

## The turnaround- A significant impact of 8<sup>th</sup> P

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### Introduction

There are obvious known Ps of marketing mix as product, price, place and promotion. The desired mix gives good result to organization in achieving various goals. Now days with changing environment the marketing mix requirements also changing and all phases of marketing mix needs to fix well as well as needs to be checked on performance parameters. Proper identification and arrangement of marketing related tools allows the business to grow at rapid pace. The extended version of these 4 Ps as per requirement which include Physical evidence, People and process. But this is a case include another P which brings in significant change and growth in the organization that is 8<sup>th</sup> P of "Personality".

### Market Situation

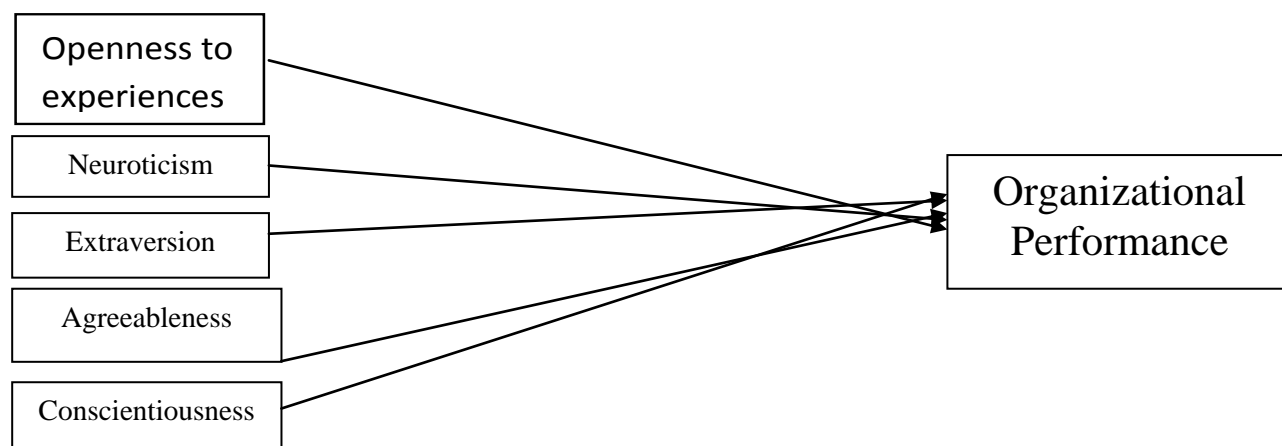
India having one of the largest higher education networks holds a strong position on world education map. Distance education in India is also boosted. Government has also raise gross enrollment ration about 30% by 2020. India has over 250 million school going students which is greater than any other country. Internalization of Indian Higher education is increasing and increase of student enrollment is also expected to fuel the growth of the system. Indian Education system is equipped with some good features like good market size, High potential of growth rate, significant activities to boost education, accreditation norms, etc.

Gujarat is Having Gross Enrollment Ratio (GER) 16.5 as compare to national GER which is 20.8. Currently Gujarat is having 5.9 % of all universities in the country, at the same time if we compare average enrollment in colleges of Gujarat it is only 599 which is lesser then all India average of 703. Out of total colleges approximately 90% collages are affiliated with universities. (ASHE 2014). If we consider management of educational institutions, it is dominated by private unaided colleges forming 40.5% of all colleges in the state.

The enrollment scenario in the state is quite disturbing as many of the postgraduate colleges are having very less numbers of students. Though the situation is tough the State Government is trying to revamping the education scenario by providing various facilities to increase school going students and by providing free tablets and laptops to increase the enrollment. They are also working on increasing technology know how to create awareness and importance of education.

### Personality of a leader and Organizational tradeoff

The way people think, behave, feel have significant effect on work place. These personality traits many a time decides the future of the organization. Most importantly personality of a leader which makes people work, think, feel and behave plays an important role in the organization. As a leader few traits which is mentioned in Big Five Model like Neuroticism, Extraversion, and Openness to experiences, Agreeableness and Conscientiousness are the main important things.



Innovative work behavior, organizational Learning capacity, Team member exchange are also some of the important characteristics of a personality of a leader who strives to and responsible for creating and sustaining positive changes in organization.

#### **Turn Around requirements**

As discussed earlier the enrollment situation and interest of students is drying down in higher education side. Not only that the institutions and universities are struggling the number of students even there is a big question of survival. Quality in education is the important aspect but because of increasing cost and decreasing enrollment the cost benefit analysis is somehow disturbed. Only quality providing institutions/Universities or less costly institutions/Universities are surviving this deep down ratio of decrease in number of students. To survive this wave of less number it's very important to stick with the quality of education with the 360 degree view point. As an institution what you are doing for students is important but more important is how students are able to visualize it and capitalize on that education system.

Introduction of digital and skill based education system which turns and boosts the career is the major requirement to turn the situation around. Along with education professional development and skills enhancement will empower the career of the students and add surety to the career growth. The skill based education, time to time career mapping, understanding need and changing teaching strategies, strong control over methodologies of imparting education, new industry connection, social connection, other education body collaboration for the enhancement of students, educator's development program, multiple involvement of educators so that they can change their pattern of teaching, etc are few of the important learning now a day required to keep learners interest in higher education.

#### **The strategic route of survival and growth.**

Even after all odds the strategies and focus helped an institution in this difficult situation not only in surviving but also growing at a good pace. A leader took over when the institution was falling apart and declining as because of market situation was getting worst as discussed earlier.

Being a small limited institution it's a two sided situation as it was having less operational expanses but at the same time it's difficult to push through certain financial limits to enhance the quality. This institution altogether require focused, well planned, gradual and action based efforts to swim through the waves of decline as it is also surrounded by the many other competitors. There are challenges to be addressed like getting good number of students in quality, imparting up-to-date education, making presence of the institution known on different fronts, improving on certain skill and knowledge parameters, getting good educators in the team, etc.

The leadership trait comes in to action here and then the entire scenario has started to change drastically. Small, Focused and calculated bunches of risk and strategies paid off during the period of efforts. The segmented focus, team building approach, innovative thinking are some of the qualitative measures taken in to consideration which changes the scenario of the institution.

The entire efforts divided in to below mention major parts.

- To get good number of admissions of the students.
- To satisfy the existing students.
- To create a good academic as well as non academic team.
- To uplift the quality of education and activities.
- To establish as a brand with no compromise and set standards.

Each of the above objective required strong planning with pinpoint execution. First challenge is to get good numbers of enrollment with quality of students. Here the leader with the mission to do so empowered the team to touch maximum potential student mass in the area by various promotional programs, activities and events. Create a good data base so that team can make a regular and connecting touch with the potential students and lastly connected with them at the right time to convert this positive memories in to admissions are some of the routes used by the leader.

During the growth period one adverse mindset of that particular geographical area was also one of the challenge that, people are business minded and higher degree education is just a second option for majority of them. To overcome this mental barrier of the potential student deep counseling strategy required.

### **The Impact of 8<sup>th</sup> P**

Through his counseling, experience and practical approach he has also got the answer to this mindset of the people and converted them towards higher degree education. In the journey he has also focused on extension of offering and to decrease the dependency on other market players and supporters. He has started with the new courses of UG level and it has benefited the organization in significant way. Since the institute previously depending upon only PG degree admissions, with the start of UG degree the student strength and financial corpus has been increased a bit and at the same time for flagship UG course of the institutions, students are now coming from the same institution. This is how he created the base for wonderful growth.

It is equally interesting to see how the quality aspect to attract the class from the mass has worked. The leader here studied the market, created small SBUs or we can say small quality blocks and started uplifting it by continues follow-up, execution and specifications. Various strategic responsibility centers created by the leader over here like separate Placement department, Transportation department, separate teaching section for UG and PG, separate activity sections for separate need of students, separate activity sections for faculty members which includes professional as well as personal refreshments so the staff can deliver quality. The next eye-catching quality of this leader is his administrative skills, that he had delegated and delegated work with very nice and deep identification system of the people. His understanding to the employee nature and quality works quite nicely and that created a major difference. He allocated work to employees with so systematic guidance and clear vision that employee started evaluating themselves on the way of achieving the target that has been given. Indirectly in this case the leader has established self evaluation system and self correction system which help the growth of the organization a lot. The internal healthy competition has been created which is one of the key component of transformation here.

### **The turnaround steps**

Although the list of turn around strategies already given in above discussion but still it is important and interesting to understand how systematically different aspect touched by the leader to grow an educational institute at a significant pace.

**a. Skill based learning**

To impart skill based education, something out of class education and to make students think something out of box. For this he has invited big brands and personalities to guide students and faculties. He himself took so many skill trainings of the mass to enhance the level of the students and faculties. Corporate touch to a bookish syllabus is mandatory for all the educators and he made it a habit for all. This results in a wonderful industry academia interaction and put the institution on the eye of industry at the same time students have started getting new opportunities.

**b. Administrative clarity.**

He made clear and strong administrative SOPs with balanced clause for all- students and staff. This resulted in clear vision of all and awareness of what all stakeholders suppose to do and why. The interesting thing that happened here in this part is all are aware that in which situation whom to approach and when to approach. This helps a lot in time and energy saving and standardization of work and efforts.

**c. Employment opportunities**

One of the major measurements of any academic institution is how smart and employable candidates every year passed out and how strong a career they built. Not only qualitative careers but also how many students get employment after passing out from the institution. As an individual body what effort an institute is putting in for creating good careers of the student is a vital aspect. This leader here focused and empowered the student placement by not only creating but guiding the placement department in qualitative and quantitative terms both. He has built two-way industry academia relations by which students have started getting ample job opportunities and employment growth in the region from this institution is going high and high. Various flagship events and corporate gatherings in this academic institution become regular parts of yearly activities and as a result a bright picture of the institution in terms of employment opportunities is created.

**d. Social connections**

As a part of the society it is also important to give something qualitative back to society. This was also one of the areas nicely covered by the leader. Various social activities for underprivileged people and students, relaxation in fees, priority in earning and placements, counseling and family problem solving are a few of the steps taken by the leader which created a big and beautiful picture of the institution.

**Conclusion**

The currently over led or under led organization can only be survived if they get a good and clear personality as a leader like we have in our case. The confidence, the thoughtfulness, the clarity and risk taking ability of this 8<sup>th</sup> P has turned the table around even the situation of the entire market and as a result the situation of the current organization was not motivating. All Ps are equally important in the field of business management, but as in this case we can see the significant effect of 8<sup>th</sup> P, that is personality of a leader on the organization. The important thing is the personality here as a leader has made wonderful and timely use of the other Ps like Promotion, Place, Process, People, etc. The transformation in the organization was led from the front by the personality, who also brings in significant development. The effect of this 8<sup>th</sup> P was so crucial that even all odds the organization turning the table in favor, was able to float against the waves and established on a prime position. The personality involved here was so active having deep insight of the things that by various strategies and techniques he has nicely turned around the situation. The impact of personality was so wide that it has even impacted the mindset of the people and made them work enthusiastically, with focus and goal orientation. Entirely this effect of personality resulted in good outcome, increased survival capabilities, increased reputation of the organization and good motivation in staff with increased faith of society.

The psychology of the 8<sup>th</sup> P as an academician, a leader, a captain and as a team player has put the organization on a noticeable platform amongst various big players in the market. The variety of traits and effectiveness of the leader has enhanced and energized the entire

environment of the workplace. This leader has provides focus and drives the team to move forward. The most important “P” of the personality of the leader has been justified in the results he is achieving even right now. The use of Fundamentals of Management like Planning, Directing, Controlling, Motivating, etc. have been used by this personality to achieve better results and sustainable growth. As an outcome the organization today is standing tall and performing well within the region.

#### Discussion Question

1. Explain the situation of the sector in your own words and possible reasons for that.
2. Briefly explain the impact of 8<sup>th</sup> P on the organization.
3. What are the strategic steps do you think have changed the scenario of the organization?
4. Give your opinion in brief taking the base of the case that how a personality can affect the growth?

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