



DAVIS
& ASSOCIATES

STRATEGIC
MARKETING

Credentials

2011



OUR GOALS FOR OUR CLIENTS

- To differentiate and position our clients within their markets
- To ensure our clients acquire and retain business – with a strong strategic focus
- To maximise our client's investment in marketing.

OUR POINT OF DIFFERENCE

- Specialists in the services sector – especially professional and financial services.
- Consultants who are experienced marketing and creative practitioners – “We’ve worked at the coalface”.
- Depth in four core areas: Brand Strategy & Management, Marketing Management & Planning, Business Development and Client Relationship Management.

ABOUT DAVIS & ASSOCIATES

Davis & Associates is a strategic marketing consultancy specialising in the services sector, especially professional and financial services. Established in 1998 by former ASX and Price Waterhouse Director of Marketing, Dianne Davis, the consultancy has built a client list of major corporates, and leading services and not-for-profit organisations.

Based in Sydney and the Blue Mountains of New South Wales, we work Australia-wide.

Areas of Specialisation include:

- Brand Strategy & Management (including logo development & visual identity)
- Marketing Planning & Management
- Business Development
- Client Relationship Management.

Our team comprises senior consultants with expertise in marketing planning & management, brand strategy, business development and business analysis / market research.

Our point of difference and strength is that our consultants are all experienced marketing and creative practitioners – *we know what it's like to work inside organisations to implement marketing strategies, drive initiatives and be accountable.*

We maintain strategic alliances with other marketing communication providers to deliver a full service capability.

Strategic Partners in:

- Public Relations & Issues Management
- Presentation & Sales Training.

WHAT OUR CLIENTS SAY

"I have worked with Dianne for the past two years, during which time she has been instrumental in assisting us to develop our marketing and business development expertise. Dianne is technically superb and has a working style that makes her more like a colleague than a consultant. Dianne's strategies are comprehensive, practical and realistic".

SARAH WALEY
National Marketing Director
PKF

"Davis & Associates undertook a major brand review for Choice...the review has been instrumental in driving our approach to brand management and measurement over the past few years...Dianne Davis and her team were exceptional at all stages of the review...Too often in my experience, reports provided by consultants have a short shelf-life...the brand review for Choice conducted by Davis & Associates does not fall into this category. It has had a significant impact on the way in which Choice presents itself to the Australian community and it continues to inform thinking in Choice at all levels about our brand strategy and marketing".

PETER KELL
Former Chief Executive
CHOICE

"Davis & Associates was engaged by NCS International in 2007 to carry out a major review and realignment of our Marketing & Business Development function. The output of this work was a comprehensive plan that provided a clear strategic framework and roadmap for directing marketing and business development activity and investment over the following 3 years. Davis & Associates worked actively with our senior management team, while retaining the external perspective necessary to challenge the conventional view. They demonstrated a willingness to go beyond the original brief to ensure delivery of a final product that provided a strong platform for the company".

GREG JEWSON
Chief Executive Officer
NCS International

SOME OF OUR CONSULTING CLIENTS



LAWYERS



MACQUARIE
UNIVERSITY



Baxter





PROJECT / ENGAGEMENT SUMMARIES

Australian Consumers Association / CHOICE - Market-Brand Positioning Review

We were engaged to undertake a comprehensive market and brand positioning review project for CHOICE over a six-month timeframe between 2005-2006. The project involved four core elements:

1. *Scan of ACA's Market & Environment* - with a focus on likely future consumer & social networking trends (both domestic & global), key competitive forces & threats, and developments / trends in comparable consumer organisations - especially UK, US.
2. *Internal Stakeholder Analysis* - senior management & Council interviews and staff workshop to ascertain internal perceptions about: ACA / CHOICE's current brand architecture, image & positioning; key competitors-competitive forces; future product-service opportunities & market segments; and relevant brand positioning & brand values.
3. *External Market-Brand Positioning Research* - coordinating quantitative brand awareness research with our quantitative research partner - Newspoll; directly conducting qualitative research amongst key external stakeholder segments (9 focus groups, 15 depth interviews). As part of this process, we reviewed relevant ACA/ CHOICE marketing & brand research, business planning documentation & CHOICE publications. The key deliverable was a comprehensive Market-Brand Research Report.
4. *Business Directions-Market Opportunity Report* - this covered: relevant market-brand positioning for ACA / CHOICE; a customer segmentation model; strategies for enhancing existing & new content; marketing of existing products / services to existing segments; a framework for prioritising new business opportunities - focusing on key markets / products / channels; strategies & actions to enhance the policy & advocacy functions; opportunities to enhance service value and delivery; relevant marketing / brand strategies; and appropriate marketing measures / metrics.

Key outcomes of the Review, included:

- Decision to rationalise the organisation's brand architecture and unify around the single CHOICE brand
- Identification of a clear and compelling value proposition for the CHOICE brand
- Determination of a set of relevant attributes and values to underpin the brand
- A roadmap for increasing the brand's awareness amongst target audiences
- A set of relevant metrics / KPIs for evaluating and tracking the brand
- Identification of a "straw" market segmentation framework for retaining existing business / targeting new business.



PROJECT / ENGAGEMENT SUMMARIES

PKF - Strategic Consulting : Marketing, Branding & Business Development

Since 2004, we have acted as Strategic Marketing Counsel to PKF (Australia's 6th largest accountancy and business advisory firm). Our work has involved regular interaction and collaboration with the firm's senior leadership team (National Marketing Partner, National Chairman, NSW Managing Partner, Business Unit Leaders).

We have worked in three key areas:

Marketing Management & Operations

- Developing a 3-year national Marketing & Business Development plan
- Auditing existing national marketing expenditure; recommendations on future expenditure & accountability
- Reviewing existing national and State marketing structure, resources & capabilities
- Providing competitor intelligence on marketing expenditure & resources
- Advising on industry best practice in terms of appropriate levels of marketing expenditure & resourcing.
- Advising on a social networking strategy for the firm.

Brand Strategy & Management

- Providing detailed advice on core brand strategies & tactics for the firm nationally
- Advising on the content of brand research
- Providing guidance on relevant brand metrics
- Facilitating analysis and discussion on a relevant brand positioning & differentiation
- Re-branding the firm's specialist SME practice.

Business Development

- Advising on best practice in business tenders (strategy, document, presentation, post-tender review)
- Developing key processes, procedures & templates for implementing a Targeting Program for identifying and qualifying new business; conducting internal targeting workshops
- Advising on account management strategies to segment existing client base and retain/grow existing accounts
- Developing and project managing two major market research surveys for the firm, including the Business Population Monitor (jointly developed with Access Economics) that focuses on population and business trends impacting SMEs in Australia.

PROJECT / ENGAGEMENT SUMMARIES



St.George Group – Market-Brand Positioning Project

- Coordinated desk research on competitive environment, and key consumer trends in Australian retail & business banking sectors
- Managed internal stakeholder analysis, including depth interviews with 26 senior managers on competitive environment and perceptions of own organisation's market-brand positioning
- Coordinated broad qualitative research (20 focus groups) amongst external stakeholder segments on perceptions of competitors, the St.George brand and service needs (both current and future)
- Reviewed large-scale quantitative brand awareness and customer usage research (4,800 sample)
- Lead adviser on development of a market-brand positioning platform for the organisation.

Outcomes of this work included:

- Realignment and rationalisation of the Group's brand architecture to support the corporate strategy
- Development and communication of a new brand positioning relevant to the parent & sub-brands (i.e. the successful "*Small Enough/ Big Enough*" positioning)
- Superior tailoring of messages / communications to reflect needs-interests of key retail & wholesale segments
- Established a strengthened brand culture across the organisation
- Developed a framework for ongoing brand management & measurement
- Enhanced market differentiation for the St.George brand
- Improved customer satisfaction ratings.



PROJECT / ENGAGEMENT SUMMARIES

Mortgage Choice – Brand Awareness & Positioning Research, Segmentation Model Development

- **Conducted quantitative Brand-Advertising Awareness research** of mortgage lenders (500 telephone interviews) and mortgage brokers (3 focus groups). The research focused on:
 - Advertising awareness – both spontaneous & prompted
 - Brand Image
 - Usage / intended usage: current mortgage lender / mortgage broker; reasons for not using a broker
 - Source of reference – mortgage brokers
 - Awareness of key differentiators – mortgage brokers vs. other sources of mortgage finance
 - Message take-out from Mortgage Choice tv advertising
 - Demographic profiling.

- **Conducted further Brand & Advertising Awareness qualitative research** (8 focus groups), to understand:
 - Mortgage Choice's brand awareness as a mortgage broker, brand identity & presence
 - The extent to which consumers find the home loan market confusing / complicated
 - Key considerations when choosing a mortgage – prioritise key criteria
 - Competitive advertising – awareness of, and reaction to, competitor advertising.

- **Analysed primary research & 3rd-party industry / market research, developed a robust Segmentation Model for key mortgage market segments.** The model took into account:
 - *Demographic factors*: age, gender, marital status, household income, location, work status, education, occupation
 - *Behavioural factors*: first time mortgage users vs. experienced mortgage owners; direct mortgage originator users vs. mortgage broker / other intermediary users; own home vs. investment property vs. renovation
 - *Attitudinal factors*: motivators for choice of mortgage initiation (e.g. time, convenience, impartiality / unbiased, shopping around, security, trust).

OUR CONSULTING TEAM

Dianne Davis – Principal: Marketing Management / Brand Strategy / Business Development

Dianne is among Australia's leading services marketers, with broad national and international experience. She has built a specialist reputation in the area of services marketing and branding.

Dianne has more than 23 years experience in senior marketing and business development roles in Australia and the UK, including: Head of Marketing (ASX); Director of Marketing (Price Waterhouse, Australia); National Manager, Business Development (Ernst & Young, Australia); Senior Manager, New Business Services (Coopers & Lybrand, UK).

Her services industry experience spans professional and financial services, not-for-profits and healthcare.

Professional services clients have included: KPMG, Gilbert + Tobin, Minter Ellison, Ernst & Young, Deloitte, PKF, Sparke Helmore, Clayton Utz, Gadens Lawyers, Accenture, Herbert Geer & Rundle, Lander & Rogers, Bentleys MRI, Nexia ASR and McLachlan Chilton.

Financial services clients have included: St. George Bank, Commonwealth Bank, Perpetual, Securities Institute of Australia, Tribeca, ABN AMRO, Vero, Computershare, HSBC, ASFA, Choice HOME LOANS and Mortgage Choice.

Not-for-profit and healthcare clients have included: Multiple Sclerosis Australia, Paraquad NSW, Baxter Healthcare, Uniting Church, St John of God Health Services and Royal District Nursing Service.

Other professional roles and activities include: Former Chair of The Securities Institute of Australia's Marketing Taskforce; Member of The Australian Institute of Management's Marketing Taskforce; Co-Founder of The Chief Marketing Officers Forum.

Dianne was Deputy Chair of the Griffin Theatre Company from 2003-2008.

Her qualifications include: MBA (Marketing), MA (International Relations), BA (Hons) Political Science.

CONSULTING TEAM cont...

Adam Fisher – Senior Consultant: Design/Visual Identity & Advertising

Adam has more than 20 years experience as a Creative Director, Art Director and Graphic Designer, in both advertising and design agencies, including Leo Burnett and Hulsbosch.

He has worked on a diverse range of brands including, QANTAS, Accenture, Macquarie University, Telstra, Commonwealth Bank, Suncorp, Singapore Airlines, Pirelli, Gucci and Westpac.

Steve Harvey – Senior Consultant: Information & Analysis

Steve has over 25 years experience in Australia and internationally, working in a diverse range of business and marketing areas, including as a researcher and financial journalist for The Australian newspaper, senior marketing positions in Australia's largest resource companies (RTZ & BHP Billiton), and marketing and business advisory roles for such companies as Blockbuster Video, Argyle Diamonds, Sage Accounting Software and Quadrem (a US-based online business portal start-up).

Other Professional Roles & Activities: Member - Association of Information Professionals; Member - Australian Marketing Institute (MAMI).

CONSULTING TEAM cont...

Adette Rosenbach – Senior Consultant: Business Development, Market-Consumer Insights

Before moving into consulting in 2005, Adette had 10 years experience in managing business development and marketing processes in corporate and professional services environments. She held marketing roles with Bentleys MRI and PricewaterhouseCoopers.

Adette specialises in conducting market and competitor intelligence analyses and undertaking research into customer insights. Her clients have included Merrill Lynch, PKF, CFO Strategic and Sacassan Bailey.

Her qualifications include, Masters of Business (Marketing), Diploma HR (Distinction), Certificate IV Workplace Training & Assessment and Professional Communicator Mentor / Coaching Program.

Rhonda Smyth – Consultant: Not-for-Profits, Healthcare, Branding

Rhonda specialises in the not-for-profit / healthcare sectors. She has held various management and marketing roles with Baxter Healthcare, St John of God Health Services, Kodak (Health Sciences) and Prince Henry Hospital.

She is a qualified marketer and research scientist, with a Graduate Diploma in Marketing and a Bachelor of Applied Science.

Her clients have included: Baxter Healthcare, St. John of God Health Services, Uniting Church, Multiple Sclerosis Australia, ParaQuad NSW, Edwards Life Sciences and Cardinal Health.

CORE SERVICES

Marketing Planning

- Developing & reviewing marketing plans
- Resource planning and development.

Marketing Management

- Re-engineering marketing functions
- Marketing audits
- Budgetary allocation/prioritisation
- Outsourcing
- Resource allocation
- Marketing metrics/KPIs
- Monitoring marketing performance.

Brand Strategy and Management

- Brand architecture
- Brand alignment (internal & external brand culture)
- Brand values, identity and positioning
- Brand naming
- Brand strategy facilitation
- Brand research
- Brand strategy implementation and management
- Brand metrics/measurement
- Brand visual identity (logo design, brand guidelines).

CORE SERVICES cont...

Business Development

- Business tenders, including training & coaching
- Targeting strategies/programs
- Market research, especially qualitative
- Customer segmentation/profiling
- Product development & product launches
- Competitor intelligence.

Digital Marketing

- Website design & development
- Social media strategies
- E-marketing campaigns.

Client Relationship Management

- Account management programs
- Relationship management programs
- Client reviews (incorporating service delivery & satisfaction evaluation).

Design & Advertising

- Design – brochures, capability statements, sales material, tender documents, corporate stationery, signage, merchandise
- Creative for print & online advertising (visual + copy)
- Logo design
- Print management.



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