CMAA National Club Member Visitation Survey 2022

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CMAA and Wohlsen Consulting Partnership

Wohlsen Consulting appointed CMAA exclusive research partner 2022 - 2024

Extensive 2022 national research plan

1. Financial Benchmarking	2. Member Visitation Survey	3. Remuneration Survey	4. Gaming Performance and Trends	5. Departmental and Operations Metrics

The members survey is a key national initiative to support individual clubs and the whole clubs industry

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Introduction to Wohlsen Consulting

- Wohlsen Consulting = Geoff (Brisbane) and Philip (Sydney) Wohlsen

- 25 years of club experience

- **Geoff**: Law & Economics, University of Qld, BP Oil (1988 – 1994), KPMG Consulting (1994 – 2001), own practice or partnerships incl DWS

- **Philip**: Bachelor of Business QUT, MBA AGSM UNSW. Unilever, Arnott's, Pfizer, Johnson and Johnson, Bayer, GSK, own consulting practice

Areas of Delivery
Planning – strategic, business and project
Research – consumer, member, staff/personnel, marketing, culture
Finance – accessing finance, feasibility, ROI
Operations – management structure, profitability, marketing audit
Governance review, policy development

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National Club Member Visitation Survey Opportunity

Introducing a Key CMAA initiative for the clubs industry to have access to leading edge data and insights via their own member base benchmarked against the industry

National online industry member survey targeting 100,000 member responses
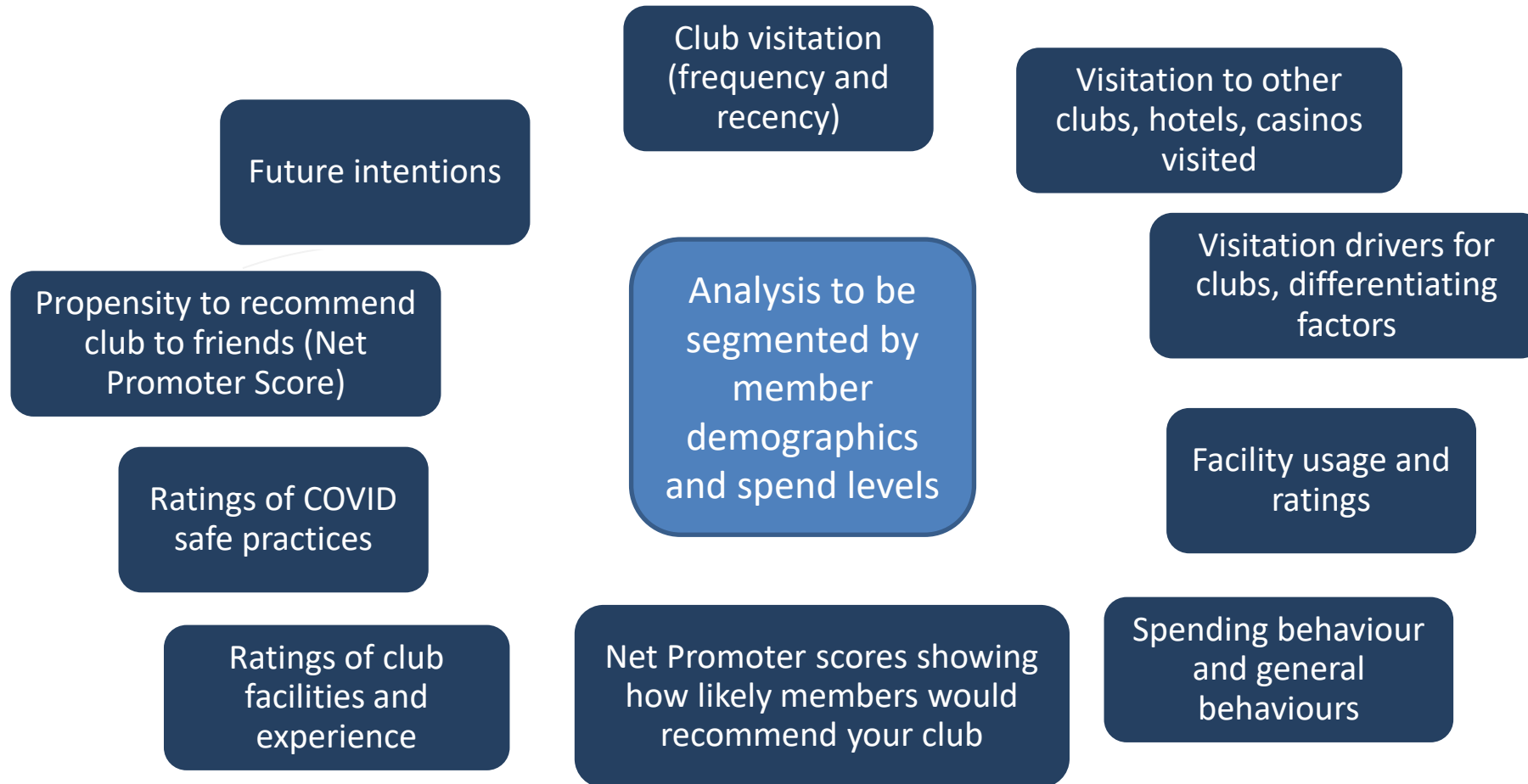
Opportunity to Understand Members Behaviours Attitudes and Intentions

COVID   Impact

Aggregated Results National and by State

Private club specific report

Survey participation target number of clubs

State	Minimum No. Clubs	Ideal No. Clubs
NSW	20	50
Vic	10	20
Qld	10	20
ACT	5	10
Total Clubs	**45**	**100**
Estimated Total Responses	**50,000**	**100,000**

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Club Member Visitation Survey Insights

Club visitation (frequency and recency)

Visitation to other clubs, hotels, casinos visited

Future intentions

Visitation drivers for clubs, differentiating factors

Propensity to recommend club to friends (Net Promoter Score)

Analysis to be segmented by member demographics and spend levels

Ratings of COVID safe practices

Facility usage and ratings

Ratings of club facilities and experience

Net Promoter scores showing how likely members would recommend your club

Spending behaviour and general behaviours

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Analysis and Reporting

Analysis and Reporting

1. Standardised set of research questions which will be benchmarked against a national and state cohort of clubs.

2. Survey format has been road tested in the industry.

3. Tailored questions will be included allowing clubs to gain data on their members postcode location and competitive venues in their areas. Clubs may also request 2 additional specific multiple choice questions to be added to the survey.

4. Wohlsen consulting will provide detailed and tailored analysis taking into account member demographics (age , sex) and importantly tailored analysis for important segments e.g. frequent visitors and higher spenders.

5. Participating clubs will receive their own results report with comparisons to the total survey benchmarks at national state and club size level.

6. Wohlsen Consulting can also present results to each participating club's management via an online Microsoft Teams meeting.

7. Aggregated research results will be provided to the industry via CMAA publication and will be presented at industry events.

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Privacy Assurance

Survey Protocol and Privacy

- Wohlsen Consulting will not have access to private specific member information. We recognise that club's member information is their intellectual property

- Clubs will email online survey link to members. Members complete survey online.   Member privacy guaranteed. Wohlsen Consulting will not contact members.

- Participating clubs own survey results will not be published to the industry.   These results are private for each club only.

- Only anonymous and aggregated data (such as benchmarks) will be shared at industry level.

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CMAA Endorsement and Pricing

- Members of the CMAA Federal Executive are endorsing this study and some have already agreed for their clubs to participate

- For clubs with multiple venues the survey should be at the venue level to be meaningful

- The investment for each participating club is follows. There is a standard price for the first venue of $3500 for a single venue. For club groups with multiple venues the pricing per subsequent venue is in the schedule below. Clubs with multiple venues may choose which venues they would like to participate.

First Venue	$3,500		

Additional Venues	Large Revenue over $20M	Medium Revenue $10M to $20M	Smaller Revenue under $10M
Second Venue	$3,300	$2,750	$2,250
Third Venue	$3,100	$2,500	$2,250
Fourth and above Venues	$2,900	$2,250	$2,250

All Prices are Pre GST

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Research Participation is your Key Success Factor

We ask for your support by actively participating in your CMAA member research program

High Participation from Clubs = Comprehensive and Robust Data = Deeper and Targeted Insights = Better Industry Outcomes

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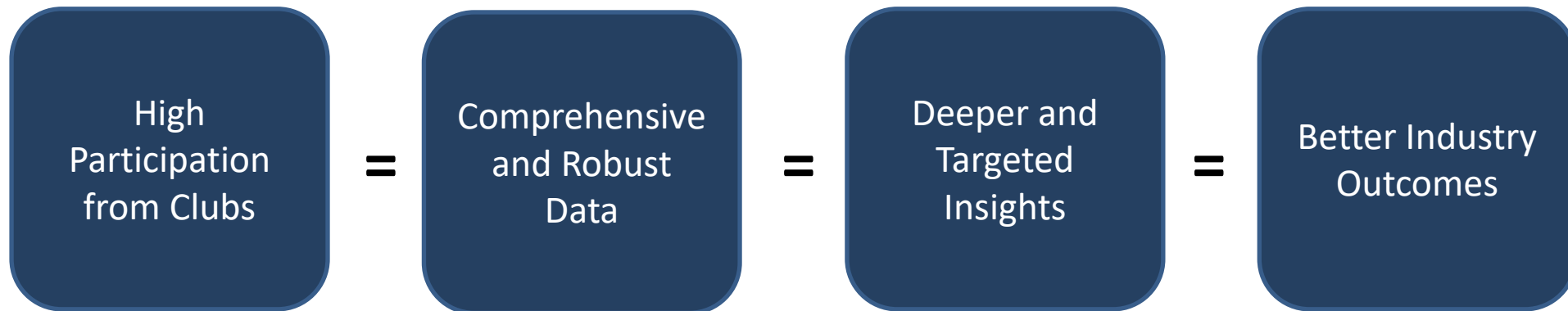
Your Expression of Interest

This link allows you to show your expression of interest to participate :

[Club Member Visitation Survey Expression of Interest](#)

Following this Wohlsen Consulting will contact you to confirm your participation

We thank you in advance for your interest!

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National Club Members
Visitation Survey

Example Report

February 2022

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Example Survey Report

- This example survey report demonstrates the actual data tables that clubs will receive when they participate in the national survey

- There will be over 50 charts provided

- There will be detailed demographic charts for the club followed by comparison charts for the club to compare to its regional and national club industry

- Charts will come with commentary highlighting strengths and weaknesses and opportunities for improvement

- Wohlsen Consulting will be available to present to each participating club in an online MS Teams meeting

- The data tables will also be provided in excel with a Pivot function set up

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Member Survey Visitation Data and Insights Benefits for Clubs

The member survey provides club management and club boards with member data for their club and compares it to benchmarks from other club surveys in their region (eg by city or state) and to a national average

The report will provide data and insights that can be used for:

- Data driven decision making
- Strategic Planning
- Business Planning
- SWOT development
- Management tool for communicating with staff
- Identify key training needs
- Benchmark for a future survey to measure impact of management actions

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Defining Good and Committed Gamers

- Key member segments that will be reported throughout the survey are "good gamers and committed gamers"

  - Good Gamers $200 to $400

  - Committed Gamers over $400

- Good Gamers and Committed Gamers are the highest value members segments and hence it is important to ensure these group is well looked after and has positive ratings for the club
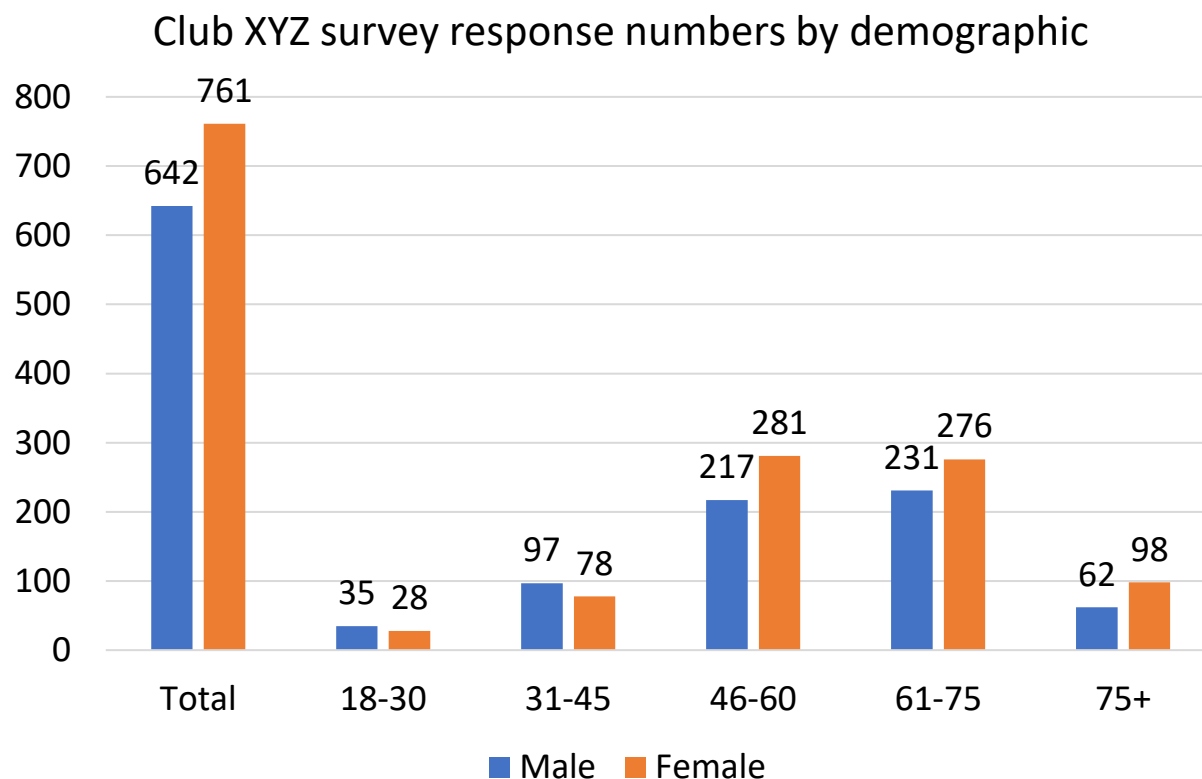
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Number of Responses by Demographic

Club XYZ survey response numbers by demographic

- Majority of members are 46 to 75 years making up 72% of members

- Females are 54% vs males at 46%

- Club XYZ has a younger profile compared to its region and national. Younger members under 45 years account for 21% of members

- Club XYZ is also stronger in the 46-60 years age group vs region and national averages

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Number of respondents table

Age and Gender	Total	18-30	31-45	46-60	61-75	75+
Male	**642**	35	97	217	231	62
Female	**761**	28	78	281	276	98
Total	**1403**	63	175	498	507	160

Number of Responses by Demographic

Survey response demographics % composition
club XYZ compared to region and national
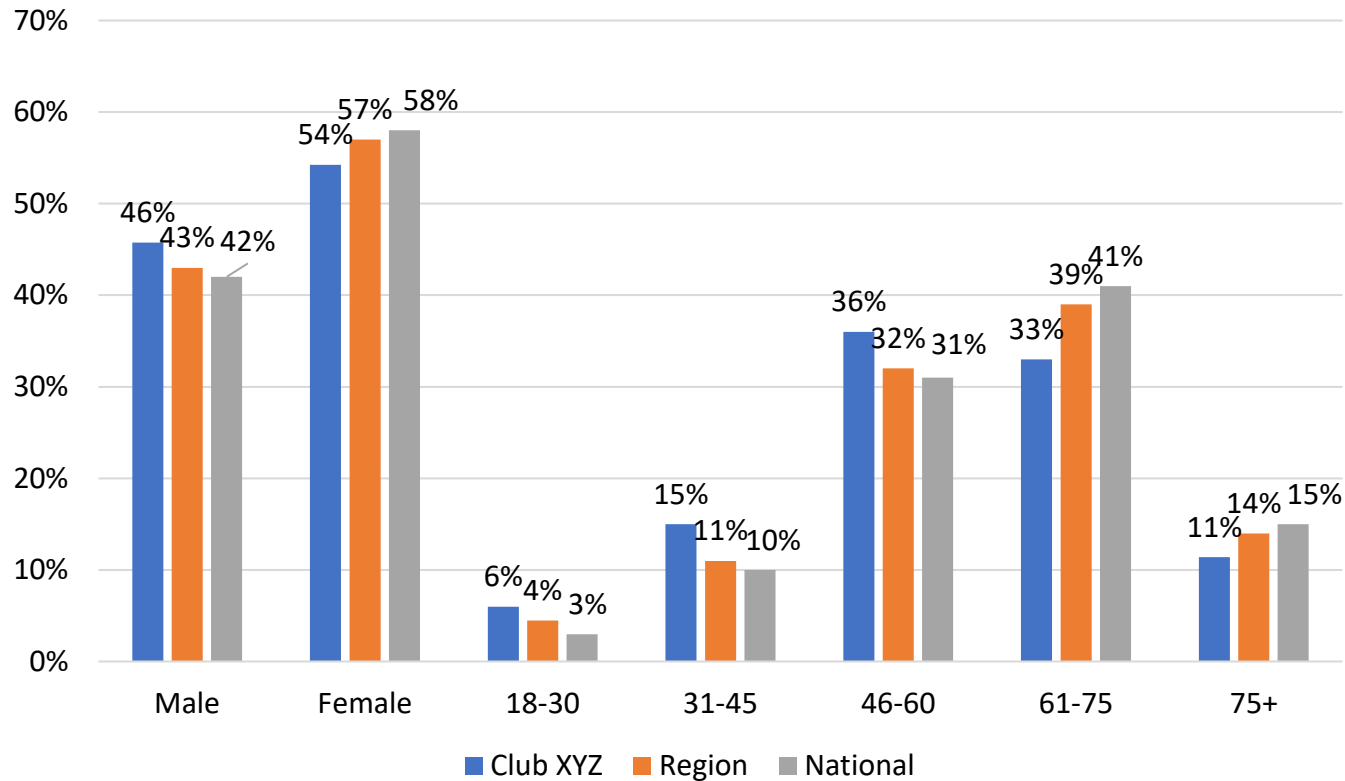
Legend: Club XYZ, Region, National

Chart values:
- Male: 46%, 43%, 42%
- Female: 54%, 57%, 58%
- 18-30: 6%, 4%, 3%
- 31-45: 15%, 11%, 10%
- 46-60: 36%, 32%, 31%
- 61-75: 33%, 39%, 41%
- 75+: 11%, 14%, 15%

- Majority of members are 46 to 75 years making up 72% of members

- Females are 54% vs Males at 46%

- Club XYZ has a younger profile compared to its region and national. Younger members under 45 years account for 21% of members

- Club XYZ is also stronger in the 46-60 years age group vs region and national averages

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Frequency of Visit

Under normal circumstances, (e.g. when not affected by COVID) how often would you visit us at [Club Name]

Club XYZ visits per annum
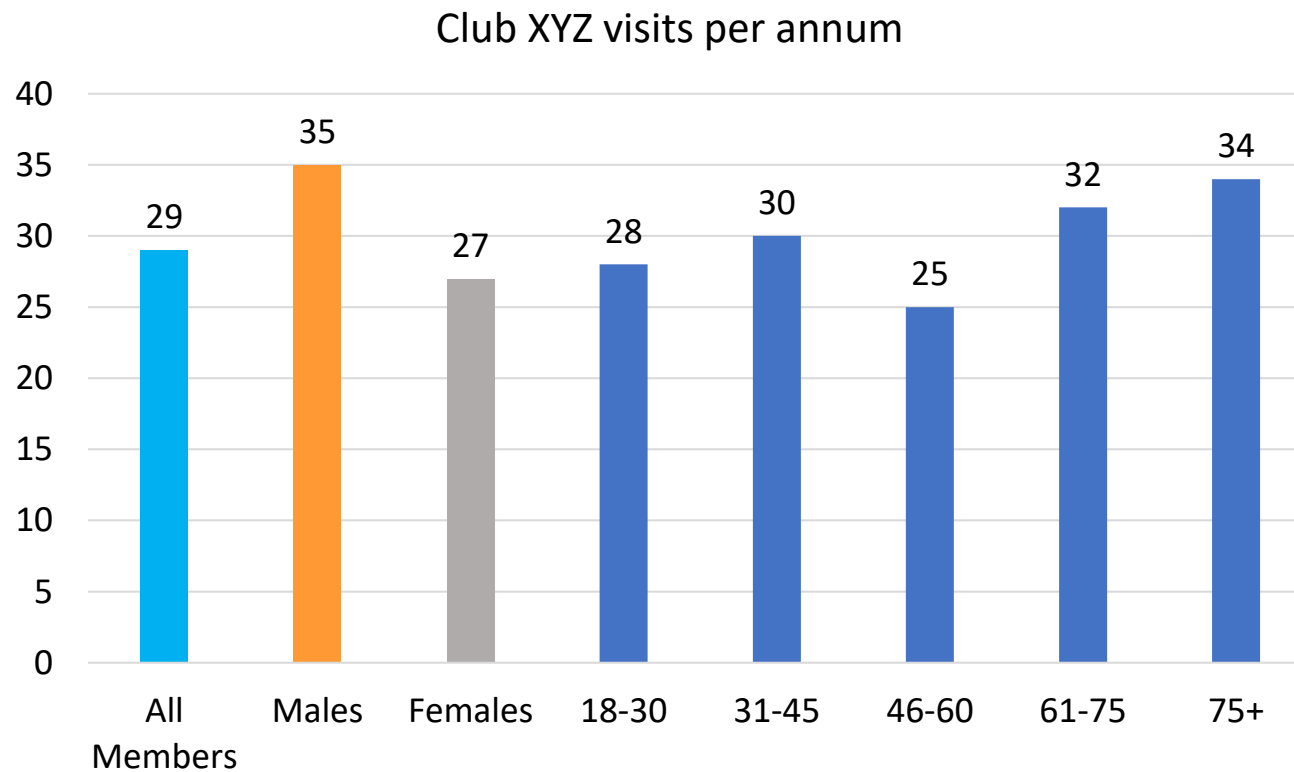
- Males visit club XYZ more frequently at 35 visits per annum vs females 27 visits per annum
- Visitation highest amongst 61 years plus 18-45s are also frequent visitors
- 46-60s are the lowest group for visits

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Frequency of Visit

Under normal circumstances, (e.g. when not affected by COVID) how often would you visit us at [Club Name]

Visitation frequency - Average visits per annum
Club XYZ vs region and national
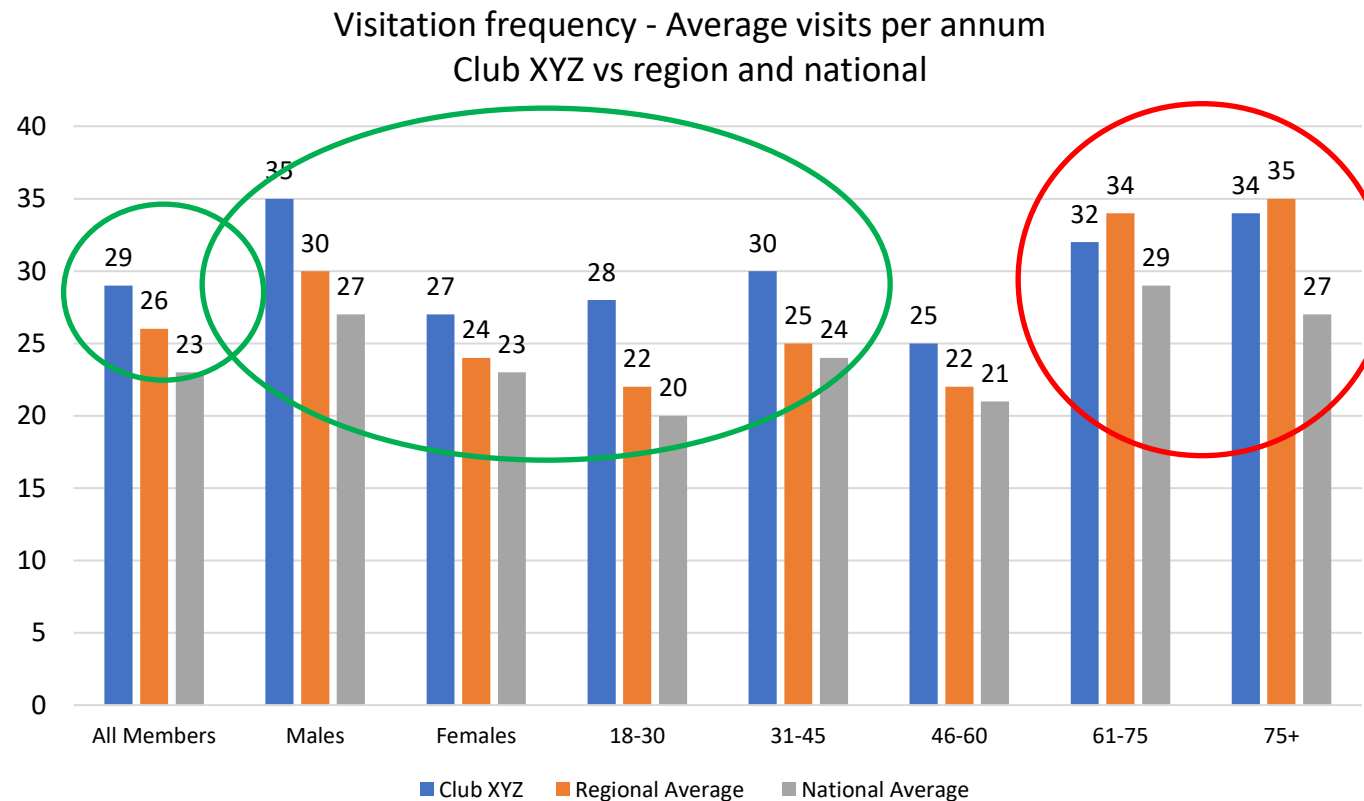
- Club XYZ is stronger on visitation overall vs region and national
- Club XYZ relative strengths vs region and national are primarily with males
- 18-45s are a key strength
- 46-60s are also a strength although not quite as pronounced
- Older age groups 61+ are a relative weakness

Last Visit Activities

On your last visit, what activities did you participate in?
(you may choose multiple answers)

XYZ Club last visit activities %
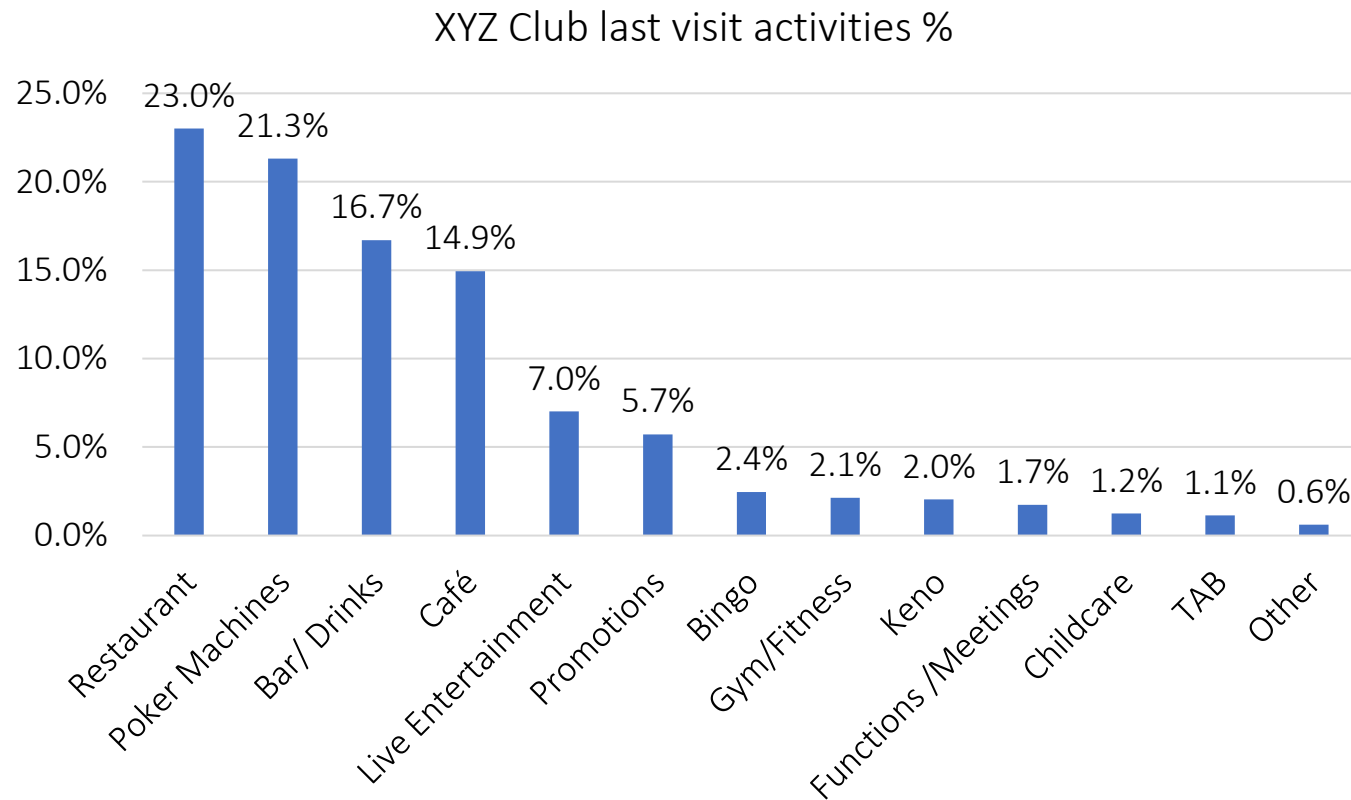
- Club XYZ most popular activities on last visit in are the Restaurant 23% and Poker Machines 21%

- Next most popular are the bar and the café at 17% and 15% respectively

- Live Entertainment and promotions are next at

This chart will also be available by key demographics – age and gender

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Last Visit Activities (Major Activities)

On your last visit, what activities did you participate in?
(you may choose multiple answers)

Last visit major activities CLUB XYZ comparison to region and national
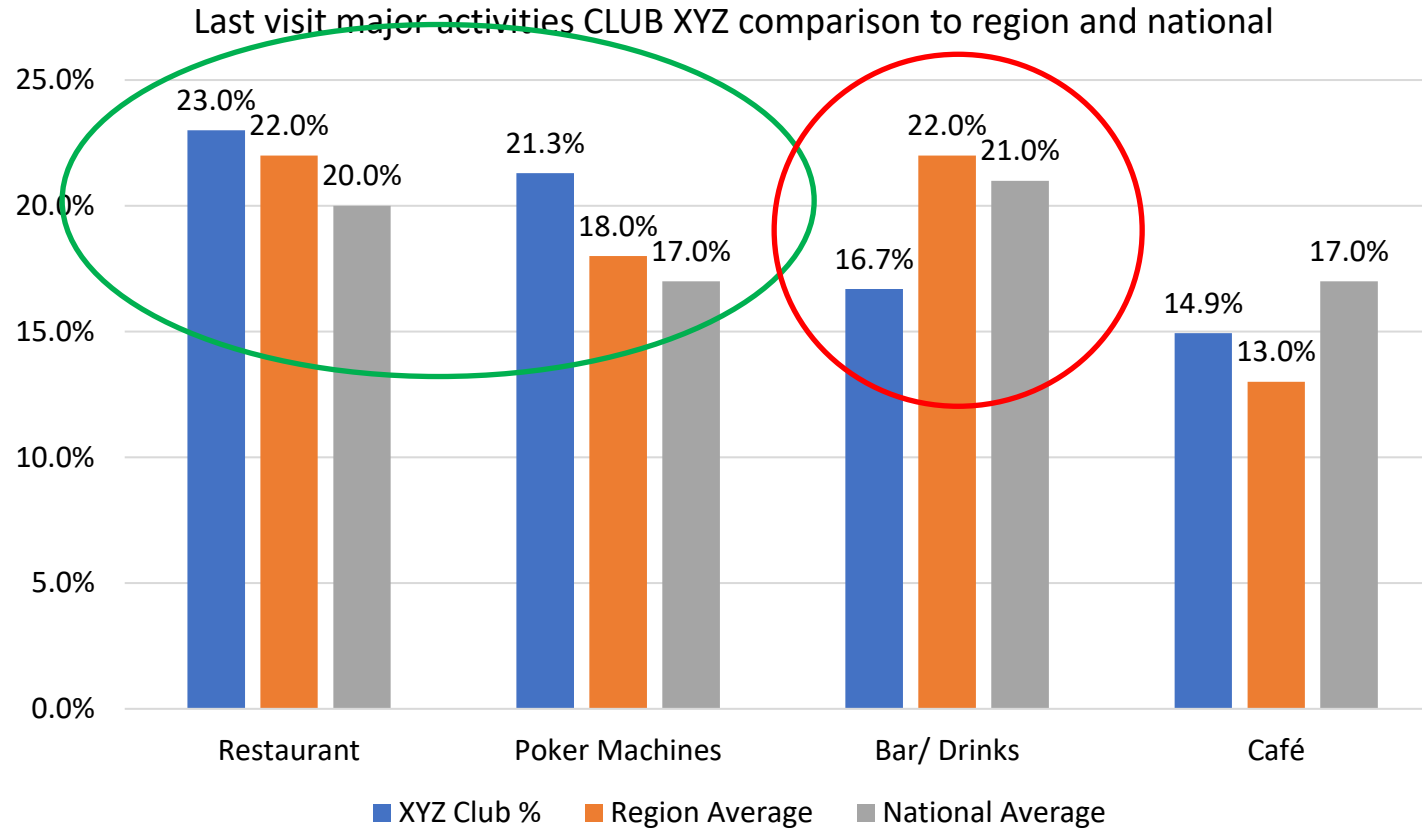
- CLUB XYZ activities relative strengths to region and national are Restaurant and Gaming
- Bar is significantly lower vs region and nation
- Café is a strength vs region but lower than national

Last Visit Activities (Other Activities)

On your last visit, what activities did you participate in?
(you may choose multiple answers)

Last visit other activities CLUB XYZ comparison to region and national
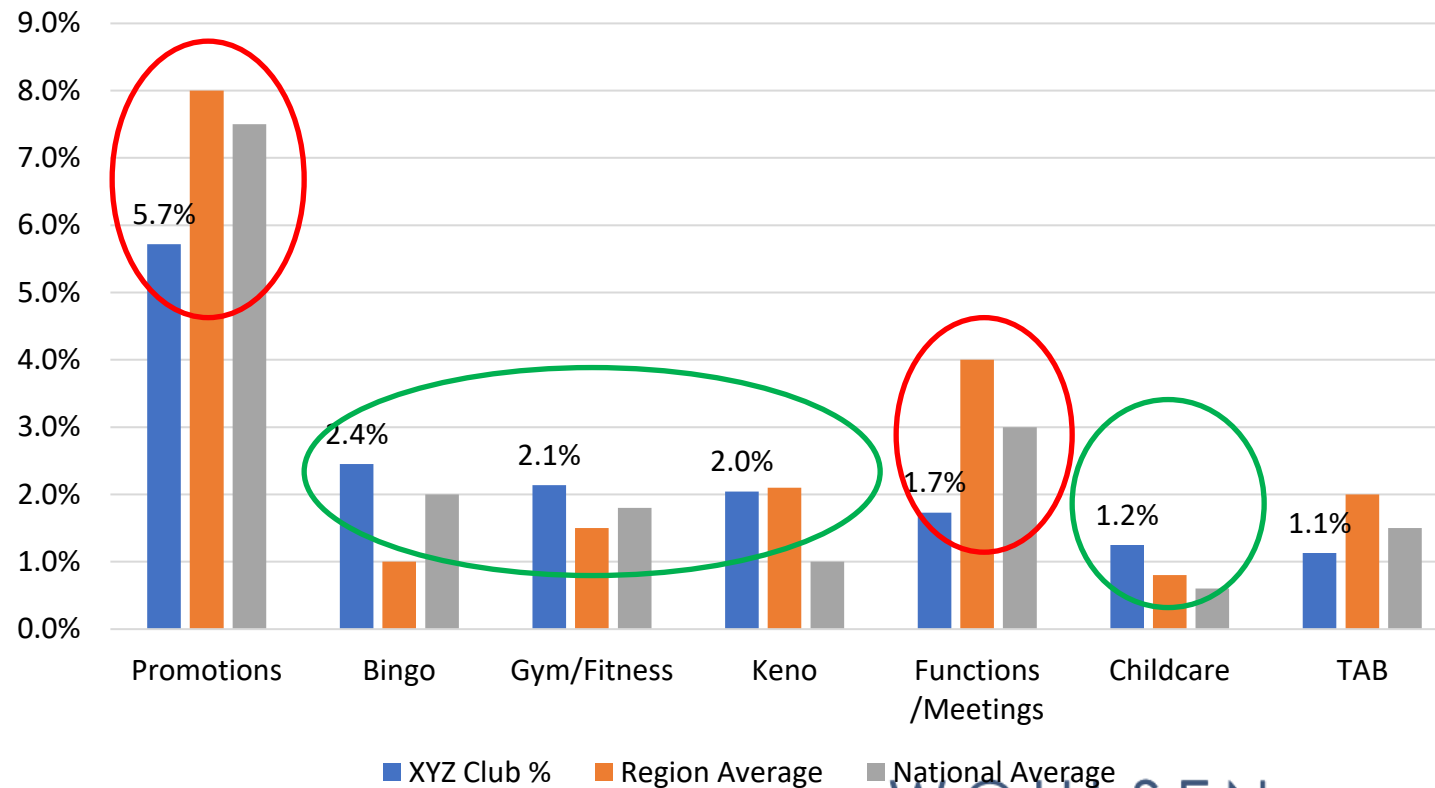
- Club XYZ is stronger than region and national on Bingo, Gym/Fitness, Keno (vs national) and Childcare
- Club XYZ is relatively weaker on Promotions, Functions/Meetings and TAB

Gaming Spend

Club XYZ Gaming spend per visit and per annum
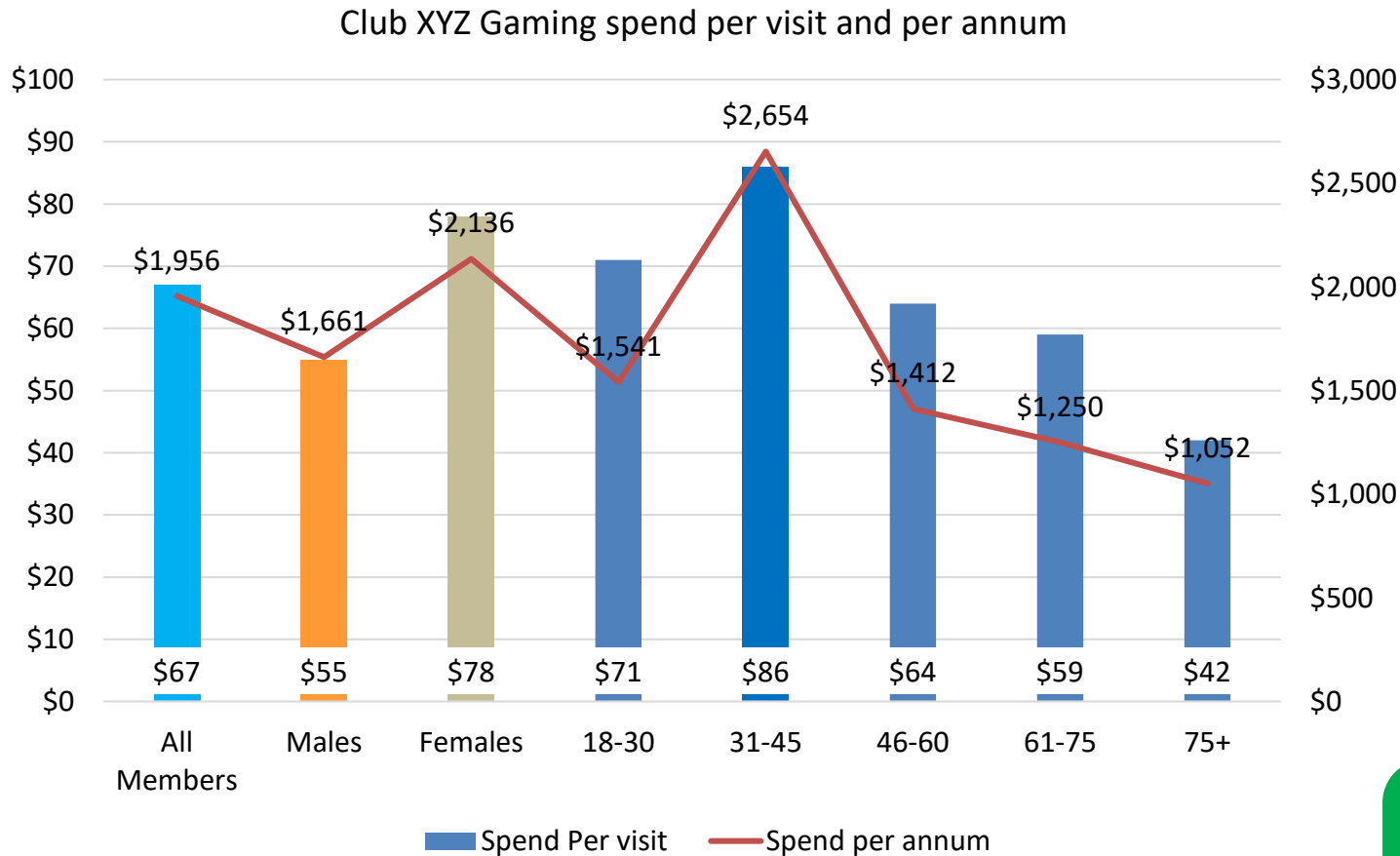
- Club XYZ has signficantly higher spend from females both on per visit and overall spend
- Females average $78 per visit vs males at just $55
- Females spend $2136 per annum vs males at $1661
- 31-45s are the highest spenders followed by 18-30s then 46-60's

Data for good gamers will also be available

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Gaming Spend Per visit

And on average how much would you budget to spend at our poker machines?

Gaming spend per visit Club XYZ vs region and national
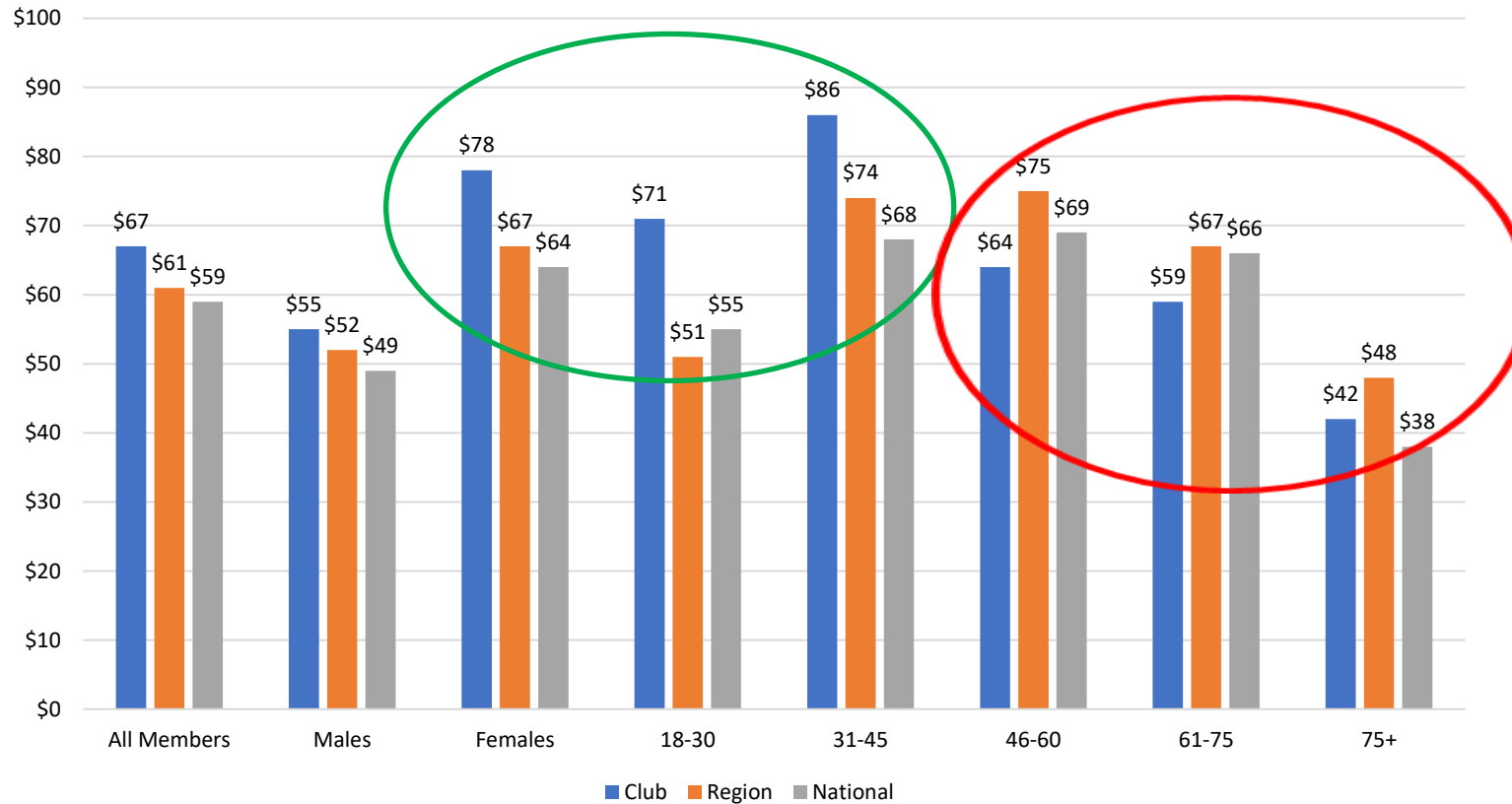
- Compared to the region and national club XYZ has higher overall gaming spend per visit
- Female spend is strong at %78 vs region at $67 and national at $64
- Relative age segment strengths in per visit spend are in 18-30's, 31-45's

Gaming spend per annum

And on average how much would you budget to spend at our poker machines?

Gaming spend per annum Club XYZ vs region and national

Category	Club	Region	National
All Members	$1,956	$1,760	$1,584
Males	$1,661	$1,495	$1,345
Females	$2,136	$1,922	$1,730
18-30	$1,541	$1,163	$1,200
31-45	$2,654	$2,271	$2,125
46-60	$1,412	$1,600	$1,300
61-75	$1,250	$1,351	$1,216
75+	$1,052	$1,258	$1,132
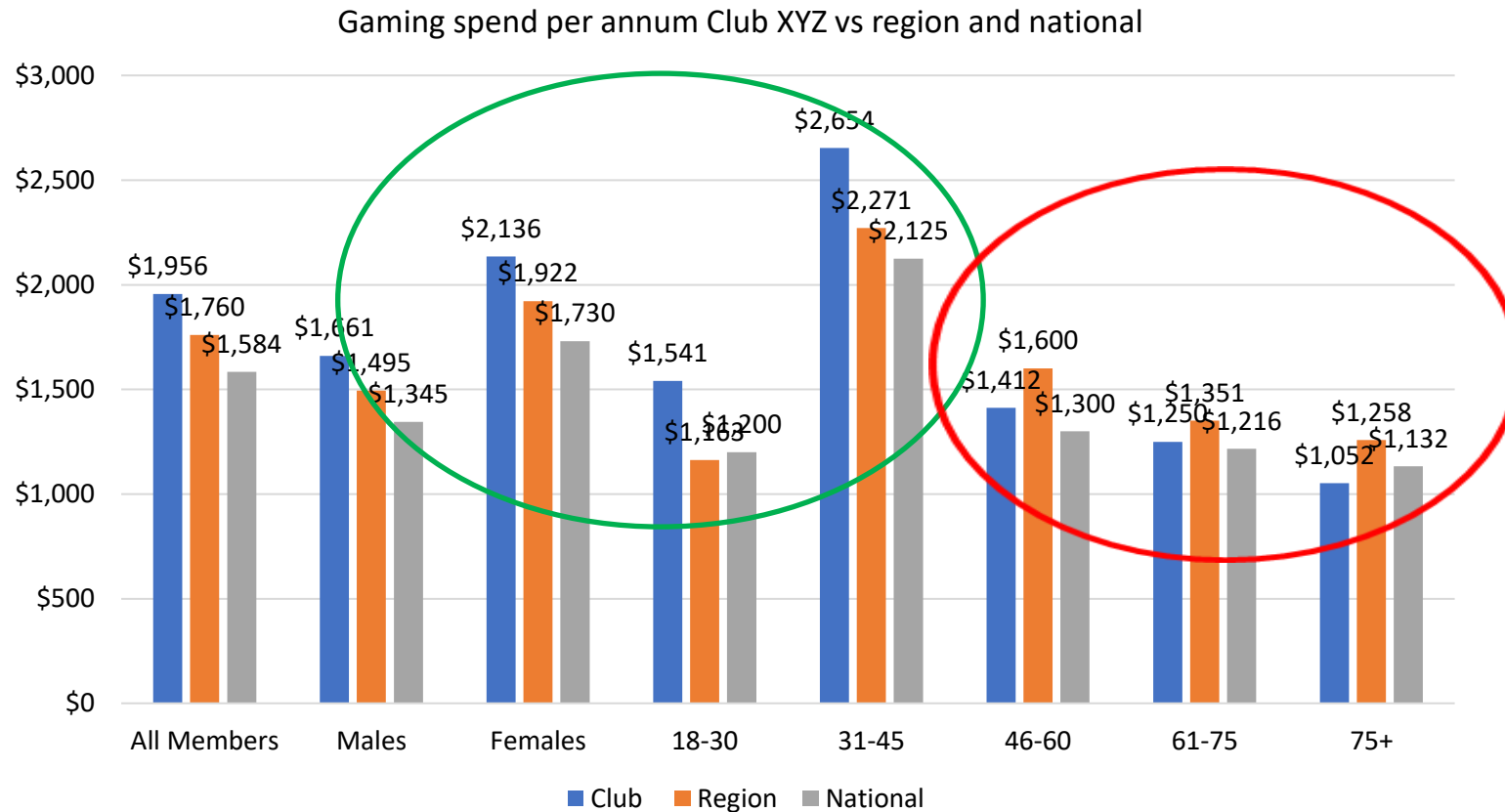
- Compared to the region and national club XYZ has higher gaming spend per annum
- Females are significantly higher spenders than males
- Females are higher spenders than males across region and national
- Relative strengths per annum are in 18-30's, 31-45's
- There is a relative weakness in per annum spend 45+ especially vs clubs in the region

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Good Gamers

And on average how much would you budget to spend at our poker machines?
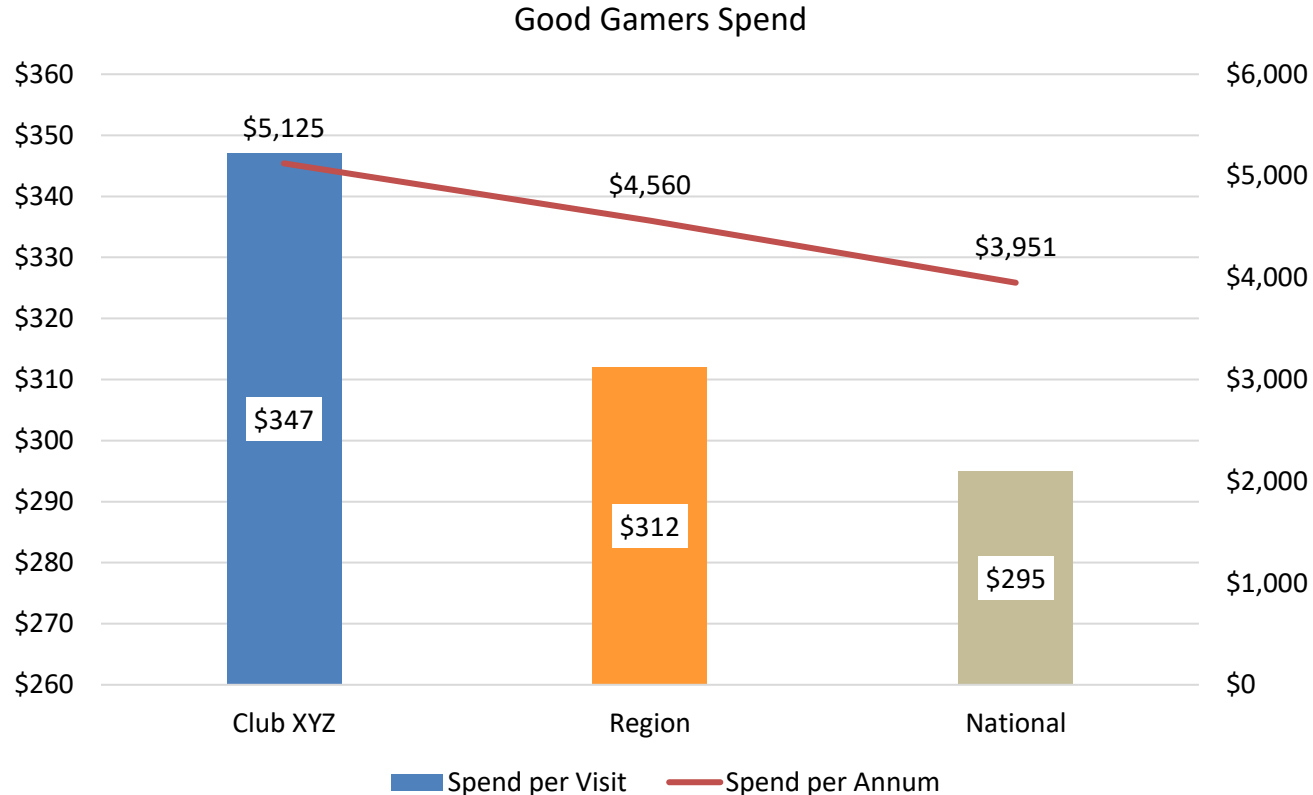
Good Gamers Spend

- CLUB XYZ shows strength in Good Gamers against the region and is even stronger vs national

- Good gamers spend $5125 per annum at CLUB XYZ vs $4560 for the region and $3951 nationally

- The region is stronger than national for good gamers

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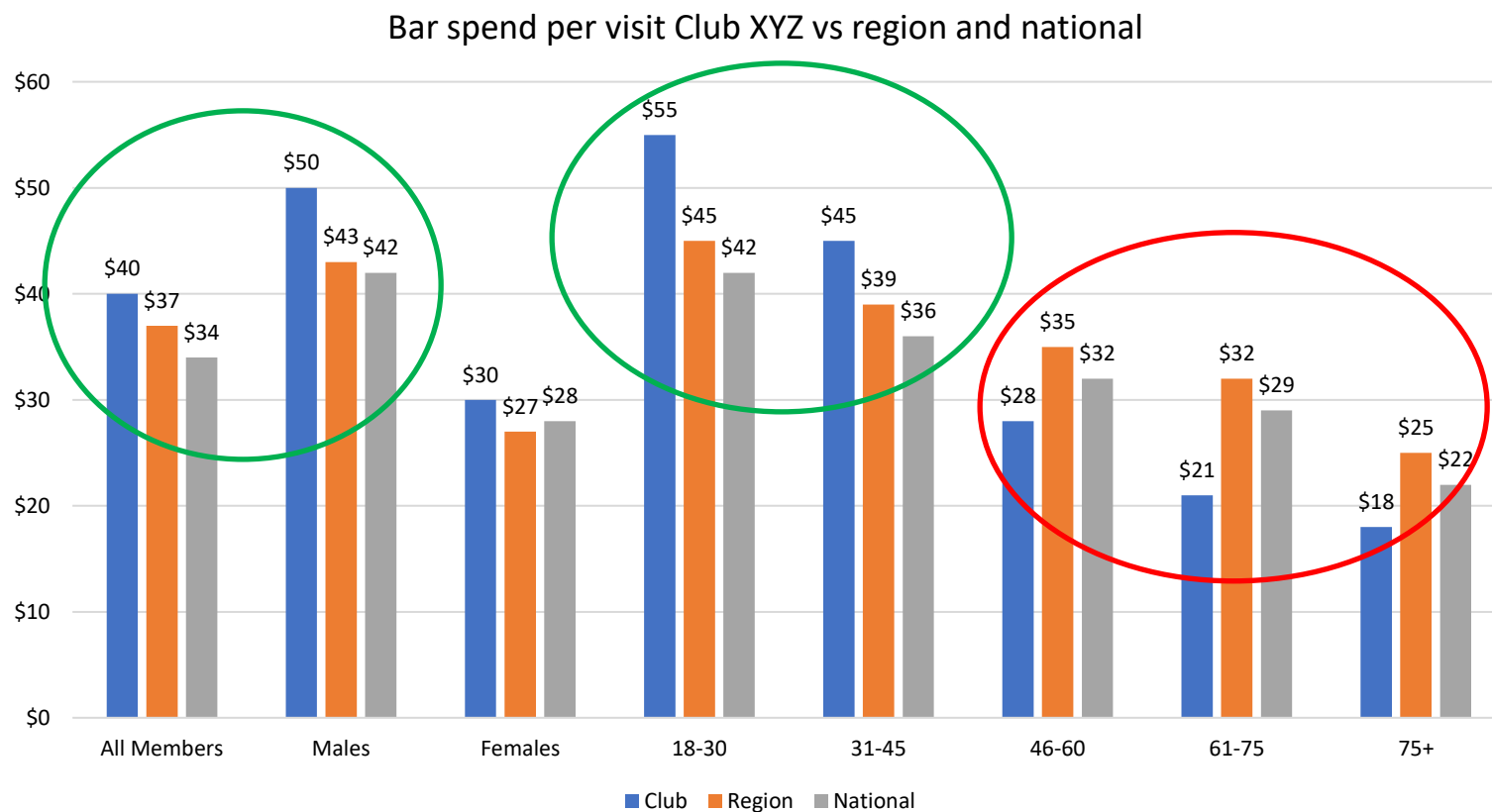
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Bar Spend

On your last visit to [club name], how much did you spend in the bar on drinks for you only?

Club XYZ bar spend per visit and per annum
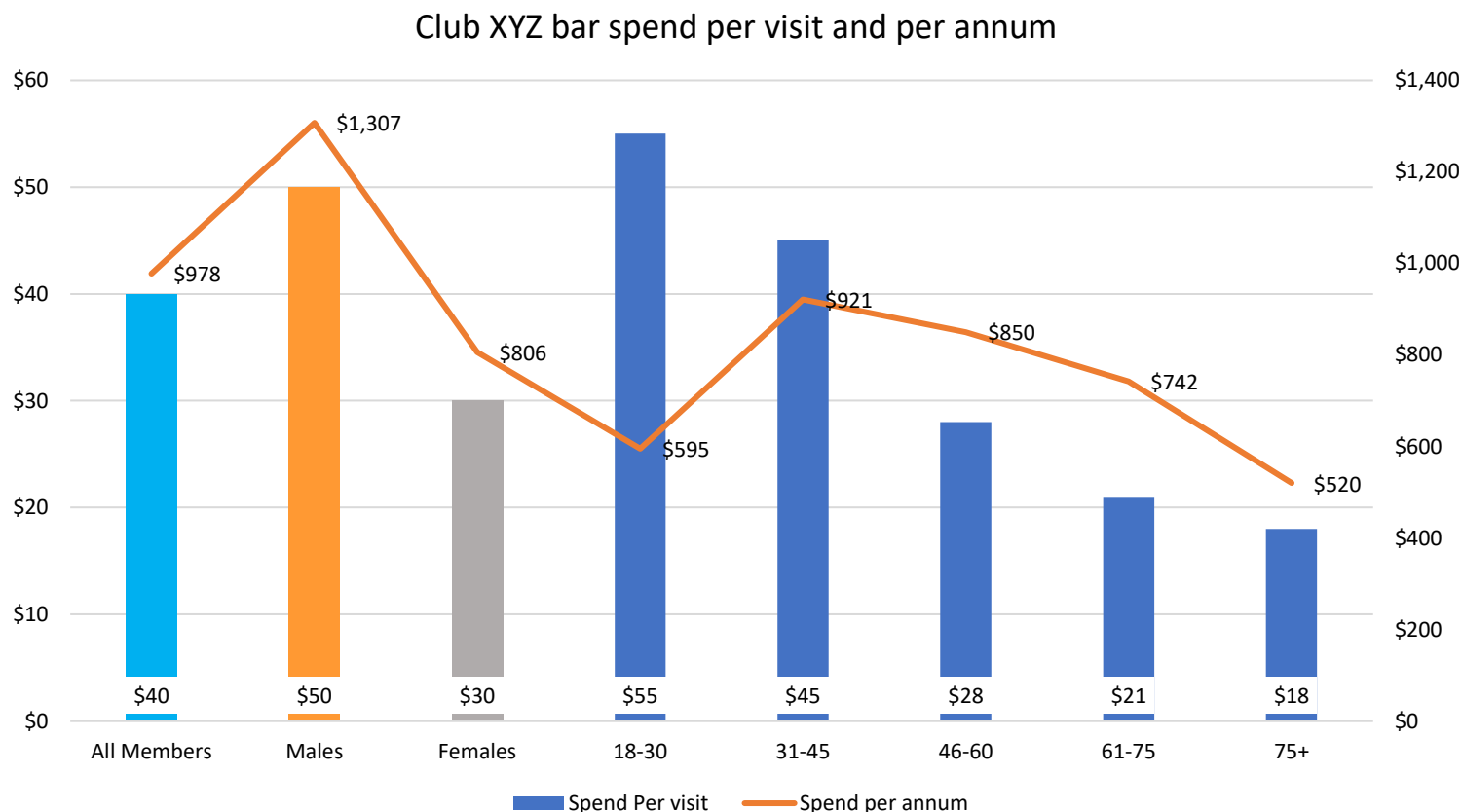
- Males significantly outspend females at $50 per visit vs $30
- Younger members 18-45 spend significantly higher than older members
- 18-30 spend the highest per visit at $55
- Spend drops for the older age groups

Bar Spend

On your last visit to [club name], how much did you spend in the bar on drinks for you only?

Bar spend per visit Club XYZ vs region and national

- Per visit Club XYZ is above region and nation averages
- strength in males more pronounced
- Club XYZ performs strongly for 18-45's
- Spend per visit for 45+ significantly below region and national

Bar Spend

On your last visit to [club name], how much did you spend in the bar on drinks for you only?

Bar spend per annum Club XYZ vs region and national
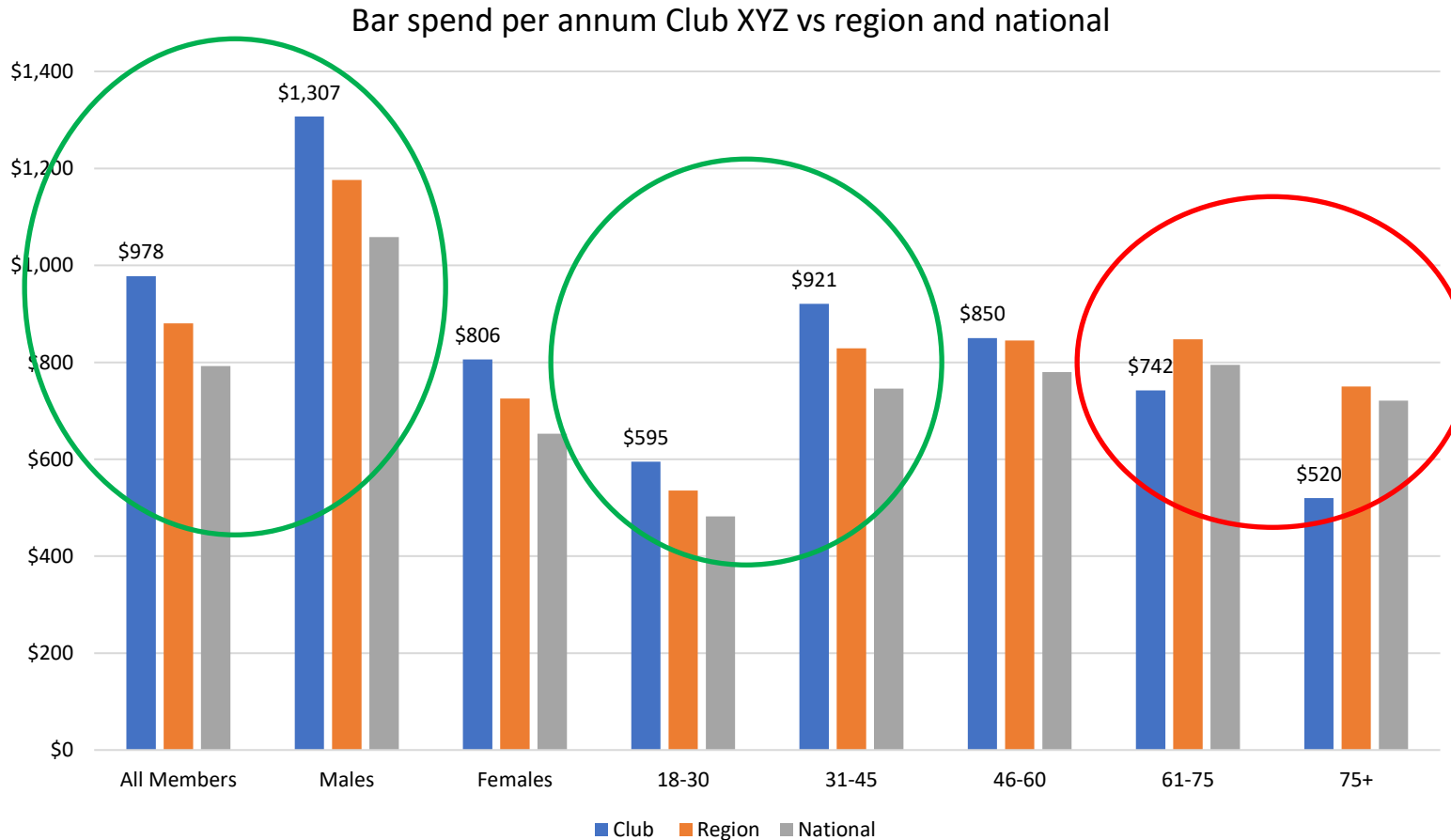
- Per annum spend, Club XYZ is above region and nation averages mostly driven by males.
- By age group spend per annum very strong 18-45, marginally above average 46-60 and below average for 61+

Food Spend Club XYZ

On your last visit to [club name], how much did you spend on food items for you only?

Club XYZ food spend per visit and per annum
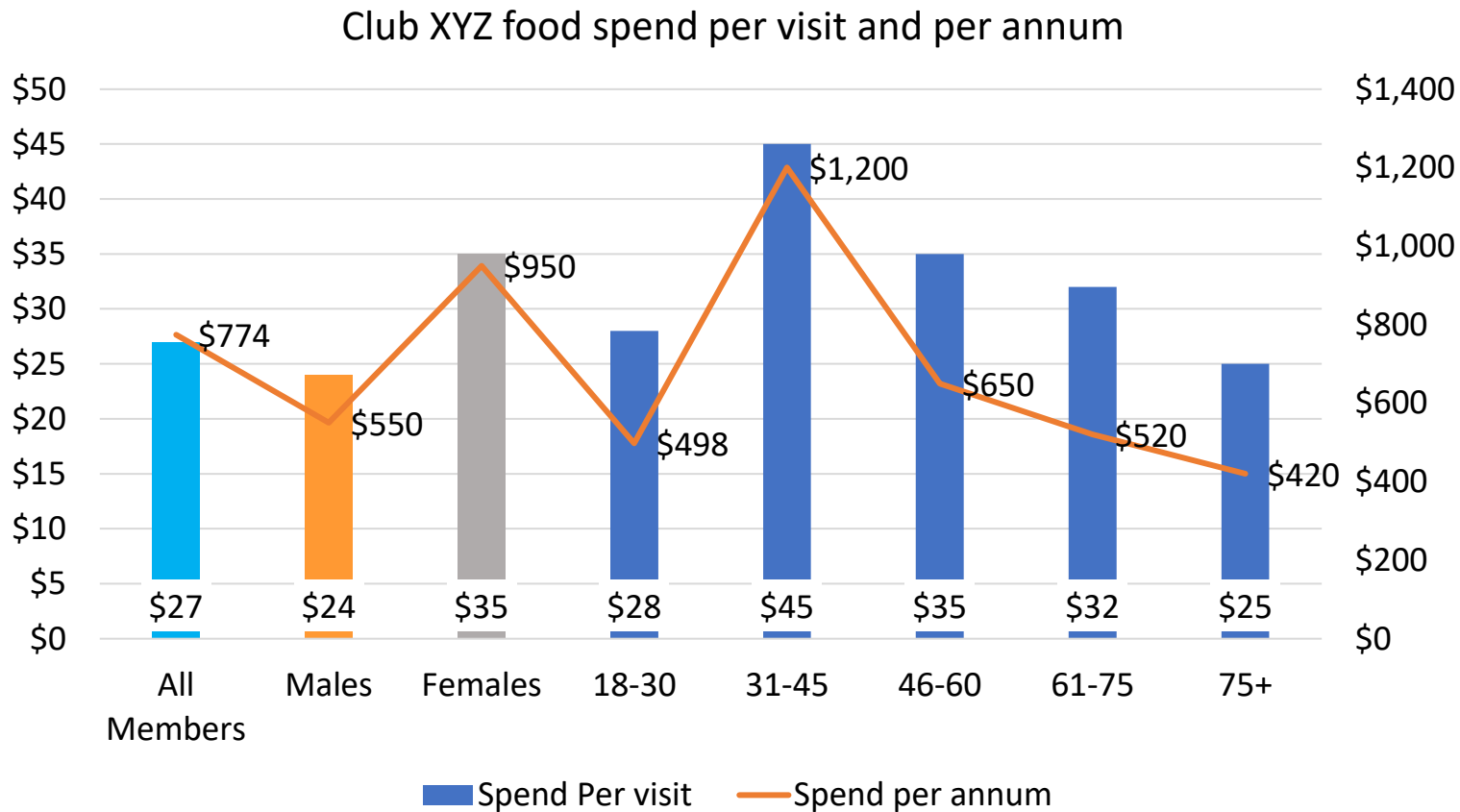
- Members overall spend $27 per visit and $774 per annum

- Females spend significantly more than males

- members aged 31-45 are the strongest spenders followed by 46-60

- Spend per visit and per annum falls significantly for members over 45

Food Spend per visit

On your last visit to [club name], how much did you spend on food items for you only?

Food spend per visit Club XYZ vs region and national
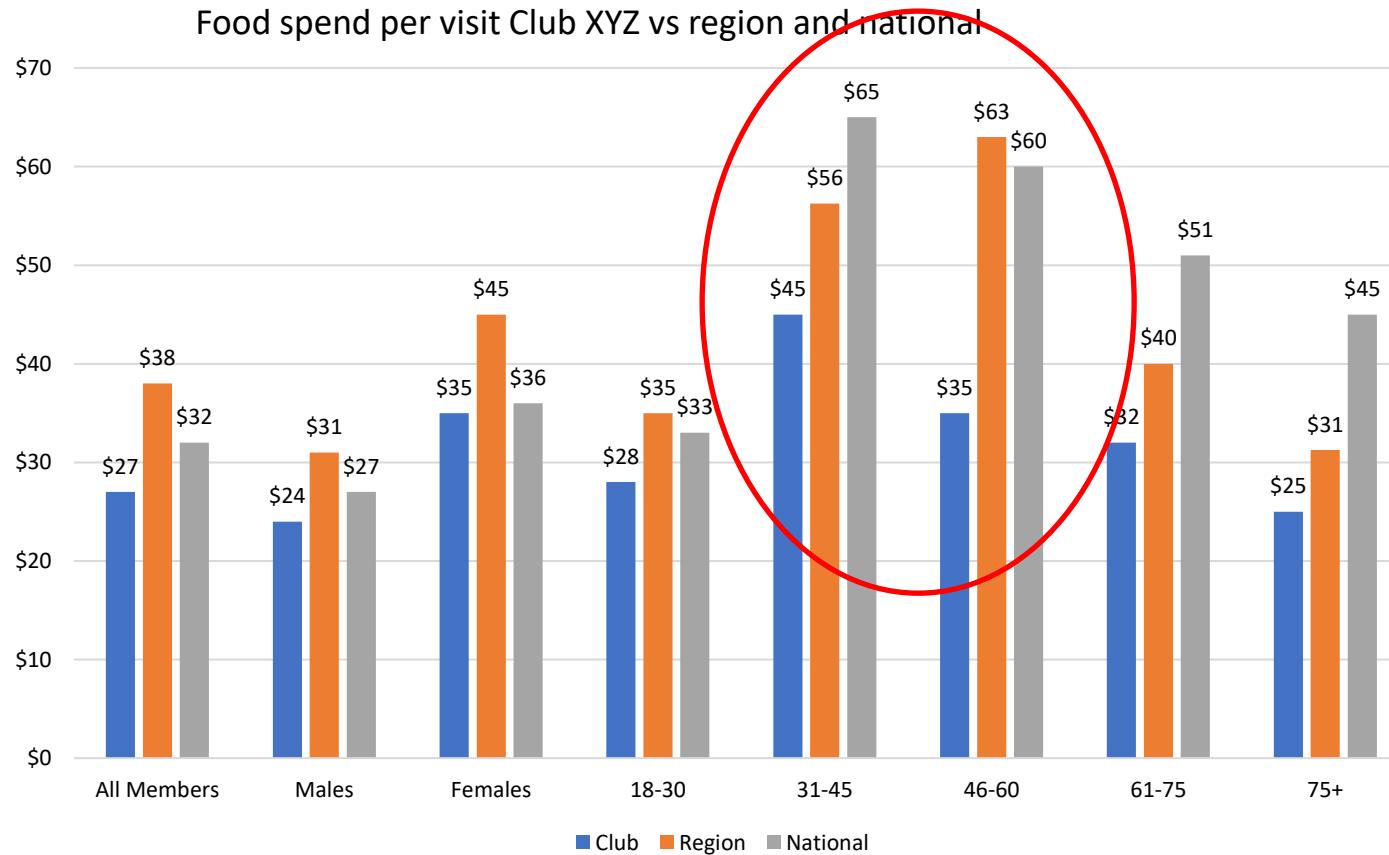
- Club XYZ is below region and national averages for all demographics with a pronounced weakness against 45+

- Per annum spend is also below average however due to higher visit overall numbers the variances are not as great as per visit

- Food is potentially a key area club XYZ to focus on improving

Food Spend per annum

On your last visit to [club name], how much did you spend on food items for you only?

Food spend per annum Club XYZ vs region and national
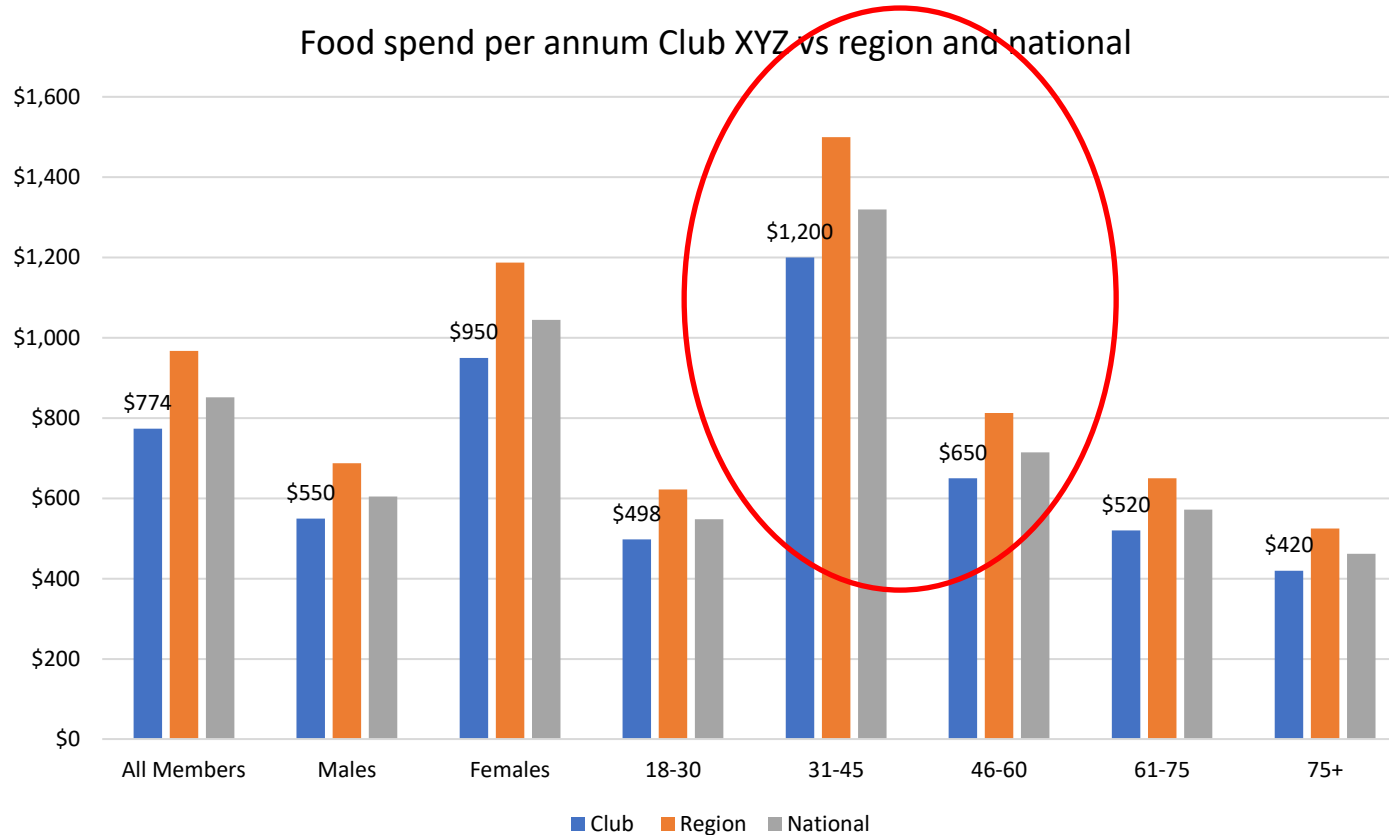
- Per annum spend is also below average across all demographics
- However due to higher visit overall numbers the annual variances vs benchmark are not as great as per visit
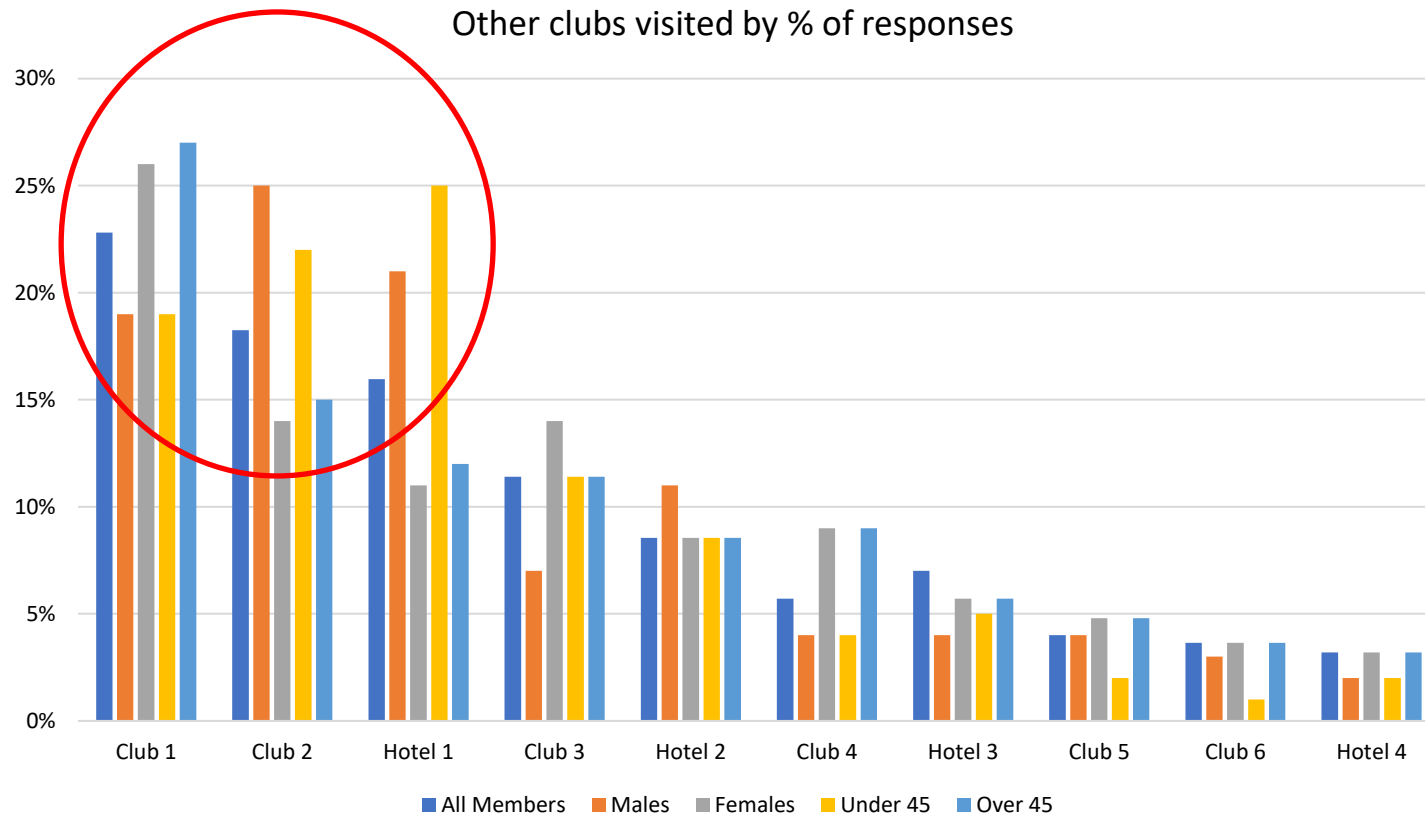
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Other Clubs Visited

Please indicate other clubs and hotels that would normally visit in a year when not affected by COVID. (You may choose any number from the list)

Other clubs visited % all visits

Venue	%
Club 1	23%
Club 2	18%
Hotel 1	16%
Club 3	11%
Hotel 2	9%
Club 4	7%
Hotel 3	6%
Club 5	4%
Club 6	3%
Hotel 4	3%
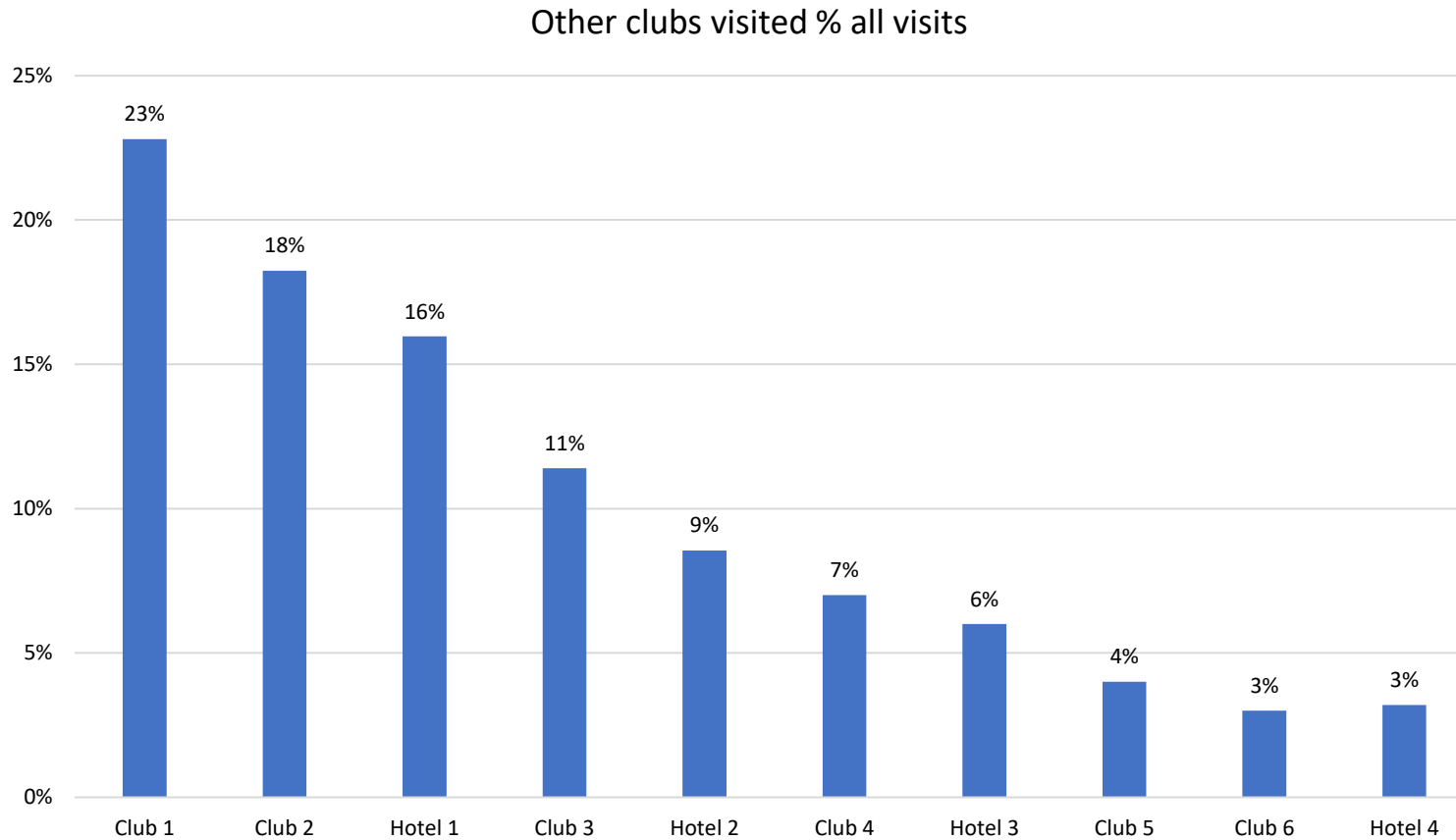
- Club 1 is the most visited at 23% of visits
- This is followed by club 2 at 18% and hotel 1 at 16%
- These top 3 venues account for 57% of other club visits
- Club 3 has 11% and Hotel 2 has 9%
- These top 5 competitive clubs and hotels account for 76% and should be the focus for competitive profiling and action planning

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Other clubs visited by demographics

Please indicate other clubs and hotels that would normally visit in a year when not affected by COVID. (You may choose any number from the list)

Other clubs visited by % of responses

Top 3 competitors:

- Club 1 skews to females and over 45's

- Club 2 is strong with males and under 45 focused

- Hotel 1 is also strong with males and under 45's

Most frequently visited other clubs and hotels

Please indicate other clubs and hotels that would normally visit in a year when not affected by COVID. (You may choose any number from the list)

Most visited other club or hotel and visit frequency
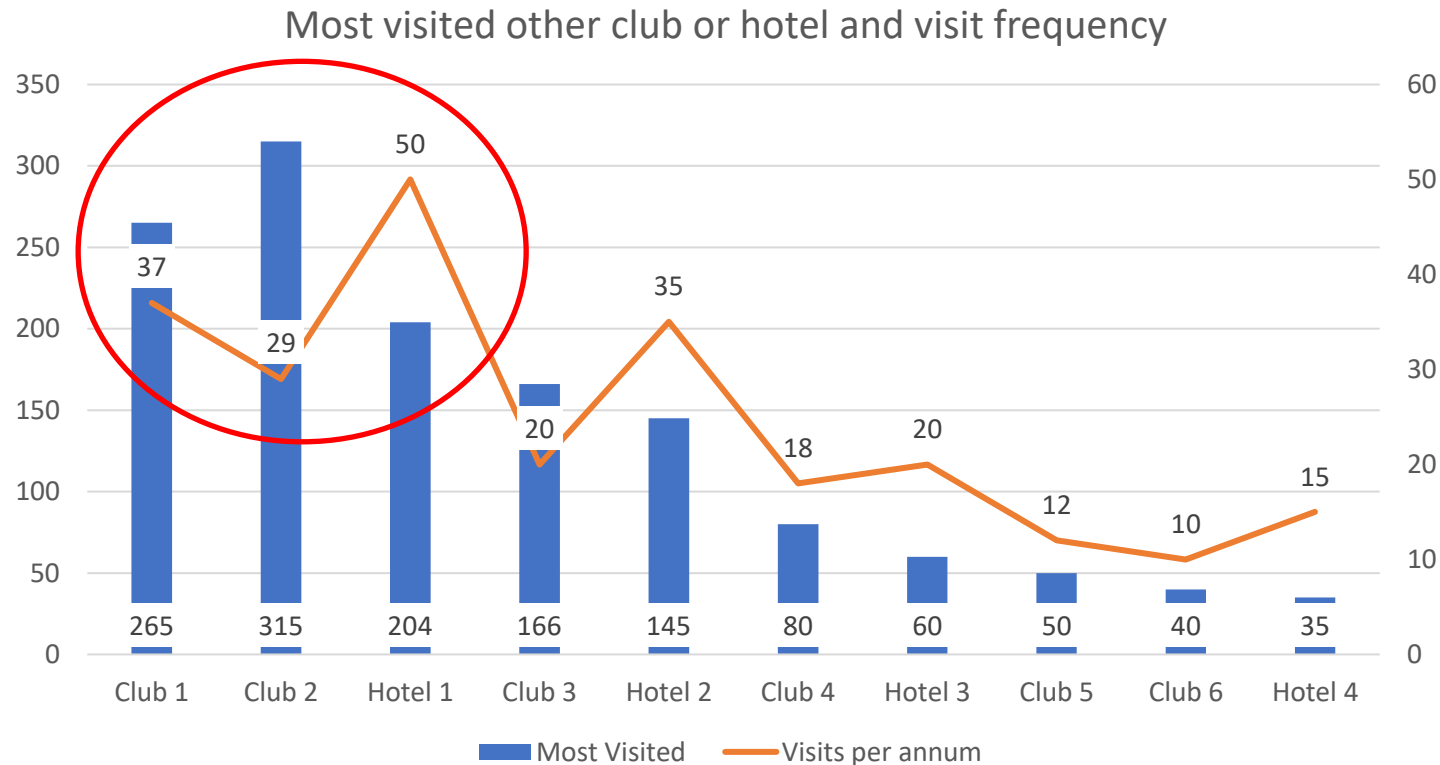
- While more of XYZ members visit club 1, club 2 is the most popular in terms of overall frequency of visits by its members
- In terms of visits per annum hotels 1 and 2 have the highest frequency of visits
- Club 1 is the highest for visits per annum

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Ratings of Key Activities and Facilities

How do you rate XYZ Club in terms of (service or facility)
(on a scale of 1-10, 5 means just OK)

Key Service Ratings All respondents vs Good Gamers
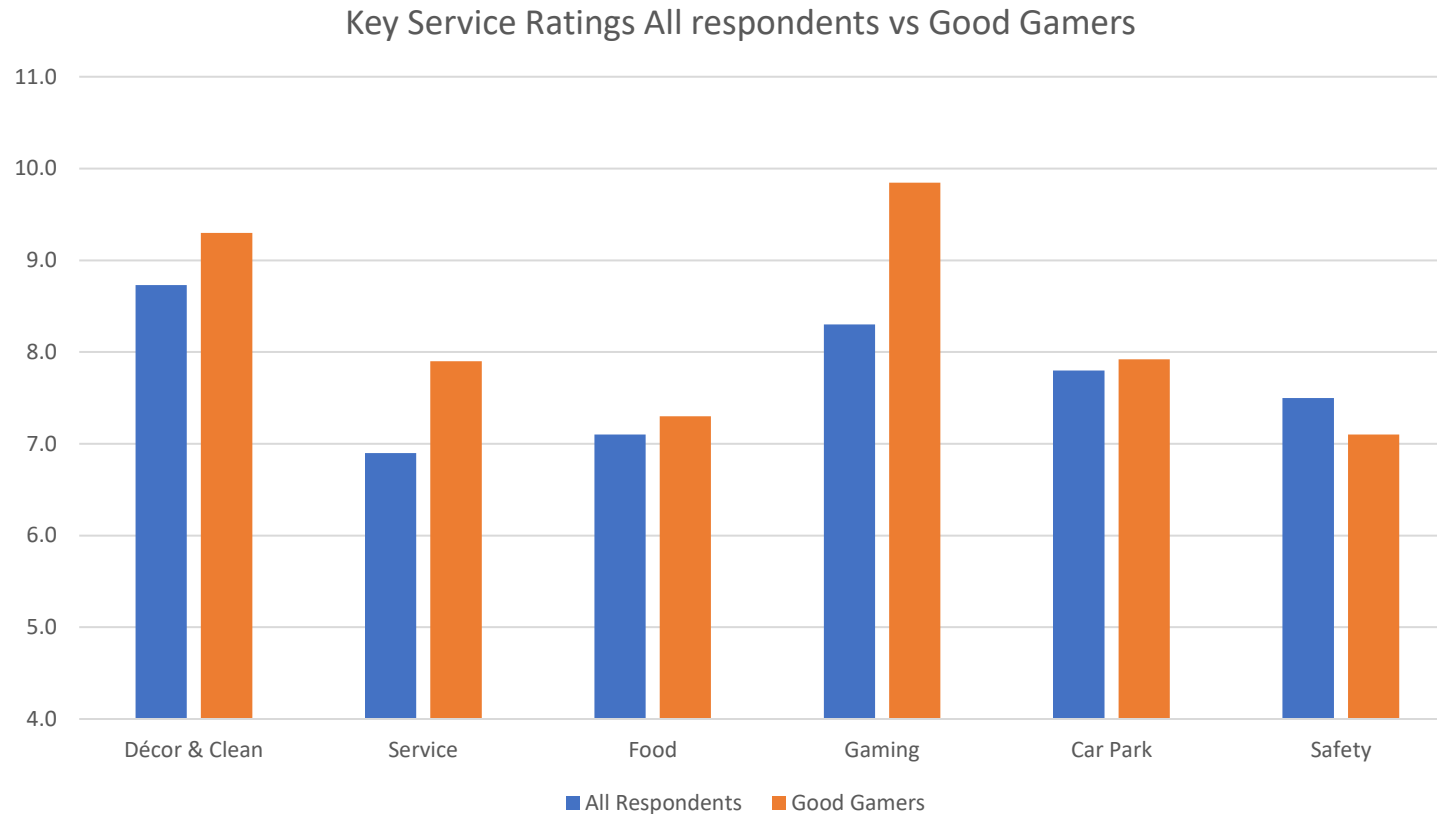
- CLUB XYZ strengths are Décor/cleanliness and Gaming

- Improvement opportunity in service and food

- Good gamers are even more positive about Décor/cleanliness and Gaming

- Safety is a relative concern for good gamers

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Ratings of Key Activities and Facilities all respondents

How do you rate XYZ Club in terms of (service or facility)
*(on a scale of 1-10, 5 means just OK)*

Services ratings - all respondents club XYZ vs region and national
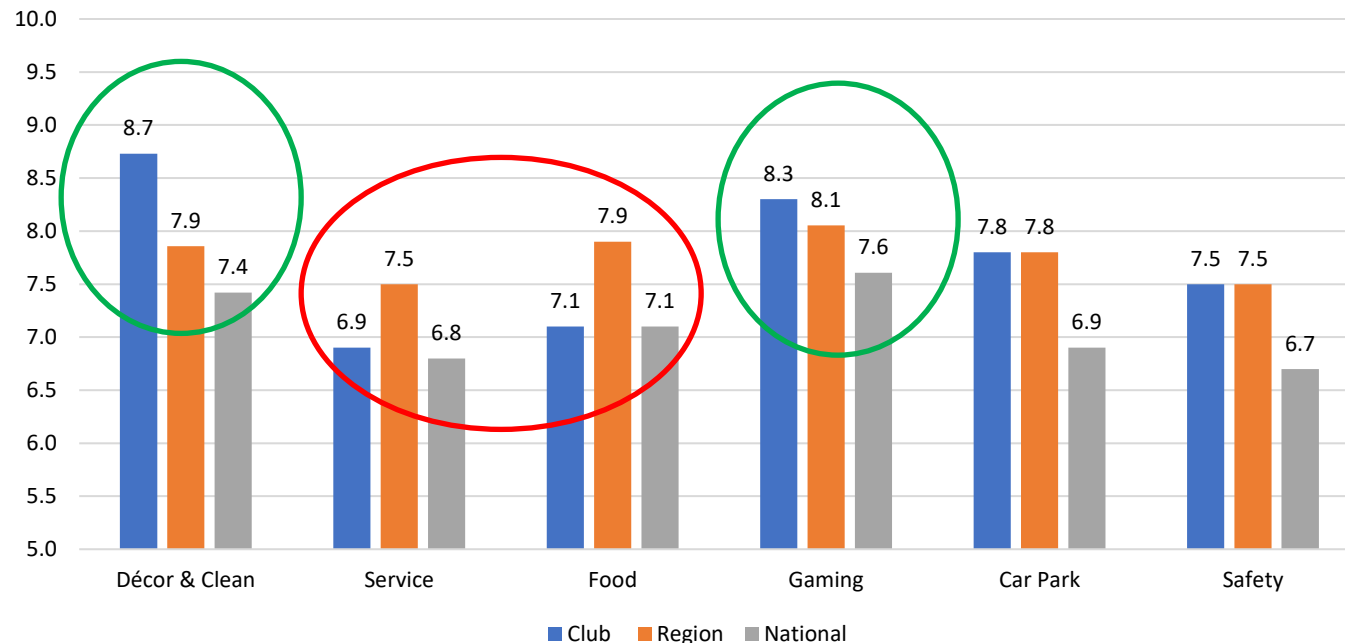
- Club XYZ performs strongly vs the region and national on décor/cleanliness and gaming
- However, food and service are significantly below the regional benchmark
- Car park and safety are in line with the regional benchmark

Ratings of Key Activities and Facilities – good gamers

How do you rate XYZ Club in terms of (service or facility)
(on a scale of 1-10, 5 means just OK)

### Services ratings - good gamers club XYZ vs region and national
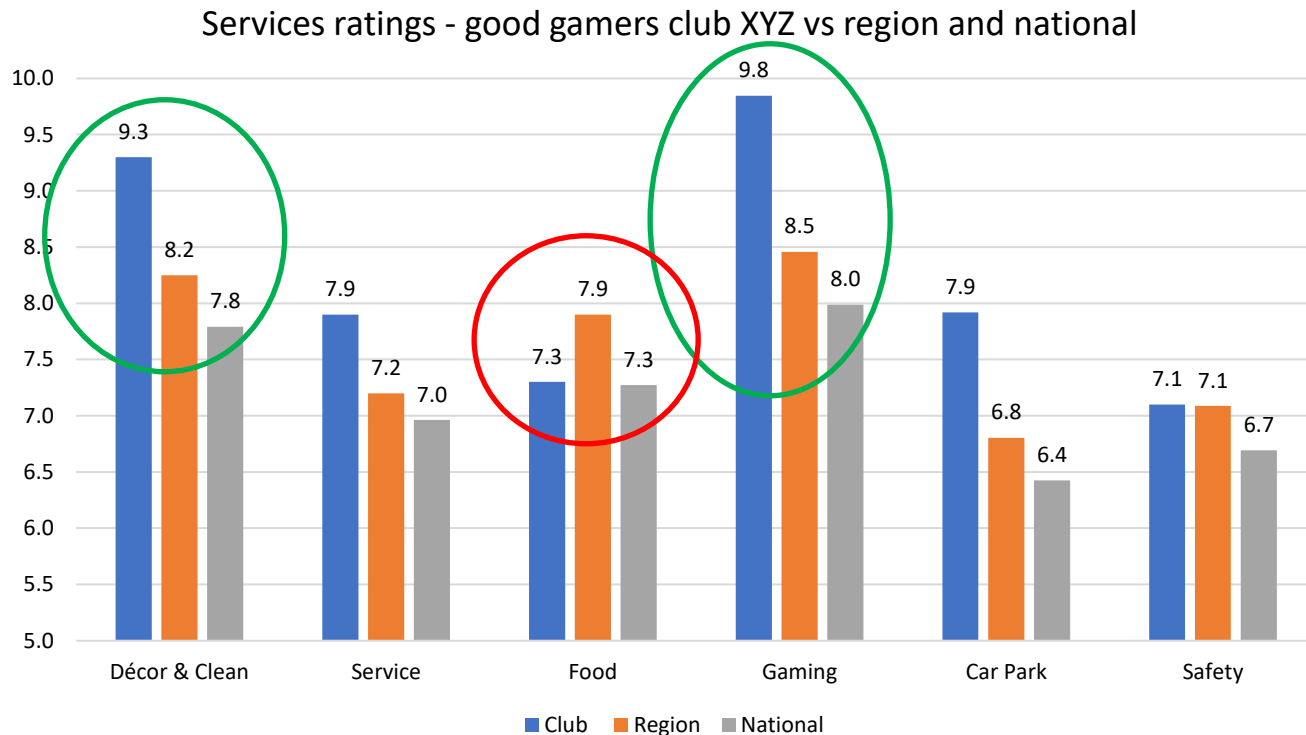
- Good gamers rate club XYZ extremely highly on décor clean and gaming vs regional and national

- However, food is a weakness vs the regional benchmark

Chart data:

Category	Club	Region	National
Décor & Clean	9.3	8.2	7.8
Service	7.9	7.2	7.0
Food	7.3	7.9	7.3
Gaming	9.8	8.5	8.0
Car Park	7.9	6.8	6.4
Safety	7.1	7.1	6.7

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Facility and Service Ratings Complete Set of Charts

- Ratings charts will be provided by (1) XYZ club demographic and (2) comparing to regional clubs and national clubs; for the following service and facilities
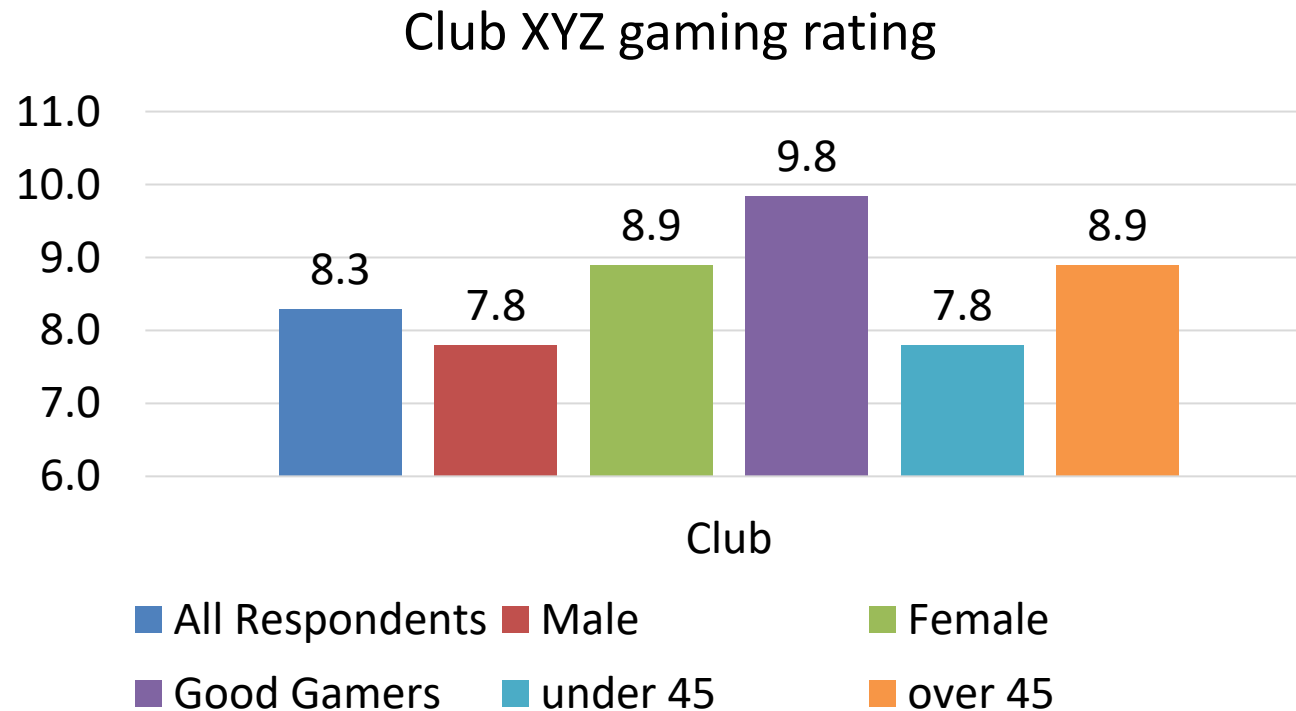
  - Gaming

  - Food

  - Cleanliness/Décor

  - Bar

  - Car parking

  - Safety

How do you rate XYZ Club in terms of décor, ambience, and cleanliness? (on a scale of 1-10, 5 means just OK)

Club XYZ Food Rating

Club XYZ food rating vs region and national
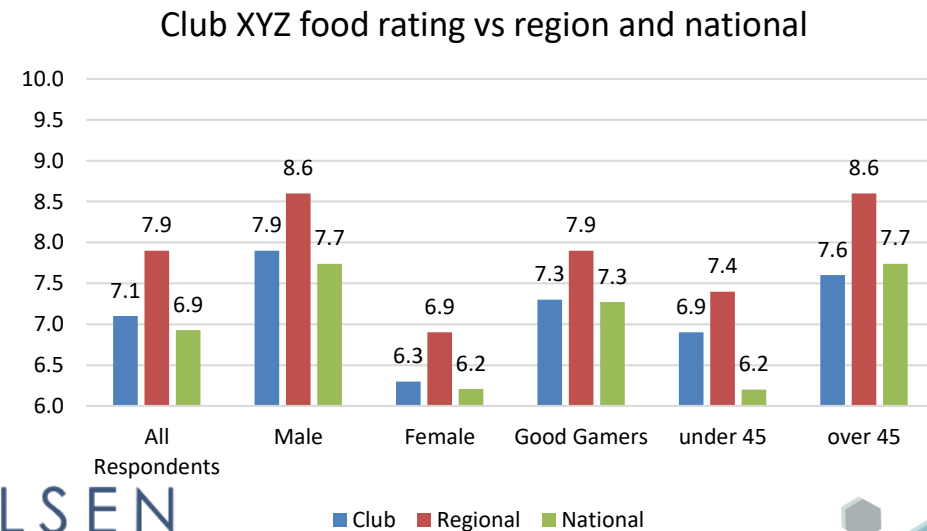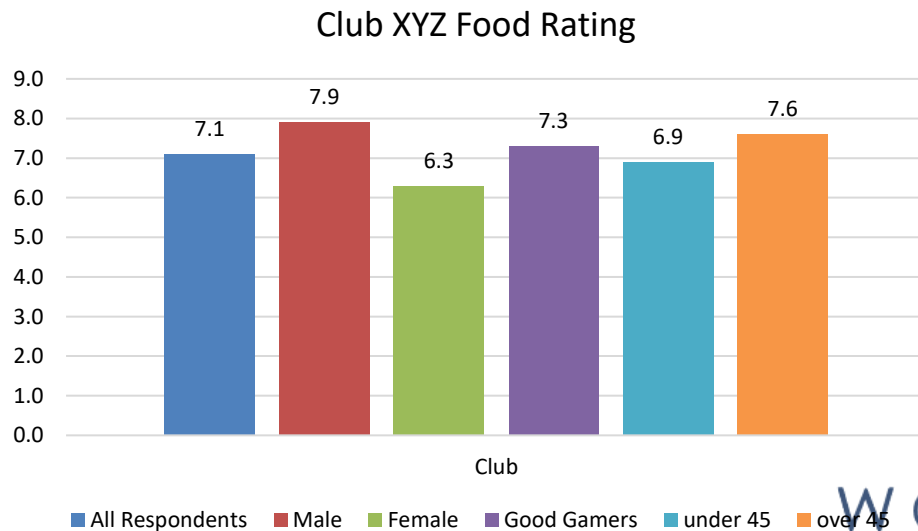
Gaming rating example chart by demographic

How do you rate XYZ Club in terms of its gaming machine facilities? (on a scale of 1-10, 5 means just OK)

Club XYZ gaming rating

- Gaming rating is high overall at 8.3 for all respondents
- Females rate gaming higher than males
- Good gamers rate gaming the highest of all demographics which is a significant strength
- Under 45's are the opportunity to improve demographic

# Gaming rating example vs region and national

How do you rate XYZ Club in terms of its gaming machine facilities? (on a scale of 1-10, 5 means just OK)

Club XYZ Gaming rating vs regional and national
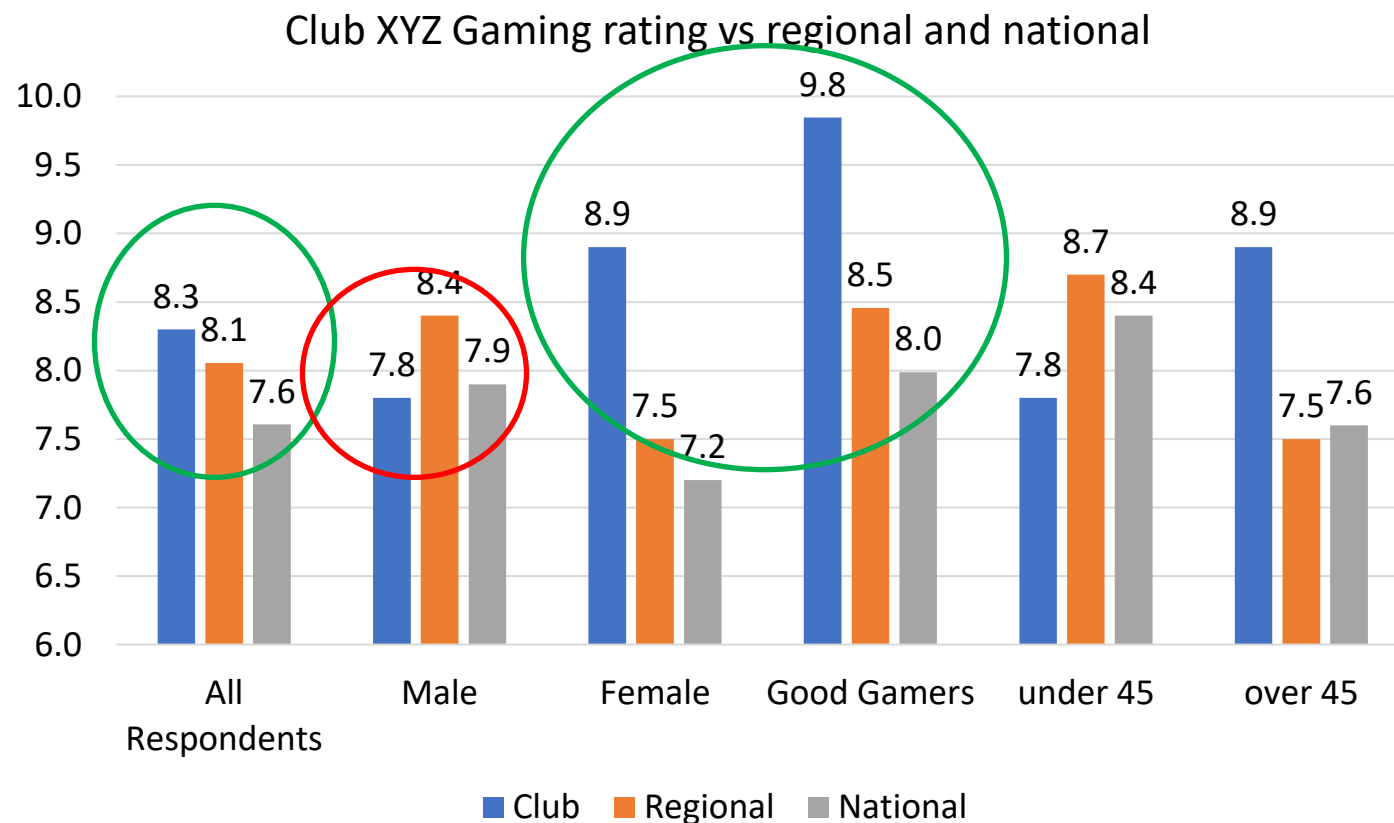
- Club XYZ shows strength vs regional and national overall
- The strength is with females and good gamers
- Males are below the regional benchmark – key priority to address this given importance of gaming
- Under 45s are a weakness vs region and national
- Over 45s are a strength

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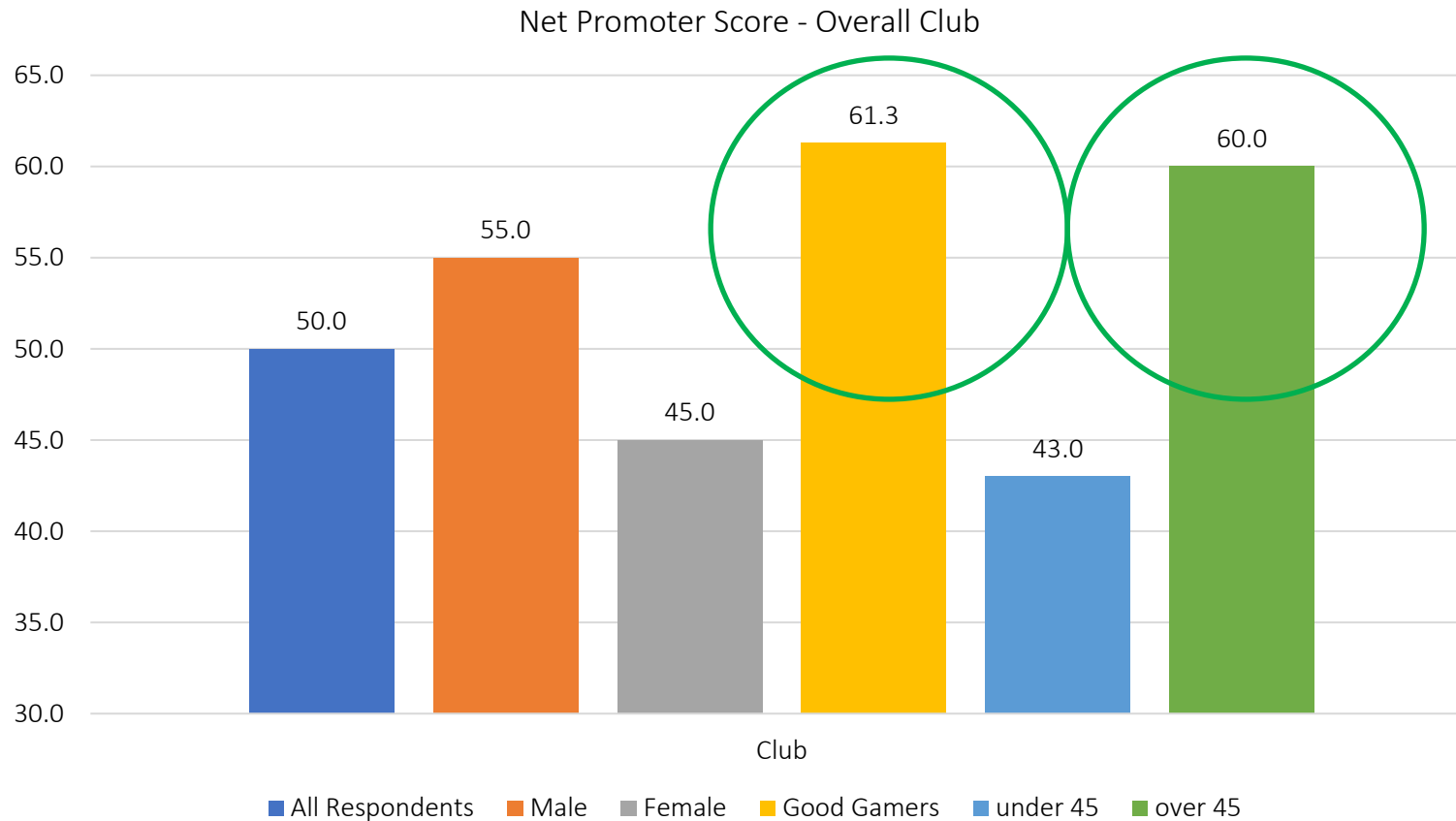
Net Promoter Score

On a scale of 1-10, how likely are you to recommend
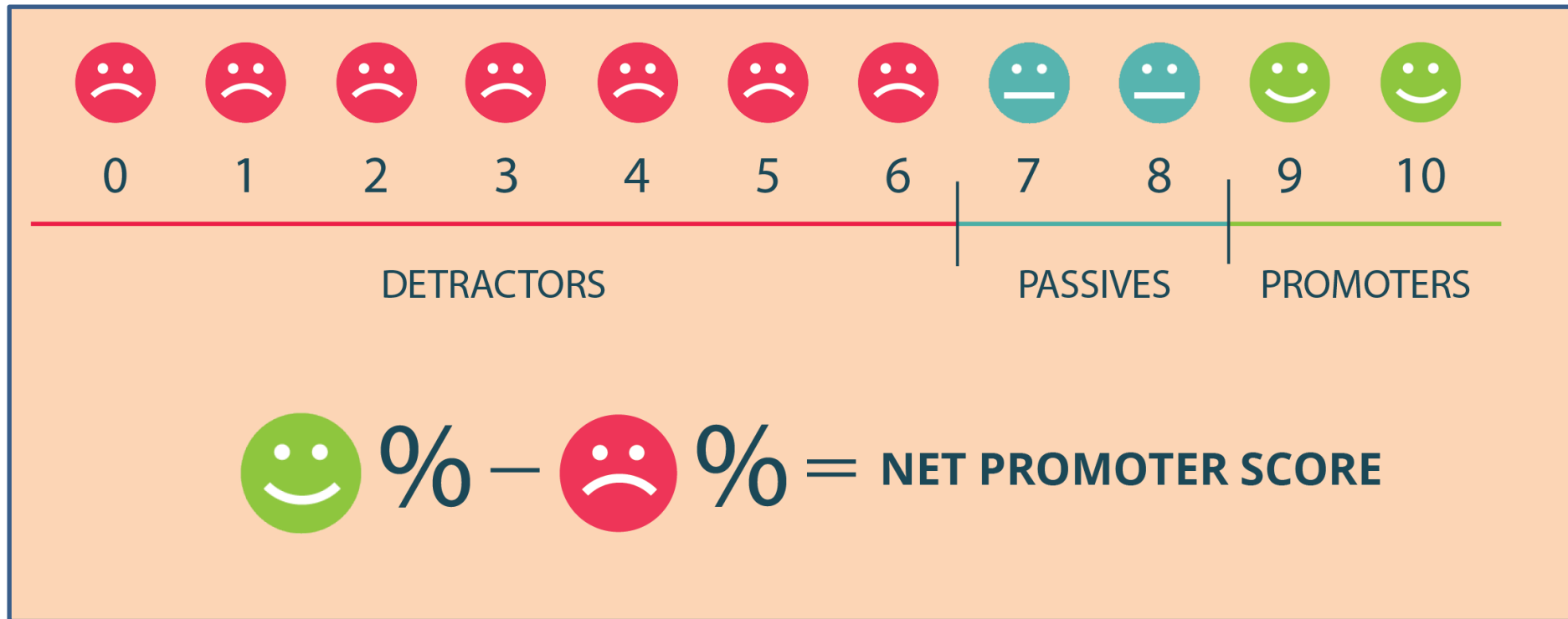
A score of +35% is good, over 50% is excellent

Overall club XYZ net promoter score

How likely are you to recommend to a friend or family member that they visit XYZ club?

Net Promoter Score - Overall Club

- Club XYZ overall score of 50% is strong
- Males score higher than females at 55%
- Good gamers are a real strength at 61%
- Under 45s are the weakest demographic
- Over 45s are very strong at 60%

Overall club XYZ net promoter score

How likely are you to recommend to a friend or family member that they visit XYZ club?

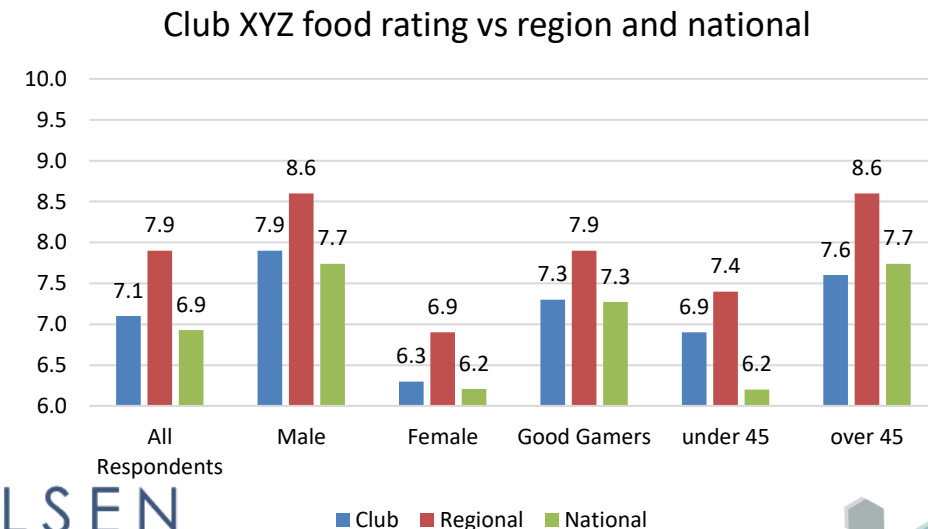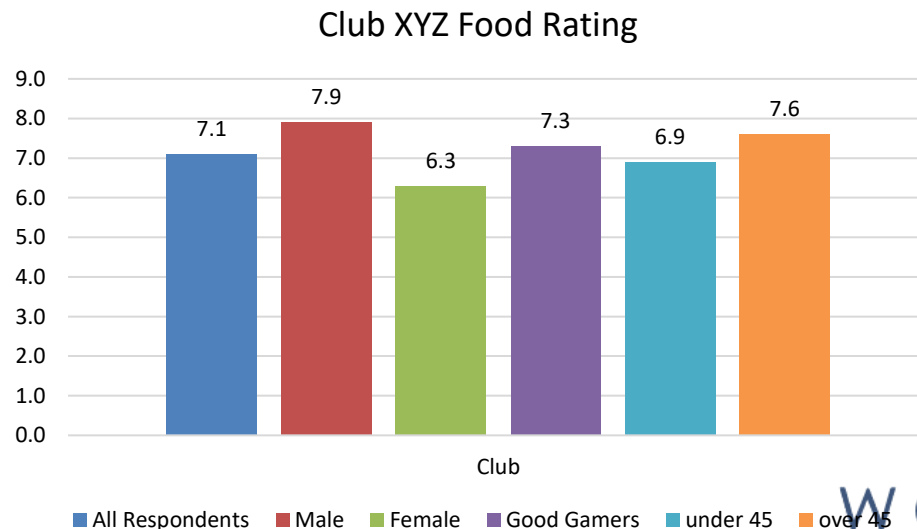Club XYZ Net Promoter Score Overall vs Region and National
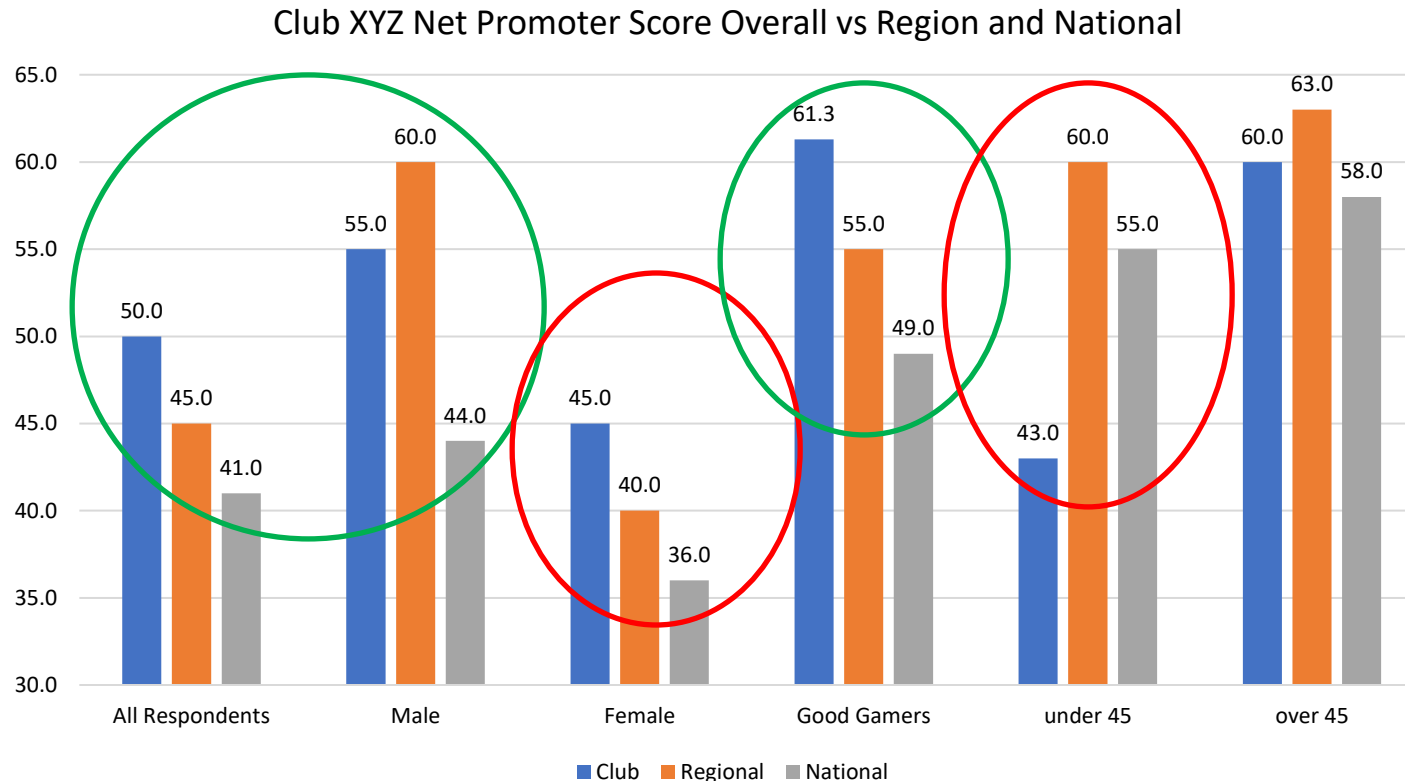
- Overall Club XYZ outperforms the region and national
- While males are high, club XYZ is behind its regional benchmark of 60%
- Females are a relative strength at 45%
- CLUB XYZ outperforms its regional benchmark although the regional standard is alo high
- Under 45's are a significant weakness against region and national

Net Promoter Scores - Complete Set of 12 Charts

- Net Promoter scores charts will be provided by (1) XYZ club demographic (6 charts); and (2) comparing to regional clubs and national clubs (6 charts); for the following service and facilities.

  1. Gaming
  2. Food
  3. Cleanliness/Décor
  4. Bar
  5. Car parking
  6. Safety

How do you rate XYZ Club in terms of (service and facilities)? (on a scale of 1-10, 5 means just OK)

Club XYZ Food Rating

All Respondents 7.1 · Male 7.9 · Female 6.3 · Good Gamers 7.3 · under 45 6.9 · over 45 7.6

Club

Club XYZ food rating vs region and national

	Club	Regional	National
All Respondents	7.1	7.9	6.9
Male	7.9	8.6	7.7
Female	6.3	6.9	6.2
Good Gamers	7.3	7.9	7.3
under 45	6.9	7.4	6.2
over 45	7.6	8.6	7.7

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Net Promoter example chart by demographic for Gaming

How do you rate XYZ Club in terms of its gaming machine facilities? (on a scale of 1-10, 5 means just OK)

Club Net Promoter Score - Gaming
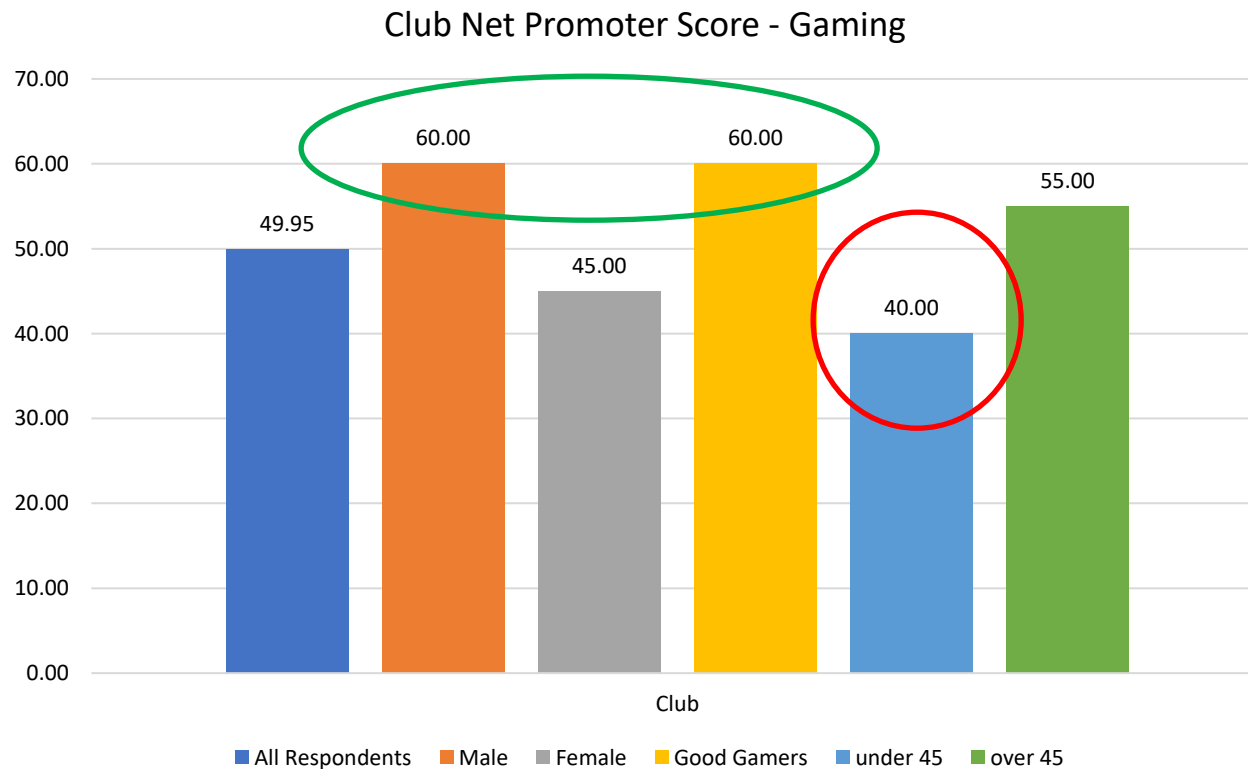
- Overall high net promoter score at 49.95

- Males rate very highly at 60 vs females at 45

- Imprtantly Good Gamers rate XYZ vey high at 60

- Under 45's are the weakest although the score of 45 is still high

# Net Promoter example chart vs region and national for gaming

How do you rate XYZ Club in terms of its gaming machine facilities? (on a scale of 1-10, 5 means just OK)

Club XYZ Net Promoter Score Gaming vs Region and National
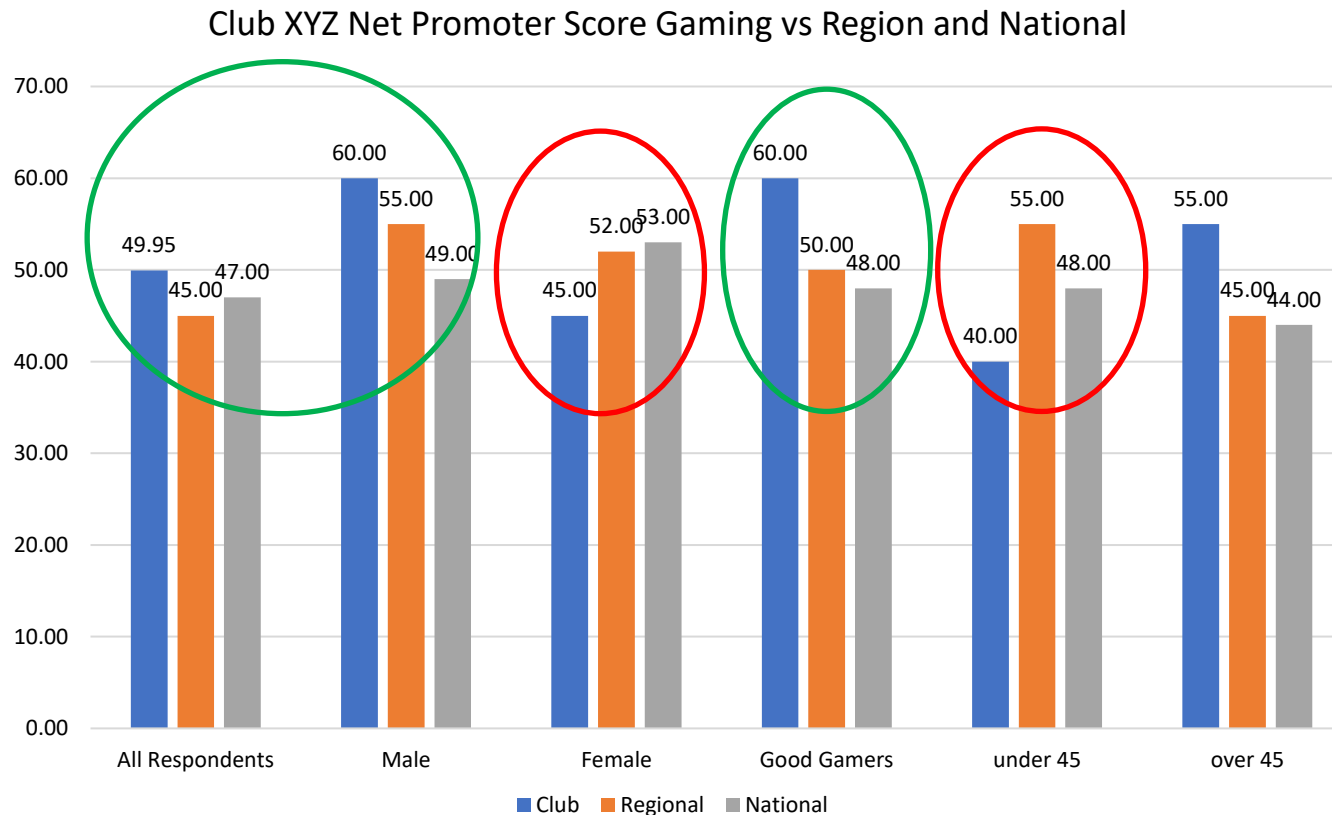
- Club XYZ has a higher net promoter score compared to both region and national
- Males rate club XYZ higher than region and national
- However, females are rated lower
- Importantly the Good Gamers rating at 60 is significantly higher than region a and national
- Over 45's are a strength while under 45's represent the weakest score

CLB XYZ overall ratings on COVID practices

Please rate (club name) on its (COVID practices) (rating 1-10, 5 being just ok)

COVID overall ratings summary Club XYZ

Legend: ■ Communication ■ Compliance ■ Permanent Changes
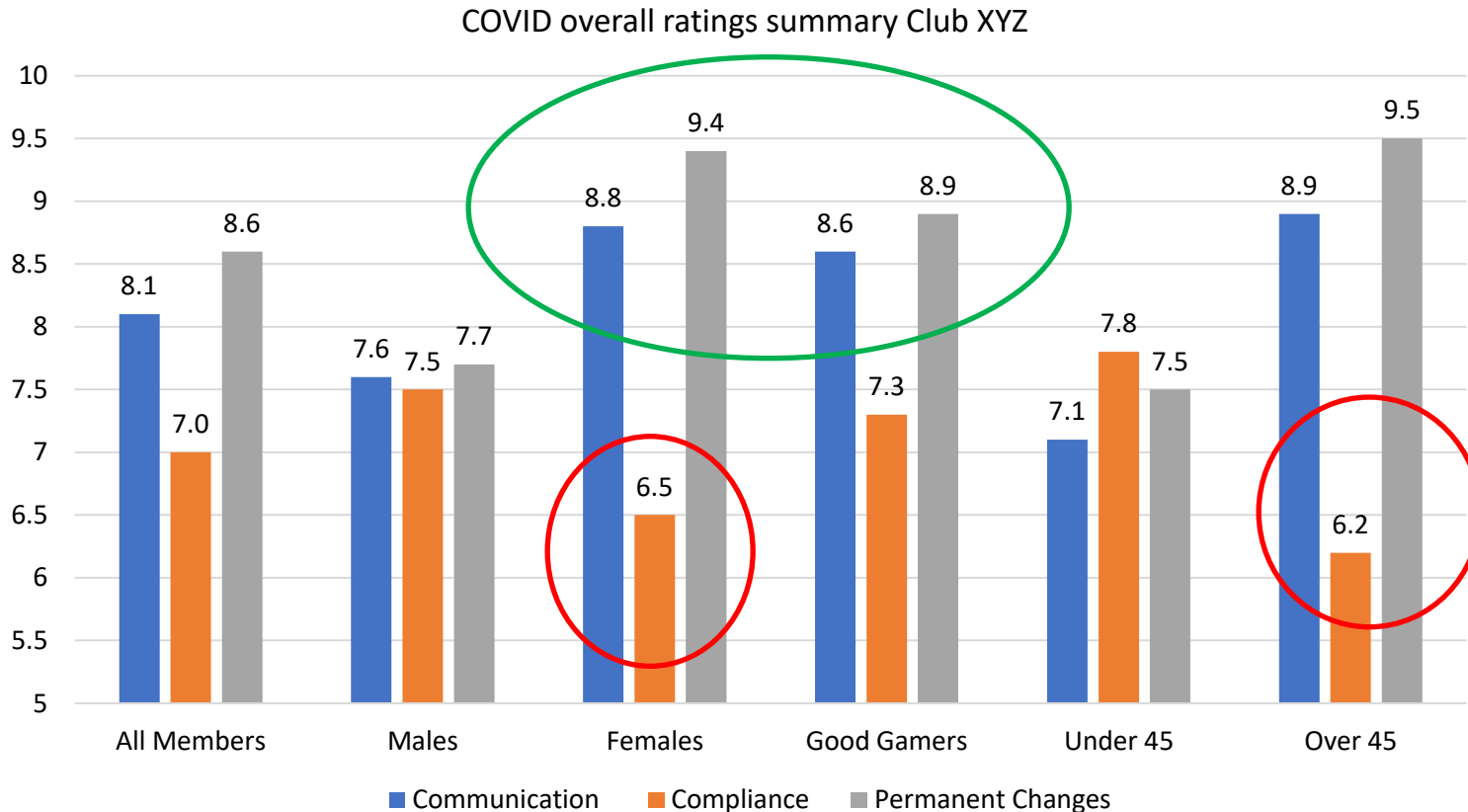
- Club XYZ scores strongest on its COVID communications and members wanting permanent changes

- COVID compliance shows as an opportunity for improvement

- These strengths and opportunities are more pronounced for female members

- Good gamers also rate communications and permanent changes as important

- The lower compliance score of 6.2 for over 45's is the biggest weakness of all ratings by demographic

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CLB XYZ ratings on its COVID communications

Please rate (club name) on its COVID communication to you including frequency, quality and clarity of messages (rating 1-10, 5 being just ok)
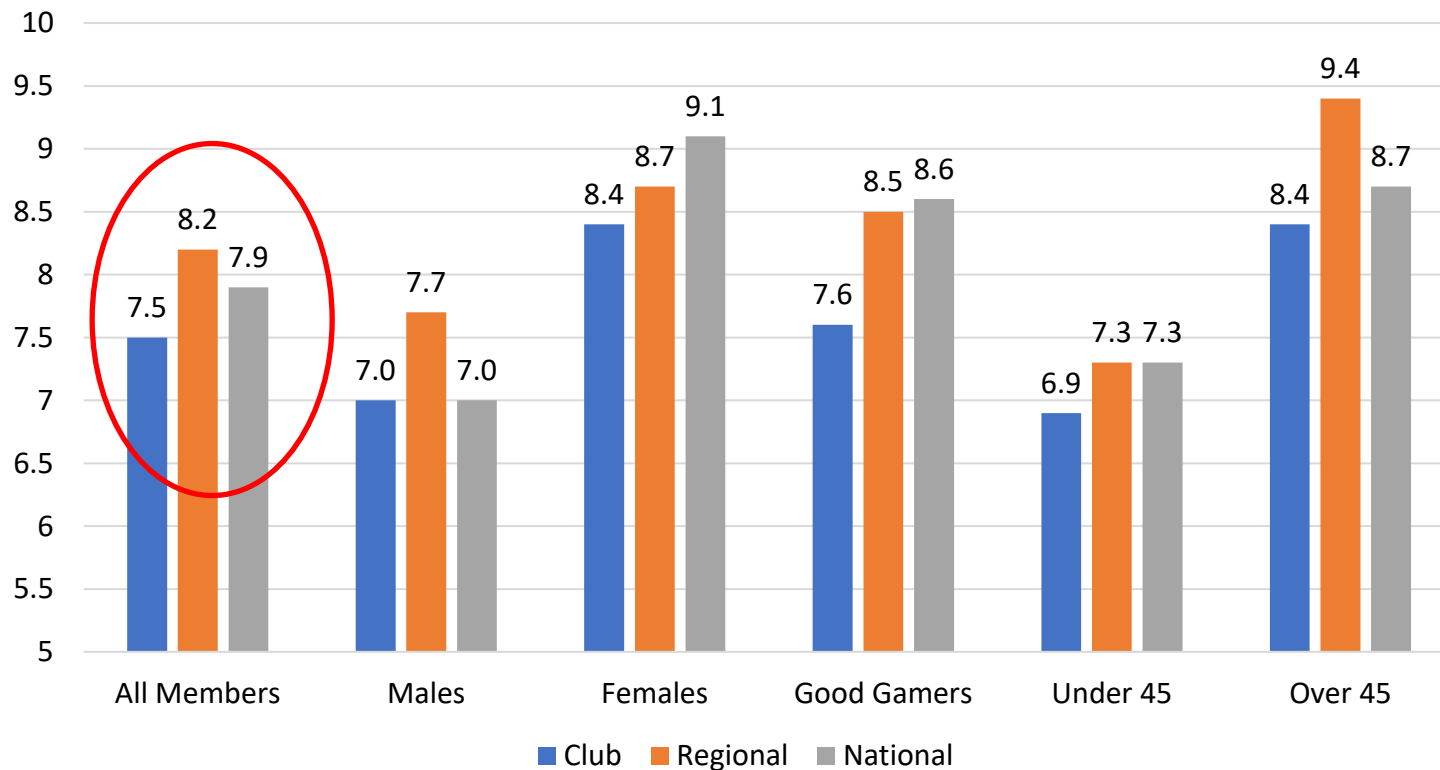
COVID communication rating
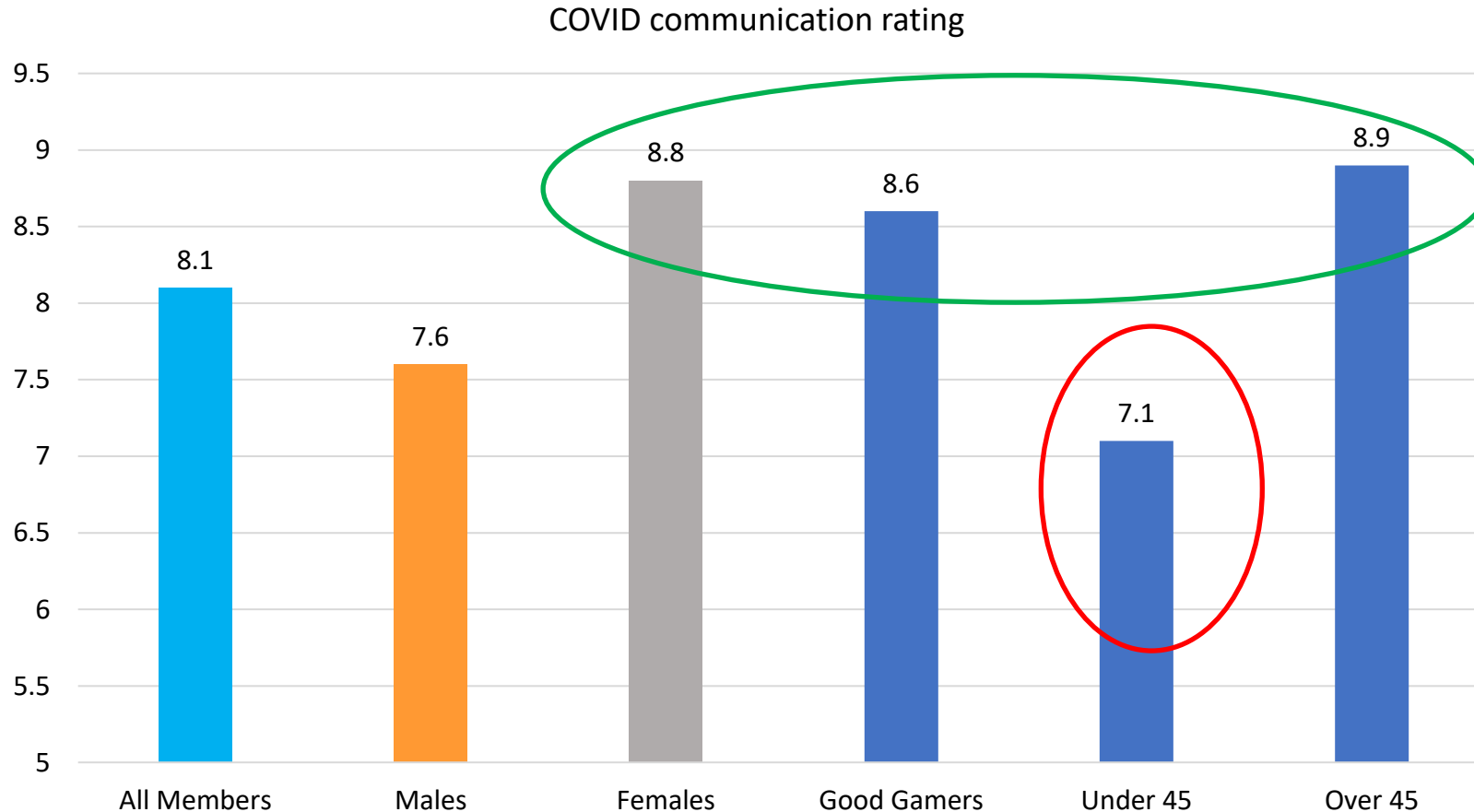
- Overall score of 8.1 for COVID communications is a positive
- Females rate communications higher than males
- Good gamers core is positive
- Over 45s score positive
- Under 45's is low vs all other scores

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CLB XYZ ratings on its COVID communications vs region and national

Please rate (club name) on its COVID communication to you including frequency, quality and clarity of messages (rating 1-10, 5 being just ok)
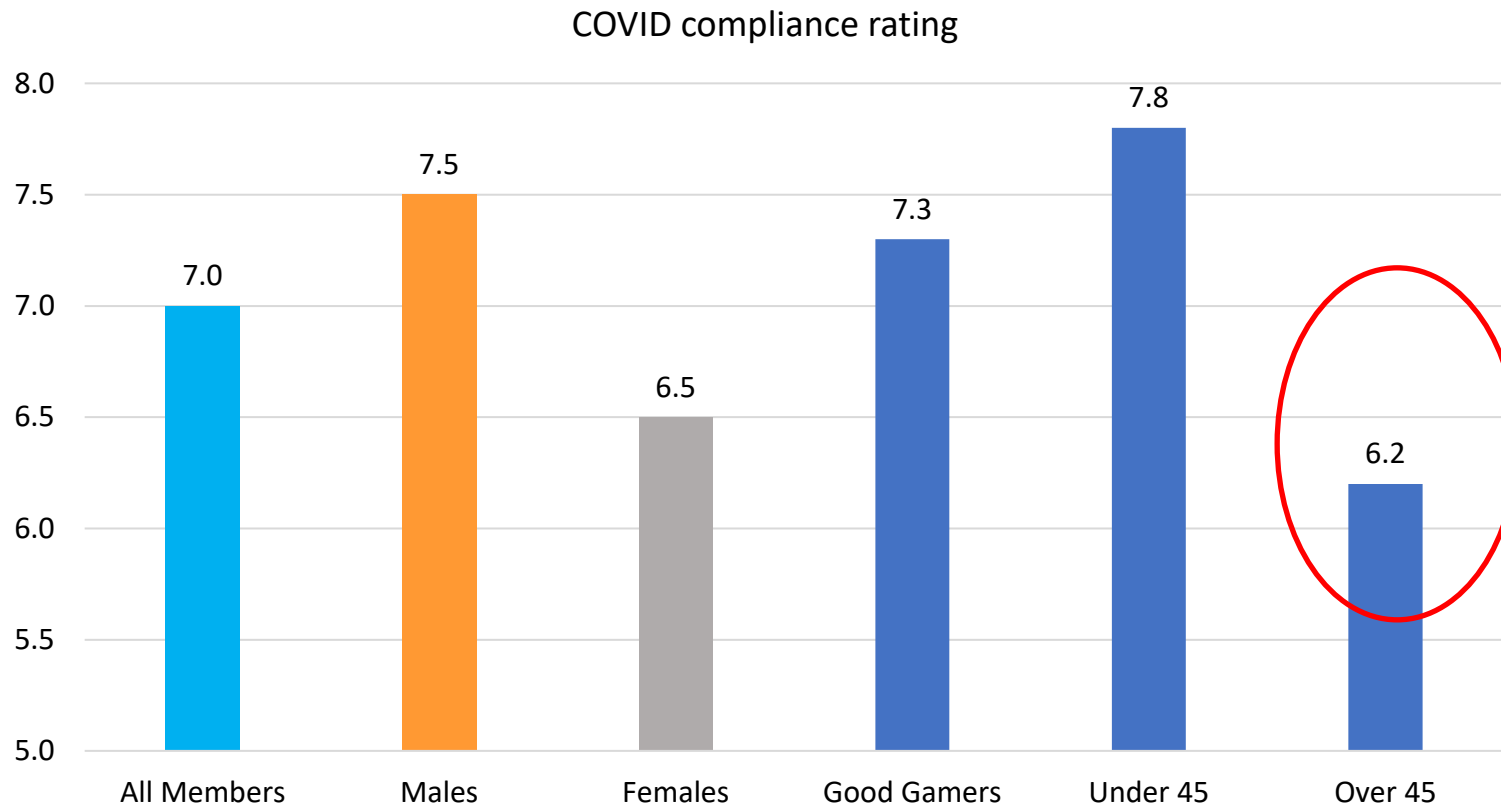
COVID communications ratings summary Club XYZ vs region and national

- Club XYZ underperforms on its COVID communications vs region and national across all demographics
- The regional benchmark is higher than national hence there is more local competition for this attribute or people may be seeking more information

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CLB XYZ ratings on its COVID compliance practices

And from a COVID Safe compliance perspective, how do rate your club?
(on a scale of 1-10, 5 means just OK)

COVID compliance rating

| Category	Rating
All Members	7.0
Males	7.5
Females	6.5
Good Gamers	7.3
Under 45	7.8
Over 45	6.2

- Club XYZ has a lower score for this ratings vs other ratings at a score of 7
- Males rate Club XYZ higher than females
- The highest ratings is under 45's
- Over 45's, who have greater health risks with COVID, gave a low rating of 6.2. This indicates a need for Club XYZ to focus on improving

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Club XYZ ratings on its COVID compliance vs region and national

And from a COVID Safe compliance perspective, how do rate your club?
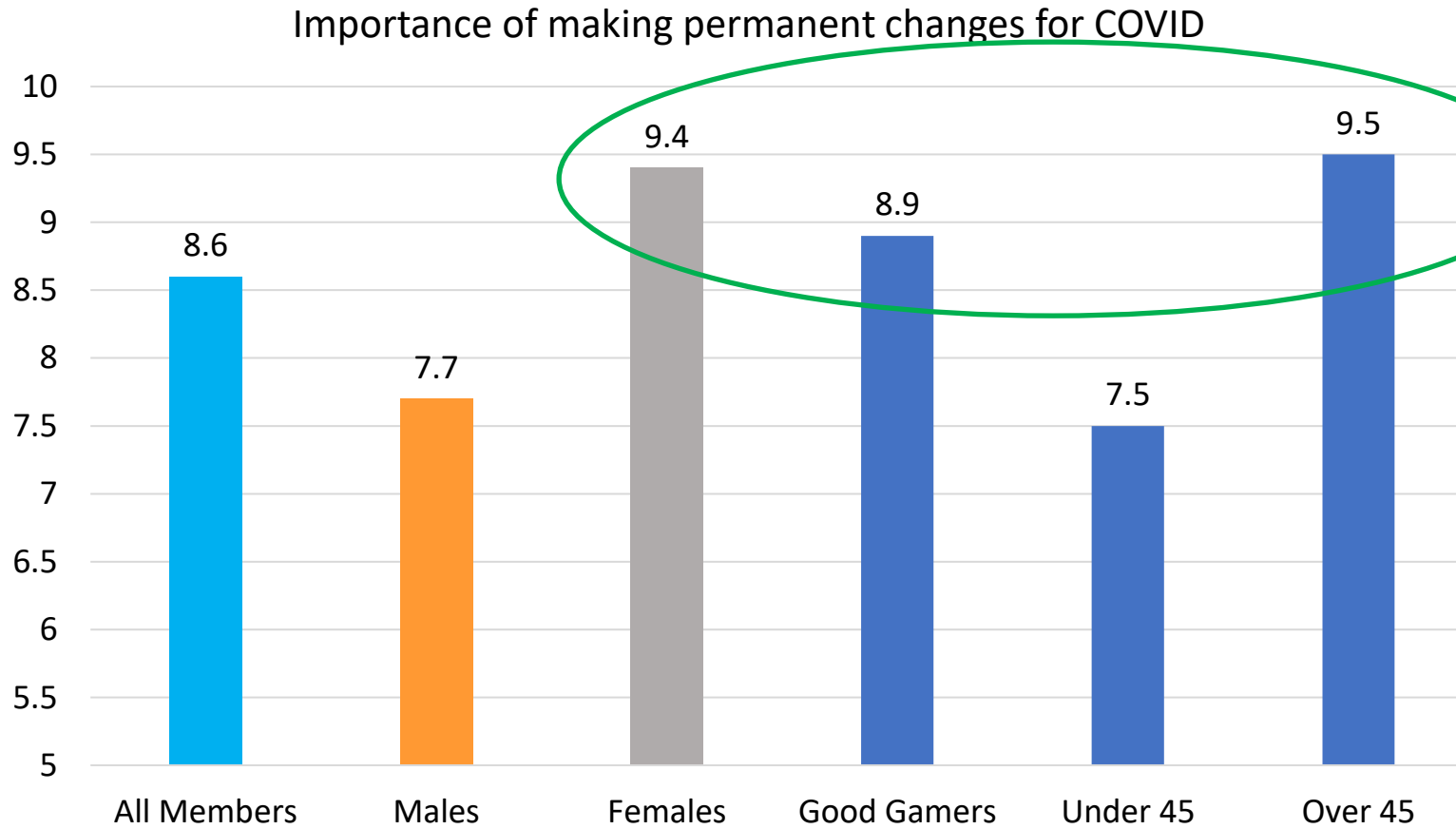*(on a scale of 1-10, 5 means just OK)*

COVID compliance ratings summary Club XYZ vs region and national
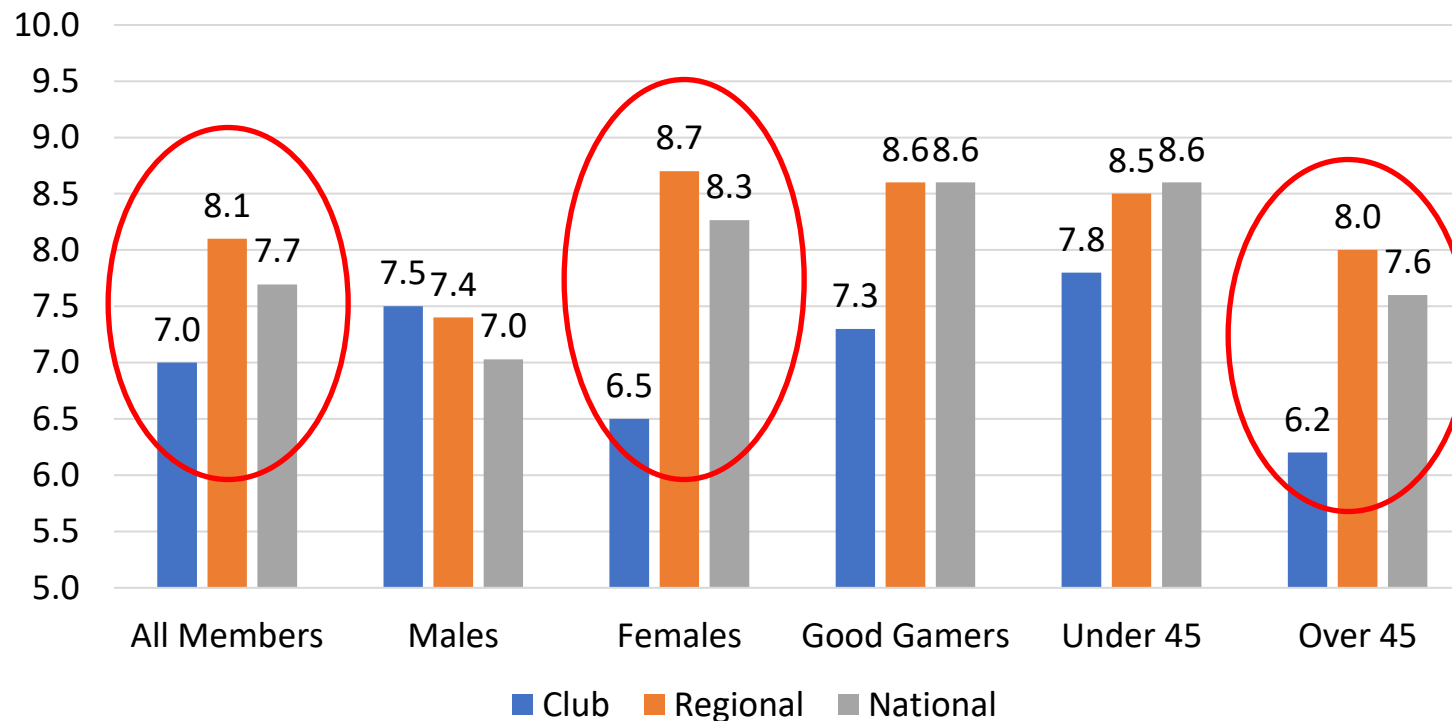
- Compared to region and national CLUB XYZ has lower compliance ratings

- This weakness is especially pronounced amongst females, good gamers and over 45's

- Given this is the likely the most important COVID rating this appears to need focus on compliance practices for improvement

CLB XYZ ratings on the importance of making permanent changes due to COVID

Looking forward how important is it to you that (club name) makes permanent changes to provide best practices to be COVID safe? (on a scale of 1-10, 5 means just OK)

Importance of making permanent changes for COVID

| Category	Value
All Members	8.6
Males	7.7
Females	9.4
Good Gamers	8.9
Under 45	7.5
Over 45	9.5

- This question is highlighting that members see the need for permanent changes due to COVID
- This desire for changes is most pronounced amongst females and over 45's (likely due to health concerns)
- The important good gamer demographic is also seeking permanent changes (likely to the gaming room)

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CLB XYZ ratings on the importance of making permanent changes due to COVID

Looking forward how important is it to you that (club name) makes permanent changes to provide best practices to be COVID safe? (on a scale of 1-10, 5 means just OK)

Importance of making permanent COVID Related Changes vs Region and National
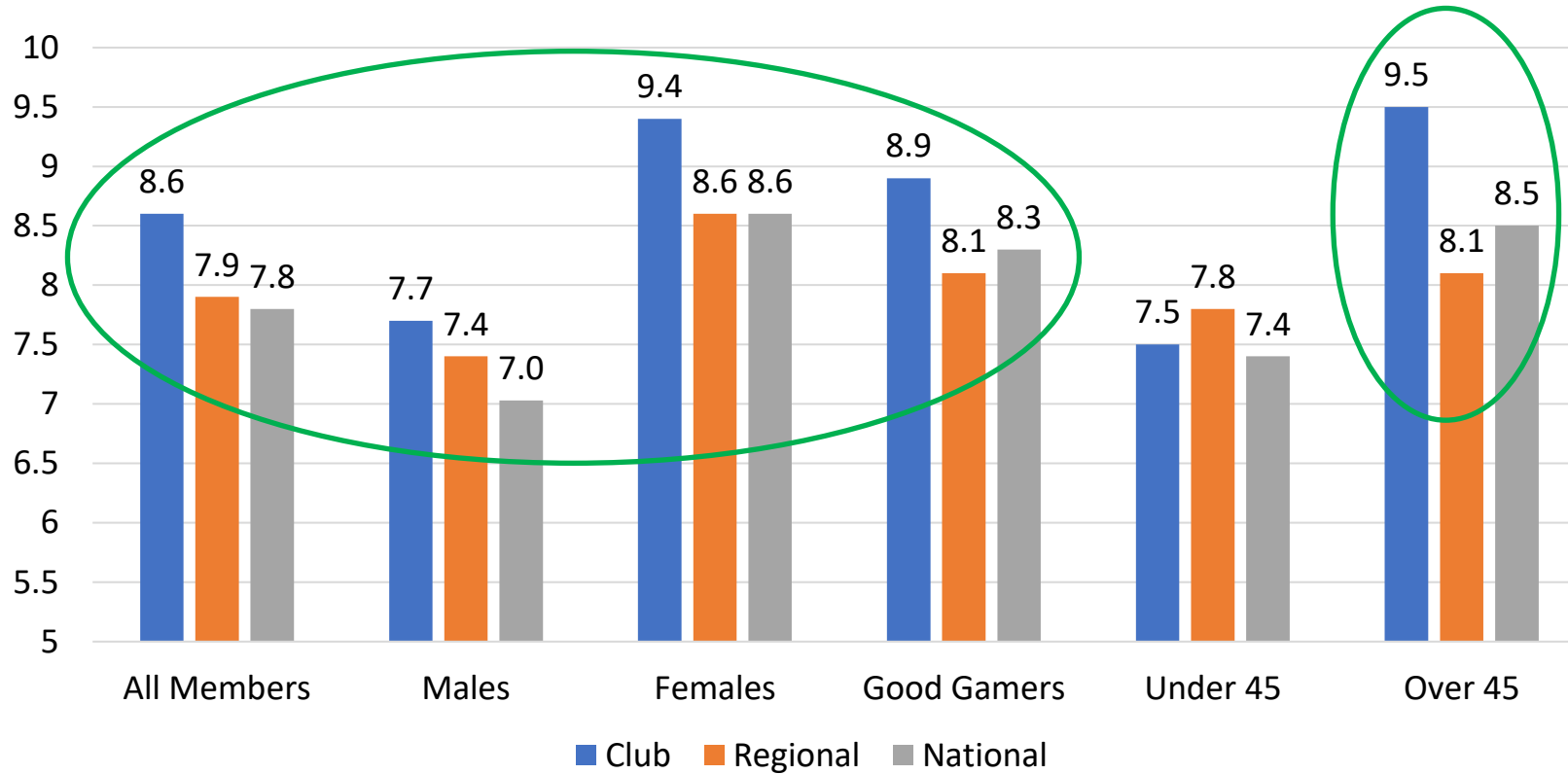
- Members of XYZ club are placing more importance on permanent changes
- This is consistent across most demographics including females, good gamers and over 45's
- It will be important to talk to club members and staff to determine the changes that need to made permanently

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Geoff Wohlsen

linkedin.com/in/geoffwohlsen

Geoff Wohlsen a business analyst and consultant specialising in community clubs and the associated sporting, leisure, and entertainment offerings.

He has gained degree qualifications in Economics and Law from the University of Queensland in 1987 and 1993 respectively and completed the Barristers Practice Course at QUT in 1993.

In 1988, Geoff commenced employment with BP Oil working in analytics and economics within in the company's Australian Headquarters in Melbourne. He remained with BP Oil, engaged in a range of analytical, property and marketing positions until 1994.

In early, 1994 Geoff was appointed to a new role within KPMG Consulting in Brisbane, as an economic consultant and then senior manager in the Strategic Planning and Economic Development Division of the Partnership.

In 2001, Geoff became a partner in a specialist consulting practice that serviced the not-for-profit community gaming club, hotel and casino sectors. This practice operated offices in Brisbane and Sydney. During this time, Geoff was a shareholder in the development and commercialisation of the industry business intelligence tool Club Data Online. This tool later became known as Astute BI and is now owned and operated by Odyssey Gaming, later to be acquired by Tabcorp.

In June 2005, fellow industry practitioner and club manager, John Dickson, and Geoff created a new consulting practice and registered training organisation, operating under registered business names Dickson-Wohlsen Strategies and Club Training Australia (CTA). The consulting practice later changed its name to DWS Hospitality Specialists.

DWS and CTA grew to employ over 60 full-time staff members and provided accredited education, training and qualifications to over 2,000 trainees per year. In 2015, CTA was awarded the Best Small Training Provider by the Qld Department of Education.

In October 2017, Geoff transitioned out of day to day operational roles with DWS and CTA into a sole trading position under the registered name *Wohlsen Consulting*.

Service lines include:
- Strategy
- Research and business intelligence
- Business improvement
- Planning
- Feasibility and bank finance
- Economics, industry and sector analysis
- Service and culture
- Governance and policy development

Philip Wohlsen

Philip Wohlsen is an experienced business leader who joined Geoff Wohlsen at *Wohlsen Consulting* in July 2021.   This brings their combined clubs and gaming and international corporate experience together to service the community club's industry in Australia. Philip is based in Sydney.

Philip has 30 years of corporate experience with a track record of success in multinationals in consumer goods and healthcare industries in ANZ and Asia. He has held senior leadership roles in marketing, sales, corporate strategy, and general management.

Philip gained degree qualifications including a Bachelor of Business (economics and marketing majors) from Queensland University of Technology in and a Master of Business Administration for the Australian Graduate School of Management at the University of NSW

In 1987, Philip started his career at Unilever as a management trainee where he spent 6 years in a variety of roles including sales, category management, supply chain, finance, and marketing. Following this Philip worked for 5 years at global advertising agency J Walter Thompson managing marketing and advertising for Kellogg's, Pfizer, and Unilever

In 1997 Philip joined Arnott's Campbells to revitalise its company-wide innovation program, then progressed to marketing leadership managing the Arnott's brand modernisation and brand portfolio.

In 1999, Philip joined Pfizer where was marketing director for its market leading consumer health brands including Listerine, Codral, & Nicorette. Johnson and Johnson acquired the business and Philip progressed to marketing leadership roles in J&J ANZ and then was appointed as Asian Marketing Head for J&J Consumer Healthcare located in Singapore. Philip spent 6 years in Asia working with 15 countries including, China, Japan, Korea, India, SouthEast Asia and ANZ driving strategic planning, marketing, retail strategy, and innovation.

Philip returned to Australia in 2014, where he set up The a2 Milk Company's infant formula business in China which has been an extraordinary Australian success story. Philip then joined Bayer where he built a large-scale new business unit developing Australian Bayer Brands into China and Asia via cross border channels and ecommerce. Most recently Philip was leading corporate strategy and cross border ecommerce at GSK.

Service Lines Include:

- Research, Market Intelligence and Business Analytics
- Operation Improvement and Planning
- Strategic Planning
- Feasibility and Bank Finance
- Governance and Policy Development
- Industry and Sector Analysis
- Service and Culture

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