



Shaping the Future

**Agent Management –
The Navitas Model**

7 October 2015





Some brief facts about Navitas

- **Navitas** is a publicly listed company with more than 120 colleges and campuses across its global network
- Navitas is very reliant on education agents
- A global agent management strategy is crucial in managing hundreds of agents in over 75 countries



3 good reasons for having an effective agent management strategy:

- 1) **Compliance requirement**
- 2) **Ethical considerations**
- 3) **Business imperatives**



Standard 4 of the National Code

Registered providers take all reasonable measures to use education agents that have an appropriate knowledge and understanding of the Australian international education industry and do not use education agents who are dishonest or lack integrity.

Key requirements of Standard 4

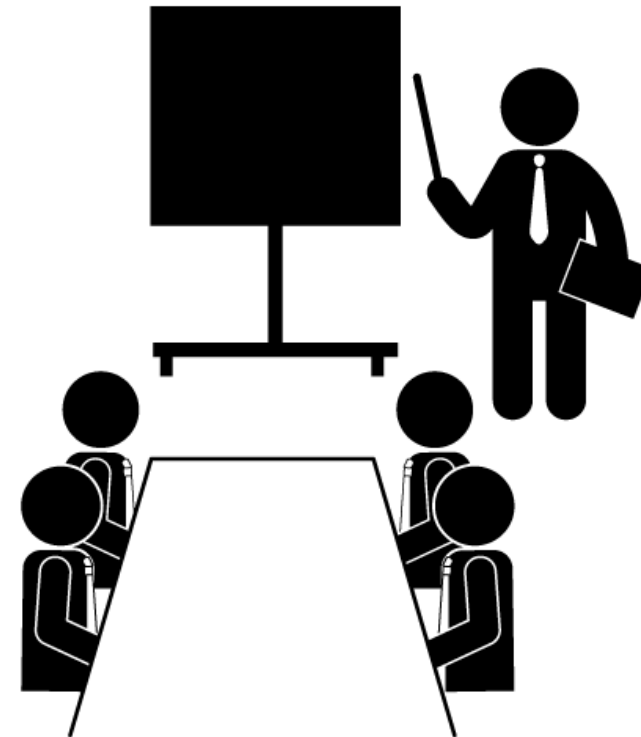
The registered provider:

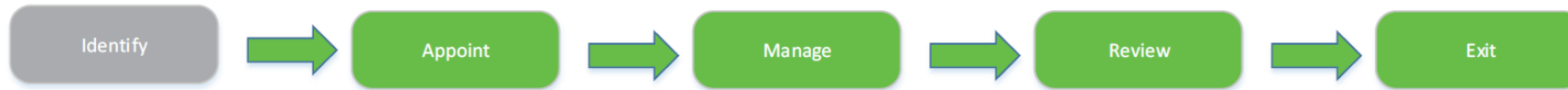
- must enter into a contract with each agent
- must not accept students from an agent if it knows or reasonably suspects an agent is:
 - engaged in dishonest practices
 - facilitating non compliance with visa conditions
 - using PRISMS to create COE's for non-bona fide students
 - providing immigration advice where not authorized to do so
- must terminate agent agreement if become aware or reasonably suspect breach
- must take immediate corrective and preventative action



The Navitas Agent Management Strategy

- **Identify**
- **Appoint**
- **Manage**
- **Review**
- **Exit (when necessary)**



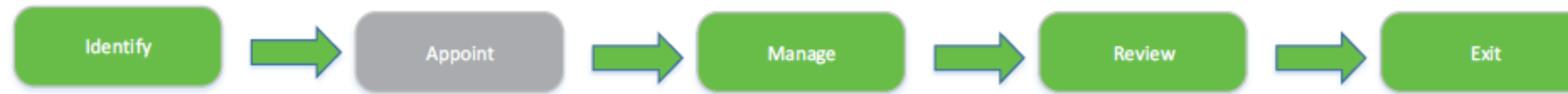


Criteria for appointment

Identification of potential agents by Regional Office or college is based on:

- Market alignment
- Agent alignment
- Student needs

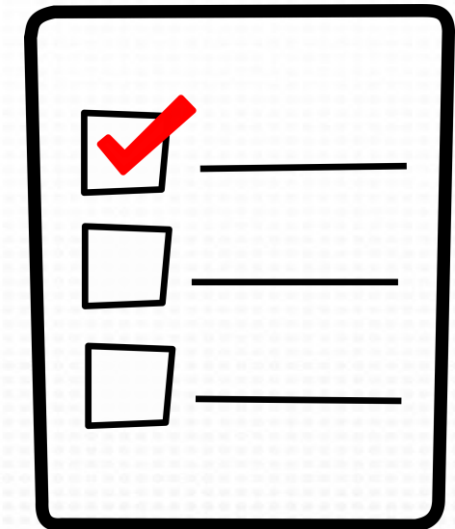


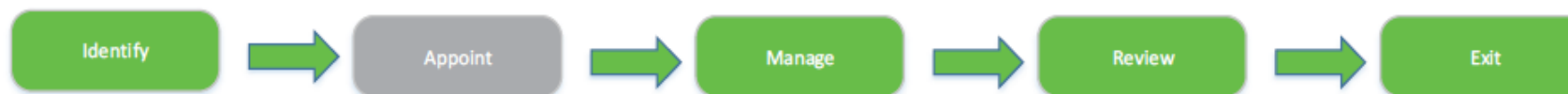


Formal Application process

Central to Navitas strategy with appointment based on:

- due diligence and screening
- A prospective agent's knowledge of the education industry and evidence of formal qualifications or memberships
- A prospective agent's knowledge of their target market, the services they offer, their proposed in-market strategies, use of sub-agents etc

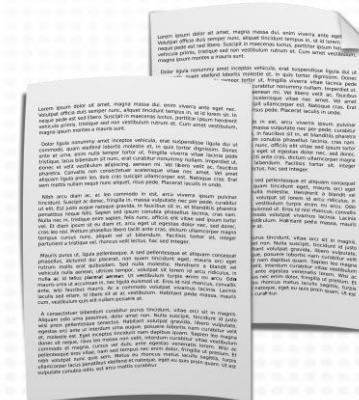


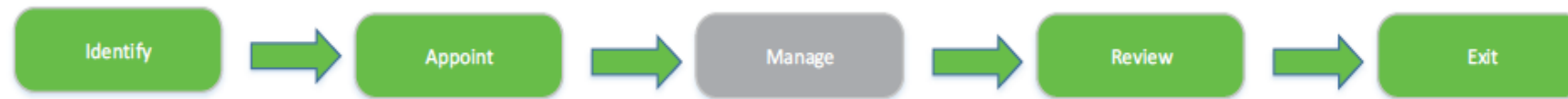


The Contract

Key clauses included concerning:

- Service provisions
- Commission structures, marketing support and other incentives
- Duration
- Termination clauses
- Legal requirements
- Basic contractual concerns
- Conditions for renewal





Effective management requires regular contact

- Initial and ongoing training of counsellors
- visits to agent offices and/or participation in recruitment events
- familiarisation visits to college, attendance at functions
- Discussion of issues relating to recruitment, admissions and student feedback
- Monitoring of performance



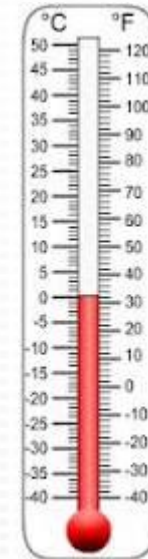


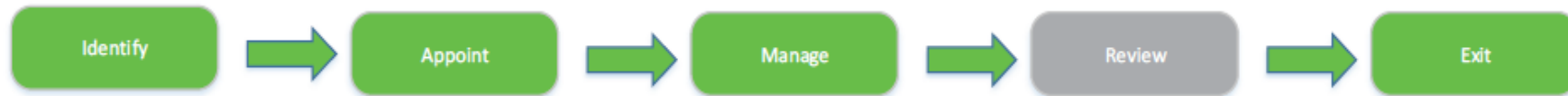
Formal review of agent performance

- Navitas Group Marketing conducts mid-term and end-of-term reviews of each agent

Mid-term Review

- Discussions re performance
- Agents formally advised of any areas of non-compliance.
- Corrective or preventative actions taken or termination depending on severity





End of Term Review

Decision to renew or not based on End of Term review of:

- Compliance with Navitas Agent Agreement
- Number of students recruited
- Conversion rate of applications to offers
- Offers to enrolments and number of visa refusals
- Feedback from Regional Office and local Marketing Managers
- Feedback from students or third parties
- Quality of information provided to students
- Responses received from agent





Termination of Contract

Grounds for initiating termination of an agent contract include:

- Having engaged in dishonest practices
- Facilitating the enrolment of students who are not GTE's or who have not complied with visa requirements
- Providing immigration advice when not authorized to do so
- Being negligent, careless or incompetent or engaging in misleading or unethical practices



Following termination of an agent contract by Navitas Group Marketing:

- Formal letter issued re cancellation or decision to not renew Navitas Agent Agreement
- Navitas Business Units, DIBP, Austrade etc notified



Summary

- The vast majority of agents are ethical
- The operations of a very small minority can damage the reputation of the industry
- Breaches can result in sanctions against a provider, threatening its livelihood
- It is in every provider's interests to ensure that we each have a robust framework for managing our agents



