

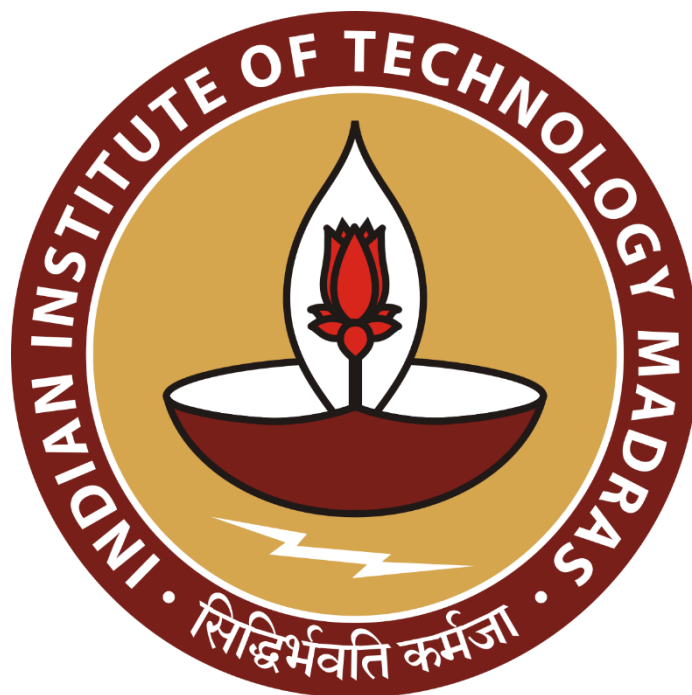
# **Pioneer Kochi, a case study**

**A Proposal report for the BDM capstone Project**

Submitted by

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## 1 Executive Summary and Title (200 Words)

The project focuses on Pioneer Kochi – a coaching center located at Ernakulam, Kerala. The business is a B2C and provides services to people who are aspiring to qualify competitive exams like SSC, Railway test, bank coaching and also provides in person tuition to Engineering students.

The major business problem that the organization faces is regarding operational revenue after COVID-19 pandemic. Institution is trying to grapple with changing dynamics of the market after Covid 19 breakdown. Number of per day enquiries for courses taught have come down. Conversion of enquiries to admission is another challenge.

The issues will be addressed by restructuring the operating model by performing SWOT analysis. Revise marketing strategies. Perform market analysis to identify requirements of the users

The expected outcome of the project is to have an agile and cost-effective operational model and increased revenue

## 2 Organization Background (150 Words)

The company I am working with is a Pioneer Kochi, which is a subsidiary of Pioneer head quartered in Calicut. The institute has several branches operating in Kerala. Pioneer was found in 2006 in Calicut and later expanded to Kochi, Kannur, Thrissur and Trivandrum. The institute provides coaching for students aspiring to qualify SSC JE/RRB JE/LET/BANK/GATE/SSC CGL/SSC CHSL. In addition to this recently they have started tuition for Engineering students in area of Mathematics, Physics etc.

## 3 Problem Statement (Listed as objectives) (50-75 Words)

### 3.1 Problem statement 1:

Post pandemic, enquiries related to coaching classes have seen a decline. Expectations of students have increased due to several other competitive educational platforms offering varied services. The study focuses on the reasons for the drop in enquiries and to implement cost effective ways to reach out to potential users

### 3.2 Problem statement 2:

Enquiries not converting to admissions. Turn around ratio of enquiries to admission is low. Currently the conversion rate of enquiries to admission is 20%. Out of every 10 enquiries 2 are converted to admission. The intended study will focus on increasing conversion rate to 40%

## Background of the Problem

There are many factors affecting the operation of business post COVID -19. Bringing students back to the institution is a problem. Fear of uncertainty, people have still not completely come out of pandemic.

Covid -19 opened up new areas of opportunity for users. Several online platforms opening up education at flexibility of being in the comfort of own house. Users are looking for options of online learning in addition to offline learning.

Cost in putting up facilities demanded by the users. Opening the institution after pandemic had problems as the set up had to be revamped after closing for about 1 year. Maintenance of old equipment, purchase of new instruments and cost of employing staff have put strain on the revenue.

Users exploring opportunities outside Kerala have increased. Potential users coming out of educational institutions have dropped. Students preferring study and resettlement outside India has increased.

Digital platforms have enabled reaching out to users easily. But converting the enquiry to admission is a problem. Leads generated through print, social media and reference are been worked on by front end agent. Agent is not able to convince the potential user to put his money on the courses he reached out for. This could be due to cost of the admission, potential substitute or the agent is not able to articulate the potential benefits of in person learning

## Problem Solving Approach

The research will study the operation of the institution in depth. Study will be done as a SWOT analysis. Strength of the institution will be analyzed – location of the institute in the heart of the city. Students can reach out to the institution easily by road, rail and metro. In person learning helps collaboration among tutors and learners. Experienced staff and friendly and safe environment for study. Affordable fees and the option of attending demo classes before joining the course. Tutors are highly talented and like to come to work. There has been very cordial relation among tutors, staff and students.

Operational cost is the major weakness. The institution barely makes profit to pay salary to staff and paying bills for the operation. Business needs to be online as per change in dynamics. They are able to sell recorded videos to users. Integrating this to a platform is still a long way to go.

The pandemic is closing in for end and businesses are back to normal. That means lot of pending projects are getting started and demand of resources have increased. Several new job postings will be listed in the future. Users require skills to qualify for the interviews. If the institution projects itself in the right space and to right users the institution has a potential to make good profit.

Competition with big corporations. Several Edu startups have come forward with lot of options for the users. Bringing features to that level is a challenge as it requires lot of investment.

As part of the study, I will be able to analyze data for the past years. The data is saved in excel in an unstructured format. This needs to be cleaned and put in a tabular mode. An extensive analysis of

the data has to be performed to identify trends and patterns. Also, correlation between multiple variables has to be detected.

Exploratory data analysis will be performed using Excel as a tool. Graphs will be generated using the cleaned data to represent a story. Key performance indicators will be identified and the factors affecting the KPI will be thoroughly studied. Data will be analyzed Year over Year, month over month and day over day.

Gap analysis will be performed to identify huddles which are stopping the profit objectives as expected by the management.

## **Expected Timeline**

<b>No</b>	<b>Title</b>	<b>Start Date</b>	<b>End Date</b>
1	Project Kick off	01-07-2023	01-07-2023
2	Discussion with Business and Proposal submission	02-07-2023	05-07-2023
3	Data collection and business discussion	06-07-2023	11-07-2023
4	Data Analysis and business discussions	12-07-2023	19-07-2023
5	Preparing mid-term submission and key finding discussion	20-07-2023	07-08-2023
6	Work on the feedbacks from the lectures, complete missing analysis , recheck data for key findings	11-08-2023	15-08-2023
7	Prepare final report	16-08-2023	20-08-2023

## **Expected Outcome**

1. To optimize the current operation of the institution.
2. To advice possible cost-effective changes that can increase the number of enquiries from the users.
3. To convert at least 30 to 40% enquiries to admission from current 15%