



Service is
our trademark.

AWA - The Business

AWA Limited is an Australian owned company whose origins can be traced back to 1909. Over the last 30 years AWA has supplied communications, technology, logistical services and support to large organisations, information and communication technology [ICT] vendors, resellers and distributors across Australia.

AWA has a proud history of inventing, introducing and managing technology in Australia, and today they provide cost effective, customised, expert and independent service 365 days a year, 24 hours a day.

The broader AWA service network operates across various ICT markets, focusing largely on restoration and deployment with OEM and corporate customers. In light of the changing technology environment and the increasing consumer demand for electronic installation and support, AWA sought to develop a mobile network which integrates into the organisation and focuses on the repair and deployment of ICT and AV equipment for the Small to Medium business [SME], Small Office/Home Office [SOHO], and the rapidly growing home electronics consumer market.



Expanding into new markets

Stakeholder management and integration of the new business unit into the existing company structure and culture is critical when expanding into a new market

The Challenge

There is currently a lack of credible national service providers who can support Information and Communications Technology [ICT] and the converging home entertainment technologies in both the home and the small business market.

AWA's objective was to expand into the consumer and small business market using a format which enabled rapid national growth and a strong focus on customer service. The challenges AWA faced in achieving its objectives were:

- Determining and developing the appropriate business model
- Implementing the required infrastructure to manage and support a national team of mobile and retail operators
- To maintain focus on OEM and corporate clients while expanding into the consumer market
- To integrate the new distribution model into the existing company infrastructure and culture without disrupting the existing activities

The Solution

AWA engaged DC Strategy (DCS), a distribution specialist, to develop the distribution business model and to assist with the development of the infrastructure necessary to grow and support a network of mobile and retail operators.

DCS worked with AWA to define the structure and develop the strategy for a national network rollout incorporating a fully mobile workforce and a retail service centre presence. The analysis focused on the activity drivers in the business including costs, revenues, investment and consumer spending. Once the desired business models were chosen the necessary commercial policies, demographic territories, recruitment processes and operational policies and systems were developed.

DCS also assisted in conveying and presenting the case to the internal AWA stakeholders, then ensuring the appropriate targets and budgets were established as the business transitioned to implementation.



The Outcomes

To achieve the necessary results, DCS worked closely with the AWA management team to not only develop the distribution model but also to ensure the company had the necessary infrastructure to support the expansion. The project resulted in the following outcomes:

- Development of the network expansion plan including the interaction between company operators, service centres and mobile operators
- Establishment of clear policies to govern the behaviour of independent owner operators and head office
- Advised on a recruitment process to screen and select potential applicants
- Project management of the internal AWA team in establishing the necessary internal systems and processes
- A detailed demographic model outlining the network rollout across Australia

AWA is well positioned to leverage their current infrastructure and to expand their presence into an underdeveloped growth market.

Customer Focus

The combination of owner operator and AWA's infrastructure ensure the focus on the customer is maximised

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