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How Edtech Companies In Karnataka Are Growing: A Study Of Their Business Strategies And Success

[1]Manoj A,[2]Manoj Kumara N V

[1]PG Research Student,[2]Associate Professor & Research Guide

[1,2] Department of Management Sciences, Maharaja Institute of Technology Mysore,

[1]ORCID: 0009-0000-2941-546X, [2]ORCID: 0000-0001-5066-1868

Abstract: This study evaluates the performance of business development strategies adopted by selected EdTech companies in Karnataka. As EdTech rapidly transforms education through digital innovation, region-specific strategies have become vital for sustainable growth. The research focuses on understanding how local factors—such as digital access, policy support, and user preferences—impact the success of EdTech platforms. Using a descriptive method and primary data from 400 users across four districts, the study applies statistical tools like ANOVA and t-tests to assess strategic elements including AI-driven learning, regional content, and pricing models. Results highlight the significance of government policy, regional demand, and adaptive strategies in enhancing EdTech engagement, particularly among youth in semi-urban areas. The findings emphasize the importance of localized innovation in driving long-term EdTech adoption

Keywords: EdTech, Business Development Strategies, Karnataka, Regional Factors, Growth Strategies, Digital Learning, AI-based Learning

I. INTRODUCTION

Education has come a long way from chalkboards and classrooms to screens and smart apps. Today, Education Technology (EdTech) is reshaping how we learn by making education more accessible, interactive, and tailored to individual needs. Whether it's a student in a remote village or a working professional in a city, EdTech bridges the gap by offering flexible learning through tools like online classes, live tutoring, mobile apps, and AI-powered platforms. The pandemic acted as a major turning point, pushing schools and learners to adopt digital platforms more widely than ever before.

In India, EdTech is not just growing—it's booming. Homegrown platforms like BYJU'S, Vedantu, Unacademy, Physics Wallah, and Upgrade are leading the way by serving different segments such as school students, competitive exam aspirants, and working professionals. With a market value of around $7.5 billion in 2024 and projections to quadruple in the coming years, India is now the second-largest EdTech market globally. While the industry shows great promise, it also faces challenges like unequal internet access, data privacy concerns, and a preference among some for traditional classroom learning. Still, the opportunity to transform education for millions remains stronger than ever.

II. CONCEPTUAL BACKGROUND

A business development strategy is a structured plan designed to drive an organization's growth, profitability, and long-term sustainability. It involves identifying opportunities, setting clear goals, conducting market research, and forming strategic partnerships to gain a competitive edge. In the context of EdTech, where inn ovation and adaptability are key, such strategies help organizations expand their reach, introduce new learning

models, and respond effectively to changing educational needs. These strategies are essential not just for scaling up but also for ensuring the delivery of meaningful and accessible learning experiences to diverse user groups.

The process of developing a successful business strategy in EdTech typically includes stages like opportunity identification, market analysis, planning, and execution. Companies leverage tools such as SWOT, PESTEL, and Porter's Five Forces to understand market trends, competition, and customer behaviour. Strategic models—such as market penetration, product development, and diversification—are used to enter new markets, improve offerings, or innovate service delivery. Proper resource allocation, clear KPIs, and regular performance evaluation ensure that the strategy remains effective and aligned with the company's vision.

Both internal and external factors influence business development in the EdTech industry. Internally, a company's vision, team capabilities, financial resources, and innovation capacity play a major role in executing growth plans. Externally, the dynamic nature of market trends, competition, technological advancements, government regulations, and economic shifts impact strategic choices. In a rapidly growing market like India's EdTech sector, developing region-specific strategies—particularly in states like Karnataka—can help companies address local challenges and tap into unique opportunities, making the strategy not only relevant but also impactful at the grassroots level.

III. Literature Review

The study by Sahoo et al. (2023) analysed BYJU'S aggressive post-COVID expansion, noting that while revenues increased, it led to service quality issues and financial strain. Kharbanda (2024) highlighted gamified and personalized learning as key innovations in EdTech, though accessibility and affordability remain hurdles. PwC and CII (2021) emphasized the need for sustainable business models backed by partnerships, while Sharma (2024) found EdTech improves institutional efficiency despite facing resistance to change and privacy concerns. Similarly, Chakraborty and Hassan (2024) identified influencer marketing and localized strategies as vital post-pandemic tools but pointed out challenges like customer acquisition costs and equity gaps.

Consumer behavior was explored by Mahajan and Kaur (2023), who found value-added services crucial, yet noted competition from free content providers. Gupta (2023) observed a persistent preference for offline learning, stressing the need for trust and usability in EdTech platforms. Ahmad et al. (2021) showed AI's potential in personalization but warned of the digital divide and lack of teacher training. Bansal et al. (2023) and Sadavar & Shaikh (2024) emphasized the importance of infrastructure, regulation, and teacher preparedness to support equitable and effective EdTech implementation.

On the marketing front, Pratik & Gupta (2023) and Rani (2023) discussed the significance of CRM tools and platform usability in driving engagement and adoption. Nag (2022) used the OKR model to assess digital readiness, noting progress in infrastructure but persistent affordability gaps. Oza et al. (2023) and Priyanshu (2023) observed that mergers, digital strategies, and influencer campaigns boost growth and visibility. Bajpayee (2022) highlighted that quality content, support, and reliable connectivity drive user satisfaction, while Ravichandran & Shanmugam (2024) stressed institutional readiness and socio-cultural support for EdTech adoption.

Broadening the scope, studies by Yadav et al. (2022) and Santoshi (2021) addressed policy impacts, with NEP 2020 seen as a major shift toward digital and inclusive education. Mehra (2023) and Sikandar (2022) stressed the need for innovation, regulatory support, and localization for startups. Meanwhile, global and conceptual studies by Huseynli & Bub (2025), Sudirjo et al. (2024), and Blanco-González et al. (2024) linked education strategies with innovation, SDGs, and entrepreneurship. Jain (2022) concluded that well-integrated digital marketing directly improves learner engagement and platform performance—an essential component in the evolving EdTech landscape.

IV. Problem Statement

While EdTech is growing rapidly across India, there's still very little research that looks specifically at Karnataka. Important local factors—like language, digital access, and economic conditions—are often ignored. We also don't know enough about how EdTech companies here attract and retain users or what strategies work best in this region. Understanding these gaps is key to building solutions that truly fit Karnataka's needs.

V. Objective of the Study

To understand regional factors influences on business development in EdTech companies in Karnataka
To analyze the impact of growth potential strategies in selected companies in Karnataka

VI. Research Methodology

6.1 Research Method:

A Descriptive research method is used to systematically collect and analyze data to describe characteristics, behaviours, and patterns related to business development strategies. It helps in understanding the current practices, preferences, and challenges faced by EdTech companies, enabling informed decision-making and strategy formulation based on real-world insights

6.2 Population of the Study:

The study on Performance Evaluation of Business Development Strategies with respect to selected EdTech Companies in Karnataka, considering a population of around 1,67,80,000 Users of Edtech Platform.

6.3 Sampling Method:

I've used simple random sampling so everyone had an equal chance of being chosen. The responses come from four districts in Karnataka—Mysore, Chamarajanagara, Mandya, and Bangalore—bringing in a mix of perspectives while still keeping the selection process random. This helps ensure the findings truly reflect the region's EdTech business strategies.

6.4 Sample Size

By considering the population of 1,67,80,000 users of EdTech Platform. The sample collection of 400 EdTech Users measured to be as responsible to gather the data and to achieve the framed objectives of the study

6.5 Source of Data

1. Primary Data: The primary Data Collected through structured questionnaires, online survey, target respondents including Edtech users from Mysore, Chamarajanagara, Mandya, Bangalore in Karnataka.

2. Secondary Data: It is collected from various published sources including research articles, journals, and official websites

6.6 Tools for the Study

The following tools are used to analyze the data collected

Descriptive statistics: Mean and Standard Deviation.

Parametric test: Anova, T-test and correlation

6.7 Hypothesis of the study

- There is no significant regional factor in influences on business development in EdTech companies in Karnataka
- There is no significant impact of growth potential strategies in selected companies in Karnataka

VII. Data Analysis and Interpretation

Objective - 01

To understand regional factors influences on business development in EdTech companies in Karnataka

HO_1 - There is no significant regional factor in influences on business development in EdTech companies in Karnataka

Table no: 01 Descriptive Statistics

Variable	Mean	SD	Variance	Skewness	S.E	Kurtosis	S.E
Government policies	4.345	0.879	0.772	-1.155	0.122	0.538	0.243
Collaboration opportunities	4.172	0.744	0.554	-0.692	0.122	0.320	0.243
Culture acceptance	4.115	0.844	0.713	-0.596	0.122	-0.339	0.243
Availability of skill	4.152	0.872	0.761	-1.074	0.122	1.137	0.243
Digital learning	4.205	0.854	0.729	-1.036	0.122	1.048	0.243
Cultural Diversity	4.15	0.871	0.759	-0.980	0.122	0.760	0.243
Economic growth	4.155	0.890	0.792	-0.951	0.122	0.624	0.243
Karnataka urban or rural	4.115	0.896	0.803	-0.983	0.122	0.938	0.243
Parents and students	4.22	0.817	0.668	-0.784	0.122	0.039	0.243
Edtech companies	4.03	0.914	0.836	-0.830	0.122	0.348	0.243
Local demand for edtech	4.19	0.821	0.675	-0.800	0.122	0.183	0.243
The brand awareness and reputation	4.137	0.908	0.825	-1.080	0.122	0.995	0.243
Valid N (listwise)	400						

The Data from 400 participants on factors driving EdTech growth. Most factors had high mean scores above 4.0, with government policies rated the highest (4.345) and EdTech companies the lowest (4.03), though still positive. Standard deviations indicate moderate consistency, and negative skewness shows a general agreement. Strong left-skew and positive kurtosis for some variables suggest responses were tightly clustered around the mean.

Table no: 02 Test of Homogeneity of Variances (Place)

Variable	df2	Sig.
Government policies	396	0.000294
Collaboration opportunities	396	0.001471
Culture acceptance	396	0.054541
Availability of skill	396	0.492814
Digital learning	396	0.781928
Cultural Diversity	396	0.20073
Economic growth	396	0.675008
Karnataka urban or rural	396	0.173272
Parents and students	396	0.931951
Edtech companies	396	0.914029
Local demand for edtech	396	0.064843
The brand awareness and reputation	396	0.729938

The Levene's Test results show that most variables, like Digital learning, Economic growth, and EdTech companies, have equal variances across locations ($p > 0.05$), meeting the ANOVA assumption. However, Government policies ($p = 0.000$) and Collaboration opportunities ($p = 0.001$) show significant variance differences between urban and rural areas, so caution is needed when analyzing these.

Table no:03 **Anova**

Variable	F	Sig.
Government policies	6.432565	0.000291
Collaboration opportunities	0.447788	0.719
Culture acceptance	1.818972	0.143102
Availability of skill	1.890217	0.13064
Digital learning	1.23078	0.298173
Cultural Diversity	0.727152	0.536253
Economic growth	3.516516	0.015281
Karnataka urban or rural	3.946435	0.008562
Parents and students	1.93896	0.12272
Edtech companies	2.944478	0.032846
Local demand for edtech	1.706298	0.165148
The brand awareness and reputation	3.85476	0.00969

The ANOVA table tests whether perceptions of different EdTech-related factors vary significantly by location (e.g., urban vs. rural). A p-value (Sig.) < 0.05 indicates significant differences. Results show that Government policies ($p = 0.000$), Economic growth ($p = 0.015$), Karnataka urban or rural ($p = 0.009$), EdTech companies ($p = 0.033$), and Brand awareness ($p = 0.009$) differ significantly across locations. This means respondents' views on these factors change based on where they live. Other factors like Collaboration opportunities ($p = 0.719$), Digital learning ($p = 0.298$), and Cultural diversity ($p = 0.536$) show no significant difference, indicating uniform perception across places. Overall, only 5 out of 12 factors show location-based variation.

Objective 3

To analyze the impact of growth potential strategies in selected companies in Karnataka.

$H0_3$ There is no significant impact of growth potential strategies in selected companies in Karnataka.

Table no: 04 **Descriptive statistics**

Variable	Mean	SD	Variance	Skewness	S.E	Kurtosis	S.E
Utilize regional demand	4.215	0.972	0.946	-1.082	0.122	0.577	0.243
AI-driven learning models	3.945	0.859	0.738	-0.560	0.122	0.088	0.243
Live interactive classes	4.06	0.926	0.858	-0.727	0.122	-0.013	0.243
Regional language content	4.06	0.879	0.773	-0.694	0.122	-0.111	0.243
Adaptive learning models tailored	4.115	0.868	0.753	-0.779	0.122	0.162	0.243
Pricing strategies	4.132	0.852	0.726	-0.793	0.122	0.261	0.243
Enhance the learning experience	4.11	0.848	0.719	-0.830	0.122	0.571	0.243
Companies effectively partnered	4.082	0.958	0.917	-1.110	0.122	1.077	0.243
The growth strategies	4.107	0.912	0.833	-1.009	0.122	0.896	0.243
Regulatory environment	4.195	0.882	0.778	-0.962	0.122	0.514	0.243
The brand reputation	4.16	0.825	0.681	-0.627	0.122	-0.424	0.243
The company's strategies	4.205	0.842	0.709	-1.059	0.122	1.109	0.243
Valid N (listwise)	400						

The table summarizes responses from 400 participants on 12 EdTech-related factors. All variables show high mean scores (above 3.9), reflecting strong positive perceptions. "Utilize regional demand" and "Company's strategies" scored highest. Standard deviations (0.82–0.97) indicate moderate consistency, while negative skewness suggests responses leaned toward agreement. Most kurtosis values are near zero or slightly positive, showing generally normal distributions with a few peaked responses. Overall, participants viewed EdTech strategies favorable and consistently.

Table no 05: One sample test

Variables	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Utilize regional demand	86.66621	399	0.00	4.215	4.119387	4.310613
AI-driven learning models	91.79247	399	0.00	3.945	3.86051	4.02949
Live interactive classes	87.63431	399	0.00	4.06	3.968921	4.151079
Regional language content	92.33634	399	0.00	4.06	3.973559	4.146441
Adaptive learning models tailored	94.80088	399	0.00	4.115	4.029665	4.200335
Pricing strategies	96.94985	399	0.00	4.1325	4.048702	4.216298
Enhance the learning experience	96.89387	399	0.00	4.11	4.02661	4.19339
Companies effectively partnered	85.21921	399	0.00	4.0825	3.988321	4.176679
The growth strategies	90.0074	399	0.00	4.1075	4.017785	4.197215
Regulatory environment	95.06374	399	0.00	4.195	4.108247	4.281753
The brand reputation	100.8131	399	0.00	4.16	4.078877	4.241123
The company's strategies	99.82596	399	0.00	4.205	4.122189	4.287811

The one-sample t-test table shows that all 12 EdTech variables have statistically significant results with p-values (Sig. 2-tailed) close to 0, indicating that the mean values are significantly different from a test value (likely the neutral midpoint, e.g., 3). All mean scores are above 4, showing strong agreement or positive perception among respondents. The highest mean is for "Utilize regional demand" (4.215) and "The company's strategies" (4.205). The confidence intervals for each variable are narrow and do not cross below 3, further confirming statistical significance. These results suggest that participants overwhelmingly support the listed EdTech strategies and believe they are important, effective, or well-implemented.

VIII Results and Discussion

- The 18–24 age group demonstrates the highest engagement with EdTech platforms in Mysore (50%), Chamarajanagara (55%), and Mandya (48%), highlighting strong youth participation in digital learning.
- EdTech usage among unemployed individuals in Bangalore remains low at 6%, indicating possible challenges related to affordability or digital access in urban regions.
- A significant majority in Chamarajanagara (74%) strongly agree that government policies are supportive of EdTech, suggesting a favourable policy environment in the district.
- More than 45% of users in Chamarajanagara and Mysore support content localization and consistent feedback systems, indicating that region-specific features enhance user adoption.
- Over half of the respondents in Chamarajanagara and Mysore prefer platforms that offer live interactive classes and AI-driven learning, demonstrating a strong inclination toward advanced tech-enabled education formats.
- In Mysore (60%) and Chamarajanagara (62%), users strongly agree that free trial options increase retention, showing that trial-based acquisition models effectively build user loyalty.
- Statistical analysis reveals that government policy (Mean = 4.345) and economic development (p = 0.015) are key factors influencing the growth and success of EdTech businesses.

- Personalized learning (Mean = 4.2) and regular user feedback (4.185) are highly valued by users, with variations observed based on educational qualifications.
- Regional demand (Mean = 4.215) and adaptable company strategies (4.205) scored the highest in analysis, confirming that local customization plays a critical role in long-term EdTech sustainability.
- Subscription-based pricing models received a lower average rating (Mean = 3.995), especially in Bangalore and Mandya, suggesting that cost-sensitive regions may require tailored pricing approaches.

XI CONCLUSION

The data highlights a promising trajectory for EdTech adoption, especially among the 18–24 age group in semi-urban districts like Mysore, Chamarajanagara, and Mandya, where youth engagement exceeds 48%. Government support is perceived positively—particularly in Chamarajanagara (74%)—which indicates a strong policy foundation for digital education. Features like personalized learning, localized content, and interactive AI-driven platforms are preferred by users, proving that regional adaptation and technological innovation drive higher engagement and satisfaction. Additionally, the effectiveness of free trial options in enhancing user retention reflects the importance of risk-free onboarding experiences.

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