

## CHAPTER 2

### VALUE PROPOSITION

Theory and analysis as basis of GenieKids business model in the future are elaborated in this chapter. It includes theory from market analysis, industry analysis and blue ocean strategy. In market and industry analysis, researcher utilizes theory model of Pestel (Aguilar, 1967), Porter five-forces (Porter, 19789), TOWS (Weihrich, 1982), and Diamond Strategy (Hambridge and Frederickson, 2001). On theory of differentiation strategy compare to competitors, researcher applies **Blue Ocean Strategy** (Kim and Mauborgne, 2004). In the end, nine building block canvas theory (Osterwalder and Pigneur, 2010) is explained as well in this chapter before it is described more detail on chapter 3.

On market and industry analysis, total there are four (4) theories utilized. In general, the reason of using those four (4) different theories into GenieKids proposed business model is because each of the theory has unique point of advantages and complement to each other when they are combined. Other consideration is to examine this model from different point of view, from external into internal level. In example, Pestle theory able to explain the macro environment with social-politic content as important factor refer to government regulation which would be related to our business proposal. Porter five-forces analysis used to analyze forces that shape industry competition and TOWS analysis to generate strategy by elaborating strength, weakness, opportunity and threat as internal and external factor. Another theory is Diamond strategy that allows an organization to conceptualize and guide change in strategy over the time.

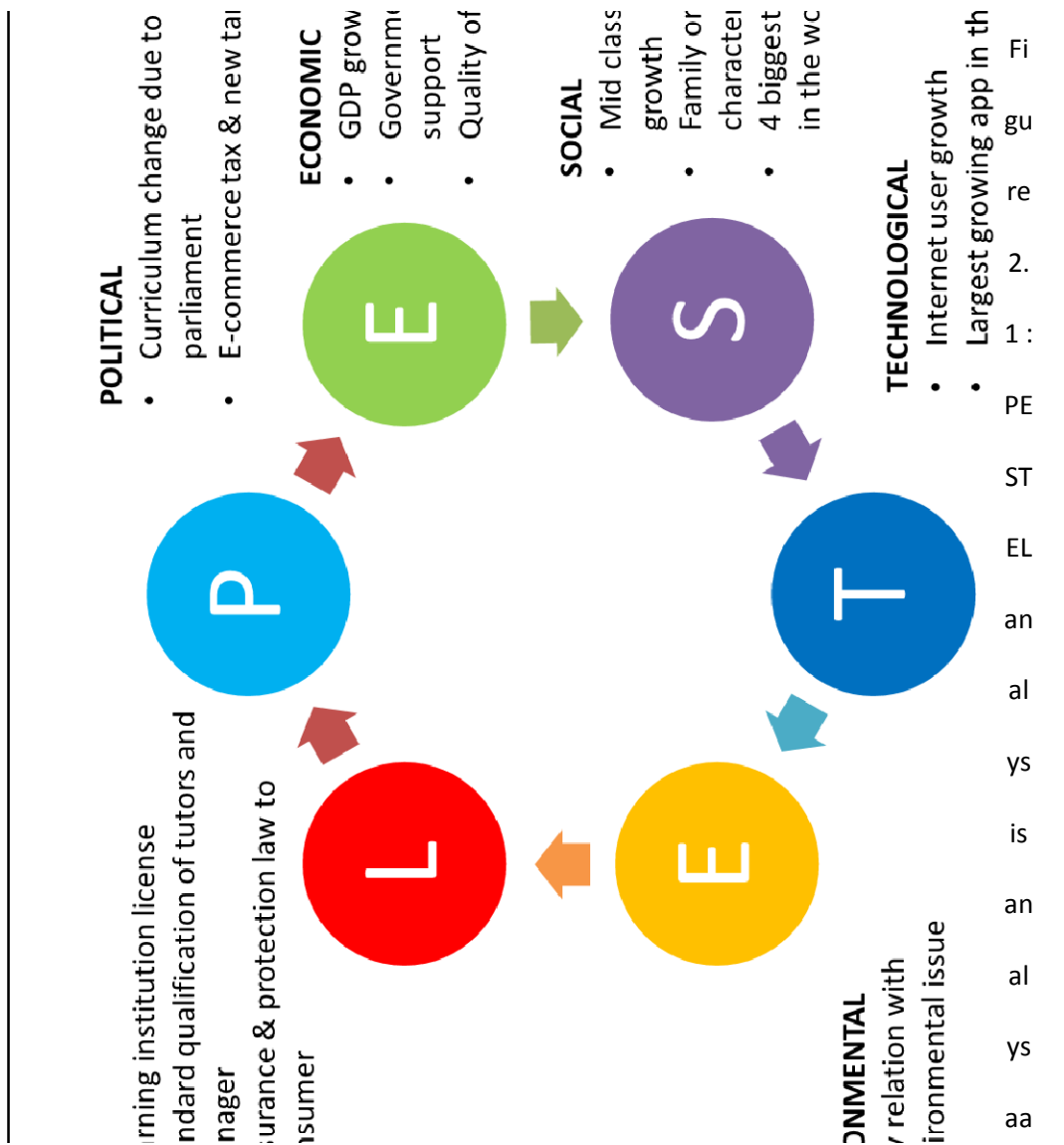
## **2.1 MARKET AND INDUSTRY ANALYSIS**

### **2.1.1 MARKET ANALYSIS**

To discover and quantify the macro environment, GenieKids apply PESTEL analysis which generated by Francis Aguilar in 1967. This concept focused on identifying trends thus it helpful for thinking proactively and anticipating change, rather than being overtaken by it. PESTEL analysis consisted of various aspects such as:

1. **POLITICAL** : government type & stability, regulation & de-regulation trends, tax policy, trade & tariff control and likely changes in the political environment
2. **ECONOMIC** : current & projected economic growth, levels of disposable income & income distribution and likely impact of technological or other change on the economy
3. **SOCIAL** : population growth rate & age profile, population employment patterns, job market freedom & attitudes to these and socio – cultural changes
4. **TECHNOLOGICAL** : impact of emerging technology, internet, reduction costs & increase remote working and rate of technological changes
5. **ENVIRONMENTAL** : weather, climate change and demand for 'green' products
6. **LEGAL** : antitrust, consumer, employment law and health & safety law

By using PESTEL analysis, GenieKids will be able to tackle future challenges, focus on the opportunities to increase the revenue and threats that could impact the business (Figure 2.1). However it has to face some challenges such as quality external information and analysis technique.



**POLITICAL (NEGATIVE)**

As an integrated online learning platform, one of GenieKids responsibilities is to ensure the learning material aligned with the education ministry regulation. Every few years, as the parliament changes, some regulation and curriculum will change as well and this inconsistent already happened for a long time. There are ten curriculum changes since 1968 (figure 2.2).

These changes will impact to the student's acceptance in the learning process, teachers in implementing the curriculum and parents in assisting their children.

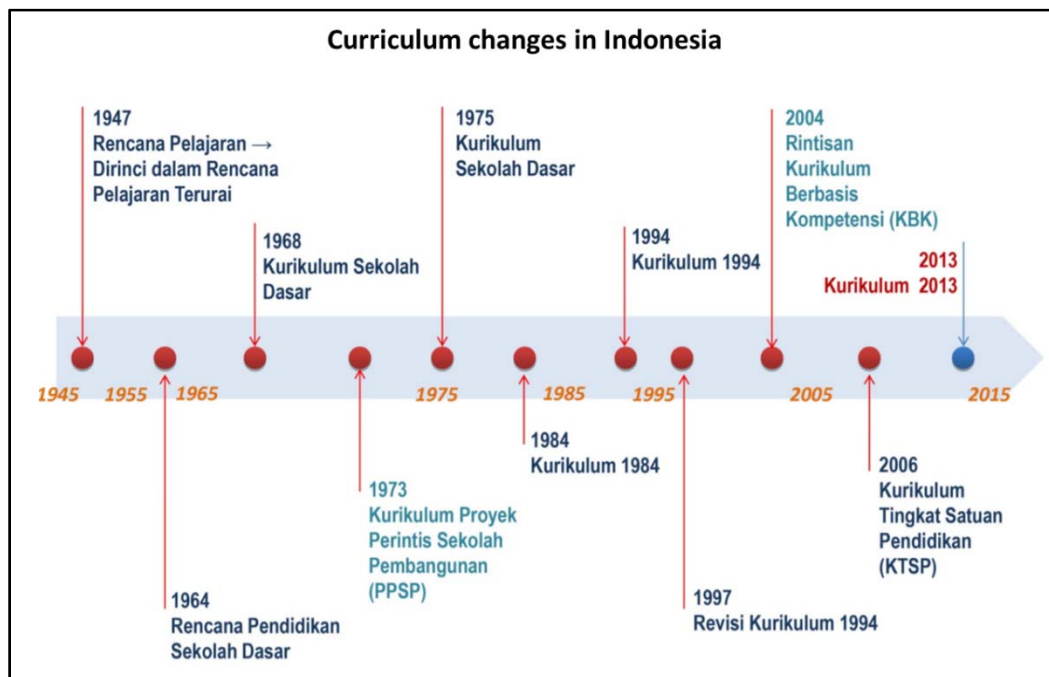


Figure 2.2 : Curriculum in Indonesia. Reprinted from *Berapa kali Indonesia berganti kurikulum*, Srie, 2017, from <https://www.kompasiana.com>. Copyright 2012 by kompasiana).

Beside the curriculum, there are tax policy, trade & tariff control as explained on the revised regulation no 36 of 2008 that relate to e-commerce tax and new tariff to support e-commerce business in Indonesia.

This point gives insight into curriculum alignment. The curriculum changes in short period impact to the GenieKids content which has to be updated regularly. Extra costs and time will be needed to solve this problem. Beside that GenieKids has to maintain the relationship with experts in education ministry.

## ECONOMIC (POSITIVE)

Indonesia GDP growth firmed up in 5% in the first quarter of 2017 (Figure 2.3) and this growth stable in last four years. Based on this growth and Asteriou & Agiomirgianakis (2001), people will spend more on education and the student will get a better quality of education. Hiring more qualified teachers, open wider access to educational materials and books are some ways to increase the quality of education.

Another support from government is strengthening priority program in education and this strategy was supported by structure reformation and re-allocate some budget to the education program. The education budget on 2017 state budget grows 27.4% compared with 2011 (Figure 2.4)

This point gives insight into quality of education that becomes important factor. Consumer become more critical in searching anything that relate with education. This condition challenge GenieKids to provide better quality than existing services. Some growth items including GDP and government support will bring positive impact to GenieKids.



Figure 2.3 : GDP Growth at Indonesia. Reprinted from Indonesia : Growth rate of the real gross domestic product (GDP) from 2012 to 2022 (compared to the previous year, n.d., Retrieved September 5, 2017, from <https://www.statista.com>. Copyright 2017 by statista

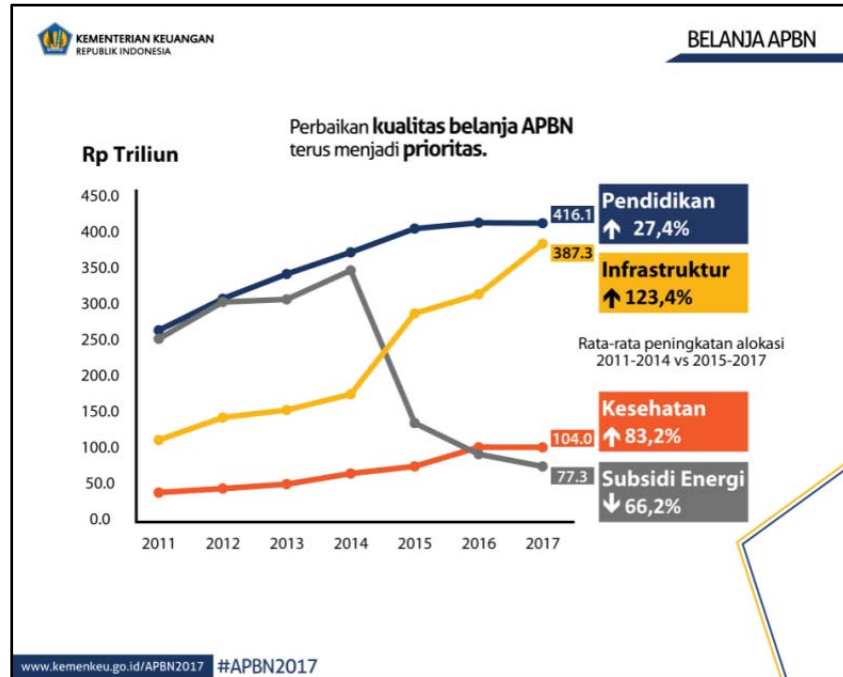


Figure 2.4 : Education's contribution in national budget. Reprinted from *Perekonomian Indonesia dan APBN 2017*, n.d., Retrieved September 5, 2017, from <https://www.kemenkeu.go.id>. Copyright 2017 by Kementerian Keuangan Republik Indonesia

## SOCIAL (POSITIVE)

According to Boston Consulting Group (BCG) data, mid class consumer in Indonesia with average spending US\$ 2-20 / day will reached 141 million on 2020 and this number is double from 2012 data. As the 4<sup>th</sup> biggest population in the world, some finding show that most of Indonesia people are family oriented. They tend to spend money to increase their family live quality including spending on education.

On the other side, Indonesia takes advantage from demographic bonus. It means the young or productive age population is higher than other group age. They could be an economic asset as long as they get better education and job. A senior economist from University of Indonesia Mohamad Ikhsan mentioned some characteristic of the middle-class population such as:

- Most of the middle-class population stay at cities
- Working at service and industry sector
- High mobility in their job and home
- Spend much on education and healthy

This point gives insight into spending behavior. As the parents get busy with their job, they are willing to spend more in education services that can make their life easier. Another insight is relate with the quality of employee that increase year by year because of the well education.

### **TECHNOLOGY (POSITIVE)**

The digital revolution has arrived in Indonesia and on 2015 73% of total internet users access via mobile. Indonesia internet users were expected to add 50 million from 2015 to 2020, reaching a penetration rate of 53%. (figure 2.5). The most usage is for communication, entertainment and delivery service. Looking this fact, Indonesia leaders seek new ways of doing business, government released national broadband plan to make internet more accessible and Universities offer various technology program. In moby analysis report stated Indonesia as one of the largest growing app market in the world.

Although Mobile data in Indonesia is very affordable compared with some other countries in ASEAN but the quality and internet band width can be very low (**Appendix 2**). There remain

some challenges including LTE technology that not fully deployed and difficult to reach high speed. According to McKinsey report, Indonesia ranks 85<sup>th</sup> of 144 countries in digital infrastructure and 77<sup>th</sup> in Internet bandwidth.

Related to digital ecosystem, nowadays everyone gets connected through internet. In any industry, this system allows the user interact each other through digital platform. By providing the sophisticated digital platform, the journey and experience of the user can be increased and the engagement level as well.

This point gives insight into the growing of internet user and internet quality. The growing internet user is good for GenieKids because we can sell more the services. On the other side, the internet quality become challenge in GenieKids project and create content that easy to play and use less bandwidth to get can be the solution



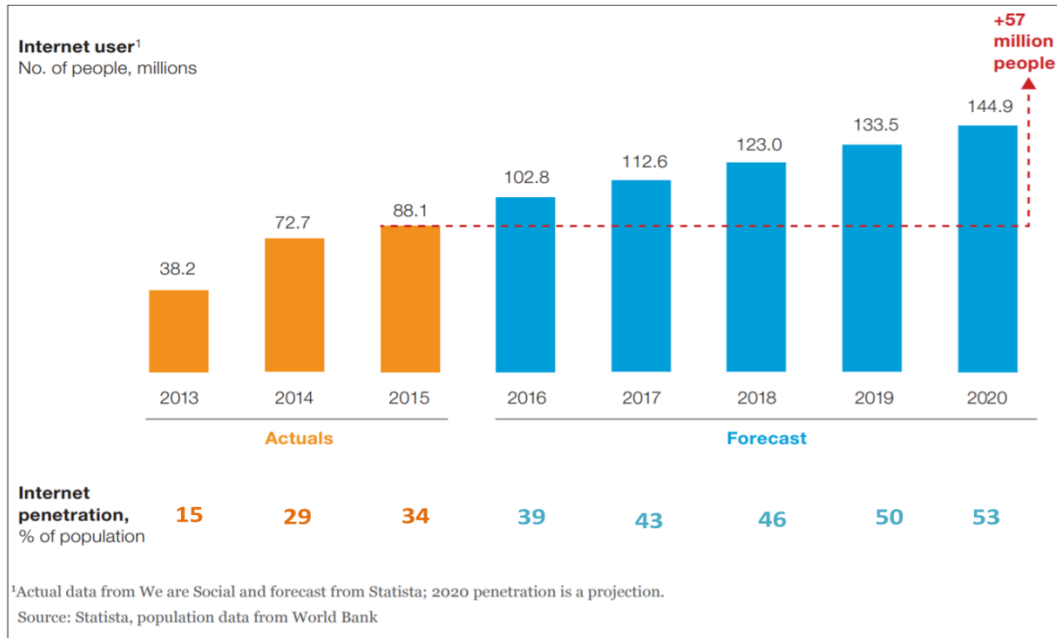


Figure 2.5 : Indonesia's internet population is further set to boom due to accessible mobile internet and cheaper phones. Reprinted from Unlocking Indonesia's digital opportunity , n.d., Retrieved November 6, 2017, from <https://www.mckinsey.com>. Copyright 2017 by McKinsey&Company Indonesia

## ENVIRONMENT

GenieKids as an online learning platform has low relationship with environment issue.

## LEGAL (POSITIVE)

As an on-line learning platform, there are some regulations to be followed related to the learning institution regulation:

- The regulation No. 62 of 2003 about National Education System explained that every learning institution should have a license from the government before operating.
- Based on DKI governor regulation No. 105 of 2012, the operation of nonformal learning institution, courses, training and learning center need license from region head

- National education ministry regulation No. 41 and 42 of 2009 explained the standard qualification of courses manager and tutors
- Regulation No 7 of 2014 explained about all aspects related to trading aspects including assurance and protection to the trader (provider) and consumer in doing electronic transaction

This point gives insight into easiness in licensing process. GenieKids can apply the permit to region head before operation and there are some course regulations and e-commerce tariff to be followed in order to make GenieKids stay in the business. An interview with the experts from Education ministry also explained that online course permit still in discussion.

The analysis of each point above prove that the curriculum changes, quality of education, spending behavior, growth of internet user, internet quality and easiness in licensing process become crucial factors in GenieKids. The good quality of GenieKids team could be the **STRENGTH**, The curriculum changes and internet quality could be the **THREAT**. On the other side the quality of education, spending behavior, growth of internet user and easiness in licensing could be the **OPPORTUNITY**.

## 2.1.2 INDUSTRY ANALYSIS

### 2.1.2.1 Porter's Five Forces Model

To analyze the competition as biggest threats of new business, GenieKids will use Porter's Five Forces model which originally developed by Michael E. Porter in 1979. The five forces will

help determine whether the business can be profitable or not based on other business in the industry. In Porter's model, the five forces that shape industry competition are:

1. Competitive rivalry. This force examines how intense the competition in the market, which determine the number and strength of the competitors.
2. Bargaining power of suppliers. This is determined by how easy the suppliers control the prices, how many potential supplier and uniqueness they provide?
3. Bargaining power of customers. Relate to how the power of consumer to affect the price and quality.
4. Threat of new entrants. Think about how easy the business can be affected by new comer. How much would it cost and how tight the regulation?
5. Threat of substitute products or service. This refer to how your customers finding different way to switch the competitor products or service

This concept also determined the industry structure and competition level in the industry. The stronger competitive forces are the less profitable it is and the business become not so attractive (Figure 2.6)

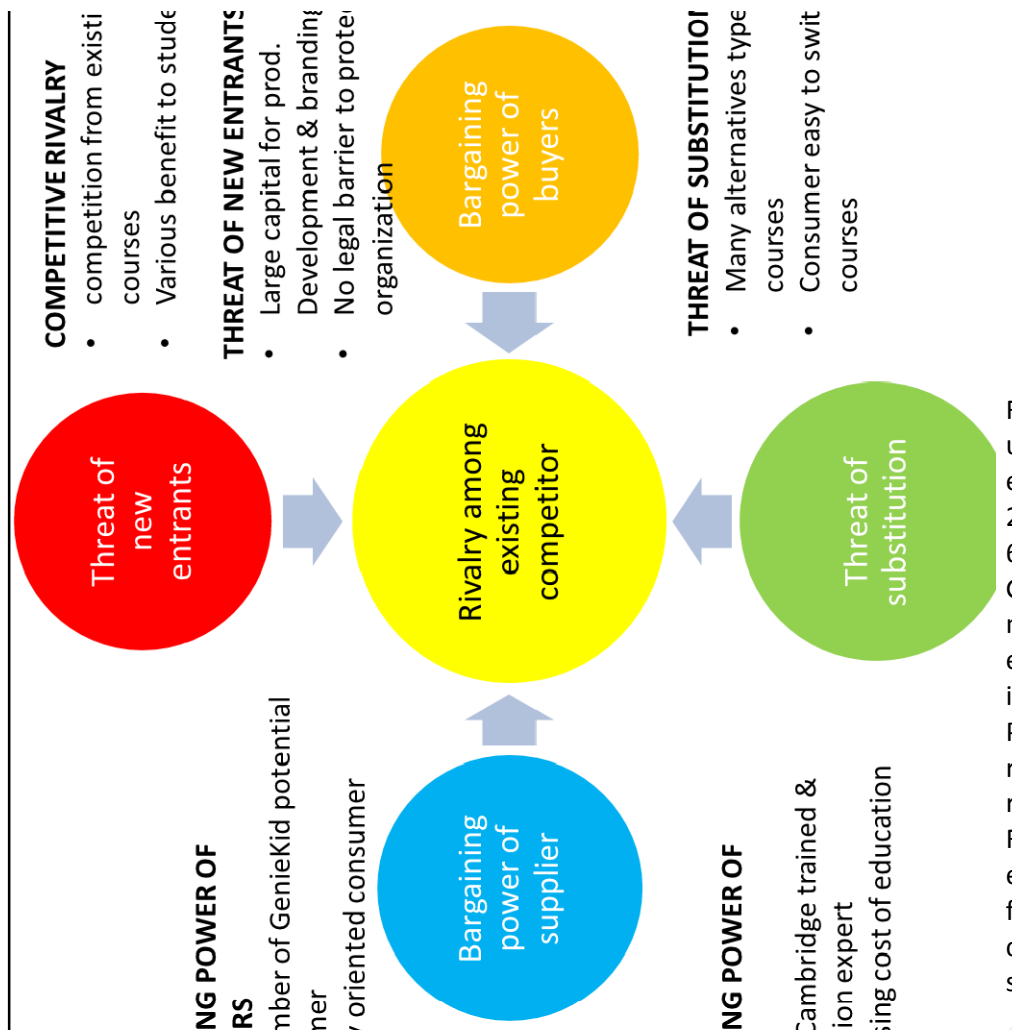


Figure 2.6: GenieKid Porter's Five Forces

**COMPETITIVE RIVALRY (intensity LOW)**

GenieKed will face competition from existing extra courses including learning center, tutor and on-line learning which offer different value proposition such as below (figure 2.7 &2.8):

DESCRIPTION	Extra Course Learning Center	Private Tutor	On-line Tutor
Distance	X	V	V
Fee	X	X	V
Flexibility	X	V	V
Punctual	V	V	V
Reputation	V	?	?
Feedback to parents	?	V	X
Nurturing attitude	?	V	X
Inline with school's curriculum	?	V	?

Figure 2.7 : Qualitative comparisons of extra courses in Indonesia

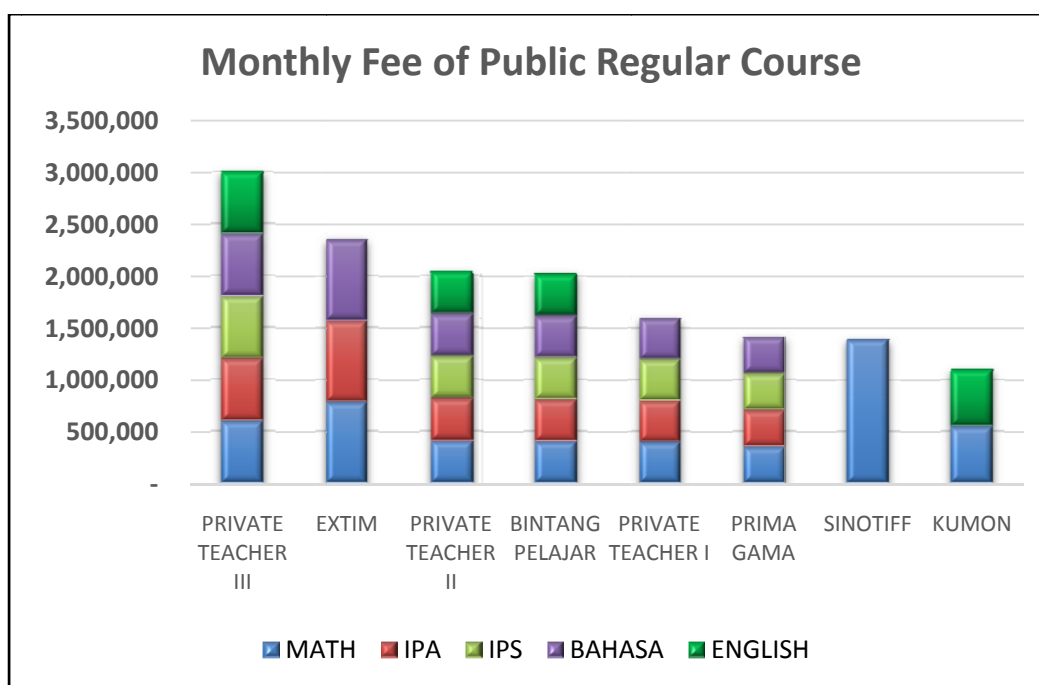


Figure 2.8 : Quantitative comparisons of extra courses in Indonesia

At the above table showed, we can see Learning Center, Private tutor and on-line learning offer various benefit features to the students. Each of way has different advantage and disadvantage. Every consumer has each preference in choosing the services. However

hesitation arises for some point because the fulfillment depends on the quality of people (tutor).

Size of GenieKids competitor's varied but they have each consumer segment and operated in certain area. In example, the most flexible is private teacher and learning center such as Sinotif, operated mostly at north and west Jakarta.

The low level of competition gives insight into room for growth to GenieKids. By offering unique features that existing competitor cannot offer, the opportunity to expand the business becomes higher. To increase the features effectiveness, researcher will conduct a survey to explore the consumer pain point and expectation. However the new challenge that could be arise relate with the fulfillment of varied consumer need.

#### **THREAT OF NEW ENTRANTS (intensity HIGH)**

Insignificant capital is needed for product development, branding and advertising limits the entry of newer competitors in the on-line learning industry. However, the new entrants, existing on-line learning or learning center could easily imitate GenieKids in the future. Beside imitation issue, there is no legal barrier to protect existing companies from new entrants.

This point gives insight into the capital issue that will not be a problem for organization because the project needs insignificant capital. And this condition will increase the competition in the market. New organization can easily enter the business. Another insight is related to product imitation.

#### **THREAT OF SUBSTITUTES (intensity HIGH)**

There are many alternatives types of extra courses provider such as learning center, private tutor and online learning. Those substitutes offer different quality, price and method. However the consumer can easily find and switch the courses as their expectation.

This point gives insight into the choices in selecting the extra courses provider. The existing competitors offer various value propositions that could be matched with certain consumer need. As long as the consumer can accept this condition, the existing extra course provider can stay longer in the education industry.

### **BARGAINING POWER OF SUPPLIERS (intensity LOW)**

Many Cambridge trained or certified education experts and educative game developer will be GenieKids advantage in supporting the courses material and learning guidance. They also challenged to give better understanding to students by creating more feature and content to the students. An issue that must be considered is non disclosure aspect to protect the services.

This point gives insight into the good quality of education expert and educative game developer that impact to the materials & fee. The high number of those suppliers will make GenieKids have power to monitor the price. However, idea protection could be an issue to be considered.

### **BARGAINING POWER OF CUSTOMERS (intensity LOW)**

The big number of GenieKid's consumer is Cambridge and Diknas elementary students and the end consumer is their parents who are not price sensitive but their decision is still based on quality of courses. As per 2018, the number of Cambridge Curriculum School is 193 and the number of students on 4<sup>th</sup> to 6<sup>th</sup> grade elementary school is 72,000 students. Beside that, GenieKids provide various of on-learning packages and will be sold directly from GenieKids platform or during events.

This point gives insight into big market potential of GenieKids and the number is keep growing.

By having Three (3) LOW-intensity and Two (2) HIGH-intensity of forces, GenieKids could sustained in the business and earn more profit. On the other side, the room for growth, good quality of education expert & educative game developer could be the **STRENGTHS**. Fulfillment of varied consumer need and idea protection could be the **WEAKNESSES**. Big number of Cambridge curriculum school could be an **OPPORTUNITY**. And the product imitation, existing extra course provider and insignificant capital could be the **THREATS**.

#### **2.1.2.2 TOWS Analysis**

TOWS analysis which is a variant of SWOT analysis identified the organization's internal and external factor. Strength and weakness are the internal factor and opportunities and threat are external factors. The internal factors are operations, finance, marketing and the external factors are political, economic, technology and competition.



This analysis also can help the organization to generate and select the strategy by take advantage of opportunities, reduce threats, overcome weakness and exploit strength such as below:

- **STRENGTH:** Attributes that makes company stronger against its competitor and can be effective to achieve the objective
- **WEAKNESS :** Factors that can be risky for company to achieve success in the future
- **OPPORTUNITY :** Conditions that can be helpful towards the attainment of the objective
- **THREATS :** Settings that could be risky and harmful towards achieving the objective

By combining all of above factors, the TOWS Matrix will not point to which specific strategies to adopt but it given some indication where action is required. Weihrich (1982) describe the four combinations as follow :

<b>TOWS</b>	External Opportunities (O)	External Threats (T)
	Internal Strengths (S)	<b>SO</b> 'Maxi – Maxi' strategy  Strategies that use strengths to maximize opportunities
Internal Weakness (W)	<b>WO</b> 'Mini – Maxi' strategy  Strategies that minimize weakness by taking advantage of opportunities	<b>WT</b> 'Mini - Mini' strategy  Strategies that minimize weakness and avoid threats

Figure 2.9 : TOWS matrix. Reprinted from TOWS analysis : a step by step guide, n.d., Retrieved November 6, 2017, from <https://blog.oxfordcollegeofmarketing.com>. Copyright 2017 by Oxford college of marketing

STRENGTH WEAKNESS

OPPORTUNITY

THREAT

NS	<ol style="list-style-type: none"> <li>1. Implement differentiation concept</li> <li>2. Good qualities of core team</li> <li>3. Good qualities of education experts</li> </ol>	<ol style="list-style-type: none"> <li>1. Product content</li> <li>2. Fulfillment of Value</li> </ol>
<p>Important factor</p> <p>in</p> <p>growing</p> <p>curriculum school is</p>	<p>Implement right marketing strategy to attract consumer</p> <p>Improve platform content regularly to increase the value added</p> <p>Comply with courses permit</p> <p>Create various and affordable package</p> <p>Implement pedagogy concept in content development</p> <p>Create Unique features: Organized by Cambridge curriculum, Progress monitoring feature, Creating way to solve problem &amp; Learning alert</p>	<p>Implement 'scrum' methodology in product development</p> <p>Improve IT team skill</p> <p>technology</p>
<p>Weak area</p>	<p>Create easy to access content and less bandwidth of learning platform</p> <p>Focus in good internet quality area (big cities ; Jakarta, Bandung, Surabaya)</p> <p>Applied freelance / project based system to employee</p>	<p>regular budget monitoring</p> <p>from advertising and marketing</p> <p>Generate 'non-discussion' project based and trend</p> <p>Conduct consumer survey</p>
<p>TO WS matrix of Genie Kid</p>	<p>Figure 2.10: &amp; school engagement competitor activities and adjust the marketing strategy as needed</p> <p>Increase curriculum alignment through maintain the relationship with education ministry</p>	

In defining the **STRENGTH, WEAKNESS, OPPORTUNITY and THREAT**, researcher implement the result of internal and external analysis as explained on **PESTEL** and **PORTER'S FIVE FORCES** above (Figure 2.10). The **TOWS** analysis recommends some strategies to be done:

- GenieKids has to apply the effective marketing strategy and provide various of services to reach more consumer. The marketing strategy should fit the children as GenieKed user and parents as decision maker
- Quick response and adapt with the changes through maintain relationship with education ministry and consumer survey required to be compete in the market.
- Insignificant investment became one of crucial factor in this project because competitor easily enters the business. To overcome the problem, GenieKids has to increase the product quality, brand awareness and manage well the expense.
- Protect the copyright through non-disclosure agreement with vendors and employee

### 2.1.2.3 Strategy Diamond Model

The Strategy Diamond created by Hambrick and Fredrickson on 2001. This strategy show what the actual bits and pieces of a strategy are and how they fit together. Ideally, application of the strategy diamond begins by answering question in five major elements such as (Figure 2.11):

- Arenas: Where will we be active and with how emphasis.  
Things to be considered: core technology, geographic areas, market segments, product categories and value-creation stages.
- Vehicles : how will we get there  
Things to be considered: Acquisitions, joint ventures, internal development or licensing /

- Differentiation : how will we win

Things to be considered: customization, image, price and product reliability

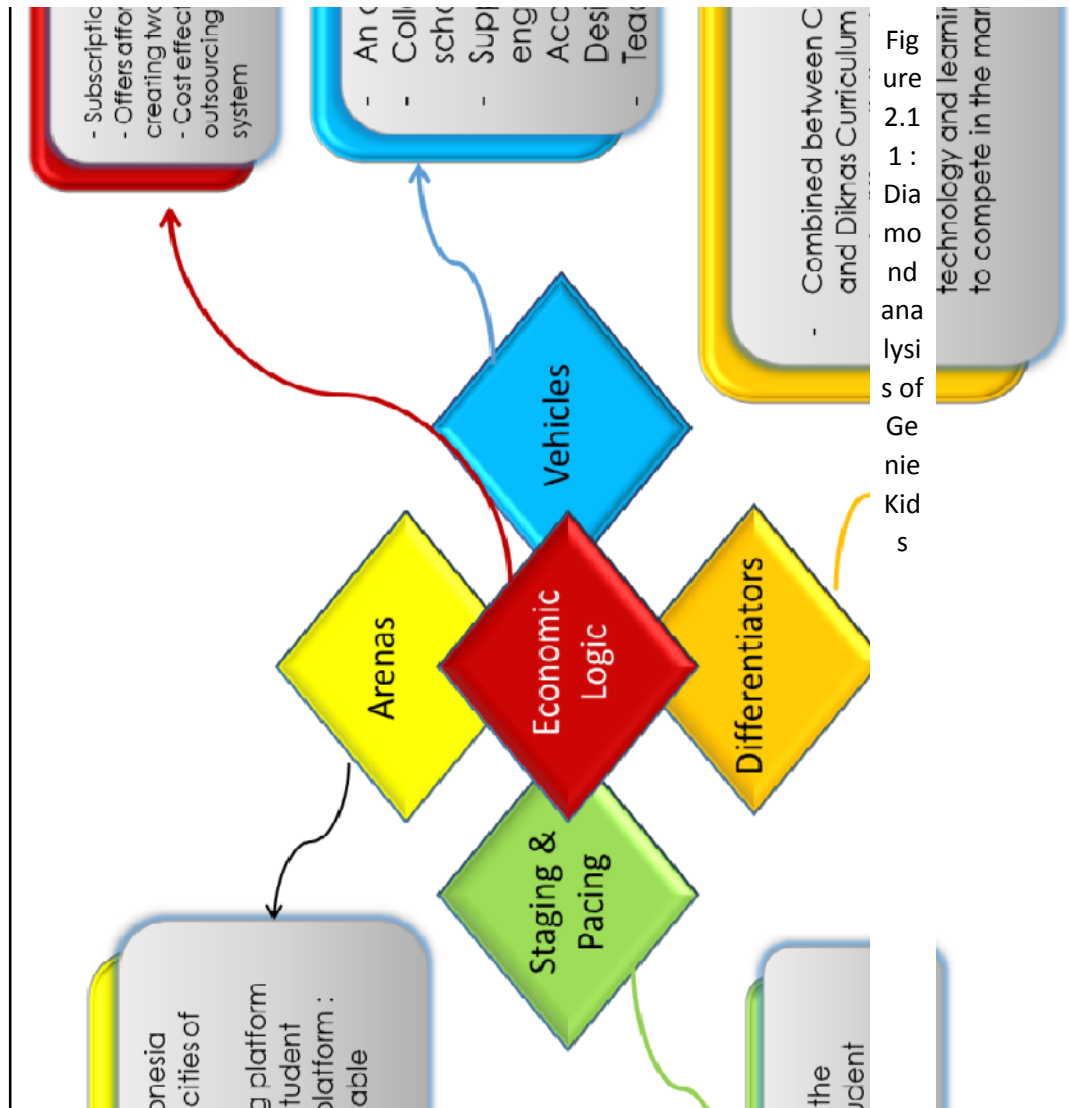
- Staging: what will be our speed and sequence of moves

Things to be considered: speed of expansion, initiatives, economic logic, lowest cost and premium prices

- Economic value : summarize how the four elements above work together to maximize profit

Some insights by applying **DIAMOND** analysis:

- GenieKids has to apply differentiation strategies which integrate high technology and learning methods to compete in the market.
- Keep update the learning content regularly to fulfill student need. The practice materials will be added on regularly and adjusted with Diknas curriculum changes.
- Revenue of GenieKids will come from subscription of various learning package and advertising that relate with children.
- To decrease the operation cost, GenieKids will implement the outsourcing system and convert some fix costs into variable costs. The implementation could be outsource the teacher, IT team in develop a project, and fee based on materials chosen



## 2.2 ANALYSIS IMPLEMENTATION

From the **PESTEL, PORTER'S FIVE FORCES, TOWS and DIAMOND** analysis, there are e insights and strategies can be implemented in GenieKids project such as:

- Differentiation is crucial point in this project to be sustained in online learning mar
- The growing of internet users, GDP, Cambridge school and learning behaviour ch s support the project in entering online learning business

- By converting content development and building into variable cost, the initial investment of this project can be reduced
- Good quality of education expert and educative game developer are the strength of GenieKids that must be maintained.
- GenieKids has room to grow but must be aware for different consumer needs and awareness of idea patent protection or copyright. Frequent improvement of content and education games within syllabus basis of Cambridge and Diknas curriculum are methods to reduce the weakness.
- The potential grow of Cambridge curriculum school would be opportunity in the future for market sustainability.

### 2.3 BLUE OCEAN STRATEGY

Researcher found **PORTER'S FIVE FORCES, TOWS and DIAMOND** analysis explained the DIFFERENTIATION strategy that could be the solution to win the competition. An effective differentiation strategy can make GenieKids stand out from the crowd. To make the competition irrelevant, GenieKids implement **Blue Ocean Strategy** which founded by Kim and Mauborgne (2004)

In Blue Ocean strategy demand is created rather than fought over and has opportunity for growth in profitable and rapid. Different with Red Ocean strategy which compete in all the industries already exist and as the market get more crowded, prospects for profits and growth

decline. The other differences between Red Ocean vs Blue Ocean Strategies as followed (Figure 2.12):

<b>Red Ocean Versus Blue Ocean Strategy</b>	
The imperatives for red ocean and blue ocean strategies are starkly different.	
<b>Red ocean strategy</b>	<b>Blue ocean strategy</b>
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value/cost trade-off.	Break the value/cost trade-off.
Align the whole system of a company's activities with its strategic choice of differentiation <i>or</i> low cost.	Align the whole system of a company's activities in pursuit of differentiation <i>and</i> low cost.

Figure 2.12 : Red ocean strategy vs Blue Ocean strategy. Reprinted Blue ocean tools, Kim, W.Chan & Mauborgne,Renee, Retrieved November 6, 2017, from <https://www.blueoceanstrategy.com>. Copyright 2017 by Kim & Mauborgne

This theory also explained the company that implement Blue Ocean strategy never use the competition as benchmark but they create a leap in value for both buyers and company. In other words, companies search for ways to create unique products or services rather than engaging in traditional competition. The most important feature of Blue Ocean strategy is it rejected the fundamental of conventional strategy which was trade-off between value and cost. The successful companies pursue differentiation and low cost simultaneously.

There are 'Four action frameworks' to create a new value curve:

- Raise: what factors should be raised to be above industry standard?

- Eliminate: which factors have long competed on should be eliminated?
- Reduce: which factors should be reduced well below the industry's standard?
- Create: which factors should be created that the industry has never offered?

The implementation Blue Ocean strategy in this project divided into four actions (Figure 2.13):

- RAISE. Through online learning platform, every student can access the material anytime as schedule set by their parents or by themselves
- REDUCE. GenieKids is offer 3 packages based on curriculum and duration. The fee courses were lower than existing learning centre and other existing courses.
- ELIMINATE. Children and parents don't have to go anywhere in order to reach the courses. They can access the platform at home or some other places
- CREATE. There are four new concepts that will be implemented in GenieKids:
  - Game-based. According to Kapp gamification is 'using game-based mechanics, aesthetics and game thinking to engage people, motivate action, promote learning and solve problem.' (Kapp, 2012). The gamification in GenieKids including progress indicator, feedback, difficulty level, rewards and competition.
  - Cambridge. GenieKids provide material based on Cambridge and Diknas Curriculum taught in fun and interactive ways
  - Real-time monitoring progress: By knowing the children learning activity on-time, parents will feel worry-less and can assist them.
  - Learning alert: Both children and parents will receive reminder through text message when :



- It is about to start for the next topic. Each topic has duration about 2 weeks, including reading materials and exercises.
- A day or 24 hours before deadline of duration.
- If they miss the completion deadline.

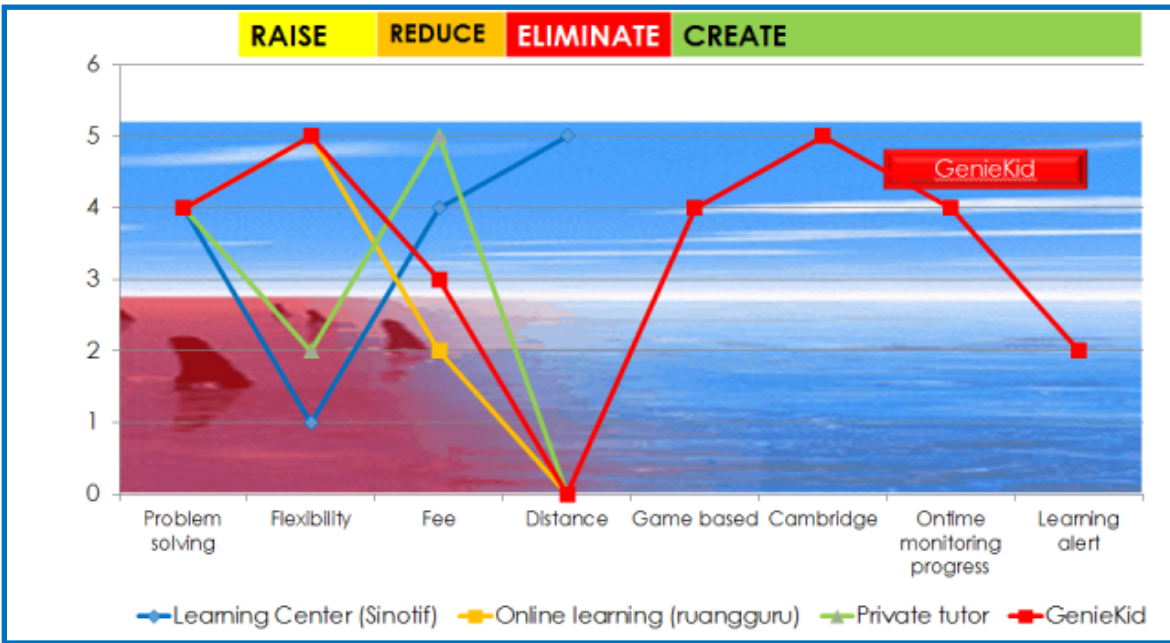
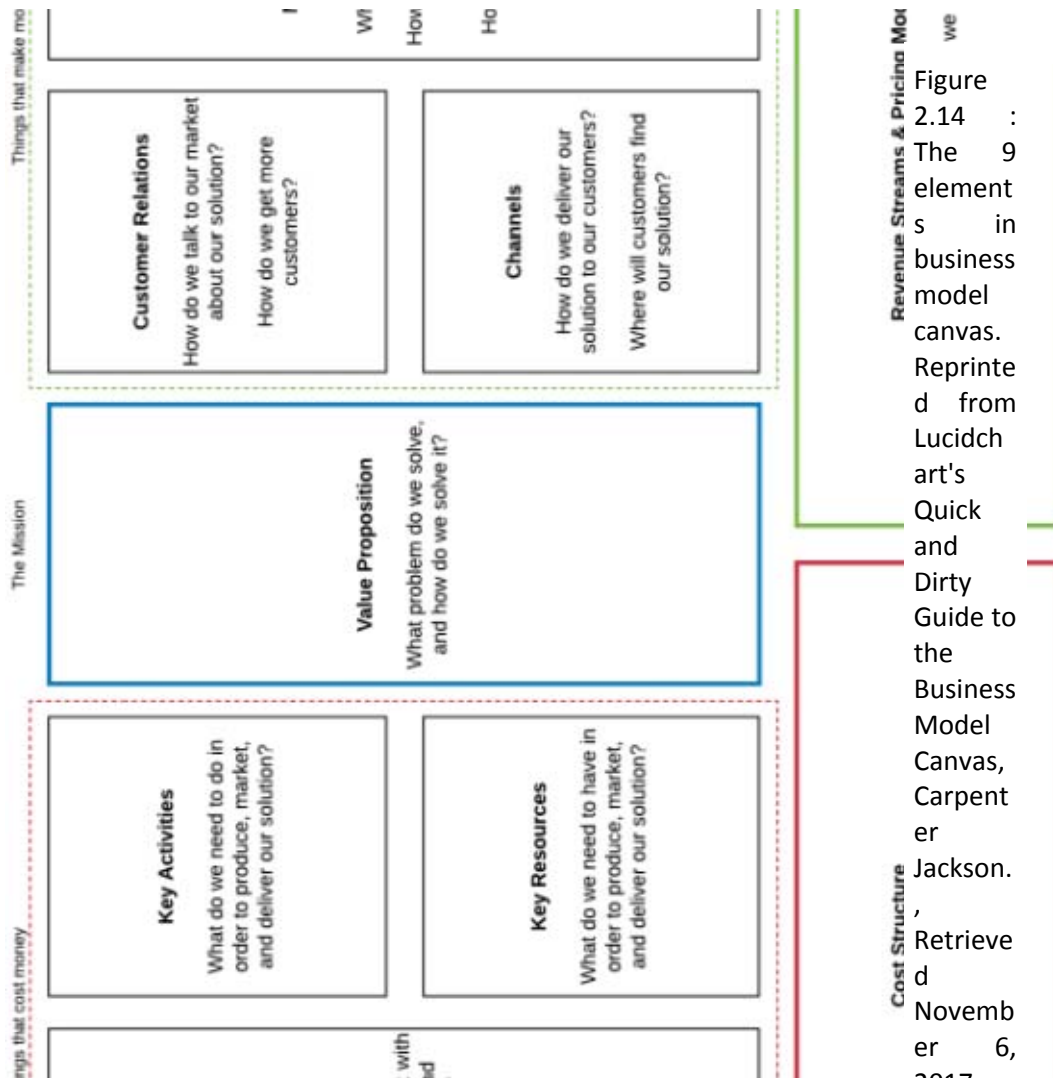


Figure 2.13 : Blue ocean canvas of GenieKids

## 2.4 THEORY OF BUSINESS MODEL AND CANVAS

The essential Business Model Canvas (BMC) which developed by Alexander Osterwalder and Yves Pigneur provide a 'shared language' that describe how a company work. This theory also maximizes broader strategic thinking and minimizes debate of operational details. There are nine value categories of company and become strategy tools in developing new business. The nine categories that also known as building blocks of a company and consist of:

- Customer segments: who are the customers? Target one or more types of consumer.
- Value proposition: why do customers buy or use? What benefit that lead consumer to do business with your company rather than competitors
- Channel: how are these proposition promoted, sold and delivered? Customer touch points to communicate value, distribute, sell products and services.
- Customer relationship: how do you interact with the customer through their 'journey'? Different ways to serve distinct market segments.
- Revenue stream: how does the business earn revenue from the value proposition? Income flows through sales or ongoing payment
- Key activities: what unique strategic things does the business do to deliver its proposition? Critical tasks that engage consumers and turn a profit
- Key resources: what unique strategic assets must be the businesses have to complete? Including physical, financial, intellectual or human depending on what company does.
- Key partnerships: what can the company not do so it can focus on it Key activities? Joining with other entities that can expand or protect the market share in industry
- Cost structure: what are the business' major cost drivers? Represent the fix and variable expenses



## 2.5 RESEARCH METHODOLOGY

In this project, researcher will conduct descriptive research because it will help us to understand the consumer needs and the solutions. There are two ways data can be gathered –qualitative and quantitative method. Interview, and focus group discussion are qualitative method to get deeper understanding about pain point and needs. In order to measure which feature or process will be suited to the consumer, we will conduct the quantitative research and this

Figure 2.14 : The 9 elements in business model canvas. Reprinted from Lucidchart's Quick and Dirty Guide to the Business Model Canvas, Carpenter Jackson, Retrieved November 6, 2017, from <https://www.lucidchart.com>. Copyright 2017 by Lucid Software Inc

method is characterised by a numerical observation including questionnaire. The implementation of research such as below (Table 2.1 & 2.15) :

Table 2.1 : Methods of data collection

<b>Respondent</b>	<b>In depth interview</b>	<b>Questionnaire (google form &amp; Jakpat*)</b>	<b>Focus Group Discussion</b>
Parents	<b>v</b>	<b>v</b>	
Students (Children)	<b>v</b>	<b>v</b>	<b>v</b>
Teachers	<b>v</b>		
Education Ministry	<b>v</b>		
Private tutor	<b>v</b>		
ECLC	<b>v</b>		
Cambridge Assessment International Education	<b>v</b>		

(Source : Primary interview data from direct source)

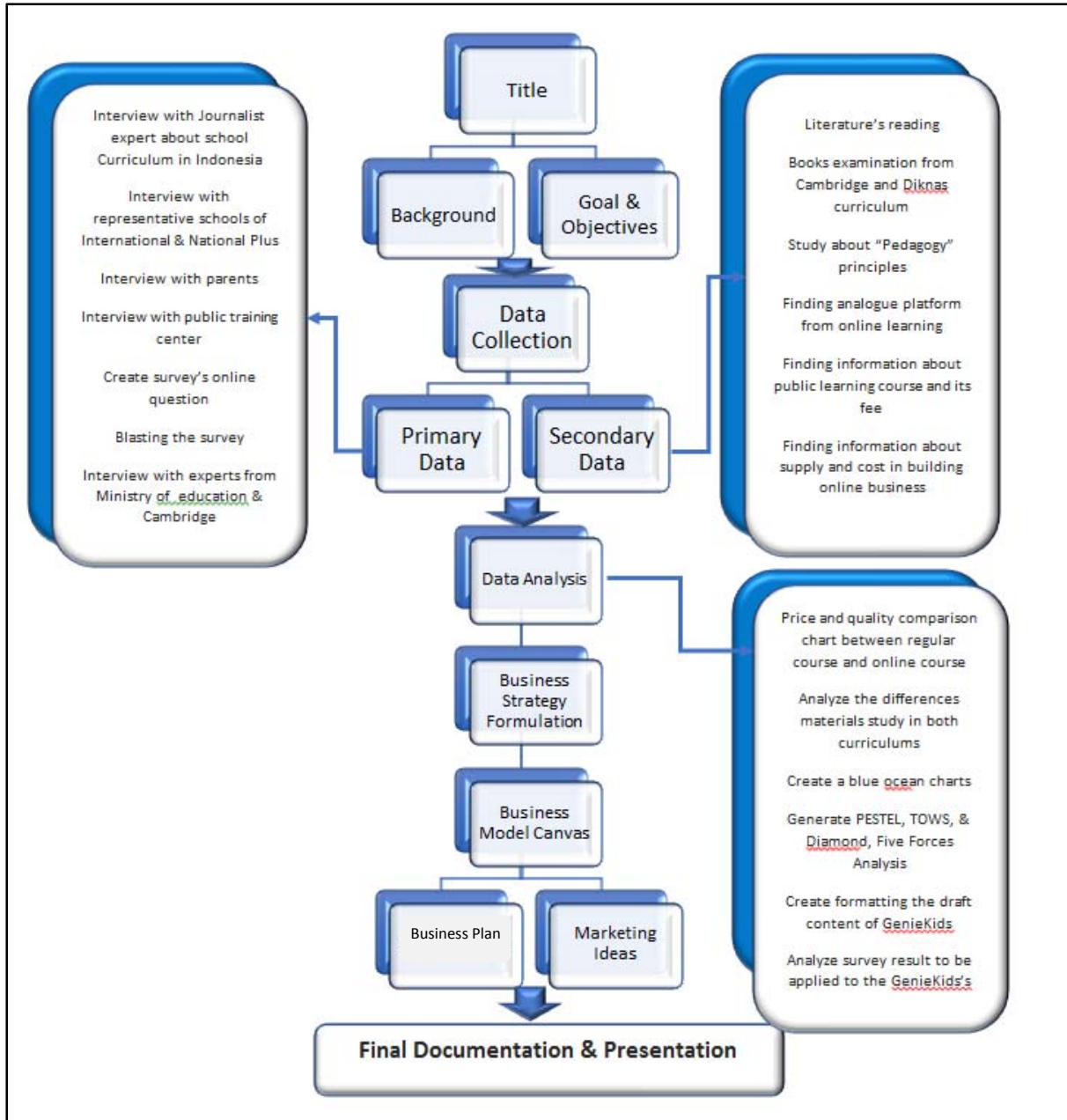


Figure 2.15 : Chart of thesis workflow and framework.