



# UK METROTOWN ACADEMY

**IEDA4180 - Final Presentation** 

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## Table of contents



#### **Background**

What does the company do? Why did we choose them?



#### **Interview**

What are the takeaways? How does the company work?



#### **Problems**

What did we identify? What competition do they face?



#### Recommendations

What are the short-term and long-term solutions?



**Resources & Appendix** 







#### **About**

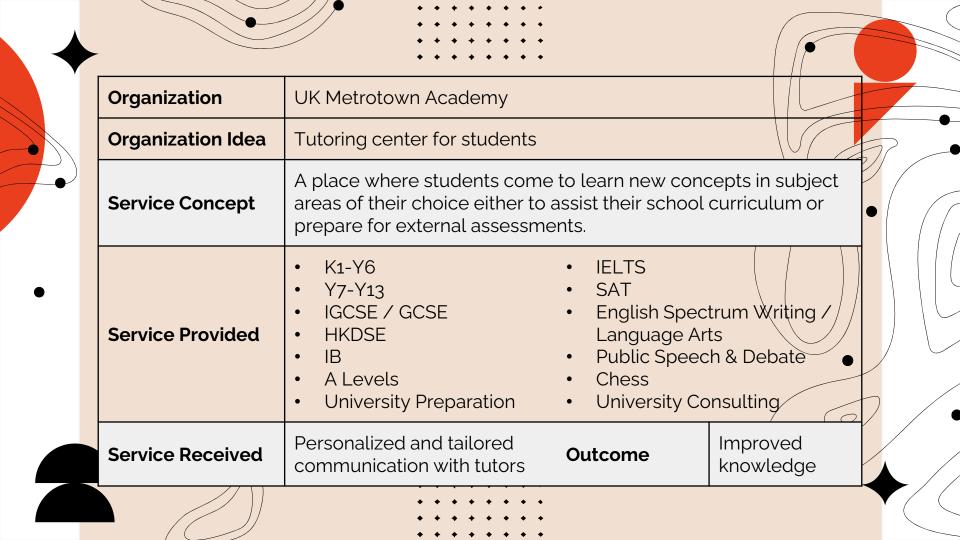
- Size: Small but running for approx. 14 years
- Location: Causeway Bay
- **Employees**: 5 experienced tutors & a few undergraduate student tutors
- Costs: Tutor salaries, rent, facilities & equipment, other licensing payments















### What did we find INTERESTING?

- The tutoring center initially started with the manager teaching Mandarin to non-locals for presentations and communicating with co-workers at banks
- Business financials are basic and in survivor-mode despite having been operating for almost 10 years
- Despite the small space, lots of clients are fit in
- They need to follow regulations given by the Hong Kong Capacity Law including having the center on a specific floor or restrictions on the capacity of students learning at a time



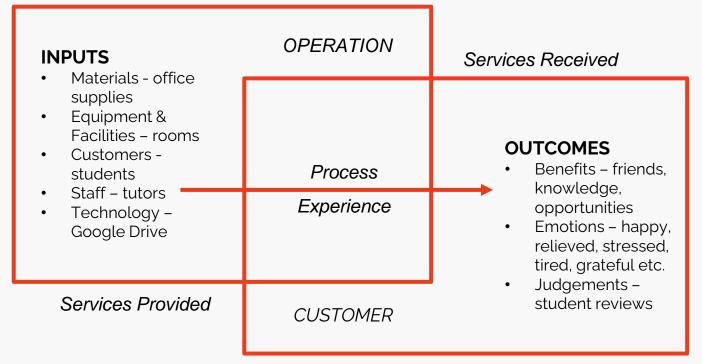
















## **Takeaways**





UK Metrotown Academy tutors consist of university students and teacher graduates that mostly work part time.



There are 60 active students of which most are repeating students. They learnt about the tutoring centre through word of mouth.



As of 2022, UK Metrotown Academy is not incurring losses, but is also not making large amounts of profit.



Students get a weekly schedule.

Tutors are given a weekly schedule but informed who they teach on the day.

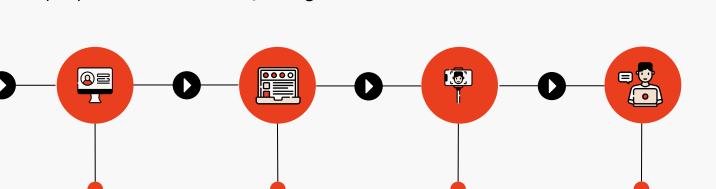








for potential students joining as new clients



Contact Ashley

Process Payment

Organize Schedule Trial Classes

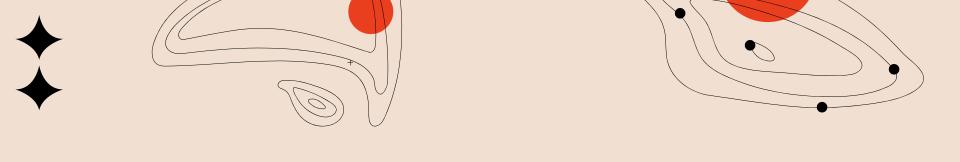
Regular Classes





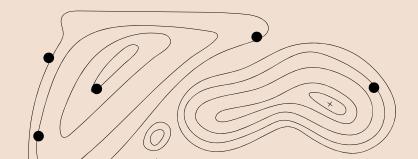
• • •	Service	Runners	Repeaters	Strangers		
* * * * * * * * * * * * * * * * * * *	Tutoring service	<ul> <li>1-on-1 classes</li> <li>1-on-2 classes</li> <li>Test preparations</li> <li>Exam preparations (IGCSE)</li> </ul>	<ul> <li>Writing and speech competition preparation</li> <li>University application consulting</li> </ul>	<ul><li>SAT exam preparation</li><li>Advanced Placement preparation</li></ul>		





# Problems 03

What did we identify? What competition do they face?







# **SWOT Analysis**

#### **Strengths**

- Years of experience (2014)
- Multilingual Staff
- Experienced + Young Teachers
- Centrally Located
- Track Record

#### **Opportunities**

- New Subjects
- Expansion to other locations
- New methods to share feedback / plan lessons

#### Weaknesses

- •Size
- •Young Teachers = Inexperience
- •Small Rooms

#### **Threats**

- A lot of competition
- Parents demand results
- Adaptations to new learning methods + curriculum





### The Problems Identified





No losses but not a lot of profit



Cancellations & Make-Up Class

Students & Tutors



Competition

From nearby tutoring centers



Lack of Commitment

Students & Teachers



Class Frequencies

Peaks & Dips









■ Fixed Schedule

Avg # Classes

Excluding Prep Time

Avg Cost of Teacher	/ hr HK\$190.00									
(160 - 230)			Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
		<b>Teaching Hours</b>	12	12	12	11	15	24	26	
Class Costs		Cost (per hour)	Number of Classes (1 hour = 1 class)						7	
Age	Class Type									
K1 - Y6	Group	HK\$380.00	3	2	4	4	5	5	4	HK\$10,260.00
Y7 - Y13	Group	HK\$400.00	3	4	4	2	4	6	9	HK\$12,800.00
-	1 on 1	HK\$550.00	2	2	2	2	2	5	5	HK\$11,000.00
<b>-</b> 0	1 on 2	HK\$400.00	2	2	0	2	1	4	5	HK\$6,400.00
Y2 - Y6 (Online)	1 on 1	HK\$350.00	1	0	1	0	2	2	2	HK\$2,800.00
Y7 (Online)	1 on 1	HK\$380.00	1	2	1	1	1	2	1	HK\$3,420.00
								Total Teaching Hours		112
								Total Teaching Cost		HK\$21,280.00
								Total Revenue		HK\$46,680.00
								Rent + Utilities		HK\$12,000.00
								P/L		HK\$13,400.00







#### **TACTICAL**

- Short-term solutions
  - Low upfront resources required
- Quick implementation



#### **STRATEGIC**

- Longer-term solutions
- May require planning and incur costs
- Long time to implement











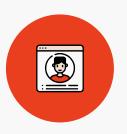
## **Tactical Solutions**











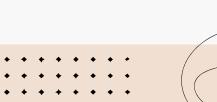
Introduce Tutors

Justify Added Value

Complaint Cards

Tutor Selection











# **Strategic Solutions**

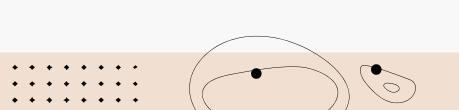








Automated Scheduling









Shared Google Calendar





# Easy of Availability Planning

Tutors' availabilities are portrayed and class allocation becoming easier

# Tutor Replacement / Back-Up

Replacements and backups can be easily identified based on availability

# Competitive Tutor Scheduling

High transparency of tutor schedules may lead to healthy competition







Automated Scheduling





Excel Solver can instantly create weekly schedules



Changes to the schedule can be quickly accommodated

# Reduce Opening Hours

The system
can schedule
classes simultaneously
based on capacity





## **Appendix 1 – Interview Questions**

#### Background Research

- o What are the business hours (students go to school in the morning so will the Centre be closed)?
- o What made you decide you wanted to start this?
- Approximately how many students and staff are working in your company?
- How long has your tutoring center been running for and how would you describe its growth?

#### Products & Services

- Who are the tutors and how would you describe them?
- O What training and qualifications would the ideal candidate have for a tutor position?
- O What is the application process of a prospective student?

#### Location

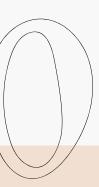
- What made you choose your tutoring center location?
- o What is the capacity of your center?

#### Operations

- O How do you set a schedule for students and tutors?
- O How do you advertise your tutoring center?
- O How would you handle a last-minute change in the tutor's and student's availability?
- O Are there any penalties for last-minute cancellations?

#### Problem Identification

o What do you think is the significant challenge your Centre is facing today?



# **Appendix 2 - Location Images**







# **Appendix 2 - Location Images**







# **Appendix 2 - Location Images**



