



## **Proposed marketing strategy for an overseas education consultant in Indonesia**

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### **ABSTRACT**

A well-built marketing strategy enables Yes Study Indonesia to establish and sustain its competitive advantage, as well as to compete in fierce competition among other overseas educational consultants in Indonesia. This article aims to analyze the external environment and the internal environment of the business. SWOT analysis was then used to summarize the internal and external analysis and define the company's strengths, weaknesses, opportunities, and threats. The quantitative research method was conducted with the 163 questionnaire respondents to be analyzed to understand the point of view of potential customers toward studying abroad and the use of overseas educational agencies. Meanwhile, in-depth interviews with the management, staff, past students, and parents were conducted as a qualitative research methodology. There are several external and internal factors that can impact how Yes Study Indonesia can plan a suitable marketing strategy. Starting with the external factors, government support in exposing more opportunities for Indonesian students to study abroad and the trend of distance learning due to the pandemic have presented themselves as opportunities for Yes Study Indonesia. Meanwhile, the easiness of legal requirements and economic downturn possess as challenges for the company.

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## **INTRODUCTION**

Studying abroad is a dream of most people in Indonesia (Maruf et al., 2022; Zabrzewska et al., 2021). This has been proven by the increasing number of Indonesian students who went abroad to study over the past few years. According to the most recent report by the UNESCO Institute of Statistics (UIS), there are a total of 53,604 Indonesian students abroad, namely those pursuing higher education (tertiary-level)(Global Flow of Tertiary-Level Students, 2022). Australia, Malaysia, and the United States of America are still considered the top destinations for Indonesian students (Ahmad & Buchanan, 2016).

Indonesia is the fourth most populous country in the world, with about 270 million people and 50 percent of the population are under the age of 30, which illustrates a huge youth demographic (Study Finds That Young Indonesians Are Highly Motivated to Study Abroad, 2017). Based on the survey by AFS Intercultural Programs in 2017 that gathered more than 5,500 responses from Indonesian aged 13 to 18 years old (Generation Z), 81 percent of the respondents had considered studying abroad. The majority of respondents stated that they were interested in studying abroad because they would like to pursue a high-quality education overseas and at a reputable institution. They wish to boost their academic profile with a study experience abroad that eventually would lead them to better career opportunities (Study Finds That Young Indonesians Are Highly Motivated to Study Abroad, 2017).

The Indonesian middle class is the largest in Southeast Asia and is growing rapidly, which is another important element driving the trend of Indonesian students becoming more interested in – and capable of – studying abroad (Jamshidi et al., 2012). According to the US Commercial Service, Indonesia is the nineteenth leading place of origin for foreign students in the USA. Over 96 percent of study visa applicants got approved and 95 percent of Indonesian students in the USA are self-funded (Indonesia - Education and Training, 2019).

Another factor that impacts the trend of increasing desire to study abroad in Indonesia is the lack of quality higher education institutions (Soon, 2012). There are more than 5,000 universities in Indonesia, which is almost double the number of universities in China. However, only the University of Indonesia made it to the Top 200 Times Higher Education Rankings for Asia in 2021 (Asia University Rankings 2021, 2021).

Despite the trend of increasing demand for pursuing higher education overseas among young Indonesians, there are two main concerns that are most impacting their decisions. The first concern is how affordable the tuition fee and living costs are in the destination country since Indonesians are price sensitive and motivated by the possibility of a scholarship (Study Finds That Young Indonesians Are Highly Motivated to Study Abroad, 2017). While the middle class is expanding, many families remain cautious out of habit or necessity, and financial experts criticize "subdued family spending" for Indonesia's GDP not increasing as quickly as some predicted in recent years. Referring back to the AFS survey in 2017, 45 percent of the respondents would consider studying abroad only if a full scholarship was available (Study Finds That Young Indonesians Are Highly Motivated to Study Abroad, 2017). Moreover, 22 percent of the respondents said that they would choose a destination country with the lowest tuition fees (Indonesian Outbound Continues to Grow with Emphasis on Regional Destinations, 2019). Another concern for Indonesian students in choosing a destination country is the distance between that country and Indonesia. The AFS survey found that 46 percent of young Indonesians stated that the fear of homesickness was a leading concern for them to study abroad. From the parents' side, security and safety are also crucial factors to be considered when deciding to send their children abroad (Indonesian Outbound Continues to Grow with Emphasis on Regional Destinations, 2019).

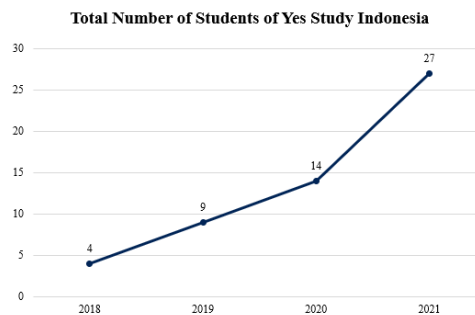
The use of educational agents has been rising over the past decade, complementing the rise of the trend of studying abroad, namely in Indonesia (Rumbley et al., 2012). The US Commercial Service noted that "Educational consultants are very popular with prospective students and their parents as they serve as a "one-stop-shop" for applying to schools.". This finding is supported by previous student surveys, which discovered that "67 percent [of post-graduate candidates] and 91 percent [of undergraduate applicants] report they employ agents at some time throughout the orientation/application process." (Indonesian Outbound Continues to Grow with Emphasis on Regional Destinations, 2019).

Agents are anticipated to play an even larger role following the pandemic, given institutions' desire to reestablish foreign enrollments and the ongoing restrictions on institutions' representative travel overseas (Riddell & Niño-Zarazúa, 2016). Both students and institutions will require more assistance than ever before as they manage to change travel restrictions, public health concerns, testing services, and visa processes.

Due to the severe pandemic, students are already depending more on agents (Iyer et al., 2020; Martin, 2020). According to a November 2020 QS survey, students are more influenced by agents' suggestions, and schools that understand how to integrate agents into their marketing campaigns will gain a competitive edge. According to the QS survey data, agents play an important role in guiding students – who are still dealing with the uncertainties and problems of the pandemic – toward enrollment (Education Agents Poised to Play a Greater Role in International Student Recruitment, 2021).

Based on the business reports provided by other Yes Study countries' directors, namely Vietnam, with four branches located in the country, the total number of students going abroad is approximately always above 300 students per year. These Vietnamese students mostly go to Canada and Vietnam is the third top origin country of study permit holders in Canada in 2020 (Origin of International Students in Canada 2020, 2021). Meanwhile, with one branch in Thailand, the Director from Yes Study Thailand had reported 30 successful student applications to Canada in 2020.

Moreover, based on the discussion with education consultants from other small-to-medium-sized agencies, specifically in the Jakarta area, the number of students they can send in one year is approximately 30-50 students per year. On the other hand, Yes Study Indonesia has been struggling to reach the stated number of students per year. After four years of operating, Yes Study Indonesia had only sent a total of 54 students. The pandemic is also another factor that is affecting the number of student enrollments (Karasmanaki & Tsantopoulos, 2021). Based on the benchmarking data analyzed and the recent Board of Directors meeting, Yes Study has set the target of 50 student enrollments to be achieved starting from the 2023 intake. The graph below shows the total number of students that Yes Study Indonesia has sent abroad for the past four years. Based on this graph that shows an upward trend and growth of Yes Study Indonesia, to achieve a total of 50 successful student applications in two years is a realistic target for the company. However, it is crucial for Yes Study Indonesia to find and execute an effective strategy to boost the enrollments.



**Figure 1 Total Number of Students of Yes Study Indonesia (Source: Author)**

Yes Study Indonesia needs to develop the best suitable marketing strategy to help them to improve sales, that mainly coming from student enrollments. Therefore, the current marketing strategy needs to be revised and enhanced to help the company successfully achieves the set goal of 50 student enrollments per year starting 2023 intake.

The research objectives of this project are to analyze and understand the external and internal environment that affects Yes Study Indonesia as a business. To propose suitable marketing strategies to reach the targeted number of student enrollment per year. And to develop an implementation plan of the marketing strategies for Yes Study Indonesia.

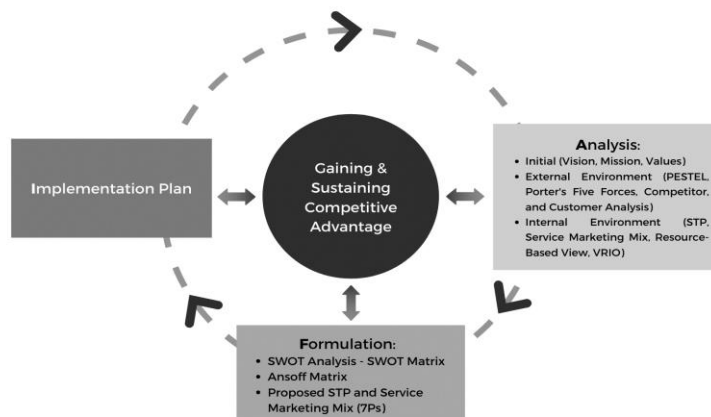
## RESEARCH METHODS

The research will be conducted using a combination of primary and secondary data. Primary data are data freshly collected for a specific purpose or project, while secondary data are information that was gathered for another purpose and already exists somewhere (Kotler & Keller, 2016, p. 125). For this project, the author uses qualitative and quantitative research methodology to obtain the primary data, while secondary data is acquired from publicly available information.

The qualitative analysis will be based on observation and direct interviews with the Yes Study team in Indonesia and other countries. Qualitative analysis conducted through three stages, reduce data, reorganize data and conclude (Roulston, 2014). Meanwhile, the quantitative analysis will be based on data acquired through survey questionnaires. Multiple surveys, open questions, and Likert scale questionnaires will be utilized to measure and support the thesis of this research, which will be relevant to Yes Study Indonesia sales as well as the use and importance of Yes Study Indonesia services in enhancing the service marketing mix strategy. The quantitative data obtained through survey on all high school and university students are potential markets for overseas educational agencies like Yes Study Indonesia. The sample calculated through Slovin Formula. According to Wulandari & Kurniasih (2019), Slovin's Formula calculates the number of samples required when the population is too large to directly sample every member. Slovin's formula works for simple random sampling. Based on the calculation, the number of respondents required is 99.99 or approximately 100 people.

For external analysis, marketing strategy theories such as PESTEL, Porter's Five Forces, Competitor Analysis, and Customer Analysis will be conducted to evaluate qualitative and quantitative data. For the internal analysis, STP, Service Marketing Mix, Resource-Based View, and VRIO Framework will be employed. Secondary data is gathered to assist the study from the company's internal data, journals, papers, publications, social media, and websites.

Following the objective of this paper which is to help Yes Study Indonesia to increase sales, a suitable competitive strategy is needed. According to Porter (2012), a competitive strategy combines the purposes (goals) for which the firm strives and the means (policies) by which it seeks to achieve them. To develop a realistic and implementable set of goals and policies, a company needs to consider internal and external factors of the company (Porter, 2012). Internal elements include the company's strengths and weaknesses, such as financial resources and brand identity, as well as personal values of the firm, such as key implementers' motivations and needs. External elements, on the other hand, are determined by their industry and larger surroundings, such as government policies, and social and economic issues. These external factors may have an influence on the organization as a threat or an opportunity (Porter, 2012).



**Figure 2 Adoption of AFI Strategy Framework (Source: Author)**

Thus, the author would adopt the AFI framework as illustrated in the figure above to investigate and analyze the business environment. This analysis would enable the author to recommend solutions and make an implementation plan regarding how Yes Study Indonesia can succeed in getting a stable number of students, in other words, increasing its sales.

## RESULTS AND DISCUSSION

### Strategy Formulation

Formulating a suitable strategy is needed to increase revenues for Yes Study Indonesia being translated mainly into the number of student enrollments abroad. These strategy recommendations are based on the analysis of the internal and external environment in the previous chapter that will be summarized in the SWOT Analysis, then assessed further with SWOT Matrix and the Ansoff Matrix as a guidance for the brand to grow.

### SWOT Analysis

Furthering the analysis, the overall evaluation of a company's strengths, weaknesses, opportunities, and threats identified based on the external and internal marketing environment analysis is then summarized in SWOT analysis (Kotler & Keller, 2016, p. 71). This helps the author to formulate alternative strategies for Yes Study Indonesia to enhance its internal strengths and take advantage of external opportunities while mitigating threats and lowering its weaknesses. Below is the SWOT analysis of Yes Study Indonesia:

**Table 1 SWOT Analysis of Yes Study Indonesia (Source: Author)**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Global Agreement with institutions abroad.</li> <li>● International brand with branch office presence in various countries.</li> <li>● Team of experienced consultants, tutors, and international alumni as director.</li> <li>● Customer-centric approach with the highlight of "Never Ending Care" services.</li> <li>● Honest, sincere, open organization culture.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of products/services differentiation.</li> <li>● Still a small organization with limited fund capital.</li> <li>● Small sales team and lack of training.</li> <li>● Low brand equity compared to competitors.</li> <li>● Lack of consistent and concrete digital marketing plan and execution.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Government support to drive demand for Indonesian students to experience studying abroad.</li> <li>● High penetration of Internet users.</li> <li>● The trend of digitalization in the education industry.</li> <li>● Studying abroad is seen as an ambition or a goal to achieve for many Indonesians. Even</li> </ul>	<ul style="list-style-type: none"> <li>● Uncertain economic situations due to pandemic.</li> <li>● High bargaining power of partnered institutions abroad.</li> <li>● High bargaining power of customers (they can easily switch to other agencies or even using substitutes and are price sensitive).</li> <li>● Very intense competition in the market.</li> </ul>

for those who had experienced it, if given another chance, they would want to take it again.

- The rise of people's preference using YouTube and TikTok (video content-based platforms).

- Customers prefer agencies with branch offices near their locations.
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### **Root Cause Analysis**

After summarizing the company's internal strengths and weaknesses, as well as, external opportunities and threats, a root cause analysis is essential in the initial step of strategy formulation to find the best solution for Yes Study Indonesia to answer the problem. The author would like to find a suitable strategy to increase the number of student enrollments abroad for Yes Study Indonesia since the company has a lower number of enrollments compared to other overseas educational consultants. The company is targeting to get 50 student applications starting 2023 academic year intake. Yes Study Indonesia has actually sufficient products and services like the other competitors to help students to study abroad. The company has also various destination countries and competent employees. Nevertheless, there are always areas of improvements and by analyzing each Service Marketing Mix or "7Ps" element and compare it to the external analysis like Competitor and Customer Analysis, those improvements needed can be found, including ways to do it. However, after analyzing from the external and internal sides of the company, it is found that actually the weakest element for Yes Study Indonesia is in its Promotion element. The company is lacking brand awareness since the promotion strategy is not as concrete as the competitors. While the other direct competitors and leading players in the industry are very active and engaging with their contents and promotional activities, both online and offline, to gain leads of students, Yes Study Indonesia is left way behind. Therefore, the following SWOT Matrix would be used to find ways to utilize Yes Study Indonesia's internal strengths and external opportunities to diminish its internal weaknesses and external threats. Furthermore, the Ansoff Matrix would also be used to guide the company to grow in correct direction because in order to achieve such target of students and increase sales, growing as a business to compete with the leading players is also indispensable.

### **SWOT Matrix**

SWOT Matrix can be used to illustrate the plans and be a foundation for formulating strategies for Yes Study Indonesia from its business and corporate cores. SWOT Matrix is suitable for developing strategic alternatives for the firm using a four-step process as follows (Hafidzi, 2016; Yap, 2012):

- a. Strengths-Opportunities (Offensive Strategy): Utilize internal strengths to maximize external opportunities.
- b. Weaknesses-Threats (Defensive Strategy): Utilize internal strengths to minimize external threats.
- c. Strengths-Threats: Minimize internal weaknesses and avoid external threats.
- d. Weaknesses-Opportunities: Minimize internal weaknesses by taking advantage of external opportunities.

Below are the highlighted Strengths, Weaknesses, Opportunities, and Threats of Yes Study Indonesia:

**Table 2 SWOT Matrix of Yes Study Indonesia – Strengths & Weaknesses VS. Opportunities (Source: Author)**

		IFAS (Internal Factor Analysis Summary)	Strengths (S)	Weaknesses (W)
		EFAS (External Factor Analysis Summary)	<p>S1: Global Agreement with institutions abroad.</p> <p>S2: International brand with branch office presence in various countries.</p> <p>S3: Team of experienced consultants, tutors, and international alumni as director.</p> <p>S4: Customer-centric approach with the highlight of “Never Ending Care” services.</p> <p>S5: Honest, sincere, open organization culture.</p>	<p>W1: Lack of products/services differentiation.</p> <p>W2: Still a small organization with limited financial capital.</p> <p>W3: Small sales team and lack of training.</p> <p>W4: Low brand equity compared to competitors.</p> <p>W5: Lack of consistent and concrete digital marketing plan and execution.</p>
		Opportunities (O)	SO-Strategy	WO-Strategy
		<p>O1: Government support to drive demand for Indonesian students to experience studying abroad.</p> <p>O2: High penetration of Internet users.</p> <p>O3: The trend of digitalization in the education industry.</p> <p>O4: Studying abroad is seen as an ambition or a goal to achieve for many Indonesians. Even for those who had experienced it, if given another chance, they would want to take it again.</p> <p>O5: The rise of people’s preference using YouTube and TikTok (video content-based platforms).</p>	<p>(S1-O1): <b>Collaborate with partnered institutions abroad</b> to build a program specified to enhance the government programs (eg. Kampus Merdeka/IISMA).</p> <p>(S2, S3, S4, S5-O2&amp;O5): <b>Promote these values heavily through digital marketing, especially through video contents.</b></p> <p>(S4-O4): Develop a loyalty program that offers extension services for Yes Study’s students that has many benefits for them if they choose to study abroad again with Yes Study.</p>	<p>(W1-O1&amp;O4): Establish programs that specified to help Indonesian students to prepare to get into the government programs (eg. IISMA or the student exchange program). This can be IELTS preparation class specifically for IISMA programs.</p> <p>(W2, W3, W4, W5-O2&amp;O5): <b>Develop an effective and efficient digital marketing plan and execution to promote Yes Study Indonesia’s programs and services.</b></p>

**Table 3 SWOT Matrix of Yes Study Indonesia – Strengths & Weaknesses VS. Threats**

		IFAS (Internal Factor Analysis Summary)	Strengths (S)	Weaknesses (W)
		EFAS (External Factor Analysis Summary)	<p>S1: Global Agreement with institutions abroad.</p> <p>S2: International brand with branch office presence in various countries.</p> <p>S3: Team of experienced consultants, tutors, and international alumni as director.</p> <p>S4: Customer-centric approach with the highlight of “Never Ending Care” services.</p> <p>S5: Honest, sincere, open organization culture.</p>	<p>W1: Lack of products/services differentiation.</p> <p>W2: Still a small organization with limited financial capital.</p> <p>W3: Small sales team and lack of training.</p> <p>W4: Low brand equity compared to competitors.</p> <p>W5: Lack of consistent and concrete digital marketing plan and execution.</p>

Threats (T)	ST-Strategy	WT-Strategy
T1: Uncertain economic situations due to pandemic. T2: High bargaining power of partnered institutions abroad. T3: High bargaining power of customers (they can easily switch to other agencies or even using substitute). T4: Very intense competition in the market. T5: Customers prefer agencies with branch offices near their locations.	(S1&S2-T2&T4): Work towards negotiating o having exclusive agreements with the partnered institutions abroad so Yes Study Indonesia is the only agency to help with their recruitment in Indonesia. Thus, lowering the customers' options. Yes Study head office can negotiate by promising a certain number of students for the school in turn for an exclusive agreement.  (S1&S3-T3&T4): Collaborate with partnered schools abroad to develop new programs that have never been offered in the market.  (S3, S4, S5-T5): Emphasize these strengths via digital platforms to ensure to customers that they will be taken care of very well despite having to receive services online.	(W1-T3&T4): Collaborate with other companies/organizations/partnered schools abroad to offer webinars/programs that are never been offered before in the market.  (W2-T1): Plan a long-term financial and risk management.  (W2-T5): Rent virtual offices or coworking spaces, or hold seasonal events to other cities to be closer with potential markets.  (W3-T3&T4): Provide sales training to enhance sales skills.  (W4&W5-T2, T3, T4, T5): Enhance brand awareness to build better reputation with a concrete and consistent digital marketing execution.

Based on the SWOT Matrix, the proposed marketing strategy would focus on the highlighted items that would be further explained in the following sections, especially in detail in the Service Marketing Mix (7Ps). Enhanced marketing mix would be beneficial for Yes Study Indonesia to improve the overall bottom line for the long run. Focusing on customers would be put forward to adjust the advancement of the 7Ps since Yes study Indonesia is operating in the service industry.

### The Ansoff Matrix

The Ansoff Matrix helps to guide the company in the direction for growth that aligned with the strategy formulation (Hussain et al., 2013; Loredana, 2017). Yes Study Indonesia can apply the Market Penetration and Product Development strategies to help them achieve the set business objectives. Detail of each marketing initiatives involved in each strategy that being pulled from the SWOT Matrix would be discussed in the STP and Service Marketing Mix (7Ps) as stated in the parentheses.



Figure 3 The Ansoff Matrix (Source: Author)

### **Market Penetration**

Given the objective of Yes Study Indonesia is to increase sales, thus the company entails to focus on selling the existing products into the existing markets. Based on the SWOT Matrix, below are the elaboration of proposed initiatives that Yes Study Indonesia can take in order to penetrate the market:

- Enhance digital marketing engagement and activity (**Promotion**)
- Provide sales training (**People**)
- Reinforce more collaboration (**Promotion, People, and Process**)
- Encourage more offline presence (**Place and Physical Environment**)

### **Product Development**

Product development, also known as product expansion, is a growth strategy that encourages a firm to broaden its product variety to existing markets. Based on the SWOT Matrix, product innovation is highly encouraged for Yes Study Indonesia to use its competitive advantage to improve its brand equity by differentiating itself from competitors. Here are the approaches to pursue Product Development strategy for Yes Study Indonesia:

- Introduce new program(s) for people who have experienced studying abroad (**STP**)
- Develop a variety of online learning programs (**Product and Price**)
- Have a concrete promotional strategy to market the new product (**Promotion**)

### **Proposed Segmentation, Targeting, and Positioning Enhancement**

Continuing from the Ansoff Matrix, on top of focusing in selling to the current target market, which is the Segment A who consists of students with high financial resources but low academic preparedness, Yes Study Indonesia is actually exposed to a new opportunity based on the survey results. It delineates that people who have experienced studying abroad are still open for another chance to go to another country to continue their studies. Even better, based on the survey results, 67 percent of 18 respondents with studying abroad experiences and said that they are still interested to study overseas again in the future are open to use a different educational consultant. Thus, Yes Study Indonesia needs to take this into account. First of all, Yes Study Indonesia should develop a marketing strategy to retain its students by extending the services for them. Also, product development is highly important when targeting those international alumni who are looking for opportunities for continuing education abroad.

Yes Study Indonesia's adapted positioning statement would be:

“For international alumni, those who have experienced studying abroad and still want to pursue continuing education overseas, Yes Study is the best one-stop solution overseas educational agency that can provide better professional services than other agencies because only Yes Study always puts forward clients' wants and needs with their “Never Ending Care” services that are catered by caring, honest, and sincere teams to ensure customer satisfaction. Also, only Yes Study that offers a comprehensive post-graduate preparation package which to make certain that their-not-first-time studying abroad process is at ease”.

### **Services Marketing Mix Analysis (7Ps)**

To align with the growth and strategic initiatives discussed in the SWOT and Ansoff Matrix frameworks, improved Service Marketing Mix or “7Ps” elements are needed for Yes Study Indonesia as it would help the company to achieve its aim to have increased number of student enrollments. Even though the 7Ps less general used by scholars than the 4Ps elements, some still discusses “7 Ps”, to include physical evidence and process (Khan, 2014).

#### **Product**

Yes Study Indonesia currently offers the required services and programs needed to help students with their study abroad processes, thus the company has to maintain and keep improving the quality of these programs and services.

Besides maintaining the quality of existing programs and services, to add more options for potential students who are potentially to be international alumni, new programs can be planned and developed. These are some ideas for the new programs that Yes Study Indonesia can offer:

- a. Collaboration program with a partnered institution. For example, with a MBA school in Canada or the USA to offer Online Pre-MBA Mini College that helps to bridge graduate students with non-business degrees who want to pursue for MBA degree abroad. The program



can be held for one month. When they have done this, no GMAT is required if they want to continue applying to the partnered school overseas.

- b. Scholarship assistance package can also be promoted since even students from wealthy families would want to be appreciated for their great academic results with a scholarship. Thus, a mentor would be matched with the student. This mentor will help the student from school applications, visas, accommodation, airport pickup, as well as preparation classes like IELTS, motivation letter proofreading, and interview preparation.
- c. Post-graduate preparation classes such as GMAT, GRE, academic writing for journals and research papers.

### Price

Based on the survey results, it can be concluded that Yes Study Indonesia's programs and services are priced well reasonably. It competes with the competitors as well as meeting the preferences of customers. There would not be many changes in terms of pricing schemes, however, more promotions that involve discounts on prices can also be boosted. Next, it is wise for the company to also set the price for a bundling package for students who are choosing to apply to schools that do not have partnerships with the company.

### Place

To satisfy those customers who prefer offline consultations or to receive other services from the company, other than maintaining the branch offices in Gading Serpong and Bekasi, Yes Study can also improve its offline presence by renting out coworking space in a few locations (in big cities like Surabaya and Denpasar). Yes Study can hold regular events in this space so they can get more connected with the customers in a more broader settings. Yes Study Indonesia should also shape the Bekasi branch office to be ready for walk in customers since the city is shows a great potential for the business.

Nevertheless, Yes Study Indonesia needs to keep the good standard of service delivery virtually since it is also display as an effective and efficient way to provide consultations, classes, webinars, and other activities to interact with customers.

### Promotion

Other than focusing with Instagram contents and ads, Yes Study Indonesia needs to activate its YouTube and TikTok accounts as well. Having a marketing campaign titled "Yes 2023 Pasti Berangkat" ("Yes 2023 Study Abroad") can be a way to promote Yes Study Indonesia's services and programs to encourage student enrollments for the 2023/2024 academic year intakes.

Below are some of the content ideas that the company can emphasize on:

- a. Student and parent testimonials.
- b. Short video of partnered school representatives explaining about the highlights of their schools.
- c. Creative TikTok videos using viral music and challenge for promoting preparation classes.
- d. Fun facts videos.
- e. Alumni sharing sessions.
- f. Enhancing the continuous benefits of joining Yes Study Indonesia.

For Instagram and TikTok, content should be post up every day, while for YouTube, the company can start by uploading content every month.



Figure 4 Marketing Campaign Objectives (Source: Author)

Event marketing is also essential for generating leads, such as education expo and info sessions, online and offline. Online sessions can be done monthly, while offline sessions can be held once every three months or per quarter. Road show event is also encouraged for Yes Study Indonesia to get to other potential cities and customers.



Figure 5 Media Strategy (Source: Author)

## People

The people working in the company are assets that the company must value and appreciate. The growth and success of the company would be dependent on the excellence of teams that make it happen. Therefore, in case of Yes Study Indonesia, the company should employ training by inviting professionals and experts in the area to improve skills and boost motivation of its employees. These trainings would be focus in upgrading the performance of frontliners.

For admins and education counsellors, customer service training should be scheduled, while sales team should get sales training, every quarter. High level of customer satisfaction and be reminded of the company's culture of being honest and sincere must be maintained. Then, to boost the more collaboration, partnerships, and leads, sales team's skills should be improved.

However, it is also important to note that all people in the company have their share of contribution to the company's success and each other's work performance, therefore maintaining a solid team is crucial. Then, to emphasize this, townhall meeting can be scheduled monthly for encouraging coordination, motivation, and appreciation.

## Process

Creating and delivering product elements requires design and implementation of effective processes. Badly designed service processes lead to slow, bureaucratic, and ineffective service delivery, wasted time, and a disappointing experience for customers. Poor service process design also makes it difficult for frontline employees to do their jobs well, resulting in low productivity and employee dissatisfaction (Wirtz and Lovelock, 2016: 32).

Therefore, here are the details continuing from the proposed actions mentioned in the framework for Yes Study Indonesia to smoothen the process of service delivery:

- a. List all partnered institutions in a booklet and website to provide easier access for customers to gain product knowledge of Yes Study Indonesia.
- b. Make a comprehensive booklet about study abroad preparation guide that consists of:
  - 1) Step-by-step process to study abroad from any academic level (e.g., the process and requirements from high school students to university would be different from graduate students who are applying for the post-graduate programs).
  - 2) List of required documents for admission.
  - 3) List of required documents for student visa application.
  - 4) List of average tuition fees in different countries and universities.
  - 5) List of living cost comparison between major cities abroad.
  - 6) Tips and tricks for a successful application.

- 7) List of popular scholarship opportunities.
  - 8) Packing list.
  - 9) Student testimonials.
  - 10) List of programs offered by Yes Study Indonesia.
- c. Set up an appointment booking on the website so customers can book an online/offline consultation by themselves.
  - d. Having a pre-departure briefing for students and parents is actually important because they can meet other students who are going to the same destination country, and probably the same school.

### Physical Environment

Service companies need to manage the physical environment carefully since it can have a profound impact on customer satisfaction and service productivity (Wirtz and Lovelock, 2016: 33). Thus, it is essential for Yes Study Indonesia to understand customers' preferences to maintain customer satisfaction level, while at the same time, meeting requirements of employees to run daily business operations.

Adding from the proposed initiate that has been explained in the "3.6.3 Place" section to rent coworking space and shape Bekasi office for welcoming walk-in customers, it is also important to take into account for the atmosphere that they want to create. This working atmosphere can be built by considering the choice for furniture, the setup of employees' work spaces, and the floor plan to show the flow in the office when there are customers.

Other tangible materials that the company can start to have is employees' uniform and lanyards to improve the brand association that includes in the brand equity that may impact positively to employees' sense of belonging and the brand's reputation.

**Table 4 Summary of Proposed Service Marketing Mix for Yes Study Indonesia (Source: Author)**

Marketing Mix Aspect (7Ps)	Existing	Proposed
Product	<ul style="list-style-type: none"> <li>• Study abroad preparation services</li> <li>• English test preparation classes</li> <li>• Foreign language classes</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and add programs that are results of collaborations with schools abroad (eg. summer school, online certification programs).</li> <li>• Scholarship assistance package.</li> <li>• Post-graduate preparation classes: academic writing for research paper/journal class, GMAT/GRE class.</li> </ul>
Price	<ul style="list-style-type: none"> <li>• Bundling all-in-one package with no extra charge when students apply with Yes Study from the start to its partnered institutions.</li> <li>• Language programs range from Rp1,000,000 to Rp4,500,000 depending on the sessions.</li> <li>• Separate prices for students who do not apply to partnered institutions of Yes Study.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the bundling all-in-one services for students who applied to partnered institutions.</li> <li>• Offer various discounts and promos (seasonal, loyalty, referral) for language programs.</li> <li>• Have bundling package for students who only need some services from Yes Study other than applying to schools (eg. special price of scholarship assistance package).</li> </ul>
Place	<ul style="list-style-type: none"> <li>• Online</li> <li>• Offline</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and if possible, have more offline presence such as by renting coworking space for events and offline consultations.</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• Digital marketing (social media: Facebook and Instagram)</li> <li>• Word-of-mouth</li> <li>• Events (expo, info sessions, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Add more platforms: YouTube and TikTok.</li> <li>• More online and offline events (eg. edu expo).</li> <li>• More contents on testimonials.</li> <li>• Enhance the promotion of Yes Loyalty Rewards (Referral program).</li> </ul>

Marketing Mix Aspect (7Ps)	Existing	Proposed
People	<ul style="list-style-type: none"> <li>• Education counsellors</li> <li>• Teachers</li> <li>• Admins</li> <li>• Sales</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the service excellence by providing customer service training that emphasizes on fast response, honest and sincere guidance, as well as friendly vibes.</li> <li>• Provide sales training to enhance sales skills that help in closing deals and run more collaboration/partnership arrangements.</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Online/offline consultation</li> <li>• Communication is mainly done via WhatsApp</li> </ul>	<ul style="list-style-type: none"> <li>• Have booklet about list of partnered institutions and have it on the landing page.</li> <li>• Provide a detailed booklet about study abroad preparation from the document requirements up to packing list.</li> <li>• Have an online platform for self-service appointment booking.</li> <li>• Set up a pre-departure meeting for students with the same destination country.</li> </ul>
Physical Environment	<ul style="list-style-type: none"> <li>• Two branch offices</li> <li>• Car</li> <li>• Printed promotional materials</li> </ul>	<ul style="list-style-type: none"> <li>• If possible, maintain and consider choice of furniture, work space for employees, and floor plan in the office.</li> <li>• Employee uniform and lanyards.</li> </ul>

## CONCLUSION

There are several external and internal factors that can impact how Yes Study Indonesia can plan a suitable marketing strategy. Starting with the external factors, government support in exposing more opportunities for Indonesian students to study abroad and the trend of distance learning due to the pandemic have presented themselves as opportunities for Yes Study Indonesia. Meanwhile, the easiness of legal requirements and economic downturn possess as challenges for the company. However, Yes Study Indonesia has a few competitive advantages that enable the company to mitigate the challenges. The competent team and reputation of being an international brand have actually helped Yes Study Indonesia to survive this far although some of its service marketing mix elements such as promotion, place, and physical environment are still lacking quite far from its main competitors.

Thus, the management of Yes Study Indonesia needs to take action to increase the performance of the company in order to meet the targeted number of students per year. There are three areas of improvement that Yes Study Indonesia management needs to focus on, which are for them to:

1. Grow the digital marketing to reach more audience, increase brand awareness, and enhance the brand's reputation.
2. Develop new programs to differentiate itself from competitors and attract broader markets.
3. Reinforce sales and partnership team to initiate and manage more collaborations with various potential institutions.

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