

CASE STUDY ON ANNUAL FESTIVAL

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ABSTRACT

The case is hypothetical in nature and characters of the case are not based on the life and incidence of any individual or organization. The matching of name and place may occur by chance. The case is based on a management institute which is opened by a corporate house for fulfilling Corporate Social Responsibility. The festival plays a very important and significant role in the tradition and culture of any civilization. It has lots of importance in the Indian culture where number of religions is worshipped and their festivals are celebrated with great enthusiasm and communal harmony. The festivals are not only a source of enjoyment and communal harmony but have its own economic and commercial aspects along with rejuvenation of energies. On the similar philosophy, some of the educational institutes started the concept of annual festival (new nomenclature of cultural festival), in which students are motivated for performing the cultural events within the premises (intra groups) or competition (inter groups) from other similar educational institutes. Superficially, it seems to be only an academic activity but analyzing deeply; it seems to be completely management activity including finance, marketing, human resource and various other disciplines are practically used for the up gradation and propagation of the institute. The cultural event results in the advertisement, branding, public relations, corporate social responsibility, sponsorships and a number of other managerial aspects. The case study focuses on the economic and commercial aspects of the annual festival organized and conducted in the educational institutes. It also generates a sense of creativity and event management skills among the students which ultimately leads to entrepreneurs having a new idea.

Key Words: Festivals, Advertisement, Branding, Public Relations, Corporate Social Responsibility.

Human being is an animal who have the brain to understand, think and analyze. The festival plays a very important and significant role in the tradition and culture of any civilization. It has lots of importance in the Indian culture system where number of religions is worshipped and their festivals are celebrated with great enthusiasm and communal harmony. The festivals are not only a source of enjoyment and communal harmony but have its own economic and commercial aspects along with rejuvenation of energies. The festivals have their own charm and enjoyment.

Similar to this concept and philosophy; schools, colleges, institutes, universities and various other educational bodies started organizing the annual festival in their campuses. The institute organizes the annual festival with the motive that it will provide their students an opportunity to participate and prove their academic, cultural, sports and various other talents.

On the same philosophy; the institute named Gyanananda Institute of Engineering & Management (GIEM) at Allahabad, opened by a big corporate house to fulfill corporate social responsibility planned to organize the annual festival on October 19 and 20, 2011. Another aim of organizing the annual festival is to improve the public relations. The annual festival was named as 'Yuva – Josh, 2011'. The annual festival was organized on a large scale covering almost all the areas. The events which are included in the festival are academics, cultural, sports, social and various other related areas of management. It was a full fledged 2-days event in which almost all the institutions of the same courses were informed and invited to participate in either the single or many events.

Prof. H. D. Prasad, director of the institute has a dream inspiration and planning regarding the festival. He selected Prof. Nagpal Vohra as coordinator and Prof. Satya Pal Mishra as deputy coordinator for the annual festival. Several committees were formed in which all the faculty and staff members become member in one or more committees. The duties and responsibilities of all the committees were distributed and the time limit was set in the similar manner as it was set in the insurance or other companies. Some of the important committees are event management, academic, social, sports, budget, sponsorship, advertisement and promotion, logistics, media, hospitality, information technology, venue management, discipline, registration and many other committees were formed. All these efforts were started from the month of June, 2011 and ended till the completion of annual festival in October, 2011.

The director and other senior faculty members have decided to invite big shot from Bollywood in the evening show of October 20, 2011 which will increase the charm among the participants, citizens of the city as well as give media coverage and ultimate branding to the institute. One of the famous singers in rock music of Bollywood named P.K. (assumed) is finalized by the director and invited. The singer demanded Rs. 15 lakhs; and other expenses for a night which overall cost to institute is Rs. 18 lakhs. The director agreed on this amount and finally agreement was done.

All the faculty and staff members along with students started preparation for the annual festival. The brochure and invitation were sent to different institutes and colleges, those who were running the same programmes and courses. The volunteer groups of students were made for different purposes and committees. The target institutes were the local ones, within the state as well as some neighbouring states of Uttar Pradesh.

A week before the annual festival, an emergency meeting was called by the director in which all the faculty and staff members were invited. The agenda of the meeting was quite serious and need deep concern. One of the main issues was the sponsorship amount (monetary and non-monetary both) which was planned earlier as Rs. 24 lakhs (See Table 2 in Annexure) but till one week before the annual festival, the total collection was Rs.10 lakhs only (including monetary and non-monetary both). Another major issue of concern is that none of the institutes confirm

about their participation. This raises question mark about the successful completion of annual festival. The meeting goes for around 3 hours and it was decided that the sponsorship should be raised anyhow and then. On the similar track, participation of the institutes should be raised exploiting the personal contacts of the faculty and staff members. The meeting ended with thanks to the chair.

The faculty and staff members started exploiting their personal contacts but concerning the time limit, focus should be on local ones and institutes in the nearby districts of Allahabad. One of the major challenges which they have faced is that few other institutes are also organizing the annual festival or other cultural programmes on the same date or the dates which are closed to these dates. The second reason is holy festival of Deepawali on October 26, 2011 due to which some of the students are going out of station at their native places or the colleges have arranged their industrial tour program. The third reason is that some of the technical universities and institutes are conducting their session tests, mid of the semester or trimester. After a lot of conversation and negotiation with the institute's authorities and faculty members; 20 local institutes are ready to send few of their students for participation in some of the events. The institutes of Lucknow, Kanpur, Varanasi and nearby districts of Allahabad are also contacted but only 2 institutes of Varanasi agreed to participate in the annual festival, increasing the total number of participant institutes to 23 including the organizer. Some of the institutes intentionally don't participate because they think that branding and other benefits of the annual festival goes to the organizer and they don't want to benefit their competitors.

The dates of annual festival are coming closer; faculty, staff and students are highly energetic and full of enthusiasm. The whole charm of annual festival is the night of P.K. The faculty, staff and students want more number of passes for their near and dear. Due to this chaos, director of the institute fixes a limitation or quota for the faculty, staff and students which leads to a great dissatisfaction among them.

Finally, the date of annual festival arrives. The institutes who were competing in the annual festival arrived and register themselves for the different events. An environment of competition and to become a winner, waves among the students. The students participated in different events of academic, cultural, sports etc. In morning of October 20, 2011; a mini marathon was organized in which students, faculty and staff can participate, and there is no restriction on any one. More than thousand persons participated in the mini marathon. On October 20, 2011; different events were organized and teams participated in them throughout the day.

Ultimately, the time came for which everyone is waiting i.e. P.K. night on October 20, 2011. The show has to start from 8:00 p.m. The proper security arrangements have been made in order to maintain safety and security in the night show. The print and electronic media were invited to cover the event and it was expected to present the institute as a big brand. The visitors started coming from 6:00 p.m. in order to capture the front row seats. The show has been started around 8:30 p.m. The audience's expectations were fulfilled and they enjoyed a lot specially the youngsters for making them rock. The time was passing with fun and full of joy. It was around 10:30 p.m. when the show is about to end, unpleasant noise arises from the student's arena. After some enquiry, it was found that some of the students started fighting on some issues related with any lady. Suddenly the show was called off and the singer was immediately sent

back to the hotel. The police, faculty and staff were involved in solving the dispute among students. The matter was going on; at the same time one unidentified student hit Mr. Jagdish Sharan. He fell down and started shouting for help; probably his right leg was fractured. Some of the students, faculty colleagues and staff took him away from the place of accident, called the ambulance and hospitalized him. The doctors examined Mr. Sharan and suggested surgery in the right leg as early as possible. The spectator's analyzed that the students were heavily drunk alcoholic liquors and the dispute arises only because of it. All the incidents were covered by the media personnel and it was printed in the newspaper and telecasted on various TV channels.

Mr. Sharan was operated on October 21, 2011 by a group of orthopedic surgeons. A long titanium rod was inserted between knee and ankle. Mr. Sharan was suggested to take bed rest at least for 2 months. The medical leave was sanctioned to Mr. Sharan, and the director decided for a meeting regarding the overall introspection of the annual festival. Along with the institute's branding and image, financial benefit and loss was one of the major concerns in the meeting i.e. analyzing Table 1 and 2 (See Annexure) in detail. On October 23, 2011; a long day meeting of 6 hours was schedule. It was analyzed that the institute faces an unexpected loss of Rs. 15 lakhs; due to the increase in expenditure and less collection of sponsorship from the companies. In order to compensate this loss, director of the institute decided not to pay the bonus which was given to the employees on the occasion of Deepawali from the last 15 years. The Deepawali vacation was declared from October 24, 2011 to October 28, 2011.

All the faculty and staff members were thinking and finding lacuna in their efforts in organizing the annual festival. They are analyzing their achievements and rewards after 5 months of contribution and hard work for the annual festival. Mr. Sharan was in the hospital and rest others in their home but the mental and psychological conditions were almost the same. On October 26, 2011; firecrackers were burning outside the home and inside, the heart.

Questions for brainstorming:

1. What is your opinion regarding the success of annual festival? Whether the annual festival is successful or not. Explain with your reasons and its analysis.
2. Do you think that selection in the timing of annual festival is right? Why or why not?
3. Is there any mistake in the estimation of budget for the annual festival? Why or why not?
4. Why the other institutes and colleges are not willing to participate in the annual festival?
5. How much advertisement and branding the institute got after the completion of annual festival? Is it positive or negative? Judge with your own analysis.
6. What is your opinion regarding the nonpayment of bonus, which was tradition in the institute from the last 15 years?
7. What is the motivation level of employees after the annual festival?
8. After the annual festival, what message goes outside the institute?
9. Do you think that organizing the annual festival in this spirit; is the commercialization of the spirit of cultural programmes or misusing the word 'festival'? Explain with sufficient examples.

10. Considering the ethical point in view, whether the treatment expenses of Mr. Jagdish Sharan should be endured by the institute or by Mr. Sharan himself. Explain your stand with sufficient ethical as well as legal examples.

(The readers can create many more questions by themselves; arrange discussions and brainstorming sessions among them considering various management related issues of the case.)

ANNEXURE

1. Table for Planned Expenditure in the Annual Festival

S. No.	Heads of Expenditure	Rs. (in estimation)
1.	Payment to singer	15,00,000.00
2.	Other expenses on singer	3,00,000.00
3.	Expenditure on brochures and postal charges	60,000.00
4.	Advertisement cost	3,00,000.00
5.	Hospitality	3,00,000.00
6.	Prize distribution and similar expenses	1,00,000.00
7.	Local transportation cost	40,000.00
8.	Venue management	2,00,000.00
9.	Bouquets and mementoes to judges and guests	1,00,000.00
10.	Miscellaneous	1,00,000.00
	Total expected expenditure	30,00,000.00

2. Table for Planned Income in the Annual Festival

S. No.	Expected Income	Rs. (in estimation)
1.	Contribution from the institute	5,00,000.00
2.	Registration fees generated from the participant	1,00,000.00
3.	Monetary sponsorship	20,00,000.00
4.	Non-monetary sponsorship (in kind)	4,00,000.00
	Total expected income	30,00,000.00

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