

**Colegio Olami ORT** was formed from the over 180 years of history between the **Colegio Hebreo Sefaradí and the Colegio Israelita de México ORT**. This was made possible by a merging process that was guided by **London Consulting Group** which had a very clear goal, to create the best educational institution for the Jewish community in Mexico and a school that can compete with the best schools in both Mexico and the World.

In order to achieve this merger **in only a year**, we needed to:

- **Understand the culture** at both schools, ensuring that the new institution was designed with a focus on the **customers' experience (parents)** and the **users' experience (students and employees)**.
- Develop a **strategic plan for the merging process** and a **critical route for the activities** in the different departments within both institutions (governance, talent, academic, finances, communication, operations, technology, and infrastructure).
- **Identify the project's stakeholders** and implement a model for taking decisions and resolving problems that is based on **agile methodologies (devise without discussing)**

During the merger we carried out the following **activities** and achieved the following **results**:

#### **Governance and management structure**

- Designing the governance structure (Council, Board, Foundation, School) and making it official.
- Developing a strategic plan for the new institution that encompassed their pillars, visions, principles, and values.
- Implementing a data analysis model that is supported by KPIs developed on Google Data Studio.

#### **Academic**

- Defining the new pedagogical model (Montessori and Project Based Learning, PBL).
- Designing and executing an evaluation process that is used for selecting the best academic talent.
- Building an operative schedule for carrying out lessons (groups, schedule, rooms).

#### **Operations and Infrastructure**

- Evaluating and standardizing the administrative and academic systems (Algebraix, Canvas, School aid, KOI, NOI)
- Defining the infrastructure's capacities and requirements (rooms, common areas, laboratories, furniture)
- Evaluating and selecting the suppliers for the remodeling and adjustments, and accompanying them throughout the process.

#### **Financial Sustainability**

- We carried out a detailed analysis of every expense account that the institutions have, generating synergies and reducing expenses.
- Analyzing and defining the tuitions, registrations, loyalty quotas, and the policies regarding grants.
- Creating and simulating a revenue and expenses budget.

#### **Communication, managing changes and talent**

- Building a communication and change management strategy for each of the project's stakeholders (Central Committee, CAE, Vaad Hajinuj, donors, syndicates, directors, parents, professors, students).
- Designing an optimal macro and microstructure for the new school.
- Creating workshops that enabled us to determine the skills required by every position (Card sorting)
- Defining salarial scale which enabled us to standardize them and create career plans.

#### **Quantitative results**

- **10% increase in profits** that will be reinvested into educational technology and infrastructure.
- At the beginning of the first school year we were able to **increase enrollment by 7%**
- **Optimizing the structure by 25%** and increasing the payroll by 20% (less talent, better paid)
- **22% reduction in transportation expenses** by optimizing the **transportation routes**.

London Consulting Group's team has been fully involved in this project. They shared our passion and love for this project, understood our culture, and demonstrated a high focus on attaining results. We **highly recommend London Consulting Group** as a strategic partner when developing **organizational mergers and transformation** projects.



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