

MDDE 605- Business Plan

BUSINESS PLAN FOR HKKS EDUCATION

PREPARED BY KEN HARMEL

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The Business Plan: Q4 2015 to Q4 2018

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Date Prepared: December 3, 2015

Business Name: HKKS Education

Website: www.hkkseducation.com

Executive Summary

Domestic ESL teaching jobs are rapidly declining, pushing current and prospective ESL teachers to look overseas for employment opportunities (Culbert, 2014). These very teachers require TEFL certification to teach in organizations that offer career potential. HKKS Education will address the needs of experienced trainers who require TEFL certification but already have practical teaching experience and therefore choose not to spend their valuable time and financial resources covering fundamental ESL learning principles that they have already mastered. A variety of online TEFL certification courses will be offered on the Canvas LMS to meet the learning needs of both domestic and international English teachers. These teachers can acquire their TEFL certifications to improve their career potential with minimal disruption.

This business plan explores the viability of entering the online TEFL training market and concludes by demonstrating that HKKS Education has the management team, sound business practices, strong marketing and advertising plans and financial resources required to be a key player in market. With this strong business plan and a talented and experienced staff of teachers, administrators, managers, designers HKKS will reach a breakeven point by the end of 2016 and forecasts double-digit growth for the first two years and stable growth thereafter. This business plan points out HKKS's vision in how it will achieve these goals in realistic, well thought-out and well-managed steps.

Vision

“HKKS Education offers its students the ESL training that is required to excel at home, at work and in the community. HKKS instills the same values in the TEFL teachers it trains by promoting sound teaching philosophies and ensuring effective teaching practices are being met so teachers can deliver quality lessons, wherever their classrooms may be. Global ESL students and TEFL teachers will count on HKKS Education to consistently deliver these expectations.

Mission

“HKKS Education is committed to enhancing the English communications skills of ESL students locally and globally. It empowers local members of the community with English communication skills and broadens its reach by training TEFL teachers to deliver effective English lessons that will empower ESL Speakers in business, in the community and across cultures.”

Business Description

Legal Status and Form of Business

HKKS is registered with British Columbia’s BC Registry Service as a sole proprietorship (National Business Number: 81652 4961 BC0001) with a described nature of business of “All Other Schools & Instruction [NAICS-611690]”. With this nature of business HKKS is entitled to do business globally.

Business Location/Geographical Location

HKKS’s office is located in Abbotsford, BC Canada. This office will serve as the educational centre providing global online educational services along with its current on-site educational services.

Abbotsford is a large city located one hour east of a major Canadian business centre, Vancouver. It is also thirty minutes west of Chilliwack, which is home to the newly developed Canada Education Park (<http://www.chilliwackeconomicpartners.com/canada-education-park>), a major training centre for public servants and other post-secondary institutions.

Provide details of products to be developed

HKKS will use its expertise in TEFL training to design top-quality online TEFL certification courses and deploy these courses through its Canvas LMS. An existing 120-hour print-based course will be re-designed for the online delivery of 40, 60 and 120-hour courses. With the inclusion of the new TEFL certification courses, HKKS will offer the following courses; the 60-hour and 120-hour courses will have an option for tutoring at an extra cost.

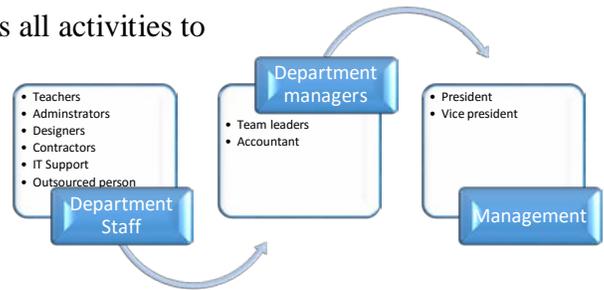
Course	Description	Associated services required ¹
Proposed courses		
40, 60, 120-hour online TEFL certificate courses	Online TEFL certification courses.	<ul style="list-style-type: none"> • Qualified tutor • Technical support • e-commerce capable • LMS delivery • Online assessment & placement

Governance Process

HKKS Education does not have shareholders, however, it still requires an effective management team to ensure the business is well run and predefined goals that align to HKKS's vision are being met. HKKS has been using the functional organizational model effectively and will continue to do so.

Reporting Structure

HKKS, with a divisional reporting style, reports all activities to the president, Ken Harmel. Each department head is accountable for activities within that department. The reporting structure is organized in this chart.



Decision Making Process

HKKS has relied on an open channel of discussion and has encouraged all those who have ideas to present them to their department head. After discussing the idea in a departmental meeting, a discussion with the president will be held before a decision can be implemented. If the proposal is accepted, then appropriate staff members will be notified of the decision. If it is rejected by the president, a subsequent proposal can be resubmitted for approval.

Regulations and Guidelines that impact the business.

Strict student confidentiality and data security must be adhered to, which is set out in the personal information protection act of BC (Queen's Printer, 2015). HKKS will seek legal advice on a quarterly, or as needed, basis to ensure that it meets all legal requirements of a global education organization.

Within two years, HKKS will apply for PCTIA (Private Career Training Institutions Agency of BC) registration which will accredit HKKS and ensure that it meets all the required laws and regulations of an educational organization.

Management Team

HKKS comprises of a President (Ken Harmel), Vice-President (Hiroko Harmel) and departmental managers, such as the Teaching Department manager, Oto Garcia.

Qualifications and Experience

President

Ken Harmel has 15 years' experience in owning and operating a language school. He also has 20 years of teaching experience and a Master's in Distance Education. As overseas experience is essential in understanding the target market and its students, his 14 years of living in Japan will prove useful to provide products and services in a manner suitable to the market.

Vice President

Hiroko Harmel grew up in Japan, and is fluent in both English and Japanese. She has five years of experience working in a large English school providing administrative services to the staff, president and owners. She has managed the administrative needs of startup companies while living overseas.

Managers / Head Teacher

HKKS managers and head teachers must possess a minimum of five years teaching in adult ESL education, two years in a supervisory role and a degree in education. Distance Education training has been given to our TEFL certification course team to ensure that they have the expertise to deliver quality courses in the new medium.

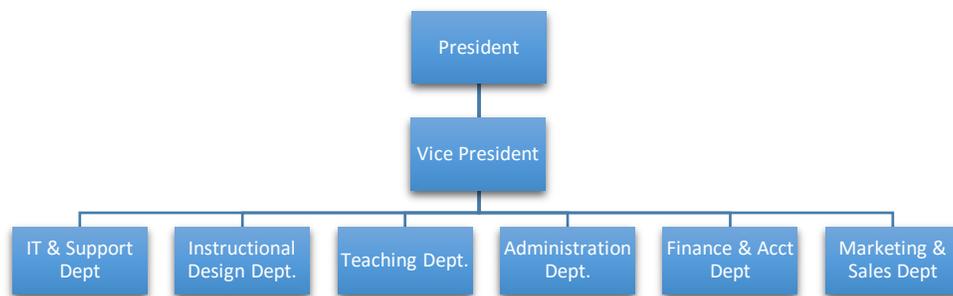
Roles of the Management to Team

Departmental managers schedule bi-weekly meetings to ensure that their departments are working together to achieve organizational objectives. Managers are required to present for five minutes on any given topic, such as departmental achievements or potential problems. The president and/or vice president attends these meetings and ensures action points are followed up on in a timely manner.

Management is required to ensure that costs are kept within budget while giving their team the required resources to maintain quality courses. Management is expected to ensure that groups work together and that conflicts are resolved quickly and, when possible, to the satisfaction of the parties involved. Management is expected to undergo periodic training on given topics, such as personnel management and budgeting.

Organizational Structure.

HKKS has a functional organization structure that has been proven to maximize efficiency and expedite the decision making process. Each department has one manager that reports directly to the vice president.



Relationship to Other Organizations

Internal Relationships

All departmental members may collaborate with each other either directly or through management to exchange information. This structure allows for open communication and expedites processes. Meetings must be called



and management present on issues concerning the department and organization as a whole.

External Relationships

HKKS consults with many outside sources, which include:

- Legal advice: Tim O'Neill (Baker McKenzie Law Offices). Ken Harmel has been consulting with him for 10 years.
- Accounting: Jie Sung (PWC) – HKKS's tax accountant,
- Financial Consulting: Varies – Consultants may be required to assist in any of HKKS's operations.
- Business consulting: Pat Boyle (Lions Bay Management) – A longtime client of HKKS who has acted as a consultant with stellar results.
- Instructional Design: Varies – Instructional designers will be required on a temporary basis to help create new courses.
- Workshops/Training: Varies – Courses will be offered to staff so they can stay current on latest technologies, teaching practices and management skills.

Marketing and Sales

Marketing Strategies/Plan

HKKS currently has marketing tools to build sales of its existing products and will utilize these resources to promote and market the new TEFL courses in the following ways:

- Ad sense, a paid advertiser used by HKKS's main competitors, will be a large part of our advertising budget to place HKKS in the top three search for online TEFL certification training.
- HKKS's corporate website, *hkkseducation.com* will promote the new product and offer TEFL training advice in the form of a free downloadable eBook, which will include a hook in the form of a promotional offer.
- Offer free TEFL courses to a test market of post-secondary students; HKKS will request their feedback on the course and a testimonial to help market the new courses online.

- Joint ventures will be established with language schools in our target markets, primarily Japan and Korea to enhance the learning and certification of their teachers.
- YouTube courses will strictly be for marketing purposes and should generate interest. Three percent of HKKS Education's YouTube channel is forecasted to convert to a sale based on similar advertising campaigns (Government of Canada, 2015).

Detailed Sales Projections

Distance education in TEFL has been steadily increasing due to the labour market and is expected to continue to grow into the foreseeable future. Sales are forecasted to increase more in some of HKKS's courses than in others, the highest growth being in 40-hour TEFL certification training courses with tutor support. HKKS will launch these products therefore growth is expected to rise sharply in the first years and experience moderate growth in the next two years. 2016's Q1 growth is forecasted to increase over Q4 2015 by between ten and 15% across its course offerings based on similar performance of HKKS's face to face classes and growing demand for its courses.

Business Requirements.

Workflow and Human Resource Requirements Plan

Human resources will be required to create and launch the new online TEFL certification courses while maintaining its current operations as reflecting in the workflow plan. TEFL courses will be converted from paper-based courses and an instructional designer will convert it to an online format with the assistance of content experts, the teachers. The content will be published in Canvas (Instructure, 2015) with Adobe Captivate used to create additional collaborative learning objects.

The following chart outlines the type of full-time, part-time and contract personnel needed to complete work and their level of effort for the first three years of operations. Development will occur in the first three quarters of the 2016, so peak demand will occur in these months and will decline substantially when the courses are delivered. In the fourth quarter and 2018 work effort will steadily decline.

Figure 1: Workflow analysis (2016 to 2018)

Product/Service	2016				
	Work Load Per Activity	Qtr 1	Qtr 2	Qtr 3	Qtr 4
40-Hour Course		Production	Production		Delivery
60-Hour Course			Production	Production	
120-Hour Course			Production	Production	Production
You-Tube lesson					
Number of Persons Required Based on Work Effort					
Product Manager - Production	30%	60%	70%	70%	60%
Instruction Designer - Production	40%	50%	150%	120%	70%
Subject Matter Expert	40%	50%	150%	70%	50%
Graphic Artist - Production	30%	10%	30%	30%	20%
Multimedia Specialist - Production	40%	40%	120%	120%	60%
Web Author - Production	20%	40%	120%	120%	60%
Administrative Support	5%	10%	20%	30%	35%
LMS Support	10%	10%	20%	20%	20%
Delivery Manager	30%				30%
Marketing Consultant	20%	100%	100%	100%	80%
Instructor	100%	30%	30%	50%	10%
IT Support / Help Desk	5%	20%	20%	20%	50%
Financial Consultant	30%	5%	5%	5%	5%
Business Consultant	30%	5%	5%	5%	5%
Work Effort per Quarter		430%	840%	760%	555%
Number of Persons Required Based on Work Effort		5	6	6	5

Product/Service	2017				
	Work Load Per Activity	Qtr 1	Qtr 2	Qtr 3	Qtr 4
40-Hour Course		Delivery	Delivery	Delivery	Delivery
60-Hour Course		Delivery	Delivery	Delivery	Delivery
120-Hour Course			Delivery	Delivery	Delivery
You-Tube lesson		Production	Production	Delivery	Delivery
Product Manager - Production	30%	40%			
Instruction Designer - Production	40%	50%	50%		
Subject Matter Expert	40%	50%	50%		
Graphic Artist - Production	30%	10%			
Multimedia Specialist - Production	40%	40%	20%		
Web Author - Production	20%	40%	20%		
Administrative Support	5%	40%	50%	50%	50%
LMS Support	10%	20%	10%	10%	10%
Delivery Manager	30%	40%	30%	20%	20%
Marketing Consultant	20%	60%	60%	60%	60%
Instructor	100%	10%	10%	10%	10%
IT Support / Help Desk	5%	60%	50%	50%	40%
Financial Consultant	30%	5%	5%	5%	5%
Business Consultant	30%	5%	5%	5%	5%
Work Effort per Quarter		470%	360%	210%	200%
Number of Persons Required Based on Work Effort		5	5	4	4

Product/Service	2018				
	Work Load Per Activity	Qtr 1	Qtr 2	Qtr 3	Qtr 4
40-Hour Course		Delivery	Delivery	Delivery	Delivery
60-Hour Course		Delivery	Delivery	Delivery	Delivery
120-Hour Course		Delivery	Delivery	Delivery	Delivery
You-Tube lesson		Delivery	Delivery	Delivery	Delivery
Product Manager - Production	30%				
Instruction Designer - Production	40%				
Subject Matter Expert	40%				
Graphic Artist - Production	30%				
Multimedia Specialist - Production	40%				
Web Author - Production	20%				
Administrative Support	5%	50%	50%	50%	50%
LMS Support	10%	10%	10%	10%	10%
Delivery Manager	30%	20%	20%	20%	20%
Marketing Consultant	20%	60%	60%	60%	60%
Instructor	100%	10%	10%	10%	10%
IT Support / Help Desk	5%	30%	30%	30%	30%
Financial Consultant	30%	5%	5%	5%	5%
Business Consultant	30%	5%	5%	5%	5%
Work Effort per Quarter		190%	190%	190%	190%

Number of Persons Required Based on Work Effort		4	4	4	4
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Timeline for Implementation

As you can see from the workflow analysis, HKKS's main priority is to create its 40-hour online TEFL Certification course so it can be given to a test market of university students so quality and usability issues can be rectified. The greatest concentration of resources will be allocated in the creation, launch and revision of this product to ensure its quality and learning effectiveness. When this course is completed, it will be launched and the 60-hour course will be produced. Similarly, the 120-hour course will be created while the 60-hour is being delivered and taught to students.

As there are many factors to consider, besides simply creating and launching the courses, such as legal, marketing and advertising, the work effort will peak at 840% in Q2, 2016. It won't be until all the courses are launched that it will begin to decline. Training, support and maintenance are key resource requirements that demand a 190% effort in 2018. In 2018 Q1, work effort is forecasted to fall below 100%, which is when HKKS will begin to look at its next expansion opportunities.

Work Processes and Procedures

Standardized processes and procedures to guide work

HKKS has standardized procedures for enrolling students, delivering lessons, grading students, and reporting results. This standardization ensures the high quality of every course is maintained, regardless of who teaches the courses and students are treated equally and given the service they would expect from post-secondary institutions.

Management follows a set of documented guidelines regarding procedures, such as procurement, documentation, employment laws, personal information protection act and conflict resolution. However, new guidelines must be documented and presented to staff regarding online education and the laws and procedures related to the new medium, which is relatively new to many HKKS staff. Administration has been sourcing and documenting the information, which will be completed by February, 2016, one month before launching the new 40-hour course.

Resource Requirements

Infrastructure/Office Requirements

Operations will require office equipment for four additional staff members. Four desks and chairs will be for full-time employees and a shared notebook for contractors. Two additional desks will be made available for hot-desking as seen in the following chart.

Figure 2: Office equipment requirement

Desk/PC	Employee / Contractor
1	President
2	Vice-President
3	Administrator Human Resources Financial Consultant
4	Product Manager – Production Instruction Designer – Production Graphic Artist - Production
5	Head Teacher Subject Matter Expert
6	Marketing/Sales Delivery Manager Marketing Consultant
7	IT Support / Help Desk
Notebook	Consultants

Office space is sufficient to accommodate for additional full-time employees, which has been budgeted into the startup costs. Space is available in a common area for two part-time employees, temporary employees and contractors.

Information and Communications Technology Requirements

HKKS is currently contracting LMS services with Instructure's Canvas (Instructure, 2015) for up to 50 students. An annual contract has been signed for a 100-user license to be renegotiated as student base increases. The \$1,800 fee includes off-site student support by Instructure therefore freeing up HKKS's helpdesk resources for course based technical support.

A one-time teacher refresher courses will be given before the first 40-hour TEFL certification course goes online. Teachers are already proficient on Canvas and resources and plugins used for current lessons.

Online tuition payments can be made through PayPal, which will require a one-time setup fee and a per transaction payment (2.9% + \$0.30 per transaction) (PayPal, 2015).

Financial Plan

Start-Up Projections/Budget

Start-Up/Implementation Activities	Expenditure
Legal/Incorporation Fees	\$3,000
Leasehold Deposit & Damage Deposit	\$1,700
Lease Hold Renovations	\$8,500
Computer Hardware (Four personnel)	\$7,000
Computer Software (Instructures Canvas - 100 user license - 1 year)	\$1,800
Furniture & Office Equipment	\$4,400
Wi-Fi extender	\$80
LMS/LCMS Setup	\$2,500
PayPal ecommerce setup 1/yr.	\$750
Total Start-Up/Implementation Expenses	\$29,730

Source of Start-Up Funds

HKKS has set aside \$75,000 to launch its TEFL certification courses, which will cover initial startup cost and costs that will be incurred until the projected breakeven point of January, 2017. This amount will allow for a reserve fund of six months. Additional sources are available through lines of credit at Coast Capital Savings and is estimated to be an additional \$20,000.

Revenue Projections

HKKS's TEFL certification products are projected to maintain the same growth as its current courses.

Revenues by Type	2015/16	2016/17	2017/18	Total	% of Total Revenue
Revenue from tuition					
40hr TEFL Course (\$179)	8,950.00	57,652.32	60,534.94	127,137.26	35%
60hr TEFL Course (\$229)	0.00	36,878.16	38,722.07	75,600.23	21%
60hr TEFL Course w/ support (\$279)	0.00	41,794.55	43,884.28	85,678.82	24%
120hr TEFL Course (\$329)	0.00	10,363.50	10,881.68	21,245.18	6%
120hr TEFL Course w/ support (\$399)	0.00	25,137.00	26,393.85	51,530.85	14%
Total Revenue from tuition	8,950.00	171,825.53	180,416.81	361,192.33	100%
Other Revenues					
In-class lessons / tutoring	47,196.67	70,304.22	73,819.44	191,320.33	62%
Testing services (TOEFL/TOEIC)	3,052.55	3,737.19	3,924.05	10,713.79	3%
Business Training	22,324.80	40,071.91	42,075.50	104,472.21	34%
Total Other Revenue	\$72,574.02	\$114,113.32	\$119,818.98	\$306,506.32	100%
Total Revenue Projections	\$81,524.02	\$285,938.85	\$300,235.79	\$667,698.66	100%

Income Statement

HKKS has reported a net income in the last quarter, which is reflected in the following income statement; 2015's Q2 and Q3 had similar results.

HKKS Education Income Statement October 1, 2015 to December 31, 2015	
REVENUE	
In-class lessons / tutoring	7,000
Testing services (TOEFL/TOEIC)	500
Business Training	3,000
Total Revenue	\$10,500.00
EXPENSES	
<i>Payroll Expenses</i>	
Wages & Salaries	\$2,600.00
EI Expense	\$28.60
CPP Expense	\$96.20
WCB Expense	\$1.47
<i>Total Payroll Expense</i>	<i>\$2,726.27</i>
<i>General & Administrative Expenses</i>	
Accounting & Legal	\$124.98
Advertising & Promotions	\$75.00
Bank Fees	\$75.00
Bookkeeping	\$0.00
Courier & postage	\$162.00
Copying/Printing	\$374.85
Entertainment	\$540.00
Govt. Document Fees	\$120.00
Interest - Credit card	\$72.00
Internet Services	\$145.50
Office Supplies	\$237.45
Parking	\$60.00
Rent	\$2,074.00
Telephone	\$231.00
Travel – Transportation	\$936.00
Utilities	\$261.00
<i>Total General & Admin. Expenses</i>	<i>\$4,488.78</i>
TOTAL EXPENSE	\$8,215.05
NET INCOME	\$2,284.95

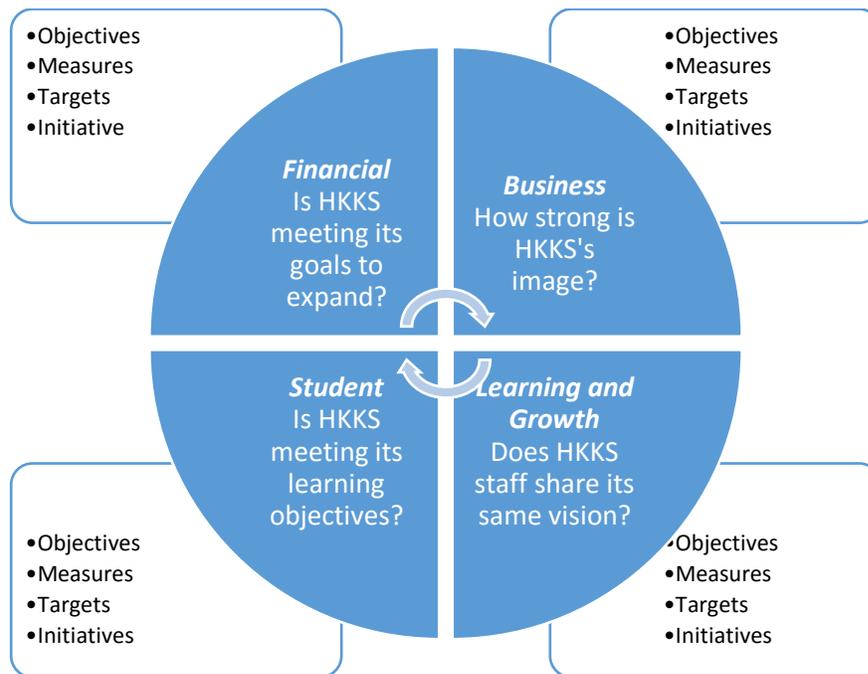
	2015		2016			2017			
	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
REVENUE									
In-class lessons / tutoring	7,000.00	8,050.00	9,257.50	10,646.13	12,243.04	14,079.50	16,191.43	18,620.14	21,413.16
Testing services	500	550.00	605.00	665.50	732.05	805.26	885.78	974.36	1,071.79
Business Training	3000	3,600.00	4,320.00	5,184.00	6,220.80	7,464.96	8,957.95	10,749.54	12,899.45
40hr TEFL Course (\$179)					8,950.00	10,740.00	12,888.00	15,465.60	18,558.72
60hr * (\$229)						6,870.00	8,244.00	9,892.80	11,871.36
60hr w/ tutor (\$279)						8,370.00	9,625.50	11,069.33	12,729.72
120hr (\$329)								4,935.00	5,428.50
120hr w/ tutor (\$399)								11,970.00	13,167.00
Total Revenue	\$10,500.00	\$12,200.00	\$14,182.50	\$16,495.63	\$28,145.89	\$48,329.72	\$56,792.66	\$83,676.77	\$97,139.71
EXPENSES									
<i>Payroll Expenses</i>									
Wages & Salaries	\$2,600.00	\$11,180.00	\$21,840.00	\$19,760.00	\$14,430.00	\$12,220.00	\$9,360.00	\$5,460.00	\$5,200.00
EI Expense	\$28.60	\$122.98	\$240.24	\$217.36	\$158.73	\$134.42	\$102.96	\$60.06	\$57.20
CPP Expense	\$96.20	\$413.66	\$808.08	\$731.12	\$533.91	\$452.14	\$346.32	\$202.02	\$192.40
WCB Expense	\$1.47	\$6.32	\$12.35	\$11.17	\$8.16	\$6.91	\$5.29	\$3.09	\$2.94
Total Payroll Expense	\$2,726.27	\$11,722.96	\$22,900.67	\$20,719.65	\$15,130.80	\$12,813.47	\$9,814.57	\$5,725.17	\$5,452.54
<i>General & Admini Exp</i>									
Accounting & Legal	\$124.98	\$162.47	\$224.96	\$312.45	\$524.92	\$376.19	\$362.44	\$324.95	\$248.71
Advertising & Promotions	\$75.00	\$97.50	\$135.00	\$187.50	\$315.00	\$225.75	\$217.50	\$195.00	\$149.25
Bank Fees	\$75.00	\$97.50	\$135.00	\$187.50	\$315.00	\$225.75	\$217.50	\$195.00	\$149.25
Bookkeeping		\$254.00	\$365.15	\$571.50	\$857.25	\$821.00	\$1,156.32	\$1,205.00	\$1,354.65
Courier & postage	\$162.00	\$210.60	\$291.60	\$405.00	\$680.40	\$487.62	\$469.80	\$421.20	\$322.38
Copying/Printing	\$374.85	\$487.31	\$674.73	\$937.13	\$1,574.37	\$1,128.30	\$1,087.07	\$974.61	\$745.95
Entertainment	\$540.00	\$702.00	\$972.00	\$1,350.00	\$2,268.00	\$1,625.40	\$1,566.00	\$1,404.00	\$1,074.60
Govt. Document Fees	\$120.00	\$156.00	\$216.00	\$300.00	\$504.00	\$361.20	\$348.00	\$312.00	\$238.80
Interest - Credit card	\$72.00	\$93.60	\$129.60	\$180.00	\$302.40	\$216.72	\$208.80	\$187.20	\$143.28
Internet Services	\$145.50	\$189.15	\$261.90	\$363.75	\$611.10	\$437.96	\$421.95	\$378.30	\$289.55
Office Supplies	\$237.45	\$308.69	\$427.41	\$593.63	\$997.29	\$714.72	\$688.61	\$617.37	\$472.53
Parking	\$60.00	\$78.00	\$108.00	\$150.00	\$252.00	\$180.60	\$174.00	\$156.00	\$119.40
Rent	\$1,074.00	\$1,396.20	\$1,933.20	\$2,685.00	\$4,510.80	\$3,232.74	\$3,114.60	\$2,792.40	\$2,137.26
Telephone	\$231.00	\$300.30	\$415.80	\$577.50	\$970.20	\$695.31	\$669.90	\$600.60	\$459.69
Travel - Transportation	\$936.00	\$1,216.80	\$1,684.80	\$2,340.00	\$3,931.20	\$2,817.36	\$2,714.40	\$2,433.60	\$1,862.64
Utilities	\$261.00	\$339.30	\$469.80	\$652.50	\$1,096.20	\$785.61	\$756.90	\$678.60	\$519.39
Total General & Admin. Exp	\$4,488.78	\$6,089.41	\$8,444.95	\$11,793.45	\$19,710.13	\$14,332.23	\$14,173.78	\$12,875.83	\$10,287.32
TOTAL EXPENSE	\$7,215.05	\$17,812.38	\$31,345.62	\$32,513.10	\$34,840.92	\$27,145.70	\$23,988.35	\$18,601.00	\$15,739.86
NET INCOME	\$3,284.95	(\$5,612.38)	(\$17,163.12)	(\$16,017.48)	(\$6,695.03)	\$21,184.02	\$32,804.30	\$65,075.77	\$81,399.85
						Breakeven			

Performance Management Plan

Overview of Performance Management Approach

HKKS is in a good position to extend its courses online and won't be as susceptible to the common growth pains that is inherit to change. Its current members are the initiators of the idea to offer our products online and new hires will be screened to ensure that they share the same goals and visons that HKKS currently holds, so minimal, if any, buy-in conflicts are expected.

Management HKKS has put in place a variety of tools, such as progress reports, key assessment criteria and an open door policy to help maintain the level of all-around satisfaction that can be found within HKKS and its existing and past customers. There are four main groups that are key initiatives not only from management, but from all employees. The following is a balanced scorecard that management use when accessing the overall condition of a department or team.



HKKS will be expanding quickly and growth can come with many challenges, but if it strictly adhere to this scorecard growth will not come at a price that HKKS can't afford.

Conclusion

HKKS has been running a successful face-to-face educational organization and now has the resources and talent to expand into the ever increasing online education field so it can offer TEFL certification courses that ESL teachers have asked for but is not available in the form they wish. HKKS has a well-establish management team, sound business practices and the financial

resources to launch distance education course, so it must look into the future and expand its operations to provide what clients want, courses offered when they have the time providing content that they require to further their careers.

This business plan concludes with the assessment that HKKS Education is ready to take its next step and launch the exciting new TEFL certification training courses.

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