

Research on the Management Model of Study Abroad Service Institutions

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Keywords: Study abroad service institutions, Management models, Optimization suggestions

Abstract: With the constantly changing situation of studying abroad education, study abroad service institutions are also facing certain challenges. Study abroad consulting institutions should seize the opportunities brought by the situation and promote their own transformation and continuous development. This article first introduces the development background of the study abroad service industry, then analyzes the current management status of study abroad service institutions. Next, it points out the existing problems in management, and finally proposes targeted changes to diversified management models, the application of information technology and service management, continuous optimization of product services and management, and the creation of talent teams, in order to provide better services for overseas students.

Studying abroad has become a major trend in today's era, and with the continuous expansion of the number of international students, the demand for students is constantly increasing. The forms and types of derivative study abroad institutions are also increasing, and problems have arisen one after another. The study abroad service industry is accompanied by opportunities and challenges, and the management of study abroad service institutions is also facing new difficulties and problems.^[1]

1. The Development Background of the Study Abroad Service Industry

With the continuous development of China's comprehensive strength and the continuous improvement of China's educational strength, and with the support of relevant national policies, the number of people studying in China has also been rapidly increasing in recent years. This phenomenon is a relatively good opportunity for the development of the current study abroad service industry. Developing China's study abroad education is not only to attract foreign talents, but also an important way to strengthen friendly exchanges between China and the outside world, and is also an important way to spread Chinese culture.^[2]Therefore, in this situation, China is increasingly attaching importance to attracting foreign talents to study in China. With the continuous strengthening of China's education construction, the reputation of major Chinese universities has also spread internationally, which has a very good attraction for international

students from other countries. At the same time, it has greatly assisted China's study abroad career and laid a certain foundation for the development of the study abroad consulting service industry.^[3]

2. The Current Management Status of Study Abroad Service Institutions

Since January 2017, the State Council has cancelled the approval for the qualification of study abroad intermediaries, making the study abroad service market more competitive and open, with a large number of studios and small and medium-sized institutions with unique advantages in certain fields entering the market.

2.1. Department Setting

In terms of departmental framework, study abroad service institutions usually establish the following main departments. The marketing department is mainly responsible for arranging staff responsible for studying abroad in different countries to screen, invite, follow up, sign contracts, and schedule effective resources based on customer needs. The copywriting department is mainly responsible for providing follow-up study abroad services such as writing documents for students after signing contracts, submitting college applications, providing visa and interview guidance, and arranging airport and accommodation arrangements.^[4] The marketing department is mainly responsible for the planning and execution of offline activities, the development and maintenance of offline channels, brand promotion activities, etc. The Administration and Personnel Department is mainly responsible for the recruitment of personnel, employee holiday benefits, daily operational administrative work, and front desk reception of the institution.^[5]

2.2. Management Mode

Generally speaking, study abroad service institutions adopt a performance management model for company management. As one of the tools of human resource management, performance management is currently the primary goal of most study abroad service institutions, with profitability as their primary goal. The management personnel of institutions are also more willing to adopt a performance management model to improve employees' work enthusiasm, with no upper limit. This not only enables capable employees to increase their income through hard work, but also enables institutions to enter a virtuous development track, achieving a win-win situation. According to the performance management model, the employee's base salary and commission are directly linked to the number of signed contracts, and fluctuate every month. The commission for signing contracts is also collected in three stages according to the service cycle, ensuring the service process and quality. In addition to basic salary and commission, there are also year-end rewards and various individual rewards to promote the development of institutional business and the stability of employees. When calculating the year-end bonus, the overall achievement of the organization's annual goals and the completion of individual annual tasks by employees will be summarized, and these assessments will be linked to the individual's year-end bonus. However, this management model also has certain drawbacks, as many employees recommend schools for students for the sake of higher bonuses rather than helping them choose the most suitable school, and there are also many overcommitment phenomena in order to sign up for income.

3. Problems in the Management of Study Abroad Service Institutions

3.1. Simple Performance Management Exposes Many Drawbacks

There are many study abroad service institutions with a primary goal of profitability, and organizational management tends to adopt performance management methods to enhance the enthusiasm of staff, achieve the annual development goals of the organization, and improve the efficiency of organizational work to achieve profitability. For example, before the end of the year, when institutions distribute year-end bonuses, the achievement of departmental annual goals and individual goals will be linked to individual bonuses. Therefore, many staff members of study abroad service institutions blindly recommend schools to international students in order to receive higher bonuses. As a result, in recent years, international students have shown a trend of being younger.

3.2. The Management Model of Study Abroad Services Is Too Outdated

With the widespread application of internet technology, people have started to rely on study abroad agencies to handle study abroad matters. With the rapid updating of online information, most study abroad institutions maintain their original service objectives. From the current situation of study abroad service institutions, the management model of study abroad services is too outdated, and most of the use of existing computer technology to study service management systems has not achieved the expected results, resulting in incomplete information that service groups should receive, and various plans for study abroad are limited, resulting in the loss of target customers. In addition, rigid management and unsatisfactory service have become the main reasons for criticism of study abroad service institutions.

3.3. Management Chaos Leads to Potential Consumption Risks

In the era of the Internet, with the emergence of diversified study abroad institutions, the problems that exist in these institutions include illegal application for study abroad visas, falsification of materials, and publication of false information caused by information asymmetry. Especially the harsh visa conditions and cumbersome procedures for studying abroad have led some study abroad service agencies to act reluctantly for economic benefits, which has affected the visas of international students. Because the applicant is also a victim, moral hazard and adverse selection problems have been exposed in the management of institutions, and overseas study service institutions are also facing the situation of insufficient government supervision and consumer confidence.

4. Suggestions for Optimizing the Management Mode of Study Abroad Service Institutions

4.1. Transition to a Diversified Management Model

Study abroad service institutions should gradually achieve the goal of moving from a simple performance management model to parallel performance management, institutionalized management, and warmth management. Firstly, by carefully interpreting the policies and regulations issued by the government, and based on this, analyzing the value orientation of our study abroad service institution towards the system, we aim to make the staff of the institution pay more attention to value orientation in their work, standardize themselves, and allow superiors and subordinates to supervise each other and make progress together. Then, in management, get along

with subordinates in a warm manner. When subordinates encounter problems in their work and life, they should try their best to provide assistance and mobilize the internal performance of the organization's staff. However, this does not mean that humanization is the main principle of management. In the economic and technological environment, conscience often compromises with interests. Study abroad service institutions should research more service industries for the healthy development of the country, provide practical and constructive suggestions to students, rather than simply serving students in applying for study abroad programs.

4.2. Apply Informatization to Service Management

Service institutions for studying abroad should actively introduce computer technology and network technology to improve their own brand value and service strength. Through the construction of information systems, they can realize the decision analysis ability of the service industry for studying abroad, which is conducive to the management of existing data, and also meets the needs of the existing market and industry in the information processing process, and improve the management level of the institutions for studying abroad and improve the service quality. An informationized service management system helps to improve customer satisfaction and loyalty, in order to bring more benefits to study abroad service institutions, enabling them to achieve efficient operation, intelligent analysis, overall coordination, and customer first standards, and achieve the satisfaction of the consumer group. Service is the foundation of management and needs to be guaranteed through management. Improving service quality and effective communication with consumers are important criteria for evaluating study abroad service institutions.

4.3. Optimize Product Services and Management

Study abroad service institutions should closely focus on the market, actively develop new products that can adapt to the constantly changing market, and launch personalized products tailored to the needs of users. Study abroad service institutions should continuously adjust their service levels based on their own positioning and strength, gradually introduce and improve overall structural changes, and strive for a certain market share. In the constantly changing development situation of studying abroad in China, education should be further integrated with internationalization and high-level education abroad to meet people's needs for high-level education. In terms of studying abroad in China, study abroad consulting agencies should actively conduct research and explore how to stabilize the market share of study abroad consulting agencies in China based on the current situation, lay out an international layout, and at the same time, help to occupy an international market share. Creating products with different projects and personalities is of great significance for optimizing the management of study abroad service institutions.

5. Conclusion

The development of society, the evolution of channel patterns, and the transparency of information are long-term and arduous processes for creating excellent management models for study abroad service institutions. In order to better regulate the operational order of study abroad service institutions, it is necessary to move from a simple performance management model to a parallel goal of performance management and institutionalized management, so that institutions can better serve international students and ultimately present a prosperous phenomenon in the study abroad industry.

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