



## **STRATEGIC PLAN 2020 - 2023**

**(INCLUDES OPERATIONAL AND MARKETING  
PLANS FOR FY2020)**

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## VISION

NEAS is the Global Leader in Quality Assurance for the English Language Teaching Community.

## MISSION

We advance education by providing quality assurance services for everyone in the English Language Teaching community.

## OBJECTS

NEAS:

- Advances education, and cultural development in the global community by offering awards to individuals and organisations for recognition of their commitment to quality in English Language Teaching;
- Conducts a global, autonomous, industry-based, independent and specialist Quality Endorsement system for English Language Teaching Centres;
- Provides advice to appropriate governmental and regulatory authorities on all matters related to Quality Assurance in English Language Teaching;
- Supports the achievement of quality outcomes for English Language Teaching globally through professional development, benchmarking and research activities.

## KEY STRATEGIC FOCUS for FY2023

- **2023: 3 x 3 x 3**
- **3-year plan, three major strategic activities**
- **300 thousand dollars in research, corporate partnerships, fundraising and grants**
- **3000 members**

## 3-YEAR PLAN, 3 MAJOR GOALS

WHAT

- A. Position and platform NEAS for sustainable growth.
- B. Leverage NEAS Brand to extend services to a wider English Language Teaching Community.

- C. Support professionalisation of the English Language Teaching Community.

## HOW

- A. Increase Australian market share for ELT endorsement from 50% to 70%.
- B. Increase NEAS brand traction in ASEAN market for ELT endorsement .
- C. Develop alternate revenue streams with parallel products and services to increase Associate Membership to 3,000 individuals.

# NEAS GROWTH STRATEGY #1: ADVANCING AUSTRALIAN ELT

2023 Target: Increase Australian market share for ELT endorsement from 50% to 70%

1. **Increase potential providers in Australia by offering quality endorsement services to a wider ELT community, including VET, Foundation Studies, Short Term Programs, Professional Year Programs and AMEP programs.**
2. **Increase pipeline conversion rate by implementing an enhanced CRM**
3. **Increase brand recognition through an assertive and bold marketing and stakeholder engagement strategy**

## Parameters

**Product Cost:** \$4,550 pa (new applications = \$5,950)

**Upsell Opportunity:** Premium Products = \$990 per product pa.

**Sales Margin on Product:** 53%

**Investment Cost (3yrs): \$744K**

**Revenue Target (3yrs): \$1,614K**

## Milestones

### **FY2020: Achieve budget targets and operational plan**

- Design and deliver strategic plan, operational plan and stakeholder communications plan.
- Stage Q1 and Q2 FY2020 to achieve strategic and operational targets for Q3 and Q4 FY2020.
- Research and plan pipeline for FY2021-2023 Strategy.

### **FY2021: Redefine pipeline to extend potential centres and improve efficiencies on endorsement process**

- Diversify endorsement to all non-AQF programs (foundation studies, high school preparation, test centre preparation, professional year programs, AMEP, online, ELT qualifications and exchange) to increase potential market to total of 500.
- Build capacity for extension to non-Sydney, non-NSW and non-capital providers.
- Add more support to speed up endorsement process from 3-month average to 45-day average
- 50% of 500 (**250 centres**) endorsed
- NEAS Management Conference 2021 to be held in Melbourne.

### **FY2022: Campaign to raise awareness and increase endorsement of regional centres outside of Sydney**

- Build on Sydney strength to increase engagement with regional and other state centres through appointment of Regional Managers in Brisbane and Melbourne.
- 60% of 500 (**300 centres**) endorsed
- NEAS Management Conference 2022 to be held in Sydney

### **FY2023: Build value and further additional add-ons for endorsement process**

- Build brand recognition through funds for awards and scholarships for teachers and managers through development of DGR tax status as charity
- 70% of 500 (**350 centres**) endorsed
- NEAS Management Conference 2023 to be held in Brisbane



**Project Owner: BDM**

# NEAS GROWTH STRATEGY #2: ADVANCING INTERNATIONAL ELT

2023 Target: Increase NEAS brand traction in ASEAN market for ELT endorsement

1. **Identify and approach top three English language chain schools in Malaysia, Thailand, Indonesia, Philippines and Vietnam.**
2. **Identify and approach key peak body for English Language Teaching in each country to offer support for long term development of location-specific standards**
3. **Identify and approach top three Australian transnational education providers operating in each country and offer endorsement**
4. **Engage Austrade posts collectively with inclusive global vision.**

## Parameters

**Product Cost:** \$4,550 pa

**Upsell Opportunity:** Premium Products = \$990 per product pa. Consultancy services. Volume endorsement.

**Sales Margin on Product:** 10%

**Investment Cost (3yrs): \$262K**

**Revenue Target (3yrs): \$601K**

## Targets

**FY2020: Achieve budget targets and operational plan**

- Design and deliver strategic plan, operational plan and stakeholder communications plan.
- Stage Q1 and Q2 FY2020 to achieve strategic and operational targets for Q3 and Q4 FY2020.
- Research and design Pipeline FY2021-2023 Strategy.

**FY2021: Identify and approach top three English language chain schools in Malaysia, Thailand, Indonesia, Philippines and Vietnam**

- Engage Austrade, Bonard or Deloitte or similar to provide market analysis of ASEAN top English language chain schools
- Research with Universities Australia to contact 22 Australian University offshore campuses
- Identify key TESOL conferences in ASEAN and Asia Pacific to build brand traction through presentations / sponsorship – CamTESOL (Cambodia)
- Conduct workshops and training with current NEAS endorsed international centres in Thailand (Mahidol University), Malaysia (ELS) and Indonesia (IALF)
- Engage Bonard to conduct a deep research on the Philippines to see state of schools and progress with English Philippines.
- Attend TESOL conference or similar in Philippines.
- Meet directly and endorse 70% of current pipeline (**12 new members / 59 centres**)

**FY2022: Identify and approach top five Australian transnational education providers operating in each country and offer endorsement**

- Engage Austrade, Bonard, Deloitte or similar to research 22 Australian University offshore campuses for English Language Teaching or parallel products and services.
- Conduct training with teachers and staff of offshore campuses and develop “hub and spoke” model with new Australian members.
- Endorse 50% of offshore pipeline for transnational (**11 new members**)



**FY2023: Identify and approach key peak body for English Language Teaching in each country to offer support for long-term development of location-specific standards**

- Identify a peak body in ASEAN countries to act as key partner for development and maintenance of NEAS standards in region (English Malaysia, English Philippines, TEFLIN/ALBA)
- Endorse 25% of new extended 3-year pipeline (**4 members / 21 centres**)

*Sources: Universities Australian – Australian Universities Offshore Linkages (2012)*

**Project Owner: BDM**

## MARKET INSIGHT – ASEAN

*This initial summary has been supplied by Austrade. For further in-depth analysis including lists of contacts, it is recommended NEAS engage Austrade, Deloitte or Bonard to support lead identification. Estimated cost of this proposal = \$15K.*

### Summary of Recommendations

Recommendation / Priority	Item	Notes
Indonesia (2)	Key NEAS members to support growth: IALF and UIG English (UTS:INSEARCH). Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Jakarta for 14 May 2020.	
Malaysia (1)	Key NEAS Members to help support growth: ELS Malaysia, EC Malaysia and English Malaysia. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Kuala Lumpur for 16 May 2020	
Thailand (4)	Key NEAS members to support NEAS growth: Mahidol University. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Bangkok for 11 Feb 2020.	
Vietnam (3)	Key NEAS members to support NEAS growth: VUS, RMIT Vietnam and ACET. Existing agreement with MOET. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Hanoi for 14 May 2020.	
Philippines (5)	Philippines is a mid-term opportunity and an initial event in Manila should be scheduled for late 2020. Bonard could be engaged to do a deep dive market research for the 147 ELT sites, alongside engagement with English Philippines.	
China (6)	China is considered a long-term opportunity, with no initial connections. Collaboration would need to be sought from Austrade. It is recommended that China events be scheduled for 2021.	

### Indonesia

#### Overview

The motivation for learning English in Indonesia can be categorised into two broad groups:

- Academic English: Demand for quality in-market English training remains strong, particularly in packaged foundation or pathways courses or specific industries where English is a key requirement; examples include tourism, logistics, health and aviation. Academics and aspiring doctoral candidates also seek higher level Academic English.
- Professional English: there has been an increase in private tutoring chains specialising in professional English, such as Wall Street English, English First and the British Council.

#### Challenges

- Education hubs such as Malaysia and Singapore have emerged as strong competitors
- Very few tutoring centres are open to collaboration on student recruitment.

## Opportunities

- Growth in low-cost, high-quality English language training centres throughout Indonesia's major cities
- Quality endorsement would offer added brand value for these private centres
- Indonesia Scholarship Endowment Fund (LPDP) is not being used or is being rescinded because prospective students cannot meet English requirements, thereby increasing demand for quality assurance of existing centres
- Education agents that have ELT centre/s
- ELT with large networks in Indonesia
- Partner English language organisations belonging to Australian university pathway providers.
- TEFLIN and ALBA exist in Indonesia to monitor English Language schools. <http://teflin.org/>

**Key NEAS members to support growth: IALF and UIG English (UTS:INSEARCH). Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Jakarta for 14 May 2020.**

## Malaysia

### Overview

For most Malaysians, English is taught formally through the national education system. The English language is used modestly by Malaysians, particularly for daily business, internet communication and entertainment transactions. With a multi-ethnic population however, English remains a second language at home and is used alongside respective mother tongues. In this way, there is a wide range of English language proficiency (EL) among the people of Malaysia.

Malaysian Ministry of Education English Language Education Reform in Malaysia: the Roadmap 2015-2025 was launched in 2015 and is essentially a 10-year reform plan to improve EL education in Malaysia, with the aim of enabling young Malaysians to develop into effective and proficient EL users. It considers EL education as a continuous learning journey from preschool to university.

### Challenges

- Higher Educational Institution Language Centres e.g. KBU Language Centre, Stamford Language Centre and Taylor's Language Centre, etc
- Global competition: Specialist Language Centres e.g. the British Council (Malaysia), ELS English Language Centre
- British Council and Cambridge English for Life amongst the largest providers catering to over 10,000 students across East and West Malaysia.

### Opportunities

- EL centres teaching English for adults, primary and secondary students
- EL colleges licensed by the Malaysian Education Ministry
- EL institutions offering Intensive English Courses for EL examinations such as IELTS
- HE institutions providing pathway programs
- Government quality and assessment bodies
- Peak body for ELT very strong with 12 members : <http://englishmalaysia.edu.my/>
- NAPEI (National Association of Private Education Institutions)

**Key NEAS Members to help support growth: ELS Malaysia, EC Malaysia and English Malaysia. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Kuala Lumpur for 16 May 2020.**

## Thailand

### Overview

The number of international programs continues to increase to accommodate the needs of both Thai and foreign students. Most of the international programs which use English as a medium of instruction are offered by both public and private universities in Thailand.

A number of international colleges and English language institutes established in several universities aim to deliver quality education that meets international standards. Thai universities have realised the significance of internationalisation of tertiary education as one of the key elements of quality study. They are programming and promoting an international environment in teaching and learning processes to become an education hub in the region.

### Challenges

- Stand-alone English language providers which are mostly small to medium-size enterprises and focus on student recruitment activities, rather than invest in accreditation or quality assurance

### Opportunities

- English language Institute and/or International College attached to Thai university
- EL institutes providing language courses for public officials, teachers and members of the public with an interest in improving their English skills.
- Mahidol University is the host of the 2021 APAIE conference – a key opportunity to leverage NEAS endorsement for exposure to the Asia Pacific region.

**Key NEAS members to support NEAS growth: Mahidol University. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Bangkok for 11 Feb 2020.**

## Vietnam

### Overview

English Language training centres started to develop in Vietnam in the 1990s. They are classified by scale and target customers. Over the last five years, there are newly emerged and fast growing centres and have made great efforts to differentiate their centres by responding to customer trends or introducing new teaching methodologies in classrooms with a strong focus on and investment in technology.

### Challenges

- Vietnam's education management system is highly decentralised. Education authority of each administration level is mandated to oversee a corresponding level of education sub-sector. This feature affords education management agencies decision-making power, to a certain extent, over budget allocation and also operation of education institutions under their mandates.

### Opportunities

- There are strong demands for teacher education and in-service teacher training, particularly English teaching in general and EMI for STEM subjects in Vietnam, in alignment with the newly-renovated and competency-based general education curriculum.
- Market visit to different stakeholders in Vietnam to have a comprehensive understanding of current demand for ELT quality assurance and PD activities across private and public sectors.

**Key NEAS members to support NEAS growth: VUS, RMIT Vietnam and ACET. Existing agreement with MOET. Recommendation is to move quickly on in-market event in 2020. A NEAS QLS has been tentatively scheduled in Hanoi for 14 May 2020.**

## **Philippines**

### Overview

English Philippines is the peak body association and has 14 schools in its membership. There are 147 identified potential English Language Schools for endorsement. <https://english-philippines.org/>

English proficiency is considered a compulsory requirement for employment as well as for personal convenience in travelling, web-searching and e-commerce activities.

Accordingly, target learners for ELT are currently extending beyond students and office workers.

University students have to meet a required level of English to graduate. TOEIC and IELTS are commonly used tests

Recently, local ELT providers have been actively offering online programs or combined (on and off line) programs for the convenience of busy customers.

### Challenges

- Philippines English Language Training (ELT) market is established and saturated with a few local giant ELT providers.
- None of Australian ELICOS providers are in operation in the market.

### Opportunity

- Collaboration with English Philippines and Bonard for data sharing.
- local existing language schools
- Collaboration with local association/peak body of language schools
- Collaboration with local quality assurance organisations. English Philippines has

**Recommendation: Philippines is a mid-term opportunity and an initial event in Manila should be scheduled for late 2020. Bonard could be engaged to do a deep dive market research for the 147 ELT sites, alongside engagement with English Philippines.**

## **China**

### Overview

With an emphasis on improving language competence and cultural understanding, English language learning in China is a hugely-profitable market with a long history. The latest figures estimate 300-400 million English language learners in China according to the Chinese Ministry of Education (MoE).

### Challenges

- English language learning is a well-established segment and has incubated some of China's largest and most influential education companies – notably the *New Oriental Group*, the Chinese and US-listed private education conglomerate.

- Many international providers from English-speaking countries – notably the US and the UK – have been attracted to this segment and have formed joint ventures with domestic partners to offer English tutoring programs in-market.
- In recent years, online English learning has gained popularity as a more economical way to improve language ability. Online ELT has developed more diverse sub-segments around each applied language competency (speaking, communication, writing and cultural understanding).

#### Opportunities

- It seems there's no official peak body to oversee the quality assurance for ELT private providers in-market (more research required). There might be potential for NEAS to play a role in this area, however NEAS will need to demonstrate its benefits in helping ELT providers meet with international standard
- English language centres attached to Australian TNE providers operating in-market
- ELT schools in-market for potential collaboration.

**China is considered a long-term opportunity, with no initial connections. Collaboration would need to be sought from Austrade. It is recommended that China events be scheduled for 2021.**

# NEAS GROWTH STRATEGY #3: ADVANCING THE ELT COMMUNITY

Target: develop alternate revenue streams with parallel products and services to increase Associate Membership to 3,000 individuals

1. Develop and deliver “NEAS Verified” sub-brand for Education Agents and then if successful, extend to Homestay Providers, Professional Development Providers, Study Tours and Corporate Partners
2. Leverage NEAS Full Member employees and verification services to increase Associate Membership to individuals through member organisations and verified organisations.
3. Increase product offerings to individuals

## Parameters

**Product Cost for Verification:** \$1,020+GST (application fee)

**Requirements:** Counsellors and/or direct service staff must be current NEAS Associate Members (\$250+GST pa)

**Upsell Opportunity:** NEAS Endorsement for Education Agencies and other service providers (\$4,550+GST pa)

**Sales Margin on Product:** 30%

**Investment Cost (3yrs):** \$95K

**Revenue Target (3yrs):** \$523K

## Targets

### **FY2020: Achieve budget targets and operational plan**

- Undertake working group and risk analysis of agent verification product
- Pilot with 3-5 agents before 30 March 2020.
- First market release at ICEF ANZA Adelaide 15-18 April 2020.
- Full market release at NEAS Management Conference 2020.

### **FY2021: Verification of 43 agents registered with ISEAA (43)**

- 43 ISEAA members verified before 30 June 2021.
- Analysis of agents engaged with NEAS endorsed centres (requirement to list)

### **FY2022: Verification of 50% of agents attending ICEF ANZA (75)**

- Focus on leveraging Australian experience and branding to move 50% of agents attending ICEF ANZA through verification process (75 out of 150 agencies)
- Increase brand recognition with NEAS Endorsed Centres to strongly recommend NEAS centres utilise NEAS-verified agents (and vice versa).
- Build pipeline with agents engaged with NEAS endorsed centres

### **FY2023: Verification of 20% of agents engaging with NEAS endorsed centres (400)**

- Work with NEAS-endorsed centres, ISEAA and DET/Home Affairs to analyse pipeline and offer verification to 20% of education agents operating in Australia (400 out of a potential 2,000 education agents)
- Upsell full endorsement process to target 10% of verified agents (10 agencies, valued at \$4,550+GST pa)



**Project Owner: BDM**



## NEAS Agent Verification Program: Current Environment

The Australian government is now releasing statistics on agent performance to education providers, signaling an increase in quantitative metrics used to informally regulate. There is no formal regulation of Education Agents in Australia, and there is a perceived need for an industry-led approach to stakeholder-driven quality assurance and ongoing continuous improvement.

There are multiple stakeholders in the market offering training packages, qualifications and ongoing professional development. The American International Recruitment Council (AIRC), a non-profit membership association recognized by the U.S. Department of Justice and the Federal Trade Commission as a Standards Development Organization (SDO), offers full accreditation for agencies working with US education providers at a high price point (\$10,000-\$30,000). There are currently 285 Institutional Members in 43 States, and District of Columbia, 3 U.S. institutions based abroad, 79 Certified Agencies, Agency offices in more than 300 cities in 90 countries, 6 Pathway Programs with 23 partner institutions, 10 Global Institutional Members in 8 countries and 3 Individual Members. <https://www.airc-education.org/>

ISEAA (International Student Education Agents Association) is the peak body in Australia for Education Agents. Currently ISEAA has 43 members. <https://www.iseaa.org.au/>  
ISEAA requests the following documents as part of their application process:

1. Be an Australian Citizen or Permanent Resident.
2. Be registered as an Australian company with both a business address and a physical address.
3. Be trading for a minimum of 2 financial years.
4. Hold 9 contracts with education providers and show proof of 3 (Being 3 Higher Education, 3 VET and 3 ELICOS) –
5. Applicants must submit the details page and the agreement page of each contract (agents that do not have any contracts with one category e.g. higher education, can still submit an application for approval by the membership committee.)
6. Must agree the ISEAA Terms & Conditions, Code of Conduct, the Agent Code of Ethics (ESOS Act) and Privacy Act.
7. Must not be engaged, or have been engaged in criminal behaviour.
8. Must not engage in misleading or unethical behaviour
9. Must receive no objections from current ISEAA members linked to unprofessional behaviour or practice. If an objection is received it will be reviewed by the membership committee and recommendations made to the board. The Board's decision is final. \*note: objections based on competitive rivalry will not be considered.
10. DOCUMENTS REQUIRED
  - a. Australian form of photo ID
  - b. Proof of Australian Citizenship or Australian Permanent Resident
  - c. (Please provide a clear photo of your Australian Passport, Citizenship Certificate or PR Visa notification).
  - d. 3 Agreements with Australia registered education providers
  - e. ABN or CAN
  - f. YEARLY FEE AUD \$1000.00+GST

ICEF is a global leader in international education, committed to advancing the industry through the promotion of best practices, strengthening of global networks, and sharing of insights and analysis on the latest industry trends and data. Currently ICEF has 15,000 agents in its global network. <https://www.icef.com/solution/icef-agents/agency-recognition-programme/>

IALC has just released their Approved Agency Program. <https://www.ialc.org/agents/>

English Australia is in discussion on their Agent Affiliation program to be released early 2020 <https://www.englishaustralia.com.au/our-members/agent-membership>.

Nearly all QALEN partners engage with agents within their membership to some degree.

NEAS members utilise different strategies to ensure the quality of their Education Agent partners. This includes contracting, reference checks, training, minimum standards and qualifications and ongoing key performance indicators. However, there is no standard or consistency across all members. NEAS currently includes analysis of how its members engage and manage their education agents, and checks each members activity against the Education Services for Overseas Students Act 2000 (ESOS Act), the National Code of Practice 2018 and the ELICOS Standards 2018.

A current area of risk for NEAS, is that there is no defined set of standards in the NEAS Quality Assurance Framework for collaborating with Education Agents.

There is a momentum and synergy at this time with ICEF and ISEAA having approached NEAS to offer a verification service for agents. There is a gap in the market for this price point. Mr Denis Blight (Founder of IDP Education) has approached NEAS to advocate a Verification Service by NEAS.

### **Risks for NEAS**

- Differentiating between NEAS Associate Member (Confirmed by NEAS) @ \$250 pa, NEAS Verified Education Agent (Verified by NEAS) @ \$1,020 pa and NEAS Endorsed Agent (Endorsed by NEAS) @ \$4550.
- Brand and logo bleed between the levels and within the organisations
- Size and locations of the agents.
- Capacity of NEAS staff
- Perceived risky behavior of agents

## **NEAS Verification Applications – Education Agent**

NEAS Verification of Education Agents is grounded in the Australian International Education and Training [Agent Code of Ethics](#). Applications for NEAS Verification are required to demonstrate how the seven Principles of the Agent Code of Ethics are reflected in their business operations. They are also required to provide information about their organisation, along with referral from five NEAS member centres to which they refer students, to address the following areas:

### **A. Details of Organisation**

- Evidence of current ownership, business licensing, registration
- ASIC printout showing directors (Australia only)
- Relevant partnerships, affiliations and agreements (including sub-agency)
- Policy and procedure for managing partnerships and agreements
- Strategic and business plan(s)
- Org chart of whole organisation, showing positions, names, responsibilities
- Statement by independent accountant
- Policy and procedure governing finance reviews and reports
- Policy and procedure(s) governing the recruitment of students in all countries of operation
- Code of conduct
- List of the organisation's documented policies and procedures

### **Business Ethics**

- Details of any past, pending, threatened or potential litigation, arbitration or administrative actions or other disputes against the agency, CEO or other relevant business associate.
- Website

- Membership of professional associations

#### **Agency Recruitment Practices and Standards**

- Referral by five NEAS Centres

### **B. Evidence of Compliance with the *Agent Code of Ethics***

In relation to each Principle, provide evidence of the organisation's policies and practice. Evidence may include but is not limited to policy and procedure documents, written agreements, document templates, forms, correspondence.

Principle 1: Agents and consultants practise responsible business ethics

Principle 2: Agents and consultants provide current, accurate and honest information in an ethical manner

Principle 3: Agents and consultants develop transparent business relationships with students and providers through the use of written agreements

Principle 4: Agents and consultants protect the interests of minors

Principle 5: Agents and consultants provide current and up-to-date information that enables international students to make informed choices when selecting which agent or consultant to employ

Principle 6: Agents and consultants act professionally

Principle 7: Agents and consultants work with destination countries and providers to raise ethical standards and best practice.

## **NEAS Agent Standards - Stakeholder Driven Feedback Model Application Process**

### **Organisational Effectiveness**

- Evidence of current ownership, business licensing, registration
- ASIC printout showing directors (Australia only)
- Relevant partnerships, affiliations and agreements (including sub-agency)
- Policy and procedure for managing partnerships and agreements
- Strategic and business plan(s)
- Org chart of whole organisation, showing positions, names, responsibilities
- Statement by independent accountant
- Policy and procedure governing finance reviews and reports
- Policy and procedure(s) governing the recruitment of students in all countries of operation
- Code of conduct
- List of the organisation's documented policies and procedures

### **Business Ethics**

- Details of any past, pending, threatened or potential litigation, arbitration or administrative actions or other disputes against the agency, CEO or other relevant business associate.
- Website
- Membership of professional associations

### **Agency Recruitment Practices and Standards**

- Referral by five NEAS Centres

### **NEAS Centres**

1. Name of agent / ELICOS sector / Duration of relationship with agent
2. How satisfied are you with the number of students referred by this agent?
3. How satisfied are you with the suitability of students referred by this agent?

4. How satisfied are you with this agent's referral and processing practices?
5. What commission(s) do you pay this agent?
6. What sort of special offers or other incentives do you provide to or through this agent?
7. How well informed do you find this agent in relation to Australian education and relevant regulatory requirements?
8. How well does this agent understand the important aspects of your school?
9. How well does this agent prepare students for living and studying in Australia?
10. How well does this agent support students aged under 18 (if relevant)?
11. What sort of support does this agent provide after students arrive?

### **Students in NEAS Centres**

1. Name of agent / ELICOS sector / Further study sector, if any
2. Why did you choose this agent when you were planning to study overseas?
3. Was it easy to find useful information about this agent on the internet?
4. How satisfied are you with the advice the agent gave you about study courses?
5. How useful was the information the agent gave you about living in Australia?
6. How satisfied are you with information the agent gave you about this school?
7. What is your opinion of this agent's staff?
8. What would you do if you are unhappy about the agent or about the information they gave you?
9. What information did this agent give you about the different fees you had to pay?
10. What information did this agent give you about getting a refund or asking to transfer to a different school?
11. What do you know about commission that the school paid to your agent? / Did your school pay commission to your agent?

### **Education Agency Staff**

1. Name of agent / Country / Job category
2. Relevant qualifications for current job
3. What training did you receive when you first joined this company?
4. What legislation and regulations do you need to comply with in your job?
5. Where do you get information about the schools that your company represents?
6. How do you keep up to date with the different kinds of information you need to do your job?
7. How do you choose between similar schools when you are advising a student about where to study?
8. Are you authorised to sign agreements on behalf of students?
9. How do you get information about student rights and responsibilities in the different countries where your company refers students?
10. What things do you have to do differently when you are dealing with a student aged under 18?
11. What system does the company use for recording student applications and referrals?
12. Do you have a copy of the company's code of conduct?

## MARKET INSIGHT – AGENTS

*This initial summary has been supplied by Edified. Please see Appendix 7B for the full report. For further in-depth analysis of how NEAS is placed within the wider International Education industry it is recommended NEAS further engage Edified to produce market research on the international education industry and the impact of NEAS on this community. Estimated cost of this proposal = \$15K.*

There are 32,174 known/registered Education Agencies worldwide, across 164 countries

The Top countries with registered education agencies include:

Rank	Country	# Agencies	Rank	Country	# Agencies
1	Australia	9035	11	Malaysia	608
2	China	3527	12	South Korea	576
3	India	3444	13	USA	524
4	Indonesia	1071	14	Nigeria	522
5	Vietnam	1020	15	Brazil	517
6	Pakistan	971	16	Japan	483
7	Canada	894	17	Hong Kong	385
8	Nepal	810	18	Russia	370
9	United Kingdom	646	19	Bangladesh	359
10	Thailand	610			

### PIER / ICEF Education Agent Accreditation

There are a total of 11,183 Qualified Education Agent Counsellors with PIER or ICEF training qualifications. These 11k+ Counsellors are working for 6,454 Education Agencies.

Qualification	Region / Focus	# of Trained Counsellors
(QEAC) Qualified Education Agent Counsellor	Australia	7906
ICEF Trained Agent Counsellor	Europe / South America	1454
Canada Course Graduate	Canada	979
CEAC	Chinese Language version of ICEF course	469
US Course Graduate	US	274
Irish Course Graduate	Ireland	101

### ICEF Events

#### Berlin:

1210 Agent Counsellors from 893 Education Agencies across 97 countries attend ICEF Berlin.

	Country / Region	Education Agencies
1	Russia	84
2	Turkey	70
3	Italy	68
4	Spain	68
5	Germany	48
6	Brazil	35
7	Ukraine	34
8	India	33
9	France	31

10	Nigeria	23
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Regional representation of Education Agents at ICEF Berlin

41% of Agents are from EU and broader Europe

19% of Agents are from Eurasia

16% of Agents are from Asia

9% of Agents are from Latin America

8% of Agents are from Middle East

### **ICEF ANZA:**

200 Agent Counsellors from 149 Education Agencies across 43 countries attend ICEF ANZA.

	<b>Country / Region</b>	<b>Education Agencies</b>
1	Colombia	17
2	India	14
3	Vietnam	13
4	Nepal	10
5	China	8
6	Pakistan	7
7	Brazil	6
8	Thailand	6
9	France	4
10	Philippines	4

Regional representation of Education Agents at ICEF ANZA

25% of Agents are from Latin America

24% of Agents are from South Asia

19% of Agents are from South East Asia

12% of Agents are from Europe

11% of Agents are from East Asia

### **AIRC – The American International Recruitment Council**

AIRC is the only professional membership association focussed on international student recruitment and Education Agency matters for the United States. Founded in 2008.

There are 79 Certified Agencies across 300 cities and 90 countries. There are 4 new Agency applications under consideration and 3 currently certified Agencies that are undergoing re-certification.

AIRC has 285 Institutional Members across 43 US States.

AIRC have strategic alliances with ICEF and English USA (The American Association of Intensive English Programs)

## AIRC Certified Education Agencies

Agency	Country/Region	Agency	Country / Region
Abacus Overseas Edu	India	Grad-Dreamers	India
Abroad Campus	India	Gurukul Overseas	India
Acadia Talent	France / Europe	Gyanberry	Middle East
Access American Edu	Vietnam	IAE Global	Worldwide
AECC Global	Asia-wde	IAEC	India
AEMS Overseas Edu	India	IDP	Worldwide
Alfa Beta Institute	Nepal	IEC	Germany
ALPS	India	Imperial	India
Angel EduNext	India	IGEC	Middle East
AOJI International	China	i-Horizon	China
StudyCo	Worldwide	JJL	China
Beijing New Oriental	China	Kanan	India
Beijing Oxbridge	China	Kangaroo	India
Blueberry College	Sweden	Krishna	India, Nepal
Can-Achieve	China, Vietnam	Landmark Immigration	India
Canam	India	Liu Cheng	China
Career Mosaic	India / SE Asia	Manhattan	India
College Contact	Germany	Manya Education	India
Computrain	India	Maxway	Hong Kong
Council American Edu	India	Mentors StudyAbroad	Bangladesh
Dalian Xinquan	China	N&M Intercambios	Brazil
Disha	India	PAC Asia	India, B'desh, S. Lanka
Dongfang Intl	China	Phemia Education	China
EDU Denmark	Denmark	Pyramid E Services	India
EduGlobal	China	QS	India
EduShanghai	China	Raj Consultants	India
Edwise International	India	Renaissance EduCare	India
Edwise Foundation	Nepal	Scholar Education	Taiwan
EEC Enbee	India	Shinyway	China
EIC Group	China	SIEC	India
ELS	Worldwide	Study Abroad Assoc	Japan
Exella	India	Study Metro Edu	India
FirstPoint	UK	SONOR	Norway
Forward Pathway	USA	TPNL	India
Future Link	India	TR Training	India
GeeBee	India	Uniserv	Africa
Global Reach	India	UES	India
Global Study Centre	Worldwide	University Study	Worldwide
Global Tree	India	UStudy Global	Isreal
Globalizers Edutrain	India	Valmiki	India
V&U Intellect	India	Winny Immigration	India
WholeRen	China	World Education	Worldwide
Yathapu Consulting	India		

AIRC Certification Process includes 4 key steps:

1. Background & Eligibility Check
2. Agency Self-Evaluation Report
3. AIRC Site Visit
4. AIRC Certification Decision



AIRC Certification standards: <https://www.airc-education.org/files/AIRC%20Standards%202015.pdf>

\$10,000 USD charge (Total)

\$2,000 USD Non-Refundable Application Fee to be paid upon Online Application

\$5,000 USD Non-Refundable Certification Fee to be paid prior to AIRC Site Visit

\$3,000 USD Members Fee (First Year)

Then \$2,000 USD (Small Agency <500 students) or \$4,000 USD (Large Agency >500 students) each year for on-going membership

Certification is valid for 5 years and must then be re-certified.

Total Agencies Not Advanced to Undergo Certification: 5

Total Agencies Certified since 2008: 109

Total Voluntary Withdrawals: 25

Total Agencies Discontinued Certification After First 5 Years: 12

Total Certified Agency Closures: 2

Total Conditional Certifications and Certification Denials: 9

### **ISEAA – International Student Education Agents Association**

ISEAA is an Australia-based organisation that represents small to large education agency members to engage with peak bodies and government departments on student recruitment and student visa matters. Providing representation to the government and Austrade, Advocacy across the industry, Access to training programs, and Networking opportunities. Founded in 2018.

There are 30 Education Agents representing 50 source countries and regions around the world.

<b>Agency</b>	<b>Country/Region</b>	<b>Agency</b>	<b>Country / Region</b>
ABC Australia		Boomerang	
Hello Australia		Monkey King	China
STB Student Travel		Mate	
Information Planet	Latin America	VETA	
ACAE Advisory Centre	China	IAE	Worldwide
Stay Global		Open Conexus	
Cross Australia		Goody	
Globancy		Smart Education Link	
Link House		Welcome	
Trip Study		Global Study Partners	
Australia Online		Student World	
Estudien Australia		CI	
Studybird		360 Degree	
Expert Education		Australian Information	
West 1		GoStudy	

ISEAA offer 2 different levels of Membership for Education Agents and 2 different levels of Membership of Colleges and Service Providers:

- Education Agent Membership \$1000 AUD per annum (For Agents with at least 9 institutional contracts)
- Provisional Education Agent Membership \$500 AUD per annum (For Agents with at least 2 institutional contracts)
- Associate Membership (For Colleges and Service Providers)



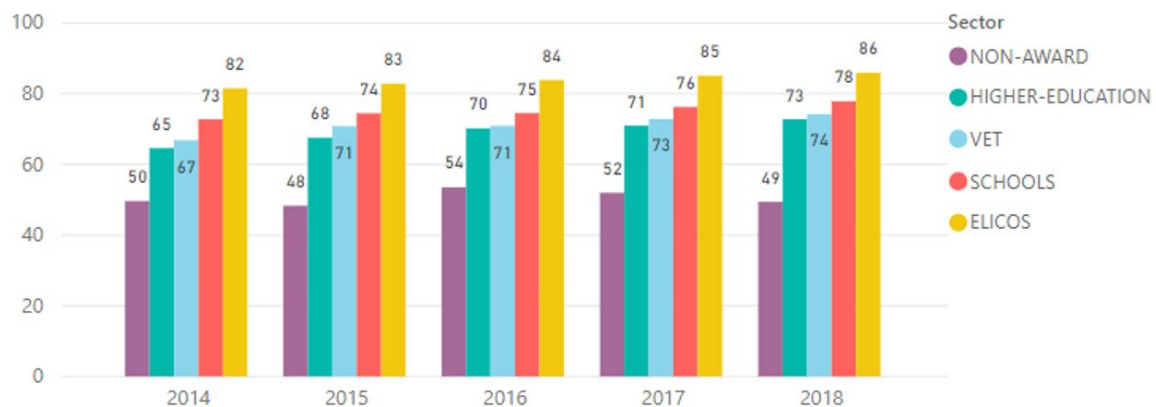
- Preferred Partner Membership (For Colleges and Service Providers)

## Australian Department of Education

In 2018, there were 6,878 active Education Agencies and 19,413 agency counsellors involved in enrolments for overseas students at Australian education providers. Prospective international students looking to study English / ELICOS programs are the most reliant cohort of students on Education Agents.

86% of Australian ELICOS enrolments were assisted by an Education Agent, as opposed to 73% of Higher Education.

Reliance on Education Agents has increased since the introduction of the SSVF visa framework for student visas. ELICOS enrolments via Agents have risen from 82% to 86% over 5 years, and Higher Education has risen from 65% to 73% over the same 5 year period.



## Data Highlights

693,750 international students were in Australia at end of 2018.

There were 61,887 enrolments in ELICOS enrolments in NSW (at end of 2018) (DE Dec 2018)

2.9% increase in ELICOS enrolments in 2018 (over 2017) (DE Dec 2018)

9 in 10 students are satisfied with their ELICOS experience (i-graduate)

Higher Education grew by 15.3% and VET by 14.5% in 2018 (over 2017).

Education Agents send 75% of all international student enrolments to Australia (2018)

Students from Brazil (92%), Colombia (89%) and Nepal (84%) are the most likely to use Agents. Followed by China (73%) and India (72%).

27% increase in Education Agents working with Australian institutions since 2014.

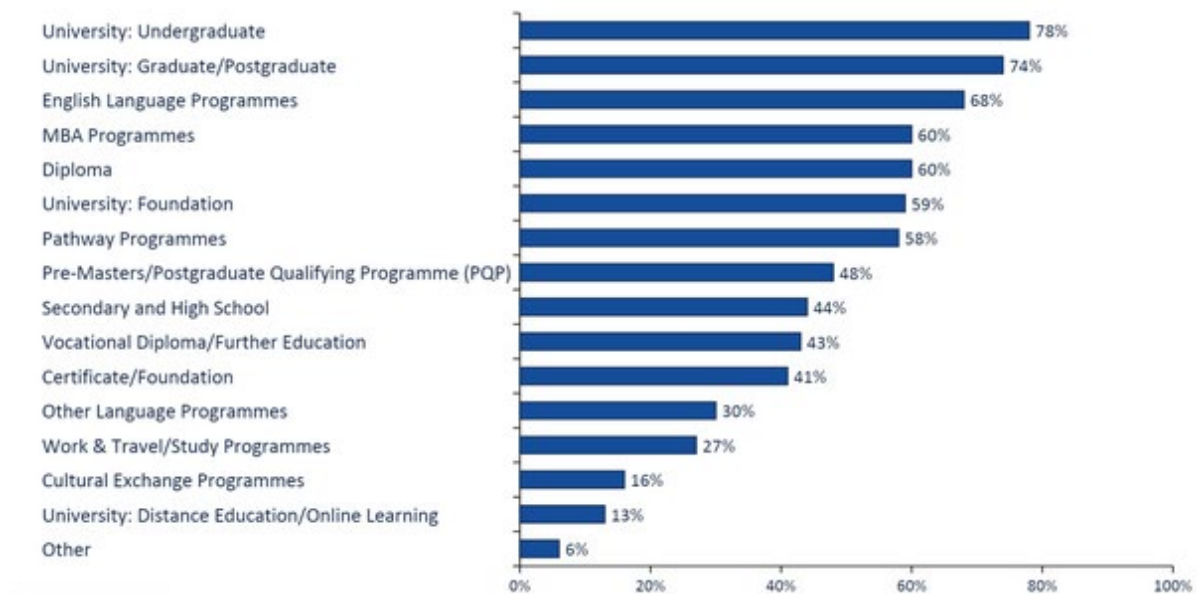
70% of Australian international enrolments driven by large agencies (with at least 500 employees). Larger agencies also encounter less visa rejections.

Further information: <https://monitor.icef.com/2019/10/education-agents-refer-75-of-australias-international-students/>

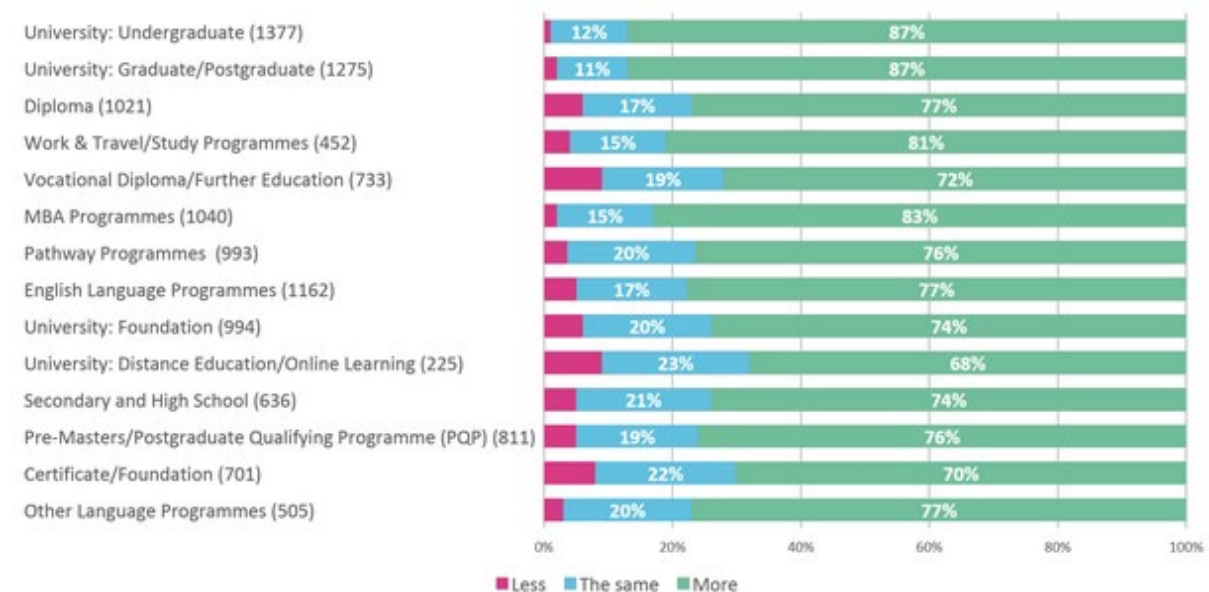
## ICEF Agent Barometer

Every year, ICEF survey education agents for their views on critical issues. In 2019, over 2,000 Education Agencies from 119 countries responded to the Agent Barometer.

For agents surveyed, English Language programs ranked 3<sup>rd</sup> in popularity (at 68%) behind University – Bachelors (78%) and University – Graduate (74%) programs.



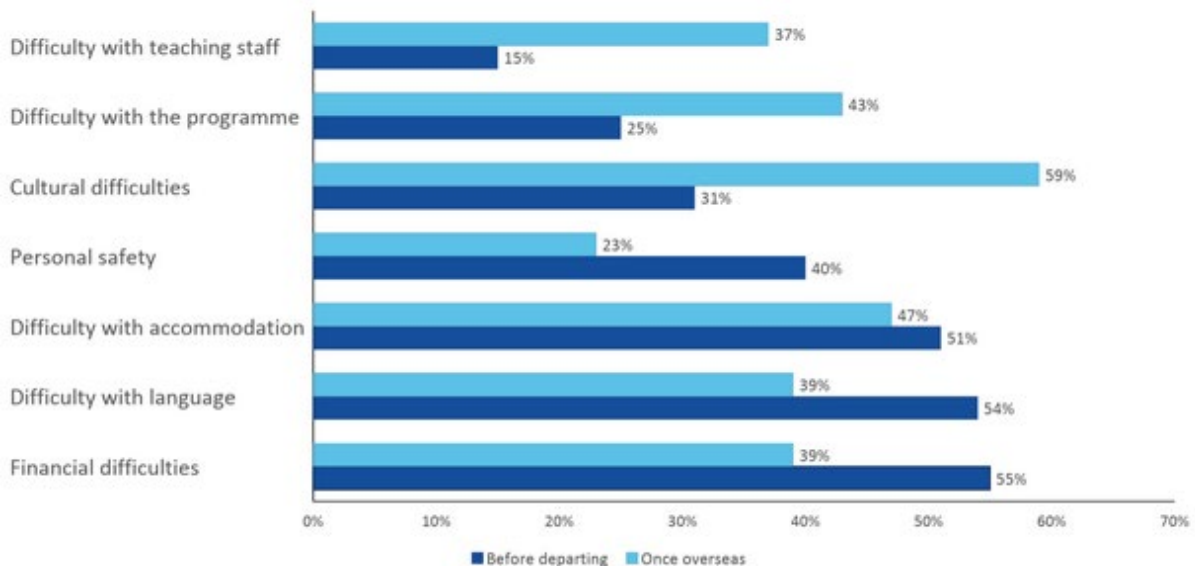
Agents are optimistic about program promotion and recruitment opportunities, with 77% of 1162 individual responses citing increased confidence in promoting English Language programs in 2019.



In regards to destination countries, Canada is growing in popularity amongst prospective students with 55% of surveyed agents sending students there, with Australia stable year on year with 42% of agents surveyed agents sending students there.



The primary concerns mentioned by students before they depart are focussed on Financial difficulties, Language barriers and finding Accommodation. Once students arrive overseas, their concerns are more focussed on Cultural Difficulties, Program issues and Quality of Teaching Staff.



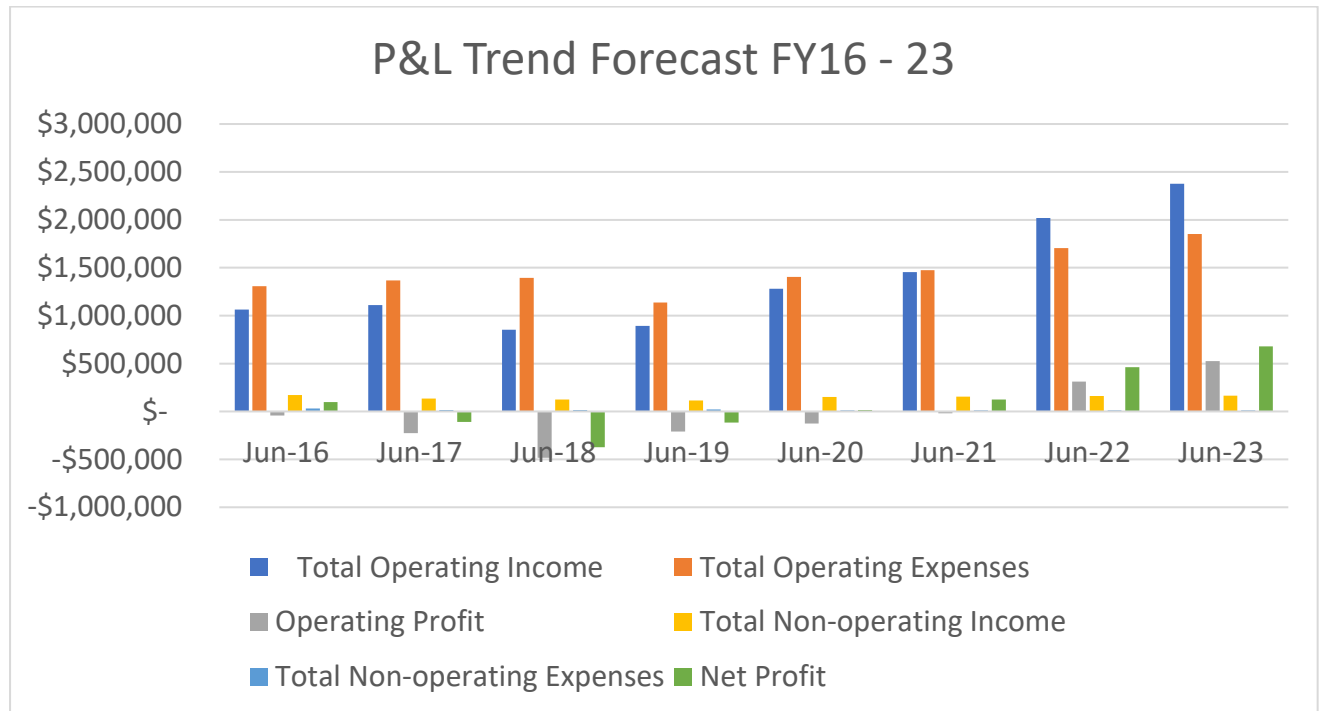
## MARA - Office of Migration Agents Registration Authority

All agents that provide migration advice to students must be registered by the Australian Department of Home Affairs.

There are 8,928 registered MARA Agents based in Australia.

Country	# of Agencies	Country	# of Agencies
India	163	Thailand	15
China	57	Malaysia	27
Indonesia	4	Singapore	18
Japan	2	Viet Nam	9
Taiwan	1	Myanmar	1
Hong Kong	36	Philippines	23
Macau	1	Bangladesh	9
Nepal	1	Korea	6
Cambodia	3	Pakistan	12

## NEAS PROFIT AND LOSS FORECAST 2023



## PRODUCT MARGINS

Product	Member	Centre	Op Margin *
Domestic Application	\$6,628	\$4,850	53%
Domestic Annual Fee	\$5,228	\$3,825	53%
International Application	\$8,416	\$3,607	10%
International Annual Fee	\$7,016	\$3,007	10%
Associate Membership	\$250		80%
NEAS Assist / Audit		\$4,950	10-70%

\*direct costs only

# FORECAST 2023

	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22	Jun-23
	Actual	Actual	Actual	Actual	Forecast OCT	Forecast	Forecast	Forecast
<b>Income</b>								
<b>Operating Income</b>								
ACPET QES	\$ -	\$ -	\$ 4,660	\$ 5,475	\$ -	\$ -	\$ -	\$ -
AMEP Contract Fees [41004]	\$ 394,332	\$ 371,283	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Return Fees - Internatik	\$ -	\$ -	\$ 54,634	\$ 74,421	\$ 75,640	\$ 131,261	\$ 323,748	\$ 350,350
Annual Return Fees -Domestic	\$ 526,626	\$ 537,935	\$ 511,826	\$ 550,758	\$ 579,591	\$ 471,658	\$ 749,100	\$ 925,368
Application Fees- Domestic	\$ 45,457	\$ 78,898	\$ 101,685	\$ 129,000	\$ 233,875	\$ 363,750	\$ 242,500	\$ 242,500
Application Fees - International	\$ -	\$ -	\$ -	\$ 12,155	\$ 174,475	\$ 212,813	\$ 266,982	\$ 63,147
Assessment of Teacher Qualifi	\$ 2,300	\$ 2,860	\$ 3,360	\$ 240	\$ -	\$ -	\$ -	\$ -
Associate Membership Fees	\$ -	\$ -	\$ -	\$ 8,028	\$ 62,386	\$ 69,000	\$ 127,500	\$ 139,750
Audit Services (ASQA/BOS)	\$ 11,381	\$ 5,158	\$ 19,995	\$ 22,937	\$ 36,659	\$ 38,492	\$ 40,416	\$ 42,437
Donations, Fundraising, Corpo	\$ 2,927	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 20,000	\$ 30,000
Government Grants	\$ 40,970	\$ 47,708	\$ 45,918	\$ 48,581	\$ 45,918	\$ 45,000	\$ 95,000	\$ 95,000
Merchant Fee Reimbursed	\$ -	\$ -	\$ -	\$ -	\$ 24	\$ -	\$ -	\$ -
NEAS Assist Consulting	\$ 40,000	\$ 66,100	\$ 107,514	\$ 30,893	\$ 69,534	\$ 73,011	\$ 76,661	\$ 80,494
Other Income	\$ -	\$ 650	\$ 4,362	\$ 10,228	\$ 951	\$ -	\$ -	\$ -
Professional Development Inco	\$ -	\$ -	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -
Verification Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,760	\$ 76,500	\$ 408,000
<b>Total Operating Income</b>	<b>\$ 1,063,994</b>	<b>\$ 1,110,592</b>	<b>\$ 854,404</b>	<b>\$ 892,715</b>	<b>\$ 1,279,053</b>	<b>\$ 1,453,744</b>	<b>\$ 2,018,408</b>	<b>\$ 2,377,047</b>
<b>Total Income</b>	<b>\$ 1,063,994</b>	<b>\$ 1,110,592</b>	<b>\$ 854,404</b>	<b>\$ 892,715</b>	<b>\$ 1,279,053</b>	<b>\$ 1,453,744</b>	<b>\$ 2,018,408</b>	<b>\$ 2,377,047</b>
<b>Total Operating Expenses</b>	<b>\$ 1,306,672</b>	<b>\$ 1,368,508</b>	<b>\$ 1,393,261</b>	<b>\$ 1,136,082</b>	<b>\$ 1,404,388</b>	<b>\$ 1,472,885</b>	<b>\$ 1,706,246</b>	<b>\$ 1,850,950</b>
<b>Operating Profit</b>	<b>-\$ 41,479</b>	<b>-\$ 226,479</b>	<b>-\$ 481,866</b>	<b>-\$ 209,539</b>	<b>-\$ 125,336</b>	<b>-\$ 19,141</b>	<b>\$ 312,162</b>	<b>\$ 526,097</b>
<b>Net Profit</b>	<b>\$ 99,311</b>	<b>-\$ 107,600</b>	<b>-\$ 373,407</b>	<b>-\$ 115,349</b>	<b>\$ 14,071</b>	<b>\$ 124,937</b>	<b>\$ 461,356</b>	<b>\$ 680,577</b>

## PARAMETERS FOR FORECASTING

### 1. Current State As at 31 October 2019:

- 130 members, 219 centres (sites)
- Average 6 classrooms per site (total 1,314 classrooms)
- Average 12 classes per site (total 2,628 classes)
- Average 12 teachers per site, 6 professional staff (total 2,628 teachers, 1,314 professional staff, 3,942 employees)
- Average 16 students per class, average 11 weeks per student (avg 972 students per centre, 212,868 students at NEAS, approx. 53% of total international student enrolments in Australia).
- Average fee per week is \$250.
- Average 10,700 student weeks per member (1,391,000 student weeks across NEAS members)

### 2. Forecasting Revenue

- 89 new international centres over 3 years, with 3% increase per annum in fees.
- 168 new domestic centres over 3 years, with 3% increase per annum in fees.
- 550 new (paying) associate members over three years.
- Potential 3,942 candidates for associate membership (complimentary for full member employees)
- 10% per annum increase in audit services and NEAS Assist Consulting.
- 408 potential verifications with agents (or homestay / professional development providers) by 2023.

### 3. Forecasting Expenses

- General 3% increase in all costs unless otherwise noted.
- Increases in contract staff proportionate to endorsement and verification activity.
- Budget allocated for three new FTE staff over three years.
- 10% per annum in travel and promotional activity.

# FY2020 OPERATIONAL PLAN

## MONTHLY TARGETS FOR REVENUE FY2020

Please see attached FY2020 Operating Income Targets for full worksheet for FY2020.

Operating Income	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Total
	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
Annual Return Fees - International	\$ 29,273	\$ 3,186	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,562	\$ -	\$ -	\$ -	\$ 38,619	\$ 75,640
Member invoice target	4	0	0	0	0	0	0	1	0	0	0	6	11
Annual Return Fees - Domestic	\$ 81,700	\$ 60,160	\$ 76,800	\$ 62,461	\$ 32,718	\$ 34,122	\$ 48,759	\$ 33,669	\$ 36,656	\$ 44,694	\$ 42,027	\$ 25,825	\$ 579,591
Member invoice target	16	12	15	12	6	7	9	6	7	9	8	5	111
Application Fees- Domestic	\$ -	\$ 8,730	\$ 1,100	\$ 7,630	\$ 7,630	\$ 7,630	\$ 7,630	\$ 39,145	\$ 39,145	\$ 39,145	\$ 39,145	\$ 39,145	\$ 233,875
New member target	0	1	0	1	1	1	1	6	6	6	6	6	35
Application Fees - International	\$ -	\$ 8,910	\$ 2,640	\$ 10,670	\$ 10,670	\$ 10,670	\$ 10,670	\$ 13,695	\$ 27,800	\$ 21,475	\$ 25,475	\$ 31,800	\$ 174,475
New member target	0	1	0	1	1	1	1	2	3	3	3	4	21
Associate Membership Fees	\$ 545	\$ 545	\$ 750	\$ 545	\$ 1,250	\$ 1,250	\$ 1,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	\$ 62,386
Associate member target	2	2	3	2	5	5	5	45	45	45	45	45	250
Audit Services (ASQA/BOS)	\$ -	\$ 5,500	\$ 14,261	\$ 1,343	\$ 4,928	\$ 1,951	\$ -	\$ 3,914	\$ 787	\$ 1,325	\$ 1,325	\$ 1,325	\$ 36,659
Audit job target	0	2	6	1	2	1	0	2	0	1	1	1	14
Government Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 5,918	\$ 45,918
Donation Target													
NEAS Assist Consulting	\$ 7,460	\$ 2,240	\$ -	\$ 4,604	\$ 3,767	\$ 3,767	\$ -	\$ 9,249	\$ 17,544	\$ 13,369	\$ 3,767	\$ 3,767	\$ 69,534
Consulting Job Target	3	1	0	2	1	1	0	4	7	5	1	1	27
<b>Total Operating Income</b>	<b>\$ 118,978</b>	<b>\$ 89,271</b>	<b>\$ 93,375</b>	<b>\$ 87,253</b>	<b>\$ 60,963</b>	<b>\$ 59,390</b>	<b>\$ 68,309</b>	<b>\$ 115,484</b>	<b>\$ 133,182</b>	<b>\$ 131,575</b>	<b>\$ 163,306</b>	<b>\$ 157,966</b>	<b>\$ 1,279,053</b>

- Yellow lines indicate number of members that need to be staged for payment of endorsement for specific months through FY2020
  - This is based on average revenue per member (not centre) for FY2019 for each revenue line item.
- NEAS Pipeline needs to be presented in a way that can highlight which members are scheduled for paid application during which particular month.
- QRVs for new centres need to be completed within 45 days of payment.
- Resources (assessors and general manager) need to be allocated in a 12-month calendar to expedite conversion of paid application through to QRV.
- Weekly meetings need to focus on reporting conversions and taking action if monthly targets are not being met.
- Zoom meetings need to be conducted to expedite visits for international members.
- Rectifications required need to be scheduled explicitly for delivery before next invoicing date.
- Workload priority for OM, GM and BDM need to focus on pipeline conversion and endorsement expediting; this must take priority over events, training, presentations and QLS.
- Audit services / NEAS assist need to be calendarised with specific clients to achieve monthly targets, and need to be paid within the month allocated. Completion for Audit and Assist projects need to be completed within 45 days or clients incentivised to complete.
- Associate Membership campaigns need to be created and delivered before the end of 2019, with group offerings made to non-NEAS members: AMEP, foundation studies, high school preparation, test centre preparation, professional year programs, AMEP, online, ELT qualifications and exchange, ELT Qualifications, study abroad, etc. All new graduates of teacher training programs and TESOL state based organisations in Australia need to be included in the campaigns. The target of 250 members by end of FY19 cannot be achieved otherwise.
- Our bigger conference sponsors and larger corporate sponsors need to be contacted with a value proposition to support the endeavours of NEAS by becoming a Corporate Partner through a donation (levels based on amount).



## MAIN OPERATIONAL ACTIVITY FY2020

### 1. Pipeline management

- Owner of the Pipeline document
- Management of Associate Membership applications
- Management of Agent Verifications
- Weekly collaboration with BDM about new pipeline entries, including those on track

### 2. All Quality Endorsement activity

- Coordinating all new and existing QR activities
  - Tracking, scheduling and coordinating QR activities to be conducted annually at each Centre
  - Quality control, moderation and follow-up assessment and review
  - Scheduling placeholder QR activities for new members
- Management of the member watchlist and associated activity
  - Weekly management of watchlist entries, including conducting follow-up actions, sharing watchlist updates with the team, monitoring ASQA and TEQSA regulatory decisions
  - Coordinating retention activities, including offering Associate membership, VET audit engagement for ceasing members where appropriate
- Coordinating and assessing all new applications
  - Scheduling application timeline with new members once confirmed/invoiced by BDM, coordinating assessment of application
- Coordinating Premium Product Applications
  - Follow up on existing PP leads, including UTS:Insearch, JPIC, UOWC, ELSIS and SCE (5 PP for 2020 Conference).
  - and those stalled in order to meet month-by-month budget targets.
- Reporting against budget
  - Close monitoring and review of current expected application payment forecast and revision where required in line with BDM advice.
- Leading growth in ELT Qualification Membership (for the remainder of FY2020)
  - Engage Rowan Michael (Griffith University) to contribute to 2020 Conference
  - Manage applications for IH, Holmesglen and further pursue CSU, UNE, WSU, APC and USQ.
  - Engage/train an assessor in this space (Rufus James) and allocate to ELT Quals COP
- Supporting the BDM with member intelligence and communications where required
  - Continue prospect engagement with existing leads for remainder of 2019 before handing over to BDM Jan 2020.
  - Weekly collaboration with BDM to inform any leads to be allocated to OM.

### 3. Regional Assessors

- Allocation of QR activity in line with budget
  - External contractor budget adherence
- Moderation of QR activities and reports
  - Quality control, moderation and follow-up assessment and review
- Assessor PMD
  - Planning, delivery and management of assessor training and PMD, including recruitment and onboarding.
- Coordination of QLS workshop planning and delivery
  - Annual scheduling and member liaison
  - Topic planning with assessor team
  - Management of workshop development (assessors)

**Project Owner: OM**



## SALES TARGETS FY2020 Q2

	Oct-19	Nov-19	Dec-19
	Budget	Budget	Budget
<b>Operating Income</b>			
Application Fees-Domestic	\$7,630 (Actual \$9,524.63) (+25%)	\$7,630 (Target actual \$16,540) (+117%)	\$7,630 (Target actual \$40,550) (+431%)
	<ul style="list-style-type: none"> <li>University of Notre Dame (Paid)</li> <li>UTAS Initial instalment (Overdue)</li> </ul>	<ul style="list-style-type: none"> <li>ILSC Adelaide - Invoiced</li> <li>Ironwood Institute (Adelaide)</li> <li>Holmesglen Institute ELT Quas</li> <li>Intensive English Language Institute</li> </ul> <p><b>Ben</b> - Follow up with lead conversion activity until end of 2019. Strategies: Weekly check-in, Ironwood – alternative means of engagement.</p>	<ul style="list-style-type: none"> <li>TAFE NSW Granville</li> <li>TAFE QLD Cairns</li> <li>Government Education and Training International Tasmania</li> <li>The Language Academy</li> <li>CSU Faculty of Arts &amp; Education</li> <li>Stanley International College</li> <li>UNE School of (HASS)</li> </ul> <p><b>Ben</b> - Follow up with lead conversion activity until end of 2019. Strategies: Weekly check-in, Ironwood – alternative means of engagement</p>
Application Fees - International	\$10,670 (Actual \$9790) (-8%)	\$10,670 (Actual \$0) (-100%) Subsidised by additional \$8,910 Domestic	\$10,670
	<ul style="list-style-type: none"> <li>Kwang Hwa Private High School (Overdue) Followed up on 6 separate occasions, provided further information and support but stalled until shareholder approval.</li> <li>VUS Additional Centres (Overdue) Sent reminder.</li> </ul>	<p><b>Ben and Joel</b> - email / call warmest leads to expedite application:</p> <ul style="list-style-type: none"> <li>Holmesglen Institute Jakarta</li> <li>Fuzhou Melbourne Polytechnic (FMP)</li> <li>Sonago (Online - Malaysia)</li> <li>UTS Insearch partner IEN Seoul</li> <li>UTS Insearch partner AEC Yangon (\$23,050)</li> </ul> <p><b>Joel</b> - Research and engage ELT chains in Pipeline + other for 2020 <b>Ben</b> - Maintain existing relationship and communication with Pingu's English to secure agreement for 2020.</p>	<p><b>Ben and Joel</b> - As per Nov, email / call warmest leads to expedite application:</p> <ul style="list-style-type: none"> <li>Holmesglen Institute Jakarta</li> <li>Fuzhou Melbourne Polytechnic (FMP)</li> <li>Sonago (Online - Malaysia)</li> <li>UTS Insearch partner IEN Seoul</li> <li>UTS Insearch partner AEC Yangon (\$23,050)</li> </ul> <p><b>Joel</b> - Research and engage ELT chains in Pipeline + other for 2020 <b>Ben</b> - Maintain existing relationship and communication with Pingu's English to secure agreement for 2020.</p>

## SALES TARGETS FY2020, Q3

	<b>Jan-20</b>	<b>Feb-20</b>	<b>Mar-20</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Operating Income</b>			
Application Fees-Domestic	\$ 7,630 (Actual \$7,123)	\$ 39,145 (Target actual \$40,480)	\$ 39,145 (Target actual \$45,850)
	<ul style="list-style-type: none"> <li>• <b>UTAS Final instalment</b> – Invoiced <b>Ben</b> – Monitor and confirm payment.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lawson College Australia</b></li> <li>• <b>Primus English</b></li> <li>• <b>Australian Pacific College</b></li> <li>• <b>Aus. Skills Management Institute (ASMI)</b></li> <li>• <b>Connect English</b></li> <li>• <b>Wales Institute</b></li> <li>• <b>USQ School of Linguistics, Adult and SE</b></li> <li>• <b>WSU School of HCA</b></li> <li>• <b>Victorian Institute of Technology Adelaide</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>CDU International College</b></li> <li>• <b>Canberra Grammar School</b></li> <li>• <b>QUT International College</b></li> <li>• <b>The University of Adelaide</b></li> <li>• <b>Bond University College</b></li> <li>• <b>Pollard English</b></li> <li>• <b>Australian Global College</b></li> </ul>
Application Fees - International	\$ 10,670 (\$20,000)	\$ 13,695	\$ 27,800
	<ul style="list-style-type: none"> <li>• <b>YOLA, Vietnam</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Pingu's English</b> <b>Ben</b> - Final proposal for Endorsement model and confirmation of initial sites to be Endorsed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>APAX Leaders Vietnam</b></li> </ul>

## SALES TARGETS FY2020, Q4

	<b>Apr-20</b>	<b>May-20</b>	<b>Jun-20</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Operating Income</b>			
<b>Application Fees- Domestic</b>	\$ 39,145 (\$33,800)	\$ 39,145 (\$28,650)	\$ 39,145 (\$48,300)
	<ul style="list-style-type: none"> <li>• Browns English Language School</li> <li>• Faculty of Society and Design</li> <li>• OETOnline</li> <li>• Queensland Academy of Technology</li> <li>• Sheffield College</li> </ul>	<ul style="list-style-type: none"> <li>• Australian International Islamic College</li> <li>• Hutchins Tasmania</li> <li>• MGIT</li> <li>• Australian Technical And Management College Pty Ltd</li> </ul>	<ul style="list-style-type: none"> <li>• St Leonards College</li> <li>• Deakin University</li> <li>• ALACC</li> <li>• Hays International College</li> <li>• Australian Careers College</li> <li>• RMIT English Worldwide</li> <li>• Babel International College</li> <li>• Lonsdale Institute - Eurocentres</li> </ul>
<b>Application Fees - International</b>	\$ 21,475 (\$20,000)	\$ 25,475 (\$20,000)	\$ 31,800 (\$23,000)
	<ul style="list-style-type: none"> <li>• Aten English Vietnam</li> </ul>	<ul style="list-style-type: none"> <li>• KLC Language Centre (Malaysia)</li> </ul>	<ul style="list-style-type: none"> <li>• INS English Vietnam</li> </ul>

## CONFERENCE TARGETS FOR FY2020

Please see attached FY2020 Operating Income Targets for full worksheet for FY2020.

<b>NEAS Conference</b>	
Conf Registration Income	\$155,603.00
Conf Sponsorship	\$152,077.00
Income	
NEAS Conference	-\$97,337.00
Expenses	
NEAS Conference Venue	-\$104,174.00
<b>Total NEAS Conference</b>	<b>\$106,169.00</b>

1. Next year's conference celebrates NEAS' 30-year anniversary.
2. Minister for Education, Dan Tehan and a Minister for ASEAN / Indonesia needs to be in attendance.
3. The International House World Directors conference will be held in Sydney at the same time.
4. We have set high sponsorship and ticket registration targets that need to be tracked on a monthly basis to hit targets.
5. We need to add new celebratory elements to showcase NEAS as the global leader in quality assurance for the ELT.

**Project Owner: GM**

## CONFERENCE NINE-MONTH PLAN OCTOBER 2019 – JUNE 2020

<b>MONTH</b>	<b>ACTIONS</b>	<b>Budget Revenue</b>	<b>Budget Costs</b>
<i>October</i> 2019	<ul style="list-style-type: none"> <li>• Complete Budget for tickets</li> <li>• Confirm mission/other key objectives</li> <li>• Begin promotions and calls to members</li> </ul>	<b>\$25,620.00</b>	<b>\$500</b>
<i>November</i> 2019	<ul style="list-style-type: none"> <li>• Schedule comms plan as part of the core communications plan</li> <li>• Using previous reports, comparative income from 2018 and initial investigation as reason behind income.</li> <li>• Breakdown sponsorship list based on prospectus level using HubSpot data and previous databases</li> <li>• Provide rationale behind ticketing, pricing and promotional outreach</li> </ul>	<b>\$27,077.00</b>	<b>\$100</b>
<i>December</i> 2019	<ul style="list-style-type: none"> <li>• Actions as per Gannt Chart</li> <li>• Present speakers and programs for promotion</li> </ul>	<b>\$19,790.00</b>	<b>\$100</b>
<i>January</i> 2020	<ul style="list-style-type: none"> <li>• Actions as per Gannt Chart</li> <li>• Create promotional and organisational material for sponsors and guests</li> </ul>	<b>\$32,956.00</b>	<b>\$300</b>
<i>February</i> 2020	<ul style="list-style-type: none"> <li>• Actions as per Gannt Chart</li> <li>• Review strategic activity for 2021</li> <li>• Review Early Bird sales with CEO and BDM</li> </ul>	<b>\$40,432.00</b>	<b>20,922</b>
<i>March</i> 2020	<ul style="list-style-type: none"> <li>• Actions as per Gannt Chart</li> <li>• Promotional calls to action</li> </ul>	<b>\$41,161.00</b>	<b>\$24,248</b>
<i>April</i> 2020	<ul style="list-style-type: none"> <li>• Operational actions as per Gannt Chart</li> </ul>	<b>\$42,432.00</b>	<b>53,957</b>
<i>May</i> 2020	<ul style="list-style-type: none"> <li>• Operational actions as per Gannt Chart</li> <li>• Confirm strategic activity for 2021 – e.g theme, celebrity, new venue, AV, ticketing.</li> </ul>	<b>\$12,490.50</b>	<b>68,067</b>

# BUSINESS DEVELOPMENT/MARKETING PLAN

## FY2020

The NEAS Business Development/Marketing Plan for Financial year 2020 outlined below focuses on actions necessary to achieve, and in some cases, surpass targets set out in the budget presented to the NEAS Board on October 24 and 25.

An important component of the BDM's approach is to design and develop advertising campaigns that highlight USPs in key NEAS areas:

- Endorsement
- Conference
- Associate Membership
- NEAS Assist and PD

By going to market with creative, effective concepts and communications, Business Development targets can be realised by combining these with team effort in:

- Strategising with big picture goals in mind
- Implementing plans and strategies
- Working smartly
- Communicating effectively within the team and with clients
- Incorporating technology and being mindful of importance of CRM and LMS
- Following up on leads
- Taking market feedback onboard
- Delivering excellence in service and product to market
- Closing deals
- Securing payments

The strategy from October 2019 to June 2020 is to ensure that the following areas achieve their potential:

### NEAS Endorsements

- Engaging centres prior to renewal dates so that annual international and domestic fee renewals are ensured. This will cut the attrition rate to a low percentage and enhance cash flow.
- Expanding business in the Australian market is key to NEAS's perception as the leader in Quality Assurance in Australian Education, and to NEAS's bottom line and sustainability. New centre endorsements will be secured through creative and focused strategies as outlined in the 9-month key action tables below.
- Signing new centres for NEAS Endorsement through a concerted and staged approach to ASEAN markets (as outlined below), is a critical component of the NEAS growth strategy commencing with significant targets to June 2020.
- Showcasing the industry's best and brightest at the annual NEAS Conference, a significant event on the ELT calendar; it is a showcase of how NEAS engages with these players. Marketing the conference creatively and leveraging quality speakers and workshops will ensure it remains successful. Exploring opportunities for corporate sponsors should be pursued.

- Highlighting NEAS Assist and NEAS PD as high-quality industry-centred activities/events that lead to the professionalisation of ELT. Using testimonials in advertising is key to driving this arm of NEAS's business.
- Ramping up Associate Membership which is an important element in NEAS's growth strategy. Membership can be achieved by educating nationwide ELT Centre staff on what the NEAS brand represents, and how it works to their advantage. A sustained campaign to educate the market on the privileges and benefits of Associate Membership will cement it as key to an ELT staff member's professional development. This will be critical if the employer ceases to renew annual membership.

### Budget

- Targets set out in the budget dictate a keen awareness of coordinated strategy and selling the tangible benefits of NEAS products and services. As some in the industry are not aware that NEAS is a non-profit organisation, this should be highlighted in the strategy.
- BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if necessary).
- Creative manipulation of budget spending may be required to facilitate marketing push (movement of financial resources).
- More streamlined use of Hubspot is critical to track business and clients. Pipelines to be rolled out for individual products and events to maximise business opportunities and ensure growth.
- Business Pipeline is to be focused on continuously to capitalise on business leads, resulting in conversions and increased cash flow.
- Some budget targets are more achievable than others, so challenging targets need a concerted effort in marketing and business development approach.

**Project Owner: BDM**

## MARKETING NINE-MONTH PLAN OCTOBER 2019 – JUNE 2020

MONTH	ACTIONS	BUDGET
October 2019	<ul style="list-style-type: none"> <li>Graphic Design &amp; Collateral - \$7,812</li> <li>Misc. Marketing - \$347</li> <li>Web Maintenance - \$10,000</li> <li>MARKETING TOTAL: <b>\$18,159.00</b></li> <li>Attended AIEC Conference (See Mission Report) Potential for \$130,595 in revenues over coming 9 months.</li> </ul> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Quoted Holmesglen (Prospect - 1) for NEAS Endorsement - \$5,950. If accepted payment in December.</li> <li>Quoted TAFE NSW (Granville) (Prospect - 1) for NEAS Endorsement - \$5,950. If accepted payment in December.</li> <li>Quoted TAFE QLD (Cairns) (Prospect - 1) for NEAS Endorsement - \$5,950. If accepted payment in December.</li> <li>Respond to online enquiries.</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>Strong possibility of Conference Sponsorship or participation by Flywire – approached at AIEC.</li> </ul>	<p><b>\$87,253.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic -\$62,461 <b>(Member invoice target - 12)</b></li> <li>Application Fees - Domestic - \$7,630 <b>(New Member target - 1)</b></li> <li>Application Fees - International - \$10,670 <b>(New Member target - 1)</b></li> <li>Associate Membership Fees - \$545 <b>(Ass. Member target - 2)</b></li> <li>Audit Services (ASQA/BOS) - \$1,343 <b>(Audit job target -1)</b></li> <li>NEAS Assist Consulting - \$4,604 <b>(Consulting job target - 2)</b></li> </ul>
November 2019	<ul style="list-style-type: none"> <li>Graphic Design &amp; Collateral - \$1,391</li> <li>Misc. Marketing - \$15,000</li> <li>Campaign - \$10,000</li> <li>Web Maintenance - \$4,561</li> <li>MARKETING TOTAL: <b>\$30,952</b></li> </ul> <p>BDM to develop creative, cost-effective marketing/advertising materials for multiple applications and do email flyer 'blitz' to Providers and Partners – offer incentives (referrals = no course endorsement fees or regular annual fee and no full fee). BDM to present materials to team for roll out by week three of November. Testimonials are key. Use (generous) allocated marketing and campaign funds in budget to achieve desired results.</p> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Respond to online enquiries.</li> <li>Maximise conversions from quoted enquiries.</li> <li>Identify and map out leads.</li> </ul>	<p><b>\$60,963.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic -\$32,718</li> <li><b>(Member invoice target - 6)</b></li> <li>Application Fees - Domestic - \$7,630 <b>(New Member target - 1)</b></li> <li>Application Fees - International - \$10,670 <b>(Member</b></li> </ul>




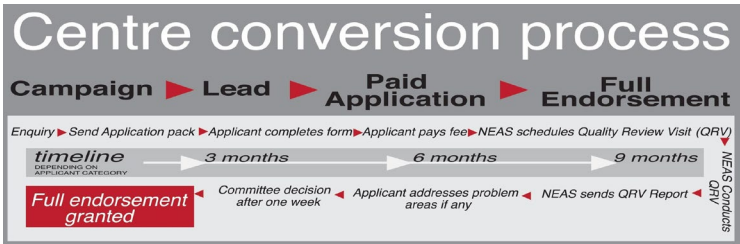
	<ul style="list-style-type: none"> <li>• Push for payments to meet and exceed Domestic Member target of \$7,630.</li> <li>• Research and approach PEAK Bodies and Govt. Ministries in Japan, Korea, Malaysia, Thailand, Vietnam, Indonesia, China to establish MOUs and establish leads for full NEAS engagement in market. Contact 2-3 large chains in all countries and gauge appetite for NEAS Endorsement. Should start bearing fruit by March through concerted engagement and pushing NEAS brand.</li> <li>• Opportunity to work with Bonard (contact: Patrik Pavlacic). They have recently finished a scope of Philippines ELT. NEAS should purchase this data. Opportunity to work with them medium to long term on Malaysia/Indonesia and Chile/Colombia respectively and springboard off their market intelligence.</li> <li>• Initiate marketing push into ASEAN countries to meet International Member target of \$10,670.</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>• Approach UQ-ICTE to seek Conference Sponsorship and QLS Sponsorship for 2020.</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>• Design Ad campaign incorporating testimonials to create brand awareness among ELT professionals and highlights real benefits – 5 memberships (\$1250) is achievable.</li> <li>• <u>NEAS ASSIST/PD</u></li> <li>• BDM to design and develop concepts for campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. NEAS should leverage the Mapping ELT report more to encourage stakeholder communications and encourage endorsement.</li> <li>• Design and develop flyers that promote particular products/PD themes.</li> <li>• NEAS Assist target should be easily met. Modest target of \$3,767 is achievable.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>• BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently).</li> <li>• Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources).</li> <li>• More streamlined use of Hubspot to track business and clients. Pipelines to be rolled out for individual products and events to maximize business opportunities and ensure growth.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>• Focus on conversions and payments</li> </ul>	<p><b>invoice target - 1)</b></p> <ul style="list-style-type: none"> <li>• Associate Membership Fees - \$1,250 <b>(Ass. Member target - 5)</b></li> <li>• Audit Services (ASQA/BOS) - \$4,928 <b>(Audit job target -2)</b></li> <li>• NEAS Assist Consulting - \$3,767 <b>(Consulting job target - 1)</b></li> </ul>
December 2019	<ul style="list-style-type: none"> <li>• Misc. Marketing - \$299</li> <li>• Web Maintenance - \$10,000</li> <li>• <b>MARKETING TOTAL: \$10,299</b></li> </ul> <p><u>Endorsements</u></p>	<p><b>\$59,390.00</b></p> <ul style="list-style-type: none"> <li>• Annual Return Fees –Domestic - \$34,122 <b>(Member</b></li> </ul>

	<p>Despite a traditionally 'slow' month, proper planning and marketing preparation to ensure a good start to 2020, a defining year.</p> <ul style="list-style-type: none"> <li>• Maximise conversions from quoted enquiries .</li> <li>• Identify and map out leads.</li> <li>• Push for payments to meet and exceed Domestic Member target of \$7,630 (1 member).</li> <li>• Continue to approach PEAK Bodies and Govt. Ministries in Japan, Korea, Malaysia, Thailand, Vietnam, Indonesia, China to establish MOUs for full NEAS engagement in market. Contact 2-3 large chains in all countries and gauge appetite for NEAS Endorsement. Strive to secure commitments and agreement signing by mail or in person in travels in February. Maintain marketing push to meet International Member target of \$10,670 (1 Member Invoice).</li> <li>• Respond to online enquiries.</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>• Coordinate and formulate (with Cameron Heath) strategies for sponsorships and ticket sales for final months before conference. Examine topics for speakers and workshops and leverage off these.</li> <li>• Fully exploit opportunities arising from plenary speaker Saroo Brierley. Design flyers for email "blitz".</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>• Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits – 5 memberships is achievable. Gauge effectiveness of November strategy and maintain or manipulate as needed.</li> </ul> <p><u>NEAS ASSIST/PD</u></p> <ul style="list-style-type: none"> <li>• BDM and team to gauge campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. NEAS Assist target to be easily met and exceeded.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>• BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if needed).</li> <li>• Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources).</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>• Continued efficient use of Hubspot to track business and clients. Pipelines for individual products and events to be refined.</li> <li>• Major updating of Website: refresh and update information. Front page quite busy – maybe too many arrows and colours? BDM recommends branding all NEAS products.</li> </ul> <p><u>Pipeline</u></p> <p>Focus on conversions and payments to meet budget targets.</p>	<p><b>invoice target - 7)</b></p> <ul style="list-style-type: none"> <li>• Application Fees - Domestic - \$7,630 (<b>New Member target - 1)</b></li> <li>• Application Fees - International - \$10,670 (<b>Member invoice target - 1)</b></li> <li>• Associate Membership Fees - \$545 (<b>Ass. Member target - 5)</b></li> <li>• Audit Services (ASQA/BOS) - \$1,951 (<b>Audit job target -1)</b></li> <li>• NEAS Assist Consulting - \$4,604 (<b>Consulting job target - 1)</b></li> </ul>
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<p>January 2020</p>	<ul style="list-style-type: none"> <li>Advertising budget - \$4,378</li> <li>Misc. Marketing - \$448</li> <li>MARKETING TOTAL: <b>\$4,826</b></li> </ul> <p><b>Strong start to year critical for final two quarters of financial year 2019/2020.</b></p> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Focus on 2020/2021 Financial Year and marketing strategies.</li> <li>Ensure attrition rate is low or non-existent. Continue to engage in the weeks and months before fees are due and emphasise benefits of endorsement to achieve target of \$48,759.</li> <li>Send survey to members to gauge sentiment around NEAS Endorsement – ie: ‘How is NEAS Endorsement benefitting your centre?’</li> <li>Maximise conversions from quoted enquiries through consistent communication and persistence.</li> <li>Identify and map out leads.</li> <li>Push for payments to meet and exceed Domestic Member target of \$7,630 (1 Member).</li> <li>Maintain marketing push into ASEAN countries to meet International Member target of \$10,670.</li> <li>Continue to approach PEAK Bodies and Govt. Ministries in Japan, Korea, Malaysia, Thailand, Vietnam, Indonesia, China to establish MOUs for full NEAS engagement in market. Contact 2-3 large chains in all countries and gauge appetite for NEAS Endorsement. Work towards in-country visits in February 2020.</li> <li>Start preparing print collateral for above visits.</li> <li>Respond to online enquiries.</li> <li>Report positive outcomes and engagement in newsletter, LinkedIn and relevant social media</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>Coordinate and formulate (with Cameron Heath and team) strategies for sponsorships and ticket sales for final months before conference. Examine topics for speakers and workshops and leverage off these. Develop and design flyers.</li> <li>Continue to exploit opportunities arising from plenary speaker Saroo Brierley.</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits – 5 memberships is achievable and could be surpassed. Gauge effectiveness of December strategy and maintain or manipulate as needed.</li> </ul> <p><u>NEAS ASSIST/PD</u></p> <ul style="list-style-type: none"> <li>BDM and team to develop new flyers in marketing campaign that highlight the benefits of specific NEAS Assist products and PD in elevating standards in ELT. NEAS Assist target should be comfortably met.</li> </ul> <p><u>Budget</u></p>	<p><b>\$68,309.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic - Associate Membership Fees - \$545 <b>(Ass. Member target - 5)</b></li> <li>Audit Services (ASQA/BOS) - <b>(Audit job target -0)</b></li> <li>NEAS Assist Consulting - <b>(Consulting job target - 0)</b> \$48,759 <b>(Member invoice target - 9)</b></li> <li>Application Fees - Domestic - \$7,630 <b>(New Member target - 1)</b></li> <li>Application Fees - International - \$10,670 <b>(Member invoice target - 1)</b></li> <li></li> </ul>
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	<ul style="list-style-type: none"> <li>BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if necessary)</li> <li>Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources).</li> <li>Continued efficient use of Hubspot to track business and clients. Pipelines for individual products and events to be refined to maximise business opportunities and ensure growth.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>Focus on conversions and payments to meet budget targets.</li> </ul>	
February 2020	<ul style="list-style-type: none"> <li>Campaign - \$10,000</li> <li>Misc. Marketing - \$2,074</li> <li>MARKETING TOTAL: <b>\$12,074</b></li> <li>Respond to online enquiries</li> </ul> <p><u>Endorsements</u> Maintain strong marketing drive through healthy \$10,000 campaign budget.</p> <ul style="list-style-type: none"> <li>Ensure attrition rate is low or non-existent. Continue to engage in the weeks and months before fees are due and emphasise benefits of endorsement to achieve target of \$33,669 for Domestic and \$4,562 for International.</li> <li>Maximise conversions from quoted enquiries through consistent communication.</li> <li>Identify and map out leads.</li> <li>Push for payments to meet and exceed Domestic Member target of \$39,145 (target of 6 members).</li> <li>Visit PEAK Bodies and Govt. Ministries in 2-3 of the following: Japan, Korea, Malaysia, Thailand, Vietnam, Indonesia, China to sign MOUs and garner support for full NEAS engagement in market. Visit 2-3 large chains in 3 identified countries and push for NEAS Endorsement. Maintain marketing push to meet International Member target of \$13,695 (target of 2 members).</li> <li>Seek in-country Australian Embassy and Austrade assistance</li> <li>Respond to online enquiries</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>Continue to implement strategies for sponsorships and ticket sales for final months before conference. Exploit topics for speakers and workshops and leverage off these.</li> <li>Continue to leverage off speaker Saroo Brierley</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>Ramp up campaign that creates brand awareness among ELT teachers and highlights real benefits to achieve 45 memberships totaling \$11,250. Gauge effectiveness of January strategy and maintain or manipulate as needed.</li> </ul> <p><u>NEAS ASSIST/PD</u></p>	<p><b>\$115,484.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees – International - \$4,562 <b>(Member invoice target - 1)</b></li> <li>Annual Return Fees – Domestic - \$33,669 <b>(Member invoice target - 6)</b></li> <li>Application Fees - Domestic - \$39,145 <b>(New Member target - 6)</b></li> <li>Application Fees - International - \$13,695 <b>(Member invoice target - 2)</b></li> <li>Associate Membership Fees - \$11,250 <b>(Ass. Member target - 45)</b></li> <li>Audit Services (ASQA/BOS) - \$3,914 <b>(Audit job target -2)</b></li> <li>NEAS Assist Consulting - \$9,249 <b>(Consulting job target - 4)</b></li> </ul>

	<ul style="list-style-type: none"> <li>BDM and team to gauge campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. Adjust as necessary. NEAS Assist target to be comfortably met.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if needed).</li> <li>Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources).</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>Continued refined use of Hubspot to track business and clients. Pipelines for individual products and events developed to maximise business opportunities and ensure growth.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>Focus on conversions and payments to meet budget targets.</li> </ul>	
March 2020	<ul style="list-style-type: none"> <li>Advertising budget - \$2,636</li> <li>Misc. Marketing - \$544</li> <li>Graphic Design &amp; Collateral - \$113</li> <li>MARKETING TOTAL: <b>\$3,293</b></li> </ul> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Ensure attrition rate is low or non-existent. Continue to emphasise benefits of endorsement to ensure budgeted Domestic Annual Return Fees of \$33,656 are realised.</li> <li>Maximise conversions from quoted enquiries.</li> </ul> <p><u>Lead times from campaigning to Endorsement process</u></p>  <ul style="list-style-type: none"> <li>Identify and map out leads.</li> <li>Push for payments to meet and exceed Domestic Member target of \$7,630.</li> <li>Continue to communicate with PEAK Bodies and Govt. Ministries in Japan, Korea, Malaysia, Thailand, Vietnam, Indonesia, China to cement NEAS as key to their respective education sectors. Contact chains visited to secure signed agreements. Maintain marketing push to meet International Member target of \$10,670.</li> <li>Respond to online enquiries</li> <li>Report positive outcomes and engagement in newsletter, LinkedIn and relevant social media</li> </ul> <p><u>Conference</u></p>	<p><b>\$133,182.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic - \$33,656 <b>(Member invoice target - 7)</b></li> <li>Application Fees - Domestic - \$39,145 <b>(Member invoice target - 6)</b></li> <li>Application Fees - International - \$27,800 <b>(Member invoice target - 3)</b></li> <li>Associate Membership Fees – \$11,250 <b>(Ass. Member target - 45)</b></li> <li>Audit Services (ASQA/BOS) - <b>\$787 (Audit job target -0)</b></li> <li>NEAS Assist Consulting - \$17,544</li> </ul>

	<ul style="list-style-type: none"> <li>Coordinate and consolidate (with Cameron Heath and team) strategies for sponsorships and ticket sales for final months before conference. Exploit topics for speakers and workshops and leverage off these.</li> <li>Continue to exploit opportunities arising from plenary speaker Saroo Brierley.</li> <li>Melbourne to be 2021 venue. Decide on possible themes for 2021.</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits – 5 memberships is achievable. Gauge effectiveness of February strategy and maintain or manipulate as needed.</li> </ul> <p><u>NEAS ASSIST/PD</u></p> <ul style="list-style-type: none"> <li>BDM and team to gauge campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. NEAS Assist target to be easily met.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if necessary).</li> <li>Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources).</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>Continued employment of Hubspot to track business and clients. Pipelines for individual products and events to be fully developed to inform business approaches.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>Focus on conversions and payments to meet budget targets.</li> </ul> 	<p><b>(Consulting job target - 7)</b></p>
<p>April 2020</p>	<ul style="list-style-type: none"> <li>Campaign - \$10,000</li> <li>Misc. Marketing - \$736</li> <li><b>MARKETING TOTAL: \$10,376</b></li> <li>Respond to online enquiries</li> </ul> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Ensure attrition rate is low or non-existent. Continue to emphasise benefits of endorsement to ensure target of \$44,694 is achieved.</li> <li>Maximise conversions from quoted enquiries.</li> <li>Identify and map out leads.</li> </ul>	<p><b>\$131,575.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic -\$44,694 <b>(Member invoice target - 9)</b></li> <li>Application Fees - Domestic - \$39,145</li> </ul>



	<ul style="list-style-type: none"> <li>• Push for payments to meet and exceed Domestic Member target of \$39,145 (6 Member invoices).</li> <li>• Maintain marketing push into ASEAN countries to meet International Member target of \$21,475 (3 Member invoices). Follow up on large chains in all selected countries and focus on signing of agreements and payment of fees.</li> <li>• Respond to online enquiries.</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>• Strategise for late sponsorships and ticket sales for conference. Formulate final-push strategies and implement.</li> <li>• Continue to fully exploit opportunities arising from plenary speaker Saroo Brierley.</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>• Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits – 45 memberships totaling \$11,250 to be achieved through consistent and effective massaging: “NEAS enhances professionalisation in ELT and makes teachers more effective in their roles”.</li> <li>• Gauge effectiveness of March strategy and maintain or manipulate as needed. Leverage off benefits of conference to ramp up membership.</li> <li>• Utilise testimonials.</li> <li>• Increase Associate Membership by making it a component of the verification strategy and insisting that each agency/homestay provider/PD provider purchases verification valued at \$1,020 per organisation PLUS an associate membership for each individual doing the work (eg. each agent, homestay family, trainer).</li> </ul> <p><u>NEAS ASSIST/PD</u></p> <ul style="list-style-type: none"> <li>• BDM and team to continue gauging campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. NEAS Assist target of \$13,369 requires a sustained marketing push.</li> <li>• Use creative approaches in defining what constitutes a NEAS Assist project. For example, NEAS could work with Sara Booth (NEAS Mapping Report author) to offer a benchmarking project to the market at \$2,500 per participant. Although the profit margin would be small on this, it would impact the NEAS Assist revenue target. Capitalise on the expertise (eg. David Hill, Ana Bratkovic) within NEAS to create products that are highly valuable to the industry, but are also marketable. Margins can be increased as the value of the NEAS Assist products to the industry becomes more defined and appreciated.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>• BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently if required)</li> <li>• Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources)</li> </ul> <p><u>Other</u></p>	<p><b>(Member invoice target - 6)</b></p> <ul style="list-style-type: none"> <li>• Application Fees - International - \$21,475</li> </ul> <p><b>(Member invoice target - 3)</b></p> <ul style="list-style-type: none"> <li>• Associate Membership Fees - \$11,250</li> </ul> <p><b>(Ass. Member target - 45)</b></p> <ul style="list-style-type: none"> <li>• Audit Services (ASQA/BOS) - \$1,325 <b>(Audit job target -1)</b></li> <li>• NEAS Assist Consulting - \$13,369 <b>(Consulting job target - 5)</b></li> <li>• Other income - \$317</li> </ul>
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	<ul style="list-style-type: none"> <li>Continued efficient use of Hubspot to track business and clients.</li> </ul> <p><u>Pipeline</u> Focus on conversions and payments to meet budget targets.</p>	
May 2020	<ul style="list-style-type: none"> <li>Misc. Marketing - \$511</li> <li><b>MARKETING TOTAL: \$511</b></li> </ul> <p><b>Capitalise on NEAS Conference opportunities re: Associate Memberships, NEAS Endorsements. Publicise promotions and prizes.</b></p> <ul style="list-style-type: none"> <li>NEAS Agent Verification launch and promotion – announce pilot at conference.</li> <li>Secure media coverage of conference.</li> </ul> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Ensure attrition rate is low or non-existent. Continue to emphasise benefits of endorsement to ensure Domestic Annual Return fee target of \$42,027 is met</li> <li>Maximise conversions from quoted enquiries</li> <li>Identify and map out leads</li> <li>Push for payments to meet and exceed Domestic Member target of \$39,145</li> <li>Maintain marketing push into ASEAN countries and engagement with in-country centres to meet International Member target of \$25,475</li> <li>Respond to online enquiries</li> <li>Report positive outcomes and engagement in newsletter, LinkedIn and relevant social media</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>Maximise opportunities at conference: engage and convert discussions and enquires into business.</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>NEAS Conference is the perfect platform to market Associate Memberships.</li> <li>Formulate membership incentives for the conference.</li> <li>Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits. Gauge effectiveness of April strategy and maintain or manipulate as needed. The conference is an opportune time to achieve (and possibly announce) 45 new memberships totaling \$11,250.</li> <li>Approach participants for testimonials. Again, this will be attached to the verification activity, so it may be easily reached.</li> <li>Create volume-based Associate Membership deals for non-NEAS endorsement members, and in particular TESOL students at universities who have their ELT Qualifications endorsed.</li> <li>Note: NEAS has not budgeted for any endorsement of online providers or ELT qualification providers. This is an opportunity that should be explored and exploited.</li> </ul> <p><u>NEAS ASSIST/PD</u></p>	<p><b>\$163,306.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees –Domestic -\$42,027 <b>(Member invoice target - 8)</b></li> <li>Application Fees - Domestic - \$39,145 <b>(Member invoice target - 6)</b></li> <li>Application Fees - International - \$25,475 <b>(Member invoice target - 3)</b></li> <li>Associate Membership Fees - \$11,250 <b>(Ass. Member target - 45)</b></li> <li>Audit Services (ASQA/BOS) - \$1,325 <b>(Audit job target -1)</b></li> <li>Government grant - \$40,000</li> <li>NEAS Assist Consulting - \$3,767 <b>(Consulting job target - 1)</b></li> <li>Other income - \$317</li> </ul>



	<ul style="list-style-type: none"> <li>BDM and team to push NEAS Assist and PD at the conference. NEAS Assist target of \$3,767 can be comfortably met.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>BDM and team to be critically aware of performance/planning against budget targets and respond appropriately (go to market urgently)</li> <li>Creative manipulation of budget spending as required to facilitate marketing push (movement of financial resources)</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>Continued efficient use of Hubspot to track business and clients.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>Focus on conversions and payments to meet budget targets.</li> </ul>	
June 2020	<ul style="list-style-type: none"> <li>Misc. Marketing - \$578</li> <li>Graphic Design &amp; Collateral - \$2,544</li> <li>MARKETING TOTAL: <b>\$3,122</b></li> </ul> <p><b>Cap off financial year with concerted effort to capture as much business as possible and secure payments to enhance NEAS' bottom line</b></p> <ul style="list-style-type: none"> <li>BDM (and CEO) Travel for Endorsement signings with chains sold on NEAS, and to remaining ASEAN countries based on quality of feedback, research and potential for business. Visit peak bodies and 2-3 major chains in selected countries to report on progress on signings and push for further endorsements.</li> <li>Invite Australian Embassy and Austrade Officials to signings/ events to maximise NEAS exposure and reputational advantage</li> <li>Ensure adequate print collateral and NEAS USBs for travel to ASEAN countries</li> <li>Report positive outcomes and engagement in newsletter, LinkedIn and relevant social media</li> </ul> <p><u>Endorsements</u></p> <ul style="list-style-type: none"> <li>Ensure attrition rate is low or non-existent. Continue to emphasise benefits of endorsement. Strive to capture 100% of Annual Return Fees for International - \$39,619/ invoice target of 5 and \$25,825 for Domestic.</li> <li>Maximise conversions from quoted enquiries</li> <li>Identify and map out leads</li> <li>Push for payments to meet and exceed Domestic Member target of \$39,145 (6 member invoice target)</li> <li>Maintain marketing push into ASEAN countries and client engagement to meet International Member target of \$31,800 (4 member invoice target). Maximise in-country opportunities through forums/presentations/webinars.</li> <li>Respond to online enquiries</li> </ul> <p><u>Conference</u></p> <ul style="list-style-type: none"> <li>Ensure all payments have been collected and reconciled.</li> </ul>	<p><b>\$157,966.00</b></p> <ul style="list-style-type: none"> <li>Annual Return Fees International - \$39,619 <b>(Member invoice target - 6)</b></li> <li>Annual Return Fees –Domestic - \$25,825 <b>(Member invoice target - 5)</b></li> <li>Application Fees - Domestic - \$39,145 <b>(Member invoice target - 6)</b></li> <li>Application Fees - International - \$31,800 <b>(Member invoice target - 4)</b></li> <li>Associate Membership Fees - \$11,250 <b>(Ass. Member target - 45)</b></li> <li>Audit Services (ASQA/BOS) - \$1,325 <b>(Audit job target -1)</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Meet and reflect on just-held conference</li> </ul> <p><u>Associate membership</u></p> <ul style="list-style-type: none"> <li>• Continue with campaign that creates brand awareness among ELT teachers and highlights real benefits – 45 memberships totaling \$11,250 requires concerted Australian ELT engagement through PD and mailouts. Gauge effectiveness of May strategy and maintain or manipulate as needed.</li> </ul> <p><u>NEAS ASSIST/PD</u></p> <ul style="list-style-type: none"> <li>• BDM and team to gauge campaign that highlights the benefits of NEAS Assist and PD in elevating standards in ELT. NEAS Assist target of \$3,767 to be comfortably met through engagement.</li> </ul> <p><u>Budget</u></p> <ul style="list-style-type: none"> <li>• BDM and team to be critically aware of performance/planning against budget targets and respond appropriately.</li> </ul> <p><u>Other</u></p> <ul style="list-style-type: none"> <li>• Continued efficient use of Hubspot to track business and clients. Pipelines to be fully developed and functional launching into new financial year.</li> </ul> <p><u>Pipeline</u></p> <ul style="list-style-type: none"> <li>• Focus on conversions and payments to meet budget targets and conclude financial year positively.</li> </ul>	<ul style="list-style-type: none"> <li>• NEAS Assist Consulting - \$3,767 <b>(Consulting job target - 1)</b></li> <li>• Other income - \$317</li> </ul>
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## EXAMPLE OF ADVERTISING APPROACH

### What is the market's perception of your ELT Centre?



#### PERCEPTION IS EVERYTHING

No Centre can survive in the competitive ELT industry if its market perception is poor. Let the specialists at NEAS put your centre through our rigorous endorsement process to ensure your students are receiving the best-possible learning experience.

With over 30 years of experience in quality assurance in education, NEAS is the clear leader.

Contact NEAS today to arrange a full evaluation of your ELT organisation and initiate the process to get your centre back on track.

**Can you afford not to be  
a NEAS Endorsed  
ELT Centre?**

To apply for NEAS  
Quality Endorsement, contact us:  
[www.neas.org.au](http://www.neas.org.au)  
or call 02 9055 9275  
or email us on [neas@neas.org.au](mailto:neas@neas.org.au)



## PUBLIC EVENT PLAN FOR CY2020

1. Events Budget: \$80K
2. All events must be attached to a pipeline ROI.
3. \$30K is allocated for campaigns to be designed for increasing pipeline conversion bookended by these events.

DATE	ACTIVITY	LOCATION	STATE	PERSON	BUDGET
08-Feb-20	EVENT	CamTESOL, Phnom Penh	INT	Darren Brookes	11,100
07-Mar-20	EVENT	PD West	QLD	Rufus James	1,467
16-Mar-20	EVENT	PD Fest (EA) QLD	QLD	Rufus James	340
22-Mar-20	EVENT	ICEF ASIA (TBC) or other ASEAN TESOL EVENT	INT	Joel Manning	6,615
28-Mar-20	EVENT	UECA PD Fest, Sydney	NSW	Ben Colthorpe	110
15-Apr-20	EVENT	ICEF Adelaide	SA	Joel Manning	5,403
01-May-20	EVENT	IH Study Abroad Conference	NSW	Joel Manning	2,500
06-May-20	EVENT	UECA AGM	NSW	Patrick Pheasant	
06-May-20	EVENT	NEAS Management Conference, Sydney	NSW	ALL	
18-Jul-20	EVENT	UECA Assessment Symposium, Southern Cross University Gold Coast	QLD	Rufus James	1,433
22-Aug-20	EVENT	UECA PD Fest, Melbourne	VIC	Lynda Beagle	110
15-Sep-20	EVENT	English Australia, Perth	WA	Patrick Pheasant	1,751
15-Sep-20	EVENT	UECA Director's Forum	WA	Patrick Pheasant	
08-Oct-20	EVENT	NEAS AGM	NSW	ALL	7,764
20-Oct-20	EVENT	AIEC, Gold Coast	QLD	Joel Manning, Cameron Heath	7,800
29-Oct-20	EVENT	ICEF BERLIN, QALEN	INT	Ana Bratkovic	5,500
07-Nov-20	EVENT	UECA PD Fest Adelaide	SA	Lynda Beagle	440

16-Nov-20	EVENT	ASEAN Australia Education Dialogue, Jakarta	INT	Joel Manning	8,733
28-Nov-20	EVENT	TEQSA HE Conference, Melbourne	VIC	Ana Bratkovic	2,753
01-Dec-20	EVENT	ISANA, Melbourne	VIC	Ana Bratkovic	2,885
<b>TOTAL</b>					<b>\$67,144</b>

Note: this excludes NEAS Online Courses (7 in 2020) and NEAS Zoom Webinars (10 scheduled for 2020) and Quality Learning Series QLS) 18 scheduled for 2020.

**Project Owner: OM**

# MEMBER SERVICES (PD) PLAN FOR CY2020

DATE	ACTIVITY	LOCATION	Venue	Location	Title	STATE	Budget	PERSON
3-Feb-20	NEAS Online	ONLINE	CANVAS LMS	CANVAS LMS	Area D: Administration, Management and Staffing	Online	\$3,825	Darren Brookes
8-Feb-20	QLS	PHNOM PENH	CAMTESOL	CAMTESOL	Workshop 4: Transformation in ELT	INT	\$3,673	Patrick Pheasant
11-Feb-20	QLS	BANGKOK	Mahidol University	TBC	Workshop 4: Transformation in ELT	INT	\$1,000	Patrick Pheasant
14-Feb-20	QLS	HANOI	VUS	TBC	Workshop 4: Transformation in ELT	INT	\$1,000	Patrick Pheasant
26-Feb-20	Webinar	ONLINE	ZOOM	TBC		Online		Ana Bratkovic
2-Mar-20	NEAS Online	ONLINE	CANVAS LMS	CANVAS LMS	Area E: Promotion and Student Recruitment	Online	\$3,825	Darren Brookes
6-Mar-20	QLS	SYDNEY	AAC	Level 5 & 7/8 Quay St, Haymarket NSW 2000	Workshop 3 - Quality Assurance 101; Getting the most out of your NEAS membership (All Quality Areas)	NSW	\$340	Denver Craig
27-Mar-20	Webinar	ONLINE	ZOOM	TBC		Online		Ana Bratkovic
27-Mar-20	QLS	MELBOURNE	Explore English	250 Collins Street, #9, Melbourne, VIC, 3000	Workshop 3 - Quality Assurance 101; Getting the most out of your NEAS membership (All Quality Areas)	VIC	\$340	Lynda Beagle
3-Apr-20	QLS	CAIRNS	SPC	55-65 Poolwood Rd, Kewarra Beach QLD 4879	Workshop 2 - Engaging 21st Century Learners (Area A)	QLD	\$340	Rufus James
3-Apr-20	QLS	GOLD COAST	Imagine	13 Benowa Road, Southport, QLD, 4215	Workshop 1 – Empowering the ELT Ecosystem (Area D)	QLD	\$340	Debbie Kemish
14-May-20	QLS	JAKARTA	IALF	TBC	Workshop 4: Transformation in ELT	INT	\$3,673	Patrick Pheasant
16-May-20	QLS	KUALA LUMPUR	ELS	TBC	Workshop 4: Transformation in ELT	INT	\$1,000	Patrick Pheasant
19-May-20	QLS	SINGAPORE	JCU	TBC	Workshop 4: Transformation in ELT	INT	\$1,000	Patrick Pheasant
12-Jun-20	QLS	SYDNEY	UTS	187 Thomas Street, Haymarket, NSW, 2000	Workshop 1 - Empowering the ELT Ecosystem (Area D)	NSW	\$340	David Hill
24-Jun-20	Webinar	ONLINE	ZOOM	TBC		Online		Ana Bratkovic
3-Jul-20	QLS	BRISBANE	CQU	160 Ann Street, Brisbane City, QLD, 4000	Workshop 1 - Empowering the ELT Ecosystem (Area D)	QLD	\$340	Rufus James
17-Jul-20	QLS	PERTH	EF	20 Queen Street, Perth, WA, 6000	Workshop 1 - Empowering the ELT Ecosystem (Area D)	WA	\$340	Rufus James

21-Aug-20	QLS	BRISBANE	ILSC	232 Adelaide Street, #1, Brisbane City, QLD, 4000	Workshop 2 - Engaging 21st Century Learners (Area A)	QLD	\$340	Rufus James
21-Aug-20	QLS	MELBOURNE	Kaplan	120 Spencer Street #level 7 Melbourne, VIC 3004	Workshop 2 - Engaging 21st Century Learners (Area A)	VIC	\$340	Lynda Beagle
30-Oct-20	QLS	ADELAIDE	University of Adelaide College	Rm 301, Level 3, 132 Grenfell Street, ADELAIDE, SA, 5000	Workshop 3 - Quality Assurance 101; Getting the most out of your NEAS membership (All Quality Areas)	SA	\$340	Di Price
13-Nov-20	QLS	SYDNEY	UON	55 Elizabeth Street, Sydney, NSW, 2000	Workshop 2 - Engaging 21st Century Learners (Area A)	NSW	\$340	Denver Craig
11-Dec-20	QLS	HOBART	UTas	Hytten Hall, French Street, Sandy Bay Campus, HOBART, TAS, 7000	Workshop 3 - Quality Assurance 101; Getting the most out of your NEAS membership (All Quality Areas)	TAS	\$340	Di Price
TOTAL							\$23,076	

**Project Owner: OM**

# STAKEHOLDER COMMUNICATIONS PLAN

## FY2020

1. Position and platform NEAS for sustainable growth.
  - a. Research stakeholders and create list and monthly communications plan
  - b. Three-year communication plan and budget.
2. Leverage NEAS Brand to extend services to a wider English Language Teaching Community.
  - a. Increased investment into Advisory Council to engage key stakeholders
  - b. Solidify concrete long-term relationships with UECA, English Australia, ITECA and ISEAA.
  - c. Build organisational and personal relationships with TEQSA, ASQA, DET, DHA, State and Territory Study Travel Authorities
3. Support professionalisation of the English Language Teaching Community.
  - a. Investment into development of verification range of products.
  - b. Ongoing monthly marketing and communications plan through NEAS News, website, online courses and other media.

**Project Owner: GM**



## WHO ARE NEAS STAKEHOLDERS?

Stakeholders are individuals and organisations that have a stake in NEAS' mission, goals and operations. Stakeholders may be internal as well as external to NEAS and include:

- Board Directors
- Executive staff
- Quality Assessors
- Advisory Council representatives
- Member providers
- Member individuals
- Non-member providers
- Non-member individuals
- Government departments and agencies
- Industry bodies including peak bodies
- Peer organisations
- Sponsors
- Education agents
- Homestay providers
- Commercial testing organisations
- Consultants
- Service providers
- Students
- Professional staff
- Families
- Guardians and guardianship providers
- Publishers
- Resource and materials writers and sellers

### Why is engagement with stakeholders important?

1. To build relationships both internal within the organisation and with external stakeholders in order to increase investment into NEAS' mission.
2. To gain an understanding of the outsiders' perspective on NEAS' strengths, weaknesses and reputation.
3. To identify trends which may impact NEAS in the future.
4. To encourage 'out of the box' thinking.

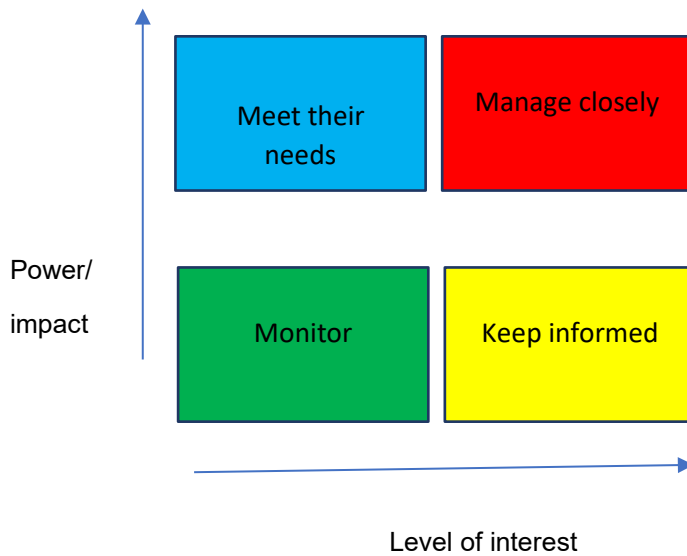
### Stakeholder analysis

In order to create an effective stakeholder engagement plan, the NEAS team has undertaken a stakeholder analysis. The outcome of this analysis was to identify and implement the right approach to take with each stakeholder in order to achieve purposeful and effective stakeholder engagement.

1. Stakeholder mapping

Stakeholder mapping helps to identify the influence and interest of stakeholders and assists in applying the appropriate communication tool to each stakeholder thereby achieving effective engagement.

A common stakeholder-mapping tool, the power/interest chart was used:



- **Stakeholders** with high power and high interest are major stakeholders that are heavily invested. They must be actively managed. Inform, consult, involve collaborate. Influence actions. Eg staff
- **Stakeholders** with high power but low interest must be kept satisfied. They can derail over seemingly minor issues. Keep them regularly updated. Inform and consult. Eg. govt
- **Stakeholders** with low power but high interest must be kept informed. They can create high influence if they don't get what they want. Inform, consult and involve. Eg. members
- **Stakeholders** with low power and low interest must be monitored, in case they become more powerful and affect NEAS in the future. Eg. service providers such as homestay, insurance.

## 2. Engagement activities

There is no one-size-fits-all approach to engaging with stakeholders. Each interaction needs to be tailored and a range of approaches and tools need to be used such as newsletters eg. NEAS News and other updates, emails, public forums such as the AGM, Board and advisory council meetings, staff meetings, social media, QLS, NEAS Online and Webinars, the website, NEAS Management Conference and one-to-one meetings.

Engagement with stakeholders needs to be meaningful and purposeful. The activities engaged in must meet both our needs as well as our stakeholders. This requires clear communication channels to inform stakeholders of what NEAS is doing, consult with them as part of our decision making and collaborate in partnerships on areas of mutual benefit.

## Engagement Framework

Inform	Consult	Involve	Collaborate
Provide <u>information</u> about what NEAS is doing and plans to do. Acknowledge complaints.	<u>Listen</u> and obtain feedback on what we are doing	Work closely to ensure that NEAS <u>understands</u> what stakeholders need from us	<u>Partner</u> with stakeholders to obtain advice and drive innovation
NEAS News, updates, emails, AGM, the website, Advisory Council	Stakeholder feedback surveys, Advisory Council,	Workshops, QLS, Conference, Advisory Council	Advisory Council, Conference

### 3. Stakeholder Engagement Plan Matrix

The outcome of the mapping and activities exercise is a matrix:

Stakeholder	Areas of influence	Activity	Frequency	Owner
Board directors	Governance Strategic Plans	Board meetings	5x year	CEO
		Emails	As required	CEO
		NEAS News	2 weeks	MSO
Executive staff	Operations Reputation	NEAS News Team meetings Emails	As required	As per delegations
Quality Assessors	QRVs, QLSs, Conference, aspects of operations, Reputation	NEAS News	2 weeks	MSO
		Zoom meetings	1 x month	OM
		Emails	As required	OM
		PD incl Conference	PD 2x year	OM
Advisory Council representatives	Current and future operations, Strategic Plans	NEAS News	2 weeks	MSO
		Meetings	5x year	CEO
Member providers	Services provided	NEAS News	2 weeks	MSO
		CEO Update	Quarterly	CEO
		emails	As required	MSO
Member individuals	Services provided	NEAS News emails	2 weeks As required	MSO
Non-member providers	Services provided	NEAS News	2 weeks	MSO
Non-member individuals	Services provided	NEAS News	2 weeks	MSO
Government departments and agencies	Operations, Reputation	NEAS News	2 weeks	MSO
		Centre data	Quarterly	GM

Industry bodies including peak bodies	Operations, Reputation	NEAS News	2 weeks	MSO
Peer organisations	Operations	NEAS News	2 weeks	MSO
Sponsors	Services provided	NEAS News	2 weeks	MSO
		Phone calls and emails	As required	
Education agents	Services provided	NEAS News	2 weeks	MSO
Homestay providers	Services provided	NEAS News	2 weeks	MSO
Commercial testing organisations	Services provided, Conference, sponsorships	NEAS News	2 weeks	MSO
		Phone calls and emails	As required	
Consultants	Services provided	NEAS News	2 weeks	MSO
Service providers	Services provided	NEAS News	2 weeks	MSO
Students	Services provided	NEAS News	2 weeks	MSO
Professional staff	Services provided	NEAS News	2 weeks	MSO
Families	Services provided	NEAS News	2 weeks	MSO
Guardians and guardianship providers	Services provided	NEAS News	2 weeks	MSO
Publishers	Services provided, Conference	NEAS News	2 weeks	MSO
Resource and materials writers and sellers	Services provided, Conference	NEAS News	2 weeks	MSO

## STAKEHOLDER ENGAGEMENT PLAN FY2020, Q2

Oct-19			Nov-19			Dec-19		
Dates	Activity	Owner	Dates	Activity	Owner	Dates	Activity	Owner
1/10, 16/10, 31/10	<b>NEAS News</b>	MSO	5/11	<b>CEO Update</b>	MSO	10/12, 20/12	<b>NEAS News</b>	MSO
			12/11, 22/11	<b>NEAS News</b>	MSO	20/12	<b>CEO update</b>	MSO
24, 25/10	<b>Board Meeting AGM</b>	CEO	5/11	<b>Stakeholder Engagement Plan + database</b>	GM	5/12	<b>Board Meeting</b>	CEO
24, 25/10	<b>Quarterly centre data</b>	GM		<b>Member feedback</b>	MSO	20/12	<b>Member feedback</b>	
31/10		GM	29/11	<b>Webinar</b>	GM			
23/10	<b>Webinar</b>		27/11					

## STAKEHOLDER ENGAGEMENT PLAN FY2020, Q3

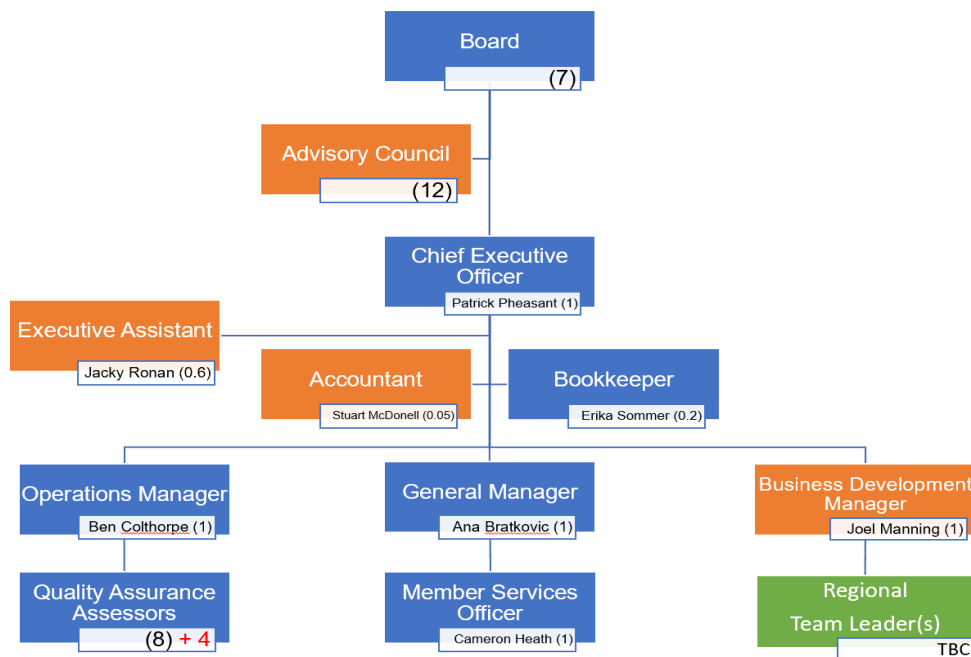
Jan-20			Feb-20			Mar-20		
Dates	Activity	Owner	Dates	Activity	Owner	Dates	Activity	Dates
14/01, 24/01	<b>NEAS News</b>	MSO	11/02, 28/02	<b>NEAS News</b>	MSO	10/3, 27/03	<b>NEAS News</b>	MSO
		GM			CEO	3/03, 17/03	<b>News Conference blasts</b>	MSO
23/01	<b>Quarterly centre data</b>		6/02	<b>Board Meeting</b>	MSO	27/03	<b>CEO Update</b>	MSO
			03/02	<b>NEAS Online launch</b>	MSO	2/03	<b>NEAS Online launch</b>	MSO
			28/02	<b>Member feedback</b>	MSO	26/03	<b>Member feedback</b>	MSO
			26/02	<b>Webinar AC</b>	GM	25/03	<b>Webinar</b>	GM
			13/02		CEO			

## STAKEHOLDER ENGAGEMENT PLAN FY2020, Q4

Apr-20			May-20			Jun-20		
Dates	Activity	Owner	Dates	Activity	Owner	Dates	Activity	Owner
14/4, 28/04	<b>NEAS News Conference blasts</b>	MSO	10/5, 27/05	<b>NEAS News</b>	MSO	9/6, 23/6	<b>NEAS News</b>	MSO
7/04, 21/04		MSO			CEO	23/06	<b>CEO Update</b>	MSO
23/04	<b>Quarterly centre data</b>	GM	6-8/05	<b>NEAS Management Conference</b>		25/06	<b>Member feedback</b>	GM
				<b>Board &amp; AC Meetings</b>	CEO	24/06	<b>Webinar</b>	
2/04	<b>Board meeting</b>	CEO	6-8/05	<b>Conference feedback</b>	MSO			
30/04	<b>Member feedback</b>	MSO	6-8/05	<b>Member feedback</b>	MSO			
			28/05					

# ORGANISATIONAL DEVELOPMENT PLAN

## FY2020 - 2023



## MAIN ROLES & RESPONSIBILITIES

### Chief Executive Officer (CEO)

1. Board management
2. Strategy
3. Team Workslate
4. Legal / Finances
5. Growth Strategy #3
6. Operations of verifications application
7. CRM (endorsement and verifications)
8. Events planning and scheduling (Public and Member Services)

### Business Development Manager (BDM)

1. Growth Strategies #1, #2 and #3
2. Sales and lead generation
3. Pipeline management
4. Fundraising
5. Sponsorships and Corporate Partnerships

### General Manager (GM)

1. Member Services (including Conference, NEAS Assist, Audit Services, NEAS Online, QLS planning, NEAS News, Professional Development)
2. Conference owner
3. Associate Member engagement
4. Stakeholder Engagement Plan
5. Member escalations and Quality Assurance process review and improvements

### Member Services Officer (MSO)

1. Website
2. Office management
3. Conference and events logistics
4. Associate Member logistics
5. Hubspot / Sales CRM

### Operations Manager (OM)

1. All Quality Endorsement activity
2. Pipeline management
3. Regional Assessors
4. Operational Plan and reporting
5. Operations of membership application

### Executive Assistant (EA) to the CEO

1. Board, Advisory Council, AIC support for CEO
2. Board logistics, Travel
3. Team support as required

## TEAM WORKSLATE FY2020

Person / Item	Related KPI	Q2: Oct – Dec 19	Q3: Jan – Mar 20	Q4: Apr – Jun 20	FY2020 Total	Strategic Activity	Progress
ALL.01	Achieve the budget as approved by the board.						Teamwork critical
ALL.02	Develop and deliver a fully costed operational (business) plan.						Teamwork critical
JM.01	Application Fees International	\$32,010	\$52,165	\$78,750	\$174,475	2	Assume responsibility for pipeline – still work cohesively with BC  Work with CH to develop pipelines in Hubspot  Research and make contact with key bodies and chains in (ASEAN) countries highlighted in strategic plan – also use available data
JM.02	Application Fees Domestic	\$129,301	\$119,084	\$117,435	\$233,875	1	Identify and chase leads (eg TAFES)  Initiate referrals campaign  Design flyers that resonate  Maximise conversion rate in pipeline
BC.01	Annual Fees International	\$0	\$4,562	\$38,619	\$75,640	2	
BC.02	Annual Fees Domestic	\$129,301	\$119,084	\$112,546	\$579,590	1	
AB.01	Audit Services	\$8,222	\$4,701	\$3,975	\$36,659	1	
AB.02	NEAS Assist	\$12,138	\$26,793	\$20,903	\$69,534	1	
JM.03	Conference Sponsorships	\$42,177	\$39,416	\$8,954	\$152,077	3	
CH.02	Conference Registrations	\$30,967	\$79,518	\$47,289	\$157,774	3	
JM.04	Associate Memberships (applications)	\$3,045	\$23,750	\$33,750	\$62,386	3	Design flyers that highlight benefits of Assoc. Membership: - Face to face - Online - Webinars (before annual renewal date)
PP.01	Design and pilot Agent Verification	Run pilot workshop	Run pilot with 3-5 agents	Public release at conference		3	
AB.03	Public Relations & Stakeholder Engagement	Develop Stakeholder	NEAS News Webinars	NEAS News Webinar CEO update		1	

	(TEQSA, ASQA, State Bodies, State Education Departments)	Engagement Plan CEO update NEAS News Webinars	CEO update				
PP.02	Engage and empower Advisory Council	Finalise membership and convenor	Establish schedule and topics for AC	Run workshop with AC at conference		3	
PP.03	Advocacy and lobbying with national and international stakeholders: Minister for Education, DET, Home Affairs	Communications to Dan Tehran and Christopher Lawrence	Meet in Canberra	Minister present at conference.		1, 2	
CH.03	Operationalise QLS, webinars and NEAS online courses for 2020 and maintain registration target of 1,000 participants	Create all QLS for online promotion and send out initial opening campaign	Campaign a QLS competition. Measure with first QLS success	Provide three campaigns on QLS via BDM to GM on promotional strategy post conference		3	
BC.03	Manage design and delivery of all professional development activity for members (QLS, webinars, NEAS Online) and maintain target of 20 workshops (F2F, online or webinars)	Draft QLS schedule for 2020, including contacting host Centres.  Facilitate Assessor Workshop on PD topics.  Confirm 3 QLS topics and supply abstracts.  Confirm Workshop development milestones.  Co-Deliver pilot webinar and confirm topics for 2020 webinars with AB.	Work with JR on QLS logistics.  Work with JM and CH on promoting workshops.  Manage Assessor training and preparation for workshops.  Co-prepare and deliver 2 webinars with AB.	Work with JR on QLS logistics.  Work with JM and CH on promoting workshops.  Manage Assessor training and preparation for workshops.  Co-prepare and deliver 1 webinar with AB.		3	
PP.04	Manage public events budget and calendar	Finalise calendar and budget.	Track with mission reports	Run survey with members to confirm engagement		3	
BC.04	Manage associate membership applications, terms and conditions and criteria	Review and develop T&Cs + approval criteria.  Assess and Process applications –	Assess and Process applications	Assess and Process applications		3	



		handover from CH.					
ALL.03	Manage credit card usage, statements and acquittals on a monthly basis within budget						
ALL.04	Office management, including answering phones, rostering for office, admin and facility management.						
BC.05	Recruiting, onboarding, contracting, professional development and performance management of Assessors	Recruit and train 2 new Quality Assessors in Melbourne.  Plan, deliver and evaluate 2-day Assessor Training program.  Engage Assessors according to PDM goals as appropriate and in line with budget.	Training and Mentoring of new assessors.  Training assessor(s) in other NEAS QA processes and engagement activities.	Training and Mentoring of new assessors.  Training assessor(s) in other NEAS QA processes and engagement activities.			
PP.05	Recruiting, onboarding, contracting, professional development and performance management of Sydney Office team						
PP.06	Strategic planning management and reporting	Finalise FY2023 plan and FY2020 plan by 5 Dec	Business Plan for FY2023 drafted for board	Formal strategic plan for public to be released at Conference		1, 2, 3	
JR.01	Executive support to CEO and Board	-Assist with Strategic Plan (finalisation + implementation) -Finalise Advisory Council for 2020 and manage new member inductions	-Manage Board leading up to and at the conference	-support end of FY processes			
AB.04	NEAS Management Conference Convenor, includes MC and runsheet planning and management	Program finalisation Promotions Ticket sales Sponsorships	Update plans including runsheet, manage tickets, sponsors, speakers, staging	Conference delivery Final staging arrangements,		3	

BC.06	NEAS Management Conference Program Coordinator, includes managing speakers and Assessors	Review abstracts and proactively engage speakers. All speakers confirmed.  Confirm COPS and assign assessors and invite key people.  Develop blurbs and articles as required for Stakeholder Engagement Plan	Collect and review speaker presentations, communication and ticketing of speakers.  Confirm Premium Product Showcase.	Coordinate Assessors and program.		3	
CH.04	NEAS Management Conference Organiser, includes full operations, registrations, sponsorship management and venue.	Finalise 80% current sponsors, provide booth numbers. Provide monthly budget update	Provide a quarterly update with points on options for improving sales if required..	Finalise collateral 2020 conference. Provide final update to conference committee		3	
PP.07	Research and determine most appropriate CRM (Hubspot, Canvas, or Association Online). Plan implementation.	Prepare proposal for Board by 5 Dec	Trial	Implement			
BC.07	Leading growth in ELT Qualification management and Online delivery.	Continue engagement of leads and prospects according to pipeline.  Contact Rowan Michael re Conference engagement.	Train an assessor in ELT Quals Endorsement + allocate to ELT Quals COP for Conference.  Explore development opportunities abroad with BDM.	Continue engagement of leads and prospects according to pipeline.  Continue managing ELT Quals COP.  Explore development opportunities with BDM.		1	JOEL: Work with Ana on investigation of, and strategies for Online Delivery
AB.05	Review, design and implement ongoing member annual survey, analyse and report on results.	Develop Stakeholder Engagement Plan Pilot pulse surveys Annual Survey	Pulse surveys Develop NEAS QA framework	Conduct NEAS QA processes eg. survey, focus groups Report		3	
ALL.05	Maintain ongoing professional						

	development activity and report on progress within annual PMD process						
JR.02	Support ongoing office administrative duties	-QLS assistance -Assume some conference tasks -Annual survey -Support migration to HubSpot	-calls to key + associate members for feedback and conf. promotion	-conference focus -support end of FY processes			
PP. 08	Publish research on behalf of NEAS to encourage evidence based practice and culture of action research	Publish one journal article per year.		Establish research committee for conference		3	
PP.09	Present roadshow to regional areas, possibly Far North Queensland symposium in Oct 2020.	Research and plan symposium	Get funding	Promote symposium		1	

### Strategic Activity

1. Advance Australian ELT
2. Advance International ELT
3. Advance the ELT Community

	Direct revenue targets
	Ongoing operational targets
	Personal wish list