

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.