IT Strategy – Cristal On Campus Company

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Team 3

Table of Contents

Table of Contents

Section 6 : Professional Assessment
1. Super Swot matrix (internal analysis) ………….. Lei
2. Ansoff Matrix (for external opportunities) ………….. Lei
3. Porter's five forces for threats ………….. Lei
4. AS-IS analysis (structure from Manheim case) ……… Lei
5. TO-BE analysis ………….. Lei
6. Market analysis and demand ………….. Lei
7. Target market ………….. Ashna- Done
8. Application Portfolio analysis (positioning maps)..Ashna
9. Strategy tools (BCG, Value chain analysis etc…). Ashna

Section 7 : IT Service Design
1. Stages of the service design ………….. Fan Li
2. Productivity and innovation ………….. Fan Li
3. Service processes ………….. Fan Li
4. Service visualization through blueprinting ……... Fan Li

Section 8 : Technology road map
1. Technology roadmap including the new strategy……. Lei

Section 9 : Business Model
1. Develop an IT business model ………….. Ludel
2. Demonstrate alignment with business. ………….. Ashna

Section 10 : Functional strategies
1. 8p's of service marketing………………..…………… Alisha
2. Value proposition ……………………….. Alisha
3. Marketing segmentation……………………….. Alisha
4. Customer satisfaction and loyalty……………….….. Alisha
5. Profit and Loss analysis (3 years) ……………………. Ludel
6. Revenue projections……………………….. Ludel & Ashna
7. Expense forecasts……………………….… Ludel & Ashna
8. Profit/Loss…………………….… Ludel & Ashna
9. Functional Budget……….. Ludel
10. Capital budget …………………….……….. Ludel
11. Cash flow analysis (1 year for a start up)……………………. Ludel
12. Customer Service strategy………………………. Alisha-Done
13. Distributing services through physical and electronic channels …………………………. Alisha-Done
14. Delivery options……………….. Alisha-Done
15. Technology……………………….. Alisha & Fan Li
16. Sales……………………Alisha
17. Hiring ……………………… Sushma - done
18. Training……………………… Sushma - done
19. Retaining ……………………… Sushma- done
20. Staffing plan, identify criteria (in house, in source, outsource, partnership) ……………… Sushma- done
21. Strategy and steps to select a vendor…………………… Fan Li
22. Strategy to mitigate risk ……………………… Fan Li
23. Define jobs/functions to be outsourced………………………… Fan Li
24. Identify success metrics…………………….……….. Fan Li

Table of Contents

Section 1: Executive Summary

Improving the sales, image, revenue and stakeholder's satisfaction of a built-in college service IT company. Using this IT Strategy to expand and implement the concept in the United States.

Executive Summary (contd.)

▸ **How :** By creating an efficient Information System that will serve as a "middle man" by integrating information from both stakeholders (Outside companies and College Students). A complete infrastructure that'll support a web based online platform for both students and employers to provide job opportunities, and facilitate the hiring process.

▸ **When:** Starting 2017.

▸ **Why:**
- Increase student's on/off campus job opportunities and experience.
- Provide networking opportunities
- Improve school's reputation and radiance.
- Giving outsourcing workforces to outside companies.
- Help students finance their own education

Section 2: Introduction

History & Facts

▸ Name : Cristal

▸ Founder : Frank Leleu

▸ Foundation date : 1989

▸ Initially, started out working exclusively with Epita's students (French engineer computing school), then expanded to Epitech (Computer Science expertise school), and finally added Ionis-Stm (Management school).

▸ Initially, handled customer request via phone calls email/fax and excel for most of the things that are nowadays handled by an ERP and CRM system.

Introduction : Purpose

Goal

▸ Enhance student's education by providing them with an opportunity to work on "real life" projects with companies while providing them experience and chance to finance their own education.

▸ Give Cristal members (also students) the opportunity to develop a more "commercial" and "business oriented" approach on top of a strong technical Computer Science background.

▸ Increase school reputation, reach and networking and partnership opportunities.

▸ Provide companies with professional quality work

Introduction : Industry

Service IT Corporation

▶ Computer Software Industry
▷ Involving Service and Sales.

*Cristal's position in this Industry is to <u>complement a technical knowledge</u> with <u>managerial and commercial concepts</u>, in order to communicate, <u>manage and lead projects</u> with/for stakeholders from <u>various Industries</u> across the country <u>and deliver value</u>.

Key Numbers

670,335$
Turnover in 2011 (Team of 5 people)

140 students
Selected that year (also called "providers")

290 Projects
Also referred to as "Missions"
Requested by a total of roughly 100 clients.

Outlook
The attrition rate in Cristal is almost bound to be 50-75% between 1 and 2 years (because they are students). Hence, the goal is for each new coming team, to aim for a better turnover than the previous one and innovate on the IT & Business.

Introduction : Customers

"Nos clients" = "Our Clients"

Non exhaustive Customer base list. The range is currently going from startup, to OIV (Operator of Vital Importance), including SME.

Section 3: Corporate Strategy

Corporate Strategy : Mission

Provide services in those areas of expertise.

Services & Skillsets

Web	Website ● eCommerce ● Social Network ● Intranet/Extranet
Mobile	iPhone ● Android ● Windows Phone ● Web Applications
Développement	Office Suite ● Business oriented Software ● Video Games
Réseau & Telecom	Servers ● Firewall ● Routing ● Telecom
Administration	UNIX ● Windows ● Mac OS ● Apache
Sécurité	Network ● WebCS ● OS

Support ● Training ● Consulting ● Audit ● R&D
in all of our expertise areas.

Corporate Strategy : Vision

❑ Provide students with new ways of working "on campus" for "outside companies".

❑ Expanding School's reputation by allowing companies to outsource their work.

❑ Provide an opportunity for some students to learn how to communicate effectively between business and IT and manage a project from A to Z. Through a middle-man, called Cristal.

Companies   **Students**   Cristal
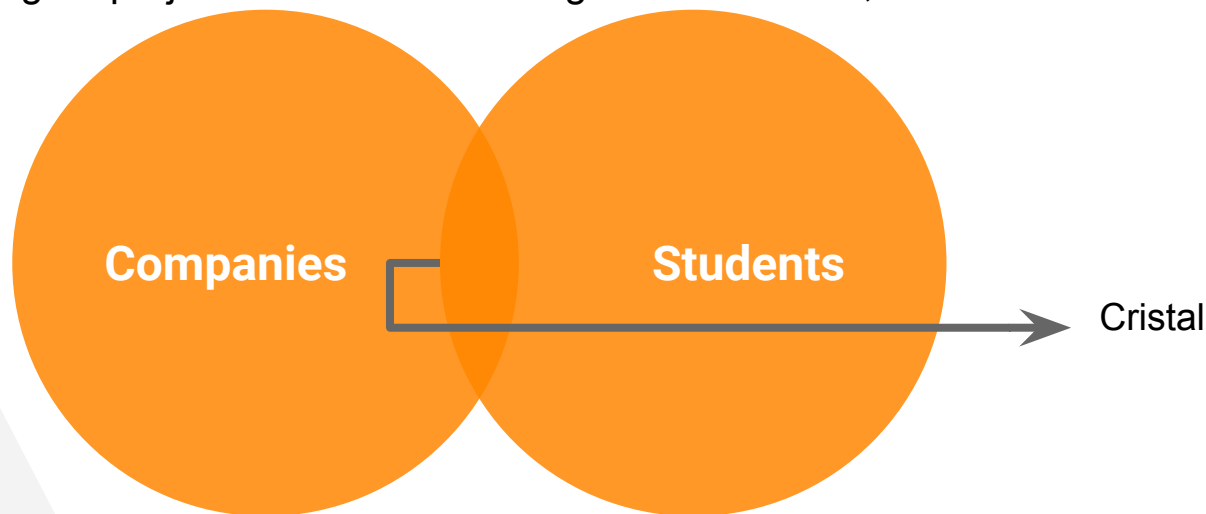
Corporate Strategy : Objectives

✓ Companies **outsource their work**, obtaining **professional quality** for a **competitive price** (paying the provider as students rather than as professionals).

✓ Cristal prevents them from doing the usually resource consuming **hiring process** themselves. They take care of the **Project Management**, being warrant of the quality of the deliverable and the **effective communication with the IT and the Business**.

✓ Students **earn experience**, **competitive salary** (lower taxes due to the student status) and **expand their network**.

Section 4 : Business/Service Unit Strategy

Corporate Strategy : Value Statement

Trust

Being student, it is fundamental to have a 0 tolerance rule when it comes to confidentiality and values. Even if we're students, companies will treat you as professionals if you act like it.
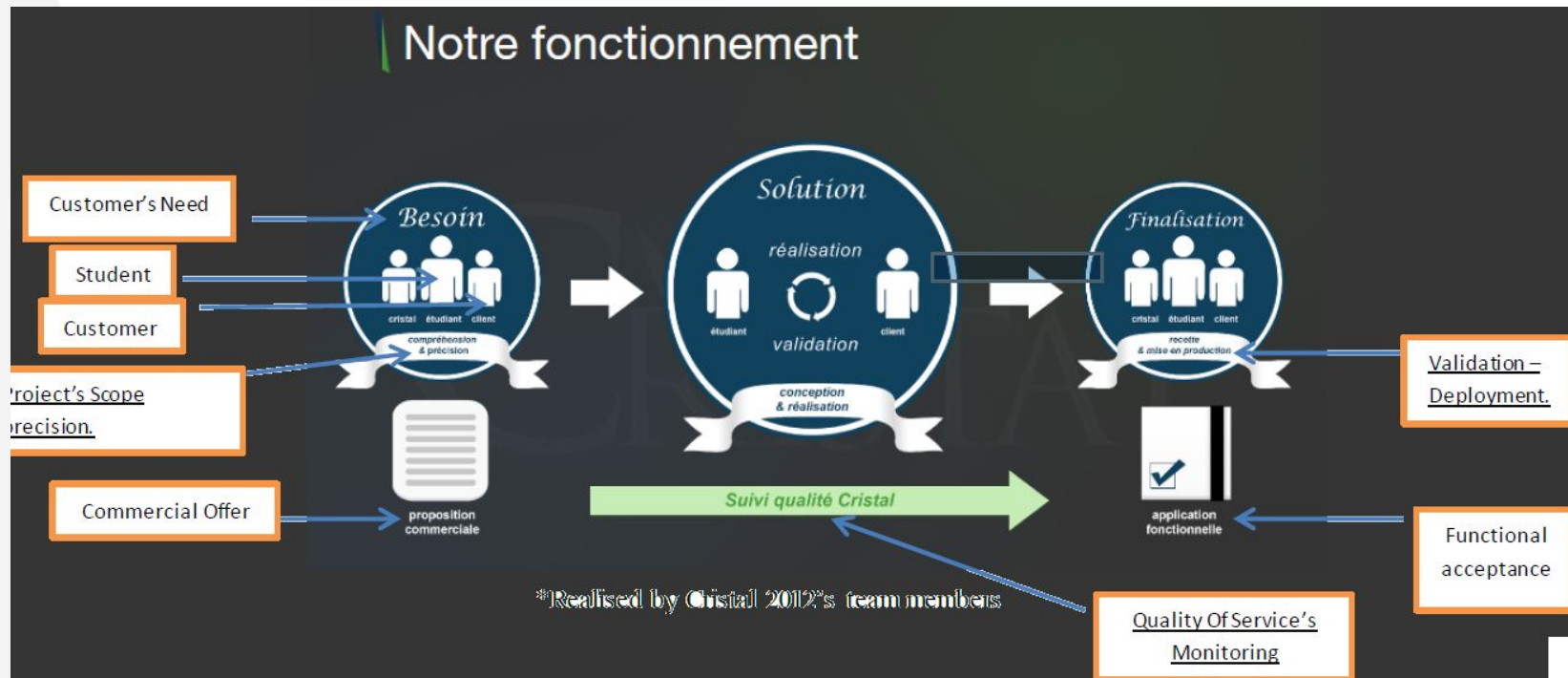
Motivation

The more time you invest, the more you learn, the better you become.

Self-Improvement

Making mistakes is okay. Not realizing them nor making progress is not. .

Corporate Strategy : Strategy

"Notre fonctionnement" = "How we work"

Section 5 : IT Strategy

# IT Strategy : Mission

❖ In order to improve sales, customer satisfaction and more generally the business, here are the principal improvements steps the IT is going to take :

| Gather and store students application data effectively. | Eliminate duplicated work by centralizing core processes | Add resiliency, remove SPOFs. Use cloud servers |

IT Strategy : Vision

Our Office

= "Expansion goals"
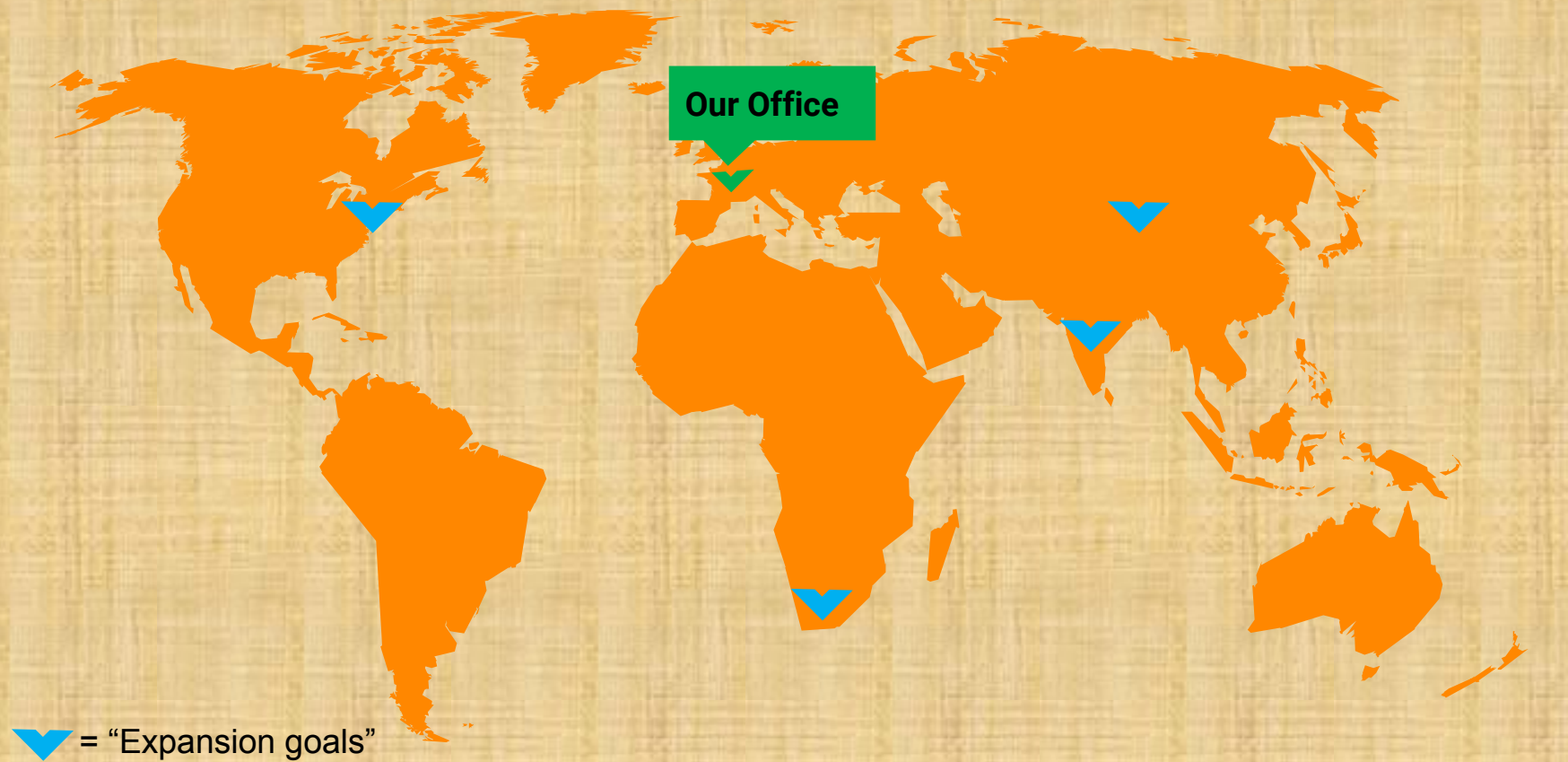
IT Strategy : Objectives

❑ Creating an online portal to centralize student profile, skillset and also employers offers. Simplifying the hiring process.

❑ Integrating this portal with Companies' HR hiring tools. Such as Workday, so that the job description/requirement/request can be automatically added to the portal. Rather than companies having to use two different systems.

❑ Removing our middleman input after the selection process. After this point, the student hiring department handles the hiring process, as well as the project management and payment. Schools would receive the update using a publish-and-subscription mechanism.

❑ Use analytics to keep track of performance, preferences, and improve user and customer experience.

Corporate Strategy : Value Statement

Trust

Being students, it is fundamental to have a 0 tolerance rule when it comes to confidentiality and values. Even if we're students, companies will treat you as professionals if you act like it. Similarly, having trusted partners is as much important
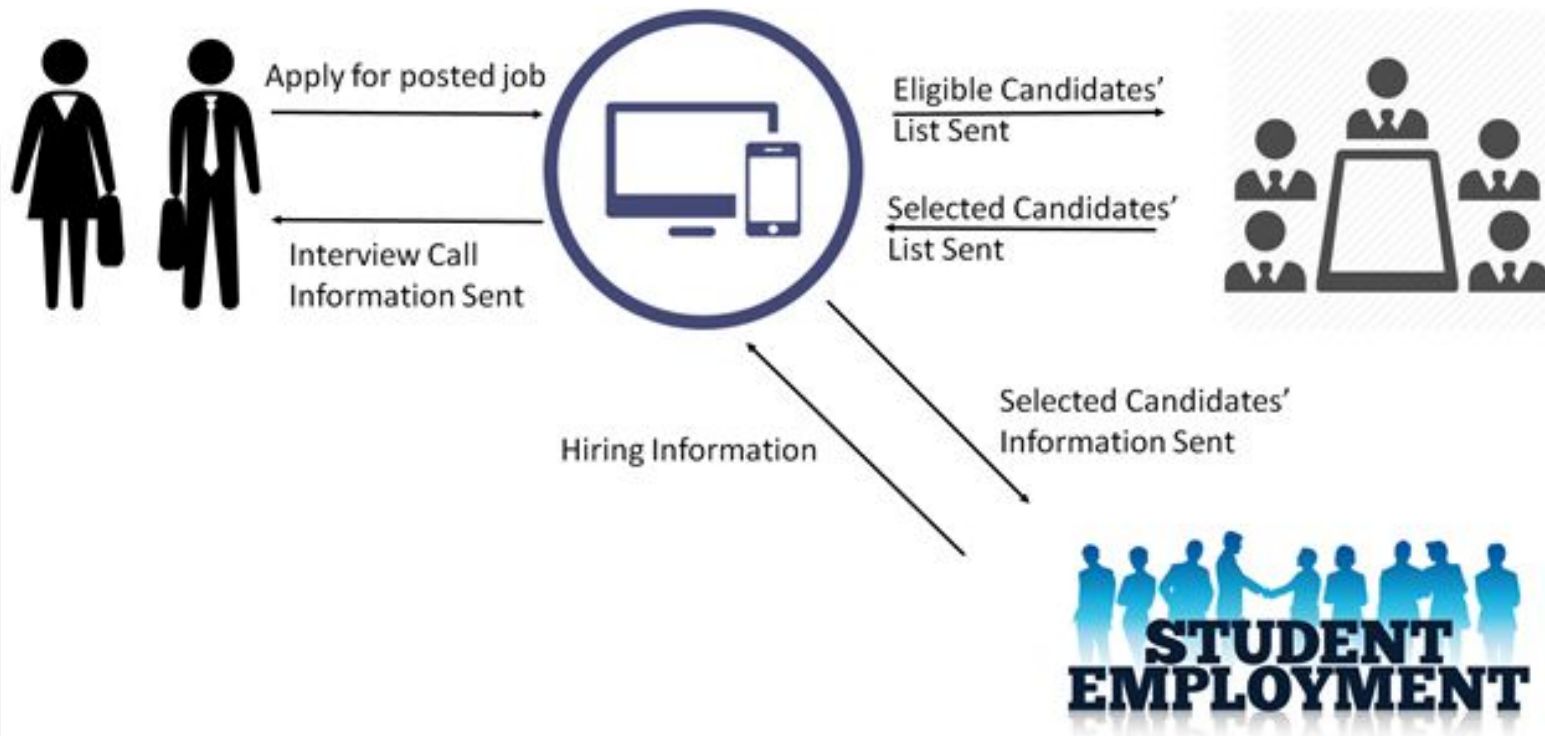
Resource saving

➔Cost saving.
➔Time Saving.
➔HC saving.

Reputation

Great opportunity for schools to develop their network, and a new way to show emphasize their student level (and therefore the school's image) to the business world.

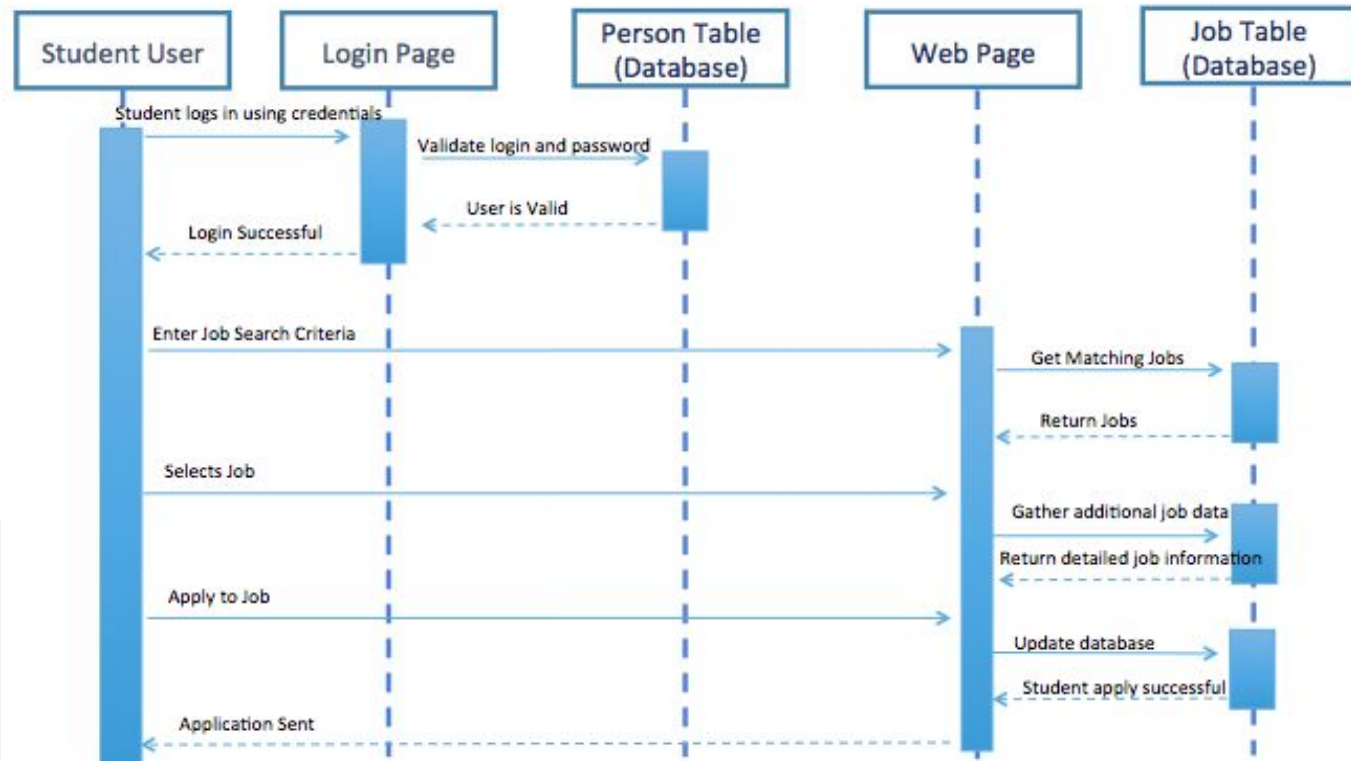➔ Employment Opportunities

Corporate Strategy : Definition of the IT Strategy

Corporate Strategy : Definition of the IT Strategy
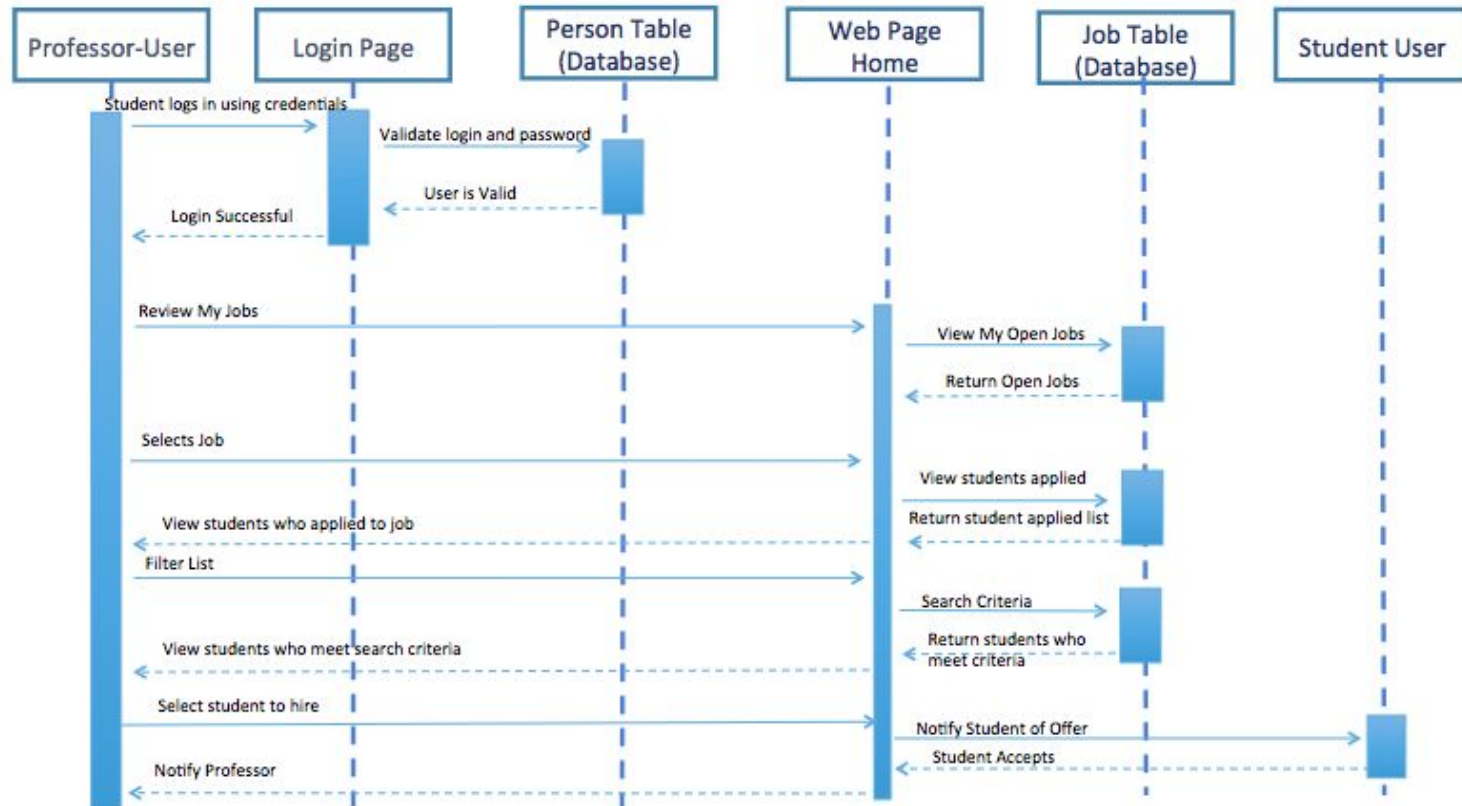
Student logs into the platform (after having created his profile), searches for a job, applies for one or more.

Corporate Strategy : Definition of the IT Strategy

The recruiter receives notifications that student applied for the offers, logs into the online platform, selects relevant applications. The Student (and school employment department) receive notification.

Corporate Strategy : Risk Management Strategy

Risks – Emergencies – Recovery Situations

Unauthorized (illegal) work
Crash servers
Fake employer profiles / Bots
Multiple Student profiles

Impact :	MEAN 3.5 / 5	MEDIAN 3 / 5
Probability :	MEAN 3/5	MEDIAN 3 / 5

Corporate Strategy : Risk Management Strategy

Risk Matrix

Impact / Probability	Very Unlikely- 1	Unlikely – 2	Likely – 3	Very Likely - 4	Imminent - 5
Critical - 5		Unauthorized work			
Major - 4		Crash Servers			
Important - 3				Fake Employer Profiles / Bots	
Moderate - 2					Multiple Profiles
Minor - 1					

Corporate Strategy : Risk Management Strategy

**Impact 4
Probability 2**

Risk | Crash Servers

Infra

Technical Risk

**Description –
Our physical server crashes or has become inaccessible (DoS, Physical damage, contract renewal failure etc…). Leading to an operational impact. Directly affecting the business, the productivity, preventing every user and stakeholder to access the system.**

**Counter measure–
Duplication through cloud based servers (Amazon AWS) to improve resiliency of the system.**

Corporate Strategy : Risk Management Strategy

| Impact 5 Probability 2 | Risk | Unauthorized (illegal) work | Legal |

Legal Risk

Description –
An international student using this platform to work more than 20hours/weeks. Or taking advantage of the database's employer contact information to get money out of undeclared work. Jeopardizing directly the business and even the school elibigility to accept international students.

Counter measure –
- **Sensitization (consciousness-raising)**
- **Prevent the student to see employers contact information before having been selected by them.**
- **Every hiring will need Student's employment office confirmation/verification.**
- **Terms and conditions defense and (dis)engagement.**

Section 5 Corporate Strategy : Risk Management Strategy

Impact 2 Probability 5

Risk | Multiple Profiles

Ethical

Description –
A student desperate to find a job will create several different profile and apply several times for the same position.

Counter measure –
- **Use the CWID as part of the identification and profile creation.**

Ethical Risk

Corporate Strategy : Risk Management Strategy

Security Risk

| Impact 3 Probability 4 | Risk | Fake employer profiles / Bots | Security |

Description –
Fake employers, ad agencies, or ill intentioned people could use bots, or penetration techniques to bring out personal students information out of the platform.

Counter measure –
- Use a solid aynchronous and synchronous encryption.
- Require Career Fair confirmation, validation for employer to create a profile.

IT Value statement

What — Increase efficiency and provide top notch experience for recruiters and students.

Where — Efficient and reliable platform for collecting and handling data.

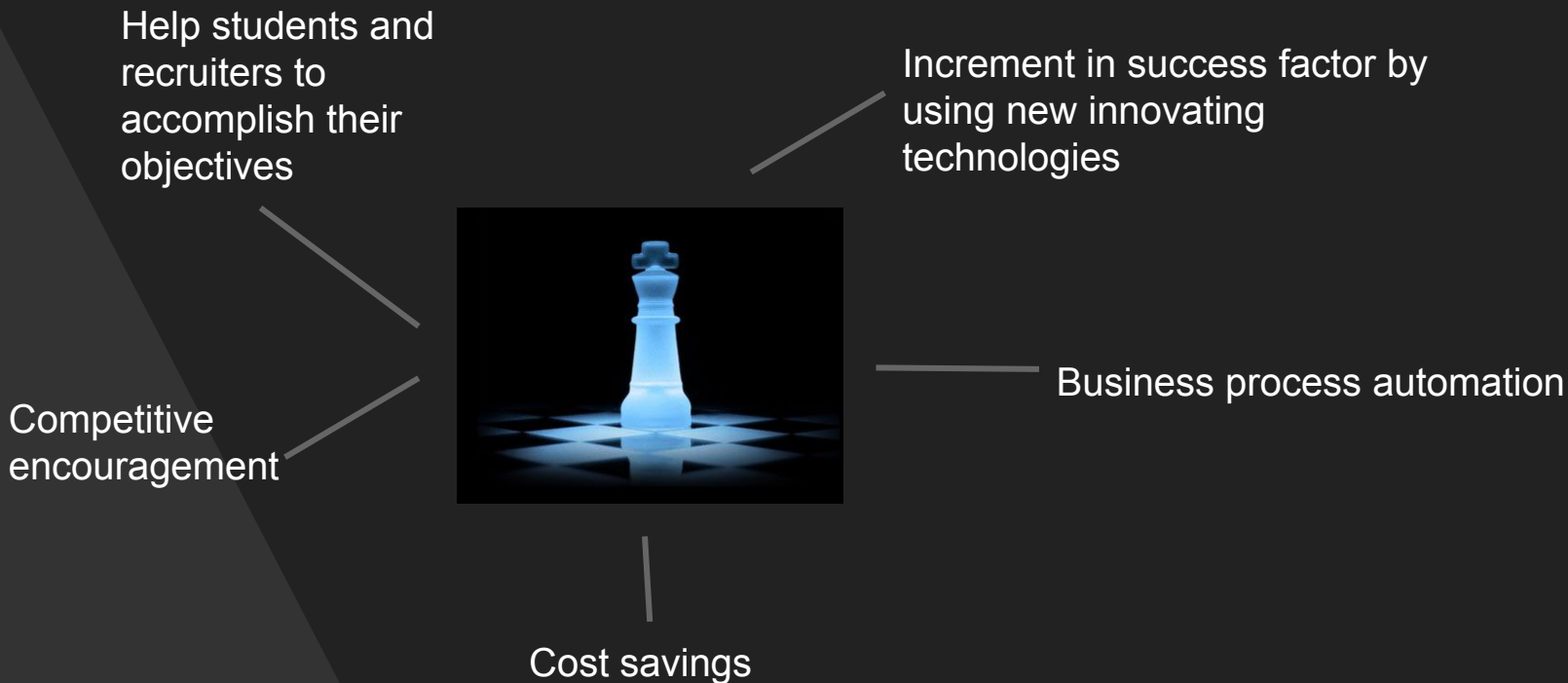**Who** — Students, Recruiters.

When — Helping students to create accounts easily and convenient application for jobs.

How — Collect requirements of students and recruiters and help to set up a reliable on/off campus job opportunities.

Definition of IT Strategy

Help students and recruiters to accomplish their objectives

Increment in success factor by using new innovating technologies

Competitive encouragement

Business process automation

Cost savings

5P's of the IT Strategy

Plan
Define new metrics to leverage competitive advantage via continuous improvement (Business Intelligence, Data Analytics, Customer satisfaction inquiries)

Ploy
Online Portal that'll allow student to create their profile and apply more easily

5 P's of Mintzberg Strategy

Pattern
Creating a database to keep track of the history of Projects done /By who/ How/ When (saving time in the recruiting process)

Perspective
Use crowdsourcing within the student community where students are encouraged to brainstorm ideas to solve a problem.

Position
Currently company is in France. It is planning to expand globally (united states)

Usage of 5 Principles for Delivering Value

Create Value by harnessing innovations : By bringing together the 'what's in it for me?' at the student, employee level and making a close link with 'how does this relate to organisational priorities, goals and metrics?'.

Balance Challenge and Support : The students should have a balance of challenge and support for their job learning process to be effective and is long established. Should seek on every occasion to create a level of challenge for the organisation to manage and implement the job searches effectively.

Build Capability and Confidence: Capability and confidence is a powerful frame for ensuring the right balance between the introduction of new online portal and the focus on how to create confidence through this application.

Commit to Support and Application by creating opportunity: Creating situations where students can use newly made online portal after completing the course.

Purpose beyond profit : Makes contribution to improve students life by providing job opportunities and thereby providing progress to the world.

How IT Strategy delivers value to the business

The strength of any product is determined by how it delivers value for which customers are paying. Cristal is a value delivery system to provide value to corporations and students. Cristal does this by:

- Cristal values the interaction between corporations and students. By providing a common platform, it makes the communication more direct and transparent
- Cristal perceives value at both high and low level. On the high level, we provide a seamless platform for all our clients and customers. On the low level, we analyze every single interaction with our system. We do this to understand how to make the process better for our customers.
- We understand that needs of customers change frequently. By observing customer environment, we proactively deliver by anticipating customer's needs.
- At Cristal, we take the feedback very seriously. By combining organizational capabilities, we improve the value proposition of our services.

Use of Big data and Social Media

Over the last decade, big data and Social Media have helped organization to do complex but insightful analysis and provide a platform for marketing and word of the mouth.
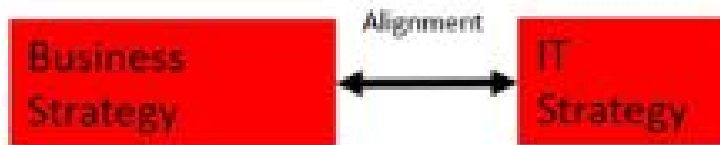
- Cristal plans to use social media platforms like LinkedIn. The students along with their resume can submit a link to their LinkedIn profile. This is important because hiring managers can see recommendations by professors and other professionals.
- Cristal uses real-time, forward-looking, integrated analytics to better understand different business lines.
- By introducing more advanced automation, it sought to reduce the costs associated with the initial résumé-screening process, and to improve screening effectiveness.

Business Intelligence

At Cristal , Business Intelligence provides us a platform to determine best practices and analysis of information to improve and optimize performance and decisions. We leverage BI technology by:

- Innovating with advanced predictive analytics to plan, comply, manage, and model
- Analyzing data from across multiple processes and applications
- Correlating financial measures with key metrics to demonstrate strategic value in the organization and quantify the return of investment
- Measure the efficiency and effectiveness of the entire recruitment lifecycle including new hires' post-hire performance
- Helping business managers assess talent strengths and build potential leaders by delivering greater insight into job profiles

Golden Thread

Business Strategy — Alignment — IT Strategy

Alisha Jain

Business Improvement and Competitive Advantage
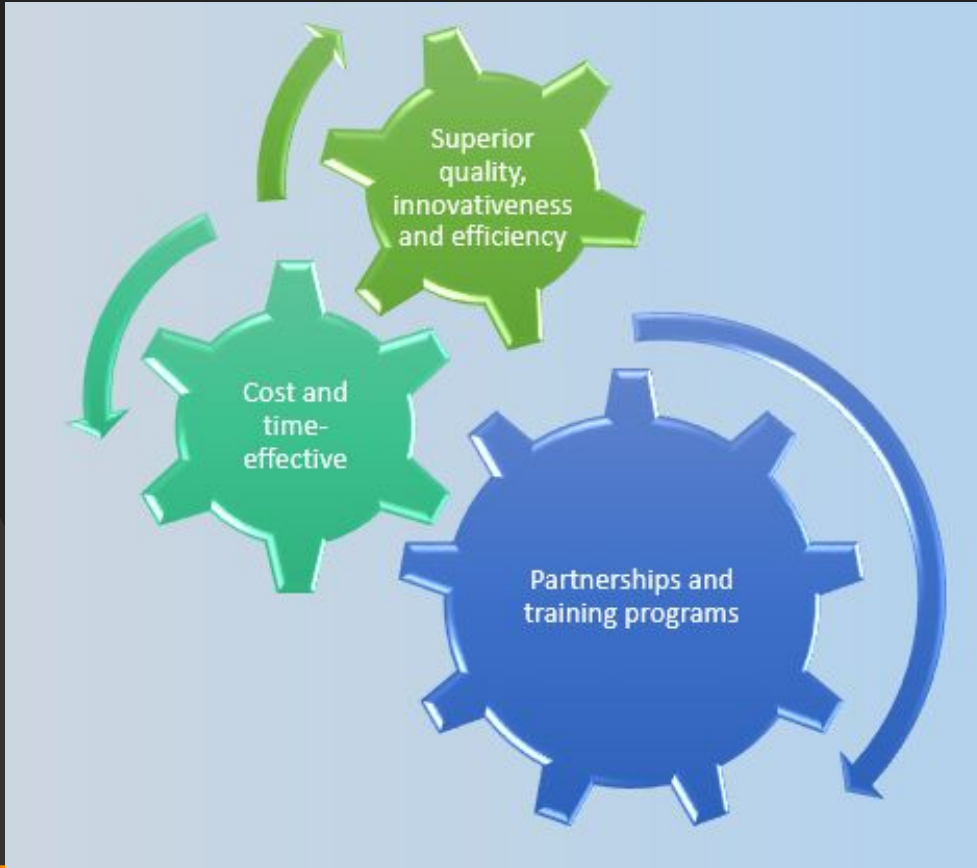
IT Business Relationship leading to Partnership

- Constant communication and training students to be the best potential employee

Credibility

- Using latest and easy technology
- Establishing relations with companies

Trust leading to value

IT Business Relationship

Competence

- Should increase sales and acquire global recognition
- All the decision should be made which will increase the business

- Respecting and trusting each other.
- Interaction should take place on all levels

Interpersonal Interaction

Alisha Jain

Use of Information Management Demonstration

- **Data**: Officers have to be informed about their business in general and about their area of responsibility in particular.
  Management information systems give the officer access to key data about his department and about the company in general.

- **Decisions**: Decisions are only as valid as the information on which they are based. Information management improves officer decision-making, because they provide information that is accurate, timely, relevant and complete.

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Use of Information Management Demonstration

- **Trends**: Management information systems contain past data for fundamental company functions such as sales, production and customer service. An officer can look for trends by asking the systems to project past performance patterns into the future.

- **Scenarios**: Information management can evaluate different possibilities and let officer examine scenarios. What-if scenarios are a powerful tool that helps managers decide on the best strategy for the company.

Customer Experience Improvement

1. Collect And Store Personal Info

2. Target-Based Resource Allocation

3. Send Out Regular Updates

4. Ultra Quick Response To Customer Complaints

5. Analyze Customer Buying Patterns

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Compliance Impacts and Needs

Cyber Security Awareness

Having a strong "Do Not Solicit" Compliance and substantial regulations

MATURE AND INTEGRATE SECURITY OPERATIONS

Trusted partners

CRISTAL
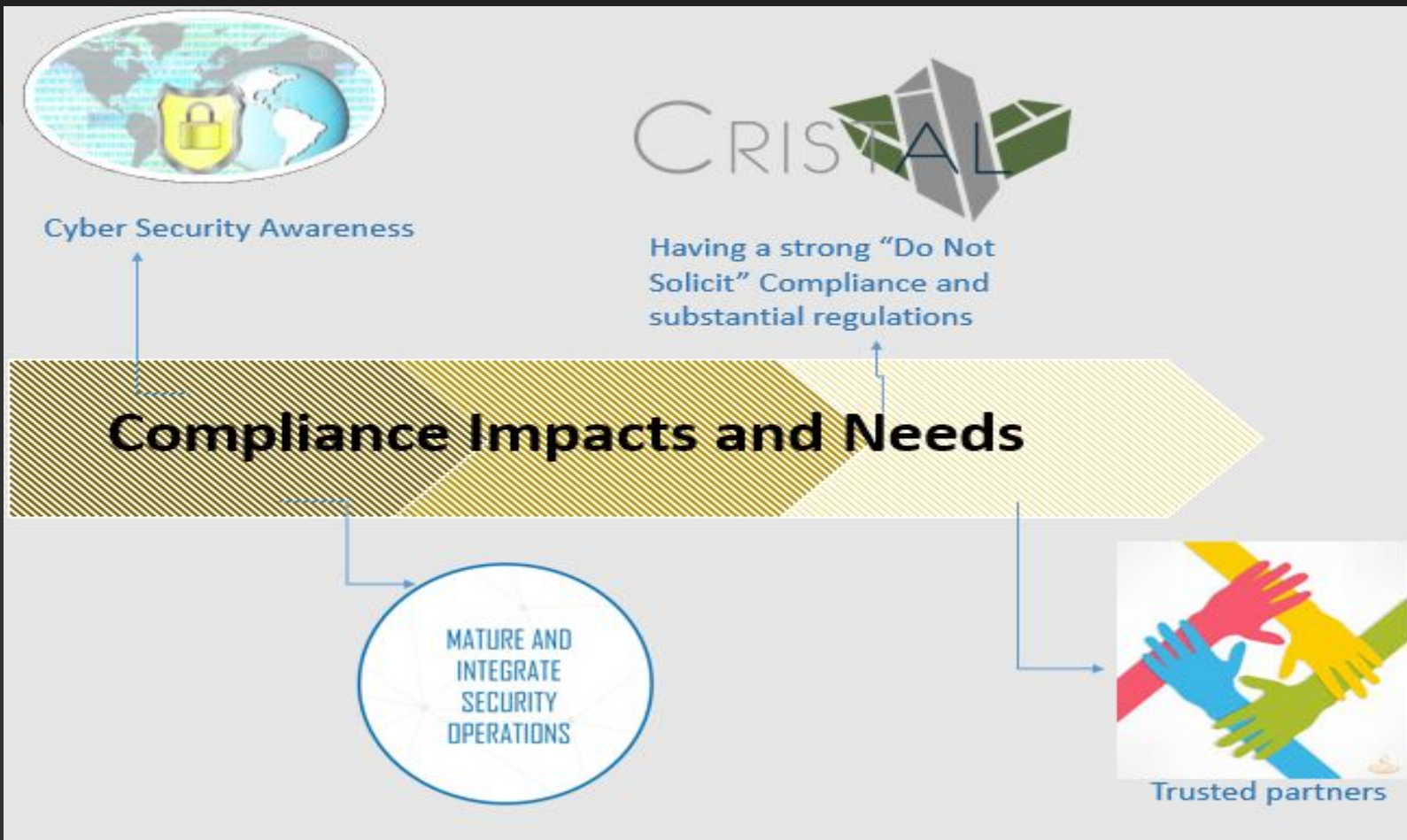
Revenue Projection

	Year 1- H1	Year 1-H2	Year 2-H1	Year 2 -H2	Year 3 -H1	Year 3- H2
Flat fee per purchase (Companies)	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 25,000.00	$ 25,000.00	$ 28,000.00
% of Growth		10%	10%	10%	15%	15%
New Users	20	20	20	20	30	45
Retention	100%	95%	95%	95%	90%	90%
Flat fee per purchase (Univ)	$ 10,000.00	$ 1,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00
% of Growth		5%	5%	5%	10%	10%
New Users	10.00	10.50	11.03	11.58	12.73	14.01
Retention	100%	95%	95%	95%	90%	90%
Total $ amount of purchases	$ 500,000.00	$ 389,975.00	$ 484,737.50	$ 584,974.38	$ 789,604.88	$ 1,260,065.36
Total Revenue	$ 500,000.00	$ 389,975.00	$ 484,737.50	$ 584,974.38	$ 789,604.88	$ 2,049,670.24

Expenses

Cost Benefit Analysis				
Non-Recurring Costs				
Quantitative Costs	Year 1	Year 2	Year 3	Total
Hardware	$ 7,000.00	-	-	$ 7,000.00
Application	$ 30,000.00	-	-	$ 30,000.00
Infrastructure	$ 3,000.00	-	-	$ 3,000.00
Recurring Costs				
Hardware/Software	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 15,000.00
Software Maintenance and Upgrades	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 15,000.00
Marketing	$ 10,000.00	$ 7,000.00	$ 5,000.00	$ 22,000.00
Salaries	$ 300,000.00	$ 250,000.00	$ 200,000.00	$ 750,000.00
Help Desk	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 15,000.00
Other 3rd Party Costs	$ 50,000.00	$ 50,000.00	$ 30,000.00	$ 130,000.00
Office Rent	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 30,000.00
			Total	$ 1,017,000.00

Profit and Loss

	Year 1	Year 2	Year 3
Revenue	$889,975.00	$ 1,069,711.88	$ 2,049,670.24
Costs	$425,000.00	$ 332,000.00	$ 260,000.00
P/L	$464,975.00	$ 737,711.88	$ 1,789,670.24

Golden Thread

Business Strategy — Alignment — IT Strategy — Necessary but not sufficient condition — True Partnership
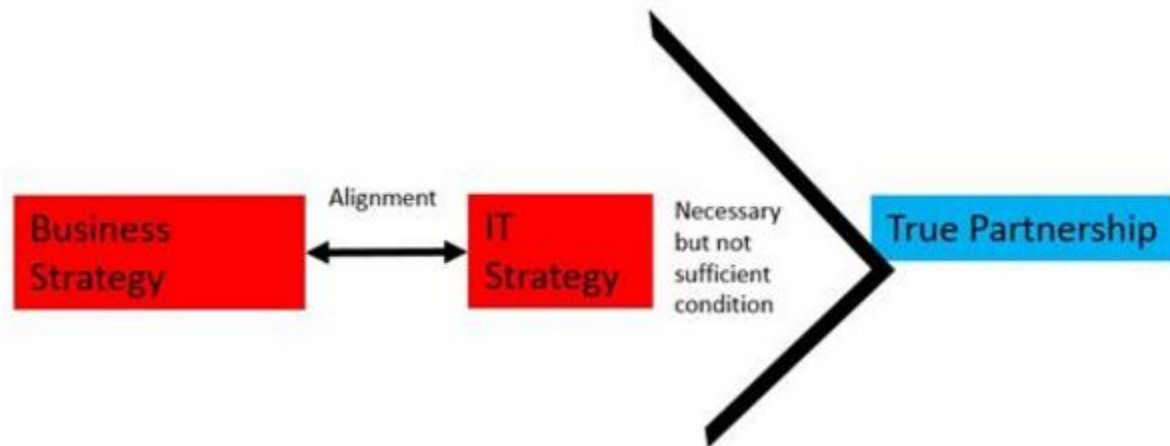
Suppliers and Alliances
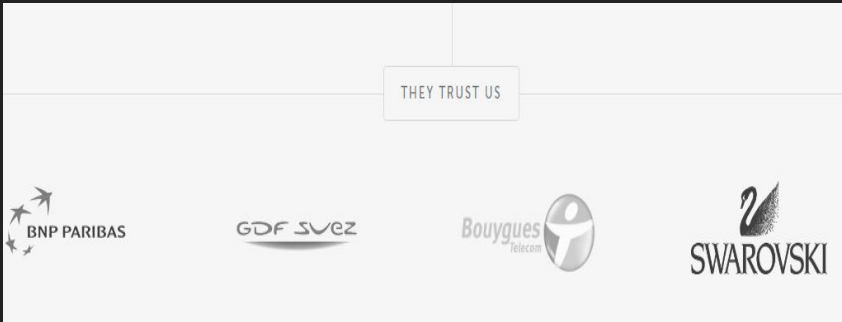
Components Definition

- Operations are supported by over 8 servers along with many job application company network sites.
- Support web browsing for portal users.
- It has a highly scalable network architecture. Hundreds of job applications can be stored effectively.
- The N-TIer architecture is designed to ensure quick deployment and expansion of the entire business system as required.

Architecture
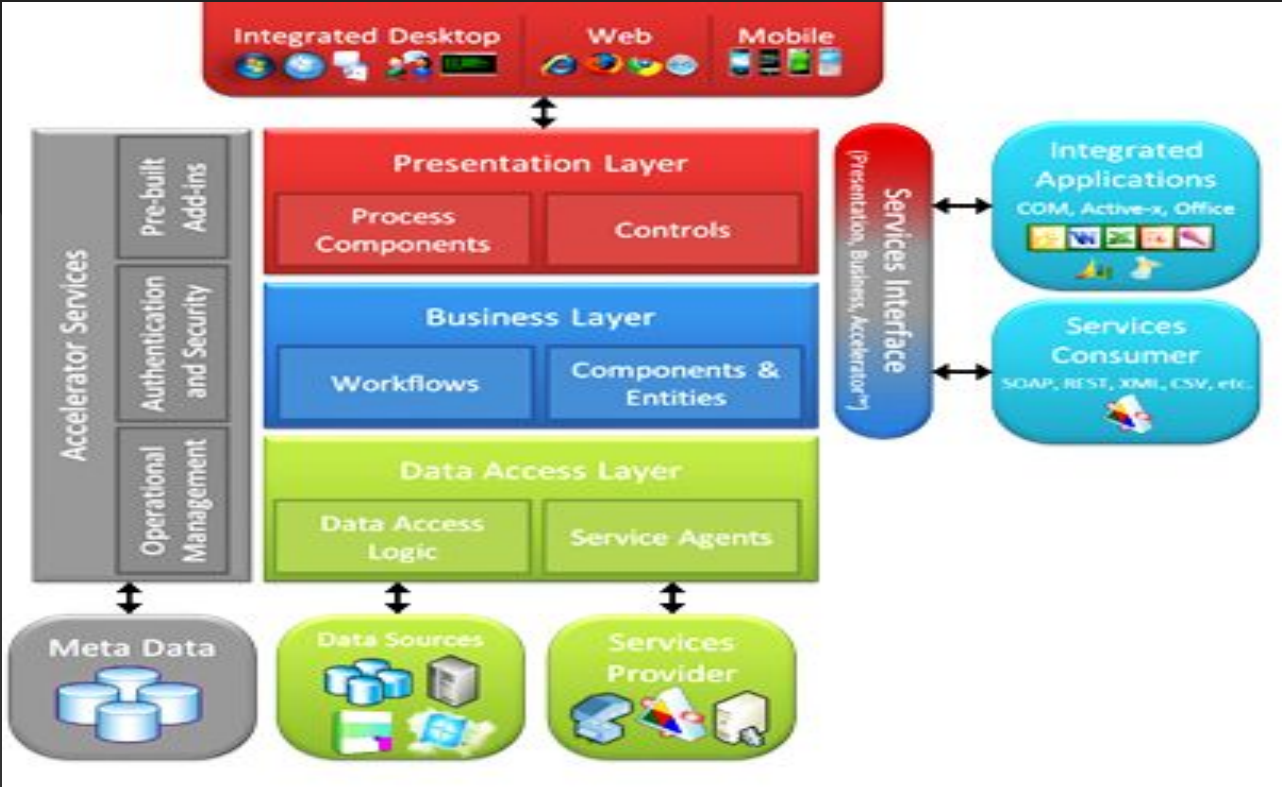
Communication Plan

What Information	Target Audience	When	Method of Communication	Provider
Basic Awareness	Senior management and Project Manager	Presentation of the project	Meeting and hard copy	Manager
Revenue and growth of the project till date	Senior management and project manager	Presentation of the project	Meeting and hard copy and E-mails	Senior Manager, Project manager and Finance manager
Project report and agendas/ Understanding of the project	Manager and staff	After the deal has been signed	Meeting/E-mail, website and hard copy	Project manager
Commitment	All the members of the project	Throughout the deal	Meeting, E-mail	Manager
Issue queries	Project manager	Weekly	Meeting, E-mail	Manager/Staff

Section 6 : Professional Assessment

Super SWOT Analysis

	Strengths Pertinence and efficiency of the provider selection; Very competitive price; Time and resources saver for companies.	**Weaknesses** Time-consuming selection process; No automation (manual work required at every step); Lack of resiliency in critical resources.
Opportunities Portable and flexible business model; Low operation cost; Customer-built products and servsices.	**SO Strategies** Develop new business models; World wide market expansion strategies; Build a good reputation among not only companies but also students can help increase sales.	**WO Strategies** Introduce "Portal" to customers and students to save communication time; Use Cloud technologies to serve the portal and store data.
Threats Project scope imprecisions; Payment issues; Legal issues; Reputation risks.	**ST Strategies** Direct communication between companies and students would help both sides understand project scope precisely.	**WT Strategies** Introduce schools' hiring department to help with hiring and payment processes; School related department could help with legal problems with both domestic and international students.

Lei

Ansoff Matrix

Market Penetration

Build high reputations among existing customers and use their influence to attract new customers.

Product Penetration

Provide a new service called "Challenge", which is a new business model that helps companies get more innovative ideas and pay less.

Market Development

Expansion markets from Europe to United States first, and then India and China.

Diversification

Students from all majors
Companies from all industries

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Porter's 5 Forces Analysis

Threat of New Entry: HIGH

Easy to start a new student business;
Cost little to operate.

Competitive Rivalry: HIGH

A lot third party platforms in the market;
Suppliers are limited to students.

Threat of Substitution: HIGH

IT providers, Consulting companies;
In house IT development.

Supplier Power: LOW

IT or consulting service providers are students.

Buyer Power: MEDIUM

Officers are students;
Target companies are often startups or small to medium businesses.

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AS-IS Diagram

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AS-IS Diagram

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AS-IS Diagram

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AS-IS Diagram

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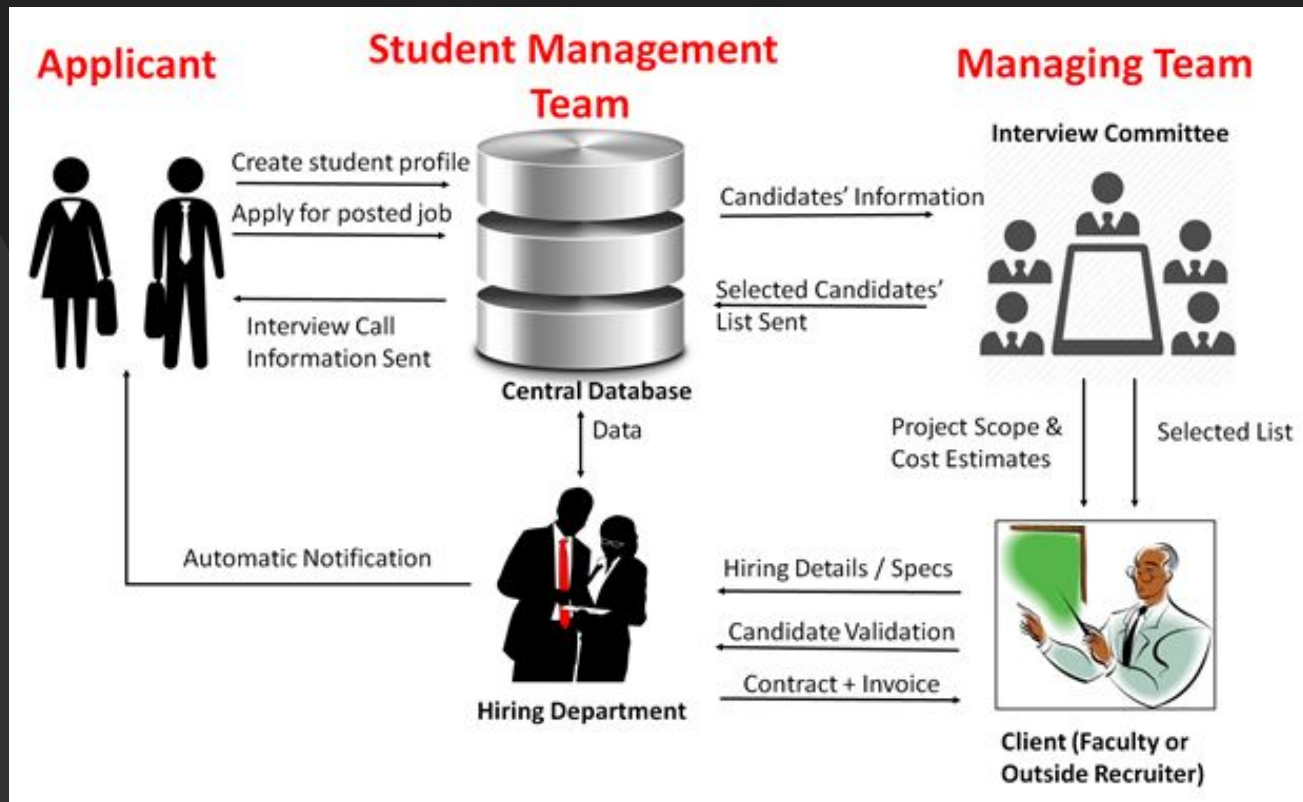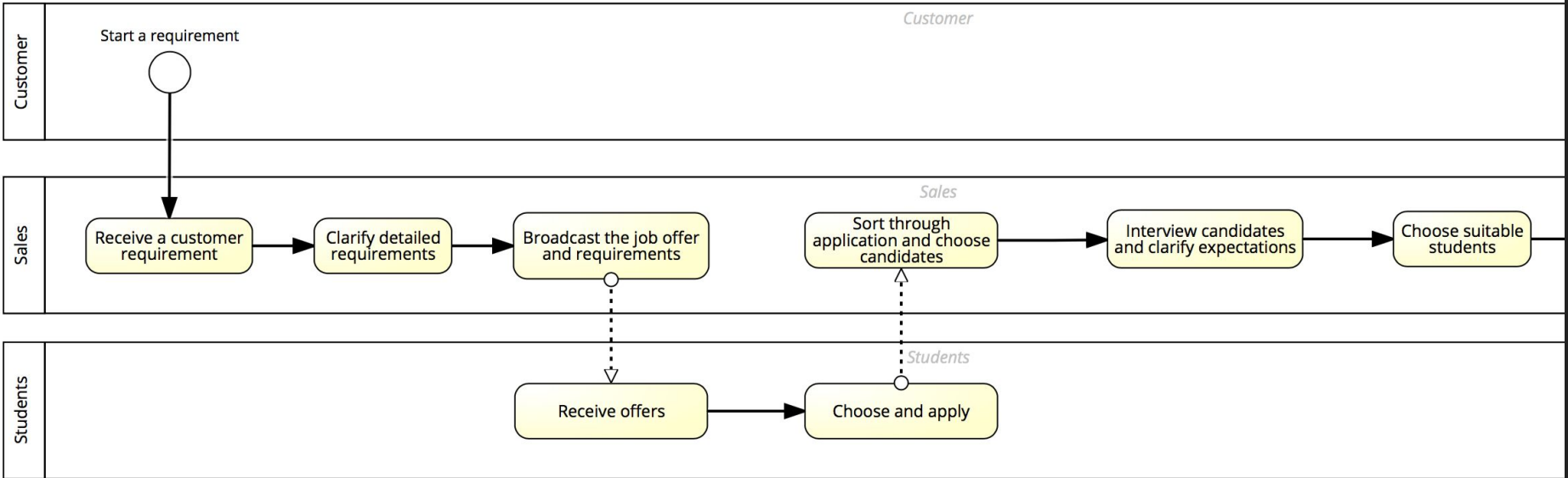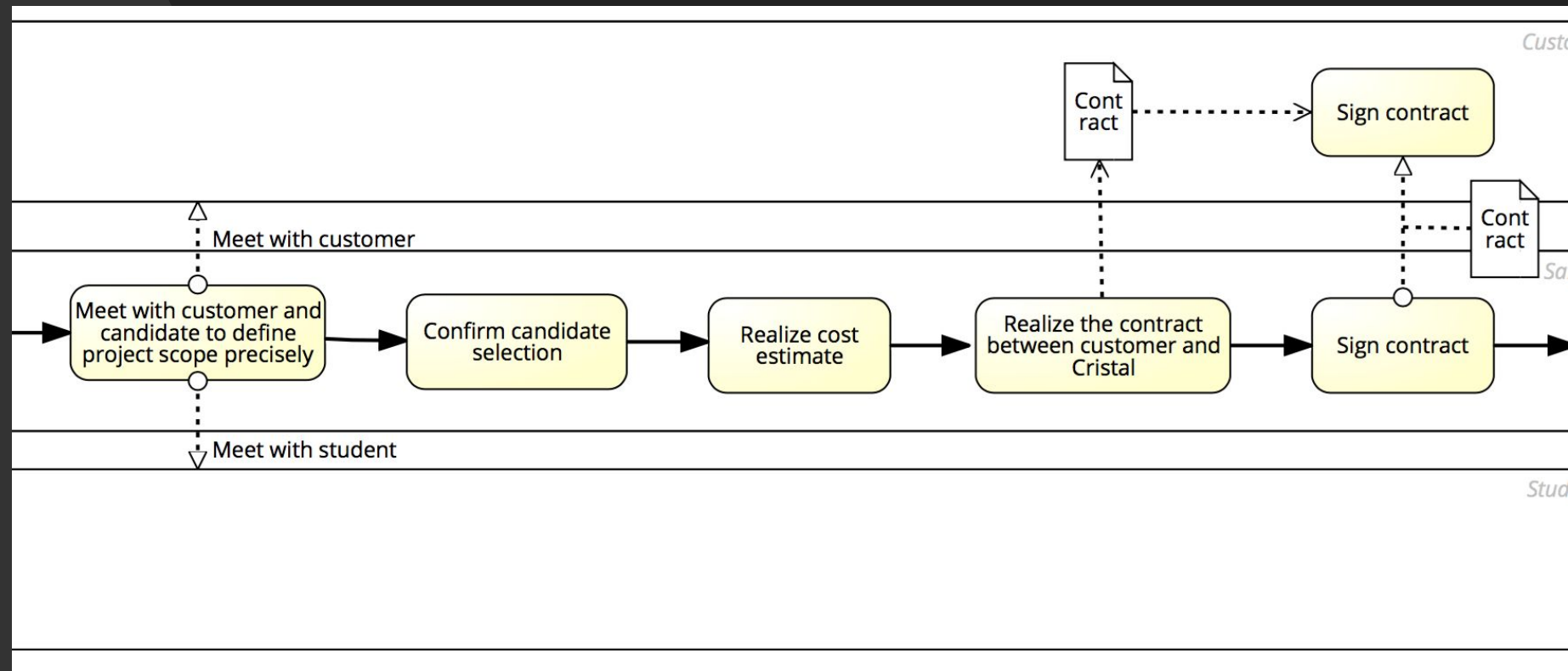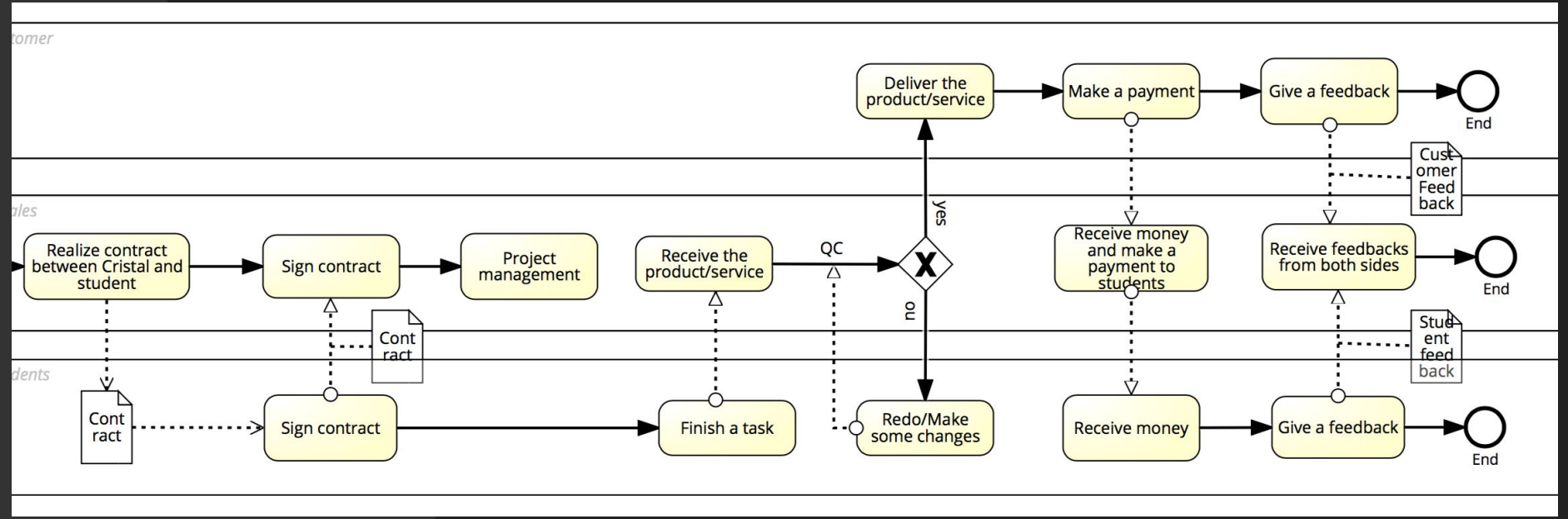
TO-BE Diagram

Golden Thread

Overlaid By Strategic Issues in the Ecosystem

Business Strategy — Alignment — IT Strategy — Necessary but not sufficient condition — True Partnership — Drives — Improved Business Performance — Competitive Advantage
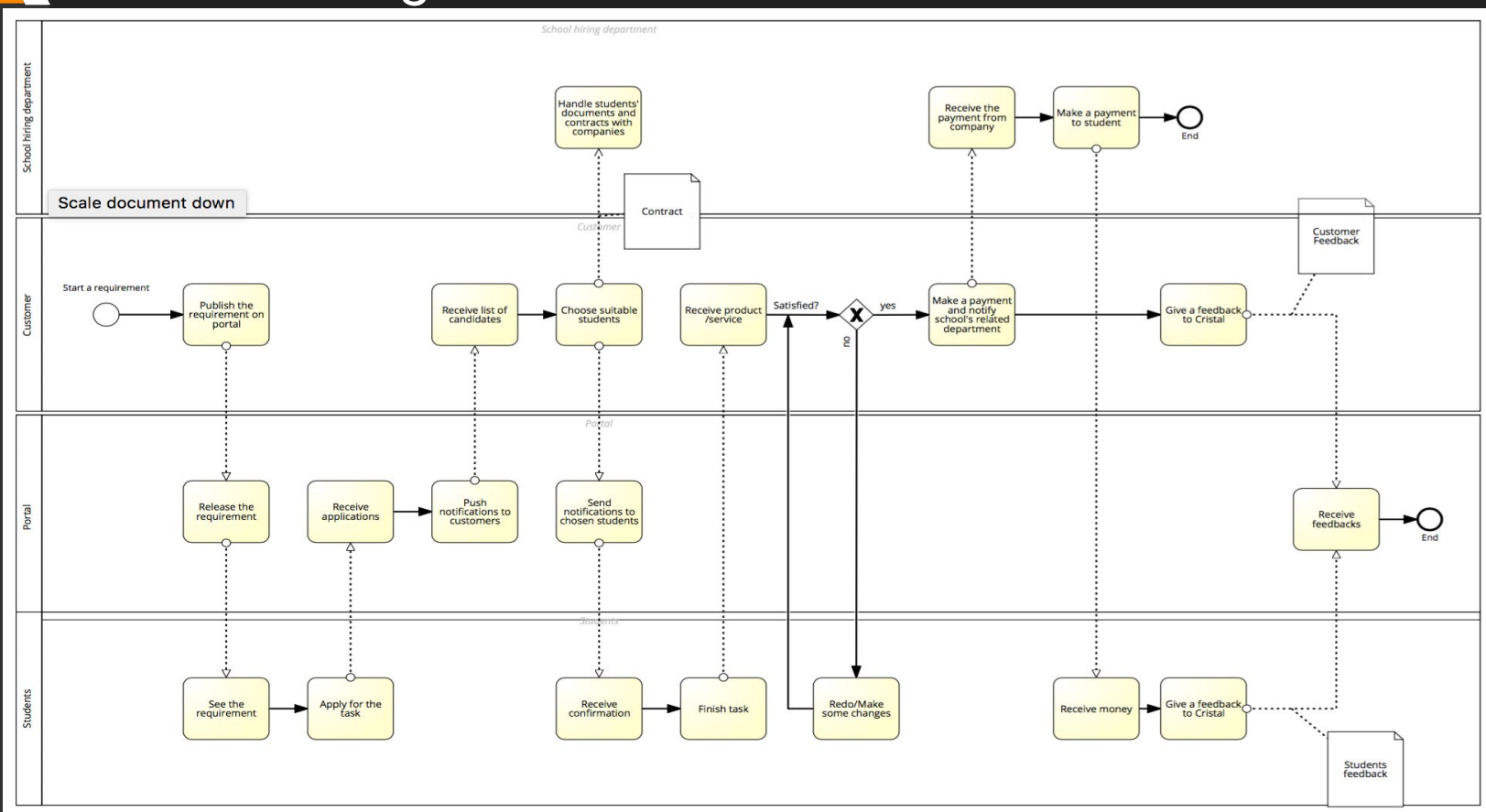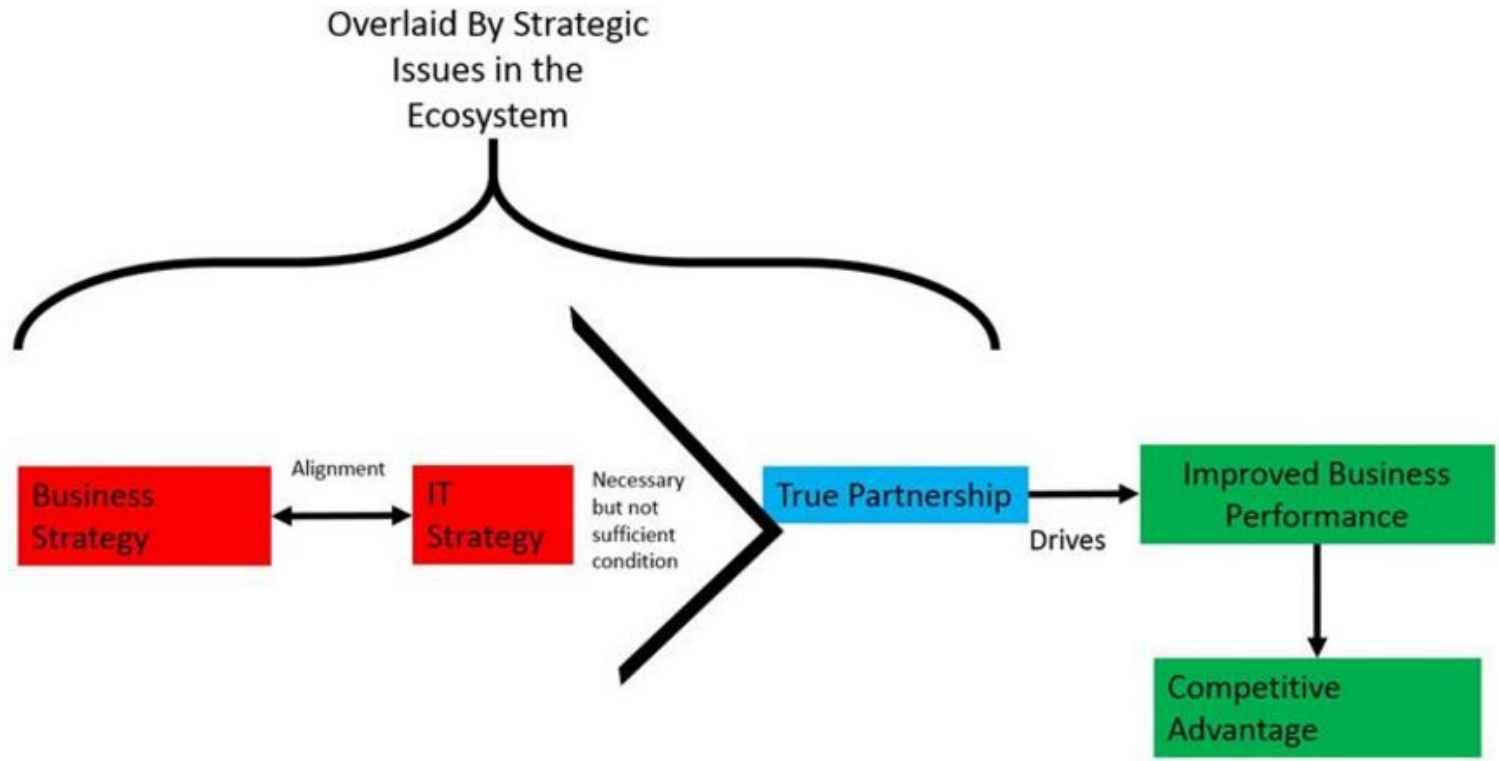
Target market: Roll out plan

We are planning to develop Cristal for various schools all across the world.
The roll out plan is divided in various stages.

Phase 1: Start with North East corridor of United States since it has the highest
number of universities. In NE, start with New York followed by Pennsylvania and then
MA. We plan to have offices in each state to provide support.

Phase 2: On the West Coast, implement the systems in California since the state has
the maximum number of universities. Gradually, we will have support offices in
California as well.

6.7: BCG
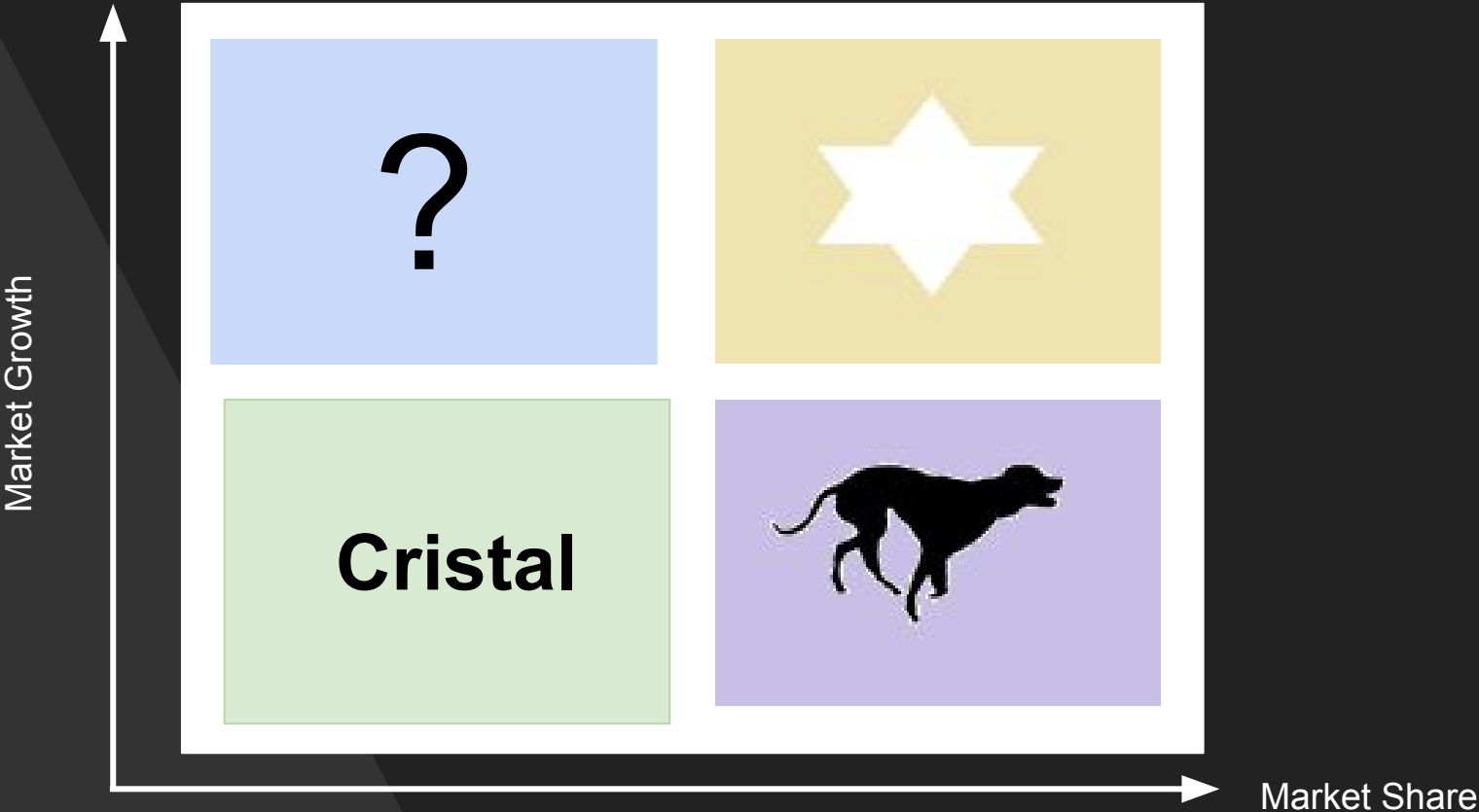
Section 7: IT Service Design

IT Service Design

Service processes:

Coordination in Designing

Service Level Management

Risk Management

Security Management

Capacity Management

IT Service Continuity Management

Stages of the service design:

Concept generation

Analysis and Research

Design Strategies and Implementation Planning

Evaluation , Cost Estimation, SDLC

Prototyping and Final Design

Fan

Productivity and innovation

▸ Providing unique platform for company to post projects and resolve problems with university's students

▸ Helping university student gain real-world practice experience and strengthen their skills through projects

▸ Increasing probability to find possible alternatives for company in most efficient way

Service visualization through blueprinting

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Section 8 : Technology Roadmap

2016	Q2	Q3	Q4

Customer

Start a job publish request

Receive candidates

Update progress and feedback

Confirm candidates

Portal

Save the request to Cloud

Publish the request

Receive and store progresses and feedbacks

Examine and verify the request

Store data about the task

Student

Browse or search for request

Update task progress and feedback

Start an application

School hiring department

Receive and verify the application

Update progress and feedback

Lei

Section 9: Business Model

Business Model

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Schools *Workday* *Outside* *Companies* *Faculty*	Seamless integration Publish-and-Subscribe mechanism. Easy access to read/edit student profile. *Network building for schools* *Education/Experience building for students.* *Reputation building for companies.*	Outsource Save money Save time Value quality. Value trust and confidentiality.	*Service oriented* *Trust based.* *Robust and flexible system.*	Schools *Outside companies* *Workday*
	Key Resources *Maintaining staff* *Web developers* *Intellectual properties* *Word-to-mouth, flyers,* *Brand/Culture* *IT Infrastructure.*		**Channels** *Social media* *Word to mouth* *Flyers* *Websites* *Mobile apps.* *Ads* *School events (career fair etc…)*	

Cost Structure	Revenue Streams
Operating / maintaining expense *Communication / Marketing costs.* *Cost of sales.*	*Access to a robust service integrated with theirs.* *Gain competitive advantage.* *Access to student profiles* *Data analytics / Insight*

IT Business Model

Value Creation

Core Processes

Customer Experience

Enabling Resources

Integration

Cristal Portal

Alignment with Business

To effectively IT with Business, following will be implemented:

1. Encourage developers, engineers and service-desk employees to understand operating business by inviting them to work with business.
2. Use Business Relationship Managers to communicate with Business and IT. The Strategic BRM acts as the translator, liaison, and diplomat between the two groups
3. Making IT related decisions with the same criteria used by the business
4. Establishment of an on-going IT Council consisting of business and IT management sharing equally in decisions regarding IT
5. Integration of the IT project planning and approval process into the enterprise planning process

Section 10 : Functional Strategies

Target Market

8 P's of service marketing

People — Students,Managers, partners

Process — IT Development, Training

Physical Evidence — Previous project, Online experience, Students placed

Producti-vity & Quality — Document, Cost management, Project Management

Product — Design, Audits, program networking, technology

Price — Strategy,List, Prices,Discounts, Payment period

Place — Internet, Mobile App, Website, Cities meeting

Promotion — Sales forces, events,Advertising, previous project

Market

Students, Potential partners, New countries

Proof

Profits through the years and students being placed in France

Value

Students and Student body

VALUE PROPOSITION

Differentiation

Student body, Trained students

Offerings

Potential employees, Offers, HR Company

Benefits

Easy medium to find employees and companies

Customers wanting a value for money

Globalization

GEOGRAPHIC

BEHAVIOURAL

MARKET SEGMENTATION

DEMOGRAPHIC

PSYCHOGRAPHIC

Students and companies who will benefit each other

University students and companies

Step 4:
Providing best services continuously and expanding the horizon

Step 3:
Selecting only knowledgeable students and delivering the the best to the organizations

Step 1:
Acquiring new customers by marketing our brand and providing proof by showcasing analytics through the years

Step 2:
Conducting events and reaching out to organizations and offering them the benefits of the project

Alisha Jain

Distribution of services through physical and electronic channels & Delivery Options

Website,
Social Media
advertisement
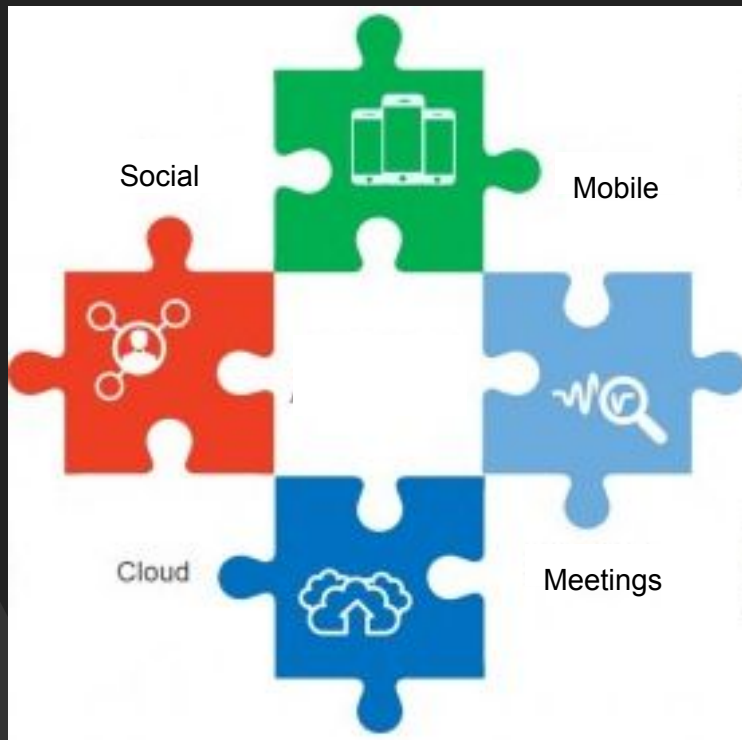
Mobile applications,
Text messages,
Promotional
applications

Database on
the Cloud

Events,
Meetings, Talks

Staffing and Hiring
- Organization should hire tech- savvy folks who have knowledge of high end technologies.
- Who can apply a series of powerful, recently developed, cutting-edge analytical and data science techniques.
- Ensure the practical application of these techniques to optimize strategic business processes and decision making

Training
- A teamwork or team management to achieve goals should be made .
- A desired application should be mentioned.
- Each member Role and timeline for the application should be given for the team members who are working on it.
- People from various ethnic groups should be considered.
- Team members should have the capacity to make efficient and accurate decisions

Retaining
- Members who are more talented must be retained.
- Providing more benefits and creating high quality work life retains the best employees working on the application.

Technology

AWS - Consisting the fundamental establishment of the port system, providing Cristal database,server,analytic service

ERP - Providing an integrated and continuously updated view of core business processes using common databases

CRM - improving business relationships with customers, assisting in customer retention

Strategy to select vendor

1. Analyze the Business Requirements

2. Vendor Search

3. Request for Proposal (RFP) and Request for Quotation (RFQ)

4. Proposal Evaluation and Vendor Selection

5. Contract Negotiation Strategies

6. Contract Negotiation Mistakes

Strategy to mitigate risk

1. Identify risk events and their relationships

2. Assess the probability and consequences of risk events

3. Decision analytic rules are applied to rank-order identified risk events from highest to lowest

4. Risk events assessed as high or medium criticality may go into risk mitigation planning and implementation

Define jobs/functions to be outsourced

1. Define the right KPIs and be able to track and measure these key indicators

2. Assess expenses and quality of particular functions self complete

3. Assess expenses and quality of same functions vendor provide

4. Analyse the possibility to turning over sensitive data and business process,workflow regarding the functions

5. Make decision

Identify success metrics

Cristal must	What to measure	How to measure
Increasing User experience	Portal traffic	Tracking portal activity data, visitors, numbers, duration
	Overall satisfaction level	Annual usability testing online and offline surveys
	Successful accomplishment of portal visit objective	Online and offline serveys
Incorporate customer self service to increase productiivity	Audit process for qualified content	Complaint case regarding disqualified numbers
	Support cases	The percentage of support cases are resolved via portal
	Partner self-service	The number of support calls from partners to Cristal

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Section 11: Roll Out Plan

93

Current Position

Our Office

🔽 = "Expansion goals"
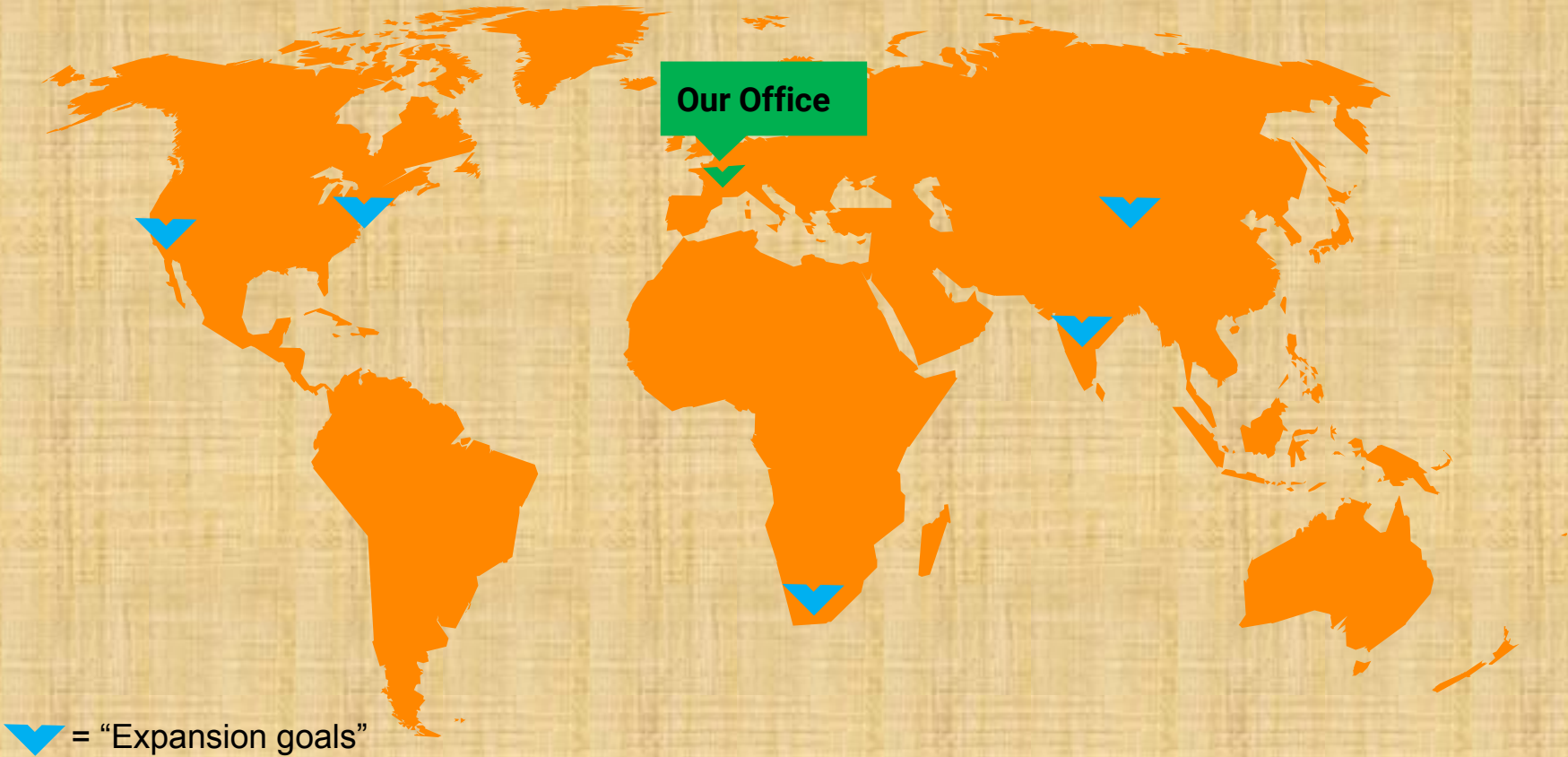
Expansion in Future

Expansion Plans in US

1. North-East
2. California
3. Texas

Section 12 : Measurement and Metrics

Traditional Measures

ROI

- Availability 24/7 uptime and secure internet access will maximize investment.
- The website provides accurate, easy to find jobs and easy to follow instructions for students thereby providing positive ROI.
- Intuitive presentation of job searches by using graphics and other tools.
- Effective content management.

ROE

- ROE shows how well a company uses investment funds to generate earnings growth.
- ROEs between 15% and 20% are considered desirable.

Sushma

PROFITABILITY(NET INCOME)

- Net income is what remains of a company's revenue after subtracting all costs. It is also referred to as net profit, earnings, or the bottom line.
- Net Income that is not paid out in dividends is added to retained earnings.
- Increasing (decreasing) net income is a good (bad) sign for a company's profitability. Companies with consistent and increasing net income over time are looked at very favorably by stockholders.

Sushma

New Metrics

Customer Satisfaction
- The evaluation of customer satisfaction is made by the use of Sentiment Analysis.
- The database containing student comments collected from a service cancellation form.
- This database has a score assigned by the client and a comment about the services.

Perceived Quality:
- Information availability and content
- Easy of use or usability
- Privacy or security
- Graphic style
- Fulfillment.

Sushma

Customer Profitability : The Balanced Scorecard is introduced to measure customer profitability .

Customer LifeTime Value:
- Inviting a friend to use online portal .
- Writing user generated content e.g., review or a feedback.

Hiring Process Time :
- Active consensus on the job profile is provided.
- Help recruiters qualified candidates.
- Get mangers comfortable with the interviewing process.
- Consolidate individual interviews.

Sushma

BALANCE SCORECARD

Financial perspective

- Lower Cost
- Increase profitability
- Increase Revenue

Customer perspective

- Lower wait time
- Improve customer retention

Internal Perspective

- Increase process efficiency
- Lower cycle time

Learning and Growth Perspective

- Improve knowledge and skills
- Improve Tools and Technology
- Increase employee satisfaction

Sushma
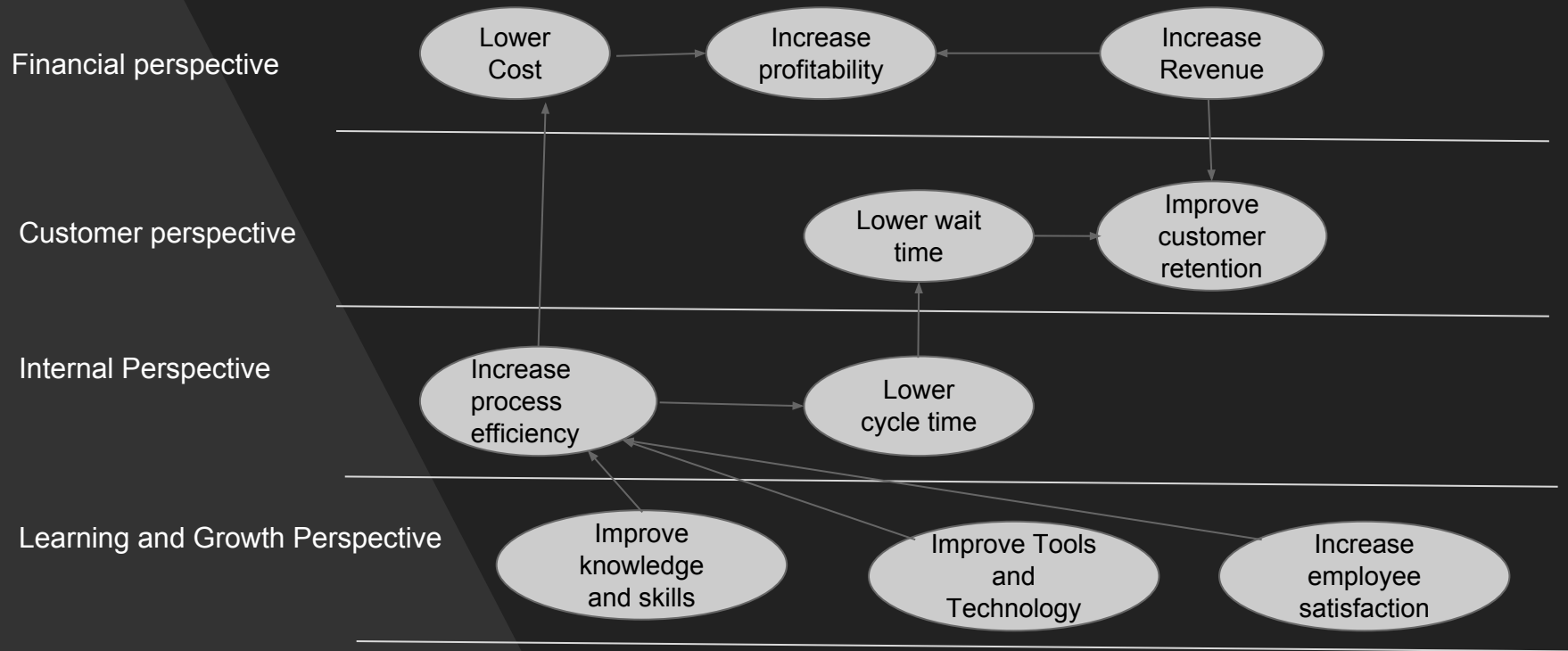
How IT metrics are linked to Directly to Business

Sushma

DASHBOARD
Candidate job Screen

Sushma

Section 13 : Issues

Section 13 Issues : Political Environment

Schools being heavily regulated it is important to have strong policies and infrastructure and processes when it comes disclosure of personal information. Confidentiality and Integrity must be enforced.

Impact 5
Probability 2

Risk | Unauthorized (illegal) work

Legal

Description –
An international student using this platform to work more than 20hours/weeks. Or taking advantage of the database's employer contact information to get money out of undeclared work. Jeopardizing directly the business and even the school elibigility to accept international students.

Counter measure –
- **Sensitization (consciousness-raising)**
- **Prevent the student to see employers contact information before having been selected by them.**
- **Every hiring will need Student's employment office confirmation/verification.**
- **Terms and conditions defense and (dis)engagement.**

Ludel Ikouna

Section 13 Issues : Technology Environment

It is very important for such a system to be flexible and easily maintainable. Therefore, the use of –N-Tier architecture via ASP. NET C# has been chosen.
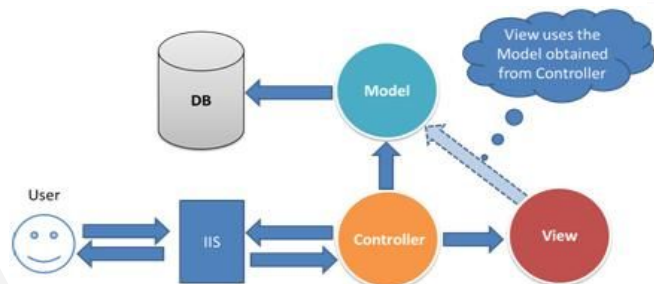
In our case, the Model actually communicates with the Business Management layer, instead of the database directly.
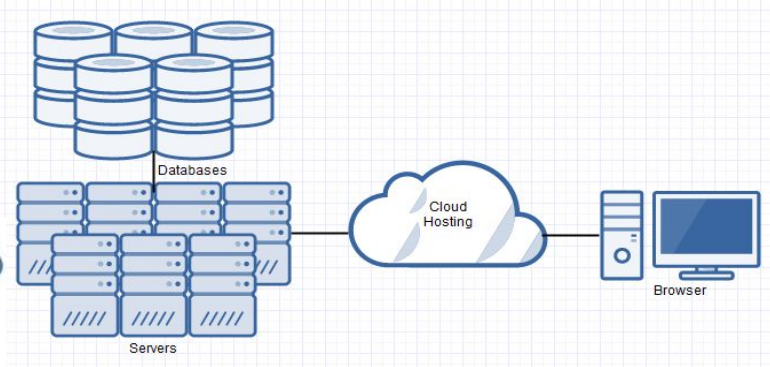
Section 13 Issues : Contd – Challenges

❖ Maintaining availability of the platform in most circumstances.

❖ Macroeconomic environment having a potential global range requires extremely flexible infrastructure.

❖ Legal regulations and policies for outsourced work and visa status.

❖ Cybersecurity. Especially regarding confidentiality and Integrity of information.

❖ Trust in partnership. Contracts, Terms and Conditions.

❖ Ethics with partners and clients.

❖ Demographic environment limited to students, faculty, and outside companies. Still wide enough.

❖ Providing students with real life experience. Where company were used to hire "professional" consulting companies

Section 14: Conclusion

Recommendations

Start a portal
- The portal will be the biggest medium for students and employers to reach out to each other.
- It will also increase the revenue and help in global expansion.

Applications
- All kinds of applications, websites, internet facilities should be used to connect and make people aware of the platform
- Plethora of applications on different devices will bring in convivence.

Communications
- Constant improvement in database, archive, storage, search should be.
- Risk management should be quick and the issues should be handled as quickly as possible.

Alisha Jain