



**Study on Marketing Strategies of Graduate Entrance Examination  
Training Business - Taking New Oriental Online Jinan Branch as an  
Example**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
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This Independent Study has been approved as a Partial Fulfillment of the  
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### Abstract

In recent years, the number of people took the postgraduate entrance examination in China has grown rapidly, and the postgraduate entrance examination training industry has ushered in huge development opportunities. This paper takes the Jinan branch of New Oriental Online as an example to study the marketing strategy of the postgraduate entrance examination training business.

The purpose of this study were : 1) To analyze the current situation of postgraduate entrance examination training at New Oriental Online Jinan Branch by SWOT analysis; 2) To improve the marketing strategy of New Oriental Online Jinan Branch's postgraduate entrance examination training business through 4P theory.

This paper is based on the 4P marketing mix theory and adopts a quantitative research method to conduct a questionnaire survey on 300 students both inside and outside the Jinan branch of New Oriental Online. Then, the 4P marketing theory is sorted out and an interview outline is written. Through analysis, this paper finds that: 1) New Oriental Online Jinan Branch's brand influence is insufficient and industry competition is becoming increasingly fierce; 2) We need to further enrich and optimize the courses and pricing system related to postgraduate entrance examination training at New Oriental Online Jinan Branch, improve marketing strategies, and expand marketing channels to meet the training needs of various postgraduate students and promote the efficient development of the company.

**Keywords:** New Oriental's postgraduate entrance examination training business, 4P, marketing strategy.

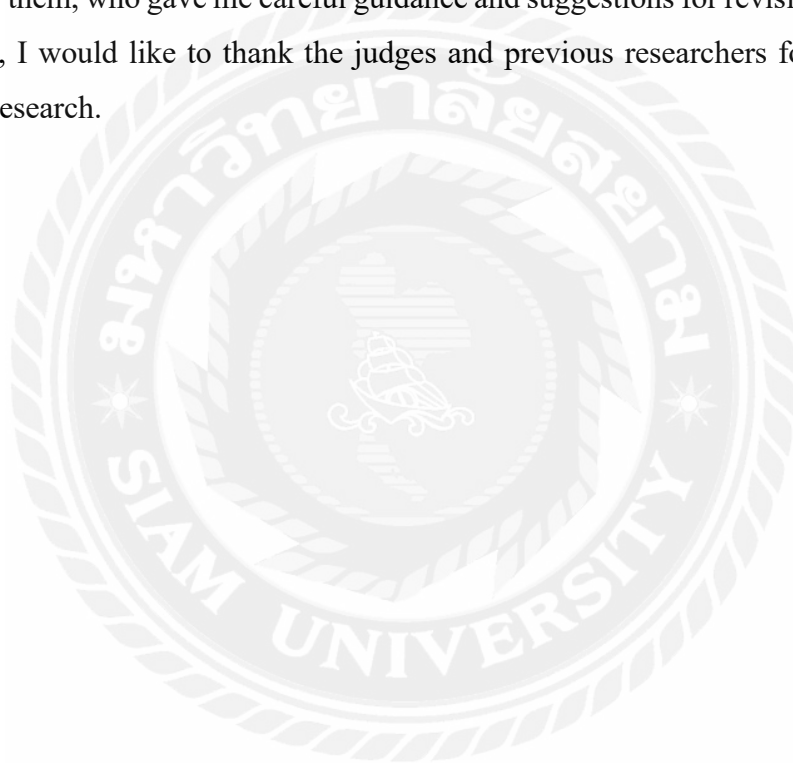
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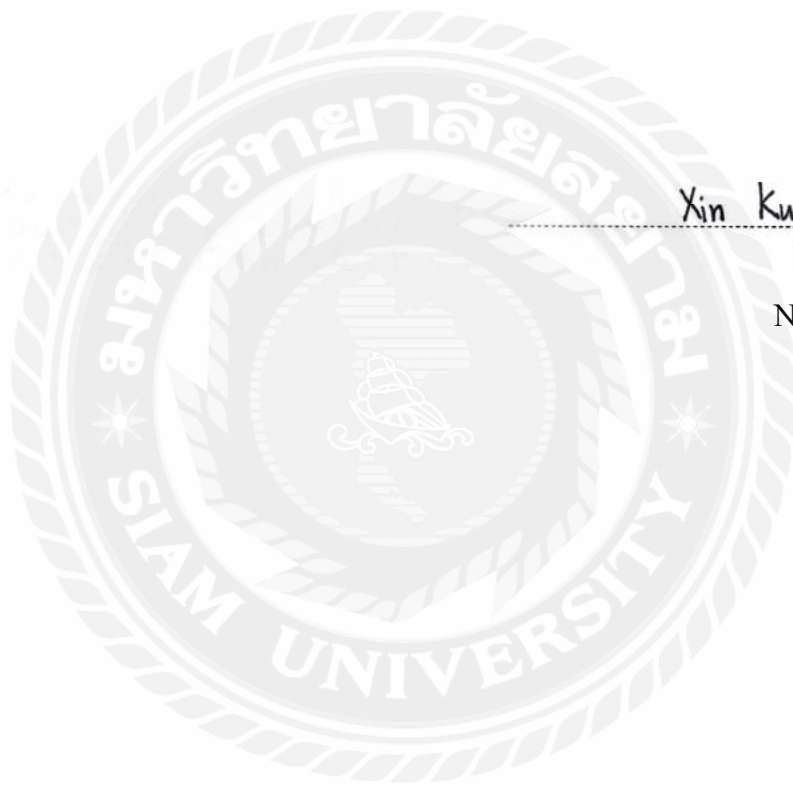
## Declaration

*I, Xin Kuan, hereby certify that the work embodied in this independent study entitled “Study on Marketing Strategies for Graduate Entrance Examination Training Business - Taking New Oriental Online Jinan Branch as an Example” is result of original research and has not been submitted for a higher degree to any other university or institution.*

*Xin Kuan*

(Xin Kuan)

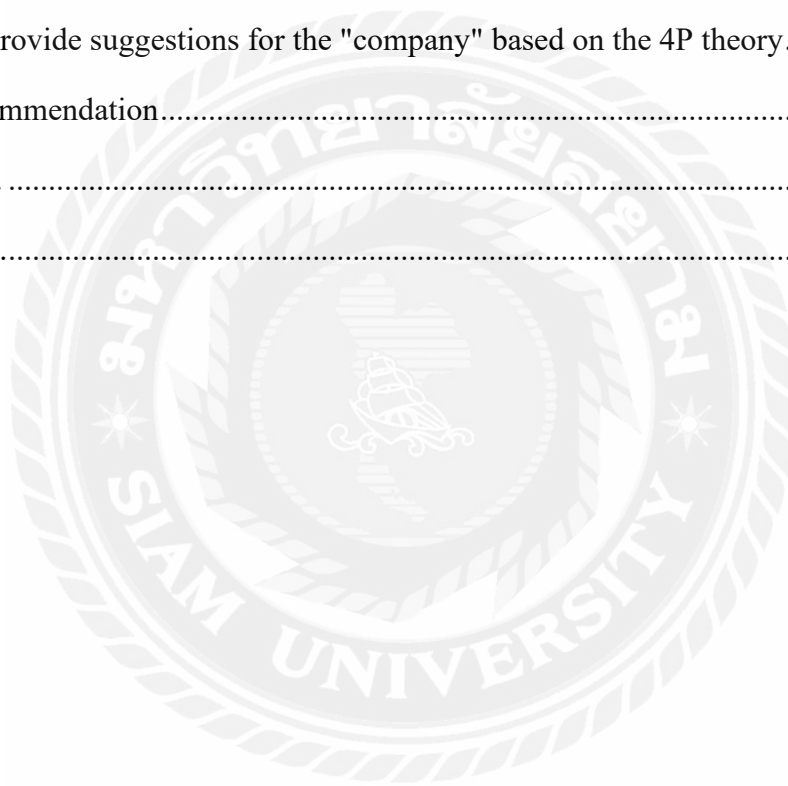
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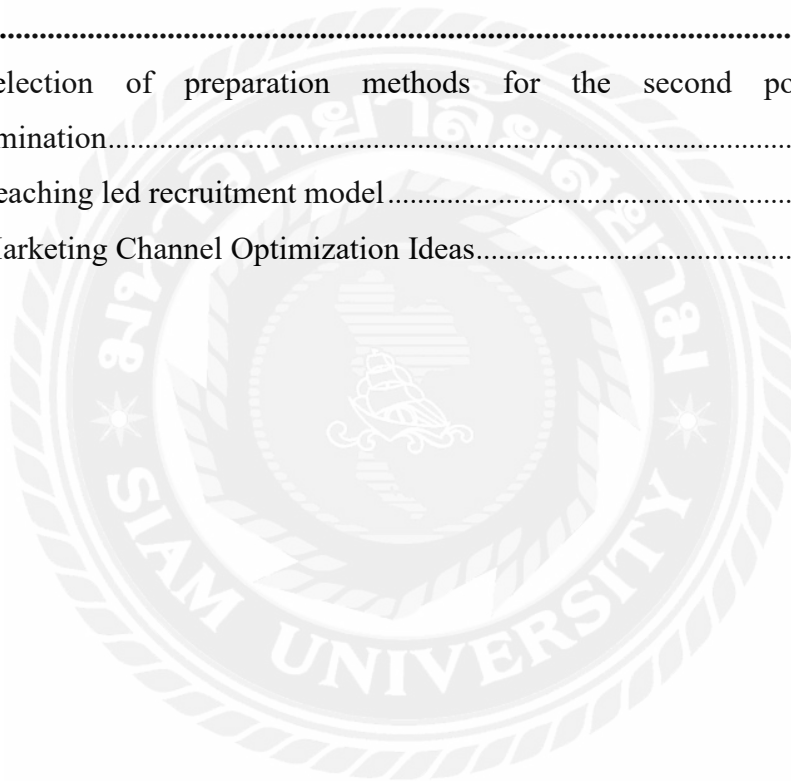
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# Chapter 1 Introduction

## 1.1 Research Background

Throughout the years, China's emphasis on education has gradually increased, and the overall level of education popularization in China is increasing. More students are entering universities to receive undergraduate and even graduate education. In recent years, the number of college graduates has continued to increase, and the pressure of employment competition has become greater. With the rapid development of China's economic construction, various industries have varying degrees of internal competition, and the demand for highly educated talents is even greater than before(Cao, 2017). Therefore, taking the postgraduate entrance examination to enhance one's education, enhance one's competitiveness, and obtain better employment opportunities and development has become a better solution for many students.

Due to multiple factors such as higher personal development requirements from candidates, greater employment pressure from graduates, inclusion of part-time graduate students in the unified examination, expansion of graduate enrollment, and the pandemic, the number of applicants for the graduate entrance examination has risen sharply. The number of applicants in 2019 was close to 3 million; In 2022, the number of registrations reached 4.57 million, doubling from 2017; The number of applicants in both 2023 and 2024 was around 4.5 million. The proportion of former graduates taking the postgraduate entrance exam in World War II and III is gradually increasing among the population applying for graduate studies, and the difficulty of the exam is gradually increasing(Carayannis, Sindakis, & Walter, 2015). In this context, more and more candidates choose to enhance their own strength through postgraduate entrance examination training, striving to stand out in fierce competition. As a result, there is a demand for large-scale training, and the postgraduate entrance examination training market is showing a thriving trend. Many postgraduate entrance examination institutions have emerged in an explosive manner, running and entering the field, hoping to get a share of this huge profit cake.

New Oriental Education Group is an educational service institution that started with IELTS and TOEFL exam training. Established in 2005, it has gradually developed into a comprehensive enterprise group in the postgraduate entrance examination education service industry. It adopts a nationwide direct operation and management approach, establishes a teaching and research institute, and independently researches and develops teaching content; Vigorously cultivate full-time teachers and provide

differentiated training for different majors. Multiple campuses, including New Oriental Online Jinan Branch, have set up training bases near universities and set up courses such as day reading, closed training, and online training to meet the training needs of different postgraduate entrance examination groups(Chen et al., 2018). With the hot trend of taking the postgraduate entrance examination, the company has gained excellent development opportunities and provided a considerable share of the company's profit growth. Jinan Branch was established in 2010, and its business projects include multiple business training programs such as postgraduate entrance exams and adult exams(Ying Chen, 2021). The postgraduate entrance examination training business of New Oriental Online Jinan Branch has achieved certain achievements in the past development, but there have also been many problems such as insufficient targeted promotion, poor marketing conversion rate, uneven teaching quality, and complaints. Although New Oriental Online Jinan Branch provides postgraduate entrance examination training to all universities in Shandong Province, there is still room for improvement in recruiting candidates from different majors and mentoring new students with the help of the elderly(G. Chen, 2017). This paper will take the recruitment of different majors in the postgraduate entrance examination training business of New Oriental Online Jinan Branch as the starting point, analyze and identify optimization plans based on current marketing strategies and future development directions.

## **1.2 Research Problems**

With the continuous increase in the number of people taking the postgraduate entrance examination, the competition faced by the postgraduate entrance examination is becoming increasingly fierce, the difficulty of the examination is constantly increasing, and the demand for training is also increasing. The training market for the postgraduate entrance examination has a good prospect. However, at the same time, the industry entry threshold is relatively low and there are many competing institutions, making it particularly important to stand out in the fierce competition within the same industry(L. Chen, 2020). How to highlight the brand advantage, faculty advantage, regional advantage, and other advantages of New Oriental Online Jinan Branch's postgraduate entrance examination training business at the marketing level, and keep up with the times, requires continuous in-depth research and decision-making. At the same time, the company has many problems such as insufficient targeted promotion, poor marketing conversion rate, uneven teaching quality, and complaints. The above issues are all practical problems faced by New Oriental Online Jinan Branch's

postgraduate entrance examination training business. This study is conducive to promoting the resolution of problems that arise in the marketing process.

This paper uses the 4P combination theory and SWOT theory in marketing to analyze how New Oriental Online Jinan Branch's postgraduate entrance examination training business can tap into potential students, create and meet their needs. It clarifies the reasons for accurately classifying consulting students into majors, rather than using fixed models to plan students and blindly recommend majors. In addition, effective solutions will be proposed in the paper to address the issues of insufficient targeted promotion and poor marketing conversion rate in the postgraduate entrance examination training business of New Oriental Online Jinan Branch.

In summary, the research question of this paper are:

- 1) What is the current situation of exam training in Jinan branch of New Oriental Online?
- 2) What is the best method to improve the marketing strategy of New Oriental Online Jinan Branch's postgraduate entrance examination training business?

### **1.3 Objective of the study**

This paper aims to study the marketing strategy of New Oriental Online Jinan Branch's postgraduate entrance examination training business, in order to provide assistance for the future development of New Oriental Online Jinan Branch, and to provide certain research value and reference significance for the future development of postgraduate entrance examination training business in Shandong Province. This study collected feedback from students who intend to participate in postgraduate entrance examination training both on and off campus through a questionnaire survey. It truly understood the current situation of students participating in postgraduate entrance examination training, identified the key issues that the training school truly faces with the training subject, and proposed targeted improvement strategies.

(1) To analyze the current situation of postgraduate entrance examination training at New Oriental Online Jinan Branch by SWOT analysis.

(2) To improve the marketing strategy of New Oriental Online Jinan Branch's postgraduate entrance examination training business through 4P theory.

### **1.4 Scope of the study**

This paper takes New Oriental Online Jinan Branch as the research object, combines the development background of postgraduate entrance examination training business, draws on relevant marketing theories, analyzes the current situation and marketing strategies of New Oriental Online Jinan Branch's postgraduate entrance examination training business, and provides improvement suggestions for New Oriental's future marketing strategies. The author has read 50 academic papers related to marketing strategies and determined that this study uses SWOT theory to analyze the marketing status of New Oriental Online Jinan Branch. Based on the 4P marketing strategy theory, in September 2023, a survey questionnaire analysis was conducted on 350 students inside and outside the company, and a total of 246 valid survey questionnaires were collected. This paper explores the marketing status of New Oriental Online Jinan Branch from four aspects: product, price, location, and promotion, and analyzes the marketing strategies that affect the postgraduate entrance examination training business of New Oriental Online Jinan Branch.

## **1.5 Research Significance**

This paper explores the current development trend of the postgraduate entrance examination training industry and summarizes the successful experiences of enterprises and brands through research on the marketing activities of the Jinan branch of New Oriental Online. Meanwhile, based on the current development environment of China's education industry, this paper will analyze and fully draw on the successful experience of New Oriental, help other Chinese postgraduate education enterprises adjust and update their marketing strategies, and help the development and growth of China's education industry. At the same time, this paper aims to review New Oriental's marketing strategies, propose feasible solutions, help New Oriental's products surge, help New Oriental win, and identify the problems in the marketing strategies of New Oriental Online Jinan Branch's postgraduate entrance examination training business in recent years.

This paper applies marketing theory to analyze how New Oriental Online Jinan Branch's postgraduate entrance examination training business can tap into potential students, create and meet their needs, and clarify the reasons for accurately classifying consulting students into majors, rather than using fixed models to plan students and blindly recommend majors. In addition, the paper will propose effective solutions to the problems of insufficient targeted promotion and poor marketing conversion rate in the postgraduate entrance examination training business of New Oriental Online Jinan Branch. The paper will also explain the negative impact of these problems on the future

development of the postgraduate entrance examination training business of Jinan Branch.

This paper will use the SWOT research method and 4P marketing mix theory to analyze the problems that arise, and the final conclusions and optimization strategies can be helpful for the future development of the postgraduate entrance examination training business of New Oriental Online Jinan Branch.



## **Chapter 2 Literature review**

### **2.1 Introduction**

This chapter elaborates on the definition of marketing and summarizes the views of the former in marketing strategy related research, a detailed introduction to the 4P marketing theory, and the SWOT theory, providing a theoretical basis for the analysis of the current situation of New Oriental's marketing strategy in the following text.

New Oriental Online Jinan Branch was established in 2010 and is directly managed by New Oriental Online of Beijing headquarters. Its business projects include vocational education, postgraduate entrance examination and training, and adult exams. The postgraduate entrance examination training program was established in 2010, and after 13 years of development, it has evolved from a team of 5 people to a team of nearly 100 people(Fan, 2011). The annual enrollment, revenue, and net profit have steadily increased, ranking in the middle and top among the 30 provinces with campuses in China. The Jinan branch has established offline teaching campuses in all cities with universities in Shandong Province, such as Qingdao, Weifang, Dongying, Tai'an, and Linyi. It has also opened multiple campuses in popular cities such as Jinan and Qingdao, and has implemented class teaching in all campuses, greatly facilitating the postgraduate entrance examination students in nearby schools. The branch relies on the Teaching and Research Institute of the Beijing headquarters to establish the Shandong Provincial Teaching and Research Institute(Fu & Qian, 2008). A team of local elite teachers is formed to train teachers in the province and regularly visit the Beijing headquarters Teaching and Research Institute for teaching content, methods, and other teaching improvement training, to ensure that the teaching quality and teaching ability of teachers keep up with the times.

### **2.2 Definition of marketing strategy**

Marketing strategy is a planned organization of various business activities by enterprises based on customer needs as the starting point, obtaining information on customer demand and purchasing power based on experience, and the expectations of the business community. It is a series of measurable and controllable activities aimed at improving sales and manufacturer reputation for a certain target market. It is a combination of various marketing methods such as product, price, channel, promotion, and strategy.

## 2.3 Basic theory

### 2.3.1 4P MARKETING THEORY

This paper is mainly based on the classic marketing combination strategy 4P, summarized by Professor Jerome McCarthy of Michigan State University in his book "Basic Marketing", which includes Product strategy, Price strategy, Place strategy, and Promotion strategy. The 4P marketing mix strategy provides a relatively mature marketing direction for enterprise marketing and management, guiding the enterprise on what products to provide to the market, at what prices, through what promotional methods, and on which channels to sell. This marketing mix strategy is an important component of marketing theory and has made great contributions to promoting the development of marketing.

A product is an operational item or service created to meet market consumer demand, primarily used for use and consumption. As the first step for manufacturers and operators to participate in marketing, product strategy is the most important aspect of the marketing process. The functionality and appearance of a product are the main factors that attract consumers to purchase, with parts being the most important (Goi, 2009).

In terms of products, with the development of the economy, the improvement of consumer attitudes and consumption levels, and the increasing emphasis on product appearance, product packaging plays an increasingly important role in marketing. Among them, Jianting and Feng discussed product packaging. In recent years, the function of product packaging as a means of protecting and accommodating products has become increasingly weak, and the sales function under exquisite packaging has become more prominent (Jianting,&Feng, 2012).

Price refers to the cost of a product determined by its value and supply-demand relationship during the sales process in the market, which affects demand, sales, and profit growth. Reasonable product pricing should refer to market positioning, brand effect, consumer group, etc. The formulation of pricing strategies should consider two factors: first, the penetration strategy of high and low prices in the enterprise market; second, corresponding pricing plans should be formulated based on specific product types and marketing environments, such as discounts, psychology, geography, and other pricing strategies (Pels,&Saren, 2006).

Ferrer proposed three points: first, price levels should be based on product value, and companies can use consumer psychology to develop scientific price plans.



Secondly, do a good job in guiding prices. Enterprises should increase their promotion efforts at product sales points, penetrate product and brand value, and make customers feel the weight of money or the value of money. Thirdly, enterprises should grasp the relationship between price and marketing, enhance product competitiveness through discounts, increase pressure appropriately when supply exceeds demand, raise prices, and make consumers recognize the value of the product (Ferrell, Hartline,&Hochstein, 2021).

Places can be divided into direct channels and indirect channels. Direct channels refer to enterprises bypassing intermediate links and selling products directly to consumers through telephone, self built stores, or platforms. Indirect channels refer to intermediaries serving as the medium for selling goods, and the sales terminals are also consumers. This sales method is currently the main marketing channel for products, which can accelerate the circulation of goods more quickly. The choice of sales channels will significantly affect consumer purchasing tendencies (Dominici, 2009).

Monk pointed out that there are currently three problems with marketing channels in China. Firstly, the concept needs to be updated; Traditional marketing channels overly focus on promotion, and the professional management level of marketing channels needs to be higher. Secondly, the marketing channels are single. Thirdly, marketing channels require more collaboration, separating the development of online and offline channels. In response to these three issues, she believes that enterprises should innovate their marketing channel management concepts, increase the importance of professional channel management among employees, and apply new management concepts to practical management. At the same time, we should also actively improve our marketing channels. In order to cope with the constantly changing market and the diversity of consumer demand, enterprises should establish a consumer centered channel management system to consolidate their interests (Munch, Schmit,&Severson, 2021).

Promotion is the exchange of information between enterprises and users, attracting consumers to purchase products through various means of information dissemination. The purpose of promotion is to utilize the curiosity and conformity of consumers to increase their desire to purchase. Promotions can bring benefits to consumers and enhance their preference for the brand. Advertising, promotion, and public promotion are all promotional methods. Economic principles indicate that people will respond to incentives. A high-quality promotional strategy can stimulate consumers' potential purchasing desire, accelerate product quantity sales, and achieve

ultimate monetization. Therefore, promotion is an incentive measure for producers or businesses to purchase products from consumers (Constantinides, 2006).

Kothari compared the effectiveness of specific discounts and gift promotions. Through empirical analysis, they found that discounts and gift promotions are only sometimes effective in promoting individual consumption, and the promotional power of products of different values also varies. Regarding discounts and gift promotions, gift promotions have a better effect, so companies can prioritize gift promotions (Kothari, 2004).

Product strategy - Enterprises market tangible or intangible products based on the needs of consumers in the target market, including the width, length, depth, and relevance of product combinations, and combine and use them. In this paper, the research subject is the postgraduate entrance examination training business, and therefore the product is New Oriental Online Jinan Branch. In order to meet the needs of potential candidates in the target market, including but not limited to teaching time, teaching format, and class capacity, it provides potential candidates with the required postgraduate entrance examination training courses and ensures the quality of courses and supporting services during the training period, thereby helping students achieve ideal results in the postgraduate entrance examination and ultimately obtain the postgraduate entrance examination.

Price strategy - Enterprises can adopt demand oriented pricing, cost oriented pricing, or competition oriented pricing based on the needs of consumers in the target market, in order to achieve their marketing goals and generate revenue. In this paper, the pricing strategy for the postgraduate entrance examination training business of New Oriental Online Jinan Branch is to provide the training fees required for potential interested students with courses.

Place (Channel Strategy) - The execution of a company's marketing strategy cannot be separated from efficient channel strategies. Opening up channels to enhance brand awareness, influence, and recognition is highly effective. Multiple channels should be used simultaneously to attract better customers for the postgraduate entrance examination training business, thereby increasing enrollment conversion rate, market share, and enhancing brand influence.

Promotion strategy - such as advertising, personnel promotion, lectures, book fairs, public relations, etc., to encourage potential interested students to purchase products or services, so that the company can achieve the expected benefits. Applied to

the postgraduate entrance examination training business of New Oriental Online Jinan Branch, there are mainly promotional strategies such as group purchase discounts, gift of learning materials, discounts for old and new students or red envelope rewards for old students, and agreement guarantees for full or partial refunds.

In 1960, American scholar Jerome McCarthy distilled 4P into four elements: product, pricing channel, and promotion. In 1964, American marketing expert Bowden first proposed the 4P theory in Basic Marketing, which organically combines product, price, location, and promotion. This further reflects the marketing mix theory and establishes a theoretical framework for managing marketing.

## **2.4 SWOT analysis theory**

The SWOT analysis method was initially applied in the field of management to provide decision-making methods for the operation and development of enterprises, and has since been widely applied in multiple fields. In SWOT analysis, the four letters represent different meanings: S (strengths) is an advantage, W (weaknesses) is a disadvantage, O (opportunities) is an opportunity, T (threats) is a threat, S and W are internal factors, and O and T are external factors. In a sense, analytical method is an internal analysis method of a company, which is based on the information of the company itself. For the SWOT analysis method, it can integrate the internal environment with the external environment based on actual conditions and related conditions, and construct its unique and high-level balance analysis system based on actual conditions. In addition, SWOT performs more prominently and clearly in terms of structured features, with the SWOT matrix being its typical and main manifestation. For this matrix, it mainly consists of four parts. For each part, it has its own exclusive meaning and value, and in terms of specific content, the main focus is on structure, conducting in-depth analysis of the external environment of the enterprise, and conducting diversified and extensive analysis of its internal resources.

1) Analysis of strengths and weaknesses (SW). Due to the fact that the enterprise is a whole and the wide range of sources of competitive advantage, it is necessary to conduct a detailed comparison between the enterprise and its competitors at each link of the entire value chain when conducting a strengths and weaknesses analysis. Such as whether the product is novel, whether the marketing process is complex, whether the sales channels are smooth, and whether the price is competitive. If an enterprise's advantages in one or several aspects are the key success factors that the industry should possess, then the comprehensive competitive advantage of the enterprise may be stronger. It should be pointed out that measuring whether a company and its products

have a competitive advantage can only be done from the perspective of existing potential users, rather than from the perspective of the company.

2) Opportunity and Threat Analysis (OT), such as the current vicious competition threat in society: Adverse competition limits the highest price of a company's products, and substitutes not only pose a threat to the company, but may also bring opportunities. Enterprises must analyze whether substitutes bring a catastrophic disaster to their products or services, or provide higher profits or value; The transfer cost for buyers to purchase substitutes; What measures can companies take to reduce costs or increase added value to reduce the risk of consumers purchasing pirated alternatives.

3) Overall analysis. Overall, SWOT can be divided into two parts: the first part is SW, mainly used to analyze internal conditions; The second part is OT, mainly used to analyze external conditions. By using this method, we can identify factors that are beneficial and worth promoting, as well as things that are unfavorable and should be avoided. We can identify existing problems, find solutions, and clarify our future development direction. Based on this analysis, problems can be classified according to their importance and urgency, clarifying which are urgent problems to solve, which can be slightly delayed, which belong to obstacles in strategic goals, and which belong to tactical problems. These research objects can be listed and arranged in matrix form. Then, using the idea of system analysis, various factors can be matched and analyzed, Drawing a series of corresponding conclusions from it often carries a certain degree of decision-making, which is beneficial for leaders and managers to make more accurate decisions and plans.

## **Chapter 3 Research Methods**

### **3.1 Introduction**

This paper adopts a quantitative research method. By reviewing the 4P marketing theory, collecting, organizing, and analyzing research literature on similar topics, and designing an online survey questionnaire based on the 4P theory, a link and QR code were generated through Questionnaire Star. Since September 2023, a survey questionnaire analysis was conducted on 350 students within and outside the company, and a total of 246 valid survey questionnaires were collected.

### **3.2 Data collection process and research tools**

#### **3.2.1 Research plan for literature research**

Referring to well-known academic resource libraries such as CNKI China National Knowledge Infrastructure, VIP, Wanfang, Google Scholar, Baidu Scholar, etc., this study collects, organizes, and analyzes research literature and practical reports on similar topics. By referring to domestic and foreign academic resource libraries such as CNKI and CNKI, and using keywords such as "4P marketing theory", "SWOT", "marketing strategy", and "New Oriental postgraduate entrance examination", we searched and sorted out literature resources related to the main body of the paper. We read more than 50 literature resources related to the topic of the paper and ultimately identified more than 30 papers for academic analysis.

#### **3.2.2 Research Design**

Design a survey questionnaire based on the 4P marketing theory and the characteristics of the New Oriental postgraduate entrance examination training project, and generate a QR code through the Questionnaire Star platform for online distribution.

From September 2023 to October 2023, electronic questionnaires were distributed online and 246 valid survey questionnaires were collected. The questionnaire is mainly divided into two parts. The first part is the demographic information of the survey subjects, such as gender, grade, etc; In the second part, based on the four stages of the 4P theory, design questions to study and analyze the different views and opinions of the survey subjects on the brand of "New Oriental Online Jinan Branch" in terms of product, price, channel, and promotional promotion.

Based on the SWOT marketing theory, analyze the marketing status of "New Oriental Online Jinan Branch", clarify the existing problems, and propose suggestions and guidance for the market strategy development of New Oriental Online Jinan Branch from different perspectives, thereby achieving the purpose of text research.

**Table 3-1 The form of the questionnaire**

Product	Why did you choose the postgraduate entrance examination tutoring class? Multiple choices
	Why don't you choose the postgraduate entrance examination tutoring class? Multiple choices
	What help do you most hope the tutoring class can provide for you? () Multiple choices
	If you lose one stop, would you choose World War II () radio
	If you choose World War II, how do you plan to prepare for it? Multiple choice
Price	Your satisfaction survey with New Oriental Online Jinan Branch () Multiple choices
Price	If you attend a tutoring class, which price products would you choose? () Single choice
Channel	If you think the tutoring class is good, would you recommend it to other students? () Single choice
	How did you learn about tutoring classes? () Multiple choice
Promotion	How did you learn about tutoring classes? () Multiple choice
	What help do you most hope the tutoring class can provide for you? () Multiple choices
	Your satisfaction survey with New Oriental Online Jinan Branch () Multiple choices
	If you lose one stop, would you choose World War II () radio
	If you choose World War II, how do you plan to prepare for it? Multiple choice

### 3.2.3 Reliability and validity testing

This paper measures some of the options in the questionnaire using the Likert five level scale, and codes satisfaction levels "very satisfied", "satisfied", "average", "dissatisfied", and "very dissatisfied" as 1-5

Using SPSS 20.0 software, reliability testing was conducted using the Cronbach coefficient. Due to the fact that a cloned Bach A1pha value  $\leq 0.5$  represents "slightly trustworthy" data, a cloned Bach A1pha value  $\leq 0.7$  represents "relatively trustworthy" data, a cloned Bach A1pha value  $\leq 0.9$  represents "highly trustworthy" data, and a cloned Bach A1pha value  $> 0.0$  represents "highly trustworthy" data.

The reliability and validity of the survey questionnaire for the first stage of "product" were analyzed using SPSS software, and the Cronbach coefficient was used for reliability testing. The Cronbach coefficient value of the questionnaire was found to be 0.701, which is greater than 0.7, indicating that the reliability quality of the research data is relatively high.

**Table3-2 Cronbach Reliability Analysis - Simplified Format**

Number of items	sample size	Cronbach a coefficient
12	246	0.703

In terms of validity, this study used KMO and Bartlett's test for validity validation. From the table below, it can be seen that the KMO value is 0.743, ranging from 0.7 to 0.8, indicating that the research data is suitable for extracting information.

**Table 3-3 KMO and Bartlett's test**

	KMO value	0.743
	Approximate chi square	21.892
Bartlett sphericity test	df	16
	P value	0.029

The reliability and validity of the second stage "price" survey questionnaire were analyzed using SPSS software, and the Cronbach coefficient was used for reliability testing. The Cronbach coefficient value of the questionnaire was found to be 0.809, which is greater than 0.8, indicating that the reliability quality of the research data is high.

**Table3-4 Cronbach Reliability Analysis - Simplified Format**

Number of items	sample size	Cronbach a coefficient
7	246	0.809

In terms of validity, this study used KMO and Bartlett's test for validity validation. From the table below, it can be seen that the KMO value is 0.743, ranging from 0.7 to 0.8, indicating that the research data is suitable for extracting information.

**Table 3-5 KMO and Bartlett's test**

	KMO value	0.809
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Bartlett sphericity test	Approximate chi square	13.012
	df	6
	P value	0.000

The reliability and validity of the survey questionnaire on the third stage of "channels" were analyzed using SPSS software, and the Cronbach coefficient was used for reliability testing. The Cronbach coefficient value of the questionnaire was found to be 0.809, which is greater than 0.8, indicating that the reliability quality of the research data is high.

**Table3-6 Cronbach Reliability Analysis - Simplified Format**

Number of items	sample size	Cronbach coefficient
7	246	0.732

In terms of validity, this study used KMO and Bartlett's test for validity validation. From the table below, it can be seen that the KMO value is 0.732, ranging from 0.7 to 0.8, indicating that the research data is suitable for extracting information.

**Table 3-7 KMO and Bartlett's test**

KMO value	0.732	
Bartlett sphericity test	Approximate chi square	25.592
	df	6
	P value	0.000

The questionnaire for the fourth stage of "promotion" was analyzed for reliability and validity using SPSS software, and the Cronbach coefficient was used for reliability testing. The Cronbach coefficient value of the questionnaire was found to be 0.756, ranging from 0.7 to 0.8, indicating a high quality of reliability in the research data.

**Table3-8 Cronbach Reliability Analysis - Simplified Format**

Number of items	sample size	Cronbach a coefficient
7	246	0.756

In terms of validity, this study used KMO and Bartlett's test for validity validation. From the table below, it can be seen that the KMO value is 0.756, ranging from 0.7 to 0.8, indicating that the research data is suitable for extracting information.



**Table 3-9 KMO and Bartlett's test**

	KMO value	0.756
Bartlett sphericity test	Approximate chi square	35.309
	df	6
	P value	0.000



## Chapter 4 Finding

### 4.1 Introduction

This study is based on the 4P marketing theory, combined with relevant literature on the field of postgraduate entrance examination training and a SWOT analysis of the division of labor of New Oriental Online in Jinan. A quantitative research method was used to investigate and analyze the postgraduate entrance examination training business of New Oriental Online's Jinan branch. A total of 12 questionnaire questions were designed, and 246 valid survey questionnaires were successfully distributed and collected. Relevant data was collected and analyzed using SPSS method. The following results were obtained:

### 4.2 Survey questionnaire data analysis

#### 4.2.1 Products

The results showed that 55.21% of students chose to take the postgraduate entrance examination tutoring class because they felt that they lacked self-learning ability, 51.16% of students chose to do so because they lacked self-control and self-monitoring ability, 29.62% of students chose to do so because they lacked information gathering ability, 47.39% of students chose to take the postgraduate entrance examination tutoring class because they felt they were not good at the interview, and 14.39% of students chose to do so for other reasons, as shown in Figure 4-1.

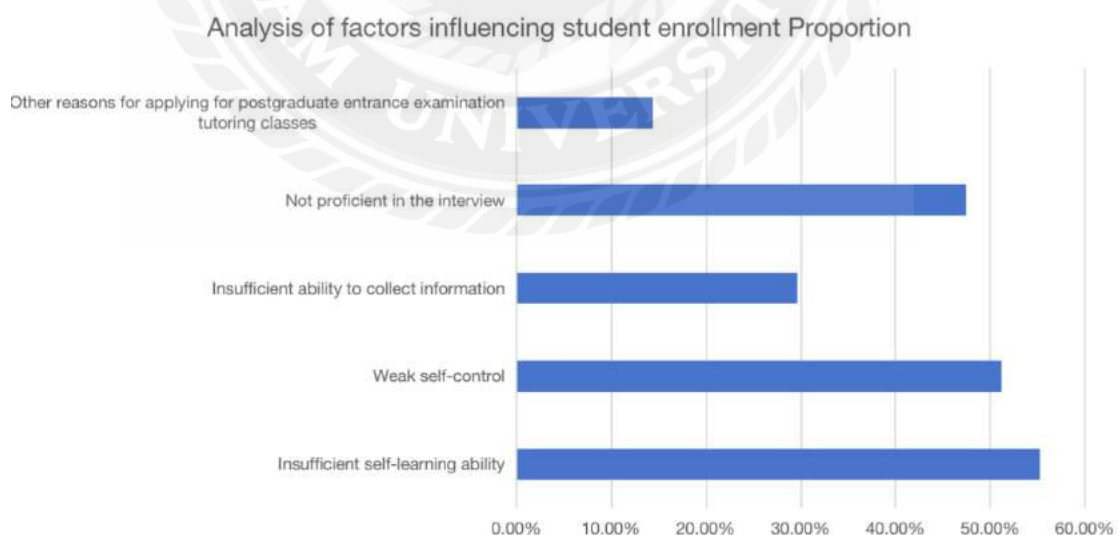


Figure 4-1 Reasons for Choosing a Graduate Entrance Examination Training Institution

Through the analysis of questionnaire survey data, it can be found that 47.21% of students hope that tutoring classes can provide scientific and reasonable learning plans,

39.38% of students have strict supervision and management, 38.11% of students have complete and useful learning materials, 31.87% of students need stage simulation tests, 56.39% of students need high-quality course tutoring, and 59.71% of students need re examination tutoring, as shown in Figure 3.3. This data also shows that among these core services, each one is of great concern to students. The quality of courses and learning materials, including data collection and the atmosphere of tutoring classes, are the most important to students. This also requires New Oriental Online Jinan Branch Graduate Education and Training Company to further optimize its service system, manage students more strictly and scientifically, and make the learning atmosphere of students in tutoring classes stronger, At the same time, it is also necessary to optimize the selection and organization of materials, help students use optimized materials, and save time in reviewing and preparing for exams.

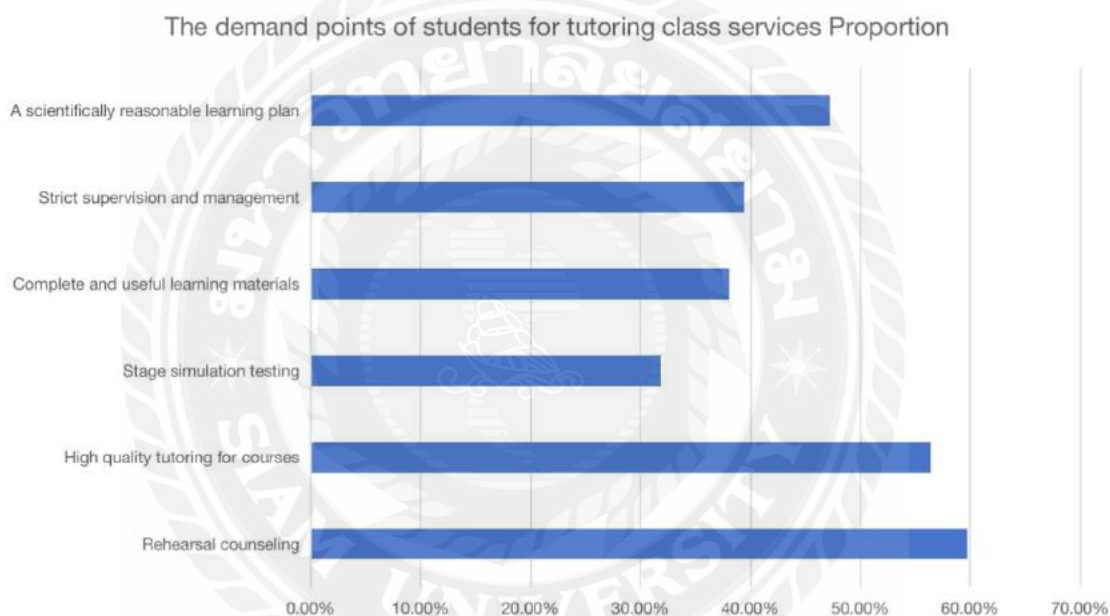
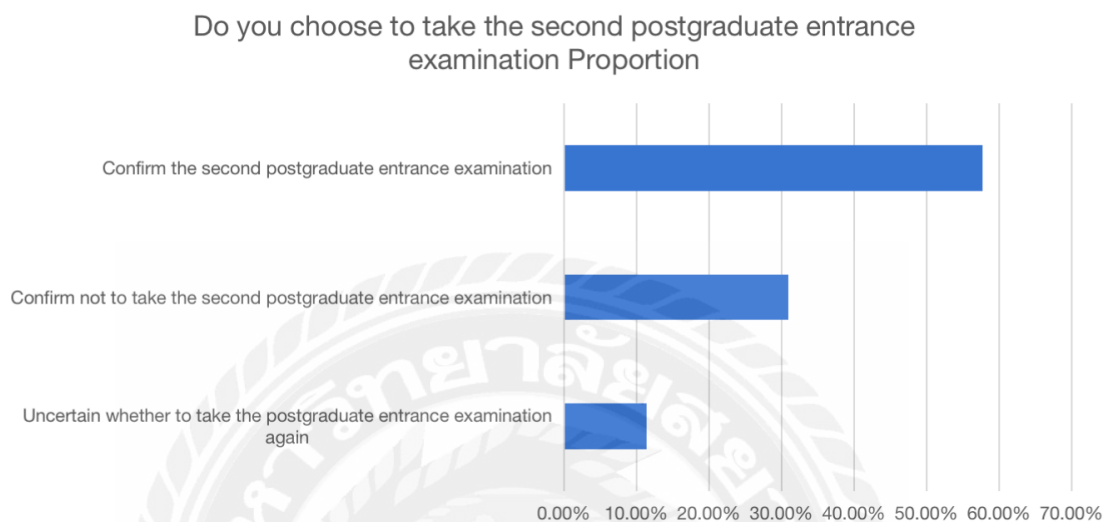


Figure 4-2 Student demand for tutoring services

As the competition for the postgraduate entrance examination becomes increasingly fierce and the admission ratio decreases year by year, it is also common for students to fail in the examination. Therefore, this group of students who fail in the examination should choose to move towards their positions or continue for another year. Through cross analysis, data is cross analyzed on whether to choose the second postgraduate entrance examination and the methods of choosing the second postgraduate entrance examination. A table is obtained, and the survey questionnaire shows that 57.72% of the postgraduate entrance examination students will choose the second postgraduate entrance examination 30.9% of students taking the postgraduate entrance examination will not choose a second time, and 11.38% of candidates are still unsure whether to choose a second time if they fail, as shown in Figure 4.8. This data

also indicates that the willingness of candidates taking the second postgraduate entrance examination is very strong, and with the passage of time, the proportion of candidates choosing the second postgraduate entrance examination may continue to expand. This also requires New Oriental Online Jinan Branch to increase the research and development of second postgraduate entrance examination products in future product design.



**Figure 4-3 The number of people who choose to take the second postgraduate entrance examination**

#### 4.2.2 Price

In the analysis of the survey questionnaire, the acceptance of prices varies from person to person. 2% of respondents can accept prices ranging from 1000 to 4999, 15% of respondents can accept prices ranging from 5000 to 14999, 28% of respondents can accept prices ranging from 15000 to 25000, and 35% of respondents can accept prices above 25000. It is not difficult to find that products priced above 25000 have the highest acceptance, which means that current postgraduate entrance examination consumers are willing to pay for good products, Of course, on the other hand, it may also be the current postgraduate entrance examination training market, which mainly focuses on courses priced above 20000 yuan, as shown in Figure 3.2. This price analysis also tells us that good products can gain recognition from consumers who take the postgraduate entrance examination. Of course, this may also be related to the overall consumption level and consumption philosophy of students in Shandong region.

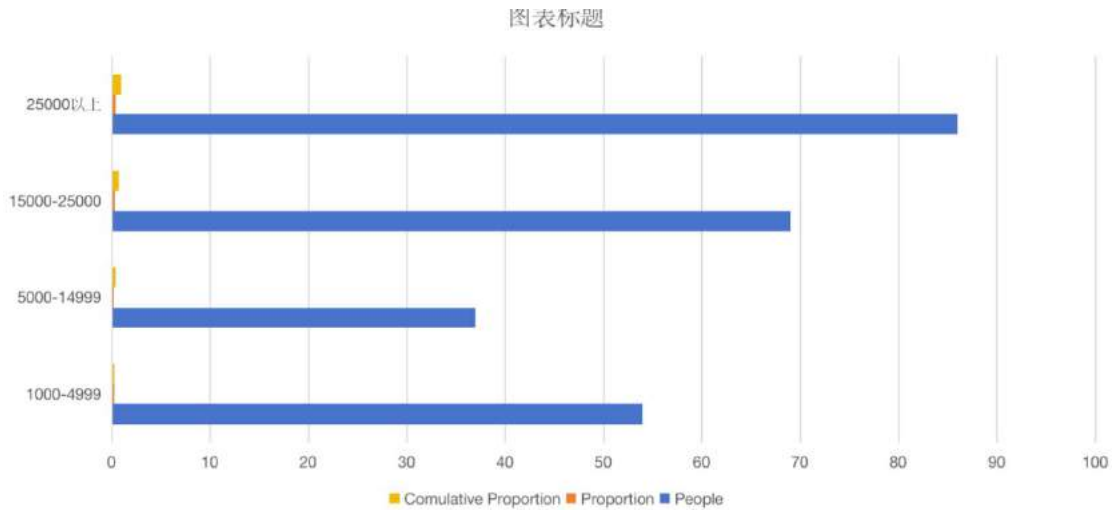


Figure 4-4 Acceptance of Prices

### 4.2.3 Place

With the continuous progress of society, the channels for students to receive external information are constantly increasing. Different students will receive different information through different methods. From the survey questionnaire, it can be seen that 28.14% of students are introduced by classmates or senior sisters, and some of the recommendations from classmates are recognized. 13.01% of students learn about tutoring classes through campus advertisements, and 17.63% of students learn about graduate entrance examination institutions through campus public lectures, 26.83% of students learned about the postgraduate entrance examination institutions through online channels, as shown in Figure 4-5.

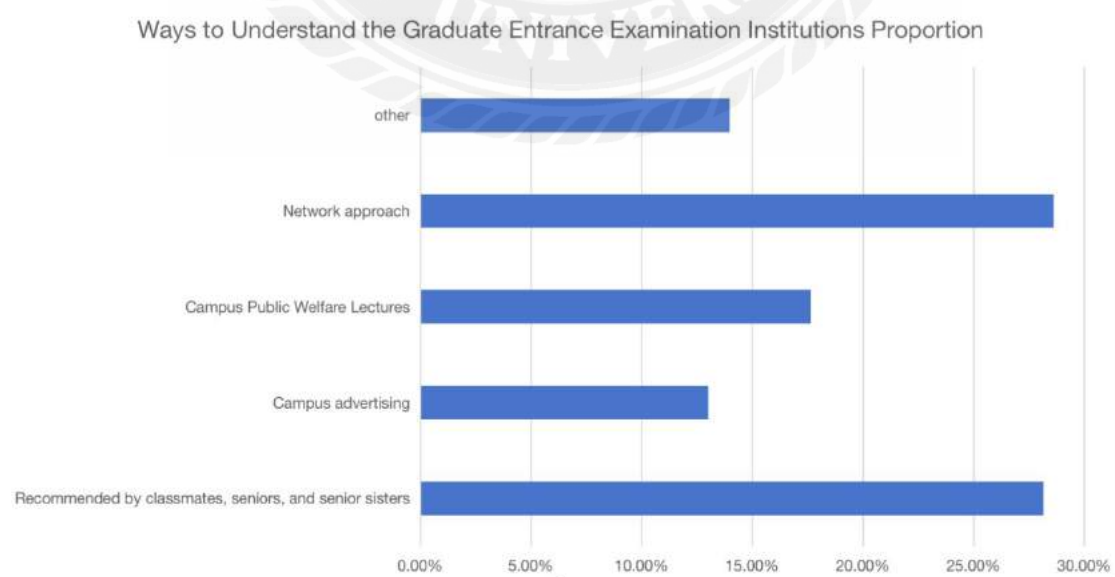


Figure 4-5 Channels for Students to Understand Tutoring Classes

#### 4.2.4 Promotion

According to the analysis of the survey questionnaire, 65% of students are willing to introduce their participation in the postgraduate entrance examination tutoring class to their classmates if they think it is good. 32% of students are unwilling to let others know that they have participated in the postgraduate entrance examination tutoring class, and 3% of students are unsure whether they will recommend it to their classmates. In terms of class teacher service supervision, 6% of the students are very dissatisfied with the class teacher supervision service, 19% of the students are not satisfied with the class teacher supervision service, 27% of the students express average class teacher service, 32% of the students are satisfied with the class teacher supervision service, and 16% of the students are very satisfied with the class teacher service. In terms of course content and quality, 39% of students were very satisfied, 28% were satisfied, 25% said it was average, and 8% felt dissatisfied or very dissatisfied; In terms of course scheduling, 58% of students expressed satisfaction or great satisfaction, 21% of students expressed average, and 21% of students expressed dissatisfaction or great dissatisfaction; In terms of learning environment, 63% of students expressed great satisfaction and satisfaction, 19% of students expressed average, and 18% of students expressed dissatisfaction and great dissatisfaction, as shown in Figure 4-6

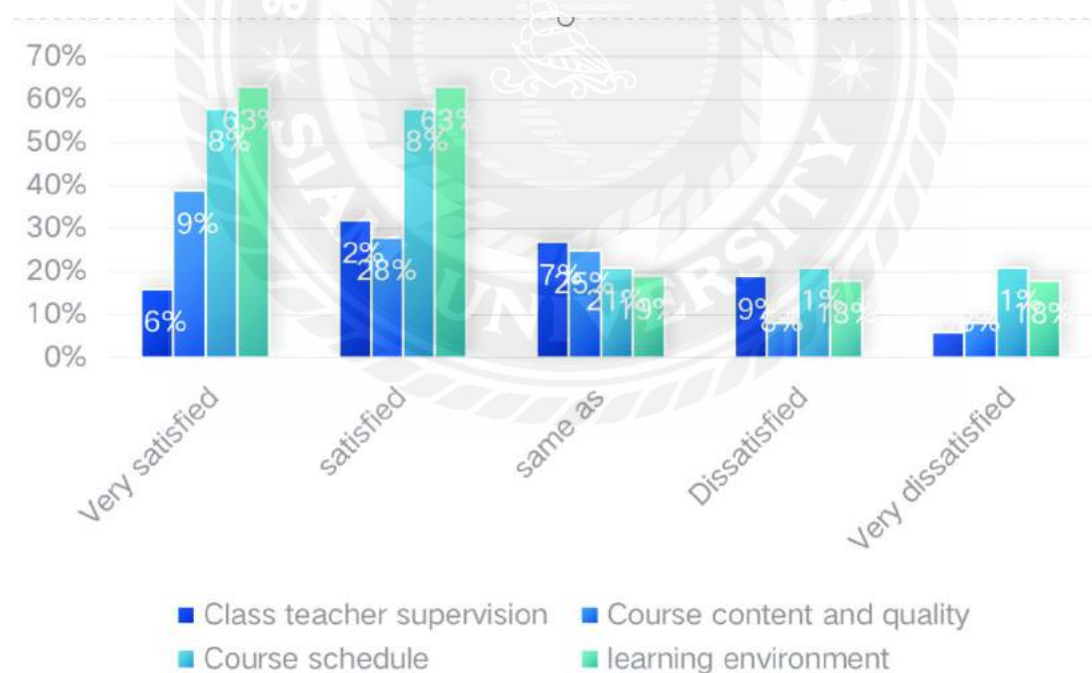
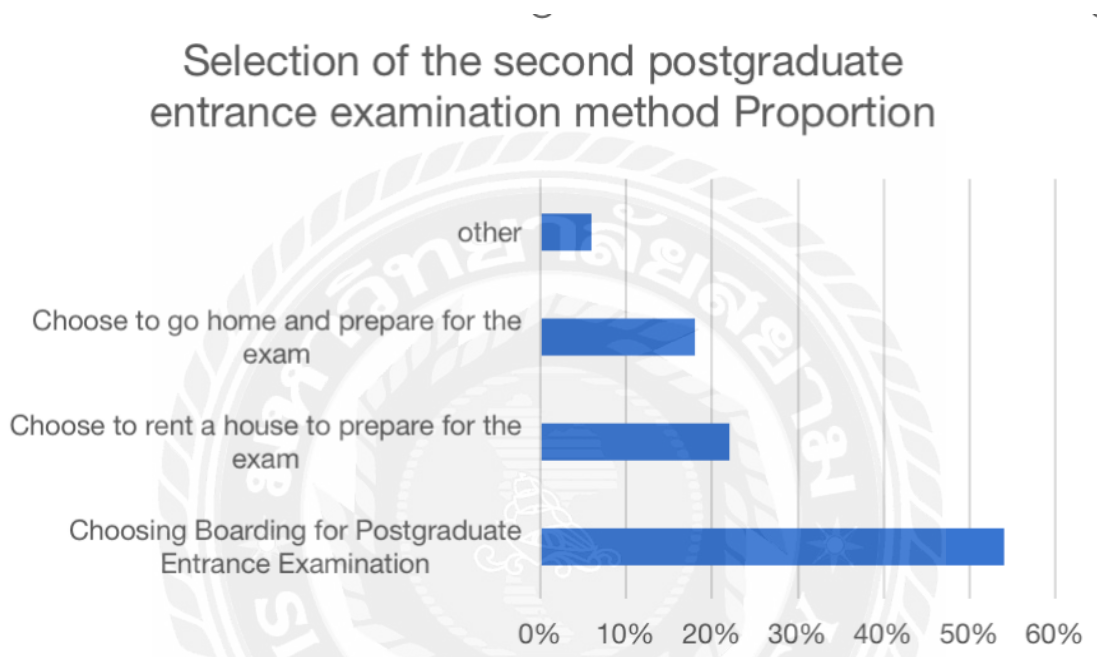


Figure 4-6 Student Satisfaction Survey Results of New Oriental Online Jinan Branch

For students taking the postgraduate entrance examination for the second time, they choose the method of preparing for the exam. Among those who have the idea of taking the postgraduate entrance examination for the second time, most students will

choose a postgraduate entrance examination camp to arrange their food, accommodation, and education. 53.52% of students will choose boarding institutions to prepare for the postgraduate entrance examination, 18.31% of students will choose to go home to prepare, 21.83% of students will choose to rent a house to prepare themselves, and 6.34% of students have other options, as shown in Figure 3.7. This data indicates that the second postgraduate entrance examination training camp for boarding will become a trend in the future, and it is also a brand new marketing service system oriented towards boarding.



**Figure 4-7 Selection of preparation methods for the second postgraduate entrance examination**

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

#### **5.1.1 Marketing Status of New Oriental Online Jinan Branch's Graduate Entrance Examination Training Business**

##### **5.1.1.1 Advantages and conditions**

New Oriental Online Jinan Branch has been engaged in postgraduate entrance examination training business in Shandong Province for 13 years. For a long time, the company has been deeply cultivating postgraduate entrance examination training with a strategy of "teaching and research oriented, not valuing famous teachers", and has established a certain advantage in this industry.

##### **(1) Advantages in teaching staff**

Since launching the postgraduate entrance examination training business, New Oriental Online has been focusing on teaching and research, not valuing renowned teachers. Every year, it continues to invest heavily in research and development, establishing a teaching and research institute to carefully study the trend direction and teaching system of postgraduate entrance examination questions. At the same time, the teaching materials developed by the institute are used nationwide to distinguish it from other institutions and form a differentiated learning system. The faculty of the Teaching and Research Institute focuses on teaching and research every day, and every year, the teachers of the Teaching and Research Institute participate in the graduate entrance examination, experiencing it firsthand before proceeding to the next year's teaching and research. Due to the fact that the Beijing headquarters has been engaged in postgraduate entrance examination training since 2005, the Jinan branch has already been a shade of shade for predecessors and descendants in carrying out business, and has a considerable amount of experience to learn from, which has established a solid foundation for the development of the teaching staff team of the Jinan branch. In the teaching team of the Jinan branch, not only are there abundant reserves of teachers in public subjects such as English, politics, mathematics, etc., but there are also full-time teachers in specialized courses such as law master's, education, clinical medicine, physical education, etc. in the unified examination. This way, teaching can be more efficient and rapid than other institutions that need to match graduate students from the university. At the same time, full-time teachers do not work in other institutions, only have teaching and research tasks, and generally have stronger teaching abilities and richer experience. This can provide more assistance to students in actual training and also provide more confidence for frontline sales personnel when recruiting.



## (2) Environmental advantages

The Jinan branch was established in 2010. Under the overall development strategy of New Oriental Online, it purchased the headquarters building of Shandong Taihao Industrial Park in the early years and transformed it into a learning base integrating office, teaching, and accommodation. In addition, due to the many other training programs under New Oriental Online, these projects have accumulated a certain customer base for the development of postgraduate entrance examination training business. And offline teaching points are widely distributed, which has provided good traffic for the development of postgraduate entrance examination training business. Compared with other mobile phone companies in the province, the postgraduate entrance examination training courses offered by the Jinan branch do not require students to attend training in Beijing or other provinces, except in extremely special circumstances, providing students with a certain degree of convenience. At present, only New Oriental and New Oriental are self built training bases in Shandong Province. Some institutions choose to cooperate with hotels in Jinan city, using conference rooms for teaching activities and staying in hotel rooms. Compared to its competitors, the Jinan branch has more advantages in terms of environment and stability. And compared to cooperating with hotels, the cost is lower.

## (3) Management advantages

New Oriental Online adopts a vertical management system internally and has a feedback mechanism. Through the internal platform, it can directly communicate with any level of staff, resulting in high work efficiency. At the same time, the national direct operation mode is adopted, with local branches under the management of the Beijing headquarters. The product system, price system, service system, and other aspects are integrated nationwide, adopting a standardized management form. Each position plays its own role but cooperates with each other, giving it a certain advantage in management and operation. At the same time, a more flexible management approach is adopted externally, and students participating in the postgraduate entrance examination training can choose the nearest learning location according to their actual situation. If it is necessary to cross provinces, mobility can also be carried out as long as the learning progress allows. This has an advantageous position in management compared to other institutions.

## (4) Personnel advantages

All along, New Oriental Online Jinan Branch has continued to carry out various businesses and has a considerable number of employees. When promoting various businesses, including the postgraduate entrance examination, there is an absolute advantage in terms of the number of people involved. This has enabled the Jinan branch to seize the opportunity in expanding its visibility and enhancing its brand influence in the postgraduate entrance examination training business. Both offline and online new media operation channels have achieved good results due to their advantage in terms of number of people. At the same time, due to the company's nationwide direct management model, information acquisition is relatively comprehensive, and the use of a mentorship system+regular company training model to help employees grow, this enables marketing personnel who have been working in this field for more than one year to have good professionalism and marketing skills, and tend to occupy an advantageous competitive position in actual marketing activities.

#### (5) Product advantages

The Jinan branch relies on a strong faculty team and strong research and development capabilities, and tends to have a comprehensive curriculum. The company provides comprehensive training in all fields except military science, with courses offered offline, weekly, and weekend to meet the offline teaching needs of different groups of people. At the same time, the company also has a dedicated online course teaching and research team, vigorously developing online live and recorded courses, which can better meet the needs of different potential customer groups. In addition, the company also provides one-on-one tutoring for guaranteed postgraduate studies, early interviews for management related master's exams, and has dedicated team training operations. In addition, the postgraduate entrance examination is divided into initial and final exams. New Oriental's online postgraduate entrance examination training business fully draws on the successful experience of civil service examination training, and can also meet the needs of customer groups for final exam training.

#### **5.1.1.2 Analysis of Disadvantages**

##### (1) Insufficient brand influence

When conducting marketing activities, it is common to hear potential students, especially their parents, ask, "Isn't New Oriental doing language training? Do they still take the postgraduate entrance examination?" Although New Oriental has been conducting postgraduate entrance examination training for many years, it has achieved impressive results due to the fact that New Oriental Online started with language training and exam training, and the postgraduate entrance examination department has insufficient efforts and investment in promotion, Resulting in a lack of brand influence. Many potential clients who are interested in taking the postgraduate entrance

examination are not aware that New Oriental Online Jinan Branch has the service of postgraduate entrance examination training. The insufficient brand influence has caused many students with potential intentions for postgraduate entrance examination training to not pay attention to New Oriental Online, resulting in the loss of a large number of high intention potential customers.

#### (2) High turnover of marketing personnel

Due to the huge potential of the postgraduate entrance examination training market, the company's business has developed rapidly, and employees generally have high work intensity. Moreover, although the entry threshold for postgraduate entrance examination training is low, it requires high professional knowledge reserves and personnel quality for practitioners. At the same time, during the training period, due to the company's focus on high-end products, the supervision and service of trainees also require a lot of effort from frontline staff. During the course opening period, they often work overtime and stay up late. This has led to high personnel turnover, which is particularly evident after the company goes public. The frequent turnover of personnel has had a huge negative impact on the efficient implementation of marketing activities, resulting in an increase in marketing costs and a disproportionate increase in revenue and cost expenditures. Sometimes it can also affect brand image due to being perceived as unprofessional.

#### (3) Insufficient influence of new media channels

With the continuous development of internet technology, the rise of new media channels is the trend. Various institutions have established their own new media promotion channels, striving to seize potential interested students and market share through this channel. In today's society, the effectiveness of online marketing through new media is much better than that of offline channel promotion, and generally speaking, the cost is lower. In terms of promotion of new media channels, although Jinan Branch has its own We Media account on platforms such as Tiktok, Kwai and WeChat official account, the number of fans is low. Although the content released is mostly dry, it lacks novelty and is not eye-catching. This also leads to a small potential customer base for new media channels, and if the quantity is insufficient, it is difficult to have too many qualitative changes.

#### (4) Insufficient guarantee for full refund agreement

In terms of product settings, some of the products in New Oriental's online postgraduate entrance examination and training business are either full refund

agreements or partial refund agreement schedules. These protocol courses offer more service content compared to regular paid classes, and also have a refund agreement. However, due to the excessive number of projects and personnel in the company, the approval process for applying for refunds is somewhat cumbersome compared to other institutions, resulting in a long refund cycle. At first, it was 30 working days, but as the enrollment base increased, this cycle was extended to 45 working days. At this level, sales personnel lack sufficient confidence when conducting marketing activities. Some institutions have also used the promotional gimmick of "refund within 7 days" to achieve good results in a short period of time. The insufficient guarantee of a long refund cycle has had a certain negative impact on the company's marketing activities.

### **5.1.1.3 Opportunity Analysis**

According to the analysis of the opportunities for the postgraduate entrance examination training business at New Oriental Online Jinan Branch, the main opportunities are as follows:

#### **(1) Support from national policies**

All along, the country has been committed to reforming higher education, in order to enable universities to combine their own practical needs in talent cultivation, and efficiently and high-quality deliver talents to the country. As the main battlefield for cultivating high-precision and cutting-edge talents, universities will definitely receive support and attention from various sectors of society. Considering the research costs and other related costs of graduate students during their further studies, the share of various scholarships and scholarships is increasing every year. Many large cities have released highly attractive talent introduction policies. Under the promotion of incentives and rewards from various parties, the number of people taking the postgraduate entrance examination is increasing, and the scale of the postgraduate entrance examination training market is also constantly expanding, providing opportunities for the development of the postgraduate entrance examination training business of Jinan Branch.

#### **(2) Increased investment in resident education**

Through the analysis of the above data statistics, it can be seen that the Chinese people are continuously increasing their cost budget in terms of investment in education. People are willing to invest many resources such as human, material, and financial resources into the education industry. The education rate in Shandong Province ranks among the top in the country, and elders are very willing to invest in the education of their younger generations, hoping that their own younger generations can receive the highest quality education and training.

### (3) The demand for talent

In recent years, the number of college graduates has been increasing year by year, and the employment pressure has been increasing year by year. Many fresh graduates choose to apply for positions in civil servants, public institutions, and other positions to enter the system. This has intensified the competition for exams within the system towards a white hot direction. Quantitative change leads to qualitative change, and the increase in the base of highly educated talents has forced employers to raise their selection criteria in order to screen suitable personnel. Therefore, the threshold for positions with a graduate degree is like mushrooms after rain, forcing many people in need to improve their education to match job requirements and achieve better career development.

### (4) National standardized off campus training institutions

In recent years, with capital tycoons constantly waving money to enter and share the cake, off campus training institutions have grown wildly, using all possible methods to seize market share, and rapid expansion has also led to many explosive phenomena. It is not uncommon for companies to run away with money, collect money easily, and have difficulty refunding fees. In this context, the country has taken a heavy blow and set clear standards for the qualifications, fire safety requirements, product settings, and teacher qualifications of the postgraduate entrance examination and training industry. With the increase of regulatory efforts, the market is gradually returning to normal, and off campus training institutions are no longer growing wildly. Enterprises that cannot establish themselves in the formal market will be eliminated, and the entire industry will enter a stage of survival of the fittest and standardized development. The development of the postgraduate entrance examination training business of New Oriental Online Jinan Branch has always complied with relevant national regulations. After the introduction of new policies, it has also timely conducted self correction and self inspection, striving to improve and perfect, always keeping up with the pace of the country, and operating legally and compliantly.

### (5) Application of technologies such as 5G and artificial intelligence

With the widespread application of mobile internet, 5G technology, artificial intelligence, and big data in the education and training industry, the rise of live streaming platforms enables courses to achieve better interactivity and experience through online learning. The application of 5G technology in network transmission speed provides support for online learning of courses. At the same time, AI technology has also achieved personalized tracking of student learning behavior, as well as refined teaching services such as intelligent speech recognition and homework grading.

College students have a higher acceptance of emerging things and a stronger willingness to learn online. The Internet and artificial intelligence technologies have brought new development directions to education and training companies.

#### **5.1.1.4 Potential threat analysis**

Based on the analysis of the macro external environment of New Oriental Online Jinan Branch, the main external threats are summarized as follows:

##### **(1) Industry competition is becoming increasingly fierce**

With the increasing number of people taking the postgraduate entrance examination and the increasing demand for training, various capital sources are increasing their efforts to occupy a certain share in the postgraduate entrance examination training market. There are both traditional offline giants and industry newcomers supported by capital in the postgraduate entrance examination and training market in Shandong Province. At present, the main competitors of New Oriental Online Jinan Branch mainly include New Oriental, Wendu, Haitian, Haiwen, Qihang, etc. New Oriental Online Jinan Branch has been increasing its investment in postgraduate entrance examination training business year by year, supplemented by more suitable marketing strategies, and is making great progress in the provincial postgraduate entrance examination training market, striving to maintain a competitive advantage. It cannot be ignored that online postgraduate entrance examination training is also becoming increasingly popular, and various institutions are striving to expand their online courses and take various measures to ensure learning effectiveness, striving to obtain more substantial returns in the online world. In order to put their own brands in a competitive position as much as possible, major companies have made every effort and even offered free learning courses to attract traffic. The competition in the industry is very fierce, and the Jinan branch still focuses on promoting high-end class types and providing high-quality services as its business direction, resulting in significant competitive pressure.

##### **(2) The pressure on the quality of teacher training**

From the requirements of the lecturer, the minimum requirement for the teacher themselves is to graduate with a master's degree. At present, it is no longer the era when large class classes were popular more than a decade ago. The intense competition for postgraduate entrance exams has prompted trainees to pay more attention to personalized effects and service guarantees. Small class teaching with fewer students is gradually becoming more popular among them. The change in demand has led to an increase in the demand for high-quality teachers. The educational qualifications and experience requirements for trainers in the postgraduate entrance examination training

are relatively high, and the training time is generally long, often taking three months or more to meet the teaching standards. New Oriental's trainers in the postgraduate entrance examination department may even need to train for six months, and they often receive various types of teaching and research training. Therefore, the speed and quality of teacher training seriously affect the development of the postgraduate entrance examination training business.

### **5.1.2 Provide suggestions for the "company" based on the 4P theory**

This paper comprehensively applies the 4P marketing theory to design a survey questionnaire. The survey questionnaire was distributed online through Wenjuanxing, and 246 valid questionnaires were collected. Based on the 4P theory, a study was conducted on the current products, prices, channels, and promotions of New Oriental Online Jinan Branch, exploring more targeted marketing measures.

#### **5.1.2.1 Enriching product system**

1) Product situation. At present, New Oriental Online Jinan Branch mainly operates four products, as shown in Figure 3.2. Among them, Diamond A Card product and Diamond B Card product are priced at 23800 and 29800 respectively, with a price difference of 6000 yuan. However, in terms of services, as shown in Table 3.5, there is only a difference of one summer training camp. In addition, the pricing of products at New Oriental Online Jinan Branch has not been determined through in-depth market research, and pricing has not kept pace with the times, resulting in different market conditions each year. At present, the company's main product is high-end diamond card tutoring courses, which are sold at a high price. For students who consume relatively low prices, seeing high priced products directly loses the desire and idea to continue learning. Family spending power is limited, and even the best courses are beyond the reach of consumers. A single product is relatively good for some foundations, and students who only want to sign up for courses with partial services will not choose it. Finally, the singularity of products still exists in the on-the-job postgraduate entrance examination curriculum system. As the number of on-the-job candidates continues to increase, the proportion of consulting on-the-job courses is also gradually increasing. However, because there is no specialized curriculum system for on-the-job postgraduate entrance examinations, they can only prepare together with the curriculum system of students on campus, which leads many on-the-job postgraduate entrance examination students to choose specialized service institutions.

**Table 5-1 Curriculum Hours Time Distribution Table of New Oriental Online Jinan Branch**

course	class hour	time
Guidance class	20 class hour	September of the first year
Basic Class	300 class hour	October of the first year to June of the second year
intensive training class	320 class hour	July August of the second year
Sprint class	80 class hour	September November of the second year
Answering Skills Class	20 class hour	December of the second year

At present, the products of New Oriental Online Jinan Branch are mainly aimed at offline students, with a relatively single product system and limited audience. The product content mainly includes planning, supervised learning, course guidance, stage testing, and Q&A, with serious homogenization. With the continuous increase in the number of people taking the postgraduate entrance examination in recent years, not only students on campus need to take the exam, but also in-service personnel need to improve their education. There is also a large demand for in-service candidates to apply for classes, The increasing difficulty of the postgraduate entrance examination has made it difficult for many candidates to take the exam all at once, resulting in a continuous increase in the number of candidates in World War II and III. If we want to meet the needs of more different customers, we need to develop more product systems to serve the needs of different groups for courses and services.

2) Diversified product system. Different groups offer different course systems to meet the different needs of customers. From the perspective of product audience segmentation, the product system has increased from a single course system for college students to a course system for social candidates and a course system for Second and third examinations; Divide by examination methods and add professional course guidance for unified examination subjects. The group of in-service candidates in society is increasing, and for them, products should meet their special identity. As shown in Table 5-2

**Table 5-2 Curriculum System for Different Customer Groups**

Curriculum systems for different customer groups		
customer	Curriculum system	New services added
On campus students	Experimental Class A, B, C, D	Unified examination, professional courses, online and offline, professional planning
	Cards	
World War II candidates	World War II training camps,	Unified examination, professional courses, online and offline, professional planning
	World War II boarding camps	
Social candidates	Weekend classes, special	



3) Optimize the curriculum system for different groups. The current curriculum content for students on campus mainly includes: guidance class, basic class, intensive class, sprint class, and answering skills class. The guidance class has 20 hours and mainly explains the exam requirements, paper structure, proposition ideas, and review planning of each subject. It helps students understand the situation of the postgraduate entrance examination, familiarize themselves with the basic situation of each subject, cultivate learning methods, and gradually enter a learning state. The basic course schedule is 300 class hours, mainly explaining the knowledge points and test points in reference books, forming a framework structure of the knowledge point system, sorting out and learning the knowledge points required by the outline, establishing a knowledge framework system for each subject, helping students learn knowledge points and solve knowledge blind spots. The reinforced class course has 320 class hours, combining past practice questions and knowledge points taught in the basic class, analyzing the proposition ideas and problem-solving methods for each subject and question type. The sprint class is scheduled for 80 class hours, mainly based on the latest exam outline, explaining the newly added test points in the outline and the mandatory test points for past year's real questions. The answering skills class is scheduled for 20 class hours, explaining the common precautions, answering skills, and exam strategies for each subject in the exam room. This curriculum system is obviously not suitable for both in-service postgraduate students and candidates from Second and third examinations. For different customer groups, different emphasis is placed on course content. Social candidates generally have poor foundations, so there are more hours for guidance and basic courses. This can help in-service social candidates familiarize themselves with the basic knowledge points of the postgraduate entrance examination, slowly guide them into the preparation state, and analyze the current basic situation; However, Second and third examinations, as they have been preparing for the exam for a year, do not require much introduction to review methods and exam content, and do not have much demand for basic class content. The focus is on cultivating problem-solving ideas, training problem-solving methods, and filling in gaps in weak knowledge points. The majority of on-the-job postgraduate entrance examination candidates are part-time graduate students, with relatively lower score requirements and higher basic requirements. Therefore, on-the-job postgraduate entrance examination candidates have more basic class hours and longer duration; Intensive stage courses, because the in-service postgraduate entrance examination population cannot have the same time slots for concentrated teaching during winter and summer

vacations as in school students, and the emphasis on intensive training is mainly scattered time. Therefore, the duration of intensive courses is relatively less, and the start time is relatively late. For candidates in the second and third tier exams, the most important thing is to train and summarize real questions. Therefore, the demand for intensive courses is more and more focused, as shown in Table 5-3.

**Table 5-3 Optimization of Class Opening Times for Different Groups**

customer	On campus candidates	On the job candidates	World War II and III candidates
Guidance class	20 class hour	50 class hour	0 class hour
Basic Class	300 class hour	400 class hour	100 class hour
intensive training class	320 class hour	150 class hour	400 class hour
Sprint class	80 class hour	50 class hour	80 class hour
Answering Skills Class	20 class hour	20 class hour	20 class hour

**Table 5-4 Optimization of Course Hours for Different Customer Groups**

customer	On campus candidates	On the job candidates	World War II and III candidates
Guidance class	September of the first year	September December of the first year	--
Basic Class	October - June of the following year	January August of the second year	April June of the second year
intensive training class	From July to August of the second year	September October of the second year	July September of the second year
Sprint class	September November of the second year	November of the second year	October November of the second year
Answering Skills Class	December of the second year	December of the second year	December of the second year

For online and offline course services, consideration should be given to the product needs of different groups of customers. For different groups, emphasis should be placed on online and offline courses. For college students, courses are mainly taught offline to improve learning efficiency and provide better tutoring results. However, for social candidates, due to work and family reasons, their preparation time is limited and they cannot attend offline tutoring courses every time, so online classes are mainly used. As shown in Table 5-5.

**Table 5-5 Matching of Different Groups and Products**

group	Targeting college students	Targeting the working group in society	Targeting the World War II community
product	Mainly online, supplemented by offline	Mainly online, supplemented by offline	Boarding+courses

### 5.1.2.2 Refine product pricing system

1) Redefine the pricing system. The original prices of New Oriental Online Jinan Branch were mainly aimed at high-end classes, with starting prices of over 20000 yuan. This was acceptable for customers with high consumption or deep understanding of the product. However, for most customers, facing tuition fees of over 20000 yuan, they would still carefully consider it. Therefore, it is necessary to launch different service corresponding price systems according to the different needs of customers. Establishing a single subject curriculum system, for those who have a good overall foundation but have weak grades in single subjects such as English or mathematics, they can apply for products in single or two subjects; For students who have more information about the initial exam but are not confident about the interview, they can register for the interview coaching course separately; You can also register for one-on-one tutoring courses, Q&A courses, pre exam sprint courses, etc. separately. For these courses, establish a dedicated course pricing system to meet the needs of corresponding customers. As shown in Table 5-6.

**Table 5-6 Segmented Curriculum System**

Course category	Optional courses
According to the starting stage of the course	Basic class, sprint version, intensive version, and question taking class

distribute according to subjects	English Full Course, Mathematics Full Course, Politics Full Course, and Professional Course Full Course
Classify by class mode	Small class tutoring class, one-on-one tutoring class, one-on-one tutoring class
Classified by initial and secondary examinations	Initial exam coaching class and interview coaching class

2) Accurately positioning product prices. At present, the pricing of products at New Oriental Online Jinan Branch is relatively single and does not have any differential pricing advantages. Product prices should be accurately positioned, and different types of products should be priced according to the different types and actual needs of customers. Specifically, pricing can be divided into high-end class products, mid-range class products, and network class products. High end class prices. Based on the data from the survey questionnaire, it is not difficult to find that as more and more candidates realize the pressure and difficulties of taking the postgraduate entrance examination, and are aware that there is still a certain distance between their own abilities and getting into graduate school, more and more parents are also aware of the difficulty of taking the postgraduate entrance examination. Therefore, in order to successfully get on board, they are willing to spend a considerable amount of money to sign up for tutoring classes, as long as the tutoring classes can provide the services they need, Solve the difficulties of preparing for the postgraduate entrance examination and provide a good learning environment, so the pricing of this part of the product is above 30000 yuan. It is suitable for students with high family consumption and poor foundation who want to apply to higher schools. Of course, for students with special needs, such as weak foundations that cannot be met by traditional small and large class classes, one-on-one tutoring may be required throughout the entire process, followed by targeted remedial plans; For example, if one has poor self-awareness, it is necessary to have a dual supervisor to supervise and manage; For students whose psychological qualities are not very good, they can also be equipped with psychological and spiritual mentors to help guide them to be positive and upward. These services can be customized, and this type of course can be priced higher. The course focuses on solving practical problems for students and may take two years or even longer to prepare for this graduate exam, making sufficient preparations for the exam. Mid range shift prices. Some students have a good overall foundation, but there are limping subjects or some shortcomings in learning, which makes it difficult for them to afford the entire class. However, they are willing to pay 10000 to 20000 yuan for the postgraduate entrance examination. These students can choose mid-range courses, which not only meet their

consumption expectations but also solve their preparation difficulties. Or some students only need a certain part of the entire curriculum system, such as students with poor mathematical foundations who only need to register for mathematics courses, and students with poor self-awareness who only need supervision and management services, such a curriculum system pricing will be slightly lower. For students in mid-range classes, lower prices are more attractive, but some students choose mid-range classes because they still have doubts about the course and are worried that the course service may not be as recommended by the course consultant. Therefore, they will choose mid-range courses first. For these students, we need to provide good service and improve the experience in subsequent services. When students approve of the course, we can carry out secondary marketing, Guide students to upgrade their courses. The price of online courses. Students who choose online courses generally have several reasons: 1. They have difficulties in purchasing and cannot afford the price of face-to-face courses; 2. Likes free learning methods and is unwilling to have fixed offline classes; 3. Have their own review progress and schedule, and have a high level of self-awareness. So for this part of the product, set a price system of around 3000 yuan. Online courses have the advantage of being convenient for students to learn, as they do not have to come to the classroom every time. They can also attend classes in the dormitory library and can learn multiple times. In addition to regular online courses, students in online courses also receive full online Q&A to overcome the drawbacks of online courses. This is a very good curriculum system. For in-service candidates, due to their own time planning issues, they cannot continuously participate in offline courses. In this case, they can choose online courses for learning, which are affordable and can also solve the problem of learning. For students in Secondary Examination Classes, there are generally two types. One type is students who have rich experience in preparing for exams in the first year, and can solve problems such as course selection, learning plan formulation, self supervision, etc. For this group of students, relatively lower priced products can be launched, which have a significant impact because Secondary Examination Classes require enclosed venues, As the rental and management costs of the venue are relatively high expenses, the students of this Secondary Examination Classes can share the management and rental costs of the camp, while creating a better learning atmosphere in the camp. There is also a type of Secondary Examination Classes client who did not systematically review during the first year of postgraduate entrance examination preparation, or found that their self-learning ability was poor after preparation. For this type of student, we need to provide accommodation and reading services, as well as comprehensive course guidance, which is relatively expensive.

### **5.1.2.3 Enriching marketing channels**

1) Innovate offline marketing channels. The marketing of New Oriental Online Jinan Branch mainly relies on offline methods, but the channels are relatively outdated. Therefore, it is necessary to innovate the offline marketing channels. At the same time, the company lacks an online marketing team and channels. Therefore, it is necessary to create more suitable online marketing channels for New Oriental Online Jinan Branch. Offline marketing mainly adopts two methods: using teaching to guide recruitment and utilizing free courses to drive marketing. The details are as follows. 1. The teaching teacher should improve the quality of the course and make the students recognize the teacher. Then, the teaching teacher can actively guide the students during class, transmit positive energy, shape personal charm, and recommend and introduce classmates to participate in the course; 2. Incentive policies for student referrals. A good policy is the key to stimulating student referrals. Develop a set of incentive policies for referrals, where students recommend students to register and both can receive a study tour fund. For each student recommended, students can receive a certain amount of compensation or equivalent; 3. The course consultant's follow-up and the clients recommended by the students will have a relatively high level of recognition, which can dispel doubts about the institution. At this time, it is important to identify the customer's needs and explain the details of the service clearly. A highly recognized student can recommend 5 students to register, and these 5 students have the ability to transfer referrals. If this continues, the effect of transferring referrals will be very obvious. Students are the greatest wealth of enterprises. Providing good service to students can increase the enrollment rate. A good enrollment rate is the biggest sign of enterprise promotion. Therefore, if you can do these three points well, you can do a good job of teaching and recruiting. As shown in Figure 5-1.

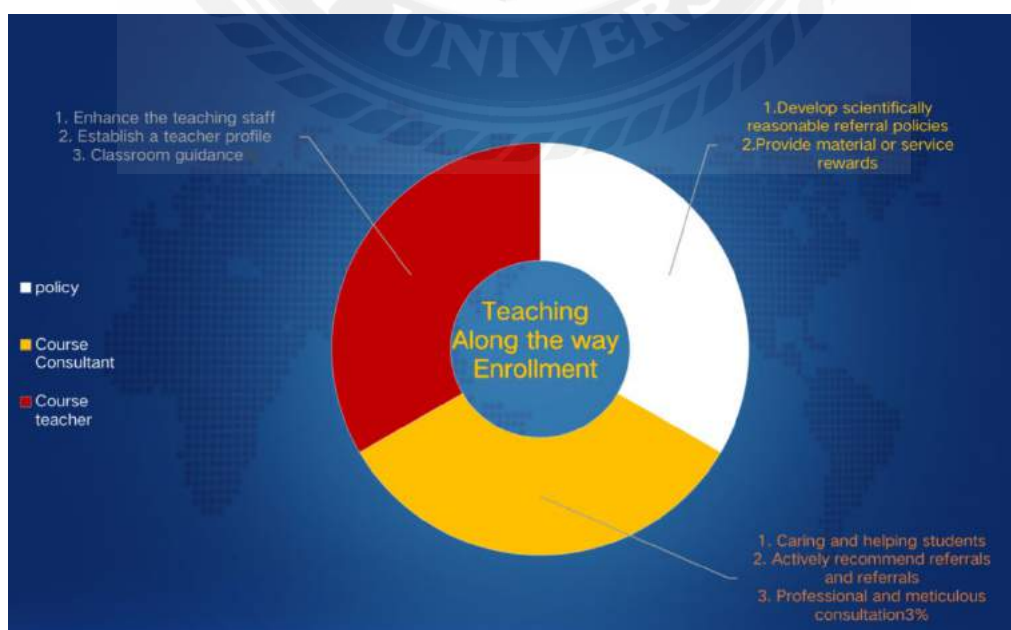


Figure 5-1 Teaching led recruitment model

Create online marketing channels. In addition to innovation in offline marketing channels, it is also necessary to create online marketing channels that better reflect the times, that is, to open up online marketing channels and make good use of live streaming course marketing, as follows. Open up online marketing channels. The Internet is constantly innovating and developing, and the visualization of educational products is gradually becoming apparent. The Internet has become a battleground for educational product marketing and is a very important way. The conventional postgraduate entrance examination institutions are either traditional offline tutoring institutions or online institutions specializing in the internet. As students born in the 2000s, their greatest skill is to obtain resources through the internet. Therefore, in order to cater to current students, it is necessary to open up online marketing channels.

The opening of online channels should be managed in two aspects: 1. A dedicated network department should write professional copy, shoot short videos, and grasp online hot spots to provide materials for online marketing; 2. Establish a community, guide students with wide area traffic to switch to private area traffic, actively guide students in the community to share and express their learning experiences and insights, and create community influence. Shoot short videos of common knowledge about the postgraduate entrance examination, presenting the obscure and boring knowledge to the examiners in a lively and engaging manner through short videos. This is more attractive than traditional methods of having students come to the classroom to listen to lectures; Tell students the important things and precautions at each stage of the postgraduate entrance examination through short videos. If students are interested in your content and become your fans, they will be continuously influenced by you. Then, fans will be converted into private traffic through fan groups, achieving timely and effective interaction, timely understanding of course services, creating a learning atmosphere for matters, experiencing courses, and ultimately becoming customers. Short videos can also be used to record the daily learning and progress of candidates taking the postgraduate entrance examination, showcasing services in the videos and truly helping students solve their concerns about the course. Traditional postgraduate entrance examination tutoring classes start targeting customers in the second semester of their sophomore year, collecting customer information, offering free books, offering public welfare courses, one-on-one consultation and introduction courses, etc. In this way, all institutions start at this time, forming a huge competition. If the initial material preparation is not sufficient, once enrollment is initiated, it will lose its important competitive advantage in the market. So, we take advantage of the advantages of the network department and actively integrate with students from the beginning of their freshman year.

Utilizing the issues that college students are most concerned about during their freshman year, such as CET-4 and CET-6, computer exams, etc., by providing free

materials, courses, etc., information is collected from the freshman year and introduced into the personal traffic pool. Then, maintenance and influence are carried out during the freshman and sophomore years, and customer information that already has the idea of taking the postgraduate entrance exam is collected in advance, guiding these students to try out course experience services, In the second semester of their sophomore year, students can directly enter the courses for learning, and these students have a long-term experience with the institution, with a high level of recognition for the courses, which is also more conducive to referrals. Make good use of live streaming course marketing. The advantage of live classes is that they are convenient and timely, and can reach a wider market. In the college student market, students are relatively concentrated within the school, but the current marketing phenomenon is that students have been crazily promoted and influenced by various institutions, and are no longer willing to attend offline marketing lectures in the classroom.

Therefore, we can use live classes to bring the postgraduate entrance examination lectures to student dormitories; For clients who are taking the postgraduate entrance examination while working, as the customer base is relatively scattered and each person's time schedule is not uniform, it can be very difficult to gather a large number. We can also use online live classes to provide multiple rounds of explanations, making it convenient for clients with different work backgrounds to watch and learn at different time periods. In summary, through online marketing channels, students can learn about institutions and course services, experience actual services through offline experiences, and ultimately achieve a combination of online and offline marketing optimization and upgrading. As shown in Figure 5-2.

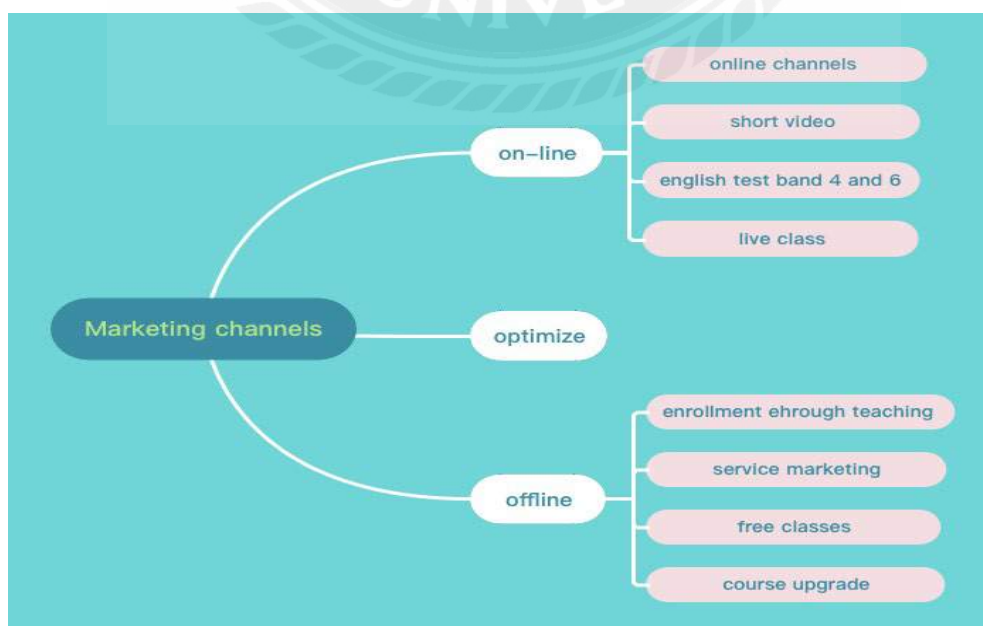




Figure 5-2 Marketing Channel Optimization Ideas

#### 5.1.2.4 Optimization of promotional strategies

1) Scientifically formulate promotional policies. With the increase of industry competition, while enhancing product competitiveness, scientific promotion policies should also be formulated to make their products better accepted by customers. For New Oriental Online Jinan Branch Graduate Entrance Examination Training Company, a combination of advertising promotion, increased price discounts, increased services, referral promotion, and other promotional policies should be formulated. Advertising promotion is the most direct and widely targeted promotional policy. With full consideration of maximizing profits, increasing price discounts is the most genuine and stimulating promotional policy. When the product discount reaches its maximum, price advantages cannot be used to attract consumers. Therefore, services can be appropriately increased, such as offering 5 extra one-on-one courses or adding several stage simulation tests, The students of New Oriental Online Jinan Branch Graduate Entrance Examination Training Company are mainly students who are currently in school. The student's life circle is very small, and information dissemination is fast, so the reputation of the students is very important. When the students approve, they will be introduced to classmates who have ideas about taking the postgraduate entrance examination. At this time, we need to give the recommended students a certain price discount to stimulate more students to purchase products and achieve promotional effects.

2) Diversified promotion methods. As mentioned earlier, the main promotional policies of New Oriental Online Jinan Branch include advertising promotion, increasing price discounts, increasing services, and referral promotions. Diversification of promotional methods should be achieved, and specific measures are as follows: In terms of advertising promotion, New Oriental Online Jinan Branch has dedicated personnel to design advertising pages, ensuring that the advertising pages are beautiful and tidy, and can vividly display promotional information, with high recognition compared to similar advertisements in the same industry, Online and offline advertising promotion is launched at the same time, offline posters are posted on the campus poster board, student living areas and learning areas to distribute leaflets, and advertising is increased.

On the online side, attention is paid to the publicity of the circle of friends, space, and video number, including the optimization of publicity frequency and content. At the same time, local promotion is also increased in terms of red books, Zhihu, and Tiktok, and colleagues are promoted online and offline to create a tense atmosphere, Increase customer attention. In terms of increasing price discounts, in recent years,

most of the price discounts for products in the same industry have been 10% off, 9.5% off, etc. However, consumers are no longer very interested in such price discounts. Therefore, New Oriental Online Jinan Branch fully considers product costs and can use 618 for marketing activities during the start of the school season, as well as promote during Double 11 You can also become an online hero during the "Double 12" event. During these event times, formulate the most favorable price policy and launch the lowest priced courses throughout the year, so that consumers can truly feel the stimulation of price discounts. However, under the premise of discounts, the quality of courses and services should also be guaranteed. In terms of increasing service, for some customers who are more concerned about price, as the discount policy has reached its maximum limit, in order to meet the customer's demand for price, we can provide customers with additional discount policies for some courses on the basis of the maximum discount limit, such as adding 5 one-on-one class hours and increasing the number of stage mock exams. For customers who are interested in group enrollment, they can also offer certain enrollment discounts by adding services and courses. Students should make good use of special time points to drive promotion through internal purchases.

For example, after the first class starts, before the second class starts, use the resources of the first class students that have been maintained, actively guide students to transfer introductions, and release student internal purchase price activities to promote transfer introductions before the class starts. In terms of referral, New Oriental Online Jinan Branch Graduate Entrance Examination Training Company has formulated a special referral policy to simplify the referral process and increase referral discounts. While serving the students well, actively inform them of the policies for referrals. Once successful referrals are made, both the students and the introduced students can receive cash rewards and class registration preferential policies. Market the referral methods for students, guide them in which aspects to make referrals and recommendations, and communicate the recommended list with the marketing specialist in a timely manner. Invite them to listen and promote sales. Once successful referrals are made, corresponding rewards will be immediately redeemed. Internally purchased by students, guiding friends around them to enter the class for learning, can also receive enrollment benefits, such as study abroad funds, which can also increase the effectiveness of promotions.

## **5.2 Recommendation**

With the continuous popularity of the postgraduate entrance examination and the increasing number of candidates, as well as the restrictions on enrollment, the difficulty

of the exam has become increasingly high. More and more students choose to take the exam for tutoring, and in recent years, there have been more and more tutoring institutions, leading to increasingly fierce industry competition. As a local postgraduate entrance examination training institution in Jinan, New Oriental Online Jinan Branch has a good industry reputation and success rate. This paper analyzes the current situation of New Oriental Online Jinan Branch using SWOT theory to identify the current marketing situation. Through a survey questionnaire, problems in marketing and the causes of marketing problems are identified. Finally, based on the 4P theory, marketing optimization plans are proposed from the aspects of product, price, channel, and promotion policies.

Optimization suggestions have been proposed for the marketing issues currently facing New Oriental Online Jinan Branch, including: Enriching the product system requires not only products for college students, but also products for on-the-job postgraduate entrance exams, products for Second and third examinations, and different products have differences in course services, such as class hour arrangements, class time arrangements, and course targeted content. Only in this way can teaching be tailored to individual needs and targeted teaching. In addition, the company offers not only regular full course courses, but also single subject tutoring, initial exam tutoring, interview tutoring, and professional course tutoring to meet the needs of students in different situations Optimize the product pricing system by adjusting the original pricing system. It is not enough to simply rely on the person in charge to set the price of the product. It is necessary to conduct sufficient market research, determine prices based on peer prices, price ranges acceptable to students, service costs, and other factors.

Different pricing systems should be developed for different groups and products. Set prices for high-end classes, mid-range classes, and low-end classes, and set prices for online and offline classes according to different needs Marketing channel optimization: For traditional offline marketing channels, due to changes in students' acceptance and methods of marketing, as well as the impact of the epidemic on campus control, the original pure offline marketing can no longer meet the needs of students for marketing channels of postgraduate entrance examination training institutions. Therefore, on the one hand, we need to continue to optimize the methods and channels of offline marketing, and on the other hand, we need to fully develop online marketing channels, To achieve a combination of online and offline Optimization of promotional policies, changing the original way of promoting activities for the sake of promotion. The formulation of promotional policies is directly related to the final promotional effect. Therefore, it is necessary to conduct market research in advance to know what kind of promotional policies students are more interested in, and develop targeted

promotional policies. At the same time, make good use of the channel for students to carry out internal purchase promotion and referral, thereby promoting the development of promotional activities.

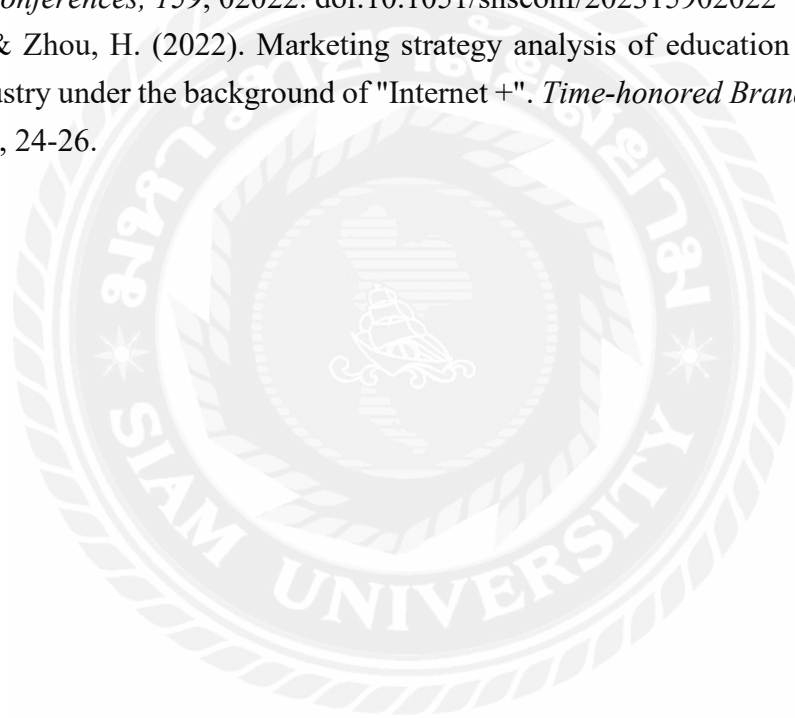


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## Appendix

Hello classmate, thank you for your support of this survey questionnaire. In order to better understand your needs, we have developed

Suitable for your product, we hope you can fill out this questionnaire carefully.

1. Your gender

- ① Male
- ② Female

2. Your grade

- ① Sophomore, junior, and senior
- ④ Graduated

3. Have you had the idea of enrolling in tutoring classes during the postgraduate entrance examination process

- ① Yes ② No

Why did you choose the postgraduate entrance examination tutoring class?

(Multiple Choice)

- ① Insufficient self-learning ability
- ④ Not proficient in the interview ⑤ Other

Why don't you choose the postgraduate entrance examination tutoring class?

(Multiple Choice)

① Strong comprehensive self-learning ability, expensive tutoring classes, good foundation, and applying to schools

- Low difficulty ⑤ Free resources available ⑥ Other

6. How did you learn about tutoring classes (multiple choices)

① Classmate Introduction ② Campus Advertising ③ Institutional Lectures ④ Online Promotion ⑤ Other

7. If you attend a tutoring class, what price of product would you choose (single choice)

- ① 1000-4999 ② 5000-14999 ③ 15000-25000 ④ Above 25000

8. What help do you most hope the tutoring class can provide you with (multiple choices)

- ① Learning plan ② Supervised learning ③ Learning materials ④ Stage tests
- ⑤ Q&A ⑥ Course aids
- Guidance ⑦ Follow up tutoring

If you think the tutoring class is good, would you recommend it to your classmates around you? (Single choice)

- ① Will
- ② No
- ③ Uncertain



10. Your satisfaction survey on the service of New Oriental Online Jinan Branch Graduate Entrance Examination Training Company.

Research questions

Class teacher service supervision

Course content and quality

Course schedule

learning environment

Very satisfied

Satisfied, generally dissatisfied, very dissatisfied

11. If you lose First Time Examiner, would you choose to take the postgraduate entrance exam in Second Exam (single choice)

① Can ② not ③ I don't know

If you choose Second Exam, how do you plan to prepare for it. (Single choice)

① Going home to prepare for exams, renting a shared house, reading books on your own, participating in Second Exam training camps, and others.

