

SWOT Analysis of Private Colleges ——A Case Study of Tourism College of Changchun University

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Abstract: The content of the article is firstly the actual situation analysis of Changchun University School of Tourism. Then, the SWOT analysis of the school shows that the school is developing well, with competitive specialties and great development potential of science and technology. However, the school is still facing the epidemic, economic slowdown, regional brain drain and other adverse effects. Finally, in view of these situations, the TOWS strategy analysis is carried out, and it is pointed out that the school should better play the advantages, overcome the disadvantages, make use of the favorable external conditions, defuse threats, and achieve better development.

1. Introduction

The Tourism College of Changchun University is located in Changchun, Jilin Province. With two campuses, it is a multi-disciplinary private higher education institution with 38 majors covering five disciplines including management, economics, literature, art and engineering. At present, the school has signed contracts with more than 280 well-known enterprises at home and abroad, and established school-enterprise cooperation alliance. In recent years, the employment rate of our students has always been above 90%. Since its establishment 21 years ago, the university has sent nearly 30,000 outstanding graduates to the society. The mission of the school: actively promote the integration of industry and education, promote the deep cooperation between the school and enterprise, adhere to the open education, closely cooperate with the industry management departments, related enterprises and institutions, and cultivate excellent applied talents for the society. Our vision: to build our university into a first-class and high-level private higher education institution featuring tourism and technology in China. School values: attach importance to the development of science and technology; maintain sincerity, courage, innovation, more professional training for the district application-oriented talents.

2. Stakeholder Identification

Our stakeholders include the government, government legislative regulatory agencies,

shareholders, other local undergraduate institutions, cooperative enterprises, teachers, students, etc. The government and shareholders invest in the construction of the school and are stakeholders of the capital market (Ireland & Hoskisson, 2001). Among them, cooperative enterprises and students are the service market stakeholders of the school, and teachers are the organizational stakeholders of the school. The government has a high degree of correlation with the rights and interests of our school, and is an important stakeholder in the upper right corner of the rights-interests matrix (Lockstone & King, 2014). Cooperative enterprises, teachers and students have less power over the school, but their interests are highly correlated, so they are in the lower right part of the matrix. The rights and interests of other undergraduate universities in the region are less relevant to our university, so they are in the lower left of the matrix. The legislative and regulatory agencies of the government have a greater right to examine schools, but their interest relevance is relatively low, so they are in the upper left of the matrix. All of these stakeholders have a great or small impact on the development of the school.

3. SWOT

Based on PEST model (Carruthers, 2009), the opportunities and threats faced by school development are analyzed from the aspects of policy, economy, society and technology (Teoli & Sanvictores, 2021).

3.1 Opportunities

- Buying a local government's support for tourism (Politic)

The local government has long hoped that Changchun can rely on ice and snow resources to develop into a tourist city and drive the regional economic development. The characteristic major of our school is tourism, which has been encouraged by the government and supported by some resources.

- Buying a school's reputation guarantees good financial support (Economic)

Changchun, the capital of Jilin Province, has the best economy in the province, accounting for more than 50% of the province's GDP. With the support of the government, the school enjoys a good reputation and has obtained financial support from many local major shareholders, thus it has a good economic guarantee.

- Promoting rapid technological development and policy support for science and technology (Technology, Politic)

Under the call of the state, the local government has paid more and more attention to science and technology in policies. The government has issued some incentive policies for schools, and the national technology has developed rapidly. The government encourages us to carry out science and technology education, and gives us some advanced technology equipment and professional science and technology guidance, which facilitates the development of our science and technology education.

3.2 threats

- Economic development in Northeast China slows down, causing serious loss of staff (Economic).

Our city is located in northeast China, where the climate is cold and the economic growth is slow. Therefore, a large number of young people choose to develop in eastern and southern China,

which has a certain negative impact on our faculty expansion and enrollment.

- The negative impact of COVID-19 on tourism (Socio-cultural)

The COVID-19 pandemic has had a great negative impact on tourism. For a period of time after the outbreak, the entire tourism industry chain was suspended, including resources, channels, services and sales. During this period, tourism revenue almost fell to zero. Tourism has slowly recovered over the past two years, but has been sluggish due to recurrent COVID-19 outbreaks.

- School - enterprise cooperation is not deep enough, the correlation is not close (Socio-cultural)

Enterprises are not active in cooperation, mainly relying on the government to pull the strings and school public relations to achieve cooperation. This is because the profit-maximizing enterprises do not benefit much from the cooperation with schools. There is a risk of outflow of talents that enterprises participate in training, and the income of human capital investment cannot be guaranteed. At the same time, in the process of cooperation, the rights and responsibilities of enterprises and schools in the process of cooperation cannot be clearly defined.

3.3 Strengths

- Good organizational culture

The values of the school are: attach importance to the development of science and technology, maintain sincerity, courage and innovation, and train application-oriented talents for the district more professionally. Because the employees work in universities, their educational background and quality are generally higher, so the internal culture of the organization is better to learn and inherit, and people attach great importance to sincerity, courage and innovation.

- Reasonable organizational structure

Our school has a good organizational structure, there are not many grades, respect each other, teachers' opinions will be actively adopted.

- The organization's leadership is correct and efficient

The leader of our school is a very outstanding talent in the province. The whole leadership team has formulated a series of good measures to pay more and more attention to the development of science education and ensure the sound development of the school.

- Other resources are sufficient

With the financial, material and technical support from the government and major shareholders, our school has sufficient material resources. Especially in technology, the government and relevant departments have provided us with some advanced technical equipment and guidance to facilitate our scientific and technological education.

- Tourism major has core competitiveness

The core competitiveness is our ability to win (Ireland & Hoskisson, 2001). The tourism industry of our school is the key advantage major. Teachers in tourism major are double-qualified teachers with both theoretical level and strong practical ability. They can not only teach theoretical knowledge, but also bring ideas, technologies and experience in the forefront of practice from production positions and work practices.

3.1 Weaknesses

- The level of technical development and technical education is not high

As the major of our school is liberal arts education, science and technology education starts late and the overall level is low. The newly recruited teachers are also young and inexperienced.

Generally speaking, the technical development and technical education level are not high.

- Subsequent human resources may be lacking

Due to the limitation of regional development, many excellent talents in the province have flowed out of the province. Although there are sufficient teachers at present, the personnel are generally old, and the human resources needed for follow-up development may not be able to keep up.

4. Implication

According to SWOT analysis, the development ideas should be as follows: give full play to the advantages, overcome the disadvantages, make use of the favorable external conditions and defuse threats. Therefore, the TOWS (Wehrich, 1982) developed by our school is as follows:

4.1 SO strategy

The SO strategy is to take advantage of opportunities to develop the school. First, with the economic advantage of Changchun as the provincial capital city, more funds, equipment and resources should be absorbed into the development of the school, and the cultural and structural advantages of the school should be utilized to promote the better development of the school. Second, the government's support and encouragement of science and technology education should be used to develop science and technology research and education in our school. Third, the local government of Changchun attaches great importance to the tourism industry. We should take this opportunity to give full play to our core competitiveness, do a good job in tourism professional education, and create a better advantageous discipline.

4.2 WO strategy

The WO strategy is to take advantage of opportunities to change weaknesses. First, we should take advantage of the government's attention, support and guidance on science and technology to develop our underprivileged science and technology subject. New teachers can also gain a lot of experience from the training. Second, local governments have introduced policies to attract and retain talents, strengthen guidance for in-depth cooperation between schools and enterprises, increase follow-up faculty, improve management level, effectively enhance the running level and competitiveness of higher vocational colleges, and serve local economic development.

4.3 ST strategy

The ST strategy reduces threats by exploiting advantages. First, make use of the advantages of organizational structure and core advantages to attract more and better talents and develop the school better. Second, we should make use of the flexibility of higher vocational education to carry out innovative courses on tourism strategy and education to counter the negative impact of the epidemic on tourism. Third, make use of the social network resources of the government and major shareholders to actively promote in-depth cooperation between schools and enterprises, so as to promote the employment of students and the better development of regional economy.

4.4 WT strategy

The WT strategy is to eliminate weaknesses and resist threats. First, school leaders should adopt positive strategies to attract capital and ease the constraints brought by slow economic growth in the region. Second, in the future, the negative impact of COVID-19 on tourism will be reduced, so the advantages of specialty should be better utilized. Thirdly, better talent introduction strategies should be adopted to retain and attract talents and ensure adequate human resources. Fourthly, schools should pay more attention to the development and education of science and technology, and make use of the government's support to transform disadvantages into advantages.

5. Conclusion

Generally speaking, the school is developing well, the advantageous majors are very competitive, and the development potential of science and technology is great, but it still faces the adverse effects of the epidemic, slow economic development, regional brain drain and so on. Therefore, we should give better play to the advantages, overcome the disadvantages, make use of the favorable external conditions and resolve the threats, so as to promote the better development of the school.

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