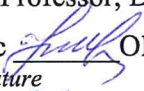


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
MASTER'S FINAL QUALIFICATION THESIS
(Master's Dissertation)

EDUCATIONAL SERVICES MARKET: CUSTOMER JOURNEY MAP DEVELOPMENT

Field of studies: 38.04.02 – Management
“International Management”

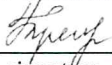
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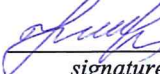

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THE TASK

of completing the final qualification work of a bachelor / specialist / master to a student

Tretyakova Elena Anatolievna

Last name First Name Patronymic of the student

in the direction of training Code Name of the direction of training, main educational program (profile)
"Management"

1 Topic of the thesis

Educational services market: customer journey map development

2 The deadline for student to complete the thesis:

a) to the academic office /
dean's office –

24.06.2022

b) to State Examination
Commission –

28.06.2022

3 Initial data for work:

The object of the study – a customer journey map development.

The subject of the study – a design of marketing strategy to improve CJM touchpoints.

The aim of the study – proposing the ways to apply elements of the marketing mix to a customer journey map that educational institutions could use to attract new customers in Russia.

Tasks:

- To research concepts of marketing strategies for educational institutions in conjunction with marketing mix tools.
- To develop a promotion strategy for Russian educational institutions offering Chinese language learning services;
- To give the necessary recommendations based on the results obtained to improve the effectiveness of the touchpoints.
- To create a customer journey map to identify weaknesses in the organization's activities.

Research methods:

the literature research method, observation method, measurement method, survey method, descriptive research method and experience summary method to discuss the interaction and communication with customers at different stages of the customer journey map

The organization or industry on which the work is being carried out –

"Individual entrepreneur Tereshkova Nadezhda Sergeevna", the field of additional education, teaching Chinese to children and adults

4 Summary of the work:

Main sections:

1. Promotion strategies for educational organizations
2. Overview of the activities of the "Ni Hao" school
3. Development of a customer journey map

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Abstract

The master's thesis contains 85 pages of printed text, 36 drawings, 67 sources of literature.

Key words: marketing strategy, marketing research, CJM, touchpoints.

Purpose of the study is to propose ways to apply elements of the marketing mix to a customer journey map that educational institutions could use to attract new customers in Russia.

To achieve this goal, the following tasks were solved: to research concepts of marketing strategies for educational institutions in conjunction with marketing mix tools, to develop a promotion strategy for Russian educational institutions offering Chinese language learning services, to give the necessary recommendations based on the results obtained to improve the effectiveness of the touchpoints and to create a customer journey map to identify weaknesses in the organization's activities.

The object of study is a customer journey map development. The subject of study is a design of marketing strategy to improve CJM touchpoints.

In this work, were used literature research method, observation method, measurement method, survey method, descriptive research method and experience summary method to discuss the interaction and communication with customers at different stages of the customer journey map.

The relevance of the work is determined by the importance of the role of digital marketing communications as one of the components of the successful operation of the company and a way to increase consumer loyalty to it.

The practical significance lies in the fact that the results of the developments and the proposed recommendations obtained as a result of the study will be used to improve the effectiveness of the Chinese language school “Ni Hao” in the media space.

The scientific novelty is as follows, based on in-depth marketing research, a customer journey map has been developed that can be used in various Chinese language schools as an effective tool to improve customer experience. The master's thesis consists of an introduction, three chapters, a conclusion, a list of sources used and four appendixes.

Аннотация

Магистерская диссертация содержит 85 страниц печатного текста, 36 рисунков, 67 источников литературы.

Ключевые слова: маркетинговая стратегия, маркетинговые исследования, CJM, точки соприкосновения.

Цель исследования — предложить способы применения элементов маркетингового комплекса к карте пути клиента, которую образовательные учреждения могли бы использовать для привлечения новых клиентов в России.

Для достижения поставленной цели были решены следующие задачи: исследовать концепции маркетинговых стратегий образовательных учреждений во взаимосвязи с инструментами комплекса маркетинга, разработать стратегию продвижения российских образовательных учреждений, предлагающих услуги по изучению китайского языка, дать необходимые рекомендации на основе полученные результаты для повышения эффективности точек соприкосновения и создания карты пути клиента для выявления слабых мест в деятельности организации.

Объект исследования – разработка карты пути клиента. Предметом исследования является разработка маркетинговой стратегии для улучшения точек соприкосновения CJM.

В данной работе были использованы метод исследования литературы, метод наблюдения, метод измерения, метод опроса, метод описательного исследования и метод обобщения опыта для обсуждения взаимодействия и общения с клиентами на разных этапах карты пути клиента.

Актуальность работы определяется важностью роли цифровых маркетинговых коммуникаций как одной из составляющих успешной деятельности компании и способа повышения к ней лояльности потребителей.

Практическая значимость заключается в том, что результаты разработок и предложенные рекомендации, полученные в результате исследования, будут использованы для повышения эффективности школы китайского языка «Ни Хао» в медиaprостранстве.

Научная новизна заключается в том, что на основе глубоких маркетинговых исследований разработана карта пути клиента, которую можно использовать в различных школах китайского языка в качестве эффективного инструмента для улучшения клиентского опыта. Магистерская работа состоит из введения, трех глав, заключения, списка использованных источников и четырёх приложений.

Abbreviations

BCT - Business Chinese Test

CI - Confucius Institute

CJM - Customer journey map

HSK - Hanyu Shuiping Kaoshi

MM – Mass media

OGE – (MSE) Main state exam

TSU - Tomsk State University

USE - Unified State Exam

VK - Vkontakte

VoC - Voice of the customer

VPN - Virtual Private Network

YCT - Youth Chinese Test

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Introduction

Today we live in an era of personalized services, when companies are fighting for the attention of customers and looking for the best ways to keep them. Customer ratings and wishes now play a major role in the planning of companies that seek to please and prevent possible difficulties that distract customers from making a purchase.

Under the influence of changing socio-economic conditions and developing Internet technologies, the market requires the modernization of traditional marketing techniques, making it important to apply a personalized approach to the choice of marketing communications to establish close contact with consumers.

The relevance of the work is determined by the importance of the role of digital marketing communications as one of the components of the successful operation of the company and a way to increase consumer loyalty to it.

To date, the most effective and accessible area for promotion is the digital space, so every company is concerned about developing a strategy to attract customers in the digital environment. At the current pace of economic development and changes in social processes, forecasting the actions of customers in the digital space is especially relevant.

Purpose of the study is to propose ways to apply elements of the marketing mix to a customer journey map that educational institutions could use to attract new customers in Russia.

Achieving this goal, it is necessary to perform a number of tasks, such as:

- To research concepts of marketing strategies for educational institutions in conjunction with marketing mix tools.
- To develop a promotion strategy for Russian educational institutions offering Chinese language learning services;
- To give the necessary recommendations based on the results obtained to improve the effectiveness of the touchpoints.
- To create a customer journey map to identify weaknesses in the organization's activities.

Object of study is a customer journey map development.

Subject of study is a design of marketing strategy to improve CJM touchpoints.

The theoretical and methodological basis of the work was the work of domestic and foreign researchers in the field of marketing strategies, social network marketing and customer journey map research.

The information base of the study was made up of materials of scientific and practical conferences and seminars, publications in scientific and periodicals on the topic of the study.

To solve the tasks set were used the literature research method, observation method, measurement method, survey method, descriptive research method and experience summary method to discuss the interaction and communication with customers at different stages of the customer journey map.

Practical novelty is expressed in the following research results:

- an analysis of Russian and foreign marketing strategies and tools designed to work in the field of education was carried out, the features reflected on the map of the client's path were highlighted;
- identified key factors that negatively affect customer experience;
- a customer journey map template has been developed, designed to visually display the pain points of the company;

The practical significance lies in the fact that the results of the developments and the proposed recommendations obtained as a result of the study will be used to improve the effectiveness of the Chinese language school “Ni Hao” in the media space.

The scientific novelty is as follows, based on in-depth marketing research, a customer journey map has been developed that can be used in various Chinese language schools as an effective tool to improve customer experience. The master's thesis consists of an introduction, three chapters, a conclusion, a list of sources used and three appendixes.

1. Promotion strategies for educational organizations

1.1 Development of a marketing strategy for companies engaged in the educational sector

According to Kotler P. Marketing strategy is a plan of action by which the company seeks to establish profitable relationships and create customer value. Marketing strategies are unique in many ways, as they are created for each company under the influence of various conditions and characteristics that the company has in a given period of time. This plan establishes the objectives within which the company implements its activities. Before entering the market, the company determines the portrait of its potential customers. To make this, marketers first need to segment the market, that is, divide customers into groups according to their needs, characteristics and behavior in order to further create products or marketing programs that meet their needs. The next stage is targeting, in which the company identifies the most attractive market segments for itself and further works for their benefit. Having understood who the target audience is, the company works to ensure that a clear idea of the feature of the product and the idea that the product is superior to its competitors appears in the minds of customers. [30]

All companies strive for this, therefore, in order to withstand the competition, a company must have its own unique set of specific factors that contribute to its successful functioning in the market. For companies whose activities are focused in the field of education, the basic factor is the organization of the educational process, there are also differentiating factors that affect the economic performance of the company. This may be the presence of highly qualified teachers in the staff or innovative forms of presentation of the material. As well as strategic industry factors that can only be created within the walls of an educational institution. It should be noted that they are all based on strategic assets or in other words, the resources and competencies of the firm. With their successful combination, the company acquires a competitive advantage in the market.

In order to create an effective strategy for educational activities and promote services, it is first necessary to conduct a series of studies, such as a comprehensive market analysis, an examination of the structure of the company and the resources it has, as well as the potential of the educational institution.

One of the possible options for achieving this goal is the choice of an integrated approach, which is used to develop a common communication system, taking into account the characteristics of marketing tools and their correct correlation in order to increase the effectiveness of marketing activities. The application of an integrated approach involves a comprehensive study of companies using different methods of analysis. For example, combining a company's internal analysis, which relates to the study of resources, with a study of the company's industry characteristics using Porter's five forces of competition model, as well as studying competitiveness using SWOT analysis, as well as considering BCG matrices to measure the relevance of goods or services. [43] Having assessed the capabilities of the company, you can proceed to the choice of the goals of the marketing strategy and determine the timing of their implementation. They are established taking into account the capabilities of the company, the interests of all participants in the creation of the educational environment and a number of other factors. [28]

The next step is the creation of the company's marketing strategy, however, for the education sector, its implementation has some features, for example, the consideration of knowledge transfer as a service or the difficulty of using marketing tools and the inability to identify a quantitative profit goal. The marketing strategy of an educational organization is set to take a leadership position in its market segment by increasing profits, expanding its customer base and market share as a whole. [63] At its core, the marketing strategy of an educational organization is a document that describes the directions for the development of elements of service marketing.

As a rule, it includes several levels. Corporate strategies - arise only in the case of differentiation of the organization's services. For example, an assortment strategy involves the sale of a certain amount of assortment. It is based on various marketing research, such as analyzing the size and pace of market development, monitoring the

market share of an educational institution and its competitors, product value research etc. An additional tool for creating a corporate strategy (Figure 1.1).

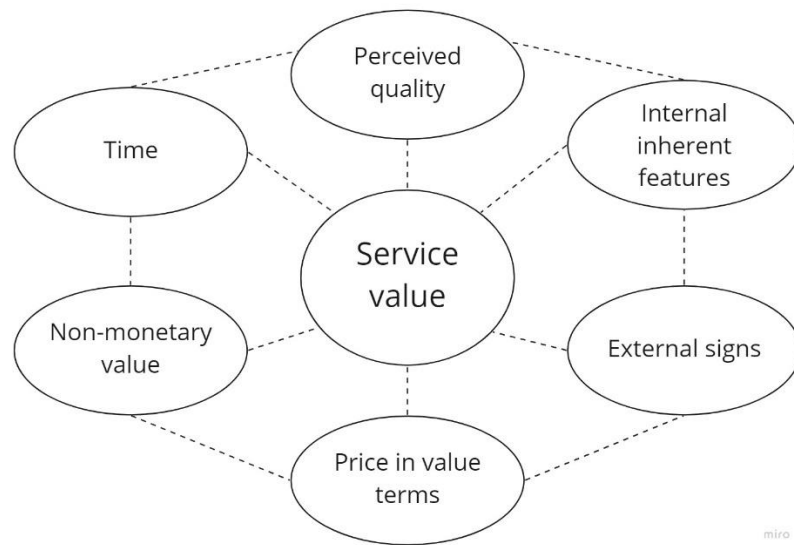


Figure 1.1 – Zeithaml value model

The market orientation strategy is determined by the number of services provided. If an institution organizes several training programs or sells different goods, then its specialization is market, the services and goods of which are focused on a certain segment of the audience. If an institution, on the contrary, provides one type of service, then the company's activities will be directed to a larger number of segments, and the specialization will be commodity.

Business strategy depends on the capabilities, resources, volume and range of services provided by the company. The next step is to define one of the four basic competitive strategies in the industry that Michael Porter identified. A company may choose to lead in differentiation or cost if it wants to take a larger share of the market. If the institution intends to work in one segment of the audience, then the choice falls in favor of a strategy of focusing on one of the ways of delivering services. Then comes the stage of searching for a sustainable competitive advantage (USP).

Algorithm for filling in the table “Search for sustainable competitive advantage”:

- 1) At the first stage, it is necessary to determine the target audience and competitors, and then proceed to compiling a list of advantages that must meet the main four criteria: usefulness, uniqueness, security and value, those values, and be on the right of the 7P Model elements.

2) In the second column, you need to indicate whether competitors have a similar value.

In the third column, you will need to evaluate the importance of values on a three-point scale. One point is awarded if the proposed value is not interesting to the target audience, two points are given if the value does not induce a purchase. Assign three points if the value meets all the characteristics and is the reason for the purchase of services (Table 1.1).

Table 1.1- Finding sustainable competitive advantage

Product / Service:	Targeted segment:	Competitor's availability:	Points:
Elements of 7P Model	Value:		
Product			
Place			
Promotion			
Price			
Participants			
Process			
Physical evidences			
Total number of points			

Functional strategies narrow down the ways in which marketing research can be applied by focusing on individual functional units of the company, since they are unique, they will not be considered as the main stages in building a complete marketing strategy.

The operational strategy covers three blocks, firstly, it is a group of positioning strategies, which is divided into several types. For example, positioning in a specific narrow segment of the audience or positioning based on product features - this option is suitable for high-tech companies. There is also a blue ocean strategy, in which the company creates a unique product that stands out from competitors with other goods or services, because it has a number of distinctive characteristics that, in aggregate, competitors would not copy. Positioning can be developed by creating a one-of-a-kind character that becomes a symbol of the brand. It can also be an innovative strategy if the institution is the first to offer a product or service. [38]

To build or rethink the marketing strategy of an educational company, it is necessary to conduct market research and internal company resources in a certain sequence.

1) Since various educational organizations implement several training programs that differ in the age of consumers of services or areas of activity, in this case, companies need to highlight their competitive advantage. For a similar purpose, a SWOT analysis of each service offered may be suitable, then it is necessary to identify the value of the product and convey it to the consumer;

2) Due to the changing market situation, companies should more often reconsider their competitive advantages and the benefits that the client receives. This practice can allow you to intercept customers from competitors;

3) Over time, the positioning of the services of educational institutions may be subject to rethinking. The company may stop relying on, on the contrary, acquire new elements of the marketing mix, etc;

All these steps need to be taken by educational organizations in order to take or maintain a leading position in the market. Thus, the development of a marketing strategy contributes to the formation of an effective pricing and product policy, as well as an increase in sales from an increase in the share of the occupied market. These strategies help to increase the competitive advantage of the services of educational institutions and develop new mechanisms to attract the target audience, improve the quality of services and improve customer experience. Having created a complete plan for the marketing strategy of an educational institution, you can proceed to the choice of a marketing mix that clearly demonstrates the company's capabilities before launching an advertisement for educational services.

1.2 Hidden values of educational services

Educational marketing belongs to the service sector, so when choosing marketing tools, you can rely on the experience of many scientists. Professor James Culliton coined the term "ingredient mixer" for marketing directors as they are constantly on the lookout for the best recipe or marketing procedure to create a product.

[7] At the moment, what marketers use when choosing a strategy is called the marketing mix.

In other words, the marketing mix is the set of tactical marketing tools designed by marketers to create and encourage exchange with customers and consumers. In practice, the set of tools may change, but in theory, marketing mixes are included in different models.

McCarthy created a model consisting of 4 PS: product, price, promotion and place. The 4 PS model is now incredibly famous in marketing, but over time it was considered too simple, as many factors were ignored. For example, internal marketing, no mention of competition or building long-term relationships with customers. [6] Despite the obvious simplification, the 4 PS model is the base model and, with minor adjustments, is still the core of operational solutions. [16]

Additional elements to the standard 4 PS model were introduced by Booms and Bitner in 1980. They added three elements that show how service marketing works, namely participants, process and physical evidence. [19] The marketing mix used by a firm may vary depending on the resources it has, changing market conditions, and customer needs. The company can also choose and change the priority elements of the model. [34]

In summarize, let's have a look at 7 PS, applicable to educational marketing as well. Product (program). In service marketing, the product element is intangible. In the context of higher education, school or additional education, the product is the curriculum that is provided by service providers, that is, institutions, to students. To increase student engagement, companies can complement the educational program with various value-added offerings, for example, offering a program with innovative teaching methods or providing the opportunity to take additional, certified courses, etc. [18] Upon successful completion of the curriculum, students receive a certificate. This can positively influence the image of the institution and the program, since clients receive physical confirmation of their work and can subsequently recommend the program to their friends. [2] The presence of unique program attributes increases

competitiveness, and also has a beneficial effect on attracting new or existing customers. [36]

Price has a strong influence on customer satisfaction, as it is through it that customers determine the value of a product or service. [61] However, a low or, conversely, a high price can lead to a loss of sales for the company. In order to increase customer satisfaction, service companies, and hence educational institutions, need to manage the price perception of their customers, for example, reduce prices without quality control, set attractive prices for their services, etc.

That is why, pricing becomes the most important among the other elements of the marketing mix, since the company's cash flow depends on it. In addition, it should take into account various factors such as fixed and variable costs, funds spent on the implementation of positioning strategies, targeting and meeting the expectations of the target audience and their willingness to pay for services.

Modern technologies provide convenience for both companies and customers. At the moment, most companies create official websites where they post information about the goods and services provided. Thus, the website turns into a storefront. The website of an educational institution cannot visually showcase its services, but it can function perfectly as a price list. Customers will be able to use it when choosing a service or comparing with the offer of other competitors. [9]

Promotion is one of the most powerful elements in the marketing mix. [11] Since it is a set of actions aimed at stimulating the sale of goods or the provision of services, which determines the positioning of the product in the target market. For example, the use of advertising, public relations, various demonstrations, etc. Advertising plays a key role in promotion. In relation to educational marketing, its main goal is to create and develop a brand image and services that contribute to the development of competition in the market. Promotion is built from combinations of a certain set of actions aimed at achieving the company's marketing goals. Thus, sales representatives receive an excellent tool that, on the one hand, presents a set of services to customers and, on the other hand, encourages them to purchase. [27]

Speaking about marketing communications of an educational institution, we consider four areas. First, it is advertising that can be broadcast on radio or TV. It may be placed in newspapers, magazines or other printed publications. An advertising poster can hang in transport. The company can pay for advertising on banners and billboards. Information about the institution can be distributed to various educational institutions in leaflets, brochures or booklets. You can promote the company in publications, for example, in directories of educational institutions. [22]

The group of public relations activities includes holding seminars and conferences, creating thematic events and holidays, various competitions organized by an educational institution, holding consultations, organizing international contacts and various events organized jointly with local authorities. Direct marketing is aimed mostly at potential customers. It includes the work of the official website of the company, the organization of events for the target audience, for example, an open day, meetings with teachers of educational institutions, etc. [50] Sales promotion occurs through the provision of discounts to students, special promotions or the sale of unique methodological materials. [67]

The concept of place is related to the availability of a product to a customer.[29] Under this, you can imagine the location and distribution channels. Distribution channels are a network of partners through which a company sells its products to institutional or end-user customers. [44] They are one of the main factors contributing to the creation and implementation of the demand and supply of a product or service. On the other hand, location and distribution channels are opposed by a number of other variables that interfere with the delivery of products or services in the target market. [10]

At the moment, incredible popularity has gained through the distribution channels of the digital environment. We can say that apart from the physical space, virtual purchases have taken a key place among the rest of the characteristics of the marketing mix. For successful business, the process of shopping on the Internet must be very simple, while it is necessary to constantly maintain contact with the client. [17]

The latter is an incredibly important contribution to building a modern business, as companies have been able to take hold of various customer data through registration on the site or subscription to the organization's social networks. Analysis of the information received contributes to the improvement of the level of service, and as a result, the improvement of customer experience. [15]

Participants. All people involved in the educational process have a very strong influence on the creation of an emotional and psychological atmosphere in the institution, so satisfied customers become the main force for promoting any educational organization on the market. When considering the participants, the objects can be teachers and staff, and the subjects are students and their parents. It is the parents who play the main role in the education of the child, from the economic perspective, they are full-fledged subjects of educational services, since they are endowed with legal responsibility for underage students and the tuition fee depends on them. The positive customer experience of students and their parents gives impetus to the promotion of the company thus word of mouth begins to work. Alumni also tend to recommend institutions to their friends and acquaintances, so it is important to keep in touch with them. Their success can serve as an excellent advertisement for an educational organization. Equally important are the reviews left by students or graduates in various social networks, since a potential client can rely on the opinions of other people, since he cannot evaluate the quality of education.

Process. In service marketing, unlike product marketing, processes that ensure customer satisfaction play a key role. [20] In the field of education, the process is understood as the provision and receipt of educational services. Organizational culture consists of goals, attitudes and values, and it is also influenced by the personal qualities of the employees of the organization.

The educational process is indirectly influenced by the specifics of company management and corporate culture, since they trace the philosophy of the organization, which is embodied in teaching and presentation of educational material. Moreover, the favorable atmosphere in the institution and the emotional background are greatly influenced by the management style of the management, the nature of the joint

activities of employees and their interpersonal relationships. Within each group of students, the teacher is responsible for creating favorable learning conditions. In many ways, the well-coordinated joint work of the teacher and students depends on trust, acceptance of each other and psychological closeness. Without them, the learning process will not bring the best results - students' knowledge and motivation to study. [53]

Physical evidences are important part of providing services to your clients. [23] These may be memorabilia given to students after completing courses or other types of learning. They become a physical reminder of the time spent in the team or the walls of the school, a kind of anchor, looking at which people remember events and things related to them. According to research, positive emotions have a strong impact on maintaining brand loyalty. [65] Thus, a reminder of a school or other educational institution remains with students forever. Educational organizations can take advantage of this and create many symbolic attributes for their students, on different occasions. For example, as a positive reinforcement after a job well done, as a reward for winning a competition, after completing a course or graduating. These can be letters, figurines, writing utensils, photographs and various badges with the emblem of the educational institution.

These tools are suitable for various educational institutions. Today, the Russian market of educational services consists of an abundance of state and commercial educational institutions, as well as clients of educational services such as applicants or future users of educational services and students who already involved in the educational process. [32]

However, there are some differences between above institutions which are reflected in their conduct of marketing activities and, consequently, attract customers. That is why, for example, higher education institutions tend to create long-term cooperation, which takes the form of loyalty programs that increase the competitiveness of universities. Unlike commercial institutions Russian state educational institutions need to work together with regional education authorities, employment services and employers. [60] In addition, other target groups can be

identified as applicants and parents, students, university graduates, business representatives, teaching staff. [31]

All in all, educational institutions communicate with their target audience through a large number of communication channels. In order to promote their educational services and maintain brand awareness, companies buy advertising in the media, place it on posters, brochures, on the Internet, etc. They maintain public relations by conducting open classes, providing reports to the parents of students, and organizing meetings with potential clients. Carry out personal sales with discounts at educational fairs and various exhibitions, etc. According to a survey conducted by one of the centers of pre-university training, clients most often learned about it from contextual advertising on the Internet, in second place were the recommendations of friends. There were clients who learned about the educational institution during the promotional activities of the center itself, for example, due to the distribution of leaflets and brochures, conducting talks in schools, etc., as well as through advertising on TV. [35]

From the foregoing, we can conclude that educational organizations have certain specifics that do not allow us to consider their activities within the framework of the standard 4P Model (product, price, place, promotion). It needs to be supplemented with three more elements (participants, process, physical evidence). Thus, the finished 7P Model serves to more fully describe marketing theory, since the last three elements play a key role in the successful conduct of a business. For educational organizations, the participants are teachers, on whom the success of the organization directly depends. The process describes not only interaction with students, but also involves communication with other participants, such as parents. That is why it is very important for educational organizations to build a dialogue with all participants in such a way as to minimize the occurrence of negative experience. Physical evidence complements the process because it is important for schools to keep in touch with clients. This is much easier to do if you have memorabilia received at the end of training, etc. on your hands. Elements of the 7P Model play a big role in creating a marketing strategy, as

they can be integrated and measured as a company's performance. For example, use them as the basis for selecting points of contact with customers.

1.3 Company promotion strategy in social networks

The strategy for promoting a company in social networks involves the effective use of all the possibilities and tools of digital marketing in accordance with the overall business strategy. A promotion strategy is understood as a plan that is designed for how a company conveys information about goods or services to its target audience, stimulates visitors to purchase, forming a positive brand image.

In order for the promotion strategy to bring results, it is necessary to resort to an integrated approach, which involves the simultaneous use of several interconnected tools in the digital space. An integrated approach is not universal, therefore, within the framework of the master's thesis, general provisions were developed for choosing tools and creating a promotion strategy. First of all, it is necessary to better understand the structure and goals of the business, as well as the appearance of service consumers:

First, it is necessary to collect and analyze the initial data for the sake of a detailed study of the current state of the company. In this case, it is necessary to conduct an interview with the head and employees of the company from the marketing department, who are immersed in the creation of the product. The information received from them, combined with customer feedback, studying activity in social networks, makes it possible to recreate a picture of how customers perceive the company. The study of the state of the company includes:

Organizational characteristics such as age, company structure, sales volume, SWOT analysis;

1. Company goals, mission and positioning;
2. Analysis of reviews about the company to understand the reputation;
3. List of goods and services, their advantages over competitors;
4. The appearance of the main competitors in the market;
5. Information about clients;

6. Sales analysis, which will be reflected in the customer journey map, negative customer experience;

7. Marketing fee, which includes diagnostics of social networks and the site, the experience of attracting customers is analyzed;

Secondly, it is necessary to identify promotion goals and marketing performance indicators. Goals are defined for all products or services and different segments of the audience they can be quantified. For example, in the number of sales, applications received, subscribers, reach, etc. It is also possible to measure the percentage of site conversion into applications, then the conversion of applications into sales and the measurement of the average check.

Thirdly, it is worth deciding on the type of promotion strategy. This can be a consistent promotion, that is, the continuous placement of promotional materials with the same frequency. However, not all companies have large advertising budgets.

Impulsive promotion is characterized by launching advertising posts much less often and for short periods of time. Thus, the cost of promotion is significantly reduced, for educational institutions this method is not effective. Unlike the seasonal offer. Everyone knows that it is better to start studying in September, because advertising launches are activated in the summer, not many will express a desire to study in the summer, because this time can usually be called a period of stagnation.

Flight promotion is characterized by the periodic launch of advertising campaigns, when the peak of activity occurs at the beginning, and then gradually decreases. Most often, such advertising is resorted to when positioning changes.

It can be concluded that for educational organizations it is best to launch large advertising campaigns 4 times a year, and run them before and during school holidays, for the adult segment it is worth launching advertising less often, for example, 2 times a year in the summer, when everyone has holidays and in winter, before the start of the new year. Both advertising companies are characterized by seasonality. This is the most suitable type of strategic promotion.

Fourth, it is necessary to identify the weak points of the company and conduct an analysis to find a way to solve them. At this stage, an idea of the company's

performance has already been formed, therefore, after compiling a list of weaknesses, it is necessary to proceed to the creation of hypotheses. After testing and analyzing the results, it will be possible to isolate the elements of the impact. Which later can be used in the promotion strategy.

Fifth, there is a selection of tools to achieve the goals. Below is a list of the main and available marketing tools. Contextual advertising is an ad that is placed in search engines. It has great reach capabilities and therefore is able to attract a huge number of visitors to the site. In this case, the traffic attracted by contextual advertising will be targeted. This tool has one feature - it needs to be configured.

Targeted advertising is a customized mechanism that advertises products, purposefully influencing consumer groups with certain characteristics. [45] Targeted advertising is designed for several situations. It can be tuned to small groups of people who are ready to make a purchase, those who are ready to purchase products instantly. Another motive is to inform about products or services that will catch the attention of potential customers so that they go to the company's website and read all the necessary information. And the last thing is to convince the client to take another targeted action, for example, subscribe, register or leave contact information, etc.

When developing targeted advertising, it is necessary to research who the target audience is. This means that it is necessary to describe the characteristics inherent in a potential client. It is necessary to take into account gender, age, place of residence, marital status, hobbies and hobbies, income level, employment, etc. The more detailed the description, the better the ad will work. [52]

Then an advertising message ought to be created. Before the final approval of advertising, it is necessary to prepare several hypotheses, which must be agreed with the company's management. Having chosen the most successful option, advertising materials are prepared, which must clearly meet all the format requirements of social platforms. At the last stage, the approval of social networks takes place. Previously, the choice of social networks was not so unambiguous. In the Russian-speaking segment of the Internet by 2021, the most popular Russian social network is VK, which has 72.5 million users. [62] According to VTsIOM polls, VK is the leader among other

social networks: VK (48%), Instagram (39%) and YouTube (34%). [64] Nevertheless, recently business in Russia is facing great upheavals that have to be overcome by looking for new channels of communication. At 00:00 on March 14 Roskomnadzor decided to complete the procedure for imposing restrictions on access to the Instagram social network. [47] On March 21, the court recognized Meta as an extremist organization and banned its activities in Russia. [56]

The blocking of the services of the Meta company stopped most of the marketing activities of the Instagram platform, the Facebook team notified users about the termination of the Facebook ads manager, thus the new VK project became the only safe platform for Russian business – «myTarget». “myTarget” is suitable for creation targeted campaigns. Now it will serve as a replacement for all the usual Facebook tools. Also, companies have to change social networks in order not to lose their customers. VK provides businesses with opportunities for development. This is primarily the creation of various kinds of communities. For foreign language schools, “Business” can replace a full-fledged site if the company does not have one. “Brand or organization” is a news page that can attract potential customers and redirect them to the school website, and “Interest group” student chats can be organized here.

Thus, based on its capabilities, the company selects promotion tools, and in order to visually understand their effectiveness, it would be best to combine their indicators with the stages of the customer journey map. As a result of combining the promotion strategy and CJM, it clearly demonstrates the relationship and results of the impact of advertising on customers through the alignment of tools in a logical sequence.

KPI performance indicators for monitoring the performance of a company in the field of education can be:

1. Sales volume for 1 academic year (thousand rubles);
2. Site conversion into orders (%);
3. Number of subscribers in VK (pers.);
4. Coverage of posts in VK (pers.);

This method of analyzing customer actions helps to understand what needs and requests consumers have, what communication channels are better to use, what emotions potential customers may experience, etc.

Combining a customer journey map with promotion tools will help you better understand the nature of customer behavior and subsequently indicate which tools will be more effective to use. In this way, many hidden weaknesses of the company can be identified and eliminated, ineffective points of contact in place of which new ones will be proposed, and the basis for further analysis of customer actions will be laid.

1.4 Ways to use the customer journey map

Customer journey map is a visual representation of how customers interact with a company, brand, service, or product. This tool is designed to describe the processes that affect the customer experience with the company, as well as improving the quality of service in order to gain customer loyalty. A key role in the design of CJM is played by the touch points through which consumers learn about the product and decide to buy it. [25] They are arranged in accordance with the stages of the sales funnel, which can be divided into seven stages (ads, aware, desire, research, purchase, loyalty, advocacy). Customers and companies now interact through a multitude of channels and media, which makes customer journeys even more complex. At the first stage, before creating a map it is necessary to collect all the necessary information, for example, data from site analytics and data collection systems, as well as social media analytics. Then, you can proceed to planning CJM. At this stage, you need to decide for what product or service, as well as what target audience the card is intended for. In this case, you should recreate a portrait of your target audience and highlight segments, since the map for each segment will be different. At the very beginning, it is worth fixing what thoughts, emotions, expectations and fears a consumer may have before purchasing a product or service.

The second stage is designed to mark the points and channels of interaction with the client. Here it is necessary to describe in detail the process of selection, decision-making and purchase. Now you need to identify and designate the points of intersection

of the client and the company. Schematic representation of the customer journey map (Figure 1.2).

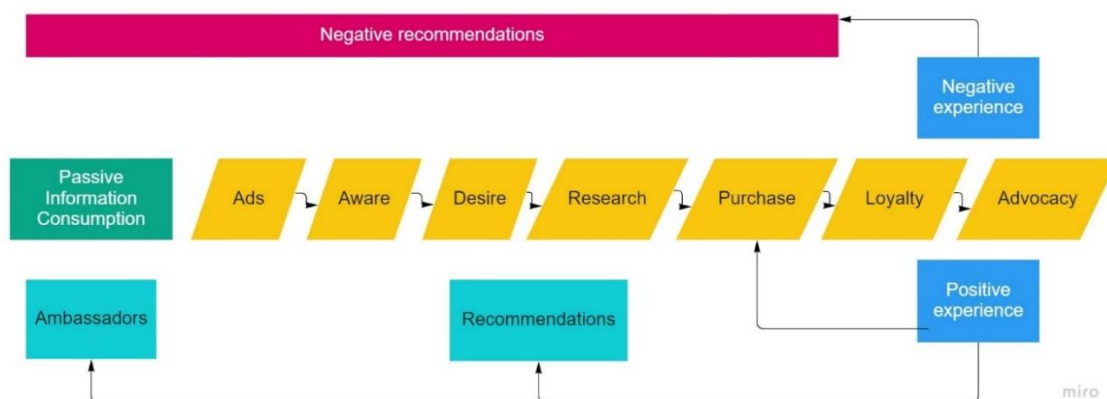


Figure 1.2 – Customer Journey Map

In total, there are four groups of touchpoints. The first ones are brand-owned touchpoints that are controlled by a company and that can develop new ways to interact with the client or manage existing touchpoints. [33] Based on them we can distinguish three stages of the customer experience. The first one is a pre-purchase group which corresponds to first three steps of CJM. Social networks are the basis for attracting a client, since on VK and Instagram one can set up targeted advertising, promote posts, etc. The site will assure customers of the reliability of the company and give more information, pushing them to a purchase decision. In this way every touchpoint interaction at this stage is designed to have positive effect on brand experience and awareness.

Purchase experience touchpoints correspond to the research and purchase steps of CJM. The main goal of this stage is to convince customers of the correctness of the purchase decision. The company can organize consultations at the school, communicate with clients by phone or in social networks and instant messengers, as well as organize a trial lesson. Post-purchase touchpoints are designed to maximize the quality of the company's service. At this stage, it is important to manage social networks and deliver different types of content. Managers also need to keep in touch with customers, and instantly respond to their needs, timely inform about changes. The next group includes partner-owned touchpoints. They are managed by the company

itself and its partners, such as marketing agencies, radio stations, partners in loyalty programs, etc. They are quite effective in the first step of CJM (ads).

Next are customer-owned touchpoints that include all possible interactions that may be beyond the control of the company. It corresponds to the last 2 steps of CJM: loyalty and advocacy. The impact of external touchpoints affects the whole CJM, especially during the purchase process or in relation to products and services. [5] Social networks and third-party sources of information have great influence, for example, review sites (Irecommend.ru) which have a large database of reviews for all kinds of products. In some cases, the sources are independent, they may also belong to partners and sometimes they are closely related to the company. [37]

First, based on the information received, the current-state CJM is built. The current-state journey map is designed to improve an existing business by changing the customer experience so that CJM is better suited to their needs and requirements. At the same time, attention is paid to identifying and solving current problems that customers face while passing through the entire journey map. [54] In this case, the current-state journey map should highlight the places where the client can go astray then detect the client's current pain points. Especially their frequency and magnitude, and identify overall dips and peaks in the client's emotional journey.

Feedback analysis is also an important part of the current state journey map. Additional user research can be conducted through surveys where customers describe the fit or inadequacy of the map and their personal experience. [12] Then it is necessary to note the consumer barriers that the client has when interacting with the company, then think about ways to eliminate them. If a point of contact accumulates many barriers, then it is usually called critical. It is at critical points that the buyer experiences a lot of negative emotions associated with the company.

Once barriers have been identified, ways to address them need to be developed. At this stage, it is necessary to build a scheme of specific actions to improve the company's service in order to create a positive client experience, and subsequently recreate only positive emotions from interaction with the company in the client. It will

also be important to assess the possible costs for the company, which it can apply to remove barriers by choosing the best ways.

Then you need to consider further options for successful interaction with users. At this stage, you should analyze and find out what changes need to be made in order to minimize the chances of new barriers, what information in the media space may be missing or what changes still need to be made. Moreover, it is worth paying attention to direct ways of contacting customers. Consideration needs to be given to how best to connect with customers in a way that suits their preferences, matches the market situation, and also fits in with the company's capabilities. Choose the best set of conversion types, consider the structure of sites and social networks, a set of fields to fill out and various calls to action. [8]

All this data contributes to the creation of an improved version of CJM, as the specialists understand what needs to be worked on. The created map needs to be reviewed from time to time, as it needs to be adjusted during implementation, as users will move differently on the map for various economic and social reasons, so professionals need to always be ready for changes in customer interaction formats. It is necessary to monitor the functioning of the points of interaction between the client and the company, and to prevent the emergence of new barriers. Thus, this type of map will be useful in cases where it is necessary to prepare a report for product owners and other interested parties. [24]

In the future, based on this map, you can build a future-state CJM on which all further changes will be reflected. Future journey mapping is another type of CJM because it gives cohesive decision directions for existing or a fundamentally new product that will stand out from the background of its competitors. That is why it is necessary to invent a new and better experience that will become a special feature of the company and will attract more customers.

In custody, future-state maps focus on creating new experiences for users, paying attention to their desires and hopes by identifying the most interesting new journey features rather than repairing existing ones. It serves as a guiding star for specialists involved in the creation of a new product or experience. Another application is content

planning, prioritizing customer touchpoints. Changes may relate to the improvement of the service provided by the company's employees, or new audience segmentation, communication with customers through other communication channels and points of contact. Particular attention can be paid to communication channels as they are one of the key factors due to which the consumer becomes loyal to the brand. At the moment, after the pandemic, consumers are increasingly using digital technologies. Notably, voice of the customer results are now showing consumers moving away from traditional automated phone systems, but are still open to communicating through real-time phone calls. This group includes video, web chat, instant messaging, and innovative technologies such as virtual assistants and wearables. [1]

It should be taken into account that each CJM, like a company, is unique and there is no single solution to improve the customer experience for everyone, so several ideas will be described below. Both types of maps are useful because they serve different purposes. However, the mapping of the current-state journey map can be used as a valuable input when creating future-state ones.

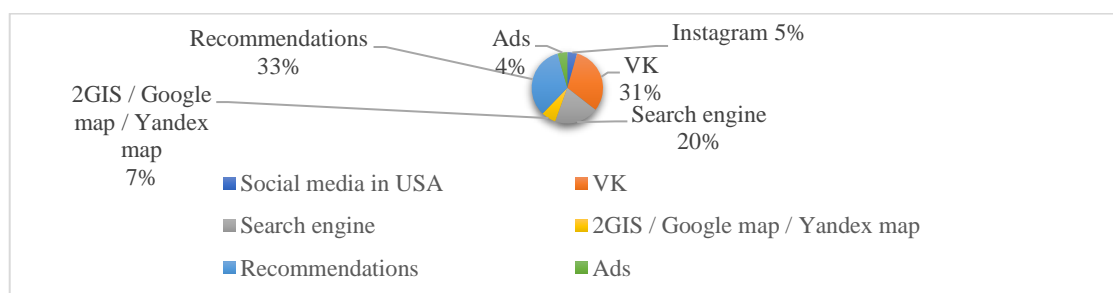


Figure 1.3 - Communication channels

According to the survey of language school attendance, most of the respondents learned about foreign language schools through the recommendations of friends, the social network VK and with the help of mapping applications (2GIS, Google map and Yandex map). As we can see, friend recommendations, ads and user interaction in VK as well as targeted ads in search engine play a significant role in attracting a large number of customers (Figure 1.3). Before the consultation, clients learn more about the company through the website (37.8%), VK (60%) and Instagram (11.1%).



Figure 1.4 - Favorite social networks Figure 1.5 - Registration in Telegram

It turns out, that 51.1% of the respondents wanted to come to the school for consultation, 28.9% prefer to correspond in messengers, and the remaining 20% contacted by phone. As you can see, most of the respondents prefer VK over Americans social media, only one person doesn't use social networks (Figure 1.4). More than half of the respondents have registered with Telegram. Companies can take advantage and create their own channel (Figure 1.5). As a result of the survey of the target audience, ideas for the further use of social networks were collected. Firstly, companies have to organize promotions and motivate clients to recommend the language school themselves. Managers have to buy contextual advertising in Yandex search engines, as well as focus all targeted advertising on VK. Most of the recipients prefer VK to Instagram. It is important to communicate more with clients online, it is important to set up social networks and the website so that they could easily find all necessary information or ask questions. Telegram can be used as an additional tool to attract an audience or as the main information source about the work of the language school. [57]

At the moment, not only the way of communication and information exchange, but also the choice of promotion methods will depend on the definition of common ground. All adjustments and testing of advertising will be noted on the current-state CJM in order to subsequently recreate a new improved version of the map, on which all the most effective promotion tools will be selected and configured, as well as changes designed to improve customer experience.

2 Overview of the activities of the “Ni Hao” school

2.1 General characteristics of the company “Ni Hao”

The “Ni Hao” School of Chinese provides an opportunity to study one of the most popular foreign languages in the world. Many companies want to do business in the Celestial Empire, and in order to make this possible, it is necessary to train a huge number of specialists with knowledge of the language. Ni Hao School wants to help students get the best out of their education and have a better chance of making a successful career and future.

The school carries out two types of activities. It is primarily teaching Chinese to students of all ages. Classes are formed according to the age of the students, in accordance with their schedule and level of language proficiency, since the school provides an opportunity to learn a foreign language from scratch or improve the level of Chinese language proficiency. In turn, the number of lessons per week, the duration of one lesson and the schedule are also set in agreement with the students. The cost of training depends on the number of students in the group.

The school has two areas of activity. The first is teaching Chinese. Each age group has its own curriculum. The "First Step Towards China" program provides for teaching Chinese to young children from 3 to 6 years old. The training itself is expected in small groups of three to six people, in a calm and relaxed atmosphere. The program is given for six semesters, after which the child will learn to use words on the topics studied, recite poems, count and draw parts of hieroglyphs.

“The Great Way of the Chinese Language” is intended for children from 7 to 9 years old, the program is designed for 4 semesters, during which they learn to write hieroglyphs, read transcriptions, and study basic vocabulary. In such a group, two or three children are engaged.

“Towards China”. Older children from 10 to 13 years old study for 6 semesters. The task of teachers is to help the child start thinking in Chinese. In this case, children study according to the system (听说读写 or hear-speak-read-write). During the

training period, children learn about 600 hieroglyphs. According to the results of the program, the child is able to write hieroglyphs, build sentences, talk about himself.

“Journey to China” Teenagers from 14 to 18 years old are engaged in groups of three to five people. Their average vocabulary is 1200 characters. The program is built taking into account individual capabilities and wishes in topics that help to involve adolescents in the learning process and master the material well.

“Journey to the Underworld”. Groups for adults also involve the number of three to five students. Classes are held for six semesters. The average vocabulary of students will exceed 1200 hieroglyphs. Students will be able to conduct conversations on various topics, will be able to communicate freely with native speakers.

There is also the opportunity to practice individually. In this case, the schedule, the training program will exactly meet the requirements of students or their parents.

The list of school services includes preparation for international exams:

HSK (汉语水平考试 Hanyu Shuiping Kaoshi) is a Chinese language test for non-native Chinese speakers. The HSK qualification exam is a single form of attestation for foreign students. The results of the HSK exam are recognized all over the world.

YCT (Youth Chinese Test) is an exam in Chinese for children and schoolchildren under 15 years old, for whom Chinese is not their native language. The YCT exam is a variant of the HSK adapted for schoolchildren, which is why it is also called the children's HSK. [66]

BCT (Business Chinese Test) is a government standardized test designed to assess the level of business Chinese proficiency of foreigners. BCT was developed by Peking University with the support of Office of Chinese Language Council International (汉办 hanban). [41]

The Chinese language school is preparing for the passing of the OGE and the Unified State Examination. Since 2015, Rosobrnadzor, on behalf of the government, has been preparing for the inclusion of the Chinese language in the number of subjects for which the USE is conducted. [48]

There is an option of training in the target group. The group should consist of 2 to 5 people. The knowledge of students should be approximately at the same level of language proficiency. Students come to the school with a specific request, such as an express course for a tourist or specialized translation courses. For example, Chinese business, technical translation, etc.

Also, the company has a translation center. The current translator is the director of the company thus the company provides translation services in the Russian-Chinese language pair. Namely, interpretation. Oral translation activity involves the performance of oral translation from a foreign language into Russian and into a foreign language in the context of presentations, conferences, meetings, business meetings, negotiations, round tables, discussions, interviews; movies. Written general or highly specialized translation in the technical, chemical, medical fields, etc. This list is supplemented by a translation of a one-sided standard document with notarization. Written translation activity implies the implementation of written translation of sources into native and foreign languages; annotation, abstracting of foreign-language texts in the native language or Russian-language texts in a foreign language.

Also, in the translation center there are services: support of transactions, services of a guide-interpreter and escort to China. All this is included in the number of information and communication activities to support interlingual communication. For example, informing specialists of firms about culture, traditions of representatives of foreign countries, culture of relations between native speakers of foreign languages in order to remove intercultural barriers; preparation of demonstration materials, documentation for negotiations, meetings, working meetings with foreign partners; accompaniment of delegations, foreign partners; organizing and conducting excursions to cultural and historical places for foreign citizens; assistance in accommodation and residence of foreign citizens; accompaniment of Russian-speaking groups when traveling abroad. The current translator of the company is the director.

The founder and director of the company is Tereshkova N.S. - Senior Lecturer, Department of Chinese Language, Tomsk State University. The director combines his position with the teacher and, together with two other teachers, conducts classes in

classrooms designed for students of different ages. The teachers were students and graduates of the Department of Chinese, as well as native speakers, who were attracted from among the students. There are currently 30 students in the institution. [49]

2.2 Analysis of competitors and their positions in the market

The market leader is the Confucius Institute (CI) TSU. Confucius Institutes - a network of international cultural and educational centers created by the Hanban organization, 国家汉办. They are well known all over the world. There are currently 21 branches of the Confucius Institute in Russia. TSU IK maintains a leading position in the market due to high recognition and differentiation strategies, which allows the company to increase sales. The IC's responsibilities include organizing Chinese language and culture courses, holding scientific conferences on China, popularizing the Chinese language and culture through various competitions and events, conducting the Chinese language proficiency test (HSK), preparing and publishing Chinese language educational literature, and organization of student and teaching internships in China, and consultations on education in China. The latter is an added value, which often plays a decisive role in increasing the level of customer loyalty to the company. [39]

The Confucius Institute exists on the basis of Tomsk State University, which was founded through an agreement with Shenyang Polytechnic University. This is its competitive advantage over other companies on the market, in combination with keeping prices and quality of services at a level that exceeds the level of consumer expectations. At the moment, the organization is firmly entrenched in market positions. The IC policy is also based on keeping prices relatively low, so classes are attended by students of different ages who study in the same groups, but only teenagers and adults can study here.

As for the educational process, in connection with the coronavirus pandemic, Russian teachers who graduated from the Faculty of Foreign Languages of TSU began to work in this educational institution. They know how to convey the learning material to the students, so the students master the basic knowledge of Chinese grammar. The

curriculum is based on the levels of Chinese language proficiency based on the passing of the international HSK exam. Therefore, after passing the HSK 3 exam, students switch to a distance learning format. Since then, they have been studying with Chinese teachers from Shenyang Polytechnic University. [58]

In second place is the Chinese language school “NACHALO”. Both of these institutions charge a relatively small fee for their services, and profits are increased by attracting a large number of students. The main value of these organizations are native speakers who teach students, but it is difficult for them to explain grammar because of the language barrier, because not all teachers speak Russian well. This organization belongs to the pursuer companies, which are minor players in the market and have a market share that is an order of magnitude smaller than the market shares of the leaders. Its competitive strategies aimed at gaining a larger market share and increasing production volumes.

"NACHALO" imitates the market leader in many ways, but at the same time captures a free niche - teaching Chinese to children. Confucius Institutes are not interested in educating young children as they aim to attract clients with internships and studies at universities in China. "NACHALO" positions itself as a Chinese language school for children and adults. She leads an affordable pricing policy, but this is combined with the desire to earn as much money as possible. As a result, some of the clients go to the Chinese language school “Ni Hao”. The dissatisfaction of clients lies in the formation of study groups, in which adults and children study together, which causes a lot of inconvenience. The key problem is the use of one educational material for all. For example, there is no way for adults to achieve their goals, often it is to improve their Chinese language skills for work. Children, in turn, cannot study at their own pace and with the vocabulary that they need to be interested. Secondly, the classes are structured in such a way that students do not speak, which means they cannot begin to conduct simple dialogues. In the classroom, more emphasis is placed on completing tasks in a workbook and memorizing words, but without language practice, there are no great results in mastering a foreign language. At the moment, for a number of reasons, the NACHALO school is undergoing a mixed learning format where students

study 2 times a week either at school or in a remote format. Some classes were postponed, which caused indignation among clients. Thirdly, only native speakers work at the school, who cannot explain the basics of the Chinese language to Russian students in simple words. For this reason, many students fail to master the basic rules of grammar, thus many clients are disappointed in choosing a school. [40]

Ni Hao School also takes the position of a harassing company, but its strategy is to improve the quality of services. In this case, marketing should be carried out based on a segment of buyers who are sensitive to quality or any consumer properties. Thus, the Ni Hao School strives to establish closer ties with consumers in order to improve its educational services in accordance with their wishes. [14]

The company is also focused on finding the weaknesses of its opponents and often attracts customers by providing them with values that competitors did not provide. At the same time, the company's pricing policy exceeds the offers of other Chinese language schools. But this is due to the quality of teaching, since the teachers at the Ni Hao school are a teacher of the Chinese language department and TSU students who know how to present the material to Russian-speaking students in an accessible and understandable way. Weaknesses of competitors that become the values of Ni Hao:

1. Chinese teachers find it difficult to explain basic Chinese grammar;
2. Students of different ages can study in groups, this reduces the effectiveness of learning, since adults and children learn the language for different purposes;
3. In the classroom, Chinese teachers focus on those who have time to master the material, they pay little attention to those who are lagging behind;
4. The material is presented in such a way that the students speak little Chinese;
5. Chinese teachers often don't correct pronunciation;
6. Classes are often rescheduled or conducted online, which can cause dissatisfaction;

Unlike its competitors, Ni Hao Chinese Language School strives to build communication and keep in touch with clients, as well as improve the quality of

services, starting from the previous negative experience of clients. With a number of advantages over competitors, the school strives.

2.3 Marketing research of the target audience on the example of the Chinese language school “Ni Hao”

Marketing research is a form of business research whose purpose is to identify the needs and behavior of consumers, competitors and the market as a whole. Improving the quality of services cannot be realized without customer surveys. Each answer will provide a basis for identifying the weaknesses of the company and help set the right trajectory for further changes that will improve the customer experience and strengthen customer loyalty. This study is aimed at identifying the most effective communication channels, potential competitors of the company and customer impressions of the school at different stages of the customer journey map. The study touches upon five stages of CJM: ads, aware, desire, research, purchase, through which the client passes before making a purchase.

The purpose of the study is to identify ways to attract customers. The study was conducted by a survey method, in the format of a questionnaire, with the help of which an understanding is built of how the company meets the expectations of customers. The research tool is a questionnaire. The results of the study can be used to improve the effectiveness of the language school by eliminating the shortcomings that were identified after the study.

To conduct the study, a questionnaire was developed and applied for parents of younger students and already adult students. The questionnaire included open and closed questions.

There are currently 30 students in the school. 28 respondents took part in the survey, of which 10 were adult students and 17 were parents. According to the results of the survey, it was found that the vast majority of students are women and girls in the amount of 22 people, and 8 male students. According to the results of the survey, it can be seen that in groups for children, girls 76% and boys 24% are most involved (Figure 2.1).

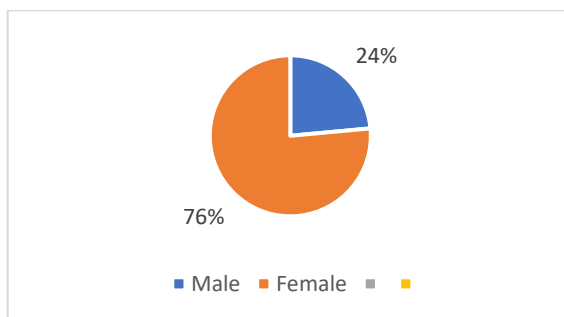


Figure 2.1 – Sex (children)

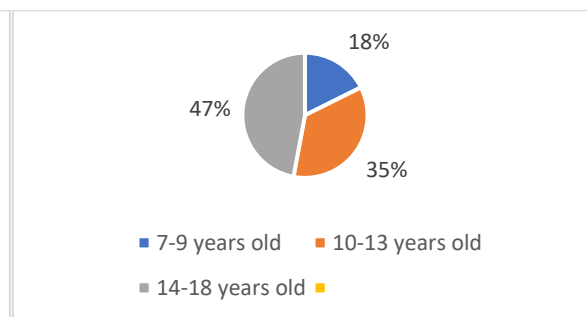


Figure 2.2 – Age (children)

At school, children study in different age groups. For example, 47% study in groups of 14-18 years old, 35% study in groups of 10-13 years old and 18% are in groups with children 7-9 years old (Figure 2.2).

When asked about the interests of their children, parents responded differently. For example, learning English, dancing, swimming, basketball, programming, guitar lessons and computer games.

Parents' opinions about the reasons for learning Chinese were formed as follows. They explain this with a craving for the Chinese language, and also see learning outcomes as opportunities for the future, and are motivated by the child's self-development (Figure 2.3).

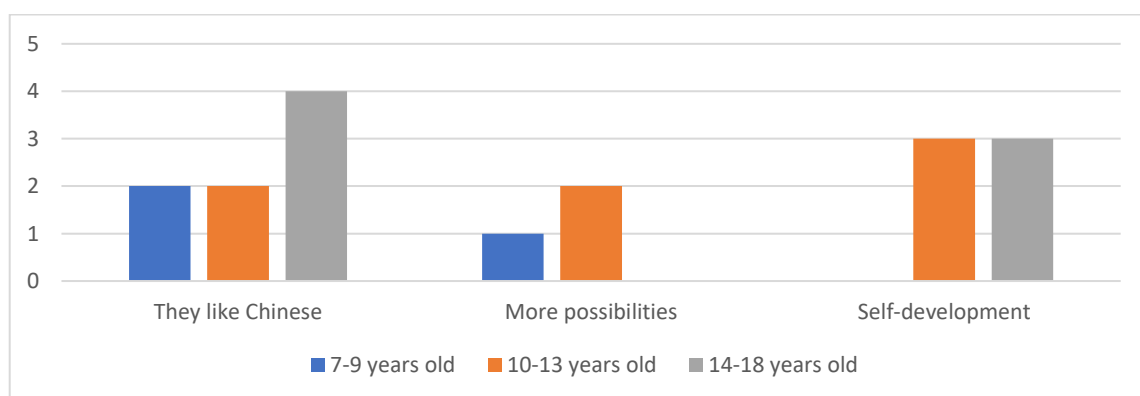


Figure 2.3 - Why is your child learning Chinese?

Also, parents were asked what goal do you want to achieve? Older children want to go to China, they also see learning Chinese as a promising occupation. Some of the guys want to use their skills on a trip abroad, to pass the international HSK exam, to master the profession of an interpreter. Some parents do not think into the future, and therefore do not set specific goals (Figure 2.4).

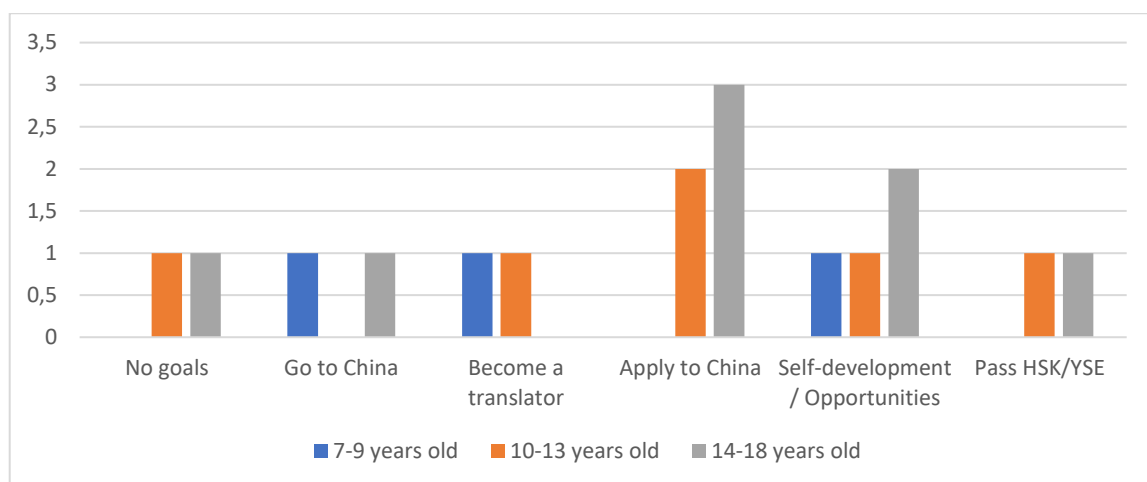


Figure 2.4 - What goal do you want to achieve?

As for adult students, as the graph shows, they are women (91%) and men (9%). The students described their hobbies as follows, they like to do self-development, learn about foreign cultures, like to read books and Chinese comics, watch movies and Chinese TV series (Figure 2.5).

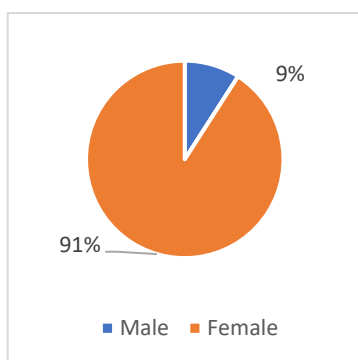


Figure 2.5 – Sex (adult)

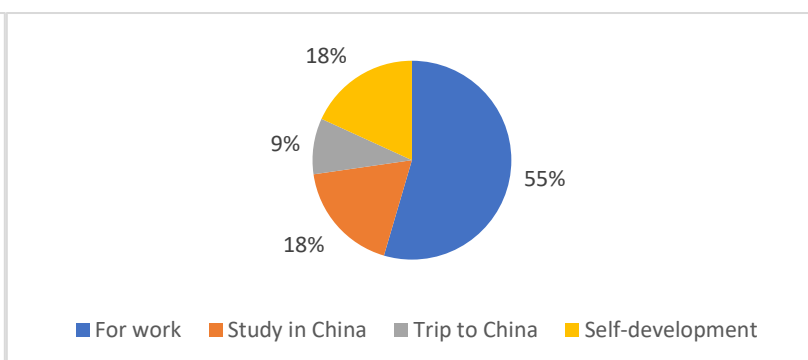


Figure 2.6 – Why are you learning Chinese?

When asked about the reasons for learning Chinese, adult students in the majority answered that they intended to apply their skills in their work (55%). (18%) see it as a way for self-development, another (18%) want to study in China and (9%) want to use their skills on a trip to China (Figure 2.6).

When asked about the goals of learning (37%) of the students, they answered that they needed Chinese for their careers. For example, for further employment, retraining and development in the profession. (36%) have no specific goal, (9%) intend to take the HSK, (9%) want to go to China and another (9%) dream of speaking multiple languages (Figure 2.7).

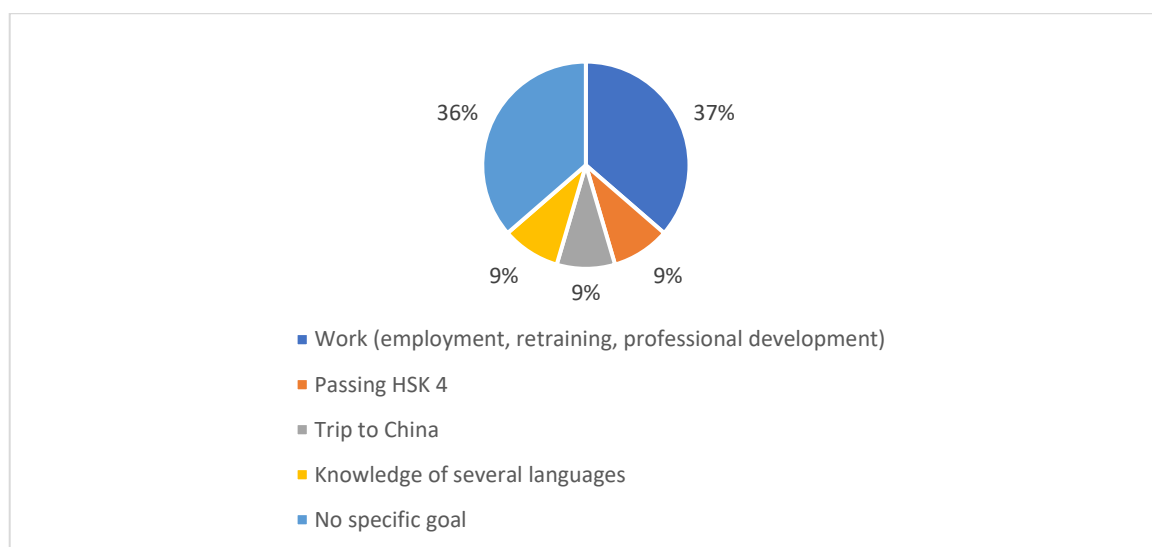


Figure 2.7 – What goal do you want to achieve? (Adult students)

According to two questionnaires, respondents most often learned about the school through recommendations of friends, through Internet search engines, through 2GIS applications and Mass media are equally effective (Figure 2.8).

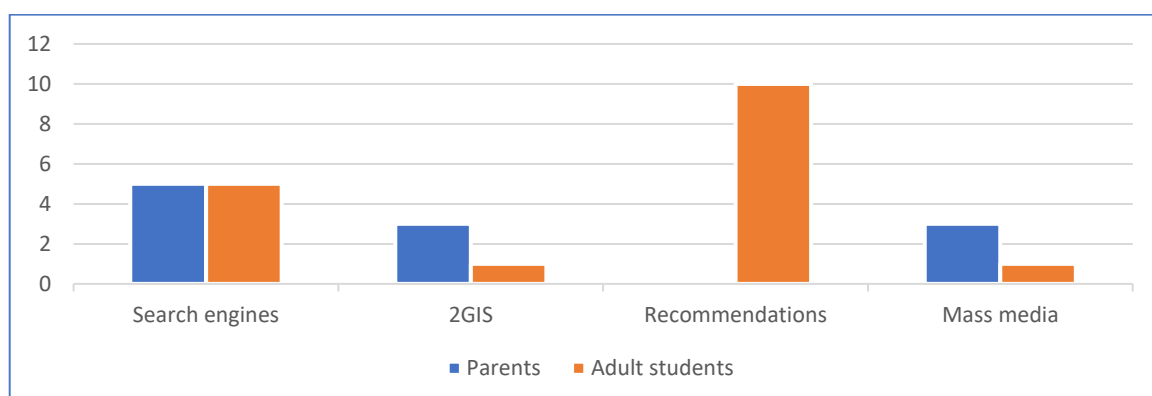


Figure 2.8 – Communication channels

When asked if clients had considered other language schools, (69%) of the respondents answered in the negative. (19%) thought about going to the “NACHALO” Chinese language school, (6%) thought about going to the TSU Confucius Institute and another (6%) considered studying in online schools (Figure 2.9).

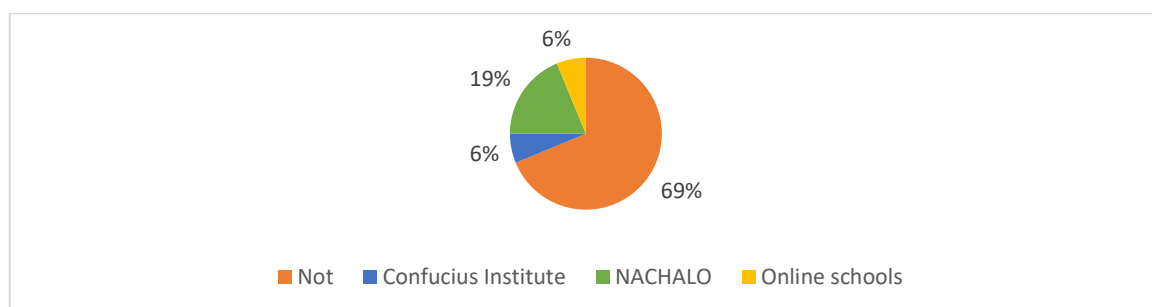


Figure 2.9 – How you consider other schools?

When asked what prompted you to choose a school (35%), they answered that reviews were the decisive factor, (18%) of respondents wanted to learn Chinese, (17%) relied on recommendations about competent teachers. In equal shares (6%), the respondents reacted to the fact that the school has a license, an acceptable price, the location of the school in the city center and the presence of small study groups, within which an individual approach is applied to students (Figure 2.10).

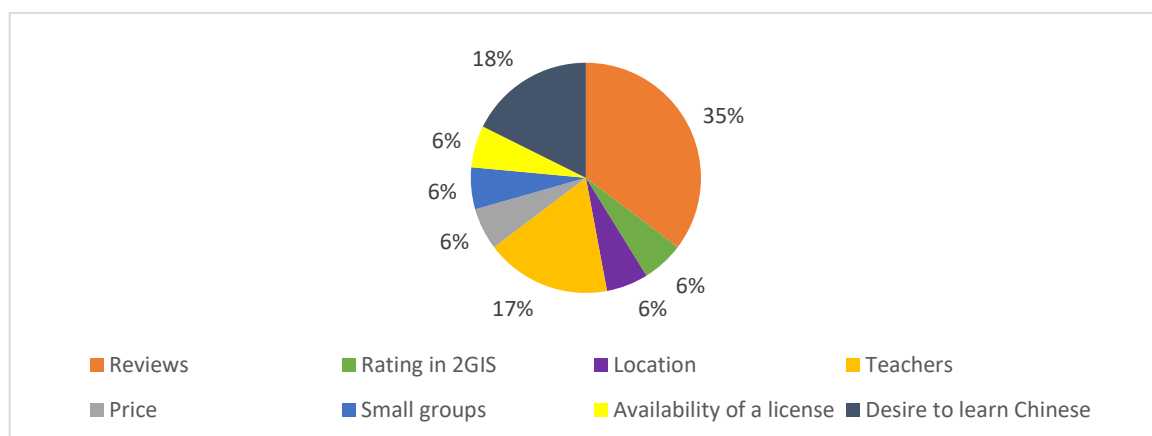


Figure 2.10 – What prompted you to choose the school?

When asked what competitive advantage the school has, (59%) of the respondents answered that qualified teachers, (10%) noted an individual approach to students, another (10%) mentioned small groups, (7%) spoke about the convenient location of the school. In equal shares (4%), respondents noted the convenience of the study schedule and the pleasant atmosphere at school. (3%) spoke about the work of a teacher of a native speaker in the school and another (3%) emphasized the existence of a license (Figure 2.11).

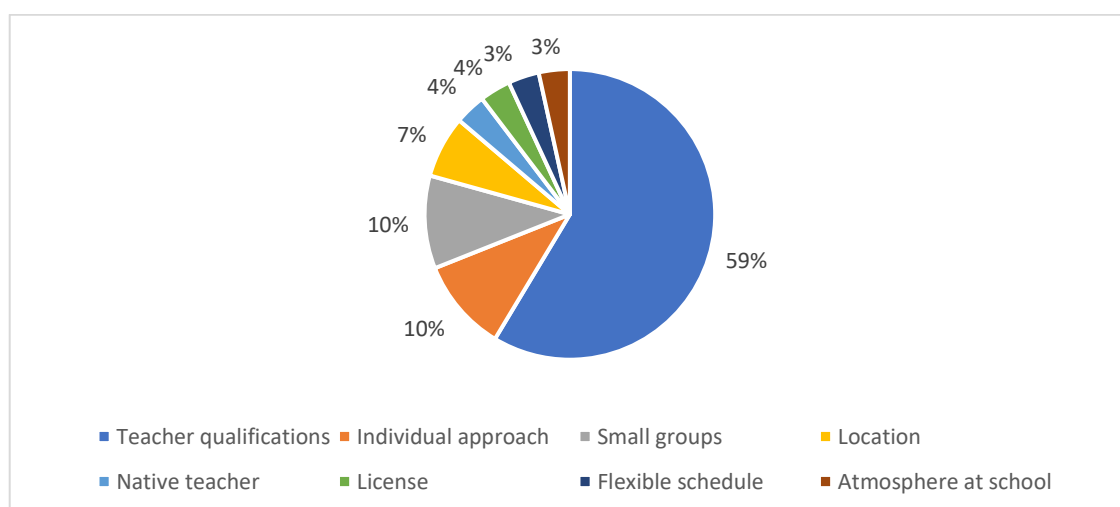


Figure 2.11 -What do you see as the advantages of studying at School?

According to (31%) respondents, the decisive factors when choosing a school are flexible schedules, (29%) noted that teachers have skills in working with children and adults, (19%) chose the convenient location of the school, (12%) spoke about the effectiveness of classes in small groups, (7%) were satisfied with the prices for training and another (2%) noted the favorable atmosphere in the classroom (Figure 2.12).

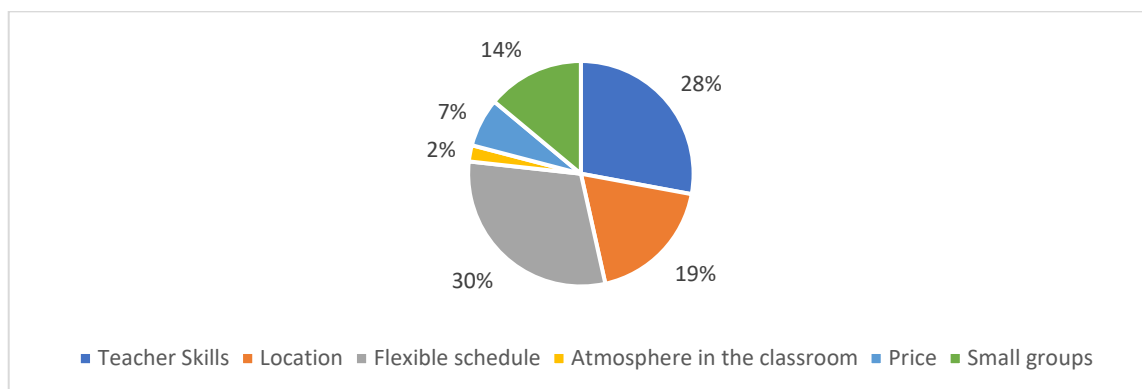


Figure 2.12 – What do you think is important when choosing a school?

(68%) of the respondents stressed the importance of the school having certificates. (25%) considered this item not the most important, and (7%) found it difficult to answer (Figure 2.13).

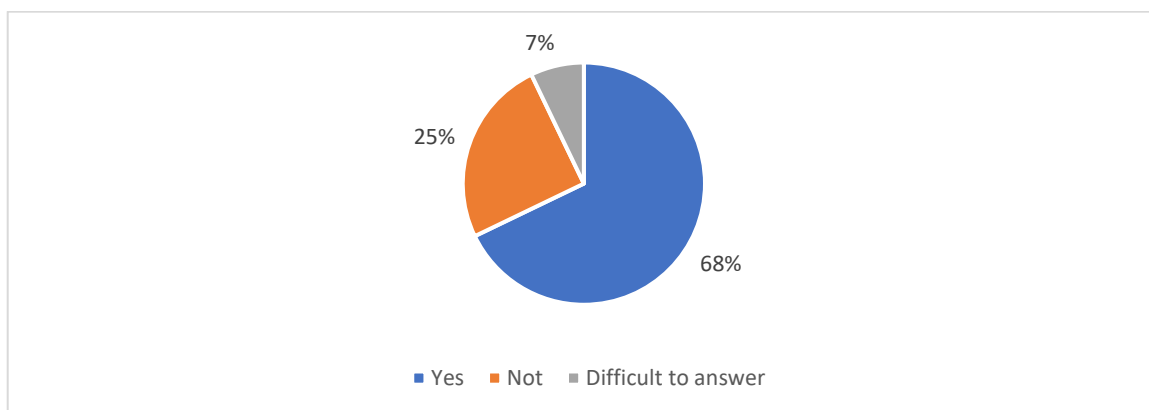


Figure 2.13 – Are certificates required?

(46%) of respondents shared that they expected excellent teaching skills, (19%) considered kindness and responsiveness to be important personal characteristics, (16%) noted a high level of Chinese language proficiency, (15%) emphasized the importance of establishing contact between the teacher and students and (4%) were willing to learn from young teachers (Figure 2.14).

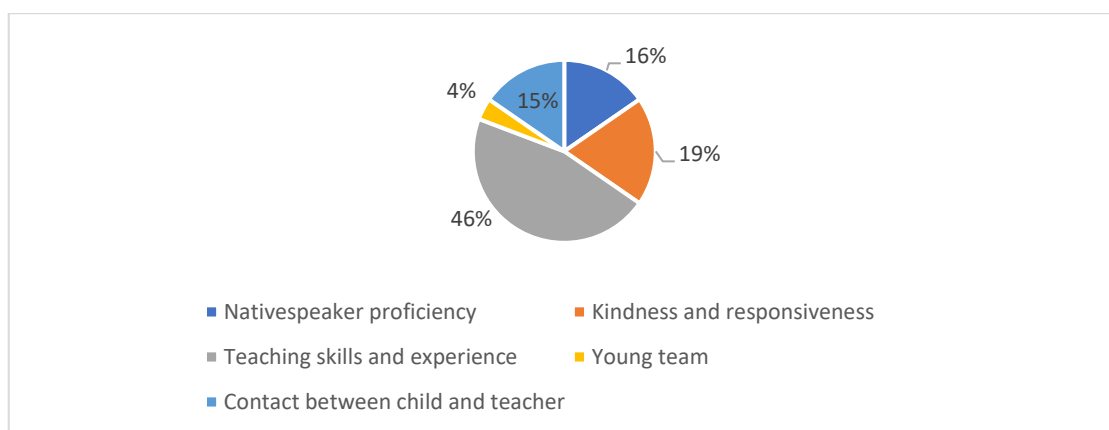


Figure 2.14 – How do you see teachers? Did you have expectations for them?

When asked about the acceptable cost of classes, the vast majority of respondents (89%) answered positively, only (11%) shared that they consider the price to be quite high (Figure 2.15).

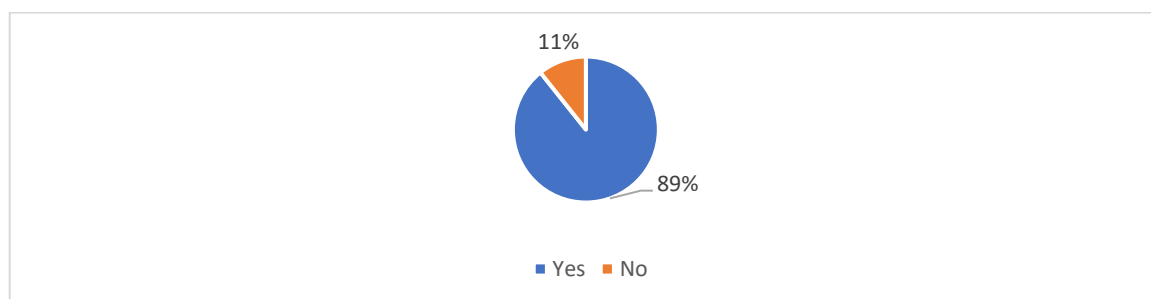


Figure 2.15 – Are you satisfied with the cost?

According to the results of the survey, it can be concluded that the majority of students are women and girls. They strive to learn Chinese for different purposes. Children 7-9 years old mainly learn Chinese because they like it, children 10-13 years old, in addition to their love of the language, also want to go to China. Teenagers aged 14-18 seek to learn the language in order to go to China to study, while adult clients learn the language for work. Reviews on the site and the teaching staff has become a decisive factor for the majority when choosing a school. According to the majority, the advantage of the company is the availability of a license, the organization of the educational process in small groups and an individual approach. The decisive factor for school attendance was the flexible schedule of classes, since. According to students, teachers should prove and show their professionalism, the presence of native speakers in the staff of teachers will be a big plus, parents emphasize the importance of establishing contact between the teacher and the child.

2.4 Analysis of the effectiveness of the use of digital marketing tools in the activities of the “Ni Hao” school.

“Ni Hao” Chinese Language School was founded in 2018. This young and growing company has a diversified approach to the choice of communication channels, focusing on hot searches, and not on the development of social networks.

In order for a company to remain competitive and eventually take a leading position in the market, it needs to constantly review and improve its entire marketing communications system.

The main channel of communication with customers is the company's website, so buying contextual advertising is fully justified. Hot sales are valuable because they attract customers who are already interested in the services, so it remains only to convince them that the school can give them great value. That is why during crises and pandemics, paying for online advertising is a particularly important task, since it is in this difficult time that it is necessary to attract as many interested customers as possible.

However, in a message dated March 10, 2022, it is said that contextual advertising on Google cannot currently be used due to the suspension of the company's advertising activities in Russia. For advertisers from Russia will also be suspended worldwide. [59] At the moment, the company can use the advertising services of Yandex. According to Yandex Radar, as of April 2022, 61.88% of Russians prefer to use the Yandex search engine, and only 36.85% of people choose Google. [51]

The school site is a business card site, so its configuration is quite easy to use. It looks bright and quite modern. It contains all the information about the services provided by the school, in the gallery you can see photos of the premises where students will study, a feedback form is fixed, and contacts are indicated for further cooperation or communication in order to attend training courses. In general, the company's website is very convenient for obtaining any information. Company's website (Figure 2.16).

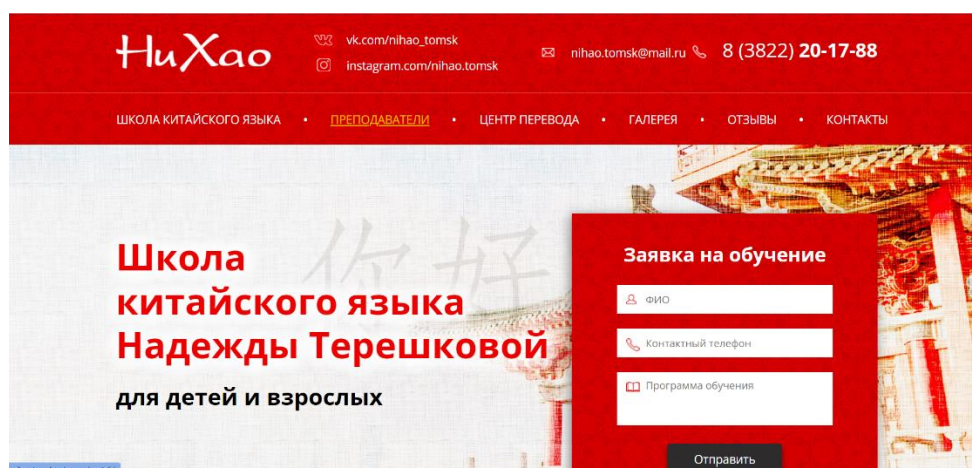


Figure 2.16 - Home page of the site

Most of the clients who became interested in the school came to the first classes after they studied the information about the programs, looked at the gallery with photos of the classrooms, and also read reviews about the teaching methods of the teacher Nadezhda Tereshkova.

The next steps in importance are social networks, which are more of an image character. Thus, the second communication channel is the company's account in the well-known Western social network, which was created on January 12, 2018. The account acted on a par with the site, since it collected all the same basic information, but unlike the site, the content is updated much more often. In the account, clients can view more "live" photos of students studying in the classroom, see the results of their studies in the form of hieroglyphs, completed assignments, etc. The content is presented in a wide variety, there is no entertaining, educational, informational and selling types of content. Until recently, customers were attracted by buying ads from bloggers. This type of advertising was very effective.

Despite everything, the account in the notorious Western social network continues its activities, since the remaining customers are an active target audience that will support the business for a long time to come.

“Ni Hao” School also registered a community on the Vkontakte social network on January 11, 2018. However, for a long time the community was left without due attention, since the main flow of customers came from another social network. At the moment, the community is actively developing, attracting new customers. This is due

to the changed situation in the country and ease of use, since not all customers can use VPN services. Clients are also attracted by buying ads from local bloggers with a large audience. However, due to the fact that their activities were previously organized on Instagram, it became difficult to move the flow of customers to other social networks and instant messengers.

The third communication channel is the 2GIS website and application, which created detailed maps of Russian cities. Companies that register their cards in 2GIS get an excellent opportunity to attract that part of the audience that appreciates the convenience of being in the nearest location. Here, customers can view photos of companies, view and rely on reviews from other customers, learn about opening hours and follow links to the website or social networks of companies. [3] The advantage of using this communication channel is the quick planning of a route or travel to the company's location.

“Ni Hao” School is located in the city center, it has high ratings, good reviews and remarkable location photos, therefore it is a very attractive educational institution among competitors in the market.

The fourth channel of communication is the purchase of advertising on the radio station. By placing advertisements on the radio in Tomsk, the company gets the opportunity to reach an audience of more than 600,000 people. [55] The choice of an advertising campaign is based on the selection of the radio station by categories of radio listeners and the price per 1 second in prime time. The main advantage is an instant increase in the influx of customers, subject to competent promotion. Advertising on the radio depends on the availability of the site and the success of the first two campaigns, since customers will be able to find contacts and addresses on social networks or by typing a query in one of the search engines.

Radio advertising has become a rather expensive and very effective digital marketing tool that will allow the “Ni Hao” school to attract the attention of a large number of consumers to the company's services. The company chose the radio station "Europa Plus". This is a very costly service that pays off over time, so the company resorts to this method of promotion no more often than once a year. Broadcasts to a

wide audience more than 800 000 people. The radio station makes it possible to broadcast advertisements for men and women aged 19 to 35 years. This age category is suitable for one part of the target audience - women from 18-30 years old who are interested in learning Chinese for work or study. On the other hand, parents whose age is on average from 30 to 45 years old are left without attention. What unites them is above average income.

Based on the analysis, it can be concluded that the “Ni Hao” school actively uses promotion through digital marketing tools in its activities. To evaluate the effectiveness of digital marketing tools, the period from September 2021 to June 2022 will be considered using CTR (click through rate) and CPC (cost per click indicator) (Table 2.1), (Table 2.2).

Table 2.1 - Evaluating the effectiveness of digital marketing tools

Tool name	Number of unique impressions	Number of clicks	CTR, %	CPC, %
Contextual advertising (Yandex)				
Contextual advertising (Google)				
2GIS				
Radio advertising	-	-	-	-
Blogger Services	-	-	-	-
Total				

Table 2.2 - Calculation of the costs per lead for one year

Tool name	Number of unique impressions	Number of clicks	Price per lead
Contextual advertising (Yandex)			4 leads
Contextual advertising (Google)			6 leads
2GIS			9 720 per 4 (leads)
Radio advertising	-	-	30 000, no leads
Blogger Services	-	-	2 666 per 6 (leads)
Total			94 600

Summing up, the contextual advertising works for both parts of the audience such as parents and elder students, but blogger advertising and placement on 2 GIS work more for parents. It should be noted that each digital marketing tool affects a different audience. What is more, costs also play an important role. According to the data given, the company should no longer order advertising on the radio, since the chance of attracting customers is extremely small. Placing various kinds of advertising on the Internet is very effective among those people who have the desire to purchase a service and technological literacy.

2.5 NPS customer loyalty index as a company reputation metric

In the last part of the questionnaire, questions were collected that would allow us to identify the overall customer satisfaction with the “Ni Hao” school service and determine the level of customer loyalty by calculating the NPS index. To date, the "Reicheld method" is an effective way to determine the level of loyalty, which is used by most foreign companies involved in customer loyalty management. [42]

Unlike earlier methodologies, Net Promoter Score is designed to measure word of mouth. Due to the fact that customers may have different attitudes towards brand recommendations, companies will strive to manage the opinion of their customers, both positive and negative. Any assessment is meaningful, so companies can take advantage of this opinion and create hype around a brand or product. By analyzing NPS, companies are starting to look for more and more new ways to increase their awareness and become more successful. Also, with NPS, companies can eliminate the need for lengthy surveys and possibly even cut their research budgets. [26]

This indicator shows how high the customer's loyalty to the company is. The degree of loyalty depends on several factors. For example, you need to find out if there is a desire to make repeat purchases, how positively the client views the purchase of additional goods or services, whether the client gives recommendations to his friends or acquaintances, and finally what kind of feedback the client leaves about the company.

Answering the question about the likelihood of recommending a company, customers will rate from 0 to 10 points per question and, as a result, will be divided

into three groups. Promoters will rate nine or ten points, they will voluntarily recommend the company to their friends, which is the best advertisement. Passive customers will put seven to eight points. Detractors - customers who will dissuade from purchasing goods or services of a certain company, they give the lowest ratings from zero to six, respectively. [46]

As a result, when asked how likely you are to recommend “Ni Hao” Chinese Language School to your friends and family, the opinions of the clients were mostly similar (Figure 2.17).

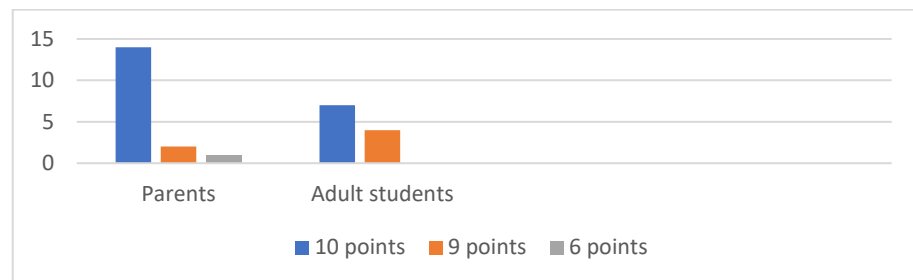


Figure 2.17 – How likely are you to recommend “Ni Hao” School to your friends and family?

The survey revealed the number of high and low ratings to measure the level of customer loyalty:

- 1 answer - from 0 to 6 points
- 27 answers - from 9 to 10 points

$$NPS = \frac{27 - 1}{28} * 100 = 92,857$$

According to the results of the questionnaire, 27 respondents and 1 detractor are promoters. Despite the previous negative experience, customers gave high ratings, as employees quickly resolved difficulties that arose and corrected their mistakes.

When asked why you put such an assessment, the respondents answered that they like to study at the “Ni Hao” school. One of the respondents answered that he did not see the methodology. The rest spoke about the school in a positive way. For example, “I like the learning process and the teacher’s attitude towards his students”, “Experienced teachers, result-oriented, individual approach”, “The child likes it”, “You have all the advantages: small classes, emphasis on conversational speech,

comfortable atmosphere, adequate cost”, “We really like studying at your school”. One of the respondents answered that he did not see the methodology.

What is more, clients of “Ni Hao” School were asked a number of other questions related to the topic:

When asked how the communication with the teacher takes place, the majority of respondents (96%) answered positively and (4%) negatively, since some respondents need to talk face to face with the teacher more often. It’s not always possible (Figure 2.18).

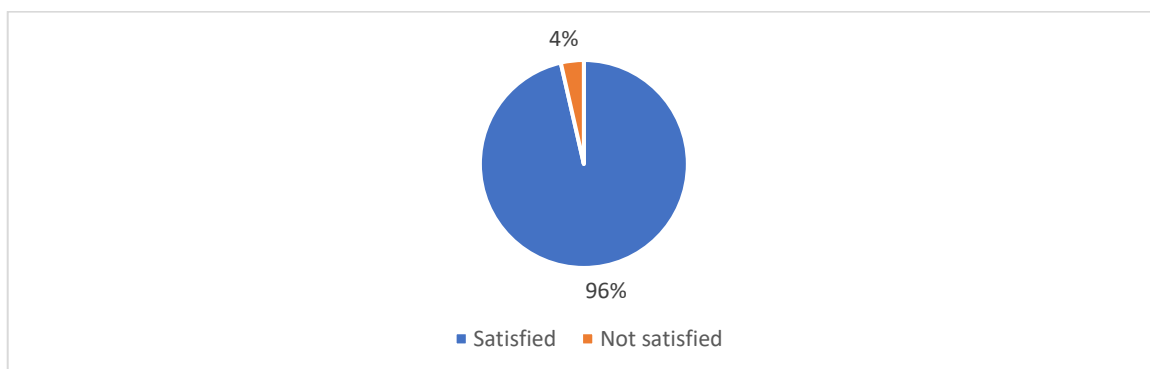


Figure 2.18 – How is the communication with the teacher?

According to the results of the survey, it became clear that most parents want to see grades in order to monitor academic performance. Another part believes that grades are not important, because children will be more worried about academic performance. Adult students do not see the need for grades, because they understand that grades cannot motivate them to study (Figure 2.19).

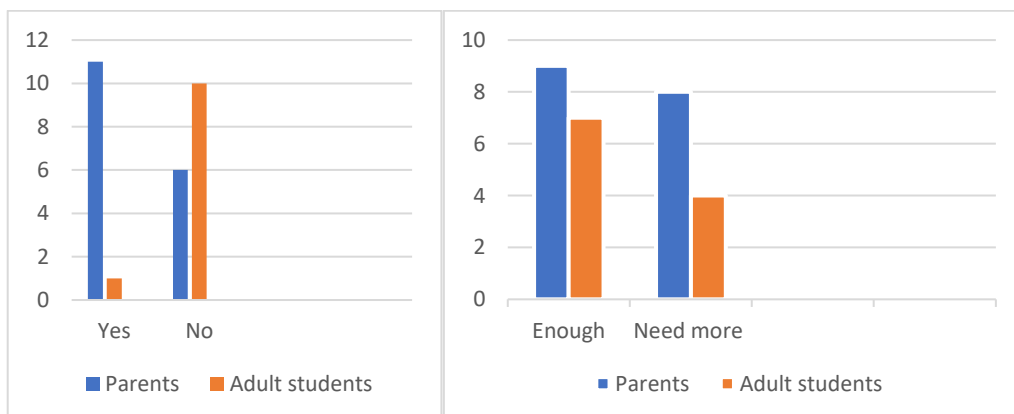


Figure 2.19 – Are grades needed? Figure 2.20 – Is communication enough?

When asked whether teachers often give feedback on academic performance, the opinions of the respondents differed. They expressed their opposing opinions

approximately equally. In order to meet the needs of all clients, you should notify everyone about progress every two weeks (Figure 2.20).

When asked about doing homework together (71%) of the respondents answered in the negative, another (23%) answered that they were watching homework and (6%) answered that they were doing homework together (Figure 2.21).

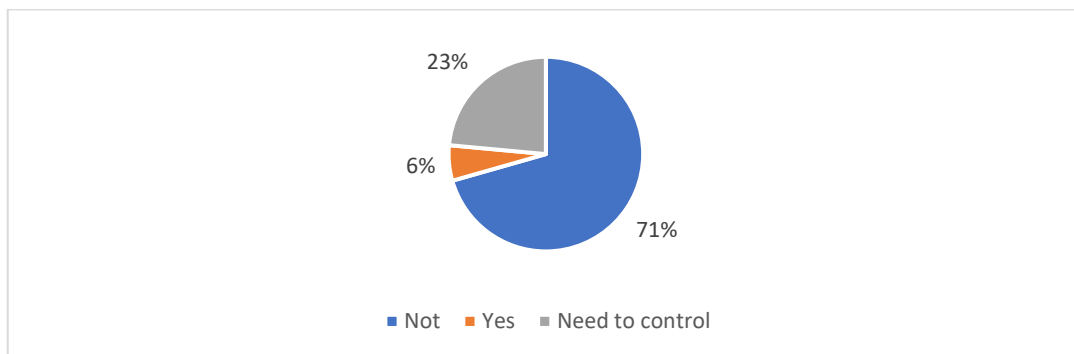


Figure 2.21 – Do you do homework with your child?

When asked if something bothered you, the respondents (71%) answered in the negative, and (29%) of the respondents said that they were worried about the late delivery of homework, dissatisfaction with class time, the school schedule might not correspond to reality, it was not enough communication with the teacher, as well as the progress of the child. However, at the same time, respondents noted that all emerging difficulties were promptly resolved. Thus, we can conclude that, in general, customers are satisfied with the service, despite previous negative incidents (Figure 2.22).

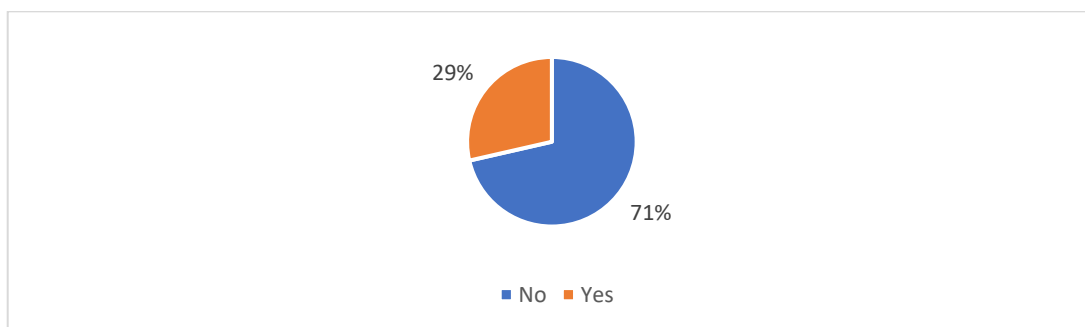


Figure 2.22 – Was there anything that bothered you?

When asked about wishes, some parents expressed several ideas. For example, to give more tasks for writing hieroglyphs, to be stricter in checking homework, to notify if the child did not come to the lesson ready. Increase the number of classes by 1 hour more per week or increase the duration of the lesson by 30 minutes to study 3 hours per week.

When asked to share their opinion about the school, everyone noted positive things. For example, “High level of organization, goodwill, interest in the result”, “Convenient schedule, literature does not need to be redeemed”, “More often hold joint gatherings for the children of the whole school, in the form of communication”, “Excellent teaching staff”.

When asked whether you attended other language schools, the respondents answered as follows. (61%) of respondents answered that they do not attend other foreign language classes, (21%) answered that they study English, (11%) attended TSU CI and (7%) studied at the “NACHALO” Chinese language school (Figure 2.23).

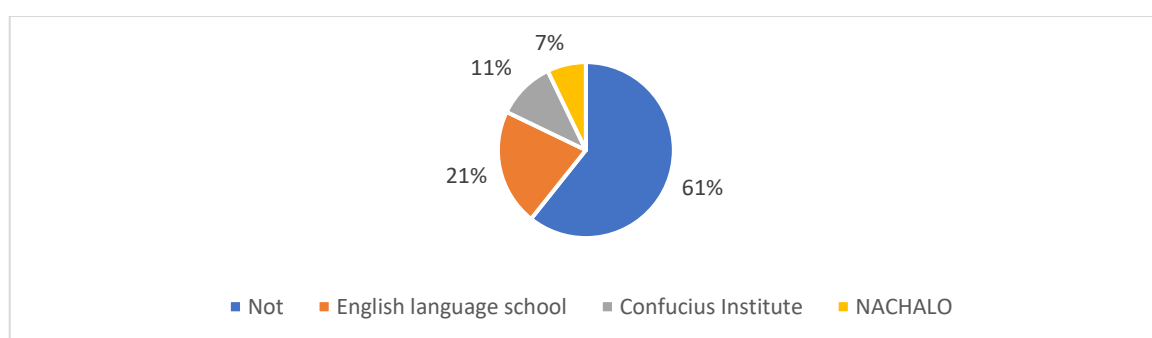


Figure 2.23 – Did you attend other language school? What’s the difference?

Thus, based on the results of the study, we can conclude that the clients of the Chinese language school “Ni Hao” are satisfied with the service. However, earlier customers were dissatisfied for a number of reasons. For example, teachers being late, lack of feedback from teachers, and concerns about children's progress. Thanks to the prompt response of employees to customer dissatisfaction, today the Chinese language school “Ni Hao” shows excellent results.

Accordingly, in order to increase the level of overall customer satisfaction of the “Ni Hao” Chinese language school, it is necessary to monitor the fulfillment of the wishes of customers about what previously caused their negative attitude, namely: closing the school during working hours, untimely issuance of homework, rare notification about academic performance, doubts about the availability of teaching methods. The responsive changes made in order to meet all these requirements will in the future lead to the fact that the satisfaction of the clients of the “Ni Hao” Chinese Language School will be at a higher level.

3 Development of a customer journey map

3.1 The choice of social media

The promotion of “Ni Hao” School on the Internet is achieved through the use of various tools: a website, contextual advertising, radio advertising, online PR and affiliate marketing. Each tool solves its own problems.

For example, the 2GIS application makes a significant contribution to attracting customers, since many approach the choice of various service companies based on the convenient location of the office. That is why this tool works very successfully, as customers immediately go to the site or contact in instant messengers or by phone.

Email is used by the company less often than other communication tools. The company does not conduct email marketing, which could attract customers without investment.

As we can judge, advertising on the Internet is very effective among users who are technologically literate. The rest of the communication channels work for older people or those who prefer not to use social networks, this group of people also makes up a significant part of the target audience. Such channels, for example, include advertising on the radio.

In order to reduce promotion costs, the “Ni Hao” school should be more active in the social network and launch targeted advertising, since the costs of communication on the Internet are always lower than attracting the target audience in other ways.

For example, an adult audience that actively uses social networks came from the American media, Telegram and V Kontakte, since they became interested in the school's services after seeing bloggers' ads. Most of the clients were interested in learning a foreign language, and therefore, they went to the site via the link.

Until February 24, 2022, buying ads from bloggers was carried out in the now banned social network, so many bloggers had to master other social networks and instant messengers. Following the changes that have taken place in the country, users also began to give preference to other social networks. Now Telegram is becoming very popular, it was he who became the link between the two competing platforms.

Bloggers directed resources to transfer the audience to the open groups of their Telegram channels and began to advertise various companies there. The “Ni Hao” school took advantage of this, so the community on Vkontakte began to grow after an active advertising campaign by one of the Tomsk bloggers in Telegram.

The school can create its own Telegram channel and position it to solve the problem of entering China and passing the HSK exam. In one place, it will be possible to focus the attention of the audience and not post all the information in one social network. Segmenting the audience across different channels will not allow the audience to get confused by the variety of content, the Telegram channel will not be able to instantly increase the flow of customers to the school, but it will be able to increase company awareness, which can pay off in the long run.

In addition to maintaining a Telegram channel, a school can create a Telegram bot to communicate with potential clients. In this case, you will need to add links to the site, 2GIS and the page in VK. Many companies use this method because they can remove the task of communicating with the client from employees by posting key information about the school and turning it into a Telegram-bot with frequently asked questions. Telegram bots have several functions, such as learning, playing games, searching the Internet, reminders, connecting with other users or services, updating the schedule, collecting statistics and conducting polls. For communication with clients, reminders that can be used before and after the class, connecting with another user, which is an employee whose duties include communicating with clients and resolving emerging difficulties, are suitable. Updating the schedule helps to instantly notify clients about the rescheduling of a lesson or a change in its format. For example, a similar function can be used before the introduction of a lockdown, customers value their time and they may like operational alerts. Finally, the collection of statistics will show through which channels and at what time customers apply with questions. At the moment, to attract an audience, it is most favorable to lead a group and launch targeted advertising on Vkontakte, since now an advertising account is available in only this social network.

3.2 Social media targeting

Having decided on the choice of the social network Vkontakte, you can start creating an advertising campaign for the target audience. The target audience can be divided into 5 segments. Firstly, these are mothers aged 30 to 45 years. Right now, most parents consider learning Chinese as a very promising activity that will be useful for the child in various cases, such as when applying or applying for a job in the future. That is why in the creatives, several ideas were expressed. Benefits of learning Chinese at school instead of self-study. The next trigger is the idea of the superiority of learning Chinese over English. Also, you can use pictures aimed at the interest of the parent himself in the Chinese language, based on a play on words. It is best to launch advertising campaigns for this segment 4 times a year for 1 week before school holidays, since it will be much easier for students to start studying when they are rested, and the school will have time to form classes. For example, for the 2022-2023 academic year, you can schedule targeted advertising before the autumn holidays from 10.17.22 to 10.23.22, before the winter holidays from 12.21.22 to 12.27.22, before the start of spring break from 03.20.23 to 03.26.23 and before the beginning of the new academic year from 08.25.23 to 08.31.23. [21]

The second group can include girls from 15 to 25 years old who are fond of watching modern Chinese TV shows. They are passionate about Chinese popular culture, so when creating a campaign for them, it is necessary to follow the trends and novelties of movies and TV shows. To draw attention to advertising, it is better to use characters from romantic comedies, TV shows, etc. The choice of the series as a hobby is due to the increasing popularity of the actors and the attention of viewers who seek to intercept the content of Chinese users, but cannot afford it due to the language barrier. For example, you can use Chinese memes, which are supported by comments and additional explanations of vocabulary and grammar. Such materials can switch their attention to Chinese and make them want to watch movies in the original. Another effective tool is personality tests that show the resemblance to one of the characters in the series. At the moment, there are many services that allow you to create tests for free and even place contextual advertising for a short time. For this segment, you can

advertise 2 times a year during the week, during the winter and summer student holidays, as experience has shown, the active part of the audience consisted of girls aged 18 to 24 years.

The third segment included men and women between the ages of 19 and 30 who aspire to enter a Chinese university. At the moment, many seek to study abroad and start traveling. Since education is a social lift, there are people who are interested in moving to China. In Tomsk, students have the greatest mobility, since they can go to study on an exchange basis, as well as university graduates who wish to continue their education in a new place. Persons from 19 to 30 years old fall into this category, since their age meets the conditions for admission and receiving a grant for education. This category is primarily interested in passing an exam to determine the level of language proficiency, so the emphasis in creatives was placed on passing the HSK exam. Preparation for the exam takes at least six months, the exam itself in 2022 was taken by students in November and April, so advertising campaigns should be launched after the exam date in order to prepare students for the exam in six months. For this segment, you can run 2 advertising campaigns. Before the start of the school year in August and January, 3-4 posts per month.

Then, men and women under 30 who are interested in learning Chinese. This category may also include those who seek to learn Chinese to apply skills in their professional field, so creatives were created to draw attention to interesting phrases, address common problems in learning characters, etc. This audience segment is not tied to a specific time frame, therefore, for them, you can publish posts every two months for 1 week.

The last segment of the audience can be men and women between the ages of 14 and 24 who are fond of reading comedians and watching Chinese-made anime. The creatives were created to captivate the audience through comic book characters and anime characters. For the last segment of the target audience, you can publish posts every two months for 1 week, since comic and anime fans do not have a specific goal of learning Chinese and are not bound by time frames. Below are recommendations on the timing and cost of launching targeted advertising (Table 3.1)

Table 3.1 – Estimated cost of targeted advertising per one academic year.

Target audience segments	Expenses				Total cost
	Autumn	Winter	Spring	Summer	
Mothers 30-45 years old	17.10.22 - 23.10.22, 5000 rub.	21.12.22 - 27.12.22, 5000 rub.	20.03.23 - 26.03.23, 5000 rub.	25.08.23 - 31.08.23, 5000 rub.	20000 rub.
Girls aged 15-25 (drama fans)	24.09.22 – 30.09.22 5000 rub.	22.02.23- 28.02.23, 5000 rub.	01.03.23 - 07.03.23, 5000 rub.	25.08.23 - 31.08.23, 5000 rub.	20000 rub.
People aged 19 to 30 (goal to study in China)		25.01.23- 30.01.23, 5000 rub.		25.08.22- 31.08.22, 5000 rub.	10000 rub.
People 30 (interested in Chinese)	3500 rub.	3500 rub.	3500 rub.	3500 rub.	14000 rub.
Men and female 14-24 years old (comic book fans)	2000 rub.	2000 rub.	2000 rub.	2000 rub.	8000 rub.

The data in the table is advisory in nature, the proposed options for creating targeted advertising can be used at your discretion in the aggregate or by launching advertising in separate segments.

To promote educational services, the school purchased advertisements on Europe Plus radio, which were broadcast during December in the morning. 30,000 rubles were spent on the services of the radio station. However, this ad did not pay off. The blogger's services were paid twice. For the first time for 10,000 rubles. a series of stories and a live broadcast were paid, for the second time only a series of stories for 6000 rubles. As a result, 6 people became clients of the school. A warm audience came through 2GIS channels and Yandex and Google contextual advertising.

Thus, considering promotion tools, it can be understood that in order to optimize acquisition costs, it is worth abandoning the traditional way of attracting an audience on the radio in favor of targeted advertising and buying advertising from Tomsk bloggers.

3.3 Recommendations for improving marketing communications to remove barriers on the customer journey map

Based on the current customer journey map, seven stages can be distinguished: ads, aware, desire, research, purchase, loyalty, advocacy. Customers and companies now interact through a multitude of channels and media, which makes customer journeys even more complex.

At the first stage of attracting customers, the company does not consider the use of targeted advertising on social networks, which is an omission, as advertising becomes more personalized, suitable for the interests of the company's target audience. Such an ads relies on extensive profiles that the user has entrusted to the service, giving the service provider the responsibility of using the data for ad targeting without revealing its contents to third parties. [13] Accordingly, all available information can be collected and analyzed. Make a selection from interests, preferences, hobbies, hobbies, user communities. Thus, based on the selected criteria, ads for a specific target audience will be shown.

Moreover, thanks to targeted tools, you can track user actions. For example, where the site visitor looks, how long he stays on the page, how he moves, what payment methods customers prefer, etc. Analysis of customer behavior allows you to create a clearer portrait of the user, his habits and preferences. In the future, based on this information, it will be possible to create an advertising message. That's right, a potential client visiting his favorite Internet resource sees the advertisement offered to him. [4]

When studying the current clients of the Chinese language school, one can understand that they fall into two categories. These are parents of children who attend classes at school for the sake of general development, as well as adult students who set themselves the goal of learning Chinese for the sake of it. At the second stage of recognition, it is necessary to develop social networks, in particular the community on Vkontakte. It is necessary to publish posts with various types of content, for example, informational, entertaining, selling, etc.

When considering the community, it was revealed that the last post on the social network Vkontakte was published on August 19, 2020 (Figure 3.1).



Figure 3.1 - Post at VK

The address is indicated in the profile header, since the office has moved to another floor, there is also a typo in the text. The correct address is St. Belinsky 15, office 109 (Figure 3.2).

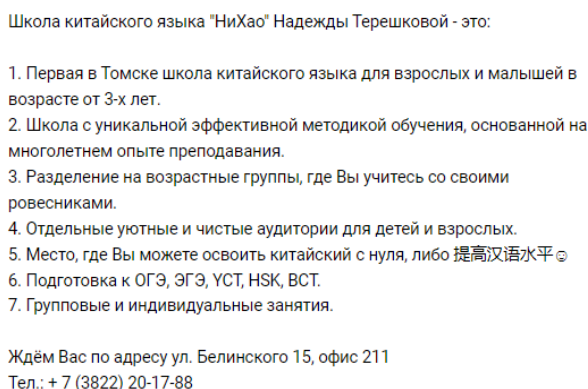


Figure 3.2 – Account information at VK

There are no links in the community leading to the company's website, but a link to the Instagram profile is attached. At the moment, a link to an Instagram account does not have much value, as an increasing number of customers stop using this social network due to a number of inconveniences. There were no photographs in the album, except for an advertising banner, the information on which was also outdated. Thus, in the Vkontakte community, it is necessary to correct the typos in the profile header, it is worth deleting the old advertising post and replacing it with a new one. It is necessary to add more new posts with different types of content, and also replace the link leading to the company's USA social media profile with a link that redirects customers to the school website (Figure 3.3).

Ссылки 1

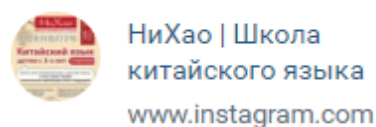


Figure 3.3 - Link to media



Figure 3.4 - Brochure

At the desire and research stage, clients go to the school's website in search of more information. However, the data presented on the school website has lost its relevance. For example, the duration of academic hours for different age groups of students has changed (Figure 3.4).

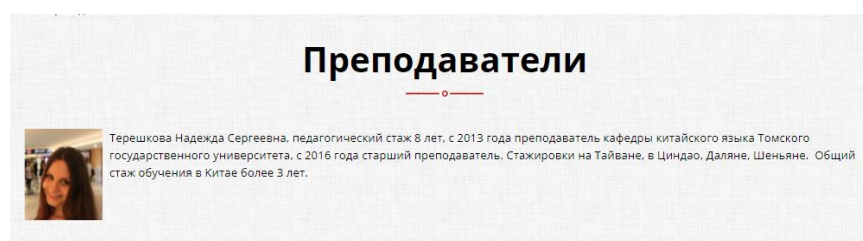


Figure 3.5 - Part of the site

On the school website, you need to add information about other teachers and attach their photos (Figure 3.5). Also, it is necessary to correct the description of programs for different age groups. Every year it is necessary to conduct a survey among clients asking them to leave feedback about the school and evaluate the services provided. Also, it was revealed that the manager responds to requests from the site in a timely manner, quickly responds to messages in Whats app and instantly answers the phone (Table 3.2).

Table 3.2 - The response time of the manager to the client's request was measured.

Communication channels	Call time	Response time
Application on the site	24.05.22, 15:01	24.05.22, 19:34
Telephone	26.05.22, 10:23	26.05.22 10:28
Whats App	27.05.22, 16:57	27.05.22, 17:06
e-mail	01.06.22, 19:16	02.06.22, 12:21
2GIS	03.06.22, 12:03	04.06.22, 08:37
Vkontakte	12.05, 22, 17:20	-

At the stage of purchase, some customers may be confused, because it may be difficult to find prices. They are listed everywhere except for the Vkontakte community, but the price list can be requested by writing to the head of the community, which is also some inconvenience. In order not to make big changes, you can create an album with a detailed description of services and prices, or create a store on Vkontakte and accept payments from there.

When paying, customers do not face difficulties. Firstly, a trial lesson is always free and helps the client determine exactly whether he will attend school. You can pay in two ways - in cash or by card at school, customers can also transfer money to an account in Sberbank Online. By collecting checks, customers can receive a tax deduction, which is undoubtedly a plus.

During the Loyalty phase, clients faced a number of inconveniences that negatively affected their experience of purchasing and using the school's services. For example, the clients' requests were feedback that the school should initiate. It is very important to notify parents about the availability of homework, as well as to provide it in a timely manner in order to evenly distribute the load on students. Other wishes were grades for homework and frequent tests. It is necessary for the school to come up with a schedule according to which tests will be held, and send the results to parents.

At the end of the test work, it turns out that within the group, students may have different levels of knowledge, in which case it is better to disband the class, rather than leave the children together for the sake of learning efficiency.

Attendance was also a problem, so the school had to be open 30 minutes before the start of class, as children could arrive early and wait outside the door, causing concern for parents. The website and 2 GIS indicate that the school is open from 9:00 to 21:00. The classes themselves can currently take place in two formats at school and online. Many parents prefer to study at school, because they consider this practice more effective than online lessons. However, in modern realities, the announcement of a lockdown or the personal reasons of students can complicate things. In this case, the school can combine these two formats or warn in advance about changes in the format of education and provide parents with the opportunity to choose online platforms for conducting classes, negotiate and change the schedule upon request.

At the last stage - Advocacy, it will be useful for organizing additional education to conduct surveys among clients, ask for feedback on social networks and on the website, so that the image of the company becomes more alive and makes it clear how the program is served. Within the walls of the school, you can make a corner of achievements, so everyone can get acquainted with the successes of previous students, be inspired and equal to them. This practice can play a decisive role in making a decision about coming to a language school. For example, copies of certificates of victories in the Olympiads. Participation in competitions, demonstration of the results of international exams, etc.

By collecting and analyzing the weaknesses of conducting marketing communications at different stages of CJM, you can make a list of tasks, the purpose of which is to improve the experience of customers in interacting with the company. For a better understanding of what is to be done, we will divide the tasks into different stages of common ground.

As for pre-purchase stage there are several pain points that need to be fixed:

1. There are no links to the company's website in VK;
2. Irrelevant address data, class duration;
3. Misprints;
4. No activity on social networks;
5. No targeted advertising on social networks;

6. Reviews are presented only from TSU students, there are no customer reviews on the site;

There are no pain-points in the purchase stage. Post-purchase pain points need managers attention as well:

1. Different levels of language proficiency within the group;
2. Late submission of homework;
3. Parents' concerns about student achievement;
4. The school may be closed when it is indicated that the opening hours are from 9:00 to 21:00;

5. Failure to do homework by students makes it necessary to notify parents about the availability of exercises;

6. Conducting online classes during the lockdown;

In response to the above pain-points, a company can fix and the touchpoints to enhance a positive customer experience. As you can see in the picture, pain points are marked in red - moments when customers experience inconvenience. Green indicates changes that are intended to improve customer satisfaction. Ideas that are waiting for their implementation are marked in yellow; they are new touchpoints. New pre-purchase touchpoints (Figure 3.6).

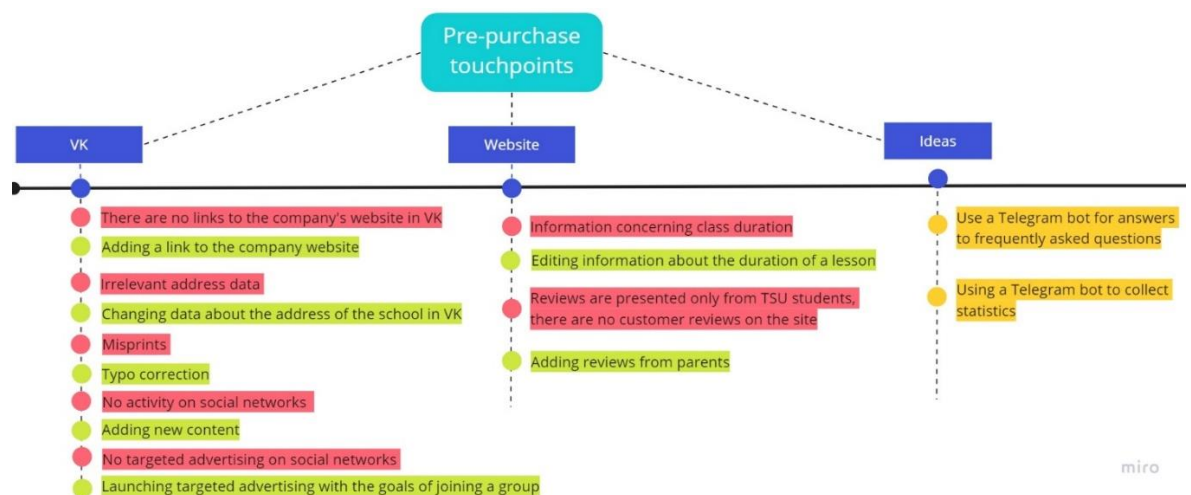


Figure 3.6 - Pre-purchase touchpoints

In addition to organizational issues and information on sites, the effectiveness of targeted advertising should be highlighted. For example, two campaigns were launched

for the segment of young girls aged 15-25 who are fond of modern Chinese series and films. Below are shown the results of two campaigns (Table 3.3).

Table 3.3 – Creative testing

	Cost	Impressions	Clicks	CTR	CPC	Followers	Applications
Total	5 899.69 ₺	34 549	118	0.342 %	50.00 ₺	8	3

Thus, the cost of one application amounted to 1966.5 rubles. After the advertising campaign, three people became clients of the “Ni Hao” school by signing a contract for the provision of services for 6 semesters. At the moment, taking into account the cost of group classes in the company “Ni Hao” is 5400 rubles per month per one client. From three clients, the school's revenue for one month is 16,200 rubles. Which means companies revenue will be 145 800 rubles for one academic year. Given that the ad creatives have been tested, the revenue from the classes fully covers the cost of advertising in the first month (Table 3.4).

Table 3.4 – Excess of revenue over costs

Cost of campaigns	Revenue per month	Revenue per one academic year
5 899.69 rubles	16 200 rubles	145 800 rubles

There are three new touchpoints that could increase customer satisfaction. New ideas for purchase touchpoints (Figure 3.7).

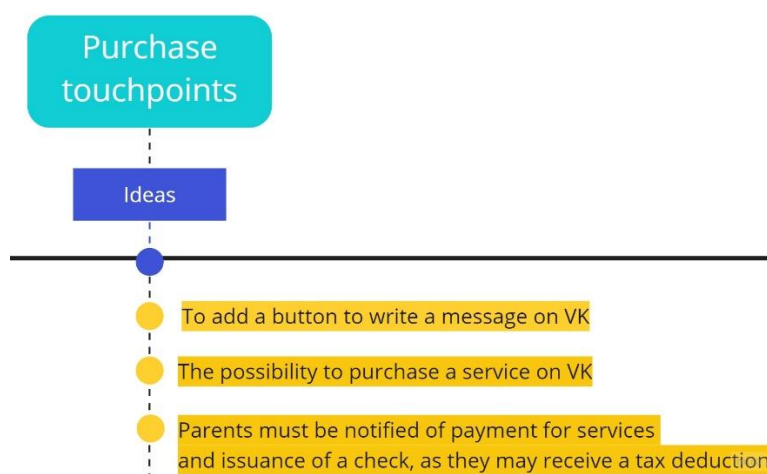


Figure 3.7 - Purchase touchpoints

From customer feedback, it became clear that parents are interested in close communication with the school, since children need more control than adults. Thus, it was necessary to change the approach to interaction with younger students and parents.

For adult students, it is necessary to organize more activities, for example, conversational film clubs, which are paid separately.

There are some changes in post-purchase touchpoints (Figure 3.8).

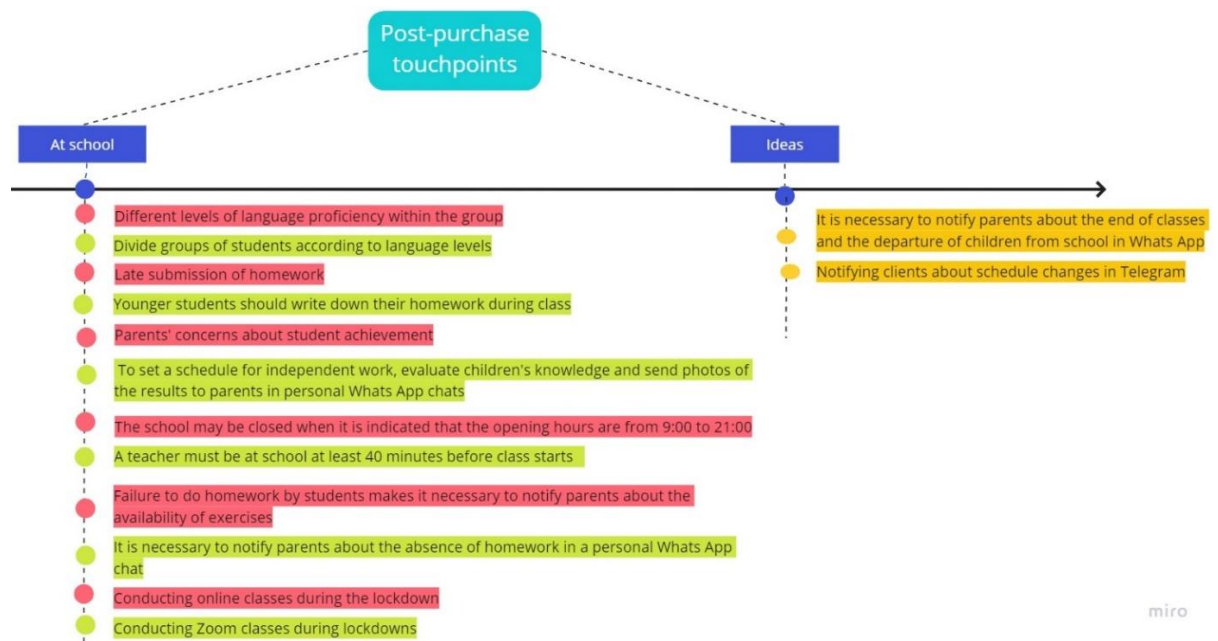


Figure 3.9 - Post-purchase touchpoints

With improved touchpoints, the company will be able to engage customers much more effectively, as the changes are directly related to the customer's experience of communicating and interacting with the company and its employees. From the beginning of the need to the acquisition of the services of a language school, in conjunction with the competent work of touchpoints, the company builds a well-functioning mechanism for communicating with customers, takes care of their needs and requests, adapts to the circumstances and creates a favorable atmosphere in the educational institution for the sake of a comfortable pastime.

In this way, in order to best meet the needs of customers, marketers select the elements they need from the marketing mix. Since the content of the marketing mix itself is selected individually, depending on the characteristics of the market and the product or service itself, the methods of influencing the target audience will also differ.

For companies developing their activities in the field of education, it is often necessary to use 7 components of the marketing mix, which can be implemented in a marketing strategy and track performance on a customer journey map, since it is also divided into 7 stages. In this way, marketing tools can be correlated with stages

corresponding to the journey map through the points of contact, the effectiveness of which is measured through surveys, interviews, or in the social media advertising cabinet, if we take the promotion element as an example.

In this case, promotion can be carried out using various communication channels and conditionally reflected in the form of points of contact at the “Ads” and “Aware” stages. It is effective for small businesses to buy blogger ads and promote their company with targeted ads. These are the two most acceptable channels of communication with the audience in the price category.

The product and place components, on the contrary, can be correlated with the “Desire” stage, since the characteristics of the product or service, in conjunction with accessibility for customers, play one of the key roles in making a purchase decision. Participants, as an element of a marketing tool, play a big role at the “Research” stage, since teachers become the face of the company, it is by their work that the success of an educational institution is assessed. They must be highly qualified, know their business, be able to win over people, and also create a favorable atmosphere in the classroom. If you can learn about good treatment of students by visiting a trial lesson, then qualifications and knowledge can be confirmed by the availability of documents. The price element correlates with the “Purchase” stage, companies can offer different methods and terms of payment for the services provided.

The process element is related to the “Loyalty” stage, as it characterizes the provision of services. At this stage, a large number of negative events can occur that give rise to customer dissatisfaction. Physical evidences, correlates with the “Advocacy” stage. Companies engaged in the field of education can reinforce their relationship with customers through the organization of cultural events, the presentation of certificates and diplomas, etc. Such events and things remain in the memory of customers, and later may become an advertisement for other potential customers.

Conclusion

The purpose of this study was to propose ways to apply elements of the marketing mix to a customer journey map that educational institutions could use to attract new customers in Russia.

To achieve this goal, the following tasks were solved: to research concepts of marketing strategies for educational institutions in conjunction with marketing mix tools, to develop a promotion strategy for Russian educational institutions offering Chinese language learning services, to give the necessary recommendations based on the results obtained to improve the effectiveness of the touchpoints and to create a customer journey map to identify weaknesses in the organization's activities.

Over the past year, the company in question has been working with social networks, aimed at raising activity, attracting new subscribers and leads. Thus, social networks were filled with fresh content, information about the school's services was updated. Recommendations were made for segmenting the audience and creating targeted advertising. In addition to attracting new clients, the school has been actively working to improve overall client satisfaction. In particular, a marketing study was conducted, which revealed a number of factors that negatively affect customer experience. Based on the results of the survey, a map of the customer journey and a customer touchpoints map were compiled, which became the basis for improving the quality of service and management of the educational process. Due to this, a future-state journey map was built, on which tips for the development of the service are marked. Thanks to this, it will be easier for new employees to adapt to work.

It can be concluded that it is necessary to conduct research on the quality of services provided, for continuous work on improving customer experience.

As part of this study, the following recommendations are proposed for proposing the ways to apply elements of the marketing mix to a customer journey map. In particular, determining the digital pre-purchase points of contact with the audience that are beneficial for the company (VK, Telegram, WhatsApp, Zoom), conducting targeted advertising in social networks (VK). Making suggestions and eliminating pain points for purchase and post-purchase touchpoints by communicating more with customers.

As a result, future teachers and staff will better understand the needs of clients and improve the system of customer service.

Thus, in this work, an analysis was made of the activities of the “Ni Hao” school and competitors, the touchpoints between the company and customers by conducting a survey on the satisfaction of the educational services provided. A customer journey map and a customer touchpoints map were drawn up, recommendations were developed to eliminate pain points and to proposed for the development of the service in the future, illustrated on the future-state journey map.

“Ni Hao” Chinese Language School is encouraged to continue its customer experience research as this will allow it to develop and strengthen its position in the market. Approbation of the research results is made in the article:

* Tretyakova E.A. SEARCH FOR COMMUNICATION CHANNELS AND TOUCHPOINTS FOR LANGUAGE SCHOOLS / E.A. Tretyakova // Prospects of Fundamental Sciences Development: Proceedings of the 19th International Conference of Students, Postgraduates and Young Scientists (Tomsk, April 26–29, 2022). – 2022. Vol.5. – 3 p. [57]

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Appendix A

Questionnaire A.1 (Questionnaire for parents)

- 1) Child's gender:
 - a) Male;
 - b) Female;
- 2) Child's age:
 - a) 3-5;
 - b) 7-9;
 - c) 10-13;
 - d) 14-18;
- 3) What is your child's hobby?
- 4) Why is your child learning Chinese?
 - a) For a future career;
 - b) Trip to China;
 - c) Study in China;
 - d) Other;
- 5) What goal do you want to achieve?
 - a) No specific goal;
 - b) Self-development;
 - c) Passing the exam in Chinese;
 - d) Admission to the University of China;
 - e) Preparation for admission to a Chinese language interpreter in a Russian university;
 - f) Other;
- 6) How did you first find out about the school?
- 7) Have you considered other options? If yes, please indicate the name of the school.
 - a) No;
 - b) Other;

- 8) What prompted you to choose our school?
- 9) What advantages do you see in studying at “Ni Hao” School?
- 10) What do you think is important when choosing a school?
 - a) Location;
 - b) Class times;
 - c) Number of students in classes;
 - d) Other;
- 11) Do I need to confirm the availability of certificates?
 - a) Yes;
 - b) No;
 - c) Other;
- 12) How do you see teachers, did you have expectations for them?
- 13) Are you satisfied with the cost?
 - a) Yes;
 - b) No;
 - c) Other;
- 14) How do you communicate with teachers? What do you like or dislike?
 - a) Everything is fine;
 - b) Communication isn't enough;
 - c) Other;
- 15) What do you think about grades?
- 16) Communication is enough or it is necessary to notify about progress more often?
- 17) Do you do homework with your child? Do you supervise homework?
 - a) Doing it together;
 - b) Supervise it;
 - c) I don't check;
 - d) Other;
- 18) Was there anything that bothered you? In case of a positive answer, please write what you did not like.

- a) School hours;
 - b) Lateness;
 - c) Payment;
 - d) Giving homework;
 - e) Academic performance;
- 19) Do you have any wishes?
- 20) How likely are you to recommend Ni Hao Chinese School to your friends and family? (Scale from 1 to 10)
- 21) Why did you rate it this way?
- “Thank you for participating in the survey! You help us get better!”

Questionnaire A.2 (Questionnaire for adult students)

- 1) Your sex:
 - a) Male;
 - b) Female;
- 2) What is your hobby?
- 3) Why do you learn Chinese?
 - a) For a future career;
 - b) Trip to China;
 - c) Study in China;
 - d) Other;
- 4) What goal do you want to achieve?
 - a) No specific goal;
 - b) Self-development;
 - c) Passing the exam in Chinese;
 - d) Admission to the University of China;
 - e) Preparation for admission to a Chinese language interpreter in a Russian university;
 - f) Other;

- 5) How did you first find out about the school?
- 6) Have you considered other options? If yes, please indicate the name of the school.
 - a) No;
 - b) Other;
- 7) What prompted you to choose our school?
- 8) What advantages do you see in studying at “Ni Hao” School?
- 9) What do you think is important when choosing a school?
 - a) Location;
 - b) Class times;
 - c) Number of students in classes;
 - d) Other;
- 10) Do I need to confirm the availability of certificates?
 - a) Yes;
 - b) No;
 - c) Other;
- 11) How do you see teachers, did you have expectations for them?
- 12) Are you satisfied with the cost?
 - a) Yes;
 - b) No;
 - c) Other;
- 13) How do you communicate with teachers? What do you like or dislike?
 - a) Everything is fine;
 - b) Communication is not enough;
 - c) Other;
- 14) What do you think about grades?
- 15) Is communication enough or is it necessary to report progress more often?
- 16) Was there anything that bothered you? In case of a positive answer, please write what you did not like.
 - a) School hours;

- b) Lateness;
 - c) Payment;
 - d) Giving homework;
 - e) Academic performance;
- 17) Do you have any wishes?
- 18) How likely are you to recommend “Ni Hao” Chinese School to your friends and family? (Scale from 1 to 10)
- 19) Why did you rate it this way?
- “Thank you for participating in the survey! You help us get better!”

Appendix B

Table B.1 - Current-state CJM

Stage	Ads	Aware	Desire	Research	Purchase	Loyalty	Advocacy
Customer goals	The client is interested in learning Chinese	The client views several schools that are engaged in teaching Chinese	The client selects a service, views the description of the service	The client re-reads the information, looks at social networks, reads reviews, attends a trial lesson, focuses on the class schedule, students in the group	The client re-reads the information, looks at social networks, reads reviews, attends a trial lesson, focuses on the class schedule, students in the group	Adult students attend classes to improve their language skills Children attend classes to pass the HSK, go to China to travel or study	The client works for his goals, tracks his progress
Process	The client finds by keywords in the search engine various companies that attract visitors. Previously, the client saw the news about the company on other sites. They saw an advertisement for the school on social media.	The client may look through several companies, their offers	The client views information about the study program of interest	Website: The client gets acquainted with the reviews on the site, pays attention to the license, finds out the key info after a phone call and consultation. The client goes to VK, looks at the activity of maintaining an account, can search for posts with content of interest to him	Payments options: Cash or cashless payments	Students study, do homework, periodically write test, discuss results / get grades	Students participate in the exam, complete the school course and receive certificates

Customer behavior	The client follows the link to the Nihao.tomsk website from a search engine, writes to the director in the VK community, calls the number	Analyzes search results; Studying the websites of schools; Studying the social networks of schools; Reads reviews; Compares price	Website: The client gets acquainted with the information, calls by phone to clarify information at the beginning of classes Fills out a form on the site VK: shares a post with information about the school's service by directing it to Favorites Join the VK community	Comes for a consultation with the director, attends a trial lesson Website: The client reads the information from site, can go to VK or OTHER social media VK: May read some posts	The client pays according to the agreement	The client pays according to the agreement	The client is engaged in school, concluding a contract.
Touchpoints	Yandex and Google search engines, 2GIS, radio advertising, company site, recommendations, an influencer, word-of-mouth, VK and the OTHER social media	Company website, VK, director's vk account, OTHER social media	Company website, VK, photos and posts about school events, OTHER social media	Company's site VK posts, OTHER social media Meeting with directors or a teacher, email, phone call	Cash payment at school, card payment, payment by QR-code, payment via Sberbank Online	Face to face meeting at school, Zoom, Whatsapp calls	Whatsapp, email, phone call, face to face meeting, word-of-mouth

Pain Points	Social networks are not active (VK)	Prices are higher than competitors Two communities in VK (1 non-working) Uninformative VK	Outdated information on the site Prices are higher than competitors Uninformative VK There is no link to the site from VK Mistakes in VK profile	There is no link to the site from VK Wrong school address in VK Outdated information on the site There is no "Write" button in VK The director does not respond to messages in the VK for a long time	Slow Service No loyalty programs No promotions	Children's work is not evaluated. Rare contact with parents The school is not always open during working hours	There is no "leave a review" function on the site
Ideas	Up-to-date maintenance of social networks Launch of targeted advertising	Deleting 1 VK community Promotion for new customers Media plan development	Updating outdated information, Promotion Media plan development Fixing a link to a site in VK Correction of typos in VK	Updating outdated information Correction of the address of schools in VK Media plan development Fixing a link to a site in VK Add "Write" button Delegate the responsibility to respond to messages in social networks to a school employee	Conduct a cash desk consultation Enter a loyalty program Run promotions for groups of new students	Evaluate children's homework and independent work; Set a schedule for independent work and alert parents about progress; Notification of parents about non-fulfillment of homework; Notification of parents about the end of the lesson and the departure of children from school;	Holding a promotion as a reward for leaving a review about the school

Table B.2 - Future-state CJM

Stage	Ads	Aware	Desire	Research	Purchase	Loyalty	Advocacy
Customer goals	The client is interested in learning Chinese	The client views several schools that are engaged in teaching Chinese	The client selects a service, views the description of the service	The client re-reads the information, looks at social networks, reads reviews, attends a trial lesson, focuses on the class schedule, students in the group	The client re-reads the information, looks at social networks, reads reviews, attends a trial lesson, focuses on the class schedule, students in the group	Adult students attend classes to improve their language skills Children attend classes to pass the HSK, go to China to travel or study	The client works for his goals, tracks his progress
Process	The client finds by keywords in the search engine various companies that attract visitors The client became interested in advertising in VK or another social network and followed the link.	The client may look through several companies, their offers	The client views information about the study program of interest	Website: The client gets acquainted with the reviews on the website, pays attention to the license, learns key information from the Telegram-bot. The client enters VK, looks at the activity of maintaining an account, can search for posts with content of interest to him	Payments options: Cash or cashless payments	Students study, do homework, periodically write test, discuss results / get grades	Participates in the action, for example, make a repost about the school and get a prize.

Customer behavior	The client follows the link to the Nihao.tomsk website from a search engine. Interested in an advertising offer and follows the link	Analyzes search results; Studying the websites of schools; Studying the social networks of schools; Reads reviews; Compares price with competitors'	Website: The client gets acquainted with the information, calls by phone to clarify information at the beginning of classes Fills out a form on the site Ask questions to Telegram-bot VK: shares a post with information about the school's service by directing it to Favorites Join the VK community	Comes for a consultation with the director, attends a trial lesson Website: The client reads the information from site, can go to VK or other social media VK: May read some posts	The client pays according to the agreement	All students are in school. In the event of a lockdown or personal circumstances, Zoom and WhatsApp are used for classes, the teacher communicates closely with parents to control younger students	The client is engaged in school, concluding a contract.
Touch points	Yandex and Google search engines, 2GIS, radio advertising, company site, recommendations, an influencer, world-of-mouth, VK, Telegram and other social media	Company website, VK, director's VK account, Telegram-bot, other social media	Company website, VK, photos and posts about school events, other social media	Company's site VK posts, other social media Meeting with directors or a teacher, email, phone call, Telegram-bot	Cash payment at school, card payment, payment by QR-code, payment via Sberbank Online	Face to face meeting at school, Zoom, Whats App calls, Telegram-bot	Whats App, email, phone call, face to face meeting, world-of-mouth

Guidance	Registration in Telegram; Conducting targeted advertising in social networks;	Add links to social networks; Publication of up-to-date information about the work of the school in social networks and on the website;	Adding new photo and video content from the school; Enriching social networks with information and posts that are interesting to the target audience on topics (modern Chinese TV series, comics, up-to-date information about HSK exams and conditions for traveling to China, developing content for children);	Adding new reviews on the school website; Delegation of responsibilities for communication with clients in social networks;	The ability to purchase services or goods in VK; Provide parents with information about the tax deduction for the purchase of services; Notify parents about the issuance of a check to the child;	Separate students in groups, with different levels of knowledge; Recording homework in a notebook at the lesson; Notification of parents about the lack of completed homework; Create a test schedule, evaluate the results and send to parents; Teachers must be at school 40 minutes before class starts; Conducting classes on Zoom or WhatsApp on demand;	Inform parents about the end of classes in order to allay their concerns about children; Conduct a satisfaction survey once every 4 months; Organize promotions in exchange for reviews or recommendations in social networks; Donate photos or memorabilia upon graduation;
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Appendix C

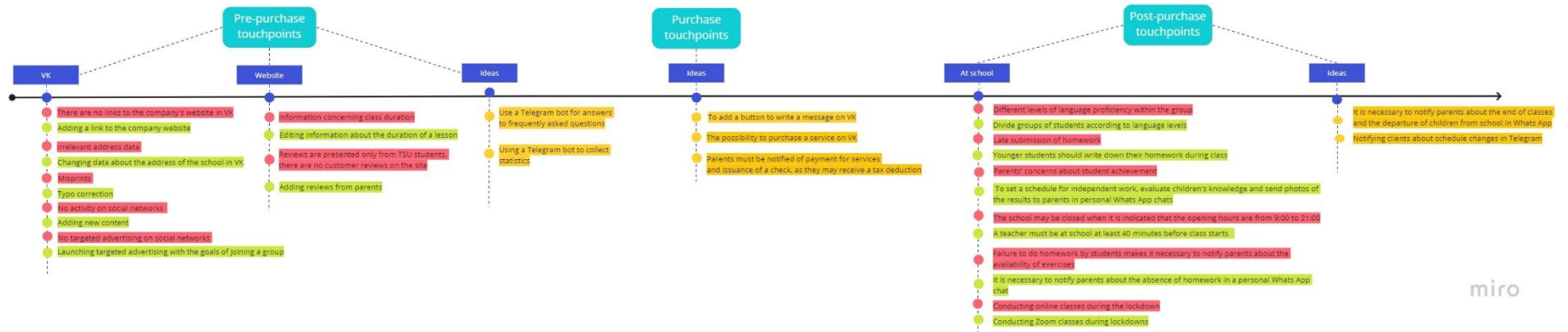


Figure C.1 - Customer touchpoints map

Appendix D

**XIX Международная конференция студентов, аспирантов и молодых ученых
«Перспективы развития фундаментальных наук»
Россия, Томск, 26–29 апреля 2022 г.
conf-prfn.org**



СЕРТИФИКАТ

№12630

удостоверяет, что

Третьякова Елена Анатольевна

магистрант,

Институт экономики и менеджмента, Международный менеджмент

(International Management),

Национальный исследовательский Томский государственный университет,

принял(а) участие с докладом

«Поиск каналов связи и точек соприкосновения для языковых школ»

Научный руководитель – канд. экон. наук Каз Евгения Михайловна

Директор Института экономики
и менеджмента ТГУ,
д.э.н., профессор

Председатель программного
комитета



Е.В. Нехода

И.А. Курзина





Отчет о проверке на заимствования №1



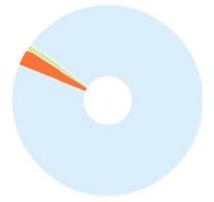
Автор: lena.tretyakova.98@bk.ru / ID: 5639713
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 Отчет предоставлен сервисом «Антиплагиат» - <http://users.antiplagiat.ru>

ИНФОРМАЦИЯ О ДОКУМЕНТЕ

№ документа: 2
 Начало загрузки: 20.06.2022 14:01:44
 Длительность загрузки: 00:00:06
 Имя исходного файла: Антиплагиат.docx
 Название документа: Антиплагиат
 Размер текста: 1 кБ
 Символов в тексте: 115899
 Слов в тексте: 18013
 Число предложений: 770

ИНФОРМАЦИЯ ОБ ОТЧЕТЕ

Последний готовый отчет (ред.)
 Начало проверки: 20.06.2022 14:01:50
 Длительность проверки: 00:02:53
 Комментарии: не указано
 Поиск с учетом редактирования: да
 Модули поиска: ИПС Адилет, Библиография, Сводная коллекция ЭБС, Интернет Плюс, Сводная коллекция РГБ, Цитирование, Переводные заимствования (RuEn), Переводные заимствования по eLIBRARY.RU (EnRu), Переводные заимствования по eLIBRARY.RU (KkRu), Переводные заимствования по eLIBRARY.RU (KyRu), Переводные заимствования по Интернету (EnRu), Переводные заимствования по Интернету (KkRu), Переводные заимствования по Интернету (KyRu), Переводные заимствования (KkEn), Переводные заимствования (KyEn), Переводные заимствования издательства Wiley (RuEn), eLIBRARY.RU, СПС ГАРАНТ, Медицина, Диссертации НББ, Перефразирования по eLIBRARY.RU, Перефразирования по Интернету, Перефразирования по коллекции издательства Wiley, Патенты СССР, РФ, СНГ, СМИ России и СНГ, Шаблоны фразы, Кольцо вузов, Издательство Wiley, Переводные заимствования



ЗАИМСТВОВАНИЯ	САМОЦИТИРОВАНИЯ	ЦИТИРОВАНИЯ	ОРИГИНАЛЬНОСТЬ
2,97%	0%	0,13%	96,9%

Заимствования — доля всех найденных текстовых пересечений, за исключением тех, которые система отнесла к цитированиям, по отношению к общему объему документа.
 Самоцитирования — доля фрагментов текста проверяемого документа, совпадающий или почти совпадающий с фрагментом текста источника, автором или соавтором которого является автор проверяемого документа, по отношению к общему объему документа.
 Цитирования — доля текстовых пересечений, которые не являются авторскими, но система посчитала их использование корректным, по отношению к общему объему документа. Сюда относятся оформленные по ГОСТу цитаты; общеупотребительные выражения; фрагменты текста, найденные в источниках из коллекций нормативно-правовой документации.
 Текстовое пересечение — фрагмент текста проверяемого документа, совпадающий или почти совпадающий с фрагментом текста источника.
 Источник — документ, проиндексированный в системе и содержащийся в модуле поиска, по которому проводится проверка.
 Оригинальность — доля фрагментов текста проверяемого документа, не обнаруженных ни в одном источнике, по которым шла проверка, по отношению к общему объему документа.
 Заимствования, самоцитирования, цитирования и оригинальность являются отдельными показателями и в сумме дают 100%, что соответствует всему тексту проверяемого документа.
 Обращаем Ваше внимание, что система находит текстовые пересечения проверяемого документа с проиндексированными в системе текстовыми источниками. При этом система является вспомогательным инструментом, определение корректности и правомерности заимствований или цитирований, а также авторства текстовых фрагментов проверяемого документа остается в компетенции проверяющего.

№	Доля в отчете	Доля в тексте	Источник	Актуален на	Модуль поиска	Блоков в отчете	Блоков в тексте	Комментарии
[01]	0,94%	0,94%	САФУ — Сведения о профессии http://narfu.ru	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	3	3	
[02]	0%	0,94%	САФУ — Перевод и переводоведение http://narfu.ru	29 Янв 2017	Переводные заимствования по Интернету (EnRu)	0	3	
[03]	0,33%	0,33%	ТАРГЕТИНГ В РЕКЛАМЕ. http://elibrary.ru	21 Фев 2018	Переводные заимствования по eLIBRARY.RU (EnRu)	1	1	
[04]	0,31%	0,31%	Макенов, Мурат Маратович Государственное регулирование социально-экономической дифференциации регионов России : диссертация ... кандидата экономических наук : 08.00.05 Санкт-Петербург 2020 http://dlib.rsl.ru	16 Июнь 2021	Сводная коллекция РГБ	4	4	
[05]	0,24%	0,26%	An Empirical Study of Mobile Ad Targeting http://arxiv.org	20 Июнь 2022	Интернет Плюс	6	7	
[06]	0%	0,26%	An Empirical Study of Mobile Ad Targeting http://arxiv.org	20 Июнь 2022	Интернет Плюс	0	7	
[07]	0%	0,26%	An Empirical Study of Mobile Ad Targeting http://arxiv.org	20 Июнь 2022	Интернет Плюс	0	7	
[08]	0,23%	0,23%	Картонный замок? Тайная история Варшавского договора, 1955–1991 (A Cardboard Castle? An Inside History of the Warsaw Pact, 1955–1991) http://bibliorossica.com	26 Мая 2016	Сводная коллекция ЭБС	3	3	

Еку