



IITK CONSULTING GROUP
in collaboration with
KranionAI
PROJECT REPORT

Contents

1	Executive Summary	1
2	Introduction	2
3	Market Research	2
3.1	Global edtech Landscape	2
3.1.1	Key Trends in the Global edtech Market	3
3.1.2	Challenges	3
3.2	India's edtech Triumph: A Global Frontier with Aspirations	4
3.3	Database Creation	4
4	Competitor Analysis	5
4.1	Competitor Profile	5
4.2	Competitor Scorecard	6
4.3	Feature Analysis	7
4.4	Imitability Analysis	7
4.5	Competitive Landscape	9
5	Core Findings	11
5.1	Competitor Profile	11
5.2	Competitor Scorecard	12
5.3	Feature Analysis	13
5.4	Imitability ladder	14
5.5	Competitive Landscape	15
6	Recommendations	16
6.1	Performance Analytics	16
6.2	Personalized Learning	17
6.3	Adaptive Learning	18
6.4	Reading and comprehension	18
6.5	Non-Tech workforce and Unique Physical Assets	19
6.6	Brand Image and Reputation	19
6.7	Importance of Funding	20
6.8	Networking and Alliances	20
6.9	Gamification of Content	21
6.10	Customer Service	21
6.11	Parents Engagement	21
7	Conclusion	23
8	Appendix	24

1 Executive Summary

The competitive analysis conducted for KranionAI's entry into the Indian edtech market is a comprehensive exploration of key competitors, essential market dynamics and strategic considerations for success. The report delves into the significance of strong intellectual property and investment in research and development to safeguard innovation within a competitive market landscape. It recognizes the pivotal role of providing accessible and resourceful support mechanisms for staff, students, and parents to foster customer satisfaction and loyalty, highlighting the universal importance of prioritizing a positive product experience. The emphasis on strategic partnerships with major educational institutions and organizations underlines the value of building strong networks for innovation, expansion, and overall success in the edtech industry.

The comprehensive competitor profiles and SWOT analysis also provide essential foundational details, including their revenue, location, pricing, employee count, and customer base. This information forms the bedrock for assessing market entry feasibility and challenges, refining marketing strategies, and enhancing operational efficiency. The knowledge of competitor products aids in benchmarking against industry standards and developing unique value propositions, enabling effective navigation of the competitive landscape. Additionally, insights from the SWOT analysis helps in identifying market gaps and opportunities.

The analysis sheds light on critical areas such as offline functionality, importance of reading and comprehension for english learners and the strategic importance of investing in a skilled workforce and research & development in a company. This strategic insight aligns with the findings that successful competitors have not heavily emphasized on non-tech labour and physical assets, focusing instead on unique value propositions that set them apart in the edtech market. The recommendations underscore the significance of incorporating performance analytics, personalized learning, adaptive learning, and reading comprehension tools to enhance KranionAI's competitive edge.

2 Introduction

KranionAI is an edtech startup revolutionizing digital education with AI-driven personalized learning experiences. Focused on meeting the unique needs of students, the platform adapts content, providing a solid foundation for tackling challenging questions and improving test results. By gamifying educational content and leveraging AI-backed data analysis, KranionAI creates interactive and personalized learning environments.

The central objective of our project was to conduct a thorough competitor analysis to assist KranionAI in entering the Indian market effectively. Through comprehensive research and examination of key competitors, we aimed to provide invaluable insights into the market dynamics, strengths, and areas for improvement. By focusing on competitor profiles, scorecards, feature analysis, the imitability ladder, and the overall competitor landscape, our goal was to equip KranionAI with a strategic roadmap for success in the ever-evolving edtech industry. The ultimate focus was to obtain actionable intelligence that would guide KranionAI's decisions and positioning, ensuring a competitive edge in the Indian education market.

Educational Technology (edtech) is the integration of technology into educational practices to improve students' or users' learning outcomes. edtech encompasses both hardware and software technologies designed to enhance classroom learning and improve educational outcomes through virtual education. AI edtech is the integration of artificial intelligence (AI) with education technology (edtech).

In education technology, artificial intelligence (AI) introduces transformative features. Personalized learning employs AI algorithms to create tailored lesson plans, enhancing academic performance. AI enables smart content that automatically adapts to user needs and preferences. Automated grading streamlines administrative tasks, while generative AI produces personalized learning resources and instructional content. These innovations collectively redefine and enhance the efficiency of education.

3 Market Research

3.1 Global edtech Landscape

The global education technology (edtech) market reached a value of **USD 123.40 billion** in 2022, and it is projected to grow at a compound annual growth rate (CAGR) of **13.6%** from **2023** to **2030**. This explosive growth is fueled by factors like:

- **Increased digital adoption:** Schools and learners are embracing technology for enhanced learning experiences. The rise in the number of smartphone users, growth in the number of internet users, decline in data prices, and increment in the usage of digitization in education have been driving factors for the tech market.
- **Pandemic-driven acceleration:** The shift to online learning has boosted the need for edtech solutions.

- **Focus on personalized learning:** Technologies like AI and adaptive learning cater to individual needs and pace.

3.1.1 Key Trends in the Global edtech Market

- **Gamification:** Engaging elements and bite-sized lessons make learning more accessible and fun. It is the use of game-like elements in non-game contexts, which can be employed to make learning more enjoyable and engaging. For example, a teacher might create a quiz game to help students learn about a new topic.
- **edtech players are merging and partnering to achieve scale and efficiency:** edtech companies aim for the lifetime value of their customers to exceed the cost of acquiring them. As they seek sustainable ways to address the industry-wide challenge of high customer acquisition costs (CAC), some edtech firms are turning to M&A in hopes of reaching economies of scale.
- **Microlearning Gains Traction:** Microlearning delivers information in small, focused segments and is becoming increasingly popular in the edtech space. This approach aligns with the modern learner's preferences for quick, easily digestible content and can lead to improved knowledge retention and engagement.
- **Hybrid Education Becomes the New Normal:** As the world adapts to new technologies, hybrid education – a blend of online and offline learning – is predicted to become the norm. This approach allows for a more personalized learning experience, combining the convenience of online resources with the social interaction of in-person classes.
- **Immersive Learning:** Immersive technologies can make learning more enjoyable and captivating, increasing students' learning motivation. Immersive learning systems can use various technologies, such as virtual reality (VR), augmented reality (AR), mixed reality (MR), haptic devices, 3D printing, etc., to create and display a virtual or augmented environment that simulates the real world or a fictional world.

3.1.2 Challenges

- **Data privacy and security:** Protecting student data in online environments is crucial. Customers should be able to trust an online course provider, and it's possible only if the company can guarantee the security of data collection, processing, and storage.
- **Teacher training and support:** Educators need up-skilling and reskilling to effectively integrate technology into their teaching. Learners want value-added services such as personalized mentoring and regular guidance.
- **Ongoing Adaptability:** This sector faces challenges as companies must continuously adapt to new technological advancements, highlighting the imperative for agility and constant evolution in the ever-changing educational landscape.

- **Much time needed for monetization:** edtech projects can gain popularity rather quickly. But the problem is that quite often, their target audience is not ready to pay for using their solutions. The truth is that both teachers and students will prefer a free platform when there is a choice.

3.2 India's edtech Triumph: A Global Frontier with Aspirations

edtech in India has grown phenomenally in the last couple of years, making India the edtech capital of the world. The Indian edtech market is booming with total revenues of over **\$4.3 billion** in 2022, representing a compound annual growth rate (**CAGR**) of **16.8%** between 2017 and 2022. There are over **4,450** edtech startups in India that are assisting over **300 million** school students. The numbers speak volumes, and the following are the key factors that have propelled India to this feat:

- **Growing Test-Prep Market:** With an increasing number of students enrolling in test preparation courses for exams like JEE, NEET, SAT, GRE, etc., the test preparation market is expanding at a **CAGR** of **23%** during the 2023-2027 forecast period, depicting huge potential.
- **Large and Growing Market:** India has a vast population and an increasing demand for quality education. As of 2022, the sector had approximately **18.5 million** paid users across K-12, skill development, and test preparation.

Since English is widely spoken in India, international edtech firms may be able to achieve rapid success there even without translating much of their content. At the same time, locally grown Indian edtech players like Emeritus have reached billion-dollar valuations and begun acquiring companies in the US market. India's rapid and expansive Internet penetration, increasing awareness of edtech and digital technologies among the general populace, and a massive untapped market create a promising outlook for edtech players.

3.3 Database Creation

After gaining a brief understanding of the Indian edtech market, we created a database of potential competitors. We scoured the internet and startup directories of investment firms like 100x.vc and Y Combinator, along with platforms like LinkedIn and Crunchbase for insights into key players and market trends. We defined criteria for identification

- **Basic Information:** Website link, LinkedIn profile, years in operation, global presence, user base, language availability, and platform accessibility.
- **Financial Information:** Focus on Valuation and Revenue for a snapshot of the company's financial status.
- **Type of AI:** Identification of specific AI technologies, such as machine learning, natural language processing, and computer vision.
- **Description:** Brief overview covering the company's mission, key features, unique selling points, and other relevant context

4 Competitor Analysis

Competitor analysis is vital for understanding market dynamics and evaluating rival strategies. We utilized templates to streamline data collection, ensuring a standardized approach for a comprehensive competitor analysis.

4.1 Competitor Profile

This analysis streamlined the creation of detailed competitor profiles, offering a comprehensive snapshot of their company, customers, and products. It covered foundational details such as founding date, location, website, pricing, employee count, and customer base. Additionally, it explored the company's mission, provided a brief overview, and concluded with a SWOT analysis for a holistic understanding of the competitor's strategy.

The rationale behind this approach was multifold. It provided a quick, concise overview for assessing market entry feasibility and challenges. Strategic insights from the SWOT analysis identified market gaps and opportunities, guiding resource allocation, refining marketing strategies, and enhancing operational efficiency. Understanding a competitor's mission refined our strategic vision and identified potential areas for differentiation. Knowledge of competitor products aided benchmarking against industry standards and the development of unique value propositions, essential for navigating the competitive landscape effectively.

Our Approach

We gathered essential information on competitors' founding year, location, employees, revenue, and market share by reviewing their LinkedIn pages, articles, and websites like Crunchbase. Further, in-depth research on competitors' websites provided insights into their mission, company description, pricing model, and product range. The SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was conducted to assess their strategic landscape.

- **Strengths:** We examined aspects such as brand reputation, a skilled workforce, innovative products, and financial stability. To gather this information, we searched their websites for any awards won, specialized/unique products, customer responses, and related news articles.
- **Weaknesses:** To identify the weaknesses of the company, we primarily relied on customer and critic reviews available on platforms like Google Play, Apple Store, Google, social media, and employee reviews on websites such as Glassdoor.com and MouthShut.com.
- **Opportunities and Threats:** We analyzed the products and services offered by them, benchmarking against others to identify potential areas of improvement and uncover potential threats to the company in the edtech market.

4.2 Competitor Scorecard

A competitor scorecard is a powerful tool that transforms competitor analysis from a qualitative exercise into a quantifiable one. It is a detailed report card, meticulously grading rivals across key performance indicators (KPIs) relevant to the industry. By assigning weights to different attributes like market awareness, ability to execute, customer experience, product breadth, product quality, etc, the competitor scorecard provides a valuable framework for gaining objective and actionable insights into the competitive landscape to objectively assess each competitor’s standing in the market. The KPIs can be adjusted according to the requirements.

The rationale behind implementing a competitor scorecard is fourfold. Firstly, it brings quantification and objectivity to strategic decision-making, replacing gut feelings with tangible data on competitors’ performance. Secondly, it aids in prioritizing and allocating resources effectively by highlighting competitors’ strengths and weaknesses. Thirdly, the scorecard serves as a benchmark for measuring a company’s performance against competitors, identifying areas for improvement and tracking progress. Lastly, it provides strategic insights for decision-making by identifying opportunities to exploit competitors’ vulnerabilities and guiding the product development roadmap based on market gaps.

Our Approach

We identified key attributes for evaluating competitiveness in the industry. All attributes and sub-attributes were given weights based on our knowledge of the industry and their importance.

- **Product features:** The attributes in this category include AI Tutor, Test Preparation Platform, Reading and Comprehension, Human Engagement, API integration, and Technological Elements.
- **Product Experience:** The Product Experience category includes four key attributes which are platform gamification for engagement, adaptive learning for personalized progression, personalized learning for tailored journeys, and customizability for flexible content.
- **Financial strengths:** This category includes Revenue, Funding Secured, Valuation, and Customer Acquisition.
- **Target segments:** Attributes in this category are Geographic diversity, Multilingual support, Age Diversity, Customer, and Curriculum diversity.
- **Online presence:** Sub-attributes in this category include Website, Linkedin, YouTube, Twitter, Instagram, and Platform Ratings.

For each sub-attribute within each attribute, we gathered data from various sources such as company reports, consumer reviews, and online platforms. We organized the data in a structured format, utilizing tables or spreadsheets, to facilitate easy comparisons between

companies. Trends, patterns, and areas of difference between companies in each sub-attribute were identified.

4.3 Feature Analysis

The Features Analysis template is a comprehensive tool that can be used to compare the inherent features of different products in a detailed manner. This template is invaluable for businesses aiming to assess the strengths and weaknesses of their offerings in comparison to competitive products. It provides a structured platform for a thorough examination of key features.

The template offers a structured methodology for a detailed analysis of product features, providing businesses with insights into both their own offerings and those of competitors. By systematically examining each feature, businesses can identify unique characteristics that differentiate their products, strengthening their value proposition. Additionally, the template facilitates the recognition of gaps in product offerings relative to competitors, guiding strategic development efforts to meet customer expectations and maintain market competitiveness. In essence, this tool serves as a valuable resource for businesses seeking a comprehensive understanding of product features to refine strategies and enhance their position in the market.

Our Approach

- We created a thorough list of all the features that the evaluated companies provided in the first stage. We then thoroughly investigated their existence among rivals.
- Following compilation, we refined the features, selecting those essential for our competitor analysis, keeping in mind that we are examining the AI edtech market. For a clear visual depiction of each feature's completeness, we subsequently employed the **Harvey ball** in our analysis.

4.4 Imitability Analysis

The imitability ladder is a visual tool designed to assist in evaluating the uniqueness and competitive advantage of a business. This is particularly useful for assessing the ease with which both tangible and intangible resources associated with a product or service can be imitated by competitors. By analyzing the various aspects of your business, the template enables you to identify strengths and weaknesses in the company's overall strategy.

Imitability analysis offers strategic insight for understanding a startup's competitive advantage and identifying potential threats from competitors. Serving as a risk mitigation strategy, it pinpoints weaknesses in the business strategy to reduce challenges related to resource imitation. Additionally, it provides decision support by creating a clear visual representation of competitive dynamics, aiding informed choices on resource allocation, innovation, and market positioning. This ensures the startup remains agile and resilient in a dynamic business

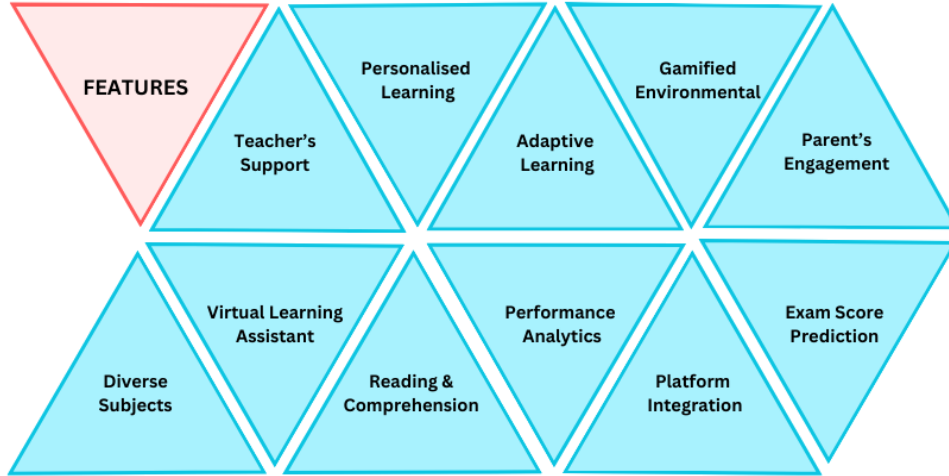


Figure 1: Important features selected for feature analysis

landscape.

Our Approach

The methodology employed in the imitability ladder template consisted of a systematic evaluation of each resource category. Key resources were identified through a comprehensive examination, and categorized into tangible and intangible resources. **Tangible resources** encompassed financial, physical, technological, and organizational aspects, while **intangible resources** included human capital, innovation capabilities, creativity, and reputation. This structured approach allowed us to dissect and understand the diverse dimensions of resources essential for assessing imitability within the specified framework. Key parameters included:

- **Content Library:** We assessed the uniqueness and depth of the content library, considering the variety, quality, and exclusivity of educational materials.
- **Brand Image and Reputation:** We examined the strength of the startup's brand and reputation in the market, including customer perception, industry awards, media coverage, and following across popular social media platforms like Instagram, Facebook, LinkedIn, and Twitter.
- **Company Culture and Employee Motivation:** Analysed the distinctiveness of the company's culture. We looked into the employee ratings and key points on job rating portals. We looked into parameters like compensation, benefits, work/life balance, and diversity.
- **Customer Service:** Evaluated the quality and uniqueness of the startup's customer service, responsiveness, and customer satisfaction levels. Checked whether the companies had a separate platform dedicated to their customer service.
- **Networks and Alliances:** Assess the strength and exclusivity of partnerships, collaborations, and alliances that contribute to the startup's network with Technology

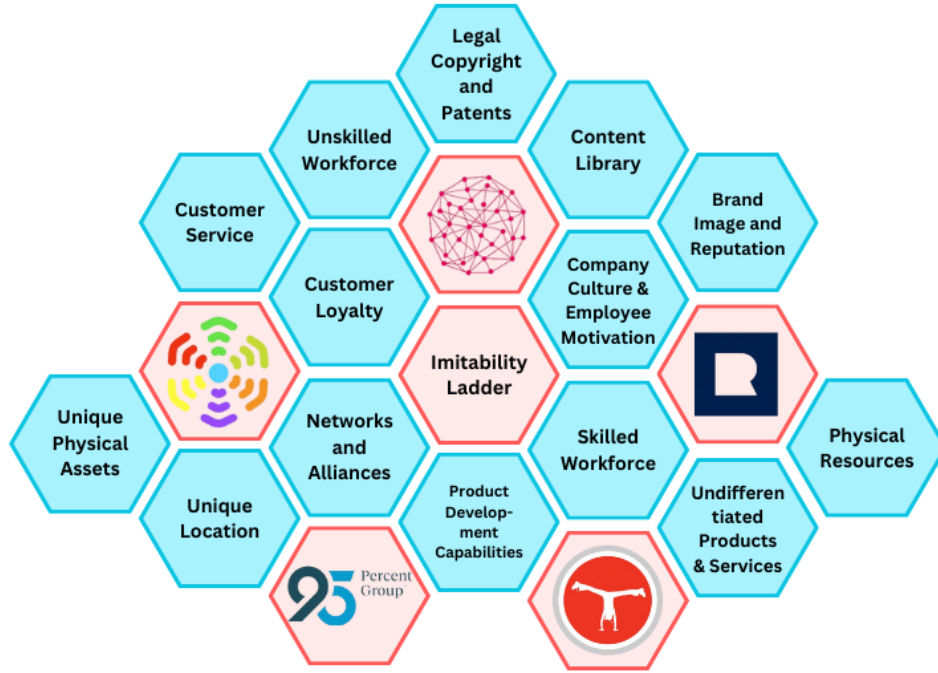


Figure 2: Key Parameters on the Imitability Ladder

companies, schools, colleges, and institutions.

- **Product Development Capabilities:** Examined the startup’s ability to innovate and develop new products or features, considering the uniqueness and speed of development. Checked if there is a research and development department present in the company.

4.5 Competitive Landscape

The competitive landscape provides a comprehensive view of all competitors in a single visualization, facilitating the positioning of key players in the market and illustrating their relationships. The axes chosen for comparison can be tailored to specific needs, with the success of a company in the market defined by the interrelation of these axes. The effectiveness of this framework relies on selecting Key Performance Indicators (KPIs) relevant to the specific edtech niche. It comprises four sections:

- **Contenders:** This section lists smaller or newer companies in the market that are still establishing themselves. While they may offer some of the listed features, they do not do so to the same extent as the leaders.
- **Leaders:** These are established and dominant players in the market, typically offering a robust range of features and holding a large market share.
- **Laggards:** Companies falling behind in the market, offering some features but not keeping up with the latest trends or customer needs.

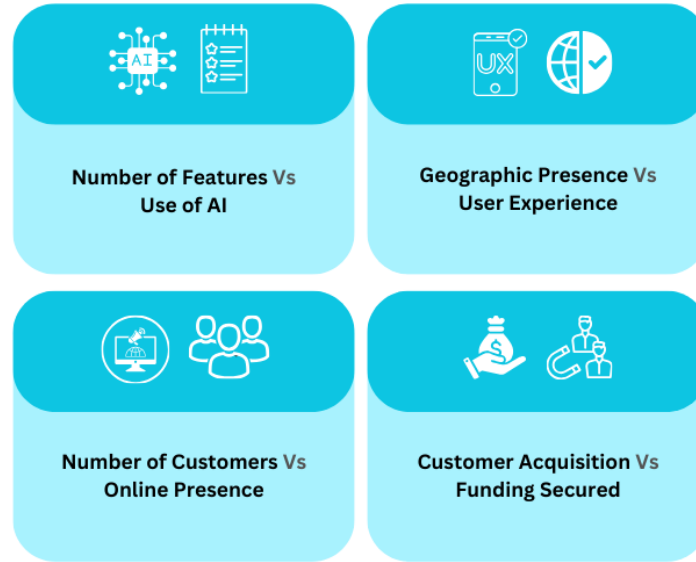


Figure 3: Competitive Landscape

- **Challengers:** Companies experiencing rapid growth and beginning to threaten the leaders. They may provide a more innovative or cost-effective solution to some of the listed features.

Making informed strategic decisions is paramount for businesses, and understanding rivals' strengths and weaknesses is key to achieving this. This knowledge empowers businesses to make informed choices in product development, marketing, and pricing, ultimately gaining a competitive edge in the market. Additionally, a thorough understanding of what customers value most enables companies to refine their value proposition, offering unique benefits or compelling solutions that set them apart. Categorizing competitors as contenders, leaders, or laggards helps identify key players in the market landscape, providing clarity on how competitors compare to the company's positioning and performance.

Our Approach

To assess major competitors and their success, we designed four landscapes with axes as follows: Number of Features vs. Use of AI, Geographic Presence vs. User Experience, Number of Customers vs. Online Presence, and Customer Acquisition vs. Funding Secured. The placement of companies is based on their previous scores in the respective axes, as calculated in the prior analysis.

Here is a breakdown of the reasoning behind each axis:

1. Number of Features vs. Use of AI:

- **Number of Features:** Captures the variety of tools and functionalities offered by the platform, a key factor in attracting users seeking comprehensive solutions.

- **Use of AI:** Highlights the role of AI in personalizing learning, optimizing content delivery, and enhancing user engagement, a growing trend in edtech.

2. Geographic Presence vs. User Experience:

- **Geographic Presence:** Reveals the extent of competitors' reach across different regions or markets, providing insights into their target audience and potential expansion opportunities.
- **User Experience:** Focuses on the user interface, ease of navigation, and overall appeal of the platform, a crucial factor in customer retention and engagement. This axis helps assess how user-friendly competitors' platforms are.

3. Number of Customers vs. Online Presence:

- **Number of Customers:** Directly measures market share and customer traction, showcasing how successful competitors are in attracting and retaining users.
- **Online Presence:** Assesses the effectiveness of rivals' online marketing and branding efforts, including website design, social media engagement, and search engine optimization. This axis helps to understand how visible and attractive competitors are online.

4. Customer Acquisition vs. Funding Secured:

- **Customer Acquisition:** Analyzes competitors' strategies for attracting new users, such as discounts, partnerships, or innovative marketing campaigns. This allows for the identification of potential weaknesses in their acquisition strategies and the opportunity to capitalize on them.
- **Funding Secured:** Sheds light on competitors' financial backing and potential for future growth. It can also indicate their ability to invest in research and development, potentially leading to new features or advancements.

5 Core Findings

5.1 Competitor Profile

Analyzing **Riiid's** profile reveals significant potential for future success, contingent on wise resource utilization. Supported by substantial funding, the company, through its subsidiary Riiid Labs, has secured 43 patents, granting strategic advantages such as unique features, including exam score prediction. Their SWOT analysis highlights differentiating strengths, including a patented vocabulary recommender system and the ability to calculate drop-off probability.

A closer look at **Achieve3000's** profile indicates its status as a global edtech company, operating in approximately **48 countries** and generating revenue of around \$64 million. Offering a wide range of products and services for students from Pre-K to 12, Achieve3000

distinguishes itself by providing multilingual content and catering to customers seeking materials in their regional languages.

Cognii's profile analysis reveals limited progress in service delivery compared to other competitors, with many of their social media handles being inactive. Noteworthy, however, is the founder's expertise of over **20+ years** in AI, speech recognition, natural language processing, cognitive science, and ed-tech. Their easily integrable products come equipped with API capabilities.

Examining **95 Percent Group's profile**, it's evident that the company prioritizes delivering optimal technology solutions for educators. Employing a distinctive 3-Tier system, they provide tailored instructional guidance to teachers based on class sizes and individual attention needs. The company places significant emphasis on phonics and the science of reading, particularly addressing the needs of students with consistent reading difficulties, including those with dyslexia.

After analyzing **Century Tech's** profile, their vision is to provide intelligent tools to every teacher and learner that help them succeed. To realize this vision, the company places a strong focus on the development of world-leading artificial intelligence (AI) technologies. They have also received prestigious awards from prominent organizations and institutions, including the **World Economic Forum, Wharton University, and MIT**. However, the company faces a deficiency in online visibility, and its application ratings on both the App Store and Google Play Store fall below expected standards.

5.2 Competitor Scorecard

Century Tech stands out as a top performer among competitors, excelling in all key elements crucial for a successful company. They score well in product experience and financial strength, with a special highlight on targeting the right audience. This showcases the general importance of delivering a great product, managing finances wisely, and strategically meeting the needs of the market to succeed in business.

A great product experience builds customer loyalty through user-friendly design, while financial strength ensures a company's stability and capacity for innovation. This is reflected in **Achieve3000**, which has the best product experience and financial strength among the five companies. Despite this, Achieve3000 underperforms in product features attributes, lacking an AI tutor and API integration in its platform. Without an AI tutor, personalized learning experiences are limited, impacting adaptability to diverse learning needs. Also, the lack of API integration restricts seamless connectivity with other educational tools, potentially affecting accessibility and interoperability. These gaps may challenge the startup's competitiveness in an ed-tech market that values features and integrations for enhanced effectiveness.

95 Percent Group struggled with financial strength, product features, and targeting the right audience despite being in the market for more than 17 years. This was mainly because their platform lacked exposure to technology, faced financial limitations, and lacked customer

variety. This shows how important it is for companies, in general, to embrace technology, manage finances well, and reach a diverse customer base to succeed in a competitive market. It's a reminder that these basics are crucial in achieving long-term success.

Cognii scored the lowest in attributes of financial strength and online presence because of insufficient funds, leading to inefficient marketing. This has resulted in reduced online presence across popular platforms like Instagram, LinkedIn, and Twitter, despite having good customer diversification and product features. Among the contenders, **Riiid** boasts the best product features and performs well in terms of financial strength, despite having a low online presence. This suggests that Riiid directs a significant portion of its funds towards research and development, focusing on the development of accurate and efficient technologies, rather than allocating extensively towards marketing.

5.3 Feature Analysis

Among the five competitors, **Achieve3000** stands out by offering the highest number of features, and it also excels in delivering these features compared to the other four contenders. This distinction can be attributed to the company's strategic allocation of resources towards extensive research and development. Achieve3000 places a major emphasis on providing a diverse array of features that focus on engaging the users and customizing according to needs, showcasing a commitment to innovation and a user-centric approach that enhances the overall educational experience. It lacks a Virtual Learning Assistant which could have added more to the personalized and engaging experience.

95 Percent Group is observed to lack several essential features present in its competitors such as VLA, Parent Engagement, platform integration, Exam score prediction, and diverse subjects. This weakness could reduce the platform's competitiveness in the market by making it less appealing to users looking for a more comprehensive and integrated learning experience. It has reading and comprehension as a major feature which ranges from phonics, vocabulary, reading tools, and assessment.

We can see that **Riiid** is a company that focuses on test preparation; they provide exam score prediction in addition to best performance analytics. Riiid stands out as a company that specializes in test preparation, offering a unique feature of exam score prediction coupled with robust performance analytics. This targeted approach caters specifically to students preparing for exams, providing them with valuable insights and predictions that contribute to a more effective and efficient study strategy. Riiid has no gamification which increases focus and gives a sense of achievement, interactive learning, problem-solving, immediate feedback, and reinforcement.

Whereas **Cognii** focuses on multi-faceted learning as they offer the best services in Virtual Learning Assistant and Platform Integration thus providing a seamless workflow for a wider range of student activities. Platform integration and diverse subjects aim at a variety of customer needs. It lacks parent engagement that enhances collaboration, transparent communication, and supportive learning. VLA caters to diverse learning styles where students

can find immediate assistance.

Century Tech positions itself as a company centering its focus on educators, striving to offer the best support for teachers. By prioritizing teacher support, Century Tech recognizes the pivotal role educators play in the learning process and aims to empower them with effective tools and resources, ultimately benefiting the overall educational ecosystem. It has no exam score prediction which provides realistic data-driven insights, adaptive learning, motivation for students, targeted interventions, and effective evaluation.

The features that are offered by fewer companies are Virtual Learning Assistant, Parent Engagement, and Exam Score Prediction. These features together offer a holistic approach to learning leading to improved academic outcomes. They also keep students and parents actively involved in the

5.4 Imitability ladder

All five companies secured their uniqueness with legal copyrights and patents. Riiid, however, stands out with over **40 patents** and **15 academic papers** on its AI technology, making it notably difficult to imitate. This highlights the general importance of strong intellectual property and significant investment in research and development to protect innovation in a competitive market.

Within the lineup of five companies, **Century Tech** distinguishes itself with unparalleled customer service that proves challenging to imitate. The establishment of a dedicated platform, the Customer Hub, for addressing issues and grievances underscores the broader significance of prioritizing a positive product experience. This universal lesson emphasizes that providing accessible and resourceful support mechanisms for staff, students, and parents is integral to fostering customer satisfaction and loyalty, regardless of any specific industry or product.

For startups like **Riiid** and **Achieve3000**, success and growth rely on strategic partnerships with major educational institutions and organizations. These collaborations, such as Achieve3000's alliance with the International Literacy Association, showcase the importance of building strong networks for innovation and expanding reach, underscoring that successful startups prioritize meaningful partnerships for overall success.

Riiid Labs, Riiid's research and development arm, stands out for its expertise in AI technology, highlighting its skilled workforce and strong product development capabilities. This emphasizes the universal importance of investing in talent and innovation for a competitive edge, applicable across diverse industries.

Achieve3000's strong brand image, supported by awards like the SIIA CODiE and widespread online presence makes it difficult to imitate. This emphasizes the importance of a positive product experience and robust online visibility in setting a company apart from its competitors, creating positive public perception, and fortifying its market position.

5.5 Competitive Landscape

The **first landscape** offers a clear view of the technological implementation of companies in their products. **Riiid** uses AI wisely, possibly prioritizing providing a set of functions exceptionally well rather than a great variety, leveraging AI to power those functions in a highly optimized and intelligent way. **Century Tech** and **Achieve3000** have more features compared to AI use, indicating they may be aiming to appeal to a wider audience by offering a diverse range of features catering to various user needs. **95 Percent's** position denotes it as a niche player with a simple and focused solution. Limited resources or constraints may prevent it from investing heavily in feature development or AI integration. **Cognii's** position presents a balanced approach, where the company invests equally in developing robust features and integrating AI to enhance those features, aiming for a strategic focus on specific functionalities.

The **second landscape** provides an understanding of geographic presence and how it relates to user experience. **Century Tech** might be focusing on a niche market where both broad geographic reach and excellent user experience are crucial for success. This could be a specialized industry with a diverse geographic distribution where user expectations for intuitive and localized interfaces are high. **Achieve3000** seems to have a strong customer focus and invests heavily in user research and feedback, ensuring their product or service resonates with users across geographical locations. **Cognii's** place shows poor usability, lack of localization, or inadequate technical infrastructure contributing to low user experience. Limited marketing efforts, weak distribution channels, or lack of funding could explain low geographic presence. **95 Percent Group** prioritizes usability, design, and catering to the needs of its niche audience, even if its geographic reach is limited. It might be prioritizing cutting-edge technology or innovation in its product or service, leading to a high UX but needing more time to adapt it for broader geographic markets. **Riiid's** position points to market recognition in niche segments despite low user experience. The company prioritizes market reach, catering to basic user experience needs.

As the **third landscape** illustrates, **Achieve3000** is in the first quadrant, indicating that their marketing is effective, given their large customer base and respectable online presence. In contrast, the **95 Percent Group** has not been able to attract new customers despite having a strong online presence, indicating that their marketing strategy needs improvement. This might suggest issues with the onboarding process, pricing strategies, or the product itself not fully meeting user expectations. A strong online presence might be driven primarily by marketing efforts without sufficient focus on delivering real value to users. Furthermore, given that **Riiid** has a comparatively small online presence but a sizable customer base, we can conclude that they have the best marketing approach. It has a loyal user base and untapped online growth potential. **Cognii** has a limited user base and a weak online presence. This makes it difficult to understand the market's demand, and preferences. **Century Tech's** position provides market validation of its product. It has the potential for product improvement and growth.

From the **fourth landscape**, it can be asserted that companies that haven't been able



Figure 4: Attributes for Performance Analytics

to secure funding, like **Cognii** and **95 Percent Group**, have not been able to acquire customers. This shows that the lack of financial resources hinders the task of acquiring customers. Therefore, companies need to manage their financial resources effectively and rethink their customer acquisition strategy. **Riiid** and **Century Tech** have higher funding and comparatively lower customer acquisition, showing that it is good at attracting investors. Using the resources wisely, it can easily expand its market. Despite receiving moderate funding, **Acheive3000** has successfully acquired the most number of customers among the 5 competitors. This highlights that it has used its financial resources wisely using an effective marketing strategy. It shows organic growth with potential scalability.

6 Recommendations

6.1 Performance Analytics

Given the needs of the Indian market, performance analytics offer educators, students, and institutes valuable insights and help in identifying strengths and areas for improvement. In addition to improving student learning overall, this data-driven approach gives teachers the ability to modify their lesson plans in accordance with the needs of each student. It is commendable that KranionAI has already embraced performance analytics in its offerings. To maximize impact, the company should strategically amplify its focus on these features, leveraging the existing foundation to enhance the effectiveness of data-driven insights for educators and students alike. Additionally, this allows students to track their progress, set personalized goals, and receive targeted feedback, fostering a more engaging and effective learning environment. Some Features it could include are:

- **Engagement Metrics:** This will help educators adjust their teaching strategies by

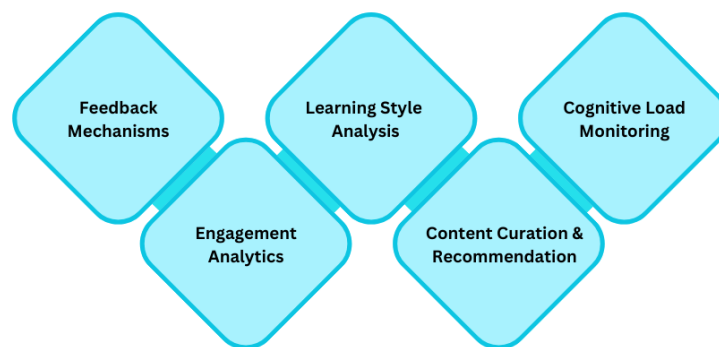


Figure 5: Attributes for Personalized Learning

monitoring and evaluating user engagement patterns to determine the areas in which students are most engaged or not.

- **Exam Score Prediction:** Utilize predictive algorithms to forecast exam scores, offering students insights for targeted study adjustments and increased preparation efficiency.
- **Peer Benchmarking :** Compare individual performance against peer groups to provide context and motivation, fostering healthy competition and a sense of achievement within the learning community.
- **Time Management Insights:** Analyze time spent on different tasks or subjects, providing insights into effective time management and helping students optimize their study schedules.

6.2 Personalized Learning

KranionAI is already into personalized learning and can prioritize it more through some additional features. Personalized learning not only caters to diverse needs but empowers students, transforming education into a student-centric experience. By focusing on personalization, KranionAI can become an innovative and effective edtech company, contributing to student success and platform prominence. Some parameters to consider while implementing personalized learning are as follows:

- **Learning Style Analysis:** Utilize AI algorithms to recognize individual learning styles, whether visual or auditory, and tailor content recommendations accordingly.
- **Content Curation and Recommendation:** Leverage AI to curate and recommend learning materials, including videos, articles, and interactive exercises, based on individual student needs and preferences as they progress in the platform.
- **Cognitive Load Monitoring:** Use AI to assess and manage cognitive load during learning activities, ensuring that content is appropriately challenging and engaging for each student.

- **Feedback Mechanisms:** Implement AI-driven feedback mechanisms that provide personalized guidance and reinforcement based on individual student responses and interactions with learning materials.
- **Engagement Analytics:** Utilize AI to analyze student engagement metrics, such as time spent on tasks, interaction frequency, and content preferences to refine personalized learning strategies and maintain sustained learner motivation.

6.3 Adaptive Learning

Our analysis reveals that among the five competitors, 95 percent of the group utilizes adaptive learning to a minimal extent, with Achieve 3000 leading in full utilization. To stay competitive, we strongly recommend that KranionAI focuses on incorporating adaptive learning extensively within its offerings. This strategic move will help KranionAI keep pace with industry trends and stand out among its peers. They should consider incorporating tools that assess a student's proficiency and adjust the learning path accordingly. Additionally, they can explore tools that assist learners of all types, whether they are struggling, challenged, or advanced, and dynamically adjust the difficulty of the content as students progress.

6.4 Reading and comprehension

It is commendable that KranionAI has already embraced reading and comprehension in its offerings. Our analysis suggests to include some more features to enhance this offering like prioritizing user reading experience, offering diverse and personalized learning paths and making reading a fun and rewarding journey for everyone. Some recommendations are:

- **Differentiated difficulty levels:** Allow users to choose content that matches their reading level and progress, boosting confidence and engagement.
- **Audio integration:** Offer text-to-speech functionality for struggling readers or students who prefer audio learning.
- **Real-time feedback and progress tracking:** Provide immediate feedback on comprehension activities and track progress over time to motivate users and identify areas needing improvement.
- **Visualization tools:** Allow users to create mind maps, diagrams, or graphic organizers to visually represent the information they have read, reinforcing understanding.
- **Offline functionality:** Allow users to download content and activities for offline access, ensuring uninterrupted learning even without an internet connection.
- **Reading data:** Provide teachers with reading data, including a lexical level measurement point allowing educators to gauge each student's literacy proficiency accurately.

6.5 Non-Tech workforce and Unique Physical Assets

From our analysis, KranionAI should not invest much capital and resources in the unskilled workforce and physical resources as each competitor has these criteria under the “easy to imitate” category which implies that they have not focused much on these criteria and possess something unique in them and thus can be imitated easily by others but yet these all are successful in the edtech market. This could be due to the following arguments:

- **Non-Tech labour** may not directly contribute to the unique value proposition of a company. Instead, investing in a lean team of technical professionals allows for a more focused and efficient approach to core competencies, such as content creation, technology development, and user experience enhancement.
- Emphasising **digital innovation** over physical assets allows the company to stay at the forefront of technological advancements as there is a limited potential to introduce distinctiveness in physical resources.

6.6 Brand Image and Reputation

KranionAI should prioritize brand awareness and reputation building for growth and expansion in the Indian edtech market. The possible recommendations are:

- **Content marketing:** Create valuable and informative blog posts, articles, infographics, and videos showcasing AI’s capabilities and addressing educational challenges in India. Promote content through social media, email marketing, and collaborations with education influencers.
- **Social media engagement:** Build an active presence on platforms popular with your target audience (students, parents, educators) on platforms like YouTube, Facebook, Instagram, and Twitter. Share regular content about recent developments and achievements, products, and respond to comments and questions.
- **Online reviews and testimonials:** Encourage satisfied users to leave positive reviews on your website and social media platforms. Showcase success stories and positive testimonials to build trust and credibility.
- **Targeted online advertising:** Utilize platforms like Google Ads and Facebook Ads to reach specific demographics and interests with tailor-made campaigns promoting AI solutions. Partner with educational institutions to advertise products on their platforms.
- **Free trials and demos:** Offer free trials or demos of AI technology to showcase its value and allow potential users to experience it firsthand.
- **Referral programs:** Encourage existing users to refer friends and colleagues through discounts or rewards, leveraging organic reach and user trust.
- **Offline marketing:** Participate in educational conferences, and workshops to meet potential customers and partners directly. Consider local events and collaborate with schools and educational institutions.



Figure 6: Attributes for effective marketing and building brand image

6.7 Importance of Funding

According to our analysis, funding plays a pivotal role in a company’s growth, providing crucial support for components such as research, development, and the initial implementation of innovative educational technologies. Financial backing enables the creation of user-friendly platforms and the development of engaging content, allowing the company to build robust solutions that cater to the specific needs of students, educators, and institutions. Beyond product development, funding is essential for marketing and user acquisition, particularly for startups, as it is their primary source of revenue in the beginning.

6.8 Networking and Alliances

In the fast-paced world of edtech, strategic partnerships are key. It is recommended that KranionAI focuses on collaborations and meaningful partnerships with startups, companies, and institutions. It could benefit KranionAI in areas such as:

- **Content Boost:** Partner with content providers for top-notch learning materials and in the process make it more and more diverse.
- **Tech Integration:** Collaborate with tech companies to integrate cutting-edge tools and features that enhance the overall user experience like partnering with OpenAI for ChatGPT integration in the platform.
- **Innovation Hub:** Partner with research organizations and academic institutions to stay at the forefront of educational research and innovation.
- **Global Expansion:** Explore alliances with international education platforms for broader reach.

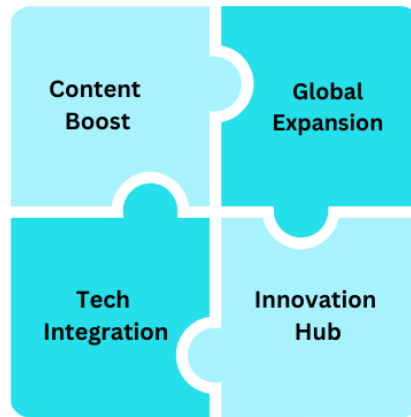


Figure 7: Attributes for effective marketing and building brand image

6.9 Gamification of Content

KranionAI has already embraced the gamification of educational content, infusing elements like **challenges**, **rewards**, **badges** and **leaderboards**. To maximize the impact of this engaging method, the company should now strategically intensify its focus on gamification features. Leveraging these dynamic elements further will not only capture learner's attention but also enhance motivation, fostering active participation and ompetition.

This approach can enhance retention as well, as students are more likely to remember information presented in a gamified context due to the immersive and enjoyable nature of the experience. The gamified approach also cultivates a collaborative learning environment, as students often engage in friendly competition or teamwork to achieve common goals.

6.10 Customer Service

In the competitive edtech landscape, where user experience is pivotal, excellent customer service is a key differentiator, influencing users to stay committed to the platform and potentially recommend it to others, thereby enhancing overall customer retention and loyalty. When users receive prompt and effective assistance, they are more likely to have a positive experience, fostering a sense of trust and satisfaction. This positive interaction contributes to customer loyalty as users feel valued and supported in their educational journey.

6.11 Parents Engagement

As per our analysis, KranionAI should work on parents engagement as by actively involving parents in their child's learning journey, they can create a more collaborative and supportive educational environment for their learners. Some parameters to look at while implementing this:

- **Personalized Progress Updates:** Provide parents with real-time updates on their child's academic progress, highlighting achievements and identifying areas for improvement.
- **Parent-Teacher Collaboration Spaces:** Create digital spaces or forums where parents and educators can collaborate, share insights, and work together to support each child's unique learning needs.
- **Interactive Feedback Channels:** Create channels that allow parents to provide input, ask questions, and communicate with educators to support their child's learning experience.

7 Conclusion

Entering the Indian edtech market was a strategic move that necessitated meticulous consideration of market dynamics, competitor analysis, and a tailored approach to meet the specific needs of the target audience. In the field of educational technology, a detailed examination of five major rivals—Achieve3000, Century Tech, Cognii, and 95 Percent Group—provided invaluable insights for determining KranionAI’s strategic course in the ever-evolving edtech industry. This comprehensive analysis covered Competitor Profiles, Competitor Scorecards, Feature Analysis, Imitability Ladder, and the Competitor Landscape, highlighting strengths that deserved commendation and identifying potential areas for improvement.

According to the analysis, recommended features include Personalised Learning, Adaptive Learning, Performance Analytics, and Reading and comprehension. Aligned with highly sought-after features in the Indian market, these aspects address crucial educational needs by providing tailored learning experiences, adjusting paths based on individual needs, and offering valuable insights. Resources should be managed judiciously, with a focus on strategic areas such as marketing to enhance Brand Image and reputation, fostering networks and alliances, and continuous innovation of products and services. KranionAI must refrain from investing in areas that do not significantly contribute to the company’s value proposition, such as unskilled workforces. By concentrating on these critical aspects, KranionAI can maximize its impact in the dynamic landscape of educational technology.

Furthermore, to cultivate a more engaging learning environment, the inclusion of gamification and active parental involvement is advised. Incorporating elements of gamification introduces an interactive dimension to the educational experience, enhancing student engagement. Moreover, creating avenues for parents to actively participate and stay informed fosters a collaborative and supportive educational atmosphere. The prospect of entering the Indian edtech market presents both challenges and exciting opportunities for KranionAI. By diligently focusing on the recommendations outlined above, KranionAI can leverage its unique strengths and differentiate itself from the competition, positioning itself for sustainable growth and success in this dynamic and promising market.

8 Appendix

- Competitor Profile
 - Achieve3000_Profile: <https://shorturl.at/nyDFV>
 - Riiid_Profile: <https://shorturl.at/pDFIT>
 - Cognii_Profile: <https://shorturl.at/krAH5>
 - 95 Percent Group_Profile: <https://shorturl.at/cCJNZ>
 - Century Tech_Profile: <https://shorturl.at/zFN16>
- Feature Analysis: <https://1drv.ms/w/s!Ahl9haM3zYDI7TpeNZvJkY9aS39m?e=EPtud1>
- Competitor Scorecard: <https://1drv.ms/w/s!Ahl9haM3zYDI7TRS2xvGmlOshXff?e=BjAU17>
- Imitability Ladder: <https://1drv.ms/w/s!Ahl9haM3zYDI7Tb8qz9a8UwS-pqX?e=xEoS4j>
- Competitive Landscape: <https://1drv.ms/w/s!Ahl9haM3zYDI7Thab2EwLiIIQikJ?e=22lfHt>