



**STUDY ON STRATEGIC TRANSFORMATION OF YG OVERSEAS STUDY
AGENCY**



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AGENCY**

Thematic Certificate

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WEI CHEN

This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor: _____

Date: _____

(Doctor Titanan Sun)

(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date: _____

Siam University, Bangkok, Thailand

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ABSTRACT

Title: Study on strategic transformation of YG overseas study agency.

By: CHEN WEI

Degree: Master of Business Administration

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Advisor:


(Doctor Titangan Sun)

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Education has always been an important strategic means in national economy, national international status rise, depends on the improvement of national quality, depends on the improvement of national human resources quality, and education is to improve the national quality, improve the national strength the necessary way of human resources. With the continuous development of the economy and the impact of the global storm, the economic level of our country can be improved rapidly. On the one hand, under the background of new era, has become increasingly broad vision of students in our country, the traditional teaching have been unable to meet the students' thirst for knowledge, so the student study way also increasingly diversification and globalization, the study on the amount of investment proportion is more and more big, in order to realize own ascension and the broad vision, studying abroad has become one of the main way of college students to further their studies in China; On the other hand, the development mode of internationalization and globalization makes the traditional knowledge can not meet the needs of our country's talents and compels some students to choose the international learning model. Studying abroad has become an important way for them to strengthen their own strength. So the team of studying abroad is growing gradually, and our country has even become the international scale of studying abroad. One of the largest countries. Under this trend, the overseas study agency team has been able to develop and grow. At the same time, there are many problems and defects, and

there is a lot of disagreement about the attitude of the institutions. For all kinds of defects and deficiencies, the overseas study institutions should actively adopt the strategic transformation, provide better service for overseas students, and gain a foothold in the fierce market competition.

To alleviate the problems and defects existing in the agents, based on the study in industry development present situation, aiming at the shortcomings of the existing study abroad intermediary company, to explore the development trend of study abroad intermediary industry and to develop new development strategy for the company. At the same time, for study abroad intermediary company, also for the market to explore, master of education products, improvement of service concept, in order to improve the company's market share to make transformation and breakthrough. Through analysis and research of this paper, to clarify the study abroad intermediary industry overall development trends, to study abroad intermediary industry competition analysis in detail, the author puts forward a new development strategy are engaged in this industry, is of great significance to the development of YG company. From the perspective of strategic management, this paper puts forward a new strategy to YG company goal, through the implementation of the new strategy, achieving the strategic transformation of YG company as a whole, so as to realize the strategy of differentiation and integration of the company.

Through the research, it can be found that YG company has insufficient experience in development, insufficient target country, and insufficient marketing capability. YG's advantages are mainly service attitude and good customer feedback and strong product development ability. The disadvantages mainly include low brand awareness, lack of diversification of publicity strategies and lack of experience. Through these analysis we can conclude, promote the transformation of YG company needs from the following aspects, need from the original single intermediary to provide more additional service of the whole industry chain, from the assimilation of the original to differentiation. The strategy implementation of YG company needs to start from the aspects of human resource strategy, brand strategy, marketing strategy and financial strategy, so as to ensure the applicability and feasibility of YG's development strategy.

Key words: Overseas study intermediary; Strategic transformation; Integration of services; Differentiation

摘 要

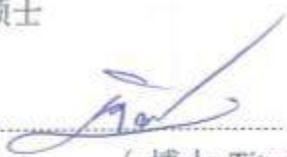
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作 者： 陈 伟

学 位： 工商管理硕士

专 业： 工商管理

导 师：


(博士 Titanan Sun)

18 / 6 / 18

教育一直都是国民经济中的重要战略手段，国家国际地位的提高，有赖于国民素质的提高，有赖于国家人力资源质量的提高，而教育正是提高国民素质，提高国家人力资源力量的必要途径。而随着经济的不断发展和全球化风暴的影响，我国的经济水平得以迅速提升。一方面，在全新的时代背景下，我国学生的视野变得愈发开阔，传统的教学已无法满足广大学生的知识渴求，所以学生的求学途径也越发多元化和全球化，在求学上所花费的投资比例愈来愈大，为了实现自身的提升和视野的开阔，出国留学已经成为我国大学生深造的主要方向之一；另一方面，国际化和全球化的发展模式使得传统的知识并不能满足我国的人才需求，这种发展模式亟需国际化的知识教育，这也迫使了部分学生想要有较好的发展规划，就会选择国际化的学习模式，出国留学成为了他们增强自身实力的重要途径，于是出国留学的队伍逐渐壮大，我国的出国留学规模甚至成为了国际上留学规模最大的国家之一。在这种趋势下，留学中介公司队伍得以发展并不断壮大起来。但与此同时，随着留学机构的不断拓展，其中也出现了不少问题和缺陷，人们对于留学机构的态度出现了褒贬不一的现象，争议颇多。针对种种缺陷和不足，留学机构应积极采取战略转型，为留学生提供更好的服务，在激烈的市场竞争中取得一席之地。

为了缓解留学机构存在的问题和缺陷，本文基于留学产业的发展现状，针对留学中介公司现有的不足，探究留学中介行业的发展趋势和为公司制定新的发展战略。同时，对于留学中介公司来说，也是对留学市场的探究、对教育产品的把握、对服务理念和改进，为提高公司的市场占有率做出转型和突破。通过本论文的分析研究，厘清了留学中介行业的整体发展趋势，对留学中介行业做了详细的竞争态势分析，对笔者所从事的这个行业提出了新的发展战略构想，对 YG 公司的发展具有重大意义。同时，对同行来说，也起到了借鉴的作用。为此，本文将针对 YG 公司的运营特点，提出针对性的转型战略。本论文从战略管理的角

度，对 YG 公司提出了新的战略目标，通过新的战略的逐步实施，顺利实现 YG 公司整体的战略转型，从而实现公司的差异化和一体化战略。

通过研究可发现，YG 公司在发展中存在经验不足，目标国家不够多，营销能力不够强三个问题。YG 公司的优势主要是服务态度以及客户反馈良好、产品开发能力较强；而劣势主要体现在品牌知名度较低、宣传策略不够多样化以及经验的缺乏。通过这些分析我们可以得出，促进 YG 公司的转型需要从以下方面入手，需要由原来单一的中介向提供更多附加服务的全产业链转变，由原来的趋同化向差异化转变。而 YG 公司的战略实施则需要从人力资源战略、品牌战略、营销策略、财务战略等各方面入手，以保证 YG 公司发展战略的适用性和可行性。

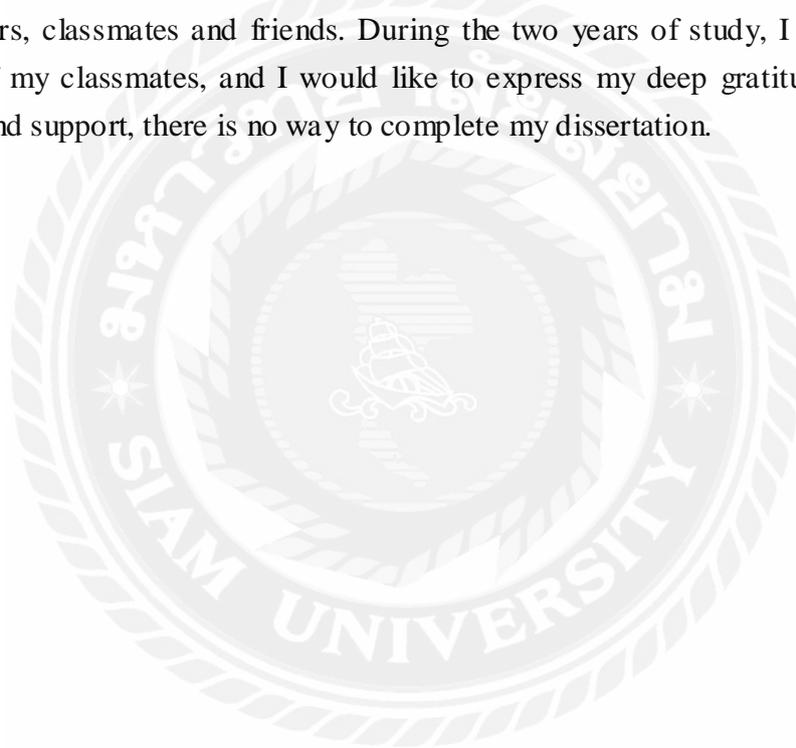
关键词：留学中介机构；战略转型；服务一体化；差异化



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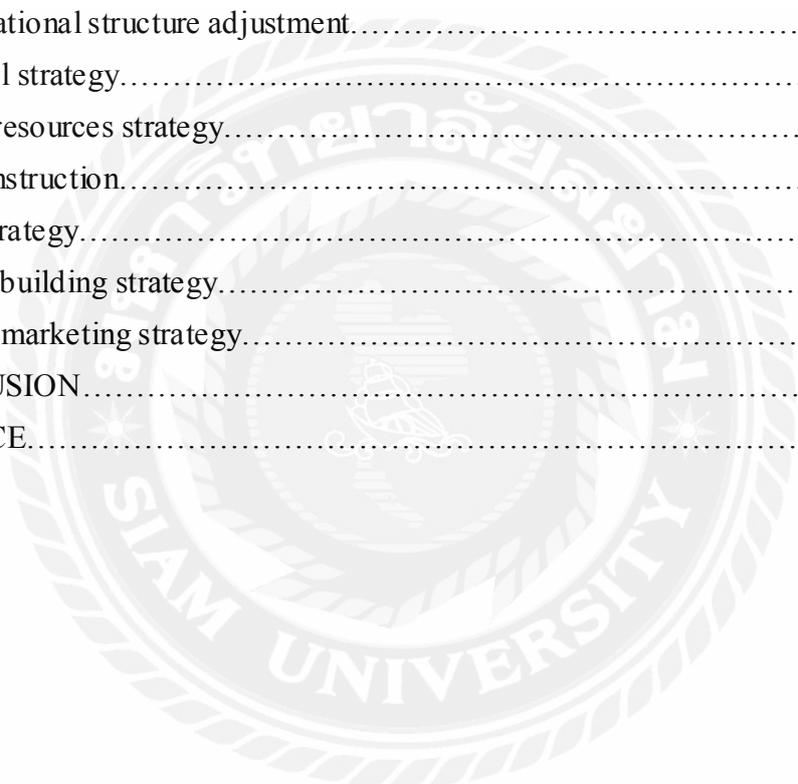
The successful completion of this thesis is inseparable from the care and help of your teachers, classmates and friends. During the two years of study, I got the care and help of my classmates, and I would like to express my deep gratitude. Without their help and support, there is no way to complete my dissertation.



CONTENT

ABSTRACT.....	i
摘 要.....	iii
Acknowledgment.....	v
1. INTRODUCTION.....	1
1.1 Research background.....	1
1.2 Research objectives.....	3
1.3 Research contents.....	5
1.4 Research methods.....	5
2. THEORETICAL BASIS AND LITERATURE REVIEW.....	6
2.1 Theory of corporate strategic transformation.....	6
2.2 Enterprise management strategy theory.....	7
2.2.1 Eype of enterprise operation strategy.....	7
2.2.2 Strategic analysis tools.....	8
2.3 Relevant researches on the management of overseas study service agencies at home and abroad.....	9
3. INTERNAL AND EXTERNAL ENVIRONMENTAL ANALYSIS OF YG OVERSEAS STUDY AGENCY.....	11
3.1 Overall situation of the company.....	11
3.1.1 Company profile and existing development strategy.....	12
3.1.2 Main business and development status.....	12
3.2 Analysis of internal resources.....	13
3.2.1 Analysis of financial situation.....	13
3.2.2 Analysis of brand resources.....	13
3.2.3 Human resource analysis.....	14
3.2.4 Analysis of marketing ability.....	15
3.2.5 Analysis of customer service capability.....	16
3.2.6 Analysis of product development capability.....	17
3.3 External environment analysis.....	17
3.3.1 Political environment analysis.....	18
3.3.2 Economic environment analysis.....	19
3.3.3 Social environment analysis.....	20
3.3.4 Technical environment analysis.....	22

3.3.5 Environmental analysis of overseas study service industry.....	23
4. STRATEGIC TRANSFORMATION AND PATH ANALYSIS OF YG OVERSEAS STUDY INTERMEDIARY COMPANY.....	28
4.1 New development strategy.....	28
4.2 Changes in business scope.....	30
4.3 Transformation of target market.....	30
4.4 The transformation of competition and marketing mode.....	31
4.5 Transformation of service objects and methods.....	32
5. STRATEGY IMPLEMENTATION AND GUARANTEE AFTER THE TRANSFORMATION OF YG OVERSEAS STUDY SERVICE COMPANY.....	33
5.1 Organizational structure adjustment.....	33
5.2 Financial strategy.....	34
5.3 Human resources strategy.....	35
5.4 Staff construction.....	36
5.5 Brand strategy.....	37
5.5.1 Brand building strategy.....	37
5.5.2 Brand marketing strategy.....	37
6. CONCLUSION.....	39
REFERENCE.....	41



TABLE

Table 1: 2001-2014 international student age statistics.....21

Table 2: The number of students studying abroad in China.....24

Table 3: SWOT matrix of YG company.....29



1. INTRODUCTION

1.1 Research background

Studying abroad is a valuable program for international students as it is intended to increase the students' knowledge and understanding of other cultures. International education not only helps students with their language and communicating skills, but also encourages students to develop a different perspective and cross cultural understanding of their studies which will further their education and benefit them in their career (Sowa, 2002).

The development of China's overseas study industry is decades old, and is developing at an alarming rate. With the continuous development of our economy and the people to the academic value, number of students studying abroad are also rising in China, has been high on study abroad students, countries of the world, becoming one of the large amount of international students export countries in the world. With the rising of studying abroad, the appreciation of RMB and the increasingly loose policies of studying abroad, the overall scale of the overseas study industry has been expanding and developing. In the process of development, a large number of excellent talents have been able to go abroad and study abroad through overseas study agencies. While promoting the internationalization of China's economic development, the overseas study industry has also expanded China's influence in the world and created the talent resources of globalization. From the start to study in industry development up to now, has been derived from a single agency for a variety of industry chain, is not only study abroad intermediary organizations, which also contain the language training institutions, private service agencies and other affiliates, in has helped a growing number of Chinese students "study abroad dream" at the same time, also promoted the rapid extension of our country industry. At one's own expenses study abroad of China's service industries development stage through the chaos, local competition, national expansion, and the comprehensive competition period and so on several stages, along with the expansion of the expansion of the scale and customer base, study in hot countries from Singapore, New Zealand to Europe, North America, Australia and other countries, there are many students choose Asian countries.

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO) in their 2009 World Conference on Higher Education report, Over 2.5 million students were studying outside their home country. UNESCO also predicted that the number of foreign students might rise to approximately 7 million by the year 2020. The main destinations preferred were the United States, United Kingdom, Germany, France, Canada and Australia. Overall, the number of foreign students more than doubled to over 2 million between 2000 and 2007 (OECD, 2010).

Studying abroad is the act of a student pursuing educational opportunities in a country other than one's own.(BBC News. 2000) This can include primary, secondary and post-secondary students. A 2012 study showed number of students studying abroad represents about 9.4% of all students enrolled at institutions of higher education in the United States(NAFSA. 2010) and it is a part of experience economy (Velliaris, D. M. 2016). In the development of overseas study, there are more and more institutions involved, and if studying abroad is regarded as a education service trade, then relevant supporting industries are still thriving. With the expanding agents and related supporting industry, study abroad intermediary institutions is not only exist in a procedure of institutions and agents, it should be said that study in industry development on a class, if you want to achieve better and faster development, that is on the basis of agency procedures, to provide some guidance on planning and the development of the life of study abroad, realize all-round services. To study abroad industry development present situation, in the service industry began to emerge some new attempt, to provide new experiences, such as the so-called "private custom", including some personalized service and customized service. Studying abroad is a valuable program for international students as it is intended to increase the students' knowledge and understanding of other cultures. International education not only helps students with their language and communicating skills, but also encourages students to develop a different perspective and cross cultural understanding of their studies which will further their education and benefit them in their career (Sowa, 2002).

YG study abroad intermediary company, also faces all sorts of problems, mainly reflected in: large agents at present stage occupying most of the market, market competition is fierce, the small and medium-sized agents live on the margins of society.Study abroad programs single products, industrial chain is short, the hard set on students study abroad programs, mode is not flexible, to meet customer needs and requirements be complete, to student's oneself circumstance targeted analysis and develop a plan of study abroad is not perfect does not reach the designated position; The study abroad is still the traditional European, North America, Australia and other big countries, students lack the selectivity, especially the English foundation slightly weak students are difficult to be favored by the famous universities; The function of study abroad intermediary is single, the intermediary of study abroad is still traditional intermediary service, service consciousness is weak, lack planning ability; Now enterprises have already realized, with the market is much more important than having the factory, and have the important way is to have a market advantage of brand, brand is the company's most valuable assets, study abroad intermediary industries and enterprises still exist low brand loyalty, brand positioning is not accurate, lack of creative brand planning, brand construction problems such as lack of planning; Many study abroad intermediary company strategic missing problem, fuzzy its core competitiveness, the company strength and the external environment not match, not suitable for the company's development of strategic objectives, to the benefit of companies and students are not; Education overseas study agencies have distorted

behaviors, misbehaviors, replacement behaviors and dishonesty behaviors in the operation process.

Of course, the overseas study service industry has only experienced more than ten years of development, its market is still to be developed, and the development prospect is still broad. In view of the particularity and sensitivity of the overseas study industry, it was destined from the beginning that it was a highly regarded and controversial industry. From the business situation and development trend of the industry, the connotation of the overseas study industry has been expanded continuously and the extension has been expanded accordingly. On this basis, the strategic transformation of the intermediary company is imminent.

1.2 Research objectives

In study in the industrial chain, study abroad intermediary service industry is one of the most key link, with the warming and in recent years, studying abroad hot economic level rising, how to avail ourselves of this opportunity to study abroad service industry in our country, realize the transformation and upgrading and breakthrough development of its own, constantly improve their own competitiveness, in the industry to become the very urgent and realistic problem. Agents from the initial start work until now running smoothly, while the corresponding progress, but also the agents the serious homogeneity situation, provide intermediary services in a single limit the prospect agents and restricted the further development of agents. Nowadays, more and more diversified requirements of customers, demand is higher and higher, for customers, a single intermediary service already cannot satisfy the needs of customers, aimed at studying the role of intermediary company, the customer need is "value service", namely, personalized service, all-round and high-speeding.

Derivatives, as providers of education in the future quite a long period of agents under the condition of the education resources are relatively scarce, with the rapid growth of demand study, study abroad industry will become a highlight of education market. Under the market economic system, under the influence of different cultural backgrounds, the study abroad market is gradually towards rational, at the same time in the integration and utilization of resources of education, also realizes itself to improve the quality of service. The main purpose of this article is based on the study abroad industry development present situation, aiming at the existing defects and insufficiency in the study abroad intermediary company, to explore the development trend of study abroad intermediary industry and to develop new development strategy for the company, at the same time, for study abroad intermediary company, also for the market to explore, to the understanding of education products and service idea of improvement, etc., also in order to improve the company's market share to make transformation and breakthrough. Analysis and research of this paper, to clarify the study abroad intermediary industry overall development trends, to study abroad intermediary industry the state of competition has made the detailed analysis, for we

are engaged in the development strategy of the industry puts forward a new conception, is of great significance to the development of YG company. At the same time, it also serves as a reference for peers.

After graduating from high school, in recent years, some children not to go to college, in order to let the children don't lose the opportunity to accept formal higher education, students' parents to send their children to study abroad, so every year there are a large number of students to school in order to seek better opportunities, oceans, to study foreign countries, study abroad in China have a broader platform, has given rise to a new study "tide", studying abroad has become a new trend, the agents play a big role, not only to provide professional consulting, also provide convenient service, at the same time in the study abroad market hot, study abroad intermediary institutions has become the biggest beneficiaries. In 2015, the number of students studying abroad in China has exceeded 450,000, and the market share of overseas study agencies is even as high as 10 billion yuan, still maintaining a growth rate of 15% to 20%. In the face of such opportunities, study abroad intermediary company rapid expansion has been is market development trend, and in the face of this trend and set up YG study abroad intermediary companies not only need to accept the inspection from the market, and they need to serve the market. Study abroad intermediary service market, not only can learn the whole market, but also help from requirements to the market requirement, from requirements to service, from service to successfully send students to study abroad the development of the situation. However, with the development of China's economy and the continuous updating of information technology, in the hot study market, the number of complaints is the most, and the market satisfaction is the lowest. Although our country has been increased to study abroad intermediary regulation, introduced the relevant laws and regulations, and even increase the study abroad to study abroad intermediary early warning, and studying in education foreign regulatory information published online information, but in the process of monitor for study abroad intermediary still exist many problems unsolved. Therefore this article through studies study abroad intermediary institutions, to study abroad intermediary supervision present situation, the analysis of existing problems, puts forward the Suggestions of perfecting our country's study abroad agency rules, also provide strategic guidance to YG and small and medium-sized agents. Agents industry is facing new challenges and opportunities coexist marketing competitive era, in order to deal with sales model of the single, serious product homogeneity and malignant price war situation, more and more company began looking for new ways to study, in order to improve the core competitiveness of the enterprise. In this paper, the study in industry competition characteristic, market environment, industry status quo are described and analysis, this paper introduces the YG study in the company's basic situation, the paper analyzes the relationship between the company management status and management; Based on theory of analysis, while studying in the marketing strategy is analyzed, and then according to the management of the company strategy is described, the implementation of the

security system for the whole study abroad intermediary industry how to effectively implement the management to provide some reference and reference.

1.3 Research contents

At home and abroad in this paper, using a variety of methods to analyze the problems as regards the signing of the strategic management and strategic transformation, the company based on the practice of strategic transformation, reveals the essence of the Chinese private enterprise strategic transformation and law. This paper is divided into five chapters, the first chapter is the introduction;The second chapter briefly reviews the theory of strategic management and the theory of strategic transformation, and expounds relevant concepts and theories, and then defines the definition of enterprise strategic transformation.The third chapter analyses the present situation of the YG study abroad intermediary company, and a detailed strategic analysis, this part of YG company for internal and external environmental analysis, using the analysis tools such as PEST, porter five model analyzes the macro environment and industry environment, at the same time to the company's resources, capabilities, and core competitiveness, this paper analyzed the internal environment, SWOT analysis, comprehensive analysis of the company's internal strengths, weaknesses and external opportunities and threats; In the fourth chapter, the author chooses and analyzes the ways to influence the strategic transformation of YG company based on the theory of strategic management and the theory of strategic transformation. The fifth chapter introduces the strategic transformation plan of YG company and the strategy implementation and guarantee after the transformation.Finally, the conclusion is put forward.

1.4 Research methods

Based on the theory and practice, this paper applies literature method and case analysis method.

The literature method refers to selecting information from the relevant literature collected and analyzed to achieve the research objective method.Case analysis method refers to the method of analyzing a single object based on the literature data and obtaining the general and universal laws.

First is a statement of the theory, the intermediary company a full overview of strategic management theory, based on the theory of solid, again to YG company macro environment, including the international environment and domestic environment, policy environment, as well as the company's internal environment, including technical environment, the quality of employees and so on carries on the comprehensive investigation and study, so as to provide the corresponding information and basis for the establishment of strategic, as well as the possibility of implementation are put forward based on strategy were discussed.Specifically,

namely to YG company's service industry development present situation and the environmental conditions at home and abroad and lots of research, while at the same time the company's own advantages and disadvantages are analyzed and discussed in detail. Need to get the information includes not only internal departments, business development related data and information, and information to be obtained from the external research, mainly including related industry research report, the government public economic information, the way such as via the Internet to collect the development of the industry of public information, etc., thus for the company's real situation and the development prospect to make an in-depth discussion and analysis, on this basis, it is concluded that accord with the actual and practical results.

Secondly, this article through to YG company analyzed the defects and the insufficiency in the development history, draw lessons from experience and explore the new ideas for development at the same time, through the experience summary of strategic transformation to make in-depth research of the company.

Again, this thesis mainly studied according to the enterprise situation, this article starts with the concept and function of study abroad intermediary organizations, the economic background, social background, developing process, properties and function of a comprehensive and profound analysis and interpretation. The materials and inspirations of this paper are based on existing research achievements, literature review and paper thinking arrangement. Therefore, in this paper, the process of writing, to the existing each kind of academic papers, works and network information and so on carries on the detailed explanation, and cooperate with the questionnaire and interview method, full acquisition study abroad intermediary agencies related to the latest data for qualitative and quantitative research. Through the previous research results of this industry, it is combined with the development status and actual demand of YG company, so as to make reference for the strategic transformation research of YG overseas study intermediary company. Through the research of the specific situation of the enterprise, the innovation road of YG company is discussed.

2.THEORETICAL BASIS AND LITERATURE REVIEW

2.1 Theory of corporate strategic transformation

The existing domestic and foreign research on strategic transformation is not a precise definition, the concept of corporate strategic transformation and few and far between, strategic flexibility and change research is relatively more, and more focus on enterprise change, diversification, industry enter exit and other related research.

Private enterprises have their unique strategic transformation theory: in view of the management level of private enterprises in our country is uneven and organizational structure, uniform standard and pattern cannot sum up, therefore limits the Chinese researchers study of Chinese private enterprise strategic transformation. Li yining who thinks of the theory of li yining who thinks of private economy, from the transformation of consciousness, and mergers and acquisitions, strengthen innovation and intellectual property protection and so on more strategic transformation of China's private enterprises are analyzed. Based on case analysis, the research of "lenovo reengineering" by li jianming is written by cheng zhiming's "suning: the true meaning of growth". The rapid rise of the private economy in China and its surroundings the instability and unpredictability of the contrast, the classic case analysis is needed to help resolve the practical difficulties in enterprise strategic transformation, and then sums up the general private enterprises from the case study of strategic transformation theory and to find out can help to solve the problems of the existing deeper transformation theory. At home and abroad for reference, the strategy definition and the theory of strategic transformation of enterprises, this paper puts forward the definition of enterprise strategic transformation refers to the enterprises to major changes in the environment or resources, strategic goals cannot be achieved, to gain a competitive advantage, again to the whole process of strategic management. Its essence is the balance of internal resources and external environment, main show is a new combination of business, the reconfiguration of resources, to confirm the customers and their needs, adjust product structure, adjusting management pattern, that is to say the strategic transformation is different from the traditional sense of the general strategic change. Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics (Ghemawat, 2002).

2.2 Enterprise management strategy theory

Enterprise management strategy theory refers to the enterprise to adapt to changing circumstances, in the face of fierce competition, according to the current and

future, all kinds of conditions to determine the way of enterprise development goals and achieve the goal, measures and means, for enterprise survival and the development of overall, long-term planning and strategy.

2.2.1 Type of enterprise operation strategy

Enterprise management strategy can be according to their level and market competition situation, scale and industry characteristics to classify a few aspects: according to the decision level of enterprise management can be divided into corporate level strategy, business ministry strategy and functional level strategy. Corporate strategy refers to the large companies with many subsidiaries to maximize their investment income through the combination of industries. Career ministry strategy is aimed at a single industry, product, unit or subsidiary management strategy, its purpose is by focusing on a specific industry, product, or market to maximize profits and increase market share. The function level strategy is mainly aimed at the internal functional department or the production unit strategy, the purpose is to improve the effectiveness and efficiency of the work. According to the enterprise operation situation can be divided into stable strategy, development strategy and retrenchment strategy. The stabilization strategy emphasizes the consolidation of existing competitive position by less input or investment in medium resources, and with stable sales and market share. The development strategy refers to the enterprise to increase the competitive position, the existing sales volume and market share to invest a lot of resources and open up new market. Development strategy including the integration strategy and differentiation strategy, integration strategy is to show the enterprise is closely related to each other's business activities should be brought into the enterprise system, to form a unified economic entity control and control process. Differentiation strategy refers to the strategy of enterprises to obtain advantages by offering products or services that differ from competitors in large-scale market. The retrenchment strategy is to take the withdrawal measures to avoid greater losses in the case that the enterprise is very unfavorable to its external environment and internal conditions. In addition, there are large enterprise operation strategy and small and medium-sized enterprise operation strategy.

2.2.2 Strategic analysis tools

In this paper, the development strategy of YG company is mainly focused on the following analysis methods: SWOT analysis, porter's five forces analysis and PEST analysis.

First, the SWOT model is proposed by Andrews. Is a comprehensive analysis and evaluation system. SWOT analysis is for an enterprise to face the external environment and their own internal conditions of various factors, such as system analysis and comprehensive evaluation, which based on the actual company, choose the best, the most practical method of operation strategy. It is actually about the

present situation of enterprise internal management and external objective environment comprehensive and summarized the various aspects of content, the comprehensive strength of enterprises and the internal and external flaw comprehensively and comprehensive review and consideration.

Secondly, porter's five forces analysis, as a micro-environmental analysis method, mainly analyzes the competition structure of enterprises in this industry and the links between the industry and other industries. According to porter. E. Porter point of view, the so-called competition in an industry that is more than the original competition on the hands, but there are five basic competitive forces: competition potential industry new entrants, substitutes, buyers bargaining power, suppliers bargaining power and the competition between existing competitors. The five basic competitive forces and the situation of comprehensive strength, determines the industry's competitive situation, thus determines the final benefits in the industry potential as well as the flow of capital to the industry level, it eventually determine the firm's ability to maintain high yield.

Third, PEST analysis refers to from the Political (here), Economic (Economic), society (Social) and technology (Technological) four aspects to carry out the analysis of the macro environment, thus to YG agents of the company's development strategy made reference. Through the analysis of macro environment, the four aspects of politics, economy, society and technology are the most important factors in the external environment, which play a crucial role in the development of the company. Before the development strategy, from the above four aspects to analyze, so as to grasp the macro environment from the macro, and identify the environment factors on the establishment of enterprise strategic target and what are the effects of the implementation of the steps, is very important to enterprise development prospects.

2.3 Relevant researches on the management of overseas study service agencies at home and abroad

At present, there are no relevant books and books on the management of overseas study intermediary companies, and there is no complete and comprehensive system for the study of study abroad intermediary. Although there are not many literatures about the management of overseas study agencies, there are still some related research materials and literatures, which fall into three categories:

The first kind of literature mainly focuses on the management of the intermediary companies, and discusses and studies how to strengthen the internal management of the company. Classic books including people's study in the research on intermediary business, PangDan legacy said "mediation", in Yang's "specification at one's own expenses study abroad intermediary service market research, study abroad intermediary service agencies regulate operational problems, fang-fei li" study abroad intermediary supervision idea "and zhang wei's" foreign education agents and

the government supervision idea". These books focus on the agents of the company's internal management, from the intermediary company's own development and the management policy of the government, through to our country's education market demand and government policy analysis, internal management and operation strategy of agents opinions and Suggestions are put forward. But most of these literature focused on external factors and market environment, not to study abroad intermediary institutions, the author deeply analyzes the internal factors include the quality of employees, management and operation pattern and so on all have no in-depth analysis, accurate and comprehensive enough, reference is not strong.

The second type of literature, including the related paper documents, mainly focused on the study of case study, including the case of success and failure, and the successes and failures of the case analysis, provide reference and help for the following job. These articles mainly focuses on the experiences and lessons from the abroad at one's own expenses, through the case study abroad intermediary company is summarized in the service process of the problems and errors, and trouble caused for overseas travel and obstacles, etc. Most of these articles are of early warning nature, which has certain reference for the overseas personnel, and has played a certain guiding and guiding role in the overseas study market for customers and companies. For customers, by reading this kind of articles, they can avoid the mistakes that are easy to appear in the application process of studying abroad, and choose intermediary institutions carefully so as to avoid obstacles in studying abroad. For the intermediary company, through the analysis of the case in the article, it can make a long and short distance, and learn from the failure cases in the article, so as to do better. From the perspective of case study, China's overseas study intermediary market is still in a very irregular state, and there are two very serious phenomena. Is some illegal intermediary company in order to get high profits, under the condition of without any effort in to apply for the customer at the same time, according to the requirements of customer to apply for some does not have legal qualification "pheasant school", lead to customers do not have access to highly after going abroad, delay the learning process of the customer, or in the choice or professional language training fee at random, earn high price; Another kind is a qualified certificate of study abroad intermediary, although have a legitimate business qualifications, but don't keep good faith, in the process of service make fake certificates, fake certificates, etc., to the client's reputation and future cause serious adverse effects, the serious infringement damage the legitimate rights and interests of consumers. In view of the above problems, relevant literatures also put forward a solution, which is to set up a service platform in which the intermediary, government, customers, and foreign universities have their own functions (Noonan, 2012).

The third kind of literature mainly focuses on the role and role played by the institution of studying abroad in the boom of overseas study, which is mainly discussed and studied. As for the role of overseas study agencies, this kind of literature usually focuses on the analysis of the role of foreign students studying

abroad, education institutions abroad and the exchange of overseas students. The researchers point out, for to go abroad to study abroad, study abroad intermediary to know nothing about study in information to understand gradually, help them develop a suitable for their own study plan, made a good ground and foundation to study abroad. For our government and various departments, overseas study agencies have provided the convenience for the service of overseas study. In addition, in the process of service, professional agents also cultivate a number of high-quality international education services, gradually become the backbone of China's international education services, contribute to China's international education services; For foreign education and universities abroad, study abroad intermediary is the enrollment of foreign schools set up in our agent, for the recruitment of students at the same time, promoting the international education exchange program in the development of our domestic, at the same time, but also promoted the capital, teaching, technology level, international exchange of personnel training, and professional services, provides a convenient channel of communication for Chinese and foreign education and the bridge of communication.

Foreign institutions differ in their requirement of the content that a student require to be familiarized with and this difference is identifiable in programs which have similar objectives and structure but of different universities. Some may be professional oriented and thus give importance to depth in certain areas and some might be for providing a breadth of knowledge on the subject. Commonly, some institutes might require to master the essentials of a subject as a whole while others might require to master large quantities of content on the subject which might not seem practical in a framework of short period of time. More accessible institutions provide syllabus of their previous and current programs and courses for better pre- and post- program communication. Relationships are an important part of the foreign academic experience and for healthy social support. Relationships with faculty are very important for academic success and for bridging cultural gap. But in off campus venues, appreciate their life outside of campus and every time you view one another as individuals, avoid asking favors that can affect teacher student comfort zones and expect cautiousness from them in an attempt to avoid notions of favoritism and friendliness to break down barriers of role and culture (Noonan, 2012).

From the above research results and related information about stay at home and abroad intermediary, previous research is not enough to study abroad intermediary agencies system, tend to focus on in a certain aspect, such as internal supervision, case study, there is a problem, although the study of each part are detailed, comprehensive is poorer, but the lack of a systematic and complete research.

3.INTERNAL AND EXTERNAL ENVIRONMENTAL ANALYSIS OF YG OVERSEAS STUDY AGENCY

3.1 Overall situation of the company

YG company is in the development stage, with relatively small scale, relatively weak resources and insufficient funds. Before tailored for YG company development strategy, in order to realize the maximization of the practicability and efficiency of development strategy, in addition to the macro environment to have an accurate grasp, for the understanding of current development of enterprise itself and the attribute cannot be neglect. Strategic management involves the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes (Nag, 2007). Strategic management involves the related concepts of strategic planning and strategic thinking. Strategic planning is analytical in nature and refers to formalized procedures to produce the data and analyses used as inputs for strategic thinking, which synthesizes the data resulting in the strategy. Strategic planning may also refer to control mechanisms used to implement the strategy once it is determined. In other words, strategic planning happens around the strategic thinking or strategy making activity (Mintzberg, 1996). Only fully combining with their own state, the internal operation mechanism, the overall situation and the internal resources, finances, human resources to conduct a comprehensive analysis, summed up the advantages and disadvantages of the enterprise, to develop the most perfect, the most efficient transformation development strategy.

3.1.1 Company profile and existing development strategy

While strategies are established to set direction, focus effort, define or clarify the organization, and provide consistency or guidance in response to the environment, these very elements also mean that certain signals are excluded from consideration or de-emphasized. Mintzberg wrote in 1987: "Strategy is a categorizing scheme by which incoming stimuli can be ordered and dispatched." Since a strategy orients the organization in a particular manner or direction, that direction may not effectively match the environment, initially (if a bad strategy) or over time as circumstances change. As such, Mintzberg continued, "Strategy [once established is a force that resists change, not encourages it." (Mintzberg, 1987).

YG overseas study agency is a legal overseas study agency approved by education department. Headquartered in Xicheng district, Beijing, there are six branches and 35 employees. Existing strategy mainly point to point, that is, the two sides school docking, cooperation, and give priority to in order to win the reputation

and the development of new media, including in go abroad at one's own expenses study abroad consulting service as well as exchange students to study abroad, study Tours, winter camps and other projects, etc. Although point-to-point business development is good, but since the company started relatively late, now at the development stage, size small, relatively weak resources, insufficient funds, small agents, in the fierce competition in the education service market advantage is not outstanding, competitiveness is not strong. In terms of form, YG company is a single study intermediary company, with the maximum extension to language training and preparatory courses. Secondly, the target market is mainly Europe, North America and Australia, which is highly competitive with peers. Third, the competition mode, mainly rely on media advertising, including print media, community display, Baidu promotion, and so on, targeted not strong; Finally, the service object is mainly aimed at students with high level of foreign language and rich family.

3.1.2 Main business and development status

YG's main business is to study abroad in Europe, North America, Australia and southeast Asia, and establish a good cooperative relationship with European and American universities and colleges. About 200 students are sent each year, 80% in Europe, North America and Australia, and 20% in southeast Asia. In addition, the company in the United Kingdom, the United States, Thailand and other cooperation particularly frequent countries set up offices, provide further overseas service for study abroad students, to students of returned students provide qualification certification and employment units to recommend, career planning, student clubs, such as service, development is relatively stable, word of mouth is very good in the market.

3.2 Analysis of internal resources

YG's internal resources analysis includes analysis of financial situation, brand resources, human resources, marketing ability and customer service ability. Internal resources give a strong support to the operation of the company. Only by thoroughly analyzing the internal resources of the company can the formulation of the strategy be more realistic and conducive to development.

3.2.1 Analysis of financial situation

YG company was set up after, although the scope of business is not very wide, but still more rapid development, the business also realized gradually expand and gradually stabilized, economic benefits remain at a relatively stable state. YG international students are sent to European and American countries. According to statistics, there are about 160 students sent to Europe and the United States, and small countries like southeast Asia. In the us and Europe, each person receives between one and sixty thousand intermediary fees. In southeast Asia, there is no intermediary fee,

and the school returns commission. The tuition fee is about RMB 50,000 to 100,000 yuan/year, and the return commission is RMB 10,000 to 20,000 yuan. The main profit source of the company is to charge the intermediary fees, service fees and commissions of overseas students, and the profitability is relatively strong. But for study abroad intermediary company, also want to pay for market promotion, employee wages and some multifarious students to apply for the school fees, gross remain above 4 million yuan a year, for a fledgling intermediary services companies, there are broad space for development. And the characteristics of the service industry determines the YG the normal operations of the company and its services don't need a lot of money, and there is no account receivable, prepaid accounts and inventory, take fund projects, as a result, while the company's cash flow has been in a relatively surplus state, there will be no shortage of funds. But at the moment due to start soon, and in Beijing Xicheng district office space has just been built, the company has a large proportion of the existing funds into the office space to buy and decorate on, therefore, although the company does not exist the shortage of funds, in terms of actual situations and real demand, still exist the problems of insufficient funds.

3.2.2 Analysis of brand resources

For consumers, the most important thing in the service industry is quality and credibility. YG company since was established, while the brand is lesser, but the word of mouth is very good, help a large number of students studying abroad and graduated, company prestige good development, has become a characteristic study of a new star. Different from other industries, due to the service of the product itself is invisible, the quality of the service can't through the physical product, the service quality after only through a business deal with customer's feedback. As the studying industry market development and the intensification of competition, only by constantly reflect brand advantage, can in the fierce market competition, make customers remember the company brand, with good feedback. According to the Beijing consumers' association about studying abroad survey results of the business, in asked how they would choose to study abroad intermediary institutions, 78% of the visitors to select the option to "honesty, good reputation", 72.9% of the visitors chose "professional and experienced" option. According to the survey results, it is not hard to find that "credibility" and "specialty" are two aspects that the intermediary agencies should pay special attention to when conducting brand promotion. However, because YG company's development experience is not rich enough, it is often used as a sign of foreign schools to attract customers when conducting brand promotion. Though this propaganda way is beneficial to increase the propaganda of attraction, improving customer's interest and attention, but customers tend to advantages and disadvantages of the school directly on YG company, this will directly lead to the company brand can not get good publicity, but decline in word of mouth, the negative news, directly affect the integrity of the company and customers.

So combining the resources of the company's brand, because the company didn't seize the moment to grasp the good propaganda method, lead to YG even if the company has strong ability of the business, will get promoted their own brand, thus improving visibility. Therefore, YG company's popularity is not high enough, is also a big problem existing.

3.2.3 Human resource analysis

Human resource is very important in the enterprise, which influences and restricts the whole operation process of the company, and plays an auxiliary and promotional role in the basic business of the company. Study abroad intermediary institutions, too, for YG intermediary company, the staff is the most important elements of the company and support, is the source of company value creation, optimization services, is to improve service quality and optimize the key to the future development. The image of the company, professional quality, service attitude, operation skill and sense of responsibility determine the company's image. Combined with the current human resource perspective, YG company headquarters of the company is equipped with the general manager assistant 1, human resources manager 1, finance and cashier 1, marketing manager for 1, 2 consultants, salesman, three network maintenance concurrently hold by hr manager. More than 10 people in addition to the general manager and HR manager are all women, aged between 20 to 30 years old, four people with a master of study abroad experience, 2 people as master of domestic, 2 for domestic undergraduate course, 2 people as domestic specialized subject, specialized in education management and economic management is given priority to, the image is more outstanding. The company has 11 employees, each of whom spends about 80,000 yuan a year, the rent is 100,000 yuan/year, and the daily expenditure is 10-200,000 yuan/year. Each branch is labeled with four employees, and the financial accounting independently. In addition to Beijing, rents, daily expenses and staff salaries are relatively small, with each division earning around 200,000 yuan a year. In terms of human resources management, YG company is not experienced enough in this field, but it is getting on the right track. Management generally includes recruitment, training, allowance and welfare, etc. In terms of the employee's employment, when there job vacancies and the need for professional recruitment department, first from the head to the higher request adding staff, after they get the ok to release its recruitment information in each big website then personnel the collection work; In terms of employee training, the new employees will be brought to work in a new way. In terms of employee income distribution, in addition to the monthly base salary plus commission salary, year-end bonus will be paid for employees, holidays and corporate welfare, etc.; In terms of employee social security, YG company pays five social insurance and one housing fund for every employee. For the introduction of human resources and employment, while the company also have the corresponding requirements, such as staff education must ensure that the college degree or above, and have certain knowledge and ability, etc., to ensure that the company's business smoothly, provide a good human resource base for the development of the company.

Technology makes it possible for human resources professionals to train new staff members in a more efficient manner. This gives employees the ability to access on boarding and training programs from anywhere. This eliminates the need for trainers to meet with new hires face to face when completing necessary paperwork to start. Training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Some employers choose to incorporate an instructor with virtual training so that new hires are receiving training considered vital to the role. Employees can take control of their own learning and development by engaging in training at a time and place of their choosing, which can help them manage their work-life balance. Managers are able to track the training through the internet as well, which can help to reduce redundancy in training as well as training costs (Lepak, 1998).

3.2.4 Analysis of marketing ability

At present, the marketing of YG company mainly relies on advertising promotion and school and school cooperation to improve its marketing ability and reputation. Through word of mouth and friends introduced the customer is increasing year by year, and advertising investment is less and less. In terms of marketing ability, print media has gradually been accepted by YG company. By actively promoting advertising and word-of-mouth publicity, YG company attracts more customers and expands its customer base with excellent business ability and examples. In addition, while the company also held seminar, condition of students more good universities enterprise publicity and promotion, such as issuing propaganda album a way to attract the attention of the potential customers and attention. The above publicity methods are more powerful and have some publicity effects, but for other ways, YG's approach is not comprehensive enough. For example, YG company has its own website, but the content is not comprehensive enough and the information is not rich enough for customers to have a good experience. In addition, study abroad for a rapidly changing market, while the lack of mature and flexible marketing system, for the change of market demand can't grasp well, resulting in a lot of defects. So, for YG company marketing, although has made some achievements in the marketing effect, attract the tourists, but the company to achieve long-term stable development, only by constantly innovate propaganda way, rich marketing channels, to achieve optimization of the company.

3.2.5 Analysis of customer service capability

The customer service capability is the strength of YG company and the core competitiveness of the company. At present, students are provided with services from admission to graduation, such as medical school, law, finance, study and life. From the beginning to the end, YG's marketing team will keep in touch with students and

guide the school life, which will be trusted and praised by students and parents. In YG company service types, including face-to-face counseling is the most main way of customer service, customers to come to the company and is responsible for the reception staff face to face communication and interaction, the company's service personnel need to fully grasp the premise of consumer expectations, reasonable assurance to the customer's demands, for their study schedule and make reasonable opinions and Suggestions, and on this basis to provide further guidance and follow up service. On the premise of full service, all employees are not only the staff, but also the staff of the customer service department, and timely deal with the complaints and feedback of customers. Because in a service-oriented company, every staff of any mistakes may affect the company's image, as a result, the company in order to make the internal staff and maintain a harmonious atmosphere between customers and established a whole set of the main process and the corresponding service specification, including receiving customer consultation process, call processing, network consulting processing, etc., to ensure that the service quality of the company. Since the establishment of YG company, customer satisfaction has been very high, and the customer's complaint rate has been kept under 2%. YG, in general, provided with complete service content, service attitude is good, but with some of the larger, more experienced than study abroad intermediary, YG company's services or lacking, in urgent need of improvement. In particular, YG company has a lot of room to improve after the students return to the country. For example, students can return to foreign countries for service such as airport pick-up service, education certification, employment, life planning, etc. Similarly, the overseas study boom has led to the revolution of the intermediary industry, which has promoted the economy of studying abroad, and the number of students studying abroad has been increasing, thus expanding the market size of the overseas study industry. It is understood that China's overseas study industry has reached 200 billion. The total amount of foreign students' overseas expenditure is 85%. Among all the countries studying abroad, the cost of studying in the United States is up to 24-300,000 (private schools) and 10-240,000 (public schools). The total cost of tuition and living expenses for Chinese students is about 200 billion yuan, and more than two-thirds of the market share in China's overseas study industry. In the domestic market, language training accounts for 13% of the total market share. Ielts, toefl, SAT and other tests are the authoritative measure of admission to foreign universities. With the increase of the number of students studying abroad, the number of students taking the examination for studying abroad has also increased. Most students choose the corresponding training before the exam. According to the survey, the market size of the study-abroad test training has reached 30 billion RMB. In addition, at present, most international students go abroad to study abroad, and eventually they will choose to study abroad. Intermediary service fees account for 2% of the market share of the overseas study industry. According to the investigation, according to different countries, different levels of schools and other factors are different, each study intermediary service fees for overseas study fees range from 15,000 yuan to 150,000 yuan. The market size of the intermediary service industry is at least 10 billion.

3.2.6 Analysis of product development capability

For study abroad intermediary company's growth prospects, only positive in terms of product innovation, improve service skills, standing on the position of the customer to provide quality products, to improve their own competitiveness, won the customer support and trust. YG education products of the company's product development mainly lies in the education industry chain development and the establishment of a new education project update, YG company has developed a lot on this point of characteristic education programs, such as a school of Chinese language and literature course in Malaysia, this course actually had better use Chinese teaching, which makes students from a foreign language is not got a chance to go abroad to study, and be able to graduate. The advantage of education is that the academic system is relatively short, and small countries such as southeast Asia, which used to be mostly British colonies, have followed the British education. Bachelor's degree can be two years, master one year can graduate. YG signed most of the colleges and universities is also learning and graduation "short, flat, fast", the school, and low tuition is also one of the advantages of small states, also is the British education, Malaysia's tuition is only one 5 of the UK, but also can greatly reduce the cost of living. But while YG companies are actively realize own breakthrough, constantly expand education project in order to enhance their own strength, but compared with other large experienced intermediary company, and there are many shortcomings. Focusing on one aspect of product development has resulted in the product limitations and service bottlenecks of YG company. Overall, companies are not good at seize the opportunity, product line too narrow, a direct impact on the company's customer base to expand and the rapid expansion of business scale, the company have a certain ability of new product development, but must be good at seize the opportunity, foster strengths and circumvent weaknesses.

3.3 External environment analysis

The direction of strategic research also paralleled a major paradigm shift in how companies competed, specifically a shift from the production focus to market focus. The prevailing concept in strategy up to the 1950s was to create a product of high technical quality. If you created a product that worked well and was durable, it was assumed you would have no difficulty profiting. This was called the production orientation. Henry Ford famously said of the Model T car: "Any customer can have a car painted any color that he wants, so long as it is black."

Enterprises that exist in the open system will not only affect the surrounding environment and the market, but also will be affected by the changes in the surrounding environment. In today's like Internet connected society, any enterprise can from the society and market environment and exist in isolation, the external environment is always not allow companies to ignore, background and premise condition is the enterprise management activity, to enterprise's survival and

development plays a secondary or restricted role. Before the development strategy of the enterprise, only the comprehensive analysis and understanding of the objective environment can better grasp the situation and realize the high efficiency of the strategy formulation. Through the analysis of the macro environment of the enterprise, we can understand the current policy formulation, economic situation and social environment. Through the analysis of the current situation of the industry, we can grasp the current situation of the industry and predict the future trend of the industry. Through the analysis of current industry structure and pattern, it is possible to grasp the competitive situation and disadvantage of the industry as accurately as possible. Only fully recognize and analyze the macro environment, accurately grasp the enterprise in the process of the existence and development facing the opportunities, challenges and threats, managers can order on this basis to tailor the enterprise development strategy, combined with the actual demand make full use of and grasp the development opportunity brought by the objective environment, and avoid the threats we face and crack, achieve raise to grow in the process of the development of the enterprise strategy, so as to constantly improve themselves, to grow. The macro environment plays an important role in the development of YG study intermediary company, which is related to the environment and future development of YG company.

The macro environment consists of domestic and foreign environment and the policy and economic environment, social environment, technology environment, etc., for YG company, how to develop the transformation strategy, macro environment for corporate strategy plays an important role of reference. So here we use PEST model to analyze the external environment of macro environment, according to the model analysis of macro environment will respectively from the political environment, economic environment, social environment, technology environment from several aspects such as to specific analysis.

3.3.1 Political environment analysis

Since reform and opening up, China opened its doors, slam the door closed rigid path, adhere to the policy of opening to the outside world peace, make its door in our country, to the world, at the same time, students also increased, to form the abroad study heat and hot. Since the reform and opening up, the unity of our political bureau has provided political guarantee for the generation and development of the intermediary institutions. In the 1980 s, our country began to put forward "support to study abroad, encouraging home and free agent" of policy, in the country's positive, studying abroad, increasing gradually in his further study abroad. In 1993, the national education committee issued the notice on the issue of self-funded study abroad, and it clearly supported and encouraged the study abroad. By 1999, the ministry of education, ministry of public security and the state administration for industry and commerce jointly issued "go abroad at one's own expenses study abroad intermediary services management regulations" and "go abroad at one's own expenses

study abroad intermediary service management regulation rules (trial)", after study abroad intermediary agencies began to have a legitimate business qualifications, study abroad intermediary companies have begun to emerge in our country, and has legal status. In 2002, the state ministry of education, ministry of public security and the state administration for industry and commerce jointly promulgated and issued "about further standardize the order of go abroad at one's own expenses study abroad activities notice, in the notice, the management of the study abroad intermediary specification received detailed instructions, for our country provides the basis for management of agents, in norming institutions at the same time, banned some illegal business intermediary company, for the healthy development of the agents to create a good environment. In addition to the above the support of national policy, the management of foreign exchange for overseas students are also important, in view of the problem of foreign exchange, the state administration of foreign exchange in recent years, according to the actual situation and needs a series of measures for the management of foreign exchange, improve the limitation of individual foreign exchange purchase, for students, is a positive policies to provide convenient and fast.

In view of the above policy measures, the state has always been encouraging and supportive of studying abroad, and has been relaxing policies to make overseas study service more popular and more beneficial to the people. With the continuous relaxation and support of national policies, the number of people studying abroad in our country has been rising steadily. Calculate according to the statistics of the ministry of education, during the period of 1978 to October 1978, the Chinese mainland in the area of more than 400,400 people to study abroad personnel, fee-paying students comprise the most, is the main force of army of study abroad. So although the agents of our country starts relatively late, real development in China is only more than a decade, the development is not very long, but the agents the specification and the management of our country has not stopped. As the national policy loosening of service agencies, the regulatory measures to constantly improve, studying the development of intermediary institutions are gradually towards standardization and ordering, provide the students with the perfect service. However, study abroad service industry competition is intense, from front to the rear of the examination and approval of examination and approval, the lower the barriers to entry, but most of the agents rejection by students and their parents, but used once again have to choose, agents and the lack of new products and services, mostly machine-made, competition ability is not strong. Look from the industry environment, study abroad intermediary industry has developed rapidly, and a sharply rising trend year by year, more and more people choose to study abroad and home, national policy support the student studying abroad, and further reduce the threshold, simplifying the program, and strongly encourage the development of the returnees, and introduced a large number of preferential policies.

3.3.2 Economic environment analysis

Economic environment for the development of study in industry has a great role in promoting, with the continuous development of economy, per capita income level is improved greatly, people spend money on the education consumption rising, greatly promoted the development of the study abroad intermediary company. Since the reform and opening up, China's economy has achieved rapid development. Opening the door to the outside world has enabled our country to open up to the outside world, and international exchanges have led China to embark on the international development path. Decide with the market economy in the allocation of resources to gradually established this policy, our country's economic goal is no longer the growth of the past only the pursuit of speed, but at the same time of growth to put quality as the first, to ensure economic growth in a reasonable range controllable and achieve economic growth. The new normal of economy has shifted from the original pursuit of growth speed and demand management to strengthening supply side management to make up for the policy shortboard, which is both beneficial to the real development and long-term. With the introduction of the new normal of economy, China's economy has gradually achieved steady development. From the macro perspective, China's economic trend has been stable and has maintained a reasonable growth range of the new normal. Economy steady trend for the development of the study abroad intermediary company provides a broad space for development, as people living standard improving, for the attention of the education is also increasing, people's education investment in a steady economic environment for studying and the expansion of the service provides the fertile soil and adequate nutrition.

3.3.3 Social environment analysis

In addition to economic environment, social environment is also one of the important factors affecting the development of overseas study industry. The influence of social environment on overseas study agencies is mainly reflected in two aspects, namely, population and cultural factors. The former is mainly reflected in the number of college and the change of studying abroad in the number of school-age, which mainly embodied in the social common values and consumption habits, ethics, ideology and culture, and these factors on people's thought and behavior has a great influence and restriction. The intermediary agency of studying abroad must take these factors into consideration while formulating the development strategy.

The heated competition in the college entrance examination and enrollment expansion of colleges and universities after the sliding of education quality, more and more students considering the disadvantages of domestic exam-oriented education and employment pressure, give up the university entrance exam this wooden bridge and chose to go abroad to study this shortcut. With this trend, the study in younger age trend began to appear, many students choose to study abroad before the college entrance examination, even in elementary school, junior high school stage had emigrate to the absorption of foreign culture and edification. As a result, domestic

students began to focus on the choice of foreign schools, and the demand for overseas study agencies increased. The age distribution table of the specific study population is shown in Table 1.

Table 1: 2001-2014 international student age statistics

Years	The total number of students studying abroad	Total number of students under 13 years of age	Total number of students aged 13-18	Total number of students aged 18-25	Total number of students aged 25 to 30	Total number of students over 30 years old
2001	74048	1583	4893	32957	25785	8830
2002	75152	1785	6473	33680	26848	6366
2003	79805	1864	7953	34327	28428	7233
2004	81320	2018	8134	35280	28643	7245
2005	90059	2669	10521	36808	30742	9316
2006	120132	4085	19694	43074	38942	13337
2007	128289	4216	21589	47429	41955	13100
2008	161627	6962	32585	58631	50197	13252
2009	210103	9749	53279	76529	56842	13704
2010	262461	11083	65942	91426	73280	20660
2011	314800	12779	84939	100754	89425	26903
2012	374500	16397	95744	135707	97325	29327
2013	384300	16869	100415	143807	100652	22557
2014	432000	17743	120967	153257	113589	26444

On the concept of education, our country since ancient times has been the notion of a "education", the importance of education has been deeply rooted in the hearts of the people, the parents always pay great attention to education, that education is change the fate of the people, strengthen the training, the only way to promote social influence. Since China's one-child policy has been implemented, the one-child policy has become a common situation in China, and parents' desire to receive good education is stronger. With the market economy gradually perfect, in order to make children better, increase the competitiveness of the children in the job market, "education consumption is investment tomorrow" has become the consensus of the countless families, high expectations, a less-pressured "but also the feelings of many Chinese parents. Education the popularization of the conception, the parents and students to the education levels and teaching environment has a high requirement and look forward to, for better family economic conditions, the traditional exam-oriented education have been unable to meet their demands for the education environment of high, so to go abroad for further study to become the final choice of students and their parents.

From today's consumer culture and consumption level in China, due to the country's economy to realize the development which progresses by leaps and bounds, our family general income level has improved, great changes have taken place in the consumption structure. At the same time, the focus on the investment in food and clothing to focus on education. Expense as the national education of education value and improved constantly, the family conditions allow, more and more parents choose to send children to foreign countries, by the better education and better environment.

3.3.4 Technical environment analysis

Technology environment refers to the enterprise in the social environment of science and technology elements and the element is directly related to the collection of all kinds of social phenomena, including total level and change trend of current social technology, technical change, technological breakthroughs to the enterprise, the influence of the technology and the interaction between political, economic, social, environmental performance, etc. With the continuous development of globalization and world economic integration and promote the development of science and technology also in development under globalization fever and breakthrough, combining the development of science and technology and education means, so as to realize the improvement of education level and progress, the introduction of global education resources and launch became the only way for the development of education. Education cooperation between different countries, international exchange of international students and mutual cultivation and cooperation in running schools are all supported by many countries. The exchange of international students is an inevitable trend and result for the internationalization of education. The development of science and technology is a strong backing to strengthen the national strength, and the scientific and technological factors are one of the most important factors in the evaluation of comprehensive national strength. China as a developing country, the development level of science and technology for its international status and plays an important role in promoting the ascension of the strength of a country, under the influence of globalization, strengthen the communication with the developed countries, to learn from the developed countries advanced science and technology is very necessary. Since the reform and opening up, China's economy and science and technology have obviously improved, but compared with developed countries, they still lag behind. In order to shorten the gap with developed countries, our country has taken ", relying on science and education of reinvigorating China through human resource development "strategy, for the cultivation of high-level personnel gave full attention to, in the process of the cultivation of the talent, vigorously cultivation for students in our country within the range of policy measures.

Although technology environment in our country and developed countries, there is gap between but from the end of the 20th century the rise of information technology and computer technology, the study of industry in China is greatly affected by the

advanced science and technology, at the same time, technology also for study in the industry to promote the various and comprehensive. With the strong support of science and technology, the hardware facilities of the overseas study industry have been upgraded and the software facilities have been promoted and popularized. In the help of information technology, study abroad intermediary institutions can be more convenient to get foreign universities to release the latest information, in-depth communication with foreign colleges and universities, head, so as to provide more convenient service for students. Under this kind of information technology and high-tech environment, the number of foreign students in our country is increasing, and the development space of overseas study agencies is broader.

3.3.5 Environmental analysis of overseas study service industry

The first is the analysis of the characteristics of the service industry. Looking back at the Chinese study market last year, it can be summarized in terms of low age, famous universities and employment. Over the past ten years, with the rapid development of China's economy, the total number of students studying abroad has been rising. According to the ministry of education statistics show that in 2013, the number of study abroad in China within a year for the total number of 413900 people, compared with 2012, the total number of study abroad about an increase of 14300 people, grew by 3.58% a year, it is five years after sustaining high double-digit growth in recent years, growth tends to be stable. At present, China has become the world's largest exporter of overseas students, with the largest number of students in the world. Since entering the 21st century, with the continuous attention of people to education environment, the number of Chinese students studying abroad has increased year by year, and the number of students studying abroad has been increasing. As early as 2011, the total number of Chinese students studying abroad reached nearly 330,000, and the number of self-funded students studying abroad reached almost 315,000, accounting for more than 90% of the total number of students studying abroad. By 2015, the total number of students studying abroad in mainland China reached more than 4 million. Among them, the total number of students studying abroad was 95 percent. According to the data given by the ministry of education, the number of self-funded overseas students studying abroad in China has been on the rise from 2001 to 2014. As shown in Table 2.

Table 2: The number of students studying abroad in China.

Years	Total number of students studying abroad (person)	The number of students studying abroad at their own expense (person)	Percentage (%) of the number of students studying abroad
2001	81957	74048	90.35
2002	83194	75152	90.33

2003	87938	79805	90.75
2004	89597	81320	90.76
2005	99601	90059	90.42
2006	133184	120132	90.20
2007	144047	128289	89.06
2008	227640	161627	89.91
2009	229269	210103	91.64
2010	284664	262461	92.20
2011	329840	314800	92.67
2012	399700	374500	93.72
2013	413893	384300	92.85
2014	469616	432000	91.99

Similarly, the overseas study boom has led to the revolution of the intermediary industry, which has promoted the economy of studying abroad, and the number of students studying abroad has been increasing, thus expanding the market size of the overseas study industry. It is understood that China's overseas study industry has reached 200 billion. The total amount of foreign students' overseas expenditure is 85%. Of all the countries that study abroad, the cost of studying in the United States is up to 24-300,000 (private schools) and 10-240,000 (public schools). The total cost of tuition and living expenses for Chinese students is about 200 billion yuan, and more than two-thirds of the market share in China's overseas study industry. In the domestic market, language training accounts for 13% of the total market share. Ielts, toefl, SAT and other tests are the authoritative measure of admission to foreign universities. With the increase of the number of students studying abroad, the number of students taking the examination for studying abroad has also increased. Most students choose the corresponding training before the exam. According to the survey, the market size of the study-abroad test training has reached 30 billion RMB. In addition to the training market for overseas students, the majority of international students who go abroad to study abroad will eventually choose to apply for overseas study agencies. Agents for students school choice and the formalities of going abroad, living arrangements, plays a very important supporting role, according to statistics, two percent of the study abroad market share is study abroad intermediary costs. For now, the intermediary fee of study abroad intermediary agency costs 1.5 yuan, different country, different level school is different. The market size of the intermediary service industry is at least 10 billion.

As a new industry, the overseas study service industry is becoming more and more competitive due to the expansion of overseas study and the increase of the number of customers. Private capital is the dominant force in this market. For the overseas study intermediary market, fairness, competition, transparency and openness are the main characteristics of this market. Due to the influence of market competition and the actual characteristics of the intermediary industry itself, the development of overseas study agencies mainly has the following characteristics:

First of all, today's overseas study industry has strong regional characteristics, but the industry concentration is general. The overseas study service has developed from the initial industry of more than ten years ago. Although some progress and corresponding progress have been made, the phenomenon of "big market, small company" still exists. Study abroad intermediary company as part of the service industry, although the market demand is huge, but influenced by the characteristics of the service industry, in addition to several in the national economy more developed cities such as Beijing, Shanghai, Guangzhou has branches of agents, other parts of the corresponding resource scarcity, engaged in most service organizations are influenced by region, business scope is generally concentrated in the local, no proliferation and expansion of business, the establishment of branch company didn't get the corresponding development, the scale is not big enough to have limitations.

Second, throughout our country to study abroad intermediary service types, products tend to be the same, different education service products is roughly same, difference is small, can't highlight their own advantages and characteristics. As part of the intermediary business, the main service object is ready to go abroad study abroad services, service content is for reference for the study abroad personnel selection of foreign universities, college application, visa, language courses, etc. For service content, study abroad agency service content and the process is roughly consistent, ray gay is high, and agents for customers to provide the information such as the school, visa is all intermediary companies can provide, rather than one intermediary company exclusive privilege control, as a result, it caused the different study abroad the homogeneity serious phenomenon of the company's products.

In view of the current situation and characteristic analysis of the intermediary industry in China, we can see that the problems and defects of the intermediary companies are often similar. Although the overseas study industry has gained broad market and development space as the wave of study abroad has been advanced, the transformation of overseas study agencies also faces considerable challenges. For YG study abroad intermediary company, only good at seize the opportunity to improve its own disadvantages, suitable for their own development strategy, to achieve a good transition, in order to stand out in the fierce market competition.

Then it USES porter's five forces to comprehensively analyze the competitiveness of YG. Comprehensive analysis of five analysis model is Michael Porter (Michael Porter) in the early 80 s, can effective analysis customer competition environment, to the enterprise strategy formulation produced the profound influence of the global. Five: the supplier's bargaining power, buyers bargaining ability, potential competitors into ability, ability to substitute for replacement, now the competitive power of industry competitors.

1.Bargaining power of suppliers

Study abroad intermediary services provided by the industry in general is as a bridge between the application LiuXueZhe and foreign colleges, the sale of products can be defined as through study abroad services for applicants to get chance to study overseas colleges and universities, which can be concluded that the suppliers of goods for foreign colleges and universities. Return part of the agency in charge of overseas school tuition fees as a "commission", the smoke into ratio is the bilateral agreement, but from the current trend of the study abroad boom, the proportion of how much with the qualifications of the agents, scale and performance has a certain relationship, but is mainly decided by foreign colleges and universities. At many campuses, study abroad programs are run by multiple companies and non-profit institutes that offer colleges generous incentives to increase enrollments. An influential article that appeared in The New York Times in 2007 highlighted that this can include free and subsidized travel overseas for officials, back-office services to defray operating expenses, stipends to market the programs to students, unpaid membership on advisory councils and boards, and even cash bonuses and commissions on student-paid fees. This money generally goes directly to colleges, not always to the students who take the trips. Therefore, the bargaining power of overseas study agencies is low (Schemo, 2007). YG company is limited in size, and the foreign universities and colleges involved are not as well as some large overseas study agencies in China, so they are in a weak position in the bargaining power of suppliers.

2.The buyer's ability to bargain

Study abroad agency fee generally include the application fee, certificate of notarial cost, data translation fee, visa fee, etc., and some intermediary overseas return part of the school's tuition as "commission". Because the law does not stipulate clearly, therefore, there is no unified guiding price for studying abroad service, but the market and industry price have been established. In this context, agents of high service fee does not constitute a legally illegal, as long as the agents in the process of propaganda and deal with reasonable and lawful, that their income is the lawful income. Therefore, the bargaining power of the seller is very strong.

For consumers, the products with high cost performance are sure to attract consumers' favor. YG is trying to win both customers and profits. Study abroad intermediary industry required high consumption, high quality customers, but the final winner must be high quality low prices, efforts to seek financing from abroad, overseas listing financing in propaganda agents for the company. As a willing and demanding family to study abroad, they first hope that the intermediary service they want is safe, reliable and provincial, and then naturally expect the price to be reasonable. Then, study abroad intermediary service belongs to special service, not any company, any one person can do well. Parents when choosing to study abroad intermediary company, the key is to see if the study abroad intermediary company qualified, brand reputation, and for the price is not much bargaining power, all basic pricing by the intermediary company. Few households through the combination of common looking for study abroad intermediary services, and through a friend

recommended to find intermediary company, this part of the customers' bargaining power to a certain extent, can get some discount, but that doesn't mean they can control the price of the seller. Based on the above analysis, the bargaining power of the buyer is relatively weak.

3. Substitution ability of substitutes

Because most of the consumers and there is no direct link to understand foreign colleges and universities, so only through your foreign friends and relatives as a bridge, but this is not very common, students tend to find most of the preparation quality, the intermediary company that has a reputation as a lead. There is little room for YG's industry alternatives, so the industry is less competitive than others. Study abroad intermediary service substitute threat is not big, there are the following possibility: first, the resident scholar oneself apply for various formalities. A few go abroad at one's own expenses LiuXueZhe can not through the intermediary company to deal with relevant formalities, but in fact this part of the customer is not much, about 95% by studying abroad LiuXueZhe intermediary company to handle the formalities, only 5% of the students themselves. Second, the expansion of overseas education advisory bodies. Some overseas education consultancies have expanded their business, contacting mainland students directly, and handling foreign and domestic procedures. The expansion of this business is also very difficult, because the organization of domestic resources also needs domestic talents, and the foreign consulting agencies cannot complete it by themselves. Third, it is banned by the government. Government is mainly responsible for studying abroad at public expense, and at one's own expenses study abroad generally shall be the responsibility of the provincial education department commissioned its affiliated companies, if the folk all agents of the company are banned, all by the government to establish a special department to handle, this possibility is not big, after all government agencies of manpower and material resources and other resources.

4.The ability of potential competitors to enter

Look from study abroad intermediary industry access conditions, entrants must first have the ability to operate independently (approval), or affiliated companies need to find a qualified, satisfies the basic demands of affiliated company; Secondly, I should be familiar with and master the policies of studying abroad at home and abroad, and have a professional service team. In addition, we should consider the expected market growth rate, and predict the market share size and the necessity of entry. At the same time, the degree of approval of new entrants should also be considered; Finally, it is natural to have certain economic strength and prepare sufficient investment funds. As a result, potential competitors are less able to enter.

5. Current competitiveness of competitors in the industry

At present, there are dozens of intermediary companies with strong competitiveness. They have stable market share, and even some enterprises have achieved the combination of overseas study service and language training to form a

stronger competitiveness. YG company has a certain gap with these intermediary companies in the market, the competitiveness is slightly weak. YG company and the same level of company, in the study abroad intermediary market share a certain share. Overall, the competition among existing competitors is fierce, and YG's strength and market competitiveness are at a moderate level.



4.STRATEGIC TRANSFORMATION AND PATH ANALYSIS OF YG OVERSEAS STUDY INTERMEDIARY COMPANY

In view of the above analysis of the internal factors and external environment of YG company, we have gained a general understanding of the advantages, disadvantages and the opportunities and challenges faced by YG company. For YG company, if you want to develop a suitable own transformation strategy, first of all to its own hardware and have a clear understanding of the advantages and disadvantages in the second to find out the situation, is good at seize the opportunity, can in the fierce competition in the education service highlight the characteristics of its own in the market, gain a competitive advantage, to create a fixed customer base, high awareness and good quality of service and marketing ability is strong new agents.

4.1 New development strategy

Study abroad intermediary company, first of all, is a normal company, to achieve efficient operation and good profits, from the general to the individual, its operation must conform to the general rules of the operation of the company under the premise of respect for law to realize the strategic transformation of the company. But the current study abroad intermediary market, to grasp the company run law general rules and reasonable use of agents of the company is not much, most of the intermediary companies often in the absence of the industry market urgently take strategy before a detailed investigation, so even if made an effort, and ultimately to hide but the fate of being eliminated by the market competition. Principles of universality and particularity, general company has a general company, study abroad intermediary company has its particularity, managers even insight into the general company rules, but cannot grasp the good study in the special rule of the industry, in accordance with the general rules to management of the operation of the company cannot make the company realize the maximization of the efficiency of optimization and benefit eventually there may be no good prospects for development. As for the development law of the company, we can say that the general rule is the shell of the operation of the company, and the special law is the core of the operation of the company.

According to the advantages and disadvantages of YG company and the comprehensive environment, we can work out the SWOT matrix of YG company based on the status quo. As shown in Table 3.

Table 3: SWOT matrix of YG company

		Advantages (S)	Disadvantages (W)
A strategic choice	Internal factors	Good service attitude; Good customer feedback; High return rate and high recommendation; Strong product development capability.	Low visibility; The propaganda strategy is not diversified enough; Experience a lack of capability.
	External factors		
Opportunities (O)		S + O strategy	W + O strategy
National policy support; Foreign policy is open; The domestic economic situation is good; Chinese education concept of enlightenment; Excellent social environment; Increased demand for study abroad		Product development for customer needs. Actively improve service quality. Optimize service efficiency to attract repeat customers.	Optimize the company's publicity plan and intensify the publicity; Efforts to improve the company's visibility; Optimize service flow and increase experience.
Threat (T)		S + T strategy	T + W strategy
Fierce competition in the industry; Increased potential threats; Illegal agents have a negative impact.		Improve the competitiveness of the company through the optimization of the service and the simplification of the process; We should implement the strategy of cooperation and achieve win-win results.	We will actively implement the strategic transformation and optimize the development plan.

Through the YG company SWOT matrix analysis can be seen, YG company is facing more challenges and threats, even though the company itself has certain advantages, but to occupies a place in the fierce market agents, YG company's management should take swift service integration and transformation of competitive differentiation strategy. For YG company, for the implementation of strategic transformation, will be from the original single intermediary, to provide more additional service of the whole industry chain, from the assimilation of the original to differentiation, the company services in depth integration, competitive differentiation strategy. Including two parts, one is to provide foreign colleges and universities for students by the original information, to assist students to apply for foreign universities, help student visa and training basic services such as comprehensive extended to pick

up, accommodation arrangement and school outside services such as registration, and after the returnees qualification certification and employment recommendation, life planning, etc. It includes several aspects including the change of business scope, the transformation of target market, the transformation of competition mode and the transformation of service object and mode.

4.2 Changes in business scope

Since YG company is in the early stage, the service chain of the company is relatively single, covering only.

Some of the extension work of mediation and mediation services. The existing way is mainly to cooperate with the school to recruit students, and rely on word of mouth and advertisement.

For overseas study agencies, to gain more customers' favor and expand customer base and market influence, we should first realize the breakthrough and renewal of business quality and service scope. YG company if you want to gain greater competitiveness, obtain a bigger industry advantage, should realize the comprehensive transformation of the business, in addition to the new development of custom study abroad program, while the company also should be promptly insight into market demand and customer preferences, create new, humanistic quality products. By a single intermediary services to deep integration service transformation, mainly refers to provide additional services for students, including language learning, curriculum planning, psychological consultation, certification of home, home employment planning and life planning, etc.

4.3 Transformation of target market

From Europe, North America, Australia and other big countries to southeast Asia and other small countries to study abroad. Watch today's study abroad intermediary market, it is easy to find, in a dominant position in the market and customers a rising number of intermediaries, in addition to the vast scope of business, there is a big advantage that study abroad enter the country's diverse and flexible and wide target market, not only to the popular European and American countries such as Britain, the United States agents can skilled work, agents in southeast Asia a few small countries work is also busy. In view of the target market of YG overseas study intermediary company, it is not enough to be limited to great powers such as Britain, USA and Australia. Although done for UK this target market is particularly skilled, YG is the company's competitive advantage, but the narrow target market is significantly weaken the market competitiveness of YG, in the number of agents in the market advantage. Therefore, to expand customer base and increase order quantity, YG company's target market transformation and expansion is imminent. From the assimilation of the original to differentiation, implement differentiation strategy refers to by the Chinese mainly study in Europe, North America, Australia, southeast Asia

studies abroad is complementary, to give priority to in order to study abroad in Thailand, Malaysia and other southeast Asia countries, Europe and America countries such as the Australian study abroad is complementary, and make characteristics for small countries in southeast Asia like Thailand to study abroad, to develop other intermediary institutions of new project, no more to do your best to concentrate on the this project.

4.4 The transformation of competition and marketing mode

From the original extensive advertising competition to the precise marketing of intensive mode transformation. Direct to the students who have the need, to some secondary school, junior college, vocational colleges to preach. From cost competition to product characterization, differentiation, agents due to study abroad of domestic demand market increasingly intense and heated, propaganda in the company's big companies go to great lengths to vigorously promote the company's products, in the face of such intensive publicity and promotion, YG company should be flexible, realizing the change of competition mode, from extensive to intensive mode of precision marketing advertising competition shift, from cost competition to product characterization, differentiation. In advertising on the side, in addition to using the website promotion and newspaper advertising, but also in advertising material and flyer printing and can spend more time out, in the student resource intensive campus to carry out the study in the lecture, explain the role of agents and actively promote the study in the business of the company, in order to achieve the promotion of brand, the effect of the students. Cost competition in product competition, it is not a long-term solution, to minimize cost and benefit maximization under the premise of guarantee the diversification of products and high quality, YG intermediary company opened in Thailand for Chinese secondary students language level, can be used in both Chinese and English bilingual teaching, and also in the class are Chinese, easy to graduate, this is other countries can't than, high gold content. College, vocational college students, a Thai docking this even read two years, cost 150000 yuan, to Thailand to realize even read technical secondary school, a total of 4 to 5 years, cost 250000 yuan, and to study abroad in Europe and the United States and other countries, not only longer and cost more, basically is southeast Asia's costs 3 to 5 times, regardless of time and money, study abroad in southeast Asia than to study abroad in Europe and the United States, this is the characteristics of study abroad in southeast Asia to attract people.

4.5 Transformation of service objects and methods

Observation of domestic service industry development present situation as well as the way of service, we can summarize in domestic study abroad intermediary services, generally is very narrow, only stay in the student visa boarding a plane to go abroad, to follow-up services, and not enough positive feedback survey. On the transformation of the service object, YG study abroad intermediary company the original service object is the high level customers, mainly to Europe, North America,

Australia's foreign students, the demand is higher, of language to the toefl in the United States, Britain to ielts, curriculum, learning time is long, difficult to entrance, more difficult to graduate, Germany, Russia, France, Japan, South Korea has to specifically to learn a language, longer and more difficult. Now to the transformation of low level customer service, which is aimed at Thailand, Malaysia, etc., language requirements is low, can be in both Chinese and English bilingual teaching, curriculum, learning time is short, easy entrance and less easy to graduate. The follow-up service is indispensable for the overseas study intermediary service, and has a far-reaching influence on the reputation and image of intermediary organizations. In Japan and other countries and regions, there is a large demand for overseas study service in these places, and the number of overseas study agencies is very large, which can be said to be a lot of hair. It is much easier to obtain visas in these places than in China. The procedures are simple and quick, and people's understanding of visa application matters is often higher than the general level of understanding in China. But even abroad for a visa for there are many advantages and the understanding of overseas study, a dime a dozen in the study abroad intermediary institutions also can survive in the fierce market competition, because abroad intermediary services, overseas service is an important part of is the basis of its survival. Some parents of overseas students have studied abroad. For those who have studied abroad, it is necessary for them to realize the overseas tracking service. Understand the process of study and their children in the process of studying will encounter obstacles and difficulties, all aspects of these problems, big or small, all need agents to provide the corresponding auxiliary and services. This overseas service relating to pick up, accommodation arrangement, school registration, bank card is dealt with, insurance, delays the formalities, etc., in addition, if a legal dispute, agents should take timely measures to ensure the safety of students, to better study. In addition, the management of overseas students is necessary, for there are a few students produce rebellious psychology, does not comply with the requirements of the school, not on time study, random consumption and interpersonal problems, problems such as study abroad intermediary organizations should be involved, to concern and care for them.

Marketing of higher education is a well-entrenched macro process today, especially in the major English-speaking nations i.e. Australia, Canada, New Zealand, the UK, and the USA. One of the major factors behind the worldwide evolution of educational marketing could be a result of globalization, which has dramatically shriveled the world. Due to intensifying competition for overseas students amongst MESDC, i.e. major English-speaking destination countries, higher educational institutions recognize the significance of marketing themselves, in the international arena. To build sustainable international student recruitment strategies Higher Education Institutions need to diversify the markets from which they recruit, both to take advantage of future growth potential from emerging markets, and to reduce dependency on-and exposure to risk from major markets such as China, India and Nigeria, where demand has proven to be volatile (Hobsons, 2016). For recruitment

strategies, there are some approaches that higher education institutions adopt to ensure stable enrollments of international students, such as developing university preparation programs, like the Global Assessment Certificate (GAC) Program, and launching international branch campuses in foreign countries (Schemo, 2007).

To solve above problems as well as the status quo of service, study abroad intermediary institutions should be based on actual demand and the reality, establish overseas special tracking service, and arrange for special personnel in charge of the students' daily life feedback and help, and in a timely manner to understand students and report the school and the parents, the parents, the school established a close relationship between bridge of passing information.



5.STRATEGY IMPLEMENTATION AND GUARANTEE AFTER THE TRANSFORMATION OF YG OVERSEAS STUDY SERVICE COMPANY

For the development of the transformation strategy, detailed plans and instructions have been given. In this chapter, mainly to the YG agents after transformation, the company's strategy implementation steps, and discusses the implementation of the work of each link, to ensure that the transformation of YG study abroad intermediary company, and get a better development.

5.1 Organizational structure adjustment

Strategic thinking involves the generation and application of unique business insights to opportunities intended to create competitive advantage for a firm or organization. It involves challenging the assumptions underlying the organization's strategy and value proposition. Mintzberg wrote in 1994 that it is more about synthesis than analysis. It is about "capturing what the manager learns from all sources (both the soft insights from his or her personal experiences and the experiences of others throughout the organization and the hard data from market research and the like) and then synthesizing that learning into a vision of the direction that the business should pursue." Mintzberg argued that strategic thinking is the critical part of formulating strategy, more so than strategic planning exercises (Henry, 1994). General Andre Beaufre wrote in 1963 that strategic thinking "is a mental process, at once abstract and rational, which must be capable of synthesizing both psychological and material data. The strategist must have a great capacity for both analysis and synthesis; analysis is necessary to assemble the data on which he makes his diagnosis, synthesis in order to produce from these data the diagnosis itself--and the diagnosis in fact amounts to a choice between alternative courses of action." (Beaufre, 1965). Strategy depends on the internal structure of the company, its strategy of internal organization structure change requests a corresponding adjustment, and the adjustment of the structure can also be used to support and guarantee for the implementation of the strategy, backed by the operation of the company. YG company's strategy is mainly service integration and competitive differentiation strategy, combining with the company's new strategic choice, YG company's organizational structure should also be adjusted accordingly. For the company's internal organization structure, if you want to on the basis of high quality employees maintain efficient operation state, improve the company's operating efficiency, first internal organization structure should be adjusted to a reasonable state. According to the existing organizational structure of YG company, the internal company should be changed from its original functions to the departments to cooperate with each other to realize full service and optimize the allocation of resources.

Responsibility assignment problem against the business department of the company, from the point of company's business sector, suggested that under the

general manager, is mainly composed of a full-time deputy general manager responsible for the company's marketing work, and on this basis, the headquarters of the marketing work for refinement and optimization, on the basis of regional division, make each regional projects can do better, more fine. For example, North America and South America are divided into the americas; European countries, such as Britain, France, Germany and Italy, are divided into European departments. Asia and Oceania are divided into the asia-pacific region. After the division of the business division, the business quality of each department should be guaranteed and supervised by the deputy general manager of the company.

5.2 Financial strategy

YG company didn't have the standardized analysis of financial data, more do not have this aspect of the analysis ability, lead to the company's financial situation can't be ordered all the time, is in a state of a more mixed and disorderly, for the company's overall operating caused obstacles, to develop new financial strategy is imperative.

Now there are professional financial personnel in the company to conduct financial statistics and financial strategy formulation, has been gradually improved, into the right track. YG's financial strategy includes two parts: new project and product investment and operational capital strategic planning. In order to realize the maximization of the benefit of the company has professional ability in financial analysis and financial strategy skills, it's every link of financial allocation and consumption have careful planning and plans, for example, the company's strategic planning needs to be "long term" project in is still in the development period and short-term will produce a higher profit balance between "short-term" project. For the development of new products, the company will focus on the long term and invest more, so that the products can be designed with fine design and achieve greater attraction.

5.3 Human resources strategy

We will greatly simplify the organization and staff, take advantage of the characteristics of part-time staff, and give full play to the advantages of the agency of various provinces and cities. Step by step to long term strategic plan, effectively excavate including corporate and social human resources, efforts to improve the staff's personal ability, for human resource strategic planning and monitoring the situation of the specific implementation, the human resource management information collection and statistics, and information on human resources strategic planning and checking the matching degree of enterprise development strategy, to the enterprise human resources system module design compatibility check, for human resource management in the rationalization of the establishment and operation system modules. At the same time, in a relatively stable period of the implementation of human resource management system and operation analysis and assessment, and internal and external environment of the enterprises to adjust human resources strategic planning

to match the company's overall development strategy. Work against the internal staff of the company, first of all, should be under the condition of the guarantee company manpower enough implementation agencies to streamline, the focus placed on the salesman's service quality and performance. Aiming at the phenomenon of large turnover, we should improve the welfare and incentive system for employees under the premise of basic salary guarantee. In order to solve the YG company staff recruitment and training issues, deal with the work of human resources is optimized, the employed staff recruitment, training, job, career planning and a series of work in the process each link should guarantee its rigor, strict requirements to employees not only is the guarantee of educational background and work experience, the character and quality of the employees are also required to reach a certain standard.

In addition, the notice through business training, to enhance the staff's comprehensive professional quality and service consciousness, improve service attitude, constantly improve the quality of intermediary services, make customers more satisfied, get more customers, so as to enhance YG company agents in Beijing the visibility and credibility of the market. For the enhancement of service, in particular, we should provide customers with more specialized service items to choose from. YG company in terms of quality of service attitude and service itself has certain advantages, is the strength of the company, which the study plan formulation, the school to apply for visa, writing instruments, as well as training and other professional guidance services are becoming mature, visa material preparation and training for students before they are sent, and travel itself has certain advantages, have a certain competitiveness in the peer. Even so, this moment also can't slack off, for strategy formulation and implementation to work harder next, through to the high qualified and experienced service center ka wah intermediary companies such as skadden, complement each other, continuous improvement to enhance the service professionalism and efficiency of the project, let more customers trust YG and give good feedback. Second, build a professional team to enhance YG's overall image. In view of the present fewer employees and frequent flow and comprehensive professional quality staff to promote the development of the status quo, YG company to to achieve comprehensive, professional development, must be from the company's team building, must build a professional team. In order to achieve specialization, the company should abandon the old management concept, within the company sets up the people-oriented concept, actively attract talented people to join, strengthening and reinforcement for the construction of talent team. For the company's existing staff, strengthen the business ability and the training of service process, timely to the material and spiritual inspiration and motivation, improve their enthusiasm and to YG company loyalty and trust. In addition, for the talents loss phenomenon, YG company should actively response, through competitive recruiting high quality talent introduction, in a timely manner to supplement of jobs, improve the team record of formal schooling and professional structure, realize the ascension of the whole team.

5.4 Staff construction

For the organization and construction of the staff team, the staff should be managed scientifically and reasonably in the premise of ensuring the basic quality of employees. To streamline the organization and staff, to work part-time, and to give full play to the advantages of various branches and provincial and municipal project agencies. First of all, people should encourage employees to realize their own degree of ascension as well as a variety of qualification certificate examination and obtain more high quality qualification certificate, such as study abroad qualification, professional English 8, accountant from job seniority card, teacher qualifications, etc., prove employees what level and ability in the field of a sign, not only has great significance to the individual, for the company, and promote the industry of YG qualification and ability the important way.

For fresh graduate, the company should give some guidance and care, make its can quickly adapt to the working environment and combined with the working in time, in the staff to complete tasks at the same time realize own experience of ascension. In order to achieve this goal, for the defect of business and industry development of staff of the new requirements, organize regular staff training work, update information of the industry, and timely and necessary knowledge on study abroad intermediary business to supplement, make employees aware of YG, for example, company can in the month, a month to organize a industry development trends, and business skills training, please the general manager or industry experts to lecture and imparting knowledge, aiming at the present situation and development trend of studying abroad, study abroad industry new characteristics and analyzes the strategy of intermediary company should be how to deal with in the explanation, broaden company staff horizons and thinking ability; In addition, measured in weeks, every week to organize an internal employees video conference and management skills training, against the business situation and the employees of the company, through regular meetings to discuss the problems existing in the work and the corresponding solutions, in order to enhance service standards and service etiquette thoughtful. Employees are rated and encouraged through employee performance, so as to unify employees' thoughts and knowledge and enhance employees' loyalty and cohesion. For employees who perform well, arrange their study abroad, and actively attract talents from the same industry to join YG, so that YG's staff will be larger and better.

5.5 Brand strategy

5.5.1 Brand building strategy

In terms of the construction of YG overseas study agency's own brand, our goal is to build a high-end intermediary brand that is popular and medium - and low-end study. Current agents in the market, to make their own characteristics and advantages of more prominent, it should begin from the brand and business in hand, clear its own brand positioning and business scope, in order to make the business more delicate,

more appropriate. Combining the actual situation, most "LiuXueZhe" as usual in the school study particularly good or bad in particular, the two classes of students accounted for only 20% of China's urban students, and most of the students grades in school is in the middle, this part reached 80%, most of the agents get to that only 20% of the market, rather than the 80% of the blank market competition. Now, in order to make their businesses more refined, more perfect, we aim at the 80%, will market positioning in the 80% of the students, give priority to with this kind of students, according to these students, design a new quality study abroad program, make the YG service has its own characteristics, optimizing the service of the plates, to build their own brands.

5.5.2 Brand marketing strategy

After entering the market, no matter what brand, must carry on the corresponding brand marketing work, make the public quickly to know this brand, make the brand known by the public, thus to get ahead and advantage in competition for customers. The product or service of any company can only be known to more customers through intensive publicity work and promotion work, and it is gradually recognized by this brand. If it's just according to the ancient tradition of "good wine is not afraid of deep alley" brand concept, so in today's intense study abroad intermediary market competition, how no matter how much business is doing fine, service in place, will be submerged in the fierce market competition, will be eliminated by the market. Too, for YG companies to flourish in the peer, competition heats up in the market, publicity and promotion has become the lifeline to the survival of intermediaries in the competition, if not for propaganda and promotion, is to lay down and die. YG company wants to survive in the study abroad market and gradually become big, only when entering the market to begin to publicize work, form a well-known intermediary brand. So, in brand marketing in this work, YG company must strengthen brand consciousness and its own identity, through publicity to let customer to deepen the cognition of its own brand, and to a certain extent affect the consumer choice tendency first impression. In the process of daily management of the company, YG company should strengthen employees' awareness of the company's brand through corporate culture and enterprise spirit, so as to deepen employees' awareness of the importance of publicity. In order to achieve this goal, through lectures held to cultivate and develop the regular training of staff awareness of the promotion of its own brand, the daily consulting services in the process of the work, to student's training education work combined with the company's brand and reputation, establish a unique brand for the YG company; In the process of employee's work, whether it is a business consulting or late service process, must belong to the customer to YG company's unique brand and service tenet, let the customer in the process of accepting service brand to deepen impression of YG company; After the customer service is completed, the customer can be returned to the customer to give feedback to the company's brand.

In order to reduce cost of YG and have good brand marketing effect, YG company can take a variety of brand marketing, is not only a flyer of the distribution and the development of the lecture, you should also make full use of network, the mass media such as television, radio, print YG brand propaganda, through a variety of media increase the company's brand publicity to increase brand awareness and promote degrees. Based on the actual situation and development needs of YG company, brand marketing strategy can be started from the following two aspects.

First, improve the company's website and strengthen network marketing. With a large population base and the largest number of Internet users in the world, the network technology is developed and rich in resources, and the network publicity is one of the basic ways for many companies to expand their popularity. YG company has its own website, but because the website is at the beginning stage, the information is not very comprehensive. In order to make full use of the network resources, YG should fully combined with network advantages, perfect the company website information, the scope of business consulting, specific arrangement, service process and information on the web site to display, at the same time in the web site's home page setting a plate to introduce the development history of YG and enterprise culture, make customer online consulting, have a good first impression on YG. In addition, we set up a consulting section and network customer service on the website, so that customers can communicate with the staff on the Internet at any time, which is convenient and convenient. At the same time, it can also make customers have a pleasant and pleasant service experience.

Second, realize the diversification of brand marketing. The traditional promotion strategies include personnel field sales, advertising, public relations and sales promotion, etc., to attract customers. YG company should not be limited to one kind of marketing mode, flexible use of some or some combination of marketing methods to carry out its own marketing. Field marketing personnel, the staff in the answer with the customers, business recommendation, can at the same time in the communication to our company's culture and advantages of publicity and promotion, and make comparison with other agents in order to highlight the advantages of YG; Advertising, not just magazines and radio, in the middle of the company development but also for the TV advertising, achieve in a certain period of time rolling broadcast, make detailed instructions to the development of the company, and business and introduction, YG brand awareness; Handling public relations, the company can through the universities and the news media units of cooperation, such as conducted to study the business consultation, study abroad Q&A, common sense and other activities, the benefit of students at the same time make the company brand is deeply rooted in the hearts of the people; Company business promotion, to repeat customers, through the old customer introduce new customer, buying a number of services such as the client can appropriate preferential discount, improving customer's psychological comfort and experience, let the customer brand to produce a good

impression on the company, and to make recommendations, but also enhance the YG brand influence.



6.CONCLUSION

Through research and discussion, this paper mainly draws the following conclusions and results:

First, YG company in developing the problems mainly include three aspects, namely, lack of experience, not enough target countries and marketing ability is not strong, these problems result in high brand awareness is not enough, and so cannot be attracted a large number of customers come to consulting services, improvement in these aspects, and ascend.

Second, through SWOT matrix, this paper makes a detailed analysis of YG's strengths, weaknesses and challenges and threats. YG's advantages are mainly reflected in service attitude and good customer feedback and strong product development ability; The disadvantages are mainly reflected in the low brand awareness, the lack of diversification of publicity strategies and the lack of experience; the opportunity is reflected in the support of international and domestic policies, the soaring demand for foreign countries and the concept of education. Threats include fierce competition and the negative impact of illegal intermediaries. Through the establishment of SWOT matrix and the discussion on the current situation of YG company, we can discuss and formulate the company's transformation and development strategy based on the actual demand and market environment.

Third, through the analysis of the development status of the company, we have made preliminary formulation and planning for the development strategy of YG company. For YG company, a new development strategy will be from the original single mediation, to provide more additional service of the whole industry chain, from the original product as similar to competitive differentiation, namely service depth integration, competitive differentiation strategy.

Fourthly, International students studying in a foreign country face a life altering event which can cause distress that can potentially affect their mental wellness. When students leave their home country, it is not surprising to imagine that they struggle with balancing the multiple contexts of home and school. Many students report homesickness and loneliness in their initial transition, experience isolation from peers and struggle with understanding cultural differences while staying abroad (Kanekar, 2010).

The fifth, it puts forward the measures to realize the strategic goal of YG company and the relevant measures for the implementation of the strategy, and makes plans and targets for the implementation and guarantee of the strategy. Including human resources strategy, brand strategy, marketing strategy, financial strategy, etc., for the implementation of the strategy transformation process and each link has carried on the arrangement and segmentation, in order to ensure the suitability and feasibility of YG company development strategy. Through this series of changes and measures, YG company will surely realize its new breakthrough and stand out in the fierce market of overseas study intermediary.



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