unschool.in

INSTITUTE OF MANAGEMENT, NIRMA UNIVERSITY

Summer Internship Report

Final Report on

"Unschool"

Submitted By:

Kruti Khubchandani

191124

Batch: MBA-FT (2019-2021)

Submitted To:

Dr. Rajesh Jain

Date of Submission: 18th July, 2020

TITLE PAGE

Author of the Report	Kruti Khubchandani (191124)
Company Name	Unschool
Company Address	Hyderabad, Telangana
Date of Submission	18th July, 2020
Purpose of the Report	Submitted in partial fulfilment of the requirement of the MBA course (2019-2021)
Prepared for	Institute of Management, Nirma University
Faculty Guide	Dr. Rajesh Jain

ACKNOWLEGEMENT

EXECUTIVE SUMMARY

This report is a experiential learning project on the internship done at Unschool. The report give an introduction about the company and the industry. It also provides a weekly log of the internship program at Unschool. There are three parts to this report. Part one covers the company and industry details. Part two describes the experience in terms of various aspects as well as provides the weekly log. Part three gives the learning from this internship experience.

TABLE OF CONTENT

Part 1: Introduction to Company and Industry

1. About the Company: Unschool

"Give a man a fish and you feed him for a day;

teach a man to fish and you feed him for a lifetime"

Unschool – Reinventing learning.

Unschool is an Embassy of India recognized start-up Incubated under the T-Hub, Telangana. It is digital learning platform that aims to reinvent learning.

Unschool has created a digital market place for people with knowledge who wish to share and or teach/coach people willing to learn and improve their skills. It allows students, teachers, entrepreneurs and working professionals to plan and build their own courses. These courses are then put up online on the Unschool website for everyone to learn and expand their skills and knowledge. Unschool is a believer of peer learning and they have created a digital platform to expand the horizon of peer learning.

Mr. Rahul Varma, a co-founder of Unschool is a SRM B.Tech Computer Science graduate (class of 2015). He is a highly ambitious and motivated person with 5 years of work experience in non-profit and start-ups. He cofounded this company in February 2019. Since the inception the company has been performing really well and now is a family 10,000+ students, 50+ mentors with 1,00,000+ hours of learning delivery. Unschool is reviewed as the **Top 10 Digital Learning Companies in 2019** by Higher Education Magazines.

2.Company's Profile

Name: Unschool

Industry: Education Technology

Type: Privately Held

Founded: February 2019

Founders: Mr. Rahul Varma (Co-Founder)

Headquarters: Hyderabad, Telangana

Company Size: 11-50 Employees

Specialities: Coaching, Mentoring, Online Education, Learning, Teaching, Education Technology, E-Learning, and E-Mentoring

Contact Number: 9940136316

LinkedIn: https://linkedin.com/company/unschool-learning

Facebook: https://www.facebook.com/unschool.in

Instagram: https://www.instagram.com/unschool.in/

3. Vision & Mission of the Company

Vision:

To provide alternative learning and teaching methods that break students free from conventional means of education, effective learning that leads to a purposeful career, driven by clarity and confidence.

Mission:

To have teachers, working professionals and students create a powerful online learning ecosystem for themselves, specifically designed to cater to their personal career goals and industry needs.

4. Products and Services

Unschool provide online courses under the following three domains.

1. Technology
2. Management
3. Humanities

A few courses that Unschool offers are as follows.

- Ethical Hacking
- Machine Learning
- C and C^{++}
- Java and Python
- Stock Markets and Finance
- Digital Marketing
- Human Rights

- Soft Skills

- Corporate Readiness

- Novel Writing

- Data Science

- Graphic Designing

- Artificial Intelligence

- Business Management and Entrepreneurship
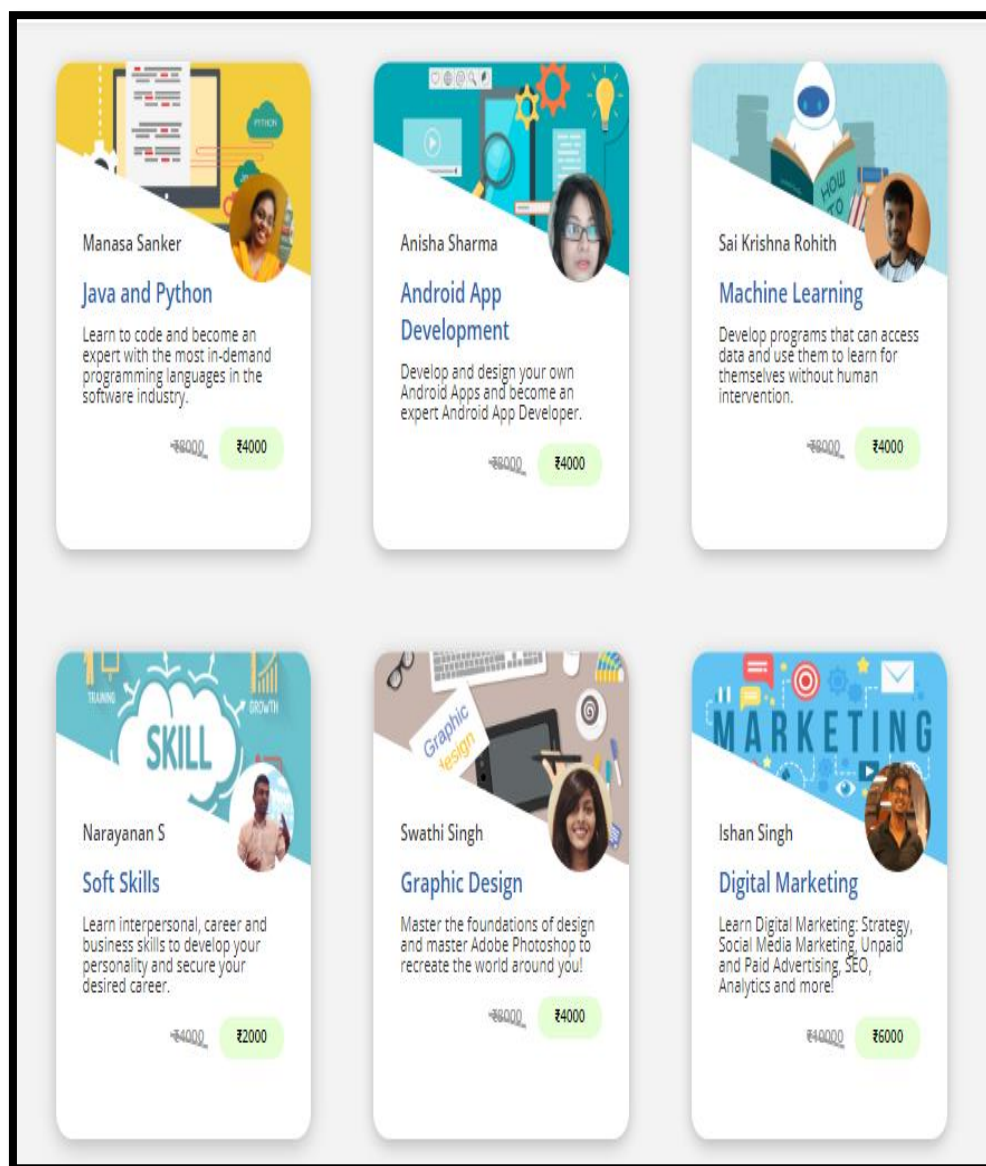
Unschool has a very unique structure where they give opportunity to individual to create their own courses and put it up online. They have individuals from companies like

- Inc42
- Nearbuy
- AIESEC
- Leo Burnett

They also provide services like consultation call, experiential learning, weekly discussions and webinars and community for students with their courses.

Consultation Call
Schedule a call with our in-house experts
and gain insight on your preferred field
of career.

Experiential learning
Internships, projects and practical
teaching methods. Unschooling all
traditional ways of textbook knowledge.

Weekly discussions and webinars
Get industry insights and updates
by subject matter experts every week.

Community
Become a part of an inspired community
within and beyond your field of interest
to stay updated and get access to
unlimited opportunities.

Switch It Up
Don't like the course you've chosen?
Switch within seconds!

Lifelong access. Learn at your own pace.

5. Targeted market

According to the Unschool website, by the year 2025 the youth population in India is going to be 600 million, which is 45% of the total population. Unschool aims to target the youth of the country. they are a community of young, passionate and ambitious individuals who believe in the idea that "actions speak louder than words". Unschool want to bring on board the youth not just for learning but also for teaching through online medium.

6. Analysis Using The 7S Framework

Developed by McKinsey consultants, the 7s model is one of the most accepted strategic planning instrument. The primary goal of this model is to find how to achieve effectiveness based on the alignment of 7 elements: Structure, Strategy, Skill, Staff, Style, System and Shared Values.

The 7 elements are classified into two groups, soft S and hard S. Hard S are easier to identify and at the same time are easier to manage. Soft S on the other hand are difficult to identify but are the building blocks of the organisation. They are responsible for the sustained advantage over the competitors. The following chart shows the classification of soft and hard elements.
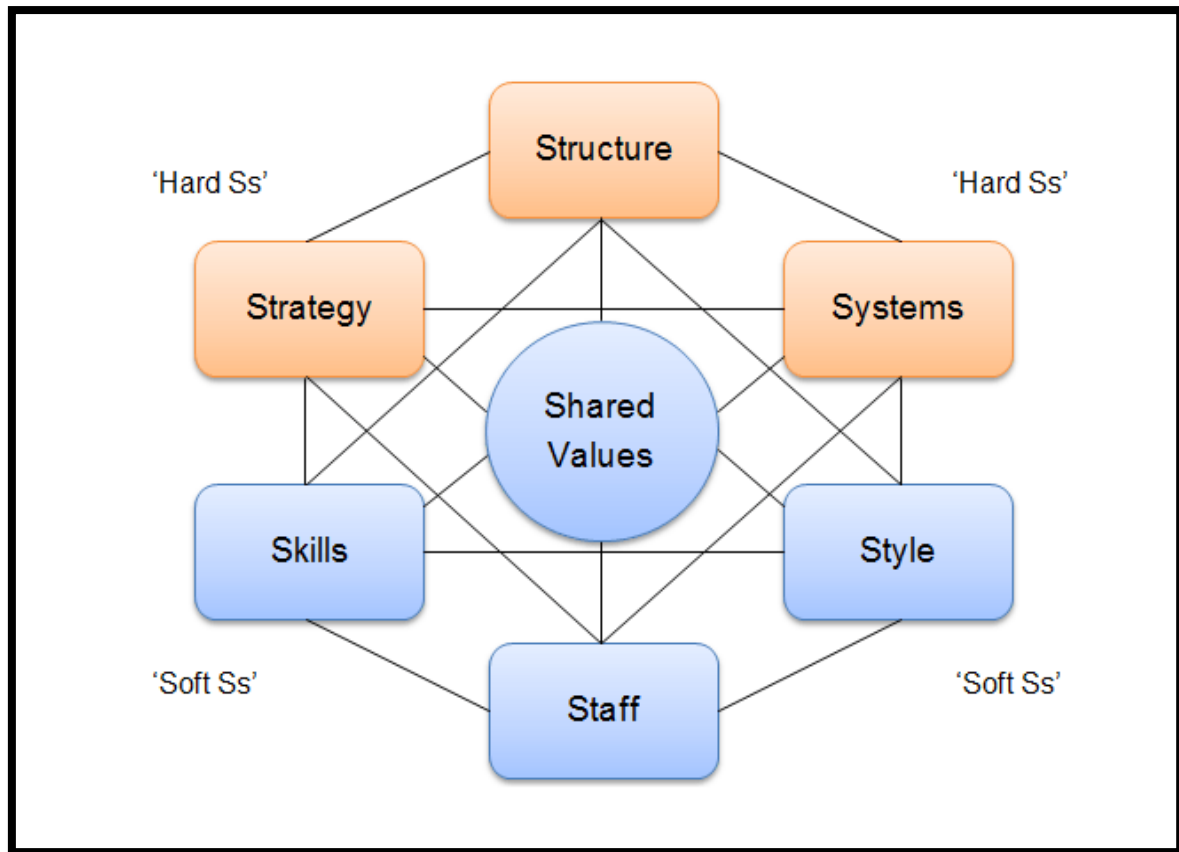
7S analysis of Unschool is as follows:

- <u>Strategy</u>

  Unschool is a new start-up and is aiming to successfully captured majority of the Indian market. Their channel is B2C. They are focused on students and other professionals that are looking to up skill, that is their targeted audience is students and professionals and their product is also accordingly designed. Moving forward their strategy is to expand within the country and soon introduce a mobile application. They are aiming to have a strong presence in the country.

- Structure

The organisation of Unschool structure wise is quite hierarchical. Mr. Rahul Varma is the co-founder and CEO, followed by various head of different departments followed by team leaders, UCCs, UCLs and UCIs

Since this is an education technology company, sales and marketing is very important and thus they have sales and marketing city head in every state of the country.

- System

Unschool is a start-up and majority of it system are managed by employees and interns. They do not have any specific systems mentioned on their website. Following are the commonly used systems used by education technology companies.

Orderhive Plus	As the ERP software
LeadSquared	For the purpose of sales and marketing
HeadSpin	To fulfil the analytical requirements
FreshDesk	To handle customer queries

- Skills

  Majority of the Unschool staff are ex-students and they never are short on human resources. These ex-student are graduates from good colleges and are exceptionally skilled.

- Staff

  Initially all this started with Mr. Rahul Varma starting the company with his college friends. Thereafter more people from the SRM university joined. Thus Unschool has created a pool of prospective staff from his ex-students.

- Style

  Mr. Rahul Varma is a leader and creates a fan following for himself. He follow the leadership style at his company too. At Unschool every employee is nurtured to hone the leaders in themselves. Irrespective of is the person is a fresher or a veteran a culture of giving feedback is present this initiates conversation and leads to motivation.

- Shared values

  Unschool believe in innovation and creativity, their courses and services are forward looking and they strive to be innovators and provide hassle free learning experience.

  They also believe is quality. Whether it be their services, content, the staff they hire, their mode of distribution everything is of best quality.

7. Industry Classification

The India Education Technology Industry

India has the largest population of youth, that is in the age bracket of 4-25 yr, about 500 million students. This sector has witnessed an inflow of US$ 3 billion through foreign direct investment.
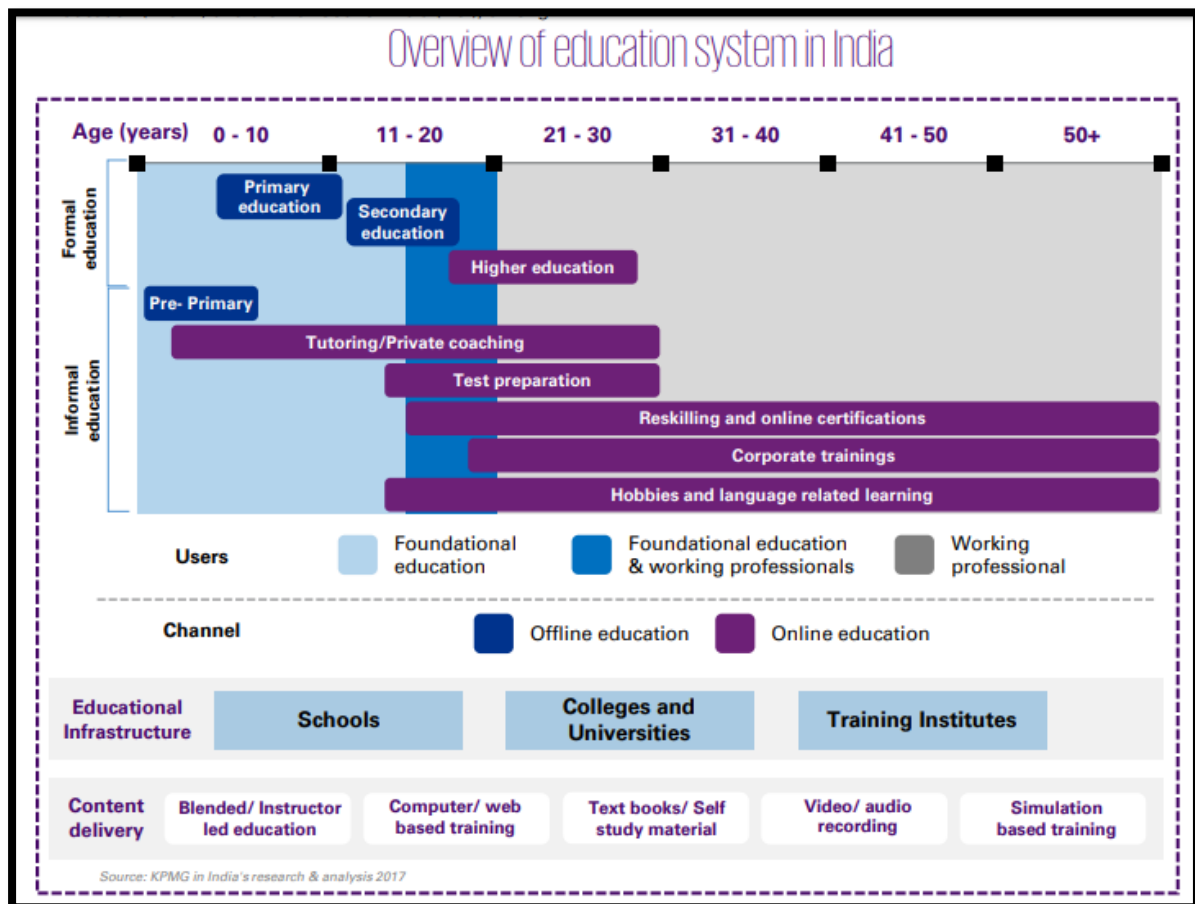
Unschool comes under the EdTech Industry. EdTech refers to Education Technology. This industry combines education and technology. It uses hardware and software to enhance the teacher lead learning process. According to a 2016 KPMG report, the India education technology industry is worth $247 million and is expected to reach $1.96 billion by 2021. This industry can be further classified as follows

On the basis of educational hardware:

- Interactive whiteboards
- Projectors
- Interactive Displays
- Printers
- Interactive tables
- Audio Systems
- Others

On the basis of educational systems:

- Learning Management Systems (LMS)
- Learning Content Management Systems (LCMS)
- Learning Content Development Systems (LCDS)
- Student Response Systems (SRS)
- Assessment Systems
- Collaboration Systems
- Classroom Management Systems
- Document Management Systems
- Content Creation Systems

On the basis of enabling technologies:

- Educational Gaming
- Educational Analytics
- Educational Enterprise Resource Planning (ERP)
- Educational Security
- Educational Dashboard

On the basis of verticals:

- Kindergarten
- K-12
- Higher Education

On the basis of regions:

- North America (NA)
- Europe (EU)
- Middle-East and Africa (MEA)
- Asia Pacific (APAC)
- Latin America (LA)

8. Industry Structure

There are five key categories of online education, they are described in the table below.

Primary and secondary supplemental education	Supplement to school learning for students enrolled in primary and secondary classes in school
Higher education	Provide an alternative to traditional higher education courses
Test preparation	Online program aimed at coaching students in preparation for competitive examinations
Reskilling and online certifications market	Courses designed to assist users in skill enhancement, which may result in certification
Language and casual learning	Learning of non-academic subjects such as spoken Spanish and playing guitar

The development stage of each of the categories is shown by the graph below

Stages of development of different categories
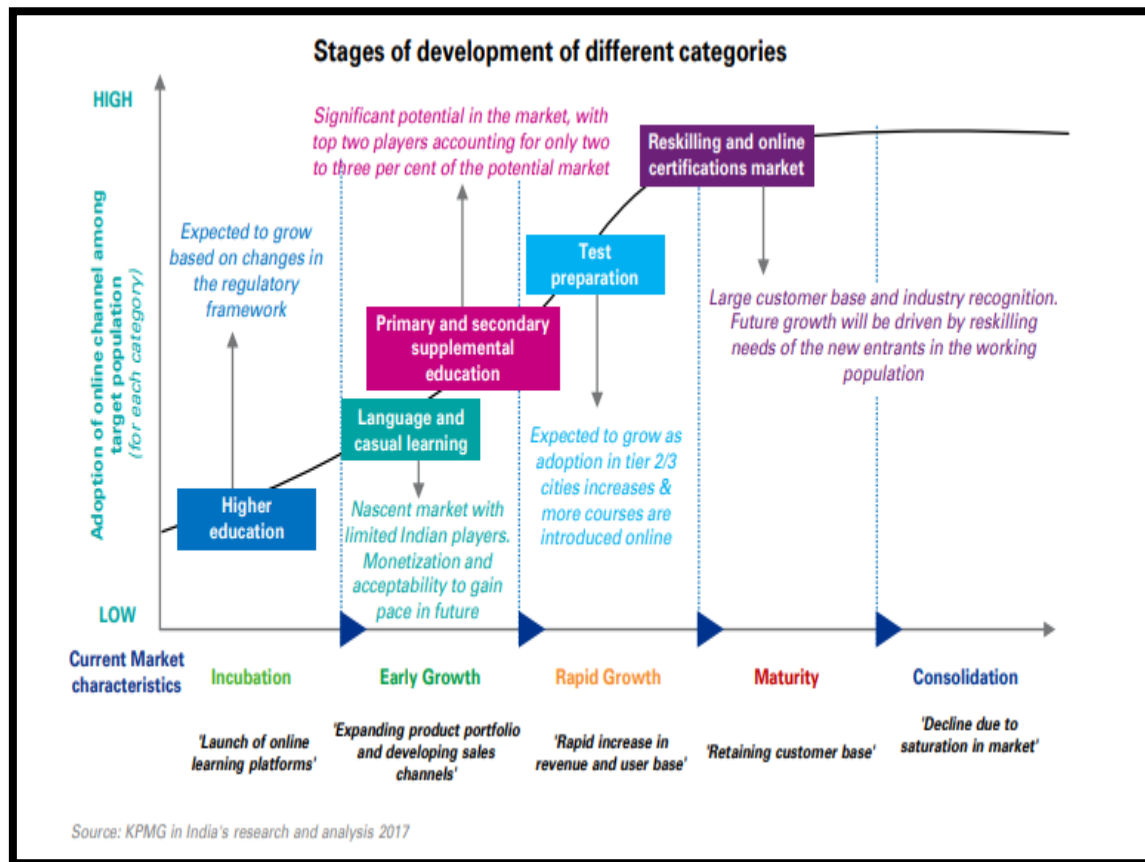
The current market scenario is shown by the following image
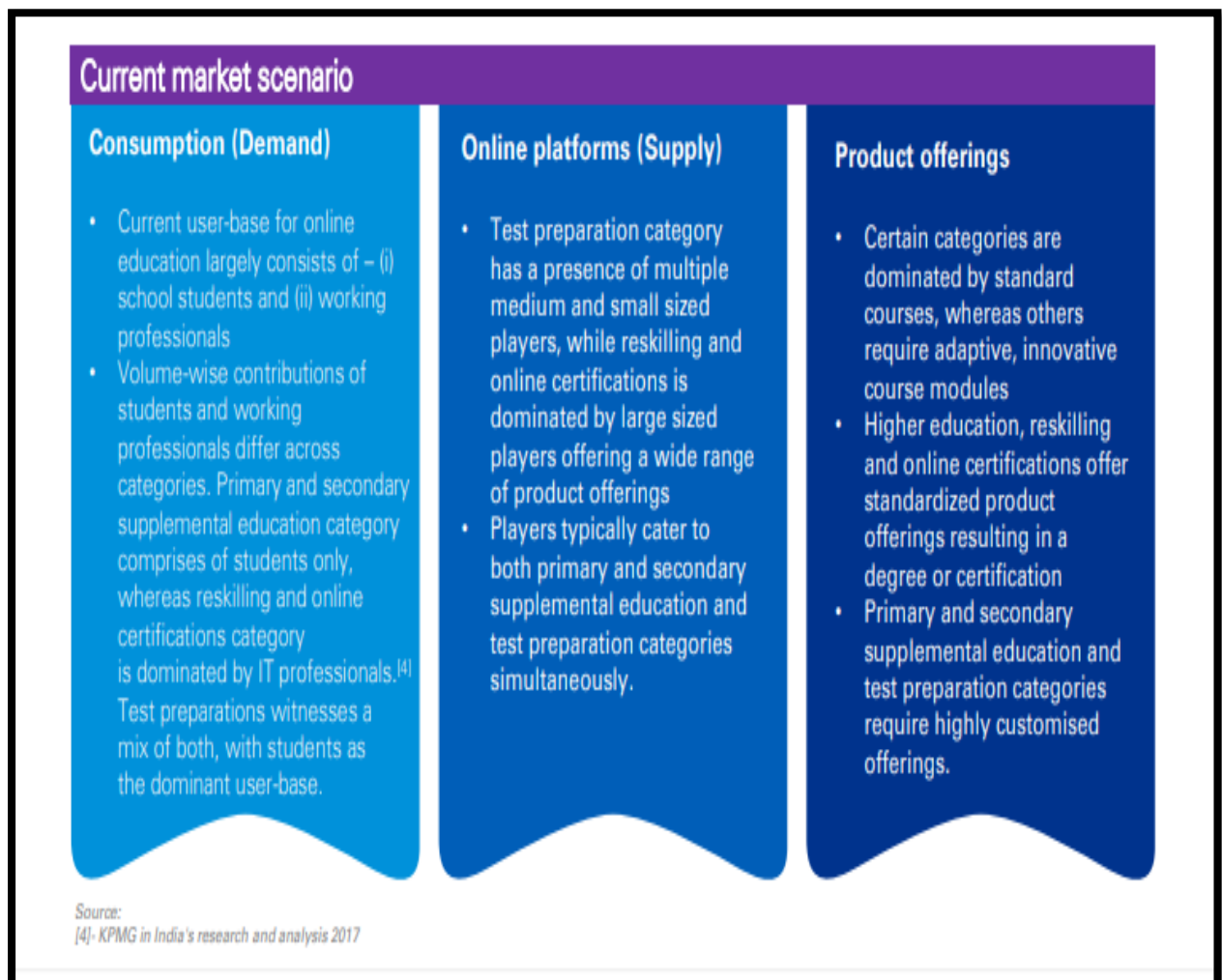
Policies by the government:

- 100 percent FDI is allowed under initiatives like National Accreditation Regulatory Authority Bill for Higher Education and the Foreign Educational Institutions Bill.
- According to the union Budget 2020-21, the government has allocated Rs. 59,845 crore for the education sector.

9. External Environment

<u>Economic Factors</u>

- The GDP growth of the host country will affect how quickly BYJU's is expected to grow in that country.
- How developed a country is. From the point of view of customers the online courses require high initial investment, like buying of laptops etc. If a country is well developed they will already have such gadgets and won't need initial investment.

<u>Social Factors</u>

- Demographics of the population. A country with major population in the age bracket of 45-54 yrs will have no need for their product.
- Similarly if major population is below the poverty line it would be impossible to sell courses worth Rs. 3,500-80,000 when their daily income is not even Rs. 200

<u>Technological Factors</u>

- Recent technological development like 5G internet etc is of great importance and the company should keep an eye on such developments.
- The impact of such new technologies on the cost of product should also be taken into consideration.

10. Competitive Position in the Industry (Using Porters five force analysis)

1. <u>Threat of New Entrant</u>

    The threat of new entrants in very simple word refers to the threat a new entrant posse to the already existing players in the industry. this is based on the entry barriers. Higher the barriers lower is the threat. Few of the barriers are discussed below.

    - Economies of scale: In the education technology industry it is rather difficult to attain the economies of scale at which Unschool is functioning, to reach that economies of scale a new entrant will required huge initial capital investment. This weakens the threat of new entrant.

    - Product Differentiation: Product differentiation is strong in this industry, with each company selling differentiated products rather than one standard product. Strong emphasis on advertising and customer services. Customers too look for differentiated products, thus making threat of new entrant low.

    - Capital Expenditure: Setting up of business, initial research and development, heavy initial advertising expenses, require high capital investment. This makes the threat of new entrant low.

    - Distribution Networks: It is fairly easy for a new entrant to access the distribution networks. With very few retail outlets for this product, getting the product on shelves is easy. They can easily build their distribution channel and get their business up and running. Thus making the threat of new entrant high.

- Government Policies: There are strict legal requirements to be fulfilled to get a licence, thus making it difficult for a new entrant to get into this industry. Therefore the threat is low.

Based on the above points we can say the entry barriers are high making the threat of new entrant low.

2. <u>Bargaining Power of Suppliers</u>

It refers to the force/pressure the suppliers can put on the companies by manipulating the price. Following are few points on which bargaining power is based.

- Number of Suppliers: There are more suppliers when compared to the number of companies in the industry. This implies that the supplies have no control over price thereby diminishing their bargaining power.
- Product Differentiation: The raw material requires by this industry is fairly standardized and requires no differentiation, thus making the switching cost low and thereby reducing the bargaining power of suppliers.
- Substitutes: There are no available substitutes for the products provided by the supplier, thereby increasing the bargaining power of suppliers.
- Forward Integration: There is no credible threat of supplier integrating forward to the industry where Unschool function. Thus the bargaining power of suppliers is low.
- Major Buyer: The education technology industry is a major buyer for its suppliers, that means the profits of the suppliers are heavily

dependent on the success of this industry. this reduces the bargaining power of suppliers.

Based on the above points it can be said that the bargaining power of suppliers is low in this industry.

3. Bargaining Power of Buyers

It refers to the ability of buyer to drive product prices in their favour. Following are few points on which bargaining power is based.

- Number of Buyers: This industry has numerous small, independent customers/buyers making it easier for companies to manipulate the prices for higher profitability. Thus the bargaining power of buyers is low.
- Product Differentiation: As already discussed, product differentiation is high in this industry. This means that the customer will not find the same product elsewhere, thereby increasing the switching cost for buyers. high switching cost for buyers implies low bargaining power for buyers.
- Backward Integration: The threat of buyers integrating backwards is zero. Thus bargaining power of buyers is low.
- Price Sensitive: The buyer group for this industry has low to moderate income, making them price sensitive. Higher price sensitivity diminishes the bargaining power of buyers.

Thus the bargaining power of buyers in this industry is low.
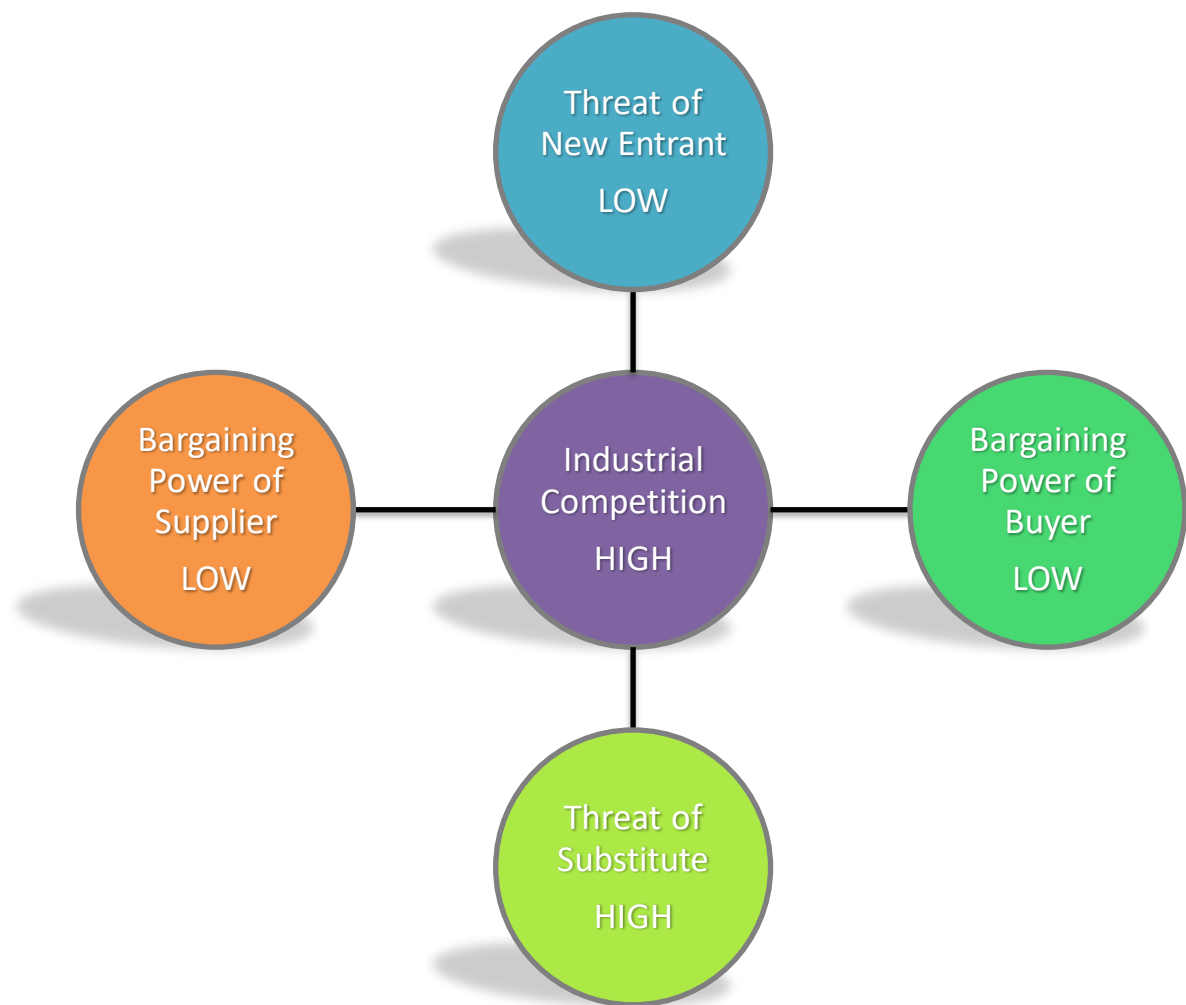
4. Threat of Substitute

Substitute products are those which can be used in place of the industry's product. At present there are no substitutes to the product that this industry provides. Since education technology is a fast developing industry, there are high chances that a new substitute with respect to the technology used will be developed in the near future.

5. Rivalry Amongst Existing Firms

This refers to the number of competitors present in the industry. Their ability to overtake a company. Level of rivalry is based on the following factors.

- Number of Competitors: More the number of competitors lesser is the competition. In the education technology industry there are only a handful companies functioning in India. Based on this the rivalry among the players is high.
- Growth of Industry: The education technology industry is a rapidly growing industry. When there is no or slow growth the competition to capture a bigger chunk of market is high. As the market grows, each player is presented with an opportunity to expand their business. Thus, based on growth, the force of rivalry is low.
- Exit Barriers: Due to huge capital investments, exit barriers in this industry are high. This makes the companies reluctant to leave business and function even at low profit. This results in high rivalry among the competitors.

Thus, the rivalry amongst existing players is high.

Threat of New Entrant
LOW

Bargaining Power of Supplier
LOW

Industrial Competition
HIGH

Bargaining Power of Buyer
LOW

Threat of Substitute
HIGH

Part 2: Experiential Learning

1. Introduction

- **Context of the organization and specific department/branch**

  Unschool, a start-up, is a digital marketplace for online learners and teachers. It was started in February, 2019 and is 1 year and 6 months old approximately. The CEO and co-founder of the company, Mr. Rahul Varma is a highly motivated individual, a graduate from SRM University. The company has around 11-50 employees and during the pandemic they have created a network of about 900 interns to do majority of their sales.

  Being a marketing intern working from home and being in contact with only my team leader, my knowledge of the company's structure and departments is very limited as the company also denied providing any information. According to my understanding the company has various departments like

    i. Marketing, Sales and Operations
    ii. Web Designing and Development
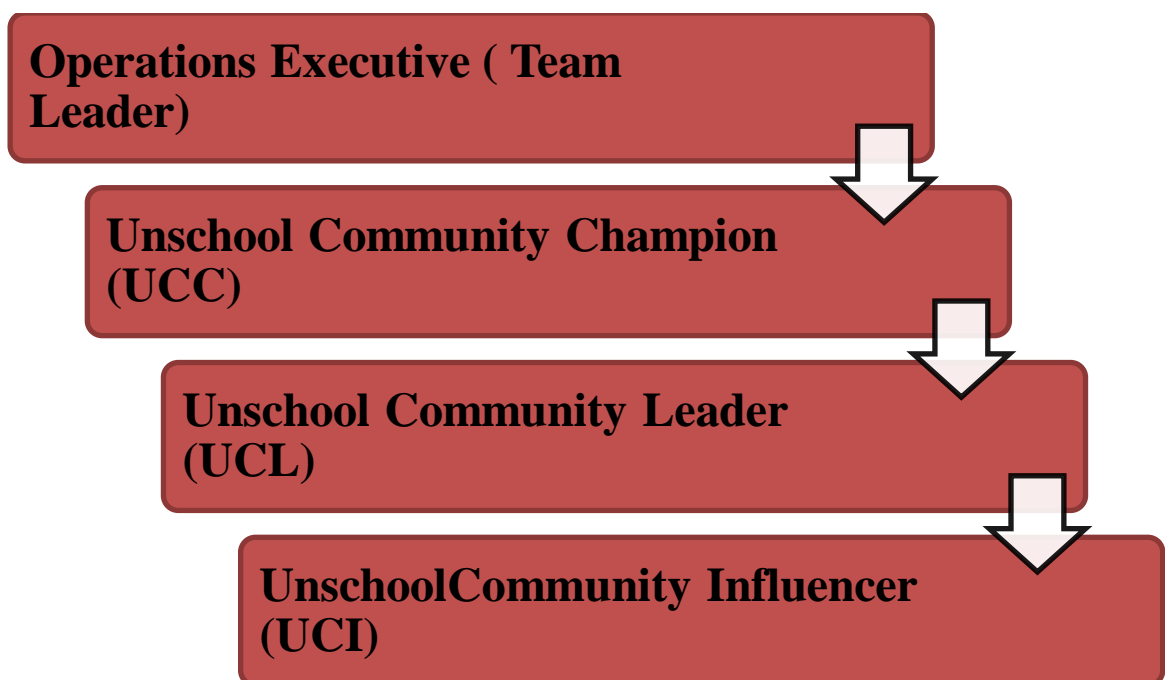   iii. Content Writing and Marketing
    iv. Finance

- **Work flow of the department, roles and expected contribution to business**

  As I was a marketing and sales intern and working from home, I did not get a chance to interact with other departments in the company. I was working under Mr. Pawan Panjwani, operations executive, in the Marketing, Sales and Operations department.

Again the company denied providing any information and the structure and work flow of the organisation is based on my understanding and the bare minimum information I could gather by working.

The co-founder Mr. Rahul Varma has created a very unique structure for the organization. The company's structure is such where there are only 11-50 permanent employees. A good chunk of permanent employees lead a team of interns to get the majority of marketing and sales done. This is also a great method for recruiting employees as first the work as sales interns and only after they have proved their worth, they are employed a permanent basis.

In the department that I was working in the structure was as follows:

Operations Executive (Team Leader)

Unschool Community Champion (UCC)

Unschool Community Leader (UCL)

UnschoolCommunity Influencer (UCI)

The work flow was such that the job of the team leader was to recruit, guide and manage UCCs, these UCCs were then asked to recruit, guide

and manage UCLs which were assigned to recruit, guide and manage a team of UCIs (also can be referred as college ambassadors).

Other than recruiting the job at each level was to market and sell the Unschool online courses.

Thus the day to day work for each level is as follows

1. Unschool Community Influencer (UCI):

   These are college ambassadors. The job includes marketing and promoting the Unschool online courses in their respective colleges and neighbouring colleges. The media used for marketing is social media platforms. The UCIs are asked to promote the course on their personal accounts. Another job for them is to tap into their personal contacts for cold calling. These interns are only provided a certificate when they have done at least 3 sales. Furthermore the benefits or other incentives are purely performance based.

2. Unschool Community Leader (UCL):

   A UCI when promoted is give the position of a UCL. Their day to day job includes, interviewing and recruiting UCIs from different colleges, training and guiding them and them managing the team of UCIs to achieve the sales target through these UCIs. At the same time they also have to promote and market these courses on their own personal social media accounts and tap their personal contacts for cold calling.

   Again the UCLs are only provided certificates and other benefits once they have achieved the sales target.

3. Unschool Community Champion (UCC):

A UCL when promoted is given the position of a UCC. A UCC is responsible for identifying and promoting UCIs to UCLs. It is also their responsibility to conduct interviews and recruit UCIs and train and guide them for their responsibilities. Under a UCC there are multiple UCL with their teams of UCIs, it is the job of the UCC to help and guide these UCLs and UCIs. Also these UCC have to market and promote these courses on their own personal social media accounts and tap their personal contacts for cold calling. Again the UCCs are only provided certificates and other benefits once they have achieved the sales target.

4. Operations Executive (Team Leader):

An Operations Executive is the team leader of multiple UCCs. A team leaders job is to identify and promote a UCL to a UCC position. They are responsible for the UCC and their respective teams. It is their job to train and guide the new UCC and help them build their own teams of UCLs and UCIs. The team leader also has access to the company's Internshala profile and can provide UCI leads to the UCLs and UCCs. They have to resolve any issue that the interns might face. They are also responsible for getting the offer letter, certificated and benefits sanctioned.

2. Methodology

- **Ethnographic Study (collecting information as a participant observer)**

Ethnographic study is a method of research where the researcher or observer observes or interacts with the subject of study in their real life environment and it involves understanding the interpretation of subjects behaviour from the point of view of the subjects.

Unfortunately due to the pandemic, I did not get the opportunity to observe and interact with other employees at the company's office in Hyderabad and thus this study was not possible to conduct.

- **Maintenance of Journal / Diary (given below is an illustrative list of issues that you may like to keep track of)**

  The job profile of my internship included the following

  - Promote Unschool at various colleges
  - Helping in create a brand image of Unschool and enhance the brand recognition.
  - Generate sales for Unschool
  - Recruit UCI to generate further sales

  Throughout the 2 month internship I had maintained a weekly journal, recording my work. Weekly record is briefly mentioned below.

  - Week 1:

    During the first week we were required to attend a Google meeting where we learned about company's background, their working, vision and mission, and aim of the company. All this was explained very briefly. After this our job roles and expectations were explained to us. Further we were given a target to achieve 3 sales

in the next 2 days. This gave us a quick experience of selling a product

- <u>Week 2:</u>

  In the second week we were required to build our own teams of UCIs. For this we first created our own Goole UCI lead form and Goole sales form. We were then asked to circulate these two Google forms among various college WhatsApp groups to generate UCI leads and sales lead. After we got UCI leads from these forms, we were required to interview these candidates and recruit them as UCIs. After recruiting them it was our job to train and guide them to achieve the sales target. I was able to successfully build a team of 5 UCIs in the second week and with my team we were able to sell 4 products in this week.

- <u>Week 3:</u>

  During this week I faced a setback, unfortunately all my Unschool Community Influencers resigned due to their online exams and a rumour about Unschool being a multilevel marketing scam. My company guide and team leader unfortunately were not able to help me resolve the doubts of UCI about Unschool being a multilevel marketing scam and asked me to let go of those UCIs. To introduce more UCIs to my team my team leader supported me and provided me with new UCI leads. In the same week I build a new team of 4 UCIs with the provided leads.

- <u>Week 4:</u>

  During the 4th week and with the new team, I had been effectively managing my team and when 1 of the UCIs resigned stating that

they felt the internship had nothing to offer in terms of learning. After two day another one of my UCIs resigned because they felt the terms and conditions for certificates and benefits was not fair. This was again a big setback for me as the only way to achieve the targets was by recruiting UCI in great quantity.

- Week 5:

  The 5th week was difficult to get through because of the setbacks form the previous week. At this point I had only 3 UCI in my team. The pressure to achieve the target was very high because my manager felt I was not putting enough efforts. During this week I tried my best to generate as many leads for UCIs as well s UCLs. Unfortunately all those leads turned out to be dead leads. I focused all my energy in motivating the 3 UCIs I had in my team.

- Week 6:

  In this week the 3 UCIs showed great results and a good amount of sales was done. This reinstated my teams leaders trust in me and he provided me with more UCI leads. I interviewed all the leads and recruited them as UCIs. During this week I also conducted their induction session and guided them through the process. I also promoted 2 of the 3 UCIs to UCL because they displayed great potential.

- Week 7:

  This week involved the training of newly promoted UCLs. I was again provided with more UCI leads. Unfortunately these leads never took my interview calls. and thus I was left working with 2 UCLs and 1 UCI.

UCL of my team by the end of this week were able to recruit 3-4 UCI each which gave us a good number of sales.

- Week 8: During this week one of my UCI was supposed to be promoted to the post of a UCL. The terms for UCI certificate and benefits were mentioned to us before but at the time of promotion of this UCI, my team leader went back on his word and said that the terms were revised and hence the UCI will be given benefits according to the new terms. This was not fair to the UCI. I spoke to my team leader multiple times to explain that this UCI will be a great asset to the company because he has been very active and has shown great results. My team leader did not agree and finally the UCI reached out to the CEO of the company after which he was then compensated accordingly.

- Week 9: In my final week at the company an old UCL who had resigned during week 7 reached out to me to join again. In this week I worked to reinstate her as a UCL again and since this was my final week I also worked to get all my UCL and UCI transferred under my team leader.

Along with the weekly journal, following points were observed.

- Company image from inside:
  The team leaders were quite satisfied and positive about the company. They were happy with the work they were doing and looking forward to target achievement to earn better benefits. They respected and trusted the higher authorities.

The interns on the other hand were a little doubtful because of the company's terms of providing certificates only after a certain number of sales. Here the trust factor was missing and a huge number of interns resigned within the first week.

- Self-image of employees

From the perspective of an intern with minimum interaction with other employees it was observed that employees felt good about themselves while working with the highly motivate co-founder Mr Rahul Varma. The employees were confident and motivated. They worked throughout the day and at times even during the weekends without complaining. The employees also got along well with each other. It can be said that the employees had good self-image and self-esteem.

- Employee satisfaction

Due to the pandemic our internship was changed to work from home format due to which we did not get a chance to interact with the employees of the organisation. With the little contact I had with my team leader and by reaching out to other employees and interns through LinkedIn it can be said that the employees where quite satisfied with the work culture and environment. They were quite motivated, which can imply that they were satisfied with their salaries and the incentives and benefits on target achievement even during a pandemic. I also got to know that there were no layoffs which added to employees job security expectations.
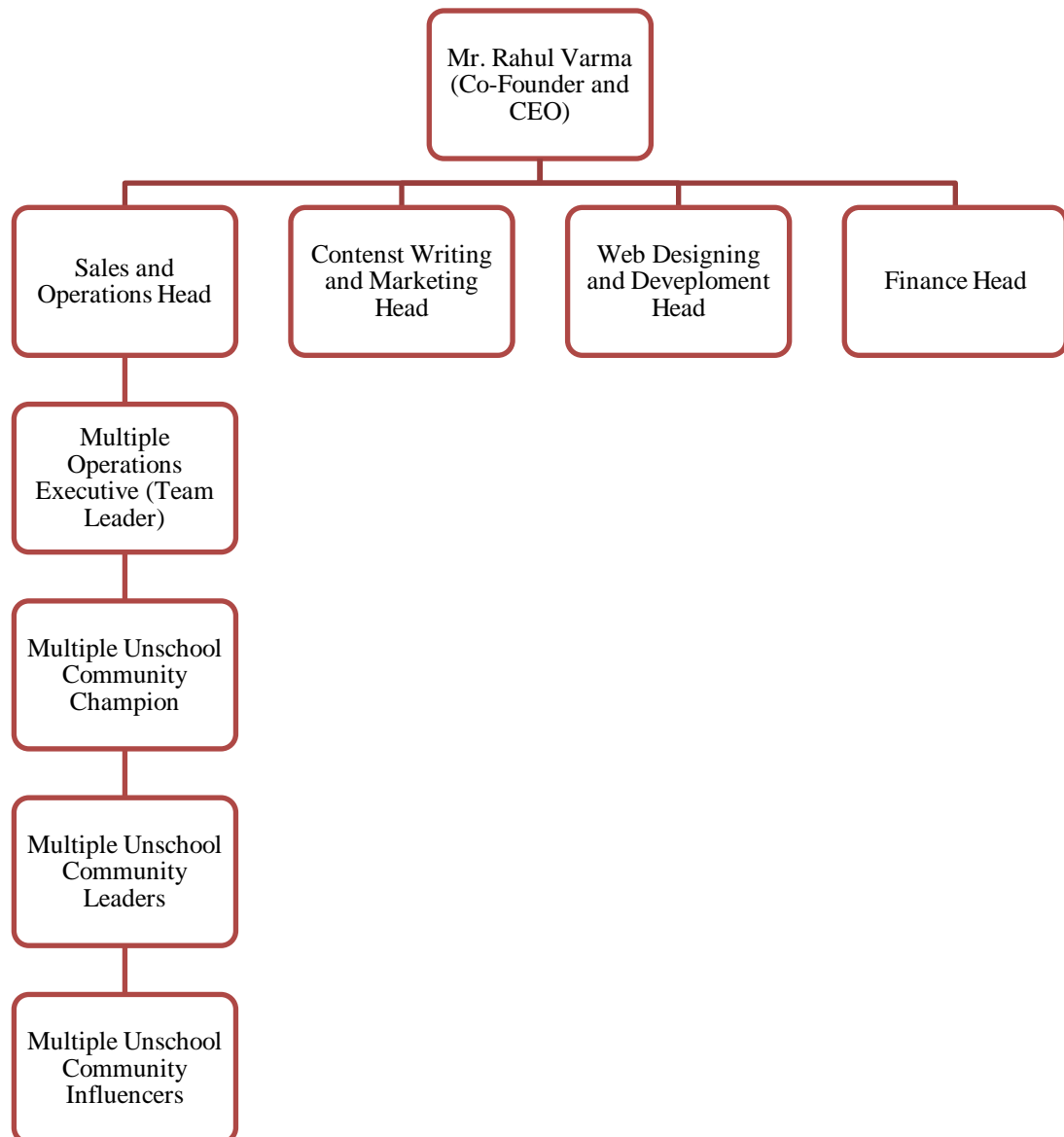
- Instruments for motivating employees & Interns and their Effectiveness:

Again due to the pandemic we did not interact with company employees except for our team leader. The team leader refrained from sharing any information regarding the salary and instruments used. From an intern's perspective could deduct the following information regarding the instruments used for interns.

1. Appreciation: Constant appreciation and words of affirmation are great motivators for an employee. Every word of appreciation motivates the employee to achieve more. At Unschool each UCC/UCL/UCI is appreciated for every sales by a post on WhatsApp group. This also motivate other interns to work hard.

2. Perks and Incentives: Another way to motivate employees is by providing addition benefits in terms of perks and incentives, this is proved to be a great motivator. Unschool also uses this instrument to keep its interns motivated. Every intern who is able to get a certain number of sales done is provided with free courses. Someone who performs exceptionally is then provided with the performance based stipend.

3. Recognition: Continued recognition of good work is a great motivator for employees. It creates positive competition and proper work ethics. Unschool, monthly recognises the interns who have performed really well and then they post about them on their social media handle.

- Power equations and hierarchy

The hierarchy at Unschool is given below.

```
                    ┌─────────────────┐
                    │  Mr. Rahul Varma │
                    │ (Co-Founder and  │
                    │      CEO)        │
                    └────────┬─────────┘
      ┌──────────────┬───────┴───────┬──────────────┐
┌─────┴─────┐  ┌─────┴─────┐  ┌──────┴─────┐  ┌──────┴─────┐
│ Sales and │  │ Contenst  │  │    Web     │  │            │
│ Operations│  │ Writing   │  │ Designing  │  │  Finance   │
│   Head    │  │ and       │  │ and        │  │   Head     │
│           │  │ Marketing │  │ Deveploment│  │            │
│           │  │   Head    │  │    Head    │  │            │
└─────┬─────┘  └───────────┘  └────────────┘  └────────────┘
┌─────┴─────┐
│ Multiple  │
│ Operations│
│ Executive │
│ (Team     │
│  Leader)  │
└─────┬─────┘
┌─────┴─────┐
│ Multiple  │
│ Unschool  │
│ Community │
│ Champion  │
└─────┬─────┘
┌─────┴─────┐
│ Multiple  │
│ Unschool  │
│ Community │
│ Leaders   │
└─────┬─────┘
┌─────┴─────┐
│ Multiple  │
│ Unschool  │
│ Community │
│ Influencers│
└───────────┘
```

The employees and interns are give fair amount of power to make day to day minor decisions. All the big decisions have to be authorised by the higher authorities.

- Work culture – co-operation, creativity, openness, transparency, etc.

  Since Unschool is a start-up, the work culture here breeds and promotes curiosity and creativity. We did not get a chance to visit the office due to the pandemic but observing from pictures, Unschool promotes open office culture. They are trying to create a sense of ownership for every employee by making them team leaders and giving them opportunity to take decisions. The higher authorities at the company are open to new ideas and endeavours to promote easy flow of ideas despite hierarchy. There is high level of transparency among the employee but the same is not passed on for the interns. Overall they have a very positive work culture.

- Sources of conflict

  Since Unschool has a very unique structure , that similar to a multi-level marketing company, it created a lot of conflicts and opens up opportunities for miscommunication. Specially in case of interns. All three levels UCC, UCL, and UCI are taken by inters. Most of them are new and are not aware of the terms and working style, at the same time the person guiding these interns is also an intern who himself might not be well aware of the rules and regulations. In this case at times wrong information is circulated which causes not only internal conflicts but also harms the image of the company.

- Sources for opportunities for company

  The pandemic has provided a unique opportunity for companies specially from the education technology sector to scale up as major chuck of students will now prefer education through online mode from the safety of their homes. This situation could be a great

opportunity for Unschool to expand their line of courses and get exclusive partnership contracts with various schools. This is also a great time for Unschool to launch their mobile application because a great number of students do not have the luxury of a wifi connection and laptops.

- Issues for future competition

The pandemic has moved the entire education to online modes. The Indian education technology market is still untapped and there are only 1-2 major players like BYJU's. This has opened up opportunities for the new budding start-up. There is a high probability the education system will continue to function through online modes which will create tough competition for even the big players. Also according to the porters five force analysis getting into this industry as a start-up will not be difficult.

- Early warning signals

The pandemic has provided a unique opportunity for companies specially from the education technology sector to scale us as major chuck of students will now prefer education through online mode from the safety of their homes. And according to the porters five force analysis getting into this industry as a start-up, considering the present scenario, will be easy. There is also a high chance of forward and backward integration. Also the treat of substitute is high in the present times with quick development.

Another point to consider is that companies like BYUJ's are targeting 2-tier and 3-tier cities, where the major target audience is, with their product and Unschool does not have that.

3. Observations

About the organisation

1. The company has a very unique structure that allows the company to reach out to a larger audience and get major sales done through interns. This reduces the cost for the company with harming or affecting the sales

2. Since the company is a start-up the employees are tight knit.

Observations about self learning are mentioned in part 3

4. Identification of critical issues

One of the critical issues that i observed is that the company has employed a major chunk of interns that is causing miscommunication and is also not a sustainable idea for when the summers are over because this high number of interns will decrease and so will their sales force.

5. Conclusion

Through the internship period of 2 months at Unschool, I was mentored and guided by my team leader. This internship not only helped me grow professionally but also personally. It helped me understand my limits and forced me to push through those limits and overcome my fears. It helped me gain immense amount of confidence, something that I lacked before. This internship also helped me realise my strengths and weaknesses. Overall it was a great and enriching experience.

Part 3: Learning

1. Hands-on experience of sales. On the first sales call I got straight rejection. The customer was not interested in the company's product and straight away said no. The sales experience so far has made me comfortable with rejection.

2. Learned how to pitch. The first few days we were required to pitch to as many prospective customers as we can. This helped me learn how to pitch a product correctly.

3. Learned to think on my feet. While doing the sales call, there were many time where the customer would ask questions or give reasons for not buying the product, these instances compelled me to do thorough research about other similar products and at the same time be ready to tackle any question or reason by the customer.

4. Worked on my interpersonal skills. Recruiting Unschool Community Influencers required us to interview them. Sales calls also require good interpersonal skills. These two tasks helped me improve my interpersonal skills.

5. Worked on my leadership skills. We are required to lead a team of Unschool Community Influencers to achieve the sales target. This gave me an opportunity to lead and manage a team of 5-8 people and deal with all the problems they are facing.
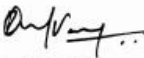
Annexure

Certificate

Certificate of Excellence

This certificate is proudly presented to

Kruti Khubchandani

for successfully completing the Unschool Community Program
on July 8, 2020 as a **Community Champion** for 2 months,
an online internship initiative by

Sunschool®

Unschool wishes you the best for your future endeavors.

Rahul Varma
Chief Executive Officer

References

https://www.unschool.in/about-us/

https://assets.kpmg/content/dam/kpmg/in/pdf/2017/05/Online-Education-in-India-2021.pdf

https://www.ibef.org/industry/education-sector-india.aspx