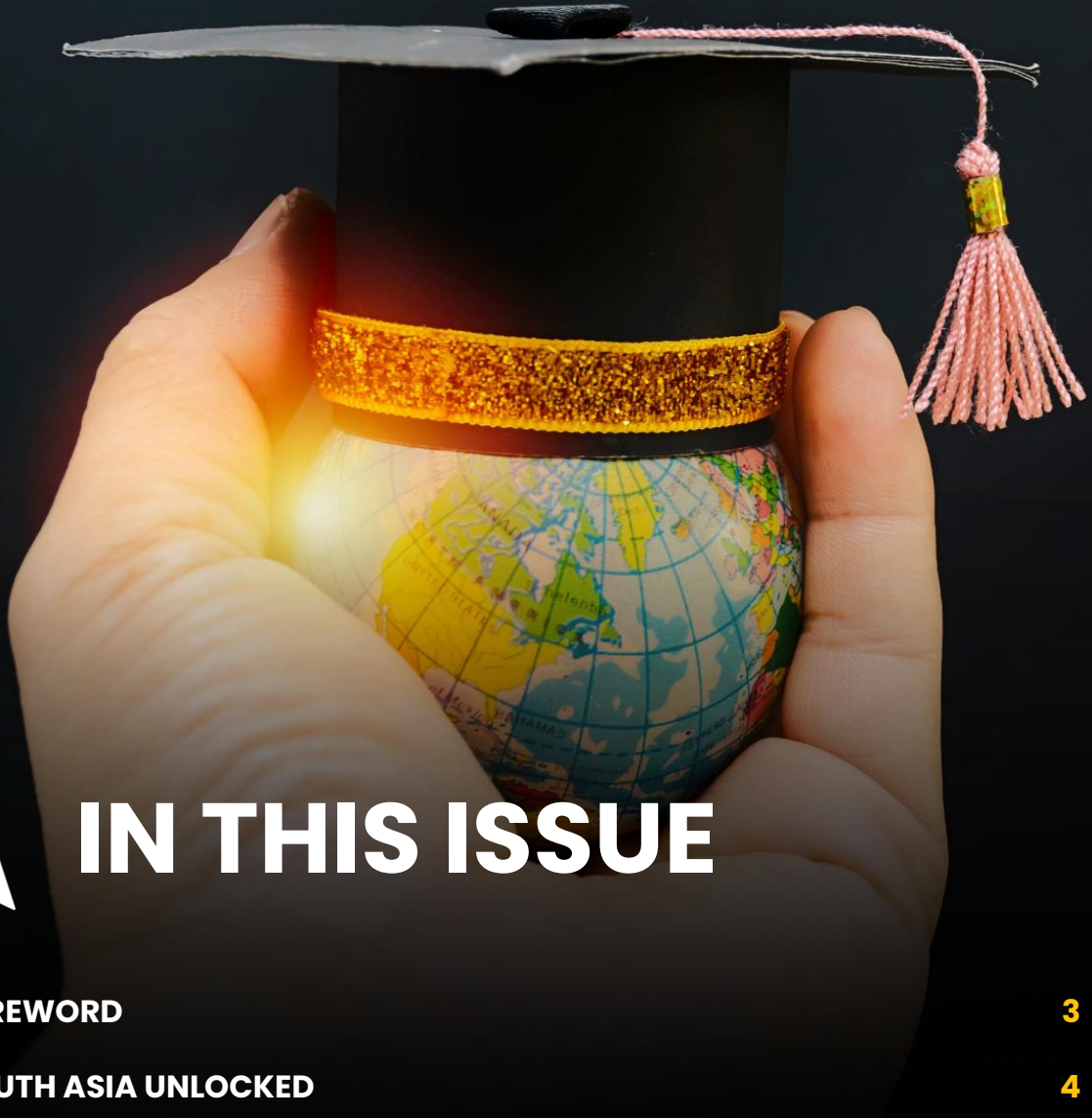




# THE CAREER DISPATCH

April 2026





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**TARUN GUPTA**  
Global Managing Partner



South Asia's higher education landscape is entering a new phase, one defined not just by scale, but by a fundamental shift in how students evaluate global education opportunities. As cost pressures rise, policy environments evolve, and employability outcomes come under sharper scrutiny, international education is increasingly being assessed through a return-on-investment lens.

This edition of The Career Dispatch navigates how Indian students, one of the largest globally mobile cohorts, are recalibrating their study-abroad decisions. From shifting destination preferences and tightening immigration policies to the growing importance of career outcomes, affordability, and flexible learning models, the global mobility landscape is becoming more selective and outcome driven.

Our **South Asia Unlocked** section examines this transition in depth, highlighting how student priorities are moving toward employability-focused programs, HyFlex delivery models, and destinations offering stronger post-study work pathways.

The **Country in Focus** section turns to Germany, analysing how its policy stability, affordability, and structured student-to-work transition are positioning it as a high-value alternative to traditional destinations. Also, in line with the evolving landscape, this edition also features the **University of Derby**,

highlighting how institutions are aligning academic delivery with employability and outcome-driven education for Indian students.

At the same time, broader developments, from the internationalisation of India's higher education system to shifting global mobility patterns, underscore a larger transformation in how education is delivered, accessed, and valued across the region.

At T&A Consulting, we continue to work closely with global institutions to navigate these evolving dynamics, helping them align with student expectations, build sustainable recruitment strategies, and strengthen their presence in South Asia through a focus on long-term outcomes and employability.

We hope this edition of The Career Dispatch offers valuable insights into the changing contours of international education and supports institutions in making more informed, future-ready decisions.

# South Asia Unlocked

## The Rise of ROI-Driven Student Mobility



This edition of South Asia Unlocked explores the pivot towards ROI-driven decision-making in international education, particularly among Indian students. While India remains one of the largest contributors to global student mobility, recent data indicates a transition from volume-led growth to more selective, outcome-oriented mobility patterns, shaped by rising education costs, tightening immigration policies, and evolving labour market demands.

Outbound mobility is increasingly influenced by affordability, employability outcomes, and policy stability. Traditional destinations such as the **US, UK, Canada, and Australia** are facing policy tightening and cost pressures, while alternative destinations including Germany, France, and Ireland are gaining traction by offering clearer post-study work pathways, lower tuition costs, and stronger industry alignment. At the

same time, students are prioritising STEM disciplines, industry-linked programs, and flexible learning models, reflecting a closer alignment between education choices and global workforce demand.

Parallely, South Asia, particularly India, is emerging not only as a source of students but also as an increasingly relevant education destination. Policy initiatives under NEP 2020, the entry of foreign universities, and projected growth in inbound mobility signal a broader structural shift in the region's higher education landscape.

Cumulatively, these trends highlight a transition toward a value-driven global education ecosystem, where student decisions are increasingly guided by measurable outcomes, financial sustainability, and long-term career prospects.

# The ROI Shift

## How Indian Students Are Reframing Study-Aboard Decisions?

**Indian outbound student mobility is entering a new phase – one defined not by sheer volume, but by strategic decision-making.**

For years, the story of Indian students going abroad was one of relentless growth. That story is now being rewritten. Today, the calculus around studying abroad is shifting, with career outcomes and financial returns weighing as heavily as institutional prestige. While India remains one of the world’s largest sources of internationally mobile students, recent data points to a market that is becoming more selective, deliberate, and outcome-driven.

The scale of this shift is evident in the data. According to India’s Ministry of External Affairs (MEA), the number of Indian students studying abroad declined by 5.7% in 2025 compared to 2024, when the total stood at 1.33 million. Earlier government figures reflect a similar trend, with approximately 759,000 Indian students enrolled overseas in 2024–25, down from 893,000 in 2023–24.

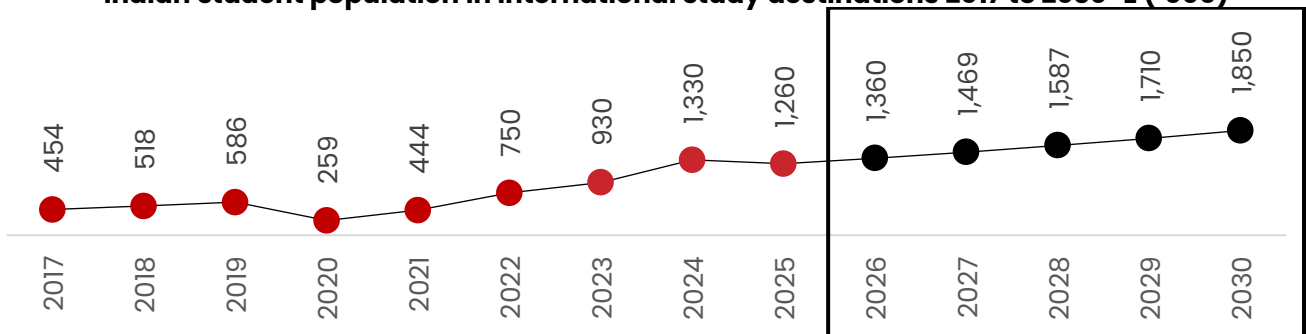
The decline has been most pronounced across the traditional “Big Four” destinations—Canada, the United States, the United Kingdom, and Australia—which together still account for around 72% of Indian students abroad.

This shift is largely driven by tightening visa and immigration policies across these destinations. For instance, in the United States, F-1 visa issuances to Indian students have declined, while the UK’s 2025 Immigration White Paper has further strengthened an already restrictive environment, alongside rising visa fees and stricter financial requirements since January 2025. Canada has introduced admission caps and tighter study permit verification processes. Collectively, these changes have made the traditional study-abroad route more complex, costly, and uncertain

### Why the Big Four Are Losing Ground?

- ❑ **United States:** F-1 visas issued to Indian students fell to **64,000 (Jan–Sep 2024)**, a **38% decline** from ~130,000 in 2023, amid stricter visa processes and limited interview availability.
- ❑ **United Kingdom:** Student visa is set to surge to **£558 from £524 in April 2026**, which is a **6.5%** increase from previous year’s fee, alongside stricter financial proof requirements under the **2025 Immigration White Paper**.
- ❑ **Canada:** Introduction of **student caps and stricter verification** has driven visa rejection rates for Indian students to **over 70% in 2025**, up from ~30% in 2023

**Indian student population in international study destinations 2017 to 2030-E ('000)**



Source: Ministry of External Affairs and forecasted numbers by T&A based on January 2024 as the base year

Shifting policy environments abroad are only part of the story. Domestic labour market realities are equally shaping how Indian students evaluate the value of a degree—whether domestic or international.

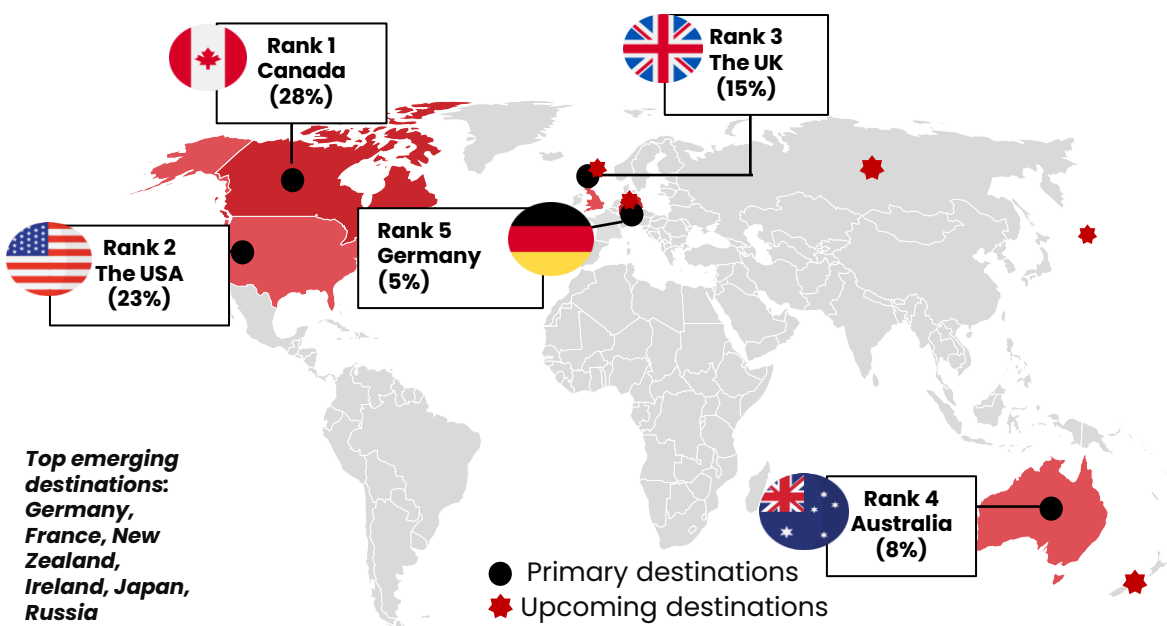
- ❑ **Employability Gap:** Only around 43% of graduates are employable, and 46% of graduates are job-ready for emerging roles such as AI and ML, according to Mercer India Graduate Skill Index 2025. Gaps are more pronounced in non-technical fields like HR and digital marketing.
- ❑ **Skills Readiness:** (India Skills Report 2026 suggests that the overall employability stands at approx. 56% in 2026, up marginally from 55%, indicating that nearly half of graduates remain underprepared.
- ❑ **Changing Priorities:** 46% of students prioritize immediate employment, while only 20% of them merely prioritise permanent residency, reflecting a shift from migration-led to outcome-driven decisions (upGrad TNE Report).

*The data clearly points to a generation of students who are approaching higher education as a targeted career investment, not a migration strategy*

- ❑ **STEM Demand:** A 30%+ YoY rise in STEM applications (AI, data science, cybersecurity) highlights growing alignment with employability-focused fields.
- ❑ **New Destinations:** Countries such as Germany, France, and Finland are gaining traction, offering lower costs, streamlined visas, and stronger employment prospects.

What is unfolding is not simply a dip in outbound student numbers. It is a structural recalibration of how Indian students – and their families – assess the value of international higher education. Prestige and geography are giving way to pragmatism. Institutions and destination countries that can clearly demonstrate career pathways, post-study work opportunities, and a credible return on investment will be best positioned to attract the next generation of Indian students. Those that cannot are already beginning to feel the impact.

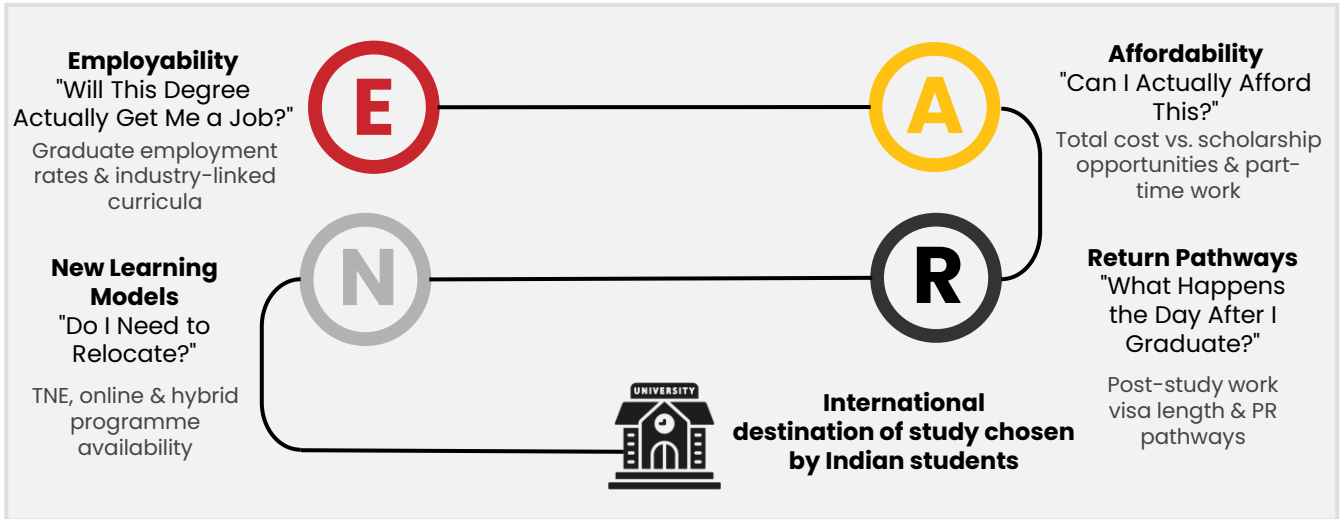
### Destinations for Indian outbound student population (in %)



Source: Ministry of External Affairs, Government of India, January 2024-25

# What Indian Students Now Look for in a Study Destination?

The question Indian students are asking has fundamentally changed. It is no longer "Which university has the best ranking?" It is "What will this degree do for me?" Across kitchen tables and WhatsApp groups, a new decision-making framework is taking shape – one built around four pillars that together spell out exactly what today's Indian student is chasing: **to EARN**.



## E | "Will This Degree Actually Get Me a Job?"

The most pressing question for Indian students today is simple: *will this degree make me employable?*

With STEM fields (AI, data science, cybersecurity, FinTech) witnessing 30%+ YoY growth in applications, students are aligning choices with global demand. The Global Skills Report 2025 highlights that 85% of employers expect workforce upskilling by 2030, while ~70% plan to hire in data science, cloud, and GenAI.

## A | "Can I Actually Afford This?"

Cost has become a primary filter, not an afterthought. Rising tuition, living expenses, and stricter financial requirements are pushing students to evaluate total ROI before committing. According to ApplyBoard's Spring 2025 Survey, 77% of students prioritise affordability, even over employment prospects. This is driving a shift toward European destinations, where lower costs and comparable outcomes offer stronger value.

## R | "What Happens the Day After I Graduate?"

Post-study work opportunities are now decisive. Students increasingly prioritise destinations with clear and stable immigration pathways, as these directly impact career outcomes. Countries like Germany (18-month job-seeker visa) and France (targeting 30,000 Indian students by 2030) illustrate this shift.

## N | "Do I Even Need to Relocate?"

HyFlex learning is emerging as a viable alternative, offering flexibility without compromising outcomes. By reducing relocation costs while maintaining access to global curricula and faculty, these models improve accessibility and ROI. With 85%+ universities rethinking delivery models, hybrid formats are becoming a permanent feature, allowing students to balance study with work and reconsider full relocation.

# Education Spotlight: University of Derby

## Strengthening Career Outcomes



### Built for the Outcome-Driven Student

Indian students in 2026 are not just choosing universities—they are seeking outcomes. The expectation is clear: a degree that leads to employment, a curriculum aligned with industry needs, and strong employer linkages. The University of Derby positions itself strongly across all three.

#### ❑ What's New at Derby?

The university is undergoing active growth, including the development of a new business school aimed at strengthening collaboration between students, businesses, and start-ups. Located in a well-connected industrial hub with strengths across engineering, rail, and aerospace, Derby offers access to a live industry ecosystem—providing a practical advantage for students.

#### ❑ What Derby Offers?

Derby's postgraduate portfolio aligns with global hiring demand:  
MBA Global, MSc IT, MSc Cyber Security, MSc Advanced Data Science — designed for high-growth sectors  
MSc Control and Instrumentation — a niche pathway for specialized engineering roles  
The outcomes reinforce this positioning. According to Uni Compare 2026, Derby ranks among the Top 10 UK universities and Top 2 for

employability and course quality, with ~94% of graduates progressing to employment or further study.

This is supported by a practice-led academic model, including integrated placements, live projects, and employer collaborations with organizations such as Rolls-Royce and Toyota. Students gain both technical skills and industry exposure before graduating.

Beyond immediate outcomes, Derby emphasizes long-term career readiness through career services, mentoring, and post-graduation support, enabling global career mobility.

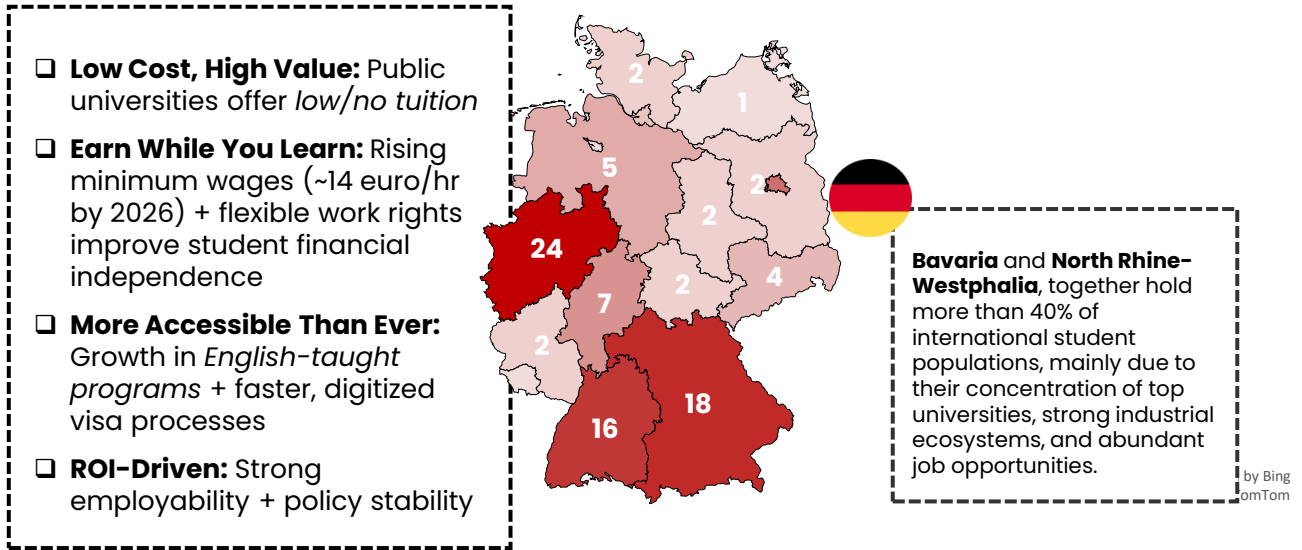
#### ❑ Why Indian Students Should Pay Attention?

In an increasingly selective and cost-sensitive UK environment, Derby aligns closely with the EARN framework shaping student decisions—offering clear employability outcomes, industry-aligned programs, and strong ROI potential.

For students targeting careers in technology, business, and engineering, Derby's combination of applied learning, industry integration, and strong graduate outcomes makes it a compelling and practical choice.

# Country in Focus: Germany

## German-states with highest international student %



### Why Germany?

Germany has emerged as one of the most compelling study destinations for Indian students seeking ROI-driven options. The country currently hosts over 420,000 international students in 2026, reflecting a 4% YOY increase, underpinned by its world-class public universities, zero or low tuition fees, and a deeply industry-aligned academic culture. For Indian students priced out of the traditional English-speaking destinations, Germany offers a rare combination of academic quality and affordability.

### The India-Germany FTA Advantage

In the context of India-Germany relations, a significant catalyst has been the India-EU Free Trade Agreement (FTA), which has enabled deeper commercial integration between the regions. One of the key benefits includes the introduction of gratis visas for Indian students participating in short-term programmes, waiving the standard 75 Euro visa fee. This policy signal reflects a broader strategic alignment: Germany needs skilled talent, and India has it in abundance.

### Work Rights & Post-Study Pathways

Germany's proactive policy environment is aimed squarely at integrating international students into the workforce. Recent reforms under the Skilled Immigration Act have significantly expanded opportunities for students to work during and after their studies. International students can now work up to 140 full days or 280 half days annually, an increase from earlier limits — allowing students to better manage living expenses and gain practical experience.

Additionally, graduates benefit from an 18-month post-study job-seeker visa, which allows them to remain in the country and take up employment while searching for roles aligned with their qualifications. This pathway has become one of Germany's most powerful recruitment tools, attracting academically driven Indian students who prioritise long-term career outcomes over short-term migration routes.

### Did You Know?

The number of **Indian students in Germany** is at an **all-time high**, having almost doubled in recent years to reach **over 59,000 as of 2025**.

# News and Updates

## Middle east conflict disrupts Higher education and student mobility

The ongoing US–Israel–Iran conflict has been impacting higher education across the Middle East, with universities facing operational disruptions and students reconsidering the region as a study destination. Several institutions across the Gulf have shifted to online learning or temporarily suspended on-campus activities due to security concerns and airspace disruptions. At the same time, international students and faculty have been stranded or forced to alter travel plans, highlighting the vulnerability of globally mobile education systems to geopolitical instability.

In parallel, universities in other regions, including Brown University in the US, have issued travel advisories restricting academic mobility to affected areas, reflecting broader institutional risk management measures



## UK Introduces International Student Levy

The UK government has proposed a new international student levy, which will require higher education providers to pay a flat fee of £925 per international student per year, with implementation scheduled for August 2028.

Unlike earlier proposals that suggested a percentage-based charge, the policy has now been structured as a fixed-rate levy, applicable across institutions in England and administered by the Office for Students.

The primary objective of this levy is to fund the reintroduction of maintenance grants for disadvantaged domestic students, signalling a policy shift toward redistributing resources within the higher education system. However, while the levy is technically imposed on universities, sector stakeholders have raised concerns that cost pressures may ultimately be passed on to international students through higher tuition fees or reduced institutional investment.

From a structural perspective, the levy introduces additional financial considerations for universities that are already highly dependent on international student revenue. Estimates suggest that the policy could generate £445m in 2028–29, equivalent to around 4.5% of total international fee income across the sector but may also increase cost pressures across the sector and influence institutional recruitment strategies.

## Canada's decline in Indian student intake

Canada's share of Indian students has dropped sharply, with only 9,955 new study permits issued between January and August 2025, compared with 149,875 in the same period in 2023. This significant decline reflects the impact of policy tightening, enrolment caps, and increased visa scrutiny, marking a shift for a destination that previously dominated Indian outbound mobility.

## Highlights from International Education Day 2026

**International Education Day 2026 was organized under the theme "The power of youth in co-creating education". This theme marked a shift from viewing young people merely as beneficiaries to recognizing them as active partners and decision-makers in education systems.**



- **UNESCO Global Hybrid Event:** Held at UNESCO Headquarters in Paris on January 23, 2026, this event brought together youth leaders and international decision-makers to discuss education reform. UNESCO released a new global measurement tool by the Global Education Monitoring (GEM) Report, assessing the level of student and youth participation in national education legislation and policymaking.

- **SDG4 Youth & Student Network:** UNESCO introduced a new cohort of this network to empower young leaders as changemakers, particularly in crisis-affected contexts.
- **Crisis Context Webinar:** A dedicated online session showcased stories of youth leading educational initiatives in conflict zones.
- **Jordan National Launch:** UNESCO and UNICEF in Jordan joined the global celebration by placing youth voices at the centre of their Education Sector Plan (ESP) 2026–2030.

Jordan's ongoing education reforms, including the Education Strategic Plan (ESP) 2026–2030, commitments under the Transforming Education Summit, and the Economic Modernization Vision, reflect a shift toward positioning young people as active stakeholders and rights-holders in the education ecosystem, rather than passive recipients. The International Day of Education 2026 served as a strategic milestone to reinforce these commitments and accelerate their implementation.

### India Emerging as a Global Study Destination

**Destination:** India has been positioning itself as an inbound education hub. According to QS projections, international student numbers are expected to grow at ~8% annually from a base of 58,000 in 2025, marking a shift from India being solely a source market to becoming a destination for global education.

India has also set an ambitious long-term goal of hosting 500,000 international students by 2047, reflecting the government's push to position the country as a global education hub. India is set to welcome around 19 foreign universities establishing campuses in the current academic year, following announcements at the Study in India Edu-Diplomatic Conclave 2026 by the Union Education Minister of India.

### France expands its push for Indian students

**students:** France is actively strengthening its position as a preferred destination for Indian students. Indian enrolments grew by 17% in 2024–25 to reach 9,100 students, and the country has set a target of 30,000 Indian students by 2030, supported by expanded scholarship programs and policy initiatives.

In 2026, the French president Emmanuel Macron during his visit to a high-level academic and scientific meetings in India announced simplified visa processing, expansion of English-taught programs, and improved academic pathways to ease entry barriers for international applicants.

# Event in Focus

## Expanding Global Medical Pathways in India with T&A



T&A Consulting, India office for the Western Atlantic University School of Medicine (WAUSM) marked an exciting new chapter as it officially kicked off recruitment activities for the university, signalling a strengthened commitment to connecting Indian students with world-class offshore medical education opportunities.

The initiative reflects a continued effort to expand access to global medical programs, particularly in destinations that offer structured clinical exposure and internationally recognized qualifications.

The engagement brought together prospective students and stakeholders, providing insights into WAUSM's academic offerings, admissions pathways, and career outcomes. With a growing number of Indian students exploring alternative destinations for medical education, such initiatives play a critical role in bridging information gaps and enabling informed decision-making.

This also aligns with broader trends in outbound student mobility, where students are increasingly evaluating international

education options based on employability, affordability, and long-term career prospects. Institutions such as WAUSM are responding by strengthening their outreach in key markets like India and positioning their programs within a global healthcare context.

Through this collaboration, T&A continues to reinforce its role as a strategic partner in international education, enabling institutions to engage effectively with high-potential student markets while supporting students in navigating evolving global opportunities.

# T&A Events and Initiatives

## Polar Bear Pitching India : Connecting Global Startup Ecosystems



T&A Consulting collaborated with Business Finland and T-Hub on hosting the Polar Bear Pitching event in India, a unique platform that brought together global innovation ecosystems and emerging entrepreneurial talent.

The event showcased a strong convergence of Finnish resilience and India's dynamic startup ecosystem, featuring high-potential ventures presenting innovative ideas across technology-driven domains. Participating startups demonstrated strong capabilities, creativity, and problem-solving approaches, reflecting the growing maturity of India's innovation landscape.

The event also provided an opportunity to closely interact with founders, evaluate emerging business models, and gain insights into evolving startup trends. Such platforms play a critical role in enabling cross-border collaboration, knowledge exchange, and global exposure for early-stage ventures.

Initiatives like Polar Bear Pitching highlight the increasing importance of international partnerships in strengthening startup ecosystems.

By facilitating these engagements, T&A continues to contribute to building meaningful global connections, supporting innovation-led growth, and enabling startups to access international opportunities.

## PIE Live India 2026 – Rethinking Global Education Strategies



T&A Consulting exhibited in PIE Live India 2026, a key industry platform that brought together global higher education leaders, institutions, and education stakeholders to discuss the evolving dynamics of international student mobility. The event served as a critical touchpoint for understanding how institutions are recalibrating their strategies in response to changing market realities.

PIE Live India positions itself as a forum for “powerful networking, insights, and game-changing discussions”, connecting a global community of education professionals shaping the future of the sector.

A central theme that emerged from the event was the strategic importance of India in global higher education. Conversations reinforced that institutions are shifting away from short-term recruitment-driven approaches toward building long-term, sustainable engagement models within the market. This includes a growing focus on transnational education, in-country delivery models, and deeper institutional partnerships.

The discussions also highlighted a broader

structural shift in institutional priorities. Universities are placing greater emphasis on resilience over rapid expansion, ensuring that growth strategies are sustainable, adaptable, and aligned with long-term outcomes. At the same time, there is increasing recognition that local relevance is as critical as global reputation, particularly in markets like India where student expectations are evolving rapidly.

From a market perspective, the event underscored how India is transitioning from being a source of outbound students to a strategic partner in global education ecosystems. This shift is prompting institutions to rethink program design, delivery models, and engagement strategies to better align with local needs while maintaining global standards.

Through these participations, T&A aims to keep strengthening its role as a strategic enabler within the international education ecosystem.

## Driving Visibility and Recruitment Momentum for University of Derby



Between January and March 2026, T&A's team representing the South Asia office of University of Derby executed targeted initiatives to strengthen brand visibility and support student recruitment across the region. The primary focus was on counselling prospective students for upcoming intakes and promoting the university's academic offerings.

During this period, recruitment activities for the April 2026 and September 2026 intakes remained a priority. The team conducted 26 agent office visits and participated in 7 recruitment fairs across key cities, including Delhi-NCR, Mumbai, Jaipur, Ahmedabad, Punjab, and Kathmandu. These engagements were focused on advising prospective undergraduate and postgraduate students.

A key highlight of the quarter was the visit of Professor Kathryn Mitchell, Vice-Chancellor, and Professor Stephen Wordsworth, Deputy Dean, College of Health, Psychology and Social Care. Their engagements in Delhi, Nashik, and Chennai included meetings with higher education institutions to explore partnership

opportunities, along with an agent engagement dinner in Delhi.

Overall, more than 200 students and parents were engaged through these activities, gaining insights into the University of Derby's academic programmes, admissions processes, and student experience.

### Looking Ahead

In the upcoming quarter, the team will focus on consolidating existing partnerships and improving conversion rates from applications to enrolments. Greater emphasis will be placed on targeted student follow-ups, streamlined communication, and aligning recruitment efforts with priority programmes and markets to ensure more effective outcomes.

## In Discussion at Queen's University Belfast: Student Recruitment, GIFT City and Employability



T&A Consulting's teams for Queen's South Asia, GIFT City, and Graduate Jobs India recently came together in Belfast for a series of strategic discussions and collaborative engagements. The visit served as a valuable platform to align on priorities across international education, transnational delivery, and student employability.

At the heart of the discussions was a shared commitment to enhancing the global student journey, from recruitment and academic experience to post-study outcomes. With the evolving landscape of international education, the teams exchanged insights on emerging student expectations, market dynamics in South Asia, and the growing relevance of India as a strategic hub for global education delivery.

A key focus area was the continued development of the GIFT City campus, positioning it as a high-quality extension of Queen's academic excellence.

Conversations explored ways to strengthen programme offerings, build deeper industry linkages, and create a differentiated value proposition for students choosing to study at GIFT City.

Equally important were the discussions around employability and career pathways. The Queen's Graduate Jobs India initiative was highlighted as a crucial bridge connecting students with meaningful career opportunities. The teams deliberated on expanding employer networks, enhancing student preparedness, and ensuring that graduates are equipped with skills aligned to industry needs, both in India and globally.

Beyond structured meetings, the visit also enabled deeper cross-team collaboration and knowledge sharing, reinforcing a unified approach towards advancing Queen's global ambitions. The exchange of ideas and on-ground perspectives has laid a strong foundation for future initiatives aimed at delivering impactful outcomes for students.

As Queen's continues to strengthen its presence across regions, such engagements play a vital role in ensuring that institutional strategies remain cohesive, forward-looking, and student-centric.

# About T&A Consulting

## India and South Asia Education Representation Services



T&A Consulting (hereinafter referred to as T&A) is a global consulting practice to Government economic development agencies, businesses and academic institutions across North America, Latin America, Europe, Africa, the Middle East, and Asia. We offer an in-house portfolio of end-to-end services across the trade and investment spectrum.

Our team of over 60 full-time professionals, primarily based in our Global HQ in Gurugram near New Delhi, which is also the lead team for Asia, the Middle East, and Africa, is complemented by offices in Canada, covering the Americas, and representatives in the UK and Dubai.

For entry into South Asia only, T&A Consulting has advised multiple foreign governments and their Higher Education Institutions (HEIs) on the opportunities for growth arising from student mobility and, more latterly, partnerships, especially in India, following the introduction of the New Education Policy.

We represent a number of universities, overseeing and managing their relationships with agents and schools, attending multiple

recruitment events and offering ongoing guidance to their international teams and academics on government policy, course design and emerging higher education trends.

We believe in the adage that the pursuit of higher education is a journey and not a destination. While we help the students begin their journey with all the needed preparations, we also ensure that the destination at our client's end is well served with all the necessary back-end support.

As we continue to expand our international network and expertise, T&A's position as a respected strategic advisory and consulting firm has enabled us to continue our original guiding principle for success – **WE GO BEYOND** – our clients' expectations.

# How can we help?



- Act as an on-ground local representative, promoting international universities to enhance their brand visibility and reach in India through strategic engagement initiatives.
- Develop innovative and targeted marketing strategies along with promotional campaigns to increase awareness and visibility of the represented universities among prospective students, parents, and educational institutions.
- Conduct in-depth market research and analysis to identify and prioritize target regions, institutions, and opportunities across India.
- Prepare and present detailed industry insights through country reports, market analysis, and industry deep-dives to provide actionable intelligence to partner universities.
- Guide students through the entire application process, offering personalized counselling to help them make informed academic and career decisions aligned with their aspirations.
- Offer comprehensive pre-departure support, including orientation sessions for offer holders, ensuring a smooth transition to the represented universities.
- Collaborate closely with universities to optimize and streamline the admissions process, ensuring a seamless experience for Indian students.
- Build, nurture, and sustain robust relationships with Indian educational institutions, government bodies, and other stakeholders to create long-term collaboration opportunities.
- Keep partner universities updated on evolving market trends, competitor strategies, and changes in Indian education policies, offering valuable insights to refine their approaches.

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