

Key Research Findings

This analysis was based on the pre-determined criteria listed below:

Section	Description	Measures
Student Demand	<p>Includes an assessment of OCAS (2007 - 2011) enrolment data at other colleges in terms of mean growth rate with a specific focus on Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Trends in certificate, diploma, degree, apprenticeship and continuing education (where available).</p> <p>Click Below to Access Full Source Document: Fall Enrollment Trend</p>	<ul style="list-style-type: none"> ● Strong = Fleming enrolment growth is outpacing system and is equal to or greater than 3% ● Moderate = Fleming enrolment growth is equivalent to system demand and is between 1.0 to 2.9% ● Weak = Fleming enrolment growth is less than the system demand and is less than 1%
Labour Market	<p>Includes projected employment rate growth based on a consolidation of various Ontario, Canadian, and US sources including HRSDC, Sector Council Reports US Bureau of Labour Statistics, and the MTCU Employment Profile.</p>	<ul style="list-style-type: none"> ● Strong = Between 5-6 positive labour market indicators ● Moderate = Between 3-5 positive labour market indicators ● Weak = Between 1-2 or no positive labour market indicators
Competitive Analysis	<p>Includes the number of actual colleges offering the program as well as the ratio of applications to acceptances at Fleming compared to other colleges and specific comment about Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Click Below to Access Full Source Document: Fall Conversion Report</p>	<ul style="list-style-type: none"> ● Strong = Fleming conversion ratio is greater than 2 below the system ● Moderate = Fleming conversion ratio is 1 above, below or equal to the system ● Weak = Fleming conversion ratio is greater than 2 above than the system
Financial Analysis	<p>Includes a review of Contribution to Overhead (CTO) for existing programs (2010-11)</p> <p>Click Below to Access Full Source Document: Costing Analysis</p>	<ul style="list-style-type: none"> ● Strong = CTO is greater than 35% ● Moderate = CTO is between 30 - 34% ● Weak = CTO is between 20 – 30% <p>No Contribution = 19% or less</p>

Key Research Findings

Key Performance Indicators	<p>Includes KPI trends from the Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012.</p> <p>Click Below to Access Full Source Document: Key Performance Indicators</p>	<ul style="list-style-type: none"> ● Strong = Above system average in 6-7 indicators ● Moderate = Above system average in 3-5 indicators ● Weak = Above system average in 0-2 indicators.
Resource Analysis	<p>Requires school level assessment regarding space, technology, capital equipment and human resources. Recommendations from recent Program Review Reports included here</p>	

Key Research Findings

International Business Management (70202)

Student Demand¹

• **MODERATE**

The following information consists of OCAS yearly student fall registration data as well as a mean growth rate and average student registration for each program under these categories:

Diploma

- Three colleges offer this program, including one of Fleming's main competitors (it appears as though Confederation suspended their program after 2008 with only **14 registrations**)
- Centennial started offering this program in 2011, however only received **2 registrations** that year
- Seneca, the key competitor, has a low mean growth rate of **-22%**
- Overall, Niagara has the best mean growth rate (**-15%**)
- Seneca has the highest average registration with **65 students** and Centennial has the lowest with **2 students**

Advanced Diploma

- Five colleges offer this program, including one of Fleming's main competitors
- Fleming has a **4%** mean growth rate
- Seneca, the key competitor, has a mean growth rate of **-19%**
- Overall, Fleming has the highest mean growth rate and Seneca has the lowest
- Seneca has the highest average registration with **70 students** and Fleming the lowest with **13 students**

Graduate Certificate

- Eleven colleges offer this program, including three of Fleming's main competitors
- Out of the direct competitors, Sheridan has the highest mean growth rate (**69%**) and Seneca has the lowest mean growth rate of **-6%**
- Overall, Sheridan has the highest mean growth rate and Fanshawe has the lowest (**-7%**)
- Humber has the highest average registration with **18 students** and Georgian the lowest with **7 students**

¹ Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011. Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset Prepared by Fleming Data Research (07-2012)

Key Research Findings

Degree

- Three colleges offer this program, including one of Fleming's main competitors
- Sheridan, the key competitor, has a low mean growth rate of **1%**
- Overall, Humber has the best mean growth rate (**40%**) and Sheridan has the lowest
- Humber has the highest average registration with **60 students** and Sheridan has the lowest with **21 students**

Diploma

Program: 50202 - INTERNATIONAL BUSINESS														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CENTENNIAL										2				2
CONFEDERATION	14			14										14
NIAGARA	49	34	-31	34	35	3	35	24	-31	24	24	0	-15	33
SENECA	105	79	-25	79	57	-28	57	45	-21	45	39	-13	-22	65
Total	154	127	-18	127	92	-28	92	69	-25	69	65	-6		

Advanced Diploma

Program: 60202 - INTERNATIONAL BUSINESS														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CENTENNIAL	41	34	-17	34	22	-35	22	20	-9	20	19	-5	-17	27
FLEMING	13	12	-8	12	20	67	20	9	-55	9	10	11	4	13
NIAGARA	30													30
SENECA	108	88	-19	88	59	-33	59	48	-19	48	46	-4	-19	70
ST. CLAIR							21			21	19	-10	-10	20
Total	192	134	-30	134	101	-25	101	98	-3	98	94	-4		

Key Research Findings

Graduate Certificate

Program: 70202 - INTERNATIONAL BUSINESS MANAGEMENT														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CENTENNIAL	8	14	75	14	8	-43	8	7	-13	7	7	0	5	9
COLLÈGE BORÉAL	2													2
CONFEDERATION	7	12	71	12			10			10	6	-40	16	9
FANSHAWE	17	14	-18	14	17	21	17	14	-18	14	12	-14	-7	15
GEORGE BROWN	14	16	14	16	18	13	18	15	-17	15	15	0	3	16
GEORGIAN	7	5	-29	5	11	120	11	8	-27	8	5	-38	7	7
HUMBER	17	20	18	20	19	-5	19	14	-26	14	19	36	6	18
MOHAWK	11	10	-9	10	8	-20	8	16	100	16	7	-56	4	10
NIAGARA	11	17	55	17	10	-41	10	11	10	11	9	-18	1	12
SENECA	14	6	-57	6	9	50	9	6	-33	6	7	17	-6	8
SHERIDAN	11	22	100	22	11	-50	11	5	-55	5	19	280	69	14
Total	119	136	14	136	111	-18	111	106	-5	106	106	0		

Degree

Program: 80202 - BACHELOR OF APPLIED BUSINESS (INTERNATIONAL BUSINESS MANAGEMENT)														
	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
CONESTOGA	28	34	21	34	41	21	41	76	85	76	77	1	32	51
HUMBER	50			50	45	-10	45	44	-2	44	102	132	40	60
SHERIDAN				25			25	16	-36	16	22	38	1	21
Total	28	84	200	84	111	32	111	136	23	136	201	48		

Key Research Findings

Labour Market

• **MODERATE**

Employment Ontario²

Retail Trade Managers (NOC - 0621)

- Employment Ontario Rating (2009-2013):
 - **Average**
- Education and Training
 - “Managers require several years of retail sales experience at increasing levels of responsibility. A high school diploma is normally required. Some positions may require a university degree or college diploma in business administration or other field related to the product or service being sold. Some business, sales, or marketing courses are an asset. Many large chain stores provide management training.”
 - “Retail managers require leadership ability, good communications skills, strong customer service skills, and good organizational skills.”
- Demand
 - “Opportunities for employment in this occupation are expected to be average over the period from 2009 to 2013. Employment growth in retail trade is driven primarily by consumer spending and the health of the economy. During economic downturns, demand for retail managers usually declines. However, because of the large size of this occupational group, many job openings will be created each year from the need to replace workers who retire or leave for other occupations with better pay or career opportunities.”
 - “Retailing firms will continue to improve their operations using point-of-sale data entry, computerized inventory control, computerized order entry, electronic scanning and telecommunications technologies. Ecommerce will become an increasingly important factor. Managers with the best employment prospects will need to have expertise with these systems.”

² "0621 Retail Trade Managers." *Employment Ontario*. N.p., n.d. Web. 23 Aug. 2012. <http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/0621_e.pdf>.

Key Research Findings

HRSDC³

Retail Trade Managers (NOC - 0621)

- Job Openings (2011/2020): **109,876**
- Job Seekers(2011/2020): **127,196**
- Post Secondary Education Graduates: **59,631 (47%)**
- “Based on projections and considering that labour supply and demand in this occupation were balanced, it is expected that the number of job seekers will be sufficient to fill the job openings over the 2011-2020 period. The difference between labour supply and demand over the projection period will in fact be only 0.5% of employment in 2010. The vast majority of job openings will arise from retirements. The retirement rate in this occupation will be just above the average for all occupations, given that workers in this occupation are older than the average. Expansion demand will account for less than 10% of job openings over the projection period, which represents fewer job openings than those that arise from the need to replace workers who have died on the job. With regard to labour supply, the majority of job seekers will come from the school system. In addition, a large number of job seekers will come from other occupations. Workers in other occupations looking for employment in this one will come primarily from the retail trade, having acquired solid experience in the field.”

US Bureau of Labour

Not Available

Employment Ontario⁴

Sales, Marketing and Advertising Managers (NOC – 0611)

- Employment Ontario Rating (2009-2013):
 - **Average**
- Education/Training
 - “Sales, marketing and advertising managers usually require a university degree or college diploma in business administration or in a related field, with a specialization in sales, marketing, public relations, communications, or similar field. Technical background, knowledge of the industry and several years of prior work experience are required for management positions. Managers must have strong communications and presentations skills, and good interpersonal skills. They must be able to conduct research, analyze emerging market trends, and develop creative solutions for sales, marketing and promotions.”
- Demand
 - “Opportunities for employment in this occupation are expected to be average over the period from 2009 to 2013.. However, because of the large size of this occupational group, many job openings will be created each year from the need to replace workers who retire or leave. Employment trends in this occupational group are directly related to consumer/business spending and move in tangent with the overall strength of the broader economy.”

³ "Managers In Retail Trade (062)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 23 Aug. 2012. <<http://www23.hrsdc.gc.ca/occupationssummarydetail.jsp?&tid=10>>.

⁴ "0611 Sales, Marketing and Advertising Managers." *Employment Ontario*. N.p., n.d. Web. 22 June 2012. <http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/0611_e.pdf>.

Key Research Findings

- “Increasing operations in foreign markets, as well as foreign competition, will require increased knowledge and experience in international marketing and advertising. In addition, expertise in new electronic avenues for sales and marketing, such as e-commerce is an advantage. Individuals wishing to enter this field should have a high level of creativity and strong communication and computer skills. Employers will seek individuals with expertise in conducting advertising, marketing, promotions, public relations, and sales activities on the Internet.”

HRSDC⁵

Sales, Marketing and Advertising Managers (NOC – 0611)

- Job Openings (2011/2020): **61,000**
- Job Seekers(2011/2020): **53,278**
- Post Secondary Education Graduates: **22,567**
- “The retirement rate will be higher than the average for all occupations and the majority of job openings over the projection period will result from retirements. Although fewer job openings will arise from expansion demand, it is expected that expansion demand will be very solid. In fact, the employment growth rate will remain higher than the average growth rate for all employment and job creation will show a clear improvement over the job losses recorded over the 2001-2010 period. Employment in wholesale trade will be supported by increased growth in investments in machines and equipment and by further increases in consumer spending. With regard to labour supply, a large number of job seekers will be workers who have sales, advertising or marketing experience in other occupations, and who will subsequently be promoted to management positions.”

US Bureau of Labour⁶

Advertising, Promotions, and Marketing Managers (SOC – 11-2011, 11-2021)

- Employment Growth (2010/2020): **Increase 14%**
 - **216,800 (2010) to 246,200 (2020)**
- “Advertising, promotions, and marketing will continue to be essential for organizations as they look to maintain and expand their share of the market.”
- “Newspaper publishers, one of the top-employing industries of advertising and promotions managers, are expected to decline 22 percent from 2010 to 2020. The continued rise of electronic media will result in decreasing demand for print newspapers. However, advertising and promotions managers are expected to see employment growth in other areas, as they will be needed to plan the digital advertisements that replace print ads.”

⁵ "Sales, Marketing And Advertising Managers (061)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 22 June 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=9>>.

⁶ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2012-13 Edition, Advertising, Promotions, and Marketing Managers, Web. <http://www.bls.gov/ooh/management/advertising-promotions-and-marketing-managers.htm>, June 22, 2012.

Key Research Findings

- “Because marketing managers and their departments are important to an organization’s revenue, marketing managers are less likely to be let go than other types of managers. Marketing managers will continue to be in demand as organizations seek to market their products to specific customers and localities.”

Employment Ontario

Not Available

HRSDC⁷

Other Business Services Managers (NOC – 0123)

- Job Openings (2011/2020): **41,693**
- Job Seekers(2011/2020): **39,973**
- Post Secondary Education Graduates: **23,753 (59%)**
- “Given that labour supply and demand in this occupation were balanced, projections indicate that the number of job seekers will remain sufficient to fill the job openings over the 2011-2020 period. Most job openings will arise from retirements. However, the gap between the retirement age and the median age of workers in this occupation is smaller than the gap for all occupations, which illustrates that the retirement rate is higher than for other occupations. Workers in this occupation are older than the average and they also retire slightly earlier than average. Expansion demand will also be a source of job openings over the projection period, but less so than over the 2001-2010 period. Given the stricter regulatory requirements, the need to contract out certain services and the recent financial crisis and its impact, which is still affecting the international banking system, fewer new positions will be created over the 2011-2020 period than were created over the 2001-2010 period. With regard to labour supply, most job seekers will come from the school system, namely, those who have completed graduate studies in business or experienced workers who have returned to school to improve their skills, specifically by completing a business administration program (MBA). An appreciable number of new immigrants will also find employment in this occupation.”

US Bureau of Labour

Not Available

⁷ "Managers In Financial And Business Services (012)." *Human Resources and Skills Development Canada*. N.p., n.d. Web. 23 Aug. 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=3>>.

Key Research Findings

Employment Profile⁸

In 2010-2011, **27.1%** of graduates were employed in a full time position which related to this program of study provincially

Business Management					
Total Graduates:	4,103	Total Graduates in Survey:	2,704	Response Rate:	66.2%
<small>8594 graduates were reported after the survey window had closed. While program information for these graduates has been included wherever possible, these graduates are not included in survey results, such as response rates.</small>					
Programs in Business Management					
Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Administration Studies	1 Year	31	20	1	Northern
Business	2 Years	1,121	773	577	Algonquin, Boreal, Cambrian, Canadore, Centennial, Conestoga, Confederation, Durham, Fanshawe, Georgian, Humber, Lambton, Loyalist, Mohawk, Niagara, Northern, Sault, Seneca, Sheridan, Sir Sandford Fleming, St. Lawrence
Business Administration	3 Years	1,005	707	502	Algonquin, Cambrian, Canadore, Centennial, Conestoga, Durham, George Brown, Georgian, Humber, La Cité, Lambton, Loyalist, Mohawk, Northern, Seneca, Sir Sandford Fleming, St. Lawrence
Business Administration – International Business	3 Years	329	141	71	Algonquin, Centennial, Humber, Niagara, Seneca, Sir Sandford Fleming
Business Administration – Professional Golf Management	3 Years	72	45	34	Durham, Georgian, Humber, Niagara, St. Clair
Business Degree Bridge	Post Diploma	16	9	4	Georgian, St. Lawrence
Business Foundations	1 Year	5	3	2	Georgian
Business Fundamentals	1 Year	188	124	46	Conestoga, Confederation, Durham, Fanshawe, Mohawk, Seneca
Business Management	Post Diploma	44	25	23	Canadore, Centennial, Sault
Business Process Management	Post Diploma	8	6	5	Sheridan
Fundraising And Resource Development	Post Diploma	9	7	7	Georgian
Fundraising And Volunteer Management	Post Diploma	35	29	28	Humber
Green Business Management	Post Diploma	45	30	23	Algonquin, Seneca
Industrial Management	2 Years	1	–	–	Lambton
International Business	2 Years	201	120	79	Confederation, Niagara, Seneca, St. Clair
International Business Management	Post Diploma	354	214	190	Centennial, Confederation, Fanshawe, George Brown, Georgian, Humber, Mohawk, Niagara, Seneca, Sheridan, St. Clair
International Commerce And Global Development – Bachelor Of Applied Business	4 Years	16	12	9	Niagara
International Project Management	Post Diploma	53	31	24	Humber
Logistics Administration	3 Years	2	1	1	Humber

⁸ "Employment Profile." Ontario. N.p., 2011. Web. 19 July 2012.
<http://www.tcu.gov.on.ca/pepg/audiences/colleges/serials/eprofile09-10/profile10.pdf>.

Key Research Findings

Business Management

Programs in Business Management (cont.)

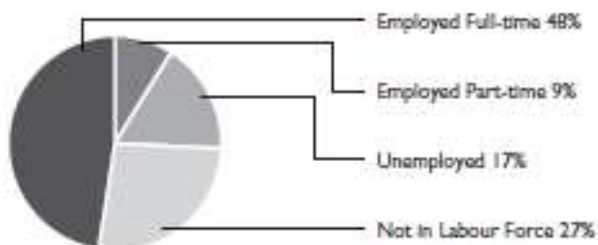
Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Logistics And Supply Chain Management	Post Diploma	116	89	82	Humber, Seneca
Project Management	Post Diploma	32	23	21	Fanshawe
Project Management	Post Diploma	267	182	160	Centennial, Humber, Seneca, Sheridan
Property Management	2 Years	31	26	23	Seneca
Research Commercialization and Innovation	Post Diploma	4	4	4	George Brown
Transportation And Distribution	2 Years	105	74	62	Seneca
Wine Business Management	Post Diploma	13	9	7	Niagara

Summary of Survey Data

	Program Cluster	All Programs
Survey Population	2,704	50,622
Labour Force Participation	73%	74%
Employment Rate ^a	77%	83%
Employed Part-time ^a	12%	18%
Employed Full-time ^a	65%	65%
Average Annual Earnings – Total	\$32,284	\$33,199
Average Annual Earnings – Female	\$30,586	\$31,897
Average Annual Earnings – Male	\$33,237	\$34,607
Graduate Satisfaction	73%	79%
Employer Satisfaction	94%	93%

a. As a percentage of graduates in the labour force.

Graduate Outcomes for Program Cluster (as a percentage of all respondents)



Key Research Findings

Business Management

Top Five Industries of Employment

	#	%
Professional, Scientific and Technical Services	116	8.2%
Credit Intermediation and Related Activities	110	7.7%
Food Services and Drinking Places	101	7.1%
Administrative and Support Services	87	6.1%
Food and Beverage Stores	57	4.0%

Top Five Occupational Categories

	#	%
Retail Salespersons and Sales Clerks	144	9.9%
Customer Service Representatives – Financial Services	63	4.3%
Customer Service, Information and Related Clerks	60	4.1%
General Office Clerks	55	3.8%
Retail Trade Managers	55	3.8%

Business Management**Summary of Graduate Outcomes by Program**

	Full-time Employed, Program Related		Full-time Employed, Program Unrelated		Part-time Employed, Program Related		Part-time Employed, Program Unrelated		Unemployed		Not in Labour Force	
	#	%	#	%	#	%	#	%	#	%	#	%
Business	228	29.5	145	18.8	36	4.7	49	6.3	119	15.4	196	25.4
Business Administration	242	34.2	107	15.1	29	4.1	47	6.6	77	10.9	205	29.0
Business Administration – International Business	23	16.3	23	16.3	–	–	7	5.0	18	12.8	70	49.6
Business Administration – Professional Golf Management	14	31.1	10	22.2	2	4.4	2	4.4	6	13.3	11	24.4
Business Fundamentals	10	8.1	9	7.3	3	2.4	9	7.3	15	12.1	78	62.9
Business Management	10	40.0	5	20.0	–	–	2	8.0	6	24.0	2	8.0
Business Process Management	2	33.3	2	33.3	–	–	–	–	1	16.7	1	16.7
Fundraising And Resource Development	7	100.0	–	–	–	–	–	–	–	–	–	–
Fundraising And Volunteer Management	23	79.3	–	–	–	–	–	–	5	17.2	1	3.4
Green Business Management	6	20.0	5	16.7	1	3.3	2	6.7	9	30.0	7	23.3
International Business	26	21.7	22	18.3	4	3.3	7	5.8	20	16.7	41	34.2
International Business Management	58	27.1	62	29.0	6	2.8	10	4.7	54	25.2	24	11.2
International Commerce And Global Development – Bachelor Of Applied Business	1	8.3	3	25.0	–	–	2	16.7	3	25.0	3	25.0
International Project Management	11	35.5	5	16.1	1	3.2	2	6.5	5	16.1	7	22.6
Logistics And Supply Chain Management	38	42.7	17	19.1	1	1.1	–	–	26	29.2	7	7.9
Project Management	13	56.5	5	21.7	–	–	1	4.3	2	8.7	2	8.7
Project Management	59	32.4	30	16.5	6	3.3	6	3.3	59	32.4	22	12.1
Property Management	13	50.0	3	11.5	–	–	2	7.7	5	19.2	3	11.5
Transportation And Distribution	30	40.5	9	12.2	1	1.4	1	1.4	21	28.4	12	16.2
Wine Business Management	5	55.6	2	22.2	–	–	–	–	–	–	2	22.2
All Programs In Cluster*	819	30.7	464	17.4	90	3.4	149	5.6	451	16.9	694	26.0

* Does not include 6 programs with fewer than 5 graduates in the labour force.

Key Research Findings

Business Management

Earnings of Full-time Employed Participants

Program	Average – Females	Average – Males	Median – Females	Median – Males	Average for Program	Median for Program
Business	\$29,425	\$32,452	\$27,114	\$30,000	\$31,212	\$29,708
Business Administration	\$28,827	\$32,792	\$27,000	\$30,252	\$31,261	\$30,000
Business Administration – International Business	\$34,750	\$32,792	\$28,775	\$30,000	\$33,429	\$30,000
Business Administration – Professional Golf Management	–	\$34,550	–	\$31,129	\$33,784	\$30,973
Business Fundamentals	–	\$27,707	–	\$25,000	\$27,985	\$25,000
Business Management	\$33,436	\$27,769	\$35,000	\$26,045	\$30,602	\$28,431
Business Process Management	–	–	–	–	–	–
Fundraising And Resource Development	–	–	–	–	–	–
Fundraising And Volunteer Management	\$37,332	–	\$36,750	–	\$37,891	\$36,000
Green Business Management	\$34,926	–	\$36,000	–	\$42,224	\$36,000
International Business	\$23,887	\$31,145	\$22,943	\$31,286	\$28,354	\$25,000
International Business Management	\$27,800	\$28,673	\$25,029	\$27,532	\$28,360	\$26,079
International Commerce And Global Development – Bachelor Of Applied Business	–	–	–	–	–	–
International Project Management	\$34,800	\$36,771	\$40,000	\$39,000	\$35,786	\$39,500
Logistics And Supply Chain Management	\$33,989	\$36,367	\$33,500	\$36,814	\$35,688	\$35,000
Project Management	–	\$55,281	–	\$60,000	\$52,381	\$55,000
Project Management	\$42,379	\$39,635	\$32,400	\$35,229	\$40,375	\$35,000
Property Management	–	\$40,444	–	\$40,000	\$36,409	\$34,219
Transportation And Distribution	\$28,385	\$28,958	\$25,029	\$27,766	\$28,662	\$26,593
Wine Business Management	–	–	–	–	\$27,640	\$30,000
All Programs in Cluster*	\$30,538	\$33,247	\$28,791	\$30,000	\$32,209	\$30,000

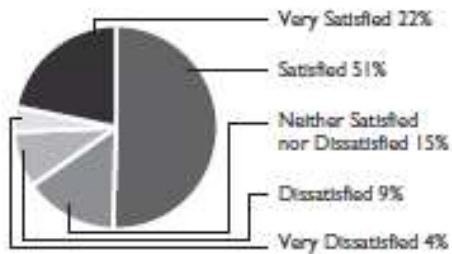
* Does not include 6 programs with fewer than 5 graduates in the labour force.

Key Research Findings

Business Management

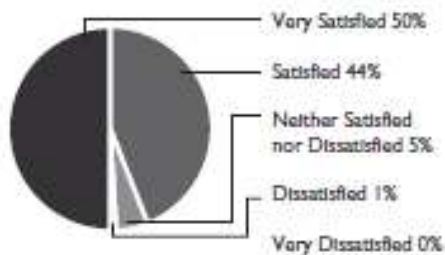
Program Cluster Satisfaction

Graduate Satisfaction with the usefulness of his/her college education in achieving his/her goals after graduation:*



* 2,510 graduates participated in this question.

Employer Satisfaction with employee overall college preparation for the type of work he/she was doing:*



* 266 employers participated in this survey.

Program Cluster Historical Data

	00-01 Grads	01-02 Grads	02-03 Grads	03-04 Grads	04-05 Grads	05-06 Grads	06-07 Grads	07-08 Grads	08-09 Grads	09-10 Grads
Percentage Employed	87.4%	84.3%	86.0%	84.6%	86.5%	87.3%	88.4%	86.2%	78.8%	77.1%
Percentage Employed Full-time	76.6%	73.6%	75.0%	73.8%	76.5%	76.2%	78.2%	76.4%	65.9%	64.9%
Percentage Employed Full-time Related Jobs	56.2%	53.7%	52.4%	53.4%	53.7%	55.4%	57.5%	56.4%	44.9%	41.4%
Average Annual Salary Full-time Related Jobs	\$29,730	\$28,989	\$30,141	\$29,329	\$29,589	\$30,478	\$32,509	\$33,240	\$33,669	\$34,046

Key Research Findings

Working in Canada⁹

Retail Trade Managers (NOC - 0621)

- Ontario Rating: **Fair**
- **Salary Average:**
 - Low: **\$12.20**
 - Median: **\$22.00**
 - High: **\$43.27**

Working in Canada¹⁰

Other Business Services Managers (NOC – 0123)

- Ontario Rating: **Not Available**
- **Wage Range by Region:**

Location	Wage (\$/hr)		
	Low	Median	High
Ontario	14.00	32.36	53.85
Hamilton--Niagara Peninsula Region	N/A	N/A	N/A
Kingston - Pembroke Region	N/A	N/A	N/A
Kitchener--Waterloo--Barrie Region	14.00	32.36	53.85
London Region	14.00	32.36	53.85
Muskoka-Kawartha Region	N/A	N/A	N/A
Northeast Region	N/A	N/A	N/A
Northwest Region	N/A	N/A	N/A
Ottawa Region	14.00	32.36	53.85
Stratford--Bruce Peninsula Region	N/A	N/A	N/A
Toronto Region	14.65	31.79	52.40
Windsor-Sarnia Region	14.00	32.36	53.85

⁹ "Retail Trade Managers (NOC 0621)." *Working in Canada*. N.p., n.d. Web. 23 Aug. 2012.

<<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=0621&action=final&ln=p@ionKeyword=Peterborough%2C+Ontario&s=1&source=2&titleKeyword=department+store+manager#wages>>.

¹⁰ "Other Business Services Managers (NOC 0123)." *Working in Canada*. N.p., n.d. Web. 23 Aug. 2012.

<<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=0123&action=final&ln=p@ionKeyword=Peterborough%2C+Ontario&s=1&source=2&titleKeyword=professional+services+manager+-+business+ser>>.

Key Research Findings

Competitive Analysis¹¹

• **MODERATE**

The following information consists of OCAS yearly fall application and registration data as well as a conversion ratio for each program under this category:

Diploma

- Seneca had the best conversion ratio in 2011 **(5:1)** which was equal to the system's ratio
- Centennial and Niagara both had a **6:1** ratio in 2011, the lowest out of these four schools offering the program

Advanced Diploma

- In 2011, Fleming's ratio was equal to the system's **(5:1)**
- Seneca and St. Clair had the highest ratio in 2011 **(4:1)** and Centennial had the lowest **(8:1)**

Graduate Certificate

- Confederation had the best ratio overall in 2011 **(3:1)**, which was higher than the system's ratio **(8:1)**
- George Brown had the lowest ratio in 2011 with **13:1**

Degree

- Conestoga had the highest conversion ratio in 2011 for this degree program **(3:1)** and Sheridan had the lowest **(16:1)**

Diploma

Program: 50202 - INTERNATIONAL BUSINESS															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio	App. 2011	Reg. 2011	Conversion Ratio
CENTENNIAL	0			0			0			0			11	2	6:1
CONFEDERATION	25			54	14	4:1	1			0			0		
NIAGARA	182	49	4:1	218	34	6:1	181	35	5:1	126	24	5:1	141	24	6:1
SENECA	394	105	4:1	292	79	4:1	225	57	4:1	198	45	4:1	202	39	5:1
Total	601	154	4:1	564	127	4:1	407	92	4:1	324	69	5:1	354	65	5:1

¹¹ Application data obtained from OCAS College Count Cube October 19, 2011 Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011. Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset Prepared by Fleming Data Research (07-2012)

Key Research Findings

Advanced Diploma

Program: 60202 - INTERNATIONAL BUSINESS															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio	App. 2011	Reg. 2011	Conversion Ratio
CENTENNIAL	256	41	6:1	270	34	8:1	243	22	11:1	131	20	7:1	146	19	8:1
FLEMING	51	13	4:1	43	12	4:1	43	20	2:1	45	9	5:1	45	10	5:1
NIAGARA	122	30	4:1	0			0			0			0		
SENECA	385	108	4:1	332	88	4:1	207	59	4:1	156	48	3:1	192	46	4:1
ST. CLAIR	0			0			0			88	21	4:1	74	19	4:1
Total	814	192	4:1	645	134	5:1	493	101	5:1	420	98	4:1	457	94	5:1

Graduate Certificate

Program: 70202 - INTERNATIONAL BUSINESS MANAGEMENT															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio	App. 2011	Reg. 2011	Conversion Ratio
CENTENNIAL	91	8	11:1	93	14	7:1	81	8	10:1	76	7	11:1	69	7	10:1
COLLÈGE BORÉAL	10	2	5:1	6			3			1			0		
CONFEDERATION	29	7	4:1	23	12	2:1	22			29	10	3:1	15	6	3:1
FANSHAWE	73	17	4:1	76	14	5:1	117	17	7:1	71	14	5:1	59	12	5:1
GEORGE BROWN	174	14	12:1	136	16	9:1	167	18	9:1	172	15	11:1	194	15	13:1
GEORGIAN	23	7	3:1	36	5	7:1	38	11	3:1	35	8	4:1	33	5	7:1
HUMBER	111	17	7:1	98	20	5:1	117	19	6:1	129	14	9:1	126	19	7:1
MOHAWK	69	11	6:1	65	10	7:1	58	8	7:1	60	16	4:1	48	7	7:1
NIAGARA	54	11	5:1	52	17	3:1	56	10	6:1	43	11	4:1	48	9	5:1
SENECA	136	14	10:1	90	6	15:1	105	9	12:1	85	6	14:1	84	7	12:1
SHERIDAN	111	11	10:1	113	22	5:1	93	11	8:1	75	5	15:1	139	19	7:1
Total	881	119	7:1	788	136	6:1	857	111	8:1	776	106	7:1	815	106	8:1

Degree

Program: 80202 - BACHELOR OF APPLIED BUSINESS (INTERNATIONAL BUSINESS MANAGEMENT)															
	App. 2007 Reg. 2007 Conversion Ratio			App. 2008 Reg. 2008 Conversion Ratio			App. 2009 Reg. 2009 Conversion Ratio			App. 2010 Reg. 2010 Conversion Ratio			App. 2011 Reg. 2011 Conversion Ratio		
CONESTOGA	213	28	8:1	251	34	7:1	284	41	7:1	213	76	3:1	217	77	3:1
HUMBER	0			471	50	9:1	520	45	12:1	476	44	11:1	952	102	9:1
SHERIDAN	0			0			326	25	13:1	299	16	19:1	343	22	16:1
Total	213	28	8:1	722	84	9:1	1130	111	10:1	988	136	7:1	1512	201	8:1

Key Research Findings

Financial Analysis

NOT AVAILABLE

Source: Program Costing Analysis 2010/2011

Key Performance Indicators

NOT AVAILABLE

Source: Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012

Resource Analysis

Equipment

Staffing

Space