SIMULANIS: TRANSFORMING TRAINING DIGITALLY THROUGH AUGMENTED AND VIRTUAL REALITY

"Market readiness comes from creation of awareness … there is some time taken for the clients to understand the value of the product."

- Raman Talwar, Founder and CEO of Simulanis

In November 2017, on a winter afternoon in New Delhi the sky was overcast, and the sun was nowhere to be seen. The sun was obscured by clouds and Raman Talwar was returning in his car after receiving the national entrepreneurship award and reflecting on his journey with Simulanis. The business of Simulanis had taken off through achievements but what more could he do to make his company reach cruising altitude and be ready for any unforeseen turbulence. It was almost four years that Simulanis started its journey. However, the Indian market was still not completely ready to adopt its innovative augmented reality (AR) and virtual reality (VR) based applications for learning, training and skill development. **Exhibit 1** provides examples of AR and VR based products. There was an upcoming board meeting with the investors and Talwar was not completely sure which option to pursue for the growth of the company.

Simulanis, India's most awarded AR and VR company had been revolutionizing the learning and training of individuals in organisations. Simulanis was an education-technology company that leveraged AR, VR, and 3D simulation technologies to develop cutting-edge interactive, engaging, and immersive products for learning and training and was instrumental in improving the skills of individuals. From 2013, Talwar was intrigued by the lack of practical knowledge of freshers in organizations. Students, especially in India, were more fixated on gaining theoretical knowledge and often ignored practical knowledge.

This case was written by Professor Indranil Bose and Adrija Majumdar of the Indian Institute of Management Calcutta. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.

Raman Talwar founded the company in 2013 to change the reality of training and learning by making use of VR and AR based applications. In the last four years Simulanis had shown persistent growth overcoming the teething problems while facing many hardships in its journey. However, it made its presence felt in many sectors, especially in the pharmaceutical industry. Currently, it was India's most awarded AR/ VR company, having won many accolades and prizes. Winning the National Entrepreneurship Award 2017 in the education track conferred by the Ministry of Skill Development and Entrepreneurship, Government of India was a major event in Simulanis' journey[1].

The learning and training programs of organizations benefited immensely by adopting Simulanis' VR and AR modules and the company witnessed 100 per cent repeat clients. However, Talwar knew that there was a long way to traverse to make the company self-sustaining. Importantly, the Indian market was still not open to the adoption of the new-age applications and the high costs of the VR and AR hardware made things more difficult. Moreover, Simulanis focused mostly on a service-based approach and this made scaling up a challenging task. Furthermore, there was pressure from various investors and Talwar needed to pay special attention to manage their perception and align their interests with the overall vision of the company.

Several pertinent questions loomed large. The Indian market was still not ready to adopt the AR/ VR modules. How could Talwar increase the adoption of the products? Should Simulanis change its approach from a service-based company to a product-based company to popularise its products? What all areas should the firm focus on in the long run to show the benefits of its VR products? Since Simulanis was a start-up that was evolving very fast how should it manage the perception of the different investors? Should it continue to focus in the education-technology space or branch out in a different domain?

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[1] http://pib.nic.in/newsite/PrintRelease.aspx?relid=173358