Optimizing Business Growth Through Strategic Engagement: A Modernization Plan for Bhatnagar Digital Library

A Proposal report for the BDM capstone Project

Submitted by

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Declaration Statement

I am working on a Project titled "**Optimizing Business Growth Through Strategic Engagement: A Modernization Plan for Bhatnagar Digital Library**". I extend my appreciation to Bhatnagar Digital Library, for providing the necessary resources that enabled me to conduct my project.

I hereby assert that the data presented and assessed in this project report is genuine and precise to the utmost extent of my knowledge and capabilities. The data has been gathered from primary sources and carefully analyzed to assure its reliability.

Additionally, I affirm that all procedures employed for the purpose of data collection and analysis have been duly explained in this report. The outcomes and inferences derived from the data are an accurate depiction of the findings acquired through thorough analytical procedures.

I am dedicated to adhering to the principles of academic honesty and integrity, and I am receptive to any additional examination or validation of the data contained in this project report.

I understand that the execution of this project is intended for individual completion and is not to be undertaken collectively. I thus affirm that I am not engaged in any form of collaboration with other individuals, and that all the work undertaken has been solely conducted by me. In the event that plagiarism is detected in the report at any stage of the project's completion, I am fully aware and prepared to accept disciplinary measures imposed by the relevant authority.

I understand that all recommendations made in this project report are within the context of the academic project taken up towards course fulfillment in the BS Degree Program offered by IIT Madras. The institution does not endorse any of the claims or comments.

Signature of Candidate: (**Digital Signature**)

Name: Garvit Singh Bhatnagar

Date: 12/07/2025

1 Executive Summary and Title (200 Words)

Bhatnagar Digital Library is a modern, student-focused study space located in **Bareilly**, catering primarily to students preparing for competitive exams. The library offers quiet, Wi-Fi-enabled study zones with flexible seating and time-based access, functioning under a **B2C model**.

The primary problem faced by the organization is **low student footfall**, leading to underutilization of infrastructure and limited revenue generation. Despite a growing demand for distraction-free learning environments, students remain unaware or unconvinced of the value proposition offered by such physical spaces. Additionally, inconsistent marketing efforts and lack of service differentiation in a competitive education ecosystem have created bottlenecks in growth.

This project focuses on **analyzing the current business model and operational approach** to identify inefficiencies and opportunities for optimization. The approach includes conducting **surveys and interviews**, analyzing student behavior patterns, reviewing **local competitor offerings**, and using **descriptive and exploratory data analysis** to uncover trends. The project also considers **marketing strategy evaluation**, pricing model suggestions, and **community engagement ideas** to enhance the value delivered.

The expected outcome of this project is to provide Bhatnagar Digital Library with a set of **data-backed, actionable strategies** that can help address key issues, improve **student engagement**, and support **sustainable business growth**. While the project does not aim to solve all challenges, it contributes toward **building a resilient and scalable operational model**, aligning with the learning objectives of the **BDM course in the IITM BS program**.

2 Organization Background (150 Words)

Bhatnagar Digital Library was established in 2024 in Bareilly by **Abhai Singh Bhatnagar**, a former educator who ran *Bhatnagar Coaching* since 1999. Following the decline of his coaching business post-pandemic and his growing interest in the legal field, he decided to transform the coaching space into a library. Partnering with his nephew **Lakshya Singh Bhatnagar**, the venture was launched with the dual aim of utilizing the space effectively and helping Lakshya begin his professional journey.

The organization operates as a **partnership** and follows a **B2C model**, providing quiet, well-equipped study spaces directly to students. The library offers private study cabins, group discussion rooms, high-speed internet, air conditioning, and lunch areas for full-day users. With a small team of **three members**, Bhatnagar Digital Library currently operates a single facility in Bareilly.

Its **mission** is to provide an affordable, distraction-free study environment for ambitious learners. Its **vision** is to become the top library in Bareilly.

3   Problem Statement (50-75 Words)

This project focuses on identifying the key challenges faced by Bhatnagar Digital Library in attracting and retaining students. The organization is currently experiencing low student turnout and underutilization of its facilities, which impacts its growth and sustainability. The study aims to analyze the business model and explore data-driven strategies to improve student engagement, optimize operations, and build a more effective and scalable service model.

3.1   Problem statement 1: **Low Student Footfall** – The library is struggling to attract enough students due to limited visibility and ineffective promotional activities.

3.2   Problem statement 2: **Underutilization of Resources** – A significant portion of available space and services remains unused, indicating poor alignment with student needs.

3.3   Problem statement 3: **Lack of Data-Driven Insights** – The organization does not currently use data to understand student behavior, which limits its ability to improve offerings and make informed business decisions.

4   Background of the Problem (200 Words)

Bhatnagar Digital Library was established to meet the growing demand for structured, distraction-free study environments among students in Bareilly. While the concept of paid study spaces is gradually gaining traction in Tier-2 cities, the library has been facing persistent challenges in achieving optimal student engagement and space utilization. This disconnect between service offering and actual demand highlights a deeper gap in strategy and market positioning.

The core issues stem from both **internal inefficiencies** and **external market pressures**. Internally, the library lacks a data-driven approach to track student preferences, usage trends, and satisfaction levels. Marketing efforts remain minimal and unstructured, limiting visibility among the target audience. The absence of flexible pricing models, loyalty programs, or value-added services further reduces repeat usage and customer retention.

Externally, the rise of digital self-learning platforms, increased competition from cafes offering free amenities, and limited awareness about the benefits of structured study spaces have contributed to reduced footfall. Additionally, the lack of partnerships with local institutions or student influencers has resulted in weak community engagement.

These factors collectively indicate the need for a more strategic and insight-driven business model. This project aims to address these gaps and propose scalable solutions to enhance engagement, optimize resources, and drive sustainable growth for the organization.

5 Problem Solving Approach (400 Words)

To address the challenges faced by Bhatnagar Digital Library, a structured, data-driven problem-solving approach will be adopted. The focus is on identifying the factors contributing to low student footfall, underutilization of services, and lack of operational insight. The approach includes three key components: method, data collection, and analysis tools.

7a. Methods Used with Justification

The core method will be **descriptive and exploratory research**, combining both quantitative surveys and qualitative insights. Descriptive data will help analyze past and current usage trends, while exploratory research will uncover student expectations and behavior.

Additionally, **competitor benchmarking** will be used to understand how similar study libraries and cafés in Bareilly operate, promote themselves, and price their services. This will guide potential positioning and improvement strategies for Bhatnagar Digital Library.

7b. Intended Data Collection with Justification

Data will be collected in two ways:

1. A **Google Form-based student survey** to collect structured data on student preferences, awareness, and expectations.

2. A **digitization of existing diary-based data**, where past records (names, monthly payments, and dates) will be entered into a **Google Sheet or Excel file**. This will allow for systematic tracking of revenue, repeat users, and high-activity periods.

Currently, all operational data is stored manually in physical diaries. This method is inefficient and does not allow for real-time analysis, segmentation, or forecasting. Digitizing this data is essential for performance monitoring and strategic decision-making.

**5c.** Analysis Tools with Justification

The combined data (survey + digitized diary records) will be analyzed using **Microsoft Excel** and **Google Sheets**, leveraging pivot tables, charts, filters, and sorting mechanisms. These tools are user-friendly and effective for drawing insights without needing technical expertise.

Qualitative data from informal student interviews will be **thematically categorized** to identify patterns in feedback and expectations.
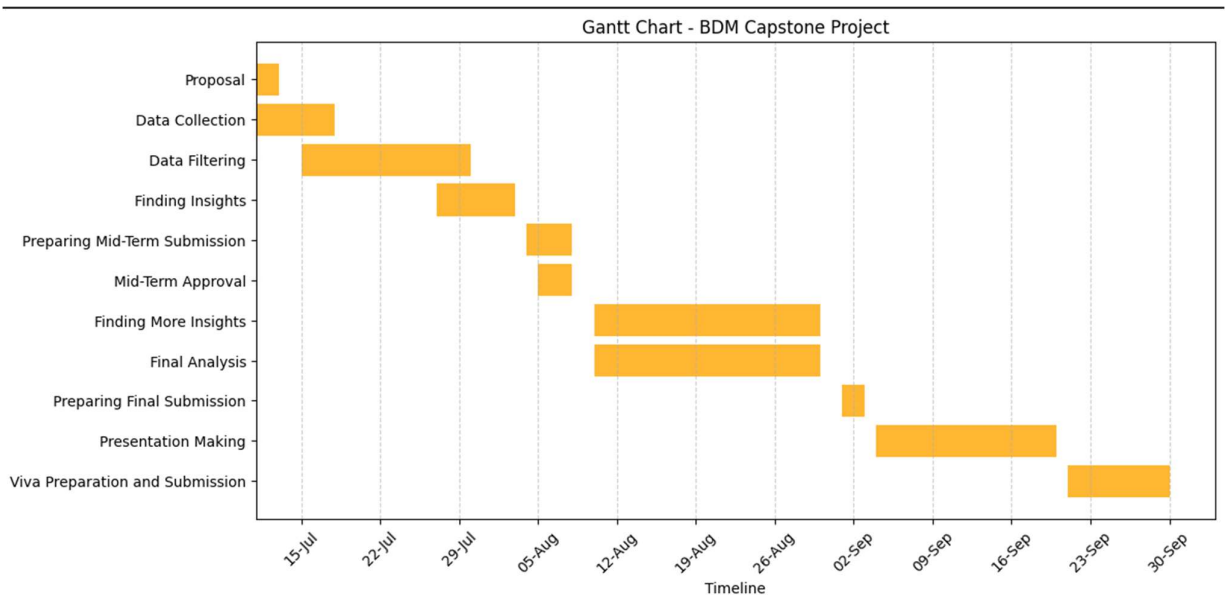
This multi-step approach will help identify bottlenecks, optimize offerings, and build a scalable model for student engagement and operational efficiency at Bhatnagar Digital Library.

6   Expected Timeline

Work Breakdown Structure:
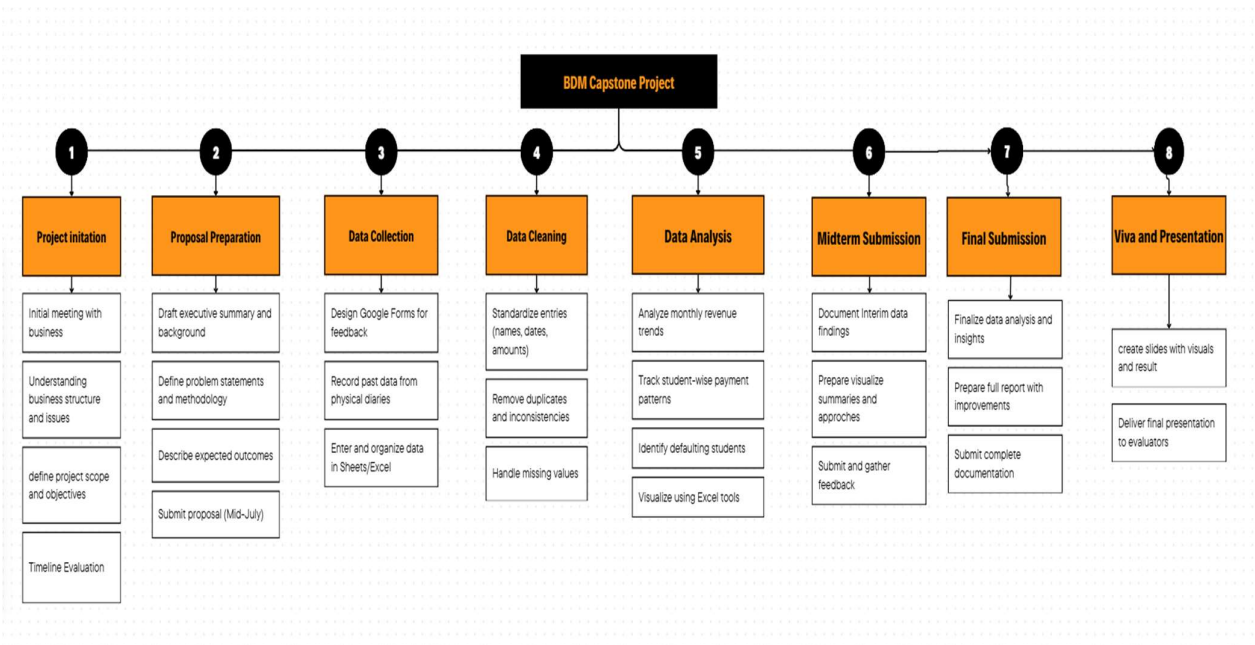
Gantt chart

6 Expected Outcome

The expected outcome of this project is to provide a comprehensive, data-driven understanding of student contributions collected over several months. By systematically organizing, cleaning, and analyzing the recorded diary entries, we aim to deliver visual and statistical insights into patterns of financial participation.

This includes identifying which students contributed consistently, which months had the highest or lowest collections, and any irregularities or missing data entries. Through data visualization techniques such as line graphs, bar charts, and pie charts, the project will uncover trends that could be useful for planning future collection strategies.

Furthermore, this analysis will help highlight operational inefficiencies, if any, and suggest improvements in the record-keeping process. Insights gained may also assist in identifying potential defaults, promoting financial transparency, and encouraging better participation among students.

The final deliverables will include a structured dataset, dashboards/graphs, and an analytical summary that supports actionable recommendations—ensuring that all insights are based on actual data rather than assumptions.