To: **Ms. \*\*\*\*\*\*\*\*\*\*\*\*\*\***

Director, Healthcare Academy

From: **GROUP 2 CONSULTANTS**

Students, Management and Leadership

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Date: 13 November 2024

RE: RECOMMENDATIONS FOR HEALTHCARE ACADEMY

We would like to extend our sincere thanks for the opportunity to conduct the professional interview session with your Admission Coordinator, on September 29, 2024. Based on our study and analysis, we have identified both challenges and opportunities that Healthcare Academy is currently facing. We are pleased to provide you with our findings and recommendations for addressing these issues and enhancing your institution's competitive edge.

**Problem Statement:**

Healthcare Academy currently faces significant challenges in attracting a diverse pool of students while navigating a competitive educational landscape. The lack of Post-Graduation Work Permit (PGWP) eligibility for international students limits your ability to draw in this valuable demographic. Additionally, current marketing strategies are underdeveloped, resulting in a weak online presence and insufficient engagement with potential students. However, it is noted that there is an increasing demand for healthcare professionals in Canada which can be an advantage to Healthcare Academy with its three branches expanded in Alberta.

**Recommendations:**

**Improve Digital Marketing Outreach to Attract Diverse Students.** We recommend the Healthcare Academy to launch a new digital marketing strategy to address its challenge of attracting a diverse student base. The goal should be SMART (Specific, Measurable, Achievable, Relevant and Time-bound): 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 ensure successful implementation, the goal should be communicated across all levels of the organization using Lewin’s Change Model1 for a structured, phase-by-phase change process. This approach will help attract a broader and more diverse student base, strengthening its competitive position in the market.

**Balance Mechanistic and Organic Structure.** Healthcare Academy’s organizational structure currently exhibits characteristics of a mechanistic model, which supports consistency and compliance. However, to adapt to the evolving educational environment and enhance its marketing efforts, we recommend integrating some organic structure elements. This includes:

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

We hope these recommendations will help Healthcare Academy to overcome its current challenges and seize opportunities for growth in an increasingly competitive environment. Thank you once again for the opportunity to assist in your academy’s strategic development. We are excited to see the positive impact these changes will bring.

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