

Course: Leading and Managing Projects

Report Title: A Marketing Plan for New Oriental

Education & Technology Group (XDF)

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A Marketing Plan for New Oriental Education & Technology Group (XDF) (An educational service in China)

Executive Summary

Main Findings -- research

The results of questionnaire reveal that XDF educational service is no longer the first choice for students, so the number of recruited students enjoys a little decline.

Questionnaire also indicated that some students failed to make greater progress at school, even they lost heart and interests in learning.

Eventually, 45% participants felt dissatisfied with the performance of their children and teaching staff from XDF.

Events and Social Media Strategies

The “have a try event” has won back precious support from both students and parents, attracting almost 100 students and a lot of parents’ compliment. This event aims to the achievement of social media function and the improvement of recruitment.

It is widely acknowledged that social media strategies have produced positive influences on appealing to more and more students to get recruited.

Conclusions and Recommendations

The key conclusion from the report is that the key factors for better recruitment were confirmed as the service provided by XDF and the brand awareness of this educational service.

1. Introduction

This is the final report of a marketing plan for XDF at Huangshi (a small city of Hubei province, in southern China). In this report, main findings and analysis of research conducted in the process of a successful marketing plan will be presented. Moreover, the purpose of this project is to figure out the specific reasons why the number of recruited students decreased, and then a fruitful strategy will be produced to attract more and more students to receive training courses here for better performance at school, and detailed information will also be taken on in the following project.

Project Objectives

- To find out students' and parents' demands and aims from this educational service.(From 5 May 2020 to 25 May 2020.)
- To carry out the “have a try” event and attract more students to get recruited. Specifically, the number of recruited students should be increased by 30% by the end of Spe. (By the end of May, comprehensive promotion strategy will put forward.)
- To make the best of this event and social media to realize the purpose of this project. (From June to October, the whole process of this marketing plan and feedback and reflection will also be made, and adjustments will be done to new recruitment.)

2. Research Methods

2.1 Introduction about XDF

XDF, the full name of Beijing New Oriental Education Technology (Group) Co., Ltd., headquartered in Zhongguancun, Haidian District, Beijing, is a large-scale comprehensive education group, as well as an education and training group. The company's business includes foreign language training, elementary and secondary education, preschool education, online education, overseas consulting, book publishing and other fields. The company was listed on the New York Stock Exchange in 2006 and is the first educational institution listed in the United States in mainland China. What's more, it has branches all over China (From official website, about XDF) .

Huangshi New Oriental School is the 36th branch of New Oriental Education Technology Group. In just over two years, the teaching staff of Huangshi New Oriental School has grown from less than 10 to more than 70 now, and the number of students has grown from more than 100 at the beginning to nearly 8000 at present. The teaching location has also expanded from the headquarters economic building of Huangshigang district to Daye and Yangxin. At present, the school has set up a series of children's Longman series, a series of new concepts of young children's edition, a series of junior high school connection, art, composition, etc., a series of general subjects of junior high school and senior high school, four, six levels, new concepts, TOEFL, IELTS, and SAT training (From XDF at Huangshi, official website).

The mission of XDF is to improve students' lifelong competitiveness, shape students' citizen quality, and give students a global perspective, and it will and must try its best to become an excellent, respectable and culturally valuable teaching institution in China. Honesty, responsibility, love, diligence, ambition have been the core values of XDF. Besides, its teaching idea is to make students in the XDF's classrooms to get a happy growth experience!(From official website, About XDF)

2.2 PESTEL and SWOT Analysis

From the political perspective, just as one of the greatest leaders in China's history Xiaoping Deng once said education is the basic element of the One-Hundred-Year Strategy of a nation, definitely, China has attached great importance to education (From history textbook). China's primary and secondary basic education is in the stage of reform. On the one hand, it puts forward the requirements of reducing the burden and forbids the public schools to open all kinds of remedial classes; on the other hand, the report of the 17th National Congress once again emphasizes the need to fully implement quality education and promote the balanced development of basic education. The policy ban on the public schools' Extra-curricular tutoring classes has brought opportunities for the development of the third-party extra-curricular tutoring institutions (Report on the 17th National Congress). At present, the policy environment for extracurricular tutoring institutions is relatively loose, and there are no strict restrictions on capital, learning threshold and other aspects, which leads to a large number of such tutoring institutions in the market, scattered market share, free competition, and provides opportunities for leading enterprises with strength to integrate the market and lead the development of the industry(Environmental Analysis of Educational Services in China). In conclusion, politically, the development of educational service is under good condition.

From the economic point of view, the past forty years has witnessed the tremendous achievements in many ways, especially in economy. The sustainable development of economy brings about the increase of family disposable income. Statistics show that at present, more than half of urban families spend more than 20% of their total income on their children every month, and 44.29% of them spend between 500 yuan and 1000 yuan on raising their children every month. The vast majority are used in extra-curricular education and training. It can be seen that Chinese families have attached great importance to education (Economic factor on educational services). The development of education and training market provides the necessary premise.

Social factors have also imposed huge impacts on the development of educational services. First, the pressure of entering school is becoming more and more serious. Due to the influence of the entrance system and the scarcity of key educational resources, the pressure of entrance examination from top to bottom brings about fierce competition among students. Second, Chinese tradition attaches great importance to education. Education is regarded as an important way to change the fate of individuals and even families. Parents are willing to invest more money to make their children get more good learning opportunities. Third, the

influence of education background on employment. Education affects employment opportunities and determines income. In order to ensure better employment opportunities for children, parents should first ensure that children can receive better education(An Analysis of the Current Situation of Education in China).

It is universally admitted that science and technology are the first productive forces (Basic Principles of Marxism). The acceleration of Internet Education and training has laid a solid foundation for the development of online education. More and more educational services have introduced intelligent teaching and intelligent evaluating, which has contributed to the achievement of better results (An Analysis of the Current Situation of Education in China).

Environmentally, with the widespread introduction of science and technology, some educational services has set up a platform like MOOC(Massive Open Online Courses), online one-to-one teaching mode, making students study at home available. That is to say, it is unnecessary for students to arrive here to study, saving time and money. This is also a quite environmental lifestyle and asks for some innovations of XDF to meet the demands from students and parents (Analysis of the Current Situation and Development Trend of Foreign Language Training Market).

Here comes to SWOT analysis.

For its strengths, XDF enjoys a strong brand name in China. XDF has the highest number of branches in the country. By the fourth quarter of 2010, there were 367 learning centers and 48 schools, respectively. The growth rate of learning centers in the past three years has nearly tripled. The number of XDF's teachers expanded from more than 1700 in 2006 to more than 5200 in 2009. Employees expanded from 2599 in 2006 to 6420 in 2009, and business expanded from the initial 24 cities to 42 in 2009. moreover, training courses are much more colorful and more innovative, more powerful teachers to overcome difficulties and actively try his or her best to realize perfect outcome (From XDF official website: About XDF).

Admittedly, XDF still has its weakness. To begin with, it is the lack of communication within the enterprise, the failure of corporate strategy to become the common action goal of all employees, and the lack of desire of cooperation among members of the enterprise that are the causes for the upsetting results. And the transmission and feedback of various information are blocked in the process of strategy implementation; what's more, the resource conditions required for strategy implementation remains to be improved. Improper employment, incompetence or dereliction of duty of supervisors and operators are also some weakness. Eventually, the company's managers' wrong decision-making, which makes the strategic objectives have serious defects or errors; The external environment of the enterprise has changed greatly, and the existing strategy is difficult to adapt for a while (SWOT analysis for the development of XDF).

Just as is mentioned, some weakness of XDF is not only challenges but also opportunities. High level training has made great progress, but at present, medium and low level training is

still the mainstream in China's training market. Nearly 100 million people take part in various kinds of training every year in China, of which nearly 80% still take part in medium and low-level training in work skills and other aspects. According to the survey on the foreign language training market in the white paper of China's education industry, the demand for children's English training is very strong, followed by TOEFL, IELTS and other exam oriented examinations for the purpose of studying abroad. The most popular second languages are English, Spanish and French. When choosing a foreign language training institution, the factors that individuals' value are teachers' strength and training effect, institution fame, public praise in the circle of friends, whether the price can be accepted, and the number of foreign teachers' courses (SWOT analysis for the development of XDF). So XDF should seize these great opportunities to win its broad markets.

Threats: severe competition from its opponents has been one of the most important threats. What's more, the teaching staff's performance and people's preferences to XDF have also greatly influenced the steady and fast development of XDF. Lastly, The problems encountered in enterprise management are also the obstacles in its pursuit of rapid and healthy development (SWOT analysis for the development of XDF).

2.3 Business Case Brief of XDF

Compared with last year, the number of recruited students enjoys a little recession (Results from the assessment of 2019). As a result, XDF Educational Service is trying to find out the causes and create a feasible strategy to attract more students to get training courses here for better performance in school. It is told that some children fail to make progress in their study, which also fails parents. Besides, the children said that they were not interested in teachers' performance and even lost heart. What's more, several parents felt very disappointed because of wasting time and money on training courses in XDF. In conclusion, it is all these factors that have resulted in this phenomenon. In a word, a practical and specific project is to be undertaken eagerly for this old glorious educational service.(Maylor, 2010)

Realizing the aim of project will definitely benefit business and its stakeholders. In other words, high recruitment means increasingly huge profits for the majority of the company. Obviously, the boss and stakeholders can earn a lot of money. What's more, the wages of employees will also be enhanced, in return, it can activate them to devote their passion and love to their work. Besides, the educational service can gain a much higher reputation among its counterparts. In the long term, the number of recruited students will increase and the company can also develop well. Finally, the win-win effects can be achieved between students and company. (Maylor, 2010).

2.4 Research Approach

The key approach of this research is in the form of online and off-line questionnaire.(Time: by the end of June, research should be successfully conducted.) Online questionnaire is conducted mainly through Wechat.(See appendices2) When it comes to off-line questionnaire,

some staff came to some crowded places, like school gates, shopping mall, supermarkets, and bus or subway station to get the first-hand information. The data obtained from both online and off-line are analyzed in details and then XDF tries its best to figure out the existing problems in its development and seek useful solutions. (Newton, 2016)

This research has been conducted for nearly three weeks. There is no doubt that the data got from questionnaire are not so comprehensive, but to some extent, some problems and shortcomings can be revealed. Using questionnaire can produce a mix of qualitative and quantitative data.(Brace, 2013)

A “have a try” event (From 10 July to 12 July 2020) will be launched on the condition that first-hand materials are obtained to ascertain the preference of XDF’s potential customers.

3. Main findings

3.1 Questionnaire findings

The questionnaire revealed the following trends in quantitative data (results from questionnaire).

The questionnaire will include online and offline parts. Students who recruited before can fill in the questionnaire through Wechat. And an interlinkage to the questionnaire will be given to students' or their parents' Wechat. The majority of participants are middle school students, and primary school students and high school students respectively take up 15% and 25%.

Besides, 30 out of 100 students said that they were so exhausted that they couldn't concentrate on their after-class training. Others said that they were not interested in some teaching methods from certain teachers. This could mean there are some problems both from students and XDF, even though the results may not so exact. However, all these factors should be taken into considerations when meetings and discussions are held. (Maylor, 2010)

Moreover, expectations varied from individuals to individuals. For instance, some students are poor at their studies and their goals are to master basic knowledge and pass the exams, while some top students are try their best to promote themselves. And these expectations also influence parents' decision for selecting educational services. Another factor for parents to choose an educational service is the cost. They thought the cost should match with the results.

Finally, it reveals that 65% students are willing to continue their study in XDF.

The qualitative data from the questionnaire indicated the following (Results from questionnaire, see appendices 1):

Firstly, the target market of XDF mainly focuses on middle school students. So the "have a try" event should pay more attention to them and try to leave them. Meanwhile, great importance should also be attached to primary school and high school students. Secondly, the close communications with parents and students should also be maintained. Their expectations and demands should also be taken into consideration when some adjustments are made. Thirdly, for some students who are poor at school, confidence and courage should also be established for them. Fourthly, the cost and gains should be equal, which is one of the most important concern of their parents. As a result, all these factors should be covered when a comprehensive marketing plan is being made.(Gray, 2013)

3.2 "Have a try" Event

In order to realize the objectives mentioned before, the "have a try" event which is also called the "summer camp" to attract more students to study in the XDF will be launched from 10 July to 12 July 2020. (Fahy, J., and Jobber, D., 2015).

3.2.1 Background information of this event

The number of recruited students enjoyed a little decline, so XDF want to attract more and more students, to be specific, there should be 30% more students studying in XDF(See in 2.3). The “have a try” event not only will enrich students’ holiday life, but also it will arouse students’ interest in learning. Taken the subject English as an example, the arrangements of this event will cover the following aspects.

3.2.2 Topic of this event

English-themed summer camp: Golden Dream--A journey of growth

3.2.3 Specific arrangement:

Organizer: XDF in Huangshi

Responsible for planning: staff in XDF

Participants: primary and middle school students at Huangshi

Opening time: July 10 to July 12 or postponed.

Opening place: XDF in Huangshi

Activity cost: sponsored by XDF, part of the cost borne by the campers (add up to 50,000 RMB)

The number of campers: 20 or more

Fee: 1500 each

Opening place: Wangtan reservoir

Preparation stage: determine the camp, the number of campers, contact foreign teachers, and coordinate with relevant departments

Activity steps:

On the first day

Am

9: 30 arrival at the camp (familiar with the environment)

10: 00 opening ceremony (welcome speech by battalion commander, speech by leader of organizer, speech by student representative)

11: 00 lunch (show the little guests around the camp before the meal)

PM

13: 00-13:30 after self-introduction, the battalion members interact and reorganize the team

(name your team and prepare slogans)

13: 35 ~ 14:10 tell me my English story (prepare a speech for each)

14: 20-15:50 interactive games

15: 00-15:30 about my English learning experience

15: 30-15:50 notes on activities in the following two days

15: 50-17:00 free activities

Other courses to be decided (e.g. English courses)

On the second day

Am

7: 00 camp concentrated to base
9: 00-11:00 Interactive English activities
11:15 lunch

PM

13: 00-16:00 Interactive English activities
16: 10-17:00 basketball match, tug of war
17: 30-18:30 happy homemade dinner
19: 00-21:00 talent contest bonfire party
22:00 go to bed

On the third day

Am

6: 00-6:30 get up and clean up the house
6: 30-7:00 aerobics
7: 00 breakfast
7: 30-8:00 internal affairs competition
8: 00-11:00 oral English training, English interactive training
11: 15 lunch

PM

12: 30-13:30 English competition
13: 30-14:00 boast about my little friend
14: 00-14:30 closing ceremony (announce results, share experience and give gifts to each other)
14: 40 return

After the event comes to an end, handout concerning summer holiday's training courses will be given out to students. Here will cover the discounts activities, free gifts and other offers if students are fond of studying and recruiting in the XDF.

3.3 Social media strategies

This project will make use of social media platforms like Wechat and QQ to better contact with students and parents. It proves that Wechat and QQ are fruitful marketing strategy to draw both students' and parents' attention, which do contribute to conduction to this marketing plan.(Kokemuller, 2019)

During the initial phase, online questionnaire were given to students and parents via Wechat, and results were also obtained through Wechat. It is very efficient to get data and then analyse those results.

After collecting and analyzing data, a proper promotion strategy should also be presented to

students and teachers mostly via Wechat. The “have a try” event introduction part will be showed through Wechat group, Wechat circle and official website of XDF. Moreover, registration and event payment are also finished through Wechat. And parents can use Wechat pay, Alipay and so on. To be specific, during camping time, some pictures and videos also will be sent to Wechat group in order that parents are worried about their kids’ safety.

In the end, the feedback from students will also come from Wechat or face-to-face talks. Later, teachers and parents keep in touch with each on Wechat.

3.4 Timetable and implementations

An action plan is a reminder to ask staff to conduct it specifically and concisely. (Kotler P and Chernev, A, 2014)

Here is the timetable of this marketing plan. (Burnes, 2014) (Buttrick, 2013)

Activity	Target audience	Channel	Objective
Online and off-line questionnaire	Students	Wechat, Face-to-face talks	To collect some information for quantitative and qualitative analysis
Marketing plan making	Boss and staff	Meetings and discussions	To produce a practical and profitable marketing plan
Promotion	Students and parents	Wechat, Face-to-face talks	1. To draw students’ and parents’ attention 2. To fully promote this activity
Implementation: “have a try” event	Students	Face-to-face activities	1. To make students’ holiday life colorful 2. To lay a solid foundation for later recruitment by better services

Summary and reflection	Boss and staff	Meeting and discussion, report, personal presentation.	1. To analyse the feedback from students 2. To summarize this marketing plan
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Continued

Measure of success	Timescale	Cost	Risk
How many participants positively answer the questionnaire	From 5 May to 28 May 2020	2,000 RMB	Lack of accuracy
Whether it is feasible and accepted by majority	By the end of May 2020	8,000RMB (including bonus)	Fail to reach an agreement
How many students are willing to go	From 10 June to 8 July 2020	5,000 RMB	Fail to get more students to join.
1. The number of campers 2. Feedback from students	From 10 July to 12 July 2020	50,000 RMB	Money is wasted and no effects are achieved
To see the results, if feasible, this marketing plan will continue being carried in the future	From 13 July to 25 Spe 2020	No money	Fail to increase the number of recruited students by 30%.

Ended

4. Conclusions and recommendations

4.1 Conclusions

After conducting the whole process of this marketing plan, some problems are still existing. For example, the data from questionnaire may not so precise, and risks as well as limitations are also the important obstacles to the project. The target audience may seem so broad, and the marketing plan may also seem less specific. However, it can be confirmed that social media strategy is really powerful when conducting a marketing plan.(Jobber, D., and Ellis-Chadwick, 2016).

For the promotion and event implementation part, some fruitful results has been achieved. Because of the great success of promotion, it is reported that over twenty students have participated in this wonderful event. From their feedback, quite a few students are really appreciated and willing to continue studying in XDF, which is a piece of exciting news for the whole staff in XDF.

Maybe, the planning process has attached much more importance to social media strategy, which will cause some risks. There are still many useful strategies making this plan more successful, like the communication mix, social networking, 7Ps and so on. (Fahy, J., and Jobber, D., 2015)

4.2 Recommendations

1. XDF is supposed to make its promotion strategies unique and varied. It should pay more attention to innovation, improving marketing plans, teaching approaches and techniques.(Jiao, 2010)
2. There is a long way to go for better future of XDF, while serving students with heart and soul is really vital. Besides, much closer relationship with parents and students should also be set up. In a word, please continue to make social media strategy more powerful and seek other feasible marketing strategies.(zhong, 2007)
3. It is necessary for XDF to carefully listen to students' needs and reflect on itself. Only in this way can some practical adjustments be made to get more and more students to get training courses here.(Cui, 2006)
4. XDF should know itself well, so do its rivals. So XDF can survive from today's fast-changing market.

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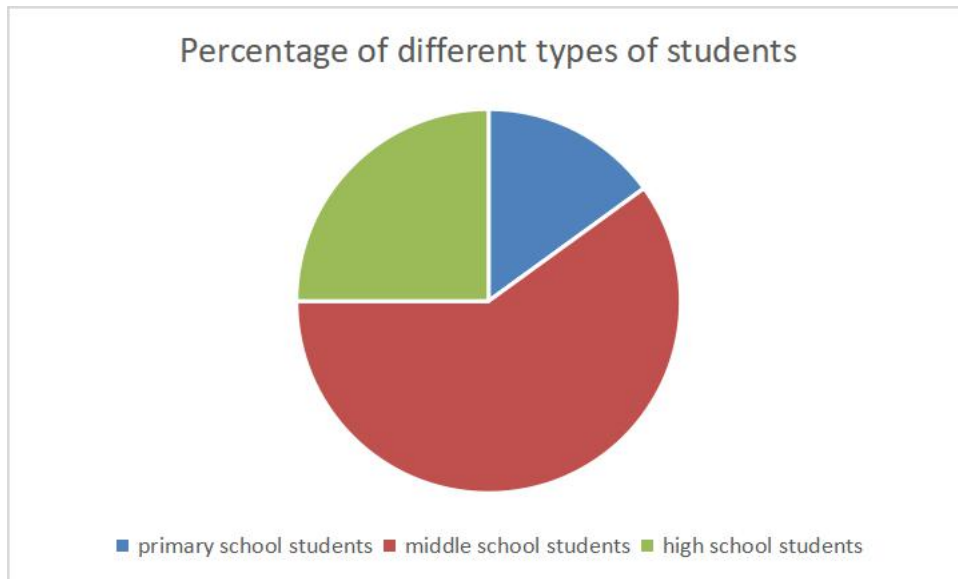
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6. Appendices

1. Qualitative analysis data



2. Questionnaire Example

PAGE1:

Q1: What's your age?

12-15.

Q2: What's your gender?

Male.

Q3: Do you like after-class training courses?

Yes, I do.

Q4: How often do you go to XDF for learning?

Three times a week.

Q5: What kind of subject do you think is the most difficult for you?

Math.

Q6: What's your favorite subject?

English.

Q7: Which kind of teacher do you prefer, strict or kind?

Kind.

Q8: Do you want to go for a summer holiday camp with us?

Yeah, that's a good idea.

Q9: What motivates you to study in XDF?

Eager to promote my grades.

Q10: Do you have any recommendations for us?

No, really satisfied with the services here.