Research Article

Competing Strategies of EdTech for Market Development

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| ARTICLE INFO	ABSTRACT
	The education sector has undergone a massive transformation with the rise of EdTech, creating an intensely competitive market. Digital education has gained prominence, especially in the wake of global disruptions, leading to a surge in EdTech adoption. India's EdTech industry is projected to reach a valuation of $29 billion by 2030, growing at a CAGR of 25.8%, with over 11,000 companies contending for market share. In 2021 alone, EdTech startups secured $4.73 billion in funding, making it one of the most heavily invested sectors.This study explores the competitive landscape of EdTech and identifies key strategies that organizations use to gain a market edge. EdTech firms employ a mix of analytical tools such as SWOT analysis, Porter's Five Forces, PESTLE analysis, scenario planning, and benchmarking to assess competition. However, sustaining a competitive advantage requires more than traditional strategic tools. Leading EdTech firms differentiate themselves by deeply understanding their target audience, offering personalized learning experiences, integrating cutting-edge technology, and forging strong partnerships with educational institutions.To stay ahead, EdTech players must continuously innovate and refine their market positioning. Successful companies focus on product uniqueness, leveraging artificial intelligence, gamification, and adaptive learning models to enhance user engagement. Additionally, customer-centric approaches, such as affordability, localized content, and seamless user experiences, play a crucial role in outpacing competitors. By closely monitoring market trends and adapting swiftly, EdTech firms can sustain their leadership position in this rapidly evolving industry.This study provides actionable insights into how EdTech companies can navigate competitive pressures and establish themselves as market leaders through differentiation, innovation, and strategic decision-making. **Keywords:** EdTech, Competitive Strategies, Market Leadership, Digital Education, SWOT Analysis, Porter's Five Forces, PESTLE Analysis, Personalized Learning, Technological Innovation.

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Biographical notes:

Pradeep Kumar Bhattacharjee is a Senior Manager in the Learning and Development division at NSE Academy Limited. He holds a B.Tech in Information Technology and an MBA, combining technical expertise with strategic business acumen. Currently doing Ph.D. research in "Competing strategies of EdTech for Market Development" under the supervision of Dr. Balakrishnan, Professor & Supervisor, MGR University. His research focus lies in marketing within the Ed-Tech sector, particularly in driving sales and customer engagement strategies. With a deep understanding of digital learning ecosystems and innovative marketing approaches, he contributes to the development and execution of impactful learning solutions in the financial education domain. Pradeep has extensive experience in learning development, content strategy, and product specialization, making significant contributions to financial literacy initiatives. His work plays a key role in enhancing the accessibility and effectiveness of Ed-Tech platforms in financial markets.

1.Introduction

In India's escalating EdTech market, businesses are competing through techniques like hyper-localized content initiation, aggressive pricing models, influencing vernacular languages, sturdy brand ambassador partnerships, strong dependence on digital advertising, customized gaining knowledge of experiences powered through AI, and focused outreach to specific group of people like rural students and employed people to seize market share and efficiently broaden their reach across various educational requirements.Renowned EdTech startups in India have transformed education, including BYJU'S, Unacademy, Vedantu, Eruditus, and many more. By 2031, the Indian EdTech market is expected to have grown to $30 billion, a significant increase from its $700−800 million status in 2021(Rajkumar Ashok Kankariya et al (2024).

Figure 1 Educational market strategy in India
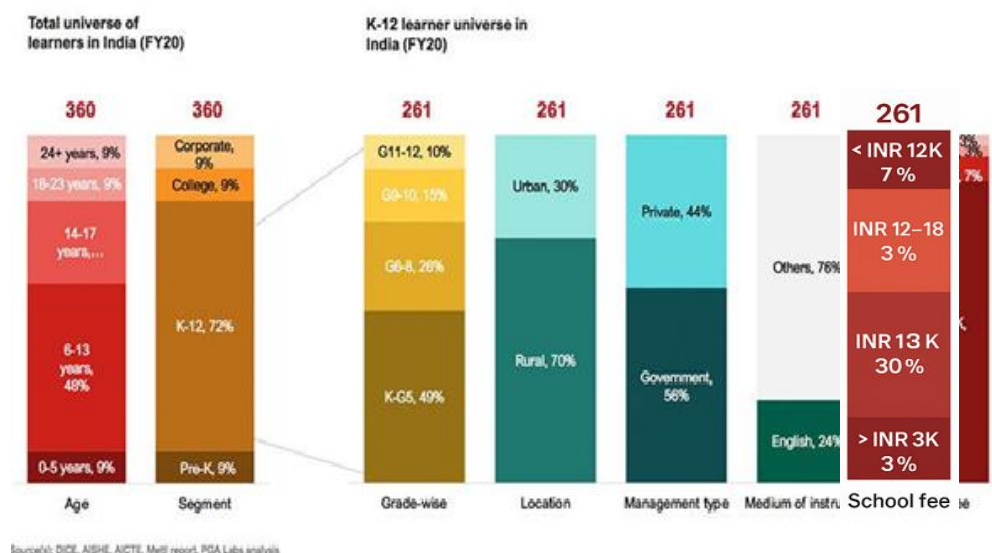
Source: DCE, AICTE, ASHE, PGA Analysis

It is understood from above that students from 6-13 years age group comprised of more students, Segment wise also K-12 were higher when compared to corporate and college.Rural population gain more through online learning as government has taken steps to improve them by opening Edtech
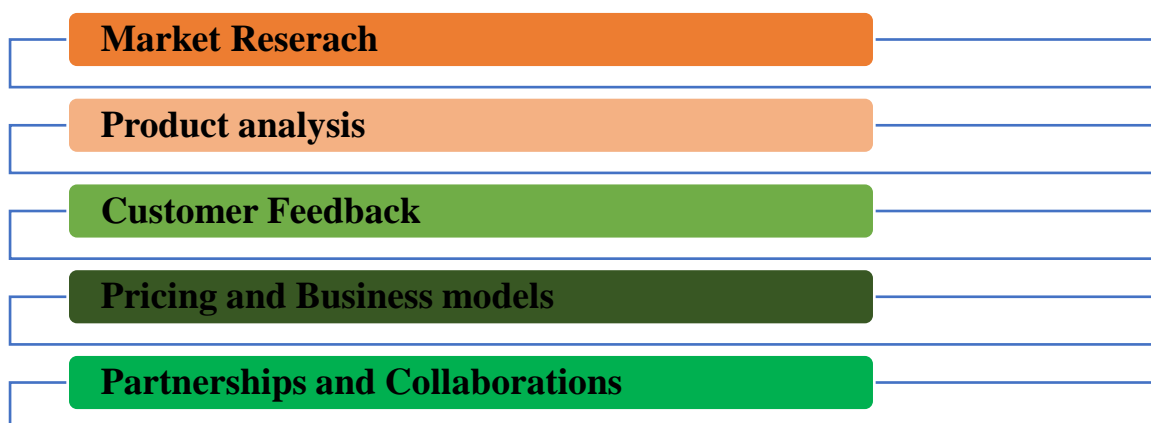
institutions for rural community. Medium of instruction preferred is vernacular language rather than English language. School fee is high for school students. This paper is structured as follows: Part 1 introduction deals with the need for competing strategies, statement of the problem, and the need for the study. Part 2 explains the background of the study. Research methodology described in Part 3. Part 4 details different strategies adopted by Byju's and UnacademyEd Tech industries for market development.The study performs a thorough comparison of the strategies adopted for market growth of Byju and Unacademy in the EdTech sector. Part 5 gives conclusion with area for future study related to this paper.

2 Background

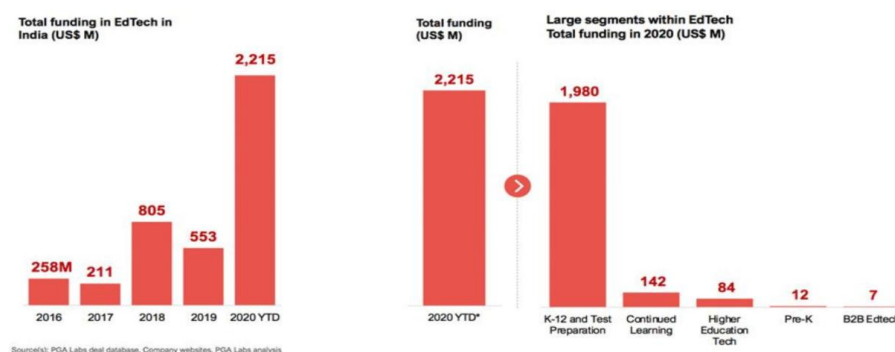### 2.1 Market development by analysing competitors

Doing in-depth market research is helpful to detect important competitors. This entails examining the EdTech market's current participants, their products, target market, and market share. Startups can learn a great deal about their own positioning by analysing their strengths and shortcomings.Next, examine the goods and services of rivals and evaluate their features, capabilities, and distinctive selling propositions. This aids in comprehending their own products' competitive advantages and potential areas for development.Consumer opinions and reviews offer insightful information about the advantages and disadvantages of rival products. They can address customer problems and improve their own services.To learn more about their competitors' pricing policies and spot areas for distinction, Edtech businesses need to examine their pricing schemes, subscription plans, and income sources.Lastly, they must look at rivals' alliances and joint ventures, which can reveal information about their market penetration and future expansion prospects.

Figure 2Strategies for growth of Edtech industry

- Market Reserach
- Product analysis
- Customer Feedback
- Pricing and Business models
- Partnerships and Collaborations

Source: https://fastercapital.com/

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Figure 3Fund raised in last 5years

It is observed from above figure that fund raised was huge during 2020, Previous years due topandemic funding was low for Edtech industries.More funds raised by Edtech companies involved in K-12 courses, but fund contribution for other purposes is less.

2.2 Research gap

This study provides actionable insights into how EdTech companies can navigate competitive pressures and establish themselves as market leaders through measuring competing strategies of Edtech and market dynamicsto make strategic decisions. We found market gaps by researching Edtech competitors and tried to replace an unfulfilled want or underprivileged market.

3 Research Methodology

A methodology to systematically elucidate the research problem is known as research methodology. We examine the various approaches that a researcher typically takes to investigate his research problem and the reasoning that follows. The study is qualitative in nature. Usually, it begins with an analysis of human performance. Through this research, the preference of students, strategy, viewpoints, and other characteristics can be found during investigation.Numerous methods can be employed, such as the Thematic Apperception Test, regulation completion and word relationship test, when quantitative research does not make an effort, it is desired.

Figure 4 Edtech Market revenue

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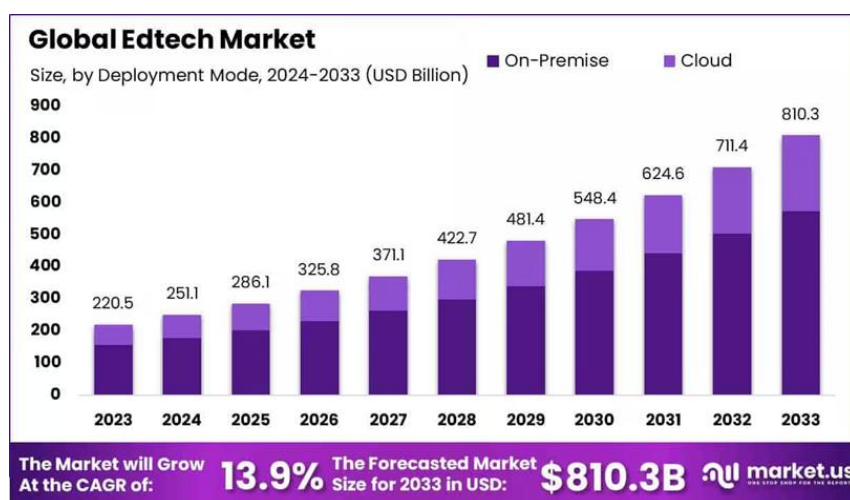
The figure above shows increase in global EdTech market revenue which had been increasing over the years especially through on premises than through cloud learning. It signifies that Edtech industries use different strategies to develop their market. Some strategies of Edtech are chosen for the analysis like: Digital marketing, Personalised learning, Data analytics, digital marketing and user growth as independent variables and market development is the dependent variable.

3.1 Data collection method

The process of obtaining and quantifying information on variables of interest in a predetermined, methodical manner that allows one to test hypotheses, assess results, and respond to stated research questions is known as data collection (Syed Muhammad-2016). Primary data collected which is more dependable and authentic from 100 respondents learning from Edtech companies. Qualitative data collected through structured questionnaire. Market dynamics related data cannot be collected from secondary sources. Secondary data collected regarding competitive strategies from website, journals, newspaper and research articles. In this paper both primary and secondary data collected. Convenience sample used to collect data.

Linear Regression

Table 1 Market development

Model	R	R^2	Adjusted R^2	RMSE
M_0	0.020	0.030	0.010	1.004
M_1	0.250	0.062	0.023	0.993

Note. M_1 includes Personal learn, Digital mkt, Data analytics, user grower

Table 2 ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M_1	Regression	6.226	94	1.556	1.579	0.186
	Residual	93.614	95	0.985		
	Total	99.840	99			

Note. M_1 includes Personal learn, Digital mkt, Data analytics, user grower

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Table 3 Coefficients

Mod		Unstandardized	Standard Error	Standardized	t	P
M0	(Intercept)	4.040	0.100		40.230	< .001
M1	(Intercept)	2.247	0.892		2.518	0.013
	Personal learn	-0.038	0.110	-0.036	-0.345	0.731
	Digital mkt	0.201	0.111	0.201	1.804	0.074
	Data analytics	0.217	0.103	0.226	2.115	0.037
	user grower	0.079	0.097	0.087	0.813	0.418

It is understood from the above regression analysis that p value for most of the variables is more than 0.05 and not significant with predictor variable.t value is more than 1 for most of the variables which means there is more significant relationship between Independent and dependent variable.

3.2 Traditional strategies adopted for market development

3.2.1 SWOT analysis

Easy accessibility and convenience for learning at any time of day are Edtech industries' **strong** points. Edtech companies must allow for quicker and more effective progress communicating and peer sharing to overcome competition. They give simple and quick explanation of questions and make the learners understand easily.Edtech's **shortcomings** include the need for a fast Internet connection, inability to deal students in higher-order reasoning skills. To overcome rivals Edtech must have uninterrupted internet accessibility. Teachers' must be trained well to understand the students' educational levels, and technological competency to avoid malfunctions and failures.Adopting novel, discretionary, and different approaches to learning and discussion is one of the **opportunities** presented by Edtech. With ongoing technological advancements, they can get past obstacles related to distance (Cojocariu et al -2014).Edtech offers knowledge base, and applications-oriented education to learners, they also have enormous data storage space.The commercial exploitation of social media sites and apps related to education is a **threat** to ed tech. The excessive use of time and space is due to addiction to technology, which does not permit them to focus on other tasks. Attractive contents of Edtech might encourage the individuals to pay attention to quality education.

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3.2.2 Porter's Five Forces

Porter's Five Forces, is a macro tool in market analytics of all companies and assist the position of their company. The level of company's earnings and competition is referred to as market competitiveness. Edtech profit decreases suddenly as it becomes more competitive (Ben Leschen (2024).Edtech can influence buyers to select specific Edtech company due the affordable pricing systems is known as buying bargaining power. They have more power when there are less buyers, but customers can quickly switch when there are several sellers. Hence Edtech companies can provide good products at affordable costs. To keep the Buyer control constant, there must be steady demand for their services; and buyers can be stimulated to have consistent purchasing power, by offering unique products and services from their competitors,so that they do not buy less, and the sales in market keep increasing compared to their competitors'. Edtech to overcome competition can apply Porter's model by observing threat from startups, take initiative to overcome it. New substitute product can be introduced to attractcustomers, the buyer's bargaining power has to be controlled as it is not possible to satisfy all buyers. Rivalry among competitors can be reduced by merging with them.

Figure 5 Porters five forces model
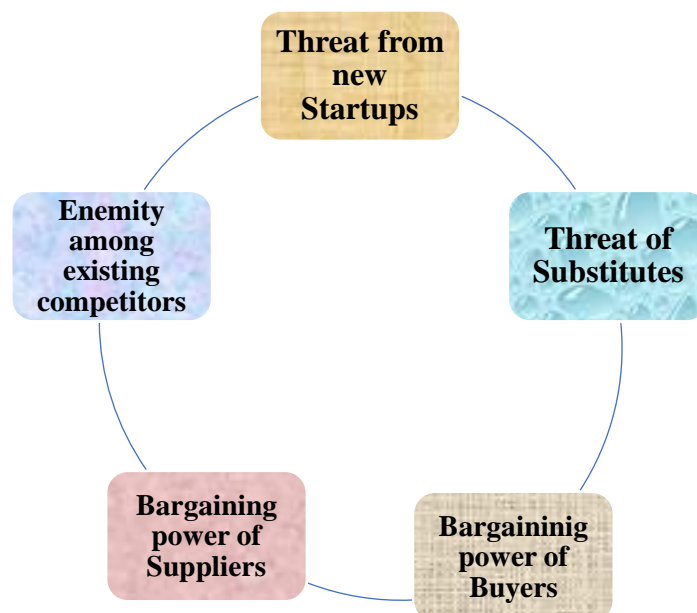
Source: www.planiumpro.com

The supplier will increase prices if there are less suppliers than customers because they have more negotiating power. Supplier might charge more for their unique service if they realize that there are less companies to satisfy their requirements. Chances where consumers can switch from one product to another, it is termed as threats of substitution. To counter the threat of substitute products, uniqueness is necessary, which can be achieved through effective branding and patents. New entrants are more likely to enter a market that is particularly profitable and where demand outpaces supply. Competition is increased by new players in the Edtech sector.

3.2.3 PESTLE analysis

Political government in India support online learning, by allocating 1000 crores in 2021 for the execution of STEM programs in India. University grants commission also permitted 25% of courses to be taught in online. As per world bank report GDP of India increased from $1900 to $ 2500 in 10 years. Due to the increase in economic environment, people take interest in joining their kids in

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Edtech courses.As per McKinseyreport 73% of parentsdesire to put their children in Edtech due to the personalised learning. Technology incorporation in education has turn out to be a cultural custom.The significance of using social media to improve student educational exposure is highlighted by demographic trends. Algorithms powered by AI offer tailored educational opportunities to meet the requirements of each particular student(Sam Hashemi **(**2023).Guidelines for online educational academic material, including learner safety and convenience, have been established by the Indian Ministry of Education. Ed tech institutions operate in a changing environment that is influenced by a variety of factors, as demonstrated by the PESTLE analysis.

3.2.4 Scenario planning

A strategic planning tool called scenario analysis aids companies in thinking through possible future occurrences and how they might affect their operations. It is a method for determining opportunities and risks and creating long-term strategies that work. The predictors are scientists or business owners who have unwarranted leaps of belief due to their general trust in technology or their brief of success in business(Paul Schoemaker (1995).The first step in creating scenarios is to establish a **timeline** and extent for the analysis of products, markets, sales areas, and technologies that cause anxiety, and it is a good time to start when creating scenarios.Determine the interested parties and those who will be impacted by the issues. Customers, suppliers, and rival companies are all significant **stakeholders** in the production of a new product. Learn the fundamental **trends** that will impact the company. The business must research environmental laws and the legal system if it has the potential to cause environmental problems.Next, determine how the **uncertainties** relate to one another. A combination of full employment and zero inflation is deemed unrealistic in an economy where both unemployment and inflation are uncertain. The business must assess the scenario's internal stability and determine whether a quantitative model can finalize it (Chakri Gottemukkala (2024).

3.2.5 Benchmarking

It is a vital part of competitor exploration. It relates to linking business performance, products, in contrast totheir competitors to detect areas for enhancement and increase competitive gain. By learningfrom other business people, one can acquireknowledge through their policies, methods, and successfulperformances.Through benchmarking one can establish appropriate goals and monitor their development by correlating their performance metrics like customer acquisition, retainment, and earnings with their competitors.Understanding the players in the market thoroughly is the first step in conducting a competitive analysis. Byju's and unacademic are direct rivals in the Edtech sector.An extensive and varied educational system that covers a broad range of subjects, disciplines, and academic levels is one of Indian Edtech's benchmarking. The nation provides a varied educational landscape that satisfies the various needs of its citizens, ranging from technical institutes to research, and from elementary education to higher education.By fostering a skilled workforce in disciplines like engineering, technology, and research, this emphasis on STEM subjects promotes innovation and economic expansion. India's education sector gains from a large number of highly qualified and committed professors and teachers. By fostering the development of young minds, the knowledge and dedication of the teaching staff significantly contribute to the future of the country (Sundar Pichai - 2024).

3.3 Competing strategies of Ed Tech

Edtech must adopt challenging strategies by offering quality service, market positioning, satisfying customers, brand development and plan high end technology for future to sustain in the market. Online courses, language learning apps, online classes, effective learning software, course materials, and even particular instructional games are the, **products** offered by EdTech industry using technological devices and services to students, teachers, or institutions that are intended to improve

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the learning process through digital methods. Market **positioning** enables Unacademy to stand out from Byju's and established a favourable brand image, Profitability, client loyalty, and leads to rise in learners (Natasha Saqib (2020). A properly implemented customer **satisfaction** strategy guarantees more seamless onboarding, improved connections, and assertive discovery of expansion prospects. EdTech leaders can increase longevity of students, encourage awareness, and open up new growth prospects by putting the needs of their customers first. They can also create enduring partnerships that help shape their brand's standing in the marketplace (Tiago Mateus -2024). It is essential to invest in **brand** development planning for Ed Tech in India. Long-term brand awareness can be increased through a variety of brand growth tactics like raising their search engine ranking and acquire domain authority. Ed Tech companies must also make investments in their expansion and paid advertising for a higher return on investment. Edtech's cutting-edge concepts and technology can help to expand their brand (Ashutosh Kumar -2023). The term EdTech, has become widely used in contemporary education and refers to a crucial area that will influence education in the future. Edtech needs to concentrate on the **high-end technology** sector, specifically enterprise learning systems for space exploration. The value and efficacy of AR and VR in education are demonstrated by NASA, that implements cutting-edge technological trends in staff education(Taras Demkovych -2024).

3.4 Conceptual model

Figure 6 Conceptual model of study

Competitive strategy (IV)Market Development (DV)Market dynamics (IV)
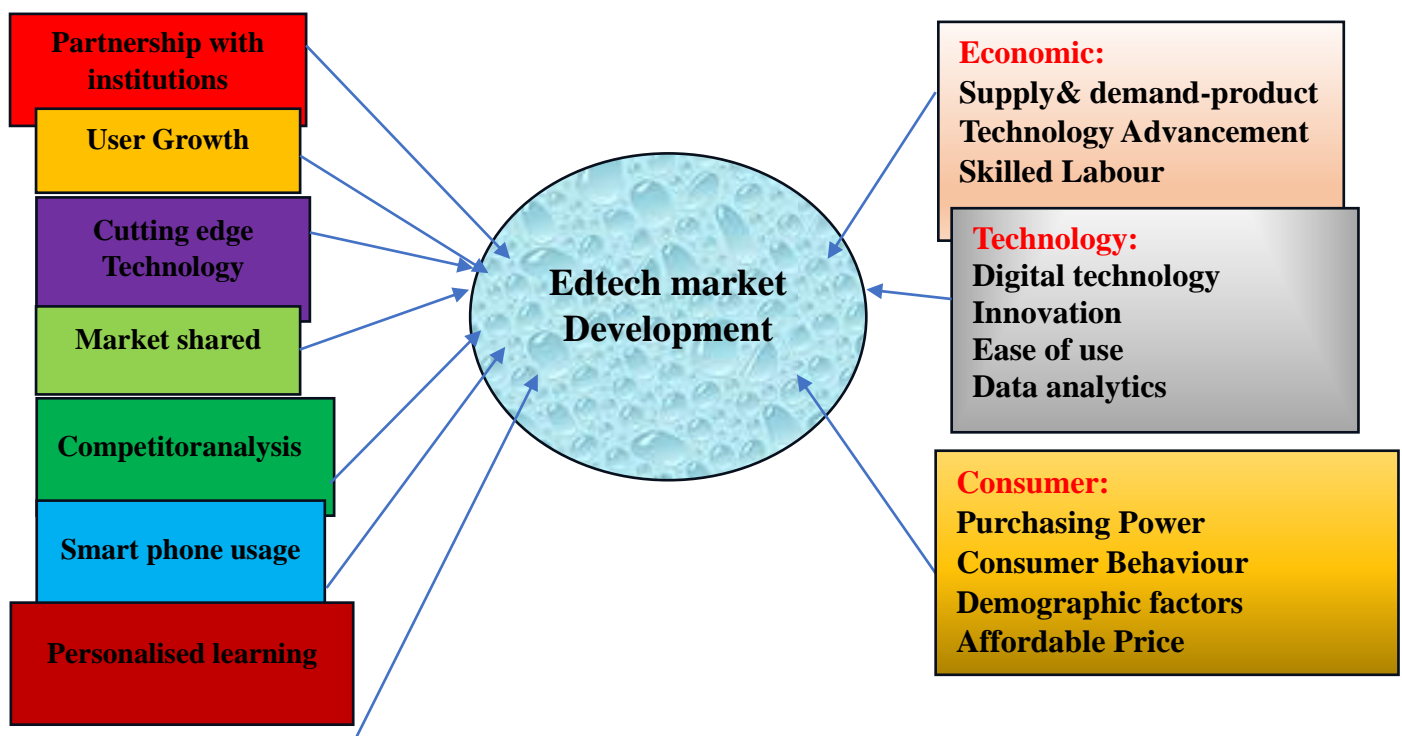
4 Different strategies adopted by Byju's and Unacademy

4.1 Market strategies

Ed tech companies must be innovative and refine their market positioning, focus on product uniqueness, leveraging artificial intelligence, gamification, and adaptive learning models by closely monitoring market trends and adapting swiftly to enhance user engagement. customer-centric

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approaches, such as affordability, localized content, and seamless user experiences, play a crucial role in outpacing competitors. To measure the achievement of an Edtech company Google Play Store Ranking, Apple App Store Ranking and Usage Ranking restrictions study diverse metrics like total downloads, new downloads, reviews, uninstalls, operatorskill, in-app incomesused(Ashish Gupta (2020).Byju's customizes the learning experience for each student by using AI-powered algorithms to generate individualized learning paths based on their strengths and weaknesses.Unacademy has teamed up with top teachers to broaden its course offerings, Byju's has partnered with top educational institutions to offer personalized learning remedies. Data analytics are used by Byju's and Unacademy to comprehend student behaviour. Because of its effective marketing campaigns and captivating educational content, Byju's is well known for its high customer loyalty and brand memory. Because of its affiliation with well-known educators and dedication to delivering top-notch instructional materials, Unacademy has established a strong brand uniqueness and encouraged positive student word-of-mouth marketing. In the Indian EdTech market, Byju's and Unacademy have both been able to establish themselves as major players. They have implemented various tactics, emphasizing marketing, content innovation, and developing captivating educational opportunities.

Figure 7 App store ranking showing success of Edtech firms

Source: http://www.nasscom.in

Udemy aids in competent skill enhancement, Unacademy helps with exam preparation, and Byju's and Vedantu are online education suppliers primarily serving K–12 students.The Indian government's Diksha program aims to educate educators about cutting-edge digital technologies.Edtech can obtain a thorough grasp of the competitive environment and make well-informed decisions to set itself apart by examining the market presence, product features, customer feedback, pricing strategies, and collaborations of their rivals(William Craig (2025).

4.2 Strength and weakness of the Byju's and Unacademy

Byju's and Unacademy'sstrength and weakness examined. Market positioning of rivals is a crucial factor considered. Target audience, pricing tactics, and unique selling propositions have to be decided to differentiate one another. Unacademy targets higher education institutions with highly specialised learning technologies, while Byju focuses on offering reasonably priced online courses for K–12 students.Unacademy looked at Byju's product line advantages and drawbacks, attempted to pinpoint its features, capabilities, and user friendliness. Unacademy use interactive digital reality modules in their learning system, and has a competitive advantage when it comes to student engagement.Unacademy has recognised their strengths in customer service and user enjoyment and

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they are working to enhance those areas within their organization.Unacademy created a powerful influencer marketing strategy after analysing their partnerships, content marketing initiatives, customer and generate social media pages. This helps them expand their customers and increase brand recognition.Byju's and Unacademy keep an eye on their collaborations, R&D initiatives, and product roadmap. They move ahead and modify their own tactics to attract customers (Hesham Zreik (2024). Both Ed tech companies try to give set of services to its learners and Unacademy tries to differentiate their service from its competitor Byju's, and attracts customers to choose them.

To reach a large audience and boost user engagement, Byju's and Unacademy, two significant ed-tech companies, use a variety of marketing techniques, such as online marketing, sponsorship, and premium subscription models.Unacademy use live classes, and pre-recorded videos for the courses. Students' doubts are addressed in the fourth class of each week. While TV and out of home (OOH) methods of advertising utilised to generate more leads in smaller cities, but use of digital marketing and over the top (OTT) platforms generate revenue in metropolitan cities (Surjeet Thakur (2025).Unacademy sets itself apart with its extensive network of teachers, many of whom are well-known subject qualified professionals. With its subscription-based business model, students can access a large selection of courses at a cost that is reasonably less (Muhammed Rahan et al (2024).Byju's use its individualized learning ways, reciprocal videos, and simulations to create a gamified educational experience. Hence Byju's able to approach a sizable student and make a substantial market share.

4.3 Tips for market development

There must be no differences in the quality of education offered in urban and rural areas, as well as between various education providers. Students nationwide have unequal access to education because some institutions face challenges to provide high-quality instruction.Edtech to overcome competitors update teaching methods and curricula framed accordingly to promote critical thinking and conflict skills to match industry demands.Instead of encouraging memorization, educators should promote conceptual understanding and real-world application. Students' ability to think creatively and independently may be developed by this method. The skills that students learn and the demands of the labour force are frequently at odds because of the disconnect that exists between academic institutions and industries.Students' employability and industry can be promoted through robust industry-academia cooperation(Hesham Zreik (2024).The relative self-worth of growth strategies that capitalize on both current products and markets versus new ones, as well as the degree of risk involved with each, are assessed using the Ansoff Matrix.

5 Conclusion and future research

Edtech platforms are in a strong position to influence how learning occurs and continues to develop quickly. Edtech companies must constantly create fresh, interesting educational materials while utilizing technology to customize the learning process. The network of highly qualified and experienced teachers on Unacademy platform provide interesting and perceptive lessons. Edtech company can concentrate on developing a strong digital marketing strategy if a rival doesn't have a significant online promotion (Niko Nalli (2023). Businesses can make right decisions regarding the market development and outperform their rivals by assessing their strengths and weaknesses.The world has become a global village due to the rise of big data and technologies. Periodically, market dynamics shift, which has a variety of effects on both consumers and businesses. Therefore, in order to create adaptable techniques, organizations seek to comprehend to what causes these market dynamics to change (Solomon Latrey-1995). When customers can actively connect and gain profit from the different short- and long-term decisions that businesses make if they start to comprehend how dynamically they imagine.

The following research could be attempted to be investigated in future: a proficient marketing protagonist, methods to govern the emerging market in Edtech,Empirical studies on economy and market respondents, EdTech start-up behaviour of market creating individuals would be intriguing in keeping with the intervention of competitive workflow building for Edtech growth.A comparative study on ups and downs of Edtech and how they will affect education in the future can be analysed. Study on mergers between some companies may result in lower prices for goods, but they may also limit the range and selection of goods available in many nations. Businesses can also set up agreements regarding the data that is exchanged in order to offer a decent experience, like improved customer service.

Acknowledgements

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