| **IMITABILITY LADDER**

**Cannot be imitated**

Legal copyrights and patents, Content library

**Difficult to imitate**

Brand image and reputation, company culture and employee motivation, customer service, networks and alliances, product development capabilities.

**Can be imitated at a cost**

Unique locations, Unique physical assets, Customer loyalty, Skilled workforce.

**Easy to imitate**

Unskilled workforce, undifferentiated products and services, physical resources.

## REASONING

* **Legal Copyrights and Patents:** Acheive3000 has 2 patents.
* **Unique Location:** Achieve3000 operates in 48 countries in Africa, Asia, Europe and the Middle East.
* **Content Library:** Gives culturally specific content according to its customer demographics. Also, their content is very diversified and continuously evolving.
* **Brand Image and Reputation:** Has won numerous awards and certifications like Smarty Ants won the 2012 SIIA CODiE Award for Best Education Game or Simulation, Actively Learn was awarded a Research-Based Design product certification from Digital Promise in 2020 etc.
* **Company culture and Employee Motivation:** Achieve3000 received a rating of 3.9/5 on Glassdoor based on review size of

222. The parameters were diversity, inclusivity, culture and values.

* **Customer Loyalty:** The product is expensive and the customers who were dissatisfied with it often asserted that it is overpriced. Hence, it can be imitated at a cost.
* **Networks and Alliances:** Achieve3000 has partnered with many organizations like Centre for College & Career Readiness, EDU inc., Meta Metrics, Successful Practices Network, International Literacy Association etc.
* **Skilled Workforce**: After analyzing their LinkedIn profiles, we examined their university majors and backgrounds, leading us to the conclusion that they can be imitated at a cost.
* **Customer Service:** They claim their customer satisfaction score in 2020 was 9 out of 10. For help they are available through chat, email and phone support on Mon-Fri from 7:30 AM – 9:00 PM.
* **Product Development Capabilities:** Company offers powerful customization options, identifies ways to empower innovation within schools and are making several significant upgrades to their digital solutions.

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Brand image and reputation, networks and alliances, company culture and employee motivation, skilled workforce, product development capabilities

### Can be imitated at a cost

Customer service, unique physical assets, unique locations, customer loyalty

### Easy to imitate

Unskilled workforce, undifferentiated products and services, physical resources

## REASONING

* + **Legal Copyrights and Patents:** Riiid has a strong team of AI researchers and engineers who have developed cutting- edge AI technology for the education industry and has 43 patents worldwide and 15 academic papers on its proprietary AI technology.
  + **Content Library:** Riiid has released the largest publicly available AI education dataset through a data platform called EdNet, which consists of more than 1.3 billion interactions collected from more than 780K students.
  + **Brand Image and Reputation:** In Japan, the test preparation platform of Riiid ranked the most downloaded TOEIC application. Riiid has won numerous awards and recognitions, including the 2022 EdTech Breakthrough Award for

Best AI-Powered Language Learning Platform and the 2021 ASU GSV Summit Cool Company Award.

* + **Networks and Alliances:** Riiid has partnerships with major educational institutions and organizations, including the University of Cambridge, Korea Advanced Institute of Science and Technology (KAIST), and the World Economic Forum. It has also been partnering with third parties to expand into test prep for other exams like the GMAT (in

partnership with Kaplan) for Korean students; an app, in partnership with ConnecME Education, to prepare for the ACT; and a deal to build AI-based tools for students in Latin America to prepare for their college entrance exams.

* + **Company Culture and Employee Motivation:** Riiid has a strong team of AI researchers and engineers who are passionate about education and technology. It organizes competitions , workshops and conferences for collaboration

and innovation.

* + **Skilled Workforce**: Riiid has a team of highly skilled engineers and scientists with expertise in AI, machine learning, and education.
  + **Product Development Capabilities:** Riiid is a leader in AI-powered education, and it has a strong track record of innovation. The company is constantly investing in research and development, and it is committed to staying at the

forefront of the market.

* + **Customer Service:** Riiid has a high customer satisfaction rating for its apps and offers a variety of support channels, including chat, email, and phone.
  + **Unique Physical Assets:** Riiid has some unique physical assets, such as its data centers(EdNet) and servers.
  + **Unique Locations**: Riiid is present in Asia, US, South America, Middle Eastern countries.
  + **Customer Loyalty:** Riiid has a loyal customer base with a high retention rate. Other companies could attract Riiid's customers by offering similar or better products and services at a lower price.

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**Cannot be imitated**

Legal copyrights and patents, Customer service

**Difficult to imitate**

Brand image and reputation, Content library, customer loyalty, company culture and employee motivation, networks and alliances, product development capabilities

**Can be imitated at a cost**

Unique locations, Unique physical assets.

**Easy to imitate**

Skilled workforce, Unskilled workforce, undifferentiated products and services, physical resources.

## REASONING

* **Legal Copyrights & Patents:** Century Tech has rights for their intellectual property.
* **Unique Location:** Century Tech operates in more than 50 countries worldwide with focus on Brunei, London, United Arab Emirates, United Kingdom, Hong Kong.
* **Content Library:** Includes all the various resources to schools, colleges and FE institutions. Also, as a PaaS, it works with B2B companies across legal, finance and healthcare industries catering to their individual content requirements.
* **Brand Image and Reputation:** Has won numerous awards for its technology and organizational culture & management like era(Education Resources Awards) 2021 Finalist, MIT Solve (Teachers & Educators) Winner etc.
* **Customer Loyalty:** 93% school leaders recommends Century Tech to other teacher's and 9/10 students agree that Century has helped them learn which depicts their impact and high customer retention rate.
* **Company culture & employee motivation:** The company received a rating of 4/5 on the Glassdoor platform from its employee’s on grounds of diversity, culture, inclusivity and work/life balance.
* **Networks and Alliances:** Century Tech has 2 major partnerships BenQ To integrate AI solutions in hardware and VLE Support to improve user experience and deliver new free solutions in the FE market.
* **Skilled Workforce:** After analyzing their LinkedIn profiles, we examined their university majors and backgrounds, leading us to the conclusion that they are easily imitable.
* **Customer Service:** They have identified the problems that the customers may face and have created a Customer Hub where they can find the solutions for those problems.
* **Product Development Capabilities:** Analyzed factors like innovation rate( received grant from UK based Innovation agency), continuous technical developments (AI tools) and they are constantly working to make their customer satisfaction better and better.

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Brand image and reputation, networks and alliances, company culture and employee motivation, skilled workforce, product development capabilities

### Can be imitated at a cost

Customer service, unique physical assets, unique locations, customer loyalty

### Easy to imitate

Unskilled workforce, undifferentiated products and services, physical resources

## REASONING

* + **Legal Copyrights and Patents:** No specific information available on the current legal copyrights and patents held by Cognii. But they claim to possess proprietary Natural Language Processing algorithms.
  + **Content Library:** Cognii's content library is a curated collection of customized learning and assessment tools spanning grades 3-12 and higher education across subjects like English, Sciences, Math, and more.Cognii's offering is the seamless integration of a curated content library with a Virtual Learning Assistant and Analytics within the Learning Platform.
  + **Brand Image and Reputation:** Cognii, recognized for its innovative use of conversational AI and Natural Language Processing in education, secured investment from the National Science Foundation. The company received accolades, including the 2016 EdTech Innovation of the Year Award from Mass Technology Leadership Council and the 2015 Best Learning Assessment Innovation of the Year Award**.**
  + **Networks and Alliances:** California State University East Bay,Colorado State University and Florida International University have partnered with Cognii to integrate artificial intelligence into their online learning programs.
  + **Company Culture and Employee Motivation:** While specific details about Cognii's company culture and employee motivation practices are not explicitly provided, it can be inferred that the company values innovation, education, and a passion for making a positive social impact.
  + **Skilled Workforce**: Cognii boasts a skilled workforce led by Founder and CEO Dee Kanejiya, bringing together over 20 years of expertise in artificial intelligence, speech recognition, natural language processing, cognitive science, and education technology, supported by a team of experienced executives with diverse backgrounds in AI, healthcare, education, and e-commerce, and industry leaders in academia and technology.
  + **Product Development Capabilities:** Cognii conducts its research and development activities for enhancing Natural Language Processing algorithms and advanced technologies of AI, Machine Learning and Cognitive Science
  + **Customer Service:** Successfully field-tested with a 95% student satisfaction rate, applicable across grade levels and subjects.
  + **Unique Physical Assets:** Cognii, being a software-based artificial intelligence company, does not have unique physical assets in the traditional sense. Its assets lie in proprietary algorithms, technology infrastructure, and intellectual property related to its AI-driven educational products.
  + **Unique Locations**: Cognii is primarily focused on the US market and have limited availability in other countries
  + **Customer Loyalty:** Assessing Cognii's customer loyalty is challenging due to the absence of available reviews. However, a potential decrease in the number of recent partnerships suggests they do not have a strong customer base.

# | IMITABILITY LADDER



#### Cannot be imitated

Legal copyrights and patents, Content Library

#### Difficult to imitate

Skilled workforce, Brand image and reputation, product development capabilities,customer loyalty

#### Can be imitated at a cost

Unique Physical assets, customer service

#### Easy to imitate

company culture and employee motivation, unique location, physical resources,networks and alliances

## REASONING

* **Legal Copyrights & Patents:**95 Percent Group has rights for their intellectual property
* **Unique Location:** The company is only present only in US and Canada which is a very limited reach as compared to other competitors.
* **Content Library:** It provides a comprehensive range of evidence-based literacy solutions for educators and students, encompassing phonics intervention programs, online professional development courses, phonics assessments, phonological awareness lessons, teaching blending techniques, a phonics lesson library, and a phonics chip kit.
* **Brand Image and Reputation:** The products have been verified to meet the highest standards by trusted experts and organisations like ESSA, Digital Promise, Common Core State Standards (CCSS).
* **Customer Loyalty:** 50 states with educators are using products from One95 literacy system,100% improvement among second graders in reading at grade level.
* **Company culture & employee motivation:**Employees of the company usually complain about the toxic,unorganized company culture which is evident from the rating of 3/5 on the Glassdoor platform
* **Networks and Alliances:** They acquired some companies like HillRAP to expand their offerings but did not collaborated with large corporations.
* **Skilled Workforce:** We analysed their employees’ linkedin profiles and came to the conclusion that most of the them are from prestigious universities and are highly qualified
* **Customer Service:** They don't have a customer support platform(like chat support), and to get assistance customers need to calls/emails which is just a basic method and can be imitated.
* **Product Development Capabilities:** 95 percent are innovating their product at a great pace which is evident from inclusion of new technologies like One95 and recent acquisition of HillRAP to expand its offerings to support Tier 3 intervention.

# FEATURES | IMITABILITY LADDER

**Legal copyrights and patents**

Riiid

Achieve 3000

95 Percent Group Century Tech Cognii

**Content Library**

Riiid Cognii

Achieve 3000 Century Tech

95 Percent Group

**Brand Image and Reputation**

Achieve 3000

95 Percent Group Riiid

Century Tech Cognii

**Company culture and Employee Motivation**

Century Tech Achieve 3000 Riiid

95 Percent Group Cognii

# FEATURES | IMITABILITY LADDER

**Customer Loyalty**

Century Tech

95 Percent Group Riiid

Achieve 3000 Cognii

**Networks and Alliances**

Riiid

Achieve 3000 Cognii Century Tech

95 Percent Group

**Skilled Workforce**

Riiid Cognii

95 Percent Group

Achieve 3000 Century Tech

**Unique Locations** Century Tech Achieve 3000

Riiid

95 Percent Group Cognii

# FEATURES | IMITABILITY LADDER

**Customer Service** Century Tech Achieve 3000

Riiid Cognii

95 Percent Group

**Product Development Capabilities**

Riiid

Century Tech Cognii Achieve 3000

95 Percent Group

**Unique Physical Assets**

Riiid Cognii

Century Tech Achieve 3000

95 Percent Group