



SCOPE OF WORK FOR



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GO-TO-MARKET STRATEGY AND PARTNER IDENTIFICATION FOR LINGFIELD COLLEGE IN INDIA

Research Background:

- Lingfield College is a private day school situated in Lingfield in the English county of Surrey, for pupils aged six months to eighteen years old. It was originally a boarding school for girls and became fully co-educational in 1996.

Research Objective:

- Lingfield College seeks to gain in-depth insights into the Indian education market, with a focus on the international school segment. * The research will prioritize developing a robust go-to-market strategy by analyzing market dynamics, macroeconomic trends, and the competitive landscape, while also identifying strategic local partners to drive effective collaborations and operational success.
- Our focus areas of research will be
 - To comprehend the dynamics of the Indian international school market, including student enrollment trends, macroeconomic factors, and key growth drivers.
 - To conduct a competitive analysis to evaluate competitors' strengths, weaknesses, market positioning, and gaps, identifying opportunities for strategic advantage.
 - To assess compliance requirements, including affiliations, business models, and regional norms, ensuring a seamless market entry
 - To identify and evaluate potential partners in India interested in collaborating with Lingfield College based on specific criteria.
 - To perform detailed due diligence on shortlisted partners, examining their operational compatibility, financial strength, and readiness for negotiation.

***Note:** The scope of the project is focused on International Baccalaureate (IB) and International General Certificate of Secondary Education (IGCSE) board affiliated international schools in India.

Research Approach:

❖ **Module I: Go-To-Market Strategy**

- Based on the research specification, Novus Insights will employ a tailored multi-faceted approach strategically blending primary and secondary research:
 - **Pillar I: In-depth Secondary Research**
 - Novus Insights business research experts will primarily conduct in-depth secondary research to assess the landscape of international schools in India.
 - This analysis will cover student enrolment trends, key players, fee structures, curriculum offerings, key industry players, growth drivers, and potential restraints to establish a solid foundation of market landscape and its dynamics.
 - Novus Insights' experienced research team will conduct secondary research using paid and unpaid database sources to uncover specific insights.
 - Novus Insights will ensure that all the insights captured from secondary research are accurate, along with performing hygiene checks based on recency, reliability, validity, relevance, etc.
 - **Pillar II: Qualitative In-depth Interviews**
 - To complement and validate the secondary research findings, Novus Insights team will parallelly conduct in-depth interviews among school administrators (Heads of schools/ principals/ administration manager).
 - Our team will deep dive into the macro-economic factors, regulatory norms, business models, staffing and marketing strategy.
 - Length of Interviews: 45-60 minutes
 - Interviews will be conducted by our trained researcher/ moderator experienced in conducting qualitative interviews, who are well versed in technical terminologies.

Note: Pillar I and pillar II of the research will be conducted in parallel.

❖ **Module II: Strategic Partner Identification**

- Our research approach will combine secondary and primary research to identify and evaluate potential partners for Lingfield College. We will utilize a structured and systematic process, moving prospects through a funnel methodology from the Top of the Funnel (TOF) to the Bottom of the Funnel (BOF), ensuring that only the most qualified candidate's progress.
 - **Stage I: Long Listing basis Top of the Funnel Candidates:**
 - Our business research team will conduct secondary research to identify 40-60 potential partners (marketing qualified leads) meeting initial screening criteria including business size, market presence, and financial health.
 - The list will be shared with the Lingfield College team for review and approval.
 - **Stage II: Short List basis Middle of the Funnel Candidates:**
 - Post receiving the go-ahead from Lingfield College team, our researchers will conduct telephonic interviews to assess their academic reputation, financial stability, strategic alignment, and interest in partnership.
 - A detailed list of 10-15 candidates, each accompanied by brief profiles including key financials, market position, and reasons for inclusion will be shared with Lingfield College team for review and further discussions.
 - **Stage III: Final List basis Bottom of the Funnel Candidate:**
 - Our experts will perform in-depth due diligence on the top 3-5 candidates, including financial analysis, reference checks, operational compatibility, and negotiation readiness
 - Final recommendations will be made based on strategic fit and partnership potential.
 - **Pitch Deck:**
 - As the discussions will mature, we will share a Pitch deck with the prospects.
 - The pitch deck will be developed by the research team in collaboration with the institute.
 - The pitch deck will contain the overview of education industry, profile of the institute and the business proposition.

Note: The criteria for shortlisting the candidates at each stage will be finalized in consultation with Lingfield College's team.

Target Audience:

- Novus Insights will recruit the following audience group for the study:

❖ **Module I: Go-To-Market Strategy**

- **School Administrators (Heads of Institution/ Principals/ Faculty Head/ Administration Manager)**
 - The respondent must have a minimum of 5 years of experience in the current institution and 2 - 3 years in the current designation.
 - The respondent must have at least 10 - 15 years of total work experience

❖ **Module II: Strategic Partner Identification**

- Academic Institutions: Private schools, universities, and colleges in India with a strong academic reputation and a focus on international education.
- Business Families: High-net-worth individuals and families interested in educational investments.
- Education service providers: Companies that are providing technology in the Indian education market.
- Real Estate Developers: Developers building facilities in India or interested in partnering with Lingfield College.

Sample Structure with Targeted Geographies:

➤ **Module I: Go-To-Market Strategy**

- Novus Insights will conduct a total of **30 Qualitative In-depth Interviews** with targeted audience using the below spread:

S. No	Geography	Sample Size*
1.	Delhi	5
2.	Mumbai	5
3.	Kolkata	5
4.	Chennai	5
5.	Bangalore	5
6.	Hyderabad	5
Total Interviews: 30 Qualitative IDIs		

➤ **Module II: Strategic Partner Identification**

- The number of interviews conducted in Module II will vary based on the number of potential partners identified, their availability, and the depth of the due diligence process.

Key Information Areas:

➤ **Module I: Go-To-Market Strategy**

- Few information areas to be focused would be as mentioned below:

- **Demand Landscape**
 - Enrollment trends for IB and IGCSE schools
 - Target demographics' preferences (HNIs, expatriates, urban middle class)
 - Geographic demand hotspots (e.g., Tier-1 cities like Delhi, Mumbai, Bengaluru)
 - Growth projections for international schools (2024–2026)
 - Parental willingness to pay premium fees
 - Porter 5 forcesGeographical Location
- **Market Dynamics**
 - Segmentation of the International School Market
 - Impact of macroeconomic indicators (GDP, Urbanization, Disposable Income)
 - Key Growth Drivers (Rising Incomes, Aspirations for Global Education)
 - Cultural Attitudes Toward International Education and Global Curriculums
 - Shifting Parental Priorities Toward Holistic Education
 - Influence of societal trends like gender parity and diversity in schools
 - Challenges (High operational costs, skilled teacher shortages)
 - Growing role of EdTech in hybrid learning models
 - Influence of government policies on international curricula
- **Competitive Landscape (Profile of Top 5 Players)**
 - Affiliations, fee structures, and curriculum offerings
 - Fee ranges across regions and school types
 - Unique selling propositions of top competitors
 - Competitor partnerships and collaborations
 - Staffing models and recruitment strategies for faculty
 - Average setup costs for international schools in India
 - Infrastructure Development
 - Licensing and Affiliation Fees
 - Educational Resources
 - Vendor Management

- Information Technology (IT)
 - Transportation and Security
 - SWOT Analysis
 - **Regulatory Framework**
 - Licensing and affiliation requirements for IB and IGCSE schools
 - Compliance standards for curriculum, infrastructure, and staffing
 - Government regulations on foreign education investments
 - Timelines and challenges in obtaining approvals
 - **Location Scouting**
 - Demographics and population density
 - Accessibility and connectivity
 - Competition in the area
 - Land availability and costs
 - Safety and environmental considerations
 - **Marketing and Branding Strategies**
 - Common promotional channels (digital, word-of-mouth, events)
 - Preferred communication styles for engaging Indian parents
 - Existing schools' engagement strategies with alumni and local communities
 - Strategies for leveraging a school's global legacy in marketing campaigns
 - Role of social media and influencer marketing strategies
- **Module II: Strategic Partner Identification**
- **Top of the Funnel Insights (Long Listing Criteria)**
 - Revenue, profitability, and basic financial stability
 - Geographic reach and reputation in Metros and Tier-1 cities
 - Infrastructure capability to support international school standards
 - Compatibility with Lingfield College's vision and values
 - **Middle of the Funnel Insights (Shortlisting Criteria)**
 - Experience with global curriculums like IB or IGCSE
 - Strategic alignment for long-term scalability and growth
 - Operational capability including infrastructure readiness, and EdTech integration
 - Initial Interest in Partnership
 - **Bottom of the Funnel Insights (Financial Due Diligence)**
 - Detailed analysis of profitability, growth trajectory, and funding capabilities
 - Operational Synergies and Strategic Fit
 - Understanding of local educational needs and preferences
 - Negotiation readiness to formalize agreements and engage in partnerships

***Note: Exclusions and Limitations for Module II:**

- Novus Insights' responsibility ends at the Letter of Intent (LOI) stage.
- We will not participate in negotiations, finalization of contracts, or binding agreements post-project completion.
- Any partnership formed after project completion will qualify Novus Insights for the agreed success fee.
- Subsequent due diligence, legal matters, or negotiations will be solely managed by Lingfield College.

Project Outcomes and Outputs:

- Novus Insights will provide Lingfield College with a comprehensive go-to-market strategy for entering the Indian international school segment. This includes identifying key potential partners, benchmarking competitors, evaluating popular curricula, and conducting thorough due diligence to assess partner suitability and reliability, ensuring minimal partnership risks.
- Market Landscape Analysis

- **Research Takeaway:** Identification of the strategic opportunities and market dynamics
- Competitive Benchmarking
 - **Research Takeaway:** Understanding of the strengths and weaknesses of key competitors to develop a unique value proposition
- Regulatory Compliance
 - **Research Takeaway:** Understanding of regulatory framework including licensing requirements, curriculum standards, and infrastructure norms.
- Identification of Strategic Partners
 - **Research Takeaway:** Identification of potential investors for successful market entry and expansion
- Rigorous Due Diligence
 - **Research Takeaway:** Mitigating risks and ensuring that partnerships are aligned with Lingfield College's long-term goals.

Project Timelines:

- Novus Insights estimates the below-mentioned delivery timeline starting from the date of engagement inception:

Total Project Timelines	9 Weeks
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Note:

- *Module I and Module II of the study will be conducted parallelly. In Module I, Pillar I and Pillar II will be conducted parallelly.*
- *The timelines are purely indicative/ tentative. The timeline considers 5 working days a week.*
- *While the duration would remain the same, the elements might evolve with the study progress*

Project Investment:

Particulars	Fee
Module I: Go-To-Market Strategy	£7000
Module II: Strategic Partner Identification	£15,500
(Module I + Module II) Total	£22,500

Note:

- *Cost effort estimation is subject to change in case of any changes in the project scope*

Payment Terms:

- Lingfield College will pay £7,000 upfront for Module 1. A break clause is added at the end of Module 1, allowing a decision to be made regarding progression to Stage 2.
- If proceeding to Stage 2, Lingfield will pay 50% of the balance in advance and the remaining 50% upon final data delivery. The proposed costs are based on the scope described in this document and may be subject to change if the scope of work changes during the project.
- Novus Insights reserves the right to charge the client a minimum project fee of £2,500 or the pro-rata cost of the project (whichever is higher) in case of pre-closure of the project or cancellation post-approval.
- Terms and conditions attached here form an integral part of our proposal and an email confirmation of the project will be considered as client acceptance of these terms and conditions. This proposal is valid for a period of 30 days from the date of submission.

For Lingfield College

For Novus Insights

Authorized Signatory

Name:

Title:

Date:

Authorized Signatory

Name:

Title:

Date:

Terms and Conditions:

1.1 Terms and Termination

This agreement shall govern and continue to be in effect during the term of each Project Schedule accepted by the Parties and can be extended in writing for a further period mutually agreed upon between the Parties. This agreement can be terminated by either party with three business days' written notice delivered to the other party. Following valid termination of this Agreement, Novus Insights shall invoice Client on a pro-rated basis the actual number of hours spent on the project or for the services performed hereunder, and for any purchases made by Novus Insights which are approved by Client in writing. In case the notice of termination is short of the notice period, Novus Insights will use good faith efforts to conclude the project at the earliest (not exceeding the notification period) and will charge Client through the date of termination.

1.2 Timely Performance

Subject to force majeure, Novus Insights will use all reasonable efforts to complete the performance of the services herein within the time frame agreed upon. Novus Insights will exercise due professional care and competence in the performance of the services. Novus Insights shall not be liable for failures or delays in the performance of services that arise from causes beyond its control, including the untimely performance by Client, its representatives, advisors or agents, of its obligations herein.

1.3 Ownership of Intellectual Property

The Parties agree that all the Intellectual Property developed by Novus Insights during services provided to the Client, shall be the property of Client in all right, title and interest.

No Party shall be deemed to have been offered or granted any rights or licenses to Lingfield College, and all Intellectual Property, including name, logo, branding and content shall remain under the exclusive ownership of Lingfield College. No Party will cause or permit anything which may damage or endanger any of Lingfield College's Intellectual Property or Lingfield's ownership of it or assist others to do so.

1.4 Exclusivity

Novus Insights will not work for any school/ academic institute with similar profile as that of Lingfield College through the course of the project and a month in addition to it.

1.5 Limitation of Liability

In no event is either Party liable for any consequential, incidental, indirect, punitive or special damages, however caused and based on any theory of liability arising out of or relating to this Agreement, even if a Party has been advised of the possibility of such damages. The foregoing limitation and exclusion apply to the fullest extent permitted by applicable law. The aggregate liability under or in connection with this Agreement shall be limited to the amount paid for the services rendered herein.

1.6 Force Majeure

Neither Party shall be deemed in default as a result of its delay or failure to perform which arises from force majeure or other causes beyond the control of such Party (which includes, inter alia, acts of God, acts of war, strikes, laws and regulations). If the event of force majeure or other similar cause lasts more than one (1) month, the Party adversely affected by such cause shall have the right to terminate this Agreement, effective upon notice thereof to the other Party.

1.7 Liability

Novus Insights expects the client to send the questions, concerns or any queries on any interim or final data delivered to the client within seven days of delivery of such data, unless the client has expressly mentioned that they need some more time to review the data and in such a case a mutually agreed extended review time frame will be determined. It is expected that if Novus Insights does not receive any comments, questions or concerns from the client on the data delivered within seven days or such mutually agreed extended days for data review, as the case may be, it will be construed that data delivery is complete from Novus Insights Inc's side and the project value attributable to such data shall become due and payable to Novus Insights. Any questions, queries or concerns after this review period of seven days or such extended time as mutually agreed, shall be entertained at the sole discretion of Novus Insights only. The data captured during the fieldwork is removed from the system after 6 months of project commencement.

1.8 Waiver

The failure of either Party at any time to enforce any provisions of this Agreement or to exercise any right herein provided, shall not be considered a waiver of such right or any other provision or in any way affect the validity of this Agreement.

1.9 Severability

The invalidity of any portion of this Agreement by a court with legal jurisdiction shall not affect the remaining portions of this Agreement or any part thereof, and this Agreement shall be construed, as if the invalid portion or portions had not been inserted therein.

1.10 Modification

This Agreement shall be modified only by an instrument in writing and signed by duly authorized representatives of the Parties. Representatives of the Parties who sign this Agreement and any modification thereto personally warrant and represent that they have been duly authorized to bind such Party with respect to this Agreement and/or modification hereof.

1.11 Assignment

All rights and obligations hereunder are personal to the Parties hereto and will not be assigned at law or inequity without the prior written consent of the other Party. Novus Insights may subcontract its obligations to its subsidiaries and affiliates for the performance of this Agreement.

1.12 Governing Law/ Dispute Resolution

1.12.1 Governing Law

The terms and conditions of this Agreement and performance hereunder shall be construed in accordance with India Laws.

1.12.2 Escalation

In case of any dispute, controversy or claim arises out of or in connection with this Agreement, for the purposes of resolution of such dispute:

- Either Party in good faith may refer to Engagement Manager(s) of respective Parties.
- Each Party will appoint an Engagement Manager (if not appointed already) for this purpose and will inform the other Party through written correspondence of such appointment. Each Party shall give the other Party written notice if an alternative individual is appointed as its Engagement Manager during the term of this Agreement.
- If the Engagement Managers are unable to resolve the dispute within fourteen (14) days of the dispute being referred to them, the dispute shall be referred to the Chief Operating Officer (or a similar authority). If the dispute is not resolved within thirty (30) days of the dispute being first referred to the Engagement Managers (or any longer period agreed in writing between the Parties), the dispute shall then be referred to Arbitration.

1.12.3 Dispute Resolution / Arbitration

All disputes, differences or questions arising out of this Agreement including the interpretation of the terms herein or in regard to the obligations, failure or breach of any terms thereof by any of the parties and/or compensation/damages payable under the Agreement or of any matter whatsoever arising under the Agreement which have not been settled amicably within 30 days from commencement of such informal negotiation shall be referred to a mutually agreed arbitrator.

1.12.4 Entirety of Agreement

This Agreement represents the entire agreement and understanding of the Parties and all prior or concurrent agreements, whether written or oral, in regard to the subject matter hereof are and have been merged herein and superseded hereby. This Agreement may be executed by the Parties in one or more counterparts, and each of which when so executed shall be an original, but all such counterparts shall constitute one and the same instrument.