

CORPORATE WORDS

ISSUES & COMMUNICATION MANAGEMENT

www.corporatewords.com

CREDENTIALS & SERVICES



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INTRODUCTION

Corporate Words is an Issues and Communication Management consultancy with expertise in a wide range of external and internal communications.

Effective external and issues related communications is a vital component of a business or industry's wellbeing, especially when the forces arranged against it are powerful and have an ability to damage a hard won reputation.

We also provide internal strategies for firms that are restructuring, downsizing, or need to improve their communication to employees, clients, suppliers and investors.

In the marketing arena we have the ability to provide creative solutions covering a wide range of promotional and sales needs.

Corporate Words has offices in Melbourne, Sydney, Perth, Hobart, and an associate company in Newcastle.

We are a member of the prestigious 'Registered Consultancies Group' (RCG) which operates within the Public Relations Institute of Australia (PRIA). Membership of the RCG is restricted to companies who adhere to a strict code of ethics and have a history of public relations excellence.

Corporate Words' ethos is to continuously improve the standard of our client service giving superior, accurate and timely professional advice.

We are committed to providing a service which exceeds the requirements of a client's brief, meets the necessary statutory regulations and complies with the PRIA's code of ethics.



HOW WE OPERATE

Corporate Words works through, and together with, many types of professional practitioners, from lawyers to advertising agencies and marketers, so as to ensure an integrated message.

What we do is help them work closely with management, either through the CEO's, their Public Affairs and Human Resource Managers or, the marketing and advertising executives.

Our primary role is to create strategic directions in the areas of written and verbal communication.

We believe all communication should be simple. This ensures that the message is easily understood and is therefore effective in achieving our clients' objectives.

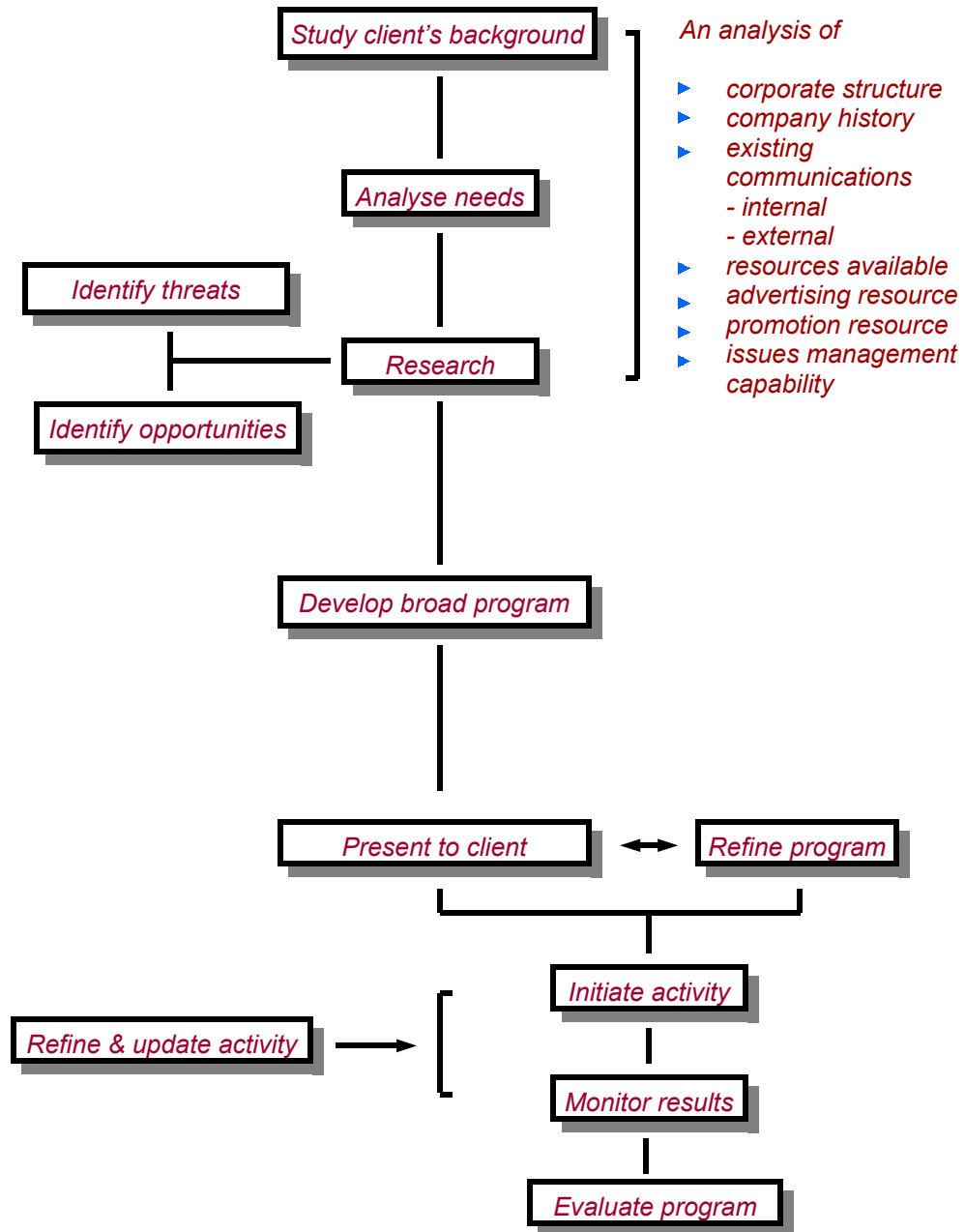
In all cases, an analysis of a client's requirements is fundamental in assessing the relevancy of a particular type of communication.

We then decide whether the chosen type of communication is the right one to elicit the desired result and whether or not it is a cost effective option.

The diagram overleaf shows our usual modus operandi.



OUR APPROACH





OUR SERVICES

At Corporate Words we don't tell people how to do what they do best - we don't tell managers how to manage, or manufacturers, how or what to make.

What we do is help them communicate about what they are, what they stand for and what services or products they offer. We also help them listen to their audiences and make their overall business more effective.

In many cases we represent and act for them; with the media, pressure groups, clients, investors, local councils and government.

Our core **external** communications services include:

- ▶ *Issues and crisis management*
- ▶ *Change management*
- ▶ *Government liaison and lobbying (Local, State and Federal)*
- ▶ *Media relations*
- ▶ *Investor relations*
- ▶ *Community relations*
- ▶ *Marketing communications*
- ▶ *Corporate positioning and lobbying*
- ▶ *Communication audits*
- ▶ *Market research*
- ▶ *Writing and production of promotional material*
- ▶ *Media skills training*
- ▶ *Speech writing*

Our **internal** communications services include:

- ▶ *Employee/member education programs*
- ▶ *Writing and production of employee/clients newsletters*
- ▶ *Team Briefings*
- ▶ *Integration with IR/ER programs*



ISSUES & CRISIS MANAGEMENT

Corporate Words has developed a reputation for quality work in the area of issues and crisis management.

Issues Management is a responsive process to identify and evaluate the various external forces that may impact on a business.

Issues can be varied but very often they manifest themselves in the following forms:

- ▶ *Company restructuring*
- ▶ *Company downsizing*
- ▶ *Privatisation*
- ▶ *Takeovers*
- ▶ *Industrial disputation*
- ▶ *Legislative or government changes*
- ▶ *Pressure by the media or community groups*
- ▶ *Environmental issues*

We encourage companies to start managing an issue quickly to stop it turning into a crisis. A company faces a crisis if:

- ▶ *It has conducted itself in a way which is morally or ethically questionable.*
- ▶ *It failed to act on an issue when it should have done so.*
- ▶ *A major workplace incident or accident has taken place.*
- ▶ *Product tampering has occurred.*
- ▶ *It has been targeted by an individual, group or organisation for public or violent action.*
- ▶ *Natural disaster strikes which affects the business, its employees or customers.*

Our knowledge of the print and electronic media, and access to senior journalists, is a key component of our success in this field.



INDUSTRY AWARDS

Our numerous industry awards are testimony to our ability:

- ▶ *1999 PRIA Victorian Awards for Excellence
Highly Commended – Employee Communication*
- ▶ *1999 PRIA Victorian Awards for Excellence
Highly Commended – New Practitioner of the Year*
- ▶ *1998 PRIA Victorian Awards for Excellence
Commended - Issues and Crisis Management*
- ▶ *1997 PRIA Victorian Awards for Excellence
Winner - Investor and Financial Relations*
- ▶ *1996 PRIA Victorian Awards for Excellence
Highly Commended - Government Relations*
- ▶ *1996 Golden Quill Awards - Finalist
International Association of Business
Communicators (IABC)*
- ▶ *1995 PRIA Victorian Awards for Excellence
Highly Commended - Government Relations*
- ▶ *1995 PRIA National Golden Target Awards
Winner - Government Relations*
- ▶ *1995 International Public Relations Association
Golden World Award - Certificate of Recognition
Government Communication*



RESEARCH ARM

In response to our clients' needs, Corporate Words established a research division to provide specialised research and analysis services.

This research is often used as a precursor to a marketing and/or communications strategy as it provides accurate data on a client's needs.

The aim of combining these functions is to provide the closest possible integration between a client's research base and its strategic and tactical communications and marketing needs.

Both qualitative and quantitative research is utilised covering such methods as phone polling, direct mailing, focus groups and face-to-face interviews, backed up by the latest in computer analysis.

Corporate Words abides by the guidelines set by the Market Research Society of Australia. These include protocol issues like privacy and interview timing.



ITCORP

MARKETING INTELLIGENCE

ITCORP is the marketing arm of Corporate Words. It offers clients a value added marketing service, especially in the areas of Strategic Marketing and Relationship Marketing.

ITCORP specialises in the use of Geographic Information Systems (GIS) to collect and interpret spatial data.

Geographic Information Systems are used extensively by a wide range of organisations including service providers, retail and manufacturing companies, the media and government. GIS visually maps database information to provide a picture sales trends, consumer behaviour and preferences, distribution deficiencies and many other crucial measurement factors.

Most importantly GIS integrates other information such as census data, prospect databases, voter lists and other strategic information producing a clear picture of a target market.

Commercially, the result is a very powerful marketing tool that demonstrates in visual format the strengths, weaknesses, opportunities and threats facing an organisation.

ITCORP also specialises in database construction.

By constructing a database to fulfil the needs of a specific organisation, ITCORP provides a secure system that incorporates ease of use and potential future requirements into the design.

ITCORP also designs and builds websites linked information systems, which enables automated data entry and sorting. When designed correctly, information systems also add value to the website of an organisation in the added service, speed of search and format of the information displayed.



DESIGN

Corporate Words has links with two of Australia's best graphic arts and design studios.

This association provides an added value to our clients.

It means that in areas of company and/or product repositioning we can offer a total image review or change.

This can cover written communications such as:

- ▶ *Annual reports*
- ▶ *Corporate brochures*
- ▶ *Newsletters*
- ▶ *Direct mail letters*
- ▶ *Leaflets and flyers*
- ▶ *Media kits*

We can also produce visual communications like videos and overhead slide presentations.

Company imaging, corporate logos, re-designed documentation and packaging are also available to our clients.



OUR ELEVEN COMMANDMENTS

Corporate Words provides an 11-point commitment to ensure our clients are satisfied.

1. Understanding your business

We always undertake a detailed examination of your business at the commencement of engagement.

2. We will not take on work that we cannot do well

We always undertake a job with the knowledge that we have the required resources in terms of skills, expertise and time.

3. We provide detailed written proposals

We present a written proposal which indicates program objectives, activities to be undertaken, time lines and fee structure.

4. We don't 'star pitch'

At least one consultant who works with you at the proposal stage will work on your project for its duration. We only ever utilise skilled and experienced staff who are suited to carry out your campaign.

5. We respect your trust

All sensitive information provided to us is clearly identified and looked after during the project; then returned or destroyed.



6. No surprises

We will not change an agreed approach to an issue without first canvassing options and gaining an agreement on any new process.

7. Frequent progress reporting

We believe in frequent, timely communication and feedback. We report at least monthly on progress towards objectives and contact reports are written after all key meetings.

8. Regular review

Our approach to meeting your needs is based on using the combined experience of our senior staff. As part of our quality approach, we subject all our work to review by the principal or senior consultants.

9. Confidentiality

The storage and transmittal of confidential information is undertaken in accordance with documented procedures and our undertaking to uphold the PRIA code of ethics.

10. Feedback

We regard feedback as vital at all stages of a project. We also undertake a formal review with clients at the completion of a program.

11. Continuous improvement

Our systems are continuously improved through a formal internal auditing process.



QUALITY

To best meet the needs of our clients, Corporate Words is committed to a quality management system that meets the requirements of AS/NZS ISO 9002.

This is put into practice by:

- ▶ *The Corporate Words Quality Policy and Procedures Manuals which are maintained and improved through a program of internal audits and management reviews.*
- ▶ *Adopting and developing new and improved methods of service.*
- ▶ *Recruiting highly skilled and experienced staff with superior interpersonal relations which can meet our clients' needs.*
- ▶ *Providing documented professional development training which will meet future clients' needs and the standard set by the PRIA professional development program.*
- ▶ *Providing formal training in the quality system and relevant procedures.*
- ▶ *Ensuring the requirements of quality plans are followed.*



INVESTOR RELATIONS

At Corporate Words we view investor relations as a variation of relationship marketing. In many cases investor relations will involve the supply of information to an already captive audience, where the demand for regular and detailed information is a key to maintaining a strong relationship with investors.

Aside from existing shareholders there is the challenge of attracting the potential investor. In a fiercely competitive market it is of paramount importance to project self-confidence in the management of your business, in turn giving investors the confidence to invest in your company.

Corporate Words has a depth of experience in writing for these specific target audiences and identifying the means to educate them.

As an adjunct to investor relations it is always ideal to include the finance and business media in any campaign. By utilising Corporate Words' strategic media links, appropriate media will act as a credible conduit to investors and shareholders.

With the current economic climate so unpredictable, corporate reputation has never been more essential to the growth and survival of Australian business.

Corporate Words has proven expertise in,

- ▶ Corporate positioning
- ▶ Reputation management
- ▶ Prospectus preparation
- ▶ Stockmarket floats/rights issues
- ▶ Writing for the internet

Corporate Words' relationship programs have benefited companies in the Finance and Resource sectors.



THE SENIOR TEAM

- ▶ *“The results of our work is dependent on the skills, judgement and expertise of our people.”*



PROFILE

COLIN FULTON, MPRIA PRINCIPAL

- ▶ *Colin Fulton has a strong record in issues related communications in the corporate and government sectors and has won two major international awards and several Australian awards for his work in this area.*



His forte is corporate strategy, including crisis and issues management work and government relations.

This is backed by considerable experience in the areas of public information and education campaigns for both government and private industry.

Before starting Corporate Words, he was General Manager of the Victorian operation of a major international communications consultancy. This followed three years as a Senior Manager for Nissan Australia, first as their Corporate Development and Public Affairs Manager and then as the Business & Marketing head of the company's two most important product divisions.

A former senior political journalist with the ABC, commercial radio and television; he was for eight years the Chief Political Commentator for Channel 9 and a leading commercial radio station. He wrote for "Australian Business" and was an adviser to several leading Australian companies.



PROFILE

COLIN FULTON

(continued)

His political experience includes five years as Principal Press Secretary and Personal Assistant to the then Deputy Premier (later Premier) of Victoria, The Hon. Lindsay Thompson.

A 'Member' of the PRIA and a 'Fellow' of the Society of Senior Executives, he regularly addresses business groups on both the political process as it affects business and the need for issues and crisis management within corporate planning.

He is also a guest lecturer at the Royal Melbourne Institute of Technology University (RMIT) covering such areas as Issues Management, Government Relations and Ethics.



PROFILE

DAVID KEY

ASSOCIATE DIRECTOR

- ▶ *David Key brings to Corporate Words over 30 years experience in industry where he gained specialist skills in a wide range of industrial and commercial issues.*

David's key areas of expertise include employee relations, TQM, business performance appraisal and financial analysis.



His issues and crisis management skills focus on the areas of corporate restructures, acquisitions, downsizing and divestment.

For most of his career, David worked for the global chemical giant Monsanto, where his technical expertise, coupled with strong skills in people management, led to his appointment as Human Resource Manager for Chemplex Australia when it took over Monsanto.

Faced with the challenge of an extremely volatile industrial relations environment, his major achievements included:

- ▶ *Managing union negotiations to reduce industrial disputation.*
- ▶ *Restructuring of the department and recruitment procedures to ensure an internal customer service focus.*



PROFILE

DAVID KEY (Continued)

Faced with the challenge of an extremely volatile industrial relations environment, his major achievements included:

- ▶ *The successful introduction of a five day week (from a nine day fortnight), including handling of the sensitive employee relations issues associated with the change.*
- ▶ *Management of a broad range of Occupational Health & Safety, Industrial hygiene and environmental issues.*

Subsequently, the Chemplex HR function was developed to line management and in 1988 David became the company's most senior manufacturing manager where he contributed to the formulation of employee relations strategies, particularly as they related to enterprise bargaining and award restructuring.

He also has experience in operating and capital budgeting, implementing cost reduction programs and co-ordinating responsible care manufacturing.

A member of the Australian Institute of Management (AIM), David's experience and specialist knowledge in a number of key business and industrial areas, make him a valuable member of the Corporate Words team.



PROFILE

JOANNE MULCAHY SENIOR ACCOUNT DIRECTOR

▶ *Joanne Mulcahy is a communications and promotions specialist with 11 years industry experience. Her career has enabled her to work in key public relations and policy adviser roles with large corporations, public utilities and government authorities.*



With a background as a senior journalist, Joanne has developed an intimate knowledge of the Australian media.

Working as a News Editor and Journalist with the Leader Newspaper Group, she won Best Pictorial News at the Australian Suburban Newspaper Awards (ASNA). This was followed by a second ASNA award in the Community Service category for initiating the 'Our Fight For Jobs' campaign in several Leader newspapers.

This campaign was credited as being the catalyst for the Federal Government's 'Jobs 92' campaign in Victoria.

Joanne then moved into freelance public relations and established her own consultancy where she devised marketing and promotional campaigns for a broad range of clients operating in the education, local government, health, technology and corporate business sectors.



PROFILE

JOANNE MULCAHY

(Continued)

Recruited by Kingston City Council as the Manager of Communications and Promotions, Joanne provided the Commissioners with strategic advice and recommendations, took responsibility for media liaison and managed the production of all marketing documents including newsletters, annual reports and general media releases.

During this period Joanne was also elected as the Secretary of the Local Government Public Relations Network.

Joanne is currently completing her Bachelor of Community Development.



PROFILE

REX BOOKER

GROUP ACCOUNT MANAGER

- ▶ *Rex Booker's 38 years of experience in journalism, finance and business public relations helps give Corporate Words a leading edge in specialist advice to the corporate world.*



During the 1960s he worked as a finance journalist with the New Zealand Herald in Auckland before becoming its Finance Editor for four years.

Following two years as the specialist oil and gas industry writer for The Melbourne Herald in the early 70s, Rex was appointed Public Relations Officer for Mobil Australia and later Editor of the national journal of the Australian Liquefied Petroleum Gas Association.

In the area of corporate communication, Rex has worked in senior positions with several major public relations consultancies in Melbourne managing clients in the financial and manufacturing sectors.

His advice is generally to senior levels of business covering both internal and external corporate communication.

His strengths include writing, designing and producing annual reports, corporate brochures, manuals and newsletters.

As a former journalist, Rex's experience in feature writing, the production of corporate and business profiles, plus his analytical comment is highly regarded among clients.

Finally, Rex is a master in the planning, budgeting and administering of public relations and corporate communication programs.



PROFILE

LAWRENCE HULSE

DIRECTOR, SYDNEY

- ▶ *Based in Sydney, Lawrence Hulse has a long and distinguished background in corporate public relations.*

With a Master of Arts degree in mass communications, a Bachelor of Business Administration, as well as holding a Graduate Diploma of Education, Hulse provides an intellectual focus to client needs.



Before moving into the field of corporate communications in 1980, Hulse was a senior journalist, mainly in the realm of radio broadcasting. As well as counsel to Australian radio management he was the Australian correspondent for the world famous NBC Radio Network, Mutual Broadcasting system and World Broadcast News.

He lectures in Communications Management, at both post graduate and under graduate level at the University of Western Sydney. For the past eight years Hulse has taught public relations at the NSW TAFE Sydney Institute of Technology's night seminars, lecturing company executives and middle managers.

Lawrence Hulse's experience has seen him act as senior advisor to some of Australia's major companies and organisations.

Other experience includes work with the mining, finance and aviation industries, covering both corporate public relations and marketing. As well, Hulse has an in-depth knowledge of corporate publishing including annual reports, brochures and industry newsletters.



PROFILE

PAUL KEMP

FINANCIAL SERVICES SPECIALIST

- ▶ *Paul Kemp has a long history in the Australian Financial Services area and brings to Corporate Words an intimate knowledge of the Australian financial services sector and its related communication needs.*



Until his retirement in 1999, he was the Managing Director of one of Australia's most successful regional banks; Trust Bank.

In the late 1980s and early 1990s, he oversaw its growth from its base in Tasmania to the Eastern seaboard of Australia. He was also instrumental in managing the Trust Bank during its period of restructure.

His past positions with ES&A Bank and ANZ Bank, as well as high level work in human resources; risk management; finance; marketing and information technology, provide Corporate Words with the ability to service the communication needs of credit unions, building societies and the banking sector.

Paul is a Fellow of the Australian Institute of Management (AIM) and the Australian Institute of Banking and Finance.

Since 1992 he has been the Honorary Consul for the United Kingdom at Hobart with jurisdiction throughout Tasmania. Paul Kemp is also a Councillor of the Australian Institute of Company Directors in Tasmania.



PROFILE

JOHN BELL

DIRECTOR, WESTERN AUSTRALIA

John Bell joined Corporate Words as its WA director after a long and varied career in journalism, and senior levels of marketing and business both for private industry and government.



The latter included senior positions with Stateships (West Australia), and the WA Farmers Federation

John's early career was as a journalist, including two years with the ABC's 'AM' and 'PM' programs.

In 1978 he took a position as a Victorian Government senior press secretary before moving to the 'West' and taking up a similar position with the West Australian Government. A change in Government saw him return to journalism and he spent over four years with the Western Mail Group, including as an editor of one of their rural newspapers.

In 1984 John joined WA's Department of Marine and Harbours as its Public Affairs Manager where he designed and implemented a series of community and stakeholder support programs. He also successfully conducted a major political campaign to oppose a planned takeover of the Department.

In 1990 he joined the West Australian Farmer's Federation for a short term contract as their Communications Director where he initiated the \$150 a-tonne 'wheat underwriting scheme'.



PROFILE

JOHN BELL (Continued)

In 1991 it was back to the maritime arena; this time as the Communications Director & North West Marketing Manager for West Australia's coastal shipping company, Stateships. He introduced products which saw North West's ships filled for the first time in 81 years.

John was also charged with the sensitive role of generating regional community, business and local government support to ensure that the incoming Court Government reversed its publicly stated policy of closing down the shipping line. He was successful and subsequently drafted the Government's shipping policy.

Following the company's restructure in 1994 he left Stateships and spent two years as the Marketing Communications Manager for the CSIRO's Division of Animal Production and Centre for Research into Mediterranean Agriculture.

Key achievements included successfully establishing a wide-spread agro-political community and industry/financial support base. He also planned and carried out the successful lobbying program for the Senate Inquiry into the CSIRO's agricultural research which prevented the sale of the CSIRO's agricultural research stations.

Since 1995 he has worked as a freelance consultant in the marketing and communication areas, specialising in the IT and technical areas for manufacturing and scientific companies. He has also written extensively on these topics for the *Bulletin* magazine.

John brings to Corporate Words a thorough understanding of the political process and the bureaucracy, both Federally and in Western Australia, backed up by a thorough knowledge of strategic and marketing communication.



PROFILE

KEVIN LOUEY

DIRECTOR – CHINA OPERATION

- ▶ *Kevin Louey is the driving force for the success of the Shanghai office. Kevin is an Australian citizen with a vast array of knowledge of the Chinese market. Planning for the Shanghai operation began in late 1996 and the office opened in early 1999.*



He gathered around him a group of Chinese nationals with an understanding of western business needs (especially Australian), and the necessary connections and expertise to successfully represent and advise government and business. He also represents Chinese interests in Australia.

Kevin has a wide experience in Australian business and government, primarily in business ventures and marketing for the retail and food sectors.

He has worked closely with the Departments of State Development in Victoria and Queensland to improve export entry for major manufacturers so that they can reach a larger market in greater China.

Prior to starting the Australian China Export Centre Pty Ltd, Kevin was the Group General Manager/Business & Marketing for the Dragon Boat Group which is a major hospitality and food service group with an annual turnover in excess of \$50 million Australian.

He has also represented and advised Chinese government and companies in their dealings in Australia. Kevin was also a director of a private company specialising in medium sized residential and commercial developments, primarily for the Chinese market.



PROFILE

JIM GRIFFITHS SENIOR CONSULTANT

▶ *Jim Griffiths brings to Corporate Words broad experience in the education, accounting and research industries, as well as expertise in the sciences of language and communication.*



Jim's client responsibilities include liaison with management and employees to produce both internal and external communication programs plus supporting material - this includes the research and production of issues management programs and procedural manuals for large manufacturing companies.

He is also experienced in the design and writing of training materials, corporate reports and publications.

Jim has managed successful media relations, community relations and promotions campaigns for a range of clients, from small accounting firms and mechanics to RMIT University's Faculty of Applied Science.

His in-depth understanding of communication practice provides him with an ability to analyse complex issues and communicate them to people at all levels in and around an organisation - an invaluable resource for any client program that targets diverse audiences.

Jim has extensive knowledge of training and languages. He is a published author of texts currently in use at a wide variety of schools throughout Australia. As a former teacher, he can deliver excellent training programs and write clear, jargon-free documentation.

Jim holds a Bachelor of Arts (Honours) from Monash University, a Graduate Diploma in Public Relations from RMIT University and a Graduate Diploma in Education from the University of Melbourne.



PROFILE

DAVID MAZENGARB

- ▶ *David Mazengarb brings to Corporate Words a depth of experience in the senior echelons of business management, especially in the areas of financial services and risk management.*



His background includes senior positions with KPMG and Price Waterhouse, both in Australia and the United Kingdom.

This covers 15 years with Price Waterhouse with a two year stint as Senior Manager Audit and Business Services in the UK.

In Australia he was a Director of KPMG Consulting in Hobart and then, Executive Director - Corporate Strategy and Risk Management for Garrisons Financial Services.

He is currently a director of Pacific Rim Investment Corp (ASX Code PCR) as well as a non executive director of other corporations in the financial services and IT industries sectors.

David has a number of roles as independent chairman of Audit and Compliance Committees, GST Committees and executive management and strategy committees for both publicly listed and large private companies

His specialist management skills are in the areas of Financial Restructuring and Business Acquisition include;

- ▶ *risk management strategies*
- ▶ *strategic business advice*
- ▶ *due diligence reports*
- ▶ *financial assistance examination and reporting*



PROFILE

DAVID MAZENGARB

(Continued)

- ▶ *management buy-outs*
- ▶ *joint venture arrangements*
- ▶ *financial appraisals*
- ▶ *strategic advice on acquisitions and mergers*

This expertise is invaluable when combined with the necessary communication and issues management skills needed for a company involved in any of the above. This could include client and/or employee relations, industrial relations and government/bureaucratic liaison and lobbying.

David's expertise also covers Litigation Support, Superannuation Services, Internal Audits and International Accounting covering seven countries, including the United States, United Kingdom and Japan.

Industries and sectors covered in David's CV cover the oil and gas sector, manufacturing, timber, banking and finance (including Treasury), brewing, casino, leisure and tourism plus, construction and government.

In 1999 David formed his own consulting company and works closely with Corporate Words in areas when the synergy of both companies is useful to a client.



PROFILE

MICHAEL BALLOCK DIRECTOR, ITCORP

- ▶ *Michael Ballock provides ITCORP with a broad range of experience and technical knowledge in the creation and application of Geographic Information Systems and database management.*



A Masters graduate of Melbourne University, Michael Ballock remains at the forefront of research and development into the application of GIS systems.

Michael began his career as a strategic planning adviser to the City of Melbourne and later the City of Fitzroy. Among other major urban planning projects, he developed the Brunswick Street Strategy Plan, now a case study in successful strategic modern urban planning.

Michael has developed GIS systems and software for a range of corporate clients including Coles Myer, The Age, ANZ Bank, Colonial Insurance and Siemens Australia. Projects completed include creation of socio-economic GIS models, local area marketing systems, asset management systems and a variety of other complex information systems.

Michael is also a senior lecturer for the Department of Urban and Social Policy at Victoria University of Technology. He is responsible for the delivery and management of both the undergraduate and post graduate courses.

Michael regularly presents research papers on GIS and its applications as a guest speaker at international conferences.