International Journal of Multidisciplinary Research and Growth Evaluation.

Brand Development at Scots English Australia Joint Stock Company

Dr. Ta Minh Ha [1*], Pham Thi Tue Giang [2]
[1] Assoc. Prof., Faculty of Business Administration, Trade Union University, Tbilisi, Georgia
[2] Class CH18, Trade Union University, Tbilisi, Georgia

* Corresponding Author: **Dr. Ta Minh Ha**

Article Info

ISSN (Online): 2582-7138
Volume: 07
Issue: 06
Received: 22-08-2026
Accepted: 24-09-2026
Published: 26-10-2026
Page No: 102-111

Abstract
This paper investigates brand development strategies at Scots English Australia Joint Stock Company within the context of an intensely competitive market for young-learner English language teaching (ELT) in Vietnam. The study synthesizes modern brand management frameworks with empirical quantitative research—drawing on a survey of 302 parents—alongside secondary data analytics spanning the 2023–2025 period. Findings demonstrate that the enterprise has successfully operationalized a "student-centric" positioning strategy, standardized its brand identity system, and accelerated integrated marketing communications (IMC) across social media platforms, school-based events, and branded touchpoints. Despite achieving high customer satisfaction metrics regarding student care services and physical infrastructure, the company encounters strategic bottlenecks in organic search acquisition channels (SEO) and the performance of extracurricular enrichment activities. The paper proposes a comprehensive framework of strategic solutions: repositioning to enhance brand equity, standardizing service quality powered by customer relationship management (CRM) systems, and optimizing the marketing budget aligned with key performance indicator (KPI) architecture. This research offers a scientific foundation to help educational enterprises strengthen competitive advantage and achieve sustainable growth.

Keywords: Brand, Brand Development, Brand Identity System

1. Introduction

In the modern economic landscape marked by accelerated digital transformation, the English language teaching and foreign language training sector in Vietnam is expanding rapidly with intense participation from both domestic and international market players. The escalating demand for English proficiency, particularly within the young-learner segment, has fueled the proliferation of language centers, online learning platforms, and educational technology enterprises. Consequently, market competition has intensified dramatically—not merely in pedagogical quality, but across brand image, customer experience, and market scalability.

Shifting consumer behaviors alongside the rise of digital learning paradigms necessitate strategic innovation in brand development among educational enterprises. Organizations must move beyond conventional reputation-building by actively leveraging technology integration, expanding distribution channels, and optimizing the end-to-end customer experience. Integrating synchronous (offline) and asynchronous (online) delivery models to construct a cohesive service ecosystem has emerged as a key strategic trend for enhancing competitive advantage and driving sustainable growth.

Scots English Australia Joint Stock Company is a prominent educational provider operating in the young-learner ELT domain in Vietnam. Leveraging nearly a decade of operational expertise and a diversified product ecosystem, the company has progressively established its market footprint. However, confronted with escalating competitive pressures from domestic and foreign rivals, the enterprise encounters core operational challenges, including enhancing brand awareness, innovating communication activities, expanding channel architecture, and driving customer engagement. Addressing these imperatives demands a more systematic and rigorous brand management strategy in the current development phase.

2. Conceptual Framework and Core Elements of Brand Development

2.1. Key Concepts in Brand Management

2.1.1. Nội Dung Của Phát Triển Thương Hiệu

The First, Brand

Along with the evolution of marketing activities and corporate governance, numerous brand-related terms have been established and widely applied in research and executive practice. These brand terminologies not only serve to delineate the structural components of a brand but also assist enterprises in understanding how to build, develop, and manage brand equity effectively.

The concept of a brand has been approached from diverse perspectives within management and marketing literature. According to the American Marketing Association (AMA, 2017), a brand is defined as a "name, term, sign, symbol, design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors." Operationalizing the identity dimension, Kotler and Keller (2016) [3] posit that the core structure of a brand typically comprises a name and a symbol (logo), wherein the brand name represents the vocalizable, verbal element consisting of letters, words, or numbers. From an applied communications angle, Moore (2003) emphasizes that a brand name functions not merely as a product designator, but as a primary vehicle reflecting the core Brand Personality of an enterprise. In summary, a brand represents an integrated nexus of external tangible cues (such as names, terms, signs, symbols, imagery, or design assets used for differentiation in the marketplace) and internal functional or intrinsic attributes perceived by consumers. A brand not only designates the origin of goods or services but also encapsulates the corporate image, core values, and distinct attributes within the consumer's mindset.

The Second, Brand Development

Brand development is defined as a strategic process wherein an enterprise executes organized activities and strategic initiatives aimed at expanding market reach, building brand equity, and consolidating brand positioning in the marketplace. This process is intrinsically tied to the accumulation and enhancement of brand assets anchored in the corporate vision, mission, and strategic posture. Through brand development, the brand scales up in commercial footprint while simultaneously enhancing its perceived value and brand salience in consumer consciousness. Furthermore, brand development manifests through business expansion, product or service diversification, and the continuous reinforcement of institutional credibility, service quality, and customer trust. As brand equity consolidates, enterprises unlock opportunities to venture into new business domains, thereby enhancing competitive advantage and driving sustainable corporate growth.

In the context of educational enterprises, brand development holds paramount strategic significance. Because education is fundamentally an intangible service domain, institutional reputation and pedagogical quality serve as decisive factors in student and parent decision-making. A robust educational brand not only drives student acquisition and builds trust with parents and society, but also establishes a sustainable competitive advantage, expands market scalability, and solidifies the institution's posture within the education sector.

2.2. Core Pillars of Educational Brand Development

As the educational market experiences a strong transition toward marketization and international integration, a brand is no longer merely an "auxiliary" factor, but has evolved into a strategic asset for educational enterprises. Faced with an increasing array of choices, students and parents base their decisions not only on academic curricula but also heavily on the level of credibility, institutional prestige, and brand perception constructed within public awareness. Crucially, education represents a high-involvement service domain with inherent consumer risk—where purchase decisions involve long-term capital expenditure and directly impact an individual's future. Consequently, a brand serves as a quality assurance mechanism that mitigates information asymmetry between service providers and consumers, while simultaneously generating sustainable competitive advantage.

Brand Positioning: Brand positioning is the process of defining an enterprise's distinct space in consumer consciousness by articulating unique value propositions and competitive advantages. This serves as the core foundation enabling educational brands to build trust and attract prospective learners.

First, enterprises must articulate their core values, educational philosophy, and pedagogical goals to shape a distinct corporate identity. Concurrently, market research and parent/student demand analysis must be conducted to define a clear target market segment. Identifying competitive advantages—such as specialized curricula, modern instructional methodologies, or international learning environments—helps the brand stand out against competitors. Successful positioning must ensure differentiation, consistency, and alignment with market demand, thereby fostering consumer trust and driving enrollment decisions.

Brand Identity System: Brand identity comprises a system of tangible and intangible visual elements that enable customers to recognize and recall the enterprise. It encompasses core identity elements: brand name, logo, color palette, tagline/slogan, typography, and visual design guidelines. Furthermore, brand identity is expressed through Corporate brand personality and student experience.

Enterprises need to construct a standardized, consistent identity system across all touchpoints, including websites, recruitment collateral, physical infrastructure, uniforms, and related brand assets. Consistency in brand identity enhances brand recall, builds credibility, and solidifies brand presence in the consumer's mindset. Particularly in the education sector, brand identity extends beyond visual imagery to encompass the "campus experience"—comprising service quality, learning environments, and overall learner perception.

Brand Communication: Brand communication is the process of conveying brand messages, values, and visual identity to target audiences through integrated channels. Enterprises should construct an omnichannel communication strategy that combines digital channels (websites, social media, email marketing) with offline activations (events, seminars, admissions counseling).

Leveraging digital platforms such as Facebook, TikTok, and YouTube maximizes market reach, particularly among younger demographics. Additionally, engaging Key Opinion Leaders (KOLs) and academic faculty as brand ambassadors reinforces credibility and amplifies message dissemination.
Diversifying distribution streams enables wider message propagation. In education, "distribution channels" represent not only service delivery points but also structured systems for engaging and serving learners, including:

- Direct learning centers (campuses, branches)
- Online learning platforms (E-learning)
- Institutional partnerships and joint-training networks

The prevailing industry trend centers on diversifying learning models (offline, online, hybrid) to accommodate flexible learner demands. Expanding distribution channels enhances market reach and sharpens competitive edge. Concurrently, enterprises must establish an end-to-end customer care system across the lifecycle:

- **Pre-enrollment:** Transparency in consulting and information provision
- **In-course:** Continuous academic support and service experience optimization
- **Post-course:** Relationship management and alumni network engagement

A positive customer experience is a critical driver of customer satisfaction, brand loyalty, and positive Word-of-Mouth advocacy. Brand development for educational enterprises is a long-term strategic endeavor requiring complete alignment across brand positioning, identity, communication, distribution channels, and customer care systems. A strong brand enables enterprises not only to drive student recruitment but also to establish institutional prestige, enhance competitive capability, and achieve sustainable development within an increasingly intense educational landscape.

3. Research Methodology

In this study, the authors employ qualitative analytical, evaluative, and synthetic methods to delineate the core dimensions and determinants of brand development. The research utilizes secondary data collected from internal corporate reports and documentation regarding business performance, branding initiatives, marketing campaigns, student recruitment, and distribution channels spanning the 2023–2025 period.
Concurrently, primary data was gathered via a structured questionnaire administered to a sample of N = 302 parents of enrolled students, alongside key internal personnel involved in the company's brand management operations. The survey constructs focused on evaluating brand awareness, perceived pedagogical service quality, physical infrastructure, instructional faculty competence, and overall customer satisfaction. Measurement items were primarily operationalized using a 5-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Survey results were aggregated to establish an empirical foundation for diagnosing the current state of corporate brand management. Based on the processed data, the authors conducted a comprehensive synthesis to identify key achievements, persistent operational bottlenecks, and underlying drivers influencing the efficacy of the enterprise's brand development strategy.

4. Empirical Results and Findings

4.1. Current State of Brand Development at Scots English Australia Joint Stock Company

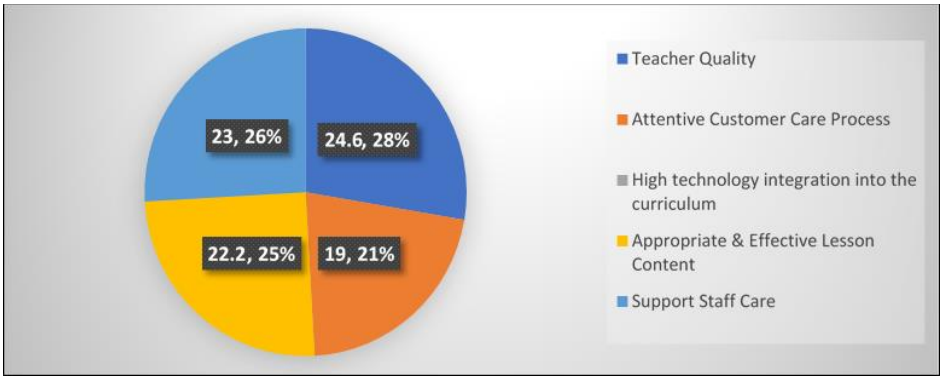
Scots English is actively constructing its brand image as a modern, holistic English language training system tailored for young learners. Anchored in its corporate mission—"Accompanying learners to nurture aspirations, cultivate intellect, refine character and talent, thereby laying the groundwork for success and a meaningful life, contributing to a strong and prosperous Vietnam"—Scots English operates on the conviction that every heart-driven effort yields meaningful outcomes.
The brand is strategically positioned around core value propositions: pedagogical excellence, international-standard learning environments, and professional service experience. This strategic orientation is operationalized through curriculum standardization, continuous capital investment in physical infrastructure, and the establishment of a uniform service delivery style across its entire branch network.

Current State of Strategic Planning and Brand Positioning

Scots English Australia positions its brand around a "student-centric" orientation, operationalized through a total commitment to fulfilling learning needs and elevating the Student Experience across the entire lifecycle—from initial enrollment consultation, registration, and classroom instruction to post-course customer care. The brand prioritizes designing age-appropriate curricula, enhancing teacher-student interaction, and embedding educational technology into instruction and management to drive learning outcomes.
This student-centric positioning is explicitly encoded in the corporate slogan: "Unlock the Best in You." Underpinning this tagline is the corporate belief that every individual possesses intrinsic value and unique potential. Education is viewed not merely as knowledge transfer, but as an empowering journey of discovery and cultivation designed to awaken the latent capabilities within each learner.
Guided by the overarching principle of *"Placing the learner at the center of all instructional activities,"* Scots English constructs its educational framework upon modern pedagogy, a 100% foreign teaching staff, high instructional dedication, and a comprehensive learner-support infrastructure. From its initial campuses, Scots English has progressively scaled its nationwide branch network, emerging as a trusted educational destination that has shaped over 80,000 learning journeys. With each passing year, the enterprise has expanded not only in operational scale but also in pedagogical quality, student experience, and human capital. Scots English commits to delivering optimal English language outcomes paired with a premier student support system powered by the collective efforts of its entire organization.
Furthermore, the enterprise systematically gathers customer feedback from students and parents to drive continuous service quality improvement. This positioning strategy enables Scots English to build an image as a learner-focused ELT provider, establishing a distinct competitive edge within

an increasingly saturated educational marketplace.

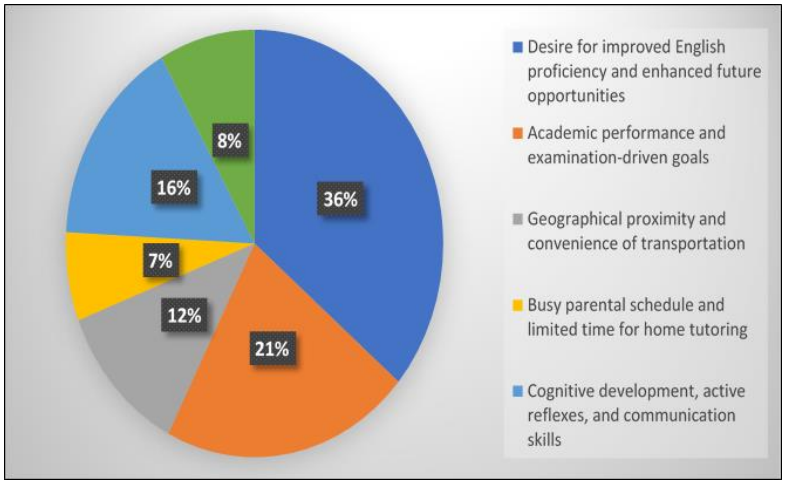
According to the empirical survey conducted among $N = 302$ parents of enrolled students, 24.6% of respondents attributed their brand satisfaction to high-quality, effective lesson content, while 23% highly evaluated the dedicated care provided by the academic support staff. The remaining proportion expressed satisfaction with native faculty competence and customer service quality.



(***Source:*** Customer Brand Perception Survey, Scots English Australia JSC**)**

Fig 1: Key Factors Contributing to Parent Satisfaction with Scots English

In alignment with its "student-centric" orientation, Scots English consistently prioritizes researching customer needs and underlying motivations to design tailored educational programs and service offerings. Through empirical parent surveys, Scots English investigates key determinants influencing the decision to enroll children in early childhood English education, as well as the primary drivers behind choosing Scots English over competing language centers.



(***Source:*** Customer Brand Perception Survey, Scots English Australia JSC)

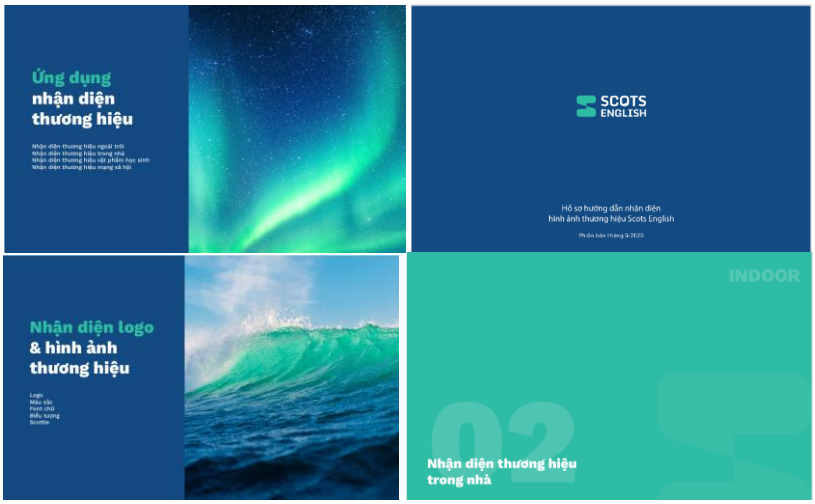
Fig 2: Primary Reasons Underlying Parent Choice of Scots English

Survey findings reveal that parental choices regarding Scots English stem primarily from core educational value propositions and long-term benefits rather than secondary utility factors. Up to 73% of parents chose the institution based on three core drivers: a desire for improved English language proficiency (36%), academic performance and examination-driven goals (21%), and cognitive, communication skills development (16%). These metrics indicate that Scots English should maintain its "student-centric" brand positioning, placing strong emphasis on pedagogical quality, practical language application capabilities, and long-term student benefits. Concurrently, Integrated Marketing Communications (IMC) should pivot toward highlighting these value propositions rather than merely promoting physical facilities or campus locations, thereby precisely aligning with target market expectations.

Current State of Brand Identity System and Integrated Marketing Communications

The Brand Identity System and Integrated Marketing Communications (IMC) serve as critical strategic pillars that construct brand image, amplify Brand Awareness, and foster sustainable customer relationships. A standardized brand identity system, synthesized with effective communications, not only drives market differentiation but also reinforces consumer trust and enhances Brand Equity in the customer's mindset.

In May 2025, Scots English issued its comprehensive "Brand Identity Guidelines Manual" to operationalize brand positioning and ensure system-wide consistency across all touchpoints. The guidelines specify explicit standards governing the usage of logos, brand color palettes, typography, imagery, marketing collateral, and peripheral brand applications. This initiative contributes to building a professional corporate image, enhancing Brand Salience, and consistently conveying core values and brand positioning to target audiences and key stakeholders.



(***Source:*** Scots English Australia Joint Stock Company)

Fig 3: Brand Identity Guidelines Manual of Scots English

This comprehensive guidelines manual encompasses all core brand components, including the Logo, Primary color palette, Typography, Slogan, visual imagery standards, Corporate uniforms, Campus signage system, Office stationery (business cards, letterheads, envelopes, etc.), and Marketing collateral (brochures, standees, digital banners, etc.).

Brand Iconography and Logo

The Scots English logo draws creative inspiration from the "Talk Box" (speech bubble)—a symbol representing seamless connectivity and multidimensional interaction in the digital era. The Talk Box encapsulates youthfulness, dynamism, and the core corporate values championed by Scots English: respecting diversity, active listening, continuous companionship, open sharing, and relentless innovation.

Specifically, the stylized letter "S" within the logo iconography radiates from a centralized focal point, symbolizing Scots English's unwavering commitment to a student-centric operational philosophy. Every lecture and curriculum structure is deliberately engineered to deliver optimal value to learners. Concurrently, the central contact point anchored within the letter "S" signifies a corporate pledge to achieve peak educational efficacy through the collective commitment of faculty members and administrative personnel across the entire system.

Furthermore, the symmetrical structural design of the letter "S" reflects consistency, operational transparency, and the foundational philosophy of continuous companionship—serving as a guiding compass across all institutional activities.

The fully rounded letter "O" is stylized as a digital dialogue bubble, embodying multidimensional interaction, active listening, and empathetic understanding. Scots English aims to foster a positive learning ecosystem where educators act as facilitators, empowering students to proactively explore and acquire knowledge. The fluid, continuous circular motion of the letter "O" evokes a secure and nurturing environment wherein learners can thrive and achieve academic excellence.

Brand Mascot



(***Source:*** Scots English Australia Joint Stock Company)

Fig 4: Brand Mascot of Scots English

Mascot Scottie serves as an iconic brand companion for students at Scots English. Scottie is extensively deployed across high-frequency touchpoints, including corporate apparel, backpacks, classroom environments, and promotional stickers. The mascot (frequently associated with the moniker "Waka Waka") embodies vibrant energy, self-confidence, and a joyful learning ethos. Playing the role of a companion, Scottie fosters an engaging and highly interactive classroom atmosphere, empowering students to become proactive and confident in an international educational environment.

Core Significance

- **Energy & Connectivity:** Radiates a positive, inspiring learning mindset, bridging the gap between learners and educators.
- **Constructing a Happy Environment:** Ensures children feel safe, confident, and comfortable when acquiring English language skills.
- **Brand Ambassador:** Operationalizes the core value proposition of a "student-centric" strategy through a friendly, relatable image.

Ultimately, the brand mascot reinforces Scots English's positioning as a "happy and safe educational environment" while consolidating brand salience in the mindsets of parents and students.

Social Media Marketing and Institutional Event Engagement

Scots English Australia has systematically deployed its Brand Identity System across digital platforms—including Facebook, Official Website, TikTok, and YouTube—enhancing brand visibility and effectively engaging target customer segments (parents and prospective learners).

On Facebook, Scots English maintains continuous content delivery covering pedagogical activities, classroom highlights, extracurricular activities, institutional events, opening/graduation ceremonies, student academic achievements, and promotional recruitment campaigns. Maintaining a consistent posting frequency enables parents to monitor their children's academic progress while solidifying the image of a dynamic, professional ELT provider. Concurrently, the official Scots English Website serves as the primary authoritative channel, providing comprehensive information on academic curricula, teaching faculty, campus networks, corporate news, and key institutional milestones. The web interface strictly aligns with corporate brand guidelines regarding color palette, logo usage, and distinct graphic elements, delivering a unified User experience.

Beyond Facebook and the official website, Scots English prioritizes channel expansion via TikTok and YouTube to broaden market reach, particularly targeting young parents and digital-native learners. Video content is crafted to be creative, concise, and aligned with modern digital consumption trends, striking a balance between education and entertainment (Edutainment). Highly engaging series—such as *"Authentic Student Testimonials," "Q&A with Scots Students at the Pedestrian Street,"* the *"Young Bosses "* series, alongside real-time trend-jacking content—have effectively cultivated a warm, relatable, and vibrant brand persona.

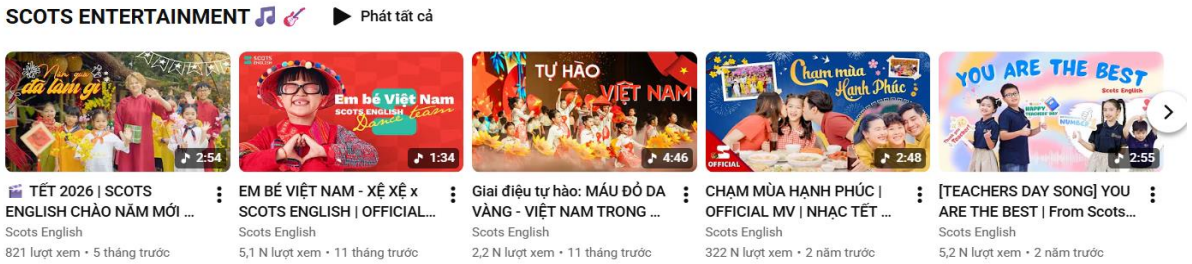
In addition to regular content distribution, Scots English executes seasonal (IMC) campaigns to maximize campaign consistency and brand recall. Key representative campaigns include *"Welcome the New Year with Scots English," "Scots Resilience," "Learn with Scots English," "The Anchor Series,"* and *"Where English Lives with Emotion."* These series are deployed synchronously across Facebook, TikTok, YouTube, and the corporate website, with tailored content adaptations per platform that maintain strict consistency in brand messaging, visual aesthetics, color palettes, and graphic identity. This cross-channel alignment reinforces system-wide brand identity, drives customer brand retention, and solidifies Scots English's market posture in the digital ecosystem.

Scots English frequently collaborates with kindergarten, primary, and secondary schools to organize interactive English experiential programs. Program modules include curriculum introductions, effective language acquisition methodologies, interactive games, English drama performances, cultural exchanges, and mini-competitions designed to spark academic enthusiasm. Through these school activations, the brand directly engages parents and students within academic environments, boosting Brand Awareness and establishing a professional, approachable institutional reputation.

Beyond school-based activations, Scots English hosts community events during major festive periods—such as Mid-Autumn Festival, International Children's Day (June 1st), New Year, and Halloween—at residential complexes, urban neighborhoods, and campus sites. Event activities feature artistic performances, interactive language games, brand mascot meet-and-greets, and promotional gift distribution. These events provide enriching recreation for children while maximizing local brand presence and parental outreach.

Complementing self-hosted events, Scots English actively engages in strategic corporate sponsorships and media partnerships to drive nationwide brand reach. Notably, Scots English plans to serve as a key sponsor for season 5 of the reality television show *"When Dad Is Away, Dad Is a Superhero"* in early 2026. The program explores authentic familial narratives of fathers caring for and accompanying their children, diffusing core family and educational values. Scots English's strategic integration into this broadcast series allows the enterprise to capture broad television audiences while strengthening its brand image as an educational provider dedicated to holistic child development.

Furthermore, Scots English invests in custom branded media productions—including Music Videos (MVs), Television Commercials (TVCs), and branded anthems—to establish market differentiation. Highlight productions include *"Tet 2026," "Touching the Season of Happiness," "Teacher's Day Song,"* and the viral MV *"Vietnamese Baby"* featuring internet phenomenon Baby Xe Xe. These media assets combine high production values in visual and musical storytelling with embedded educational messages, showcasing students, faculty, the mascot, corporate logo, and brand colors. Multi-platform distribution of these MVs and TVCs has driven organic viral reach, anchored top-of-mind brand recall, and positioned Scots English as a modern, creative, and child-friendly educational institution.



(***Source***: YouTube Channel)

Fig 5: Representative Music Videos and TVCs on Scots English's Official

Corporate Stationery Products

Within the Brand Identity System, corporate stationery products represent a key collateral category utilized continuously across internal operations, administrative management, commercial transactions, and external corporate communications. Although stationery items do not directly generate revenue, the standardized design and execution of these materials contribute significantly to projecting organizational professionalism, reinforcing Brand Salience, and establishing a cohesive visual identity across all customer and partner touchpoints. At Scots English Australia Joint Stock Company, all corporate stationery products are developed in strict compliance with the standardized brand identity manual, incorporating consistent logo applications, corporate color palettes, typography, and signature graphic elements. This systematic standardization solidifies corporate brand image and elevates brand recall among target audiences.



(***Source:*** Scots English Australia Joint Stock Company)

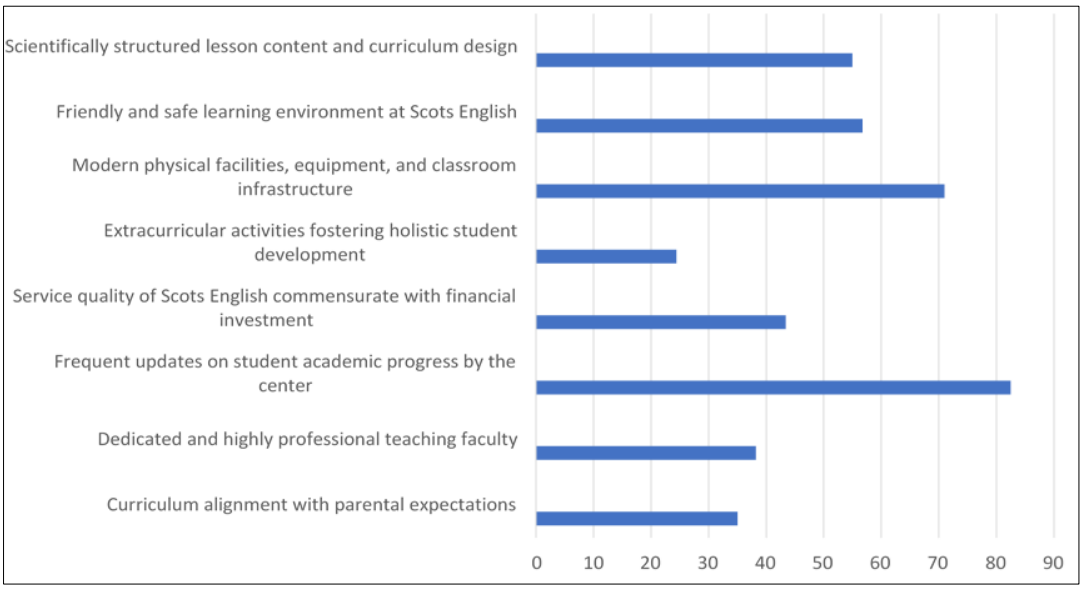
Fig 6: Corporate Stationery Products at Scots English

- **Tote Bags:** Designed using a white base harmonized with royal blue and teal—the primary brand colors. The front face features the Scots English logo alongside the slogan *"Sowing Knowledge – Unlocking the Future,"* effectively communicating educational values and increasing Brand Salience whenever used by students or parents.
- **Backpacks:** Incorporating corporate brand colors alongside the Scots English mascot image, the backpacks project a dynamic and friendly aesthetic tailored for children. Serving a dual purpose, the backpack functions as a practical learning asset while acting as a mobile brand promotion medium through daily usage.
- **Student Uniforms:** Styled in the brand's signature blue palette, featuring the logo anchored on the left chest and the mascot rendered on the body. Uniforms project a professional corporate image and foster a sense of unity among learners while expanding brand touchpoints across classrooms, school events, and extracurricular activities.
- **Stickers:** The sticker series features the Scots English mascot with varied expressive emotions and motivational slogans, building an emotional connection with children. These stickers are utilized as positive reinforcement rewards in class or as decorative items for learning materials, thereby driving student Brand Affinity and emotional attachment.
- **School Supplies:** Daily school supplies are customized with brand colorways, corporate logos, and vibrant graphic illustrations. As high-frequency operational items, these tools ensure continuous brand exposure throughout the learning journey, reinforcing Top-of-Mind (TOM) brand recall.

Overall, Scots English merchandise and gifts are systematically standardized across color schemes, logos, typography, and brand iconography, ensuring visual identity alignment. Selecting highly practical merchandise for learners not only elevates the Customer Experience (CX) but also drives organic brand diffusion through daily usage. This serves as an effective visual marketing collateral, consolidating Scots English's positioning as a modern, friendly, and child-centered educational brand.

Customer Experience (CX)

Customer experience represents a pivotal determinant reflecting service quality, directly impacting customer satisfaction metrics and parental service retention decisions. To evaluate the empirical state of CX at Scots English, the author conducted a parent survey assessing key satisfaction drivers across the learning lifecycle, alongside primary brand information acquisition channels.



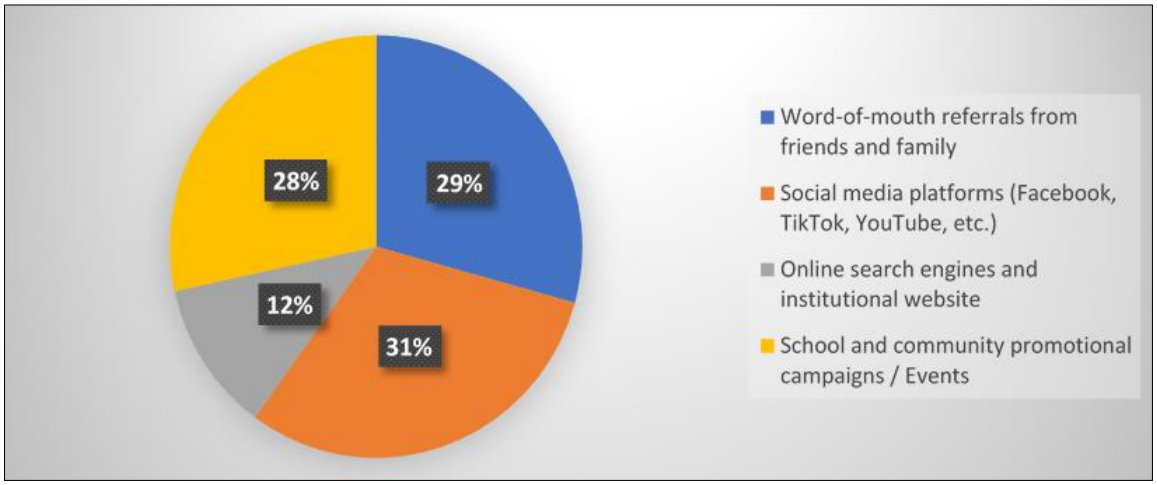
(***Source:*** Customer Brand Perception Survey, Scots English Australia JSC)

Fig 7: Parental Evaluation of Service Quality Dimensions at Scots English Australia

Empirical survey results indicate highly positive parental evaluations across multiple operational dimensions of the learning journey at Scots English. Notably, regular updates on student academic progress emerged as the most highly rated dimension, endorsed by 82% of respondents. This underscores the enterprise's efficacy in maintaining robust home-school communication channels, allowing parents to systematically track learning trajectories and driving service reassurance.

In addition, physical facilities, educational equipment, and classroom infrastructure designed to support student needs received a 71% approval rating, reflecting strategic capital investment in modern learning environments. A friendly, safe, and motivating learning atmosphere was highly evaluated by 58 respondents, while scientifically structured and highly digestible curriculum design secured a 56% selection rate. These metrics confirm that the academic curriculum and learning ecosystem at Scots English successfully fulfill majority customer expectations.

Regarding core educational quality parameters, service quality perceived as commensurate with tuition costs recorded a 43% response rate, dedicated and highly competent teaching staff achieved 38 responses, and curriculum alignment with parental expectations garnered 35%. Conversely, extracurricular activities designed to spark student enthusiasm for English acquisition registered the lowest endorsement at approximately 25%. These findings suggest that while extracurricular programs enrich the overall learning experience, their direct impact on parent satisfaction remains secondary compared to core pedagogical quality, physical infrastructure, and student care operations



(***Source:*** Customer Brand Perception Survey, Scots English Australia JSC)

Fig 8: Parental Information Acquisition Channels for Scots English

Empirical findings regarding parental information acquisition channels reveal that target customers discover Scots English through diverse communication touchpoints. Among these, social media networks (Facebook, Zalo, etc.) emerged as the most effective channel, captured by 31% of surveyed parents. This was closely followed by Word-of-Mouth referrals from friends and acquaintances at 29%, highlighting the critical role of organic interpersonal recommendations in new customer acquisition. Furthermore, 28% of parents learned about Scots English via direct school-based outreach programs, reflecting the efficacy of on-site recruitment drives and community-level brand activation initiatives executed by the enterprise. In contrast, online search engines (e.g., Google, Cốc Cốc) accounted for only 12%, indicating that search engine optimization (SEO) and organic digital search acquisition channels remain relatively underutilized.

4.3. Proposed Brand Development Solutions for Scots English Australia JSC

First, Brand Repositioning and Equity Enhancement

Given that Scots English has already established a relatively comprehensive Brand identity system that is implemented consistently across its campus network, the repositioning and brand equity enhancement solution does not necessitate altering the logo, color scheme, slogan, or re-architecting the existing visual identity. Instead, it focuses on leveraging existing brand assets more effectively. The core objective is to augment brand salience, foster differentiation in customer mindsets, and progressively align brand development initiatives with student recruitment outcomes, revenue growth, and customer retention. By delving deeper into the current brand's underlying value propositions, Scots English should identify and accentuate its authentic core strengths rather than confining its communication strategy solely to brand image exposure or promotional recruitment drives.

Second, Service quality standardization and data-driven Brand governance godernization

Scots English needs to build upon its existing operational protocols and service training materials, codifying them into a standardized service quality framework applicable across the entire campus network. Beyond routine brand identity audits, the enterprise should establish quarterly or monthly service quality assessment mechanisms for individual centers. These evaluations can synthesize internal audits, KPIs, parental and student feedback, re-enrollment rates, grievance rates, and recruitment metrics to construct center-level performance rankings and quality classifications. Furthermore, the firm must leverage its existing CRM infrastructure to centralize parent and learner data. Customer data should be tracked continuously from the initial inquiry stage. Synthesizing data inputs across CRM, Marketing, Sales, and Operations, Scots English should incrementally deploy executive dashboards enabling leadership and functional units to monitor critical performance indicators in real time or through periodic reporting cycles.

Third, KPI system construction, operational cost optimization, and brand ROI Mmaximization

Scots English must design a holistic KPI system that connects brand objectives directly to commercial goals, moving beyond isolated media performance tracking.

The KPI architecture should be structured across four primary dimensions: Brand Awareness KPIs, Media & Communications KPIs, Customer Acquisition & Sales KPIs, and Financial Performance KPIs. For large-scale marketing campaigns, institutional events, or scholarship programs, target outcomes, allocated budgets, and projected deliverables must be defined a priori and benchmarked against post-campaign performance.

Regarding marketing expenditures which currently comprise a brand communications budget of approximately 40 million VND/month, supplemented by broader digital marketing, software management (e.g., ChatGPT API, official website hosting), Public Relations (PR), and event costs totaling over 10 billion VND annually—the enterprise must implement objective-driven budget allocation instead of fragmented spending. Concurrently, rigorous cost management protocols should be applied to major operational expenditures, including facilities leasing, physical infrastructure, utilities, software licensing, and human capital.

5. Conclusion

Through empirical research at Scots English Australia Joint Stock Company, it is evident that brand management and strategic brand building serve as foundational pillars for organizational development in general, and for Scots English in particular. Recognizing the strategic imperative of brand equity, corporate leadership has articulated clear strategies, orientations, and objectives to advance and consolidate its brand posture within the ELT market. Consequently, Scots English has achieved tangible milestones in establishing institutional credibility, pedagogical quality, and market positioning in customer mindsets, particularly among parents. Therefore, the authors encourage executive leadership to continuously refine and diversify brand management initiatives, ensuring strategic alignment with the enterprise's overarching growth objectives in the upcoming phase.

To further elevate the market value and competitive edge of the Scots English brand, this study has formulated specific, actionable solutions spanning brand strategy, pedagogical service quality, human capital, physical infrastructure, technology integration, and IMC. Furthermore, expanding brand presence not only domestically but also toward regional and international markets constitutes a vital strategic direction. The authors hope that these research findings offer pragmatic reference value, empowering Scots English Australia JSC to optimize brand governance efficacy and achieve sustainable growth in the future.

References

1. Aaker DA. Managing brand equity: Capitalizing on the value of a brand name. The Free Press; 1991.
2. Keller KL. Conceptualizing, measuring, and managing customer-based brand equity. Journal of Marketing. 1993;57(1):1-22. doi:10.1177/002224299305700101
3. Kotler P, Keller KL. Marketing management (15th ed.). Pearson Education; 2016.
4. Kotler P, Kartajaya H, Setiawan I. Marketing 4.0: Moving from traditional to digital. John Wiley & Sons; 2017.
5. Moore R. *Branding for Leaders: What You Need to

Know to Build a Strong Brand*. Tre Publishing House. 2004.
6. Scots English Australia JSC. *Business Performance Report and Internal Documentation 2023*. Hanoi, Vietnam. 2023.
7. Scots English Australia JSC. *Business Performance Report and Internal Documentation 2024*. Hanoi, Vietnam. 2024.
8. Scots English Australia JSC. *Business Performance, Marketing Reports, and Internal Documentation 2025*. Hanoi, Vietnam. 2025a.
9. Scots English Australia JSC. *Scots English Brand Identity Guidelines* (Internal Document). Hanoi, Vietnam; 2025b.
10. Scots English Australia JSC. *Admissions Consulting Process and Service Standards* (Internal Document). Hanoi, Vietnam; 2025c.
11. Scots English Australia JSC. (2025d). *Communications, Admissions, and Customer Care Report* (Internal Document). Hanoi, Vietnam.Scots English Australia JSC. (2026). *Scots English official website*. https://scotsenglish.edu.vn/

How to Cite This Article
Ha TM, Giang PTT. Brand development at Scots English Australia Joint Stock Company. International Journal of Multidisciplinary Research and Growth Evaluation. 2026;7(6):102–111.

Creative Commons (CC) License
This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms