

# **A Study on Business Performance Enhancement of Private Higher Vocational Colleges and Universities in Hunan Based on Innovative Marketing Strategy**

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## **ABSTRACT**

At present, private higher vocational education in Hunan has developed into an important part of China's higher education system. However, with the growth of enrollment quotas in all kinds of colleges and universities and the gradual disappearance of the demographic dividend, private higher vocational colleges and universities in Hunan are facing a series of serious challenges. In this study, five private higher vocational colleges and universities in Changsha, the capital city of Hunan Province, are selected as the research objects to make in-depth comparisons in terms of price, product, strategy, service innovation, innovative teaching design and other aspects. Through literature review and quantitative empirical research, this paper clarifies the relevant research objectives, research questions and research hypotheses, aiming to provide useful references for the research on marketing strategies of private higher vocational colleges and universities.

**Keywords:** Innovative marketing strategies; Business performance; Private higher education institutions

## **INTRODUCTION**

This study takes the innovative marketing of private higher vocational colleges and universities as the research object, and takes private higher vocational colleges and universities in Changsha, Hunan Province as an example, compares the influencing elements such as price and channel, and carries out the research through literature review and qualitative and quantitative methods.

### **1.1 Problem Statement and Significance of the Research**

In recent years, Private higher vocational colleges are facing increasing competitive pressure and adverse factors(Hao shou et al. ,2021) . The external reason for this phenomenon is that since 1999, the enrollment of public universities in China has increased year by year (Yu, Y.,2021). However, due to family planning and other reasons, the number of applicants decreases year by year, and the enrollment situation of many higher vocational colleges is not optimistic (Jin, H. , D. Lang , & J. Xie ,2020). In addition, in recent years, due to the global financial crisis and other reasons, Britain, the United States, Japan, Thailand, South Korea and other countries have also reduced the enrollment rate of foreign students and the enrollment threshold of applicants from different countries, reduced the cost of studying abroad, and attracted students from families with better economic conditions to study abroad at their own expense (Risitano et al.,2021).Due to the lack of national support, private higher vocational colleges mainly rely on tuition fees to support their daily operation. Therefore, the tuition fees of private higher vocational colleges are generally higher than those of public higher vocational colleges, leading some students to choose public higher vocational colleges. All these factors lead to the increasing difficulty of enrollment in private higher vocational colleges (Faulks et

al.,2021). From the perspective of the internal facilities of private higher vocational colleges, the current social situation makes some graduates of private higher vocational colleges face the problem of difficult employment and great employment pressure, resulting in a great reduction in the trust of all sectors of society in running private higher vocational colleges.

Based on this, it is particularly important and urgent to innovate the enrollment marketing strategy of Private Higher Vocational Colleges in Hunan. Innovative marketing strategy includes marketing mix strategy, service quality ,competitive advantage and business performance. So, what is the impact of innovative marketing strategy on the performance of Private Higher Vocational Colleges in Hunan? The influence of innovative marketing strategies on the performance of Hunan private higher vocational colleges is the topic of this study. It has guiding significance to the future business performance of Hunan private higher vocational colleges. At the same time, after the future demographic dividend, it is also of practical significance to improve the connotation construction of private higher vocational colleges, innovate marketing strategies, enhance core competitiveness and build private education brand.

## 1.2 Research Hypothesis

Through literature search and research, the variables involved in this study are as follows, as shown in Figure 1.

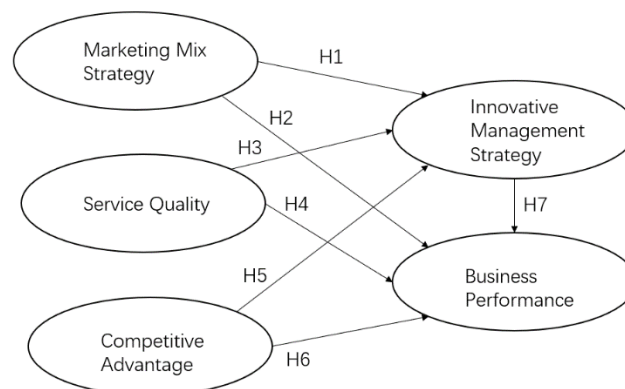


Figure 1 Conceptual Framework

The scope of this research is the admissions leaders and students of five private higher vocational colleges in Changsha. The five schools are Changsha Nan fang Vocational College Hunan College of Foreign Studies, Hunan Urban Professional College, Hunan Vocational College of Electronic and Technology, and Hunan Trinity Industrial Vocational and Technical College. This questionnaire survey was mainly conducted among managers, teachers and students of all grades on 17 variables related to charge, location, hardware facilities, market innovation and efficiency. A total of 650 questionnaires were distributed and 522 were collected, including 12 invalid questionnaires and 510 valid questionnaires, including 340 from students and 170 from employees. The research time range of this paper is from January 2020 to December 2022.

## LITERATURE REVIEW

This chapter reviews the relevant research on marketing, price influencing factors, and product innovation of existing private vocational colleges; In terms of service innovation; The research results on effectiveness and other aspects contribute to clarifying the specific goals and key content of this study, and establishing the theoretical framework of this study. Secondly, we have sorted out the current situation of marketing innovation in private vocational

colleges, and based on this, we have studied the effectiveness of private vocational colleges; Reliability lays the foundation. Provide effective promotion for the marketing strategies of private vocational colleges.

This research used Marketing Mix Strategy Theory, SERVQUAL Theory, Competitive Advantage Theory, Innovative Management Strategy Theory, Business Performance Theory.

There are 5 variables and 17 items involved in the literature study, and 5 of them are selected based on the preliminary intention of the interviews to carry out the literature study with a higher frequency of occurrence.

## **2.1 Research variables**

### **2.1.1 Variable Price**

How is the product price determined? What is the basic price of the product or service; how many discounts can there be; the policy of payment terms and time, etc.; Some scholars have pointed out that the market supply and demand situation and the market price range to determine the price positioning(Liusi. 2019 ). Some scholars have pointed out that if price competition is carried out maliciously, it will easily lead to difficulties in the operation of enterprises(Haixia,2020). Some scholars proposed differential pricing, which refers to the strategy of formulating different prices for products according to different factors such as consumers, products, and time(Sun, S. F.,et al,2020).

In terms of price marketing, this is the disadvantage of private higher vocational colleges.

### **2.1.2 Variable Tangible**

Tangibility includes lists of actual facilities, equipment, and service personnel.

Bi, Lingyan, Zhang, Zhenpeng & Zuo, Wenming. (2013) believe that SERVQUAL is effective and reliable in evaluating the service quality of network service platforms. Parasuraman et al. (2005) constructed an ES-QUAL (Electronic Service Quality) model including two scales based on SERVQUAL to evaluate the service quality of e-commerce websites, and verified its effectiveness; Nie, M., Zhang, Y., Deng, F., Wang, W., Xia, H. & Zhou, T.. (2020) proposed a SERVQUAL-based consumer online repeat shopping behavior model to study the influence of the five dimensions of website services on consumers' online repeat shopping motivation.

Summary: The assets of colleges and universities include current assets, fixed assets, intangible assets and foreign investment. Among them, tangible assets, including construction and experimental training equipment, are the main factors that consumers pay close attention to.

### **2.1.3 Variable Low cost**

Low cost requires resolutely establishing high-efficiency and large-scale production facilities, making every effort to reduce costs on the basis of experience, paying close attention to the control of costs and management expenses, and minimizing the costs of research and development, service, sales, advertising, etc. cost. Rong Jing proposed: through effective competition, enterprises can improve infrastructure and improve the efficiency of resource allocation in order to reduce costs under great pressure, so as to produce products with high economic value. (Zhang, J.,2018). Hu Zhaoyan put forward the cost leadership strategy, saying: achieving cost leadership means that companies become low-cost manufacturers in the industry. (Wang, Shengliang.et.al,2018). Tang Jifeng, Xiao Xiao and Li Xinchun proposed that when enterprises maintain a regular strategic rhythm and enable them to make use of their knowledge of similar organizational practices and businesses, this efficiency further enhances the ability of enterprises to take advantage of rapid action to produce competitive advantage, while reducing the diseconomy of time compression and related management costs, thus reducing the negative consequences of speed (Wu, Chao-Yan & Xiao, Key,2009).

To achieve low-cost enrollment marketing, private higher vocational colleges should strengthen discipline construction, expand enrollment, cultivate high-skilled and high-quality

talents, help students achieve high-paying employment, increase income through multiple channels, and realize low-cost operations.

#### 2.1.4 Variable Product Innovation

Product innovation refers to creating a new product or innovating the functions of a new or old product to further meet customer needs. Product innovation is the most integrated part of various production factors in enterprise activities, which is representative (Xiao, J. H., Wu, Y., Liu, Y. & Xie, K., 2018). From the perspective of performance, product innovation performance has a stable contribution to enterprise long-term performance (Goran Calic,2021). Some scholars have pointed out that big data resources are widely regarded as the key to change the way of product innovation and gain competitive advantage; the construction of big data resources can directly generate resource dividends to enhance product innovation performance (Wu, Jung-Ho ,2009).

Corresponding to private higher vocational colleges only, product innovation refers to the graduates trained by the school finding suitable jobs and having better development prospects. It can also refer to the school's characteristic professional courses and service quality, which are recognized by students and parents, attracting students to apply for the school, and improving the school's brand influence.

#### 2.1.5 Variable Income

Operating income refers to a kind of income obtained by commodity producers and operators in their production, operation and management activities. From the perspective of macroeconomics, Wang Yuping shows that income affects savings and consumption to a great extent, especially for households in rural areas, Income determines expenditure (Zhao, Y. P. & Xing, L. H.,2021). Li Ningguo pointed out whether non-interest income and diversification of income structure can improve the operating performance of banks. By developing non-interest income, especially fee and commission income, commercial banks can open up new profit growth points, reduce dependence on net interest margin and asset size, promote business innovation, improve income structure, and reduce. Low credit risk, reduce the occupation of economic capital and provision, relieve liquidity pressure (N Liningo,2021). Take-off and others put forward that the scale effect and supervision effect of customers play a leading role, which promotes the improvement of the operating performance of private placement, that is, the higher the customer concentration, the higher the growth rate of operating income (He Yidong.,2017).

Summary: operating income refers to the operating labor income obtained by commodity producers and operators in arranging various microeconomic activities of enterprises in accordance with the requirements of commodity economy, improving operation and management and increasing economic benefits. For private higher vocational colleges, most of their income comes from students' tuition fees, accommodation fees and financial investment. This is the material basis for colleges and universities to carry out all kinds of teaching activities, scientific research activities, student promotion and other activities.

## **2.2 The conceptual framework of this study**

the conceptual framework of this study is shown in Figure 2.

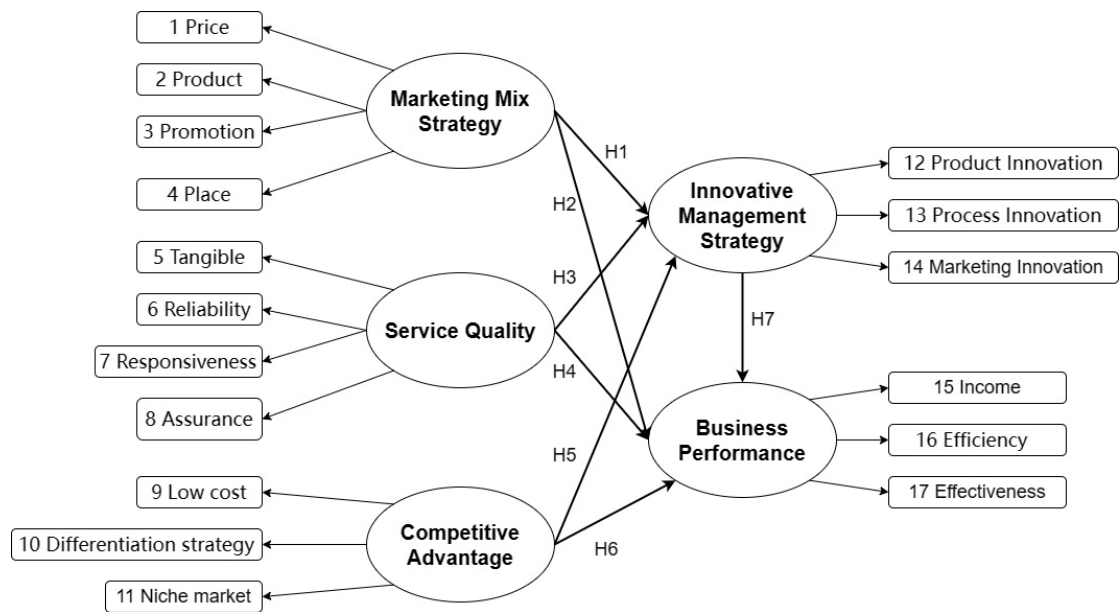


Figure 2 Independent variables and Dependent variable

### 3. Data collection and analysis

This time, the research data were collected through questionnaire research and interviews, and then the data were analyzed, and descriptive statistical analysis, reliability and validity test, and SEM structural model were constructed to obtain the results of data analysis.

#### 3.1 Sample data

The total number of enrollment leaders and students in the five vocational colleges is 64,516. According to the 95% confidence level, the variance  $\sigma = 0.5$  and the sampling error is 5%. According to formula 1, the number of student samples is 340, There are 170 Faculty in 5 schools, the specific sample size is shown in Table 1.

Table 1 Sampling sample size table

Serial Number	School Name	Number of faculty members	Number of students enrolled in 2020	Number of students stratified sampling sample	Number of employee stratified sampling samples	Total sample population
1	Hunan Urban Professional College	832	17251	91	43	134
2	Hunan Vocational College of Electronic and Technology	600	15000	79	31	110
3	Hunan Trinity Industrial Vocational and Technical College	555	9700	51	29	80
4	Changsha Nan fang Vocational College	530	8600	45	27	73
5	Hunan College of Foreign Studies	779	13965	74	40	114
Total		3293	64516	340	170	510

### 3.2 Scope of time

This paper studies the impact of marketing strategy innovation on performance of Private Higher Vocational Colleges in Hunan Province. The number of students, the number of teaching staff and other basic data are the data of 2020. The research time range of this paper is from January 2020 to December 2022.

### 3.3 Descriptive Statistical Analysis

Tables below detail, the overall distribution of the sample was described in eight aspects, such as gender, age, grade, income, High school entrance exam scores, worried about the educational service capacity and future development of private higher education institutions.

Table 2 Statistical Table of the Distribution of Survey Respondents (N=510)

Demographic Variables	Category	Frequency	Percent
Age	under 18	230	45.2
	18-22	260	50.9
	23-27	0	0
	28-32	0	0
	over 32	20	3.9
	Total	510	100.00
Gender	Male	250	49.01
	Female	260	50.99
	Total	510	100.00
Grade	Freshman	192	37.64
	Sophomore	192	37.64
	Management layer	169	24.72
	Graduated students	0.	0.
	Total	510	100.00
Income	Less than 10,000	18	3.5
	10,000-14,999 Yuan	145	28.70
	15,000-19,999 Yuan	71	13.92
	20,000-24,999 Yuan	193	37.84
	25,000 Yuan and over Yuan	83	16.27
	Total	510	100.0
High school entrance exam scores	$\geq 400$	30	8.82
	300-399	60	11.76
	250-299	200	58.82
	200-249	50	14.7
	lower than 200	0	0.
Total	340	100.00	
About Future and Development	Not at all	10	1.96
	I have some concern	250	49.02
	I am very concerned	250	49.02
	Total	510	100.00

### 3.4 Reliability analysis of survey questionnaires

The questionnaire was analyzed for reliability and validity.

Table 3 Reliability and Validity of Related Variables

Sample size	Number of items	Cronbach
510	85	0.986

A total of 17 parts, 85 questions, and 510 valid questionnaires were collected. The reliability of all 17 components is higher than the average of 0.8, which effectively confirms the high reliability of the questionnaire, indicating that all 17 related factors are positively correlated to ensure the authenticity and validity of the data.

Table 4 Analysis of Relative Reliability of Five Related Universities

Sample size	Number of items	Cronbach
510	84	0.981

A total of 17 parts, 84 questions, and 510 valid questionnaires were collected regarding the comparative factors of five universities. The reliability of all 17 components is higher than the average value of 0.98, effectively confirming the high reliability of the questionnaire, indicating that all 17 related factors are positively correlated, ensuring the authenticity and validity of the data.

The path analysis, structural modeling analysis, etc., led to the conclusion that all seven hypotheses were valid. H1: Research on the Relevant Factors of Marketing Combination Strategy on Innovation Management Strategy. H2: The marketing mix strategy has a positive correlation with business performance through data research and evaluation, resulting in effective and positive effects. H3: The influence of competitive advantage on innovative management strategy In this study, there is a positive correlation between product innovation and market innovation. H4: The impact of competitive advantage on corporate performance. Effective innovation to improve the performance of private colleges and universities can effectively compete with enterprises. H5: The influence of service quality on innovative management strategies The innovation of services, that is, the reliability of private vocational colleges, can effectively improve and innovate marketing strategies. H6: The impact of service quality on business performance. One of the important marketing strategies in private vocational colleges is that service innovation can promote the better development of private vocational colleges. H7: Measure the positive and direct impact of standard innovation management on business performance through survey and research data analysis.

## CONCLUSION

The actual marketing mix strategy, service quality, competitive advantage, and innovative marketing strategy of private higher vocational colleges and universities in Hunan will have a positive impact on the business performance of the school. Taking into account the actual situation of each university, suggestions for improvement are made in the following aspects: Taking into account the actual situation of each university, suggestions for improvement are made in the following aspects:

(1) The charging policy of private colleges and universities is based on self-financing of education, and the charges mainly reflect the price of educational services. In recent years,



public colleges and universities have been expanding their enrollment, and private colleges and universities have become increasingly tense and competitive in terms of student supply. Fees have been declining year by year, and are now comparable to, or even lower than, the cost of training college students. This directly leads to the low quality of education in some schools.

(2) Schools have established incentives, subsidies and exemptions to go with their fee-charging policies; they have set up a scholarship system; and they have implemented a tuition fee exemption and reduction system, a student loan system, and a work-study system for students who have both good academic performance and excellent performance, excellent student cadres, and students with special difficulties.

(3) Employment Salary: Graduates of private colleges and universities are mainly employed in positions such as marketing and sales, first-line technical operation, etc. The applicability is very obvious. Compared with public colleges and universities, graduates of private colleges and universities usually have more pragmatic salary expectations, and their salary requirements are significantly lower than those of public students, which greatly reduces the difficulty of employment.

(4) School staff engaged in graduation employment guidance should collect as much employment information as possible for students to help them understand the employment situation, employment policies, and methods of choosing a career.

(5) They should be good at combining their own professional strengths, character traits, interests, and career planning to choose suitable employment units. At the same time, schools need to develop new specialties and open up niche markets to attract students to enroll in the program and increase the number of students, thus enhancing the school's business performance

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