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Case Study

Transformation of a business model

Background

The client is a large Community College located in Toronto. Many higher education institutions are facing significant pressures to improve student satisfaction, while managing in a very tight fiscal environment. They need to do more, with less. The CIO, who was responsible for process reengineering at the college, was the sponsor of the Student Life Cycle initiative, to redesign how they served students. This was a major transformation of their existing business model which followed the traditional, silo'd organization structure for Admissions, Registrar, Student Counseling, Financial Aid, Housing, Parking, etc. Each was a separate department, with separate processes and information technology. This was a very inefficient and non-student centric approach to providing services.

The Solution

We worked with the college to help them launch the Student Life Cycle BPR initiative. We facilitated a cross functional team through a ten step BPR framework, from the "As Is" assessment to the "To Be" design. This project focused on making recommendations on process, organization and technology for the new design, as well as defining a road map for implementation. The result was a strong "case for action" and a vision for how the college should serve students in the future. The business case and implementation road map were presented to the executive committee for approval and support. This resulted in funding to launch the implementation phase and begin the journey to transform their business model.

The new design focused on integrating the various service departments into a one-stop service centre, where students could come to seek help with any problem or question. This integration involved creating a common, integrated counter, with student service representatives trained in handling all issues and answering all queries in a 'one touch, only touch' mode. This physical centre was also supported by a self-serve Web based strategy to deliver many services on-line, over time. This would improve overall productivity, especially for basic services, free up resources for complex transactions, resulting in improved student satisfaction. The initial project assessment and design took place over a four month timeframe, while the implementation evolved over the next two years.

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“Improving business results through team effectiveness”



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Note. This engagement was conducted by ProFitness Advisors Group Partners Brian Ternoway and Miles Langstaff while members of the IBM Consulting Group of IBM Canada Ltd.

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