Transformation in Education through E-Learning - A Case Analysis on Byju's – The Learning App using the ABCD Framework

Panchajanyeswari [1] & K. T. Veeramanju [2]

[1]Assistant Professor, Institute of Computer Science and Information Sciences, Srinivas University, Mangalore, India,
ORCID: 0000-0003-3783-9793; E-mail: jahnavi.murali2005@gmail.com
[2]Research Professor, Institute of Computer Science and Information Sciences, Srinivas University, Mangalore, India,
ORCID: 0000-0002-7869-3914; E-mail: veeramanju.icis@srinivasuniversity.edu.in

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Panchajanyeswari [1] & K. T. Veeramanju [2]
[1]Assistant Professor, Institute of Computer Science and Information Sciences, Srinivas University, Mangalore, India,
ORCID: 0000-0003-3783-9793; E-mail: jahnavi.murali2005@gmail.com
[2]Research Professor, Institute of Computer Science and Information Sciences, Srinivas University, Mangalore, India,
ORCID: 0000-0002-7869-3914; E-mail: veeramanju.icis@srinivasuniversity.edu.in

ABSTRACT

Purpose: *Technology has changed the system of education in the recent years. It has transformed the traditional learning methods with self-paced learning through the use of internet. Life today just doesn't end with an 'e', but begins with an 'e'. E-learning is the brain child of digital revolution. The digital revolution and the use of smart phones and tablets have triggered a sea of change the way in which we use, access and deliver learning content. Byju's – The learning app is one such e-learning platform that has more than three million annual subscriptions. It provides a parallel education platform for learners of all age groups attending to all their needs. This paper demonstrates how Byju's facilitates and improves the teaching-learning process in the student community across all age groups.*

Design/Methodology/Approach: *The technological advancements have given birth to many e-learning platforms for all ages. Byju's is a technology-based education system that has expanded its operations in diverse dimensions. This paper studies the growth of Byju's both in the domestic front and internationally. This paper uses the ABCD model to analyze the strengths and weaknesses during the course of its existence. The paper is based on secondary data that is collected through articles, journals, newspaper articles, and websites of Byju's.*

Findings/Result: *This paper performs ABCD analysis on Byju's – the learning app. It also highlights on the feedback analysis of the stakeholders of the company.*

Originality/Value: *This paper studies the company's overall performance in terms of delivering e-learning content to all its stakeholders.*

Paper Type: *Research Case study based on Company Analysis*

Keywords: Byju's the learning app, e-learning, ABCD analysis framework, Technology-based education, Learning App, Education, Case Analysis.

1. INTRODUCTION :

The process of teaching and learning has undergone a significant shift as a result of the COVID pandemic and evolving learning styles during recent years. The learners no longer memorize the concepts, rather their focus is on 3Ws - when, what, why. The teachers' role has transformed from 'stage by the stage' to 'guide by the side'. The current scenario focuses on personalized learning approach. The teacher does not merely focus on getting the content delivered. The teacher is now a facilitator, mentor and a guide. The knowledge provided by a teacher is developed and reformatted with the help of technology. The learning process is student-centric and students have the autonomy to choose the method of learning depending on their capacity, leading to self-paced learning. The present-day learning is technology driven with the internet, digital devices and computers taking the lead. E-learning is not necessarily intended to give open-ended or crowd-sourced learning because online classes are recorded as video lectures. India will have at least 37 million paid EdTech customers by 2025, and 4,450 EdTech businesses have already started operating in India [1]. Teachers and trainers employ contemporary teaching tools including smart boards, audio-visual aids,

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and online learning environments. The technological know-how to use contemporary classroom technologies is in demand of today's teachers for effective delivery of study topics. Indian classrooms are becoming smarter over time with fast adaptation of technology. Information technology awareness and training begins in the primary grades for students. More students can use m-learning ("which is the learning across multiple contexts, through social and content interactions, using personal electronic devices.") as internet and related technologies become more accessible and affordable [2]. Users can find information on various websites, blogs, online forums, online libraries, and multimedia resources. The multimedia course were available online could be used by both the learners and teachers in order to promote effective learning. Particularly in the 21st century, two aspects and how businesses use them to achieve a competitive edge are particularly important: using social media to obtain personalized information and swiftly transitioning from the real world to the digital one [3].

A wide variety of e-learning apps provide personalized learning to the learners. Seven factors, including ease of access, convenience, highly trained teachers, price of the applications, personal development of children, the influence of teachers, and parental social status, have been identified as factors that influence parents to purchase educational mobile apps [4]. All the apps are rated and tend to become popular with their ratings. However, there is a difference in the rating depending on which sector to which the app belongs to i.e., education sector, public sector or private sector [5]. The e-learning apps provide self-paced learning and help to optimize and cater to the needs of the learner. The quality of learning is improving for students of all ages, from elementary school through higher education, thanks to mobile app-based learning. A good opportunity for both fast and slow learners. The use of technology in education would make high-quality instruction more accessible and accessible to people all around the world [6]. The access to quality education without boundaries. All the educational apps that are available today like Vedantu, Unacademy, Coursera and Byju's to name a few have been created keeping the learners' perspective in mind. The educator selects their programme in accordance with the specifications, including the quantity of students, hosts, working hours, data transfer, and time allotted. In addition to college and school instruction, numerous educational platforms offer tuition and ancillary courses. These include CueMath, Vedic Math, English language classes, Simplilearn's cybersecurity, Cloud, DevOps, Artificial Intelligence and Data Science courses, among many others [7]. Byju's is the most-valued EdTech Company in the globe. This company developed into and emerged as leader in the field of education by providing free video tutorials, doubt-clearing sessions, explaining concepts with the aid of animated illustrations, and many other initiatives. The company has quickly established and pioneered itself as the top study platform not just in India but also globally [8]. This app creates an excellent learning environment through the use of 3D animation, motion graphics, and visual effects. Mobile learning enables instruction utilising an approach using portable electronics like smartphones and tablets. Due to its accessibility, adaptability, ubiquity, accessibility, affordability, and portability, this enables learners to study in a timely manner and is very advantageous for both teachers and students [9].

1.1 Business model of Byjus – Technology an enabler of Learning:

Byjus is one of the biggest educational apps in the world. With the subscription or purchase of rights from any internet company like Byjus, Toppr, etc., virtually any information can be searched in a matter of seconds on demand, and any lectures can be viewed. All of this is the result of the internet revolution's low prices, the availability of several internet service providers, government initiatives to encourage the IT sector, and the need for education to enter the workforce as a professional [10]. Additionally, BYJU's adopted the app-driven training concept at a period when customers' hands began to depend more and more on smartphones. Technology adoption was aided by the younger generations' greater familiarity with its use than their older counterparts [11]. Once a startup, it now caters to the educational needs of over 300 million learners in India. Byjus uses a freemium business model, in which a company provides consumers with only the most basic or basic capabilities for free and then charges a premium for extra or advanced features. Although the phrase was first used in 2006, the freemium business model dates back to the 1980s, and the method of communication is business-to-consumer (B2C). Some of the primary activities of BYJU's include platform development, data centre operations management, IT infrastructure operations, and managing the learning community [12]. The company initially offers a free trial for the students enrolled in Byjus for a period of 15 days. If the student is satisfied with the resources provided by Byjus, he/she can then do the payment and get all the advanced level of services

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on the Byjus platform. Upon confirmation of the payment, the learners attend the classes they have enrolled for. The classes are conducted by a team of experts, who are IIT/IIM graduates. The trainers are based only in certain locations like Gurgaon, Pitampura, Janakpuri, Noida to name a few. Byjus also provides one-to-one mentoring to the learners and all their doubts regarding the subjects are cleared with the help of expert guidance. Real-time feedback of the ward's performance is also provided to the parents through the parent app. Upon completion of the course, a complete revision of the whole course content is done in order to gain a better understanding of the content.

1.2 The History of Byjus – The learning App:

Byju Raveendran is the creator of Byjus. From the little coastal hamlet of Azhikode in Kerala, Byju Raveendran is originally. He began his career at a shipping company as an engineer. He became quite well-known among his pals for employing shortcut techniques to help them pass the IIM admission tests. Despite obtaining a perfect score on the IIM entrance exam, he refused to give in. As time went on, the entrepreneur realised his areas of strength and gradually changed his career to reach the top. He started with teaching a small number of students in a small room and is now the CEO of one of the biggest online education platforms. Numerous entrepreneurs now have unmatched potential to launch new businesses using electronic commerce models thanks to the emerging digital economy. The young businessman Raveendran of Byju is profiled for his innovative strategy in launching an Edtech company. This shows how the learning app made use of technology as a tool and the unique mix of information, media, and technology to create a learning app for students throughout the world [13]. In the year 2011, with the help of his friends at IIM, Raveendran launched a company named "Think and Learn". The company's aim was to revolutionize the student's approach to learning. This eventually led to the birth of an interactive learning app - Byjus in the year 2015. Moreover, the other growth factors for India's Edtech eco-system are: (a) a younger population; (b) rising family disposable income; (c) declining internet data costs; and (d) low-cost portable learning devices [14].

Table 1: Evolution of Byjus – Timeline is indicated below [13-14].

Year	Accomplishment
2006	Offered CAT preparation classes for a group of 40 students
2007	Number of students undergoing CAT training crosses 1000 mark. Organized free workshops for free and later on conducted paid workshops. Organized workshops for college students inside the college campus.
2008	Expanded business to four cities in India with classroom teaching
2009	Enhanced the quality of classroom teaching with the help of quality video presentations
2010	Business expansion across 45 cities in India. Offered additional classes to crack IAS exams
2011	Officially began operating a company "Think and Learn"
2012	Offered interactive content with the help of experienced teachers
2014	Launched the first ever learning program for students of class 8 to class 12 using tablet devices
2015	First mobile application by the name Byjus-The learning app launched

1.3 Byju's outshines the contemporary EdTech Companies:

The major contributor to Byjus success in the EdTech market is its ability to incorporate the latest technology. Byjus app is a blend of three main attributes – content, media and the technology. These attributes assist in delivering a comprehensive and a highly-appealing learning material to the students. With the growth of Byju's Market in K12, new and developing trends in education have emerged, most notably e-learning, which has been made easier for students in grades 4 through 12 by way of aesthetically appealing, animated video, and audio lessons, especially for math and scientific courses. [15]. The content at Byjus is developed by a multi-disciplinary team of 'Rockstar' teachers who have more than fifteen years of experience. This team carries out thorough research on the given concept and creates knowledge maps for it. Then, they analyze on novel ways in order to make the concepts interesting so as to reach out to the target students. The curriculum developers at Byjus focus on making

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learning a fun-activity for the students. The most popular learning app in India is called Byju's Learning App. It gives pupils learning programmes that are highly efficient, adaptive, and interesting. The online resource offers study materials for passing exams ranging from the CBSE to the IAS [16]. They have coined a new term 'enter-trainment' which basically means making learning fun. The rockstar teachers at Byjus follow a script and it is recorded. The video team then adds animation and other visual effects to make the content more appealing and interesting. This software offers effective learning materials for a range of student populations together with high-quality animated films with attractive graphics.

2. OBJECTIVES :

The objectives of the case analysis presented in this paper are:
  (1) To highlight the factors that have contributed to the success of Byju's.
  (2) To describe the business model of the largest EdTech company in India.
  (3) An ABCD analysis of the company is made to analyze the various business issues of the company.
  (4) To perform feedback analysis of the company.

3. LITERATURE REVIEW :

The data collected for the case analysis is collected through a number of secondary sources like journals, published papers, newspaper articles and company websites of Byju's.

Students are constantly using mobile phones, tablets, iPads, PDAs and online learning programmers to enhance their skills in studies. "Mobile learning apps can be very useful in the higher education environment," Ansari (2017) [17]. According to studies, learners are adequately knowledgeable about mobile technologies and the Internet. The importance of mobile learning apps for learning and research is widely acknowledged by students. In the current educational environment, teachers and students are expected to get prepared for the future technologies that would enter the era of teaching and learning. Teachers should possess the technical skills and abilities necessary to effectively teach in a way that is simple for students to understand.

Teachers should possess the technical abilities necessary to effectively teach in a way that is simple for students to understand. M-learning can assist teachers and students in resolving issues with the "conventional learning system" Sarrab, Laila and Hamza (2012) [18]. The teaching-learning process is facilitated by the use of an efficient system called mobile learning access. To engage with one another and support the teaching-learning process, teachers and students alike require a suitable and practical framework.

Radovan, Vrana (2018) [19] in Acceptance of Mobile Technologies and M-learning in Higher Education Learning: "An Explorative Study at the Faculty of Humanities and Social Science at the University of Zagreb," says that the use of mobile technology by students is deeply ingrained in both their personal and professional lives. The paper contends that educational institutions ought to support M-learning by including it in their curricula.

Ann Marie Casanova (2018) [20] in her paper, "Case study - Cultivating a love of learning in K 12: BYJU's: How a Learning App is Promoting Deep Conceptual Understanding that is Improving Educational Outcomes in India (English)," elucidates that Byju's App "wants to revolutionize the way millions of students think and learn" (P. 21) effectively. The app makes sure to foster a generation of students who have desire to learn more, dream more, and grow more.

4. SUCCESS SAGA OF BYJU'S :

The main objective of Byju's is to eliminate the disparity in the Indian educational system and inspire children to embrace learning. The teaching content delivered to the learners is not to deliver theoretical knowledge, but rather enhance the learning capability of the students through various forms like quizzes, exercise and visualization of the concepts. The Byjus software uses graphics and practical examples to make understand difficult concepts as simple as possible for young brains. While the app primarily targets Lower Primary, Upper Primary, and high school kids, it also offers online coaching classes for competitive exams like JEE/NEET, UPSC, IAS, and GATE. Additionally, a course will begin with a minimal fee of Rs.5000/- and with scholarships awarded to students in grades 4 through 12 by some entrance exams. Byju's app offers online conceptual comprehension lessons, individualized instruction, and one-on-one counselling support [17]. The primary objective of Byju's is to focus on

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each and every individual learner in an objective manner in addition to motivating those students who are engaged and self-motivated. The students enrolled at Byju's take an initiative to learning at their own pace rather than just rote learning. The success of Byju's could be attributed to perfect audience – the students across all ages who learn the concepts with better clarity and understanding just with a click of a mouse. Accessibility, convenience, highly qualified teachers, cost of the apps, children's personal growth, the influence of teachers, and parental social standing are factors that influence parents to purchase educational mobile apps. Additionally, the software has offered the students the flexibility to learn at their own speed. As a world-class research and technology company that is inventive, flexible, and responsive, aligned with future consumer needs, and promotes the expansion of the firm across existing and future businesses, BYJU'S has values that are substantially different from those of other learning software [22]. Thus, Byju's has created a huge fan list of students who are addicted to learning. Even though there is ample room for growth in India, BYJU's chooses to expand into English-speaking countries like the United States. It assumes that there is a sizable demand for "better learning" in the US, as well as a robust digital payment system and a willingness to pay membership fees [23].

The education technology business Byju's, based in India, becomes a "Official FIFA World Cup 2022 Sponsor," according to a March 2022 announcement by FIFA (Fédération Internationale de Football Association), the world's governing body of professional football [24]. The success of Byjus can be attributed to many other factors like:

- The intention of making learning a fun activity
- Interactive worksheets
- Initially a freemium model that ensures constant flow of leads
- 1:1 student teacher ratio with a real classroom experience online
- Highly aggressive methods of marketing
- Appealing to students across all domains

Table 2: Success of Byjus Timeline [21].

Year	Achievement
2015	Byjus – The learning app launched for providing online education services
2016	"Best Self-Improvement" app award by Google Play India
2017	Byjus Math app launched for kids only for mathematics Byjus Parent connect app launched to help parents keep track of their ward's performance using Byjus
2018	A milestone of 15 million users and over 900000 paid users
2019	The world's most valued Edtech Company
2020	Signed a billion-dollar deal to acquire Aakash Educational Services
2021	Received Time 100 most influential company award Acquired companies like Toppr, Scholr, GreatLearning, HashLearn, Epic and Tynker
2022	Official sponsor of the FIFA World Cup Qatar – 2022

5. BUSINESS MODEL OF BYJU'S – THE LEARNING APP :

There is evidence to suggest that online learning is more effective in a number of ways for individuals with access to the correct technology. Compared to students who learn in a classroom, who only recall 8–10% of the material, studies suggest that students who learn online retain 25–60% more information. This is primarily due to the fact that students can learn more quickly online; e-learning takes 40–60% less time to complete than traditional classroom education because students can go back and quickly complete courses as needed or skip classes [25]. The online education industry geared up during the pandemic. Institutions have switched from an offline to an online method of pedagogy as a result of the Covid-19 pandemic. The institutions that were previously resistant to change have come to terms to accept modern technologies as a result of this crisis [26].

Byjus follows two approaches of business. This paves way to two types of customers at Byju's. In the first type, customers use the products and services of Byjus for a trial period. If they are satisfied, the prospective user must first submit all of his or her personal information. The users are then given a free 15-day trial period to try the services at Byjus. During the trial period, the student has an option to

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decide whether he would like to continue or leave the course. If interested, the students can continue with Byjus and get access to further levels of the course, at affordable cost. This is called the freemium model of business which is shown in figure 1. In the second type, the customers will use the premium range of products and services offered at Byju's at a premium cost.
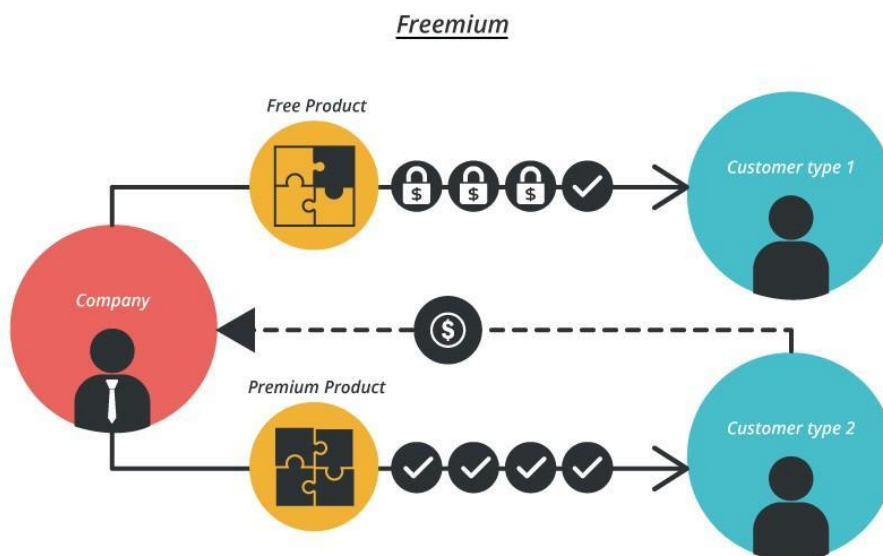

Fig. 1: Freemium model of Byju's [23]

The stages in the of Byju's model of learning are as follows:
1. The prospective learners are asked to attend the online classes for which they have registered using the app on a computer.
2. Students are required to complete several assessments with tailored feedback.
3. The online sessions are usually conducted by IIT graduates at the centres.
4. Experts provide one-to-one mentoring to the students and clarify the doubts of the students, if any.
5. Parents can use the parent app to get constant feedback of their ward's performance
6. Following the completion of the above-mentioned steps, the entire content is once again revised in order to improve understanding.

6. ABCD ANALYSIS ON BYJU'S :

The ABCD analysis framework, which considers a company's business models, systems, concepts, ideas, technology, strategy, and materials analysis, can be employed as a study tool in various fields. Through focus with group discussions on the four suggested ABCD framework constructs—advantages, benefits, constraints, and disadvantages—the many elements affecting these concerns must be identified [27]. The ABCD framework is broken down into many concerns and areas of attention, and under each of them, different business deployment aspects influencing the business or concept can be recognized and studied by selecting relevant vital effective elements [28]. The application of ABCD analysis yields a systematic matrix with a listed list of a business's advantages, benefits, constraints, and disadvantages [29].

Table 3: ABCD Analysis of Byju's-the learning app [Compiled by authors].

Determinant Issues	Key Issues	Advantages	Benefits	Constraints	Disadvantages
Organizational Issues	Business Model	Freemium model	Attract more customers	Many customers may drop out after the trial period	Customer may switch over to different app

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	Products and Services	Customized learning content	Easy to understand the concepts	Prolonged screen time	Eyesight affected due to screen time
	Acquisitions	Many Edtech companies acquired	Strengthen company's customer base	Less competitors	Quality could be affected
Student Performance	**Product Features**	Interactive learning through video lessons	Increased learning efficiency	Addiction to tablet	Reduced physical activity
	Flexibility	Convenient time slots	Self-paced learning	No writing tasks	May not use physical copy
	Evaluation	Individual performance of students' monitored	Improved student performance	Competition becomes tough in larger groups	Speed of writing decreased
Stakeholders Issues	**Competitors**	Content at par with technology	Improved business performance	Coverage of syllabus	Competitive Pressure
	Parents	Separate channel of communication for Parents	Track the ward's performance	Increased Cost	Physical health of the ward
	Feedback	Student feedback and parents' feedback taken periodically	Increased Productivity	Adequate technical support required by the company	Continuous phone calls on parents' mobile
Innovations and Best Practices	**Curriculum Design**	Customized design	Learning is fun activity	Virtual mode of learning	May not synchronize with the portion covered at school
	Innovation in Technology	Interactive video content	Better understandability of the topic	Addiction to smart phones	Health Issues
	Accessibility to students	Watch the video lecture any number of times	Clarity in understanding the topic	Network Bandwidth	Additional cost required

7. FEEDBACK ANALYSIS:

7.1 Definition:

Customer feedback is information provided by clients concerning their interactions with a company in general as well as their happiness or dissatisfaction with a certain good or service. Customer feedback can be used to enhance customer service and change business practices to help meet the needs of customers. [30]. Various survey approaches (prompted feedback) can be used to collect this information, but you can also employ Internet monitoring tools to discover comments and reviews that your clients post on the internet (unprompted feedback). In order to have a fuller understanding of how the customers view the brand, both the sources of feedback are essential. Finding out what customers

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desire and are frustrated about allows firms to improve customer happiness and lower attrition. It allows businesses to quickly and accurately sift vast amounts of data from numerous channels and is frequently done automatically.

7.2 Feedback Analysis: How to Analyze Customer Feedback:

There are seven steps to analyze customer feedback. They are
1. Collect the Feedback
2. Organize the feedback
3. Categorize the feedback
4. Search for the root cause
5. Plan of action
6. Alert and inform teams
7. Use an Automated tool

7.2.1. Collect the feedback

The first and foremost step is to collect the feedback of the customers. It is important that collected feedback is put is one place. Even some incomplete feedback should be considered. A software tool also could be used for the purpose. In such cases, export the data into a spreadsheet or visual-friendly software. The action shouldn't discard any customer information because the received feedback influences how the user interacts with the system.

7.2.2. Organize the Feedback

This step is to organize the feedback that has been collected. This could include sorting into different categories depending on any pattern, topic, segment or sentiment. This will enhance the understandability of the various types of feedback collected.

7.2.3. Categorize the Feedback

Sort your client feedback information into good, negative, neutral, and garbage categories after further sorting and classifying it. If you distil your structured input into these four criteria, everyone on your team will be able to quickly assess what went well, okay, or poorly and what to discard.

By classifying your input into good, bad, neutral, and rubbish, your team will be able to focus equally and consistently on each component. Positive feedback will keep them inspired, whilst constructive criticism will enable them to see their weaknesses. The neutral category will offer room for expansion. Trash input will also save up time for your workers to concentrate on other tasks.

7.2.4.   Going One Step Ahead: Searching for Root Causes

It's time to determine the underlying causes of each of your comments, favorable, neutral, and negative, now that they are all gathered in one place. However, you won't have to put much effort into it if you are currently performing well in that particular section. But in order for your team to keep working hard, you must acknowledge and express your gratitude to the people who made those positive reports possible. The main causes of why dissatisfied customers wrote neutral and unfavorable evaluations are determined. For instance, you noticed that the delivery service was noted in 600 of the 1,000 neutral and negative reviews. Then, the specific complaints made by customers regarding the delivery service and make the necessary corrections should be pointed.

7.2.5.   Planning Actions

Once you have identified the underlying causes, you should begin to formulate a strategy for dealing with the problem. For instance, it can involve recruiting new couriers or simply setting up a meeting with them to inform them of the issues they are facing. We must create a workable and successful plan for your actions that is capable of at the very least neutralizing the negative stream you have identified in consumer feedback. 90% of customers are affected by positive reviews when making purchases, thus it would be fantastic if you could come up with a strategy that would change bad feedback into positive feedback.

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7.2.6. Alerting and Informing Teams

Now that you have a plan, it is time to alert and inform your teams of the new policies and procedures. Call a meeting with all the organizations that need new regulations and give them detailed instructions. Share the underlying causes with your teams that led you to doodle fresh blueprints and instructions for them. Encourage your teams to make every effort to adhere to the new objectives. Additionally, be receptive to your teams' inquiries and questions to aid in their growth. Last but not least, be gentle with your teams and give them time to adjust.

7.2.7. Invest in Automated Tools

It is inefficient to perform the task by manually analyzing thousands of customer reviews. The best recommendation we can provide for analyzing client feedback is to spend money on automated systems. Automated tools will not only make the examination of your comments simple, but they will also uncover some fascinating information. You'll receive in-depth reports and insights regarding the customer feedback that you have gathered in a matter of minutes. You may examine consumer feedback more quickly and with greater understanding with the aid of automated data analysis tools.

7.3 Advantages of Feedback Analysis

Customer feedback plays a vital role in shaping any organization. The advantages of customer feedback are as follows:

1. Understand customer better
2. Increase customer satisfaction
3. Improve the products and services
4. Reduce customer flip
5. Boost loyalty
6. Enhance customer experience
7. Gain new customers

The general format of the feedback questionnaire for an educational course is given below in figure 2. The questionnaire consists of evaluation of the trainer/teacher from the learners' perspective.

Dear Student,
Thank you for your co-operation in completing this survey for us.
Please be assured that we respect your privacy and the given answers are only collected to allow the training organisation to improve the services we provide to our students.

Module:	Term:	Year:	Trainer's Name:				
			Strongly Disagree ⟶ Strongly Agree				
			N/A	1	2	3	4
The trainer had an excellent knowledge of course content			☐	☐	☐	☐	☐
The trainer explained things clearly			☐	☐	☐	☐	☐
The trainer made the course as interesting as possible			☐	☐	☐	☐	☐
The trainer gave you adequate support during the course			☐	☐	☐	☐	☐
I received useful feedback on my assessments			☐	☐	☐	☐	☐
Assessments were based on realistic activities			☐	☐	☐	☐	☐
The methods of assessments used were practical			☐	☐	☐	☐	☐

Fig. 2: Sample Feedback Questionnaire [31].

7.4 Feedback Questionnaire on Byjus:

The following questions could be added to the questionnaire

- Is Byjus customer friendly?
- Do you get technical support post procurement of Byjus?
- Are you satisfied with the number of classes promised at Byjus?
- Does Byjus cover all the subjects prescribed in the curriculum?
- Is the timing of Byjus classes convenient?
- Is there any learning gap with chapters learning in school and Byjus classes?

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- How do you rate the pricing at Byjus?
- Does Byjus lure the customers to convert the payments to EMI's?
- How would you rate the process of cancelling subscription at Byjus?

8. FINDINGS :

The findings of the present paper are as follows:
- Byjus started as a small company in one room, it is catering to the needs of the student community at large, across all segments. It is one of the most popular EdTech industry.
- Byjus follows the freemium model of business.
- There are many advantages and benefits at Byjus – The learning content is customized as per the needs of the learners and it incorporates creative content to make learning a fun activity
- In spite of having many advantages, there are setbacks at Byjus - coverage of the syllabus content as per the school curriculum, pricing, inadequate technical support to name a few.
- The feedback analysis proves that Byjus is not able to retain its customers for longer period of time attributing to factors like the post-procurement customer relationship and customer loyalty.

9. CONCLUSION :

This paper has discussed about the success of Byjus -the learning app. The paper also highlights the business model adopted at Byjus. The factors contributing to the success of the company to become one of the pioneers in the Ed tech industry was also discussed. An ABCD analysis of the company was made to find out the constraints that hinder the performance of the company. A feedback analysis on Byjus was made to highlight the various setbacks the customers face with Byjus. The feedback analysis on Byjus would give an insight to improve the customer retention and increase the company's brand image in the market.

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