BIJU PATNAIK INSTITUTE OF IT & MANAGEMENT STUDIES

SUMMER INTERNSHIP PROJECT 2021

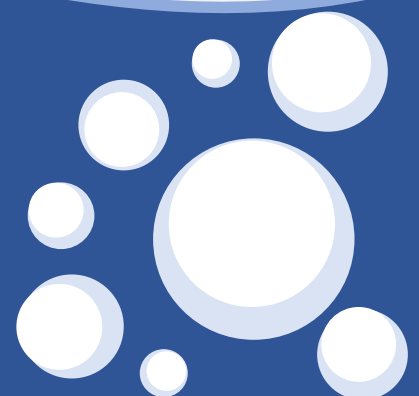| STUDENT NAME	BPUT REGD NO-
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A STUDY ON MARKETING(BTL)STRATEGY OF BYJU'S

A final project report submitted to

BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA

(For the partial fulfilment of the requirement of the Degree of MBA)

2020-2022

Submitted by -

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UNDER THE GUIDANCE OF

DR. ANKITA AGARWAL

ASSOCIATE PROFESSOR (MARKETING)

Date: 21th November 2021

INTERNSHIP COMPLETION CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Shaniya Khatun has completed her internship at THINK AND LEARNPVT. LTD, Ranchi office from 16th September 2021 to 26thth October 2021. During this time, Shaniya Khatun was associated on a project "Byju's BTLCampaign-2021."
Shaniya Khatun has successfully helped in completion of the project on time andcredited herself well on the same.

We wish her all the best in her future endeavors.

Sincerely,
THINK AND LEARN PVT. LTD

Manisha Dhan

Manisha Dhan
Asst. Manager – Marketing
Kolkata

ACKNOWLEDGEMENT

It is not possible to prepare a project report without the assistance & encouragement of other people. This one is certainly no exception. "On the very outset of this report, I would like to extend my sincere & heartfelt obligation towards all the personages who have helped me in this endeavour. Without their active guidance, help, cooperation & encouragement, I would not have made headway in the project.

I am extremely thankful and pay my gratitude to my faculty DR. ANKITA AGARWAL for her valuable guidance and support.

I extend my special gratitude to Dr. P.K. Tripathy, Principal of BIJU PATNAIK INSTITUTE OF IT & MANAGEMENT STUDIES and Prof. Chandra Sekhar, Placement Manager, for giving me this opportunity.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents, siblings and my family members, who have always supported me morally as well as economically.

At last But not least my gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

Any omission in this brief acknowledgement does not mean lack of my gratitude.

Thanking You

MS. SHANIYA KHATUN

DECLARATION

I**, Ms. SHANIYA KHATUN**, hereby declare that the Project Work titled "**A study On BTL campaign Marketing of Byju's**" is the original work done by me and submitted to **Biju Patnaik University of Technology**,

Odisha, in partial fulfilment of requirement for the award of Master Of

Business Administration is a record of original work done by me under

the supervision of **DR. ANKITA AGARWAL.**

Regd No.: 2006258185

Date: **Signature of student:**

CERTIFICATE OF GUIDE

TO WHOM SO EVER IT MAY CONCERN

This is to certify that the Project Work titled "A study on BTL Campaign Marketing of Byju's" is a bonafide work of MS. SHANIYA KHATUN Enrol/Regd. No.: 2006258185 carried out in partial fulfilment for the award of degree of MASTER IN BUSINESS ADMINISTRATION FOR THE SESSION (2020-2022) of Biju Patnaik University of Technology, Odisha under my guidance.

This project work is original and not submitted earlier for the award of any degree / diploma or associate ship of any other University / Institution. The thesis:

• Embodies the work of the candidate herself

• Has duly been completed

• Fulfils the requirements of the rules and regulations relating to the summer internship of Institute.

• Is up to the standard both in respect to contents and language for being referred to the examiner.

PLACE: **SIGNATURE OF GUIDE:**

DATE:

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INTRODUCTION

BTL Campaign Marketing:

BYJU'S BTL Marketing' is short for 'Below the Line Marketing '. Below-the-line advertising tries to directly reach out to consumers. In this approach, products are marketed in alternative media. This is different from marketing using film formats, print, billboards, television, and radio.

Below-the-line marketing systems entail catalogues, trade shows, social media marketing, targeted search engine marketing, and direct mail campaigns. This strategy doesn't cost much. Focus is also better than above-the-line strategies.

Marketing is a multidimensional zone, that demands to walk along with the current trend, to gain desired goals. BTL activities are dominating the marketing arena, and all marketers are well aware of below-the-line activations. BTL activations are known to grab target audience sight quite quickly and garner untapped target customers. BTL activities are known to enhance two-way interactions while building a customer-brand relationship.

Marketing campaigns promote products through different types of media, such as television, radio, print, and online platforms. Campaigns are not solely reliant on advertising and can include demonstrations, video conferencing, and other interactive techniques. Businesses operating in highly competitive markets and franchisees may initiate frequent marketing campaigns and devote significant resources to generating brand awareness and sales.

Benefits of BTL Marketing:

- Direct contact between Customers and Brand

BYJU'S BTL activities enable direct communication between brands and customers. Direct communication helps customers to understand the product in a better way, and connect both on a

personal level. It helps brands to understand customers buying patterns and behaviour. BTL marketing includes brand activation, mall activation, email marketing, telemarketing, exhibitions and more. BTL activities help you in achieving your goal while reaching your target audience easily. BTL activations can further result in brand loyalty.

- Reaching your Target Audience

BTL activations help you in reaching your target audience. Having the desired goal allows you to plan accordingly. Whether you opt for mall activation, brand activation or hashtag printer, you must be aware of your target group of audience. BTL activities help you in reaching the right consumer.

- Create Brand Awareness

BTL activities help marketers to spread awareness about the brand. It helps people to connect with the brand and explain the benefits of a brand. BTL activations help in attracting more customers while increasing the leads of a brand. Innovative and creative BTL activities are the most preferred marketing strategy used by marketers in the current scenario, as it creates a niche for a brand.

- Create an impact on the Audience

As compared to traditional marketing measures, BTL activities help in creating a stronger impact on the audience. BTL activities make the brand memorable and increase the recall value. BTL activities engage the audience and give them an opportunity to interact. Be it any BTL activity, whether its mall activation or exhibitions or latest experiential marketing solutions like hashtag printer, it helps the brand to engage the audience while creating a positive and powerful impact on them.

- Make your Brand stands out

Innovative BTL activities help your brand to stay ahead of the competition. Millions of brands came into existence, and television is flooded with many advertisements. Some brands get lost in the clutter, and their message is not conveyed to the audience. BTL activities offer an opportunity for brands to showcase

their products to the target audience. It gives brands the platform to communicate their marketing message clearly to its audience. BTL activities help the brand to stand out without getting lost in the clutter.

BTL Marketing Methods

- Personal Selling

In this strategy, firms use a sales team to push their products to prospects directly. The selling is done by meeting the consumer face to face.

- Telemarketing

Telemarketing a type of direct marketing. Goods and services are promoted for prospects online or by using calling them up.

- Catalogue

Catalogue marketing is a strategy in sales. Firms print information about many products together. The information can also be published on a website.

- Social Media Marketing

Social media marketing employs social media to reach out to the audience. It is used for increasing website traffic, improving sales, and creating a brand image.

- Public Relations

The main objective of the PR department is to improve a business's brand image. Publicity is much more cost-efficient than advertising. This is because, in PR, the businesses don't fund the message. This is different from advertising, where the firms must fund messages.

SCOPE OF THE STUDY

Time keeps on changing, and so does marketing trends and strategies. Gone are the days when traditional marketing and ATL activities (print, media, radio & internet) were only responsible for generating leads. Years ago, ATL (above-the-line) marketing activities were in existence. Ever since marketers started using experiential marketing solutions to promote their brand, BTL activities have taken over traditional marketing entirely in the current scenario.

BTL is known as below the line advertising. It is a marketing strategy where products are promoted on a more personal level than ATL advertising. BTL activities include direct mail campaigns, trade shows, catalogues, brand promotion activities, telemarketing, free sampling, exhibitions and targeted search engine marketing. BTL activities are more interactive and give the opportunity to brands and consumers to connect on a personal level. It allows a direct point of contact between customers and the brand. With the changing dynamics of marketing, Instagram hashtag printers and Social or tweet cafe are being used extensively as a part of BTL marketing strategy to engage more audiences around the globe. BTL activities are using creative out of the box ideas to attract and engage more target audience. BTL activation gives your brand the desired exposure and increases its visibility.

OBJECTIVE OF THE STUDY

- To generate Leads.
- To spread awareness about Brand.
- To develop focused relationships between the Marketer and the Ultimate Consumer.

METHODOLOGY

Research Methodology

This research will accomplish chiefly through qualitative approach that is based on the secondary information. Qualitative research includes the reviewing and analysis of the articles, research papers and other published information in order to gain a deeper understanding of the prevailing scenario.

Data Collection

The research study will accomplish through analysis of secondary information available in the published form, which includes data from textbook, journals, management reports, seminar papers, etc. The electronic data and results of surveys conducted will also important data sources data for the report.

LIMITATIONS

In order to implement BTL Marketing in BYJU'S there is a great need for data. A lot more than in ATL. We need to invest in specialized talent and marketing teams as well as target audience research. And of course, we need to follow the process and monitor closely each campaign.

To plan and launch BTL marketing tactics, we need to familiar with the mediums involved, and the platforms used to develop these strategies or invest in training. But it won't do anything if we are not deeply aware of how audience and customer base behave and thinks.

Face to face marketing needs the experienced sales staff. There are two options either we hire experienced staff or arrange sales training classroom. In both cases, we will pay high salaries, commission and bear expenses on each sales person training program.

Before visiting customers and launching a BTL social media campaign we should work to understand targeted customer culture and behavior.

Users especially rural, may not trust the one-to-one contact due to earlier negative experiences.

CHAPTER- 2

COMPANY PROFILE

HISTORY

BYJU'S The Learning App is the popular brand name for Think and Learn Pvt. Ltd., a Bengaluru based educational technology (ed tech) and online tutoring company that has recently received large scale attention from students across India and attracted investors from across the globe. It was founded in 2011 by Byju Raveendran at Bengaluru, Karnataka, India. BYJU'S was first invented in Asia from the Chan Zuckerberg Initiative. It is currently India's best funded education startup and is considered to be one among the only few Indian consumer startups that has gone global, particularly with the 2017 acquisition of Tutor-Vista.

Today's BYJU'S is India's largest education technology company, offering supplementary classes for children between grades 6 and 12. In addition, it also features preparatory modules for several Indian exams like CAT, JEE and IAS, and international exams like GMAT and GRE. Having handpicked the best teachers in the country, and copyrighted their novel techniques, the platform has set an unprecedented trend in Indian education. The big question is, how does it make money? BYJU'S is based on a freemium model, where its content can be consumed freely, without any charge. When students get hooked to the app, and begin using it to learn, parents tend to opt for an annual subscription to sustain the knowledge consumption. BYJU'S go-to-market strategy has been lauded for its scalability, allowing the brand to easily expand in English-speaking markets outside India. Its marketing vehicle have included television, print and hoardings.

PROFILE

BYJU'S is an India's largest Ed-tech (Learning) Company that is reinventing how students learn through its learning app (BYJU'S The Learning App). It offers learning programs that are effective and engaging for students in class 6-12, and for competitive exams like CAT, IAS, and GRE, GMAT. The app male use of original content, watch-and-learn videos, rich animations and interactive simulations that, as opposed to rote memorization, make learning contextual and visuals. Equally important, the app adapts to the unique learning style of each student, inviting them to explore different concepts and suggest a learning footprint for the student that can also address any gaps in learning. BYJU'S aims to inspire a lifelong love of learning.

In 2011, BYJU'S began designing core learning modules, an exercise that took nearly four years to complete. Raveendran knew that the method had to be engaging and interactive, and he made the tutorials rich in graphic content. He conceptualized an adaptive online learning software by using

visualization techniques. He made sure that the video formats divided into the depths of a subject without making it boring. In recent years, BYJU'S has tweaked its content distribution strategy. The biggest trump card that BYJU'S is the fact that its model is personalized. Having established a foothold amongst more than 1400 mobile users across India, the app draws usage patterns from individual students, assessing their learning behavior. By assimilating visual and concept themes in their app, BYJU'S cleverly augments engagement time.

PRODUCTS AND SERVICES

BYJU'S is an education tutoring app that runs on a freemium model, with free access to content limited for 15 days after the registration. It was launched in August 2015, offering educational content for students from classes 4 to 12 and in 2019 an early learning program has started for classes 1 to 3. It also trains students for examinations in India such as IIT-JEE, NEET, CAT, IAS, and international examinations such as GRE and GMAT.

Academic subjects and concepts are explained with 12-20 minute digital animation videos. BYJU'S reports to have 4 crore (40 million) users overall, 30 lakh (3 million) annual paid subscribers and an annual retention rate of about 85%. In 2019, the company announced that it would launch its app in regional Indian languages. It also planned to launch an international version of the app for English-speaking students in other countries. Recently, BYJU'S launched new programs in its Early Learn App for students of kindergarten as well. In April 2021, the company also announced the launch of "BYJU'S Future School" to be led by WhiteHat Jr Founder Karan Bajaj. The Future School aims to cross the bridge from passive to active learning with an interactive learning platform blended with coding and other subjects like Math, Science, English, Music and Fine arts through storytelling. BYJU'S will launch the Future School in the United States, United Kingdom, Australia, Brazil, Indonesia and Mexico in May.

EMPLOYEES POLICY

BYJU'S introduces new leave Policy with 12 period leaves for all female employees of the company BYJU'S, leading ed tech company, has announced a massive upgrade to its employee leave policy. Under the new setup, both employees and trainees will be able to operate flexibly with the accommodations for Period Leaves and Child Care Leaves. This new policy is a significant step in prioritising employee happiness, work-life integration, flexibility, and workplace sensitivity.

According to BYJU'S updated Child Care Leaves, employees with children aged up to 12 years are eligible for seven leaves annually. The leaves can be availed on multiple instances and can also be split into half-day leaves.

Another change is the accommodation for Period Leaves at BYJU'S. In a step towards creating a fair and balanced work culture, all women employees at BYJU'S are eligible for a total of 12 period leaves in a calendar year.

Under the new Maternity Leaves policy, in addition to the 26 weeks of paid leave, BYJU'S offers its employees an additional 13 weeks of unpaid leave. For new fathers, the number of Paternity Leaves has been increased from seven to 15 days. This new policy allows new parents the assured flexibility and security to bond with their children in the early years of life.

Pravin Prakash, chief people officer, BYJU'S elaborated on the organisation's wellbeing framework, "At BYJU'S, it is our constant endeavour to create an environment where employees feel valued, supported, and cared for. We are committed to building a healthy and inclusive culture for all employees, and the roll out of this upgraded leave policy is a step in that direction. We look forward to building a more positive and compassionate work environment for today's workforce"

BYJU'S REVENUE STATISTICS

- o In December 2021, BYJU'S Austria-based math learning app GeoGebra in a $100 million deal.
- o In October 2021, BYJU'S raised $300 million at a $18 billion valuation.
- o BYJU'S announced on September 16 that it has acquired coding platform Tynker. The companies didn't disclose the terms of the deal, but a person familiar with the matter told that the Indian firm is spending about $200 million on the acquisition.
- o BYJU'S on July 26 that was buying professional training and higher education platform Great Learning for $600 million.
- o BYJU'S on July 21 that it has acquired California-headquartered reading platform Epic, which has amassed more than 2 million teachers and 50 million kids, for $500 million.
- o As of June 2021, BYJU'S has become India's most valued startup after raising $350 million at a $16.5 billion post-money valuation.
- o In 2020, BYJU'S revenue was more than $100 million. UBS executives said that BYJU'S current revenue run rate, as of early 2021, is $800 million. It is expected for revenue run rate to reach $1 billion in the next 12-15 months.
- o BYJU'S valuation was $11.1 billion as of September 2020.
- o BYJU'S has become the first ed tech startup to cross $2 billion in investments from as many as 17 rounds from 21 investors.
- o BYJU'S plans to generate $140 – 150 million in profit margin in this fiscal year.
- o BYJU'S doubled its revenue to around $370 million (₹2,800 crore) in the year ending March 2020.

- o BYJU'S 2019 revenue for the financial year that ended in March 2019 was $188.8 million with a net profit of $2.8 million.
- o BYJU'S plans for an IPO in the next 24 to 36 months.
- o BYJU'S learning app reported a gross revenue of over 14 billion Indian rupees in financial year 2019, almost triple the revenue of the financial year 2018.

BYJU'S USAGE STATISTICS

- o As of early 2021, BYJU'S surpassed 80 million users, 5.5 million of whom are paying subscribers.
- o As of September 2020, BYJU'S learning app added more than 25 million new students to its platform due to lockdown.
- o As of September 2020, BYJU'S learning app has a total of 70 million registered students and 4.5 million paid users.
- o As of September 2020, BYJU'S had more than 2 million downloads worldwide in Google Play.
- o As of May 2020, students, who used to spend 70 minutes on the app per session and come back twice-thrice a week, started to spend 100 minutes per day.
- o In 2019, the number of registered users was 40 million, while there were 2.8 million paying subscribers.

<u>4P's OF BYJU'S</u>

The 4Ps of Marketing Mix are -

1. Product – The products BYJU'S App is making or are in the pipeline to capture potential markets.

2. Price – Pricing strategy that BYJU'S App is pursuing in various customer segments it is operating in.

3. Place (Channels of Distribution) – Distribution mix of BYJU'S App has taken a new dimension with the emergence of Online Retailing & domination of players such as Amazon.

4. Promotion (Communication Strategy of BYJU'S App) – The emergence of social media and online advertising has changed the landscape of BYTJU'S App communication mix and communication strategy.

- **Product**

4 stages of Product Management

Identification of Opportunity – Market research and customer research is done to identify the needs of the customers that BYJU'S App can cater to with its present and acquired resources.

Design and Testing – Product is designed based on the value proposition that customers are seeking and one that BYJU'S App can deliver. The key consideration regarding product design and testing are – customer value proposition, regulatory requirements, BYJU'S App skills and resources, opportunities for differentiated positioning, and profitability.

BYJU'S App Product Launch – It includes decision regarding pricing, communication strategy, distribution channel management, and building infrastructure to provide post purchase services.

Product Life Cycle Management of BYJU'S App products – Once the product is launched the company needs to manage the life cycle of the product through its various stages such as – introduction, growth phase, cash cow stage, and finally decline stage.

- **Price**

Cost based pricing

Under cost base pricing strategy – BYJU'S App can work out what it takes to produce the product and put a markup based on profit it wants earn. In a highly competitive strategy with dynamic pricing the strategy may not be feasible. For ex Uber running losses in billions can provide lower prices and sustain compare to individual taxi service provider who is not backed by private equity and long-term strategy.

Value based pricing

Value Base Pricing is a pricing strategy which is based on customer perception of value. It inculcates put the number on both tangible and intangible benefits with a clear understanding of elasticity of demand and competitive pressures.

Market Penetration Pricing

BYJU'S App can employ this pricing strategy where it launched a new product either at loss or at very low margin to get a foothold in the segment.

- **Place**

Place or Distribution Channel is a set of processes through which BYJU'S App delivers its products to the customers. Distribution & Marketing channels fulfil various purposes such as – after sales services and installation services, reducing purchase lot size thus enabling opportunities for individual customers to buy products, providing extensive product assortment using product line – breadth, length, and depth, easy availability of the products to end consumers , enabling product customization options at the point of sales, providing customers information about the products , providing product quality assurance and logistics.

- **Promotion**

Promotion Mix or Integrated Marketing Communication strategy is a mix of various promotion tools that are at disposal of BYJU'S App. They are – **Advertising, Sales Promotion, Personal Selling, Public Relations, and Direct Marketing.**

BYJU'S App can use all these five communication tools to persuasively communicate to customer – existence of the product, price of the product, differentiating features of the product, places where people can buy the products, and finally how consumers can effectively use the products or services.

SWOT ANALYSIS

Strengths

- **First Mover Advantage** – BYJU'S has first mover advantage in number of segments. It has experimented in various areas Strategy. The Strategy & Execution solutions & strategies have helped BYJU'S App in coming up with unique solution to tap the un-catered markets.
- **Diverse Products** – BYJU'S offer different varieties of products. Content is available in all type of formats like stories, visuals and theories as well. Also available in regional languages. They provide a wide variety of options to students.
- **Strong Finance** – The company's balance sheet shows strong financial position.

- **High Customer Retention** – BYJU'S is great in student engagement into any study material. Research proves that on an average a student spends minimum of 40 mins once they open BYJU'S App.
- **Acquisition of competitor (White hat Jr.)** – BYJU'S has recently acquired White Hat Jr. for $300 million. Together they will provide coding classes to students.
- **Customer Loyalty** – Customers are loyal towards the company because of the good quality products and services.

Weaknesses

- **Low Return on Investment** – Even when the company has strong balance sheet, the return on investment is low due to high expenses which it has to incur.
- **Bad Reviews** – There is two sides of each coin. So, along with positive reviews there are also negative reviews by many customers who are not satisfied with the service and find it expensive.
- **Inventory Management** – The company faces challenges with proper inventory management.
- **Less US Children Enrolments** – The company wish to grow in International market but the number of US Children enrolments is declining.

Opportunities

- **Increased Trend of Online Education** – With the increase of e-commerce in India, the trend of education has also increased over the last few years. Everyone want the comfort of being anywhere for studying.
- **Education due to Covid -19** – Education sector has adversely affected due to Covid-19. It has given great opportunity to BYJU'S to increase its market as more and more people are dependent on online education.
- **NEP 2020 encourages online education** – The New Education Policy has laid great emphasis on online education and the Govt. is completely supporting it.
- **Introduce Professional Courses** – Currently BYJU'S is only providing classes for school students and preparation of competitive exams like JEE and CAT. Further it can provide classes in technical and professional courses, extracurricular activities, coding, etc.

Threats

- **Business Model can be imitated** – BYJU'S business model can be imitated by new entrants quite easily. So, this is a threat for the company.

- **Data Privacy** – Data privacy is very essential for companies like BYJU'S.
- **Competitors** – This being an era of online education, more and more companies are coming in this sector. So, there is always a threat of competitors and its strategies.
- **Economic Recession** – This is also the time of economic recession. People are willing to spend low amounts of money and also over essential products. So, they might not afford online classes for their children along with the school going on.

STP OF BYJU'S

<u>**Segmentation**</u>

- **Under privileged opportunists**- They don't have access to quality teachers and resources. Majority of this segment lives in Rural areas. Spending capacities of the parents of this segment is limited.
- **Multitaskers-** They pick up studies extra subject along with other tasks of their schools. Time is essence for them.
- **Classroom Bugs**- They prefer study in physical classroom environment with other student to unleash their competitive spirit.

<u>**Targeted Segment**</u>

BYJU'S have targeted privileged and multitaskers as their customer segment. Both of these segments are capable to buy high end products of BYJU'S and thus are more preferred over the rest. BYJU'S also fulfil the wants of these segments and position itself as one of the best ed tech platform available in the Indian market.

<u>**Positioning**</u>

Positioning is the place that a brand occupies in the minds of the customers and hoe it is distinguished from the products of the competitors and different from the concept of brand awareness. BYJU'S have positioned their product smartly. They have been keeping up with the dynamic environment in education industry and introducing more differentiated features to distinguish itself from its competitors.

INDUSTRY ANALYSIS

E-LEARNING

E-learning, also referred to as online learning or electronic learning, is the acquisition of knowledge which takes place through electronic technologies and media. In simple language, e-learning is defined as "learning that is enabled electronically". Typically, e-learning is conducted on the Internet, where students can access their learning materials online at any place and time. E-Learning most often takes place in the form of online courses, online degrees, or online programs.

Online learning has numerous advantages over traditional learning methods. Some of these include the possibility for students to make use of self-paced learning and to choose their own learning environments. Additionally, e-learning is both cost-effective and cost-efficient, as it removes the geographical obstacles often associated with traditional classrooms and education.

Taking these benefits and many more into consideration, it becomes evident why the current trends in e-learning show remarkable growth for the industry. Worldwide e-learning revenue is expected to grow to $325 Billion by 2025, which is remarkable considering the fact that the number was three times smaller – $107 Billion, in 2015.

With that being said, it must be noted that e-learning is not perfect. Conducting any of the various types of e-learning through the Internet means sacrifices in one way or another. Increased risk of cheating during assessments, social isolation, and lack of communicational skill development in online students are just some of the challenges of e-learning which need to be addressed.

E-learning is often referred to as distance or online learning. Colleges and universities usually offer e-learning classes that cover the same topics as classes that are taught on campus. During e-learning programs, students can interact with faculty via e-mail, chat sessions or Web-based applications like course management systems.

E-Learning has a vast amount of uses across all sectors of society and the available examples of e-learning being used effectively are plentiful.

- **Adult e-learning**

For adults, online learning often manages to solve the numerous challenges adult learners face during studies. Online learning allows them to progress at their own pace, to submit assignments and take assessments at times best suited for them. This kind of flexibility is especially beneficial for adult learners because often they are forced to balance employment, family duties and online learning altogether.

- **Corporative Learning**

Companies, on the other hand, use e-learning to boost the knowledge, skills, and overall productivity of their employees while cutting down on the costs normally associated with employee training. Successful companies who have utilized e-learning in the past include Toyota, Shell, PayPal, Lyft, among others.

- **Online Colleges**

For educational institutions, e-learning brings perhaps the most potential uses of all. Many accredited online colleges already offer online degree programs, and more of them will start to do so in the upcoming years. E-Learning degrees enable universities to accept considerably more students than they would have otherwise been able to due to space and working staff constraints. With e-learning, universities have the chance to become more international than ever before. With increased amounts of admitted students and reduced costs, educational institutions who are properly able to adapt to the standards of Internet learning will undoubtedly see increased profitability.

THE EVOLUTION OF E-LEARNING

The evolution of e-learning has not happened overnight. It is a product of many years of intelligent human innovation and creativity. There are countless moments in history which contribute to its eventual birth. It has been used in different ways in the education, business and training worlds. Here are some of the highlights. Although some of these historic moments have been covered in books, movies, and television shows, it may be useful to give a brief overview and a timeline of key moments in history. Before computers and the internet, students had to learn from text-based sources like newspapers, books and magazines. Learning was very limited to being face to face and in a classroom.

- **Early evolution of e-learning**

It might be surprising but versions of distance learning can be traced back as far as 1840's when Isaac Pitman offered instruction in his shorthand system by correspondence course where his materials were mailed to participants. It was one of the first widely thought of practices of distance education. Many attempts were made to further education. In 1924 Ohio State University professor, Sidney Pressy invented a testing machine. It allowed students to test themselves by responding after listening, watching, or reading. However, this wasn't very successful.

BF Skinner created the teaching machine in 1954, that was set to deliver a set of multiple-choice questions to students without an instructor present.

- **E-learning continues to develop**

The first computer-based training system did not emerge until 1960 with the creation of PLATO-Programmed Logic for Automated Teaching Operations. It was originally created just for students at the University of Illinois but was later expanded. It was one the first networked education systems and allowed over 1,000 users on simultaneously.

The introduction of the personal computer in the 1980s brought about an end to PLATO which went through various versions throughout the 70's. The first personal computer, the MAC, enabled individuals to have computers in their homes. People were able to have computers in their homes making it easier to gain access to certain information. However, the connection to the internet was still slow and often accessed through dial up access. The communication was still often a one-way form of communication.

As technology improved, it allowed for different distribution of materials from CDs to be viewed on home computers. Electronic items such as CD-ROMs that contain lesson content that can be accessed through computers. It didn't require learners to bring any extra items, so the associated costs were minimal. At this same time Microsoft PowerPoint was introduced making it easier for executives, teachers and students to create presentations.

In 1999, the term e-learning was born. The first mention of the term was used by Elliott Masie at his conference. This was the very first time this term was used. Prior to this, others in the industry had used the term "online learning."

- **Birth of modern e-learning**

In the early 2000s e-learning started to evolve and gain notice. However, it wasn't until later in this time frame that it because to become more advanced. Over the next decade, advancements in software and hardware allowed for a new instructional approach. Users suddenly became able to interact in new ways through online media such as blogs and forums.

As the dot com boom exploded so did the technology available for people to be able to learn. Learners use a variety technology to participate. These technologies include audio, and video as well as virtual collaboration tools. Along with the dot com boom also saw a rise in bandwidth for a faster connection, people no longer had to rely entirely on a slower dial up connection.

Around the 2000s corporations also started to use e-learning to train their employees to improve their knowledge and expand their skill sets. It gave employees the ability to access information and trainings at home to enrich their knowledge. Corporations were able to use tools to develop their own well as learning management systems (LMS).

Technology further explodes and makes e-learning possible with the beginning of the mobile web. In 2008, smart phones were introduced along with internet-enabled tablets not so far behind. Once users

were hampered to learning in the confines of their own home now had even more portable options to access information.

- **Future of E-learning**

Today the evolution of e-learning has continued. eLearning is a cost-effective method of education because it offers interactive virtual experiences. eLearning offers the same quality content as traditional campus-based learning environments, but at a fraction of the cost.

For the time being, eLearning is here to stay. With the advancement of technology and connectivity, more and more chances for online training are becoming available on a daily basis. As technology continues to changes, e-learning will continue to evolve right along with it.

BENEFITS OF E-LEARNING

The following are the benefits of eLearning in the present-day world, which can potentially benefit upcoming generations in learning.

1. Learning Irrespective of Time and Place

One of the most significant benefits of eLearning is that it gives the convenience of learning which is independent of time and place constraints. eLearning enables users to be able to learn at any time and place without hassle. This flexibility is what is lacking in the current educational and learning systems all around the world. With eLearning, the problems of learning being imparted, regardless of time and place, are non-existent. A user in India can learn and interact with information received from the US at any time, as per convenience and vice-versa.

2. Interaction-Based Learning

eLearning promotes learning through interactions with different people. Knowledge has elusive properties. Our intellect increases constantly, as per the amount of sharing we perform with our fellow individuals. eLearning allows us to connect with individuals from around the globe and interact with them. This interaction facilitates the exchange of ideas and information from all around the world.

3. Flexibility

One serious drawback of classroom learning or traditional modes of learning is that the learning instructions and classes may not be revisited in case you have doubts. However, the digital form of learning or eLearning allows us the flexibility to review lessons as many times as needed to clear our

doubts. The dependence of the learners on the teacher/learning facilitator is no longer there, and learning can be done independently without any external help.

4. Efficiency And Effectiveness

eLearning is hugely time-saving and the quality of learning is very precise. This eliminates any redundant aspects, such as large quantities of poor-quality information, which contains vital information. eLearning reduces the number of unnecessary fillers in learning processes that involve conventional methods. eLearning delivers precise and accurate knowledge as per the requirements, which improves the overall quality of the entire process.

5. Cost-Effectiveness

For most of the students in the developing and Third World economies, the cost of education is a major concern. Learning and education are both intertwined in many ways. In today's world, the commercialization of education is already costing too many kids the gift of education and learning. Not being able to afford education, many are forced to do petty work. This, in turn, is harmful to the entire country, both in terms of employment as well as poverty. eLearning makes learning a very affordable thing as far as the education of young students and kids is concerned.

EDUCATION TECHNOLOGY

From healthcare and entertainment to engineering and transportation, technology has revolutionized every industry on a global scale, impacting not only businesses, but also families, students, and educators. Even prior to the coronavirus pandemic, online education was already on the rise, with "enrolled college students who took at least one online class…edging up to 34.7 percent in fall 2018 from 33.1 percent" in 2017, according to Inside Higher Ed.

Today, with millions of U.S. students completing at least a portion of their coursework online, the need for technology in education has never been more pronounced. Educational technology, or "ed-tech," is a hybrid of educational theory and technological innovation that has emerged to meet that need.

Even in a post-COVID landscape, ed-tech will likely continue to remain relevant as technology becomes more integrated into our workplaces, our society, and our daily lives. Whether you teach remotely,

instruct in-person classes, or are still in the process of earning your teaching credential, ed-tech can enhance your curriculum and facilitate better learning outcomes for students at all grade levels.

If you're interested in finding creative and efficient ways to incorporate technology into your next lesson plan, continue reading to learn about ed-tech's pros and cons, ed-tech resources for teachers, and the future outlook for the ed-tech industry as a whole.

- **Benefits of using ed-tech**

Ed-tech offers benefits for students, educators, administrators, and parents alike. For example, online courses make it easy for students to learn from anywhere in the world, which can have major advantages for military students, international students, adult learners who travel frequently for work, or students who are practicing social distancing. Additional benefits of ed-tech for students and families include:

1. By using ed-tech, students increase their level of technological literacy.
2. Ed-tech can make it easier to do research effectively, putting worlds of information at students' fingertips.
3. Ed-tech empowers students to learn from home.
4. Parents can have more involvement in their child's education, which can be especially impactful during the child's early stages of development.
5. Students can receive alerts and notifications to help keep them on track.
6. Students can set their own pace for learning, without impacting the rest of the class.

- **Challenges of using Ed-tech**

Along with its many advantages, ed-tech challenges will inevitably confront students and their teachers. For example, technological issues are commonplace, such as poor wi-fi connectivity, audio or video distortion, trouble uploading or downloading files, difficulty installing programs, slow internet speeds, lost passwords, and incompatible apps or updates.

When used ineffectively, ed-tech may also pose challenges to student engagement. For example, confusing or hard-to-use programs can cause students to become overwhelmed and give up on assignments, especially without the normal social support from their peers.

PORTER'S 5 FORCES MODEL

- ### **The threat of New Entrants**

Threat of new entrants reflects how new market players impose threats to the existing market players. If the industry will be profitable and barriers to enter the industry will be low, it will attract more players and hence, the threat of new entrants. will be high.

Here are some factors that reduce the threat of new entrants for BYJU's The Learning App:

- Entry in the industry requires substantial capital and resource investment. This force also loses the strength if product differentiation is high and customers place high importance to the unique experience.
- BYJU's The Learning App will face the low threat of new entrants if existing regulatory framework imposes certain challenges to the new firms interested to enter in the market. In this case, new players will be required to fulfil strict, time-consuming regulatory requirements, which may discourage some players from entering the market.
- The threat will be low if psychological switching cost for consumers is high and existing brands have established a loyal customer base.
- New entrants will be discouraged if access to the distribution channels is restricted.

How BYJU s The Learning App can tackle the Threat of New Entrants?

- BYJU s The Learning App can develop brand loyalty by working on customer relationship management. It will raise psychological switching costs.
- It can develop long-term contractual relationships with distributors to widen access to the target market.
- BYJU s The Learning App can also an investment in research and development activities, get valuable customer data and introduce innovative products/services to set strong differentiation basis.

- ### **Bargaining Power of Buyer**

Bargaining power of buyers indicates the pressure that customers exert on the business organisations to get high quality products at affordable prices with excellent customer service. This force directly influences the BYJU s The Learning App's ability to accomplish the business objectives. Strong bargaining power lowers profitability and makes the industry more competitive. Whereas, when buyer

power is weak, it makes the industry less competitive and increase the profitability and growth opportunities for BYJU s The Learning App

There are some factors that increase the bargaining power of buyers:

- A more concentrated customer base increases their bargaining power against BYJU s The Learning App
- Buyer power will also be high if there are few in number whereas a number of sellers (business organisations) are too many.
- Low switching costs (economic and psychological) also increase the buyers' bargaining power.
- In case of corporate customers, their ability to do backward integration strengthen their position in the market. Backward integration shows the buyers' ability to produce the products themselves instead of purchasing them from BYJU s The Learning App
- Consumers' price sensitivity, high market knowledge and purchasing standardised products in large volumes also increase the buyers' bargaining power.

Some factors that decrease the bargaining power of buyers include lower customer concentration (means the customer base is geographically dispersed), customers' inability to integrate backwards, low price sensitivity, lower market knowledge, high switching costs and purchasing customised products in small volumes.

How BYJU s The Learning App can tackle the Bargaining Power of Buyers?

BYJU's The Learning App can manage the bargaining power of buyers by increasing and diversifying their customer base. It can be done by introducing new products, targeting new market segments and adopting the product diversification strategies. Marketing and promotional strategies can also be helpful in this regard. Building loyalty by embedding innovation and offering excellent customer experience can raise the switching costs, which will ultimately reduce their bargaining power. BYJU's The Learning App can adopt these strategies to strengthen its competitive positioning in the market.

- **Bargaining Power of Supplier**

Bargaining power of suppliers in the Porter 5 force model reflects the pressure exerted by suppliers on business organisations by adopting different tactics like reducing the product availability, reducing the quality or increasing the prices. When suppliers have strong bargaining power, it costs the buyers- (business organisations). Moreover, high supplier bargaining power can increase the competition in the industry and lower the profit and growth potential for BYJU s

The Learning App Similarly, weak supplier power can make the industry more attractive due to high profitability and growth potential.

Bargaining power of suppliers will be high for BYJU s The Learning App if:

- Suppliers have concentrated into a specific region, and their concentration is higher than their buyers.
- This force is particularly strong when the cost to switch from one supplier to other is high for buyers (for example, due to contractual relationships).
- When suppliers are few and demand for their offered product is high, it strengthens the suppliers' position against BYJU s The Learning App
- Suppliers' forward integration weakens the BYJU s The Learning App's position as they also become the competitors in that area.
- If BYJU s The Learning App is not well educated, does not have adequate market knowledge and lacks the price sensitivity, it automatically strengthens the suppliers' position against the organisation.
- Other factors that increase the suppliers' bargaining power include-high product differentiation offered by suppliers, BYJU s The Learning App making only a small proportion of suppliers' overall sales and unavailability of the substitute products.

Contrarily, the bargaining power of suppliers will be low for BYJU s The Learning App if:

- Suppliers are not concentrated
- Switching costs are low
- Product lacks differentiation
- Substitute products are available
- BYJU s The Learning App is highly price sensitive and has adequate market knowledge
- There is no threat of forward integration by suppliers.

- **The Threat of Substitute**

The availability of substitute products or services makes the competitive environment challenging for BYJU s The Learning App and other existing players. High substitute threat shows that customers can use alternative products/services from other industries to meet their needs. Various factors determine the intensity of this threat for BYJU s The Learning App

The Threat of Substitute Products or services increases when;

- A cheaper substitute product/service is available from another industry
- The psychological switching costs of moving from industry to substitute products are low.
- Substitute product offers the same or even superior quality and performance as offered by BYJU s The Learning App's product.

However, this threat is substantially low for BYJU s The Learning App when;

- The switching cost of using the substitute product is high (due to high psychological costs or higher economic costs)
- Customers cannot derive the same utility (in terms of quality and performance) from substitute product as they derive from the BYJU s The Learning App's product.

- **<u>Competitive Rivalry</u>**

The Rivalry among existing firms shows the number of competitors that give tough competition to the BYJU s The Learning App High rivalry shows BYJU s The Learning App can face strong pressure from the rival firms, which can limit each other's growth potential. Profitability in such industries is low as firms adopt aggressive targeting and pricing strategies against each other.

The Rivalry among existing firms will be low for BYJU s The Learning App if;

- There are only a limited number of players in the market
- The industry is growing at a fast rate
- There is a clear market leader
- The products are highly differentiated, and each market player targets different sub-segments
- The economic/psychological switching costs for consumers are high.
- The exit barriers are low, which means firms can easily leave the industry without incurring huge losses.

Similarly, there are some factors that increase the Rivalry among existing firms for BYJU s The Learning App For example, the company will face intense Rivalry among existing firms if market players are strategically diverse and target the same market. The rivalry will also be intense if customers are not loyal with existing brands and it is easier to attract others' customers due to low switching costs. Competitors with equal size and offering undifferentiated products with slow industry growth tend to adopt aggressive strategies against each other. These all factors make the Rivalry among existing firms a major strategic concern for BYJU s The Learning App.

CHAPTER- 3

COMPETITOR ANALYSIS

Competitor analysis is a critical part of a firm's activities. It is an assessment of the strengths and weaknesses of current and potential competitors, which may encompass firms not only in their own sectors but also in others sectors. Directly or indirectly, competitor analysis is a driver of a firm's strategy and impacts on how firms act or react in their sectors. Analysis is an important component of corporate strategy, most firm do not conduct competitor analysis. They operate on what is called informal impressions, conjectures, and intuition gained through the tidbits of information about competitors every managers continually receives. As a result, it places many firms at risk of dangerous competitive blind spots due to a lack of a complete competitor analysis.

In utilizing competitor analysis as a part of strategy formation, firms are able to adapt or build their own strategies and be able to compete effectively, improve performance and gain market share in their businesses. In a large number of instances, firms are able to tap new markets or build new niches. In many business the main motive is to offer something better than the competitor.

LIST OF COMPETITORS

T.I.M.E.

EXTRAMARKS

TOPPR

UNACADEMY

VEDANTU

PINLEARN

T.I.M.E.

According to T.I.M.E. It is the first institute to offer all-India Mock CATs on the lines of the new cat on the line of new pattern, true to its reputation of being the fastest to adapt to the changing CAT. The testing interface of T.I.M.E. AIMCATs and other practice tests is modeled on the same line as CAT pattern. T.I.M.E. is offering different formats of online tests like, BITSAT, GRE Test, GMAT Exam and TOEFL,Ibt to its students.

T.I.M.E. OFFERINGS (Computer-based test package)

- 19 AIMCATs (including 10 invigilated test)

- 9 CAT replica Test

- 13 MOCK CATs

- 150 sectional tests covering all topics

In addition, following paper pencil tests are also offered:

- 1 AIMCAT

- 1 CAT Replica Test

Triumphant Institute of Management Education Pvt. Ltd. (T.I.M.E.) is India's leading test-prep institute with a pan-India presence and is headquartered at Hyderabad. Established in 1992, T.I.M.E. Today

operates out of 216 offices located in 110 towns and cities across the country. Over 40 IIT/IIM Graduates form a part of the core team at T.I.M.E..

EXTRAMARKS

Extramarks is a digital learning platform for college kids who have a smartphone reception. The learning app consists of 'Alex', an AI-based learning assistant, who helps the user to have a personalized learning experience with engaging visuals and animations. The AI helps the scholars to urge their doubts cleared instantly. The Education software promises to supply solutions for everything on the app, through visual and interactive learning modules. Extramarks also make studying at home more effective by providing homework, projects, essays, tests, or assignments. The android software also provides NCERT solutions that are considered to be the simplest by many users who use the app. Extramarks contain solutions for all the themes, including classes of both CBSE and ICSE Boards examinations.

Pros:

- Extramarks makes learning visual
- They create learning modules, which are engaging, effective.
- These are more memory friendly
- Extramarks endeavors to make learning child-centric

Cons:

- Need the power to download and consider the videos offline
- Need a solution for a slow internet connection.
- It is not economically feasible

TOPPR

Toppr is an Indian educational technology and online learning firm, founded in 2013. It is headquartered in Mumbai, India. It provides its services to the students from Class 5th to 12th. It offers exam preparation courses and online doubt-solving services for engineering, medical and commerce entrance exams. As of 2021, it has over 16 million students on the platform.

It was listed among Global50 Education Companies 2018 by Tyton Global Growth50. CB Insights listed the company among the 'World's Hottest Ed Tech Startups in 2015. Toppr was acquired by BYJU'S in 2021.

Toppr is an Indian multinational educational platform. The company headquarter is in Mumbai, Maharashtra, India. It is India's leading after-school learning app. The company is an extremely passionate team of engineers, educators, and designers making consistent strides in product innovation to enhance user experience. Toppr helps students in preparing for various school, board and competitive exams.

Toppr founded by Hemanth Goteti. He is an Indian entrepreneur and the founder of the company. He did B.Tech. from Indian Institute of technology, Mumbai. In 2005, he started his career with colance company as an Associate, Software. He joined Ubiquiti Inc. as an Engineering consultant in 2006. In 2010, he joined Futurebazaar.com as a head of engineering where he had two years and six months experience.

In 2013, he opened a company name Toppr.com as a founder with a mission to provide online platform for entrance exam preparation. He is very innovative and creative person.

Toppr values are as follows:

- Customer happiness
- Integrity
- Relentlessness
- Speed
- Innovation
- Efficiency
- Excellence
- Empathy
- Nurturing

- Openness

UNACADEMY

Unacademy is an Indian educational technology company, based in Bangalore. Originally created as a YouTube channel in 2010 by Gaurav Munjal, the company was founded in 2015 by Gaurav Munjal along with Roman Saini, and Hemesh Singh. The company has a network of over 5,00,000 registered educators, and offers preparation material for several professional and educational entrance exams. Unacademy lessons are in the form of Live Classes both free and via subscription.

Unacademy started in 2010 as a YouTube channel by Gaurav Munjal. In 2015, Unacademy was officially registered as an education company in Bengaluru. A privately held company, Unacademy has secured funding through a series of offerings. As of December 2020, Unacademy was valued at US$2.0 billion.

In February 2020, Unacademy holds the Series E funding of $110 million from US private equity firm General Atlantic, social networking giant Facebook, Nexus Ventures, Blume Ventures, Flipkart CEO Kalyan Krishnamurthy among others, and rose to evaluation at $510 million.

Series C: $21 million (July 2018) from Sequoia India, Nexus Venture Partners and SAIF Partners.

Series B: $11.5 million (September 2017) from Sequoia India and SAIF Partners.

Series A: $4.5 million (January 2017)

VEDANTU

Vedantu Innovations Pvt. Ltd. (or Vedantu) is an Indian online tutoring platform launched in 2011, based in Bengaluru. The content is focused on Indian primary, secondary and high school curriculum, along with preparation courses for various Indian Entrance Examinations and Olympiads including JEE, NEET, NDA, NTSE and KVPY.

The company's name Vedantu is derived from Sanskrit words Veda (knowledge) and Tantu (network). The organization is run by IIT-Alumni Vamsi Krishna (Co-Founder &

CEO), Pulkit Jain (Co-Founder & Head of Product), Saurabh Saxena (Co-Founder) and Anand Prakash (Co-Founder & Head of Academics). Earlier, the team founded Lakshya, which was acquired by MT Educare, (a subsidiary of Zee Learn) in the year 2012.

Vedantu hosted the second edition of International Student League (ISL) in November 2017.

It primarily provides services to students from Grades 4 to 12 of Indian Certificate of Secondary Education (ICSE) & Central Board of Secondary Education. Currently the company's primary business is live online tutoring in STEM, Hindi, English, Sanskrit, German, French, Environmental Science and Social Science. It uses a White Board Audio Video Environment (WAVE) method for their 1-1 student teacher live sessions. It provides test preparation courses for Indian Institute of Technology Joint Entrance Examination (JEE) Foundation, National Talent Search Examination (NTSE), National Eligibility cum Entrance Test (NEET) and Problem Solving Assessment (PSA) .

ACQUISITIONS

- In February 2021, Vedantu made its first acquisition by acquiring Instasolv in an undisclosed deal.
- In July 2021, it invested in AI-enabled learning platform Pedagogy.

PINLEARN

Pinlearn is a Turnkey framework that allows you to set up an education technology platform in just a few days, and at about one-hundredth the launch cost. The platform is widely used by ed-tech companies, and is a superior alternative to in-house development or other readymade technologies. Its spectrum of features coupled with its responsive design give you a premium experience, whether you're looking to start your own tutorial website, or an online teaching and learning marketplace.

CHAPTER- 4

CUSTOMER ANALYSIS

A customer analysis (or customer profile) is a critical section of a company's business plan or marketing plan. It identifies target customers, ascertains the needs of these customers, and then specifies how the product satisfies these needs.

Customer analysis can be broken down into a behavioural profile (why your product matches a customer's lifestyle) and a demographic profile (describing a customer's demographic attributes).

A customer profile is a simple tool that can help business better understand current and potential customers, so they can increase sales and grow their business. Customer profiles are a collection of information about customers that help determine why people buy or don't buy a product. Customer profiles can also help develop targeted marketing plans and help ensure that products meet the needs of their intended audience.

(**Customer Buying Criteria)**

A behavioural analysis of customers (or psychographic profile) seeks to identify and weigh the relative importance of factors consumers use to choose one product over another. These factors, sometimes called buying criteria, are key to understanding the reasons that customers choose to buy your product (or service) versus the products offered by your competitors. The four major criteria that customers use to distinguish competing products are: price, quality, convenience and prestige.

In consumer transactions, price and quality tend to be the dominant factors. However, with business-to-business (B2B) transactions (also called industrial marketing), service issues such as reliability, payment terms, and delivery schedule become much more important. The sales transaction in an industrial marketing scenario also differs from consumer marketing in that the purchase decision is typically made by a group of people instead of one person, and the selling process can be much more complex (including stages such as: request for bid, proposal preparation and contract negotiations).

By identifying customer needs through market research and analysis, companies can develop a clear and concise value proposition which reflects the tangible benefits that customers can expect from the company's products. And once the primary buying criteria have been identified, marketing efforts can

influence the customer's perception of the product along the four main dimensions (price, quality, convenience and prestige), relative to the competition's product.

Consumer buying behaviour refers to the study of customers and how they behave while deciding to buy a product that satisfies their needs. It is a study of the actions of the consumers that drive them to buy and use certain products.

Study of consumer buying behaviour is most important for marketers as they can understand the expectation of the consumers. It helps to understand what makes a consumer to buy a product. It is important to assess the kind of products liked by consumers so that they can release it to the market. Marketers can understand the likes and dislikes of consumers and design base their marketing efforts based on the findings.

Consumer buying behaviour studies about the various situations such as what do consumers buy, why do they buy, when do they buy, how often do consumers buy, for what reason do they buy, and much more.

WHO ARE THE CUSTOMERS OF BYJU'S:

BYJU'S has the unusual feature of never having the customer as its end-user. The parents serve as customers of BYJU'S, but its actual consumers are the students who use the platform to study and learn. Hence its primary target audience is the parents who are willing to provide quality education to their children.

BYJU'S currently offers its services to the K-12 segment as well as to the students preparing for JEE (engineering entrance), NEET (medical entrance exam), CAT (MBA entrance exam), and UPSC (civil services entrance exam). The company has a large user base with more than 75 million downloads across 1700 cities in India.

BYJU'S has become one of the best educational learning applications for students. The app is most loved by the students across the age group. The management of the company provides free access opportunities for the users for 15 days from the day of registration. With time, the customer base has been growing (Gupta and Nair, 2020). The rapidly growing popularity of BYJU'S enabled the company to expand its target markets.

NEED SATISFYING CHARACTERISTICS OF BYJU'S

- **Video Content**

  The BYJU'S features includes high-quality video content from reputed teachers. The students can view the class video via the student portal.

- **Appraisal**

  The platform also offers adaptive exercises, practice sheets, and other tests for each chapter. The students can undertake those adaptive exercises to understand the concept.

- **Real-time Communication**

  The app allows the students to participate during the video class. Students can get their doubts clarified as the BYJU'S app includes real-time access to the trainers. You can also get a mentor assigned for one-on-one guidance. The mentor program allows the students to get their doubts cleared immediately.

- **Analysis**

  The BYJU'S features includes analysis reports to understand the strength, weaknesses, and areas of progress for each subject and overall growth. The output of each test and the analysis reports are stored to enable the students to compare the progress over time.

- **Mobile Access**

  The app is compatible with all models of smartphones. Its responsive design allows students to access content with ease.

- **Learning Management**

  Unlike most of BYJU'S competitors, this app offers a block-based training method. The entire coursework is split into smaller blocks, with assessments at the end of each block. It allows students to keep tabs on their progress and learn at their own pace.

- **Board Compliance**

  India has multiple syllabuses, and you can choose from 25 state boards and CBSE. Your BYJU's classes cost per month covers the syllabus of your specific grade and board.

- **Shortcuts and Out-of-the-box Techniques**

  Unlike BYJU'S competitors, the program does not blindly stick to the curriculum. The program enables the students to better understand the concepts with shortcuts, mnemonic, unique mathematical concepts, and out-of-syllabus problem-solving skills.

- **Easy-to-use Dashboard**

  The students will have access to multiple courses and programs. Thus, the dashboard of the app allows easy navigation through the programs and other tools.

- **Library Management**

  While some BYJU'S competitors offer a stream of courses one after another, BYJU'S allows students to browse through the material and choose the chapters of their choice. The students can search through the library based on keywords or genres to pick one of their choices.

- **Visual Aid**

  Beyond the video programs, the platform also offers visual aids like diagrams, chalk-board methods, and short animations to make the classes more interesting. This feature is one of the main reasons why students prefer it over other BYJU'S competitors.

- **Personalized Environment**

  Although the students can interact with the mentors in real-time, he can also view the content 'n' number of times until he understands it. He can also retake the tests multiple times to grasp the content. This personalization with real-time reports allows the students to alter the method of learning based on the output.

- **Easy Access to Lessons**

  The BYJU'S app includes cloud access to the entire course material. The students can view the material without the need for a download. Thus, users can utilize the material anytime and anywhere.

CUSTOMER RELATIONSHIP MANAGEMENT

The full form of CRM is **Customer Relationship Management**. CRM is a strategy to sustain and preserve the relationship with the current customers as well as future customers to support the organisation's growth. It is applied widely in all growing industries.

CRMs was configured to compile the company's customer contact information that includes company email, website, products, phone number, services, live chat, and so on. It also offers comprehensive customer data such as staff names, phone number, history of sales, feedback, suggestions and so on. CRM software gathers all the customer-specific information and records into a single CRM folder. It is an easy and effortless way of running an organisation and offers a structured view of the bond between customer and employee.

Characteristics of CRM

- The response of the customers
- Needs of the customers
- The loyalty of the customers
- Retention of the customers
- Service of the customers
- Complaints of the customers

Advantages of the CRM

- It helps you to automate your processes from start to finish according to customers interests and needs.
- It gives you data about your distribution pipelines and current customers. And you can concentrate your marketing efforts on specific consumer segments rather than mass marketing.
- It helps you to check and evaluate your customers 'buying patterns. You will provide direct access to all notifications related to sold-out items or products and the buyers who purchased them.
- It facilitates collaboration between departments of sales, marketing and customer care since they share a similar CRM platform and can function more cooperatively or as a single unit.
- There are a variety of small sections associated with a procedure that needs to be done to complete a job, example, filling out the form, obtaining a receipt, submitting reports to seniors when selling a product. The CRM can achieve most of these tasks, which helps sales representatives to concentrate their energies more quickly on satisfying customers and closing the deal.

COMPETITIVE ADVANTAGE OF BYJU'S (Why customer prefer BYJU'S)

Other educational websites and apps just provide the content to the user in the form of videos, tutorials and so on. But when a student chooses BYJUs for one's learning, one gets a personalized experience using their 'knowledge graph' feature and can proceed with their own pace.

Also, the platform provides a free counselling session at the doorstep and then the student can understand and select the course of one's interest more confidently.

- **Understanding its business model**

The business model o BYJUs is a freemium business model where the communication is done from business-to-consumer (B2C).

- **Future Plans**

BYJUs has just captured the Indian market with his impressive teaching and marketing techniques on education. It now has greater goals, greater challenges, and greater team support. It is looking to expand its market to the US, UK, South Africa and other African and Commonwealth markets. It is already present in the Middle East.

- **Key Partners**

Key partners are the relationships that you have with other business, governmental, or non-consumer entities that help your business model work. Several companies such as Tencent, Chan-Zuckerberg initiative, LightSpeed Venture Partner were impressed by BYJU's and have become key partners in it by investing huge amount of money in it.

- **Key Activities**

Key activities consist of the activities that lead the company towards their goal with ease. The key activities of BYJU's include platform development, data centre operations management, IT infrastructure operations and managing the learning community.

- **Key Resources**

Key Resources act as a building block describing the most important assets needed to make a business model work. The technology infrastructure, interactive graphics technology, lecturers, servers, IT infrastructure are some of the key resources of BYJUs.

- **Value Propositions**

Value Propositions are the services or features or their innovations that make their product look attractive to the customers. Access to good quality education, bringing quality teachers to very student, video delivery model, engaging content and retention are some value propositions of BYJUs.

- **Customer Relationships**

Customer Relationships describe the ways that a company will engage with its customers to improve the customer experience. BYJUs establishes customer relationships through a mobile app, online virtual classes, direct meetings, and calls.

- **Customer Segments**

The customer segmentation is the practice of dividing a customer base into groups of individuals that are similar in specific ways. The customer segments include students, parents, teachers and other competitive exams.

- **Channels**

Channels are through which the company provides its service to the customers. BYJUs channels its content from YouTube, Facebook page, web, and mobile app.

- **Cost Structure**

Cost structure refers to the types and relative proportions of fixed and variable costs that a business incurs. BYJU incurs the cost of web development, maintenance, data centre, business development and operations, marketing and sales, general and administrative and media development costs.

- **Revenue Streams**

A revenue stream is a source of revenue of a company or organization. In business, a revenue stream is generally made up of either recurring revenue, transaction-based revenue, project

revenue, or service revenue. BYJUs follows a freemium business model, so most of the revenue is incurred from the subscription amount which is paid by the students for learning.

CHAPTER-5

FINDINGS

- In an education industry, promotional strategies are needed to be updated almost daily so that we can have an edge over our competitors.

- A little variation in the pricing strategy of the competitors may divert lot of customers, so I found that continuous check over competitor prices of the product should be kept.

- In outdoor publicity, activity is mentally and physically tiring, hence rotation of workforce to different centres is important to reduce the monotony in work.

- Customer relation management is important, whether its new customer, existing customer or even with those who reject the product.

- Different customers have different need, we must understand the need first and then deal with them differently.

By far the project has given me immense exposure of the marketing environment and the education sector. There has been learning at each stage of the project. Lot of responsibilities during the project has helped me to explore the industry completely.

Few of my learning at the organization have been listed below:

FROM BUSINESS:

- o Understanding education industry and their trends
- o Competition in Education industry
- o Understanding organizational structure and their responsibilities.
- o Employer and employee relationship.
- o Business development activities.

- o Flexibility for learning different skills.

FROM INUSTRY:

- o Advertising in the form of educational newspapers is the best marketing tool in the education industry.
- o A good mix of capital intensive and labour-intensive techniques should be used in the promotional activities and should be influenced by the demographic factors.
- o Quality of service should be the last resort of any organization.
- o While deciding the promotional strategies or distribution material, nothing should be left on the customer to comprehend, a simple language creates a greater amount of response rather than using bombarded words.
- o Promotional activities are all about response generation. During this, the masses should get a strong reason to respond.

FROM CUATOMERS:

- o Customer relationship management with new, existing and also with those customers who reject the product.
- o Understanding the customer needs and dealing with them differently.
- o Profiling of potential customers.

OTHER LEARNING:

- o Grooming personality
- o Time management
- o Team Management skills
- o Team player and leadership skills
- o Communication and interpersonal skills.

ANALYSIS AND INTERPRETATION

It is intended to enrich and complete the traditional face-to-face teaching and learning in control with highly interactive, self-learning tools, including hypertext, exercise base, simulations, and virtual and remote laboratories. It also seen as a substitution for traditional face-to-face teaching and learning,

providing open distance learning in the context of continuing education. Successful e-learning students share certain qualities and abilities.

They are:

E-learning requires motivation and self-discipline-

Successful e-learning students are able to study independently and incorporate study time into their busy lives. Students should set aside regular study time. E-learning requires a real commitment to keep up with the flow of the process and to finish within the required period of time.

Define your goals and plan for success-

Define your goals and objectives for your e-learning experience. Understand the requirements and plan ahead so that you will know what is expected of you and how performance will be evaluated.

E-learning requires good reading and writing skills-

The ability to efficiently read and interpret instructions is a critical skill in e-learning. Most activities and communications are also written, so it is important to be comfortable with your ability to express yourself through writing.

Incorporate work, life, and other educational experience as part of the learning process-

E-learning requires the student to make inferences based on experience as well as facts. Meaningful reflection and critical analysis of information are an essential part of the learning process.

Be willing and able to commit adequate time to the e-learning process-

E-learning is a convenient way to receive education and training, but it is not easier than the traditional educational process. In fact, it often requires more time and commitment.

Have access to the necessary equipment and create some personal space-

To be a successful e-learner you must believe that meaningful, high-quality learning can take place without a traditional classroom. When properly designed and executed, e-learning is a highly effective and rewarding learning environment.

CHAPTER- 6

SUGGESTIONS

The research work is still incomplete but at this stage following suggestions can be drawn from findings-

The company is operational on seasonal basis. All the selling, marketing and distribution activities are conducted only for five months. Hence, the company can bring educational packages that provide the coaching for a year or two comprehensive test which the company will be operational throughout the year resulting in increase of its market share.

Currently there is only one segment of audience that has been tapped by the company i.e., students preparing for CAT programs. Because of this product offered by the company is also less as compared to its competitors.

Majority of the workforce in the organisation is part time or full-time interns. Recruitments of the work force is done on a random basis as the company does not have a responsible HR Division. With permanent employees in the organization cost of training the new employees can be saved.

Incentives based on sales will ensure quality work or hard work from the workforce.

CONCLUSION

I conclude through this report that generally people buy the product or they tend to use it by the experience of the product. So, BYJU'S initially came up with the learning application where they used a FREEMIUM Business Model which allows user free access for some period of time. This was an indirect way of marketing.

Learning with the help of games related to education, solving work sheets, videos for clear understanding were some of the interactive learning methods introduced by the company. They also partnered with

Shahrukh Khan as their Brand Ambassador. So, this gives the essence of the digital platform to the kid and adult. Chat bots are the most important service given by them wherein they are available in 24*7 to solve the doubts of the students of various level of education.

By adopting these learning techniques BYJU'S were able to bridge the gap in their ages as well as preferences of the students and for their parents. Hence there marketing needs to speak for both. And they have managed to do it and emerge as a market leader.

BYJU'S The Learning Application Founder and CEO Mr. Byju Raveendra once said, "Children rarely use the word 'Love' and 'Learning' together as learning always been equated to pressure, stress, and competition. We have always strongly believed that children learn better when they love what they learn. Our partnership with SRK will help us increase our reach and create deeper connect across geographics. His wide appeal and adoration amongst parents and children make him perfect fit for our Brand."

This development strategy helps to acquire new customers for their product and to expand the business.

One of the aims of this project is to study the benefits of e-learning. The theory part of this thesis briefly explained the what e-learning is, why e-learning is the future of learning process and why many companies are also gradually shifted towards online training from face-to-facer training. The business of e-learning is fast growing and at the same time many universities are creating free online platforms to assist students everywhere. But due to changes of technology and gadgets used to access these platforms the development is sometimes pointed in the wrong direction. Although e-learning has existed for a while now there has always remained a question about its effectiveness. In terms of the quality of the whole learning process, the use of technology to assist the process might be better than totally depending on it.

The main product of the company is the app called 'BYJU'S-The Learning App'. Available for download on iOS and Android devices, the app was introduced in 2015. Apart from classes K-12, this app is used by students attempting exams like IAS, CAT, IIT-JEE, GRE and GMAT. The application has been designed and developed by a group of Alumni from IITs and IIMs, and have delivered results: these students have not only secured high ranks in the competitive examinations but also scored top marks in them. One in every 6 or 7 students gets calls from the Indian Institutes of Management. So, what exactly does the app offer?

•**Complete Coverage:** The lessons have been developed in such a way that the syllabus of all the boards including those at the state level, CBSE, and ICSE from4th to 12th standards.

•**Interactive Video Lessons:** The video lessons have been designed in a way that even the most difficult concepts can be easily understood.

•**Chapter wise Tests:** The app features topic based and full-length tests including AIPMT and IIT JEE mock tests.

•**Complete Analysis:** You are presented with a complete analysis of your academic performance through the course of your subscription.

<u>CHAPTER- 7</u>

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