



“Business Plan”
for
‘Parvaz’, A career development SaaS for the Iranian

Supervisor: Prof. Khoddami
By Morteza Emadi

Kharazmi University



2019-2020



Introduction

E-learning is the use of computer and internet technologies to deliver a wide range of learning solutions and improve performance, as defined by the Food and Agriculture Organization of the United Nations (FAO) (FAO, 2018). In the current digital age, e-learning has become an essential tool for continuous education and career development. Our company, Parvaz, provides a virtual university setting that offers an interactive and collaborative community for content providers and participants.

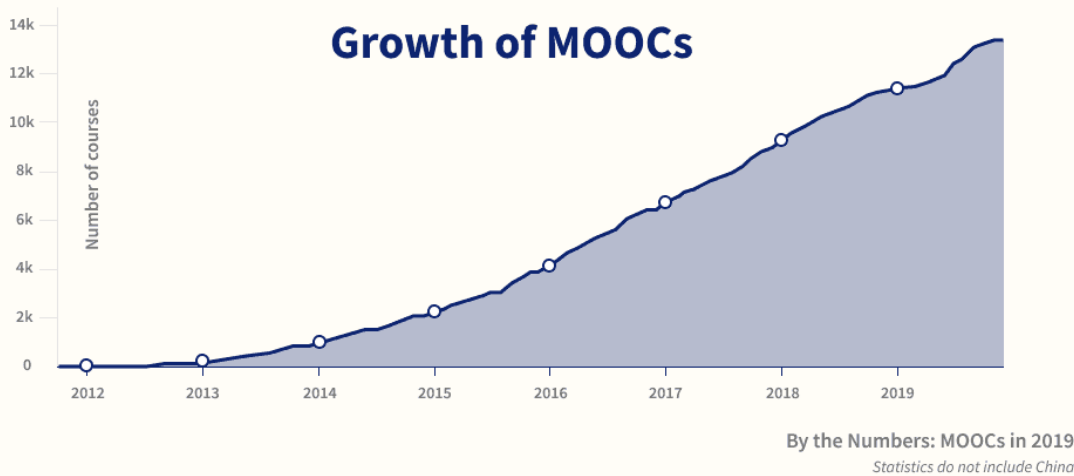
Through our platform, we have eliminated the need for physical attendance at seminars, workshops, and conferences by providing lectures and courses that can be accessed by a large audience through the internet. Our team of highly qualified professionals and collaborative partners ensures the delivery of quality education.

Recent studies by Maturity Studies UK (2020) have identified that learning technologies add significant business value in eight different themes, including time-saving, productivity gains, staff benefits, business impact, quality improvements, social learning, green issues, and cost savings. In particular, e-learning has become a popular solution for organizations looking to enhance staff development and training, with studies suggesting that e-learning can reduce training costs by up to 60% while achieving the same results as traditional methods (Docebo, 2020).

As evidenced by the remarkable growth of the e-learning industry over the past decade, as shown in the figure below from Class Central (2020), the potential for online learning is enormous. By the end of 2019, 13.5K MOOCs have been announced or launched by over 900 universities around the world. According to recent studies, the e-learning market is projected to reach \$370 billion by 2026, with a compound annual growth rate of 8.1% between 2021 and 2026 (Global Market Insights, 2020).



CLASS CENTRAL



As part of our second phase, we will be introducing a Blended Learning platform that combines traditional face-to-face classroom activities with online technology to enhance the learning process. According to a report by the Sloan Consortium (2013), blended education integrates online tools in a pedagogically valuable manner to improve the learning process. At Parvaz, we believe that blended education is the way forward in providing an effective and engaging learning experience for our users. Our value proposition is to provide affordable, accessible, and engaging learning opportunities to individuals and organizations worldwide, using cutting-edge technology and innovative teaching methods.

OUR MISSION

We envision our country Iran where anyone, anywhere can transform their life by accessing the best national learning experience. We empower our learners to advance their careers, further their studies and enhance their life.

OUR VISION

We envision a future where all Iranians have access to a world-class education. We aim to empower Iranian youths with education that will improve their lives, the lives of their families, and the communities they live in.



Site/Area

The founder of Parvaz chooses Tehran as the home of the enterprise. This has personal and strategic reasons. The most important one is the focus of IT facilities in the capital of Iran, Tehran.

Organizational Structure

During the start-up period the following positions are occupied by an interim management and successively replaced by full time employees:

- ◆ Executive Director
- ◆ Financial and Accounting Director
- ◆ Marketing Director
- ◆ App Development Director(managing Back-end, Front-end and UX experts)
- ◆ Content Production Director
- ◆ Project Manager (=Scrum Master)

Also some Advisors during this process like Sales Expert and so on would be beneficial for the company.

Product/Services

Parvaz services are divided into 2 areas Personal Academy(B2C) and Staff Training as a B2B2C cooperation with different organizations in different industries. This combination will be offered through a unique SaaS website, without need of software installation.

As the above mentioned services preview, we will have three groups of direct *satkeholders*:

- Learners
- Institutions
- Instructors

Main **values** which would be created and purposed by Parvaz Ent. are:

For Learners:



'Parvaz', A career development SaaS for the Iranian

- Job-worthy credential¹
- Career development opportunity
- Cost reduction for accessing favorite courses
- Flexibility for passing the course²
- Time saving
- Job placement service (2nd phase)

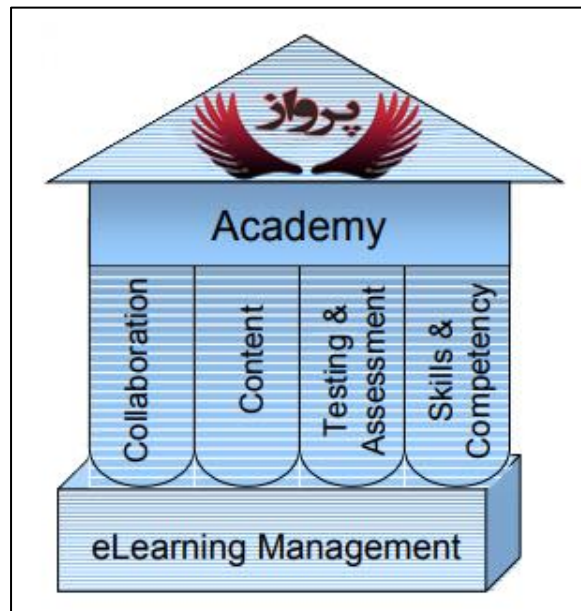
For Institutions:

- Extreme cost reduction
- High quality training
- Providing content according to demands

For Instructors:

- Building brand
- Sustainable revenue source³
- Convenience

The following graph shows the components of Parvaz's eLearning structure for the e-learning circumstances:



¹ The process of achieving certificates of courses is precisely designed that makes it worth for employers

² Scheduling time of assignments is flexible due to giving options of extensions and compressions

³ It's sustainable because of regular sales and incremental grade rise of instructors



Collaboration

One of the true advantages of the Web lies in its ability to create collaborative learning communities that introduce real time human interaction.

Content

It's maybe hard to cooperate with famous instructors in the initial stages, but as Coursera does grading and indorsements for building a competitive atmosphere, Parvaz would do it too. This would lead us to cooperate with famous instructors soon.

Testing and Assessment

Assessment is a critical component of a complete eLearning solution. It's toughly correlated with the credit of our certificates. Therefore, Parvaz has a flexible and strict plan for the assessments! Although that seems paradoxical, it will be achieved by these 2 solutions:

1st, part of the compulsory questions would be placed within the training videos, so participants need to watch the videos to find the latent questions which are also would be shuffled for different participants.

2nd, participants can extend the time of courses for several times so as to take the assignments later.


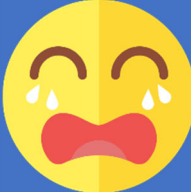
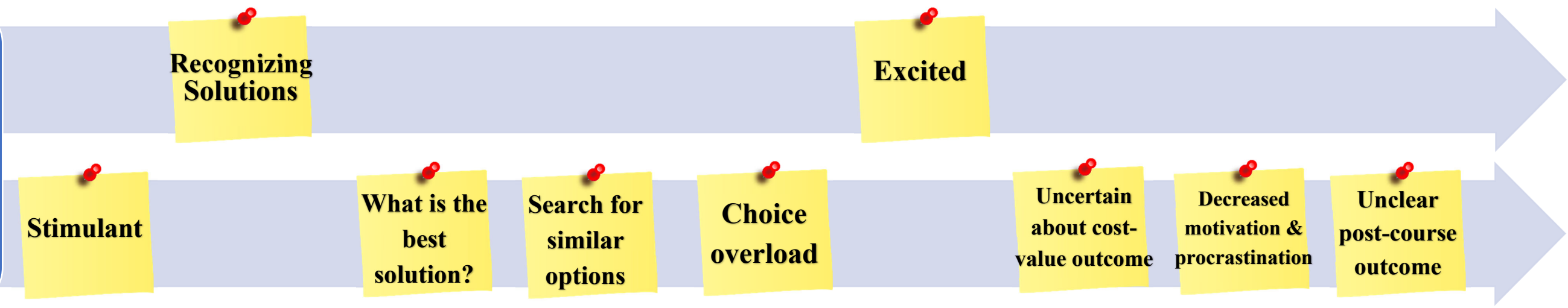
Skills and Competency

Parvaz implements a system that provides information on how to plan an individual continuous education program, provide a skill gap analysis, or provide learning events to fill those gaps. These would be talked on phone by the consultants.


Quality Policy and Criteria

- ◆ Acquire courses in accordance with the industry demand
- ◆ Utilizes state-of-the-art technology
- ◆ Presents easily understood course contents
- ◆ Involves the participant actively in the functions
- ◆ Provides interaction with the lecturer and with other participants
- ◆ Integrates a simple manipulation of its tools

Emotions

Steps




Touch Points



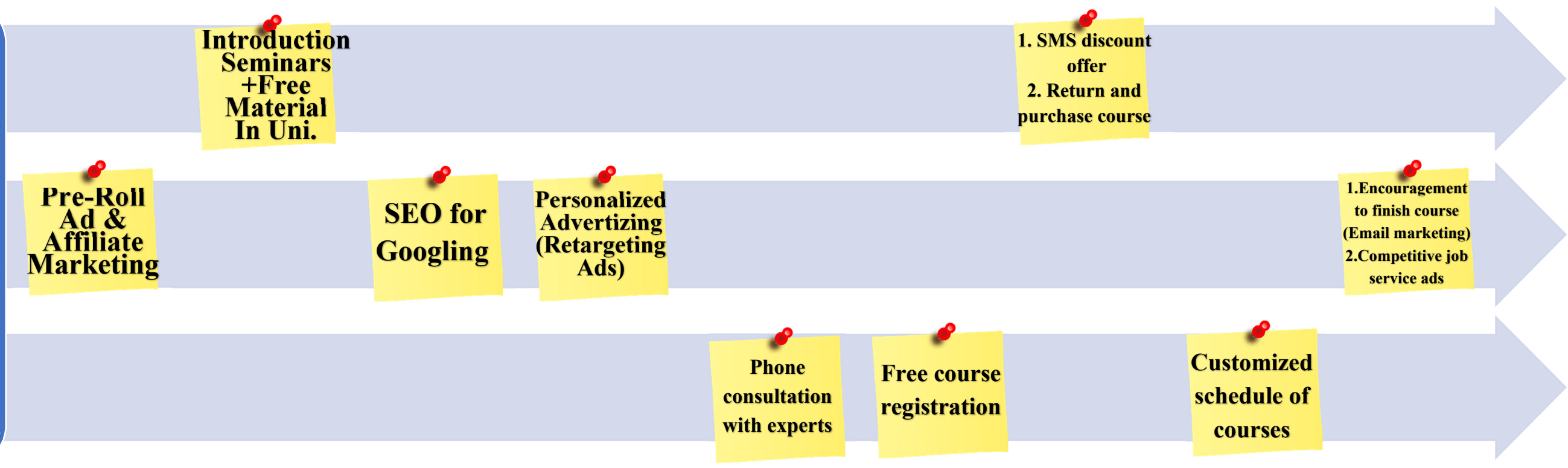
Traditional Communications




Digital Communications Out-of-Store



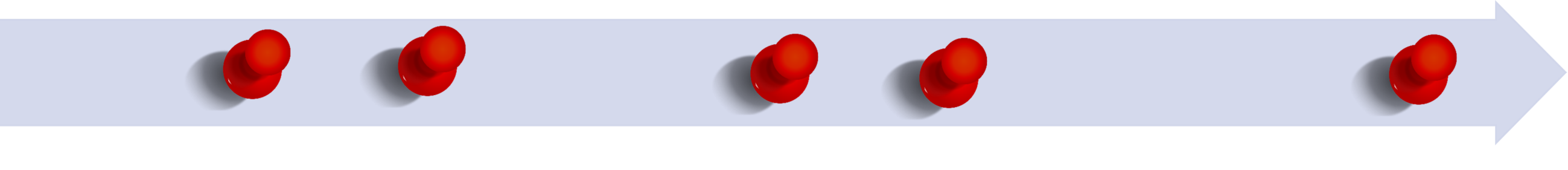
Digital Communications In-Store



Pain Points




Opportunities



Market

Market Target Groups:

- Group 1. Learners like:

Employees who want to enhance their skills

Job seekers, like

- 1) Students who don't tend to participate in university
- 2) Graduate level students who want to be ready for their career
- 3) conscript soldier who have recently finished their statutory service recently

- Group2. Institutions like:

Organizations needing staff training

- Group3. Instructors like:

Lecturers with expertise in different skills (especially soft skills) beside pedagogy skill

Potential Demand

As the statistics of university students [shows](#) (hyperlinked), about 600000 Associate students and 280000 Bachelor and 200000 Master students would graduate each year recently. In which 28.5% are in Engineering field. So 325000 new graduate students is the least potential of Group 1 of our market who would access to our service easily.

Beachhead market

Also we choose the beachhead market for running a **Minimum viable product (MVP)** so as to achieve enough feedback, would be like this:

As main focus of our courses are on skill of engineering fields so we consider the graduate students in Bachelor degree of Computer and Electrical and Biomedical engineering department as the beachhead market for our MVP release. Their high willing to learn and prosper would be another reason to choose them here. As the managers of Amirkabir university claimed recently total number of a yearly graduate in bachelor degree of this department is about **400 students.**

Marketing focus: Public Relations and Sales Support

A public relations agency supports this important part of the marketing plan.



'Parvaz', A career development SaaS for the Iranian

- ◆ Press conferences spread the word (Viral)
- ◆ Present promotions and campaign in different occasions by all proper channel
- ◆ Advertisement in social media and educational exhibitions and portals
- ◆ Special live events are offered free of charge
- ◆ Direct contact to leads
- ◆ Build strong contacts to opinion builders

Persona of potential customers

Three Personas from the direct market group who have been directly impacted by the business. will be introduced here:

Name: Omid Sharifi

Gender: male

Age: 28 years

Education: Bachelor of Electrical Engineering

Background:

An experienced bank employee with knowledge of coding in C# and MATLAB environments, married, suffers motional illness, interested in computer work.



Computer lover

Challenges

Due to the fact that he has been accepted to another university in a different city, this person must leave his previous job and also worries about the finance of his family

Goals and Motivations

1. Finding a job that relates to the field of SQL coding
2. Due to his motional illness, a motivational factor for him has been his interest in working with computer instead of on-site work

Responsibilities

1. Financing the family
2. Studying alongside work
3. Creating suitable conditions for moving his family to the destination city

Needs

Because of the university program, he does not have the appropriate time or money to participate in educational workshops, so he needs a way to learn SQL programming in a short period of time and for a low price.

'Parvaz', A career development SaaS for the Iranian

Name: Reza Mohammadi

Gender: male

Age: 25 years

Education: Diploma in Mathematics and Physics

Background:
Single, the only child in the family, working in his father's company



Lucky and Wise

Challenges

In order to become a replacement for his father in the company and have his decisions be accepted by others, he needs a valid certificate.

Goals and Motivations

1. Having a degree
2. Learning the necessary theoretical skills to help the company progress
3. The progress of the company and more income is a motivating factor

Responsibilities

1. His father's advisor in the company
2. Creating a foundation for his future growth

Needs

They are in need of a shorter alternative to going to university, but still obtain a reputable certificate similar to university degree.

'Parvaz', A career development SaaS for the Iranian

Name: Elham Mortazavi

Gender: Female

Age: 37 years

Education: PhD in Management

Background:
Married, mother of a child, a professor at Kharazmi and Allameh Tabatabai universities, interested in teaching



A great teacher and caring mother

Challenges

Her biggest challenge is the birth of their child. On one hand, she wants to spend more time with their child, and on the other hand, she doesn't want to completely put teaching aside for a while.

Goals and Motivations

- ۱. Maintain her impact as a university professor in the community**
- ۲. Teaching for a wide range of students**
- ۳. Being motivated by a love for teaching**

Responsibilities

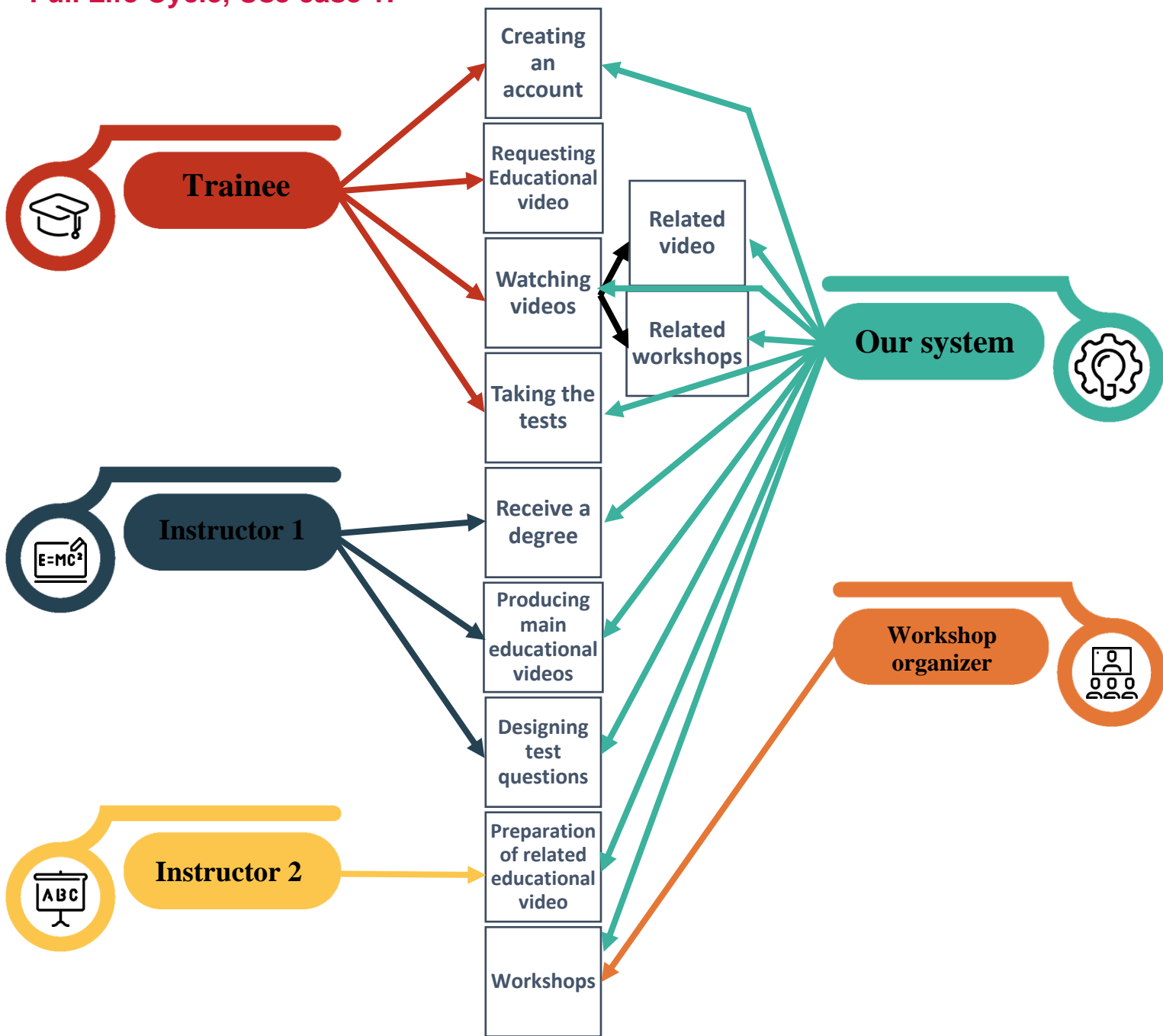
- 1. Caring and raising her child**
- 2. Teaching 9 credits at Kharazmi University**
- 3. Teaching 12 credits at Allameh University**

Needs

- 1. She needs a way to pursue her passion for teaching while also dedicating time to being a mother to her child.**
- 2. A solution is needed to enable her to pursue her love for teaching while also caring for her child.**

'Parvaz', A career development SaaS for the Iranian

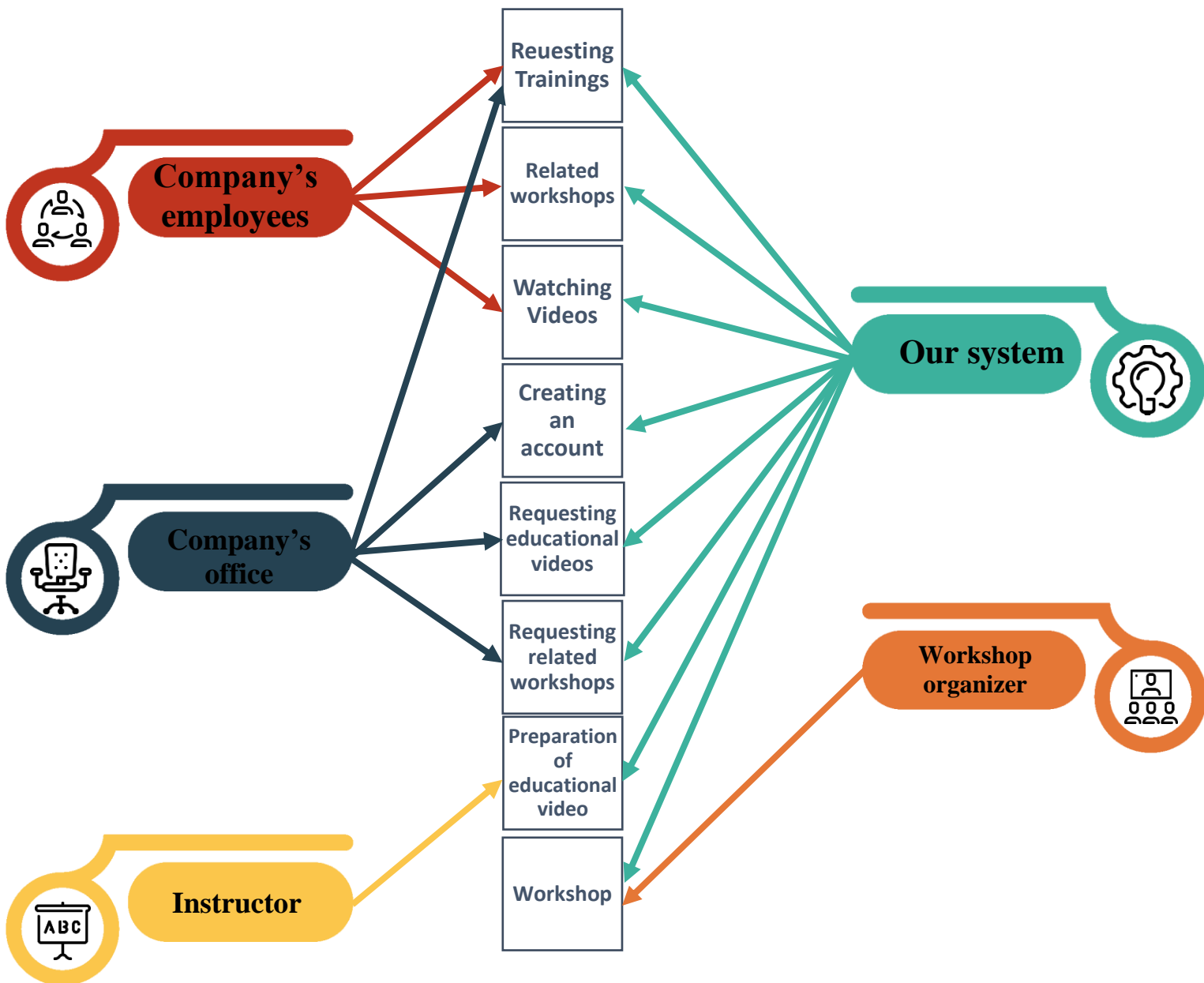
Full Life Cycle, Use case 1:



In this case, our customer (trainee) benefits from all of the 4 value propositions:

1. **Experience advantage:** Learning is by watching videos.
2. **Efficiency advantage:** All of the out of class processes (office works) in our SaaS from the time of creating an account to obtaining a certificate takes a maximum of 2 days.
3. **Quality advantage:** Professors' teaching is professional
4. **Cost advantage:** All the training videos of the system are free. (In the first phase)

Full Life Cycle, Use case 2:



In this case, our customer (company) benefit from all 4 value prepositions.

1. Experience advantage: Setting up classes and apprenticeships for the company is no longer a hassle.
2. Efficiency advantage: These types of procedures typically take a significant amount of time, but we can finish the entire process within a maximum of two months.
3. Quality advantage: Due to our network in Tehran, we employ experienced instructors in the necessary area, who also possess practical experience in the relevant field, who are not available out of the capital city.
4. Cost advantage: If the company were to hold an apprenticeship, the costs would increase significantly.

A Brief Budgeting

As there was no time to do a comprehensive budgeting task (FS.) in Comfar software here we shed a narrow light on these criteria:

Costs:

1. The estimate of hosting with a low sharing rate from a strong server in the first 6 months and then a German virtual server with an average configuration in the second 6 months is about 1.5 million Tomans in the first year (source: Mihan Webhost)
2. The cost of back-end and front-end coding: between 2 and 200 million tomans depending on the team; Our choice in the initial optimal design is about 10 million Tomans
- 3) The cost of hardware specifications for recording and mixing and master writing is about 10 million tomans
- 4) The cost of logistics and location is almost negligible and will be considered a variable cost.
- 5) Administrative fees for licenses, etc: about 1 million tomans
- 6) The cost of attracting a teacher and his teaching will naturally increase step by step with the growth of the site, but our default is to provide him with a profit from the sale of each teacher's course, 30 million Tomans are needed in the first year for the original cost of publishing the material.
- 7) Cost of content production: 5 million due to part-time work
- 8) The cost of executive and upper management: due to the small number of the team (2-3 people) and being the founder and their share in the future profit, the salary of 65 million in the first year is enough. Accounting and auditing costs that are outsourced are included in the above amount.
- 9) Advertising cost: 50 million Tomans in the first year

Total major expenses of the first year: 173 million Tomans

The rate of penetration and growth of the company's customers to calculate the break-even point and other calculations require more extensive research.

'Parvaz', A career development SaaS for the Iranian

Financing Methods:

1. Obtaining a loan or buying bonds from the bank with the subject of e-business company
2. Using accelerator facilities
3. Presenting the project to risk-taking investment companies

Partnership

In addition, we would consider partnership with some online job placement businesses like JobVision to cooperate for the long time life cycle of the customers. These services can be given as a scholarship and incentive gift to top customers. (Gamification use)

'Parvaz', A career development SaaS for the Iranian

References

- Class Central. (2019). By The Numbers: MOOCs in 2019. Retrieved from <https://www.classcentral.com/report/mooc-stats-2019/>
- Docebo. (2020). E-learning vs. traditional learning: Pros and cons. Retrieved from <https://www.docebo.com/blog/elearning-vs-traditional-learning-pros-and-cons/>
- FAO. (2018). E-learning for agricultural and rural development. Retrieved from <http://www.fao.org/elearning/#/>
- Global Market Insights. (2020). E-learning market size by application, by technology, industry analysis report, regional outlook, growth potential, price trends, competitive market share & forecast, 2021-2027. Retrieved from <https://www.gminsights.com/industry-analysis/elearning-market>
- Maturity Studies. (2020). Learning technologies add business value. Retrieved from <https://maturity-studies.com/learning-technologies-add-business-value/>
- Sloan Consortium. (2013). Blended learning. Retrieved from <https://onlinelearningconsortium.org/blended-learning/>