

Project Dissertation Report on
A Study of Performance Matrices of Ed-Tech Sector

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Date.....

CERTIFICATE

This is to certify that the present study is based on my original research work and my indebtedness to others' works, publications, etc. wherever cited in this study has been duly acknowledged at appropriate places.

This work has not been submitted either in part or in full for the award of any diploma or degree in any university, and is now being submitted for evaluation in partial fulfilment for the requirement of the Two-year Full Time Masters in Business Administration.

Signature of the Student
(Name & Roll No. of the student)

Faculty Guide

DELHI SCHOOL OF MANAGEMENT, DTU, DELHI

Dated.....

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(Yash Saroha)

Faculty Guide

ACKNOWLEDGEMENT

I would like to thank my faculty mentor, Mr. Yashdeep Singh, Assistant Professor Delhi School of Management, for being helpful and cooperative and for guiding me during various stages of my project and eventually to the successful completion of the report.

Last but not the least; I would like to thank my peers for guiding me. They have always been there to support and enrich with their knowledge.

Executive Summary

In today's market, companies use various different strategies and methods to improve their overall efficiency (based on the user engagement). In the following project, I am doing an extensive study on the different factors used by companies in the ed-tech industry to increase or improve their user engagement. A company using different methods and tools to increase its user engagement operates on the objective of maximizing their revenue and providing the users with optimum and satisfied experience. The factors or methods used involves the application of analytical tools, data study, trend analysis etc. It has become a popular new strategy because of its attractive advantages.

The strategy of using different analytical methods and factors is to capitalize the brand equity for firms since it plays a very important role in providing a new source of revenue. Also, risk associated is not that high since an unsuccessful execution could not affect the original brand.

This study analyses the different factors used by various ed-tech companies to increase their user engagement and similarly their overall revenues. Specifically the study analyzes the impact of lead generation campaigns, Customer Relationship Management tools, User-Retention strategies and marketing campaigns for the objective of increase in overall student engagement. A set of trackers and dashboards have been developed based on the obtained data. It helped in the comparative analysis of the changes before and after the factors or methods were used.

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1. INTRODUCTION

1.1 Background (Company's History)

Gradeup (Byju's Exam Prep)



BYJU's Exam Prep (Previously Gradeup) is the Most Comprehensive Preparation App for all Exams, loved by millions of aspirants across the country.

Gradeup is one stop solution for all student needs, be it live classes, videos, quizzes, mock tests, doubt solving or anything else.

It has following features:

- More than 40,000+ Monthly new paid users
- 30 Million+ total downloads
- 200 Million+ Minutes of Monthly video views
- 2 Billion+ Question Attempts Monthly

Vision, Mission and Values

Mission	To enable great opportunities for students, through the highest quality products.
Vision	To be the #1 trusted brand for exam preparation, enabling the highest number of students to succeed.
Values	<ul style="list-style-type: none">• Student First• Meritocracy• Accountability• Bias for Action

	5. Equality
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Leadership

Shobhit Bhatnagar (Co-founder & CEO)	A alumni of IIM Calcutta, Shobhit handles the business, sales, content and brand at BYJU's Exam Prep
Vibhu Bhushan (Co-founder & CPO)	An engineering graduate from NSIT Delhi, Vibhu takes care of the Product and Operations at BYJU'S Exam Prep
Sanjeev Kumar (Co-founder & CTO)	Sanjeev is an engineering graduate from MBM College, Jodhpur, and takes care of engg at BYJU'S Exam Prep

BYJU'S



BYJU'S is an educational technology firm based in Bangalore, India. Byju Raveendran and Divya Gokulnath launched the company in 2011. BYJU'S is worth \$22 billion and has about 115 million students registered as of December 2021”.

Think and Learn Pvt. Ltd. was founded by Byju Raveendran, Divya Gokulnath, and a group of students. Ltd established 2011 in order to develop the BYJU'S app. Byju has been teaching mathematics to kids since 2006. He has a background in engineering. The company's initial focus and offerings was on providing online video-based learning packages as well as competitive examinations to K-12 students. “The company first appeared in the Deloitte Technology Fast 50 India ratings campaign and Deloitte Technology Fast 500 Asia Pacific rankings in 2012, and has been there ever since.

In the year 2015, the byju’s group launched their own learning app which offered various products and services. The company launched two different apps: One was BYJU'S Math App for Kids and the other was BYJU'S Parent Connect app in the year 2017. By the year 2018, it had 9 crore users, with 9 lakhs of them being paid customers. Therefore it resulted in byju’s becoming the first unicorn in the Ed-Tech industry from India. By 2019, 60 percent of BYJU'S students were from non-metropolitan and rural areas. Byju’s also won the sponsor rights for the Indian Cricket team’s Jersey in the year 2019.

BYJU'S will replace Muthoot Group as the title sponsor of Kerala Blasters FC in the Indian Super League in November 2020. In January 2022, the startup joined Simplilearn, Unacademy,

upGrad, and Vedantu as founding members of the India EdTech Consortium. BYJU'S was announced as an official sponsor of the event FIFA World Cup 2022.

Products and Services

BYJU'S is a freemium education tutoring service that offers a 15-day trial period. It was established in August 2015 with instructional content for kids in grades 4 through 12, and an early learning programme for students in grades 1 through 3 was published in 2019. Students are also trained for national exams like IIT-JEE, NEET, CAT, and IAS, as well as international exams like GRE and GMAT.

Computer animation videos ranging in length from 12 to 20 minutes are used to illustrate academic courses and concepts. BYJU'S claims a user base of 4 crore (40 million), 30 lakh (3 million) paid members, and a yearly retention rate of more than 85%. The company said in 2019 that its app would support regional Indian languages. A global version of the software was also planned for English-speaking pupils in other nations. Byju's has recently included new activities to its Early Learn App for kindergarten children. WhiteHat Jr Founder Karan Bajaj will spearhead the establishment of "BYJU'S Future School," which will be led by him, in April 2021.

By establishing 500 tuition centres in 200 places across India, the company is planning on a hybrid and mixed way of teaching and learning. There have already 80 centres opened as of February 2022.

Acquisitions

Pearson sold TutorVista (which included Edurite) to Think and Learn Pvt. Ltd in the year, July 2017. BYJU's paid US\$120 million for Osmo (a maker of educational games for children aged 3–8 years), in January 2019. BYJU's just paid \$300 million for WhiteHat Jr., an Indian company. In September 2020, BYJU'S will acquire LabInApp, a virtual labs simulation company. BYJU'S have also acquired Mumbai-based doubt-clearing platform Scholr in February 2021.

BYJU'S spent US\$950 million in cash and equity in April 2021 to acquire test prep provider Aakash Educational Services Ltd. As part of the agreement, the founders of Aakash and Blackstone Group would obtain minority holdings in BYJU'S. In July 2021, BYJU'S paid US\$500 million in cash and shares to acquire Epic, an American-based children's learning platform "The Epic," as part of BYJU's drive into the global market, where it expects annual income of \$300 million each fiscal year. In July 2021, BYJU'S paid \$600 million for Great Learning, a Singapore-based higher education platform, and Toppr, an after-school learning software. BYJU'S paid an undisclosed price for online exam preparation service Gradeup, which it rebranded as BYJU'S Exam Prep, and US\$200 million for Tynker, a coding platform located in the United States, in September 2021. GeoGebra was purchased for \$100 million in cash and equity by Byju's.

Funding and Financials

Aarin Capital provided startup money to BYJU'S in 2013. Sequoia Capital India, Chan Zuckerberg Initiative (CZI), Tencent, Sofina, Lightspeed Venture Partners, Brussels-based family office Verlinvest, development finance agency IFC, Napsters Ventures, CPPIB, and General Atlantic have all invested in BYJU'S. BYJU'S was the first Asian startup to receive money from the Chan-Zuckerberg Initiative (co-funded by Facebook founder Mark Zuckerberg and Priscilla Chan). According to corporate filings with the Ministry of Corporate Affairs, BYJU'S was designated a unicorn in March 2018 and was valued at \$6,505 crore (\$1 billion). BYJU'S was elevated to decacorn status in June 2020 as a result of an investment from Mary Meeker's Bond Capital. BYJU'S will take over as the title sponsor of the India national cricket team from Oppo in September 2020. BYJU'S is a subscription-based business model, with the majority of the material requiring a paid subscription. BYJU'S had 260 crore (US\$40 million or €33 million) in revenue in 2017 and more than tripled it in the 2018 fiscal year, earning 520 crore. BYJU'S became a decacorn in June 2020, valued at \$10.5 billion, due to Bond, a global technology investment group.

BYJU'S will replace Muthoot Group as the title sponsor of Kerala Blasters FC in the Indian Super League in November 2020". Oxshott Venture Fund, Edelweiss Group, Verition Fund, XN Exponent Holdings, and MarketX Ventures invested \$296 million in BYJU'S in October 2021. Sumeru Ventures, Vitruvian Partners, and BlackRock are among the firms that have invested in Byju Raveendran's company.

Year	Revenue (in crores)	Profit/ Loss (in crores)
2018	490	Loss: 29 Crores
2019	1376	Loss: 8.82 Crores
2020	2381	Loss: 262.1 Crores

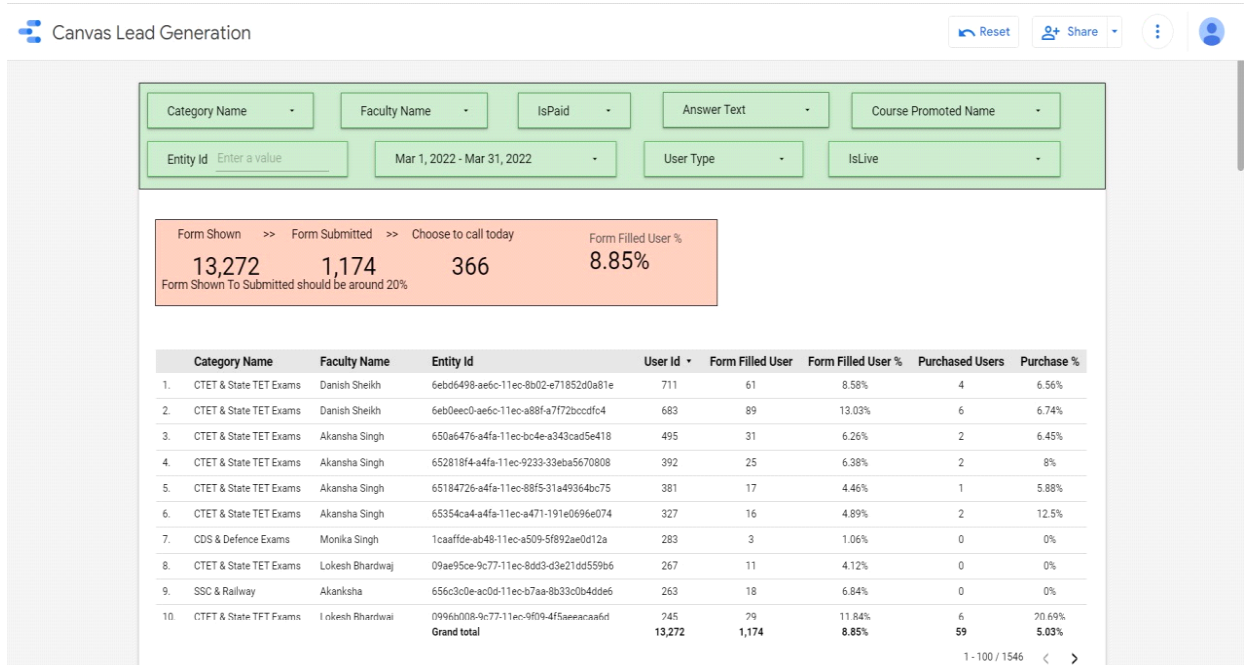
Corporate Social Activities

BYJU'S will launch the "Education for All" Initiative for children from underserved communities in September 2020.

BYJU'S has introduced various educational programs in which it has the program theme of providing free and accessible education to all. Similarly one of their program Byju's Give, includes the process in which the business gathers old or unused smart gadgets for refurbishment, then freeloads them with BYJU'S content and distributes them to children without internet access.

1.2 Background (Factors that can impact the company's performance)

1. Canvas Lead Generation



Canvas lead generation dashboard

Overview:

- In the Canvas lead Generation dashboard we track the number of form, form submitted and form filled user percentage data on the monthly as well as weekly basis.
- These numbers are for the free canvas live sessions and workshops conducted under various different categories (SSC& Railway, Teaching, NET, Defense, UG Programs etc.).
- In the canvas lead generation project, we basically conduct free classes in different categories on our photon and obs platforms to generate leads for our courses.
- So for that we have designed and streamlined a particular process in which faculties are asked to float a google form which the students have to fill in.
- The google form includes the questions as whether the student is interested in purchasing the course, other personal details to contact with him in the future.
- Therefore based on these numbers, the further steps and process is carried out.
- In the picture, the form shown number denotes the total students that have seen the form in all or any particular class.
- The form submitted number is for the total form submissions done by students in the classes in which the form has been floated for a particular time period.
- The form filled percentage is calculated by dividing the form submitted to form shown in the specified time period.

Objective:

The main objective of this project is to increase and maximize the form filled percentage on the overall as well as category basis in the next quarter.

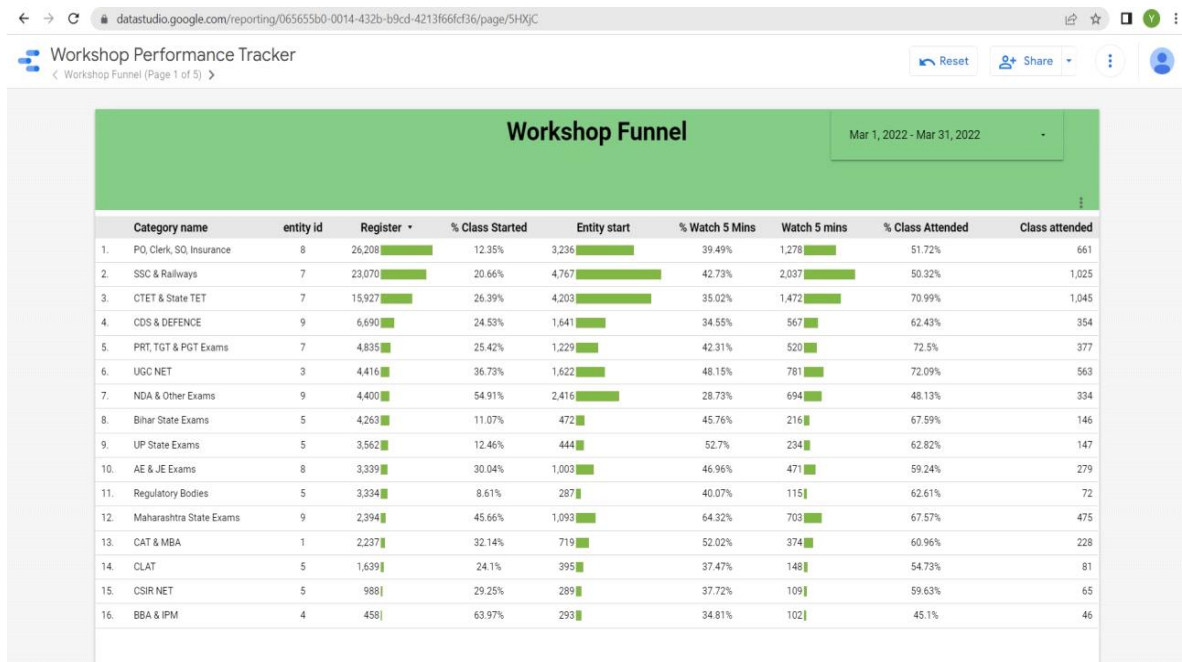
Targets Set:

- The overall targets set for all the categories is 20% (form filled user percentage).

What we are trying to do:

- In the canvas lead generation project, we are trying to track the numbers on a regular basis.
- Based on this we have scheduled our meeting with the categories team on a weekly basis. In that we basically discuss the different parameters that affect all these numbers and how we can improve them to reach our targets.
- In addition to this, in the weekly meetings we also set specific weekly and monthly targets based on the category performance during the specific time period.
- Other than the targets we work with the product team to streamline the entire process and to offer solution wherever required from the product's end.
- The targets are set based on different parameters related to the exam cycle, notification process, faculty availability, content and marketing issues etc.

2. Workshop Performance Tracker



Workshop Performance Tracker Dashboard

Overview:

- In the workshop performance tracker dashboard, we track the number of workshops, total registrations, %class started, %watch 5 mins and %class attended on a weekly and overallbasis.
- These numbers are for the free workshops conducted in various different categories on the studio and obs platforms.
- In the workshop performance tracker we have 15-16 major categories (same as the canvas lead generation).
- In this we have designed a process in which the entire funnel for every workshop is tracked and analyzed on different parameters.
- The entity id number in the pic denotes the total number of workshops done in that particular category for the selected time period.
- The registration denotes the total number of registrations in all the workshops for the selected time period
- % class started and entity start is percentage and number of students who have joined the workshop from the start and calculated from the registrations no.
- % watch 5 mins and watch 5 mins is calculated based on the percentage of students who have watched the class 5+mins out of the total students who have started the class.
- % class attended and class attended number is calculated based on the number of studentswho have watched min 40% of the workshop from the watch 5mins data.

- This is also tracked on the weekly, monthly and quarterly basis.

Objectives:

The main objective of the workshop performance tracker project is to increase the overall user engagement in the free workshops based on different parameters which might help us to convert that into leads and revenue.

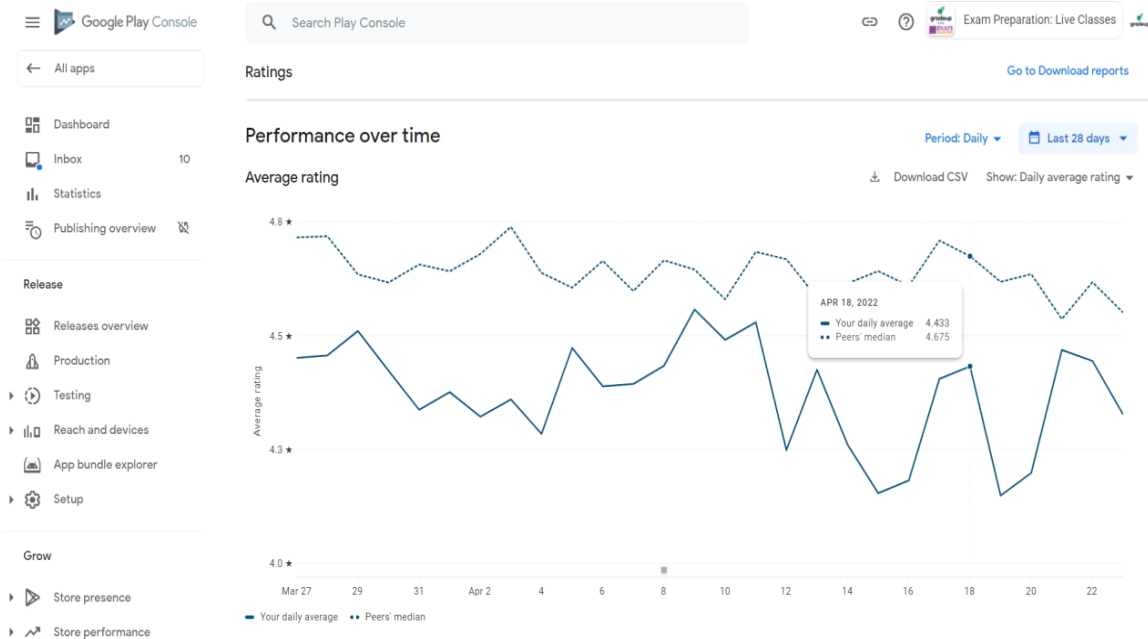
Targets Set:

% Class Started	20% (All Categories) 25% and so on (based on the targets achieved)
% Watch 5 mins	35% (All Categories) for the first month 40% (All Categories) from now on
% Class Attended	60% (All Categories)

What are we trying to do:

- In the workshop performance tracker project, we are trying to constantly monitor and track the numbers in all different parameters.
- Based on the numbers and the category performance in the last week, we discuss the issues and identified reasons for that in our weekly meetings.
- In the weekly meetings we also discuss the probable solutions for all the issues faced and set our target for the upcoming weeks.
- For the % class started we are working with the CRM team on streamlining the entire process and improving it so that the overall percentage can be improved.
- For the % watch 5 min we are providing a regular feedback on the overall workshop experience (any suggestion as to what can be done to increase the user retention in that). It includes a 360 degree feedback on the workshop topic, content related to it, strategies discussed, doubt session and the promotional content.
- For the class attended number, we are working with the category team on improving the content part and making it more student engaging.
- We are also using different analytical tools like CleverTap, Tableau etc. to analyze the data and to design the campaigns, journeys for the workshops.

3. PlayStore Rating Project



Playstore rating console

Overview:

- In the playstore rating project, we are tracking and monitoring the avg. ratings data on a day-to-day basis for the entire quarter.
- The attached screenshot shows you the average rating for our playstore app in the selected time-period.
- We also track and monitor data for the past 90 days to carry out a comparative analysis and to check whether the suggestive actions are in line with the improvements or we need to make changes for that.
- This is one of the important projects since, as mentioned in the introduction part, Gradeup was acquired by Byju's in the past, which has resulted in an overall decrease in the avg. ratings.

Objective:

Over the last 1 and a half years, the playstore rating of BEP has gradually gone down to 4.3. To increase the average rating on playstore through various different internal and external campaigns.

Targets Set:

- The targets set for the playstore avg. rating is 4.5-4.6 in the next quarter.

What are we trying to do:

- In the playstore rating project, we are trying to constantly monitor the avg. rating on a daily, weekly as well as quarterly basis.
- To improve or increase our avg. rating we have started various internal as well as external campaigns.
- Our internal campaigns includes: Advantage Club Voucher Program. This is an incentive campaign in which we are reaching out to all our employees in different departments and asking to them bring us 5star ratings and reviews on playstore.
- For this we have designed an entire process from selecting the required department to briefing them the required details, floating a mail including google form and doc where they can access sample reviews and attach their screenshots.
- The screenshots are required for the rating and reviews, in order to verify them and give out the rewards for the advantage club voucher.
- For the external campaigns, we have started the process of cold-calling and reaching out to the students from our paid courses and asking them to give us the rating on playstore and write a detailed review along with that.
- Another campaign that we are working on is with our support team. In this we basically try to identify and reach out to the users or students who have given us 1star ratings or lesser than 5 along with the reviews.
- In this we reach out to them and ask the reason for the same and if it is valid then we try to sort out that issue at our end and ask the user to upgrade his rating on playstore.
- By this we are focusing on minimizing and limiting the number of 1 star reviews that might help us to improve our overall ratings.

1.3 Problem Discussion

Analyzing the problem of low user engagement faced by ed-tech companies and finding an appropriate solution for that. In the current scenario, different companies use different methods and factors to increase the low user engagement that might help in their overall revenue.

1.4 Objectives of the study

The study has the following objectives:

- Identifying the problem faced by ed-tech companies in their overall student engagement process.
- Determining and analyzing the various processes and methods used by the leading ed-tech companies to eliminate that.
- Finding out the different factors that have helped such companies to improve their performance in different parameters.
- Analyzing all the three mentioned methods or factors used by Gradeup to achieve its defined targets.
- A complete overview of all the factors that can help in improving the company's performance.

1.5 Scope of the study

- The purpose of this study is to know about what different methods and factors different leading ed-tech companies use, in order to increase their overall company's performance.
 - The study will focus on three main projects related to the company's performance:
 - Canvas Lead Generation
 - Workshop Performance Tracker
 - Google Playstore Rating
 - The population size of the study would be the same as taken in the defined projects. It will have the data-sets and findings from them.
 - The study will focus on the application of various marketing and operational theories in the corporate world.

2. RESEARCH METHODOLOGY

In the following study, the basic objective or the research problem was to identify the different methods or factors that are used by the leading companies in the EdTech space to increase their overall user engagement. In Addition to this, we are also conducting this study to analyze and determine the performance of different methods and factors to increase the overall company's performance.

In this project there are three different methods or factors analyzed which are used by GradeUp in order to improve their overall user engagement and company's performance.

Type of Research Method: Quantitative Research

We have done the Quantitative Research in this project. It states that all the findings and analysis is done on the basis of numbers and the results identified. In all the three projects mentioned, we have analyzed them on the basis of results and findings obtained.

Data Collection

- In this project, the data was collected using different tools and methods.
- For the Canvas Lead Generation and Workshop Performance Tracker Dashboard, we have collected the data from various sources such as Tableau and CleverTap.
- Both these tools have been used to collect the data and present it in the form of dashboard for better understanding and analysis.
- In the case of Playstore Rating, the data collected is from the official google console page. There we can filter and sort the data as per our requirement.
- The sample size for the data is in thousands of numbers for each of the project.

Measurements/ Variable Factors

Dependent Variable

- **Canvas Lead Generation**

In the canvas lead generation project, the form submitted number is dependent on the form shown number. As observed in different weeks when the overall form shown number had dropped, it also resulted in a sharp decrease in the form submitted as well.

The overall form filled percentage number was dependent on both the form shown as well as form submission. With an increase or decrease in any of the following, the overall form filled percentage was very much affected.

- **Workshop Performance Tracker**

In the workshop performance tracker, the %watch 5 min number is dependent on the %class started number. We have observed that with a sharp increase in the %class started number there was a drop in the watch 5 min no. Therefore, they both are inversely dependent on one another. On the Other Hand, the %class watch and % watch 5 min were both directly dependent. If there is an increase in the overall %watch 5 min for any particular category, then there %class watch would also have increased.

- **Playstore Rating**

In the playstore rating project, the avg. rating for any particular day or week was directly dependent on the no. of 1 star ratings. This states that if the no. of 1 star ratings have increased, then the overall avg. rating would decrease and vice-versa.

Independent Variables

- **Canvas Lead Generation**

In the canvas lead generation the form show no. was an independent variable. The form shown no. does not show any change with the change in other variable.

- **Workshop Performance Tracker**

In this, the entity start was an independent variable and the change in any other variable wouldn't result in the change in entity start no. Therefore it acts as an independent variable in most of the cases.

- **Playstore Rating**

In Playstore Rating both the 5 star as well as 1 star were independent variables and there increase or decrease doesn't change with the change in any other no.

3. ANALYSES, RESULTS AND INTERPRETATIONS

1. Canvas Lead Generation

	Week 4 (22-28 Dec)				Week 5 (29-4 Jan)			
	Form shown	Form Submitted	Choose to call today	Current form filled %	Form Shown	Form Submitted	Choose to call today	Current form filled %
AE & JE Exams	75	1	0	1.33%	153	7		4
CDS	292	19	4	6.51%	1606	100		27
SSC & RAILWAY	344	19	8	5.52%	773	70		22
CLAT	79	4	1	5.06%	222	16		6
NET UGC	190	21	5	11.05%	840	67		15
NET CSIR	38	4	0	10.53%	80	14		4
BANKING	322	27	9	8.39%	665	43		11
CTET	418	22	6	5.26%	2529	274		78
NDA	93	13	5	13.98%	563	68		33
BBA	7	0	0	0%	31	4		0
STATE EXAMS	640	34	11	5.31%	1679	143		52
PRT, TGT & PGT Exams	220	15	6	6.82%	1221	162		37
Total (All Categories)	1508	101	25	6.70%	9892	958		290

Canvas Lead Generation Tracker (Fig 1)

- The Canvas lead Generation Project was started in the month of December.
- Initially we were tracking the data for every particular week and month.
- As you can see in the attached screenshot, the data for the last week of December was quite low.
- In this:

Top 3 Categories were:

- NDA,
- NET UGC and
- NET CSIR

Bottom 3 Categories were:

- BBA,
- AE/JE and
- CLAT

- Also the total for the entire week included:

Form Shown	1508
Form Submitted	101
Form Filled User Percentage	6.70%

Let's us now check for the next week

	F	G	H	I	J	
	Form Shown	Form Submitted	Choose to call today	Current form filled %	Form Shown	
4	AE & JE Exams	153	7	4	4.58%	150
5	CDS	1606	100	27	6.23%	2300
6	SSC & RAILWAY	773	70	22	9.06%	1066
7	CLAT	222	16	6	7.21%	257
8	NET UGC	840	67	15	7.98%	917
9	NET CSIR	80	14	4	17.50%	94
10	BANKING	665	43	11	6.47%	1276
11	C TET	2529	274	78	10.83%	2970
12	NDA	563	68	33	12.08%	774
13	BBA	31	4	0	12.90%	40
14	STATE EXAMS	1679	143	52	8.52%	1383
15	PRT, TGT & PGT Exams	1221	162	37	13.27%	2658
17	Total (All Categories)	9892	958	290	9.68%	12864

Canvas Lead Generation Tracker (Fig 2)

- In the next week, nos. improved on the overall basis as well as there was a week on weekimprovement for every category.

• In this:

Top 3 Categories were:

- NET CSIR
- PRT, TGT and PGT Exams
- BBA

Bottom 3 Categories were:

- AE/JE,
- CDS and
- Banking
- Also the total for the entire week included:

Form Shown	9892
Form Submitted	958
Form Filled User Percentage	9.68%

- The form shown no. for the entire week increased from 1508 to 9892, form submitted increased from 101 to 958 and similarly the form filled user percentage no. increased from 6.70% to 9.68%.
- Therefore there was an overall increase in all the parameters in the total as well as category no.

What we did:

- Following the last week's performance, there were weekly meetings set up with every categories and the involved stakeholders.
- In the weekly meetings: strategies, targets and the issues were discussed which can be resolved and can help in much better numbers.
- Along with there were discussions with the product as well as CRM team on streamlining the entire process and making it more efficient.

	Week 10 (31-6 Feb)				Week 11 (7-13 Feb)			
	Form Shown	Form Submitted	Choose to Call today	Current form filled %	Form Shown	Form Submitted	Choose to Call today	Current form filled %
AE & JE Exams	47	3	2	6.38%	118	8	3	6.38%
CDS	1929	84	27	4.35%	1778	69	17	3.88%
SSC & RAILWAY	2744	234	72	8.53%	2261	246	70	10.88%
CLAT	414	16	3	3.86%	350	13	2	3.71%
NET UGC	936	78	22	8.33%	1083	81	17	7.48%
NET CSIR	135	21	3	15.56%	86	14	1	16.28%
BANKING	1396	84	21	6.02%	1010	55	17	5.45%
CTET	4478	698	210	15.59%	3640	361	119	9.92%
NDA	546	44	8	8.06%	580	64	20	11.03%
BBA	70	7	3	10%	59	2	1	3.39%
STATE EXAMS	2422	246	77	10.16%	2405	249	70	10.35%
PRT, TGT & PGT Exams	2376	199	64	8.38%	2679	222	65	8.21%
Total (All Categories)	16195	1655	505	10.22%	14828	1334	384	9.00%

Canvas Lead Generation (Fig 3)

- The above fig states the data for the week (31 Jan-6 Feb)
- Now carrying out a comparative analysis for this particular week to the previous fig. (22 Dec-28 Dec):
- In this week, the overall no for the form shown, form submission and form filled user percentage have increased from the previous week.
- This was due to multiple reasons:

We introduced and started with time tracker program, in that we briefed every particular category about the course promotion pitch through faculty, use of ppt. templates and the right time to float the goggle form to the students.

- Along with this we tracked and monitored the entire class for every category as to know what point in time the student turnout is highest and the form should be floated there itself.
- As shown in the below fig, we tracked the data for every particular class in every category.
- Also, the overall feedback mechanism for the canvas classes were also started, we discussed the improvement areas with the category heads based on the overall evaluation of free classes.

Category	Faculty	Entity ID	User ID	Form Filled User	Form Filled %	Class Scheduled Time	Class Starting Time	Class Ending Time	Form Float	No of students (while floating the form)	Maximum No of Students	Class Time (Max. no of students)
(31-6 Feb)	CDS & Defence Exams	Monika Singh	f8621436-815e-11ec-bdd0-4389dd277da7	239	4.18%	11:00 AM	11:00 AM	11:34 AM	11:15 AM	218	227	11:31 AM
(7-13 Feb)	CDS & Defence Exams	Monika Singh	df975f88-85af-11ec-aba8-0791b467497b	240	2.92%	11:00 AM	11:00 AM	11:34 AM	11:15 AM	7	227	11:31 AM

Canvas Lead Generation (Fig. 4)

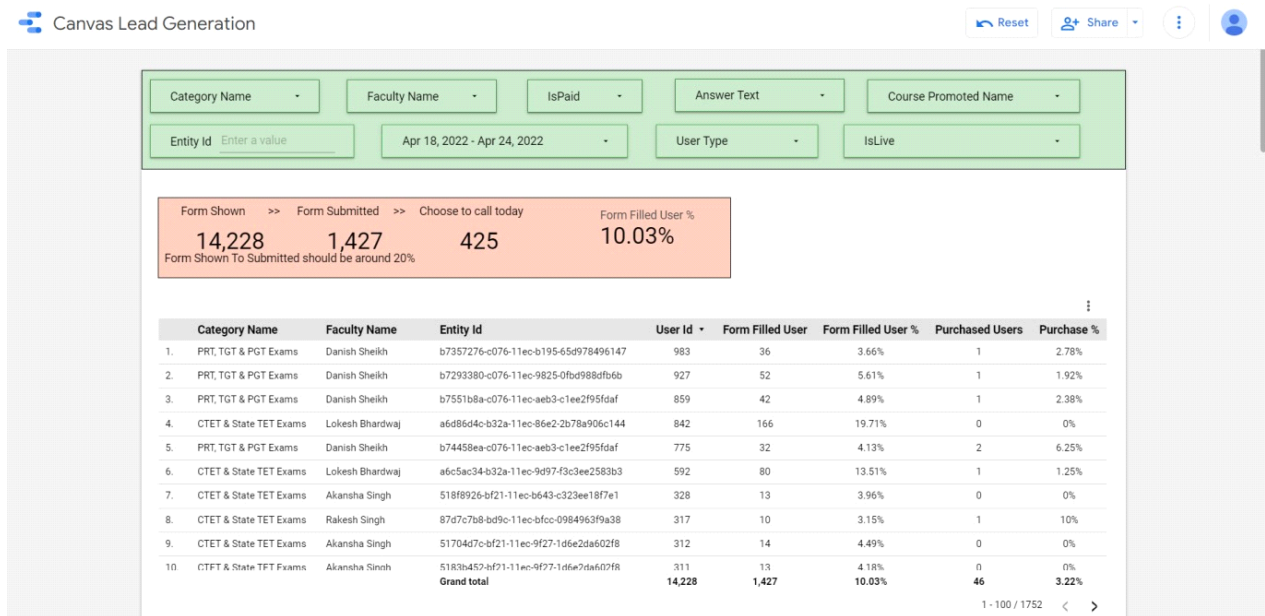
Category	Current form filled %	Form Shown	Form Submitted	Choose to Call today	Current form filled %	Form Shown	Form Submitted	Choose to Call today
AE & JE Exams	3.73%	273	13	3	4.76%	342	17	4
CDS	6.79%	1895	100	22	5.28%	1408	75	16
SSC & RAILWAY	9.56%	3887	367	111	9.44%	3058	244	67
CLAT	4.28%	365	11	4	3.01%	379	14	8
NET UGC	8.34%	1099	106	28	9.65%	1037	74	22
NET CSIR	9.02%	153	14	2	9.15%	76	5	2
BANKING	4.40%	1559	88	14	5.64%	975	61	8
CTET	10.26%	3358	423	171	12.60%	2960	398	133
NDA	13.16%	736	70	27	9.51%	700	87	26
BBA	8.51%	96	6	2	6.25%	47	2	0
STATE EXAMS	6.96%	2832	286	96	10.10%	2539	240	69
PRT, TGT & PGT Exams	9.18%	2394	219	58	9.15%	1606	104	34
Total (All Categories)	9.07%	17885	1699	542	9.50%	14431	1320	393

Canvas Lead Generation (Fig. 5)

- The above fig. shows us the data nos. for the week (7-13 March).
- The overall no. are:

Form Shown	17885
Form Submitted	1699
Form Filled User %	9.50%

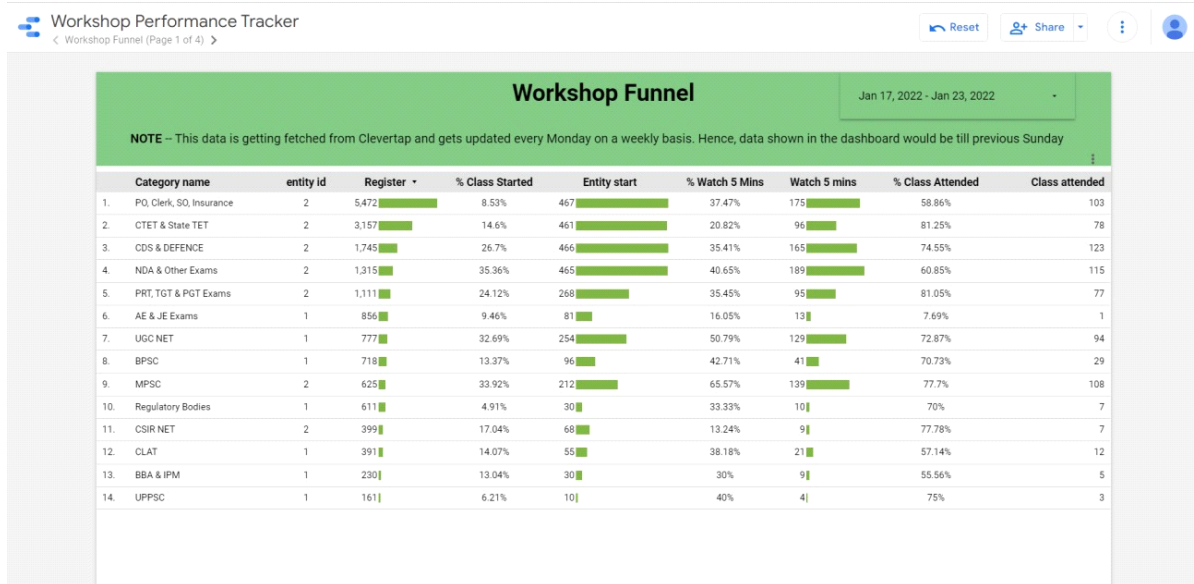
- The overall form shown no. had increased in this week as compared to the (31 Jan-6 Feb) week from 16195 to 17885.
- Also the form submitted no. had also increased whereas the form filled percentage dropped. This was due to the different reasons related to the exam cycle in different categories, pre-board exams schedule for the undergrad courses/ exams and the overall funnel issue for other categories.
- The drop in the form filled percentage can also be a result of the increase in the absolute form submission nos.
- Considering all these factors, we discussed and planned the solutions for the same. Targets for the next week were set accordingly.



Canvas Lead Generation (Fig. 6)

- This is the data for the last week (18-24 April).
- Here the overall form shown nos. were 14228, form submitted- 1427, Form filled user %- 10.03%.
- The overall form filled percentage increased from 9-9.5 to 10+ percent on a weekly basis.
- But there was a drop in the form submitted as well as form shown numbers. This was due to the following reasons:
- Overall engagement of categories like NDA, BBA, CLAT UG etc. were affected because of the ongoing board exams.
- Other categories such as UGC NET had low numbers because of their transition in the HTS Category.
- Other states categories such Maharashtra State Exams also had a drop in their overall nos. because of the ongoing IPL Matches (Indian Premier League).

2. Workshop Performance Tracker



Workshop Performance Tracker (Fig. 1)

- This is the data from the workshop performance tracker in the week of Jan (17-23 Jan).
- As per the fig. the entity start percentage for all the categories were quite low at the starting of the project.
- Categories such as Banking, Regulatory Bodies and UPPSC had the %class started below the 10 percent mark.
- Therefore based on this, one of our project objective was to increase this particular percentage to a decent level for all the categories.
- Other than this, the % watch 5 min no. was also quite less for certain categories such as CTET and State TET, AE/JE exams and CSIR NET.
- We also had to focus on this parameter and for this we planned and started various different improvement methods.
- The overall nos. for this particular week were:

Entity ID	21
Registrations	17568
% Class Started	16.87%
Entity Start	2963
% Watch 5 min	36.96%
Watch 5 min	1095
% class attended	69.59%
Class attended	762

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Workshop Tracker

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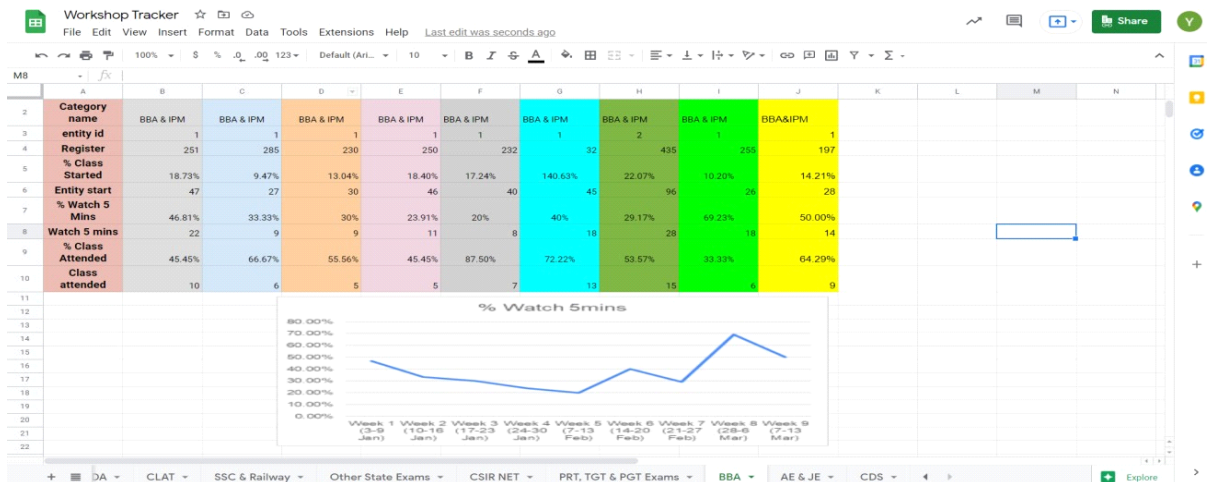
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BQ14

	A	BQ	BR	BS	BT	BU	BV	BW	BX	BY	BZ	CA	CB	CC	
1		Week 6 (7-13 Feb)													
2	Category name	PO, Clerk, SO, Insurance	SSC & Railways	CTET & State TET	PRT, TGT & PGT Exams	AE & JE Exams	UP State Exams	CDS & DEFENCE	UGC NET	Maharashtra State Exams	NDA & Other Exams	CSIR NET	CLAT	BBA & IPM	
3	entity id	2	1	2	2	2	1	1	1	2	1	2	2	1	
4	Register	5,420	4,909	4,079	1,693	759	677	592	588	585	388	257	250	17,249	
5	% Class Started	7.40%	16.81%	16.70%	16.54%	14.10%	4.73%	52.70%	25.85%	22.05%	25.52%	15.18%	31.20%	17.24%	
6	Entity start	401	825	681	280	107	32	312	152	129	99	39	78		
7	% Watch 5 Mins	51.12%	37.70%	27.46%	23.21%	21.50%	43.75%	26.60%	30.92%	57.36%	45.45%	51.28%	10.26%	20%	
8	Watch 5 mins	205	311	187	65	23	14	83	47	74	45	20	8		
9	% Class Attended	62.44%	46.62%	83.42%	64.62%	52.17%	64.29%	50.60%	42.55%	74.32%	66.67%	60%	50%	87.50%	
10	Class attended	128	145	156	42	12	9	42	20	55	30	12	4		

Workshop Performance Tracker (Fig. 2)

- Along with the dashboard we also had prepared a tracker to analyze the weekly performance of all the categories.
- Using this tracker we also had segregated the different categories on the basis of overall trend in the past few weeks.
- For that we have analyzed the data using line charts, to obtain an overall trend in the particular category on different parameters.

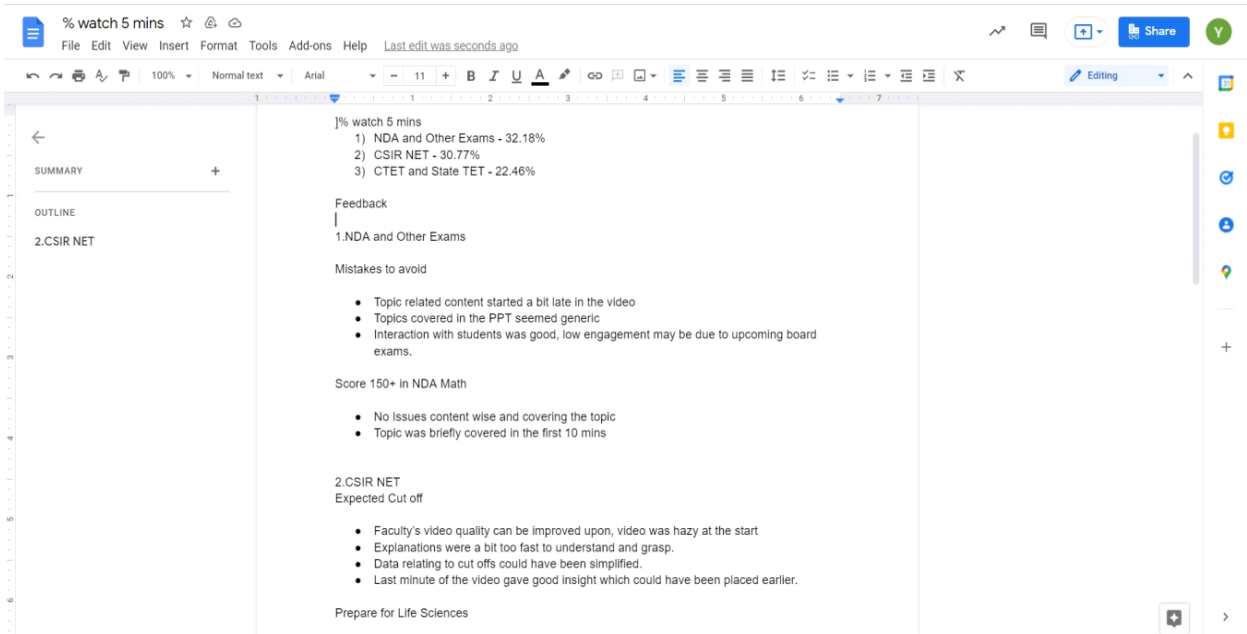


Workshop Performance Tracker (Fig. 3)

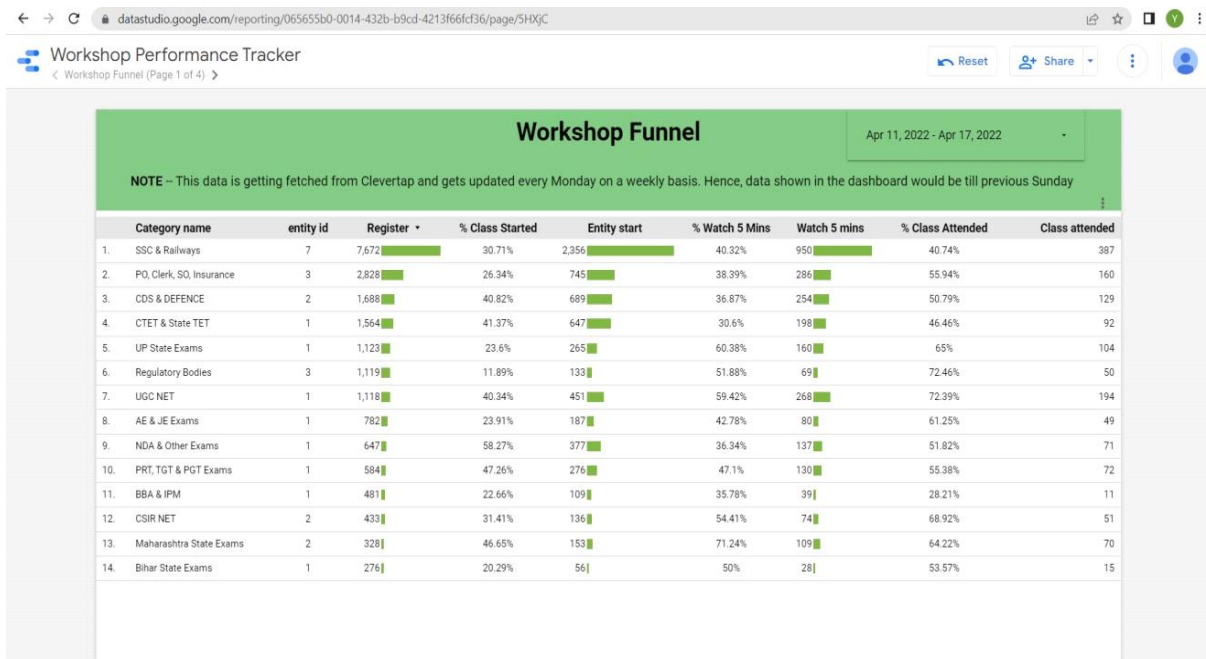
6.	UGC NET	1	1,515	37.43%	567	50.79%	288	65.97%	190
7.	CDS & DEFENCE	2	1,283	18.78%	241	36.51%	88	70.45%	62
8.	PRT, TGT & PGT Exams	1	1,156	25.43%	294	50.68%	149	60.4%	90
9.	AE & JE Exams	2	931	35.12%	327	44.65%	146	52.74%	77
10.	NDA & Other Exams	2	851	47.47%	404	34.65%	140	55.71%	78
11.	UP State Exams	1	721	15.95%	115	53.04%	61	70.49%	43
12.	Maharashtra State Exams	2	513	32.55%	167	62.28%	104	76.92%	80
13.	Regulatory Bodies	1	442	6.33%	28	25%	7	28.57%	2
14.	CLAT	1	424	31.6%	134	44.78%	60	46.67%	28
15.	CSIR NET	1	302	15.89%	48	31.25%	15	53.33%	8
16.	BBA & IPM	1	197	14.21%	28	50%	14	64.29%	9

Workshop Performance Tracker (Fig. 4)

- The above figure shows the data for the week (7 Mar-13 Mar).
- While comparing these numbers with the data from the week of previous month, there was an overall improvement in %class started as well as %watch 5min.
- For the %class started, the no. had increased to more than 40 percent for some of the categories where there was also an overall improvement in %watch 5 min.
- In the case %class started, we had planned various activities such as push and sticky notifications from the CRM's end and also the WhatsApp notifications were being sent to the registered students for joining the class.
- There were different journeys and campaigns created in order to operate the entire process.
- For the %watch 5 min, we have also started giving feedback on the selected workshops.
- In this the basic objective was to give an overall qualitative feedback for the bottom 3 categories in a weekly structure.
- The feedback was given considering the overall student experience for that particular workshop.
- There were different parameters covered:
 - Content and Topic related feedback
 - Overall PPT and Student Engagement
 - Course Promotion and Faculty's pitch regarding the available courses
 - Doubt addressing of students from the faculty's end
 - Required feedback for the session from the student's end



Workshop Performance Tracker (Fig. 5)



Workshop Performance Tracker (Fig. 6)

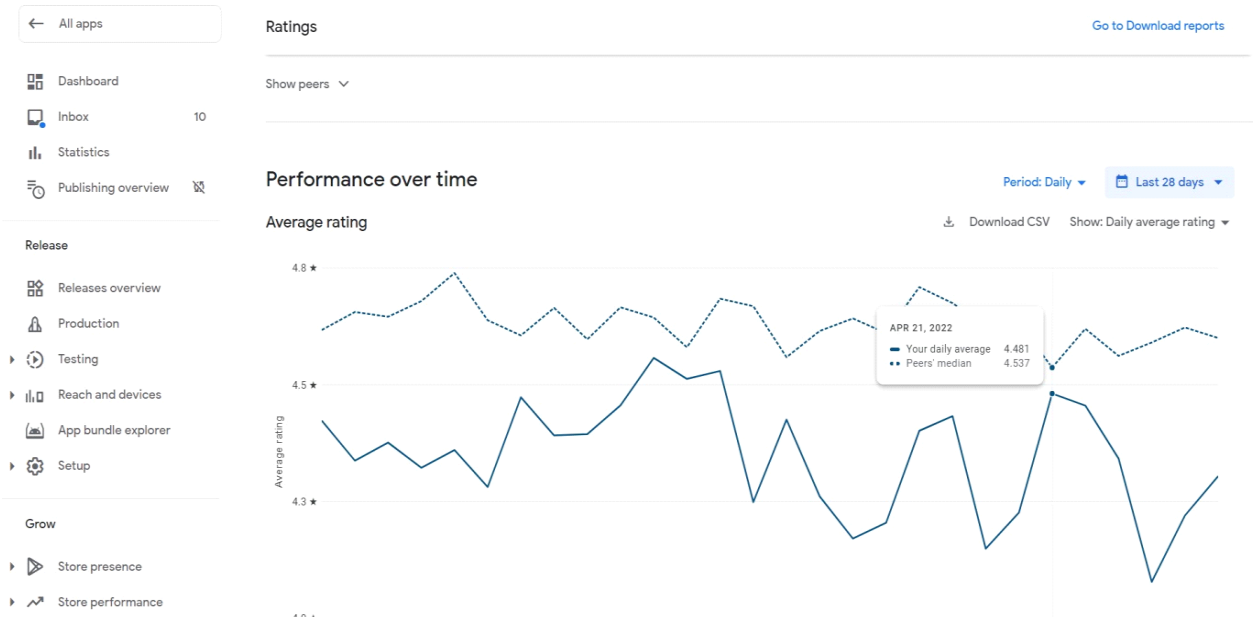
- This is the data from the workshop performance tracker for the week (11-17 Apr).

- Here the %class started as well the %watch 5 min is very much improved in terms of percentage from the starting week (Fig. 1).
- The improvement can be seen in every category and even the overall average has improved in terms or registration, entity start, watch 5 min, class attended
- The data for the overall avg. is as follows:

Entity ID	27
Registrations	20,643
% Class Started	31.88%
Entity Start	6580
% Watch 5 min	42.28%
Watch 5 min	2782
% class attended	52.3%
Class attended	1455

- So as we can see from the table the overall avg. for both the %class started as well as % watch 5 min had increased.
- Therefore, the improvement and better results were seen in every particular category as compared to the starting weeks.

3. PlayStore Rating Project



PlayStore Rating Project (Fig. 1)

- The playstore rating project was started in the month of March.
- The above fig. is the line chart for the rating in the last 28 days.
- The overall trend seems to be in the same direction as the avg. ratings are coming out to be in the similar range.
- The basic objective of this particular project is to increase the avg. rating for our app on playstore.
- For this, we started with various different programs:
- At first we introduced an Advantage Club Voucher Program
- Under this program, we started an incentive campaign for all our employees in which they have to reach out to their friends and family and ask them to give us a 5 star rating and write a detailed review along with that.
- For that they would be getting a reward of cash advantage club vouchers worth Rs. 50 for every single review.
- The max and min cap for the response submission was 20 and 5 respectively.
- The incentive program was floated and introduced as per the department schedule (diff time period for different categories).



Give BYJU'S Exam Prep App a 5 Star Rating and Get a chance to win Advantage Club Voucher.

All you need to do is

- Give our app a 5 star rating & write a detailed review on Play Store. (Min 50 words)
- Ask your friends & family to do the same.
- Attach the screenshots of the rating & review in the google form.

THE MORE RATINGS THE BETTER REWARD

Number of 5 star ratings	Advantage Club Voucher Amount
5	Rs. 250
10	Rs. 500
15	Rs. 750
20	Rs. 1000

Terms and conditions:

The screenshots must be submitted before the mentioned deadline.
The person needs to enter a detailed review along with 5 star ratings.

[Advantage Club Voucher Program] Playstore Rating Project (fig. 2)

- The other initiative or program was to start the cold-calling process for this.
- We have aligned our customer support team to reach out to our paid users or students and request them to give us a 5 star rating on playstore.
- For this we have planned or set weekly or per day targets.
- On a day to day basis we were planning to target 80-100 calls and for the entire week the target was of 400+ calls.
- Both the targets of day to day or weekly basis were achieved in the past 2 months.
- Therefore the overall conversion and percentage was improved from this.

The screenshot shows a Google Sheet with the following data:

Date	No. of Calls Made	No. of Ratings Giver	Ratings given %
22 Feb	94	0	0.00%
23 Feb	129	9	6.98%
24 Feb	212	60	28.30%
25 Feb	100	57	57.00%
28 Feb	86	11	12.79%
1 Mar	93	7	7.53%
2 Mar	136	56	41.18%
3 Mar	198	48	24.24%
4 Mar	77	14	18.18%
7 Mar	204	64	31.37%
8 Mar	168	56	33.33%
9 Mar	96	25	26.04%
14 Mar	145	51	35.17%
15 Mar	121	38	31.40%
21 Mar	171	45	26.32%

COUNTA of	0
Grand Total	0

Playstore Rating Project (Fig. 3)

- The other initiatives includes working with the support team to limiting the number of 1star reviews.
- As explained in the research methodology part, the no. of 1 star rating is an independent variable whereas the avg. rating are dependent on the no. of 1star reviews.
- In case the no. of 1 star rating has increased for any particular week, the overall avg. rating would be impacted.

4. Recommendations

We can recommend the following steps after conducting the proper research and analysis for the different matrices in the previous section:

- In the Canvas Lead Generation, the overall focus should also be on the entire funnel (which constitutes of the students joined, students watched for 5+ min and the watch 40% entity). Based on our analysis in the previous section we had very few parameters to discuss the overall execution of project.
- Also in the same project we should also define a complete set of process from the product's or CRM's end to track the notification or the push in the overall app sessions.
- The previous step would help us to increase the form shown as well as form submitted no. to more defined targets.
- Similarly in the Workshop Performance Tracker, the companies should also focus on tracking the lead generated and the no. of leads from any particular workshop.
- This will help us to determine the improvement at an overall basis for the workshops conducted in all the categories as the prime objective for the increased user engagement isto increase leads.
- Also another recommendation for the workshop performance tracker project is to get a better clarity and understanding for the platforms at which these workshops are conducted.
- There has been an issue highlighted in the previous sections regarding the use of two different platforms for the workshops. One was the photon and another was OBS. Therefore on OBS the overall user experience is much better than the photon but OBS does not have the feature of form shown or lead creation which makes it quite inefficient in the long-term.
- Therefore, there must be a clarity on the same and either the feature should be included inOBS or all the categories might shift to photon platform.
- In the playstore rating project, the main recommendation is that for the campaigns or activities that we are implementing the user count is very less.
- As the total no. of ratings on the platform is in lakhs so having such low user count won'tchange anything in the overall avg. ratings.

5. Implications

Implications for Users

- Users would be able to access more upgraded quality content. With the changes and upgradations in the existing features, the users would have a better experience for the freeclasses in edu-tech sector.
- With the overall improvement in the notification process or the campaigns, users would be able to access or know about the streaming sessions in a more convenient way. There would be multiple notification channels such as through whatsapp, apps push-in, journeys and campaigns through CleverTap, sticky notifications etc. This will complete change theuser experience in the future for leading ed-tech companies.
- Users would be able to enroll or enquire about the product or service offered in a more convenient and detailed manner. As observed in the previous sections if any user is interested in enrolling or enquiring about any particular course, then he/she may fill the required form in the free canvas class. After that, our customer representative would connect with the user using that information and he/ she would be able to get a detailed information about that particular course and how he can enroll or the features of that specified course.
- The above step would help the users in providing an overall simplified process for enrolling/ enquiring or to clear any doubt regarding the course.

Implications for Developers

- Similarly developers also would have defined tasks and processes for every activity. The complete process seems automated which will make their task easy.
- With the changes and implementation in the selected projects, developers would have a very important and key role to play. If there is any requirement for changes or upgradations in the case of feedback from users, they would have to add the same. The process for that looks very streamlined.
- Another implications for developers in the ed-tech sector would be to constantly upgrade the existing features as observed in this research study. With the regular changes and upgradations in order to make the user experience more convenient, developers would play a very crucial role.

Implications for Play-Store App

- In reference to our project on the playstore, we have observed various implications for that. The google playstore should work on changing or upgrading the existing avg. rating calculation. Instead of showing the recent avg. ratings to users it should also include avg. ratings in the last one year or the avg. ratings from the starting of the app.

- The feature or concept of recent avg. ratings would provide an incomplete picture for most of the apps as the overall no. of users in that remains low and companies can use other practices to change or increase their ratings. This would be unfair for companies who have their organic user ratings.
- Along with this google playstore should also focus on adding some extra features such as for the user intensive industries, there must be a rating for the overall user engagement, daily active users and watch mins %.
- Also along with this, google playstore should also work on simplifying the entire process of rating reports for the companies. It should have a proper defined process in which every particular feature should be explained. It would provide a better clarity on the mechanism of how the avg. playstore ratings are calculated and other features as well.

6. CONCLUSION

This study advances knowledge of user engagement in the Ed-Tech Industry in several ways. First we found out the different factors/ methods that are used by the leading giants or players in the Ed-Tech Industry. Following that we had studied the application of all such factors in the real time situation. The findings coincides with our literature review that in order to increase the user engagement or overall revenue, the technical solutions or methods need to be adopted. Second, we also studied and observed the application of various different initiatives that were taken under one specific project. Also in addition to this, we analyzed three different projects from three different categories that had different targets. Whereas, the main objective for all the three projects was to increase the overall user engagement.

From our Canvas Lead Generation project we were targeting the no. of form submissions which would further converted into leads and then finally into customers. In the workshop performance tracker, we were working on improving the overall user experience for any particular workshop which in turn would help to increase the leads. In that particular project we were working on improving the entire funnel. The third project was improving the avg. playstore rating by planning various different micro-projects.

The overall analysis and findings have been explained in the previous part. On the Other Hand, the summarized results are presented below:

- In the Canvas Lead Generation Project we were able to achieve the weekly, monthly as well as quarterly targets. All the different parameters such as form shown, form submitted and the form filled percentage was improved on the monthly as well as weekly basis for all the different categories. We were also able to identify the relationship between different variables which might help us in the future.
- In the Workshop Performance Tracker Project we were able to increase the user engagement for the entire funnel. In this we were targeting both the entity start as well as watch %. Similar to the canvas lead generation, have achieved most of the defined targets on the monthly as well as weekly basis.
- In the PlayStore Rating Project we have planned and implemented various different micro-projects that are taking place at different levels. The overall improvement in this project is yet to be seen. Therefore, the overall targets are not yet achieved and will be worked upon in the coming days.

7. Limitations to the Study

The following limitations were found while conducting this study:

- Only Few Variables have been considered while reaching out to the conclusion.
- The time period for which the data is taken, might be less for reaching out to any conclusion. Hence the sampling size is not adequate while talking about the companies at that level.
- There isn't any defined relationship between the different variables used. Therefore it might affect the overall results and findings.

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