

Ed-Tech



WE CHAT



Mr. Tito Idicula
Co-Founder & Director,
Programming Hub

ABOUT US



OUR VISION

“To nurture thought leaders and practitioners through inventive education”

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler

At WeSchool, we are deeply inspired by the words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities require a new approach both in terms of thought as well as action. Cross-disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy the mind's eye needs to be nurtured and differently so.

We school has chosen the ‘design thinking’ approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

MESSAGE FROM THE DIRECTOR

Dear Readers,

It gives me great pride to introduce SAMVAD's edition every month. Our SAMVAD team's efforts seem to be paying off and our readers seem to be hooked onto our magazine. At WeSchool we try to acquire as much knowledge as we can and we try and share it with everyone.



Prof. Dr. Uday Salunkhe
Group Director

As we begin a new journey with 2019, I sincerely hope that SAMVAD will reach new heights with the unmatched enthusiasm and talent of the entire team.

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and to be unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

SAMVAD is a platform to share and acquire knowledge and develop ourselves into integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

FROM THE EDITOR'S DESK

Dear Readers,

Welcome to the September Issue of SAMVAD for the year 2020!

SAMVAD is a platform for “*Inspiring Futuristic Ideas*” and we constantly strive to provide articles that are thought provoking and that add value to your management education.

With courses pertaining to all spheres of management at WeSchool, we too aspire to represent every industry by bringing you different themes every month. We have an audacious goal of becoming the most coveted business magazine for B-school students across the country. To help this dream become a reality we invite articles from all spheres of management giving a holistic view and bridge the gap between industry veterans and students through our WeChat section.

The response to SAMVAD has been overwhelming and the support and appreciation that we have received has truly encouraged and motivated us to work towards bringing out a better magazine every month.

We bring to you the September Issue of SAMVAD which focuses on “**Ed-Tech**”.

Do you know that the Ed-Tech market in India is estimated to grow 3.5 times within the next 5 years? While many businesses all over the world are suffering due to the ongoing pandemic, Ed-tech companies have actually managed to thrive & prosper in the last 9 months!

There is no denying that Ed-Tech is here for the long haul and that, they are just getting started! So we wanted to know what our peers thought about this particular sector and the response has been overwhelmingly positive!

P.S: We have also included an extra special article in this issue so don't forget to check that out.

We hope you read, share and grow with us!

Hope you have a great time reading SAMVAD!

Best Wishes,

Team SAMVAD.



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WECHAT

Mr. Tito Idicula

Co-Founder & Director, Programming Hub

Team SAMVAD

1). Could you please take us through your journey from being a Welinkarite to date?

Ans: I will start my story from the days of getting selected at Welinkar. There was a lot of curiosity and anxiety about what will happen next? What are the things I will learn? What are the job opportunities after these? These were the same questions that any other MBA aspirant would have.

It was during the end of the first year of my MBA that I started working part-time on this project that later went on to become the Programming Hub. Initially, we never imagined that it would become one of the world's largest coding learning platforms.

I got to learn & appreciate the business from a different perspective due to the learnings during the MBA and the practical business knowledge we learned from Google HQ. Programming Hub was among the 6 startups selected for Google Launchpad accelerator in 2016, to be mentored in California.

This changed our entire outlook on how to be more customer-centric to solve a problem effectively while making products. After returning from training at Google, we stopped the entire on-going work in our startup and focused 3 months only towards research while conducting various interviews with the users. We collected inputs from 6000+ users and came up with a highly effective learning model for "learning to code".

In a nutshell, we started with a team of 6

which eventually scaled down to 3 and was twice on the verge of shutting down.

However, I am glad we were patient & could sail through the tough times to build a successful & profitable business.

One key difference in our journey v/s other startups was that despite being approached by several investors, we denied early investments to focus on building a sustainable business first. Now when I look back, this decision helped us experiment so many things and learn so much more the "hard way". For 3 years we worked with 0 to even negative salaries. I believe the learning's we gathered during all these years are our real assets which no one can steal or compete. This makes us stand out & ahead of others.

Today, we are a strong team of 40+ passionate people delivering quality education to over 18 million students' worldwide at the most affordable price points. We also deliver free education to over 2 million underprivileged students in underdeveloped/developing countries.

2). How was the idea of Programming Hub born? How was the path towards making it a reality?

Ans: The idea of Programming Hub was born from something students do early on in their school days! "Making cheat sheets". Yes! This was the easiest way to pass an exam when you

haven't prepared well, right?

The first version of the app was developed by my partner to quickly refer to code snippets while travelling for work or a day before appearing to the exam. Soon we realized there was a big market out there where this solution could help to learn quickly and get their work done. Eventually, this concept evolved and became much more efficient to deliver quick and easy learning for millions.

3). In your opinion, was the Covid-19 pandemic a driver for the Edtech industry?

Ans: Ed-tech in general has been in the spotlight for the past 5 years. With the Covid-19 situation, it only became all the more effective because people were now glued to their chairs at home. This was definitely a driver for the edtech industry. But I believe, this also led to thousands of other businesses focus on edtech and release half-baked solutions in haste. This has led to the audience being bombarded with ads about online learning and edtech in general. In the end, the quality will prevail & the rest will subside.

4). Has there been a change in the perception towards coding and online learning?

Ans: There has been a huge change in coding learning perception in general because the IT industry is one of the least impacted industries despite the pandemic. However, it is unfortunate to see recent ventures trying to falsely advertise as “teach your kids coding & they will get a job at Google” & all similar farce gimmicks. In the long run, this will create distrust & negative perception among the aspirants when they realize they have been deceived. These companies do such unethical

ads anyway for their gains. Nonetheless, I am hopeful the outlook would remain positive.

5). Programming Hub was recognized by Google as the top spot among the “Global Apps made by Indians” list. Is there any difference in the way Indians and Global audiences receive the app? Does the marketing of the app differ for both?

Ans: Yes, there is a big difference in how people belonging to various countries perceive the same product.

In India, face-to-face and call based selling work best (e.g.: Byjus). But the same would be considered offensive and an invasion of privacy in the USA (because people do not share phone numbers with unknown apps/people).

That being said, we also realized that quality speaks for itself. The people in the U.S, India or any part of the world eventually realize what's best for them and are willing to support once they see the value (Eg: WhatsApp, Google & other quality products didn't have to come to your door or call you to use their products).

6). With the pace of adoption of EdTech apps, do you think that this at some point may replace the traditional education system?

Ans: I believe it has already somewhat changed the traditional education system. Now universities have opened up to the idea of recognizing online education as a formal learning method along with their classroom education.

Education is a never-ending process and edtech apps will supplement this phenomenon. It will not replace the traditional education system, perhaps it will improve the system and co-exist.

7). With the Indian Govt. announcing the NEP 2020 with a focus on developing coding skills from a young age, how will impact the EdTech sector?

Ans: Theoretically speaking the policies appear good on paper, but when it comes to practical implementation I am still skeptical.

Developing coding skills from a young age is a good thing, but remember this also means you are increasing the burden of learning one more subject for young students. Learning to code requires time and dedication. It is not like you just mug-up dates in history and forget them after exams. If you see both sides of the coin, a balance needs to be maintained while implementing this. The impact of policy appears to be positive for the edtech sector so far, only time will tell how well it turns out.

journey was to figure out what one loves doing & set personal goals. If you figure out answers to these questions, you have 90% of your career decisions sorted.

In most cases, our decisions are biased because of money or society. Please be aware of this and spend time to find out what you want to do in life. One question that may help you decide could be “What would I prefer doing now if I were to die tomorrow?”

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8). Given the fierce competition in this industry today, what kind of metrics/analytics is used to study the consumer sentiment drivers in the EdTech industry?

Ans: A lot of metrics are tracked to study consumer sentiments. However, it all boils down to the goals of each company in this space. Some companies have market-share as their goals and some have revenue. Based on these goals, they filter their consumer persona and set their metrics. There is not one single cookbook when it comes to this question. To name a few top metrics - Average Session time, engagement, retention & conversion are few metrics which are common in most cases.

9). What is your advice to the young professionals who will be starting their careers soon?

Ans: The most important learning through my

OPERATIONS

Ensuring quality in Ed-Tech Industry

Ujjwal Shrivastava –PGDM, Research & Business Analytics 2019-2021, Welingkar Institute of Management & Research.

“Quality in a service or product is not what you put into it. It is what the client or consumer gets out of it”

- Peter Drucker , Management Guru

The sudden disruption of ‘COVID-19 Global Pandemic’ has made millions of students completely depend on technology to serve them seamless education and learning.

The importance of ‘Ed-Tech’ grew manifolds with leading players like BYJU’s gathering 20 million new users in just 2 months of lockdown. Focused on building an environment to connect teachers to students anywhere across the globe with better learning solutions Ed-Tech domain was second most funded Sector with whopping \$714 million raised in Q1 2020 as compared to \$158 million in Q1 2019. However it seemed more of a forced conversion than a self-adapted one. Hung up to screens for long hour’s students often found it stressful and tiresome. Working in silos was never what education meant to be. However the deep rooted problems in education system are much older.

In early 2000’s tech industry gradually shifted from waterfall model to the agile mind-set. This shift gradually penetrated across the industry whose results are evident. The whole agile mind-set has its roots in the practices from world management torch bearers Toyota.

The whole methodology focuses on working in increments, keeping all stakeholders on the same page and having frequent interactions. Unfortunately our education system still practices the waterfall model with long semester based models, lesser teacher parent interactions and feedbacks at the end. This often leads to

unnecessary stress, mismanagement, over estimation and underperformance of students. The student suicide rates in India speak themselves of how this model fails to manage stress amongst students.

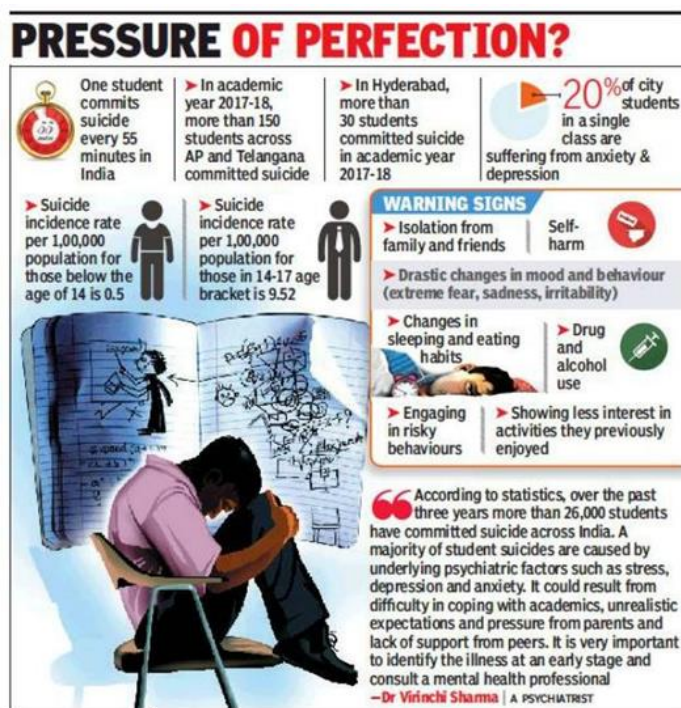


Fig.1

Thankfully Ed-tech platforms could also help manage stress in students. Ed Tech platforms function on largely two prospects one being ‘Content’ and other ‘Delivery of content’. There large focus being on content. Highlighting delivery side of proposition first, ‘Resource management’ and ‘Self organization’ have always

been major pain areas for students. Thank fully with increased internet penetration to 165 million+ households in India, technology can make inroads to solve these long-stranded problems with help of 'Agile Scrum methodologies' and 'Quality of source' in students.

To imbibe quality in education project management principles can come handy where student's ambition can be a requirement. Colleagues, teacher and parents can work as a team. Frequent assessments, resource management shorter sprints and efficient tracking of student activities can give a whole lot of insight for the student and keep him tied to the objective. Self organizing could be the next objective and a means to foster quality.

"If you adopt only one agile practice let it be retrospectives. Everything else will follow."

- Woody Zuill, Pioneer of Mob Programming, Agile Coach

6 Principles of Scrum Methodology can be imputed into students through Ed- tech Platforms

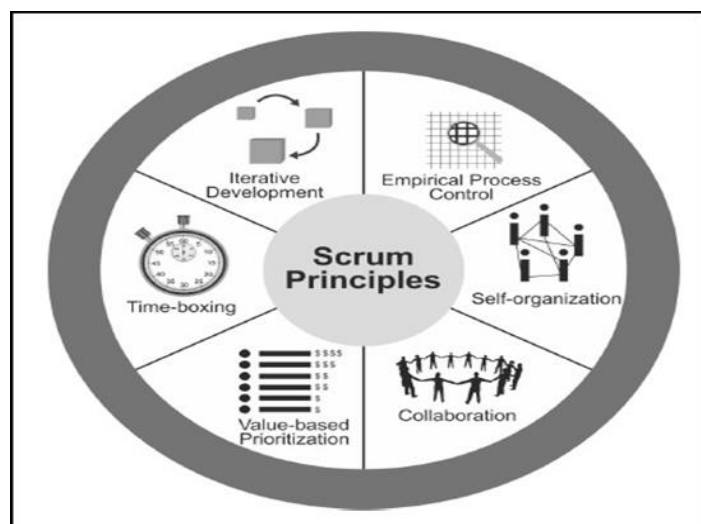


Fig.2

Principle 1: Collaboration

Open continuous engagement and idea sharing

Application: Stakeholders on a single Platform:

Parents- Teachers- Colleagues the stakeholders in a school journey (K-12) can be brought on a single platform to foster more interactions. Such platforms can nudge more communication between one another. These can be even broken down into small effective learning squads (small team of colleagues) who focus on same objective and collaborative approaches.

This can infuse greater collaborative approach and frequent communication can lessen pressure amongst the students.

Principle 2: Empirical Process Control

Data based decisions timely tracing of processes.

Application: Data Management & Counselling:

Unfortunately our existing systems have a system of feedback after a course is done or a feedback after really long intervals.

However rolling feedbacks and regular tracking through technology platforms can help catch a problem early and act before it's too late. Ed Tech can actually organize a student's data and provide him regular counselling for timely decision making and hence abide by a popular management principle of 'Quality at Source'.

Principle 3: Value Based Prioritization

Clarity on which tasks to perform earlier which later according to the end goal

Application: Learning Sprints:

Pre week assigning of to do tasks, tasks to review and daily monitoring of tasks completed via online platform can give visibility of student activities. Parents and teachers can have a greater visibility of which tasks are assigned to student and how much is he able to capture. Help taking timely decisions and improve regular monitoring off class for teachers based on sprint performance.

Principle 4: Self Organization

Showing trust and respect amongst each other

and foster self-autonomy

Application: Monitor more than educational tasks like hobbies creative aspects. Motivate to share daily extra curriculum activities with peers in the class. Provide activity based counselling to parents on the platform.

Principle 5 & 6: Time Boxing and Iterative Development

Allowing changes when required and have customers on loop always to figure out any timely need also having time tied tasks.

Application: Shorter sprints shorter evaluation periods and Time bound strategies.

Shorter sprints will allow students to have regular evaluation feedbacks and can help align them towards the goal as necessary.

Gradually, many schools and offline educational systems in Scandinavian countries are already implementing scrum methodologies into their working to help improve the quality of their education standards. With Technology having access to a large audience and also inroads into their habits the Ed-tech companies must work improve their scope from just becoming platforms connecting the teacher to students to providing an overall development ecosystem to an individual. Practices like these could actually help build a sustainable future for the proposition. Also helping student go off the screen and prevent too much exposure to screen could actually help students overall. Also tried and tested methodologies of Project Management and Agile thinking must not have their scope limited to industry application but they can be imputed in our lives for becoming more organized and reducing our time in unproductive activities.

Thus, Self-organization, Regular monitoring and early feedbacks can help reduce problems like stress management, working in isolation and overestimation of performance which are

perceived as main causes of the increasing Suicide Rates across the world (Fig-1). Thus using 'Agile-Scrum' for delivery of content through Ed-Tech can improve the quality of its proposition. Also helping student go off the screen and prevent too much exposure to screen could actually help students overall. Also tried and tested methodologies of Project Management and Agile thinking must not have their scope limited to industry application but they can be imputed in our lives for becoming more organized and reducing our time in unproductive activities.

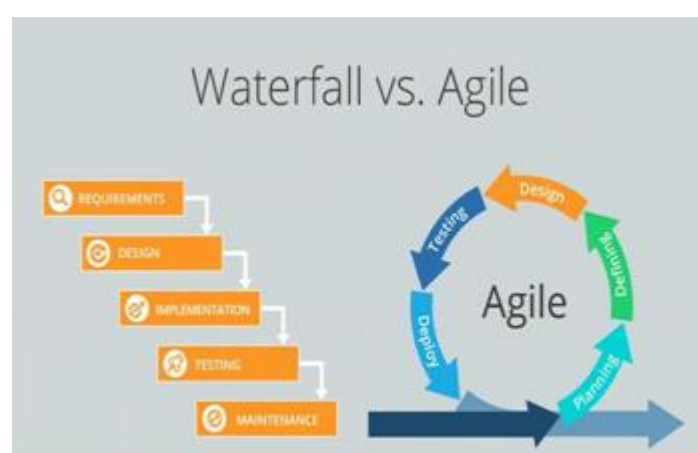


Fig.3

Thus, Self-organization, Regular monitoring and early feedbacks can help reduce problems like stress management, working in isolation and overestimation of performance which are perceived as main causes of the increasing Suicide Rates across the world (Fig-1). Thus using 'Agile-Scrum' for delivery of content through Ed-Tech can improve the quality of its proposition.

However, quality can't be only maintained through managing delivery. Much can be done from the point of view of Content as well. With Industry 4.0 transition happening at a rapid pace, automation is helping companies replace mundane tasks with machines to deliver greater efficiency and faster ROI. This highlights the need of creative skills for an individual to have a sustainable career. Ed-Tech is hence gradually increasing its scope to after class activities

focusing on latest skills in demand. With players like BYJUS acquiring ‘WhiteHat Jr’; a platform which teaches coding to young students. With a tagline in Hindi-

With Pressure off our shoulders and stress below the feet, only then can we fall in love with Learning!

‘Atmanirbhar bano, mazboot bano, kaabil bano – coding seekho!’

Also the ‘Vedantu’ Co-founder Saurabh Saxena with his entrepreneurial venture ‘Uable’ a platform which teaches life skill development through application of 5C skills (Fig-4) in a student life aims at complementing existing curriculum with nurturing creative skills amongst students.



Fig.4

Such out of class initiatives can help complement the existing curriculum and enhance creativity quotient among students. Thus helping them build a sustainable career which won't be affected by any sudden technological disruption. Platforms offering Industry 4.0 skillset trainings have a global demand. With platforms such as ‘Simplilearn’ generate 70% of their business from overseas market with reach in 45 countries across the globe. “Indian start-ups can lead the edtech space globally in next 4-5 years in domain of coding and analytics” is what Krishna Kumar, Founder of Simplilearn anticipates.

Initiatives like ‘Legends on Unacademy’ also help students connect with their life inspirations from diverse fields and fuel themselves with motivation. The scope of such talks can also be on how teenagers can actually learn to manage intervention of technology to make most productive use of it. Ed-Tech can hence gain a holistic scope and help shape a personality in every angle to develop sustainable careers through effective content.

FINANCE

Fin-Tech Shaping the Future of Finance

Chitranshi Saxena & Preet Kaur Bindra- PGDM, Business Design 2019-2021, Welingkar Institute of Management & Research.

Edtech and Fintech, are some jargons which are used together so frequently these days. Is this a new fad or a reality? To the great astonishment of most, it is a reality. Both of these industries are revolutionizing so quickly.

‘Fintech’ is nothing but Finance + Technology.

Technology today has pervaded in many sectors to make things more digitized, convenient and up-to date. Likewise, ‘Fintech, is an economic industry composed of companies that use technology to make financial services more efficient.’

Paytm, GooglePay, Oxigen, PhonePe, PolicyBazaar, Zebpay are the best examples of Fintech.

As per inc42.com, the adoption rate for Fintech products in India is at 59%, which is second highest paced worldwide, and significantly higher than the global average of 33%. A high acceptance rate is a great sign of progressive development.



Convenience is all demanding and necessary, but it can turn revolutionary only when convenient products and services are widely accepted and utilised.

Leveraging new digital technologies in the education sector was also an inherent demand

so, here we are with transformation in education.

Education + Technology = ‘EdTech’.

Edtechs basically have brought learning to our home and at the comfort of our own couch. Today, we can learn anything to everything using a computer or even our mobile phone that has been connected to the great internet.

Is this a ‘very new’ tech? NO. In 2002, MIT (Massachusetts Institute of Technology) began providing online classes free of charge. As of 2009, approximately 5.5 million students were taking at least one class online.

A new tech in India? A slight ‘yes’ to it. But what do you mean by ‘new’? Recently developed or developed over the years? It wasn’t Normal a few years back but its normal now - “New Normal ” what you call it in the Covid Times.

There are around 4450 Edtech start-ups currently operating in India. To name a few Indian Start-Ups: BYJU’S, GradeUp, TestBook, Toppr, Unacademy, Vedantu. Some International ones are: LinkedIn Learning, Udemy, Khan Academy, Google Classroom, Coursera.

The above mentioned Fintechs and Edtechs are heard of. And most likely you or people known to you must be using them too. In India, the usage of the fintech platforms has surged post the 2016 Demonetization, for obvious reasons.

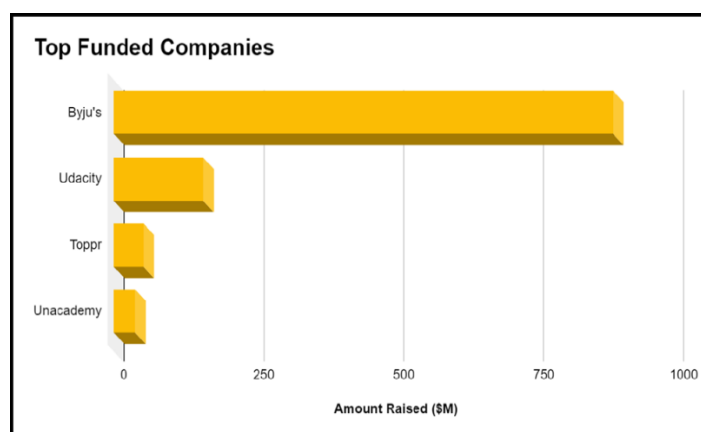
Edtech Platforms have gained momentum with a ray of hope especially during the nationwide lockdown due to COVID-19, giving students a blessing in the tough times by engaging them in

a better learning environment, getting an exposure to many courses from International Universities as well. This had also mounted with increased penetration of the Smartphones and Tablets which gave added benefit of acquiring education easily.

As per a study by KPMG, the Edtech Industry is expected to grow at a CAGR of 52% to become a USD 2 billion industry by 2021 in India. The Government is also focusing on uniform regulations to boost the Edtech industry in the country.

Considering Edtech as the next Fintech, what do we mean by that? Like the Financial Institutions have transformed themselves through technology likewise has the Education sector. The common factor between the two will be their success. Can Edtech be as successful as Fintech? But the question is, is Edtech Successful?

In an article published on Medium.com in Jun 2017, stated that 'Edtech may well represent the future and an industry that investors can begin to transfer focus into'. And 3 years hence, we can definitely see a boom in the Edtech Startups. In 2017 alone Indian Edtech startups raised nearly \$10 Billion in funding - a number which can be recorded.



If we focus more on the Edtech Industry, it's important that we understand that we all have become 'Digital Natives'. By this, we mean technology is all pervasive i.e. present all around us and there is no escape whatsoever. The Edtech Industry too has been added to the

digital native clan with lots of innovation and enhancements creating a healthy balance between the students and the teachers, serving students to not let go learning even if physical classrooms are not available or accessible specially during COVID times.

Along with learning a respective course, many Edtech Companies are offering e-certificates which enable building up of confidence among students and working professionals with better skills on plate and further making them job ready as well as up to date. With this comes immense competition at the worksite so many Companies are also collaborating with the online Education platforms to render training and development.

BYJU'S basically operates on a premium business model that requires a paid subscription to access most of its content. According to Economic Times, in 2017, BYJU'S generated revenues of about INR 260 crore and doubled it in 2018 financial year, earning 520 crore which further doubled to 1300 crore in 2019. Byju's delivered handsome returns in a secondary buyout from their investors in the past one or two years.

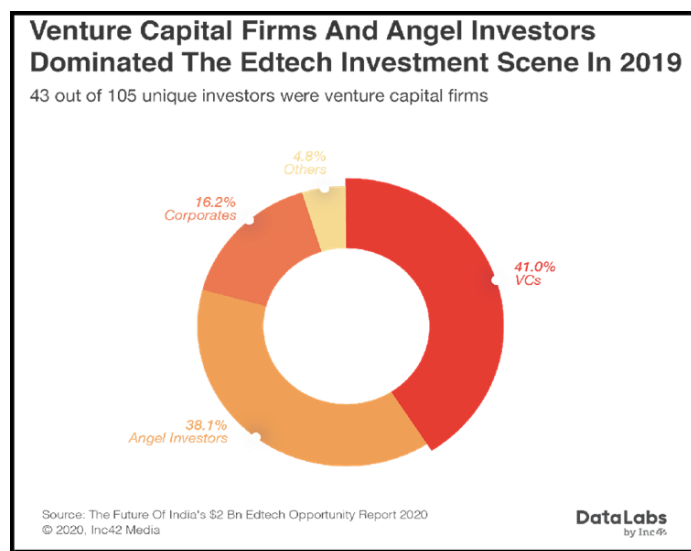
Investor's Mega Returns from BYJU'S bet		
INVESTOR	INVESTED	RETURN
Sequoia Capital	Rs 78.8 Cr	Rs 1665.33 Cr
Times Internet	Rs 29.2 Cr	Rs 206.82 Cr
SCHF PV Mauritius	Rs 27.3 Cr	Rs 189.68 Cr
Chan Zuckerberg	Rs 22.86 Cr	Rs 167.7 Cr

Talking about Investors they are seeing a big opportunity in these Edtech Startups following the same path to fast-paced success because of their immense potential for a long term Investment.

According to the 2019 National Employability Report, for Engineers, 37.7% of Indian Engineers fail to write an error free code compared to only 10.4% of Chinese Engineers, and more

surprisingly 80% of the Indian Engineers according to this report are unfit for taking any job in expanding - knowledge economy. And that really makes EdTech so demanding and also exciting. This is actually a study conducted by Research Agencies so that investors can see the potential returns for their Investments in these Edtech Startups.

Future Investments in the EdTech sector are growing significantly and, with careful planning and legal assistance, investors can navigate through the web of legal and regulatory challenges in the sector and see significant returns on their investment.



The Edtech Startups are getting financing, which is a trend now in terms of competition . We are seeing a lot of fintech companies and startups entering this space helping students with microloans, interest-free EMIs for boot camps/online learning platforms, and access to scholarships, we can see in the above pie chart, high funding is from the Venture Capitalists and the Angel Investors.

With increasing dependence on these Edtech Startups, there are certain challenges too. Most of the jobs in India still demand a conventional educational degree recognized by a designated board, and most Edtechs don't have recognition from these boards nor the awareness

to be widely accepted and valued.

So, either Edtechs need to fill this gap or our government should create a framework for this problem to help this new knowledge ecosystem in the country to grow.

Though relatively a new industry as compared to fintech, EdTech is already on its own path of success that coincides with the success path of Fintech and with the COVID in picture, demand for EdTech has shot beyond expectation. So, we can arguably say that Yes, ***Ed-Tech is the next FinTech.***

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MARKETING

Redesigning the Marketing Funnel for Ed-Tech Industry

**Dipali Khatri – PGDM, Research & Business Analytics 2019-2021,
Welingkar Institute of Management & Research**

EdTech industry is advancing itself for the “new normal”. Realizing the global threat, institutions like schools and colleges were first to shut and would not be the first to re-open given the potential danger to the students. Hence, this has paved a way for the EdTech companies to put their best foot forward to entice customers into the “new normal” and cherish their experience of online learning which would make the users be a part of EdTech ecosystem even after the physical classrooms start. Therefore, COVID 19 has given the EdTech companies an opportunity to enhance their presence and continue to grow.

To redesign the marketing funnels, we need to understand the models of EdTech industry:

- **Freemium** – A portion of content is given for free initially, and to continue the user has to pay and can subscribe for a month, quarter or a year. Such models are available for students, teacher and schools.
For example: Quizlet allows students to prepare for tests using flashcards.
- **Enterprise Sales** – These products are meant for students but are sold to institutions.
For example: An online portal of an institute which helps students with submission, feedbacks, tests, etc.
- **Selling to Other EdTech Companies** - The EdTech company sells its product online to other EdTech company in order increase its reach. If the product succeeds, then the EdTech company charges other companies for its distribution.
For example: Coursera used this method by

partnering with institutions to create courses and distributed to a wide range of users initially for free but are chargeable now.

- **Direct to Consumer** – These are the online classes which students take up as extra learning or for better understanding. They usually don't have tie ups with schools or colleges. They are sold directly to the customer as freemium initially.
For example: Vedantu, BYJU's, Unacademy, Toppr, DoubtNut and TestBook.

Understanding the Audience

The audience can broadly be segmented into three categories on the basis of purchasing decision.



KG to 12th Grade



Bachelor's Study



Master's Study

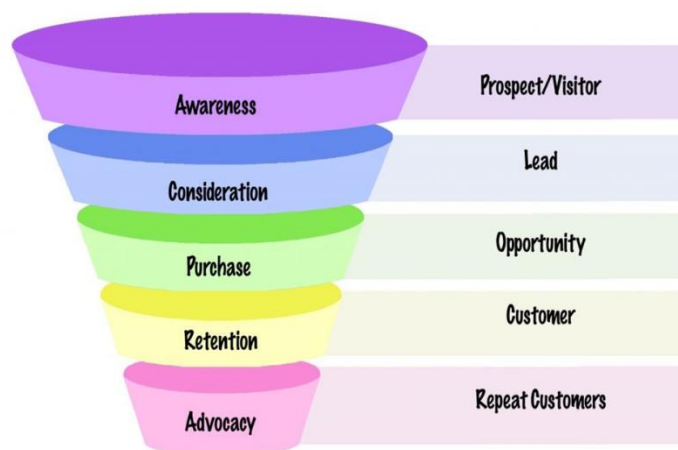
For understanding our audience, we need to understand the difference between a customer and consumer. Customer holds purchasing decision and buys the product. A consumer is the end user who consumes the product. In many cases the customer and consumer are the same entity, but in our case it varies. For KG to Bachelors segments, the purchasing decision of buying a subscription lies with the parents/institutions (Customers) whereas the ones who would use it would be students (Consumers) and for most Master's students the purchasing decision lies with themselves and they are the consumers too. The needs for online learning from KG to bachelors' is for better

understanding and learning at own pace, but for Masters there is an additional need which is to enhance their knowledge to qualify for desired jobs. Therefore, redesigning has to consider the target audience and its needs for each product wisely and market them accordingly on online platforms.

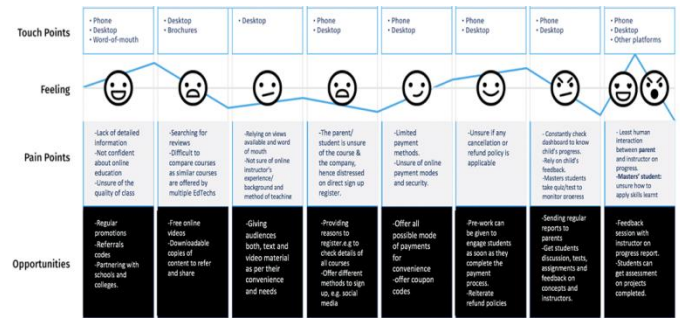
Redesigning The Marketing Funnel

Since COVID-19, there is an upward surge on digital expenditure by companies. The Global EdTech spend on digital medium was 152 Billion (2.6%) in 2018 which is estimated to increase up to 342 Billion (4.4%) by 2025 (Source: HolonIQ). Hence, digital spending would be more in the coming years.

The reason for this increase in digital spending would be because the education system was pushed towards technology driven classes due to COVID-19. It left schools, colleges, professors and students with no choice but to adapt to such medium forcibly. Therefore, when your target audience is on the internet most of the time, it is advisable to spend your money on digital platforms.



On the basis of the funnel the customer journey mapping is prepared. The customer journey mapping represents the process and emotions parents and students (Masters) go through; pre, during and post purchase of subscription.



The marketing funnel starts with AWARENESS, customer is introduced to the product online on various platforms. For KG to 12th grade consumers, the product should be marketed to their parents reflecting its benefits for students. BYJU's uses this strategy and uses TV advertisements majorly for awareness. Furthermore, a digital way to connect with parents is to find potential websites (that they visit) to attract customers to company page. But the customer pain points here are:

- Lack of detailed information
- Hesitations about online education
- Apprehensive of class quality

In order to overcome the pain points following strategies could be used in AWARENESS phase:

- Market the product on relevant social media sites
- Organize interesting competitions for children and target it to parents
- Partner with other companies for online courses which may attract masters' students to do courses from hiring perspective
- Promoting through referrals codes and coupons

Second is CONSIDERATION, the target audience is interested and considers subscribing for the product and hence it is crucial for the company to convert this small positive response from the buyer into a conversion, which is sales. The pain points in considerations are:

- Lack of word of mouth
- Relying on online reviews
- Unsure of online learning environment
- Unsure of instructor's method of teaching

In order to resolve such pain points, customer relationship management has a role to offer. The human interaction with the company will create a key impact for purchase decision. Sales representative can make or break the deal, as they are the ones who represent the company to the customers. Companies like Vendantu, BYJU's, Toppr and many others provide free demos or trial sessions for consumers to experience the product. Below are some ways to convert consideration into purchase:

- Investing in Sales Development Representative (SDR) programmes
- Combining SDR with giveaways or discounts
- Free online demo sessions

After liking the product, the customer affirms to PURCHASE it. But there can be some resistance owing to:

- Unsure of online payment security
- Limited payment options
- Applicability of refunds and cancellations

In order to overcome such resistance:

- Keep the payment process easy with three simple steps – mode of payment, filling required details and payment confirmation bound by security
- Provide information on refunds and cancellation
- Provide multiple payment options
- Surprise customers with discounts, if not given earlier

In RETENTION, the product offered must be differentiated from competitors and personalized for the consumer. The pain points here are:

- If there is any actual learning?
- How to measure the progress?

To address these, setup a constant monitoring to map individual progresses which can be shared with the parents. In case of Masters' students, the tests and assignments decide their understanding and progress. Additionally, data

collected from each user's profile like which subject's videos do they watch, duration, test score, etc. can help understand their strength, weakness and also suggest further videos according to the student's understanding. This might help in retaining the customer.

Lastly, ADVOCACY is essential as most first-time users opt for one-month subscription and then decide to continue or not. The pain point can be improper redressal of complains. If a consumer discontinues and chooses competitor's product, the company loses the customer for a month, quarter or a year depending on his chosen subscription. Hence, re-purchase is significant for the company's growth.

The EdTech industry is moving up at a fast pace by creating an understanding for each individual and a knowledge-based environment across generations.

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HUMAN RESOURCES

Role of Ed-Tech in Improving Employee Learning and Development Programs

Nitish Kumar & Manjari Mahato - MBA in HRM 2019-21, Xavier School of Human Resource Management (XSHRM), Bhubaneswar.

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

-Alvin Toffler

Sometimes with fondness, other times with anxiety, our educational experiences have always had an influence on our career paths. The evolution of physical classrooms into a globe-spanning industry, the EdTech, an amalgamation of “education” and “technology”, has led to the usage of hardware and software tools to enhance offline learning in classrooms and improve a novice’s learning outcomes.

The 2020 Workplace Learning Report by LinkedIn reveals that around 51% of the L&D professionals plan to launch upskilling programs while 43% of them plan on reskilling a portion of their workforce amid the COVID 19 crisis. While many jobs may require a complete revamp of the way they are performed, some jobs with repetitive tasks may not return at all. Voila, EdTech players come to rescue the missing command by reinventing learning!

As COVID 19 pandemic impacts the globe and social distancing becomes the new normal, the know-what, know-how and know why becomes the key to achieving competitive advantage in the market. The ability of organizations to educate and train the employees at workplace gains immense value. To serve this via purposeful innovation, many providers have already started witnessing a sharp rise in the number of registrations by various organizations and industry professionals. One such EdTech giant, Udemy, stated in its special data report

“Online Education Steps Up: What the World is Learning (from Home)”, a 425% increase in enrollments for consumers with an 80% increase in usage from businesses and governments globally.

Incorporating EdTech

Just like imagination is more important than knowledge, innovative use of cutting-edge technology in workplace education is important for organizations to gain a serious competitive edge. Chief Learning Officers (CLOs) have begun to realize the importance of EdTech in providing employees with enjoyable, effective learning experiences. A recent KPMG report also projects that the growth of the online education market in India will reach USD 1.96 billion by 2021. This dynamic business environment of EdTech presents itself in a variety of forms:

Bite-sized Online Training:

E-learning modules that are small, self-contained information capsules, typically ranging from 1 to 15 minutes, usually focus on one to two tightly defined learning objectives. These bite-sized nuggets can provide just-in-time support and can be combined and used in flexible ways. For example, one learner can access nuggets 1, 4 and 3, while another user can access 3, 2 and 1, depending on their preferences and immediate needs. According to a report by Elucidat, modern

learners' prime focus is on highly relevant and personalized content, on their preferable device. This is mostly on the fly – 56% of modern learners learn at a point of need, and 28% on their commute to and from work. Learning broken into short, bite-sized chunks serves the need of the hour.

Shareable e-Learning Infographics:

Infographics, another form of EdTech learning medium, is a great way to ensure optimum employee engagement, and thorough understanding of the lessons. A daunting task often results in reduced motivation due to lack of understanding of the concept even after multiple attempts. This becomes even adverse when using digital communication channel to convey those challenging ideas and difficult concepts. Infographics simplifies complex information with charts, symbols, lists, and visual triggers particularly important for visual learners.



Fig 1: Learning is fun when combined with infographics

Game based Learning (GBL):

"You can learn more about a man in an hour of play than in a year of conversation."

- Plato, The Republic

It's true. Serious games offer something for everyone. Game-based Learning (a.k.a. 'Serious Games') leverages the power of computer games using artificial intelligence and machine learning to captivate and engage employees for a specific purpose, for developing novel skills. By 2024,

more than 47 per cent of learning management tools will be enabled by Artificial Intelligence (AI) capabilities. Be it through drama, storyline, or humor, these serious games create a compelling experience by helping the learners retain what and why of the instances in the form of memory hooks. If undertaken appropriately, GBL becomes the vehicle for embedding new competencies that can be immediately applied in the workplace. For example: CISCO's Learning Game Trilogy, a combination of three online technology games: Rockin' Retailer, Network Defenders and SAN Rover, offers diverse challenging levels to individuals via a competitive game play.

Closing Skill-Gaps through EdTech

In the 21st century, a proven approach in delivering effective training is to provide one to two months of virtual development program. During this program, employees' competence can be assessed and evaluated regularly, based on their performance via online demonstrations. The online development program inclined towards technological strategies of an organization can include simulations, bite-sized learning, playback tools and "serious games" customized as per the workforce, where learners can play virtually and repeatedly. Programs need to have a strong in-built personality development component to deliver the necessary dosage of intensive practice and to effectively bridge the skill gaps by implementing various components of training using EdTech (Fig. 2).

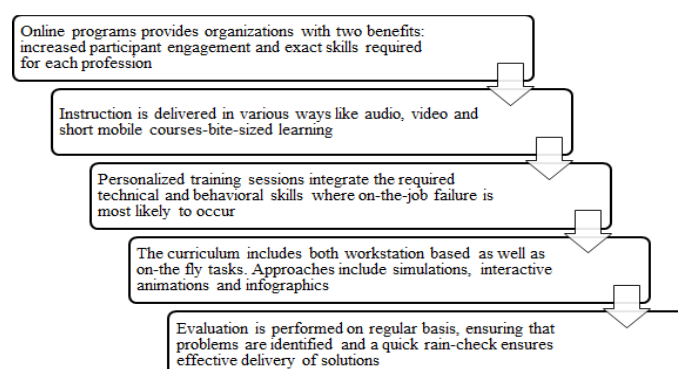


Fig 2: Effective Training Components with the use of EdTech

Challenges Confronting EdTech

Although, the COVID 19 crisis has revamped digital learning, the industry still faces significant challenges at the technological level. The biggest challenge that still haunts the organizations while leveraging EdTech is the lack of uniform internet facilities across the globe making universal accessibility to training and development difficult. Another key challenge is achieving content uniformity across devices and platforms to enhance employee-friendly experience.

In delivering this seamless experience, online learning is perceived by some as a “cheap and easy” version, but they forget that periodic updates and bug fixes necessary for smooth functioning of the adopted technology would require further investment, as everything comes at a price. Overcoming these challenges and sailing through this tumultuous phase will help organizations gain a competitive edge in the marketplace.

Conclusion:

The world we know is not the one we knew. In employee training and development, online platforms were once seen as a supplement to the traditional training infrastructure. However, COVID-19 has mainstreamed the importance of EdTech platforms, now more than ever and is already changing the way educational content is created, consumed and implemented in the country.

To cope up with the uncertainty of the future at hand, the only way is to continuously learn, unlearn and relearn. The EdTech platforms provide many advantages, including but not limited to low cost and low time commitment (in comparison to offline); flexibility to learn at one's own pace, which is a major differentiator for working professionals to pick online over offline and personalizing courses that is often difficult to achieve in the traditional route of learning.

The digital initiatives undertaken as part of the

booming EdTech sector along with a combination of independent and group techniques can help businesses find effective ways for employees to incorporate frequent learning experiences into their daily working practices. Time to think outside the box!

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GENERAL MANAGEMENT

NEP 2020- A Boost to the Ed-Tech Sector

Parag Joshi – PGDM 2020-2022, Welingkar Institute of Management & Research

‘WhiteHat Jr’, a two-year-old Edtech startup has been in the news for a fortnight due to its acquisition by Byju’s for a whopping \$ 300 Million. But it caught my attention when I came across an ad on YouTube and instead of skipping it, I watched it.

The ad was titled, ‘Arushi loves Coding with WhiteHat Jr.’ Here, Arushi is not some student of IIT or CEO of any tech firm, but a student of class 7th because the new era of Edtech proves there is no age limit to learn.



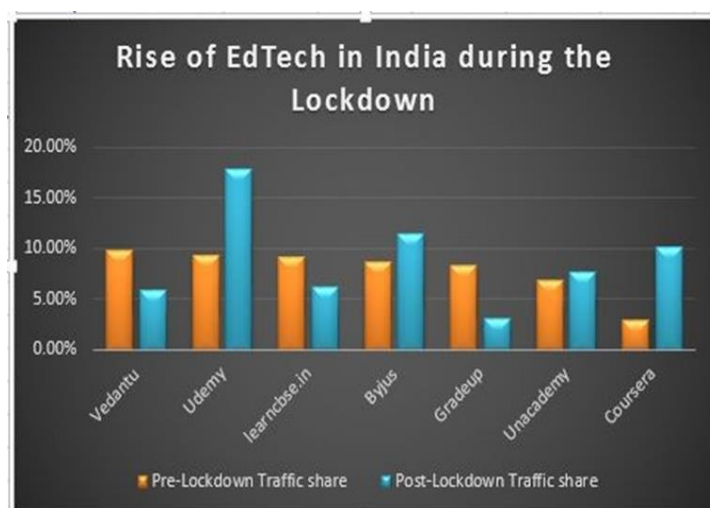
Image Source: Youtube

Many times it happens that we do something but don't know what it is called. Same is the case with EdTech. Being a Millennial I have been using technology for learning since a decade now but it was the current Pandemic which taught me and many others how impactful Edtech is. ***A dramatic rise of 30 per cent has been recorded in India only in the initial few months of the lockdown*** says a report by Broadcast Audience Research Council of India. With the rise of Youtube and more recently Zoom, Educational lessons are being home delivered each minute worldwide. Also, we are quite fortunate to witness the Half-Halley's

comet which happened to us after 34 years - **The New Education Policy.**

The much talked about policy has been appreciated for its vision to develop digital infrastructure, ***a curriculum to integrate 21st-century skills*** and most importantly for giving more emphasis on Tech-enabled education. The NEP probably would be one of the rare government policies having mentioned terms like Artificial Intelligence, Virtual Reality to be used to improve the education standards of the country.

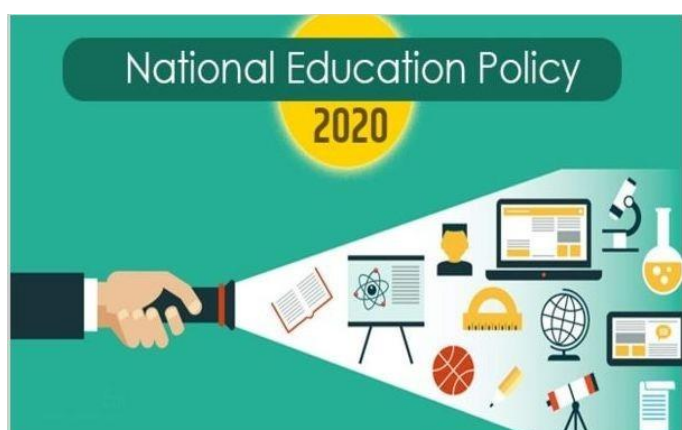
With **260 million school-going students**, India ranks second in this category which highlights the need and opportunity for incorporating technology in education to reduce the digital divide.



Source: Similarweb

Although the majority of the aspects of the NEP are revolutionary, there are a few which specifically carve a path for more rise in the Edtech industry in India.

1. Proposal to create a **National Educational Technology Forum (NETF)**.
2. Students will get the Vocational Education from Class 6.
3. School curriculum will be focused on Core concepts and their application
4. **Outcome-based learning** by tracking students' progress.
5. Identifying the aptitude of a student using AI in the form of a Holistic report card.
6. Developing E-courses in regional languages.
7. Developing virtual labs.



Source: digitallearning.eletsonline.com

As said by many, the policy has identified the need to upgrade the entire education system with proper use of technology and thus giving numerous opportunities to the young Indians to build their own Edtech Empire. Considering a few such opportunities below-

Tech Support To The Apex Body

With the creation of National Educational Technology Forum (NETF) there arises an opportunity for firms to assist this government body by focusing more on capacity building, development of e-content and providing a platform for educational institutes and stakeholders to share best practices by leveraging technology.

C2P2, the new Success Mantra

There is a vast scope for Edtech companies to **Create courses and provide platform** to the

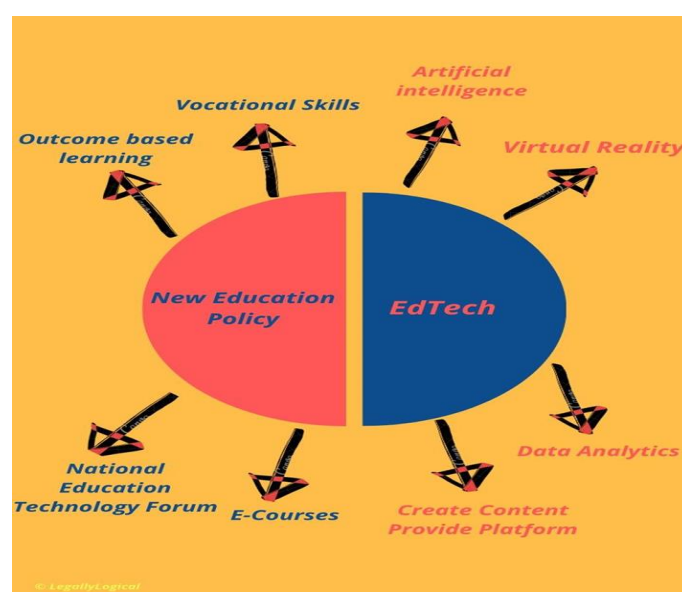
students to access that. This C2P2 could be the new Success Mantra for these firms.

The policy also emphasizes on education through mother tongue thus opening doors for **Regional language-wise content** and course creation. With Government Portals like Swayam, they have already shown a torch to the young entrepreneurs to explore more avenues of learning apps, satellite-based TV channels and more importantly content for teacher training.

As one of the major loopholes in our education system being incompetence of teachers, schools and universities are likely to collaborate with content providers for advanced content in line with the curriculum.

Redefining the Classrooms

Initiatives like **Atal Innovation Mission and Atal Tinkering labs**, NITI Aayog is already taking steps to revamp the physical classroom learning experience of students. Yet, this remains to be a major grey area which Edtech firms can explore by **designing immersive technology for future classrooms**. The EdTechs can work on digitisation within the physical classroom to make the learning more exciting.



AI-aided Education

Everyone carefully listened to Amir Khan when he said 'Every child is special' in the celebrated drama 'Taare Zameen Par'. Yet our education system didn't agree to this till the introduction of this new policy. But henceforth one can track a candidate's learning cycle with the help of AI-powered deep learning algorithms to cater him individually customised content as per his or her need. This will also reduce the burden on the instructor besides helping the student to identify and focus on his skills.

Maintaining Physical Files Could Soon Be A Thing Of The Past

With the National Testing Agency taking off the burden of paper-based examination by conducting those online, we are already marching on the path of paperless examination for a decade or so. This can be further improved with the help of using technology in the form of Learning Management Systems, ERP Softwares, Assessment Platforms, online labs etc.

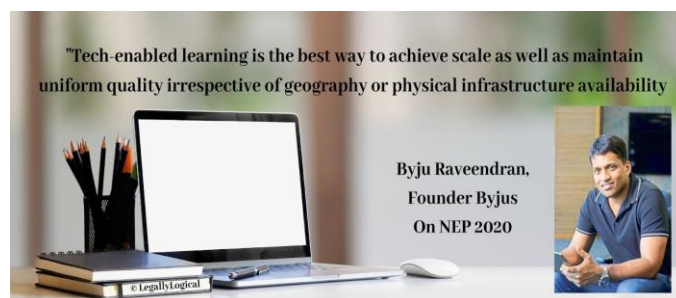
Education for All

Unfortunately, persons with disabilities belong to one of the most ignored classes in our education system. There has been an ever-rising demand for content, instruments, electronic gadgets for children with disabilities.

Using simple technology like voice recognition the Edtech firms could help these children to learn more in absence of a translator as well.

Technology to be the Torchbearer

By introducing vocational skills like programming from 6th or 7th standard, the NEP is striving hard to give the students ample career choices to reduce the number of unemployable graduates in India. This can be surely improved by conducting technology-enabled adaptive assessments, competency tests and career counselling.



The Conclusion

Implementation of the National Education Policy surely will reform the age-old education system in India by pushing the technological advancements in several aspects like teaching, learning, assessments, credentialing, governance, analysis, and personalisation.

Although a major part of India has instantly adopted the technology in the initial 8 weeks of lockdown which took 8 years for the USA, we have still failed to scale this up to the entire population of the country. The sudden change of events, with no proper training, insufficient bandwidth and lack of facilities to attend online classes felt by students highlighted the digital divide in the country which could only be erased by leveraging more and more technology in the Education sector. In a developing country like India where Education has always been troubled by several factors like cost, quality and scale, efficient usage of technology will make a positive difference for sure and the New Education Policy is certainly a benchmark for us to move up this ladder.

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SPECIAL ARTICLE

Growth of EdTech Sector in Times of COVID-19

Swastik Sovan Panda– PGP 2019-2021, Indian Institute of Management, Ahmedabad (IIM-A)

The global pandemic presents a unique situation wherein rapid transformations can be made in India's education story powered by technology. As online becomes a mainstream mode of knowledge delivery, the pandemic has been a watershed moment for India's EdTech sector. In the past one year, the user base has doubled, accompanied by a 40% rise in willingness to pay and a massive 83% jump in paid user base. EdTech offerings have helped millions of students across the country to continue their learning from home. The lockdown has also propelled growth in the B2B space where, unlike earlier, most educational organizations have aggressively adopted tech-based solutions.

As all three pillars of the rapid change-consumer behaviour, technology and regulatory landscape evolve in the EdTech space, it is imperative to understand how the industry will likely shape up through hindsight into the past, insight into the present and an informed foresight for the future. This massive growth hasn't gone unnoticed by entrepreneurs and investors alike as number of players in the industry and the amount of venture funding has grown tremendously.

Industry Attractiveness and Growth Drivers

The online education market has a projected CAGR of 43.85% over the next ten years. Technological disruption drivers like increased internet penetration and an increase in disposable income in the hands of the consumers have made them more aware and informed in the decision-making process pertaining to their needs and wants.

The investors' mood in funding the firms in the

EdTech industry revealed by the rise in the capital value of industry marks the ease of raising the capital. Also, the increase of the market size due to the advent of 4g internet and smartphones multiplied the potential customer base of the industry. The industry is slated to grow to \$ 1.96 billion in capital value, with around 700 million customers. Even though there is a considerable threat of new entrants and backward integration of industry, EdTech has been consistently growing, and the latest developments in technology can increase the broad customer base and with the possibility of sophisticated services and products to be delivered. Growth trends include-

Online Education Provides an Effective Alternative: Although initial fixed costs for customer acquisition is high in case of online education. Availability of a larger student base and lower infrastructure cost proves to be an effective alternative against the traditional tuition culture in Indian context.

Providing Quality Education To The Students Who Are A Major Stakeholder: Due to a lopsided teacher to student ratio in the Indian scenario technology is a major driving force for providing quality education with a direct selling mechanism keeping a shorter feedback loop. This can allow the companies to innovate and cater to the requirements of the end user quickly.

Rise of The Job Seeking Population in India: About 280 Mn job seekers expected to enter the Indian market which require specific industry relevant skills.

Growth Trajectory

Online learning has been propelled to audacious growth rates in the wake of COVID-19. For instance, Vedantu have seen a 10x growth in daily new user sign ups while Toppr has seen a 100% month-on-month increase in the number of students attending online classes. (Verma, 2020) Core activities including content creation, imparting knowledge, data-driven B2C sales, relationship-driven B2B sales, marketing aren't threatened by either conventional education players or insurgent. Similarly, core assets including expertise in knowledge delivery, creating tech stack, designing UI/UX, analytics & Machine Learning capabilities aren't threatened. This has put the entire industry on a path of progressive growth.

Market Size and Structure

The education market is approximated to be at \$135 bn as of 2020, out of which the edtech segment is worth \$750 mn and is projected to increase to \$ 4 bn by 2025. As per the analysis by Bloom Ventures, (Exhibit 1) the segment-wise breakup is as follows:

- \$1.5 bn- K-12 after-school tuition and phase change from K-12 to college
- \$964 mn- Continuous learning
- \$458 mn- Training for phase change from college to jobs
- \$426 mn- Unbundling of college education
- \$180 mn- Pre-school market
- \$170 mn- Unbundling of school education
- \$170 mn- B2B for employee training

On a detailed analysis of the ed-tech space, it can be observed that various existing players can be segregated into distinct segments. Following dimensions were identified for aforesaid industry analysis:

1. **Nature of Courses Covered** - Covers the type of courses (K-12, Competitive Exams)
2. **Concept vs. Doubt Solving** - Teaching concepts and holding mock tests (Byju's, Vedantu, Toppr) vs. solving only doubts

(Brainly, Doubtut)

3. Language – English vs. use of regional vernacular languages

Category	Description
Primary & secondary supplemental education	Video sessions, online assignments
Test Preparation	Webinars, video lectures, mock tests, competitive exam preparation,
Reskilling and online certifications	Online certifications like MOOC, live projects, case studies and assignments
Higher Education	Online education provided by universities
Language & casual learning	Learning languages, enhancing hobbies like cooking, videography and fine arts etc.



(Source: Netscribes Online Education report)

EdTech Market Drivers

Test preparation (includes K-12) and online certification are the two major subsegments of the edtech market in terms of funding raised. 88% of the market's capital inflow went to these two segments. Data analytics, ML & AI, and finance are some of the online-learnable courses which have found a space for themselves. (Singh, 2020)

For these segments to continue to grow at higher rates, a) gamification and personalization of content, b) adoption of vernacular languages by platforms, and c) improved focus on tier II and tier III city populace would be key. The market player who excels at **fulfilling these "value denials"** would stand to gain a strong edge over others. Increasing internet penetration and the increase in internet bandwidth across the country, courtesy Jio, would enable the semi urban and rural consumers to respond positively to the evolving market. Doubtut is one promising startup which has a good presence in the small, local towns and villages. The importance of their competitive advantage is such that the market

leader Byju's has reportedly entered into talks to acquire them.

While the price points for **AR & VR** hardware are currently high, it is expected to come down rapidly. It is forecasted that by 2023, the edtech market alone will spend \$6 billion on these technologies.

Adoption of edtech hardware & software on a **mass scale** by the countless schools and other educational institutions in the country for blended learning, might as well be another watershed moment for the industry after Byju's decacorn valuation. These are **two potential "windows of opportunity"** in the industry waiting to be captured. A smart player would hurry to establish a lead in these areas to leapfrog the competitors. (NASSCOM, 2018)

Challenges

For the expected exponential growth to materialize, the incumbents and new entrants would have to skilfully manoeuvre through certain challenges. (Omidyar Network, 2019-20)

- Adapting to the new technology is still difficult for a good majority of teacher
- Personalized content is difficult to produce
- Easy access to free content available on the web reduces consumer's willingness to pay
- Lack of trust in the new medium of education
- Low disposable income during the Covid pandemic

With more than 4000 EdTech start-ups (Exhibit-2) in India, it is inevitable that each player will ascribe to differentiate itself through innovation. Hence, the strategies being played out will be very different.

Though the future is positive for the sector as a whole, the intense amount of competition will lead to very interesting strategies in order to survive in the long run.

Exhibit 1: Market Sizing

Schools

No. of school students (Mn)	270 [Source: Redseer]			
	Govt.	Affordable	Private	Elite
Share of total schools	65%	30%	3%	3%
Number of students (Mn)	175.5	81	6.75	6.75
Annual fee per student (INR)	5000	20000	40000	75000
Revenue (INR, cr)	87750	162000	27000	50625
Unbundleable services	0%	10%	20%	20%
Revenue (INR, cr)	0	16200	5400	10125

Education Market 31725 INR cr
4.5 USD Bn

Share of edtech 2.5% [KPMG Online Education report]

EdTech Market \$113 Mn

Colleges

No. of college students (Mn)	35		
UG students	88%	[Source: MoHRD survey: 2016]	
PG students	12%		
Type of college	Govt	Pvt - aided	Pvt - unaided
Share of students	33%	21%	46% [Source: MoHRD survey: 2016]
Annual Fee			
UG	12500	62500	125000 [Based on average fees of colleges in India]
PG	18750	300000	625000
Annual Revenue (INR, cr)			
UG	12753	41349	176216
PG	2527	26225	116418
Total Revenue (INR, cr)	15280	67574	292634
Unbundleable services	0%	15%	20% [Blume's assumption]
Revenue (INR, cr)	0	10136	58527

Education Market 9.8 USD Bn

Share of edtech 2.5% [KPMG Online Education report]

EdTech Market \$245 Mn

College to Job

	(In Mn)			
No. of grads	8.8	[Source: Money Control]		
MBA graduates	0.4	[Source: UNDP Report]		
Engg college graduates	0.8			
Job aspirations			Private Sector - white collar	
	Non-gazette govt	UPSC	Test Prep	Coding / ISAs
Number of applicants for the job	25.0	1.8	Number applying to consulting / tech + coding / foreign jobs etc.	
	[Source: Economic Times]	[Source: BYJU's]		0.6
% using test prep services	50%	75%	30%	10%
No. using test prep services (Mn)	12.5	1.4	0.2	0.1
ARPU	5000	25000	50000	100000
Revenue (cr)	6250	3375	900	600
Total Revenue (INR, cr)	11125			
Education market (USD, Bn)	\$1.6			
Historic share of edtech	5% [KPMG Online Education report: Online test prep market \$15M out of test prep market \$1B]			
Post COVID share of edtech	20% [Assuming a large increase in adoption of online medium post COVID - given lack of alternatives +]			
EdTech Market	\$318 Mn			

Continuous Learning

companies reap dividend as schools, universities go online. Retrieved from *The Economic Times*.

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Workforce (Mn)	500 [Source: World Bank]
LF Participation %	50% [Source: World Bank]
Working Population (Mn)	250
White Collar %	22% [Source: 2016 Annual Report 2015–2016 by India Ministry of Labor and Employment]
White Collar (Mn)	75
In Age 25–45 %	31% [Source: Statistics Times]
In Age 25–45 (Mn)	23
Likely TG %	30% [Blume Assumption]
Likely TG (Mn)	6.9
ARPU (USD)	\$250 [KPMG Online Education Report + market pricing research]
Revenue (USD, mn)	1723
Education market (USD, Bn)	1.7
Share of edtech	50% [Blume Assumption - since limited options exist --> online drives majority of the sector]
EdTech Market	\$862 Mn

Exhibit 2 – Major Edtech Players in India (Gupta, 2020)



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We invite articles for the October 2020 Issue of SAMVAD.

The Theme for October month- **“Tourism Industry”**

The articles can be from Finance, Marketing, Human Resources, Operations or General Management domains.

You may also refer to sub-themes on Dare2Compete.

Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images.
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com**. **Deadline for submission of articles: 21st October 2020**
- Please name your file as: <Your Name>_<title>_<section name e.g. Marketing/Finance>
- Subject line: <Your Name>_<Course>_<Year>_<Institute Name>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Clearly provide source credit for any images used in the article.

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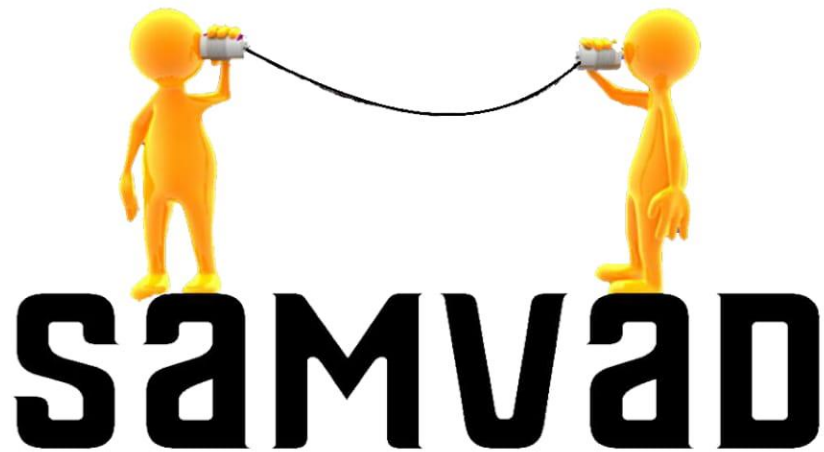
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The background of the image is an abstract composition of thick, textured paint splatters. The left side is dominated by vibrant orange and yellow tones, while the right side features deep teal and blue hues. The paint is applied in a way that creates a sense of movement and depth, with various brushstrokes and splatters visible throughout.

**BE SO GOOD
THEY CAN'T
IGNORE YOU**

~STEVE MARTIN