



# Post-Pandemic Management Strategy Based on Fishbone Analysis in Kampung Inggris Pare

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## ABSTRACT

This research was conducted to dig out the root causes of ineffectiveness of marketing strategies implemented in English Educational Tourism Village in Pare, Kediri Regency and find the recommendations for them, specifically post-pandemic context. This research used a qualitative descriptive method, then, analyzed using a fishbone diagram. The result depicted that English courses in Pare, Kediri did not well implement marketing strategies, specifically digitally. It was because of lacking knowledge and skills regarding business management, a lack of capital and lacking high-quality human resources. In general, researchers gave some recommendations for evaluating marketing strategies such as: 1) Implementing Segmenting, Targeting, and Positioning (STP) strategies, 2) Digitalizing marketing strategies 3) Gaining more capital, and 4) Upscaling human resource competencies.

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## 1. INTRODUCTION

The COVID-19 pandemic has spread since March 2020 in Indonesia. It has caused a lot of changes which happened in various fields due to restrictions on social activities. One sector which is the most severely impacted as a consequence of the COVID-19 pandemic is the business sector

where this is caused by the behavior of customers changing dramatically (Nurkholis, 2020). The COVID-19 pandemic also makes business owners think hard to innovate their businesses in pandemic and post-pandemic eras. One of the crucial points to keep surviving is how companies

can optimize their marketing management to attract customers (Aditya et al., 2022).

Marketing management is a planning framework, implementation process, supervision and also marketing control activities of a product for a company to reach their target effectively and efficiently. In general, marketing management is made to create a system, develop, and also maintain exchange between producers and customers so that benefit each other (Satriadi et al, 2021). The marketing strategy can be run properly with the marketing mix instrument which involves 7P (Product, Price, Promotion, Place, People, Process, Physical Evidence) (Tjiptono, Fandy.,2011).

One of the business fields which was affected by the COVID-19 pandemic is English course businesses in Kampung Inggris, Pare, Kediri. In Kediri Regency, there is a region which is called Kampung Inggris, specifically in Tulungrejo and Palem Village, where there are many English language course institutes. Began from a course institute which was established by Muhammad Kalend Osen or Mr Kaleb which is namely Basic English Course (BEC) in 1977, followed by the establishment of about 166 courses until now which are established around BEC based on data from [www.kompas.tv](http://www.kompas.tv). Other than that, it is called Kampung Inggris not because society in that place communicates with the English language on a daily basis, but because there are many English courses in that village.

Students in Kampung Inggris until now, not only from Kediri Regency but also from all regions in Indonesia. In school holidays, courses in Kampung Inggris are getting busier because students from various regions enrol in the special holiday program which is provided by courses institutes in Kampung Inggris, Pare. In addition to such special programs, there are also weekly or monthly regular programs for those who need to improve their English language ability. Based on the researchers' short interview with one of the English language course owners said that before

COVID-19 pandemic, He could get around 500-700 students in every group, however, nowadays, the group which comes in his course is only approximately 200-300 at most.

It shows there is a decrease in the number of students who come to Kampung Inggris in the post-pandemic COVID-19 period. Before the COVID-19 pandemic Era, business owners in Kampung Inggris even could reach customers from abroad such as Thai, Malaysia and Timor Leste. From the background description, the researcher is interested in research about **"Post-pandemic Marketing Strategy Based on Fishbone Analysis in Pare English Village"**

## 2. METHODS

In analyzing the ineffectiveness of marketing management applied by courses in Kampung Inggris, Kediri Regency, will use Fishbone diagram analysis, thus, researchers can analyze more deeply what root causes of the problem, dissonance, and gap which are happening and find recommendations which can be filed. A fishbone diagram is also a diagram shaped like a fishbone which can describe the cause and effect of the problem (Putri et al, 2020).

### 2.1 Research Methods

This research uses the descriptive qualitative method with data collected through observation, interview, and secondary data from articles and previous research and books which then is analyzed using a fishbone diagram (or Ishikawa), based on 7P marketing mix indicator (Product, Place, People, Process, Physical Evidence) to service product (Tjiptono Fandy., 2011).

### 2.2 Respondent

This research uses human respondents by sample collection technique is snowball sampling which is a technique to determine a sample which is initially small in number, then increased in number (Ningrum & Pratiwi, 2021).

Researchers decided to use this sampling method because if the initial is not enough, researchers will search for additional samples to complete this deficiency. The sample that the researcher is aiming at is an important figure who is an English course owner in Kampung Inggris Pare.

### 2.3 Place and Time of Research

The research location is Tulungrejo and Palem Villages, Subdistrict, Kediri Regency where that location is known as an educational tour called Kampung Inggris Pare. This research was conducted on 7-30 March 2023.

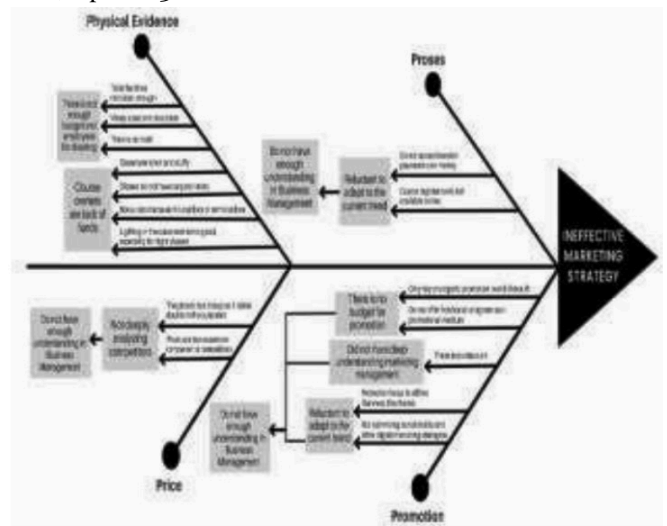
### 2.4 Data Type

Primary data is a collection method used by researchers to observe directly to find what are the causes of the problem of ineffective marketing strategy that is being implemented (Suryani et al., 2020). These ineffective strategies cause declining course members in the post-pandemic period. Besides that, research will conduct in-depth interviews to research samples based on questions which are related to the problems. This research also uses secondary data which is relevant for research purposes from books, articles, and previous research journals (Kurniawan et al., 2020).

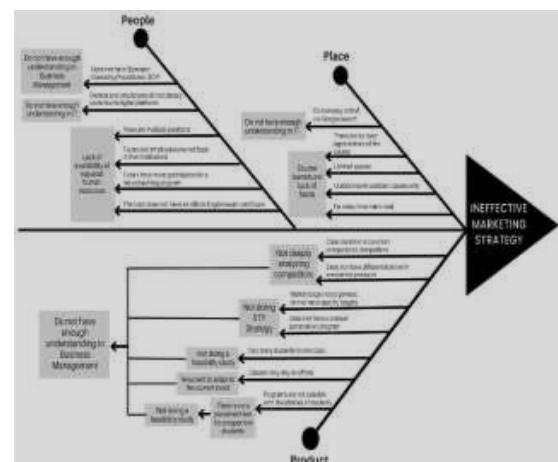
## 3. RESULTS AND DISCUSSION

### 3.1 Fishbone Analysis

Interviews were conducted with four English course owners and direct observation which were established before the pandemic in Pare, Kediri Regency. Overall, the root causes of ineffective marketing strategies implemented after the pandemic causing stagnation and even a decline in participants will be depicted in the following fishbone diagrams:



Picture 1 Fishbone Analysis of Ineffective Marketing Strategies (Part 1)



Picture 2 Fishbone Analysis of Ineffective Marketing Strategies (Part 2)

Based on data analysis using fishbone diagrams, picture 1 and 2 illustrate the root causes influencing ineffective marketing strategies implemented in various English courses. In general, the reasons why marketing strategies were not effective to attract many students at least as much as before the pandemic are because not all English course owners have a deep understanding regarding business management, specifically digital marketing management.

Besides, having less capital and lacking suitable competent human resources needed are also the root causes (Retnowati, 2014). In the following paragraphs, there is the detailed explanation of implemented marketing strategies in Kampung Inggris Pare, Kediri based on fishbone analysis which are divided into seven categories according to 7P marketing mix (Tjiptono, Fandy., 2011)

## 1. Product

In product determination, overall, various English courses in English Village, Pare, Kediri Regency did not deeply analyze their competitors, did not have specific market target, did not conduct a feasibility study, reluctant to follow current digital trends, even though since the pandemic took place until now massive digitalization has occurred rapidly.

## 2. Price

The lack of analyzing competitors results in an inaccurate price determination, thus, class will seem too costly because there is no added value or facilities which are different from the competitors. On the other hand, being too cheap makes prospective course participants doubt the quality of the English course. Thus, it can be seen that the course owner lacks deep business knowledge, especially in making pricing strategies.

## 3. Promotion

Based on the result analysis, the root in this indicator is not all English courses have a regular budget for promotion, thus, they just depend on organic marketing strategy, namely word of mouth among students in English Village, Pare. They do not have in-depth knowledge about promotion strategy and are reluctant to follow the current digital promotion trend as well. This can be caused by a lack of business knowledge among course owners, especially digital ones.

## 4. Place

In this indicator, general causes are business owners' lack of capital. Therefore, the provided facilities and class conditions are not optimally constructed, not located in a strategic place and there is no clear sign in front of the tutoring area. Besides, the understanding of Information and Technology among English course owners is still limited, so their courses are not found on online search engines.

## 5. People

The problems that arise in this indicator are mostly due to the unavailability of the workforce in Pare, Kab. Kediri has the qualifications required in English course. In

addition, the quality of human resources, especially understanding of business and IT, is still lacking among business owners and employees.

## 6. Process

Not all courses are willing to accept the digital trends because based on their experiences, only focusing on conventional is sufficient. Thus, some English courses do not offer online registration or online transactions using bank transfer and e-money. It happens because some business owners do not have a deep understanding about business which should be able to adapt to new trends.

## 7. Physical Evidence

In general, for this indicator, the problem is caused by the lack of capital that English course owners have and not all courses have employees and budgets for cleanliness (Mushi et al., 2021). As a result, the facilities and conditions at the course are not optimal or comfortable for students.

## 3.2 MARKETING STRATEGY RECOMMENDATION

Based on the roots of the problems collected, researchers can provide the following recommendations:

1. The lack of competitor analysis, market targets, and feasibility studies can be resolved by optimizing digital potential because based on previous research, businesses that go digital can recover and develop more quickly in the post-pandemic period (Bahtiar, Rais Agil., 2021). Business owners can do some actions explained in the following:
  - a. Conducting competitor analysis by utilizing data available on the internet, such as on social media and competitor websites (Akhmad, 2015).
  - b. Conducting market research using digital tools such as Google Trend and Google Analytics.
  - c. When doing a feasibility study, business owners can use the Google form or similar application as a

platform for getting criticism and suggestions from course participants.

2. As for those who do not accept digital trends, it needs to be realized that based on the data collected, the main target of the English course located in Kampung Inggris Pare is Generation Z and millennials who are growing in the technological development era, so they are used to using digital platforms in daily life (Astari, Cynthia., 2021). In addition, in 2023 internet users in Indonesia will reach 215,626,156 people or reach 78.19 per cent of the total population of 275,773,901 people (Muslih et al., 2019).

Because of this, researchers recommend:

- a. Be open to adapting digital trends. If business owners are reluctant to do this, they will be out of date or even bankrupt slowly (sasanadigital.com., 2020)
  - b. Utilizing social media as a means of promotion both organically and paid. Because the audience reach can be wider than offline promotions (Melandi,2023).
  - c. Allocation budget for managing social media and online promotions.
3. For business owners who have limited capital, researchers recommend (Ihza, 2020):
- a. To maximize organic digital marketing, namely by creating digital content on a regular basis(Hamka & Muktiadi 2023).
  - b. Apply for a loan or open an investment
4. For human resource root cause, researchers suggest doing the following:
- a. Organizing internal training for tutors and management staff regularly according to the knowledge and skills needed.
  - b. Business owners and their management participate in regular training and business classes so that they can sharpen their business
  - c. analysis and develop their business according to the current trends.

#### 4. CONCLUSION

There are 166 English courses in Pare English Village, but when the pandemic broke out, they started to go bankrupt one by one. In general, the causes of the ineffectiveness of the current marketing strategy to attract English language course participants are lack of business management knowledge and skills (including: lack of analyzing competitors, current market conditions and unwillingness to adapt to the digital era), lack of capital,

human resources with the required competencies. Even though the main target market for Pare English Village are students, university students and workers (productive age) the main majority of whom are the Z generation and the millennial generation who have both grown up with technological changes. Therefore, researchers suggest to:

1. Implementing the STP strategy to target the right market so that it can have strong differentiation with competitors' products.
2. Utilizing digital data and tools for competitor research, market research and feasibility studies.
3. Sensitive to digital trends.
4. Maximizing the use of social media to create paid and free content.
5. Has a special allocated fund for the development of online promotions.
6. Apply for a loan or investment for business development.
7. Business owners, employees and tutors organize and attend regular training (either internal or external events) to improve their competence.

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