Project Mars: Delivering Education to Provincial Vietnam

Benjamin Funk1, Olivia Kruyt1, Francisca Maier1, Jacob Vineberg1

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1.0 Project Mars Team

Left to right: Tony Ngo (co-CEO, Everest), Benjamin Funk, Francisca Maier, Jacob Vineberg, Olivia Kruyt, Leo Nguyen (Special Projects Manager, Everest)

2.0 Everest Education and Project Mars

Everest Education was founded by Don Le and Tony Ngo in 2011 to transform education in Vietnam by personalizing learning through Math and English enrichment classes as well as private tutoring to students K-12. Everest also offers English, STEAM, and design thinking camps through its partner schools. It currently operates in the highly urban setting of Ho Chi Minh City (8.4 million).

Project Mars is a business initiative taken by Everest Education to deliver quality, impactful, and scalable education to students outside of Ho Chi Minh City in nearby provinces. The Project Mars team selected Bien Hoa (1.1 million) as a potential target for expansion with the goal of running a pilot partnering up with a local international school.

3.0 Approach

From Project Mars, do we want to...

...identify the perfect academic environment? or...

...build a blueprint to scale a business?

The WHAT? Product & Service Offering

What learning environment is cheap, convenient, and effective?

The WHO? Market Segmentation & Size

With whom do we have largest revenue, impact, or growth opportunity?

The HOW? Channel, Marketing, and Pricing Strategy

How do we bring our offering to the people we want, competitively?

3.1 Market Sizing and Customer Archetypes

Our team employed a data-driven approach to sizing the market and creating customer archetypes. We obtained provincial data from Vietnam Census, WHO, World Bank, etc., and performed advanced data analytics to define and understand eight unique parent archetypes.

We identified the Southern urban middle class as the customer segment with the highest impact in terms of reach, revenue, scalability, and impact.

3.2 Understanding the Customer

From our eight data-driven archetypes, we created a target customer persona for the urban middle class archetype in Bien Hoa based on:

- Client interviews
- Parent interviews
- Parent surveys
- Primary and secondary research

Linh Nguyen

Linh works as a 3:30pm to make breakfast and shift back to her family. She makes the family, gets the kids ready for school and lunch for each week. She works from 9:30 to 3:30. Her work is not for money or prestige. She does it out of love for her children.

3.3 Translating Value Proposition into Pricing

The Project Mars team created and delivered a survey to parents in Bien Hoa, designed to quantify differentiation value using baseline projections and desired projected outcomes for their children. The value of English language learning was quantified in 3 ways: Output, Outcome, and Impact.

The team also visited 5 local competitors to benchmark their pricing and product offering.

The team led and participated in three design think sessions towards identifying key design features to be included in the learning model for a pilot to be run in Bien Hoa starting in February 2018.

The team also shadowed Everest’s current English and Math classes and developed an evaluation framework for assessing the effectiveness of the pilot moving forward.

5.0 Acknowledgments

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