

PAUL OSTAFF

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KEY SKILLS AND COMPETENCIES

- Wide range of skills including strategic planning, business planning, financial modelling, researching, marketing strategy and engineering.
- Has helped companies absorb M&A acquisitions and prepare for divestment.
- Extensive experience across a range of multinationals, industries and cultures.
- Highly creative, enthusiastic, committed and persistent.
- Proven record in managing complex problems and developing solutions.
- Skilled at empowering – a good mentor and leader.

INDUSTRIES CONSULTED IN

- Utilities and Energy
- Higher Education
- Outdoor power equipment
- IT
- Financial services
- Consumer goods
- Telecommunications
- FMCG
- Commodities
- Real estate
- Automotive
- Commercial appliances
- Pharmaceuticals
- Mining
- Retail
- Agricultural Products
- Paints

Project Domain	Corporate Strategy Development, Customer Service Strategy, Channel Strategy Development, Strategy Implementation, Process Improvement, Business Development
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Key Skills	Scenario Planning, Systems Thinking, Environmental Scanning, Channel Conflict Resolution, Project Management, Business Case Development, Financial Analysis and Modelling, Market Sizing
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Countries	Australia, New Zealand, China, Taiwan, Thailand, Singapore, Canada, United States, United Kingdom
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PROFESSIONAL QUALIFICATIONS/ACCREDITATIONS

MBA, Royal Melbourne Institute of Technology

MASc, Aerospace Engineering, Composite Structures, University of Toronto, Canada

BASc, Engineering Science (Aerospace), University of Toronto, Canada

CPEng: Member: Institution of Engineers, Australia

PEng: Association of Engineers and Geoscientists of British Columbia, Canada

Member: Australian Institute of Management

OTHER ACTIVITIES / INTERESTS

Chairman of Body Corporate Committee for apartment complex (144 apartments)

Language studies

Formula 1 (Motor racing) – and cars in general

CAREER HISTORY AND ACHIEVEMENTS

PERSONAL CONSULTING

Jan 2003 - Present

(Trading as "Simply Better Business" since 2005)

Significant projects have included...

An overseas supplier of electrical infrastructure components

- **Identified the opportunities** and **sized the markets** for high voltage electrical infrastructure works in both Australia and New Zealand for a potential component supplier. Work included sourcing and compiling relevant information from websites, industry groups and industry participants, as well as attending a national industry briefing. Key to this work was identifying the demand drivers.

A major Australian supplier of telecommunications engineering services and components

- Determined the **sourcing costs** for components obtained locally in Australia versus obtained directly from overseas suppliers (eg: in China and India). Key was understanding the (often) hidden costs in the supply chain from the overseas plant gate to the Australian warehouse.

A major Australian foam manufacturer (part of a A\$1.5b group)

- Developed a **detailed business case** which recommended that the client relocate two older manufacturing facilities, rather than renovating them. The business case considered issues including capacity, manufacturing flexibility, OHS and environmental impact, and was supported by detailed financial modelling. The senior management team was extensively consulted during the project.

Major Australian dairy manufacturer (part of a A\$96b international company)

- Developed a **forecasting model** to help predict future product orders on a daily basis. The model's output will be used to help set more accurate product manufacturing targets, thus reducing wastage from overproduction.

A significant, rapidly-growing player in the Australian food spices industry

- Developed a **business plan** for this speciality food spices manufacturing firm. The process uncovered issues which led to recommendations concerning staffing, manufacturing capacity, additional equipment and goal setting. Input and buy-in was obtained through a series of management workshops.

A supplier of aftermarket components to the Australian automotive industry

- Developed a **market entry strategy** for a new accessory product. Two potential markets were sized using research, and potential market acceptance and product suitability were determined through extensive interviews. Recommendations included a channel strategy and a pricing program for sales and service, as well as contingency actions in anticipation of fierce competition.

IF CONSULTING

1997 - 2003

Engagement Manager

A management consultancy specialising in developing business alliances (routes to market). Offices in Melbourne, Boston, London, Sao Paulo, Hong Kong. The last position reported to the global leader.

The following projects illustrate background in telecommunications and utilities:
(but list is not exclusive)

IF CONSULTING (continued)**1997 - 2003****Telecommunications**

<p>United Networks Communications, Auckland NZ</p> <p><i>An internet network wholesaler, now owned by Vector Networks.</i></p> <p><i>The client needed a new indirect channel strategy to help it gain new customers efficiently and effectively.</i></p>	<p>A complete "go-to-market" strategy</p> <ul style="list-style-type: none"> helped the client recruit channel partners to help it drive its wholesale business and improve its operational efficiency rapidly increase its market visibility and penetration helped it meet sales objectives, despite limited network footprint and restricted funds as part of preparation for sale of company 	<p>Work included</p> <ul style="list-style-type: none"> determining future industry trends developing channel partner profiles creating a business development model proposing a channel strategy drafting a channel partner program leading program implementation through to launch, including supporting materials and programs contributing to United Networks' formal business plan
<p>UE Comm</p> <p><i>An internet network wholesaler, now owned by the SingTel Optus group.</i></p> <p><i>A channel strategy and partner program was required to breathe life into a very weak indirect channel.</i></p>	<p>The channel strategy and partner program</p> <ul style="list-style-type: none"> spelt out "rules of engagement" to reduce conflict between direct, wholesale and indirect channels recommended recruitment criteria for channel partners provided a "kit" of materials to aid program implementation with their partners 	<p>Work included</p> <ul style="list-style-type: none"> interviewing key staff and channel partners resolving channel conflict issues building a business development model developing a channel strategy developing a channel partner program
<p>Telstra</p> <p><i>The client was the Phone Card division of Australia's largest national telecommunications carrier.</i></p> <p><i>The client sought to improve Phone Card product sales via internal and external channels.</i></p>	<p>The project</p> <ul style="list-style-type: none"> reduced channel – and product conflict, increasing operational efficiency reduced confusion amongst channel partners regarding their role, the products handled, and the way they should interact with Telstra 	<p>Work included</p> <ul style="list-style-type: none"> interviewing key staff and selected channel partners resolving channel conflict issues impacting on the Phone Cards business resolving product confusion, from similar existing Telstra products, such as Smart Card determining the best internal and external channels to market for the Phone Card product
<p>Commander</p> <p><i>Formerly a Telstra business unit that marketed key telephone systems. Now a listed company that was growing by acquiring a web hosting service, laptop distributor</i></p> <p><i>The client needed to determine the right retail representation strategy for selling its new portfolio of convergence products.</i></p>	<p>The project</p> <ul style="list-style-type: none"> recommended a retail strategy for selling the client's new portfolio of convergence products helped the client understand how its target market perceived convergence products and their buying behaviour for such products helped the client explain "convergence" to the retail customer 	<p>Work included</p> <ul style="list-style-type: none"> surveying 2000 SOHO businesses to understand their buying habits regarding various convergence products (ie: Key Telephone Systems, computers and web hosting services) developing channel strategy options for consideration by Commander management
<p>Sprint PCS, Kansas City, MO USA</p> <p><i>The client was the mobile phone part of this firm.</i></p> <p><i>The client sought to increase the control and consistency of its licensed partner mobile phone network through managing compliance with Sprint requirements.</i></p>	<p>The new compliance strategy provided</p> <ul style="list-style-type: none"> a consolidated approach to improve service consistency and performance compliance of the Sprint PCS mobile phone services provided by licensed network partners a means of measuring, reporting and managing compliance 	<p>Work included</p> <ul style="list-style-type: none"> benchmarking compliance activities across non-competitive groups of similar large-partner groups, such as hotels and government agencies developing processes for the management and escalation of compliance issues developing a scorecard to quickly identify partners with non-compliance issues and prioritise remedial actions

<p>Motorola, Beijing, China</p> <p><i>Our client sold two-way radios to different government authorities and industry groups.</i></p> <p><i>The client needed assistance to rollout its new channel strategy.</i></p>	<p>The client received</p> <ul style="list-style-type: none"> • a resourced and prioritised implementation rollout plan to launch the client's strategy in four key provinces 	<p>Work included</p> <ul style="list-style-type: none"> • analysing and simplifying over 50 recommendations from a channel review • developing a sequenced set of activities for the implementation of the strategic recommendations • working with client to determine timing and resources for each step of the process
<p>Xerox</p> <p><i>The client sold desktop laser and ink-jet printers; the only part of the firm that used indirect channels to market. This group had increased sales 100% year-over-year for five years.</i></p> <p><i>The client required a review of its channel partner program to ensure that it was keeping up with business growth.</i></p>	<p>The new channel partner program</p> <ul style="list-style-type: none"> • helped the client gain sales by providing better partner support economically • improved partner support through better systems and processes • reduced the field managers' burden through reducing manual issue handling 	<p>Work included</p> <ul style="list-style-type: none"> • segmenting the printer product market • developing pricing ladders for distribution via different partner types • identifying company support issues for channel partners arising from rapid sales growth

Utilities

<p>Union Gas, Toronto, Canada</p> <p><i>Client shipped natural gas via pipeline and retailed gas to retail, commercial and industrial customers in Ontario, Canada.</i></p> <p><i>Deregulation was forcing the client to relinquish its retail arm, compelling it to manage gas demand through indirect channel partners.</i></p>	<p>The client gained</p> <ul style="list-style-type: none"> • an understanding of the value of each channel and each market segment to the firm, to prioritise support investment and to identify revenue risks • a market and financial model that could predict the effect of different scenarios on total revenue, gas volume delivered and units sold over 5 years • a channel partner strategy and channel partner program for managing all channels to market • assistance with realigning internal functions with the newly identified indirect channels 	<p>Work included</p> <ul style="list-style-type: none"> • developing a pathway for the client to take it from distribution through its retail network, to using indirect channel partners • mapping out the available industry channels to market • developing a market demand model, based on the purchase of gas appliances and applications by residential, commercial and industrial customers, and the channels distributed through • developing a scenario model, that forecast changes in demand due to environmental, legislative and technical factors, and forecasting the results over 5 years • developing a channel strategy and channel partner program to support each channel
<p>Energex Retail</p> <p><i>Client distributes and retails gas and electricity in Queensland.</i></p> <p><i>The Retail arm was looking for ways to deliver new related products and services to end-customers.</i></p> <p><i>These products and services generated much higher margins than traditional gas and electricity offerings. This helped to increase profitability in anticipation of further state market deregulation which would erode existing margins.</i></p>	<p>The new channel strategy</p> <ul style="list-style-type: none"> • helped retail its new products and services via a new franchise channel • established a new pricing strategy that would attract good franchisees while covering costs • helped Energex broaden its revenue base beyond traditional electricity and gas supply 	<p>Work included</p> <ul style="list-style-type: none"> • benchmarking channels to market by interviewing existing product and service providers, to assist Energex set up its supply chains and pricing models • developing channel strategy recommendations, backed by detailed market and financial models • developing a strategy implementation plan

<p>United Networks – Gas Division, Auckland, New Zealand</p> <p><i>Now owned by Vector Networks, the firm wholesales natural gas to retailers who on-sell to customers. Its pipelines deliver gas to customers in the Auckland and Wellington city areas, as well as some communities on the east coast of the North Island.</i></p> <p><i>The client sought to reduce the large financial dependence of retailers on client subsidies, while increasing gas demand. Improved profitability would enable the client to increase its market influence and fend off threats from competing pipelines, such as NGC.</i></p>	<p>The new channel partner strategy and channel partner program</p> <ul style="list-style-type: none"> replaced subsidies with incentives to increase gas load brought in new channel partners to increase the market reach and visibility for gas appliances delivered more load – causing client to meet stretch growth targets returned existing channel partners to profitability without subsidy by focussing them on their unique value-add 	<p>Work included</p> <ul style="list-style-type: none"> interviewing current channel partners as well as key retail players financial modelling the existing and proposed channel partner program workshopping different strategy scenarios developing a detailed implementation plan, identifying steps, resources required and key milestones developing presentation packages inviting all channel partners to apply to participate in the new program assisting with assessing channel partner applications
<p>same client as above</p> <p><i>Developing a new channel strategy to reach Commercial and Industrial Gas customers – a group who had only been served informally.</i></p>	<p>The new market segmentation and channel strategy</p> <ul style="list-style-type: none"> segmented the market by application type for the first time identified buyer behaviour identified key application suppliers serving each segment for consideration as channel partners enabled the client to effectively serve the Commercial and Industrial markets led to an organisational redesign to better serve these customer segments 	<p>Work included</p> <ul style="list-style-type: none"> conducting interviews with client staff, as well as industry suppliers and customers analysed the market by usage developed models of buyer behaviour segmented the market by application type developed a channel strategy to reach the newly-identified segments

Other clients included:

Xerox: Beijing, China

ICI Paints: Thailand, Taiwan, Singapore, Canada, USA

National Express (V/Line), Melbourne

TXU, Melbourne

AWB, Melbourne

UTS: Insearch

Electrolux, Melbourne

Nationwide Realty, Sydney

Amcal, Melbourne

AGL, Melbourne

Australian Unity, Melbourne

FORD MOTOR COMPANY OF AUSTRALIA PTY LTD

1987 - 1997

Marketing/business strategy roles covered each stage in bringing new cars to market.