

Increasing the market share in German language courses



Sanne Stes
10019340
ES4

Supervisor: Mr. Harris
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Preface

This final thesis is written as a part of the European Studies programme of The Hague University. The subject of this thesis is related to an internship at Study-Globe which was done during the programme of European Studies. Study-Globe is selling education abroad, with a separate department focused on language courses in other countries. During the period at this company it was noticeable that one language is more popular than the other language. Therefore, the decision was made to use an topic which was related to the popularity of these language courses.

When having a look at the popularity of language courses one can see that there is one language in particular lacking in bookings. Therefore, this report contains more information about how to increase the market share of German language courses. The internship at Study-Globe made it possible to gain valuable information and observe the current market. Therefore, thanks to Study-Globe and the customers for all the information gained during the internship. Due to the personal contact with the customers it was possible to learn more about them and observe their behaviour.

Since the German language is often used in daily business life, whatever the outcome of this report is German is still necessary to learn for a specific group of people.

Sanne Stes

Rijen, January 2017

Executive summary

The purpose of this report is to conduct a research for Study-Globe in order to gain more knowledge about the lack of popularity for German language courses. Consequently the central question of this report is ***"How can Study-Globe increase its market share in German language courses in the Netherlands and Belgium?"***.

In order to answer the central question several research methods are used. The main methods used in this report are desk research, observations and a survey. Via these methods valuable information was gained about the competitors, the customer and the language itself.

The main competitor is a German language course given in the Netherlands instead of abroad. This due to the fact that these courses are cheaper for the customer. Mostly customers do not have to pay for accommodation, because they can remain at home and travel to the course each day.

Another important aspect is that Study-Globe focuses on the target group from 16 years and older and mostly the group of young people who are still going to school. For the German language, research showed that it is more important to switch focus to young professionals who recently graduated, started job hunting or are working. This group often knows when they need the language in daily business life and are therefore more willing to pay for a course.

This does not mean they have to forget their second target group for other language courses. They only need to be aware of the fact that the German language should be more promoted amongst the people who are already working and use minor adjustments when there is an opportunity for other target groups. The main thing of the company is selling language courses. Currently the focus is still on young people who go to school, while they should try to reach business life more. When reaching this business life, German will be a more chosen language.

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Introduction

In the past decade, the German Language as a course has decreased in popularity. Since the 90s, the number of students who chose the German course at school decreased by one third (Kolthof, 2015). This phenomenon is not only known at universities, also companies such as Study-Globe that organises language courses has problems with selling the German language. For that reason this research report is conducted.

Throughout this report one can gain more knowledge about the current position of Study-Globe on the market and how they could improve their business. Even though German is not that popular amongst the Dutch and Belgium population, the language is still important in daily business life. One of the most important reasons for learning German is one's career or business possibilities. Germany is the Netherlands' most important trading partner. Doing business with this important partner is a lot easier when one masters the German language (FindCircles).

Consequently, it should be possible for Study-Globe to increase their sells when it comes to German language courses. Therefore the central research question of this report is; ***"How can Study-Globe increase its market share in German language courses in the Netherlands and Belgium?"***. In order to answer this central question, the following sub-questions have to be answered.

- What is the current market position of Study-Globe?
 - What does the assortment of Study-Globe look like and are there any opportunities to extent this assortment in order to achieve better sales?
- Who are the competitors of Study-Globe?
- What is the main target group of Study-Globe?
 - What are the needs and wants of potential clients?
 - What is the purchasing pattern of a client?
 - Is the target group different from the target group of other languages?
- What sort of communication will be the best to reach the target group of German language courses?

As a conclusion the central research question will be answered and the company should have more clarity on the German language courses. One should understand why the German language courses are lacking in sales and what a company can or cannot do about it.

Research methods

In this report different research methods will be used. One of these methods will be the qualitative method. This method will be used to obtain more information about the customer through a survey and observation. This method is a part of field research and will give a clear image on how the usual customer of a language course behaves and what their interests are. The survey will mainly be used to get insights on how the customer thinks and what important is for them. Through this way the company can keep the most important outcomes in mind when promoting their courses. The observation part is used to see how the customer behaves and what is preferred the most without asking specifically. This field research is done during the internship at Study-Globe.

First desk research will be conducted in order to gain information about the current market and the future market. In addition the observation tool is used. During the internship period, it was possible to gain a lot of knowledge directly from the customers. The possibility to find out which languages were popular and which requirements the customer had presented itself and it turned out that the German languages was not one of the popular languages.

Furthermore, research was done within a German company at an office in the Netherlands. Through the observation at this company it was possible to see if the language is indeed important or not in working life.

The results of these methods will be incorporated into this report and will be presented during a presentation. Within this report additional explanation, figures, tables and graphs will be will be provided. Through this way the report will give a clear picture of the opportunities for the organisation when it comes to the German language courses abroad.

The company

Study-Globe is a company specialised in studying abroad. The company provides support during the entire educational journey. Besides offering studies and a high school period, Study-Globe also sells language courses abroad. This means that customers are travelling to a destination where the language, which they want to learn, is spoken by the inhabitants and where customers can follow a language course and get acquainted with the culture.

History

It all began at Stagehuis, which was founded in 2006 and started as a small company. They helped students find an internship in foreign countries. The founders of the company experienced how hard it was to find an internship abroad. They wanted to help students with the same ambitions. Therefore, they developed a network with several foreign companies. Through this network they found internships abroad for students (Stagehuis).

After a period of time the founders noticed that not only internships were appealing to the market, also to study abroad became more popular. Therefore, the founders of Stagehuis established Study-Globe, a company who is offering several different possibilities to follow a course in another country. Nowadays Study-Globe is offering potential clients to study all over the world, from the United States to Australia to just around the corner in Germany. One can follow a complete study at an university abroad, follow a high school period or participate in a language course.

Mission

The mission of Study-Globe is to help potential clients creating an unforgettable experience in another country while following an educational path. Study-Globe works together with the client to find out which destinations and studies suits that specific person best. This way Study-Globe guarantees an unforgettable time. By helping people organising their adventure, Study-Globe aims to simplify going abroad without hesitations (Study-Globe).

Vision

The vision of Study-Globe is to learn a language from the mother tongue. When surrounded by the people who have German, for example, as a mother tongue, one will learn the language properly. Additionally, this makes learning a language much more fun than in a simple classroom. Learning a new language does not automatically give the confidence to speak. Being in the country where the language is spoken makes one do their best to try to communicate, even though they are unsure about their skills.

Another advantage of following a language course is the opportunity to learn more about the country. Its culture, community and other international students with different backgrounds.

Therefore, Study-Globe feels it will benefit a client more when going to the place where the language is spoken instead of learning the language at home (Study-Globe).

Product range

As previously described Study-Globe is an organisation which is focused on education abroad. Potential clients contact Study-Globe about different types of educational courses. There are three services Study-Globe offers; study at an university, doing a high school period and several language courses. This report is about languages courses and focused on the German language.

There are many different choices a potential client of Study-Globe can make. First, the client has to decide which language they would like to learn. Secondly, they can choose between several places to go. Study-Globe thinks it is important for the customer to learn the language at a place where the language is the mother tongue. Besides choosing a language and a place, the company needs to know for how long the client wants to go abroad and what their budget is. With this information Study-Globe tries to find a language course which suits the client the best.

As mentioned before Study-Globe offers different languages at many different places. The languages Study-Globe offers are English, Spanish, French, Italian, German, Polish, Chinese, Japanese, Turkish, Korean, Portuguese, Russian and Arabic. One could go to the United States for studying English or Japanese in Japan. It's the students' choice.

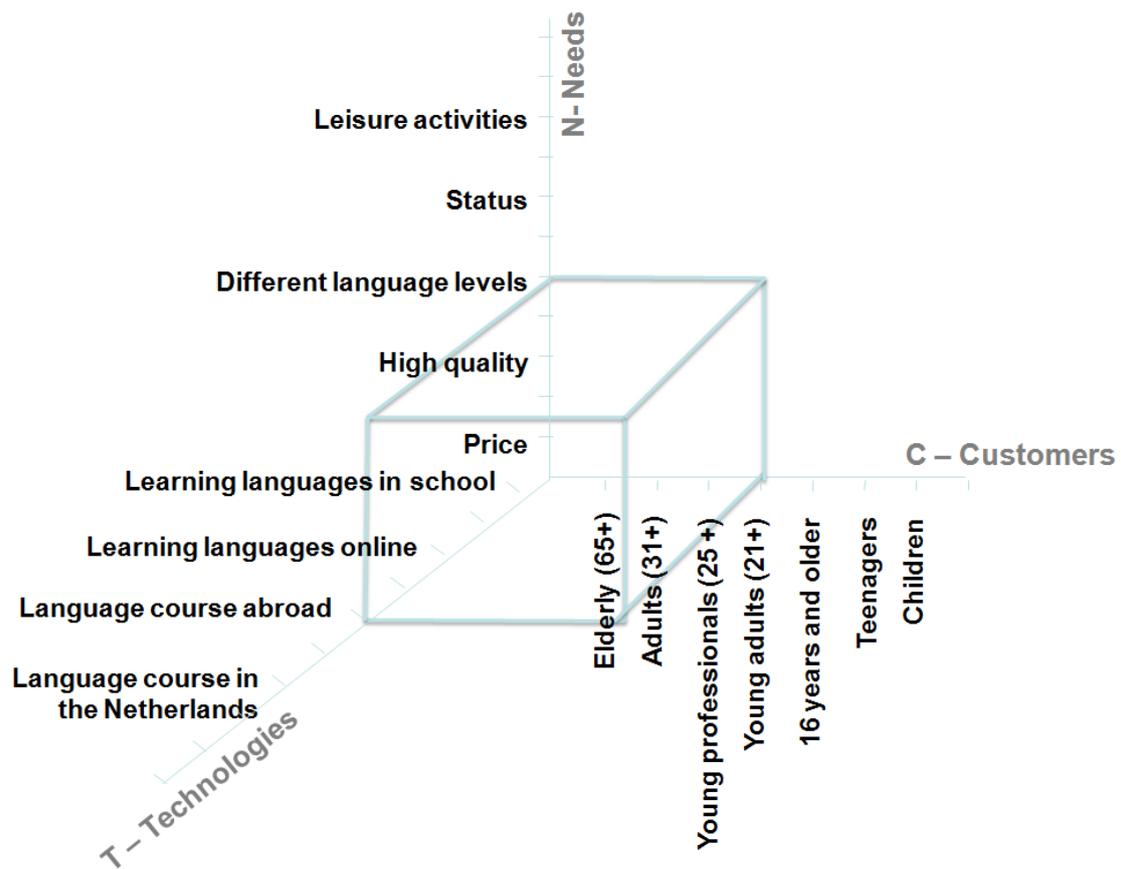


When looking specifically at the German language courses, it is noticeable that this language is only offered in Europe. One can choose to go to Germany, Austria or Switzerland. Within these countries the client can choose between different language schools. Study-Globe has a lot of different business partners and can consequently offer clients different. For the German language one can choose between DID, Actilingua, Education First (EF), GLS, TLG, LSI and Humboldt Institut Konstanz. The differences between these schools is mainly the place where they are situated and in which country Study-Globe cooperates with them. For example; Study-Globe is doing business with DID in Berlin or Frankfurt, however with EF they are mainly sending clients to Munich. The client can choose which school suits him or her the best and Study-Globe advises and helps with the decision (Study-Globe).

Market description

Abell

When an organisation requires a better understanding of their work environment, one could use the Abell model. With this model we look at what kind of technologies are used and how the company is responding to the market. Additionally, it defines the market and shows in which area the company works (Creative Creation). See below the Abell model for Study-Globe, focused on the German language.



External analysis

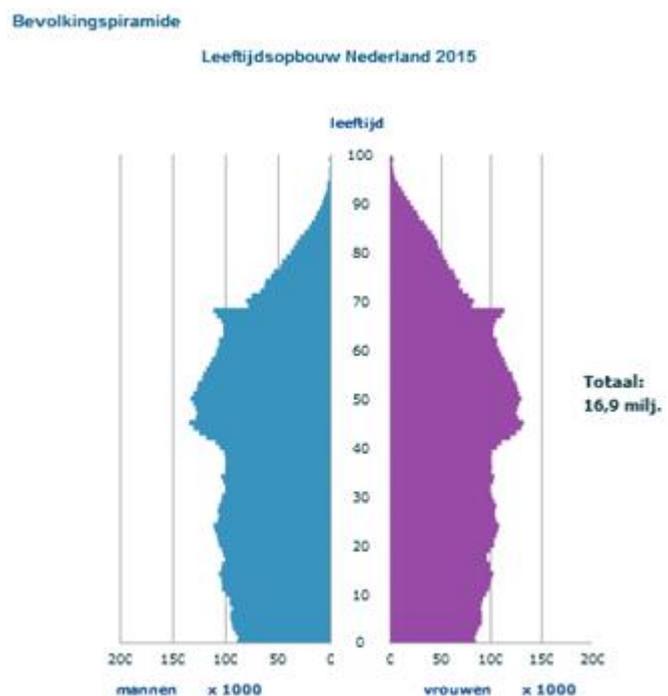
DESTEP

DESTEP is an analysis which consists of several factors. These factors reflect the external environment of the company. Each character of the word DESTEP represents one of the factors. The factors consists of the following criteria; demographic, economic, social/cultural, technological, ecological and political. By using the DESTEP analysis the company can effectively make use of the opportunities and threats caused by the external environment (Muilwijk, DESTEP analyse).

Demographic criteria

The Dutch population is growing every year. Moreover, it is striking that especially the older generation increased enormously in recent years. It is expected that the coming years this trend will continue as well.

Study-Globe is a company mainly focused on the younger generation. Therefore, their target are students and young professionals in the age range between 16 and 30. When having a look at the population pyramid (figure 1), one could see that this group of people in the Netherlands is significantly smaller than the older generation



Ontwikkeling aantal inwoners 17 tot 26 jaar per gemeente

2012 - 2025

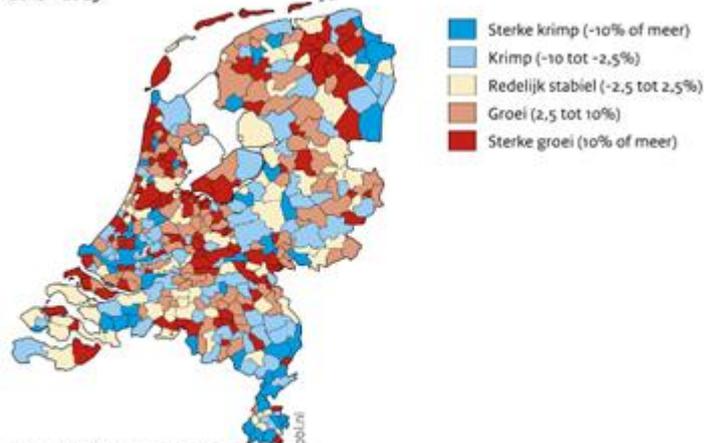


Figure 2. (Infographic, 2013)

smaller than the older generation (Bevolkingspiramide). This affirms that the target group of Study-Globe is smaller than when the company would target the older generation.

More important is how the population will change over the coming years and especially the young generation. When looking at figure 2 one can see that the number of 17- to 26-year olds in the

Netherlands are slightly going to increase. This increase is so small, that the number of the age group in 2025 will almost be the same as in 2012. However, this will be different in each region. As one can see the growth of this group will occur particularly in the larger cities and the towns around those cities. Especially in the rural communities a shrinking of this age group will appear until 2025. From 2025 till 2040 the group of 17- to 26-years olds shrinks in most municipalities, this is mainly due to a nationwide decline (Infographic, 2013).

When having a look at the Belgium population in figure 3, one can see that it is quite similar to the Dutch population. This means that the older generation from 40 years and older is more represented than the younger generation in the age range between 16- to 30-years (Statistics Belgium, 2013). Furthermore, these statistics show similarities. One can also

Structuur van de bevolking volgens leeftijd en geslacht: leeftijds piramide

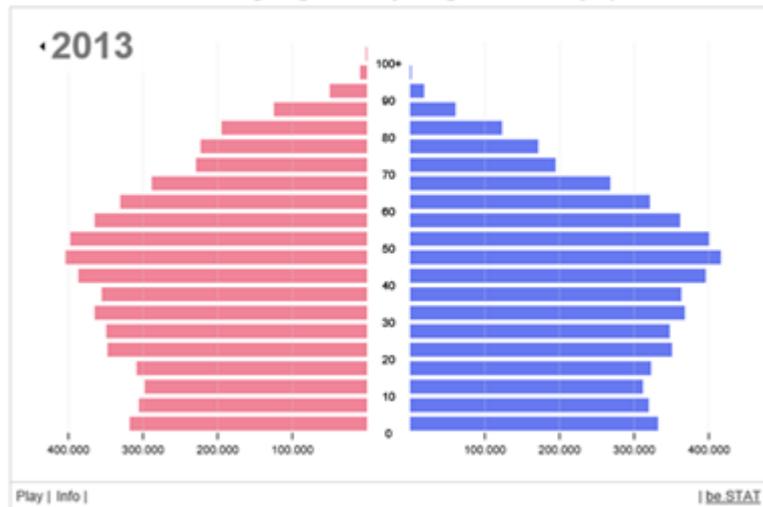


Figure 3. (Statistics Belgium, 2013)

see that the difference between the age groups is smaller in Belgium than the differences between the age groups in the Netherlands. In the near future this difference between the age groups in Belgium will even get smaller. Noticeably, in Belgium the population will grow which is similar to the Netherlands.

Economic criteria

After several years of dealing with the economic crisis, the Dutch and Belgium economy is slowly growing since the end of 2014. This growth will continue in the upcoming years. In the Netherlands the CPB (Centraal Plan Bureau) expects that the Gross Domestic Product (GDP) in 2016 will grow with 2.4 percent (Nu.nl/ANP, 2015). Apart from the increase of the GDP, it is also expected that the Dutch economy will grow with 1.8 percent till 2021. (Nu.nl, 2016).

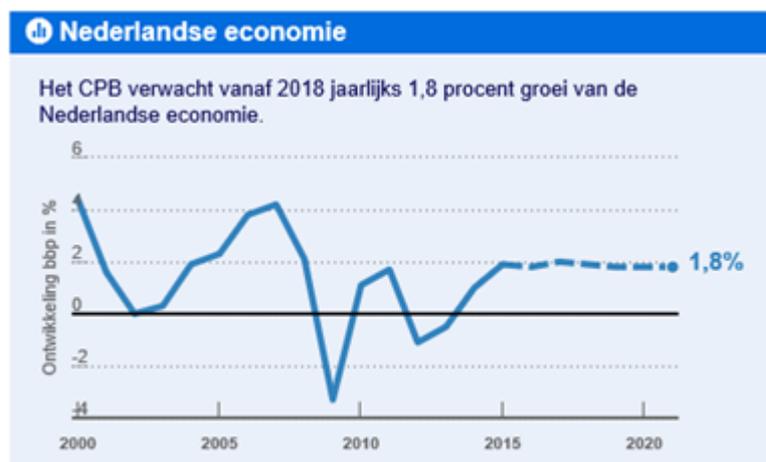


Figure 4. (Nu.nl, 2016)

In addition, the unemployment rate will fall steadily. It is expected that the unemployment rate will reach 6.6 percent in 2016 and in 2021 it is expected that this rate will decrease to 5.5 percent. Partly due to the decrease of unemployment and the improvement of the economy, consumers will slowly regain trust and confidence. This will allow the purchasing power which dropped sharply, to slowly increase again. The working population in particular will gain more purchasing power. However, the pensioner and the people who receive benefits will have less purchasing power. In the more distant future, it is expected that such income inequality will only increase more and more (Nu.nl, 2016).

In comparison to the other countries in the euro zone the Netherlands and Belgium are

Groei BBP

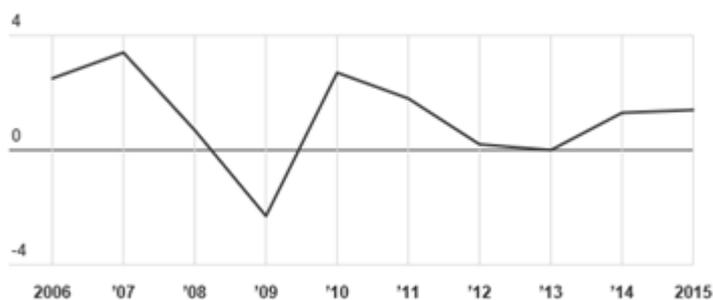


Figure 5. (redactie (HLN.BE), 2016)

behind on growth. In 2011 the increasing economy in Belgium seemed to go faster than in most other EU countries. After a few years of enormous unexpected growth this changed and the economic growth dropped again (redactie (HLN.BE), 2016). Since, this year Belgium can speak of

growth, however this does not mean that the GDP and the purchasing power in Belgium is growing as well. Since, the beginning of the crisis the purchasing power of the families in Belgium was targeted and lower than usual. Nowadays, the pressure on the purchasing power is caused by the fall in oil prices and therefore also the wages of the Belgium population (WIn, 2016).

The amount of money that people will spend is important for selling language courses. Since the crisis the purchasing power has dropped as said before, which means that the population is more careful with spending money. They will still buy the necessary items such as food, clothes etc. Going abroad, however, will be different. People will think twice before booking something such as a language course. They are

Bestedingen van huishoudens naar inkomensgroep, 2013*

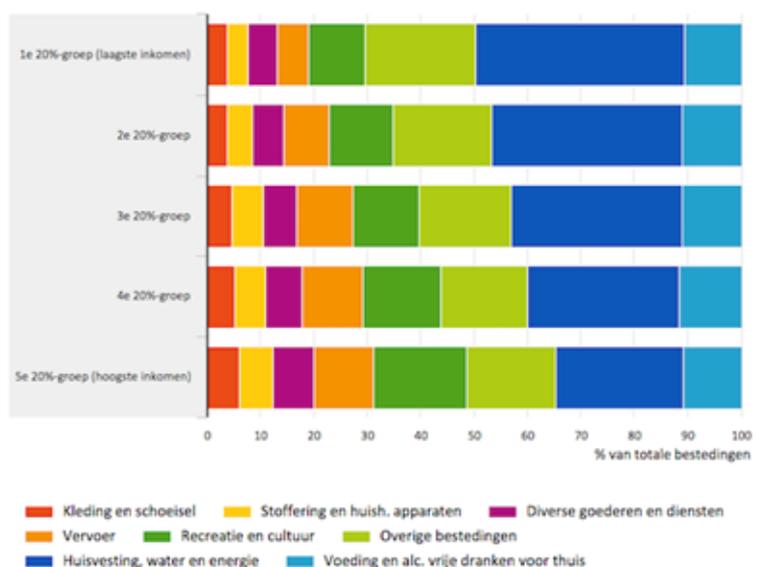


Figure 6. (Dijkman, 2015)

more conscious about what they are willing to spend. Therefore it is beneficial for the travelling market, such as education abroad, that the confidence of the consumer is rising. In figure 6 one can see how people spend their money, the table is based on the income of the population (Dijkman, 2015).

Social/Cultural

Sometimes it is said that the Dutch are known for their greedy behaviour, however this is not completely true. The Dutch are basically generous people who like handing out a tip, especially as a guest. It is true that the Dutch population are real savers, this is because they would like to hold something extra as a reserve for emergencies. Besides savings, there are other aspects that are typical Dutch, according to neighbour countries. One can think that they are straight to the point, tolerant, real traders, however also cultural and a lot of them have the ability to speak several foreign languages in a proper manner. The last two aspects indicate that the Dutch population is open to learn a foreign language and that they are willing to learn this abroad as well. (Maresa, 2014)

In addition to the aspects pointed out by our neighbours, Dutch people could say that they are really keen on travelling. The average a Dutch inhabitant will travel is at least once a year, this could be a short or long vacation. However, it is noticeable that since the economic crisis people are more conscious about their money and therefore more often choose the less expensive holidays. Nowadays, given the economic growth of the recent periods, the Dutch became eager to travel more and more (Visser, 2016).

Technological

The past few years there have been enormous technological developments. For example, one cannot live without the internet anymore. This development is something we could not imagine years ago. The beginning of the internet started over more than 50 years ago and was used as an governmental weapon during the cold war. After years of development, it became a mean of communication and today we use the internet for almost everything. People all over the world often cannot imagine a life without internet. Besides it is evenly hard to remember a life with a mobile phone, tablet or a laptop without this tool. (History.com, 2010)

Internet in particular has a huge influence on human daily life and certainly in education too. Contemporary, internet is used as a tool to teach people something, such as languages. Online learning is for example a trend that has increased dramatically in the recent years and will continue to grow in the coming years. Learning environments online especially for students is a tool which is nowadays often used by schools. This allows children and other people to learn in a fun way. Besides they can decide to learn at school or at home.

In addition, social media is of course a tool which has become hugely popular in the recent years, particularly amongst the youth. Therefore, it is an easy tool to use when it comes to learning. Social media such as Facebook creates for example a convenient platform for both student and teacher to communicate and make appointments with one another. Also the use of videos is immensely popular to use throughout social media. Lessons can be uploaded online on websites such as YouTube. The student can go online and follow the video lessons online at a time they prefer.

The above developments are influencing people in the way they would like to learn a language and therefore the bookings of language courses abroad. The reason why people could easily choose for learning a language online are the costs of the courses. Learning online is generally cheaper than going abroad for a period of time. However, learning a language is often much easier to learn in the country where the people actually speak the language. As a result, language schools often choose to use the internet as well. Language schools often have their own social online platform. On these platforms future students can meet each other in advance of their trip and learn the language from those other people who are mainly from other countries. In addition, these platforms often offer the opportunity to take online classes and exercises. One can do these classes before they go abroad and after they are back. This way one could always keep the language they learned up to date. In short, despite the internet which became extremely popular for learning, people will still travel and combine this with learning a language course.

Ecological

The Netherlands has a maritime climate. This means that the winters and summers are mild and that one can expect rainfall throughout the year. This ensures that the weather is very unpredictable and the summer can look like it is autumn and spring could give one a true summer feeling. (Klimaat Nederland)

This environment ensures that people would like to plan a trip to another country to be sure that one will have a summer climate. Therefore, one could easily make the choice to combine learning a language at a place where this summer weather is guaranteed. Besides, Dutch people are keen to travel as said before and like to see something different than the Dutch environment which is reasonably flat.

Political

Foreign languages are increasingly being taught in school. In most European countries learning two foreign languages for at least one year is compulsory. As one could expect the major world language, English, is dominating. Often children start to learn another language at a young age. In the past, the student was older and often started learning a foreign language when they went to high school. Today, the age when children start to learn other

languages than their mother tongue, is between six and nine years. Within many areas English as a first language is seen as a liability, followed by German and French. Also, languages such as Spanish, Italian and even Russian are becoming more and more popular. Another influence on which language is popular, is the location of a country. For example more Bulgarians will learn Russian opposed to the Dutch population (TVCN, 2012).

When having a look at the German language within the Netherlands one could say that worries are necessary. Since the mid nineties, the number of students taking German classes dropped dramatically. This while Germany is the main trading partner of the Netherlands, with around 169 billion in 2013 according to the CBS. Many Dutch companies are doing business with German companies. In fact there are quite a number of German firms which are situated in the Netherlands. These companies need employees that have mastered the German language. Therefore, the importance of the German language should not be underestimated. Even though Germans often master the English language, this language is not often accepted as a language of communication when doing business in or with Germany. For this reason, it can help one to find a job when mastering the German language.

Therefore many people believe that mastering the German language is a must. Politically as well as in business terms, there are many benefits when one masters the German language (Beek).

Competitor analysis

Porter's five forces

This model is a strategic model based on five components that reflect the attractiveness of a market. For an organisation, this clarifies what is happening in the market and what is currently appealing. The degree of competition can be determined through this model. When a company is well known with their strengths, they could adjust their planned strategies to it (Muilwijk, Porter Vijfkrachtenmodel). See below the five strengths, including an explanation in connection with Study-Globe and the German language.

➤ **The power of the supplier;**

In this report the language schools will be seen as a supplier of Study-Globe. As previously said, Study-Globe can offer different language schools to the customers. These schools offer different languages and different types of education with a varied amount of lessons and hours. Thus they try to keep a wide range of products. However, they do not have their own language school. This ensures that they dependent on their supplier. Therefore, when the supplier raises the price of

language courses, Study-Globe will automatically pass this on to the customer. This shows that these language school are really powerful.

Another issue is that language schools often sell their own language courses as well or other companies, such as Study-Globe, are selling them too. This makes the power of a language school enormous and therefore it is important for Study-Globe to maintain close contact with the schools. This way they have the possibility to provide the best possible service to the customer. Despite this power of the language schools, Study-Globe has a lot of choices by working together with many different language schools. Therefore the company has more opportunities and they can give the customer a choice. When a cooperation between a school and Study-Globe is strong you will notice that this increases the sales of the specific language school.

➤ **The power of the buyer**

The power of the customers is significant. Not only the costs of a language course abroad are important, the feelings of the customer plays an important part in the deciding process. There are many organisations such as Study-Globe and therefore the choice is difficult. Most customers take money into account when deciding which school and organisation they should choose for. Another important aspect to take into account is what a language school is offering for a specific price. For example, is it possible to do 20 lessons a week or is more possible as well? Or is it possible to take lessons in a higher level or is it only for beginners?

Often the customers search for languages courses online and there they can find Study-Globe. It is completely normal and it happens a lot that the customer him or herself is contacting Study-Globe. They mostly have questions about prices and possibilities. When noticing that one found the exact same language course at another company, Study-Globe has the policy to be the cheapest and therefore offers the same price. This way Study-Globe ensures that the price should not be an issue. In addition, when one is booking a language course for only one week the price will be higher in comparison to booking for a couple of months. And not only the length of the period is important when it comes to pricing, also the date plays a huge role. However, in the end the feeling one has with the employees is the most important part in the deciding process. Even though one could be the cheapest, this does not mean they have the best service or possibilities.

In the end, it is the customer who decides what to choose. This can be any school through any organisation.

➤ **Threat of substitute products**

There are many other possibilities for a customer when it comes to doing a German language course abroad. Often the young generation has the possibility to learn

different languages at school. Since students already pay for school, it is cheaper to follow language classes in school when possible. However, one could not compare these lessons to a language course. These courses are especially focused on learning a language and one does not have to learn any other subjects as well.

Other competition are the language courses which are offered in the Netherlands. During these courses the language is often taught by someone who is fluent in German. For this reason the lessons are compatible to the lessons taught abroad. The customer does not have to travel for this course and therefore they do not have to spend much on travelling and accommodation.

Next to learning German there are many other languages which could be learnt. This means there is competition from these other languages as well. The last few years the popularity of the German language is pushed back. Other languages especially English, Spanish, Italian, French and Chinese became more and more attractive to learn.

➤ **Internal competition of new entrants;**

The market for language courses and organizing those courses is competitive. The customer will easily choose for another organization when one is not satisfied with the price and conditions of the course. Mainly pricing will be the reason for selecting a service. Entering the market of language courses as a new company is a risk and a threat for Study-Globe. One could easily sell a language course from home, the most important part is having connections. As long as someone has those connections they could sell language courses online. However, this does not mean every new company will be competition. As said before having connections plays a key role in this business. Study-Globe is active for many years now and they have good contact with a lot of language schools and with a lot of potential customers. This makes it possible for a company such as Study-Globe to provide a high quality of service.

Next to communication with the language schools, having experience is important. With Study-Globe a potential customer can be sure that they will have contact with someone who has been abroad. This could be for an internship, backpacking or education. This previous experiences of the employees of Study-Globe creates a connection between them and the potential buyer of a language course.

In conclusion, other companies entering the market is a threat. However, with keeping the market in mind the good contact with the language schools and the many years of experience abroad, Study-Globe makes sure they are a threat to the competitors as well.

Distribution analysis

The distribution analysis is used to see the influence of distribution on the company strategy. This analysis gives a overview of how distribution is done. It can give the company feedback on how to improve this, and where the threats and opportunities are. When making a distribution analysis different aspect will be taken into account. These aspects are the distribution manner, distribution function, distribution forms or position and distribution concentration (Mulwijk, Distributieanalyse).

The manner of distributing a language course is similar to booking a holiday at a travel agency. However, one could go to a travel agency who is specialized in the area of language courses. Booking these courses could be done via different ways and depend on the customer. One could choose to book online, through e-mail and even by phone. It is also possible for the customer to go to the office of Study-Globe for a meeting. During this meeting different language schools and possibilities are discussed. As soon as the customer has decided, they can immediately book their experience abroad.

In the past few years the situation changed and more and more customers book their language course online. This mainly happens through e-mail, because people still would like to have the feeling that they talked with someone.

During the internship with Study-Globe, it was possible to observe the customers. Noticeable during this observation was that the customer likes to build a connection with the person from the company. Whereas nowadays they are satisfied with having this connection via phone or e-mail. The phone is often used to confirm what the customer already knows, these customers just want to be sure before booking through the e-mail. It was noticeable that language courses were mainly booked through e-mail while this was less the case for studying abroad. The expected amount of time spending abroad was the main reason for this. When someone was planning to go abroad for a long period, more information is required and the customer preferred a visit to the office.

In conclusion, the manner of communication will be adjusted to the customer and is mainly arranged online. When one is choosing for a long period abroad or for an expensive course, a personal meeting is preferred by the customer.

The distribution of language courses is used as a marketing function. Because of the several moments of contact between Study-Globe and the customer, the company can provide the customer with the perfect solution abroad. In order to create these contact moments and the possibility to give all the information about the school, communication with the supplier is important. Therefore, Study-Globe should maintain these good connections with the language schools.

Many competitors use the same distribution channels and are selling a lot through the internet. In the future this will not be different. A company such as Study-Globe has to make

sure that they provide the best service and the best communication possible between the customer and the language schools.

SWOT analysis

Following the internal and external analysis, one could identify several areas where there are opportunities or threats. Additionally, one can mention the weaknesses and the strengths. Explaining these opportunities, threats, weaknesses and strengths will be done in the SWOT analysis. This SWOT analysis is used to determine what the strategy of the company is going to be. Thus, one can focus on the strengths and try to use these as a chance or one could be aware of the weaknesses and be prepared for potential threats. See below (figure 8) the SWOT analysis of Study-Globe which is specially focused on German language courses. (Mulwijk, SWOT-analyse)



(Figure 8, SWOT analysis)



Study-Globe is like said before an organization with many possibilities in the area of language courses. One could learn many different languages in another country. Also, when it comes to German language courses Study-Globe can offer different language schools at different places. This can be seen as a strength because this offers the customer the possibility to choose. This means they can choose what fits them best and if necessary the company has the ability to have a lot of personal contact with their customers. Another strength is that there is close contact with the language schools, which makes sure a great service can be provided.

At least the customer does not have to look any further if they want the best price. Study-Globe namely offer the best price guarantee, which means if the exact same language

course is cheaper somewhere else they will offer the same price to the customer. Through this way the customer can enjoy the price and the service of the organization.

The German language is getting less and less popular each year. Students often choose a language which is more spectacular and sounds nice. English is still the most frequently chosen language for a language course. During the period at Study-Globe it was noticeable that also languages such as Korean are

getting more and more popular. Often the German language was only chosen when young professionals found out they needed the language in their daily business life.

A company as Study-Globe does not only have competition from companies who are offering similar language courses abroad. Some of the biggest competitors are organizations who are offering German courses in the Netherlands. This competition is huge because often this is cheaper than going abroad. The weakness of Study-Globe in this case is that they often are much more expensive. This is mainly due to housing expenses.

Study-Globe does not have its own language school. This is a weakness because at this moment they have to rely on the connection they have created with existing language schools. Competitors such as Education First are a big threat, since they do have their own language school and only have to rely on themselves. At the same time, not having an own language school means they can offer a wide range of options to the customer which is a strength.

Weaknesses

Other languages
Competition in the Netherlands
No own language school

Opportunities

Different locations
Promotion
Economy
Business life

Nevertheless, Study-globe offers many possibilities in terms of different languages and different destinations, the number of destinations for German language courses differs enormously in comparison. The reason is because the organization would only send people to a destination where the language is actually spoken. This makes it more difficult since the German language is less spoken in many different countries. In Europe therefore only remain a few possibilities, however there are definitely opportunities to further expand the range there in. For example, currently there is only one place in Austria a customer can go to. The same counts for Switzerland, while there are many more great places in these countries to see.

As said before the popularity of the German language has decreased enormously the last few years. Study-Globe has the possibility to make more promotion, hence to create more attractiveness to the language. However, the economy plays a huge part. The Netherlands is

just recovering from the economic crisis and this is noticeable. The customer is still hesitant. However the purchasing power is slowly increasing and customers are starting to purchase more expensive product again. Study-Globe has to take this into account and make sure the customer is willing to pay for the language course.

Business life is a great opportunity for Study-Globe. The German language plays an important role in business life. There are many companies in the Netherlands who are doing business in Germany or even have their head office in Germany. From own experience (working for a German company in the Dutch office) it could be said that speaking German will definitely help. The German colleagues are more willing to help when knowing one masters the German language. Therefore, there are many opportunities for Study-Globe in business life, thus focusing their promotion on these people could increase sales.

The threats for Study-Globe and mainly the German language is in particular the English language. The English language is the most spoken language between people from different countries and in international environments. Many Germans master the English language as well and a lot of people know this. However, one should be aware Germans are willing to do a lot more when one masters their language. It is tricky since a lot of young people know German people speak the English language and therefore they think they do not need the German language.

Threats
English (other languages)
Language schools
Economy

Not only other languages are a threat to the German language courses. Schools have a influence on the price and the amount of contact with Study-Globe. This means that Study-Globe has to rely on them, which could go wrong. Nevertheless, at the same time if the partnership is going well there are a lot of opportunities.

The last threat is the growing economy, decreasing unemployment and increasing purchase power is definitely an opportunity for Study-Globe. At the same time it is also a threat. The economy is something a company cannot rely on and everything could be different next year. This means the company should take this into account and at the same time they have to make sure they make a profit from it.

The customer

In this part the customer will be discussed through a customer analysis. Segmentation of the customer will be used and it will be pointed out who will be the target group of the German language courses of Study-Globe.

Segmentation

The market can be divided in different groups of people with their own characteristics. Therefore, using segmentation of the market gives a clearer picture of the different groups which are quite similar to each other. For each separate group the same marketing mix can be used. Segmentation of the market is done by using different criteria's. Below one could find the criteria's with the segmentation suited to the German language courses of Study-Globe.

Geographic criteria

The target group of Study-Globe will mainly consist of people from the Netherlands and Belgium. The reason for this is because the company is established in the south of the Netherlands. This makes it easy to do business with both the Netherlands and Belgium.

Arranging a language course can easily be done through the internet, so normally it does not matter if one is living in the north of the Netherlands or in the south of Belgium.

The other reason for focusing mainly on those two countries is because these countries are doing a lot of business with the Germans. For this reason the German language is an important aspect on the market and the opportunities for these countries.

Demographic criteria

Study-Globe is an organization which focuses on the younger generation from 16 years and older. This generation has no problem with going abroad and leaving everything behind for a period of time. This is because normally they have less obligations. At the same time this is the same generation who are less attractive to the German language. Therefore it is important for Study-Globe to focus more on the young adults who are almost graduating or just started to work. This group will figure out the quickest if they need the German language in their daily business life. They probably have experience with the language from school and would like to improve it because they need it for their job. Often these young professionals do not have children yet and therefore can travel easily. These young professionals will be within the age range of 21 till 30 years old.

Socio-economical criteria

The company is going to focus on the group who has side jobs or who just started on the labour market. The main risk with this group is that they could have a student debt. If one has a student debt one often cannot afford to go abroad. Therefore, the target group are students

or young adults who have a side job or a job with a minimum student debt. Thus the focus will be on the students and parents with at least an average income. Otherwise most of the time a language course will be too expensive.

During the observation it became clear that most HBO students choose to do a language course abroad instead of MBO students. The MBO student normally chooses to do a language course when they found a job and know they will need it. Therefore the focus is mainly on the HBO students who are almost graduating and MBO and HBO students who just started to work.

Taking the labour market into account, Study-Globe will mainly focus on companies who are doing business with Germany or companies with their head office in Germany. Within these companies there are many people who could use the German language in daily business life.

Psychographic criteria

The types of people going abroad for a language are often people who like to travel, otherwise the choice for doing a language course in the Netherlands is easily made.

Often the customer who is choosing a language course abroad is a social person. They are capable to take care of themselves and are not scared to be in another surrounding. The perfect target group are young adults, because they often have more freedom and can go where ever they want.

Behaviour criteria

The customer of Study-Globe often has knowledge of the language already, before informing about the possibilities. They learned it at school and only master the basics of a language. A customer of Study-Globe is loyal, for example when booking a trip with Study-Globe they normally will book again with Study-Globe when they would like to do something educational abroad.

However the frequency of usage is not high, because the product is relatively expensive in comparison to daily groceries. Mostly a language course is booked once by a person, with some exceptions. The goal of each customer is to improve their language skills and combine this with a nice trip to another country where the language is spoken. Therefore, the service will be often bought once and will be used for quite a long time.

The most language courses will be done during the holidays and mainly the summer holiday. When someone is working already they mostly choose to go abroad just before or after these holidays. Going just before or after the holidays is a little less expensive.

Target group

In conclusion of the criteria above the target group of the German language courses of Study-Globe are the young professionals and students. These groups of people have less obligation towards family, partner and children. They have the freedom to go where ever they want. The age range will be between 21 and 30 years old. When they are younger they normally do not know what they want to do in the future and therefore often think the German language is not important enough. This last group is more likely to choose for the English language.

Next to age also business life is an important part. People working at companies cooperating with Germany are the people who will be targeted as well. The reason for this is because they expect from those people they master at least the basics of the German language.

Study-Globe in general will focus on different age ranges from 16 years and older. Due to this fact the company will have to deal with different segments on the market. Therefore, it is better to focus with the German language on a smaller segment. In this case the company will have to target the older generation and focus on the labour market. This is important since the language is often used in this market.

In conclusion, the target group are the people between the 21 and 30 who are just graduated or who just entered the labour market and could use the German language.

Strategies and objectives

To determine how to improve the status of the German language and the sale of German language courses, one will have to come up with a strategy. Next to that it is also important to set goals for a company such as Study-Globe. Through a confrontation matrix, one can identify possible strategies which can be used. The strengths and weaknesses as well as the threats and opportunities are linked (Knoot, 2014). Figure 9 shows the confrontation matrix of the German language courses of Study-Globe.

Confrontation matrix <i>Study-Globe for the German Language</i>			Extern							Total
			Opportunities				Threats			
			Different locations	Promotion	Economy	Business life	English (other languages)	Language schools	Economy	
Intern	Strengths	Wide range of products	++	+	+	++	+	-	0	+ = 7 - = 1
		Personal contact	0	0	+	++	0	++	+	+ = 6 - = 0
		Best price guarantee	+	++	+	+	-	--	+	+ = 6 - = 3
	Weaknesses	Other languages	0	+	0	0	0	-	0	+ = 1 - = 1
		Competition in the Netherlands	-	0	--	-	--	0	--	+ = 0 - = 8
		No own language schools	0	+	0	0	+	--	0	+ = 2 - = 2
Total		+ = 3 - = 1	+ = 5 - = 0	+ = 3 - = 2	+ = 5 - = 1	+ = 2 - = 3	+ = 2 - = 6	+ = 2 - = 2		

Figure 9. - Confrontation matrix

As one can see in the matrix above, one aspect can be stronger than the other one. When connecting these aspects with each other this becomes clearer. For example the wide range of products is an advantage and this makes sure that other possibilities will be used. The expansion of the product range of the German language is important in order to increase sales. The main issue is to extend the different places where German can be taught and selling to the business life is a great opportunity.

A lot of consumers had issues during the economic crisis as said before. In combination with the best price guarantee Study-Globe makes sure they can sell the language courses at the best price. They have to be careful since this could also be a threat. Study-Globe does not have their own language school and therefore have no influence on the prices. The language school practically can do with the prices whatever they want.

The biggest issue is the competition from Dutch companies who are offering German language courses in the Netherlands. Customers will have to pay less when staying in their own country. For example plane tickets are not necessary and most of the time accommodation is not necessary, customers can stay at home and travel to the course. Thus, it is important that Study-Globe keeps on searching for different locations where they can offer the German language courses. They could think about places just over the border, so people can live in their own homes and travel which makes it cheaper and easier for the customer. Furthermore, it is important to have great deals and good communication with the language schools. Through this way providing a great service is possible and prices could be minimized to a level more people can afford.

On the basis of the information above Study-Globe will be going to use the growth strategy for the German language courses. This strategy is based on the opportunities and strengths of the matrix. With the strengths of the company they can make sure they will use the opportunities. They have to focus more on one certain target group instead of the bigger market. And most important they will be searching for extra locations, so they can offer the customer a more extended assortment which will be more appealing (Mulwijk, Confrontatiematrix).

Marketing mix

The marketing mix is a combination of different marketing instruments, which can be used to fill in the marketing strategy of a company. Mainly this mix of instruments is used to increase the market position of a company. The different marketing instruments of the marketing mix are product, pricing, place, promotion and people (Stek).

Product

The first instrument of the marketing mix is the product. A product consists of several characteristic and features, which will be explained in this chapter.

Often the product will be divided in three categories. First the physical product, second the comprehensive product and the last one the total product.

The physical product is about the physical characteristics of the product, such as weight, measures, smell, etc. A language course is not touchable when buying it, one will go abroad and follow the course. This means the physical characteristics of the product are not that obvious as for example with a television. The most obvious feature of the language course is the language itself. One can choose between multiple languages such as English, French and German. The customer has the possibility to choose the amount of time one would like to go abroad. It all depends on the customer when booking the course abroad.

The comprehensive product is about the characteristics such as guarantee, delivery and service. Study-Globe tries to provide a high quality of service. This is done through good communication with several language schools. Study-Globe guarantees that students will have a great time abroad and as soon as there are any issues they will do their up most best to solve it. Because learning a language at the place where it is spoken and having fun is main key for Study-Globe.

Status and ease of use are elements from the total product. Booking a language course abroad these days is not hard. One could arrange everything from home and after the payment the journey can begin. However, the time spend abroad could be hard for anyone. One should create time and the possibility to go away. Therefore, a language course normally is not booked without thinking first. After deciding to do a language course, status could play an important role. Nowadays having status becomes more and more important to people. Doing a German language course abroad is more spectacular than doing the course in the Netherlands.

Another part of the product is the product mix, which consists of several subjects. Below each component will be explained;

Guarantee

A language course is not a product that can break like a television. It is a service and therefore hard to say when the company can offer guarantee to the customer. However,

Study-Globe and the language school have tests which should be done by the customer before starting the language course. Through this way they know what the level of language of a customer is. When knowing this they could give the customer the best advice in which language course to choose on which level. This way the company tries to guarantee the customer an educational and fun time abroad.

Service

The 3 forms of service are service before purchase, service during purchase and service after purchase. For a customer mostly it is important that a company provides a high quality of service. Therefore, Study-Globe tries to help the customer with organizing their experience abroad in the best way possible.

It all starts with choosing the language one would like to learn and deciding to which country one would like to go. For each language to each place counts that the language is spoken in the area. The employees of Study-Globe are always available for questions in order to help a customer decide which language course suits them. The customer has the possibility to call, send an e-mail, Skype or come by for a visit in order to gain more knowledge. As soon as the customer made the decision for a certain course, Study-Globe will provide them an offer. If the customer agrees with the offer, Study-Globe from that moment on will arrange the language course.

During the purchase the employee will tell the customer all the information needed. As soon as the language course starts Study-Globe will always be available for issues. If there is an issue they will try to solve this with the language school. If there are not any issues Study-Globe always will send an e-mail to be sure everything is fine and if the customer can give us an update about their trip.

After purchase and being back from the trip abroad, Study-Globe would like to know the thoughts of the customer. Therefore, an e-mail will be send in order to gain feedback of the customer. At the same time Study-Globe will offer the customer discount for a following language course or another trip with the company.

Quality

The quality of a language course is really important. Study-Globe offers different language schools with all a different quality. Important on this market is the combination of price and quality and also the amount of time spend in classes. The student mostly can choose by themselves what kind of course they will follow. One course will have more quality as the other one, even within the same language school. Study-Globe tries to offer the customer possibilities so they can make their own decision between higher price - better quality or lower price - normal quality.

Next to price in comparison to quality, also the person self is important to know. Sending a 16 year old to a school with only students from 21 years and older will not be appreciated by the 16 year old. Even though the quality of the course can be perfect in this case, the customer will not be satisfied.

In conclusion, it is really important for the company and the customer to communicate well in order to send the customer to the place which suits them the best. When the best place for the customer is found, mostly the quality will not be an issue.

Package

Services of course do not have a package like a television. However, in this case the language school is the package itself. The customer has to go to the school to get the course. When the school does not look nice on the picture in the brochures or on the internet, the student will probably pick another school. Therefore, it is important for language school to have a good appearance. Another important tool could be to offer great other things next to the language course. For example nice trips in the areas or a swimming pool at school. These extra features make it attractive for a customer to choose for an certain school. At the same time Study-Globe has to make sure they can offer these great schools to the customers.

Brand

Study-Globe is a company which more and more people starting to know. The reason for this is because they are working together with several well known language school. These language schools are known by the people and therefore when the potential customer is searching online for this brand they will find the website of Study-Globe as well. Even though Study-Globe itself is not the most well-known company, their partners definitely are. This makes it easier for Study-Globe to sell these brands and get the first contact with potential buyers. However, they have to be careful as well, as soon as they have issues with one of the schools they have to deal with them anyway.

Assortment

Study-Globe has a wide range of products. They can offer customers different sort of educations abroad. When looking only to the language courses, as one could see in the report before, the company offers a lot of different languages. These language courses could be followed in many different countries all over the world. The language mainly discussed in the report is German. Also a customer should make many decisions when it comes to this language. They could choose a place, the amount of classes, the level of classes and most important the school.

However, when it comes to German language courses more could be done. They for example could extend with other schools in more different places which attract students even more.

Pricing

The pricing of the language course is hard to explain. Each language school has their own prices and these prices are the same at Study-Globe. The way Study-Globe earns their money is pretty easy. For each sold language course the company gets commission which is discussed with the language school beforehand. Which means Study-Globe just offers the same price as the language schools can offer as well. The difference between booking with the language school and Study-Globe is that the customer is helped in their own language in their own country and could go to Study-Globe with their issues.

Due to this commission Study-Globe mostly tries to promote the language school who gives the best commission to the company. For customers this means they could get nice offers for these schools such as discount on their housing or an extra week language course free of charge.

Therefore, the main key for Study-Globe is the commission and the quality of communication with the school.

Place

The P of place is an instrument which should be called distribution. Companies have different distribution channels they can use. The direct distribution channel is the distribution in which the product or service goes directly from supplier to customer. Another option is the indirect distribution channel. This would mean that there is an intermediary between the supplier and the customer.

In case of Study-Globe one could say it is direct distribution, since Study-Globe is directly selling their service to the customer. However, the service then will be supporting customers in going abroad for a language course.

The language course itself is provided by the language schools. Which means, if one is talking about the service of providing the language course, the distribution channel is indirect. This is because Study-Globe then acts as an intermediary between language school and student. So, in this case, Study-Globe is the intermediary for the sales of German language courses from different language school.

Besides these two channels the company has also the possibility to choose between the push and pull strategy. In which the pull strategy means the company pulls the product or service through the distribution channel. This could be done by advertising for certain products of the assortment.

However, Study-Globe uses the push strategy. This means the product or service is pushed through the distribution channel. When a customer is getting in contact with Study-Globe the company is trying to sell the language school which they have the best contact with and of course get the best commission of. Mostly these schools will be highlighted to the customer, not only by phone and e-mail, also through the website. Through this way they are pushing the customer to buy a certain product or service. This tool easily could be used to highlight the German language courses as well.

Promotion

Promotion is a tool which a company should use to find a way to communicate and stimulate the sale. The instrument promotion can also be called the promotion mix. Different tool from this promotion mix will be used in order to increase the image and sales of the German language course.

Study-Globe focuses on a target group in the age range from 16 years and older. As discussed before, when it comes to the German language the focus better could be switched to 21 till 30 years old. This group is starting to know better what they want in life later on and if the German language is important in this life. Therefore, the promotion mix should be adjusted to this group and the chosen promotion tools are explained below.

Public relations

With public relations the company tries to maintain the good communication and connections with their suppliers and customers. One could think about organising events such as introduction days or sending suppliers and customers a present with special occasions.

One of the things Study-Globe is already doing is organising information days. On these days the students are invited to the office and they will be informed about all the possibilities. This could be easily done by organising this with the focus on the German language courses. For example they could invite one of their partners or multiple partners who should give the visitors of the day an introduction to the course they could be going to do abroad. Through this way the potential clients will be even more connected to one or more schools and will remember Study-Globe for organising it.

Personal sales

This is an expensive sales tool, however very effective. Since the target group is known it is good to have personal contact with this target group. Through this personal contact an employee of Study-Globe could enthusiastically explain more about the possibilities to study German abroad. The employee can directly react on the response of the potential buyer when they are doubting. Therefore it is really important for Study-Globe to keep on going to fairs, inviting the potential customer to the office and keep on talking to them. Through this way they know Study-Globe is there for them and a band often can be created.

Sales promotion

When discussing the price from the marketing mix, Study-Globe will promote the language school who offers them the best commission. In order to promote these schools the company will highlight the school during their conversations with the customer. However, they will also highlight the school on the website. Sometimes there are even nice discounts such as discount on housing or even free housing. It could also be booked two week and get 3 weeks of language course. These tools can easily used for multiple languages, so also for the German language.

For example in order to reach specifically the target group of young professionals who just started to work, Study-Globe could promote the business language courses. A promotional period, if someone book within that period they will get an extra week of the course.

Cold calling

This area is a bit tricky, however could be very useful. Normally the Study-Globe only tries to get in contact with school, in order to come by for presentations about the possibilities. In the upcoming years it would be good for Study-Globe to do more cold calling to companies. In particular the German oriented companies in the Netherlands. Through this way Study-Globe can figure out which companies need the German language more on the work floor and who does not. When a complete company would like to work with Study-Globe they should offer for example a package deal. A special price per person or an upgrade in the intensity of the course. Through this way the young professionals will be found more easily.

A lot more promotional tool could be used, however this will be the most used tool in case of the German language courses.

People

People in this case should be translated to staff of the company. The employees of the company are essential. They are the first impression for the customer. Therefore, Study-Globe feels like it is really important for them to have employees who all have experience with going abroad. Through this way the enthusiasm of travelling could be shared with the customer. There will be an instant connection between the customer and employee.

So, most important is that the employee travelled before, however being social and open to discuss is nevertheless important when it comes to the sales of language courses.

(Marketing termen.nl)

Field research

Survey

In order to find out more about the consumer interest in language courses and in particular language courses abroad a survey was conducted among 110 respondents. Below the most important outcomes of the survey will be discussed.

Learning several languages is getting more important each and every day. From the 110 respondents the majority is able to communicate in another language besides their mother

Would you like to learn and/or improve you German?

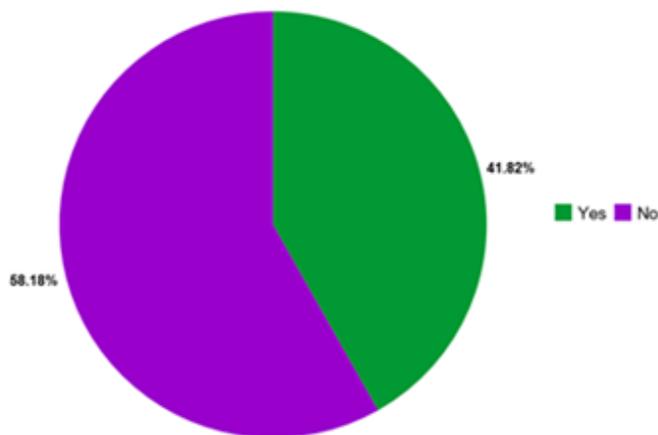


Figure 10

tongue. However, when it comes to the German language the minority is able to use the language or only knows the basics. This does not mean they all would not like to learn the language. From the people asked 41,82% would like to learn and/or improve their German. This answer was mainly given by the age group of 26 to 64 years old. They noticed the language can be

important in business life and therefore this group is more willing to learn it. The younger generation often answers 'no' to the question. This group thinks the language is boring and unnecessary for the future.

When looking at where and how a person would like to study a language it appeared that the possibilities given are very close to one and another. The only way which is less preferred is learning the language as a subject at school. This was mainly chosen by the people under the age of 15 years. It

Through which way you would like to learn a language (German)?

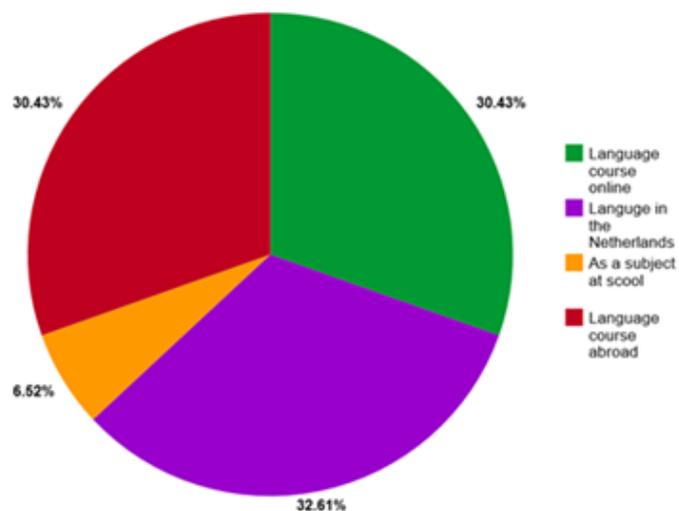


Figure 11

appeared that this group and also the age group 16 to 18 years and 19 to 21 years are in for Academy of European Studies & Communication management

an experience in another country. They have less responsibilities at home and therefore it is easier for them to go and study somewhere else. The older generation from 22 years and older has started their career which they cannot leave for a period of time or has family they have to take care for. The alternatives such as doing a language course online or in the Netherlands is more appealing for this generation.

One of the important things to know for a company is what is important to the customer when it comes to costs, quality etc. As one can see below costs play a key role when it comes to choosing for a certain language course. Like said before in this report, a language course is relatively expensive. One does not only have to pay for the course itself, housing has to be arranged and costs a lot of money. For this reason doing a language course online or nearby is mostly cheaper as following a language course in another country. However, there is also a huge percentage of people which answered that the place of the course is important. Some say learning a language at the place where it is spoken makes one learn faster. Though most people who said place, were choosing it because of the need to be close at home for their work and/or family.

What is important for you when choosing a certain language course?

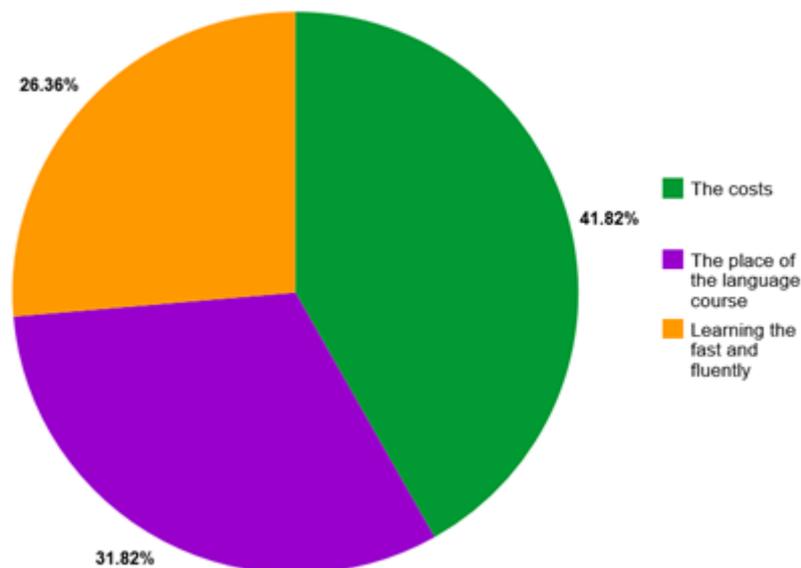


Figure 12

Observation

Throughout this report observation was used, based on the information gained during the internship.

While working with the customers, during this internship, standard questions were asked in order to give the student the best experience abroad. Also, their feedback during and after their journey was a good way to learn more about what the customer would appreciate when they are going abroad to another country. From this period at Study-Globe, it was noticeable that the youngest generation from 16 years to 21 years is focusing on costs and the age group above 21 years was more and more focused on learning the language in order to use it for their career.

In addition, Study-Globe regularly received phone calls from customers above the 30 years. These customers wanted to know if there was the possibility to do an online course or a course in the Netherlands. The reason for this was because they did not want to leave their family and/or could not leave their job. Since this is not possible with Study-Globe, the company had to disappoint the customer or tried to offer a short period abroad which is not enough to learn a complete language.

This is shortly the most important outcome of the observation. Throughout the report more information from the observation can be found, which is directly incorporated.

Conclusion

In conclusion this report should give the answer to the main question ***"How can Study-Globe increase its market share in German language courses in the Netherlands and Belgium?"***.

Study-Globe is an organisation with a lot of different possibilities when it comes to education abroad. They can offer different bachelor and masters, a high school period and a language course abroad. There are still a lot of possibilities within the part language courses. For example one could learn many different languages at many different places.

Nowadays the German language is still not that popular compared to years ago. However, the language is still important in daily business life. Business between Germany and the Netherlands happens every day and companies are searching for people who are able to speak different languages. One of those languages should be German, certainly when it is about a company which is doing business with Germany.

Observing the customers of Study-Globe and conducting a survey, it is noticeable the younger generation chooses what they like instead of what they need in the future. For example when they have the choice between German and Spanish, the Spanish language is more challenging since German sounds a lot like our own mother tongue.

After doing research it became clear that Study-Globe should shift their main focus to another specific target group. The focus should be on the potential customer within the age range of 21 to 30 years. This group is finishing school and starting their career and therefore know if they might need German. This group is often still flexible and able to go abroad without obligations to family and a job.

In addition, the competition on the market of German language courses is immense and comes mainly from courses in the Netherlands itself. This is due to the fact of lower costs and the possibility to stay close to their family or job. The minds of the customer, who would like to stay close with their family or job, will not be changed easily. Wherefore, it is easier to focus on the costs of language courses. The company can use several promotional tools in order to make a language course cheaper. For example, pay a two week course and get a three week course or a certain percentage of discount when booking a longer period abroad. In the end it comes to the communication between the customer and the employee and together they should find the best solution for the customer.

Recommendation

The German language is lacking in popularity for many years now. Many other companies and schools tried to change this, however the success of this was almost not seen. Study-Globe is offering German language courses and during the internship it was noticeable that these courses are not popular at all.

Mastering the German language is preferred at many companies, since the Netherlands are doing a lot of business with Germany. Therefore one could say it is strange that the young generation is not choosing to learn this language anymore.

Also Study-Globe has issues with selling the German language and after doing research it is recommendable to make some changes. At this moment the complete company is focussing on the age group 16 to 21 years. This group mainly goes to school and did not start their career yet. It is recommended to switch the focus to the young professionals who just graduated or started working. These people often start to realise German is more important than they thought. In addition, this group is flexible and able to go abroad without a lot of obligations.

Study-Globe should also consider offering online courses, which easily can be done through the international contact they already have. Through this way customers can learn a language online and if necessary and possible go abroad for a shorter time.

So, the best thing to do in my opinion is being aware of this and start to visit those young professionals instead of only the schools. Through this way the popularity of the language on the actual work environment could be seen more or at least these people start to gain more information about the possibilities abroad and in combination with online courses.

If they are able to switch their main focus to another target group and combine this with more possibilities online there should be a growth when it comes to the market share in German language courses.

Of course they do not need to jeopardise their sells of the other language courses. However, these online possibilities which are becoming more popular can be used with other languages as well, in order to reach an older generation.

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Appendices

Survey

See below the survey. As one can see the language used was Dutch, since the respondents were Dutch speaking.

Graag wil ik u vragen om deze enquête in te vullen. Ik ben momenteel bezig met mijn afstudeeropdracht, waarbij onderzoek gedaan wordt naar het verbeteren van de verkoop van Duitse taalcursussen naar het buitenland. De Duitse taal is al jaren op rij steeds minder populair aan het worden. Steeds minder studenten willen de taal leren en kiezen op school liever voor een andere taal zoals Spaans, Italiaans en zelfs Chinees zijn momenteel populairder. Desondanks is Duitsland een belangrijke handelspartner en doet Nederland veel zaken met deze buurman. Het invullen van de enquête neemt circa 10 minuten van je tijd in beslag, is anoniem en je kunt ten alle tijden aangeven met de enquête te willen stoppen. De antwoorden worden gebruikt om antwoord te geven op de vraag "Hoe kan Study-Globe zorgen dat de Duitse taal meer gekozen wordt als een taalcursus naar het buitenland?" Doormiddel van gebruik van tabellen en grafieken zullen de antwoorden verwerkt worden.

Bij voorbaat dank voor het invullen van de enquête.

(Kruis het juiste antwoord aan)

1. Wat is je geslacht?
 - Man
 - Vrouw

2. Bij welke leeftijdscategorie hoor je?
 - 15 jaar en jonger
 - 16 t/m 18 jaar
 - 19 t/m 21 jaar
 - 22 t/m 25 jaar
 - 26 t/m 64 jaar
 - 65 + jaar

3. Welke talen spreek je naast Nederlands?
 - Engels
 - Duits
 - Frans
 - Spaans
 - Italiaans
 - Geen andere talen
 - Anders:

4. Beheers je de basis van de Duitse taal? (indien ja, ga naar vraag 6)
 - Ja
 - Nee

5. Wat is de reden dat je nooit Duits geleerd hebt? (kies het antwoord dat het dichtst bij je eigen antwoord ligt)
 - Omdat ik voor een andere taal op school gekozen had
 - Omdat ik denk het niet nodig te hebben in de toekomst
 - Omdat de taal mij niet aanspreekt
 - Omdat het mij niet aangeboden is
6. Zou je Duits willen leren of je Duits willen verbeteren? (Indien nee, ga naar vraag 8)
 - Ja (geef hierbij aan waarom wel);
 - Nee (geef hierbij aan waarom niet);

7. Op welke manier zou jij de taal willen leren?
 - Taalcursus online
 - Taalcursus in Nederland
 - Als vak op school
 - Taalcursus in het buitenland

8. Wat is voor jou belangrijk wanneer je kiest voor de manier van het leren van een taal?
 - De kosten
 - De plaats
 - Dat je het snel en vloeiend spreekt/begrijpt

9. Heb je in het verleden al eens een taalcursus gevolgd en welke taal was dat?

.....
.....

Student Ethics Form

European Studies Student Ethics Form

Your name: Sanne Stes

Supervisor: Mr. Harris

Instructions/checklist

Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. Read section 3 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. Ask your project supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. Append this signed form as an appendix to your dissertation.

Section 1. Project Outline (to be completed by student)

(i) Title of Project: Increasing the market share in German language courses

(ii) Aims of project: to answer the central research question; *"How can Study-Globe increase its market share in German language courses in the Netherlands and Belgium?"*.

(iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer ‘NO’ to this question.)

YES / NO

If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.

This project is not designed to include research with human subjects . I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature _____ -

date -

If yes: you should complete the rest of this form.

Section 2 Complete this section only if you answered YES to question (iii) above.

(i) What will the participants have to do? (v. brief outline of procedure):

The participants have to fill out a survey, in order to gain more knowledge about the market.

(ii) What sort of people will the participants be and how will they be recruited?

The participants will be 16 years and older. The reason for this is because language course can and are done at any age. They will be recruited by me and because I want to be sure there are different ages represented I will hand out the survey personally to people.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?

Questionnaires[x]; Pictures[]; Sounds []; Words[x]; Other[].

(iv) Consent: Informed consent must be obtained for all participants before they take part in your project. Either verbally or by means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

See below the explanation in Dutch given to the respondents of the survey. In this explanation the respondent is told it is anonym, what will happen with the outcome and that they can quit the survey at any time.

Graag wil ik u vragen om deze enquête in te vullen. Ik ben momenteel bezig met mijn afstudeeropdracht, waarbij onderzoek gedaan wordt naar het verbeteren van de verkoop van Duitse taalcursussen naar het buitenland. De Duitse taal is al jaren op rij steeds minder populair aan het worden. Steeds minder studenten willen de taal leren en kiezen op school liever voor een andere taal zoals Spaans, Italiaans en zelfs Chinees zijn momenteel populairder. Desondanks is Duitsland een belangrijke handelspartner en doet Nederland veel zaken met deze buurman. Het invullen van de enquête neemt circa 10 minuten van je tijd in beslag, is anoniem en je kunt ten alle tijden aangeven met de enquête te willen stoppen. De antwoorden worden gebruikt om antwoord te geven op de vraag "Hoe kan Study-Globe zorgen dat de Duitse taal meer gekozen wordt als een taalcursus naar het buitenland?" Doormiddel van gebruik van tabellen en grafieken zullen de antwoorden verwerkt worden.

Bij voorbaat dank voor het invullen van de enquête.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data? Personal data (name, addresses etc.) should not be stored in such a way that they can be associated with the participant's data.

To guarantee personal data stays confidential only information in order to gain more knowledge about the market is asked. Questions such as name, where someone is living are not necessary. Next to that I only will use information which no one could say who filled out the questionnaire.

Student's signature: **date:**

Supervisor's signature (if satisfied with the proposed procedures): **date:**