

# Case Study on Kalinga Institute of Social Science: Crafting Blue Ocean Strategy in Education Sector to Empower Indigenous Communities of Odisha State

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## Abstract

India a country filled with enormous challenges and opportunities, required the visionary entrepreneur to bring changes and fight against enumerative hurdles in setting up opportunities. Dr. Achyutha Samantha known for his philanthropic work can tag as an evangelist of India's of indigenous community education, who created India's first university under DE Novo act approved by UGC. The thought was apparent since inception that, creating opportunities of imparting education for those communities who never reached to the thinking with Life Skill Education, where education is for sustainability of human and scalability of society. The step by step approach setting the foundation of providing free education, free nutritious food, free accommodation and skill-based education in the native language converting into an international language. It is not about drawing boundaries between a cleaver and weak students; it is about equality and creating an opportunity for every child, who had not accessed. The approach to impart education created Blue Ocean Strategy, where Kalinga Institute of Social Science is challenging traditional education concept with its value innovative factors of competition creating connectivity between community and education system.

**Keywords:** Blue Ocean Strategy, Red Ocean Strategy, Innovation, Value Innovation, Education, Indigenous Community

## Introduction

India, a developing nation, flourishing with number opportunities since independence (1947) for economic development. The Indian government had prepared several policies documents for livelihood development. The nation is living in diversity with the scarcity of learning resources and skill gap. The Constitution of India set a priority to cater to the needs of poor people also. The government started forming number policies and schemes for developing the poor people, but somehow due to improper conceptualization (1), it failed to deliver the expected results. India is an alliance of 29 states and seven union territories. Odisha located on the eastern coast of India, and an ancient kingdom of "Kalinga" invaded by "Mauryan." Odisha the state established in 1936, roots of development were imparted long ago, having vast quantities of natural resources. According to a survey by ASSOCHAM 2009, Odisha state third most preferred destination followed by Gujarat and Andhra Pradesh (4).

Odisha state is known for largest tribal populace states of India and according to population census 2001 still 47.26% people living Below Poverty Line (BPL) in the state, 62 Schedule Tribes (STs) resides in Odisha state, out of which 13 tribes are coming under the category of Particularly Vulnerable Tribal Groups (PVTGs) (5). According to the report of UNDP of 2007-08 of Human Development Index value of Odisha state is 0.362, ranked

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22. The figures of human capital development in Odisha states are eye-opening, and someone needs to take a stand to look after the human development in Odisha (6). It was a vision of Late Pradhyumna Bal and materialized by Dr. Achyuta Samantha who has started a journey to look after the needs of indigenous communities of Odisha, by establishing Kalinga Industrial Training Institute in 1993 with seed capital of Rs. Five thousand in two rooms rented a building with 125 tribal students. However, it took shape as KIIT University and *Kalinga Institute of Social Science* (KISS) in 1997 (7). Dr. Achyuta Samantha who came from socially backward conditions knows the vital issue required to consider for social development in Odisha state, i.e., illiteracy, poverty, malnutrition, child labor, stricken districts, Maoist.

*Kalinga Institute of Social Science*, home to indigenous communities of Odisha state. The institute focuses on tribal development who are living on constraint, i.e., language barrier, cultural diversity and continues sources of earning. The objective of the *Kalinga Institute of Social Science* is to empower indigenous communities of Odisha through education and skill development (8). The journey was not that easy, but Samantha's continues efforts deliver him a result with world's most significant residential institute where 26133 students are getting free education, free accommodation, and free nutritious food under one roof.

The institute is imparting education with its unique model known as "KISS Model of education." It creates harmony between skills and capabilities and also reducing the gap between the expectations of the sustainability of human by getting educated (9). The process of tribal development is to convert students into "Change Agents," who are going to share the journey of learning imparted by the institute into the indigenous communities of Odisha, to create rays of hopes in the mind of tribal communities, to learn, to educate and to be empowered. *Kalinga Institute* is providing free education from Kinder Garden (KG) to Post Graduation (PG), vocational training and professional training to prepare for future challenges. The purpose of educating indigenous communities is to nurture them impeccably. Dr. Achuytha started journey with 125 students, and slowly and gradually it becomes a turnaround situation for him by crossing the marks of 26133 students, where students are not coming for free foods and just a few rupees of Government scholarship but, having their

vision, desire and intention to do something for his family and the community (10). That self-interest of getting empowered to deliver the incredible result of the creation of the knowledge economy with sustainability (11).

The institute's unique model of education which focusing on the dimension of "earn while learn" by way of imparting appropriate vocational skill and professional skill, to reduce the gap in employability. It focuses on creating a small entrepreneur, who create opportunities for himself and others. To achieve the target, creating socially empowered communities, institute imparting 50+ different types of vocational skills programs according to his/her interest, first students are involved in all tasks, in a later on education process; he can select his/her area of interest. The self-involvement creates a disciplinary environment for learning which delivers 100% passing rate with 80% of students received first class (12).

The other reason for which *Kalinga Institute of Social Science* has become prominent is the institute providing free athletics and sports training from experienced coaches to all the interested students, and due to this students have started participating in state level, national level, and international level games and became winners in many games (13). By educating a girl child, the institute can reduce one of the significant gaps in socio-economic development (14). The tribal communities consider that a girl is a liability to them, but by getting educated from *Kalinga Institute of Social Science*, she becomes assets to the family. Currently, 60% of girls' students (15) and the lowest dropout rate in school. The concept of *Life Skill Education* is delivering the expected results of increasing the knowledge adaptability quickly. *Kalinga Institute of Social Science* way of looking education intervention is an expansion of education imparting practice with a different approach. The ideology to empower students are set on two philosophies to enable them to adopt skills and prepare them to stand against the competition. The vocational education is an integral part of the curriculum along with formal education from standard 5<sup>th</sup> to 10<sup>th</sup>, to enable the concept of *earn while learn* (16). It focuses on how to increase the prosperity of tribal communities by allowing education to everyone for economic development. The "earn while learning" concept help students to earn money, which he or she can save into a bank account, can share with family members or for

further education also.

Dr. Achuyatha Samantha, social entrepreneur (18), educationist, founder, cultivator, harbinger, and hero of tribal education founded *Kalinga Institute of Social Science*. The journey of “*Nowhere*” to “*Now Here*” started with a belief in “*Art of Giving*” and that reason enable him to reach the new heights in life. For this noble cause, he awarded “*GUSI Peace Prize International 2014*” and many more international acknowledgments (17), appreciation, and award of youngest chancellor of any university in India. He is a spiritual person who still lives in the two-bed hall, kitchen rented a house and earning Rs. 30,000 salary a month (19) and able to build the world’s most significant free residential education institution (20) worth of Rs.10,000 crore (approx.) market value.

## Blue Ocean Strategy

Blue Ocean Strategy a concept introduced in 2005 by W. Chan Kim and Renee Mauborgne Professor at INSEAD. It focuses on the creation of uncontested market space, with an emphasis on the expansion of industry boundaries to a new level. The current strategies are focusing only on compete in the existing market known as Red Ocean Strategy, means cutthroat competition. The organization can beat the level of competition by trying to make the value-cost trade-off by focusing high on differentiation and low cost (1). The Blue Ocean Strategy comes when spaces in current industries are limited and no point of survival by adding more investment in it, rather than pursuing in current boundaries (2), companies can think about the expansion of the horizon to the new level by extension of current industry boundaries and make the competition irrelevant (21). It can be possible by way of creating and capturing new demand, break the value-cost trade-off and pursue differentiation and low-cost strategy simultaneously.

W. Chan Kim and Renee Mauborgne developed a comprehensive set of frameworks and analytical tools to understand how to identify an uncontested market space by studying 150 strategic moves and selected 30 different industries from the 18<sup>th</sup> and 20<sup>th</sup> century. The analytical tools and framework are *Blue Ocean Strategy Canvas*, *Four Action Framework*, *Three Tiers of Noncustomers*, *Six Path Framework*, and *Value Innovation*. These tools

help companies to understand whether they are a Blue Ocean company or not. The other set of analytical tools is focusing on the creation of Blue Ocean Strategy in the current market condition (22). The authors’ emphasis on how to make competition irrelevant by not focusing on beating the competition. It helps the current set of companies to understand its abilities to look across the chain of buyers whose needs are overlooks. The approaches of Blue Ocean Strategy create a process of opportunity maximization and risk minimization and help them to stop being irrelevant in competitive market conditions. The journey of identification of Blue Ocean moves is all about unlocking new values for the extended boundaries of industries (2).

## Research Methodology

The research strategy is a plan of action for achieving the aim of research. According to Bryman (2008), a general orientation for how to conduct research; it provides overall direction in research, is based on research objective and research question (24-25). Saunders et al. (2009) emphasizes on selecting research strategy according to research aim and objective and for that knowledge for the subject, amount of time, resource, and availability of space of study matters (26). Yin (2003) added in research strategy that, it should be select on three bases, i.e., specific research question, the extent of control on events, the degree of focus and availability of distinctive characteristics for research. Yin (2003b) and Saunders (2009) acknowledge that there are many research strategy and some overlap. So both emphases on the specific research strategy used in business and management are an experiment, survey, case study, ethnography, archival research, cross-sectional studies, longitudinal studies, action research, and participative inquiry (27). From various research strategy sought to adopt Case Study Research and for that in the following section briefly covers the Case Study as Research Method base on available information. The qualitative research grounded on five methods, i.e., Ethnography, Narrative, Phenomenological, Grounded Theory and Case Study (28). The research aims to identify Indian blue ocean organization — the research objective set on two parameters, i.e., Factors of Competition and Value Innovation. The research question focuses on identifying uncontested market space, leap in value for customers and organization, sustainability

and scalability of the organization by applying tools and framework designed by Blue Ocean Strategy author W. Chan Kim & Renee Mauborgne. The research design based on qualitative research, where case study based research method used to study the specific phenomena occurred in the organization, which integrated factors of competition toward value innovation where the customer is willing to buy product or service and organization also getting an appropriate return on investment by reconstructing its business boundaries. The sampling method is convenience sampling where a directed content analysis method applied to study sources of data, i.e., scholarly journal article, business cases, business interview, newspaper article, publicly available data. The expected outcome by reviewing literature was to identify factors of competition and point of value innovation to prove the phenomena is the blue ocean or not.

Here to study Kalinga Institute of Social Science way of imparting education is value innovation or not, the practice of imparting education is compared with Government Organization and Private Institute. The purpose of comparison was to identify the point of value innovation by applying tools and framework of Blue Ocean Strategy. To study the factors following objective was defined.

## Research Question

- How are the drawn demands for uncontested market space indeed Blue Ocean Strategy?
- How does Blue Ocean strategy build a value innovation for its customers and is it primarily valued by the customers?

## Research Question

- To study whether the *Kalinga Institute of Social Science* shaped up with Blue Ocean Strategy or not.
- To study which factors of competition defined by *Kalinga Institute of Social Science* help them to sail in Blue Ocean.
- To study how the *Kalinga Institute of Social Science* created Value Innovation by simultaneously pursuing differentiation and cost leadership strategy.

## Analytical Tools and Framework to Study

To explore the research objective subsequent analytical tools and framework will be used. (Fig. 1)

Step 1	Strategy Canvas Model	• Visual cue describing the strategic landscape of business tomorrow.
Step 2	Four Action Framework	• Structure that encourages planners to reduce the cost structure of the industry and increase buyer value by asking four questions about their business.
Step 3	Three Tiers of Noncustomers	• Noncustomers can be defined in three tiers "Soon to Be", "Refusing" and "Unexplored"
Step 4	Six Path Framework	• Structure that provides planners a variety of "paths" to "value innovation."
Step 5	Value Innovation	• A cornerstone of Blue Ocean Strategy, making competition irrelevant and by creating leap in value for buyer and a company.

Fig. 1: Research Process - Kalinga Institute

## Data Collection

To validate the secondary study data used from different sources, i.e., Journals, Articles from Magazines and newspaper, website.

## Data Analysis and Interpretation

To study the factors of competition defined in the education sector by Government Institution and Private Institution and how the *Kalinga Institute of Social Science* identified the uncontested market space and tried to extend the boundaries of the education sector to fulfill the unmet needs of 62 indigenous communities of Odisha.

## Blue Ocean Strategy Canvas

The Blue Ocean Strategy Canvas model is both analytical and action framework to identify the factors of competition and assist the organization to find uncontested market space, a visual cue describing the current state of the market with uncontested market space defined by an organization. The information collected based on what traditional practices followed by Government Institution and Private Institution and compare it with the *Kalinga*

*Institute of Social Science* comprehensively identify the gap of imparting education to nurture the tribal communities. The study of data is categories as traditional education model which followed by Government Institution and Private Institution and compared with the *Kalinga Institute of Social Science* Model of imparting education.

The horizontal axis of Blue Ocean Canvas representing factors of competition and the vertical axis representing its offering level according to value creation for the students (Fig. 2). The factors of competition are Profit Maximization objective, Traditional Admission Process, Ease of getting Education, Tailor made Content, Life Skill Education, Vocational Training, Athletics and Sports Training, Empowering Indigenous, Free Education for Sustainability, Free Nutritious Foods, Free Accommodation, and Contribution Funding. The journey of *Kalinga Institute* started way back in 1993 with just 125 tribal communities' students and today in 2017 it crossed the marks of 26133 tribal communities' children. It defines that the factors which are created by *Kalinga Institute* to cater the needs of indigenous communities are fulfilling the gap between the current education systems in Odisha State.

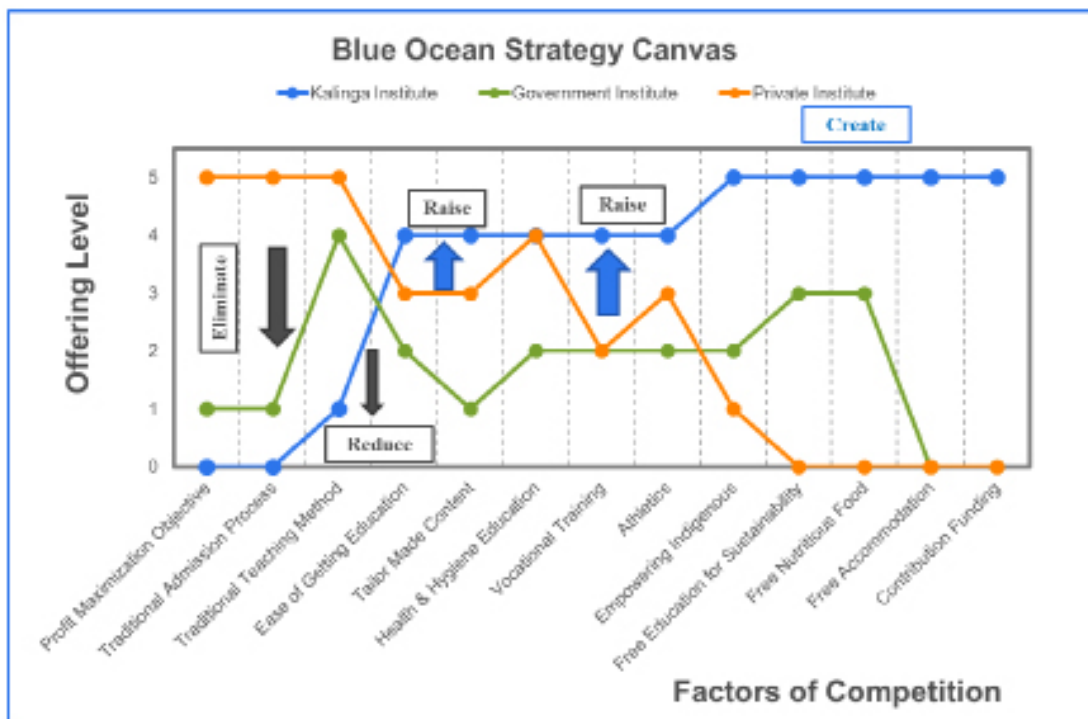


Fig. 2: Blue Ocean Strategy Canvas - Kalinga Institute

## Four Action Framework

The four action framework focused on breaking the process of value-cost trade-off from Red Ocean Market condition in the space of uncontested market space in which organization tries to find the new set of customers whose needs are not priorities or not consider as valuable customers into the market. The Four Action Framework divided into four categories to identify the uncontested landscape i.e. *Eliminate the factors* of completion which taken for granted in current industries, *Reduce the factors* which is not creating any leap value for current customers, *Raise the factors* of competition, which have higher importance in industry to contest in uncontested market space, *Create the factors* of competition which never

offered by industry and having valuable contribution to cater the needs of noncustomers to convert into customers. These four actions framework drives towards the simultaneous pursuit of differentiation and costs to break the value-cost trade-off.

A private institution is focusing on profit maximization with the traditional admission process, which was *eliminated* (Fig. 3) by *Kalinga Institute of Social Science*. The Institute objectives are to empower socially backward and ignorant people of societies, whose dreams and desire are unidentified, unmet and unlimited. These communities cannot be convinced to be educated by traditional education method of learning (19), so the *Kalinga Institute of Social Science* also *reduced* the importance of delivering content with traditional teaching methods.



**Fig. 3: ERRC Framework - Kalinga Institute**

The next focus is to identify the new landscape by increasing the industry standard which required to break the value-cost trade-off. To impart these into practice Kalinga Institute of Social Science raise the factors like Ease of getting education by setting priorities of selecting students from interior area and extremist affected village in tribal area of Odisha, with tailor-made content in tribal language and making it more understandable by seniors students of same communities to junior students, the institute focus is to increase the girls' enrolment, because tribal communities considering girls' as liabilities to them.

Dr. Achyutha Samantha's vision to empower the girl child with the help education and convert liabilities into assets

who fulfill the needs of the tribal family in future. By Increasing diversity among students by involving an elite class of societies with non-elite class, so the indigenous communities not only prepare in academic but in a non-academic sphere by bringing cultural awareness and would like to achieve higher retention, positive behavioral change, develop a broad sense of social responsibility. The objective of *Kalinga Institute of Social Science* is to empower indigenous communities and to achieve the desired objective *Create the factors* which help the institute to enroll the maximum number of students from the indigenous communities that are not possible in traditional education model. So the intention to create

knowledge economy in the tribal region of Odisha it can be possible by changing spheres of providing education, and for that *Kalinga Institute* come up with Free Education, Free Accommodation and Free Nutritious Foods.

To increase enrollment in the school, *Kalinga Institute* adopted the different approach for admission (19), i.e., the Institute survey the door to door visit of every interior part of Odisha state and the income of the family must be less than Rs.50000. By that way, *Kalinga Institute* started with 125 students in 1993, and by the year 2017 reach 26133 students (Fig. 4). The rational reason behind freebies, Dr. Achyutha Samantha believes that educating one generation of tribal children can change entire communities and he would like to bring upward the indigenous communities (23), who are surviving in financial scarcity, certain children are the first generation students from the family.

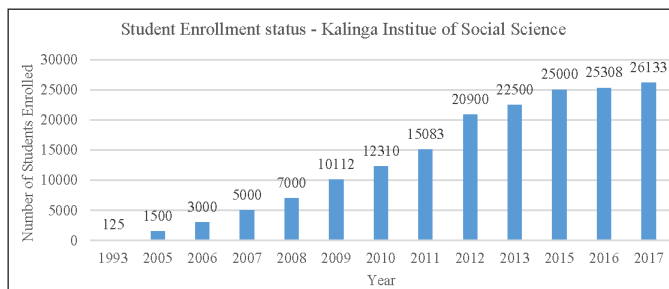


Fig. 4: Student Enrolment Status - Kalinga Institute

The most likely reason to join the *Kalinga Institute* is providing free athletics and sports training from experienced coaches, with special foods and latest equipment and because of these students has started participating National Level Games and International Level Games like the Commonwealth Games, Asian Games, and Rio Olympics. Students became a champion in the International Rugby Tournament, Under 18 International Football Tournament, Archery and Cricket also. To conceptualize “Earn while you Learn,” institute providing free vocational training in 50 different areas. To impart vocational training more efficiently institute started offering from standard fifth to standard tenth in a team of sub-junior, junior, senior and super senior, in the first phase of vocational training students is part of all the types of training to create a future entrepreneur. In this way, the *Kalinga Institute* is creating job creators. The financial sustainability of the *Kalinga Institute* depends on the concept of “*Art of Giving*” model of contribution funding in which each stakeholder contributes according to his or her role in the Institute. The factors of financial contribution from different resources in the different proportion that explained in (Table 1) (24). The institute received the financial support from all the way to sustain and scale down the excellent initiative to empower indigenous communities.

Table 1: Contribution Funding Model of Kalinga Institute

Sr. No.	Resource	Financial Contribution	Contribution in Rupees crores (approx.) (2015-16)
01	Out of the total turnover of KIIT University	5%	40.14
02	Staff members contribution from Gross Salary	3%	05.36
03	Contractors / Vendors	2% - 3%	01.07
04	Grant received from Governments		04.93
05	Donations		14.73
06	Sales Proceeds of Vocational Products produce by Kalinga Institute of Social Science		00.12
07	Balance Fund Requirement fulfill through Market Credit		09.69
		<b>Total</b>	<b>76.04</b>

source – <https://www.kiss.ac.in/fmngt.html>

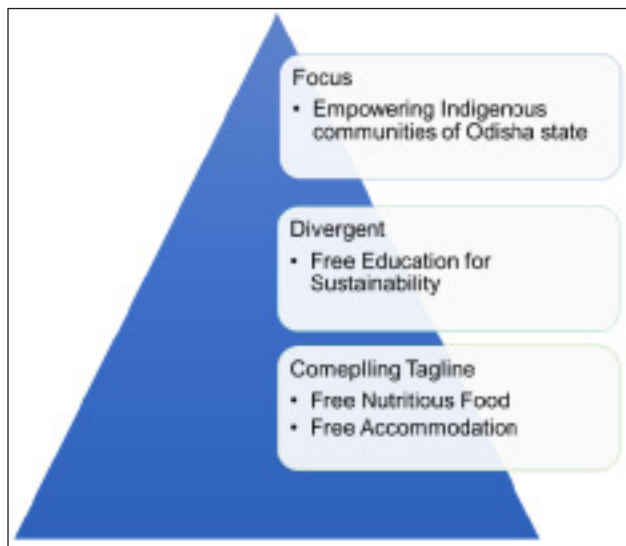
### Three characteristics of Good Strategy

The move defined in Blue Ocean Strategy Canvas (Fig. 2) can validate by the framework which defines on

pillars of three characteristic good strategies (Fig. 5), i.e., Focus, Divergent and Compelling Tagline. The *Kalinga Institute of Social Science* set a criterion of focusing on empowering 62 indigenous communities of Odisha, due

to unavailability of affordable education facility, earning income by grazing cattle and selling forest product. The rate of enrollment for the education of tribal communities is near to zero in Odisha region from 1993 to 2001. To edify the children of indigenous communities of Odisha, Dr. Achyutha Samantha adds *divergent* steps in the education sector to impart free education for sustainability and equality of tribal communities by overcoming the problem of knowledge-skill deficits (25). The objective of providing free education is quite evident with the reduction in the socioeconomic problem of Illiteracy, Poverty, Child Labor, and Early Girl Child Marriage.

The problem of malnutrition and school dropouts at its peak required some compelling solutions. The “Harbinger Dr. Achyutha Samantha” come up with *compelling solutions* to the problem as mentioned above by providing free nutritious foods and free accommodation with all the required support materials and *Kalinga Institute of Social Science*. It became the world’s most significant residential school for free education from KG to PG, nutritious foods and accommodation by ameliorating socioeconomic conditions of tribal communities and that becomes a *compelling tagline*.



**Fig. 5: Three Characteristics of Good Strategy - Kalinga Institute**

### Three-Tiers of Noncustomers

The market is full of opportunity and enormous numbers of noncustomers in any segments, only a few businesses have insight idea about who are the noncustomers in the segments and how to unlock the latent demand. To understand the concept of identifying noncustomers the analytical model divided into three elements, i.e., “Tier – I – Soon-to-be,” “Tier – II – Refusing” and “Tier – III – Unexplored” (Fig. 6). The current educational institutions are only focusing on the market of financially sound and where government institution is available. The private institution education is not affordable, and state institution education is a victim of teachers’ absenteeism, not having student’s centered learning, the apathy of teachers, unsuitable school timings, lack of participation of core stakeholders and parents’ awareness.



**Fig. 6: Three Tiers of Noncustomers - Kalinga Institute**

The Kalinga Institute of Social Science envisage the importance towards increasing literacy and to accomplish the intention by increasing enrollment of students, who are living in financial scarcity were first set of noncustomers who are ready to jump when they find a leap in value and for that Kalinga Institute adopted unique admission process by surveying door-to-door in the interior part of tribal area of Odisha and this reason become for unlocking noncustomers to customers means enrollment of students for free education.

The second set of non-customers 62 tribal communities in Odisha states who are living with the extreme condition and for them being literate is like a dream, and the *Kalinga Institute of Social Science* think of how to empower indigenous communities by educating them for sustainability, with free nutritious foods and free accommodation. To accomplish that institute adopted a unique approach to creating change agents within communities by selecting children from 62 communities and empower them with education and nurture them to be occupationally employable, who later on pass on the message to his or her communities for the importance of being educated.

The third tier of noncustomers unexplored in current market boundaries in Odisha states, i.e., 13 indigenous communities of Particularly Vulnerable Tribal Groups (PVTG) (26), these communities are very low in development indices. To increase the development indices, they must learn how they can be part of economic development by getting educated in prevailing market condition. If they become educated, they can eat nutritious foods, enlighten with knowledge and employable, and come out from hardship.

## Six Path Framework

The foundation of Blue Ocean depends upon how an organization can create uncontested market space and for that *Six Path Framework*, (Fig. 7) developed by W. Chan Kim and Renee Mauborgne helped companies to redefine the industry boundaries and find uncontested landscape. A systematic way of studying the industry boundaries by looking at the different alternatives. The approach to study the uncontested market space are looking *across alternative industries*, and Kalinga Institute of Social Science determines that by focusing on empowerment of underprivileged or neglected tribal communities of Odisha state.

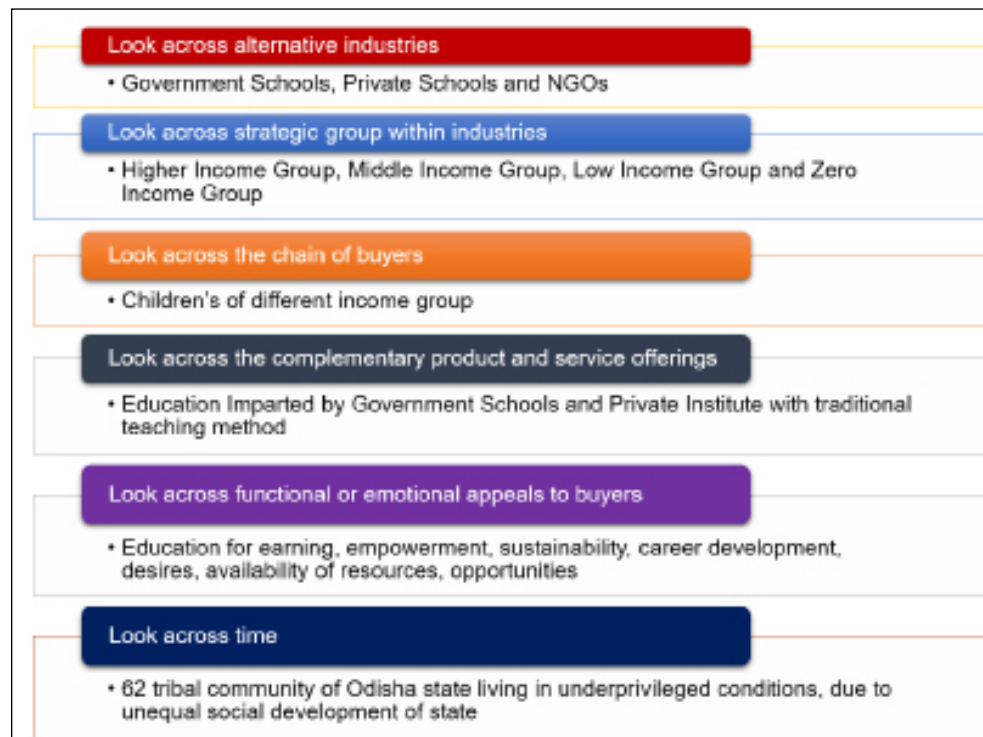


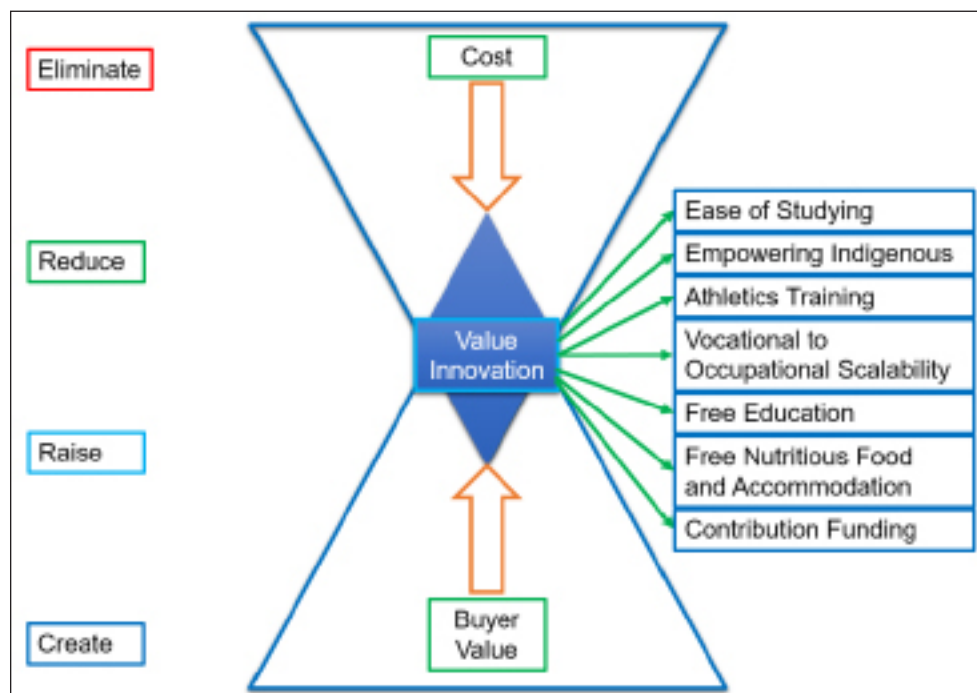
Fig. 7: Six Path Framework - Kalinga Institute

The *strategic group within industries* are the children of the deprived tribal families who are earning an income less than Rs.50000 or near to zero income. The *chain of buyers* within industries is the children who are having the dream or desire to study, and some of them are first-generation children who are going to be literate. The *complementary product and service offerings* by *Kalinga Institute* are tailor-made content convey in mother tongue and peer group studies of same tribal children. The *functional or emotional appeal to society* is to educate the children and realize economic mobility upward by joining white collar jobs or become an entrepreneur rather than the job seeker. The *Kalinga Institute* focusing on indigenous communities who are low on the Human Development Index of Odisha State, *by looking across time* institute is converging to groom the students on a wide range of scales i.e. Athletics, Sports and Vocational

to occupational skills by promoting the concepts of “*Earn while Learn*” very belligerently into the campus (17).

## Value Innovation

The model value innovation (Fig. 8) is a cornerstone of the theory Blue Ocean Strategy, which focus on the simultaneous pursuit of low-cost strategy and differentiation strategy to create a leap in value for customers and industries. Because value to buyers comes from the offering’s utility minus its price, and because the value to the company is generate from the offering’s price minus its cost, value innovation is achieve when the whole system of utility, price, and the cost is aligned. The Blue Ocean moves defined in the value curve help industries to identify uncontested landscape and unlock the blue ocean by value innovation.



**Fig. 8: Value Innovation - Kalinga Institute**

The leap value created by Kalinga Institute is free education for sustainability of tribal communities, free nutritious food to overcome the problem of malnutrition, free accommodation to eradicate the problem of dropout and child labor. The Kalinga Institute is setting pillars of community empowerment by creating change agents who got the vocational training in the 50+ different field i.e. Computer, compost farming, pisciculture, animal

husbandry, art and craft, applique, soft toys, tailoring, food processing, painting, driving, bakery, security guard, knitting, candle making, poultry, vegetable gardener, nursing and many more with the proper application of concept earn while learn, in which students going to earn because of whatever they contributed to producing different types of products or services, and *Kalinga Institute* is sharing 1/3<sup>rd</sup> of income with students, around

Rs. 1000 to Rs. 1500 a month, which they can save for further education or higher education or can send to their family living in the village. The objective of poverty elevation through education and humanitarianism.

## Findings

The objective of the study is to identify what are the value innovation factor created by *Kalinga Institute of Social Science* to be considered as a Blue Ocean Education Institute in the Indian education sector to empower indigenous communities of Odisha. The key research findings of the research are as follows:

The organization has very convincingly achieved significant market space by solving the problem of tribal community to create accessibility to get educated and empower with a specific skill for sustainable livelihood. The organization has created a schooling system where 62 tribal communities' children get a primary education in their native language and then brings all the students on the mode of formal education and empower with life skill education. KALINGA's performance depends on its sister institute KALINGA Institute of Industrial Technology, KALINGA Institute of Medical Science and KIIT School of Management. The income earned from KIIT group of institutions is reinvested its 5% income into KALINGA Institute of Social Science for educating children of the financially backward indigenous community of Odisha State.

The *Factors of Competition* constructed by the organization are (12):

- Free Education
- Free Nutritious food to overcome the problem of malnutrition
- Free Accommodation
- Vocational Training
- Education to be self-employed
- Free Athletics coaching
- Focus on Life Skill Education

The *Value Innovation* perspective has covered two aspects i.e.

- *Value for Customer* – Free education to 26133 children of the indigenous community

- *Value for Organization* – KALINGA Institute developed sustainable model to fund the requirement to manage KISS and INR 500 million received from KIIT Society, INR 150 million as donation from its well-wishers, INR 70 million from its KIIT Employee, INR 30 million by selling products, INR 20 million donations from students against its yearly expenditure requirement of INR 800 million to accomplish the epic mission. KALINGA Institute on August 26, 2017, declared as world's first exclusive tribal university under the DE Novo category by Union HRD ministry. The organization was able to identify the drawn demand due to not having accessibility to education in their native language.

The KALINGA Institute has achieved the distinguished strategic position by building an infrastructure which increases the ease of getting educated. The KISS has accentuated on skill development by providing training in the different areas i.e. computer training, composite farming, food processing, animal husbandry, art and craft, tailoring, applique, soft toys, chemical products, recycle paper, incense stick, photo framing, driving, security guard, pisciculture and a medical attendant. Moreover, KALINGA Institute focuses on skill execution by integrating earn while learning scheme in their education system and its rigorous outcome is generated INR 30 million revenue for institute after sharing 1/3rd part of income with its contributors, i.e., students. Currently, the organization is working on the development starting model building school across India to impart education to the financially backward community of a specific region (13). The influence creating a factor of Kalinga Institute can reduce school dropouts and increase the enrollment of girl child, and today 65% of students are girl child and remove the social discomfort for girls in the state. The Kalinga Institute's strategic position is "Star" and sailing in the Blue Ocean Strategy by integrating value-driven innovation where ease of getting education and funding play key factors for sustainability and scalability of the organization in the market.

## Conclusion

- The approach to enrolling maximum tribal communities' children for being educated become successful when *Kalinga Institute* adopted to visit every interior home of Odisha state and convinced them to

educate the enrollment of tribal communities' children increased from 125 students in 1993 to 26133 students in 2017.

- The creation of change agents from each community became a factor of conviction to motivate children to be educated about socioeconomic development.
- The creation of free model known as Value Innovation in the framework of Blue Ocean Strategy, where everyone inspired to be educated and become socially empowered through holistic education which focuses on empathy, teamwork, leadership, and problem-solving.
- The contribution funding model base on the concept "Art of Giving" become a sole contributor to strengthening the capability of *Kalinga Institute of Social Science* received total contribution 66.03 crores (the year 2016) as donation from KIIT University, staff members, contractors, vendors, and other well-wishers and due to this achieve a Platinum status by GUIDESTAR for maintaining 100% financial transparency.
- The traditional model of education focuses on the creation of hopes and promises while the *Kalinga Institute of Social Science* building capacity to be self-responsible by Life Skill Based Education and teaching in multilingual.
- The enrollment of a girl child for education is increasing into 60% girls and 40% boys.
- The holistic environment of imparting education in which students are versatile by engaging in different activity during the entire day, it starts with yoga, breakfast, classes, physical activities, vocational programs, enrichment programs, athletics and sports training, spiritual and motivational dialogue.
- The unified events created to bring social status upwards of tribal communities of Odisha states defined *Kalinga Institute of Social Science* as picture-perfect Blue Ocean Institute in the education sector.

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