

EXECUTIVE SUMMARY

The existence of an educational institute depends on the students. The depletion of the number of students enrollments could lead to several consequences for the institute, both financially and non-financially. Hence, this management field research project (MFRP) examined the low student enrollment for the College Diploma in Clothing Technology and Management programme (full-time diploma) of Brandix Corporate Campus (BCC). The project focuses on increasing student enrollment for the BCC's full-time diploma via utilising various management techniques and warranted literature. The lack of data availability and the lack of time available of BCC staff due to tight operational schedules were the main limitations of the project.

The full-owned subsidiary of Brandix, BCC, is responsible for infusing new talent into the apparel industry and developing the skills of competencies of existing employees of Brandix. BCC was analysed using a SWOT and brand name created over twenty-five years of experience, access to Brandix operational insights and the close relationship with the industry were identified as the strengths. Weak marketing activities, sales conversion gaps, and engagement between students and lecturers were noticed as critical weaknesses. The potential to offer e-learning programmes to the region stands out as an opportunity, whilst the rise of competitors is the biggest threat to BCC in the current context. The average number of enrollments for the last three intakes is 54% below the target, and the gap with the target is widening. The low student enrollment has decreased the revenue and profitability of BCC. The problem was analysed using a root-cause analysis and marketing, post-enrollment communication behaviour of students and sales were identified as sub-problems.

The conceptual framework of the main problem of the decrease in student enrollment was understood using an extensive literature review. Moreover, the literature relevant to the identified root causes, namely marketing, post-enrollment communication behaviour of students and sales, were also reviewed. Based on the findings of the identified root causes, the study framework was developed. The literature review also explains the various management techniques used to evaluate the problem and that will be used to develop solutions.

The critical objective of the management field research project was to increase the student enrollment to the full-time diploma programme of BCC to 40 from the current average of

18 within the twelve months of project initiation. Similarly, objectives were defined for project components as well. The current situation of each project component, marketing, post-enrollment communication behaviour of students and sales were studied. Developing a school prefect leadership programme proposal, upgrading the social media posting process and introducing social media marketing evaluation criteria were identified as solutions to enhance BCC's marketing. To upgrade post-enrollment communication behaviour, developing a competency assessment matrix for lecturers, conducting a lecturing skills development training programme and upgrading the lecturer evaluation process were identified. Redefining the inquiry management process, developing a competency assessment framework for inquiry handlers and conducting an inquiry management skills development programme were identified to upgrade sales. The cost of the project is estimated at Rs. 574,500. The author will lead the project team, and a cross-functional project team will be formed. The roles and responsibilities of each project team member are also explained.

The revenue generated from the increase in student enrollment and retaining more students were identified as the tangible benefits of the projects. An increase in market awareness, an increase in the competency of inquiry handlers of BCC, an increase in the competencies of the lecturers of BCC and an increase in student satisfaction can be identified as the intangible benefits. The estimated net benefit from the project is Rs. 4,537,687.50. The project's overall benefit/cost ratio is 7.89, indicating it is worth implementing. The project's key outputs are an increase in student enrollment, higher market awareness, better management of inquiries and higher student satisfaction. The project's critical outcomes are improved brand image, higher employee motivation and higher student engagement.

The relationship between the proposed solutions and the literature findings is validated. The solutions will be implemented within twelve months of project initiation. To execute the project smoothly, it is essential to have alignment between the senior management team and their agreement. Planning activities and communication are vital to managing the change effectively in the journey to increase student enrollment for the BCC's full-time diploma.