now? 2. How does Athena English Course want to be seen by customers compared to competitors? 3. What is the main unique selling proposition (USP) offered to students?
Marketing Mix (Product)	<ol style="list-style-type: none"> 1. What are the current English course products offered by Athena English Course? 2. Which of these products has the best and worst sales performance? 3. What is the profile of Athena's online IELTS class product?
Marketing Mix (Price)	<ol style="list-style-type: none"> 1. How does Athena price its products, especially for IELTS classes? 2. Is the price of Athena's IELTS class considered affordable enough? 3. How does Athena compete with competitors who have much cheaper prices?
Marketing Mix (Place)	<ol style="list-style-type: none"> 1. For the IELTS class, is it offline or online, or both? 2. What does Athena do to ensure that the place where students study is conducive and comfortable?
Marketing Mix (Promotion)	<ol style="list-style-type: none"> 1. What are the forms of marketing or marketing carried out by Athena for this online IELTS product? 2. To what extent is the effectiveness of marketing and promotion strategies that have been implemented so far? 3. How is the digital marketing plan for the future? 4. What are the biggest challenges and problems to date related to promotional aspects?
Marketing Mix (People)	<ol style="list-style-type: none"> 1. What are the standard requirements of an Athens IELTS tutor to become a tutor? 2. What are the support services provided to help students?
Marketing Mix (Process)	<ol style="list-style-type: none"> 1. What is the flow from the student getting to the class? 2. What is the schedule and process of the Athens online IELTS class? 3. What has been the most challenging process for Athena so far?
Marketing Mix (Physical Evidence)	<ol style="list-style-type: none"> 1. What kind of infrastructure does Athena currently have to support the learning and business process? 2. What facilities are still less than optimal?
Marketing Resource	<ol style="list-style-type: none"> 1. Is there a dedicated team that handles digital marketing, or is it still done internally as it is? 2. How much marketing budget is allocated for promotion and branding?

Appendix SmartPLS4

Construct reliability and validity - Overview					Copy to Excel	Copy to R
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)		
People (X5)	0.832	0.837	0.901	0.754		
Physical Evidence (X7)	0.875	0.987	0.918	0.790		
Place (X3)	0.934	0.955	0.968	0.937		
Price (X2)	0.911	0.940	0.945	0.852		
Product (X1)	0.905	0.932	0.940	0.839		
Promosi (X4)	0.932	0.955	0.956	0.878		
Proses (X6)	0.824	0.834	0.895	0.739		
Purchase_ Intention (Y)	0.812	0.815	0.888	0.726		

Path coefficients - Mean, STDEV, T values, p values						Copy to Excel	Copy to R
	ple (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values		
People (X5) -> Purchase_ Intention (Y)	0.200	0.198	0.049	4.074	0.000		
Physical Evidence (X7) -> Purchase_ Intention (Y)	-0.067	-0.058	0.038	1.770	0.077		
Place (X3) -> Purchase_ Intention (Y)	0.019	0.020	0.042	0.441	0.659		
Price (X2) -> Purchase_ Intention (Y)	0.444	0.449	0.054	8.188	0.000		
Product (X1) -> Purchase_ Intention (Y)	0.191	0.188	0.052	3.650	0.000		
Promosi (X4) -> Purchase_ Intention (Y)	0.228	0.227	0.044	5.160	0.000		
Proses (X6) -> Purchase_ Intention (Y)	0.065	0.067	0.041	1.580	0.114		

R-square - Overview			Copy to Excel	Copy to R
	R-square	R-square adjusted		
Purchase_ Intention (Y)	0.714	0.706		