

## Dr DAVID MICHAEL GRAY

- EMAIL:** [dgray@efs.mq.edu.au](mailto:dgray@efs.mq.edu.au)  
[cetgray@bigpond.net.au](mailto:cetgray@bigpond.net.au)
- TELEPHONE:** Home: 0011 61 2 93157227  
Mobile: 0400 649 800
- NATIONALITY:** Australian
- PERSONAL** Married with three adult children.
- CURRENT POSITION** Lecturer in Marketing  
Department of Business, Macquarie University  
Phone: 0400649800  
Email: [dgray@efs.mq.edu.au](mailto:dgray@efs.mq.edu.au) or [cetgray@bigpond.net.au](mailto:cetgray@bigpond.net.au)  
Campus: North Ryde, NSW 2109  
Location: Building E4A, Room 639
- EDUCATION** PhD Program in Marketing, University of NSW, 2002-2005  
Thesis: "A Competency Based Theory of Business Partnering"  
M. Com Hons (Economics) UNSW 1977  
Thesis: "The influence of Tariff Protection on Australian Manufacturing Industry"  
B. Com (Hons) (Economics) UNSW 1974  
Thesis: Australia's Trade Policies in the context of developments in World Trade"  
B. Com (Accounting) UNSW 1974
- PROFESSIONAL QUALIFICATIONS** Certificate IV Workplace Training and Assessment, 2001  
CPA (Certified Practising Accountant);  
Completed educational requirements for assessors of quality systems under JAS-ANZ and Institute of Quality Auditors (UK) through NATA, October 1993.  
Completed educational requirements for registration as an approved auditor for the QS 9000 quality standard by Automotive Industry Action Group - July 1996.
- RESEARCH INTERESTS:** Business-to-business and services marketing. He is interested in the formation and maintenance of cooperative and customer-supplier relationships and the formulation, management and implementation process of business and marketing strategies. His current research focus relates to the nature, development and implementation of relationship management competence in developing successful business partnerships and customer-supplier relationships. Other interests include buyer behaviour, market orientation and customer service.
- TEACHING AREAS:**
- Marketing Strategy 2006 Macquarie University
  - Marketing Strategy 2005 UNSW
  - Marketing Fundamentals 2004 UNSW
  - Elements of Marketing 2002-2004 Master of Commerce UNSW

- o Managing Value Creation 2005 Master of Commerce Program
- o Introduction to Marketing 2004 (General Education UNSW)

Also extensive management training program teaching experience. Conducted more than 50 short course programs in the manufacturing, service and construction industries in Australia, New Zealand and Asia. Training programs personally designed and conducted include: industrial marketing, strategic alliances, team building, management skills and supervision, business finance, total productive maintenance, industrial costing, activity based costing, negotiation skills, customer service, quoting and tendering, sales forecasting, labor rate costing and TQM.

## **RESEARCH EXPERIENCE**

Gray, D.M. Wilkinson, I. 2006 "The Production and Consumption of Marketing Theory" (Under review Journal of Marketing Management)

Gray, D.M. 2005, "The Relationship of Market Orientation to Business Partnering Performance" Australian New Zealand Marketing Academy Annual Conference (ANZMAC), Perth December 2005

Gray, D.M. 2004, "Business Partnering – The role of Alliance Competence" Industrial Marketing and Purchasing (IMP) Annual Conference, Copenhagen, September, 2004

Gray, D.M. Wilkinson, I. 2004 "It's all very well in Theory but will Marketing Practitioners Actually use it?" ANZMAC, Annual Conference, Wellington New Zealand, December 2004

Gray, D.M. 2003 "A Competency based theory of business partnering and alliances." ANZMAC 2003 conference paper

## **AWARDS AND DISTINCTIONS:**

2004: Winner of Centre for Applied Marketing Research Scholarship Award May 2004 for paper "Business Partnering – the Role of Alliance Competence"

2002: A finalist in the ISBM (Institute for the Study of Business Markets) ISBM's 2002 Business Marketing Doctoral Support Award Competition conducted through Pennsylvania State University.

## **BUSINESS BACKGROUND**

### ***BUSINESS RESEARCH STRENGTHS***

David has worked in a senior research role for both BIS Shrapnel (the largest industrial market research company in Australia) and Citicorp. He has conducted marketing research studies (qualitative and quantitative), investigate industries, and write marketing plans into coherent, informed and useful management reports.

### ***MANAGEMENT CONSULTING***

Extensive experience in writing new business tenders, management training, marketing and sales management, the management of professional service, finance and insurance businesses. Product knowledge spans professional services, finance, insurance, manufacturing, building materials.

Related areas of expertise are:

- Leadership Training
- Marketing Practice
- Market Development
- Training and Development
- Market Research
- Sales Forecasting
- Labour & Overhead Cost Recovery
- Quality Control and TQM
- Process Improvement
- Tender Writing
- Partnering & Strategic Alliances
- Business Planning
- Team Building
- Advertising, Annual Reports
- New Product Development
- Total Productive Maintenance

## **BUSINESS EXPERIENCE**

**Centre for Enterprise Training**  
**MD, Sydney April 1990 to current**

**Centre for Enterprise Training**

Training and Business Coaching practice. Conducts more than 50 short course management-training programs annually to the manufacturing, service and construction industries in Australia, New Zealand and Asia. Responsible for sales and operations, R&D, finance and human resources. Training programs personally designed and conducted include: industrial marketing, strategic alliances, team building, management skills and supervision, business finance, total productive maintenance, industrial costing, activity based costing, negotiation skills, customer service, quoting and tendering, sales forecasting, labor rate costing and TQM.

**Touche Ross & Co**  
**GM Marketing,**

**Touche Ross & Co Sydney Jul 87 to Mar 90**

Sydney based: responsible for managing the NSW and ACT marketing team and \$50 million revenue targets. Identified and coordinated the implementation of marketing plans, established the tendering division, initiated an industry based statewide marketing strategy, introduced a national post graduate training program, successfully edited and launched two new publications to support small business growth, expanded established product lines with new products in the business advisory and auditing sectors.

**MGICA LTD MGICA LTD**

**National Marketing Manager, Sydney, May 83 to June 87**

Based in Sydney and responsible for the achievement of \$10 million revenue sales targets and the national sales force, the expansion of product lines with the introduction of Australia's first mortgage securitization business, the introduction of the first mortgage affordability index in Australia, the management of the distribution network of financial institutions, the annual business plan process, corporate advertising and the annual report. Between 1983 and 1987 the company increased revenue from \$5 million to \$10 million during the period.

**BIS Shrapnel  
May 1980 to April 1983.**

**BIS Shrapnel - Senior Project Manager**

Sydney based with responsibility for sales, operations and management of industrial market research business in the building, financial services, printing, catering and insurance industries with sales of +\$3 million per annum. Planned and implemented expansion programs in financial services and insurance industries. Responsible for managing project staff, conducting research assignments, supervising the field force, client reports and presentations

**Custom Credit 1979**

**Custom Credit - Sales Development Manager**

Sydney based: responsibility for devising and implementing corporate marketing programs; developing and assessing new products and product profitability; coordinating the production of promotional material and training the sales teams.

**Citicorp Australia  
June 76 – April 79**

**Citicorp Australia - Market Research Manager**

Sydney based: responsibility for conducting economic & market research into consumer finance, mortgage lending, leasing, insurance investment funding; directing research companies & coordinating advertising agencies; developing the company's strategic plan; assisting in the establishment of a life insurance subsidiary; developing a range of investor decision models and marketing information systems; developing computerized account profitability /pricing models; conducting economic assessments of new branch locations.

**CSR LIMITED**

**CSR LIMITED - Economist Sept 1974 – May 1976**

Sydney Based: responsibility for conducting economic and market research into the building materials markets serviced by CSR Building Materials Division. Wrote the quarterly review of economic statistics; conducted investigations into key market trends in construction & building materials; conducted market research into the housing & building materials markets; conducted new product research

**Peat Marwick Mitchell**

**Peat Marwick Mitchell & Co - Auditor Dec 1972 – Sept 74**

Sydney Based: Accounting and Management Consulting. Undertook a variety of accounting related activities including auditing, secretarial and preparation of tax returns, market research.