



MBA-FT ( 2019-21 )

## **Summer Internship Programme**

Phase II Report on



Submitted by

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Submitted to

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Institute Name	Institute of Management, Nirma University, Ahmedabad
Submitted to	Prof Dr. Rajesh K Jain
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## Acknowledgement

I would like to extend my heartfelt and sincere gratitude 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 take this opportunity to thank Institute of Management, Nirma University, to provide me with this work from home opportunity inspite of this Covid-19 pandemic, keeping in mind the safety of all its students.

I would like to thank Unschool for providing me the opportunity to undertake this Internship in these tough times, which will undoubtedly prove to be very beneficial to me in my future assignments and my career ahead.

I wish to extend my gratitude towards my Organisational guide Ms Bhavya Deepthi (Operations Executive at Unschool) for constantly supporting us with her advice.

I am also grateful to my faculty mentor, Prof. Dr. Rajesh K Jain, for his constant guidance and support in the completion of my project, as well as for being available all time for advice and mentorship.

## Executive Summary

This report talks about the experience and learning I had during my Summer Internship at Unschool.in, a home grown Ed-Tech start-up under T-hub, recognised by the GOI. Unschool provides online courses across various fields like Technology, Management and Humanities. They believe in reinventing learning. I was recruited as a Marketing & Operations intern, and was expected to lead a team of UCI's and generate expected sales for the organisation. The two months with the organization was a unique learning experience as it was a completely work from home based internship and involved virtual meetings and distance learning only. The period of internship coincided with the period of nationwide lockdown, which was also one of the reasons for the exponential growth of the Ed-Tech sector.

The project report mainly focuses on my work as an intern for 2 months. The report has three parts in which Part A talks about the Organisational profile and the Ed-Tech industry. Part B talks about the main body of the project i.e., the actual work done, the details of the project, methodology followed, improvement areas and Recommendations to the company. Part C talks about my key learning's I gained throughout the 2 months of Internship.

# **PART A: Profile of the Organization**

## 1.1) About the Organisation



Unschool is a GOI recognized Ed-Tech company incubated under the T-Hub Telangana that provides Digital learning. Unschool is an online platform that allows students, graduates, working professionals and entrepreneurs to come together and learn from certified individuals or subject matter experts while being personally coached in that field.

**Name: Unschool**

**Age:** 1year 2months (May 2019 - Present)

**Founder, CEO:** Rahul Varma

**Headquarters:** Hyderabad (Telangana)

**Company Size:** 11- 50 Employees

**Company URL:** [www.unschool.in](http://www.unschool.in)

**Specialities:** Coaching, Mentoring, Online Education, Learning, Teaching, Edutech, e-learning, and e-mentoring

Unschool is an e-mentorship platform and a market-place for everyone who has the knowledge to share or a skill to teach, to coach inspired individuals wanting to learn. Learning should never cease to be part of life. Unschool believes that teaching is not meant only for conventional teachers, anyone and everyone can teach (and learn).

In a world where learning only comes from our formative years in school and college, Unschool is the new, easy, and definitive path for keeping up with the 21st century. It is the

platform where you can finally stop trying to fit in a system crafted for the masses and learn in a unique way that brings out the best version of YOU.

Unlike Massive Open Online Courses (MOOC's), which are driven by traditional collegiate coursework, Unschool tries to optimise alternative learning and teaching methods by merging career counselling, self-paced learning, personalised mentorship, and individualistic online courses delivered by industry experts.

Unschool was born and works with the intent to reinvent the education system in India and will continue to work towards empowerment of the youth and abolishing the several impending problems existing in the Education system in India and beyond.

### Vision

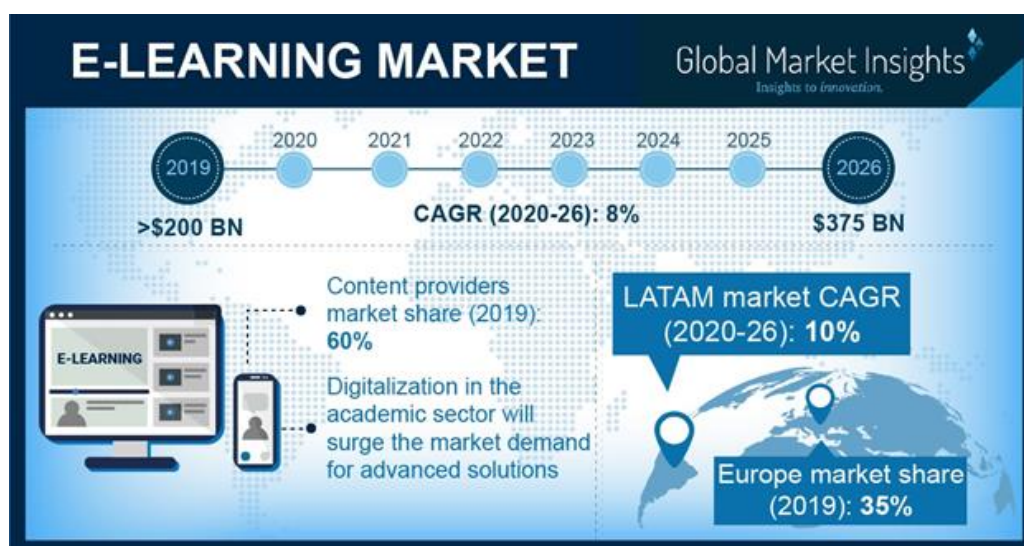
To provide alternative learning & teaching methods that break students free from conventional means of education, effective learning that leads to a purposeful career, driven by clarity and confidence.

### 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.



## 1.2) About the Ed-Tech Industry



Source: [www.gminsights.com](http://www.gminsights.com)

Ed-Tech stands for Education Technology. An Ed-Tech company is an education company that delivers its curriculum in a way that primarily uses technology (e.g., online learning).

According to the World Economic Forum, around 1.2 billion children are out of classrooms with schools shut down globally due to COVID-19 pandemic. To combat this situation, large-scale national efforts to leverage technology to the market players in support of distance education, remote, and online learning during the COVID-19 pandemic are emerging and evolving rapidly.

E-learning is the process of acquiring knowledge through electronic technologies and resources. A rise in the number of internet users has increased the market demand for sophisticated online learning courses. According to the Office for National Statistics, nearly all adults in the age group of 16 to 44 years in the UK were recent internet users (99%) in 2019. The availability of enhanced network connectivity coupled with the convenience offered by on-demand courses will drive the market size.

Ed-Tech is a big and diverse industry with a large runway of opportunity across the business lifecycle, though ongoing risks (regulation, funding cycles, competition) should remain top of mind for investors. Advances in online learning and emerging technologies will continue to

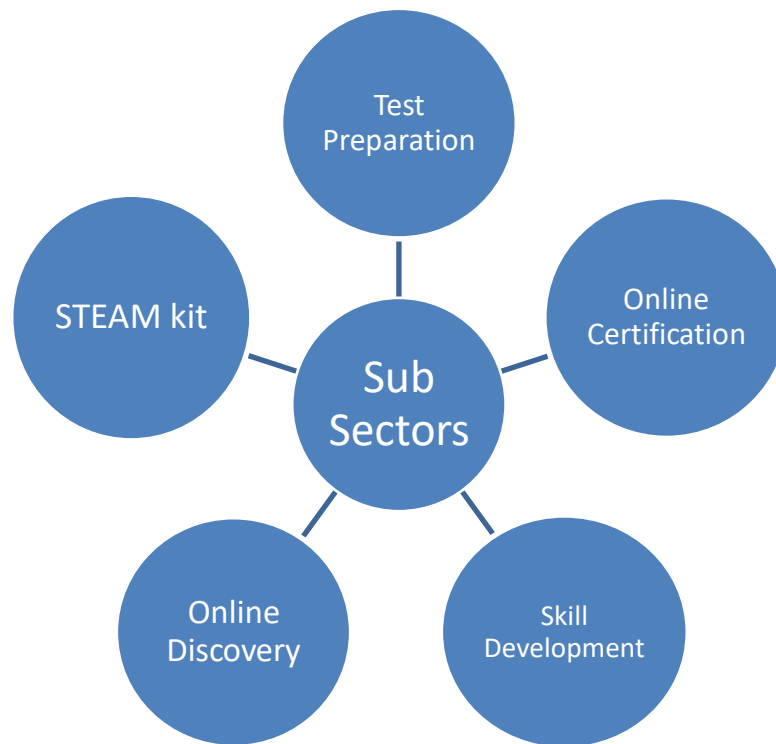
improve educational outcomes. Ultimately, the best companies, investors, and impactors in this space will be those who put the student at the center. Finding ways to reduce costs, deliver quality pedagogy, and demonstrate impactful outcomes will prove to be the long-term winners as the Ed-Tech market grows and matures.

Investors and companies in the education space recognize the global macro trends that will continue to drive growth, notably:

- Population growth in developing countries
- Rising demand for educational technology, tools, and services
- Increasing digitization to improve outcomes and efficiency
- Opportunities to solve key problems in the industry (student debt, flattening test scores)

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.

Five core sub-sectors of Ed-tech industry are:



### India's Ed-tech Industry

- Over \$1.8 Bn has been invested into Indian Ed-Tech startups from 2014 to 2019
  - The test prep segment has the highest capital inflow and the greatest demand in India
- India's tech economy growth has pushed the demand for skill development solutions

## A Sneak Peek into the EdTech Industry in India

The EdTech industry in India was valued at \$247 million in the year 2016 and is expected to grow at a CAGR of 52% till 2021 to reach a valuation of \$1.97 Billion



The main segments of this industry are:

1. **Reskilling and online Certification** which contributes around 26% of the market
2. **Primary and Secondary Education** makes up the major segment with 44%
3. **Test Preparation** contributes around 30% of the share

*The EdTech industry in India is a fragmented market with around 3500 startups operating in it currently. No major player or players hold influential position in this market*

Factors driving the EdTech market in India are:

- Low cost of online education
- Internet penetration, and
- Governments Digital initiatives

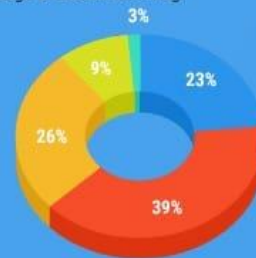


Trends in the market

- Artificial Intelligence in Education
- Use of Virtual and Augmented Reality
- 3D Learning
- Smartphone Database
- Freemium Model Driving Traction

It is expected that by 2021, two more segments will find its way in the Indian EdTech market:

1. Higher Education
2. Language & Casual Learning



- Reskilling & online certification
- Primary and secondary education
- Higher education
- Language and Casual learning
- Test Preparation

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Educating & Partnering Together

Ed-Tech startups such as Byju's, Vedantu, Toppr, among others said they are seeing a lot of interest from new users. Byju's claimed it has witnessed "a 60% increase in the number of new students." Unacademy recorded a 3x growth in its free live classes and claimed it's clocking 30 million minutes of watch time every single day. Meanwhile, Toppr saw the number of students attending its live classes double over last month and Vedantu registered a 10x growth in the number of users signing up ever since the outbreak.

- Between January 2014 and September 2019, more than 4,450 Ed-Tech startups have been launched in India

- However, 25% of startups have shut shop while only 4.17% of startups have raised funds

With the nationwide lockdown, there is a sudden surge in demand for Ed-Tech startups even as others are struggling to find a way out. Despite the launch of 4,450 Ed-Tech startups in the country, India has only one unicorn in the sector, BYJU's, with a \$5.7 Bn valuation. In fact, BYJU's had to spend a good ten years to reach the valuation. The startup worked in stealth mode from 2011 to 2015 and the app was launched only in 2015.

For new entrepreneurs in the space, staying afloat has been all the more difficult. There is still a lack of warm reception for tech in India and many other countries. What a classroom can offer in terms of interpersonal skills, is something tech may not be able to replace, say educational experts.

Given that education is a high-involvement category and a career-affecting service, tech adoption is usually lower compared to other services and products. Hence, Ed-tech startups can take more time to scale up than in some of the other categories

## **Part B: Project Work**

## **2.1) Methodology**

### **a) Ethnographic Study**

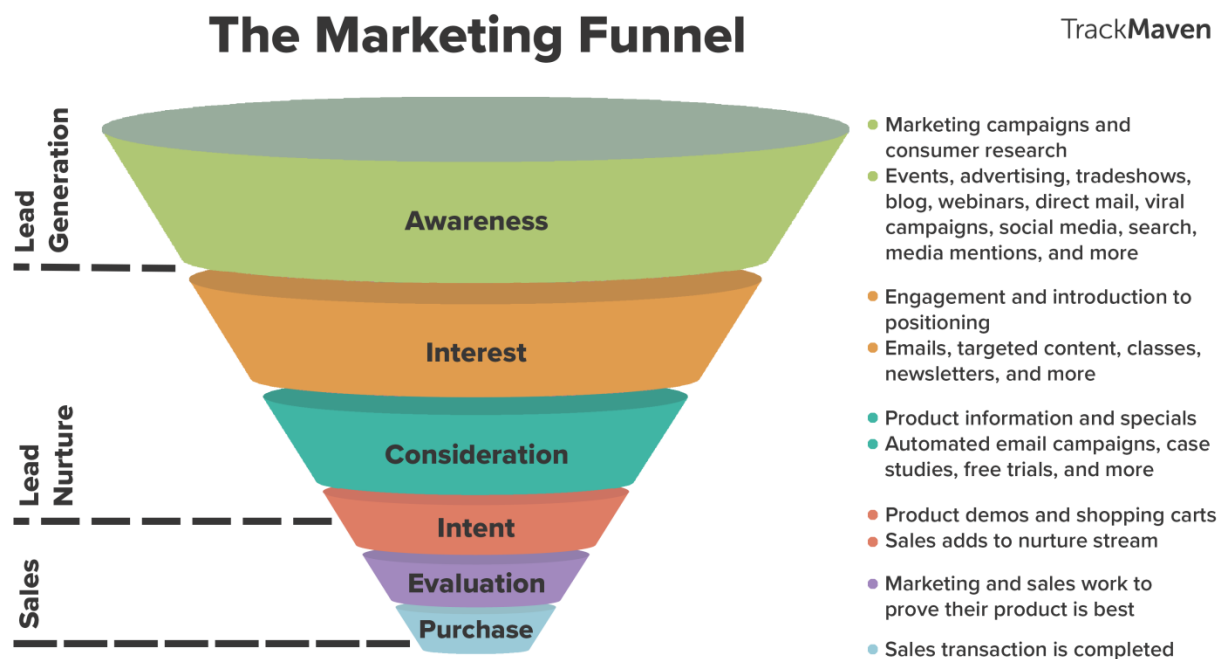
We could not actually observe the culture at the organisation physically due to the pandemic. We were not in a position to travel to their office, instead we were offered a work from home internship opportunity. But from my observations over 2 months, there is very limited permanent staff and many of them work part time. They try to employ interns for short duration and generate leads from them. Also we have seen different managers wherein some of them only care about the numbers we generate at the end of the day, whereas some managers who really care about our concerns, issues and arranged special sessions to sort them out.

### **b) Project Assigned**

I worked as a Marketing & Operations Intern at unschool.in. The primary task involved marketing the Unschool courses to students across various colleges in the country. As an Intern I got practical hands-on experience in sales, marketing, business development, Team management basically a complete entrepreneurial experience. These are the roles I responsible for:

## Marketing:

I followed the concept of the Marketing Funnel to make a successful sales pitch.



The most important and primary step of the funnel is creating Awareness. The first 2 steps of the funnel: Creating Awareness and generating an interest in the customer for our product are the most vital of all because these steps consume most of our time and efforts. This included conducting market research to know about various colleges and the courses they provided, also to know if the college had subscribed for any courses, if so I would decide that this particular college would provide minimum opportunities for me to sell my courses. Ex: Nirma university initially was a good leads generator but later the university subscribed to Coursera making it almost impossible for marketing our courses here.

Through this consumer research I would shortlist few colleges and their students as target consumers. Then I would curate my marketing campaign according to their preferences.

Once we generated the Lead, we would try 100% to instil interest in them and explain all the benefits Unschool courses provides.



Some of the posters designed to market our courses:

**Unschool**

**Your semester is delayed, not your learning.**

Certified courses    Practical learning through projects    Enhanced skill-set

Network with a community of industry's finest    Guaranteed Internship opportunities in reputed firms

Java & Python ₹4000	Law and Legalities ₹4000	Ethical Hacking ₹4000	Artificial Intelligence ₹4000	Digital Marketing ₹6000
C and C++ ₹4000	Business Management ₹4000	Soft skills ₹2000	Android App Development ₹4000	Data Science ₹6000
Stock market & Finance ₹4000	Content Writing & Marketing ₹4000	Novel Writing ₹4000	Program for Life ₹2000	Product Development ₹6000
Graphic Design ₹4000	Machine Learning ₹4000	Marketing Management ₹4000	Human Rights ₹4000	Full Stack Development ₹6000
Advertising & Copywriting ₹4000	Virtual Magic Learning ₹4000	Interior Design ₹4000	Sales Training ₹4000	Career Planning ₹4000
Corporate Readiness ₹4000	Upskill yourself with 1+1 courses at <b>₹2400</b>			

Online is the new normal.

Ministry of Education, Government of India  
DIGITAL LEARNING PORTALS - 2019  
t.hub

This summer, it is your turn to  
**Stay in and Shine Out at  
 The Internship fair**

**Who's going to be there?**

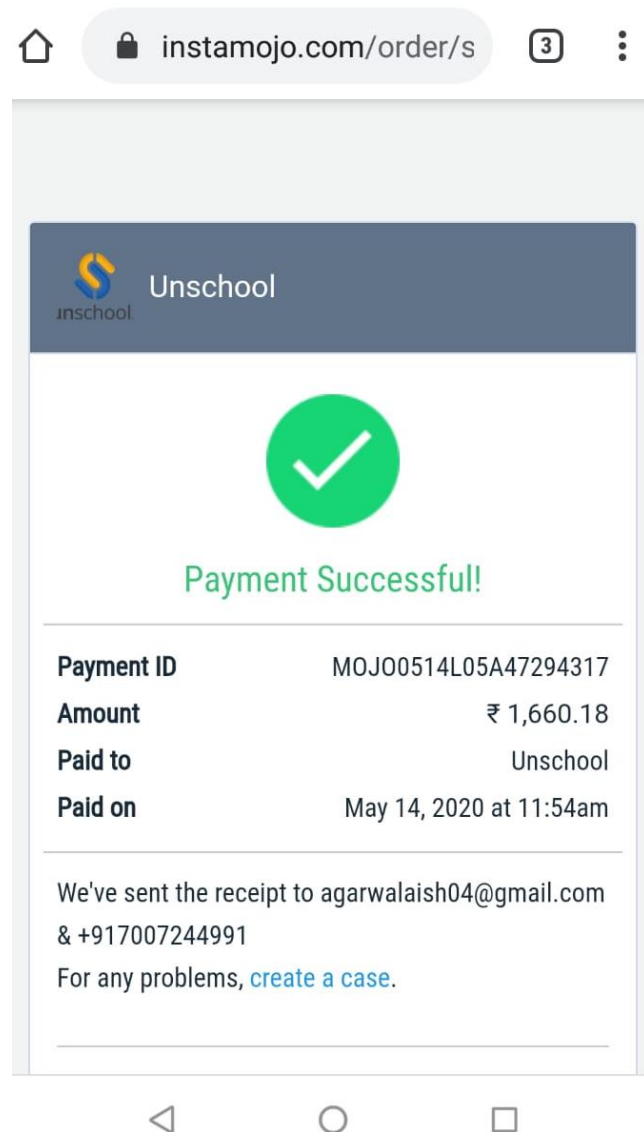
**Where do I sign up?**  
[learn.unschool.in/newsfeed](https://learn.unschool.in/newsfeed)  
 You are just a click away...

powered by  
**Unschool**

## Sales:

Not many Leads would convert to sales due to various reasons including not so convincing sales pitch, financial reasons, finding better alternative products. Sales through the Interns would provide greater discounts to our customers.

Successful conversion of a Sales lead:



## Business Development:

We were not solely focussed only on sales but were constantly working to improve the Brand awareness and visibility. We discovered opportunities in our unsuccessful leads by requesting them to post our links in their groups and spread the word.

### **Team Management:**

As a Community Champion I had to form a team of UCI's by recruiting campus ambassadors, Induct them, train them and lead them to achieve weekly targets.

The team consisted of UCI's varied in their backgrounds, across various colleges, states. I had to conduct regular meetings to monitor their progress and resolve their issues.

### **c) Diary**

My Internship started on 5<sup>th</sup> May 2020. My group consisted of 8 interns from various B-schools. We were formally inducted by Ms Bhavya Deepthi an Operations Executive at Unschool. The session was more about knowing about each other's and the responsibilities we had as an Intern. The 1<sup>st</sup> week was mostly focussed on Training us to build new content we would be sharing on social media platforms. We were asked to randomly call our friends and make them aware about the Unschool and the courses it offers, the perks they get with it. This activity was basically designed to enhance our confidence in making a sales pitch and to improve our way of making a pitch.

From the second week we began designing curated content and spread the word about Unschool and its courses on our social media platforms. With very few leads generated at the beginning and tight deadlines we picked up the conversion rate by constantly finding new ways to market our courses. We had to recruit UCI's (Unschool Community Influencer) and train them to become a campus ambassador and lead a team of UCI's and see to that they reach their targets.

The 2 months of internship was truly a bumpy ride with zero leads and responses during certain times and designing new strategies to keep the ship sailing with new leads.

- **Effectiveness of instruments for motivating employees**

The start of this Internship was not just sales from 1<sup>st</sup> day itself which would de motivate the interns. Our 1<sup>st</sup> week was revolving around the most important training part. When initially

none of us were able to generate even a single lead, we were given the assurance and confidence to keep trying and come up with innovative marketing strategies.

At some junctions when the team were tired of the routine sales activities we were given special guest lectures which consisted of application of the Marketing Funnel, resolving our issues, Suggesting new ways to make a pitch etc.

Other motivating factors were our incentives which were linked to the revenue we generated, courses we would be receiving for free as a surprise gift for meeting the deadlines.

I was handling a team of 8 UCI's, each one from different background, state, college. I used to conduct regular team meetings and sessions to keep them motivated as well.

- **Differentiating Factors**

Unschool differentiates itself from other online platforms by providing some benefits like:

- Lifetime access to the courses
- One to one mentorship
- Access to Unschool community
- Weekly webinars by experts
- Self paced learning
- Live projects
- Certificate of completion
- Internship Opportunities

			
<b>CERTIFICATE ON COURSE COMPLETION</b>	<b>LIFE-TIME ACCESS</b>	<b>UNCONVENTIONAL WAY OF TEACHING</b>	<b>REAL-TIME PROJECTS</b>
A certificate recognized by Govt. of India will be provided.	Pay one time and get lifetime access to your courses.	Courses are taught by experienced experts of their respective fields.	Learners will be provided with real-time projects to gain a practical knowledge of the subject.

- **Work Culture**

Co-operation: My manager was always available to respond to any doubts, clarifications, issues I faced. She would never shy away from our Questions. Also my fellow interns were very cooperative too.

Creativity: Making the same sales pitch and marketing the same posters created doesn't take us too long. We were always encouraged to start new campaigns and marketing techniques to create greater brand awareness and have far reach. Also we used different techniques to acquire new UCI's by conducting surveys, floating forms etc..

Openness: From the beginning we were given the liberty to freely express our smallest of concerns and rejections we faced, were given timely feedback and solutions to turn these into learning opportunities.

Transparency: There was very little Transparency from the organisation. For example we were not given the access to the company's Financial statements for our academic use. Since Unschool is a start-up and just about a year old, there was very little information about the company's performance, finance data on the public platform.

- **Sources for Opportunities for Company**

The biggest opportunity for Unschool is the current time and situation the Covid 19 pandemic has thrown us into. With crores of students locked up at their homes and uncertain about their regular mode of education restarting any time soon, the E-learning platforms which were already receiving great traction have got a humongous boost and are witnessing an exponential growth phase.

Unschool unlike other leading E-learning platforms provides very limited set of courses, it's the right time to expand their product offerings by introducing shorter certification courses.

- **Issues for future competition & Warning signals**

The E-learning sector is already crowded with 100s of platforms offering similar kind of courses at competitive prices. Also some big players like Coursera, Udacity, Udemy are

offering their courses at rock bottom prices and some are offering free subscription for 3 months during this lock down period. These sites are aiming to increase their user base and consequently convert these free users into paid subscribers.

Unschool with very limited product offerings would find it very challenging to compete in such market.

Unschool has actually increased the prices of their courses several times in past few months going against the current trend of freebies.

## **2.2) Analysis & Observations**

### **Challenges:**

The E-learning market is highly crowded and Unschool might find it very difficult to gain a considerable market share and retain its current users. There is always the presence of free courses and data available on the internet, hence convincing users to pay for such resources and courses is a big challenge. As the industry is highly fragmented in nature Unschool must always come up with new and improved content to attract the users.

Another challenge is that the company might have seen a huge surge in number of takers of its courses due to the lockdown, but this might not prevail in longer run, hence they have to sketch strategies to lure them in future and retain the customers.

### **Observations about Organisational Training:**

We were not given any formal training by the organisation regarding our role. The first week included introduction about us and designing curated content to be shared across social media platforms. We directly dived into generating leads on our own and convincing them to purchase our courses.

Our mentor was available all time to resolve any kind of issues we found. When the whole team was down or weren't producing expected results we would have a special session held by other managers of the organisation.

I would expect a more formal training at-least for a week, as this is the first time we are transitioning from theory to actual corporate experience.

## **Issues and Problem areas**

- A. Website: The Unschool website has very little information and details shared in it. The UI/UX of the site is not very user friendly. Also when we browse the internet to find anything about Unschool.in there is very negligible amount of information available. This doesn't create a strong positive impression in the minds of the user. The website doesn't even show basic details about the founders, it's date of inception etc.
- B. Payment link: The payment link provided by the Interns to probable leads is very un professional and it generates a sense of doubt while making any payment.
- C. The organisation seems more focussed on Sales and generating quick revenue rather than building quality content and building the brand.
- D. Advertisements: The organisation is currently dependent only on social media advertising. There is no presence of marketing through print, visual media. When we are witnessing some organisations like Byju's, Vedantu, Udemy continuously promoting themselves on the televisions daily we can only recall these brands when we think about E-learning.
- E. Variety of courses: Unschool has very limited number of course offerings compared to its competitors. A user prefers to have large catalogue of courses while making a decision to purchase any of them
- F. Based on the feedback received from the users I found that the course content is delivered through pdf and regular ppt. Many were not excited to learn from such content.

## 2.3) Recommendations

- A. Introduce an App: The whole world is moving towards mobile devices and on the go mode of learning, Unschool offers its courses only through its website. An app has become a pre requisite for any e- learning platform. I had personally seen lots of leads complaining about the absence of an App.
- B. The courses offered by Unschool are priced high compared to other leading E-learning platforms like Coursera, Udemy etc.. They need to consider about price revision to stay competitive in the market.
- C. The courses must be made more vibrant and interesting
- D. Introduce shorter duration courses instead of current courses that requires 20+ hours of learning the user has to complete before earning a certificate.
- E. The organization must provide some leads initially and encourage their interns to convert them. This brings in immense confidence in the candidates to work harder and generate their own leads at later stages.
- F. The payment structure is complicated and unstructured when it has to go through the interns. All the payments must be channeled through the official website only, where the users can enter a referral code to avail the benefits.
- G. Unschool must include more number of courses in each domain.
- H. We observe that currently the major part of revenue generation is from the sales achieved by the Interns and UCI's only. Unschool must advertise its courses using Mass media channels and pull the users directly to its site.
- I. Unschool must redesign their website and make it more robust and provide more details.



## 2.4) Conclusion

The Ed-Tech industry is witnessing an exponential growth phase and adopting at brisk pace with the current developments in the education sector. There are hundreds of start-ups evolving annually but only a handful of them are able to establish their brand and sail through this highly fragmented industry. Unschool is a home grown start-up under T-hub, recognised by the GOI that has established its own foothold in this billion dollar sector. It still has lots of gaps to fill in and numerous opportunities to grab in the future to become a well known name in the Ed-Tech sector. This work from home internship was a different learning experience for me

## **Part C: Learning from the SIP**

## LEARNINGS

### A. Communication:

The most important skill I improved on was my communication. I had to communicate in different manners to my mentor and probable leads. The communication was formal in nature and I had to take care and always remember that I was representing the organization.

### B. Team management:

As a Community champion, I had to recruit, induct and train UCIs ( Unschool Community Influencers ). I had a great learning experience when I was leading a team of 8 UCI's. Managing a team of interns with diverse backgrounds and expertise was a challenging yet exciting job.

### C. Importance of Team:

Working in a team always has multiple benefits like: The team mates act as a benchmark, when some of your mates are performing better than you we automatically generate a sense of competition in ourselves and alter our working style to match high performers. This in turn brings out greater results from the whole team. Sometimes a manager can try all their techniques from their bag to encourage us but it might not bring in huge difference. Whereas Benchmarking in a team might bring out greater results.

### D. Accept Ignorance:

Selling a product is never an easy task. Throughout the span of 2 months I faced many potential leads ignoring, and lot many rejecting at the first glimpse of the sales pitch. I learnt to offer the courses to new leads with the same enthusiasm again.

#### E. Convincing skills:

Generating a lead was the first big task and converting the potential lead was totally dependent on the convincing skills. I had to constantly improve the way I conveyed about the features of the product. Had to deal with graduate students as well as working professionals. I definitely could see an improvement in my convincing skills over the span of these 2 months.

#### F. Time Management:

We were given deadlines to meet various tasks like: building a strong team of UCI's, inducting and training them, generate leads and show positive results. Also we had to conduct market research about college timelines, courses they offered to find fresh leads.

#### G. Alternate Strategies:

Marketing the courses through social media platforms produced leads initially, but I had to improve my strategies once the leads stagnated. I had to constantly think about new content and ways to post on my social media portals to increase the awareness and make my product reach a wider audience.

#### H. Knowledge about Industry:

I gained in depth knowledge about the Ed-Tech industry and its growth potential in near future. Even though we are used to the traditional form of learning where we physically sit in a class and learn from the teachers and our mates, students are slowly adopting to the online learning modes. The current pandemic has led to closure of lakhs of schools and colleges, changing the way we gain knowledge about anything. Ed-tech industry is one of the few industries that was positively impacted during this lockdown. The whole market has expanded allowing more revenue and opportunities for all the players in this sector.

#### I. Marketing & Sales:

All the above activities were directed towards having successful sales of the product. I understood the importance of this business function for the success of any organization.

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<https://www.unschool.in/>

# Certificate of Excellence

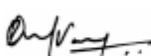
This certificate is proudly presented to

*Srinidhi N*

for successfully completing the Unschool Community Program  
on July 10, 2020 as a **Marketing Intern** for 2 months,  
an online internship initiative by



Unschool wishes you the best for your future endeavors.

  
**Rahul Varma**  
Chief Executive Officer

EDUCATION INDUSTRY TOP 10  
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