



ROBERT DAVIS

Auckland

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My career has spanned **2 concurrent streams of excellence**; (1) thought leadership as strategy consultant and principal of drradavis.com and (2) adulting learning, mentoring and facilitation.

Depth and breadth of a career spanning a permanent role in learning, development and mentoring and consulting assignments in marketing, digital and insights. Over 20 years' senior leadership experience in marketing and business including designing and developing innovative learning strategy that spans digital and online initiatives for both local and international organisations. Extensive experience influencing CEOs and executive teams to gain buy-in to brand, customer-engagement and marketing plans that positively impact brand presence, ROI and market reach. Management capability having led academic organisations, overseeing people leadership, financial management, service delivery, product development, information systems and operations.

- Strategic leadership
- Innovation
- Marketing strategy
- Brand development
- Customer engagement
- Operational excellence
- Digital strategy
- People and performance
- Stakeholder engagement
- Financial management
- Research and development
- Change management

Previous career as Marketing Manager at IBM New Zealand, focusing on digital-service strategy and solutions for the SME and corporate market. New Zealand citizen with full approval for work in NZ.

CORE SKILLS

- **Strategic and innovative thinker**, with a reputation for delivering results and driving projects to completion
- Extensive understanding of all aspects of business including marketing, strategy and digital.
- In-depth understanding of **how research can benefit strategy**, to maximise impact and opportunity.
- Extensive experience developing and **implementing sophisticated stakeholder-engagement plans**, with networks across corporate, not for profit, local government, healthcare, IT, FMCG and sporting sectors.
- Experienced Chair of various Boards. Robust understanding of **governance practices**.
- **Motivational people leader**, developing and growing teams, creating cultures of high performance.
- Comprehensive experience **influencing thought leadership** to drive strategy and innovation.
- **Confident presenter and facilitator** to engage audiences and promote international best practice.
- Leading **diverse and multicultural environments** through adaptive leadership to achieve common goals.

CAREER HIGHLIGHTS

- Development of branding strategy, revision of various pitch decks for Carbon Click.
- Designed and developed numerous brands, customer-engagement and strategic plans for clients including F&P Healthcare, Waitemata PHO and Zealandia, AusAID and International Paralympics.
- Strong mentoring, learning/development skills at University of Auckland, Massey University and Te Pukenga.
- Lead/development/implementation of first interactive analysis and tracking- progress report of event and campaign media coverage for the Auckland Super City Debate. Media return values of nearly \$600K.
- Executive leadership roles developing strategy, improving operational excellence and expanding service offerings with EIT, Unitec and Auckland Institute of Studies; budgets > \$10M, surpluses of 50%.
- International published author in digital and marketing strategy.

A: STRATEGY CONSULTANT PROFESSIONAL PROJECT EXPERIENCE (CONSULTING)

drrobertdavis.com

Strategy Consultant, Founder and Director

Jan 2009 – Current

Auckland, New Zealand

Consultant to numerous organisations in the design and development of brand strategy, customer-engagement plans and strategic development, with both local and global reach. Below are a selection of projects.

PROJECTS: COMMERCIAL

- **Cardon Click:** Development of branding strategy, revision of pitch decks to funders and customer groups.
- **Waitemata PHO:** Developed an innovative brand and customer-engagement strategy for the largest primary healthcare organisation in New Zealand, encompassing both digital and offline, successfully gaining buy-in at Board level for the organisation to implement the plan.
- **Jaxber:** Collaborated with the Jaxber team in Norway to launch an innovative app that looks at real-time feedback for products, in the New Zealand market, designing their marketing strategy through social media.
- **F&P Healthcare:** Created new models and processes for corporate innovation, evolving the model through qualitative interviews with 40 stakeholders, driving commercial outcomes that now achieve revenue growth of +15% per annum across significant international markets.

PROJECTS: PUBLIC SECTOR

- **AusAID:** Project lead on the \$600K entrepreneurial research and strategy development initiative for Tonga and Vanuatu that required:
 - Leadership of multi-site and multi-disciplinary teams, in addition to collaboration across a variety of stakeholders including government officials.
 - Management of the budget, strategy and data analysis within the project, taking this from a failing initiative to successfully turning it around to enable successful funding bids.
 - Presentation of results back to government with full policy recommendations.
- **Auckland Regional Physical Activity and Sport Strategy:** Developed and rolled out two, branded, online services, with integrated communication channels across mobile, web, offline to support a cohesive strategy across New Zealand's sport and recreation facilities, achieving changes in attitude to teenage obesity.

PROJECTS: NOT FOR PROFIT

- **Rotary New Zealand:** Designed the entire social media strategy for this not for profit, launching the New Zealand Motorcycle Show, the largest event of its kind in New Zealand, creating the strategy and platform to promote the event.
- **Zealandia:** Developed the customer-engagement strategy for this conservation and biodiversity project, collaborating with the senior leadership team to grow the business from a production perspective.
- **International Paralympics:** Led a sponsorship effectiveness study, designed to increase the level of sponsorship funding, by creating a clear brand strategy leveraged by the International Committee.

PROJECTS: EDUCATION

- **Te Pūkenga:** Consulting on a range of issues related to their complex service business across local and international customers. Strategy on quality and innovation.
- **Darlo Higher Education:** Created a number of new programmes for this Australian company, to meet the needs of both learners and regulatory requirements of the accounting industry, launching a new graduate accounting programme within a PTO in New Zealand and Australia.
- **New Zealand Institute of Education:** Contributed to the design of new services with a need for additional focus on the Māori component of these learning modules, bringing in a key advisor to support this, and subsequently successfully moving this through the NZQA panel for launch.

B: LEARNING, MENTORING, FACILITATION EXPERIENCE (PERMANENT)

Te Pūkenga (New Zealand Institute of Skills and Technology)

December 2018 - August 2023

Lecturer/Mentor

Auckland, New Zealand

- The focus of this work is to facilitate successful **practice-based learning for leadership decision making to executive learners from the international context.**
- Mentoring: Lead, Teach and Coordinate courses in business in the Master of Business with adult executive learners; topics span:
 - Marketing
 - Leadership Practice
 - Research and innovation
 - Service strategy

Massey University

Lecturer – MBA (Consulting)

December 2018 - December 2021

Auckland, New Zealand

- Development, teach and coordinate the Marketing Course in **Online MBA to Executive Learners in NZ and globally** with strong focus on contemporary topics and application:
 - Customer Asset
 - Digital Disruption
 - Alternative Marketing

Massey University

Senior Lecturer – School of Management (*Consulting*)

Jun 2017 – December 2018

Palmerston North and Auckland, New Zealand

- Teach and coordinate various courses. Examining theories and issues related to services within the economy; topics span:
 - Customer service
 - Quality improvement
 - Technological innovation
 - Managing capacity and demand

Achievements:

- Led research across several projects including:
 - Authenticity of political leadership.
 - Research design to conceptualise and measure service culture.
 - A study on disruptive effects of blockchains to the decentralised marketplace.

Auckland Institute of Studies (AIS)

Professor, Academic Head of Business

Aug 2016 – May 2017

Auckland, New Zealand

- Senior executive responsibility for the business portfolio of this Category One, private training establishment catering for both local and international markets.
- Drove the strategy across the academic and business activities, embedding a focus on operational excellence and continuous improvement.
- Oversaw financial budgets in excess of \$1M per annum, providing analysis and recommendations regarding future spend.
- Reported to the Board, presenting key recommendations, including a comprehensive strategy to restructure the organisation, based on financial analysis and identification of cost-reduction initiatives.
- Diversified the service offerings to respond to continual innovations across the market, embedding best practice across all programme delivery to achieve client demands.

Achievements:

- Exceeded financial targets, including a 40% net budget surplus, through the development of new programmes and implementation of innovative marketing strategies.
- Sourced and secured a new international relationship with Manav Rachna International Institute of Research and Studies, India, to further promote the AIS brand within the international market.
- Redeveloped the real-estate programme, with a focus on changing the culture within the industry, and achieving annual returns of \$500K.

Unitec Institute of Technology

Associate Professor – Department of Management and Marketing

Jun 2009 – Feb 2014

Auckland, New Zealand

- Led and motivated a team of +25, providing all HR functions from recruitment and training through to performance development and disciplinary proceedings.
- Oversaw strategic and operational functions including financial planning and management, quality assurance, policy, compliance, facilities management and information systems management.
- Created a performance-driven, collaborative culture, addressing issues where staff were not performing and providing them with the tools to achieve in the new environment.
- Expanded the service offerings to more fully target the needs of the 3,000 customers, developing business cases, gaining Board buy-in, and subsequently marketing and launching the programmes.
- Devised and implemented a new customer-management strategy, using social media and traditional internal database systems.

Achievements:

- Consistently exceeded all financial and non-financial performance targets, including surpassing annual \$7M revenue targets.
- Transformed the department, taking this from an underperforming business unit within the institute, and creating a new product suite that increased the surplus in excess of 50% and grew the team from 15 to +25.
- Successfully achieved departmental net profits including \$2.3M FY2009, \$2.7M FY2010, \$3.2M FY 2011 and \$4M+ FY2012.
- Through the development and implementation of a targeted, customer-retention strategy, achieved a 360% increase in customer-retention metrics.
- Delivered notable social media and business campaigns with prominent business journalist and commentator Rod Oram, including 'Forum of the Future', 'The New Zealand Economy' and 'The Super City'.
- Expanded industry relationships with leading corporates and business associations to externally align the department and service offerings with the business community.

Manukau Institute of Technology (MIT)

Senior Lecturer Marketing

Jun 2007 – May 2009

Auckland, New Zealand

- Coordinated and taught classes covering integrated marketing communications, brand strategy, digital, marketing projects, international marketing and marketing management.
- Governance responsibility as member of the Faculty of Business, Research Committee as well as the Research, Development and Technology Transfer Fund.
- Created innovative new learning programmes, ensuring these aligned with the demands of the corporate sector.
- Built a strong, integrated teaching and research team, collaborating across multiple departments and between faculties.
- Significantly raised the profile of MIT, promoting the brand by networking and building connections within the commercial sector.

EARLIER CAREER

IBM New Zealand/IBM Global Network
Marketing Manager

Jan 1994 – Dec 1995
Auckland, New Zealand

The University of Auckland
Senior Lecturer, Marketing (*Jan 2003 – Dec 2006*)
Senior Lecturer, Marketing and PhD Candidate (*Feb 1996 – Dec 2001*)

Feb 1996 – Dec 2006
Auckland, New Zealand

QUALIFICATIONS

The University of Auckland
PhD – Digital Strategy/eCommerce

2000

Auckland, New Zealand

This was one of the first PhDs globally on digital marketing. A **practice-based** work that created the practical foundations of digital marketing today. Based on Countdown Online (then Woolworths Online).

The University of Auckland
Master of Philosophy, Honours – Marketing and International Business

1993

Auckland, New Zealand

Lincoln University
Bachelor of Agricultural Science, Honours

1989

Canterbury, New Zealand

Ma Te Matauranga Ka Mohio. Ma Te Mohio Ka Tutuki
Creating Knowledge. Designing Understanding. Cocreating Application
