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MGT1036 – Principles of Marketing

Project Report – Byju's the Learning App

Brand: Byju's

What is Byju's and what are they doing?

BYJU'S is India's largest education company and the creator of the most loved K12 learning app. The app offers highly adaptive, engaging and effective learning programs for students in classes 4-12 (K-12) and competitive exams like JEE, NEET, CAT, IAS, GRE and GMAT. Launched in 2015, today 12 million students have downloaded the application. BYJU'S-The Learning App is the highest rated app(for apps with over 10 million downloads) across categories with a 4.7 rating.

BYJU'S is focused on creating the best and most unique learning journeys for every student. The learning programs have been developed to address pressing needs like access to high quality education and teachers, the lack of personalization in a one size fits all classroom and most importantly, that learning is driven by the fear of exams, and the not the love for learning .BYJU'S - The Learning App makes use of original content, rich animations, interactive simulations and engaging video lessons from India's best teachers.

Delivering world class learning experience, BYJU'S is making learning contextual and visual, and not just theoretical.

The unique combination of media, technology and content has helped us create a holistic learning experience for students. For example - The use of real-life teachers with technology as an enabler makes the delivery of complex concepts very easy, effective and engaging.

Teachers are crucial to keep students engaged through the program/video lesson and give them the 'someone who they can relate to', and 'someone who can explain the concepts' to them in a fun, simple and engaging way. This also solves the problem of access to quality teachers on one-on-one format.

How Byju's is changing the world?

How does one create India's biggest and arguably the most well-known ed-tech company? If you ask Byju Raveendran of Byju's Classes, he'll tell you it's by competing with yourself, and not others. His passion and drive are infectious. At TechSparks 2015, Byju's talk had focused around making students love learning, get addicted to learning. This may sound a bit over-the-top coming from anyone else, but Byju has proved it by creating something extraordinary by addressing the root of the problem – making learning both engaging and personalized.

Byju's started off small, as an offline test prep provider for CAT, GRE, GMAT, JEE & Med, and the Civil Services exams. It then expanded into coaching for Classes 11 and 12, and further to Classes 6-10. He's often be described as a maths genius, but he's a shrewd entrepreneur too. His company has raised over $40 million in funds from the likes of T.V. Mohandas Pai and Dr Ranjan Pai of the Manipal Group & Sequoia Capital. Many of his former students now work with him, as teachers and course developers.

Byju has spent countless hours teaching maths for entrance exams, and his zeal to transform the nature of learning, working on innovation 24x7, has brought Byju's so far ahead of being just another test prep provider.

"We have been a very successful offline brand, but last year we launched our first application through a mobile platform, and that has helped us leapfrog to the next level in terms of users," he says, and reiterates his mantra of personalized learning: "We are making an impact where it matters, and how students learn in those crucial years where they start failing (in a) subject, in the 6th or 7th grades.

We know we are making a much bigger impact because we are changing the way India is learning today." They currently reach over 20 lakh students, all of whom are free users, and are adding nearly 20,000 students every month. But here's what makes them successful – Byju's is clocking 20 per cent month-on-month growth in terms of converting around 20 per cent of those into serious, paid users.

When you know how high-energy, passionate and driven Byju is, the numbers suddenly seem very realistic. It all stems from his growing-up years, when he always went beyond the curriculum and guide books.

He attributes the success to the time spent outside the classroom. "That's why I advise all students that there are a lot of things that you need to learn from books, but there is a lot more that you can learn outside the classrooms by playing multiple games…whatever passion you see, the energy which you see, the positive aggression you see is mostly because the amount of time I have spent outside my classrooms – that helped me in multiple ways," he explains.

"One is to learn the real-lifeskills, which is helping me to make bigger and bigger impact…and that kind of forced me to learn on my own. So from the beginning…I used to learn below and above the curriculum.

The subjects I used to like I used to learn, and the subjects I kind of never used to like, I used to still follow what most of the students are following today which is about memorizing, replicating and then forgetting." Most of the ed-tech companies across the globe, those who actually create contentdo it in two ways.

One is to simply capture what I am saying now...The second one is just using 2D animation, 3D animation and characters to teach. Now what we have done is, we've mixed real teachers with animation, making it a seamless experience. It took us so much time and so much effort to bring out the energy through the videos.

He's so focused on talking about the content they create and how they deliver it that it's almost tough to get him to talk about himself – after all, he is the brand; it's literally and figuratively his name on the door.

So what's been his key success? "If you ask me where I have been successful, it's in recreating a lot more Byjus or better than the original Byju. That's because I have been able to sell my vision of making an impact in terms of how the students are learning and why that is important.

Coming from my kind of background, I know that education is what I am today and education is the only way to make it big or the best way to make it big, depending on which section (of society) you belong to," he replies honestly and to the point. So how does he keep going through the challenges – setting up and running a business and constantly innovating? "It's very simple.

In one sentence if you ask me increase your aspirational level as much as possible, because none of us ever made our aspirational level.

And keep on losing to yourself, try beating yourself every day, compete with yourself day in and day out. (Your) competition is not with others, (it) is with yourself. Especially when you are creating something which people have not done before, the competition has to be with yourself," he explains as clearly as the concepts in the videos his company puts out.

Never one to take things slow, Byju has firmly set his sights on the international stage, to become the biggest such company in the world. "The idea is to reach there in the next four years is what I tell investors and everyone else, but we will reach there much faster, because my target internally is much more aggressive," he says with all the energy of an enthusiastic entrepreneur who knows exactly what he's set out to do.

And when it's Byju saying it, disruption suddenly doesn't seem like a tall order.

Competitors:

Toppr

It provides video lectures for all the subjects a student under college can have.

It gives you tons of heavily organised tests for board or any other exam, it essentially gives you the examination hall simulating scenario.

It has a feature called toppr doubts , in which people can ask their doubts to medium-high class teachers.

It has many other organised features like concepts, challenge section , and ofcoure question sets .You can also customise your test.

This is purely based on the goal for a student to prepare for various competitive exams for prestigious rewards such as NTSE, IITJEE, and NEET, as well as prepare them well for Boards exams etc.

Meritnation

Meritnation is one of the older players in the digital education industry, starting way back in 2006 when the internet was just a young and vibrant child in India. It has since morphed into a one of India's biggest ed-tech conglomerates providing courses for students from classes 1-12 including prep courses for competitive exams such as JEE and NEET.

Considering its potential for growth, Meritnation is a major stakeholder in the next step e-learning will take to transform education dispersion in India. Meritnation has reached over a million students in nine countries making it India biggest education portal for students

Khan Academy

Best Methods on Planet Earth: You can't go more pure than this, they even tell you how the subjects are to be studied, from the starting, the foundations are from Math→Physics→Chemistry→Biology. Again, no Indian curriculum *does* that.

Short lessons, which gets your concept grasping easy: As you can follow one of those westerner's quote, "It's quality, not quantity". So it doesn't matter how much you beat, what matters is that you're capable of handling it or not.

One of the review mentioned whether it makes Math's base strongest: Yes, I faced it as it became quite impossible for me to understand this, here's where KA takes lead in India, it spreads those quality education locked by the forces of ignorance to the whole world.

Science easy-to-understand: Again, I can talk here all day, but we won't get anywhere, you can check any topic from your text book specifically to get there.

Future of Education: Most of Americans accept this already, even more so, if the change were to happen first there, I'd say there's a fair chance that it would happen here too, but it would take *way* lot of time. So it's better to answer them with the best of our efforts.

Mastery based framework: We aim for learning, but we tend to forget that if we remove time constraints and let people go at their pace we can master (or in our terms) get 100% in almost *anything*. This one really hits it home!

Opinions and feelings of users of Byjus

Byju's: The Learning App draws the attention of the students by the innovative videos created. The videos gives a brief description about the topic and mainly tries to focus on the principal key points.

It gives the students an essential introduction and presents some picture charts with the important information that is to be remembered by the student. To keep the student in a pace it provides the student with some questions related to the topic and is able to determine whether the student has understood the topic well or not and then lets the student move on to the next topic.

At the end of the chapter the app provides a practice section in which the student can practice numerous question to achieve a mastery in the particular chapter. Whenever the app feels to have figured out the weak point of the student it repeats the topic that the student needs to focus on to lose doubt.

Moreover, it builds the basic platform for the student to support the upcoming information that is to be given.

Most of the users feel that its worth the price because it explains every topic very clearly, they have also received excellent feedback in teaching maths especially. Most of the users feel that the app focuses more on making students understand the concepts rather than mug it up.

Apart from this there are also few negative feedbacks where the user was not allowed to ask more than 15 doubts in a month as she was too curious and kept on asking doubts whereas a user was guaranteed refund if he doesn't like the app but after a week when the user asked for refund he was denied refund.
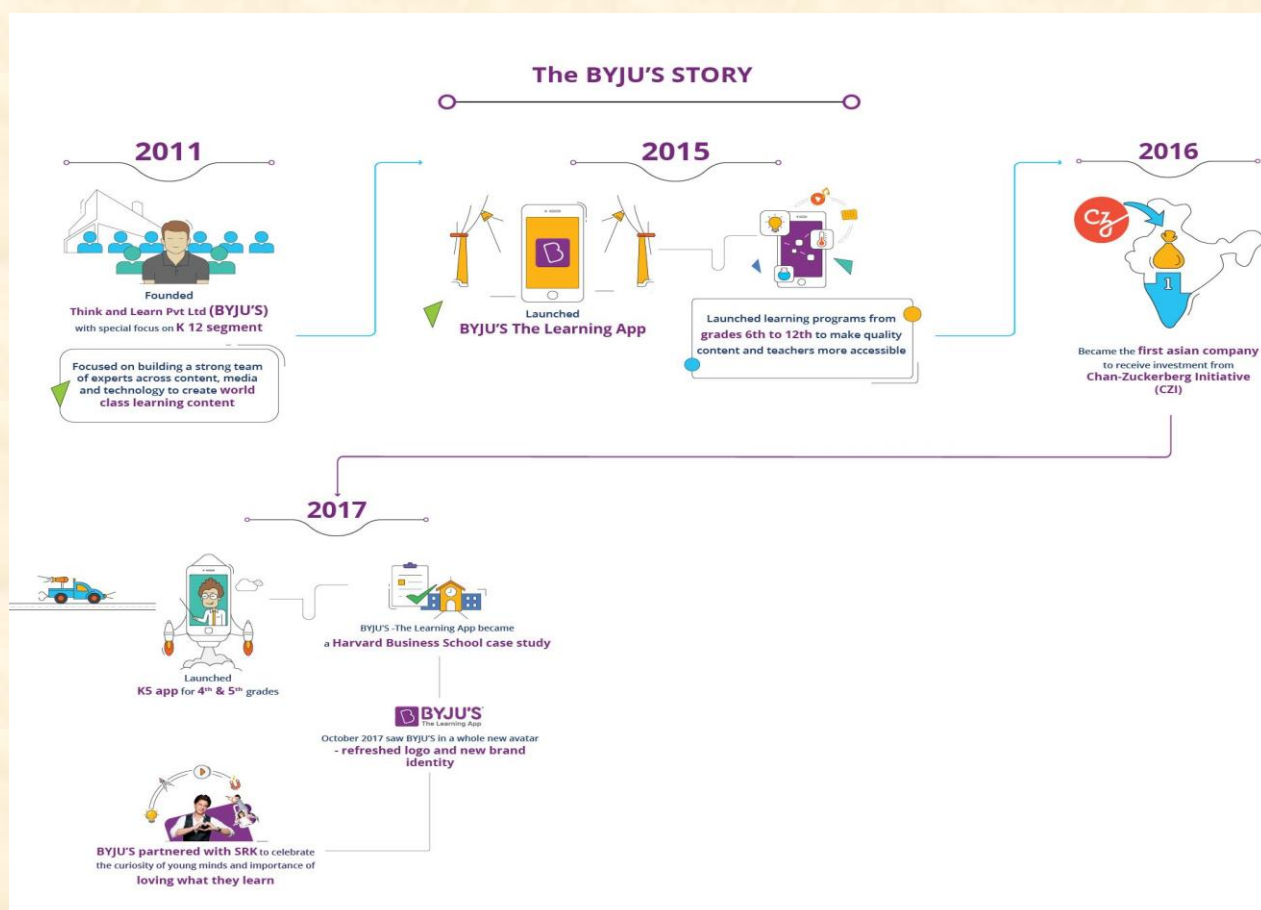
The app has also been designed to adapt to the unique learning style of every student, as per the pace, size and style of learning. It is made for 'every' student and not for the motivated ones and the 'toppers' only. Also, one of the key differentiator is that the app always speaks to or targets the end users i,e. students and help them become better learners. BYJU'S the Learning app aims to be the learning companion of every student across grades.Today, BYJU'S has over 12 million downloads, 700,000 annual paid subscriptions and sees an addition of 40,000 students every month. With an

average time of 51 minutes being spent by a student on the app every day from 1700+ cities, the BYJU'S app is making learning enjoyable and effective. Annual renewal rates are as high as 90%, which is a validation of its effectiveness.

Overall, BYJU'S learning program is a complete learning experience that integrates classes from the best of the teachers (who are empowered by tech enable teaching tools), assessments and assignments which are personalized for every student, along with in-depth analysis and recommendations. Offering an engaging and effective learning experience, the learning program creates personalized learn journeys for individual students based on their proficiency levels and capabilities which helps them learn at their own pace and style.

BYJU's Marketing Strategy (BYJU Raveendran)

Byju's even though being company based on digital data their marketing strategy is "feetonstreet"

"Instead of doing mentoring (pitching to customers) over a call, (our sales representatives) will do it in person, which results in more productivity," said CEO Byju Raveendran.

It is similar like counselling thereby arousing interest among students in order to take up the course, Earlier methods which were used by various education tech companies (EdTech) was constantly calling the customer who had filled a form with even them knowing through pop ads.

BYJU'S INTIAL STAGES

Initially Byju's was never application online , in fact the creator byju itself was never into teaching , it started when byju's friends approached him so that byju would teach them shortcuts to crack the CAT exam after he and his friends went to write the exam and byju earned 100th percentile from which he earned respect and various opportunities to join various institutions but he decided to teach various other students who faced similar issues like his friends soon he started getting a decent amount of attention which is when he travelled to each state for one day taught in seminars which started gaining what he considers "Fan Following" , this segment played major part in his marketing .

Byju's initial offerings were all centred around test-preparation, and these were much more low-key than the jazzy, high-production-value videos and content that it currently generates for the K-12 (kindergarten-Class XII) segment, with more than 500 members in the research and development team.

This content is what's helping Byju's accelerate growth and be one of the top education start-ups in the country.

There are about 20 million children between Classes VI and XII in India who have access to the Internet and take private coaching classes, which translates to an addressable market opportunity of about $2.5 billion, according to research by consulting firm RedSeer Consulting.

When Byju realised it would be better if the he went towards consumers or the students than the students come to him for learning. He decided to shift the company from offline to online which had huge competition.

CRACKING THE B2C (Business 2 Consumer) MARKET

In one of the interviews Byju Raveendran said that their product is built on that strong belief that when students learn on their own, where they take the initiative, whatever you call learning, that counts for 50%.

Since, today it's 100% spoon-feeding in a lot of students' cases, 100% learning for exams and not the other way around. The other way around is you learn such that exams are taken care of.

This is what made students attract towards byju's as self-learning arouses more interest in the subject

Byju's has made progress in cracking the business-to-consumer (B2C) market, one typically thought to be very tricky because it involves not just engaging children, but convincing parents that an app is a suitable substitute for real-world coaching, and trusting the company with their child's education.

A big part of this, it claims, is its focus on content and designing personalized learning through what it calls a "knowledge graph". With this, the app learns which concepts a student may need more practice at, and adjusts learning plans accordingly.

The average time spent by student on the app is approx. 40 minutes and parents get easily convinced that their children are doing something useful apart from having because they know they themselves waste time on the phones and tablets.

GETTING PEOPLE TO PAY

What Byju has done really, really well and why he is getting all this love from the market is because he cracked the commerce part of the question very, very successfully. To get people to pay at a $150 price point, almost Rs10,000 and get them to pay for this annually was a bold move, because this is not your primary offering to parents. You have school, you have your regular classes and this is the extra step that you take

Since the byju's had fan follow from that start there was spread about its teaching across once they moved from offline to online it bloomed across the country there by increasing its brand elasticity and brand visibility.

Currently byju's has captured majority India's market share is at the top in part of education sector field. It has begun its plans go international like USA and uk with investors like **Chan Zuckerberg** and **IFC** on board.

SEGMENTATION

A segment is a group sharing one or more characteristics that cause them to have similar product and/or service needs.

A true market segment meets all of the following criteria:

• It is distinct from other segments (different segments have different needs)

• It is homogeneous within the segment (exhibits common needs)

• It responds similarly to a market stimulus

• It can be reached by a market intervention

BASIS OF SEGMENTATION

Segmentation of an organization can be done depending on many variables:

Demographic

• age ,gender , family life cycle, education , income, occupation

• Socioeconomic, religion, nationality , language

Geographic

• Region, Country , Climate

Psychographic

• Attitude, personality, life style

Behavioral

• product usage rate, brand loyalty, product end use

• readiness-to-buy , profitability, income status

THINK AND LEARN - SEGMENTATION

Think and learn defines its segment on the basis of **Demographic Variables,** i.e. age, education and income. The management coaching is provided at graduate level, so students are required to be segmented on their age i.e.; 21-22 age group, their educational specialization i.e. Science, Commerce, and Arts etc. Income of family helps to segment the students and thus facilitates think and learn to plan its target audience more accurately.

TARGETTING

For any organization serving all the segments is not possible , so specific segments have to be targeted which can be most beneficial for the organization .Think and learn decides its target audience to be students of graduation or passed out. Apart from this, students with specific interest in civil services, engineering and medical etc. are also targeted .The parents of these students act as the Opinion leaders and Decision makers & at a later stage in the season as target audience too.

4P FRAMEWORK

The **4 P's of marketing** are product, price, place, and promotion. Why are the 4 P's of marketing so relevant to a business? The 4 P's of marketing, also known as the marketing mix, are essential in helping a company to make necessary decisions in order to launch a successful product. Think of the 4 P's like this: promoting the right product at the right price and in the right place!

PRODUCT

- Think and Learn are a company with a range of products focused on learning. They offer classes for students, Online educational platform through app, and through specific device.

- These both products go Hand in Hand as what is happening in class could be easily be in sync with the App.

- They offer interesting and convenient product – BJYUS , helping students learn through visual interaction, anytime and anywhere.

- Products that can evaluate students work in a fun way is a mass grabber.

PRICE

- The main determining factor of pricing of BYJUS is its quality and service with few demographical factors(location, age).

- Currently they offer an SD card + online subscription for each class with specific price. Also, combo bundles that add more discount are available too.

- This price remains constant across region, But it is quite better than other leaders in market like TIME, FIITJEE(5x times better), AKASH.

PROMOTION

- Think and learn adopted a very good promotion strategy.

- Appointed Sharukh Khan, a very well known and famous celebrity as Brand Ambassador.

- Ads on all platforms starting from TVs to newspapers.

- Approaching schools with this tech and making it a part of their curriculum.

Latest move – Sponsoring Indian Team (to get recognition world wide)

- This strategy of promotion has increased their sales about 40% this year.

PLACE

- BYJUS is placed in the most strategically optimized place as ever possible. They thrive by selling online – almost accessible by all from every corner of world.

- They also set up off demo showrooms in metropolitan cities.

- They set up bootcamps that allow them to move place to place.

- Quite great placement has enabled them to hover their sales about 75% high compared to their offline class sales.

Building Customer community:

India's largest education-technology company Byju's has quietly entered India's rarefied unicorn club, crossing $1 billion in estimated worth following a share allotment to its investors last year.

Byju's is the 11th so-called unicorn startup from India, following messaging app Hike that joined the club more than 18 months ago.

Since 2016, Byju's has secured nearly $245 million in funding from some of the world's top investors, a diverse set that includes Silicon Valley venture capital firm Lightspeed Venture Partners, Brussels-based family office Verlinvest, and development finance institution IFC.

Byju's latest share allotment under its series E2 fundraising round was done at Rs 22,903 apiece, as compared to Rs 13,814 apiece in its series E1 round. The company declined to comment on the specifics of the valuation

"This is the fourth consecutive year we are crossing 100% growth." Byju's has 15 million registered users, including 900,000 paid users, who spend about 53 minutes daily on the Byju's Learning app that caters to students from grade four onwards, according to the company.

Raveendran said almost 75% of the users are from outside the metro cities. Byju's, which is looking to expand in smaller towns as well, is also in the process of building a product for international markets that it aims to launch by October.

The company is also building an app for grades 1-3 that it will introduce both in India and abroad.

"We looked for acquisitions (abroad) but did not find a perfect fit. So, we went for building a product... (that) will be localised to the extent possible. We are bringing popular YouTube teachers (to India) to record and do the product development," said Raveendran.

Byju's is already present in the Middle East and wants to expand to the US, the UK, South Africa and other African and Commonwealth markets. The company recently opened an office in San Francisco that it is in the process of staffing.

Last year, Byju's acquired online tutoring platform TutorVista and education solutions provider Edurite from UK-based Pearson, as well as Vidyartha, a data-driven platform offering customised

learning guidance to students.

On an average, children are spending over 3 hours every day in front of screens and that is impacting their brain development. Xplorabox provides modules to boost essential developmental skills of the children. The startup believes that the 50,000 customers they have serviced so far have reported excellent response and more products could get launched in the coming months.

The aim is to provide learning aids that can enhance various developmental skills like motor skills, cognitive skills etc in children to counter issues like Computer Vision Syndrome (CVS), unhealthy posture, and increasing cases of myopia (shortsightedness).

The startup is looking at prospects running into billions with the large population of kids in the target age group and hopes to tap into more potential markets.

E-learning predictably expands the scope, depth and reach of information with interactive tools, AI and technology as well as live online interaction. Byju Raveendran believes e-learning can develop and inculcate personal initiative in students and that bodes well for their future success as opposed to the "spoon feeding" that conventional education dispenses.

Likes and Dislikes of Users with Byju's:

Given below are the list of **Likes** what has been observed on social platforms:

- There's always an excitement to make money and when you do you will be motivated to the heights of the heaven

- Am not learning anything here. Byju's never consider your qualifications as per that salary standard also less. Based on qualifications they never give responsibility. In call letter they mention different package and office they won't mention take salary description. In offer letter mentioned package is different and take is different.

- They never organize things. No facility are provided to employees even everything will be deducted from employees salary package it includes employees PF employer's PF, employees ESI and employers ESI also.

- No facilities are given employees. No cab, no food, not even good HR policies, people will get only 1leave in month, no annual leaves, not even manager are educated to handle employees in the polite way.

- manager do know how to treat employees also. Employees don't have rights to ask questions and give any ideas to improve process. I didn't feel like one single thing is good.

They make employees will work more than eight hours and they never OT and if late night also they give cab facility to employees.

- They never care about safety of employees. All management and managers are support for these kind behaviours and rules to be followed. I didn't feel like this can be a number one ed tech company.

- The people around are very energetic and active. The compensation is pretty good for a fresher joining here. That is all only money.

- Only one thing colleagues that helps and motivates.
- Except a very few workaholic senior Managers, the entire workforce only knows how to boast of everything. Bragging about everything is sometimes nauseating.
- Company has very motivating environment.
  90% of the employees are young.
  Growth in the organisation is purely based on performance.
  Comfortable place to work.
  Good salary

- It's like a rollercoaster ride , cannot react to the incidents that happen at that time , but can just recollect , and then feel happy or sorrow

- It's good being at BYJUS, I had an excellent opportunity to learn many new things and interact with various kinds of people. Byjus was a great stepping stone towards my career.

- The compensation encourages the employees

  If u r driven by money and want to earn it at the cost of respect it's for you
- Great company to work with but only few flaws like work timing, job security, and some little things. Except those a great company to Learn work and grow.

- The attractive package offered, though the actual is not given but still it's good

- Good Company to work with, Can learn new things, Salary always on time, Culture is good

Regarding **Dislikes**, listed below pointers give an insight on it:

- Lot of good managers but not so good leaders, Your value stays until you perform good, reduce your performance for a week and you'll get 2 weeks' notice

- I came with lots of expectations within one month got disappointed in all things. Like package, HR policies, manger behaviour, about training, no job security, no career growth, salary appraisal system is very bad, no cab facility, no food allowance, no good work environment, no proper cafeteria also no places to sit because cafeteria is very small, they just invest money on salesperson package. they will make people work more than 8hours it would be 10-12 hours every day. No two days week off for all. Even some u needs to seven days also but they going to give OT or any other extra pay Simple nothing can be expected from this organisation. It's be always going to be start up only. This company never meet organisation well-mannered standard because people never make them to happen.

- I am currently working in byju's and completing a year now. I have been shifted to 3 different departments in this short span of time. I can list endless things I dislike about this company and yet it wouldn't be enough.

    1. There's no respect for the employees
    2. Too much work. 10 people are doing what 50 people are supposed to do.
    3. Poor higher authorities and managers, they are emotionless and works like a machine.
    4. Any of the process here is not static, Keeps changing often, and the management expects you to adapt it quickly than you actually can.
    5. They will start a pilot project, put a few people into it, and see if it works for a few months, even if it works well, they dissolve it.
    6. POLITICS, SO MUCH OF POLITICS.
    7. 50 hours a week with 2 week offs or 54 hours a week with 1 week off. I honestly don't get the logic.
    8. No leaves, the company does not give leaves so you intend to lie so much so that you can take a break to breathe.
    9. Boring work which does not make sense. And the targets are too much for a normal person to handle.
    10. You, as an employee is not even considered. Your suggestions and opinions go down the drain. If you want to grow here, Be a people pleaser and you're all good to go!
- 1.Treatment of manager & senior manager is too pathetic.
    2.No job security managers and senior were threatening for termination every single day.
    3.Career growth is nill.
    4.Too much politics and partiality, even though if you make sale manager will punch in any other guy's account.
    5.Working environment is too pathetic even language used by manager and senior manager is unprofessional and abusive.
    6.Work lif balance is literally untolrebale by company's policies its 10 am to 7 pm but manager's make it like a joke they says you will have to punch at 9.00 am and work till 10.00 pm.
    7.Only slalary portion is good..they will keep your mouth shut by giving such a great salary.
- To begin with there's no training module for freshers. The trainers love to communicate only through oral instructions. Lack of accountability at every stage and that's why the preference of oral communication above mail. Inner coterie of Assistant Managers & Managers are very good at controlling and subjugating upcoming talents if they become a challenge. Some Managers fail to explain concept and pedagogical process or may have very limited knowledge, although they belong to elite group of Edutech companies. There's no respect for real talent but these people love employees who match targets. Although, this Edutech

giant boasts of 1.5 lac + questions but 50% are copies of existing ones with a different coding. 50% of the rest are either conceptually wrong or mapped under wrong topics. Wrong videos, out of the world scripts and in some cases videos refer handicap person as people with disease. If you can bear all these with a smile, then am sure you are in right place.

- No job security and very bad politics prevail... Your work can easily be credited to others,, managers like syed dont know anything what's happening around keep on gossiping and take decisions based on that... They hire interns for 5 to 6 months in stipend and then sew almost all of them, their retaining ratio is very low...

- I am very unhappy and dishonoured the way Manager treated me. I was abused and teased by one of the co-colleague from several months and also used to pass personal comments on me and my family. I had informed this to my superior and also other associates were also there but was of no use.Finally one day the argument aggravated and went extreme. Then I wrote mail to the Manager which was in wane and I got a reply saying you have problems with everyone so you can leave the organisation. The manager even didn't had the courtesy to at least ask the concern and problem and try to resolve. on personal discussion he told that he has given the warning to that particular guy and cannot guarantee the incident will not happen again hence you look out other options and leave the organisation. Finally no action was taken against the person and I came to know he is again absorbed in the organisation. Looking into the incident happened I this this was all planned, if that was the case to remove me, Manager cold have directly told me.

- The timing and the stressful working hours

- Even after giving the best. Smart and hard work. No growth in support teams.
  Not even single outing or dinner happened in last 2 years for support

Advertisement familiarity among users of Byju's:

The familiarity of Byju's is so familiar among consumers of India's market that according to an article from afaqs.com dated March,2018 Byju's has reported "Don't need advertising to meet next year's number". Byju's is confident that it's e-learning platform will be able to meet it's target.

BYJU'S launched it's app in August 2015. Within two and a half years, students from 1,700 cities in India and the Middle East have downloaded the app 15 million times. As of January 2018, 900,000 users have paid the annual subscription of $160. Data shows that students

spend an average of 53 minutes per day on the app, without a dip in engagement, even after a prolonged use.

A survey of 20,000 parents found that 92 percent reported an improvement in their child's grades. This result feeds a renewal rate of 85 percent. By the end of its fiscal year in March 2018, it is expected to have generated $85 million in revenues.

This shows it's advertising campaign had turned to be successful and many are familiar with it and with it's services they provide and with it's advertisement and education being an epicentre of concern among Indians , most will make an effort to avail any source or methodology in order to support their education and thus the reason for the success of Byju's advertising and as consumers found the content provided to be useful and unique , that's when it's product and it's advertising became successful and many will know about the app and what it offers and hence people will be a lot familiar with it and thus , reached a point where advertising isn't required and the product will meet it's targets without it.

Consumers general attitude towards Byju's:

The overall attitude among consumers towards Byju's is positive as there is a strong demand in the current market for e-learning. In a country where education is placed to the highest degree of importance , e-learning is a revolutionary concept or technology that has changed the experience of learning drastically and has helped teach children to absorb the culture of learning rather than being spoon-fed as per the norms of the existing traditional education system. It has re-invented how students learn and grow with technology and how education is accessible right within their finger tips.

The approach to world-class teachers, proven unique and characteristic methods , innovative technology and data science to deliver personalized learning , feedback and assessment for students has been proven to be a successful implementation and strategy reason being that it offers a highly cost-effective solution.

And by gaining deeper insights into student preferences and app usage has helped the company create an engaging learning experience for students across all over India.

With increasing number of users on the Internet in India and awareness of online education , Byju's has proved to be a game changer in the education market of India.

Consumers have praised it backing with various reasons such as "Less time consuming" , "Flexibility" i.e. they can learn and take tests at any time and content or study can be done at their own pace , ability to connect students with their peers and instructors and with the availability of online chat rooms , video conferences and web-based forums , "appealing visuals that can help children learn fast" i.e children being primarily visual learners can learn

and understand effectively with the help of visual representations as they make the learning experience exciting and smooth.

And with these advantages and reasons backing Byju's , with a positive learning experience among consumers , consumers support the implementation of e-learning by Byju's.

Features of the product:

Their vision is to make learning so enjoyable that students begin to learn not just for exams, but for life. There are many elements which make Byju's classes different from others.
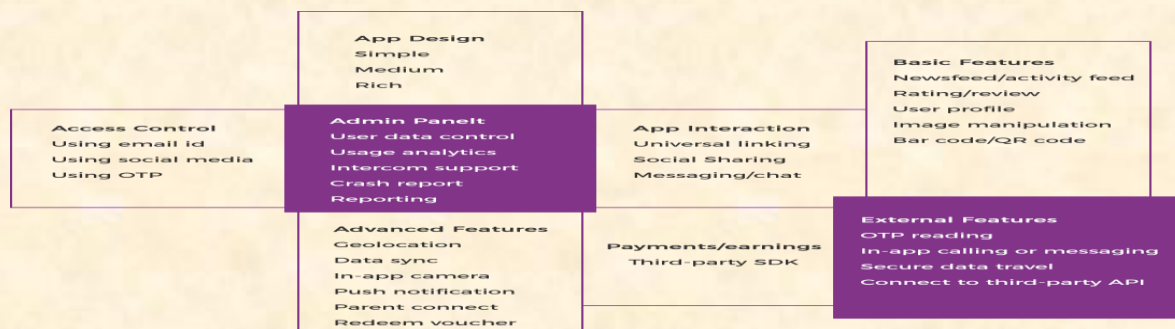Teachers at Byju's:
They bring teaching to life. They make the whole learning process simple through interactive videos which are created with world- class technology. They have a team that is academically brilliant and superbly creative and bring the world of education and technology together, beautifully, to ensure that the experience of learning is impact, simple and forever.Their credibility and passion for teaching is unmatched. The learning methodologies developed by young group of teachers, who are handpicked by Byju Raveendran himself, are among the brightest minds in the country.

Features:

- Engaging video lessons by India's best teachers, enabling conceptual clarity.
- Adaptive testing modules for personalized learning.
- Chapter-wise tests with detailed feedback and analysis.
- A mobile application for anytime, anywhere learning.
- Adaptive learning personalized to every student's learning needs.
- One-on-one sessions with a personal mentor.

Admin Panelt
User data control
Usage analytics
Intercom support
Crash report
Reporting

App Design
Simple
Medium
Rich

Basic Features
Newsfeed/activity feed
Rating/review
User profile
Image manipulation
Bar code/QR code

Access Control
Using email id
Using social media
Using OTP

App Interaction
Universal linking
Social Sharing
Messaging/chat

Advanced Features
Geolocation
Data sync
In-app camera
Push notification
Parent connect
Redeem voucher

Payments/earnings
Third-party SDK

External Features
OTP reading
In-app calling or messaging
Secure data travel
Connect to third-party API

For 6-12th students:

Byju's watch-and-learn video lessons lay a solid foundation in Math and Science thus making complex processes and problems seem like a cakewalk. They mainly provide online as well as offline class rooms for Physics, Chemistry, Maths and Biology.

For Competitive Test Aspirants:

You can now Experience exclusive video content created by India's best teachers to help you master math and science as a foundation for competitive entrance exams. All lesson videos are mapped to the curriculum to ensure complete preparation.

Detail outlook on app features and built in option keys:

1) Covers all of the syllabus: The exercises are created in such a way, to the point that the whole syllabus gets secured inside a stipulated time frame.

2) Interactive visual learning: Video lessons enhanced with animations are planned in a way that even the most convoluted of ideas can be effectively understood by the users.

3) Chapter wise tests: Subject based and full-length tests, aggressive exams mock tests, understudies can hone for tests.

4) Complete analysis & track performance: simple for understudies to get the general examination of their standard execution and in addition they can keep tabs on their development by taking up tests at routinely, to enhance their future execution.

5) In App chat: Enables understudies to in a flash speak with tutors the simple minute they have an uncertainty in any of the exercises.

6) Adaptive learning: The training style is extremely versatile and in addition particularly intuitive.

7) Role-based dashboard: The role based dashboard is it will demonstrate assignments and benefits specific to the client and help him/her in making proper move.

8) Third party integration: Various assignments, for example, making calls, sending emails, to deal with queries and significantly more.

9) Logistics dashboard: A modified dashboard is made for coordination's group so they can without much of a stretch filter orders according to date and transporting suppliers.

Student Panel Features:

1) Registration: Users bring to the table required points of interest with a specific end goal to sign in to this framework

2) Login: Clients can sign in to the framework using the sign in credentials, email ID or by social media credentials.

3) Forgot password: Reset Password or create another secret key (on the off chance that overlooked) using your email ID or telephone number.

4) Browse all courses: Rundown of every single most recent course is shown in this segment in a sequential way.

5) Profile Manager: Manage the user profile by filling up these details.

· Email

· Password

· Profile Pic

· Name

· Mobile Number

· Account Detail

· School, Class etc.

6) Search courses :

By Keyword: User need to type a specific watchword in the hunt box to get the correct outcome from the rundown of courses.

By Category: List of courses in any chosen category will be displayed

7) View details of courses : By tapping on any course, the client can see more insights about a course, for example

· Number of lessons plus an option to purchase each lesson

· Description of course and lesson

· Price for each lesson

· Price for the entire course

8) Purchase course/study materials: User will have the capacity to include any pdf, session to truck and can pay for them keeping in mind the end goal to buy

9) Payment Mode: Credit, Debit, Net banking, Wallet

10) Download or read online:

Scarcely any courses/exercises which user has bought will give user choice to download them or they can likewise want to peruse online, as wanted by them.

11) Live chat:

Understudy will have the capacity to speak with the mentor through this system.

12) Cancel subscription:

Understudy will have the capacity to speak with the mentor through this framework.

13) View Purchase history: Here the client can experience his/her buy history

· Item Name

· Purchase Date

· Price

14) Attend Test : Clients can go to tests to hone their aptitudes and pick up a superior involvement with taking care of weight circumstances.

15) Track shipment: Supporter can track shipment for requested examination material

Admin Panel Features:

1) Manage Themes:

Administrator will have the capacity to oversee topics which front-end client can pick with the goal that look and feel of the client record can be changed.

· Add

· Delete

· Activate

· Deactivate

2) Manage Courses: Admin will be able to view all the courses added by a tutor.

· View

· Search

· Filters

· Choose Category

· Name of Course

· Description

· Topic name

· Description of Topic

· Price for a topic

· Time slot for teaching

· Choose cancellation policy

3) Manage Subscription:

Admin can manage subscriptions users want to buy.

· Add

· Name of Package

· Price

· Description

· Edit

· Delete

· Activate

· Deactivate

4) Manage Users:

Administrator will have the capacity to see points of interest of all the bought in clients and clients who are related with that bought in client.

· View

· Search

· Filters

· Add

· Delete

· Activate

· Deactivate

5) Statistics:

Admin will be able to view following stats:

· Number of courses purchased

· Number of sessions

· Number of Users/Student

· Payments

· Top Performing Courses

6) Content Manager:

Admin will be able to manage website content.

· Add/upload

· Edit

· Delete

· Activate

· Deactivate

· Content pages

7) Transaction History : Administrator will have the capacity to see payment made by every client and once administrator gets payment from the client, client's record will be initiated.

8) Track orders: Administrator can track every one of the requests made by understudies for contemplate bundles and study materials.

9) Shipping: Administrator will have the capacity to track every one of the shipments and delivery status

10) Ticketing: Integrated Ticketing automation tool for providing solutions seamlessly

11) CRM: Integrated CRM platform for better customer services, customer engagement

12) IVRS: Organization's interchanges framework enables guests to associate via phone.

Parental Access:

1) Parental Access: Enables Parents to deal with their children and study courses picked by them.

2) Track Syllabus: Guardians must have the capacity to track the syllabus and in addition see what exercises their children are viewing.

3) Assess performance: Guardians ought to be offered access to Test Reports and Performances to watch out for their children

4) Set reminders regarding lessons: On the off chance that, the child isn't going to any class on characterized time, an alarm ought to be sent to guardians.

5) Discounts: At the point when a client buys in to a few bundles (courses), they ought to be remunerated markdown or other special offers.

E-commerce: materials like books, Video DVD, Video SD cards, Tabs with Video Lessons.

Subscription: Premium or Free

The cost will be depending on below factors.
1) Location: The price of the mobile application will also depend on the country & location. In US the cost of the mobile application is higher so does in Europe. You will find reasonable cost in Asia. However, it depends on the client where he/she prefers to make their mobile applications.

2) Number of features: What type of features that clients want to add in their mobile application.

3) UI/UX: Graphics can also play some vital role on cost; more user friendly apps cost more.

4) Complexity of the features: Same as the graphics the complexity of the functionalities can be a major reason to get price high.

PESTEL Analysis of Byju's:

Political Factors that impact BYJU's:

Unrest within Country and Chances of Civil Unrest:

Byju's app business is not facing any danger from civil unrest or militant operations in countries.

Size of the Government Budgets:

Government at both local and national levels are having deficit budgets which may boost growth in short term, but can lead to the increase in inflation over long term.

Political Governance System:

Based on case studies, Byju's app can work based on stable political environment.

Role of Local Governments:

Local governments can influence policy making process as most of the regulations and policies are implemented by them, as enforcement agencies mostly report to them in their own states according to various laws.

Government Regulations:

Government is following all rules and regulations under norms of World Trade Organization. There is consistency in implementation and policy making of those policies.

Democracy and other Democratic Institutions:

The democratic institutions are to be strengthened further, so that Byju's app can survive in an open, stable and transparent political environment.

Strengthening of democratic institutions will also foster greater transparency and so reduce the corruption in country.

Economic Factors that impact BYJU's:

Government Spending:

As we have mentioned in the political factors part of PESTEL analysis, the government is facing deficit budgets. So Byju's app can boost the sales in short run, but it is exposed to currency depreciation risks in the long run.

Price Fluctuations in both international and local markets:

If we compare the prices of Byju's app in current and last decade, we can see that the prices are close in US.

But this creates a problem at deficit levels of US in an emerging economy, where it can lead to rapid inflation and risks of currency depreciation.

Foreign Exchange Rate:

Many companies have incurred losses in the past few years because of the forex risk in few countries.

So Byju's app should be aware of the history before entering the market in such countries.

Work force productivity:

As this has grown by approx. 25% in US, and the salaries are not reflecting the gains, it can enable Byju's to hire skilled workforce but at competitive salaries.

Social Factors that impact BYJU's:

Attitude towards leisure:

Byju's should conduct a research to understand both choice & attitude towards leisure as experience is very important for growth in education especially in children.

Attitude towards health and safety:

This is reflected in quality of products and cost structures for manufacturing. As Byju's has stringenet norms for health and safety, so in emerging economies, Byju's may have to compete with ones who don't have cost structures as high as that of Byju's

Level of immigration & immigration policies:

This will help Byju's to determine – if required, can it hire talented people globally to work in a particular market.

Demographic Trends:

Byju's should consider these before developing new products. As population is ageing, the trends may change and the company should follow the trend.

Technological Factors that impact BYJU's:

Licensing issues & Technological transfer:

Laws and culture of licensing digital assets should be analysed carefully so that Byju's can avoid IPR thefts and shakedowns as it is very popular.

Digital drive & Transparency:

Byju's can digitalize various processes to avoid corruption in local economy.

Integration of Technology with Social processes:

Uber failed in China as it tried to enter the market before smartphone was popularized in China.

So, Byju's should research on these aspects clearly, and should build a strategy continuously with the changing trends.

Property Rights:

Byju's should analyse legal status of the property rights, IPR protections, which ae common in countries.

Environmental Factors that impact BYJU's:

Waste management:

Byju's app has to adhere to the waste management requirements in the market and also the rules of countries it is running in.

Influence of climate change:

Byju's has to determine how climate changes will affect its business, as if its shipments are affected by sudden climate changes, it can create bottlenecks (as there is no flexibility)

Focus and Spending on Renewable Technologies:

This is useful especially in the long run. Even if some natural disaster hinders say, electricity, this can be an alternate solution to keep the business going.

Corporate Social Responsibilities Culture:

Byju's should take continuous efforts to cater to CSR in the market.

Legal Factors that impact BYJU's:

Data protection Laws:

Byju's needs to check with the data laws in the country and has to comply with them. Ex: Most of EU countries wants EU citizen data to be stored only in EU countries.

Consumer Protection Laws:

The company needs to know what are the laws regarding consumer protection, their rate of enforcement, the attitude of authorities towards these, etc for proper working of the company.

Securities Law:

Byju's needs to check the security laws in the country and the conditions to list Byju's on regional or national stock exchange.

Business Laws:

The company also has to assess the business laws before entering into the market, and see how they are different from the home market.

PORTER'S Five Forces analysis of Byju's:

Industry Competitive Rivalry:

The firms are usually aggressive, and also, they usually exert a strong force of competition against each other.

Nowadays, parents consider online education as low priced, as they somehow want their children to study without it being a burden to them. So, they are prepared to do whatever is possible.

Let us clear ourselves with an example, Meritnation competes directly with Byju's, which has significant and also expanding educational packages.

Byju's is also seen to experience strong forces of the substitutes because of high availability.

Other physically established coaching centres, and also smaller bookstores also are seen to compete against this company.

Also, the lower switching costs impose a very strong force on Byju's.

These low switching costs would impose a very strong force on Byju's. So, these low switching costs correspond to very low barriers for the consumers to transfer from one to another retailer, or also from one to substitute provider. There are low switching costs, especially after the completion of a small package or a year.

Based on this porter's model, we can see that the competition must be strategic priority for the company's long-term competence.

Bargaining Power of Amazon's Buyers:

The consumers of Byju's have access to the high-quality info regarding services of the online education retailers and also the products they sell.

This factor affects the company in terms of customers' ability to find the alternatives for the company's education retail service.

In relation to this, the low costs for switching would make it easy for the consumers to change from this company to other companies like Meritnation, Udemy, etc.

Also, as we can see, the high availability of the substitutes which will further enhance the consumers to change from one of the education retailers to the another.

These factors in the Porter's model can show that, the company must also consider the very strong bargaining power of the buyers as an important part in business challenges in the online industry environment.

Bargaining Power of Amazon's Supplier:

The very small population would empower the suppliers to have a strong force on the company's business of e-commerce.

An example, changes in the prices of materials from a very small number of very large suppliers could have a direct effect in the company's operational costs.

But, the forward limits of integration will limit the suppliers' effect on the company.

This moderate integration being forward, will equate to a moderate degree of control which the suppliers will have in the sale of products to companies like Byju's.

Also, the size of most of the equipment makers will limit their effect on Byju's.

Based on the Porter's model, we can see that, the factors emphasize the significance of suppliers moderately as a strategic one in the online industry environment.

Threat of Substitutes:

The company is continually addressing the strong forces of substitutes, which actually threaten the company's performance.

As we have already seen, the low switching costs have shown that the customers can easily change from one company to the other retailers.

An example for this, consumers can decide easily to buy from stores like Khan Academy, Udemy, Meritnation, other establishments instead of buying from the company which we have chosen, which is Byju's.

Also, the very high availability of the substitutes and also the low costs of the product offering will further increase the influence of the substitutes against Byju's.

Hence, the factors in the porter's model shows that the substitution is actually among the priorities in this company's strategy for the long-term success in industry environment.

Threat of New Entrants:

The consumers of Byju's can very easily transfer from old firms to new firms (if they want to switch next year), thereby enhancing the new firms to impose a very strong force which is against Byju's.

This condition happens because of the low switching costs as we have already seen before, or also the very low negative effects of transferring from one of the providers to the another.

But, the very high cost of the brand development in the online retails will weaken the effect of the new entrants on performance of the company.

An example, it would actually take billions of dollars and years to create such a strong brand which will directly compete with the brand of Byju's.

In addition, to this, we can see that, Byju's would benefit from high scale economies which will make the business strong.

And, the new entrants can be seen to achieve high similarity with the high economies to compete against Byju's.

Based on the factors and the Porter's model, the new entrants would be a minor issue in the company's performance in the industry environment.

SWOT:

What are the Four Elements of SWOT Analysis? How to use them for BYJU's The Learning App case study?

The four key elements of SWOT analysis are - **Strengths, Weaknesses, Opportunities & Threats**. Byju's App can use strengths to create niche positioning in the market, can strive to reduce & remove weaknesses so that it can better compete with competitors, look out to leverage opportunities provided by industry structure, regulations and other development in external environment, and finally make provisions and develop strategies to mitigate threats that can undermine the business model of Byju's App.

	Opportunities	Threats
Strengths	**Strength Opportunities (SO) Strategies** Using Byju's App strengths to consolidate and expand the market position.	**Strength Threats (ST) Strategies** Byju's App can use two approaches - building on present strengths, or analyze the trend and build processes to two pronged market penetration approach.
Weaknesses	**Weakness Opportunities (WO) Strategies** Building strategies based on consumer oriented product development and marketing approach.	**Weaknesses Threats (WT) Strategies** Byju's App should just get out of these business areas and focus on strength and threats box , or on weakness and opportunities box.

For more detailed SWOT Matrix strategy please go through the detailed analysis of strengths, weaknesses, opportunities, and threats in next section.

What are Strengths in SWOT Analysis?

Strengths - BYJU's The Learning App

Strengths are the Byju's App capabilities and resources that it can leverage to build a sustainable competitive advantage in the marketplace. Strengths come from positive aspects of five key resources & capabilities - human resources, activities & processes, financial resources, physical resources such as land, building, and past experiences and successes

- Diverse Product Portfolio of Byju's App – The products and brand portfolio of Byju's App is enabling it to target various segments in the domestic market at the same time. This has enabled Byju's App to build diverse revenue source and profit mix.

- Intellectual Property Rights – Byju's App has garnered a wide array of patents and copyrights through innovation and buying those rights from the creators. This can help Byju's App in thwarting the challenges of competitors in various industries Strategy.

- High Margins – Byju's App charges a premium compare to its competitors. According to John Jong-Hyun Kim, Rachna Tahilyani of BYJU's The Learning App case study, this has provided Byju's App resources to not only thwart competitive pressures but also to invest into research and development.

- Strong Brand Equity and Brand Awareness – Byju's App has some of the most recognized brands in the domestic market it operates in. According to John Jong-Hyun Kim, Rachna Tahilyani , brand recognition plays a significant role in attracting new customers looking for solutions in Strategy adjacent industries.

- Strong relationship with existing suppliers – As an incumbent in the industry, Byju's App has strong relationship with its suppliers and other members of the supply chain. According to John Jong-Hyun Kim, Rachna Tahilyani , the organization can increase products and services by leveraging the skills of its suppliers and supply chain partners.

- First Mover Advantage – Byju's App has first mover advantage in number of segments. It has experimented in various areas Strategy. The Strategy & Execution solutions & strategies has helped Byju's App in coming up with unique solution to tap the un-catered markets.

- Superior product and services quality can help Byju's App to further increase its market share as the current customer are extremely loyal to it. According to John Jong-Hyun Kim, Rachna Tahilyani in BYJU's The Learning App study – there are enough evidences that with such a high quality of products and services, Byju's App can compete with other global players in international market.

What are Weakness in SWOT Analysis?

Weakness- BYJU's The Learning App

Weaknesses are the areas, capabilities or skills in which Byju's App lacks. It limits the ability of the firm to build a sustainable competitive advantage. Weaknesses come from lack or absence of five key resources & capabilities - physical resources such as land, building, human resources, past experiences and successes, activities & processes, and financial resources .

- Customer Dissatisfaction – Even though the demand for products have not gone down but there is a simmering sense of dissatisfaction among the customers of Byju's App . It is reflected on the reviews on various on-line platforms. Byju's App should focus on areas where it can improve the customer purchase and post purchase experience.

- Lack of Work force diversity – I believe that Byju's App is not diverse enough given that most of its growth so far is in its domestic market. According to John Jong-Hyun Kim, Rachna Tahilyani , this can reduce the potential of success of Byju's App in the international market.

- Lack of critical talent – I believe that Byju's App is suffering from lack of critical talent especially in the field of technology & digital transformation. Byju's App is struggling to restructure processes in light of developments in the field of Artificial Intelligence (AI) and machine learning.

- Project Management is too focused on internal delivery rather than considering all the interests of external stakeholders. This approach can lead to poor public relation and customer backlash.

- Low Return on Investment – Even though Byju's App is having a stable balance sheet, one metrics that needs reflection is "Return on Invested Capital". According to John Jong-Hyun Kim, Rachna Tahilyani in areas Strategy that Byju's App operates in the most reliable measure of profitability is Return on Invested Capital rather than one favored by financial analysts such as – Return on Equity & Return on Assets.

- Track record on environment consideration is not very encouraging – Byju's App track record on environmental issues is not very encouraging. According to John Jong-Hyun Kim, Rachna Tahilyani , this can lead to consumer backlash as customers are now considering environmental protections as integral to part of doing business.

What are Opportunities in SWOT Analysis?

Opportunities- BYJU's The Learning App

Opportunities are macro environment factors and developments that Byju's App can leverage either to consolidate existing market position or use them for further expansion. Opportunities can emerge from various factors such as - technological innovations, increase in consumer disposable income, changes in consumer preferences, economic growth, and political developments & policy changes .

- Growing Market Size and Evolving Preferences of Consumers – Over the last decade and half the market size has grown at brisk pace. The influx of new customers has also led to evolution of consumer preferences and tastes. This presents Byju's App two big challenges – how to maintain loyal customers and how to cater to the new customers. Byju's App has tried to diversify first using different brands and then by adding various features based on customer preferences.

- Access to International Talent in Global Market – One of the challenges Byju's App facing right now is limited access to high level talent market because of limited budget. Expansion into international market can help Byju's App to tap into international talent market. According to John Jong-Hyun Kim, Rachna Tahilyani , it can also help in bringing the talent into domestic market and expanding into new areas Strategy.

- Changing Technology Landscape – Machine learning and Artificial Intelligence boom is transforming the technology landscape that Byju's App operates in. According to John Jong-Hyun Kim, Rachna Tahilyani , Byju's App can use these developments in improving efficiencies, lowering costs, and transforming processes.

- Reducing Cost of Market Entry and Marketing into International Markets – According to John Jong-Hyun Kim, Rachna Tahilyani, globalization along with boom in digital marketing and social media has considerably reduced the risks of market entry and marketing in international market.

- E-Commerce and Social Media Oriented Business Models – E-commerce business model can help Byju's App to tie up with local suppliers and logistics provider in international market. Social media growth can help Byju's App to reduce the cost of entering new market and reaching to customers at a significantly lower marketing budget. It can also lead to crowd sourcing various services and consumer oriented marketing based on the data and purchase behavior.

- Developments in Artificial Intelligence – Byju's App can use developments in artificial intelligence to better predict consumer demand, cater to niche segments, and make better recommendation engines.

What are Threats in SWOT Analysis?

Threats- BYJU's The Learning App

Threats are macro environment factors and developments that can derail business model of Byju's App. Threats can emerge from various factors such as - political developments & policy changes, technological innovations, changes in consumer preferences, increase in consumer disposable income, and economic growth .

- Credit Binge post 2008 Recession – Easy access to credit can be over any time, so Byju's App should focus on reducing its dependence on debt to expand. The party has lasted for more than a decade and rollback from Fed can result in huge interest costs for Byju's App.

- Growing Protectionism - Byju's App should hedge the risk against growing protectionism ranging from – storing data into international market to diversifying risk by operating into countries at different economic cycle.

- Government Regulations and Bureaucracy – Byju's App should keep a close eye on the fast changing government regulations under the growing pressure from protest groups and non government organization especially regarding to environmental and labor safety aspects.

- Threats of New Entrants because of Reducing Costs and Increasing Efficiencies – As Byju's App can leverage low cost of reaching customers using social media and e-commerce, so can the competitors – both local and international competitors.

- Squeezing Middle Class in Developed and Developing World – The growing inequality is one of the biggest threat to not only globalization but also to capitalism. Byju's App first hand witnessed the impact of it where it has seen lower demand of its products from middle class customers in US and EU market.

- International Geo-Political Factors – Since the Trump election, geo-political factors have taken a turn for growing protectionism. Developments such as Brexit, Russian sanctions, foreign exchange crisis & inflation in Venezuela, lower oil prices etc are impacting international business environment. Byju's App should closely focus on these events and make them integral to strategy making.