

## B. OPPORTUNITY OVERVIEW

China's continual move from a centrally planned economy toward a socialist market economy has created a great demand for Western executive training programs designed to enhance the problem solving, interpersonal communication and leadership skills of China's management personnel. This demand, however, is not being met and clearly provides opportunities for college, university and private deliverers of training services. The stifled development of managerial talent can be attributed to several factors: ideological roadblocks, a narrow interpretation of modern management, the absence of a consistent national policy on management education and training, and a lack of qualified teaching faculty.

The need for high quality, cost effective training programs can be proven by a recent survey on management training needs of foreign and domestic enterprises conducted by Gallup China. According to the survey, there appears to be an excellent market for executive management training programs. Based on survey results, Gallup estimated that some three to four thousand companies in Beijing alone are willing to spend between US \$20,000-\$33,00 each to have mid level to senior managers participate in full and part-time training programs fostering critical thinking skills. This is a substantial "interest pool" that Canadian universities and colleges can target in marketing their programs.

An additional source of information provided by U.I. Consultants is a questionnaire given to various ministries under the State Council on their training needs. (Refer to marketing analysis section of this report) The conclusion drawn from this survey is that not only are the ministries interested in Western training programs, they are clearly open to cooperation with foreign institutions wishing to share curriculum and deliver joint-degree/diploma, certificate programs. This openness for cooperation is not without its challenges. The appendix of this report includes current regulations for joint-venturing with Chinese institutions. These and other central government policy guidelines should be given close consideration prior to committing resources to potential Chinese partners.

A report issued by the Canadian Bureau of International Education CBIE stated, over the past few years enrollment of international students in Canadian colleges and universities has declined steadily. This infers that Canada should strengthen its efforts in promoting its universities and colleges to the vast China market to reap the full benefits and positive economic impact of international students on the economy of university and college communities. Canadian universities and colleges cannot afford to decrease its share of a growing base of Chinese students who meet the academic and financial criteria to study in Canada. A more aggressive marketing strategy is required to inform potential applicants to the merits of studying in Canada. Of growing concern should be the politics concerning rejection of applicants due to Immigration Canada constraints. A recognition of the changing economic realities of certain segments of the population in China and a policy that dissuades foreign students from remaining in Canada upon completion of studies, both need comprehensive consideration.