

Specification of business processes

1. Business goals of the organization

ABC Adventure is a private Polish network of kindergartens, offering various types of care for specific age groups of children. The main goal of the network is to obtain the highest possible profit generated by childcare and preschool education services. To achieve this, the network wants to increase the number of children enrolled in *ABC Adventure* kindergartens by 15% within 5 years. The company's CEO primarily monitors the annual growth of children enrolled.

Kindergarten facilities are located only in 10 Polish cities: Warsaw, Poznań, Gdańsk, Katowice, Wrocław, Kraków, Szczecin, Łódź, Bydgoszcz, Lublin.

The yearly price of the combination of services is presented to customers based on a quote that takes into account the location of the facility, the child's age group and the selected type of care. Prices vary based on these parameters.

Information about the location of full branches is also important - these are places where we can potentially expect a larger number of customers. Each service provided by the kindergarten is rated by parents on 3 criteria (assessment of child development, contact with facility employees and safety & hygiene) on a scale from 1 to 10. Increasing customer satisfaction, and therefore - ratings, may encourage more people to enroll their children in *ABC Adventure* facilities, for this reason the CEO set the goal of increasing the rating of assessment of child development to 8.5, contact with facility employees to 7.8 and safety and hygiene to 7.7.

The CEO must also have an insight into data on the number of individual types of care provided each year and the number of children in particular age groups. Each facility is managed by three teachers. One facility accepts a maximum of 20 children of each age group. The CEO's desired annual revenue growth is 3.5%.

2. Business processes

Enrolling Children

a) A general description of the business process and a description of the performance metrics generated by this process, possible current analytical problems.

To enroll a child into a kindergarten, the parent (or a guardian - person responsible for the child) first acquires information about the desired kindergarten, including contact methods and localization. Then, by an in-person visit, phone call or visiting a website, the interested parent/guardian may be provided with additional information such as enrollment conditions, care types & prices, facilities within the kindergarten or activities done by children. If the decision of enrolling a child is made, the kindergarten hands out an application document, including a form intended to gather all the necessary data about the child and their family (e.g. child's name, age, any medical or special needs, parent/guardian contact information). After filling the document stationary, at the facility, and its submission, the data is introduced

into the system by an employee. The school year begins in September each year, children registered before the beginning of the school year are assigned to the year corresponding to the start date of the service. If a child is registered during the school year, his or her starting year begins in the following September.

b) Typical questions

- How many children have been enrolled for the year 2023?
- Which district saw the highest decrease/increase of enrollments in 2020?
- What percentage of enrolled children is in the 'toddler' age group?
- How many kindergartens in Warsaw have no vacancies?
- What care type was the most popular in 2022's enrollments?
- What are the 10 kindergartens that have the least amount of children enrolled for the year 2022?
- Is the average number of vacancies higher in Kraków or in Lublin?
- Is there a kindergarten that does not provide all types of care?
- Which type of care noted the decreasing number of applications for 3 years in a row?
- What was the average price of childcare in 2021?

c) Data

At the present time the data of the child and parents/guardians are collected by employees during interviews aimed at enrolling the child in kindergarten. This information is stored in the *ABC Adventure* database. The same database also stores information about kindergarten facilities, parent ratings and teachers.

Gathering & Evaluating of ratings

a) A general description of the business process and a description of the performance metrics generated by this process, possible current analytical problems.

The analysis/examination of facility management is done by measuring satisfaction of customers (parents/guardians) in the form of gathering their opinions. It is done by handing out anonymous questionnaires for parents at the end of the school year, i.e. in June. Each questionnaire allows the participants to assess quality criterias (assessment of child development, contact with facility employees and safety & hygiene) on a scale of 1-10. The analysts define a statistic called "overall rating" which is an average rating of all three criterias. After completing, the questionnaire is given back to an employee and they put the results into the digital system.

b) Typical questions

- What is the average rating of assessment of child development in facilities in Warsaw?
- What is the average overall rating?
- In what district of Wrocław overall rating is the highest?
- What are the top 50 worst performing kindergartens in terms of safety & hygiene?
- What are the top 10 facilities with the highest contact with facility employees rating?
- Are facilities in Gdańsk safer and cleaner than in Warsaw?
- Is there any facility with perfect ratings?
- How many facilities have increased their assessment of child development rating?
- What percentage of facilities have exceeded the target rating in last year?
- Which facilities have noted a decrease in any of the criteria's rating?

c) Data

All data about ratings are gathered from the questionnaires handed out to the parents and guardians, which is later kept in the database and then gathered within the data warehouse. Data about prices is stored in the CEO Excel file to allow the CEO to modify those parameters quickly.