
CONCENTRATION INVESTIGATING THE IMPACT OF COVID-19 ON THE OPERATION AND MANAGEMENT OF A DANCE STUDIO

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ABSTRACT

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The Coronavirus Disease 2019 (Covid-19) entered Indonesia around March 2020. Covid-19 has been impacting in various fields, including the running of different companies. The current study will take IDOLAB dance studio from Indonesia as an example to understand the operation and management practices after the epidemic. By literature analysis and interviewing with the boss and manager from IDOLAB dance studio, several findings are shown as followings. The major impacts of Covid-19 on IDOLAB include not running dance classes, workshops and other activities, losing most students, and the lack of studio rentals. The operation and management changes in IDOLAB are: (1) The learning process during the pandemic was carried out online. (2) Teachers will teach through an app that can also be accessed by the participant. (3) The company has to solve online classes problems: the network is not smooth, students cannot interpret dance movements, trainers have difficulty evaluating student movements, hampering the process of delivering material, and students are less flexible in performing dance moves. (4) More promoting and marketing through social media such as sharing on Instagram, and WhatsApp is needed. (5) When the pandemic conditions are getting controlled, IDOLAB has some face-to-face classes, but with the condition that it follows the 3M progress, namely washing hands, maintaining distance, and wearing masks. Under the unstable epidemic situation, online classes are still necessary. How to improve the quality of online classes, emphasize the importance of exercises to customers, and promote to find mental support through dance during the

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epidemic could be the direction that IDOLAB dance studio can do in the future.

KEYWORDS

Covid-19, Dance Studio, Operations, Management



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INTRODUCTION

The cases of coronavirus (Corona Virus Disease 2019) were first reported in Wuhan City of China at the end of 2019, then spread rapidly in early 2020 to more than two hundred countries. Seeing the impact of the massive spread of coronavirus to many countries, the World Health Organization (WHO) decided that coronavirus as a pandemic disease (Liou et al., 2020). The Coronavirus Disease 2019 (Covid-19) entered Indonesia around March 2020. Covid-19 has been impacting in various fields. A lot of dance studios in the world can't handle their business and decide to close down their studio. The current difficult situation makes some event organizers or some communities hard to put on events, which has led to many dancers leaving the field.

Dance is one of these activities since its main working tool is the body, and during this context, it has been tried to be adapted in different ways (such as digital media or isolated spaces) which brings different questions related to the implications of how dance appears to us and how it changes when interacts with different mediums. Recently years, so many relevant research results have been carried out by several previous researchers. Tomlinson, researched the influence of art learning on the socio-cultural life of the people who participated in art learning activities (Tomlinson, 2010). Monika Novosad in her research results explains the impact of non-formal education on society and the younger generation (Guns et al., 2021). Ozudogru examines the problems faced by learning in the pandemic era (Özüdoğru, 2021). However, not many researchers have focused on the problem. However, not many researchers have focused on the problem of the impact of Covid-19 on the dance learning activities, especially in operating and managing dance studios in conducting dance practice lessons.

The dance studio is an important fixture in the field of dance education, in the community where it resides, and in the hearts and souls of the students who study there. It is not unusual for a young dancer to begin classes as a or in outside school schedule. The dance studio's function for business activities in the arts sector, such as one of them as a center for developing on organizing dance learning which is followed by various age groups ranging from children to adults with different learning objectives such as to improve their dancing talent, channel their interest in learning to dance, channel their hobbies and so on.

During the COVID-19 pandemic, learning activities in dance studios was vacuum in routine dance training and offline education activities and the impact of the COVID-19 pandemic made it impossible for dance studios to do normal practice, which decreased performance practice. With implementing and enactment social distancing rules by government policy, so many dancers they used a new

practice method by practicing at home, which gave totally different performances. The shift from offline to online learning modes in the pandemic era does not only occur in the formal education environment, but also occurs in non-formal education environments such as the implementation of dance education and training in studios (Coelho & Menon, 2020). This condition is caused by the fear of the students and their parents of pandemic in involving their children for dance practice in the studios (Indah Puji, 2022). In other factor, the limited facilities in dance studios make it difficult for dance teachers to deliver lessons on the spot. This negatively impacts the practice process. Considering the situation, with through an investigation of operation and management carried out by a dance studio from Indonesia, the purpose of this study was to obtain data and information related to situation of CoVid-19 in Indonesia that impact on a case dance studio. in other hand, to gain differences in a dance studio operation and management practices before and after the epidemic. the results of this research will be an in-depth reference regarding the impact of Covid-19 and how big the effect between the operation and management through a dance studio before and after the epidemic covid-19 pandemic.

RESEARCH METHOD

This study uses a case study research design with qualitative research paradigm approach (Savage et al., 2018). Qualitative research is one which provides insights and understanding of the problem setting. It is an unstructured, exploratory research method that studies highly complex phenomena that are impossible to elucidate with the quantitative research (Mbaka & Isiramen, 2021). Unfortunately, this study making in Taiwan countries and the case study research object in Indonesia countries, with that limitation of currently situation, as solution this study might be working with online activities to collect the data (Waqas, Dong, Ahmad, Zhu, & Nadeem, 2018). The location of this research was carried out in one of the dance studios company in Riau Province-Indonesia, its name is IDOLAB INDONESIA. Participants in this study involved interviewing with the boss and manager from IDOLAB dance studio as the primary sources data by adding some business analysis such as 4P analysis and SWOT analysis of IDOLAB dance studio. In other hand, and by literature analysis from previous research paper such as thesis paper, journals paper and conference paper as secondary data. The research data was obtained from the results of literature instruments and questionnaires (Zohrabi, 2013). The literature instruments used when obviously doesn't know what's going on right now then manage the information got to be an objective data (Sodero, Jin, & Barratt, 2019). The interview instrument was conducted to find out the obstacles to operate and manage dance studio faced by several elements such as owner and friend, students, and teachers before and after pandemic situation even though this study just interview from boss and manager.

RESULT AND DISCUSSION

A. SITUATION OF COVID-19 IN INDONESIA

According to the Ministry of Health Indonesia data, the pandemic covid-19 situation in **under level 3 of social distancing status**. The variety status level of social distancing that Ministry of Health launched is comes from World Health Organization guidelines (Woelfert & Kunst, 2020). What is level 3 of social distancing status in pandemic situation means? It means a community transmission situation with limited response capacity and a risk of inadequate health services. The level of social distancing status also following by 2 criteria of assessment that Ministry already made, there are transmission level and response capacity by citizen. For know how the big or small are transmission level, there are 3 criteria; testing, tracing and treatment (Ferretti et al., 2020). Testing its means people willing to do healthy checking by rapid test or swab test if it needed. Tracing its means open to yourself for tracing or contact tracing with positive people. Last but not least, treatment its means doing treatment in hospital if you have Covid-19 diagnosis (Vermarina, 2022).

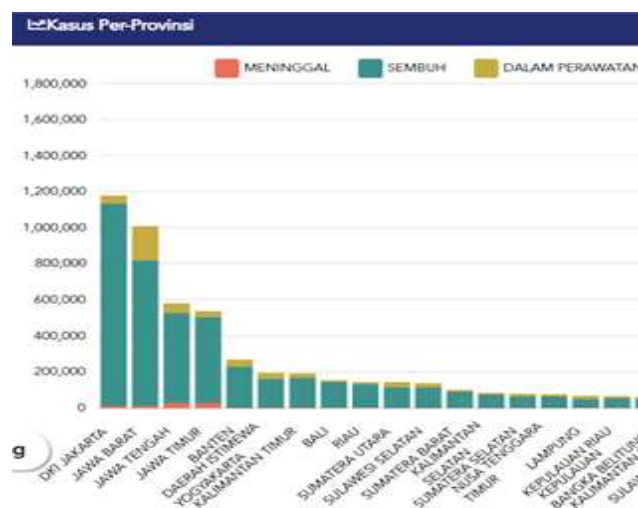


Figure 1
Covid-19 cases map in Indonesia

■ Dead
 ■ Cured
 ■ Under treatment

From figure 1, the covid-19 cases in each province showed in above. Data collected on March 3, 2022. The most cases from DKI Jakarta province as capital city of Indonesia with total cases almost 1 million 200 population infected by covid-19 with details almost 1 million 123 population cured, 52.701 population in quarantine or under treatment and 14,705 population dead. In the last position is from Lampung Tengah (Middle of Lampung) Province with the total cases 1 and already cured. The last, because our research object places in Indonesia and studio located in Riau province. Riau province situation now about covid-19 cases with details 45,304 population cured, 1,120 population dead and 6,264 population under treatment or quarantine, which total cases now 52,688 population.

B. 3.2 4P analysis result of IDOLAB dance studio

A dance studio 4P analysis is frequently developed as well in order to determine the Product, Promotion, Price, Place that are normally faced by these businesses. 4P analysis in this study:



Table 1
4P analysis of IDOLAB

Based on IDOLAB product offers some service, the first service that offers is rental studio for open individual or team. The second is offering dance class divided in two several options such as private lesson and group classes (Gilbert, 2015). The third is performance, after dance class already held on, finally is to bring students to join in dance event, the purpose is to know the quality of students. Explain about the others such as price is very affordable to citizens and have the discount if someone is member in IDOLAB. The places focusing in Indonesia specifically in Riau province, more focusing into mall or school. The promotion through a social media and some event.

C. 3.3 SWOT analysis result of IDOLAB

Based on table 1, SWOT analysis is done for analyze the strategic planning of strategic planning and evaluating through in this study. SWOT analysis models are articulated for wheat farming, incorporating number of strategic dimensions in the modelling process (Ommani, 2011). A review is Conducted on SWOT in qualitative and quantitative perspectives (Kaltakci-Gurel, Eryilmaz, & McDermott, 2017). In below providing a result on IDOLAB SWOT analysis;

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Young positioning. ● The dance studio belongs to the owner directly. ● Ambitious and motivated companies. ● Lower Expense such as studio maintenance, teacher wages, equipment, etc. 	<ul style="list-style-type: none"> ● Scope business scale to grow very few and expansion more difficult. ● Companies structure chart usually flexible. ● Rental costs, class costs not fixed, sometimes changed. ● Un-digitalization system on marketing management or branding.
Opportunities	Threats
<ul style="list-style-type: none"> ● Attract the target by holding online classes. ● Affiliate and cooperate with the others dance studio. ● Get Efficiency and effectiveness. 	<ul style="list-style-type: none"> ● Currently pandemic situation. ● Not many members join. ● Competitors doing same strategic and better than ours.

Table 2
SWOT analysis of IDOLAB

D. 3.4 Interview result

Answering by the boss:

Q1: What is the impact of Covid-19 for IDOLAB Studio?

Answering by the boss: IDOLAB lost all students and previous classes.

Answering by manager: The impact of Covid-19 on IDOLAB itself greatly affects idol activities such as the lack of studio rentals, not running dance classes, workshops and other activities.

Q2: In pandemic situation, how studio is going?

Answering by the boss: No class activities at all.

Answering by manager: In the early days of the idol pandemic itself, it was very difficult to overcome this problem, because the activities of the IDOLAB itself made direct contact with people. This situation makes idols less good during the pandemic.

Q3: Is there has new method rise up in pandemic situation for make studio better?

Answering by the boss: The online method, but not effective.

Answering by manager: With the initial conditions of this pandemic, IDOLAB itself has carried out several updates to the IDO Lab system, such as dance classes that usually run with direct contact, have been changed to an online system, so the teacher will teach through an app that can also be accessed by the participant. The pandemic conditions are getting better IDOLAB is doing the old system again but

with the condition that it follows the 3M progress, namely washing hands, maintaining distance and wearing masks.

Q4: How is difference offering on event or performance between to pandemic or normal situation?

Answering by the boss: At the beginning of the pandemic there was no event at all, 2 years passed, there was an event by setting the procedure.

Answering by manager: In terms of event requests and appearances themselves are very influential, the lack of events being held by outsiders due to this pandemic makes requests to appear very less than during normal conditions.

Q5: Does government policy have a big impact for dance studio growth in pandemic now?

Answering by the boss: There is no relationship yet.

Answering by manager: There is a government regulation that has a pretty good impact on idols themselves, namely they are allowed to carry out activities as normal but on condition that they follow the 3M progress. With these regulations, idols can run as usual.

Q6: What's difficult things for make studio growth in pandemic now?

Answering by the boss: People are still afraid to do activities outside the house.

Answering by manager: The difficult thing experienced by idols during the pandemic itself is the lack of dance fans due to this pandemic, and there is also a limitation on the number of people in activities, this is what makes IDOLAB difficult to develop during a pandemic.

Q7: How's difference percentages of student attendance in one class on before and during pandemic?

Answering by the boss: Very different, decreased by 75%.

Answering by manager: In normal situations the attendance of class participants is quite crowded and goes according to what is targeted. Meanwhile, in this pandemic situation, the class participants are down.

Q8: What is your main planning when you first face pandemic situation?

Answering by the boss: Make an online training program so that activities can continue, selling club clothes.

Answering by manager: In the early days of the pandemic, IDOLAB himself had difficulty finding ideas to deal with this pandemic, but over time IDOLAB found ideas during this pandemic by doing dance lessons online or online.

Q9: When you first get impact and how long you've been struggle and stand during pandemic situation?

Answering by the boss: The members pay dues for several months, and do not last long, thus making the operator resign from idol management.

Answering by manager: In the initial situation of the pandemic, IDOLAB himself made several changes in dance learning, namely through online or online, in this way made IDOLAB survive in the beginning of the pandemic situation.

Q10: Does social distancing policy really impact dance studio going?

Answering by the boss: Big enough, because it limits the number of people in 1 room.

Answering by manager: Of courses it affects well with the social distancing regulations, the learning program can run normally by following the social distancing requirements.

Q11: Does dance studio always follow and not violate government policy about social distancing?

Answering by the boss: IDOLAB always comply with government regulations.

Answering by manager: Of courses IDOLAB always obey the regulations from the government and never violate the regulations given by the government.

Q12: What are the differences in operation activities especially in curriculum planning before and during the epidemic?

Answering by the boss: The curriculum is still the same, only the target material is different.

Answering by manager: The difference in methods before and after the pandemic is of course different, if the method before is carried out in direct contact with participants, while after the pandemic the learning method is changed to online.

Q13: Does dance studio active do advertising and marketing program during pandemic situation? how you did it? And Is it successful?

Answering by the boss: Quite active, using social media, but still not effective.

Answering by manager: If so, how did IDOLAB do it? did it work?

During the pandemic, idols are quite active in promoting and marketing through social media such as sharing on Instagram, WhatsApp and some of them. By carrying out the promotion it was quite successful, but with this pandemic condition, this new method was not enjoyed by some participants.

Q14: Does government give some incentive for make dance studio operations better?

Answering by the boss: No.

Answering by manager: The government itself does not provide incentives to the IDO Lab itself.

Dance learning in the pandemic era requires a proper media so that learning activities can be carried out optimally (Sekarningsih, 2021). Under the unstable epidemic situation, online classes are still necessary. The dance studio has to solve online classes problems: the network is not smooth, students cannot interpret dance movements, trainers have difficulty evaluating student movements, hampering the process of delivering material, and students are less flexible in performing dance. How to improve the quality of online classes, emphasize the importance of exercises to customers, and promote to find mental support through dance during the epidemic could be the direction that IDOLAB dance studio can do in the future.

CONCLUSION

This study concentration investigated the impact of covid-19 On the Operation and Management of a Dance Studio. Primary data were collected by interviewing the boss and the manager of case study. As mentioned earlier in the introduction, the purpose of this study written in the last part of introduction. This study found that covid-19 influences the operation and management a dance studio. First, the impact of Covid-19 on IDOLAB itself greatly affected idol activities such as the lack of studio rentals, not running dance classes, workshops and other activities and we lost all the students in the beginning of the pandemic. Second, the learning process during the pandemic was carried out online and face-to-face (offline). If use online system, the teacher will teach through an app that can also be accessed by the participant or students. But if use offline system (face-to-face) we have truly following the 3M progress, namely washing hands, maintaining distance and wearing masks. Suggestions for IDOLAB is implement more methods of operation and management and update the employees and teachers about the type of teaching method used in such like online and offline. And for next research can do further research of the impact of after covid-19 situation on development and management strategy in a dance studio.

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