

Business Plan

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## **T&D Consultancy's Business Plan**

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### **Executive Summary**

“T&D Consultancy” is a training and development company which offers consultations and support services and course development for higher education institutions across Canada. Our mission is to provide our clients with products and services of high quality. In order to succeed in our mission we are dedicated to providing the most innovative educational consultations services available today in Canada and provide our higher education clients with excellent customer service. Our vision is to provide long term value for clients by offering our knowledge and expertise on an ongoing basis and helping define a long term strategic plan. We also intend to focus on utilizing the most current and present day technologies as part of our design and development services since our clients will be looking to utilize diverse methods of delivering distance education. Our main strategic aims are excellence (product quality), modernization (technological development) and growth (expanding our client base). Our strategic plan builds upon these strategic aims.

**Business Name:** *“T&D Consultancy”*

### **Business Environment**

Given that we are a startup company we will continue to focus on the higher education sector to ensure that we are successful in providing quality services to this sector. Once we have enough experience as an organization and learned from those experiences, we will begin thinking about going to other sectors such as K-12,

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Corporate, and Government learning environments. For instance, this could increase our client numbers and give our company better prospects for development and expansion abroad; such as, the United States and Europe. We intend to gain the competitive advantage by showing potential clients an ePortfolio for each of the project team members as part of our sales pitch to our clients; this will showcase each individual that will be working with the clients. In addition, we will have a show case of all our previous projects for eLearning, Webinars, Course Outlines, etc. More advantages our design and development company could offer (in contrast to others) are the customized services, according to each client's special needs. As a small company we could also gain our clients' trust by organizing more meetings virtually, face to face, or teleconference, so that we can understand completely their needs, hear their concerns or suggestions and create step by step (with them) solutions for their project(s). We can also take advantage of Web 2.0 technologies such as social networking sites, blogs, wikis, podcasts, video sharing sites, hosted services and web applications. Web 2.0 technologies are suitable for higher education as they allow younger users to interact and collaborate with each other in a social media dialogue as creators of user-generated content in a virtual community and provide them with user-interface, software and storage facilities, all through their browser.

T&D Consultancy will also focus on utilizing the most current and present day's technologies as part of our design and development services as our clients will be looking to utilize as many methods of delivering distance education as possible. Once we have reached sufficient experience with our business, we may look at improving our efficiency and effectiveness with management of our clients and projects so that we can minimize the costs and raise our products' and services' quality.

## **Business Strategic Direction**

### **Mission**

T&D Consultancy's mission is to provide higher education institutions across Canada with products and services of high quality that focus on design and development in distance education. We are dedicated to providing the most innovative educational consulting products and services available today in Canada and provide higher education institutions with excellent customer service. We intend to emphasize our success needs to be a product of operating a fair business that is driven by both results and integrity. We want to achieve growth, profits, and high client satisfaction (Walcoff, 1999).

### **Vision**

T&D Consultancy aims at helping higher education institutions in achieving excellence in distance education.

### **Excellence**

"Training and Instructional design consultants" will exceed Canada's Instructional Design market standards for quality by:

- Continuously developing products and services of high quality.
- Measuring (via statistical research/evaluation questionnaires) our customer's satisfaction, what needs to change, etc.
- Continuously improve technology and practices to further enhance the instructional design process.

### **Modernization**

- Utilize the most current and present day's technologies as part of our design and development products and services (i.e. Web 2.0 technologies).

- Use social media (Facebook, Twitter, LinkedIn, etc) in order to market our products and services to an extend variety of potential clients, according to the recent market trends (Barrutia & Echebarria, 2013).

### Organizational Values

**Integrity:** We are dedicated to keeping our integrity to high levels. We keep our commitments to our clients. This way we honor our partnerships and keep our reliability level high amongst our clients (Olsen, 2008).

**Insightful Expertise:** We drive value for each and every single client of ours by turning information into insight and always remaining on top of our field and one step ahead of our competitors.

**Service Excellence:** We focus on our growth and success by keeping an honest relationship with all our clients (Olsen, 2008).

**Individualized services:** We focus on each of our client's individualized needs. We don't believe in 'mass' production, but in customization and diversity. Each contact between every client and associate counts for us, therefore, we will attempt to have as much live contact with our clients as possible, meeting them face to face and/or using tools like Skype. As a result, our customers will have more respect for our business and will appreciate our staff's service to support them.

**Social responsibility:** As most companies, we have social awareness, meaning to give back to the community where we work and live (Olsen, 2008).

## Business Description

Since we have no employees in our start up as a company we will register as a sole trader on-line training and development company. This way we will have less paperwork to prepare and we will be paying only income tax on the company's profits and not on the salary we will be paying ourselves. Following this route we can turn into a limited company at a later day, for instance once our company grows and extends in the European market. We will be filling in an annual self-assessment tax form and declare our earnings each year. Being a sole trader means that we are the bosses of ourselves and we will be covering any business debt or loss from our personal wealth. In our first step we will use the lawyer and account advice for security.

As far as the legal status of our business is concerned, we will commit that:

- Our ID products are fit for their purpose and of satisfactory quality under the Sale of Goods Act (Service Ontario, 2013).
- Our ID products are exactly as we describe them under the Trade Descriptions Act.
- Our services are carried out with reasonable skill, in a reasonable time and at a reasonable price under the Sale of Goods Act.

**Social responsibility:** As most companies, we have social awareness, meaning to give back to the community where we work and live (Olsen, 2008).

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Our training and development company will have its basis in Canada, one of the two founders (Umair) current country of residence. After a short geo-economical statistic analysis we chose Canada to be our first and main market.

In Canada it is estimated that each year at least half a million people study through distance education (Statistics Canada, 2013). More specifically, over 65% of colleges offer at least one distance education course with over 60.000 students enrolled and over 35 universities offer distance education programs in Canada (Statistics Canada, 2013). Also many government departments and over 35% of large companies in Canada are already using some form of distance education. Above mentioned statistical facts support the claim that Canada has a design and development need that focuses on distance education (Statistics Canada, 2013).

T & D Consultancy will start as a sole traded training and development company with the prospect to turn into a limited company. If we succeed to cover our operating costs by the end of the third year after our opening and start making a small profit (5-10%) then we could turn it into a limited company, meaning to find sponsors and possible partners and start our first partnership in order to grow (hire more specialized staff and cover our marketing/advertising needs) and expand in other countries as well. Possible founders are:

*Salesperson, HR person, Project Manager, Instructional Designers, and a Social Media Expert.*

In addition, we would need to reach out to investors and venture capitalists, which our founders will do as part of arranging the appropriate funds to fulfill the strategic plan.

For the time being the two founders of the company (Umair and Lamprini) will play multiple roles in the construction and management of the new company. We will be the project managers of the company and the working staff at the same time. We will also try to cover the basic accounting and legal issues of the business, together with all the technological matters, such as to create and maintain our company's website and upgrade the technological tools we use. We will also cover the marketing domain by advertising our work on the Web using social media (e.g. Facebook, LinkedIn), participating in professional blogs, offering free webinars about what we offer to our potential clients, etc.

T & D Consultancy is able to assist you in designing an online environment for your educational, training and instructional projects and courses. More specifically, we offer the following services:

**1) Distance education course design, development, assessments/evaluations**

- A team of specialists from design and development will work with your subject matter experts such as faculty.
- We collaborate with your experts about how best to present and deliver your learning materials and identify your targets in an DE environment.
- We identify your needs to fit the instructional technology to your project objectives and human capital needs.
- We help you design assessment tools.
- We propose methods focusing on how instructional technology enables active learning, ongoing training and collaboration.
- We create specific structures and direction, which is necessary to ensure a high standard and dynamic learning environments.



## **2) Webinars**

We offer services to public, corporate and social Canadian organizations on the creation of educational seminars, depending on the subject of our client's interest. We develop webinar content which will allow real-time, point-to-point communications as well as multicast communications from one sender to many receivers. Our webinars will offer information of text-based messages, voice and video chat to be shared simultaneously, across geographically dispersed locations. This is also known as synchronous learning and is a great substitute for the face-to-face classroom.

We also provide our clients with Web Conferencing ability where they can utilize our licensed Web Conferencing System if they don't have one of their own. Applications for web conferencing include meetings, training events, lectures, or short presentations from any computer. More specifically, we provide the following services:

- Recruitment of appropriate teaching staff.
- Creation of customized training material for the webinars.
- Effective delivery techniques for Trainers using webinars.

## **3) Advisory and Consulting services**

- Consultations for blended course development.
- Course design consultancy.
- Advising on effective delivery of webinar courses.
- Advising on support for distance education students.
- Advise faculty on how to operate DE courses.
- Analysis of technologies for effective course creation and delivery.

**4) Assessments creation and deployment**

- Create the assessment of DE courses.
- Consultation on creating effective assessments.
- Utilizing various technologies in creating assessments.

**5) Evaluations creation and deployment**

- Create the Evaluation of DE courses.
- Consultation on creating effective evaluations.
- Utilizing various technologies in creating evaluations.
- Levels 1-4 Evaluations analysis and deployment.

**6) Comprehensive solutions**

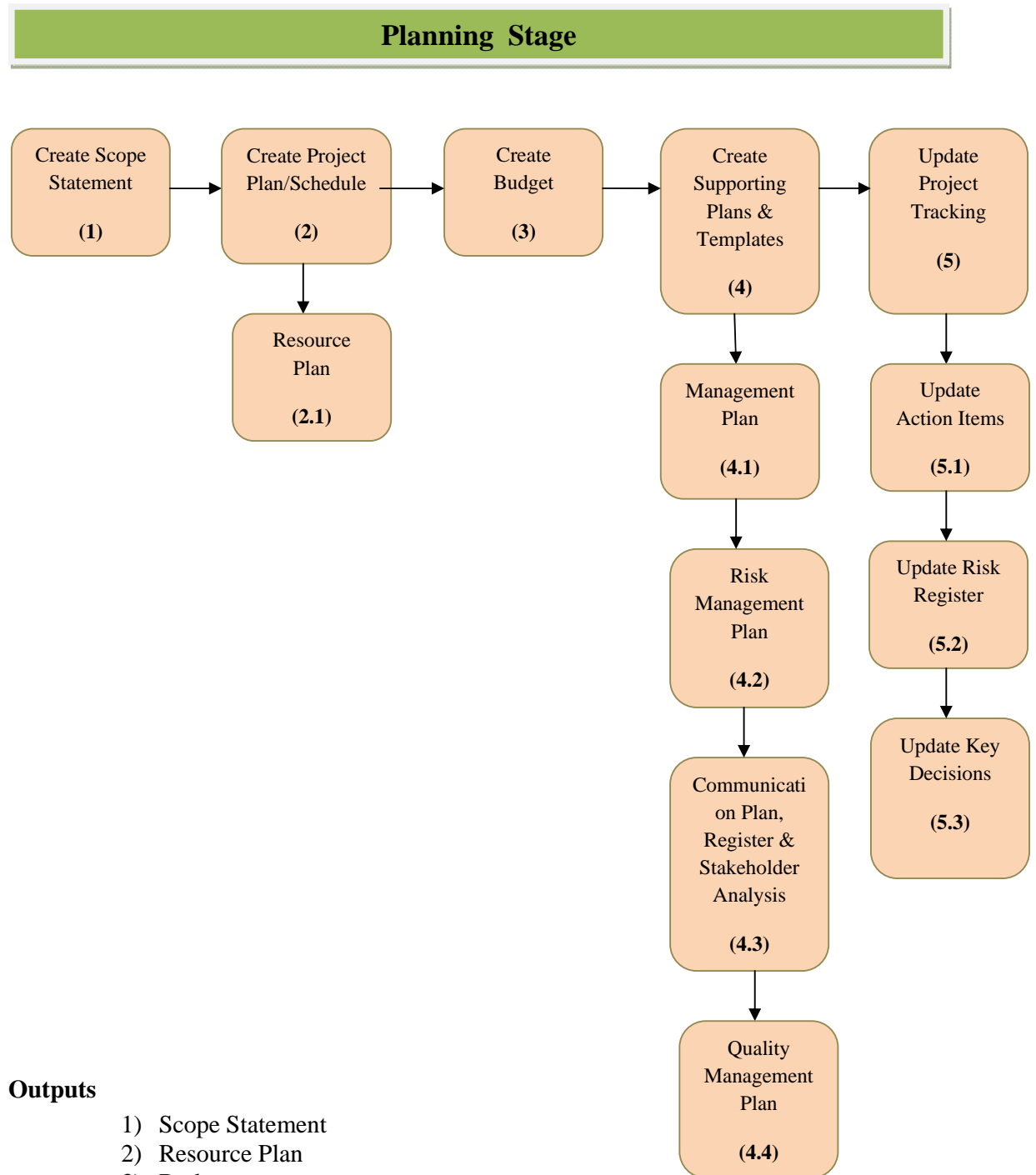
We offer consultation with staff/faculty for analysis, development, implementation and evaluation phases of courses and curriculums. We work with each client individually considering their unique functional or technical requirements, for each and every single project we undertake.

In order for our organization to be successful in this business we must provide comprehensive services that allow for a curriculum or course to be developed and implemented from start to finish. Typically, a client will not be going to one seller for an eLearning course development and go to another seller for Instructional Design consultations for distance learning course development. We are not offering an Information Technology System such as a Learning Management System or ePortfolio Management System or a Web Conferencing System. Rather we are offering services that can utilize these and other technologies to develop the curriculum or course, in addition to other services. It is assumed that our clients or potential clients will have these systems already implemented or available or they may ask for our expertise to make the right decisions in implementing these systems.

## Business Structure

### Process Workflow

Diagram 1: Planning Stage



#### Outputs

- 1) Scope Statement
- 2) Resource Plan
- 3) Budget
- 4) Communication Plan & Register
  - Stakeholder Analysis

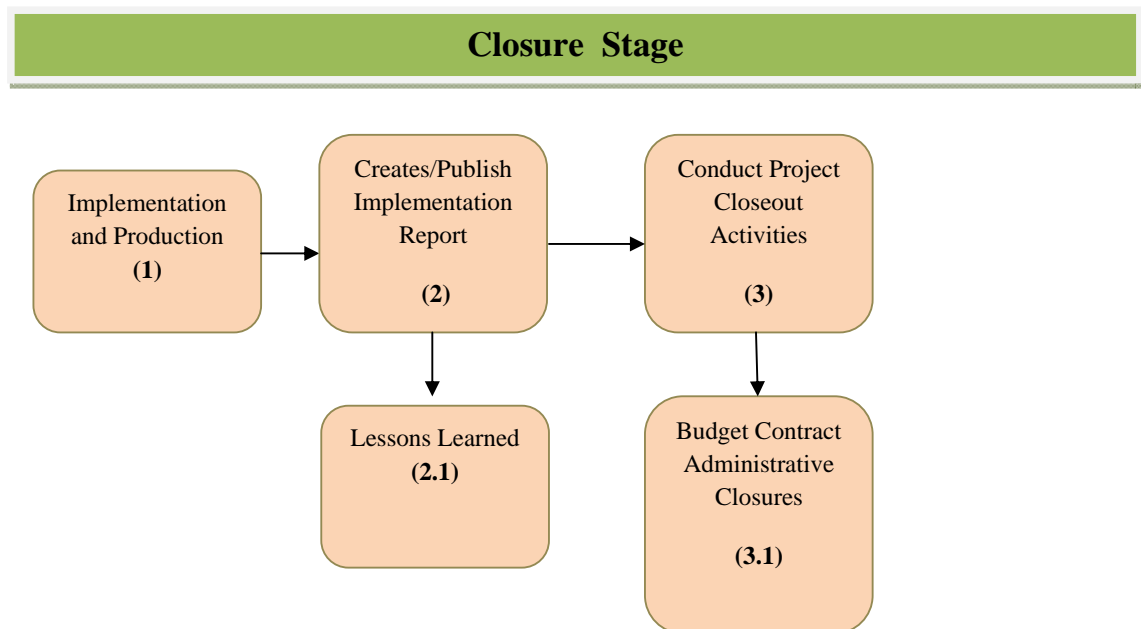
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- Risk Management Plan
  - Issues Management Plan
  - Quality Management Plan
- 5) Updated Project Tracking Log (Action Items, Issues, Risks, Dependencies and Key Decisions)

### Inputs

- Budget
- Schedule Management Guidelines
- Project Plan & Schedule
- Communication Plan & Register
- Contract Administration
- Risk Management Plan
- Issues Management Plan
- Resource Plan
- Quality Management Plan
- Monitoring & Control Processes
  - ↳ Scope Control
  - ↳ Cost Control
  - ↳ Quality Control
  - ↳ Change Control
  - ↳ Stakeholder Management
  - ↳ Risk Analysis, Issues Management & Unresolved Escalation Items

Diagram 2: Closure Stage



### **Outputs**

- Project deliverables turned over to operations, support and help desk
  - Post Implementation Review Surveys
  - Post Implementation Report
  - Documented/shared Lessons Learned and Project Successes
  - Project documentation collected and updated in repository.
  - Closure Stage
- 
- 1) Scope Statement
  - 2) Resource Plan/Create project plan-schedule
  - 3) Budget
  - 4) Supporting plans (communication plan, register, stakeholder analysis, risk management, quality management)
  - 5) Update project tracking log (action items, risk register, key decisions).
  - 6) Implementation and production
  - 7) Create implementation report/lessons learned
  - 8) Conduct project closeout activities, budget contract, and administrative closures.

Source: Templates and Training, 2013.

Since we are a new company we have a very limited budget. That's why we have to develop our own marketing strategies, such as web-sites and social media accounts/blogs. As far as other costs are concerned, such as accounting and legal services or technological costs, we could find a few sponsors (McNamara, C., 2007). Our first goal is to be able to cover our operating costs by the first three years after our opening and after the third year we hope to make a small profit (5-10% of the revenues). We hope for a slow but 'healthy' growth of our business with our profits rising slowly but continually after the first three years (Stutley, R., 2002). Once we start making a small profit (5-10%) and become trustworthy to our sponsors we can ask for a potential partnership with them, meaning to sponsor us to hire more specialized staff for our company (more instructional designers, a project manager, technicians, lawyer, accountant, marketing team) with an exchange to give them 10-15% of our profit for each and every project "T&D Consultancy" completes.

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In the start up of the company the two founders will be the only instructional designers and the project managers for every project T&D Consultancy is responsible for. This means that they will create ID projects and will also be responsible for the macro-level management (have full grasp of each project at the higher level) and the micro-level management (organize and troubleshoot individual considerations such as the mission, critical handoffs and production-side HR commitments) (Smith & Ragan, 2005, p. 320).

If our clients increase over the first three years then we will need to hire more instructional designers in order to be able to develop more projects and grow our business to other countries as well. Furthermore, we could hire a project manager, a lawyer to cover the legal part of our exchanges with clients, partners and an accountant for the bookkeeping. We could also hire (part-time) a small marketing team which will cover our products promotion in a more complete and effective way and will also be responsible for the upgrading and enrichment of our web-site. One person from the team can be responsible for our social network marketing plan, meaning to be responsible for:

- Gathering all the digital assets that our company possesses so that we can make the best use of these assets in order to have a better web presence (Collect All Internal Assets).
- Utilizing Analytic tools such as Google Analytics, Youtube hits, Twitter followers, etc in order to see how well we have performed with the information we already have out there (Review SEO Program).
- Promoting our excellent customer service.
- Updating to our brand, products, and services.

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- Updating to technologies in the higher education sector for distance education.
- Always leading in the industry by posting to blogs with newer techniques of delivering for higher education.

## Marketing Strategy

Our Marketing plan will involve a lot of avenues to gain new clients for our company. For starters, we will create a group on Facebook for marketing and promotions of our products and services. Social Networks such as LinkedIn, Blogs and Facebook have become quite effective in Marketing for business (Barrutia and Echebarria, 2013). In addition, we will create our own group on LinkedIn and participate in other e-Learning and DE related groups on LinkedIn. Examples of LinkedIn groups are:

- E-learning Companies
- E-learning Global Network
- Freelance in Instructional Design and E-learning Industry
- Instructional Design and E-learning Professionals
- Instructional Design Central
- Instructional Designers
- Learning, Education and Training Professionals Group
- United States Distance Learning Association

We will also create our own blogs on a weekly basis and participate in other blogs. Examples of similar blogs are:

<http://www.instructionaldesigncentral.com/>

<http://jobs.pearson.com/key/remote-instructional-design-jobs.html>

<http://www.indeed.com/q-Remote-Instructional-Designer-jobs.html>

<http://www.simplyhired.com/a/jobs/list/q-instructional+designer+remote>

<http://www.virtualvocations.com/jobs/q-instructional+designer+jobs/p-10>

[http://www.glassdoor.com/Job/remote-instructional-designer-jobs-](http://www.glassdoor.com/Job/remote-instructional-designer-jobs-SRCH_KO0,29.htm)

[SRCH\\_KO0,29.htm](http://www.glassdoor.com/Job/remote-instructional-designer-jobs-SRCH_KO0,29.htm)

<http://jobs.monster.com/v-education-q-instructional-designer-jobs.aspx>

<http://www.higheredjobs.com/admin/search.cfm?JobCat=218>

<http://www.instructionaldesign.org/jobs.html>

<http://www.peopleperhour.com>

We will create our own web-site with details about who we are and what we offer. Develop to our ePortfolios and LinkedIn profiles; refer to Appendix B for a sample of the ePortfolio. In addition, we will promote our product via Google Marketing. Send advertising and promotional e-mails to potential clients such as Portage College and Keyano College. For Portage College we can use our own staff (Umair) to set a face-to-face meeting in order to succeed a more direct and effective communication for a potential future collaboration. In addition, utilize our contacts in the industry to connect with in order to gain clients.

Use social media (Facebook, Twitter, LinkedIn, etc) in order to market our products and services to an extend variety of potential clients, according to the recent market trends (Barrutia& Echebarria, 2013). The below table highlights briefly our social networking market strategy:

<b>Get Internal Team on Board</b>	We are going to have a team meeting to kick off our social media marketing strategy to ensure that the entire company is on board.
<b>Collect All Internal</b>	One person from our company will be responsible for



<b>Assets</b>	gathering all the digital assets that our company possesses so that we can make the best use of these assets in order to have a better web presence.
<b>Review 2013</b> (first half) <b>Social Activity</b>	As part of our strategy, we will monitor all the postings on Blogs, Facebook, Twitter, LinkedIn, etc. to measure what we already have available online and how well it has been working for our company to date.
<b>Review SEO Program</b>	We will utilize Analytic tools such as Google Analytics, Youtube hits, Twitter followers, etc in order to see how well we have performed with the information we already have out there.
<b>Define Social Goals for 2013</b> (second half)	<p>Our social media marketing will focus on the following tasks:</p> <ul style="list-style-type: none"> <li>• Promote our excellent customer service</li> <li>• Updates to our brand, products, and services</li> <li>• Updates to technologies in the higher education sector for distance education</li> <li>• Always leading in the industry by posting to blogs with newer techniques of delivering for higher education</li> </ul>

**Source:** Mashable, 2013

## Sales Projections

Please see the **Financial Analysis** section (Located after **Resources Requirements** section) for revenue explanations and projections for the first five years of our company.

## Resources Requirements

### Infrastructure and Office Requirements

The company's physical location is mostly on the web, providing visibility to potential clients across Canada. The location of the staff is their home office space, which allows us to reduce office space costs. For the near future, there is no plan to have a dedicated company office as majority of the face to face interactions with clients will take place at client sites. Some advantages of keeping location of staff to their home office are:

- Low overhead costs such as rent, internet service, heat/water, power, etc.
- Removing costs of Computers as staff will use their own computer from home to work for our company.
- Online presence allows us to show clients that we know it and know the best ways to exploit it for educational purposes.
- Our staff will be able to attend to their personal lives if necessary as they will have flexible hours and will be working from home.

All these characteristics of the location are consistent with the nature of a higher education training and development consultancy company.

## **ICT and Teaching/Learning Technologies Requirements**

The following is a list of technology requirements for our employees:

- Computer
- Adobe Captivate
- Adobe Acrobat Pro
- Adobe Photoshop
- Adobe Flash
- Adobe Connect
- Articulate
- MS Office Suite
- MS Project
- MS Visio

The licenses will not be provided by our company at this point, employees are expected to have these technologies on their own.

## **Management Summary**

Our management is expected to use resources wisely, operate profitably, pay debts, and abide by laws and regulations. Our management philosophy is based on team work, responsibility, and mutual respect. People who work at T&D Consultancy would want to be part of our team because we operate in an environment that encourages creativity, diversity, growth, and performance.

Lamprini N. Antonopoulou and Umair Qureshi will be the co-presidents of T&D Consultancy. However, this will not be their only role within the organization,

## Business Plan

they are also responsible for various other roles, such as Project Manager, Instructional Designers, Graphics Designers, Trainers, etc. Below are the roles that each will be responsible for in order to operate T&D Consultancy:

**Lamprini N. Antonopoulou** – Co-President/CEO, Project Manager, Instructional Designer, and Trainer. Lamprini has extensive experience with management of projects, specifically for non-profit organizations and has been delivering training for her current full time employment.

Lamprini N. Antonopoulou's LinkedIn Profile can be viewed from this link:

<http://www.linkedin.com/pub/nataly-antonopoulou/50/a0a/140>

**Umair Qureshi** – Co-President/CEO, Instructional Designer, Graphics Designer, and Technical Developer. Umair has had significant experience working as an Instructional Designer and also brings to the table expertise in development of eLearning applications.

Umair Qureshi's LinkedIn Profile can be viewed from this link and Appendix D:

<http://www.linkedin.com/profile/view?id=117335579>

## Financial Plan

According to our conservative estimates, T&D Consultancy is expected to maintain a healthy financial position over the next five years. The following plan outlines the financial development of our company. The business will be initially financed by a \$30,000 five-year term loan from the bank and a total capital investment of \$50,000 from Umair and Lamprini (\$25,000 each).

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The source to repay the loan of \$30,000 will be the cash flow generated from operations. The company will also finance growth through cash flow. After an initial period of five years, the company will be able to make a further expansion. At that time, it is envisioned that a bank loan or equity funding will be sought to finance the new development, in addition to retained earnings.

The projected financial statements have been prepared, and necessarily include some amounts that are based on reasonable estimates and judgment.

The following sections outline important financial information:

### Start-up Costs

We anticipate having startup costs of travelling to client sites and presenting and participating in higher education conferences. These costs will be significant for our business, especially in the first year and they may reduce for the years after that. We will also have software licensing costs; however, they will not be renewed annually, but every 2 years to minimize our expenses. We also plan on taking a business loan from the bank, which will bear an interest rate of 10% annually. In addition, there will be costs of business registration which will be a onetime cost. The bulk of our cost will be the wages that the staff will be paid, and we anticipate \$50,000/each for the two staff that will be operating the business. We anticipate our costs will increase annually at a rate of 5%, though not all costs mentioned above may exist or increase.

Type	Cost
Employee Wages	\$100,000 (\$50,000/year for Umair and \$50,000 for Lamprini)

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Travel Costs	\$20,000
Software Licensing Costs for employees	\$3,000
Business Loan Costs	\$3,000
Business Registration Costs	\$1,000
<b>Total</b>	<b>\$127,000</b>

### Revenue Projections (5 Years)

T&D Consultancy plans on charging \$100/hour for every hour spent by its employees work for a client. We anticipate the following hours of work for each of our product/service in year 1:

**DE Course Design** – 120 hours

**Webinars** – 100 hours

**Instructional Design Consultations** – 600 hours

**Assessments/Evaluations Development** – 100 hours

**Comprehensive Solutions** – 240 hours

Based on our chargeable rate and the number of hours we will work on each product/service, we are calculating the below revenue projections. These revenues will increase at a rate of 10% annually.

<b>Product/Service Offering</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
DE Course Design/Development	\$12,000	\$13,200	\$14,520	\$15,972	\$17,568
Webinars	\$12,000	\$13,200	\$14,520	\$15,972	\$17,568
Instructional Design Consultations	\$60,000	\$66,000	\$72,600	\$79,860	\$87,841
Assessments/Evaluations Development	\$12,000	\$13,200	\$14,520	\$15,972	\$17,568
Comprehensive Solutions	\$24,000	\$26,400	\$29,040	\$31,944	\$35,138
<b>Total Revenue Projections</b>	<b>\$120,000</b>	<b>\$132,000</b>	<b>\$145,200</b>	<b>\$159,720</b>	<b>\$175,682</b>

## Cash Flow Projections

Our company is carrying a business loan of \$30,000 with an interest rate of 10% annually. The main driver for our costs are the wages that the employees will be paid, then the travel costs associated with operating the business and attending conferences. For the software licensing costs, we will be upgrading/renewing our licenses every two years to minimize costs. In addition, we will encourage the staff to not expense all costs into the business to allow the business to grow. The below cash flow table shows the company's revenues and expenses and the net profit for each year, for up to five years.

Revenue/Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>	\$120,000	\$132,000	\$145,200	\$159,720	\$175,682
<b>Expenses:</b>					
Wages	\$(100,000)	\$(105,000)	\$(110,000)	\$(115,000)	\$(120,000)
Travel	\$(20,000)	\$(21,000)	\$(22,000)	\$(23,000)	\$(24,000)
Software Licensing	\$(3,000)	N/A	\$(3,100)		\$(3,200)
Loan	\$(3,000)	\$(3,000)	\$(3,000)	\$(3,000)	\$(3,000)
Business Registration	\$(1,000)	N/A	N/A	N/A	N/A
<b>Carryover</b>		\$(7,000)	\$(4,000)	\$3,100	\$21,820
<b>Profit/Loss</b>					
<b>Net Profit</b>	<b>\$(7,000)</b>	<b>\$(4,000)</b>	<b>\$3,100</b>	<b>\$21,820</b>	<b>\$47,302</b>

## Performance Management Plan

As our company grows, we will implement a performance management plan that will allow us to measure our employee's skill sets and provide them with coaching where necessary. A brief description of the performance methodology is as follows:

## Business Plan

Employees will be measured against the following performance measurement factors:

- Customer Service Orientation
- Effective Communication
- Analysis and Problem-Solving
- Decision-Making and Results Orientation

**Source:** Performance Management Phase 1, 2013

The above factors will be used to measure the employee's performance and categorizing each employee's performance as either, Below Expectations, Meets Expectations, or Exceeds Expectations. The description of these categories are below:

**Below Expectations** – Employee does not consistently and independently meet expectations in the measurement factors, where his/her performance is unsatisfactory and consistently falls below the minimum requirements of his/her job role.

**Meets Expectations** – Employee meets expectations and/or sometimes exceeds expectations outlined in the measurement factors.

**Exceeds Expectations** – Employee consistently performs at an exceptional level and frequently exceeds expectations outlined in the measurement factors. In addition, the employee shows potential for leadership skills and demonstrates initiative, performance excellence, and continuously strives to improve his/her skills.

**Source:** Performance Management Guide, 2013



## Business Plan

Our Balanced Scorecard below shows that we will be developing relationships with our clients and growing our company by ensuring our clients experience high satisfaction from our work. As our company grows and develops into a successful business, our reputation will also develop and the objectives mentioned in the Balanced Scorecard will be used to measure our success and progress as a viable business.

	Objectives	Measures	Targets	Initiatives
<b>Financial Perspective</b>	Minimize year 1 costs.	Start-up costs, fixed and variable costs.	Remain within our Start-up costs plan.	Do not spend more than required.  Owners should stay within the budget and if possible, use personal money to carry some traveling costs.
	Profit by end of year 3.	Stay on track to meet or exceed projected financials.	Grow annually at a rate of 10% and keep costs growth rate at or below 5%.	
<b>Customer Perspective</b>	Satisfied clients.	Clients refer us and allow us to post their testimonials on our website.	At least five clients are on our testimonials page.	Follow up with clients after project completion.
	High client retention rate.	Continuous contracts from same clients.	Have more than 10 clients by end of year 1.	Provide discounts for clients that do continuous business with us and refer us to potential new clients.

<b>Learning &amp; Growth Perspective</b>	Learn about the clients' business to provide them with the best possible solutions.	Develop a list of services that our clients can take advantage of through our company.	By the end of year 1, have a Comprehensive Solutions contract with a client.	Create an effective promotional package that speaks to clients' DE needs.
	Support training needs for staff so that they can improve their skill set.	Number of learning technologies each employee is familiar with.	Annually, each employee should have advanced skills with one learning technology.	Provide staff access with Lynda.com  Encourage Professional Development for staff.
<b>Business Perspective</b>	Network with higher education institutions.	Number of client contacts that may lead to potential sales.	Participate in 5 higher education conferences annually.	Develop connections with at least 20 higher education institutions at the end of the first year.
	Keep client satisfaction rate to a 90% in year 1.	Number of satisfied clients.	Ensure clients' projects are completed within budget, on time, and high quality.  Follow-up with clients after project completion.	During the project, show clients the developments to see if they would like changes and are satisfied with the project completed to that point.

## Timeline for Implementation

Our goals for year 1 are to have significant clients to allow for Umair and Lamprini to focus on the projects on a full time basis and create as many contacts in the higher education industry as possible. We do not intend on hiring a third employee

## Business Plan

for the first five years, and this is because we will not be able to support more than two employees (Umair and Lamprini), according to the financial analysis.

For the first two years, we will focus on the higher education sector to allow our business to develop a platform that is secure and financially viable. We should begin to see our business grow and be profitable in year 3.

During year 3, we plan on growing our market to the K-12 sector, as we feel that we will be able to increase the number of clients from that sector. We will continue to grow in the higher education sector during this period by increasing the number of clients and contracts.

During years 4 and 5, we plan on targeting the government and corporate sectors, by this time we will have developed sustainable relationships with our current clients.

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## Appendices

### Appendix A



#### Quotation

**Date:** June 1, 2010

**Company:**

**Project Name:** ILT Orientation Conversion

**Project Timing:** TBD upon project definition, scoping, and SOW approval

**Reference:**

#### Description of Services:

Each defined module can be housed under one course or could be split into separate courses for ease of administration and application. The main Module/Topics covered would be as follows:

Module/Topic	ILT Minutes	Estimated Shift Screens
Overview	60	15
Managing Your Career	20	5
	40	12
	25	6
	30	7
Compliance	20	5
Fire and Security	15	5
Environmental Health and Safety	25	6
IT Services	20	5
IT Security	30	7
Training and Development	30	7
Total		80

#### Pricing Summary:

##### Course Development

- |   |         |
|---|---------|
| 1. Instructional Design for 80 Screens (90 hours) | \$9,000 |
| 2. Graphic design and Course Build (80 hours)     | \$4,000 |
| 3. French Course Build                            | \$1,000 |
| 4. Shift Screens – English (80 screens)           | \$4,000 |



## Quotation

5. Shift Screens – French (80 screens)	\$4,000
6. Project Management (40 hours)	\$4,000

**Estimated Course Development Total** **\$26,000**

### Optional:

1. Audio – Recorded in Shift	Free
2. Audio – Text to Speech (\$10/screen – English only)	\$800
3. Studio Audio – French only	\$1,100
4. Studio Audio – both languages	\$2,200
5. Avatar Development (includes 5 avatars)	\$3,500
6. Green Screen Recorded Video option*	\$8,600

\* includes 5 participants recording content over a 1/2 day, includes crew, green screen and editing – will be on site at customer location)

### Scope:

English and French  
Project Management (40 hours)  
Instructional Design (90 hours)  
Creation of a Custom interface and Menu for the course  
Approved Orientation content to be provided  
Shift course build (160 screens)  
Audio optional  
Video optional  
Avatar creation optional  
Translation not included  
No custom video (existing video assets can be incorporated)  
Staged based customer review  
Quality Assurance  
Final course publish and delivery  
LMS/Intranet integration

### Notes:

This quote is valid for 30 days.


Thank you very much for the opportunity to provide you with a proposal for this project.

Warmest regards,


and the MindMuze Team

This is a sample quote from MindMuze for a corporation's Instructor Led Training conversion into eLearning. The corporation name and some of the modules' names have been removed for confidentiality purposes.

## Appendix B

**Umair, Instructional Designer**

Member of [Athabasca University](#)



What am I supposed to do with all of this information?

**Who am I?**  
Hello,  
  
My name is Umair, I have been in the education field for the past 5 years. I am currently working at ADP Canada as a Instructional Designer. I have a passion for education, more specifically, e-learning. I believe e-learning is the same to education as globalization to world economies that will continue to grow at a rapid pace. I am enrolled in the Master of Education in Distance Education program. I've completed about half of the course requirement so far and will be doing couple more this spring. I hope to be a contributing participant in these courses and learn more about Instructional Design, Teaching, and Distance Education.

**Umair, Instructional Designer's pages**  
**Cloud Computing**  
Cloud computing has always been a vague topic for me in the prior to taking this course, however...  
**Tags:** cloud, cloud computing, file sharing, google docs, google drive, knowledge sharing  
**Computer Assisted Instructions - Using Articulate**  
My Reflection I had a tough time in trying to select a Computer Assisted Instructions (CAI) app.  
**Tags:** articulate, articulate presenter, CAI, computer assisted instruction, power point  
**Getting Started**  
It has been a great experience participating in the discussions with a group of individuals from ...  
**Tags:** course starting, educational technologies, getting started, getting started with mdd610, mdd610  
**Google Groups**  
This is a screenshot of our google groups that we created for managing and compiling our document...  
**Tags:** adobe connect, blackboard collaborate, collaboration, edmodo, illuminate, illuminate live, illuminate live!, google docs, google drive, google groups, group, group mdd610, group project, mdd610 group, skype, team  
**Group Meetings**  
Our group meetings started with using Skype from the 2nd week of the course, and following a few ...  
**Tags:** adobe connect, blackboard collaborate, collaboration, edmodo, illuminate, illuminate live, illuminate live!, google docs, google drive, google groups, group, group mdd610, group

**BBC Higher Education**  
**BBC News | In Depth | 2003 | Higher education | UK Edition**  
Visit BBC News for up-to-the-minute news, breaking news, video, audio and feature stories. BBC News provides trusted World and UK news as well as local and regional perspectives. Also entertainment, business, science, technology and health news.  

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- 2 [More students to receive grants](#)
- 3 [Funding for second degrees is cut](#)
- 4 [Boys 'less keen to be students'](#)
- 5 [More state pupils in universities](#)
- 6 [Plans to change university entry](#)
- 7 [Fees seem not to deter students](#)
- 8 [Scottish students 'in less debt'](#)
- 9 [Term-time jobs 'lower grades'](#)
- 10 [Universities to charge top fees](#)

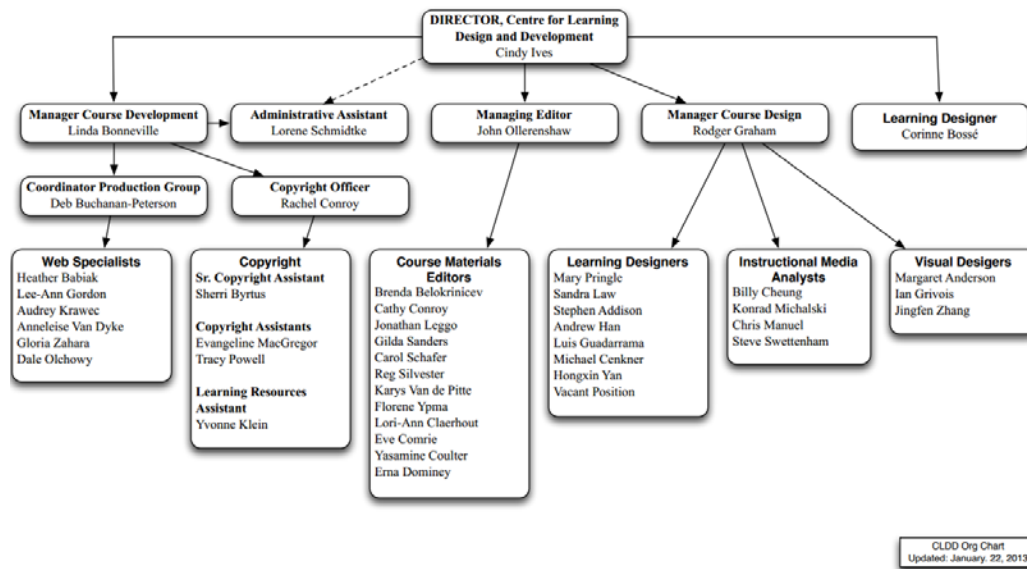
Last updated on 01 February 2013, 1:00 PM

**BBC Technology News**  
**BBC News - Technology**  
The latest stories from the Technology section of the BBC News web site.  

- 1 [Google settles French news dispute](#)
- 2 [Plans to 3D print Moon building](#)
- 3 [Sony gives up on MiniDisc systems](#)
- 4 ['Child porn' virus leaves fines](#)
- 5 [Citron to open up internet for 4G](#)
- 6 [Google glasses exposed in FCC report](#)

This is a sample of one of our Instructional Designer's ePortfolio. It can be viewed better from this link: <https://portfolio.elab.athabascau.ca/user/view.php?id=604>

## Appendix C



**Source:** (Centre for Learning Design and Development, 2013)



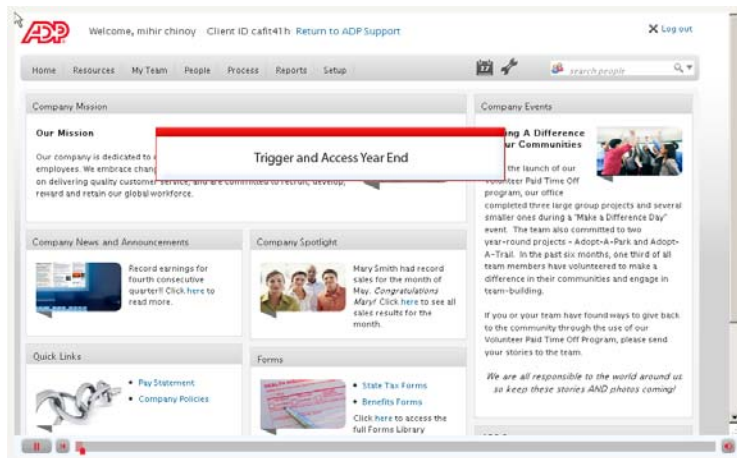
## Appendix D



**Figure:** Sample eLearning English Course



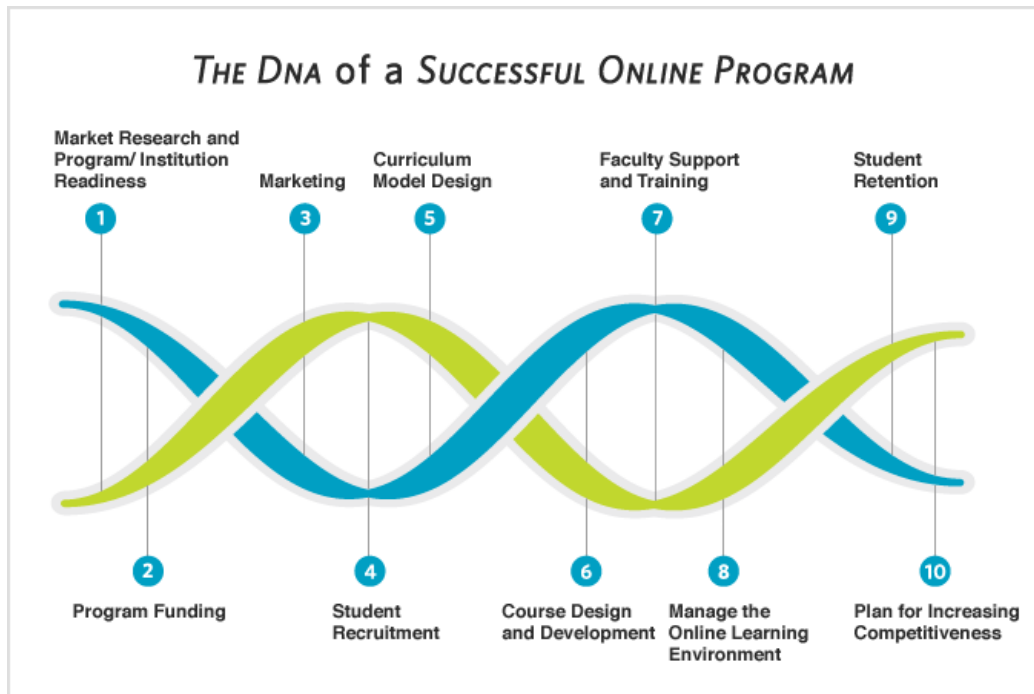
**Figure:** Sample French Course



**Figure:** Sample demonstration in eLearning course

Source: (ADP Inc., 2013)

## Appendix E



**Source:** (EmbanetCompass, 2013)