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Strategy to Restore Business Stability at PT. Edu

Salsabella Kanzu Watani [1]
[1)] School of Business and Management, Institut Teknologi Bandung
Email: [1)] salsakanzu15@gmail.com

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ABSTRACT

This study investigates the decline in revenue of a company in the education technology (edtech) industry, PT. Edu, which resulted in the company cutting its budget, laying off employees, and reducing its marketing efforts. A qualitative method was used to identify internal and external challenges that affected the decline faced by PT. Edu with the aim of determining the root cause of the decline and formulating solutions. Several tools were used for data analysis, such as Marketing Mix 7Ps, VRIO, PESTEL, Porter's Five Forces, and SWOT. The author also used the TOWS Matrix to formulate the solutions presented in this study, which contain strategic recommendations for PT. Edu to restore its business stability.

INTRODUCTION

Digitalization has transformed how education is delivered, enabling learning to take place beyond traditional classrooms through online platforms and tools. This shift has driven the growth of the education technology (edtech) sector, which provides learning and training through digital systems (CFI, 2025).

Figure 1. Indonesia Online Education Market Size

In Indonesia, the edtech industry expanded rapidly during the Covid-19 pandemic, reaching an estimated market size of USD 1.2 billion in 2024 (KenResearch, 2024). The surge was driven by the need for remote learning and increased adoption of online education.

However, the sector's momentum has slowed in the post-pandemic period. Several major players have downsized or ceased operations, signaling market contraction and rising competitive pressure. The decline has been attributed to the return of offline activities, shifts in investor priorities, and the emergence of AI as a disruptive alternative (Dhanya, 2024) (Putri, 2025). These changes have affected many edtech companies, including PT. Edu, which has experienced reduced revenue, budget cuts, and organizational downsizing.

This study aims to identify the causes of PT. Edu's business instability and propose strategies to restore performance. Using qualitative methods supported by various strategic analysis tools, the research examines internal and external challenges contributing to performance decline and offers recommendations for a sustainable turnaround.

LITERATURE REVIEW

SWOT Analysis

An analysis of strengths, weaknesses, opportunities, and threats (SWOT) summarises the key issues from the business environment and the strategic capability of an organization that are most likely to impact the strategy development (Johnson, Scholes, & Whittington, 2008). It is a useful tool to provide an assessment of both the internal and external factors affecting a business, and has been a key tool used for strategic planning (Benzaghta, Elwalda, Mousa, Erkan, & Rahman, 2021).

Marketing Mix 7P

The traditional marketing mix consists of four elements, product, price, place, and promotion. In services marketing, this framework is expanded to include people, physical evidence, and process to reflect the nature of service delivery (Harrington, Ottenbacher, & Fauser, 2017). The 7Ps model helps analyze how products are designed, priced, promoted, delivered, and supported through human interaction and service processes.

VRIO

Valuable, rare, inimitable, and/or organizational or known as VRIO is a tool that can be used to determine whether company's resources are a strength or a weakness of the company. The VRIO framework itself is constructed with a number of questions about the company's business activities, namely about values, scarcity, replicability, and organization, which will determine whether a company's resources or capabilities are strengths or weaknesses (Ariwibowo, Saputro, & Haryanto, 2021).

PESTEL

PESTEL is a framework used to analyze six external factors influencing an industry such as political, economic, social, technological, environmental, and legal conditions (Johnson, Scholes, & Whittington, 2008). It helps assess how government policies, economic trends, societal shifts, technological developments, environmental considerations, and regulatory changes impact organizational strategy.

Porter's 5 Forces

Porter's Five Forces is a framework used to evaluate industry competitiveness by examining five key factors (Porter, 1997): (1) rivalry among existing firms, (2) threat of new entrants, (3) threat of substitutes, (4) bargaining power of suppliers, and (5) bargaining power of buyers. Together, these forces help assess the attractiveness of an industry and the pressures shaping a company's strategic position.

TOWS

The TOWS matrix is a conceptual framework that assesses external threats (T) and opportunities (O) and internal strengths (S) and weaknesses (O) of a company. The TOWS matrix matches these factors in a systematic fashion to obtain strategies based on these variables (Weihrich, 1982).

Business Strategy

Business strategy refers to the initiatives a company undertakes to create value and achieve competitive advantage. One of the most widely used frameworks is Porter's generic strategies, which propose three strategic paths: cost leadership, differentiation, and focus (Ali & Anwar, 2021). Cost leadership emphasizes efficiency and low operating costs; differentiation focuses on delivering unique products or services; and the focus strategy targets a specific market segment with either low-cost or differentiated offerings (Kim, Nam, & Stimpert, 2004).

Turnaround Strategy

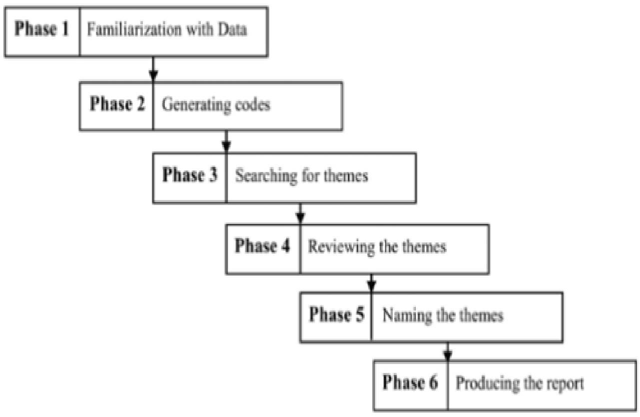
A turnaround strategy is the process by which a company seeks to reverse its organizational decline and improve its business performance (Tikici, Omay, Derin, Seckin, & Cureoglu, 2011). According to (Tenkasi & Kamel, 2016), turnaround strategies can be grouped based on whether the company chooses to optimize existing resources or focus on building new ones, and whether they impact financial viability now or in the future.

METHODS

Analysis Method

This research uses qualitative data collecting methods, where the author will perform interviews, observations, and documentation collection to examine the root causes of business problems and formulate solutions. The qualitative data collected will be analyzed using thematic analysis.

Figure 2. Phases of Coding in Thematic Analysis



Thematic analysis is a qualitative method used to identify and interpret patterns within data (Braun & Clarke, 2006). The process involves familiarizing with the data, generating codes, grouping these codes into themes, and refining and defining those themes. NVivo software was used to assist in organizing, coding, and categorizing the interview transcripts.

RESULTS

Internal Analysis

This section contains an internal analysis of PT. Edu, the author using several tools that help deepen the analysis.

Marketing Mix 7Ps

Product refers to the programs and services offered by PT. Edu, including three types of bootcamps (upskilling, full-stack, and job-ready), mini bootcamps delivered through short live classes, and self-learning courses available on the website. The bootcamp especially in the B2B segment, remains PT. Edu's strongest product because companies purchase packages in bulk for CSR initiatives. However, demand for the B2C bootcamp is relatively low compared to other offerings.

Price covers the cost of each program, where bootcamps are priced between Rp2,000,000–Rp12,500,000, mini bootcamps at Rp100,000–Rp150,000, and self-learning courses offered for free with optional paid certificates. PT. Edu is considered affordable compared to premium competitors, making its programs accessible to students and early-career professionals. Despite this, cheaper alternatives exist, and inconsistent pricing across similar courses creates confusion and hesitation among potential customers.

Promotion involves PT. Edu's marketing activities across social media platforms such as Instagram, LinkedIn, TikTok, YouTube, and Google Ads. TikTok advertising performs well, generating high impressions for relatively low cost. Conversely, Google Ads shows weak and inconsistent results, and overlapping free and paid content on social media causes customers to question the value of paid programs.

Place refers to the channels through which services are accessed. PT. Edu's website functions as the main distribution point for bootcamp information and self-learning services. Programs are also delivered through partnerships with government, NGOs, and private organizations, complemented by social media micro-learning content. Website analytics indicate high user engagement, but the physical office in Jakarta offers limited value as most operations and programs have shifted fully online.

People includes all individuals involved in delivering the service: employees, instructors, and mentors. PT. Edu now operates with a small team of 10 staff responsible for daily operations and business development. Instructors and mentors, hired on a freelance basis, provide industry-relevant expertise that significantly enhances the learning experience. However, layoffs have increased workloads and reduced morale, while having only one marketing staff results in fragmented and inconsistent promotional execution.

Physical Evidence represents the tangible elements that shape customer perceptions, such as the website, certificates, badges, testimonials, and physical merchandise. Certificates and badges are valued by learners, and positive testimonials from alumni strengthen PT. Edu's credibility. Nevertheless, the physical office contributes little to brand perception in a predominantly online business model.

Process encompasses the stages of service delivery, from enrollment, live learning sessions, assignments, assessments, certification, to career preparation. PT. Edu's structured career support (CV refinement, interview practice, and mentoring) adds significant value and is a key differentiator in the bootcamp market. However, customers often compare PT. Edu's certificates with those from global providers like Google or Microsoft, which are perceived as more prestigious, making PT. Edu's credentialing system less competitive.

VRIO

The VRIO analysis shows that PT. Edu has several valuable and rare resources such as its brand reputation, customer community, skilled mentors, custom LMS, and career support, that provide temporary competitive advantages in the edtech market. However, these strengths are not fully sustainable because competitors can replicate similar offerings. Meanwhile, resources like the curriculum offer only competitive parity, as they are easily matched by other providers.

Table 1. VRIO Analysis

PT.Edu Resources	Valuable	Rare	Inimitable	Organized	Conclusion
Brand Reputation & Awareness	Yes	Yes	No	-	Temporary Competitive Advantage
Customer Database & Community	Yes	Yes	No	-	Temporary Competitive Advantage
Curriculum	Yes	No	-	-	Competitive Parity
Skilled Instructors and Mentors	Yes	Yes	No	-	Temporary Competitive Advantage
Technology Platform	Yes	Yes	No	-	Temporary Competitive Advantage
Career Support	Yes	Yes	No	-	Temporary Competitive Advantage

Porter's Five Forces

Table 2. Porter's Five Forces Analysis of PT. Edu

No.	Porter's Five Forces Factor	Level
1	Rivalry Among Competing Firms	High
2	Threat of New Entrants	Medium
3	Potential Development of Substitute Products	High
4	Bargaining Power of Suppliers	Medium to High
5	Bargaining Power of Buyers	Medium to High

Table 2 shows PT. Edu's competitive position based on Porter's Five Forces. Rivalry among existing edtech competitors is high, driven by numerous platforms offering similar programs. The threat of new entrants is medium, as online education has relatively low entry barriers but requires strong brand credibility to compete effectively. The threat of substitutes is high, particularly from international certification platforms and free learning resources. Both supplier power and buyer power are medium to high: mentors and instructors have significant influence over service quality, while customers have many alternative providers to choose from, making them more demanding in terms of price and value.

PESTEL

To understand the external environment influencing PT. Edu, a PESTEL analysis was conducted. This framework examines political, economic, social, technological, environmental, and legal factors that shape opportunities and challenges for the company. The analysis helps identify macro-level trends that affect PT. Edu's operations, market potential, and strategic direction.

Table 3. Porter's Five Forces Analysis of PT. Edu

Category	No.	Description of Influencing Factor	Impact to PT. Edu
Political	P1	Implementation of the govenment of Indonesia (GOI)'s Merdeka Belajar program causes shift to more flexible teaching and learning approaches.	Positive
	P2	Changes in national leadership lead to adjustments in policy priorities and government budgets.	Negative
Economic	Ec1	Covid-19's negative impact on the economy, lowering corporate spending.	Negative
	Ec2	Lower disposable income that could otherwise be spent for purchases of Edtech services.	Negative
Social	S1	Increase in Indonesia's population of digital natives	Positive
	S2	Increase in Indonesian people who do upskilling	Positive
Technological	T1	Rising internet penetration and rapid digital transformation broaden PT. Edu's market reach	Positive
	T2	Advances in digital technology and marketing tools help PT. Edu promote its programs	Positive
Environment	En1	Increased awareness of carbon emission reduction	Positive
	En2	Environmental vulnerability of 3T regions, leading to lower digital connectivity	Negative
Legal	L1	Implementation of Personal Data Protection (PDP) Law No.27/2022	Negative
	L2	Legal factors such as tax regulations and labor laws, which affect pricing strategies and hiring practices	Negative

SWOT

PT. Edu demonstrates several key strengths, including a strong-performing bootcamp program, particularly in the B2B segment, supported by mentors with real industry experience who enhance learning quality and engagement. Its career support services, positive alumni testimonials, attractive UI/UX program, and affordable pricing further strengthen the company's market position. However, PT. Edu also faces notable weaknesses, such as low demand for its B2C bootcamp, inconsistent pricing that confuses customers, and overlap between free and paid content that reduces perceived value. Internal challenges like layoffs, increased workloads, low employee morale, and having only one marketing staff member have also limited the company's ability to innovate and execute effective promotions. Externally, PT. Edu can leverage rising internet penetration and the growing trend of upskilling among Indonesians, which expand its potential market. Nevertheless, it must contend with intense competition, a high threat of substitute learning platforms, political factors influencing CSR and B2G opportunities, and reduced consumer spending power in the edtech sector.

TOWS Matrix – Business Solution

To develop strategic solutions for PT. Edu, the TOWS Matrix was used to integrate the company's internal strengths and weaknesses with the external opportunities and threats identified in the SWOT analysis. This framework helps generate four types of strategies: SO, WO, ST, and WT, allowing PT. Edu to capitalize on its competitive advantages, address internal shortcomings, leverage market opportunities, and mitigate external risks. The resulting strategies provide a structured roadmap for strengthening PT. Edu's position in the edtech market and supporting its business recovery.

Table 4. TOWS Matrix of PT. Edu

TOWS MATRIX	Strength	Weakness
Opportunities	**SO Strategies**	**WO Strategies**
	1. Position the upskilling and UI/UX bootcamp as PT. Edu's core specialization to target the growing upskilling market 2. Amplify mentor credentials to strengthen market differentiation 3. Use career support to tap into aspiring career-changers	1. Design clearer pricing tiers (Basic, Pro, Job-Ready) 2. Separate paid and free promotion programs, both in terms of social media and perhaps the time interval between program posts 3. Improve marketing capability by adopting low-cost automated scheduling and customer journey tools
Threats	**ST Strategies**	**WT Strategies**
	1. Develop new corporate training programs tailored for employee upskilling, with a strategic focus on strengthening the B2B segment 2. Expand partnerships with companies experiencing digital talent gaps, offer B2B training pipelines 3. Offer multi-year partnership agreements with flexible pricing, securing revenue stability despite CSR fluctuations 4. Use positive testimonials to build company trust	1. Utilize part-timers or freelancers to fulfill internal roles 2. Introduce income-based discounts or pay-later options to prevent losing customers to cheaper alternatives 3. Introduce 'friend-bring-friend' referral program encourages current learners to invite friends to enrol 4. Use enterprise resource planning (ERP) to optimize back office function

CONCLUSION

This study aimed to identify the causes of PT. Edu's business instability and propose strategies to restore its performance in Indonesia's competitive edtech sector. The analysis shows that declining performance was driven by poor marketing execution, organizational downsizing, and misaligned strategies, which reduced brand visibility and customer acquisition. Although PT. Edu still holds valuable resources such as a strong brand reputation, active alumni community, skilled mentors, a custom LMS, and career support, these advantages are temporary and not sufficient for long-term sustainability.

The 7Ps analysis further revealed issues such as overlapping free and paid offerings, weak B2C demand, inconsistent pricing, and limited marketing capacity. External pressures from political changes, economic uncertainty, intense competition, and substitute products also challenge PT. Edu's position. Overall findings suggest that PT. Edu needs to strengthen its core value proposition and increasingly rely on B2B partnerships to remain competitive.

RECOMMENDATIONS

Based on the analysis and proposed solutions, PT. Edu can restore business stability by strengthening its core advantages and implementing key strategic improvements. Immediate actions include amplifying mentor credentials, leveraging career support to attract career-changers, clarifying pricing tiers, separating free and paid promotional content, improving marketing processes through automation, engaging part-time or freelance support, offering flexible pricing agreements, and introducing a simple referral program.

Once these improvements are underway, PT. Edu can further enhance its competitiveness by developing new corporate training programs, expanding B2B partnerships, positioning the UI/UX bootcamp as its core specialization, and introducing income-based discounts or pay-later schemes. Supporting efforts such as utilizing positive testimonials and gradually improving internal systems like ERP can be implemented as operational capacity allows.

For future research, quantitative methods could be used to measure the impact of these strategies on PT. Edu's operational and financial performance, as well as to evaluate long-term outcomes related to business recovery.

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