

Business Development Plan

Current operation

The Hong Kong Polytechnic University Student-run Wellness Clinic has run two different programmes, which are the fall prevention and the low back pain courses. The clinic has already served more than 80 clients in less than 1 year. The fall prevention programme was held three times and a new course serving the Hung Hom community has begun in June. In addition, a brand-new low back pain programme was successfully launched in PolyU Campus, with high attendance and great enthusiasm from participants. A new class is planned for September.

Due to limited capacity of physiotherapy students, there will be no additional class this summer with the exception of the abovementioned classes.

Aside from the abovementioned programmes, the student clinic has organised a seminar on office related pains, targeting PolyU students, staff, and alumni. The clinic will continue to hold seminars that raise public awareness on the importance of preventive care.

Future Plan

Market

The main focus of our development is to establish long-term relationship with our partners, and to hold more one-time events in order to achieve greater awareness and recognition in the community. With regards to the regular courses, our clinic will try to establish and provide more of them with our established partners, ranging from district councillors to property management companies. Our clinic will also seek new partners through promotion activities within communities in the Kowloon City District, some of them held in designated venues in the community outside of PolyU campus. This is because of the decreasing demand for our courses – especially the fall prevention course – held on campus. We will still rely mainly on social media, such as Facebook, and direct emails to potential partners, such as SMEs or private housing estates, to market our courses. For instance, we plan on holding a new fall prevention course in Horizon Place, Hung Hom, starting on 5/9.

Apart from the abovementioned regular courses, we plan on expanding our offering to beyond the two courses. This may include seminars and body health assessments

for private sectors for specific charges. This plan can increase our pool of revenues, which can support further expanding of our network in Hong Kong through seminars and talks related to healthcare in primary and secondary schools.

Financial Aspect

Revenue and donation system has not yet been properly set up and managed so far. We plan to separate the bank account of the student clinic into two independent accounts, namely Revenue Account and Care Fund (for sponsoring the needy), since they are used for fundamentally different purposes (one is used for equipment purchases and business development, while the other is specifically for providing for the needy). Moreover, we would like to channel HKD 20,000 of revenues of wellness clinic in 2014/2015 fiscal year to the Revenue Account and inject a portion of the revenues to the Care Fund, as it is clear that there is no money in the Care Fund account, and the clinic has not properly leveraged the advantages of Care Fund concept to provide services to the community.

Operation and Internal Process

The clinic needs to outsource the development of its official website, with database designated to registration and customer information management. This is because the clinic does not currently have an official website, which is essential to raising awareness and publicizing our courses, and the current team members are not talented in IT applications. The cost is estimated at HKD 15,000. Through this application, we can save labour hour originally planned for our promotion and business development activities by at least five hours per week.

Additional health measurement apparatus are required to aid the body check process and for the courses. With the help of the measurement apparatus, our physiotherapy students can have a more thorough examination for the clients about their health status.

Furthermore, some clients have expressed interest in buying exercise balls after attending the low back pain course. Currently, our clinic only provides them with retail store addresses for them to acquire the exercise balls on their own. As this may not be very convenient for our clients, some of which had limited mobility, we propose that we help them to buy in bulk in the future. It helps the clients to minimize the inconvenience to buy the ball separately at a high price, and the clinic

can earn a small margin from buying a large batch of exercise balls and reselling to the clients directly.

Manpower

We will try to increase our manpower by exploring the possibility to include more healthcare-related students to join our clinic. As the clinic is only capable of holding three courses simultaneously due to the limited number of physiotherapy students, this will provide us with more flexibility. Moreover, by recruiting students with diverse healthcare backgrounds, our clinic could provide more variety of courses to the public in the future.

Wellness Clinic Succession Plan 15/16

The aim of the succession plan is to identify talents within Faculty of Business with the right leadership qualities, passion, desire and motivation to drive further development of the Wellness Clinic in 15/16 academic year. These individuals will be approached during this summer in hope to encourage and to groom them to take over in the near future. This proactive approach is taken given the possibility that there may be insufficient candidates during the first recruitment.

We plan 2 rounds of recruitment (May – Aug/ Sept – Dec). The succession process is divided into five parts, described below:

1. Talent Marketing (mid-May/ early Sept)

Promotes and sells the Wellness Clinic concept to the students in the university in order to attract top talent. By holding 30 minutes recruitment talk right before the interview process, we would like to make sure we are sending out the right message to the right people. It is also hoped that we can set the right expectations among potential targets to ensure proper positioning of the Wellness Clinic on the university campus.

Current channel of promotion: Mass email by Faculty of Business

2. Talent Selection (late May/ late Sept)

We will hold two rounds of interview to assess whether the candidates are joining the Wellness Clinic for the right reasons and whether they have the required skills and competencies.

We have identified the below competencies as essential elements for an executive of Wellness Clinic: analytical, presentable, good team facilitator, creative, and good time management.

The above competencies will be assessed during our interviews in the following manner:

The first round of the interview will be a case study interview. The case is a potential/ existing business problem within Wellness Clinic, designed to let the candidates to get a taste of what it is like to be an executive of Wellness Clinic, to test their

problem solving skills, logic and suitability for the role. It also assesses their ability to synthesise information and get to the heart of the problem, as well as their numerical and verbal agility, and their understanding of related business issues.

Candidates will be divided into groups of three. They will have two hours to read through the case and discuss, followed by a 20 minutes presentation and 10 minutes question and answer session.

The second round of the interview will be a casual individual meeting. The aim of this is to know more about the personal aspects of the candidate as well as to understand the candidate's communication skills, and his/her fit with the Wellness Clinic.

3. Talent Induction (Jun / October)

In this period, we will educate and ensure that our potential executives have the necessary knowledge and right motivation to continue the Wellness Clinic concept. Training sessions and planning workshops will be held during the June/ October.

4. Talent Allocation (late Jun/ late Oct)

Current executives will make sure that every new member is assigned a role and that it matches their expectations and interests.

There are currently three functional roles within the Wellness Clinic, namely external relations, operational management, and business development. New members are assigned to these three functional teams and are led by the current executives. Detailed transition will be performed during July/November to prepare for the handover.

5. Handover (Aug/Dec)

The official handover of the roles and responsibilities will be conducted in August/December. The current executives will move away from the daily operations of the Wellness Clinic into a largely consultative and guidance role.

Reference for care fund:

Care fund

Our Objective

- Provide financial assistance to the needy who are interested to our programme
- Provide a channel for people willing to devote more to help the minority
- Advocate the concept of “Suspended Service”
- Promote the philosophy that no matter the rich and the poor having an equal chance to attain health bodies

Our Target

People who have financial problems and are interested to our programme

Our Action

We will provide a full sponsorship to the people who fulfil our requirements for care fund and are admitted to the course provided by our clinic.

Our Requirement (Highlights)

- The applicant must be a Hong Kong resident;
- The total assessable monthly household income of the applicant and his/her family must be insufficient to meet their total monthly needs as recognized under the Scheme*;
- The total value of the capital assets held by the applicant and his/her family members must not exceed the prescribed limit*;
- People who have proof documents of being included in the Comprehensive Social Security Assistance (CSSA) scheme and/ or the members of public rental housing are directly fulfilled all the requirement of the scheme.

*For the details, please refer to the documents of “Care fund scheme” and its application form.

Our Funding Source

The source of the care fund is mainly come from 3 channels:

1. 10% of the normal price level from the clients
2. Extra donation of the customers
3. Government and/or Company's' sponsorship