INSTITUTE OF MANAGEMENT

NIRMA UNIVERSITY

MBA (FT) 2019 - 21

Summer Internship Project

with

Submitted by:
Devansh Sood
Roll No. 191416

TITLE PAGE

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Company Name	Unschool (http://www.Unschool.in/)
Company Address	Ground Floor, H.No. 1-11-251/3, behind Shoppers Stop, Begumpet, Hyderabad, Telangana 500016
Organization Guide	Mrs. Bhavya Deepthi Varma, Operations Head, Unschool
Internship Area (Title)	Marketing (Sales and social media marketing for Unschool)
Institute Name	Institute of Management, Nirma University, Ahmedabad.
Faculty Mentor	Dr. Nina Muncherji Institute of Management, Nirma University, Ahmedabad.
Purpose of Report	Submitted as partial fulfillment of the requirement of the MBA Course (2019 - 21)
Date of Submission	18th July, 2020

Acknowledgement

This summer internship opportunity with a startup like Unschool proved to be a great learning experience for me despite the unfortunate situation due to the pandemic. I would like to take this opportunity to thank my company mentor, Mrs. Bhavya Deepthi Verma, for making this internship full of learning experiences and also providing a helping hand at all times throughout the internship.

Next, I would like to extend my gratitude towards Dr. Nina Muncherji, my faculty mentor at IMNU for her constant support and guidance.

I would also like to express my gratitude to the institute (IMNU) and the Placement Committee for giving me this opportunity to learn and grow.

EXECUTIVE SUMMARY

As an Intern of Unschool, from Marketing Domain, along with 7 other Interns, I started off with social media marketing with the intension of promoting the company and generating leads for sales. I also started with cold calling and carried it out for a week. After the first week I was asked to hire interns under me and make a team of 5 to 10 people. For this I created a google form and floated it across my social media handles to get applicants and then conducted telephonic interviews. This process of hiring kept going on throughout the first month along with inducting and mentoring the selected candidates. For the rest of the tenure I handled a team of 8 to 12 people and guided them to achieve their sales target and subsequently worked on achieving my own targets.

Undertaking

I, Devansh Sood, hereby declare that my Summer Internship Report, submitted in partial fulfillment of the Summer Internship Program is original and is not substantially the same as one which has already been submitted in part or in full for any such similar qualification to the University to the best of my knowledge.

Name: Devansh Sood
Roll No: 191416
Date: 18/07/2020
Place: Ahmedabad

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PART –A

ABOUT UNSCHOOL

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

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/

In this world where learning mostly comes from one's educational experience, Unschool is an 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'.

Unschool is 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. Hence, we aspire to have teachers come host courses on our platform and coach a generation of learners. We, at Unschool, believe that teaching is not meant only for conventional teachers, but in the idea that anyone and everyone can teach and learn.

Unschool is a community of young, passionate and visionary individuals that believe that

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

MISSION

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

VISION

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

<u>Products and Services</u>

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

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.

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".

Analysis Using The 7S Framework

Developed by McKinsey, 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.
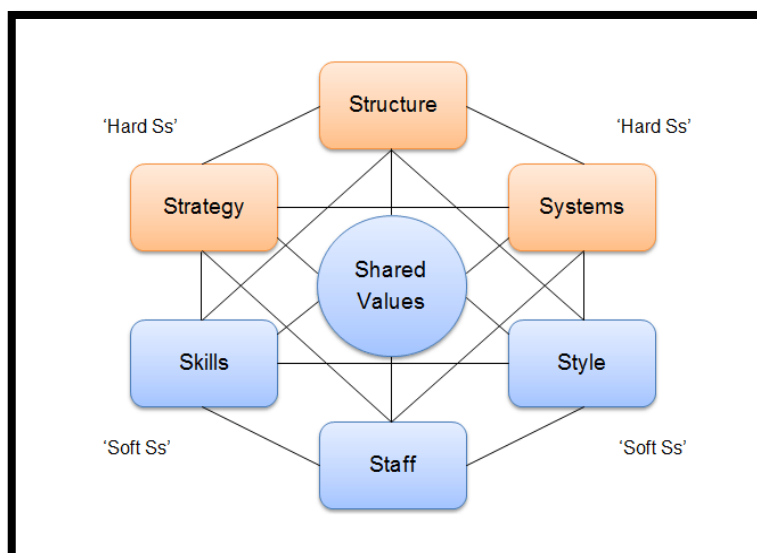
7S analysis of Unschool is as follows:

STRATEGY

Unschool is a new entrant in the EdTech industy. Their channel is B2C. They are focused on students, which are their target audience and their product is also student centric. Moving forward their strategy is to expand their customer base in India and be the top EdTech company. They are also planning to expand their market to other countries.

STRUCTURE

Unschool has a horizontal structure as it is a new startup and has little number of employees. This enables employees to make decisions quickly and independently. The decision making power is shared and employees are held accountable for their decisions.

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.

SKILLS

Majority of the Unschool employees are highly experienced people in their respective field and have a entrepreneurial background or experience. All employees are capable to work in multiple domains in the company at the same time .

STAFF

The staff comprises of all young and middle aged people who are looking to expand their horizons and learn and grow more in an exposed environment of a startup.

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.

Industry Classification

The India Education Industry:

India has the largest population of youth, which is in the age bracket of 4-25 years, approximately 500 million students. The sector has seen inflow of US$ 3 billion through FDI.
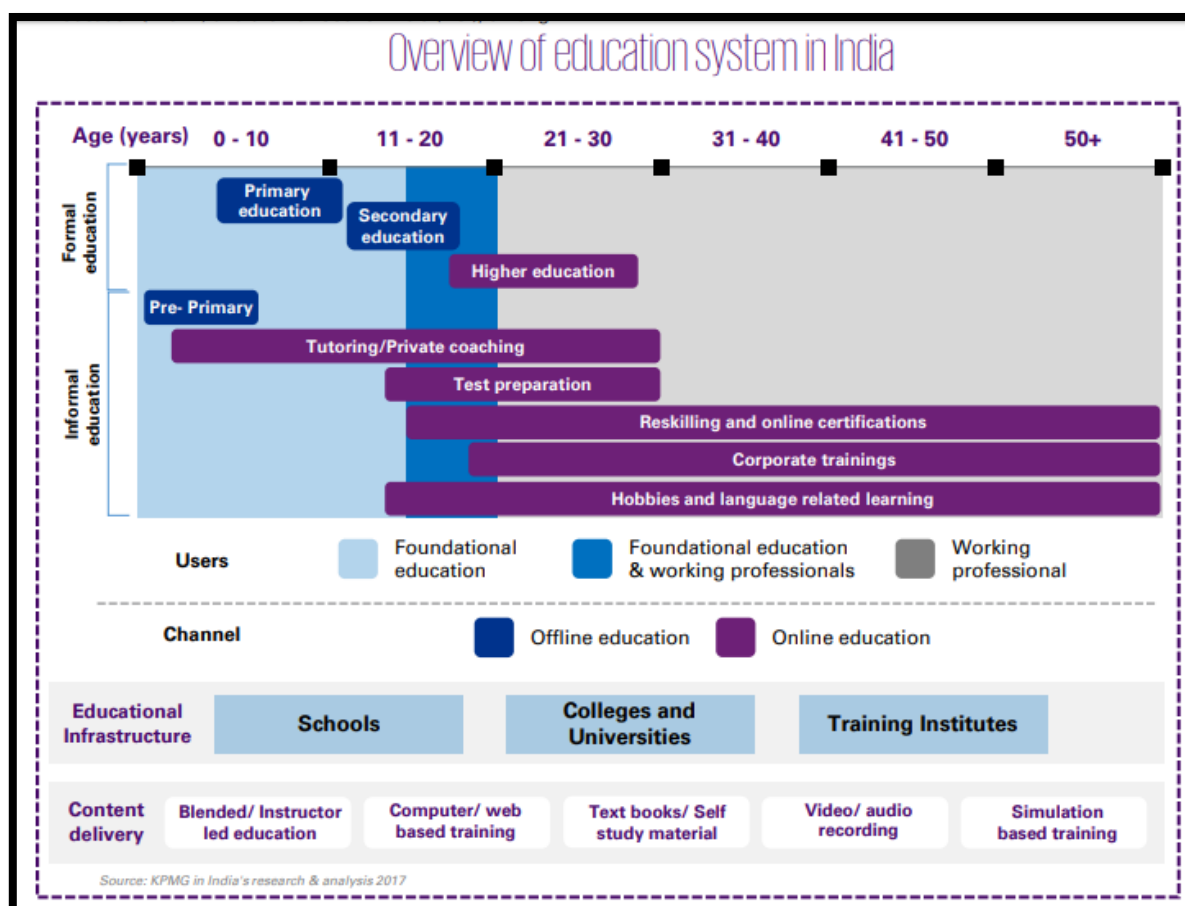
Unschool comes under the EdTech (Education Technology) Industry.. This industry brings together education and technology using hardware and software to provide a better teacher lead learning process. According to a 2016 KPMG report, the India education technology industry is worth $247 million and is 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)

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

Source: KPMG in India's research and analysis 2017
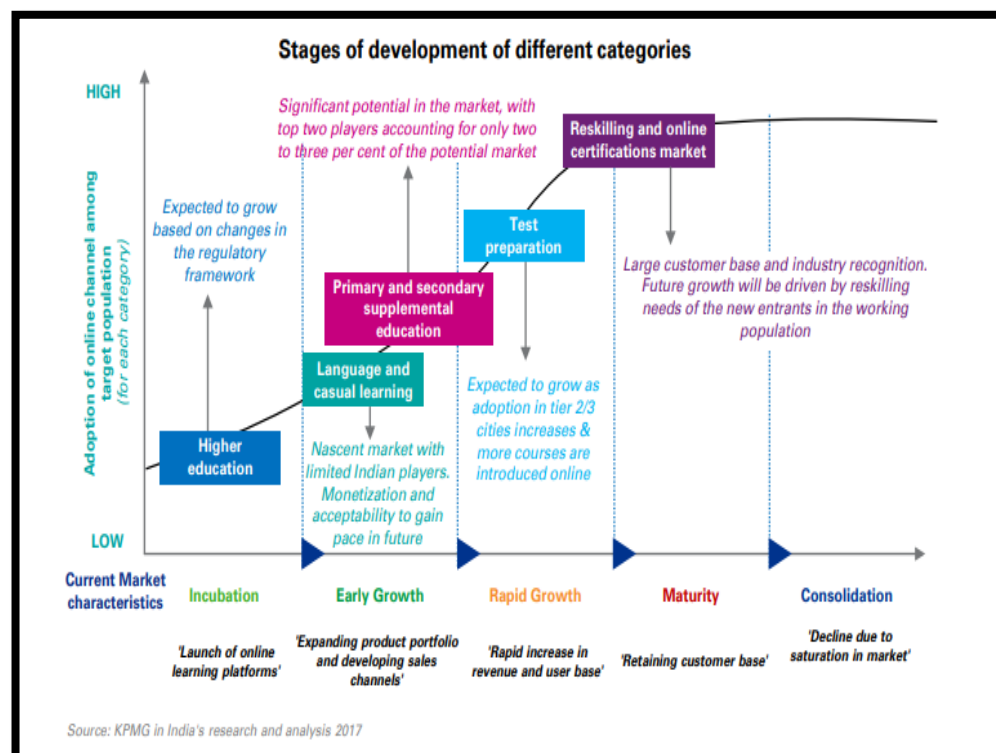
PART-B

1)   **Introduction**

1.1   **Context of the organization:**

In this section we will discuss about the business environment of Unschool by defining the factors affecting its internal and external environment. As Unschool is a fairly new startup in the edu-tech industry and has been brought up in the biggest incubator in Asia there are a number of factors affecting both the external and internal environment.

Internal Environment is affected by the following factors:

- Plans & Policies
- Financial and Marketing Resources
- Inter-personal Relationship with employees
- Internal Technology Resources & Dependencies
- Organizational structure
- Task Executions or Operations
- Financial Forecast
- The founders relationship and their decision making power.

External Environment is affected by the following factors:
- Customers
- Marketing and Media
- Competitors
- Economy of the country
- Laws and regulations
- Technology and innovation

1.2   Work flow of the Sales and Marketing Department:

The sales and marketing department at Unschool is not specifically defined as being a startup all members take part in marketing be it the founders or the operations team or any other employee. Unschool focuses on social media marketing and conducting events and having tie-ups with institutions. The sales function starts with generating leads from online interest forms, cold calling and enquiries through social media and website. Further the leads are directly contacted by the sales force which mostly comprises of interns working with Unschool. The leads are then provided with all the necessary details about the company and the courses and follow-ups are taken till the lead shows interest or gets converted to a customer. These interns then take up queries from the converted leads if any and pass on to the concerned person.

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

1. Unschool Community Influencer (UCI):
These are school representatives. The activity incorporates showcasing and advancing the Unschool online courses in their separate universities and neighboring schools. The medium utilized for promoting is social media. Another task for them is to take advantage of their own contacts for cold calling. the benefits or other incentives are purely performance based.

2. Unschool Community Leader (UCL):
A UCI after promotion becomes a UCL. Their work includes, interviewing and recruiting UCIs from different colleges, training and guiding them and then 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.

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 their responsibility to take interviews and hire UCIs and guide them. Under a UCC there are multiple UCL with their teams of UCIs. Also these UCC have to market and promote the courses.

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. The team leader also has access to the company's Internshala profile and can provide UCI leads to the UCLs and UCCs. They help in resolving all issues faced by the interns under them. They are responsible for all other HR function for interns working under them.

2.) Methodology

Ethnographic Study

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

Maintenance of Journal / Diary

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 UCIs to generate further sales

Week 1:

During the first week I was required to attend meetings where we learned about company's background, their working, vision and mission, and aim of the company. After this our work was thoroughly explained to us and we were told what was expected in terms of targets. I was also given a small target based task to get things started where I had to make one sale in 2 days.

Week 2:

In the second I was required to build my own team of UCIs. For this I first created a Google response form to generate leads. I then floated these across my whatsapp, instagram, Linkedin and Facebook handles. After getting UCI leads from these forms, i interviewed the right set of these candidates and recruited the deserving ones. After recruiting them I trained and guided them to achieve the sales target. I was able to successfully build a team of 3 UCIs in the second week and were able to make 2 sales.

Week 3:

During this week I hired some more UCIs and some of them left as they didn't like the work. My team leader and mentor helped and supported me tp hire new people by providing some candidates for UCI role.

Week 4:

During the 4th week my team count increased to 5 and we were able to make 2 more sales by floating a sales lead form. The form was created by me and floated by my team and myself which helped us in generating a good number of leads. I assigned leads to my UCIs and took some myself and helped them with the follow ups.

Week 5:

The start of the 5th week was has as 3 of my UCIs left due to their exams. I again went back to the hiring process with the help of my team lead. The pressure to achieve the target was very high so we also kept generating sales lead through the form and cold calling by the 2 newly hired UCIs. The team count went up to 4 but no success in terms of sales was seen.

Week 6:

In this week my team count increased to 10 but only 1 sale was achieved as the old UCIs went out of sources to be contacted and the new ones were still trying to figure out if they really want to work or not.

Week 7:

This week proved to be one of the best weeks during the internship as we got 4 sales and also recuited 2 more UCIs, though all of the UCIs were not getting results.

Coming to the last week of the internship I was asked by my team leader to let go all of the UCIs who were not generating revenue for the company. Few of them left voluntarily others were removed. Closing up my time I asked my team leader to provide certificates to the UCIs who worked hard and gave results. I ended my Internship on a good note by generating one more sale and received my certificate after two days.

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.

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 motivated top management. The employees were happy and motivated. They worked all day and at times even during the weekends without any hesitation. The employees bonded well among each other and were satisfied with the environment and were always ready to help each other.

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

From an intern's perspective I could deduct the following information regarding the instruments used for interns.

Appreciation: At Unschool each UCC/UCL/UCI is appreciated for each sale by posts on whatsapp groups also motivating other interns to work harder.

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. Some who perform better and give higher revenues are then provided with monetary incentives.

Power equations and hierarchy

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. 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 endeavors 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 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 current situation has shifted the entire education to online mode. This industry in India is not well tapped consisting of a few major players only. This has opened up opportunities for Unschool. There is a high probability of increase in online education at exponential rates. Also this is a market which can be easily entered.

Early warning signals

The pandemic has generated opportunities for a lot of new entrants and is not very difficult. A huge number of students would prefer online mode seeing the conditions. There is a very high chance of both backward and forward integration. Threat of substitutes is also considered to be high in this industry along with new competition.

3.) 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.

4.) Conclusion

The 2 month experience at Unschool was enriched with learning and exposure to a whole new world. Being mentored and supported by a very motivated leader helped me further grow professionally and also personally. It helped me push my limits and convinced me to reach higher limits and achieve the maximum. I was able to do a much better SWOT analysis for myself after completing the internship.

LEARNINGS

There was a lot of learning during this internship which would always be helpful in my career. The main learning was how one could really apply and understand concepts taught to us in class and present in books.

Beginning with teamwork I learnt how important it is to work as team whether you are a leader or whether you are working under one. I was doing both here simultaneously, leading a team and also being a part of a team being lead by our mentor. Also being a bridge among the two was a good learning experience as a number of issues and difficulties arise during the same.

Effective communication was also a key learning here as it is one of most important aspects for some working in sales and marketing. A small error in communication or understanding a message can lead to the loss of a potential customer and could also lead to bad mouthing about the organization. The internship really helped me in honing my communication skills and improved my ability of impromptu speaking.

Leading a team of 8-12 people for almost 2 months and coordinating their day to day activities really made a difference to my leadership skills and taught me a lot about the same.

As a sales and marketing intern, I learned the importance of a sales pitch and how professionally it has to be delivered with the intention to persuade someone take up a service or buy a product one may never have even thought of buying. The sales pitch is the starting element and if not rightly given can end the process the right there.

I better understood the application of marketing skills during this internship. I was able to improve them and apply them in a more benefitting way for the organization. This internship gave me the opportunity to apply the concepts studied at IMNU and also analyze their outcomes. I gained knowledge on how social media marketing actually works in an organizational setup and what power it really possesses.

I learned the concept of sales funnel and how it plays an important role in understanding the concept of sales. A sales funnel is a term which tells the journey of potential customers till the final purchase is done. It has several steps, usually known as the top, middle, and bottom of the funnel although these depending on the sales model of a company.

What Happens in Your Sales Funnel?

- Awareness — Brand — Marketing Activities
- Leads — Create — Squeeze Pages, Opt-in Offers
- Prospects — Content — Email Follow-ups, Offers
- Sales — Build — Memberships, Loyalty Programs, Customer Specials

Loyal Customers

Annexure

Certificate of Excellence

This certificate is proudly presented to

Devansh Sood

for successfully completing the Unschool Community Program
on July 15, 2020 as a **Marketing Intern** for 2 months,
an online internship initiative by

Sunschool®

Unschool wishes you the best for your future endeavors.

Rahul Varma
Chief Executive Officer

HIGHER EDUCATION Review TOP 10
DIGITAL LEARNING
PORTALS - 2019

t-hub

Department of Industrial Policy and Promotion

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