Model of Organization – To Be

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Summary of changes

1. **Introduction of a reservation application:** second-order change (Informate) -> the introduction of the application modifies where to manage the information of the process; training students is necessary (possible risk).
   With respect to this change, the reliability of the reservation is enhanced as the Excel form is not used anymore. Moreover, the Lead time for doing laundry and dryer is reduced as the application will notify when the washing machine and the dryer are finished, not relying anymore on the student setting his/her own timer. This will eliminate the inconsistency of shared data, as discussed in the AS-IS.
2. **Removal of reception service:** third-order change (Transform) -> huge change in the structure of the organization.
   With respect to this variation, the costs related to the doorman are saved but the introduction of a new way to manage the laundry process is necessary (introduction of a token dispenser, as following). One potential risk may be that the organization could not have the expected advantages, even in terms of costs (doormen's salary).
3. **Introduction of a token dispenser:** first-order change (Automate) -> the end of the system (student – token) remain the same, the means (dispenser vs doorman) of producing the results change. The dispenser has got a Badge Reader, allowing the student to retrieve the tokens.
   With respect to this change, the lead time to retrieve tokens is reduced. One potential risk is that the introduced token dispenser may not function properly, dispensing tokens incorrectly.

PICK CHART:

Possible: introduction of a token dispenser. It has a low payoff, and it is easy to implement as it reduces the time of retrieval of tokens, bypassing the cases when the reception is closed and the student must sretrieve the tokens before his/her timeslot (for instance, 9 pm). As said before, it relieves the doorman from this task.

Implement: -

Kill: -

Challenge:

- removal of reception service; it has a huge payoff, as each section has a doorman. This way the organization will save 5 salaries. However, the doorman has also other tasks, other than the one discussed so far. As a matter of fact, the doorman oversees many tasks (ex. Welcoming new students, management of issues with rooms and common rooms, etc.) and has a reference role for students. Considering these aspects, this change will not be apported.
- introduction of a reservation application; it has a huge payoff, as it resolves the critical point (inconsistency data) as discussed before.

Organizational variables

Size

Number of FTEs: no change

Products, services

No change

Goal, goal type, mission, vision, strategy

No change

Culture

No change

Structure

Organizational chart: no change

IT/IS group / office

Formalization / specialization/ centralization

No change

Organizational type

No change

Business Model Canvas

No change

IS Dimensions

Process dimension

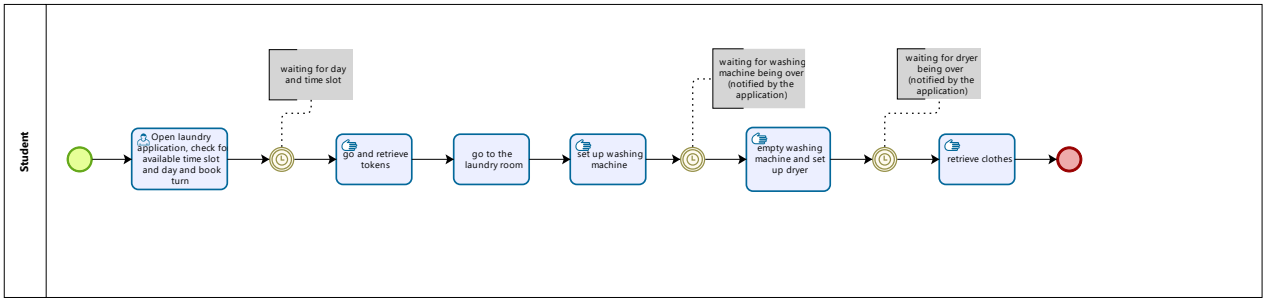
Conceptual data model

No change

Processes

Activity in BPMN	Supporting Software functions
Manage booking	Log in to the application, show and select available day, show and select available time slot, allow to tick the box to warn whether Collegio's products are used, confirm
Retrieve tokens	Read badge and dispense tokens
Notify time over	Send notification when washing machine/dryer is over

LAUNDRY PROCESS



Technology dimension

Application portfolio

New application: Calendly

Application selection, make vs. buy decision

Application name	Vendor	Description	Price model and fees
Calendly	Calendly	Calendly is an application that allows users to manage bookings based on day and time availability. Calendly sends email notifications to confirm, modify, or cancel bookings.	Price model: freemium Fees: Free: 0 $. Standard: 10 $ / month. Teams: 16 $/month. Enterprise: 15k $/year.
Setmore	Setmore	Setmore is an option that allows you to schedule and manage online bookings. Users can book appointments through the website or the mobile app. Setmore sends notifications via email and SMS for appointments.	Price model: freemium Fees: Free : 0$. Pro : 5$/month. Team : 10$/month.
Acuity scheduling	Square space	This platform offers online booking functionalities that allow users to book appointments based on such availability. Acuity Scheduling includes email and SMS notifications for confirmed, modified, or canceled appointments.	Price model: freemium Fees: Emerging: 16 $/month. Growing: 27$/month. Powerhouse: 49$/month

Criterion	Calendly	Setmore	Acuity scheduling
Functionalities (free version)	One event type, connect one calendar, customize booking page, embed scheduling on your site	Unlimited appointments, customize booking page, email reminders, iOS and Android apps	No free version
Functionalities (pro version)	Unlimited events, more customatization	SMS and email reminders, recurring	Confirmation, reminder and follow-up

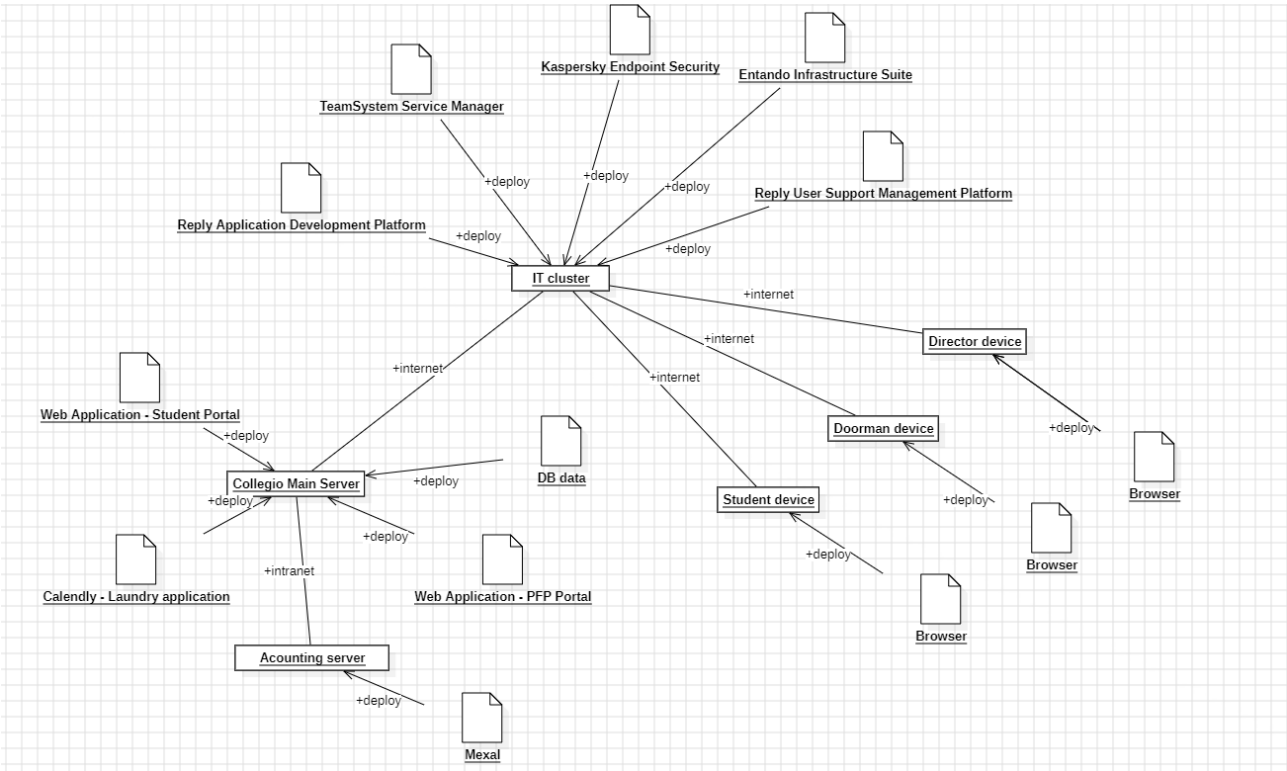
		appointments, customized notifications	emails, offer unlimited services and appointments
Functionalities (team version)	Single Sign-On	Other functionalities (no interest)	Other functionalities (no interest)

Based on the described functionalities, the application Calendly with the team version is the best choice because it offers the possibility to introduce the Sign-On, necessary for the described To Be process.

Coverage

Software function needed (from process view)	**Software function provided by application selected**	**Gap analysis**
Log in in the application	Sign-On	No gap
Show and select available day	One calendar	No gap
show and select available time slot	One calendar	No gap
Allow to tick the box to warn whether collegio's products are used	Customize your booking page	No gap
Confirm	Customize your booking page	No gap

Hardware software architecture



Integration

As a consequence of the introduction of Calendly, integration is needed considering that:

- For sign on procedure, it is necessary to access DB data to retrieve personal credentials,
- Given the retrieved credentials, it is necessary to control the correspondence between inserted and saved credentials.

Outsourcing

No change

IT strategy

No change

Effect of change(s)

Effect on KPIs and CSFs

Indicator (Csf, Kpi) name	**Effect**	**Quantitative estimate of variation (absolute, %)**
CU	Changes consequently to T	Variation depends on T
T	T= laundry infrastructure (water, machines, electricity, soap) + tokens with relative machines + maintenance of machines+ IS infrastructure cost (application+dispenser)	IS infrastructure cost < effort by doorman + salary of doorman (for this mansion)
T_token	Students now retrieve tokens with the dispenser	Dispenser interaction time < doorman interaction time
T_WM	Students are notified when the laundry/dryer is done	Current T_WM <= previous T_WM (considering human error of hand made timer)

TCO, ROI and Break even

	YEAR 1	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**
Cost	Selection + application and dispenser deployment Operation+ maintenance	Operation+ maintenance	Operation+ maintenance	Operation+ maintenance	Operation+ maintenance
Benefit	Doorman's salary	Doorman's salary	Doorman's salary	Doorman's salary	Doorman's salary
Profit	600$ - (1000$+50$+192$+100$) = -742$	600$ - (192$+100$) - 742$= -434$	600$ - (192$+100$) - 434$= -126$	600$ - (192$+100$) - 126$= 182$	
				Break even	

Selection = application activation cost + dispenser purchase cost (0$ + 1000$)

Deployment = dispenser installation (50$)

Operation = 16 $ *12 months = 192 $/year (application fee)

Maintenance = ~100$

Doorman salary (for this mansion) = ~50$/month ->600$/year

Considering the benefits and costs, the break even will be reached in 4 years.

(The values are all estimated, since the organization does not share these data).

Change management plan

To summarize the changes introduced before:

- introduction of a token dispenser: first-order change (Automate). One potential risk is that the introduced token dispenser may not function properly, dispensing tokens incorrectly.
  To reduce this, every morning for a period of 2 weeks the doorman will check and instruct the students about the functioning of the token dispenser.
- Introduction of a reservation application: second-order change (Informate). One potential risk is the improper use of the application by students. To reduce this, a transition period is needed, where the booking of laundry turns is partially performed with the application and partially handled by the doorman. For example, a start date to use the application could be imposed. Until then, students are allowed to ask the doorman for support.

Conclusion

In summary, why the organization should buy (and pay for) your proposal of change?

The organization should buy our proposal of change to align the process of laundry to its critical success factors. As a matter of fact, improving such a daily process may hugely impact its students' life. Moreover, from the TCO analysis it emerged that the discussed changes would lead to a reduction of expenses (see break even highlighted before), which is fundamental for a no-profit organization. In addition, it appears that the implementation time for the proposed changes is low, with a slight impact on the structure of the organization.