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Online Business Practices for Video-Based Learning in Discovery English Academy

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ABSTRACT

This business plan aims to analyze the business performance of online video-based learning of Discovery English Academy, to find out the comparison of business performance with the business plan of online video-based learning of Discovery English Academy, and to know the implementation of marketing strategies and production aspects in online video-based learning Discovery English Academy. In the implementing process of the online video-based learning Discovery English Academy⁶, it was found that there were two main problems when launching the online video-based learning product of Discovery English Academy, including; promotion issues, and also selling price issues. In implementing this business practice, Discovery English Academy uses the Digital Channel Revolution marketing strategy, Integrated Marketing Communication (IMC), Brand Awareness, as well as Pull and Push Marketing Strategy to overcome promotional problems. In addition to the problem of selling prices, Discovery English Academy uses a Discount Strategy using a promo code. From the implementation of its business practice, it can be concluded that the optimization of multiple social media channels and also the initial cost determination are the two most essential aspects in carrying out the Discovery English Academy's online video-based learning business practice.

Keywords: *Integrated Marketing Communication (IMC), Brand Awareness, Pull and Push Marketing Strategy.*

INTRODUCTION

In international communication, language becomes a very important aspect. In school, students use all components of English language in expressing their ideas through listening, reading, writing and speaking. In addition, one important aspect of learning is the method used by the teacher to facilitate the language learning process. Ahmadi, (2018) Gençler, (2015) and Tomlinson, (2009) agree that computer-based activities can provide fast learning information and appropriate materials for students. They also suggested that material from the internet could motivate students to explore more information.

The use of technology has great potential to change existing language teaching methods. Pourhosein Gilakjani & Banou Sabouri, (2013) also states that students can control their own learning process and have access to thousands of information that cannot be controlled by the teacher with technology.

The use of technology in teaching process is creating the online learning. Kukulska-Hulme & Viberg (2018) state that there are several advantages of learning through Mobile Collaborative Language Learning (MCLL) including flexible access, adaptable materials based on student needs, active participation from students, and also self-evaluation by students. In addition, they also argue that MCLL can increase the learning motivation, student activity, and also reduce nervousness and shyness in expressing opinions.

The benefits of using technology in conducting the learning process can also be felt significantly with the COVID-19 outbreak. The spread of the COVID-19 outbreak has forced all educational institutions in the world to stop their face-to-face operations. Therefore, every educational institution in the world is competing to invest in online learning. According to Keis et al., (2017) Online learning systems are web-based courses provided via the internet to distribute, track, and organize courses.

Mukhtar et al., (2020) stated that there are several advantages and disadvantages of online learning, including enabling students to do distance learning and having flexible and comfortable access to learning. However, even though online learning can encourage students to become more active in student-centered learning and also considered quite effective during the lockdown situation, there are several weaknesses of online learning, including the difficulty of maintaining academic integrity such as reduced student discipline and limitations in doing two-way communication. Therefore, Mukhtar et al., (2020) recommends several adjustments, including increasing the interactive communication between teachers and students and always reviewing the learning process.

In addition, Hiranrithikorn, (2019) found that online learning programs are an important part of the student learning process, especially for higher education levels. Some of online learning advantages include more affordable tuition fees, learning materials that can be accessed flexibly anytime and anywhere, and larger audience. However, Hiranrithikorn (2019) also stated that there is deficiency of online learning, including low success rate, many distractions for students, and there is no interaction in online learning.

This research aims to find out how well the online business performance of Discovery English Academy's video-based learning, reflecting business performance with the online business design of Discovery's video-based learning English Academy and to know the effectiveness of digital marketing strategy, Integrated Marketing Communication (IMC) strategy, push and pull marketing strategy and also cost leadership strategy in Discovery English Academy's online video-based learning business.

LITERATURE REVIEW

The Application of Design Thinking Process (Empathize, Define, Ideate)

In determining what courses to create, Discovery English Academy implemented two main strategies, the first is through the poll feature on Instagram and the second is by conducting webinars to get the audience closer to Discovery English Academy.

From several examples of questions given in Instagram polls, Discovery English Academy understands what the audience's main problems in learning English. This poll is conducted before the product management team creates the published course, then it can be known what products should be prioritized to be actualized.

Moreover, the Discovery English Academy also conducts webinars once a month to increase audience awareness of Discovery English Academy existence as well as identify problems that are commonly experienced by the audience in learning English.

Prototype and Test

After the problem identification process was conducted, the product management team began compiling the learning syllabus and made script writing scenarios for video production process. The process of making videos is implemented in soundproof co-working space studio for the maximized video and audio quality and able to support the independent learning process.

In the process of creating learning videos, it doesn't just stop at the video production process, this process continues to the post-production stage, called the

editing process to combine video and audio recordings, as well as presentation slides that have been recorded by the mentor in video production process.

The Results of Operational Aspects Implementation

In the realization of operational aspects on August to October 2021, Discovery English Academy has launched four products on Discovery English Academy learning platform, including;

- a. Basic English Conversation: 77 Students
- b. TOEFL Structure and Written Expressions: 55 Students
- c. IELTS Reading Strategy: 37 Students
- d. English for Business Presentation: 73 Students

The launched product is still far from the expectations that had been planned previously since it was constrained by the Regulations for Restricting Community Activities (PPKM) which enforced from early July to mid-August 2021, besides the high number of Covid-19 transmission cases in 3rd quarter made several mentors and staff infected to covid-19 virus which made them have to self-isolate and make them are not able to participate in production process.

The Comparison of Operational Aspects Planning and Realization

There are some differences from planning and realization of operational aspect in implement the business practice of Discovery English Academy. At first, Discovery English Academy targeted 11 launched products. However, this could not be realized since the production process was affected by the implementation of Community Activity Restrictions (PPKM). From the 11 targeted products, there are only 4 products that can be realized at inaugural launch of the Discovery English Academy, including; Basic English Conversation, TOEFL Structure and Written Expressions, IELTS Reading Strategy, and English for Business Presentation.

RESEARCH METHOD

This research is descriptive research with a qualitative approach with phenomenological method in describing the events happened in online business practice, especially in Discovery English Academy. According to Silalahi (2017) states that descriptive research aims to carefully describe the symptom characteristics or problem that being studied. This study is to know the problem identification and its solve in online business practices for video-based learning in Discovery English Academy. According to Sugiyono (2019), quantitative research methods are scientific ways to obtain data with certain goals and uses. The data obtained are from problems identification, observation, and analyzing the problem solving.

RESULT AND DISCUSSION

Problems Identification

Based on obtained data in Discovery English Academy business implementation process for three months from August 2021 to October 2021, there were problems related to marketing or the brand and product introduction that occurred during the business process, including;

The low Effectiveness of Instagram Social Media Platform Promotion

Even though Discovery English Academy already has 13.6 thousand followers, introducing a brand or product through only one social media will not give the maximum results. Most audiences tend to ignore ads that are mixed in organic content produced by Discover English Academy and caused the non-optimal conversion rate from Instagram audiences.

The price offered that are too expensive

At the beginning of Discovery English Academy, the audience had not been able to experience the features available on Discovery English Academy learning platform, then they thought the price offered was not in accordance with the benefits that they received. The audiences think that learning English through learning videos can be completed through YouTube videos or TikTok short duration videos and make them don't want to invest their money to use learning platforms like Discovery English Academy.

The Solution for Promotional Problem

In conducting the business practice of Discovery English Academy, the use of promotional strategies through Instagram social media is less effective and efficient since the number of Instagram users does not increase and the audience is getting bored with microblog content that often circulated in their feeds. This is also shown by the decline in engagement on Instagram.

Theory Overview of Promotional Problems

Digital Channel Revolution and Integrated Marketing Communication Theory

The changes that occur in the digital era are evolve the distribution strategies drastically. Kotler, P., & Keller (2016) state that consumers, both individual and business classes are increasingly comfortable with online shopping through smartphones, and this condition makes the previous distribution channel strategy have to be adjusted or replaced.

The successful companies in today's era are use multichannel marketing to convey the company's values to consumers. According to Kotler, P., & Keller (2016) multichannel marketing is a marketing activity that uses more than one marketing channel to reach the segmented consumers in a market.

Kotler, P., & Keller (2016) also define integrated marketing communication as a system in which sales strategies and tactics through one channel reflect the sales strategies and tactics through one or more other channels. By adding multiple marketing channels, companies can get three important benefits, such as:

1. Increase the market reach. The consumers can not only make purchases of products or services in one place, but they can also get them from different channels. This will increase company profits
2. Low marketing costs. By utilizing online media, the marketing costs can be reduced. In addition, marketing communication through online media is easier to quantify compared to direct personal marketing.
3. Companies can easily make sales adjustments by adding a sales power to sell complex equipment.

Brand Awareness Theory

Rankuti (2004) states that Brand awareness shows the consumers ability to recognize a brand as part of a certain product category. Brand awareness has several levels, from the lowest where consumers are not aware of a brand existence to highest level where consumers always remember a brand as Top of Mind. The following description describes the level of brand awareness from the lowest level to the highest level;

1. Unaware of Brand is the lowest level on the brand awareness where consumers are not aware of a brand yet.
2. Brand Recognition is the minimal level of brand awareness, where the introduction of a brand appears after being reminded through assistance or aided recall.
3. Brand Recall is the stage of recalling a brand to consumers without using unaided recall.
4. *Top of Mind* adalah tahapan terakhir di mana suatu *brand* akan muncul di benak konsumen ketika konsumen memikirkan suatu produk tertentu.
5. Top of Mind is the last stage where a brand will appear in consumers' minds when they think of a particular product.

Pull and Push Marketing Strategy

Kotler, P., & Keller (2016) stated that channel selection are influences the marketing decisions. Moreover, marketing channel selection decisions also affect the company's long-term commitment in designing company policies and procedures. The selection of marketing channels depends on the company's marketing strategy related to segmentation, targets, and market position. In managing the intermediary channels, a company must be able to determine the effort to do push marketing and pull marketing strategy.

1. Push Strategy

This marketing strategy emphasizes the use of company's sales power as well as promotional costs to promote and make sales to consumers. This strategy is suitable when the consumer loyalty to a brand is still low, impulsive products and products benefits can be understood by consumers.

2. Pull Strategy

In contrast to push strategy, this strategy is emphasis on advertising, promotion and other forms of information delivery to consumers and make them demand for a product or service. This strategy is appropriate for companies that already have high brand loyalty, consumers can already distinguish the value offered by the company compared to competitors.

The Solution of Promotion Problem

The Implementation of Digital Channel Revolution and Integrated Marketing Communication

To express the values and benefits of Discover English Academy products, the team are optimizing several social media channels that are in line with the Discovery English Academy target market, including;

1. Instagram Channel Optimization

Discovery English Academy uses social media Instagram to introduce and maintain the relationships between Discovery English Academy and its audience. To achieve this, Discovery English Academy creates English content that has a close relationship with English language problems that often occur Discovery English Academy audiences.

The content uploaded by Discovery English Academy is in the form of carousel (image that can be shifted) then the audience has a sense of curiosity about the uploaded content. These English contents are created to attract the audience attention to stay in Discovery English Academy feeds and shift the content to the

last page which is a Call to Action (CTA) that will direct the audience to Discovery English Academy learning platform.

This marketing strategy is considered quite effective since the data shows an increase of audience number on Discovery English Academy Instagram account which was originally built with 10,800 followers that can reach 13,400 followers. Those audience is organic audience who are potential buyers of Discovery English Academy products.

To create the English content for audience attraction, Discovery English Academy also collaborates with various accounts that have more followers, like @jktinfo which has 2.6 million followers that dominated by Jakarta residents and @ugm Cantik which has 220,000 followers that dominated by Jogjakarta students to reach more audiences. This has a significant impact with an exponential increase for the number of followers in a short time. In addition, Discovery English Academy also collaborates with an educational influencer Dianty Annisa @diantyy.a who is an active student at Gadjah Mada University. Dianty Annisa has more than 500 thousand followers, then when she gave a review about her learning experience at Discovery English Academy, there was a significant increase in followers and sales.

Tiktok Channel Optimization

Since the use of Instagram is not considered effective enough to reach wider audience, Discovery English Academy is also following the ongoing trend by using Tiktok. In its implementation process, Tiktok is considered as a very good medium to introduce Discovery English Academy to new audiences. Tiktok is the best social media because the Tiktok algorithm works based on a for you page (FYP) where 90% of the audience are more often encounters certain accounts based on explore pages, not from the accounts they follow. Then, the content that has a high value will be easier for Tiktok audiences to follow.

The increasing trend of short-videos has also made Tiktok more attractive to Gen-Z audiences where they can spend 2 to 3x more screen time than on Instagram. This is directly proportional to the number of Tiktok Discovery English Academy audiences which increased significantly from 326,600 followers to 535,000 followers.

Youtube Channel Optimization

Even though YouTube is the slowest growing social media channel, YouTube can provide the brand credibility. The audiences are trying to find Discovery English Academy through various social media platforms, one of which is YouTube.

The trend of short-video that more prevalent in Gen-Z audience has made YouTube increasingly abandoned and has slowed growth among all the social media. When the learning platform started, Discovery English Academy already had 598 subscribers on YouTube, but compared to other social media accounts, this social media only got an addition of 383 subscribers to 980 subscribers. Due to the insignificant growth of this social media account, the use of this marketing channel is deemed ineffective then the Discovery English Academy does not create too much content on this platform.

Linkedin and Google Business Optimization

Due to the ineffectiveness of YouTube's social media growth, Discovery English Academy tries to take advantage of other social media like LinkedIn and Google business. LinkedIn was chosen because most of the LinkedIn audience are job seekers who need training to improve their English skills. Although the growth is not as fast as Instagram and Tiktok, LinkedIn provides specific audiences who actually need to improve their English skills for compete with other candidates in seeking the job.

Apart from LinkedIn, Discovery English Academy also uses Google business to reach wider audience. Google business helps Discovery English Academy easier to find on Google search engines. Therefore, Discovery English regularly uploads photos of Discovery English Academy activities to build audience trust in this brand.

a. Brand Awareness

By optimizing all social media channels such as Instagram, TikTok, YouTube, LinkedIn, and google business, Discovery English Academy has been able to increase traffic and audience engagement and made the audience identity from Unaware of Brand to Top of Mind. Then, when Discovery English Academy launches a product in video-based learning subject, the Discovery English Academy audience will immediately be interested in making a purchase on the product.

b. Pull and Push Strategy Implementation

After the audience has been successfully directed from several Discovery English Academy social media accounts to Discovery English Academy learning

platform and they register as members, audience data is recorded and analyzed about how many registered and purchased audiences in Discovery English Academy products and how many audiences that registered but haven't purchased any Discovery English Academy products.

The Solutions to Pricing Strategies

Promo Discount Code Implementation

At the launching of Discovery English Academy learning platform, the company had difficulty in selling its products to the audience since Discovery English Academy is a new brand of online learning platform provider. In addition, there are more competitors that selling the same product at a cheaper price and make the audience is more tempted by a cheaper price without comparing the quality of learning materials.

To overcome this problem, Discovery English Academy continues to intensively convince the audience through various social media about the features available on Discovery English Academy learning platform, then the audience can find out what benefits they can get when they join the Discovery English Academy learning platform. In addition, to increase the conversion rate from audience to students, Discovery English Academy provides a large discount by applying a promo code that has been socialized through several Discovery English Academy social media channels.

Discovery English Academy is a digital product that does not require a very large cost of production to create a product, then the large discounts are considered to increase the conversion rate of followers and subscribers to students or clients.

The Result of New Strategy Implementation

From the application of new marketing strategies and adjustment of selling prices, within 3 months from the launch of online video-based learning platform Discovery English Academy on August 2nd, 2021 until October 31th, 2021, there were 278 students who have become members of learning platform with trend details as follows;

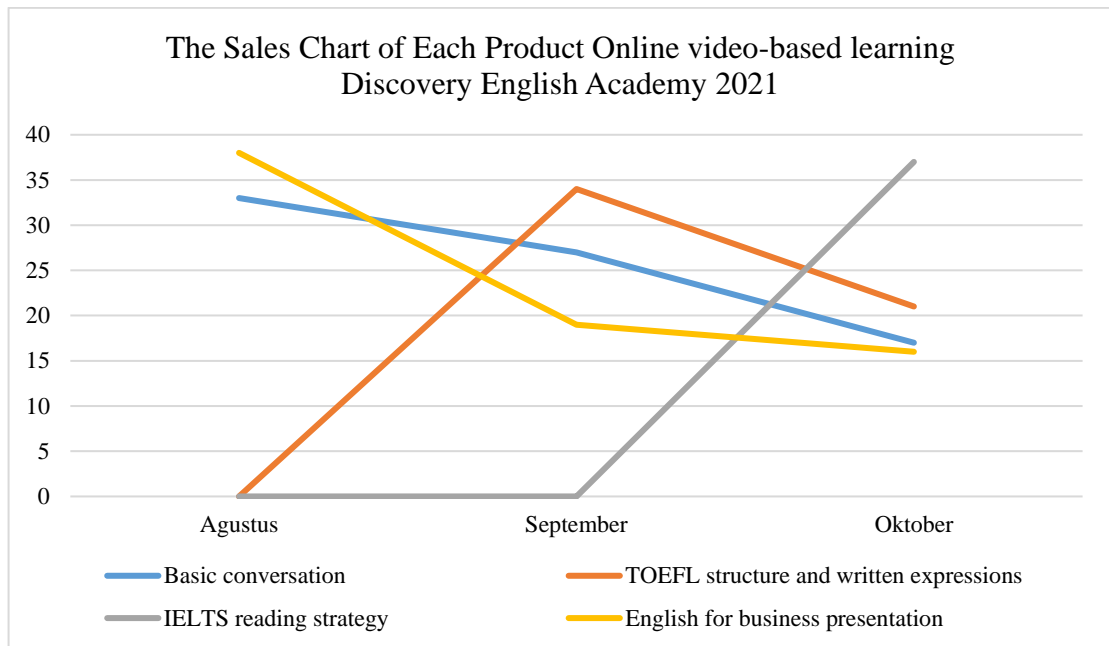


Figure 1. The sales chart for each product

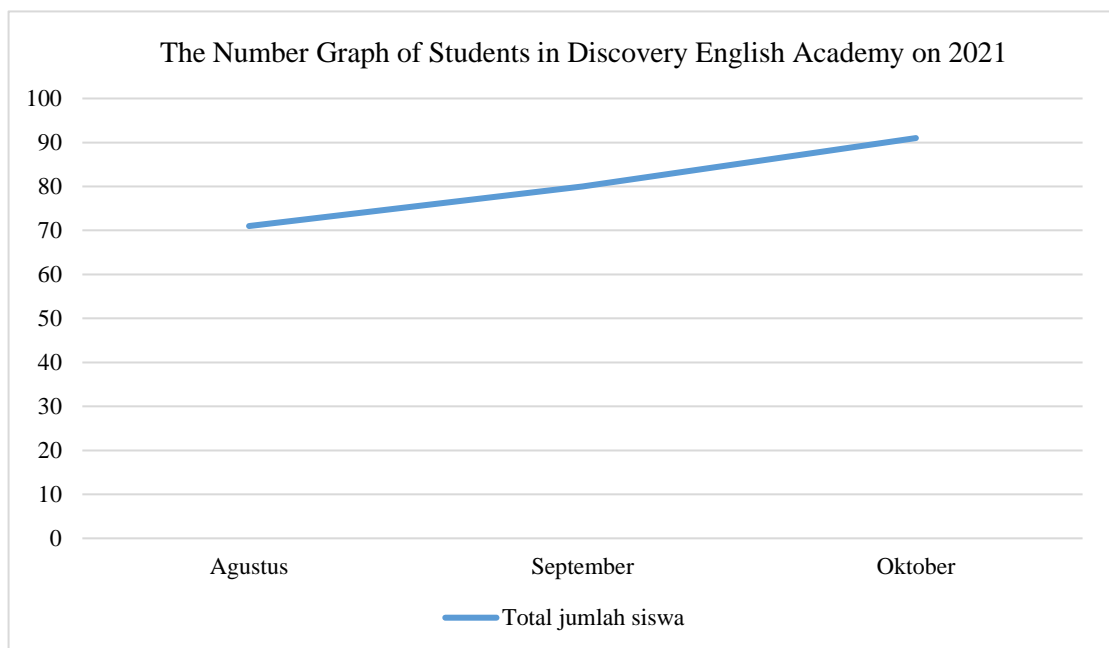


Figure 2. The graph number of students

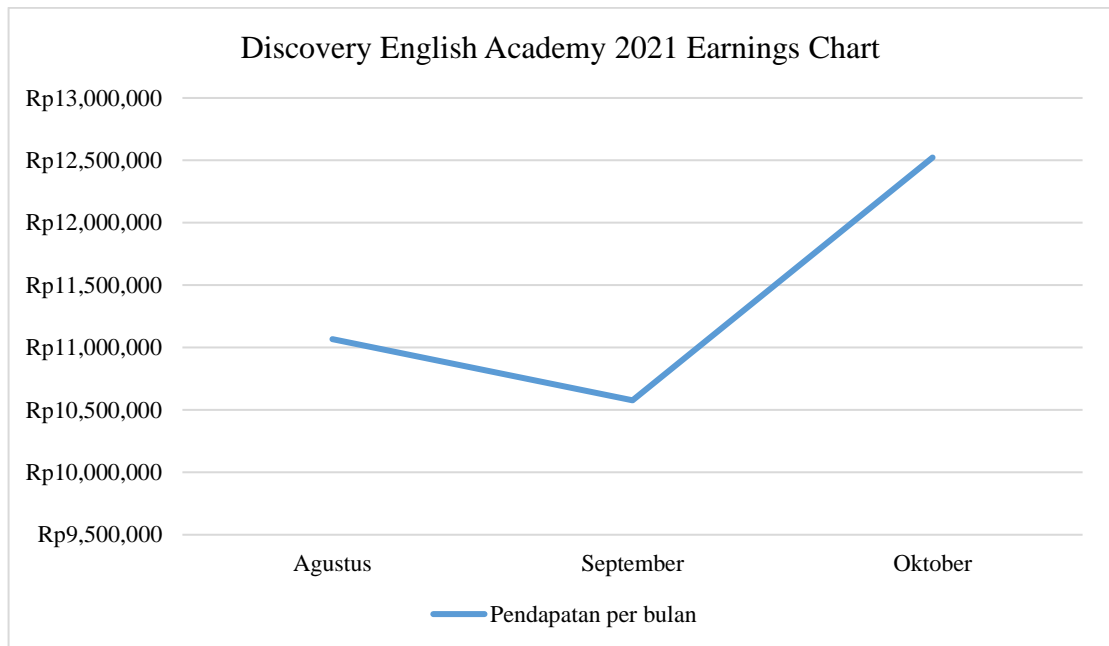


Figure 3. The Revenue Graph of Discovery English Academy on 2021

From the graph above, it can be seen that although the purchases number of each product has decreased within three months, the number of Discovery English Academy students is increase in every month and the amount of Discovery English income is fluctuates. At the end of the period, Discovery English Academy's total revenue rose significantly from the previous month which reached around Rp 12,500,000.

With a new marketing strategy implementation and a sizeable gift, it is hoped that it will maintain the growth of Discovery English Academy's revenue significantly.

CONCLUSION

The business practice of Discovery English Academy in August to October 2021 as a final project with a concentration on strategic management has been implemented well, the use of Instagram's social media to increase Discovery English Academy's brand awareness is not optimal since it cannot reach wide audience and audiences tend to ignore the advertisements or calls to action mixed in Discovery English Academy's content that caused in very low conversion rate. In addition, at the emergence of Discovery English Academy, the audience did not understand the features offered by Discovery English Academy, then they thought the price offered was not in accordance with the benefits they received.

From these problems, Discover English Academy uses Integrated Marketing Strategy (IMC) to solve the promotional effectiveness problem which is considered not optimal. IMC is use various social media channels to direct the audience to the same goal as Call to Action (CTA), which to know what the Discovery English Academy is. Thus, this strategy can increase brand awareness which will have an impact on increasing the sales number for learning video products offered by Discovery English Academy. In solving the problem related to price offer that considered expensive for audience, the Discovery English Academy provides a discount of 60% by using the promo code "START" for the audience who wants to try the features and content provided on Discovery English Academy learning platform. Thus, Discovery English Academy can focus on activities that able to increase the traffic for the sales growth within a certain period.

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