

MACROECONOMIC DOWNTURNS AND PRICE SENSITIVITY IN VOCATIONAL EDTECH: IMPLICATIONS FOR BUSINESS STRATEGY IN SCHOTERS BY RUANGGURU WORK ABROAD PROGRAM

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Abstract

This research examines the Schoters by Ruangguru Work Abroad Program, focusing on strategies to sustain growth and profitability amid rising price sensitivity and macroeconomic uncertainty in Indonesia. As inflation, wage stagnation, and shifting youth aspirations reshape consumer behavior, vocational EdTech providers must adapt through innovative pricing and strategic positioning. A mixed-method approach was employed. Quantitatively, the study utilized the Price Sensitivity Meter and Conjoint Analysis to measure willingness to pay and attribute trade-offs. Qualitatively, user interviews provided deeper insights into motivations, barriers, and psychographic segmentation. From these findings, corporate-, business-, and functional-level strategies were developed based on macroeconomic and consumer dynamics. Strategic recommendations were then formulated using established business strategy frameworks and theories. This study contributes by bridging strategic management theory with macroeconomic trends and psychographic segmentation in an emerging market context. It also offers actionable insights for EdTech firms navigating uncertainty while pursuing sustainable growth.

Keywords: Schoters, Price Sensitivity, Conjoint Analysis, Vocational Education, Business Strategy

INTRODUCTION

Past several years marked Indonesia's macroeconomic environment with volatility, with key indicators such as inflation, currency depreciation, and rising youth unemployment rate contributing to a condition of economic anxiety. Facts show that in 2025, Indonesia's headline inflation continued its downward trend with the Consumer Price Index (CPI) reaching 107.25 in March 2025 (Badan Pusat Statistik Indonesia, 2025). This is a continuation of a downward trend started in December 2024, where the inflation rate reached 1.57% and annual inflation declined to 0.76% (Badan Pusat Statistik Indonesia, 2025). The past year saw the phrase "kabur aja dulu" ("just run away first") as a very popular jargon among Indonesians on social media, especially among the younger demographic of early career professionals, despite the official statement of a low unemployment rate of 4.76% (BPS, 2025).

Ruangguru is one of the biggest EdTech companies in Indonesia, established in 2014 with the purpose of ensuring that all Indonesians can access quality education. Formerly its own startup, in 2022, Schoters was absorbed by Ruangguru group of companies and positioned as a specialized service company for work abroad preparation services. The Work Abroad Program, a flagship under Schoters, focuses on equipping learners with language training (primarily Japanese and German), cross-cultural readiness, interview preparation, and job placement support. The program usually lasts between 4 and 12 months and ends with partnerships with certified overseas employment agencies (P3MI). Schoters Work Abroad currently offers two different tracks of programs based on the type of jobs: blue-collar or white-collar jobs, and then specializes them into each specific country. While the market for such services in Indonesia shows high growth potential, headwinds that mainly blow from macroeconomic conditions and consumer behavior may prove challenging. Rising inflation, stagnant wages, and weaker household spending power that triggered price sensitivity are some of the recent headwinds faced by Schoters that sprout from macroeconomic conditions that are further complicated by a remote vortex that hinders Schoters' growth in the form of intensifying competition coming from P3MI-linked prep centers and online bootcamps. This research aims to assess and understand how external economic pressures and internal strategic levers intersect and influence a vocational EdTech Business, particularly Schoters Work Abroad program.

LITERATURE REVIEW

Foundational Strategic Management Theories

Strategic management theories will give foundational approaches in analyzing competition, resource leverage, and long-term performance sustainability. External positioning models and internal resource-based perspectives, alongside adaptability in innovation identification, are combined in order to assess the Schoters Work Abroad program with regard to its parameters, such as market position and strategic options. The main goal of the generic strategies is to be able to achieve a competitive advantage model that creates value for customers that relatively exceeds competitors' offerings, either through cost minimization or unique attributes that are valued by customers. Such strategies can be applied regardless of whether the industry operates solely for a boutique niche or is a full-service one. There are four main strategic options in Porter's framework of generic strategies, which are further separated into 2 groups based on market scope (broad-focused) or competitive advantage (cost-product differentiation). The Dynamic Capabilities Framework (Teece, Pisano, & Shuen, 1997) extends the Resource-Based View by focusing not only on the possession of valuable resources but also on the ability to reconfigure, adapt, and renew those resources in rapidly changing environments. Kim & Mauborgne define this strategy as an approach that emphasizes creating new markets (blue ocean) instead of competing in highly saturated ones (red oceans) (Kim & Mauborgne, 2005).

Marketing Analysis

Segmentation, Targeting, Positioning (STP) is a core marketing strategy framework that gives a guideline for companies in identifying, evaluating, and selecting market segments that can be extracted into a positioning strategy to serve them effectively (Kotler & Keller, 2016). The marketing mix is a tactical framework that is used to implement market strategies. It was originally introduced as the 4Ps (product, price, place, promotion) by McCarthy in 1964, which were then expanded into 7Ps by Booms & Bitner in 1981, adding People, Process, and Physical Evidence into the blend. This framework ensures all elements of marketing are focused on delivering value and achieving the company's objective (Booms & Bitner, 1981)

Internal Analysis

Resource-Based View (RBV) (Barney J.B., 1991) stipulates that long-term competitive advantage originates from resources with Valuable, Rare, Hard to Imitate, and Non-Substitutable (VRIN). Michael E Porter's value chain framework offers a systematic approach to understanding how a firm creates value through its internal activities. Porter states that primary activities involve direct involvement in product/service creation, marketing, delivery all the way through after-sales support. Such activities are categorized into the five following components (inbound logistics, operations, outbound logistics, marketing and sales, service) (Stobierski Tim, 2020; Arthur A. Thompson et al., 2020; Porter, 1985).

External Analysis

Key frameworks for analyzing an organization's external environment will be further detailed in this section. Analyses used in this section include the PESTLE framework and Porter's 5 Forces, all aimed to identify macro-environmental conditions and corporate positionality. The Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) framework is a strategic tool used to scan and dissect the macro-environment situation in order to identify external factors that could influence an organization's performance (Aguilar, 1967, Johnson & Whittington, 2008). Michael Porter's 5 Forces Model analyzes the competitive environment in conjunction with the potential for profit of an industry. Competitor analysis is a strategic process that identifies and evaluates internal strengths and weaknesses of current and potential rivals in the market (Kotler & Keller, 2016).

SWOT & TOWS Matrix

Strength, Weakness, Opportunities, Threats (SWOT) is a strategic analysis tool used to study internal competence and external factors (Gürel & Tat, 2017) with the Strength and Weakness elements representing internal factors, followed by Opportunities and Threats representing external forces.

Education Related Theoretical Foundations

This study draws on theories from economics, marketing, and behavioral science to explain how people make educational investment decisions under economic pressure. Education spending theories corroborate income and financial stability with demand for vocational education, with price sensitivity, and WTP frameworks used to

examine how price and features influence consumer spending habits in conjunction with ROI and perceived value concepts that show how users evaluate service quality and risks associated with it. These theories collaborated then assemble the core foundation on how macroeconomic obstacles shape decisions in Schoters Work Abroad program.

State of The Art – Gaps in the Existing Literature

While strategic management, behavioral pricing, and psychographic segmentation theories are well-established, their combined application to vocational EdTech, especially migration-focused programs in emerging markets, remains limited. Frameworks such as Porter’s Generic Strategies (Porter, 1985), VRIO (Barney, 1995), and Blue Ocean Strategy (Kim & Mauborgne, 2004) are rarely integrated with pricing tools like Van Westendorp’s Price Sensitivity Meter (Van Westendorp, 1976) and Choice-Based Conjoint (Luce & Tukey, 1964; Green & Rao, 1971) to guide market positioning in vocational migration training contexts.

Conceptual Framework

The conceptual framework of this study integrates strategic management, marketing, and behavioral economics theories to examine how macroeconomic conditions shape price sensitivity, willingness to pay (WTP), and strategic business responses within the vocational EdTech sector, with a specific focus on the Schoters Work Abroad program.

METHOD

This thesis is structured to tackle the main challenge faced by Schoters Work Abroad, that are maintenance of growth, evolving customer preferences, as well as economic instability. The design of this research adopts a mixed-method approach that combines quantitative and qualitative techniques to paint a holistic picture of both measurable trends and deeper motivations that influence user decisions. Actual experiences, perceptions, and preferences of target users build the primary data profile in this research. Secondary data collection is essential for situating the primary findings within the broader market and economic context. Integration of quantitative and qualitative analysis to capture measurable trend and contextual drivers through data from the PSM and CBC surveys can then determine price elasticity and feature preference which are complement to psychographic scoring segments and in depth user interviews that are targeted to validate findings and uncover key driving factors which are then used to formulate strategies in the corporate-, business-, and functional-levels for Schoters Work Abroad program. The last analysis stage in this research consists of integrated quantitative and psychographic findings with qualitative insights, which captures the measurable “whats” in regards to price tolerance, feature preferences, and market segments, along with the contextual “whys” which are intrinsic factors that shape user decision making.

RESULTS AND DISCUSSION

Analysis

A strong and positive correlation between student enrollment and revenue performance, measured from registered user volume, can be seen as a pattern in this dataset, which reflects the business model’s dependence on enrollment volume as its key driver for financial outcomes. In addition, offline programs, in particular Japan and Germany, show a noticeable influence on revenue in later months, which suggests their strategic position in revenue performance stimulation. In order to further understand the relationship between macroeconomic conditions and company performance, a correlation analysis was conducted in order to identify which macroeconomic indicators indicate the strongest association with enrollment and revenue of the Schoters Work Abroad product. The analysis conducted utilizes the Pearson Correlation Coefficient method, which gauges the strength & direction of the linear relationship between two variables. This approach suits this research since both data sets are continuous and measured at regular monthly intervals.

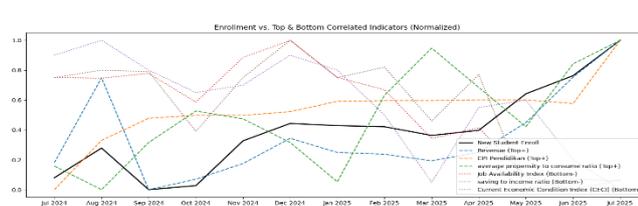
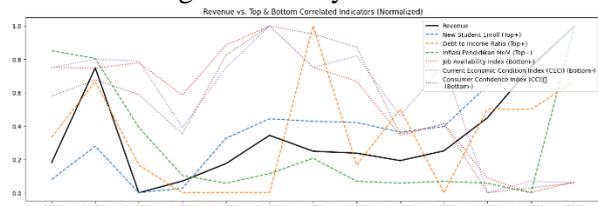


Image: Revenue & Macroeconomics Trend Correlation **Image:** Student Enrollment & Macroeconomics Trend Correlation

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Revenue appears countercyclical with economic confidence, but procyclical with debt reliance and student intake. This indicates that education demand is resilient or even stronger in weaker macro conditions. Enrollment is positively tied to consumer spending behavior (CPI, consumption ratio) and negatively tied to saving & job opportunities, showing that families invest in education when opportunities look scarce or when they're more willing to spend. The targeting strategy utilized in the Schoters Work Abroad adopts a broad niche approach, which serves multiple learner segments interested in overseas opportunities in several locations, primarily Japan, Germany, Eastern Europe, and the UAE. This strategy has been proven to enable broad market coverage; however, persona-level targeting remains underdeveloped due to the one-size-fits-all nature of the approach, which results in limited differentiation in program delivery, messaging, and pricing. Moreover, lack of a clearly defined targeting or positioning statement further limits the program's ability to articulate a focused value proposition and establish a stronger more relatable resonance with its most audience segments. Observation shows that the marketing mix used in Schoters Work Abroad reflects a structured but still evolving approach that gives leverage to the Ruangguru ecosystem in delivering migration preparation services while leaving ample room for deeper market penetration and stronger outcome-based positioning.

PSM analysis results demonstrates that current prices across all programs remain within users' acceptable price range, however, most are positioned slightly above the optimal pricing point (OPP). The results for the Japan Online and Japan Offline products exceed the OPP with compatible alignment in regards to user WTP, indicating pricing flexibility which is a result also shared within the Germany Online and Germany Offline programs. On the other hand, pricing for the Blue Collar program is slightly below its OPP, suggesting a potential for price optimization, while White Collar is slightly above OPP but still within acceptable range. Overall, the results indicate that the existing pricing strategy is within the market's acceptable range with room for improvement in aligning prices with perceived value and maximization of revenue potential. Conjoint-based choice modelling shows a consistent pattern in which job matching, payment flexibility, and price being the most influential attributes in shaping preferences due to their part-worth utilities, as can be detailed with the following:

Table 1. Conjoint-based choice

Program	Main Utility Driver	Other Factors Affecting Utility
Japan	Affordable tuition, installment payments	Weekend schedules (+)
Germany	Pricy add-ons (-)	
Blue Collar	Moderate tuition, installment payments	Interview coaching (+)
White Collar	Long duration (-)	

From the primary and secondary research conducted, the final persona definition of the Schoters Work Abroad market reveals how macroeconomic instability directly shapes user behavior and decision-making. Weak domestic job markets, stagnant wages, and currency depreciation act as common push factors driving intent to work abroad. Achievers respond by strategically investing in structured upskilling programs. Explorers seek mobility and global exposure, but remain financially constrained. Security-Seekers focus on stability and guaranteed career pathways as a response to uncertainty. Value-Maximizers view migration as an economic optimization strategy, prioritizing clear ROI and strict pricing limits. These differentiated reactions to the same macroeconomic environment define how each persona evaluates value, pricing, and program structure.

From the Ansoff Matrix, it is shown that while market penetration remains important throughout the company's continued nurturing and growth of its core K-12 product (Ruangbelajar), the company's most significant strategic moves tend to center on expanding its product portfolio and mobilization into adjacent markets. Complementing that fact is evident product development that is present through additions of new educational verticals such as test preparation, vocational upskilling, migration preparation, as well as coding education. Such expansions are fortified by corporate takeovers, namely of Schoters, utilized for work and study abroad preparation services, and Kalananti, utilized for coding and digital literacy programs, both contributing the expansion of Ruangguru's offering beyond its primary K-12 scope. The Schoters Work Abroad program shows a promising growth in regards to Dynamic Capabilities, especially in sensing and seizing opportunities within a shifting macroeconomic and industrial context, despite its capabilities still remaining at an early-stage development. Transformation may take a higher effort from the company since it requires stronger mechanisms in order to

continuously improve its offerings and integrate empirical results back into its product cycle. The alumni network and placement success stories have yet to be formalized into a structured feedback loop, which in turn limits their effectiveness as a strategic asset for future innovation and credibility building. Fortification of this transformation capability may allow Schoters to sustain its differentiation and responsiveness as the market evolves. The internal analysis focuses on the internal environment of Schoters Work Abroad. Since Schoters is a subsidiary of Ruangguru and Work Abroad is one of its business units, both share the same ecosystem and resources. Therefore, the analysis will be limited to Ruangguru and Schoters Work Abroad. It consists of RBV Analysis, VRIO Analysis, and Porter’s Value Chain Analysis. Ruangguru and Schoters Work Abroad has shown strong capabilities supported by existing backbones and foundations both in online and offline platforms as well as foundational corporate elements such as financial stability, which enable them for a nationwide reach. Based on prior RBV analysis, Schoters Work Abroad gains a sustained competitive advantage using its strong brand reputation and association with Ruangguru, both of which are classified as valuable, rare, well-organized, and inimitable. Other than brand reputation, strong technology, human capital, partnerships, and culture also provide temporary competitive advantages, which are categorized as valuable and partly rare despite being replicable over time. Physical and financial resources offer competitive parity as both of them are valuable in spite of not being either rare nor difficult to imitate. The combination of VRIO factors fortifies Schoters Work Abroad’s strong operational quality while using brand and ecosystem to hone its strategic edge. External analysis of Schoters Work Abroad using the PESTEL framework mainly analyzes political, economic, social, technological, environmental, and legal forces that stimulate both opportunities and threats for the Schoters Work Abroad Program. These factors are essential for anticipating external shifts, aligning strategic priorities, and sustaining long-term competitiveness. Based on the competitor profiles, there are several comparative advantages and potential to be maximized by Schoters Work Abroad, with the following exposition:

Table 2. Comparative advantages and potential

Competitor	Competitor Flaws	Schoters Work Abroad Program Comparison
Competitor A	Higher-priced programs	Lower-priced programs catering to a broader market
Competitor B	Niche focus for the caregiver segment	Multi-sector flexibility for various opportunities
Competitor C	Lack of service clarity and follow-ups	Strong brand and established service delivery system
Competitor D	No comprehensive ecosystem, lack of value depth	Can be improved through a combination of multi-sector coverage and operational improvements.

Internal analyses linked to organizational features cover the strengths and weaknesses of the company, while external analyses derived from PESTEL, Porter’s Five Forces, and competitor mapping are used to determine threats and opportunities shaped by external factors. Using both perspectives, the SWOT analysis presented aims to provide a helicopter view of Schoters Work Abroad’s competitive standing, growth potential, as well as areas in need of reinforcement.

1. Strength

Strong association with a reputable EdTech brand in the form of Ruangguru, integrated online platforms with hands-on offline approach, as well as a hybrid service delivery system, and proprietary LMS, CRM and payment support system creates a unique blend of strength consisting of brand strength, operational strength, and service consistency supported by efficient business processes.

2. Weakness

Rapid growth hasn’t translated well to a high placement volume in this case, since Schoters Work Abroad still has a lower placement volume compared to larger, more established competitors, which limits its influence in the placement system due to heavy reliance on third-party placement agencies, which has the potential to disrupt service consistency. The program also lacks a deep specialization for certain high-demand fields such as caregiving or engineering, where niche competitors may excel, leading to market share loss in those specific niches. Pricing also faces a problem where, although this program has a relatively lower price than many formal competitors, it is still perceived as a premium compared to the lower-income segment of the market, limiting accessibility for a portion of the market. Despite utilizing Ruangguru’s umbrella branding, Schoters Work Abroad has yet to achieve top-of-mind brand recognition in its segment, which, compared to established incumbents, is a weakness that needs to be addressed.

3. Opportunities

Public and international policies play a major role in nurturing opportunities, as demonstrated by scholarships, subsidies, and strong bilateral relations with migrant labor target countries such as Japan with its Specified Skill Worker Program and Germany with its G2G schemes. This condition is also supplemented by nationwide digital penetration in Indonesia, which enables national coverage and rapid information dissemination.

4. Threats

Shifts in migrant labor regulatory landscapes, visa policies, as well as workforce regulation in target countries may hinder job availability, a condition often leveraged by illegal brokers and informal training providers that offer cheaper, unregulated solutions catering to more price-sensitive demographics that care less about the risks. Additionally, sudden economic shocks may impede short-term affordability, resulting in delayed decisions from prospective users in the price-sensitive demographics. Finally, tighter domestic regulations from BP2MI also play a part in slowing down the process and create additional pressure on margins and scaling potential.

Business Solution & Implementation Plan

Historical and primary data show that revenue and enrollment are highly sensitive to macroeconomic indicators, with countercyclical demand patterns emerging during periods of job market weakness. Among the various drivers analyzed, two stand out as the most correlated with revenue and enrollment trends using the correlation analysis and user validation: Job Market Strength and Household Financial Capacity. Both job market strength and household financial capacity are drivers that offer clarity and segmentation in possible future scenarios due to their abilities to reflect macro to micro linkages through macroeconomic conditions shaping job availability, which eventually will affect household income that translates to WTP, user conversion, as well as product variety.



Image: Business Challenge Scenario Defining

Student enrollment quadrupled to its previous size in spite of the underlying conditions, while monthly revenue doubled from approximately IDR 1.3 billion to IDR 2.5 billion, which affirms education's counteractive nature to a bad job market. As the domestic economy takes a downturn, job availability collapses with it, signaled by a sharp rise in unemployment and weakening of household finances through shrinking income and rising debt burdens. As a consequence of this situation, consumer confidence declines, which is followed by individuals turning to education as a means of survival and a way to build a path out of instability. In this situation, work-abroad preparation programs such as Schoters Work Abroad experience a surge in demand since there is a perception that it is one way to get out of a failing job market. This situation reaffirms the job that market strength and financial capacity as the main drivers shaping the program's performance.

Currently, Ruangguru operates as a multi-business EdTech company encompassing various business units, namely Ruangbelajar, Brain Academy, Skill Academy, and Schoters by Ruangguru. Each business unit serves distinct market segments with different value propositions, with proprietary revenue and delivery models. This diversification can be categorized as a characteristic of a Divisional Structure following the Strategic Business Unit (SBU) model, in which each unit functions as a semi-autonomous entity responsible for its own operations, strategy, and financial performance (Johnson, Scholes, and Whittington, 2008; Porter, 1987).

Under such a system, the Schoters Work Abroad program still suffers from structural limitations due to its heavy reliance on third-party placement agencies. Recognized as a licensed Lembaga Pelatihan Kerja (LPK – Work Preparation Services Agency), the Schoters unit cannot directly conduct overseas placement or establish a formal partnership with potential overseas employers; instead, it must depend on various Perusahaan Penempatan Pekerja Migran Indonesia (P3MI) agency that holds licenses to place migrant labor abroad. This dependency exposes Schoters to multiple vulnerabilities, mainly in regards to its control over job order availability, quality, and departure timeline. The projection shows that should Schoters Work Abroad operates as a licensed P3MI, total revenue can be maximized from the projected growth of IDR 53.0 billion in 2026 to IDR 114.4 billion in 2030, which is more than double in five years. Intensification in its Differentiation-Focus Strategy is the most appropriate business level strategy for Schoters Work Abroad since it aligns with existing strengths, structure, and long-term goals. Schoters Work Abroad operates in a niche segment: Indonesian students and workers preparing for overseas employment.

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Rather than competing on cost like most traditional Perusahaan Penempatan Pekerja Migran Indonesia (P3MI) agencies and bootcamps, its strategic advantage lies in providing integrated and structured services that combine language training, job matching, cultural orientation, interview preparation, and consultation. This creates a high-value and high-trust offering that appeals to personas with strong ROI expectations, such as Achievers and Value-Maximizers. The Strategy Diamond framework is used to evaluate the Differentiation-Focus strategy adopted by the Schoters Work Abroad program in order to ensure coherence, completeness, and feasibility, with the following exposition:

Using the established SWOT framework, the TOWS matrix will be used to interpret the framework into actionable strategies as it provides a structured way to match the SWOT elements, allowing the company to formulate targeted and effective strategic responses. For this research, the TOWS matrix will be divided into SO–WO–ST–WT strategies, which are:

1. SO (Strengths–Opportunities)

By optimizing its internal strengths, Schoters Work Abroad can create more strategic alternatives to capitalize on external opportunities.

2. WO (Weaknesses–Opportunities)

Schoters Work Abroad can leverage external opportunities to overcome its internal weaknesses.

3. ST (Strengths–Threats)

By utilizing its strengths, Schoters Work Abroad can effectively address and mitigate external threats.

4. WT (Weaknesses–Threats)

By controlling its internal weaknesses, Schoters Work Abroad can develop defensive strategies to minimize the impact of external threats.

The segmentation of the program was previously undefined, and through this research, it is identified that there are 4 persona types that represent current and potential users, with Value-Maximizers and Explorers forming the largest market share across regions, thus indicating that the existing target has been relatively balanced and consistent in the program’s market. Shift from a broad niche approach to a persona-driven targeting and positioning strategy can strengthen Schoters’ competitive advantage and client conversion, by which it may build more resilient business strategies to face head-on macroeconomic uncertainties.

In line with the proposed business strategy, the proposed marketing mix for Schoters Work Abroad also puts a gravitas on persona targeting relevance informed by conjoint analysis. Choice-based conjoint analysis insight from Value-Maximizer and Explorer personas shows that product structure across all programs is designed to be in line with user preferences and market dynamics. In this regard, hybrid delivery is prioritized with offline sessions dedicated to effective modules like speaking, skill development, or interview practice, and online ones being the main method of service delivery. Price sensitivity meter analysis suggests that current pricing remains within the acceptable price range but nears the upper limit for several programs. Average gross margin across products comes relatively high (data confidential), which allows moderate price adjustments without significantly affecting profitability. Impact calculation of these adjustments was conducted outside the scope of this paper, but a slight price adjustment tuned to market conditions is expected to increase market share, which in consequence would lead to higher total revenue profit.

Product	IPP	PMC	PME	OPP	Current Price	Within acceptable price range?	Higher / lower than OPP?	
Japan Online	Rp8,531,000	Rp7,534,000	Rp10,933,000	Rp10,213,000	Rp10,799,000	Yes	Higher	
Japan Offline	Rp8,682,000	Rp7,745,000	Rp12,027,000	Rp10,571,000	Tier 1	Rp11,999,000	Yes	Higher
					Tier 2	Rp10,999,000		
					Tier 3	Rp10,599,000		
Germany Online	Rp9,643,000	Rp8,676,000	Rp14,310,000	Rp12,040,000	Rp12,699,000	Yes	Higher	
Germany Offline	Rp12,518,000	Rp10,977,000	Rp18,775,000	Rp15,941,000	Tier 1	Rp18,499,000	Yes	Higher
					Tier 2	Rp17,999,000		
					Tier 3	Rp17,499,000		
Blue Collar	Rp4,198,000	Rp3,705,000	Rp5,945,000	Rp4,972,000	Rp4,999,000	Yes	Lower	
White Collar	Rp5,474,000	Rp4,681,000	Rp7,740,000	Rp6,427,000	Rp6,990,000	Yes	Higher	

Image: Pricing Sensitivity Meter Result

Place element shall focus on strengthening offline presence in priority regions while simultaneously optimizing online reach in non-core areas. Given the concentration of the Value-Maximizer and Explorer personas in select areas (Jabodetabek, West Java, and Sumatra), these regions should serve as the primary focus for offline expansion, which aligns with the dominant user base and improves the current business situation. Promotion element

will focus on broadening Schoters' marketing reach and shifting message in order to cater towards the Value-Maximizer and Explorer Persona through value-driven narratives. Current efforts rely heavily on Schoters' own digital and social media channels; conversely, future campaigns will be fortified by leveraging the holistic Ruangguru ecosystem through joint thematic campaigns such as Smart Payday Promo (SPP), and large-scale offline activations like Campus Tour or Champions on the Road featuring Clash of Champions alumni to boost awareness and credibility. A qualified language instructor is one of the primary production factors in Schoters Work Abroad, influencing overall service quality. Patchy, sporadic distribution of such individuals in metropolitan areas gives an imbalance in bargaining power, particularly in high-demand languages such as Japanese and German.

The operations and technology proposal focuses on building scalable, efficient, and standardized systems to support growth and deliver a consistent learner experience across regions. Current operational processes rely heavily on manual coordination, which limits scalability and creates inconsistencies in delivery quality. To address this, Schoters will invest in process automation, centralized systems, and data-driven operations that integrate learning, placement, and migration workflows. The partnership and ecosystem proposal focuses on expanding reach, building credibility, and strengthening recruitment channels through collaborations with strategic partners and youth communities that share similar target markets. By partnering with these youth communities, Schoters can reach untapped segments of young job seekers, build early awareness and trust, and position itself as a trusted pathway to overseas work opportunities.

CONCLUSION

Ruangguru's SBU structure helps manage diverse education services but causes siloed operations, so the company should shift toward an integrated education-to-employment ecosystem that includes Schoters. Schoters should act as a specialized unit with strong value differentiation and its own P3MI entity to ensure service quality. The Schoters Work Abroad program serves a niche market that values credibility, requiring a focused differentiation strategy targeting value maximizers and explorers. Effective execution depends on aligning product features with niche needs, keeping prices within WTP, expanding reach, and standardizing HR. Sustainable growth relies on ecosystem integration, clear differentiation, and consistent execution.

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