



About Zaya

Zaya sells a learning software platform for schools, after-school centres, and vocational training centres that runs online or on-device called ClassCloud and it also brings the same experience offline. The platform allows teachers and trainers to deliver personalised learning to students at a very low cost. Zaya also has a free mobile application called English Duniya where children can learn how to read, write and speak English in the form of a game so that they can learn while playing.

1st Challenge

Supply Chain and Reverse Logistics

- Inability to fully rely on vendors which have caused delays up to **6 months**.
- **20% defect rate**.
- Current Contract Manufacturer handles around 100 units and inability to scale up to **1500 units**.
- Non-adherence to agreement resulting in inadequate testing
- Contract Manufacturer unable to cope with frequent product changes leading to confusion.
- Unclear agreement on who handles costs associated with defective products.
- Any issues found have to go back to Contract Manufacturer. This leads to additional costs for Zaya.

Scale-Up Intervention

Aditya Kulkarni, ex-Regional Customer Service Manager, Marico Ltd., worked with students in the Over The Wall project from IIT Bombay and guided them on as to how to tackle this challenge.

- Reached out to different vendors in order to increase vendor reliability.
- Found a vendor, East India Group, which would cause product cost savings of about 10%, reduce defect rates from 20% to 2%, reduce lead time by 34%, bear reverse logistics costs, do the software testing, along with other benefits.
- These would then lead to large savings in product costs and returns costs and increase Zaya's reliability with its customers.
- Next problem tackled was Zaya's logistics problem. Before the challenge, they paid ₹ 500 for each ClassCloud and with identifying of a better logistics partner, their costs were reduced to approximately ₹ 55 per Class Cloud which caused savings of approximately 89%.



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- Supply Chain process has increased to 30 boxes a day.
- The returns have reduced from 85% to almost zero in just 6 months.
- The resource to handle returns has gone from 2 to 1.
- A robust infrastructure has been put in place so the startup can run even if it is short on resources.

2nd Challenge

Marketing and Sales

- Existing communication needed to be more focused and highlight the central value proposition clearly.
- Needed support on crafting Below-The-Line (BTL) Campaign collaterals.



Scale-Up Intervention

- Priya Kapadia, Head, MIF, stepped in to mentor Team Zaya with a value proposition workshop to streamline all their thoughts and align the communication. Her valuable insights that came from a rich experience in the business and social ecosystem helped Zaya refine their messaging.
- She helped streamline the pitch, BTL collaterals as well as the content that would go on the graphic.

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- Team Zaya Labs finalized on a single value proposition of "One teacher per child" and used that to promote all the different aspects of Zaya, from ClassCloud to English Duniya.
- Zaya's English Duniya competition increased downloads and helped them get access to schools.

3rd Challenge

Key Performance Indicator(KPI) and Dashboarding

Zaya did not know which KPIs to track and lacked the expertise to create a dashboard.

Scale-Up Intervention

- Senior members of Team MIF held workshops to find out which KPIs were needed to be tracked and how they would help in making Zaya more efficient.
- Joe Cheeran, Procurement, Marico Limited, identified that Zaya is tracking far too many KPIs and hence not getting meaningful results. He helped Zaya streamline and link the KPIs in a way that the dashboard would clearly indicate the errors.
- Joe's dashboarding workshop with Zaya helped figure out what would the dashboard look like and highlighted errors in the tracking processes.



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- The KPIs were streamlined and helped in tracking and seeing what was important.
- This process highlighted the top and average performers of the organization which acted as a talent quality guide for the top management.
- The Zaya operation team was focused around relationship managing and that was a big part of their business when they had 85% returns. Now with zero returns and better tracking, less resources were required and hence less costs were accrued.

4th Challenge

Hiring

- Team MIF also worked with Zaya on how to hire right.
- Phaguni Gupta from Marico HR ratified the existing job descriptions of Zaya, suggested changes and connected the startup with external hiring agencies.