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## Dr. Gill Path Labs - A Case Study

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### Abstract

*Established on 5<sup>th</sup> December, 2016, Dr. Gill Path Labs is a Pathology laboratory started by Dr. Karamjit Singh Gill, Amritsar based renowned Pathologist, to achieve his 'Mission Pathology'. The present case is based on the journey of Dr. Gill, a doctor turned entrepreneur, in establishing his own Path lab. The case focuses on the various entrepreneurial skills displayed by him. The numerous concerns of the founder regarding his newly opened up lab, its performance, the staff as well as competition in the market are also discussed. Further the case sheds light on the various decisions taken by the founder related to finance, promotion and expansion of the lab. The case also highlights the reasons of the various staff members for joining the lab, their working experience in the lab, various challenges they have faced so far as well as their relations and interactions with the founder. Lastly the case describes the immediate concerns of the founder related to optimum utilization of machines, hiring of new staff as well as employee friendly schemes, and provision of various other facilities under one roof of the lab.*

**Keywords:** Entrepreneur, Laboratory, Mission, Pathology, Punjab.

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### Dr. Gill Path Labs

Dr. Gill Path Labs was set up on 5<sup>th</sup> December, 2016 amidst the turbulent phase of demonetisation. The founder Dr. Karamjit Singh Gill was very happy that finally his father's dream had turned into reality. However, it was just the beginning of his 'Mission Pathology' and he had numerous concerns about his newly opened up Path lab, its performance, the staff as well as competition in the market.

### Background

Dr. Gill passed his matriculation examination in 1979 from a government high school situated in a remote village, Jagdev Kalan in Amritsar, the border district of Punjab. With his good physique and tall height, he actually wanted to join the Indian Army. However, his father, S. Amar Singh Gill, a government school teacher, had another plan for him. His father encouraged him to join the medical stream. Unlike every other Indian parent having natural preference for either engineering or medical stream, his father's reason of choosing medical line for his son was quite different. Dr. Gill's father observed scarcity of trustworthy doctors and Path labs in Amritsar and in nearby villages. Upon realising his father's noble mission, Dr. Gill left the idea of joining army and got enrolled in Pre-Medical classes in Khalsa College, a highly reputed college in

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Amritsar city. However, this decision posed some challenges to him. He found the transition from Punjabi medium to English medium quite difficult and problematic especially in the beginning. Moreover, the only mode of transportation from his village to Amritsar city was Punjab roadways bus in those days and only two timings of this bus were available, one in the morning and correspondingly other in the evening. This implied that missing of morning bus will automatically result in missing of all classes on that very day. Unable to survive against the tides, he couldn't complete his first year of class successfully, still he didn't lose hope, kept his patience and took readmission with much more determination. Later on he completed his pre-medical course in 1983. Due to absence of any family member in the medical field, and lack of proper guidance, he took admission in one year Diploma in Pharmacy from the same college and completed it in 1984. Being eldest among two brothers and four sisters in a big joint rural Punjabi family, his next thought was to start earning immediately to financially support his father, so he opened up his own pharmacy shop in Amritsar.

### **Idea of Becoming a Doctor**

Even after running his pharmacy shop nearly for one year, neither Dr. Gill nor his father had any satisfaction. Something kept on disturbing him and he felt that he had not lived up to his father's expectations. Being a studious student during his school and college days he also felt it was quite easier to study rather than running a shop. During his diploma days also he was quite impressed by the guest lectures delivered by the doctors. He shared his thought with his father who immediately asked him to wind up his pharmacy shop and start preparation for medical entrance examination. Being a government employee and owner of good agricultural land, Dr. Gill's father erased the worries of his elder son regarding helping him financially in running the household. He also asked Dr. Gill to move to Amritsar and start attending medical coaching classes.

### **Struggle for Medical Entrance Exam Coaching**

His father contacted best of the teachers available in Amritsar for his son's medical entrance coaching. However, those reputed professors directly refused admission to Dr. Gill due to the gap in his regular studies. This moment was just like a bombshell for this medical aspirant student. On regaining psychological strength from his father, Dr. Gill went again to the senior most professor of the city and requested him to give him just one chance to prove his worth. To his surprise, the professor agreed and gave him some material for the preparation of test to be held after 15 days. Dr. Gill studied day and night and went to professor's class exactly after 15 days. The professor was quite impressed with Dr. Gill's test score and asked him to join his coaching classes immediately. This ended his long wait of joining the best medical coaching institute of the city and also relieved his father from worrying about his son's bright future. Thus he began his studies again in 1986. Guidance by the best professors along with his hard work helped Dr. Gill to clear the Pre-Medical Test (PMT) in 1986 in the very first attempt by securing 161<sup>th</sup> rank in Punjab. He got admission in Government Medical College in Amritsar itself. This was the first step in the direction of his father's mission. Dr. Gill successfully completed his course in 1991. In January 1992, he cleared the PG entrance examination also and got seat at Jawaharlal Institute of Postgraduate Medical Education and Research (JIPMER) at Pondicherry and joined there in September 1992. He studied at JIPMER from 1992-1995 and was gold medallist in PG programme. Before returning to Punjab he also did senior residency for next one and a half year at JIPMER itself to sharpen his skills.

### **Choosing Pathology Specialisation**

During the time of choosing specialisation at JIPMER, Dr. Gill had confusion over the selection of different subjects and their worth in the coming years. He remembered very well his father's preference for Pathology specialisation. However, this subject was the toughest in the sense that it needed to have the knowledge of all other subjects too. He called his father, from a PCO at Pondicherry to landline number of their neighbours, before taking final decision and found that father was still adamant on Pathology specialisation. To his great surprise, his father personally travelled to meet him exactly after 18 days at Pondicherry to make sure that his son had picked up Pathology specialisation. As per Dr. Gill his father told him "Soon the time will come in India when people will visit Path Labs for their medical tests before taking any medicine".

### **Initial Job**

After completing his studies with flying colours, he returned to his home town. Got job offer from Haryana government but gave up the idea of changing state to fulfil his father's request to serve his land first. Later he got selected as Assistant Professor (Pathology) in 1997 at Sri Guru Ram Das Institute of Medical Sciences and Research (SGRDIMSR), Amritsar a well established medical college in Punjab and then became a Professor there. In April, 1998 he also got opportunity to work as Pathologist at Nijjar Scans which is considered as the most reputed diagnostic centre in Amritsar. Dr. Gill helped Nijjar Scans in the initial setting up of its Path Lab and very soon it started serving 250-300 patients per day. Within a short span of time, Dr. Gill gained immense recognition in the society due to his in-depth knowledge in the field of pathology as well as his gentleness. Things were going well for him. For nearly 18 years, his day started with taking morning classes at SGRDIMSR and then spending rest of the day doing practice at Path Lab of Nijjar Scans. Whether he was in class room or in lab he always took special care of students or people coming from rural background as he easily related his personal struggle with their experience in city life. In the mean time his own family also shifted to Amritsar.

### **Crisis Period**

All was going well. Dr. Gill was enjoying every bit of his professional life. It was somewhere in August, 2016 when destiny had another plan for him. Overall Punjab state was in the mood of change of power as election was due on 4<sup>th</sup> February, 2017 in the state. Showing his political interests, founder of Nijjar Scans, Dr. Inderbir Singh Nijjar joined Aam Aadmi Party (AAP) in Punjab and got party ticket from Amritsar South constituency. As a result he got busy in his election campaigns. For obvious reasons, Dr. Nijjar's attention was diverted towards matters other than his medical field interests. Besides this there were certainly other reasons also which had not completely unfolded yet. However the end result was that on 7<sup>th</sup> November, 2016 Dr. Gill left Nijjar Scans after emotional breakdown.

### **Mrs. Parveen Gill -The supporter**

Apart from Dr. Gill's father, it was his life partner, Parveen Kaur who supported her husband very well personally as well as professionally. Parveen Kaur, a simple, respectful Punjabi girl with roots in the rural Punjab adjusted so effortlessly in his family that his father forgot worrying about running home related activities and needs of his other grown up kids. Education wise she completed her post graduation in Punjabi subject before her marriage and was interested in pursuing PhD in same subject from Guru Nanak Dev University, Amritsar. But life had something else for her in store. While working as a Pathologist at Nijjar Scans, Dr. Gill observed high turnover rate among lab technicians and other staff. His main concern was that they provide

comprehensive 6-8 months training to newly recruited staff for their laboratories; however, after obtaining certificate of training from the reputed team in the city they left them in lurch and joined other labs in the city. An idea struck Dr. Gill and he demanded Mrs. Gill's support in curbing the employee turnover in the lab. Respecting his husband's deep concerns for his lab, she decided not to pursue her PhD course. However, the reality was that Mrs. Gill was not from medical background. So following her husband's advice and with family support she successfully completed her B.Sc. (lab technician) and got one year training in handling laboratory's core tasks.

At Dr. Gill Path Labs, Mrs. Gill's responsibilities have increased manifold. Her duties include material management, overall supervision of lab, inventory management etc. She has to take care of various issues related to supply chain management, for instance, fresh orders for medical test kits, reagents etc. are required to be placed 15 days in advance for normal functioning of lab tests. Apart from this her enhanced tasks include public dealings, taking proper care of patients as well as newly appointed staff and their immediate needs, accounts etc.

### **Gill's Joint Efforts**

According to Parveen Gill, "When my husband left Nijjar Scans after 18 years of service that was the hardest phase of our personal life. A variety of questions arose at home as well as in society. What next....there were no immediate answers. A lot of uncertainty, fear, depressing moods, and silence prevailed at home for at least next one month. Not even a single day passed when both of us had not assured each other that better time awaits ahead. On realising that his father's dream was still half-fulfilled, Dr. Gill decided to open up his own Pathology lab with the mission of good service, accurate results at affordable price". This decision was challenging as well as risky as there was already intense competition among well established players in the market like Dr. Lal Path Labs, Nijjar Scans, Dhillon Scanning Centre and SRL Diagnostics. But they did not let their fears overcome their aspirations.

That was the time when Mrs. Gill, though not a management student but she quickly learned the concept of multi-tasking and time management. Matching shoulders with her husband she invested her full efforts in clearing the obstacles one by one in the way of her doctor turned entrepreneur husband. Decision was already taken to open own Path lab in the name of Dr. Gill, a well recognised name in Amritsar city.

To gain insights into latest machines, concepts, layouts of Path labs etc for their dream project both Dr. Gill and his wife travelled a lot throughout India as well as abroad. Their travel diaries include visits at reputed Path labs, like Dr. Lal Path Labs, SRL Diagnostics etc, in the different parts of the country like at Hyderabad, Delhi, Mumbai, Agra, Dehradun, Chandigarh etc. Internationally their visits include hospitals at Singapore and USA.

After getting basic insight, the million dollar question remains regarding the location of the lab as rent charges per month were not below ₹1.5 lacs in all the prime commercial areas of Amritsar and that was not feasible for them. Although apart from own life long savings, Dr. Gill got initial financial support from his confidential friend circle and relatives, but these too high rent charges were beyond his paying capacity. Then Mrs. Gill gave an idea of utilising ground floor of their home at least in the beginning. However one family was staying there on rent from the last two years and had a contract of another year too. Mrs. Gill narrated the whole situation to their tenants, offered them suitable accommodation in the same area and also helped them in the packing and transportation. After the departure of tenants, the couple planned the renovation of the ground floor at the earliest to meet the requirements of the lab. Multiple tasks begun simultaneously but handled with precision like well thought out layout for optimum

utilization of existing space at home, placing orders for interior furniture, outside banners etc. and started contacting doctors and supporting staff. Dr. Gill planned out about key machines required immediately and placed the orders within India as well as abroad. Dr. Gill remarked, “I have put my family’s life long savings into this project. Had Pathology not my passion and my father’s mission I would not have taken such a risky step. This project is fully funded by owner’s capital, funds arranged through family, relatives and friends. Moreover a loan of ₹12 lacs has also been taken from UCO bank for the setup of the lab, purchasing of furniture and other such activities. Goodwill in the market also helped me to have a tie-up with world’s leading healthcare company, Roche which agreed to install latest machines in our lab without charging a single penny in the beginning. A mutually beneficial contract has been signed between Dr. Gill Path Labs and Roche. As per the terms and conditions of the contract, Roche will not take any money for costlier machines, but it will be the sole supplier of materials like Reagents etc. for the machines at Dr. Gill Path Labs”.

### **Initial Marketing Tools**

In the beginning, for creating awareness of their newly set up Path lab, both Mrs and Dr. Gill rely heavily on the social networking platforms like Facebook, Whatsapp, local cable network etc along with distributing pamphlets in the newspapers periodically. They left no stone unturned in informing the residents of city that Dr. Gill has now set up his own independent Path lab. They even took the advantage of International trade fair, which in routine, is organised in Amritsar in the first week of December every year for five days. Lakhs of people not only from Amritsar but also from other cities of Punjab and foreigners as well (who put up their stalls) visit Amritsar in those five days. And Dr. Gill’s residence is hardly a few meters away from the ground where this trade fair is usually held. By taking permission from local police and authorities of improvement trust, Amritsar, Dr. Gill placed large banners throughout the trade fair to promote his venture. Although these were very small steps but his team was able to attract trade fair visitors’ attention towards his newly opened lab.

### **Expansion**

Defeating the spill over effects of demonetisation Dr. Gill Path Labs pressed the expansion gear very soon. Within a month of its launching, with his personal contacts in Amritsar and its neighbouring areas, Dr. Gill tied-up with three hospitals within Amritsar, namely, Medistar Hospital, Carewell Hospital and Parkash Hospital who happily handed over the charge of running Path labs within their premises to Dr. Gill Path Labs. Tasted the initial success within Amritsar City, Dr. Gill Path Labs was also established in the premises of Sandhu Hospital at Batala, neighbouring city along with fully independent lab at Tarn-Taran, the adjoining district of Amritsar. In March, 2017 Dr. Gill Path Labs got the Punjab Entrepreneur and Excellence Award 2017 for aspiring entrepreneur.

### **Other Team Members**

**Charanjit Singh Gill:** Younger brother of Dr. Gill, after completing B.Sc. in Food Technology wanted to settle abroad but on the recommendations of his brother and father pursued M.Sc. in Biochemistry. After getting basic training, following footsteps of his brother and sister-in-law, Charanjit too had joined Nijjar Scans and started his job career at the same place. However unlike his brother he took the decision of owning his own lab sooner than Dr. Gill. Having a rich experience of more than 15 years at Nijjar Scans and with the help of his brother’s contacts in Amritsar, he opened S.V. Labs (after his son’s name Samar Vir Singh) at Ranjit Hospital on 1<sup>st</sup> August, 2015.

When Dr. Gill took the decision of setting up his own lab, Charanjit left nothing to chance in helping his elder brother's entrepreneurial stint. Already proven his leadership qualities at Ranjit hospital, Charanjit took the charge of guiding and training the staff. Having the basic knowledge about latest machinery, his initial role was to provide detailed training of operating machines to the newly appointed staff. Staying more in touch with sophisticated modern machines, Charanjit has planned to work upon some core areas in future for his home lab. According to him, "In near future, patients will get enhanced quality service from Dr. Gill Path Labs at dynamic prices. For this few essential steps need to be taken care. This includes first of all, interfacing of machines with all computers of lab, so that soft copy of results/reports reach in real time for doctor, report writer, receptionist, cashier etc. It will reduce the waiting time of patients. Secondly, bar coding of reports, it will automatically generate name, address, problem, symptoms, advice etc and saving this file for future use also. It will help patients as well as doctors/staff at Dr. Gill Path Labs. Saving personal reports will surely increase the patient retention rate. Thirdly, lower level staff needs to be trained for better interpersonal skills so that they become more careful and sensitive about the needs of patients. Lastly, under training staff shouldn't be placed on core tasks of lab".

**Dr. Himani Sharma:** She did M.B.B.S. and M.D. in Pathology from Jammu University and worked at Ivy Hospital, Mohali from September, 2013 to October, 2014 as a senior resident. She is currently working as a Consultant Head in Ivy hospital, Amritsar. She shared her views about her latest job at Dr. Gill Path Labs, "I have been working here for two months as a part timer. I perform various tasks related to histopathology, cytology and hematology. Dr. Gill is extremely devoted to his profession and is considered as an expert in the field of Pathology. I am learning a lot from his experience. Presence of friendly and cooperative staff has made the work environment very productive. Dr. Gill has also trained his staff very well in the lab. They are very committed to their work and perform their duties effectively and efficiently. I take immense pride in the fact that I am a part of such a growing establishment".

Other experienced team members at Dr. Gill Path Labs also include the people who were initially working with Dr. Gill at Nijjar Scans. They respected Dr. Gill's idea of starting his own lab and showed their support by joining his lab.

**Paramjit Singh:** He has an immense work experience of nearly 28 years including 15 years experience as lab technician with Indian Air force. He joined Dr. Gill Path labs as a supervisor. His main areas of specialisation include microbiology, histopathology, microscopy as well as other back ends operations in the lab. He said, "Here we all work as a team which leads to formation of good and friendly relations. The honesty and passion for work are some of the personality characteristics of Dr. Gill that motivates me a lot. I have full autonomy to take decisions that encourage me to give my best. Moreover, the presence of transparent and open communication in the lab allows me to share my thoughts freely and carry out my work peacefully. Further, nowadays most of the labs are relying heavily on machines for testing and preparing the reports of the patients which may lead to sometimes erroneous results. But here at Dr. Gill Path Labs we try to overcome such problems by manually cross checking the results to deliver good quality services to our patients".

**Lali Samuel:** She did her B.Com from an institute in Kerala and then came to Delhi from where she did Diploma in Medical Laboratory Technology (DMLT). Her work journey started in 1987 when she joined Batra hospital, New Delhi as junior lab technician. She worked there for nearly 14 years and then moved to Saudi Arabia in 1997. There she worked for 12 years in a Government hospital and then came to Amritsar. Like others she also considered Dr. Gill as a remarkable doctor and joined his Path Labs as a senior lab technician. She said, "I am full

timer in the lab and perform the activities related to microbiology, hematology and biochemistry. It's been few months and I am very happy about my decision to join this lab. As compared to other hospitals work pressure is less here. In case when inflow of patients increases then entire staff shares the work responsibilities to complete the work on time. Even after working for so long in other hospitals, I am still gaining a lot by working in this lab”.

**Prabhjot Singh:** He did DMLT and worked at Janta Hospital, Amritsar for about 5 years. He started working at Dr. Gill Path Labs from December, 2016. He is responsible for performing various laboratory investigations and undertakes the tasks related to collection of samples, biochemistry, microscopy and hematology. He said, “I have a profound respect for Dr. Gill and everything he has achieved so far in his career. I felt that I can gain a lot from his vast knowledge as well as experience and thus decided to join his team. Though the number of staff at the lab is gradually increasing there is still discrepancy in requirement of staff and present workload. Specialised work force is missing in the lab. All the staff members have to share various responsibilities and handle multiple tasks at a time. However the staff is very hardworking and helpful and carries out their responsibilities very effectively and efficiently”.

**Rajwinder Kaur:** She also did DMLT. She started her career at Mata Kartar Kaur Memorial Hospital, Amritsar and worked there for two years. She said, “I find working here very pleasant and satisfactory. I work as an assistant to Dr. Gill and perform tasks mainly related to histopathology. I also provide help to the rest of the staff whenever the need arises. The inflow of patients is increasing day by day which necessitates the recruitment of more staff. Moreover, the patients visiting other labs also come to meet Dr. Gill for further opinions, clarifications and consultations. This reflects the amount of trust people have in our services as well as in the expertise of Dr. Gill”.

**Bhagwant Kaur:** She too has Diploma in Medical Laboratory Technology (DMLT). She said, “I undertake the tasks related to hematology and cytology. The lab is adequately equipped and very functional. The staff is very cooperative that leads to healthy working environment in the lab. Here we treat patients very amicably. If any of the patients has any issue with his or her report then we clarify their doubts by conducting their tests again without taking any extra charges”.

**Nirmaljeet Kaur:** She works as a receptionist in Dr. Gill Path Labs. She said, “My main task is to prepare the reports of patients and maintain their records. Around 80-85 patients visits Dr. Gill Path Labs daily. We try to deliver appropriate reports as fast as possible. Sometimes patients also ask for comprehensive packages and other facilities like that of ultrasound which is not currently available in this lab. We have just started and hopefully we will be able to grow in the future”.

**Satinder Kaur:** She shares the reception desk with Nirmaljeet Kaur. She said, “I am responsible for dealing with the patients, preparing bills as well all other tasks related to the role of cashier. The inflow of patients is rising in the lab and very soon we expect to achieve a target of around 200 patients per day. We work as a family and solve problems amongst ourselves”.

Apart from such an experienced staff, the work team at Dr. Gill Path Labs also include some newly joined trainees namely, Gurjit Kaur, Mamta, Harpreet and Manpreet. All of them are pursuing Diploma in Laboratory Technology (DMLT). According to them, “The vast experience and trustworthy reputation of Dr. Gill are amongst the various reasons that motivated us to join Dr. Gill Path Labs despite the fact that it has just started. Everyday spent working in this lab is adding something new to our knowledge. Whenever we face any kind of difficulty or are unable to understand something, we can always rely on the staff to solve our problems effectively and patiently”.

### Dr. Gill's Immediate Concerns

According to Dr. Gill there are a lot of challenges which need to be tackled with.

“Priority areas include first of all becoming financially independent by getting rid of all financial liabilities at the earliest. Secondly to acquire a piece of land in the commercial area of Amritsar city and construct a state of art diagnostic centre with best facilities. It will be possible only by collaborating with experts from other fields like Radiology, Cardiology and Gastroenterology. Third major concern is optimum utilisation of machines. This would only be possible when patient inflow increases. Fourthly incentive based pay packages for employees apart from profit sharing plans for core team members”.

**Table 1: List of the Machines at Dr. Gill Path Labs**

S.No.	Name of the machine	S.No.	Name of the machine
1.	cobas c 311 analyzer	6.	Serum Centrifuge
2.	cobas e 411 analyzer	7.	Incubator Bacteriological Type
3.	Merilyzer CelQuant 3 Prime	8.	Microscope by labomed
4.	Merilyzer CliniQuant Semi-Automated Biochemistry Analyzer	9.	Electrolyte Analyzer by Chariot's Biotechnology
5.	Nano-checker 710	10.	Photoelectric Colorimeter, Digital

**Table 2: Preventive Health Checkup Packages by Dr. Gill Path Labs**

S.No.	Package	Description
1.	Basic Diabetes Panel	Sugar (F&PP), CBC, SGOT, SGPT, Creatinine -Serum, Urea, MAU Random, HbA1c, Cholesterol -Total, Cholesterol -HDL Direct, Triglycerides, TSH-Ultrasensitive, Urine (R/E)
2.	Preventive Health Checkup Package (Basic)	CBC (Hb, TLC, DLC, RBC, HCT, MCV, MCH, MCHC, Platelets): Absolute Eosinophil Count PBF, ESR, Blood Sugar Fasting, uric acid, RA Factor and Urine C/E. Liver Function Test : Total Bilirubin, Direct Bilirubin, SGOT, SGPT, Alkaline Phosphatase, Total Protein, Albumin, Globulin, A.G. Ratio, Gamma GT. Kidney Function Test: Blood Urea, Serum Creatinine, Sodium, Potassium, Calcium, Phosphorous and Chloride. Lipid Profile: Cholesterol Total, Triglycerides, HDL Cholesterol, LDL Cholesterol, VLDL Cholesterol, LDLC/HDLC Ratio, TC/HDLC Ratio, S. Cholesterol/ HDLC Ratio.
3.	Preventive Health Checkup Package Male and Female	Basic Package + PSA/PAP Smear + HBA, C+ Thyroid Profile: Thyroid Stimulating Hormone(TSH), Thyroxine -Total (T4), Triiodothyronine Total (T3)
4.	Preventive Health Checkup Package (Complete) Male and Female	Basic Package+ Thyroid Profile+ HBA, C + Vitamin D level+ Vitamin B12+ PSA/PAP Smear + Total iron level and TIBC

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## Dr. Gill Path Labs Teaching Notes

### Teaching Objective

The case will help the participants to understand the various situations they may encounter while setting up an organization. The case focuses on different entrepreneurial skills required to establish a successful business venture. The case also allows participants to learn concepts like managerial skills, change, culture, loyalty, relationship management and strategic planning skills.

### Teaching Plan

The case can be given in advance to the participants for preparation. A session of around sixty minutes can be conducted to discuss the case. This will allow participants to thoroughly analyse the various issues dealt by Dr. Gill in the establishment of his Pathology lab and also various entrepreneurial skills displayed by him in undertaking the role of an entrepreneur.

### Key Features of Case: Dr. Gill Path Labs

Dr. Karamjit Singh Gill established a Pathology Laboratory, Dr. Gill Path Labs, on 5<sup>th</sup> December, 2016 in Amritsar. The case described the various issues dealt by Dr. Gill and his family in the establishment of the lab. The numerous concerns of the founder regarding his newly opened up Path Lab, its performance, the staff as well as competition in the market are also discussed. Further the case sheds light on the main decisions taken by the founder related to finance, promotion and expansion of the lab. The case also highlighted the reasons of the staff members for joining the lab, their working experience in the lab, various challenges they have faced so far as well as their relations and interactions with the founder.

### Discussion points

The instructor could start the discussion with the following question:

“How would you describe the journey of Dr. Gill from a doctor to an entrepreneur?”

This is an open ended question. Therefore, most of the participants will talk about Dr. Gill's background, his initial job, origination of idea, initial struggles as well as information about team members.

This will lead to the next question for discussion:

“Throw light on the personal skills profile of Dr. Gill”.

Many of the students will talk about values, personal characteristics or personality characteristics of Dr. Gill.

Next question arises:

“Are personal skills sufficient to become a successful entrepreneur? Or other entrepreneurial skills are also required”?

Now the instructor could focus on various entrepreneurial skills required for the establishment of a successful business venture and discuss the following questions in the light of present case:

- What were the various general management skills (such as decision making, problem solving etc.) displayed by Dr. Gill?

- Dedication, commitment and willingness to work hard are crucial for the accomplishment of one's mission. To what extent did Dr. Gill possess such skills?
- What is the significance of technical skills/expertise in one's field while setting up own business?
- What was the role played by Dr. Gill's professional experience in the development of his skills required for becoming an entrepreneur?
- State the incidents where relationship management skills of Dr. Gill were highlighted.
- Comment on the strategic planning skills (such as directing, making correct decisions regarding allocation of resources as well as capital management) of Dr. Gill.
- Comment on the statement, "The more developed, entrepreneurial skills, the better an entrepreneur can develop and sustain his business".
- "Entrepreneurs are born not made". Do you agree or disagree with this statement? Explain your reason within the context of present case.

The instructor could also ask the following questions related to issues of culture, structure, long term planning etc. in the business organization:

- How would you describe the present structure and culture of the lab? Is it adequate or requires further improvements?
- What are the plans of the founder for the further growth of the establishment?
- What are the suitable incentive plans that can be adopted by the lab in near future?
- What further changes would be needed in the upgradation of the lab?