

# Rise and Fall of BYJU'S! A Plea for Insolvency by a Global Ed-tech Giant

**Sumit Saha and Supriya Singh**

*Unitedworld Institute of Management - Karnavati University, India*

**Abstract.** The rapid growth, aggressive expansion, and raft of acquisitions came at a great cost to the well-being of the employees and staff at BYJU'S, a leading ed-tech business based in India. The pace of change was so fast that it created dissatisfaction and stress, and resulted in burnout among many employees. The lack of an effective recruitment strategy and poor integration of new recruits, along with ineffective leadership, led to high turnover rates. Governance issues and aggressive sales practises further deteriorated the situation. Unethical practices and failures in governance harmed employee confidence. Frequent changes in leadership disrupted the company culture and degraded the atmosphere in the workplace, leading to internal conflicts among management and staff. This negative situation needed rapid attention, as it was beginning to affect all stakeholders and finances. This case study is suitable for Year 2 undergraduate management students in OB and HRM courses.

**Keywords:** recruitment, work culture, employee well-being, bankruptcy.

## I. Introduction

Launched in 2011 by educationist Raveendran, BYJU'S became a giant in the edtech industry and represented a new approach to learning. Driven by a passion for teaching, this e-learning platform provided quality education to individuals. With the reach in seven figures possible through digital platforms, Raveendran developed the BYJU'S app in 2015. The company's transformation from a small start-up to the most valuable edtech start-up in the global market was a clear testament to its innovation and hard work. The app, with its attractive and animated features, made the learning process more enjoyable. The company's famous slogan 'fun in learning' indeed found resonance with both students and parents, as passion was the key to learning.

BYJU'S was built with a committed group of talented and enthusiastic educators, animators, and technological-interface specialists to develop inviting, highly illustrated, and pedagogically sound content. Due to its consistent performance, the company received many awards and affiliations, including a partnership with Disney and the acquisition of international channels such as Osmo and Epic. Every investment and collaboration emphasised the pivotal aim, to provide a fun way of learning to students all over the world. Right from its

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*Any enquiries, please contact the Publishing Editor, Peter Neilson [pneilson@neilsonjournals.com](mailto:pneilson@neilsonjournals.com)*

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inception to the revolutionary journey of expansion as a globally renowned E-learning platform, BYJU'S was a unique mix of care, creativity, and ambition. It served as a symbol of optimism with a motivational culture, and a continuous goal of self-improvement and the development of students' abilities.

BYJU'S recorded tremendous financial success by achieving the world's most valuable edtech status with a valuation of over 22 billion US dollars. Several well-known investors had invested in the company, including General Atlantic, Sequoia Capital, and the Chan Zuckerberg Initiative. It managed to raise over 5 billion dollars. However, BYJU'S was not without issues of profitability and sustainability with the operational costs as well as expansion strategies despite growing its revenues to more than \$1 billion annually. BYJU'S overly aggressive expansion put them in trouble. It acquired several companies and invested heavily in new markets. Due to the high-octane expansion, BYJU'S had to aggressively recruit salespeople. The high pressure to deliver, which was placed on the sales team within a very short timeframe, caused significant stress among staff, resulting in many of them experiencing rapid burnout and leaving the company.

Exhibit-1: (Infographic) Rise and Fall of BYJU'S

