DEVELOPING YOUR TEST CENTER BUSINESS PLAN

RACHEL HAMPLE, *TEMPLE UNIVERSITY (PA)*

JOHN STARR, *TEMPLE UNIVERSITY (PA)*

ABOUT TEMPLE UNIVERSITY

- CAMPUSES
  - MAIN CAMPUS
  - CENTER CITY PHILADELPHIA
  - HEALTH SCIENCES CENTER
  - AMBLER, PA
  - HARRISBURG, PA
  - JAPAN
  - ROME
- 39,581 ENROLLED AS OF FALL 2016
- 29,416 UNDERGRADUATE/ 10,165 GRADUATE OR PROFESSIONAL

TEMPLE UNIVERSITY

Fact Book

2016 – 2017

TEMPLE UNIVERSITY

TEMPLE UNIVERSITY'S TEST CENTER

- 2 LOCATIONS AT AMBLER AND MAIN CAMPUS

- COMPUTER-BASED TESTING: 14 PROGRAMS

- PAPER-BASED TESTING: 8 PROGRAMS

- 10,346 EXAMS ADMINISTERED DURING FY2017

- 2 ½ FULL TIME STAFF AND SEVERAL ON-CALL PART-TIME STAFF AND GRADUATE/UNDERGRADUATE STUDENT WORKERS
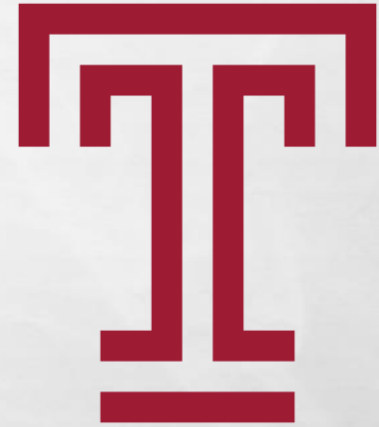
WHAT IS A BUSINESS PLAN?

- ROADMAP FOR YOUR TEST CENTER
  - AN HONEST DESCRIPTION OF YOUR TEST CENTER AS IT IS NOW
  - GOALS FOR WHERE YOU WANT YOUR TEST CENTER TO BE IN THE FUTURE
  - EVIDENCE OF WHY YOU CAN MEET THOSE GOALS
  - EVIDENCE OF WHAT COULD GET IN YOUR WAY
  - STRATEGIES FOR REACHING THOSE GOALS
- BLUEPRINT FOR SUCCESS
- 30-40 PAGES LONG

BUSINESS PLAN

QUESTIONS ANSWERED IN A BUSINESS PLAN

- WHAT WILL YOU SELL?

- WHAT WILL YOU CHARGE?

- WHO WILL BUY YOUR PRODUCT?

- HOW WILL BE PEOPLE FIND OUT ABOUT YOU?

- HOW WILL YOU PROVIDE THE SERVICE AND WHAT WILL IT COST?

- WHO IS YOUR COMPETITION?

- WHY WILL CUSTOMERS PREFER YOU?

- WHAT ARE SOME OBSTACLES OR CHALLENGES YOU ARE GOING TO FACE?

QUALITIES OF A GOOD BUSINESS PLAN

- STRUCTURED
- DETAILED BUT CONCISE
- CLEAR AND SPECIFIC
- WELL-RESEARCHED
- THOROUGH
- AMBITIOUS BUT REALISTIC
- HONEST
- A "LIVING" DOCUMENT

WHY DOES A TEST CENTER NEED A BUSINESS PLAN?

- ROADMAP TO SUCCESS
- FINANCING
- CREDIBILITY
- READY TO GO REPORT
- KEEPS EVERYONE ON TRACK
- ADDITIONAL BENEFITS
- MOTIVATION

TEMPLE UNIVERSITY'S EXPERIENCE

Before having a business plan

- One location
- Fewer testing programs, less testing and less revenue
- Basic reporting
- No clear objectives - status quo
- Less efficient

After having a business plan

- Two locations, with a third opening soon and possibly a bigger main campus center
- Big increase in testing programs, tests given and revenue
- Very good reporting
- Clear objectives - moving forward/constantly improving
- Increased efficiency
- Exciting/fun

HOW DO I GET STARTED?

- GET SENIOR MANAGEMENT INVOLVED EARLY
- DO A WEB SEARCH
- CREATE THE BUSINESS PLAN OUTLINE
- GATHER INTERNAL DATA
- GATHER EXTERNAL DATA
- BRAINSTORM
- START WRITING
- REPEAT ABOVE STEPS AS NECESSARY

BUSINESS PLAN ELEMENTS

- EXECUTIVE SUMMARY
- BACKGROUND INFORMATION
- BUSINESS STATEMENT
- PRODUCT ANALYSIS
- MARKET ANALYSIS
- GOALS
- DEVELOPMENT PLAN
- IMPLEMENTATION PLAN
- ASSESSMENT
- REPORTING

CONSIDERATIONS

EACH TEST CENTER HAS THEIR OWN CHARACTERISTICS

- TEST CENTERS CAN HAVE REVENUE AND NON-REVENUE GENERATING COMPONENTS
- TEST CENTERS, IN GENERAL, ARE THIRD PARTY VENDORS (DISTRIBUTORS OF TESTS)

EXECUTIVE SUMMARY

THE FIRST PART OF YOUR BUSINESS PLAN BUT THE LAST THING YOUR WRITE!

BACKGROUND INFORMATION

- PURPOSE

- ABOUT THE OFFICE OF IRA

- THE MISSION STATEMENT OF IRA AND THE TESTING UNIT

- CURRENT STATUS OF THE TESTING UNIT

THE COMPONENTS

THE BUSINESS STATEMENT

- IDENTIFYING YOUR PRODUCT

- DESCRIBING WHAT YOU HOPE TO ACCOMPLISH

THE COMPONENTS

```
┌─────────────────┐     ┌─────────────────┐     ┌─────────────────┐
│    Business     │     │ Implementation  │     │   Assessment    │
│    Statement    │     │                 │     │                 │
└─────────────────┘     └─────────────────┘     └─────────────────┘

┌─────────────────┐     ┌─────────────────┐     ┌─────────────────┐
│     Product     │     │   Development   │     │  Report/Revise  │
│    Analysis     │     │      Plan       │     │                 │
└─────────────────┘     └─────────────────┘     └─────────────────┘

┌─────────────────┐     ┌─────────────────┐
│ Market Analysis │     │     Goals       │
└─────────────────┘     └─────────────────┘
```
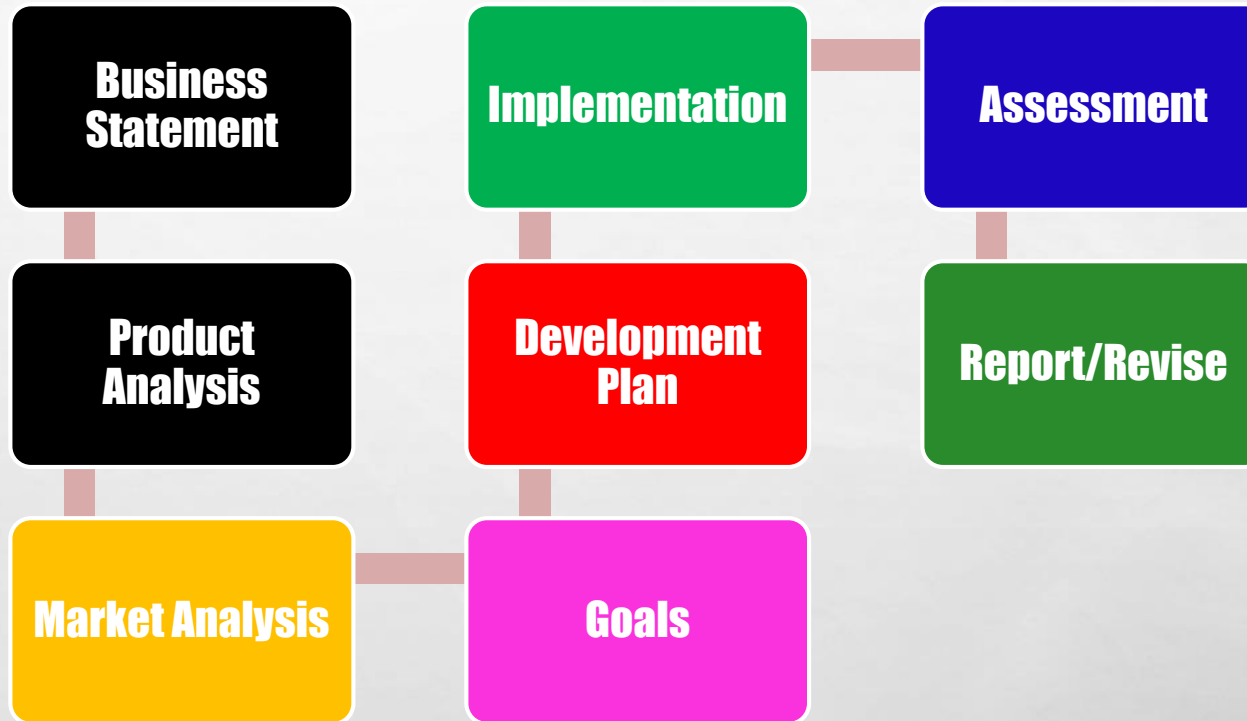
PRODUCT ANALYSIS

- PRODUCT DESCRIPTION
- CURRENT STATUS OF TESTING SERVICES
  - INSTITUTIONAL TESTING
  - REVENUE-GENERATING TESTING

THE COMPONENTS

Business Statement

Implementation

Assessment

Product Analysis

Development Plan

Report/Revise

Market Analysis

Goals

THE MARKET

HOW ARE YOU GOING TO HANDLE THE TRENDS IN THE MARKET?

- TWO MAJORS STEPS
  - IDENTIFY THE MARKET
    - CUSTOMERS
    - COMPETITORS
    - OTHER STAKEHOLDERS
  - UNDERSTAND TRENDS

THE INDUSTRY AND MARKET ANALYSIS

- MARKET TRENDS

- CUSTOMER ANALYSIS

- COMPETITION ANALYSIS

- TEST CENTER NICHE

MARKET TRENDS

Total Number of Computer Based vs. Paper and Pencil Based Tests Administered
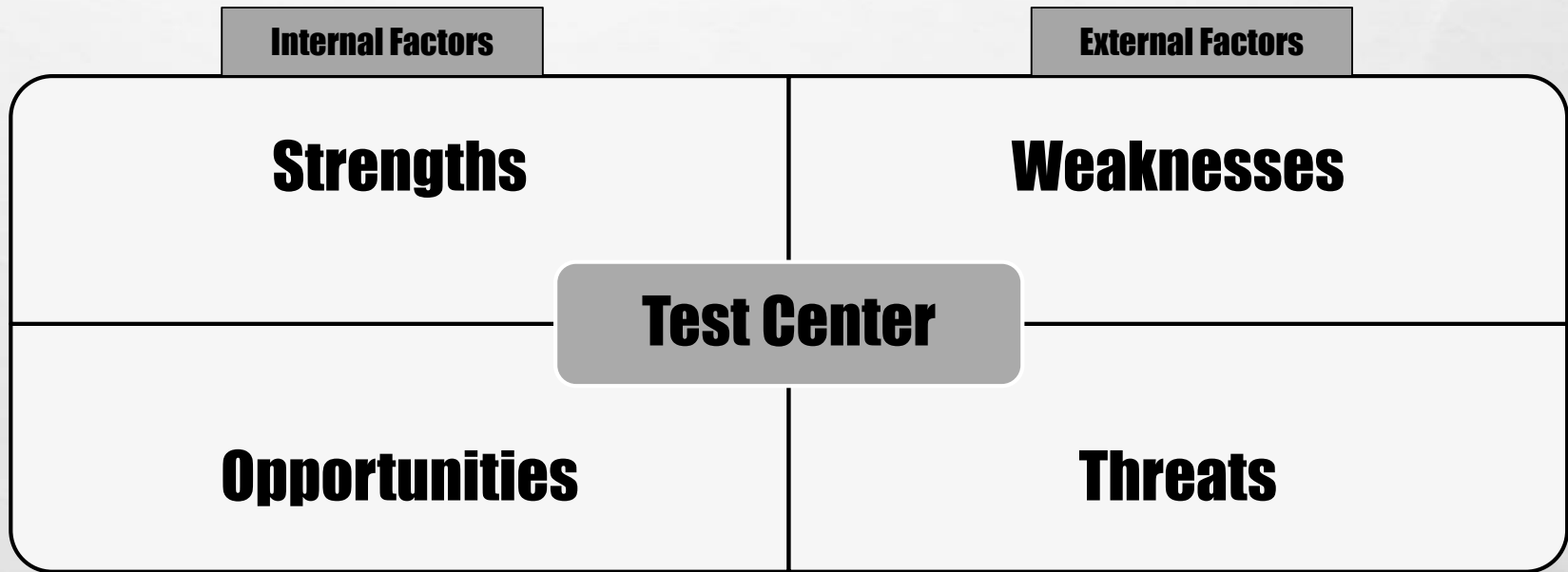
■ Computer   ■ Paper
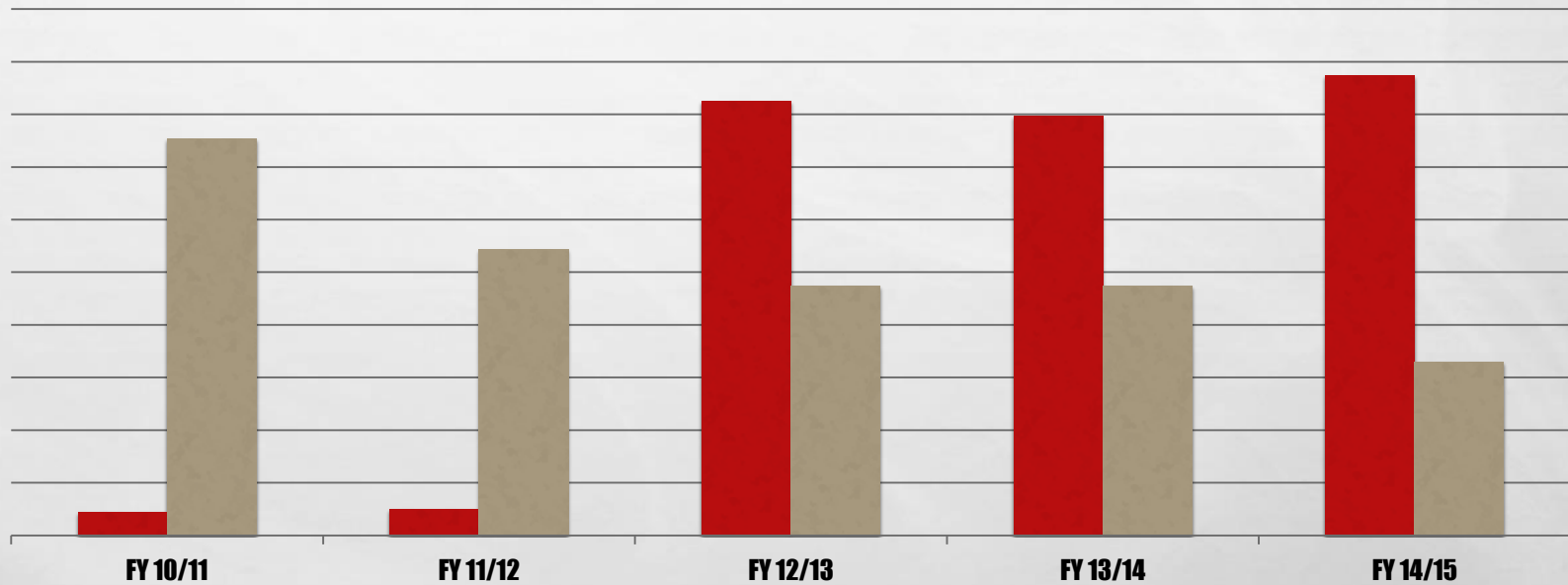
CUSTOMER ANALYSIS

Working Professionals

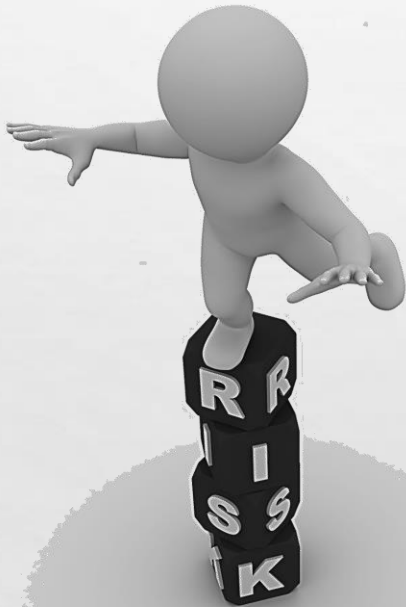Students

SWOT ANALYSIS

Internal Factors	External Factors
Strengths	**Weaknesses**

Test Center

Opportunities	Threats

ADDRESS RISKS

ADDRESS RISKS TO MINIMIZE THEM

Short Term

- Losing a key employee that is central to the plan

Long Term

- Market will be saturated with competition
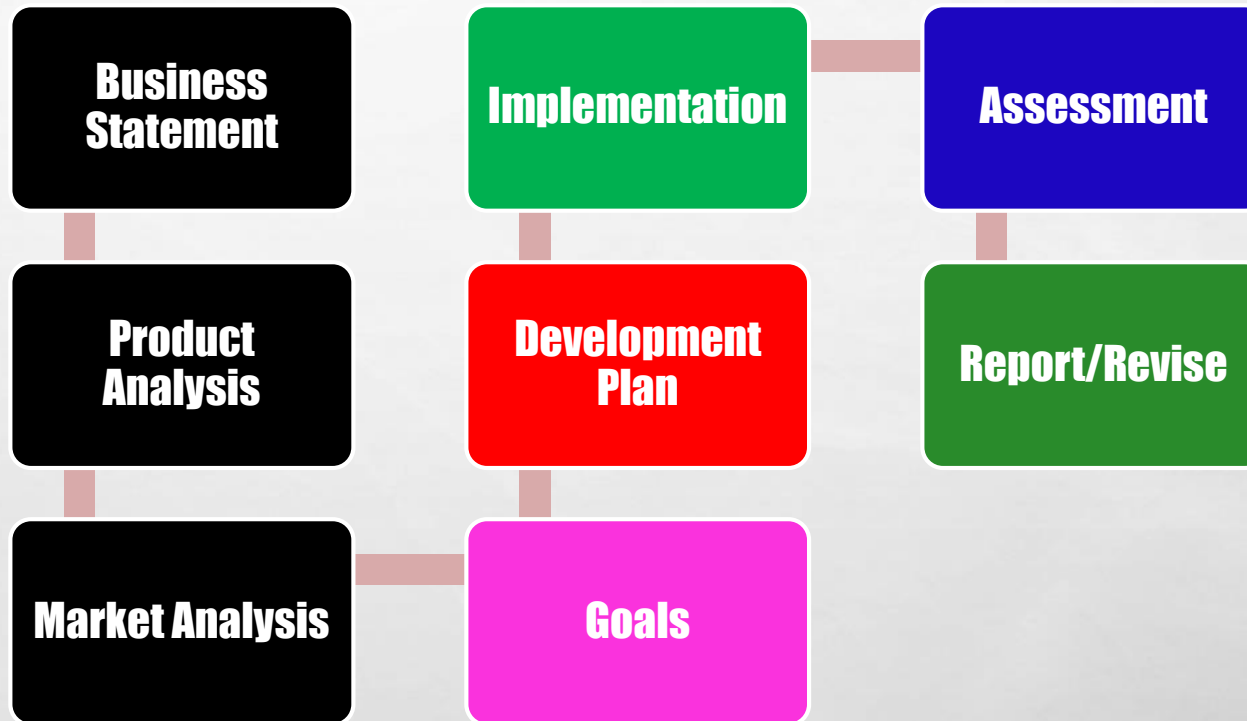- A test program no longer needs your services

MARKETING STRATEGY

- CUSTOMER SURVEY
- BRANDING
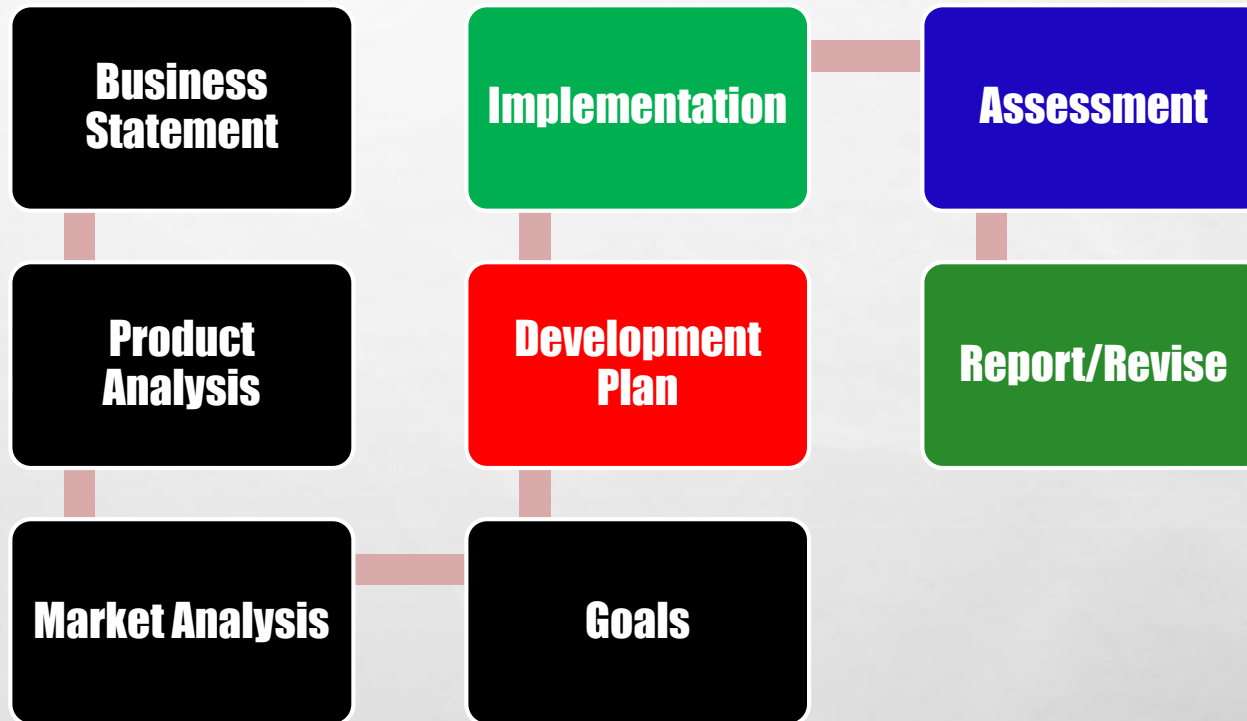 - NAMING YOUR CENTER
  - WEBSITE REDESIGN

THE COMPONENTS

Business Statement

Product Analysis

Market Analysis

Implementation

Development Plan

Goals

Assessment

Report/Revise

SET GOALS

WHAT GOALS WILL HELP YOU ACCOMPLISH YOUR BUSINESS PROPOSITION?

S SPECIFIC

M MEASUREABLE

A ACHIEVABLE

R REALISTIC

T TIMELY

GOALS FROM TEMPLE UNIVERSITY

- INCREASE REVENUE FROM THE PREVIOUS FISCAL YEAR BY 10%.

- INCREASE TEST COUNTS FROM THE PREVIOUS FISCAL YEAR BY 10%.

- INCREASE TEST OFFERINGS FROM THE PREVIOUS FISCAL YEAR.

THE COMPONENTS

Business Statement	**Implementation**	**Assessment**
Product Analysis	**Development Plan**	**Report/Revise**
Market Analysis	**Goals**	

DEVELOPMENT PLAN

WHAT DO YOU PLAN TO DO TO MAKE YOUR GOALS HAPPEN?

- PLAN
- TIMELINE

Step 1- Existing Facilities	Step 2- Existing Facilities	Step 3- New Facilities	Step 4- New Facilities
• Acquire and enter agreements with test agencies • Continue to administer established test offerings • Improve existing services • Snapshot of current status of the test center	• Expand scheduling by offering multiple tests in the same room at the same time • Pilot evening and weekend testing hours	• Expand testing services • Redistribute test offerings to maximize use of the space	• Add new proctors as necessary • Monitor progress of the test center • Achieve goals and objectives

OPERATIONS & MANAGEMENT STRATEGY

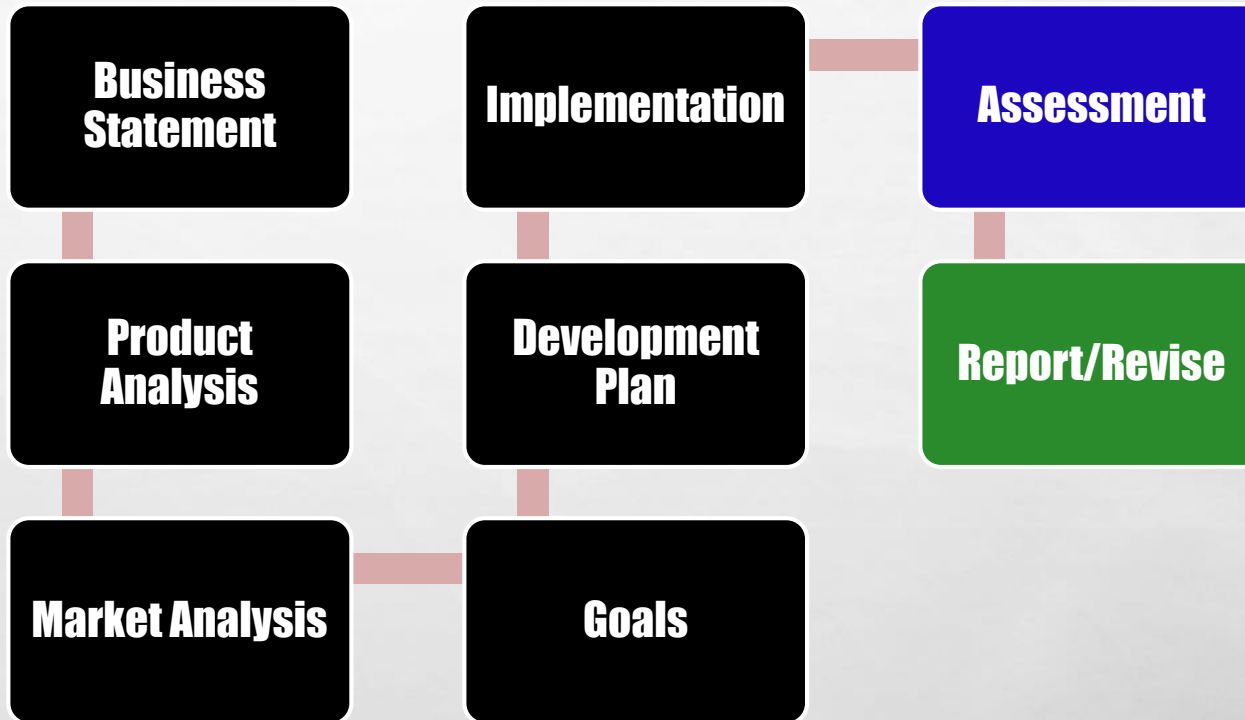## HOW MANY PEOPLE DO YOU NEED AND IN WHAT ROLES TO MOBILIZE YOUR PLAN?

THE COMPONENTS

Business Statement

Implementation

Assessment

Product Analysis

Development Plan

Report/Revise

Market Analysis
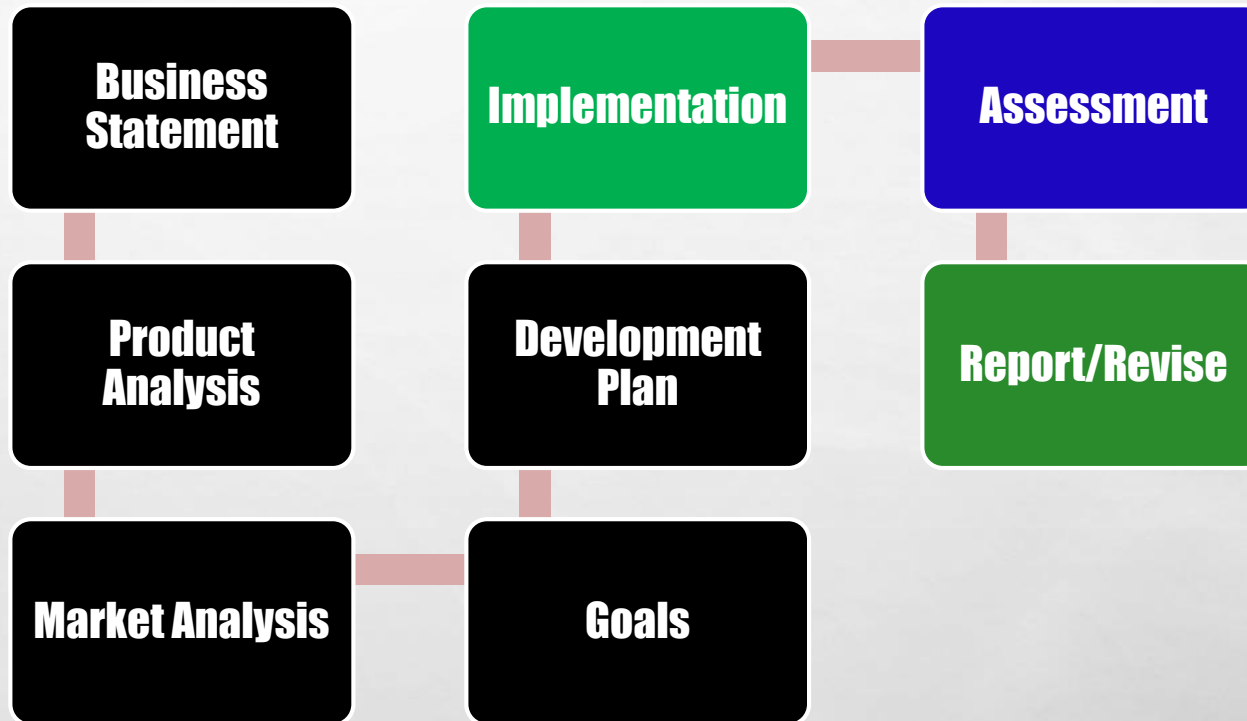
Goals

IMPLEMENTING YOUR BUSINESS PLAN

- TAKE ACTIONS TOWARDS GOALS

- HANDLE OBSTACLES

- BE READY TO LEAD

THE COMPONENTS

```
┌─────────────┐    ┌─────────────┐    ┌─────────────┐
│  Business   │    │Implementation│───│ Assessment  │
│  Statement  │    │             │    │             │
└──────┬──────┘    └──────┬──────┘    └──────┬──────┘
       │                  │                  │
┌──────┴──────┐    ┌──────┴──────┐    ┌──────┴──────┐
│  Product    │    │ Development │    │Report/Revise│
│  Analysis   │    │    Plan     │    │             │
└──────┬──────┘    └──────┬──────┘    └─────────────┘
       │                  │
┌──────┴──────┐    ┌──────┴──────┐
│Market Analysis│──│    Goals    │
└─────────────┘    └─────────────┘
```

ASSESSING THE SUCCESS OF YOUR BUSINESS PLAN

THE BENEFITS OF DATA AND REPORTING FOR YOUR TEST CENTER

WHY DO I NEED DATA AND REPORTING?

If you're not using data to make decisions, you're flying blind.
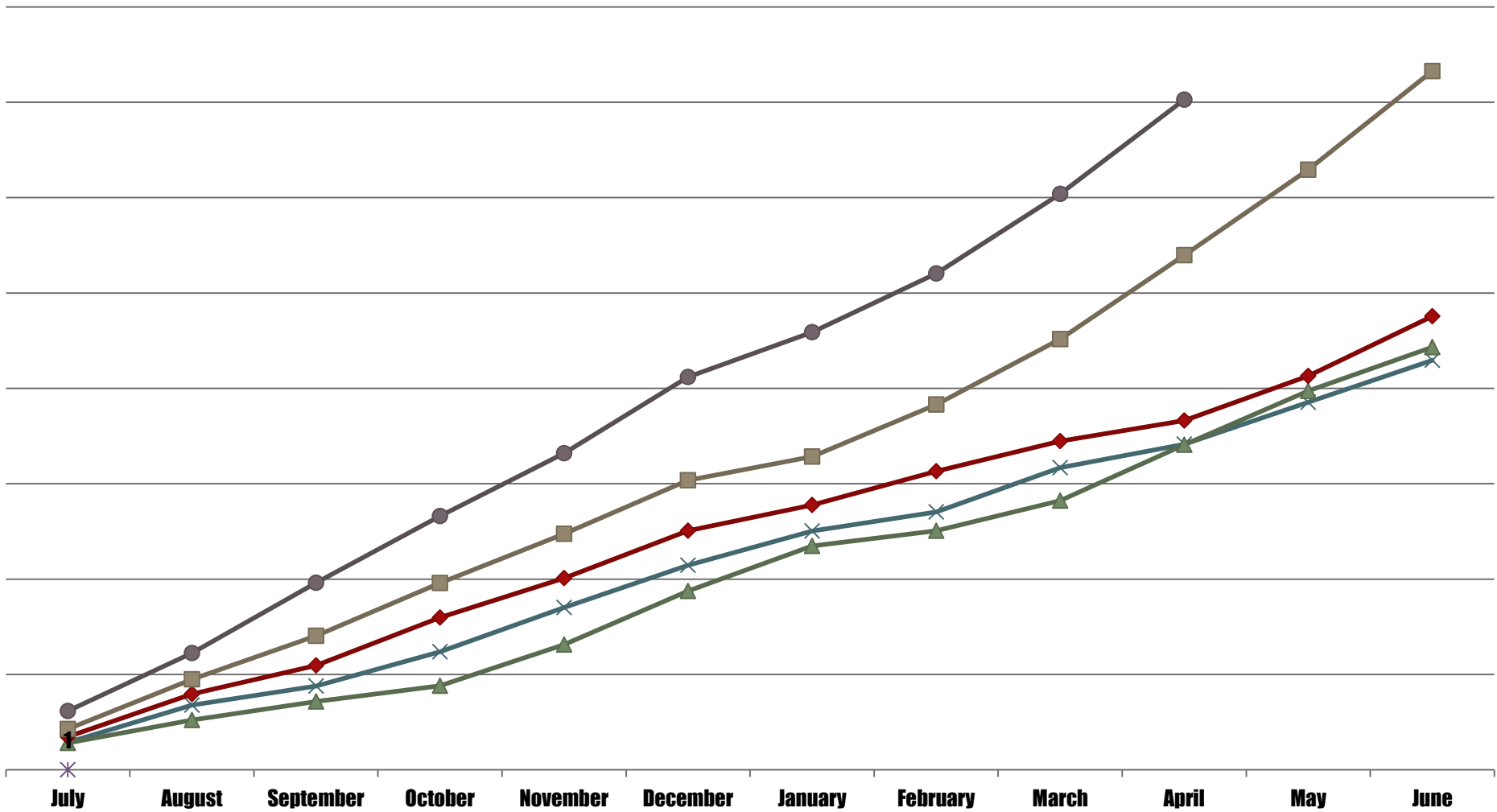
http://www.scholastic.com/browse/article.jsp?id=423

1. Evidence
2. Communicates value to others
3. Encourages updating
4. Identifies strengths and weaknesses
5. Drives goals

4 Year Gross Revenue Trend
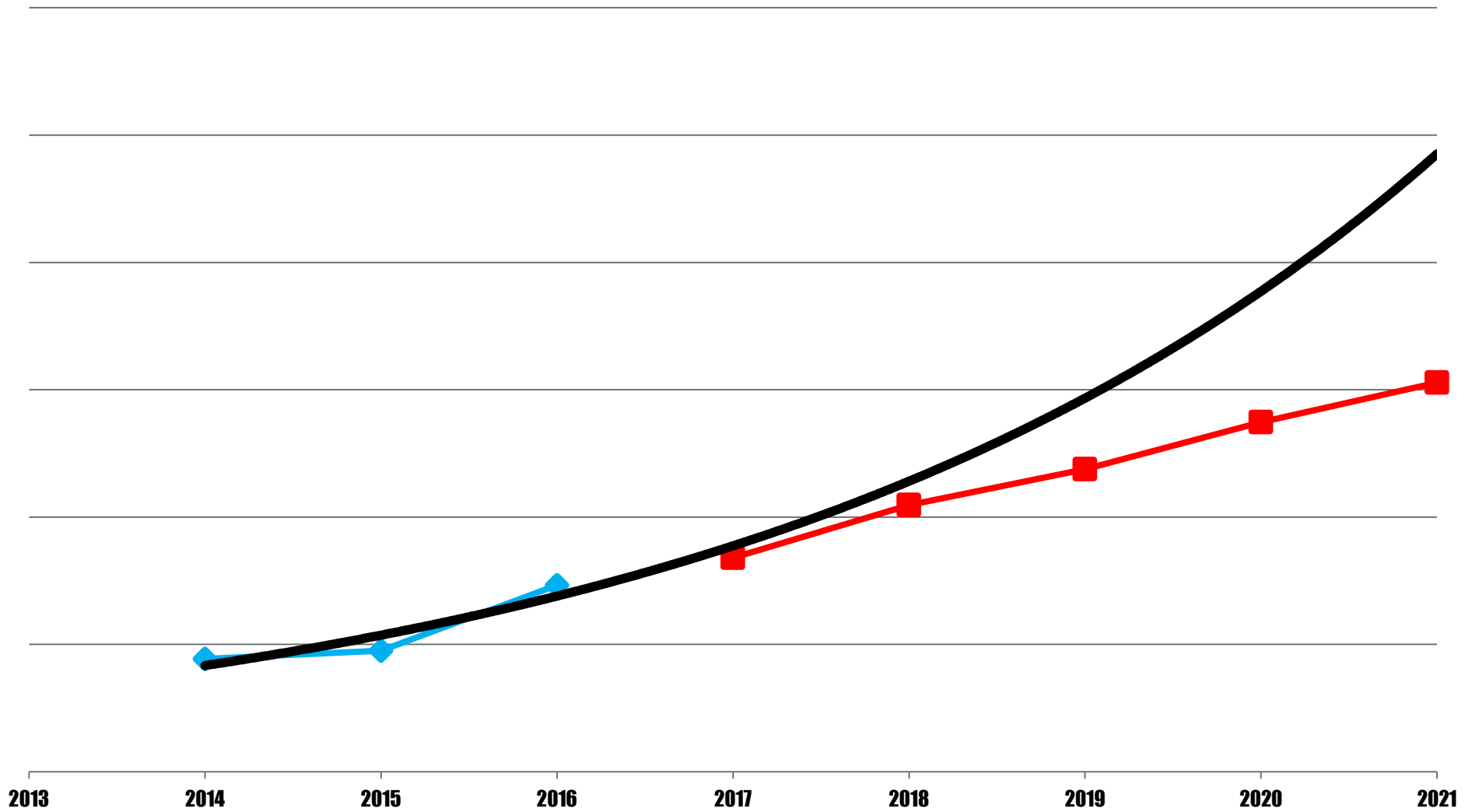
Legend: 2012-13, 2013-14, 2014-15, 2015-16, 2016-17

July, August, September, October, November, December, January, February, March, April, May, June
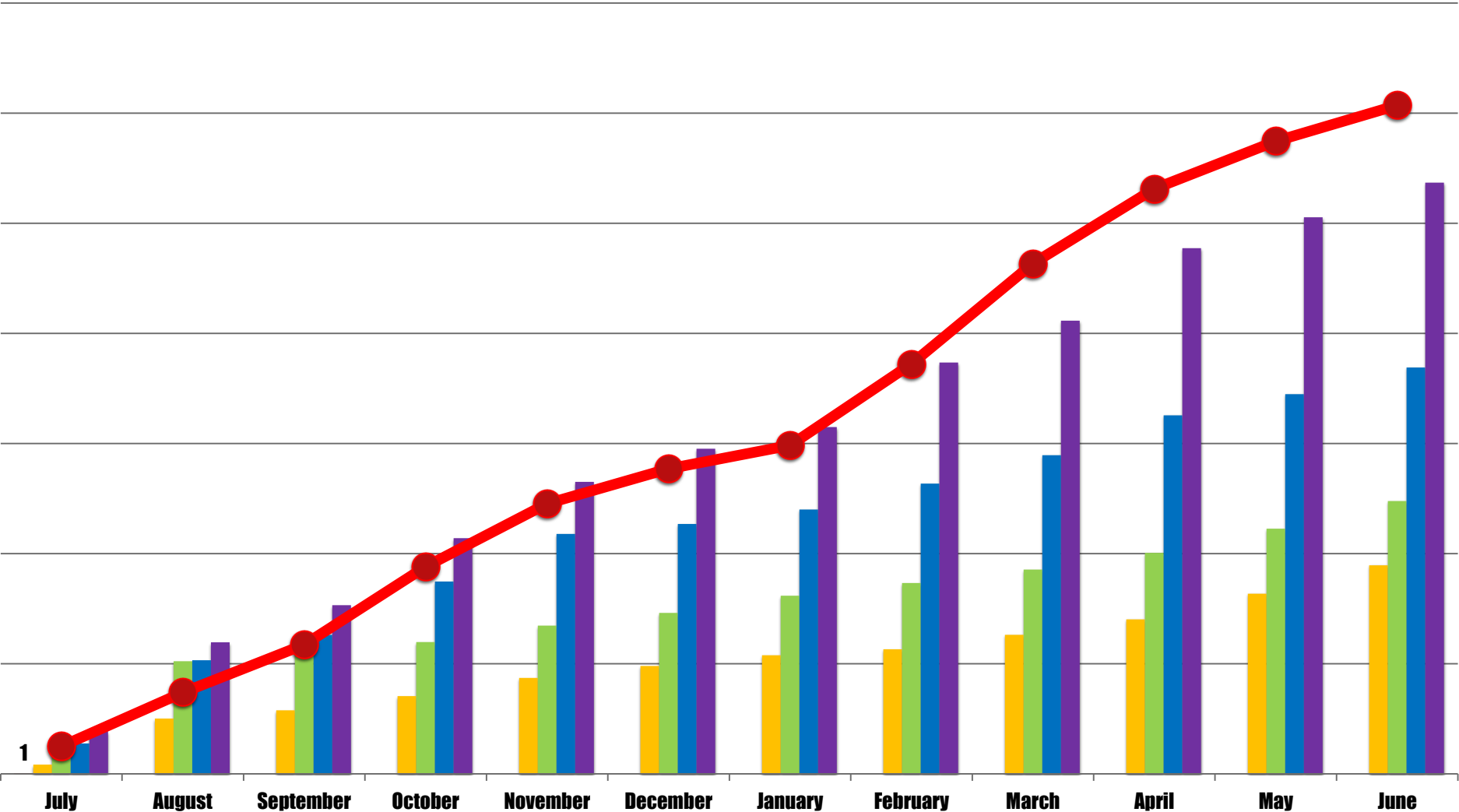
Financial Forecast for Test Center based upon Current Testing Facilities

- Historical Revenue Previously Generated
- Forecasted Revenue Generated
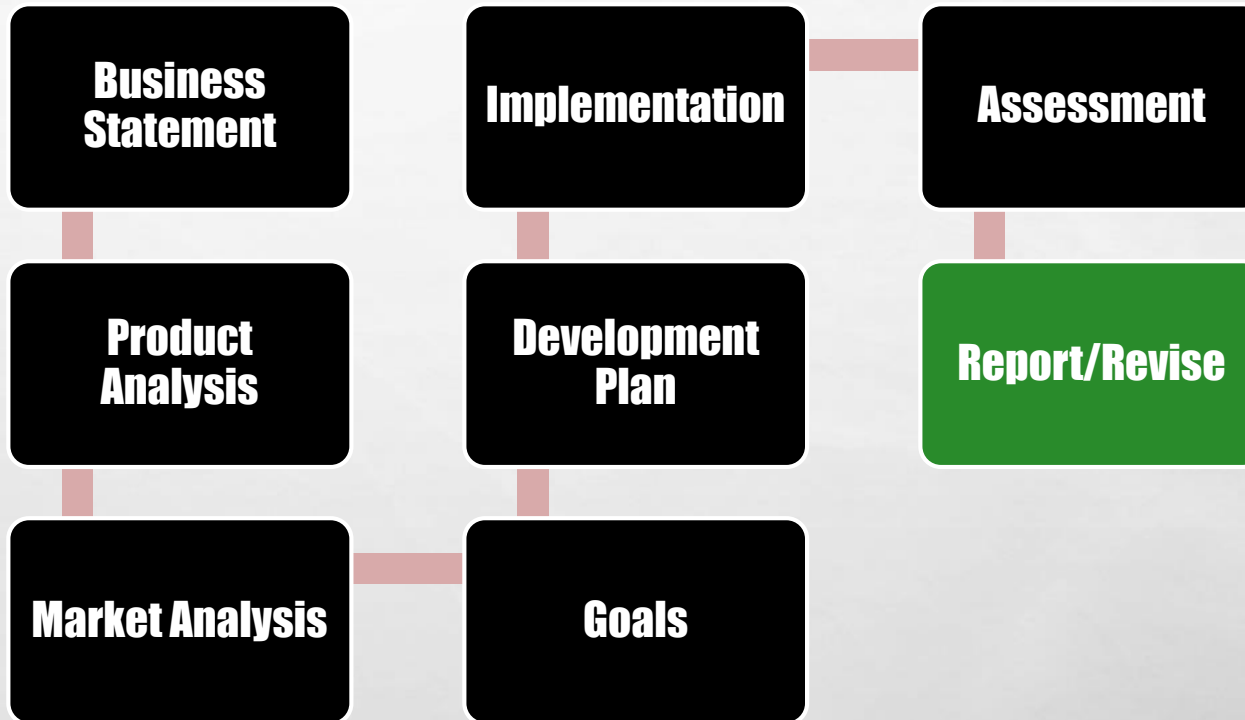- Expon. (Historical Revenue Previously Generated)

2013 2014 2015 2016 2017 2018 2019 2020 2021

Cumulative Tests Administered by Month in Carnell Room 715 - 5 Year Trend

Legend: 2011-12, 2012-13, 2013-14, 2014-15, 2015-16

Months: July, August, September, October, November, December, January, February, March, April, May, June

THE COMPONENTS

```
Business Statement        Implementation        Assessment

Product Analysis          Development Plan       Report/Revise

Market Analysis           Goals
```

WHAT WE HAVE LEARNED

- IT'S BETTER TO ASK WHY NOT RATHER THAN WHY

- SAY YES, UNLESS YOU HAVE A GOOD REASON TO SAY NO

- LET DATA DRIVE THE PROCESS

OPEN DISCUSSION

RACHEL HAMPLE, TEMPLE UNIVERSITY

RACHEL.HAMPLE@TEMPLE.EDU

JOHN STARR, TEMPLE UNIVERSITY