Perbanas International Conference on Economics, Business, Management, Accounting and IT (PROFICIENT) 2026
"Integrity-Driven Innovation: Reimagining Business, Finance, and Digital Transformation for Sustainable Impact"

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

STRATEGIC PROBLEM ANALYSIS AND POST-PANDEMIC CRISIS RESOLUTION ON STARTUP EDTECH: STUDIES CASE PT GREAT SPACE INDONESIA (TEACHER'S ROOM)

Bambang Nurdiansah[1], Dennis Marchel[2], Hardiani Prima Putri[3], Dewanti Kusumo[4], Markonah Markonah[5*]

[1,2,3,4,5]*Faculty of Economics and Business, Perbanas Institute, Jakarta, Indonesia*

[*)]Corresponding author: markonah@perbanas.id

Abstract. *Post-COVID-19 pandemic become a phase crucial for the educational industry technology (EdTech) global, including in Indonesia. PT Room Raya Indonesia (Ruangguru) as the leader The EdTech market in Indonesia is facing challenge macroeconomics Which significant in the form of decline penetration market after school activities return normal, and phenomenon tech winter which limits funding capital venture. This study aims to analyze the roots of strategic problems faced by Ruangguru, evaluate the effectiveness step settlement taken by management, and formulate recommendations business sustainability using a management framework strategy and sustainability corporation. Method research that The method used is descriptive analytical with an approach studies secondary cases data-driven report industry, corporate publications, as well as literature empirical related. Results analysis show that crisis Teacher's room sourced from over-expansion during the period pandemic And high acquisition costs customer (CAC) Which not balanced with lifetime value (LTV) term long. Step mitigation through restructuring organization (layoffs) And Diversification into the business-to-business (B2B) segment has been shown to stabilize a company's cash flow. This study concludes that transformation from growth aggressive (growth-at-all-costs) towards profitability Sustainable development is the key to startup survival in the post-tech winter era.*

Keywords: EdTech, Teacher's room, Problems Startup, Crisis Post-Pandemic, Management Strategic.

INTRODUCTION

The development of digital technology over the past decade has fundamentally transformed the landscape of the education industry in Indonesia. The acceleration of this technology utilization reached its peak during the COVID-19 pandemic in early 2020, when social distancing policies forced all educational institutions to adopt a learning system distance learning (PJJ). This phenomenon has become a major catalyst for the growth of the educational sector technology (EdTech), which is driving rising valuations and aggressive expansion of various digital education platforms. One major player successfully capitalizing on this golden momentum is PT Ruang Raya Indonesia (Teacher's room), Which positioning himself as leader market in the sector EdTech national.

However, the transition to the post-pandemic era since late 2022 has triggered drastic changes in market dynamics. The return to full in-person learning in schools has reduced dependencies student to platform guidance Study on line in a way significant. Decrease activity

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

digital This walk side by side with shock macroeconomics global known as the tech winter phenomenon. This condition is characterized by an increase in global central bank interest rates, Which cause for investors capital venture (venture capital) tighten liquidity and change paradigm investment they from Which back to the beginning focus on growth aggressive (growth-at-all-costs) become focus on profitability term long And health current cash flow sustainability.

These extreme macroeconomic and microeconomic changes triggered an operational crisis at Ruangguru, which led to a mass restructuring policy, including the layoffs of hundreds of employees at the end of 2022. This phenomenon indicates a strategic gap (gap) between business models designed for the health crisis and the long-term operational reality in normal situations. Therefore, research This is important to do in order to scientifically dissect the roots of the strategic problems experienced by Teacher's room as well as evaluate effectiveness steps settlement crisis taken by management in order to maintain competitive advantage in the digital industry.

LITERATURE REVIEW

In analyzing the dynamics of digital startup companies' survival and their promotional mix, several theoretical foundations of corporate management are highly relevant. The first theory underlying this analysis is the Resource-Based Framework View (RBV) which was popularized by Barney (1991). Theory This state that company can achieve excellence competitive Which sustainable If own source Power Which worth (valuable), rare, difficult imitated (inimitable), And organized with Good (organized). In ecosystem digital startup, capability dynamic This reflected on How innovation marketing And adaptation The business model is carried out in an inclusive and integrative manner to maintain the sustainability of the program (Pranoto & Marsono, 2026). Besides RBV, the marketing mix (Marketing Mix) and promotional intensity are crucial benchmarks in evaluating corporate operational efficiency. In the Indonesian service and banking industries, advertising and sales promotion costs have been shown to play a vital role in influencing customers' purchasing and saving decisions (Putrandragiri & Wahyuni, 2014; Wahyuni & Artanty, 2016). However, the effectiveness of promotional costs and advertising intensity is highly dependent on the characteristics of the industry sector; in some comparative cases in the financial industry, the amount of costs promotion No always compared straight in a way linear with profit operational clean (Krisnanto, 2016). Therefore, digital marketing efficiency in the modern era is required to optimize customer relationships and brand trust to convert satisfaction into long-term loyalty (Laksamana, 2018; Laksamana, 2020; Krisnanto & Natanugraha, 2023).

Furthermore, Coombs' (2014) crisis management theory explains that corporate responses to external crises must include operational mitigation and rapid cost efficiency. When the conventional marketing mix experiences saturation, digitalization and marketing literacy-based empowerment become cutting-edge solutions for building economic independence and organizational resilience amidst crisis situations (Marsono et al., 2025; Wahyuni et al., 2019; Suharyanto, et.al., 2026). Efficiency through downsizing structure organization or adjustment mix product often time become decision strategic rational Which No can avoided in order to extend the period of corporate cash availability (runway) (Markonah, et.al., 2025).

METHODS

This analysis uses a descriptive analytical method with a qualitative case study approach. The object of analysis is PT Ruang Raya Indonesia (Ruangguru), an EdTech company headquartered in center in Jakarta, Indonesia. Type data Which used is data secondary which is obtained from various sources, including:

1. Official publication companies and press releases related to restructuring policies and new product launches;
2. Industry reports from consulting firms about dynamics market EdTech in Asia Southeast;

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

3. News media mass which reviews Ruangguru's layoffs and financial conditions;
4. Relevant scientific literature in the form of national journals accredited or indexed international journals Scopus, as well as;
5. Financial indicators and operational Which published by institution research market.

Data collection techniques were conducted through systematic literature review and documentation studies. All secondary data obtained were then analyzed using interactive analysis techniques consisting of three stages: data reduction, data presentation, and conclusion drawing. Data validity was maintained through source triangulation, which involves comparing information from at least three different sources before interpretation. The analytical framework used integrates management theory strategic (Resource-Based View), theory efficiency marketing (ratio CAC vs LTV), And crisis management theory to produce a comprehensive diagnosis of problems and strategic solutions Teacher's room.

RESULTS AND DISCUSSION

Based on the results of descriptive analysis of the business journey of PT Ruang Raya Indonesia (Ruangguru), found a number of root problem main Which each other interact to the point of creating a post-pandemic crisis. These problems can be categorized into three main dimensions: declining market demand (market contraction), cost structure inefficiencies due to over-expansive governance (over-hiring), and tightening venture capital liquidity global. Details about analysis problem And step settlement strategic taken by Ruangguru management are summarized in the table below.

TABLE 1. Matrix Problems Strategic And Step Settlement on Teacher's room

Dimensions Problem	Root Specific Problems	Impact Against Corporations	Strategy Management Settlement
Market & Product	Schools return to face-to-face full; audience saturation with digital screen learning (*zoom fatigue*).	A sharp decline in the number of monthly active users (MAUs) and a decline in paid subscription conversions.	Diversification product towards blended learning (*hybrid learning*) through the Brain line Academy offline and online.
Source Power Man	Over-hiring during pandemic period COVID-19 in order to pursue operational growth targets Which very aggressive.	Unexplained increase in payroll costs comparable with business unit productivity.	Organizational restructuring through efficiency power work (mass layoffs) and streamlining of the management hierarchy.

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

Financial & Investment	Tech phenomenon global winter; too high CAC ratio compared to customer LTV retention value.	Drastic decline capital supply external; thinning finance runway company.	Stopping cash burning strategies, advertising cost efficiency, and aggressive penetration to segment B2B (corporation & government).

Analysis Results And Discussion Implementation Strategy

Transformation Model Business Going to Hybrid Learning. To the drastic decline in student interest in fully independent learning in front of a screen after the pandemic by implementing a strategic pivot. Referring to the concept mix marketing service Which adaptive (Krisnanto, 2017), Teacher's room integrating excellence digital with presence physique through expansion 'Brain Academy'. Approach This strategy combines online learning modules with direct face-to-face classroom interaction. learning This proven effective regenerate brand image And increase return interest Buy consumers who are bored with pure digital tutoring (Moniaga et al., 2025).

Rationalization Cost Operational And Efficiency Organization. The decision to restructure the workforce at the end of 2022 is a direct implementation of crisis management to safeguard the corporation's survival. By cutting cost overhead the biggest (cost employee), Teacher's room pressing rate expenditure monthly cash (burn rate). This policy also goes hand in hand with cost-effectiveness in mass advertising, where funds are diverted to optimizing community-based digital marketing (Winda & Laksamana, 2025). Based on empirical findings, a digital promotion mix and efficient customer relationship management are far more significant in maintaining consumer loyalty than aggressive cash-burning strategies (Wibowo & Laksamana, 2023; Krisnanto & Khatrine, 2016).

Diversification Market Through Segmen Corporation (B2B). For reduce financial dependency on the segment retail (B2C) child school Which very fluctuating and seasonal,Teacher's room strengthen penetration product on line 'Workspace'. Segmen business-to-business (B2B) focuses on services in training and development digital competency for employees corporation private, State-Owned Enterprises, And program partnership strategic government (like Card Pre-employment). Revenue from this corporate sector has the advantage of large contract values, long-term cooperation periods, and stable recurring revenue (Krisnanto & Febriana, 2018), thus functioning as a new anchor of financial stability in the midst of the economic era tech winter.

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

FIGURE 1. *Channel Strategy Management Crisis Teacher's room / Diagram Ilustrasi Alur Strategi Manajemen Krisis: Dari Guncangan Hingga Stabilitas.*

FIGURE 1. Alur strategi manajemen krisis dari identifikasi masalah hingga resolusi

CONCLUSIONS

The strategic crisis experienced by PT Ruang Raya Indonesia (Ruangguru) in the post-pandemic era was triggered by structural changes in the EdTech market and tightening global macroeconomic liquidity (tech winter). The main problem stemmed from an overly expansive growth model during the pandemic, which led to increased operational costs (payroll) and high employee turnover. cost acquisition customer (CAC) without balanced mark retention users (LTV) term long in time normal. Step settlement crisis through restructuring organization (layoffs mass), rationalization mix marketing, as well as transformation model business going to learning Hybrid learning and strengthening the corporate market segment (B2B) have proven effective as financial rescue strategies to secure the stability of the company's internal cash flow.

References

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Coombs, W. T. (2014). *On going crisis communication: Planning, managing, and responding* (4th ed.). SAGE Publications.

Kotler, P., & Keller, K. L. (2021). *Marketing Management* (15th ed.). Pearson Education.

Krisnanto, U. (2016). How advertising intensity and promotion costs effect operating profit in four types of Indonesian banking industry. *Journal of Accounting & Marketing*, 5(3), 181.

Krisnanto, U. (2017). Differences in perception of marketing mix, satisfaction, and loyalty among regional and sharia banks' customers. *International Journal of Advanced Research*, 5(10), 608-615.

Krisnanto, U., & Febriana, A. (2018). Digital agency start-up strategy in Indonesia. *Journal of Business Theory and Practice*, 6(2), 146-154.

Krisnanto, U., & Khatrine, E. (2016). Differences between customer satisfaction indirect effect and customer loyalty direct effect in Indonesian e-shopping. *IOSR Journal of Business and Management*, 18(5), 26-37.

Krisnanto, U., & Natanugraha, FA (2023). How brand trust makes price and service quality satisfy customer information technology. *Journal of Management Applications*, 21(3), 712-724.

Laksamana, P. (2018). Impact of social media marketing on purchase intention and brand loyalty: Evidence from Indonesia's banking industry. *International Review of Management and Marketing*, 8(1), 13-18.

Laksamana, P. (2020). I will always follow you: Exploring the role of customer relationships in social media marketing. *International Review of Management and Marketing*, 10(3), 22-28.

Markonah, M., Hikmah, A. R., & Riwayati, H. E. (2025). Meningkatkan Omzet Wisata Air Sodong Desa Ligarmukti Kecamatam Klapanunggal Kabupaten Bogor melalui transformasi Sarana Prasarana dan Sumber Daya Manusia. *Jurnal Abdimas Perbanas*, 6(2), 107-119.

Marsono, A. D., Taurusianingsih, DN, Zuhri, M., & Subanidja, S. (2025). Building economic independence inmates through digital marketing literacy and capital-free businesses. *ABDI UNISAP: Journal Devotion To Public*, 3(2), 388-394.

Moniaga, IF, Saripudin, S., Laksamana, P., & Suharyanto, S. (2025). Digital strategy in the skincare industry: The mediating role of brand image in enhancing purchase intention. *Proceedings of the Perbanas International Conference on Economics, Business, Management, Accounting and IT (PROFICIENT)*, 56, 343-350.

Pranoto, R. A., & Marsono, A. D. (2026). Business Model Canvas (BMC) analysis of House Food PNM at PNM Purwokerto branch. *Journal Scientific Multidisciplinary Indonesia*, 5(1), 227-240.

Putrandragiri, A., & Wahyuni, S. (2014). The influence of promotional mix on saving decisions at PT Bank Central Asia, Tbk in Jakarta. *Journal of Management, Accounting and Development Studies*, 14(1), 99-116.

Suharyanto, S., Magdalena, P., Nisa, R. Z., & Markonah, M. (2026). Business Digitalization and Green Economy Practices for Enhancing the Competitiveness of Laundry MSMEs in Bekasi City. *Empowerment Society*, 9 (1), 42-55.Wahyuni, S., & Artanty, N. T. (2016). Influence promotion sale and advertising on purchasing decisions on Savings Simpedes, PT Bank People Indonesia. *ADVANCE*, 3(1), 1-11.

Wahyuni, S., Mudiar, W., & Masrifa, A. Y. A. (2019). Training And mentoring digital marketing for the perpetrator Small and Medium Enterprises (SMEs) as effort improvement service sale Jabet Soup. *Journal Partners*, 3(2), 193-202.

Wibowo, CA, & Laksamana, P. (2023). The influence of social media marketing and customer relationships on brand loyalty with customer engagement as an intervening variable. *J-MAS*

Proceedings of the Perbanas International Seminar on Economics, Business, Management, Accounting and IT
[June 2026] [ISSN 3047-0951]

(Journal of Management And Science), 8(1), 1032-1041.

Winda, A., Laksamana, P., & Capsa, NH (2025). Digital marketing and community strategies: Alisha's MSME Mart. *Seminar National PKM Perbanas Institute*, 106, 70-78.