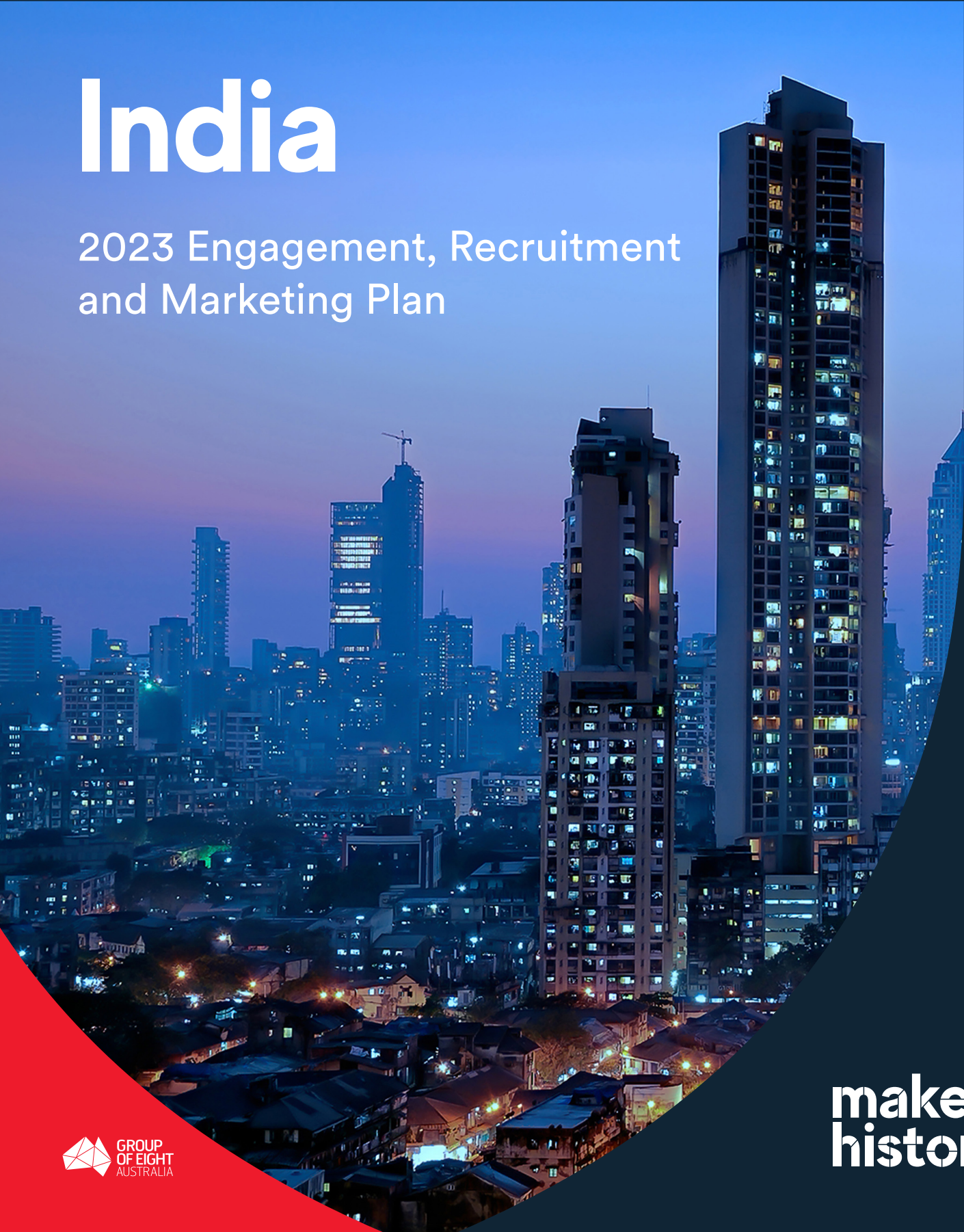




THE UNIVERSITY
of ADELAIDE

India

2023 Engagement, Recruitment
and Marketing Plan



1. Market Overview

India has traditionally been Australia's second largest source market, and in 2022 India surpassed China as South Australia's largest source market. This was due to a number of factors, including continued lockdowns in China, a significant number of international students based onshore transferring to South Australia seeking easier migration pathways, enrolling in programs offered by TAFE, Tier 2-3 institutions, and a number of low-cost private institutions in Adelaide. Programs in Nursing, Aged Care, Social Work, Accounting and other trade qualifications were the key drivers for this inter-state movement. Another important aspect for this surging growth has been a strong demand for return to face-to-face study. Although India's position as the top source market of South Australia is expected to be short term, growth from India is expected to be sound for 2023 and 2024.

India's fast growing middle-class is spending more on education, and the desire to work and settle abroad is driving students to consider overseas study options. Students and their parents are primarily drawn to overall prestige and ranking of institutions, with a major focus also on affordability and improved prospects of employment and residency.

Highly sought disciplines continue to be the same as pre-pandemic and include Construction & Infrastructure Management, Engineering, IT, Information Systems, Nursing, Pre-Work Experience MBA and Management. However there has been a significant rise in demand for Data Science, AI, Machine Learning, Business Analytics, Supply Chain and Logistic Management, FinTech, Advanced Manufacturing Technology, Pharmacy, Environment and Sustainability, Sports Management and Media, which is expected to grow.

Following the signing of the of the "Australia-India Comprehensive Economic Cooperation Agreement (AI-CECA)" (in April 2022), which came into force on 29 December 2022, there is a growing focus from Australian universities to engage and work with Indian institutions across all spectrums of the education landscape including collaborative research, transnational education (TNE) and

vocational and executive skills training.

India's National Education Policy (2020) which was formulated to support internationalisation of India's higher education system by focusing on international collaborations in areas of student and staff mobility, curriculum development, and co-delivery of qualifications by institutions from India and world top 500 universities. The Indian Government also recently announced the option for universities to be able to set-up satellite campuses. While not without challenges, there are opportunities for UoA to engage with select institutions (deemed and private universities) across curriculum design, capacity building (junior academics) and online delivery of modules to build profile and partnerships, which will enhance and expand the University's brand in India and also enable facilitation of a steady pipeline of students via articulation partnerships in the medium to long term. As per the University Grants Commission (UGC), a statutory body established under the Ministry of Education, the preferred models to explore are: Twinning Programs, Dual Degrees and mobility programs (Semester Abroad). The UGC has also indicated the pricing of degrees should be well considered before exploring any collaborations.

For UoA, India has grown from the being its 7th largest source market in 2019 to 2nd largest market in 2022. UoA's Indian student cohort is primarily recruited via education agents and in 2022, postgraduate coursework enrolments accounted for approximately 82%, whilst undergraduate enrolments accounted for approximately 18%. Although PGCW still remains the largest cohort from India, UG enrolments are starting to increase. This UG cohort is growing from applicants based in India, but also from applicants based in key countries in the Middle East (Bahrain, Kuwait, UAE). The University also receives up to 10% of its share of Indian students who are based onshore (Melbourne & Sydney) and pockets of South East Asia, including Singapore and Malaysia. In total, there were 408 student commencements from India in 2022, up from 241 student commencements the previous year.

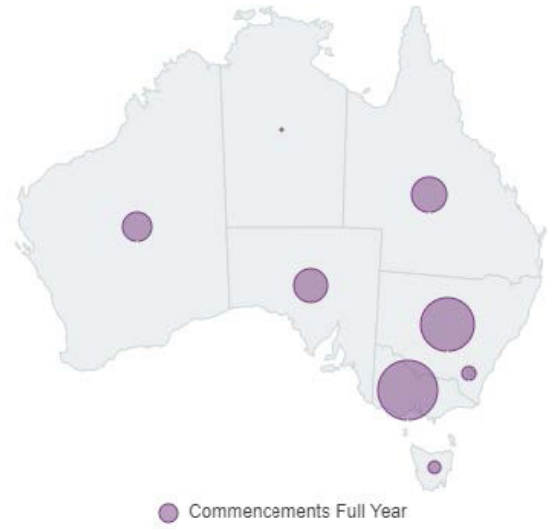
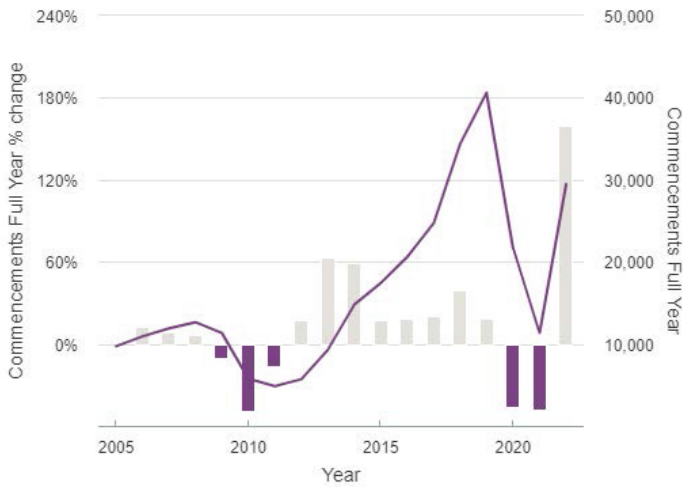
In 2022, UoA's achievements in the market included:

- The University's Indian student cohort came from across 30+ cities, covering more than 20 states and from cities across all 3 Tiers (Tier 1, 2 and 3).
- The University's focus on nurturing the secondary agent network in India, (comprising of agents with multiple offices across the country and handful of boutique agents), led to a 43% contribution of the total new student commencements from India, from <20% in 2021.
- The University saw <10 visa refusals and no notable retention issues from the Indian cohort recruited in 2022, when compared to pre-pandemic which saw major visa refusals (>30) and almost 40% of students withdrawing after the 1st semester, as a result of the strong GTE checks in place and vetting every applicant from India before progressing to the acceptance stage.

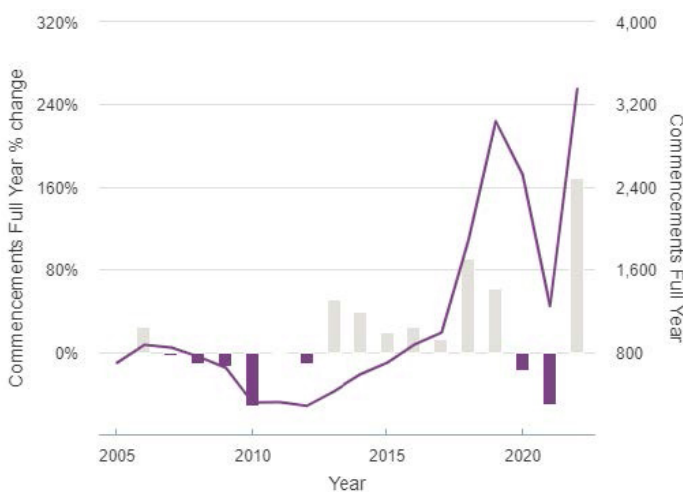
Based on the information available on the distribution of the Indian cohort at UoA i.e. students based in India and pockets of the Middle East only, and recruited directly into the University (not including Indian citizens based in South East Asia and Onshore and students recruited via UoAC and Eynesbury) was: ABLE (29.28%), HMS (4.96%) and SET (65.76%).

For UoA to increase brand awareness and holistically engage in India, development of a strategic network of partners is critical, including strong research collaboration with one or two institutions of eminence. Work on this is already underway through the India Market Development Plan. This will establish a platform for the University to engage in the long term with Indian companies who are keen to invest in technology and R&D capabilities, with a goal of developing sustainable and successful commercialisation models.

Higher Education Commencements from India (Australia wide & Gov + Non Gov)



Higher Education Commencements from India (South Australia wide & Gov + Non Gov)



*Source is Austrade's MIP Orbis Data

Universities across Australia's East Coast have increased focus and investment in developing or expanding existing research collaboration with Indian Institute of Technology's (IITs) and Indian Institute of Management's (IIMs) to develop Joint PhDs, and invest in Joint Research Centres with a primary focus on partnering

with industry in capacity building and commercialisation of research. In 2023 UoA will embark to rapidly accelerate the establishment of a portfolio of 10 institutional partners across India, including the initiation of Strategic Partnerships with two institutions of eminence.

The University's Future Students branch will continue to focus on expanding its reach by targeting students from across the length and breadth of the country, via agent-led recruitment, engagement with articulation partners and engaging with high schools across the country.

2022 full year commencements (Higher Ed), state wise breakdown

- Overall Australia (29,436)
- VIC (10,682) - NSW (8,438) - QLD (3,594) - SA (3,349) - WA (2,275) - ACT (511) - TAS (435) - NT (152)

Broader Engagement in India

UoA has an expanding profile in India, which currently includes establishing ten partnerships across the country that support diverse education and research initiatives. There have been 214 co-publications during the past three years with the top four research areas in geosciences, oncology, plant sciences and agronomy.

A strong industry partnership also exists with Tata Steel through the Australian Research Council Hub on Graphene for Advanced Manufacturing, as well as strong networks

with Indian Institute of Technology Kharagpur, the Indian Institute of Science, and the National Geophysical Research Institute.

A significant number of new partnerships in India will continue to progressed in 2023 with a focus on key Southern Indian states. Further discussions will be held with partners on support and events which continue to build UoA’s brand and research profile in market.

Priorities for Education Partnerships

- Anna Univeristy
- Amrita Vishwa Vidyapeetham
- Bharati Vidyapeeth Deemed University
- CEPT University
- Chandigarh University
- Cochin University of Science and Technology
- D Y Patil University
- Jain University
- Manipal Academy of Higher Education (MAHE)
- Narsee Monjee Institute of Management Studies (NMIMS)
- O.P. Jindal Global University

- Shanmugha Arts, Science, Technology & Research Academy (SASTRA)
- SRM Institute of Science & Technology
- Symbiosis International
- Vellore Institute of Technology
- Xavier Institute of Management and Entrepreneurship (XIME)

Priorities for Research Partnerships

- Indian Institute of Technology, Madras
- Indian Institute of Science, Bangalore
- Young IIT’s: Guwahati – Palakkad – Tiruchirappalli – Jodhpur

Table 1 – Key Market Information

Qualifications	Key UoA Programs (UG)	Key UoA Programs (PG)	Articulation Partners (with credit)	Key Agents
<ul style="list-style-type: none"> • Bachelor Degree from NOOSR Sec 1, 2 and 3 Universities • Central Board of Secondary Education (CBSE) – Year XII • Indian School Certificate Examination (ISC) – Year XII • Local State Boards – Year XII (from Maharashtra, Karnataka, Tamil Nadu, AP & Telangana) • IB • Cambridge A-Level 	<ul style="list-style-type: none"> • Business and Commerce • Computer Science & IT • Engineering (Civil) • Engineering (Electrical & Electronic) • Engineering (Mechanical) • Nursing • Science 	<ul style="list-style-type: none"> • Accounting & Finance • AI & Machine Learning • Architecture • Biotechnology (Biomedical) • Business Analytics • Computer Science • Construction Management • Data Science • Engineering • Global Food & Agribusiness • Marketing • MBA • Public Health 	<ul style="list-style-type: none"> • Manipal Academy of Higher Education (MAHE) – ICAS • OP Jindal Global University <p>Anticipating to be finalised by end of Q1, 2023:</p> <ul style="list-style-type: none"> • OP Jindal (Architecture) • Symbiosis (Biotechnology) • VIT (Engineering) 	<p>Primary</p> <ul style="list-style-type: none"> • IDP Education <p>Secondary</p> <ul style="list-style-type: none"> • Abe Services • AECC Global • BEC Global • Global Reach • KC Overseas (HO) • Trans Globe

2. Targets

Grow Commencing Student Numbers from 408 in 2022 to 600 in 2025.

- Engaging across the length and breadth of India, strengthening relationships with agents and provide recurring touchpoints (minimum once a quarter) across 40 targeted cities to enhance business-to-business cooperation and grow student application pipelines with a strong focus on conversion.
- Continue supporting and investing to strengthen the secondary agent network – continue with the individual account manager to ensure priority service delivery and actively engaging staff and conducting individual or group student counselling sessions with an aim to ensure 40% of overall student commencements from India are from the Secondary Agent Network.
- Continue engaging via the agent specific WhatsApp group to provide first-hand support, share program updates, action follow-up requests (offers & CoEs) etc.
- Conducting quarterly refresher training and counsellor connect sessions to ensure the UoA is part of top recall at the initial counselling session.
- “Attracting Global Talent” session – agent specific conversion activity for offer holders who have been awarded a 30% Global Citizens Scholarship (GCS).
- Communicating, collaborating and supporting agents with digital advertising packages to promote the strength of the University and drive future student growth in acceptances.
- Giving support to initiatives organised by Austrade and partner institutions to enhance brand visibility.
- Work with the Future Student Experience team to organise follow-up campaigns – EDM and connect with Student Ambassadors.
- Conducting program-specific workshops with offer holders to assist with conversions and those in the initial stages of the decision-making process. Areas of focus include AI & Machine Learning, Data Science, Computer Science (UG & PG), Engineering (UG & PG), Business Analytics, and Biotechnology (Biomedical), Global Good & Agribusiness, Nursing, and Public Health.
- Conducting virtual employability workshops for offer holders with support from Careers, Faculty Early Career Researchers & StudyAdelaide (also involve students that have just graduated and secured employment in Adelaide).
- Collaborating with multiple internal and external stakeholders to celebrate “Diwali” and showcasing a sense of belonging to agents and future students through recurring agent communication. 2022 Diwali celebration on campus saw over 400 attendees. Given a bigger intake of students will be seen from India, Nepal and Sri Lanka, it is anticipated that the 2023 celebration will see an increase from the 2022 numbers.
- Engaging local diaspora and sponsor key events to build community engagement and facilitate people to people connection as per the India Market Development Plan.
- Delivering tailored career development workshops targeting UG Indian students in areas of STEM (including targeting students at partner institutions currently in the early cycle of their academic program).
- Maintaining diversity of disciplines amongst students from India and continue sustaining and growing applications and acceptances for all three faculties. However, given the market demands, SET will comprise of 60% of the market share, followed by ABLE (35%) and HMS (5%).

- Delivering acquisition initiatives with a focus on increasing consideration, driving applications, and encouraging acceptances.

Develop a Strategic Network of University Partners

With a focus on institutes in the South and West of India (Maharashtra, Karnataka, Kerala and Tamil Nadu):

- Building a network of ten partnerships by the end of 2023, initially adding 15 commencing students per year via credit transfer/articulation in 2024 and growing to 50 by 2026.
- Engaging with partner institutions to support channel diversification and new revenue streams:
 - Potential initiatives could include mentoring students at partner universities on developing entrepreneurial capabilities and developing research performance capabilities (creating an avenue to undertake research in their formative years of UG studies).
 - Offer customised career enhancement and employability workshops with a certification of award and the opportunity to become peer mentors, volunteer for O-week, participate in student sessions etc.
- Undertaking Senior Executive Mission to India in Q1 2023 supported by faculties, to further accelerate the expansion of new and existing partnerships. Focus on key Southern Indian states.
- Exploring potential new product development, including vertically integrated pathways (involving both undergraduate and postgraduate) such as 3+2 arrangements in areas of Business Analytics, MBA, Data Science, Biotechnology, Computer Science, Engineering (3+1+2).
- Jointly exploring grant and fundings opportunities such as the Australia India Research Students (AIRS) Fellowship Program.

- Developing strategic research collaboration with one or two institutions of eminence with a goal of developing collaborative research training or joint PhDs and a program of research initiatives. These partnerships will also present an opportunity to engage with industry in capacity building and commercialisation of research in the long-term.
- Targeting 7-10 MoUs to be signed in 2023 with institutions which will be developed into new articulation partnerships.

Strengthen Brand Awareness

- Continued promotion of unique selling points: top 100 global university located in the heart of one of Australia's most liveable cities across all communication touch points such as print and digital.

- Leveraging recent international market research and benchmark insights and findings, to inform a customer-centric marketing approach including campaigns channel selection, creative, messaging and onsite experiences that reflect a more relevant and meaningful customer journey resulting in improved engagement and conversion across the purchase funnel.
- Monitoring performance of the recently international website uplift to continuously test and learn, and optimise the on-site experience for Indian and other international visitors.
- Developing acquisition marketing initiatives guided by the recent Edified pricing strategy research and the rankings and reputation project, including but not limited to:
 - Creation of rich content inclusive of student testimonials, student and campus experiences
 - On-site testing and experimentation
 - Website content updates
 - Refreshing the suite of publications

- Implementing analytics on StudyLink to better understand channel attribution and effectiveness to optimise media buy for greater results.
- Developing Indian future student personas to understand market nuances.
- Working closely with StudyAdelaide to align to their new destination narrative and upcoming marketing campaigns to maximise impact of share of voice.
- Developing and maintaining market specific informative flyers, Power Point presentations and other marketing collateral.
- Promoting significant cultural celebrations such as Holi, Independence Day, Diwali, and Dussehra.

3. Key Activities

Month	Activity	Target	Attendee
Year Round	Key Agent Office Visits – Physical and/or Virtual (35+ cities) Jammu & Kashmir, Amritsar, Jalandhar, Ludhiana, Chandigarh, New Delhi, Gurgaon, Noida, Lucknow, Dehradun, Kolkata, Guwahati, Siliguri, Ahmedabad, Vadodara, Surat, Rajkot, Indore, Bhopal, Mumbai, Thane, Pune, Nagur, Bangalore, Mangalore, Mysore, Manipal, Hubli, Hyderabad, Vijayawada, Vizag, Chennai, Coimbatore, Kochi, Trivandrum, Kottayam, Thrissur, Pondicherry.	Application Conversion	Recruitment
Year Round	StudyAdelaide Mega Famil 2023 (Agent Partner Familiarisation Program)	Brand building Application	Recruitment
Quarterly	UoA Information and Interview Session	Application Conversion	Recruitment
Quarterly	Attracting Global Talent Session	Conversion	Recruitment
Quarterly	Catch-Up Coffee – IDP Destination Managers & Key Business Drivers	Relationship Top Recall	Recruitment
Bi-Monthly	Meet & Greet – Key & Secondary Agents across Top 10 cities	Relationship Application Conversion	Recruitment
Jan	Pre-Departure Session S1 / T2	Engagement	Recruitment, ISS, Accommodation, Careers & StudyAdelaide
Jan	Agent Reviews – Target Allocation and Performance Review	Relationship	Recruitment
Jan - Feb	Australia Education Road Show by IDP (30 cities)	Application – T2,S2,T3	Recruitment

3. Key Activities (continued)

Month	Activity	Target	Attendee
Jan - Feb	Education Fairs by Agents AECC Global, Edwise International, Global Reach, KC Overseas, Trans Globe	Application – T2,S2,T3	Recruitment
Feb	Attendance QS Summit, India	Relationship Engagement	GE Recruitment
Feb	Student Information Session with MAHE ICAS	Engagement	Recruitment GE
Feb	Study Adelaide – Delegation to India	Relationship Engagement	Recruitment
Feb	JGU Student Information Session	Engagement	GE Recruitment
Feb	Partner University (Articulation) Meetings to plan further 2023 recruitment and engagement activities	Application Relationships Engagement	GE Recruitment
Feb	Agent Digital Marketing Package	Brand	Recruitment Marketing
Mar	Senior Executive Mission to India	Relationship Engagement	GE Recruitment
Apr	Bi-Annual University Partner Meetings	Engagement	GE Recruitment
Apr	In-Country Staff Visit	Relationship Engagement	Recruitment
Apr - May	Australia Admissions Day by IDP (30 cities)	Conversion – S2,T3	Recruitment
Apr - May	Global and Australia Education Expo by Agents AECC Global, Edwise International,	Conversion – S2,T3	Recruitment
May	Agent Workshop	Relationship Application Conversion	Recruitment Faculty (ABLE)
Jun	Pre-Departure Session S2 / T3	Engagement Conversion	Recruitment, ISS, Accommodation, Careers & StudyAdelaide
Jul - Aug	Information Session for new partner's students (VIT & Symbiosis) - Tentative	Engagement Application	GE Recruitment Faculty
Aug	Information Session, Agents Awards & Dinner	Engagement	Recruitment
Aug	Agent Reviews – Target Allocation and Performance Review	Relationship	Recruitment
Aug - Sep	Australia Education Road Show by IDP (30 cities)	Application - T1 & S1 2024	Recruitment
Aug - Sep	Education Fairs by Agents AECC Global, Edwise International, , Global Reach	Application - T1 & S1 2024	Recruitment
Sep	Student Information Session with MAHE ICAS	Engagement	Recruitment GE Faculty
Sep	Bi-Annual University Partner Meetings	Engagement	GE Recruitment
Oct - Nov	Australia Admissions Day by IDP (35 cities)	Conversion - T1 & S1 2024	Recruitment
Oct - Nov	Global and Australia Education Expo by Agents AECC Global, Edwise International, Global Reach	Conversion - T1 & S1 2024	Recruitment
Oct	On-Campus UoA Diwali Celebration	Engagement	Recruitment
Nov	Agent Workshop	Relationship Application Conversion	Recruitment Faculty (ABLE & SET)
Dec	Pre-Departure Session T1 / S1	Engagement Conversion	Recruitment, ISS, Accommodation, Careers & StudyAdelaide

4. Collaboration with Faculties

Establishing UoA as a strong and progressive research-intensive university in India and enhancing student recruitment outcomes will require collaboration from across central and faculty teams.

- As part of the long term and sustainable engagement with India, offer support to co-supervise junior academic staff at partner institutions which will lay the foundation for further research

collaboration, commercialisation and also develop a channel for student recruitment directly from those institutions.

- Delivering masterclass and quarterly webinars to students from partner institutions (virtual sessions).
- Delivering product specific training to agents and attend conversion webinars with current offer holders.

- Attending meetings with identified articulation partners to discuss credit transfer arrangements and support establishment of new articulation programs catering to the India market.
- Attending Global Engagement and Future Students market briefings and WIP updates on UoA progress in India.
- Attending Indian delegation visits.

5. Key Contacts

Recruitment

[Mr Nischint Vora](#)
Regional Manager
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Future Students

Partnerships

[Mr Daniel Tackage](#)
Global Partnerships Manager,
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Marketing

[Ms Belinda Fordham](#)
Marketing Manager, International
Marketing

Raja Mandava

Bachelor of Engineering
(Honours) (Mechatronic)
and Bachelor of
Mathematical and
Computer Sciences
(Computer Science
Major)



Joining the University of Adelaide was one of the best decisions of my life, it is accessible and in the hub of many activities. The University has paved me a journey to learn about myself, my passions, and my capabilities. It has also given a room to develop many soft and hard skills that will be beneficial for my career pathway. Many opportunities exist in the university such as hackathons, seminars, scholarships, and services and all of this will help to guide you to the destination you want to reach. Exploring and understanding the many industries is crucial for students to determine their career prospects and the university offers that and provides a platform to network with many professionals in such industries for you to connect and achieve mentorship, clarity or even career opportunities. All in all being an undergraduate provided me life lessons I wish to carry throughout my life.