

Strategic Marketing Innovations for Enhancing Brand Awareness: A Case Study of English Mou Mou Language Institute

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Abstract: *This research investigates strategic marketing innovations to enhance brand awareness and increase student enrollment for English Mou Mou, a prominent language institute operating in the competitive Ilsan, Korea. Despite offering high-quality education and innovative teaching methods tailored to the Korean educational environment, the institute faces challenges such as limited marketing strategies, declining registrations, and intense competition. This research identifies critical areas for improvement and strategic opportunities using a comprehensive framework of internal and external analyses— Value Proposition, Segmentation, Targeting, and Positioning (STP), Political, Economic, Social, Technological, Environmental, Legal (PESTEL), Porter's Five Forces, Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, and TOWS matrix. The proposed solution focuses on strengthening the institute's value proposition and implementing the Marketing Mix (7Ps), including optimized pricing strategies, innovative teaching methods, targeted promotional campaigns, and enhanced physical and digital accessibility. A structured Proposed Implementation Plan outlines actionable steps across digital marketing, referral programs, data-driven engagement, and community partnerships to boost enrollment and visibility. Furthermore, the Key Performance Indicator (KPI) Measurement Plan has been developed to monitor the effectiveness of these strategies, ensuring continuous improvement through data-based decision-making. These strategies align the institute's offerings with consumer expectations and market demands and offer a replicable model for education providers seeking to thrive in competitive markets.*

Keywords: Brand Awareness, Marketing Strategies, Digital Marketing, Value Proposition, Educational Institutes, English Education

1. Introduction

Considering globalization and the significance of communication between countries worldwide, the need for English ability in South Korea has increased dramatically (Crystal, D., 2003). As a result, private English institutes have played a vital role in the education market and are all competing to gain and keep the students. English Mou Mou, a prominent franchise with over 150 branches, exemplifies this competitive landscape. Despite its innovative teaching methods tailored to the Korean educational context, the English Mou Mou Ilsan branch has encountered challenges, including a decline in student enrollment and limited marketing strategies compared to its local competitors. In 2021, monthly revenues peaked at 306 (10,000

KRW), driven by post-pandemic recoveries and new admissions, but dropped to 265 in 2023 (see Figure 1). This decline indicates the need for strategic marketing innovations to enhance brand awareness and student registration.

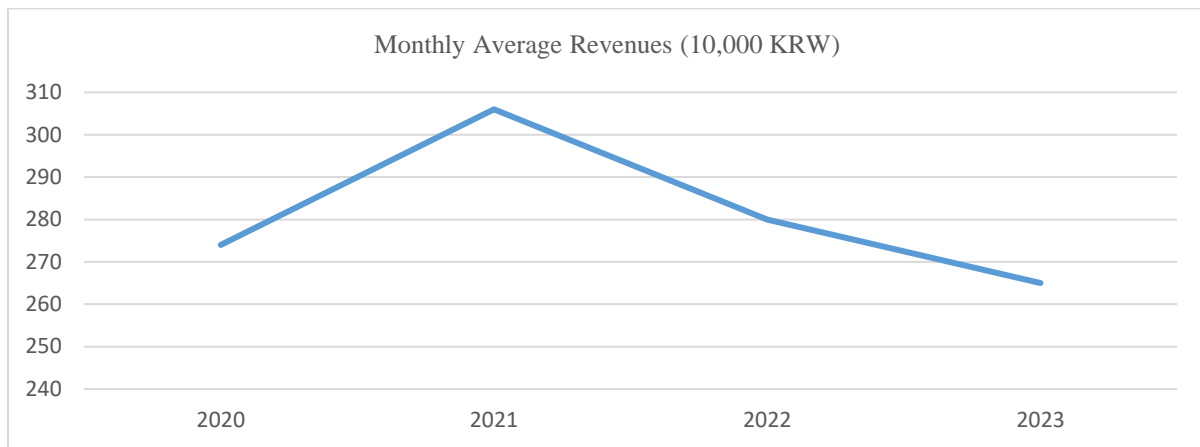


Figure 1: Monthly Average Revenues in English Mou Mou Ilsan branch

The research highlights significant aspects for enhancement by employing detailed methodologies like Value Proposition, STP (Segmentation, Targeting, Positioning Indicators), PESTEL analysis, Porter’s Five Forces, SWOT, and TOWS matrix and the Marketing Mix (7Ps). Utilizing these strategic marketing tools, this study aims to identify key areas for improvement and propose actionable marketing strategies to allow the English Mou Mou Ilsan branch to establish itself as the number one provider of English education in the Ilsan area.

2. Literature Review

2.1 Marketing Strategies for Education Organizations

Increasing brand awareness through strategic marketing for Higher Education Marketing (case studies such as Cumberland College or the University of Phoenix with LaneTerralerver) emphasizes the marketing effort needed to engage students. Cumberland College increased international enrollment by 76% with targeted digital campaigns, while the University of Phoenix shared over 4,000 students’ positive stories to boost brand perception. They demonstrate the importance of combining digital strategies with authentic narratives in marketing plans.

2.2 Internal Factors; STP Strategy

In the education industry, effective marketing requires a dual focus: identifying target audiences' needs and addressing them with distinctive, value-driven services (Dibb & Simkin, 2008). According to Kotler et al. (2016), the STP framework is important for identifying market segments and target customers and positioning their offerings effectively. Education providers can craft strategies tailored to diverse customer needs and expectations by narrowing geographic, demographic, and psychographic criteria.

2.3 External Factors; PESTEL Analysis, Porter’s 5 Forces

PESTEL is used to analyze external macro factors affecting the business industries. According to Kotler and Keller (2016), political stability, regulations, and government policies can give opportunities or threats to English language institutes such as English Mou Mou. Samuelson and Nordhaus (2010) argue that economic factors, including disposable income and employment, directly impact consumers' expenditure on educational services in Ilsan. Social

trends such as the growing demand for bilingual education and personalized learning emphasize adapting to shifting demographics and customer expectations (Solomon, 2018). Rogers (2003) suggests that new technologies provide opportunities for innovation through digital learning platforms or AI-based tools alongside new environmental opportunities based on sustainability practices (Porter & Kramer, 2006) to strengthen brand credibility in the context of eco-conscious consumers. Finally, legal compliance with data protection and educational regulations is a cornerstone of trust and operational integrity.

This analysis is supported by programs that incentivize word-of-mouth marketing, as shown in the survey (Figure 5), and have proven to be highly effective by Porter's Five Forces framework, which emphasizes competitive dynamics within the industry. The threat of new entrants remains manageable with strong branding and unique offerings. However, rivalry among existing competitors in Ilsan is intense due to similar services and market saturation. The Ilsan market is saturated with rival English institutes like GnB English, YBM Engloo, and E- Chapters English Library. Using its new digital tools and personalized programs, English Mou Mou should strive to set itself apart in a competitive marketplace. According to Hill and Jones (2013), reducing the intensity of rivalry between the functional strategies that may be well executed is differentiation and building up the brand image. Low switching costs give buyers strong bargaining power, while suppliers determine quality and price, giving them moderate bargaining power. The rise of digital substitutes, such as online learning platforms, presents challenges but also highlights the need for differentiation through blended learning approaches. These frameworks collectively indicate that English Mou Mou must effectively manage these factors to achieve continued competitiveness and improve its market position.

2.4 SWOT Analysis & TOWS Matrix

SWOT Analysis (Albert Humphrey, 1960s) is a strategic planning framework that helps to analyze and evaluate the internal strengths and weaknesses and external opportunities and threats to a company. Exploit weaknesses, e.g., outdated processes, to pinpoint opportunities for improvement and capitalize on strengths, e.g., brand reputation or technological advantages, to seize competitive edges. Businesses can proactively mitigate risks and refine operations by addressing these internal factors proactively. External analysis focuses on opportunities, such as emerging trends and market demands, and threats like economic shifts or competitive pressures, helping organizations align their strategies with dynamic market conditions (Kotler & Keller, 2016; David, 2011).

TOWS Matrix (Heinz Wehrich, 1982) adds the important step of taking the internal and external factors to derive actual strategies. It uses strengths to take advantage of opportunities and reduce threats and weaknesses. This method is especially useful in complex and dynamic markets where resources are limited, as it assists strategic decisions that align resources with external market dynamics and ensures sustainable growth and adaptability (Wehrich, 1982). These tools, together, provide a method for strategic planning and organizational resilience.

2.5 Value Proposition

According to Osterwalder and Pigneur (2010), value proposition differentiates a business model by addressing specific customer needs and creating unique value. For the English education industry, a personalized learning system is the most critical value proposition (Kotler & Keller, 2016). Students vary widely in proficiency levels and learning styles. When students feel that they fully understand what they are learning, it enhances customer satisfaction beyond their expectations. For English Mou Mou, individualized learning plans, innovative teaching methods, and digital tools are important components of its value proposition. Through targeted

marketing initiatives, communicating those positive attributes can further position English Mou Mou to attract prospective consumers in this crowded marketplace.

2.6 Marketing Mix; 7Ps

Booms and Bitner (1981) introduce the 7Ps as an extended version of the 4Ps and provide better attention to service marketing due to exploration considering the 7Ps with product, price, place, promotion, people, process, and physical evidence. For education, the product consists of its own curriculum and digital tools. They are used to differentiate potential offerings (Levitt,1980).

3. Research Methods

3.1 Data Collection

Figure 2 employed a mixed-methods approach, combining quantitative surveys and qualitative interviews. Surveys were administered to the parents of primary and secondary children to understand their thoughts, concerns, and expectations. Twenty-six respondents filled out structured questionnaires using Google Forms, considering primary data collection. Key questions include the desired balance between reading, listening, grammar, speaking, and writing skills, willingness to pay, and feedback preferences. Interviewing an English Mou Mou English teacher provides insight into operational challenges and marketing gaps. Secondary data comprised industry reports and academic literature.



Figure 2: Data Collection

3.2 Research Design

It combines internal and external analyses to generate actionable solutions for implementation, as shown in Figure 4. The fishbone diagram in Figure 3 and the conceptual framework in Figure 4 were visual tools used to analyze and present findings systematically.

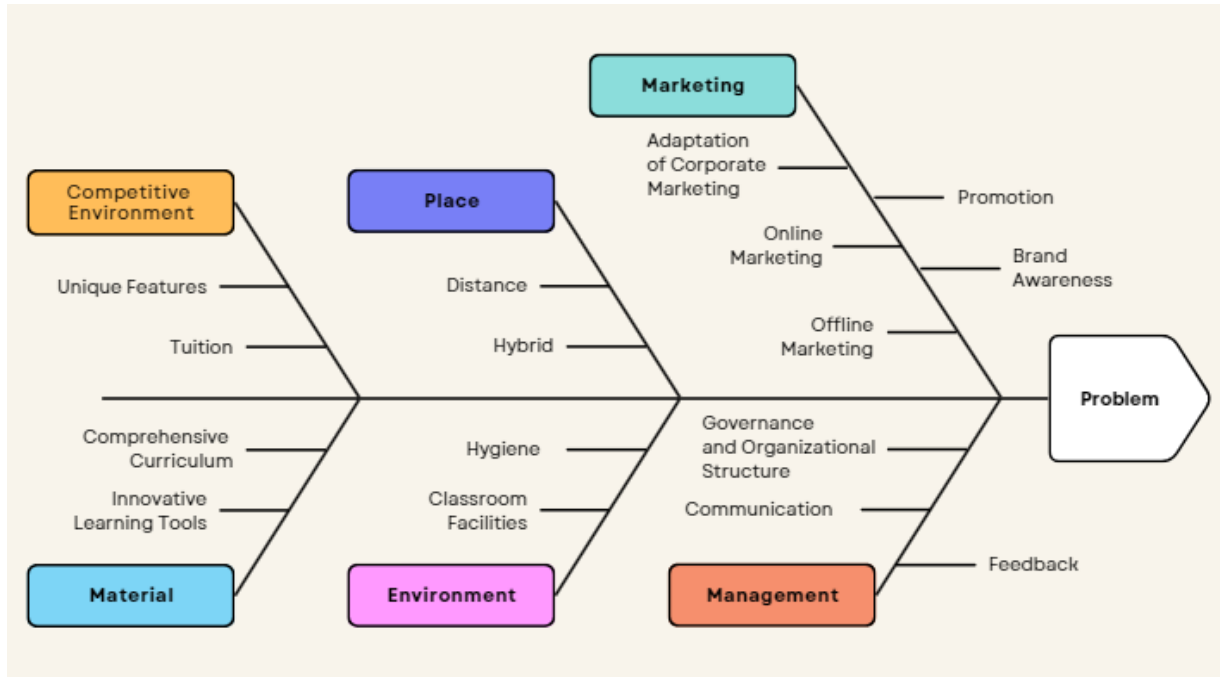


Figure 3: Fishbone Diagram

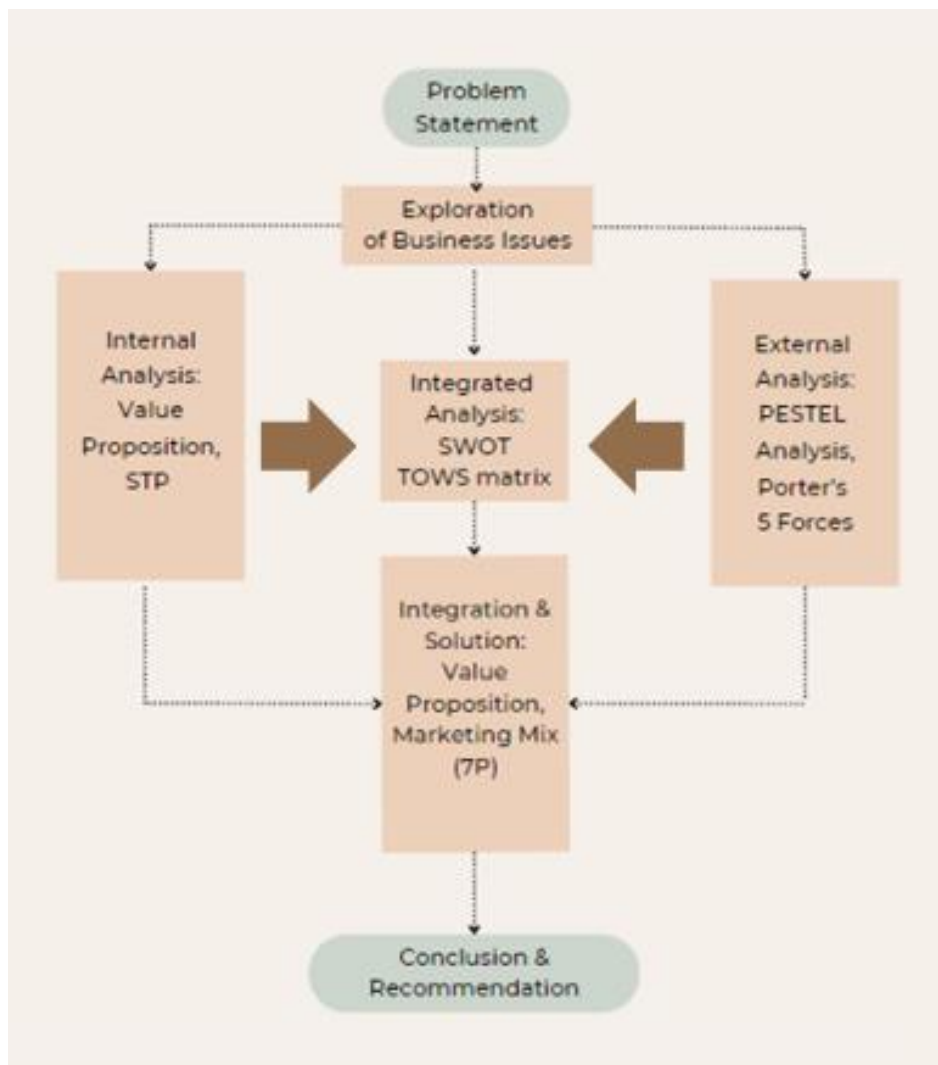


Figure 4: Research Design

4. Solution and Proposed Implementation Plan

According to the survey of parents residing in the Ilsan area, the study reveals that parents require comprehensive development of English proficiency in reading, listening, speaking, writing, and grammar. It adds that parents want their children to score even more in academics. To meet these expectations and maintain customer satisfaction, structured teaching tailored to personal learning style and process is necessary.

4.1 Value Proposition Design

The analysis highlights that English Mou Mou has enhanced its value proposition by focusing on personalized learning experiences and integrating digital tools.

- i. **Balanced Curriculum:** By providing well-structured and comprehensive English proficiency in reading, listening, speaking, writing, and grammar, English Mou Mou helps to satisfy parents' concerns.
- ii. **Engaging Learning Environment:** Even though students cannot attend the institute, they engage in interactive online learning guided by teachers and get teacher feedback. This interactive system helps students maintain their study schedule. Furthermore, gamified learning modules encourage the students to maintain their interest.
- iii. **Transparent Progress Tracking:** English Mou Mou offers tracking digital apps to provide real-time student performance.

However, the absence of firm marketing plans, both online and offline, has been a barrier to new registrations. To counter this obstacle, English Mou Mou must focus on establishing and executing solid marketing strategies, both in digital and traditional channels, to build brand awareness and attract potential customers.

4.2 Marketing Mix (7Ps)

The Marketing Mix (7Ps) offers a systematic way to make English Mou Mou successful against the competitive institutes nearby with well-organized offerings. Product strategy includes structured textbooks to encompass test preparation, such as TOEFL Junior and school academic examinations, and conversation-based learning modules. The pricing strategy reflects the value and quality of services, balancing affordability. The place focuses on enhancing accessibility through virtual classes and interactive online platforms. Promotion includes integrated campaigns using social media such as NAVER (the most used by Koreans), SEO (Search Engine Optimization), and referral programs such as word of mouth to enhance brand awareness. The people element emphasizes training instructors to deliver consistent quality that aligns with the institute's vision. Digital tools' processes help the parents understand how well the children complete all the lessons. Lastly, physical evidence includes well-equipped classrooms and an innovative learning atmosphere to enhance the learning experience.

English Mou Mou Ilsan branch can integrate digital and offline marketing to strengthen its marketing promotion. It enhances brand awareness and attracts new students. Online marketing such as Instagram, KakaoTalk, and NAVER blogs provide curriculum updates, students' successful stories, and event highlights (Halloween, Christmas, and open house, etc.). Paid ads in social media to local parents and SEO using relevant keywords such as "English classes in Ilsan" also play a crucial role in increasing new students' registration. Promotional content through videos highlighting student activities and newsletters related to all programs and packages helps build trust and credibility.

16. 프랜차이즈와 개인 영어 학원을 알게 되는 경로는 무엇인가요?

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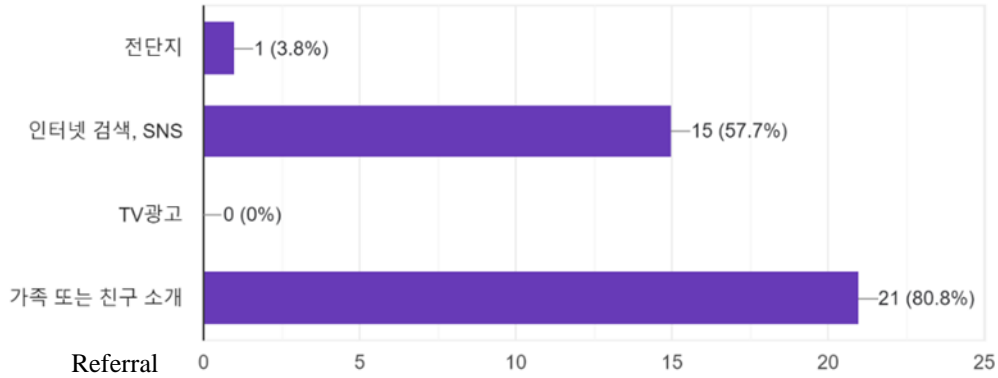


Figure 5: Primary Channels for Discovering English Academies: A Focus on Referrals and Digital Platforms

Referral programs incentivize word-of-mouth marketing, as illustrated in the survey in Figure 5, which is very effective in attracting new students by rewarding current students with discounts or gifts for new students. Approximately eighty percent of parents hear about English institutes through family or friends, as shown in Figure 5, suggesting that word of mouth is the most trustful source of information for selecting educational institutes. Given that same preference, this highlights the power of reputation and positive experiences within social circles. Moreover, potential customers can easily find new, specific information, pictures, and reviews on the Naver blog platform, as seen in Figure 6. Targeted ads on NAVER band, Kakao Talk, and Instagram that have shown incredible results in other branches. Creating a referral program like ‘응답하라 내 친구(Reply, My Friend)’ as illustrated in Figure 7, providing gift vouchers and tablets as an incentive for new students to sign up for English Mou Mou, has proven successful in other branches and can boost brand awareness for English Mou Mou, Ilsan branch.

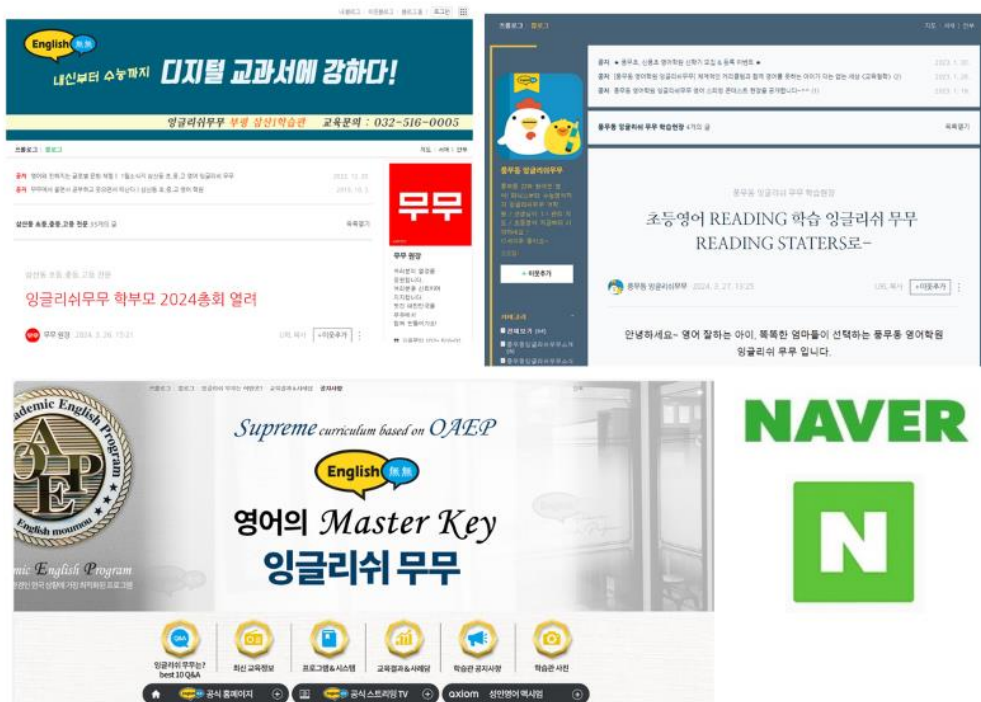


Figure 6: Social Media Marketing and Naver Blog



Figure 7: Referral Promotion

Offline strategies include distributing flyers, hosting open-house events, and joining local fairs. Promotions at local businesses such as EDIYA Coffee or CGV movie theater in Ilsan, as shown in Figure 8, offer exclusive win-win strategies for students and business owners, helping to build community ties. By combining these approaches with cross-channel marketing, such as integrating QR codes on flyers to link to online platforms, English Mou Mou Ilsan branch can reach broader potential students effectively while being able to reinforce its brand identity.



Figure 8: Promotion with EDIYA and CGV

4.3 Proposed Implementation Plan

The proposed Implementation Plan enables the English Mou Mou Ilsan branch to utilize combined marketing methods, both online and offline, to increase brand awareness and the number of new students. After obtaining the findings and analysis, an implementation plan in Table 1 will help the English Mou Mou Ilsan branch increase its brand awareness and student registration rate by working on the fundamental identified challenges.

Table 1: The implementation plan

No.	Implementation	M1(Jan)				M2(Feb)				M3(Mar)				M4(Apr)				M5(May)				M6(Jun)			
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Enhancing Digital Marketing																								
	(1) Develop content marketing strategy (blog posts, videos, etc.)																								
	(2) Launch social media campaigns on platforms like NAVER Band, Instagram, and Facebook.																								
	(3) Monitor and analyze campaign results and refine the strategy																								
2	Introduce Referral Offerings																								
	(1) Design the referral program structure																								
	(2) Announce and promote the referral program via digital platforms, flyers, and parent meetings.																								
	(3) Monitor participation and refine messaging to increase engagement.																								
3	Leverage Data-Driven Offerings																								
	(1) Roll out progress tracking for all students.																								
	(2) Provide parents with monthly progress reports and feedback sessions.																								
4	Strengthen Offline Engagement																								
	Develop promotional materials like flyers and posters.																								
	(2) Organize open house and offline promotion. Track attendance and gather feedback to improve future events.																								
5	Regular Evaluation & Adaptation																								
	(1) Schedule quarterly reviews of the marketing																								
	(2) Use analytics and feedback to refine strategies continuously.																								

The implementation plan involves the following steps:

- i. **Enhancing Digital Marketing:** Creating content, including blog posts and videos, and running social media campaigns on NAVER Band, Instagram, and Facebook during January and February. Monitor and analyze campaigns in February to improve engagement.
- ii. **Introducing Referral Offerings:** Design referral programs for 2 months, January and February. Announce and promote referral programs through digital platforms and parent meetings in February and March. Then, monitor and refine based on participation and feedback in February and March.
- iii. **Utilizing Data-Driven Offerings:** Introduce progress-tracking apps and launch quarterly feedback sessions with parents by January. Parents can access progress-tracking apps at any time throughout the year. Digital tools such as progress-tracking apps and personalized online content (e.g., Smart Mou Mou) can bridge the gap with tech-savvy parents and provide satisfaction.
- iv. **Strengthening Offline Enhancement:** Host a monthly open house, develop partnerships with local businesses to create a mutually beneficial environment, and distribute monthly flyers with trial class coupons starting in January. Collect feedback from attendees to enhance future events and promotions.
- v. **Regular Evaluation and Adaptation:** Conduct quarterly reviews in March and June to assess implementation progress, analytics in refining details, and further optimization of actionable strategies.

Implementing these plans efficiently will increase brand awareness, attract new students through digital and word-of-mouth marketing, and improve customer retention with data-driven tools. Monthly open house events and local partnerships with café or movie theaters will strengthen community connections and local presence in the area, while regular evaluations impact efficient resource use. These strategies will ensure English Mou Mou Ilsan's sustainable growth in terms of competitive and trustworthy education providers by integrating all strategies.

4.4 KPI Measurement Plan

The Key Performance Indicator (KPI) Measurement Plan has been developed to keep track of the proposed strategic marketing innovations and operational improvements work. This plan provides a concrete metric of whether the strategy works and what needs improvement. Each KPI evaluates brand awareness, marketing effectiveness, student enrollment and retention, digital learning engagement, and financial performance. The table below outlines the KPI measurement plan to evaluate success and the implementation strategies required for continuous improvement.

Table 2: The KPI Measurement Plan

KPI Category	KPI Name	Measurement Method	Target	Review Frequency
Brand Awareness	Social Media Engagement	Likes, Shares, Comments	20% increase in 12 months	Weekly
	Website Traffic	Naver Analytics	15% increase in 6 months	Monthly
	Referral Program Participation	New enrollments via referral	15% increase in 1 year	Quarterly
Marketing Effectiveness	Customer Acquisition Cost (CAC)	Marketing Spend / New Students Acquired	Reduce by 10% in 12 months	Monthly
	Return on Marketing Investment (ROMI)	(Revenue from marketing - Cost of marketing) / Cost of marketing	ROMI > 2.0 in 1 year	Quarterly
Student Enrollment & Retention	Student Enrollment Growth	Enrollment Records	10% growth per semester	Semester
	Satisfaction Rating from Surveys	Parent & Student Feedback Surveys	Maintain 4.5/5 satisfaction rating	Semester
	Student Retention Rate	Returning Students / Total Students	Retain 85% of students annually	Annually
Digital & Hybrid Learning	Online Feedback System Engagement	Parent & Student Feedback Platform	90% engagement rate	Monthly
Financial Performance	Revenue Growth Rate	Financial Reports	12% annual revenue growth	Annually
	Net Profit Margin	Net Profit / Revenue	Maintain at least 20%	Quarterly

The KPI measurement plan shows a structured framework to monitor and optimize the effectiveness of the English Mou Mou Language Institute's marketing and operational strategies. The institute can ensure consistent growth, competitive differentiation, and student satisfaction by integrating regular performance reviews, digital tracking tools, and data-based analysis.

5. Conclusion and Recommendation

5.1 Conclusion

This research highlights that strategic marketing is essential to promote brand awareness, student registrations, and competitive strengthening of market placement in Ilsan. By integrating multiple strategic frameworks -Value proposition, STP, PESTEL, Porter's Five

Forces, SWOT analysis, TOWS matrix, and Marketing Mix(7P)- the study provides a holistic understanding of market dynamics and strategic opportunities. The proposed implementation plan's systematic approach to improving brand awareness, engagement, and overall marketing effectiveness reflects the structured timeline with clear phases for focus areas. Furthermore, the KPI measurement plan shows a data-driven framework to monitor and optimize the effectiveness of the English Mou Mou Language Institute's marketing and operational strategies. Strategies such as performance reviews, digital tracking tools, and data-based analysis ensure that the English Mou Mou Ilsan branch achieves consistent growth, maintains competitive differentiation, and enhances student satisfaction.

5.2 Recommendation

This research provides actionable insights into applying these marketing strategies, ensuring the English education institute's sustainable growth and achieving a prime position in the market's competitive environment. Building on these findings, further research should examine the sustainability of the proposed approaches and measures that could be taken to better apply the marketing strategies in other sectors. Similarly, such solutions can be effective for other educational franchises facing similar challenges, enhancing their operational management and marketing. To remain competitive, innovating and continuously aligning digital trends into marketing strategies is important.

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