Analysis of Value Proposition Canvas and Lean Business Canvas for Marketing Strategy Development, Operations, and Human Resources in EDU Smarty Generation Tutoring in Tangerang Indonesia

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ABSTRACT

Keywords: value proposition canvas, lean business canvas, marketing strategy, operations strategy, human resource strategy.

This study aims to analyze the use of Value Proposition Canvas (VPC) and Lean Business Canvas (LBC) in the development of marketing, operational, and human resource (HR) strategies in EDU Smarty Generation (ESG) tutoring in Tangerang, Indonesia. A descriptive qualitative approach with case studies is used to explore the needs of students and design appropriate strategies. Based on VPC analysis, ESG managed to understand students' needs related to flexibility and personalization of learning, thus enabling the development of marketing strategies based on blended learning technology. Through LBC, the ESG business model is focused on operational efficiency and learning innovation with a café-based learning environment. The results show that the combination of VPC and LBC can improve the effectiveness of ESG marketing, operational, and HR strategies, including improving tutor capabilities and technology use. In conclusion, the implementation of this framework supports the long-term growth of ESG and strengthens its position in the competitive tutoring market.

Introduction

Quality education is the main foundation for building a young generation that is competent and able to compete at the national and global levels. In Indonesia, in addition to formal education, non-formal education services such as tutoring have an important role in helping students face increasingly complex academic challenges. Tutoring provides additional support for students in preparing for exams, understanding difficult subject matter, and improving their learning outcomes.

EDU Smarty Generation (ESG), a tutoring institution based in Tangerang Raya, comes with innovative services with Blended Learning and Full Online Two-Way Learning methods. This approach is designed to answer the needs of students who want learning flexibility as well as personalized guidance from tutors. With a learning concept that integrates technology and a convenient learning experience, ESG is committed to supporting students' academic achievement in the Greater Tangerang area and its surroundings.

Based on data from the Education Office in 2024, the number of Public and Private High Schools with Accreditation A in Tangerang Regency, Tangerang City, and South Tangerang reflects a significant market potential for tutoring services. Here is the detailed data:

Table 1
List of High School and High School Students in Tangerang Raya

It	Types of Schools and Districts	Number of Schools	Number of High School Students			Accreditation
			Jul	L	P	
1	State High School in Tangerang Regency	32	35.577	15.078	20.499	A
2	State High School in Tangerang City	15	15.733	6.851	8.882	A
3	State High School in South Tangerang City	12	14.260	6.423	7.837	A
4	Private High School in Tangerang Regency	17	4.284	1.784	2.500	A
5	Private high schools in Tangerang City and Tangerang Sel.	21	14.525	6.810	7.715	A
		97	84.379	36.946	47.433	

Source: https://dapo.kemdikbud.go.id/sekolah

The total market potential in these three regions stands at more than 84,000 students, most of whom come from families with a high awareness of the importance of supplemental education to support their children's academic success. (Pattisina & Sumadi, 2023).

However, the tutoring market in this region is also very competitive, with the presence of large institutions such as New Primagama, Nurul Fikri, Ganesha Operation, and Brain Academy (Ruang Guru). To face these challenges, ESG needs to develop the right and innovative strategies to meet customer needs while differentiating itself from competitors.

This report aims to analyze marketing, operations, and human resource management strategies that can be applied by ESG using the Value Proposition Canvas (VPC) and Lean Business Canvas (LBC) approaches. VPC helps ESG understand the values that customers want, while LBC maps out the key elements of the ESG business model. With the combination of these two tools, ESG can design effective strategies, focus on customer needs, and increase competitiveness in the education market.

Method

The methodology used in this report is the Qualitative Descriptive Analysis Method with a Case Study approach. This analysis aims to explore, explain, and develop the right

strategy for EDU Smarty Generation (ESG) tutoring by referring to the results of surveys
and relevant data, both from internal and external factors. The following are the steps
taken in the preparation of this report:

1. Data Collection
2. Analysis of External and Internal Factors
3. Preparation of Value Proposition Canvas (VPC)
4. Preparation of Lean Business Canvas (LBC)
5. Development of Marketing, Operations, and Human Resource Strategies

Results and Discussion

Porter's Five Force Model
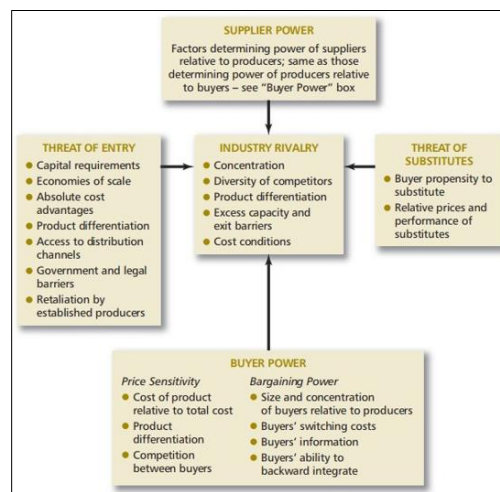
(Source: Grant, 2000)

Based on the analysis of Porter's Five Force Model, the ESG position is obtained as
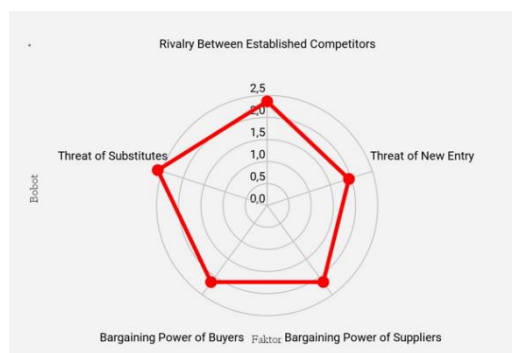follows:

Figure 2
Spider Porter's Five Force Diagram
(Source: 2024 Author Team)

Based on the results of the recapitulation from Porter's Five Forces, the average result is 2.24. The results can be concluded that the average competitive score in the tutoring industry is **kept**. Newcomers have the opportunity to influence the market by offering product innovations from those already circulating in the market.

PEST Analyze

Political, Economic, Social, and Technological Analysis (PEST analysis) is an external analysis used to identify opportunities and threats to changes in the external scope of a company.

Figure 3
PEST Analysis Factor
(Source: https://www.visual-paradigm.com/guide/strategic-analysis/)

From these two external analyses, Opportunity-Threat will be obtained in the External Factor Evaluation (EFE) matrix. The result of the ESG score in the EFE analysis is **3.05.** This score is above the average score of 2.5. This shows that ESG will respond in a remarkable way taking advantage of external opportunities and avoiding the threats faced in the tutoring industry.

Analysis of Demand

Analysis of Demand or demand analysis is necessary for every company to know the market desire that can be used as a strategy in sustainability. ESG conducts demand analysis which is an analysis of factors desired by customers in choosing tutoring. Here are these factors:

(a) Tutoring locations

(b) Blended Learning Method

(c) College Entrance Counseling Services

(d) Good tutors/teachers

(e) Curriculum Suitability

Analysis of Competition

Competition analysis includes the efforts that companies must make to stay ahead of the competition. This analysis is considered one of the effective concepts for analyzing

market trends and assisting companies in developing long-term competitive advantages (Robert M. Grant, 2019). The following factors that ESG analyzes in competitive analysis are:

(a) Reputation and testimonials

(b) Comfort of the place

(c) Technology

(d) Price

(e) After-sales

From these two internal analyses, Strength-Weakness will be obtained in the Internal Factor Evaluation (IFE) matrix. The ESG score in the IFE analysis is 2.81. This score is above the average score of 2.5. This indicates a strong internal position to leverage its strengths in achieving success and indicates improvements to the company's strategy and operations to address weaknesses in the tutoring industry.

Conducting external and internal analysis will provide a Competitive Advantage for ESG, namely the ability of an organization to create higher value than its competitors in a certain industry or market. Competitive advantage can be analyzed using VRIO (Value, Rarity, Inimitability, and Organized). Based on this VRIO, the ESG advantage factors that provide the implication of Sustained Competitive Advantage are the Blended Learning method and the convenience of the tutoring place.

Preparation of Value Proposition Canvas (VPC)

Value Proposition Canvas provides a simple way to understand your customer's needs and to design products and services that customers want." (Osterwalder et al., 2014, p.8). The Value Proposition Canvas is a visual tool for designing, analyzing, and matching products or services to customer needs, problems, and wants. VPC helps organizations understand the core elements that influence customer decisions, namely Jobs to be Done, Pains, Gains, and how products/services provide solutions in the form of Pain Relievers and Gain Creators.

Based on the primary and secondary data collected and the analysis of external and internal factors, VPC is used to dig deeper into the value offered by ESG to customers (parents and students), as well as their needs and desires. With VPC, ESG can better understand the problems customers face and how their services can provide better solutions than competitors.

The following is presented in the Value Proposition Canvas from ESG:

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Table 1
ESG Value Proposition Canvas

		GAIN CREATOR	GAIN	
		Guarantee admission to majors/fields of study by their interests and talents.	Accepted in majors/fields of study at PTN according to interests and talents	
		Assures improved academic performance	Gain improved academic performance.	
		Provide career/job prospect information.	Get information on career/job prospects.	
	PRODUCT/SERVICE	Provide additional counseling programs as needed (add-on)	Receive additional counseling programs as needed (add-on)	JOB TO BE DONE
1	Providing Tutoring for 10-12 high school students with a Blended Learning method with a Café Learning Atmosphere			Get tutoring according to the curriculum and needs and can:1. Explain the material in more depth. Flexible and accessible tutoring time is easy to access.3. provide information and help SBMPTN preparation4. Provide
2	Provide tutoring for students 10-12 high school with a Full Online Two Way (Synchronous) method.	RIBBON RELIEVERS	PAIN	

3	Provide Guidance and Counseling for 10 high school students.	Provide experienced TUTORS	Lack of in-depth explanation of the material taught
4	Provide additional counseling guidance program (Chat BK)	Provide materials according to the curriculum and needs	Materials are not in line with the curriculum and needs
5	Provide after-sales service (SKB)	Provides flexible and convenient tutoring	The difficulty of organizing a study schedule which results in boredom
		Provide guidance and counseling.	Lack of confidence in academic ability
		Provides information and preparation for SBMPTN	Lack of information and preparation in facing SBMPTN
		Provide information related to college majors that match their interests and talents.	Lack of information related to college majors that match their interests and talents
		Provide tutoring that is easily accessible within 15 km and or 30m travel time.	The tutoring location is relatively far away.

The rightmost column spans rows 3–5: "information on career prospects/ job prospects5. Increase self-confidence increase self-confidence to improve academic achievement and be accepted in majors/fields of study by interests and talents."

(Source: 2024 Author Team)

Preparation of Lean Business Canvas (LBC)

Lean Canvas is a problem-centric framework that replaces traditional business plans with a single-page format, optimized for brainstorming and iterative testing (C. E. Armstrong, 2017). Lean Canvas is a visual tool that focuses on key elements of the business by simplifying the process of mapping business models. It aims to accelerate the

testing of business ideas with faster iterations (Osterwalder, A., & Pigneur, Y., 2010). Based on the two opinions above, it can be concluded that the Lean Business Canvas (LBC) is a strategic tool designed to help companies understand, design, and test business models efficiently.

Based on VPC and considering internal and external factors, Competitive Profile Matrix (CPM), SWOT Matrix, Internal External Matrix, and QSP Matrix, ESG defines the Lean Business Canvas as follows:

Table 2
Lean Business Canvas ESG

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
1 Lack of getting an in-depth explanation of the material taught.	1 Provide experienced tutors to provide additional and more detailed explanations	1 Tutoring with a convenient Blended Learning method based on Café Learning and the Full Online Two Way Method	1 Flexible in time and participation with Blended Learning and Full Online two Way methods	1 High school students in grades 10-12 (including students' parents) and public and private high schools with Accreditation A within an area of 15 km and or 30 minutes travel time from Citra
2 The material is not by the curriculum and needs.	2 Providing materials according to the curriculum and needs			
3 Difficulty in managing a study schedule that results in burnout	3 Provide flexible and convenient tutoring.		2 Comfortable classroom like being in a Café (Café Learning)	
4 Lack of confidence in their academic abilities	4 Providing guidance and counseling			
	5 Providing information and preparation for SNBT/UTBK	2 Guidance and counseling services related to major information in higher education and potential careers/jobs according to interests and talents		
	6 Providing information on college majors that match your interests and talents			

						Raya, Cikupa in Tangerang Regency
5	Lack of information and preparation for SNBT/UTBK	7	Provide easy-to-access tutoring (15 km distance or 30 minutes travel time)		2	Public and Private High Schools in Tangerang Regency, Tangerang City, South Tangerang City, Serang City/ Regency and/or Cilegon City
		3	Chat Guidance and Counseling Service (Chat BK)	Channels		
6	Lack of information related to college majors that match their interests and talents		Key Metrics	1	Official Website	
		1	Obtaining the number of customers from public and private high school students in Tangerang Regency/City and Serang Regency/City and/or Cilegon City (Accreditation A)	2	Social Media (Facebook, Youtube, Instagram, Tiktok, Whatsapp)	
7	Relatively remote Tutoring locations			3	Visit to School	
				4	Events (Educational Exhibitions, Tryouts)	
		2	Building brand awareness			
		3	Revenue and profit achievement	5	Program CRM	

Cost Structure		Revenue Streams	
1	Marketing Costs (promotion, cooperation, etc.)	1	Guidance and Counseling Fees
2	Operational Costs (Swa Building, Interior Café, Tools/Materials, etc.)	2	Blended Learning Package Cost
3	HR Costs (Employee/Tutor Salary, Training, etc.)	3	Cost of Full Online Two-Way Package
4	Risk Mitigation Costs	4	BK Chat Fee (add-on)

(Source: 2024 Author Team)

Marketing Strategy

The main products of ESG tutoring are (1) tutoring with a convenient Blended Learning method based on Café Learning and the Full Online two-way method, (2) guidance and counseling services and (3) Chat BK services. To introduce and promote these products, ESG implements several Marketing Strategies.

Marketing strategy is the process of identifying, creating, and delivering value to customers to achieve a competitive advantage. Marketing strategies involve market segmentation, targeting, and positioning, which aim to effectively satisfy customer needs. (Kotler, P., & Keller, K. L., 2016). A marketing strategy is a series of actions designed to create and maintain a relationship between a product or service and consumers, with a focus on relevant and valuable communication. Modern marketing strategies must include digital and personalization approaches to build customer trust. (Baer, 2016).

Segmentation, Targeting, and Positioning (STP)

Segmentation is the process of dividing the market into groups of consumers who have similar needs, characteristics, or behaviors, which may require their own products or marketing mixes. (Kotler et al., 2016). Segmentation is the division of heterogeneous markets into more homogeneous groups so that they can be managed more effectively and efficiently. Market segmentation is a strategy to divide the market as a whole into smaller segments based on different consumer preferences and needs. (Wardhana et al., 2023).

Based on these three definitions, it can be concluded that segmentation is a strategic process to divide a broad and heterogeneous market into smaller, more homogeneous groups based on consumer needs, characteristics, or behaviors. The goal is to enable companies to craft more relevant and effective products, services, and marketing strategies according to the specific needs of each segment.

The following are the segments that have been determined by ESG:

Table 3

Behavior	1	Students who want to improve their academic achievement scores
	2	Students who want to prepare for college entrance exams
	3	Students who want to get counseling guidance in choosing majors/fields of study in higher education according to their interests and talents
	4	Students who want to get career/employment information
	5	Students who want to get flexible and convenient tutoring.
Demographic	1	High school students between the ages of 15-18, all genders

	2	Parents who have different pricing preferences, services, or programs
	3	Parents with S1 education or more
Geographic	1	Students from Public High Schools and Private High Schools in Tangerang Regency with A accreditation
	2	Students from Public High Schools and Private High Schools in Tangerang Regency have a place to live 15km and or a 30-minute travel time from Citraraya Housing.
	3	Places that can be reached by public transportation
	4	Parents who want tutoring locations to be easily accessible by public transportation
Psychographics		High school students who have an interest in science and socio-culture
		High school students who are active in extra-curricular activities
		High school students with sociable personalities.
		Parents who are very involved in their children's education
		Parents who hope that their children will achieve high academic achievement
		Parents who focus on character formation and children's character

(Source: 2024 Author Team)

Targeting

Based on market analysis, EDU Smarty Generation can target the following target groups:

(1) Students with Special Educational Needs

The main target for EDU Smarty Generation is high school students who need intensive guidance to face UTBK exams or school exams. This includes students who need more in-depth learning in a specific academic field. The *Blended Learning* approach provides flexibility for students who have extracurricular activities or different time needs.

(2) Students Who Want Flexibility in Learning

This segment consists of students who need a flexible learning method between online and face-to-face. For example, students who are busy with other activities, but want to learn effectively. *Blended Learning* provides a balance between hands-on learning and self-paced learning with access to online materials.

(3) Students Who Prefer Self-Study with Remote Support

This segment includes students who prefer to study independently but still need guidance from online teachers. EDU Smarty Generation offers Full Online Two-Way Independence, which allows students to set their schedules while still receiving the guidance and materials they need.

(4) Positioning

Positioning of ESG is innovative tutoring with a Blended Learning and self-paced learning approach, providing a flexible and quality experience for high school students who prioritize independence and effectiveness in improving academic grades and preparing for college entrance exams.

Digital Marketing

ESG Tutoring utilizes digital marketing to introduce and promote ESG products, such as official websites, social media (Facebook, Youtube, Instagram, TikTok, and WhatsApp), email marketing, and SEO (Search Engine Optimization). The benefit of using Digital Marketing is to reach a wider range of customers at a relatively affordable cost and allow two-way communication with customers.

Referral and Word-of-Mouth Marketing

ESG Tutoring establishes referral programs for tutoring products and tutoring products. For ESG students, parents and teachers are given the same opportunity to introduce and promote ESG products to potential customers.

Partnership Marketing

ESG Tutoring collaborates with all A-accredited public High Schools and Private High Schools in Tangerang Regency, Tangerang City, and South Tangerang City. One of the mainstay programs of ESG is the cooperation of the Guidance and Counseling program. In this program, students will get Psychological Tests, Tryouts, and department and college information services according to their specialization. There is also guidance and counseling for parents related to education and children's learning outcomes.

To ensure the success of the Marketing Strategy, ESG conducted a 7P Marketing Mix analysis.

Table 4
Marketing Mix

Product	Price	Place	Promotion
1. Type of Service	1. Pricing Structure	1. Tutoring Center	1. Traditional Marketing Strategies
2. Learning Methods	2. Discount and Promotion Strategy	2. Branches	2. Digital Marketing Strategy
3. Learning Materials	3. Flexible Payment System	3. Collaboration with Schools	3. Promotion Through Content
4. Supporting Facilities	4. Value-Based Pricing	4. Blended Learning Classes	4. Promotion Through Special Programs

5. Additional Services	5. Additional Fees	5. Accessibility and Convenience	
	6. Customer Loyalty Program	6. Customer Experience	

Browse	Process	Physical Evidence
1. Teaching Staff	1. Registration and Outboarding Process	1. Facilities and Infrastructure
2. Administrative Staff		2. Equipment and Technology
3. Relationship with students and Parents/Guardians	2. Kbm Process	3. Promotional and Communication Materials
	3. Evaluation and Assessment Process	
4. Work Culture and Ethics	4. Adm and Operational Process	4. Visual Identity and Branding
5. Recruitment and Selection	5. Customer Service Process	5. Testimonials
6. Employee Satisfaction	6. Development Process and	6. Learning Environment
7. Customer Satisfaction	Continuous Improvement	

Networking	Interaction	Common Interest	Experience
Public and Private High Schools in Tangerang Regency (Accreditation A)	Developing a CRM Program:	The common interest here refers to the common interests between consumers and the Edu Smart Generation which may bring value to both parties.	Providing Guidance and Counseling for 10 High School Students
1. Official Website 2. Social Media 3. Visit Ti School 4. Event: Exhibitions, Seminars	Developing Customer Loyalty Programs Through Relationship, Retention, Referral and Recovery		Providing guidance and learning for 10-12 high school students with the blended learning method in the atmosphere of Kbm Café Learning
Dikan, Tryout for PTN Entrance Selection			Setting Up Chat Bk

	Providing After-Sales (SKB)

Operation Strategy

Operations Strategy is defined as a pattern of decisions and actions used to develop operational capabilities and align them with customer needs and overall business goals. The main focus is on efficiency, quality, and innovation as competitive advantages. (Slack, 2024). Operations Strategy is the planning and management of resources, processes, and systems within an organization to achieve optimal performance and create value for customers. This strategy involves synchronizing operations with the overall business strategy. (Firmansyah, 2019). An operating strategy is a framework that ensures that operational decisions are in line with a company's strategic goals. This strategy includes production management, supply chain, and process analysis to improve productivity and efficiency. (Nahmias & Olsen, 2015).

From the above explanation, it can be concluded that Operations Strategy is a systematic approach to align operational decisions with the strategic goals of the organization, create customer value, and achieve efficiency and competitive advantage. The main focus is on a strong integration between business and operational strategies, taking into account aspects of efficiency, innovation, quality, and resource management.

Based on the Lean Business Canvas and the explanation above, ESG tutoring sets the Operating Strategy as follows:

1. Setting short, medium, and long-term Operational Goals and Objectives.

2. Establishing a Service Design

    The services offered by ESG are guidance counseling and tutoring with the Blended Learning method and the Café Learning learning environment as well as tutoring with the Full Online Two Way Independent method.

    By establishing Service Design, it is hoped that students will get an experience of the journey before joining ESG, when together with ESG, and when leaving ESG with the main achievement of getting a Department/Study Program in Higher Education according to their interests and talents.

3. Establishing a Learning Design

    ESG chose the ADDIE model from the Center for Educational Technology, The ADDIE model is one of the most widely used instructional design models due to its systematic and flexible structure. Recent developments show adaptations and improvements in the application of this model in the context of technology and evolving learning needs.

    Developing EDU Smart E-Learning based on LMS (Learning Management System) is a software platform used to manage, organize, and deliver learning materials online. LMS is very useful for supporting operational efficiency, improving student learning experience, and making it easier to manage content and interact between teachers

and students.

ESG provides access for parents to enter EDU Smart E-Learning, with the aim that parents get information on their children's learning progress and get the latest information related to the education system, majors and universities, and other related ones.

Some of the benefits of EDU Smart E-Learning based on LMS are:

a. Easy access to learning materials without time and location restrictions.

b. Flexibility and Personalization of Learning

c. Monitoring of student progress

d. Administrative efficiency

e. Interaction and collaboration

f. Consistency of Learning Materials

g. Cost and Time Savings.

h. Data Analysis and Reports

HR Strategy

HR strategy includes developing policies and practices to create long-term value for the organization through talent management, organizational culture, and employee engagement. (Sarvaiya et al., 2021). HR strategy is an integrated approach to human resource management that focuses on achieving organizational goals through effective management of the people who work in the organization. (M. Armstrong & Taylor, 2023). HR strategy is the process of planning and managing HR policies and practices to support the company's business goals and strategies.

From the three definitions above, it can be concluded that HR Strategy is an approach that manages human resource policies and practices to align employee needs with organizational goals, to achieve long-term success and competitive advantage.

Based on the Lean Business Canvas and the explanation of the HR Strategy, ESG has established several HR Strategies as follows:

Recruitment and Selection

Recruitment and selection for staff and faculty in the tutoring business must be carefully designed to ensure that the selected faculty are of the right quality and ability to meet the needs of the business, and can support the educational objectives and services offered. Here are the steps that can be applied in the hiring and selection process:

a. Determine the criteria and needs

ESG stipulates that the educational qualifications of teaching staff must be S1 (Bachelor's), work experience, have special skills (such as Mathematics and English), and soft skills (such as good communication skills, patience, and empathy are very important for teachers, while staff must also have good interpersonal skills.

b. Administrative Selection

ESG checks the work history of prospective staff, especially teaching experience

or related experience in education. If possible, check the references to find out how they performed beforehand. ESG ensures that prospective teaching staff must have the necessary valid educational certifications or teaching licenses.

c. Determine the recruitment process

The recruitment process carried out by ESG is through the dissemination of vacancy information on the official website and social media such as Instagram, the use of referrals, and job fairs and seminars.

d. Set the selection process

The selection process implemented by ESG is an initial interview, Psychological Test, Knowledge Test, Teaching Ability Test, and Soft Skills Evaluation.

e. Offerings and onboarding

ESG establishes a clear job offer regarding their salary, duties, and responsibilities. Also make sure there is an agreement regarding working hours, time off, and other arrangements. Create an onboarding program to prepare new staff and teachers, which includes orientation on work culture, systems used in the guidance agency, and an introduction to the methods and teaching materials used.

Development and Training

Training and development is a form of improving the abilities of current employees, while the goal is to improve knowledge, skills, and attitudes. Training and development are also rewards for employees related to their performance in the company. For this reason, ESG has arranged the following stages for training and development:
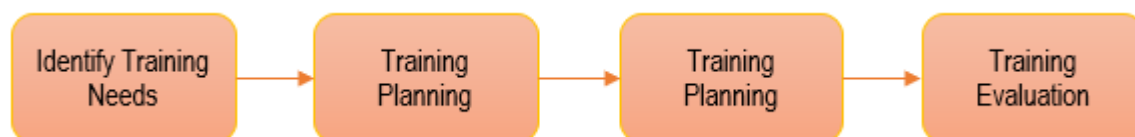
(Source: (DeCenzo et al., 2016)

a. Identify Training Needs, where at this stage ESG determines the skills or competencies needed to achieve organizational goals.

b. Training Planning, where at this stage ESG designs training programs based on identified needs, including materials, methods, and duration.

c. Implementation of Training, where at this stage ESG provides training to employees through appropriate methods such as classes, direct training, or e-learning.

d. Training Evaluation, where at this stage ESG assesses the effectiveness of training on improving employee performance and achieving organizational goals.

Compensation and Benefits

ESG implementing good compensation and benefits must be fair internally, competitively externally, and in line with the organization's strategy to motivate and retain employees. ESG develops an effective compensation system involving direct

compensation such as salary, bonuses, and benefits, indirect compensation such as social security (BPJS Kesehatan and BPJS Ketenagakerjaan), leave, and facilities, as well as non-financial compensation such as career development, recognition/appointment of permanent employees, and work environment), (Onuorah & Okeke, 2023).

Job Evaluation

ESG conducts job evaluations (performance) based on the Work Evaluation System, which is a comprehensive method used to assess the performance of employees and tutors based on various predetermined criteria. This system helps in providing constructive feedback, planning career development, and improving the operational effectiveness of tutoring institutions. (Assi et al., 2024).

Employee Satisfaction and Retention

ESG is committed to implementing all HR strategies to increase employee satisfaction and retention. Employee satisfaction is increased by increasing motivator factors such as achievement, recognition, and responsibility and increasing hygiene factors such as salary, bonuses, benefits, facilities, social security, leave, recognition, working conditions, and relationships with superiors. Employee retention can be improved by ensuring hygiene factors are met and adding relevant motivators.

Conclusion

Based on analysis using the Value Proposition Canvas (VPC) and Lean Business Canvas (LBC), EDU Smarty Generation has a great opportunity to develop a more targeted and effective strategy in facing competition in the tutoring industry. This approach emphasizes the development of strategies that focus on Marketing, Operations, and Human Resources (HR) that are by market needs and expectations, accompanied by the application of blended learning and creating a comfortable atmosphere for students.

In terms of Marketing, EDU Smarty Generation must utilize the Segmenting, Targeting, and Positioning (STP) approach to identify the right market segments and tailor the products and services offered to the specific preferences and needs of students. The implementation of more targeted digital marketing can expand market reach and provide clear information about the advantages of the services offered. This will create relevant value for customers and increase brand awareness.

From an operational perspective, EDU Smarty Generation needs to optimize existing processes, from classroom management to customer service. By utilizing existing technology, an efficient student management system will reduce operational costs and increase effectiveness. The application of a flexible blended learning model allows companies to offer a variety of learning options that can be tailored to the needs and comfort of students. In addition, a comfortable learning atmosphere with facilities such as quiet classrooms, background music, and access to beverages will create a more enjoyable learning experience and support student success. Overall, through the implementation of the right marketing strategy, operational optimization with technology and blended learning, and continuous human resource development, EDU Smarty

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Generation can strengthen its competitive position in the tutoring market, as well as provide a higher quality learning experience and have a positive impact on students.

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