

Business Case re: [REDACTED] Healthcare Academy

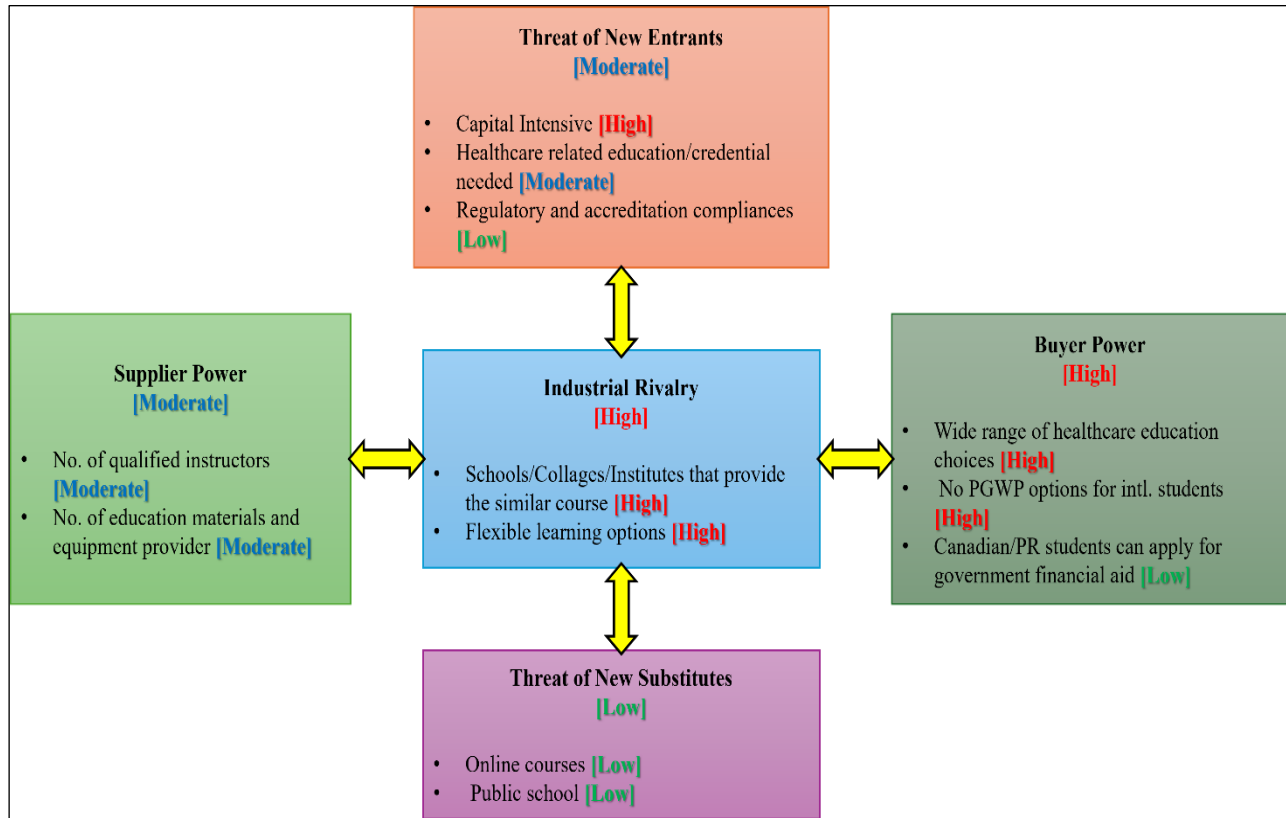
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Porter's Five Forces Model: █████ Healthcare Academy



█████ is likely to face high level of competition from other institutions that provide the same courses, then potential students have a wide range of healthcare education choices. Moreover, the lack of PGWP options for international students presents a significant threat to student enrollment. Offering flexible learning options may not be enough to secure student interest. To strengthen its competitive edge, █████ should differentiate itself by offering value-added services tailored to healthcare roles, such as career counseling, industry networking, and internships. Additionally, developing flexible, hybrid programs with advanced simulation technology and specialized healthcare certifications not widely available can attract targeted groups.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Expanded to 3 branches in Alberta Solid reputation in healthcare sector Positive alumni feedback⁵ Strong healthcare internship connections⁵ Flexible payment options Financial aid for students Flexible study options Training for staff and instructors⁵ 	<ul style="list-style-type: none"> Limited range of programs Not attractive to diverse students⁵ Weak digital marketing presence Limited marketing & technology partnerships Limited resources compared to larger universities Less recognized as bigger institutions.
Opportunities	Threats
<ul style="list-style-type: none"> Healthcare worker shortages, especially rural Canada⁶ Aging population increases healthcare demand⁶ Rising healthcare demand supports student enrollment 	<ul style="list-style-type: none"> No PGWP eligibility (international students)⁵ Educational regulation or certification changes Rising competition from other institutions Technical disruption by online courses Competition from well-funded healthcare institutions

⁵ (Group 2 Professional Interview, 2024)

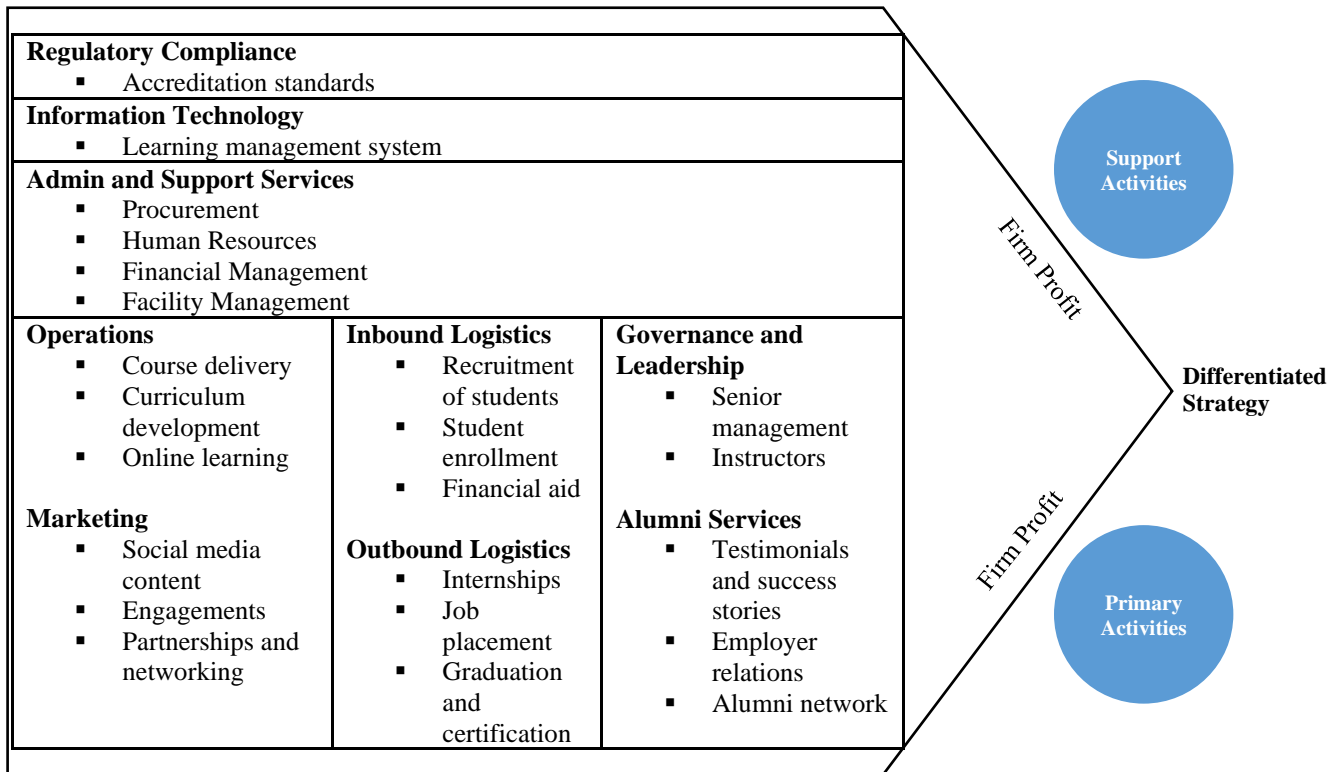
⁶ (Government of Alberta, n.d.)

No Post-Graduation Work Permit (PGWP) eligibility for international students and high competition from well-funded healthcare institutions are likely to be the biggest threats for ■■■ Healthcare Academy. Moreover, the limited range of programs and a weak digital marketing presence make it challenging to compete with larger, better-recognized institutions.

Using the environmental scanning we did above (PESTLE, Porter's Five & SWOT), we have identified two (2) biggest problems and/or opportunities that ■■■ Healthcare Academy is currently facing.

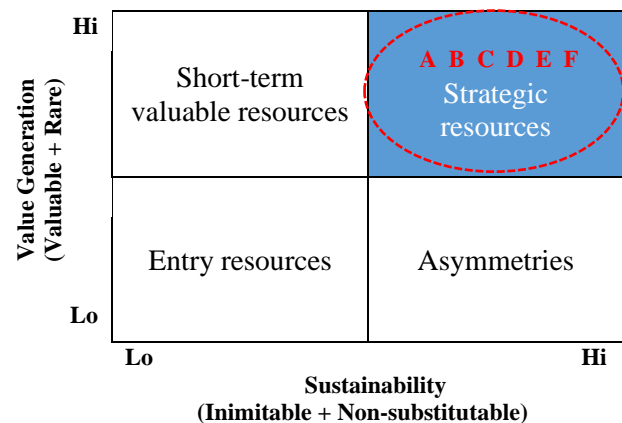
1. **■■■ struggles to attract a diverse pool of students.** While ■■■ has no control over its PGWP eligibility as it is a private career college and not eligible for PGWP, ■■■ should now focus on enhancing its limited marketing, weak digital presence, and limited technology partnerships.
2. **There is an increasing demand for healthcare professionals in Canada.** With ■■■'s expansion to three branches in Alberta and given the opportunity on demand, ■■■ should maintain and regularly monitor its compliance with its licensing agreements. ■■■ should emphasize formalized rules and institutionalized procedures to ensure its compliance with standards across all of branches.

Resources and Capabilities

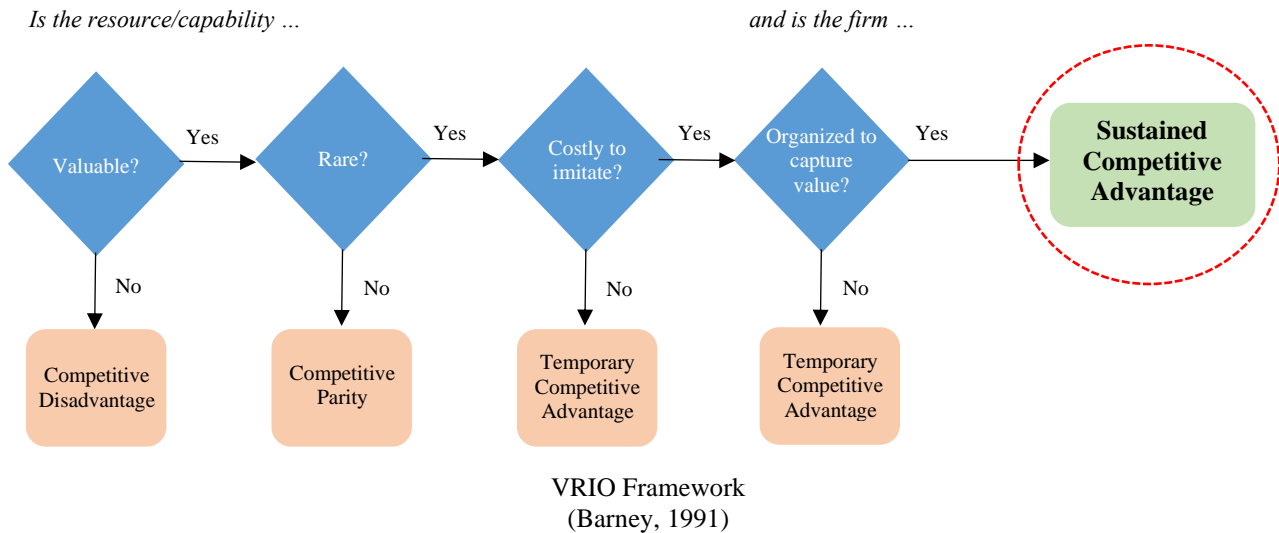


Resources and Capabilities	
A	Operations
B	Inbound Logistics
C	Outbound Logistics
D	Governance and Leadership
E	Alumni Services
F	Marketing

Resources and Capabilities Matrix Assessment (Barney, 1991)



The █████ Healthcare Academy differentiated itself as falling on the quadrant of strategic resources which means that it competes directly with other healthcare institutions offering similar courses in the same market space. This kind of business is clustered within an industry that follows similar competitive strategies, use comparable resources, or target the same type of customers. Rivalry tends to be more intense because the competitors are offering similar courses and targeting the same market segments.



Resources	Capabilities
Brand name	High number of graduates
Three locations in Alberta	Delivering high-quality education
Designated learning institution (DLI) ⁷	Host international students
Designated Private College ⁸	Financial aid for students
Well trained instructors	Student-centered teaching methods
Information technology	Online learning and course delivery
Internship connections	Internship opportunities

⁷ Designated Learning Institution – is a school approved by a provincial or territorial government to host international students

⁸ Designated Private College – is a school that has been accredited by the provincial government to offer programs that are eligible for government federal and provincial financial assistance (loans, grants, etc.)

Evaluating █████ Healthcare Academy's VRIO

Resource/ Capability	Is it valuable?	Is it rare?	Is it difficult to imitate?	Is it organized to capture its value?	Can it be a basis for competitive advantage?
Brand name	Yes	Yes	Yes	Yes	Yes
Designated learning institution	Yes	Yes	Yes	Yes	Yes
Designated Private College	Yes	Yes	Yes	Yes	Yes
Delivering high quality education	Yes	No	Yes	Yes	No
Student-centered teaching methods	Yes	No	No	Yes	No
Three locations in Alberta	Yes	No	No	Yes	No

The ■■■ Healthcare Academy's competitive advantage comes primarily from its brand name, Designated Learning Institution (DLI) status, and Designated Private College (DPC) status, which helps it compete and succeed against its rivals. However, simply having to deliver high quality education, student-centered methods and three locations in Alberta isn't enough to beat its rivals. ■■■ succeeds against them because of their brand, DLI and DPC status.

Recommendation No. 1:

Improve Digital Marketing Outreach to Attract Diverse Students

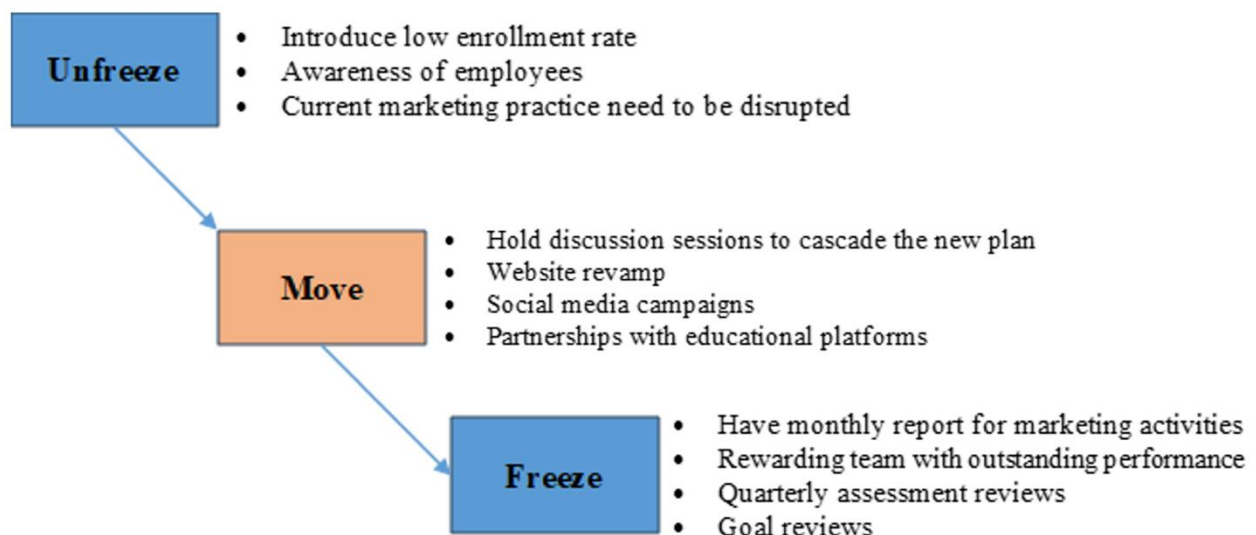
As a result of non-holistic current marketing strategies, ■■■ is struggling to attract diverse students. To support its vision, we recommend launching a new digital marketing strategy aimed at increasing its reach and attracting a more diverse student base. ■■■ should set goals that follow SMART Framework such as:

SMART Framework

Specific	Increasing ■■■ online presence
Measurable	Achieving a 30% increase in website traffic in the next 12 months Achieving a 15% rise in applications from diverse backgrounds in the next 12 months
Achievable	Allocating a budget specifically for digital outreach and online ads.
Relevant	Aligning with ■■■ vision to be the first-choice training school
Time-bound	Launch the plan by January 2025 and evaluate progress quarterly.

SMART Goal: Increase ■■■ Healthcare Academy's online presence by 30% in website traffic and 15% in applications from diverse backgrounds by 2026 through launching a new digital marketing strategy in January 2025.

To achieve this goal, the change in goal should be echoed across all levels of the organization, from senior management to internal staff. This is a kind of strategic change and a planned change. Planned change processes often involve large groups of people and step-by-step or phase-by-phase activities that unfold over a period (Rice University, 2019). We propose using Lewin's Change Model to implement this change.



Recommendation No. 2:

Balancing Mechanistic and Organic Structure for Enhanced Adaptability

█████ Healthcare Academy shows more characteristics of a Mechanistic Structure according to its standardization and compliance requirement to ensure that the school complies with educational and health care regulations which help reinforce consistency and quality control. In order to enhance its online marketing channels and capabilities to adapt itself to the digital age, the school may benefit from integrating some elements from Organic Structure to strengthen its adaptability and collaboration across the organization such as:

- **Flexible Communication Channels:** Organic structures encourage informal communication, which can accelerate decision-making and adaptability.
- **Cross-Departmental Teams:** An organic approach in forming the online marketing team could involve cross-departmental collaboration.

As mentioned in (S. Bright, D. (2019). Organizational Structures and Design. In *Principles of Management*. OpenStax. that “An organization that produces innovation needs to be more organic, while an organization that seeks reliability needs to be more mechanistic.” This puts the highlight on the idea of finding the right mixture of Mechanistic and Organic Structure elements.

Forming an online specialized marketing function nested within the organization structure.

Regarding The Organization Life Cycle (Rice University, 2019), █████ is now considered in the **Renewal Phase**. Establishing a team dedicated to digital marketing under the current marketing department would enable the organization to strategically focus on digital channels, data-driven decisions, and flexibility to response to digital trends, allowing the school to adapt to new healthcare trends and reach diverse student demographics.

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