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Submitted by

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UNDER THE GUIDANCE OF

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BHUBANESWAR

Date: 30th November 2021

INTERNSHIP COMPLETION CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. ANIL KUMAR DALAI from Biju Pattnaik Institute of Information Technology & Management, Bhubaneswar has successfully completed his internship at Think & Learn Pvt Ltd, Bhubaneswar office from 20th September 2021 to 20th November 2021.

During his internship, Mr. ANIL KUMAR DALAI was associated on a project "BYJU'S BTL Campaign-2021" under the supervision of Mr. Dipankar Das, Marketing Manager, Bhubaneswar.

Mr. ANIL KUMAR DALAI displayed professional traits during his internship period and managed to complete all assigned tasks as requested. He was hardworking, dedicated and committed. It was a pleasure having him with us in this short period.

We wish him all the best in his future endeavors.

For **Think & Learn Pvt Ltd**

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CERTIFICATE OF THE GUIDE

WHOM SO EVER IT MAY CONCERN

This is to certify that the Project Work titled " BTL Campaign Marketing'' is a bonafide work of MR.ANIL KUMAR DALAI Enroll/Reg. No: 2006258050 carried out in partial fulfilment for the award of degree of MASTER IN BUSINESS ADMINISTERATION FOR THE SESSION (2016-2018) 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.
- Has duly been completed.
- Fulfils the requirements of the rules and regulation 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

Signature of the Guide

Date:

Place:

DECLARATION

I, Mr. ANIL KUMAR DALAI hereby declare that the Project Work titled " BTL Campaign Marketing''
is the original work done by me and submitted to the Biju Patnaik University of Technology, Odisha, in
partial fulfilment of requirements for the award of Master of Business Administration is a record of original
work done by me under the supervision of Prof. NEHA GUPTA.

Regd. No.:2006258050

Date:

Signature of student

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 the in this endeavour. Without their active guidance, help, cooperation & encouragement, I would not have made headway in the project."

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

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MR. ANIL KUMAR DALAI

ABSTRACT

This report aims at sale and marketing of the existing products by studying the consumer behaviour and understanding the promotional strategies used by market leaders through on ground activities. It also to describe how e-learning can contribute in creating value and reducing overheads associated with the learning process through adopting and implementing e-learning systems and applications.

E-learning plays a vital role in managing the education chain especially now that digitalization has become very common in the business market environment around the world. The main purpose of this report is to sale and marketing through generating leads in campaigning activities. Since this report is meant to cover the available literature on e-learning only limited areas of the education are presented.

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CHAPTER- 1

INTRODUCTION

BTL Campaign Marketing:

The BTL Marketing of BYJU's 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.

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Benefits of BTL Marketing:

- 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.

- 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.

- 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

- Catalogue

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

- 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.

- 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.

- Telemarketing

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

- 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

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

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.

<u>OBJECTIVE OF THE STUDY</u>

- To study the consumer behaviour regarding E-Learning.
- To promote the Brand.
- To generate leads through on ground activities.

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.

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.

4P's OF BYJU'S

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.

- **<u>Product</u>**

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.

- **<u>Price</u>**

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
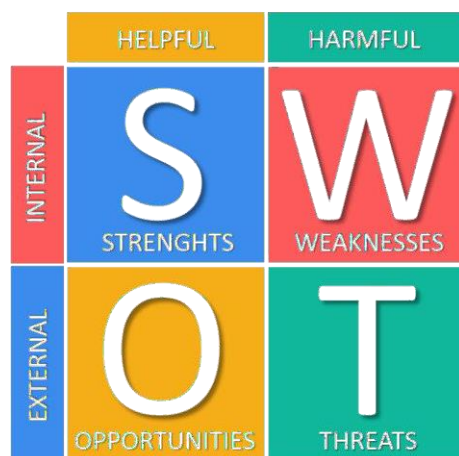
Strengths

- **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.

- **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.

- **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.

- **Strong Finance** – The company's balance sheet shows strong financial position.

- **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

- **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.

- **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.

- **Less US Children Enrolments** – The company wish to grow in International market but the number of US Children enrolments is declining.

Opportunities

- **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.

- **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.

- **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.
- **NEP 2020 encourages online education** – The New Education Policy has laid great emphasis on online education and the Govt. is completely supporting it.

Threats

- **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.
- **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.

STP OF BYJU'S

Segmentation

- **Classroom Bugs**- They prefer study in physical classroom environment with other student to unleash their competitive spirit.
- **Multitaskers-** They pick up studies extra subject along with other tasks of their schools. Time is essence for them.
- **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.

Targeted Segment

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.

Positioning

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.

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.

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

- **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.

- **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.

- **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

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- 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.

- **Competitive Rivalry**

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

VEDANTU

EXTRAMARKS

T.I.M.E.

TOPPR

UNACADEMY

PINLEARN

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.

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 endeavours 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

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..

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
- Nurturing

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)

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

- **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.

- **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.

- **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.

- **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.

- **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 loyalty of the customers

- Retention of the customers

- The response of the customers

- Needs of the customers

- Service of the customers

- Complaints of the customers

Advantages of the CRM

- 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.

- 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 helps you to automate your processes from start to finish according to customer 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.

- 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.

- **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.

- **Understanding its business model**

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

- **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, Light Speed Venture Partner were impressed by BYJU's and have become key partners in it by investing huge amount of money in it.

- **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 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 AND ANALYSIS

1. **Lack of Learner Motivation and Engagement**

   Unfortunately, not every online learner is going to be 100% committed to the e-learning experience. They may be distracted, busy, or simply unmotivated. We live in an age where attention is at a premium and learners have access to more information than they can consume. All these hurdles prevent them from actively engaging with learning programs. To counteract this, you must provide them with an interactive and immersive e-learning course that includes their interests and aligns with their goals. They must see the value in the e-learning course if you want them to actively participate. As a start, three keyways to drive engagement are; micro learning, gamification and building hype for upcoming content.

2. **Transforming Dull Subject Matter into Amazing e-learning Experiences**

   Dry and dull subject matter is the bane of every e-learning professional's existence. You must use a healthy dose of innovation, creativity, and every resource you can get your hands on to transform it into something engaging and exciting. But sometimes it isn't so much the subject matter that's troublesome, but instead, where the information you're using to build it comes from. Social learning tools enable learners to ask questions and get answers directly from other users and internal subject-matter experts and then share this knowledge across the organization. Handing some control over to your learners and encouraging them to generate their own learning content (that is then reviewed and validated by SMEs) is a major mind-set shift, but it can produce valuable results.

3. **Staying Up to Date with Modern Tech**

   Every year welcomes new tech tools, gadgets, and software that you can use to improve eLearning delivery. But which technology is worth the investment? Attend tech conferences, e-learning events, and trade shows. Read articles, blogs, reviews and even case studies related to these technologies. Doing so keeps you up to date with what is being developed and, most importantly, helps you determine whether these modern eLearning tools suit your needs.

4. **Designing e-learning Courses for Different Generations**

   Learning content isn't one-size fits all. Your audience is now comprised of four different generations – Baby Boomers, Gen X, Millennials and Gen Z, which can make it challenging to create generic e-learning experiences for all since each generation has its own unique traits and needs. Overcome this by learning as much as you can about your learners' goals, preferences, and backgrounds through surveys or using a learning platform that collects data on behaviour, which

you can then analyse. Use your new, in-depth data to create learner personas that allow you to customize the learning experience based on the experience level and tech-savviness of each learning group. Artificial Intelligence (AI) can bring automated and personalized learning to life by enabling your learning experience to be truly responsive to your learners' needs. An AI-powered platform will adapt intelligently to users' requests and allow them to take control of their own learning.

5. **Unrealistic Deadlines**

We've all had to deal with next-to-impossible deadlines that made us lose sleep and deal with unhealthy amounts of stress. No matter how many times we tried to shift things around and allocate resources, we just couldn't seem to make the timeline work in our favour. The secret to overcoming unrealistic deadlines is full transparency and honesty. 63 Make sure that those setting these deadlines (directors or senior management) are aware of every step involved in the e-learning process so they know just how much work goes into delivering learning outcomes that provide value to the entire organization and align to business objectives.

6. **Inexperienced partners**

The cause of tip 5 can often be linked back to this point. If people aren't familiar with eLearning initiatives, they won't be being aware of how difficult the design and development process can be. Therefore, it's so important to sit down with them beforehand and explain what you'll be doing, how you'll be achieving goals, and how often they can expect a progress report. If they know what's going on behind the scenes, they will usually be much more cooperative and understanding.

7. **Subject Matter Experts with No Prior Instructional Design Knowledge**

From time to time, you will come across a Subject Matter Expert (SME) who is new to the world of e-learning and doesn't know much about instructional design models and related theories. Equip experts with a list of online resources that they can use to brush up on the basics. But also remember, as mentioned above, that it doesn't always have to be your SMEs who create the learning content. Lean on your workforce to contribute content, such as bite-sized videos about a common pain point they face and how they address it and enable doing so by adding a social learning module to your technology platform.

8. **Balancing Tight e-learning Budgets**

Not all e-learning projects are going to come with unlimited e-learning budgets. In fact, most will be restricted to limited financial resources and you'll have to get creative to work with what you've got. Before starting any e-learning project, draft detailed budget that includes all expenses. Make

sure to have a realistic estimate of what the e-learning project is going to require before you turn in your proposal. Otherwise, you may have to dig into your profit margin to deliver an e-learning product that lives up to expectations.

9. **Finding the Perfect e-learning Authoring Tool or Learning Platform**

If you've had to choose a new e-learning authoring tool or Learning Management System in the past, then you already know how challenging the selection process can be. There are so many e-learning authoring tools and learning platforms to choose from and so little time. It's wise to narrow down your list of must-have features and then take full advantage of free demos and trials. Doing so helps you choose the tool that's just right for the needs of your learners and your e-learning development team. Fortunately, the pros by far outweigh the cons when it comes to be an e-learning professional. There is the potential for big returns in engagement, productivity, efficiency and innovation when e-learning is done well – and the right technology is used to support your objectives. How do you ensure e-learning and development programs are aligned to help achieve your organizational goals? Uncover the key e-learning trends you can't ignore for your learning strategy in Nocebo's latest e-learning Trends report.

10. **Cultural differences**

Multinational and pass-cultural groups are likewise becoming ever extra not unusual, which means agencies can gain from an increasing number of numerous knowledge base and new, insightful methods to enterprise problems. However, at the side of the benefits of insight and information, international groups also face ability hindrances with regards to lifestyle and worldwide business. While there are a number of methods to outline subculture, positioned actually it's far a hard and fast of common and generic norms shared by means of a society. But in an international enterprise context, what is commonplace and common for a expert from one country, might be 65 very special for a colleague from remote places. Recognizing and know-how how way of life impacts worldwide enterprise in 3 core areas: communication, etiquette, and organizational hierarchy will let you to keep away from misunderstandings with colleagues and customers from abroad and excel in a globalized business environment.

11. **Communication**

Effective communication is crucial to the fulfilment of any enterprise venture, however it is mainly important whilst there may be an actual risk of your message getting "lost in translation." In many global organizations, English is the de facto language of enterprise. But more than simply the language you speak, it's the way you deliver your message that's critical. For example, whilst the

Finns might also cost directness and brevity, specialists from India may be extra oblique and nuanced in their verbal exchange. Moreover, whilst fluent English would possibly come up with a professional enhance globally, knowledge the importance of diffused non-verbal communication among cultures may be similarly critical in international business. What might be common for your way of life — be it a company handshake, making direct eye touch, or kiss at the cheek — may be uncommon or even offensive to a foreign colleague or purchaser. Where possible, do your studies earlier of expert interactions with individuals from a different subculture. Remember to be perceptive to body language, and while unsure, ask. While navigating go-cultural communique may be a venture, drawing close cultural variations with sensitivity, openness, and interest can help to position everybody at ease.

12. Workplace etiquette

Different methods to expert communique are simply one of the innumerable differences in administrative centre norms from round the arena. CT Business Travel has put together a beneficial infographic for a quick reference of cultural variations in commercial enterprise etiquette globally. For instance, the formality of deal with is a large consideration while managing colleagues and commercial enterprise partners from extraordinary international locations. Do they opt for titles and surnames or is being on the first-name foundation perfect? While it can vary across businesses, Asian international locations inclusive of South Korea, China, and Singapore generally tend to apply formal "Mr./Ms. Surname," whilst Americans and Canadians have a tendency to use first names. When unsure, erring at the side of ritual is usually safest. 66 The concept of punctuality can also differ among cultures in some international business surroundings. Different ideas of what constitutes being "on time" can regularly result in misunderstandings or bad cultural perceptions. For example, where an American may additionally arrive at an assembly a few minutes early, an Italian or Mexican colleague may additionally arrive several mines — or greater — after the scheduled begin-time (and still be considered "on time"). Along with variations in etiquette, come variations in mind-set, specifically in the direction of such things as administrative centre war of words, regulations and guidelines, and assumed working hours. While some can also don't forget operating lengthy hours a sign of commitment and success, others may recollect these more hours an illustration of a loss of efficiency or the deprioritization of important family or non-public time.

13. Organizational hierarchy

Organizational hierarchy and attitudes closer to control roles also can range broadly between cultures. Whether or now not the ones in junior or centre-management positions feel relaxed speak me up in conferences, thinking senior choices, or expressing a differing opinion may be dictated

through cultural norms. Often these attitudes can be a mirrored image of a rustic's societal values or degree of social equality. For example, a country which includes Japan, which traditionally values social hierarchy, relative fame, and respect for seniority, brings this approach into the place of business. This hierarchy enables to define roles and obligations across the enterprise. This also approach that the ones in senior management positions command admire and anticipate a certain level of ritual and deference from junior crew individuals. However, Scandinavian international locations, which includes Norway, which emphasize societal equality, tend to have a relatively flat organizational hierarchy. In turn, this could imply exceptionally casual communique and an emphasis on cooperation throughout the organization. When defining roles in multinational teams with various attitudes and expectations of organizational hierarchy, it can be easy to see why these cultural differences can present a venture.

14. Miscommunication

Communication breakdown is one of the maxima not unusual troubles faced whilst operating with far flung teams across time zones. It may be something as complicated as clarification of records concerning troubleshooting of a sure product, or as easy as managerial responsibility distribution. If now not resolved directly and escalated, it is able to result in a bunch of troubles in a seemingly unbreakable chain.

15. Increased Dependency

Generally, whilst operating with remote and digital teams, the objective is to reduce production value whilst lowering manufacturing time. This calls for obligations to be carried out the use of sequential or reciprocal dependency throughout teams. However, those dependencies need to be handled very cautiously, or a person or the opposite may also come to be twiddling their thumbs because the member they're established upon for challenge finishing touch has delayed the process. This no longer best will increase manufacturing times and ignored deadlines; it additionally provides to communication and manufacturing prices.

16. Coordination breakdown

Coordination is described as the control of dependencies amongst task activities to reap the specified purpose. The problem of breakdown of coordination is a result of the preceding difficulty. Increased dependencies and therefore better stress on sure nodes in the chain of 68 labour, necessarily outcomes in coordination breakdowns among teams. It ought to be cited right here that neither too little dependency nor an excessive amount of dependency among teams and participants is a specifically top scenario for the groups.

17. Increased Coordination Charges

The point of working with far off teams is decreasing the price of manufacturing by dispersing paintings throughout special time zones that makes it viable for manufacturing to move on for 24 hours an afternoon during the world. However, if now not treated nicely, this method is probably to backfire. The breakdown of coordination necessarily results in the agency scrambling to repair that problem by means of paying extra interest to it, and therefore leading to growth in coordination expenses.

18. Delay

Delay is a problem this is accounted for in several global businesses as a part of work chain distribution. The trouble of coordination breakdowns main to clarifications throughout teams and transform on the mission to hand leads to the delay in assembly deadlines or paintings handovers between groups. This can cause a chain of delays or stress at nodes that may be exhaustive to the crew individuals concerned.

19. Language barrier

Working with groups dispersed across exceptional time zones has a completely not unusual problem that could be a precursor to miscommunication. Research suggests that the various personnel of any international enterprise experience that language limitations throughout teams are a chief element for coordination and communique breakdown between them.

20. Calendar coordination

Along with geographical dispersion and time sector differences, any other hassle of differences in time windows and cultural calendars also arises in groups running remotely. The trouble of weekends no longer overlapping among teams and work hours in addition to nearby holidays and priorities being special is any other reason for coordination delays.

21. Work culture differences

Team way of life differences are any other trouble which could result in communique and coordination breakdowns throughout groups. Team way of life can manner something from starting work at an early hour of the day, to handling crew conferences and video meetings, to taking longer lunch breaks or maybe operating over the weekends. When uncoordinated, team lifestyle variations can imply better stress at unique nodes inside the work chain, uncooperative crew members and delayed productivity.

22. Increased warfare

Conflict is a part of paintings lifestyle whether dispersed throughout time zones or localized. However, studies suggest that improved quantity of teams operating throughout higher range of time zones correlates to multiplied warfare amongst crew individuals. It fosters no longer most effective vast variations in paintings culture, however additionally irregular making plans of schedules and crew meetings, lower group morale, and negative coordination among teams. Conflict if no longer resolved right away and nicely can result in unprofessional suggests of non-cooperation in addition to delays in productiveness and therefore increase in no longer handiest coordination costs however additionally production costs in the business enterprise. This problem is as not unusual inside the small-scale groups as the big ones.

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 - 6

SUGGESTION

- ❖ Employees going for demos shouldn't be given tele calling work as it leads to increased work hours which is both tiring and unproductive in long run.

- ❖ Company should provide a trail period of 1week or more to customers before purchase, as it is demanded by lots of customers.

- ❖ There is high need of motivation among the employees, they can't be seen only as a revenue maker but as an asset of the company.

- ❖ Better logistics in remote areas, product delivery takes too much time.

- ❖ Hr department should organise more social activities for employees to blow off steam.

- ❖ The education syllabus is not covering the Odisha State Board syllabus. It should be provided as it is demanded by most of the people in Odisha.

- ❖ The company should focus on advertising in Odisha and rise the promotional strategies.

<u>CONCLUSION</u>

BYJU'S is a growing brand in Education Counselling. People are familiar with its existence. My task was to connect the leads regarding the products and services offered. I also handle the query of the clients. I had to input the client feedback data in CRM Software. I did my task with full dedication. I contacted over 550 clients during September to November two months' internship period. The percentage of reasons of not interested leads are 28% students not purchased the products because they had low score in competitive exams and same percentage for drop students who have planning to take one-year gap.10% students were not satisfied the products Some has the knowledge about counselling and 10% not purchased because of price. I also engaged myself in activities and build various strategies and motivation techniques to achieve the targets. Also, there are other brands that are doing much of publicity like Vedantu, Toppors, Unacademy etc. All these things create a visibility of the product and make a place for itself in the people's mind. As far as customer's aspirations are concerned, they look forward to both quality content and domains have a little edge over the other.

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