

Introduction

External focus is the name given to one of General Electric's (GE) five growth values. Growth values are considered leadership traits and are encouraged across all GE businesses and at every level. Because "measuring and developing talent is always at the forefront of GE business strategy discussions," growth values are translated by each business each year and all employee goals must tie in to the various growth values (Knudsen, 2012). General Electric's Healthcare (GEHC) business defined external focus for the year 2012 as "improving the customer experience" (Jan De Witte, personal communication, March 19, 2012). The business idea for Just-In-Time (JIT) clinical software training for GEHC customers who have purchased the Centricity RIS-IC (Radiology Information System – Imagecast) radiology software has the potential to improve the customer software use experience by providing targeted on-demand software training. The JIT Centricity RIS-IC software training business proposal uses a form of the channel supplier business model to further explain and define this business idea in general and in relation to GEHC goals. The channel supplier model is not the only business model that clarifies the JIT radiology software training business idea, but it is the one most suited to describing the goals of this service. As defined in *Strengthening the Alberta Advantage: Business Models for Distributed Learning* report (2000), the channel supplier model is one where different groups take advantage of existing information and communication technology-based marketing channels to offer training to a specific customer group (p. 31). In this collaborative environment the report (2000) goes on to say that the customer response will most likely be open if not definitely positive, that the need to promote or develop the channel has been removed and that market analysis is already done (p. 53). The fundamental difference between the defined channel supplier model and the transformed channel supplier model used for this business idea is that instead of external vendors making use of channels already in place, internal GEHC employees will leverage feedback from customers captured by the GEHC RIS-IC helpdesk and current GEHC marketing and sales channels to offer specific courses to a particular group of customers in an effort to improve their experience with GEHC software.

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The Build Process and Structure

Elloumi (2004) describes a value chain as “an approach for breaking down the sequence (chain) of business functions into the strategically relevant activities through which utility is added to products and services” (p. 63). Elloumi (2004) also defines differentiation as a way “to create a unique position in the market through provision of goods or services that are valued for their uniqueness or fit to the needs of a particular group of buyers” (p. 65). Both of these concepts underpin the RIS-IC JIT training idea.

The JIT training idea is a phased approach to the challenge to create a better experience for customers who use GEHC’s Centricity RIS-IC product. Phase one would initiate a pilot study for targeted high-profile customers with documented training related issues. In phase one digital badges would be provided upon completion of a certain number of video tutorials and a competency check to confirm learning and understanding. Phase two would seek to gain accreditation status for the video tutorials that could be used to provide continuing medical education (CME) credits. Phase three would incorporate a real-time method for capturing problems with the video tutorials that could be leveraged to create a self-improving system that would recommend videos to watch and identify videos that could be ignored based on the knowledge level of the learner. Each phase would create even stronger structural support for differentiation based on fitting the video tutorial product and on-demand service to a specific customer group. This process would take between three and five years with the expectation that each year a different phase would be implemented. Due to the need to build in time for research, each phase could be accomplished within one year, but research might add anywhere from three to six months at the beginning of phase one and in between phases one and two and phases two and three. Beginning the process with high-profile customers also addresses the need to recruit change champions. If Mayo Clinic or Sloan Kettering supports a solution, at a minimum their interest will generate curiosity and at a maximum others will want to try the solution.

Research would be used to identify initial training topics for the JIT RIS-IC video tutorials that would include material that meets specific needs as evidenced by GEHC helpdesk documentation. Advanced topics would be included as well and they would also be based upon GEHC helpdesk documentation that shows gaps where improved product use could mitigate system challenges. Research would also be done while the pilot customer group is using the tutorials and their

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feedback solicited after their end users have the opportunity to interact with the tutorials over a period of six to twelve weeks.

At the writing of this paper, the topics will include information on how to add additional exams to an already scheduled exam without cancelling the first exam, how to add exams on at the complete stage of the exam process and how to find exams that were scheduled for a day in the past and complete that exam without having to reschedule the exam. The solutions to the aforementioned issues are not intuitive and could benefit from providing an opportunity to see it done rather than to reading about how to do it. These topics are also not clearly addressed in the online help for the Centricity RIS-IC product. Instead, an end user can determine how to complete an exam and how to locate previously scheduled exams, but there is not any information on how to complete a previously scheduled exam that is not showing up on your electronic daily exam log.



Figure 1: The JIT Centricity RIS-IC training business model process in graphic form where research is both the beginning of the process and the end of the process.

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Assignment Three (3) – Business Model and Financial Plan

Table 1: A Layout of Business Model Processes to Include Descriptions & Considerations

Business Model Processes	Description	Considerations
Research	<p>GEHC helpdesk reports will be used to determine topical areas of concern where training may have eliminated or mitigated a customer issue. Helpdesk reports will also be used to determine areas that could be improved by additional training. Research will also be conducted before and after each project phase to identify gaps and successes. Effort will be made to eliminate gaps and further improve upon what works. Future use may include allowing customers to submit topics for consideration on the customer web portal.</p>	<p>Metrics are a key part of the GE business so gaining access to training related helpdesk issues is considered a positive and has already begun. Digital badge research will also need to be conducted. This is an open area and the time required is not known at this time.</p>
Target	<p>High-profile customers, preferably those who already view GEHC positively, will be asked to participate in the pilot. If the pilot is successful, the same customers will be asked to share their experience. These customers will also be closely monitored to ensure that they are using the tutorials efficiently and effectively.</p>	<p>High-profile customers are not necessarily big name customers, but may also be customers who have purchased all GEHC Centricity software products and whom GEHC wants to keep happy so that they continue to purchase our products.</p>
Develop	<p>Video tutorials will be developed using software that is already in use (Camtasia). Tutorials will be created without voices in an effort to create videos in less time than that required to edit and publish video training with voice over. WebEx (also currently in use) will be used for electronic meetings and to communicate throughout the project lifecycle.</p>	<p>Software access already exists to the software that would be used to create video tutorials. The only challenge would be the ramp up time to learn how to improve screen highlights since the videos will not be voiced. Video tutorials will be no more than three minutes long in an effort to mitigate training time concerns.</p>
Publish	<p>Tutorials will be made accessible via Centricity University. Centricity University is a relatively new endeavor that offers a platform for training videos and a familiar place to access training for Centricity customers. (see http://www.imagingeconomics.com/advisor/2012-01-03_06.asp).</p>	<p>GEHC has recently begun looking at cloud computing in addition to partnering with HealthStream to offer Centricity University. Each of these options is available via the Internet and because the RIS-IC application is web-based and because the application has new functionality that allows for access inside the system to link to the external Internet, creating a link inside RIS-IC to the video tutorials would further improve tutorial access efficiency.</p>
Market	<p>Marketing this project will begin in-house. Any materials made available to customers must be evaluated by both the product owner and the GEHC legal department. Customer marketing will occur once project sign-off has occurred. Because the pilot group will be high-profile customers, marketing will emphasize their uniqueness and a desire to support their expressed concerns over time off of the floor and away from patient care.</p>	<p>Marketing has already begun. Customers have been willing to share their concerns about training and the time that training takes. These same customers are considered high-profile and would be open to additional training methods that can better prepare their end users without removing them from their duties.</p>
Guide	<p>Success does not depend on use, but on ease of use and in order to ensure ease of use, both a PDF guide and verbal one-on-one electronic meetings will be provided to assist end users with information on how to access, the available topics and where to comment/evaluate the tutorials. Guides would also explain the benefits of digital badges and their use as a way to certify super users in their organization.</p>	<p>Electronic guides in PDF (Portable Document Format) already exist for GE products and training. The format of these documents would be used to create a short guide to using the video tutorials and would be accessible in electronic format at the beginning of each video tutorial. Verbal one-on-one sessions would also be provided to introduce customers to the videos and how to access the videos.</p>
Evaluate	<p>Customers will be encouraged to complete short electronic surveys after they complete a video tutorial. There will also be short (half hour) meetings to request quick feedback marketed as an opportunity for the customer to share what they want to change about the tutorials or other topics that they would like to see.</p>	<p>Pilot customers are used to being asked to provide feedback and this project would request the same. In addition, providing short webinars to solicit feedback and discuss important topics to include as video tutorials and topics that would be wasted in that format would also be discussed.</p>

The Financial Picture

Because the goal of this project is to create, solidify and deepen a positive relationship between GEHC and their Centricity RIS-IC customers, the primary currency is time. GEHC employees are given time to work on projects related to their yearly goals so the author would have the time to create and evaluate this business initiative. Because the software needed is already a part of the standard software package for education team members, there are no associated costs. The use of pre-existing platforms, such as Centricity University and the GEHC cloud, makes publishing the video tutorials another activity that is absorbed into costs that have already been paid. In addition, the customers identified for the pilot project include customers who already have a relationship with the author and who have participated in changes to the status quo in previous years. Thus any cost associated with potentially creating an unhappy customer is mitigated by the customer's willingness to support GEHC efforts to improve processes that impact them, their organizations and their end users.

KLAS scores are a key component of the healthcare industry and although this project may not impact KLAS scores, it could improve the customer's perception of GEHC and potentially impact KLAS scores in a positive way (see <http://www.klasresearch.com/about/klasdifference.aspx> for more on KLAS). This is another reason why it is important that the author works with customers who have already evidenced a willingness to embrace change and continuously improve processes. Involving customers who are averse to change would guarantee a short project life as KLAS scores dictate the marketplace and business opportunities.

A general financial plan follows with this author's best estimates of potential future costs in the form of hours. Information is displayed descriptively due to GEHC Human Resources and legal concerns.

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Table 2: JIT Training Phase One Tentative Financial Forecast

Tentative Financial Forecast for Phase One of the JIT RIS-IC Business Initiative	
Estimated time required for each outgoing item	
Set-up Costs:	
Authoring	80 – 120 hours (2 – 3 weeks)
Research	20 hours
Digital badge research	Not known
Development	40 hours (1 week)
Publishing	20 hours (includes working with IT for Centricity University or the GEHC cloud team)
Supporting JIT RIS-IC training:	
Marketing/Service Introduction	10 hours
Researching feedback/responses	30 hours
Editing/updating video tutorials	40 hours
Providing continuing support	40 hours
Total Set-up Costs	Approximately 8 weeks

This business initiative takes its cue from the transition last year to free course offerings in a self-paced web-based format. Previously customers had to pay for each seat in a course even though the material was critical to explaining how to efficiently use the radiology software. The customer response to free online training modules has been very positive, but there have been concerns expressed. Once again, the time required for the group of training modules that pertain to a specific area of the application is no less than one hour and can be as many as four hours depending on the topics that an end user needs to learn. Advanced topics are separate from the introductory modules and are also time consuming. Therefore, generating a profit is not the goal of this business idea. There is an expectation for improved customer relationships which have the potential to impact future sales, but that may not directly impact the Centricity RIS-IC product. In addition, the hours used for this plan are available to the author as a part of the GEHC initiative to provide time for personal goals that support the overall business strategy.

Conclusion

The design and development for this business initiative is built upon research. For a successful pilot, gaining customer buy-in, determining topics that are relevant for the customer and staying on the pulse of customer responses to the video tutorials is a critical part of the project's progress. Relevancy will be determined by making use of GEHC helpdesk records on training-related calls for specific customers and those targeted will also be given the chance to weigh in on what their needs are. Most software vendors create training based on what they want or feel they need to show the customer, but the Centricity RIS-IC training team is uniquely positioned to offer customers an opportunity to dictate

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their training needs by voicing their concerns and agreeing to pilot this business idea within their organizations. Delivery of this service can leverage the existing technology infrastructure and with recent updates to the software, the training can be launched from within the RIS-IC application so that there is no need to manually open a new browser window. In addition, customers will be interacting within an environment that they are familiar with and have used before. Thus, the only potential challenge is adoption by stakeholders, but this author's immediate manager has given this idea the green light and their previous manager who now manages the GEHC helpdesk has also said that he supports this project as long as metrics are captured and documented. In conclusion, the business model and the high-level financial plan presented shows that this project is uniquely situated to provide customers with a product that provides a service differentiated by a focus on their unique requirements.

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