

1.INTRODUCTION

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1.1 Industry Profile-

Online education is electronically supported learning that relies on the Internet for teacher/student interaction and the distribution of class materials.

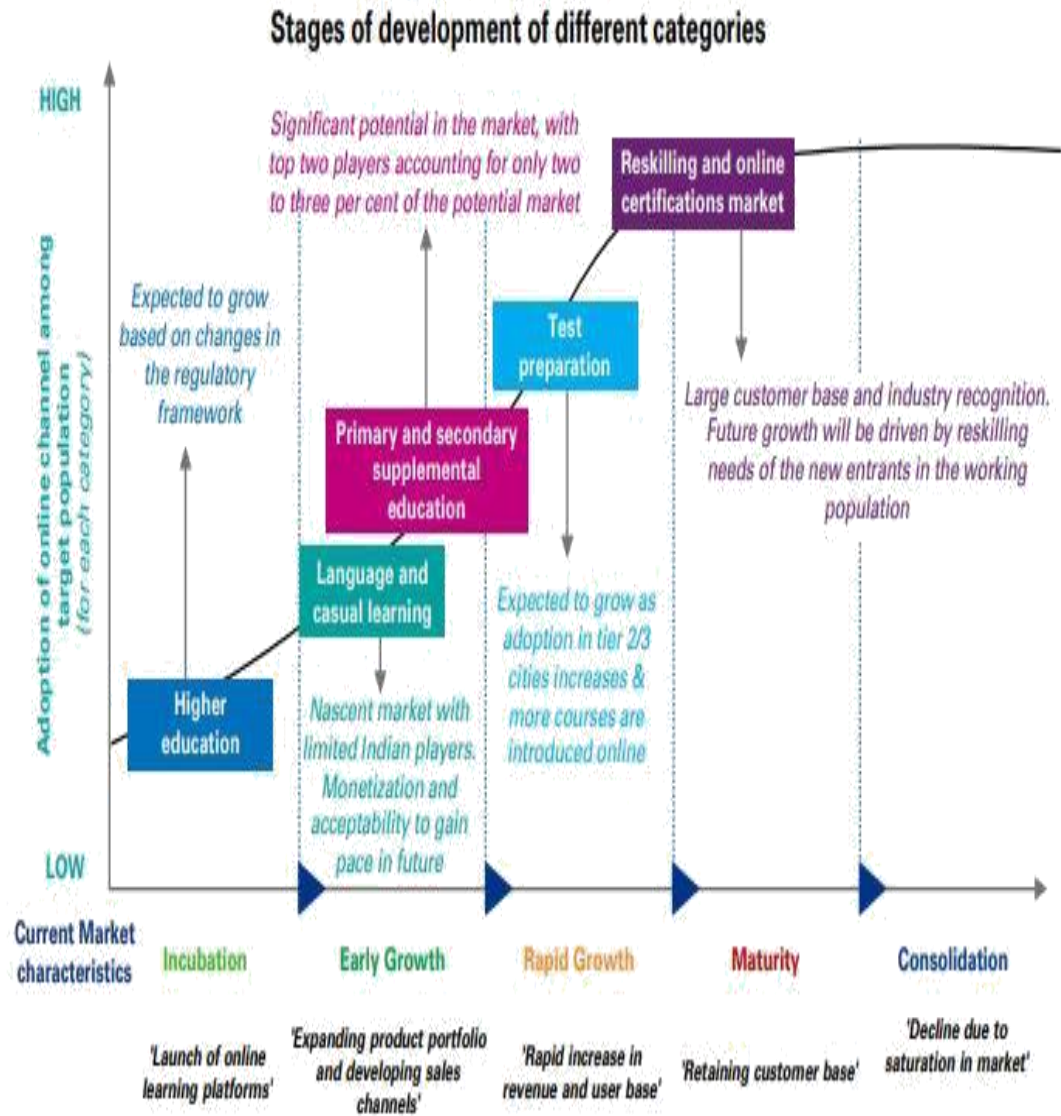
Education plays an important role in life and online education made easier with the help of electronically supported devices (Mobile, Computer, Tablets etc.) and internet penetration. There are many companies and startups are working on it and increasing internet literacy helped online education to growing exponentially. Although there was not enough internet penetration in India till 2014, but due to less cost of internet access, availability of smartphones and emerging of new platforms increased online education market at very fast pace. This scenario doesn't only open the doors for online education industry but also enables Indian users to learn online and develop skills.

Online education is divided in following key categories

- Primary and secondary supplemental education
- Higher education
- Test preparation
- Reskilling and online certifications
- Language and casual learning

Through this report I will focus on Online education in India. With the rising popularity & affordability of internet online education has cause cultural shifts and has revolutionized the education industry. Major Reason behind the rise of online education are

- Traditional methods are expensive. Compared to digital channels, you could end up spending more money.
- Traditional education channels fail to provide instant accessibility, long term content storage, economical & environment friendly options.



Source: KPMG in India's research and analysis 2017

Source – KPMG

Fig 1.1 Study of development of different categories – KPMG Report

This diagram shows various categories covered under online education and showing their current market characteristics and adoption by users on the scale of low to high.

1.2 Online education is future

In the past, if you wanted to get a qualification, or even simply learn something new, you would sign up for a course at a bricks-and-mortar institution, pay any relevant fees, and then physically attend class. That was until the online learning revolution started.

The e-learning market is growing exponentially. Its growing financial value is matched only by the swelling numbers of students choosing to follow an online course.

In the Global Shapers Survey, close to half (47.79%) of respondents said they would be willing to pursue certification for certain skills, including online certification, once they have started their working careers. This again speaks to the large potential and market for online education.

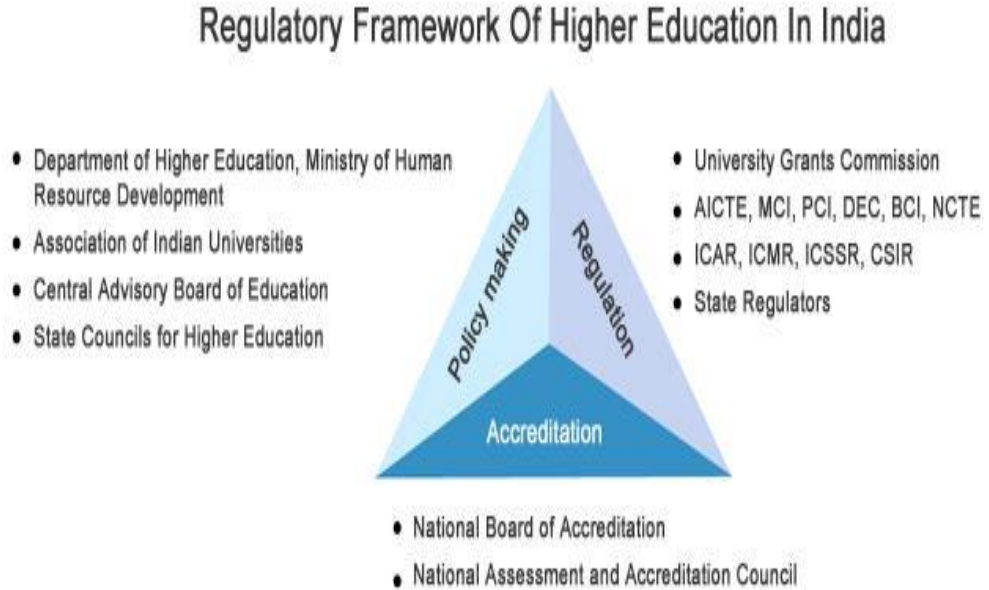
1.3 Industry Overview

1.3.1 Overview

The Global E-Learning Market is poised to grow at a CAGR of around 7.2% over the next decade to reach approximately \$325 billion by 2025. Some of the prominent trends that the market is witnessing include learning through gaming has been popularized in the recent years, implementation of IT security and cloud based solutions, rapid growth in online content & digitization, innovations in wearable technologies are flourishing the e-learning industry and learning management systems are switching over to cloud-based systems.

1.3.2 Indian education overview -

This is how framework of Higher Education In India



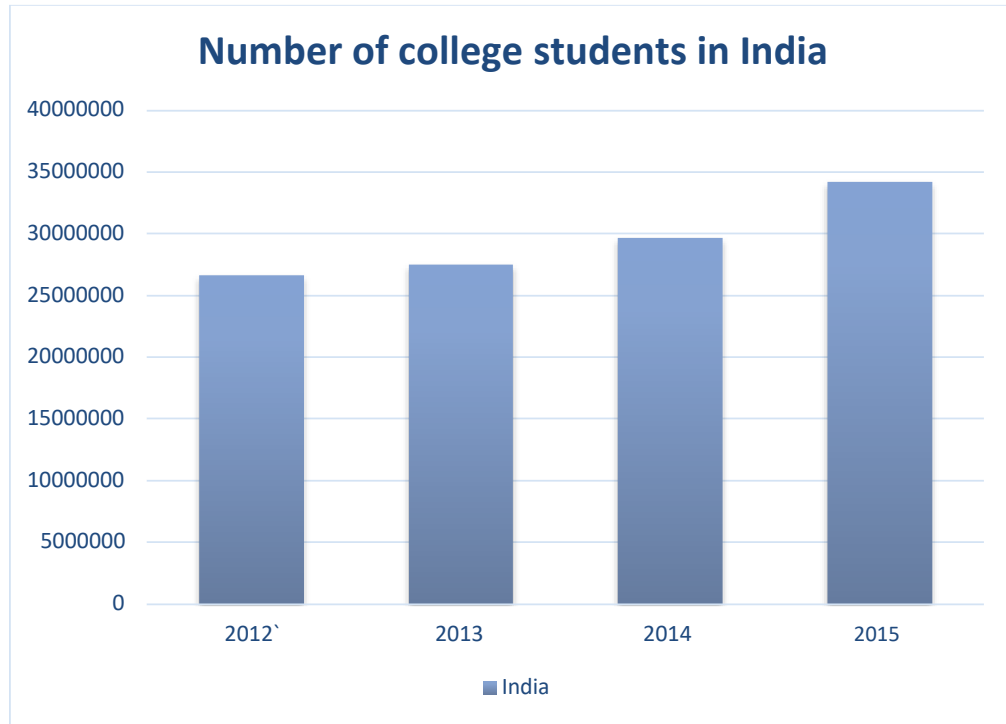
Source – IBEF

Fig 1.2 Regulatory Framework of Higher Education in India

1.3.3 Indian Online education market-

India holds an important place in the global education industry. The country has more than 1.5 million schools with over 260 million students enrolled and about 751 universities and 35,539 colleges. India has one of the largest higher education systems in the world. However, there is still a lot of potential for further development in the education system.

India has become the second largest market for e-learning after the US.

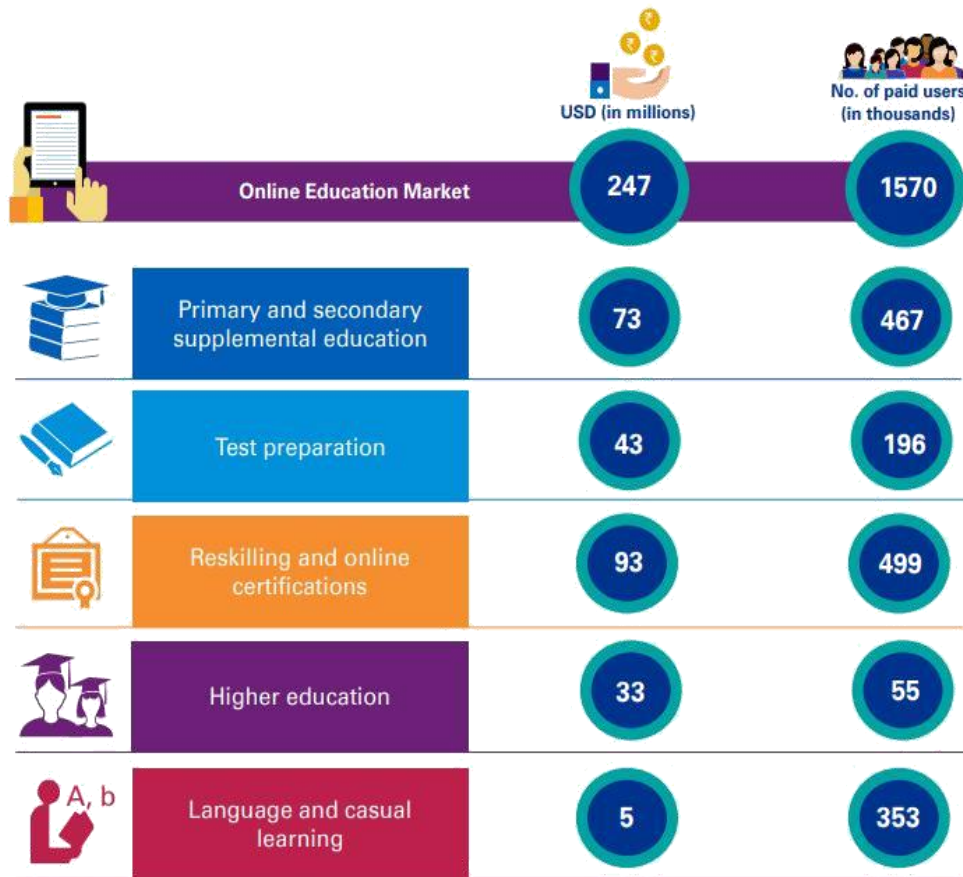


Source – MHRD

Fig 1.3 Number of college students in India

Currently, the school segment is valued at US\$ 52 billion and contributes 52 per cent to the education market in India, higher education contributes 15 per cent of the market size, text-book, e-learning and allied services contribute 28 per cent and vocational education in manufacturing and services contributes 5 per cent. Higher education system in India has undergone rapid expansion. Currently, India's higher education system is the largest in the world enrolling over 70 million students while in less than two decades, India has managed to create additional capacity for over 40 million students. It witnesses spending of over Rs 46,200 crore (US\$ 6.93 billion).

Category-wise split of online education market in India (2016)



Source – KPMG

Fig 1.4 Categories wise Market size (2016)

- The largest category in the Indian online education industry is Reskilling and online certification courses and is mainly driven by IT professionals with a preference towards online training for their skill development/enhancement
- Primary and secondary supplemental education is driven by the demand for quality education. The online channel provides a conducive education avenue for these students who require focused, individual learning

- Although Language and casual learning has small share in industry but its growth shows a positive future for it

In Online Education Internet plays an important role for its growth.

The number of **mobile internet users in India** is estimated to reach around 420 million by June 2017 with the rural India growing at a much higher rate than urban India says a published by Internet and Mobile Association of India (IAMAI) & market research firm IMRB. According to a report titled Mobile Internet in India 2016, there were 389 million mobile internet users in India as on December 2016.

"Urban India, with 51% penetration is fast reaching saturation point while rural India with 16% is the future market of growth," said the report. It added that number of Internet users has registered a jump of 15% year on year between October 2015 to October 2016. While Urban India grew at 9%, growth in rural India was almost three times at 26%.

The Current market players in India are given below (Online Education)

□ **BYJU's: The learning App**

Founded in the year 2008 by **Mr. Byju Raveendran** on whose name the app is based on, the BYJU app aims to offer training for preparation of different entrance and competitive examinations like CAT, JEE, IAS, GRE, and GMAT. Since then, it had left a mark on the list of suppliers of school curriculum supplemental classes between grades 6 to 12.

The company got in the limelight in September 2016 for making an announcement of **raising \$50 million** from The Chan Zuckerberg initiative (CZI) and Sequoia Capital along with other investors. In June 2016, the firm was reported to be in profits with revenue which stood at INR 30 crore.

The BYJU app aims to discover a **unique methodology** for increasing the pace of learning among the students by bringing into account the concept of learning through engaging into videos and interactive activities for personalised tutoring. As on September 2016, the app crossed the 5 million download watermark, reaching a high of **5.5 million downloads** with over **2.5 lakhs paid subscribers**.

□ **Meritnation: School made easy**

Launched in the year 2009 by **Mr. Pavan Chauhan**, Meritnation is known for making school studies easy for students up to class XII. Meritnation is an online portal for school children and it continues its journey by catering to the learning needs of students in school. It has content aligned and updated to the curriculum of various state boards, ICSE and CBSE. At Meritnation, users have the option to learn through live video lectures and interactive recorded videos. Not only the learning and self-study courses, Meritnation also has a strong focus on conducting regular tests and giving time-bound assignments to check the preparedness of students.

With the fresh **funding** of INR 25 crore from Info Edge (India) Limited, the company has now raised roughly **around INR 96.5 crore** from different sources. Meritnation is creating a doubt free environment for school students with the help of online videos of tutorials.

With over 95 lakhs happy users, as claimed by the company, Meritnation application has been successful in gaining **5 million downloads** on play store since its inception.

□ **CultureAlley – Language Learning**

Founded by the husband-wife duo of **Nishant Patni and Pranshu Bhandari**, the website CultureAlley came into existence for those struggling to learn languages. **“One billion people across the world try to learn a foreign language every year out of which about 60 percent are learning English,”** says the founder Pranshu. CultureAlley, having its roots in Jaipur is an online educational platform to learn languages.

CultureAlley has **raised \$6.15 million** from Tiger Global Management after being successfully able to raise seed funding from several individual investors including Google’s Rajan Anandan and Sunil Kalra. The HelloEnglish app of CultureAlley, which works offline, is based on a free English course designed exclusively to learn the English language. It not only focuses on reading/writing English but it also focuses on developing a vocabulary of its users. The said app also claims to impart users with 200 lectures in grammar and building conversations.

The founders say that learning a new language is no cakewalk. CultureAlley **aims** to make the process of adding more languages in your cart more easy and interesting through its different methodology designed with robust research. In a short span of time, it has **earned** the trust of more than **5,00,000 learners** from all over the world. At CultureAlley, the learning process is so informal that you can **learn the chosen language** while scrolling through Facebook which hits you right on the back of your mind and remains in your memory for long. Not only that, they have lollipops (rewards) after each challenge you fulfil which range from learning based on audio-visual lessons or based on games, which is pure fun.

- **FIITJEE**

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It's a cram school founded by Dinesh Kumar Goel. It has a pan – india network of approximately 84 branches in about 50 cities. It offers courses for kids studying in grade 6 to 12, claiming to prepare its members for JEE(previously AIEEE and IITJEE), SAT, NTSE, ,KVPY and JSTSE.

To promote entire education FIIT JEE has brought more than 11000 Samsung Tabs recently in April 2019. They have shifted their all the content to digital form to support online education. The best part about the device is to ensure the security breaches they have taken mobile device management system which acts as a proxy limitation system. To avoid uncertainty and to give parents the assurance that students are only accessing the relevant content Proxy limitation is a unique feature offered by Samsung.

- **Simplilearn: Get Certified, Get Ahead**

Launched in the year 2009 by **Krishna Kumar**, Simplilearn, as its name .suggests, is an online education portal with the aim of simplifying the learning for working professionals. The website offers more than 400 courses in vivid areas including IT, digital marketing, programming, big data, and analytics etc. What does one look for while taking any course? Certificates and recognition, isn't it? At Simplilearn you get the certificate which is well recognised for the course taken by you at different platforms.

Simplilearn raised \$15 million in Series C funding in 2015 rising to a total funding of \$28 million for various sources. The last round of capital funding was led by Mayfield Fund, with the participation of past investors Kalaari Capital and Helion Venture Partners.

As the reports suggest, since its inception **more than 5, 00,000 people** have been certified through various courses at Simplilearn.

1.3.4 FDI in Online Education Industry -

The Government of India has allowed 100 per cent Foreign Direct Investment (FDI) in the education sector through the automatic route since 2002. The sector has received cumulative FDI worth US\$ 1.465 billion up to June 2017. The Government of India is working on the final draft of the New Education Policy to address the changing dynamics in the education industry of the country as per the requirement of the population.

1.3.5 Future and forecast in Online Education Industry –

Gross Enrolment Ratio (GER) in higher education reached 24.5 per cent in 2016.

Government has a target Gross Enrolment Ratio of 30 per cent to be achieved by 2020.

Indian literacy rate is estimated to be at 75 per cent in 2016 as compared to 63 per cent in 2011.

According to the Economic Survey of Delhi 2016-17, the city has observed an increase in expenditure on education. The national capital's total expenditure (plan and non-plan) on education, including sports, art & culture, increased from US\$ 713.8 million in 2011-12 to US\$ 1.59 billion in 2016-17. mi Industries is committed to providing turnkey solutions that meet the demand.

With CAGR of 52% Indian education market is growing rapidly and expected to grow 1964 USD million till 2022 – Excerpt from KPMG report on Online Education in India.

Category-wise market size (In USD million)



Source: KPMG in India's research and analysis 2017

Source – KPMG

Fig 1.5 Category wise Market size Forecasting

1.3.6 SWOT Analysis of Indian Online Education market –

Strengths

- Less cost

- Large pool of students
- Indian users are adapting online education at fast pace
- Less competition
- Innovation of new technologies
- Government initiatives for education sector
- More Disposable income

Weakness

- Less market captured in rural area
- Some users are language specific
- Cost of implementing IT is very high
- Less number of paid users

Opportunity

- Market is growing rapidly
- FDI opens door for new foreign companies to invest in market
- New Technology
- Growing penetration of Internet shows a good future

Threats

- Content copy

- Security issues in information sharing
- Offline coaching is a traditional and good way – such kind of mindset in some students

1.4 Organisation Profile

Targus Technologies Pvt Ltd is a System Integrator firm, which aims to assist corporates, start-ups, Govt Sector Public and Private Sector across various business dimensions. Targus Technologies was formed in 1997 and offers services to various sectors for Startups, small medium enterprises, Govt Entities and private Public Sector as well as large conglomerates.

Vision is to provide Latest and upgraded Technology Products improving competitive edge and growth prospects of businesses. We are committed to our corporate clients with the highest levels of professional standards and services & works with them in developing an understanding of the various industries – segments and sub-segments, companies, competitors and suppliers through our in-house experienced research team and trained professionals.

Deep understanding of the market enables us to develop a resource of highly dependable and rational insights and planning that enables our clients to formulate their core business strategies and implementation.

1.4.1 Services Provided –

- Network Consultancy/Network Audits
- Cloud Solutions
- High End Computing
- Low Voltage Products

- >Digital Solutions
- > Mobility Solutions/Mobile Device Management Systems

1.4.2 Management –

Col: Balwinder Singh: Targus Technologies Pvt Ltd

Col Balli has more than 22 years of experience in the product and service industries across various business sectors in the field of management consultancy. Col Balli is currently managing Targus Technologies in the field of Information Technology System Integration and is assisting various startups & corporates across various sectors in the field of management consultancy.

Col Balli has previously served the Indian Armed forces and bravely fought in Historic 1971 War he was posted in Rajasthan region at the time of war and was heading a particular unit. He has managed more than 1000 people of Team at various locations during his previous tenures.

Area of expertise: Sales & Marketing, business process management, business planning, commercial management, project management, Regulatory affairs & compliances, technology, finance and accounting, Market entry Strategy, Positioning of the products due diligence and deals.

1.4.3 Clients – In last 2 decades, Targus Technologies made an impact on market_and has very good client base. Today Targus has their presence in everywhere in the market be it Govt Sector Education institutions, corporates as well as public Sector they have Created a Niche among the competitors in the Market.

Few Major Customers for Targus Technologies

1. Indian Railways
2. Railtel
3. Bombardier
4. Airtel
5. Vodafone
6. Jubilant
7. Ericsson
8. IIT Jodhpur
9. IIT Roorkee
10. IIT Ropar
11. Ministry of Defence
12. GMR
13. Tech Mahindra
14. Accor group of Hotels
15. Fiit Jee

1.5 Objective of the Study:

The study aims towards analysis of different aspects of Market size, Growth, Categories and various aspect of the online education market in India for new players to why and how to enter in market. The major objective lies towards creating a knowledge base from the findings, which would ultimately help in leveraging the business advantages and formulation of strategies in accordance with the upcoming reforms and trends in the sector.

The study involves thorough analysis of Market as per the specified techniques of secondary research, and extracting relevant information from them in the aspects such as Future of market, future services can be covered and upcoming requirements of the sector etc.

The implications from the analysis, when used by member bodies in their capacity, would help them in directing the objectives. This study also gives the current and future market trends to take decisions according to it and excel. Including research and its data can be used for making product scientifically and work according to the market need and also enables to innovate new things in sector.

2. LITERATURE REVIEW

2.1 Literature Review-

I have studied some papers on internet to get some idea about my work. I have studied mainly about Market size and its future, marketing techniques and new trends in Online Education market in India. The short descriptions about literature is as follow-

- The report 'Online education market in India' submitted by KPMG(leading consultancy firm) describe about Market size, future, categories, and growth of Online Education market in India.

The aim of the report is to investigate the factors influence the use of product, selection of distribution channels and marketing strategies. In the era of digitalization current players are facing lot of problem in area of marketing mix such as pricing and distribution issues. Although the trends that this report covered(increasing of paid user, forecasted market etc.) shows a positive aspect to the companies. A number of statements indicating the marketing mix issue have been developed and the respondents were asked to express their level of agreement/disagreement with this statement on using of online education in India. This report also covers the growth drivers of the segment.

- The paper 'Exploring the value of peer feedback in online learning for the provider' submitted by Esthervan Poptaa, MarijkeKrala, GinoCamp, Rob L.MartensbP. Robert-JanSimons is describe about various aspects of feedback in online learning process.

This paper reviews studies of peer feedback from the novel perspective of the providers of that feedback. The possible learning benefits of providing peer feedback in online learning have not been extensively studied. The goal of this study was therefore to explore the process of providing online peer feedback as a learning activity for the provider. We concluded that (1)

providing online peer feedback has several potential learning benefits for the provider; (2) when providing online peer feedback, students use different cognitive processes; (3) the cognitive processes and the potential learning benefits can be realised when students use specific elements in the feedback they provide.

- The paper ‘Creating Dynamic Learning Communities in Synchronous Online Courses: One Approach from the Center for the Integration of Research, Teaching and Learning (CIRTL)’ submitted by Melissa McDaniels, Christine Pfund, Kitch Barnicle is describe about market potential for Synchronous Online Courses. The ability to convert face-to-face curricula into rigorous and equally rich online experiences is a topic of much investigation. In this paper, we report on the conversion of a face-to-face research mentor training curriculum into a synchronous, online course. Graduate students and postdoc participants from the Center for the Integration of Research, Teaching and Learning (CIRTL) reported high satisfaction with the online training and increased confidence in their mentoring. Both quantitative and qualitative data indicate that the synchronous environment was successful in creating a strong sense of community among the participants. Specific pedagogical approaches for cultivating learning communities online as well as implications for scaling up such efforts are discussed.
- The paper ‘Identifying significant indicators using LMS data to predict course achievement in online learning’ submitted by Ji WonYou.
- This study sought to identify significant behavioral indicators of learning using learning management system (LMS) data regarding online course achievement. Because self-regulated learning is critical to success in online learning, measures reflecting self-regulated learning were included to examine the relationship between LMS data measures and course achievement. Data were collected from 530 college students who took an online course. The results demonstrated that students' regular study, late submissions of assignments, number of sessions (the frequency of course logins), and proof of reading the course information packets significantly

predicted their course achievement. These findings verify the importance of self-regulated learning and reveal the advantages of using measures related to meaningful learning behaviors rather than simple frequency measures. Furthermore, the measures collected in the middle of the course significantly predicted course achievement, and the findings support the potential for early prediction using learning performance data. Several implications of these findings are discussed.

- Every step provides information about four major elements: product, market, business and finance. In each step the focus is different. Throughout the process, case studies, insights from the field, info sheets, questions to ask yourself and practical tools will help me to develop the necessary skills and insights to develop your business.

2.2 Primary and Secondary Research:

In general terms research is characterized into two different types, viz: Primary and Secondary. Primary research is interaction or communication based research, it is in general conducted by the researcher/(s) (or hire someone to do for you.) It involves reaching directly to the source which are the users, customers and prospective customers in our target field of research, in order to ask questions and gather relevant information. Some examples of primary research are: • Direct Interviews. • Telephonic Interviews. • Questionnaires (online or mail). • Surveys (online or mail). • Focus groups • Hand on experience of product. The outcome of primary research, yield us relevant data, which could be further characterized into two basic kinds of information, as per this criterion primary research could be further characterized into two types, viz: • Exploratory: This form of primary research is basic in nature and requires open-ended responses, it typically involves lengthy interviews with an individual or small target group. • Specific: This form of primary research is more concise and precise, it is used in succession to solve a problem which was earlier identified through the exploratory research. It involves more specifically structured, and formal interviews. Primary research in general, is highly cost consuming, and often takes longer durations of time to conduct, as compared with secondary research, but it gives conclusive results. 15 Secondary research is a type of research has already been compiled, gathered, organized and published by others. It includes reports and studies by government agencies, trade associations or other businesses in your industry. Especially for small businesses with limited budgets, most research is typically secondary, because it can be obtained faster and more affordable than primary research. A lot of secondary research is available right on the Web, simply by entering key words and phrases for the type of information you're looking for. You can also obtain secondary research by reading

articles in magazines, trade journals and industry publications, by visiting a reference library, and by contacting industry associations or trade organizations. (Note: When you locate the research you want, check its publication date to be sure the data is fresh and not outdated.) One excellent source of secondary research data is government agencies; this data is usually available free of charge. On the other hand, data published by private companies may require permission, and sometimes a fee, for you to access it.

2.2.1 Secondary Research for market entry in Online education market in India –

This Research covers all the aspects of the market to be enter. The data collected for this research is from various research papers available online, various websites and government portals. The data collected is about market size, market growth, future of market and various things which will give idea to get entry in Indian online education market and what will be their strategies to capture the market and connect to the desired customers.

This study not only covers the quantitative aspect of the research but qualitative also. We also covered secondary research concerning relevant markets, differentiated short and long-term strategies and summarized key findings in this report.

3.RESEARCH METHODOLOGY

3.1 Research Methodology-

3.1.1 Market Size-

The country has more than 1.5 million schools with over 260 million students enrolled and about 751 universities and 35,539 colleges. India has one of the largest higher education systems in the world. However, there is still a lot of potential for further development in the education system.

India has become the second largest market for e-learning after the US..

3.1.2 Future of Market-

The number of students, increasing literacy rate, internet users and more disposable income shows bright future of online education market in India.

Recent report by KPMG group about online education in India shows that the paid users are rapidly increasing and that is good for the future revenue of the organizations and companies in online education sector in India.

The whole study shows a positive future of Online education market in India and we can see that in above detailed view and data of the study.

3.1.3 Services provided by the online education market-

The services and types of product are available in market and are growing by the time, innovation in technology and expansion of companies. There are many startups are there who provide many types of services in this domain and fulfilling the requirement of the customers and adding them on board at very good rate.

Some services among them are as follows-

- 1) Learning Management System :- A learning management system (LMS) is a software application for the administration, documentation, tracking, reporting and delivery of educational courses or training programs. They help the instructor deliver material to the students, administer tests and other assignments, track student progress, and manage record-keeping. LMSs are focused on online learning delivery but support a range of uses, acting as a platform for fully online courses, as well as several hybrid forms, such as

blended learning and flipped classrooms. LMSs can be complemented by other learning technologies such as a training management system to manage instructor-led training or a Learning Record Store to store and track learning data.

- 2) **Online Test Platforms :-** Electronic assessment, also known as e-assessment, online assessment, computer assisted/mediated assessment and computer-based assessment, is the use of information technology in various forms of assessment such as educational assessment, health assessment, psychiatric assessment, and psychological assessment. This may utilize an online computer connected to a network. This definition embraces a wide range of student activity ranging from the use of a word processor to on-screen testing. Specific types of e-assessment include multiple choice, online/electronic submission, computerized adaptive testing and computerized classification testing.
- 3) **Skill Development Platforms :-** There are many platforms like Udemy, Coursera are there which are providing skill development courses online and users can learn them anytime and anywhere. Online certification also provided by this and user can get online certification from many renowned Universities of the world.
- 4) **Corporate Training :-** New companies and startups are providing also providing corporate training online. It also not reduces the cost but also giving employees opportunities to learn according to their need and interest.
- 5) It also enables teachers and instructors to connect with students and notify them about future assignments and other things.
- 6) Innovations in machine learning and Artificial Intelligence opens new door for the companies.
- 7) **Career Counselling :-** Career counseling and career guidance are similar in nature to other types of counseling, e.g. marriage or psychological counseling. What unites all types of professional counseling is the role of practitioners, who combine giving advice on their topic of expertise with counseling techniques that support clients in making complex decisions and facing difficult situations. The focus of career counseling is generally on issues such as career exploration, career change, personal career development and other career related issues.

3.2 Requirements for providing Online Education related Services-

There are many requirements for providing Online Education Related Services.

Some Requirements are given below :

1. Platform :- For giving its services to customer its basic need to create platform according to it. The platform may be in web, mobile website, Android, IOS format. Covering more and more platform give more user base to be cover but it also increases the cost of software development. Latest technology should be use for better performance, smooth use and more options to use.
2. Hardware :- Hardware will be needed for running a platform. The hardware would be internet server if capable to invest cloud server will be best option for future scale up and new technologies to be used.
3. Skilled Instructor :- One who will create the content for the learning should be skilled in such manner that they can solve the queries of the students and fulfill the need of the enrolled person. Instructor should have good knowledge in its field.
4. Capital :- The companies runs on the money, it works as the oxygen for it. Capital is the most important thing to be have to fulfill above requirements. The capital may be come from bootstrapping or come from Equity or Non-Equity based investments from the investors.
5. Other Requirements :- Other Requirements are the general requirements same as the companies have generally. It consists of human resources, technology, R&D and other related driver of the companies.

3.3 Drivers of Online Education Market-

Like all industries in the New Economy, the eLearning industry is growing at Internet speed and is affected by the same growing pains as other "e" entities in the marketplace. The drivers that create this momentum fall into three major categories: economic, corporate, technology and learner-centric.

Economic Drivers: The Knowledge-Based Economy Numerous financial reports, books on best business strategies and periodicals, emphasize characteristics of the New Economy. Organizations have moved from the Industrial Age, to the Information Age, to the Knowledge Age. Information is everywhere; it can overwhelm an organization by its sheer volume and need for careful management, protection, storage, retrieval and processing. Yet, what organizations do with that information may be the key factor determining their survival. Knowledge about customers' drives the products that are developed; this knowledge and experience often differentiates an organization from its competition. In order for organizations to capitalize on that opportunity, they will need to be capable of moving quickly. "Business at Internet speed" is a phrase often used to describe today's work pace.

Shortage Of Skilled Workers: Yet, in the midst of this technology, information and potential access, the India is facing a shortage of skilled workers. This is also a global problem. PricewaterhouseCoopers states that 70% of the world's 1,000 top-tier companies cite the lack of trained employees as their number one barrier to sustaining growth. With the rapid rate of growth, workers must be continuously retrained in order to remain current and to help organizations thrive in the New Economy. Organizations face the challenge of ensuring the quality and quantity of this training and managing its cost.

Technology – Enabler And Driver: Whether an employee's role is in sales, marketing, accounting, operations or customer service, they will need to use a changing knowledge base while making decisions on a daily basis. The challenge for both technology and businesses today is capturing information and

building useful and meaningful databases that can be integrated throughout the organization and whose contents are retrievable when and where needed. Both information technology and telecommunications are driving the need for eLearning while at the same time creating the means to accomplish it.

Corporate Drivers Of eLearning

The Corporate University: Since knowledge is viewed as a corporate asset, training must be seen as both a strategic initiative source of competitive advantage. In addition to training employees, corporate universities are also becoming profit centers that are responsible for training a corporation's complete ecosystem or supply chain — including customers, partners, channel partners and suppliers.

The Global Economy: Since corporate employees around the world work either from the office or home, learning resources and knowledge databases must be available 24/7. Language and cultural differences, sometimes called localizations, also must be taken into consideration. By using a corporate intranet, employees can access eLearning content whenever they need it. The eLearning industry must offer solutions that are simultaneously anytime/anywhere and dynamically customized to the local region in which the learner resides. Some suppliers in the eLearning space have been working to establish a global presence.

In addition to the 24/7 need described above, the nature of the learning need continues to evolve. While traditional course formats are still the backbone of corporate training systems, many companies are exploring knowledge management systems that provide the employee training on a Just In Time (JIT) basis. Such JIT training tends to be much shorter than traditional courses and is driven by an immediate employee training need resulting from their daily work.

Time-To-Market: Time-To-Market is also a major driver for organizations. For a global company launching a product and needing to reach thousands of sales, support, and management professionals who are decentralized -- perhaps around the world -- instructor-led training just can't provide the speed necessary to maximize return on investment. The product may be available for sale, but if salespeople are not fully informed, a company's message to stakeholders can become fractured and inconsistent. This mixed message may provide the attentive competitor the opportunity to erode an organization's competitive or market advantage. Product development cycle times are diminishing most visibly in technology based industries along with increasing consumer expectations regarding better functionality at lower costs. Field organizations within high-tech companies experience a tremendous amount of pressure to keep up with the constant barrage of new product lines, new industry standards, market and competitive analyses. Resolving any enterprise-wide issues via eLearning strategies and tools will quite often provide the greatest visibility and the most substantial rewards.

Cost Savings: According to Training Magazine corporations save 50% to 70% when they replace instructor-led training with electronic delivery. Housing and travel costs account for the majority of the savings. Lost productivity and revenue can actually be higher if you consider that classroom days include not only travel time, but also total time away from the office. Additionally, learning through the use of modular units that can be provided electronically not only breaks the learning into more manageable pieces but allows students or employees to spread out training over a period of several days.

Finally, while some information will be retained immediately following a course, over longer periods of time, knowledge retention dissipates. The Research Institute of America found that 33 minutes after a lecture is completed, students usually retain only 58% of the material covered. By the second day, 33% is retained, and three weeks after the course is completed, only 15% of the

knowledge is retained. eLearning provides an opportunity for the learner to revisit the material when it is needed. *Journal of Business Case Studies* – February 2008 Volume 4, Number 2 109.

Technology And Learner Centric Drivers

Consistency: Instructor-led training does not guarantee that the same information or quality of instruction is provided to all students. Class dynamics can often provide different outcomes on the topics covered and/or emphasized. Instructors and students engage in the class with differing levels of competency about the topic. This inconsistency presents a challenge to management when evaluating the skill set and competencies of employees.

Training Magazine reported 50% to 60% improved consistency using some form of eLearning. Because business moves at Internet speed, content needs to be updated frequently to avoid obsolescence. The scalability of eLearning allows one course to train thousands of students, as opposed to the ratios of 1 to 20 in more traditional classes. Both consistency of information and content integrity can be maintained efficiently.

Because of the improved consistency with eLearning it is easier to achieve and measure continuous improvement within the learning environment. Since there is only one copy of the material to be covered, improvements in that material are immediately and uniformly delivered to the learner. eLearning also typically provides a detailed activity monitoring of the learner; this monitoring can be used in refining the materials offered.

Time Savings: Depending on the complexity of the topic and the individual skill level, some students will learn faster or slower than others. eLearning allows students to learn at their own pace. The slower student can review course material as often as necessary, redoing exercises or simulations until the

information converts to knowledge. An average of 50% time savings has been found when comparing time-to-learn in a classroom versus on a computer.

Compliance Training: If an industry is regulated, the importance of being able to provide timely, consistent and accurate training for employees is crucial. The ability to assess and track the results of perhaps thousands of employees/students is also mandatory. Failure to do both might result in expensive fines and settlements from lost lawsuits.

Many of these industries have ongoing certification requirements for firms and people that work in the area. While the certification requirements vary tremendously from industry to industry, from region to region, and from job to job, such certifications are typically administered by an external industry-level or governmental organization. Certifications frequently are renewed annually, based on a fixed number of hours of training (typically called Continuing Education or CE credits), and may be tied to the successful completion of an exam. Fortunately, there are a combination of eLearning content, tools and vendors to assist in maintaining the records necessary to track employee's training and certification. Vendors are beginning to specialize in providing compliance training to the insurance, banking, securities, health care, law and real estate professions. For example, one vendor in this field is eMind.com, which offers a "Knowledge Portal" to attract and serve financial professionals.

3.4 Advantages of Online Education Market-

Given below of advantages of Online Education Market: All of this means that students, from working professionals to recent high school graduates, find many reasons to take all or some of their courses online. Below are 10 advantages to online learning.

1. **Variety of programs and courses:** From traditional four-year universities to completely online career colleges, higher education today offers a variety of options for students. This means that no matter what students wish to study, from nursing to neuroscience, they can find online the courses or degree programs they need. They can also earn every academic degree online, all the way from a career certificate to a doctorate.
2. **Lower total costs:** Online programs can be a more affordable option than traditional colleges. Though not all online degrees have less expensive net tuition prices than traditional colleges (link to OEDB article I wrote about college costs), associated costs are almost always less expensive. For example, there are no commuting costs, and sometimes there is also not any required course materials such as textbooks because those are often available for free online. In addition, many colleges and universities have begun to accept credits earned via free massive open online courses (MOOCs), the most recent advance in online education. Free online courses such as these can help students fulfill general education requirements at little to no cost.
3. **More comfortable learning environment:** Commercials that featuring online students studying in the pajamas only skim the surface of one of the primary benefits of online education: there are no physical class sessions. Lectures and other materials are electronically sent to the student, who will then read them and complete assignments. Students will not have to fight traffic, find parking spaces, leave work early to go to class, or miss important family time.
4. **Convenience and flexibility:** Online courses give students the opportunity to plan their study time around the rest of their day, instead of the other way around.

Students can study and work when they are at their peak energy, whether that's early morning or late at night. Course material is always accessible online, so there's no need to schedule special trips to a library either. All of this makes online learning a good option for students who need to balance their work and family commitments.

5. **More interaction and greater ability to concentrate:** While there is contradictory evidence about the rate of online student participation versus participation in traditional courses, one thing is certain: online courses offer shy or more reticent students the opportunity to participate in class discussions or chats with more ease than face-to-face class sessions. Some students even report that online courses are easier to concentrate in because they are not distracted by other students and classroom activity.
6. **Career advancement:** Students can take online courses and even complete entire degrees while working, while in-between jobs, or while taking time to raise a family. This academic work will explain any discontinuity or gaps in a resume as well. Also, earning a degree can show prospective employers that you are ambitious and want to remain informed and prepared for any new challenges.
7. **Continue in your profession:** Even if someone wants to complete a degree program, it doesn't mean that they want to leave their current job. For most students today, college costs mean that it's necessary to continue working while in school. The previously mentioned flexibility of online degree programs enable students to keep working while also pursuing academic credentials.
8. **Avoid commuting:** During snowstorms and thunderstorms, colleges may cancel classes; if they don't, you run the risk of getting hurt in dangerous driving conditions. Rather than miss important class sessions, students in online courses can always "attend" by participating on discussion boards or in chat sessions, turn in their work on time, and watch lectures or read materials. Many students also find that the amount they save on fuel costs can be substantial if they don't

have to commute to a physical campus in general, no matter what the weather conditions may be.

9. **Improve your technical skills:** Even the most basic online course requires the development of new computer skills, as students learn to navigate different learning management systems (LMS) and programs. The skills students learn to participate in their online courses translate to many professions, including creating and sharing documents, incorporating audio/video materials into your assignments, completing online training sessions, etc.
10. **Transfer credits:** For college students who want to attend summer classes, but who live too far from their colleges or have to work summer jobs, taking online classes from an accredited college and transferring the credits to their primary college is a good idea. Students will be able to earn college credit while still enjoying their summer vacation or fulfilling the responsibilities of their seasonal jobs. Similarly, if a college or university is unable to offer enough open sections of a required course, students can take the course online at another college and transfer the credits.

These are just a few of the many advantages of taking online classes. Students in online degree programs are able to manage their time, learn the materials that are presented, and complete assignments on their own schedules.

3.5 Disadvantages of Online Education Market-

1. Online courses require more time than on-campus classes:

Believe it or not, you will spend more time studying and completing assignments in the online environment than you will in an on-campus course. How can that be? The online environment is text-based. To communicate with your instructor and other students, you must type messages, post responses and otherwise communicate using your fingers (i.e. through typing). As you can probably guess, typing is slower than speaking. (Try reading each word as you

type it and compare the difference if you had spoken the same thing.) In the same sense, reading your lecture materials can take more time than listening to an instructor deliver them, although spoken lectures have a distinct disadvantage. If you are sitting in a classroom, it's likely that you'll miss a good percentage of what the instructor says, no matter how focused you are. It's human nature to zone out for brief periods of time. When you are reading, you will have a tendency to go back over the notes if you miss something and that takes more time. The point is that you will likely learn more in an online environment, but you will have to make a greater effort to accomplish that learning.

2. Online courses make it easier to procrastinate

Just as there is a dark side to that controversial property known as the Force, there is a dark side to Internet-based courses. The dark side starts with procrastination. Procrastination is to a student what Darth Maul is to Qui Gon. Procrastination will chop you to bits in an online course. There is no one to tell you to get to class on time. There is no one reminding you that assignments are due or that exams are coming. There is no one to preach to you, beg with you, plead with you to stay on top of your coursework. (Sounds pretty good, huh?) It's easy to put off reading and assignments in the online environment. Before you know it, weeks have gone by, you haven't done any homework and it's exam time. Scary bad. Creepy anxious. Too real.

3. Online courses require good time-management skills

An Internet-based course demands that you develop personal time-management skills. As with most things, if you don't manage your time properly, you will find yourself buried beneath a seeming insurmountable mountain of coursework. Online courses require the self-discipline to set aside chunks of time to complete

your studies. It means you have to make online studying a priority and not let other activities interfere. Sometimes, it means making difficult choices.

4. Online courses may create a sense of isolation

In an online course, no one can hear you scream. And that causes discomfort for some online students. Studying alone with only the computer as your companion can be terrifying. There's no whispering in the back of the room, no wise remarks from the peanut gallery, no commanding presence at the front of the classroom pleading for everyone to listen. The online environment is a much different atmosphere that takes some getting used to. Hopefully, your online instructor is sensitive to this problem and can help you overcome those feelings. In any case, you should be aware of them and seek help if they start to impede your studies. A quick e-mail to a classmate, your instructor or a counselor can help you feel better connected if the sense of community you seek is missing.

5. Online courses allow you to be more independent

In my opinion, it's a much better situation for the student. By the time a student enters a community college, they want to be independent. They don't want someone telling them what to do all the time. They want is their freedom. (At least, that's how I was when I went to college.)

6. Online courses require you to be an active learner

It's a sink or swim proposition and you can't have it both ways. If you desire to become a responsible, self-sufficient, independently minded citizen of this planet, then now's the time to start. Life is not a dress rehearsal. Get busy with it.

7. Online courses don't have an instructor hounding you to stay on task

I also think it's an advantage for the instructor. I don't have to become the all-powerful Oz and threaten you with dire consequences if you don't do your work. I don't have to control you, manipulate you, scold you, act like a parent or babysitter to you. I can treat you like an adult with the respect that you deserve.

8. Online courses give you more freedom, perhaps, more than you can

handle! This freedom can be dangerous if you don't learn how to handle it.

9. Online courses require that you find your own path to learning

Personally, I think it is far better to let students find their own way. Instructors can be beacons, lighthouses of knowledge, so to speak, but we can't steer the ship. Hopefully, everyone makes it safely to harbor. Occasionally, someone shipwrecks. But in all cases, everyone learns, and I think that is important.

10. Online courses require you to be responsible for your own learning

Only you are responsible for your learning. I can't force it on you. I can't make you study. I can share a little knowledge and experience, show you a few tools and hope you get it. The spark and desire to pursue your dreams must be yours.

So, in a philosophical sort of way, the real disadvantage to an Internet-based course is that you might not own up to it. You might not take responsibility for your studies and your goals. You might get way behind and never catch up.

Excerpts from Sean Chamberlin, Fullerton College.

4 ANALYSIS, DISCUSSION AND RECOMMENDATION

4. Analysis, Discussion and Recommendations-

4.1 Porter Analysis of Online Education Industry-

□ **The bargaining power and leverage of buyers** – A moderately strong competitive force. Typical buyers will be very careful in selecting an Online Education provider due to the strategic importance of such a decision as well as the impact on the organization's infrastructure. When the buyer is a large and major global competitor they will need to include a wide variety of internal constituents in the buy decision. This puts a heavy burden on the Online Education provider. An additional factor that suggests buyer power is moderately strong would be the relatively small size of current Online Education providers. Additionally, it should be mentioned that given the importance of the choice of a Online Education provider this choice should be viewed as a highly collaborative process which tends to reduce the bargaining power of a buyer in favor of a more interdependent relationship.

□ **The bargaining power and leverage of suppliers** – A weak competitive force. Suppliers to eLearning providers include talented individuals with programming and system development skills. To the extent that these individuals are difficult to find, it provides these individuals with stronger bargaining power. Other inputs would include the hardware, technology (servers, routers, computers,) necessary to develop Online Education platforms. Most of these inputs can be easily obtained by rivals.

□ **Substitutes for eLearning** – A moderately weak competitive force. The most prevalent substitutes will come from the availability of alternative forms of learning which would include on campus/extended campus offerings of major universities, and learning through what is now considered traditional CD content offerings. However, the extent these alternative forms would be considered a serious threat to the Online Education provider in our opinion is not formidable. Given the integrative requirements and strategic importance of this product to

buyers, we believe they would not seriously turn to these substitutes for their comprehensive eLearning solutions.

□ **Rivalry among competing eLearning providers** – A moderately strong competitive force that is likely to intensify. Students should conclude that with relatively low barriers, especially for someone like Microsoft, along with the fact that currently the competitors are of relatively small and equal size, competition will be strong. While there are opportunities to differentiate, in a high velocity market advantage can erode quickly. There will be strong competition to get ahead of other rivals by offering high quality comprehensive solutions that if adopted by a few prestigious buyers can lead to distinctive advantage. There will be strong competition for high quality talent and buyers will be exceptionally selective in the process of making a choice among providers.

□ **Barriers to Entry** - A moderately strong force The need to acquire the necessary intellectual and financial capital presents formidable barriers for organizations attempting to enter the industry. However, there are several large firms that have an interest in this market (Microsoft) and have developed relationships with current competitors which could make their entry more likely. Conclusion: The strongest competitive force is clearly rivalry with low barriers and relatively strong buyer power contributing to a market where competition is moderately strong and will intensify. This should put downward pressure on the profit potential for competitors within the eLearning market. The weakest forces are substitutes and supplier power.

4.2 Recommendation to Entry in Online Education Market in India-

4.2.1 Good market to invest-

Indian Online Education market is good market for future investments and operations. The way it is growing at exponentially pace it's good to invest in.

4.2.2 Amount to be invest-

It needs large amount to be invested in early stage for the setup of the organization but at the time of operations it's not quite high amount to be needed.

4.2.3 Government benefits for companies-

Government of India investing large amount of money on education sector in India. Startup India and Digital India can also accelerate the process and give advantage in it.

4.2.4 FDI & Tax rules in Education market-

Key Policy Initiatives

FDI	100 per cent FDI (automatic route) is allowed in the Indian education sector
Tax Exemption	To liberalise the sector, the government has taken initiatives such as the National Accreditation Regulatory Authority Bill for Higher Educational & the Foreign Educational Institutions Bill
The Model School Scheme	Adoption of "The Model School Scheme" to provide quality education in rural areas by setting up of 6000 schools across the rural regions of the country

5. CONCLUSION

5.Conclusion-

The competitor analysis and proper marketing strategies are also important for Online Education in India. To survive in competition of organized sector where entry barrier is present, is really tough and challenging task. On the other hand, competitive market is good opportunity to impress customer by good service. It is important to connect your product with service sector. People do not buy product, they buy solution for their problem and if we provide solution in form of quality product then we need not to worry about players in market.

There are ample opportunities are available for the new companies and startups to enter in Online Education market in India but there are some barriers are also available there to survive. High cost entry barrier is one of them to conquer.

Organizations can enter and in market which is positive in nature and showing a good view for future. For deciding long term and short term goals which should be done according to market like category choosing in market which services to be cater in future and which is best for the present.

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