



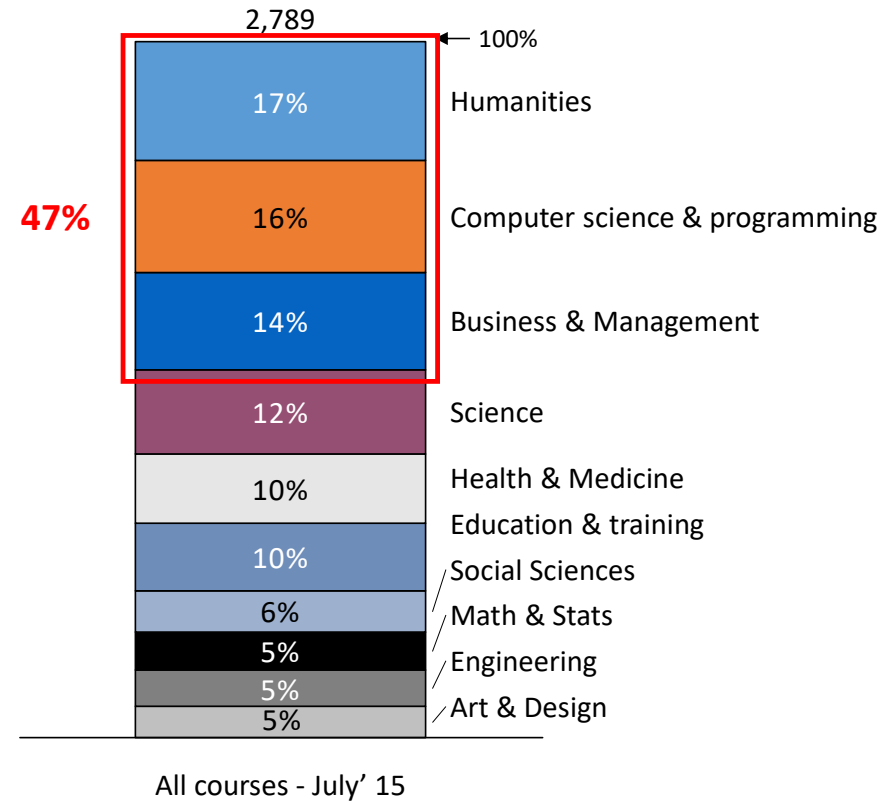
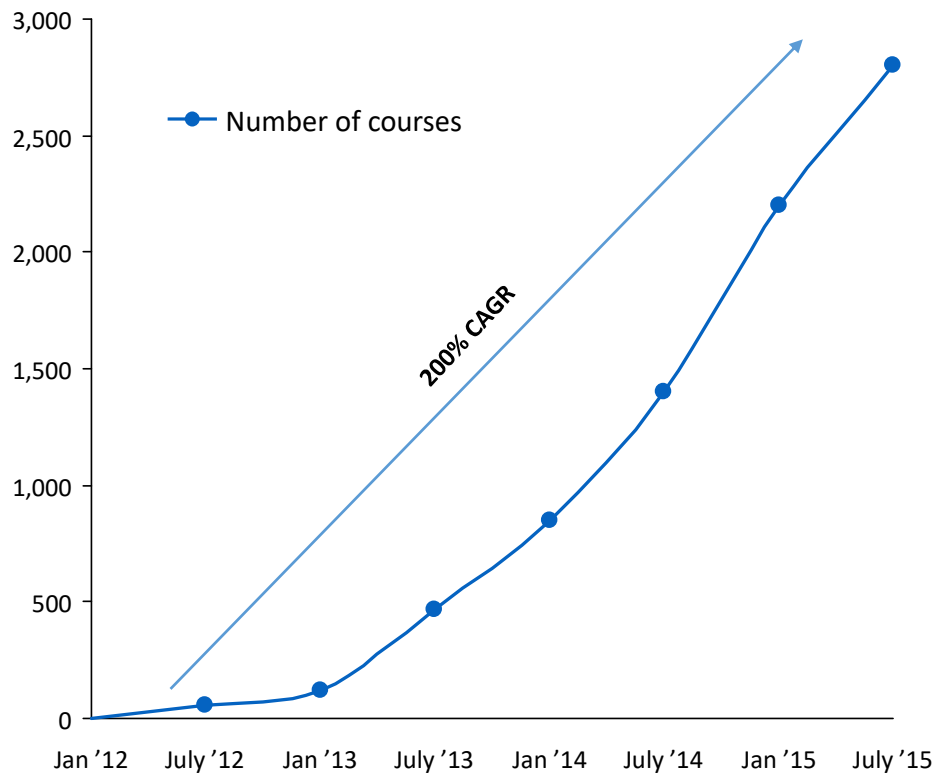
Competitive Analysis and Stakeholder Personas

Massive Open Online Courses
Dated - October '15

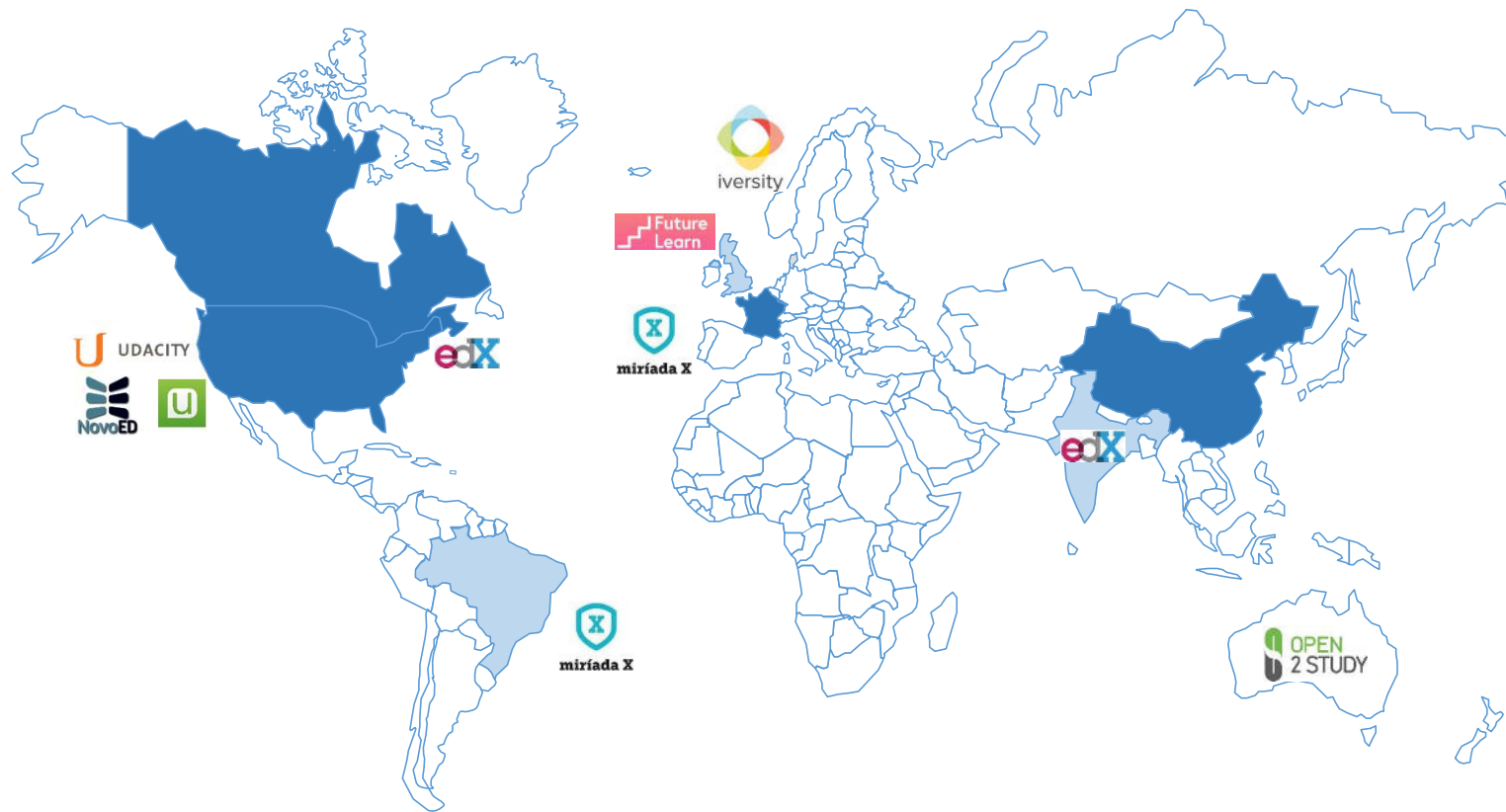
Approach


- Growth of Massive Open Online Courses
- Geographic Presence of Players
- Competitive Offerings and Reach
- Content Sourcing Strategies
- What Do Key Stakeholders Value
 - Learner Needs
 - Educator Needs
 - Business Needs
 - Education Institution Needs
- Impact on Online Education Players

Online courses have been growing at 200% CAGR with humanities, computer science and business representing around half of the courses

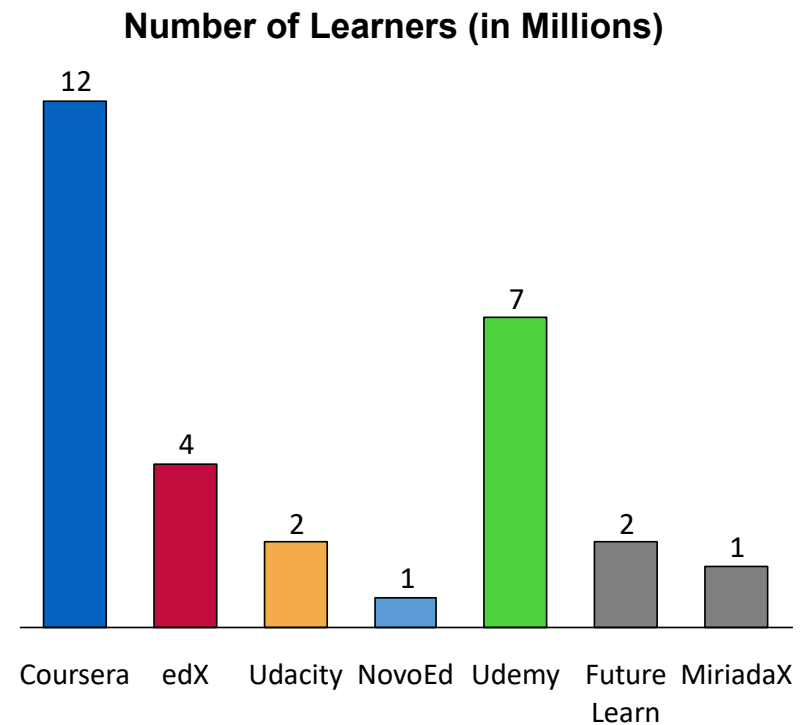
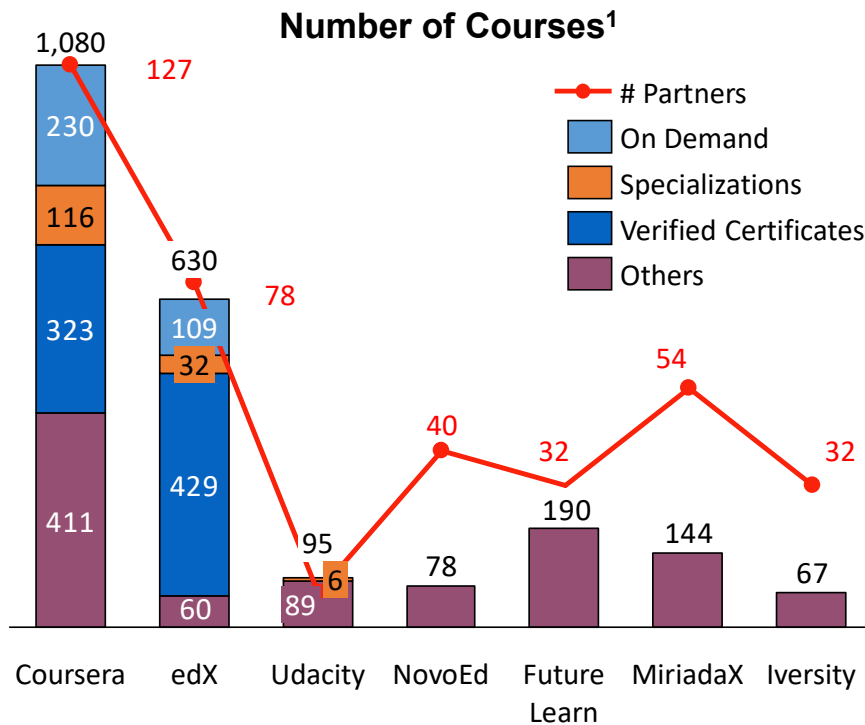


Courses are offered by a diverse set of global and regional players



 Coursera has significant presence compared to other players

Coursera is the leading MOOC provider globally but Udemy's open marketplace is growing fast and regional players in Europe are gaining momentum



Compared to Coursera, edX has around half (59%) as many courses but only 1/3rd user base – strong focus on China, push for On-demand courses and translations in more than 10 languages² have helped in driving growth

1. Udemy has around 30K courses in more than 80 languages. Not a MOOC provider hence not part of analysis

2. Language with at least 10 course translations

MOOC players have used different approaches to source content

Players	University Professor	Individual instructor	Businesses	Foundations/ NGOs	In-house	Strengths
Coursera	✓		✓	✓		University partnerships, for-profit agility
edX	✓			✓		University partnerships, open source platform
Udacity	✓		✓		✓	Technology courses, collaboration with tech firms, In house studio
Udemy		✓	✓		✓	Large individual instructor base
NovoEd	✓		✓	✓		High touch MOOCs
FutureLearn	✓		✓	✓		Strong presence in UK and Europe. Backed by Open University
MiriadaX	✓		✓			Spanish speaking markets. Collaboration with Telefonica, Santander
Iversity	✓		✓	✓		Strong presence in Germany
Open2Study	✓		✓	✓		Australian market, consortium of universities

MOOC Players can address need for high demand office productivity and personal development courses by hiring super star individual instructors or pursuing in-house production

Before introducing any new course, MOOC players should consider needs of 4 stakeholders – learners, teachers, education/ non-profit institutions and businesses

Stakeholders¹

What do they want?

1 Learners

- College students
- Working professionals
- Lifelong learners

Accreditation Convenience Affordability

Learning

- Quality content
- Experiential learning
- Personalized experience
- Timely assessment

Socialization

- Networking
- Path to adulthood
- Develop people skills

Career development

- Access to recruiters
- Career counselling
- Job related skills

2 Teachers

- University professors
- Individual instructors

Reach & connection

- Teach more students
- Personal engagement
- Helping others

Improve pedagogy

- Both inside classroom and online
- Run experiments
- Less administrative tasks

Career growth

- Visibility
- Awards/ recognition
- Tenure
- Consulting practice

Research

- More funding
- Publications with other star professors

3 Education/ non-profit institutions

- Universities
- Foundations
- NGOs

Knowledge creation

- Cutting edge research
- Improve pedagogy
- Access to data

Knowledge dissemination

- Teach more students
- Fulfill social mission

Social experience

- Sense of community
- Loyal alumni base

Branding & exclusivity

- Attract high quality students
- Attract top recruiters
- Limited enrollments

4 Businesses

Employee training

- Quality courses
- Talent retention
- Cost reduction

Talent acquisition

- Access to new talent
- Lower recruiting overhead

Social Impact

- Goodwill from social engagement

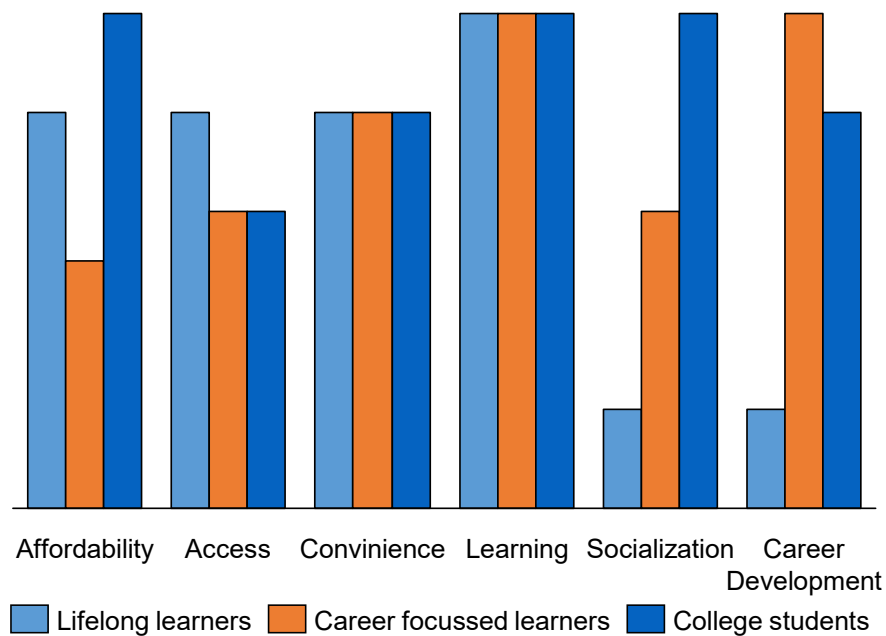
Branding

- Especially B2C companies
- Reach potential customers

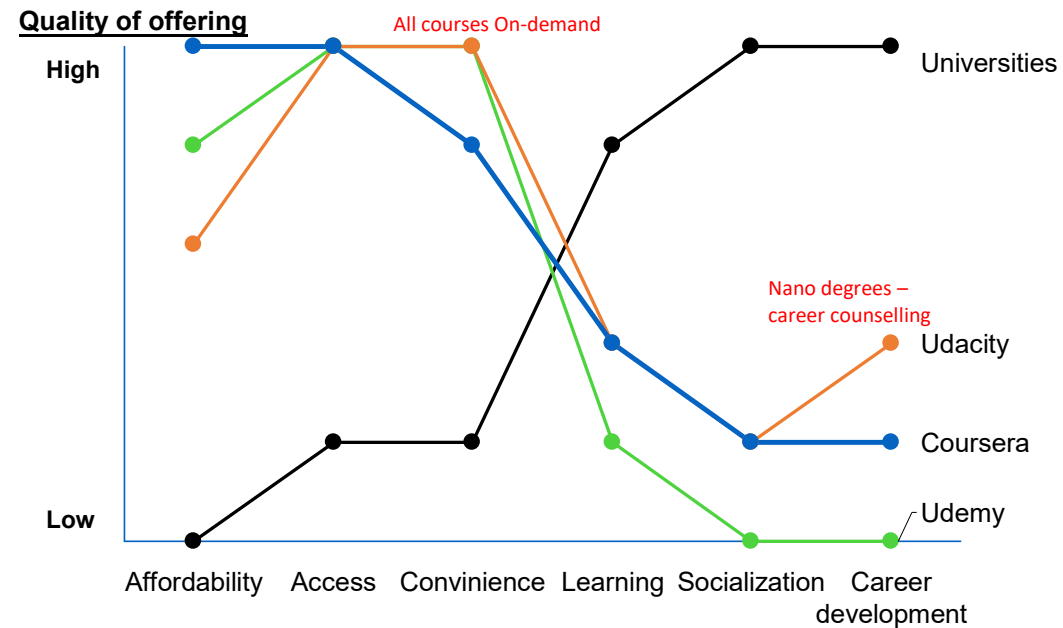
1. Revenue generation potential impacts engagement of teachers, educational institutions and businesses

Learners have different priorities with affordability and learning being most important

Importance of feature by student type



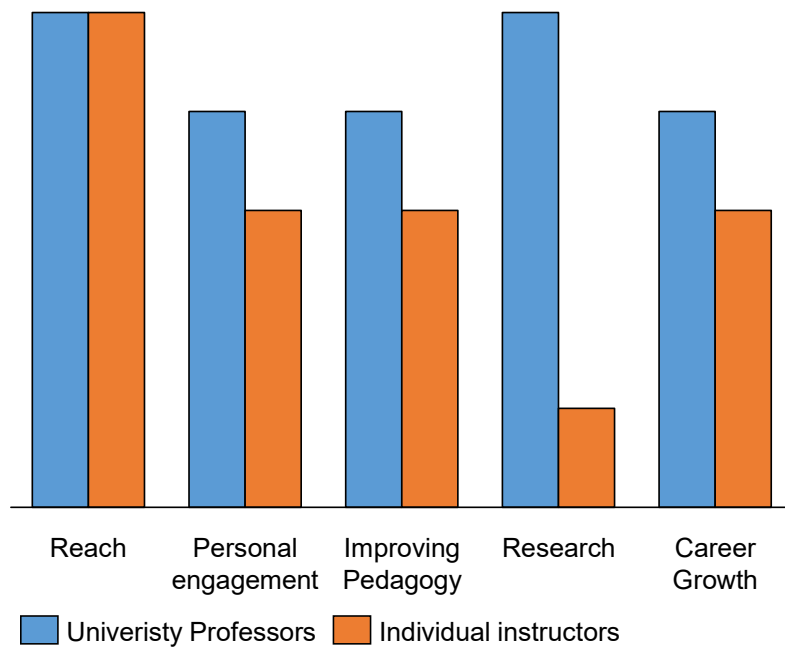
Comparison of product offering



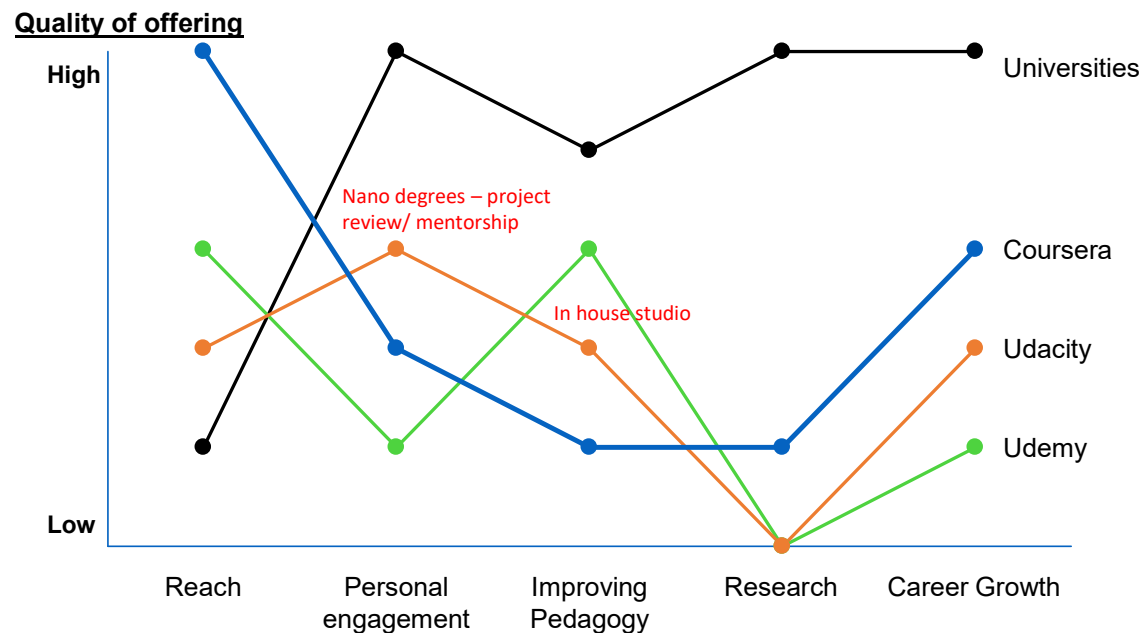
Faster introduction of On-Demand courses, expansion of learning hubs, smaller online groups and closer industry collaboration are required to meet student needs and compete with other players

As teachers value personal engagement and pedagogical improvement, Udacity and UdeMy do more than other players in building high touch communities and supporting course development

Importance of feature by instructor



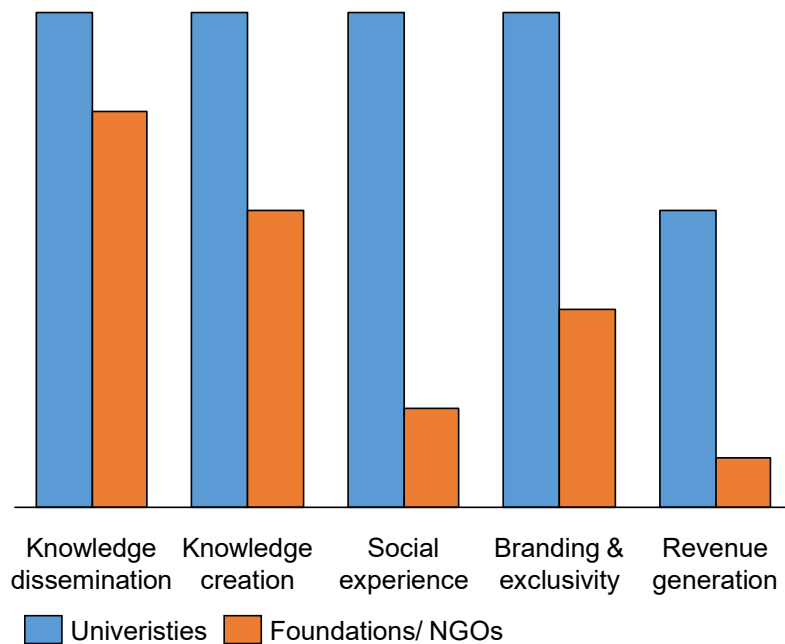
Comparison of product offering



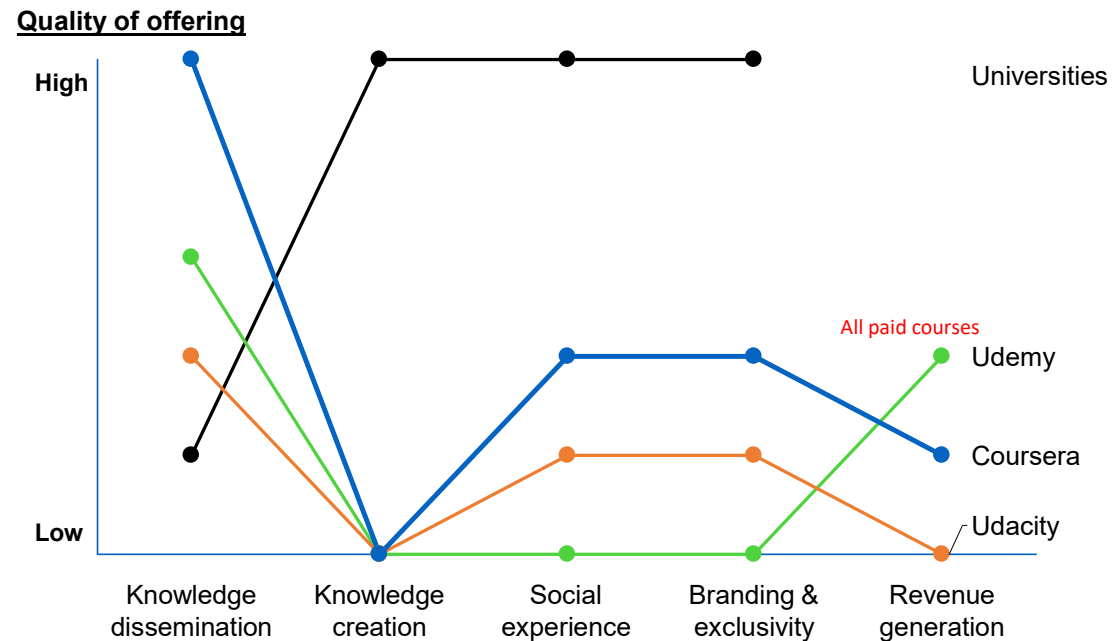
MOOC providers should consider launching in-house studio to help instructors in course development and run experiments to improve online learning experience

MOOC players help education institutions disseminate knowledge but needs to find business models that enable revenue generation

Importance of feature to institution



Comparison of product offering

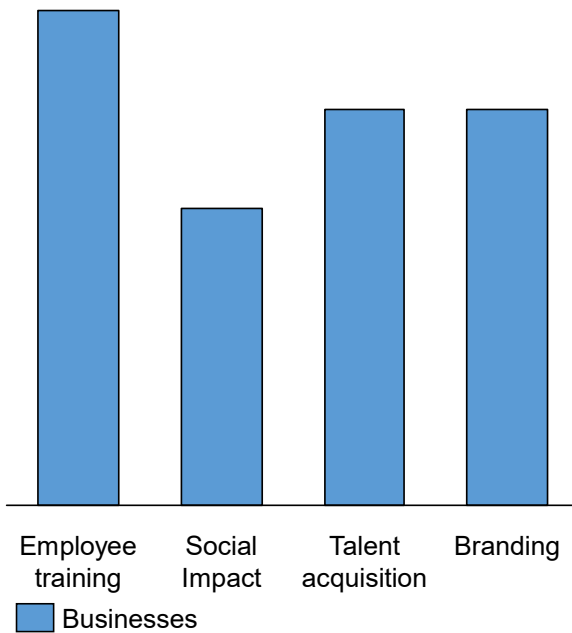


MOOC players can offer community based solution that help institutions target classrooms¹ (reduce costs), employee training for businesses (revenue generation) and smaller/ high touch group of online students (SPOCs)

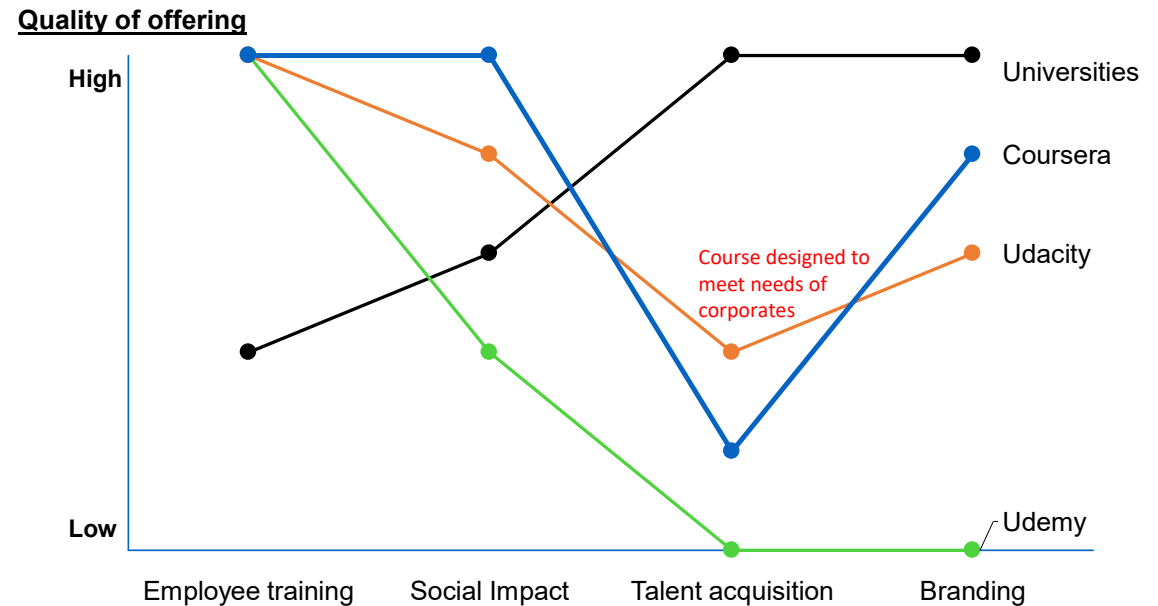
1. Targeting classroom does not mean compromise on student learning. In fact, faculty will get more time to have discussions

MOOC players can help businesses reduce employee training, talent screening and talent acquisition costs

Importance of feature to businesses



Comparison of product offering



MOOC players can help companies reduce executive education sponsorship costs, improve employee skills and job satisfaction to increase retention rates, and provide low cost access to high performing global talent base

Recommendations – what can Edtech players do?

1. Be a one stop solution for students in their lifelong learning journey

- Will require course portfolio catering to students needs from K12 → College → Career/ Life skills . E.g. edX/ ASU freshman program
- Courses have to be published in different languages targeting region specific learner needs
- Will require leveraging data to create learner profile and offer a customize learning experience over a learner's lifetime

2. Be at the forefront of research in on-line learning

- Continue to invest in platform improvement to increase quality, engagement and assessment in online learning
- Collaborate with university professors to enhance MOOC application in the classroom. Leverage the small community platform to enable employees training and content sharing across universities
- Open studio to serve as an online learning research center and a renting asset to allow rock star cash strapped instructors to make high quality courses. e.g. – UPenn working with Film directors, Udemy/ Udacity have in-house studio
- Develop best practices on course development to reduce faculty/ instructor time investment

3. Develop partnership that offer:

- Credibility to student learning based on quality, rigor and university/ business support. E.g. – accreditation, company verified certificates or company recommended courses, course credit
- Real world business experiences. E.g. – virtual internships, projects sponsored by businesses, experiential learning, company visit
- Latest content to keep up with changing times. E.g. Nano degrees by Udacity

4. Achieve massive scale to:

- Serve the mission - take the best courses, online, for free.
- Promote partners globally and leverage partnerships to sponsor course development, scholarships and product enhancements
- Get access to global talent and use data to customize learning experience and generate revenue from value added services (e.g. tutoring, career counselling and data sharing with employers, universities, training institutes)