

# MFS Target Priority Proposal

Build the Korean parent funnel first to drive 2027 Winter Camp revenue, then extend the same structure to Chinese parents

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**To** MFS

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## 0. Summary

What MFS needs right now is not a new target or a new channel, but clear priorities. Both Korean and Chinese parents already have content and consultations, yet the conversion funnel that connects the two is missing. With limited budget and time, building both funnels at once is not realistic. We propose setting an order and completing them one at a time.

### Our proposal

#### 1. Complete the Korean parent funnel first, through the February 2027 Winter Camp.

Focus on turning what we already have into revenue: 119 seminar sign-ups, 2.1K Instagram followers, parent interviews and the camp page.

#### 2. In parallel, MFS builds the skeleton of the Chinese parent funnel internally.

An MFS staff member already handles Chinese parent consultations. We now start connecting a WeChat Official Account, Chinese parent reviews and a referral path from current students.

#### 3. From March 2027, Chinese parents become our main expansion market.

The Winter Camp will be over, freeing up capacity, and this is when Chinese families start deciding on summer camps and international school entry. We apply the funnel proven with Korean parents, plus the Winter Camp footage, to the Chinese market. (See 3-7.)

|                                   | Korean parents                                     | Chinese parents                                         |
|-----------------------------------|----------------------------------------------------|---------------------------------------------------------|
| <b>Market size</b>                | Small (13,152 Koreans in all of Malaysia, 2023)    | Large (26,162 MM2H holders, 45% of total, Dec 2024)     |
| <b>Content &amp; consultation</b> | Content: Lydia / Consultation: MFS                 | Both handled by MFS staff                               |
| <b>Conversion funnel</b>          | Mostly ready (reviews, blog, camp page, lead list) | Missing (no reviews, Official Account or referral path) |
| <b>Winter Camp revenue</b>        | High                                               | Low                                                     |
| <b>Proposed role</b>              | First base for revenue and reviews now             | Expansion market for growth from spring 2027            |

# 1. Background: The Problem Is the Funnel, Not the Target

Parents go through four stages before enrolling. They discover the academy on social media, build trust through other parents' reviews, check the information they need on the academy's pages, and finally pay after a consultation. If any one stage is missing, the interest created earlier does not move forward.

| Stage                      | Korean parents (now)                                         | Chinese parents (now)                                                  |
|----------------------------|--------------------------------------------------------------|------------------------------------------------------------------------|
| ① <b>Discover</b>          | Instagram @mfsenglish_kr 2.1K, 644 Reels comments            | Instagram @mfsenglish_cn (new), @myfluentself_edu 634, Xiaohongshu ~10 |
| ② <b>Trust</b>             | 5 Korean parent interviews, 48 short-form clips              | No Chinese parent reviews                                              |
| ③ <b>Decide</b>            | Naver blog (first post ready), class guide, Winter Camp page | Chinese class guide / no WeChat Official Account                       |
| ④ <b>Consult &amp; pay</b> | MFS consultation + list of 119 seminar sign-ups              | Chinese consultation by MFS staff                                      |

For Korean parents, most of the four stages are in place. What remains is to connect and publish. For Chinese parents, both ends exist (discovery and consultation), but the middle stages of trust and decision are empty. This is why good Chinese content has not turned into enrolments.

## Instagram alone does not bring enrolments

Instagram only makes people aware of the academy. Real enrolments happen when these three are connected:

**Instagram** — where parents first discover MFS

**Reviews · blog · camp page** — where parents come to trust MFS and decide

**Direct follow-up with the seminar list · consultation** — where the decision turns into payment

This is why we can generate revenue now, with 2.1K followers. Just 6 families enrolling in the Winter Camp means roughly RM16,200–28,800, and the 119 parents who left their contact details within 6 days of the seminar with Yunmi came from connection, not follower count. We will keep growing followers, but the first job is to carry the account and the list we already have through to consultation and payment.

## 1-1. What results can we expect once the funnel is connected?

Industry averages are best read as a guide to how much drop-off is normal at each stage. The figures below come from overseas studies and will not apply to MFS exactly, but they help set expectations for each stage.

| Funnel stage                       | Industry average (source)                                                                          | What it means for MFS                                                                                                                               |
|------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| ① <b>Discover → engage</b>         | Instagram organic engagement averages 0.48%, Reels 0.52% (Socialinsider, 35M posts from 2025)      | Engagement under 1% of reach is normal. Watch saves, DMs and enquiries rather than likes and reach                                                  |
| ② <b>Interest → enquiry</b>        | Education landing pages convert at a median 8.4%; email traffic 14.1%, paid social 5.1% (Unbounce) | About 5–8 out of 100 parents who reach the camp page or blog will enquire. Contacting people who already showed interest is the most efficient path |
| ③ <b>Enquiry/trial → enrolment</b> | 40–60% of parents who enquire first enrol; 20–40% when the academy reaches out first (Tutorbase)   | Nearly half enrol once they reach a consultation, so the hand-off to consultation is the most important step                                        |

The 115 seminar contacts are a warm list: they have already shared their details and interests. However, a survey response is not yet an enquiry, so the revenue scenarios in 3-4 use a conservative 3–10% enrolment rate. Among the families on the list who actually reach a consultation, around 40% enrolment is realistic based on the benchmarks above.

## 1-2. Are Meta ads essential for a local academy?

No. Most enrolments at a local academy come from referrals, parent communities and search. Ads make a working funnel turn faster. Running ads before the funnel is connected buys interest that never becomes enrolment, and only the cost remains.

| Item                                                  | Industry benchmark                                                                                                                 | Our view                                                                                                      |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>Meta lead ads (education)</b>                      | Average conversion 10.08%, cost per lead about US\$28 (WordStream 2025, US data)                                                   | Ad leads are still filtered at the consultation stage → run ads only after consultation and reviews are ready |
| <b>Meta ads in Malaysia</b>                           | RM18–65 per lead. Lead campaigns need about RM1,000/month for the algorithm to learn, giving 20–35 enquiries a month (ZenWeb 2026) | Below RM500/month there is too little data. If the budget is small, concentrate it in a short period          |
| <b>Xiaohongshu vs Meta (Chinese-speaking parents)</b> | Cost per lead: Xiaohongshu SGD18–28, Facebook SGD35–50. Organic                                                                    | For Chinese parents, Xiaohongshu notes and KOC                                                                |

| Item | Industry benchmark                                            | Our view                        |
|------|---------------------------------------------------------------|---------------------------------|
|      | engagement 8–12% vs 2–4% (Thrive Media, Singapore preschools) | collaborations come before Meta |

**How local academies typically use ads.** ① Small ads to parents within 5–10 km promoting trial classes or seminars; ② retargeting ads shown again to people who watched Reels or visited the profile; ③ budget concentrated in the 2–3 weeks before camp or term deadlines.

**Our recommendation for MFS:** The Winter Camp customers for Korean parents live in Korea, so local ads do not fit. Naver cafés, influencers and direct follow-up with the list are more efficient. Once the funnel is connected, we propose one Meta retargeting test promoting January regular classes to families living in Johor Bahru (within the 10% experiment budget in 5-2), then deciding whether to scale based on results.

## 2. Market Size: Chinese Parents Are the Larger Market

| Group                            | Confirmed indicators                                                                                                                                                                    | Source                                                     |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| <b>Mainland Chinese families</b> | 26,162 MM2H holders (45% of 57,686, Dec 2024)<br>10,830 MM2H approvals 2015–2024 (No. 1 by country)<br>15–18% Chinese students at popular international schools (local parent estimate) | Malay Mail Feb 2025 / TRP Mar 2025 / Tencent News Sep 2024 |
| <b>Korean families</b>           | 13,152 Koreans in all of Malaysia (2023)<br>2,056 MM2H approvals 2015–2024 (No. 2)                                                                                                      | Overseas Koreans Report 2023 / TRP Mar 2025                |
| <b>Japanese families</b>         | 1,675 MM2H approvals (No. 3)<br>About 200–500 relocated households in Johor Bahru (2016 study)                                                                                          | TRP Mar 2025 / SMU 2016                                    |
| <b>Local Malaysian families</b>  | Iskandar Puteri constituency population 447,697 (2020)<br>Voters: Chinese 49%, Malay 38%, Indian 13% (2018)                                                                             | OpenDOSM / Malaysiakini                                    |

In the long run, MFS’s growth is likely to come from Chinese parents. However, there are no nationality statistics for the new township alone, so exact ratios are hard to read. More importantly, market size and whether we can turn it into revenue now are two different questions. Section 3 explains why we propose this order.

## 3. Why Korean Parents Come First, Until the Winter Camp

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### 3-1. Our most valuable asset expires in early December

Within 6 days of the seminar with Yunmi, 119 Korean parents left their contact details and 115 agreed to be contacted. 59 of them (50%) said they were most interested in the MFS English camp. These are parents who were already researching month-long stays and English camps in Johor Bahru, and they are the closest to buying.

However, their consent covers only three months from the seminar, so we can no longer use this list from early December, right in the middle of the Korean winter camp booking season. Building a list of the same quality through ads would take far more money and time.

### 3-2. The Korean funnel only needs connecting, not building

Reviews, blog drafts, the class guide, the camp page and the lead list are all ready. Over the next 3–4 months, the same amount of time has the biggest impact when spent turning these assets into revenue.

### 3-3. The Winter Camp matches the Korean school holidays

The Winter Camp (4 January – 26 February 2027) overlaps with the Korean primary school winter break, and Naver DataLab shows searches for “Johor Bahru month-long stay” peak every January. Chinese schools’ winter break is about four weeks around Chinese New Year, with different timing and length, so this camp is designed around Korean families from the ground up.

### 3-4. The numbers lead straight to revenue

Based on camp fees (1 week RM1,500 / 2 weeks RM2,700 / 3 weeks RM3,900 / 4 weeks RM4,800), we estimated the revenue the 115-person seminar list could bring. These are reference figures to support decisions, not forecasts.

| Scenario     | Families enrolling           | Estimated revenue (1 child, 4 weeks) |
|--------------|------------------------------|--------------------------------------|
| Conservative | 3% of 115 (about 3 families) | About RM14,400                       |
| Base         | 5% of 115 (about 6 families) | About RM28,800                       |

| Scenario         | Families enrolling             | Estimated revenue (1 child, 4 weeks) |
|------------------|--------------------------------|--------------------------------------|
| <b>Ambitious</b> | 10% of 115 (about 11 families) | About RM52,800                       |

In practice, the 2-week option is the most popular, followed by 4 weeks. Here are the same scenarios for the 2-week option.

| Scenario            | Families enrolling             | Estimated revenue (1 child, 2 weeks) |
|---------------------|--------------------------------|--------------------------------------|
| <b>Conservative</b> | 3% of 115 (about 3 families)   | About RM8,100                        |
| <b>Base</b>         | 5% of 115 (about 6 families)   | About RM16,200                       |
| <b>Ambitious</b>    | 10% of 115 (about 11 families) | About RM29,700                       |

Actual revenue will most likely fall between the two tables, as families mix 2-week and 4-week options. In the base scenario (6 families), that is about RM16,200–28,800.

About 39% of survey respondents have two or more children, so sibling enrolments would increase revenue further, and some Johor Bahru families will also convert to regular classes in the January term.

### 3-5. The Chinese funnel is missing its middle, so camp revenue will take time

An MFS staff member handles Chinese content and consultations, so both ends of the Chinese funnel, discovery and consultation, are in place. This is a real strength. What is still missing is the middle: Chinese parent reviews and a community like a WeChat Official Account that lets Chinese parents trust MFS and decide.

Reviews need the cooperation of current parents, and an Official Account only builds trust once it shows the academy's track record, teachers and reviews. Both take several months to establish, so they are unlikely to drive Winter Camp revenue starting in January. It is more realistic to treat this period as the time to complete the Chinese funnel.

### 3-6. The Korean funnel becomes the blueprint for the Chinese funnel

- **Same structure, different channels:** The Korean funnel (Instagram → Naver café and Naver blog → consultation) can be carried over directly as TikTok · Xiaohongshu → WeChat groups → WeChat Official Account → consultation.

- **Camp footage:** Winter Camp photos and videos solve the lack of summer camp material and become the raw material for Chinese camp content.
- **Revenue and proof:** Results from the Korean camp provide both the budget and the evidence that this works for the Chinese expansion.

### 3-7. Why we propose March 2027 for the Chinese expansion

| Reason                                | Details                                                                                                                                                                                                                                                                          |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ① <b>Capacity</b>                     | The Winter Camp ends on 26 February. Running the camp and an expansion at the same time would lower the quality of both, so March, when people and time free up, is the most realistic start.                                                                                    |
| ② <b>Preparation time</b>             | Collecting Chinese parent reviews, launching the WeChat Official Account with its first posts and recruiting ambassadors takes about five months from October. Once trust and decision stages are filled, pushing discovery turns enquiries into enrolments.                     |
| ③ <b>Post-CNY decision season</b>     | Chinese New Year 2027 falls on 6 February. Around the holiday, academy decisions tend to be postponed for travel and family plans; after the holiday, families plan the new term and relocation.                                                                                 |
| ④ <b>Summer camp and school entry</b> | Chinese school summer holidays usually run July–August, and many international schools in Johor Bahru start the new year in August–September. Summer camp bookings and entry-preparation decisions happen in spring (March–May), so starting in March lets us catch this season. |
| ⑤ <b>Proven material</b>              | By the end of February we will have Korean camp results and on-site photos and videos, so we enter the Chinese market with evidence and content.                                                                                                                                 |

③ and ④ are based on general school calendars and family decision patterns. We suggest checking when Chinese parent enquiries peak in the MFS staff's consultation records to finalise the timing.

### Risks and responses

| Risk                                                                                                   | Response                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| The number of Korean families living in JB is small, so regular-class growth may hit a ceiling quickly | Expand the market with camps for families living in Korea. The seminar response (119 in 6 days) shows this demand.                                |
| Naver searches for “Johor Bahru international school” fell about 86% in two years                      | Reach parents through cafés, influencers and referrals instead of search. Falling search volume signals a channel shift, not disappearing demand. |

| Risk                                                        | Response                                                                                               |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| A late entry lets competitors take the Chinese market first | The Chinese funnel skeleton is prepared during the Winter Camp, so we can expand immediately in March. |

## 4. Building the Chinese Parent Funnel

### 4-1. How Chinese parents decide

- More families are choosing Malaysia as an affordable place for English-medium international education, escaping China's intense academic competition and "996" work culture (Malay Mail, Feb 2025).
- Local accounts report a clear rise since 2023 in peidu (陪读) families, where the mother relocates with the child for schooling. Demand is strong enough that some international schools in Penang cap Chinese students at 20% per class.

| Stage                    | Channel                                                                            | MFS status and next step                                                                        |
|--------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Discover</b>          | Xiaohongshu search, peidu mothers' experience notes                                | Mothers' stories are read before academy accounts → we need notes from current parents and KOCs |
| <b>Trust</b>             | WeChat parent groups (invite-only), word of mouth                                  | Outsiders cannot join → referrals from current parents are the only way in                      |
| <b>Decide</b>            | Checking the academy's record, teachers and reviews on its WeChat Official Account | No Official Account yet → the first decision page we must build                                 |
| <b>Consult &amp; pay</b> | WeChat one-to-one consultation                                                     | Already handled by MFS staff                                                                    |

### 4-2. Their key concerns

1. Can my child pass the international school entrance test and EAL (extra English support) quickly?
2. Will my child lose confidence if they cannot keep up in class?
3. Will I, as the mother, be able to communicate with teachers in English?
4. How do I manage after-school time when Malay and Chinese subjects also need attention?

### 4-3. Competitive landscape (Johor Bahru · Iskandar Puteri)

Our review of public information found no academy in Iskandar Puteri clearly positioned as an English centre for mainland Chinese families. Chinese parents currently choose among the five groups below, and this gap is MFS's opportunity.

| Group                                       | Examples (public sources)                                                                             | Strength                                         | MFS opportunity                                                                  |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------|
| ① <b>School EAL programmes</b>              | EAL/ESL support at each international school                                                          | Handled within school, trusted by parents        | Perceived as slow progress for the extra cost                                    |
| ② <b>Global brands</b>                      | EF English Academy (JB: Bandar Dato Onn, Mutiara Mas, Adda Heights)                                   | A name already known in China (英孚)               | Far from the new township; not specialised in school adaptation or peidu mothers |
| ③ <b>National chains</b>                    | Cambridge English For Life (70+ centres; Nusa Bestari branch in Iskandar Puteri)                      | Cambridge certificates, 20 years, close to homes | Exam prep for local students; native teachers not stated                         |
| ④ <b>Local centres marketing in Chinese</b> | Red Grammar (Austin, Nusa Bestari, Kulai; Simplified Chinese site) / English Hero (Chinese-only site) | Chinese-language information lowers the barrier  | Grammar and exam focus; weak on native immersion and school adaptation           |
| ⑤ <b>Education agents · peidu KOLs</b>      | Study-abroad consultants and peidu mother influencers on Xiaohongshu                                  | Own the discovery stage, high trust              | They do not teach → partners, not competitors                                    |

Strengths and opportunities are based on positioning visible on each company's public website and social media. We suggest confirming actual fees and class structures through enquiries.

#### 4-4. Benchmarks: what works and what MFS can adopt

| Benchmark                         | Why it works                                                                                                  | What MFS can adopt                                                                                                                                                                    |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>EF English Academy</b>         | A name found in every Chinese city. It lowers the risk of choosing for anxious peidu mothers in a new country | Borrow “proven names” instead of a brand: put the 剑桥 (Cambridge) curriculum, Raffles international school collaboration and TESOL/CELTA teachers in the first line of Chinese content |
| <b>Cambridge English For Life</b> | Close to home, with visible results in the form of certificates                                               | Highlight the new-township location (Sunway Grid Hub) and after-school convenience. Make results visible through level tests, daily reports and grade changes                         |
| <b>English Hero · Red Grammar</b> | Information in the mother's language (Chinese) lowers the barrier to enquire                                  | Link the MFS staff's Chinese consultations with the Chinese class guide and Chinese interview pages                                                                                   |

| Benchmark              | Why it works                                           | What MFS can adopt                                                                                                                                                         |
|------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Xiaohongshu peidu KOLs | Mothers trust other mothers' experiences more than ads | As with the Yunmi collaboration for Korean parents (119 in 6 days), partner with 2–3 peidu mother KOCs in the new township on trial class and mothers' English class notes |

## 4-5. Proposed MFS positioning for Chinese parents

### Positioning

**“The native-teacher English centre in the new township where children adapt quickly to international school, and mothers communicate with the school with ease”**

孩子快速适应国际学校，妈妈也能轻松与学校沟通 —— 新山新区的外教小班英语中心

| Differentiator                           | Details                                                                                                                                | Versus competitors                                                   |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| ① <b>International school adaptation</b> | Levelled classes aimed at passing entrance tests and EAL. Small groups of up to 10 where even less confident children feel free to ask | Big brands teach general English; local centres focus on local exams |
| ② <b>English class for peidu mothers</b> | Mothers learn English for school meetings, clinics and daily life                                                                      | None of the competitors we reviewed teach mothers too                |
| ③ <b>Daily report in Chinese</b>         | MFS staff send same-day feedback in Chinese via WeChat right after class                                                               | Immediate reassurance, compared with waiting for report cards        |
| ④ <b>Trilingual after-school support</b> | Coaching in Malay and Chinese as well as English                                                                                       | International school second languages managed in one place           |

**Where we will not compete:** price wars with local tuition centres, scale competition with big brands, and specialist exam prep. Instead, MFS becomes “the academy in the new township that takes the best care of both child and mother.”

## 5. Roadmap and Roles

### 5-1. Proposed roles

| Who                          | Role                                                                                                                                                               |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lydia                        | Overall priorities and funnel design, content planning, Reels production                                                                                           |
| MFS staff (Chinese)          | Chinese content creation and review, Chinese parent consultations, referral requests to current parents                                                            |
| MFS internal channel manager | Posting on all channels, captions, comment and DM replies, auto-DM, Naver café and WeChat Official Account posts, filming schedule, filming according to the guide |
| Dain                         | Direction and decisions, appearing in content, approving referral benefits                                                                                         |

### 5-2. Budget and time allocation (Oct 2026 – Feb 2027)

| Area                                                   | Share | Key activities                                                                                                        |
|--------------------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------|
| Complete Korean funnel (regular classes + Winter Camp) | 70%   | Personal follow-up with the seminar list, interview short-form videos, Naver blog, café activity, Winter Camp filming |
| Build Chinese funnel skeleton                          | 20%   | Referral requests, Chinese parent reviews, WeChat Official Account launch, ambassador recruitment                     |
| Experiments                                            | 10%   | One paid Naver café ad, one peidu mother KOC collaboration test                                                       |

### 5-3. Monthly roadmap

| When | Korean parents (70%)                                                                                                                              | Chinese parents (20%)                                                                                                                                                                                       |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Oct  | Personal follow-up with the 115 seminar contacts, with the camp page. Publish 2–3 interview short-form videos a week. Publish the first blog post | MFS staff: ask current Chinese parents for WeChat group introductions and reviews. List the 5 most frequent questions from consultation records. Enquire at 3 competitors to check fees and class structure |
| Nov  | Winter Camp post on Naver café (differentiated with current parent reviews). Promote January regular classes to families living in JB             | Secure 2 Chinese parent reviews. Recruit 1–2 peidu mother ambassadors (referral discount). Launch the WeChat Official Account                                                                               |

| When              | Korean parents (70%)                                                                                                                                            | Chinese parents (20%)                                                                                                                        |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dec</b>        | Final follow-up before the list expires in early December. Camp closing-soon notice                                                                             | First 3 Official Account posts: academy background, teachers, parent reviews. Link the Chinese class guide                                   |
| <b>Jan–Feb</b>    | Film according to a guide suitable for marketing use. Run the Winter Camp and capture photos and videos. Consult camp families on converting to regular classes | Adapt camp footage into Chinese content. Survey demand for a peidu mothers' English class                                                    |
| <b>Mar onward</b> | Korean channel moves to maintenance mode                                                                                                                        | Full Chinese expansion: Xiaohongshu KOC collaborations, launch the peidu mothers' English class, design camps around Chinese school holidays |

## 5-4. Performance indicators

| Group                  | Indicators                                                                                | Review                                   |
|------------------------|-------------------------------------------------------------------------------------------|------------------------------------------|
| <b>Korean parents</b>  | Contacts made / trial class sign-ups / camp enrolments / regular-class conversions        | Weekly; mid-point review end of December |
| <b>Chinese parents</b> | WeChat group introductions / reviews secured / Official Account posts / Chinese enquiries | Monthly                                  |
| <b>Overall</b>         | Enquiry source by channel / enquiry-to-enrolment rate                                     | Full review end of February 2027         |

## 6. What We Need from MFS

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1. **Approve the priorities:** until February 2027, Korean parents 70%, Chinese funnel preparation 20%, experiments 10%
2. **Appoint a channel manager:** an MFS staff member responsible for uploads, comments and DM replies on all channels
3. **Select a staff member for consultation and Chinese posts:** secure time, beyond Chinese content and consultations, for referral requests and Official Account posts
4. **Referral benefits:** the discount range for current parents who refer families to the camp or regular classes
5. **Peidu mothers' English class:** whether to launch it as a formal programme alongside the March 2027 Chinese expansion

Following this order, we believe the Winter Camp can deliver immediate revenue and reviews, and that structure can then be carried into the larger Chinese market from March. What MFS needs most is a clear grasp of priority tasks and fast, systematic execution.

**Lydia**