

STUDENT RECRUITMENT REPORTING

JANUARY 2019

Owner: Fanny Moral

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Reporting & Analysis

We achieved 78% of the student recruitment target

	AGPS	Enko Sandton	Enko Benga	Enko Riverside	Enko Sekeleka*	TOTAL SH
New Enrolled	231	11	45	47	27	361
Total Target (New)	200	28	82	106	139	555
<i>Percentage of target achieved</i>	116%	39%	55%	44%	19%	65%
Re-enrolled	211	17	47	108	111	494
Total Target (Re-enrolled)	250	19	58	119	101	547
<i>Percentage of target achieved</i>	84%	89%	81%	91%	110%	90%
Total #Paid	442	28	92	155	138	855
Target BP - Total Paid 2018/19	450	47	140	225	240	1102
<i>Percentage of target achieved</i>	98%	60%	66%	69%	58%	78%
Date of 1st enrolment 2018	23/07	29/10	05/11	01/10	24/09	
Date of 1st enrolment 2017	23/10	NR	18/10	29/10	28/08	
# Total New - 2017	142	NR	71	46	21	280
#Total Paid - 2017	334	44	71	129	103	681
% of BP target achieved	74%	NA	103%	74%	22%	98%

Fig. 1 - Dashboard of all schools' performance

*See Fig. 5 for details on Enko Sekeleka: the part operated by Enko Education has achieved 114% of its target.

Enko Schools of the Southern hemisphere achieved 78% of the total enrolment target (855 students enrolled in total vs. 1,102 in the business plan), with **65% of the new student recruitment target achieved** (361 vs. 555), **and 90% of the re-enrolment target** (494 vs. 547). In comparison, schools of the Northern hemisphere in September had achieved 86% of the enrolment target, with respectively 81% of the new enrolments target and 91% of the re-enrolments target achieved.

Those figures are driven by Amazing Grace Private School (AGPS) who accounts for a total of 450 students, including 211 re-enrolments and 239 new enrolments.

5 Enko Schools are included in this report: AGPS and Enko Sandton in South Africa, Enko Riverside, Enko Sekeleka and Enko Benga in Mozambique. **For this intake, the strategy was to emphasize on Enko Education highly targeted and direct marketing approach.** Schools were to collect eligible prospects through feeder schools' partnerships, field marketing and digital marketing to then follow-up with them through direct marketing.

A full-time marketing officer is necessary to ensure good marketing efforts and target achievement

The only school who has achieved its student recruitment target (AGPS) is also the only one who **had a Marketing Officer all year long, implementing regular and diverse marketing actions, and performing the adequate follow-up.** The same applied for the September intake, for which the reporting showed that having the right marketing team, all year long and full-time, with a good knowledge of the school and good integration in the school team, is a must to achieve the target.

In Enko Benga, the MO left in maternity leave and we could not find good replacement until a School Launcher came; Enko Sekeleka MO left in November; Enko Riverside MO, after a warning given in January, was first put as part-time and then let go in October. The absence of a Marketing Officer or the lack of continuity has had many negative effects: First, **not enough prospects collected** (in Mozambique, only 39% of the contacts target was achieved, see Fig. 2). Contacts need to be collected through targeted and continuous marketing actions (digital, partnerships, events) which require a dedicated person. Second, **not enough follow-up of prospects:** the average number of calls is 1,08 per contact, against 5,51 in the Northern hemisphere (see Fig. 2). And finally, a **poor reporting**, which leads to the absence of key KPIs supposed to help us better prepare the next marketing campaign.

Each school needs one full-time Marketing Officer per school, who must complete a weekly reporting so we can follow-up on the performance on a regular basis and intervene on time if need be. We need to take action on this as this is a learning we've had in the Northern hemisphere as well.

		AGPS	Enko Sandton	Enko Benga	Enko Riverside	Enko Sekeleka	Enko SH average	Enko NH average
EFFORTS	# Contacts collected	650	380	304	114	85	307	260
	<i>Target</i>	606	88	513	221	1264	538	649
	<i>%age of target achieved</i>	107%	434%	59%	52%	7%	132%	42%
	#Calls made	780	644	229	78	na	433	1362
	#Visits	263	33	65	114	10	97	197
#Admission tests	29	8	nr	84	9	33	101	
RESULTS	#Enrolments	231	11	45	47	27	72	66
	<i>Target</i>	200	28	82	106	139	111	81
	<i>%age of target achieved</i>	116%	39%	55%	44%	19%	55%	90%
KPIs	Average # calls per contact	1,20	1,69	0,75	0,68	na	1,08	5,51
	Conversion rate Contacts /Enrolled	36%	3%	15%	41%	32%	25%	32%
	<i>2017 Contact - Enrolled</i>	41%	12%	16%	11%	11%	18%	11%
	Conversion rate Applied/Enrolled	nr	138%	nr	56%	nr	97%	69%

Digital needs to be reinforced as a cheap way of recruiting learners

Some major improvements were made in South Africa with the use of digital marketing (1st source of recruitment of AGPS and Enko Sandton with a total of 54 enrolments from Google and Facebook in both schools. We want to improve on that in the years to come with dedicated resources for digital.

Enrolments and re-enrolments have started much earlier than last year, which allows for better predictability

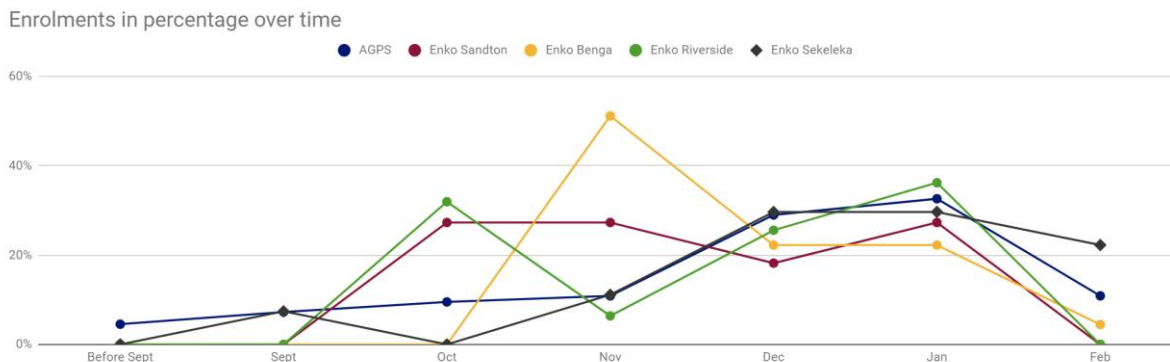


Fig. 3 - Enrolments over time

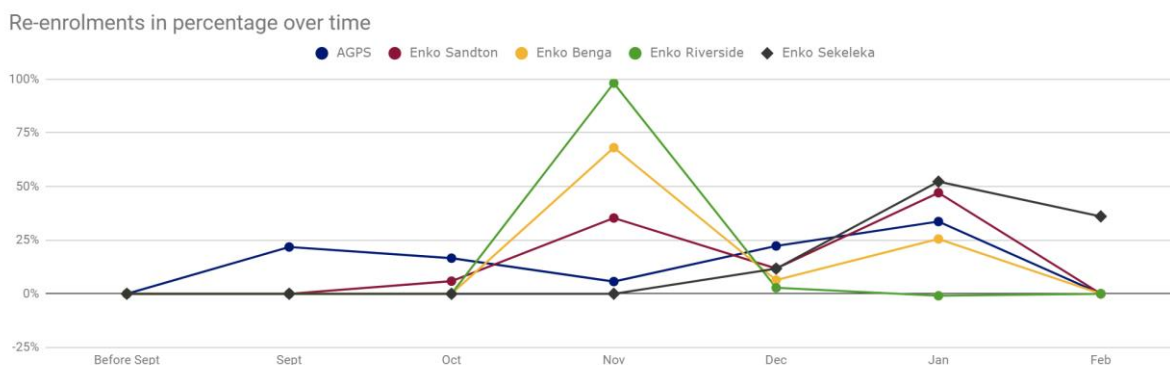


Fig. 4 - Re-enrolments over time

Last year, the peak of enrolments and re-enrolments happened in January for most schools. This year, we recorded enrolments before September (first enrolment for AGPS was in July - see Fig. 1), and the first peak for new enrolments was in October (Enko Riverside recorded 32% of its enrolments in October - see Fig. 3), and November for re-enrolments - see Fig. 4. **This proves that the assumption of a cultural “last minute” registration behaviour is not confirmed or can be overcome. We have to continue efforts to anticipate enrolments, as it allows for more predictability and less rush when school resumes in January.**

We need to improve parent communication and communication on the curriculum to increase student retention

Schools have achieved **90% of the re-enrolment target** (which was calculated by removing the students in final year from the total learners’ population). In comparison, schools from the Northern hemisphere had achieved 91%. **Enko Benga in Tete has experienced the biggest wave of departures from one year to the other: 51% of learners (36 learners) left** during or at the end of the first year. They included 27 members of the Brazilian community, who left because of the school not keeping up with promises made with regards to various school services (bus, books, sports facilities) but also because parents did not understand well the PYP curriculum. This was also proven with Enko Riverside DP students: 7 out of 12 dropped out, and out of 5 who wrote the exam, only one got it. **We therefore need to improve on how we explain our curriculum prior to, and after enrolment.**

In Maputo, the moving of the school and improvement of infrastructure have allowed to better compete with other local international schools

The moving of the school has allowed to massively diversify the feeder schools (our students come from 22 different schools).

In Vilankulos, Enko Education reaches target but the part of the school run by the partner doesn't

In Vilankulos, **we have achieved the maximum potential of the local community for the part operated by Enko Education**: the secondary school has achieved **114% of its Student recruitment target** with 57 learners. To continue growing, we could need to recruit in other regions of Mozambique, and for that will need to **offer boarding facilities or homestay options**.

Our partner needs to take action to increase students figures in Crèche and Primary. A way to do so would be to open an **English-speaking Crèche and Primary**, as today parents are reluctant to have their children switching from lusophone primary to anglophone secondary.

	New Enrolments	Re-enrolments	Total #Paid	Target BP	%age achieved
Crèche	6	7	13	60	22%
Primary	14	54	68	130	52%
Secondary	7	50	57	50	114%
Total	27	111	138	240	58%

Fig. 5 - Enko Sekeleka split of enrolments per level

In the future, schools must improve the targeting of their marketing actions

The low number of contacts collected by most schools proves the need to **organize more marketing activations**, with the objective to collect contacts of eligible prospects. Actions can include feeder schools partnerships (see Schools' Partnerships Handbook), digital marketing, organization of events like English or Maths competition to collect prospects' contacts, and many more.

Once those contacts are collected, they must be clearly followed-up on in order to increase chances to convert them into enrolments. This require a thorough use of Pipedrive.

NB: It is to be noticed that the 5 schools who had their intake in January offer very diverse curricula and operate in different environments: AGPS offers the national South African CAPS curriculum with a population of 450 students, Enko Sandton is a full Cambridge school with 28 students, Enko Sekeleka mixes a primary Mozambican curriculum with a secondary Cambridge curriculum, Enko Riverside offers Cambridge and then the IBDP, and finally Enko Benga is a primary school offering the PYP. Besides, schools like Enko Sandton, AGPS or Enko Riverside are in large cities with a wide pool of eligible parents and intense competition, while Enko Sekeleka for example lies in a village of less than 25,000 inhabitants.

Appendices

Amazing Grace Private School, Johannesburg, South Africa

Marketing Officer	Annaliza Mockena
Other people working on marketing	Isabel, Nikita, Kemi, Kamo, Thandeka (welcome officers), Omotayo and Flora (interns)

Amazing Grace Private School has achieved 100% of its student recruitment target, with 450+ students at school (enrolments keep coming in), including 211 re-enrolments. Out of the 350 students at school last year, only 211 were eligible for re-enrolments, the others having outstanding school fees to pay. **The school enrolled 231 new students**, against 142 in 2018.

Marketing actions have started very early, with the Marketing Officer recruited in December 2017. She implemented steady marketing actions all year long, as shown in the enrolments over time (**first enrolment was in July and first peak was in September**, while in 2017 the only peak was in January). These consistent actions allowed her to surpass the target of contacts collected (650 contacts vs. a target of 606). The school also has an excellent prospect conversion rate (32% of prospects converted into enrolments, vs. an average of 25% for January intake and 32% for September intake).

Digital is the first source of recruitment (38 enrolments come from Google and 12 from Facebook), with no investment in Google Ads or SEO (and R3,432 for Facebook boosts). It is to be noted that AGPS was **one of the most active Facebook pages** in 2018, with very frequent posting, a great response rate (100% in December) and response time (1 hour in December).

Word of mouth or using parents and teachers as ambassadors also yielded many enrolments at no cost (37 through word of mouth only). The school community should be further encouraged to promote the school.

For the first time in 2018, AGPS has been organizing **partnerships with primary schools**, visiting the schools and inviting Principals for a Principals' breakfast. This first tentative yielded 9 enrolments with an average cost of acquisition of R111 per student, and should be encouraged for next year as well.

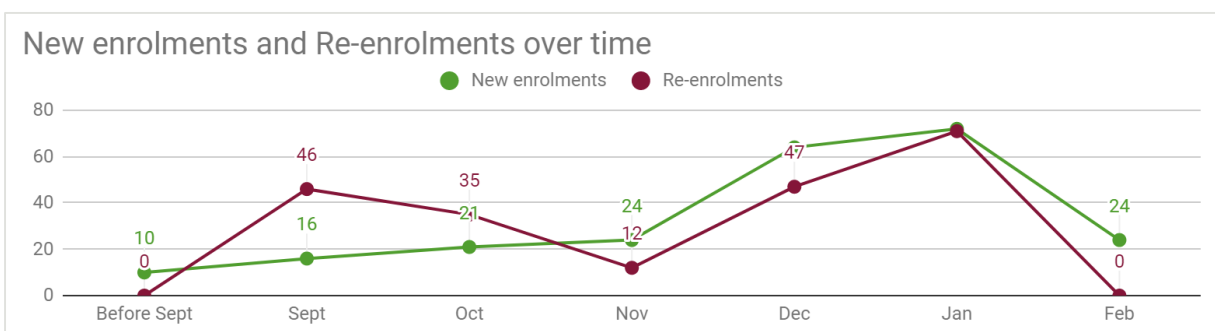
The school's visibility has been improved thanks to **outside signs**, which generated a lot of walk-ins from people working or living in the surroundings. The cost of those signs will be amortized over many years.

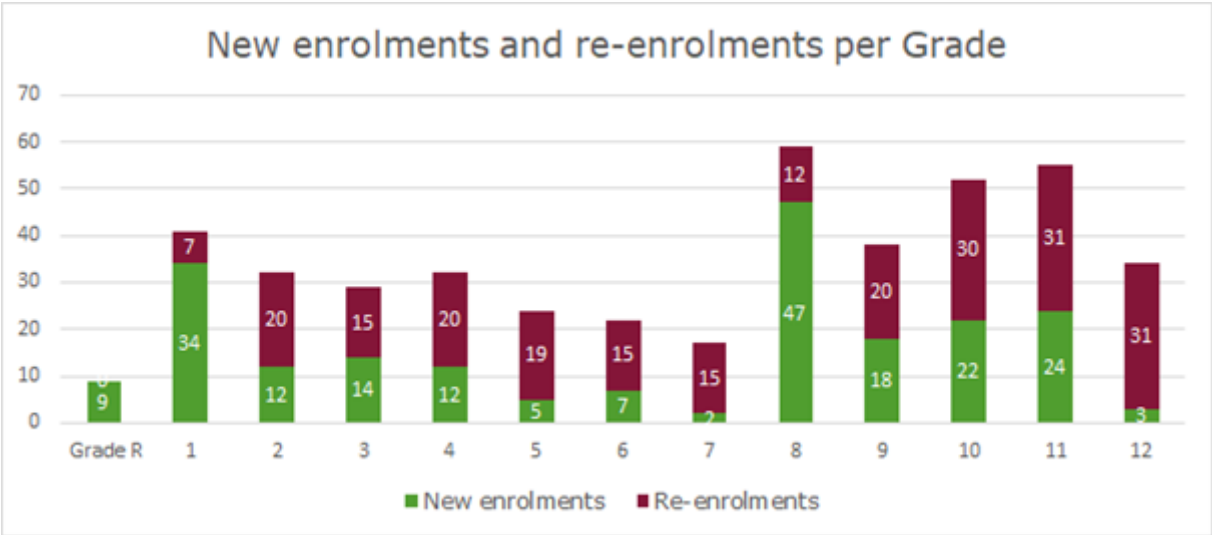
Due to the change of Welcome Officers and interns throughout year, **Pipedrive has not always been filled properly**: consequently, for most enrolments we can't track their marketing source, and some figures don't make sense (more enrolments than contacts collected for a given school). Next year's reporting will need to be improved by using Pipedrive more thoroughly thanks to a more consistent support team.

		AGPS	Enko SH average	Enko NH average
EFFORTS	#Contacts collected	650	307	260
	<i>Target</i>	606	538	649
	<i>%age of target achieved</i>	107%	132%	42%
	#Calls made	780	433	1362
	#Visits	263	97	197
	#Admission tests	29	33	101
RESULTS	#Enrolments	231	72	66
	<i>Target</i>	200	111	81
	<i>%age of target achieved</i>	116%	55%	90%
KPIs	Average # calls per contact	1,20	1,08	5,51
	Conversion rate Contacts - Enrolled	36%	25%	32%
	<i>2017 Contact - Enrolled</i>	41%	18%	11%
	Conversion rate Applied - Enrolled	797%	411%	69%

Performance of each marketing action					
Marketing action	Amount spent (FCFA)	#Contacts	#Paid	Conversion rate	Cost of acquisition
Digital - Google	R0,00	89	38	43%	R0,00
Word of mouth	R0,00	119	37	31%	R0,00
Digital - Facebook	R3 432,00	83	12	14%	R286,00
Cosmo City Mall exhibition	R7 500,00	122	10	8%	R750,00
School signs	R6 000,00	31	9	29%	R666,67
Primary schools partnerships (Witkoppen and Bordeaux)	R1 000,00	143	9	6%	R111,11
Open Days	R1 500,00	8	3	38%	R500,00
Ambassadors - Enko staff	R0,00	7	2	29%	R0,00
Ambassadors - Enko parent	R0,00	20	1	5%	R0,00
Flyers distribution	R0,00	na	1	N/A	R0,00

Main feeder schools			
School Name	#Contacts	#Paid	Conversion rate
Cosmo City School	51	11	22%
Oceans Private School	26	9	35%
Spark	21	8	38%
Eagles Christian Academy	4	6	150%
Witkoppen Primary	148	6	4%
Vuleka SSB	5	5	100%
Castle Bridge	4	4	100%
Bordeaux Primary School	5	3	60%
Lion Park Primary School	3	3	100%
Roosevelt High School	3	3	100%
Christian Progressive	1	2	200%
Creche	2	2	100%
Education Alive School	2	2	100%
Hexagon High School	2	2	100%
JPI	3	2	67%
Kleinbooi P.P.S	2	2	100%
Laerskool Warmbad	1	2	200%
Ormonde Primary School	2	2	100%
Centre of Excellence	N/A	2	#VALEUR!
Unknown	N/A	157	#VALEUR!





Enko Sandton, Johannesburg, South Africa

Marketing Officer	Mazvita Manyangarirwa
Other people working on marketing	Charlotte Burrier, Nathan Ilunga, Kershen Naidoo

Because of the late acquisition, **marketing started very late**, especially within the South African context, where most parents able to afford such school fees make up their mind around February / March, and a lot of prestigious schools have waiting lists.

Efforts therefore focused on foreigners: Enko Sandton was the first Enko school to implement cross-border marketing:

- A **digital agency** was recruited to try and quickly generate marketing leads through Facebook Ads and Google. This ended up being a failure as the agency did not yield the number of leads they had committed themselves to. We broke the contract before it ended when we realized we had better results boosting our Facebook posts ourselves. For next year, **digital marketing should be managed in-house**. Hiring a part-time digital consultant working from the Head Office on all schools' digital activities could be a solution. Digital marketing generated a total of 68 eligible leads, most of them abroad, therefore the timing was too short for them to come in January. In addition, a lot of prospects came from DRC and required extra English lessons: for next year, **a language lab will be implemented** to cater for those needs. Leads collected converted into 4 enrolments, making it the first source of enrolment but at a very high cost of acquisition (ZAR 9 720)
- Enko Sandton went to exhibit in the **eSwatini mall** to try and get the learners who had been refused by UWC. 17 eligible contacts were collected, but none converted.

Advertising in the catchment area generated very few leads, again because of the poor timing. It was however the occasion to make the school known to neighbouring schools and companies. Those relationships are being continued for the next intake (organization of Principals' Breakfast in February, exhibition at primary schools' fairs).

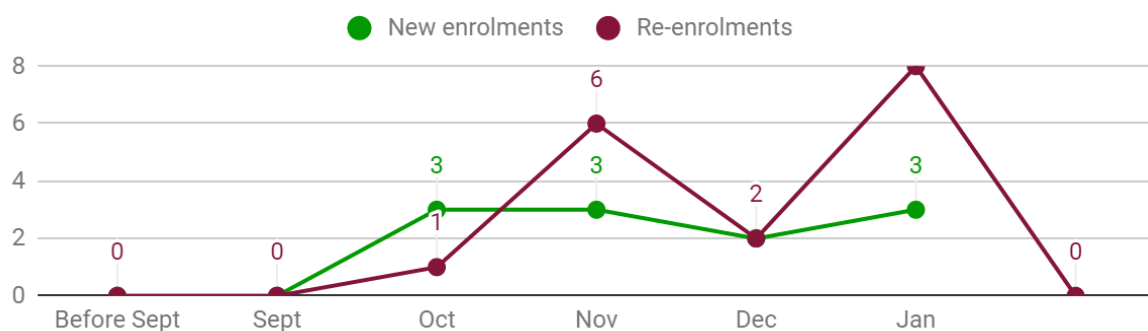
A lots of the contacts collected came from external learners writing exams at IPC. The school had to stop calling them after their Heads of Schools complained about us poaching their students as we don't want to lose this additional source of revenue.

		Enko Sandton	Enko SH average	Enko NH average
EFFORTS	#Contacts collected	380	307	260
	<i>Target</i>	88	538	649
	<i>%age of target achieved</i>	434%	132%	42%
	#Calls made	644	433	1362
	#Visits	33	97	197
	#Admission tests	8	33	101
RESULTS	#Enrolments	11	72	66
	<i>Target</i>	28	111	81
	<i>%age of target achieved</i>	39%	55%	90%
KPIs	Average # calls per contact	1,69	1,08	5,51
	Conversion rate Contacts - Enrolled	3%	25%	32%
	<i>2017 Contact - Enrolled</i>	12%	18%	11%
	Conversion rate Applied - Enrolled	138%	411%	69%

Performance of each marketing action					
Marketing action	Amount spent (ZAR)	#Contacts	#Paid	Conversion rate	Cost of acquisition
Google Search	ZAR 29 161,00	29	3	10%	ZAR 9 720,33
Exams for external students	ZAR 0,00	3	2	67%	ZAR 0,00
Ambassadors - Teachers	ZAR 0,00	2	1	50%	ZAR 0,00
Zendesk (sandton@enke email address)	ZAR 0,00	5	1	20%	ZAR 0,00
Partnership - AGPS	ZAR 0,00	2	1	50%	ZAR 0,00
Word of mouth	ZAR 0,00	4	1	25%	ZAR 0,00
Partnership - Enko Riverside	ZAR 0,00	2	1	50%	ZAR 0,00
Digital - www.Learn4Good.com	ZAR 0,00	18	0	0%	nr
Facebook	ZAR 12 947,00	16	0	0%	nr
Open Days	ZAR 0,00	2	0	0%	nr
Eswatini Mall	ZAR 12 000,00	17	0	0%	nr
Trailer ad	ZAR 26 000,00	1	0	0%	nr
Building sign	ZAR 22 540,00	3	0	0%	nr

Main feeder schools			
School Name	#Contacts	#Paid	Conversion rate
Homeschooled	2	1	50%
Lonehill Academy	na	1	na
St John's College	na	1	na
Enko Riverside	2	1	50%
British International College	2	1	50%
Poplar Academy	1	1	100%
Andrews Academy	1	1	100%
AGPS	na	2	na
IMMT	1	1	100%
Zimbabwe	1	1	100%

New enrolments and Re-enrolments



Enko Benga, Tete, Mozambique

Marketing Officer	Armelle SAE-JEANNE, Malaika ABDUL
Other people working on marketing	Ashley DAVIDE

Enko Benga achieved **67% of its total enrolment target**.

However, the target of new enrolments had to be increased to compensate the many students who left the school during the year. In total, **51% of learners left the school**, which is the highest an Enko school has ever had. Among the 36 leavers, 27 were Brazilians. We know the Brazilian community to be very cohesive and fickle: they followed the few leaders who first decided to leave, but might come back. However, they are very demanding parents and were demonstrating a negative attitude at school.

Most leavers (39%) left because they were unhappy with the school services: for this first year, the school was not able to keep up with the promises they had made, especially concerning books, transportation and sports facilities. **25% of leavers moved away, which is higher than the Enko average (15%)** and is a specificity of Tete. This must be anticipated when setting up next year's re-enrolment target, and we must improve on our school services and communication around the curriculum to decrease the number of leavers for these two motives.

Our Marketing Officer left for a maternity leave at a key moment of the student recruitment period and we were **unable to find a good replacement**; a school launcher arrived in November to compensate, which explains the peak of enrolments at that time: all marketing and admissions efforts had been paused until then. Pipedrive has been poorly informed, as the School launcher could not speak Portuguese, and was relying on a very busy Welcome Officer to make and record the calls on Pipedrive: **not all information was collected, including the marketing action and school of origin. Only the #Paid information is relevant: conversion rates are biased.**

Word of mouth remains the most efficient recruitment action, it generated 26 enrolments out of the total 45. This should be encouraged in the future, and professional development focusing on marketing should continue for teachers.

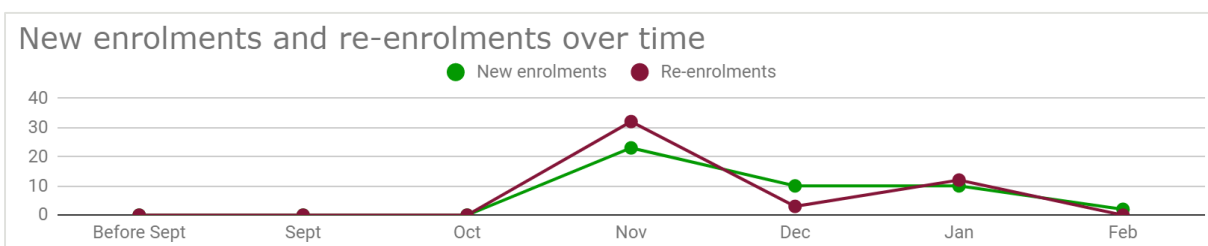
Facebook is also a great awareness tool, and it generated 7 enrolments for an acquisition cost of MZN 1,090. We should emphasize on digital marketing even more next year.

Our partner **Vale** accounted for 7 enrolments out of 20 collected contacts. This partnership should be reinforced next year, with visits to Vale starting earlier in the year.

		Enko Benga	Enko SH average	Enko NH average
EFFORTS	#Contacts collected	304	307	260
	<i>Target</i>	513	538	649
	<i>%age of target achieved</i>	59%	132%	42%
	#Calls made	229	433	1362
	#Visits	65	97	197
	#Admission tests	nr	33	101
RESULTS	#Enrolments	45	72	66
	<i>Target</i>	82	111	81
	<i>%age of target achieved</i>	55%	55%	90%
KPIs	Average # calls per contact	0,75	1,08	5,51
	Conversion rate Contacts - Enrolled	15%	25%	32%
	<i>2017 Contact - Enrolled</i>	16%	18%	11%
	Conversion rate Applied - Enrolled	nr	411%	69%

Performance of each marketing action					
Marketing action	Amount spent (FCFA)	#Contacts	#Paid	Conversion rate	Cost of acquisition
Word of mouth (Doctors)	MZN 0,00	9	9	100%	MZN 0,00
Word of mouth (non enko parent)	MZN 0,00	8	8	100%	MZN 0,00
Facebook boosts	MZN 7 630,00	7	7	100%	MZN 1 090,00
Vale trip	MZN 0,00	20	7	35%	MZN 0,00
Word of mouth (parents)	MZN 0,00	5	5	100%	MZN 0,00
Word of mouth (staff)	MZN 0,00	4	4	100%	MZN 0,00
Little billboard on side of the road	MZN 0,00	2	2	100%	MZN 0,00
Radio advert Jan/Feb 2019	MZN 25 000,00	4	2	50%	MZN 12 500,00
Digital - Website	MZN 0,00	2	1	50%	MZN 0,00
Mall activation - 24/11/2018	MZN 8 075,00	14	0	0%	nr
Debbies' Event	MZN 0,00	7	0	0%	nr

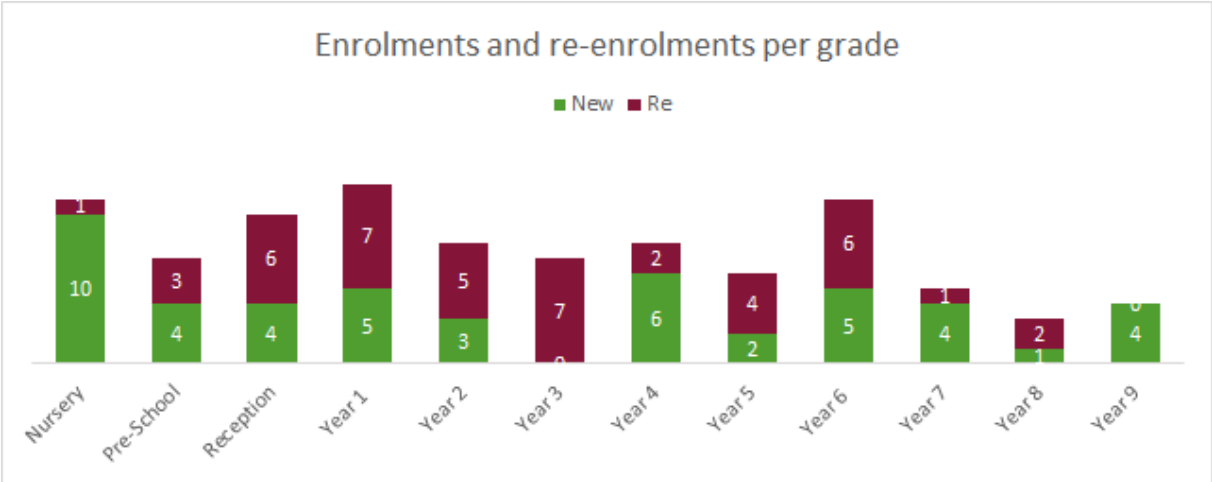
Main feeder schools			
School Name	#Contacts	#Paid	Conversion rate
Emirald School	15	15	100%
Did not attend school	7	7	100%
Young Gemynds International School	10	6	60%
Hamza International	3	3	100%
Champion International School	4	3	75%
<i>Unknown</i>	95	2	2%
Njerenje School	2	2	100%
Colegio Mundial	3	1	33%
Tsakane	1	1	100%
Milgrate Garden	2	1	50%
Bredindlvu School	1	1	100%
CR Swat South Africa	1	1	100%
Philadelphia Senior School	1	1	100%
Pietresburg Primary School	1	1	100%



Focus on leavers:

Reasons why	#	%age total
Moved	9	25%
Unhappy with school services	14	39%
Unhappy with school curriculum	8	22%
Other	5	14%
Total	36	100%

Reasons why - Focus Brazilians	#	%age total
Moved	4	11%
Unhappy with school services	13	36%
Unhappy with school curriculum	7	19%
Other	3	8%
Total	27	75%



Enko Sekeleka, Vilankulos, Mozambique

Marketing Officer

Nicchollin KRAEMER (left in November), Belinda MPANDO

Other people working on marketing

Enko Sekeleka achieved 58% of their total target, with only 19% of the new student recruitment target achieved. However, results are very different depending on whether you look at the Secondary school, operated by Enko, or the Crèche and Primary operated by our partner.

	New Enrolments	Re-enrolments	Total #Paid	Target BP	%age achieved
Crèche	6	7	13	60	22%
Primary	14	54	68	130	52%
Secondary	7	50	57	50	114%
Total	27	111	138	240	58%

Marketing could have been more intense in terms of visibility of the school in the community. In such a small community, word of mouth and field marketing should be generating most of the contacts, but they account for only 2 contacts. **We need to think of more ways to impact the community and be more visible.** The Marketing Officer left in November, which explains while the Pipedrive was not 100% well managed. Social Media has been very slow all year long: **it needs to be strengthened for next year, as it would be an easy and cheap way to reach out to neighbouring cities.**

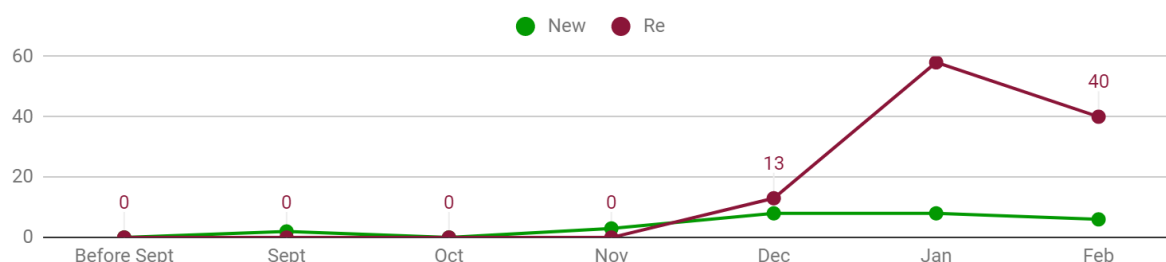
For the secondary, not only have we exceeded the target (57 vs. 50), but **we might have reached the limits of the potential of Vilankulos**, as the target population there is very limited. To increase secondary figures, we will have to get students from neighbouring cities. Some families there have expressed interest but require **homestay or boarding facilities.**

As far as primary and crèche are concerned, the major issue is that portuguese is the language of instruction, and parents (including those from our partner SASOL) are not willing to enrol their kids in a lusophone crèche and primary if they then transfer into an international secondary. Therefore, they prefer the two local anglophone schools: Open Arms and Southern Cross. **An English-speaking crèche and primary would allow to increase enrolment figures in the years to come.**

Our partner SASOL remains the first source of enrolments, with 21 new students coming from SASOL this year, compared to 84 during the 2017-2018 intake. We need to improve processes at Enko to communicate as soon as possible with new families relocating to Vilankulos. The 6 other students come from local primary schools. Those coming from public schools are part of the scholarship programme, while our partner Southern Cross sent us 2 learners, and 1 came from Open Arms.

Many parents remain unwilling to pay re-enrolment fees. Like in some other schools of the Enko network, **we should aks instead for an advance on school fees**, so we can better anticipate re-enrolments and avoid that re-enrolment peak in January.

New enrolments and re-enrolments over time



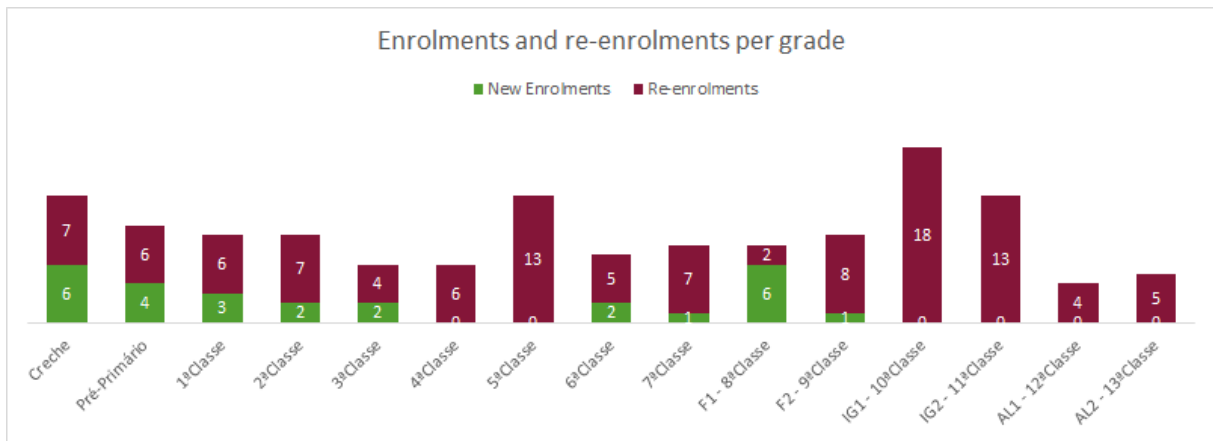
STUDENT RECRUITMENT - JANUARY 2019 REPORTING

		Enko Sekeleka	Enko SH average	Enko NH average
EFFORTS	#Contacts collected	85	307	260
	<i>Target</i>	1264	538	649
	<i>%age of target achieved</i>	7%	132%	42%
	#Calls made	na	433	1362
	#Visits	10	97	197
	#Admission tests	9	33	101
RESULTS	#Enrolments	27	72	66
	<i>Target</i>	139	111	81
	<i>%age of target achieved</i>	19%	55%	90%
KPIs	Average # calls per contact	na	1,08	5,51
	Conversion rate Contacts - Enrolled	32%	25%	32%
	<i>2017 Contact - Enrolled</i>	11%	18%	11%
	Conversion rate Applied - Enrolled	300%	411%	69%

School of Origin			
School Name	#Contacts	#Paid	Conversion rate
Vilanculo Primary	3	3	100%
Southern Cross Academy	4	2	50%
Open Arms	1	1	100%
Alto Mae Primary	1	1	100%
Kingfisher Bay School	4	0	0%

Performance of each marketing action				
Marketing action	Amount spent (MZN)	#Contacts	#Paid	Conversion rate
Partnership with SASOL	MZN 0,00	43	21	49%
Ambassadors - Enko staff	MZN 0,00	9	2	22%
Partnership - Southern Cross Academy	MZN 0,00	3	2	67%
Word of mouth	MZN 0,00	2	2	100%
Facebook boosts	MZN 4 800,00	3	0	0%
School event - Sports Day	MZN 0,00	0	0	#DIV/0!
Ambassadors - Enko parent	MZN 0,00	13	0	0%
Partnership - Kingfisher Bay School	MZN 0,00	2	0	0%
Unknown	MZN 0,00	8	0	0%

STUDENT RECRUITMENT - JANUARY 2019 REPORTING



	Financial Aid	
Grade	FA #	FA %
Creche	0	0%
Pré-Primário	0	0%
1ª Classe	0	0%
2ª Classe	0	0%
3ª Classe	0	0%
4ª Classe	0	0%
5ª Classe	1	8%
6ª Classe	1	14%
7ª Classe	0	0%
F1 - 8ª Classe	1	13%
F2 - 9ª Classe	3	33%
IG1 - 10ª Classe	9	50%
IG2 - 11ª Classe	3	23%
AL1 - 12ª Classe	2	50%
AL2 - 13ª Classe	2	40%
Total	22	16%

	SASOL Students		
Grade	SASOL #	SASOL %	SASOL New 2019
Creche	12	92%	6
Pré-Primário	9	90%	4
1ª Classe	8	89%	2
2ª Classe	7	78%	2
3ª Classe	3	50%	2
4ª Classe	5	83%	0
5ª Classe	9	69%	0
6ª Classe	5	71%	2
7ª Classe	6	75%	1
F1 - 8ª Classe	4	50%	2
F2 - 9ª Classe	3	33%	0
IG1 - 10ª Classe	6	33%	0
IG2 - 11ª Classe	4	31%	0
AL1 - 12ª Classe	2	50%	0
AL2 - 13ª Classe	1	20%	0
Total	84	61%	21

Enko Riverside, Maputo, Mozambique 

Marketing Officer	Tagy BACAR (left in October)
Other people working on marketing	Jonathan PUEHMEYER, Quitosa DUNDURO

Enko Riverside has achieved 69% of its student recruitment target, with 44% of the new enrolments target achieved.

This is due to a series of factors: 1) **The Marketing Officer was released of his functions early October**, at the beginning of the student recruitment peak season (despite a first warning in January and a period being part-time), and was not replaced. This can explain the fact almost the same number of learners than in 2018 was recruited (47 vs. 46 in 2018), as there was no marketing officer last year either. In the future, we need to recruit a full-time high-level marketing officer to increase those numbers. 2) **The end of the partnership between Sekeleka and Colegio Nyamunda impacted negatively** the ability to reach Nyamunda families, delaying the visit to Colegio Nyamunda: the school recruited only 9 students from the partner school, against 17 last year (19% of total enrolment this year against 36% last year). **In 2019 it will be important to reach out to Nyamunda much earlier.** 3) **The school's cash flow situation prevented the billboards and radio campaign** that had been planned to be rolled out (only MZN 154,860 were spent out of the initial MZN 515,206 budget, and those were only for marketing material).

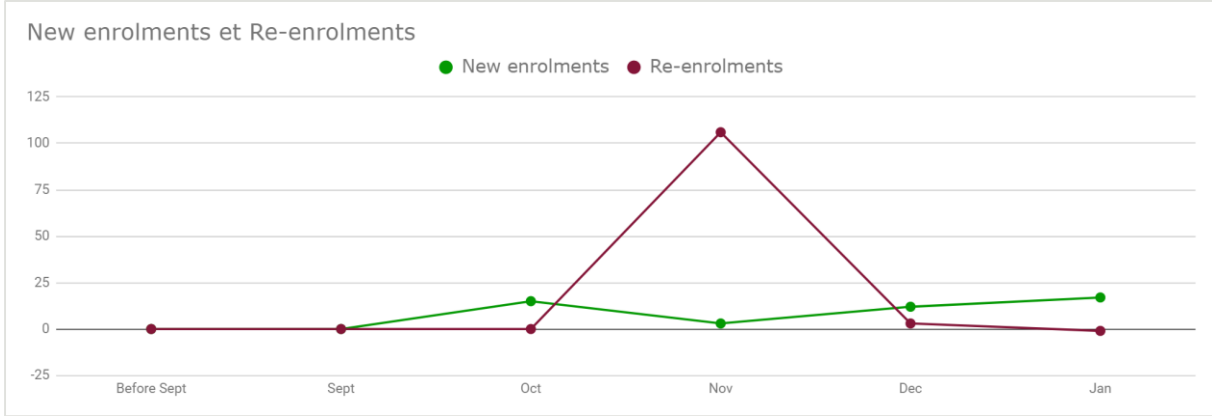
There are some encouraging signs: **the first school of origin this year is Maputo International School, our main competitor** (Cambridge School with school fees slightly higher than us). The **new school facilities allow us to better compete** with other international schools in Maputo.

Students this year come from 22 different schools, including many international ones: this means there is a **massive potential for Enko in Maputo**, and **our marketing actions need to be better targeted** to reach out directly to learners and parents of those schools.

There seems to be a **gap between the curriculum on offer and our student population**: Only 1 of 5 students of the first cohort passed the Diploma. 7 of the initial 12 learners had left the school before because they were unable and/or unwilling to cope with the demands of the IBDP. 2 students finished school after IGSCes, with no intention to complete the IBDP or A Levels. In the future, in addition to continuously improving the quality of education, and better communicating about the IB prior to and following the enrolment, **the school might want to consider alternative curricula like the IBCP.**

The absence of a Marketing Officer resulted in Pipedrive not being used, hence the non-availability of some KPIs (conversion rate could not be calculated for example, we don't know the marketing action through which enrolled learners have heard about us). As proven in other schools, the use of Pipedrive is necessary to assess performance all year long.

The school does not charge re-enrolment fees: in order to better anticipate re-enrolments, we should apply the same policy as in other Enko schools, and require an advance on school fees during the last term. This would allow us to avoid unpredicted drop outs (one student expected to come back did not in January, see graph).



STUDENT RECRUITMENT - JANUARY 2019 REPORTING

		Enko Riverside	Enko SH average	Enko NH average
EFFORTS	#Contacts collected	114	307	260
	<i>Target</i>	221	538	649
	<i>%age of target achieved</i>	52%	132%	42%
	#Calls made	78	433	1362
	#Visits	114	97	197
	#Admission tests	84	33	101
RESULTS	#Enrolments	47	72	66
	<i>Target</i>	106	111	81
	<i>%age of target achieved</i>	44%	55%	90%
KPIs	Average # calls per contact	0,68	1,08	5,51
	Conversion rate Contacts - Enrolled	41%	25%	32%
	<i>2017 Contact - Enrolled</i>	11%	18%	11%
	Conversion rate Applied - Enrolled	nr	411%	69%

School of origin	
School Name	#Paid
Maputo International School	10
Nyamunda	9
Willow International School	3
Educare	2
Colegio Kitabu	2
Sanana School	2
St Peter College	2
Trichardt	2
Colegio Shalom	2
Hartzel High School	1
Southern College	1
Young Gemynds International School	1
Escola primaria da Sommershield	1
Gymnasium Innsbruck (Austria)	1
Externato 3 de Maio	1
Trindade	1
PIQI International School	1
Francisco Manyanga	1
Arco - Iris	1
Colegio Victoria	1
Instituto Nilia	1
New Life (Swaziland)	1

