

Positioning Strategy of English Cafe as Cafe Course Concept to Compete Other English Institutions in Semarang

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Abstract

The business world has overgrown, creating tight competition among English course institutions in Indonesia. The marketing strategy becomes vital for the institutions in informing about the products and the position strategy to form market perceptions of the services offered. In business development, as in Semarang English institution, obstacles and competitiveness are unavoidable. The problems that arise from competitors, so that the English institution intends to innovate in terms of the services. In this instance, English Cafe, one of Semarang's English language institutions, positioned itself as a cafe-based course that marked in the beginning of innovation in English education. Its innovative cafe-based course concept fosters a laid-back atmosphere and increases enthusiasm for learning English. The purpose of this study is to evaluate English Cafe' positioning strategy in relation to Semarang's English course competitors. The researcher conducts several problems: 1) What steps doing the positioning strategy of English Cafe Semarang; 2) How positioning strategy of English Cafe Semarang to compete other English institutions

The study presents a descriptive analysis while utilizing qualitative research methods. Based on a review of the literature and interview guidelines, the data is collected through interviews. Triangulation of sources is used in this study to assess the validity of the data. In this study, positioning is applied at several stages. They are planning stages, which include identifying rivals and consumers, defining the target market and segmentation, establishing the goal and characteristic, and establishing the pricing. In the subsequent stage, the positioning will be put into practice by utilizing the cafe concept through the use of logo, tagline, uniform, and physical space that are communicated through various media platforms in an effort to reach larger members. The fourth phase of placement involves monitoring English Cafe's performance and location through regular evaluations. It has been determined that the course's placement in relation to the cafe concept is appropriate.

Keywords: *Positioning; logo; Tagline; English Course*

1. Introduction

Language is a tool used by people to communicate their ideas, feelings, views, and desires. There are numerous languages spoken throughout the world, and they are all unique from one another. People need to be able to speak at least one language in order to communicate with others. As an international language, English is now mandated to be taught in colleges. English is a foreign language to Indonesia students, and some of them are little interested in learning it. Speaking is regarded as the most challenging aspects of learning English. When speaking to someone, the ability to speak English helps us thinking of words and make them simple to understand.

Some institutions such as language institutes, schools or university typically provide teaching and learning programs in languages. Every institution has unique traits and a marketing strategy that makes it stand out from the competitors. There are also a range of component positions in educational institutions, including teachers who may work alone or concurrently on occasion. The English course institution aims to transmit knowledge that can be used in both the classroom and daily life. It is a non-formal educational setting. The growth of an English course institution can not be separated from its marketing communication strategy to get large customers, develop customers' perceptions, and build positioning strategy in market. Marketing communication is used in the business world not only to offer or promote products or services to customers, but also as a component of a plan to shape the company's positioning in market. English Cafe is a distinctive cafe concept of English course institution located in Semarang. Positioning strategy is one of

the issues that English Cafe faces. English Cafe is an English course institution in Semarang city with a unique cafe concept. While most English course institutions provide rigid learning activities in classroom settings, English Cafe focuses on providing flexibility and creating a relaxing atmosphere in the cafe and a convenient English learning venue. English Cafe is a pioneer of English course institutions in Indonesia that has the concept “*learning English in a Cafe.*”

In a journal article titled *English Cafe Marketing Communication Strategy in Attracting New Course Members in Yogyakarta,*” Herningtyas (2018) did previous research. In this study, the descriptive qualitative method was applied. The purpose of this study was to investigate the processes involved in creating a communication plan to entice more people to enroll in the course. According to the study’s findings, English Cafe was Indonesia’s first English course that introduced the idea of learning in a cafe. Earlier in the marketing communication process, English Cafe used both offline and online tactics such as direct selling, advertising, interactive marketing, sales promotion, public relations, and word of mouth. English Cafe worked with top Yogyakarta cafes as well as business and organization. Every year, English Cafe opened up opportunities for collaboration and sponsorship to the general public, providing great opportunities to recruit new course members.

Farranisa (2017) conducted additional research on the *Positioning Strategy of English Cafe Yogyakarta.* This study aims to analyze the positioning strategy conducted by English Cafe in facing the competition of English institutions in Yogyakarta. The researcher used qualitative research methods with the presentation of descriptive analysis. The data obtained interview guideline and literature study. To examine the data validity in this research is through source triangulation. In this research, the positioning is applied through various stages, namely the planning stages which consists of determining the segmentation and target market, identifying competitors and clients, determining the purpose and characteristic, and also setting the price.

The purpose of the further research is to characterize the institution’s marketing communication plan and assess the level of positioning strategy among Semarang market in order to learn how clients feel about the services provided. In the ten years following, in 2012, English Cafe has carried out a unique approach that has mostly focused on cooperative systems as one of the ongoing, outstanding promotions. English Cafe has worked with a total of roughly 500 partners, a variety of universities, schools, business, organizations, and other agencies to provide English courses and training.

The researcher conducts several problems: 1) What steps doing the strategy of positioning English Cafe Semarang; 2) How positioning strategy of English Cafe Semarang to compete other English institutions

Philip Kotler in Kasali (1998) combined the processes of creating and delivering value to consumers in a form that he called STP, which stands for *Segmentation Targeting and Positioning.* The increasingly widespread development of the English Cafe is a proof of the positioning strategy has been successfully applied to English courses. The formation of English Cafe’s positioning is not far from product positioning through members’ thought while targeting potential targeted market within increase the number of members in Semarang. One of the challenges in developing positioning strategy is to avoid the trap of investing in easily imitated differences Lovelock, Wirtz, and Mussry (2010). There are significant obstacles in developing positioning strategy. Finding the ideal position is only the beginning of the positioning strategy’s work, it also involves ongoing evaluation, development, and consistency to sustain success in the competitive English course market.

A company’s strategy for getting its product message out to the wider audience is called marketing communication. Kennedy and Soemanagara (2006) stated that communication was crucial in the journal article Zuhri (2015) titled “Marketing Communication Strategies in Establishing Consumer Brand Awareness at My Home Jogja cafe.” This is especially true when communicating messages that tackle issues like perception gaps, cultural differences, and media limitation. The kind of marketing communication most commonly associated with the English Cafe learning concept was public relations. The stages of efficient marketing communication established by Kotler and Keller were utilized by the researcher. The steps involved identifying the target market, establishing communication objectives, creating messages, choosing channels for communication, choosing the promotion mix, and assessing the effectiveness of integrated marketing communication.

English Cafe develops a positioning strategy that is now intrinsic to the company’s identity in response to the tight competition for English institution in Semarang. By knowing market information and competitors, the institution will be able to build positioning that can conquer the mind of members. One of the features that characterizes the marketing strategy of English Cafe as English course with the cafe concept is the tagline *learning English in Cafe.* The tagline *learning English in Cafe* that appears on the English Cafe logo as one of the attributes that describes the strategy of positioning English Cafe as an English course with the cafe concept. Lupiyadi and Hamdani (2006) stated that positioning entails creating and providing a company position, in order to the target market is aware and takes into account the company’s standing among its significant competitors. Positioning encompasses not only what is done in opposition to the products (goods or services), but also what the marketers do to influence consumers’ perceptions of the products.

2. Methodology

Research is the process of gathering factual information, analyzing, interpreting, and making conclusions from it in order to determine the real nature of an issue. According to previous research by Kriyantono and Rahardjo (2011), qualitative data is information that makes the shape of words, sentences, and narratives from informants and respondents

that are based on the process of obtaining a certain level of quality. The research method used is qualitative with descriptive data presentation. The qualitative method is conducted via observations, interviews, questionnaires, and documentation.

The data were collected through observations, interviews, questionnaires, and documentation. In the observations in this research, the researcher used participants because the researcher did observation by taking an active part in this situation. In this case, the researcher paid attention to all activities that happened in the English Cafe, and then the researcher also took notes about what was being observed. The object observation included the state of the teaching learning experiences, marketing strategy of English Cafe Semarang. In qualitative research, the researcher had to be intimately aware of the situation of the field in order to collect data and utilize observational techniques to bolster the data. Certain data collected through observation were cross-checked through interviews and observation. In this interview, the researcher used a personal interview. The researcher made some interviews with some informants at different times. The researcher interviewed the manager of English Cafe Semarang, English mentors, and staff in English Cafe Semarang. The data were taken by interview, observation, questionnaire, and documentation during the teaching learning process.

2.1 Methods of Data Collection

2.1.1 Interview

In the research, the researcher used both in depth interview, and guided interview. The researcher interviewed the manager of English Cafe Semarang, English Cafe mentors, English Cafe members and ambassadors. In depth interview, the researcher explored information in depth by being involved with the English Cafe manager and mentors' activities during teaching learning at English Cafe, and asking and answering questions freely without prepared question guideline. Additionally, the researcher conducted a guided interview in which prepared questions were posed to ambassadors and members of English Cafe. Targeted interviews lacked the vibrancy of in depth interviews since the researcher was restricted by prepared questions.

An interview is one method for gathering research data. In simple terms, an interview is an event or a process of interaction both the interviewer and the source of information or the person being interviewed (interviewee) through direct communication Yusuf (2016). The interview method is also a method of gathering information for research purposes through face to face question and answer sessions between the interviewer and the respondent or interviewee, with or without the use of an interview guide. These interviews are typically conducted individually or in groups to obtain useful information. An interview is an activity used to gather detailed information about a research issue or theme. It is the process of proving information or information obtained through other means. Because it is an evidentiary process, the interview results match or differ from previously obtained information several stages must be completed to be effective Yusuf (2016):

- a) Self introduction
- b) Explain the process
- c) Explain interview material
- d) Ask questions

2.1.2. Observations

During the qualitative phases of the study, the researcher employed group observations that were unstructured, participatory, and unplanned. The English Cafe Semarang management was the site of observations in order to understand how English Cafe Semarang's positioning strategy, observational data was used to complement the interview results. Observation is another often used data collection approach in qualitative research methodologies, in addition to interview. Observation is a component of data collection. According to Zainal Arifin in Kristanto (2018), observation is a methodical, logical, and impartial procedure. One way to identify or research nonverbal behavior is through observation. The observation approach used the five senses to observe people going about their daily lives, the observer sees, hears, smells, or listens to an object, the observer holds the key to the effectiveness of observation as data collecting tool. The observer is critical to the success and accuracy of research results. The purpose of observation is to generate service or test of theories and hypotheses (in qualitative research). The observation function consists of describing, filling, and providing generalizable data. The description implies that observation is used to explain, provide, and detail phenomena. Providing data can be generalized, meaning every research activity, results in a response or reaction from the subject of observation. Researchers can draw general conclusions from the existing symptoms Hasanah (2017).

2.1.3 Documentation

Documentation techniques, sometimes known as studies, involve gathering data from archives, which may comprise books on viewpoints, theories, debates, regulations, and other topics linked to research issues. To obtain study documentation, the researcher shot a few pictures and films. In order to gather research data, the researcher made some notes about observations, including facts kept in the form of letters, research notes, and research photos and information. Documentation is derived from the word document, which means written goods, and the documentation method refers to procedures for gathering data by recording existing data. Data collection method used to trace historical data is

documentation. Documents about individuals or groups, and events in social settings are extremely useful in qualitative research, Yusuf (2016).

2.1.4 Questionnaires

The study used open-ended questionnaire. While they were administered differently, questionnaires had a similar function as interviews. In order to apply the questionnaire, which she had designed, the respondents had to fill it out orally during the interview with the researcher. For the entire target segment included in the marketing communication plan, English Cafe Semarang used questionnaires to assess positioning strategy among these target groups in Semarang city. There are 50 respondents, comprising both members and non members of English Cafe Semarang, completed the researcher's questionnaire. The questionnaire is the most effective data collection technique. Sutabri (2012) gives the following instructions for creating a list of questions : a) decide ahead of time what facts or opinions you want to gather, b) determine the type of questions that is most appropriate for each of the facts and opinions mentioned, c) make a list of the questions to be asked, d) extend and disseminate a list of good and solid questions.

3. The Finding and Discussion

The researcher provide some research results and discussions. There were some marketing communication strategies used by English Cafe Semarang in building positioning strategy.

3.1 Developing the Marketing Communication of English Cafe Semarang

In analyzing the marketing communication strategy of English Cafe Semarang, it is necessary to identify the developing process of its marketing communication to evaluate and conclude positioning strategy. The process of developing good marketing communication consists of identifying targets, setting goals and messages, making communication channels, promotion mix, communication budgeting, and interactivity Tjiptono F & Chandra (2017). The identifications of marketing communication development at English Cafe Semarang are as follow:

1. Target Identification of the Market of English Cafe Semarang

In identifying the target audience for marketing communication, an STP strategy (segmenting, targeting, and positioning) is needed to identify the audience in detail and thoroughly. The following is STP's strategy for marketing communications at English Cafe Semarang:

1) Segmenting

Based on observation conducted by the researcher, there were types of segments to be identified in marketing communications: geographic, demographic, and psycho-graphic. The geographic segmentation of English Cafe Semarang was entire Semarang community. Meanwhile the demographic segmentation of English Cafe Semarang was students, entrepreneurs, businessmen, professionals, and company workers who were studying and working in Semarang; men and women with ages ranging from 15 to more than 60 years old. The psycho graphic segmentation was people who liked English and wanted to learn English, both for academic, social, as well as business, and professional purposes. English Cafe Semarang's marketing communication concept is calm and professional at the same time. In addition, Kasali (1998) outlined the following several benefits of market segmentation:

- 1) Create items that are more suited to the demands of the market. Through comprehension of stimulus- responsive segments. We are able to create a product that meets the requirements or preference. The idea is to instill in the target population the perception of English Cafe Semarang as a premium product with a cozy, underscoring the brand positioning of *fun learning*. Furthermore, the communications are authentic in that they present the target as a friend or relative in order to establish a cordial rapport that would be helpful in the future.
- 2) Analyze the market, using market segmentation, company may identify the competitors threatening the market for the products.
- 3) Searching for chances, those that are proficient in the segmentation concept will generate ideas for opportunities after examining the market.
- 4) Determine effective and efficient communication strategies. Segmentation is a requirement determined by the target market to do product positioning. In other words, segmentation positioning is an effort to differentiate the products from competitors' products.

2) Targeting

The next step in the segmentation analysis process is targeting or identifying the target market. One or more consumer categories that will be the focus of marketing and promotional efforts are selected by the target market Morissan (2010). There are four criteria that must be met to obtain an optimal target market. The four criteria are as follows (Clancy & Shulman in Kasali, 1998):

- 1) Responsive. The target market must be responsive to the product and marketing programs developed.
- 2) Sales potential. Sales potential must be broad enough. The larger the target market, the greater its value. The size is not only determined by the population, but also the purchasing power or market desire for the product.

3) Adequate growth. The market cannot react immediately. The market grows slowly until it finally launches rapidly and reaches its maturity point.

4) Media reach. The target market can be reached optimally if the marketer chooses the right media to promote and introduce their products.

3) Positioning

The next step is to determine how to position the product (goods or services) in the cutthroat market after the target market has been identified. This is achieved through a positioning plan that the business devised to set itself apart and eventually turn into a competitive product. When there is intense competition, positioning strategy is crucial. Positioning strategy is really a mental game that requires precise preparation and the appropriate actions to get inside the consumer's cognitive space (Kasali, 1998). The tight competition is faced by English language courses in obtaining consumers requires the use of positioning as one of its marketing strategies. Most service businesses face active competition. Marketers need to find a way to create a meaningful value proposition for a product that can support a distinctive and defensible position in the market against competitors. Almost all successful service companies choose focusing on positioning strategy. They identify strategically important elements in their service operations and focus their resources on them. They target segments that they can serve better than other service providers, offering and promoting better performance on several attributes valued by their target customers (Lovell, Wirtz, and Mussry, 2010). Positioning strategy becomes very important in marketing where the level of competition is already high such as in the competition of English courses in Semarang. Without a positioning strategy, each course will be overwhelmed in entering the minds of consumers about the services offered. Positioning is a communication strategy that relates to how consumers place products in the consumer's mind, so that consumers have certain assessments and identify themselves with the product (Kasali, 1998). The positioning applied by English Cafe is a characteristic that is a competitive advantage in facing competition of English courses in Semarang. Positioning strategy is concerned with creating, communicating, and maintaining distinctive differences that will be noticed and valued by customer groups with whom the company wants to have long-term relationships.

3.2. Steps Doing the Strategy of Positioning English Cafe Semarang

English Cafe uses a positioning strategy that is gradually applied based on the collected data. the goal is to target the market with communication, that is crucial to ingraining the product image in the minds of customers. English Cafe's positioning strategy is based on a number of factors, including features, pricing, segment and target identification, and the service process itself, in addition to advertising and marketing. The following are some of the crucial steps that are consistently and continuously completed in the application of positioning:

1) English Cafe Positioning Strategy Planning

English Cafe targets the market with communication that is crucial in ingraining the product image in customers' thoughts by using a positioning strategy that is applied progressively based on the data acquired. In addition to advertising and promotion. English Cafe's positioning is based on a number of factors, including features, pricing, segment and target identification, and the actual service process. English Course concept that is consistently shared via all channels for maximum distribution. The resource person, who made up of the manager presented how their customer segmentation work also impacted the idea behind the course and program that English Cafe originated. After doing some research, discovered that young people between the ages of 17 and 35 were the market segmentation most interested in English lessons. In order to be better service, an English course was developed using the cafe concept, which was modified to cater to the young people who were accustomed to learning activities taking place in cafes. English Café elevated itself by taking advantage of the new prospects. Using a unique course concept as a competitive advantage that is consistently shared across all channels for maximum dissemination.

English Cafe focuses primarily on young people, specifically students, in connection to the sector classification that is described. Considering that 70% of English Cafe's members are students, this group of people is 50 since they are accustomed to cafes and depend on the language for both their job and study. Due to their great sales potential and the fact that student growth in Semarang is sufficient, students are seen as a target that fits the requirements for being a responsive target market for English Cafe classes. An example of a potential location near Semarang campus is English Cafe, which caters to students. These potential locations include UNDIP, POLINES, POLITEKKES, UDINUS, USM, UNNISULA, UNIKA, and UNTAG. Additionally, English Cafe makes use of social media as the largest promotional tool, which is also popular with today's students who can spread information quickly and widely.

Tabel 3.2.1

Members' Profile of English Cafe

Gender	male	40%
	female	60%
Age	6-17	20%
	17-35	70%
	35-70	10%
Education	teenagers	10%
	college Students	70%
	worker, professional	20%

English Cafe is included in the differentiation as a superior course in several fields compared to other institution. Here English Cafe is a course that focuses more on speaking, thus showing that English Cafe is oriented to several fields only because it does not cover other English learning materials such as TOEFL and IELTS course. English Cafe is strong in a fun learning method within the cafe concept in building a comfortable learning atmosphere in learning English at cafe. In addition, English Cafe also offers various facilities as a complement to the offer to attract consumer interest such as ease in determining the time and place of study, free repeat courses for life, joining the English Cafe Ambassador community, money back guarantee and various other facilities.

2) Implementation of the English Cafe Positioning Strategy

English Cafe has to set itself apart from the competition with its positioning strategy. The difference of English Cafe is to disrupt the classic course method with the class concept carried out by competitors. Although until now, English Cafe has not had any competitors with a similar concept, this does not mean that there is no competition in the course business field. So English Cafe identifies competitors from other English institutions. By knowing the specifications of the advantages and weaknesses of competitors can be a role model for English Cafe to improve and innovate the course service. Competitors can be a reference and role model in the business realm that spurs English Cafe to develop itself into a course with good marketing and guaranteed quality. The organization has to select multiple competitive advantages in order to develop a positioning strategy. Some of these distinctions are not significant or worthwhile enough. According to Setiadi (2010), there are possible costs and benefits associated with each difference for the company and its customers. English Cafe has unique qualities, which make it tough for competitors to copy, have been identified based on 50 data points collected. No other course tested the same market has an idea comparable to this one up until now. Through a variety of media and communication channels, English Cafe is able to further enhance the quality of developing a brand image through a cafe concept. Positioning English courses in relation to the unique cafe concept is more likely to be the focus of English Cafe. The identification of this characteristic is crucial since English Cafe is a trailblazer that solidifies the cafe concept as their identity. This is reflected in the course name, English Cafe and the catchphrase, "*Learning English in Cafe*," which is widely disseminated to the public. Furthermore, English Cafe frequently identifies itself as an English course that originated in Indonesia in every marketing it runs. Positioning the product to increase market acceptance of the selected product segment. In the eyes of customers, every business actor aspires to build a company that is more distinct, useful, and easy to understand. Therefore, it will be simple for customers to understand the benefits and assess the product. The objectives of the business seeks to accomplish are impacted by the positioning purpose. In order to set itself apart from other Semarang classes, English Cafe makes their benefits very apparent.

English Cafe determines that the cafe concept is a characteristic and advantage compared to other institutions. Through the fun learning method, English Cafe always tries to build this concept from within the company by creating SOP (Company Standard Operating Procedures) which are also applied to the teaching and learning process carried out by tutors and members so that they can build a relaxed and friendly atmosphere. English Cafe aims to create the impression that studying English in a friendly setting can be simple, enjoyable, and easy. English Cafe advantage stems from its branding as a course with a cafe concept that it consistently promotes through a variety of offline and online media. Additionally, one can introduce themselves to the public by using the symbols used to represent English Cafe, an English education that has the benefit of a cafe idea. English Cafe creates a logo and slogan to reinforce their brand and image, serving as a representation of their quality and other distinguishing features. This will enhance how customers view the goods.

3) Communicating and Developing English Cafe Positioning

Using English Cafe Positioning and Communicating strategy, the business needs to act to inform and educate current and future customers about the stance implementing. One attempt is to put the English Cafe Logo on different promotional materials in order to inform the public about the existence of English Cafe, an English course with a cafe concept. Businesses face a difficulty in trying to shape consumers' perceptions of their products to fit their desired

narrative. Miscommunication can occasionally happen and cause misunderstandings when it comes to message interpretation. English Cafe makes a constant effort to inform the community about its existence and identity. Online and offline marketing comprise the two halves of the marketing team. Every marketing campaign needs to demonstrate a tangible and significant influence on the growth of English Cafe marketing. Here, advertising serves the dual purpose of outlining English Cafe's perspective to the public and highlighting what sets it apart from other courses. Thus, English Cafe's promotion never ends in order to meet its positioning objectives. Visual media like newspapers, magazines, brochures, posters, and banners are among the media employed. Remember to use the newest websites and social media platforms. English Cafe uses advertisements to let people know about its existence and the benefits of its offerings, thereby creating the impression that advertisers are hoping to achieve. This advertising activity focuses on introducing the brand to consumers and instilling a brand image.

b. The media below the line

In addition to word-of-mouth advertising, English Cafe first advertises with posters affixed to the school bulletin board. However, there is a chance that these would be obscured by subsequent posters, making their initial run of publicity short. According to the results of an interview conducted on May 24 with the branch manager Miss Dida, the posters were intended to be as visually appealing as possible, featuring bold designs and color combinations that would draw in passersby. In every cafe that partners with English Cafe, the cafe now uses leaflets, booklets, and banners. For maximum visibility to customers, banners are positioned close to the cashier's desk or entryway. English Cafe attempts to establish its positioning as a course housed in a cafe with an approach by placing banners and information on table numbers directing customers to the company's website or social media accounts, or by asking the staff members who are on duty from day to night, if they have any questions. By doing this, it gives the general public an awareness of English Cafe and shapes their perception of the company, which is likely to influence their decision to enroll in a course there. In addition, English Cafe also often receives sponsorship from each event proposal that comes in, either by providing fresh money or contributing to it. By participating in various events and open English consultation stand, it is also one way for English Cafe to build an experience of the existence of course with the cafe concept in the minds of consumers.

4. Assessment of English Cafe Positioning Method

This assessment is being carried out by English Cafe as a means of oversight over the role and operations of English Cafe. We also talk about a number of topics pertaining to internal issues, marketing tactics, and the efficacy of particular promotions. We will work together to identify solutions if there are any barriers or difficulties in order to come up with a business-friendly plan. English Cafe is able to grow its relationships with different parties can be aided by any partnerships it enters into. More than 500 partners have worked with English Cafe thus far. Adidas, Unilever Indonesia, Pop! Hotel, Bank Indonesia, Bank Economic, BNI, UNDIP, FIB UGM, UPN, UIN, Grasia Hotel, Grand Edge Hotel, and others are among them. Most service businesses experience active competition. Marketers need to find ways to create meaningful value propositions for their products that can sustain a distinctive and defensible position in the marketplace against competitors. Almost all successful service companies choose focusing on positioning strategy.

The marketers identify the strategically important elements in their service operations and concentrate their resources on them. They target segments that they can serve better than other service providers, offering and promoting superior performance on some attribute that their target customers value. English Cafe intends to target the audience with communication that plays a significant part in ingraining the product image in the minds of consumers. English Cafe applies a positioning strategy gradually based on the data acquired. English Cafe has positioning strategy incorporates more than just advertising and marketing; it also takes into account a number of other factors, including market segment and target identification, pricing, attributes, and the actual service process. Continuous and consistent execution of the numerous crucial steps involved in the application of positioning strategy. The purpose of positioning is to differentiate the perception of the company and its products and services from competitors. The background of positioning thinking is to create the desired image, meaning it is directly related to how consumers in a particular or specific market segment perceive the company's services (Lupiyoadi and Hamdani, 2006).

4.1 Positioning Strategy of English Cafe Semarang to Compete other English Institutions

Mowen in Sutisna (2002) mentions two ways of positioning, namely specific positioning and competitive positioning. Specific positioning includes the ability to create a strong relationship between a product and certain key attributes, and the benefits of a particular product in the minds of consumers. While competitive positioning relates to how a brand is positioned relative to competitors. Based on the data obtained, it shows that English Cafe is more on specific positioning which tries to build a strong relationship between English courses and the cafe concept so as to form an associative relationship in the minds of consumers about the uniqueness of English Cafe compared to other courses. Sensation in consumer perception can be created through the implementation of positioning. Kotler (1997) also emphasizes that the product image must be conveyed through every available means of communication and distributed continuously. Positioning in theory does indeed emphasize the element of communication. Positioning in product goods communicates the attributes of the goods. However, in service products, the attributes communicated are around the

characteristics of the service. The term positioning refers to the effort to place or move a product to a desired level and in accordance with consumer attention (Lupiyoadi and Hamdani, 2006). In relation to the definitions of positioning, there are several things that must be considered in positioning (Kasali, 1998). In relation to the definitions of positioning, there are several things that must be considered in positioning:

1) Positioning is a communication strategy

Communication is done to bridge the product, brand, name with potential consumers. Positioning is not something that must be done to the product, but how communication relates to the physical and non-physical attributes attached to the product. So English Cafe uses various attributes that can describe itself as a course with a cafe concept through physical attributes such as, the teaching and learning process is carried out in a cafe, tutors are called chefs, learning modules are called menu books, aprons as uniforms, and there is a secret recipe in learning English that is not owned by any institution. In addition, in non-physical attributes, English Cafe's positioning can also be seen through the use of names, taglines, and logos that are packaged with colors, designs, writing, slogans that describe English Cafe as a course with a cafe concept.

2) Positioning is a strategy that must be continuously evaluated, developed, maintained, and developed

This is because consumer perception of a product, brand, name is relative to the market competition. Positioning will change if market condition is changed. Like English Cafe which made changes by using a tagline due to miscommunication in the community. In addition, in the promotion strategy, English Cafe also made changes when it was first established, English Cafe promoted via online marketing. English Cafe has adapted to current technology and uses promotions through online media. In relation to that, English Cafe also created an online course program for members who want to learn English anywhere, anytime via their gadgets.

3) Positioning is closely related to event marketing

Where positioning is related to the image in the minds of consumers, marketers must also develop a marketing public relations (MPR) strategy through event marketing, selected according to the product character. In this case, English Cafe has never held its own marketing event, but English Cafe also participates in marketing events held by external parties such as campus events and various other events. However, there are no specific events characteristics that are followed to build positioning because currently English Cafe is focused on introducing itself to members. In the event, English Cafe opens educational consultant stand where the public can visit, register, and consultation about English course program.

4) Positioning related to product attributes

In positioning, product attributes are important factors because consumers in buying a product basically do not buy the product but rather combine the existing attributes. In relation to this, English Cafe presents a cafe concept that offers a relaxed teaching and learning process in increasing motivation to learn English. This is an opportunity offered by English Cafe to members who want to experience in fun learning English.

5) Positioning needs to have significance, and costumers need to care about that significance

Marketers need to identify the qualities that consumers (their target market) value, and the combination of these qualities needs to make sense. In order to determine what customers require from an English lesson, English Cafe first gathers market data from the general population. English Cafe is an English course that has a different learning approach and is not monotonous like a classroom method that is too serious and uninteresting.

6)The expression of positioning must take the shape of a statement (positioning statement)

This statement needs to be believable, easily said, and have qualities that matter to customers. The English Cafe tagline, "Learning English in Cafe," which serves as a positioning statement and symbolizes the picture that wants to be ingrained in customers' thoughts. In order to inform the audience that English Cafe is an English course with a cafe idea, this phrase and logo are included in all promotional materials for the English Cafe. Furthermore, English Cafe frequently describes itself as an English course that was the first of its kind in Indonesia. In terms of placement, it must be expressed clearly and its validity proven through publicity carried out with the selection of the right media and consistent continuity.

7) Positioning According to Competitors

Here the image of English Cafe is positioned better than competitors in the minds of consumers because it is an English language course institution with the "first" cafe concept in Indonesia. Until now, there is no course with a similar concept that has tested the same market. The positioning approach that English Cafe used is included in the product categories. In addition to the cafe concept provided, the English Cafe learning approach is split into two classes and uses a secret recipe curriculum, which sets it apart from other institutions offering English language courses. First, there are ten meetings in a theory class. Then, a twenty-meeting conversation class every day, resulting in a total of 30 course meetings for each level of the English Cafe learning program. The daily speak method is thought to be the only English language course

education service product in the world, it is positioned as something special that sets it apart from competing businesses. Speaking is to converse, and to be daily is to live each day. Daily Talk is a class for members to practice their speaking skills in everyday life. Members do not only learn the theory without understanding its use in everyday life. Daily talk class meetings are more than theory class meetings, it aims to support members to be able to practice their English and dare to speak with a personal approach by the tutors.

As a pioneer and being the only one is a way to differentiate from competitors and become a competitive advantage. The entire promotional mix carried out aims to highlight the Unique Selling Proposition (USP) offered by English Cafe, namely the English learning method with a cafe concept that is different from other courses. Therefore, within the offline and online marketing team of English Cafe who continue to promote through various media, such as newspapers and magazines, namely: Kompas Gramedia, Bangsa Semarang, Suara Merdeka, and so on. Additionally, it served as a radio and television program filler and an English Cafe advertising event. Furthermore, English Cafe actively engages in a variety of events by setting up stands that facilitate direct member interaction.

Marketing communication aims to accomplish three main objectives: distributing knowledge (informative communication), convincing the customers to buy something (persuasive communication), and reminding the audience to buy more stuff (remind communication). Additionally, business that engage in marketing communication operations aim to elicit a response from their customers. Some examples of such objectives include ingraining ideas into consumers' minds (cognitive), altering their attitudes (affective), or persuading them to take action (behaviour) in Sulaksana (2013). The purposes of communication in customer response is connected to the phases of the procurement procedures Taufiq Amir (2015). According to Sulaksana (2013), business that engage in marketing communication activities also aims to elicit a response from their customers. Examples of such objectives include ingraining ideas into their thoughts (cognitive), altering their attitudes (affective), or motivating them to take action (behavioral). The goal of communication in communication response is related to the stages of the purchasing processes, Amir M. Taufiq (2015):

- 1) Cognitive Stage (awareness, knowledge) is the recognition of a brand from advertisements delivered through product names, logos, or product images.
- 2) The Affective Stage (liking, preference, conviction) is the process of developing a sense of liking, then developing preferences in comparison to competing products, and finally convincing customers of the products.
- 3) The stage of behaviour at which consumers make purchases through its marketing communication, English Cafe Semarang aims to fully informs its products' target market to gain recognition and acknowledgement and persuade them to become members of English Cafe Semarang. This is done by focusing on shaping the image and brand in the perspective of the target customers by emphasizing unique points and fun learning methods.

English Cafe Semarang uses a professional approachable, laid back, and pleasant ideas in their marketing communications. The idea is to reinforce the brand positioning of "fun learning" by presenting English Cafe Semarang to the target customers as high quality product with a cozy, family- friendly aspects. Furthermore, by presenting the target as a friend or relative, the messages are sincere to establish a cordial rapport that may be used in future marketing communications. It is an English Cafe commercial event as well as a filler for radio and television programs. English Cafe also actively participates in a range of events by erecting stands that enable face-to-face connection with customers.

4. Conclusions

The researcher's description of the research findings and discussion leads one conclusion, in order to compete with other English courses in Semarang, English Cafe market is an English course within the cafe concept. According to the data gathered, English Cafe focuses more on specific positioning in an effort to create a strong bond between the English course and the cafe concept. It helps members of association between English Cafe and its uniqueness in comparison to other institutions. English Cafe has gone through several phases in putting this positioning into practice. There are several the planning stages, which entails figuring out market segmentation and aims, identifying rivals and customers, setting goals and characteristics, and also setting prices. English Cafe establishes a company name, logo, slogan, and ambiance in the actual teaching and learning environment during the implementation stage, all of which reinforce the alignment of the English course with the cafe concept. Additionally, creating a brand identity in the eyes of customers by putting logos and taglines on products like uniforms and merchandise. English Cafe uses a variety of media and communication channels to effectively disseminate the characteristics of the two positioning. In summary, English Cafe presents as a "pioneer" among Indonesian establishments offering English language courses and incorporating a cafe concept. There are positioning strategy used in the positioning process, such as: 1. Positioning according to characteristics: the logo is utilized on English Cafe toolkit and attributes, including modules, aprons for staff uniforms, and various English Cafe goods. The logo is highlighted. 2. Positioning according to benefits: members (students) find it easier to receive teaching in the setting because it is not as boring as learning in a formal setting. Additionally, the ambiance in the cafe is soothing when enjoying a snack, coffee, and music. 3. Aligning in line with application, namely from the learning method in the formal education world that emphasizes structure and grammar in the application of English learning at English Cafe.

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