**Feasibility Study**

**\_nology Consultancy in India**

**\_nology Consultancy Limited**

**Bristol**

**UK**

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**Table of Contents**

[1. Executive Summary 3](#_Toc332178498)

[2. Description of Products and Services 3](#_Toc332178499)

[3. Technology Considerations 4](#_Toc332178500)

[4. Product/Service Marketplace 4](#_Toc332178501)

[5. Marketing Strategy 5](#_Toc332178502)

[6. Organization and Staffing 6](#_Toc332178503)

[7. Schedule 6](#_Toc332178504)

[8. Financial Projections 7](#_Toc332178505)

[9. Findings and Recommendations 8](#_Toc332178506)

## Executive Summary

## Description of Service

Nology is considering launching their Software Development Consultancy model in India. Having already successfully launched the model in the UK and Australia, Nology has shown that the model is feasible and that it is reproducible in other countries. Nology wishes to expand its model to India in order to capitalize on the many software development opportunities in the largest IT hubs of the country such as Bangalore, Delhi and Mumbai. However, the countries where Nology currently operates (UK and Australia) are very culturally similar. It must be investigated whether the same model will be successful in a country such as India where those similarities might not be present. If successful, the launch in India will increase revenue for Nology through providing more client partners.

Nology will need to explore differences in the education system to determine whether the established teaching methods will need to be changed. There are no proposed changes to the established consultancy model itself.

## Technology Considerations

For Nology to be implemented in India, there are a few technological considerations to be made. The first consideration would be that students have access to a stable internet connection. This is important as Nology courses are run online via a video call service like Zoom, without a stable internet connection, the lessons would be interrupted and students would gain incomplete knowledge or fall behind. A stable internet connection is required for effective communication between students and the Nology instructors, also it’s important to consider the download speed as students need to download key pieces of software needed for the lesson to carry out challenges and projects. Missing out key content from lessons, due to unstable internet conditions would impact a student’s employability and Nology’s reputation for educating students.

Another consideration is for students have access to Laptops, as the course is run entirely online. Laptops also must be able to support downloaded applications to be able to carry out challenges and projects in lessons. Without a laptop having the most up to date software, it would hinder the students learning, as older versions of software may be unavailable or harder to find, and newer features demonstrated in class may only be available in the most up to date version.

As well as having access to a laptop, it is important that students have access to supporting equipment. A desk and a chair with lumbar support is important for students to have as lessons are taught from 9 to 5, and courses can run from 6 - 12 weeks or longer for those on a self-paced course. Students are also required to work in their own time for certain projects, it is important that their welfare and health is taken into consideration.  
Tools like Zoom and Slack are used by Nology throughout the course, for learning and communication. It is important to explore whether these applications are available in India for students and staff to use. If they are not available, Nology should look into alternative options available that would deliver the same level of service and experience.

## Product/Service Marketplace

### PESTLE Analysis

#### Political

There is a potential for laws on a national level that complicate English companies building a teaching or operational base within India. Combined with the potential effects of corruption within this importing system and the large amount of bureaucracy involved, there may be issues legally beginning this process.

#### Economic

One of the cultural differences between the west and India is price sensitivity: the idea that a signposted price is negotiable and is never the final asking price, making course pricing an issue that needs to be considered.   
Another issue with regards to pricing is variation in the wealth of different regions and the concept that while something may be affordable within one region, it may be seen as an impossible expense in another.

#### Social

During research, it was found that, according to the 2011 census, only 74% of census takers were recorded as literate. Though this may not be the case for students that gain a footing on the course, it does highlight a potential issue that trainees may be partially literate, and this may be something to consider testing as part of the interview process.

Recruitment of students and more local staff members faces the issue of the assessment of skills. Due to the large variation across India, there can also be seen a variation of exactly what level of understanding a qualification can verify. This can shift the need to assess the level of subject understanding to the employer instead of the institute of education that awards the qualification.

The education systems in India are very disparate from those in the UK, with more of an emphasis on “score” achieved rather than understanding. This system of education is purported to be a relic of older times when subjects were taught with intent to serve. Regardless of origin, this can mean that assumed understanding might be incorrect simply because a correct answer has been given previously.

India has a culture that suffers from the remnants of a Caste system that hasn't been fully eradicated. This may cause issues in classes or with local staff for a myriad of reasons and might be a required teaching point for tutors.

Adherence to Rules - India has a high tolerance to uncertainty.  It generally accepts social etiquette and norms instead of rules and regulations.

Diverse culture that is difficult to navigate due to a variety of religions and traditions that can cause conflict.

#### Technological

A common issue faced across India is a lack of solid infrastructure. This problem may manifest during this project in the form of students with inconsistent internet connections and limited access to laptops or computers, both of which are integral to an online course.

#### Legal

Tax laws- India’s tax structure is complex taking on average a year to prepare and pay taxes, not to mention that India has one of the highest corporate taxes in the world. (Source; World Bank)

Employment laws in regard to foregin companies can be complex making it difficult to hire and employ people. (source; L&E Global)

Intellectual property protection- Despite an increase in legal protection, copyright infringement is still very common in India.

Tax laws in and out of India may cause long term issues (regarding laws on international training for Indian students, who will then be working for companies internationally)

#### Environmental

India is already known for being a hotspot for software developers and other tech roles. This creates the issue of competition and finding a place to begin the course online.

Cost of electricity - The cost of electricity compared to other south Asia countries is relatively cheaper but the process of installing and connecting to electricity takes a long time, demand outweighs supplies which in turn causes power outages which cost more in the long run.

### Competitor Analysis

The software industry contributes as much as 8% to India’s GDP. It has generated US$177 billion in revenue and more than US$135 billion in exports in FY 2018/2019 alone. The IT industry has also created over four million direct jobs and 12 million indirect jobs in India. No other industry segment has generated as many jobs for the middle class. A testament to this growth is the fact that the largest Indian IT services company is currently valued at over US$100 billion and generates over US$20 billion in revenue. Indian software companies have been the most preferred partners for global businesses for almost two decades.

India has over 7,000 start-ups, and over 1,200 technology start-ups were established in just the last year. To maintain the high speed of innovation, large companies are building partnerships with the start-ups and are actively looking at acquisitions.

Companies have also set up processes to hire, train, and engage thousands of employees. In fact, Indian IT services companies spend over US$1.6 billion a year on employee training. FutureSkills, an initiative of the National Association of Software and Services Companies has an ambitious goal of training another two million people in digital technologies over the next few years.

 The graph below shows the leading IT services and consulting companies in India 2021.

Graphical user interface

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### Regional Analysis

Map

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Here is a list of cities and their states in India, where the tech hubs are located. From this graph you can see that Bangalore and Delhi have the highest number of IT companies that are operational. The second graph shows the NSDP per capita, the economic growth, for each state in India, with Delhi and Karnataka being at the highest end of that value. From this we can infer that Delhi and Bangalore would be the most impactful cities to implement the Nology course in.

Chart, bar chart

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The places you would expect greatest success will align with the lowest unemployment percentage as can be confirmed on the previous graph. Comparing the two shows the cities with the highest concentrations of IT companies tend to be in the state with the lowest unemployment rates. Those states match up with states with less IT infrastructure essential to establish business in the area. It may be possible to set up a business in these areas due to their high populations available for work, but it would require a great deal of skill training and infrastructure setup.

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### Client Partner Analysis

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## Marketing Strategy

STP  
Customer Segments and Target Markets:  
As the population percentage with technological skills, and employment levels show a positive correlation with state GDP (see Product Service Marketplace figures), the market will be segmented by geographical location. Due to the wealth differences between localities within a state, specific cities that generate high GDP for the state will be chosen for the target segments. These cities also house the greatest number of IT firms and potential competition to the \_nology course, but also have the greatest infrastructure to support the program and have good connection to the western markets (a potential USP). With more GDP, a city will hold a greater pool of possible client companies which would in turn promote one of the selling points of \_nology in that there is a guaranteed placement with a large variety of clients. The target market will always be low-tech skill populations in and around these high-GDP generating locations.

For successful market entry into India's tech market, \_nology must focus its efforts on finding the unskilled workers within the higher GDP cities. The opportunity to travel following training and the zero up front cost of the training will appeal to this target market and serve as a feasible USP. This appeal is enhanced by the remote learning from western tech market, which gives exposure to skills in demand in the in western tech market, as well as a multicultural hub of employees from different continents for a largely homogenized Indian work place. Finally, the poorer elements of the target segment will be provided an office location to counter infrastructural hurdles in their localities.

Supposing there is proven market opportunity within the following markets, the marketing plan should be very feasible, given the web based nature of the service and the preexisting infrastructure within the segments.  
  
Target Market  
Poor and Middle class Indian families, around high-GDP cities, people switching careers, people who want to travel

Served Available Market  
All family classes, within and around the high-GDP city centres

#### Total Addressable Market All populations within high-GDP states

### Position

#### 7 Ps Marketing Mix

#### The 7 Ps analysis is a great way for service-based businesses to compartmentalize the different marketing decisions that make up the marketing strategy of a company.

#### Product: Data Training Courses, Web Development Programs, 1-on-1s with staff

#### Price: Free, no upfront costs provided training conditions are met, option to pay for the self-paced course

#### Place: Web Based, no need to relocate immediately, offices within cities for poorer individuals without resources

#### Promotion: Social media platforming/billboards, client promotions

#### People: Friendly staff to foster client relations, multicultural exposure

#### Process: Publicly available tools used, free.

#### Physical: staff contact experience, company client bonds, branded pens and equipment (at office), nology stickers.

### Organization and Staffing

The Indian \_Nology project is not expected to affect the company's current structure in the UK and other countries much. The roles created within the country of India itself may require additions to the current teams in the current hierarchical structure of the company. Roles that may be required within India are as follows;

* Indian Head of Education: This full-time position will be overseeing the syllabus of the different courses, overseeing training of both students and coaches to ensure the high standards are maintained across the board. They will also be responsible for setting Syllabus for the new branch as training requirements may vary in the Indian Job market.
* Local Training Coaches: Local coaches hired to train future \_nologists trained in India. This position would function much like that of course coaches currently within the company.
* Training Sessions/ trainers for local coaches: The main function of the trainers will be to trainer hired local coaches. This may not be a full-time position and these trainers will report to the Head of Education. These roles may be fulfilled by current employees remotely.
* Local HR team and Administrators: A new team will be necessary for all administration of India, and local team members are essential for the wellbeing of students due to cultural and religious awareness. There may be an additional role within this team made to assess the literacy and understanding of students due to variance in qualifications and literacy across the country.
* Local line managers: It needs to be considered whether this regional branch of the company is self-managing (the coaches report to managers in India or to remote managers in other countries). If Indian coaches defer to international managers, more positions may be required to manage the increased number of coaches in UK teams or similar teams.
* Local Marketing and Sales team: This team will be responsible for sales and marketing of nology’s courses to potential students and employers, as well as helping find employment for students on the course. The Sales/marketing team will report to the Head of education and HR/admission team.
* Local Legal team: A team that is more familiar with Indian law will be vital for this project at all stages of course creation, company founding and integration, and maintaining the course and company.
* Local Accounting: Positions will be required to manage the financial aspects of this new company branch.

## Schedule

Step 1: Research into the feasibility of launching Nology’s software development consultancy model in India  
Step 2: Initiate project   
Step 3: Project kick-off meeting   
Step 4: Design a new segment on the Nology website for the Indian market  
Step 5: Complete testing of the website   
Step 6: Go live with the site launch   
Step 7: Advertise the consultancy program in the Indian job market   
Step 8: Build partnerships with large tech companies in India

## Financial Projections

This section provides a description of the financial projections the new initiative is expected to yield versus additional costs. Financial projections are one key aspect of new project selection criteria. There are many ways to present these projections. Net present value (NPV), cost-benefit calculations, and balance sheets are just some examples of how financial projections may be illustrated. This section should also provide the assumptions on which the illustrated financial projections are based.

## Findings and Recommendations

This report has identified a number of potential barriers to launching Nology in India. These include the number of competitors already operating there, regional differences in infrastructure limiting internet access, and the variety of education and literacy levels. However, the report also mentions some strategies to mitigate these concerns, such as providing office space for people who do not have internet access and assessing literacy at the interview stage. The report has found that there are at least 20 software companies in India who advertise jobs to junior developers, so these are potential client partners.

Our biggest competitor would be Tata consultancy services if we launch \_Nology course in the biggest tech hubs in India - Bangalore and Delhi. Overall it is feasible to launch the model in India but it is recommended to conduct a comparative analysis on launching Nology courses in the biggest tech hubs in India and targeting smaller markets to face less competition in the start.