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Wednesday April 26 2006

**Mr Bob Bongiorno**

Chairman  
Nullarbor Traders Association  
[ Bob@prendiville.com.au ]

cc: Mr Alf Caputo, Secretary, Eyre Highway Operators Association  
[ alfiacap@bigpond.net.au ]

**Re: Eyre Highway Operators Association  
"Nullarbor Links" Feasibility Study  
Goldfields Esperance Regional Development scheme Consultant's Brief**

Dear Mr Bongiorno

We thank you for the invitation and opportunity to submit our credentials and outline for a Feasibility Study to address the requirements of your innovative and exciting project for the *Nullarbor Links* concept.

In order to study, discuss with stakeholders, consider, plan and recommend a range of strategies in relation to the project, we have been fortunate to gather together a specialist team of professionals offering four distinct yet complementary skills to undertake your required Feasibility Study.

Your Nullarbor Links Feasibility Study Consultant Team will comprise:

***Project Manager, Public Relations and Marketing:***

John Bryant, Principal, Bryant Media Plan Pty Ltd.

***Community Consultation and Stakeholder Research:***

Gae Synnott, Synnott Mulholland Management Services Pty Ltd.

***Economic Analysis and Feasibility Assessment:***

Murray Meaton, Economics Consulting Services.

***Market and Tourism Analysis:***

Debby Hatch, Economics Consulting Services.



Members of the team have previously worked jointly on a range of projects:

- ✓ Gae Synnott and Murray Meaton on the Sustainability Evaluation for the Water Corporation's South West Yarragadee Water Source Project during 2004/05. Murray undertook the Economic Impact Study and Gae undertook the Social Impact Study.
- ✓ Gae Synnott and John Bryant on Mindarie Regional Council's Resource Recovery Project from 2003 and still on-going. John has been responsible for all communication and promotional strategies associated with the project, while Gae has handled all community consultation work. Together, they received the highest award presented by the Public Relations Institute of Australia (WA Branch) in the category of Community Communication in 2004.
- ✓ Murray Meaton and Debby Hatch on numerous economic studies, including an evaluation of tourism impacts in the south-west of Western Australia, and the impact of the MICE sector.

## **Aim of the Project**

The aim of this project, as set out in the study brief, is the production of a comprehensive tourism feasibility study for the *Nullabor Links* concept that includes:

- ✓ An assessment of the viability of the overall concept;
- ✓ Possible future directions for the "Nullabor Links" concept; and
- ✓ Tools that can be utilised for seeking future funding for the project.

We have noted your expectations for the Feasibility Study in relation to anticipated outcomes, its economic and social returns, comments related to the regional tourism destination profile, community consultation, current management structure and future options, implementation strategies,, discussions with key stakeholders, the need to review current literature, to undertake market analysis, and desired project timing.



## Requirements and Scope of Work for the Feasibility Study

We consider the following activities as being essential to satisfy the stated aims of the project. This is our view of the scope of work. However, for your consideration and further discussion, we respectfully suggest some of the activities stated in the Consultant's Brief are practically beyond the scope of work for this project

Rightfully included in the scope of work are these activities:

- ✓ Completion of a feasibility evaluation of the concept;
- ✓ Completion of a market analysis including identification of potential markets;
- ✓ Understanding of participant community expectations and needs;
- ✓ assessment as to whether the proposal will meet community expectations and needs;
- ✓ Consideration as to how to position this concept broadly in relation to Australian tourism programs, WA and SA Tourism Commission initiatives, and current Eyre Highway attractions;
- ✓ Consideration as to whether the proposal requires modification to achieve desired goals;
- ✓ Progression of the study in consultation with relevant stakeholders, including the participant communities (all 18);
- ✓ Development of recommendations to progress the proposal to fruition including:
  - ❖ Development of a draft vision for the concept,
  - ❖ Identification of key steps to move towards a successful sustainable and achievable project end,
  - ❖ Suggestions for how the concept could be branded, marketed and publicised,
  - ❖ Development of an implementation strategy and action plan,
  - ❖ Draft recommendations on resourcing (financial and personnel).
- ✓ Production of a final report containing analysis and recommendations that could be used by the organisation in its efforts to attract funding.

We suggest that the success of the Nullarbor Links project will depend on promotion and marketing. The development of strategies to achieve this will require significant effort and collaboration with the key stakeholders. We suggest that this work is best left until the concept has been firmed up and the views of all stakeholders better understood.

It is premature to invest substantial effort and resources into these activities at the feasibility stage. Our proposal is that this activity be left until a second, separate stage. This approach will help maintain the absolute integrity of the proposed Feasibility Study, avoid prejudice and presumption, and ensure you receive and are armed with a program that can lead to formulation of effective and detailed marketing and promotional strategies.



## Methodology and work plan

We propose a 12-week timeframe. Consequently, if we were directed to proceed with the Feasibility Study in early May, the work would be completed in early to mid-August. You will notice that we have proposed a Workshop with the Eyre Highway Operators Association in Week 11. We envisage this as a comprehensive working session, where we can present the findings, discuss the issues and gain some resolution on key questions prior to finalising our recommendations and finalising the report.

## Proposed timing / Proposed activity / Involved Team Members

### Week 1

#### **Initial scoping, research and planning phase**

*(Principal input: All members of the team)*

- ✓ Detailed planning meeting with Eyre Highway Operators Association representatives
- ✓ Identification of key stakeholders to be involved in project
- ✓ Preliminary contact with all key stakeholders to gather relevant statistical data and personal availability for further investigative discussions where desirable.

### Weeks 2 - 8

#### **Detailed Economic and Market Analysis work undertaken.**

*(Principal Input: Murray Meaton and Debby Hatch)*

### Weeks 2 - 8

#### **Plan Stakeholder contact and road trip to visit the Nullabor communities.**

*(Principal input: Gae Synnott, support John Bryant)*

Undertake the road trip, to involve:

- ✓ Visiting all 18 communities
- ✓ Discussion with key people in each location
- ✓ Meet with Tourism WA and SA Tourism Commission representatives to gather relevant material
- ✓ Analyse and prepare the information and material gathered.



## Weeks 8 - 10

### **Compilation and comparison of analysis and research.**

*(Principal input: All members of team)*

- ✓ Identification of issues arising.
- ✓ Preparation of initial recommendations.

## Week 11

### **Conduct Workshop with the Eyre Highway Operators Association to present key findings, issues arising; and to Workshop the recommendations.**

*(Principal input: All members of team)*

## Week 12

### **Finalisation and presentation of report.**

*(Principal input: All members of team)*

If you wish to take up the option of employing our team to complete the detailed work to develop highly detailed implementation plans and marketing and promotional strategies and activities, this would be completed following finalisation of the report, and could likely be achieved by mid-september 2006.

## **Proposed costing**

The budget of \$30,000 plus GST would cover the time involved in completing the specified scope of work and preparing and delivering 20 printed and bound copies of the Feasibility Study as required.

While we would expect to absorb the costs associated with transport and fuel, we are hopeful that, through your contacts and resources, food and accommodation expenses incurred during the investigative road trip, which is an essential and integral component of a thorough process, can be minimalised.



## Brief profiles of team members

Detailed profiles of team members are attached to this proposal. A summary of key skills follows:

### JOHN BRYANT

John Bryant established Corporate Communications Consultancy, Bryant Media, in July 1981.

Before then, John was the Public Relations Officer for the WA Institute of Technology (now Curtin University) for seven years, prior to which he was a Journalist on *The West Australian* newspaper between 1970 and 1974.

Bryant Media has worked for a wide range of clients in State, Local and autonomous government organisations; and a breadth of private enterprise, commerce, the mining, resources and services industries for the past 25 years.

More recent clients have included the Mindarie Regional Council, Town of Cambridge, Department of Sport and Recreation, Newcrest Mining Limited, Georges France Photography, Southern Cross Care (Inc), and the WACricket Association.

Over the years, John has received several awards for his professional work from the Australian Society of Business Communicators and the Public Relations Institute of Australia (WA Branch).

Communications, Public Relations and Advertising assignments undertaken for the Bryant Media's various clients have included all functions associated with:

- ✓ Development of effective Corporate Communications Strategies.
- ✓ Copywriting, editing, design, layout and publishing of corporate promotional brochures, newsletters, prospectuses, annual reports, and supporting promotional materials.
- ✓ Copywriting and distribution of Media Releases.
- ✓ Scriptwriting, directing and producing audio-visual, video and film promotional programmes; and television and radio commercials.
- ✓ Creative concept development, design and production of a broad range of advertising strategies and campaigns for print, radio and television media.
- ✓ Continuing Corporate Communications Consultancy.
- ✓ Organisation, coordination and production of official launching ceremonies, media conferences and liaison.
- ✓ Speech writing.

Bryant Media's recognised strength is in the quality of creative expertise it applies to the management and production of a wide range of corporate promotional activities undertaken for its clients.



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The Company undertakes total responsibility for all creative and production functions, comprising concept development, copy and scriptwriting, editing, photography, graphic design and illustrations, finished artwork, printing and studio production.

Various Awards testify to John Bryant's expertise in corporate communication, particularly in his publication and video production capabilities. He has travelled to and worked on assignments for clients throughout Australia, in New Zealand, Holland, Indonesia, China, Tanzania and Ghana.

John Bryant is a Certified Practitioner and has been a Member since 1980 of the Public Relations Institute of Australia.

## **GAE SYNNOTT**

Gae's career to date spans 26 years, the first 10 of which were spent doing communications work both as an in-house practitioner (with Comalco Ltd in Sydney and Wesfarmers Ltd in Perth) and as a consultant with The Rowland Company in Sydney.

Following completion of an MBA in 1989, Gae worked as a business analyst within the WA Government, followed by eight years as Course Coordinator and Senior Lecturer in Public Relations at Edith Cowan University, developing and managing undergraduate and post-graduate courses. In late 1997 Gae returned to management and communications consulting, and established Synnott Mulholland Management Services Pty Ltd, specialising in the five fields outlined below.

Additional academic qualifications include a BA (Communications), a Graduate Certificate of Education (Tertiary Teaching), and a Doctor of Philosophy in Psychology. The MBA training, professional communications and training experience, combine a strong theoretical background with practical applications in strategic, corporate, business, communications and community planning.

### ***Key Areas of Expertise***

- ✓ Experience in planning and implementing community involvement projects where community input is essential to the planning process
- ✓ Experience in bringing a management perspective into planning, and in linking all activity with corporate goals
- ✓ Experience in the use of research to explore cultural and communication issues within organisations, and to track issues within communities
- ✓ Extensive experience in design, and delivery of vocational training projects.
- ✓ Experience in developing strategic communication plans



### ***Examples of recent Community Consultation Projects***

*Project:* Social issues and impact assessment for Water Corporation as part of the SW Yarragadee sustainability evaluation process. Extensive community-based research to understand community aspirations, perceptions and interrelationships with water, and potential impacts of the proposal.

*Project:* Community research conducted for the Water Corporation in relation to the Bridgetown Regional Water Supply Scheme. The project involved meeting with a range of stakeholders across seven communities in the south west to gauge community viewpoints with the options for water supply under consideration.

*Project:* Development and implementation of a community participation program at grassroots level to build involvement and participation in siting and technology decisions for a new resource recovery facility for Mindarie Regional Council (ongoing).

*Project:* Development and implementation of a community consultation program to build dialogue and encourage community input related to a \$100 million upgrade of the CBH Albany Grain terminal.

*Project:* Involvement on project team with Water Corporation for its SW Yarragadee water source project with specific role to advise on community consultation.

*Project:* Development and implementation of a community participation program at grassroots level to build involvement and participation in siting and technology decisions for a new resource recovery facility for Eastern Metropolitan Regional Council (ongoing).

*Project:* Community involvement strategy planning and implementation in relation to the siting of a new prison facility, for the Ministry of Justice.

*Project:* Facilitation of a Ministerially-appointed working group to develop a community consultation program to build community awareness and involvement in the protection of tuart reserves, for the Department of Conservation and Land Management.





## **MURRAY MEATON**

Murray Meaton is Manager of Economic Consulting Services. He specialises in the resources sector including natural resource management, and government and community relations. Prior to forming this company, Murray was the Perth Manager for the national company ACiL Economics and Policy. Murray has over 25 years of public service experience at Commonwealth and State Government levels including nine years as a Director with the Western Australian Department of Minerals and Energy.

Murray has completed over 300 consulting assignments across all market sectors and regions in Western Australia. Projects have included 16 economic and social impact assessments including a major study on the impact of tourism in the south west of Western Australia.

Murray is a Churchill Scholar and is a trained facilitator.

In the past year Murray has worked on the economic and social impact of a major new tourist resort (Smiths Beach at Yalingup) and the Busselton Jetty.

## **DEBBY HATCH**

Debby has worked with Economics Consulting Services on a number of projects including a study on tourism in the South West, the MICE sector in Western Australia. She is a trained statistician familiar with tourism and travel statistics.

Mr Bongiorno, we trust this proposal provides sufficient information for your consideration. However, please do not hesitate to contact me if you require additional information or clarification on any issue.

We will enjoy working on this project and believe we will bring a high level of independent review and professional competence and experience to contribute positively to the program outcomes. We confirm that we are available to meet the project timelines as stated in the brief.

For your further information, please find following more specific details on the professional credentials of Murray Meaton and Debby Hatch.

We look forward to your decision.

Yours sincerely,

**John Bryant**

**Principal**

**Bryant Media Plan Pty Ltd**

*On behalf of Bryant Media Plan Pty Ltd, Synnott Mulholland Management Services Pty Ltd, and ECS.*



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## **Additional Information:**

### **Résumé – Murray Meaton**

#### **Principle Areas of Experience and Capabilities**

##### ✓ Feasibility and Forecasting Studies

Biomass electricity generation, Kemerton and Meenaar Industrial Estates, Orange packing facility, Export hay plant, Medical Health Centres of Excellence, Timber Research and Education Centre, Gravitational Wave Laboratory, Photovoltaic's Centre, Milk Powder, Alinta Gas, Department of Agriculture, Minerals and Energy

##### ✓ Due Diligence Studies

Macquarie Bank, AMP Henderson, Alinta, Western Power Renewables Committee

##### ✓ Infrastructure Studies

Rio Tinto, Western Australian Department of Industry and Resources

##### ✓ Housing demand and supply options

Methanex, Alinta Gas Networks

##### ✓ Economic and social impact studies

Yarragadee Perth Water Source Study, Tourism in the South West, Busselton Jetty Restoration, Smiths Beach Tourism Resort, City of Perth Southern Railway, MICE sector. Newman/Kalgoorlie Airports.

##### ✓ Benefit Cost Studies

Broome, Geraldton, Albany, Derby Port Authorities, East Pilbara and Derby Airport

##### ✓ Marketing Reviews

Long term outlook for agricultural products, sheepmeat, goat meat, lupins

##### ✓ Research Reviews

Research and development investment in Western Australia, research management in the Department of Agriculture, review of crop breeding, SEDO renewable energy

### **Murray Meaton -**

**Qualifications** BSc (Agric) (First Class Hons) 1970, BEc 1979

**Employment** 1997-present - CEO, Economics Consulting Services Pty Ltd

1996-1997 Manager, ACiL Economics and Policy Pty Ltd

1987-1996 Director, Department of Minerals and Energy

1986-1987 Co-ordinator, Western Australian Treasury

1984-1986 Policy Economist, Agriculture Western Australia

1983 Department of Primary Industry and IAC

1978-1982 Policy Economist, Agriculture Western Australia



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|-----------|---|
| 1975-1978 | Experimental Officer, CSIRO                       |
| 1973-1975 | Research Fellow, Heriot-Watt University, Scotland |
| 1971-1973 | Experimental Officer, CSIRO                       |

## Résumé – Debby Hatch

### ***Principle Areas of Experience and Capabilities***

- ✓ **Economic Analysis and Evaluations**  
MICE sector for WA Tourism Commission
- ✓ **Market Conditions & Forecasting**  
Goat industry
- ✓ **Business Development Studies**  
Survey work on shopping centre customer satisfaction
- ✓ **Economic and social impact studies**  
South West Tourism study
- ✓ **Project Evaluations**  
Department of Education and Training Survey on graduate employment

**Qualifications** Bachelor of Business, Economics and Finance (Curtin University of Western Australia), 1992.

Graduate Diploma, Economics, (Australian National University), 1996.

### ***Employment***

2001+ Shopping Centre customer satisfaction surveys,  
Mystery Shopper surveys

2000 Principal Economist, Economics Consulting Services

1998-99 Statistical Analyst, Office of National Statistics, London

1995-98 Acting Manager, Economic and Industry Analysis Branch, Bureau of Tourism Research

1993-95 Senior Research Officer, Australian Bureau of Statistics