Corporate CEIAG Industry Landscape India 2021

Research

Top CEIAG providers & Career Counselling Platforms (private players) in India: *The Current Competition Terrain*

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Background & Purpose

Focus of the Study: The congruence of the Career Counselling & EdTech (private players) industries in India is the primary focus of this study.
This is an attempt in gauging the dimensions of this industrial congruence in India and developing a comparative matrix that involves all 12 major service providers here in this resource-based industry segment.
Status Quo: Today, competitors in this space are striving to develop more business around integrated product-service solutions along-with knowledge intensive services through career guidance facilitators or student counsellors (certified CGE taskforce).
Progressively, new entrants are emerging, jostling for customers and attention considering low entry barriers and high exit barriers in this congruence, regardless of what retaliation incumbents will strategize to thwart the entrants' efforts. It becomes harder and harder for incumbents to get ahead and stay ahead in an ever-dynamic landscape.

12 Indian Firms Studied and Top PCs (red):

Part B

The study was conducted in 2 parts:

Research Questions:

- How is the target firm's macro environmental climate in the industry niche?
- What is it's corporate competitive position like?

Part A – Analysis of macro environment:

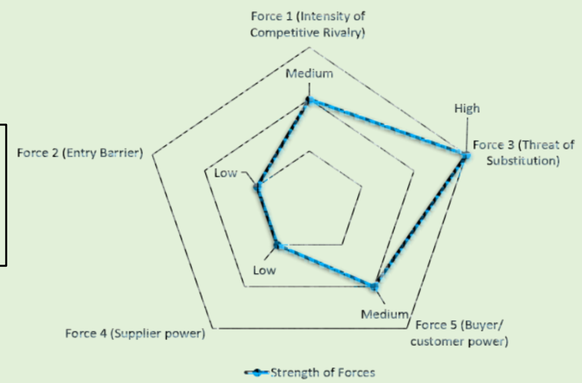
- Porter's 5-Forces Analysis
- SWOT Deep Dive

Part B - Qualitative Product & Business Attributes Analyses (of 12 platforms):

- Key products and other offerings
- Psychometric tool used
- Discovery reports
- Information Ecosystem
- Admission assistance & other offerings
- Counseling benefits
- Handholding benefits
- Long-term offerings
- Extent of repositories
- Subscription & Fee/ Costs
- Value added offerings
- Competitive Traffic Intelligence Statistics

Part A

Porter's 5

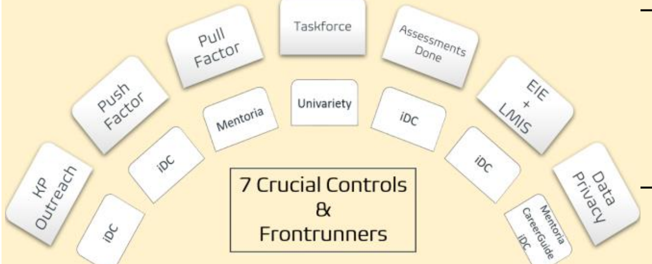


Internal Environment (S/W of SWOT)

Activity Level: Low — Moderate — High

Information ecosystem	Unparalleled product specifications, benchmarked to countries including: USA Australia UK Germany Canada Jamaica	Personalized for every user (iDC 2.0)	Huge, well-researched educational information ecosystem (on our way to establish a full-scape LMIS).		
Assessment Framework	Scientifically tested & reliable assessment framework with published statistical scores	National & international recognition	Extensive use across government schools in more than 11 states		
Product & Product Portability	Products not diversified enough - differentiation is low with similar features to competitors	App not available on iOS	Product not available offline & compulsory paywall to access product (no free version)	Product designs that have not changed in several years	
Market, Activities & Outreach	Huge market outreach powered by successful collaborations with industry leviathans, both governmental & private players (national & international)	Aggressive & focused marketing campaigns with clear goals & strategies	Inaccessible to a larger consumer audience	Quick expansion - lot of new hires to train & organizational structures to work upon	Have the knowledge to be thought leaders in the EdTech space
Resources, Assets & Workforce	A committed workforce: skilled & knowledgeable internal resources	Vast fleet of internally trained & competent counselling professionals	Beneficiary (customer)-centric mindset across all departments	Resource limitations - understaffed across some departments & missing expertise in some areas; Lack of back office/ admin staff	Modest advertising & knowledge research budget

Key Inferences & Takeaways



All 5 PCs fulfil Gatsby BMs* 1, 2, 3, 7 & 8. iDC is thriving towards all other 3 BMs (currently focusing on further improving school analytics reports complying to BM 4). For the other 4 PCs, compliance to rest 3 BMs is not fully known. While it is understood that Gatsby BMs measure a *school's* performance, all 5 PCs are enablers that help schools achieve these BMs through the push factor. [*BM – Benchmark; #PC – Primary Competitors]

S/O - S's to capitalize on existing/emerging **O's specifically new markets, product redesigning, new partners & co-branding, SEO focus and less adaptive competitors**.
W/O – If O's are to be exploited, new strategies needed to help overcome **W's specifically product portability - differentiation, outdated design, & understaffing**
S/T - S's to minimize existing **T's specifically low buyer volume, purchase frequencies & brand perception**, and strategies to plan action against looming/expected T's.
W/T - New strategies must minimize/overcome W's as well as cope with T's, as far as possible.

What was intended with this study was to give a clear picture of what target firm's primary competitive corporate environment looks like at this point.

- A company will not earn attractive profits when it has chosen a poor competitive position in a very attractive industry. Conversely, a company may be in such a poor industry that it is not very profitable even in an excellent competitive position. Our analysis suggested: *macro is still quite attractive but target firm at a moderately competitive position*
- It's important to understand that, both industry attractiveness and competitive position change. Even long periods of stability can be abruptly ended by competitive moves.
- Value is what buyers are willing to pay for. Superior value stems from providing unique benefits as well as offering lower prices for equivalent benefits. This is derived from the fact that, there are 2 basic types of competitive advantage: *differentiation and cost leadership*.