

How Do **Disruptive Innovators**

Prepare Today's Students
to Be Tomorrow's Workforce?

**DESCOMPLICA AND
EFFECTIVE REMOTE
LEARNING**

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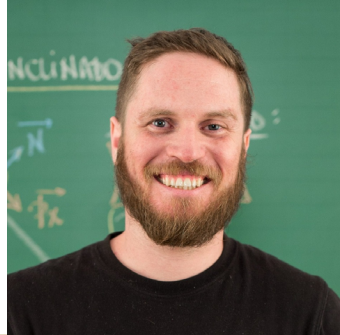
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Authors



Marco Fisbhen
CEO & Founder



Victor Sahate
Chief Design and
Brand Officer

About Descomplica

Descomplica is the largest online education company in Brazil, helping millions of students prepare for undergraduate education, the biggest and most competitive hurdle for employability. Access to undergraduate education is tied solely to scores on a single test and disregards one's economic background or other conditions. Descomplica offers school reinforcement, university entrance exams, public tenders, bar exams, graduation, and post-graduation courses.



Augusto Duarte
Operations
Director

Abstract

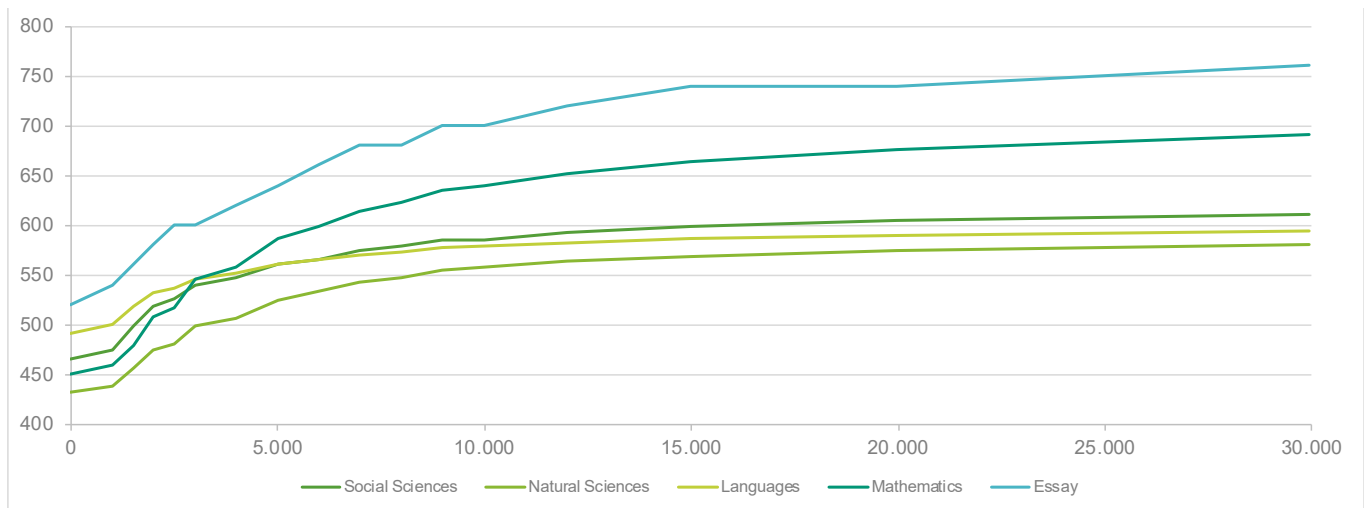
In Brazil, income and race impact on standardized test grades. Standardized test grades are the sole criterion for access to most public universities, or the top higher education institutions. In response, the whole university preparation industry has emerged to cater to students from high-income families, rigging the selection process and perpetuating inequality. This paper aims to describe typical university admissions systems in Brazil to demonstrate how Descomplica is changing the odds of thousands of underprivileged students. With a clear picture of how this system caters to the more privileged, we introduce Descomplica, its tools and learning methodology, and the significant improvements it brings to students, who would not have a hope of joining quality higher education institutions in Brazil otherwise. Finally, the paper discusses the potential impacts and replicability for similar innovation elsewhere in the Americas to help decision-makers in the region especially when lockdowns and curfews are necessary, such as the COVID-19 pandemic.

1. Descomplica and Education in Brazil: How technology lowered prices

Despite having good public higher education with its top-ranked universities and free of charge, Brazil struggles with providing widespread access to higher education, having a low enrollment rate compared to other rich countries. Access to top tier universities in Brazil is largely impacted by income due to an admissions process that focuses exclusively on the results of a standardized test (Exame Nacional do Ensino Médio, ENEM).

A high correlation between income and grades in this test (as shown on the chart below). The access to top tier universities is also largely limited by geography because the top courses and schools that dominate those admissions processes are only available in major cities because of market attractiveness.

Figure 1. Median ENEM grades by monthly family income (in R\$)

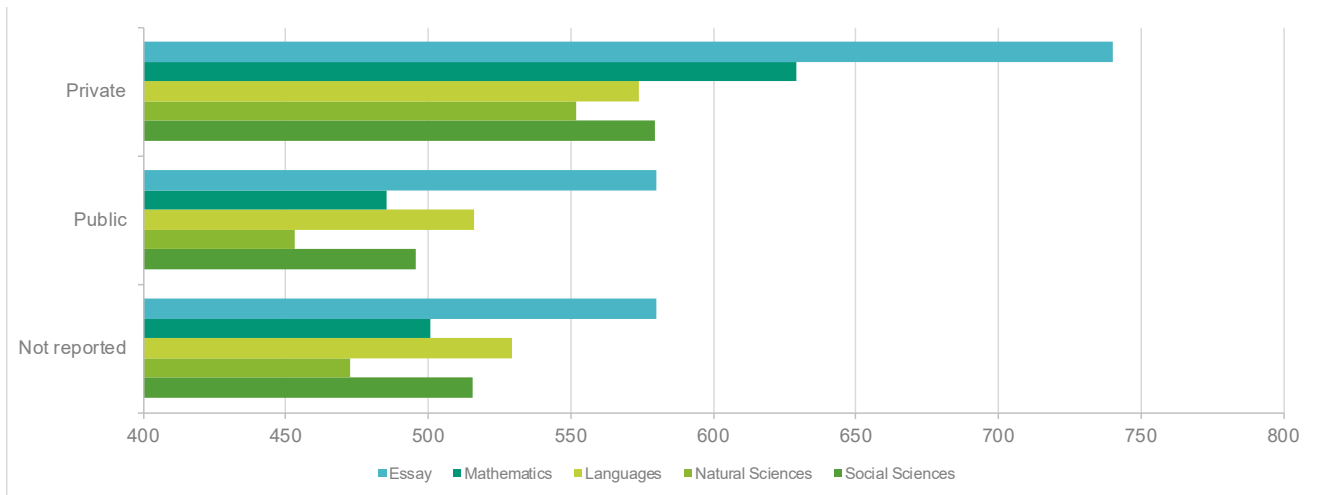


Source: ENEM microdata

Students with reported monthly family incomes around R\$15k have almost 50% higher grades than those on the lower end of the spectrum.

With a rigorous admission process solely based on test scores, a whole private education industry has sprung up around schools, courses, and exam preparation classes to help students succeed. However, such private education businesses may charge up to US\$1000 a month, with elite courses ranging from R\$2,000 - R\$6,000 (equivalent to US\$377 - 1,132) (Vanini, 2013). This is extremely expensive in a country where average income hovers around R\$1439 (about US\$271) a month (Silveira & Alvarenga, 2020). Such private education caters only to the wealthiest in society, leaving most of the population behind. Conversely, public education suffers from a lack of funding, inefficient use of public resources, and corruption (Ferraz et al., 2012). Not surprisingly, there is a stark difference in median ENEM grades and thus prospects of admission between students of public and private education, as shown below.

Figure 2. Median EMEN grades per school type



Students from private schools scored higher than those from public schools across all subjects tested, with differences of up to 30% in median scores. It is also important to note that Even within private schools there is a big spectrum of schools catering to different income levels, which hints at an even higher grade disparity relative to students from elite private schools.

One key way to address this access issue is by offering online learning at an affordable price. Descomplica is revolutionizing the education market by doing just that: offering a complete online learning platform from a starting price of R\$19.90 (US\$3.75) a month. The company's Learning Management System (LMS) is designed in-house to be a multi-category digital hub that encompasses several different educational models. This reflects the team's vision to be present at every critical point in education throughout one's life, from middle school to a fully digital online university and even postgraduate courses to improve one's career.

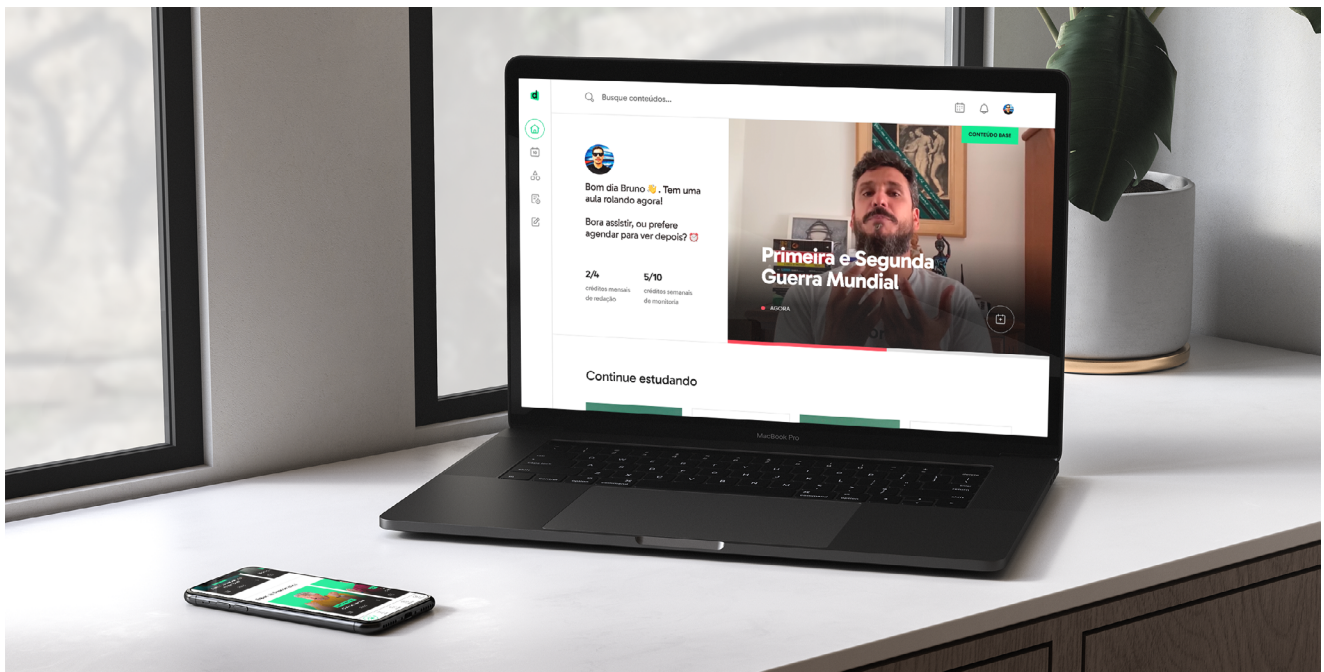
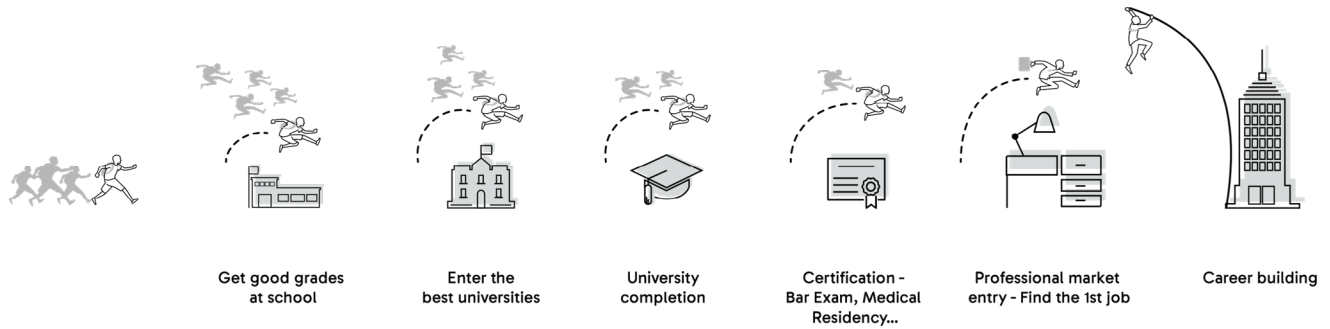


Figure 3. From school to university and a career



Descomplica's vision is to help students overcome some of the biggest challenges to land and advance in a career.

Descomplica aims to bring its services to as many students as possible, given the extreme needs of underserved communities. Given the challenges of studying alone, it pushes the limits of learning by making the content different, more entertaining than traditional courses. By making education accessible, enjoyable, and affordable, Descomplica hopes to make lifelong learning more attractive and tangible for all.

Currently, Descomplica is the leading virtual classroom in Brazil. It will facilitate the access of poor children from underprivileged schools to competitive education and increase their chances to get into the college of their dreams and fulfill their hopes to get better jobs.

Manifesto

Today learning is not a matter of will, but of opportunity.

Quality training still requires time, space, resources, and money that are not available to everyone.

For learning to be for everyone, education has to be practical and accessible whenever and wherever you are.

It has to be versatile and work on the computer, on the mobile phone, or on whatever device you have at hand.

It has to be dynamic and follow the changes in the world in real time.

It has to be modular, for you to study on your own time and prioritize what makes the most sense.

It has to be fun, for you to discover that learning is a pleasure and not a sacrifice.

It has to be captivating, for you to feel part of a community. It has to be high quality and get you ready for the market's challenges.

It has to be democratic and fit into your budget.

And it has to be transformative, to change your life and make you someone who makes a difference in the world.

That's what we do.

Descomplica. Learning is for everyone.

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The Descomplica manifesto

2. Problems: Low access to higher education

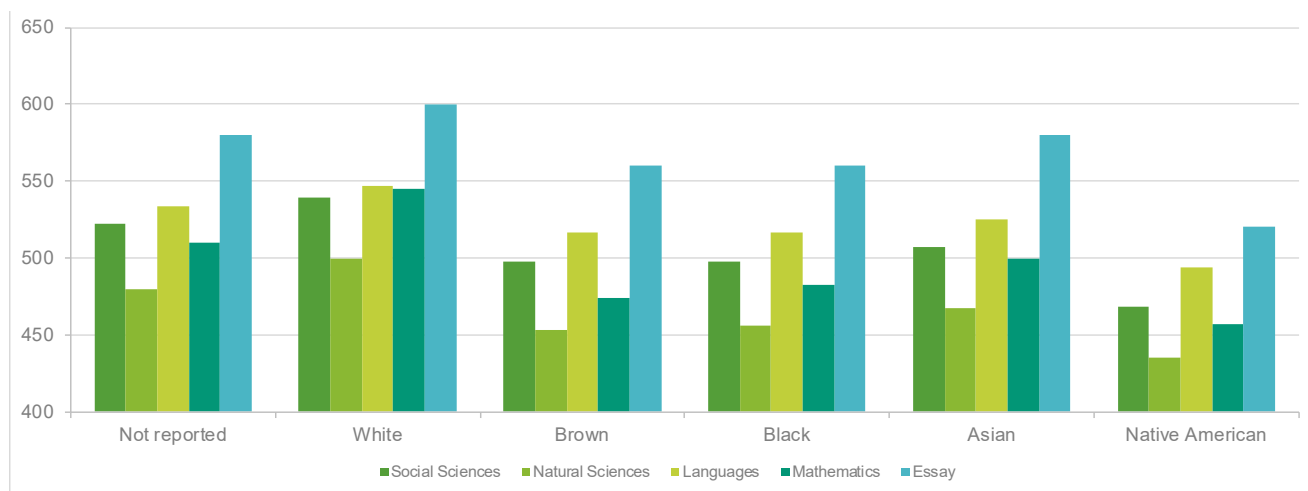
Blatant inequality is a hallmark problem in Brazil. Low access to higher education is critical in Brazil. University graduates earning, on average, 140% more than people with high school degrees, with the income rise being higher for public university graduates. In OECD countries, this gap is a lot narrower, at around 40% (Riveira, 2019). “The access issue aggravates income inequality and creates a vicious cycle, in which mostly rich people access the free, top universities, which in turn leverages their earning potential and reinforces inequality.

Only 65% of Brazilians aged 19 have finished high school (Todos pela Educação, 2020, p.49). Those who want to study further need to either pay at least R\$400 (US\$75) a month in fees for private universities or apply to one of the about 230 thousand spots at public universities, which are free of any charges, including tuition.

As mentioned above, private education industry that has emerged out of the highly competitive admissions system for public universities is extremely biased. This bias stems from comparing people from radically different backgrounds regardless of the adversities each of them has faced in life. Marco, the founder of Descomplica, was originally a teacher at one of those elite courses that catered only to the very rich of key metropolitan areas.

He saw the opportunity to drive profound societal change by making quality education accessible to everybody, especially for those underserved. It is a well-known fact that Brazil has a lackluster public basic education system, with some of the poorest PISA scores (Monteiro & Oliveira, 2019), especially in mathematics. Such public education system is a key driver for the development of the sprawling private education sector. Given the vicious cycle of family income, access to education, and personal income later in life without a more comprehensive admissions process, Black and Native American students in particular end up suffering the most, as pictured below.

Figure 4. Median ENEM grades per race/color



On average, Black students score ~10% less across the board relative to White students. Native American students are even more affected, with scores ~20% below those of White students.

There have been efforts to address the problem. In the early 2000s, some of those top-tier universities and governments were starting to address the shortcomings of admissions models. For instance, Universidade do Estado do Rio de Janeiro (UERJ), the state university of Rio de Janeiro, was the first to implement affirmative action and social quotas (Caetano, n.d.).

They reserved set percentage of spots for students from such backgrounds around 2001, to not only foster access to people who were previously excluded but also to motivate students from similar backgrounds to prepare for its exam. Universidade de Brasília (UnB) followed suit in 2004 (Veloso, 2018), and momentum grew nationwide, with universities hashing out their programs almost yearly. In 2012, a federal law was enacted to enforce the policy in all federal universities, funded by the federal government. Consequently, enrollment of people who identify as Black increased from 11% in 2011, and even lower before having quotas in specific universities, to 30% by 2016 (Brito, 2018).

Still, the huge discrepancy in test scores between students admitted within the quotas and their classmates has been a remaining problem often raised by critics of the system (Moreno & Reis, 2014). The subsequent performance of students admitted within the program reinforced that notion, as several years of exposure to lackluster education left a lifelong consequence. As a result, dropout rates were even higher than the already high overall dropout rates in public universities.

Moreover, those who managed to graduate were met with skepticism by employers because of a widespread racial and social stigma.



Descomplica HQ physical classroom, Rio de Janeiro, Brazil — Although the offer is 100% online, space is used for inverted classroom experiments and as a classroom for in-person college exams (based on MEC's regulations)

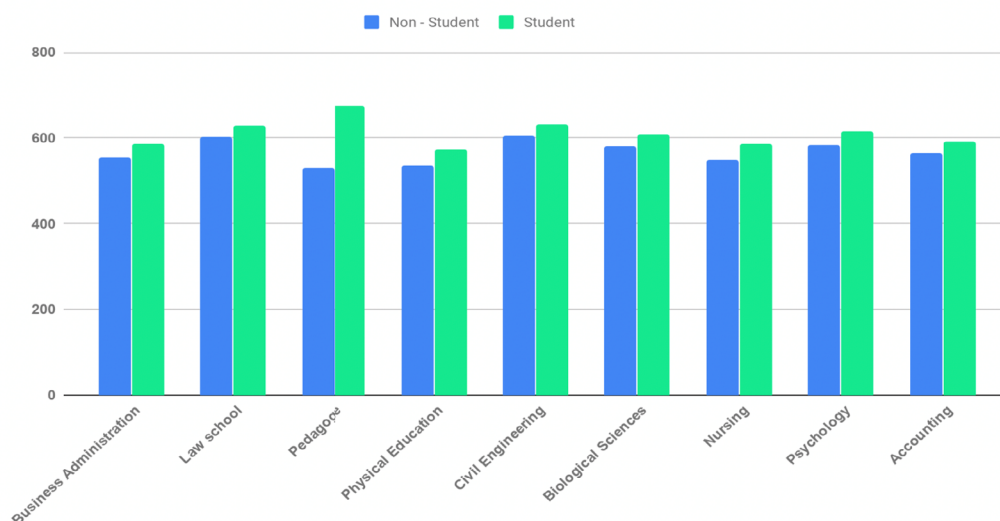
There were little to no products that catered to families earning average to low incomes in Brazil, which still holds true to this day. Courses aimed at students who lacked proper conditions to be competitive eventually emerged. However, these courses were arranged by voluntary efforts by individuals and non-government organizations (NGOs) and, therefore, without the same intensity and focus as one would receive through a paid course. Mostly these courses are based on volunteer work and with only one or two days a week of classes.

Figure 5. Screenshots of one of Descomplica's most popular teachers



There are more than 2,000 videos less than one hour detailing every topic covered in ENEM. Daily classes follow a schedule that covers at least 4 hours every evening during the week, with additional time slots depending on student availability and the selected plan. The exercise platform covers all of the previous ENEM questions, a relevant number of questions from regional, independent entrance exams, older questions from similar tests, and some questions crafted by the Descomplica Pedagogy team. Exercises are presented to students right after a class is completed to deepen understanding, with weekly, monthly, and quarterly exercises and mock tests. Finally, with the essay being a separate exam and frequently carrying a disproportionate weight on some courses and universities, the Descomplica essay grading feature, with real human review, provides key insight for students who all too frequently have never trained for essay writing before.

Figure 6. Average grade for 10 most competitive course (majors)



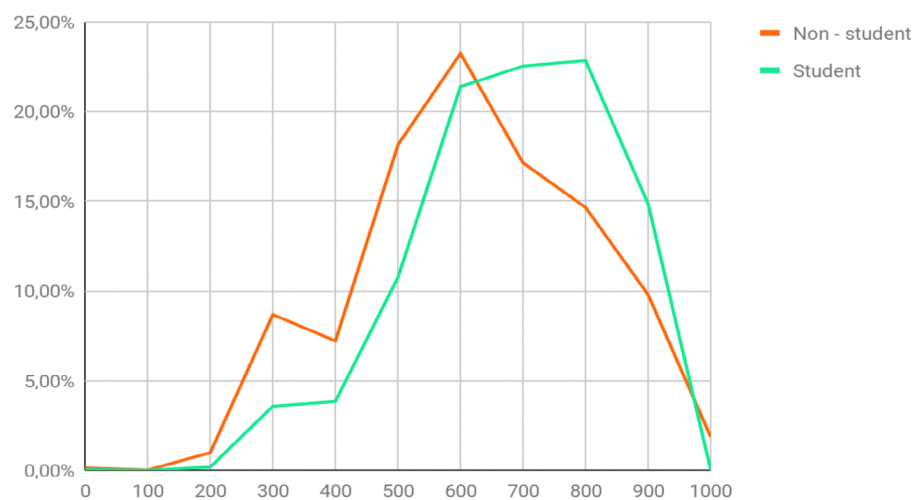
Overall grades were higher than the national average in 9 out of the 10 top majors.

Descomplica started by focusing on access to universities, and eventually became the biggest player. Now, with more than 200,000 students annually using the platform and millions using the free tools, it has established itself not only as a preparation course for higher education, but as an online education leader. Building on this brand recall and the mission to serve students throughout life, it developed new verticals, including but not limited to high school support courses, civil services preparation, undergraduate, and postgraduate courses.

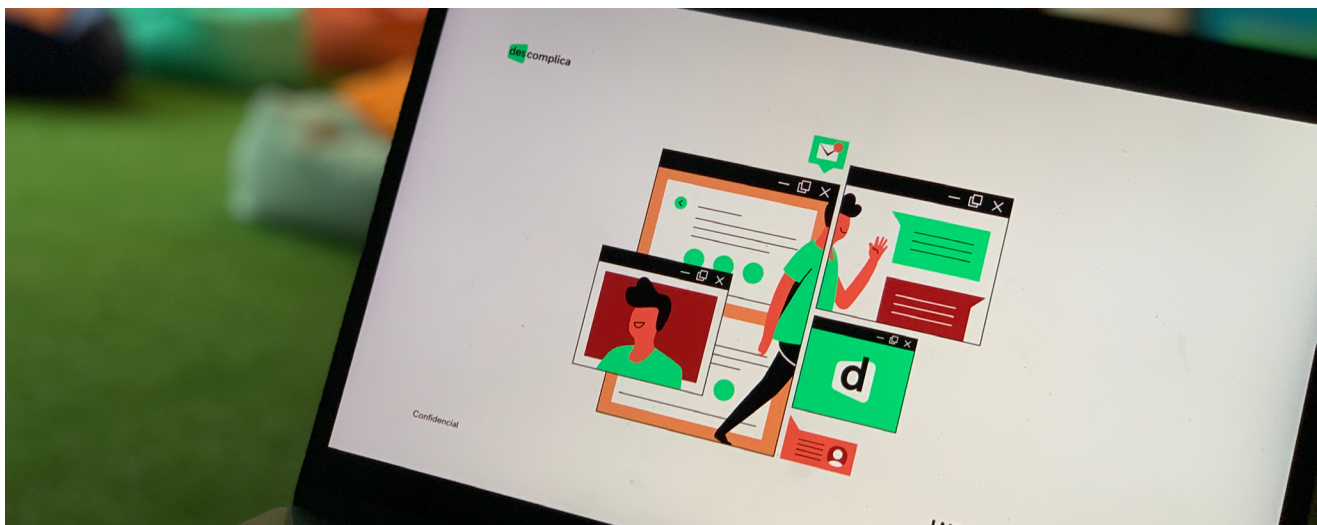
Besides increasing the availability of quality classes both on-demand and live given the need for both flexibility and discipline to stick to a schedule, Descomplica promotes the micro-tests previously cited. Students can also have closer contact with a recently approved student through the tutoring function, allowing for more personal contact and clarification of specific issues, leading to a very robust learning model for students who can create a consistent learning schedule.

Results show that students who used Descomplica score higher across all subjects tested and scored up to 51 points higher on ENEM (out of 1,000) than students who did not. SiSU, short for Sistema Integrado de Seleção Unificada, is a national admissions system that processes students' scores and course preferences, ranks those students, and determines admission for universities in Brazil which decided to accept it (most of the public universities use it). Given the natural anxiousness from test takers and the long time between test application (generally in November), grading (usually by January), and SiSU admissions itself (lasts for a few weeks until mid-February), we launched a free tool to help students assess their chances, Simulador SiSU. Descomplica subscribers and the general public use the tool massively once final grading is released, with more than 2 million unique users. We then store these results, identify which students used Descomplica to prepare, and compare their results to those of the general public and non-students who also used the tool. Descomplica subscribers have performed much better across the board, and especially well in Essay, a key component for successful admission.

Figure 7. Comparative essay grade distribution, our students and the population



Our students obtained an average essay grade 38% higher than the national average.

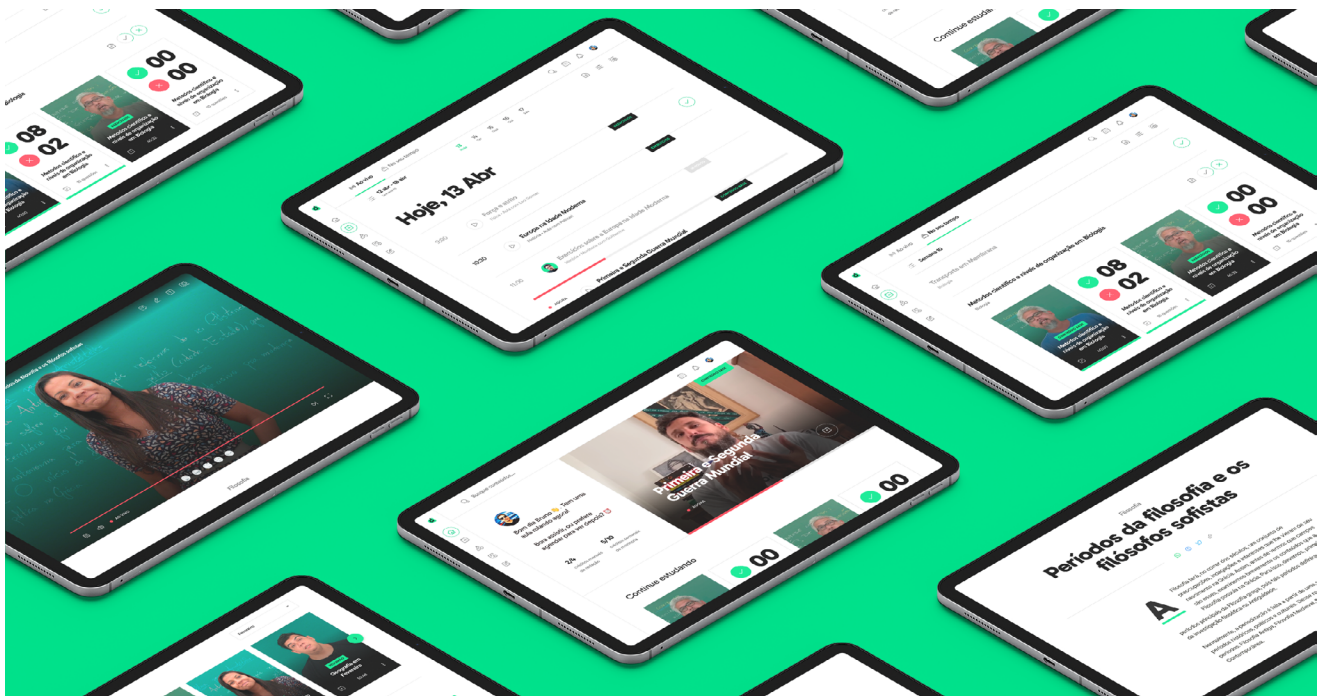


4. Descomplica's education model in detail

Descomplica's target demographic is students from classes C and D, and those who have monthly family incomes of up to R\$5,000 a month. They make up more than 50% of the total population, who would not otherwise be competitive at ENEM and other tests. The company constantly adapts pricing to ensure affordability and even offers free subscriptions to some of those students based on frequent price AB tests to find the price point that offers greater accessibility to the majority of the target group.

As described above, the key learning principles employed revolve around quality content that adapts to different schedules (there are live classes throughout the whole day), constant exercises to reinforce concepts learned, private tutoring for specific problems, and mock periodic testing. For example, the product offers two student weekly schedules: a pre-recorded, editorial one to introduce concepts, and a live-streamed one to reinforce, solve exercises, and clarify doubts.

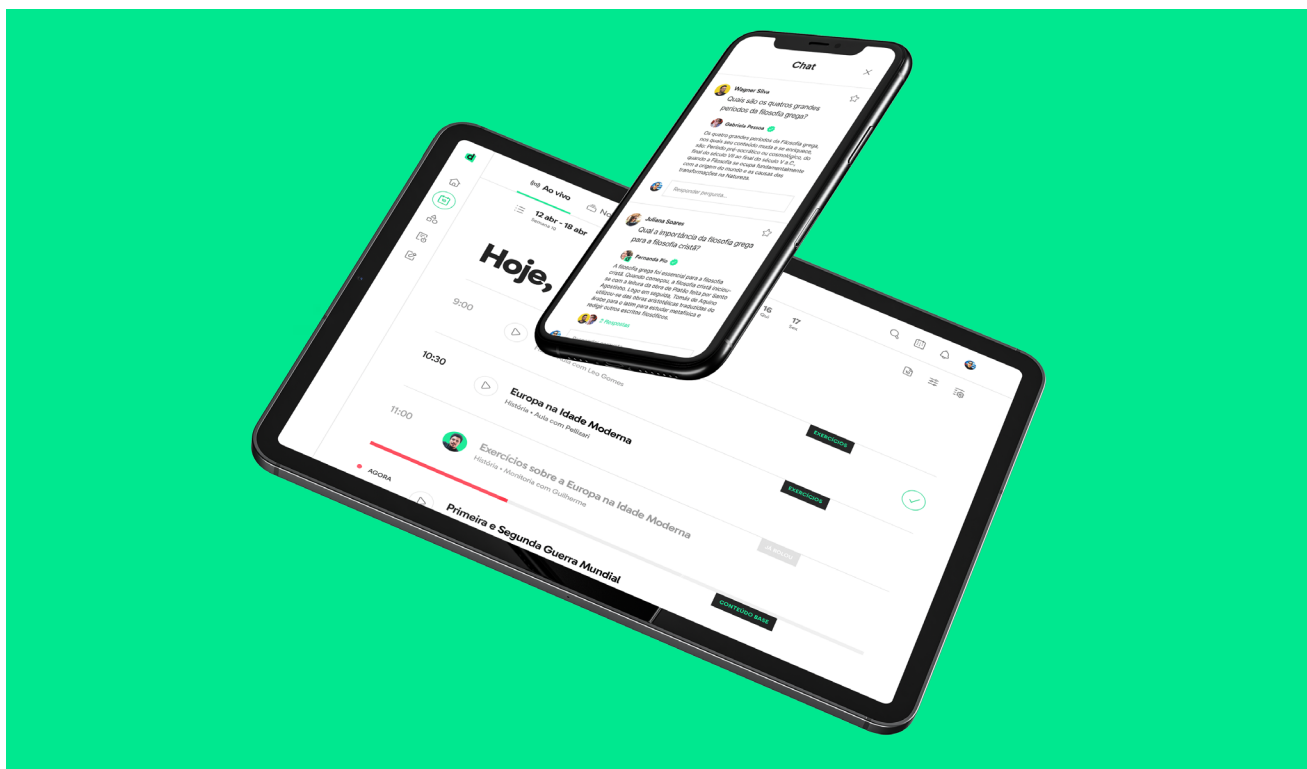
Figure 8. Student dashboard, timetabling, and video classes (tablet version)



First, the pre-recorded is a weekly pre-made learning path that the student can follow at any time. The program is composed of video lectures (broken into 3 to 5 minutes modules), a complete reading material (also printable), exercises about the subject, and essay assignments. The student is guided through the pedagogical path and oriented on how to keep track of progress and also on how to avoid getting lost. Progress is shown on the student dashboard and on the agenda itself. Descomplica offers a specific course on 'how to study and self organize' for all its students, called GEP - Guia do Estudo Perfeito (Guide to a Perfect Study Routine).

Second, completely live and interactive classes, similar to a TV schedule, are available from 8am to 8pm. Those classes also follow a pedagogical program, however, the student cannot choose the time that they happen. They are live-streamed from the Descomplica studios at specific set times (mirroring a traditional school program). These live classes take up to 40 minutes and are fully interactive. Students can ask questions and chat in groups in real-time with the help of supporting tutors and community managers. After the live class is finished, they become “video reprises” that can be replayed at any time and as often as the student wants.

Figure 9. Live class schedule (tablet) and chat room (mobile phone)

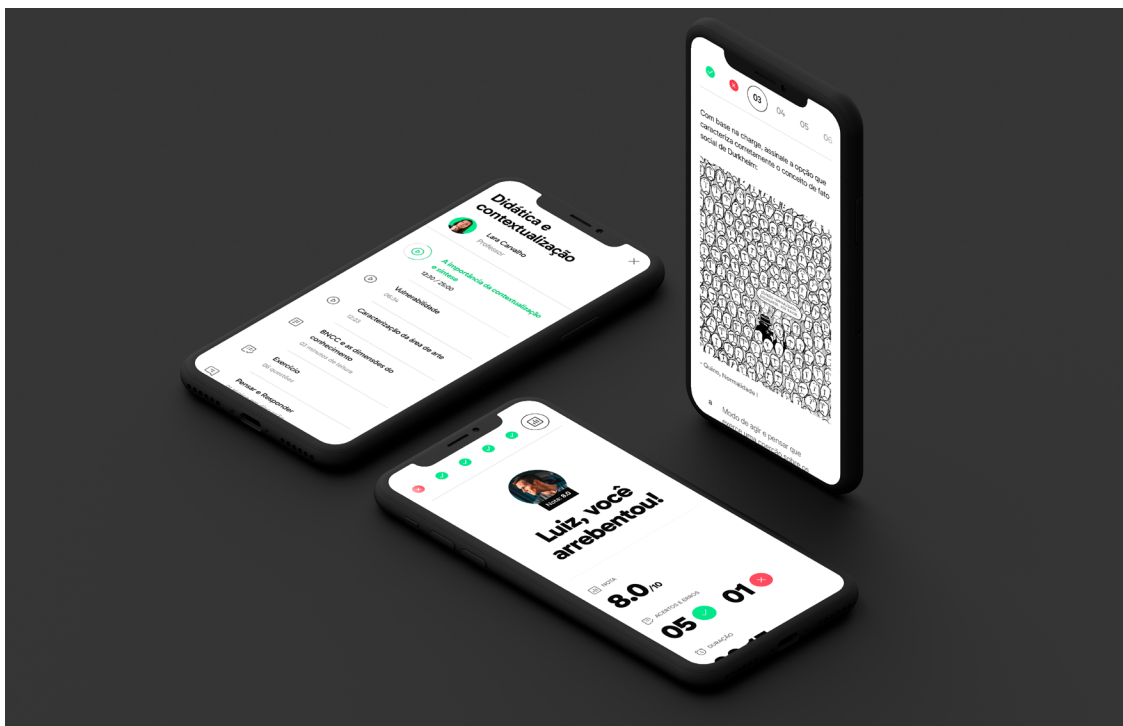


Furthermore, Descomplica is currently working on fully personalizing content for each student, a new feature that is planned to be launched in January 2021. That way, Descomplica will be able to offer a more customized learning program based on students’ interests, studying behavior, and context. This is important given that each individual has specific learning necessities and objectives. By adapting content to those individual needs, engagement will increase and learning results will improve.

Descomplica also offers an exclusive platform only for training, with exercises organized by subject and micro-tests. The exercises are a set of multiple-choice questions automatically rendered to the student by subject. All the wrong answers are commented on by teachers and linked to extra lectures so the user can expand on the topic. Descomplica is currently working to develop a more social architecture to the tests, allowing students to invite friends for a challenge and to customize test difficulty and training objectives (beta tests for the launch of this feature is planned for 2021). The micro-tests are high definition simulations of the final ENEM exam or the Vestibular exams, the main and common competitive entrance examination used by Brazilian universities. Descomplica

develops those tests following the official exam format and organizes the content based on previous exams. That way, the students can train and simulate in a very realistic fashion. It allows them to practice not just the knowledge but also gets the student familiar with the format, the timings, and requirements for the exam.

Figure 10. The ‘exercise platform’ on mobile



Live class schedule (tablet) and chat room (mobile phone)

Descomplica develops all of the materials in house, with a dedicated Pedagogy team. Descomplica’s teachers leverage their experience at some traditional courses to both make classes entertaining and engaging. To keep students frequency and disciplined, the classes are fun and provocative. Teachers are trained in house to master online teaching and to develop a kind of ‘TV presenter skills’. Lectures also include elements of popular culture, such as playing songs, dressing up, and talking to the student in a very personal and authentic tone of voice. Some of the teachers are exclusive to Descomplica, while others also teach in private and public schools. The exclusive teachers are ambassadors of the Descomplica brand and some of them go out of their way to engage students. For example, the physics teacher skydived to teach vertical release, air resistance, and free falling. The biology teacher tattooed mitochondria on a live stream class to teach cellular respiration.

Lectures also allow students to add their reactions to specific moments in real-time as they watch the video. Then, the teachers receive a map of the students’ reactions that help improve the new lectures based on that feedback. With these efforts, Descomplica has reached an engagement of more than 90 minutes per student session and over 10 sessions a month per active student. Teachers can create a sense of community by motivating students to get together and by managing online communities on social media, where they post extra materials and promote debates on the most important subjects.



Source: Epic Classes Project, Descomplica, 2016



Dressed up teachers in the Descomplica studios teaching grammar and literature

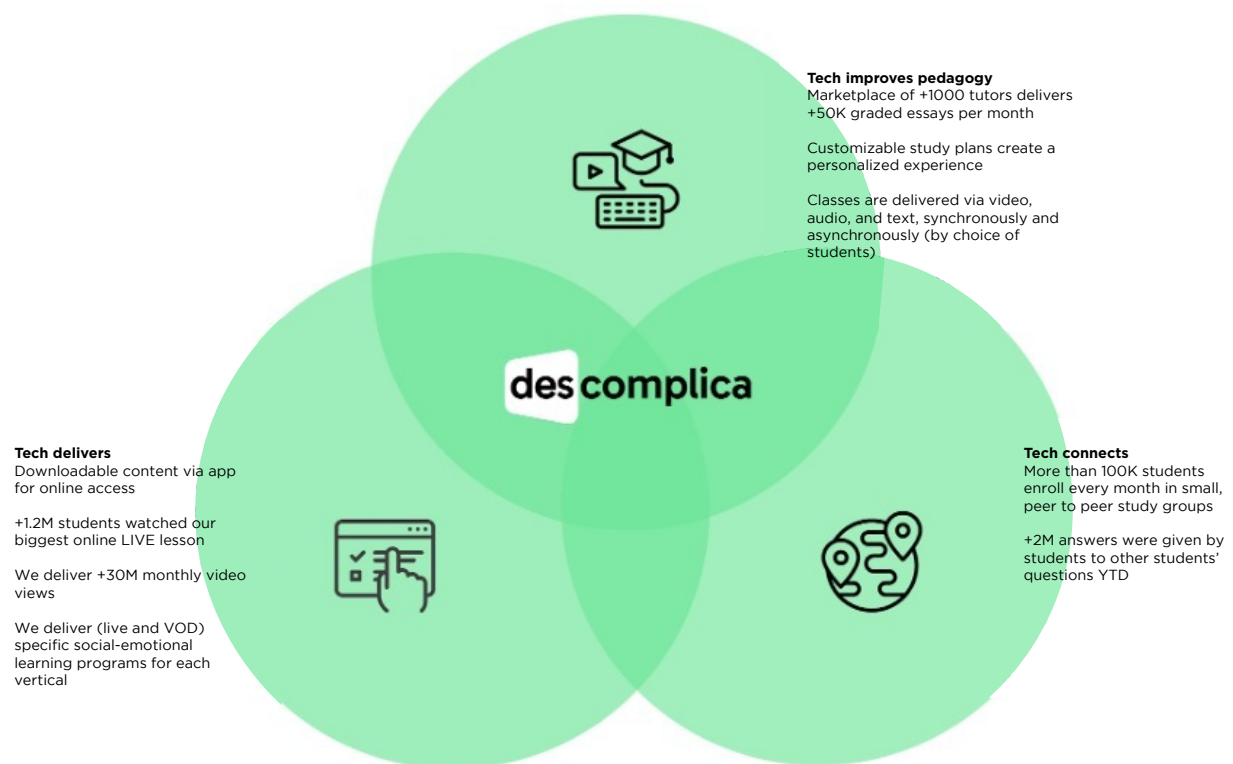


Video player with the 'reactions feature' under the video timeline

5. Looking forward: Implications

Descomplica's vision is to create a lifelong learning system that helps students overcome life's major hurdles to employability — university entrance exams preparation, a fully digital native college, postgrad courses, and an automated connection to job positions and employers. As consumer behavior changes and both parents and students get more used to the idea that education will be a blend of in-person and online experiences, Descomplica hopes that this model will significantly improve chances for Brazilians to be fitter for jobs and more competitive on the labor market. Through its data-driven learning platform which provides accessible high-quality education in a personalized format and completely online (with multiple platforms, multiple formats, and multiple occasions), Descomplica hopes to help Brazil to be at the forefront of the fourth industrial revolution and better prepare students for the future of jobs.

Figure 11. How technology supports learning at every step



Throughout the years the team has learned that teachers' charisma and entertainment are key to build a tight-knit community of students, but also to improve performance. Students are less anxious and can continue to focus on their studies regardless of the specific challenges students face daily. Also, a good exercise platform and micro tests are crucial to help solidify some of the recently learned concepts and enhance effectiveness. As the company evolves, the objective is to create a more social architecture and develop a data model to connect the students to employment opportunities.

A clear challenge that remains is deliverability. Despite extensive coverage unparalleled in other emerging countries, the internet access in Brazil (both cable and mobile) still is limited for the C and D classes. Moreover, 22% of ENEM applicants do not have any internet connection at home (G1, 2020). Still, even when available, such internet access might prove costly for video consumption. Therefore, Descomplica has looked at both partnerships to alleviate data costs and also different delivery methods that reduce data consumption. This led to partnerships with the biggest telecommunications companies (such as Claro, the most recent telecom partner) and governments (for example, the State of São Paulo and Paraná - offering Descomplica for public school students) to diminish the obstacles for distribution and increase reach and impact.

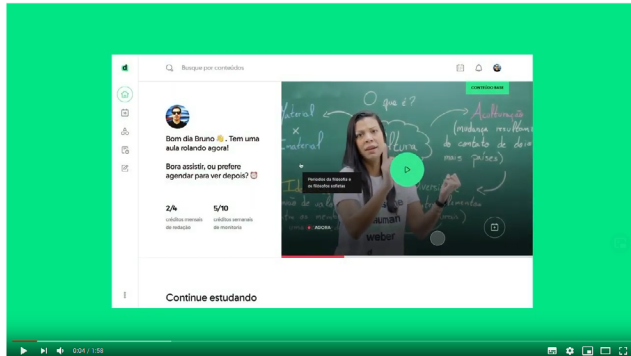
The model championed by Descomplica has a big potential for the region given that it has achieved significant success in Brazil despite the numerous challenges in the country. Descomplica's success shows policymakers that today's students are ready for a new format for learning and engaging with education. Descomplica's model includes a format that blends technology with in-person teaching, compelling content available from anywhere, and a tone of voice that breaks with traditions and speaks the language of today's students. Embracing more of the Descomplica model can help policymakers give teachers new tools for better teaching and learning from student's data. Descomplica's model might be replicable and it could spread access to quality education for students in the region. This model is also flexible, allowing regional and country-context adaptation. Our next step is to improve student engagement and to make the content more accessible at a national and regional scale.



Descomplica HQ reception in Rio de Janeiro, Brazil

Appendix

Links to product demos



— LMS ENEM & Vestibulares

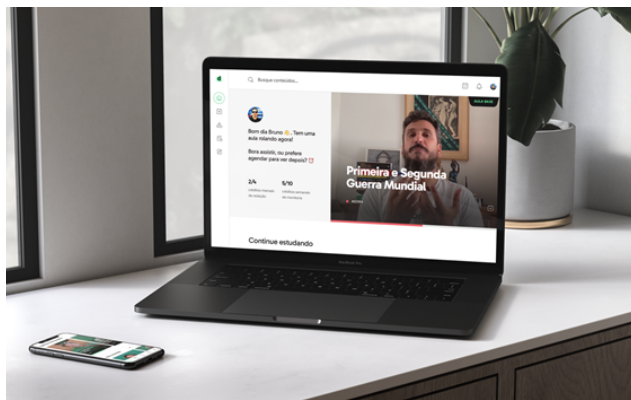
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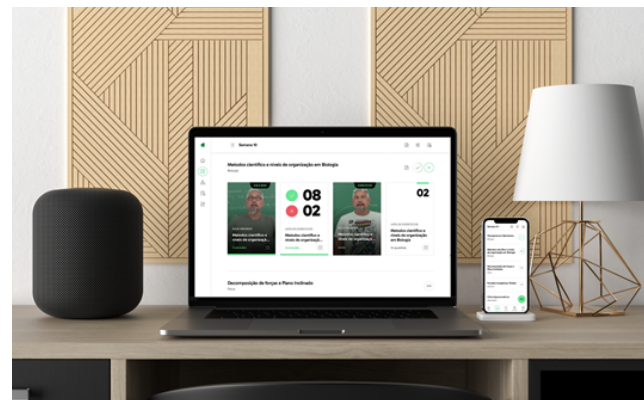
— LMS College

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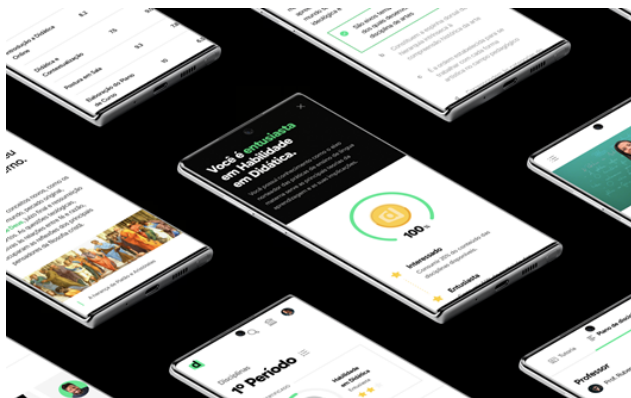
Product shots working on devices



LMS — Student dashboard



LMS — Student dashboard showing last exercise progress



LMS — College interface showing student progress



LMS — College exam experience, showing how it adapts to multiple devices

Student's testimonials from Descomplica's social channels and customer services team

StalinANA @anatifar

@descomplica was a milestone in my life. Without it, I wouldn't have been able to pass the college entrance exam or take a course of the same quality. Democratizing access to education is essential!

Victoria @unicOrnni0

I still haven't realized it, but I have to thank @descomplica for the approval, the classes were essential and encouraging! Without you all and the incredible teachers it wouldn't have been possible!

fravila @ahailins

@descomplica my eternal love for you!! I had no money to afford expensive courses and couldn't keep up with the live course pace. I subscribed the ENEM plan, and as I studied at my own pace I learned a lot more actually and was admitted to letters at USP!!!! Thank you!! GEP was key to keep my sanity

Me Chama de Code Coach @natan_tn

Two years ago I was watching @descomplica's #RelashowEnem
Today I am studying for my Calculus 2 exam at USP. If someone said this would happen, I wouldn't believe it, but here I am

resumos.e.enem

WHY DESCOMPLICA IS ALL ME? Isn't it obvious? LOL just kidding. I started using the platform in 2018, kind of like doubting that I could finish high school and go straight to a federal university. I studied the whole year with Descomplica, participated in the live classes asking questions, participated in the tutoring and Facebook groups. I was fully engaged in everything. With Descomplica I learned to organize my schedules and to focus with @eduvlId in GEP (I miss you), I learned the dreaded LOG with @ pro. luramos, that the

_cleidsonjunior

Hi, I'm Cleidson, I was admitted to Physical Education at UFG. Until the middle of last year I doubted that I could achieve such a feat, but with all the classes of Descomplica's teachers and GEP encouragements, I realized that I was able to get where I wanted to be. I'm forever grateful to all teachers and I love each and everyone, I hope I get to meet you all and give you all a hug. Lara, Hansen, and Hormes, I love you, and you're my inspirations. Thanks for changing my life!

Thiago Oliveira

Civil Engineering - UFF, UFRJ and CEFET

"I needed a flexible course because I already worked while I was still in school. The marriage between Descomplica and me couldn't have been better!"

Larissa Arêas

Electrical Engineering - UERJ 2020 and Mathematics - UFRJ 2020

Descomplica is a course completely different from any other. I intend to subscribe the Undergraduate Court Aid because I don't know what I would do without them.

Gabriel Santos

History - USP

"The classes are complete, fun and with highly competent teachers! Without you, I wouldn't have been able to achieve first place in my course to get into USP!"

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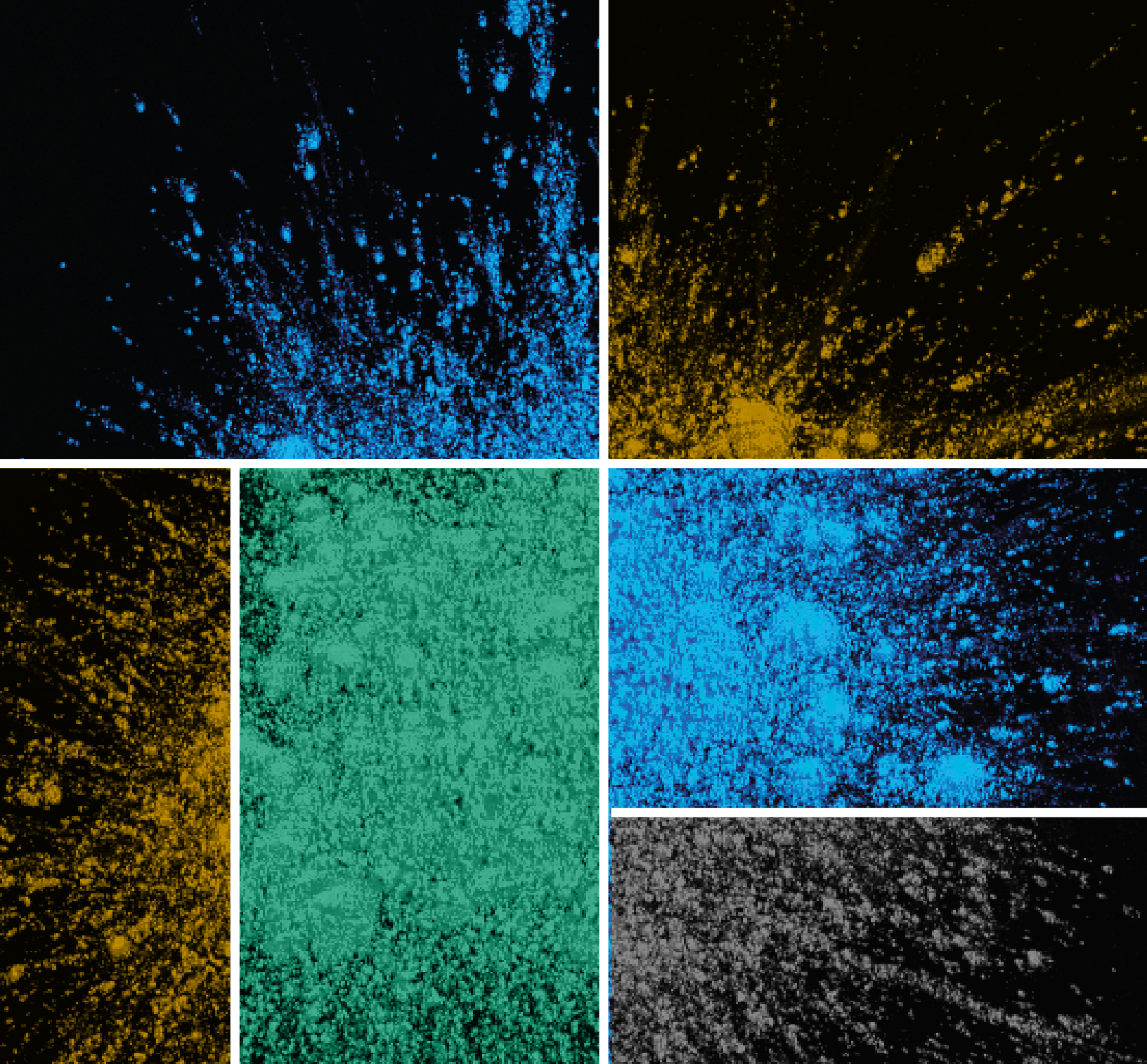
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