

Case Study on- “*Jawabdo* : A Digital Platform for Judiciary System”

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Abstract : Mr. Anurag Agrawal is an engineering graduate in Mechanical stream and a postgraduate in management with Finance and Operations specialisation from reputed institute of Indore City of Madhya Pradesh, India. He has an experience of 8 years of full-time family business of manufacturing, construction, and infrastructure development. He started his venture ‘*Jawabdo* – OneStop LegalTech Solution Private Limited’ in the year 2015-16.

Jawabdo is an online platform to provide solution for legal compliances and case management related services at economical cost. This platform was very easy to connect and user friendly for customers/client as well as for lawyer. It was unique platform to help people in need of the legal services reach out to correct authorities, empower them to take care of daily life legal problems by themselves, connecting them to the proper lawyers and further provide them with the needed legal guidance on their cases.

Key Words: *Legal Solution, Social Media, Digital Marketing, Entrepreneurship, Marketing, Social Entrepreneurship, Legal Compliances.*

“We help the people in need of the legal services reach out to the correct authorities, empower them to take care of daily life legal problems by themselves, connecting them to the proper lawyers, and further provide them with the needed legal research on their cases.”

- **Anurag Agrawal**

1. BACKGROUND:

Mr. Anurag Agrawal was born and brought up in a ‘Bania-Marwari’ family with deep rooted business traditions at Indore. Indore, the business capital of Madhya Pradesh, is the educational and commercial hub of the state. According to him, his late father was a visionary, and always strived for improvement, nurturing the seeds of business understanding in him from the childhood. At very early age, he learned practical aspects of accounting as well as, all the systems of the industry management from him. While helping his father in the working of their industry, Precast Cement Product Manufacturing, Mr. Agrawal also developed inter-personal skills. After completion of his graduation in the year 2006-2007, Mr. Agrawal joined MBA in a prestigious Indore college. But the sudden demise of his father Mr. Agrawal, had no option except to join his family business, along with his postgraduation.

In the year 2008, he suffered great losses in his business, and reason was that they had to give credit. Times were tough and many businesses closed, but Mr. Agrawal somehow managed the losses and survived. The reason, for his survival, was the good will of their family business, which was more than 25 years old, and cooperation of his suppliers.

2. The Turning Point:

By 2011 Mr. Agrawal realized that he was fighting a losing battle. The expenses were increasing, and a lot of his money was stuck in the market. His Marwari business logic made him think of options. One of the ideas he contemplated was to close his industry and construct a commercial building.

To start with, for the process of breaking the factory and to start the construction, he needed related documents and revenue record of his land. He found documents, prepared by his father, but for him it was all very confusing and complex. He consulted his CA, who asked him to get certain documents from the Revenue Department of government located at Collectorate Office, Indore.

He had to face many impediments before getting something concrete in hand. In fact, the struggle, which included humiliation too went on for nine months and still unable to identify the person who would give him the required documents. Many a times, the clerks, lower level employees and peons humiliated him.

The day came Mr. Agrawal felt at a complete loss and lost his cool. He started shouting and threatened to go to the Collector and complain against the officer who had been extremely rude to him. Listening to all the commotion outside the Executive Magistrate, Lower Level Court, who was in the next chamber came out to see what the commotion was for. He enquired from Mr. Agrawal about his problem and why was he shouting. Mr. Agrawal explained his ordeal, which he was going through for the last 9 months, just to get some documents related to his land. The Executive Magistrate heard him calmly and asked him to come in his chamber. There he pulled out a form and asked Mr. Agrawal to fill it. While Mr. Agrawal was filling the form, the Executive Magistrate called revenue record officer to his chamber. Mr. Agrawal was shocked to see that the officer who came in was the same gentleman, who had met him in the corridor number of times.

After fulfilling the basic formalities, to the surprise of Mr. Agrawal, he received the required documents within half an hour. Now Mr. Agrawal had to apply for certain licences and permissions. This time Mr. Agrawal did his homework. He went to the concerned offices with required forms duly filled. He got the required permissions/licences in the stipulated time frame. Mr. Agrawal then realised that every government system has a well-defined process, but everyone is not aware of them. Thus, precipitated the idea - *Jawabdo*.

Mr. Agrawal initiated the idea of *Jawabdo* in the year 2015-16 as social entrepreneurial venture. His vision was “to be a facilitator for the common man in the understanding of the systems and procedures of law by simplifying them via technology and provide them with the legal help for the same.” The main objective was to create awareness of legal system among the public, to support and provide information of right process for government relevant problem/tasks or any other problems free of cost. Also, if someone who is facing problem and is unable to get solution, then *Jawabdo* will work as an intermediary to solve the problem and will charge very nominal fee for the same. The seed capital to start this venture came in the form of a loan which he took by mortgaging his plot besides his savings.

3. The Team:

Mr. Agrawal started looking for likeminded persons who could join him. Advocate Akash Upadhyay, who is a social activist, was the first to join him. Mr. Agrawal and Advocate Upadhyay started identifying the governmental process, understood them and collected all information including the copies of the forms which were to be filled in each process. Mr. Agrawal had to visit many government departments and met officers to collect information. It was difficult to impress the officials to give the complete information and forms, that too just for information. He patiently kept visiting the offices. As said ‘hard work always pays’, he developed his network from where he got the desired information.

Now all the collected information had to be collated and uploaded on *Jawabdo* website making it accessible to public. This was a herculean task for him. There were many governmental departments each having its own area of working, their respective processes and procedures. Mr. Agrawal started looking out for a web developer. He met half a dozen of them, paid them substantial amounts each time, but he did not get the desired results. He then decided to employ a website designer. After a couple of months, he got his man, Avinash Sharma, an Electronics Engineer from NITH, and IIM postgraduate. Mr. Agrawal met him couple of times and Avinash joined *Jawabdo* team. The fourth member of Anurag’s team was Rajeev Mehta. Rajeev is legal consultant with diversified skill sets; highly effective at developing creative case strategies. He is also well versed in trial preparation, research, and drafting legal documents. Now the *Jawabdo* team came into existence. Mr. Anurag Agrawal was looking after the marketing and finance, Advocate Upadhyay was taking care of the legal part, Avinash the technical aspect and Rajeev was the backend controller.

4. The Working Model :

It took them around six months to prepare the website. The website had complete details about the processes and procedures of different government department like Collectorate, RTO, Police, and more. “*Jawabdo* became the only digital platform where people can find all the information related to Government Schemes and Processes of Governmental Department and provided them assistance for the same. As per Mr. Agrawal, ‘we facilitated all the information about documents needed to be attached with the application, where to apply, reference website link, office/officer’s address, time limit for each task, Citizen Charter etc. along with relevant documents like blank forms, sample filled forms for free of cost.’ Also, at *Jawabdo*, people would be provided free advices on legal processes, as according to Mr. Agrawal, generally people bear because they were unaware or do not have right information of the legal process/procedures.

During the process of providing services to his clients, Mr. Agrawal had to visit the courts a lot. He started meeting lawyers, judges, legal experts and worked hard to understand this Indian Judiciary system from a layman’s

point of view. To his surprise he found out that the practicality of the legal system is not so daunting as it is portrayed to a common man. There are multiple ways in our legal system to solve small problems. He identified the steps taken by these lawyers to prolong the process which stretched the cases and these lawyers make money in the process.

This gave Mr. Agrawal an idea to take *Jawabdo* to the next level, rather than just giving the information *Jawabdo* would be providing the solutions to its clients. He identified many grounds on which the lawyers used to delay in justice, and he prepared briefs on how to remove these delays. Now instead of just giving the desired information Mr. Agrawal started planning to provide 'case management' services.

Mr. Agrawal revamped the model of *Jawabdo*. Now *Jawabdo*, besides providing a lot of free information like government departmental process /procedures, Government Schemes and Policies (Krishi Beema, Haldhar, Annapurna, etc.), information regarding the complaint authorities of RBI, SEBI, TRI, RERA, etc. and other key information to anyone who enters the website, also provided many paid services. Now, in *Jawabdo* website, one could create one's profile, filed a complaint online, filed an RTI appeal online, got various types of drafting done like affidavit, notices, power of attorney, etc. or find a lawyer too if you do not have one. Along with all this Mr. Agrawal also continued preliminary investigation work to understand judiciary sector, because 'mother of all the problems are judiciary and solution to all the problems are judiciary'.

5. Working Model of Compliance and Case Management:

For this he renovated the website of *Jawabdo*. Now online people also could join for compliance and cases management services like Civil Court, Criminal Court, Family Court, Consumer Forum, RBI Forum, Banking, and Insurance sectors activities, etc. Besides all these they also availed the services of *Jawabdo*, of not filing complaint but solving the issues affably. Mr. Agrawal philosophy is that fighting is not the solution of any problem, amicable settlement is solution of majority of problems.

Mr. Agrawal designed specific modules for specific problems. The first module provided specific information to the client. The fee charged was Rs. 99. Second module was to send a legal notice through lawyer and for the fee charged to the client was Rs. 499. It was observed that most of the cases were resolved when legal notices were served. The third module was to file a case and contest. *Jawabdo* charged a pre-decided amount out of the money won by the client against the compliance settlement/success.

Besides these modules, *Jawabdo* also used social media platform. The issue was floated on their social media page, bringing the two parties together to solve their problem amicably under *Jawabdo's* arbitration. This model became very popular where there were big companies involved. By the end of first year, more than 200 cases were registered through this platform and *Jawabdo* won several cases of compliance against renowned organization for their clients.

After getting this success, Mr. Agrawal now wanted to further expand their services by providing an application of *Jawabdo*. He also realised that as till now all his contents in his website was in English, it had its limitation. He wanted to reach rural places for which he had to develop his contents in Hindi too. But Mr. Agrawal fathomed that it going to cost him a lot. So, to minimize the expenses he decided to develop their technical skill for development of android based *Jawabdo* App and he himself learnt Social Media marketing. His technical arm designed templates (structure format) for each process and got approval from experts on one side, and on the other side Mr. Agrawal started the digital marketing of *Jawabdo* application. The App besides providing all the legal services also had the following salient features to make clients' legal requirements more organised. They were: *Case World*, where clients could store all their documents in digital format with high encryption; two *Vakil Dairy*, where the date and time of the case hearings were stored with reminder function; third *a link which enabled clients to connect through social media with single click*; and lastly *facility to change the lawyer*, if any lawyer delays the case or client is not finding the chosen lawyer competent for the case.

6. Promoting of *Jawabdo* :

Mr. Agrawal did research to pinpoint his targeted prospective clients. He found that there were so many people, who were facing lots of problems for their legal cases. Mr. Agrawal decided to target to those people who were situated in Indore and surrounding tier-3 towns having bigger cases where they can earn money and simultaneously expand his reach to rural places outside Indore where he can provide his services at very nominal charges and get justice for them, fulfilling his social responsibilities.

A marketing strategy was made targeting the rural market as there is a huge need of legal services. The results did not come as expected. The people in rural areas believed that the urban people are looters and unethical and they would always had some lawyer in their surroundings, a far-fetched relative, who would be the trusted one even if he did not know much about law and more often mess up with their cases in the judiciary. Mr. Agrawal faced operational losses due to this decision and slowly the loan amount vanished showing a failure of the concept.

Thus, he again focused on customers, in Indore and near towns, having paying capacity, smart phones, and were users of social media. He used platforms like Facebook, Instagram, LinkedIn, and YouTube by interstitial adverts, short

advertisements, Videos, etc. But he found two impediments in his planning, one he needs funds and secondly, he was finding difficult to reach to Tier III cities and below. Will Mr. Agrawal be able to come through and reach his goals?

7. Teaching Notes:

This case is suitable for undergraduates as well as postgraduates.

Objectives of the case

- To make students conversant with the idea of entrepreneurship.
- To give students an acumen about identifying opportunity (ies), entrepreneurial traits, characteristics, and skills.

Key Issues

- Importance of entrepreneurship environment, advancement, and understanding issues in setting of new business.
- Followings are the crucial issues involved:
 - Finding the right people at the start-up stage as per the expectation.
 - Creating a team of like-minded people, who are passionate and result oriented.
 - How to keep cost lower than acquiring a client smaller than value derived from that client.
 - How to keep the advantage the business model has and build the company.

Teaching approach and strategy

- The case may first be analysed at the individual level and then may be discussed at a group level. The recommended group size is 4-6 members.
- Participants may be asked to prepare a write up how an idea is converted into business and what initiatives taken to establishing a new business.
- For the discussion student can refer standard texts on entrepreneurship.

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