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ÚSTAV EKONOMIKY

**SUGGESTION OF THE MARKETING STRATEGY OF
CHINESE STUDENTS' ACQUISITION**

SUGGESTION OF THE MARKETING STRATEGY OF CHINESE STUDENTS' ACQUISITION

MASTER'S THESIS

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AUTHOR

AUTOR PRÁCE

Changli WU

SUPERVISOR

VEDOUCÍ PRÁCE

doc. Ing. et Ing. Stanislav Škapa, Ph.D.

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Ústav: Ústav ekonomiky
Studentka: **Changli WU**
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Vedoucí práce: **doc. Ing. et Ing. Stanislav Škapa, Ph.D.**
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Aim of the Thesis
Theoretical Background
Problem Analysis and Current Situation
Proposals and Contribution of Suggested Solutions
Conclusions
References

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Hayhoe, R. (Ed.). (2017). *Contemporary Chinese Education*(Vol. 5). Routledge.

Ngok, K. (2007). Chinese education policy in the context of decentralization and marketization: Evolution and implications. *Asia Pacific Education Review*, 8(1), 142-157.

Yang, R. (2003). Globalisation and higher education development: A critical analysis. *International Review of Education*, 49(3-4), 269-291.

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L. S.

doc. Ing. Tomáš Meluzín, Ph.D.
ředitel

doc. Ing. et Ing. Stanislav Škapa, Ph.D.
děkan

Abstract

Akvizice čínských studentů na vysokých školách v České republice se v posledních letech značně rozšířila. Brno je však město, které má konkurenční výhodu ve vzdělávání, a to z hlediska výsledku náboru studentů v Číně neodpovídá těmto vzdělávacím zdrojům a reputaci. A klíčová otázka, jak udělat správnou a efektivní tržní strategii, se stává klíčovým úkolem VUT v Brně. Bude proveden primární výzkum a sekundární výzkum, autor využije makro a mikroprostředí k analýze pozadí tématu. Diplomová práce bude kriticky analyzovat spolupráci v oblasti vzdělávání mezi Čínou a Českou republikou z pohledu přítomnosti a možných příležitostí ke zlepšení současné situace.

Klíčová slova

Akvizice, marketingová strategie, kritická analýza, globalizace, vzdělávání

Abstract

Chinese students' acquisition in universities in the Czech Republic has expanded considerably in the recent years. However, Brno is a city which has competitive advantage of education, in term of the result of recruiting students in China does not match with these educational resources and reputation. And key issue how to make the proper and effective market strategy is becoming a crucial task for Brno University of Technology. The primary research and secondary research will be conducted, the author will use the macro and micro environment to analyse the topic background. Diploma thesis will critically analyze the education cooperation between China and the Czech Republic from the perspective of presentence and the possible opportunities to improve the current situation too.

Keywords

Acquisition, Market strategy, Critical analysis, Globalisation, Education

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I declare that I have developed and written this master's thesis completely by myself under the supervision of my supervisor, and I have not used sources or means without declaration in the text. Any thoughts from others or literal quotations are clearly referred.

Brno, 27th June 2019

Bc. Changli Wu

I want to thank my dissertation supervisor, c. He is always willing to answer all my questions and give me the opportunity to go to China for a visit with delegation group. My primary data collection is inseparable from the dean's recommendation and help.

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1 Introduction

Because of the recent demand for internationalization and globalization, cross-border student flows around the world have followed this trend (Hsiao-ping, 2015). Globalization is the background of economic and academic trends and part of the reality of the 21st century (Philip G. Altbach, 2007). Internationalization includes the policies and practices adopted by academic systems, institutions and even individuals in response to the global academic environment. Although, like other manifestations of globalization, the sources and destinations of these flows are highly uneven, more and more people are choosing to study abroad (Neumayer, 2014). China continues to shape the flow of international students through its many efforts to internationalize higher education (Pan, 2013). In 2012, 712,157 Chinese students received higher education overseas, making them the largest and fastest growing group in the world (Cebolla-Boado, 2018). At present in China, there are various ways to study abroad. Some are government officials, some are visiting scholars, some are exchange students and exchange students, and some study abroad at their own expense. With the development of China's economy, the number of self-funded students studying abroad has been increasing in recent years (Hanyi, 2017). Actually Czech republic performs well in the acquisition of the international students, which has seen much more dramatic rises: for instance, the international student population in the Czech Republic rose from 4583 in 1999 to 30,624 in 2009 (King, 2013).

The research has practical and important influence in following aspects:

- There are limited researches and publication in term of the trend of high education between Chinese students and Czech students.
- There is no investigation of the factors that affect the acquisition of Chinese students to study in Czech Republic.
- There is limited study that analyses the Chinese marketing strategy of high education in Czech Republic.
- The method of enterprise user portrait is used to analyse the characteristics of target population of studying abroad in Czech Republic.

- New primary data and unprecedented collection of interview data, the entire period of interview and data accumulation is three years (2016-2019). During the interview, I interviewed dozens of Chinese students studying in the Czech Republic and more than 10 universities, collected information about relevant higher education schools in the polish region of Prague and interviewed relevant leaders.

The main result of the article is critically analysing the main factors that effects the in international acquisition of Chinese student in term of the marketing strategies and the possible opportunities to improve the current situation which considering the generational approach for BUT.

The following approaches has been formulated to achieve the main aim:

- Examine literatures which are relevant to academic research in scientific field in term of the research about Chinese students' acquisition investigation and the research about the marketing strategy of high education in Chinese market.
- This article expounds the macro environment analysis mainly focus on PEST analysis and overview the situation and trend of acquisition of Chinese student's high education in Czech Republic.
- Collected the primary data which are from both the trend of university cooperation and individual application perspective and complete the data analysis which and standard statistic method analysis has been applied. and future data prediction which is conducted by machine learning.
- The article will apply the micro environment methods to the analyses of resource, value chain analysis, SWOT analysis in term of the marketing strategy in BUT.
- The author will discuss the issue that coping with the issue that effect the in the acquisition of Chinese students in Czech high education based on the theoretic and the environmental analysis and the result of primary research.

- Make the strategic suggestion and recommendation which target to cope with the issue which detailed in discussion part base on classic study case and proper market strategy and the specific status in Chinese education market.
- Make the conclusion of the feasibility plan of optimizing the expansion of Czech higher education and acquisition of Chinese student, especially the strategy in is put forward.

2 Methodology

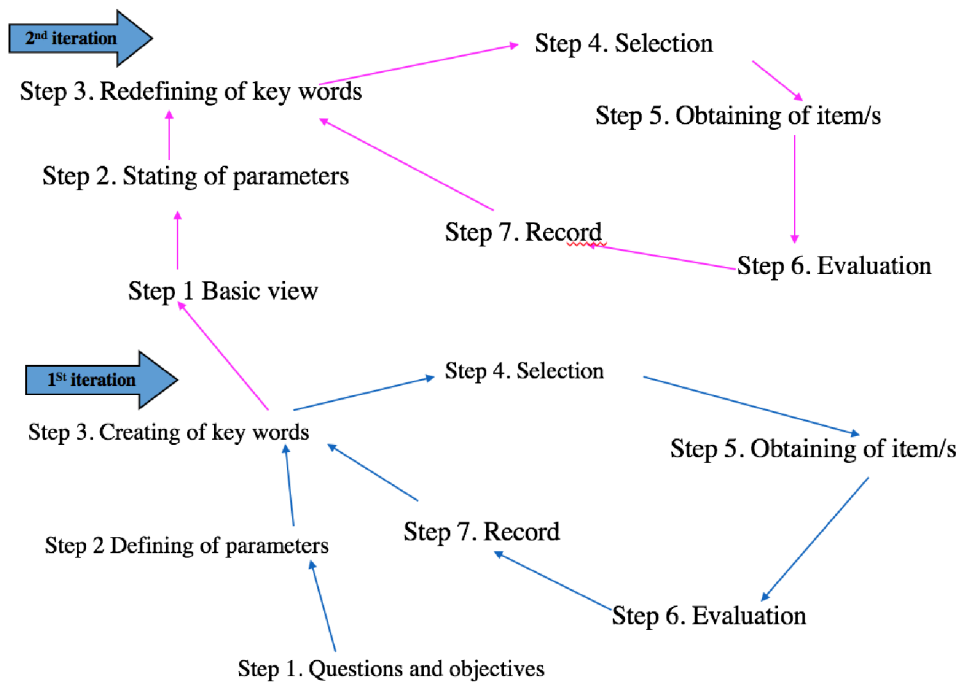


Figure 1: The literature review process - iterations

(Source: Koráb, 2018)

The author will have expounded the approaches which are used in the article. In terms of methodology, for the collection of secondary data, the author according to the survey iterative method searched the recent five years' official data and articles from the report website of high education, the official website of Chinese education administration, Chinese education BBS, Authoritative Chinese education report analysis website, international Chinese education magazines, periodicals, report, news article and books and other reliable education news sites to back up the argument in the report. As far as the selection process, the author searched 50+ literatures as the key word "Market strategy in Chinese education" , "Chinese education development in term of globalization", "International acquisition strategy in Chinese education" "Globalization strategy of Chinese education in Czech republic" "Theoretical framework of Globalization market strategy of Chinese education's acquisition" "Performance assessment of Chinese education development "Difficulties of Chinese education

development” “Chinese education of acquisition’s process management” through Google academic research, and ranked them according to the citation rate. After detail reading of the top 30+ literatures, the author gets to know the basic academic theories and frameworks of Chinese education’s acquisition background and the current situation.

Primary research

For accessing the primary data and analysis the data, the author was responsible for the whole process of the corporation with Chinese university and Biggest education exhibition which took place in Beijing. The author participated in the process of establishing exchanges between Czech university and Chinese university from the visit of Chinese leaders in 2016 to the mutual confirmation of academic qualifications between Czech Republic and China in December 2016. I also served as the President of Brno distribution of China student union. I have more than three years' understanding of Chinese students studying in Czech, and here is the research process and the timetable of the primary task for the author:

Table 1: Research process and the timetable of the primary task for the author

Research process		
Steps	Required time	Total time for the partial steps
1. Literature review	2 weeks	
• Processing collected literature	1 week	
• Stating the level of current knowledge,	1 week	
Total (literature review)		3 weeks
2. Primary research –questionnaires	2 weeks	
• Questionnaire proposal	1 week	
• Questionnaire testing, doing pre-research	1 week	
Total (questionnaire, pre-research)		2 weeks
3. Primary research –interview	10 weeks	
• Face to face	3weeks	
• Control through tel. call, collecting quest.	7weeks	

Total (research by questionnaires)		12 weeks
4. Data processing and analysis	3 weeks	
• Data processing in computer, graphical evaluation,	2 weeks	
• Data analysis – discussing the research results	1 week	
Total (data processing and analysis)		3 weeks
5. Post research	1 week	
• Post research evaluation and summary	1 week	
Total (post research)		2 weeks

The author used the Onion analysis to determine the necessary steps of the content of the research philosophy.

Research onion

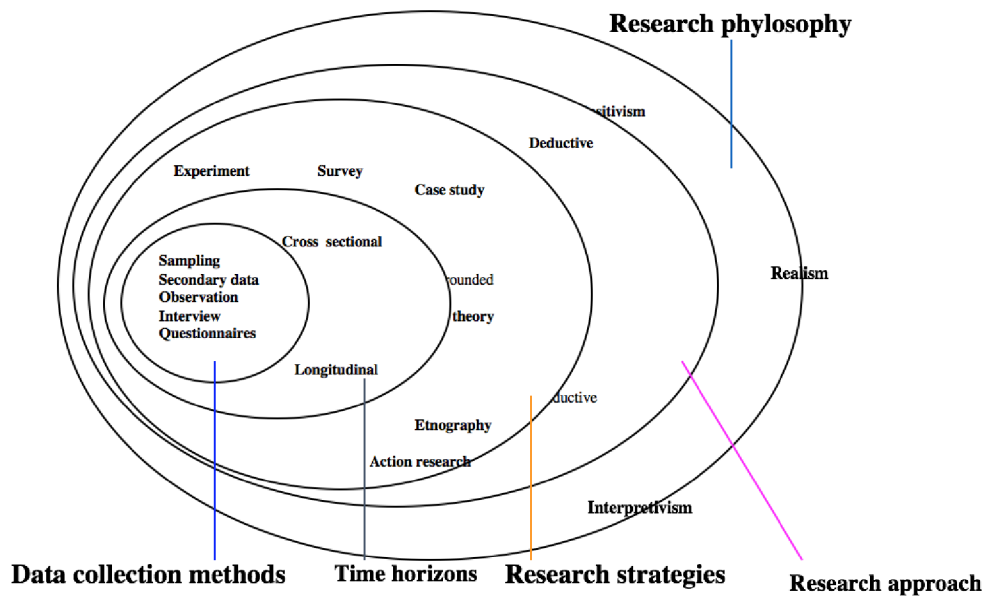


Figure 2: The research onion

(Source: Koráb, 2018)

In terms of the Onion theory, the author utilized all of the Data collection method which is conducive as follows:

Table 2: Data collection method

Data collection methods	Secondary data
	Interview
	Observation
	Questionnaires
Time zone	Cross section
Research strategy	Theory
	Case study
Research approach	inductive

What the author has done according to the International Business Research Methods and Team Consultancy Project and here is the step by step process of the research. Here is the brief introduction of the main content of goal the primary research.

Table 3: Brief introduction of the main content of goal the primary research

Formulation of research area		The situation of Chinese student studying in Czech in terms of the high education
Formulation of research objectives		Identify the commonalities and common problems faced by Chinese students studying in the Czech Republic
Secondary research		The author expounds the macro environment analysis mainly focus on PEST analysis. The article applied the micro environment methods to the analyses of resource, value chain analysis, SWOT analysis in term of the marketing strategy in BUT
Primary research	Pre-research	Testing of questionnaires by small groups' tester
	Qualitative approach	

	Quantitative approach	
Data analysis	discussion of research results	Evaluate the interview results, observe the results, and use advanced summary methods
Research report		The primary data and survey results are in the fourth part

3 Outcomes of Literature Review

There are plenty of the publication in term of the high education of globalization, and some of the researches are looking at the globalization of education from different angles. One of those is the geographical difference of the acquisition to Chinese student, in determining the determinants of international mobility, the first line of research focuses on cross-country comparisons to explore why some countries do well in attracting inbound international students (Kritz, 2016) while others attract large Numbers of outbound students.

Richard (Neumayer, 2014) attempts to deepen the understanding of the regional advantage of higher education gap by discussing the motivation of Chinese studying abroad, the reproduction of the advantage of study class and the national competitive advantage of international floating students. When it comes to the drivers of the acquisition of high education, Motivations for internationalization include business strategy, knowledge and language acquisition, and also improving the international content of courses (Philip G. Altbach, 2007). On the other hand, the education globalization has big difference between the region and the country. There are important differences in the determinants of international student mobility among different subgroups in developing countries (Neumayer, 2014).

The evolution of the high education of acquisition has been several steps, As part of the internationalization process, several specific initiatives have been put in place in China to partner with overseas education (Philip G. Altbach, 2007), such as setting up branch schools, cross-border cooperation arrangements, international student programs, English learning programs and degrees. Some studies draw on the same field of mobile research to gain theoretical insights (King, 2013);

Some research also demonstrates the negative aspects of the international high education, some studies have highlighted the tension between international students and higher education, as their international gains do not match their "expectations" of tuition

contributions. Some studies focus more on gender and race because they are associated with discrimination (King, 2013); However, all the research is to make higher education and knowledge production of pedagogy and system to build closer ties. A number of studies have given us a detailed picture of the destination countries in order to effectively promote, manage and provide academic and welfare support. These studies include the need for Chinese students studying abroad to develop strategies at their host universities (Bodycott, 2012).

In higher education, especially in the EU, increasing mobility of European students is part of a broader project to create a sense of common belonging. Building a pan-European identity was seen as one way of eradicating the differences within Europe that led to the two world wars of the last century (E, 2010). So the cultural background education environment is different and needs more study to dig it out. Some studies start with major indicators such as GDP per capita and the supply and demand of educational resources for higher education enrolment rates (Cebolla-Boado, 2018). Some studies study the background of the concept of globalization by examining the impact of globalization on China through marketization and privatization (Guo, 2013). The pursuit of rapid economic growth in the global economy has had a significant impact on China's education policy and development. In line with the development of market economy and the increasing integration of global market, a more pragmatic view of post-Mao education has gradually taken shape, leading to the decentralization and marketization of education in China (Ngok, 2007). Some studies also reveal the negative effects of globalization and its impact on universities. The author aims to refute the idea that globalization is uncritically accepted (Yang, 2003) as a positive force for higher education and society as a whole.

Recent decades, China is making difference in international high education, and some study reckon that China is playing essential role in international education not because of neoliberal ideology or the pursuit of economic interests, but because of state-led efforts to improve international political and academic relations (Pan, 2013). Some research is conducted by the China "One Belt and One Road" initiative through an education cooperation program to improve the quality of vocational education and employment rate

in cooperation countries (Luo, 2018). Czech Republic is the essential country of the "One Belt and One Road" initiative and the important strategy partner of China.

International marketers and higher education administrators research Chinese students' preferences. In term of the Chinese students who want to go aboard, some research did the investigation about the family factor which may influent the motive of the student to study in certain country. Such research includes the influence of cultural traditions steeped in Confucian family ideals on students, as well as the role and influence of subsequent parents (Bodycott, 2012). Hector (Cebolla-Boado, 2018)analyse the factors that influence the classification of Chinese students in British universities. Recent studies (Zanten, 2014) have pointed out that the main reasons for the differences in Chinese students' decision to go abroad include: national institutional factors, such as world university rankings, local market mechanism, and educational agencies shaping students' higher education expectations and decisions.

In term of the data analysis, Research data set and quantitative survey were used in the method (King, 2013), and some of the Data were collected, using semi-structured interviews (Li, 2006) and statistical analysis was adopted. Some data analyses have determined that qualitative data can supplement the insights of quantitative research (Li, 2006). A team has produced a unique dataset that combines university level data from the UK Higher Education Statistics Agency (Cebolla-Boado, 2018)and the Higher Expectations Survey in 2014 and supplements the qualitative evidence from six focus groups.

Recently, data mining has become a hot topic in business intelligence, also known as "knowledge discovery in databases," the process of discovering interesting patterns in databases that are useful for decision-making. These results show that data-driven marketing can significantly improve conversion rates over current best-practice marketing strategies (Montjoye, 2014). Similarly, the author will use the same method to predict the trend of individual students' studying abroad and deepen and develop different market strategies according to the differences of students. The author will use a similar

method to summarize the user portraits of students through the collection of first-hand data, so that the school can make more targeted propaganda plans.

4 Analysis the macro environment of acquisition of Chinese students

4.1 Overview of acquisition of Chinese student in Czech

At present, there are three types of higher education institutions in the Czech Republic: public, state and private, involving three levels of junior college, undergraduate and postgraduate education, and offering bachelor's, master's and doctor's degrees. It takes three to four years to get a bachelor's degree, one to three years to get a master's degree, and three to four years to get a doctorate.

The author mainly overviewed the statistical data from the evolution of the Czech and Chinese in recent decades. Here is the statistic of trend of Chinese students studying in Czech (cinsky-ch-studentu, 2019).

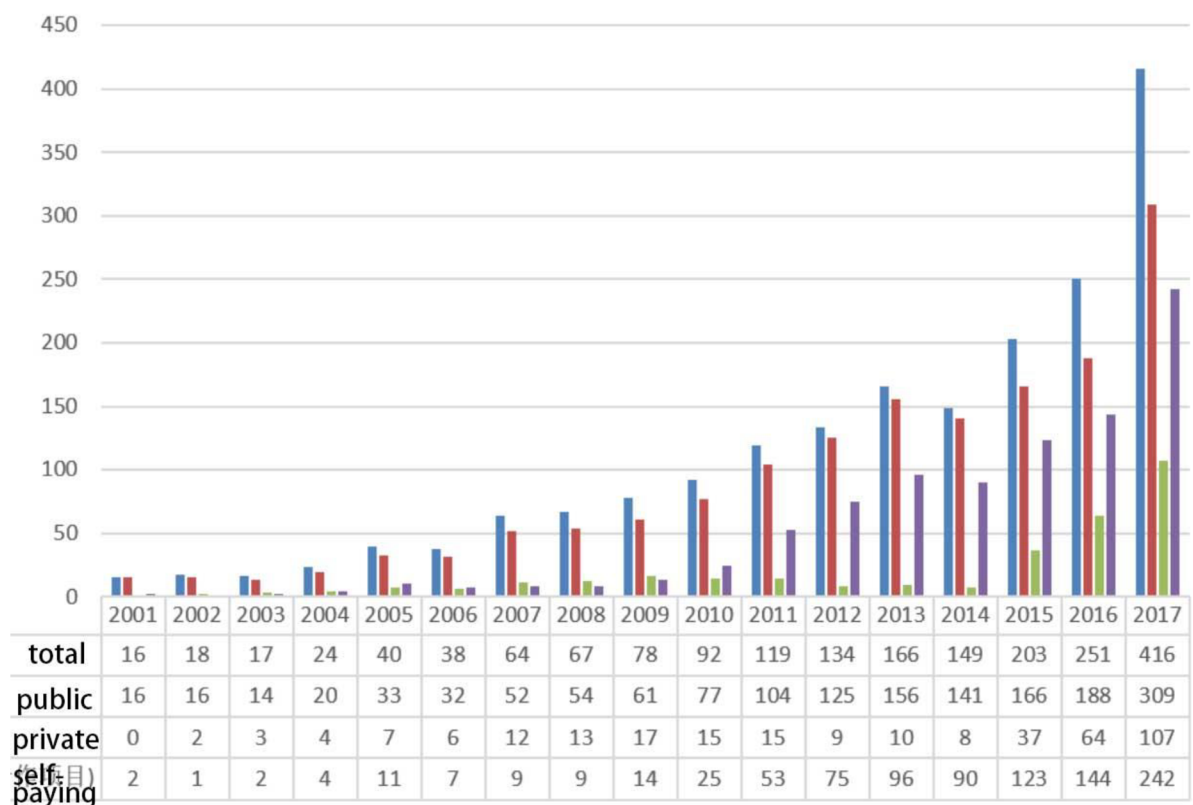


Figure 3: the statistic of trend of Chinese students studying in Czech.

(Source: cinskyh-studentu, 2019)

Source for the Czech ministry of education (MŠ MT) released a year the number of people of higher education in the Czech Republic education annual report performance statistics (Statistická ročníka školství - výkonové ukazatele ve veřejných a soukromých vysokých škol ČR). In 2001, the total number of Chinese students studying in Czech rose to 416 in 2017. From 2001 to 2010, the number of Chinese students studying in Czech remained below 100, mainly for government-sponsored/government-funded study. And the acceleration of the growth rate appeared in 2010 or so, driving factors for the number of self-funded study abroad growth. Chinese students studying at public universities in the Czech Republic have long been a major force in Czech studies.

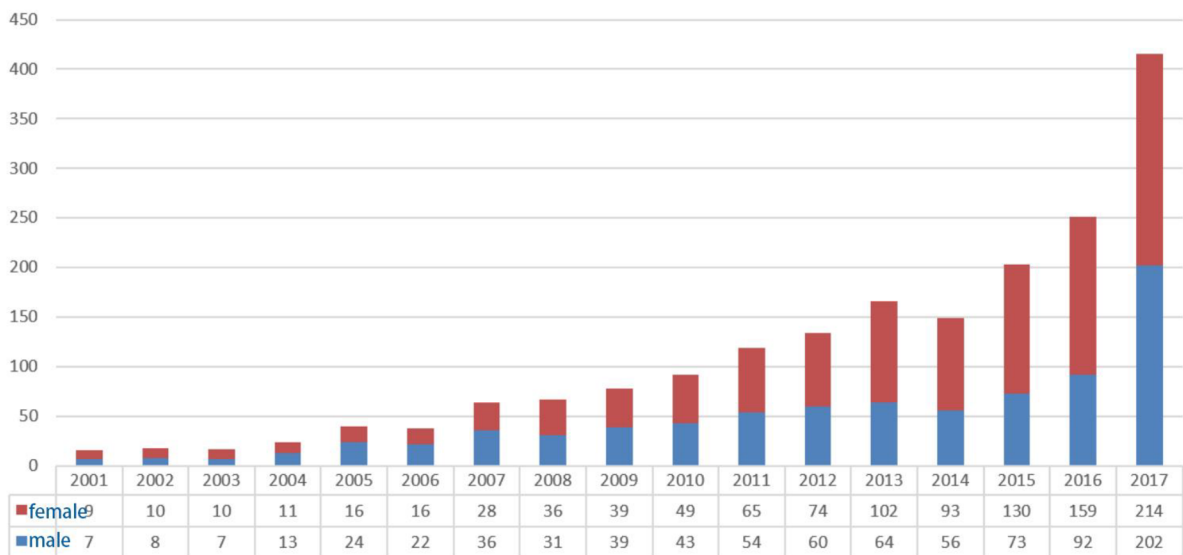


Figure 4: the statistic of gender distribution of Chinese students studying in Czech.

(Source: cinskyh-studentu, 2019)

In terms of gender distribution, women outnumber men in most years, women are the majority of those who consult the Czech Republic to study abroad and are more interested in studying abroad in the Czech Republic. Therefore, our marketing publicity work in the future can be targeted to female users, so that their thinking can make publicity.

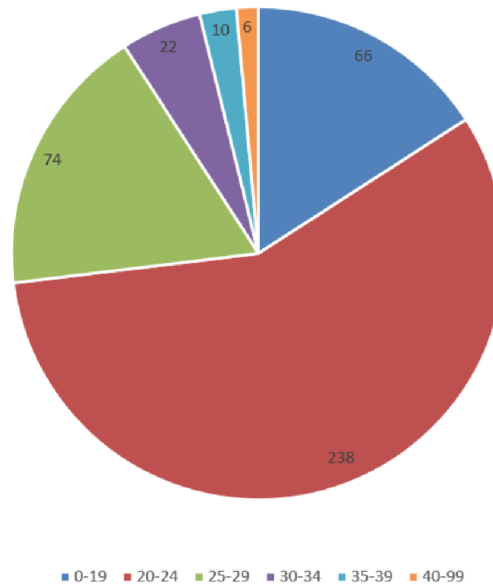


Figure 5: the statistic of age distribution of Chinese students studying in Czech.

(Source: cinsky-ch-studentu, 2019)

According to 2017 data, the majority of Chinese students aged 20-24 are studying in Czech, followed by those aged 25-29 and those aged 0-19. Therefore, we can understand that those who come to Czech to study abroad are mainly undergraduates and postgraduate students. If we want to recruit full-time Chinese students, we need to make efforts to retain undergraduates and postgraduates.

Between 2001 and 2017, the total number of students studying in the Czech higher education system was approximately 300,000 per year, including all Czech students and foreign students. Between 2001 and 2017, the total number of students studying in the Czech higher education system was approximately 300,000 per year, including all Czech students and foreign students. As of January 2018, the Czech higher education system has 172,365 undergraduate students, 76001 master's students, 30,821 undergraduate and postgraduate students, and 22,192 doctoral students. In 2017, the number of Chinese students ranked ninth in the number of foreign students in the Czech Republic. Top 20 rankings in a number of how many order as follows, Slovakia (21481), Russia (5772), in Ukraine (3082), Kazakhstan (1637), Belarus (754), Germany (746), India (687), Vietnam (662), Britain (552), China (416), Italy (372), Poland (361), the United States (328), Israel

(308), Norway (291), Portugal (289), Cannes (255), Greece (226), Uzbekistan (225), Iran (203). Azerbaijan (201) (cinskych-studentu, 2019).

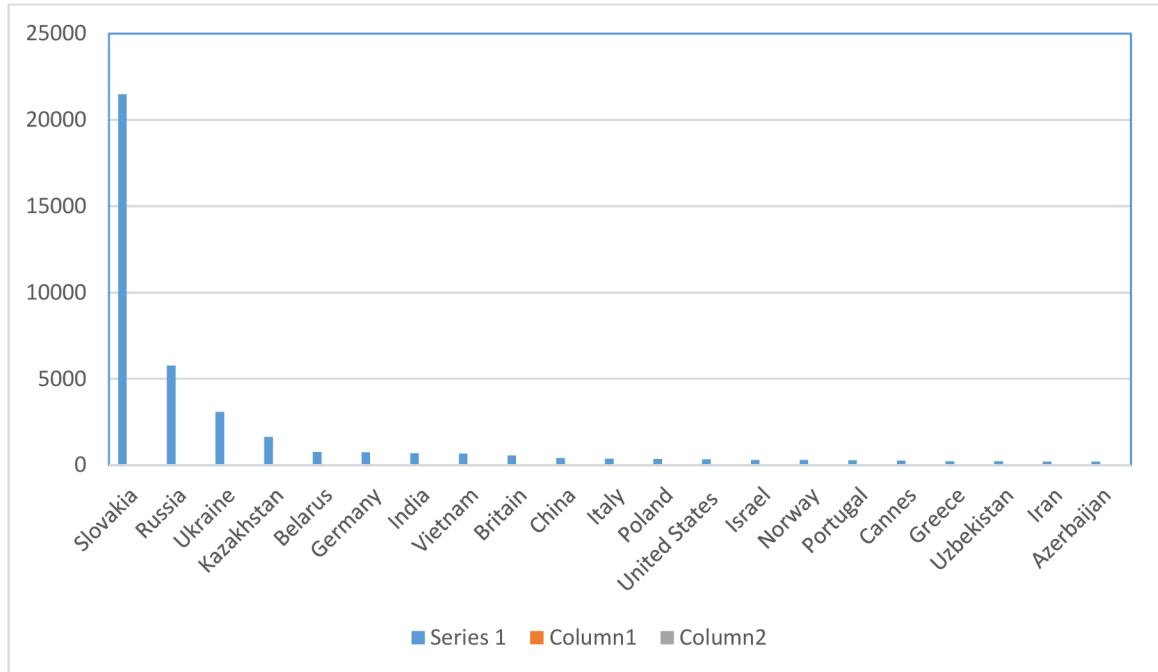


Figure 6: The number of foreign students in the Czech Republic

(Source: Own elaboration)

Industry trend of studying overseas in China:

Trend 1: accelerate the penetration of younger age service agencies, one-stop service to improve the value of single customer. The value-added products and projects to enhance and strengthen the soft background of young applicants will become a new growth point in the international education industry.

Trend 2: the countries of study abroad are diversified. The study in Europe and Asia is gradually rising because of its low tuition fees and characteristic majors.

Trend 3: A-level courses in UK are gradually on the rise. The number of students studying in the UK continues to grow and we expect the total number of Chinese a-level students studying through training institutions to reach around 8,000 A year.

Trend 4: Internet impacts traditional intermediary and consulting institutions, and education products drive transformation and upgrading. "De-intermediation" and the upgrading of educational products may provide overseas education service industry with new vitality and resist the impact of the Internet.

4.2 Macro environment - PEST analysis in Chinese and Czech

4.2.1 Political

- "One Belt and One Road" cooperation

As one of the 16 cee countries, Czech Republic is an important country participating in the One Belt and One Road initiative. China and Czech have established a strategic partnership and signed a memorandum of understanding and bilateral cooperation plan on jointly building "One Belt and One Road" cooperation on November 26, 2015 (Skeptik, 2018). After the "One Belt and One Road" initiative was put forward, the relationship between China and Czech in the field of higher education has become closer.

- The mutual recognition system for academic degrees

In October 2016, China and the Czech Republic signed an agreement on mutual recognition of higher education qualifications and degrees (MSMT, MINISTRY OF EDUCATION YOUTH AND SPORTS, 2016). The signing of the agreement simplifies the qualification certification process for Chinese students studying in Czech after graduation and opens the door for the exchange of high-level talents between China and Czech.

- Implementation of the 12 measures of scholarship

In the 12 measures to promote friendship and cooperation between China and central and eastern European countries released in 2012, China proposed to provide 5,000 scholarships to 16 cee countries in the next five years. According to the current scale, in the next five years (academic year from 2013/14 to 2017/18), I will provide about 3,000 scholarships of various kinds to 16 cee countries. For the implementation of leaders

promised, since the 2013/14 school year, in the next five years to add 2000 scholarships for 16 central and eastern European countries, among them, the government unilaterally award form 1000 new scholarships (since the 2013/14 school year, every year 200 new places to 16 countries, over five years), the other for Chinese government scholarship colleges and universities to establish a "central and eastern Europe credits have special scholarship", places to 1000 (since the 2013/14 school year, every year to 16 countries with 200 seats, five years). According to the use of Chinese government scholarships by 16 countries in the academic year from 2010/11 to 2012/13, 20 additional Chinese government scholarships were allocated in the academic year of 2013/14. The specific implementation of "special scholarship for credit students in central and eastern Europe" shall be declared by the school directly to the international department of the ministry of education.

4.2.2 Economical

- The investment on Education in Czech Republic

After joining the European Union in 2004, the Czech Republic actively responded to and participated in the higher education reform in Europe, actively permeating the spirit of higher education reform in Europe into its own higher education reform. In recent years, driven by the bologna process and the construction of the European higher education region, the Czech Republic has promulgated and implemented the strategic plan for academic, scientific, research, development, creative, artistic and other innovative activities of higher education institutions (2011-2015) and the Czech education policy vision plan 2020 (MSMT, STRATEGIC PLAN FOR HIGHER EDUCATION INSTITUTIONS 2016–2020 The Strategic Plan for the Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of Higher Education Institutions for 2016-2020 (English)., 2015).

- The high growth of GDP in china

In recent 10 years, the GDP data showed a trend of increasing year by year, from year 2008 to 2018, China's GDP increased by 300% in ten years. (economics, 2019).

- The increasing Disposable Income-China

Economic development momentum is good, resident income continues to increase is also an important reason for residents to choose to travel. In term of the China Disposable Income per Capita, the figure has varied from 17,174 yuan in 2009 to 36,396 yuan in 2017 (economics, 2019).

- Bilateral economic and trade relations have improved

Currently, Czech is China's second largest trading partner in central and eastern Europe. In 2017, the bilateral trade volume between China and the Czech Republic reached us \$12.489 billion, up 13.4% year on year, of which China's export reached us \$8.794 billion, up 9.1% year on year, and import reached us \$3.695 billion, up 25.2% year on year. From January to October 2018, the bilateral trade volume between China and Czech Republic reached us \$13.03 billion, up 31% year on year, including us \$9.32 billion of Chinese exports, up 33.7% year on year, and us \$3.71 billion of Chinese imports, up 24.8% year on year (chinaembassy, 2016).

- Czech republic's economic development has been remarkable

In recent years, the Czech republic's economic development has been remarkable, with a continuous GDP growth rate of around 4%, ranking among the top among EU countries. Since the Czech Republic is a traditional industrial, export-oriented economy that exports more than half its output, it has benefited from a strong recovery in the Eurozone, especially Germany. Rapid economic growth and strong demand for workers have kept the Czech unemployment rate at 3.8 percent, the lowest in the European Union. In Prague, the capital, the unemployment rate is even just 1.5%.

4.2.3 Social

- Exchange and investment in cultural industries

On July 20, 2017, in "2017 China investment BBS" Yuan Jiajun delegation visit to the Czech Republic. He proposed to create win-win cooperation model "area", speed up the formation and the Czech Republic stand "comprehensive coordinated service centre,

central and eastern Europe goods transfer, international logistics and cross-border electricity business center", to further expand people-to-people and cultural exchanges, promote the middle school, university, vocational education, and film and television, Chinese medicine in the areas of cooperation. This is a new signal of personnel exchange, cultural mutual trust and win-win cooperation in the field of higher education between China and Czech.

- Close inter-school exchanges

In October 2018, President of Beijing institute of Technology Zheng jun led a delegation to visit Brno University of Technology (BUT) and the Czech ministry of trade and industry, in order to strengthen the University's ties with the countries along the "One Belt and One Road" and promote international cooperation. There is a substantial cooperation between north institute of technology and Prague university of technology in the Czech Republic (Ma, 2019). Six exchange students can be sent to each other every year, and three students from Prague university of technology attend the 2018 "One Belt and One Road" summer science and technology innovation training camp for college students held by north institute of technology.

- The One Belt and One Road initiative is used by Czech universities to study Chinese

"This is the first time One Belt and One Road initiative has been introduced as a separate course at a Czech university and will provide a new window for young Czech students to learn about China and the One Belt and One Road initiative. With the deepening cooperation between cee countries and China, I believe that more European universities will take the 'One Belt and One Road' initiative as a new topic to understand China and observe changes in the world. According to Helubek, the course is open not only to undergraduates from Charles university, but also to postgraduates from the Czech academy of sciences (Daily, 2018). It will not only conduct classroom teaching, but also organize dialogues and exchanges between government and enterprises. We will not only focus on China's own development, but also focus on China's important role in shaping the world today. "We focus on cultural exchanges in the classroom, hoping to look at the

changes One Belt and One Road initiative has brought to the Eurasian continent and the world through a historical and cultural perspective."

- Chinese language teaching and promotion

Czech universities offering sinology majors include Charles university, CTU university and masaryk university. The first two schools have a long history of sinology majors, including bachelor's degree and master's degree. In addition, universities such as Prague university of economics and Czech technical university also include Chinese as an elective course in their teaching plans.

- Demand is keeping increasing

The number of people and cost increase create a hundred billion market in China. The number of students studying abroad has been growing steadily. In 2016, 544,500 Chinese students studied abroad, a year-on-year increase of 3.97% (Staff, 2017). Under the influence of three macro-level factors, namely, the continuous release of economic development dividends, the gradual increase of residents' wealth level and the preferential policies, the demand for high-quality education drives the continuous growth of overseas study and study tour market. In addition, the industrial chain of studying abroad will change in structure under the trend of younger age of studying abroad, the policy of two-child policy, and the concentration of studying abroad in countries. We forecast that the market size in 2017, 2018, 2019 and 2020 will be 370 billion yuan, 450 billion yuan, 550 billion yuan and 660 billion yuan respectively. In 2016, the market size of overseas study was about 309 billion yuan (Guide, 2019). Among them, the exam training market has basically achieved full competition, with a market size of about 10.8 billion yuan. The market size of overseas study intermediary is about 7.7 billion yuan (China M. o., 2018). The consumption market after studying abroad has huge potential, with a market size of about 287.7 billion yuan.

4.2.4 Technology

- Scientific and technological cooperation between the governments of China and the Czech Republic

The two sides had full exchanges and reached broad agreement on deepening bilateral cooperation on science, technology and innovation. Agreed to strengthen bilateral strategic policy dialogue, make full use of the bilateral intergovernmental cooperation committee of science and technology mechanism and "16 + 1" cooperation platform (chinaembassy, 2016), the two countries and other relevant government departments of science and technology, scientific research institutes, colleges and universities, the local administrative department of science and technology into the mechanism of science and technology cooperation committee between the Czech government, enrich the connotation of the bilateral scientific and technological innovation cooperation; We will increase input in joint research and development, expand exchanges and cooperation among researchers, and actively implement the memorandum of understanding on jointly supporting joint research and development signed under the joint witness of the two heads of state. Jointly build joint laboratories or &d cancers and build bilateral platforms for scientific and technological cooperation.

4.3 Analysis of competition in higher education in European countries

Chinese students have a long history of studying in Europe. Europe has also been the first choice for students to study abroad. With the development of the study abroad industry in the United States, Canada, Japan, Australia and other countries, the momentum of studying in Europe is gradually weakening. However, in recent years, Europe has returned to the trend of students' vision.

According to the latest statistics from the Chinese Ministry of Education, EU member states are one of the main destinations for Chinese students and scholars to study abroad. As of the end of 2015, the total number of Chinese students studying in EU countries was 303,451, accounting for 24% of the total number of students studying abroad. In 2015, the total number of students studying in the EU countries was 123,018, accounting for 23% of the total number of students studying abroad in the same year, an increase of 29% over 2014 (China M. o., 2018).

The rising of this data is due to the increase in people's attention to Europe and the continuous establishment of a rich cooperation platform between China and Europe. How to reach an international education cooperation mechanism similar to that of the United States, Japan, and Australia has become an issue that Chinese and EU institutions are exploring.

The most troublesome problem of choosing to study abroad is the high cost, which is why many families hesitate to face whether they want to study abroad. However, the reporter found through interviews that many EU countries have relatively low cost of studying abroad compared with the United States, Australia and other countries, and there are many preferential policies.

The French government has launched a “visa de talent” initiative, which is valid for many years and will be issued for the duration of the student’s study abroad (Expatica, 2019). It is further clarified that students who have obtained a master’s degree or higher in France will be automatically Get a five-year multiple-entry visa.

Like France, the German government supports the internationalization of colleges and universities in English, double-degree programs, and overseas school programs. It also provides multi-funding on the basis of tuition-free fees, and further relaxes the employment and residence restrictions for international students. As early as April 2012, Germany implemented a new bill, which increased the part-time working hours and residence time of non-EU students, opening up new prospects for foreign students and scientists to work in Germany.

Italy is one of the few universities in the world that is free of tuition fees for university education. Most public universities only need to pay a certain registration fee each year. International students who attend public university courses can not only save tuition fees, but also enjoy the same free medical benefits as Italian students. This is the most important attraction for studying in Italy. Because of the high cost performance of studying in Italy, not only in the price, but also in the quality of educational resources. Coming to Italy is a very good choice for working families in China to send their children

abroad. What is more attractive to study in the EU is the “niche subjects” that people usually cannot reach. Italy has a dominant discipline that is not available in other countries. For example, cultural relics restoration, cultural relics protection, cultural heritage, architecture, design (including industrial design, product design, fashion design), etc., is also a place to attract Chinese students.

According to the recently published "China's Study Abroad Development Trends Report 2016", the number of Chinese students has reached 520,000 in 2015 (China M. o., 2018). China has become the world's largest source of international students, and the United States, Canada, Britain, Australia and other English-speaking countries and Japan and Korea are the main destination for Chinese students to study abroad. For EU countries, a non-English life learning environment has become the primary barrier to restricting Chinese students.

In this case, many EU countries have begun to offer English-speaking courses for international students. The Netherlands is the first non-English speaking country to offer English-language courses, and today there are as many as 2,200 English-speaking courses (Explained, 2018). After that, more and more non-English speaking countries have begun to try to offer English courses.

In order to attract more Chinese students to study in France, France will provide more and more English-speaking courses to foreign students, relying on French to form a multi-lingual cultural background and improve the competitiveness of students in the future workplace.

According to incomplete statistics, there are now 54 universities in Italy that have established more than 200 disciplines and are fully taught in English (M. Carolina Brandi, 2012). “For example, all of the master's programs at Politecnico di Milano are taught in English. Many courses in architecture, design, management engineering, communication engineering, and energy engineering are taught in English.”

In fact, today, when the international talent competition is so strong, the non-English language environment will bring some inconvenience to the students' learning path, but it can make students have more advantages in the future development. Some experts have analyzed that non-English speaking countries are being valued by more and more far-sighted students and parents. These relatively “unpopular” places of study are “warming up” with the changes in China's foreign economic and trade policies.

In Germany, you can report to the class to learn German. The school usually has its own language center for students, and then students can learn German at school at a relatively low price. In addition, due to the increasing use of German, German public universities have higher requirements for applicants' German language and a Goethe certificate is required (studying-in-germany, 2018). German universities' requirements and thresholds for applicants are also increasing year by year.

As for studying in Czech Republic, there are indeed many disadvantages for Chinese students. The biggest problem is the language. There are limited English programs for international students, not only Chinese students. Moreover, the website is also not so friendly to international students. The second problem would be the recognition of Czech Universities. It is true that there are quite many world top research groups in Czech Universities, while in terms of university itself, the recognition is relatively low. The third problem comes from the enrollment procedures. It seems that Czech universities don't have so much experience with dealing enrollment for international students which causes the longer time of visa application and approval. However, Czech Republic is becoming a more and more popular country for Chinese students to study. Because of the ‘one belt on road’ program, many Chinese students chose Czech Republic as their study destination. In addition, the GDP and employment rate of Czech Republic has been growing stably and rapidly, which gives more confidence and possibilities to the international students.

5 Analysis of the micro environment of acquisition of Chinese student to BUT

5.1 The current situation acquisition of Chinese student in BUT

Since 2016, BUT has been increasingly involved in China, with principal level leaders visiting China on average every six months. The author participated in the exchange visits mentioned in the methodology. The following is the detailed information about the students in BUT. Currently, there are the Number of Chinese students who is studying in BUT (Long-term)

Table 4: The Number of Chinese students who is studying in BUT (Long-term)

FCE	FIT	FME	FEEC	FA	FB	FC	CEITEC
1	2	3	1	0	1	0	2

We can see that the number of BUT in the enrolment of students is not large, and most of the phenomenon of doctoral and postdoctoral, and a small number of masters. we would say BUT in the subject research direction is attractive to senior students.

Appendix 3-A is the situation of cooperation between universities (Till 09.2018), and we can see the in fact, the schools that cooperate with China are all ranked very well, but there are not many students actually coming to exchange, possibly because the Chinese people are not very familiar with Czech Republic.

From the perspective of cooperation, BUT has cooperated with a wide range of Chinese universities, all of which are top universities in China and have a good reputation in China. But in terms of the number of exchanges, there is no corresponding incentive policy. In other words, cooperation is based on universities, not on individual students. There is a lack of encouragement for exchange students from our partner institutions.

5.2 SWOT analysis of BUT

5.2.1 Strength

Czech Republic is located in the centre of Europe, extending in all directions, and has a strong geographical advantage. BUT is a Czech university town, a European city with a learning atmosphere; what is more, Compared with other developed countries, Czech education is relatively cheap and cost-effective (McCarthy, 2015); The Czech republic's higher education ranks among the top 20 in the world with outstanding teaching quality (mzv, 2015). One of the important responsibilities of the ministry of education, youth and sports in the Czech Republic is to ensure the quality of education in Czech universities. According to the 2017 International Peace Index , the Czech Republic is the sixth safest country in the world. 1000 English teaching projects. In 2016, a total of 43,000 foreign students (mzv, 2015)were enrolled in higher education programs in the Czech Republic. The cost of living is considered affordable in the Czech Republic. The average student spending is about 2,000-4,500 yuan per month, including food, accommodation, public transportation and other expenses. Prices may vary depending on your location, accommodation options, lifestyle and spending habits. The Brno University of Technology (BUT) is the largest and oldest technical university in the Czech Republic ranking in 600th in the world. BUT focus is on research and collaboration with the business world through the ministry of technology transfer which helps to find commercial applications for the results of research projects. BUT also has a technology incubator program that promotes innovation in technology and helps start-ups (Ranking, 2019).

5.2.2 Weakness

The main problem with Czech higher education is that it has little influence in China and little reputation in mainland China. The main reason is that the Czech Republic and China only recognized each other's educational background a few years ago, so the promotion and brand awareness in the Chinese market were very low. Plus, unlike many English programs in other European countries, Chinese students are not very enthusiastic about

learning Czech. In addition, the Czech Republic may have fewer internship opportunities, so it will be less helpful for the rapid entry into society in the future. In addition, the official websites of many Czech universities and colleges are all in Czech, so the layout does not play a good guiding role for users. Most importantly, BUT's admissions process is very unfriendly to Chinese students and takes quite a long time. When the author came to the Czech Republic, the admission result was not announced until the end of June, and the preparation of visa materials lasted for 3 months. However, the visa issuance time often delayed some students' enthusiasm to study in the Czech Republic, if they had other choices at the same time.

5.2.3 Opportunity

With the rapid increase of international students, the globalization of education becomes more and more popular. The government and educators strive to adapt education to the needs of The Times and make it play a role in serving the national interests, thus giving birth to the movement and practice of international understanding education, development education, multicultural education and peace education with international content. On June 30, 2016, the European commission released its draft budget for 2017, pledging 157.7 billion euros to support the development of various projects, an increase of 1.7% over the budget for 2016 (europa.eu, 2018). The draft budget includes both the annual budgets of the Erasmus+ programme and the Horizon 2020 programme. As for the Erasmus + plan, the draft promises 2 billion euros for education, training, youth and sports, up 16.2 percent from 2016. The draft also promises 10.3 billion euros for horizon 2020, 7.9 percent more than in 2016 (europa.eu, 2018). From a regional perspective, the Europe 2020 strategy points out that one of the EU's future economic development priorities is to develop an intelligent economy dominated by knowledge and innovation. Education targets include 75% employment among 20 - to 64-year-olds by 2020 (Information, 2016); Limit the number of people who have not completed basic education to 10%; At least 40% of people aged 30-34 have received higher education; At least 20 million less poor and excluded people. On June 10, 2016, the commission by the "New Skills Agenda" (New Skills Agenda), designed to ensure that the eu countries and stakeholders in order to improve the quality and Skills of the Labor market correlation,

to improve the lack of reading, writing, computing and digital Skills personnel situation, help the EU to enhance general employment ability and competition ability, promote economic growth in the European Union. The agenda contains ten action plans that will be phased in over the next two years.

5.2.4 Threats

However, the competition among similar universities in the Czech Republic and neighboring countries is very fierce. In chapter 3.3, the author will give examples of the measures taken by other similar science and technology universities in this regard and ways to attract Chinese students. Investing in China is risky. At the start of the New Year, as part of Mr. Xi's efforts to tighten Internet controls, Beijing authorities began shutting down virtual private networks, or VPNS, in China, cutting off foreign users and Chinese users trying to access over the wall from the world's Internet. Not normal visit website many on the Chinese mainland, in addition to the world's largest search engine Google, the world's largest social networking platform Facebook and Twitter, and the world's largest business network Bloomberg, the world's largest YouTube video network, the world's largest photo sharing platform sets, world famous broadsheet the New York Times New York Times, intermittent (partially blocked) and the world's largest encyclopedia Wikipedia (Fei, 2019), world famous radio the BBC Chinese website, The financial times, the Wall Street journal and others. All these make the promotion of Czech higher education in China a great challenge.

5.2.5 SWOT matrix

Table 4: The SWOT matrix of BUT

<p>Strength</p> <ul style="list-style-type: none"> • Location • Low cost of study • Safety • Joint-degree • Ranking • Employment opportunity • International atmosphere • Living cost • Teaching quality 	<p>Weakness</p> <ul style="list-style-type: none"> • Low brand recognition • Limited number of English programs • Website is not friendly to international student • Less experience dealing with international students • Long application procedures
<p>Opportunity</p> <ul style="list-style-type: none"> • Rapidly growing number of international students • New collaboration programs • Increasing GDP and employment rate in the Czech Republic 	<p>Threats</p> <ul style="list-style-type: none"> • Local and global competitors • Technology difficulties, especially in China

5.3 Competitive analysis

Appendix 3-B sees the similar university of BUT including Czech technology university and Warsaw university of technology. Chinese students apply for these two universities every year, and the enrollment rate is about 20. The author interviewed relevant staff to find out the reasons.

5.3.1 Case one - CTU (Czech technology university)

The Czech technology university accepts 15-20 Chinese students to study in English preparatory courses every year, which guarantees the continuous enrolment rate of Chinese students and the stable and loyal resources of Chinese students. CTU is Located in Prague, Czech capital, it is the oldest polytechnic university in central Europe. Founded by Joseph I in 1707 (ČVUT, 2019), it has a long history in the field of advanced technology and engineering. The Czech polytechnic university has a high quality of teaching in the tradition of many great scientists. Universities of the same quality and similar ranking as BUT. Appendix 3-C sees the google display of the CTU when search in Chinese.

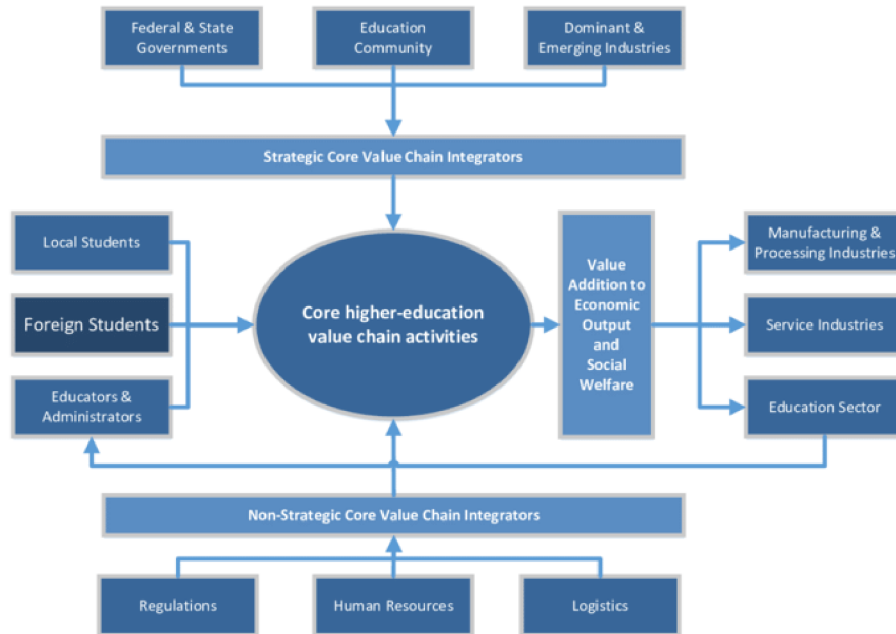
5.3.2 Case two - Warsaw university of technology

Warsaw university of technology is a research university with undergraduate and postgraduate programmes covering almost all engineering and applied sciences. With more than 2,000 professors, lecturers and 30,000 students, Warsaw university of technology is the largest and highest ranked engineering university in Poland.

The international status of Warsaw polytechnic university is supported by the English language teaching programs offered by bachelor's and master's degrees and currently operates in nine colleges. These courses are mostly aimed at foreign students but are also offered to polish students who want to expand their capabilities and improve their opportunities in the world Labour market. For overseas students coming from afar, the centre for international cooperation at the Warsaw institute of technology has opened an office of international students to serve them.

The author knows that this university has preparatory courses, which are prepared for many international students, and the publicity of preparatory courses is very good. The appendix 3-D is the publicity materials of preparatory courses of this university, the author tried to ask about the English preparatory course in WUT, and WUT replied a lot of successful story.

5.4 Value chain of the study-abroad market in China



Source: Adopted from Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, and Kevin Johnston, *Internet Marketing: Strategy, Implementation and Practice*. Prentice Hall for Financial Times. Third edition, 2006.

Figure 7: The Value chain of the study-abroad market

(Source: Dave Chaffey, 2006)

The overseas study industry includes language training, intermediary services, overseas study Tours and overseas education, with a market of 250 billion, accounting for 15% of the total overseas study market before and 85% of overseas consumption after overseas study (AEI, 2006). First of all, his illusion for an idea to study abroad to study abroad the small white, you are a series of behavior path should be: search related information, consultation to study relevant matters - planning determine to study abroad, study abroad to study abroad application ready to book the flight - get offer -, pick up service, solve accommodation matters - entry learning - before graduation internship - development after graduation. What corresponds to the needs of overseas study users is the providers of overseas study related service. During the period of cultivating the awareness of overseas study, they can learn about overseas study information through overseas study websites or visit overseas study countries in advance. In the preparatory stage of overseas

study planning, students participated in language training and passed the language examination. According to the data, 95% of overseas students go abroad every year to participate in language training. After is the application stage, mainly involves the choice of study in colleges and universities, the creation of the documents, to apply for visa, interview preparation and dealt with, according to data, in this stage, 25% of the students through the international joint project application study in school, 15% of the students through the way of DIY applications, will choose by 60% of foreign students to study abroad intermediary (Abroad, 2018); After successfully getting the offer from the university, the requirements of users are related to the ground handling service after entry, host families for young international students, apartment providers for college students, and job hunting, immigration and property purchase after graduation. Service providers around tuition and accommodation are mainly tuition financial service providers, boarding services for young students and overseas students' accommodation services for other students.

International schools are the upstream entrance of the international overseas education industry chain, and have language training and international courses training. The upstream of the international study abroad industry chain mainly provides services for applicants to prepare for the pre-application conditions for studying abroad. Service providers include international schools, language training service providers and international curriculum training institutions. The midstream of the industrial chain is the application link of the applicant, and the service providers are mainly agencies for international study abroad and agencies for foreign colleges and universities. The downstream of the industrial chain is mainly for the post-study market, including providing services such as food, clothing, housing, transportation, immigration and investment for overseas students. At the same time, international school provides systematic learning of language training and international courses for applicants. Compared with separate language training and international course training, international school has incomparable advantages in the pursuit of speed. It is an excellent choice for students with family conditions and the intention to study abroad in the early stage.

6 Discussion the main factors effecting the development of acquisition of Chinese student

6.1 Outcome of the primary research

6.1.1 A summary of the outcome of the primary research

Table 5: A summary of the outcome of the primary research

		Questionnaires	Interview	Observation
The research of cooperation between university			CQUPT	CQUPT
			NUST	NUST
			CUMT	CUMT
			JNU	JNU
			XIT	XIT
			NIT	NIT
			BIT	BIT
The research of individual students	Students are studying in CZ	30	10	The report according to the 3 delegations and the common communication with the students who are currently studying in CZ
	Students who wish to study in CZ	20	10	
	Students who wish to study in BUT		9	
	Parents who wish send children to study in CZ		8	
The research of secondary school and vocation education			SQ	
			OP	

		SMS	
		HVTC	

- * Chongqing University of Posts and Telecommunications
- * Nanjing University of Science and Technology
- * China University of Mining and Technology
- * Jiangsu Normal University
- * Xuzhou Institute of Technology
- * Nanjing Institute of Technology
- * Beijing Institute of Technology
- * Suqian college
- * Open University
- * Suqian middle school
- * Huaihai vocational and technical college

The author did the primary research focus on different group and specified the questions. Here is the result of the interview and the observation of the groups respectively. Appendix 4-A to Appendix 4-H are the detailed interview and the observation from the author in primary data, and the author will have utilized the data and use established a mode and use python to describe a user image by groups.

6.1.2 A typical interview with students

All the interview contents in chapter 4.1.1 are in the appendix 4, and the author selects typical chapters for readers' reference, through these interviews and questionnaires, the author will summarize and analyze the user portraits of students studying abroad in the Czech Republic in chapter 4.1.4.

Q1: What made you choose Czech Republic in the first place?

A1: My family does not have the economic conditions to go to English-speaking countries, but I personally want to go abroad. I think the Czech Republic is a developed

country in Europe. My grades are not up to the standards of English-speaking countries;
The
quality of education in the Czech Republic is very good.

Q2: What is the most important information you want to share with your classmates when you come to Czech Republic?

A2: The Czech Republic is a cost-effective country to study in, especially for some Chinese families who cannot afford the tuition fees in English-speaking countries, it can be said that the king of cost-effective. In addition, there will be integration of European cultures in the Czech Republic, which means you cannot learn a culture. Needless to say, tourism and transportation are very convenient, which is a country with great potential to study abroad.

Q3: Did you have any difficulties or challenges in Czech?

Q3: In life, the biggest challenge is to get out of school. If I can't speak Czech, I will encounter some troubles in my daily life, but I can accept it. What's more, there are not many Chinese materials about Czech on the website, so we can receive some small amount of English materials. Is it really convenient for us in some aspects of life?

In terms of learning, after passing the language environment at the beginning, I was not very worried about my study, or my teaching style was different from that in China, but it was still acceptable.

Q4: Do you plan to stay in Czech after graduation?

A4: I may apply to schools in other countries. If I'm going to do postgraduate study, I will consider whether I will find a job in the Czech Republic.

Q5: What else do you find attractive about the Czech Republic?

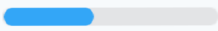

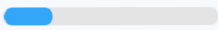
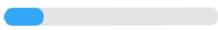
A5: There are many large companies in the Czech Republic and great job opportunities. Czech culture is very attractive; you can find some interesting part-time jobs; It can enrich your life experience

Q6: What do you think needs to be improved in Czech higher education enrollment?

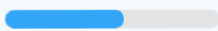
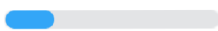
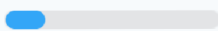
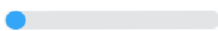
A6: When applying for the admission visa, the required materials are too complicated, and the official website information of the school is not enough, so the teachers don't know enough about the visa information.

6.1.3 The results of the questionnaires with students

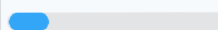
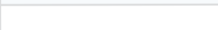
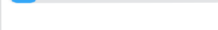

Question 1: How long have you been in Czech? [Multiple choice questions]

Option †	Subtotal‡	proportion
0-6 months	9	 39.13%
6-12 months	5	 21.74%
1-2 years	5	 21.74%
3+ years	4	 17.39%

Question 2: How much can your family support you to study every year? [Multiple choice questions]

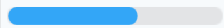
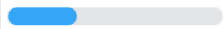
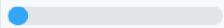
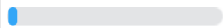
Option †	Subtotal‡	proportion
0-20000 RMB (0-2 million)	12	 52.17%
20000-50000RMB (2-5 million)	5	 21.74%
50000-10 0000 RMB (5-10 million)	4	 17.39%
10 0000+RMB (100,000+)	2	 8.7%

Question 3: What is your English level before you came to Czech? [Multiple choice questions]

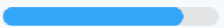
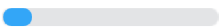
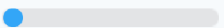
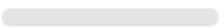
Option †	Subtotal‡	proportion
A2 (IELTS 5) (100 points for college entrance examination)	4	 17.39%
B1 (IELTS 5.5) (120 points for college entrance examination)	3	 13.04%
B2 (IELTS 6) (sixth level)	13	 56.52%
C1 (IELTS 6.5)	3	 13.04%

Question 4: How long do you want to stay in Czech after you graduate?

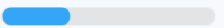
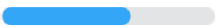
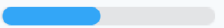
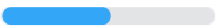
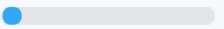

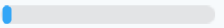
[Multiple choice questions]

Option †	Subtotal‡	proportion
0-1 year	13	 56.52%
2-3 years	7	 30.43%
3-5 years	2	 8.7%
5+ years	1	 4.35%

Question 5: What is your Czech Language level? [Multiple choice questions]

Option †	Subtotal‡	proportion
A0	18	 78.26%
A1	3	 13.04%
A2	2	 8.7%
B1	0	 0%

Question 6: What motivated you to come to Czech republic? [Multiple choice questions]

Option †	Subtotal‡	proportion
With my partner	7	 30.43%
High quality of research environment	13	 56.52%
Cheap price	10	 43.48%
Beautiful scenery	11	 47.83%
Diploma of competitiveness	2	 8.7%
Just want to come, so I came	5	 21.74%
Fooled by the agency	1	 4.35%

Question 8:

Would you recommend your relatives and friends to study in Czech republic [multiple choice questions]


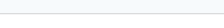
Option †	Subtotal‡	proportion
Yes, sure, I like here	twenty three	 95.83%
Of course NO!	1	 4.17%

Figure 8: The results of questionnaires of students

(Source: Own elaboration)

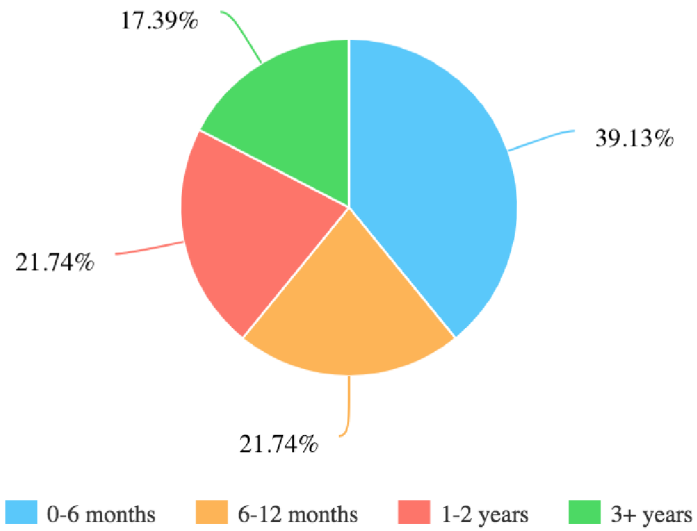


Figure 9: The results of the duration of studying in Czech
(Source: Own elaboration)

As far as the duration of the students who stay in Czech, Since the mutual recognition system of academic qualifications was only opened in the first two years, more than half of the long-term students studying abroad in the Czech Republic are in 0 to 2 years. Therefore, the market of Chinese students studying in the Czech Republic is still in the blue ocean stage, which is far from saturated and has great potential.

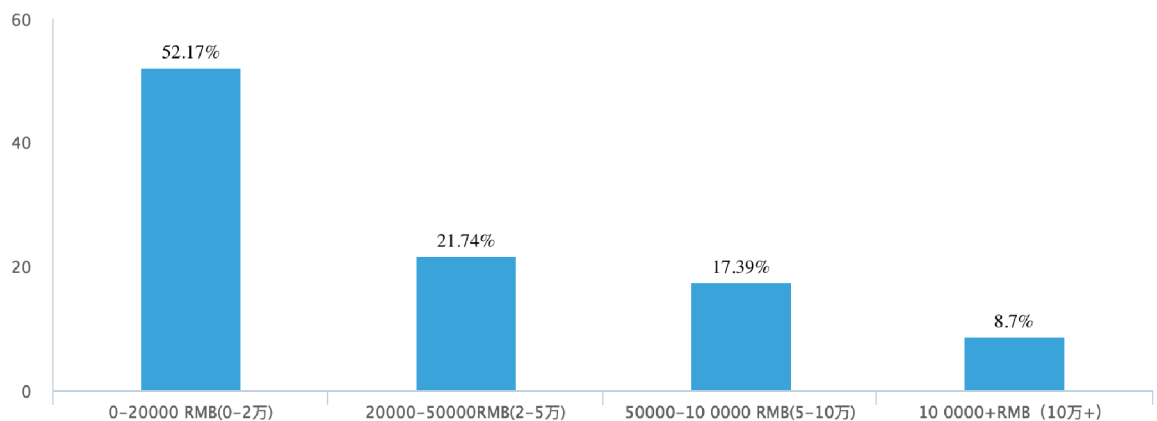


Figure 10: The results of the annual budget for study
(Source: Own elaboration)

As for every Chinese family can give how many money to students to study abroad in the Czech republic, we see here is that the vast majority of families, and even more than half of the family budget, only 0-20000 yuan of study will also include the cost of living and accommodation, for most Chinese families, high cost of going abroad is a family budget can't afford. Therefore, when setting tuition fees, we should consider the number of students in China and formulate reasonable charging standards.

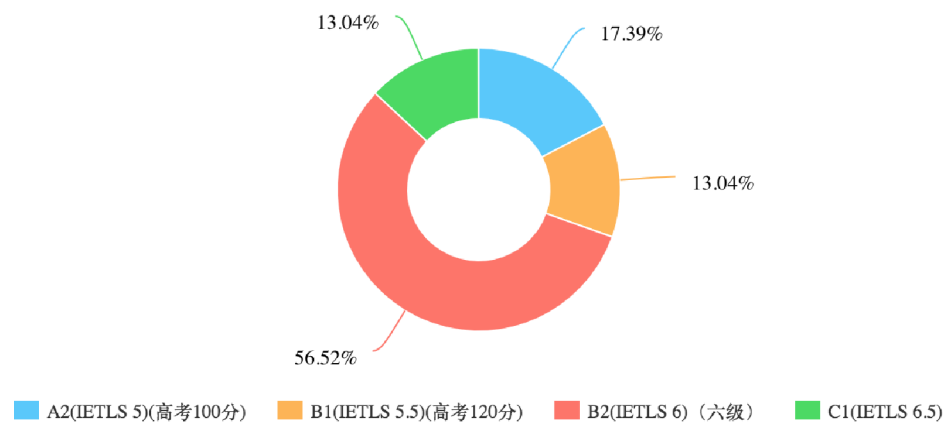


Figure 11: The results of the English level of Chinese student before going to Czech
(Source: Own elaboration)

When it comes to Chinese students come to the Czech republic before the English, the author learned that most of the British education and university is the requirement of IETLS 6.5 level, but the level for the average Chinese students slightly higher, the general to the Czech republic in college students possess the level of IETLS 6 or other certificate can have the English level of B2, if our university admissions conditions can put the IETLS is a little lower, to IETLS 6, each only branch 5.5, so the threshold of the English is not high, also just enough to reach the university admission level.

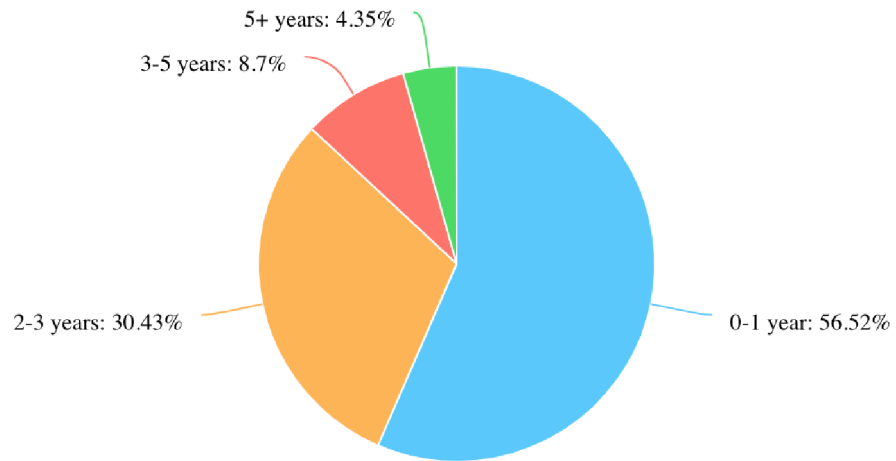


Figure 12: The results of the how long foreign students want to stay in the Czech after graduation.

(Source: Own elaboration)

When it comes to the question of how long foreign students want to stay in the Czech Republic after graduation. Most people only want to stay in the Czech Republic for 0-3 years. This problem may be related to the feeling of cultural identity. It is really inconvenient to live and work in the Czech Republic without speaking Czech language for a long time. While many businesses are perfectly capable of speaking only English, cultural identity and well-being are key factors.

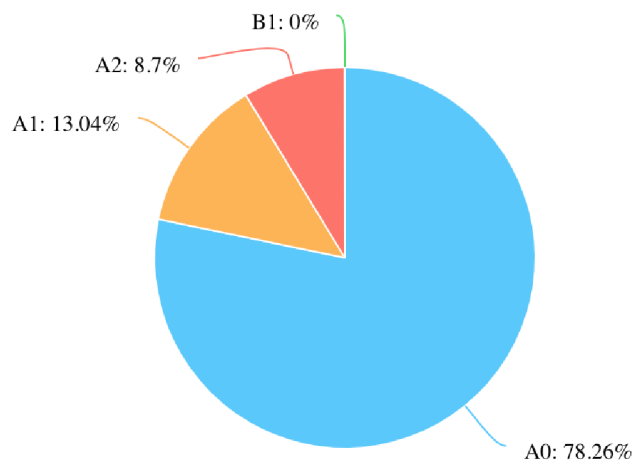


Figure 13: The results of the Czech language level of Chinese students living in the Czech

(Source: Own elaboration)

This picture is about the Czech language level of Chinese students living in the Czech Republic. This result is very good illustrates the necessity of English program, many Chinese and no power to learn Czech, and to the Czech republic for several years the Chinese to a level of A0 are common, so we do publicity and marketing strategy cannot focus on Czech free learning propaganda, side also illustrates the preparatory English class, high tuition fees, just is a good chance to compete in the future.

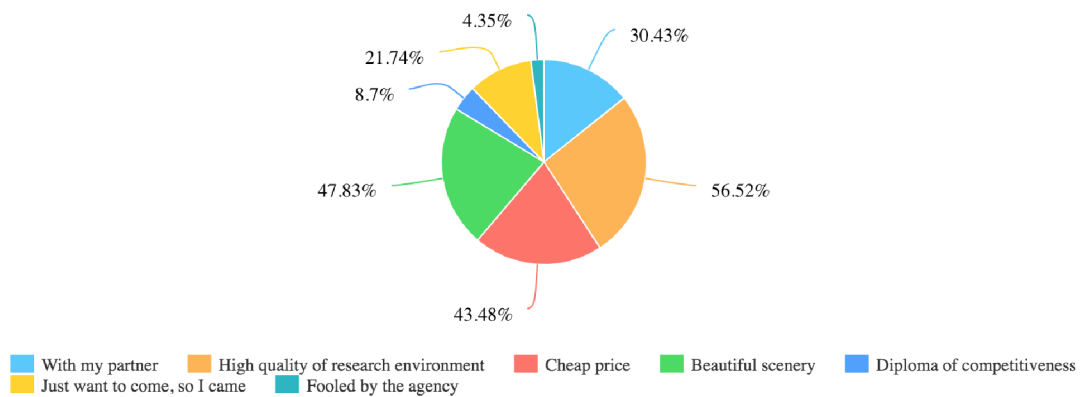


Figure 14: The results of why Chinese student choose to study in the Czech Republic

(Source: Own elaboration)

This question investigation and study to the Czech republic to compare why Chinese student choose to study in the Czech republic, which is low cost and good scientific research environment occupies a large part of the reason, so when we make brochures can be used to study in great length to illustrate the Czech scientific research environment (this part of the main attraction is a doctor and master), the beautiful scenery of second and low cost can also be the main propaganda to attract students of undergraduate education.

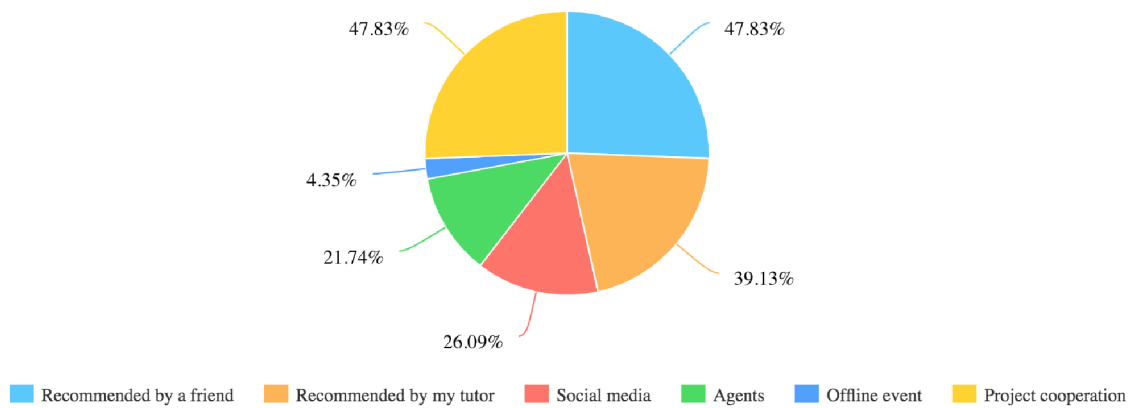


Figure 15: The results of is why the students who first come here study in Czech Republic
(Source: Own elaboration)

This is why the students who come here study in Czech Republic. It also shows that the direction we will go in the future is definitely not offline or even intermediary, but online layout and grasping the educational cooperation with China, and transforming the project cooperation into Chinese students who want to study in Czech Republic. More than half of them come to the Czech Republic through the introduction of mentors and friends, so the recommendation of acquaintances and the original school is a very wise way of publicity.

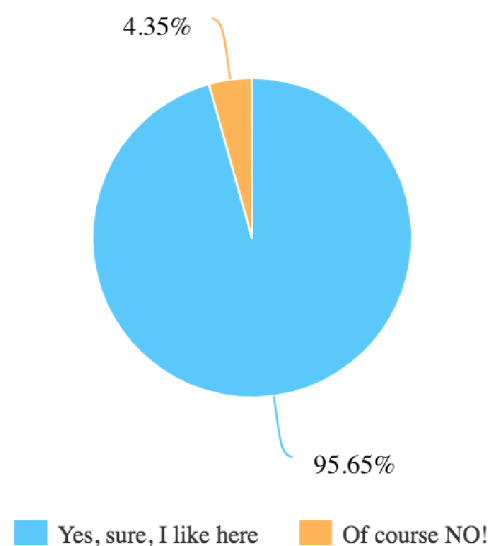


Figure 16: The results of whether the student will recommend their friends come to Czech
(Source: Own elaboration)

All the students who come here like studying in the Czech Republic. Basically, all the students who come to study in the Czech Republic find different directions and experience different lives here and improve themselves in the academic field.

6.1.4 Analysis of student's portrait

User portrait can be simple to understand as a huge amount of data, according to the user's goals, the differences between the behavior and opinions, they differentiate into different types, and then extracted from each type of typical characteristics, giving name, picture, some demographic factors, such as scene description, forming a character prototype (personas).

More intuitively, the user portrait is equivalent to the user's self-introduction. For example, I have a friend who is optimistic, cheerful and helpful. He is engaged in software development in first-tier cities. He likes listening to music, traveling and playing king of glory occasionally. This is because the complete portrait of Lily has been presented in your mind. The more tags are described, the clearer your user portrait will be.

Simply put, user portrait can help enterprises to position products, optimize user experience, accurately place advertisements and measure the value of users, etc. User portrait can be divided into static attributes, dynamic attributes, consumption attributes and psychological attributes

Static properties are the basis for drawing portraits of users: age, gender, education, role, income, location, marriage, etc. Dynamic properties refer to users' online behaviors, entertainment preferences, social habits, travel patterns and ways of acquiring knowledge on the Internet, which can directly reflect whether users are interested in your content or not.

Consumption attribute refers to the consumption level and psychology of users. Consumption properties can reflect the user's consumption habits, so the pursuit of high

quality and the pursuit of cost-effective, like consumption directly or after shopping around is hesitant, psychological attribute refers to the user in the life, work, emotional and social aspects have personal values. The author through the questionnaire and the analysis of large data summarized the students want to study in the Czech republic's portrait by the user.

Through the above questionnaire and interview, the author simulated the following objects. These possible objects are all imaginary images from the data of the interview and questionnaire, but they meet the requirements of potential Czech students because they meet these images.



- Age:18
- High school graduate
- China's middle class
- The annual income of parents is about RMB 150,000-200,000
- Living in tier 2 and tier 3 cities in China
- The scores are not particularly good, averaging between 400 and 550 points
- Have plans to go abroad
- English level is not very good about A2-B1
- Don't mind taking English preparatory course

Figure 17: Student portraits of high school based on primary research

(Source: Own elaboration)

In the first part, we analyzed that most of the students coming to study in the Czech Republic will be undergraduates and masters. Therefore, the author made a special effort to know these students in the interview and learned that most of them are from non-first-tier cities, which also indicates their learning ability to pay. In addition, there are many students in Prague. The preparatory classes of Charles university, Prague polytechnic university and university of life science and technology accept 50 to 100 Chinese students from high schools every year. They go to these universities to study language courses and

then take the entrance examination one year later. So, if BUT wants to recruit full-time undergraduates, it can offer English training courses at BUT, because there are no English training courses for undergraduates in Brno. The author knows that the tuition fees of these English preparatory courses are quite expensive, about 4,000-5,000 euros per year for the academic year. However, Chinese students in this part do not think it is expensive, and the advantage that BUT can publicize better than this part is the international environment.



- Age:22
- Undergraduate
- Graduates from China's university
- The annual income of parents is about RMB 50,000-150,000
- During my college years, I learned about the Czech republic through some cooperation projects (exchange program, friends studying abroad, tutor introduction)Living in tier 2 and tier 3 cities in China
- Have plans to go abroad in master
- English level is not very good about B1-B2

Figure 18: Student portraits of undergraduates based on primary research

(Source: Own elaboration)

This part of the students to carry on the undergraduate education in China, but family is rich enough to the UK study in the United States, but they have a plan to go abroad to study, and in college students or teachers around me through university cooperation projects to the Czech exchanges between roommates, so this part of the students understand the indirect study in the Czech republic will not produce the high cost, so this part of the students became our graduate candidate. The main characteristics of these students are their ability to distinguish right from wrong and know what kind of life they want. They are not like the former high school graduates who have no own ideas and are influenced by their parents and intermediaries. This part BUT want to attract students to starting to establish the cooperation between schools and school, these students of undergraduate course colleges and universities recommend them BUT they will believe

likely, and if there is a project cooperation, the students have the opportunity to exchange, BUT then it will let them see BUT teaching capability, so this part of the school of communication between the author in the fifth part will expound emphatically.



- Age:27
- PhD student
- The annual income of parents is about RMB 50,000-10,000
- A famous research group in the university in China
- Living in tier 2 and tier 3 cities in China
- Recommended by a friend or a teacher
- English level is not very good about B2
- The main reason is the high quality research environment in the Czech republic
- Won't be fooled by intermediaries
- Get used to collecting information on the Internet, have their own ability to distinguish the truth of information

Figure 19: Student portraits of PhDs or Post-PhDs based on primary research

(Source: Own elaboration)

These students have their own ability to distinguish right from wrong and will not be fooled by intermediaries. They are good at filtering and distinguishing false information. Most students are attracted by the research environment of the Czech research group, or the cooperation between the domestic teachers and the Czech research group, which will naturally attract students from good universities in China to study in the Czech Republic for doctoral or postdoctoral degrees. It is worth mentioning that most of these postdoctoral families are not good and rich, most of them will rely on the government scholarship or Czech doctoral scholarship life, and worth a whole is that the Czech scholarship for doctoral students is very rich, BUT in the propaganda can spend a lot of space to describe this part of the content. PHDS value the environment and funding, both of which stand out.

6.2 The main factors effecting the enrolment to study in Czech-4P theory analysis

The author will summarize the recruitment problems of Czech higher education in China based on the first-hand data, the user portrait simulated by the model and the 4P theory (Waterschoot, 2015).

6.2.1 Product analysis

The 4P theory was put forward yesterday in 1960 and is still in use today. In marketing planning, enterprises carry out strategy combination based on the four elements of product, price, place and promotion, which is based on the basic theory of satisfying market demand. In the context of higher education, the product itself is the university itself, or the opportunity to study in the university. The value of the experience or coming to the Czech Republic to go to university, the value of the diploma is the value of the product itself.

- Czech higher education lacks product image

The problem with the product is that it doesn't have a clear market image and it doesn't have a synonym for Czech higher education. Or a Czech education, in other words, without a brand image. English education, for example, is characterized by a one-year master's degree; The characteristics of Australian education are: it is easy to get a work visa after graduation; The characteristics of German education are: free tuition.

- The product positioning of Czech higher education is not clear

The Czech higher education is not well targeted because its orientation is not obvious. For example, the UK aims at one-year master's degree and three-year undergraduate students (the academic year is shorter than most schools), so the Czech Republic needs to take time to discover the advantages and market competition points of Czech higher education and discover the competitive advantages. However, according to the competition theory of Porter(1980), the Czech republic can be the price advantage in the competitive advantage, but it cannot hold its ground in the price advantage, because in

Germany and some Nordic countries, it has the price advantage of free tuition. So the Czech Republic may need to develop a precise positioning of the product in the quadrant of differentiation or precision crowd. This is the lower left quadrant of the image below (Miller, 1986).



Figure 20: Competitive advantage theory

(Source: Miller, 1986)

- In the process of cooperation between university exchange students, the dominant advantage of the product is not obvious

In terms of exchange visits between college students, I noticed that although many universities have established cooperative relations with BUT, the actual number of exchange students is not very ideal. The interview reflected that students had little knowledge of the educational advantages of the Czech Republic, which was mainly related to the propaganda and communication of the cooperative universities.

6.2.2 Price

The price here can be expressed as the amount of money and time spent to obtain the product; Therefore, based on this premise, the price of Czech higher education actually has a competitive advantage, but the problems mainly occur in the following aspects:

- The cost-of-living advantage is not apparent in the hype

Because the Czech Republic is a country with an advantage in living standards in Europe, not a country with an advantage in study costs, but we did not let students see this, or it was not obvious. This is a good place to do some ranking or analogy, the cost of living and accommodation can be used as a big advantage and point to advertise. After all, the average household expenses and disposable expenses would not be our overseas study group if students could go to other developed countries.

- The amount of payment may not be known

Although our tuition fee is a course that most students come back to learn English, we specify the amount of each project in euros every time. However, the intuitive image of euros is very expensive, so the price is not reasonable, which leads to the incomplete information of tuition fee.

6.2.3 Place analysis

Place here mainly refers to how to expand channels to let more people know about Czech higher education or BUT education. In fact, the current problems are mainly concentrated here.

- Agency problem

The application process of studying abroad is actually a two-way selection process between students and schools. Students choose the most suitable schools according to their own conditions and wishes. Schools also hope to find suitable students under the premise of optimizing the cost. Many schools introduce themselves to more students in China by means of expanding publicity and holding road shows, aiming to expand the range of students available for enrolment, but the extensive publicity is low in cost performance.

- Czech education needs to find a channel to target your audience (choose the right social media)

The main problem is that most Chinese students, parents and even partner universities only use Chinese to search for information about universities. However, there is little information about Czech universities in Chinese, so it is urgent to establish a proper Chinese information website to let Chinese students know more about Czech. So it's important to have your own Chinese profile on Baidu, the Chinese search engine.

- The role of university cooperation channels has not been fully demonstrated (the information communication mechanism is not perfect)

University cooperation can be said to provide a window for Chinese target cooperative universities to know Czech Republic, but this cooperation is not fully reflected. Although both sides have cooperation, the mutual information is only introduced by the other side's university on the other side's website, but deeper communication and cooperation is more important. For example, regular exchange meetings, video interviews, discipline cooperation and other specific cooperation are the best way for Chinese students to understand Czech education.

6.2.4 Promotion

The simple definition of communication here is how to make Czech higher education known to more Chinese students. Compared with channel place, the difference is that channel is the place of transmission, which refers to the method of transmission. Through the above research, the problems are found in the following aspects:

- The Czech Republic lacks adequate access to higher education

Czech republic of higher education in this aspect of the advertising spending is very few, in the education exhibition the is only a year and every year but in mediation, the agents, basically can't see the Czech education advertising, but the author thinks that now is the beginning of the start, not necessarily must charge form of advertising, there are many more accurate on the form, the next chapter the author will give examples mentioned how to be more accurate on the Czech advertising of higher education.

- Improper, not standard to put their own schools will only have a bad impact

Some Czech colleges and universities have their own profiles on some intermediary websites but putting them on unreliable media with messy web design will only make students and parents think that this school is not a regular university. Such behavior will have a bad effect on the school's image.

6.3 The main factors effecting the enrolment to study in Czech-4C theory analysis

The theoretical framework of 4C indicates that students need value, low cost, convenience and communication, rather than promotion. For example, if a product is made (Czech education), can it solve the needs of customers? Besides, it is the first step to solve the needs of customers. Then, what value does the customer realize with this product? Increasing market share?

6.3.1 Student Value

The user value here refers to the positioning of overseas study needs of target groups and the pain points of overseas study groups.

Therefore, user value here refers to the grasp of the needs of overseas study groups. The following are the problematic aspects of Czech education in addressing the needs of overseas students:

- Foreign students' pain points are not accurate

Czech education did not find the pain point of overseas students, so when some of the students in need think of it, they will not directly associate with Czech higher education, so it is very important to get along with the "selling point" of the pain point on behalf of Czech higher education.

- Target groups are not precise

Target groups imprecise college students/students of colleges and universities cooperation finally didn't realize the exchange of conversion students born after very few cases, so find out potential user groups is important to study in the Czech Republic, the potential study groups such as international students in a university want to go abroad, but family economic condition is limited. According to the second part of the study, most of the students studying abroad in the Czech Republic are undergraduate students, so the future trend and enrollment trend should also be the focus of undergraduate students.

6.3.2 Student Cost

In the traditional concept, the cost is the sum of the costs of the products produced by the enterprise (and consider the profit space). The cost I understand here has two aspects, that is, at what price is the customer willing to buy? And consider product pricing based on customer purchasing power. Then there is the tuition fee, which has been discussed before, which may not be competitive with the surrounding countries.

6.3.3 Student Convenience

This understanding has become the process of studying abroad, from the early selection to the final enrollment, which should be the most significant part of the problem. Through the primary data research, students studying abroad in the Czech Republic or applying for the students generally report such problems. This problem will directly cause students to wait for a long time, and then students will consider giving up the Czech Republic when they have other offers.

- It is not convenient to mail admission letters and accommodation certificates
- Some schools do not have the experience of issuing admission letters, and then do not include the necessary dates and information, leading to an extension of the visa application time for foreign students with inappropriate documents. Sometimes the documents sent by post cannot arrive, because the documents sent by the school are difficult to find through the post office, because the school does not record the tracking number of the express delivery.

- Embassy requirements are cumbersome and website requirements vague

The proof of no criminal record and double certification required by the Czech embassy will take at least 5 weeks to process. Inexperienced students can only go to an intermediary, but this information is not public. In addition, all documents must be official originals. I hope to simplify the complexity in the future and upload the electronic version of the original, because it takes a long time to wait for the original.

6.3.4 Student Communication

Communication is really everywhere, external communication with customers, the customer voice into the internal communication of product improvement, all need a set of communication mechanism and solutions

- External communication of Czech higher education

It is generally reported by some students that if the content of consultation is in English, the response rate of emails is not high. As some universities may not have Chinese students, the initial internal communication fails.

- The school website has no or no access to information

Website construction needs to put the entrance of the inquiry in an obvious place, otherwise it will discourage the inquirer's enthusiasm.

- Lack of social media image building

Chinese students are used to using social media such as Baidu account, BUT there is no information on the image of BUT or Czech universities, which will lead Chinese students to have an illusion: this university cannot be found online, so it must not be a reliable university.

- Reduce your chances of attending poorly ranked universities

In Chinese society is very pay attention to the cooperation colleges and universities and the strength of the school's ranking, in other words, and equal cooperation, at the

beginning of the market to build, to minimize the bad university cooperation and ranking may, for the future cooperation will be very big and good university, and every meeting, the two sides school record will, in the Chinese search engine is a kind of special negative image of the school structure

From the analysis of secondary and primary data, we can see the user interview and questions and concerns about Czech higher education in each segment group.

6.4 STP marketing strategy analysis

And we use STP strategy analysis (Lynn, 2016) the problem that affect the acquisition of Chinese students. in the letters S, T and P in STP strategy are abbreviations of marketing segmentation, Targeting and Positioning. STP marketing is the core of modern marketing strategy (also known as the three elements of marketing)

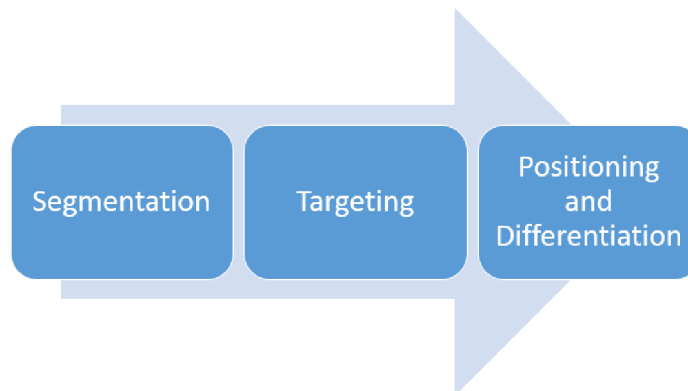


Figure 21: STP marketing strategy process

(Source: Miller, 1986)

Step 1: Segmenting the market is one of the most important things. According to buyers' different needs for products or marketing mix, we can divide the market into several customer groups and outline the Segmenting market.

Step 2: identify the target market and select one or more market segments you want to target. The third step is Positioning, forming an impression in the target market customers, which is called Positioning. According to the STP strategic plan, the author planned the following market segments and plans to recruit Chinese students from Czech universities.

Table 6: Market segments and plans to recruit Chinese students

Segmenting market	Individual undergraduate	Individual postgraduate	Doctor/postdoctoral/visiting scholar	Colleges and universities cooperation
	40%	30%	20%	10%
Targeting the group	Through the analysis of user image in chapter 4 and a large number of interviews and questionnaires, the author puts forward the above target user classification and the percentage of time and energy spent on different categories			
Plan	In chapter 4.1.4, the author's user image analysis accurately analyzes the characteristics of these targeted overseas students, so targeting this group of overseas students and conducting exclusive publicity for them can get twice the result with half the effort. In the fifth part, the author will elaborate on how to implement the plan			

7 Proposals in terms of market strategy of BUT to hire Chinese student

7.1 Internal suggestions (Short-term)

This part focus on the BUT image optimization and the establishment of the Chinese Market layout, each part the author will elaborate the details of the plan and specify the proposals in timeline step by step.

7.1.1 Build the image (Build the real competitive advantage of BUT)

Our target group is part of the Chinese, so our competitive advantage strategy is price and differentiation we need to come up with Brno's real competitive advantage, like listing some key words that represent Brno or even BUT's education. For example, Study abroad costs low, low-key but strong research strength, strong faculty, good learning environment, internship opportunities.....

Just like British education, a year of master's time is short and will provide convince to students, Australian study, good immigration, convenient to work Exchange opportunities abroad, double degree possibility. BUT it's like wearing a recognizable piece of clothing after this process. In a word, BUT it is a world-class university that can enjoy excellent educational resources at a very low cost.



- Age:120
- **Real competitive advantage**
- High-quality research environment
- Low tuition and accommodation costs (Even compared to Prague)
- The best technical university in the Czech republic
- Internship opportunities in large enterprises
- Double degree opportunities
- Global recognition of graduates is high
- Good international education environment (few Chinese)

Figure 22: The example of BUT's portraits in market

(Source: Own elaboration)

Each of these competitive advantages needs to be concretized. For example, the cost of education and accommodation can be compared with that of Prague, which is two to three times as expensive as Brno. Other actual opportunity and double degree can use specific projects to show, can specific students as and when necessary, the last and crucial point, Chinese seldom Brno, this point and Prague and Britain is very different in these countries, more than the Chinese to the Chinese community, is not conducive to learning English and truly international.

Other internal construction will have more competitive advantages, such as low-cost preparatory courses, administrative system to help students apply for visas, successful student cases and so on.

7.1.2 BUT marketing strategic layout

The image marketing in search engine and social media layout is essential to the following action, any cooperation should start with Searching for school information. Mainstream social media layout measures:

China is dominated by the following major search engines and social media and answering questions in the platform on a regular basis, but the author thinks that the first thing to accumulate content, let others interested, after small problem a common problem for Q&A to answer, do not need to separate costs on to answer the question, or you can through the social media guide users to the international mail advisory detailed questions. Appendix 5-A is the ranking of the social media in the world, as we can see, the Baidu and Weibo dominant the market, so here are the details actions which we should do there:





1. Baidu search engine optimization: specifically, we should set up the basic information of BUT on Baidu encyclopedia (Wikipedia), and refresh the content that Baidu knows, not only put the basic information of BUT, BUT also put the school profile of BUT with a bright purpose.

2. Information establishment of Weibo: Weibo is equivalent to the social media of foreign Facebook or ins, and the user volume is quite large. We can put the information of BUT, video and basic information on Weibo to increase exposure and click. At this point, combined with the alumni review to increase the interaction and authenticity of BUT.

3. BUT information based on Zhihu: Zhihu is according to the topic and content analysis of school study theme website, in China is pretty large user base, and the crowd more targeted, to consult the students is the person who has a tendency to study abroad, then shape the spread of the real case sharing is useful (success stories: such as a Chinese student to regress, find an internship, and then get a good diploma. After returning to China, I worked very well.)

4. Accumulation content in Video website: BUT school introduction, BUT strong professional introduction, as well as in BUT life introduction, Brno scenery introduction. Video can be attached to the previous Baidu search engine and social media.

Table 7: Marketing strategic layout in Chinese social media

Logo	Social media	Plan	Matters needing attention
	BAIDU	<ol style="list-style-type: none"> 1.Set up the basic information of BUT on Baidu encyclopedia (Wikipedia); 2.Official department information; 3.Learning ranking; 4.Application process; 	Baidu is China's Google, may need to pay a certain fee to appear in front of the search engine fees
	WEIBO	<ol style="list-style-type: none"> 1.Upload BUT's school photos; 2.College activities and curriculum setting; 3.The school news is synchronized here; 4.You can also add alumni reviews 	Weibo may be more informal, but more real.
	ZHIHU	<ol style="list-style-type: none"> 1.Create "back to the question": what was the experience of studying at BUT; 2.To the alumni to answer; 3.Indirectly create success stories (created by alumni themselves, not BUT) to increase credibility; 4.Do live BUT encyclopedias and Q&A 	Zhihu can do live broadcasting and is a better platform to answer questions, and questions will be saved. It's the equivalent of building a Q&A manual and reading a lot more
	Video website	<ol style="list-style-type: none"> 1.Upload BUT publicity video; 2.Upload video of Brno life 	This is not the only place to upload video, like the previous three social

			media can also upload video
--	--	--	--------------------------------

7.1.3 BUT's optimization of the university admission process

1. According to non-EU countries set new admissions documents: schools need to non-EU countries students to establish a new letter of admission, certificate template (for two files can be opened at the same time), to ensure the validity of the file (with reference to the visa website) and the file of getting students to accurate and timely international postal (reliable).

2. Optimization of the consultation path on the school's official website: it is necessary to re-evaluate whether the guiding website can provide reliable contact information to potential project applicants.

3. Information about student organizations can be established on the official website of the school, which can be updated in time, and a partnership system can be set up for new international students, and Chinese people can be selected to answer the doubts of new students.

4. Offer visa and nostrification help: Chinese students to study abroad in the Czech visa and degree certification is a very troublesome thing, material preparation and process will reduce the possibility of students BUT to the Czech Republic, in the help link of this school are very effective, schools can provide paid visa material preparation and degree of the certification process to help: mainly material preparation. In this direction, we need to communicate with Chinese material preparation partners and Czech language translation. As far as possible, students can handle all the materials smoothly and sign in person as soon as possible.

Table 8: Optimization of the university admission process in BUT

	Details of the plan
Unified admission document format	<ol style="list-style-type: none"> 1. Unified template of BUT study certificate (non-EU students have been rejected due to wrong study certificate) 2. Uniform proof of accommodation template: send the original to the applicant's embassy by mail 3. Optimize cross-border express: there are applicants who have lost their documents
Optimization of the consultation path	<ol style="list-style-type: none"> 1. Add contacts on the application page of the school's official website; 2. The current page path is too long and needs to be more obvious;
Offer visa and nostrification help	<ol style="list-style-type: none"> 1. Add details of how to apply for a visa for non-EU students on the admission website; 2. Add academic certificates to the admission website 3. Set up a special person in charge of administration to help with academic certification 4. Timely remind of the deadline for academic certification 5. Optimize administrative factors to avoid admission problems due to academic certification
Integrate informal senior student's help	<ol style="list-style-type: none"> 1. Put the contact information of the student organization on the official website of the school; 2. Inform the applicant of the contact information of the student organization in the admission process; 3. Provide a buddy for each applicant as needed

7.1.4 BUT may create new ways to attract students

Training programs can be designed according to the pain points of students who want to study full-time in BUT. Here can be the Cooperation project development:

1. The internship BUT can and some cooperative enterprise cooperation project (due to the large internship experience is a big attraction for Chinese students, BUT can create a year a few places to IBM, REDHAT, GOOGLE summer internship program, the author learned a lot of large company's interns can work for free, that is to the enterprise and students in colleges and universities set up the case of a bridge, is a win-win situation. BUT then, in the first part of the school brochure, we added the school's advantages in this aspect, cooperation opportunities with large enterprises and successful cases to attract Chinese students.

2. The development of language classes: of English language, preparatory classes can increase the quantity, because of the special one-year language course can retain the potential to keep BUT learning undergraduate courses in the future, can also have a year's time to let them have time to learn BUT academic atmosphere and adapt to the time of going to college. Here are some examples to refer to (all are primary data obtained from the author's research and interviews):

Table 9: Acquisition of the amount of Chinese student in similar university

University interviewed	Number of preparatory students in China
Charles university	40+
Prague CTU university	20+
Prague university of life science and technology	5+
Warsaw university of technology	30+

In fact, our recruitment strategy can also be used to distribute the publicity materials of these preparatory schools, because not every student can go to his school.

3. Provide exchange opportunities for other schools: try to contact with exchange programs abroad so that students can have short-term study experience in other European countries, which will be a great advantage for employment and attracting Chinese students. The main purpose is to show successful cases and feedback on past studies.

4. Double-degree program: I have learned that BUT has a double-degree program with the UK and a double-degree program with Germany. If the double-degree program can be developed again, it will be more attractive to Chinese students.

Table 10: Detail plans of the new ways to attract students

	Plan	Matters needing attention
Cooperation project with cooperative enterprise	<ol style="list-style-type: none"> 1. Know about the intern recruitment program of big local companies in Brno 2. Establish contracts to send students to large companies for internship every year 3. Quota may be limited 	Chinese students appreciate internship opportunities at major companies, and if a partnership is established, they can add this advantage to their admissions information
Development of language classes	<ol style="list-style-type: none"> 1. Establish a one-year English language class; 2. Establish a half-year English language class; 3. At the end of the language class, I organized to take the internationally certified English test 	<ol style="list-style-type: none"> 1. Language classes can be small, preferably with a high degree of internationalization, which can form a competitive advantage with Charles university. 2. Language classes in Prague and Warsaw cost €4,000-5,000 a year

Exchange opportunities	<ol style="list-style-type: none"> 1. Specify the famous universities that can be exchanged in the admission brochure; 2. Highlight the advantages of exchange students 3. Build success stories 	
Double-degree program	<ol style="list-style-type: none"> 1. Specify the famous universities that can be exchanged in the admission brochure; 2. Highlight the advantages of exchange students 3. Build success stories 	

7.1.5 Activities of other marketing strategies

1. Arrangement of school Open Day: the school Open Day is held every year, so that international students in surrounding language preparatory schools can know about BUT and its strength. In fact, they can imitate the construction of enterprise Open Day and university Open Day.

2. Reduce cooperation with low-ranked schools and exposure opportunities: BUT should consciously reduce cooperation with low-ranked schools and network exposure opportunities and occasions, because such exposure will have a negative impact on BUT for potential partners who do not know BUT.

3. Actively participate in large educational exhibitions: BUT increase exposure and investment in large educational exchanges

7.2 Internal suggestions (long-term)

7.2.1 Cooperation and exchange meetings between universities

BUT should increase the possibility of attracting fresh graduates to study for graduate students, and to hold communication meetings between universities in the partner institutions, so as to arouse the interest of students from the target partner institutions in BUT.

7.2.2 Summer camp

This activity is not only for undergraduates, but also for high school students and Chinese students studying preparatory courses in the Czech Republic.

7.2.3 Recommendation of the international office of the cooperative institutions

BUT should release the information of BUT's graduate students on the official website of the cooperative institutions to ensure the quality of students and increase the exposure rate of BUT by taking advantage of the cooperation. Because students don't trust overseas study agencies easily when facing job hunting and life transition, but they trust their own schools.

7.3 External suggestions

Establish contact of middle school

BUT should recruit Chinese high school students are facing the problem has two, the first problem is China's highest school graduates don't have the ability to directly on the English course, then it is the home of the IETLS class fee is very high, average IETLS high tuition fees of 20000 yuan per month, or 60000kc. Therefore, the necessity of establishing English preparatory courses is very strong, and the attraction to Chinese

students is also very strong. The second problem is that if high school students learn about Czech universities from a third party instead of the school, they will lose the credibility of the information. This is also the advantage of direct cooperation with colleges and universities, so avoid cooperation with any intermediary.

Establish long-term contacts with Chinese partner universities

Detailed exchange programs have been discussed in 5.1.1 above.

Build relationships with European pre-language universities and institutions

Build relationships with other pre-language institutions in Europe to promote BUT during the application season

Precise definition of target population

BUT should redefine the target population of individual college students of BUT here and take time to convey the information to the target population (analyze the individual target population of college, the author did the analysis).

Table 11: The application object of External suggestions

	International department of partner institutions in China	Students at language prep schools at other European universities	Mentors collaborate on projects	Other Applicants
Undergraduates	√	√		√
Postgraduates	√	√		√
PhD students			√	√

7.4 Timeline of the layout strategy of Chinese enrolment in BUT

7.4.1 Timeline of internal suggestions (short-term)

The author separates the short-term plan from the long-term plan. The author defines the short-term plan as 0-2 years and the long-term plan as 5 years. Rapid positioning of BUT's competitive advantage is a top priority. Later publicity and social media preparation all need this core idea. The layout of online social media in China is the second important step. No matter the search of students or parents, the school cooperation will start from the search. Choosing important social media will help you save money and be more productive in your next steps.

Optimizing the application process is a must for short-term students. In particular, before march of next year, many non-EU students cannot come to the university because of visa problems.

New ways of attracting students need to coordinate resources, such as the establishment of language classes, the strength of teachers and administrators, which may last longer. As the author explained above, language classes are a good way to attract undergraduate students. The establishment of other open activities is not as high a priority as other work, but it cannot be stopped.

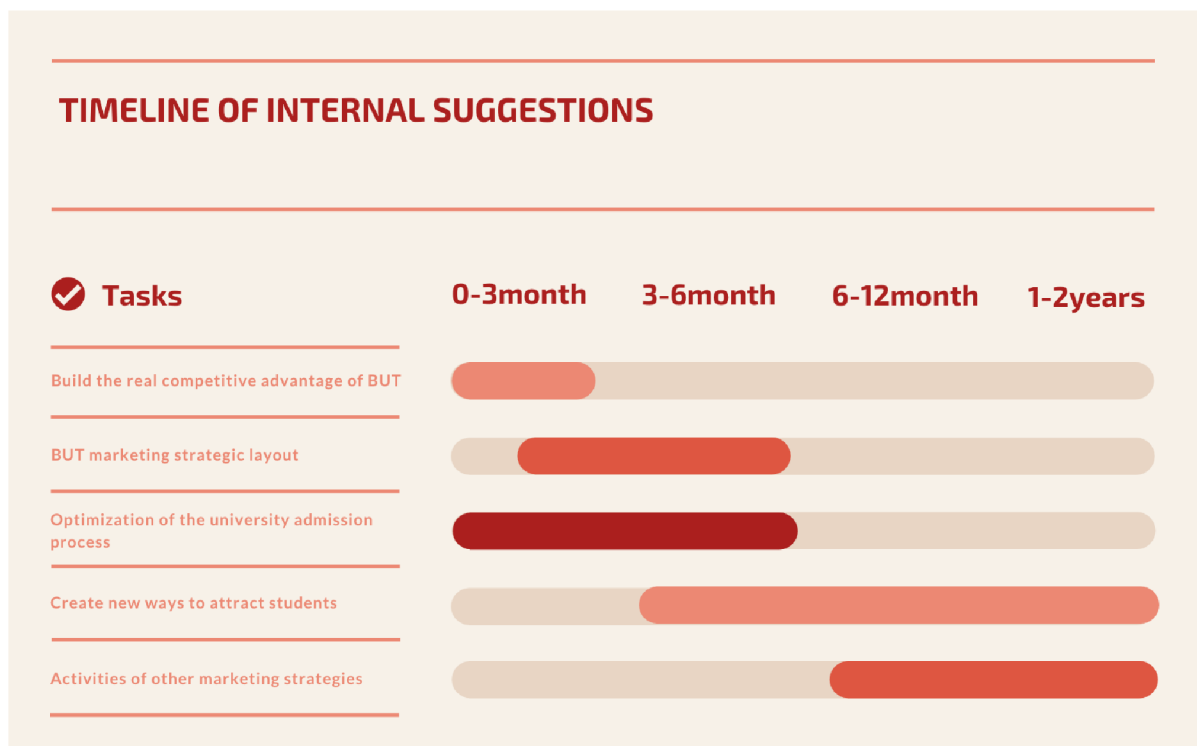


Figure 23: Timeline of internal suggestions (short-term)

(Source: Own elaboration)

7.4.2 Timeline of internal suggestions (long-term)

For the long-term construction of internal Suggestions, the author measures the dimension of each year with the extension of time, and the exchange meeting with the cooperative university is very important, which can start as soon as the cooperative contract is established with the cooperative university, which is beneficial to BUT to attract the full-time graduate students and doctoral students of the cooperative university. The summer camp can be held later, when all the layout is mature, BUT staff do not know Chinese students at this stage, so it is not good to start the program too early. The international office of the partner institution is also engaged in activities aimed at recruiting new graduates from the partner institution for the next stage of full-time study.

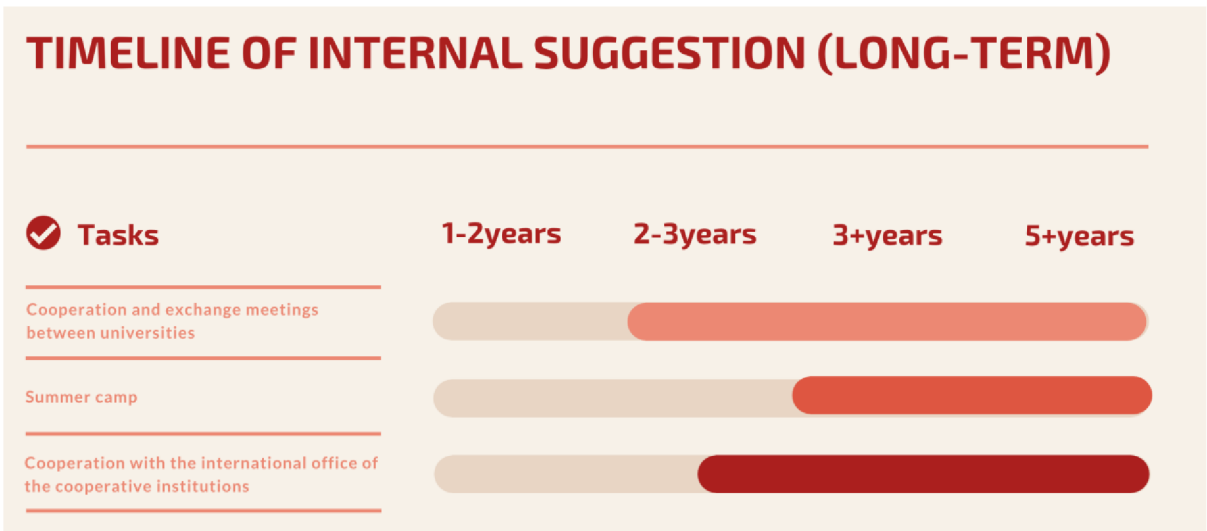


Figure 24: Timeline of internal suggestions (Long-term)

(Source: Own elaboration)

7.4.3 Timeline of external suggestions

For external construction, each proposal is likely to take a long time. The priority can be used in the time before judgment, as you see, and the language class relationship and cooperation in Europe can start as soon as possible, because it involves a competitive relationship, most language class began to develop potential students for their school, so how to the right BUT the recruitment of student's work need careful plan. The second is to find suitable cooperative universities in China as soon as possible, establish the first batch of universities within 1-2 years, and then continue to build relationships, which is actually the cornerstone of 5.4.2 internal long-term plan. Then, we will establish cooperation with the international office of Chinese high schools to publicize the undergraduate students. Therefore, we will establish the English preparatory study plan. 5.4.1 is the cornerstone of this step. After that, it is the precise docking of students. Chinese students in different regions have different qualities, which requires us to distinguish specific ways to receive students accurately after a long time.

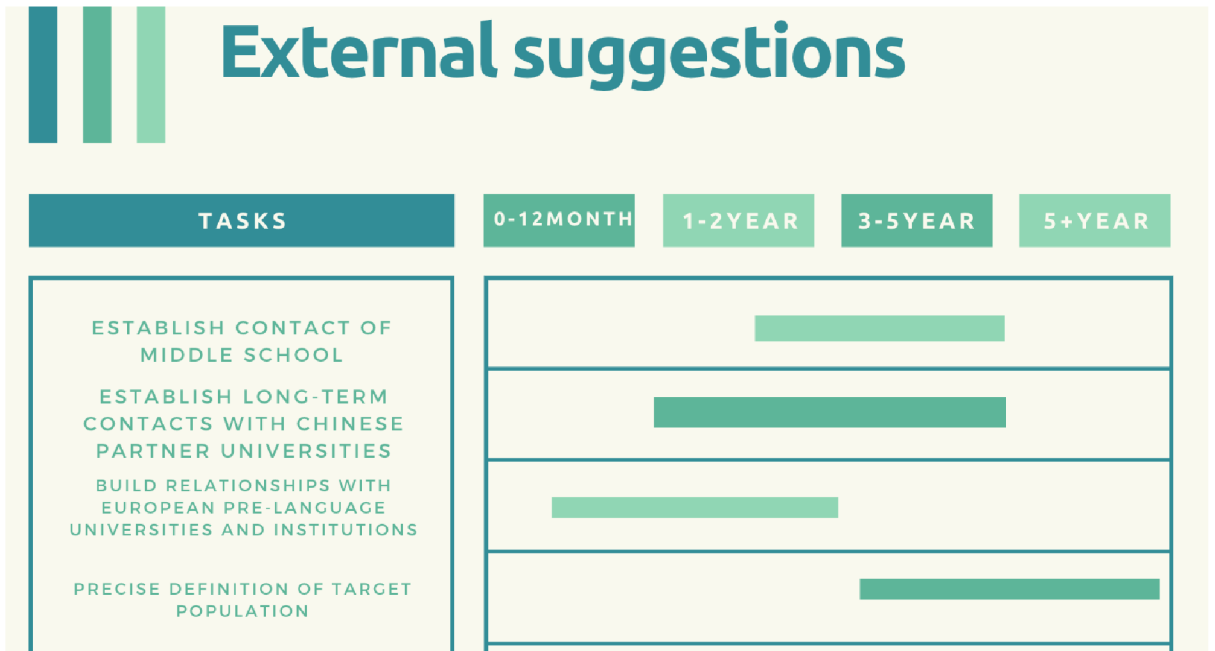


Figure 24: Timeline of External suggestions

(Source: Own elaboration)

Conclusion

The main result of the article is critically analysing the main factors that effects the in international acquisition of Chinese student in term of the marketing strategies and the possible opportunities to improve the current situation which considering the generational approach for BUT.

The author USES a large number of primary data, and these survey results are collected and analyzed by the author through graduate experience and business trip opportunities. See appendix for details. The data collected by the students has a history of two years, with formal interviews and informal chats, which can ensure that all the data are primary data. Because the author had the honor to go to China on business trips with leaders of BUT university for 3 times, including several talks and interviews with universities in China. The interview materials and observation materials were all personally participated by the author.

In this article, the author first conducts theoretical research. Many scholars have studied how to attract Chinese students to study abroad. After all, China enjoys demographic dividend and China's economic development enables more and more Chinese to go abroad. However, in the study of how to promote the direction of Chinese students to study in the Czech Republic, at the present stage, the results are less, basically now the market is in the initial state. Therefore, if BUT chooses this time to expand the enrollment in China is the most appropriate stage.

In the second part and the third part, the author respectively USES the second-hand data and macro-environmental analysis method -- PEST analysis method and industry competition analysis to briefly explain the educational relationship between China and the Czech Republic, as well as the policy dividend. The current opportunity is unprecedented. It also analyzes the forms of overseas study in other European countries, which paves the way for the in-depth analysis in chapter iv and chapter v. The third part is the industry analysis from the perspective of BUT itself and Czech study abroad, namely the micro environment analysis. The main methods used are SWOT analysis,

which we are familiar with, and competitive analysis. The author also conducts value chain analysis of overseas study industry. At the same time, the author explains the current situation of BUT's enrollment in Chinese students.

After objective analysis, the author mainly elaborates on the collection results of first-hand data. Through interviews with overseas students, potential overseas students and their parents, and combined with user research on overseas students, the author summarizes the user portraits of overseas students who have the intention to study abroad. This user portrait can help us to accurately locate students who want to study in the Czech Republic in our future work. Meanwhile, by summarizing the pain points of overseas students, it can help us to develop market strategies and market work. In the fourth part, through visiting and observing Chinese universities, the author summarizes their ideas on studying in the Czech Republic. The feedback from this university can guide us to carry out marketing strategy layout in the next stage. Finally, through the feedback of all the primary data, the author USES the 4P and 4C analysis method to conclude the problems in the emerging stage of BUT in the market strategy, and these influencing factors lead to the current difficulties in the recruitment of students in China.

After analyzing what factors led to the current dilemma, the author put forward detailed proposals that can be expanded in the next stage. In terms of the horizontal dimension, the author starts from internal and external Suggestions, and the vertical dimension is divided into long-term and short-term Suggestions from the time dimension. All of the recommendations are detailed by the authors on the necessity and urgency, as well as the specific implementation plan, BUT later implementation. The author also arranges the Suggestions according to the priority and duration, so that readers can clearly understand the length of time spent and the sequence of development of each proposal.

The author is a Chinese student of BUT business school. She has encountered many setbacks in his study in Czech Republic, BUT none of them stopped him from coming to Czech Republic. Throughout the graduate student learning career, contact a lot of Chinese students, to understand their wishes and expectations for study abroad in the Czech republic, the author sincerely hope that the education of China and the Czech republic is

getting better and better, the Czech republic is high quality education, is very promising Brno university, hope that in our market strategy, under the push of brno can achieve more and better results, bilateral education exchanges will be getting better and better.

Limitation of the work


The main limitation of this article is that the sample size of primary data is small. The questionnaire collected by the author is only collected from Chinese students who are familiar with the author, including Chinese students in Brno and Prague. According to statistics, there are over 500 Chinese students studying in the Czech Republic, and the sample range of the author is only within 50, which may lead to incomplete results.

As for the questionnaire survey, since most of the overseas students studying in Brno BUT are PhDs, the questions and interviews they reported may not represent the current situation of younger overseas students.

For the interview of foreign students in Prague, the author mainly completed the interview with the President of the Chinese students' union in Prague, and the interview results may have subjective factors.

Appendix

Appendix 3-A The internal corporation between BUT and Chinese University



BRNO UNIVERSITY OF TECHNOLOGY
Cooperation with Chinese universities

LIST OF MEMORANDUM OF UNDERSTANDING WITH CHINESE UNIVERSITIES

State	University	Duration		Province
		Start	End	
People's Republic of China	China Three Gorges University	09/2015	9/2020	Hubei
People's Republic of China	Chongqing University of Posts and Telecommunications	10/2013	10/2018	Chongqing
People's Republic of China	Hainan University, P.R.China	04/2016	indefinite	Hainan
People's Republic of China	Beihang University (BUAA)	10/2016	10/2021	Beijing
People's Republic of China	The Northwestern Polytechnical University	10/2016	10/2021	Shaanxi
People's Republic of China	Sichuan University	06/2017	06/2022	Sichuan
People's Republic of China	Fudan University	07/2017	07/2022	Shanghai

INCOMING STUDENTS
Chinese universities to Brno University of Technology
academic years 2013/2014 – 2017/2018

Year	People's Republic of China
2017/2018	4
2016/2017	2
2015/2016	2
2014/2015	5
2013/2014	2
TOTAL	15





OUTGOING STUDENTS
Brno University of Technology to Chinese universities
academic years 2013/2014 – 2017/2018

Year	People's Republic of China
2017/2018	0
2016/2017	6
2015/2016	1
2014/2015	1
2013/2014	0
TOTAL	8

1

(Source: BUT, 2018)

Appendix 3-B The QS ranking of BUT and other similar university

601-650		Warsaw University of Technology	More	Poland	<input type="checkbox"/>	
531-540		Czech Technical University in Prague	More	Czech Republic	<input type="checkbox"/>	
571-580		Masaryk University	More	Czech Republic	<input type="checkbox"/>	
651-700		Brno University of Technology	More	Czech Republic	<input type="checkbox"/>	

(Source: QS ranking, 2018)

Appendix 3-C Chinese language maintenance of Czech Technical university

布拉格理工大学

About study · About CTU · International · Science and Research at CTU

捷克理工大学_百度百科
<https://baike.baidu.com/item/捷克理工大学>
 捷克理工大学（英语：Czech Technical University in Prague），位于捷克首都布拉格，是中欧地区最古老的理工大学，也是代表捷克工程水平最高的大学。捷克理工大学 ...
 学校地址: Praha 6 校训: 我们已经改变了300年的世界。
 英文名: České vysoké učení technické v Praze 主要院系: 土木、机、电、核物理、建筑、交通、生...
 学术机构 · 城市介绍 · 知名校友
 您已浏览过该网页 2 次。上次访问日期: 19-6-25

布拉格捷克理工大学- 维基百科，自由的百科全书
<https://zh.wikipedia.org/zh-hans/布拉格捷克理工大学>
 布拉格捷克理工大学（České vysoké učení technické v Praze – ČVUT），是捷克的一所大学，为捷克最大的几所大学之一。该校由约瑟夫一世于1707年创建。

捷克大学简介（1月28日第三更，非常抱歉断更更久了） - 知乎
<https://zhuanlan.zhihu.com/p/22846169>
 布拉格是捷克共和国的首都，是捷克规模最大、人口最多的城市。... 布拉格捷克理工大学于1707年由当时的神圣罗马帝国皇帝约瑟夫一世（Emperor Joseph I.）颁布诏 ...

我们已经改变了300年的世界——布拉格理工大学_德国马克MARK_新浪 ...
blog.sina.com.cn/s/blog_64bdde870102w711.html
 2015年12月19日 - 布拉格捷克理工大学（捷语：České vysoké učení technické v Praze），位于捷克首都布拉格，是中东地区最古老的理工大学，也是代表捷克理工水平 ...



布拉格捷克理工大学
 布拉格的大学
 布拉格捷克理工大学，是捷克的一所大学，为捷克最大的几所大学之一。该校由约瑟夫一世于1707年创建。
 地址: Zikova 1903/4, 166 36 Praha 6
 学校地址: Praha 6 百度百科
 校训: 我们已经改变了300年的世界。 百度百科
 英文名: České vysoké učení technické v Praze 百度百科
 电话号码: 224 351 111
 提出修改建议

(Source: google, 2018)

Appendix 3-D The materials WUT sent to the applicants

International Students

This course is aimed for students who:

- need a certificate at level B2 /according to the Common European Framework of Reference for Languages, (CEFR*)/ to apply for undergraduate or postgraduate degrees in English both in Poland and elsewhere
- would like to learn English and to obtain a certificate at level B2 /according to the Common European Framework of Reference for Languages, (CEFR*)/ to apply for undergraduate and graduate degree programmes in English either in Poland and abroad
- would like to refresh and improve their English and obtain a certificate at level B2 /according to the Common European Framework of Reference for Languages, (CEFR*)/ to apply for undergraduate and graduate degree programmes in English either in Poland or abroad

* www.coe.int/t/dg4/linguistic/cadre1_en.asp

Candidates may enter the course at any level, total beginners included (CEFR A0). Students who by the end of the course aim to take and pass the internationally recognised examination at level B2, need to demonstrate level A2 skills at the beginning of the course.

Candidates entering at levels lower than A2 will most likely finish the course at level B1 or lower, and may enrol for another 1-year preparatory course the following academic year. Alternatively, students who succeed in completing the course at level B1 or higher may enrol for an additional summer course ending in an examination at level B2 taken before the start of the new academic year.

INFORMATION

Course date: 9th October 2019 – 4th June 2020.
Tuition fee: 13 950,00 PLN

(Source: WUT, 2019)

Appendix 4-A Interview for the University

Q1: What is the most important standards for your university to cooperate with BUT?

A1: the ranking of the university, the Subject matching degree, Teachers and quality of education.

Q2: What kind of information do you want to see in your partner's presentation ?

A2: The school's dominant subjects. Specific directions of cooperation that disciplines can provide. Cooperation between the university and previous universities

Q3 : What projects are expected and can be used for reference ?

A3: Exchange student model; Exchange model of teachers; Cooperative summer camp mode; Summer internship mode;

Q4: What are the other biggest concerns ?

A4: Visa issues; Medical problems; The average monthly cost for living standard.

(Source: Own elaboration)

Appendix 4-B Observation of the university

First of all, we are not very familiar with the Czech Republic and its education quality. At this time, we release QS rankings or subject rankings to prove our own strength. The most important thing is to prove the level of Chinese universities we have cooperated with before and establish a correct school image.

(Source: Own elaboration)

Appendix 4-C Interview for the parents

Q1: why do you want to send your student to Czech and why?

A1: Because the Czech Republic is a developed country, and the most important reason is that the Czech Republic is an EU country, it will be very convenient to find a job and live after graduation in the future

Q2: How do you know about the Czech Republic

A2: I have very trusted friends and relatives working and studying in the Czech Republic; I understand from intermediary, oneself had looked up next on the net

Q3: Did you know anything about Czech Republic before you did the inquiry?

A2: To tell you the truth, I don't know much about the Czech Republic. I don't know much about the Czech Republic before, only that it is a tourist country

Q4: What worries you most about Czech education?

A4: Most worried about academic qualifications are not recognized in China, worried that they will accidentally go to a pheasant school.

Q5: What do you care most about Czech education?

A5: May be able to find a good job after graduation, graduation certificate is not very competitive, apply for the next degree is not an advantage

Q6: Is there anything else you're worried about? For the rest?

A6: Maybe they're worried that their kids won't graduate from school. Worry about not being able to adapt to the local language environment; Worry about the safety of children going abroad for the first time; But the child's ability to be independent.

(Source: Own elaboration)

Appendix 4-D Observation for the parents

Most parents' understanding of Czech Republic is limited to the fact that Czech Republic is a European country. The advantages of the Czech Republic, geographical location, educational situation out of illiteracy level; The biggest worry is that the intermediary may trick them into choosing a bad ranking school. Chinese people attach great

importance to ranking. If QS ranking and world ranking of BUT are shown, it will have a good incentive effect.

(Source: Own elaboration)

Appendix 4-E Interview for the students who are studying in Czech Republic

Q1: What made you choose Czech Republic in the first place?

A1: My family does not have the economic conditions to go to English-speaking countries, but I personally want to go abroad. I think the Czech Republic is a developed country in Europe. My grades are not up to the standards of English-speaking countries; The quality of education in the Czech Republic is very good.

Q2: What is the most important information you want to share with your classmates when you come to Czech Republic?

A2: The Czech Republic is a cost-effective country to study in, especially for some Chinese families who cannot afford the tuition fees in English-speaking countries, it can be said that the king of cost-effective. In addition, there will be integration of European cultures in the Czech Republic, which means you cannot learn a culture. Needless to say, tourism and transportation are very convenient, which is a country with great potential to study abroad.

Q3: Did you have any difficulties or challenges in Czech?

Q4: In life, the biggest challenge is to get out of school. If I can't speak Czech, I will encounter some troubles in my daily life, but I can accept it. What's more, there are not many Chinese materials about Czech on the website, so we can receive some small amount of English materials. Is it really convenient for us in some aspects of life?

In terms of learning, after passing the language environment at the beginning, I was not very worried about my study, or my teaching style was different from that in China, but it was still acceptable.

Q4: Do you plan to stay in Czech after graduation?

A4: I may apply to schools in other countries. If I'm going to do postgraduate study, I will consider whether I will find a job in the Czech Republic.

Q5: What else do you find attractive about the Czech Republic?

A5: There are many large companies in the Czech Republic and great job opportunities. Czech culture is very attractive; you can find some interesting part-time jobs; It can enrich your life experience

Q6: What do you think needs to be improved in Czech higher education enrollment?

A6: When applying for the admission visa, the required materials are too complicated, and the official website information of the school is not enough, so the teachers don't know enough about the visa information.

(Source: Own elaboration)

Appendix 4-F Interview for the students who wish to study in Czech Republic

Q1: From where you know the Czech

A1: I know it from the exhibition in Beijing from my sister.

Q2: What is your plan/what will you do after graduation from bachelor?

A2: I think I will continue to study master's degree, and maybe also in Czech.

Q3: Do you know the process about the visa application for the Czech Republic? Will your agency (if you have) help you with that?

A3: I think I know the process, the introduce in the website is very clear and I can do it myself and ask my sister if I have troubles.

Q4: Do you know anything about Czech visa?

A4: I am not familiar with the details, but I can find the detailed steps on the official website of the embassy.

Q5: Have you found an agent?

A5: Yes, because they are efficient, I only used about 3000 yuan for the preparation

Q6: What subjects do you study in your high school?

A6: In term of my subjects, I studied the science departments including math, Chemistry physics biology and English and Chinese. But unfortunately, English is not my strength, my strength is math.

Q7: Why you want to study the English preparatory course in CZECH?

A7: I know my English is not good enough to go to university at the moment, so my target is from somewhere to study English first. And then, I will study computer science or Information technology. Because it is easy to find job.

Q8: Do you know what you will study for the first year/semester?

A8: I don't really know, but I guess will be the practical English and combined some basic knowledge of my major, like a little bit math

Q9: Are you planning to stay in the Czech Republic after graduation (for working), and why?

A9: I wish I can stay for a while, because in Czech, there are a lot of International IT company, like IBM, Google, Hope I will be qualified to work there

Q10: Do you know anything else about the Czech Republic?

A10: The Czech Republic is in the center of Europe, with convenient transportation and reasonable prices in life.

Compared with other countries, the beautiful buildings are also a good place to visit.

And I know the quality of the education in Czech is also very good and the living cost is not too high for me.

(Source: Own elaboration)

Appendix 4-G Observation for the students

Chinese students studying at public universities in the Czech Republic have long been a major force in Czech studies. The growth in private universities came after 2014, when a partnership between a Chinese university and a private Czech university sent students. The number of Chinese undergraduates in Czech has always been the largest proportion of the total number. There are only a few years when the number of masters or doctorates is lower; Women are the majority of those who consult the Czech Republic to study abroad and are more interested in studying abroad in the Czech Republic. Accounts for the vast majority of Chinese students, in Prague (nearly a third, as a private Czech school cooperation projects with Chinese university students) in Prague there is an obvious growth in the number of Chinese students in 2014, is the driving factor behind, one is at one's own expenses study abroad students increasing, the second is a private Czech academy and Chinese colleges and universities cooperation projects; The number of students going to other Czech public universities is also increasing, such as Olomouc university, Czech university of life science and technology, Prague academy of performing arts (AMU, affiliated music academy of dance, drama and television and film), masalek university and so on. over the 39 private universities are recognized by the Czech ministry of education, 16 of them have Chinese students.

(Source: Own elaboration)

Appendix 4-H Interview for the vocational college and middle school

Q1: Do you know anything about Czech university education?

A1: I don't know about Czech university education, and I don't know about Czech.

Q2: Do you want to go to a top Czech university for your undergraduate study?

A2: I didn't think I would go if I had the chance, but for now I will probably stay at home and follow the domestic pace.

Q3: Do you know anything about the Czech Republic?

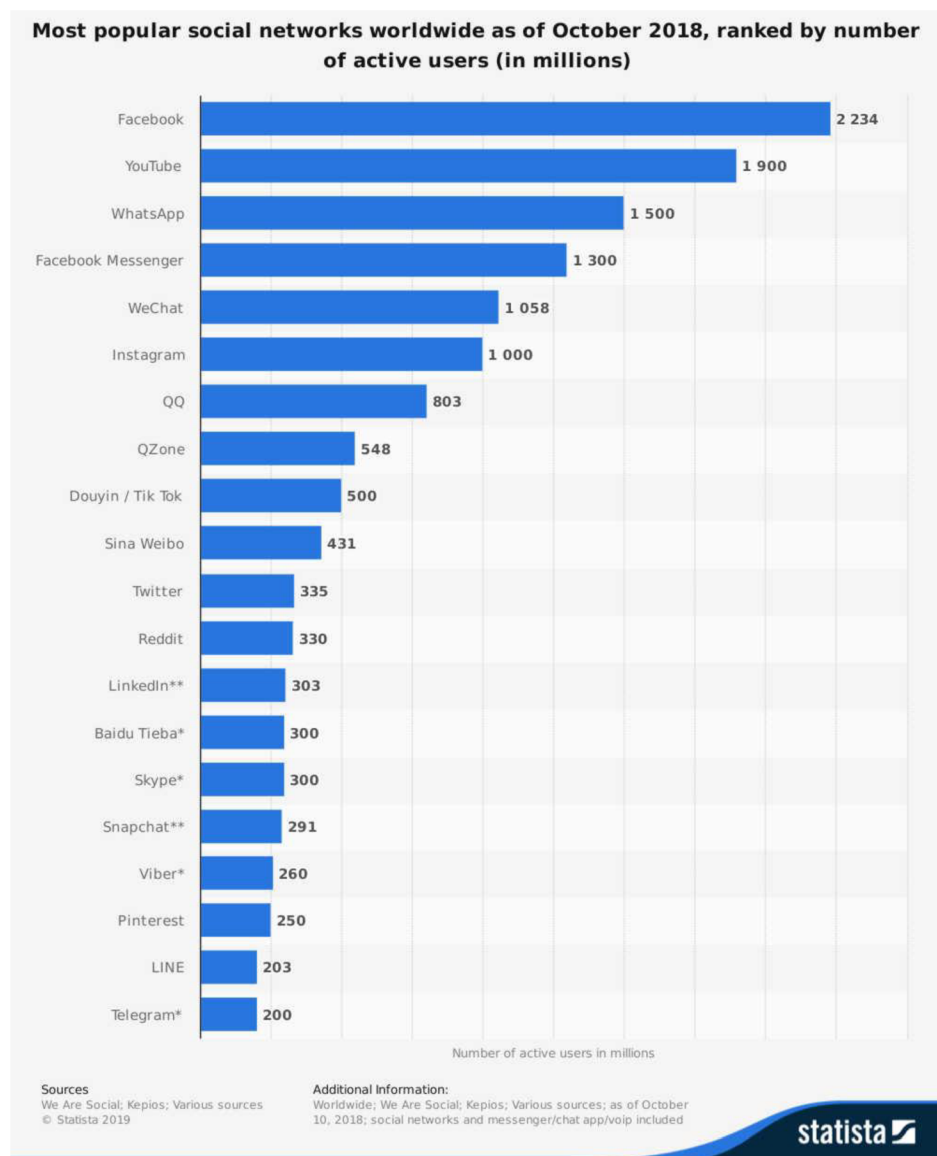
A3: In Europe, the rest is less clear;

Q4: Do you think most parents would support it to study in Czech Republic?

A4: I'm afraid not.

(Source: Own elaboration)

Appendix 5-A The most popular network in China



(Wang, 2019)

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