

Research on marketing strategy of Early Education Enterprises: Take Shantou Gymboree Early Education Center as an Example

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Abstract

Since the reform and opening, China's economy has developed rapidly. Its Comprehensive National Power has grown with each passing day, and the people's living standards have improved day by day. At the same time, people's attitude towards education is also changing, with more and more parents paying attention to early education. The purpose of this research is to study the marketing strategy of Early Education Enterprises. This paper carries out corresponding marketing strategy exploration from the four perspectives of product settings, customer groups, sales channels and communication service quality, and summarizes their successful experiences and shortcomings. I hope to be helpful for the further development of Early Education Enterprises and provide certain theoretical references for other early education enterprises, promoting the further improvement of China's early education marketing theory.

Keywords: marketing strategy, early education enterprise, Gymboree

1. Introduction

Dr. Mon Cochran (2011), a famous American psychologist, put forward that "When a child starts education on the third day after birth, it is already two days late." Chen Heqin, a famous Chinese child educator and child psychologist, also said: "Childish period is the most important period of life. Habits, words, skills, thoughts, attitudes and emotions should be laid a foundation during this period. If the foundation is not stable, it is not easy to form a sound personality (Shen Yinzi & Wang Yechuan, 2017)." In addition, according to the continuous follow-up survey of children's intellectual development conducted by the famous contemporary American educator and psychologist B.S. Bloom, it is found that 0-3 years old is the key period of individual brain development. A newborn baby's brain weighs about 400 grams, which is 25% of the weight of an adult brain. The infant brain weight increased rapidly from 0 to 1 years old, increased rapidly to 50% of the adult brain weight after 6 months, and reached about 66% of the adult brain weight at 1 year old. At the age of 2, the brain weight of a baby has reached 75% of the adult brain weight, which is three times that of the baby at birth. At the age of 3, the brain weight of infants is close to that of fully mature individuals, and the development rate tends to slow down after the age of 3 (Xu Yuhuai, 2011). It can be seen that scientific early education is extremely important for the growth of children, and lays a good foundation for the development of multiple intelligences and healthy personalities in the future. High-quality early education has profound significance for society, families and individuals (Chen Qi & Li Yanping, 2019).

On December 27, 2015, the 18th meeting of the Standing Committee of the 12th National People's Congress passed the Decision on Amending the Population and Family Planning Law of the People's Republic of China. According to the Population and Family Planning Law of the People's Republic of China (Standing Committee of the National People's Congress, 2015), Chapter 3, Article 18 - The State encourages a couple to have two children. The universal two-child policy came into effect on January 1, 2016. On May 31, 2021, the Political Bureau of the CPC Central Committee held a meeting to review the Decision on Optimizing the Fertility Policy to Promote Long-term and Balanced Population Development (CPC Central Committee and State Council, 2021) and pointed out that in order to further optimize the fertility policy, the policy of allowing a couple to have three children and supporting measures were implemented. The

Decision of the Central Committee of the Communist Party of China and The State Council on Optimizing the Fertility Policy and Promoting Long-term and Balanced Population Development (CPC Central Committee and State Council, 2021) was promulgated on July 20, 2021. On August 20, 2021, the Standing Committee of the National People's Congress voted to adopt the decision on amending the Population and Family Planning Law. The revised Population and Family Planning Law stipulates that the state promotes age- appropriate marriage and childbearing, and a couple can have three children. This means that as long as the conditions stipulated by laws and regulations are met, a couple can ask for arrangements to have children again (Standing Committee of the National People's Congress, 2015), and the infant population will continue to increase. In addition, the post-80s and post- 90s have become the main force of three children, and these two generations have a relatively high level of education, attach importance to their children's educational conditions and educational environment, and are willing to invest more education funds for their children. The increase in the infant population and their parents' attention to education will inevitably promote the rapid development of the early education industry.

However, at present, due to the short research time on early education in China, there are few experts who specialize in exploring early education theories. China lacks systematic research on early childhood education market and its marketing strategy, and lacks innovative early education marketing theory system. Even most early education marketing theories are introduced from western developed countries. Although "early education for infants and young children aged 0-3" has been included in the Outline of the National Medium - and Long-term Education Reform and Development Plan (2010-2020), the outline does not elaborate on how to carry out "early education" (Feng Zehua, 2015). Song Lihua, a professor at the School of Humanities and Communication at Shanghai Normal University, believes that the development of early education in China is in the stage of "blooming of a hundred flowers" compared with the mature early education system abroad, not only the industry rules "crossing the river by feeling the stones", but also the relevant laws and regulations and the political and legal system are relatively lacking. This is bound to lead to the chaotic phenomenon of early education industry mixed with low entry and exit barriers, which is not conducive to the rapid development of early education in China (Wang Juan, 2016).

Therefore, it is very necessary to study marketing strategy of early education enterprises. From the perspective of enterprises, this study is helpful for the Shantou Gymboree Early Education Center to clarify its own market positioning, build marketing strategies suitable for its own business situation, and achieve the goal of sustainable development. From the social point of view, this study is conducive to strengthening parents' awareness and understanding of early education, realizing the importance of early education, mastering scientific parenting methods, improving parenting experience, and enabling children to have a good growth environment. From the national perspective, this research can further enrich the marketing materials of early education enterprises and promote the further improvement of the marketing theory of early education in China.

2. Literature and related research

2.1 Theories related

2.1.1 Marketing strategy

The term "marketing mix" was first coined by Harvard Professor Neil Borden in 1953 to suggest that the changing needs of a market are in some way influenced by "marketing elements" or "marketing variables." Different combination of elements will bring different results, it is necessary to carry out effective combination of marketing elements for different development stages of enterprises to meet market demand and create maximum value. With the birth of the marketing mix theory, in 1960, Jerome McCarthy, a professor at the University of Michigan, first summarized "marketing elements" into four basic elements in his book "Basic Marketing": Product, Price, Promotion and Place form a marketing strategy combination with "4P" as the core (Jerome McCarthy, 2006). That is, product: pay attention to product development and design, put the function of the product in the first place; Price: According to different

market positioning, develop different pricing strategies; Promotion: To increase the purpose of selling a product by means of a series of marketing actions or promotional methods; Channels: Enterprises choose effective distribution channels to circulate goods to customers. The proposal of 4P marketing strategy combination theory has laid the basic theoretical framework of marketing theory, which has been widely recognized and practiced, and has a profound impact on the development of marketing theory.

In 1956, Wendell Smith, an American marketer, first proposed the concept of market segmentation from the perspective of strategy. In 1967, Philip Kotler, the father of American marketing, clarified the marketing mix method with 4P as the core in his book "Management Marketing", and clarified the core content of STP from the perspective of marketing to form the overall marketing system. Subsequently, it was further developed and perfected, and finally formed the famous STP theory. It is mainly divided into (1) Market Segmenting (2) Market Targeting (3) Market Positioning. (Philip Kotler & Gary Armstrong, 2015)

In 1990, Professor Robert Lauterbaum, an American scholar, proposed a new view of marketing corresponding to the four Ps of traditional marketing - the "4C" theory, resetting the four basic elements of marketing mix: Customer, Cost, Convenience and Communication. It is a combination of marketing strategies oriented to customer demand, so that enterprises pay more attention to the market and customers, and establish a dynamic relationship with customers. It is mainly reflected in (1) customers: from the needs and interests of customers, the production of product value to meet the needs of customers; (2) Cost: the cost paid by an enterprise when it considers meeting customer needs; (3) Convenience: enterprises build their distribution channels according to the convenience of customers; (4) Communication: enterprises and customers to establish a two-way exchange and communication relationship. The basis of 4C theory is to explore the needs of consumers, and its core is customer strategy. This has created another miracle in market practice.

In 2001, American scholar Elliot Eidenberg proposed a new era of marketing ideas in his book 4R Marketing, that is, 4R theory - four elements of new marketing: Relationship, Retrenchment, Relevancy, and Reward (Eidenberg, 2006). It is pointed out that in the new economic era, how to establish a long-term relationship with customers and make the experience of customers using products or services more unique and pleasant is a marketing model in the new economic era. It emphasizes that through integrated marketing programs, companies build interactive, win-win relationships with customers and form unique competitive advantages. 4R theory is also a huge step in the practice of marketing strategy in the market forward.

With the constant changes of the market, marketing theories are also continuously enriched and developed. In marketing practice, 4P, 4C and 4R theories are not superior or inferior, but there are substantial correlations and differences in their observation points and angles of raising questions. 4P theory was born in the era of saturated economy, emphasizing to meet market demand and taking product as the center; 4C theory, customer-oriented, more in line with the market economy to customer demand as the center of the concept; In the new economic era, the 4R theory is based on relationship marketing as the core, competition as the orientation, to establish customer loyalty.

2.1.2 Product Settings

A product is anything used by consumers in a market that can meet certain needs of consumers. Includes tangible goods, places, services, property rights, information, ideas, etc., or a combination of them (Ho Wing-ki & Philip Kotler, 1991). The essence of the product is to meet the needs of consumers.

Products go through a process from growth to decline. In order to obtain long-term development and improve the profitability of enterprises, enterprises need to operate a variety of products according to their own conditions, and form a product portfolio. Product portfolio refers to the combination of a variety of different products produced and operated by an enterprise in the same period. It can also be called a "product assortment" (Philip Kotler, 1997). The product portfolio includes four factors: width, length, depth and relevance (Wang Qiusheng, 2008).

The breadth of the product portfolio refers to the number of product lines of the enterprise. The width of product portfolio can reflect and reflect the size of the enterprise's business scope and the degree of cross-industry management and diversified management. The length of the product portfolio refers to the total number of product projects of an enterprise, usually each product line contains several or even multiple product projects at the same time, and the total number of product projects of each product line is the length of the enterprise product portfolio. The depth of product portfolio refers to the number of varieties of a certain product in the product line, for example, Company F has 4 product lines 1, 2, 3, 4; In product line 1, there are two product items X and Y, and the products under item X have two styles and three colors, so the depth of item X is 6. Product portfolio correlation refers to the degree of similarity between various product lines in an enterprise, which can be the degree of correlation between products in terms of function, content, form, production technology, etc. (Lin Weishan, 2018).

Increasing the width of the product line can better tap and play the potential of the enterprise, improve the ability to resist risks, and enhance competitiveness; Deepen or extend the product line can be targeted to meet the diversified and refined needs of customers, improve the market share; Enhancing the correlation between products can give full play to the professional ability of the enterprise in the product. The four factors of product mix are closely related to corporate profits (Ni Zhijun, 2017).

2.1.3 Customer Groups

Customer group refers to the consumers of an enterprise. According to the General Guidelines for the Use of Consumer Goods promulgated by the State Administration of Standards of China on June 29, 1985, a "consumer" is an individual member of society who purchases and uses goods or services to meet the needs of his or her own life or that of a family. At its first annual meeting in Geneva, Switzerland, on 10 May 1978, the ISO Committee on Consumer Policy defined a consumer as "an individual member of society who purchases or uses goods and services for personal purposes". According to the Oxford Law Dictionary, consumers are individuals who purchase, acquire and use a wide range of goods and services, including housing. Black Law also points out that consumers are distinguished from manufacturers, wholesalers and retailers, and it includes individuals who purchase and use goods and services. According to the Consumer Credit Act of the United Kingdom, a consumer is an individual who accepts goods or services provided to him or required to be provided to him by a supplier in the course of his or her daily business, not because of his or her own business.

With the economic development of the current society, the quality of life of consumers is getting higher and higher, and the psychology of consumers has also undergone great changes. The more unique the product design is, the easier it is to attract the attention of the customer group (consumers), and the customer group (consumers) will also express their inner needs through the things they consume, which is the most important aspect of consumers now; Secondly, diversified consumption. In today's society, customers (consumers) already have a variety of shopping forms. Online shopping is becoming increasingly popular, which is not only convenient but also has a variety of styles to choose from. Third, the consumption process has changed. The traditional consumption mode is promoted by the shop assistants, and the customer group (consumers) belongs to passive consumption. However, now the customer group (consumers) decides whether to buy the product according to their own will, and actively intervenes in the market operation of the enterprise. Fourth, pay attention to the consumption of the brand. Due to the continuous improvement of the economic capacity of the customer group (consumers), most of the customer group (consumers) will pay attention to the brand effect of the product while considering the practicality of the product, and then pursue the popularity of the product (Philip Kotler, Kevin Lane Keller, Alexander Chernev, 2022).

2.1.4 Sales Channels

Philip Kotler (2015) believes that the sales channel refers to all enterprises and individuals who acquire the ownership of a certain kind of goods or services or help transfer their ownership when the goods or services are moved from producers to consumers. In other words, sales channels refer to all the channels through which goods or services are transferred from producers to consumers.

Chinese scholars believe that the current new trend of channel strategy is manifested in three aspects:

(1) Channel structure is centered on terminal market construction. In the past, enterprises mostly focused on the top and middle end of the sales channel, and carried out sales work through market speculation and large-account policies. When the market turned to a relatively saturated state, the requirements for enterprises changed from "operating channels" to "operating terminals".

(2) Channel members are development partners. The traditional channel relationship is the relationship between "me" and "you", that is, each channel member is an independent business entity, aiming to maximize individual interests, even at the expense of the overall interests of channels and manufacturers. In partnership sales channels, the relationship between manufacturers and dealers has changed from "you" and "I" to "we". The integrated management of manufacturers and distributors realizes the group control of manufacturers' channels, so that dispersed distributors form an organic system, and channel members work together to achieve their own or everyone's goals.

(3) Channel system develops from pyramid to flat direction. The sales channel is changed to a flat structure, that is, the sales channel is shorter and shorter, and the sales network is more and more. Shorter sales channels can increase the control of enterprises over channels. The increase of sales outlets effectively promotes the sales volume of products. For example, some enterprises from a multi-level wholesale link into a layer of wholesale, that is, the formation of manufacturers - dealers - retailers such a model, enterprises directly to dealers, retailers to provide services.

2.1.5 Communication service quality

In 1960, the American Marketing Association (AMA) defined service as the benefits and good feelings that target groups of activities or goods get by paying for these objects (Zhuang Lijuan, 2004). This definition does not make a clear distinction between tangible and intangible goods. In 1983, American marketing master Philip Kotler (1983) also pointed out that the object of service can be tangible goods or intangible labor services, which further clarified the connotation of the objects involved in the two sides of service. In 2000, Grous defined service as a series of intangible activities or tangible products that can provide customers with solutions. Thus, in essence, service is to provide convenience to others.

The quality of communication service is the degree of activities that enterprises make to meet the needs of consumers in all aspects after understanding consumers' consumption preferences, habits, consumption behaviors and psychology. To improve the quality of communication services, the key point is to meet customer needs, so as to improve customer

loyalty. Through communication services, analysis of customer needs, to provide products to meet customer needs to reach a deal, achieve a win-win situation.

2.2 Related research

Philip Kotler (2005) pointed out in his book *Strategic Marketing of Educational Institutions* that marketing brings four benefits to educational enterprises, namely, "more successful realization of institutional mission, increased public and market satisfaction, more attractive to market resources, and higher efficiency of marketing activities". "Providing high quality service, value and customer satisfaction are the hallmarks of a successful educational business and the basis of an effective marketing strategy." From the Angle of marketing of education industry, it is proposed that educational enterprises should design educational products and services centering on market demand.

Scholar Aletha (2008) believes that high-quality early education requires a proper ratio of teacher-student ratio and class size, good classroom quality and a safe and healthy learning environment.

Scholar Holman (2012) pointed out that the marketing of early education enterprises should be customer-centric, and the marketing level should be improved through continuous service after course products or services are sold.

Scholar Betul Kubra (2013) proposed that marketing of early education enterprises is one of the emphases of enterprise management. According to the needs of consumers, formulate the marketing development goals of early education enterprises, do a good job in product design, product pricing, promotion and other marketing work to meet the targeted needs of consumers.

Piredi (2014) proposed that if an educational enterprise wants to reasonably use marketing in its own teaching management, it should deeply explore the needs and views of target consumer groups, give timely feedback on the needs and views of consumers, and then put them into practice.

The development of China's early education industry and marketing strategy has roughly experienced three stages:

The first period (reform and opening up -1990) : After the implementation of the reform and opening up policy in China, the corresponding economic development gradually accelerated, and the concept of early education was gradually introduced into China. However, the main service of the early education centers established in this period was to take care of children, and they could not provide good education services. At this stage, cities such as Beijing and Shanghai began to explore marketing strategies. However, most of the studies at this stage still translate foreign research literature and draw lessons from foreign marketing theoretical systems, which of course also creates good conditions for the construction of China's early education marketing theoretical system.

The second period (1990-2010) : Due to the in-depth development of China's market economy, all walks of life have been rapid development, the number of early education enterprises is also increasing, forming a certain market scale. In terms of marketing strategy exploration, more and more scholars are participating in marketing strategy exploration activities. The state also attaches great importance to the cultivation of marketing talents, and has built a professional marketing curriculum system to better apply marketing strategies to the practice of all walks of life.

The third period (2010 to now) : The state attaches great importance to the development of early education, and has promulgated many relevant institutional policies, such as the Program for Children's Development and the National Plan for Medium and Long-term Education Reform and Development. From the perspective of marketing strategy research, although there are many researches related to marketing in our country at this stage, there are not many outstanding research results. However, due to the rapid development of China's early education market, the corresponding marketing strategy exploration will inevitably be more and more enriched (Zhang Hongmei, 2016).

Scholars Zhou Jing and Wang Liming (2010) believe that service marketing strategy is the key to building the core competitiveness of early education enterprises, and analyze it from five dimensions of service quality -- reliability, responsiveness, security, empathy and tangibility.

Domestic scholar Shao Lili (2012) pointed out that early education enterprises must combine their own characteristics when formulating marketing strategies, and analyzed their unique brand strategies and creative and changeable promotion strategies.

Scholars Hu Zhengyan, Zhang Yanxia and Li Shuling (2015) put forward four strategies for developing the early education market: product strategy, price strategy, channel strategy and promotion strategy. Among them, product strategy implements the principle of differentiation, price strategy varies according to different service targets, channel strategy emphasizes brand culture and personality, and promotion strategy focuses on advertising and public relations.

Scholar Han Chen (2016) used SWOT to make a comprehensive analysis of the market environment of early education institutions, and then made an in-depth discussion on the overall marketing strategy of early education institutions.

Scholars Wang Peiyao, Liu Lu and Yang Dan (2021) take Building Blocks Baby, an early education enterprise, as an example to analyze the regional marketing strategies of early education enterprises and propose the product portfolio strategy as the core strategy to expand market share and enhance the competitiveness of enterprises.

Scholar Zhang Weixiao (2017) elaborated on the feasibility of early education enterprises relying on wechat for Internetization, pointing out that wechat's influence and plasticity are suitable for Internet marketing in the early development of early education enterprises.

Taking XX children's education enterprises as an example, scholar Du Mengyao (2019) proposed four new media marketing strategies, namely, scene, community, content and connection marketing strategies, in response to the problems in new media marketing.

Taking the early education brand Baby Tree as an example, scholar Ren Nana (2019) proposed to improve the community operation mechanism from the perspective of community marketing, create a classic scene, and achieve the expansion of the community scale.

Scholar Chen Fen (2020) analyzed the marketing strategies of early education enterprises in the Internet era, proposed the use of Internet thinking and new media marketing, and elaborated on online channels such as short videos, wechat and apps, which play an important role in improving the marketing efficiency of enterprises in the early education industry.

Hao Lili (2015) put forward that education marketing can be said to be a relatively new concept in the field of education and marketing research in China. If early education enterprises want to obtain higher economic income and achieve sustainable development in the education market, they should gradually build their own characteristics and integrate such characteristics into corresponding marketing strategies.

Li Yingkang (2018) mainly carried out detailed research on China's education and training market, and combined with theoretical knowledge in the field of economics, carried out in-depth research on the supply and demand status quo, cycle and development prospects of the education market, found the shortcomings, and then gave corresponding improvement measures and suggestions.

3. Methods of conducting research

3.1 Population and sample

The population used in this research were customer members of Shantou Gymboree Early Education Center. Total 1,200 customer members (Shantou Gymboree Early Education Center, 2023).

The sample group used 291 customer members, and the researcher has determined the sample size by using the schedule of the sample size of Krejcie and Morgan (1970, pp. 607- 610)

3.2 Research tools

3.2.1 Steps to create the tool

The tools used by the researchers to collect data include questionnaires about the marketing strategy of Shantou Gymboree Early Education Center, which the researchers organized to meet the objectives of the study, is divided into 3 parts as follows:

Part 1: The questionnaires on the personal status of the respondents. It was in the form of a checklist to ask for basic information of the respondents, namely 1) Gender of respondents 2) Age of respondents 3) Respondent's highest educational background and 4) The work experience of the respondents.

Part 2: The questionnaires about the marketing strategy of Shantou Gymboree Early Education Center, created by the researcher in the amount of 4 items, divided into 16 aspects, including:

- | | | |
|-----|-----------------------------|----------------------|
| (1) | Product Settings | A total of 4 aspects |
| (2) | Customer groups | A total of 4 aspects |
| (3) | Sales channels | A total of 4 aspects |
| (4) | Communicate service quality | A total of 4 aspects |

The second part of the questionnaire is a 5-level estimation scale: 5 means the most

4 means a lot.

3 means medium.

2 means less.

1 means minimal.

Part 3: Suggestions

3.2.2 Creating tools used to collect data

Creating tools used to collect data procedure as follows:

- (1) Study from documents, textbooks, articles, and research related to the marketing strategy of Shantou Gymboree Early Education Center in order to apply theories and concepts as guidelines for constructing the questionnaire.
- (2) Study the criteria and methods of creating tools from related research papers by applying questionnaires. And developed a research conceptual framework.
- (3) The researchers created the tools within the framework of the research concept and applied the research tools in 4 areas: 1) Product Settings 2) Customer groups 3) Sales channels 4) Communicate service quality.
- (4) Improve the quality-checked questionnaire tool and organize it into a complete version of the advisory proposal. Then it's used to collect data on the population used in the research. I'm going to analyze it for the purposes of further research.

3.2.2 Data Collection

The researcher distributed the questionnaire to the sample group and collected data from 291 respondents with the following steps:

- (1) Negotiate with the department manager of Shantou Gymboree Early Education Center and request cooperation in collecting data on the samples used in the study. And set the date for collecting data by personally carrying the questionnaire and submitting it online.
- (2) The researchers conducted the questionnaires with a letter requesting cooperation in collecting data with the population used in the research, asking for cooperation in the response to the questionnaire.
- (3) Collect data from the sample.
- (4) Bring the questionnaire to verify its completeness and to collect new data in case the data was incomplete. The questionnaire was then encoded to evaluate the results of the data with a computer program.

3.3.3 Data Analysis

The researcher took all the received questionnaires to check the completeness of every questionnaire and bring the obtained data for statistical analysis by using a computer to calculate statistical values with a statistical package. There are steps to operate as follows:

- (1) Analyze part 1 of the questionnaire about the status of the respondents by using qualitative variables, namely frequency and percentage, presented in the form of an accompanying table.
- (2) Analyze part 2 of the questionnaire on the level of management of the marketing strategy of Shantou Gymboree Early Education Center, by finding the mean and standard deviation on each side and overall picture.

There are criteria for interpreting the meaning into a score range as follows: Average 4.51 - 5.00 refers management at is at a highest level.

Average 3.51 - 4.50 refers management at is at a high level.

Average 2.51 - 3.50 refers management at is at a moderate level. Average 1.51 - 2.50 refers management at is at a low level.

Average 1.00 - 1.50 refers management at is at a lowest level.

(3) Present the results of the analysis of the marketing strategy of Shantou Gymboree Early Education Center by using the conclusions from the questionnaire analysis by content analysis.

4. Conclusion, discussion and recommendation

4.1 Conclusion

4.1.1 Results of the general data analysis of respondents

The researcher distributed a research questionnaire on the marketing strategy of Shantou Gymboree Early Education Center. Each respondent was customer members, a total of 291 respondent, representing 100 percent. and work experience Details are shown in Table 4.1

Table 4.1 Results of general data analysis of respondents

General information	General information of respondents	
	frequency	(n = 291) percentage
1. Gender of respondents		
Male	67	23
Female	224	77
2. Age of respondents		
Under 25 years old	14	5
26 - 35 years old	122	42
36 - 45 years old	96	33
46 - 60 years old	33	11
61 years or older	26	9
3. Respondent's highest educational		
Secondary education	20	7
Bachelor's degree	128	44
Master's degree	105	36
Doctoral degree	38	13
4. The work experience of the respondents		
Under 5 years	29	10
6 – 10 years	105	36
11 – 15 years	85	29
16 – 20 years	43	15
More than 20 years	29	10

From Table 4.1, results of general data analysis of 291 respondents.

Gender of the respondents found that most of them were 224 females, representing 77 percent and 67 males, representing 23 percent, respectively.

Age of respondents found that the age of most respondents was in the age range of 26-35 years, 122 people, representing 42 percent, followed by 36-45 years of 96 people, representing 33 percent, 46-60 years of age, 33 people is 11 percent and 61 years or older, 26 people, representing 9 percent, under 25 years old, 14 people is 5 percent, respectively.

Respondent's highest educational found that most of the respondents had a Bachelor's degree, 128 people, representing 44 percent, followed by a master's degree, 105 people, representing 36 percent, 38 doctoral degrees, representing 13 percent and 20 Secondary education, representing 7 percent.

The work experience of the respondents found that Most of the respondents had 6-10 yearsof work experience, 105 people, representing 36 percent, followed by 11-15 years, 85 people, representing 29 percent, 16 – 20 years, 43 people, representing 15 percent, more than 20 yearsand less than 5 years, both 29 people, representing 10 percent, respectively.

4.1.2 Levels of the marketing strategy of Shantou Gymboree Early Education Center.

The results of the marketing strategy of Shantou Gymboree Early Education Center namely 1) Product settings 2) customer groups 3) sales channels 4) communication service quality. The Details is shown in Table 4.2 - 4.6.

Table 4.2 Results analysis of mean and standard deviation the marketing strategy of Shantou Gymboree Early Education Center as an overview.

the marketing strategy of Shantou Gymboree -	n = 291		Interpretation
	\bar{X}	S.D.	
Early Education Center			
1. Product settings	3.75	1.03	high level
2. customer groups	3.30	1.14	moderate level
3. sales channels	3.37	1.06	moderate level
4. communication service quality	3.78	0.97	high level
Total	3.55	1.05	high level

From Table 4.2, the results of the analysis of mean and standard deviation for the marketing strategy of Shantou Gymboree Early Education Center come in level ($\bar{X} = 3.55$, S.D. = 1.05) If considering side by side, ordering the average from the most to the least, it was found that communication service quality with the high average ($\bar{X} = 3.78$, S.D. = 0.97), followed by Product settings ($\bar{X} = 3.75$, S.D. = 1.03) and sales channels ($\bar{X} = 3.37$, S.D.=1.06) customer groups ($\bar{X} = 3.30$, S.D. = 1.06).

Table 4.3 Results analysis of mean and standard deviation Product settings as an overview

Product settings	n = 291		Interpretation
	\bar{X}	S.D.	
1. Educational philosophy	4.31	0.80	high level high level
2. Teaching aid design	4.29	0.82	moderate level
3. Unique curriculum	3.19	1.26	moderate level
4. Scientific rationality	3.21	1.23	

Total **3.75** **1.03** **high level**

From Table 4.3, the results of the analysis of mean and standard deviation for product settings come in level ($\bar{X} = 3.75$, S.D. = 1.03). If considering side by side, ordering the average from the most to the least, it was found that educational philosophy with the high average ($\bar{X} = 4.31$, S.D. = 0.80), followed by Teaching aid design ($\bar{X} = 4.29$, S.D. = 0.82) and Scientific rationality ($\bar{X} = 3.21$, S.D. = 1.23) Unique curriculum ($\bar{X} = 3.19$, S.D. = 1.26)

Table 4.4 Results analysis of mean and standard deviation customer groups as an overview

customer groups	\bar{X}	n = 291		Interpretation
		\bar{X}	S.D.	
1. Course participation	3.29	1.22		moderate level
2. Early education concept	3.26	1.23		moderate level
3. Communication between parents	2.95	1.11		moderate level
4. Consumption acceptance	3.71	1.01		high level
Total	3.30	1.14		moderate level

From Table 4.4, the results of the analysis of mean and standard deviation for customer groups come in level ($\bar{X} = 3.30$, S.D. = 1.14). If considering side by side, ordering the average from the most to the least, it was found that Consumption acceptance with the high average ($\bar{X} = 3.71$, S.D. = 1.10), followed by Course participation ($\bar{X} = 3.29$, S.D. = 1.22) and Early education concept ($\bar{X} = 3.26$, S.D. = 1.23) Communication between parents ($\bar{X} = 2.95$, S.D. = 1.11).

Table 4.5 Results analysis of mean and standard deviation sales channels as an overview

sales channels	\bar{X}	n = 291		Interpretation
		\bar{X}	S.D.	
1. Traditional offline sales	3.80	1.00		high level moderate level
2. Online sales	2.88	1.10		high level
3. Promotional activities	3.11	1.15		
4. Cross industry cooperation	3.68	1.02		
Total	3.37	1.06		moderate level

From Table 4.5, the results of the analysis of mean and standard deviation for sales channels come in level ($\bar{X} = 3.37$, S.D. = 1.06) If considering side by side, ordering the average from the most to the least, it was found that Traditional offline sales with the high average ($\bar{X} = 3.80$, S.D. = 1.00), followed by Cross industry cooperation ($\bar{X} = 3.68$, S.D. = 1.02) and Promotional activities ($\bar{X} = 3.11$, S.D. = 1.15) Online sales ($\bar{X} = 2.88$, S.D. = 1.10).

Table 4.6 Results analysis of mean and standard deviation communication service quality as an overview

communication service quality	n = 291		Interpretation
	\bar{X}	S.D.	

From Table 4.6, the results of the analysis of mean and standard deviation for communication service quality come in level ($\bar{X} = 3.78$, S.D. = 0.97) If considering side by side, ordering the average from the most to the least, it was found that Service attitude with the high average ($\bar{X} = 4.26$, S.D. = 0.81), followed by Environmental health and safety ($\bar{X} = 3.99$, S.D. = 0.96) and Child's growth record and information feedback ($\bar{X} = 3.71$, S.D. = 0.95) Service process ($\bar{X} = 3.14$, S.D. = 1.16).

4.2 Discussion

4.2.1 Analysis of Product settings

(1) The products are homogeneous, lack of characteristics and innovation

Compared with other peers, the current early education curriculum products of Shantou Gymboree Early Education Center are relatively similar, lacking characteristics and innovation. In the homogenized market environment, Shantou Gymboree Early Education Center is difficult to show its own advantages. Although homogeneous early education service products can bring benefits to early education centers in a short period of time, differentiated competition and innovation of products keeping pace with The Times are the fundamental to ensure the sustainable development of early education centers.

(2) The course content is highly unified and lacks scientific nature

Shantou Gymboree Early Education Center covers a wide range of courses, including sensory training, music teaching, sensory integration training, language, English, games and soon. However, they all have one thing in common, that is, the early education lesson plan is from the headquarters of Gymboree in the United States, and it is synchronized around the world. In the design and development process, the national conditions of the United States are considered, and some of the activities and courses are not suitable for Chinese children. For example: Shantou Gymboree Early Education Center has a "baseball" as the theme of the activity course, but baseball is very unfamiliar to Shantou parents, let alone children. In this case, it is particularly unfavorable for teachers and parents to help children better understand the game rules and game purposes, which can not show the educational value of such activities, and the corresponding early education effectiveness is also very low.

4.2.2 Analysis of customer groups

(1) The awareness of parents to take the initiative and actively participate in the curriculum is not strong

Parents are the first and most important teachers of infants. Their active and correct participation has a close relationship with the growth and development of children. When the course is going on and the teachers are organizing activities for children, parents, teachers and infants should maintain a good interactive relationship. However, the investigation found that Shantou Gymboree Early Education Center pays more attention to infants in the process of education implementation. The focus of teaching plan activity design, curriculum content setting and curriculum goal setting is for infants, and teachers lack guidance and guidance for parents to participate in the education process. Many parents do not have a strong awareness of taking an active part in the course. They seem to think that teachers can help them to train or guide their children, and parents' responsibility is just to observe their children's performance

in the class and take care of their children's safety. In addition, there are a small number of parents who subjectively understand that they need to take the initiative to cooperate with the teacher to complete the teaching plan in the classroom, but they just don't know how to do it.

(2) Parents concept of early education is relatively backward

Although the concept of early education is popular, it has not yet reached the level of popularization. Although some parents attaches great importance to the early education, but shedidn't understand the concept of early education. When choosing an early education center, it shows a distinct characteristic of blindly following the trend. It only thinks that geographical location, institutional environment, teachers and other factors are very important, and ignores the early education curriculum and service quality. Most parents use the early education centermore as a place to take care of their babies. This kind of backward concept of early education and the behavior of selecting early education centers in conformity make it difficult to choose suitable early education centers for children, and thus fail to obtain high-quality early educationresults.

(3) Not establish an effective communication platform

There is no particularly effective communication platform between parents and the center,or between parents and parents. Although the qq and wechat public platform have been built, but the utilization rate is not high. Parents' experience of the course and their feelings after participating in the activities have not been able to objectively respond to each other, and thereis no way to share parenting experience and help solve parenting problems with each other. So the collective has less interaction and contact outside the classroom.

4.2.3 Analysis of sales channels

(1) The development of online sales channels is slow

Shantou Gymboree Early Education Center in the current stage of marketing, the most important way is the traditional offline sales channels, mainly to offline store sales, combined with sales personnel promotion and telemarketing. Although online sales channels are also used, but the degree of attention is not enough, the lack of professional personnel operation, thedevelopment progress is slow, the conversion cycle is long, and the conversion rate is not high. When Shantou Gymboree Early Education Center carries out marketing activities of early education courses and service products, if it only emphasizes the use of offline marketing channels, it will become over-dependent on the current channels over time. This may lead to anincrease in the marketing cost of the early education center, but the actual marketing effect is not satisfactory, and eventually the competitive advantage of the structure is weakened. Moreover, offline sales channels have been unable to further meet the needs of customer consultation, child learning tracking and parents' doubts.

(2) The promotion channel form is single

At present, the promotional channels of the Golden Baby early education center in Shantoustill rely on offline marketers to consult through stores, send leaflets, wechat group, circle of friends and other simple ways. Not only inefficient but also single form. It is difficult to make the actual marketing results reach the expected level if the maximum effect of the promotion channels cannot be brought into play. The usual promotional activities are also relatively few, for the launch of new activities and new courses, the promotional activities are not in place.

4.2.4 Analysis of communication service quality

At this stage, the communication service process of Shantou Gymboree Early Education Center can be mainly divided into three levels:

First, before customers buy early education classes, flyers are generally used to introducethe early education courses and services of the center. Secondly, in the purchase process, the relevant marketing workers and customers carry out

certain exchanges to answer questions for customers, and then make customers have a desire to buy. Finally, after the purchase, the relevant early education team will provide corresponding services according to the early education service products purchased by customers before. At present, the service process of Shantou Gymboree Early Education Center is relatively simple and needs to be improved towards standardization and refinement.

4.3 Recommendation

4.3.1 Innovative teaching mode

Early education enterprise needs to gradually enrich the current early education curriculum mechanism, innovate the early education curriculum content and education methods, expand its early education service business and strengthen the overall service based on the market demand for early education and factors such as competitive environment and consumption intention. In addition to improving the traditional courses of mother and child, enlightenment, early childhood art and activities, Early education enterprise also needs to carry out customized early education courses for individually differentiated children according to the physical and mental development characteristics and early education needs of children, so as to enhance its market competitive advantage. Early education enterprise can plan more parent-child outdoor activities, so that infants can get happiness in nature, but also to understand the nature, to learn certain knowledge, and this is also conducive to improving children's interest in learning and enthusiasm, effectively alleviate the drawbacks of indoor education.

4.3.2 To improve the enthusiasm of parents to participate in early education

The characteristics of early education curriculum determine that the joint participation of infants and parents is a prerequisite for the smooth development of early education activities. The active participation of parents is both the responsibility of parents and the task of parents. And the value of parents' participation in early education is indispensable, which can promote the common development of infants, early education institutions and parents themselves. Therefore, teachers should not only focus on the baby in education, but also pay full attention to the development of parents. In view of the fact that some parents' awareness of participation is not strong, the tendency of being passive in the education process is obvious, and they cannot fully understand the role and value of participating in early education, Early education enterprises should fully understand the objective situation of different parents, combine with their actual needs, and improve parents' awareness of participation in a patient and planned way. Only by making parents aware of their own value, can they be actively involved in promoting the overall development of babies. To solve this problem, the most important thing is to rely on teachers to provide helpful guidance to parents in the teaching process, which can be mainly started from the following aspects:

First, it is necessary for early education centers and their staff to make clear to parents their responsibilities and obligations of early education enterprises - they are the providers and guides of the educational environment. The education of infants is not only the responsibility of early education centers, but also the obligation of parents. Early education enterprise need to help parents get rid of some wrong ideas, guide and help parents become the main participants and operators of educational activities. In the classroom, teachers should timely remind parents to realize their own tasks and guide parents to correctly guide children to complete educational activities. Second, for parents who are willing to participate in the education process but do not know how to do it, teachers should timely grasp the situation, timely praise the parents who can actively and correctly cooperate in the course, let them introduce the method, and encourage other parents to imitate. Third, on the basis of parents' clear understanding of the importance of participation in education, the early education enterprise should improve the reward mechanism for parents' participation in education. Parents' participation column can be established to investigate and evaluate the current situation of parents' participation in education, and set up corresponding rewards.

4.3.3 Help guide parents to establish a correct concept of early education

First of all, the early education enterprise can introduce the physical and mental development characteristics of infants and current educational issues by printing educational knowledge manuals. Expert lectures can also be held from time to time to teach correct parenting methods and how parents can avoid wrong educational concepts and methods in practical education. Secondly, the early education enterprise needs to timely discover and correct the wrong ideas held by parents in the process of participating in education, and provide guidance to parents from the perspective of educational ideas and skills.

4.3.4 Establish a communication platform between parents

Through the platform, parents can communicate with each other the experience and methods of correctly guiding their children to complete the teaching tasks, and improve the effectiveness of parents' participation in education through continuous summary and communication.

4.3.5 Expand online sales channels

First, early education enterprise can connect its advertisements to Internet platforms such as maternal and infant e-commerce platforms and parenting websites, broaden online sales channels, and effectively enhance its brand image and popularity.

Second, reasonable use of B2C platforms, such as Alibaba, Jingdong and Meituan, to attract customer groups through diversified sales and further enhance their brand awareness.

Third, establish enterprise parenting wechat public account, Weibo, Today's headlines parenting series number, Tiktok and other channel marketing, expand and try different types of new media channels to show the overall situation of the enterprise. At the same time, local effective new media channels are also used for localization promotion, such as promoting product courses, service concepts, activity introductions, parenting knowledge and other related content on local relevant community websites.

4.3.6 Increase the form of promotions

Promotion forms can be diversified, such as "registration return", "registration lottery", "registration gift", "stored value added", "recommendation polite", "points exchange", "quantity discount", "coupon cash" and other promotional means. Joint promotion with related industries is also a good way to promote, increase consumers at the same time, but also reduce the cost of promotion. For example, it can be combined with children's photography agencies to provide valuable photography for consumers who sign up for courses.

4.3.7 Optimize service process

Early education enterprise wants to further strengthen its early education service process, which needs to be carried out from two links:

First, strengthen the scientific management of the three links before, during and after sales, so that customers can understand the professionalism and reliability of early education institutions; Second, we should further improve and innovate the early education model to ensure that children can learn advanced early education knowledge. And teach according to their aptitude, pay attention to the personalized growth of infants.

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