

Case Study
SANJIVANI TODDLER'S EXPANSION: HOW TO PROCEED?

Malkar Vinod¹, Bhayani Mital², Aher Yogesh³, Kawale Pooja⁴

¹Professor, ^{2,3,4}Assistant Professor

Sanjivani College of Engineering, Dept of. MBA,
Kopargaon, Dist- Ahmednagar, Maharashtra, India, Pin- 423603
(Affiliated to SP Pune University)

Abstract

“Our mission is to inculcate knowledge and skills through quality education and training in rural masses of India for socio-economic development’..... Shri. Shankarrao Kolhe, Founder Chairman, Sanjivani Rural Education Society.

Mr. Amit Kolhe, Managing Trustee of Sanjivani Rural Education Society (SRES), settled down in his office, requesting to put on hold all incoming calls, to give a serious thought for expansion of Sanjivani Toddler- A Pre-primary School after getting huge success to Sanjivani Academy – A CBSE¹School at Kopargaon. The thought came after demand from parents of nearby areas. He called a meeting with Director – Strategic Management and his team for further planning. Now the target is to replicate more ten branches of Sanjivani Toddler in next two years and significantly expand the brand Sanjivani. Mr. Amit Kolhe was mulling over both the micro and macro dynamics of the education, realizing that a complete understanding would be crucial to the successful choice of expansion. He is in dilemma weather to start all ten branches at a time or go with phase-wise, use franchisee model or with own model, going with product branding or umbrella branding, which tools of marketing communication would be useful?

THE SANJIVANI GROUPOF INSTITUTES

Sanjivani takes its names and inspiration from the famous Epic of Ramayana where ‘Sanjivani buty’ was brought for revival of life. Sanjivani Rural Education Society (SRES), was established by Honorable Shri. Shankarrao Genuji Kolhe in the year 1983, at rural place Kopargaon, which is in Ahmednagar district of Maharashtra state, India. Initially they started

¹CBSE is a national autonomous board of education managed by the Ministry of Human Resource Development, Government of India for regulation and monitoring of education across the country. It conducts examinations at the level of grade X and XII

engineering and polytechnic college at Kopargaon with basic branches of mechanical, civil and electronics. Since establishment the institute has attracted the students from all over India. With an excellent academic quality, the institute established good brand image in the minds of students and parents. As the market changed, SRES understood the need and added more number of courses under the umbrella of Sanjivani. Today SRES runs 12 different institutes and offers more than 35 courses (Exhibit-1) from Playgroup to Ph.D. It's all professional institutes are ISO 9001-2008 certified, with all necessary approvals from state and central government and received many prestigious awards like “Best College award” by Savitribai Phule Pune University in the year 2015, “Brand Excellence Award” from Leading Newspaper Lokmat in the year 2016, Outstanding Engineering Institute West award by Karnataka leading newspaper VIJAYAVANI in the year 2016, Magazine Award continuously 4th time by Savitribai Phule Pune University, 56th all India rank in the survey of Outlook magazine in June 2016. The Institutions having foreign Collaboration with University of Lethbridge, Canada, Poznan University, Poland and Shenkar College of Design, Israel. Currently 7000 students are studying in Sanjivani group of institutes and 800 employees are working in that almost 400 qualified teaching staff working full time to develop the students.

SRES entered in school education in the year 2005, by starting Sanjivani International School at economic capital of India, Mumbai. The school is located at Kharghar, Navi Mumbai and affiliated with ICSE board. The school provides education from class Nursery to 12th standard. SRES which started its operations from a rural place like Kopargaon also succeeded in the economic capital of India. Now the school is one of the premier school in Navi Mumbai. In line with this success of school, visionary and founder chairman of SRES Honorable Shri. Shankarraoji Kolhe planned to provide world class school education at rural place of Kopargaon and in this way Sanjivani Academy – A CBSE School has emerged. Sanjivani Academy was started in the year 2012 by just admitting 60 students in 2012-13 and the number reached to 395 in 2014-15 and 600 in 2015-16 with admission growth of average 250% per year. The students are coming from the radius of around 30 km from the school by 11 buses on different routes.

Sanjivani not only caters to the expectations of the parents but they also focus on developing 21st century learner. They understand the changing scenario of the market where traditional way of teaching is not suitable. To make the students competent at the international level they follow Exceed curriculum which is activity based, which makes learning an

experience rather than just knowing the things. Prime strength of the school is their academics, discipline and staff. Building self learning attitude in the students is the basic objective of the school which makes Sanjivani different from the other schools in the market.

Sanjivani Academy has carried out 40 different activities for its students during its first year of inception which has brought about remarkable development in their students. The activities such as organizing Sanjivani bazaar where students were told to practically buy and sell the products which makes them aware about business money mathematics on hand. Students were taken to railway stations where they were told how to board a train how to book the tickets need of booking and so on it was amazing experience for the students. Taking the students to restaurants for making them aware about table manners and etiquettes, and so on.

Sanjivani academy is also working on eight joint projects on various issues such as waste management in school premises, environment and so on, with other international schools such as Singapore, Poland etc. This very initiative has made the students interact with students in different countries which increases their exposure and helps foster their development. Sports dance, singing, painting and other extracurricular activities are given equal importance.

Basic philosophy of the school is that every student is different and their needs also vary accordingly, so diverse teaching techniques are used to make the teaching learning more effective. Personal attention to each student is prime responsibility of the school. Here principal and staff knows each students their parents their family background in order to decide the appropriate way to handle each student. They not only give attention to academic progress, but also attitude, behavior in the society and mental health. Physical health of the student is also nurtured in the school.

Sanjivani academy strives for maximum interaction with the parents through various functions, parents teacher association and monthly parents meet where they discuss about the development of the students, problems faced by parents and feedback from the parents for further improvement.

Sanjivani Toddler is operating in market environment wherein parents are more aware about the education system and huge expectations are from schools now days. Sanjivani academy along with Sanjivani International School has identified the needs of the parents and accordingly devised the curriculum which suits the need of the present market.

It is observed that percentage of young and educated parents is increasing now a days and number of players in education field are also increasing. Apart from local competition, private players and government there is also huge pressure from international competitors.

It is trend in the market that play group or pre primary schools are the feeders of the schools. This means that the students from pre primary are admitted to the affiliated schools. This pre primary education creates foundation for further learning and they make students competent to get admitted in the reputed schools. Direct admission in the school is becoming difficult due to non availability of seats. And these are the opportunities which Sanjivani Toddlers can explore for their expansion. Niche market for Sanjivani toddler is rural and semi urban areas where there is utmost need of world class primary education.

COMPETITION

In the targeted area of expansion, Sanjivani group of Institute is a leader in education having sound financial position, good brand image and trust of the parents. However there are Samata Group started “Samata International School” at village Kokamthan, 4 kms from Kopargaon in the year 2011 also gets good response from the parents, and planned to expansion and started their Pre-primary school “Samata Tiny- Tots” in the city Kopargaon and planned to open in Shirdi. The group is also trying to prove themselves as a brand in School Education. In Yeola also there are three local players D-Paul, Chetan Kidz, Kanchan Sudha in Pre-primary education charging the fees Rs.6000.00 to Rs. 10,000.00. At other proposed location also there are one or two local players running Preprimary schools and charging the fees in the range Rs.5000.00 to 10,000.00

HUMAN RESOURCE REQUIREMENT

Sanjivani Toddlers required a human resource who understands the mind of kids. The Basic qualification required within person is, that person should have completed his HCS+ D.Ed. from convent. Person who completed his entire education from convent will be preferred. Also to take care of child person should have completed the course name ECC (Early child care) which will be added advantage. For the Sanjivani Toddlers need a person who teaches
The required number of human resource for the pre-primary school i.e. one class each of 30-35 students for Playgroup, Nursery, Jr.KG and Sr.KG will be

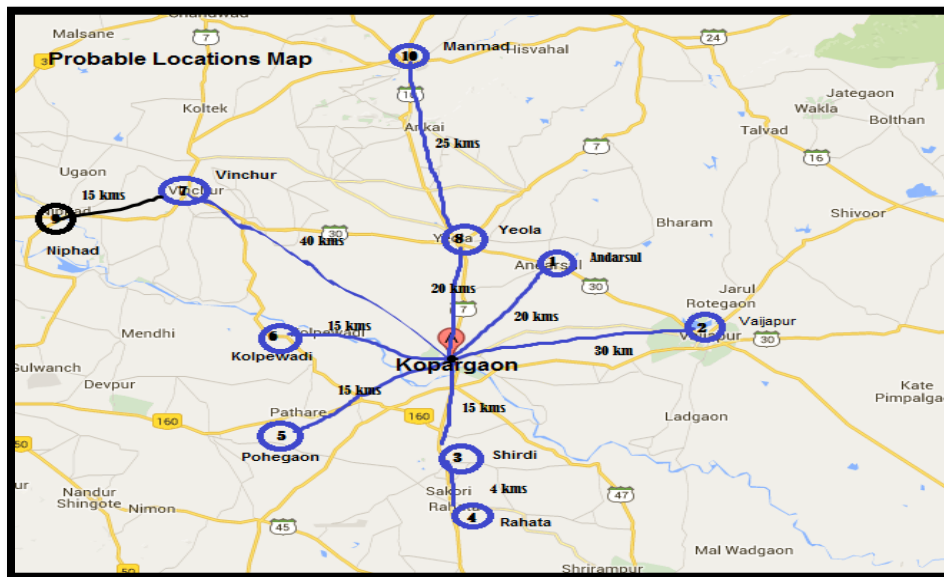
Centre Head cum PRO	1
Teaching Staff	4
Counselor/ Admission In-charge	1
Caretakers	2
Office Peon	1

To get an efficient teaching staff at local level is a great challenge.

POTENTIAL LOCATIONS

The Sanjivani toddlers are ready to setup the presence in 100 km radius as a short term plan. The launching of Sanjivani Toddlers at a time in Yeola and KhargharNavi Mumbai is the first step towards the Pre-primary education. With the growing competition in the education sector and entrance of many external bodies it has become tough for the management to decide the new locations.

SRES thinking to start Sanjivani Toddler in next phase at Yeola, Shirdi, Rahata, Vaijapur, Andarsul, Pohegaon, Kolpewadi, Vinchur, Niphad, Manmad.As per reference of Census 2011 the populations were, Yeola-49826, Shirdi-36004, Rahata-22335, Vaijapur- 41296, Andarsul and Near villages-25000, Pohegaon and Near Villages-20000, Kolpewadi and near villages -20000, Vinchur and near villages-20000, Niphad,- 20249, Manmad-80058.



CASE QUESTIONS

- Q.1. Which factors Mr. Amit Kolhe should consider for expansion of Sanjivani Toddler?
- Q.2. Will it be a right decision for Mr. Amit Kolhe to replicate Sanjivani Toddlers across ten different places?. Justify your answer.
- Q.3. Which financial model they should use, own or Franchisee?
- Q.4 What will be the impact of expansion on existing Brand of Sanjivani Group of Institutes?
- Q.5. Suggest the ways to overcome problem of human resource faced by “Sanjivani Toddler”
- Q.6. Which marketing communication tools should be used for effective communication?

EXHIBIT NO.1 SANJIVANI GROUPOF INSTITUTES AND COURSES

Sr No.	Name of the Institute	Courses	Establishment year
01	Sanjivani College of Engineering, & MBA Kopargaon	B.E. Mechanical, B.E Civil, B.E. E & TC, B.E. Computer, B.E. IT, M. E. Computer, M.E. Design, M. E. Digital System, M.E. Environment Engg, MBA, Ph. D. Electronics	1983
02	K.B.P. Polytechnic, Kopargaon	Diploma in Civil Engg., Diploma in Mechanical Engg., Diploma in Computer Engg., Diploma in IT Engg, Diploma in E &TC Engg., Diploma in Electrical Engg	1983
03	Sanjivani Sainiki School and Jr. College, Kopargaon	Class Vth to XII	1999
04	Diploma in Pharmacy & Research, Kopargaon	D. Pharm	2003
05	Sanjivani Inst. of Pharmacy and Research (B. Pharmacy)	B. Pharm, M. Pharm, Pharmacology, Quality Assurance Techniques, Pharmaceutics	2004
06	Shri Saibaba College of Education (B.Ed.) & Diploma in Teacher Education (D.T.Ed.)	B. Ed, D. T. Ed	2004
07	Eklavya Adivasi Ashramshala,	Class-I to X	2004

	Kopargaon		
08	Sanjivani International School, Kharghar, Navi Mumbai	Nursery to XII	2005
10	Sanjivani Academy- A CBSE School, Khirdi Ganesh, Kopargaon	Nursery to VII	2012
11	Sanjivani Arts Commerce and Science College, Kopargaon	B. Com, B. Sc, B. Sc Microbiology, BBM	2013
12	Sanjivani Junior College, Kopargaon	11 th & 12 th Commerce and Science	2014

EXHIBIT NO 2 –INFRASTRUCTURE REQUIREMENT & COST ANALYSIS

For the set up of a Sanjivani Toddler the following requirement and break even analysis is given.

Premises Requirement-

Sr.No	Premises Requirement	Number
1	Office	1
2	Class rooms	4
3	Play room	2
4	Staff room	1
5	Toilet	2

Expense Calculation-

A-Set-up Expenses

Sr.No	Requirement	Set up cost parameter in Rs.
1	Toys	20,000.00
2	Tabs	1,00,000.00
3	Interiors	2,00,000.00
4	Inaugurals	20000.00
5	Computer, Printer	50000.00
	Water filter and Cooler	50000.00
Total Set up cost		4,40,000.00

B- Working Expenses

Sr. No	Position	No. of employees	Monthly in Rs.
1	Centre Head cum PRO	1	15,000.00
2	Teaching Staff	4	60,000.00
3	Counselor/ Admission In-charge	1	10,000.00

4	Caretakers	2	10,000.00
5	Office Peon	1	5,000.00
	Rent		40000.00
	Advertisement		5000.00
	Electricity, Printing, Stationary		5000.00
	Miscellaneous		5000.00
Total			155000.00

Classes and Intake

Sr. No	Class	Intake	Fees Range Rs.
1	Play-group	30-35	10000-15000
2	Nursery	30-35	10000-15000
3	Jr. KG	30-35	15000-20000
4	Sr. KG	30-35	15000-20000