

Project Orion-C

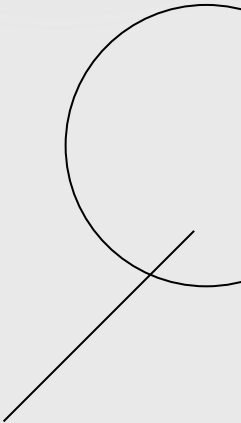


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Executive Summary

Executive Summary

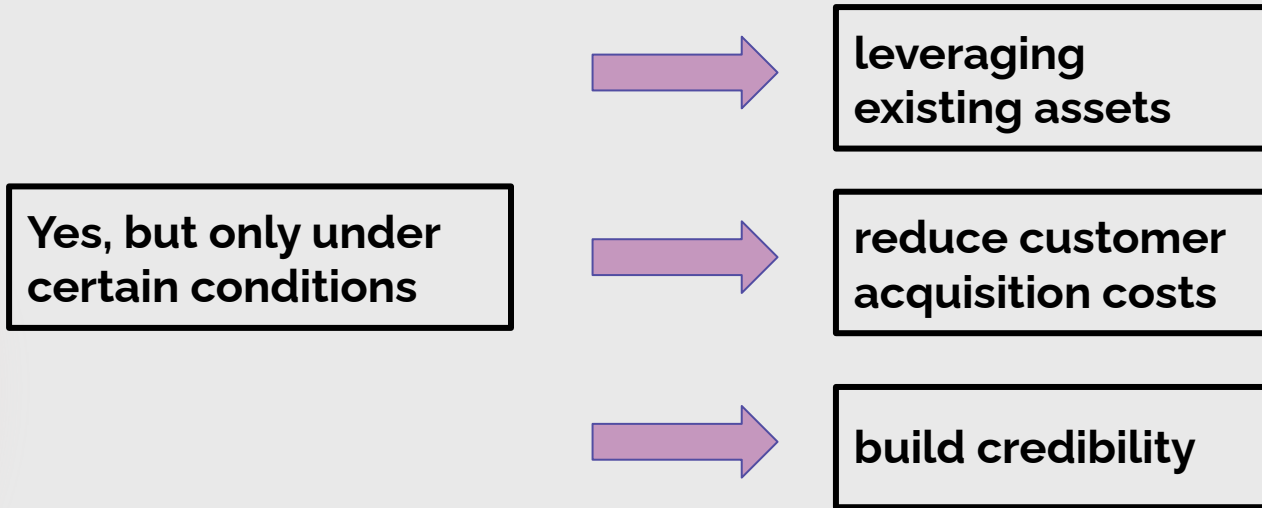
upGrad is one of India's leading online education and career-upskilling platforms, holding about 35% of the domestic market. In 2021, upGrad reached ~ \$1.2 billion in valuation, the company has continued to grow through strategic acquisitions, including Unacademy, and is preparing for an IPO (Initial Public Offering).

The platform offers a variety of programs, from bootcamps and professional certifications to study-abroad opportunities. Through partnerships with top universities and industry leaders such as Microsoft and OpenAI, upGrad provides accredited, career-focused learning designed to help students build valuable skills and connect with mentors in their advanced career.

02

Client Question & Scope

Should the Singaporean fund invest in an Indian edtech company targeting US market entry?



03

upGrad Company Profile

upGrad

Core Products

- Education platform
- mix of live interactive sessions, pre-recorded video lectures and projects
- Study abroad programmes

Target Customers

- Elementary, middle, and high school students (under K-12 education)
- Recent graduates
- Working professionals
- Companies looking to upgrade their employers' skills

Revenue Model

- Business to Consumer (B2C)
 - Learners pay for individual programs
- Business to Business (B2B)
 - Companies pay upGrad to upskill their employees
 - Universities pay upGrad to use their educational resources

Current Position

- One of India's leading higher-education and career-upskilling platforms
- Acquire Unacademy 90% below its peak valuation

Why Expansion?

- Growth in India has moderated
- Important for upGrad to undergo international diversification

Current Challenges

1. Profitability: Remains loss-making at net level
2. Juggling many things simultaneously: Integration and IPO
3. Regulations: US higher education system
4. Competition in US market: Coursera and Eruditus

04

US Market Landscape

Main takeaway: *US Edtech is large, but upGrad's best strength is Professional Upskilling*

\$84B

US Market Size

37%+

US Share of global market

AI + Reskill

Key demand driver

Professional upskilling,
Certification-led training,
Corporate training

Study abroad/hybrid degrees

K-12/general test prep

05

Competitor Landscape

**Main takeaway: *upGrad has relevant capabilities,
but also competing against strong US brands***

**Crowded
market** →

LinkedIn Learning

coursera



upGrad's advantages

- Live classes
- University programs
- Study abroad / hybrid

upGrad's threats

- Strong competition
- Overlaps in upskilling
- Low brand recognition

upGrad

- Degrees, Certifications, bootcamps, Study Abroad
- Live classes, self-paced, hybrid (study abroad program), projects
- Low as of now, better after acquisition of KnowledgeHut
- 10M+ learner base



Coursera

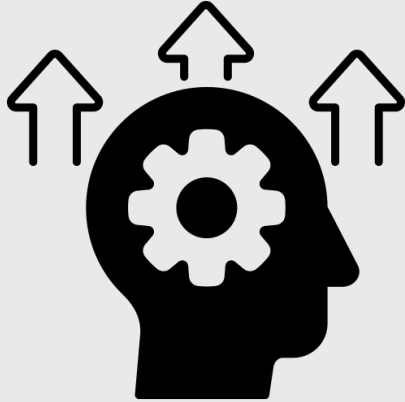
- Courses, specializations, professional certificates, degrees
- Mostly self-paced, some live cohort tracks, developing AI tools
- Very high U.S brand recognition
- 290M+ learner base



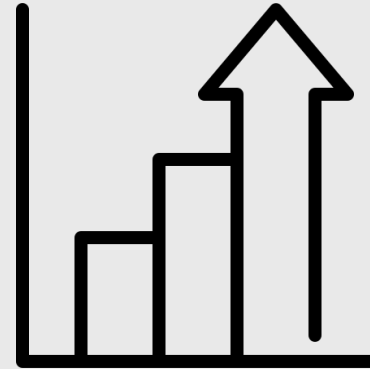
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Product-Market Fit

Market Demand & Positioning



High demand for reskilling in AI, data, business, and digital skills



Lack of balance between credibility and cost

upGrad can position itself between mass-market online courses and premium education institutions to capture price-sensitive but quality-seeking US professionals

Value Proposition

In-program support and mentorship:

- **Learners are typically paired with industry experts who review progress, provide feedback on career paths, and hold check-ins**
- **While main modules are often pre-recorded, upGrad schedules live Q&A webinars, masterclasses, and consultation sessions**
- **Leads to significantly high completion rates of around 90%, where industry averages around 12%**

Career-readiness tools:

- **Access to 1-on-1 career support, including resume-building workshops and mock interviews**
- **Resume circulation to upGrad's 300+ hiring partners, access to job portals, and invitations to exclusive job fairs**
- **Direct assistance in bringing acquired knowledge to the workplace**

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Market Sizing & Economics

Market Sizing (TAM / SAM / SOM)

TAM	Total Addressable Market: The total overall revenue opportunity available if your company scale scales to 100% market share.	\$111.72B US Online Ed (2026)	\$102.8B Workforce Upskilling	\$66.91B Professional Learners
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SAM	Serviceable Addressable Market: The specific geographic and structural slice of the market targeted directly by your product set.	\$56.03B Target Tech/Biz Segment	\$25.49B Online-First Learners
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SOM	Serviceable Obtainable Market: The realistic, short-to-medium-term revenue share captured within operational targets (Year 3 Forecast).	\$509.8M Reachable Target Revenue
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Competitor Benchmarking

Coursera

Audience: Professionals
Price: \$39-\$89/mo | \$13k+ Degrees
CAC: \$100 - \$300
Retention: High

-
- + Elite university partners.
 - Low course completion rates.

Simplilearn

Audience: Tech Learners
Price: \$79-\$1.5k | \$3k-\$5k Master's
CAC: \$200 - \$600
Retention: Medium

-
- + Intensive, career bootcamps.
 - Scarce non-tech catalog options.

LinkedIn

Audience: Professionals
Price: \$240/year subscription
CAC: \$50 - \$150
Retention: High

-
- + Direct profile integration.
 - Lower formal academic value.

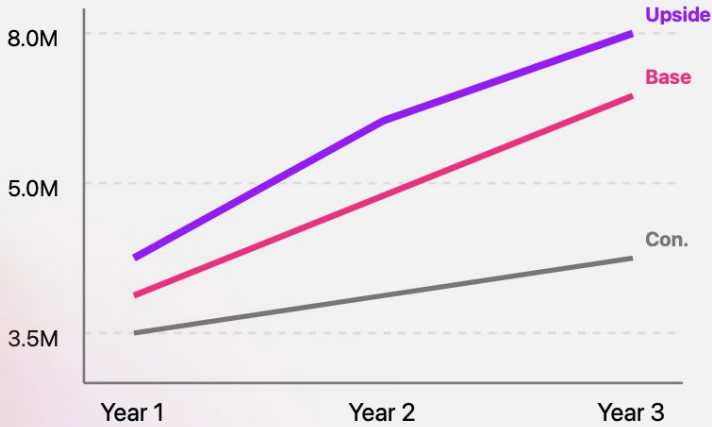
edX

Audience: Students / Learners
Price: \$25-\$2k | \$10k-\$30k Degrees
CAC: \$75 - \$250
Retention: Med-High

-
- + Deep academic pedigree.
 - UI/UX can feel rigid/academic.

Scenario Model Projections

User Base Trajectory (Millions)



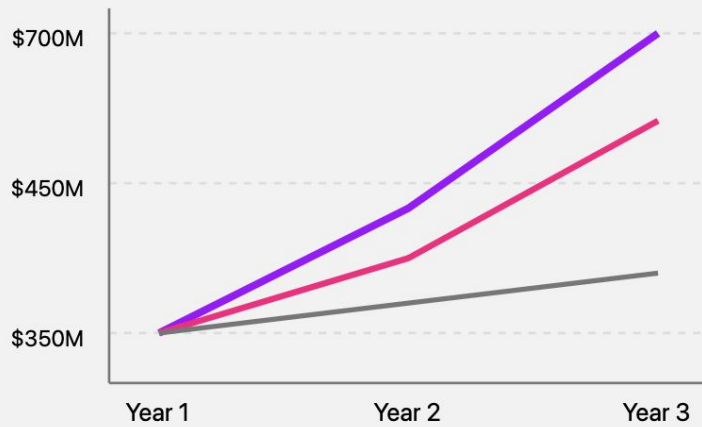
\$1,500

Avg Course Price

\$400

Target CAC

Revenue Trajectory (\$ Millions)



70%

Retention

3%

Conversion Rate

Sensitivity & Risk Analysis

VARIABLE SENSITIVITY MAPPING

VARIABLE MATRIX	LOW CASE	BASE CASE	HIGH CASE	REVENUE IMPACT
Avg Course Price	\$1,000	\$1,500	\$2,000	VERY HIGH
CAC Drift Threshold	\$600	\$400	\$300	HIGH
Retention Rate	60%	70%	80%	HIGH
Conversion Rate	1.50%	3.00%	5.00%	HIGH

CAC: The sales and marketing expenditure required to secure a single new learner.

Retention Rate: The percentage of enrolled learners/partners remaining active across tracks.

Conversion Rate: The percentage of web traffic/leads converting into paid enrollments.

IDENTIFIED RISKS & MITIGATIONS

High Acquisition Costs (CAC)

PROB: HIGH IMP: HIGH

Mitigation: Pivot toward high-margin B2B enterprise tracks to hedge consumer ad costs.

Entrenched US Competitors

PROB: HIGH IMP: HIGH

Mitigation: Differentiate via localized corporate career placement tracks.

Accreditation Friction

PROB: MED IMP: HIGH

Mitigation: Structure co-branded certificate modules with tier-1 accredited US universities.

Low Brand Recognition

PROB: HIGH IMP: MED

Mitigation: Deploy high-visibility co-branded university partnerships and strategic PR.

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Entry Options Assessment

Main takeaway: *use KnowledgeHut's NA presence to enter through B2B upskilling and deepen US university partnerships to build credibility.*



#1 KnowledgeHut B2B beachhead
existing clients + lower CAC + fast US access

#2 University backed programs
credibility + trust for US learners/employers

#3 Corporate upskilling packages
leadership + AI + sales training, etc.

#4 D2C launch
too crowded + high CAC + weak US brand

#5 Acquisition-led expansion
useful after traction, high capital costs



Penn
UNIVERSITY of PENNSYLVANIA



PRINCETON
UNIVERSITY



09

Recommended Strategy

upGrad's Recommendations

1

Prioritize KnowledgeHub as its primary short-term growth and revenue driver in the B2B corporate upskilling segment.



2

Invest in phases and fund growth based on results. Additional funding should depend on strong partnerships, new contracts, and measurable U.S. growth.



3

Expanding university partnerships (MIT, CMU, Singapore University) for credibility because each college has a learning field they're growing in whether its AI, or education learning.



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Risk Assessment

Regulations

- International buyers who are continuing their education face regulation barriers, including obtaining a F-1 US student VISA
- Additionally, there exists geopolitical tensions and high costs, which deter these students from US campuses

Weak Brand Recognition

- upGrad is not a well-known name in the U.S. market
 - Trust deficit
- Building brand name recognition takes time

Competition

- upGrad faces competition with other universities offering online degree programs
- When US consumers are faced with choosing a platform, they might choose to go through a U.S. university

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Final Decision

Based on our research and information given to us,

We believe the Singaporean company should invest only under certain conditions

- **Clear plan of action to entering the US market**

The U.S. market is broad and complex so a strategy is necessary

- **There are partnerships within the U.S. landscape**

University partnerships (or business partnerships)

Potential scholarships for international students

Alleviates branding issue

- **Other reasons to invest**

The Indian edtech company has been successful domestically. If they maintain an upward trajectory of domestic sales, while also entering the US market successfully, a positive profit would be expected

The Singaporean company does not have to invest all their available funds

Thank you!

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