



Transforming 'our thought process' on how we recruit International Students.

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The old ways of doing things are over

“Innovate and transform to remain relevant.”

If you are not adapting your business model to do things better and cheaper.

If you are insisting on holding on to the old ways of doing things,
and not using technology, data and analytics to optimize your business processes and operations,
You will quickly become a business that 'once was'.

This has happened in many sectors.

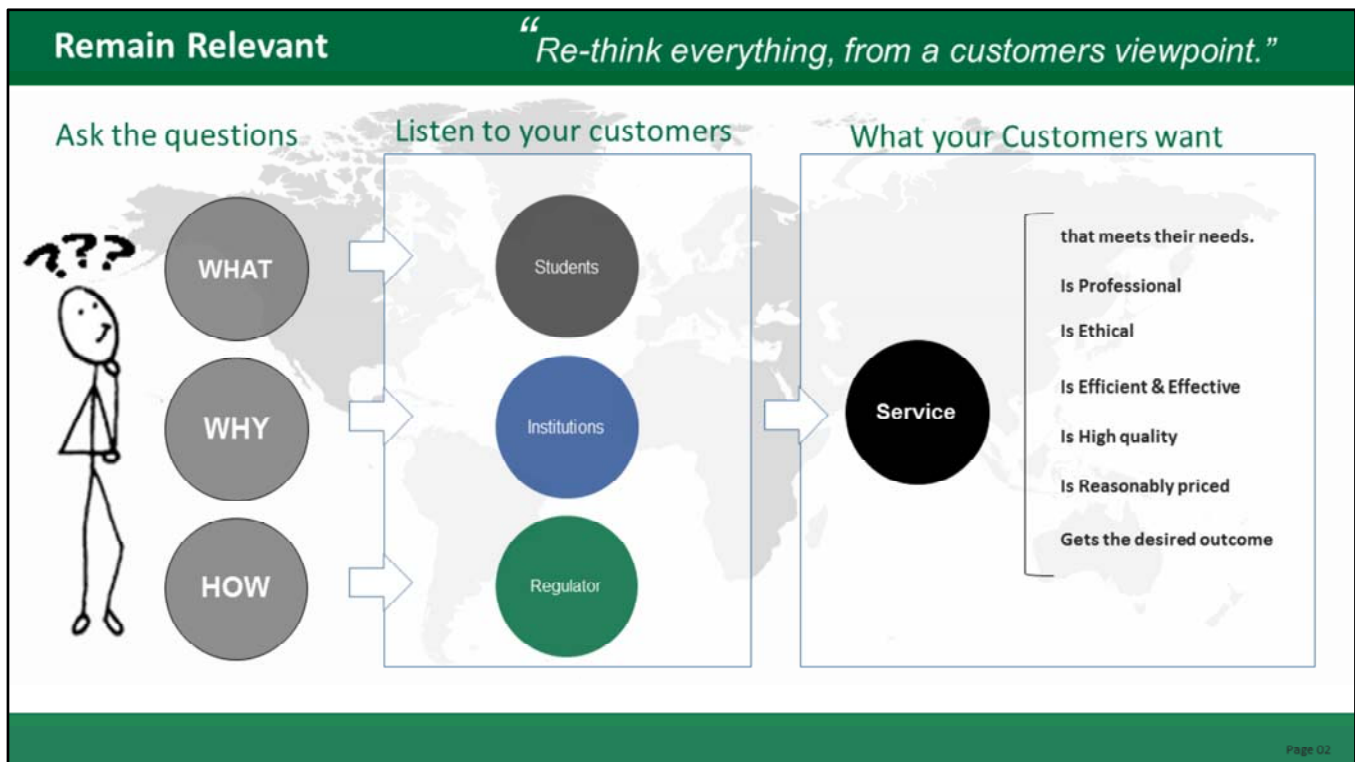
Are you heading towards a 'once was'?

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A Business, today needs to innovate and transform the way it does things to remain relevant.

If you're not adapting your business model to do things cheaper and better; -If you're not adopting technology, using data and analytics to better understand your customer, -- and to optimise your operations. Then you are heading to become a business that 'once was'!

'John once had a great business, but he just didn't see the signs, he didn't innovate and change with the market to compete. By the time he realised that he needed to change. - It was all too late!.



The process of 'change' to remain relevant means,- that you need to think differently. You need to step out from your comfort zone, your business -and put yourself in your Customers position.

Are you meeting their Needs? Are you Listening to them? Are you truly giving them the service they desire and, are you doing this at the right cost?

Or are they just using your business – **because they don't have a viable alternative?**

The first step towards **positive innovation** is to Ask: the What, Why and How. **WHAT** do they want, **WHY** do they want it, and **HOW** do they want it?

Do this from all your Customers viewpoints. That is, **Future students, Institution** and the **Regulator**. -Yes, the Regulator needs to be seen as a Customer and they need to be satisfied in the same way you strive to satisfy your students and institutions!

When you ask the What, Why and How. 2 things will emerge.

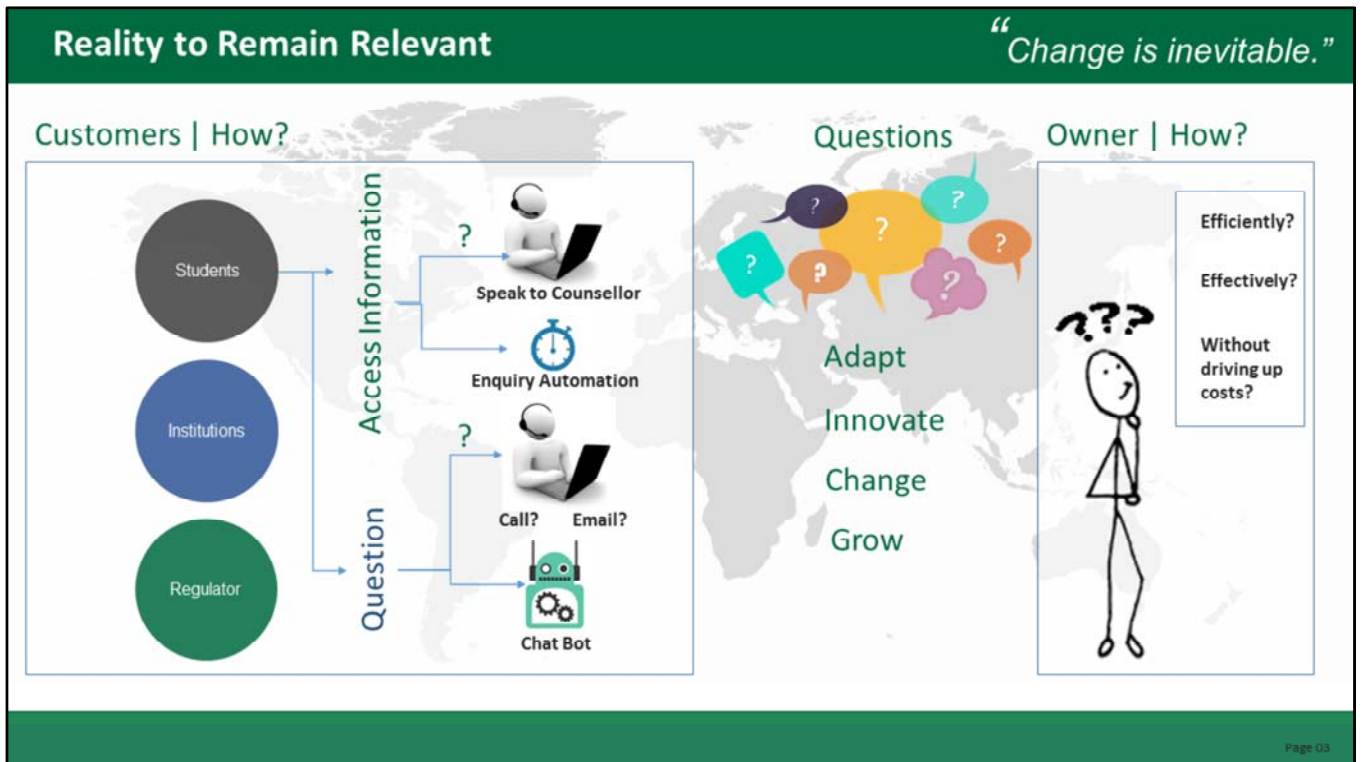
1-They all actually want the same thing. They WANT a good service... that meets their needs, which is professional, ethical, efficient, effective, high quality offered at a reasonably competitive price that gets them the OUTCOME. Of course the outcome varies per customer.

A **student** wants end-to-end streamlined service and get into the **right** school at the **right** price.

The **Institution** wants the 'right student' and more of them, without compromising on quality and without paying too much commission.

The **regulator** wants Happy students, Happy institutions that have been recruited through ethical practices.

And the **2nd** thing that will emerge is, What YOU will need to 'CHANGE' to meet their needs. BECAUSE if you don't, some other person will give them the Choice!



The key to remaining relevant and sustaining a business OR catapulting growth to a new level, comes through **Change**.

It comes from **understanding your customers** and, importantly **HOW they want** the service to be delivered, and **HOW** and **WHEN they wish** to interact with YOU.

A STUDENT for example... ‘Do they need to speak with You to get relevant information? Or.. Can this be obtained through an simple enquiry automation process?... If they have a question ‘ are they forced to call you?, are they forced to email you ?... OR can they jump online and interact with a AI driven chat-bot to get certain information OR prioritise a callback if needed?’

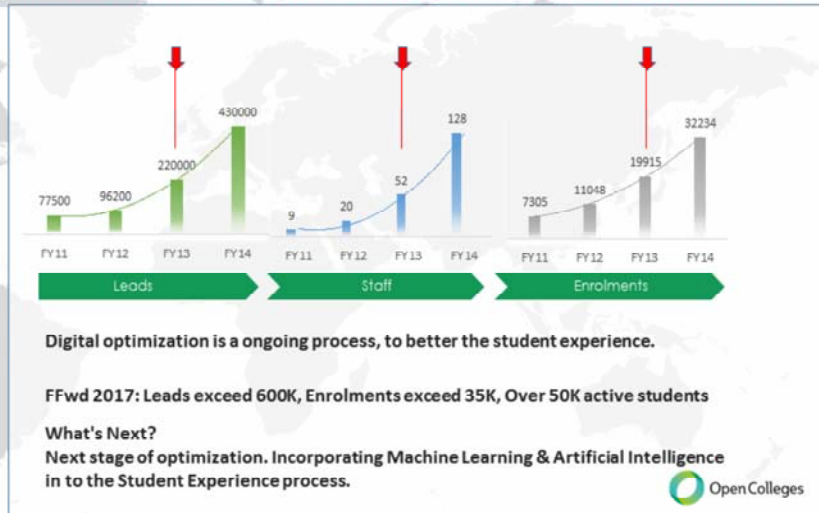
If they wish to apply to a University or a program of **THEIR choice**.. Is your application process, document control system secure and streamlined? -Can the applicant access a dashboard to see their application progress? Or do they need to chase you up to get an update?... Are the service fees transparent?

There are 100’s of questions that need to be asked, -and honestly answered.... to ADAPT, INNOVATE AND DRIVE CHANGE and GROW.

But YOU as the business owner also need to ASK – HOW can YOU do all this as efficiently, effectively without driving up costs.



Result of transformative change on student recruitment



This slide represents only one segment of the business. Innovation happens equally in all divisions.

Change is never an easy process – but it is necessary!

Even though there are many parts to the innovation process. It comes down to **Technology and People**. That is, -the use of Technology to streamline how we do things, and -The adoption of the 'new way' by People and staff.

I'm not going to go into details. As the **purpose** of this presentation is **to provoke and stimulate your thought process**.

But I want to show you, and give you a real example of the impact of **transformative innovation** in the customer acquisition process during the earlier years of Open Colleges.

< see chart >

Guess when the transformative innovation process took place? Led to 'Double and triple digital growth'

TODAY, Technology and innovation is BAU (Business-As-Usual). Optimisation is a on going process, the People see this as a NORM!. ... AND that's how it should be!

To further the customer experience, we are now exploring the use of Machine Learning and AI (Artificial Intelligence) in the customer and learner experience process. With the intention of doing thing better and more effectively.

Adaptability

“Capability must be scalable.”

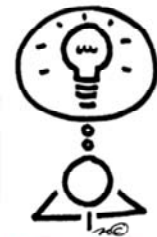
Accessing capability for International student recruitment



Technology allows

Rapid access to new markets (24 hrs)

Rapid setup of offshore contact center capability (under 3 days)



Capability

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Once the business has adopted technology, understands how to use data – then **Testing** and **Accessing** new markets for customer acquisition is an easy process.

Even though the international strategy of Open Colleges is very new, launched early 2016. A D2C ‘direct access trial’ in 2016, has brought in 100’s of new international students from across the globe -that are currently enrolled, studying and progressing through their online courses. Students now span 52 countries across the globe.

The capability, that is created through the use technology, -now gives Open Colleges the ability to test a new market within 24 hours. It allows the business to Understand market viability and determine IF it should pursue and expand capabilities and resources to this market.

The capability allows the setting up of a **offshore contact center** in less than 3 days!. With full bells and whistles.

What next

“the industry is ripe for disruption.”

Different business models ?

Online
Vs
OnCampus

But, only at process level.

Adaptable Technology

Access the same markets

Access the same customer

The customer acquisition process, in fact is quite similar or in most instances the same

Future Agent Model

There is NO Robo-Agent



The Tech Savvy Agent

Will Innovate and give customers
What they want
When they want it
How they want it
At a better price
No sacrifice in Quality

Students
More demanding. Smarter & digital savvy. <u>WANT</u> more for less \$
Institutions
Reviewing their cost structures. Eroding margins. <u>WANT</u> same or more for less \$
Regulator
Reviewing recruitment practices. Prevent tarnishing of 'Brand Australia'. <u>WANT</u> to ensure students are being recruited through ethical practices

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Even though Open Colleges has a very different business model, -being online, compared to on campus providers.

However if you think about it - from a customer acquisition point-of-view -we are actually accessing the same market,... the same future student!

Around 50% of our International enquiries don't want to study online, -BUT want to come to Australia and study here.

So, how difficult would it be, to transform my business model, OR create a separate instance..... and compete as an Agent, in International Student Recruitment?

All that will need to do is some adaptation to suit the Agency model,..... access skilled resources to handle visa applications and others. ... and ... I'll be on my way.

So, What's the future Agent model?

There is NO Robo-Agent! Unless we are talking about the highly stressed-out and overworked agent trying their hardest to meet their KPIs.!

However, there is the tech-savvy Agent that will come to the market with a new operating model that includes **Human Assisted Machine Learning**. Giving the customers what they want, when they want and how they want it at much cost effective way. With no sacrifice on Quality and Compliance. This new Business model without knowing will disrupt the current

international students model, as we currently know it.

Market factors often dictate opportunities. Opportunities drive innovation. Innovation drives disruption!.

You just need to look at a few market factors..... To better understand where the market is at right now, and why its ripe for disruption.

-Consumers are becoming more demanding. They are smarter and digital savvy. 'They want more for less'.

-Institutions are reviewing their cost structures in light of eroding margins. 'They want to get the same or more for less'.

-Regulator is turning their attention on international recruitment practices to prevent tarnishing of the 'Brand Australia'. Which is expected to contribute in excess of \$33 billion by 2025 to export earnings.

Something to think about!

*” Without action,
you’re not going anywhere.*

- Gandhi



Questions?