

# EDUCATION SUPPORT ORGANIZATION TRANSFORMATION

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## ABSTRACT

Youke education and training company is positioned as an integrator of education and training industry, and its market position starts from local cities. Focusing on the integration of local education resources, the company will comprehensively build its core competitiveness, and finally achieve its goals according to the phased goals of the integration of Ankang City, Ankang Nine counties and one district, and Shaanxi Province. Through positioning marketing, differential marketing, data marketing, telephone marketing, on-site marketing five strategies for marketing publicity, establish service awareness, to create a well-known brand. This project estimates that the annual fixed cost is 400,000 yuan after the re-transformation, and the annual variable cost rises by 10%, which is expected to be 200,000 yuan, so the annual cost is to be 600,000 yuan. For different types of courses, the price is different, the average face-to-face course is 200 yuan per class, each class is 2.5 hours, and the registration discount for more than 5 people is 30 yuan. The distance online education course is 180 yuan per class, and 10 classes are one period. Therefore, it is estimated that 300 students will be enrolled each year to break even, and more than 300 will be profitable.

**Keywords:** Double reduction, Ruckus Education, K12 industry, Art training

## COMPANY PROFILE

Ruckus Education and Training Co., Ltd. is an education and training institution based in Ankang, Shaanxi. The company was founded in June 2019, launched Ruckus Family Education Network in August of the same year, launched the online tutoring model in 2020, and opened branches in Jiangnan in 2021. campus. The company aims at creating a youthful campus culture and cultivating all-round development of teenagers. Based on the concept of "serving students", the company provides a relaxed and active learning platform for students of various schools in Ankang City, cultivates their cultural knowledge and extracurricular talents, and enriches students' campus cultural life. . The specific teaching content provided by the company includes various high school cultural lessons, dance training, calligraphy and painting, and instrumental music training. The cultural training of various subjects in high school is mainly based on offline classes and one-to-one tutoring. Dance training includes Latin dance, hip-hop. Calligraphy and painting training includes hard pen calligraphy and soft pen calligraphy. Instrumental training includes guitar and drums.

The company's development direction is to face the students of major universities in Quan'ankang City and occupy the market share of Ankang City's training. Based on the high-

tech zone of Ankang City as the short-term goal, the long-term goal is to open chain training education and training institutions for all schools in Ankang City. After several years of operation, the company has built a culture and external image of an education and training institution that is "youth, splendid, elegant, and comprehensive service".

The establishment of Ruckus education and training institutions strictly follows the relevant provisions of the "Private Education Promotion Law", and the acquisition of their rights and abilities has also been authorized by the state. The purpose of Ruckus Education and Training Company is to make profits. During the activity, its fundamental purpose is to make profits, and to improve the level of education and training under the drive of profit maximization.

## **INDUSTRY ANALYSIS**

Chinese people have the awareness of not letting their children lose at the starting line, which has created the prosperity of the K12 industry. The overall market size of China's off-campus training industry is about 2 trillion yuan, accounting for about 2% of GDP. Among them, the scale of out-of-school training in primary and secondary schools accounts for about 40%. In terms of employment, the national off-campus training industry has provided 10 million jobs and is growing rapidly. The overall market of China's education and training industry has reached a scale of trillions. From 2015 to 2020, the market size of the education and training industry increased from 1,805.9 billion to 2,509.6 billion. However, due to the impact of the epidemic, offline education basically stagnated in the first quarter of 2020, and most training institutions began to turn to online, online education companies began to run wild for financing. In 2020, the overall scale of the education and training industry will decline, but the online education market will achieve positive growth. However, the "double reduction" policy is a devastating blow to K12 subject education. In 2021, the overall education and training market will decline to 1.81 trillion, and most of the K12 subject training market will shrink.

"Double reduction" refers to reducing the burden of homework and off-campus training for compulsory education students. The scope of the policy is limited to compulsory education, but extracurricular training can be carried out in high schools. Therefore, the market prospect of high school subject training is still very optimistic. The customer's target group is very large, and the training needs are still considerable. Moreover, in view of the current social development trend, the development of schools requires multiculturalism, and the cultivation of talents is becoming more and more comprehensive, among which the learning of art knowledge is also an important part of students' learning. With the growing market demand for art training, parents and students are paying more and more attention to the quality of comprehensive development. However, under the restriction of the test-oriented education model, schools only pay attention to the subjects they are learning, and students ignore the learning of other knowledge. Therefore, the market potential of art training is huge.

### **Ruckus Education and Training SWOT Analysis**

**Advantages:** Ruckus Education has a certain reputation in Ankang City. It is one of the higher-level training institutions. It has 2 years of customer accumulation and has a good reputation among students and parents. There are a group of high-quality and experienced staff. There is a strict training process to ensure the training effect.

Disadvantages: The customers are mainly primary and secondary schools, but under the double reduction policy, this part of the business is stagnant. Not doing a good job in brand marketing and network marketing. It does not have its own full-time lecturers and industrialized products. It is in the stage of MBA training, that is, general management courses, and its products are single. The cost of teachers and venues is increasing.

Opportunities: The demand for training in high school cultural classes and art training is still large, the training market is large, and the training cost is increasing at a rate of 30% every year. Science and technology, knowledge is changing with each passing day, and economic globalization has higher requirements for students to update their quality.

Threats: In 2021, the country will introduce a double reduction policy, the education and training industry will shrink significantly, the new crown epidemic is popular, and offline teaching will be difficult. The competition is fierce. There are at least 50 large and small training companies in Ankang City. Competitors offer low training prices. Some competitors have their own special products and professional teachers.

## **MARKET ANALYSIS AND MARKETING PLAN**

In 2020, the overall market size of China's off-campus training industry is about 2 trillion yuan, accounting for about 2% of GDP. Among them, the scale of out-of-school training in primary and secondary schools accounts for about 40%. In terms of employment, the national off-campus training industry has provided 10 million jobs and is growing rapidly. Even under the influence of the double reduction policy, the market prospects of high school subject training and art specialty training are still very optimistic. The number of target groups of customers is huge, and the demand for training and tutoring is still considerable.

The company's marketing plan is initially planned to be 50,000 yuan for marketing and promotion, and the annual marketing cost in normal years is not less than 30,000 yuan. After the planned results enter the normal operation track, the planned number of enrollments in the first year will reach more than 300. And through positioning marketing, differential marketing, data marketing, telemarketing, on-site marketing five strategies for marketing and publicity, establish service awareness, and build a well-known brand. Pay attention to after-sales service, have process thinking, and do a good job in customer processes. From parents starting to call for consultation, to registering their children for class, remember to follow up after the training, process all computer entry, process management, and do not mix too many human factors that can interfere. And strengthen the repositioning of school brand, update school brand in time, actively open up new education market, and strengthen school brand building.

## **MANAGEMENT TEAM AND COMPANY STRUCTURE**

As a new transformation company with limited resources, we will deal with all related issues in the early stage of the company's operation based on the principle of substance over form. The goal is to make full use of existing resources to promote the company as much as possible. Development and enrichment of the company's strength, and gradually improve the company. We will make full use of social resources to make up for our own shortcomings. We

will establish a team of company consultants and bring in experts and veterans in education and training; in the capital market, we will cooperate with various institutions and associations and use external forces. In the early stage of the company's transformation, funds and personnel are relatively lacking. Our business is mainly high school cultural lessons and art specialty training. We will use a streamlined organization and the most creative personnel to form the most efficient garden team to form the most innovative Ability to learn organizational team. There are currently six people in the team. Different positions are assigned according to each person's expertise and personality. Each person is always in charge of a department, and then externally recruits personnel according to the needs of different departments. In the initial stage, we mainly recruit marketing personnel and professional teachers.

### **OPERATING PRODUCTION PLAN**

Ruckus Education was established in 2019. After three years of development, the company's development and accumulation of students are relatively good at present. Although it has passed the national double reduction policy, currently, high school courses are still going on normally, but it is affected by the double reduction policy. , the amount of courses offered by the institution has been greatly reduced, and the development of the training of primary and junior cultural quality courses has fallen into a stagnant state. The development tasks of the later campus are mainly the high school's cultural remedial lessons and art specialty training.

The company plans to increase the company's earnings through three aspects: price-driven, sales-driven and innovation-driven. In the advanced stage of training, adhering to the concept of high fees and high services, through its own strong competitiveness, high fees are used to increase the company's profit and income. There has been increased investment in enrollment promotion. Through high-intensity enrollment promotion work and the method of introducing students to commission, a large number of students can be recruited during the winter and summer vacations and the opening season. The increase in enrollment is the main source of the company's revenue. . In the process of education and teaching, it continuously optimizes itself, derives its own teaching products, and enhances the competitiveness of its own products through innovation, so as to increase benefit income.

### **FINANCIAL ANALYSIS AND FEASIBILITY ANALYSIS**

In the early stage of the establishment of the company, 1 million yuan of start-up capital was prepared, of which 300,000 yuan was invested by the person in charge of the entrepreneurial team, 290,000 yuan was jointly raised by senior managers, and another 170,000 yuan was sought for venture capital, and the remaining 240,000 yuan applied for entrepreneurial loans. Funds are mainly used for investment in fixed assets (capital) (rent and sales of office space and training classrooms, and purchase of major office equipment and daily necessities), payment of employee salaries, advertising costs, company start-up costs and management costs.

Ruckus Education and Training Co., Ltd. estimates that the annual fixed cost is about 400,000 yuan after the re-transformation, and the annual variable cost rises by 10%, which is expected to be 200,000 yuan, so the annual cost is expected to be 600,000 yuan. For different

types of courses, the price is different, the average face-to-face course is 200 yuan per class, each class is 2.5 hours, and the registration discount for more than 5 people is 30 yuan. The distance online education course is 180 yuan per class, and 10 classes are one period. Therefore, it is estimated that 300 students will be enrolled each year to break even, and more than 300 will be profitable.

With the stable development of society and economy now, many parents attach great importance to the cultivation of their children's strengths, and spare no expense in order to consolidate and strengthen their children's skills. Outside of school time, most children spend the rest of their time playing games. Parents want their children to develop good study habits and learn a skill and learn more things. In addition, with the adjustment of the policies of the education department, the difficulty of art majors examinations has increased, the elimination rate of art candidates has increased, and the performance of cultural courses has always been the soft underbelly of art candidates. Students' pursuit of art majors. It can be seen that the society has higher and higher requirements for students, and training institutions that can effectively improve students' artistic quality and skills, and at the same time improve students' cultural knowledge level, will adapt to the development and needs of the times.

Most of the education and training institutions in Ankang City focus on single cultural courses or art training, and they have abandoned college students and students studying in vocational schools in terms of target orientation. Competitors are mostly small and medium-sized, and compared with our company, they are in a disadvantageous position in terms of scale and teaching environment. Due to the influence of the double reduction policy, the sales of courses of competitors in the same industry are basically in a state of stagnation and paralysis, and a huge number of companies have gone bankrupt. The curriculum and teaching materials of the teaching auxiliary institutions in Ankang City are generally at the same level, but the chain institutions such as New Oriental have strong competitiveness in the curriculum and teaching materials. However, in order to reduce costs, many institutions of the same level hire college students who do not have teaching qualifications as lecturers, resulting in a very low level of teaching and offline teaching. The sales methods of competitors are basically the same, and they are all methods introduced by flyers and parents and students. The sales efficiency is low and the cost is high.

## CONCLUSION

Ruckus Education and Training Company will provide students with the most sincere and direct services by establishing a service system of one training center and multiple training points. Establish the brand of the enterprise and form the core advantage of the enterprise. Through the investigation of the current situation, policies and regulations, and social background of Ruckus Education Company, this paper fully understands the company and social situation, combines industry analysis and revised market analysis, and combines Ruckus Education and Training Company's new high school cultural course teaching model with art training. Combined, the products are subdivided into three categories: courses for further studies, daily extracurricular tutoring courses, and art courses for interests, and re-planning the company's management team and marketing plan to adapt to the new business model and new business. The impact of the double reduction policy has transformed and upgraded Ruckus

Education and Training Company and rejuvenated its vitality. In addition, through the transformation plan of Ruckus Education and Training Company, it provides role models for small and medium-sized education and training institutions that hope to be affected by the "double reduction" policy in China, and provides them with transformation experience and confidence to continue their education and training work.

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