King Edward VII College has been operating since 2010. The College is based in Melbourne CBD and has an additional campus in Sydney. The College offers a range of courses in management, marketing, human resources and international business. It currently has 195 students enrolled across all of its courses and both campuses. Courses are offered at all levels, from Certificate II to Graduate Diploma.

King Edward VII College is very popular due to its competitive pricing structure, innovative teaching methods and state of the art facilities.

The College currently employs 25 staff members that include the CEO, a Finance manager, Sales and Marketing Manager and Sales and Marketing Assistant, Promotions Officer, Human Resources Manager, Operations Manager, Administration Manager, Office Assistant, Receptionist, Academic Manager, Student Services Officer and approximately 14 trainers and assessors. There is also a Board of Directors consisting of the four owners of the company.

Information required to complete Section 1 and 2

You are the Operations Manager at the College. Following a recent short course on workplace innovation, you spoke to the Management Team about encouraging innovation within the College. At the course, you learnt that for innovation to succeed, communication must be regular and deliberate and it is by modelling and describing the innovative process that the advantages of innovative thinking can be really appreciated and promoted.

The Management Team have given their full support to your efforts. Some suggestions from management included introducing brainstorming sessions, providing a fact sheet or newsletter to employees, creating a dedicated email address for all employees to email their suggestions and ideas to, maintaining an innovation register to record ideas, possibly setting up a social media chat group to promote innovative discussion and awarding the title “innovation hero” on a monthly basis to an employee who has demonstrated innovative behaviour.

Despite the College’s healthy enrolment levels, management is aware that they must be prepared to adapt to new trends and ideas, in particular improved online learning experiences, flexible employment and working conditions and the introduction of open learning spaces.

Supporting and encouraging innovation is accepted as being integral to this. All employees are stakeholders associated with or impacted by innovation. While management is responsible to implement and use innovative practices as they manage their teams, all other employees should participate in and contribute towards creative ideas regardless of their position. As such, innovation should be built into all policies, procedures and activities. The management team has suggested that the operations manager meet with all employees other than the management team to share knowledge about innovation.

The board of directors have requested a written research report to fully understand the role of innovation at the college. They suggested that the college should consider creating an innovation strategy to provide a structured approach to innovation. In particular, they were concerned about the lack of training in critical/creative thinking for staff and the need to reward staff for innovative ideas that are actually used by the college. They also requested a cost/benefit analysis for actively pursuing innovation in college.

To help with the analysis, the management team provided the following financial information:

|  |  |
| --- | --- |
| **Innovation costs** | **Innovation benefits** |
| Human resource cost $10 000 | Increased enrolments $100 000 |
| Physical resource cost $20 000 | Staff retention $50 000 |
| New systems/processes $15 000 | Competitive advantage $20 000 |

Information required to complete section 3

After a period of 4 months, a variety of initiatives, processes, systems and activities have been established at the college. A brainstorming register was created and the outcomes from regular brainstorming sessions have been recorded.

| **Date** | **Brainstorming topic** | **Participants** | **Issues/Ideas/Solutions** | **Monthly “innovation hero”** |
| --- | --- | --- | --- | --- |
| Month 1 | Personal development | Receptionist  Trainer  Operations Manager  Student services officer | More regular performance reviews  Paid subscriptions to podcasts  Job rotations | Receptionist |
| Month 2 | Recruitment policies | Receptionist  Trainer  Operations Manager  Student services officer | Consider diversity and cultural differences  Accurate job descriptions  “Grey matter” – valuing older employees | Trainer |
| Month 3 | Competitors | Receptionist  Trainer  Operations Manager  Student services officer | Relevant online courses  Chat forums  Include more case studies  Cater for learning styles and preferences | CEO |
| Month 4 | Academic excellence | Receptionist  Trainer  Operations Manager  Student services officer | Social media marketing  International student promotions  Exchange students  Shared “professors”  Mental well-being | Student services officer |

When the CEO reviewed the register, he was pleased with the outcome, but wanted to know why the individuals had been awarded the title “monthly innovation hero”. He was also concerned that the same employees participate in the brainstorming event each month. The management team were happy with the outcomes of the brainstorming sessions and said their team members had benefited from the ongoing emphasis and awareness of innovation. The management team will meet to creatively discuss and address some of the issues, ideas and solutions in the innovation register. The CEO has requested that together the team decides which issue is the most pressing and should be dealt with first.

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King Edward VII College

Business Plan

2020 – 2022

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| A close up of a logo  Description automatically generated | Executive Summary |

Established in 2010, King Edward VII College is a Registered Training Organisation (RTO) that provides training to students in business and management.

Our principal purpose is to provide high quality training services to satisfy students’ needs.

Our training is nationally recognised and accredited to meet vocational and educational standards. Courses are designed by highly qualified staff with extensive industry and training experience to achieve teaching and learning excellence, flexibility and personal satisfaction.

We draw on our established relationships with industry and other stakeholders to ensure our courses are appropriate to the demands of our clients and consistently meet their expectations.

Quality is maintained in compliance with the national VET Quality Framework and through our continuous improvement system.

A key objective is to develop the required knowledge and skills for clients to be job ready and competently undertake their chosen role in a wide range of business areas.

Mission

King Edward VII College provides high quality industry training that engenders participation and achievement.

Strategic Objectives

1. To be a leader in vocational education and training
2. To be a leader in innovation in the vocational education and training sector
3. To establish and maintain high quality infrastructure supporting clients and staff
4. To be well led, high performing, profitable and accountable
5. To develop our people and resources

Values

The core values underpinning our activities are:

* sustain excellence in training and assessment
* promote innovation across all of our business operations
* be a collaborative and caring community.
* embrace difference and diversity
* demonstrate integrity and equality of opportunity in all activities
* operate with openness and accountability.

Overview

This new business plan reflects our approach to the coming years. We commenced operations in 2010 with relatively low student numbers which then increased significantly.

We do not expect these numbers to increase significantly over the period 2020 – 2022 as we are currently nearing capacity in our Melbourne and Sydney campuses.

We also expect stable costs for our existing campuses with no major increases expected. However, there will be significant financial investment required for the new campuses.

Resourcing

Financial

Due to the success of the College to date, there are significant cash reserves to fund the new campuses, plus general initiatives, including quality training and assessment and continuous improvement and innovation.

Staffing

Regarding staffing, existing staff will perform key functions across the new campuses such as human resources and marketing. They will also perform any new functions arising such as responsibility for quality and innovation.

Operational Objectives

The following identifies the operational objectives we plan to achieve in pursuit of our strategic objectives.

|  |  |  |
| --- | --- | --- |
| **2020** | **Priorities** | **Key performance indicators** |
| July | Improve web site information to attract more students | 10% increase in students by June 2021  Improve market share by 5% |
| September | Conduct annual internal audit | Audit conducted, and continuous improvement identified |
| October | Develop and implement a cultural sensitivity and awareness program for staff | All staff trained in cultural awareness |
| December | Staff performance reviews | All staff performance reviews conducted |

|  |  |  |
| --- | --- | --- |
| **2021** | **Priorities** | **Key performance indicators** |
| January | Identify staff required for new campuses | Staff recruited and in place |
| January | Provide information sessions showcasing the College (existing campuses) | Identify at least 50 potential sign ups |
| March | Develop online learning for all courses | All courses offered online by end 2021 |
| July | Conduct annual internal audit | Audit conducted, and continuous improvement identified  Increase student numbers by 12% by June 2021 |
| November | Staff performance reviews | All staff performance reviews conducted |

|  |  |  |
| --- | --- | --- |
| **2021** | **Priorities** | **Key performance indicators** |
| February | Undertake scoping study for possible offshore campus | Scoping study completed by June 22 and decision made as to whether to proceed |
| July | Conduct annual internal audit | Audit conducted, and continuous improvement identified |
| November | Staff performance reviews | All staff performance reviews conducted |

The Market

Market characteristics & conditions

King Edward VII College has two broad segments to its target market consisting of people wishing to gain entry to the industry, as well as people already working in business and management who want to formalise or develop their skills.

Workforce needs for this sector have been identified as the need to develop an adaptive, responsive and diverse workforce, keep up with technology and to build effective leadership and management skills.

This has informed King Edward VII’s choice of course delivery.

We also intend to capitalise on market needs for delivery of blended (classroom and online), as well as online courses.

There are many training providers in our sector and King Edward VII seeks to offer a point of difference through our competitive pricing structure, innovative teaching methods and state of the art facilities.

Although we will be setting up new campuses in Brisbane and Adelaide in mid 2021 and commencing in the new financial year (July 1) we expect these to be loss leaders initially. Our main aim is to build our brand. We do not expect there to be more than 50 students in each campus in the first year, as these locations are less popular than Sydney and Melbourne but are important for building our brand.

Situation Analysis

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Price, value and quality * Clear understanding of student requirements * Delivery mode suitable for client requirements * High quality learning & assessment materials * Committed to quality ethical practice * Ability to adapt to changing market conditions * Effective and practical policies and procedures * Competitive pricing * Friendly organisational culture * Level of available finance for investment | * Focus on business and management courses only * Substantial investment in Brisbane and Adelaide meaning large financial outlay * High staff turnover of trainers * Lack of diversity in workforce |
| **Opportunities** | **Threats** |
| * Potential for offshore delivery * Target market experiencing growth * To target other States and Territories * Current portfolio of courses popular in target markets * Potential to apply for Government funding * Explore innovative processes and product offerings | * Changes in Industry/ Government legislation affecting students * Adverse effects of government policies * High level of competition * Other RTO’s bad/ malpractice creating poor perception of training providers to clients * Predicted uncertainties in the world economy impacting level of demand for training * Low price competitors * Failing to satisfy clients demands |

Marketing Strategies

Potential students make their decisions based on the reputation of the organisation, quality of courses, pricing, employment options and personal recommendations amongst other factors.

Our strong vocational emphasis and continual industry consultation will ensure our courses are appropriate to develop the skills and knowledge currently demanded by employers and students.

Our market decisions are based on extensive and continuous market research, targeting market segments and clients within industry. We collect our data from a variety of sources including current and potential clients, VET and business sectors, competitors, media and government along with many other sources.

We plan to develop our market share by:

* offering online and blended learning
* providing face to face information sessions
* improving our web site
* continually improving the quality of service given to clients’ pre-enrolment, during course delivery and through the provision of support services while remaining price competitive
* focusing on the provision of courses required by industry
* maintaining effective communication channels with all stakeholders to ascertain industry requirements and then develop products and manage services accordingly
* continually improving communication channels with all our stakeholders, ensuring a flow of timely and accurate information to facilitate effective planning and decision making
* consistently satisfying individual client needs and demands at the same time as developing the knowledge and skills required by industry
* targeting identified growth markets with planned, market appropriate campaigns employing a variety of promotional strategies and advertising mediums
* offering attractive fee structures to our clients
* continually improving the skills, knowledge and effectiveness of King Edward VII College through our commitment to training and development
* regularly reviewing the effectiveness of all our operations and making improvements when and where necessary.