

# Vietnam K-12 Digital Experience Benchmark: NHG Strategic Roadmap

**NHG Education faces a pivotal moment.** With iPortal 2 rated just **2.8 stars** on Google Play—below competitors VinSchool (2.7★) and far behind EdTech platforms like eNetViet (4.0★)—NHG's 60-school network risks losing parent trust to schools with better digital experiences. This benchmark reveals that the gap isn't primarily about features; it's about **reliability during trust moments** (attendance accuracy, pickup, emergency alerts) and integration depth. The good news: NHG has the scale (75,000+ students) ([Ischool](#)) and existing infrastructure to leapfrog competitors within 36 months by focusing on stability first, then building a parent-first experience platform.

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## Executive summary: 12 key findings

1. **NHG's iPortal 2 is feature-complete but poorly rated** (2.8★ Android, insufficient iOS reviews) ([google](#)) with critical multi-child family UX friction identified in reviews
2. **Market leader VinSchool also struggles** (2.7★) despite larger scale (56 campuses, 50K students) and frequent updates—proving features alone don't solve adoption
3. **FPT Schools leads Vietnamese chains** with 4.0★ iOS rating and superior boarding features, though Android has stability complaints
4. **Real competitor is Zalo**, not other school apps—parents view paid apps as "expensive redundancy" when teachers already use free messaging ([Báo điện tử Tiền Phong](#))
5. **Trust moment failures are systemic:** Tuổi Trẻ newspaper documented cases of false "child arrived at school" notifications when children were actually absent ([Tuổi Trẻ](#))
6. **International schools use best-of-breed stacks** (iSAMS, ManageBac, PowerSchool, SchoolsBuddy) rather than single platforms—fragmented but reliable
7. **VNEdu (VNPT) dominates public schools** with 30,000+ schools, 8M+ students— ([Vovworld](#)) but has 3.1★ rating indicating similar UX challenges
8. **eNetViet achieves 4.0★ at scale** (5M+ downloads, 52K reviews)— ([google](#)) making it the highest-rated mass-market Vietnamese school app ([google](#))
9. **Best global platforms achieve 90%+ parent adoption** through parent-first design, gamification (ClassDojo), and auto-translation (100+ languages)
10. **Singapore's Parents Gateway** demonstrates government-led success: Singpass authentication, digital consent, 4.5★ rating
11. **NHG's technology foundation exists** (iPortal ecosystem, iStudy LMS, Microsoft 365 integration) but needs reliability hardening
12. **36-month window is critical:** Regional competitors like Cognita (ISHCMC) and Nord Anglia (BIS/BVIS) are standardizing superior parent experiences

## 1. Vietnam private K-12 app/portal map

### Major school networks (Tier 1)

School Brand	Network	Parent App	Link	Rating	Reviews	Last Update	Key Features	Confidence
<b>NHG (iSchool, UKA, SNA)</b>	60 schools, 24 provinces	iPortal 2	<a href="#">Android</a> / <a href="#">iOS</a>	2.8★	18-20	Aug 2025	Timetable, attendance, messaging, grades, leave requests	HIGH
							<a href="#">Google Play</a>	
<b>VinSchool</b>	56 campuses	VinschoolOne	<a href="#">Android</a> / <a href="#">iOS</a>	2.7★	1,100+	Oct 2025	Face ID check-in, pickup registration, health insurance, VinClub	HIGH
<b>FPT Schools</b>	16+ campuses	MyFPTSchools	<a href="#">Android</a> / <a href="#">iOS</a>	4.0★	5	Oct 2025	Attendance, bus tracking, dormitory, grades, clubs	HIGH
<b>EQuest (Wellspring, CIS)</b>	25 institutions	Wellspring PHHS	<a href="#">Android</a>	N/A	Limited	Jan 2025	Timetable, attendance, bus schedule, announcements	HIGH
<b>VAS</b>	Multiple HCMC	VAS Parent Portal	<a href="#">Android</a> / <a href="#">iOS</a>	3.0★	47	Oct 2024	Reports, profiles, messaging, SSO	HIGH
<b>Victoria School</b>	3 campuses	Victoria School	<a href="#">Android</a>	3.1★	10	Nov 2025	Attendance, grades, messaging, ViKi Card	HIGH
<b>iSchool Vietnam</b>	14 provinces	iSchool Parent	<a href="#">Android</a>	2.8★	17	Jul 2025	Grades, attendance,	HIGH

School Brand	Network	Parent App	Link	Rating	Reviews	Last Update	Key Features	Confidence
							assignments, map	

## International schools (Tier 1 premium)

School	Type	Parent Portal	Student Portal	LMS	Communication	Confidence
SSIS	IB+AP	PowerSchool	PowerSchool	Schoology, Seesaw (ES)	SchoolsBuddy	HIGH
BIS HCMC/Hanoi	British+IB	iSAMS	iSAMS	SchoolsBuddy, Global Campus	SchoolCloud	HIGH
BVIS HCMC/Hanoi	British	iSAMS	iSAMS	SchoolsBuddy	Teams	HIGH
ISHCMC	IB Continuum	PowerSchool	ManageBac	ManageBac	Portal	HIGH
UNIS Hanoi	IB	Veracross	Veracross	Veracross	Portal	HIGH
AIS Vietnam	IB+Cambridge	Connect AIS	ManageBac	Seesaw (K-6), Teams	MS Teams	MEDIUM
EIS	IB	OpenApply	TBD	TBD	TBD	LOW
IGS	German+IB	EduPage	EduPage	igs_online	EduPage	MEDIUM

## EdTech platform vendors

Vendor	Market Scale	Parent App	Rating	Downloads	Key Differentiator	Confidence
eNetViet (QIGroup)	Large	<u>Android</u> / <u>iOS</u>	4.0★	5M+	QR payment, smart attendance, photo timeline	HIGH
VNEdu (VNPT)	30K schools, 8M students	<u>Android</u> / <u>iOS</u>	3.1★	6.9M	Face recognition, blockchain diplomas	HIGH
SMAS (Viettel)	40K schools	<u>Android</u> / <u>iOS</u>	N/A	N/A	Voice grade entry, government integration	HIGH
SchoolOnline (OMT)	Premium segment	<u>Android</u>	N/A	N/A	Facial recognition, IB schools, international	HIGH

Vendor	Market Scale	Parent App	Rating	Downloads	Key Differentiator	Confidence
(Aratek)						
<b>KidsOnline (OMT)</b>	1,200 kindergartens	<u>Android</u>	N/A	120K kids (Omt)	Finland-certified, (KidsOnline) VinSchool kindergarten	HIGH

## Additional Vietnamese private schools

School	Parent App	Link	Rating	Features	Confidence
<b>Olympia Schools</b>	Olympia Schools	<u>Android</u>	N/A	SchoolOnline platform	HIGH
<b>Nguyen Sieu</b>	NSS Connect	<u>iOS/Android</u>	N/A	News, communication	HIGH
<b>TH School</b>	ENGAGE Portal (web)	Web only	N/A	PTM booking, ManageBac	MEDIUM
<b>EMASI</b>	Web portal + Zalo	Web	N/A	Calendar, handbooks	MEDIUM
<b>Dewey Schools</b>	No app found	-	N/A	Portal only	MEDIUM
<b>Renaissance</b>	EduPage	<u>Web</u>	N/A	Third-party platform	MEDIUM
<b>Asian International</b>	EcampusERP	<u>Web</u>	N/A	Third-party platform	LOW

## 2. Feature coverage heatmap

Scoring: 0 = Not present | 1 = Present but unreliable/limited | 2 = Present and functional

### Parent-first features

Feature	NHG iPortal	VinSchool	FPT Schools	eNetViet	VNEdu	International (avg)
Attendance/check-in visibility	2	2	2	2	2	2
Pickup authorization (audit trail)	0	2 (2025)	0	1	1	1
Two-way messaging	1	1	1	2	1	2
Fee payment integration	0	1	0	2	2	1
Emergency communications	1	1	1	1	0	2

Feature	NHG iPortal	VinSchool	FPT	eNetViet	VNEdu	International
	2		Schools		(avg)	
Consent/approvals	0	1	1	0	0	2
Bus tracking	0	2	2	0	0	1
<b>Parent Feature Score</b>	<b>3/14</b>	<b>10/14</b>	<b>7/14</b>	<b>8/14</b>	<b>6/14</b>	<b>11/14</b>

## Student features

Feature	NHG iPortal 2	VinSchool	FPT Schools	eNetViet	VNEdu	International (avg)
Homework/assignments	2	1	2	2	2	2
Timetable & exams	2	2	2	2	2	2
Learning resources	1	2	2	0	2	2
Grade visibility	2	1	2	2	2	2
Notifications	1	1	2	2	1	2
<b>Student Feature Score</b>	<b>8/10</b>	<b>7/10</b>	<b>10/10</b>	<b>8/10</b>	<b>9/10</b>	<b>10/10</b>

## Key insight

**NHG scores lowest on parent-first features** (3/14) but competitive on student features (8/10). The gap is in **trust-critical transactions**: pickup authorization, fee payment, and emergency communications—exactly where parents need reliability most.

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## 3. Experience scorecard

**Scoring: 0-5 scale (0=non-existent, 5=excellent)**

School/Platform	Parent	Student	Reliability	Integration	Privacy/Congest	Support	Total
	UX	UX					/30
<b>SSIS</b>	4.5	4.5	4.5	4.5	4.0	4.0	<b>26.0</b>
<b>BIS/BVIS (Nord Anglia)</b>	4.0	4.0	4.5	4.5	4.0	4.0	<b>25.0</b>
<b>ISHCMC</b>	4.0	4.5	4.0	4.5	4.0	3.5	<b>24.5</b>
<b>FPT Schools</b>	3.5	4.0	3.5	3.5	3.0	3.0	<b>20.5</b>
<b>eNetViet</b>	3.5	3.0	3.5	3.0	2.5	3.0	<b>18.5</b>
<b>Olympia Schools</b>	3.5	3.5	3.0	3.0	3.0	3.0	<b>19.0</b>
<b>EQuest/Wellspring</b>	3.0	3.0	3.0	3.0	3.0	2.5	<b>17.5</b>
<b>VNEdu</b>	2.5	3.0	2.5	4.0	2.5	2.5	<b>17.0</b>
<b>VAS</b>	2.5	3.0	2.5	2.5	2.5	2.5	<b>15.5</b>
<b>VinSchool</b>	2.5	3.0	2.0	3.5	2.5	2.5	<b>16.0</b>
<b>NHG iPortal 2</b>	2.0	3.0	2.5	2.5	2.0	2.0	<b>14.0</b>
<b>Victoria School</b>	2.0	2.5	1.5	2.0	2.0	2.0	<b>12.0</b>

## Top 5 leaders

1. **SSIS** (26.0) - Best-of-breed platform stack with PowerSchool + Schoology + SchoolsBuddy
2. **BIS/BVIS** (25.0) - Standardized Nord Anglia global platform with iSAMS
3. **ISHCMC** (24.5) - Cognita group with ManageBac excellence
4. **FPT Schools** (20.5) - Best Vietnamese chain with highest app rating
5. **Olympia Schools** (19.0) - Premium positioning with OMT platform

## Bottom 5 laggards

1. **Victoria School** (12.0) - App with "frozen, doesn't work" reviews ([google](#))
2. **NHG iPortal 2** (14.0) - Multi-child UX failure, low rating
3. **VAS** (15.5) - "Should have kept website" feedback
4. **VinSchool** (16.0) - 2.7★ despite massive investment
5. **VNEdu** (17.0) - Scale without UX quality

## 4. "Moments that matter" findings

### Moment 1: Daily check-in/out

Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
<b>Accuracy</b>	100% match between physical presence and app status	Da Nang Face ID schools: 1-minute late = instant parent alert <a href="#">Dân Trí</a>	Tuổi Trẻ report: eNetViet showed "arrived at school" when child was at hospital <a href="#">Tuổi Trẻ</a>	<b>CRITICAL:</b> Must implement reliable check-in before any other investment
<b>Timeliness</b>	Real-time (<30 seconds)	VinSchool Face ID integration (2025)	15-30 minute delays common in SMS-based systems	iPortal needs event-driven architecture
<b>Audit trail</b>	Full history with timestamps	FPT Schools dormitory attendance stats	No historical view in basic systems	Add attendance history dashboard

### Moment 2: Pickup authorization

Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
<b>Authorization</b>	Pre-registered authorized persons with photos	VinSchool "Đăng ký đón trả" (Aug 2025 release), TigernixEduConnect (Singapore) ( <a href="#">Tigernix Pte Ltd</a> )	Paper-based authorization still common	Build digital authorization with photo verification
<b>Change requests</b>	Same-day changes via app with verification	Singapore Parents Gateway digital consent ( <a href="#">GovTech</a> )	Phone calls to admin office	Enable parent-initiated pickup changes with audit
<b>Audit</b>	Complete pickup/release log	KidsOnline for kindergarten	No records of who picked up child	Store all transactions with timestamps

### Moment 3: Emergency alert

Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
<b>Reach</b>	100% parent notification within	ParentSquare robocall + SMS + push + email	Push notification only (fails if app not	Implement SMS redundancy for

Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
	5 minutes		installed)	emergencies
<b>Reliability</b>	Works during peak load	Government-backed Parents Gateway (Singapore) <a href="#">Apple App Store</a>	App crashes during high-usage moments	Load test emergency broadcast system
<b>Acknowledgment</b>	Read receipts from parents	Bloomz emergency notification tracking	No confirmation parents received message	Add read receipt tracking

#### Moment 4: Fee deadline/payment

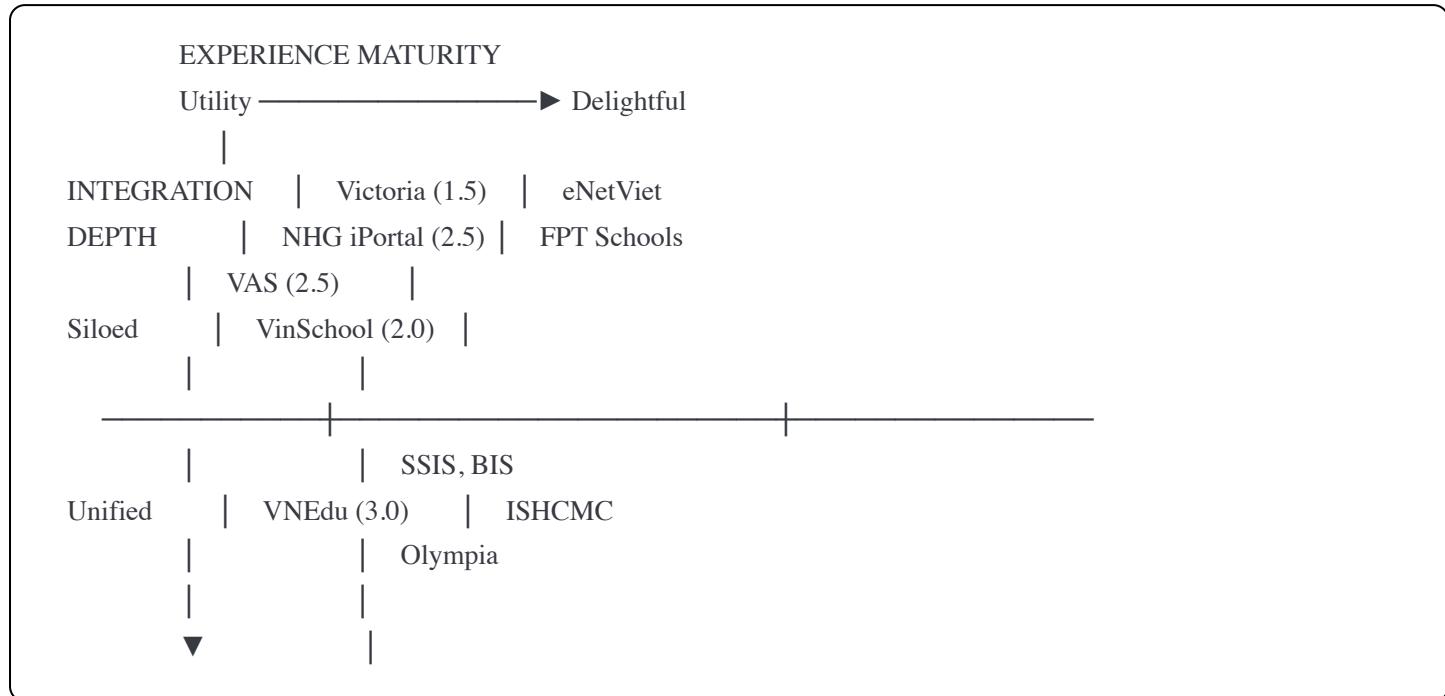
Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
<b>Visibility</b>	Clear invoice with due date and breakdown	eNetViet QR payment, VNEdu online payment <a href="#">Google Play</a>	Paper bills sent alongside digital system (reported in HCMC) <a href="#">Tuổi Trẻ</a>	Single source of truth for fees
<b>Payment</b>	In-app payment completion	eNetViet QR Code integration	Redirect to external bank site	Integrate VNPay/Momo for seamless payment
<b>Confirmation</b>	Instant receipt in app	International schools via payment portal	Delayed manual reconciliation	Real-time payment status update

#### Moment 5: Teacher message response

Aspect	Expected Standard	Best Examples	Anti-Patterns	NHG Implication
<b>Channel</b>	Unified in-app messaging	ClassDojo (45M families), <a href="#">Classdojo</a> Toddle	Teachers use Zalo because app messaging is unreliable <a href="#">Congdankhuyenhoc</a>	Make app messaging as easy as Zalo
<b>SLA</b>	24-hour response expectation	International schools with clear policy	No response expectations set	Define and track message SLAs
<b>Two-way</b>	True dialogue capability	ClassDojo, ParentSquare <a href="#">Classdojo</a>	One-way announcements only <a href="#">Laodongcongdoan</a>	Enable genuine two-way conversation

## 5. NHG positioning summary

### 2x2 positioning map



**NHG position: Lower-left quadrant (Siloed + Utility)**

**Why siloed (Integration score: 2.5/5)**

1. iPortal 2 exists separately from iStudy LMS
2. Teacher app (iPortal Teacher) Android-only, no iOS
3. No confirmed payment gateway integration
4. No bus tracking integration
5. Multi-child accounts require school IT intervention (not self-service)

**Why utility-only (Experience score: 2.0/5)**

1. **2.8★ Google Play rating** indicates poor UX ([google](#))
2. Reviews cite multi-child friction as critical failure
3. No "delightful" features (photo sharing, portfolios, gamification)
4. Insufficient iOS reviews suggest low adoption ([apple](#))
5. Basic feature set without parent-first design

### 5 proof points supporting position

1. **Multi-child failure** - Review: "Families with 2 students need 2 phones" (Sep 2024)

2. **Low adoption signals** - Only 1,000+ Android downloads vs VinSchool's 10K+
3. **Outsourced development** - iSchool Parent Portal developed by Emastech (Malaysia), not in-house
4. **Legacy platform debt** - iPortal, iPortal.NHG, iPortal 2 coexist (3 different apps)
5. **No iOS Teacher app** - Teachers cannot use iPortal Teacher on iPhone (major gap)

## 5 gaps to address

1. **Pickup authorization** - Feature not present; VinSchool launched in Aug 2025
  2. **Payment integration** - No in-app payment; eNetViet has QR payment
  3. **Bus tracking** - Not available; FPT and VinSchool both have this
  4. **Emergency redundancy** - No SMS fallback for critical alerts
  5. **Multi-guardian support** - No evidence of divorced/separated family handling
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## 6. Lessons learned for NHG

### A) Product/UX lessons

#	Lesson	Evidence	So What for NHG	What to Do Next
A1	<b>Multi-child families are the hardest UX problem</b>	iPortal review: "need 2 phones for 2 students"; developer response shows feature exists but UX fails ( <a href="#">google</a> )	40%+ of families likely have multiple children enrolled	Redesign sibling switching as 1-tap UX, not hidden feature
A2	<b>Parent-first means mobile-first</b>	5M+ eNetViet downloads vs web-only portals with low engagement	Parents check on phones during commute/work	Deprioritize web portal; invest in native app excellence
A3	<b>Zalo is the real competitor</b>	News: parents see apps as "expensive redundancy" vs free Zalo ( <a href="#">Báo điện tử Ti 'n Phong</a> )	Teachers will use easiest tool regardless of official policy	Make messaging as fast and reliable as Zalo or integrate with it
A4	<b>Photo sharing drives engagement</b>	ClassDojo and eNetViet highlight photo timelines as key features ( <a href="#">eNetViet</a> ) ( <a href="#">Littlelearningladybugs</a> )	Parents emotionally connect through classroom moments	Add daily classroom photo feed feature

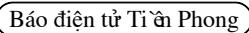
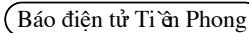
## B) Integration/data lessons

#	Lesson	Evidence	So What for NHG	What to Do Next
B1	<b>Real-time attendance is table stakes</b>	Da Nang schools: 1-minute lateness triggers instant notification (Dân Trí)	Delayed attendance data destroys parent trust	Implement event-driven attendance with <30 second latency
B2	<b>Single student ID across all systems</b>	International schools: same ID for SIS, LMS, payment, transport	NHG likely has fragmented IDs across iPortal, iStudy, finance	Create unified student identity registry
B3	<b>Event-driven beats batch updates</b>	VinSchool notifications fail because they update in batches	Parents expect instant notification when something happens	Architect for real-time events, not daily syncs
B4	<b>Face recognition accelerates check-in</b>	VinSchool launched Face ID for check-in (2025); VNEDU has face recognition (Dân Trí)	Eliminates manual roll-call errors	Evaluate face recognition for attendance accuracy

## C) Governance lessons

#	Lesson	Evidence	So What for NHG	What to Do Next
C1	<b>Multi-guardian access is non-negotiable</b>	ClassDojo Plus offers separated/divorced family support; (Common Sense Education) international schools handle multiple guardians	Vietnam has rising divorce rates; grandparents often primary caregivers	Build role-based access: mother, father, guardian, grandparent
C2	<b>Photo consent must be explicit</b>	GDPR-compliant platforms require photo-by-photo consent; Singapore Parents Gateway has dedicated consent flows (GovTech)	One parent may consent while other objects	Implement granular photo/video sharing consent per guardian
C3	<b>Audit trails build trust</b>	Pickup authorization requires who/when/authorized-by records	Parents need proof of secure processes	Log all transactions with immutable audit trail
C4	<b>PDPA compliance is coming</b>	Vietnam's Personal Data Protection Decree (effective July 2023) requires consent for minor data	Non-compliance risks legal exposure and reputation damage	Conduct PDPA audit of all student data collection

## D) Operating model lessons

#	Lesson	Evidence	So What for NHG	What to Do Next
D1	<b>App quality varies by school commitment</b>	Same eNetViet app works well at engaged schools, poorly at others   	Platform success requires school-level adoption discipline	Create school readiness checklist and ongoing compliance monitoring
D2	<b>Support model must scale</b>	NHG support: +84 936 280 312   single number for 60 schools	One-size-fits-all support won't work	Implement tiered support: in-app → school IT → central helpdesk
D3	<b>Incident communication builds trust</b>	International schools have clear escalation protocols	Parents panic when app fails during critical moments	Define incident playbook with proactive parent communication
D4	<b>Content operations need ownership</b>	News: "many schools don't update" causing app perception issues    	Empty features are worse than missing features	Assign content operations owner at each school

## 7. NHG 36-month roadmap

### Phase 0: Months 0-6 (Stability & trust baseline)

Theme: "Make what exists work reliably"

#### Product workstream

Deliverable	Description	Target KPI
Multi-child UX fix	1-tap sibling switching, self-service account linking	100% families can link all children without IT help
iOS iPortal Teacher	Teacher app on iOS (currently Android-only)	100% teacher platform coverage
Notification reliability	Push notification actually navigates to content	<1% "notification leads nowhere" complaints
App performance	Target <2 second load times, crash rate <1%	App Store rating improvement to 3.5★

## Integration workstream

Deliverable	Description	Target KPI
Unified student ID	Single ID across iPortal, iStudy, finance	100% student ID reconciliation
Real-time attendance	Event-driven attendance with <30 second latency	99.9% attendance accuracy
API gateway foundation	Establish API layer for future integrations	API documentation complete

## Data foundation workstream

Deliverable	Description	Target KPI
Telemetry implementation	Track app usage, crashes, feature adoption	Dashboard live with daily metrics
Data quality audit	Identify and fix data inconsistencies	<5% data quality issues

## Governance workstream

Deliverable	Description	Target KPI
PDPA compliance audit	Review all student data collection practices	Compliance report delivered
Multi-guardian model	Design role-based access for multiple guardians	Design documented

## Operations workstream

Deliverable	Description	Target KPI
Incident playbook	Define escalation for app outages	Playbook documented and tested
School readiness checklist	Standards for school-level app operations	Checklist deployed to all 60 schools

## Key risks & mitigations:

- Risk: Technical debt prevents quick fixes → Mitigation: Time-box fixes; document debt for Phase 1
- Risk: School resistance to new processes → Mitigation: Pilot with 5 high-performing schools first

## Phase 1: Months 6-12 (Core transactions)

Theme: "Win trust moments"

### Product workstream

Deliverable	Description	Target KPI
Pickup authorization	Digital pickup registration with photo verification	50% of schools using feature
Payment integration	VNPay/Momo integration for fee payment	30% payment completion rate in-app
Emergency SMS redundancy	SMS fallback for critical notifications	100% emergency reach rate
Photo timeline	Daily classroom photo sharing (opt-in)	40% parent daily active usage

### Integration workstream

Deliverable	Description	Target KPI
Finance system integration	Real-time fee status from ERP	100% invoice accuracy
SIS bidirectional sync	Grade and attendance sync to/from SIS	<5 minute sync latency

### Data foundation workstream

Deliverable	Description	Target KPI
Parent engagement dashboard	Track adoption, usage, satisfaction by school	Dashboard live
A/B testing framework	Enable feature experimentation	Framework operational

### Governance workstream

Deliverable	Description	Target KPI
Photo consent module	Granular opt-in/out per guardian	100% PDPA compliance
Audit log implementation	Immutable record of all transactions	Audit system live

### Operations workstream

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Tiered support model	In-app → school → central escalation	<24 hour ticket resolution
Content operations playbook	Guidelines for school-level content updates	Playbook deployed

### **Target KPIs end of Phase 1:**

- Parent Digital NPS: 20 (from estimated -10 baseline)
- MAU: 40% of registered parents
- Attendance accuracy: 99.9%
- Message SLA (teacher response): 80% within 24 hours
- Payment completion: 30%

### **Key risks & mitigations:**

- Risk: Payment integration complexity → Mitigation: Start with top 10 schools, iterate
- Risk: Teacher adoption of messaging → Mitigation: Make app messaging faster than Zalo

## **Phase 2: Months 12-24 (Integration & parent cockpit)**

**Theme: "One app for everything"**

### **Product workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Parent cockpit	Unified dashboard for all children, all schools	60% daily active usage
Bus tracking	Real-time GPS tracking with notifications	Available for all schools with transport
Digital consent workflow	Field trip, medical, extracurricular consent	80% consent completion rate
Teacher scheduling	Parent-teacher meeting booking	70% meetings booked digitally
Student portfolio	Learning journey timeline with artifacts	50% parent engagement with portfolio

### **Integration workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
LMS integration	iStudy content accessible from parent app	Unified learning view
Transport integration	Bus vendor GPS integration	Real-time tracking
Cafeteria/health	Meal and health status integration	Daily health visibility

## Data foundation workstream

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Unified data model	Single source of truth for student data	Model documented and enforced
Predictive analytics foundation	Data infrastructure for ML models	Data lake operational

## Governance workstream

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Consent management platform	All consents in one place with audit	100% consent tracking
Data retention policy	Clear data lifecycle management	Policy implemented

## Operations workstream

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Release management	Regular app updates with rollback capability	Monthly release cadence
Parent feedback loop	Systematic collection and response to feedback	NPS measured quarterly

## Target KPIs end of Phase 2:

- Parent Digital NPS: 35
- MAU: 60% of registered parents
- Payment completion: 60%
- Ticket deflection: 40% (self-service resolution)

## Key risks & mitigations:

- Risk: Integration complexity with legacy systems → Mitigation: API-first approach, isolate legacy

- Risk: Feature bloat → Mitigation: Ruthless prioritization based on usage data
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### **Phase 3: Months 24-36 (Advanced personalization + AI optional)**

**Theme: "Delight through intelligence"**

#### **Product workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Personalized notifications	Smart notification timing and relevance	50% notification engagement rate
Learning recommendations	AI-suggested resources based on performance	30% recommendation click-through
Predictive attendance	Early warning for attendance patterns	Intervention before issues
Chatbot support	AI-powered parent query resolution	60% query resolution via bot

#### **Integration workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
Open API platform	Enable third-party integrations	API marketplace
Cross-school insights	Benchmarking across NHG network	Network-wide dashboards

#### **Data foundation workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
ML models in production	Deployed models for personalization	3+ models in production
Real-time analytics	Sub-second insights for operations	Real-time dashboards

#### **Governance workstream**

<b>Deliverable</b>	<b>Description</b>	<b>Target KPI</b>
AI governance framework	Ethical AI use for student data	Framework documented
Privacy by design	All new features privacy-compliant	Zero PDPA violations

## Operations workstream

Deliverable	Description	Target KPI
24/7 monitoring	Proactive system health monitoring	99.9% uptime
Community building	Parent user community and advocacy	Parent NPS champions identified

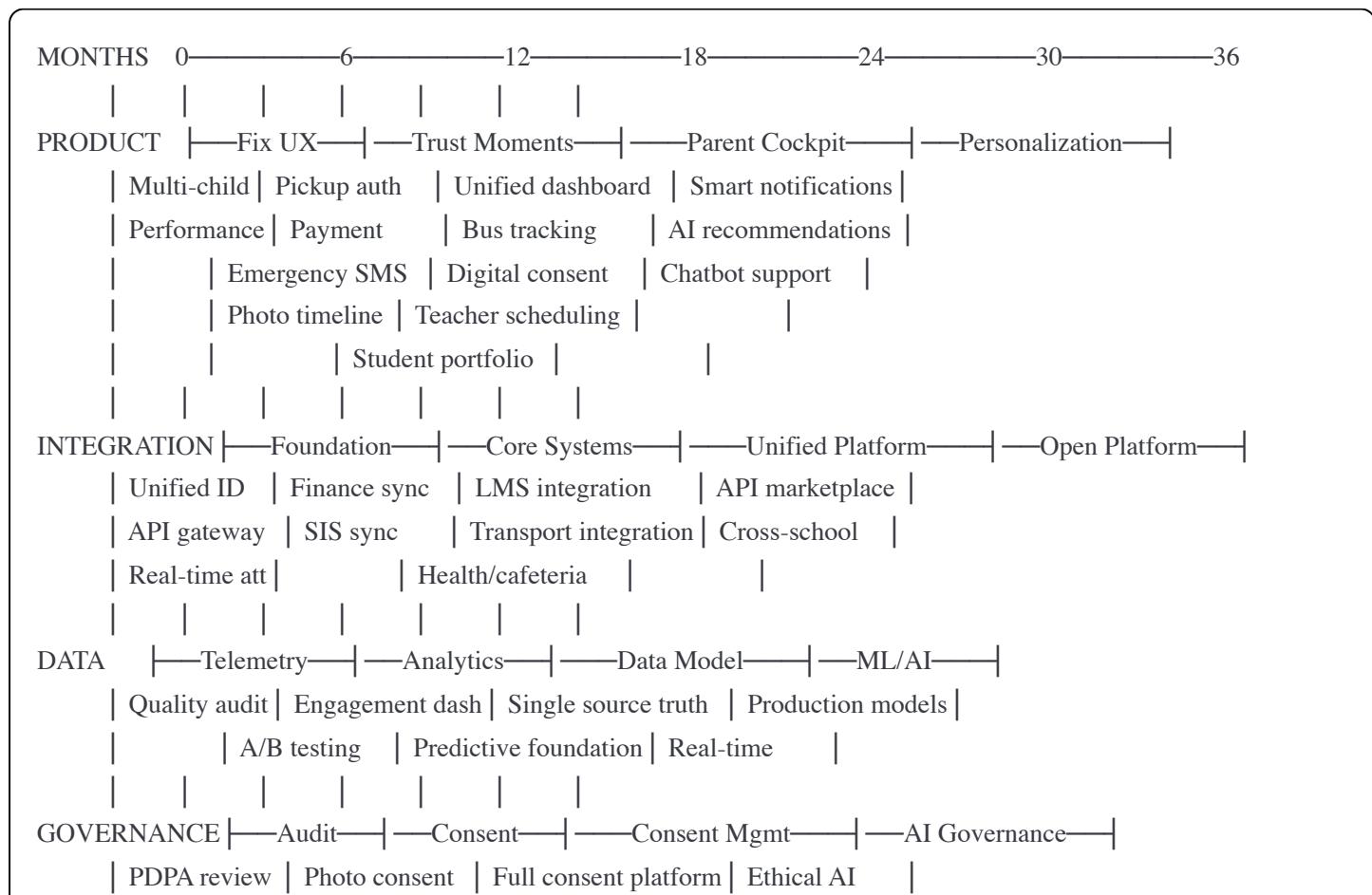
### Target KPIs end of Phase 3:

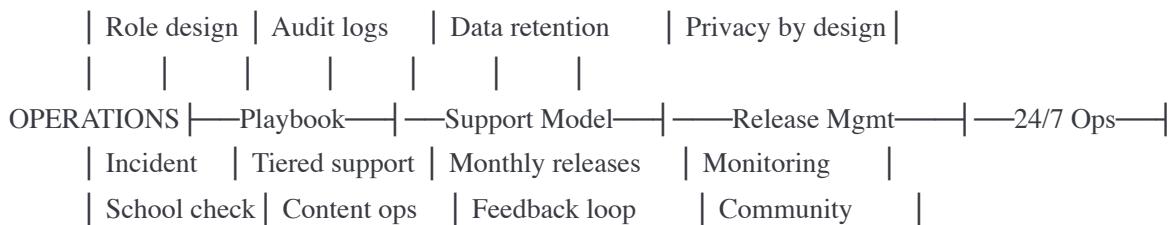
- Parent Digital NPS: 50 (best-in-class for Vietnam)
- MAU: 75% of registered parents
- Payment completion: 80%
- Ticket deflection: 60%

### Key risks & mitigations:

- Risk: AI hype without substance → Mitigation: AI only after data foundation is solid
- Risk: Privacy concerns with personalization → Mitigation: Transparency and control for parents

## Roadmap summary visualization





## 8. Self-check & red-team

### 10 uncertainties to validate in NHG discovery

#	Uncertainty	How to Validate	Priority
1	What is actual iPortal 2 MAU across 60 schools?	Request analytics from NHG IT	High
2	How many families have multiple children enrolled?	Query student database for sibling relationships	High
3	What is current attendance data latency?	Measure time from check-in to parent notification	High
4	Do teachers actually use iPortal messaging vs Zalo?	Survey 50 teachers across 5 schools	High
5	What fee payment methods are currently used?	Interview finance team, review payment data	Medium
6	What is the current support ticket volume and types?	Request helpdesk data from NHG	Medium
7	How do schools handle pickup authorization today?	Observe pickup process at 3 schools	High
8	What is iPortal Teacher iOS demand?	Survey teachers on device usage	Medium
9	Are there existing integration APIs to SIS/LMS?	Technical review with NHG IT	High
10	What is parent satisfaction with current app?	Run NPS survey with 500 parents	High

### Discovery interview questions

#### For Principals:

- "When was the last time a parent complained about the app? What was it about?"
- "How do you communicate emergency situations to parents today?"
- "What would make you proud of the school's digital experience?"

#### For Teachers:

- "What tool do you use most often to communicate with parents? Why?"
- "How long does it take you to enter attendance each day?"
- "What would save you the most time in parent communication?"

## For Parents:

- "Tell me about the last time you needed urgent information from the school."
- "How do you check your child's attendance? How accurate is it?"
- "What would make you open the school app every day?"

## 5 reasons the benchmark could mislead

#	Bias/Limitation	How to Correct
1	<b>School size bias:</b> International schools serving 500-2000 students have different challenges than NHG's 75,000	Weight recommendations for NHG's scale; pilot before network rollout
2	<b>Fake/incentivized reviews:</b> Some positive reviews may be planted by vendors	Focus on negative review themes (harder to fake); conduct independent parent survey
3	<b>Feature vs. adoption gap:</b> Apps may have features that nobody uses	Request actual usage analytics from NHG; don't assume feature = adoption
4	<b>English-language bias:</b> Research may overweight English reviews, missing Vietnamese feedback	Conduct Vietnamese-language review analysis; interview Vietnamese-speaking parents
5	<b>Recency bias:</b> Recent app updates (Oct-Nov 2025) may not reflect long-term performance	Check app update history; weight consistent review themes over time

## 3 quick-win pilots for NHG (8-week execution)

### Pilot 1: Multi-child UX fix

**Hypothesis:** Fixing sibling switching will increase app daily usage by 20% among multi-child families

**Schools:** 3 schools with highest multi-child family concentration **Metrics:**

- Primary: Daily active usage among multi-child families
- Secondary: Support tickets related to account linking **Guardrails:**
- No regression in single-child family experience
- Support ticket volume doesn't increase during rollout **Timeline:** 8 weeks (2 weeks design, 4 weeks development, 2 weeks pilot)

## Pilot 2: Real-time attendance notification

**Hypothesis:** Reducing attendance notification latency to <30 seconds will improve parent satisfaction by 25%

**Schools:** 2 schools with existing hardware infrastructure **Metrics:**

- Primary: Parent satisfaction with attendance feature (survey)
- Secondary: Time from check-in to notification (technical) **Guardrails:**
- System stability maintained (no increase in downtime)
- Teacher workload doesn't increase **Timeline:** 8 weeks (2 weeks infrastructure, 4 weeks implementation, 2 weeks pilot)

## Pilot 3: Photo timeline feature

**Hypothesis:** Daily classroom photos will increase app opens by 40% and improve parent engagement **Schools:**

2 schools with high teacher engagement **Metrics:**

- Primary: Daily app opens
  - Secondary: Photo sharing adoption rate by teachers **Guardrails:**
  - Photo consent obtained from all parents
  - Teacher time investment <10 minutes/day **Timeline:** 8 weeks (1 week design, 3 weeks development, 4 weeks pilot)
- 

## Conclusion: The path forward for NHG

NHG stands at **14 out of 30** on the experience scorecard—positioned in the lower-left quadrant of siloed integration and utility-only experience. But this isn't a death sentence. With 60 schools and 75,000+ students, NHG has the scale to make digital transformation economically viable and competitively differentiating.

The **36-month roadmap** requires NHG to resist the temptation of feature parity with VinSchool or international schools. Instead, the focus must be on **reliability first:** fix multi-child UX, achieve 99.9% attendance accuracy, and make the app as reliable as Zalo. Only then should NHG expand to trust transactions (pickup, payment, emergency) and eventually personalization.

The competitive window is narrowing. VinSchool launched Face ID check-in and pickup authorization in 2025. FPT Schools added bus tracking. International schools are standardizing on world-class platforms. NHG has **12-18 months** to establish digital experience as a competitive advantage before it becomes a liability.

The good news: the bar for Vietnamese private school apps is low (2.7-3.0★ ratings). NHG doesn't need to match ClassDojo's global excellence. It needs to become the **best Vietnamese private school app**—and with focused execution on this roadmap, that goal is achievable within 36 months.