





## **SUMMER INTERNSHIP PROJECT INTERIM REPORT**

**Under the guidance of:**

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&

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Faculty Mentor, IMNU

In fulfilment of the requirement for the Summer Internship during  
the Master of Business Administration Program, on

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<b>Organization Guide</b>	Mr. Rahul Singhal Managing Director DeltaStep Learning Private Limited
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<b>Submitted to</b>	Prof. Deepak Danak

## **ACKNOWLEDGEMENT**

At the beginning of this report, I would like to extend my heartfelt and sincere obligation towards all the people who have helped me in this endeavour. Without their active guidance, help, cooperation & encouragement, I would not have made headway in the project.

To start with, I would like to thank DeltaStep for providing me the opportunity to undertake this Internship and allowing me to explore the area of marketing, which will undoubtedly prove to be very beneficial to me in my future assignments, my studies and my career ahead. Especially considering the circumstances that we faced, I am beyond obliged to them for conducting the internship remotely.

I wish to place on record, my deep sense of gratitude to Mr. Rahul Singhal, Managing Director of DeltaStep for his constant guidance, support and advice.

I am also grateful to my faculty mentor, Prof. Deepak Danak, for his guidance and support in the completion of my project.

I would also like to acknowledge, my gratitude towards my family, who have always supported me morally, emotionally as well as financially. Last, but not least, I express my sincere gratitude to all my friends who directly or indirectly helped me to complete this project report.

### **UNDERTAKING**

I, Nishit Garwas, hereby declare that this project submitted to the Institute of Management, Nirma University is my original work, done under the guidance of Mr. Rahul Singhal, Managing Director of DeltaStep and Prof. Deepak Danak, Faculty, Institute of Management, Nirma University.

This project work is submitted in the partial fulfilment of the requirements to be awarded the degree of Masters of Business Administration. I also declare that this project has neither been submitted to any other universities nor done by any other student earlier for the award of degree, diploma, associate-ship or any other similar title.

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## **EXECUTIVE SUMMARY**

A summer internship is an extremely vital part of the MBA journey that any management trainee undertakes. It provides the management trainees a window into what the corporate world is like, how companies and departments function and how to succeed in the corporate world. However, owing to the rather unfateful circumstances brought about by the outbreak of the global pandemic due to spread of COVID-19, all of the summer internships were conducted remotely.

The project was supposed to be completed with DeltaStep Learning Private Limited in the capacity of a Marketing and Sales intern working remotely from their respective home. Even though the internship was completed remotely, the company spared no effort in providing a wholesome and fulfilling experience.

DeltaStep is the pioneer in interactive and adaptive learning. The platform provides comprehensive personalized learning solutions, enabling the student to learn at her own pace and in her own style. We are currently associated with 500+ schools and are working with central and several state governments from across the world. The founding team comprises alumni of IIM-Ahmedabad, IIM-Bangalore, IIT-Kharagpur, Indian Statistical Institute, Columbia University (USA), NTU (Singapore), HEC (Paris) and The Doon School. They have worked at Amazon, Apple, Barclay's Capital and Deutsche Bank across USA, Europe, India and Singapore.

DeltaStep is an organization which understands that just like every child has a unique face, unique fingerprint; she has a unique learning ability as well. Hence, DeltaStep is an interactive, adaptive and highly personalized learning platform that enables the student to learn anytime, anywhere - at her own pace and in her own style.

The report has been created to inculcate three major components – the industry and the company in its context, the projects undertaken and the contribution made to the organisation, and lastly the objective of the Summer Internship Programme, learnings that could be taken from the brief yet enriching experience at DeltaStep.

The company is stringent and demands discipline in dealing with the data as well as work profile of the company. In lieu of this, no company data, in terms of core analysis or the leads, is shared. Having said that, all the information and details that could be made public have been included.

**PART – A**  
**PROFILE OF THE ORGANIZATION**

## **INDUSTRY OVERVIEW**

DeltaStep is one among various companies in the EdTech Industry. Companies in this industry create

The global EdTech market is a diverse and rapidly growing industry with a large runway across the business lifecycle, from early-stage startups to middle-market companies to publicly traded companies. It continues to garner a lot of attention not only from long-time industry veterans but from generalist investors as well. Across the three main education categories (PreK-12, post-secondary, and corporate training), technology is infused throughout the life of a learner. Experienced investors know that each category operates as its own sub-segment within the edtech market. Each category is unique and has different end users, buyers, and funding mechanisms.

## **INDUSTRY TRENDS**

Given the size, complexity, and diversity of the edtech market, there are a near-limitless number of themes to explore. But two topics that cut across all categories and stages will have a big impact on broad edtech trends in 2020: online learning and emerging technologies.

### **Trend #1: Online learning will accelerate in 2020**

Through the last decade, there was plenty of hype surrounding online learning, from early predictions that half of high school courses would be taught online by 2019 to declaring 2012 the “year of the MOOC” (massive open online course). However, after trudging through the “trough of disillusionment,” it’s arguable that online learning is experiencing a renaissance, and recent investment activity certainly backs this up. The current COVID-19 Epidemic has proved

**Early-stage VC-backed players seeking to disrupt aspects of higher ed and corporate learning.** Recent fundraising from Outlier, MasterClass, Osmosis, Coursera, and Degreed demonstrates a high interest in online learning from investors. Each of these companies is very different in its approach to online learning, targeting different learners.

The online markets in both India and China are red-hot and attracting massive amounts of capital in later-stage VC rounds and IPOs. The last couple of years have been highlighted by the \$500-million-plus raises by BYJU’S, VIPKid, and TAL Education. The hundreds of millions of online learners in these countries present a massive opportunity, but external players have found the markets hard to break into and compete with the domestic behemoths. Language learning, online tutoring, and technology skills will continue to be the leading themes in India and China.

### **Trend #2: Emerging technologies will begin to make their mark in education**

Nearly every new technology incorporated into technology, from books to the radio, from the computer to the internet, experienced pushback from the education establishment and took time to be appropriately integrated. Many purveyors of new technologies did not do themselves any favors by building hype and unreasonable expectations. Still, despite some

failures and setbacks of some companies and products, today's innovators continue to explore ways in which cutting-edge technologies can enhance the learner's experience.

**Immersive technologies gain investor interest.** Fundraising from companies like Labster and Interplay Learning demonstrates interest and potential for virtual reality (VR) in education. Interplay Learning, which raised \$5.5 million in 2019, provides VR and 3D training primarily for the HVAC and solar installation trades.

**Augmented reality (AR) applications.** Building on the popularity of Pokemon Go!, its creator Niantic Labs raised \$245 million in 2019 and continues to invest in AR education applications.

**Using artificial intelligence (AI) and machine learning in education: adaptive learning.** While previous attempts at adaptive learning, such as Knewton, failed to live up to lofty expectations, new players are raising fresh capital to create solutions for specific niches within the edtech market. These AI-based tools such as Quizlet, Kidaptive, KidSense, and Querium are applying machine learning systems to improve education. For educators evaluating the use of these tools in the classroom, questions around algorithmic bias, privacy risks, and efficacy are top of mind.

**Robotics in education is maturing.** Robot kits for the classroom are turning into a relatively saturated category (from startups to Lego) but, as a whole, will provide opportunities for students to learn STEM and coding skills.

**Blockchain.** What list of emerging technologies would be complete without mentioning blockchain technology? There has also been a proliferation of companies with blockchain-based solutions for the education space, primarily utilizing the immutability of blockchain to secure and verify degrees and credentials.

## **INDUSTRY ANALYSIS**

Porter's five force model is a system that endeavors to break down the dimension of rivalry inside an industry and business methodology advancement. It draws upon modern association (IO) financial matters to infer five powers that decide the focused force and in this way engaging quality of an Industry.

It is used as a structure for breaking down an organization's aggressive condition. The number and intensity of an organization's focused adversaries, potential new market contestants, providers, clients, and substitute items impact an organization's productivity. Examining these components can be utilized to direct business methodology to build upper hand. This model was named after Michael E. Porter.

The 5 Forces analysis of the marketing services industry is as follows:

### **1. Industry Rivalry: High**

As the number of competitors in the industry is high and each provide a competition on the basis of prices and quality, the competition is extremely high. The features provided are now similar as all the organizations provide the same points of parity and there are

very little features which can be constituted as a point of difference. The main way via which the companies compete are on the basis of pricing and features. India EdTech market is highly competitive. Initially, most of the EdTech companies were B2B focused. They delivered their service by approaching schools or colleges and pitching about the new content. Most of the players had little differentiation in service offering.

## 2. Threat of New Entrants: **Medium**

As the infrastructure needed to build an entire platform is considerably expensive and time consuming it is hard for any new player to enter the market directly. As the new entrant needs around 3 to 4 years for the research and development of the platform there is no immediate threat of a competitor popping up.

## 3. Threat of Substitutes: **Low**

The substitutes for online learning platform are the conventional schooling and private tuition provided by teachers and coaching classes in the country. India has a huge market for people who go for physical coaching classes or private tuition classes. However the present Covid 19 outbreak has made that option less appealing. Parents will prefer the online medium in these times and it will only keep increasing in the future ahead.

## 4. Bargaining Power of Suppliers: **Medium**

As the entire platform is made and maintained by the organization from scratch there is no need for any supply other than cloud storage and data servers. However, they have a lot of power while we try to expand our servers as they can charge as much as they want and we must comply with them as it will be still cheaper than moving the entire network to a new service provider.

## 5. Bargaining power of Buyers: **High**

As the numbers of buyers are large and there are many competitors available who compete both on the basis of price and quality, the buyers demand concession. In terms of B2B, schools and institutions provide a bulk of customers at once on becoming a partner, they demand concession as it is a bulk order. The bargaining power of buyers is high here due to these reasons.

## **EDTECH MARKET DRIVERS:**

**1) Low cost of online education:** India has one of the largest education systems in the world with more than 1.4 million schools over 227 million students enrolment and more than 36,000 higher education institutes. The cost of offline education in India saw an increase of more than 125 percent from 2010 to 2018. However, online courses are roughly 50 percent cheaper than the offline alternative because of the lower infrastructure and a larger student base to attain the economies of scale and hence reduce per user price. For instance, graduating from an engineering college in India costs around 1.2 to 1.5 lakh per annum while the same course delivered online costs only 15 to 20 thousand.

**2) Increasing internet and Smartphone Penetration** India has a record of highest internet users in world and internet penetration is reached 31%. Increasing internet penetration in tier II, tier III cities and rural areas provides high potential for the growth of e-learning. Nearly 725 million e-learning user bases are projected to reach by 2021. There are more than 300 million smartphone users in India and is forecasted to rise by 500 million by 2021. Online content providers have designed their platform to be accessible in smartphones. The interface of the applications is compatible even in the low-end phones. Thus this increasing penetration of smartphones and internet is expected to drive the India EdTech Market over forecast period.

## **ABOUT DELTASTEP LEARNING PRIVATE LIMITED**

Deltastep was founded 9 years ago in December 2011 when a few friends met for a coffee and ended up discussing the education system in the country. They were fortunate enough to have studied from really great Institutions from around the World. Institutes like IIM Ahmedabad, IIM Bangalore, IIT Khadakpur, Indian Statistical Institute, Columbia University, HEC Paris, NTU Singapore and so on. What they realized is that the current education system faces 3 main challenges.

First and foremost every child is unique, a unique face, unique fingerprint; she has a unique learning ability as well. Yet he is not provided with a unique learning solution. The curriculum is designed at the start of the year, lectures are allocated to different topics and once the bell rings the class needs to move on to the next topic irrespective of whether every

child has mastered the concept or not, this one-size-fits-all model doesn't aid in the learning process and we need to have a system through which every child can learn at his own pace.

Secondly a typical school shuts down at 2 PM but the human brain never shuts down so while the child is working on different questions and problems there ought to be doubts. Currently he is expected to write down those doubts and get it clarified by his school teacher whenever he meets her next which could be the next day or which could even take 2-3 days depending on how the timetable is scheduled due to this lag a lot of doubts remain unresolved. These unresolved doubts along with the constant societal pressure to perform leads to stress, which lead to alarming results like depression and frustration.

Lastly teachers today are overburdened with work until and unless we reduce their burden we cannot take care of the first two problems. Keeping these challenges in mind they formed Delta step. Through Delta step we help schools to provide a support mechanism to their students, teachers and parents. Delta step bridges the gap between classroom learning and self-study by forming a highway between these two important pillars of the learning process. The platform ensures that the child learns at his own pace and in his own style further a platform is a cloud-based online solution compatible across mobiles tablets laptops and desktops and hence it is available anytime anywhere even on the go. Let's highlight in brief as to how the platform help resolve these issues. We create a unique login page for each school which is exclusively for the students, teachers and parents of the school through this page the school is virtually open 24/7 once the child logs into the platform he gets access to two libraries one library is mapped to his exact syllabus and the other library is the general library through which the student gets access to all the concepts of math and science from classes 6 to 10 so a class 9 student gets access to all the content mapped to his exact syllabus along with the option to revise a class 8 concept or explore a class 10 concept. The student can start by practicing questions on the concept learnt in school. There are over 1 lakh questions in our database which is comprehensive and exhaustive. There are several features for other stakeholders as well principals can track progress of students and teachers from across classes and sections and across time the principal also gets school progress report. Parents are also kept updated about the child's performance via SMS and whatsapp so as you can see there are tons of features for all stakeholders we've already implemented this in over 500 schools from different geographical and economical background with overwhelming results so we have schools like Modern School Barack Humber Road, New Delhi as well as

New Delhi Municipal Corporation School. We have schools from metropolitan cities like Mumbai and Kolkata to a school in Champa which is a remote village. These success stories have shown us that given the right resources anyone can learn anything.

### **FEATURES ON THE PLATFORM**

Through its innovative and unique features, DeltaStep combines the best of both the worlds, classroom learning and self-study

Engaging Lectures	Powerful video tools	Interactive lectures	Cross-curricular linking
Adaptive video library	Games and simulations	Attention linked lectures	Adaptive practice modules
Timed tests	Step by step guidance	Logical Solutions	Lateral thinking
Learn from mistakes	Ask an expert	Discussion forum	Round the clock support
Notes	Quantitative reports	Customized roadmap	SMS/Email/Whatsapp
Scientific lesson plans	Homework checker	Test generator	360 degree Learnometer

### **CUSTOMERS**

The customers and users are generally parents of children ranging from 1st Grade to 10<sup>th</sup> Grade. The company also has tie ups with various partner schools and teachers to create a better learning environment for the child. Parents who downloaded the app and are not one of



the partner schools are given a week of free trial before having to pay the subscription model. The schools are given a one month free trial period to test out the platform with the students.

### **SEGMENTATION AND TARGET MARKET**

Market segment means the group of people who share common traits and characteristics, who are lumped together for marketing purposes.

The market is segmented into the following parts which the company targets:

1. Income of the family: As the platform follows a subscription model it requires customers to have the ability to pay more on their child's education. So we target the middle class and upper middle class families.
2. Private or Government school: The company targets mostly the private schools as the public there is more open to online learning than government schools.
3. English Medium or Hindi Medium: As the platform is made entirely in English it is preferable to target the English medium schools.
4. Working parents: When both the parents are working individuals they require another mode to help their children study and lessen the pressure on them. We target these parents as it provides them convenience and at the same time quality education.

### **POSITIONING**

DeltaStep has established itself as a **User Friendly and Interactive Platform** in the minds of the customers. It has established as an organization which understands that just like every child has a unique face, unique fingerprint; she has a unique learning ability as well. Hence, DeltaStep is an interactive, adaptive and highly personalized learning platform that enables the student to learn anytime, anywhere - at their own pace and in their own style.

## **MAJOR COMPETITORS OF DELTASTEP:**

DeltaStep's major competitors are:

- Byju's
- Unacademy
- Everonn Education Limited
- Educomp
- Meritnation
- Shiksha.com
- Indiaedu
- Vedantu
- UpGrad
- NIIT
- Coursera
- Eduncle.com
- India Education
- Pagalguy.com

## **THE DELTASTEP TEAM**

The company has 4 directors and no reported key management personnel.

The longest serving directors currently on board are Vijay Kumar Singhal, Stuti Singhal and Rahul Singhal who were appointed on 23 December, 2011. They have been on the board for more than 8 years. The most recently appointed director is Manisha Singhal, who was appointed on 23 September, 2017. Manisha Singhal has the largest number of other directorships with a seat at a total of 2 companies. In total, the company is connected to 2 other companies through its directors.

At DeltaStep, a group of passionate individuals from eminent institutions from India and abroad are committed to equip the next generations of children to solve the problems of the future.

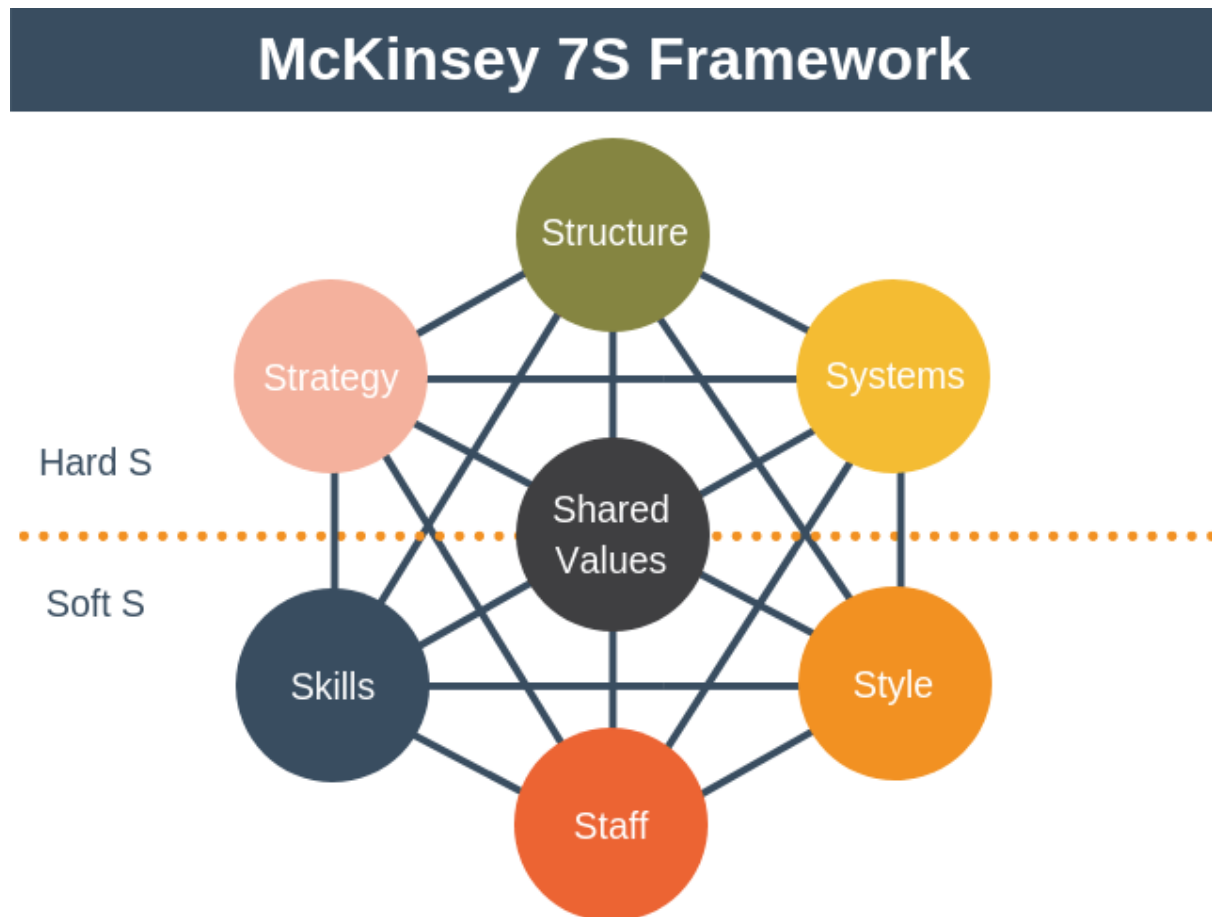
## **DELTASTEP'S VISION**

DeltaStep is an interactive, adaptive, online learning platform that provides comprehensive personalized learning solutions focusing on K-12 education. Through our unique value proposition and our innovative business model, we are revolutionizing the \$40 bn tuition market in India. It is one of the fastest growing edu-tech companies in India.

At DeltaStep, we understand that just like every child has a unique face, a unique fingerprint; he has a unique learning ability as well. Based on this ideology along with the fact that today's child learns to operate a mobile phone before he learns to use a pencil, we have built an intelligent adaptive learning system that delivers a tailor-made learning solution and helps a student to learn at his own pace because when it comes to learning, one size doesn't fit all.

## **MCKINSEY'S 7S FRAMEWORK**

The tool McKinsey 7s model analyzes firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives.



Following is an analysis of the 7S Framework for Bython Media:

### **ANALYSIS OF DELTASTEP USING MCKINSEY 7-S MODEL**

#### **Strategy**

The key growth driver at DeltaStep is its Content development for creating quality interactive videos, R&D for improving the user interface and features and a good Customer Relationship. We at DeltaStep believe that the things we can have an advantage over other competitors are quality personalized content and a great customer service which creates long lasting relationship with them. A proper marketing team is used to do this.

## **Structure**

DeltaStep is not completely centralised and allows autonomy to different divisions, but at the same time they have significantly developed their reporting systems. The company has 4 directors and no reported key management personnel. The longest serving directors currently on board are Vijay Kumar Singhal, Stuti Singhal and Rahul Singhal who were appointed on 23 December, 2011. They have been on the board for more than 8 years. The most recently appointed director is Manisha Singhal, who was appointed on 23 September, 2017.

## **Systems**

It includes the daily activities and procedures that are used by the company's staff to get the job done. This includes the new technologies that have been implemented in the company. The culture that the organization has is maintained in all departments and locations. The culture they follow is an open door policy, maintaining the respect to the individual and roles alike. Proper training is provided to new and existing employees to retain and create new customers on the platform. All the systems are aligned with the corporate.

## **Shared Values**

They are the core values of the company, as shown in work ethics. Ownership, cohesion and collaboration along with innovation and care for society are the values that can be seen through their performance oriented and customer focused working style.

## **Style**

There is ample opportunities and chances of growth for employees. The employees are valued the most and they give employees space for growth. The leadership style that is followed is Democratic leadership at all levels in the organisation. Decision making is a participative process. With democratic leadership, while organizational hierarchy may still exist, influence, power and the ability to contribute to decisions may be widely distributed across tiers and departments.

## **Staff**

The team members at DeltaStep have a sense of ownership and accountability to the organisation. The staff is trained and gradually made to believe in the organisational value.

Thus every point of contact in the organisation has a consistency of communication and thoughts. The organisation too reciprocates to this behavior of the employees, satisfactorily.

### **Skills**

The staff including the technical, managerial and support roles, are trained to have some basic soft skills, in order to enhance the culture. Beyond this, the skilled and unskilled staff at the organisation has support and growth in the organisation.

**PART – B**  
**PROJECT WORK**

## **SUMMER INTERNSHIP DETAILS**

**INTERNSHIP ROLE:** Sales & Marketing

**TIME PERIOD:** April 13 2020 to June 6 2020 (8 weeks)

### **RESPONSIBILITIES:**

As a sales and marketing (retail) intern, I was responsible for counselling individual students on how to make the best use of Delta Step Learning's innovative E-learning solution. I served as the facilitator for attainment of the child's academic goals with the help of DeltaStep platform.

The responsibilities included:

- ✓ Conducting counselling sessions for students and parents to understand their learning needs and designing a customised learning solution for the child with the help of the innovative learning platform.
- ✓ Regular communication with the parents, helping them analyse the student data and enhance the learning outcomes for the students.
- ✓ Negotiate the commercial terms with the parent once the free trial is over.
- ✓ Generate leads and references to acquire more students

### **PROJECT DETAILS:**

Today, while the world faces one of its biggest challenges in recent times, organizations have been forced to re-design their processes to incorporate digital solutions. Among all industries, the schools were probably the least prepared and have been taken off guard with the sudden lockdown. With the possibility of schools being closed for several months, hampering the entire academic year, Schools have been compelled to look for e-learning resources, creating a un-precedential demand. We were allocated a live project we were able to analyse our impact on the lives of millions of students worldwide during the course of the internship itself.

### **WORKING METHODOLOGY:**

The internship essentially needed me to build customer relationships and win the trust of customers so as to make a sale to them. Besides, it led me to gain valuable first hand consumer insights in the online educational industry through my day to day work. The project can be categorised as "inbound sales" since it required me to prioritize the needs, challenges, goals and interests of the individual buyers. As an intern, I contacted individual customers who signed up on the platform and then guided them throughout the decision-making process. It also required me to assist the customers after the sale was converted. Therefore, I had to craft a helpful and personalized sales approach for each individual I talked to. We had to put in extra time and care into educating our prospects; however, it increases the likelihood of converting them into successful, long-term customers.

## STEP BY STEP PROCEDURE: (7-DAY ENGAGEMENT)

When a client signs up on Delta Step learning, he/she is provided with a 7-day free trial of the platform. Our target was to convert free trial users to paid subscribers.

- **Step 1: Relationship building and profiling**

- Every day, we were provided with the details of students who signed up on the platform the previous day. Following is a sample detail sheet:

View Member Activity Detail

Name

\_\_\_\_\_

Phone

\_\_\_\_\_

Email

\_\_\_\_\_

Total Points

\_\_\_\_\_

Board

\_\_\_\_\_

School

\_\_\_\_\_

Class

\_\_\_\_\_

State

\_\_\_\_\_

Country

\_\_\_\_\_

Total Login

\_\_\_\_\_

First Login

\_\_\_\_\_

Last Login

\_\_\_\_\_

Time Spend on Question Solve

00:00:00 / 00:00:00

Time Spend on Solution Seen

00:00:00 / 00:00:00

Time Spend on Video Watch

00:00:00 / 00:00:00

Question Count

0 / 0

First Login Device

Web

Last Login Device

Web

Accuracy

NaN%

Solution Seen Count

0 / 0

Video Count

0 / 0

Test Count

0 / 0

Game Count

0

Ask Count

0 / 0

- We had to make a call to every student in the list and talk to their parents (preferably).
- We introduced ourselves as Personal Academic Counsellors from Delta Step Learning who had been assigned to their child.
- We talked to the clients as per their own convenience (timings, preferred language, etc) and discussed about the student's grades, future plans and aspirations, performance, etc. Based on the inputs by parents/students, we aligned the product with the aspirations of the parents and pitched on the same lines. We projected how our platform can be a medium to reach their goals and aspirations.
- In between this conversation, we told our academic backgrounds so as to build the client's faith in us and also discussed about the client's place of residence, profession, family, etc. so as to do a brief profiling and understand the paying capacity of the client.
- At the end of the call, we told that there are scholarships based on the merit and performance of the child and scheduled a follow up call, 3-4 days after the first call (depending on the client's convenience) to discuss the available scholarships.
- Thereafter, we ended the calls on a positive note by exchanging greetings and telling the clients to contact us if they face any issue regarding their child's studies on the platform.



- **Step 2: Complementary Greetings**
  - We sent a welcome greeting SMS/Text/Email right after the call, mentioning our personal contact number, WhatsApp number and email id for them to contact us in any need. We also mentioned a helpline number for technical assistance.
  
- **Step 3: Developing customized plans**
  - On the day of scheduled follow- up day, we developed a sales plan based on the profiling done earlier and the usage of the client. If the client had a high paying capacity, we offered multi-year packages at discounts.
  - If the parent had 2 or more children, we could offer some extra discounts.
  - We also offered instalment plans so as to make payment as less burdensome as we could.
  
- **Step 4: Follow-up call**
  - On the scheduled day, we made a follow up call and started the conversation by asking about the well-being of clients and students.
  - Thereafter, we focused on rapport building so as to make the client trust us. We discussed about the client's work and family and also the student's studies. We also asked if they faced any issues with the platform or if they had any feedback to provide.
  - As we discussed the student's studies, we brought the conversation to main topic which was the discussion on scholarship and subscription charges.
  - We asked the parents if they were ready to take a decision about subscribing to the platform. If the answer was affirmative, we discussed the pricing, else we scheduled a third call.
  - As planned in the previous stage, we offer the customized plan for the client, mentioning the actual prize and the discounted prize after the scholarship.
  - We emphasized on the monthly charges and mentioned the total amount of the annual subscription subtly.
  - Thereafter, we drew comparisons with other available options and told the clients how Delta Step is the best and most economical choice.
  - In order to pull a trigger, we offered a limited time period offer for availing the scholarship (preferably 24 hours).
  - We assisted the parents with the payment throughout and activated the subscription for them to use.
  
- **Step 5: 2nd follow-up call**
  - If the parent was hesitant about taking any decision in the last call, we made a second follow up call.
  - We started the conversation with greetings and asking about the wellbeing.
  - Thereafter, we discussed about the student's performance on the application and asked them about their doubts and concerns.

- We modified the plan decided in third step (if-needed) as per the inputs of the clients and then offer them the discounted price (after the scholarship) for a limited time period and assisted them in making the payment.

## **PRICING**

The MRP Price was provided to us by the organisation for the 2 different packages which provided different number of services and we were allocated the minimum value below which we cannot drop the price..

	MRP for 1 year	Final Price for 1 month	Final Price for 3 months
Assistive Learning	17700	2000	5000
Personal Tutor	28320	3000	7500

- For a 1 year Subscription, the organization can offer up to 12 Interest Free EMI, if the customer has a Credit Card or Bajaj Card.
- The Assistive Learning package includes all features except the Test Generator and the Personalized Doubt Solving Feature. The Personal Tutor includes all the features without any restrictions.

## **CHALLENGES FACED:**

### **CHALLENGES FACED BY CLIENTS**

During the course of engagement with the clients, there were some problems and challenges encountered by both the clients and the interns, which are discussed further:

- Financial crunch due to the lockdown situation
- Unawareness about the platform, especially when the child had signed up without the knowledge of parents
- Incompatibility with the payment terms since many parents wanted to pay the annual subscription charges on a monthly basis as the monthly subscription prices were a little bit more expensive
- Internet issues due to the cyclones and storms in different parts of the country
- Since the schools have also shifted to online medium, parents didn't want another online aid
- Increased on-screen time of the students
- Uncertainty about the usability of the platforms once the school opens normally/vacations get over since the students stay busy with the school work
- Language issues since not everybody could understand the lecture videos in English
- Unavailability of subject-wise subscription on the platform
- Students already enrolled in tuitions which also conducted classes online

## **CHALLENGES FACED BY ME AS AN INTERN**

- Not many parents knew about the platform, therefore it was difficult to explain them the concept of online educational platform for the first time and convince them how it is beneficial to their child
- The digital presence of DeltaStep is less when compared to the competitors
- A lot of parents avoided talking to me, especially the parents belonging to rural/suburban areas. They appeared to be hesitant in communicating with an academic counsellor.
- Many clients talked in their native languages (Other Than What I Speak) and I could not converse with them.
- The parents who were very busy with work did not get time to go through the platform and I couldn't draw their interest towards the platform
- The students who did not use the platform in the initial days, ended up not using the platform at all, even after a lot of persuasion
- There were a lot of competitors in this segment and some clients were already very convinced by them
- Parents did not communicate with the same enthusiasm and interest as they did in the first call. In fact, a substantial amount of follow up calls went unanswered even after calling multiple times and dropping messages. This was mainly after they got to know about the pricing structure.
- The work grew monotonous at times when parents came up with similar problems every day, from all over the country. Major problem was that the schools were already functioning online, parents did not wish for another online platform and they wanted to decrease screen-time for students. Besides, the schools were keeping students busy with regular home works and assignments so they did not get time to use Delta Step Learning. Also, parents were skeptical if the platform will be of much utility once the schools resume normally.

## **SUGGESTIONS**

- Since the K-12 online educational platforms is a very competitive industry, we need to increase our visibility and digital presence so that parents know about us as a distinctive platform.
- A lot of school teachers recommend our videos to their students. We shall reach out to the students of such schools and organize product demo sessions/webinars so as to increase visibility and gain confidence of the parents.

**PART – C**

**LEARNINGS FROM THE  
SUMMER TRAINING PROJECT**

## **LEARNINGS FROM THE SUMMER TRAINING PROJECT**

The summer training project provided me with an amazing opportunity to put into practice the theoretical knowledge that I had gained throughout my first year of MBA. Some of the learnings have been listed here:

- One of the key learnings from the Summer Internship Programme is the importance of a well conducted research on consumer behaviour and its impacts on purchase decision.
- The tonality of the pitch creates an effect that is always unnoticed but effective on the prospective clients.
- Better understanding of targeting and reaching the prospects and communicating the messages through the right collaterals.
- While presenting an idea to superiors or managers, always prepare a proposal which is brief and takes into consideration the competition, feasibility and likes of the same.
- Understanding the competitors' USP and their value proposition are equally important while going on field and presenting your own product.
- The colours, tonality and content on the visualate are all of equal importance in an online platform.
- Getting the connect through colloquial language is another key aspect. This gives us an advantage while trying to sell the product.
- Making brief presentations that are encompassing of the product and works as a convincing sales pitch.
- Formal etiquettes like the right tone to communicate, the right way to greet managers and the correct way to report work done. These usually go unnoticed but have a huge significance
- Formal Practices like being punctual, appropriate dress code even for virtual meetings, communicating well, meeting deadlines etc are again a part of the role and thus should be followed
- In case of a boardroom split or a personal conflict in the meeting, always be neutral and never pick a side as it creates an unwanted chain reaction which mostly always is negative.
- Always have a detailed feedback written down of all the calls you make in order to remember all the discerning factors about the caller
- Get as much information you can out of the prospect so that it becomes easier for you to create a pricing strategy and alter your pitch based on it.
- Inbound marketing is the best way to create trust among customers. So we should provide all the support we can to the customers and the prospects even if it is not your job role.
- A good experience for the prospects and customers helps in creating a good Word of Mouth and thus creates more prospects.
- Always have a post event report ready, for smallest of the events and meetings
- Always keep your data on multiple places so that you always have a backup present.
- Communication, being the key to efficiency, can be improved by understanding the model of Attention, Acceptance and Action

- While presenting your offering to a client, cater it as per the need of the individual client. Client pitch decks cannot be the same for two clients
- Summarizing the projects with a summary report enables better analysis of work and also suffices future record requirements
- Team work in terms of smallest of the things leads to lessened load and more benefits for all.
- Learnt to make good use of the entire Microsoft Office, DeltaStep Customer platform, Deltastep Sales platform, DeltaStep Teacher Platform and a few other software that facilitated working from home and with global teams.

**PART – D**  
**ANNEXURES**

## INTERNSHIP COMPLETION CERTIFICATE



Learn at your own

**Delta Step Learning (P) Ltd**

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[www.deltastep.com](http://www.deltastep.com) | [info@deltastep.com](mailto:info@deltastep.com)

### INTERNSHIP COMPLETION CERTIFICATE

This is to certify that Mr. Nishit Garwasia of Nirma University has successfully completed his internship in Sales & Marketing at Delta Step Learning Private Limited for a period of eight weeks from 13th April 2020 to 6th June 2020.

I wish him all the best for his future!

**DELTA STEP LEARNING PVT. LTD.**

*Rahul Singhal*

**Director**

(RAHUL SINGHAL)

Director,

Delta Step Learning Private Limited



