

Marketing Strategies in Entrepreneurship – A Case Study of WhiteHat Jr

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Abstract

The case outlined the roller coaster ride of the startup, WhiteHat Jr, from its inception in November 2018 till February 2021. The edutech organization was founded in Mumbai in India and, within no time, accelerated its growth. The app developed by the company taught the kids falling in the age group of 6–18 years how to develop animations, commercial games, and online apps by applying the basics of coding. By October 2019, the company managed to grow substantially and had 500 teachers while achieving 100% student and revenue growth every next month. August 2020 saw the acquisition of WhiteHat Jr by Byju's, and all was finalized in six weeks, and the papers were signed virtually. This was followed by an aggressive advertisement campaign, but it didn't go well with users. The company started making efforts to improve its reputation, and by December 2020, it decided to stop the controversial ads. In an interview, the founder of WhiteHat Jr, Karan Bajaj, admitted that the company should not have emphasized employability for young kids in its advertisements. The challenge ahead for the company is to develop strategies for damage control, future growth, and expansion.

Keywords : marketing strategies, entrepreneurship, business ethics, business environment, corporate image

Paper Submission Date : July 30, 2021 ; **Paper sent back for Revision :** March 26, 2022 ; **Paper Acceptance Date :** June 15, 2022 ; **Paper Published Online :** October 15, 2022

The COVID - 19 pandemic brought into focus the significance of digital education and led to innovations in teaching methodology. After initial hesitation and dilemma, parents also opened up and accepted online learning and new norms of teaching pedagogy. Some primary challenges faced by the Indian education system in online teaching include quality, infrastructure, student enrollment, research and innovation, technical and privacy issues, accessibility and outreach, and teachers' technical knowledge (Arun Kumar, 2021). WhiteHat Jr is an educational technology platform that offers coding, programming, and application development courses for school students. Founded in 2018 by Karan Bajaj, a novelist and a yoga teacher, the company had its headquarters in Mumbai, Maharashtra. WhiteHat Jr received funding in two rounds up to \$11.3 million from investors such as Nexus Venture Partners, Owl Ventures, and Omidyar Network. Its main competitors were Coding Ninjas, Coding Blocks Pvt. Ltd., and Camp K12 (WhiteHat Jr, n.d.a).

The app helps children learn to program and ultimately develop animations, games, apps, etc. It helps kids in the age group of 6 – 18 years to build commercial games, apps, and animations using the basics of coding online. WhiteHat Jr matched teachers and students based on the languages they spoke, enabling them to swap the languages and providing a flexible learning experience better suited to the requirements of the kids. The feature of multilingualism not only made the teacher-student interaction much more effective, but also facilitated the creation of a nurturing environment that was required in online learning (“Edtech startup WhiteHat Jr,” 2020). All classes were taught live one-to-one online by top certified teachers and subject matter experts (WhiteHat Jr, n.d.b).

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Growth Journey

Karan Bajaj picked the name 'WhiteHat' from the hacking community, where “white hat” hackers were looked upon as ethical professionals who helped companies identify drawbacks and loopholes in their computer systems. Since the company targeted kids, they added the suffix 'Jr' (Ghosh, 2019). Although WhiteHat Jr came into existence in November 2018, the operations started fully in March 2019. In addition to the metro cities, students also enrolled from Tier II and III cities like Ahmedabad, Nagpur, Balangir, etc.; some initial sign-ups were purely through word of mouth. To start with, the fee structure per class varied from ₹ 625 to ₹ 750 with a free first-trial class (Ghosh, 2019). WhiteHat Jr gained more than \$10 million in financings in September 2019, with expected \$1.3 million seed money from Omidyar Network and Nexus Venture Partners, along with US-based Owl Ventures being an additional speculator. It had also announced a \$40 million income rate within a year and was increasing at a soaking pace of 30 – 40% month-on-month. Another fortunate fact was that the company saw an extraordinary transition from level II and level III of the urban population, where over half of their customers were coming from non-metro areas. The outbreak of COVID-19 proved to be a blessing in disguise for the income of the start-up (George, 2020). An enormous inflow in understudy enrollments was seen during the lockdown. By October 2019, the company managed to grow substantially and had 500 teachers while registering 100% student and revenue growth every month (Ghosh, 2019). At the start of 2020, the India and US business of the start-up was doubling month-on-month. Since its launch in the US on February 20, 2020, the company saw a 150% growth with every passing month, and 55% of the revenue came from the US (Dash, 2020).

The COVID - 19 pandemic and subsequent lockdown in India in March 2020 led to a need for online learning. With remote learning becoming a new normal, WhiteHat Jr increased hiring to face the increased enrollment inflow from different countries, including the USA, India, Canada, the UK, New Zealand, and Australia. Since its inception, the company has been working on a model targeted at business-to-consumer revenue from its coding lessons (Dash, 2020). The New Education Policy announced by the Government of India in July 2020 opened up a new opportunity as the policy mentioned that the students would now be taught 21st-century skills from Class 6 (“National Education Policy 2020 unveiled; Coding mandatory,” 2020). These new guidelines meant that WhiteHat Jr could now also focus on the business-to-business revenue model where they could help schools teach coding as they had the content ready (Dash, 2020). As per the assessment of media planners, WhiteHat Jr's advanced media advertisement expense was worth around INR 10 – 15 crores (George, 2020). In a meeting, Karan Bajaj shared that the organization was focusing on the broad masses and hence put half of its promotion expenditure on TV advertisements. WhiteHat Jr made a smart move by depicting kids as makers rather than innovation buyers in its promotion crusades. Needless to say, its online media advertisements and advancements were future-oriented (George, 2020).

Recruitment

The company had a strong recruitment team consisting of 25 internal employees along with consultants who were sharing numerous profiles. People were applying from all sources to join the company via social media platforms. Despite the lockdown in April 2020, around 700 people, out of which 500 were remote teachers and 200 employees, were added to the team, and all were onboarded virtually. In May 2020, the organization had around 400 employees and 1,500 teachers, and the manpower requirement was doubling in both domains to keep pace with the monthly 100% increase in student enrollments (Sindwani, 2020). The teachers were hired on a contract and were expected to work remotely. The hired teachers were all operating online, so the organization made use of strong technology to enable the teachers to facilitate learning. For the non-teaching positions, the organization planned to recruit employees for domains like curriculum, sales, operations, content creation, etc.

(Sindwani, 2020). By September 2020, the organization had 84% of teachers who were under the age of 35 years, and they were teaching coding to learners remotely (Vishwanath, 2020).

Women - Centric Recruitment Policy

Karan Bajaj had a strong belief that women would make excellent teachers and the reason behind this was his mother, who excelled in academics during her college days and was a Delhi University topper.

Interestingly, women had a share of 85% of the teaching positions at WhiteHat Jr. The company was making efforts to boost up its exclusive women teacher base in India and hence was adding approximately 220 teachers every day while having the vision to have about 20,000 educators on its role by the end of 2020 (Vishwanath, 2020). They started hiring women who had academic qualifications in STEM (science, technology, engineering, maths), especially in domains such as space technology and machine learning (Sindwani, 2020). Not only this, but the company also launched a new campaign featuring former female World Amateur Boxing Champion Mary Kom on the occasion of Teacher's Day in September 2020 to celebrate the 7,000 plus exclusively women teacher base of WhiteHat Jr (Vishwanath, 2020).

Compensation

Karan believed that coding was what mathematics was during the industrial revolution, and it was only after a decade of the Industrial Revolution that the education system got to understand the needs of the industrial world, and mathematics became the center of the curriculum in schools. With a strong belief in coding prospects, the minimum compensation that WhiteHat Jr offered to entry-level employees was 500,000 per annum (Sindwani, 2020). Money paid to tutors was ₹ 325 per 60-minute class, thus making them a greater salary earner than engineers, doctors, and lawyers (WhiteHat Jr, n.d.b). Availability between 4 – 8 pm every day and on weekends was a must to maximize earnings. There were even incentives for quality and punctuality. All classes were conducted online so one could fix his/her schedule (WhiteHat Jr, n.d.b).

Acquisition by Byjus

There were a lot of discussions once the news of the acquisition deal of White Hat Jr. by Byju's was out. WhiteHat Jr, an 18-month-old startup, got sold with an all-cash deal of \$300 million and proved to be India's largest and fastest-growing venture (Dash, 2020). The CEO and all investors also made a fortune in the acquisition that happened in August 2020. It just took six weeks for the deal to be finalized and signed virtually. After some initial discussion on WhatsApp and a detailed one on Zoom, Byju's owner Byju and Bajaj finalized the deal's details within a day. The first week involved aligning the deal and the terms, and the second was about discussing and settling with investors, followed by the next four weeks spent in the deal closure (Dash, 2020).

Bajaj was confident that he had a product that seemed to work well in India and the US and his vision was to expand aggressively globally and create teaching jobs. With this deal, he knew he could achieve his vision faster and better.

Both companies shared a common vision, which was a boundary-less view of the world, and hence, planned to launch in six new countries – the UK, New Zealand, Australia, Germany, and Singapore after the deal. The new National Education Policy of India created new opportunities by announcing coding as a mandatory subject in school. In India, both companies could analyze that over 65% of their users came from beyond the top 15 cities. They hence decided to go deeper into India (Dash, 2020). WhiteHat Jr had an advantage as the content was already available for teaching coding, which is considered a tough subject to create content and deliver. Not only this, but

NEP also opened a business-to-business revenue model for White Hat Jr, where they could help schools teach coding. The startup was cashflow positive since January 2020 and had only worked on a business-to-consumer revenue model.

Ethical Issues Related to Marketing Strategies and Disappearing Dissent

Lack of a strong code of professional conduct results in companies not being able to distinguish correctly between what is morally right and wrong, instead focusing solely on making money. WhiteHat Jr launched a very aggressive ad campaign after being bought. People started seeing WhiteHat Jr pop up on every screen. As a result, WhiteHat Jr had four million subscribers from all over the world within a month of the acquisition, out of which 100,000 were paid (Bhattacharya, 2020). But the company's advertisement seemed to have irked people as they started complaining that the company was bombarding them with TV and digital ads. Frustrated, some people even took to Twitter to express their grievances with the advertisements being floated by the company.

One user expressed that WhiteHat Jr would keep showing ads until one found a girlfriend, got married, had kids, and got them admitted to WhiteHat Jr. Another expressed that he could not wait to have kids so that they start learning to code with WhiteHat Jr and prevent him from unwanted advertisements of the company. Not only this, the ads were criticized for using pictures of Bill Gates and Sundar Pichai for promotional purposes, and the critics found them misleading for the parents (Bhatt, 2020). In response to all criticism, Karan Bajaj explained that those were posters carrying quotes from these people on the love of coding and that the company used them in the early stages to create awareness about coding as a category for kids (Bhatt, 2020).

The Advertising Standard Council of India received 15 complaints in context to seven advertisements of the company by the end of October 2020 and, as a result, instructed WhiteHat Jr to withdraw five of its advertisements which were found to be against the advertising code. The same month, another coding company for kids, Tekie, blamed WhiteHat Jr for behaving like a six-year-old by copying their model of teaching (Bhattacharya, 2020). Many critics started speaking openly against the unethical practices of the organization, and the latter went all out to handle criticism. The one conflict which got everyone's attention was when Pradeep Poonia, an IIT-BHU graduate who had worked earlier as a product manager at the edutech firm NextEducation put serious allegations on WhiteHat Jr (Bhattacharya, 2020). He accused the company of releasing unethical advertisements to promote and sell what was already freely available on the internet. Poonia also iterated that WhiteHat Jr, as an organization, had a work culture that was toxically characterized by sexism, racism, and bigotry. He shared many screenshots of WhiteHat Jr's official internal conversations on the messaging app Slack. When contacted by the media, the company did not respond about the authenticity of the screenshots. Poonia further posted a video on YouTube about a WhiteHat Jr ad where a 12-year-old boy named Wolf Gupta was shown as having received a 20 crore package job in Google owing to his coding skills (Ranipeta, 2020). It was found that WhiteHat Jr had changed the age of the kid in different posts on different social networking sites. Not only this, WhiteHat Jr changed the salary of the kid in multiple social media posts as well. The company later admitted to the High Court that it was a fake advertisement (Ranipeta, 2020).

Poonia's attacks were followed by a strong suppressing action by WhiteHat Jr. The former highlighted that WhiteHat Jr removed 16 videos uploaded by him on two YouTube channels along with three articles authored by him on LinkedIn. He further complained that the firm got his two Reddit accounts, a Quora account, a Twitter handle, and a LinkedIn account suspended (Ranipeta, 2020). On November 21, 2020, as a retaliation, WhiteHat Jr filed a defamation lawsuit where Poonia was asked for \$2.6 million as compensation for damages. In return, Poonia claimed it was an attempt by WhiteHat Jr to stop him from revealing the truth and close down all his social media accounts that were still operational. On November 23, 2020, in the Delhi High Court hearing, the decision by the court-ordered Poonia to remove all defamatory posts and prohibited him from using and illegally obtaining

WhiteHat Jr's content by assessing its systems without permission and also helping others in doing the same (Bhattacharya, 2020). He was also prohibited from using the name “WhiteHat” for his YouTube channel and commenting on the quality or the number of teachers employed by the organization.

Another critic, Dr. Malpani, also blamed WhiteHat Jr for using misleading advertisements. He criticized Byju's business model, user experience, and work culture. He was also removed from LinkedIn but used Twitter to express his dissatisfaction with the unethical practices of the company. When news of Byju's takeover of WhiteHat Jr spread, Dr. Malpani turned his focus to WhiteHat Jr. He initially criticized the company on Twitter, which led to a defamation suit being filed against him by WhiteHat Jr as the company found the accusations baseless (Hrithik, 2020).

In another incident, a 12-year-old YouTuber, Jihan Haria from Pune, discovered a lockdown passion, started making YouTube videos on various themes with help from his parents, and gradually garnered 800 subscribers. He roasted an advert for WhiteHat Jr, where the investors were shown as eager to put money in an app created by a school-going boy, 'Chintu.' It was uploaded with the name Just Jihan on his channel on a Sunday in October 2020. Haria was excited to notice that people liked it. But he was shocked to see post noon that the video was removed from YouTube on account of copyright violations as it contained footage from the original advertisement. Haria's father, in frustration, tweeted about the incident, and it got noticed by Pradeep Poonia, who was already fighting against such retaliatory actions by WhiteHat Jr for a long time. Poonia took hold of the situation and uploaded a revised version of Haria's video, where the latter could be seen giving an introduction to the entire incident (Kadakia, 2020).

The act of censoring dissent by WhiteHat Jr brought a lot of ill-will to the startup on social media. A Forbes India story revealed that many people who had openly criticized the company's advertisements and products found their posts deleted from the internet from various platforms like YouTube, Reddit, Twitter, Quora, and LinkedIn on the pretext of 'copyright infringement' (Singh, 2020).

Damage Control

Looking at the dynamics of the conflict between critics and WhiteHat Jr, other startups also started following the latter's promotional campaign suit to get more attention from the users. One such startup was Lido Learning, based in Mumbai, which followed the same strategy and featured Tesla's Elon Musk, former US President Barack Obama, Facebook's Mark Zuckerberg, former president of South Africa Nelson Mandela, and former Indian President APJ Abdul Kalam in its advertisements (Bhalla, 2020).

It was believed, as per Facebook's Ad Library data, that WhiteHat Jr spent around INR 89 lakhs on advertisements on Facebook between February and November 2020 (Bhalla, 2020). After facing aggressive criticism for promoting misleading ads with imaginary characters to lure customers, WhiteHat Jr started making efforts to control the damage that was done. The company decided to withdraw the controversial ads in question featuring leaders like Facebook's Mark Zuckerberg, Google's Sundar Pichai, and Microsoft's Bill Gates, among others (Bhalla, 2020). The company decided to focus on campaigns aimed at highlighting the incredible creative potential of kids through coding.

In an exclusive interview with KrAsia in January 2021, Karan Bajaj said the company had realized in June 2020 that some of its marketing content was problematic; hence, an internal review was done, and the same was taken down. Other creatives, including those featuring Wolf Gupta getting a job in Google, remained in use. It was only after the hue and cry raised by Pradeep Poonia against these that WhiteHat Jr withdrew from this campaign in September and October 2020 (Srivastava, 2021). But by that time, significant damage had been done as there was a lot of criticism coming from numerous social media users and members of the coding community, and all of those were in support of Poonia. However, Bajaj made it clear that the company did not make any effort to suppress or

restrict comments from people and welcomed critical feedback. He admitted that the company reported some posts against the copyright laws and restricted abusive content about the company and its employees, especially educators.

Bajaj further explained why WhiteHat Jr filed a multi-million dollar defamation case against Poonia and Malpani. As per the company, hacking into the Slack channel and gaining access to the chats of the past was a crime, and it undoubtedly violated the privacy of the company and its employees. Bajaj also objected to Poonia's method of investigating WhiteHat Jr, where the latter made his teenage cousin get enrolled in a demo class and ask questions to the teacher to check her technical knowledge while the latter recorded the demo class. The former termed this action as stressful and humiliating for the teachers. Poonia's cousin asked the teacher meaning of cloud storage, and the teacher replied with an answer 'it' is in the air. The answer highlighted the inadequate level of technical knowledge of educators and became a joke in the software developer community. Bajaj also explained that the company monitored sales calls, and the curriculum was prepared by a group of experienced professors from IITs. Not only this, teachers were to obtain an internal certification to get approval to start giving lectures. Further, he added that they had also started a new promotional campaign aimed at the joy of learning to code for kids. Karan Bajaj felt that WhiteHat Jr, after getting acquired by Byju's for an enormous sum of money, became “a soft target” for people (Srivastava, 2021).

In another interview with Quartz India in February 2021, Karan Bajaj admitted that the company should not have emphasized employability for young kids in its advertisements. He, however, denied the issues like overpriced courses, underqualified teachers, scripted classes, poor work-life balance, and misleading sales pitches. As per him, a startup has to keep experimenting to find the right model, which hence leads to constant changes. He mentioned his biggest learning from the WhiteHat Jr experience as an understanding that equal focus must be put on all aspects of a startup, like product quality, legal compliance, marketing, HR, etc. (Bhattacharya, 2021).

Dynamics of Marketing Strategies in Entrepreneurship

An entrepreneur is an individual who comes up with an idea for a new business, executes it while bearing all risks, and ends up enjoying most of the rewards. Entrepreneurship is the process of setting up and running a business. It is a fact that entrepreneurs have a significant contribution to an economy in terms of anticipation of needs and then coming with up with new ideas to fulfill those needs. Once successful, the start-up can reap the rewards in terms of profits and fame, and further expansion. Further, start-up companies consider marketing a significant function for their sustainability and growth (Sharma & Goyal, 2020). Failed ventures result in losses and are ultimately forgotten. The primary challenges faced by entrepreneurs include handling bureaucracy and getting talented people and financial resources. There are some measures, though, which can help an entrepreneur to undertake this roller coaster ride of starting a business. To boost the visibility of the startup business, a robust marketing plan needs to be developed. This should be accompanied by a digital marketing presence through strategic positioning to promote the business. Initially, one has to personally handle sales and customer interactions whenever possible. This helps in obtaining honest feedback on the likings of target customers and what you could be doing better in terms of marketing strategies. Since most entrepreneurs remain caught in a financial balancing act, they consider abandoning investments that they view as superfluous, such as marketing and advertising. This proves to be a blunder as neglecting marketing altogether shakes up the business and affects the growth, ultimately leading the business into an even more restrictive budget.

Business ethics also play a crucial role in the entrepreneurial journey. Ethical behavior is often overlooked by entrepreneurs as their priorities are the survival of sustenance of business. Entrepreneurship should be focused on weaving ethics into business operations while moving ahead. A reputation for honesty goes a long way in helping

entrepreneurs get financing from commercial banks and micro-credit facilities quickly, easily, and on favorable terms.

Teaching Notes

Synopsis

The case outlines the roller coaster ride of the startup WhiteHat Jr from its inception in November 2018 till February 2021. The edutech organization was founded in Mumbai in India and accelerated its growth in a short period. The app developed by the company taught kids between the age group of 6 – 18 years regarding how to develop commercial animations, apps, and games using the basics of coding online. By October 2019, the company managed to grow substantially and had 500 teachers while registering 100% student and revenue growth with every passing month. August 2020 saw the acquisition of WhiteHat Jr by Byju's, and it just took six weeks for the deal to be finalized and signed virtually. This was followed by an aggressive advertisement campaign, which did not go well with users. The company started making efforts to control the damage that was done and, by December 2020, decided to withdraw the controversial ads. In an interview, the founder of WhiteHat Jr, Karan Bajaj, admitted that the company should not have emphasized employability for young kids in its advertisements. The challenge ahead for the company is to develop strategies for damage control, future growth, and expansion.

Teaching Objectives

The case is aimed at undergraduate and postgraduate students of business management to teach them entrepreneurship, business strategy, business ethics, business environment, marketing strategies, advertisement, corporate image, and public relations. The case explains the journey of WhiteHat Jr, which was full of ups and downs. After reading the case, students will understand the following:

- ✦ Dynamics of entrepreneurship.
- ✦ Importance of marketing strategies and their impact on people.
- ✦ Business ethics and its impact on organization performance and corporate image.
- ✦ Factors affecting the business environment.

Potential Audience

Undergraduate and postgraduate students of business management, mid-level executives, budding entrepreneurs, and all those interested to know more about entrepreneurship.

- ✦ **Relevant Programmes :** Business management, commerce, technical courses.
- ✦ **Number of Teaching Sessions Required :** Three sessions of 50 minutes each.

Questions for Discussion

(Q-1) What challenges were faced by Karan Bajaj in his entrepreneurial journey?

Karan Bajaj, the owner of WhiteHat Jr, had a roller coaster ride while running his edutech start-up. To start with, the online learning app was welcomed by students and parents as it was a benefit in the lockdown scenario created by the COVID -19 pandemic. With operations started in 2019, the initial journey was progressive, with an increasing number of enrollments and workforce. But gradually, the company started facing roadblocks, especially after the takeover by Byju's in August 2020. The company's advertisements seemed to have gone wrong as users started complaining that the company was exposing them to TV and digital ads. Some opted to choose Twitter to express their grievances with the company. The Advertising Standard Council of India, by the end of October 2020, had received 15 complaints in context to seven advertisements of the company and hence asked WhiteHat Jr to withdraw five advertisements that were found to violate the advertising code. The same month, another coding company, Tekie accused WhiteHat Jr of copying their model of business and teaching. Many critics started speaking openly against the unethical practices of the organization, and the latter went all out to handle criticism. After facing aggressive criticism for running misleading advertisements featuring imaginary characters to lure customers, WhiteHat Jr started making efforts to clean up its act. It filed a defamation case against some parties, and by December 2020, the company had decided to stop the controversial ads.

(Q-2) What went wrong with the marketing strategies of WhiteHat Jr?

WhiteHat Jr had a good start and continuous growth since its inception, and much credit went to its marketing strategies as well. With time though, its advertisements were labeled as unethical, and there was widespread criticism. The company formulated a captivating content strategy wherein the children were presented as creators rather than consumers of technology in the advertisements. A lot of outrage on social media was aroused because of these claims and the way the mix of life-changing moments for kids was shown if they learned to code. For most parents, the content of ads was putting unnecessary pressure on young kids. Most of the advertisements displayed leaders like Google's Sundar Pichai, Facebook's Mark Zuckerberg, and Microsoft's Bill Gates. Further, the company was also accused of showing an advertisement where a 12-year-old boy named Wolf Gupta was shown as having received a 20 crore package job in Google owing to his coding skills. It was found that WhiteHatJr had changed the age of the kid in different posts on different social networking sites. As if that was not bizarre enough, WhiteHatJr had also changed the kid's salary in multiple social media posts. The company later admitted to High Court that it was a fake advertisement. The efforts of the company to protect its image and get social media accounts of critics disabled, along with filing defamation cases, also met with a lot of criticism. Hence, the marketing strategies of WhiteHat Jr did a lot of harm to its image, so the company decided to stop the controversial ads by December 2020.

(Q-3) What, according to you, is the significance of business ethics? Give your recommendations for the future growth strategy of WhiteHat Jr

Business ethics means the moral principles and rules of conduct applied to business. A business is a part of the national economy and should not be operated in a way that is harmful to the interests of society. All professions and businesses have a code of conduct that is expected to be followed by all associated individuals. These codes of conduct ought to be periodically reviewed to suit the changing scenarios. Business ethics is associated with the decisions and what is right and wrong. These values are instrumental in finding solutions to real-life problems

involving clashes of moral principles and conflicts of thought. Ethical standards vary between cultures and countries and further between entrepreneurs in a given country. Employees also like to work in an organization that is respected by society as a socially responsible organization. The goodwill and credibility of a business also depend on the employees' ethical values. Looking at the journey of WhiteHat Jr, it is strongly recommended that an organization focuses equally on all aspects of the business. Future strategies should be formulated with a clear vision, and the execution of strategies should be carefully monitored. The feedback from customers should be looked into, followed by appropriate actions. Special attention is required for marketing strategies so that no more criticisms and ethical issues arise. The existing customer base should be strengthened and increased by diversification of business and adding new features to the existing portfolio.

Suggestions for Further Reading

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Author's Contribution

Ramandeep Saini closely followed the journey of eductech startup WhiteHat Jr since its inception and hence conceived the idea of writing the case study and the teaching notes.

Conflict of Interest

The author has no affiliation with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in the manuscript.

Funding Acknowledgement

The author received no financial support for this case study's authorship, research, and/or publication.

Disclaimer

This case was prepared by the author using secondary sources for the sole purpose of encouraging and facilitating classroom discussion. Cases are not intended to serve as endorsements or sources of data or illustrations of effective or ineffective management.

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